



A REPORT BY **HARVARD BUSINESS REVIEW ANALYTIC SERVICES**

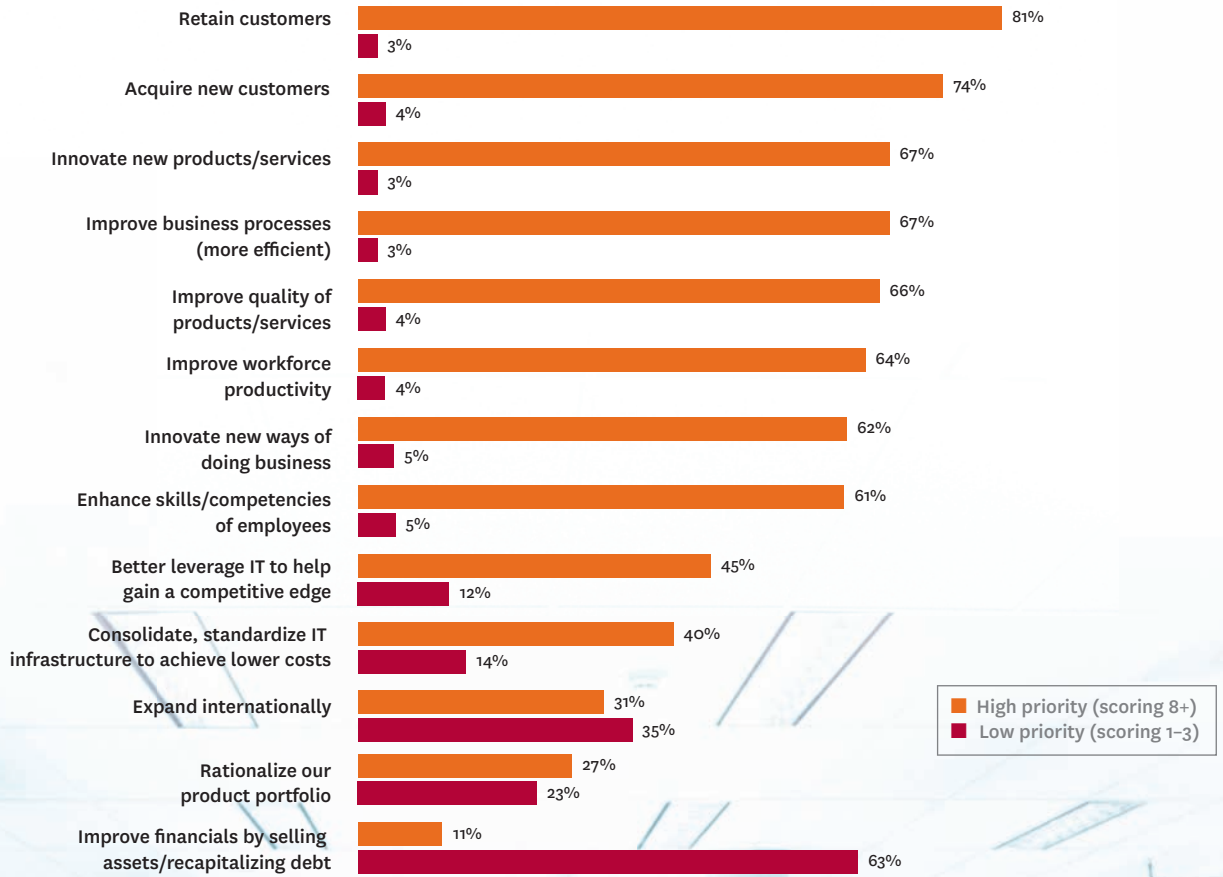
Unlocking the Value of the Information Economy

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BUSINESS GROWTH PRIORITIES FIGURE 1

QUESTION: Please rate the following priorities that will help your business grow profitably over the next 1 to 3 years where 1 means “low priority,” and 10 means “high priority.”



Organizations have the strategy. They have the data. But can they close those critical gaps to thrive and survive in the information economy?

Executive Summary

COMPANIES ARE PREPARING FOR GROWTH as the recessionary clouds that blanketed the globe in 2008 and 2009 slowly begin to disperse. Customers—and the ability to generate real value from customer information—are key to organizations' growth plans (Figure 1). Yet few executives believe their companies are well positioned to use their information for growth and they are worried that critical gaps exist, according to a survey of *Harvard Business Review* subscribers.

In a global survey of 1,375 subscribers conducted by Harvard Business Review Analytic Services in January 2010, 85% of respondents said that information is a key strategic asset, yet only 36% said their organizations are currently well positioned to use information to help grow their business. The disparity at the upper end of the scale was even more dramatic; while almost half—45%—strongly agreed that information is a key strategic asset, only 7% believed they are very well positioned to exploit it.

Leveraging customer information to improve service, increase loyalty, and grow sales with existing customers were identified as the most important information strategies for growth in the next three years. Yet executives rated their own companies' efforts in these areas as poor—less than 20% said they are doing these things well.

Despite the high value that executives place on information from their customers, less than half of the respondents—44%—said their organizations are managing information security threats, such as customer and company data theft, well. This challenge will be heightened over the next few years as companies, trying to get more value from information assets, must balance the competing imperatives of increased openness on the one hand and greater security on the other (Figure 2).

In addition, almost half of organizations said that emerging economies were of great importance, either as a market for their products or as a source of operations, goods, or labor. But laws and norms around the use and protection of data vary wildly from country to country—witness the exit of Google and domain registration company Go Daddy from China due to censorship and heightened requirements for disclosing information to the government. Understanding and responding appropriately to information policies in emerging markets will add another level of complexity to companies' approach to information management and security.

54% of CEOs strongly agree that information is a key strategic asset, yet only 21% strongly agree that investing in IT is critical to growth.

Given the uncertain nature of the economic recovery, many companies may appear reluctant to move beyond a focus on cost cutting and efficiency to make the IT investments necessary to accelerate growth. Indeed, more than two-thirds of respondents said they are focused on making better use of the information and IT that already exist in their company.

Yet executives, particularly CIOs, were very clear that changes in technology and process must be made if their companies are to recognize the full value of their IT systems and data. Organizational silos, a lack of data integration, a lack of analytic skills, and outdated, overly complex information systems all were cited as barriers to making the most effective use of information.

The survey results paint a picture of an increasing focus on new business and recognition that information—both customer and company data—is integral to organizations' futures. Clearly executives—in IT or not—have a continuing focus on efficiency and making things work better. C-suite executives and the IT organization may not always share the same view of the barriers to those goals inside the organization, making alignment among stakeholders key to future success.

There is a disconnect between how highly companies value information and their willingness to invest in the technology tools to help them take best advantage of it. Almost half (45%) of all respondents strongly agreed that information is a key strategic asset, but less than a quarter (23%) strongly agreed that investing in IT is critical to growing their business (Figure 3). The gap was even larger for CEOs, 54% of whom strongly agreed that information is a key asset but only 21% of whom strongly agreed that investing in IT is critical to growth.

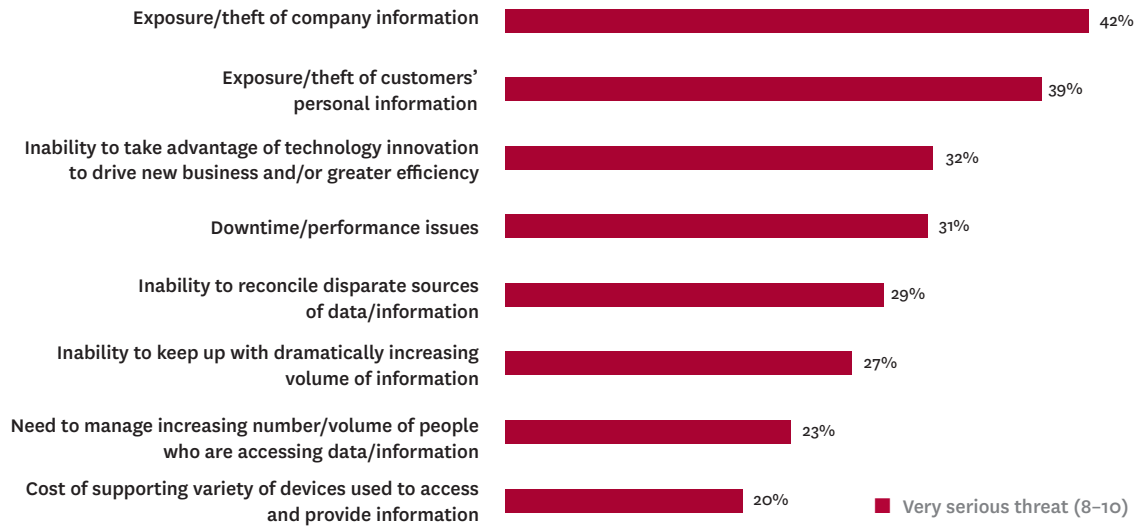
Indeed, this research study overall makes it clear that making the transition to an information-based economy is not easy. Executives know information is a key strategic asset, that managing it well will provide real value and competitive advantage, but they are not sure how to do that, and there is a certain ambivalence about the role of IT.

This disconnect may be in part because companies are trying to make better use of the technology and information they already have (Figure 4) rather than investing in a whole new set of tools.

“We’ve spent so much, we have so much data—it is very hard to get enthusiasm around new investment,” said the COO at a midsize manufacturing company. “I need...very targeted projects tied to results. Where are the guarantees?”

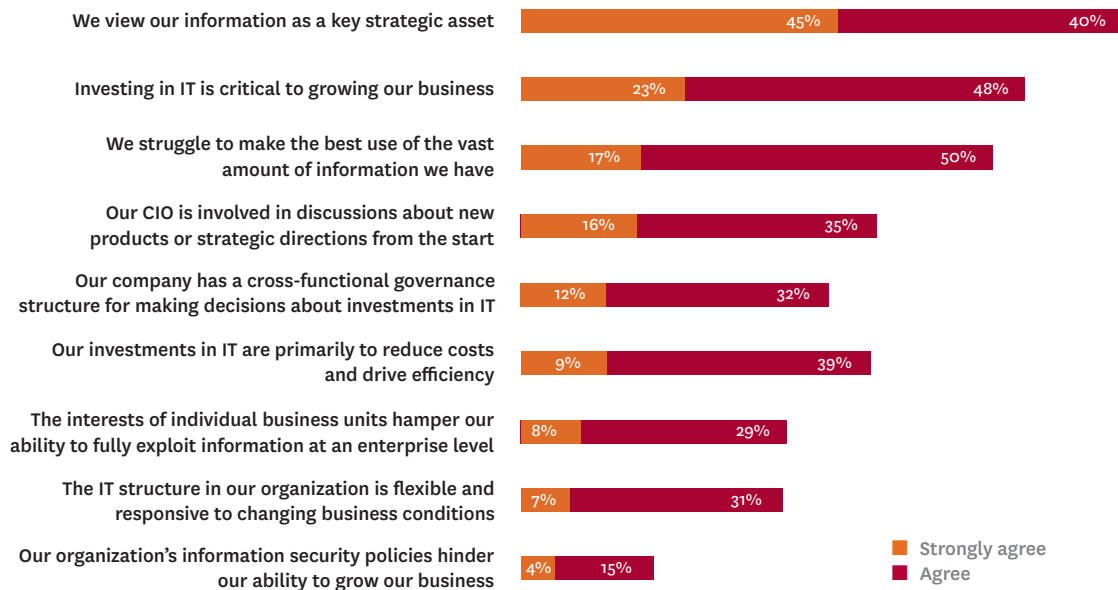
Serious threats FIGURE 2

QUESTION: Please rate how serious (i.e., in terms of financial implications) each of the following threats are to your organization where 1 means “not at all serious,” and 10 means “extremely serious.”



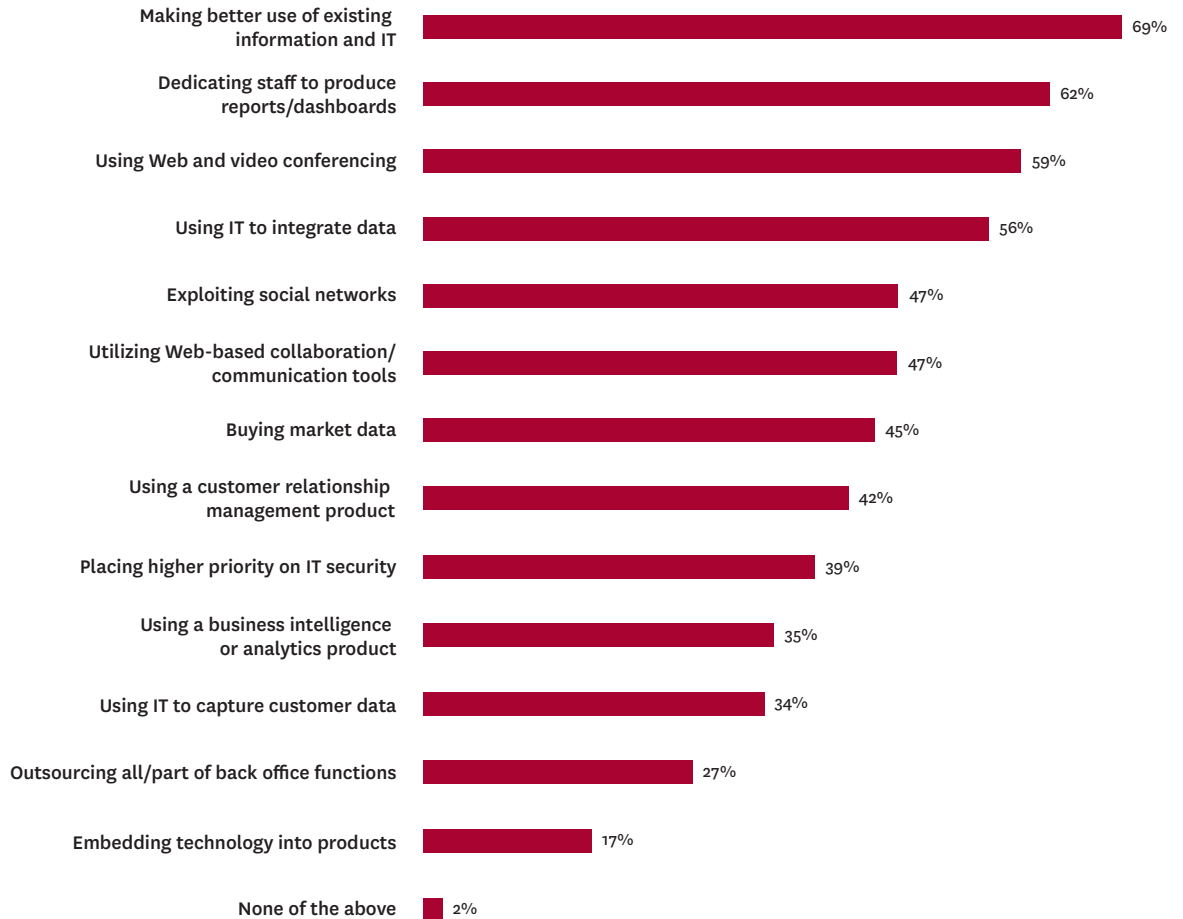
Attitudes toward information and IT FIGURE 3

QUESTION: Please rate the extent to which you agree or disagree with each of the following statements. Please use the following scale: strongly agree, agree, neither agree nor disagree, disagree, and strongly disagree.



Current initiatives FIGURE 4

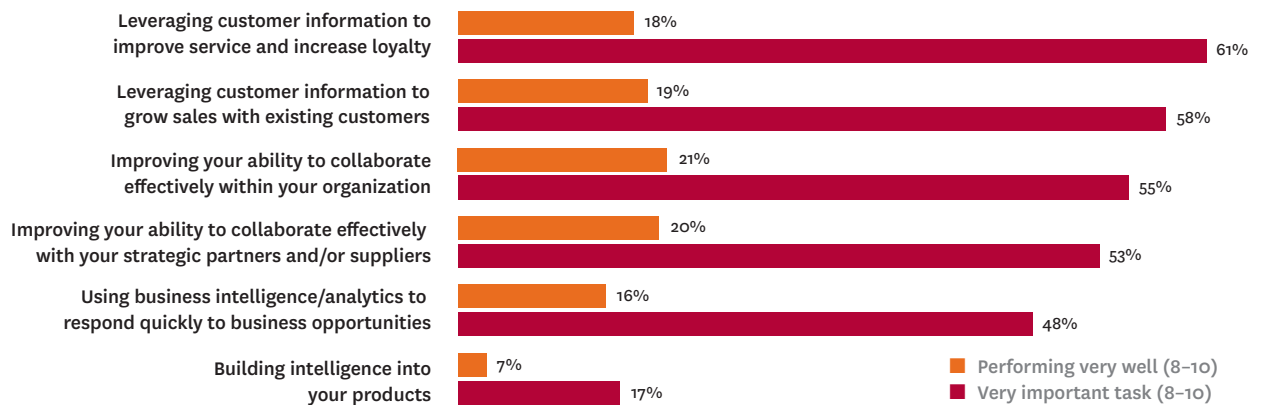
QUESTION: Which of the following initiatives is your organization undertaking? (Select all that apply.)



Important strategies vs. performance FIGURE 5

QUESTIONS: Please rate how important each of the following information strategies is to your organization's growth over the next 1-3 years where 1 means "not at all important" and 10 means "extremely important."

Please rate how well your organization is currently doing each.



Unlocking the Value of the Information Economy

FULL REPORT

THE GAP BETWEEN STRATEGY AND EXECUTION

There is a dramatic gap between how important companies rate specific information strategies and how highly they rate their own performance, especially when it comes to the all-important leveraging of customer information (Figure 5). Most organizations just are not very good at all of this. Collaboration, both internal and external, showed a similar gap.

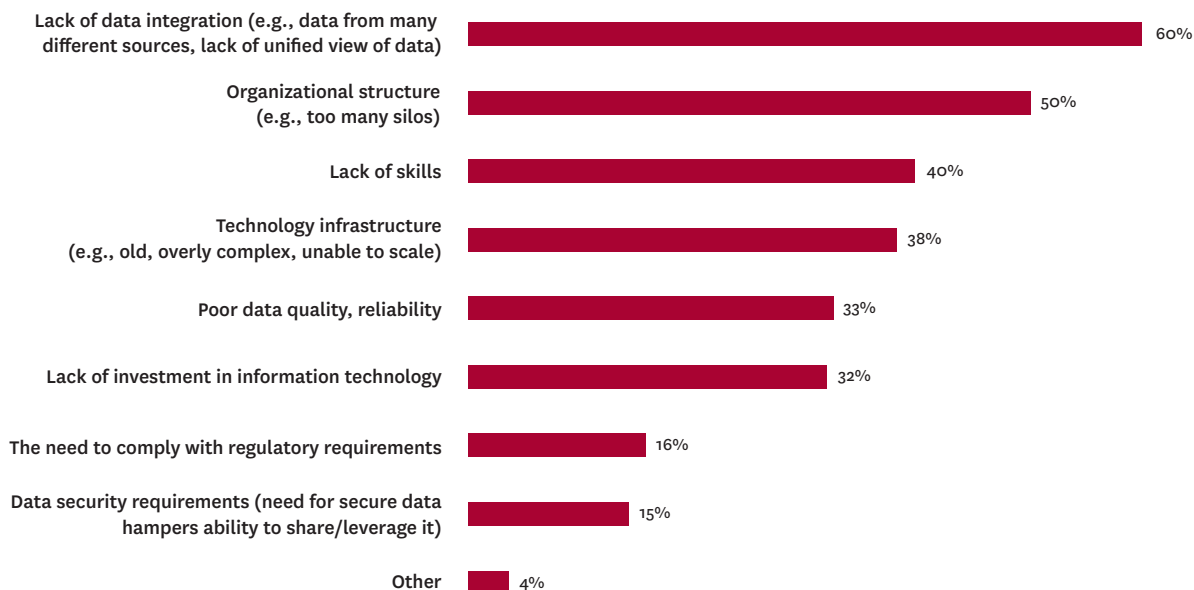
The biggest barrier identified by survey respondents to their ability to use information for growth was a lack of data integration.

“We have the ability to gather a great deal of information about the customer,” said the vice president of marketing for a travel site, “but it has been...fragmented...between different business units and sales teams. We are losing opportunity. That’s probably the biggest focus for us internally. We have put resources behind getting those units’ databases talking to each other and then making the information more transparent.”

“We’ve got all the data somewhere,” said a turnaround CIO with experience in banking, manufacturing, and logistics, “but we don’t know where, and we don’t know how to get it to the people who need it when they need it. What I really want is to tie them all together, then make sense of it.”

Barriers to using information for growth FIGURE 6

QUESTION: Which of the following do you feel are barriers to your organization’s ability to use information to grow your business?



“If everyone is only concerned with today and their part of the company, we will never integrate, and we will never build systems for the future.”

As different parts of the organization talk to each other, security and protection of data continue to be a concern. “We have pretty good systems to guard against external threats,” said an executive at a major state health system. “I worry less about hackers and more about our internal processes, our internal safeguards, and the (hopefully rare) employee who doesn’t get it.”

“It’s not just the data that needs to be integrated,” according to the CIO of a large media company. Another problem is that “most organizations are stuck in this silo mentality—what person A believes to be of value, person B disagrees with. Things are often in start/stop mode because you can’t execute all the tentacles at the same time.” Half of survey respondents identified this as a barrier to growth.

In addition to organizational silos and a lack of data integration, survey respondents identified a lack of skills (in particular, analytic skills in the business) and old, overly complex, outdated technology as barriers (Figure 6).

HOW TO GET MORE VALUE FROM EXISTING INFORMATION AND TECHNOLOGY

Global spending on information technology has been in the multiple trillions of dollars every year for over a decade. Many companies are using the current economic slowdown to better absorb and enhance the technology investments they have already made. Sixty-nine percent of respondents say they are currently focused on making better use of the information and technology they already have (Figure 4); this is also the top-ranked item when asked what information initiatives are strategically most important for the future.

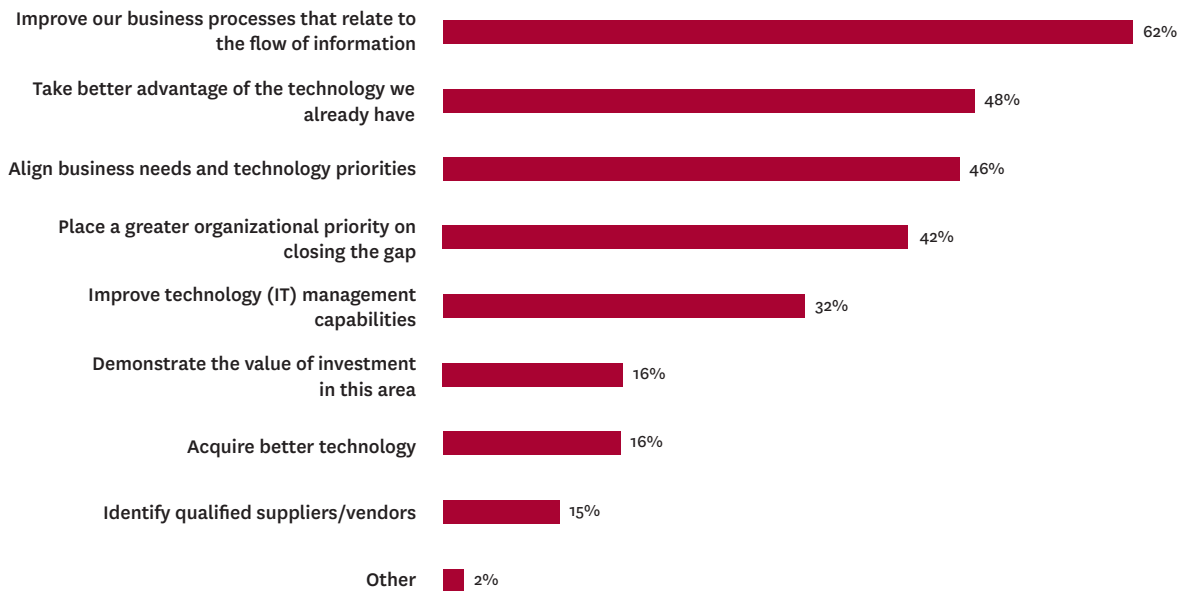
“Even before the downturn, we were focused on the issue,” said a business director of a multinational manufacturing company. “But the downturn shifted our attention to other problems. Now it is a burning platform: we have a great deal of data, we know we must do this, yet we are extremely wary of investment. What is *the* investment that will make this happen?”

Sixty-seven percent of the respondents said they struggle to make best use of the vast amount of information they already possess (Figure 3), and 48% said that one of the most important things they can do to close the gap to where they want to be is to take better advantage of the technology they already have (Figure 7).

Organizations that have invested in software applications to get more value from information assets find they are not getting full value from these investments for one of three reasons—or a combination of all three: the tools have been implemented in unconnected pockets throughout the business; IT has failed to fully understand what insight is most important to the business so it can “turn on” capabilities that make the tools more useful—and usable; or the business lacks the analytic skills to make sense of the information they get.

Closing the performance gap FIGURE 7

QUESTION: What are the three most important things your organization can do to close the gap from where you are today and where you want to be to make better use of information?



“IT is very important to provide the means to access relevant information,” said the group manager of enterprise business intelligence at a large retailer. “However, even more important is understanding how to analyze the data, draw conclusions and take action.” This company is creating teams to do that kind of analysis inside the business. The goal is to provide business people with better tools to guide them to meaningful insights, while ensuring the data is secured and protected. But to create the right guided experience, IT has to better understand the business so they can implement the necessary solutions in the right way.

Even companies that are able to generate business insight will have trouble turning it into action without the right structure or processes in place. “If we start submitting orders for merchandise, we need to embed that information into our forecast as well.”

Similarly, none of this will go anywhere if the business has not identified which data, metrics, and processes are most important in the first place, said the media company CIO. “It’s understanding what could be a game changer. What data components, on what kind of frequency, would help you drive your business? That’s where the struggle is. Once you have that vision, putting together the technology to execute that is the least difficult part.”

The turnaround CIO agrees. “Companies have hundreds, maybe thousands of processes, but there are certain key ones—what are we actually doing, how do we make our products, how do we deliver our products—then understanding what information goes into that. A lot of companies don’t know. We identified 17 key processes in the branches—we had 100 or so branches. We studied six branches and came out with 157 different ways to do those 17 things.”

And then there is organizational inertia. “We recently ran some tests to see if certain kinds of information about customers could help predict behavior online,” said the travel site VP of marketing. “There was enough good data to suggest we should test different customer experiences for those customers. But it was disregarded at the top, so it went nowhere. If we aren’t using information to innovate, what are we doing?”

“We never know who we have to collaborate with before we start a project. We have to have a set of services that are just as available to people outside the company as inside.”

A NEW APPROACH

Examples of what a well-integrated information-based business might look like do exist—and they underscore the issues around managing and securing data in the new environment.

A few years ago, a global engineering and construction company rebuilt its IT environment to operate natively within the Internet, with a set of services that anybody can interact with from any place at any time with any set of hardware in a secure and cost-effective manner—in effect, a private cloud computing environment. This environment lets the company work and exchange information with suppliers, contractors, and customers as easily as full-time employees.

The company is now using this environment to create a flow of information both up and down the value chain, from suppliers through to customers. Based on an open global standard for information exchange within the engineering, procurement, and construction industry, this will let the firm capture and pass along valuable information to customers.

For example, “When we buy a turbine from a supplier to put into one of our plants—say there were 10,000 parts that went into that,” explained the company’s CIO. “Those parts might be assembled into 1,000 subcomponents, but we’re just buying one turbine. We track that as one component of the plant we’re building.

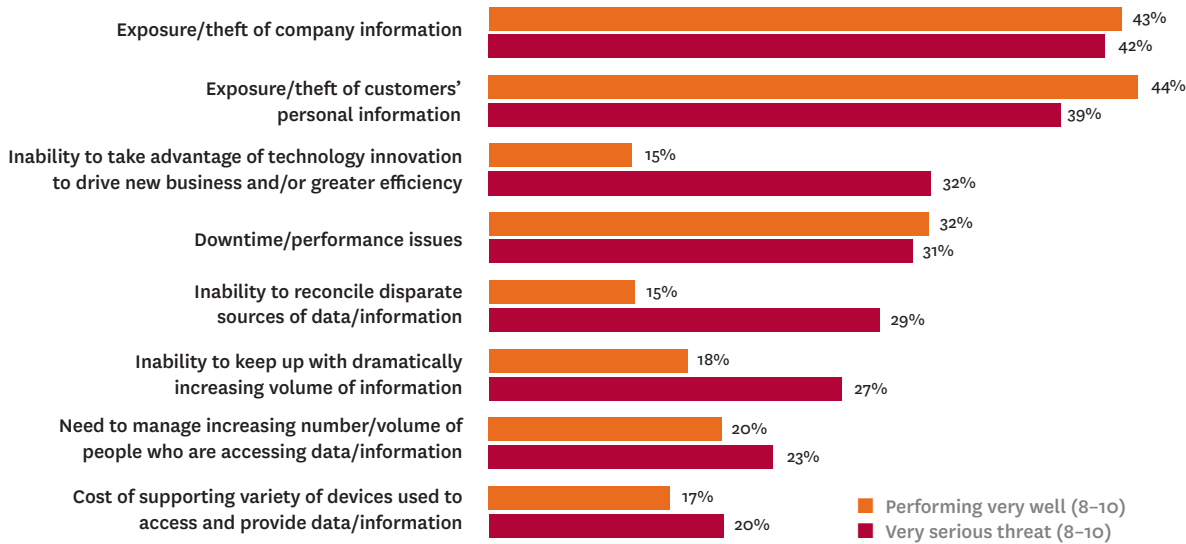
“But when our customer [has to do maintenance on the turbine], they have to know those 1,000 sub-components, and they’d have to rebuild their database with that information. We’re trying to get that information at the beginning and track it all the way through. We still track it as one component of our project, but we can pass along the information around the 1,000 sub-components and even the 10,000 parts to the customer.” This provides completely new levels of efficiencies and cost advantages to everyone in the value chain and provides a competitive advantage to his company, said the CIO. “This kind of global information collaboration is very difficult when you don’t have the infrastructure.”

This “collaboration on steroids,” as he put it, also requires a new approach to security and managing risk.

“We did away with the distinction between employees and others as end users, with one group on the inside of the firewall and the other outside. We said all users will be outside of the resource pool, then we’ll deal with them in a secure manner when they come to access the resource.” This meant figuring out ways to authenticate users as well as policy mechanisms to determine what any given user—or device—should be able to do, read, or interact with.

Serious threats vs. performance FIGURE 8

QUESTIONS: Please rate how serious (i.e., in terms of financial implications) each of the following threats are to your organization where 1 means “not at all serious,” and 10 means “extremely serious.”
Please rate how effectively your organization is currently addressing these potential threats.



LOOMING THREATS

One of the greatest challenges organizations face over the next few years when it comes to getting more value from information assets is how to balance the competing imperatives of increased openness on the one hand and greater security on the other.

Less than half of survey respondents believed their company effectively addresses threats of exposure or theft of company (43%) and customer data (44%) (Figure 8). Almost a quarter of all respondents (22% and 24%, respectively) went even further, rating the seriousness of these threats a 10 out of 10.

This is of considerable concern given the high value companies place on these assets. As one retail executive characterized it, “On the one hand we are encouraging a deeper understanding and knowledge of our customer’s needs and wants, but on the other, the wider the spread of information...the higher the risk.”

Some of this concern stems from the fact that while many U.S.-based retail companies have made huge investments to become PCI (Payment Card Industry) compliant, executives are not certain that security breaches will not occur.

“The Payment Card Industry standards have added millions of dollars of costs to large retailers, which has very little ROI,” said one supply chain executive at a major retailer. “Given the breaches that have occurred in PCI-compliant retailers, some executives may feel these costs don’t even provide a higher degree of security.”

But companies that have not become PCI compliant are taking a huge risk. “Data security specifically relates to PCI compliance and protecting sensitive customer data (credit card numbers), employee data (Social Security numbers), and supplier data (costs from theft),” said the executive. “Perhaps the disconnect [around security concerns] results from the fact many companies are not PCI compliant. It’s critical for retailers but also key for manufacturers. It costs money, you must get certified, and that takes time.”

There is also a sense that security needs are a moving target.

“The complexity of organizations and the amount of information that is maintained leaves executives feeling vulnerable,” said an energy company COO. “Couple that with the sophistication of cyber thieves and it leaves executives feeling you could never do enough to protect your data.”

Others were worried about security breaches within the company.

“As talented as our coworkers can be, at the end of the day we sell products and it is hard to secure the understanding that information has such value,” another executive said. “Information can be easily leaked to outside sources intentionally, but what I have experienced is a lot of unintentional information leakage. We had a scare when a coworker unintentionally left one of our key strategic documents on the train. We were lucky, someone returned it to us. But it could have easily been taken and shared with competitors. The question is how many were left and never returned?”

There was a large gap between the third highest scoring threat—the inability to take advantage of technology innovation to drive new business and/or greater efficiency—and the effectiveness with which companies are responding. While this may be the result of budget constraints, it can also be seen as a by-product of organizations’ focus on making better use of the tools they already have. In any case, it is something executives should be mindful of as they seek to accelerate growth.

NEW MARKETS, NEW OPPORTUNITIES AND RISKS

A significant finding in this study was the great importance respondents in all categories placed on emerging economies, either as a market for their products or as a source of operations, goods, or labor. Forty-two percent of all respondents said this was very important to them (Figure 9). That number rose to 61% for organizations with revenues over US\$1 billion. This, as well as changing consumer demographics and behaviors at home, will only increase the demand to build deep customer insight into business operations. It will also add another level of complexity to companies’ approach to information management and security, with regulations and norms differing from country to country around the world.

INFORMATION VS. INFORMATION TECHNOLOGY

Companies hard hit by the recession had to cut deeply in IT, putting off not only new strategic programs but also projects to upgrade and the enhancement of existing systems as well.

“It’s critical to make sure our investments are strategic,” said the CIO of a commercial real estate company, “but we still have to spend money on the systems we’ve got.” Commercial real estate was hit particularly

hard by the recession, and the IT budget at this company was cut dramatically. “Right now the majority of my budget is going for maintenance.” Fortunately, the company had made some strategic investments in IT before the recession hit. Last year the CIO completed a five-year, Internet-protocol-based communications project combining voice, email, and Web conferencing—key for a business that depends on connecting a large but loose network of brokers and providing them with the tools to connect with buyers and sellers.

The company also gathers, makes sense of, and disseminates a large volume of market and property data to its brokers to help them put together the best packages for their clients. This data is put in the context of comparable historical data to show what the investment would look like based on previous examples and how they worked out. “The company’s data enables brokers to tell their clients, ‘Here’s what your experience will look like based on our previous experiences,’” the CIO said. “That’s the kind of information that helps make our brokers more competitive than the guys down the street, and hopefully that’s why they’re with us and not them.”

While various research shows that IT budgets are growing again, that growth will be modest at best. Companies that did not invest well before the recession will be hard pressed to catch up. The head of operations at a Scandinavian provider of health and emergency services, training, and roadside assistance, knows that the company needs new systems to better manage customer information, but he worries that the implementation and training will slow down operations and, in the short term, damage the company’s relationships with customers rather than improve them.

Given the high level of demand for IT services coming out of the recession, even companies that are in relatively good standing will be challenged to focus on projects with the highest potential payback. Good methods for decision making and project prioritization are a must.

“How we balance the two imperatives of growing our business while at the same time supporting a doing-more-with-less mentality is trial by fire on a daily basis,” said the media company’s CIO. “It takes a lot of dialogue around strategy and prioritization.” And it requires that senior executives take responsibility for governing across the organization, being custodians of what type of data is flowing and what they are enabling this information to do.

At an oil and gas operating company in Western Canada, “the competition between efficiency/cost reduction on the one hand and growth and innovation on the other is handled through prioritizing projects and agreeing on a percentage of the budget to those items,” said the vice president of strategic planning.

Importance of emerging economies FIGURE 9

QUESTION: How important are emerging economies to your current business?
(Either as a market for your products or as a source of operations, goods, or labor.)



Well-positioned companies are doing more with social networks than those that are not well positioned (52% vs. 41%).

CEOs: A DIFFERENT PERSPECTIVE

CEOs appear to value information as a strategic asset more highly than any other group in the organization—including IT. Fifty-four percent of CEOs strongly agreed with that statement—12 percentage points more than those in IT. Strategy and planning was next highest at 49%; operations and finance were lowest at 35% and 38%, respectively.

Sixty-four percent of CEOs also said that one of the most important things they can do to close the gap between where their business is today and where they want to be in the future is to improve processes that relate to the flow of information (Figure 7). Yet only 29% said that using IT to integrate data is strategically important, compared with 43% of those in IT (Figure 10).

While making better use of the information and technology they already have was the top-ranked item for both CEOs and IT, IT responses were much more concentrated on this and a few other IT-specific items while the CEO responses were more evenly distributed among many priorities. This is not surprising, given CEOs' broader views of and responsibilities within the business.

In many respects, CEOs are more optimistic about their companies' position in the information economy than the people they work with. For example, more CEOs (42%) rated their organizations as being well positioned to use information as an asset to grow their business than any other executive level or functional group (IT, 34%; operations, 39%; marketing/sales, 38%; finance, 31%; strategy and planning, 30%).

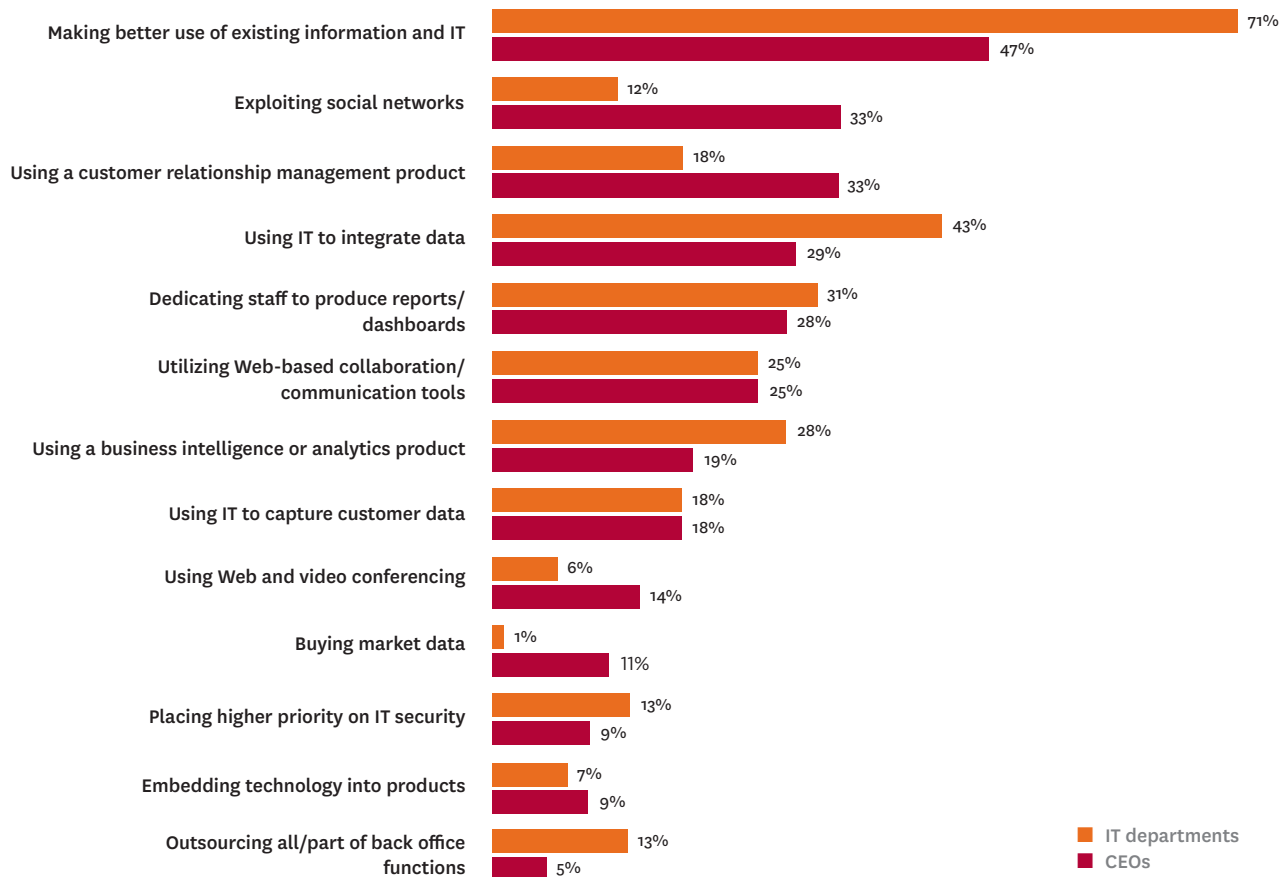
And CEOs ranked lowest by a wide margin in viewing organizational structure and silos as barriers to being able to use information for growth (only 27% of CEOs view this as a barrier while functional areas range from 54% to 65%). One executive theorized that this may be because functional leaders, all too aware of the difficulties of working cross-functionally themselves, do not want to be the ones to bring these problems to the CEO.

Similarly, while 58% of those in IT think it is important to better align business priorities and IT, only 40% of CEOs named this as a priority. CEOs may have an unrealistic, overly optimistic view of how well things are working within their organizations.

Key areas of focus over next 1-3 years, CEOs vs. IT

FIGURE 10

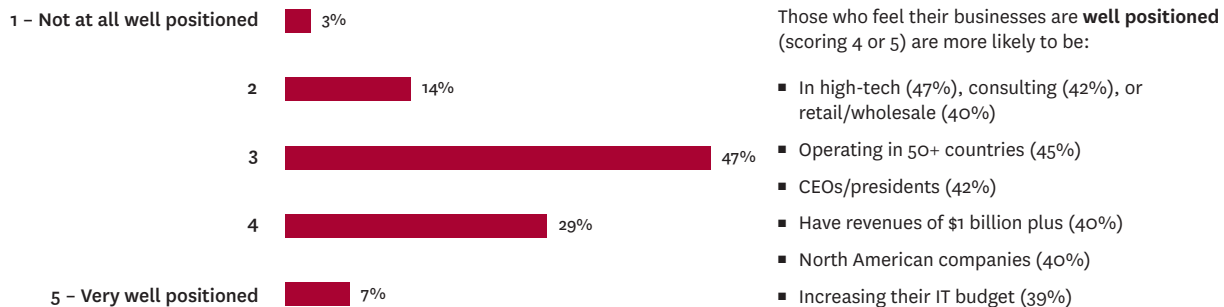
QUESTION: Which information-based initiatives are strategically most important to your organization over the next 1-3 years?



Well positioned to use information as an asset for growth

FIGURE 11

QUESTION: How well positioned is your organization to use information as an asset to grow your business?



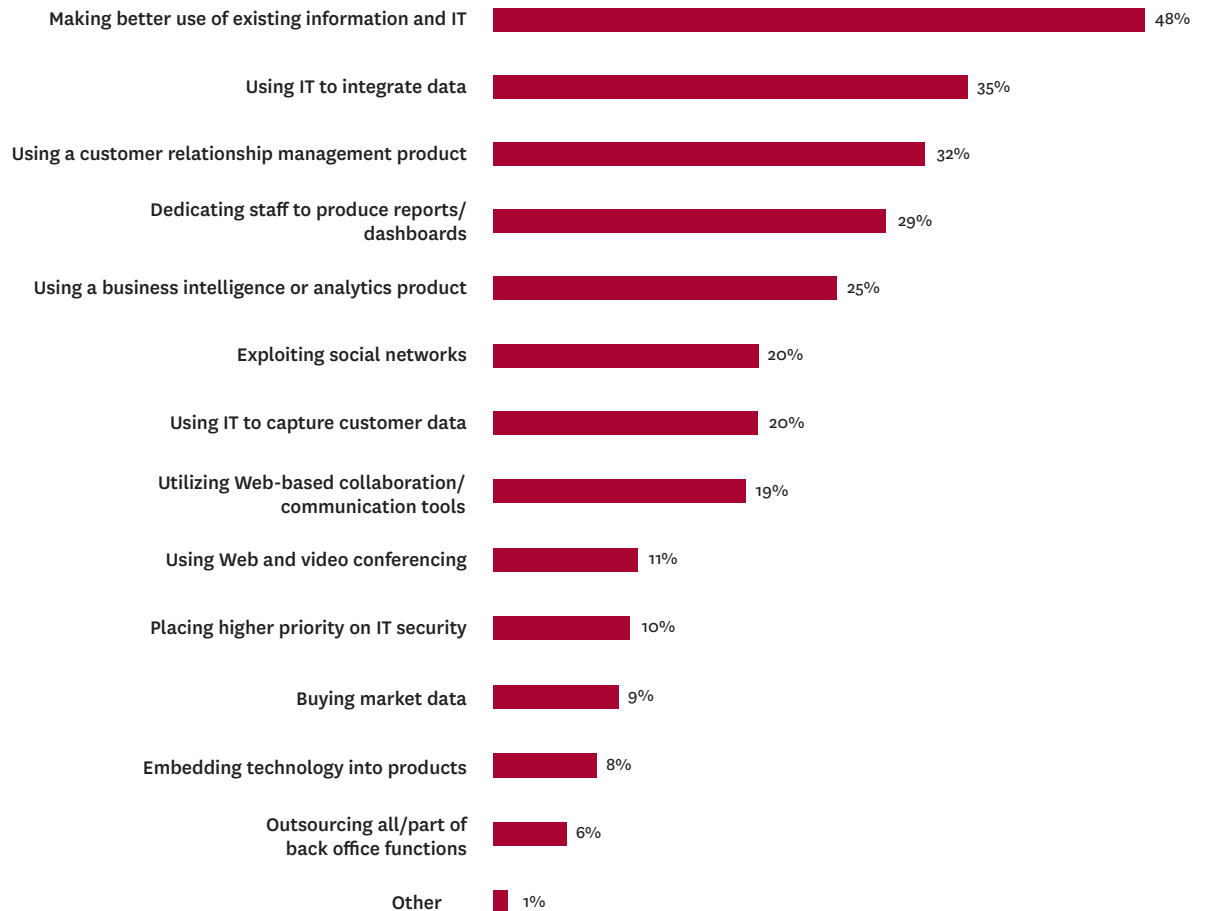
FOCUS FOR THE FUTURE

The imperatives coming out of this study are clear. First of all, given the current state of the economy, companies simply have to make better use of the information and technology resources they already have. To do this they must get clarity around what information is most important to the organization’s growth, develop a strategy for how to best leverage that, and then tune the company’s technology, processes, and skill sets to enable an information-based, technology-enabled operating model.

This will require breaking down the walls that separate both company information assets (data silos) and different operating units within the corporation (organizational silos). But since enterprise integration requires a mandate from the top and many CEOs do not see a problem here, it is unclear just how this change will come about. CEOs should consider the possibility that they do not have a clear view of how things are working inside their organizations and that their teams may be reluctant to point out problems

Key areas of focus over next 1–3 years FIGURE 12

QUESTION: Which information-based initiatives are strategically most important to your organization over the next 1-3 years? (Select up to 3.)



that they themselves could be a part of. They should launch a no-holds-barred inquiry into the true state of cross-functional information sharing, collaboration, security, and protection.

“We have struggled with having the right incentive system in place that facilitates collaboration across the enterprise and have bounced around from centralizing to decentralizing to centralizing, etc.,” said a senior marketing executive. “The challenges that came with the downturn...combined with the need to provide a 24x7 superior experience to our customers have forced several foundational changes in organizational structure and processes and also driven functional and operational changes. Things have changed for the better in the last year—we have some way to go, but we are on the right path.”

Customers are key to growth. Organizations that are able to more closely connect with their customers and provide them with more relevant products and services will gain advantage over competitors who cannot. The ability to make best use of critical customer information will require new analytic skill sets and tools that are currently lacking in many organizations. Companies should dedicate resources to figure out how to make this happen today.

It is alarming that fewer than half of respondents said their organization is effectively protecting their customer and company information assets. In an economy that is increasingly based on information, companies must build information protection into everything they do to build confidence among stakeholders—business leaders, board members, customers and trading partners—that their own interests are being protected.

New technology investment is part of the answer to better leveraging information for growth, but because dollars are limited, only companies with effective methods for developing strategy and prioritizing investments at an enterprise level will invest in the highest value areas for the firm as a whole. Only 44% of companies currently have a cross-functional governance structure for making decisions about IT investments; this has to change. CEOs should pay attention to what CIOs are saying about a lack of alignment between business and IT priorities. It is not good enough anymore for the CIO and CEO to be in tune; given how deeply IT has penetrated into all aspects of the business, that alignment has to spread out across the entire executive team.

METHODOLOGY AND PARTICIPANT PROFILE

Harvard Business Review Analytic Services surveyed 1,447 *Harvard Business Review* subscribers via an online survey in January 2010; 1,375 qualified to complete the survey (were involved in either using information or helping to shape their organization's approach to using information). In addition, in-depth qualitative interviews were conducted with subscribers via phone and email.

Participant Profile

Region

A third of respondents were from North America (35%), a third from Europe (35%), 18% from Asia-Pacific, 8% from Middle East, and 4% from South/Central America.

Demographics

The average age of respondents was 44; 80% were male.

Seniority

Half of respondents (52%) were directors or above; 23% were CEOs/presidents/managing directors.

Education

Just under two-thirds of respondents (60%) had an MBA or other postgraduate degree.

Work experience

Forty-three percent of respondents had been in the workforce for over 20 years.

Job function

One third of respondents (32%) were in general management. The main functions represented were marketing and sales (15%), operations and production/R&D (11%), strategy/planning (9%), finance/risk (8%), and IT (7%).

Industry sectors

The largest industry sectors were manufacturing (15%), consulting (14%), software/technology/high tech (12%), healthcare/pharma (12%), and banking/financial services/insurance (11%).

Size of organization

Twenty-eight percent of respondents worked at companies with annual sales in excess of US\$1 billion; 59% had sales in excess of US\$50 million. The average number of employees was 3,500.

International scope of operations

Roughly two-thirds of respondents (61%) worked in organizations with international operations; 31% operated in more than 10 countries; 42% said emerging economies were very important to their business.

Involvement in using/shaping organization's approach to using information

Half of all respondents (53%) were very involved in this process. Those who were very involved were most likely to be CEOs/presidents (75% of whom said they were very involved), board members (68%), in companies with sales of less than \$50 million (66%), or in IT departments (66%) or strategic planning (66%).

Sponsor's Perspective

Information is growing at a staggering pace. This information no longer sits in a filing cabinet in the office. It is on our phones, our laptops, and our netbooks. It is accessible from home, from the beach, and even from an airplane.

2010 marks the first step into a decade that will undoubtedly bring about enormous change. It is the decade in which we need to take an even closer look at information—where it comes from, what we do with it, how we manage it, and what it really means to us and our organizations.

This next decade will truly redefine what we have come to know as the information economy. It is an economy defined by the value of intellectual property, the value of customer information, the value of ideas—the value of information. What makes information so powerful today is how easily it's replicated or duplicated and moved from one place to another, and how quickly it can be distributed. However, the very things that make it so powerful also threaten its value.

It should be no surprise that in an information economy cyber criminals and hackers are more determined than ever to steal confidential information. According to Symantec's 2010 State of Enterprise Security study, which surveyed 2,100 enterprise CIOs, CISOs, and IT managers around the world, in the past 12 months 75 percent of enterprises experienced cyber attacks. That same study also found that every enterprise—that's 100 percent—experienced cyber losses in 2009. The top three reported losses were theft of intellectual property, customer credit card information or other financial information, and customer personally identifiable information.

Our job as business and IT leaders is to make sure that information is protected, from the moment it's created to where it's stored and how it's accessed, managed, and secured. We know that information is going to live in more places than ever and will increasingly be accessed by many different devices. We know that it will continue to be the focus of targeted attacks. Above all, we know information will continue to be our greatest asset.

At Symantec, we believe that it's our job to enable you to take advantage of emerging trends that benefit your organization. It is not about which computing model, operating system, or device is going to dominate. It is about ensuring that your information is secured and managed in a way that supports your business initiatives. Symantec provides a set of solutions that will allow you to protect and leverage your information assets as you grow your business.

Together we have the opportunity to enable the future of the information economy, to nurture it, and to provide a path for our organizations to seize opportunities with confidence.

Sincerely,



Enrique Salem
President and CEO, Symantec Corporation

ABOUT SYMANTEC

Symantec is a global leader in providing security, storage, and systems management solutions to help consumers and organizations secure and manage their information-driven world. Our software and services protect against more risks at more points, more completely and efficiently, enabling confidence wherever information is used or stored. More information is available at www.symantec.com.



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