

A dark gray silhouette of a superhero, similar to Superman, is centered in the background. The letters 'CIO' are printed in a large, red, serif font across the superhero's chest. The superhero is shown from the waist up, facing right, with one arm slightly raised.

# The Four Roles of the Retail CIO

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# Introduction

“Today’s business transformations are frequently technology led, so the CIO is well-positioned to lead the charge.”

– @ dordav

Being the CIO of a retail business is no easy task, as evidenced by the high turnover rate. Much is asked of CIOs, perhaps too much. In his annual list of [strategic issues for the CIO](#), tech blogger and Oracle chief communications officer [Bob Evans](#) estimates the CIO fulfills four major roles, each of which directly contributes to the success of the business. Look around at the retail IT leaders you admire most and you will find that they fulfill every role.

In this E-Book we take a closer look at the Business Transformer, Customer Expert and Advocate, Technology Visionary and Culture Warrior -- and share stories from retail IT leaders that are forces of change in their organizations.

# The Business Transformer

Today's business transformations are frequently technology led, so the CIO is well-positioned to lead the charge. If the business wants to expand overseas, improve their online experience, or move into a different product category, the success or failure of the enabling technologies will often sway the overall results. It's less about advocating for technology and more about advocating for the value technology brings to the business. The value must be recognized, quantified and sold via CxO partnerships.



Academy Sports  
+ Outdoors:  
Omnichannel  
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Neiman Marcus:  
Transforming the  
Omnichannel  
Experience



Groupe Dynamite:  
Transforming the  
Business



# The Customer Expert and Advocate

The will of the customer is often muffled under the weight of terabytes of collected data, and it's the CIO that must unlock and amplify the customer's voice. Focusing on Big Science, not just Big Data, can be the key. After all, it's the science that draws the conclusions that drive the decisions of the business. CIOs are leveraging leading retail science embedded in next-generation commerce, planning, allocation, and promotional applications across the entire enterprise.



ULTA Beauty:  
Catering to  
Customers on  
Any Device



Pure Formulas:  
Personalizing the  
Customer  
Experience



Charming Charlie  
Thrives with  
Merchandise  
Financial Planning



ROLE

#3.

## The Technology Visionary

The CIO must keep an eye on emerging technologies like beacons, mobile payments, and cloud without being distracted away from the basics of planning, merchandising, and supply chain. Not everything can be about shiny new objects. Successful vision starts with a business need, and ends with the successful integration of the new with the foundational.

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Wallet



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Perry Ellis  
Upgrades To  
Oracle Retail  
Release 14  
To Deliver  
'Commerce  
Anywhere'



Dubai Duty Free:  
Optimize and  
Automate for  
Growth



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# The Culture Warrior

Retaining talent means creating a culture that embraces measured risk-taking, empowers decision-making at the lowest levels, and learns from failures. It's one thing to create a technology lab to research ideas, but quite another to drive a culture of innovation throughout the organization. CIOs must lead by finding ways to say "yes" more often.

## John Lewis

John Lewis:  
Enabling Business  
Users and Driving  
Consistency via a  
Unified Platform



## VON MAUR®

Von Maur:  
A New Approach  
to Planning



Gordmans:  
Shedding the  
Burden of  
Outdated Systems



# Conclusion:

Great CIOs rise to the challenge of fulfilling the Business Transformer, Customer Expert and Advocate, Technology Visionary and Culture Warrior roles, but inevitably most people will gravitate toward one more than the others. At Oracle Retail it's our priority to ensure Retail CIOs strike the right balance and have the tools to enable profitable business growth.

Contact Oracle Retail to understand how we can impact your business.



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