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COVER STORY

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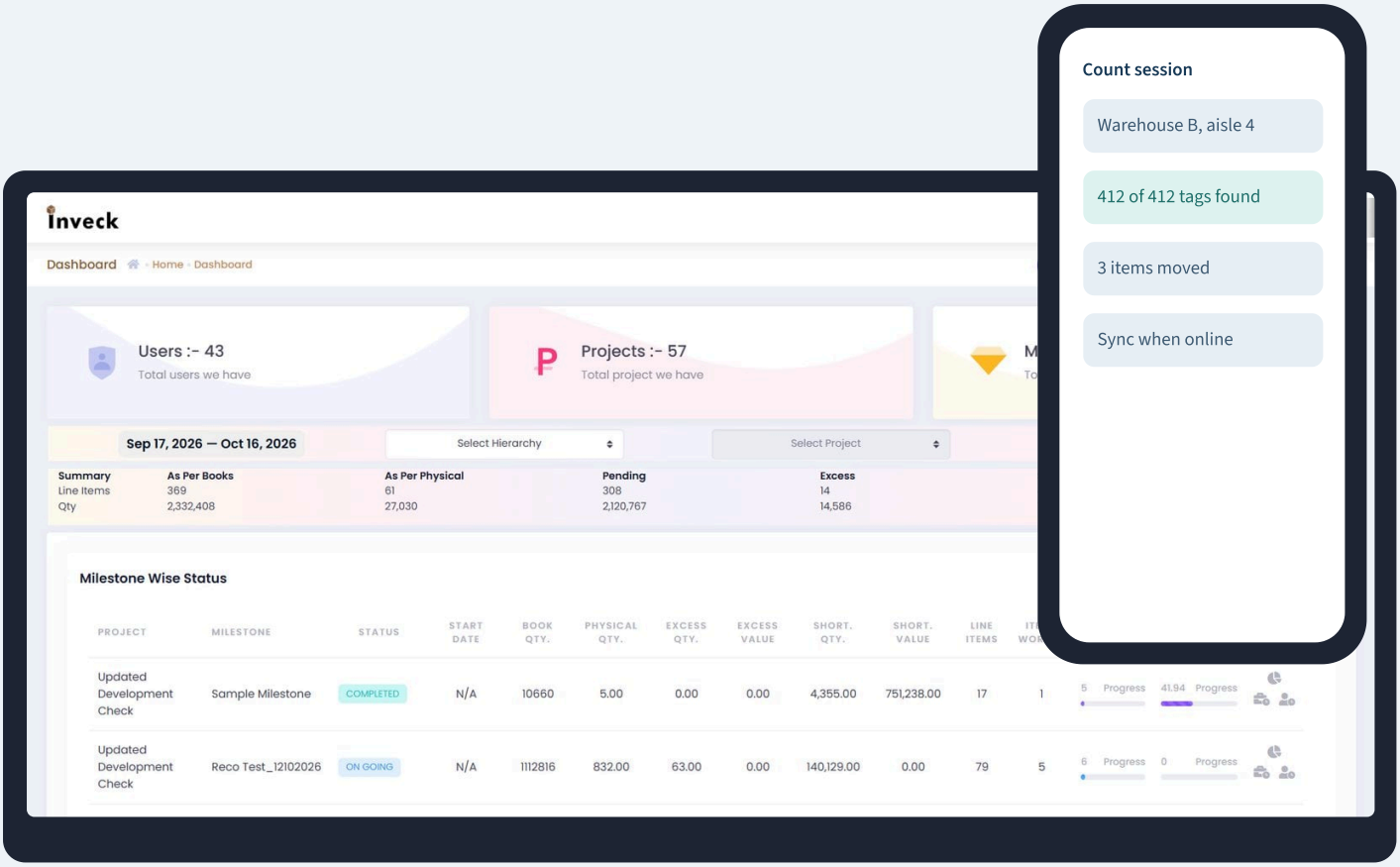


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# Editor's note

*Leaders Building Digital Ecosystems*

Titles say little about how a leader actually works. That is why we spent this edition with Loukas Tzitzis.

From regional vice president at Tech Mahindra and division president at Amdocs to chief executive roles of his own, Loukas Tzitzis on the different rhythms of startups and large enterprises, and why people are the multiplier.

Our cover story follows Loukas through the choices that shaped the work, from the early years to the decisions being made now, and asks what other leaders can take from them.

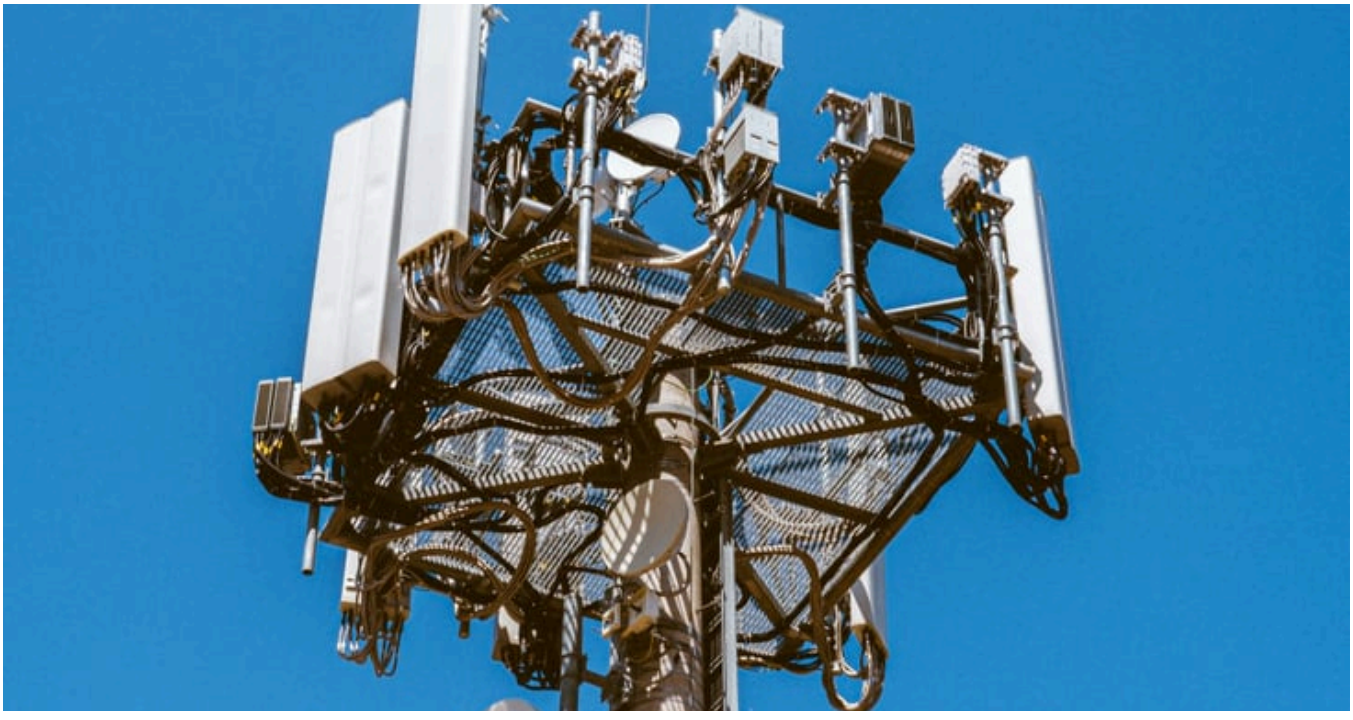
Also in this edition: What open banking can teach telecoms about APIs. Mobile operators have agreed common network APIs across most of the world's mobile connections. The revenue is still small, and the reasons will look familiar to anyone who watched UK banks open their data.

Then: Who pays for AI? How finance and technology chiefs can share the budget. AI spending sits awkwardly between capital budgets, operating budgets and the departments that want it. A joint fund with two signatures, and the rules that make it work.

And: Jeff Roberts: The CIO every growing business deserves. Big companies have always had seasoned technology leaders steering their strategy. Jeff Roberts founded Innovation Vista so that small and midsize firms could have one too.

We hope you find something here worth taking into your next meeting. ■

***The Editors***



COVER STORY

# LOUKAS TZITZIS

## Crafting the digital ecosystems of tomorrow

*From regional vice president at Tech Mahindra and division president at Amdocs to chief executive roles of his own, Loukas Tzitzis on the different rhythms of startups and large enterprises, and why people are the multiplier.*

The future is being written in code, algorithms, and networks, yet the most profound transformations emerge when technology meets human insight. From AI that predicts outcomes before they happen to cybersecurity that safeguards trust at the speed of thought, the rules of engagement are changing faster than ever. Industries such as healthcare, finance, and utilities are no longer just adopting technology, they are being reinvented by those who can see the possibilities hidden within the data, the systems, and the connections.

Loukas Tzitzis is one of those rare leaders who turns this potential into reality. With decades of experience across AI, cybersecurity, fintech, and medtech, he stands out for his ability to blend strategic foresight with operational precision.

## The Foundation of Ideal Leadership

For Loukas, leadership rests on a handful of unshakeable principles. He believes that sales and financial literacy are fundamental because without them even the most ingenious ideas remain aspirations rather than realities. Crisis, he notes, teaches leaders to remain calm, to act decisively, and to recognise that winning is the foundation of growth, resilience, and trust.

He views true innovation as meaningful only when it addresses real needs, delivers measurable value, and does so with integrity and inclusivity. Yet, innovation alone is not enough. Loukas emphasises that success is driven by people who are empowered, equipped, and inspired to go further than they thought possible. That, he says, is the true multiplier.

Having worked across cultures and continents, he has learned that the world is profoundly interconnected. For him, a leader must adapt to local nuances, honour diversity, and still hold a clear, universal vision. Leadership, as he defines it, is about clarity, discipline, adaptability, and above all, a steadfast belief in the power of people and ideas to shape the future.

## Innovation Across Two Worlds

Loukas observes that the difference between startups and large enterprises lies less in ambition and more in rhythm. In a startup, innovation serves as both fuel and oxygen. Speed, courage, and relentless focus on the customer are non-negotiable. He explains that in such environments, agility is key, assumptions are tested quickly, and failure is accepted as part of the price of discovery. Growth, in this case, is about transforming limited resources into outsized impact through speed and intensity.

**Loukas observes that the difference between startups and large enterprises lies less in ambition and more in rhythm.**

In contrast, Loukas highlights that in large enterprises, the challenge is not igniting innovation but scaling it with discipline. Here, structures, governance, and stakeholder management take center stage. Growth demands repeatability and resilience. Ideas must navigate through layers, integrate with legacy systems, and serve millions reliably. Leadership in such environments, he explains, is about orchestrating ecosystems, embedding financial rigour, and ensuring innovation translates into sustainable value.

Across both settings, Loukas insists that two truths remain constant. People are the multiplier, and culture is the enabler. Whether in a lean startup or a vast corporation, organisations thrive when teams are empowered, trust is earned, and a shared vision guides every step. Innovation, he believes, prospers when it is



Photo: Polina Kuzovkova / Unsplash

both daring and disciplined.

## Dreaming in Billions, Delivering in Decimals

Loukas reflects on his tenure as Regional Vice President at Tech Mahindra and Division President at Amdocs as a defining period in his leadership journey. These experiences, he says, taught lessons that no classroom could replicate. It was during this time that he mastered the art of managing large and complex deals—the patience required for multi-year sales cycles, the precision involved in contracting and scoping across borders, and the intricate coordination needed to close eight- and nine-figure engagements spanning continents.

He learned that sales at scale is not merely about persuasion but about stakeholder management and architecture, discipline, and aligning hundreds of moving parts toward a single outcome. Loukas also deepened his understanding of financial literacy and governance, recognising that in multinational settings every commitment carries significant weight for shareholders, regulators, and markets.

Another key insight he carried forward was the importance of internal influence. To deliver for his region, Loukas had to champion priorities within the organisation and mobilise resources across vast corporate networks. This experience gave him a deep appreciation for navigating complex ecosystems and securing alignment across diverse teams.

Above all, Loukas notes that his years in these global roles instilled in him a lasting truth about leadership. Great leaders balance vision with discipline. They dream in billions, but they deliver in decimals.

## The Power of Convergence

Loukas believes that the next five years will not be defined by a single transformative sector, but by the convergence of several core technologies: artificial intelligence, quantum computing, Web3, and cybersecurity. In his view, these are the foundations upon which entire industries will be reshaped.

He explains that artificial intelligence brings intelligence and speed, quantum computing delivers unprecedented computational power, Web3 introduces trusted and decentralised ownership that turns users into

stakeholders, and cybersecurity ensures that all of this rests on trust. Together, these technologies form the scaffolding for change.

When applied to medtech, Loukas notes, this convergence will mean diagnostics and treatments that are faster, more personalised, and securely connected. In fintech, it will lead to inclusive financial systems, asset tokenisation, and real-time global payments that are both secure and transparent. In utilities and other industries, it will enable smarter, greener, and more resilient infrastructure.

For Loukas, the real story lies not in technology as a standalone force but in ecosystems where these capabilities combine to make industries not only more efficient but also more humane, sustainable, and globally connected.

## The Core of Successful Innovation

Loukas has always believed that innovation must be firmly grounded in purpose and value. To him, successful innovation means solving a real problem, delivering measurable outcomes, and launching at the right time and in the right context so that adoption becomes natural and inevitable. He considers timing and context as critical as the technology itself.

He also emphasises that people form the second and perhaps most vital ingredient of innovation. Even the most elegant strategies or architectures, he explains, remain theoretical without the right team to bring them to life. His focus has consistently been on assembling high-quality teams, uniting diverse expertise, and fostering an environment where individuals feel accountable, motivated, and inspired to challenge boundaries.

While recognition from analysts such as Gartner or IDC is gratifying, Loukas insists that such accolades are never the primary goal. They are, instead, the by-product of making the right decisions about which problem to address, which technology to apply, when to launch, and whom to trust with execution. For him, true success is not defined by awards but by the impact created and the trust earned.

## Building the Future of Trust

Loukas envisions artificial intelligence and cybersecurity as mutually reinforcing pillars of the digital ecosystems of the future. He explains that artificial intelligence offers predictive insights, pattern recognition, and automation at scale, while cybersecurity provides the trust boundary that ensures intelligence is applied safely, ethically, and reliably.

He points to the emergence of AI-native security systems, which are designed to anticipate, defend, and adapt in real time. This evolution, he believes, will define the resilience of future infrastructures. Loukas highlights that security must be embedded throughout the entire AI lifecycle, from training to deployment to ensure integrity and reliability.

Trust, he predicts, will become infrastructure itself, with the transparency and explainability of outcomes becoming as critical as performance. Autonomous cyber co-pilots will play a larger role in detecting, isolating, and responding to threats at machine speed while maintaining human oversight and judgment.

For Loukas, the most profound transformation will occur when these capabilities converge across industries such as finance, healthcare, and utilities, creating ecosystems that are not only intelligent and adaptive but also deeply trusted.

## Honour Beyond Accolades

Loukas views recognitions such as “Most Influential Fintech Visionary of the Year 2025” as deeply humbling, yet he regards them less as personal accolades and more as reflections of the exceptional teams he has had the privilege to work with. For him, leadership is never a solo act. It is the collective energy, skill, and commitment of people that transform vision into reality.

He believes that such recognition also brings a heightened sense of responsibility. In his view, leaders in technology must use their influence not only to drive growth but also to advance inclusivity, empower developing nations, and ensure that innovation remains responsible and ethical. Loukas stresses that the future of societies depends on how wisely technology is applied and governed.

At the same time, he sees awards as catalysts that reignite his drive for excellence. They remind him that thought leadership requires constant vigilance, curiosity, and courage to stay ahead of change. For Loukas, true honour lies not in the trophy itself but in the responsibility to keep moving the world forward.

## AI as a Bridge for Global Inclusion

As Ambassador of the AI Frontier Network and a member of the AI for Developing Nations Forum, Loukas regards artificial intelligence as one of the most powerful catalysts for inclusion. He believes that its real impact lies in helping communities overcome barriers that once seemed insurmountable, whether in education, healthcare, or access to finance.

He envisions AI enabling rural clinics to access world-class diagnostics, classrooms with limited resources to deliver personalised learning, and underserved regions to benefit from transparent and accessible financial services. It can provide small farmers with real-time agricultural insights and give entrepreneurs in developing nations the ability to reach global markets.

However, Loukas cautions that this potential will not be realised automatically. It requires sustained investment in local talent, accessible technology, and culturally sensitive solutions. Above all, it demands a commitment to responsibility, ensuring that AI becomes a force for empowerment rather than exclusion.


Photo: Eric Stoynov / Unsplash

For Loukas, bridging the digital divide is about dignity, opportunity, and shared prosperity. Applied wisely, he believes AI can become the bridge that connects people to a more equitable and inclusive future.

## A Defining Transformation

Loukas recalls one of the most challenging transformation programmes of his career taking place during the COVID years. He had just assumed leadership of a new region when lockdowns began to disrupt every aspect of global business. Despite the chaos, he was tasked with delivering a complete operational and strategic turnaround.

The experience became a defining moment in his career. Loukas had to reimagine go-to-market strategies remotely, stabilise revenues across multiple countries, re-scope services, and renegotiate contracts while navigating unpredictable conditions. The situation tested every dimension of his leadership, from managing complex, long sales cycles remotely to maintaining team morale amid fear and uncertainty.

He reflects that the true value of the experience lay in the lessons it offered about resilience, trust, adaptability, and focus. It reinforced his conviction that in times of crisis, leadership must remain visible, decisions must be grounded in facts, and every stakeholder, from clients to internal teams, must be engaged with confidence and clarity.

Loukas carried these insights into his later CEO roles, approaching transformation with a renewed balance of boldness and humility.

## Anticipating Change Before It Arrives

At Office Line SA, Loukas credits the company's sustained leadership and strategic foresight to its Founders and executive team, led by CEO Panagiotis Kouris and CTO Bill Kraniotis. Their vision in establishing deep expertise as a cloud integrator, system services provider, and trusted Microsoft partner has positioned the organisation ahead of the curve rather than in a reactive stance.

Loukas explains that the company's current strategy is built upon three key pillars. The first is the integration of cybersecure, AI-enhanced services and data solutions that enrich managed services with predictive and intelligent capabilities, spanning from sustainability data management to advanced observability. The second pillar

is partnership. Office Line's enduring alliance with Microsoft continues to accelerate transformation and reduce innovation cycles. The third is customer engagement, which Loukas regards as a strategic imperative. Solutions are co-created alongside clients to ensure alignment with their needs and to deliver meaningful, lasting value.

Through these strategic anchors, Office Line continues to anticipate technological shifts and maintain its position as a leader in an environment where technology cycles are shortening at an unprecedented pace.

## Investing in the Next Generation of Leaders

Mentorship, for Loukas, is both a duty and a privilege. Within the organisation, he dedicates time to structured mentoring and coaching programmes that help emerging leaders refine their strategic thinking, enhance their financial and commercial acumen, and develop the resilience essential for complex and demanding roles. He firmly believes that authentic feedback and the sharing of lived experience hold far greater value than any textbook lesson.

Beyond the company, Loukas actively participates in industry forums, academic initiatives, and technology networks where he mentors entrepreneurs and young professionals who may not otherwise have access to experienced guidance. He does so, he says, because early in his own career he benefited from mentors who challenged, guided, and believed in him. Their influence shaped his professional path, and he now feels a strong responsibility to offer the same support to others.

For Loukas, mentorship is about creating continuity, giving back, and ensuring that the next generation of technology leaders is better prepared to lead, innovate, and inspire than the one before.

## A Guiding Principle of Leadership

When asked to summarise his leadership philosophy in one guiding principle, Loukas defines it as empowerment through accountability. Over his international career, he has learned that genuine leadership lies in trusting capable people with responsibility while holding them to the highest standards of performance.

He explains that a leader's role is to support, coach, and remove barriers, while also insisting on clarity, measurable outcomes, and ownership. Transparency, adaptability, and accountability remain central to his approach. This principle, Loukas says, influences how he builds teams, delegates authority, and scales organisations. It is about giving people the freedom to innovate while maintaining the discipline to deliver.

He believes that leaders are not controllers but stewards. Empowerment without accountability risks complacency, while accountability without empowerment becomes restrictive. When the two coexist, they foster growth, trust, and lasting transformation, the hallmarks of effective and sustainable leadership. ■



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ANALYSIS

# What open banking can teach telecoms about APIs

*Mobile operators have agreed common network APIs across most of the world's mobile connections. The revenue is still small, and the reasons will look familiar to anyone who watched UK banks open their data.*

BY THE CIO TABLE EDITORS

On March 2026 the GSMA said 86 operator groups, representing more than 300 networks and 80% of global mobile connections, had lined up behind a common framework for network APIs. More than 300 instances of 20 CAMARA APIs were commercially live in 65 markets, sold through more than 60 channel partners, from hyperscalers to communications platforms.

On reach, the industry has done what it set out to do. On revenue, it has not yet. The distance between those two facts is the most useful lesson available to anyone building a digital ecosystem, inside telecoms or outside it.

## A forecast that shrank

In February 2024 McKinsey estimated that network APIs could generate roughly $100bn to $300bn in connectivity and edge-computing revenue for operators over five to seven years, with the APIs themselves worth $10bn to $30bn. It also warned that operators could cede up to two-thirds of the value to cloud providers and aggregators if the structure of the market did not change.

Analysys Mason's bottom-up forecast, published in June 2025, is far more sober. It expects spending on CAMARA-based network APIs to grow from $550m in 2024 to $7.6bn in 2030, equal to 0.6% of mobile service revenue. China accounted for 94% of the 2024 total. Everywhere else combined produced $33m.



Photo: Paul Hanaoka / Unsplash

The two estimates measure different things, and the larger one counts the connectivity that APIs might pull through. Even so, the gap shows how far a standard sits from a business. Agreeing an

interface is necessary. It does not, by itself, create a buyer.

## Open banking had a mandate and a use case

UK open banking is a useful comparison because it began from the same place: incumbents exposing data and functions through standard interfaces. It launched in January 2018, built by the nine largest banking groups, known as the CMA9 after the competition authority that required the work.

Eight years on, the numbers are substantial. Open Banking Limited counted 16.5 million user connections by December 2025, up from 12.1 million a year earlier, and 351m payments across the year, a 57% increase on 2024. By January 2026, 145 authorised third-party providers were building on the infrastructure.

Two things did the work. The first was compulsion: the largest banks did not volunteer, and a common standard was imposed with a regulator watching delivery. The second was a use case customers could feel. Payments drove the most recent growth, and the FCA reports that variable recurring payments, which let a customer authorise a series of transfers, now make up 16% of open banking transactions.

Telecoms have only part of the first ingredient. The GSMA programme is voluntary and rests on commercial alignment between operators rather than on a regulator's order. That places more weight on the second.

## Fraud is the first job

Analysys Mason expects demand to start in financial services, led by the SIM Swap API, as organisations move away from text-message codes for two-factor authentication. Number Verification is the other early candidate. A bank checking whether a customer's SIM card changed shortly before a large transfer is running a concrete, repeatable transaction with a measurable saving. Quality-on-demand APIs for gaming and video, the examples that filled early conference slides, are expected to matter more after 2030.

There is a neat reversal here. In open banking, banks supplied the APIs. In telecoms, banks are the most likely first customers.

Aggregation is the other half of the problem. A developer does not want separate contracts with

BY THE NUMBERS

**86**

Operator groups backing a common network API framework

GSMA, 2026

**$7.6bn**

Forecast global spending on CAMARA network APIs in 2030

Analysys Mason, 2025

**351m**

UK open banking payments in 2025, up 57% on 2024

Open Banking Limited, 2026

operators in every market. In July 2025 Ericsson and twelve operators, including AT&T, Deutsche Telekom, Orange, Reliance Jio, Telefónica, Verizon and Vodafone, finalised Aduna, a joint venture in which Ericsson holds 50%, set up to aggregate and sell network APIs globally. Open banking's answer to the same problem was its population of third-party providers sitting between banks and the apps customers use. McKinsey's warning about ceding value to intermediaries applies to both.

## What ecosystem builders should take from this

For a CIO in a bank, insurer or online retailer, the practical step is modest. Test SIM swap and number verification checks in fraud and onboarding flows through an aggregator that covers your markets, and measure the losses they prevent. The business case can rest on your own fraud data rather than on vendor projections.

For leaders trying to build an ecosystem of their own, the telecoms experience is a caution against confusing participation with demand. Signing partners up to a standard is the easy part and makes for good announcements. The harder work is finding the one job a buyer will pay for every day, pricing it simply and making it available through a single contract.

Open banking got there with a regulator's push and a payments use case. Operators are trying to get there with fraud prevention and a joint venture. Whichever route they take, the revenue will follow the use case, not the number of signatories.

Sources: gsma.com; mckinsey.com; analysysmason.com; openbanking.org.uk; fca.org.uk; rcrwireless.com. ■

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ANALYSIS

# Who pays for AI? How finance and technology chiefs can share the budget

*AI spending sits awkwardly between capital budgets, operating budgets and the departments that want it. A joint fund with two signatures, and the rules that make it work.*

Artificial intelligence refuses to sit in one place on the books. The build looks like a project, the run looks like a utility bill, and the benefit turns up in somebody else's department. Left alone, the ambiguity produces pilots paid for from budgets nobody tracks, run costs that land on the IT line after launch, and savings that several parties claim and none banks.

The remedy is a set of agreements between the CFO and the CIO, made early, while the sums are still small.

## Why the usual lines do not fit

Traditional software investment had a familiar shape: a capital project, a go-live date, a predictable maintenance charge. AI spending rarely behaves that way. Much of it is cloud consumption and subscriptions, which are operating costs, and under IFRS the work of configuring and customising cloud services is often expensed rather than capitalised. Some internal development may qualify as an intangible asset, but the criteria are demanding and the judgement belongs to finance, not to the project sponsor.

Usage-based pricing adds a second complication: running costs grow with adoption, so success costs more than failure, and a fixed annual budget copes poorly with a cost that rises precisely when the project works.

The third complication is organisational. The benefit of an AI tool in claims handling accrues to the director who runs claims. The cost, unless someone intervenes, accrues to the CIO.

## One fund, two signatures

A practical answer is a single AI investment fund, set annually, that needs both the CFO's and the CIO's signature to release money. Business units bid into it. Neither chief can approve a project alone: the CFO tests the value case, the CIO tests feasibility, data readiness and risk. It pays for pilots and early scaling; nothing reaches production without passing through it.

The price is speed, and a heavy process pushes experiments into shadow budgets. A small allowance below a set threshold helps, limited to approved tools and non-sensitive data, provided every experiment is registered.

## Gates agreed before the money moves

The fund should release money in tranches, from pilot to limited production to scale, with each gate's criteria written down before the pilot begins: a quality threshold measured on a test set the business owner accepts, an adoption level among intended users, a unit cost per transaction below an agreed ceiling, and sign-off on risk, including data protection and whether the use case falls into a category the EU AI Act treats as high-risk.

Fixing criteria in advance matters because a team that has spent months on a model will always find a reason to continue. Criteria agreed at the start give both chiefs a neutral basis for saying no.

## Agree what counts as a saving

The most common dispute about AI value is definitional. Is an hour saved a saving if no cost disappears? Do avoided hiring and redeployed capacity count, and at what rate? Answer them in writing before the pilot starts.

A workable convention separates cash savings, which reduce a budget line, from capacity released, which is reported but not banked until it becomes a budget change. Finance should own the baseline and measure it before the tool arrives, because baselines reconstructed afterwards flatter the result. The business owner should own delivery, and once a saving is booked, the relevant budget should fall. A saving that never leaves anybody's budget was not a saving.

## Who owns the run cost

After launch, three costs persist: inference, which varies with usage and the choice of model; data, covering pipelines, storage, quality checks and labelling; and people, for monitoring, evaluation, retraining and support. The last is most often missing from the business case.

A sensible split keeps the shared platform central: contracts with model providers, common infrastructure, security and evaluation tooling. At the scale gate, the run cost of each application moves to the business unit that books its benefit, through a usage-based chargeback. To encourage adoption, the centre can subsidise run costs for a fixed period, provided the end date is set in advance. Each application should carry a unit cost target and spending alerts, so changes show up in weeks, not at year end.

## Stopping gracefully

A portfolio in which every pilot survives has no discipline. Stop criteria belong in the same document as gate criteria: a project that misses its gate twice, or whose unit cost cannot be brought below the value it creates per transaction, ends.

Ending well is a process. Switch off endpoints and integrations, close supplier commitments, delete or archive data under retention rules, and record which components can be reused. Unspent money returns to the fund. A team that stops a weak project early should be treated no worse than one that ships a strong one, or nobody will stop anything.

## What the board should see

Boards do not need model metrics. They need one page, updated quarterly: total AI spending split between build and run; the portfolio by stage; savings agreed against savings realised, confirmed by finance; unit cost trends for the largest applications; material risk and regulatory issues; and projects stopped, with the money returned to the fund. That last line is most often left out, and it is the clearest evidence that the gates are real. ■

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PROFILE

# Jeff Roberts: The CIO every growing business deserves

*Big companies have always had seasoned technology leaders steering their strategy. Jeff Roberts founded Innovation Vista so that small and midsize firms could have one too.*

## Innovation Vista at a glance

- 400 experienced C-level technology leaders in its consulting network
- $1.3bn+ in revenue impact delivered for clients
- 400%+ return on one client's IT investment

## The CIO every growing business deserves

Technology has rewritten the rules of business. It has made operations leaner, created whole new kinds of jobs and changed what customers expect. Today a company without a strong digital presence is not simply old-fashioned. It is handing an advantage to its competitors.

For years, the best technology thinking was a luxury reserved for large enterprises. Jeff Roberts never accepted that. He founded Innovation Vista to give small and midsize companies access to IT strategy and leadership through flexible engagements, built on a firm belief that the digital revolution belongs to them too.

Startups and growing firms often have the most to gain from smart technology, and the least room for error. Budgets are tight and in-house experience can be thin. That is exactly where an experienced partner can change a company's trajectory, and where Innovation Vista has made its name.



## Only proven experts make the cut

Innovation Vista's consulting network has grown to 400 people, and every one of them is an experienced C-level technology leader who has already succeeded as an executive. Many are working at the leading edge of innovation across every major industry, which gives clients a bench of top-flight expertise that few smaller firms could ever assemble on their own.

Selection is deliberate. Only consultants who combine technical depth with real business acumen get through. Once they are matched to a project, Innovation Vista backs them with the right resources, but the core principle is direct collaboration: consultant and client agree together on how they will work.

## A model built for growth

The firm's digital transformation practice rests on proprietary materials and a framework for spotting where technology can win market share and grow revenue. It all comes together in a three-stage technology maturity model:

- Stabilize: solid, dependable foundations
- Optimize: greater efficiency and performance
- Monetize: new revenue and market share

## Tested from the very start

Innovation Vista faced its first real test almost at once. Within six months of its founding the pandemic arrived, and client work stalled as businesses everywhere scrambled to work out how to survive and adapt.

Jeff Roberts still found silver linings. In the months that followed, Innovation Vista expanded its consultant network dramatically. As remote working became normal, its "virtual CIO" model took off, overtaking the "fractional CIO" offer the firm had launched with. Being able to pair clients with consultants anywhere in the country also made it far easier to find the right fit for each one.

## $1.3 billion later

Open-mindedness and humility, Jeff Roberts believes, are non-negotiable when change moves this fast. Customer expectations keep rising in the digital economy, so solutions that served well a few years ago may already be falling short. That can be uncomfortable for experts who have succeeded with familiar methods. The best IT strategy consultants bring their experience to every project but look at it with fresh eyes, alert to new capabilities and focused on each client's own strategy.

The results have followed. Innovation Vista has helped clients generate more than $1.3 billion in revenue impact through digital transformation and new technology capabilities. There have been plenty of efficiency gains and cost savings along the way, but it is the top-line growth he is proudest of. Revenue, after all, is rarely the headline for an IT services firm.

## Two transformations

For a brokerage firm, Innovation Vista led a transformation that brought in a fresh CRM platform, cleaner and better-connected data, machine learning and natural-language processing. Through new revenue and cost savings, the combination delivered a return of more than 400 percent on the IT investment.

For an oil and gas company, the team identified more than 40 potential uses for AI, covering everything from worker safety and output to regulatory and environmental paperwork. The client had invested heavily in IT yet had not explored what AI could do for its operations. Projects like this regularly uncover genuinely ground-breaking capabilities.

Much of this work happens in a part of the market most IT strategy consultancies overlook. For small and midsize clients, the payoff shows up in their people: employees become more productive, and their work shifts from routine tasks to genuinely analytical ones.

## What comes next

Lately, more and more clients have been asking for help building an AI strategy. The team sees enormous promise in a technology that is maturing quickly, and several AI projects have already paid off handsomely, lifting revenue and efficiency alike.

Away from work, Jeff Roberts is a father of four adult children and a grandfather of two granddaughters. Professionally, he is energised by how far dashboards and business intelligence have come: organisations can now see their performance almost in real time, something few would have thought possible only a few years ago.

His mission remains simple. Most growing companies cannot justify a full-time, highly experienced CIO, yet they still deserve that level of thinking. High-impact technology, he insists, is not just for big business, and Innovation Vista exists to put that expertise within reach. ■

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