GETTING THE MOST OUT OF NEW TECHNOLOGIES

A CEO's guide

Leading CEOs drive superior revenue growth with their technology strategy.

The performance gap in annual revenues between Leaders and the rest is growing.

9% Leaders

6% Middlers

4% Laggards

CEOs get the importance of technology-based innovation…

78% believe they are effective at creating a safe space for experimentation with new technologies

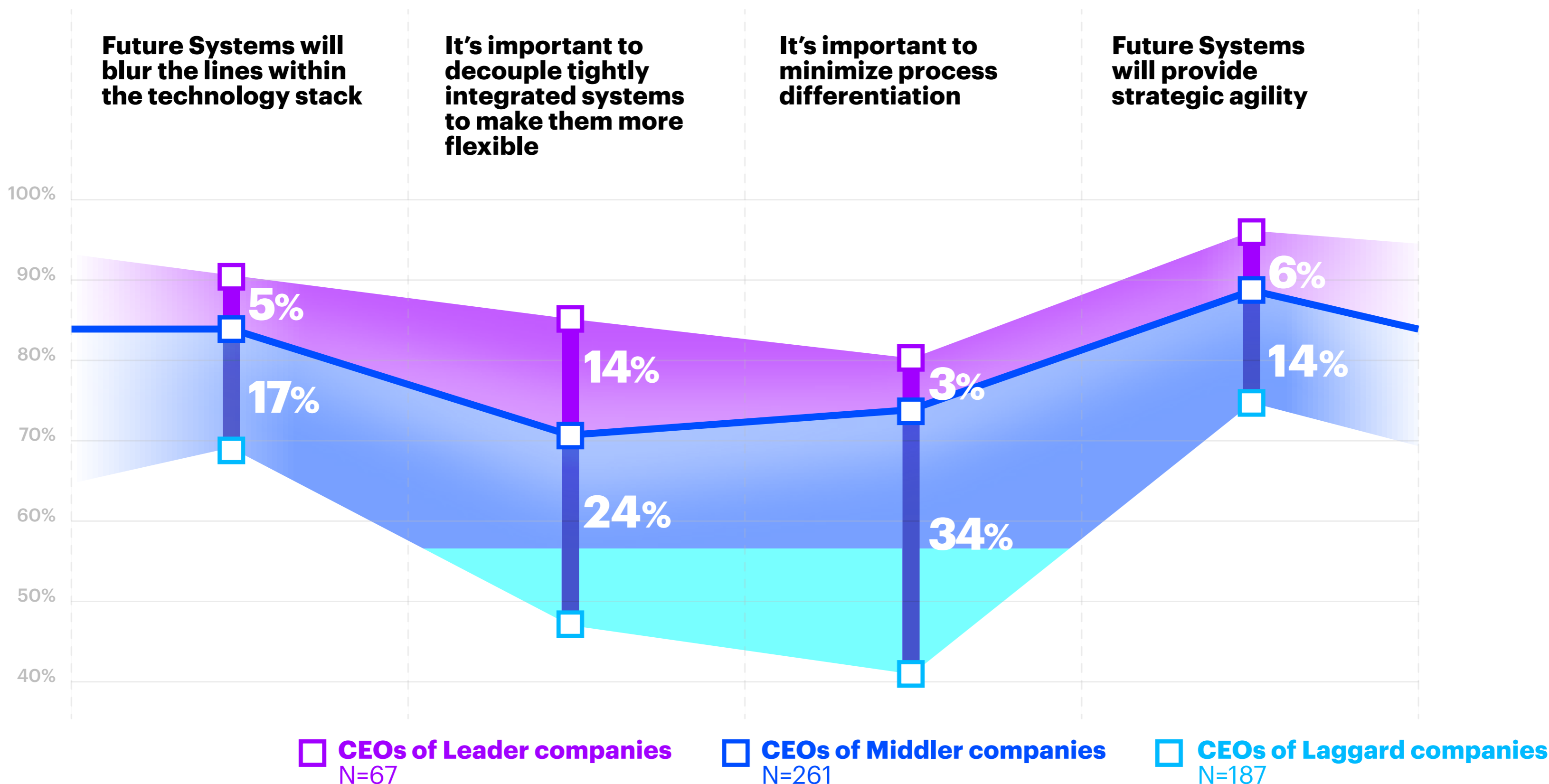**80%** say their company has the right systems in place to innovate at scale but…

only **8%** of those CEOs can be classified as Leaders, generating significant return on their technology investments

Most are struggling to close an ever-widening Innovation Achievement Gap.

Leader CEOs are the strongest advocates of Future Systems

CEOs say:

	Future Systems will blur the lines within the technology stack	It's important to decouple tightly integrated systems to make them more flexible	It's important to minimize process differentiation	Future Systems will provide strategic agility
CEOs of Leader companies (N=67)	5%	14%	3%	6%
CEOs of Middler companies (N=261)	17%	24%	34%	14%
CEOs of Laggard companies (N=187)				

Taking the right PATHS

By creating enterprise-wide "Future Systems," CEOs enable the organization to share and scale innovations repeatedly across business units and processes.

P — **Progress:**
Apply new technologies across multiple business processes to improve efficiencies and performance

Leaders transform more than **2 processes for every one that Middlers transform**, and 3 times as many as Laggards

A — **Adaptation:**
Adapt IT investments to suit changing business needs

83% of Leaders say it is important to decouple data from legacy infrastructure, vs. 61% of Middlers, and just 37% of Laggards

T — **Timing of Tech Adoption:**
Properly sequence and roadmap deployment of new technology

20% of Leaders adopted Software-as-a-Service (SaaS) five years ago vs. 9% of Middlers and 8% of Laggards

H — **Human + Machine Workforce:**
Activate and enable the workforce to use and be augmented by technology

86% of Leaders use intelligent technologies such as AI, Analytics, and Machine Learning to predict and match worker training with required job skills, vs. 60% of Middlers and 35% of Laggards

S — **Strategy:**
Actively align business strategy and IT strategy to pre-empt disruption

94% of Leaders regularly track value of new technologies vs. 76% of Middlers, and 47% of Laggards

Three essential steps along the PATHS

It´s time to match intention with action with the PATHS framework.

Design a new Future Systems strategy based on enterprise-wide needs and able to adapt to change; make the long-term financial case.

Reconsider your sunk investments that can be consolidated to drive efficiencies; set KPIs and track them in concert with your IT lead.

Assess your company's current position on technology investments; measure their returns and opportunity costs.

Leaders enjoy a considerable head start, and they will not be standing still. Their systems are designed to embrace tech innovations so that they can create and scale them across the enterprise.

Yours should too.

Read the report to find out where you are and where you need to be.

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