

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

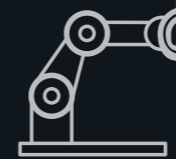
Top 3 priorities for 'digital leaders'

- 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

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.