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A white line-art graphic of a rocket, resembling a complex geometric structure like a dymaxion triangle, is centered on the page. It is superimposed over a background image of the Earth's horizon from space, showing a blue sky and white clouds.

MEET THE WHITE ROCKET

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New Space Movement

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„The CDO Needs to Disappear“

Chief Analyst Peter Sondergaard at Gartner-Symposium in Barcelona

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AHEAD OF ELON MUSK

On Cape Canaveral the first Falcon-9-rocket exploded in September 2016. That's bad for the owner Elon Musk. But the "New Space Movement" will prosper anyway. That's good for CIOs.

Internet billionaire Musk and his enterprise SpaceX comment on their website: „The investigation team has made significant progress on the fault tree." They will find the mistakes. They will build the next rockets. They will send many satellites into space – or into the ocean. It totally does not matter. Rockets and satellites are becoming so cheap that every company can afford them. If satellites do not reach their orbit, the „**New Space Movement**" drives to Home Depot and builds new ones, read more on page 6.

However, Musk has not solved the radio contact of LEOS („Low Earth Orbit Satellites") to earth. In order to direct cars or machinery with **latencies of under 100 milliseconds** a license is needed which is granted by the International Frequency Registration Board in Geneva. And that takes time. The UN agency works on applications in the order of their receipt. And the Kingdom of Tonga has sent an early application. Currently the Principality of Liechtenstein is ahead of Elon Musk and SpaceX. Entrepreneur Matthias Spott will report at CIOmove 2017 how he will use

the Liechtenstein position as an advantage for the European New Space Movement.

Silicon Valley does not always lead innovations. That's also true for higher education. The Spanish **IESE Business School** is in first place of the international ranking for Executive Education. Professor Evgeny Káganer of IESE explains on page 22 why it is useful to hire a Data Experience Designer. And his colleague Professor Pascual Berrone will present on May 6, 2017 in Madrid how we will live in Smart Cities in the future.

Coincidentally IESE was founded by the Catholic organization Opus Dei, hardly an organization that is associated with innovation.

We will continue to search for people and unexpected sources of inspiration that will bring us closer to the future. Join us for CIOmove 2017!

Horst.Ellermann@ciomove.com
Editor in Chief



Inside a model of the International Space Station (ISS)

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Editor in Chief: Horst Ellermann
Editorial team: Imke Hogerzeil, Caro Franke,
Sandra Schindler, Thomas Pelkmann,
Cecile Hermanns (Translations)
Photos: David Ausserhofer
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Space-based systems needed

5G WON'T DO

*Even the new cellular networks won't be sufficient for upcoming M2M communication.
Good news: Satellites are getting so cheap that many companies can afford them,
says Matthias Spott CEO of White Rocket Group*

The motto of next year's CIOmove is "stay connected": In Europe and other economic hotspots around the world, telco operators are banging the drum for 5G. With a soft launch anticipated in 2020, this new generation of mobile-network technology is primarily expected to support new applications such as machine-to-machine (M2M) communications, the Internet of Things (IoT), and autonomous vehicles. With multibillion-dollar investments in this cellular infrastructure foreseeable, the hunt is on for new business models. 5G is believed to be the next big thing in telecommunications.

Coverage is essential

But can 5G alone really fulfill all telecommunications demands? Will it render alternative technologies such as satellite communications obsolete? Certainly not, as will be clearly shown below. A more likely scenario is that satellite technology will integrate with the upcoming generation of mobile-communications technology as naturally as it did with previous generations. Moreover, since satcom technology is evolving at a pace comparable to that of terrestrial radio networks, combining the two will offer vast

potential for the creation of new, innovation-promoting opportunities.

The introduction of 5G technology will most likely be focused on cellular networks in urban areas and along the main arteries of the transport network, particularly in the early years of its deployment. In Germany, auctions for 4G spectrum were paired with obligations to provide service in the "white spots" of poorly served rural areas; however, no comparable obligation is envisioned for 5G – nor indeed would this make sense from a technological perspective. As 5G relies on networks of small cells with typical diameters of 50 to 100 meters, operators will have to establish a very large number of cells. This can be done in an economically feasible way only in densely populated areas that promise a quick and substantial return on investment. But this prerequisite is a natural barrier to achieving broad coverage in remote regions, as well as in environments such as the open sea, extensive farming areas or wastelands – that is, areas that only satellites can provide with affordable communications coverage.

A quick look at the current state of satellite technology will clarify why coexistence with future 5G networks will make a lot of sense. Communications satellites today provide

mobile-phone services to users in the air, at sea and in remote land areas. They operate in the IEEE L (1 to 2 GHz), S (1.55 to 5.2 GHz) and more recently Ka (26.5 to 40 GHz) bands, and their signals can be received by a broad range of equipment including handheld, vehicle-mounted and fixed terminals. Notably, satellites serve in many regions of the world as a backbone, providing a signaling-offload function for cellular networks. They also serve as a communications lifeline during natural or man-made disasters, when terrestrial cellular coverage has broken down. Over time, the growing demand for data-transmission bandwidth has stimulated the allocation of more spectrum, leading to the extension of satellite services to additional and higher frequencies such as the Ka band.

Hybrid use of satellite and cellular services is already a reality

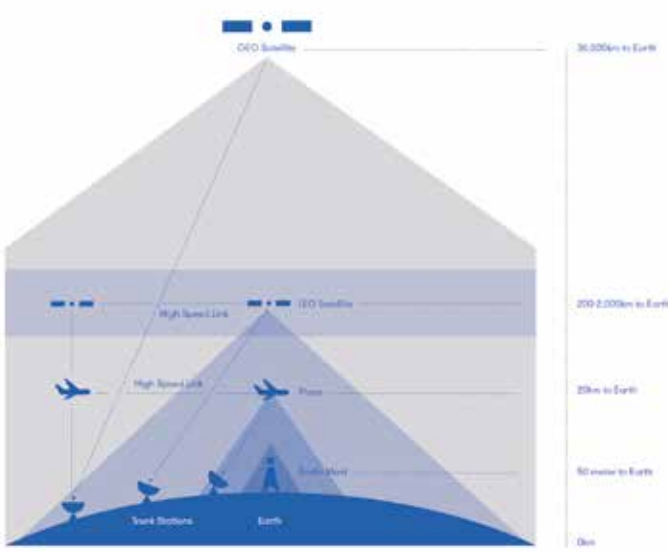
Where available, satellite and terrestrial technologies are already being used in a hybrid manner, and standardization efforts aimed at interconnecting the two technologies more efficiently at the network and IP levels are underway. In Europe, telecommunications operators such as Deutsche Telekom and Orange offer so-called triple-play propositions (internet, TV and phone) that rely on satellite services to provide the TV component in areas where DSL does not supply adequate bandwidth. This trend has expanded beyond B2C offerings to the B2B market, where a wide range of applications can be supported by satellite-based or hybrid communications. Possible applications include M2M communications, smart grids and intelligent transport systems, as well as uses in the aeronautical sector,

for emergency and safety missions, and for governmental or defense purposes.

These segments clearly benefit from the global coverage and high degree of dependability provided by satellite communications. For example, the burgeoning IoT revolution will result in the deployment of billions of sensors and actuators over widely separated and remote areas, all transmitting at comparably low data rates; in this context, satellite communications will represent a viable alternative for data collection as well as systems control and configuration. Moreover, satellite systems also ensure the service continuity demanded by critical functions such as monitoring valuable assets like machines and vehicles, tracking goods such as containers, and maintaining data communications with widely distributed devices and recipients.

In rural and remote areas, the availability of satellite-based communications services enables IoT-based innovations in agriculture, forestry and other land-intensive industries. Providing network coverage to maritime and airborne transportation allows for ongoing monitoring of cargo and vehicles. Moreover, once access to high-performance internet connections becomes less of a concern, entrepreneurs will be able to choose farther-flung and thus more affordable locations for their businesses. Satellite services are generally more cost-efficient than cellular networks in providing coverage. And while terrestrial mobile communication typically offers a reliability of 95 percent to 99 percent, satellite services achieve values of up to 99.99 percent.

Furthermore, both geostationary- and non-geostationary-orbit (NGSO) satellite systems are expected to undergo a substantial evolution in the near future. They will imple-



From satellites to cellular: global connectivity through cooperation instead of competition.
Source: internet.org



Matthias Spott

ment higher data rates and throughputs based on multi-beam broadcasting, extend frequency reuse, and increase spectrum and energy efficiency. Satellite systems currently under development will be better able to use their allocated frequencies to achieve more flexibility in bandwidth utilization and network topologies, as well as to utilize options such as intersatellite links.

Comparable developments in 5G and satellite technology

The upcoming 5G networks will rely on so-called network slicing, channeling available resources to meet applications'

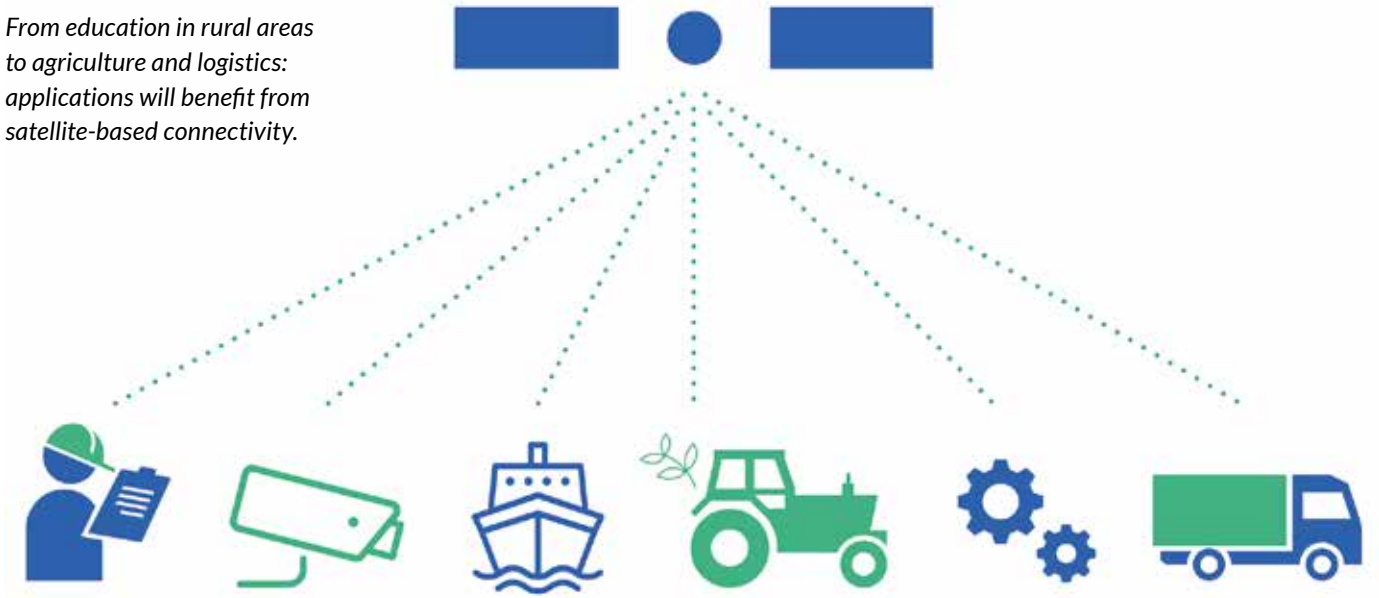
demands – for example, providing high data rates, low latencies or extreme energy efficiency as required. Current technological developments in satellite communications promise similar benefits.

When ultralow latencies are required, 5G technology strives for magnitudes measured in milliseconds. This standard obviously cannot be met by satellite services. However, the number of applications that genuinely demand millisecond latencies is limited. With a new generation of low-orbit, high-performance satellite networks, space-based communications too will see a drop in response times, with typical latencies expected to reach the 100-millisecond range.

The four aspects of establishing successful B2B satellite-based communications.



From education in rural areas to agriculture and logistics: applications will benefit from satellite-based connectivity.





The first White Rocket Conference was held above the rooftops of Berlin in May 2016.

The current competition between geostationary- and non-geostationary-orbit (or low-earth-orbit) satellites will also give way to increasing cooperation. In a manner similar to 5G's network-slicing approach, low-earth-orbit (LEO) satellites are primarily expected to be used for time-critical or latency-critical applications, while geostationary systems (GEO) will support the majority of non-real-time communications.

The forthcoming generation of LEO satellite services will for the first time combine broadband speeds and low-latency communication, enabling sophisticated applications such as autonomous vehicles. This means, for example, that self-driving cars could benefit from uninterrupted connectivity even when crossing borders. And while M2M

applications are today typically confined to low-bandwidth communication, this domain too is clearly trending toward a need for robust high-volume real-time data capacities.

Regardless of orbit or service types, space-based communications systems have the additional genuine advantage

of having closed, proprietary network topologies. This provides a high level of privacy and data-protection capability in comparison to cellular services. Closed infrastructures that are independent of third parties such as regional providers or governments provide secure point-to-point data connections without any need

to deal with local businesses or regulations. Some satellite providers' business models even enable customers to become network co-owners if they wish to do so.

Finally, the broad coverage achieved by satellite networks is implemented using a single global standard in terms of technology, operators and contracts. International enterprises in particular can benefit from interacting with only a single satellite provider as opposed to many regional cellular-network providers, thus freeing themselves from dealing with communications standards ranging from 2G to 5G. This considerably reduces technological, organizational, economic and legal complexities.



The future lies in cooperation

It must be emphasized that satellite communications do not aim to displace cellular communications. Rather, space-based services offer a useful means of augmenting existing and future terrestrial communications technologies. Indeed, cooperation between the two fields can be particularly advantageous for B2B applications. Especially in the M2M/IoT segments, a combination of 5G-based cellular and satellite-based connectivity will be able to offer minimal latencies, service continuity and energy-efficient operation simultaneously. This will not be possible using 5G alone.

For this reason, one primary current objective is to develop interfaces and gateways able to provide prospective customers' applications with transparent cellular (including 5G) and satellite-based connections.

A bright future lies ahead for these types of applications – and this future is sure to include the mutually beneficial coexistence of cellular and satellite connectivity.

Matthias Spott held a variety of expert and leadership positions in enterprises including Airbus and General Electric, and additionally worked in consulting firms such as McKinsey and Roland Berger. Since September 2014, he has focused on the “new space” sector and its synergies with Silicon Valley projects. Since August 2016, he is founder and CEO of Kaskilo AG, which aims to implement a european-based satellite network providing worldwide real-time broadband connectivity for applications related to the industrial Internet of Things.

Photos: © Bettina Ausserhofer

FOLLOW THE WHITE ROCKET

“White Rocket” is a community of relatively new aerospace companies working to develop low-cost access to space or spaceflight technologies. The very first White Rocket conference took place in Berlin in May 2016, to great acclaim, see photo. The next conference will be in Barcelona on Monday, May 8th. Participants of CIOmove will get the chance to discuss newest achievements in satellite and rocket construction at the final dinner of CIOmove 2017 with young engineers and entrepreneurs. It will be an interesting exchange for all of us, because rocket science is no longer rocket science, watch <http://whiterocket.space>





CIOmove 2016

An experience of **London** beyond the financial district thanks to supporters like **CA Technologies**



Guided tour through the district of Shoreditch on Friday, May 6th 2016



Prof. Helmut Krcmar, founder of CIOmove



Uli Baeumer, Attorney at Osborne Clarke



Final destination for Friday, May 6th 2016: The Ten Bells pub (84 Commercial St Spitalfields)



Ursula Soritsch-Renier, CIO of Sulzer, and Ruth Broglio, CIO of Univali



Manuel Frade, Marco Stefanini and Peter Sany



Caro Franke from the event team of Faktor3 (middle) – the brain behind the tour



Our hotel – THE HOXTON – (81 Great Eastern St Shoreditch)

Sven Mulder, General Manager and VP of CA Technologies in Central Europe, Southern East and Russia:

“In Barcelona we should talk more about cyber security, governance and compliance.”



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CA Technologies is a publicly held corporation headquartered in New York City. With more than 11000 employees and a revenue of more than four billion US-Dollar it ranks as one of the largest independent software corporations in the world. For more than 35 years, the company has been exclusively focused on software. From planning to development to management to security, CA creates applications that run in mainframe, distributed computing, virtual machine and cloud computing environments.



No more downtime

ZERO OUTAGE

The Internet of Things is booming. The only limiting factor is a common understanding of how to connect things safely. We need an industry standard.

According to a survey by Forrester Research, the use of IoT technology in the industrial environment has increased by 333 percent since 2012. And according to a forecast by IDC, 39 billion devices will be connected to each other by 2020. If the ICT systems fail, nothing works: production lines stand idle, online shops cannot be accessed, and share trading grinds to a halt. “The result can be financial losses and long-term loss of image. In the worst case there is even a threat to human life”, warns T-Systems Director Ferri Abolhassan. To him the consequences of advancing digitization are clear: “For the highest possible failure safety in our digitized world, we need a consistent, cross-provider understanding of quality.”

Abolhassan states that that providers and customers are currently focussing on their own small spheres. The Deutsche Telekom manager plans to change this as quickly as possible. Together with partner companies from the ICT industry, T-Systems would like to establish an association that will define and monitor a shared industry standard for quality. According to Abolhassan, 98 percent of any technical infrastructure comprises components from just two percent of the manufacturers: “If they work hand in hand, an alliance will emerge for the highest possible reliability.” Thus the members of the association must all commit to the zero outage principle and together define rules for quality management: According to what specifications do we

develop fail-safe products? What degree of maturity do new components in critical systems need to have? And what response times do we want to commit to in the event of outages? T-Systems has already brought on board some 20 collaborators from the ICT sector, including leading hardware and software manufacturers.

Cross-provider understanding

In 2011, Abolhassan initiated the Zero Outage quality program in Deutsche Telekom’s business customer division. “With this program, we wanted to ensure the high quality standards that we had prescribed for our customers,” explained Abolhassan. Since then, with its clear standards for processes, technical platforms and staff, the program has limited the risk of outages of T-Systems’ servers to a minimum. Abolhassan: “We achieve availability of up to 99.999 percent. In the event of an outage, our specially trained teams are available around the clock to restore the systems as quickly as possible.”

Now, Zero Outage is to serve as a blueprint for a cross-company Zero Outage principle and be made into an industry standard. “There is no such thing as IT entirely

without incidents. But our comprehensive quality approach has not only brought us TÜV Rheinland certification, it has also fostered the highest level of customer satisfaction in the history of our company.” said Abolhassan. “Once we have standardized this approach together with our technical partners, customers worldwide will benefit from Zero Outage. And we create the basis for secure and successful digitization of the industry.”



Ferri Abolhassan took on the newly created position of Director of Service Transformation at Telekom Deutschland in October 2016 before he was responsible for the IT Division and for setting up Telekom Security at T-Systems.

HOW TO SET UP AN INDUSTRY STANDARD

In mid June, T-Systems held its first Zero Outage conference in Berlin. Around 150 customers, partners and journalists accepted invitations – including representatives from global corporations like SAP, IBM and HP. “We talked about how a zero outage strategy can prevent business-critical and life-threatening ICT outages across industries,” said Ferri Abolhassan, then a Director of T-Systems. The company wants to establish an association this year that will define and monitor a global industry standard for quality. Abolhassan and his team have already brought the first major partners from the ICT industry on board. The new association will commit to the Zero Outage principle and develop common rules for quality management.

CIOmove 2016

In depth peer discussions thanks to supporters like ISG

Bernd Schaefer and John Buscher from ISG attended the CIOmove 2016 for the first time. Here are their first impressions.



Bernd Schaefer is CEO and Partner EMEA & Central Europe at ISG

What did you enjoy best?

Bernd Schaefer: Being able to refocus in an amicable environment. We don't want CIOs to spend sleepless nights thinking about their sourcing models, the challenges of digitization, relocated IT budgets and their role within the IT ecosystem. As researchers, analysts and consultants we have supported our clients for decades in managing major changes in their industries – starting with the first IT outsourcing initiatives in the nineties, followed by second and third generation outsourcing, leading to today's preferred multi-provider sourcing approach. That's why we were pleased to discover that the CIOmove 2016 was a platform enabling open and inspiring exchange on how to face such challenges. In a complex world of continuously demanding requirements innumerable information and advice from various angles, it is helpful to refocus and start joining forces with like-minded people in order to evaluate what really matters. CIOmove made this happen and that's why we loved being part of it.

What did you learn at CIOmove 2016?

John Buscher: Digital ecosystems will be the center piece of future IT. Digitization is well underway, particularly in the manufacturing sector. Most companies have an efficient supply chain management system in place, but it's now time to also consider value chain management in the field of manufacturing. Significant internal and external factors such as fast evolving technologies, regulations and new business partners put IT decision-makers under pressure in sectors like R&D, engineering and manufacturing. In manufacturing the success of the digital ecosystems depends on the target-oriented integration of all involved parties, regardless their size or location, but with a focus



John Buscher (in the middle) is Partner North Europe at ISG

on the value they contribute. If only one component of the network fails, it might put the entire production in danger, so close interactions with all suppliers are a critical success factor. In our experience tailored management of clearly structured towers of IT, software products and business processes mapped to globalization and digitization is important if enterprises want to support an overall strategy and achieve competitive advantages. Analyses of costs to benefits, partnerships, time to market, the application lifecycle, efficiency, standardization, people and innovations are inherent elements of a carefully managed manufacturing ecosystem. Manufacturers are already paying attention, but now they are asked to take the first step towards realizing a value-driven ecosystem.



Creative session on the Eurostar with Kaan Marangoz, Bernd Schaefer and Wei Youshuang



Creative session with Stefanie Kemp, Sundi Balu, John Buscher, Michael Loechle, Marco Stefanini and Ursula Soritsch-Renier



Typical working session on the TGV with CIOs Dirk Mueller, Dirk Altgassen and David Thornewill in the front row. Back row Tunç Noyan, Prof. Helmut Krcmar, Bernd Schaefer and John Buscher from ISG



John Buscher



Bernd Schaefer

What should we discuss more deeply?

Bernd Schaefer: The Emergence of New Markets. We can already see that with the consolidation of partners and wide-ranging digitization underway new markets are emerging. Connected parties are combining to form agile and creative ecosystems on new platforms with completely new services and products. One example from our own business is "ISG4USource", a Software as a Service (SaaS) solution that combines all resources, services and cost information across the entire IT services lifecycle in an automated way. The aim is to provide "management by mouse-click" in order to build and maintain flexible IT ecosystems. With this offering we are bringing our own business into the digital era – in fact, we are 'uber-izing' our own business. Decision makers in the IT market should consider whether they want to be on the front line of digitization, and if so what their role will be. Furthermore they need to work out what the new and relevant markets for them will be. If questions such as these are thoroughly considered, companies can ensure that they do not get left behind whilst others capitalize on the opportunities offered by digitization.

Bernd Schaefer is CEO and Partner EMEA & Central Europe and John Buscher is Partner North Europe of Information Service Group (ISG). Both are highly experienced and well trusted sourcing advisors and the market recognizes them as innovative, trend-setting business leaders."



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Information Services Group (ISG) is a leading technology insights, market intelligence and advisory services company, serving more than 500 clients around the world to help them achieve operational excellence. ISG supports private and public sector organizations to transform and optimize their operational environments through research, benchmarking, consulting and managed services, with a focus on information technology, business process transformation, program management services and enterprise resource planning. Clients look to ISG for unique insights and innovative solutions for leveraging technology, the deepest data source in the industry, and more than five decades of experience and global leadership in information and advisory services. Based in Stamford, Conn., the company has more than 1,000 employees and operates in 21 countries.



The roof terrace of IESE's Executive Education campus offers a panoramic view over Barcelona

Advice from IESE Business School

HIRE A DATA EXPERIENCE DESIGNER

All companies need to rediscover the person behind the data. Professor Evgeny Káganer from IESE Business School and Abby Margolis of Claro Partners explain how.

For all the talk about how big data is transforming business and society, the focus of the conversation seems to be on the data themselves. Analytics – descriptive, predictive and prescriptive – are largely seen as the main source of value, with the data scientist positioned at the core of this transformation, endowed with the powers and responsibility to unlock big data's big secrets.

True, some companies are successfully using analytics to streamline and redesign their internal processes, improve their targeting and customize their offerings. But an essential piece in the data economy puzzle is being overlooked: the person.

Consider social media, wearables or the connected home: all these hinge on data generated by or associated with individuals. And it's not just about capturing what people already do but enabling them to do it better. From recording sleep habits to real-time guidance on the best route home, data can augment existing experiences and open the possibility of previously unthinkable new ones occurring.

Data-enriched experiences create value for individuals – value that businesses can seek to capture. Companies that go beyond pure analytics and redesign customer experiences with data in mind will be the winners. But what will it take for a company to create such products and services?

We believe firms need to develop a new mind-set, one that is distinct yet complementary to that of the data scientist. This mind-set will focus on the person rather than data and rely on principles of design rather than analysis. We envisage a new organizational figure – the data experience designer – who will master the mind-set and work hand-in-hand with the data scientist to lead the company forward.

This article summarizes the findings of a global research project that involved in-depth interviews with experts in cities around the world, including Berlin, Boston, London, New York, San Francisco, Sao Paulo and Tokyo, as well as analyses of emerging Personal Data Economy (PDE) initiatives. The goal is to define the core elements of the new design mind-set that companies must adopt as they create new data-rich products and services aimed at reaching a new breed of data “prosumer.”

Data Prosumers: The New Class of Customers

Data experience design, as any design, starts with the person and his or her needs. One of the research takeaways is that, instead of focusing on data as a new asset class, companies need to focus on the data-driven individual as a new type of customer.

EXECUTIVE SUMMARY

Pundits have dubbed personal data “the new oil” of the 21st century. Yet for all the hype surrounding big data, people complain they have less meaning and are frustrated with how poorly brands leverage their information. That's because many companies still mine data with the end goal of streamlining business processes, largely neglecting an essential piece in the data economy puzzle: the person.

This article summarizes the findings of a global research project into the values and behavior of data “prosumers” – individuals who are both producers and consumers of data, and who expect their personal data to be used to deliver new and better experiences. The authors define the core elements of a new design mind-set that companies must adopt as they create new data-rich products and services. In the emerging Personal Data Economy, firms will reap value to the extent that they enable, empower and meet future needs, rather than merely analyzing past behavior. They envisage a new organizational figure – the data experience designer – to take the process forward.

Too often firms treat customers merely as data-creating widgets in their business model. This is a shortsighted approach. Individuals are both producers and consumers of data – or data “prosumers” – and to become successful in the Personal Data Economy, companies need to understand and embrace the implications of this duality.

One might argue that the data prosumers in our sample are not representative of the broader population. Even if that was the case, given the growing numbers of data prosumers, today's “outliers” provide clues for how the average person might think about and interact with data in the not-so-distant future.

Today's data prosumers are savvy in the way they integrate data into their everyday lives and surprisingly aware of the digital footprints they leave behind. They see value in various ways:

Value for them personally. One of our interviewees explained how he wrote five lines every morning and then received an e-mail with his diary entries from that day two years before. These automated progress reports prompted him to reflect on his accomplishments. This is just one

IESE: ONE OF THE BEST BUSINESS SCHOOLS IN THE WORLD

IESE is the graduate business school of the University of Navarra and is consistently ranked among the leading business schools in the world. In 2015 and 2016 its executive education programs were ranked first globally by the Financial Times. The school operates campuses in Barcelona, Madrid, New York City, Munich and Sao Paulo and runs programs in 20 countries. Moreover, it has supported the launch of 16 business schools in emerging markets. IESE's 110 fulltime professors hold PhDs from world class universities and all conduct rigorous, practise-relevant research in their respective areas of expertise.



example of how value can be created that is unique to the individual – whether storing data to keep track of important memories and life events; analyzing data to better understand a particular facet of oneself (e.g., health or mood); or applying data to make better decisions and change certain behavior. Tellingly, respondents talked about crafting or being the authors of their own data, rather than merely being anonymous data generators, once again reflecting the very personal nature with which they regard their data.

➔ **Value in sharing data with others.** In addition to the personal value derived from data, people also see there is value to be gained by pooling data rather than just harvesting one's own individual piece. This could be for pragmatic reasons: Following the Fukushima nuclear accident, for example, people used the Pachube platform to record and share radiation measurements from around Japan in order to understand what the real levels were when the government was unable to provide those answers. For some, the very act of sharing – pictures, locations, stats about a recent jog in the park – engenders feelings of belonging and emotional connectedness, which have social value apart from any practical reasons.

We have also seen sharing as a means of contributing to a grand cause or assisting peers in the same boat. PatientsLikeMe, for example, enables patients with similar conditions not only to share their experiences with each other, but to contribute data to help researchers and health-care providers improve the quality of care.

➔ **Value in economic terms.** Finally, despite the widespread belief that people are ignorant or indifferent to the ways that businesses make money off their data, we found that respondents were not only aware of this fact, but they generally embraced opportunities to monetize their data, especially if done to serve one of the aims mentioned previously.

Despite the value prosumers perceive from bringing data into their lives, many describe it as a “burdensome” experience.

For one, there is a lack of interoperability and integration across the disparate tools and platforms that generate and manage personal data. This makes extracting the real meaning from the vast array of data points and streams a daunting task.

Another challenge involves the struggle to manage one's data. While we often place this challenge under the umbrella of privacy – that is, concerns over secondary uses of personal data – our interviews painted a more nuanced picture.

Privacy, for them, is not so much a data concern as it is a social concern. Indeed, when it comes to their personal data, people are generally prone to share more because that is precisely how they will extract some perceived value or benefit. People worry about privacy only within given contexts. As such, a data encryption tool like DataLocker is not a desirable value proposition in and of itself. What is desirable is enabling users to exercise control over their personal data within the product or service context that creates value for them. This is what conditions the extent to which data prosumers act upon privacy concerns.

Similarly, interviewees expressed diverse preferences with regard to the traditional levers of ensuring privacy – what we refer to as trust, transparency and control. Some insisted that trust was most important in deciding whether to share data with another party, individual or company; once trust was established, unconditional sharing would follow. Others emphasized the importance of maintaining transparency in how their data would be used. A third group was keen on exercising tight control over who would be able

to view and access each data point in their data footprint. Some went out of their way to protect personal data, vigorously checking the privacy settings on all their accounts and devices, or creating multiple social media accounts.

Such diversity should not puzzle us, once we comprehend that data prosumers' approach to privacy depends primarily on the context in which the data are generated, shared and applied. This is the key determinant.

Unfortunately, this fact seems to escape many companies, which, in an attempt to improve their targeting, work as hard as they possibly can to amass and analyze vast quantities of data about their customers. Such acontextual aggregation efforts result in customers being treated as averages, leading to disappointment with how poorly brands leverage personal data. As one young New Yorker explained, “I may visit Amazon as a foodie, as a Gen Y expert or as a business analyst, but I don't want to be treated as all three at once. I will just end up getting a lame recommendation for another Harry Potter book that I don't want!”



Founded in this villa in 1958, IESE today is renowned worldwide for its value-based approach to leadership

Data Scientist vs. Data Experience Designer

Some established businesses and start-ups are waking up to the needs of data prosumers. But to take full advantage of the opportunities of the Personal Data Economy, companies need to develop a new mind-set – that of the data experience designer. This mind-set differs from that of the data scientist along several important dimensions (see Exhibit 1).

➡ **View of data.** Data scientists view data primarily as outputs of human activity. For them, status updates on Facebook, photos shared on Instagram, check-ins registered on Foursquare and running stats recorded on RunKeeper are all digital footprints to be mined and analyzed. Data experience designers, on the other hand, regard such data as vital inputs into human activity that can change and enhance the way people interact with the world.

Consider two examples of data being used as inputs to enhance the functionality and end-user experience. Waze, a social GPS solution, pulls data about current road conditions from a community of drivers who have the app installed on their smartphones. It then analyzes and applies data in real time to suggest which route drivers should take to get to their destination fastest. Another example is Nest, a connected thermostat, which learns from a household’s energy consumption patterns to minimize heating and air-conditioning costs while still preserving the comfort of the daily routine. Both examples not only rely on data to better understand past behavior but also integrate these insights to enrich or improve the future behavior of the individual in a particular context.

➡ **Value of data.** For data scientists, the value of data is tied to the ability to explain, predict and prescribe certain phenomena, such as customer behavior, to benefit the company. The benefits usually accrue at the business-process level in the form of greater efficiencies, higher conversion rates, cost savings or through the sale of data to a third party. Data experience designers also seek to create benefit for the company but take a different route. For them, the value of data lies at the intersection of data and experience. Beyond added efficiencies, data designers seek to bring new experiences to users through the creation of new, data-enhanced products and services.

We see this happening today in the explosion of Internet-enabled sports gear. Babolat, a tennis equipment manufacturer, created the first connected tennis racket, Babolat Play AeroPro Drive. It looks, feels and plays like a normal racket. However, sensors in the handle track stroke patterns, endurance, technique and consistency. It then acts like a coach, helping players improve their game by analyzing their personal data and even comparing them with the stats of their friends or professional athletes. The value for players is in boosting their motivation and performance. This, in turn, is what gives the company value: Babolat is able to enjoy premium pricing and increase the stickiness of its product.

➡ **Use of data.** The different ways that data scientists and data designers view and value data translate into distinct uses. Data scientists frequently aggregate data, mining and combining different sources to reveal correlational patterns. This acontextual approach works well in the world of analytics but has significant shortcomings in the world of

EXHIBIT 1: Data Scientist vs. Data Experience Designer

Organizations need to grasp the distinct yet complementary mind-sets relevant to today’s personal data economy.

Dimension	Data Scientist	Data Experience Designer
View of Data	Outputs of human activity	Inputs into human activity
Value of Data	Value is created for and captured by the company through optimized processes and improved targeting	Value is created for the individual and captured by the company through monetizing products and services based on new data-rich experiences
Use of Data	Data from different sources is mined and aggregated to extract general correlational patterns	Data is analyzed and applied in a particular situational context relevant to the customer
Challenges of Data	Volume, velocity and variety of data must be managed through data infrastructure and algorithm design	Trust, transparency and control of data usage must be ensured through service design



Executives looking to innovate their business models turn to IESE for the ideation process

design. Indeed, as many of our data prosumer interviewees pointed out, people do not like to be treated as averages. Understanding the situational context in which data is analyzed and applied becomes essential for data designers to create and deliver meaningful experiences.

Simple, a budgeting and personal finance app, is an example of making data fit the context. While most banks show customers their current account balance, Simple tells them what is currently safe to spend. It does this by calculating how much money a person needs to set aside for upcoming bill payments, pending transactions and any predefined spending goals. In a context when a shopper is about to splash out on a new pair of expensive shoes, the safe-to-spend metric counts for more than the current account balance.

Context is also critical in making data insights actionable. Ginger.io is a mobile app that helps patients with anxiety, depression and certain mental disorders monitor their conditions. It combines daily data on communication and mobility patterns with self-reported surveys. This information is run through a sophisticated behavioral analytics engine and shared with health-care providers to identify at-risk patients. When it comes to notifying a patient, Ginger.io is all about context: The information is shared with a predetermined set of close relatives and friends, since sending a direct notification to the affected individual may be less effective owing to the nature of the condition.

➡ **Challenges of data.** Big data has been described in terms of the three V’s – volume, velocity and variety – which pose major challenges for data scientists. To deal with extremely large volumes of vastly diverse data that flow ever more rapidly, today’s data scientists deploy powerful data infrastructures and sophisticated algorithms. Data designers

have their own set of challenges, but these concern people’s perceptions of data use, not the data characteristics themselves. Perceptions can be managed through service design rather than infrastructure and algorithm design. And because data designers focus more on the end-user experience, they are in a better position to manage high-touch, high-engagement concerns like trust, transparency and control.

Some recent PDE solutions suggest novel ways of addressing these concerns. PatientsLikeMe fosters trust and transparency within a close community of individuals and organizations bound together by a common cause of fighting a serious illness. It gives easy-to-understand explanations of what constitutes restricted and shared data, and how each type of data can be used. More interesting is that it promotes an Openness Philosophy that surpasses existing privacy regulations. Because of the sense of empowerment that patients gain by fully sharing their data with health-care providers and researchers, the challenges of data use are overcome and turned into an opportunity for quicker, better care.

At the other end of the spectrum is the mobile messaging app, Snapchat. It emphasizes control by letting users set a time after which their shared photos and videos self-destruct. Likewise, the mobile social network, Path, gives users control over who can access their data by limiting the size of the network to 150 people.

Whatever the approach, data designers need to create solutions that address trust, transparency and control within the context of data use, not the data per se.

Principles for Data Experience Design

How can your company take advantage of the Personal Data Economy to enhance its current business or expand into new

EXHIBIT 2: Designed With People in Mind
The following Personal Data Economy (PDE) Tools show how to reach prosumers

What	How
Babolat.com	Babolat Play AeroPro Drive connected tennis racket that tracks and records every move a player makes during the game
Ginger.io	Uses sensors and self-reported data collected through smartphones to identify at-risk patients with chronic conditions, such as mental illness, who may need help, and alerts the appropriate caregivers
Gym-Pact.com	A community app that uses cash stakes to motivate people to meet their health goals
Nest.com	A smart thermostat that learns users schedules, programs itself to be most efficient and can be controlled via mobile phone
Path.com	A highly private, social-network-enabled, photo-sharing and messaging service for mobile devices
PatientsLikeMe.com	A patient-powered research network where people connect with others who have the same condition and share their own experiences
Simple.com	A budgeting and personal finance app that tells customers how much it is currently safe to spend
Snapchat.com	A photo messaging application that allows users to set a time for which their messages can be viewed by the recipients
Waze.com	The world's largest community-based traffic and navigation app where drivers share real-time traffic and road info

areas? Drawing upon the lessons from the research, we formulate several principles to guide firms on this journey.

1. Start with people, not data. Put people first in your data strategy. Think of your consumers not just as widgets or outputs in the data-generating process, but as end-users who stand to benefit from the data to which they are contributing. With this principle in mind, your personal data strategy should shift away from simply mining the footprint to integrating yourself into the fabric of people’s everyday lives.

2. Identify unmet functional & emotional needs. Focusing on people means understanding their needs. Yes, this includes their needs for security and privacy when it comes to personal data, but also the broader unmet needs in their everyday lives that data can fulfill. Be careful not to reduce these to efficiencies. Many current services help us do things quicker, faster and more accurately, but personal data holds the promise to meet broader needs for intimacy, discovery and achievement, among others.

Consider how Pact combines data-sharing and monetary incentives to help users sustain their motivation to eat healthier or exercise regularly. The potential benefits of data go far beyond helping us master the information in our lives. Leverage data to enable new interactions and experiences that were never possible before. Let people do new things!

3. Design the whole user experience. Remember, the greatest value of data is in their use, not in their sale. How will your customers use their personal data? Think beyond incentivizing users to generate data or about delivering a targeted advertisement; instead, ask what the end-users’ personal data experience looks like. How do they create, capture, access, manage, make sense of and exchange data? Contextualize personal data within the lives of real people and design for a 360-degree experience: excelling at one phase of the experience (e.g., enabling easy data capture) but underdelivering at another (e.g., failing to provide data insights in the right format and context) will disappoint the customer and hinder service adoption.

4. Create a data design toolkit. Most of the current tools in the data space are ones for crunching, mining and aggregating. Companies need a new toolkit for figuring out how to expose needs and opportunities, and how to deliver value directly to end-users. This toolkit will let companies use data to improve the experience of their products and services, along with determining how to make trust, transparency and control part of that experience rather than just making perfunctory promises related to data security.

5. Capture the value of personal data. The final step of the design journey – not the first step, as firms are often tempted

to do – is to define the value capture model. How will the company extract monetary and non-monetary value from the PDE offerings it develops?

The most straightforward approach is to build data-rich products and sell them to customers. Babolat follows this model. The question, of course, is whether customers will be willing to pay a premium for these enhanced offerings. If yes, you will grow your top line; if not, you will have at least collected valuable insights for the next iteration of your product or service.

For the banking app Simple, its approach to value capture has been to promise customers never to charge the direct service fees loathed by clients of traditional banks. Instead, revenue is generated through the typical means of interest on deposits and interchange fees on card transactions. The role of data, in this case, is not to grow the top line but to increase market share by offering a superior customer experience.

Then, there are services that are difficult to monetize directly. Consumers are not willing to pay for them either because free alternatives exist or because the perceived value of the service does not lend itself to monetary valuation. So, no one would pay for Waze as long as free map applications with similar if limited functionality are readily available on the market. And Pact customers would be hard-pressed to put a price on a service that helps them keep their exercise commitments, despite being perfectly willing to pay small fees to fellow members of their accountability group.

In both these cases, the companies subsidize the end customer and charge a third party (gym affiliates in the case of Pact or advertisers in the case of Waze) to monetize the services. This platform-focused, as opposed to product-

focused, approach has its own advantages; yet it also requires much more care and transparency in alleviating the potential privacy concerns of customers.

Whichever model of value capture you choose, it is crucial to keep the focus on creating value for the individual that generates the data – not least because the rules of data ownership have not been settled. You could invest millions in building up infrastructures to gather and analyze personal data to improve process efficiency or targeting, only to find those investments at risk if the government suddenly tightens up on privacy and data protection laws. Google’s recent troubles in the European Union regarding “right to be forgotten” legislation are a case in point. Investing in new data-rich products and services that improve and extend the everyday experiences of your customers presents a more sustainable and prudent long-term strategy.

The Way Ahead

The Personal Data Economy holds tremendous promise. We are only starting to scratch the surface of its true business potential. New needs will be identified and fulfilled with data; new experiences will be designed and created; new value-capture models will be invented. Data-rich products and services will become commonplace. (Exhibit 2 highlights a few representative examples.)

Today, the opportunity space is vast and wide-open. To explore this space, your company needs to nurture and exercise a new data experience designer mind-set that puts the person – your customer – and his or her daily life at the center of your efforts as you navigate the rising tide of personal data.

ABOUT THE AUTHORS

Evgeny Kaganer is professor in the Department of Information Systems at IESE Business School Barcelona /Munich. His research focuses on social and mobile technologies, and their impact on individuals, organizations and business models.



He holds a PhD from Louisiana State University and an MBA from Syracuse University, and he trained as a medical doctor at Ural State Medical Academy in Russia.

Abby Margolis is a global innovation ethnographer and director of research at Claro Partners, a Barcelona-based business innovation and service design firm. She combines a diverse background in social science, design and business to lead Claro’s explorations into disruptive opportunity spaces such as the Personal Data Economy. She has a B.A. from the University of Michigan, a PhD in Anthropology from the University of Pittsburgh and completed her post-doctorate in Japanese studies at Harvard University.



Photos: © IESE



Helmut Krcmar from Technical University Munich



Art Langer from Columbia University, New York



Christian Decker from ETH Zurich



Uli Baeumer from Osborne Clarke

CIOmove 2016

Great speakers and valuable insights thanks to supporters like Nagarro

Nagarro joined CIOmove for the first time. “We really didn’t know what to expect and how to prepare for it”, says Key Account Partner Balkrishna Dubey. Here’s his summary:

As it turned out, the format of activities, games, discussions, and informal networking made the event very easy to participate in – and quite memorable as well. The organizing team also brought together advisors and experts to talk about various topics. By all accounts, the event was a success for us.

We appreciate all the efforts put in by the organizers and would like to thank the team behind CIOmove for organizing such a great event.

The goal of CIOmove is to bring together global IT leaders, professionals, partners, and friends to discuss the issues, challenges, and opportunities facing our industries; and at the same time to develop possible strategies and solutions to address these. As partners, we were looking forward to listening to what the CIOs had to say about these topics. The enthusiastic participation from the CIOs

provided valuable insights into current problems and also future trends that is on top of their minds.

We would like to thank all the CIOs who participated and gave us the opportunity to engage with them in discussions.

We would specifically like to mention the fun part of the format – train rides, dinners and drinks, rides through Paris – that made the event more effective as it allowed the participants make informal (more personal) connections.

We wish the organizing team, the CIOs, the advisors, and other partners all the best and we will continue to engage with the CIOmove event in the future.



Vaibhav Gadodia, Vice President Technology at Nagarro



Main session for topics concerning "intelligence"



Front row: Rupinder Goel, Guus Dekkers, Gökhan Bilge, Thomas Henkel; back row: Dario Almeida, Balkrishna Dubey, Alexey Khorunzhiy



Final evening in Nice: Jan Babst, Soeren Birkstroem and Balkrishna Dubey



Balkrishna Dubey, Key Account Partner at Nagarro talking to Francesca Balu

nagarro

Nagarro is an IT specialist provider of software development and management services. Nagarro's "Enterprise Agile" approach to enterprise environments, structures, and processes, enables its customers to establish themselves and expand their businesses in various markets. International companies, such as Lufthansa, Siemens, GE Aviation and KTM, as well as local market leaders, including FORCAM, Heinzl and the Austrian Federal Railways, cooperate with Nagarro to gain a competitive advantage. As the global software services unit of the Allgeier Group (Frankfurt Stock Exchange AEI), Nagarro employs over 3500 experts within ten countries worldwide and operates within a global network of partners.



Daniel Hartert, CIO of Bayer, was host of CIOmove in Berlin three years ago where he had just founded "Cube". 2016 he had to cancel his participation because the German drug and chemicals conglomerate prepared to purchase US seed grain producer Monsanto for \$ 66 billion (58.8 billion Euro).

R&D at Bayer

OPEN INNOVATION

Germany's most expensive company spends 4 billion Euro annually for Research and Development. CIO Daniel Hartert explains, why that is still not enough – and from where more innovation needs to come.

Population increase and increase in age are the biggest challenges according to Daniel Hartert, CIO of Bayer: „The world is undergoing a radical change“. Innovation is therefore his focus. Apart from investing more than 4 billion Euro in R&D, he wants to strengthen Bayer's Open-Innovation activities to develop innovative products and digital business models for health care and world food production.

Example agriculture: In 2050, 9-10 billion people will need to be fed while the worldwide supply of agricultural land is shrinking. Better yields can be achieved if farmers know more and are better connected. Already today they can apply exact dosages of plant chemicals for each square meter. Their tractors drive across fields with satellite guidance systems. Drones can combat pests in specified locations. Hartert thinks that the yield per agricultural field

can still be increased. However, this will require the cooperation of farmers.

Farmers do not like to waste money. In order to achieve a cooperation in the use of field data, farmers need to see their advantage. Farmers want to know how to optimize the use of pesticides and herbicides or when it is possible to omit an application. Hartert states: "This could even mean a loss in the sale of our crop protection products because we show the customer how to use less."

The health care market is less complicated. Life expectancy has risen in most countries. People who live longer need more health care. California IT-guru Ray Kurzweil even thinks that we will soon not have to die anymore. "The speed of scientific progress could make this possible sometime in the future, but it is not clear whether this will be good for our planet", says Hartert.

Health-conscious men and women will likely become patients later in life, but with increasingly chronic diseases. „Take for example bones“, says Hartert. „If you want to live to 300 years, you will have to fight osteoporosis for a longer time“. The increase of chronic diseases in older age is already noticeable today.

Customer participation is a prerequisite here as well: One of the big problems of pharmaceutical companies is poor adherence to therapy. Patients stop taking their treatment too early or do not take their medication on a regular basis. With diseases like pulmonary hypertension it is often not the fault of the patient. Dosages are highly dependent on the patient's physical condition. Physicians vary the intake and dosage. Soon algorithms will suggest the correct dose, in the long run better than physicians if enough reliable data will be available.

IT can also help patients to find out more about themselves. The combination of product information systems and cooperative customers allows in many areas for a quick and efficient improvement of quality of life. The Bayer brand „Dr. Scholz“ is a good example. Bayer developed a „foot mapping kiosk“ in cooperation with Microsoft that is now installed in 5000 US drugstores. Even in the first version, 2000 sensors measure the imprint of the foot to determine the best shoe insert. Hartert dampens the expectations: „We do not yet print products in 3D locally“.

A similar concept for knee braces is currently under development in cooperation with Microsoft on the game platform "Kinect". Hartert praises: „This attracts customers at the point of sale“. Bayer also gains a lot of data which allows for further customization of the product offering. Such preventative measures will increase the quality of life for many people and will reduce the cost of health care. Hartert states: „The combination of products, apps and data-driven solutions is the key to a healthier life“.

"CUBE" – HOW TO FIND GOOD IDEAS OUTSIDE COMPANY BORDERS

Bayer and Volkswagen are „Global Founders“ of the innovations center „Cube“ in Berlin. Founders from life science, healthcare and manufacturing industries are developing solutions which they will present on May 10th – 12th, 2017 in Berlin (see <http://tech-fair.cube-global.com/>).



Farmer Neels Neethling (left) and his colleague Tol Kaptein examine the quality of wheat which they grow on 4500 hectares in South Africa.

CIOmove 2016

Meeting the youngest Lord of Britain thanks to supporters like Ninety

Nat Wei is the youngest member of the House of Lords. His vision is a global social change. For this he founded a company called "Ninety". Here's the company's mission:



Nat Wei, the "Lord of Shoreditch"

We're Ninety – the agile digital transformation & customer experience specialist. We're helping brands adapt to their customers' world of changing technology, innovation & digital disruption. We're on a mission – we're a Social Enterprise with 90 percent of our profits funding global Social Change. We work with a variety of organisations in the following areas:

- **Consulting** – digital strategy, innovation, disruption & transformation
- **Creative** – digital design & development with a focus on user experience
- **Technologies** – system design, development, hosting & support.

And we have three key differentiators:

1. **Agile approach in everything we do** – optimal teams working collaboratively with our clients in a structured, iterative manner
2. **Minimum Viable Product** – demonstrating the commercial value in new solutions & technologies through an "MVP First" strategy
3. **Accelerator Development Toolkit** – a platform that enables rapid deployment of new technologies and lowers total cost of ownership.

For more details: <http://ninety.co.uk/>



Impressions from Nat's home district London Shoreditch



Mercedes Driver Nico Rosberg leaning on a box of SSAs



Circuit de Catalunya, home of Formula 1 on May 14th 2017

Mercedes AMG Petronas

DISKS ARE DEAD

Data accumulates at the race track around Lewis Hamilton and Nico Rosberg. In order to improve time, IT bets exclusively on Solid State Arrays (SSAs).

Paddy Lowe likes everything that turns, especially when it turns as fast as wheels. The Executive Director (Technical) for Mercedes AMG Petronas listens to the roar of the race cars at the Circuit de Catalunya. Lowe sits in the VIP lounge, next to him race track owner Nikki Lauda chats with visitors from Barcelona. Around 20 technicians scurry around the drivers Lewis Hamilton and Nico Rosberg. Together with two colleagues Lowe has finished the IT setup. In his area nothing turns anymore. Lowe has long traveled without hard disks. "When it comes to storage, it's nice when nothing turns", says the high energy IT professional.

Mercedes is ahead of a trend. "IDC is convinced that an All-Flash data center for primary storage will become a reality everywhere in the near future", according to Eric Burgener, IDC's Research Director Storage. In order to use

Flash to a greater extent in secondary storage environments, a new storage architecture is needed which needs to be more cost efficient when scaled up. As nice as SSA storage is, first there is the purchase cost and the termination of the old architecture.

"We used to rely on comprehensive storage virtualization in order to accomodate solutions from various vendors", says Matt Harris, IT Director at the Mercedes Formula 1 Team with seat in England. The flexibility was nice, but then it became clear how the convoluted architecture became an obstacle. Ever increasing storage demands created a level of complexity that became unmanageable – a show-stopper in the motorsport world.

Even when seconds do not matter, CIOs should think about the architecture and the human resource requirements for storage solutions. In "IT Metrics 2015" Gartner

analysts have determined how much the ratio of administrators to administered storage has changed in the past years. In 2010 one storage administrator managed on average 81 TByte, in 2014 it was already 299 TByte. "It is to be expected that this number will rise and that the responsibility of IT administrators for data availability will increase", says German expert Peter Wüst, who has been managing the Emerging Solutions and Innovation Group EMEA at NetApp since April 2016.

It is possible that this increase also comes from hard disks. The Advanced Storage Technology Consortium (ASTC) predicts that 100 TByte hard disks will be used in 2025. With falling Flash prices such a technological investment may not make sense, according to Wüst. He recommends to check the use of Flash first. This includes the question whether backup copies should be made with Flash. Wüst says that this can be useful if a quick switch is necessary in case of disaster recovery.

For Matt Harris, Paddy Lowe and their Mercedes colleagues another argument weighed in at the end: The team travels to 21 race destinations per year. A minimum of employees needs to establish a quick connection to UK headquarters. IT equipment gets transported by plane just like other equipment. Harris explains: "The decision for Flash technology was easy when we noticed that we can increase our performance without bulky hardware".

THE RACE IN BARCELONA

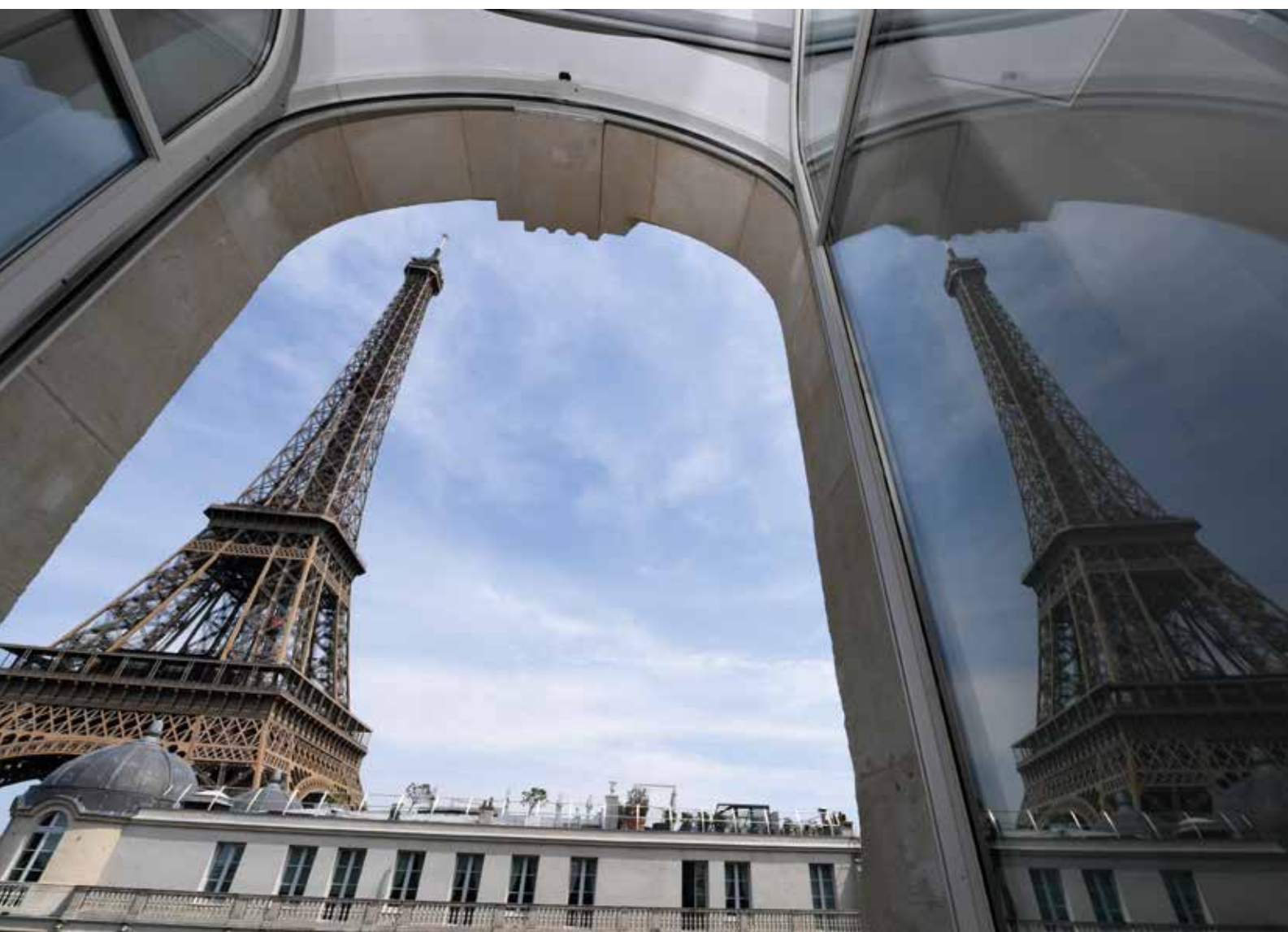
Formula 1 will be again at the Circuit de Catalunya on May 14th 2017. The IT-team of Mercedes AMG Petronas will be there a week earlier. So maybe we will be able catch a glimpse backstage before the race starts. The Circuit is only 30 minutes away from SEAT, where we will be on Monday, May 8th. CIOmove supporter Pure Storage is sponsor of the Mercedes team as well and is trying hard to bring us backstage, keep informed on www.CIOmove.com



Paddy Lowe, IT-manager backstage

CIOmove 2016

Perceiving **France** from a new angle thanks to supporters like **Salesforce**



View from Salesforce headquarter in France (3 Avenue Octave Gréard, 75007 Paris)



Michael Loechle from ABB in the Salesforce Office



Salesforce headquarter in France



Measuring the applause for the best creative work on May 8th



Jan Babst, CIO of Logista (middle), talking to Soeren Birkstroem, CIO of Reitan (right), and Marcus Ehrle from Salesforce (left), in front of the Salesforce office



Tuc-tuc-tour starting at Champs de Mars on May 8th



Horst Ellermann, Julia Staeck, Gina Duscher, Franziska Eichmeier, Sandra Schindler and Harald Koenig.



Salesforce is a global cloud computing company headquartered in San Francisco. The success of the company started off with its customer relationship management. Today the company sets with its innovative Customer Success Platform the global standard for customer relationship management, engagement, and intelligence by integrating sales, service, marketing, community, analytics, IoT, and app development in a trusted cloud for businesses of every size and industry.

The company is one of the most highly valued cloud computing companies with a market capitalization above \$55 billion. The company committed itself to invest one percent of its technology, people and resources to salesforce.org, a social enterprise providing technology to social impact organizations. The so called "1-1-1-model" is supported by 24000 employees.



Port of Barcelona: First sessions of CIOmove 2017 will take place in the building behind the cruise ship.

What keeps CIOs awake at night

TOPICS FOR SPAIN

Participants from Barcelona have already shared ideas of what they would like to cover



Helmut Krcmar, Professor at the Technical University Munich, will ask CIO Move participants the same question in 2017 that he has been asking them every year: “What keeps you awake at night?” Everything that is particularly exciting or maybe frightening will become part of the agenda. CIOs suggest topics to their peers which will then be discussed in working groups of 3 to maximally 6 participants.

KONRAD SCHNEIDER, SEAT:

Can mobile devices replace desktop computers?

Car manufacturers of the Volkswagen group are thinking ahead: CIO Konrad Schneider does not think that the time has yet arrived for completely abandoning desktop computers, but has been observing colleagues who complete almost all their work with a Smartphone. The computing power of these little helpers is already strong enough to complete all office tasks. Schneider remarks: "It would be interesting to know if other CIOs have thought about alternative strategies for users who seldom sit at their desktop computer and no longer use land lines. Maybe colleagues from Asia have more experience with users who have stopped using desktop computing altogether."

The Spanish car manufacturer with its parent company in Wolfsburg/Germany has more than 12,000 employees. The headquarters are in Martorell, about 30 km west of Barcelona. SEAT produces about half a million cars per year in Martorell. On Monday, May 8th 2017, Schneider will give the group a factory tour. He will then, with the help of the R&D department, report in detail on "Connected Cars".

CARSTEN BERNHARD, EDREAMS ODIEGO:

How to grow IT development by 30% a year?

The online travel agency with 5 billion Euro in sales is better known by its four brands eDreams, Opodo, Go Voyages and Travellink. In 1999, Javier Pérez-Tenessa de Block and James Hare founded the company in Silicon Valley. In the meantime Odiego has moved to Spain and has established itself as a market leader there. The headquarters in Barcelona are remarkable because developers, sales representatives and management are sitting side by side. If a topic needs to be discussed, meetings can happen in one of the individually designed meeting rooms – or on the spectacular roof top deck. We will enjoy the view from there!

It is somewhat curious that CTO Carsten Bernhard has such a hard time finding personnel for such a beautiful setting. At the moment he is employing an IT staff of 600, but an additional 100 are needed – immediately! More and more companies are moving development centers to Barcelona and are competing for talent. Spain's tremendous youth unemployment problem seems to have vanished in Barcelona's IT field. Bernhard asks: "What do I have to do to find good people who maintain a startup mentality within an established organization?"

CATALINA GRIMALT, PORT DE BARCELONA:

What will logistics look like in 20 years?

Drones, Hyperloop, Amazon, these are three terms that immediately come to Catalina Grimalt's mind when she muses on the future of the harbor. CIO Grimalt can imagine using drones for surveillance or transport. Shipping company owners, drug dealers and the police share her thoughts on the use of drones. The air space above the harbor could become very crowded.

Hyperloop is not yet ready to be deployed, but could upset existing logistic models. The shuttles, which inventor Elon Musk plans to shoot through reduced-pressure tubes, could take the place of transport by road or rail. For the second largest cruise harbor (Miami is the largest) this could be a larger challenge. What Musk is demonstrating in California at the moment is less than a Transrapid test track, but Grimalt wants to keep an eye on this technical development.

And finally Amazon: For the first time in history a retailer has amassed so much power that it shapes overall logistics. Amazon's ambitions are more threatening for logistic companies than Google is for car manufacturers. Self-driving cars might become an interesting side business for Google, but logistics belongs to Amazon's core business. Catalina Grimalt follows developments regarding "Same Day Delivery" with great interest. She is not only "Directora Sistemes d'Informatico" of the Port de Barcelona, she is also Chairwoman of the "Consell de CIOs de Catalunya". This regional council is looking forward to our visit.



Catalina Grimalt, CIO of the port of Barcelona

MATTHIAS MORITZ, ALMIRALL:

What to do about Phishing?

Five years ago, the former CIO of Bayer Healthcare joined Almirall, the largest pharmaceutical company in Spain. In the meantime, Moritz has largely reorganized Almirall's IT. However, one problem remains unsolved and has become even bigger. "The sheer number of attacks by hackers doesn't even depict the whole picture of the threat." Moritz says: "I am surprised how knowledgeable these hackers are."

Phishing attackers can nowadays combine information from many sources and social networks. A simple organization chart and a few Facebook details are enough to send a smart e-mail. One out of ten colleagues will probably open the .exe attachment. "This has happened to the best of us", says Moritz. "It is impossible to completely prevent. The question is rather: What to do once it happens?"

Whether working groups will form around these four topics will be decided in Madrid. All participants will have a chance to present their topics. We will gather around 40 topics this way. They will be sorted into the following four categories:

- INNOVATION
(finding and adopting game-changing technologies)
- INTEGRATION
(making the business more efficient in processes)
- INTELLIGENCE
(communicating more effectively with better data)
- IF ELSE
(for topics that do not fit in one of the three other categories)

Each category will be discussed in parallel by up to 12 working groups. Working groups consist of 2-6 CIOs, a moderator and a clerk. Each topic will be discussed for 45 minutes. Then the moderator will ask the participants to summarize their recommendations in 15 minutes for the peers who were not present.

In contrast to previous years the topics will not be discussed during the train ride. The train ride from Madrid to Barcelona is too short to give all four categories an hour each of discussion time. For this reason, we will disperse the working groups throughout the city of Barcelona. On Sunday, May 7th, the first ones will take place at the harbor, at eDreams and at Osborne Clarke. The last meeting place of the day is planned to be at the elite university IESE (see agenda). We will move between the different meeting places on foot, by Segway, bike, e-scooter or SEAT-600-Oldtimers. The event department is still fine tuning the transportation choices.



Matthias Moritz, CIO of Almirall

AGENDA AT A BRIEF / CIOMOVE 2017

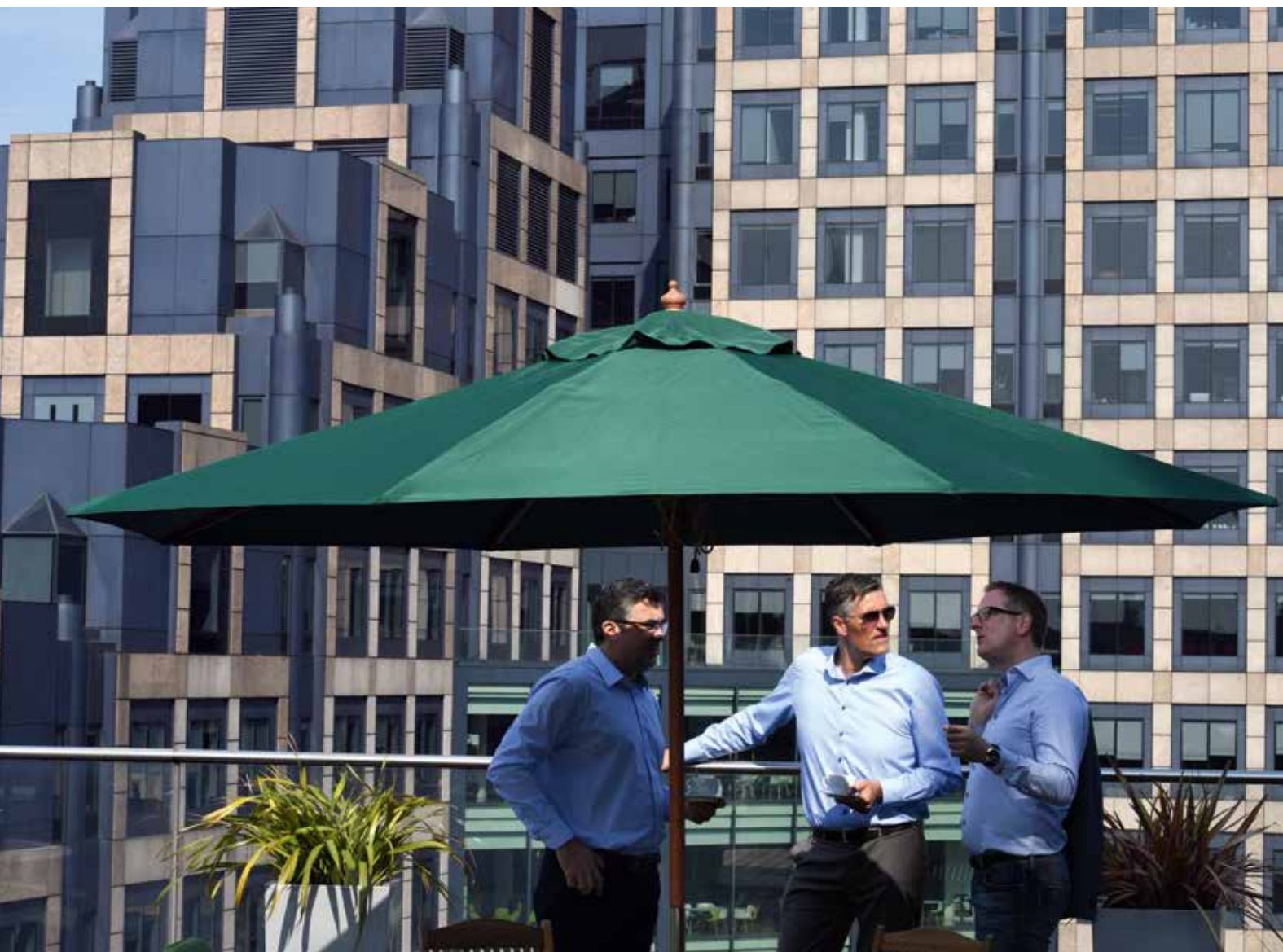
The next CIOMove will start on Friday evening, May 5th 2017, in Madrid and end in Barcelona on Tuesday morning, May 9th 2017.

On Saturday, May 6th, we will choose topics and hop on the train.

On Sunday, May 7th, we will have a rally through Barcelona.

On Monday, May 8th, we will visit SEAT and get to know "The White Rocket".

Thanks to our Spanish friends Jan from Logista, Matthias from Almirall and "El Consell de CIOs de Catalunya" you will meet lots of interesting peers and visit fascinating venues.



On the rooftop of Osborne Clarke in London

CIOmove 2016

Continuity in connecting the right people thanks to supporters like **SAS**

SAS is a founding partner of CIOmove who has been sponsoring the networking since 2014



Among peers: Wolf Lichtenstein, former CEO of SAS Germany.



Volker Maiborn, CEO of Maiborn Wolff, and Christian Decker from ETH Zurich



Horst Ellermann, ambassador for CIOmove in Germany, Balkrishna Dubey from Nagarro and Prof. Art Langer from Columbia University



Alexey Khorunzhiy making one of his famous toasts. He established this Russian tradition at CIOmove 2014 already. It became a well accepted tool to integrate newcomers.



Przemek Gamdzyk, ambassador for CIOmove in Poland, Christof Meier, CIO of Gauselmann, Prof. Helmut Krcmar, founder of CIOmove, Rupinder Goel, CIO of Tata Communications, Wolf Lichtenstein of SAS and Philipp Luebcke, CIO of Mainova



Dirk Altgassen, CIO of Etexgroup, Peter Kreutter from Kellogg WHU and Dirk Mueller, CIO of Haniel (from left to right)



Dario Almeida, CIO of CCEE in Brazil, Eládio Bezerra, CIO of CCB Brazil and Vincenzo Dragone, ambassador for CIOmove in Brazil



Thomas Henkel, CIO of C&A, celebrating his 50th birthday together with his wife Anna (right) and peers at „LE GERMAIN“ (25 Rue de Buci, 75006 Paris)



With more than \$3 billion in sales, **SAS** is one of the world's largest software companies and the leading vendor of **big data analytics solutions**. At more than 80,000 locations around the world, enterprises rely on SAS analytics for a competitive edge in **strategic and operational decisions** by tapping a wide range of business data – both separately and in conjunction with external data of any scale – for solid business insights.

Big data analytics is the key to profiting from the **digital transformation** and successfully putting the **disruptive processes** it entails in place. Thanks to 40 years of experience in the field of data analysis, SAS technology is proven, secure and built for swift, productive deployment.

SAS high-performance analytics takes full advantage of Hadoop and in-memory computing for fast, economical big data processing. SAS also offers enterprises a platform to analyze, enhance and review data – a major contribution to data quality and governance.

2015: Revenue: 3,16 Billions US-Dollar (+ 6,4 %) / Employees: 14.000

GROW!

Comparing companies like Siemens with WhatsApp may not be fair – but is reality on the stock market. Let's face it. By Peter Sany



Peter Sany, president of TM Forum, in the middle between John Buscher from ISG (left) and Prof. Helmut Krcmar from Technical University Munich

Connecting digital ecosystems was the big theme at TM Forum Live 2016. We welcomed more than 3,000 visitors from 650 companies and 93 countries. More than half of whom were senior decision makers to whom we talked about the value digital ecosystems may contribute to their companies.

What do we mean by value? The approximation we use to indicate value is market capitalization. If we divide that by the number of employees, this acts as a proxy for efficiency and how the world is changing. Hence for Siemens e.g., one of the most prestigious companies in the world, this works out at \$200 per employee. For AT&T, that giant of the communications industry, it is much higher, at \$1,000. Apple is a big step up at \$4,500, but the order of magnitude

changed when WhatsApp was bought by Facebook for \$19 billion – this is \$345 million for each of its 55 employees. Some argue that comparison is neither fair nor reasonable, but it is reality. The multi-billion-dollar question is how to succeed at the high end of the spectrum?

Take Alibaba for example

Singles Day, which originated in China, is a counterpart to Valentine's Day – a day to celebrate being single and many 'singletons' buy themselves a present. In November 2015, this idea was responsible for an additional \$14.3 billion flowing through Alibaba on that day. However, just having a great idea is not enough: You have to have the skills to implement it and the capacity to process it – in the case of

Singles Day and Alibaba, it means being able to process something like 500 million orders in the first half hour. The previous year Singles Day generated \$9.3 billion for Alibaba, so clearly they got it right and the packages arrived on time, so it continues to grow every year. But you need terrific elasticity to meet such peak demand.

Another factor is speed and the resources you need to achieve it. How long does it take a telco company to provide customers with a new product? How many new employees and customers are you adding, per day, per month, per year? How many customer representatives must you have in your own or outsourced contact centers to meet your customers' needs? Digital native companies do things very differently. Amazon can provision a new product in 11 seconds. WhatsApp is adding a million customers a day. That's what drives their market valuations. GiffGaff, a virtual mobile operator in the UK, doesn't have anybody in a call center because they crowd source customer support through an online community: If John has a question, Jo has the answer. The old, incremental thinking – let's do 10 or 20 or even 50 per cent better – is not good enough if you really want to compete with those guys who say, "Well, we just don't care how things have been done before, we've got a new idea and a totally different approach." Uber didn't ask a zillion governments if they could launch their business or not, they just did it then had to ask forgiveness in a few cities. This is how they built that business.

The platform-based economy

To gain the levels of efficiency we need, we're moving to platforms more and more – they are coming to dominate this economy. If we look back 23 years, American Airlines was the largest airline in the world, but it was a huge enterprise that didn't make much money. In search of efficiency, the company created the Sabre airline reservation system, which was offered to and adopted by the whole airline industry because it was so superior to taking bookings manually. Sabre became so mighty that it gained control of its parent company and the other users in that it started to set the price of tickets. Incidentally, some partners grumbled that Sabre gave priority to American Airlines, in the same way that the debate rages now around whether Google lists its own stuff above other search results.

Booking.com has now done the same in the hotel industry – it was just too hard for people to search for many

individual websites – now the platform is in control and worth \$65 billion. It advises hotels about pricing, based on demand and availability, and wraps a whole ecosystem around it: You can also order flowers or special drinks for the room, organize a hire car and so on. Platform-based companies have also given large opportunities to an ever increasing number of unicorns – startups valued at more than \$1 billion. Collectively, according to a recent study, unicorns account for \$4.3 trillion in market capitalization across fewer than 120 companies – and the most valuable of all are platform-based.

Where do we fit in?

How can the communications and associated industries fit into and thrive in this environment? Telcos provide the essential ingredient – without communications, there are no digital services. But we do need to rethink how we provide those communications. The era of buying commercial off the shelf in huge modules is over. We need to scale this down: Big modules have to give way to small service functionality in a services-oriented architecture.

The magical combination of platforms and open APIs is how to combine all these small things on the fly, so we can expose a digital product or a digitally packaged series of products to customers. The absolute importance of this approach was underlined in Nice when nine of the world's largest communications network operators officially adopted TM Forum's suite of Open APIs for digital service management as a foundational component of their IT architectures. Axiata, Bharti Airtel, BT, China Mobile, China Unicom, NTT-Group, Orange, Telefónica and Vodafone will also promote the global adoption of the API suite by their partners and expect technology vendors and systems integrators to support these APIs in their products and cloud-based services. As Lester Thomas, Chief Systems Architect, Vodafone Group, commented, "One lesson from hyper-scale Internet companies is that APIs and platforms allow the creation of a standards-based ecosystem, while enabling innovation in the implementation. A critical advantage of platforms and APIs is that they provide an evolutionary path from the current telco operating model to the future Network-as-a-Service model. The collaborative work that TM Forum and my fellow members have been undertaking is shining a bright light on this important path."

ABOUT THE AUTHOR

Peter Sany has been CIO at Novartis, Deutsche Telekom and Swiss Life amongst others. He is now the president of TM Forum a global network of telcos and IT providers and host of the TM Forum Live! Peter has been with CIOmove 2015 and 2016.



Peter Sany in the Eurostar

The other key to competing in the platform-based economy is data. Unlike physical attributes, which can only be owned by one entity at a time, data can be shared, reassembled, recycled, reused and replicated in infinite combinations with other data, from other parties, for other purposes, in other contexts to create new value and business models.

And, crucially, the data's owner isn't losing anything, rather they potentially gain massively. That's why and how we can network, partner, innovate and grow – together. Professor Geoffrey Parker, MIT Institute for the Digital Economy, cited the quotation, "You'll know you're a platform when your customers tell you that you are," during his session at the Executive Summit at TM Forum Live! and elaborated: "This will be when someone did something weird and wonderful with the data that you didn't think of – you are allowing innovation to run on top of your platform."

Rob James, until recently Group CIO of pharmaceutical company Novartis, sees data as a major and growing force in healthcare in a number of ways. For one thing, the cost of genome sequencing has fallen dramatically, which could lead to personalized treatments if used in conjunction with other data, such as living environment and lifestyle, and machine learning, which recognizes patterns and trends from analyzing thousands of other similar individuals, say. It will also enable us to be more proactive to staying well.

He said, "We don't want to wait until we are ill before we are given medicine – we want to live long, with vitality – longevity without vitality is miserable. If we can get all the data we need and all the technology we need with machine learning, if there really is consumer demand and we can overcome regulatory barriers, it will happen. But it won't be through the traditional [healthcare industry]."

He added, "Converging forces are driving us towards a tipping point, the only question is how long will it take? The combination of consumer demand and technology will outweigh the barriers that have made this impossible previously. It's good for us all."

Converging forces for the common good is an excellent description of our rapid prototyping Catalyst program, has been at the core of the Forum since its inception. This year at Nice we had demonstrations from a record-breaking 29 Catalyst projects, worked on by more than 300 top engineers and business people, from 93 companies. Everyday, millions of people all over the world use services that have been created using TM Forum's assets and activities. This will be the case for even more as the digital economy and the Catalyst program expand.

The next TM Forum Live! May 15 – 18, 2017 in Nice, France
Watch: <http://www.tmforumlive.org/>

Academic Advice:

"... AND BE FAST!"

*Technology and time have a closer relationship than many think.
 Technology works as an accelerator of change.*



Prof. Art Langer from Columbia University, during his speech in London and on Pont neuf in Paris

Disruption shortens the time of the lifecycle of competitive advantage, which means people have to work faster. And they need to recognize that their market share could be disrupted very quickly. As Einstein once realized, "time is a factor!" But when it comes to digital transformation, it is not only a question of time. It is also a question of the right time. Disruption opportunities can be determined based on a number of indicators such as levels of consumer satisfaction and market sensitivity to product pricing. So the timing of a successful disruption is very dependent on whether the market is ripe for a new product that improves customer service at a lower price!

When you decide to move, move quickly

Getting the right time is not solely a mathematical calculation. It may be predictable in many ways, but there will always be risk factors because of the complexity of variables at work in any market. However, if you do decide to transform your business model, you must move quickly – the time to act and complete an initiative is critical. Disruption efforts will likely have a failure rate. For example, when an athlete plays soccer not every kick towards the net will result in a goal – so goes disruption – the challenge then is to determine an acceptable success average. However, one must always remember that if you don't kick the ball you

can't score! Taking risks is simply a requirement of digital transformation. Thus, businesses need to launch many initiatives of which some percentage will be successful.

Playing in the disruption arena first requires you to empower your organization to change its legacy operations by reviewing its processes, roles, and responsibilities. Ultimately, your staff must have the ability to start anew one morning and say: OK, we're going to do it in a completely different way! The CIO needs to be the key executive of change. The CIO doesn't necessarily have to manage everything, but they have to be able to provide the leadership and the direction to help navigate the organization through digital transformation. Therefore, CIOs need to reinvent themselves and be more than the person that keeps the lights on. Those CIOs that do not seize this opportunity will likely be locked into a permanent support role. Indeed, many organizations have already established new C-level positions such as the Chief Digital Officer and Chief Innovation Officer who are responsible for the digital strategy in their firms.

Prof. Dr. Arthur M. Langer is the Director of the Center for Technology Management and Program Director of the Executive Master of Science in Technology Management at Columbia University. Art joined CIOmove 2014, 2015 and 2016.

Meeting IT professionals of the future thanks to supporters like Stefanini



*Impressions from "L'École 42"
(Boulevard Bessières, 75017 Paris) –
the first university in the world without
any professors*





Guided tour at l'École 42



Sundi and Francesca Balu guided by three French students



Tunç Noyan, CIO of Erdemir Group, in the middle of the Turkish community



Marco Stefanini and Manuel Frade with their customer Ursula Soritsch-Renier



Manuel Frade, CEO EMEA of Stefanini



Marco Stefanini, founder and president of Stefanini



Stefanini (Stefanini Consultoria e Assessoria em Informática S/A) is a private Brazilian multinational, service and software provider, for data processing and consulting, based in Jaguariúna, São Paulo. Founded in 1987 by current president Marco Stefanini, the company supports mid-size and large corporations through offshore, onshore and nearshore IT. Today more than 25000 employees offer services including IT infrastructure outsourcing (helpdesk/desktop services and data center), application development/systems integration, ERP/SAP consulting, asset management, and strategic IT staffing solutions. Stefanini delivers support in 35 languages out of 88 offices with a direct presence in 39 countries.

EuroCIO

AGAIN IN PARIS

The annual conference of the European CIO Association (EuroCIO) took place in Paris, 30th November – 1st December 2016 at the Mövenpick Hôtel Paris-Neuilly. EuroCIO is a not-for-profit, vendor-independent international organization aiming at bringing together the CIOs of large European companies as well as voicing their point of views to the supply side and European institutions. Here are the topics of this year's workshops:



1 – Driving Innovation with Start-ups

Co-moderated by Emmanuel Gaudin, group CIO of Lagardère & Board Member of EuroCIO, and Jacques-Benoît Le Bris, CIO of Solvay, Chairman of Cigref Innovation Council

2 – CIOs vs CDOs : Is the IT organisation Business-Soluble?

Co-moderated by Pascal Viginier, Group CIO of Orange, member of Cigref & CDO Alliance, and Romain Liberge, CDO of Maif, member of CDO Alliance

3 – IT Enabler for New Business Models

Co-moderated by Constantin Kontargyris, board member of Voice e.V.

4 – Right Speed IT: Bimodal, Agile, Devops

Co-moderated by Peter Bal, CIO of Wabco, Vice-President of CIOforum Belgium Business, and Cornelis van Rein, IT operations Director at HeidelbergCement

5 – From awareness to value on CyberSecurity

Co-moderated by Dr. John McCarthy, Cyber Security Leader of BCS ELITE, and Edwin D'Hondt, Chairman of EuroCIO CyberSecurity Council

6 – Social Impact of Exponential Technologies

Co-moderated by Ger Baron, CTO of City of Amsterdam, member of CIO Platform and Norbert Derickx, Operational Director of CIO Platform Nederland

For more details, www.theeuropeancioconference.org, to download the full programme and the registration form.



Peter Sondergaard, Gartner

“THE CDO NEEDS TO DISAPPEAR”

The Gartner chief analyst is revising what he said four years ago at the symposium about the position of Chief Digital Officer.

As soon as the first companies started to create the position of CDO, Peter Sondergaard started to revise his position.

During the Gartner symposium in Barcelona he points to an important sub clause in his recommendation: „Yes, four years ago I said in my keynote address that we need a CDO. I also said that this is a temporary position“. The CEO cannot delegate digitalization and then continue as before. „The CDO cannot be more than a CEO whip“, says the chief analyst. “The role needs to disappear again. The CEO is the CDO!”

According to Sondergaard it is useful to be the whip. Temporary staff positions are also useful because long established departments would not appreciate the advantages of digitalization. Sondergaard names two departments in particular: „HR is a problem – a yearly review for a developer is insufficient. And Finance is a problem – quarterly reports are not enough. We have to shift from capital management to OPEX management“.

Gartner recommends the „New Digital Platform“. In this model CIOs concentrate their efforts on „intelligence“. Sondergaard distinguishes between three types of

intelligence: a) data intelligence – the traditional analysis, studying Big Data and deriving hypotheses from data; b) programming intelligence – the systematic access to large amounts of data where algorithms automate pattern recognition; c) artificial intelligence – machines do the work.

“Last year at the symposium people told us that we were too far ahead with our predictions about algorithms“, recounts Sondergaard. “But the Big Data approach has almost vanished over the past six months. It’s not the data, it’s the intelligence behind it”.

The technology is here, stresses Sondergaard. Even quantum computers are getting cheaper. Sondergaard has seen first applications in genome analysis and the defense sector. The limiting factor is human ability. “When you bring Watson into the enterprise, it will not work immediately. That was true for us“, says Sondergaard.

Gartner tried the IBM artificial intelligence system to analyze its own content. But the system first has to be trained. This is a task for humans and they need to know how to do it. „Every consulting firm needs to first use artificial intelligence and not just write about it“, says Sondergaard.



November 2016: Peter Sondergaard speaks to the biggest audience he ever had in in Barcelona.



PARTICIPANTS of CIOmove 2016

These CIOs joined CIOmove in London, Paris and Nice. On the following pages they are sorted by their names.

Here’s the list of participants sorted by companies.

Company	Country	CIO
Alstom	Switzerland	Michael Loechle
Airbus	France	Guus Dekkers
CCB	Brazil	Eládio Bezerra
CCEE	Brazil	Dario Almeida
C&A	Germany	Thomas Henkel
DHL	Germany	David Thornewill
ENN	China	Youshuang Wei
Erdemir	Turkey	Tunç Noyan
ETEX	Belgium	Dirk Altgassen
Gauselmann	Germany	Christof Meier
Haniel	Germany	Dirk Müller
Kärcher	Germany	Matthias Mehrtens
Logista	Spain	Jan Babst
Lojas Renner	Brazil	Emerson Kuze
Lufthansa	Germany	Roland Schütz
Mackenzie	Brazil	José A. Pereira Brito
Mainova	Germany	Philipp Lübcke
Novartis	Turkey	Kaan Marangoz
Otkritie	Russia	Alexey Khorunzhiy
Reitan	Norway	Sören Birkström
RWE	Germany	Stefanie Kemp
Stada	Germany	Angela Weißenberger
Sulzer	Switzerland	Ursula Soritsch-Renier
Synthos	Poland	Marek Niziolek
Tata Com.	India	Rupinder Goel
Telstra	Hongkong	Sundi Balu
Univali	Brazil	Ruth Broglio Silveira



DARIO ALMEIDA

Dario is the System Architecture Executive Manager responsible for the following main processes at CCCE: IT Strategy & Planning, IT Governance, IT Budget Management, Contract & Vendor Management, Project and Portfolio Management, Quality Management & Control, IT Methods & Tools and Enterprise Architecture. Before joining CCEE, Dario worked for more than 8 years at IBM Global Business Services, where he developed a very successful career in business consulting and led Brazil's Energy & Utilities Industry as an Associate Partner with both sales and delivery responsibilities. Dario Almeida participated in several business improvement and transformational projects, which includes systems integration, organizational change, process design, software development, IT planning and business development. Before joining IBM, Dario worked for 12+ years in 2 major power distribution companies in Brazil, leading high performance teams in developing and integrating large information systems to support the companies core processes.

Dario has a solid education background, with a graduation in Computer Science from UNICAMP and 3 MBA

degrees: Project Management (FIA/USP); Knowledge, Technology and Innovation (FIA/USP); and Integrated Business Management (COPPE/UFRJ).

Dario is a native Portuguese speaker, and can additionally speak English and Spanish.



QUESTIONS

In which units did you break up and/or recombine structures? IT Security

In which units would you like to break up and/or recombine structures? IT support for operational planning, budgeting, monthly cost calculation. Filestores, mail journaling in a private cloud.

What is personally for you the biggest challenge in 2016 in terms of the so called Triple I's: Innovation, Integration, Intelligence? Delivery of innovative, ergonomic, enough fast, effective and flexible IT tool covering at the same time company operational planning and annual / quarterly budgeting currently working as independent tools.

How centralized is the IT in your company?

very central ☒ ☐ ☐ ☐ ☐ very decentral

How standardized is the IT in your company?

we use mostly Standards ☒ ☐ ☐ ☐ ☐ we use Best of breed

How much has your company outsourced IT?

almost all of our IT Budget ☐ ☐ ☐ ☒ ☐ almost no IT budget

How digitalized is your company?

not digitalized at all ☐ ☐ ☐ ☒ ☐ very digitalized

Career Summary

02/2012 – present: System Architecture Executive Manager at CCEE

02/2011 – 02/2012: CIO of CCEE

01/2010 – 02/2011: Associate Partner at IBM

09/2002 – 02/2010: Senior Managing Consultant at IBM

05/2000 – 08/2002: IT Manager at AES Eletropaulo

1999 – 2000: Project Manager at CPFL

Education

2013 – 2014: Universidade Federal de Itajubá, Post Graduation, Specialization in Electric Energy Commercialization

2004 – 2005: COPPE-UFRJ, MBA, Integrated Business Management

2002 – 2003: FIA-USP, MBA, Knowledge, Technology and Innovation

2001 – 2003: FIA-USP, MBA, Project Management

1984 – 1988: UNICAMP – Universidade Estadual de Campinas, Bsc, Computer Science

CCEE

REVENUE

40 MILLION \$

EMPLOYEES

400

BASED IN

BRAZIL



DETAIL

CCEE (Câmara de Comercialização de Energia Elétrica) is the Brazilian power market operator, responsible for carrying out the wholesale transactions and commercialization of electric power within the National Inter-connected System. CCEE's mission is to promote the commercialization activities of electricity in Brazil, including ensuring the smooth market functioning and fostering discussions about its evolution. Since 2004, CCEE promoted 70 energy auctions that resulted in over US\$ 400 billion in contracts signed. The energy accounting and settlements processes held by CCEE in 2015 accounted US\$ 10.5 billion.

Website: www.ccee.org.br

Awards:

2016: IT Executive of the Year, IT Media and Korn Ferry, Winner – Category Utilities

2015: IT Executive of the Year, IT Media and Korn Ferry, Top three executives– Category Utilities

2015: The 100 most innovative companies in the use of IT, IT Media and PwC

2015: IT Professional of the Year, InformaticaHoje Magazine, Plano Editorial, Top three executives – Category Utilities

2014: The 100 most innovative companies in the use of IT, IT Media and PwC

2014: IT Professional of the Year, InformaticaHoje Magazine, Plano Editorial – Top three executives – Category Utilities

2012: IT Professional of the Year, InformaticaHoje Magazine, Plano Editorial – Top five executives – Category Utilities

Service Excellence Award: Awarded 4 consecutive times from 2005 to 2008, IBM



DIRK ALTGASSEN

An accomplished Executive Advisor, Interim Manager, CIO and global IT executive with demonstrated achievements in directing global information technology alignment with the business strategy of global operating companies. Proven leader with a strong “get it done” attitude who “walks the talk” while demonstrating a clear direction for the team and organization.

Experienced strategic planner known especially in the areas of “digital strategy”, disruptive Business models and multi-channel-strategies as well as ERP implementations especially SAP.

Creative problem solver, big-picture thinker, team leader and communicator with a proven ability to develop cutting-edge strategies that transform, redefine and support a streamlined business process atmosphere.

Career Summary

- 2015 – present: ETEX GROUP, Group CIO
 - 2012 – 2015: GROHE AG, CIO/Senior Vice President IT
 - 2008 – 2012: HSBC Trinkaus & Burkhardt AG, Head of Software and Project Delivery/ Deputy CIO, Director
 - 2005 – 2008: IKB Deutsche Industriebank AG, Head of Finance, Risk Management and SAP Projects/Vice President
 - 2000 – 2004: BearingPoint formerly KPMG Consulting, Manager/Engagement Manager
- Education
- 2009 – 2011: MBA in General Mangement at University of Wales in Cardiff Project Management
 - 1984 – 1988: UNICAMP – Universidade Estadual de Campinas, Bsc, Computer Science

QUESTIONS

In which units did you break up and/or recombine structures?
Doing IT alignment with “local IT” units to form a federal IT

In which units would you like to break up and/or recombine structures?
“Local IT” and some central IT systems like CRM.

What is personally for you the biggest challenge in 2016 in terms of the so called Triple I’s: Innovation, Integration, Intelligence?
Establish a good reporting about all of this.

How centralized is the IT in your company?
very central ○○○●○○ very decentral

How standardized is the IT in your company?
we use mostly Standards ○○○●○○ we use Best of breed

How much has your company outsourced IT?
almost all of our IT Budget ○○○●○○ almost no IT budget

How digitalized is your company?
not digitalized at all ○●○○○○ very digitalized

ETEX

REVENUE 3 BILLION € EMPLOYEES 17 K

BASED IN BELGIUM



DETAIL

Etex is a Belgian industrial group that produces and markets high-quality building materials and systems. The group consists of 101 affiliated companies and is present in 42 countries on all continents. With more than 17,000 people, in 2015, Etex reached a turnover of € 3 billion.

Website: www.etexgroup.com/en





JAN BABST

Jan Babst is CIO at Logista S. A.. Since 2014 Logista executes an Omni-Channel business model with over 100.000 Points-of-Sales to increase its profitability. During this time, Logista Business and IT implemented in over 100 projects a central SAP Backbone. An integrated e-Commerce platform based on SAP Hybris enables a new loyalty program and up- / cross-selling. IT enables real-time analysis of ticket data from over 30.000 Points-of-Sale on a SAP Hana Data Warehouse. Close to 1.000 Sales Experts use a portfolio of mobile applications. Call Centers complete customer service information in a single SAP CRM. The cornerstone of our Omni-Channel platform are currently over 30.000 POS terminals, online connected with Logista. Based on this solid platform, Logista will leverage existing analytical solutions for data driven decisions, simulations and predictive optimization. We will intensify our collaboration with customers and consumers providing more mobile applications. Managing the integrated Omni-Channel platform requires additional, internal skills especially in analytics. Organizationally technical experts are embedded in business units to detect profitable

opportunities faster. Time-to-Market of innovative solutions is our advantage in a competitive environment. Formely Jan worked as CEO/CIO at Holcim Services EMEA S. A. after he was Head of Applications at Holcim Ltd. For his education as MBA he studied at Dokky University, Japan, Universitaet Duisburg, Germany, Universidad Alcala de Henares, Spain, Dublin University, Ireland and Universitaet Paderborn.



QUESTIONS

In which units did you break up and/or recombine structures? Omni-Channel: From multiple, siloed, technology oriented solutions for sales ordering to an Customer focused Omni-Channel platform with integrated web-portals, CRM, Salesforce, Point-of-Sales, Cash& Carry and Big Data Analysis Software Development and Maintenance: From multiple, local development teams specialized in local applications to a central team with shared resources and to an outsourced Software Development Factory

In which units would you like to break up and/or recombine structures? Breaking up of local, operationally focused reporting tools and recombining into an integrate analysis of Big Data across different Business Units, centralized in customer segments looking into the future with predictive analytics

What is personally for you the biggest challenge in 2016 in terms of the so called Triple I's: Innovation, Integration, Intelligence? Intelligence: achieve more extensive Business Usage of existing, innovative analytical solutions to improve the profitability of Logista, e.g. organizational maturity, data orientation, demand for predictive analytics ...

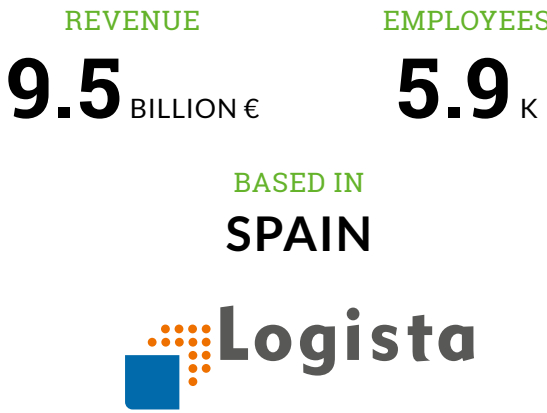
Career Summary

Nov 2010 – Present:	CIO, Logista
Nov 2005 – Nov 2010:	CEO / CIO, Holcim Services EMEA
2003 – 2005:	Corporate Head of Applications, Holcim
2001 – 2003:	Senior Manager Merger and Acquisition, New York, PricewaterhouseCoopers
1999 – 2001:	Senior Manager SAP, Chicago, KPMG Advisory
1996 – 1999:	Project Manager, Quantum GmbH
1995 – 1996:	Research Consultant, Tokyo, Gerling

Education

1993 – 1995:	MBA, East Asian Economic Studies, Universität Duisburg-Essen, Standort Duisburg
1987 – 1993:	MBA, Business Administration, Universität Paderborn
1990 – 1991:	International Accounting, Universidad de Alcalá
1989 – 1990:	Marketing and Sales, Dublin City University
1995 – 1996:	Research Consultant, Tokyo, Gerling

LOGISTA S.A.



DETAIL

Logista is the leading distributor of products and services to proximity retailers in Southern Europe, serving some 300,000 delivery points within capillary retail networks in Spain, France, Italy and Portugal, so facilitating the best and fastest market access to tobacco related and convenience products, electronic top-ups, pharmaceuticals, books, publications and lotteries, among others. The Group has built a unique business model in Southern Europe, combining its distribution and logistics comprehensive services with exclusive value added services.

Logista, a Madrid-based company, is awarded as the most attractive company to work for in the Spanish logistics industry.

Website: www.logista.es/en

How centralized is the IT in your company?

very central ☒ ☐ ☐ ☐ very decentral

How standardized is the IT in your company?

we use mostly Standards ☒ ☐ ☐ ☐ we use Best of breed

How much has your company outsourced IT?

almost all of our IT Budget ☐ ☐ ☒ ☐ almost no IT budget

How digitalized is your company?

not digitalized at all ☐ ☐ ☒ ☐ very digitalized



SUNDI BALU

Sundi Balu is International Chief Information Officer for Telstra based in Hong Kong. He is responsible for overseeing the management and direction of international information technology and Cloud Services at Telstra. He is also the founding chairman of the Asia Cloud Computing Association. Sundi has over 20 years of experience in various functions of IT and consulting. Sundi was previously the CIO of Reach, a joint venture between PCCW and Telstra. He has held several senior technology roles at National Australia Bank in Asia, including program director and head of projects Asia. Prior to joining National Australia Bank, Sundi managed a consulting business. He also held various technology roles for ANZ Bank and BHP Billiton. Sundi started his career as a systems analyst with a mining company in India.



Career Summary

2011 – Present : CIO of International in Hongkong
 2010 – 2011: IT stewardship for multiple lines of business and cloud services Founding Chairman at Asia Cloud Computing Association
 2007 – 2011: CIO of Reach Ltd
 2005 – 2007: Program Director of National Australia Bank Asia
 2003 – 2005: Business Technology Partner of Transformation Programs, Private Banking Technology, Asia - National Australia Bank
 2001 – 2003: Managing Partner of Balu and Associates
 1999 – 2001: Senior Manager of ANZ Bank

Education

2001 – 2003: MBA, Master of Business Administration at University of Melbourne – Melbourne Business School
 1994 – 2000: Masters of Engineering, Computer Engineering RMIT University

Telstra

REVENUE
27.1 BILLION \$

EMPLOYEES
36 K

BASED IN
HONGKONG


DETAIL

Telstra is Australia's leading provider of mobile phones, mobile devices, home phones and broadband internet.

Website: www.telstraglobal.com





ELÁDIO BEZERRA

Eládio graduated in Accounting (UNIFOR/1989), consolidated its professional knowledge postgraduate in Master of Information Technology (FIAP - 2006) and Master of Business Administration Executive (INSPER/2012). He has over 30 years of experience in the IT field having worked in the development of systems for the Brazilian financial industry, highlighting, among others, Systems of accounts, loans, savings and investments funds. Currently, he holds the role of an IT superintendent in CCB Bank Brazil participating in strategic direction projects, modernization of systems, updating the technological park, integration processes and compliance with headquarters in China.



QUESTIONS

In which units did you break up and/or recombine structures? The bank was acquired by CCB. Through the last two years we have been working in integration of systems and people.

In which units would you like to break up and/or recombine structures? Create a new architecture to support a new way of digital business in financial segment.

What is personally for you the biggest challenge in 2016 in terms of the so called Triple I's: Innovation, Integration, Intelligence? I think that our new challenge is to develop a platform which is possible to integrate services which ones had been developed in a different platforms, different languages, different operational systems or something different.

How centralized is the IT in your company?
very central ○○○○● very decentral

How standardized is the IT in your company?
we use mostly Standards ○○○○● we use Best of breed

How much has your company outsourced IT?
almost all of our IT Budget ●○○○○ almost no IT budget

How digitalized is your company?
not digitalized at all ○○○○● very digitalized

Career Summary

2012 – Present: Superintendent Development of Systems – Executive of Information Technology of CCB Brasil

2010 – 2012: Superintendent Architecture and Development of Systems of Bicbanco

1999 – 2010: Manager of Architecture and Systems Development of Bicbanco

1999 – 2010: Manager of Systems Development of Bicbanco

1987 – 1999: Systems Analyst of Bicbanco

1982 – 1987: Open Market Operator of Bicbanco

Education

2010 – 2012: Master of Business Administration (MBA) at INSPER Business School, São Paulo

2004 – 2006: Master in Information Technology at FIAP, Sao Paulo

1984 – 1989: Bacharel em Ciencias Contabeis, Universidade de Fortaleza, Fortaleza

CCB BRASIL

REVENUE 141 MILLION \$ EMPLOYEES 355 K

BASED IN BRAZIL

CCB 中国建设银行 China Construction Bank

DETAIL

China Construction Bank (Brasil) Banco Múltiplo S/A was established from the acquisition of BICBANCO, signed on August 29, 2014. BICBANCO was founded in 1938 and was one of the major medium size banks of the country, focused on attending the credit needs of the Middle Market Companies. Therewith, CCB Brasil has become the biggest operation of a Chinese bank in Brazil.

Website: www.br.ccb.com/en/





SÖREN BIRKSTRÖM

The vision of the Reitan Group is to be known as the most value driven company in Scandinavia. That's what Sören Birkström named as the vision of his job as CIO of Reitan Convenience in Norway. His company is already well digitized. It owns convenience stores and sees a trend away from more and more electronic services. Sören's unit supports all areas of digitization. Relationship integration with suppliers and partners especially from the distribution chain is very important for the company's success. Reitan's IT-related projects focus on logistics, so breakup and recombining IT is very relevant for Sören. He has to reinvent IT all the time – due to the great number of competitors in the convenience business. His main topics for 2016: integration and intelligence. That means building and giving relevant data to the stores. They benchmark all stores and give the data in real time.



QUESTIONS

What is personally for you the biggest challenge in 2016 in terms of the so called Triple I's: Innovation, Integration, Intelligence?
All three.

How centralized is the IT in your company?

very central ● ○ ○ ○ ○ very decentral

How standardized is the IT in your company?

we use mostly Standards ○ ○ ○ ● ○ we use Best of breed

How much has your company outsourced IT?

almost all of our IT Budget ● ○ ○ ○ ○ almost no IT budget

How digitalized is your company?

not digitalized at all ○ ○ ○ ● ○ very digitalized

REITAN CONVENIENCE

REVENUE 71.7 BILLION NOK EMPLOYEES 32 K

BASED IN NORWAY



DETAIL

The Reitan Group is one of the largest companies in Norway. They have four business areas: REMA 1000, Reitan Convenience, Reitan Real Estate and the Uno-X Group.

Website: www.7-Eleven-dk www.reitangruppen.no/

Career Summary

- 2011 – Present: IT management, Part of Management Board of Reitan Convenience group DK and CIO group Nordic
- 2008 – 2011: IT Teamleader Projects and Site manager at Reitan Convenience (7-Eleven, Narvesen, Pressbyrå stores.), Denmark
- 2005 – 2008: IT Change / Project manager at Superfos
- 2003 – 2005: Senior Consultant / Project manager at LEGO
- 2000 – 2003: Freelance consultant / Project manager at ERP maintenance Scanomat A/S – Iseries / SAP migration CocaCola Nordic – ERP maintenance Computer Associates – ERP maintenance SSA Global Technologies
- 1995 – 2000: Co-owner / Project manager of Peter Jensen Consult
- 1993 – 1995: Project manager & developer at, – ILVA A/S – Scanomat A/S – Coca Cola Nordic
- 1991 – 1993: System developer at HydroTexaco

Education

- 1992 – 1997: Datanom at Roskilde University





RUTH BROGLIO SILVEIRA

Working in the area of IT since 1991, I joined UNIVALI in 1996, where for many years, I was involved in the design and development of dozens of products for the academic area, and which today, form part of the portfolio of systems and modules of the ERP Academy system. I have been Chief Information Officer of UNIVALI since 2010, leading a team of fifty employees. During this time, I have taken IT to a new level within the organization. This space was won through the digital transformation that IT has been accomplishing within the university, bringing efficiency, innovation, mobility, and opportunities for the academic community. As CIO, I believe the secret of success lies in the capacities of perception, empathy and good communication. It is necessary to understand and respect people, in order to continually improve their experiences through technology. This applies not only to one's employees and clients, but also to superiors.

At present, the most important project is the construction of a Data Center*, in partnership with a German company, which is scheduled for inauguration in January 2017.



* DC-ITRoom <https://www.rz-products.com>

QUESTIONS

In which units did you break up and/or recombine structures?
For now, in none.

In which units would you like to break up and/or recombine structures?
I would like to start with the head office of the University.

What is personally for you the biggest challenge in 2016 in terms of the so called Triple I's: Innovation, Integration, Intelligence?
In my opinion, the biggest challenge is in the adaptability and absorption of IT teams, and also in the culture of the company as a whole.
My team consists of people from different generations. The youngsters are eager for innovation, but they lack experience. The older ones have the experience, but do not believe they can break down the barriers that are necessary for change.
Innovation is still a word for which there isn't a common sense of understanding.
The integration has even greater problems because it relies heavily on people and their way of thinking.
In summary, I believe that the biggest challenge is people and their skills to cope with the accelerated movement of change.

Career Summary

Professional experience as, Systems Analyst, Business Analyst, Teacher and Leadership in several IT projects about Analysis, infrastructure, process and management.

2010 - present: CIO of the Foundation University of Vale do Itajaí - Univali in Itajaí - Brazil.

2009 - 2010: Coordinator of Information Systems - Univali in Itajaí - Brazil.

1996 - 1998: Teacher in Computer Science Undergraduate Course - Univali in Itajaí - Brazil.

Education

2005: Organizational Management - Graduate Course. UNIVALI, Itajaí

1996: Information Technology - Graduate Course. UNIVALI, Itajaí

1990 - 1995: Bachelor's degree in Computer Science. UNIVALI, Itajaí.

FUNDAÇÃO UNIVALI



DETAIL

Universidade do Vale do Itajaí Foundation is a community university, located in the southern coast of Brazil. It offers a wide range of undergraduate and graduate courses, in science and technology, health, humanities, social sciences and business, spread over several campuses. Today it has over 26,000 undergraduate / graduate students and over 1,500 faculty members. It is socially engaged and it provides a variety of service to the local community, through alumni internship programmes and government programmes. Through the past years our institution has been focusing on strengthening bonds with foreign institutions through faculty and alumni exchange programmes over 4 continents, displaying a constant progress on internationalization of curriculum.

Website: www.univali.br

Awards: IT Professional - Winner, Award of 2015 - Category Education Brazil, Informática Hoje Magazine, Plano Editorial.

How centralized is the IT in your company?
very central ☒ ☐ ☐ ☐ ☐ very decentral

How standardized is the IT in your company?
we use mostly Standards ☐ ☐ ☒ ☐ ☐ we use Best of breed

How much has your company outsourced IT?
almost all of our IT Budget ☐ ☐ ☐ ☒ ☐ almost no IT budget

How digitalized is your company?
not digitalized at all ☐ ☐ ☒ ☐ ☐ very digitalized



GUUS DEKKERS



Guus Dekkers was appointed Chief Information Officer of Airbus in June 2008 and as such is responsible for all information systems and -technology at Airbus worldwide.

Prior to his new position with Airbus, Guus Dekkers was Chief Information Officer of the Automotive Divisions of Continental AG in Germany.

Guus Dekkers started working for Volkswagen AG in Germany in 1990, first as an internal consultant for business process optimization and then as Assistant to the Corporate Chief Information Officer.

In 1995, he moved on to GEDAS AG, a 100% VW-sub-sidiary which was acquired in 2006 by Deutsche Telekom AG. In his initial role at GEDAS, he was responsible for Infrastructure- and IT-Integration activities in Zwickau. In 1996, he moved to Paris in order to create and manage the French affiliate "GEDAS France S.A.S." as Director Infrastructures & Software development. In 1999 he joined GEDAS Mexico as Vice President "Key Account & Operations Volkswagen" where he served until 2001.

In 2002, Guus Dekkers came back to Germany as Vice President Information Technology Europe & International for Johnson Controls Automotive Group, a role he held until 2005 when he joined Siemens VDO Automotive AG in Germany as Chief Information Officer & Vice President. Upon the acquisition of Siemens VDO Automotive AG by Continental AG in December 2007, he was asked to lead the combined IT-Teams from Siemens VDO Automotive AG and the Continental Automotive Divisions.

Guus Dekkers holds a Master Degree in Informatics from the Radboud University of Nijmegen, The Netherlands, as well as an MBA from the Rotterdam School of Management, Erasmus University.

QUESTIONS

In which units did you break up and/or recombine structures?

Astrium, Cassidian and Airbus Military were merged into Airbus Defense & Space.

What is personally for you the biggest challenge in 2016 in terms of the so called Triple I's: Innovation, Integration, Intelligence?

Assuring to have both sufficient leeway to experiment & invest whilst scaling/industrializing quickly.

How centralized is the IT in your company?

very central ☒ ☐ ☐ ☐ very decentral

How standardized is the IT in your company?

we use mostly Standards ☒ ☐ ☐ ☐ we use Best of breed

How much has your company outsourced IT?

almost all of our IT Budget ☐ ☐ ☐ ☒ ☐ almost no IT budget

How digitalized is your company?

not digitalized at all ☐ ☐ ☒ ☐ ☐ very digitalized

AIRBUS

REVENUE

64.5 BILLION €

EMPLOYEES

136 K

BASED IN

FRANCE

AIRBUS
GROUP

DETAIL

Airbus is a company headquartered in Toulous, France that helps shape the future of air transportation globally.

Website: www.airbus.com

Awards:

CIO of the year 2013

2011 Most International CIO of the Decade in a peer selection organized by CIO-Magazine

Career Summary

June 2008 – present: CIO & Sr. VP of Airbus, CIO Airbus & Corporate CIO of the Airbus Group
Dec 2007 – May 2008: CIO & VP Automotive of Continental
Aug 2005 – Dec 2007: CIO & Vice President of Siemens VDO Automotive AG
Jan 2002 – July 2005: VP Information Technology Europe of International Johnson Controls
June 1990 – Dec 2001: Multiple functions in ICT in multiple organizations & countries of the Volkswagen Group

Guus holds a MBA of Rotterdam School of Management, Erasmus University and a Master Degree in Science of Radboud University Nijmegen

Awards

"Most International CIO of the Decade", CIO Magazine, Germany, 2011

"CIO of the year", CIO Magazine & Computerwoche, Germany, 2013





RUPINDER GOEL

Rupinder Goel is a global technology leader with over 25 years of experience in IT and telecommunications for B2B and B2C. He completed his undergraduate studies in India and graduate studies in the USA. His global working experience includes work in Canada, USA, England, South Africa, Singapore, Africa and India. He moved to India to deploy business transformation models using technology for emerging markets of Asia and Africa. Rupinder is the Global CIO for Tata Communications Ltd. His responsibility spans across all lines of business including Voice, Network, and Growth Ventures. Rupinder is leading the digital transformation at Tata Communications by promoting the adoption of cloud, mobility, big data, social and automation.



Career Summary

Nov 2013 – Present: Global CIO, Tata Communications
 Nov 2012 – Nov 2013: CTIO, Lebara Limited
 Apr 2010 – Oct 2012: CIO – International, Bharti Airtel International
 July 2006 – Apr 2010: CIO, Enterprise Services and Group Chief Service Delivery
 June 1986 – June 2006: Shared Service Senior Leader, UTC

TATA COMMUNICATIONS

REVENUE **3.2** BILLION \$ EMPLOYEES **8.5** K

BASED IN
INDIA





THOMAS HENKEL

Thomas Henkel was responsible for Information & Communication Solutions at Amer Sports, a Finnish Group owning well known sporting goods brands (Atomic, Arc'Teryx, DeMarini, Precor, Salomon, Suunto and Wilson). In 2010 the success of his work for Amer Sports was honored with the award of the German "CIO of the Year" where it won in two categories (large enterprises and global projects). Since the end of 2015 Thomas has been the CIO EMEA at C&A, an international Dutch chain of fashion retail clothing stores. The biggest challenge for him as a CIO is to understand the business context of his IT infrastructure, as he mentioned in the CIOmove interview. "There are certain areas which should be stable and others which are about continuous renewal and reinvention", Thomas said. His top priorities are oriented towards improving consumer services and getting things done in the Internet of Things, where C&A is looking forward to create experiences with sensors and RFID-tags.

Career Summary

Dec 2015 – present:	CIO EMEA at C&A
Aug 2014 – Dec 2015:	Managing Partner at Henkel & Partners Consulting
Oct 2013 – Mar 2015:	VP Group Operational Integration at Amer Sports
Sep 2006 – Sep 2013:	VP Global IT at Amer Sports
2003 – 2006:	Director SCM & IT at Amer Sports Europe Services GmbH
1996 – 1997:	Logistics Consultant at Siemens Semiconductors

Education

2001 – 2003:	Northwestern University – Kellogg School of Management, MBA, General Management
1994 – 1998:	Hochschule München, Master of Business Administration (MBA), Logistics, Materials, and Supply Chain Management

QUESTIONS

In which units did you break up and/or recombine structures? In the past low cost stability was the name of the game. Very little change over the last 20 years.

In which units would you like to break up and/or recombine structures?

We are recombining and converging at the same time. In Go-to-Market we want to allow responsiveness to local customer requirements while using global, scalable systems serving our omni-channel philosophy. Today we are not there, but have meanwhile all hands on deck to steer our enterprise into an even brighter future.

What is personally for you the biggest challenge in 2016 in terms of the so called Triple I's: Innovation, Integration, Intelligence?

We will start to change the operating model at C & A from a very traditional towards a customer-focused and responsive value fashion retailer. From a highly integrated, but inflexible business process we will develop into a highly integrated agile value network, linking internal and external worlds seamlessly. While doing so, we plan to build the new solution directly as cloud-based service, using customer and market insight for finding better products and service for our customers.

How centralized is the IT in your company?

very central ☒ ☐ ☐ ☐ ☐ very decentral

How standardized is the IT in your company?

we use mostly Standards ☐ ☐ ☐ ☐ ☒ we use Best of breed

How much has your company outsourced IT?

almost all of our IT Budget ☐ ☐ ☐ ☐ ☒ almost no IT budget

How digitalized is your company?

not digitalized at all ☐ ☒ ☐ ☐ ☐ very digitalized



C&A

REVENUE

2.5 BILLION € (2014)

EMPLOYEES

35 K

BASED IN

GERMANY



DETAIL

C&A is a family owned value fashion retailer with approximately 2,000 stores plus E-Commerce solutions in Europe, China, Brazil and Mexico. For generations, C&A has successfully led the way in offering more affordable clothes in the latest styles and fashion. In particular this is done by discovering and meeting the true needs of every customer and by developing more sustainable business practices. Tradition is best when constantly renewed, and today C&A devotes its passion for knowledge and results to carefully and creatively planting the seeds of tomorrow. By putting people and planet first, we are leading the fashion industry forward into the future.

Website: www.c-and-a.com/

Awards:

- June 2013: German Finalist European CIO of the Year, CIOnet; Instead, European Commission
- 2010: CIO of the Year 2010 #1 Global Exchange Award, CIO Magazine Germany
- Nov 2010: CIO of the Year 2010 #2 Large Enterprises, CIO Magazine Germany
- Jan 2010: IT Strategy Award 2010 Finalist, Handelsblatt
- July 2007: Teamwork Award, CIO Executive Council



STEFANIE KEMP

Stefanie Kemp began her career in the healthcare industry. In 2006 she became the Group Chief Information Officer of Vorwerk Group based in Germany. Her experiences there were very useful for building the future of IT organizations, processes, industries, companies and products. In 2011 Stefanie won the “Global Exchange Award” and became “CIO of the Year” in Germany. In 2013 she moved to RWE as a Group CIO. In addition she has joined the leadership team of the Innovation@RWE initiative and is responsible for the lighthouse project „Disruptive Digitization”. For the purpose of “breakup &



recombine” she works with her team on maintaining performance of legacy systems while developing innovative and agile systems at the same time.

Career Summary

- April 2013 – Present: Disruptive Digitization, CIO-Office, IT-Governance, -PMO, -Innovation, -Security, Transformation IT at RWE IT GmbH
- Nov 2006 – Dec 2012: Group CIO and Senior Vice President at Vorwerk & Co. KG
- Feb 2006 – Oct 2006: Service Delivery at Thomas Cook
- Sep 2001 – Jan 2006: IT Service Operations & Support at Hypovereinsbank – UniCredit Bank AG
- Jan 1996 – Aug 2001: SAP Outsourcing & Consulting at TDS AG
- Jan 1992 – Dec 1995: SAP Product Manager at Integrata AG

Education

- 1982 – 1986: Medical Facilities of University of Dusseldorf
Business Administration (MBA), Logistics, Materials, and Supply Chain Management

QUESTIONS

In which units did you break up and/or recombine structures?

The project Transform IT 2017 part of the overall program RWE 2015 is aiming to restructure the RWE organization in terms of costs, lean structures, efficiency, culture, innovation.
The 1st action in the IT organization was and is dealing with cost reduction by 30% (€1.1bn €0.7 bn). In terms of recombine beside the cost reduction program we started several initiatives as outsourcing and cloud services, e.g. 2014 O365 implementation.

In which units would you like to break up and/or recombine structures?

In 2015 RWE established a virtual organization the RWE Innovation HUB. One of the focus topics we deal with is disruptive digitization. It contains all digital transformation activities and the identification of new digital business models to disrupt our own RWE business or other industry sectors before we will be disrupted.

What is personally for you the biggest challenge in 2016 in terms of the so called Triple I’s: Innovation, Integration, Intelligence?

Pushing forward the innovation activities. Identifying new digital business models. Searching for new talent. Integrating the new way of working e.g.: customer insights, ideation, incubation, acceleration, etc. Building and bundling digital technology capabilities and architectures. Integrating new digital services in the overall landscape by reducing or keeping complexity as low as we can.

How centralized is the IT in your company?

very central ○○●○○○ very decentral

How standardized is the IT in your company?

we use mostly Standards ○○●○○○ we use Best of breed

How much has your company outsourced IT?

almost all of our IT Budget ●○○○○○ almost no IT budget

How digitalized is your company?

not digitalized at all ○●○○○○○ very digitalized

RWE IT GMBH

REVENUE

48 BILLION €

EMPLOYEES

58 K

BASED IN

GERMANY

VORWEG GEHEN

DETAIL

RWE is one of Europe’s five leading electricity and gas companies. Through our expertise in oil, gas and lignite production; electricity generation from gas, coal, nuclear and renewables; energy trading as well as electricity and gas distribution and sales; we are active at all stages of the energy value chain. Around 60,000 employees supply over 16 million electricity customers and nearly eight million gas customers with energy, both reliably and at fair prices. In fiscal 2013, we recorded €54 billion in revenue.

Europe is our market: in terms of sales, we are No. 3 in electricity and No. 5 in gas. In Germany, the Netherlands and the United Kingdom, we are among the largest suppliers of both fuels. In the Czech Republic, we are No. 1 in the gas business. We also have leading positions in other markets in Central Eastern Europe.

RWE IT GmbH is the internal IT service provider of the RWE Group. We focus on meeting the challenges of an internationally operating energy supplier. Through our technological expertise and our extensive knowledge of the business and processes, we support our partners in the Group with their challenges.

In the RWE Group, RWE IT provides support in all areas of the integrated business model. Our IT services cover all key stages of the value creation chain in the energy trade, including the generation, transport, trade and sale of electricity and gas. RWE IT’s services include the provision, development and operation of standard and specialist software as well as the associated hardware and network infrastructure.

The company employs around 1,700 employees at various locations in Germany and at our subsidiaries in England, the Czech Republic and Hungary. We guarantee our partners local presence – wherever they are based. Our company’s international structure enables collaboration across borders, the bundling of competencies and the exchanging of expertise and resources – resulting in the creation of synergies for the RWE Group.

Website: www.rwe.com/web/cms/de/314926/rwe-it/ueber-rwe-it/



ALEXEY V. KHORUNZHIY



Alexey Khorunzhiy is a CIO with more than 20 years of IT experience in the Russian financial market. While finishing his PhD in history in the late 1980s he worked with the first PCs at his university and that was the point of no return. He was one of the leaders and ideologists of the first digital revolution of the Russian stock market (1999 – 2003) that cardinally changed the landscape of this business sector. Since 2005 he has been the chairman of the IT-committee of the Moscow Exchange. He has been in charge of coordinating the IT-activities of the exchange and the biggest financial companies during the time of the second disruption and recombination of the IT landscape. As CIO of Otkritie Broker he is leading the digital transformation in his company adopting and developing “Two-speed IT”, API-based architecture, cloud computing and block chain-based technologies as well as the ideological changes in business and IT processes.



QUESTIONS

In which units did you break up and/or recombine structures? First of all it was the organizational and methodological level of our IT, which was one of the main goals and the first step of the new IT-strategy we adopted in 2015.

In which units would you like to break up and/or recombine structures? We’ve got a great conglomerate of legacy systems that are to be recombined and replaced in the nearest future. As they are mostly commitment systems this will be very hard and outstandingly interesting work.

What is personally for you the biggest challenge in 2016 in terms of the so called Triple I’s: Innovation, Integration, Intelligence? As for innovation and integration – it is to finally implement the 2-speed IT. It means – to put into production the full-size API-layer we are now creating and publish the API-library to all the interested developers and possible partners. As for intelligence – it’s to rework the data-mining for the clients’ data collected and to make the first steps in investigating the possible ways to introduce the block chain technologies in systems and services we develop.

Career Summary

2014 – Present: CIO, Otkritie Broker
2014 – Present: member of the Technology Committee at the Saint-Petersburg Exchange
2012 – 2014: Member of The Moscow Exchange Council
2005 – now: Chairmen of the IT Committee of the Moscow Exchange (a link added)
2007 – 2014: Deputy director, “ALOR +” LLC
2003 – 2014: CIO, ALOR group of companies
1998 – 2007: CEO, “ALOR Invest” CJSC
1997 – 1998: Producer at a TV-company VKT in Moscow

Education

1992 – Present: Member of the Organizing Committee and one of the session moderators of the Annual Konstantin Tsiolkovsky’s Scientific Readings organised by the Russian Academy of Sciences
1991 – Present: Associate professor, Department of Russian history (PFUR). Main fields of research: Methodology of historical sciences; Computer science in historical research; History of utopian thought.
1992: PhD in History
1988: Master degree in History (Peoples’ Friendship University of Russia, PFUR) and 2 qualifications of professional interpreter (English, French)

OTKRITIE

REVENUE
616 MILLION \$
EMPLOYEES
23 K
BASED IN
RUSSIA
 **открытие** | БРОКЕР

DETAIL

Otkritie is a full-service financial corporation offering retail, corporate and institutional clients a wide range of banking, investment, insurance and pension plan solutions. Otkritie operates mostly in Russia, but has also been successful in developing its business in the US and the UK. Otkritie is one of the biggest privately owned financial groups in Russia.

Website: www.open.ru/en/business/broker/

Awards:

Reputation of the year – 2013
“TOP-50 CIO” rating by Publishing House “Коммерсантъ”
“TOP-100 most professional CIO in Russia” by Russian Managers Association

How centralized is the IT in your company?

very central ☐ ☐ ☒ ☐ ☐ very decentral

How standardized is the IT in your company?

we use mostly Standards ☐ ☐ ☐ ☒ ☐ we use Best of breed

How much has your company outsourced IT?

almost all of our IT Budget ☐ ☒ ☐ ☐ ☐ almost no IT budget

How digitalized is your company?

not digitalized at all ☐ ☐ ☐ ☒ ☐ very digitalized



EMERSON KUZE

Emerson Silveira Kuze became the Technology and Business Management Officer of The Lojas Renner SA on October 1st, 2012. He has held the position of Technology General Manager since May 3th, 2012 and has been the Audit and Loss Prevention General Manager since May 2007. He was responsible for the management of the Internal Audit and Loss Prevention areas from May 2007 to April 2012. He joined the company in March 1998 as an Internal Auditor, and in 2001 took over the position of Internal Audit Manager. In 2001 he also became responsible for the Management of the Loss Prevention Department, as Audit and Loss Prevention Manager.



QUESTIONS

In which units did you break up and/or recombine structures?

When we redesigned the structure of the IT & Management Division three years ago, we decided (i) to “verticalise” the project delivery cells by business macro process, (ii) to have the infrastructure, services and technical support cells as central teams and (iii) strengthen the governance and architect cells as cross units within IT. Besides that, outside IT, we have a PMO and information security teams established to support the whole company. It turned out that the decision was right, reflecting in a balanced and productive matrix (vertical x horizontal IT structure).

In which units would you like to break up and/or recombine structures?

We haven’t decided new changes in the structure yet. We’ve been wondering whether is necessary to review the structure in order to address the digital business (bimodal IT) challenges we’ve been facing.

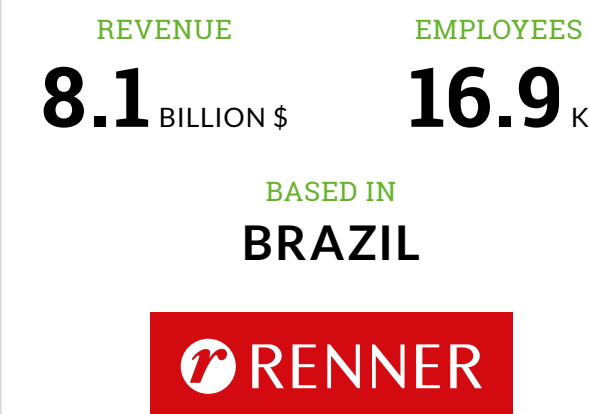
What is personally for you the biggest challenge in 2016 in terms of the so called Triple I’s: Innovation, Integration, Intelligence?

Innovation: Mobile Applications – to improve (i) consumer experience and (ii) user productivity

Integration: (iii) The relaunch of our ERPs, in upgraded versions, to support growth and modernization and (iv) the IT platform for our new financial institution company

Intelligence: Studies and proof of concepts regarding the next steps on (v) Big Data and (vi) RFID.

LOJAS RENNER



DETAIL

The Lojas Renner SA is a gaúcho network of shops of clothes and accessories for the female audience, men and children founded in 1912 and headquartered in Porto Alegre, Brazil. In 2011 Lojas Renner still was the sixteenth largest retailer in the country, ranking second in 2012 and becoming 2015 the largest retailer in Brazil departments, with 264 stores, in addition to 30 Camicado stores and shops 4 Blue Steel. The retailer is probably the biggest department store in Brazil, changed its mission within its corporate foundations in 2011 and aims to be the biggest and best Department Store of South America.

Website: www.lojasrenner.com.br/

Awards:

Information Technology Professional 2015, Retail

Education

Emerson Kuze graduated in Accounting Sciences from Pontifícia Universidade Católica do Rio Grande do Sul (PUC-RS) in 1999. He holds an IT Strategic Management MBA from Fundação Getúlio Vargas (FGV), since 2004, and also an in-company MBA in Retail Management from the FGV in 2009.

How centralized is the IT in your company?

very central ☒ ☐ ☐ ☐ very decentral

How standardized is the IT in your company?

we use mostly Standards ☒ ☐ ☐ ☐ we use Best of breed

How much has your company outsourced IT?

almost all of our IT Budget ☐ ☐ ☒ ☐ almost no IT budget

How digitalized is your company?

not digitalized at all ☐ ☐ ☒ ☐ very digitalized



MICHAEL LOECHLE



Michael joined Alstom in September 2009 as Vice President Information Systems. He started his career in 1986 and held various Information Management positions in the Public Sector in Germany.

In 1991 he moved to Switzerland and held Senior Management positions in Information Management in the food industry (Unilever) and Senior Internal Audit positions in the pharmaceutical industry (Roche). From 1997 – 99 he was the project manager of a large SAP implementation for Roche in Latin America and Spain. In 2002 he joined Ciba Specialty Chemicals where he held positions as Head of Internal Auditing, CIO and Head of Group Services. In his last assignment as Head of Group Services he was a member of Ciba's Extended Executive Committee and he had the CIO, Human Resources, Group Communications and the Regional Presidents reporting to him. Michael has wide leadership experience in large

transformational change projects, SAP implementation projects, Shared Services set-up, IT outsourcing and Business Process Outsourcing. He is a German citizen and speaks fluently English and Spanish and basic French, Italian and Portuguese. Michael is married and has 2 adult children.

Michael holds a Bachelor of Laws LL.B. as well as a degree in Business Administration and Information Management. He also completed the Executive Program of the Graduate School of Business at Stanford University (SEP) and attended management educations at London Business School, Ashridge Business School in the UK and INSEAD in France. He also holds an Executive Master in International Business Law (MBL) from the University St.Gallen (Switzerland). Michael is also a Certified Information Systems Auditor (CISA) and a Certified Internal Auditor (CIA) and holds further international audit certifications.

QUESTIONS

In which units did you break up and/or recombine structures?

We have just been acquired by General Electric. Therefore, most of our businesses were broken up and had to be recombined in order to integrate into GE.

What is personally for you the biggest challenge in 2016 in terms of the so called Triple I's: Innovation, Integration, Intelligence?

My most recent challenge was to finish the integration of Alstom's IT into GE. This was a huge integration and transformation activity associated with all kinds of change management.

DETAIL

In 2014, Alstom and General Electric (GE) announced that a US\$17 billion (€12.4 billion) bid for the company's power and grid divisions had been made. After modification of the deal following political controversy in France relating to the take over by a foreign company of a strategic player in heavy industry GE's bid was modified; to include joint ventures in power generation and electrical transmission, and the sale of its own rail signaling business to Alstom. The GE acquisition deal for the power and grid division was accepted by EU and US anticompetition authorities in mid 2015, subject to the sale of Alstom's heavy gas turbine business. The acquisition was finalised on 2 November 2015, with GE acquiring Alstom's power generation and electricity transmission business



ALSTOM

REVENUE **6.2** BILLION €
EMPLOYEES **32** K
BASED IN
SWITZERLAND
ALSTOM

(combined as GE Power) leaving Alstom as company operating solely in the rail transport market.

Website: www.alstom.com

Awards: Top CIO Switzerland in 2014

How centralized is the IT in your company?

very central ☒ ☐ ☐ ☐ very decentral

How standardized is the IT in your company?

we use mostly Standards ☒ ☐ ☐ ☐ we use Best of breed

How much has your company outsourced IT?

almost all of our IT Budget ☐ ☐ ☒ ☐ almost no IT budget

How digitalized is your company?

not digitalized at all ☐ ☐ ☒ ☐ very digitalized



PHILIPP LÜBCKE

Philipp Lübcke studied economics at the Witten/Herdecke university and worked at the ESMT Business School. As a management consultant for Horvath & Partners he was responsible for strategy consulting, Scorecard Balances as well as Process & IT Management. Afterwards he led the IT & Organisation Unit at swb AG (Stadtwerke) in Bremen where he was responsible for IT strategy, IT governance, IT services and IT project management. Since 2013 he has been working as CIO of Mainova AG in Frankfurt/Germany (a utility company). This year Philipp and his team are working on what they call „IT Strategy 2.0“ for his utility company Mainova – the roadmap to 2020 with workshops and methods like design thinking and with topics like IT architecture, business processes and innovative platforms for agile, flexible and scalable computing.

Career Summary

2013 – Present: CIO of Mainova AG (Utilities)
 2005 – 2012: CIO of swb AG (Utilities)
 2001 – 2004: Managing Consultant of Horvath & Partners Management Consultants

Education

1996 – 2001: ESMT – European School of Management and Technology
 1990 – 1995: Studies of Business Administration at University of Witten/Herdecke



QUESTIONS

How are you digitizing your business?

We are working on a roadmap to digitalize our processes and we are now on level two. We are eager to reach our next level, level three, in digitalizing our business and we have just finished a large project: online service. Over one third of our costumers are online, only online, and they have a completely new user experience ... we are happy to have reached that goal.

How do your customers benefit from digitization?

All of management is a new process. It's extremely fancy and customer oriented and the user experience is completely different from the past ... the quality that they receive and the feel is different and we get much better customer data through these other management processes.

MAINOVA

REVENUE

1.9 BILLION €

EMPLOYEES

2.9 K

BASED IN

GERMANY



DETAIL

Electricity, natural gas, heat and water – **Mainova AG** is a modern provider of energy services in a big demanding region in Germany.

Website: www.mainova.de/





KAAN MARANGOZ

Kaan Marangoz works as Country IT Head (CIO) of Novartis/Turkey and is responsible for a comprehensive stack of tasks: IT Management, IT Organizational Development, IT Strategy, IT Governance, Budget Management, Talent Planning and Development, Outsourcing, Project Management, Process Improvement and Global Project Management as well as Software Implementation, Business Intelligence, IT Infrastructure, Networking, Security, Vendor Relations Management, Stakeholder Relationship Management, IT Compliance. He has focused on the topic „Information and Document Management“ within in the last two years to provide information about pharmaceuticals for the growing Turkish insurance branch. For this purpose, he developed his own document management system for Novartis.



QUESTIONS

In which units did you break up and/or recombine structures? IT was organized divisionally under Novartis, Sandoz and Alcon Business Divisions. With the build of NBS (Novartis Business Services) as a new global division, all divisional IT Units are combined under a cross-divisional NBS organization providing services to all three business divisions. NBS consists of six service domains including IT, Procurement, Financial Reporting and Accounting, Real Estate and Facility Services, HR Operations, Product Lifecycle Services.

In which units would you like to break up and/or recombine structures? Our transformation into a cross-divisional service organization is ongoing. Within IT we are continuing to build global IT functions providing services that are standardized globally. Some examples in IT providing cross-divisional services to three divisions are Business Partnership, Project Management, Application Management and Service Desk operations.

NOVARTIS TURKEY

EMPLOYEES

120 K

BASED IN

SWITZERLAND



DETAIL

Novartis provides healthcare solutions that improve and extend people’s lives. We use science-based innovation to address some of society’s most challenging healthcare issues. We discover and develop breakthrough treatments and find new ways to deliver them to as many people as possible. Our company is focused on industry-leading divisions with innovation power and global scale: pharmaceuticals, eye care and generic medicines. Novartis Group products are available in more than 180 countries around the world.

Website: www.novartis.com

Career Summary

- Oct 2014 – Present: Country IT Head (CIO) Novartis, Sandoz, Alcon Novartis Turkey
- Mar 2007 – Sep 2014: CIO of Novartis Turkey
- Jan 2005 – Feb 2007: Corporate Applications Manager of Pfizer Turkey
- June 2000 – Dec 2004: ERP Systems Group Manager at Pfizer Turkey
- Dec 1998 – May 2000: Project Manager at Pfizer Turkey
- Sep 1995 – Dec 1998: IT Business Analyst at Pfizer Turkey
- Jan 1995 – July 1995: Programmer at Compulsory Military Service at Turkish Navy HQ
- Mar 1992 – Nov 1994: Assistant Specialist at Yapi Kredi Bank, Technology Department
- Sep 1991 – Feb 1992: Management Trainee at Yapi Kredi Bank

Education

- 1997: Marmara University, MSc, Engineering Management
- 1987 – 1991: Bogazici University, BSc, Industrial Engineering
- 1980 – 1987: Bursa Anadolu High School

How centralized is the IT in your company?

very central ☒ ☐ ☐ ☐ very decentral

How standardized is the IT in your company?

we use mostly Standards ☒ ☐ ☐ ☐ we use Best of breed

How much has your company outsourced IT?

almost all of our IT Budget ☒ ☐ ☐ ☐ almost no IT budget

How digitalized is your company?

not digitalized at all ☐ ☐ ☒ ☐ very digitalized



MATTHIAS MEHRTENS

Matthias Mehrtens joined the Alfred Kärcher GmbH & Co, a German manufacturer of cleaning equipment and systems, as Vice President Information Systems in 2011. At Kärcher Matthias will develop digital platforms for a better customer experience after he built up the same for the whole supply chain from production with Internet of Things to administration of Kärcher. For that goal he has to rebuild and recombine his worldwide IT-departments. He needs to procure the computer power they need for connecting devices and networks worldwide. For him the next big thing is “big data” – the ability to harness all the customer and transaction data that Kärcher is already gathering. This will keep him and his IT-department busy over the next months and years.



QUESTIONS

In which units did you break up and/or recombine structures? All business units.

In which units would you like to break up and/or recombine structures? Done in 2015 for all business units.

What is personally for you the biggest challenge in 2016 in terms of the so called Triple I's: Innovation, Integration, Intelligence? Develop Business Models based on new technologies.

How centralized is the IT in your company?

very central ☒ ☐ ☐ ☐ ☐ very decentral

How standardized is the IT in your company?

we use mostly Standards ☒ ☐ ☐ ☐ ☐ we use Best of breed

How much has your company outsourced IT?

almost all of our IT Budget ☐ ☐ ☒ ☐ ☐ almost no IT budget

How digitalized is your company?

not digitalized at all ☐ ☐ ☒ ☐ ☐ very digitalized

KÄRCHER

REVENUE

2 BILLION €

EMPLOYEES

10.6 K

BASED IN

GERMANY

KÄRCHER

DETAIL

Kärcher is the world's leading provider of cleaning systems, cleaning products and services for recreation, household, trade and industry. The products enable customers to solve their cleaning tasks in an economical and environmentally-friendly manner.

Website: www.kaercher.com

Awards: Customer Care Award 2007

Career Summary

- 2011 – Present: Vice President Information Systems, Alfred Kärcher GmbH & Co.
- 2003 – 12/2011: CIO, Stadtwerke Düsseldorf AG
- 2000 – 2003: Head of SAP, E.ON / Viterro Energy Services AG
- 1995 – 2000: Head of Information Management, Keramag AG

Education

- 2013 – 2013: Economy at IMD Business School certificate
- 2013 – 2013: Said Business School Certificate, Information Technology at University of Oxford – Gartner CIO Academy
- 1987 – 1993: Dr. rer. pol., Economics at University Paderborn





CHRISTOF MEIER

Christof Meier joined Beit Systemhaus as CEO in 2014. Beit is the subsidiary company for IT of Gauselmann, a penny arcade chain and family business in Germany. So Meier in fact works as the CIO of Gauselmann. At Beit he works with approximately 90 employees. Meier started his career as an IT trainee at Deutsche Bahn, the German railroad company. After that, he worked as an IT manager at the town hall of Bad Laer in Lower Saxony/Germany. Beit works as a full service provider for the Gauselmann group. Meier is responsible for the entire global internal IT (coordination, budget responsibility for the entire IT, first point of contact for the Board of Management regarding internal IT related topics) with a staff of 90. Moreover Beit is a service provider for other companies as well.

Career Summary

2014 – present: CIO Gauselmann Group
 2014 – present: Spokesman of the Executive Management
 BEIT Systemhaus
 2002 – 2013: Head of Department Global IT infrastructure



QUESTIONS

In which units would you like to break up and/or recombine structures? The goal is to be “cloud-ready” for the future. This means to organize the whole IT (Infrastructure/ Applications) that cloud services can be used barrier-free. The main focus is to enable the business to use cloud services in a very comfortable and effective way for their challenges. But also take into account the stringent necessity of security and monitoring to fulfill the compliance requirements.

What is personally for you the biggest challenge in 2016 in terms of the so called Triple I's: Innovation, Integration, Intelligence? For 2016 the biggest challenge is to establish change management to transform the internal IT staff to a level that they can support the requirements of the business regarding the Triple I's.

How centralized is the IT in your company?

very central ☒ ☐ ☐ ☐ very decentral

How standardized is the IT in your company?

we use mostly Standards ☒ ☐ ☐ ☐ we use Best of breed

How much has your company outsourced IT?

almost all of our IT Budget ☒ ☐ ☐ ☐ almost no IT budget

How digitalized is your company?

not digitalized at all ☐ ☐ ☐ ☒ ☐ very digitalized

GAUSELMANN GROUP

REVENUE

1.9 MILLION €

EMPLOYEES

8.4 K

BASED IN

GERMANY



DETAIL

The Gauselmann Group is a family-run, internationally active company operating in the entertainment and leisure industry. In addition to the development, production and sales of amusement / gaming machines and cash management systems, the Group operates the well-known gaming venue chain CASINO MERKUR-SPIELOTHEK. Furthermore, the Gauselmann Group is also active in many other business areas, such as sports betting, online gaming and casinos.

Awards:

Preis beim IT-Industriepreis “Best of IT Solutions 2009”





DIRK MÜLLER

Dirk Müller has been the CIO of the Holding company Franz Haniel & Cie. GmbH since 2011. The focus of his work has been the strategic direction and organizational positioning of IT in terms of its internal and external customers. He tries to balance his management approach between compliance alignment and pragmatic and agile service delivery. In 2015 he shifted efforts towards the Digital Transformation area. Since February 2016 Dirk has been leading a new Digital Workbench Unit which has been established in order to support the Haniel Business Units on their way of transformation. Previously he worked several years in senior IT management positions within Haniel, where he was responsible for Outsourcing and SAP rollout projects. Before joining Haniel he worked as a consultant in the area of business intelligence in national and international projects.



QUESTIONS

In which units did you break up and/or recombine structures? Within IT the Program Management offers consulting to business units on special topics like cloud, infrastructure strategy and security.

In which units would you like to break up and/or recombine structures? The new Haniel Digital Workbench bridges the gap between traditional organization and lean startup organization. It helps to recombine the strength of both.

What is personally for you the biggest challenge in 2016 in terms of the so called Triple I's: Innovation, Integration, Intelligence?

Innovation: Distinguish between disruptive innovation and sustaining innovation.

Integration: Develop MVPs that find the right balance between "new school approach" and existing infrastructure and legacy.

Intelligence: Differentiate between "big data" and "smart data".

How centralized is the IT in your company?

very central ○○○●○ very decentral

How standardized is the IT in your company?

we use mostly Standards ○○●○○ we use Best of breed

How much has your company outsourced IT?

almost all of our IT Budget ○○●○○ almost no IT budget

How digitalized is your company?

not digitalized at all ○○●○○ very digitalized

Career Summary

- 2016 – Present: CEO of the Haniel Digital Workbench
- 2011 – Present: CIO at Franz Haniel & Cie. GmbH
- 2004 – 2011: Head of Application Platforms / Program Management of Franz Haniel & Cie. GmbH
- 2001 – 2004: Senior Consultant Business Intelligence of SerCon
- 1998 – 2001: Inhouse Consultant Business Intelligence of Readymix AG

Education

Diploma in Informatics (IT) at Universität Dortmund

HANIEL

REVENUE
3.6 BILLION €

EMPLOYEES
11.5 K

BASED IN
GERMANY

HANIEL

DETAIL

Franz Haniel & Cie. GmbH is a German family-equity company which has been headquartered in Duisburg-Ruhrort since it was founded in 1756.

Website: www.baniel.de/

Awards:

Finalist Best in Cloud 2012

Finalist European CIO of the Year 2015





MAREK NIZIOLEK

Marek Niziolek is IT director and responsible for strategy planning and implementation of IT at Synthos group in Poland. He leads an international IT team for designing and operational management. As IT director, Marek is responsible for the implementation of ERP integrated system for the Group (finance, distribution, sale, warehouses management, transport), for production (MRP for ongoing production included), HR (projects, maintenance, documentations, workflow) and Business Intelligence (Microstrategy, IBM DataStage, DB2). Marek has deep knowledge and wide experience in project management, among others with solutions implementation, software development, integrated systems implementation, system integration and telco networks implementation.



Career Summary

- 2007 – Present: IT Director (Dyrektor Informatyki) in the Synthos Group
- 2006 – 2007: Programme Manager, PMP PMI of Sygnity SA (former ComputerLand SA)
- 2004 – 2006: Utilities Subsector Execution Department Director of ComputerLand SA
- 1996 – 2005: Project Manager, PMP PMI of ComputerLand SA

Education

- 2008 – 2010: International MBA of St Gallen (Switzerland) & Cracow (Poland) Schools of Business
- 2003 – 2008: Master in Project Management at George Washington University
- 1991 – 1996: MoS, Engineer, Electronics, Automatics at Akademia Górniczo-Hutnicza im. Stanisława Staszica w Krakowie

QUESTIONS

In which units did you break up and/or recombine structures? IT Security

In which units would you like to break up and/or recombine structures? IT support for operational planning, budgeting, monthly cost calculation, filestores, mail journaling in a private cloud.

What is personally for you the biggest challenge in 2016 in terms of the so called Triple I's: Innovation, Integration, Intelligence? Delivery of innovative, ergonomic, fast enough, effective and flexible IT tools covering at the same time company operational planning and annual / quarterly budgeting (currently working as independent tools).

- How centralized is the IT in your company?
very central ☒ ☐ ☐ ☐ very decentral
- How standardized is the IT in your company?
we use mostly Standards ☒ ☐ ☐ ☐ we use Best of breed
- How much has your company outsourced IT?
almost all of our IT Budget ☐ ☐ ☐ ☒ almost no IT budget
- How digitalized is your company?
not digitalized at all ☐ ☐ ☐ ☒ very digitalized

SYNTHOS GROUP

REVENUE

1.28 BILLION \$

EMPLOYEES

2.3 K

BASED IN

POLAND

synthos

chemical innovations

DETAIL

Synthos is the first biggest European manufacturer of expandable emulsion rubber, the second biggest European manufacturer of neodymium polybutadiene rubber and a leading European manufacturer of polystyrene. One of most innovative and developing companies in Eastern Europe. Company's headquarter is located in Oswiecim in southern Poland, production plants in Poland and in Czech. Annual production 1.16 Billion tons. The largest customers for synthetic rubbers – main product – are the largest worldwide tire producers as Continental, Michallin, Goodyear.

Website: <http://synthosgroup.com/en/home/>

Awards: Finalist in IT Leader 2011 and IT Leader 2012





TUNÇ NOYAN

Tunç Noyan graduated from Naval Academy in 1989. After working as a Naval Officer for three years, he transferred to the IT sector and started working as a trainer and consultant for corporate clients. He joined Microsoft as a consultant in 1997 and developed his project and business management skills alongside the technical ones. He gained a deeper experience in consulting and services at Microsoft and was promoted to Services Director in 2005. In 2007, he transferred to TOFAS (FIAT Turkey) and successfully carried the CIO role while he was also leading many cultural change projects throughout the company. Tunç Noyan joined IBM Global Business Services in 2011, and worked as the Public Sector Leader in Ankara. Tunç Noyan was established as a cofounder of the firm ValuesBox and delivered growth coaching for new ventures and SMEs. Tunç Noyan has been continuing his career as Group CIO at Erdemir Group, a major steel producer, and he is leading digital transformation projects.



QUESTIONS

In which units did you break up and/or recombine structures? First of all IT itself. We currently run IT transformation program which covers enterprise architecture, application platforms and sourcing model.

In which units would you like to break up and/or recombine structures? Supply chain, production and logistics

What is personally for you the biggest challenge in 2016 in terms of the so called Triple I's: Innovation, Integration, Intelligence? The IT transformation program is the biggest challenge for me in terms of organizational change management and project management.

How centralized is the IT in your company?

very central ☐ ☐ ☒ ☐ ☐ very decentral

How standardized is the IT in your company?

we use mostly Standards ☐ ☒ ☐ ☐ ☐ we use Best of breed

How much has your company outsourced IT?

almost all of our IT Budget ☐ ☐ ☒ ☐ ☐ almost no IT budget

How digitalized is your company?

not digitalized at all ☐ ☐ ☒ ☐ ☐ very digitalized

ERDEMIR GROUP

REVENUE

4.4 BILLION \$

EMPLOYEES

12.6 K

BASED IN

TURKEY



ErdemirGroup

DETAIL

Erdemir Group is a global player in the steel industry that renders its products & services to both domestic and international markets and to many industries like automotive, energy, construction, pipe, ship-building, home appliances & electronics, agricultural machinery, heat, heavy industry, food and packaging. It has a proven expertise in the fields of flat and long steel production, steel service center, mining and engineering & project management. It is the major steel supplier of the automotive industry in Turkey.

Career Summary

- 2014 – Present: Group CIO of Erdemir in Istanbul
- 2013 – 2014: Senior Change Management Consultant of ValuesBox in Ankara
- 2011 – 2013: Public Sector Leader of IBM Global Business Services in Ankara
- 2007 – 2011: CIO of TOFAS (FIAT) in Bursa
- 2005 – 2007: Services Director of Microsoft in Istanbul
- 2003 – 2005: Infrastructure Service Line Engagement Manager of Microsoft in Istanbul
- 2001 – 2003: Principal Consultant of Microsoft in Istanbul
- 1999 – 2001: Senior Consultant of Microsoft in Istanbul
- 1997 – 1999: Consultant of Microsoft
- 1997: IT Manager of Birkart
- 1994 – 1997: Services Manager of Komdata
- 1993 – 1994: Network Administrator of Beymen
- 1992 – 1993: Support Specialist of Logo Business Solutions

Education

- 1985 – 1989: Electronic Engineering at Naval Academy





JOSÉ AUGUSTO PEREIRA BRITO

José Augusto Pereira Brito holds a Ph.D. in communication sciences from Escola de Comunicações e Artes (ECA-USP) in Sao Paulo, with emphasis on communication, technology and virtual political processes. He obtained a Ph.D. in systems engineering and computing at Universidade Federal do Rio de Janeiro, with emphasis on computing mathematics and computer graphics. He has a Master's degree in engineering with emphasis on steel structures. José Augusto is an engineer with experience in computer systems for engineering, concrete and steel structures, including buildings, bridges, suspended constructions, offshore and nuclear pre-stressed concrete (mechanical). Beyond this, he is professor researcher and lecturer and CIO of the Presbyterian Mackenzie Institute-SP at Sao Paulo/Brazil.



Career Summary

Professional experience – as engineer, PHD, teacher and researcher – includes innovative projects in IT: Digital technologies, IT infrastructure, AV and TV infrastructure, computer systems, information security, business management projects, process automation, telecommunications, unified communications, educational technologies and computational mathematics.

Experience in engineering projects – civil, mechanical, nuclear power plants and computational sciences.

CIO of the Mackenzie Presbyterian Institute in São Paulo, since 2001, with the vision and mission of transforming Mackenzie in a Brazilian institution of reference in IT adoption.

Internet Manager at Mackenzie, from 1998 to 2000.

Taught courses at FGV-Rio in IT Business Innovation, and at ECA-USP in Marketing Sciences (Political, Public and Enterprise).

Education

- 2014 – 2016 Global MBA, Manchester Business School-UK.
- 2015 Executive Leadership Course. MIT, São Paulo.
- 2015 Managerial Course. Mackenzie, São Paulo.
- 2011 Enterprise Sustainability - Postgraduate Course. FGV, São Paulo.
- 2007 Management of Distance Learning – Postgraduate Course. FGV, São Paulo.
- 2001 – 2005 Doctoral Course in Communication and Marketing. USP, São Paulo.
- 2001 E-Business – Postgraduate Course. FGV, São Paulo.
- 1997 – 1998 Managerial Course. Trend Educational Technology, Rio de Janeiro.
- 1993 – 1997 Doctoral Course in Computing Engineering. COPPE-UFRJ, Rio de Janeiro.
- 1984 – 1987 Master Course in Civil Engineering. PUC, Rio de Janeiro.
- 1979 – 1983 Bachelor's degree in Civil Engineering. UFMT, Cuiabá.

QUESTIONS

In which units did you break up and/or recombine structures? As Mackenzie was a traditional educational institution, for many years I invested my time and skills in the transformation of Mackenzie into a digital enterprise, including people (leaders, teachers and staff), process automation and new IT infrastructure. With these actions in new processes, new digital services and new communicational options, there have been many improvements and transformations in the business and educational departments. New types of business were also created.

In which units would you like to break up and/or recombine structures? I am focusing on the complete implementation of the best corporate and educational management solutions of the international market. I am also focusing on new technologies for distance education offerings. I am supporting the HR department for new solutions to continually invest in new skills for all employees and managers. The internationalization of Mackenzie is another important issue that we are investing through new partnerships with leading institutions - companies (Apple, HP, Huawei and ZTE), universities and the Brazilian government.

What is personally for you the biggest challenge in 2016 in terms of the so called Triple I's: Innovation, Integration, Intelligence? As CIO, I have been developing and implementing innovative and value added projects, which support the business integration to all departments, all business units and also the academic and corporate partners. Now we are investing in more intelligence, developing better analytic solutions for the Executive Board, new Social CRM solutions, more resources in competitive intelligence and strong actions in regard to the concept of Smart Campus.

How centralized is the IT in your company?

very central ●○○○○ very decentral

How standardized is the IT in your company?

we use mostly Standards ○○○○○● we use Best of breed

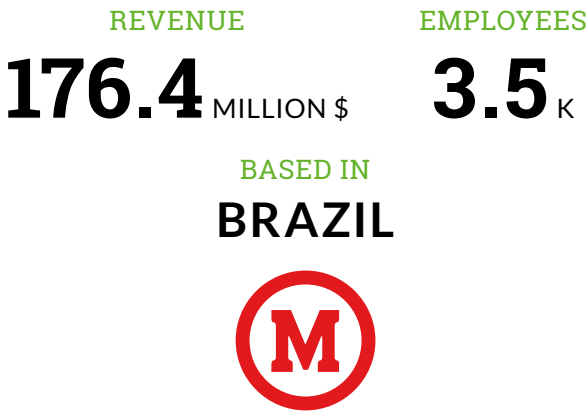
How much has your company outsourced IT?

almost all of our IT Budget ○○○○○● almost no IT budget

How digitalized is your company?

not digitalized at all ○○○○○● very digitalized

MACKENZIE



DETAIL

Mackenzie Presbyterian Institute is associated with the Brazilian educational history, a philanthropic institution that seeks to serve the common good of Brazil and the Brazilian people. In its 145th year, Mackenzie provides a differentiated educational experience for all educational levels, from pre-school to post-graduate courses: 39,000 Higher Education students and 7,500 K12 students across five Campuses, and other 145 K12 Schools in Brazil with the Mackenzie Educational System.

Website: www.mackenzie.br

Awards:

- IT Professional – Winner, Award of 2015 – Category Education Brazil, Informática Hoje Magazine, Plano Editorial.
- IT Professional – Winner, Award of 2011 – Category Services Brazil, Informática Hoje Magazine, Plano Editorial.
- ComputerWorld IT Leaders 2011 – IDG Now Digital.
- The 100 most innovative companies in the use of IT in 2011 – Information Week Brasil.
- ComputerWorld IT Leaders 2010 – Category Education, IDG Now Digital.
- IT Executive of the year 2010 – Category IT and Telecommunications, Information Week.
- e-Learning Brazil 2009 – Outstanding Contributions, MicroPower.
- IT Leader 2008. Main Award of the Brazilian Educational Institutions. IDG ComputerWorld.
- e-Learning Brazil 2008 – Winner, Academic Project in Brazil, MicroPower.
- IT Professional 2007 – Winner, Award in Educational Institutions in Brazil. Informática Hoje Magazine, Plano Editorial.
- e-Learning Brasil 2006 – Winner, Educational Gold, MicroPower.
- Japanese Youth Goodwill Mission. Award in Japan, granted by the Ministry of Education of Brazil (MEC) and the Prime Minister of Japan. 1983.



ROLAND SCHÜTZ

Roland Schütz is EVP and CIO of Lufthansa German Airline. From his point of view, the whole airline branch is in a radical change. And it's because of the internet: most passengers book flights online for the cheapest price but nevertheless want to have the best service on board. So Lufthansa is transforming to satisfy the customers desires. With IT, Roland Schütz supports the company's ability to offer the best price and services at any given time. Before becoming CIO of major airlines including Lufthansa, Austrian Airlines and Swiss, Roland Schütz was CIO of Lufthansa Passage. He has worked for Lufthansa since 2005 as Chief Operating Officer of Infrastructure Services at Lufthansa Systems, the IT subsidiary of the airline, and for Lufthansa Cargo, where he was responsible for the whole IT department. As Lufthansa CIO he works on the digital transformation of all airlines connected with Lufthansa, to offer the customers modern infrastructures, mobile applications as well as booking and check-in processes.

Career Summary

Jan 2016 – Present:	EVP and CIO Lufthansa Group Airlines and Digital Initiatives at Lufthansa Group
Jun 2014 – Dec 2015:	CIO of Lufthansa, SVP Information Management & CIO Lufthansa Passage
Nov 2005 – Oct 2010:	COO of Lufthansa
Mar 1996 – Oct 2005:	Head of System Technology at Fiducia IT AG

Education

1993 – 1996:	University of Karlsruhe (TH): Dr. rer. nat., Physics
1987 – 1993:	University of Karlsruhe (TH): Dipl. Phys.
1978– 1987:	Kepler Gymnasium, Freiburg, Abitur

QUESTIONS

In which units did you break up and/or recombine structures? The organization was restructured into small service factories based on the group wide domain model and supporting Governance departments.

In which units would you like to break up and/or recombine structures? Harmonizing the IT departments of all Lufthansa Group Airlines. Aligning processes and foster the use of best of breed application within the group.

What is personally for you the biggest challenge in 2016 in terms of the so called Triple I's: Innovation, Integration, Intelligence? The biggest challenge is the integration of different IT landscape and parallel push the digital transformation within the Lufthansa Group. Focus on cost cutting and enable additional revenues opportunities.

How centralized is the IT in your company?

very central ☒ ☐ ☐ ☐ ☐ very decentral

How standardized is the IT in your company?

we use mostly Standards ☐ ☐ ☒ ☐ ☐ we use Best of breed

How much has your company outsourced IT?

almost all of our IT Budget ☐ ☐ ☒ ☐ ☐ almost no IT budget

How digitalized is your company?

not digitalized at all ☐ ☐ ☐ ☒ ☐ very digitalized

LUFTHANSA

REVENUE
32 MILLION €

EMPLOYEES
120 K

BASED IN
GERMANY



DETAIL

Lufthansa ranks among the top ten airlines in the world in terms of size and is the second largest European airline. From its Frankfurt and Munich hubs, Lufthansa flies to 202 destinations in 78 countries. Besides its passenger business, the aviation group comprises divisions for cargo, aircraft maintenance, IT and catering.

Website: www.lufthansa.com





URSULA SORITSCH-RENIER

Ursula Soritsch-Renier is a dynamic change executive in complex change and transformational initiatives with extensive success in program/project management. Demonstrated expertise in strategy, business/data analysis and negotiations. Proven organizational skills and leading diverse teams to success; adept at effectively managing a global staff. Her focus is actually improving the long term vision in many small steps: agile, results, and delivery are important. She doesn't believe that her company Sulzer can embark on a five year journey because innovation is too fast for such a long trip: "You have to have a vision", she mentioned in our CIOmove interview, "but you have to learn and you have to fail fast and often. We have a massive amount of data out there where nobody really knows what to do with it", she mentioned. "This experimenting together and learning how to apply and how to get the most of it is actually the task of today."



QUESTIONS

In which units did you break up and/or recombine structures?

In all of IT ... coming from four divisions and one corporate IT, Group IT is now a combination but new structure of the IT community.

In which units would you like to break up and/or recombine structures?

The business applications team is focusing on this in the coming years. Innovation versus legacy, standardization versus quick improvements will keep us busy. In this area we will re-organize in March but I foresee further adjustments along the way.

What is personally for you the biggest challenge in 2016 in terms of the so called Triple I's: Innovation, Integration, Intelligence?

Innovation is key as I am otherwise looking into cost cutting and labor arbitrage due to a shrinking business.

DETAIL

Website: www.sulzer.com

SULZER

REVENUE
EMPLOYEES

400
17

MILLION CHF
K

BASED IN
SWITZERLAND
SULZER

How centralized is the IT in your company?

very central ☐ ☐ ☒ ☐ ☐ very decentral

How standardized is the IT in your company?

we use mostly Standards ☒ ☐ ☐ ☐ ☐ we use Best of breed

How much has your company outsourced IT?

almost all of our IT Budget ☐ ☐ ☐ ☒ ☐ almost no IT budget

How digitalized is your company?

not digitalized at all ☐ ☒ ☐ ☐ ☐ very digitalized



Career Summary

- 2013 – Present: Group CIO for Sulzer Management AG, Winterthur (CH)
- 2009 – Present: Global Head, IT Strategy, PMO and Architecture for Novartis Vaccines & Diagnostics Cambridge, MA (USA)
- 2006 – 2009: Director, Information Management and Quality & Regulatory for Philips Healthcare, Andover, MA (USA)
- 2003 – 2006: Global Program Manager – IT Enterprise Strategy & Architecture for Philips International/Corporate IT, Eindhoven, Netherlands
- 2001 – 2003: Senior Product Marketing Manager – Digital Networks for Philips Consumer Electronics, Eindhoven Netherlands
- 2000 – 2001: Global Product Manager – Digital High-end Television for Philips Consumer Electronics, Bruges, Belgium
- 1997 – 2000: Global IT Process Systems Manager for Philips Consumer Electronics, Eindhoven, Netherlands
- 1995 – 1997: IT Project Manager for Philips Consumer Electronics, Vienna, Austria
Marketing Manager: Softwarebrik GmbH Vienna, Austria



DAVID THORNEWILL



David Thornewill is CIO, Gbobl Business Services & Corporate Center of Deutsche Post DHL Group, a german mail and logistics company. He is focused on finding new ways of doing things: "Using data in more value creating ways. Helping people realize what tools, systems, digitization could bring to them, how it could change their jobs, perhaps change their life. Certainly it changes the way, we do our business – sometimes new things, sometimes doing things more efficiently perhaps it can bring excitements into jobs as well", he told us in the CIOmove interview. His priority in IT strategy is to look after business partners and colleagues make sure adressing their needs. "It also means learning new things, it means bringing new people on board, bringing new talents and developing them. Talents we haven't already used in the past."

QUESTIONS

In which units did you break up and/or recombine structures? All units.

In which units would you like to break up and/or recombine structures? None yet.

What is personally for you the biggest challenge in 2016 in terms of the so called Triple I's: Innovation, Integration, Intelligence? Integration.



DEUTSCHE POST DHL GROUP

REVENUE
56.6 BILLION €

EMPLOYEES
493 K

BASED IN
GERMANY

Deutsche Post DHL Group

How centralized is the IT in your company?

very central ○○●○○ very decentral

How standardized is the IT in your company?

we use mostly Standards ○○●○○ we use Best of breed

How much has your company outsourced IT?

almost all of our IT Budget ○○○●○ almost no IT budget

How digitalized is your company?

not digitalized at all ○●○○○ very digitalized

Career Summary

Sep 2008 – Present: CIO, Gbobl Business Services & Corporate Center

Mar 2007 – Aug 2008: SVP, Head of Transformation Programs of DHL, Prague, Czech Republic

Jul 2005 – Feb 2007: VP, Head of Professional Services of DHL, Prague, Czech Republic

Jan 2004 – Jun 2005: VP, European Program Management of DHL, Prague, Czech Republic

May 2002 – Dec 2003: Director, Program Management of DHL, Scottsdale, AZ

Feb 2001 – Apr 2002: CEO of DirXon, Inc, Tempe, AZ

Aug 1999 – Feb 2001: Controller and Chief of Staff of ON Semiconductor

Education

1997 – 1998: Thunderbird School of Global Management, MBA, International Management

1983 – 1986: Hochschule München, BSc, Information Systems

DETAIL

Deutsche Post DHL Group is the world's leading logistics and mail communications company. The Group is focused on being the first choice for customers, employees and investors in its core business areas worldwide. It makes a positive contribution to the world by connecting people and enabling global trade while being committed to responsible business practices and corporate citizenship. Deutsche Post DHL Group operates under two brands: Deutsche Post is Europe's leading postal service provider. DHL is uniquely positioned in the world's growth markets, with a comprehensive range of international express, freight transportation, e-commerce, and supply chain management services.

Website: www.dpdhl.com



ANGELA WEISSENBERGER

Angela Weissenberger has been Senior Vice President IT and Chief Information Officer Corporate IT of STADA Arzneimittel AG and General Manager of “STADA IT SOLUTIONS” d.o.o. in Serbia since 2016. Angela has been working as Vice President IT and CIO Corporate IT at STADA Arzneimittel AG since 2010. After the successful completion of her degree in Mathematical Methods, Angela started working in informatics. Since 2001, she has been acting as Chief Information Officer with international responsibility. Angela is primarily concerned with the implementation of the enterprise and IT strategy, the integration of mergers and SAP Rollouts into affiliated companies and all other IT related projects/topics – she is one of the influential women in the IT sector. For “CIO of the Year” of the German speaking countries, Angela was awarded several times in the category of Major Enterprises.

Career Summary

2013 – Present: General Manager for STADA IT Solutions in Belgrad, Serbia
 2010 – Present: Vice President IT / CIO STADA in Bad Vilbel
 2000 – 2010: CIO Group of The Lorenz Bahlsen Snack-World GmbH & Co. KG in Neu-Isenburg



QUESTIONS

In which units did you break up and/or recombine structures?

In the IT worldwide. We set up an IT Shared Service Center which is working worldwide.

What is personally for you the biggest challenge in 2016 in terms of the so called Triple I's: Innovation, Integration, Intelligence?

In this order: Innovation, Integration and Intelligence (but Innovation also includes Intelligence and partly Integration).

How centralized is the IT in your company?

very central ○○●○○ very decentral

How standardized is the IT in your company?

we use mostly Standards ○●○○○ we use Best of breed

How much has your company outsourced IT?

almost all of our IT Budget ○●○○○ almost no IT budget

How digitalized is your company?

not digitalized at all ○○●○○ very digitalized

STADA

REVENUE

2 BILLION €

EMPLOYEES

10.4 K

BASED IN

GERMANY/SERBIA



DETAIL

STADA is a globally active, independent health care company and one of the leading manufacturers of high-quality and low-cost generics as well as well-known branded products (OTC) for nearly 120 years.

Website: www.stada.com

Awards:

2008 “Top 10 CIOs” in der Kategorie Großunternehmen
 2014 & 2007 „Top 20 CIOs“ in der Kategorie Großunternehmen





Youshuang Wei

Youshuang Wei is CIO of ENN group and President of ENNEW Digital Technology Research Institute. He has more than 16 years of Information Technology, Business Process Management and executive management experience. As CIO he is responsible for all the issues related to IT and Business Process Management in ENN group. As President of ENNEW Digital Technology Research Institute, his study focused on AI, 5G telecommunication and big data. Dr. Wei joins ENN from Datang Telecomm Technology Co Ltd. Beginning his career at Datang in 1999 he held various positions, including senior software engineer, software department manager, SAP project manager, and general manager of IT. From 2006 onward he has played a key role in ENN, leading the IT planning, IT policy, IT Program Management, Application Maintenance Service (AMS) and BPM, cooperated with IBM and SAP team. Dr. Wei's research interests include AI, augmented reality, big data, computer simulation, system optimization, BPM, etc. He is also a certified SAP SD consultant.

Career Summary

Present: CIO of ENN Group, President of ENNEW Digital Technology Research Institute

Education

2008 - 2010: EMBA program at CEIBS
1996 - 1999: Doctor of Philosophy (PhD),
Computer Simulation from Beihang



QUESTIONS

In which units did you break up and/or recombine structures?

I broke up the IT sharing service center last year and recombined the working structure to deliver better services.

In which units would you like to break up and/or recombine structures?

I hope I can break up the legacy systems and recombine them to meet the mobile Internet requirement.

What is personally for you the biggest challenge in 2016 in terms of the so called Triple I's: Innovation, Integration, Intelligence?

Intelligence!

How centralized is the IT in your company?

very central ●○○○○ very decentral

How standardized is the IT in your company?

we use mostly Standards ○○○●○ we use Best of breed

How much has your company outsourced IT?

almost all of our IT Budget ○○○●○ almost no IT budget

How digitalized is your company?

not digitalized at all ○○○○● very digitalized

ENN GROUP

REVENUE
10 BILLION \$

EMPLOYEES
35 K

BASED IN
CHINA



DETAIL

ENN group is one of the largest private energy companies in China headquartered in Langfang, Hebei Province, P.R. China. Since its establishment in 1989, ENN has developed from a natural gas distributor to a conglomerate engaging in natural gas distribution, chemicals, solar energy, intelligent energy, energy R&D, cultural and health industry, hospitality, and real estate. Presently, ENN owns a large market share in China's natural gas downstream market and plans to provide integrated energy solution to our clients.

Website: www.enn.cn



CIOmove 2016

Enjoying a playful ride during the tour thanks to supporters like Telstra



Playing the "Game of Things" on the Eurostar while traveling from London to Paris.



Dirk Mueller, CIO of Haniel



Stefanie Kemp, Head of CIO office at RWE



Sabine Letz, Technical University of Munich



Rupinder Goel, CIO of Tata Communications (left) and Cristof Meier, CIO of Gauselmann



Moderator Gabi Rittinghaus and Volker Maiborn, one of the inventors of "Game of Things" (left side)



Gina Duscher and Uli Baeumer trading toy money they won.



Marcus Madelung from Telstra (middle)



David Thornewill, CIO of DHL, celebrating with his team mate Sundi Balu, CIO, Telstra Global Enterprise & Services and International



From left to right:
Marcus Madelung from
Telstra, Roopak Verma,
CIO of Ford Europe,
and Alexey Khorunzhiy,
CIO of Otkritie Broker
in Russia.



Telstra is one of the leading telecommunications and technology companies offering a wide range of services globally. We bring innovative technology, capability and talent from around the world to enable our customers to thrive in a connected world. Telstra's heritage is proudly Australian, but we have a longstanding international business with a focus on the Asia-Pacific region. Today, we have over 3,500 employees based in 20 countries outside of Australia providing services to thousands of business and government customers. Our customers are global, our people are local and our assets are anchored in Asia. Over several decades we have established one of the largest subsea cable networks in Asia-Pacific, with a unique and diverse set of infrastructure that offers access to the most intra-Asia lit capacity and largest subsea cable system in Asia Pacific.

EXPATS WELCOME

Being the second largest economy, hardly any large business can avoid interacting with China. A comment by Noel Law.



ABOUT THE AUTHOR:

Noel Law is one of the three founders of the China CIO Alliance and Managing Director at OPO Global Corporation, an executive consulting company specialized in solving business problems for senior executives.

Due to the sheer population, political system and cultural norm in which China operate, running technology organizations presents a unique but exciting challenge for CIOs from both domestic as well as multinational organizations. Common assumptions and protocols that we are familiar with have to be reexamined for our daily decisions. With these forces eddying around the founding of the China CIO Alliance (www.ChinaCIOAlliance.org) in Shanghai is a natural evolution when international businesses continue to thrive in China.

The CCA was founded by three senior IT leaders who are veterans of fighting IT battles in China everyday and yearn for allies. They reckon that "If three heads were better than two, then why not a whole lot more?" So in November 2014, the CCA was formed with the motto of "Connect. Share. Empower." Membership was extended to top IT leaders with responsibilities over Asia and China. Although CCA members are senior executives in their organizations, they take turn serving on the CCA Board to guide the direction of the Alliance and take on voluntary roles to run activities that benefit the members. In two years, the CCA has grown to 77 members representing 64 companies.

The CCA runs a plethora of off-line activities that include discussion roundtables, tech community outreach and leadership forums for their members' benefit. In May, the CCA conducted its annual flagship event, the 2016 CCA IT Leadership Summit at a 5-Star venue on the Bund of Shanghai. The theme and topics of this event were driven and delivered by CCA members that consists of business and technology trends in China, cross boarder government interactions, leadership in a disrupted world and examples of how IT create value to the business.

In one of the topics at the Summit, Didier Chavet China CIO from Sandisk Corporation gave an insightful presentation "Bringing Innovation to the Factory Floor" that introduced the fully automated 'lights out' production environment of SanDisk. Not only were the material movement, fabrication as well as assembly operations human intervention free. The technologies implemented also focused on predictability of events based on data analysis from Industrial Internet of Things (IoT) data streaming. For CIO's from other industries it was an eye opener on how far Big Data and IoT concept and technologies are used in real-life. This is the kind sharing and learning that make CCA valuable to the members.

Being in China the CCA members understand globalization is not just a technology issue and they have also see first hand how IT can lead business. With a comradely spirit they can't wait to share their experience with fellow IT leaders from around the world.



Daniel Nickle, VP,
IT Strategy & Architecture, Magna:

"Having a peer group to network with is invaluable. CCA has worked hard to create just such an entity."



Ken Gollinger, China Team Lead,
IT Engineering Applications,
Continental Automotive:

"It's been a pleasure to learn from such a diverse group of top leaders from around the world and to share the various challenges we all face in China."



Mourad Ajarti, CIO APAC, L'Oreal:

"What I appreciate about the CCA is the diversity of the members."



Steffen Mueller-Urbaniak,
CIO APAC, Ford:

"The conference in May has clearly demonstrated how much value the CIO community in Shanghai receives from the CCA."



Tina Xu, CIO, VP of IT, Astra Zeneca:

"How we could transform IT to more business impact/value is the common interest in the group."



Jeans Cai, Head of IT, DHL, DHL Global Forwarding China:

"In China, CCA is the only one alliance I have to get more information from multi-national company CIOs."

The China CIO Alliance (CCA)

Base:	Shanghai China
Founded:	November 2014
Members:	77
Male/Female ration:	82% / 18%
Companies represented:	64
Industries represented:	8
Founders:	1) Michael Fillios (Delphi Automotive) 2) Noel Law (Opo Global) 3) Eric Dieny (DHR International)

Photos: © China CIO Alliance



CIO Association of Canada CALL FOR PAPERS

The annual conference of CIO Association of Canada (CIOCAN) is coming. CIOCAN is a not-for-profit community of 350 CIOs – the largest of its kind in Canada.

CIOCAN provides members with a forum to exchange IT leadership strategies and practices to enhance business results. Members across the country meet regularly as part of their local chapter events to share their successful strategies, learn from leading experts in various industries, and develop strong local peer connections. "Together our members represent the IT leadership profession in Canada and we join with relevant partners to develop a strong unified voice ensuring that CIOs are represented at key industry and government decision tables", says Gary Davenport from the national board of directors.

The "CIO Peer Forum" is the association's annual conference for its members, their guests, and other senior IT leaders. Hosting of the CIO Peer Forum is shared among the regional chapters each year and attracts over 100 senior IT leaders. The goal of this event is to provide a platform enabling our members, guests and sponsors to share information, knowledge and networking. For 2017 the topic will be "Digital Leaders – Creating the Digital Business".

EVENT/CIO PEER FORUM 2017

The annual conference of CIOCAN will take place in Edmonton, Alberta on April 26-27, 2017. All CIOs are invited to attend the CIO Peer Forum either as a speaker or a conference delegate. Find full information on the program and activities on: <http://ciopeerforum.ciocan.ca/2017>



CIO Executive Council: REGISTER NOW

The biggest CIO network in the US (<http://council.cio.com>) is inviting for "AGENDA 17", the business leadership conference focused on transforming business for the digital world. Business today not only demands a mobile, social and omni-channel experience for customers and employees alike. It requires that organizations harness these outlets for business growth in new and innovative ways at an ever faster pace as business cycles collapse and competitors sprout up ever faster. That's exciting. And it's HARD.

The CIO Executive Council invites your company's digital leaders: C-level, VPs, Directors of Marketing, Operations, Finance, Technology and Innovation to step into a new way of thinking, leading and managing organizational change. To lead the way, dig for answers and engage those on the cusp of change with charting their future. Strategy, ideas, action. That's AGENDA.

It will take place at Sawgrass Marriott Golf Resort & Spa, Ponte Vedra Beach, Florida on March 20 – 22, 2017.

For more information: www.agendaconference.com



Finaki

NICE – TO MEET YOU AGAIN

The French IT community meets from 15th to 18th of June 2017 in Opio en Provence, close to Nice, the final destination of CIOmove 2016.

Established in 1990, "Les Entretiens Numériques d'Opio" (digital get together) have been since then the annual landmark event of the IT community in France. About 80 French CIOs from top companies attend every year, to exchange and network at peer level, but also to meet supply-side, represented in an equal proportion. The program is defined by a group of CIOs who will be presided over in 2017 by Jean-Christophe Lalanne, CIO of Air France-KLM group. Workshops are chaired by CIOs, and feature a maximum of 25 participants, again with a split demand/supply side. The organizers make sure providers meet the code of conduct to keep the spirit of Les Entretiens Numériques.

On top of the workshops and the plenary keynotes from CIOs and/or innovative entrepreneurs, Les Entretiens Numériques offer numerous opportunities to network and meet, be it at the gala dinner, on the golf course, during the tennis tournament or while sipping a drink by the pool. Hosted at the Club Méditerranée, close to Nice, participants and spouses enjoy four days of "relaxed business" as we call it. For more information, watch: www.finaki.com



Photos: © CIO Executive Council; Finaki

This is what French CIOs talk about

During their annual meeting of 2016 the IT elite of France discussed the following topics in their workshops:

1 – How to work effectively with Digital Startups?

Consumerization of IT and technology innovation create a torrent of disruptive opportunities, not always easy for larger organizations to seize: internal culture, inertia, complexity; working with "digital barbarians" can be a way forward. But what are the conditions to a successful partnership?

2 – Building Digital Trust (step II): when it comes to personal data protection, what are the acceptable tradeoffs?

At a time when «Be Fast or Be Food» justifies risk taking, how can the CIO reconcile the need to protect business critical assets such as data, the compliance requirements, and business priorities? Will the Privacy Shield help in any way?

3 – Bimodal and DevOps: the key to a truly agile IS Dept.?

Meeting business expectations in «test & learn» mode with «pizza teams»: how can the CIO safeguard core assets in a legacy mode while operating in the New (digital) World?

4 – Supporting winning business strategies: Big Data = Big Stakes?

Data is most often constrained in silos, by branch, business unit, or role, and sometimes worse in obsolete systems. Embracing the Big Data paradigm may be a great opportunity to position the IT Dept. as a core asset of the business; but how to attain this position?

5 – Can the IT Dept. be merged into the business?

Over the past half-century, CIOs have overcome many disruptive waves. Each time the ability of self-reinventing made it through. However the current transformations are moving IT from a competitive factor into a core business asset. Under those circumstances, where does the CIO stand?

6 – Enterprise collaborative tools: what are the real key success factors?

Consumers' habits often render professional tools less attractive to employees. How to foster adoption and leverage collaborative tools to boost enterprise's digital transformation?

7 – IoT: where is the real added value?

Beyond fancy sensors and consumers' tools, can Connected Objects turn into a real transformation factor? What are the conditions to actual value creation?



IT Executive Club (ITEC)

BECOME AN ESTONIAN

The Republic of Estonia became a blueprint for digitization. Members of the IT Executive Club went to Tallinn to check it out. One even took up residency.

Voting via internet or SMS is normal in Estonia – as normal as renting a car without handling documents or as registering a company online within a few minutes. Since May 2015 even foreigners can apply for an Estonian “E-Residency”, thus benefitting from the advantages of local E-Government without even living in the country.

That said, it doesn’t come as a surprise that officials and company representatives from all over the world have been travelling to Estonia in recent years to see and learn about digitization effects in real life – as opposed to mere concepts and visions. Among them: delegates of the Hamburg-based IT Executive Club (ITEC), who spent two days in September in the Estonian capital Tallinn for a series of meet-ups, receptions and presentations.

The ITEC “Learning Journey” was triggered by Martin Kolbe, CIO of logistics company Kühne + Nagel – and, by the way, a participant of the 2015 CIOmove. He came up with the idea since his company runs an “IT Center of Excellence” for software development and support with more than 250 IT professionals near Tallinn airport. It was Martin Kolbe’s clearly perceivable enthusiasm for the innovative power, lean and agile administrative structures and pragmatism that sparked curiosity among ITEC members for the Estonian way of doing things digitally.



Martin Kolbe receiving his Estonian residency from Taavi Kotka on stage of Hamburg Strategy Days

Consequently, it didn’t take long before the ITEC board could send out an invitation and agenda for the trip, quickly followed by 15 people from companies and organisations in and around Hamburg. The agenda centred around three focal points: understand Estonia’s Digital Agenda, experience it and make use of it.

For the first point country CIO Taavi Kotka – whom most ITEC members already knew from a speech he had given in February at the “IT-Strategietage” conference in Hamburg where he had also invited the ITEC board to Tallinn – familiarised the delegation with the vision of a digital Estonia including the E-Residency goals and concept: to put Estonia in the centre of the globalisation map by making it as easy as possible for international entrepreneurs and investors to do business here. Together with Andres Kütt, Lead Architect of E-Estonia, Taavi Kotka also answered questions about how E-Estonia works in terms of technology and organisation. Ending the first block, the IT industry’s perspective was made clear in a discussion with Jüri Jõema, CEO of the Estonian Association of Information Technology and Telecommunications (ITL), and Seth Lackmann, ITL board member and Sales Director at Ericsson Estonia.

To experience the Digital Agenda, the group moved on to Kühne + Nagel’s Center of Excellence. Martin Kolbe showed the delegation around and had a lot to tell about the advantages of nearshore development in Tallinn as a really digital environment and what it’s like to be an E-Estonian – which he is. – The same evening, at a dinner reception in the German embassy hosted by ambassador Christoph Eichhorn the group found themselves in an excellent situation to meet and discuss with representatives of the IT industry, universities and start-up companies in Estonia. – By the way: A former Estonian start-up company is now a division of Microsoft. Before that, it was Skype.

The agenda of day two was even more packed so that already over breakfast the delegates listened to an introduction of Estonia as a business habitat and an account of Estonian-German cooperation so far. The presentation was held by Riina Leminsky, who serves as Hamburg lead of Enterprise Estonia, an agency for economic promotion. She was also the one who had made the first contact with CIO Taavi Kotka.

For the morning, the Hamburg group went to the Tallinn University of Technology (TUT) for meet-ups with Tea Varrac, Vice Chancellor for innovation and business relation, and Gert Jervan, Dean of the faculty of Computer Science. Over the years, TUT has developed into a powerhouse for IT start-up companies and the ITEC delegation had the opportunity to meet with some of them. The first one, Plumb, was founded in 2011 and develops a performance monitoring solution for software running on top of a Java Virtual Machine; CEO and co-founder Priit Potter told the success story of his company. So did Gustav Poola, CEO of Revnetek Systems, which specialise in Cybersecurity technology including Blockchain and serve, among other activities, as a retailer for Red Hat Open Source software.

The trip to Tallinn will most likely be the start of a lasting relationship between ITEC and digital-business representatives in Estonia, said ITEC board member Karsten Kirsch, who appraised the presentations and discussions during the two days as “inspiring” and “vivid”.

by Heinrich Seeger, Journalist and Media Consultant in Hamburg



CIO circle made in Hamburg

ITEC is a community of IT decision makers from Hamburg and the surrounding metropolitan region.

The club was founded on an informal basis in 2013 and officially established in 2016 as a division of the digital-business network Hamburg@work. Once every quarter of the year, about 50 ITEC members and friends get together for information, discussion, and networking.

The topics covered to date in this environment span IT security, technical innovation provided by local start-ups, work-life balance, and two-speed IT – to name a few.



Taavi Kotka, CIO of Estonia



CIOmove 2016

An attractive spouse program thanks to supporters like TMforum

The crowd of spouses at CIOmove is constantly growing: in 2016 almost every second CIO brought along their significant other.

In Grasse, the city of scents





Katja Wegmann, Katarzyna Katrycz and Deborah Backendorf Kuze



Nicole Mehrrens



James Renier



Gabriela Wiktoria Niziolek



Bettina Müller



Luciana Bastos de Almeida



Sebastian Kiendl



Anna Henkel



Petra Thornewill von Essen



Francesca Balu



Belmin Marangoz



Belkis Wey Berti Brito



Deniz Noyan

Adecco

Novartis lost Rob James



British CIO Rob James has been confirmed as Group CIO at Adecco, considered to be the largest recruitment company in the world. The Swiss headquartered organisation has confirmed the appointment of James, who was Group CIO of pharmaceuticals giant Novartis and also one of the speakers at CIOmove 2016. James has been with the Basel, Switzerland based Novartis for 11 years. Novartis in terms of sales is the largest pharmaceutical organisation in the world, it has a presence in the UK at Horsham, West Sussex. Novartis is known for products such as Otravine and Lamisil on the shelves of supermarkets and chemists. In moving to Adecco James remains in a Swiss global organisation that is at the sharp end of its sector; Adecco is a Fortune 500 company. Adecco has divisions in over 60 countries, including the UK as well as operations in key European markets such as France, Ireland, Germany, Austria, Italy, the Benelux as well as the US and Asia Pacific.

James joined Novartis in an IT role for the marketing and sales operations in 2003 and became CIO in April 2014. He joined Novartis from pharmaceutical rivals Pfizer where he spent just one year having joined the UK business from US fast moving consumer goods (FMCG) and pharmaceuticals organisation Procter & Gamble where he spent a 14 year career as Global Head of Pharma IT. Prior to his long stint at Procter & Gamble James spent four years with print technology firm Rank Xerox.

Sanofi

Gabriele Welt followed by Laurence Peyronnet

Gabriele Welt (60), former Director for Global Service Delivery in Europe and vice president of IS Commercial Operations at Sanofi, resigned at the French healthcare provider. Gabriele has driven the internal and external digitization of Sanofi in Europe since 2010 and has been a winner of the German competition "CIO of the year". After more than 30 years in leading IT positions at Hoechst, Aventis and Sanofi she is now enjoying life but said she would be open to coach young CIOs if asked (gabriele.welt@googlemail.com). Successor of Gabriele is Laurence Peyronnet, who has previously supported the Commercial Operations of Sanofi in France. Laurence showed up at this year's CIOmove for just one evening at l'École42 in Paris but is planning to join the move for longer next year.



Volkswagen

Brunken left for Skoda

It's only a small jump from Volkswagen to Skoda: While the one company is based in Germany and the other in the Czech Republic, they belong to one family though. Skoda is part the Volkswagen Group since 1991.

Ralf Brunken has assumed the role of Deputy CIO at Volkswagen in 2011 and was responsible for the entire IT application development.

From August 2016 Brunken, who unfortunately had missing CIOmove 2016, will be the new CIO of Skoda. We're looking forward to CIOmove 2017 and will exactly ask, what exciting tasks at Skoda he is looking forward.



A Winner's Dream

Bill Mc Dermott at TUM

In September 2016, Helmut Krcmar, Professor for Computer science in economics at TU Munich and participant of all CIOmoves yet, met Bill McDermott. In their fireside talk they discussed McDermott's book, "Winners Dream: A Journey from Corner Store to Corner Office", a leadership and career manifesto told through the narrative of one of today's most inspiring, admired, and successful global leaders.

Bill McDermott is chief executive officer of SAP, the world's business software market leader. He leads the company's nearly 80,000 employees and 2+ million-person ecosystem in executing SAP's vision to help the world run better



and improve people's lives. Under Bill's leadership, in 2014 SAP unveiled a strategy to help businesses of all sizes Run Simple in the digital economy. With the SAP HANA Cloud Platform, business applications and business networks, SAP serves approximately 320,000 customers in 190 countries. With 110 million users, SAP is the largest enterprise cloud company in the world with business networks that transact nearly \$1 trillion in commerce annually.

Bill serves on the boards of directors for performance apparel maker Under Armour, engineering software maker ANSYS, Inc., and security solutions provider Dell SecureWorks. He has received numerous awards for his civic leadership, including City Year's Idealist of the Year, the We Are Family Foundation's Visionary Award, and the Children's Aid Society's Promise Award.

Watch the full video from the fireside talk here: <http://www.cedasia.gs.tum.de/cedasia-tum-gs-top-speakers/bill-mcdermott-chief-executive-officer-of-sap-16092016/>

Schindler

Nilles on the way up

The CIO of the Swiss elevator and escalator manufacturer Schindler, Michael Nilles (42), changed to Chief Digital Officer (CDO) and member of the Group Executive Board in April 2016. Nilles is still head of Schindler Digital Business AG. His latest project: Schindler and GE Digital have agreed on a strategic partnership with the goal to raise the potential of the Industrial Internet of Things (IIoT).



Telefonica

Jordan wins at CIO.NET

Phil Jordan has won the coveted European CIO of the Year award. Jordan, Group CIO at Telefonica, one of the world's largest telecoms and digital services organisations, has been with the Spain based organization for four years, having joined as European CIO in 2011. Group CIO at Telefonica is one of the largest CIO roles in Europe, the organization provides network services across Spain, South America, Asia as well as Central and North America. Jordan was up against an impressive array of CIOs for the prestigious 2016 award including Dr. Sebastian Saxe, CIO & CDO of Hamburg Port Authority, one of Europe's busiest and most critical shipping ports, Birgitta Brijs, COO of Worldline the smartcard provider and the UK's Anna Barsby of retailer Halfords and soon to be CIO of the Morrisons supermarket chain.

CIONet, a global network for the CIO community produces the European CIO of the Year Awards.





CIOmove 2016

Connect with decision makers thanks to supporters like T-Systems

Thanks to the support of T-Systems CIOmove takes you to places where important decisions are discussed: World Economic Forum in Switzerland (2015), Cebit in Germany (2014) and the TMforum in Nice (2016)

On the first CIOmove 2014 a chartered train brought us to Cebit, the world's biggest IT-fair. At the booth of Telekom we had the chance to talk to CEO Timotheus Hoettges.



Former boardroom of Dresdner Bank



Cebit opening with German chancellor Angela Merkel



Inside an Airbus on the Telekom booth



On our way to the World Economic Forum



London: Start on May 6th 2016

T-Systems

As a global leader among ICT service providers, **T-Systems** offers business customers integrated solutions for fixed and mobile networks, highly secure data centers, and a unique cloud ecosystem made up of standardized platforms and global partnerships. The portfolio includes not only classic ICT, but above all digital transformation services, and appropriate infrastructure, platforms, and software from the cloud, as well as crucial future areas such as big data, the Internet of Things, M2M, and Industry 4.0 – always based on maximum ICT security.



Nice: View from Palais de la Méditerranée – final destination of CIOmove 2016.

All Participants in Paris 2016

- 1 Kirsten Wessendorf.....Faktor 3
- 2 Sabine LetzTechnical University Munich
- 3 Bettina Müller.....Spouse
- 4 Horst Ellermann.....Ambassador Germany
- 5 Rogerio Romaneveris
- 6 Volker Maiborn.....Maiborn Wolff
- 7 Jan BabstLogista SA
- 8 Luciana Bastos de AlmeidaSpouse
- 9 Dario AlmeidaCCEE
- 10 Alexey V. Khorunzhiy.....Otkritie Broker
- 11 Eládio Ibiapina BezerraCCB Brasil
- 12 José August Peireira BritoMackenzie University in Sao Paulo
- 13 Ruth Broglio SilveraFindacao Univali
- 14 Marco StefaniniStefanini
- 15 Balkrishna DubeyNagarro
- 16 Sandra SchindlerFaktor 3
- 17 Franziska Eichmeier.....Faktor 3
- 18 Vincenzo Dragone.....Ex CA Brazil
- 19 Emerson KuzeLojas Renner
- 20 Debora Backendorf Kuze.....Spouse
- 21 Stefanie Kemp.....RWE
- 22 Angela WeißenbergerStada AG
- 23 Belkis Wey Berti BritoSpouse
- 24 Ursula Soritsch-RenierSulzer Management AG
- 25 Arthur Langer.....Columbia University
- 26 Deniz NoyanSpouse
- 27 Francesca Balu.....Spouse
- 28 Sundi BaluTelstra
- 29 Gabriele Rittinghausbdp GmbH
- 30 Anna HenkelSpouse
- 31 Rupinder Goel.....Tata Communications
- 32 John Buscher.....Information Services Group
- 33 Kaan Marangoz.....Novartis Turkey
- 34 Belmin Marangoz.....Spouse
- 35 Luciana Rocha Gili Roman.....Spouse
- 36 Katarzyna Joanna KatryczSpouse
- 37 Sven Mulder.....CA

- 38 Helmut Krcmar.....TU München
- 39 Dirk Müller.....Haniel
- 40 Katja Wegmann.....Spouse
- 41 Ferri Abolhassan.....T-Systems
- 42 Gina Duscher.....T-Systems
- 43 Christof Meier.....Gauselmann
- 44 David Thornewill.....DHL
- 45 Petra Thornewill von Essen.....Spouse
- 46 Gabriela Wiktoria Niziolek.....Spouse
- 47 Marek Niziolek.....Synthos
- 48 Sabine Richter.....Faktor 3
- 49 Marcus Madelung.....Telstra
- 50 Marcus Ehrle.....Salesforce
- 51 Peter KreutterKellogg WHU
- 52 Philipp Lübcke.....Mainova AG
- 53 Roopak Verma.....Ford
- 54 Volker Martens.....Faktor 3
- 55 Matthias Mehrstens.....Kärcher
- 56 Julia Staack.....Faktor 3
- 57 Wolf Lichtenstein.....SAS
- 58 Nicole MehrstensSpouse
- 59 Hakan Evin Bilge.....Ambassador Jr.-CIO
- 60 Manuel FradeStefanini
- 61 Gökhan Bilge.....Ambassador Turkey
- 62 Ekkehard Schmider.....Maiborn Wolff
- 63 Youshuang Wei.....ENN Group
- 64 Vaibhav Gadodia.....Nagarro
- 65 Sören Birkström.....Reitan
- 66 Thomas Henkel.....C&A
- 67 Michael LoechleAlstom, jetzt ABB
- 68 Harald König.....Faktor 3
- 69 Bernd Schäfer.....Information Services Group
- 70 Tunç Noyan.....Erdemir Group
- 71 Dirk Altgassen.....ETEX Group
- 72 James Renier.....Spouse
- 73 Sebastian Kiendl.....Spouse
- 74 Ulrich BäumerOsborne Clarke
- 75 Roland Schütz.....Lufthansa



CIOmove 2017

HOP ON THE TRAIN

*Global IT leaders discuss with international IT suppliers how to improve our networks –
in research and development, with customers and with machines.*

From May 5th to May 8th 2017, the CIO train will roll from Madrid to Barcelona with the following people on board: 40 CIOs, 10 C-level IT suppliers, 3 professors from internationally acclaimed universities and 6 ambassadors for the world's largest CIO trade organizations, see ciomove.com/participants

Participation is free for CIOs if they contribute to the content. In this case the only cost will be the travel cost to Madrid and from Barcelona. For more about qualification guidelines see ciomove.com/about

Participation is possible only by invitation. Our partner networks guarantee that CIOs from all industries and regions of the world will be represented. Contact the ambassador of your region under ciomove.com/contact



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