Five Strategies of Leading CIOs
Leading CIOs are reimagining the enterprise. They are changing business processes, reexamining talent needs, and transforming the modern workplace into a collaboration between human intellect and intelligent machine.

In *The Global CIO Point of View*, our survey of 500 Chief Information Officers across 11 countries and 25 industries, we found:

- 72% of CIOs are now leading digitization efforts
- 53% of CIOs say machine learning is a focus area
- 66% of CIOs expect to invest budget in machine learning by 2020, up from 34% in 2017
THE FIVE STRATEGIES

1. Improve Data Quality
2. Update Processes
3. Deliver an Exceptional Customer Experience
4. Attract New Skills
5. Automate Decisions
Improve Data Quality

Our survey shows that one of the top barriers to machine learning adoption is the poor quality of an organization’s data. It’s inaccurate, inconsistent, or disorganized. Gartner has estimated that poor data quality costs a company $14.2 million annually. CIOs must utilize technologies that will simplify data maintenance and the transition to machine learning.

ServiceNow provides a single platform to automate and orchestrate processes in the enterprise, expanding visibility across an organization and improving how data is input, managed, and shared. As a result, clients can gain business insights into IT portfolio investments.

- 51% of CIOs say insufficient data quality interferes with the adoption and maturation of machine learning.
- 41% of CIOs say insufficient data quantity interferes with the adoption and maturation of machine learning.
- 18% of CIOs have developed policies for ensuring the accuracy of data.
We have proven that machine learning can discover flaws in our own thinking. The subject-matter experts aren’t always right.

Darren Ghanayem
Chief Information Officer, WellCare Health Plans Inc.
Update Processes

Old processes get in the way of machine learning results if CIOs simply lift and shift current business models. Instead, re-engineer services as part of the organization’s digital transformation.

- 48% of CIOs say outdated processes interfere with the adoption of machine learning.
- 48% of CIOs have made organizational changes to accommodate machine-driven business processes.
- 36% of CIOs have developed a roadmap for future process changes.

Map out your organization with ServiceNow IT Operations Management, which discovers infrastructure, relationships, and automatically maps business services to help prioritize investment.

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Deliver an Exceptional Customer Experience

Automation can transform inelegant processes into exceptional employee and client experiences. For instance, waiting on phone queues could become a process of the past, enabling companies to focus on higher-value interaction that yield business results.

ServiceNow Intelligent Automation Engine streamlines tedious business tasks and processes by precisely categorizing, prioritizing, and assigning tasks, correlating real-time events to predict the future, and forecasting time to achieve performance goals. This improves the customer and employee experience by creating time for workers to focus on strategic business decisions.

CIOs Expect to Increase Automation Across Functions by 2020

- **Security Operations**: 1% automated, 29% require substantial human intervention, 70% largely or completely automated
- **Customer Management**: 23% automated, 47% require substantial human intervention, 30% largely or completely automated
- **Call Center Management**: 29% automated, 49% require substantial human intervention, 22% largely or completely automated
- **Operations Management**: 27% automated, 55% require substantial human intervention, 18% largely or completely automated
- **Finance**: 23% automated, 66% require substantial human intervention, 11% largely or completely automated
- **Sales and Marketing**: 32% automated, 58% require substantial human intervention, 10% largely or completely automated

Decisions are not automated  Decisions are automated, but require substantial human intervention  Decisions are largely or completely automated
Using machine learning means changing the mindset of the business, saying there is a different and a new way of doing things. It is the transformation involved in saying if we remove these old, complex systems, this is the direction and scope in which we can empower the business.

Matt Potashnick
Chief Information Officer, AXA UK
STRATEGY #4

Attract New Skills

CIOs must identify the roles of the future and anticipate how employees will engage with machines—and start hiring and training in advance. The skill sets required to apply machine learning across the enterprise are diverse and involve multiple disciplines, including engineering, data science, math, critical thinking, and problem-solving.

ServiceNow provides a learning path for employees to acquire new IT skill sets. As an organization automates tasks, employees have more time, creating opportunities for employees to up-level their skills.

- 47% of CIOs say lack of human skills interferes with the adoption of machine learning
- 39% of CIOs have redefined job descriptions to focus on work with machines
- 27% of CIOs have recruited employees with new skill sets
Automate Decisions

Machine learning isn’t just about automating away the routine. CIOs are increasingly looking to the technology to automate complex tasks and decisions—think of the difference between routing emails in response to a security threat and recommending ways to mitigate that threat.

With ServiceNow Intelligent Automation Engine, organizations can use their own operational data to create finely tuned predictive models that accurately categorize and route tasks. They can identify precise predictors of future issues, benchmark services against industry peers to optimize performance, and project the time it will take to meet or exceed service performance goals.

52% of CIOs say they are advancing beyond the automation of routine tasks and moving toward more complex automated decisions.

54% of CIOs say automating complex decisions is an important capability of machine learning for the success of their organization.
We’re going to see revenue generated from machine learning.

Terry Kline
Chief Information Officer, Navistar
Read The Global CIO Point of View

ServiceNow for CIOs

servicenow.com/cio

servicenow.com/solutions/improve-it-service-delivery.html