

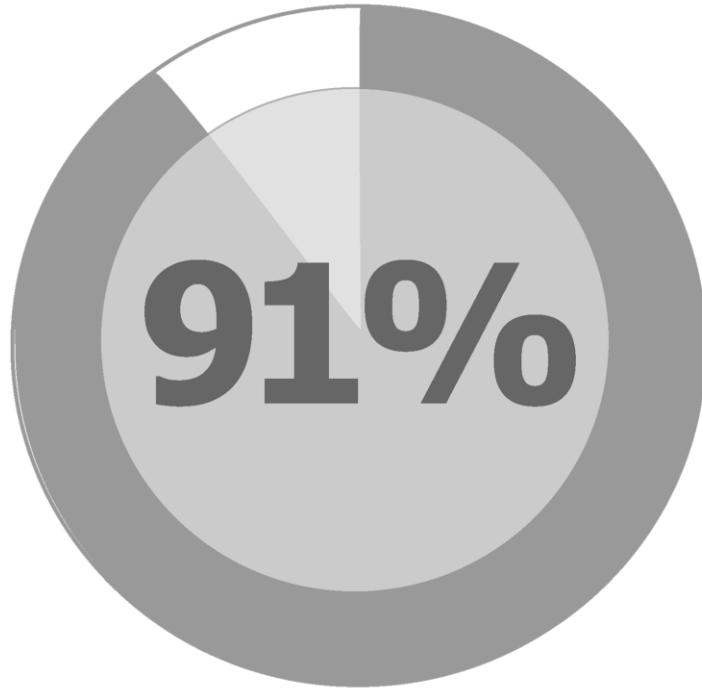


# **Adam Dennison**

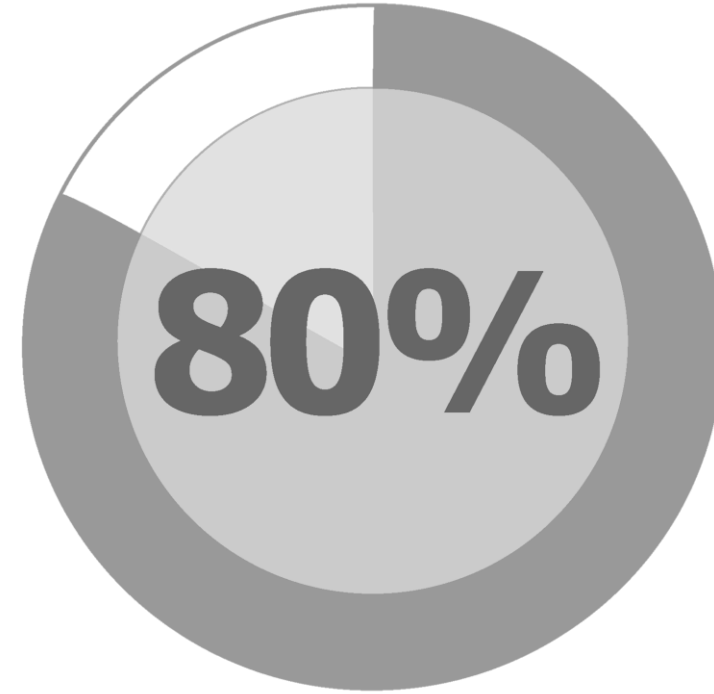
Publisher, CIO

SVP & General Manager, IDG Events

# CIOs Are Balancing Innovation With Operations



of CIOs say that their **ROLE** is becoming more **DIGITAL** and **INNOVATION** focused



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: (NET of strongly agree/agree somewhat)

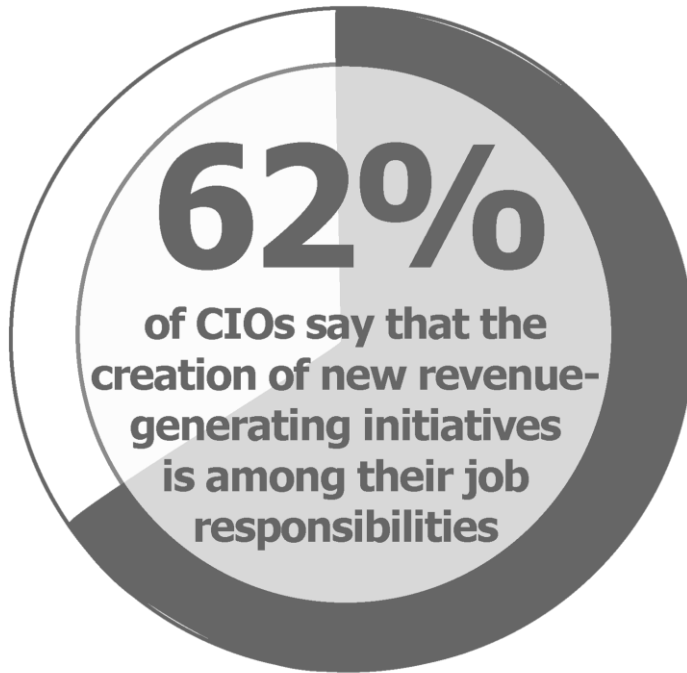
# CIOs Are Increasingly Focused on Strategic Responsibilities

Functional	Now	In 3 Years	Transformational	Now	In 3 Years	Strategic	Now	In 3 Years
Security management	51%	26%	Aligning IT initiatives with business goals	47%	25%	Driving business innovation	35%	37%
	-3	-25		-3	-22		+7	+2
Improving IT operations/ systems performance	42%	22%	Implementing new systems and architecture	39%	30%	Developing and refining business strategy	23%	30%
	-7	-20		+3	-9		+2	+7
Cost control/ expense management	33%	18%	Cultivating the IT/ business partnership	33%	23%	Identifying opportunities for competitive differentiation	21%	29%
	-4	-15		-5	-10		+4	+8
Managing IT crises	22%	11%	Leading change efforts	32%	26%	Developing new go-to-market strategies & technologies	19%	28%
	+3	-11		-1	-6		+5	+9
Negotiating with IT vendors	21%	12%	Redesigning business processes	23%	27%	Studying market trends/ customer needs to identify commercial opportunities	16%	24%
	-1	-9		-3	+4		+6	+8

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? (+/- numbers under NOW show the difference from last year)

Source: State of the CIO, 2019

# Focusing on Revenue Leads to New Initiatives

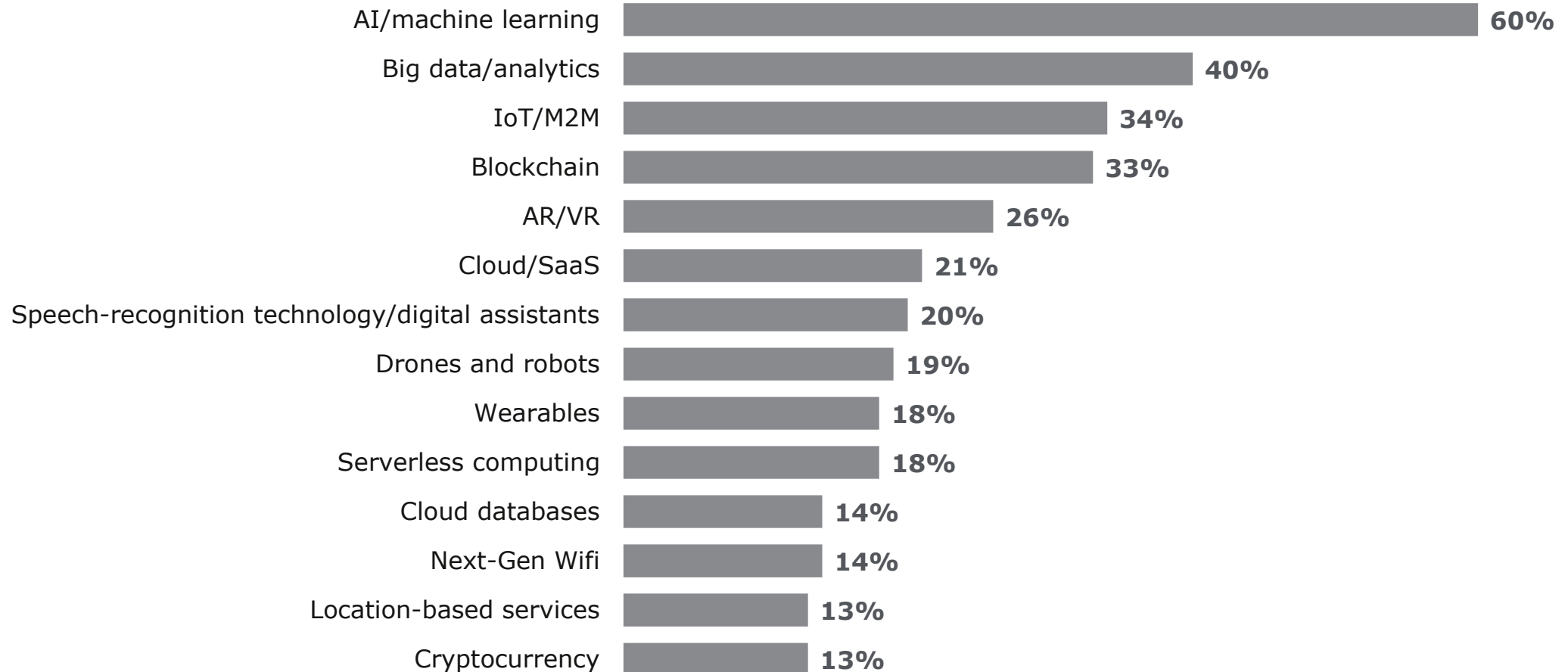


## Initiatives in place to become more revenue-driven:



Q: In your current role, is the creation of new revenue-generating initiatives (including the development of new products or services) among your job responsibilities? AND Q: What is your organization doing to become more revenue-driven and/or support the creation of new products or services?

# AI and Machine Learning Are Expected to be the Most Disruptive to Businesses and Entire Industries



Q. Which of the following do you consider to be DISRUPTIVE TECHNOLOGIES (that is, technologies that have the potential to significantly alter the way businesses or entire industries operate?)

Source: CIO Tech Poll: Tech Priorities, 2019

# Digital Business Means Enhancing the Customer and Employee Experience

**52%**

Meet **customer experience expectations**

**49%**

**Enable worker productivity**

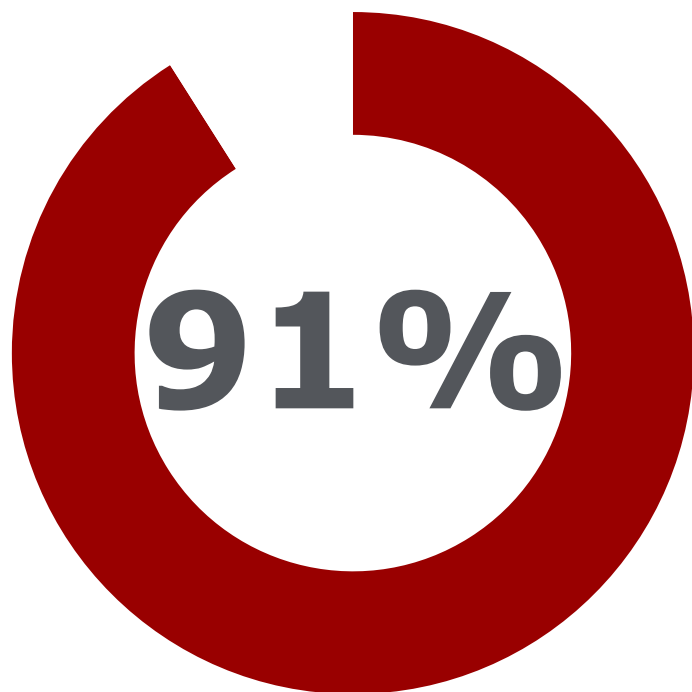
through tools such as mobile, data access, AI-assisted processes

**49%**

Better manage **business performance** through **data availability and visibility**

Q. What does “digital business” mean to your organization?

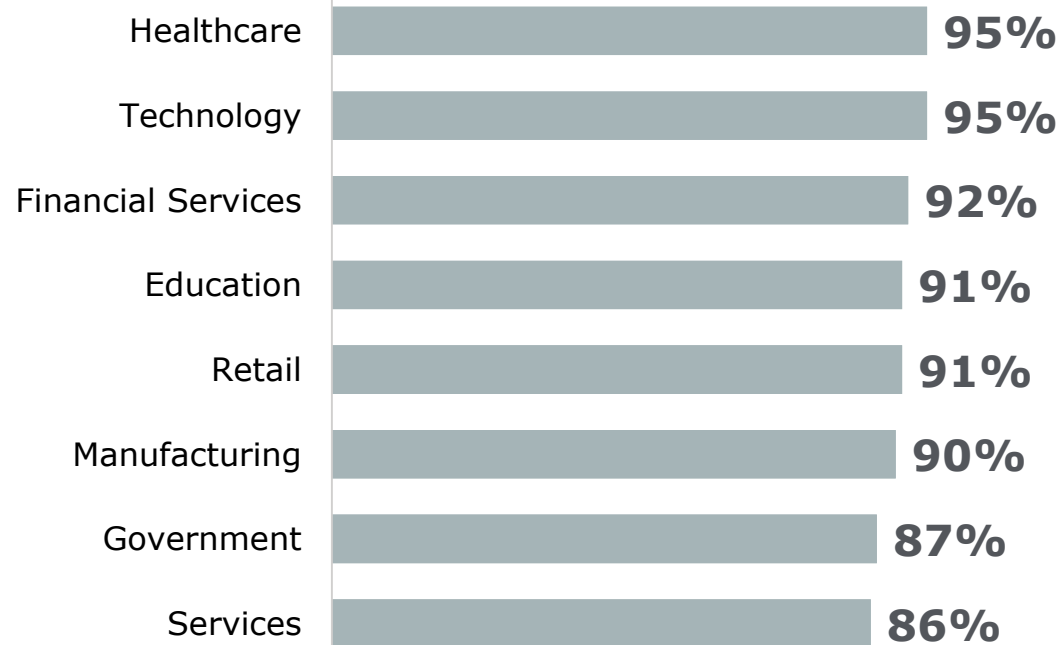
# Organizations Are Adopting a Digital-First Approach to Business Processes, Operations and Customer Engagement



*of organizations have **adopted**, or have plans to adopt, a "digital-first" business strategy*

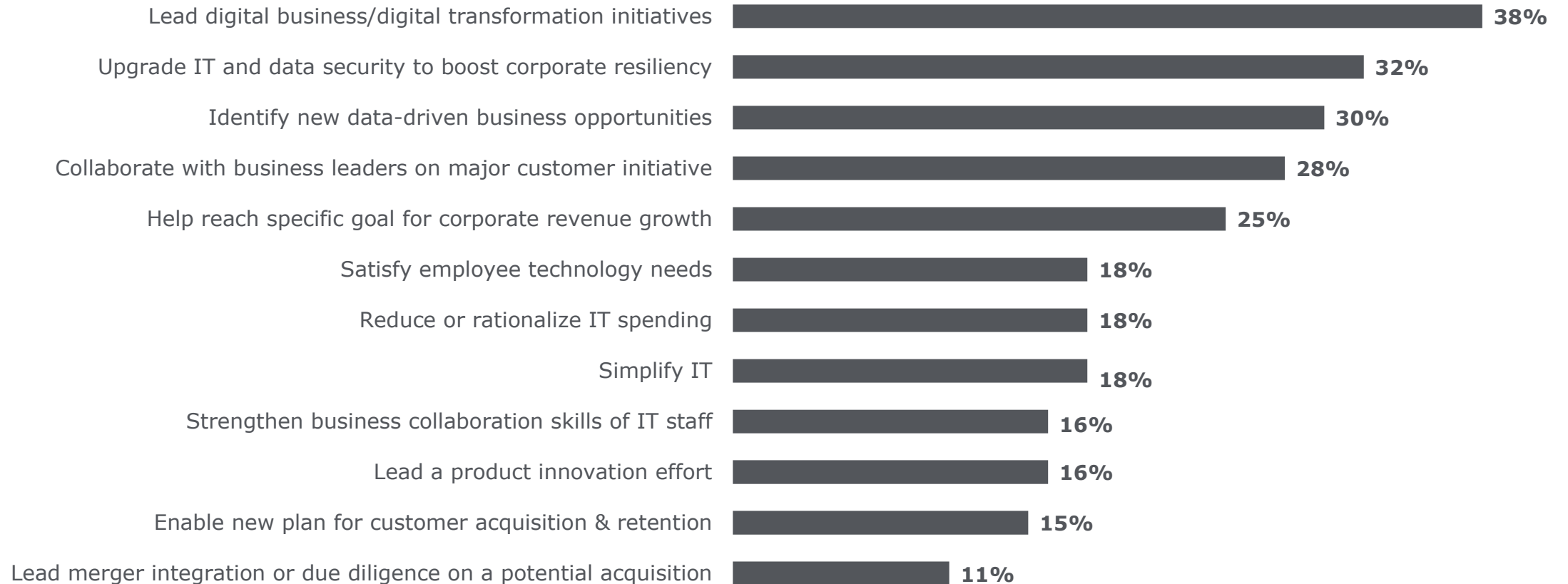
Enterprise 93%  
SMB 89%

## By Industry



Q. To what extent has your organization adopted a "digital first" approach to business processes, operations and customer engagement today?

# CEOs to CIOs: Digital Business is Your Top Priority



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



TODAY'S TOP STORIES

# Innovative CIOs strike back against digital disruption

CIOs from every industry are looking to outmaneuver startups by taking a page from the disruptor's playbook to deliver innovative digital products and services.



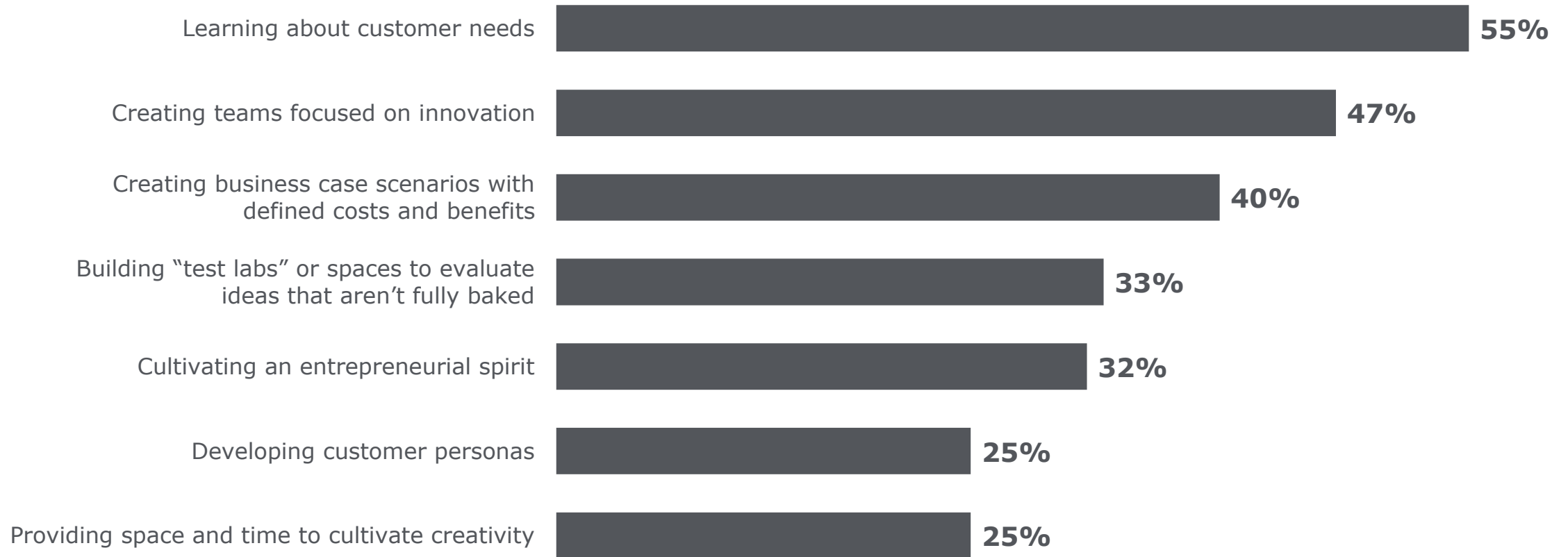
By **Clint Boulton**

Senior Writer, CIO | OCT 1, 2019 3:00 AM PDT

If there's one thing CEOs fear these days, it's being Ubered, the dreaded c describes how ride-sharing startups have shaken up ground transportati so strong that the verb changes depending on the industry, from retail (A to real estate (WeWork), to hospitality (Airbnb), and beyond. But the com denominator for disruption remains consistent: startups that harness clou and mobile software to deliver digital services more efficiently than less nimble

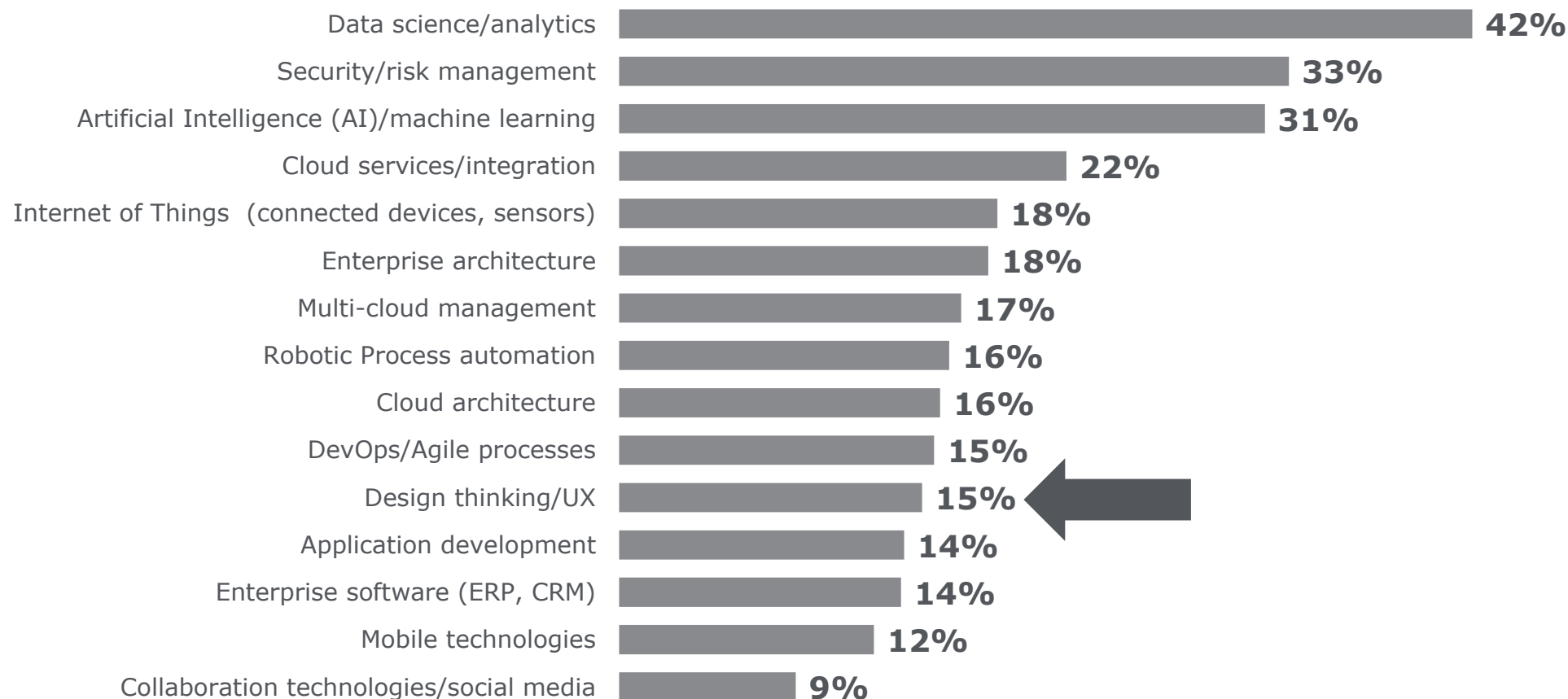
“ Fueled by the urgency for top-line and bottom-line growth, CEOs are turning to CIOs to develop new digital products and services.”

# Customer Insight, Innovation and Business Cases Drive Product Creation



Q: What is your organization doing to become more revenue-driven and/or support the creation of new products or services?

# Design Thinking Skills Are Among Those Challenging to Find



Q: In which technology-related areas do you anticipate your organization will have the most difficulty in finding appropriate skillsets?

Source: State of the CIO, 2019