



Enterprise Intelligence

The challenge for the CIO in 2010

November 2009

Survey Method

All figures, unless otherwise stated, are from the BT Global Services **Enterprise Intelligence** survey, conducted by Datamonitor Ltd. Total sample sizes were 274 CIOs and other senior corporate executives in 12 countries and 2,476 employees who use corporate IT systems in 13 countries. Fieldwork was undertaken between 1 September 2009 and 30 September 2009. The survey was carried out online. The results are unweighted. The countries included were:

CIO/Senior Executive Survey

Australia

Benelux

Brazil

China (incl. Hong Kong)

France

India

Singapore

Spain

Sweden

Switzerland

UK

USA

IT Systems User Survey

Australia

Benelux

Brazil

China (incl. Hong Kong)

France

India

Singapore

Spain

Sweden

Switzerland

UK

USA

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Executive summary

Information has traditionally been viewed as the lifeblood of the corporation – knowing what customers are demanding, what competitors are doing, and what concepts are bubbling up from within the enterprise have been key to driving innovation and delivering business success.

But in today's superfast, web-2.0-enabled business world, workers are no longer just consumers, but curators and contributors to the huge volumes of information migrating into the network. In a world where information enters the enterprise from the bottom up 24 hours a day, can a chief information officer (CIO) truly claim to be in control of that information?

As information becomes so readily available it is the background noise in corporate life, only active, tagged and searchable information has the power to drive competitive advantage. This newly empowered information – or enterprise intelligence – is now the lifeblood of the 21st century corporation and marshalling this intelligence is a necessary condition of business success.

This paper incorporates the findings of new research commissioned by BT Global Services that focuses on CIOs and their relationship with senior corporate executives and IT systems users. It examines:

- the relationship between corporate information business performance
- demand for information
- successful collaboration
- what the CIO needs to do in the recession
- the challenges facing cloud services
- security in the cloud
- global attitudes to business success
- the role of the CIO

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Introduction

Corporations have always thrived on information but what was once an asset is fast becoming a commodity. As the volume of corporate information has grown, the information industry has expanded to meet the challenge. The size of the worldwide industry was estimated in 2007 at \$4.2 trillion (\$4.2 million million), and forecast to grow to \$7.3 trillion by 2011¹.

This huge growth highlights the challenge facing chief information officers (CIOs), but it also underlies the truly strategic responsibilities of today's CIO. The days of the CIO being king of what flows through corporate networks are limited. Increasingly, the command and control approach is an anachronism and a more bottom-up attitude needs to be adopted.

The role of the CIO today is about much more than implementing the right information architecture. It is about understanding the business needs of information users. CIOs need to engage more closely with users, putting in their hands the tools they need to turn information into enterprise intelligence, and understanding how the network of the future can meet their needs.

The term 'CIO' has been around for about 30 years. But as information and technology become commoditised, what does this mean for the role of the CIO?

For one, it means the use of information management technology – including networks, data centres, collaboration tools, security and applications – needs to be more closely aligned with the behaviours of the workforce. As this paper will show, business performance can now be linked to the success with which the tools provided by a CIO match the needs of his users. And the CIO's performance can increasingly be measured in business terms.

The CIO is dead, long live the CIO

Having information first can confer economic benefit, but having verified information, delivered in the right way has become a bigger challenge than simply having it first.

This is the primary future role of the CIO: providing fast, secure, reliable access to information and the applications and tools needed to analyse it from the bottom up. The CIO who enables the workforce to make best use of information by turning it into enterprise intelligence might be better described in the future as the **chief intelligence officer**.

1. CCID Consulting, see <http://bit.ly/j83vN>

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Intelligence: a 360 view

It is impossible to understate the value of enterprise intelligence to a global business. The problem is that it may lie unknown within the huge volumes of data flowing around and stored within a global corporate network.

In the first global **Enterprise Intelligence survey** by BT Global Services, virtually all (90%) of workers in 13 countries agreed that information management is 'critical' or 'important' to the future of their business. The CIO's role in enabling workers to discover and access the intelligence they need to excel in their work is clearly of critical value to the enterprise.

Senior executives and CIOs agreed that the most important type of information is market data, which creates a new challenge for CIOs. The discovery and analysis of information drawn from beyond the enterprise firewall is not always recognised as a primary area of responsibility for the CIO, but technologies are in development that could mean this becomes a significant responsibility before too long (see side bar, **The future of enterprise intelligence**). For the chief intelligence officer, the boundaries are disappearing.

Volume control

A more immediate issue is the volume of data CIOs face. Even though they rated market data the most important type of information, almost a quarter of CIOs (22%) have more of it than they need, or so much they struggle to make sense of it at all. This is also a problem for the people using IT systems: one in five (18%) senior executives and one in six (15%) workers is struggling in the same way.

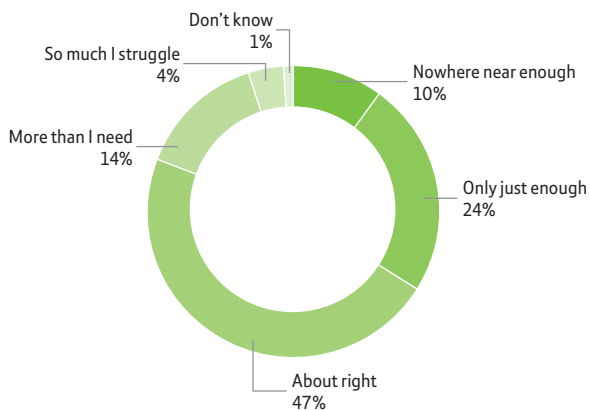
A worryingly high number of senior executives and CIOs feel similarly swamped by too much operations data, even though this plays such a central role in the effective management and control of a business. Over a quarter (26%) of senior executives have more operations data than they need or so much they struggle to make sense of it at all, and the situation is not much better among CIOs (23%). The lack of visibility this must entail adds unnecessary risk to running an enterprise.

At the other end of the spectrum, a significant number of senior executives also say they have only just enough or nowhere near enough market (34%) and operations (25%) data. If enterprise intelligence is the right information in the right hands at the right time, only a minority of senior executives (47%) are well catered for in this regard (see figure 1).

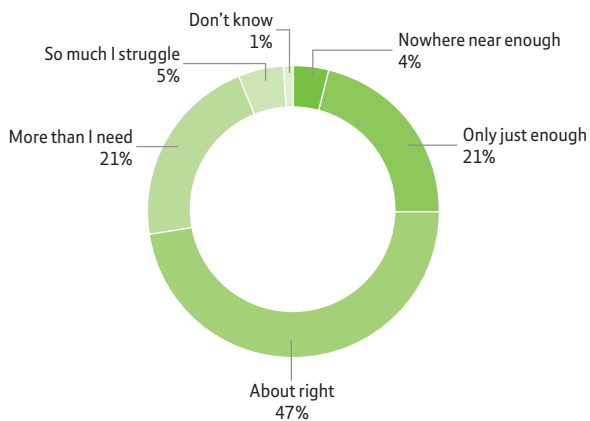
Too much information: not enough intelligence

Figure 1: The amount of information senior executives have to deal with

Market data



Operations data



The future of enterprise intelligence

The aim is simple – to get the right intelligence in the right format to the right people at the right time. Actually achieving this is the issue.

Current information flows are on a “pull” basis – data needs to be requested in a specific manner to be found in a usable format, and companies need to have clear data owners in order for systems to run smoothly.

The value of information on company servers is diminished when it is unclear who owns the data, and therefore its context is uncertain. Making information contextually relevant, and suited to an individual’s needs, is the ultimate goal for a CIO. There is no off-the-shelf, universal solution for this, but there are many systems currently available to solve parts of the problem.

In some situations, this might involve educating staff and enforcing procedures, for example in cloud-based CRM software. However, in the most important information areas, such as market research data, “push” information flows from information sources specified as relevant by individual users would be far better to stay on top of relevant information. This way, the user defines the parameters and context in which she wants to receive information.

Currently-available “publish/subscribe” systems use this principle, along with middleware to analyse where reliable data can be sourced, and deliver this contextualised and in real time.

What this means for those responsible for corporate information systems is a potential loss of control over what information flows within the network, combined with conceivably exponential growth in the volume of data crossing it.

One solution could be buying a cloud-based information processing utility. Such analysis could be conducted prior to any data entering the virtual private network, or private cloud, of an enterprise, thus relieving the network and minimising the cost of delivery of the intelligence.

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Information mismanagement costs business

Enterprise intelligence is more than a nice idea: useful information in the right hands at the right time can mean the difference between business success and failure. And in a global recession, this puts the CIO centre-stage – an opportunity not to be missed.

According to the International Monetary Fund (IMF), the global economy is forecast to grow in 2010. Good news, but recovery is expected to be weak, and growth slow. For global enterprises to thrive in this environment, they need to deliver unprecedented performance, by seeking out and capitalising on new business opportunities at every turn.

It is particularly worrying, therefore, that over a quarter (27%) of senior executives surveyed say the inability to find the right information when they needed it has cost their corporation business during the recession. Providing the tools to deliver the right information at the right time is something for which the CIO should claim responsibility, as it positions him as a provider of a key bottom-line business benefit. It also puts him in a stronger position to argue for the budget required to make this happen.

Time to challenge budget cuts

IT budgets have been an important focus for CIOs because they were cut in 2009 for the first time in ten years². This survey shows it is recognised that underinvestment is holding businesses back. According to the research, both senior executives and IT systems users have felt the impact of budget cuts, with over half (51%) of workers noticing the impact of reduced IT budgets since the start of the recession. Almost two thirds of CIOs (61%) and senior executives (63%) say ageing IT is a barrier to their ability to ‘think globally’ at an enterprise level. A similar number (57% of CIOs and 60% of senior executives) blame inadequate software solutions for the same issue.

Senior executives themselves offer a more detailed and bleaker picture of the impact of IT budget cuts. One in four (25%) say budget cuts have harmed or severely harmed profit margins and innovation. A similar number (23%) also say budget cuts have prevented them from winning business and one in six (15%) say they have lost customers as a result of cuts. These are critical business failures, reiterating the vital relationship between enterprise intelligence and business success.

Such high levels of perceived failure risk having a detrimental impact on the reputation of the IT department. But they also highlight the negative impact that IT budget cuts have had globally in terms of business success. The link is clear and can be leveraged by CIOs when budget discussions come next year.

The good news is that two thirds of CIOs (65%) expressed confidence that information and technology expenditure budgets will rise at least as fast as the economy. However, that might not be enough as enterprises cannot afford budgets to stagnate further if they want to lead the field through the economic recovery and beyond.

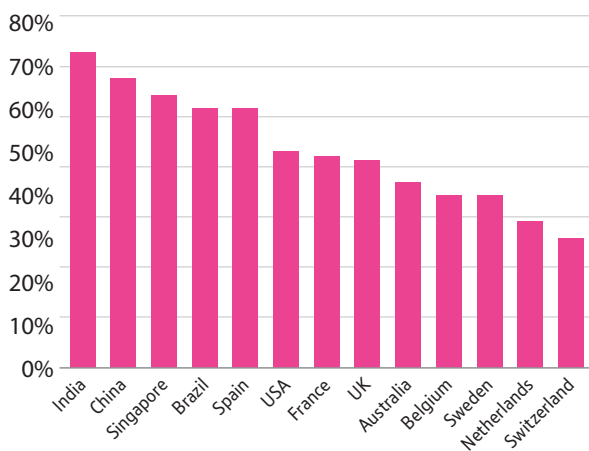
2. Gartner Inc. Press release, “Gartner Survey of 900 CIOs Shows 42 Percent of Respondents Decreased Their IT Budgets in First Quarter of 2009”, 8 June 2009

Impact of budget cuts globally

Around the world, this picture remains consistent, although there was a greater recognition in emerging markets that budget cuts have had an impact. Three quarters (73%) of workers in India say they have felt the impact of IT budget cuts, alongside two thirds in China (67%), Singapore (63%) and Brazil (60%). The levels remain significant in the USA (50%), France (49%) and the UK (48%), though it was less recognised in the Netherlands (34%) or Switzerland (30%) (see figure 2).

Figure 2: The impact of IT budget cuts in the recession

'I have felt the impact of IT budget cuts since the start of the recession'



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(Un)successful collaboration

Enabling seamless collaboration among colleagues, customers and suppliers is a central tenet of global IT, yet this survey reveals alarming differences in perceptions of collaboration success.

Over two thirds of CIOs (67%) claim seamless collaboration is available anytime, anywhere, within their enterprise thanks to communications technology. A lower number of workers (59%) feel the same way, suggesting the CIO's view of implementing the right collaboration architecture is not the same as the workers' perception of the tools they require. It suggests another opportunity for the CIO to make a bottom-line difference because collaboration among global teams has a clear and tangible impact on productivity.

Interestingly, there is a major discrepancy between attitudes to collaboration in emerging and mature markets. In China, four fifths (82%) of workers are able to collaborate seamlessly with colleagues, customers and suppliers anywhere, anytime thanks to the communications technology they use. A similarly large proportion of workers in Singapore (72%), India (70%) and Brazil (68%) say the same (see figure 3).

Meanwhile, fewer than half of workers in Belgium (45%) or the Netherlands (29%) benefit from the same ability to collaborate. It is conceivable that this divergence hinges on different concepts of 'collaboration'. But it is also likely that CIOs in emerging market economies are doing a better job of enabling collaboration because they are more likely to be export/trade-focused organisations, and are typically more likely to operate in sectors with strong supply chain-related collaboration such as manufacturing, in which close collaboration with customers and suppliers is critical.

Figure 3: provision of seamless collaboration through communications technology

'Collaborating with colleagues, customers and suppliers anytime, anywhere is consistently seamless at my company thanks to the communications technology we use'

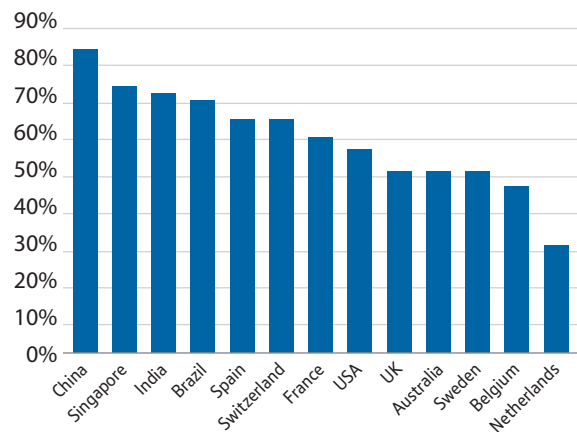
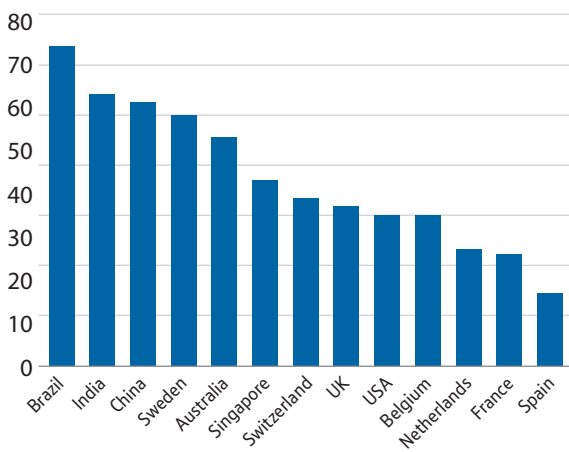


Figure 4: global optimism about the recession

'My country is now past the worst of the recession'



Is the recession over?

There are divergent views among workers around the world on whether the worst of the recession is now behind us. In the emerging economies surveyed, most people felt we were through the worst – 74% in Brazil, 63% in India and 61% in China. Conversely, only a third in the UK (37%) and USA (35%) think the worst is over, and Continental Europeans are the most pessimistic, with only a quarter in the Netherlands (27%) and France (26%), and one in six of Spanish workers (17%) believing the worst is behind us.

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Clouds on the horizon?

The cloud has become the buzzword of choice for the IT industry and the hype machine has gone into overdrive. The cloud concept has left CIOs confused about what is possible, desirable, or even permissible with respect to the delivery of enterprise intelligence. And amid all the noise, the basics appear to have been lost. For example, over half of CIOs surveyed (53%) are not convinced cloud computing can save them money. Yet at its simplest, the cloud model avoids capital expenditure and provides access to fully virtualised resources as a flexible commodity, paid for only by use – in other words, it should enable the CIO to cut costs.

However, there are other challenging issues cloud providers must overcome before the cloud model will be adopted at an enterprise level. For example, the majority of CIOs (57%) and senior executives (53%) around the world are not happy to run applications and store data on servers based outside their country, for IT security reasons.

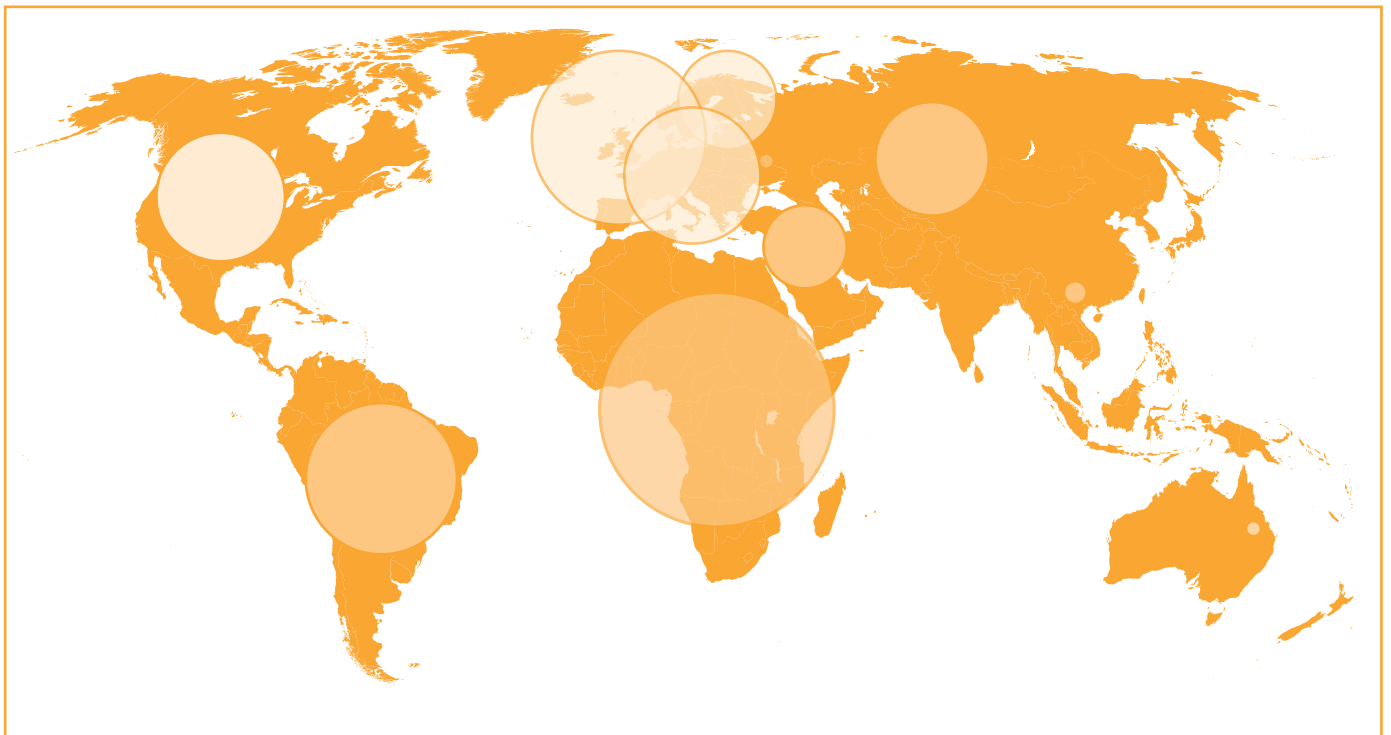
Perceptions of where servers should be based revealed a pro-European focus. For CIOs and senior executives, the UK was the most popular place in the world for servers to be based, with a quarter (25%) saying they would be extremely comfortable with servers being based there. This was followed by North America (22%), Western Europe (20%) and Nordic Europe (18%) (see figure 5).

Conversely, two thirds (68%) of CIOs and senior executives said they would be uncomfortable with servers being based in Africa, closely followed by Latin America (53%), Russia/Central Asia (43%) and the Middle East (40%). The reasons cited for such unease were security/political issues, service quality, distance and time zone issues and cost. Perceived high cost was specifically mentioned in relation to North America and Nordic Europe.

Region	Server location popularity*
UK	+23
Western Europe	+18
North America	+17
Nordic Europe	+13
Australasia	+2
Central/Eastern Europe	-1
South East Asia	-3
Middle East	-11
Russia/Central Asia	-15
Latin America	-20
Africa	-31

* Citations as 'extremely comfortable' balanced against citations as 'totally uncomfortable'

Figure 5: advantage Europe: the most popular locations for servers to be physically located



7

Leapfrog

Chinese and Indian companies are better prepared for the upturn

This survey reveals a divergent set of attitudes regarding global business performance. CIOs and senior executives in Western countries demonstrate a traditional attitude to business success and insular attitude towards collaboration – contrasted with a positive, inherently global mindset in India and China.

In the 2007 report, 'Building Business With BRICS', BT Global Services revealed there was a profound lack of knowledge among Western CEOs and senior executives about the business environment and technological progress in the emerging markets of Brazil, Russia, India, China and South Africa. Two years and one recession later, and the picture appears to be no better.

As the global economy recovers from the recession in the next few years, these different mindsets could provide the impetus for global corporations based in India and China to leapfrog these Western rivals that are relatively limited in their global ambition.

Evidence of a collaboration divide is clear. Nine out of ten (90%) Chinese people questioned proclaim to have daily or weekly communication with overseas contacts. Conversely, the USA is more parochial. Over half (51%) deal with overseas contacts no more than once a year, and over a third (39%) have no contact at all. It's also worth noting that under half (49%) of users questioned believe all the information they receive is in a language that either they or their colleagues understand. One in five (17%) says this is not the case.

The ingredients of business success

Global perceptions of the factors that lead to business success also showed a divide between companies operating in emerging and mature markets. Hiring the right people – overall the most important factor – was universally cited as one of the top factors for business success, with financial stability a close second, rated as a top five factor in 11 of 13 countries. Unexpectedly, however, India and China felt differently and did not rate financial stability as even one of their top five factors.

This highlights a totally different corporate mindset in these emerging economies – something Western firms cannot ignore. China cited having the right marketing strategy as the most important factor for business success. This reflects the real challenge for Chinese businesses, which is one of repositioning. For marketing-led corporations such as those in China, delivering enterprise intelligence will be critically important, as business decisions will depend on an accurate view of market data and trends.

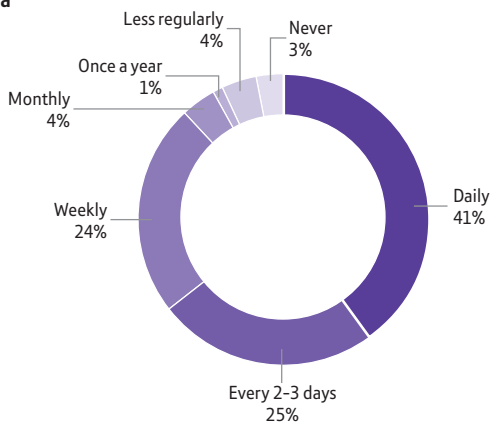
In India, successful innovation is seen as the most important factor for business success. This was unique globally, and again reflects an unique corporate mindset in that country, and also an approach to business that depends on the delivery of enterprise intelligence. The survey provides intriguing evidence that companies in China and India are adopting a radical approach to driving forward their businesses, differentiating themselves from the rest of the corporate world.

Extreme opposites

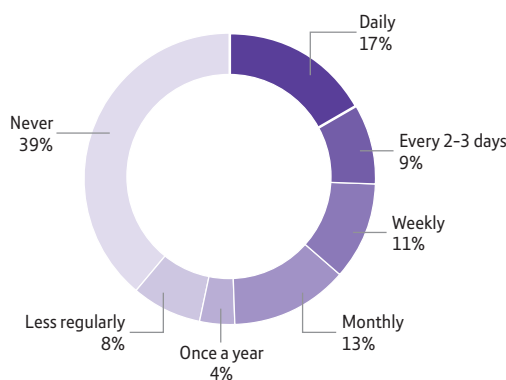
Figure 6: The degree of international collaboration contrasted between USA and China

‘How often I work with people in my organisation, suppliers or customers who are based in another country’

China



USA



Security in the cloud

It comes as no shock that security concerns are among the biggest barriers to the widespread enterprise consumption of cloud services. Very few CIOs (21%) or senior executives (26%) think that doing business in the cloud is not a security concern, and around half (53% and 46% respectively) worry about intellectual property being stored in a public cloud because of potential security breaches. There can be no illusion about how much work needs to be done to dispel myths and negativity around cloud use.

Most current cloud offerings assume the customer is happy to trade off reasonable service levels on data security and availability, in order to capitalise on the potential technology (both hardware and software) and people available to them elastically. This is far greater than they could afford individually, so they are generally prepared to accept the risks.

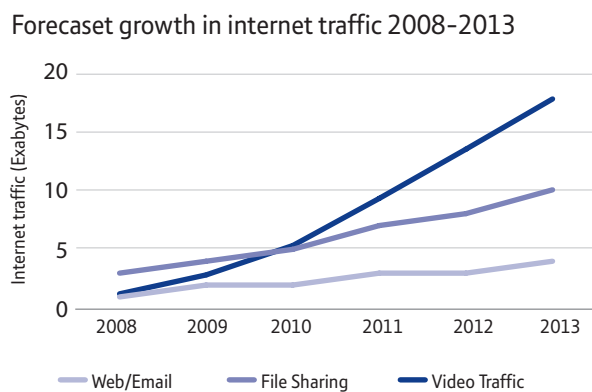
However, the survey reveals almost half of CIOs (44%) believe they deal with information that is so sensitive it could never be stored in the cloud. This is an entrenched position that needs to be overcome by cloud service providers. CIOs themselves also need to beware – far fewer (33%) senior executives share their concerns about sensitive information being stored in the cloud and they may find themselves coming under pressure to move to the cloud, despite their own reservations.

8

Reaching Enterprise Intelligence: Things To Do Today

According to a recent report from Cisco³, the internet in 2013 will be four times as large as it is in 2009 thanks to significant growth in file sharing and video traffic (see figure 7). Of course, a proportion of this traffic will be channelled along corporate networks, highlighting the challenge facing CIOs.

Figure 7: Growth in different types of internet traffic 2008-2013
(Source: Cisco)



The demand placed on IT networks is substantial and growing. For example, financial companies are required to store real-time, financial data to meet new regulations; pharmaceutical companies are uploading imagery (such as MRIs) to suit patient needs and facilitate faster access; and online companies are investing hugely in video content. As well as bandwidth and storage capacity, this requires a focused review of policies and procedures by the CIO, if enterprise intelligence is to be achieved amid these escalating volumes of information.

The following list is a ten-point reminder: the ten most important things a chief intelligence officer will do **today** to ensure her enterprise remains one step ahead of the information growth curve:

1. Ask tough questions

It's a well known fact that business users tend to overestimate their need for storage capacity, so a lesson in 'storage economics' for network users is a vital step when planning for the financial year ahead. This will reduce unnecessary demands on the IT budget, while allowing the CIO to focus on delivering enterprise intelligence.

2. Don't scrimp on storage

On the other hand, high volume storage is far more cost effective than it was a decade ago, and strategically used, can help overcome network bandwidth issues, for example through local caching. There was a move a few years ago towards storage on individual client hard drives, but this can lead to security and local memory issues – a balance needs to be struck between security policy and user behaviour and need.

3. Don't blame the bandwidth

Beware that network problems are not always caused by bandwidth issues. This is a critical issue, as bandwidth has become a convenient scapegoat when networks are running slowly. Three quarters (74%) of network problems are reported by users via the service desk. Such user-reported issues could just as easily be caused by something as mundane as a slow refresh rate on a monitor or a workstation in need of a memory upgrade.

4. Optimise

This often overlooked concept can reap significant benefits, many of which are financial. If your system is working at peak efficiency you can remove, or at least postpone, the need for investment in new hardware. Improvements in performance and information integrity will have a tangible effect on user experience as well, and help the CIO deliver enterprise intelligence.

3. "Cisco Visual Networking Index: Forecast and Methodology, 2008-2013", 9 June 2009

5. Abolish duplication

There's nothing like a good old-fashioned tidy up. Bear in mind every copy or version of a piece of software kept on file can increase data requirements for that function. Be wary also of overcompensating for regulations – only store as many versions of records as you need, and budget and plan for regular and aggressive purging of outdated information. Using cloud storage or an outsourced virtualised data centre are ways to reduce the impact of material duplication on a corporate network.

6. Understand the impact of change

Four fifths (80%) of IT Directors do not understand the applications landscape in their own enterprise⁴, and three quarters (75%) say it is challenging to understand the business impact of IT issues⁵. Against this backdrop, it is vital to determine the true impact of changes to the IT estate, whether that is the rollout of a new application, or moving from multiple dispersed data centres to a single super-centre at one location. Third-party expertise is essential here.

7. Respond flexibly to demand fluctuations

Unforeseen fluctuations in data can force systems to be upscaled – and this is where cloud-based services come in. The cloud can be thought of as a way of consuming a service (such as IT infrastructure, a platform, software or a business utility) on demand. Like an electricity grid, you can draw power from when you need it, and without issue or bottleneck. Being prepared for this possibility will be key; awareness of the costs and risks that are specific to your company will be vital to ensure you can react in real-time to business requirements.

8. Don't let security let you down

Information and communications processes are becoming increasingly open, making organisations' assets more vulnerable to hackers, malware, financial theft and system intrusions. In-house security teams and budgets are often unable to satisfy the growing security and compliance demands caused by more frequent communications and expanding networks. The challenge is to optimise your organisation's processes, while protecting your assets against ever-evolving security risks.

9. Embrace Web 2.0 (with care)

While privacy and worker productivity issues surround Web 2.0 use at work (and these need to be considered carefully), businesses are starting to effectively capitalise on people's ability to use social media, blogging and online video. The chief intelligence officer will put a far greater emphasis in engaging with users to enable them to better use their own information management approaches, and the rewards will be tangible. Over two thirds (68%) of businesses are seeing measurable business value from the advances in web technology, and over half (53%) intend to increase investment in this over the next year⁶.

10. Discover the business benefits

Once the networked IT infrastructure has been optimised to support current and future applications, and engagement with systems users has helped to design an improved information management framework, the chief intelligence officer will evaluate and communicate the business benefits derived from enterprise intelligence. Investment in IT infrastructure is a critical business issue, not merely a technology one.

4. IDC 2008

5. Forrester 2008

6. McKinsey Quarterly http://www.mckinseyquarterly.com/Business_and_Web_20_An_interactive_feature_2431?pagenum=1#interactive

9

The changing role of the CIO

The term 'chief information officer' celebrates its 30th anniversary next year. In that time the scope of the role has shifted and this can be expected to continue as senior executives and workers increasingly focus on intelligence sourced from beyond the corporate firewall.

But the role has to evolve in another way too. This survey reveals that the CIO's attention may not be focused enough on two groups: workers using their IT systems, and shareholders. CIOs feel the greatest deal of pressure to improve information management from the board (51%), followed by the IT department (45%), but less from the workforce (35%) and shareholders (21%) (see figure 8).

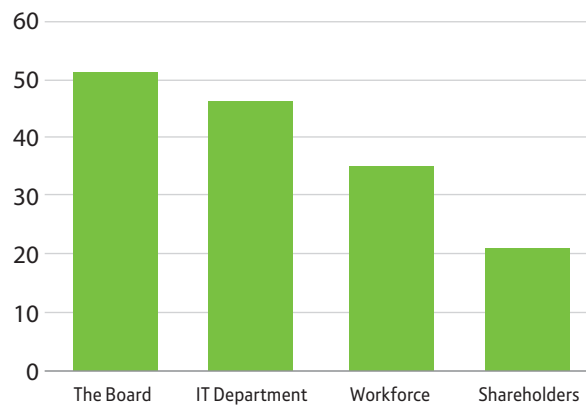
While this offers few surprises, it reinforces the difference between the aspiration routinely expressed by CIOs that they sit on the board of their enterprise, and the reality. It is vital that the CIO demonstrably maximises shareholder value and a first step would be to engage more explicitly through the board with shareholders.

What people think of the CIO

Perceptions of the CIO's value differ significantly between the CIOs themselves and the workforce. While nearly half (44%) of CIOs believe they are very helpful to their organisation's employees in terms of doing their job, only just over a quarter (28%) of systems users agree. This highlights the difference between the top-down and bottom-up views of the CIO's role, and makes the case for the CIO becoming more engaged with users and more focused on how they manage information to get their jobs done.

By engaging more proactively with shareholders and the workforce, the chief intelligence officer can bolster his reputation as a direction-setting force within the enterprise – rather than merely a problem solver or a provider of technical support.

Figure 8: Who matters? Where the CIO feels pressure to improve information management



Conclusion

The CIO faces a choice in 2010. In one direction lies the familiar role of chief information officer. This is the person responsible to the board for delivering IT and telecoms support for the enterprise. It is the CIO's role to allocate budgets and set targets that will provide the support the business will need to achieve its objectives. The job is often a managerial one – rallying the IT troops to the various causes of network management, data storage, security, telecoms and collaboration.

But there is a second direction. As the world exits the global recession, businesses are looking for new directions. This presents a unique opportunity to the CIO: to become the chief intelligence officer. In a world spilling over with information, there has never been a clearer relationship between how that information is used and business success.

Shareholders are gradually taking more of an active interest in what makes their investments tick, and workers have never been as adept at using information at a grass-roots level to improve their personal productivity. There is an opportunity to harness these forces for the good of the enterprise: to show that investment in network, IT and unified communications technology delivers bottom line results, and to highlight the business risk associated with underinvestment.

By engaging more productively with the workforce, the CIO can become more visible, and also learn how to take advantage of the information management skills that workers in companies all over the world increasingly possess – it requires a new ability to see information management from a bottom-up perspective.

By taking bold steps into the cloud, and using new technologies to understand, measure and optimise the performance of their IT and telecoms infrastructure, CIOs can demonstrate their ability to maximise shareholder value by driving efficiency and delivering return on their investment.

All of the above will take considerable investment of the CIO's time in order to accomplish effectively. However, it's worth bearing in mind that there will be other, pioneering CIOs who will see this as the future and capitalise on the initiative. In order to excel now and compete in the future, CIOs need to follow suit as optimising their output now will pay great dividends in the future.

The global business environment remains uncertain, and differing attitudes between companies operating in emerging and mature markets make it a complex global business environment. But 2010 may yet be a year of opportunity for CIOs.

Next steps

For more detailed information from BT Global Services about how CIOs can use networking and IT services expertise to make a difference to their enterprise, please visit: www.bt.com/globalservices



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