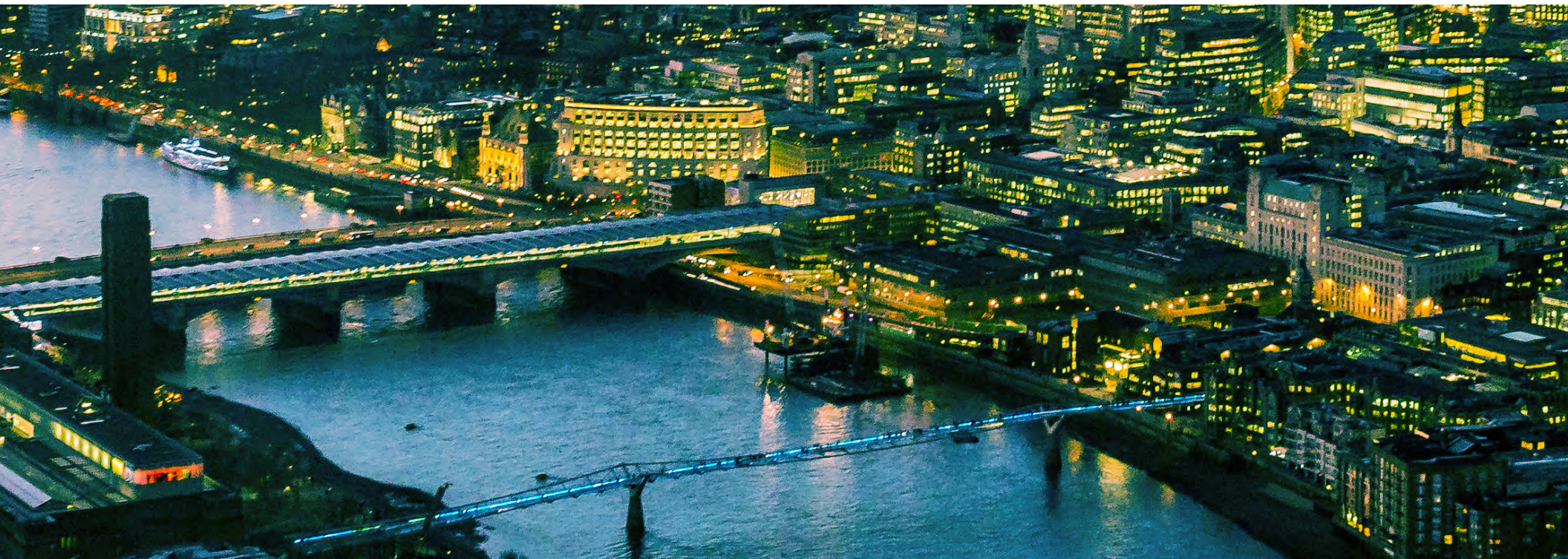


Executing on the Future

Why the CIO Must Care About the Sharing Economy & the Freelance Boom



Thinking Big is Just the Start

Thinking big is thriving. In the enterprise, there are no shortages of audacious goals, strategic plans and future vision. Fueled by the conspicuous success of disruptive dreamers, the world is awash in big ideas. Some have failed and some have fundamentally changed the way we work.

With investment dollars and market share flowing to big thinkers, there are few who lack potentially game-changing what-if ideas.

But ideas alone are not enough. The ability to execute on vision and bring big ideas to life is what counts. It is what separates those we celebrate as innovators and those whose names we have either forgotten or never knew.

Execution is where the rubber meets the road. It's where traction and acceleration start. Overcoming stand-still friction, analysis paralysis and institutional inertia is tough. But this is exactly what must happen if people, process and technology are to combine to deliver on the promise of that game-changing future vision.

A recent study of CIO priorities by CSC showcases the biggest ideas of big enterprise information technology! The study reports on how enterprise CIOs prioritize talent and budget: 71% to enhance IT Security; 61% to application modernization and a very large minority — 49% — are focused on the future with strategies for the Internet of Things.

Looking at specific industries, the execution focus is clearer still. Among manufacturers and hardware OEMs, the Internet of Things focus jumps to 76%. In more heavily regulated industries like healthcare and financial services, the focus on increasing IT Security initiatives jumps as high as 83%.

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Budget Increases Are Not Enough

Prioritizing these big visions is one thing. But the CSC study also points out that budgets are increasing as well. At first glance it might seem as if vision and budget are in sync. But this is not the case. Because the visions are so grand, even the non-trivial budget increases that are being reported are dwarfed by the massive scope of execution needs.

Gartner VP Distinguished Analyst, Bill Swanton explains why.ⁱⁱⁱ To paraphrase him; in historic periods of innovation and disruption, investments increase faster than operational oversight. Money, technology and people flow into the innovation areas as businesses seek to corner, capture and coopt some or all of a new market. This can lead to redundancy, poor integration and unintentionally shortened shelf-lives of the new initiatives; be they technology or process oriented.

Enterprises are feeling the squeeze from all areas. Concurrent increases in overhead and scale constrains achievement of new vision. At the same time, simply keeping existing initiatives underway exerts unrelenting pressure. As the CSC report states:

No wonder 39 percent of poll respondents say the demands of managing existing IT workloads are hindering innovation at their firm.ⁱⁱ

“ Though IT spending is up... 66 percent of study participants in North America name budget constraints as one of the top impediments to innovation and their firm, and 38 percent cite difficulties finding qualified staff.^{iv} ”



Recommendations to Achieve Your Vision

The CSC report contains five recommendations for executing those big visions. Technology executives in large enterprises should pay attention to these if they're interested in achieving, not just having, big ideas. These five recommendations are uniquely addressed by the emergence of the on-demand contingent workforce and uniquely empowered by the Field Nation freelance management platform.

1. Invest In Technologies That Reduce Overhead

The key to achieving your game-changing vision is the ability to scale. A great idea can sink under its own weight if overhead increases at the same rate as implementation and execution. To the extent that enterprise strategists are able to externalize and parallelize implementation processes while maintaining quality they will be successful.

The contingent workforce — also known as the external and extended workforce — is uniquely suited to meet this need. Externalizing the execution of vision provides a unique pathway to achieving game-changing goals while minimizing overhead. While CIOs are familiar with the concept of outsourcing labor, most legacy outsource and freelance programs are relegated to ad hoc operational initiatives. This is because legacy outsourcing firms and technologies have been unable to provide the visibility, accountability and control that CIOs require to incorporate them into strategic plans and initiatives.

Field Nation is the premier business platform for engaging and managing the external and extended workforce. Field Nation not only empowers CIOs to locate contract expertise right where it is needed, but also delivers the visibility, accountability and control CIOs require to manage strategic projects. Field Nation delivers workforce analytics and operational intelligence incorporated natively into the platform. CIOs get at-a-glance strategic reporting combined with deep, real-time and actionable insight that powers rapid execution while enabling the necessary agility that highly scalable initiatives require.

One Field Nation customer was able to execute a new initiative at over thirty thousand separate locations across North America in one month managed by just three people.¹ The client realized a savings of more than \$135,000.00 by tapping into the external and extended workforce through the Field Nation platform. The project was only possible at this massive scale and on this timeframe because the client was able to execute in parallel. The project was successful and the savings realized because Field Nation delivered the visibility, accountability and control of the entire distributed external and extended workforce.

Field Nation delivered executional excellence for business while minimizing executional overhead.

“Ability to achieve is what sets apart the leaders from the dreamers; the wishers from the doers.”

2. Embrace Next Generation Technology While Maintaining Today's Tech

As tech-savvy individuals, CIOs are always looking for the next generation technology. However, few have the luxury or runway to implement a radical rip-and-replace technology initiative. This is why CIOs must balance maintenance of current technology and projects while continually experimenting with next generation tech that delivers game-changing advantages.

External and extended workforce management platforms (also called Freelance Management System — FMS) is next generation technology that is important for CIOs with strategic vision. While some FMSs do a good job of matching available contract workers with required skills and schedules, CIOs must select systems that not only provide matching but also facilitate management across the entire spectrum of execution. This means truly next generation technology will bridge today's tech, projects and labor pool and tomorrow's game-changing initiatives.

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It is important that visionary CIOs pay attention to the emerging category of external and extended workforce management platforms like Field Nation. This category is not quite HRMS/HCM/HRIS, though there is overlap. While these “today's tech” systems traditionally provide insight and oversight of traditional W2, full- and part-

time employees, they rarely touch the contingent workforce.

Neither is this new category VMS. While legacy VMSs give enterprising CIOs visibility into pre-approved vendors, procurement partners and outsourcing firms, they are ill equipped to deliver strategic insight and control capabilities into the freelance force that stands ready to augment and amplify traditional employee teams. Only platform solutions like Field Nation deliver visibility and control over hybrid teams of blended employee and contractor expertise that CIOs will require to execute vision while keeping the proverbial enterprise boat afloat.



3. Foster an Innovation Culture

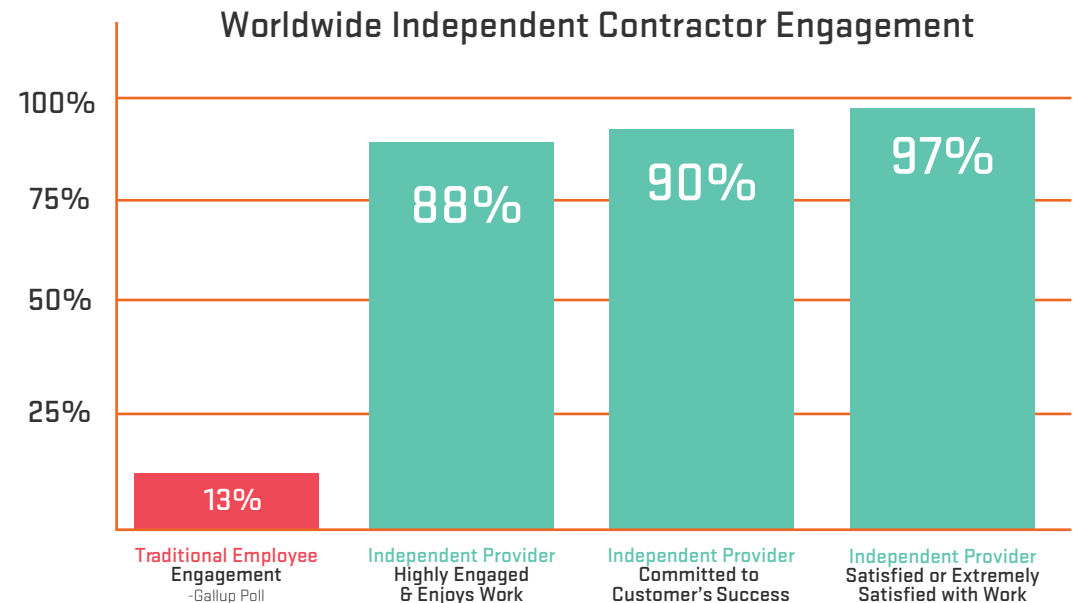
Innovation, and the ability to execute on innovative vision, is what sets apart modern winning organizations. But innovation is not a quality that can be mandated by any executive. Instead, a culture of innovation and ideation is necessary.

An innovative culture is an engaged culture. When people are engaged they have a clear vision into both tactical and strategic goals, a clear purpose for their own efforts and strong connectedness with their peers. Unfortunately, many organizations mistakenly try to substitute technology, company parties and half-hearted “loyalty programs” for actual engagement. While well intentioned, these programs don’t drive either engagement or innovation.

When visionary leaders are able to find the already engaged workforce, innovation happens. This workforce has clear vision — the ability to see results and understand what must happen next. Innovation arrives in the exchange of ideas in how to get to that next step. This workforce has a keen sense of purpose — they understand how their contributions, and their

“ Innovation is not a quality that can be commanded. Instead, a culture of engagement, innovation and ideation is necessary. ”

peer’s contributions, matter. Innovation arrives through shared goals. This workforce has strong connectedness — the removal of the physical and perceived walls that prevent understanding of what each person’s role is. Innovation arrives through the joining and amplifying of each other’s efforts and results.



Studies show that the contingent workforce is vastly more engaged than traditional employees. By tapping into this already engaged workforce, visionary CIOs can foster an innovation culture with individuals who hold countless years of experience, have a rich diversity of insights to offer and who are all motivated to deliver success to you and your organization.

4. Establish A True Technology – Business Partnership

Big visions for the business are inspiring things. Big technology plays may be inspiring, but unless they are attached to quantifiable business impacts, they often face big opposition. When technology vision is placed ahead of business impacts its success or failure often depends on the strength of personality of the CIO. This is not to say that big technology visions don't deliver measurable business impacts. But rather, the visionary CIO must be able to bring the impacted teams onboard as co-champions of the vision. Similarly, technophiles in other areas of the business risk mitigating the impact of their own vision by failing to engage the CIO in their innovation ideas.

When big visions are shared between technology and business teams, when they have a stake in both the evangelism and execution of the vision, ideas get implemented faster and with a greater likelihood of adoption and success.

When this doesn't happen, technologies, if implemented at all, are pushed down to the invisible operational levels where, at best, they persist in obscurity and, at worst, fizzle out.

The Field Nation platform is technology that uniquely bridges the tech/business divide by connecting technology and business impact. The Field Nation platform delivers unprecedented visibility, accountability and control over the entire vision: planning – execution – reporting and analytics lifecycle. The Field Nation platform connects the vision inherent in a CIO's game-changing plans with the ability to execute that vision through an engaged, external and extended workforce without concurrently scaling overhead.

The Field Nation platform delivers actionable insights that empower and encourage executive agility, while reporting quantifiable business impacts that secure collaboration with the lines of business the CIO is serving.

The Field Nation platform is uniquely designed to drive cooperation and engagement through all levels of the enterprise with a stake in the design, development and delivery of the vision.

“ Connect the dots between your vision and the business impact it will have. Walk a while in your business team's shoes. Practice a little enterprise empathy and see how much faster your ideas are adopted. ”



5. Engage With An Innovative Technology Partner

The question of build vs. buy is one that continues to hound visionary CIOs. The massive shift to the contingent workforce clearly indicates that enterprises and CIOs alike are focusing on core competencies while externalizing execution, labor and costs associated with secondary and tertiary capabilities. But simply externalizing costs or moving from a fixed to a variable workforce on paper is not enough. Businesses require an innovative technology partner that can leverage their own core strengths and bring them to bear upon the vision and goals of the enterprise.

For a time, legacy technologies like vendor management systems (VMSs) provided a partial solution. CIOs were able to use VMSs as a database of pre-negotiated pricing terms and pre-approved services vendors. However, these technologies lacked the executional insights that drive business process optimization, workforce optimization and nimble execution. Similarly, they lack the pricing, SLA and labor sourcing intelligence that leverages data and patterns gathered from the deployment and delivery of the actual boots-on-the-ground work. In short, in the world of big data, it is vital that visionary CIOs engage with innovative technology partners like Field Nation who have big data insights at their core.

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Field Nation as a company is the innovative technology partner that visionary CIOs require when seeking to design, develop and deliver on their game-changing ideas. With real-time business insights, the latest mobile and GPS technology, and the most robust project workflow engine available, the Field Nation platform delivers complete end-to-end external and extended workforce management. The platform incorporates logistics, a commerce graph and procurement engine, integration APIs and 360° dashboard analytics reporting.

Field Nation has accelerated its platform strategy to not just bring work orders to a marketplace of skilled labor, but also to bring project and program proposals, as well as the ability to manage them, to a marketplace of top MSPs who are adept at tapping into the non-employee workforce (or even blending it with the traditional W2 / full-time employee workforce for a hybrid model).

Conclusion

Field Nation is an organization that has grown through innovation by helping enterprises accelerate their own growth and execute on their own vision without the traditional hurdles of overhead, expertise location and quality management.

The world of work is changing. Vision is grand but the ability to achieve that vision is what determines the winners in today's business world. Visionary CIOs with game-changing ideas must be agile. They must be fast. They must be able to achieve more than ever before with fewer direct resources than ever before.

Engaging a freelance workforce is not enough. Visionary CIOs must be able to tap into the elastic workforce the same way they tap into elastic compute power in the cloud. They must blend that external and extended workforce with the traditional teams they retain who are intrinsic to their central business.

They must attain full visibility to the entire project execution supply chain.

“ Only the Field Nation platform delivers the visibility, accountability, and control that the CIOs who are bringing us our future demand. ”

They must be able to enforce and maintain full accountability for results, execution processes, SLAs, quality and methodology across all teams working for them; whether they're traditional employees or contingent workers.

They must be able to retain full control over the process whether dealing with matrixed teams, fully variablized work forces, or hybrid networks of internal and external experts.

Only the Field Nation platform delivers the visibility, accountability, and control that the CIOs who are bringing us our future demand.



ⁱCSC Global CIO Survey: 2014 – 2015 CIOs Emerge As Disruptive Innovators, http://www.csc.com/cio_survey_2014_2015

ⁱⁱIbid. pp. 11

ⁱⁱⁱBill Swanton, 2014, “The Four Futures of IT When Every Budget is an IT Budget”, Webinar. <http://www.gartner.com/webinar/3058918>

^{iv}CSC Global CIO Survey: 2014 – 2015 CIOs Emerge As Disruptive Innovators, http://www.csc.com/cio_survey_2014_2015. pp. 13