

“...Identifying “possible futures” to bring our joint project up to date!”



Bruno MENARD
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CIGREF 2015

openness is our watchword!

Putting information systems and their use at the centre of discourse on the digital company! Broadening the field of our concerns and the range of our contacts!

CIGREF has been supporting its members since the dawn of the computer revolution, 40 years ago. CIGREF 2015 and its 10 strategic proposals enable us to face the digital age with ambition: a great boost that will open up opportunities for our companies and colleagues.

Our challenge for CIGREF 2015

Strengthening CIGREF influence

CIGREF is aiming to **increase its influence within major corporations** and administrations, confirming its status as a **hub for information, analysis and exchanges on business in the digital world.**

From information systems to the digital company!

The challenges facing major corporations and administrations are becoming ever more acute, due to the impact of multiple factors like globalisation, sustainable development, and of course digital technologies. The latter – because of their impact on modern information systems – are a potential source of extraordinary gains in productivity in all business processes. But their influence does not stop there: they encourage development of new business models, enhancement of products and services and exponential growth in the internet and mass market digital applications... We are witnessing the emergence of a 4th dimension: **digital business at the heart of an ever expanding digital universe!**



Renaud de BARBUAT
V-P of CIGREF
CIO Thales

A new challenge for CIGREF!

Managing a company or an administration involves controlling this digital dimension in all its guises, with a 360° view to anticipate trends, prepare for the future, innovate and take control of each component while ensuring the cohesion of the whole. Companies that wish to perform within the digital world must act at once.

Ever since its foundation in 1970, the CIGREF association of major corporations has helped the directors of those corporations to build more innovative businesses, initially by making use of computing techniques, then information systems and their applications.

On its 40th birthday, CIGREF is renewing this commitment by expanding it to encompass all of the issues presented by the digital world and the business transformations it entails... so that Digital Resources are fully recognised as a performance factor that is valued, optimised and managed with as much attention and focus as other resources (human, financial, legal, etc.).

The CIGREF 2015 strategic plan

In this context, CIGREF 2015 is proposing 10 strategic initiatives to develop CIGREF while capitalising on core understanding and expertise acquired in preceding years. These initiatives summarise the findings of the CIGREF 2015 working group. They are the product of interviews with key thinkers by the Steering Committee as well as all contributions made by CIOs who attended the “*Matinée CIGREF*” meeting of May 2010.

“CIGREF 2015” proposes an expansion strategy capitalising on core understanding and expertise acquired in preceding years

CIGREF 2015 is built on CIGREF’s “genetic code” and reaffirms its leadership:

Strong foundations of knowledge and expertise

- CIGREF’s specific attributes: provide tools for action, offer a central forum for strategic analysis for its members, present a collective authority to suppliers, promote innovation, and focus on the future of IT business skills and training in France.

- Values that are always current and relevant: independence, loyalty, sharing, user-friendliness, trust, confidentiality, insistence on quality and satisfaction.

- Activities divided into 3 fields (Intelligence, Influence and Belonging).

- Governance with total control: the General Assembly decides on the choice of activities, the Managing Board oversees implementation and the Permanent staff have operational control.

A mission expanded to encompass all issues facing business

- From the outset, CIGREF has been an association of companies aiming to support those companies’ directors to help them achieve innovation and improved performance.

- Forty years ago the key topic was the computerisation of companies, with a view to automated information processing. Since then CIGREF’s field of expertise has expanded to include information systems, their applications and the transformations they have brought to processes and principles of organisation, as defined in CIGREF’s mission statement from 2000: “Promoting the use of information systems as a means of creating value and generating innovation in business”.

- **CIGREF 2015** is proposing **10 strategic initiatives** which will enable this mission to be extended to address all issues facing the digital company.

In affirmation of this expansion, CIGREF 2015 plans to modify the wording of CIGREF’s mission statement. A joint project bringing together all the CIOs will be initiated to put forward new wording.

Influence at the heart of CIGREF 2015’s ambitions

- CIGREF 2015 is proposing influence as a fundamental route to development: CIGREF must become **one of the key reference points for digital business**, in keeping with the importance of Digital Resources for the future of companies. The profile and impact of the work it does within companies will be the measure of the value added by CIGREF, and the real long term justification of its “raison d’être”.

- Given the multiple aspects of the digital world, CIGREF must strengthen its external relations and be capable of conducting its work in a multi-disciplinary context, bringing together all the stakeholders... it must be a genuine meeting place for collaboration.

CIGREF’s ambition for 2015!

“To increase its profile within major organisations by positioning itself as a hub for information, analysis, exchanges and orientations related to business at the heart of the digital world.”

10 strategic initiatives to meet CIGREF 2015's ambitions

To pursue these ambitions "CIGREF 2015" is proposing 10 strategic initiatives, to build more numerous and stronger links with all stakeholders in our ecosystem (including Public Authorities) at the same time as strengthening CIGREF's influence with its member companies.

1 Develop the strategic, operational and societal dimensions of CIGREF's work

The different topics associated with the use of company information systems – whether relating to internal collaboration (processes, quality of information, managing change, user satisfaction, governance) or the IT supply chain (technology, infrastructure and production, applications and suppliers) – will of course continue to be addressed. More broadly, CIGREF will address all other aspects of digital companies, whether in a strategic and operational context (products and services with a digital element, internet positioning, relations with customers, partners and suppliers, new technologies supporting R&D), or a societal context (security and risk management, protecting privacy, CSR and sustainable development, employment, etc.).

2 Concentrate expertise and bring together external actors to benefit the Companies

Greater openness will be needed to conduct 360° analyses. Cross fertilisation, co-production of deliverables, and exchanges with CEO's associations, professional associations, researchers from the CIGREF foundation, forecasting agencies, leading consultants and technology prime movers will all contribute to this openness.

3 Make business professions party to CIGREF's work on all issues facing the digital company

Digital business is part of numerous business professions, from marketing to services, through sales to R&D, the supply chain, finance, human resources and plenty more. Heads of these departments will be invited on a regular basis to make contributions concerning their business processes, set up joint events and launch projects with their associations. All these initiatives will lead to the creation or improvement of links, to increased understanding of concerns and to an enhancement of our ability to make recommendations.

4 Strengthen dialogue with top management and Managing Boards.

The aim is to make CIGREF a point of reference and forum for strategic analysis of a calibre to advise senior management and managing boards on establishing their strategies within the digital world, in particular on matters of transformation, company strategy, innovation, digital services and products, and customer relations. To achieve this, a number of avenues will be explored: organising ad-hoc meetings, preparing summarised communications that can be used by each member, involving management institutes, etc.

5 Develop CIGREF recommendations to improve company competitiveness

CIGREF will take active part in the debates occupying public awareness and our companies, not only on topics directly linked to digital business (e.g. development of the internet and mass market technologies, cloud computing, application security and supplier relations), but also on societal subjects like promoting innovation, skills development, responsible production, French and European added value, support for SMEs, etc.

6 Strengthen CIGREF's collective influence in dialogue with suppliers

CIGREF will strengthen its authority and collective influence in relation to suppliers, by working with the key actors to create conditions for a "frank and fair" dialogue, in a "non-dogmatic" spirit that aims to create shared value. The aim is also for CIGREF to gain recognition for and promote the legitimate interests of companies that use services and technology.

7 Promote CIGREF's work in primary and/or ongoing training curricula and validate the profession of CIO

CIGREF will look to reinforce the influence of its work and role in training courses for employees and future directors, and to communicate on the genuine developments in professions and skills that contribute to creating the digital company, which range far beyond pure IT professions. Presentations at universities, business schools, etc., will be increased.

8 Develop CIGREF's international influence, creating a new forum for exchanges with European and francophone actors

All important CIGREF publications will be released in both French and English, to promote CIGREF to a wider audience. There is also a need for a network of national actors at the European level, to ensure initiatives targeting European suppliers and authorities are coherent and complementary. CIGREF will seek to develop its links with its equivalent organisations in francophone countries.

9 Expand the "network" aspect by creating dedicated circles

All directors of Information System departments will be more broadly associated with CIGREF's work, with the creation of circles dedicated to those collaborating directly with the CIO, for example the Process/project management director, the Studies/applications director, the Infrastructure and production director, etc. More attention will also be given to direct contributions from members (through blogs, forums, social networks, communities of practice, exchange platforms, etc.). CIGREF will continue to structure its internal information and organise its websites. Devising internal regulations for member companies (Ethical Pact) will make it easier to manage this system.

10 Develop the leadership role of the IT department in the digital world

CIGREF will support CIOs as their leadership role evolves, creating opportunities for professional development, for example in the form of seminars, training, visits, meetings and debates.

To sum up... *The 2015 strategic plan aims to develop CIGREF's role by engaging ambitiously with all the new challenges of the digital world*

This year CIGREF 2015 is proposing three initiatives to strengthen its capacity to influence:

- ◆ Work on a new "signature" with more impact that translates easily into English.
- ◆ Update the CIGREF brand by proposing a definition of the association that is independent of the historic significance of the letters C I G R E F.
- ◆ Modernise the logo and graphic charter to bring them closer to CIGREF's new mission.

The results of these initiatives will be presented at the CIGREF 40th anniversary celebration and so will bear witness to the vitality and dynamism of our association.

Strategic Committee CIGREF 2015
(Members of the CIGREF Managing Board)

Renaud de Barbuat Thalès
Bruno Brocheton Euro Disney
Jean Chavinier Pernod Ricard
Michel Delattre La Poste
Bernard Duverneuil Essilor
Maurice Kouby Société Générale

Steering Committee CIGREF 2015
(CIOs of CIGREF Member Companies)

Paul-Henri Carton - Darty
Dominique Cuppens - Réseau Ferré de France
Marie-Hélène Fagard - Mazars
Jérôme Fourmont - Clarins
Alain Hodara - Yves Rocher
Marc Mencil - Nexter Group
Alain Moustard - Bouygues Télécom
Philippe Rouaud - France Télévisions
François Rougier - Macif
Didier Roy - Manpower
Nathalie Watine - Saur