The New CIO Agenda:

Transforming to a Digital World

High performance. Delivered.

Are you prepared to meet the expectations—and seize the opportunities—of the digital world? It will take a strong digital vision and strategy, strong leadership and governance, and an ecosystem of partners.

Across businesses and governments, digital disruption and shifting operating models are changing the role of IT. These changes are driving the need for "multi-speed IT": the ability to deliver disruptive innovations quickly while keeping core business applications up and running, managing risk and increasing efficiencies.

For CIOs in state government, the challenges are especially daunting. Budgets remain tight. State policies and legacy systems are often ill equipped to support growth in public service demand and to innovate. Meanwhile, virtually every initiative designed to improve the experience for citizens, businesses and government employees introduces other challenges—including persistent concerns about security and privacy.

In the face of these challenges, the CIO will be at the heart of each state's progress in transforming to the digital world. As you continue your journey in the digital world, Accenture recommends you embrace multi-speed IT—and prioritize these items as part of your CIO agenda.

Cloud. Many are touting cloud as a way to lower costs, increase responsiveness and drive efficiency. But first you must assess which aspects of cloud make sense for your state, ie: Infrastructure as a Service, Software as a Service and/or Platform as a Service. Then you must understand how cloud will affect your organization, including the skills and tools you will need to manage it effectively.

Mobile. Ninety percent of American adults have a cell phone, and sixty-four percent of Americans own a smart phone. With the right approach, these devices can help you address a number of goals[1]: bridging the digital divide, enhancing relationships with citizens and other stakeholders, and increasing the productivity and satisfaction of your workforce. Establishing a mobile roadmap that addresses user experience, the mobile application lifecycle, governance, infrastructure and security is critical to success of these new programs.
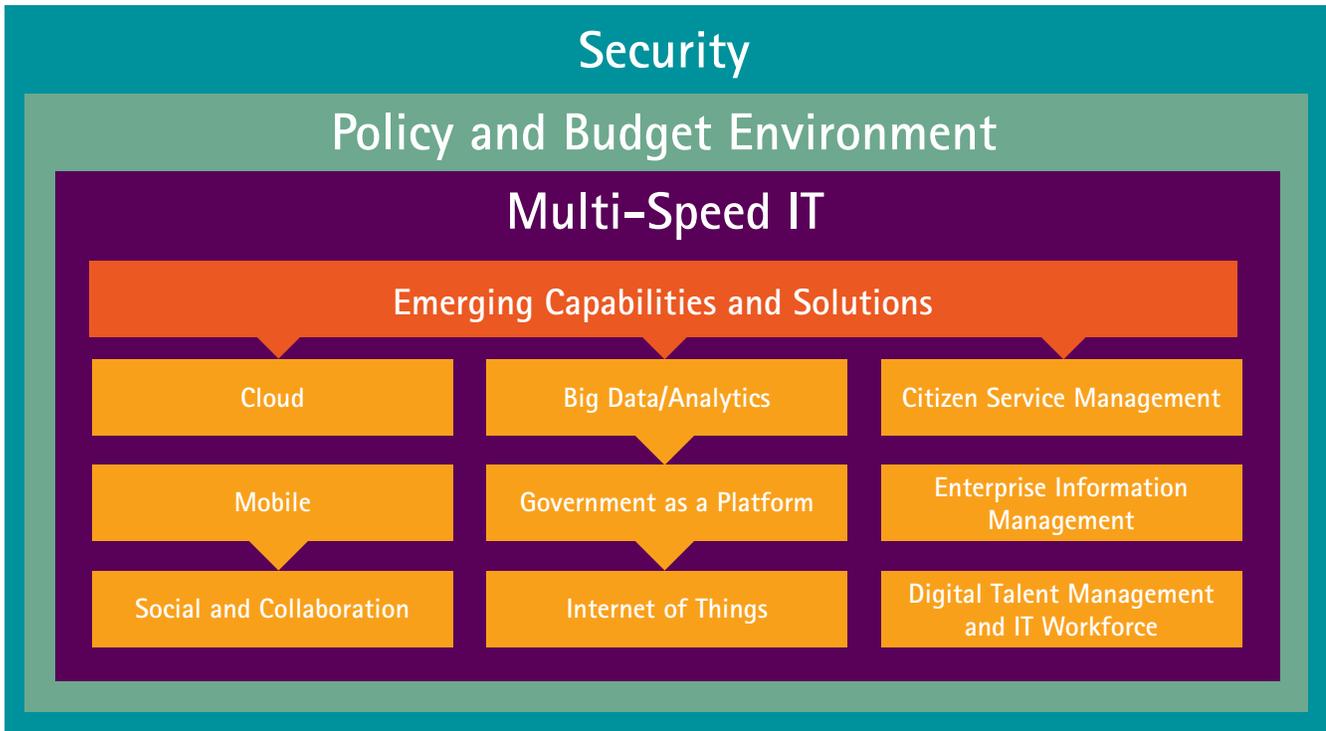
Social and Collaboration. By embedding social and collaboration technologies into your day-to-day operations, you can improve satisfaction and productivity within your state workforce. Start today by trialing a flexible platform that supports organic growth— let a select group test it out. In parallel, develop a roadmap for expansion and that ties capabilities to business outcomes. The workforce of the future is accustomed to working in a collaborative environment, give them the tools to be successful.

Big Data/Analytics. When it comes to big data, governments face several challenges. You must determine how to effectively collect and store data. Once data is stored in an effective manner, you need to identify the most effective ways to analyze data and incorporate it back into your decision making. Governments often lack the talent to analyze data, while decision makers often need training to understand how to most effectively put data to work. And, existing policies typically need to be revised to address the delicate balancing act of leveraging sensitive data while still protecting privacy.

Government as a Platform. Emerging intelligent and connected applications can empower you to unlock the value of your data. But you'll need to embrace a new architecture to "future proof" those applications, ensuring they can support multiple devices and be integrated through the cloud. An API-driven architecture must be built for agility, scale and integration across applications and systems, whether internal or external to your state enterprise.

Internet of Things (IoT). Government agencies have been slow to adopt the IOT, yet it has significant potential for innovation and growth. End-results are compelling: increased asset availability and productivity, reduced key asset downtime, and decreased mission costs. Specifically, asset maintenance using IoT can save up to 12 percent over scheduled repairs, reduce overall maintenance costs up

Digital CIO Agenda

Security		
Policy and Budget Environment		
Multi-Speed IT		
Emerging Capabilities and Solutions		
Cloud	Big Data/Analytics	Citizen Service Management
Mobile	Government as a Platform	Enterprise Information Management
Social and Collaboration	Internet of Things	Digital Talent Management and IT Workforce

to 30 percent and eliminate breakdowns up to 70 percent. Proactive leaders are moving now to strategically implement operational models around sensor integration to prolong asset life, reduce asset costs, prevent breakdowns, accelerate responses, and above all enhance the quality and speed of service delivery to citizens.

Citizen Service Management. Our research shows that citizens want a voice in creating new government services. Unifying on a common project vision and thorough service design are characteristics of high performance in government service projects. Combine these together to give your constituents a say in the service design process to drive greater adoption and engagement. Start small, learn from your experience, and apply the co-creation discipline to other key services. Use the first few iterations to confirm your talent strategy.

Enterprise Information Management. Analytics can be a key driver for decisions— but only if you have sound enterprise management platforms supported by the right governance and organizational structure. In most cases, a cultural change is necessary to understand what the enterprise information means and how it can be used to improve function and information flow. Integrating technology with the business is key to success. Enterprise information management can help provide real time-data on agency performance, but only if data quality as well as talent and resources are addressed.

Digital Talent Management and IT Workforce. Just as your architecture needs to evolve, so does your IT workforce. In the quest to become more agile, more efficient and more digital, you'll need to build on your existing talent and tap into new sources to deliver the analytics, mobility, cloud and other emerging technologies that align with digital citizens' demands. You'll also need to transform legacy HR, recruiting and hiring practices for the digital world.

Gone are the days of massive, multi-year IT initiatives. Now is the time for a blend of disruptive "sprints" and continuous improvement "marathons" as you lead your state's digital transformation. By embracing agile thinking, you can deliver IT services and support that empower your state to meet its mission in new ways. These agenda items provide a compelling place to start.

1. PEW Research Center Technology Fact Sheet: http://www.pewinternet.org/fact-sheets/mobile-technology-fact-sheet/

Contact

For more information, please contact:

Keir Buckhurst

Technology Consulting Lead
Health and Public Services, State Provincial
and Local Government

(917)-452-8445
Keir.buckhurst@accenture.com

LinkedIn:
www.linkedin.com/pub/keir-buckhurst/19/623/a1

Connect with us to learn more on delivering
public service for the future on Twitter
@AccenturePubSvc.

About Delivering Public Service for the Future

What does it take to deliver public service for
the future? Public service leaders must embrace
four structural shifts—advancing toward
personalized services, insight-driven operations,
a public entrepreneurship mindset and a cross-
agency commitment to mission productivity.
By making these shifts, leaders can support
flourishing societies, safe, secure nations
and economic vitality for citizens in a digital
world—delivering public service for the future.

About Accenture

Accenture is a global management consulting,
technology services and outsourcing company,
with more than 358,000 people serving
clients in more than 120 countries. Combining
unparalleled experience, comprehensive
capabilities across all industries and business
functions, and extensive research on the
world's most successful companies, Accenture
collaborates with clients to help them
become high-performance businesses and
governments. The company generated net
revenues of US$31.0 billion for the fiscal
year ended Aug. 31, 2015. Its home page
is www.accenture.com.