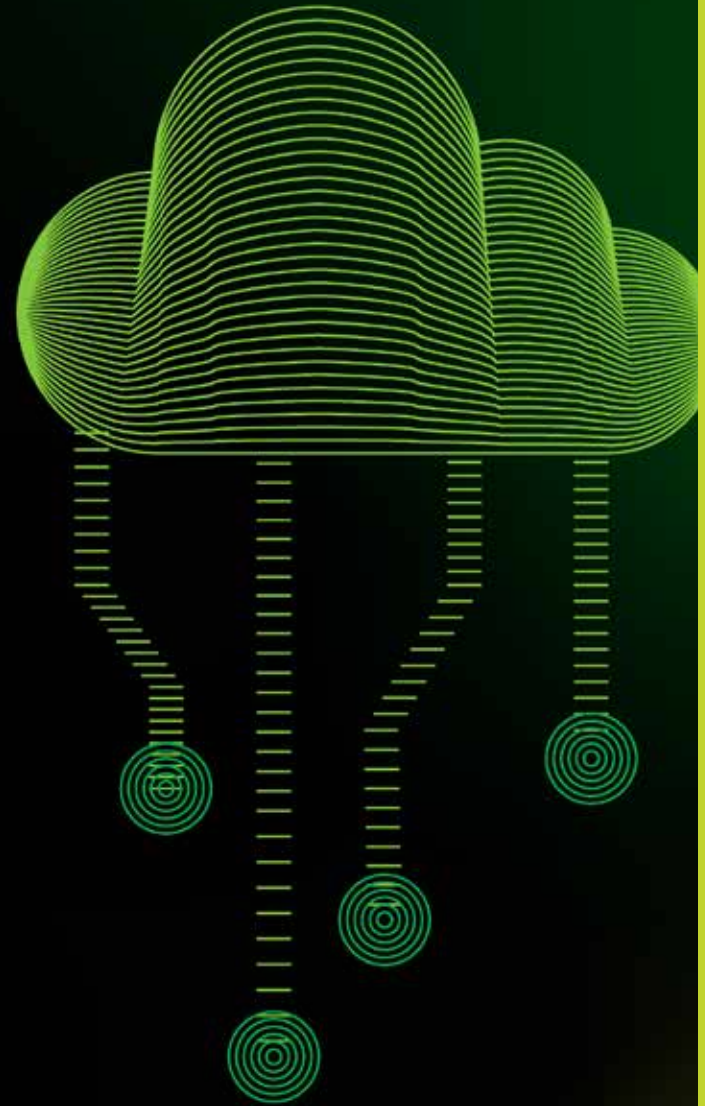


# Office of CIO/CDO (Digital)

Enterprises are at the crossroads of a rapidly evolving customer and business landscape, where technology is not just an enabler but the cornerstone of strategy. These changes have positioned CIOs as key figures in driving transformation to enhance shareholder value and foster growth. While this shift opens new doors, it also presents challenges such as technology debt, rising costs, and cybersecurity and talent gaps. CIOs are aware of how legacy systems struggle to meet modern business and compliance needs, emphasizing the alignment of data management with strategic goals. As digital capabilities shape outcomes, tech leaders must ensure collaboration among business and technology teams to achieve a cohesive technology strategy.



## Key themes

Technology leaders identified key themes – premium product pricing, humanisation of experience, transparency and data monetisation – as critical priorities affecting their business outcomes. They also used Cranfield School of Management's benefits dependency framework. This framework provides a structured approach to mapping dependencies, benefits and changes, enabling leaders to thoughtfully design the roadmaps for executing prioritised initiatives.

**"At the 'Digital Track' of Deloitte's Coalesce event, we connected with technology leaders to explore how digital innovation drives shareholder value. Technology is a powerful driver, but the real impact comes from how we approach problem-solving. When tech leaders come together—not just to discuss strategies but to build, create and engage in meaningful storytelling—we unlock deeper insights and forge stronger connections. By blending data with creativity, structure with play and strategy with collaboration, we do not just solve industry challenges; we create memorable experiences that foster innovation and long-term partnerships. True leadership lies not just in delivering solutions, but in shaping a culture where ideas thrive and relationships endure."**

**– Nitin Naredi,  
Partner, CIO Programme Leader,  
Deloitte India**

## Product premiumisation

### What it means

Differentiating in the marketplace by adopting a strategic approach to branding, innovation, R&D and analytics

### Steps to achieve it

- Implement initiatives that quantify potential financial impacts, such as a 15 percent margin improvement or a 5 percent revenue increase.
- Bring in integrated business and technology changes, including rethinking branding strategies and allocating resources for R&D and innovation.
- Collaborate with teams to use analytics, AI and other technology for personalisation and cloud solutions for agility.
- Understand dependencies and measure the impact of each initiative on value to achieve growth objectives.

## Humanisation of experience

### What it means

Positioning the brand as a preferred choice for customers by creating personalised and engaging experiences. This could increase market share by 10–15 percent and enhance Lifetime Customer Value (LTCV).

### Steps to achieve it

- Restructure organisational frameworks for a customer-centric approach.
- Conduct customer research and implement processes tailored to customer needs.
- Use AI, data, and CRM systems integrated with advanced AI models such as Large Language Models (LLMs).

## Transparency

### What it means

Building trust and enhancing enterprise value by being open and accountable, while aligning with ESG goals.

### Steps to achieve it

- Re-evaluate policies and processes to prioritise transparency that will enhance brand value, achieve ESG goals and ultimately increase valuation.
- Develop a robust communication strategy with clear and consistent messaging.
- Invest in advanced tools and processes that help monitor and manage transparency initiatives effectively. Key technologies, such as APIs and analytical engines, enable seamless data integration, real-time monitoring and insightful analysis. These capabilities empower organisations to meet transparency expectations, drive accountability and position themselves as leaders in sustainable and responsible business practices.

## Data monetisation

### What it means

Transforming internal data into revenue-generating assets while enhancing customer engagement

### Steps to achieve it

- Use internal data to drive revenue growth and enhance customer engagement
- Identify opportunities to boost cross-selling and upselling using data insights. This strategy is expected to increase overall growth by 8–10 percent, and enhance Average Revenue Per User (ARPU) and customer loyalty by offering personalised experiences.
- Implement targeted changes, such as launching new products and prioritising skill development for data initiatives. Key enablers include robust Know Your Customer (KYC) processes, Data Privacy Integration (DPI), and outsourcing specialised skills. Advanced technologies that integrate DPI and analytics are essential for transforming data into actionable insights.
- Align tech investments with strategic outcomes and communicate their impact on shareholder value and revenue growth.

## Key takeaways



- **Technology as a strategic driver**  
CIOs must align technology investments with broader business goals to maximise shareholder value.



- **Collaboration is essential**  
Cross-functional teamwork is critical for executing integrated business and technology initiatives.



- **Use advanced tools**  
Use technologies such as AI, cloud solutions and analytics to drive innovation and operational efficiency.



- **Focus on future readiness**  
Adopt innovative strategies and challenge traditional paradigms to stay competitive in a dynamic environment.



- **Measure outcomes**  
Quantify financial and strategic benefits to ensure initiatives deliver measurable value.



# COO + SUPPLY CHAIN

