

THE MORE WE KNOW, THE MORE WE WANT

Today we are capturing more data more quickly about more things than ever before: about buildings, roads, cities; about people, our habits, passions, needs; about transactions, workflows, markets; right down to the temperature, location and condition of a single item in the global supply chain.

The sheer facts of big data—2.5 quintillion bytes of new data are created daily—present outsized challenges and opportunities. As our analytical prowess grows, we are using it to create a series of powerful, disruptive, even radical, transformations: of our organizations, industries, cities, even our individual roles.

To put it simply, the more we know, the more we want to change—challenge, shake up, overturn—everything.

SMART IS A VERB.

All of this unprecedented *knowing* is leading to unprecedented *doing*.

In every part of the world, a distinctly different group of leaders is announcing its arrival. These leaders possess both a wealth of data and an acuity of analytical insight that their predecessors never had. So they feel freer to act—with a calculated boldness.

They are making decisions based on evidence, not on habit or opinion or “gut.” They are anticipating, rather than merely reacting to, events. They are seizing competitive advantage, but at least as often, they are reframing the issues in unexpected, often counterintuitive ways.



Using ever more powerful tools, sharpened by ever more precise information and insight, these leaders are creating the big transformational shifts that reverberate through their organizations, through their industries and beyond.

THE FAST TRIP FROM “WE USED TO DO” TO “NOW WE DO.”

Nothing challenges an unexamined way of doing things like a daily rush of data and analytic insight. This may explain the sound you’ve been hearing so often lately—the crashing of one convention after another to the ground.

*Law enforcement agencies
used to fight crime after the fact.
Now they can prevent crime
before it breaks out.*

It isn’t easy for a profession as proudly tradition-bound as law enforcement to embrace a rethink of roles. But a police officer’s job today is not only about catching criminals—it’s about analyzing



TO CHANGE EVERYTHING.

*City leaders used to be judged by
how well they responded to a crisis.
Now they are judged by how well
they anticipate one.*

Mayor Eduardo Paes of Rio has adopted a proactive approach to the safety of his city’s 6.3 million people. From one integrated operations center, city officials can now monitor and coordinate information from 30 different public agencies. This is especially crucial during the annual rainy season, when response times to flooded areas have improved by 30%.

More promising still, officials have begun to use predictive analytical models to help anticipate flooding before it happens, and to evacuate residents in threatened areas before rescue becomes too difficult, too dangerous or too late. The savings? Lives.

crime data, spotting patterns and positioning patrols so they can help prevent crimes from being committed in the first place. Seeing some of the world’s oldest problems in a new way helped police officials in Memphis, Tennessee, reduce serious crimes in 2010 by 31%.



*Marketers used to see you
as a “segment.”
Now they see you as you.*

Marketing is the science of what people want, but until recently, it was a science of notable imprecision: marketers could see consumers only as vague demographic blots.



So it’s little wonder that so much marketing missed its audience, or bored it, or annoyed it. A generation of CMOs is emerging, however, who are applying new analytical rigor to vast pools of transactional and unstructured social data—to develop richer, deeper profiles of *individuals*.

The confidence these marketing leaders place in technology is backed by increasing levels of investment: it’s estimated that by 2017 CMOs will account for a greater share of corporate IT spending than CIOs.

These CMOs are at once redefining their relationship to customers, rewriting their own roles and reinventing marketing: to make it more relevant, more personal and more like a *service* to people than before.

LET’S CHANGE THE WAY THE WORLD WORKS.

Across the world, IBM works with forward-thinking leaders in nearly every field to put data and analytics at the heart of their organizations and their decision making. We’ve observed that among these leaders a distinct group is emerging: leaders whose talents are enabled by technology but go beyond it.

These leaders are making bold decisions and advancing them on the basis of rich evidence; they are anticipating events, rather than reacting to them; and they are toppling, one by one, the conventions that stand in the way of thinking smarter and working smarter. Learn more at ibm.com/changingroles

LET’S BUILD A SMARTER PLANET.

