

**84**  
countries represented

**12%** female IT leaders

**3,958**  
IT leaders surveyed across a wide range of industries and geographies

**17%** other C-level roles

**6%** CEOs

**42%** CIOs or IT Directors

## BUDGETS, OUTLOOK & PRIORITIES

### IT INVESTMENT GROWS



**49%** Budget increases at their highest level since tracking began

**47%** expect IT headcount to increase

### COULD INFLUENCE BE STALLING?

Fewer CIOs on executive boards this year (down 9%)

Fewer IT leaders report CIO influence is growing (down 8%)

### OPERATIONAL PRIORITIES

Top 3

1

Improving business process

2

Delivering stable IT

3

Increasing operational efficiencies

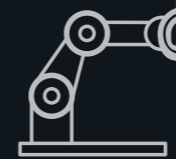
#### Top 3 priorities for 'digital leaders'

- 1 Developing innovative new products
- 2 Delivering stable IT
- 3 Enhancing customer experience

#### Top 3 priorities that have grown

- 1 Improving cyber security (+23%)
- 2 Managing operational risk & compliance (+12%)
- 3 Improving business process (+5%)

## MANAGING TECHNOLOGY



**69%** have, or expect to implement, intelligent automation within IT and **60%** within customer support

### Cyber crime

- 33%** report major cyber attack in the last 2 years
- 9%** increase in concern over organised cyber crime  
*Education sector worst affected*
- 68%** report their boards are supportive

DIGITAL LEADERS MUCH MORE LIKELY TO BE INVESTING SIGNIFICANTLY IN NEW TECHNOLOGIES COMPARED TO OTHERS

**6x** more virtual reality

**5x** more blockchain

**2.5x** more robotic process automation

## PEOPLE, SKILLS & TALENT

### SKILLS SHORTAGE CONTINUES

**65%** report a lack of talent holding their organisation back

**67%** plan to use automation to remove the need for additional headcount

**46%** use outsourcing to access skills. Cost savings is a lower priority

### OUTSOURCING

**32%** plan to increase outsourcing spend

**Big drop on last year (from 48%)**

**35%** of IT leaders believe their country's work visa legislation is holding their organisation back

**18%** have been unsuccessful at promoting diversity, and only **19%** very successful



## THE TRANSFORMATIONAL CIO

## MAKING STRATEGY HAPPEN

**55%** of organisations rate their IT/business alignment 'moderate' or worse

### The successful ones

- 1 Favouring customer/revenue growth over inward-facing activities
- 2 An acting or dedicated CDO makes organisations more effective at leveraging customer data

### General Data Protection Regulation

**38%** do not expect to be compliant by the May deadline

## CIO CAREERS

**46%** of IT leaders enjoyed salary rises in the last year

*Leisure, Professional Services and Construction sectors report biggest rises*

**78%** are either quite or very fulfilled in their jobs

*Digital leaders\* are the most fulfilled in their roles*

**13%** less are 'very fulfilled' this year

The 2018 Harvey Nash / KPMG CIO Survey is the largest IT leadership survey in the world in terms of number of respondents. The survey was conducted of 3,958 CIOs and technology leaders across 84 countries.  
[www.hnkpmgciosurvey.com](http://www.hnkpmgciosurvey.com)

## ALL ABOUT DIGITAL

### MAKING DIGITAL EFFECTIVE IS TOUGH

**78%** of CIOs believe their digital strategy is only moderately effective, or worse

**32%** of organisations have an enterprise-wide digital strategy  
*This is down on last year, suggesting IT leaders are rethinking their approach on digital*

### DIGITAL STRATEGIES STILL IN THEIR INFANCY

Most digital investment is focused on "front-end," rather than deeper operational activities

### SUCCESSFUL ORGANISATIONS

Organisations with a CDO, either in a dedicated or acting role, are over twice as likely to have a clear and pervasive digital strategy than those without one (**44%** versus **21%**).

**38%** think their digital strategy would fail without an innovative and experimental culture

\*Digital leaders rated the organisation 'very' or 'extremely' effective at using digital technologies to advance their business strategies.