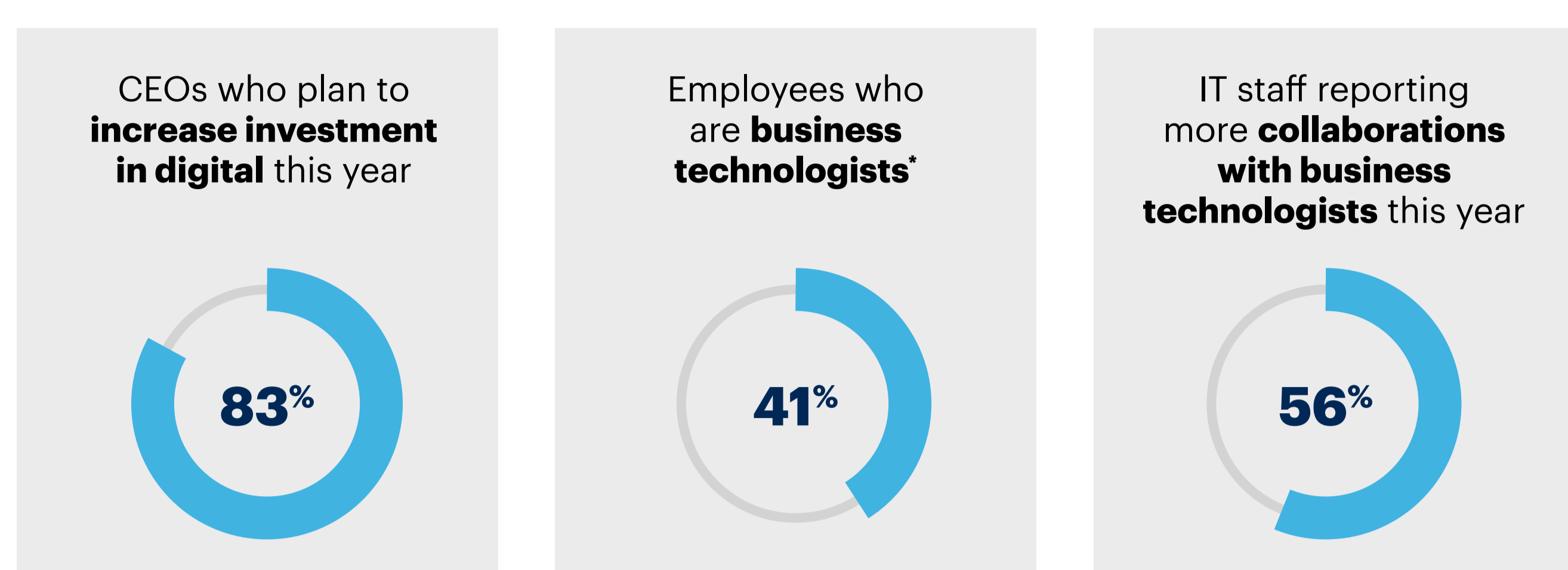




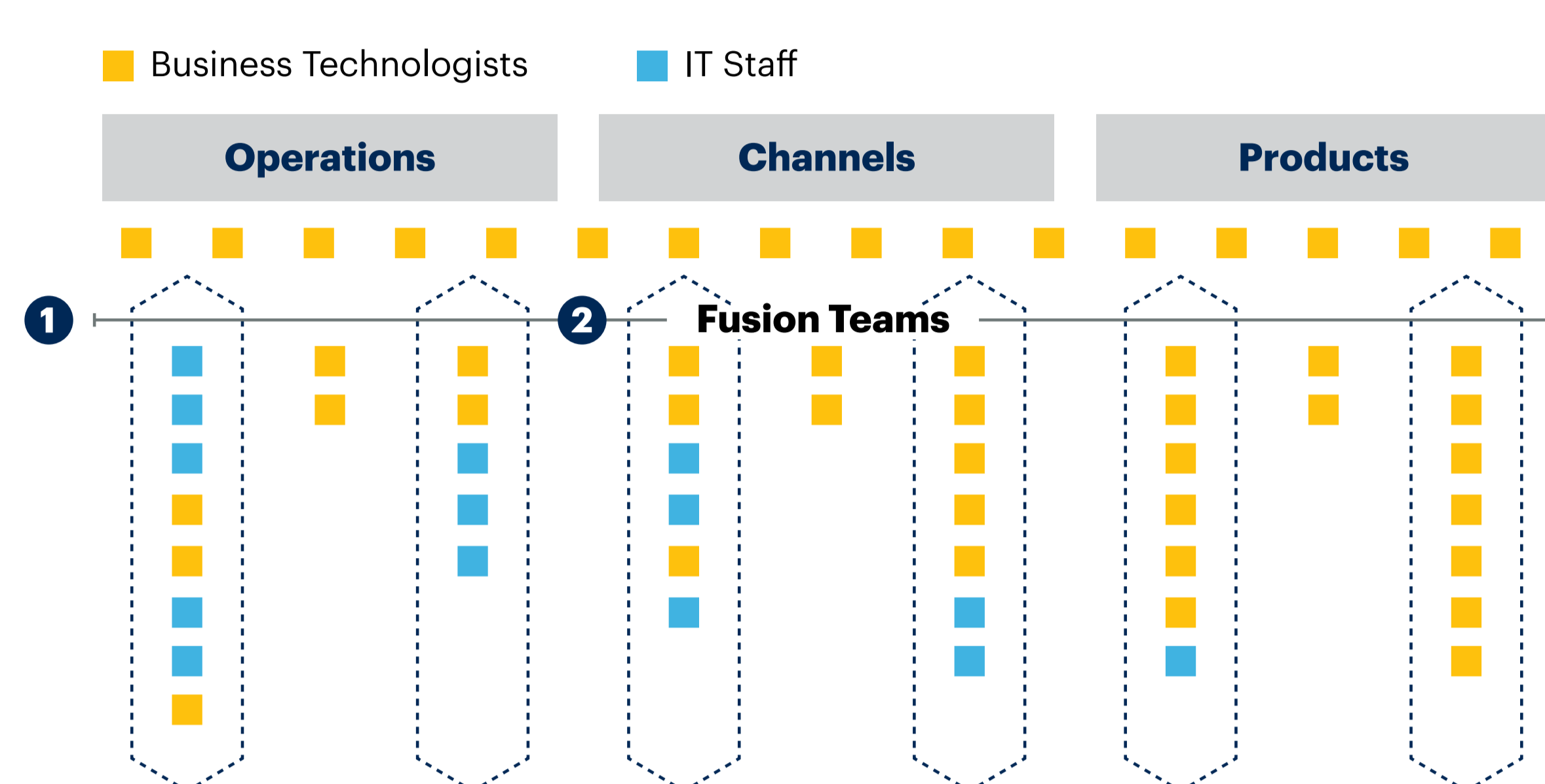
Fusion Teams: Democratized and Distributed Technology Delivery for Digital

As more business leaders apply technology to digitalize business capabilities or create market-facing offerings, technology resources and delivery are being distributed beyond IT, changing how CIOs create value.



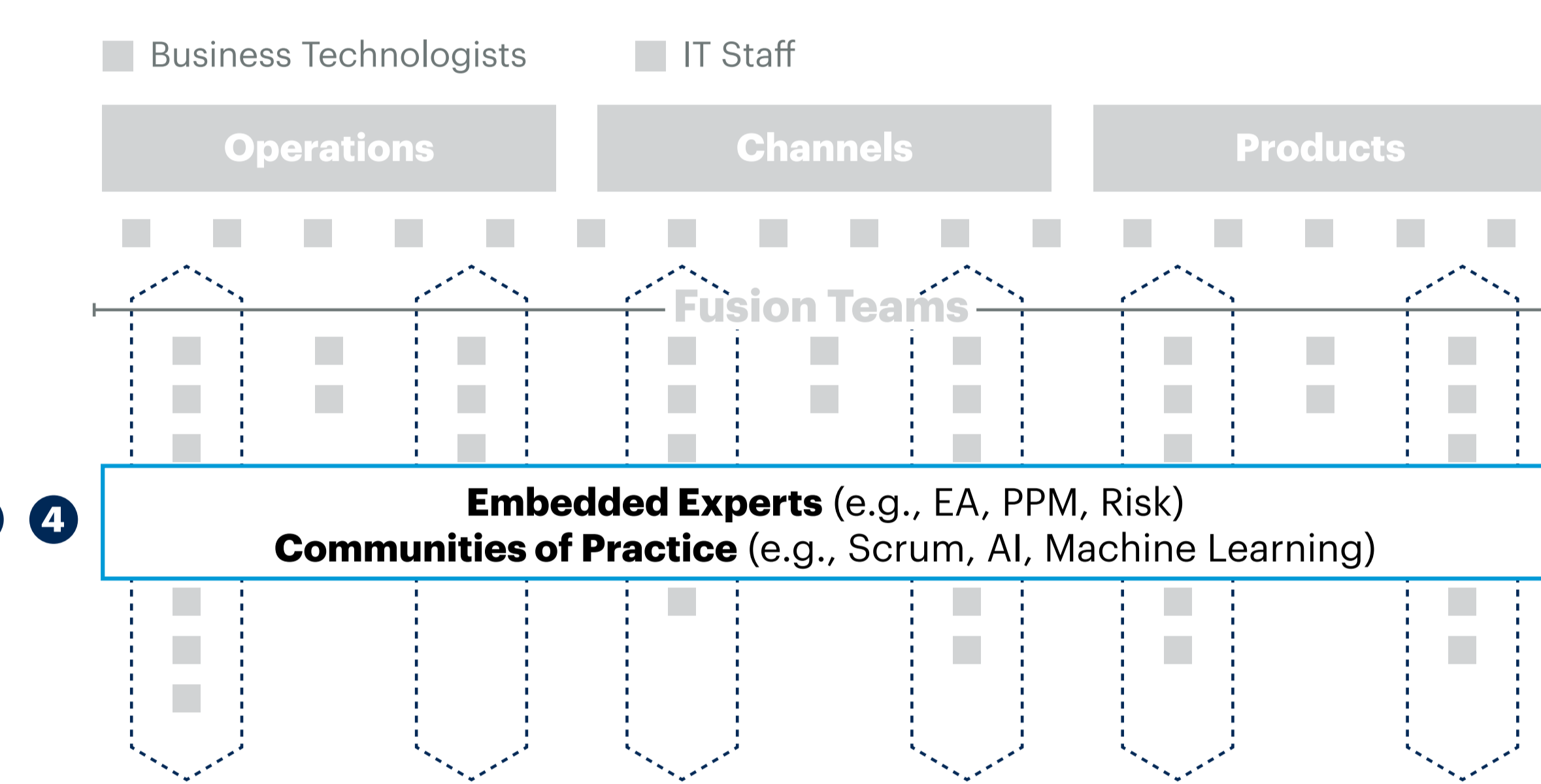
* Business technologists are employees who report outside of IT departments (centralized or business unit IT), and create technology or analytics capabilities for internal or external business use (either full time or part time).

Critical Changes CxOs (Including CIOs) Must Drive



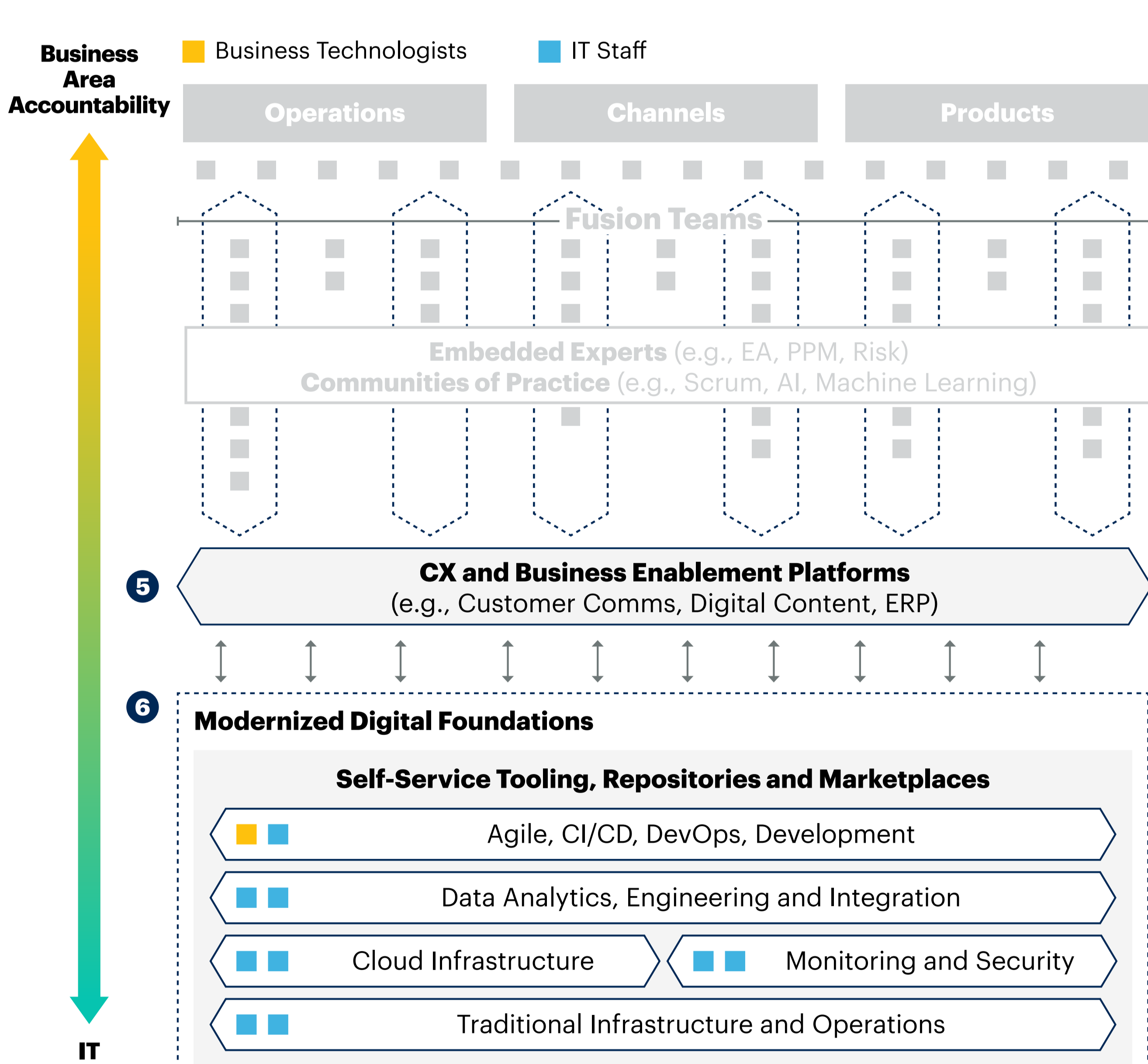
- 1 From IT-led to business-led digital leadership**
CIOs and other CxOs share technology leadership responsibilities via an integrated technology delivery model that pushes decisions to teams closest to the customer, enterprise operations, channels or products.
- 2 From projects to products**
Persistent, empowered teams manage products end to end, work iteratively and are collectively responsible for business and technology outcomes.

Critical Changes CIOs Must Engineer



- 3 From top-down to co-created, adaptive governance**
Slow legacy IT, finance, legal, HR and procurement processes must become adaptive and co-created with the fusion teams.
- 4 From episodic to embedded and agile learning**
Communities and embedded experts foster new ways of working and architecturally sound and secure practices for all technologists.

Critical Changes CIOs Must Engineer



- 5 From monolithic to composable technology**
Digital platforms enable democratized technology delivery through modular components such as APIs or packaged business capabilities that drive reused and consistent customer or employee experiences.
- 6 From service management to product management**
Corporate IT's strategic reach grows by managing foundational platforms and capabilities as products that enable efficient and secure technology work within IT and beyond.

Featured Gartner Case Studies

- Asics**
Teach senior leaders outside of IT how to identify and evaluate digital opportunities.
- General Electric**
Devolve decision making for digital delivery to business-led fusion teams aligned to business outcomes, not organizational units.
- Ford**
Dedicate technical expertise to fusion teams to address dependencies that inhibit their flow of value.
- Nationwide**
Co-create new ways of working with employees in fusion teams and in the corporate center.
- Heathrow Airport**
Build and sustain communities of practice to foster and guide the creation of digital solutions outside IT.
- Ally**
Provide platforms that offer modular technical components to foster reuse among technologists within and beyond IT.
- Adidas**
Remove digital friction from fusion teams' workflows through platforms that also automate policies and guidance.
- Türkiye İş Bankası**
Build digital foundations that curate, connect and augment the work of technologists within and outside of IT.
- Public Service Enterprise Group (PSEG)**
Adopt product management discipline across IT, including in foundational digital platforms.

Leading organizations empower employees within and beyond IT with tools, teaming structures and self-service capabilities to securely build the technology and analytics capabilities that fuel digital business.