

# Global CIO Survey 2007 – IT Agility

**Enabling Business Freedom**



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# Foreword

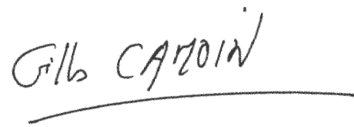
The escalating rate of business change poses a serious challenge to any organisation. Proactive businesses able to manage this changing business climate are steaming ahead, watched by their envious peers. These are companies clearly equipped to react to the changing environment in a competitive way, capable of turning threats into opportunities. Agility, the ability to adapt and refocus the business, is the difference between success and failure.

The purpose of this survey is to explore the views of CIOs of major companies and organisations on the subject of agility and its impact on IT. How does the changing environment affect companies and organisations? What does agility mean for a business? How does IT contribute to the needs of the business? Is there such a thing as agile IT? How do IT functions become, or plan to become, more agile?

The survey is based on one-to-one interviews with over 300 CIOs across

the world, with representation in all industries. It is the latest in a series of international CIO surveys undertaken by Capgemini Consulting. The 2006 CIO survey (Views on Future IT Delivery) was a detailed investigation into sourcing trends, including off-shoring, which provided valuable insights to the mind-set of CIOs and managers of organisations in different regions and industries. The results of this year's survey suggest that not only is agility a hot topic across the globe but that, even in the IT space, people with the right mind-set are the key to unlocking agility.

We thank all the participating CIOs for taking the time to share their opinions with us. Our report offers ideas on strategies CIOs might consider when discussing how the changing environment is affecting their business and IT operations. We hope that this publication helps you understand current key concepts, opportunities and challenges and that it stimulates thoughtful discussion.



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*Netherlands*

# Participating Companies and Organisations

**Capgemini Consulting would like to thank all 301 participating CIOs and top managers who gave time to be interviewed for this CIO survey. Besides the organisations listed below, 20 additional companies participated in the survey but requested to remain anonymous.**

## **Business Services**

- ADAC e.V.
- Capio
- Chemia.com member of the Grupa Chemiczna Ciech Group
- Compass Group Europe
- Dassault Systèmes
- Descours et Cabaud
- Det Norske Veritas
- Elixor
- Gedas ČR spol.
- Groupe Vedior France
- JC Decaux
- La Poste Courrier
- Rentokil Initial
- Sitel Iberica Teleservices

## **Consumer Products & Retail**

- Ace
- Adidas Group
- Ahold
- Black & Decker
- Canadelle
- Coca-Cola
- Conair
- Coop
- Crate and Barrel
- DaimlerChrysler
- Danone
- Electrolux
- Euromaster
- Fazer Russia
- Friesland Foods
- Gustav Paulig
- Heineken International
- Jan Becher - Karlovarská Becherovka
- Karl Fazer
- KIK Custom Products
- Marine Harvest
- Maxeda
- Nestlé
- Office Max
- PepBoys
- Phoenix Pharmahandel
- Premier Farnell

- Schuitema
- Swedish Match Nordic
- Systembolaget
- Tesco Stores
- TomTom
- Ubid.com

## **Energy & Utilities**

- Aare Tessin für Elektrizität
- Aker Kværner
- Atlantic Cooper
- Direct Energy
- Energinet.dk
- E.ON
- Essent
- EVN
- Hydro
- Lyonnaise des Eaux
- MVV Energie
- Neste Oil
- Petrom
- RTE
- Sibelga
- SPIE
- Total RM
- Transelectrica
- Ultramar Canada
- Vattenfall

## **Financial Services**

- ABN AMRO Services
- AGF Management
- Agis
- Alm. Brand
- AMF Pension
- ATP
- Axa France
- Banca Comerciala Romana
- Bayerische Hypo – und Vereinsbank
- Cardif
- Crédit Agricole Group Belgium
- Crédit du Nord
- Equens
- Erste Bank Group
- Experian

- Folksam
- GE Money Bank
- Global Payments Europe
- Hypo Group Alpe Adria
- IGS
- ING Group
- KBC Group
- KEVA – Local Governments Pension Institution
- Komerční banka
- MAIF
- Moneris Solutions
- Monitise (Morse Group)
- Mutua Madrileña
- Nasta Insurance
- Raiffeisen Bank Romania
- Robeco
- SCOR
- SG Finans
- Shanghai Pudong Development Bank
- Swedbank
- TD Meloche Monnex
- Tryg
- Unibanka
- Volkswagen Bank
- NCSD Group
- VÚB
- WestLB
- Wiener Allianz Elementar

## **Manufacturing**

- Alfa Laval
- Alliance One international
- Andritz
- Arc International
- Astellas Pharma U.S.
- Astra Zeneca
- Bayer MaterialScience
- Boiron
- Bridgestone Europe
- C&D Technologies
- Canon Europe
- Celestica
- DFAC
- Faurecia

- Findus Sverige
- Galderma
- Gambro
- GEA Group
- Glatfelter
- Graham Packaging
- Holmen
- Implenla
- Interface Europe
- IPSEN
- J&J
- Kemira
- Komatsu Europe International
- Kverneland
- Lafarge
- Lennox Europe
- MAHLE International
- McKesson Pharma
- Merck
- NCC Roads
- NXP
- Océ
- Philips
- PKN Orlen.
- Plastic Omnium
- Renault Trucks
- Royal Cosun
- RUAG
- Saab
- Saint-Gobain
- SAP
- Severstal-Avto
- SGCI
- Skanska Sweden
- SKF
- SNR
- Stora Enso
- ThyssenKrupp
- UPM-Kymmene
- Virbac
- AB Volvo
- Volvo Trucks
- Yutong Group

#### **Public, Government & Social**

- AFPA
- AGEFIPH
- Amsterdam Dienst Werk en Inkomen
- Buckinghamshire County Council
- Bundesagentur für Arbeit
- Bundesministerium des Innern
- Bundesministerium für Finanzen
- Caisse Nationale d'Assurance Maladie
- Centraal Bureau voor de Statistiek
- CWI Public Employment Services
- Erasmus University Medical Center
- Försvarsmakten
- General Teaching Council for England
- Göteborgs Stad
- Hessisches Ministerium für Finanzen
- ICTU Dutch ICT Unit
- Information Management Group, the Association of 28th largest Dutch Cities
- Malmö Stad
- Messe München
- Ministère de la Justice
- Ministère des Affaires Etrangères
- Ministère de l'Economie, des Finances et de l'Industrie
- Ministerie van Binnenlandse Zaken en Koninkrijksrelaties
- Ministerie van Economische Zaken
- Ministerie van Onderwijs, Cultuur en Wetenschappen
- Ministerie van Verkeer en Waterstaat
- NAV
- Ofsted
- Region Skåne
- Rikspolisstyrelsen
- Scottish Parliament
- Skatteverket
- Sociale Verzekeringsbank
- Stockholms Läns Landsting
- Stockholms Stad

- Sykehuspartner Helse Sør
- UNEDIC
- UWV
- Vasakronan
- Västra Götalandsregionen
- VTS Police Netherlands

#### **Telecom, Media & Entertainment**

- Dagens Nyheter
- Economia
- Entertainment UK
- Ericsson
- Guangdong Telecom
- Microsoft
- NetCom
- NMPP
- Orange
- Radio-Canada
- Sanoma Corporation
- Søndagsavisen
- Sony Ericsson
- SUN Media Corporation
- Teletext/DMGT
- TeliaSonera
- T-Mobile
- Wegener

#### **Travel, Transport & Logistics**

- ANWB
- Berliner Verkehrsbetriebe
- CargoLine
- Finland Post Corporation Itella
- GEFCO
- Hellmann Worldwide Logistic
- Inex Partners
- NSB
- Posten
- RATP
- Scandinavian Airlines
- Schweizer Post International
- SNCF Fret
- Stena Line
- Torvald Klaveness Group
- Transavia
- Tuko Logistics
- Vopak

# Executive Summary

**“ We have been a very static company in the past so agility has not been important. Now we see major changes ahead, and the role of agility is getting more and more important.**

There is clear evidence in the Capgemini Consulting Global CIO Survey 2007 that the business environment continues to change with increased intensity, affecting companies on all levels. 97% of the organisations in the survey have experienced major change that forced them to alter their way of doing business during the last three years. Increasing uncertainty poses a serious threat to competitiveness in the market. Ill-prepared organisations are being forced to change at great effort and expense. The survey also reveals that companies who are proactive and plan ahead, adapting to ways of doing business that reflect the uncertain business environment, can successfully turn threats into opportunities. The Capgemini Consulting Global CIO Survey 2007 suggests that creating agility is the determining factor for how well organisations manage the changing environment.

Our findings suggest that agility does exist and that an organisation is far more likely to succeed if it leads the change rather than simply taking a reactive approach. Equipping both the business and IT for change can give an organisation a distinct competitive advantage.

But what makes an agile organisation? It should come as no surprise that a significant number of respondents believe that the ability of the IT function is critical for achieving business agility and that central to it all is employee capability. Your people will be the decisive factor in the achievement of not only business agility but also agile IT, and in your ability to compete in a fast changing business environment.



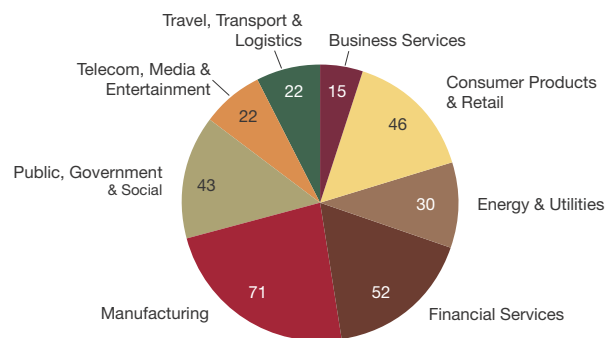
# About the Survey – Intention and Method

## Methodology and Structure

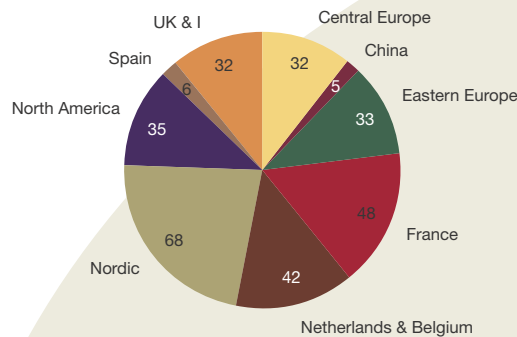
This survey is based on face-to-face interviews with CIOs and other IT executives in 301 companies and organisations in Europe, North America and Asia. 21 countries are represented and the respondents are spread over a wide range of industries. The interviews were conducted between August and November 2006 by senior consultants from Capgemini Consulting.

The average revenue of the surveyed companies is approximately 8 billion euros and the average IT budget is approximately 100 million euros (average IT budget measures 1.25% of total revenue).

**Figure 13 Number of interviews per industry**



**Figure 14 Number of interviews per country**



# About Capgemini Consulting

Capgemini, one of the most world's foremost providers of Consulting, Technology and Outsourcing services, has a unique way of working with its clients, which it calls the Collaborative Business Experience. Through commitment to mutual success and the achievement of tangible value, the company helps businesses implement growth strategies, leverage technology, and thrive through the power of collaboration.

Capgemini employs approximately 68 000 people worldwide and reported 2006 global revenues of 7.7 billion euros. More information about individual service lines, offices and research is available at [www.capgemini.com](http://www.capgemini.com)

Capgemini Consulting is the management consulting discipline of the Capgemini Group. We offer transformational excellence through understanding specific customer needs in all business sectors. Based on our strong functional expertise and our ability to accelerate change, we collaborate with customers to design the best strategies and execute the transformation, impacting both business results and growth. Across the globe, Capgemini Consulting has 5,000 management consultants.

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