

Walking the Innovation/Operations Tight Rope

88%

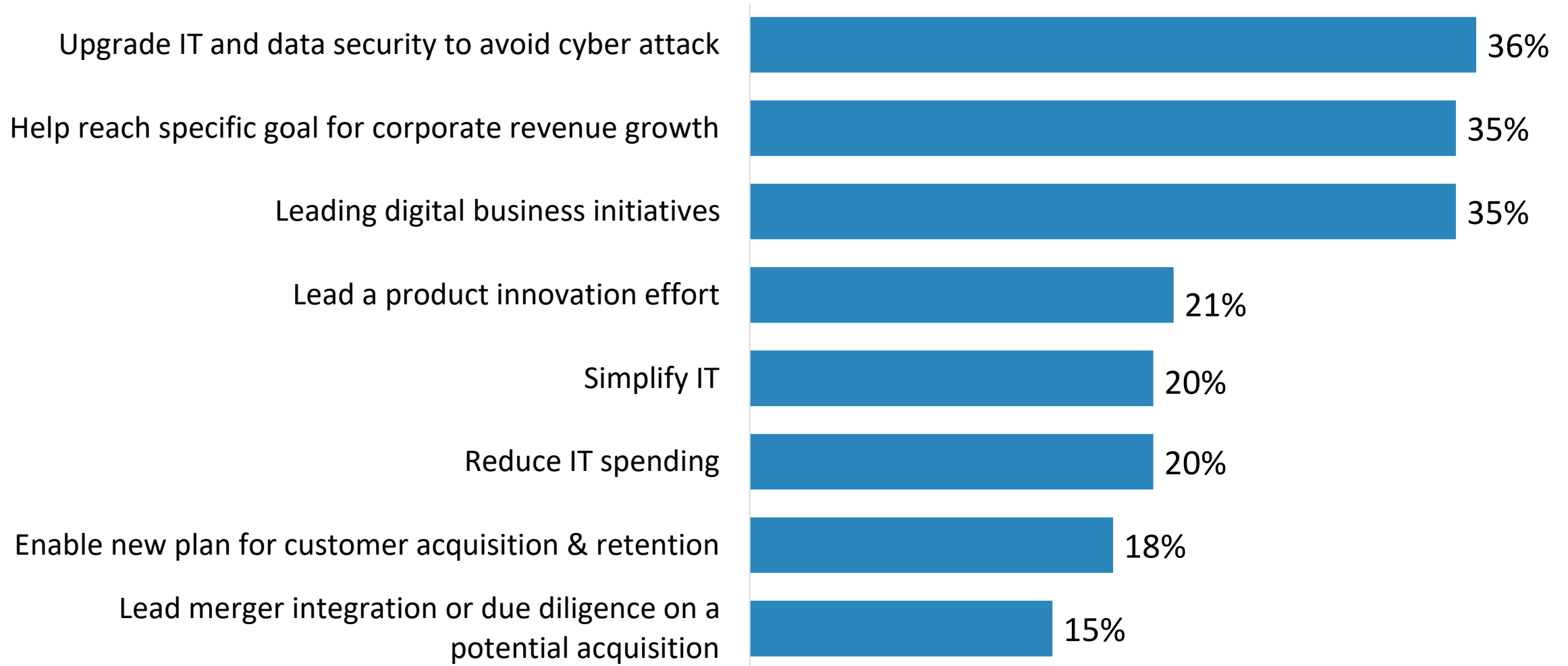
OF CIOs SAY THEIR
ROLE IS BECOMING
MORE **DIGITAL** AND
INNOVATION FOCUSED

73%

OF CIOs SAY IT'S
CHALLENGING TO FIND
THE RIGHT BALANCE
BETWEEN BUSINESS
INNOVATION &
OPERATIONAL EXCELLENCE

Q: Please indicate your level of agreement with the following statements:

CEO Adds to Innovation/Operations Challenge



Q: What are the CEO's top three priorities for you in the coming year?

Where Does the Time Go?

Currently

- | | | |
|---|---|-----|
| 1 | Security management | 54% |
| 2 | Aligning IT initiatives with business goals | 50% |
| 3 | Improving IT operations/systems performance | 49% |
| 4 | Cultivating the IT/ business partnership | 38% |
| 5 | Cost control/expense management | 37% |

In 3 Years

- | | | |
|---|---|-----|
| 1 | Driving business innovation | 44% |
| 2 | Identifying opportunities for competitive differentiation | 34% |
| 3 | Developing and refining business strategy | 33% |
| 4 | Security management | 31% |
| 4 | Leading change efforts | 31% |

Q: Which of the following activities best characterize your focus and how you spend your time in your current role?
AND Q: Which of the following activities do you plan to spend more time on in the next 3 years?

Slight Variance on Tech Initiatives Driving IT Investments

	Heads of IT	LOB
Enterprise Applications (CRM, ERP, etc.)	35% 1	19% 3
Data/Business Analytics	33% 2	21% 2
Cloud Computing	28% 3	19% 3
Security/Risk Management	28% 3	24% 1
Application Modernization/Legacy Systems Migration	22% 5	13%
Customer Experience Technologies	19%	19% 3

Q: In 2018, which of the following technology initiatives will drive the most IT investment at your organization?