coeus consulting

CIO AND IT LEADERSHIP SURVEY

2017

CONTENTS

EXECUTIVE SUMMARY

WELCOME TO THE 2017 COEUS CONSULTING SURVEY.

Working with our clients over the past year, we have seen a number of themes emerging across multiple industries. Therefore, this year we decided to test a few hypotheses:

- Technology maturity, or adoption, would play a part in driving different ways of organising IT
- People, culture and ways of working are being overlooked
- Organisations are not yet seeing the benefit of technology implementation because they are not adjusting their IT operating model accordingly
- Technology Revolution vs. Marketing Spin – we are undergoing more marketing than revolution

This has been a very interesting year to undertake the survey, there are insights that we expected to see and others that we didn't. Here's what we found:

A year of consolidation

It appears to have been a year of consolidation for organisations within the technology arena to bring more maturity into each of the key topics that are on everyone's mind - moving away from simple headline ideas to specialisms and niche areas.

Technology adoption driving organisational change

It also appears that greater technology adoption is beginning to drive a different type of organisation. We believe that the assimilation of these new technologies and ways of working into traditional structures, and expecting them to drive value within them, may well not be the right answer. Looking at the results of the survey, we believe some organisations are thinking the same way. However, our experience shows that now more than ever leadership and the correct skills in the correct place are key to driving the greatest value from technology. Whilst we continue to see a portrait in the market being painted that things are getting easier, we don't believe this is the case.

Traditional 'tower' models are being challenged

Most organisations are still organising around technology for infrastructure, but increasingly for other areas many are moving towards perhaps more devolved and looser structures to aid delivery.

The towers are actually being replaced by different technology groupings, such as Big Data, Digital and so on; defining as product and service rather than technology.

A marketing and product led revolution

The expectation on IT has never been higher. Today, the possibilities offered by technology are greater than ever before, driving the complexity and choices that organisations are dealing with. We have a global marketing machine driving a vision across multiple high level technology groupings and we believe this translates into the organisational and service led change that we are seeing, not the technology itself. Technology as an enabler and being able to deliver against this vision has never been in a better position, however as we have already said the technology world is more complex than ever.

We hope you find the report valuable and thought provoking and a big thank you to all of our participants for taking the time to respond.

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AN ORGANISATIONAL SHIFT IS BEGINNING

Whilst IT functions undergo re-organisation activity fairly regularly, the results of the survey suggest that a more significant and unusual shift may be happening. 83% of IT organisations said they were either undergoing major change now, or planning it in the next 12 months.

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Why might this be?

We think that the availability and depth of technologies now requiring consideration by the IT function, the Digital revolution, and the level of maturity in the IT marketplace, is beginning to drive a service revolution. This incorporates all the elements of the IT operating model. We will explore some of the supporting data in this section.

IT functions implementing major organisational change

TRADITIONAL TOWER MODELS ARE STARTING TO BE CHALLENGED

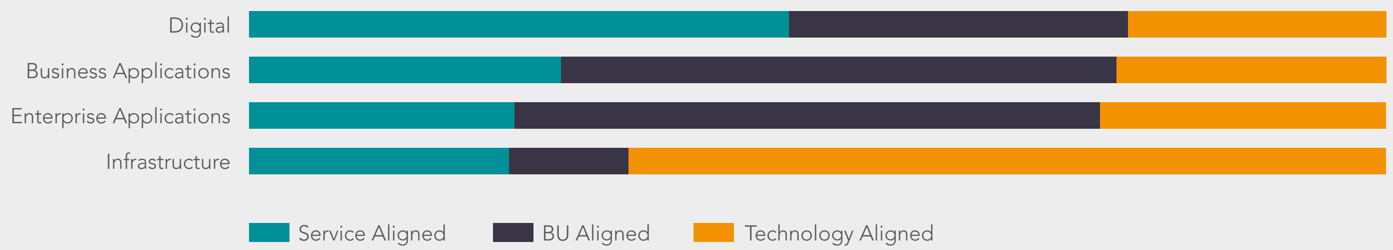
For some time, there have been some ubiquitous practices in organising IT.

Focus and specialisms typically revolve around the two broad 'towers' of applications and infrastructure, aligning mainly by technology, or sometimes business unit, and with a reliance on projects to drive new delivery across them. The trend has also been to centralise, especially to control costs.

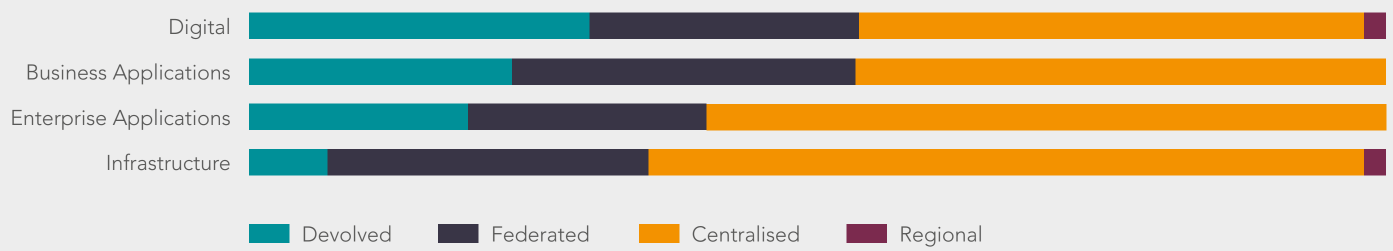
If we look at two organisational dimensions from the survey; level of centralisation, and how the IT function aligns, these show us that whilst most organisations are delivering infrastructure in the traditional manner (66% of infrastructure is organised around the technology groupings, and 63% place infrastructure in a single centralised team), increasingly organisations are moving towards looser structures for other elements.

Business Applications, and especially Digital, have moved away from focussing on what type of technology is used, and organisations are now looking to organise as a service or capability centre. 47% of respondents said Digital was service aligned (against the next most common response of 29% for business unit aligned). Companies are also moving away from centralised teams (less than half have this mode).

IT function alignment for major delivery areas



IT function centralisation or devolution for major delivery areas



TECHNOLOGY ADOPTION MATTERS TO THE OPERATING MODEL

We hypothesised that technology adoption would play a part in driving different ways of organising the IT organisation, and the results do indeed support this.

We looked at the organisations pushing the greatest usage across the 8 key technology areas in the survey – a top 20% of so called 'adopters' - and compared these to the remainder. This gave some interesting insight.

Technology adopters were 19% more likely to be driving major organisational change overall (either now or within 12 months). Financial Services & Media/ Telecoms were the most represented sectors in this group.

Looking at different dimensions of the organisation, the adopter group shows a shift towards service orientation (across all areas). Whilst it is important to note that all models are in evidence, within this group, organisation around services was the most represented model (38%), rather than the least for the follower group (26%). Adopters also showed less propensity to centralise overall, perhaps realising that to deliver across these multiple areas then a more federated structure drives greater success.

Digital is a good example of this success. 65% of organisations implementing digital reported they have achieved or exceeded the benefits they'd expected. Commonly these organisations are open to devolving Digital services, rather than centralising (56% of organisations said Digital was not centralised), and successful organisations were 3 times more likely to organise this around the service and business.

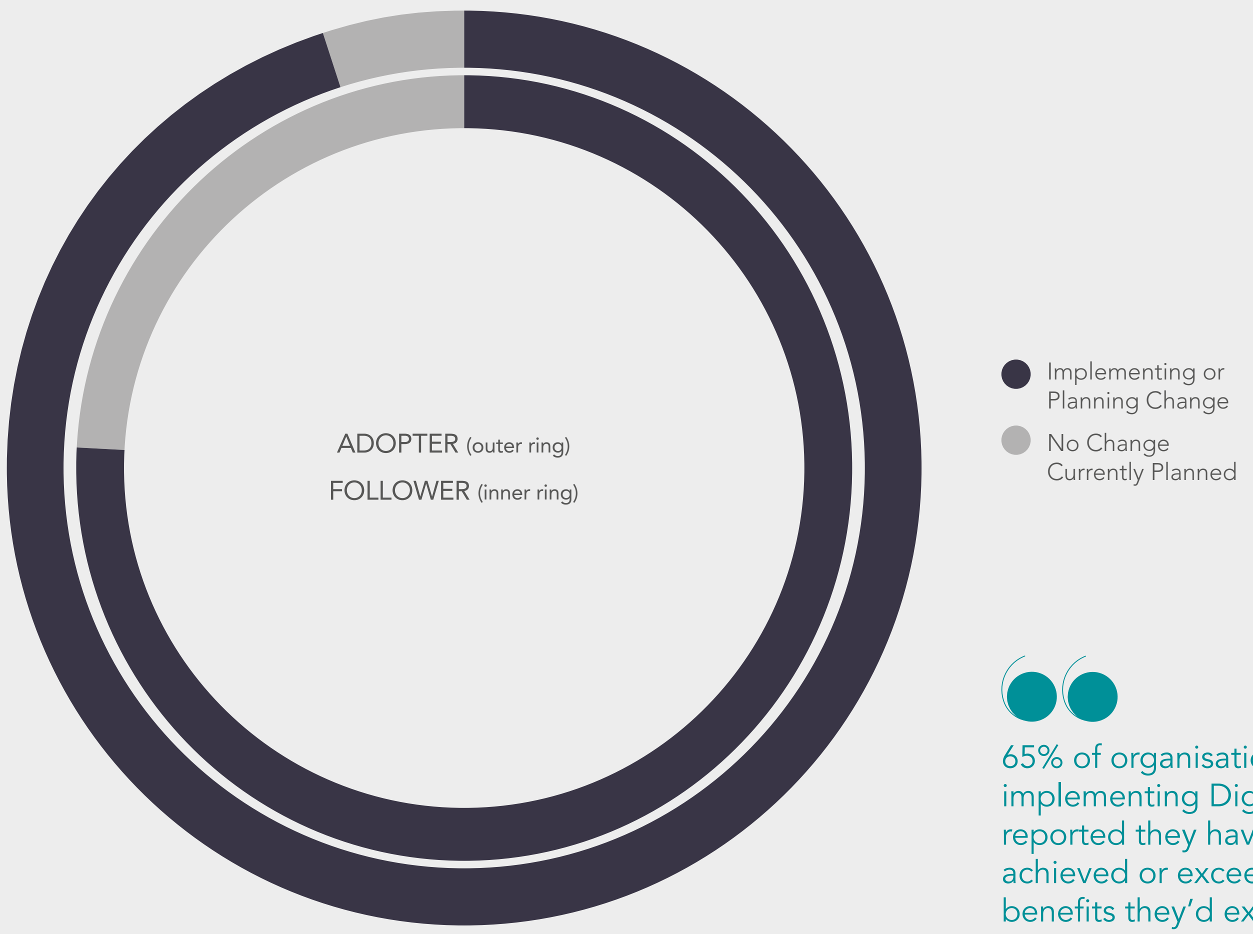
Interestingly, success does not necessarily follow from appointing a Chief Digital Officer (CDO). In fact, only about one third of the most successful Digital organisations in our survey have a CDO.

This contradicts a recent leading analyst claim that 90% of organisations will have a CDO by 2019. We do agree a clear Digital strategy, agreed responsibilities, and the right skills to deliver are vitally important – and perhaps these should be the considerations, more than either a dedicated Digital function or a so titled role.

At Coeus, we believe that Digital is leading the revolution to begin to organise other areas in a different way; around service areas already described in the market.

> Technology adopters were 19% more likely to be driving major organisational change overall

IT function organisation change



> 65% of organisations implementing Digital reported they have achieved or exceeded the benefits they'd expected

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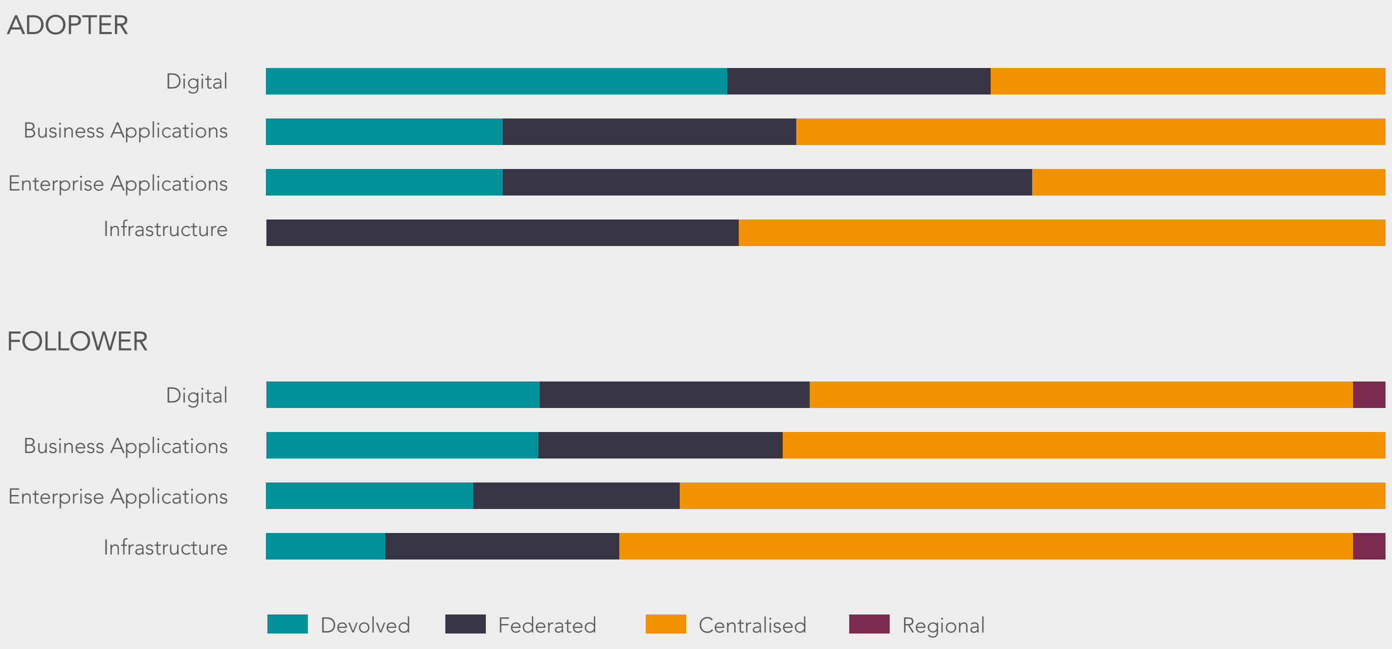
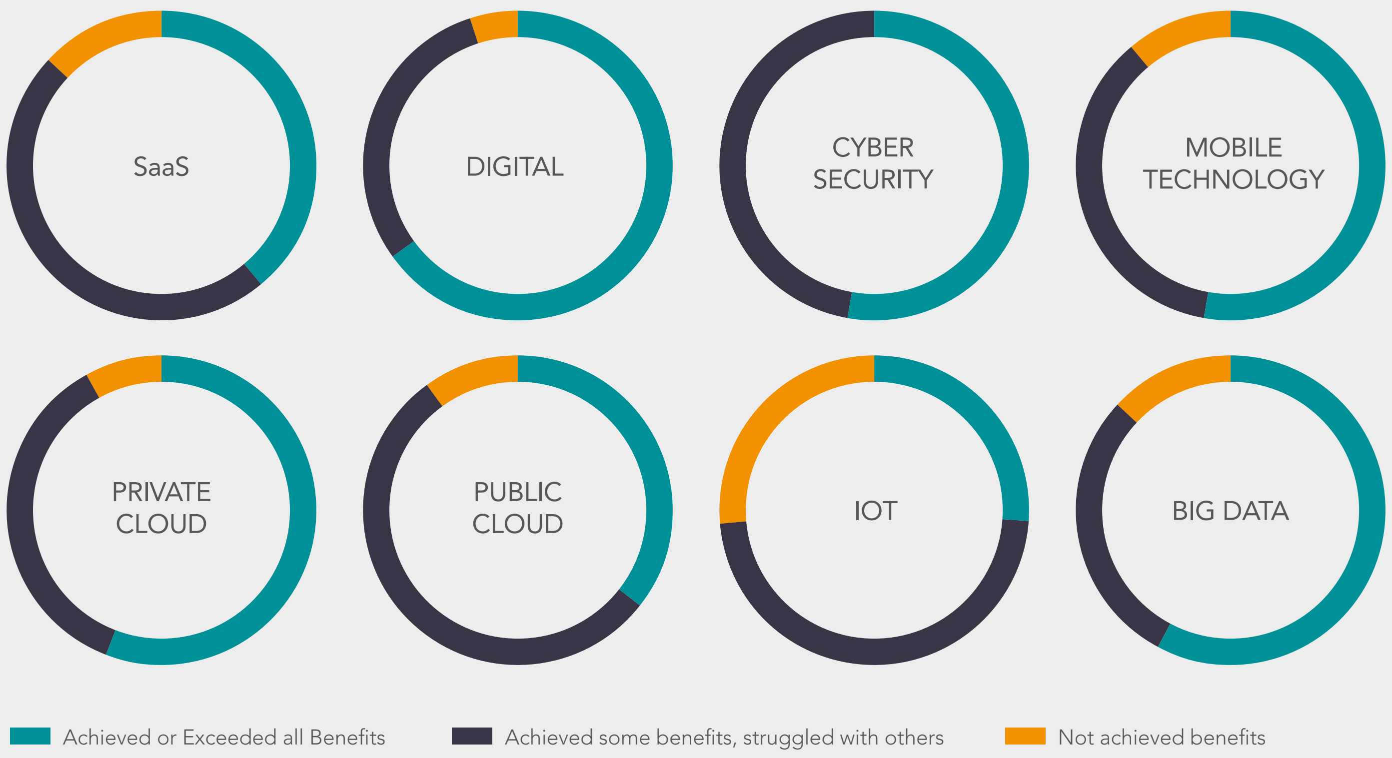
IT function centralisation or devolution – adopter vs follower



Benefit level achieved by technology



AUGMENT RATHER THAN OUTSOURCE SKILLS

Last year respondents told us that they were looking to recruit permanent staff into specialist roles to meet their skills challenges. This year that thinking has continued. There appears to be an augment rather than outsource trend when it comes to meeting people and skills challenges, especially of the newest technologies. 81% of organisations said they wanted to either develop the skills in-house, or selectively augment teams with expertise, rather than look to outsource altogether.

Our work with many organisations has revealed some consistent frustrations with outsourcing. These often centre around the availability, and integration of resources, and adopting ways of working. We suspect this may be playing a part in companies being more cautious about how new skills are brought to bear.

81% of organisations said they wanted to either develop the skills in-house, or selectively augment teams

ADOPTING NEW WAYS OF WORKING RECOGNISED AS A CHALLENGE

We've worked with many organisations on their IT operating model, and anecdotally we see similar issues stopping organisations from realising their full potential value. Change is often focussed on shifting people around, but not on ways of working or on driving a shift in culture.

Silos in the organisation tend to lead to silos in thinking (and vice versa), and for organisations that have been delivering IT in a certain mode for many years this can be the greatest challenge/barrier to moving up the value chain.

The survey showed that on a technology by technology level, organisations recognise skills as being a problem, but at a macro level the focus returns to meeting the requirements of business change. Over two thirds did not place culture in their top 3 challenges, and most commonly it was placed last.

This may reflect the difficulty in tackling culture. In our experience, it's the easiest thing to talk about, but the hardest and most time consuming to change. Nonetheless, being clear to the organisation about why new ways of working are needed, the opportunities that it can support, and the risks of standing still, is as important as the more tangible elements of technology and IT operating model change.

two thirds did not place culture as a top 3 challenge

Greatest challenges facing IT functions:

A NEW TYPE OF IT ORGANISATION

Today, the possibilities offered by technology are greater than ever before. Many organisations are now exploiting those that were emerging last year. This is coupled with a rapidly growing understanding across the business regarding the opportunities that technology offers them. The expectation on IT has never been higher.

At Coeus we believe that assimilating new technologies and ways of working into traditional structures may not drive the optimum value. And looking at results of the survey, we believe some organisations are thinking the same way.

For some time, there has been a fairly singular approach to IT operating models that is now racing to catch up with a new world order, and is looking to the disruptive start-ups as examples of what can be achieved without the shackles of the past. The binary distinction of infrastructure ('Can I touch it'), and application ('Can I code it') is too simplistic a categorisation when we now have SaaS, IoT, Digital, cognitive computing, and so on, that span the verticals and horizontals of the old structures and all things in between.

The expectation on IT has never been higher

PREVALENT CHARACTERISTICS IN THE IT OPERATING MODEL

- **It allows federation and organises around capability centres that define and deliver experience defined as a service**, managing these complexities as required, either via selection of in house skills or partnerships with vendors. Digitial is perhaps the first area to really embrace this.

- **A new depth of business engagement and consultancy will be required** – one that truly bridges business and IT organisation. These functions will encompass parts of enterprise architecture, product, and programmes – delivering true advisory capability rather than being a receiver of functional requirements.

- **Operational and architectural governance will also be vital for success** to stitch together a model that drives a greater end to end responsibility and trust to each area for service quality, as well as adherence to required standards (externally or internally generated).

The concepts of SIAM have a role to play here – and will help drive the right thinking and behaviours across the organisation.

- **New ways of working must be fully reviewed and understood, embraced, and carefully embedded, rather that just expecting natural assimilation.** These have a huge impact on pace of delivery and success. DevOps, multi-speed, and continuous delivery are disruptive forces that will require fundamental shifts in the organisation, supporting tools, and of course in people themselves.

- **IT professionals need to understand and embrace a more client and service centric culture.** This must be far more outward looking and market aware than the past. A willingness to rapidly assess, assimilate, and integrate best practices and technologies will ensure that IT organisations do not risk obsolescence in the face of more agile and savvy competition.

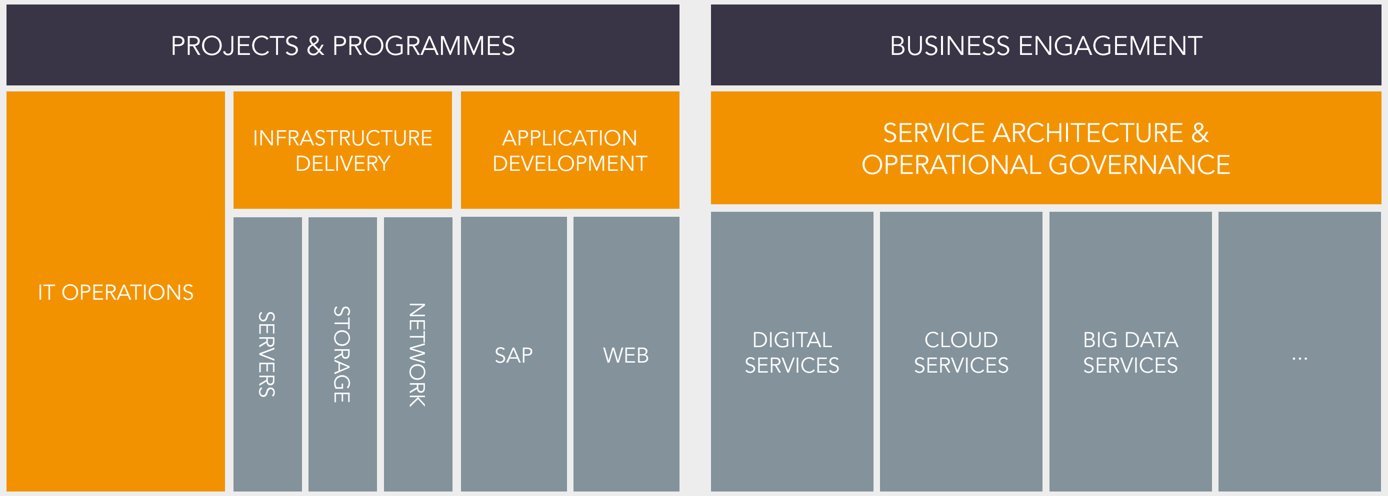
Changes to the IT operating model have been a truly consistent theme in our work of the last year, and at Coeus we have worked with a number of organisations to begin their journey towards new IT operating models that can better support the requirements of the business against an ever more complex marketplace of solutions.

We believe that a shift towards service centric models has truly begun. The key characteristics of these will be capability lead groupings that span different technologies, drive end to end accountability for a well-defined service suite, work at pace using DevOps and continuous delivery, and embrace a client focussed culture.

We believe that a shift towards service centric models has truly begun

Example of a traditional organisation

Example of service centric organisation



TECHNOLOGY – WHAT A DIFFERENCE A YEAR MAKES

As this is our second survey, it has been interesting to look at how the industry has changed over the past year and how thinking has evolved. It appears that for the time being, we as an industry have settled on our key topics, Big Data, Internet of Things (IoT), Cloud, DevOps, Cyber Security and let's not forget Digital.

Our question is whether we have simply re-branded our operating towers, undergone a transformational shift in terms of technology or are we undergoing major organisational re-design across the board, evolving our teams to better meet business and complexity needs?
Or maybe it's a bit of everything.

Our overall view in the technology arena is that it has been a year of consolidating our positions and bringing more maturity into each of the key topics that are on everyone's mind, moving away from simple headline ideas to specialisms and niches.

We also believe that it has been a year of realisation, IT is getting harder and more complex, driven by more choice and specialities. How are we coping with this change, what do we see our responders doing and is it leading to benefit realisation?

ARE WE STILL TALKING DIGITAL

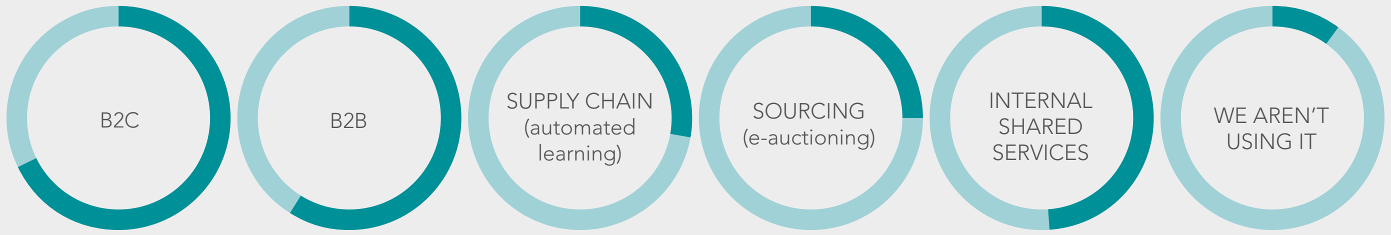
The market is maturing

Last year we saw clearly that Digital as a movement is here to stay, with most organisations building a capability in Digital. Some were using the Digital headline to start afresh, others were mixing it into their own teams and 69% of respondents said they were already on the journey. This year that figure has increased to 90%, tying in with last years results and showing how pervasive it has become as a technology movement.

This year we have also seen a proliferation of Digital across different business areas. We have seen an ever increasing scope which now sees most back office systems such as supply chain and logistics coming into sharp focus, as areas where Digital can bring major business benefits. This is a maturing model, moving away from the obvious targets such as consumer channels and now focusing on what value can be brought through major operating areas of a business.

Our belief at Coeus is that the headline of "Digital" is now being replaced by the individual elements that were originally rolled into the label, due to a mature understanding in the industry of what it means for each business. Maybe this is why we don't see the same push for Chief Digital Officers as we once did.

How is your organisation exploiting Digital?

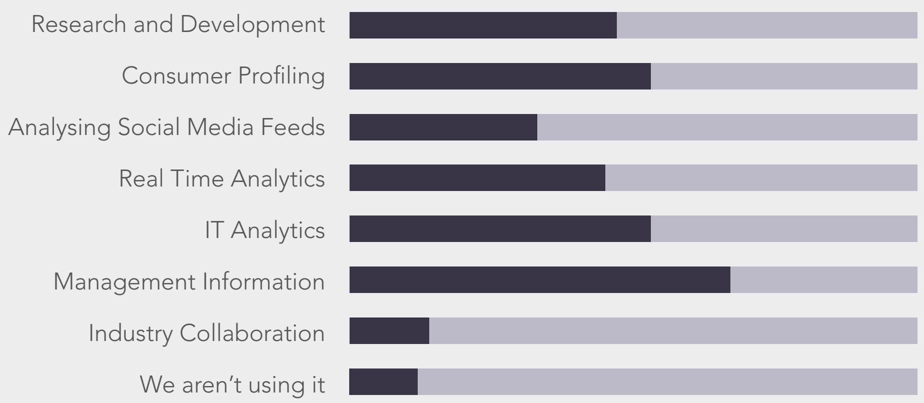


BIG DATA AND ANALYTICS

Still struggling with benefit realisation

As with Digital, the biggest movement in this area is the proliferation of the technology across the business.
A natural starting point for Big Data and associated Analytics techniques has always been the IT operations function, due to the ease of building a use case that can actually deliver real benefits. The issue with Big Data and Analytics has always been understanding the business and data in enough detail in order to best deploy these technologies to deliver benefits to the business. As these technologies become understood, the numbers of skilled people who have learned from experience increases, so does the potential for rolling out across the business.

Where is your organisation exploiting Big Data?



CLOUD

Cloud is no longer a simple headline

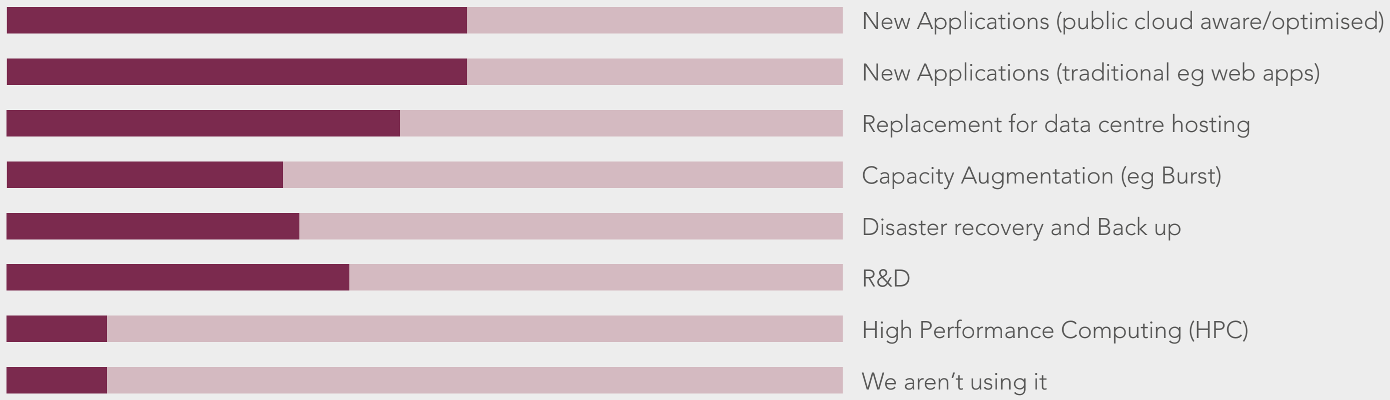
One area that we believe has matured significantly in the past 12 months is Cloud. From our experience and backed by the results of the survey, we believe there is now much more granularity in this area with IT and businesses now starting to explore the different technologies under this heading are beginning to see how they can be used within their business.

Long gone is the phrase "put it in the cloud" at every opportunity and in its place is a considered approach to workload and business need. We have also seen a very different set of conversations more focused on the commercial and operational aspects, challenging the "it's cheaper" mantra for every situation and looking to experience gained to drive a multi-faceted approach to cloud.

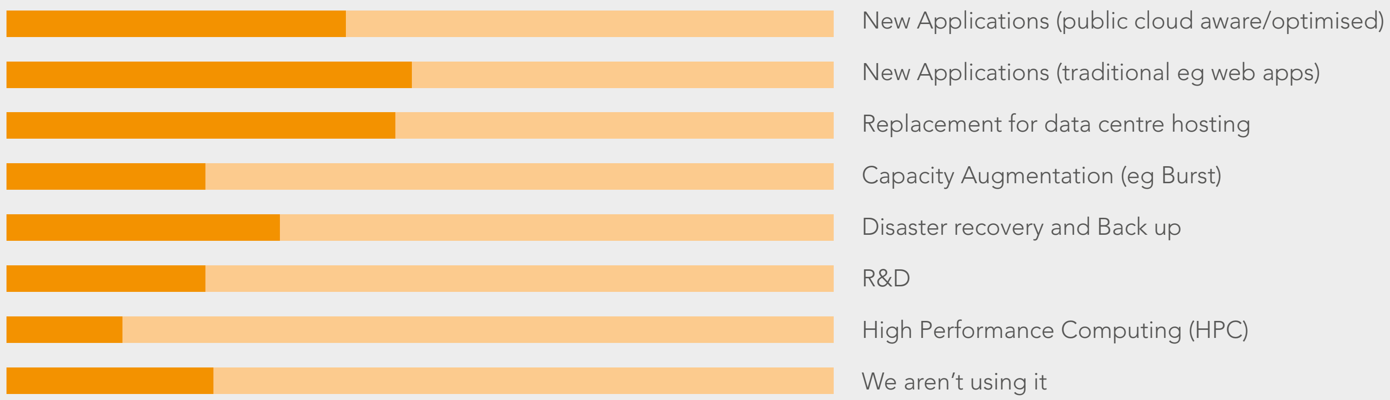
> Long gone is the phrase "put it in the cloud" at every opportunity and in its place is a considered approach to workload and business need

For what purpose have you implemented

PUBLIC CLOUD



PRIVATE CLOUD



MOBILITY AND SECURITY

Widely and wildly adopted

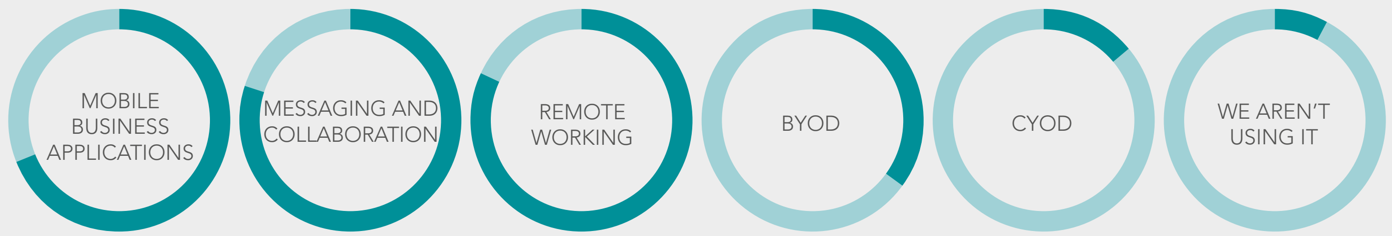
As briefly discussed Mobile and the delivery of business services through mobile applications is becoming a key way for businesses to focus on operational efficiency and general collaboration and communication. This is backed up by our respondents reporting 69% are using mobile applications in some form.

What we find interesting and also potentially an issue for the future is that few feel the need to deliver Mobile Application Management (MAM) or Enterprise Mobile Management (EMM) across their devices, to secure their enterprise from the ever present threat of a security breach.

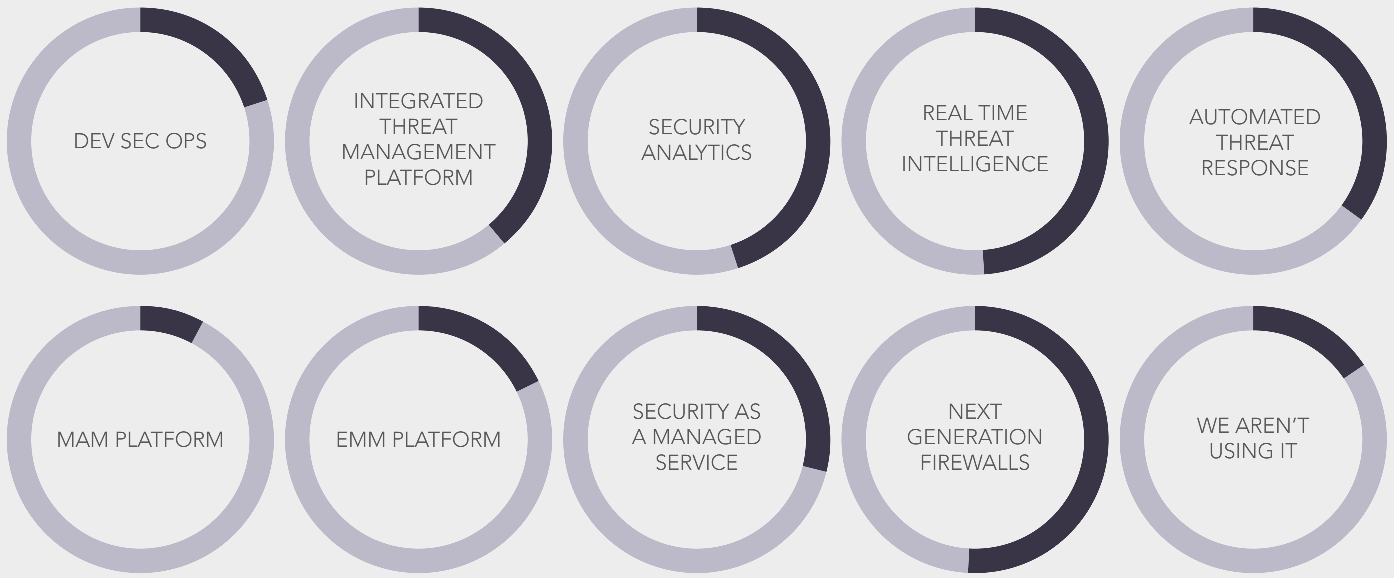
We previously saw how Digital capability correlates with the need for Cyber Security, protecting customer data in an increasingly mobile and multi-channel environment and that 90% of Retail organisations already have a Cyber Security solution in place or in development. This year we see that across all sectors 87% of respondents have some form of Cyber Security technology platform in place. What is interesting is that even as internal application delivery via channels such as company mobile apps becomes more common place, there seems to be little focus going into securing these assets and data further, with only 8% investing in MAM and 16% in EMM solutions.

> few feel the need to deliver Mobile Application Management or Enterprise Mobile Management across their devices to secure their enterprise from the ever present threat of a security breach

In what ways are you exploiting mobile technologies



Where have you deployed cyber security technologies



INTERNET OF THINGS (IoT)

At the tip of the iceberg

Compared to last year (adoption of IoT was at 27%) we have seen these levels almost double in the last year as organisations and sectors are believing that IoT is in their future. We have also seen a large increase in the number of respondents who state that they are already deploying IoT across their organisation in some form or another, with 51% of respondents stating they are using the technologies. The use varies, some in the direct line sight of the business and some within their back office solutions.

We believe this shows that the potential for IoT and the connected world is only really starting to be grasped, but we are only at the tip of the iceberg in terms of the use cases that have been thought about.

We spoke last year about Utilities and Healthcare being two sectors that are riding the edge of the wave in this area and certainly connected healthcare is still the easiest sector to enumerate the benefits available, if the right technology is made available. There are also big movements in telematics and the motor industry which are likely to drive the standards and security of IoT immensely.

Security and skills holding IoT back

One area that has become apparent in the last year is that IoT brings a number of security challenges. Large numbers of distributed always connected devices with poor or no security have been used in the past year to launch multiple attacks against the web. In Oct 2016 malware called Mirai was used to access IoT targets with weak security and create a Distributed Denial of Service (DDoS) attack against Dyn, one of the webs largest DNS providers, which in turn took multiple websites off air.

We believe a push to get the technology out as fast as possible without the normal standards we would expect of say web or mobile hardware and software, has meant that security has up until now not been on the priority list. More attacks are likely both against and using consumer devices such as your webcam, thermostat or fridge and it has happened! Residents of two apartment buildings in Lappeenranta city in southeast Finland were left in the cold after their heating systems were attacked - the cyber attack was believed to have lasted for nearly a week.

We think interoperability in the IoT world will also be key to improving security, but also the ecosystems of devices that can interact to deliver on the connected world ideals. One of the questions we posed was is there a tech revolution or is it marketing. We think in IoT the technology is still adrift from the marketing because the market still has a long way to go before reaching any level of maturity around standards. We believe it is an area that will need specialist skills and people to deliver effectively for a number of years, before becoming mainstream and accessible to most IT departments.

Where are you seeing the Internet of Things (IoT) making an impact within your organisation?

the potential for IoT and the connected world is only really starting to be grasped

BENEFIT REALISATION

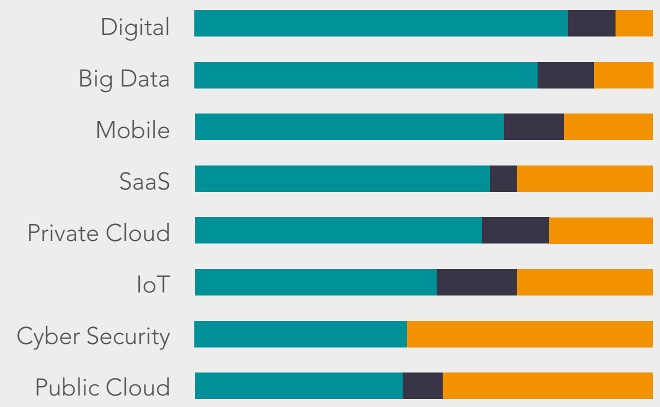
One area that we wanted to get a deeper understanding in is whether our new technology streams are delivering value where expected across four broad areas. As you would expect, there are some clear results we would expect such as Digital, Big Data and Mobile leading in delivering revenue generation and Cyber Security leading the way in risk reduction.

There are some results that are surprising at first look, but logical with a few moments of thought, such as Digital being at the top of the list for 3 out of the 4 benefit areas. We believe this goes to underline the breadth of Organisation, Technology, Process and People change that are encompassed under one Marketing slogan.

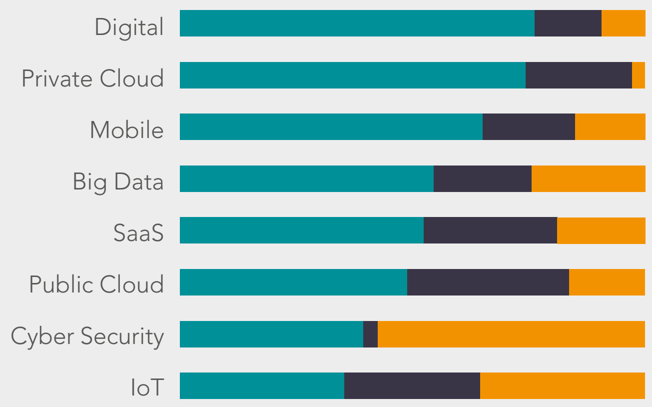
There are results that underpin a number of truths, that we think the market has now picked up, such as cost reduction as a benefit - being only a 50/50 mix for most technologies. Pointing towards the fact that implementing these new technologies doesn't fit into the cost optimisation model that IT has been delivering for the last decade.

There are a number of specific examples that show the continuing maturity of certain technologies such as Big Data over-promising and failing to deliver benefits in risk reduction; 1/3 of respondents stating Public Cloud is failing to deliver the expected cost benefit; to which a further 16% are not expecting any benefit in the first place. We think these are findings that potentially go against the initial thoughts and statements of the industry.

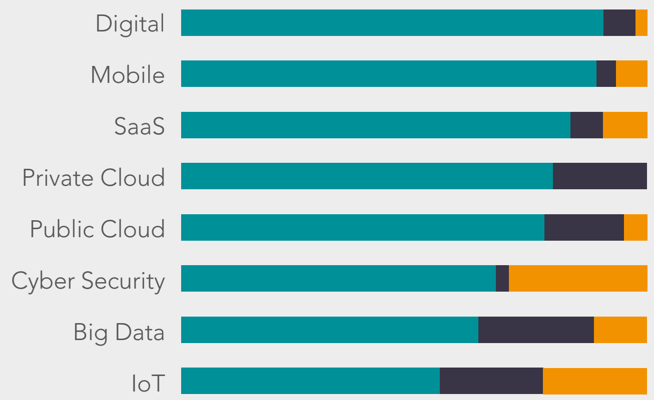
Technology Benefit Realisation - Revenue Generation



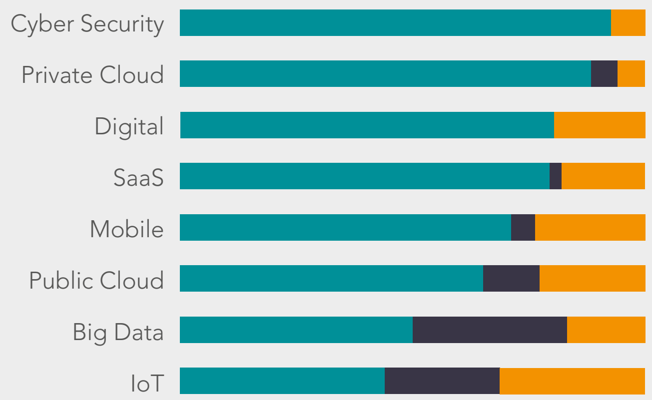
Technology Benefit Realisation - Cost Reduction



Technology Benefit Realisation - Operational Efficiency



Technology Benefit Realisation - Risk Reduction



Achieved Or Exceeded | Less than Expected | None

THE EVOLVING ROLE OF THE CIO

This year we wanted to explore the role of the CIO further to understand their increasing remit, responsibilities and the associated challenges.

The role of the CIO is changing and it is clear from the survey results that it continues to expand and include areas such as shared services, business performance and operational efficiency – which will no doubt increase the challenge. What is important is how CIOs respond and drive their message harder around the impact technology can make to the business. Building relationships with business leaders, particularly with the Board and C Suite colleagues to share the vision and educate how emerging technology translates into real business benefit (whether internal to business performance or external to customer engagement) is paramount.

People and the speed of change are other challenges CIOs face even more today, such as:

- How do they take their people with them?
- What does it mean to their culture?
- How do they retain and attract the right skills to drive new solutions into the business?
- How do they respond to business demand to deliver solutions that ensure success?
- How do they adjust their IT operating model to reflect all of this?

> What's important is how CIOs respond and drive their message harder around the impact technology can make to the business

CIO's need to balance the pace and type of change to ensure they gain buy in from the business as well as their own delivery teams. Now more than ever, they must continually communicate the vision with relevance and meaning (from a business perspective), provide clear strategic direction, educate the business and stay in touch with their people.

SUPPORTING DEMANDS FROM THE BUSINESS

Last years survey told us that 68% of technology leaders reported directly in to the CEO and 71% were a member of the Executive Team. A clear indication that the CIO is a key influencer in the business and that IT is driving growth and the increasing importance of technology to the overall strategy of the organisation.

Given the increasing scope of the CIO, it is no surprise there is greater demand on them – we would expect a seat at the top table should mitigate reactiveness, due to earlier influence and insight. The survey is showing that keeping up with business demand is rated as their top challenge. This suggests that strong relationships, a clear understanding of the IT vision and the link between forward planning with the business around their solution, needs much greater focus and joined up thinking. Adaptability is key – the IT operating model must react quicker to ensure operational efficiency, new ways of working are embedded and the right skills are in place.

The element of realism and transparency around what IT can evolve and deliver against a back drop of how it can evolve its IT operating structure is crucial. The business will only invest when they see a benefit to the organisation.

> keeping up with business demand is rated as the top challenge

Greatest challenges facing IT functions:

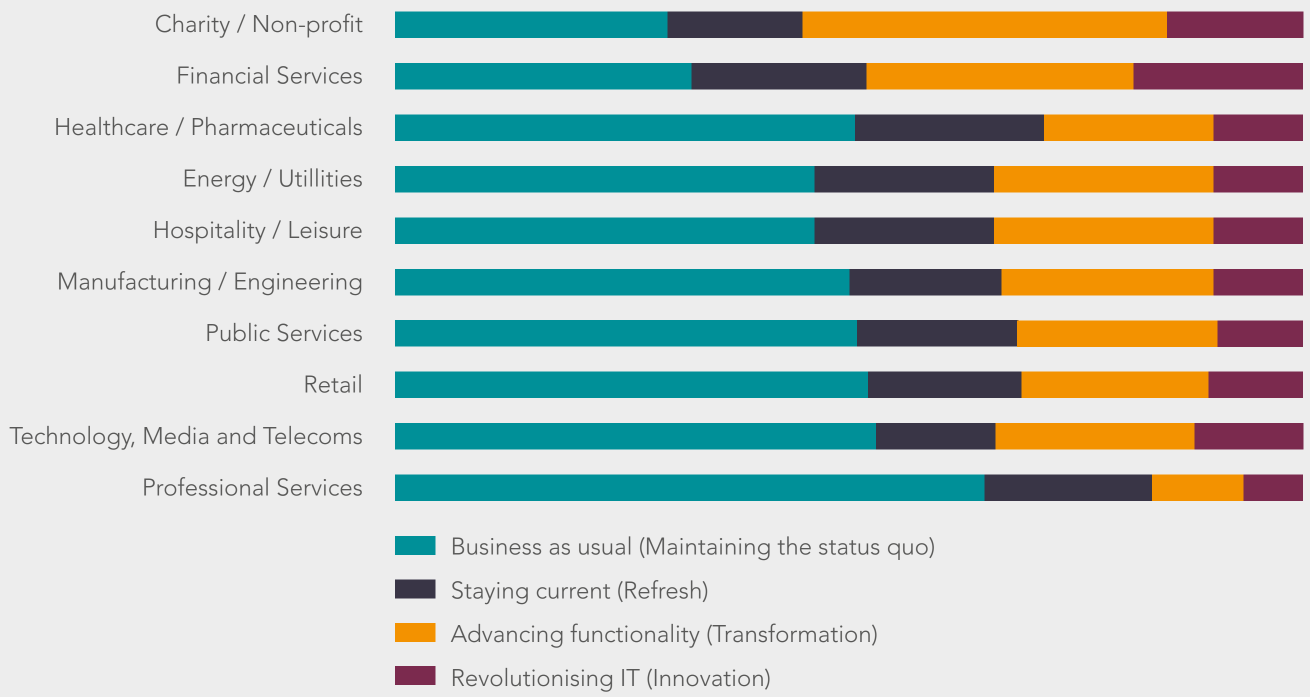
BUDGETS AS AN INHIBITOR

This year we have seen a significant shift in IT budgets, which under the current global economic uncertainty and Brexit in the UK, it could be understandable. However where does the spend go and are certain areas of investment hidden, remains the question?

The results are showing that only 22% of budgets increased this year, compared to 40% last year, with 38% staying the same. However more dramatically 33% of respondents have seen an overall decrease, which could account for the fact that "IT is struggling to keep up with demand" with ever increased pressure on cost.

Across the sectors, most allocate around 20-25% to Transformation activities, with the remainder allocated to 'business as usual activities' and 'staying current'. On average 10% is set aside for 'revolutionising IT'. Could this also suggest that Transformation projects that haven't delivered on time and to the expected benefits are pushed into business as usual to complete or address?

How does your IT budget break down (%) against the following areas?



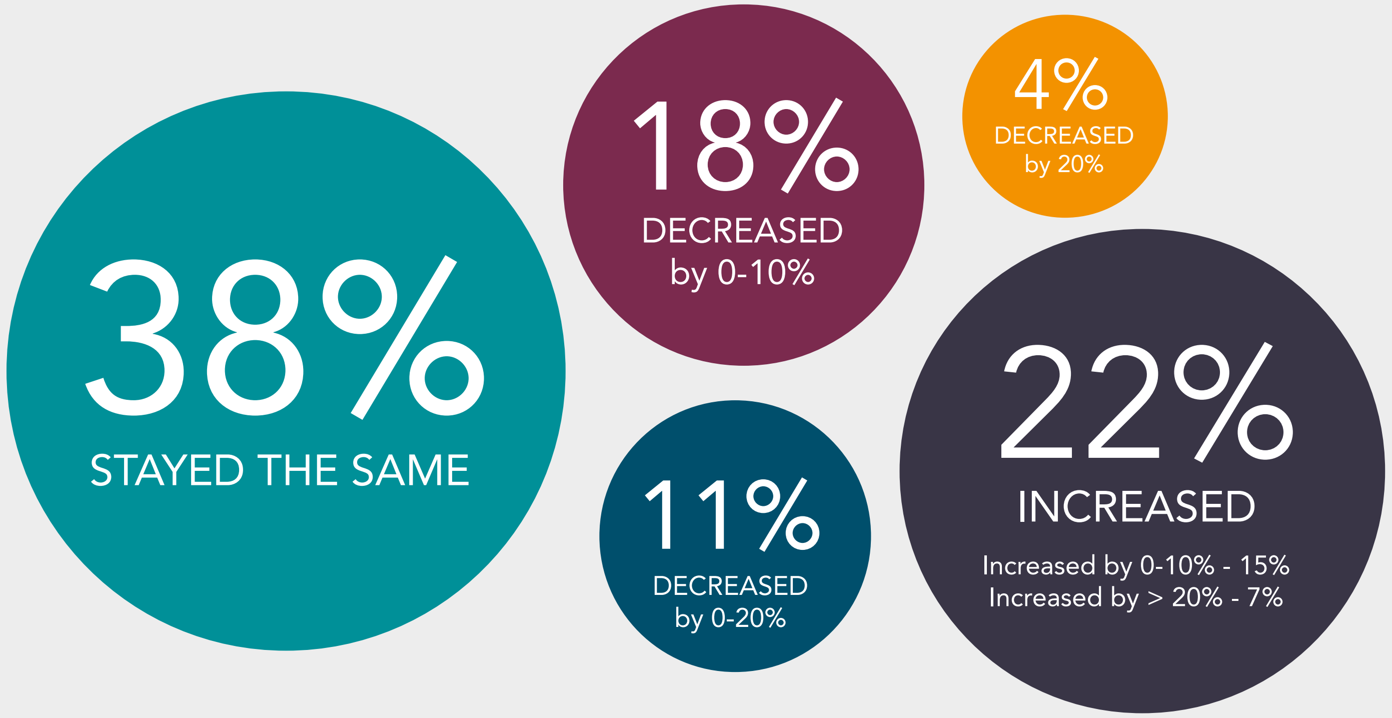
DRIVING THE TECHNOLOGY AGENDA

The next couple of years will no doubt be as challenging for CIO's - specifically how they drive the technology agenda to support their business. The fact that they are key influencers and are responsible for a wider remit, means they are well placed to drive the technology message forward.

However they must keep focused on the fundamentals – strengthening and maintaining good business relations; continuing to educate around the IT Strategy and Vision; and ensuring they maintain a flexible, agile and highly skilled workforce to deliver an effective and efficient IT operating model - as new and emerging technologies are adopted to maintain competitive edge.

> strengthening and maintaining good business relations

How much has your IT budget changed in the last year?



Question not answered 7%

ABOUT THE REPORT

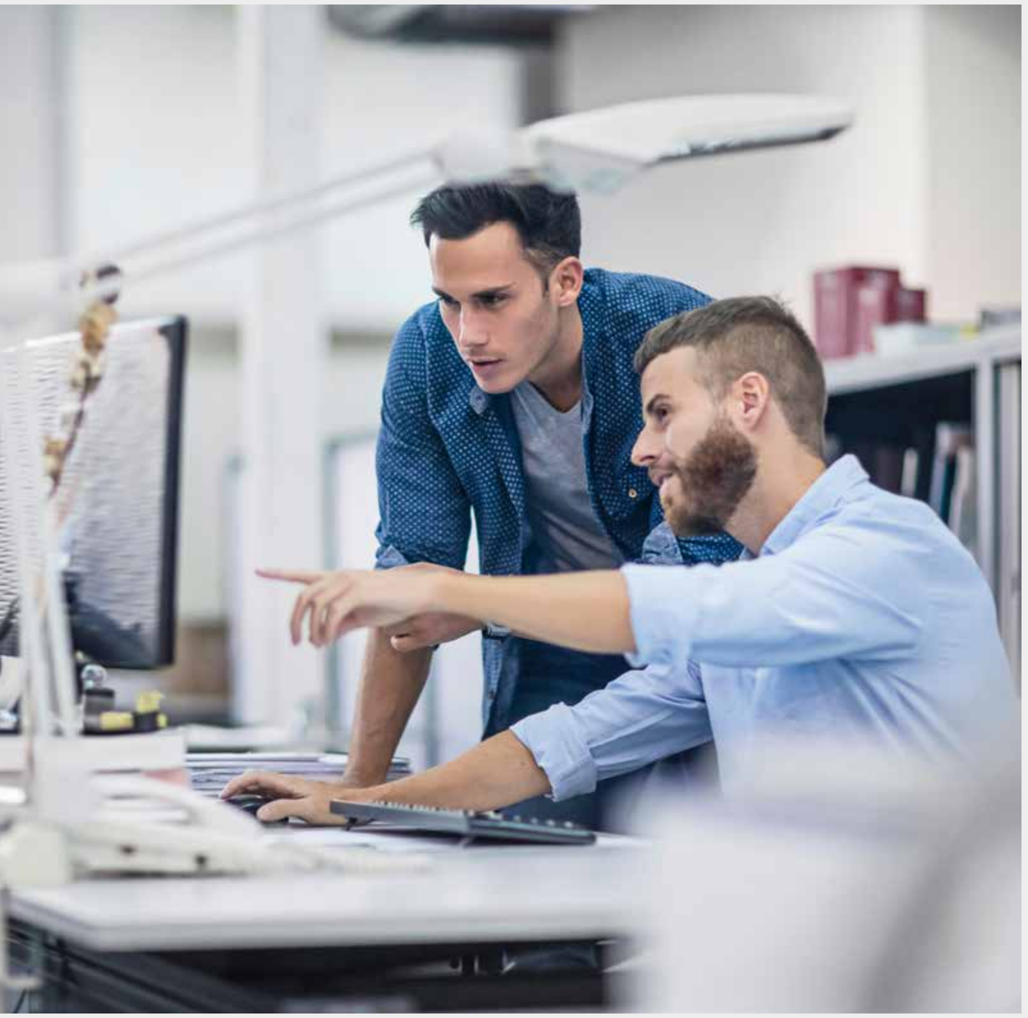
METHODOLOGY

Our survey invitee list was created from CIO and IT leadership contacts from Coeus Consulting and the Corporate IT Forum. The Corporate IT Forum was founded 20 years ago as an impartial and trusted membership organisation for technology professionals. The Forum is where businesses come to exchange practical knowledge of technology and improve performance and business output.

The 79 respondents hold C-Suite and IT leadership positions at some of the most recognised brands across the world and across the following sectors: Manufacturing and Engineering; Technology, Media and Telecoms; Healthcare and Pharmaceuticals; Retail; Public Services; Financial Services; Energy/Utilities; Hospitality /Leisure; Charity/Non-profit and; Professional Services.

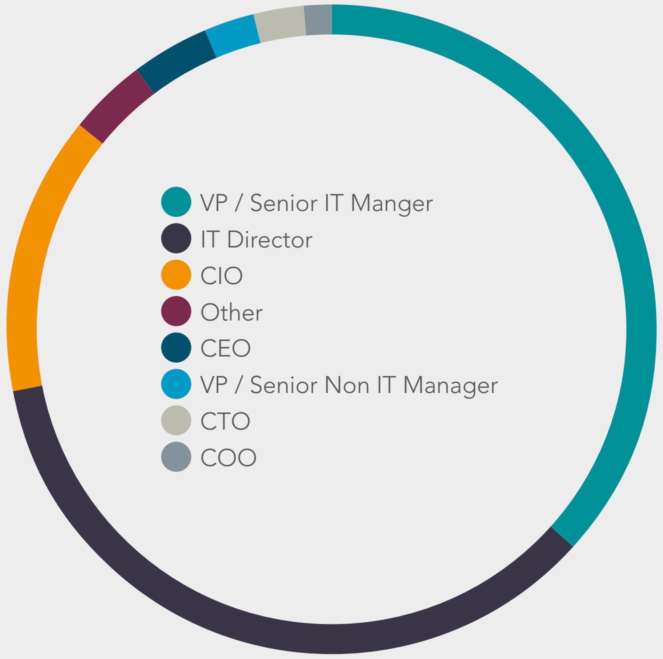
The survey was open for a four week window during September and October, 2016 and focused on testing a number of hypotheses:

- Technology maturity, or adoption, would play a part in driving different ways of organising IT
- People, culture and ways of working are being overlooked
- Organisations are not yet seeing the benefit of technology implementation because they are not adjusting their IT operating model accordingly
- Technology Revolution vs. Marketing Spin – we are undergoing more marketing than revolution



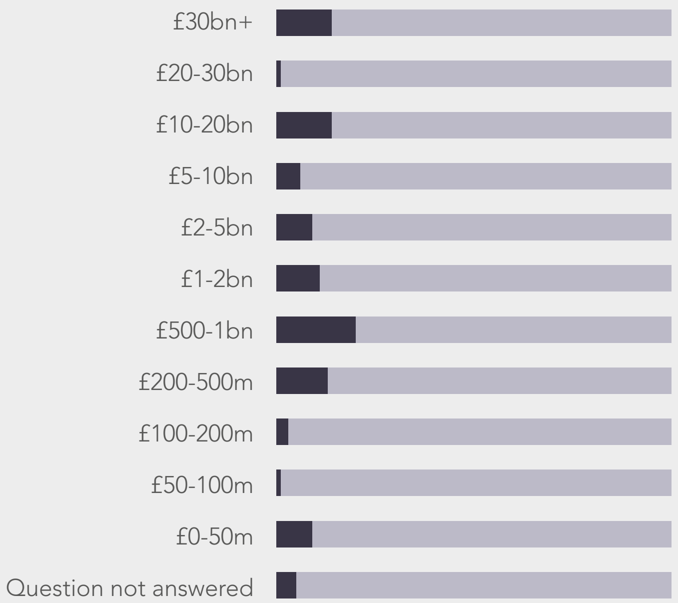
ABOUT THE RESPONDENTS

What is your job title / role within your organisation?

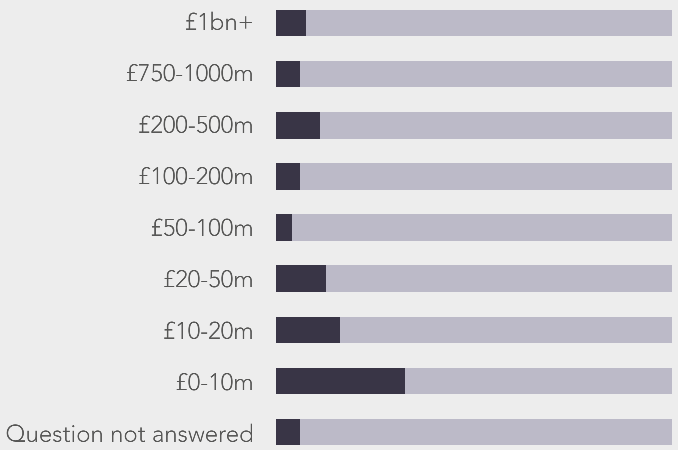


Which of the following describes the primary industry sector you work in?

What is the size of your company revenue?



What is the size of your organisations IT budget?



ABOUT THE AUTHORS

coeus consulting

Coeus Consulting is an independent IT management consultancy providing IT Advisory services.

We specialise in the areas of IT strategy, sourcing, technology, transformation and optimisation. Our people have the right blend of skills and experience to deliver trusted advice on commercial technological and business issues relating in strategic benefits for our clients. We deliver our services to some of the largest corporates, financial institutions and most recognised brands in the world.

STRATEGY

Supporting our clients to enable the transformation of their business, by designing and implementing effective and efficient information technology operations

SOURCING

Assisting clients on their sourcing journey, from helping to select the most appropriate sourcing strategy and the right suppliers to negotiating contracts that work in the real world

TECHNOLOGY

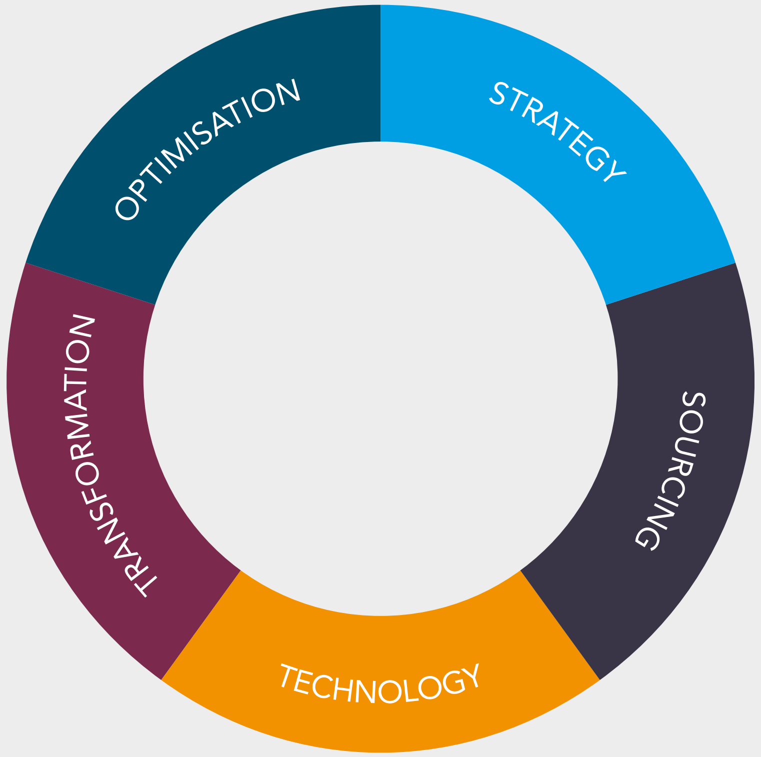
Advising clients on how to optimise their technology landscape by delivering a wide range of architecture, applications and infrastructure services from strategy through to deep technical analysis

TRANSFORMATION

Supporting our clients to enable the transition or transformation of their IT Service Delivery to an agreed future state and ensuring operational readiness

OPTIMISATION

Supporting our clients with the design, development and maturing of their service organisation using experienced people who have delivered and managed service integration to ensure operational efficiencies



BEN BARRY

Director

Ben is a Director at Coeus and is an experienced business and IT transformation professional with over 20 years in consulting and management. He has coached and led senior clients on strategy development through to transformation and benefits delivery.

MATTHEW HEADFORD

Associate Director

Matthew is a highly skilled, versatile technology leader, with over 15 years of professional experience in managing large, multi-disciplinary teams alongside technology to deliver complex, high value results in both public and private sectors. Matthew's specific focus is supporting large global organisations to leverage technology to underpin major business change and create opportunities.

RICHARD GRAHAM

Principal Consultant

Richard is an experienced IT and strategy professional, with 10 years working across different business roles covering operations, architecture, transformation, and consulting. With a broad understanding across technologies and IT processes, and the pressures which IT organisations face, he specialises in creating operating model strategies to ensure IT can successfully deliver within the business and constraints they operate.

ROB WALKER

Director

Rob is a Director at Coeus and heads up the Transformation and Optimisation practices. He has led a number of 1st and 2nd generation transition and transformation programmes that helped companies drive large change initiatives across their organisations.

Report Contributors: Caroline Lloyd, Joe Hart, Michael Ward

GETTING IN TOUCH

Phone: 0203 705 1521
Email: info@coeusconsulting.co.uk
LinkedIn: Follow our company page – search for '**Coeus Consulting Limited**'
Twitter: @CoeusITadvisory
Website: www.coeusconsulting.co.uk