

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:

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% |

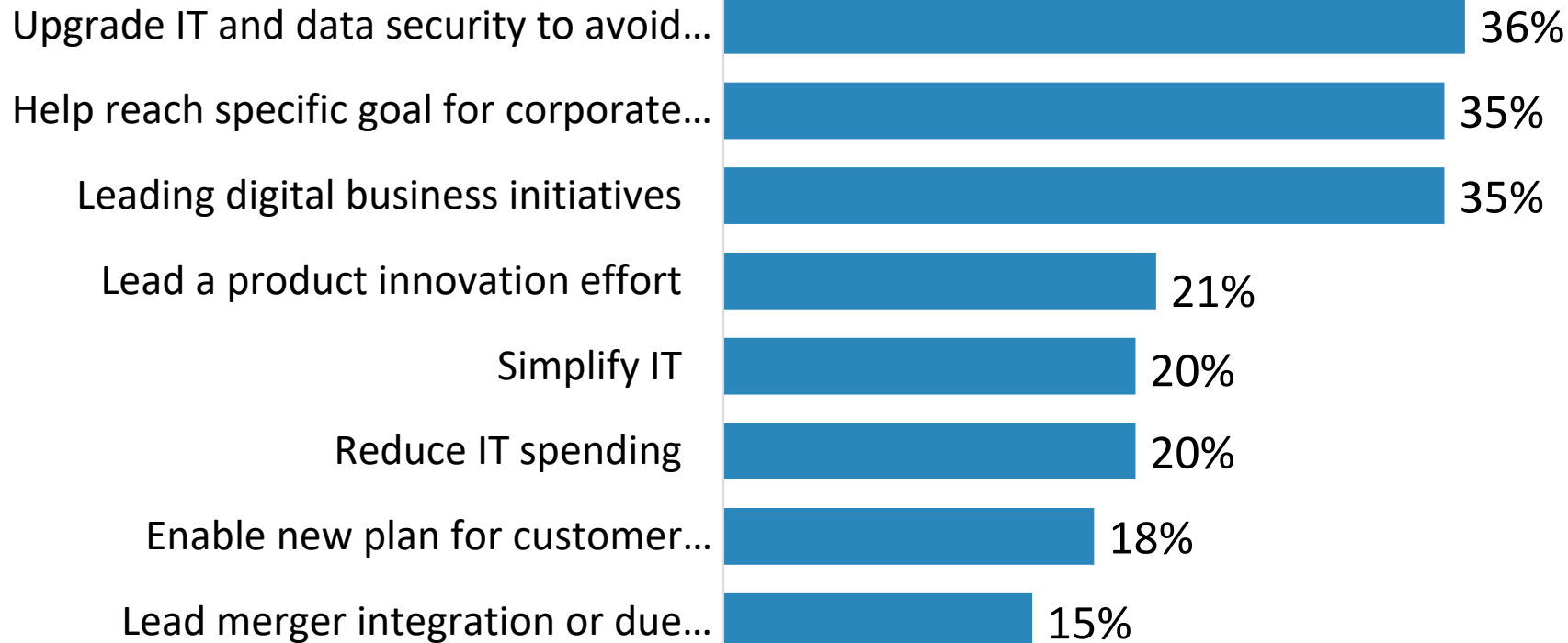
In 3 Years

- | | | |
|---|---|-----|
| 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?

CEO Adds to Innovation/Operations Challenge



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

CIOs and LOB Align on Business Initiatives Driving IT Investments

| | Heads of IT | LOB |
|---------------------------------------|--------------|--------------|
| Increase operational efficiency | 39% 1 | 43% 1 |
| Improve customer experience | 38% 2 | 25% 4 |
| Growing the business | 33% 3 | 26% 3 |
| Increase cybersecurity protections | 31% 4 | 32% 2 |
| Transform existing business processes | 30% 5 | 14% |
| Improving profitability | 23% | 21% |
| Optimize worker productivity | 20% | 24% 5 |

Q: In 2018, which of the following business initiatives will be most significant in driving IT investments at your organization?

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?