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Name Calling for Central IT: In any scenario, it’s not attractive to want 100% of IT spending

- Monopolies are not competitive and high cost
- 100% of anything is a poison
- Business units want to control what makes them successful

- Dictatorship
- Monarchy
- Communism
- Socialism

Managed Independence – Free Market Response

Best Practices

Control - Freedom

Innovation
CIO Narratives for Business Unit IT Strategies

Shadow IT, decentralized IT and other negative terms make most CIOs and IT leaders nervous. Few IT organizations approach this business unit IT holistically to drive cost optimization strategies or innovation maximization strategies. Traditional approaches to business unit IT increase costs and dampen innovation. The circumstances and growth profile of individual enterprises must dominate the final business unit IT strategy.

• What is the appropriate business unit IT strategy for my enterprise so that the IT organization can orchestrate IT spending and services?
• How can CIO and IT leaders tell the story of business unit IT that helps shape larger business strategies?
• How should business unit IT strategies differ between traditional IT organizations and those with aspirations for digital business?
IT Spending Not Controlled by the IT Organization is at Historic Lows, but Will Rebound to 50% for Some Large Enterprises

- Energy & Utilities: 87% IT Department, 13% Outside IT Department
- Insurance: 87% IT Department, 13% Outside IT Department
- Healthcare Providers: 86% IT Department, 14% Outside IT Department
- Manufacturing & Natural Resources: 85% IT Department, 15% Outside IT Department
- Retail: 84% IT Department, 16% Outside IT Department
- Media: 84% IT Department, 16% Outside IT Department
- Services: 83% IT Department, 17% Outside IT Department
- Transportation: 82% IT Department, 18% Outside IT Department
- Wholesale trade: 82% IT Department, 18% Outside IT Department
- Banking & Financial Services: 81% IT Department, 19% Outside IT Department
- Communications: 81% IT Department, 19% Outside IT Department
- Education: 79% IT Department, 21% Outside IT Department
- Government: 79% IT Department, 21% Outside IT Department

- 2020 Large Company with Digital Business Aspirations: 50%
- 2016 Outside IT Dept.: 17%
- 2015 Outside IT Dept.: 21%
- 2012 Outside IT Dept.: 38%

n = 2,234 worldwide respondents; total for each industry equals 100%, 2016 CIO Agenda Survey
The Scope of Business Unit IT Strategies

Sanctioned

Security & Risk

Influences

Shadow IT

Business Unit IT

Governance & Policy

Controls

Sourcing & Vendor Management

Unsanctioned

Agility

Flexibility

Conclusion: Business Unit IT and Shadow IT is BOTH a Cost Problem or a Source of Innovation
Key Messages for Business Unit IT Strategies

- Coming to terms with business unit IT is mandatory for digital business success, and a business unit IT strategy should be a priority.

- The era of digital business promises to be as disruptive and as exciting as the dot.com boom, CIOs and IT leaders must not let the problem or paradox of business unit IT or “shadow” IT to drag on into future generations to hinder the potential of digital business.

- Business unit IT and shadow IT is a source of innovation.

- The heart of business unit IT or shadow IT proliferation is the “risk personality” of business unit leaders that are impatient with or holds contempt for enterprise stakeholders that are seen as obstacles to their business and personal goals; this drives more business unit IT spending regardless of the quality of services provided by the central IT or shared services organization.

- Central control of IT feeds a cost center belief and value proposition with business stakeholders about the IT organization that it cares only about standards and efficiency and is willing to sacrifice business goals experimentation, innovation and transformation to secure their traditional goals.

- While CIOs and IT organizations are making the case for a leadership role with innovation and transformation with digital business transformation, conflicting messages about central control of IT create distrust in their leadership ability adjust to the ambiguous nature of business innovation.
Strategic Planning Assumptions for Business Unit IT Strategies

- By 2020, large enterprises with digital business aspirations will see business unit IT increase to 50% of enterprise IT spending.
- By 2021, large enterprises that average 10% of IT spending that is business unit IT will fail to generate the accountability and innovation necessary to transform to digital business.
- By 2021, large enterprises where 75% or more of transformation initiatives are funded by the central IT budget will not reach enough critical mass to create viable new digital business models.
- By 2021, those failing IT shared services organizations that admit defeat and pursue an IT decentralization strategy will reduce their time to market for new digital business models by two years.
- By 2021, high complexity business unit IT organizations will show IT cost levels 48% higher on a per unit basis, but will deliver 20% higher revenue growth with digital business models than their legacy business models.
- By 2021, IT organizations with goals for centralization of 100% of business unit IT spending will end up spending 15% more because the business case for centralization of all this IT is negative and will not deliver benefits.
- By 2021, large enterprises that do not create a holistic business unit IT strategy will see 50% higher levels of sanctioned and unsanctioned IT spending in the business units than competitors.
Categories of Definitions Required to Guide Business Unit IT Strategies

- Business Unit IT, Shadow IT and Citizen Development
- Aspirational IT Spending and Innovation Terminology for Business Unit IT
- General IT and Business Operational Spending and Portfolio Terms
- Business Unit IT Strategy Themes and Higher-Level Action Terminology

Create Understanding  Drive Strategy
Definitions for Business Unit IT Strategies

- **Business unit IT** is a portfolio classification term that refers to assets, resources, services or capabilities controlled and/or owned directly by business units, where a central IT organization or shared services organization is available, but not used, as an alternative for provisioning, operating, maintaining and retiring these IT services. The enterprise entities considered business units are profit or cost centers within the enterprise, and would include overhead departments like human resources or finance and accounting. This IT spending can be either sanctioned or unsanctioned, where “shadow IT” tends to be unsanctioned, or “citizen development” that tends to be sanctioned as an attempt to federate standards. Business unit IT tends to be known or planned in collaboration with IT organization, whereas shadow IT tends to be unknown, ignored or so dynamic and widespread that policies are impossible to enforced.

- **Shadow IT** is a pejorative classification term that refers to IT devices, software and services outside the ownership and/or control of IT organizations. At a system or capability level, these purchases, services or activities are often unknown to either the IT organization or the procurement organization, may be intentionally or unintentionally provisioned, and are typically unsanctioned, but tacitly sanctioned due to inaction from management, unenforced policies, or inability to manage the critical mass of demand. Often, the management or leadership structure that uses this shadow IT is considered no direct reporting line back to the central IT organization.
Business Unit IT Spending: Small Percentages Don’t Warrant Attention or Don’t Represent ROI to Centralize

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<th>Chief operating officer/operations</th>
<th>Marketing and communications</th>
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n = 2,571 worldwide respondents; total for each industry equals 100%, 2015 CIO Agenda Survey
IT Spending Not Controlled by the IT Organization: Self-Identified Leaders, Intermediates, Laggard IT Organizations

- Differences are too small between self-identified IT organization types to for a “strategy” for business unit IT to “drive” a different type of IT organization.

- Business unit IT strategies tend to happen organically which does indicate a tendency for leaders to be more “centralized.”

- Possible Strategy for Laggards: Cut IT spending outside of IT by “just” 15% as part of a larger strategy to transform to a leaders-type IT organization.
Attitudes Towards Business Unit IT and Shadow IT: Concepts Stay The Same Regardless of the Innovation

- All IT spending should be centralized and controlled by the IT organization: 45%
- Small amounts of IT spending should be permitted in business units or departments: 38%
- Large business units should manage their own IT services and expenses: 7%
- All business units should have the option of purchasing IT and providing these services themselves: 6%
- Other: 3%

Conclusion: 51% Have Attitudes That are OK with Business Unit IT

n = 311 worldwide respondents; one response allowed, 2015
Long Term Experiences with Centralization and IT Shared Services

- Standardization allowed for better service speed and quality: 66%
- IT shared services allowed us to better source IT services: 55%
- IT shared services allowed us to cut IT costs: 50%
- The business units successfully resisted use of IT shared services: 17%
- IT shared services resulted in higher IT costs: 13%

Conclusion: ~30% of Centralization and Shared Services Efforts are Failing
Drivers of Higher IT Complexity: Business Unit and Shadow IT
Total 36% and Other Drivers Are More Significant

- Extensive customization: 61%
- Nonstandard IT processes: 43%
- Dynamic or fragmented demand management: 42%
- Too many or redundant applications: 40%
- High quality or high service expectations for all IT services: 28%
- Shadow IT spending (not sanctioned by the IT organization): 26%
- Heterogeneous computing environment: 24%
- Multiple ERP platforms: 15%
- Business unit IT spending (sanctioned by the IT organization): 10%
- Too many or redundant data centers: 4%

Conclusion: If there are other complexity drivers, then drive innovation with BUIT
New funding and budgets are made available for transformation: 58%

The business units fund transformation, but central IT organization provides ongoing maintenance for new systems: 48%

We cut every-day IT costs to fund innovation and transformation: 31%

Transformation investments are often hidden within everyday IT services funding: 27%

The business units fund the whole transformation: 13%

Transformation investments are so small that funding is never a problem: 6%

...31% Will Have to Cut IT Costs To Fund Innovation
Strategic Narratives for Business Unit IT Strategies to Drive Collaborative Outcomes

- Security and Risk
- Enterprise Procurement, Sourcing and Finance
- Economic and Value
- Financial and Investment Governance
- Innovation
- Political
- Cultural

Control to Influence
Know Many Strategic Narratives for Business Unit IT Strategies — Examples

| Narrative Type | Pro Centralization  
| For Collaborative Delivery | Pro Decentralization  
| For Independent Innovation Discovery |
|-----------------|-------------------------------------------------|
| Political       | Basic IT services and mature IT-enabled business services should be centralized, standardized and cost optimized. | Business unit IT reflects the lack of capabilities in the IT organization. |
| Cultural        | The IT organization is as guilty of unsanctioned and independent adoption of corporate services as those stakeholders that create unsanctioned business unit IT. | Business unit or shadow IT are practiced at the highest levels of the enterprise and give license to other unsanctioned elements. |
| Economics and Value | If IT organizations or shared services do not provide a choice of IT services, then business units will create or buy business unit IT as an organic choice. | Massive technology and IT-enabled market changes will make ineffective any business unit IT strategy that does not embrace freedom and flexibility. |
| Financial and Investment Governance | Chargeback and transparency is a critical component of a larger and legitimate service relationship that deters unwanted business unit IT. | Business unit IT is a figurative savings account that can be realized to drive optimization goals. |
| Innovation      | Innovation with IT starts in the business units. | Business unit IT is a source of valuable experimentation. |
| Enterprise Procurement, Sourcing and Finance | Business unit IT strategies require a larger enterprise supply optimization strategy or program to be effective. | Enterprise financial and procurement leaders are culpable for problems with business unit IT. |
| Security and Risk | Heightened IT security and privacy concerns make business unit IT risky. | Business units use more cloud and the security practices, policies and procedures of cloud vendors is often better than those of an IT organization. |
Characteristics and Action Strategies for Dealing With IT Ownership – Control and Influence Perspectives

**Control**

**IT Organization or Shared Services Organization**
- **Centralized IT**
  - Standards-Based Decisions
  - Preferred Tier 1 Technology
  - "Can't Be Wrong Once" Security
  - Sourcing & Vendor Mgt. Excellence
  - Value and Risk Optimized

**Business Unit IT or IT Department**
- **Decentralized IT**
  - Formal Policy/Governance
  - Preapproved Choices
  - Business Case Prioritization
  - Sourcing & Security Synchronization
  - Customized Services

**Influence**

**Digital Business**
- OT Standards
- IT Advanced Tech Group Channel
- Research & Development Outreach
- Support New Capabilities

**Shadow IT**
- Informal Channels
- Risk Acceptance
- "Just Enough" Security
- "Run" to be Centralized
- Freedom to Innovate
## Circumstances of the Enterprise or Growth Profile Dominates Business Unit IT Strategies, Decisions and Policies

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<th>Growth</th>
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<td><strong>Business Unit IT</strong>: Decentralization for Independent Innovation Discovery</td>
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<td><strong>Subsidize and Enable</strong></td>
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<td><strong>Regeneration and Turnaround</strong></td>
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Basic Business Unit IT Strategy For Growing Enterprises

**IT Organization or Shared Services:**
Centralization for Collaborative Delivery

**Objective:** Become the preferred and trusted alternative for business units for IT services to promote faster growth, reduce complexity and to capitalize on the biggest business opportunities that are paying off now.

**Goals:**
- Reduce business unit and shadow IT by 50% over the next three years, from 30% to 15% of total IT spending.
- Support growth strategies with existing capacity maintaining IT cost to revenue <3%.

**Strategy:**
- Provide what business units need before they need it, and communicate that we have it and sell it to business units better than a vendor.
- Provide market-tested choices for traditional IT services that help business units balance cost and service expectations.
- Discover future capabilities needed by business units that require innovation and development, and determine if the IT organization should buy, build or broker them.
- Influence business unit IT decisions through decisive polices and governance for security, risk, sourcing and procurement.

**Initiatives:**
- Adjust IT externally sourced portfolio to support new business model requests achieving stated business strategy delivery goals.
- Revamp IT relationship management and give relationship and account managers goals for centralization of assigned business units.
- Synchronize the chart of accounts (COA) between corporate, business unit and IT procurement functions.
- Implement tools and create vendor partnerships for pre-approval or pre-vetting of providers and vendors.

**Business Unit IT:**
Decentralization for Independent Innovation Discovery

**Objective:** Maximize future growth opportunities and drive accountability for growth in business units by encouraging independent use of IT to respond to dynamic market opportunities.

**Goals:**
- Based on the use of new technologies, each business unit will create two new business models that complement or is disruptive to the existing successful business model that is now being maximized: one of the business models must be profitable, the other must potentially cannibalize the existing business model.

**Strategy:**
- Identify the current and future business outcomes for business unit IT and provide architectural, project and technical assistance.
- Continually engage business unit stakeholders to drive IT inclusion in annual business unit planning discussions to shape decisions or IT-enabled strategies for business model change.
- Identify vendors now in use or innovative vendors and introduce them to business units, but avoid gifting of ideas to them.
- Educate business units to maximize use of bimodal IT mode 2 concepts to enable their outcomes, and feedback eventually centralization of innovation that becomes steady state or requires industrial delivery.

**Initiatives:**
- Business capabilities map creation to identify and prioritize digital business and legacy business model areas.
- Higher maturity advanced technology group management.
- Enterprise community for advanced technology.
- Enterprise performance management program.
Basic Business Unit IT Strategy For Mature Enterprises

**IT Organization or Shared Services:**
Centralization for Collaborative Delivery

**Business Unit IT:** Decentralization for Independent Innovation Discovery

**Maturity**
- Business Model Boredom and Self Optimization
- Positive Friction and Rule Exceptions

**Objective:** Create positive dependence with business units for central IT services by providing highly competitive industrial IT services attractive to business units in terms of availability, cost effectiveness and reliability to attract business units, and leading to better performance at lower cost, with the ultimate goal of extending the useful and profitable life of their products, services or business models.

**Goal:** For the three largest business units with the most estimated sanctioned and unsanctioned IT, create a multiyear investment plan for reducing per-person IT costs by 50%.

**Strategy:**
- Modify IT organization service portfolios and catalogs that align to known business unit services to create familiarity with their environments.
- Benchmark central IT costs and communicate success to influence business units to become jealous of standards.
- Focus business unit repatriation efforts in instances where there is new leadership, poor financial performance, or other critical events.
- Balance the economic and innovation tension between standards compliance and cost through maturity of IT cost transparency

**Initiatives:**
- Build central systems of innovation capabilities, like innovation teams, capabilities, and enterprise architecture for central IT aspirations for brokering business model change.
- Benchmark external IT provider pricing to ensure at least 5% external contract value reduction annually.
- Implement lean IT services methodologies.
- Cut IT organization run costs by 5% a year to make room for the maintenance and support cost of future business unit IT repatriation.

**Maturity**
- Business Model Boredom and Self Optimization
- Positive Friction and Rule Exceptions

**Objective:** Return accountability to business unit partners for change-based IT services that enable customized or innovative market outcomes to match their competitive environment, expectations for speed, or to reduce excuses for meeting goals.

**Goal:** Increase the number of business unit funded and maintained IT services from 45 to 100 by 2020 to give business units direct control over agility-related initiatives to meet changes in the marketplace.

**Strategy:**
- Inventory IT services that are not shared with other business units or that include technology not provided by strategic vendors.
- Return funding, maintenance and contract responsibility to business units for projects that did not produce benefits promised in business cases.
- Aggregate similar services by business unit for those business units that were identified as non-core during the recent strategic planning process.
- Treat business units that are not yet viable for digital business disruption or transformation as targets for “renovate the core of IT” programs.

**Initiatives:**
- Strategic benefits realization or value management governance improvement initiative.
- Contract rationalization and consolidation where benefits are material or worthwhile.
- Small Business Unit 2020 program to enable independent use of centrally vetted vendors that are outside architecture policy.
- IT Procurement Outreach 2020 program for rationalization of old and new contracts for IT in business units.
Basic Business Unit IT Strategy For Declining Enterprises

**IT Organization or Shared Services:**
Centralization for Collaborative Delivery

**Objective:** Create cost predictability through centralization of IT services from business units that is considerate, regardless of the mandate to use central IT services, to help the enterprise with strategic actions.

**Goal:** Reduce IT spending as a percentage of revenue from 2.0% to 1.5% from mandated centralization of business unit IT services, funding and maintenance.

**Strategy:**
- If previously a shared services organization, shift back to a centralized IT organization as a cost center that does not chargeback for funding, or guarantee service levels
- Shift from tier 1 to tier 2 vendors and provider for mission critical IT services
- Shift from a cloud-first strategy to a cloud-only strategy.
- Work with business units to convert data from non-standard systems to work with systems provided by the IT organization.
- Evaluate IT outsourcing opportunities to focus the IT organization on supporting business units and not be distracted by day to day operations.
- Use security and risk assessments to prioritize the repatriation or centralization of business unit IT.

**Initiatives:**
- Staffing role change program to create a home for business unit IT staff, or to repatriate business staff back to business units that are now in the IT organization.
- Business capability roadmap initiative to connect IT services and costs to the appropriate business outcomes for decisions.
- One-year CFO and CIO communication plan influence positive interactions between central IT and business units.

**Business Unit IT:**
Decentralization for Independent Innovation Discovery

**Objective:** Give business unit leaders and their staff a sense of efficacy to enable self-determination in the face of challenging circumstances, to provide hope to prevent departure of key staff, or to prepare for strategic actions where these projects will make the business models more attractive for divestiture.

**Goal:** Increase the number of projects that are classified as innovative or transformational from 5 to 15 over the next year in the business units, to breath new life into business unit innovation program that was severely curtailed when business decline was first realized.

**Strategy:**
- Create positive friction and inspiration through agile-inspired thinking and methods, along with formal funding for digital business pilots
- Disburse esoteric, mission critical and new development services back to business units where it makes sense and in preparation for business strategic actions.
- Assign project managers to business units to help with business cases, use cases, requirements and vendor evaluation.
- Use the corporate research and development team as governance for project selection and funding.
- Create a cross functional team that includes the IT ATG, business process analysis and enterprise architecture.

**Initiatives:**
- Business Transformation 2020 program that incorporates both ideas for optimization and innovation.
- Local incubator pilot to explore non-traditional idea and project practices
- Crowdsourcing program for non-differentiating capabilities
- Industry business standards program to identify common supply and service problems with competitors to achieve mutually beneficial outcomes.
Recommendations

✓ Create a strategy for business unit IT that aligns with the circumstances and goals of the business; don’t assume a “centralize only” doctrine.
✓ Create an outreach program for sourcing, procurement, security and innovation to influence business unit IT if you consider it transformational.
✓ Transparency is non-negotiable: Inventory business unit IT assets, resources, services and capabilities to help drive centralization of “old” IT to help business units make room for “new” technology.
✓ Use reduction in business unit IT to fund innovation and transformation, like digital business.
✓ Grant “amnesty” to business units for mistakes, problems and waste; consider it all a necessary cost or investment for innovation and requirements definition.
✓ Share these research findings with your strategic stakeholders.
Recommended Gartner Research – To Be Published 22 April

- **Top View: Coming to Terms with Business Unit IT to Prepare for Digital Business**
  Kurt Potter and Stewart Buchanan (G00302143)

- **The Six Strategies to Manage and Lead Business Unit IT**
  Kurt Potter, Stewart Buchanan, Irving Tyler and Richard Hunter (G00302142)

- **Metrics and Planning Assumptions to Drive Business Unit IT Strategies**
  Kurt Potter and Stewart Buchanan (G00302141)

- **Strategic Narratives for Business Unit IT Strategies**
  Kurt Potter and Stewart Buchanan (G00299636)

- **How Business Units Can Decide Between Standard Shared Services and Their Own Customized Solutions**
  Cassio Dreyfuss (G00293886)

- **Business Unit IT Strategies: CIO Decision Framework for Centralization and Decentralization**
  Tina Nunno (G00304016)

- **The Importance of Operational Technology in Business Unit IT Strategies**
  Kristian Steenstrup (G00303242)
Recommended Gartner Research – To Be Published 22 April

- **Business Unit IT Strategies for Traditional IT Organizations: Transparency is Fundamental and Non-Negotiable**
  Richard Hunter and Michael Smith (G00304202)

- **Definitions Required to Guide Business Unit IT Strategies**
  Kurt Potter, Michael Smith and Stewart Buchanan (G00299635)

- **Innovation Governance Must Balance Centralized and Distributed Innovation**
  Jackie Fenn (G00297931)

- **Unsanctioned Business Unit IT Cloud Adoption Will Increase Financial Liabilities**
  Brian Lowans, Jay Heiser and Stewart Buchanan (G00293279)

- **Transform Technology Procurement to Accelerate Innovative Business Unit IT Strategies**
  Stewart Buchanan and Kurt Potter (G00293964)

- **CIOs and IT Leaders Should Think Alignment, Not Ownership, for CRM and Digital Commerce Initiatives**
  Chris Fletcher (G00301080)

- **Leverage Postmodern ERP Strategies to Balance Central and Business Unit IT Efforts**
  Jose A. Ruggero (G00279022)
Recommended Gartner Research – To Be Published 22 April

- **Application Portfolio Management and TCO Approaches to Business Unit IT Strategies**
  Andy Kyte (G00299764)

- **Innovation Insight for Dynamic Optimization Technology for Infrastructure Resources and Cloud Services**
  Donna Scott and Milind Govekar (G00294812)

- **Improve Business Results by Collaborating With Business Unit IT: ITSM and Governance Perspectives**
  Hank Marquis, John Rivard and Katherine Lord (G00302790)

- **Federal Government Opportunities and Challenges with Business Unit IT Strategies**
  Rick Holgate (G00301918)

- **The 3 Simple Rules of effective Business Unit IT**
  Mike Cisek

- **Good Citizen IT App Dev Security Depends on Good IT Citizenship**
  John Girard, Mark Driver (G00301708)

- **Extend IT's Reach With Citizen Developers**
  Eric Knipp (G00292672)
Digital business doesn't just disrupt markets — it disrupts tried-and-true management behaviors as well. This research and webinar will offer tools and traits that CIO's can use to help teach and unify blended teams to accelerate their digital success.

**Webinar:**
*Remaster Your Leadership Using Six Personas Fit for Digital Business*
*Take Digital to the Core — Remaster Your Leadership Using Six Personas to Win in Digital Business*

**Complimentary Research:**
*Take Digital to the Core — Remaster Your Leadership Using Six Personas to Win in Digital Business*
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