

Technology is a central strategic issue, encompassing everything from enhancing the customer experience to staying ahead of emerging tech.

Deloitte's CIO Program has curated a list of business and technology issues to help technology executives stay ahead of contemporary issues, shape their CIO agenda, anticipate critical challenges, and create advantage for their organization.



Shaping and delivering a **unified tech strategy and vision**



Accelerating **business value** through **data, analytics, and AI**



Modernizing **core platforms** and cloud to help enable agility, integration, and strategic business impact



Strengthening risk management, **cybersecurity, and compliance**



Communicating and demonstrating the **value of technology investments**



Evolving to a modern, engaged technology **operating model** and evaluating existing **tech talent strategies**



Embedding a **product-based delivery model** to help accelerate value creation and empower teams



Fostering **innovation and growth** through a **product mindset**



Partnering across the **ecosystem** to drive innovation and accountability



Advancing **process and operational excellence** to help sustain and **optimize value**

Today's CIO Issues

Deloitte's CIO Program has curated a list of business and technology issues to help technology executives stay ahead of contemporary issues, shape their CIO agenda, anticipate critical challenges, and create advantage for their organization.



Shaping and delivering a **unified tech strategy and vision**

Technology strategy is no longer a once-a-year exercise; it's a continuous leadership capability. As markets, customers, and operating models evolve faster than planning cycles, tech leaders have an opportunity to move from static road maps to a living, outcome-driven vision that adapts as priorities shift.

This involves strong business partnership, coordination across the tech C-suite, rapid feedback loops, and a clear sense of intended outcomes that guide everyday decisions.



Evolving to a modern, engaged **technology operating model** and evaluating existing **tech talent strategies**

Rapid innovation is increasingly changing how tech talent is developed and deployed with many organizations shifting toward skills-based operating models that emphasize continuous learning, flexible teaming, and rapid capability development.

By focusing on skills rather than static roles, tech leaders can more quickly align talent to emerging priorities, improve workforce engagement, and scale critical capabilities. These adaptive models can help ensure talent strategies evolve in step with tech ambition and business needs.



Accelerating **business value** through **data, analytics, and AI**

AI continues to move from experimentation to enterprise impact. Tech leaders are now accountable for operationalizing AI-infused data and analytics to drive predictive insights at scale. This often involves modern data foundations, trusted governance, and tight integration into business workflows.

Leaders who focus on outcomes—not just technical performance—can help unlock smarter decisions, improved forecasting, and sustainable advantage across the enterprise.



Embedding a **product-based delivery model** to help accelerate value creation and empower teams

Speed and consistency no longer have to be trade-offs. As the pace of change accelerates, organizations are moving from bespoke delivery models to platform-based approaches built on reusable capabilities, shared services, and clear guardrails.

When thoughtfully designed, platforms can help reduce friction, accelerate time to market, and enable experimentation at scale. The result is often an operating model where autonomous teams can move quickly and confidently while aligned to priorities.



Modernizing core platforms and cloud to help enable agility, integration, and **strategic business impact**

Composable, cloud-native architectures are considered the backbone of enterprise agility. Tech leaders continue to modernize legacy environments to support seamless integration, rapid experimentation, and connectivity across partners.

The objective isn't cloud adoption for its own sake, but often for an architecture that evolves without constant re-platforming, making it easier to launch new products, integrate acquisitions, modernize core processes, and scale innovation as business needs change.



Fostering **innovation and growth** through a **product mindset**

Evolving business priorities are increasingly driving a shift toward more flexible technology investment approaches with tech leaders modernizing portfolio management and funding models to help improve visibility, speed, and alignment with enterprise outcomes.

More nimble allocation processes can make it easier to redirect investment as needs (and technologies) change while maintaining transparency, governance, and financial discipline.



Strengthening risk management, **cybersecurity, and compliance**

Risk management appears to be shifting from reactive control to proactive intelligence.

While advances in AI may introduce new risks, they can also help create opportunities to strengthen cyber resilience, threat detection, and regulatory compliance across the technology stack. By embedding AI-powered risk intelligence directly into systems and processes, tech leaders can anticipate issues earlier, reduce disruption, and build trust without compromising security or compliance.



Partnering across the ecosystem to help drive innovation and accountability

Organizations typically don't innovate alone. Tech leaders are increasingly responsible for orchestrating ecosystems of partners, platforms, and providers to accelerate innovation. Co-creation across integrated networks can enable shared value, faster experimentation, and access to specialized capabilities.

Success often involves clear accountability models, interoperable architectures, and trust-based governance so ecosystems function as strategic assets, not just vendor relationships.



Communicating and demonstrating the **value of technology investments**

Boards expect clear, ongoing visibility into the value tech creates. To demonstrate impact, many tech executives are moving beyond retrospective project reporting to real-time, outcome-based measurements.

By tracking tangible outcomes like revenue growth and cost efficiency, and anticipating where value may be at risk, tech leaders can improve prioritization and decision-making, ultimately turning tech from a cost discussion into a forward-looking performance lever.



Advancing **process and operational excellence** to help sustain and **optimize value**

Operational excellence appears to be evolving from manual optimization to autonomous execution. By embedding intelligent automation, organizations can enable self-healing systems, predictive maintenance, and continuous performance improvement.

Automating routine work can allow tech teams to focus on higher-value activities while creating operations that adapt, recover, and improve continuously, strengthening performance today and readiness for tomorrow.