

**Hewlett Packard  
Enterprise**

Brochure

# 2015 Report: Profiling Infrastructure Leaders

Lessons learned from 1200+ digital leaders and laggards





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## Why changing infrastructure matters

As technology continues to change at a rapid pace and digitization pushes boundaries, you must adapt your IT infrastructure as well. We believe successful enterprises with traditional IT systems now need to navigate a way to operate and evolve their infrastructure that will meet the business needs of today and tomorrow.

We decided to uncover where the priorities for tomorrow's infrastructure lie, and what gaps exist between firms that are successfully transforming traditional IT functions and those that have yet to begin. Your infrastructure must be ready to support the demands of an increasingly digital business that benefits from cloud, Big Data, social, and mobile technologies.

We identified the relationship that links firms seeking real business outcomes—new revenue streams, faster time to market, increased profitability—and the emerging digital enterprise. That relationship is intricately connected to leveraging IT infrastructure to enable those outcomes.

We believe that by managing their infrastructure to adopt digital technologies in a sophisticated manner, firms can create greater differentiation for their businesses and generate material outcomes.

And this is why infrastructure matters.

## Survey background

This report is based on findings from a December 2014 through January 2015 survey by Coleman Parkes Research on behalf of Hewlett Packard Enterprise. Research is based on 1,206 interviews with senior IT and line-of-business (LoB) decision makers from enterprise-level companies with more than 1,000 employees. The survey includes representation from the following vertical sectors: energy; financial services; manufacturing and engineering; pharmaceuticals/healthcare; professional services; public sector; retail; telecommunications, media and entertainment; and transportation. Interviews were conducted in North America, Latin America, EMEA, and Asia Pacific.

Analysis of the resulting data revealed three exclusive groups:

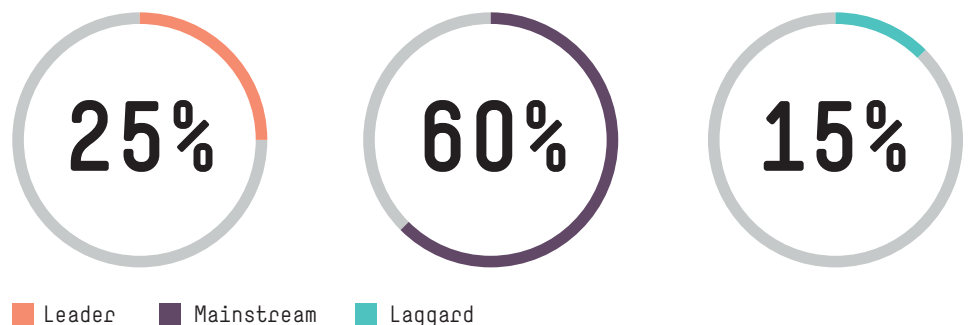
- Digital leaders
- Digital mainstream
- Digital laggards

The groups were compared against a set criteria of advanced digital adoption levels. The factors included:

- A clear vision for digital technologies
- Clear digital execution plans
- Proven digital adoption
- Clear relationships between IT and LoB
- Investment in IT infrastructure

Additional factors were cross-referenced against the three groups.

The majority of respondents emerged to be in the digital mainstream, encompassing 60 percent of those polled. Leaders made up 25 percent, and laggards 15 percent.



## Delivering better business outcomes

The results demonstrate that businesses are on a spectrum of IT advancement. There is a clear distinction between companies that are harnessing the potential of digital technologies by putting IT infrastructure at the heart of their business, versus those that use IT merely to maintain operations.

We found a correlation between advanced digital adoption rates and greater business outcomes. For example, an “extreme” user of a technology is a business that exploits the capabilities of a technology to the fullest, using it for something truly innovative in their industry. Businesses that use digital technologies, such as cloud, mobility, and Big Data, in an advanced way tend to become strong leaders, and are rewarded for their efforts.

Digital leaders are more likely to be using various digital technologies. In most cases, IT and the LoBs in digital leading businesses work together. They’re constantly looking to improve the way they use technology, which ultimately benefits the business.

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“Businesses that use digital technologies, such as cloud, mobility, and Big Data, in an advanced way tend to become strong leaders, and are rewarded for their efforts.”

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## Leading, mainstream and laggards

Digital leaders come from a range of industries, and they're mostly prevalent in large companies. The telecommunications and media and entertainment industries represent the largest sectors, each accounting for 30 percent of digital leaders. Financial services follows with 29 percent, and pharmaceuticals/healthcare at 26 percent.

Leaders tend to be more prevalent in larger companies, making up 31 percent of respondents from companies with more than 25,000 employees, and 29 percent of respondents from companies with 10,001 to 25,000 employees.

Laggards tend to be more prevalent in the public sector (22 percent), transportation (18 percent), manufacturing (17 percent), and pharmaceuticals/healthcare (17 percent).

### Percent of respondents from vertical sector that are:

	LEADER	MAINSTREAM	LAGGARD
	25	60	15
Financial services	29	58	13
Retail	22	61	17
Manufacturing and engineering	21	66	13
Energy, utilities, oil and gas	25	64	10
Telecommunications, media and entertainment	30	59	11
Transport	19	62	18
Professional services	30	58	12
Pharmaceuticals/healthcare	26	57	17
Public sector	24	54	22
Other (please specify)			
Sigma	25	60	15

Percent of respondents from each size company that are:

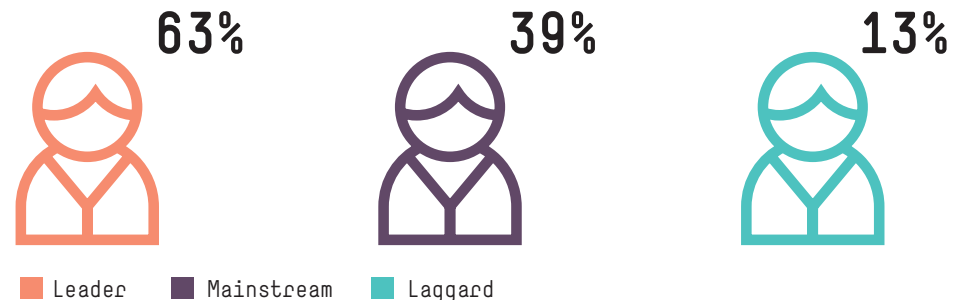
	LEADER	MAINSTREAM	LAGGARD
Up to 999			
1,000—5,000	24	61	15
5,001—10,000	22	64	14
10,0001—25,000	29	57	14
25,000+	31	52	17
Don't know			
Sigma	25	60	15
Professional services	30	58	12
Pharmaceuticals/healthcare	26	57	17
Public sector	24	54	22
Other (please specify)			
Sigma	25	60	15

### Digital leaders

Leaders set themselves apart in many ways. They're more likely to be "extreme" users of digital technology, and this helps the business to differentiate itself against competitors. Respondents in this category perceive their IT groups to be more effective than outside IT service providers in many areas, but especially in pace of change and agility. And perhaps most importantly, leading organizations are always moving forward. And these efforts are leading to better business outcomes.

In these organizations, the majority of respondents in both IT and LoB agree that technology provides a differentiator for the business. This compares to businesses that are digital laggards, where only 37 percent of IT respondents and 33 percent of LoB executives said IT is a differentiator.

**Leaders believe their IT is very effective at differentiating their business much more so than laggards**



**IT believes its infrastructure is a differentiator for the business to a greater degree in leading firms**

	LEADER	MAINSTREAM	LAGGARD
I am helping to differentiate our business with the use of IT systems/infrastructure	60%	54%	37%

**Business heads at leading firms believe IT helps drive business outcomes much more so than at lagging firms**

	LEADER	MAINSTREAM	LAGGARD
My IT function's use of IT differentiates us and enables me to drive real business outcomes as a result of innovative uses of IT	64%	53%	33%

When compared to external IT providers, the IT functions in leading companies are seen as more effective in cost, functionality, and reliability. Because they are also seen as very effective in the areas of agility and pace of change, it is clear that digital leaders move faster and adapt more quickly to change than their mainstream and laggard peers.

**Leading firms strongly believe their IT competes well against external services**

	LEADER	MAINSTREAM	LAGGARD
Cost	80%	65%	48%
Reliability	89%	82%	64%
Functionality	91%	82%	61%
Pace of change	85%	69%	48%
Agility	86%	71%	51%

Digital leaders understand that to differentiate their enterprise, they must continuously improve. Although they are already ahead of their mainstream and lagging peers in many areas, they understand that IT infrastructure needs to be a differentiator in order for their company to remain competitive in two years. Digital leaders are not complacent; they seek out new ways to use new technology to solve business problems.

**Most firms surveyed feel IT is essential to staying competitive in their industry over the next two years**

	LEADER	MAINSTREAM	LAGGARD
Yes	91%	90%	73%

Their efforts are leading to better business outcomes in areas including customer experience and loyalty, new revenue opportunities, cost reduction, increased market share, and reduced risk.

**Leaders reap significant business outcomes from digital technologies**

	LEADER	MAINSTREAM	LAGGARD
Improved customer experience	57%	55%	38%
Increased employee productivity	49%	48%	41%
Cost reduction	47%	45%	26%
Increased customer loyalty	49%	39%	16%
Created new revenue opportunities	43%	39%	24%
View of IT as a profit center vs a cost to the business	49%	36%	19%
The ability to reach new geographies	42%	34%	25%
Increased market share	41%	35%	18%
Reduced risk	39%	33%	17%

**Digital laggards**

Laggards tend to be behind their peers in adoption of technologies, agility, and business outcomes. This may be because they are often saddled with the need to invest more in maintenance, just to keep the lights on, which saps their innovation budget and prevents them from investing more in new digital technologies. While 64 percent of leading companies allocate less than half their IT budget to maintenance, 53 percent of lagging companies portion more than half their IT spend to maintenance. In fact, 13 percent of IT groups with lagging performance allocate more than three-quarters of their budget to day-to-day maintenance.

**Leaders allocate a smaller portion of their IT budget to maintenance**

	LEADER	MAINSTREAM	LAGGARD
1-25% of IT budget for maintenance	13%	10%	9%
26-50%	51%	44%	37%
51-75%	27%	38%	40%
76-100%	9%	9%	13%

Lagging organizations are risk averse and worry they don't have the resources to manage the change they know is coming. They are concerned about moving from their legacy technology and don't feel equipped to manage all the opportunities and threats inherent in new technology. Thus, they are moving more slowly than their leading and mainstream peers in the adoption of digital technologies. Leading organizations are also dealing with legacy systems and budget issues, so perhaps their IT functions are doing a better job than laggards of communicating their vision and linking their work to business value.

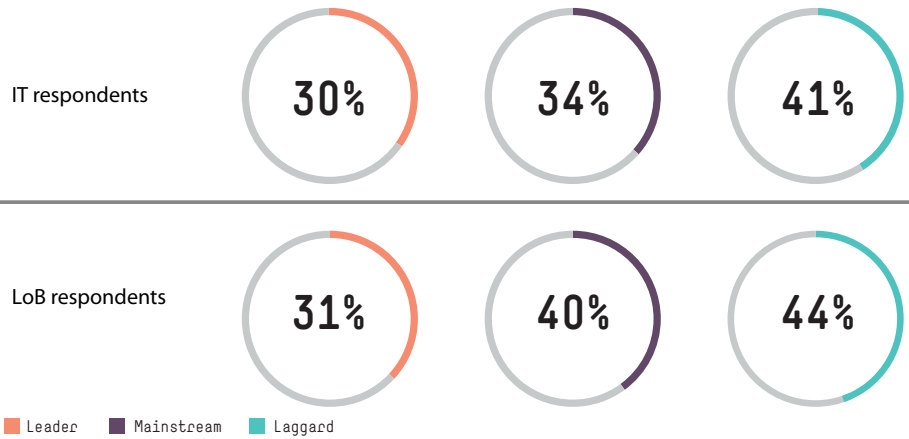


**What concerns does your IT have about the impact of new digital technologies on your IT function?**

	LEADER	MAINSTREAM	LAGGARD
Lack of resources to fulfill all business requests	10%	11%	15%
It will be impossible to manage all the opportunities and threats	7%	9%	16%
Current legacy systems will struggle to cope/integrate with new technologies	15%	18%	15%
Risk mitigation, continuity, and data protection	21%	21%	19%

But it's not just about vision and leadership. Lagging organizations tend to be happy with the status quo. In fact, 41 percent of IT respondents and 44 percent of LoB respondents said they're content with their current IT department. This complacency prevents them from moving forward.

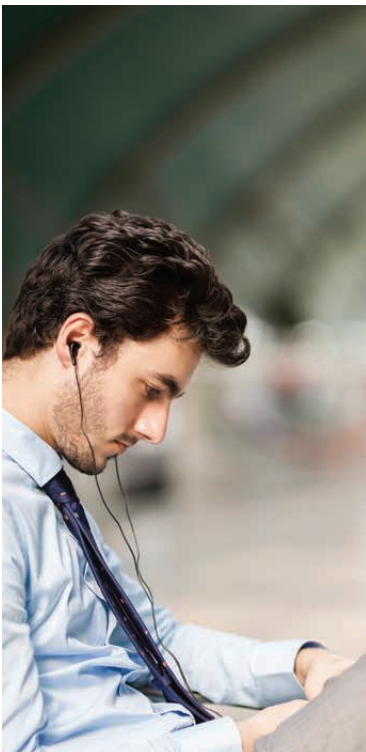
Although 43 percent of laggards have implemented some digital technologies, almost one-fifth (19 percent) have seen little impact to the business. This is likely due to organizations implementing digital technologies in a limited and fragmented way. This is in stark contrast to digital leading companies, where one successful project tied tightly to a business outcome can more quickly drive the next project, creating an environment for IT to lead. Mainstream and lagging organizations can adopt this approach to become more like digital leaders.



**Laggards are more likely to be content with their current IT department**

**Leading firms are seeing more business impact from digital technologies than lagging firms**

	LEADER	MAINSTREAM	LAGGARD
Implemented some digital technologies	40%	38%	43%
Seen a material impact to the business as a result of the implementation of digital technologies	42%	42%	24%
Seen little impact to the business as a result of implementing digital technologies	12%	10%	19%
Considered implementing digital technologies but hasn't yet	6%	10%	12%
Not implemented any digital technologies and is not considering it	0%	0%	2%



## The digital mainstream

Mainstream organizations make up the majority of survey respondents (60 percent). They're on a journey toward greater digital adoption and have implemented a number of digital technologies. However, they have not yet fully exploited new technologies and may not have holistic strategies for digital adoption. They are investing in their IT infrastructure, but most of them do not believe they are disrupting their own business models.

## Disrupt or be disrupted

In a world where a company must disrupt its industry or be disrupted, IT plays a significant role in enabling companies to implement new business models. But in many organizations, this is not happening to the extent that the business would like.

How fast business moves depends on how far its infrastructure can take it. While almost three-quarters (73 percent) of digital leaders believe that they have the capacity to disrupt their industry through the use of technology, a little more than half (54 percent) of mainstream and only one-third (33 percent) of aspiring organizations do. Overall, firms believe they are held back from disrupting their industries by budget (46 percent), leadership vision (34 percent), and IT systems (20 percent). And fewer than one in five respondents (19 percent) believe that they are ahead of their competitors in their ability to use technology to disrupt their industry.

**Leading firms are much more likely to believe their firm has the capacity to disrupt its own business model with its existing use of technology**

	LEADER	MAINSTREAM	LAGGARD
Yes	73%	54%	33%

### Factors that hold firms back from disrupting their own business model

	TOTAL
Budget	46%
Leadership vision	34%
IT systems	20%

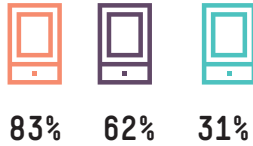
### Where do you stand compared to how your competitors are using technology to disrupt your industry?

	TOTAL
They are about the same	53%
Ahead	28%
Behind	19%

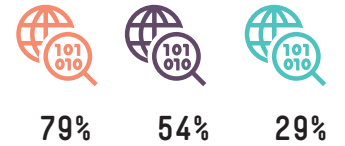
## Adopting digital technologies

Digital leaders are way ahead of their laggard peers in their adoption of digital technologies. Between 74 percent and 83 percent of leaders consider themselves strong to extreme users of cloud, mobility, Big Data, social media, and the Internet of Things.

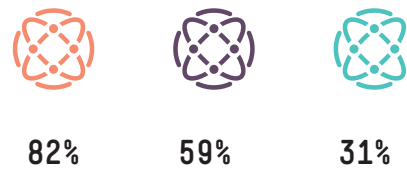
### Mobile infrastructure/ technologies



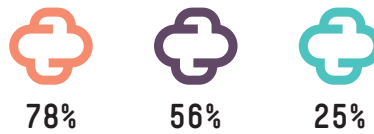
### Use of Big Data & analytics



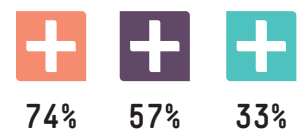
### Internet of Things/Connectivity



### Cloud technology



### Social media



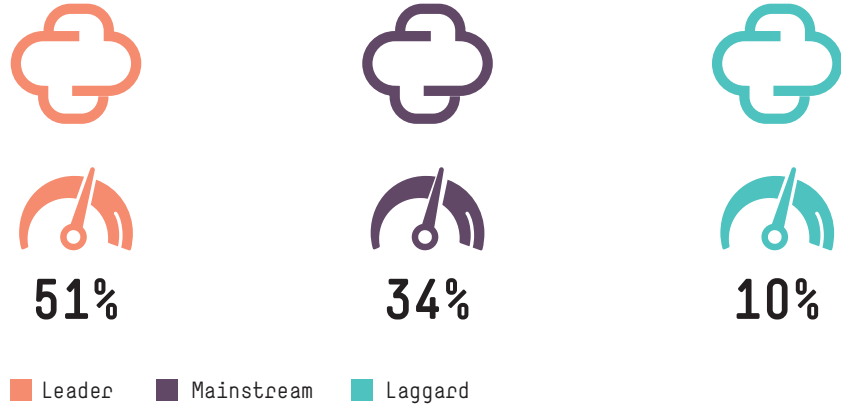
■ Leader
 ■ Mainstream
 ■ Laggard

Digital leaders are strong to extreme users of digital technologies

## Cloud

Most respondents say they have more to do in cloud adoption. When asked how they are adopting and exploiting cloud technology, just over half (51 percent) of leaders, a little more than one-third of mainstream (34 percent), and only 10 percent of laggards consider themselves extreme users of the cloud. Extreme use of the cloud could mean that they have adopted a fully hybrid delivery model, with IT acting as a service broker for infrastructure needs. This model helps businesses move quickly to respond to business requests.

**Digital leaders are extreme users of cloud to a much greater extent than their peers**



Although public cloud investment is greater than for private cloud, most respondents expect this to change. Sixty percent of executives are investing more in private cloud today, but the numbers reverse in two years' time, when only 40 percent expect to invest more in private cloud. In a fully hybrid model, IT has worked through how to be the best service provider to the business. In this situation, IT controls whether to use a private cloud (for financial or customer record needs), public cloud (for general non-compliant information), or a blend of the two.

### Do you invest more in private or public cloud?

	LEADER	MAINSTREAM	LAGGARD
Today: Private cloud	65%	60%	50%
Today: Public cloud	46%	41%	33%
Today: We are not investing in cloud	51%	50%	62%
2 years: Private cloud	35%	40%	50%
2 years: Public cloud	54%	59%	67%
2 years: We are not investing in cloud	49%	50%	38%

On the one hand, about two-thirds of respondents (66 percent) think that their firms' IT function is very effective at providing cloud services. More than four out of five (82 percent) leaders, almost two-thirds of mainstream (64 percent), and under half of laggards (45 percent) believe that their cloud services are very effective when it comes to competing against external IT service providers.

Not surprisingly, this effectiveness in providing cloud services correlates with investment in the cloud. Laggards, who are more likely to say that they are not investing in cloud (62 percent) are also the least effective in delivering these services.

On the other hand, when asked how their internal IT cloud services compare to external cloud providers, 59 percent say that the external providers do a better job. In this area, the IT respondents were harder on themselves than their LoB counterparts. Sixty-one percent of IT respondents said that external cloud providers do a better job, while only 56 percent of LoB respondents agreed. As mentioned above regarding digital leaders—IT is very effective at differentiating their business, and one way to do this is by delivering a better service.

**Nearly twice as many leaders rate their cloud as very effective, compared to laggards**

	LEADER	MAINSTREAM	LAGGARD
Very effective	82%	64%	45%

**More than half of digital leaders surveyed still feel external cloud services do a better job than internal IT**

	LEADER	MAINSTREAM	LAGGARD
External cloud services do a better job than our internal IT	59%	61%	56%

**Mobility**

The majority of respondents do not appear to be that far along in adopting mobility solutions and may be the reason why only 49 percent believe mobile/smart devices will revolutionize their business. Or they could believe that business improvements through mobility have plateaued.

However, 63 percent of respondents see themselves as extreme users of mobile technologies. Leaders are further ahead with 54 percent describing themselves as extreme users, while 35 percent of mainstreamers and only 14 percent of laggards have adopted the technology in an extreme way.

Employee productivity is cited across all respondents as the main benefit from mobility technologies.

**Leading firms are extreme users of digital technologies**

	LEADER	MAINSTREAM	LAGGARD
Very strong to extreme	83%	62%	31%

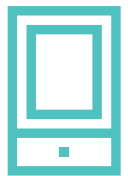
**More than half of leaders believe they can improve employee productivity via mobility**



57%



53%



42%

■ Leader
 ■ Mainstream
 ■ Laggard

## Big Data and analytics

The majority of survey respondents feel confident in the amount of data they have about their customers. Overall, 59 percent believe they have as much information about their customers as major online players such as Amazon, Tesco, Alibaba, Google, and Facebook. Seventy-five percent of leaders, 58 percent of mainstreamers, and 35 percent of laggards believe they stack up well in terms of having customer information.

**Leading companies take advantage of data to know their customers well**



75%



58%



35%

■ Leader ■ Mainstream ■ Laggard

In addition, the majority of respondents believe that IT is providing access to data to generate strong insights for the business. It is worth noting that LoB respondents (84 percent) felt better about their data access than their IT counterparts (79 percent).

**A large majority of IT leaders feel their IT provides access to data that generates strong insights for the business**

	LEADER	MAINSTREAM	LAGGARD
...believe we provide access to data to generate strong insights for my business	89%	79%	63%

**And an even greater number of LOB heads at leading companies feel IT provides access to data to generate strong insights for the business**

	LEADER	MAINSTREAM	LAGGARD
...believe IT provide access to data so we can generate strong insights for our business	94%	84%	68%

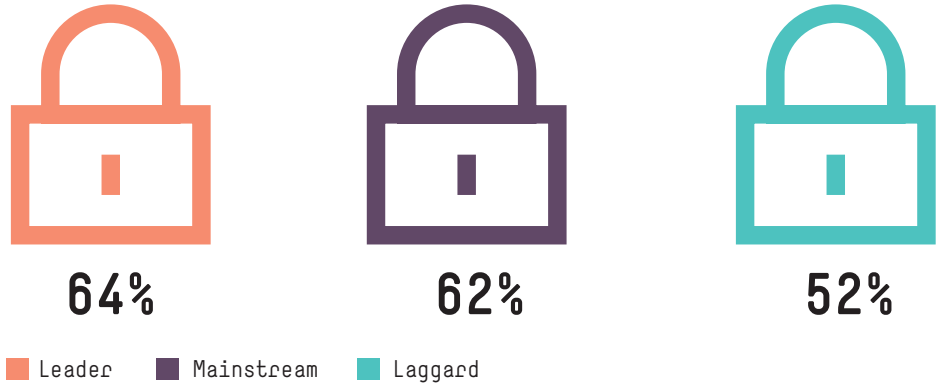
Although organizations collect large quantities of customer data, many feel inundated by it, and it's not clear that they know how to get the most out of their data to help drive the business. Only one-third (33 percent) of overall respondents feel that they are extreme users of Big Data and analytics (47 percent of leaders, 31 percent of mainstream, and only 14 percent of laggards).

**Leading companies are much more likely to be extreme users of Big Data**

	LEADER	MAINSTREAM	LAGGARD
Extreme	47%	31%	14%

**Companies across the board are concerned about the need to protect customer data**

In addition, respondents have serious concerns about the security of the customer data they collect. Overall, 61 percent of IT respondents are either very concerned or extremely concerned about the increased volume of customer data and the need to protect it.



**Security**

The good news is that there is a big focus on security for most of the respondents in the survey. Eighty-nine percent say that security is now part of the fabric of their firm, including almost all (97 percent) of leaders, 89 percent of mainstream, and 77 percent of laggards. And four out of five respondents (80 percent) believe that their internal IT function is very effective when it comes to competing with external IT service providers in the area of security. But even with that level of confidence, more than half of respondents (56 percent) believe they have been lucky so far, but security threats are a time bomb waiting to happen.

The firms in the survey are aware that threats are constantly changing. Sixty-eight percent of respondents say that the growth of digital technologies has increased their risk as a business. Two-thirds of respondents (67 percent) struggle to identify where the risk is greatest; 84 percent have increased their focus on risk management and planning, given the growth of digital technologies.

**Leading firms devote more attention to integrating security**

	LEADER	MAINSTREAM	LAGGARD
Security is now part of the fabric of our firm	97%	89%	77%
We've been lucky so far with the degree of our security but it's a time-bomb waiting to happen	65%	53%	50%

**Leading firms are more likely to believe their security is very effective**

	LEADER	MAINSTREAM	LAGGARD
Very effective	88%	80%	67%



**Leading firms devote the most attention to assessing risk**

	LEADER	MAINSTREAM	LAGGARD
We have increased focus on risk management and planning given the growth of digital technologies	95%	83%	72%
The growth of digital technologies has increased our risk as a business	76%	66%	64%
We struggle to identify where the risk is greatest and where we need to be compliant particularly with the power of combined digital technologies	77%	64%	64%

**IT's new influence**

According to the survey, IT has a seat at the table with the business. More than 80 percent of respondents from both IT and the lines of business agree that IT is proactive in seeking out new ideas and demonstrating how technology can meet their changing needs. More than three-quarters of respondents agree that IT is empowered to enhance the customer experience, saying that IT works closely with the business to understand and fulfill its demands. IT believes that it is relevant to its customers, and its customers in the business agree.

A majority of respondents believe that their IT function is agile and able to react to change quickly—providing the business with exceptional new technologies to leverage and excellent reliability of service. Leaders are stronger in each of these areas, but their mainstream and lagging peers are making good progress as well. This level of collaboration shows that IT has come a long way from being viewed as a cost center responsible for keeping core services running.

**IT at leading firms believes it contributes strongly to business outcomes**

	LEADER	MAINSTREAM	LAGGARD
...know we are embracing technology in a way that will make us relevant to our customers	90%	81%	79%
... believe the IT function is proactive at bringing new ideas to the business for it to leverage and seeking ideas to meet its changing needs	88%	80%	69%
...am empowered to truly enhance the customer experience	88%	79%	72%
...believe we deliver applications that address the needs required by our business	84%	78%	75%
...work closely with individual lines of business to understand and fulfill demand	88%	74%	68%





**Business heads at leading firms believe IT is a driving force for business success**

	LEADER	MAINSTREAM	LAGGARD
...believe IT can offer a more advanced capability than business functions can find externally	96%	87%	71%
...think IT is empowered to truly enhance the customer experience	96%	89%	59%
... believe the IT function is proactive at bringing new ideas that we can leverage and seek to understand our needs so they can address them	94%	87%	60%
...know IT are embracing technology in a way that will make us relevant to our customers	92%	85%	68%
...believe IT works closely with individual lines of business to fulfill their demands	95%	83%	66%

**Leading firms give high marks to their IT services**

	LEADER	MAINSTREAM	LAGGARD
When we need to respond quickly to customer needs, our IT function is agile and able to react to change quickly	97%	88%	66%
Our IT functionality provides exceptional reliability of service	97%	85%	64%
Our IT function provides lines of businesses with exceptional new technologies to leverage	96%	83%	54%

**Where we're headed**

The majority of respondents believe that successful IT operations of the future will require a new way of thinking—about technology as well as their operations. Most respondents believe that fundamental changes are needed to IT's strategy (78 percent), leadership (66 percent), organization (72 percent), skill sets (75 percent), technology (76 percent), and budget (74 percent) to generate real business outcomes. Leaders are looking to continuously improve and are more likely than mainstream and laggards to say that they need to make changes in all of these areas.

The majority of respondents believe that they will have the funding to make these changes to IT systems and infrastructure over the next two years. Leaders (88 percent) and mainstream (87 percent) are more confident in these funding levels than laggards (66 percent).

**Leading firms believe IT needs to leverage digital technologies to change a range of functions, including...**

	LEADER	MAINSTREAM	LAGGARD
Its strategy	86%	76%	69%
Its IT infrastructure/systems	88%	75%	61%
Skill sets on the team	87%	71%	68%
Its budgeting	85%	74%	57%
Its organizational structure	86%	69%	60%
Its leadership	81%	63%	54%

**Most firms plan to increase their overall investment in IT infrastructure over the next two years**

	LEADER	MAINSTREAM	LAGGARD
Increase	88%	87%	66%

There will also be changes to the skills needed in IT. Nine out of ten respondents believe that application development is an IT skill that is imperative for the future. More than four out of five (82 percent) believe that application development is at the top of their IT training needs, and a majority (62 percent) believe that they need to double their staff of application developers. But gaps remain, as more than two-thirds of respondents (68 percent) agree that application development is the hardest skill to recruit for within IT.

**Nearly all leading firms surveyed agree that application development is a critical IT skill**

	LEADER	MAINSTREAM	LAGGARD
Imperative IT skills required for the future to support the digital enterprise will be application development	99%	87%	78%
When I think of training needs for the future of our IT team, application development is at the top	97%	81%	61%
Application development is the hardest skill to recruit for our IT team currently	75%	67%	62%
In order to keep pace with the demand for new applications or enhancing applications, we would require nearly double the staff of application developers	77%	59%	48%



In addition to these changes, many firms anticipate a major organizational shift for IT—moving from a centralized IT function to IT resources residing within each line of business. In two years, three out of four respondents (75 percent) expect to continue to have a centralized IT function and almost half (47 percent) expect to have IT resources within each business function. This means that the two-year mark will be a period of transition, with about one-fifth of respondents (22 percent) expecting to have IT resources in both a centralized function and within the business. Looking further out to five years, many expect to complete the transition. In five years, only one-quarter of respondents (25 percent) expect to have a centralized IT function, while more than half (53 percent) expect IT resources to reside in business units.

**In five years, a majority of firms surveyed believe IT resources will reside within each business unit**

	TOTAL
In 2 years: Centralized IT function	75%
In 2 years: IT resources will reside within each business function/line of business	47%
In 5 years: Centralized IT function	25%
In 5 years: IT resources will reside within each business function/line of business	53%

Along with these organizational changes, most respondents expect a fairly thorough overhaul of the technology used within IT. Digital leaders are most open to change, with 62 percent saying that they expect their systems, infrastructure, and technology to be either very different or completely different in five years. Laggards appear to be happier with the status quo, with only 36 percent expecting a dramatic change.

**A significant portion of leaders believe their IT function needs to be completely different in the next five years**

	LEADER	MAINSTREAM	LAGGARD
Very different to completely different	62%	50%	36%

## How to become a digital leader

To improve business outcomes, we recommend adopting the following behaviors exhibited by digital leaders:

- **Adopt digital technologies to their fullest:** Leaders have been adopting digital technologies faster than their peers, and they see themselves as “extreme” users of the technology. With these efforts, many have already started to see a material impact to their business.
- **Make IT the heart of the business:** Leading firms know that IT is a differentiator for the company, and they give IT leaders a seat at the table to help drive the business.
- **Continuously improve:** Digital leaders are not complacent. They expect change, and they constantly seek ways to improve, even when they are at the top of their game.
- **Build close collaboration between IT and the business:** In leading firms IT and LoB leaders are on the same page, with collaborative efforts to meet business objectives.
- **Increase investment in IT, infrastructure, and technology:** Digital leaders keep up with the pace of change by investing in the infrastructure that underlies the technology they need to drive business outcomes.

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