

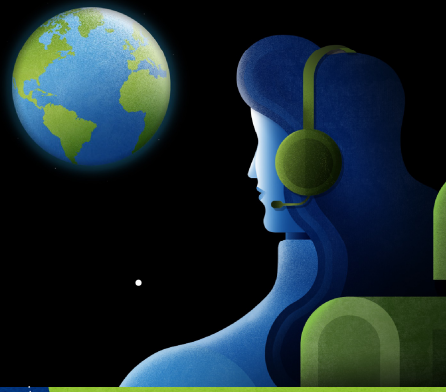
# Manifesting legacy: Looking beyond the digital era

## 2018 global CIO survey

### The role of the CIO is changing

The CIO's mandate has shifted from trusted operator to transforming the business, driving growth, and prioritizing agility, scalability, and innovation.

Digital presents an opportunity to realign the CIO role to the new business reality. And this is where it gets personal: Are you satisfied being known mostly as a competent functional leader? Or do you want to help shape and lead your organization's digital future? That's a choice you may need to face sooner than you think.



**10%**  
of this year's participants are digital vanguards—they lead baseline organizations in the digital business journey

**DIGITAL VANGUARD ORGANIZATIONS**  
SERVE AS A GUIDE FOR WHAT THE FUTURE MAY HOLD

**THE ABSENCE OF DIGITAL STRATEGY**  
CAN PRESENT AN OPPORTUNITY FOR CIOS TO LEAD

**96%** of the executives surveyed identified digital as a strategic business priority

...but only... **26%** report that their organizations have an enterprisewide digital strategy in place

**65%** of digital vanguard CIOs report strong relationships with customer-facing business functions

...but only... **50%** of baseline CIOs report this, highlighting the importance of tech fluency in building relationships

**TECH FLUENCY**  
CAN HELP CIOS TAKE STAKEHOLDER RELATIONSHIPS TO THE NEXT LEVEL

**CIOS CAN TELL A VALUE CREATION STORY**  
TO ALIGN TECH INVESTMENTS WITH BUSINESS STRATEGY

**37%** of CIOs believe they have a well-defined IT investment process and business case template

...however... **75%** of other C-suite executives disagree, showing a disconnect in budget discussions

**50%** of digital vanguard CIOs identified being an innovative leader as a recruiting advantage

...while only... **20%** of baseline CIOs chose this, leaving an opportunity to break the culture code

**RECOGNITION AS AN INNOVATIVE LEADER IN IT**  
CAN BE A KEY DIFFERENTIATOR IN THE TALENT WAR

**ORGANIZATIONS SHOULD INVEST IN FOUNDATIONAL TECHNOLOGIES**  
TO SUPPORT DIGITAL

**78%** of digital vanguard CIOs are confident their current technology architecture can support business needs

...while only... **54%** of baseline CIOs are confident, underlining the importance of cyber, core, and cloud

**135%** increase over 2016 in CIOs who said emerging technologies would have significant business impact

**17%** 2016 **40%** 2018

**CIOS SHOULD INDUSTRIALIZE INNOVATION**  
TO KEEP UP WITH THE PACE OF CHANGE

**The time is now** for CIOs to manifest their legacies. CIOs can look to digital vanguards as roadmaps for delivering value today and beyond.

[www.deloitte.com/insights/cio-survey](http://www.deloitte.com/insights/cio-survey)

**Deloitte.**  
Insights

About this publication  
This publication contains general information only and Deloitte is not, by means of this publication, rendering accounting, business, financial, investment, legal, tax, or other professional advice or services. This publication is not a substitute for such professional advice or services, nor should it be used as a basis for any decision or action that may affect your business. Before making any decision or taking any action that may affect your business, you should consult a qualified professional advisor. Deloitte shall not be responsible for any loss sustained by any person who relies on this publication.

About Deloitte  
Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee ("DTTL"), its network of member firms, and their related entities. DTTL and each of its member firms are legally separate and independent entities. DTTL (also referred to as "Deloitte Global") does not provide services to clients. In the United States, Deloitte refers to one or more of the US member firms of DTTL, their related entities that operate using the "Deloitte" name in the United States and their respective affiliates. Certain services may not be available to attest clients under the rules and regulations of public accounting. Please see [www.deloitte.com/about](http://www.deloitte.com/about) to learn more about our global network of member firms.

Copyright © 2018 Deloitte Development LLC. All rights reserved.  
Member of Deloitte Touche Tohmatsu Limited