



# The CIO's Cookbook

In the recent years, technology giants have continued to disrupt traditional commerce in Banking, Retail, Hospitality, Transportation and many other industries. Traditional businesses at the same time have struggled to leverage high volumes of data to grow or even sustain their business levels. As a CIO, CDO, or CTO of any given enterprise, you are constantly challenged to enable digital transformation. As a technology learner you can use this reference “framework” to build your professional roadmap, provoke thoughts, build inferences, or just to be inspired.

Your success in this digital age will be determined based on how you establish an equilibrium of 5Ps: **Posture, Platform, Purpose, Position & People**. I am thrilled to share details on these through my personal experiences.

- **Posture**

I had the privilege of leading a significant technology portfolio for Symantec, undisputable #1 Cybersecurity leader, offering comprehensive cyber defense products for home users and for the corporates, for protecting data and for preventing attacks in your data centers, on your accessed clouds, and across the internet. Our ability to provide an ecosystem of products, solutions, and partners through an Integrated Cyber Defense (ICD) platform was second to none.

Prior to that as a CIO of MSC Software, yet another leader in simulating reality, we could deliver certainty in making automobiles and airplanes for many global manufacturers, for the precise landing of “Curiosity

Rover” on Mars and many more complex engineering solutions.

Understanding the organization’s posture in the industry and imbibing it in your strategy is an absolute first thing to do.

- **Platform**

The next thing to create is your stage to enact technology leadership. For a leader to be successful she must have a platform to perform. This is something that the leader must define, build and gain strong support from her leadership.

At Symantec, I managed 54% of the IT Organization to foster continuous innovation, build top talent through leadership & employee development frameworks, run ERP operations, run the NOC, provide eCommerce Support, Infrastructure Management, “Go to business” strategies working with the Sales organizations while “drinking our own champagne” to demonstrate best in class cybersecurity implementations.

As a CIO for MSC Software and as part of the Symphony Technology Group, I could work with more than a dozen portfolio companies, the CEO, the chairman, and the board to bring in significant cost savings & transformation. We built the best of the relationships working with major chip manufacturers, cloud providers, and software companies. As a result, we created a strong technology ecosystem and “Go to Market” strategies with them.

- **Purpose**

The purpose of any organization is not just limited to the leadership team. All my organizations have followed a 3-step approach:

1. The leadership team gets together and builds a framework that is strongly aligned with the company's goals and mission. We called it as VSEM within the Symantec IT team (Vision, Strategies, Execution Plan and Measures) that could be compiled on a single page
2. We then ensured a simplistic method to express it to the larger organization, stakeholders, and our customers
3. Lastly, we also built a culture that embraced this purpose, irrespective of one's level in the organization or geographic location. When we made faraway locations to get the corporate look and feel, the outcomes were extraordinary

- **Position**

The technology world is changing constantly and what you are thinking as a potential disruption is already being prototyped somewhere else. Many organizations still run traditional technology platforms and have not fully tapped into the potential of new-age technologies.

Ubiquitous state of computing, advances in social media and mobile platforms have generated volumes of data. As a result, many avenues have been built to leverage Big Data Analytics and Machine Learning capabilities.

Tech Giants and technologically oriented organizations are advancing to future states including Deep Learning, Quantum Computing, 5G, commercially viable use of Blockchains and widespread leverage of microcontrollers. They continue to further disrupt traditional business models.

It is critical to be aware of your position in this continuously evolving technology lifecycle. My teams have worked with our technology partners and have built innovative business solutions to fully leverage high volumes of data, machine learning, automation engines, and best-of-breed cloud providers.

- **People**

Our accomplishments are outcomes of having a high performing organization, strong focus on Leadership Development, building a global culture that constantly inspires the team, where diversity & inclusivity is not an afterthought and lastly, but most importantly, with significant considerations about the society at large: keeping in mind the communities, charities, impacts of your doing on Greenhouse effect and cognition of the carbon footprint that we create.

As the next set of things to do, there is more that needs to be done to build a Digital Enterprise, to assure operational excellence, to conform, to be compliant and lastly to build a kick-ass high performing organization



Image 1: The CIO's Cookbook

To build a “Digital” Organization of the Future, you will need to:

1. Establish a solid connect with the [CEO & the Board](#)
2. Engage with Business Groups & Stakeholders with mutual accountability
3. Build a Reference [Architecture for the Enterprise](#)
4. Incorporate [Financial Accountability & Macroeconomic Impacts](#)
5. Define & Design your [Digital Transformation Journey](#)
6. Exploit high volumes of [data](#) for your benefit
7. [Leverage the cloud](#) and
8. Enable Multi-experience/[Multi-channel Commerce](#)

You cannot afford to operate in the “Digital” front without achieving Operational Excellence. To do so ensure that you have:

1. Highly Efficient [Business Systems](#)
2. Achieved [Service Excellence](#)
3. Automation in your DNA
4. Well managed [Data Centers, Edge and Network Connectivity](#)
5. Seamless [End Point Experiences](#)
6. Connected the Globally Distributed Enterprise and
7. Comprehensive Program/Portfolio Management

Being Compliant with statutory expectations, supplier contracts, and ensuring that you have built fool proof [Cybersecurity](#) is also essential.

All this is possible only if you build a [World Class Organization](#), use best in class suppliers & solutions and think about the [community](#).

Please enjoy and share this writeup and associated breakdowns with technology leaders, business executives, and your friends. I am certain this will inspire all to appreciate quintessential ingredients to traverse through your digital journeys.