



5 CIO priorities

to drive growth while ensuring resilience

Technology doesn't just offer companies a competitive edge—it's increasingly becoming a source of revenue and growth. It used to just enable the business, but now it often drives the business. IT leaders—now more than ever—shape and spark the ambitions of the enterprise while ensuring the resilience of the infrastructure that supports the related initiatives. Viewing IT leaders as strategic change agents, here are five key priorities they should pursue, according to Gartner and Deloitte.

1

Shape AI's impact on IT

Play a strategic role in your organization's AI future by investing in the highest value projects, ensuring data readiness, and managing AI risks on work. Start by leading development of AI literacy across the business. Then assess the use cases that apply to IT support, service agents, and operators, such as knowledge base generation, incident summaries, and faster sharing of information between teams. Next, adopt AI-enabled testing and code creation tools, using design-to-code platforms, developing your teams with the right engineering skills, and establishing a generative AI (GenAI) center of excellence. ¹

2

Focus on value generation

Use metrics to help tell your value story by measuring IT's impact on what matters to your primary audience. As a metrics starting point; leverage these six universal measures: employee productivity, GenAI adoption, customer experience, value outcomes, quality of data, cost of value, and service availability. Track contributions to business outcomes and leadership objectives (now and over time). ²

3

Use talent as your secret weapon

Tech talent could determine the success of your organization. While it may be tempting to outsource critical tech capabilities, doing so may be risky. Think of talent not as an expense, but as fuel for achieving strategic outcomes. To build strong teams: (1) hire for both human and technical skills; (2) provide flexible work environments; (3) promote the purpose behind the work; (4) develop talent and create career path opportunities; and (5) prioritize diversity and inclusion in the technology workforce. Build confidence to use generative AI to promote upskilling and create business differentiation vs skill obsolescence. ³

4

Monetize your data and software

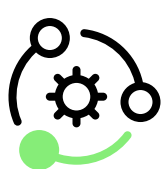
Consider investing significantly to build monetization capabilities that expand the scope and impact of technology in the enterprise. Monetization can come in many flavors—from commercializing proprietary software to leveraging data to create value or optimize existing operations. No matter what industry you're in, monetization can help unlock future growth. Successfully doing so will likely require substantive changes in processes, practices and operating models, but it's a worthwhile effort that you should lead. ⁴

5

Maximize your tech investments

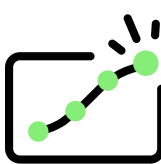
Be thoughtful about how you allocate capital and savvy about articulating the measured value of your investments. Starting by burning your current tech strategy, then strike a balance between qualitative and quantitative measures. You'll also want to eliminate lengthy budget cycles and never present costs without highlighting the impacts. Recognize that getting the most from your investments is as much an art as it is a science. ⁵

Three ways the ServiceNow Platform helps CIOs achieve these priorities



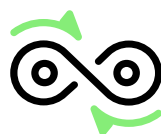
Enables AI-driven operations

With a massive amount of data from people and systems to manage, AI-driven operations put you on the best path forward. Evaluate your maturity based on simple AI and generative AI (GenAI) use cases. ServiceNow allows your IT teams to reduce observable data noise by over 90%, so they can focus on the relevant insights to predict and prevent issues. Use machine learning and AI-based workflows like Now Assist and AIOps to empower your teams to get ahead of problems. GenAI built into these solutions will empower agents and L1 staff to triage issues faster and respond with confidence.



Drives collaboration across the enterprise

The ServiceNow platform enables IT teams to accelerate innovation with a common data model. For instance, DevOps teams can automate change management in minutes to accelerate deployment frequency. You can also manage distributed teams that work in the cloud-native environments to deliver hundreds of microservices while maintaining service uptime. Additionally, you can share data with security, risk management, and compliance teams to combat threats—giving them visibility into infrastructure, projects, and demands.



Delivers workflow automation

Make digital transformation happen in months instead of years with the ServiceNow Platform by eliminating legacy tools that are siloed and redundant. To become the change agent for digital transformation, build your plan centered on workflow automation, ensuring your service operations are secure, cost-effective, and available to drive customer and employee needs

Sources:

1. Gartner, Executive Summary - IT Symposium/Xpo, 2023
2. ibid
3. Deloitte, The transformation tech leader, 2023
4. ibid
5. ibid

Get more insight IT leadership in our ebook, **"Seasons change: the shifting role of the CIO."**