

02

Strategic alignment, data accessibility and governance



Which of the following are true about your organization's decision-making processes for tech investments?

Globally, 74% of respondents consider the needs of customers, employees and stakeholders when making decisions for tech investments, compared to 67% in the UAE. Regarding process clarity and consistency, 73% of global tech leaders report clear, consistent processes, with UAE leaders coming in slightly higher at 76%. Cybersecurity involvement from the earliest planning stages is prioritized by 72% globally and 73% in the UAE.

73% globally and in the UAE reported achieving efficient consensus-building between stakeholders when it comes to investments in technology. In addition, 75% of the surveyed leaders globally and 69% in the UAE have a clear understanding of the critical factors that impact their organization during the decision-making process. Accurate total cost of ownership and cost-benefit analysis forecasts are reported to be 73% globally and 71% in the UAE. This comparison highlights that while UAE tech leaders excel in process clarity and early cybersecurity involvement, there is a gap in understanding critical decision factors and achieving profitable and risk-averse decision-making outcomes, suggesting opportunities for strategic improvements in these areas.



How often, if at all, do the following situations occur within your business?

In the UAE, 50% of respondents frequently treat cybersecurity as a box-ticking exercise in staff training, compared to 57% globally. Friction and poor communication are also common during high workload pressure according to 63% in the UAE and 57% globally. Risk aversion in senior leadership affects 60% of UAE tech leaders, slightly higher than the global average of 56%.

Both UAE and global leaders find that customer feedback is not utilized effectively, at 53% and 54% respectively. A significant 66% of UAE respondents find it challenging to keep up with the pace of change, compared to 54% globally, with short-term gains prioritized over long-term benefits by 60% in the UAE, slightly higher than the global figure of 56%.

In terms of responding to market signals and embracing new technology, 58% globally and 57% in the UAE said their organizations' abilities are being limited by centralized decision-making processes.

Frequently



Never/hardly at all



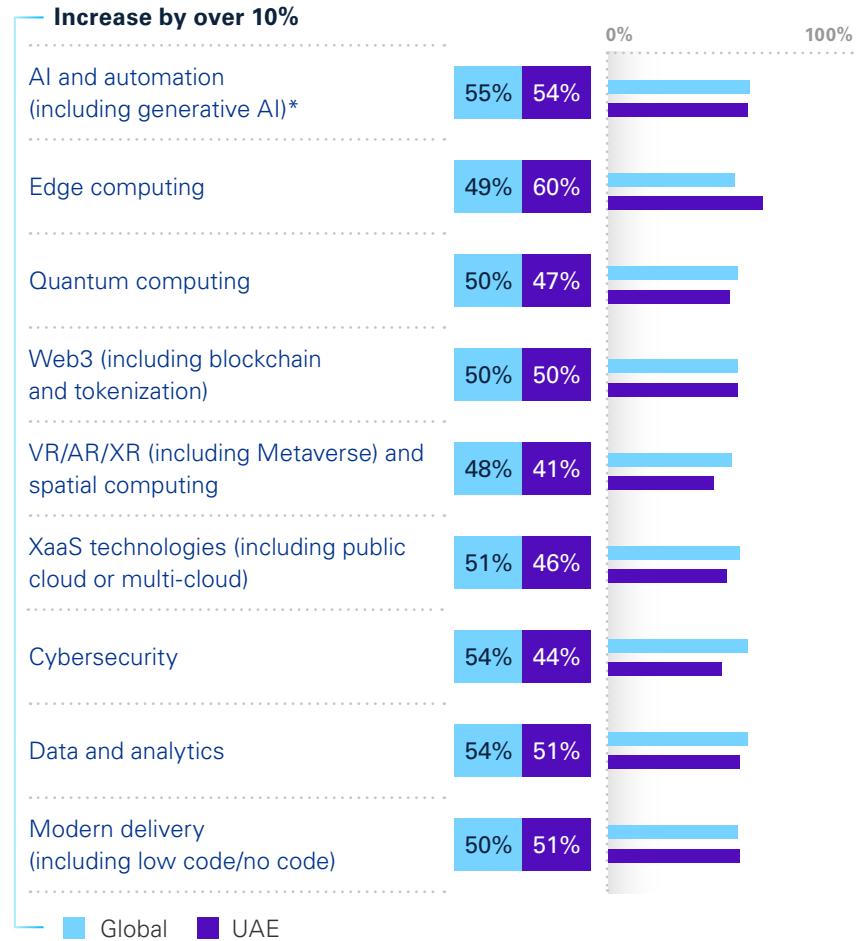
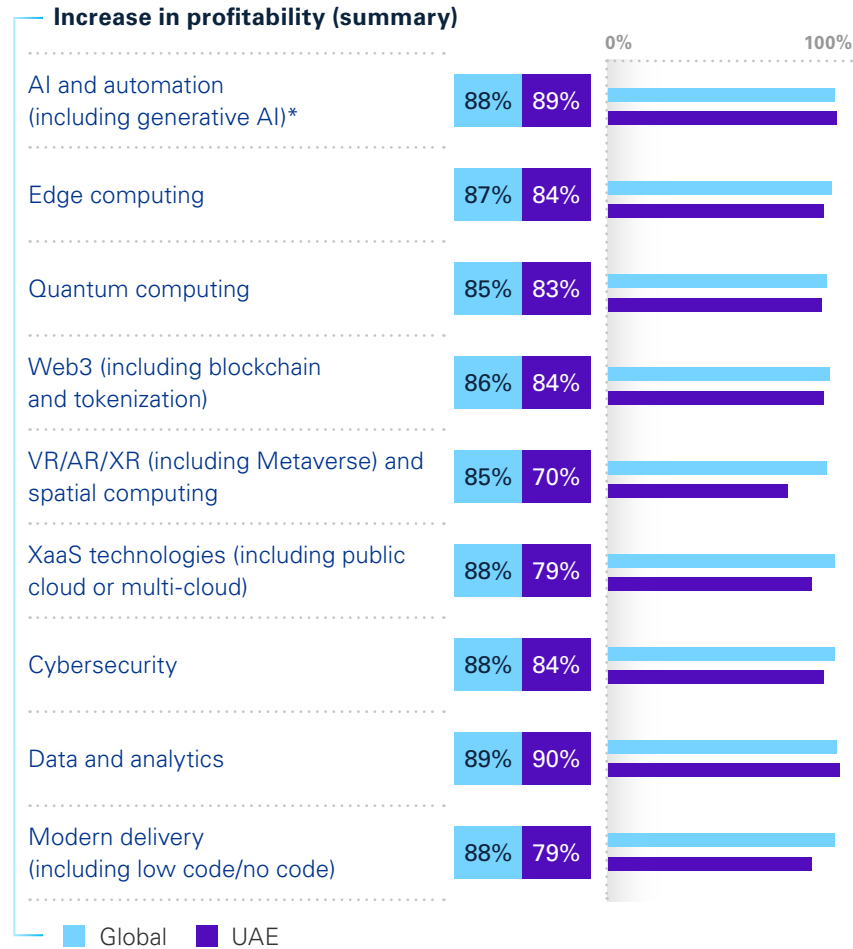
To what extent, if at all, have the following factors made your business feel less confident about investing in new technology?



In the UAE, 60% of respondents feel impacted by geopolitical volatility to some or a great extent, compared to 66% globally. Economic uncertainty also affects 63% of UAE tech leaders' confidence to invest in new technology, with 67% of their global counterparts feeling the same. Growing market competitiveness or falling sales are concerns for 64% in the UAE versus 67% globally. As for the lack of understanding or trust in new technologies, both UAE and global respondents consider this a challenge at 69% and 66% respectively.

64% in the UAE and 69% globally are also worried about cybersecurity threats, coupled with complex regulatory developments (71% in the UAE and 68% globally). Overspend on tech investment is a significant issue for 74% in the UAE, higher than the 67% global average, in addition to capacity constraints (69% locally and 64% globally) and customer or shareholder sentiment, which affects 67% of respondents in both the UAE and globally.

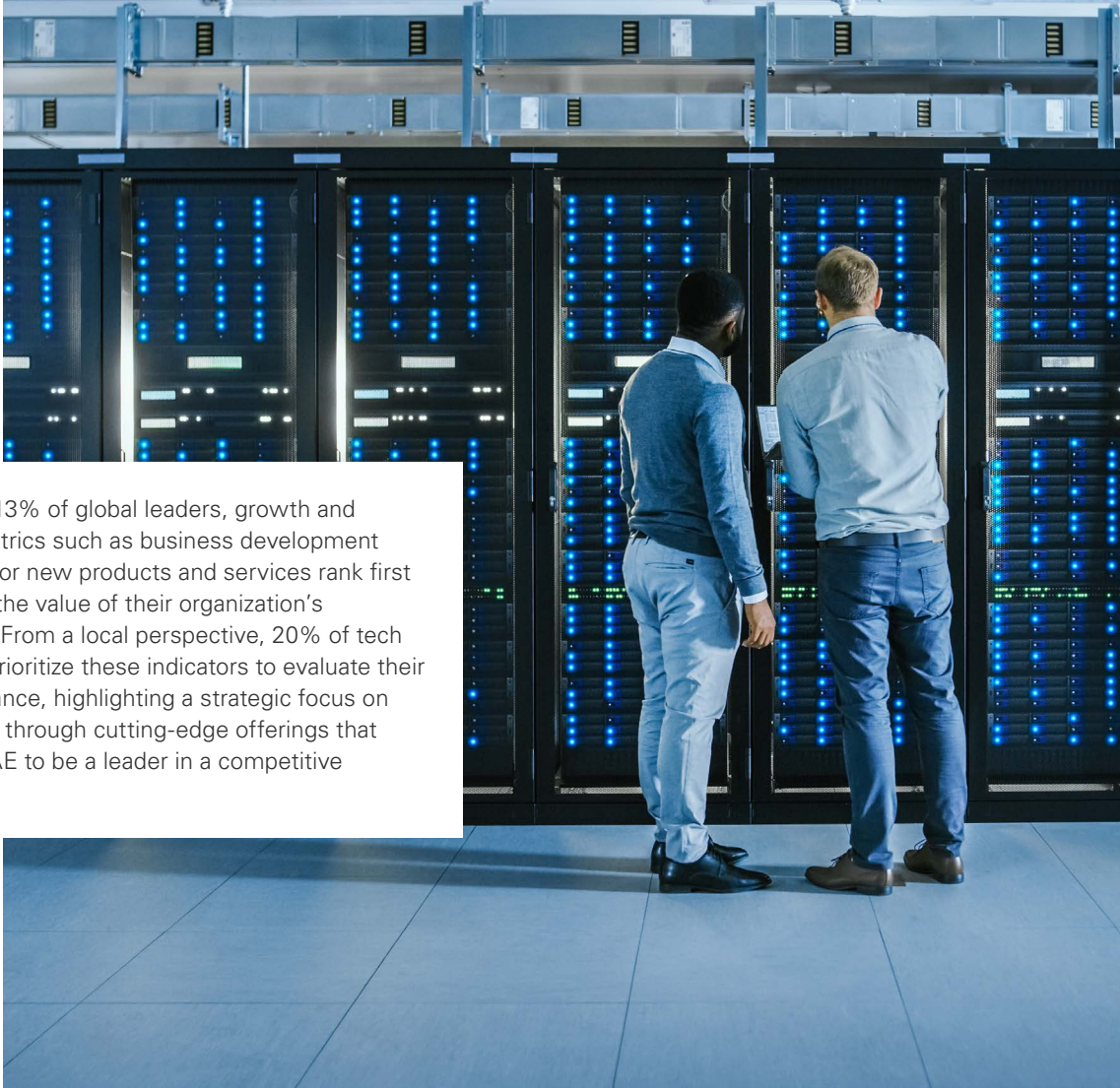
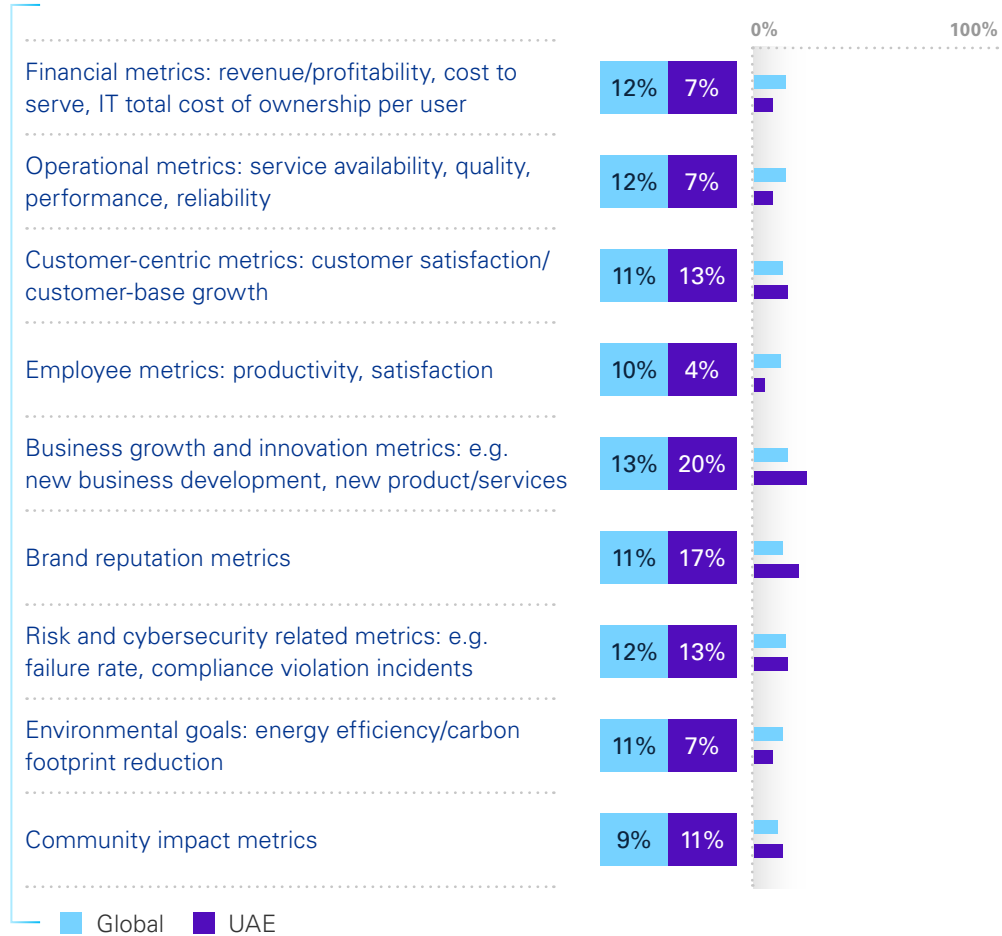
Over the past 24 months, have your digital transformation efforts with the following technologies positively impacted your organization's profitability? If so, what was the approximate size of the increase?



In the UAE, the majority of tech leaders (90%) saw an increase in their organizations' profitability as a result of investments in data and analytics over the past 24 months, followed by AI and automation including generative AI (89%) and cybersecurity (84%).

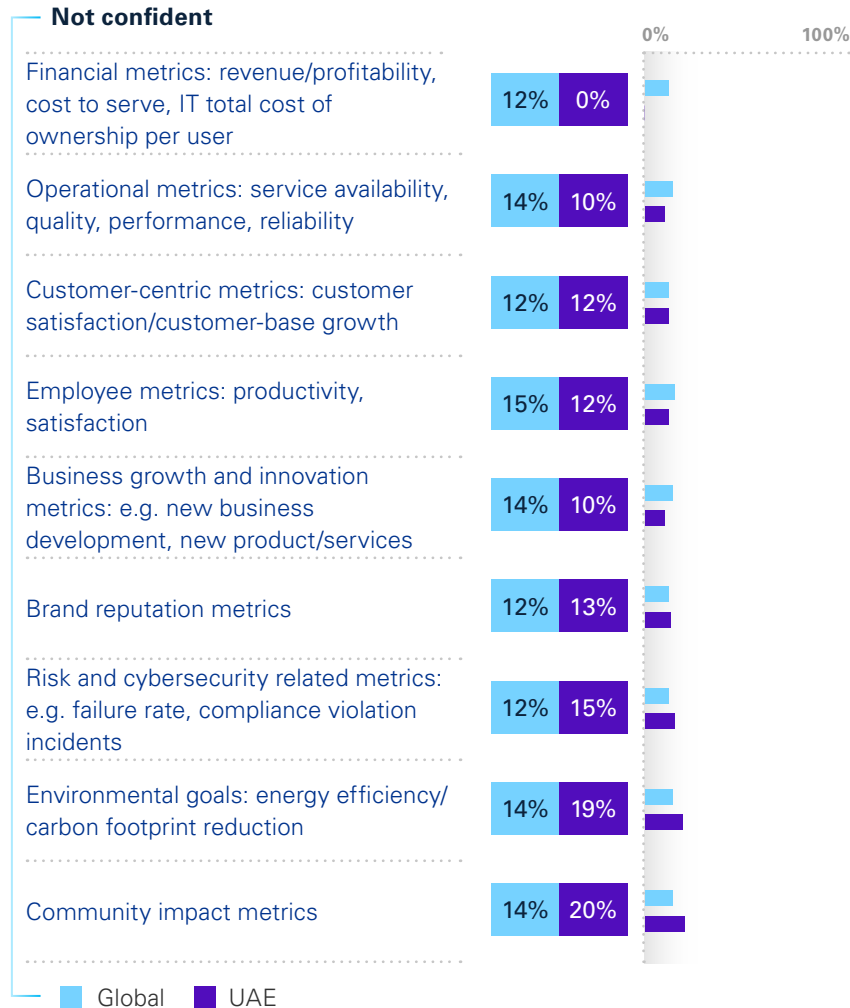
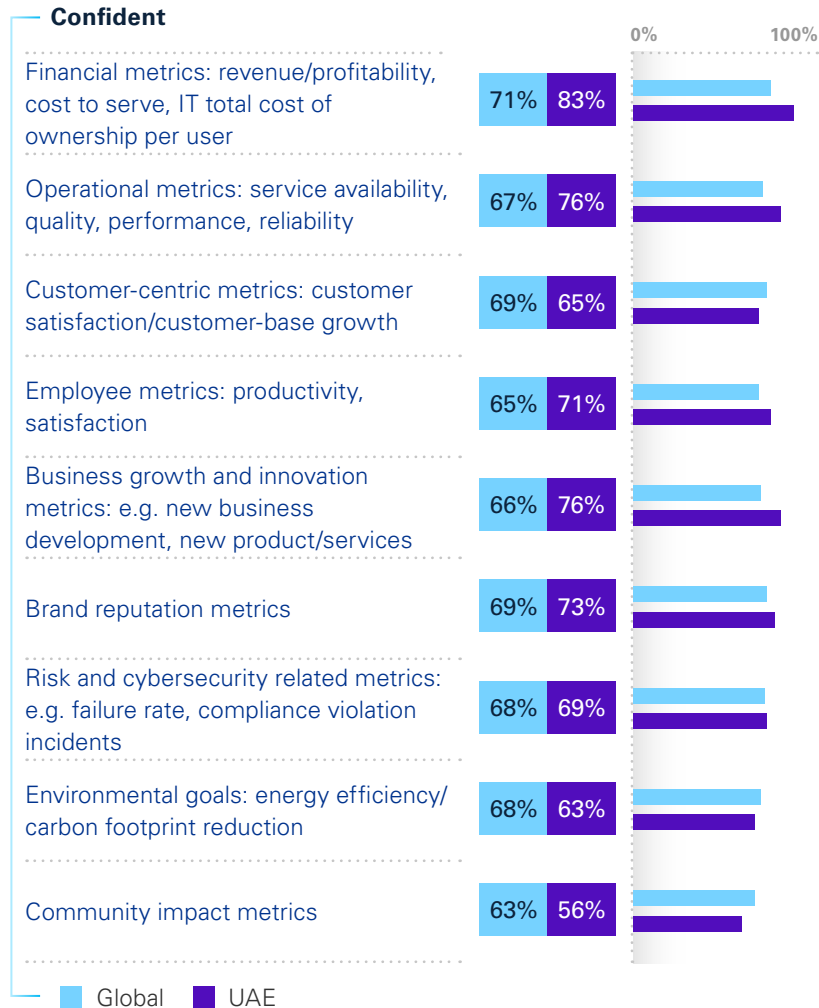
Globally, more than half (55%) of tech leaders reported over 10% growth from AI and automation, similar to the UAE (54%). As for edge computing, profitability also increased for 60% in the UAE and 49% globally. Profitability with data and analytics grew according to 54% globally and 51% in the UAE, while modern delivery drove profitability for 50% globally and 51% in the UAE. This highlights local tech leaders' robust commitment to digital transformation, in-line with substantial investment in technology capabilities globally.

Which of the following performance indicators are most important for your organization to define/measure the value of its technologies?



According to 13% of global leaders, growth and innovation metrics such as business development opportunities or new products and services rank first in measuring the value of their organization's technologies. From a local perspective, 20% of tech leaders also prioritize these indicators to evaluate their tech performance, highlighting a strategic focus on creating value through cutting-edge offerings that enable the UAE to be a leader in a competitive global market.

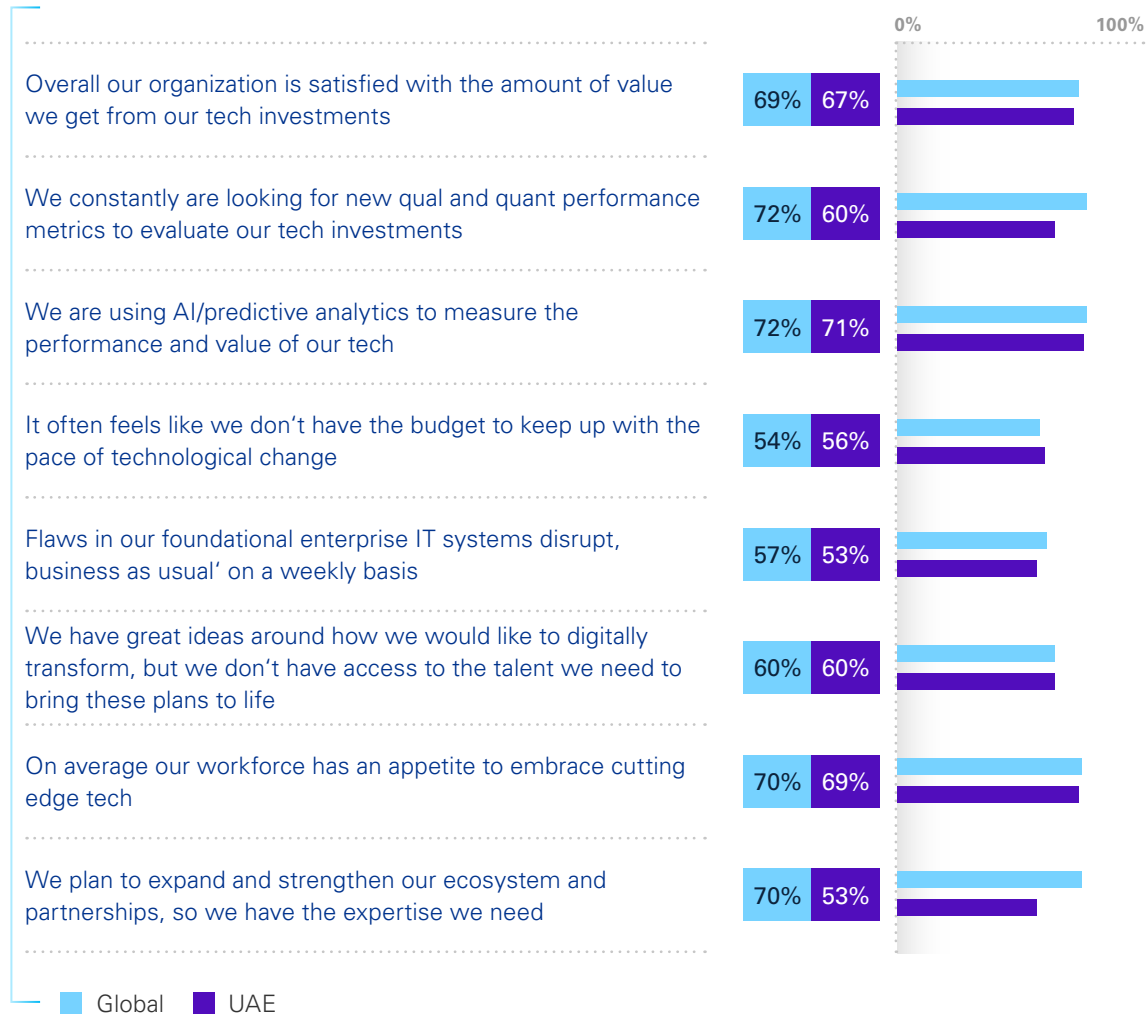
For each metric, please indicate how confident you are in your company's ability to quantitatively measure the value being generated by your technologies.



From a global perspective, 71% of tech leaders are confident in their ability to measure the value of their organization's technologies through financial metrics such as revenue/profitability, cost to serve, IT total cost of ownership per user. There is even higher confidence in financial metrics among UAE leaders at 83%.

However, tech leaders in the UAE express that they do not rely on environmental goals (19%) and community impact metrics (20%) in quantifying the value generated by their technologies, indicating potential areas for improvement in measurement frameworks related to sustainability and social impact.

Please indicate whether you agree with the following statements.



69% of tech leaders worldwide are satisfied with the value derived from their technology investments, with 67% in the UAE showing strong agreement. Both global (72%) and local (71%) tech leaders are using AI and predictive analytics for measuring tech performance and value of their tech investments, highlighting widespread adoption of advanced analytics for decision-making. Regarding workforce readiness, 70% globally and 69% in the UAE believe their teams are eager to embrace cutting-edge technologies.

While tech leaders recognize the role of technology in driving business transformation, more than half (54% globally and 56% in the UAE) feel it is a challenge to keep up with the pace of technological change due to budgeting constraints. Both groups also face talent shortages, with 60% agreeing they lack the necessary talent to fully execute digital transformation plans.

Looking ahead, 70% globally plan to expand and strengthen their organizations' ecosystems and partnerships to access the expertise they need, with 53% of local tech leaders in the UAE sharing similar plans.

