

Technology is a central strategic issue, encompassing everything from enhancing the customer experience to staying ahead of emerging tech. To stay ahead of contemporary issues, Deloitte's CIO Program has curated a list of business and technology issues we recommend today's CIOs have a position on to help engineer advantage for their organization.



Winning the **race for tech talent**



Articulating & rationalizing the **evolving role of "Tech Chiefs"**



Delivering speed, scale, & flexibility through **core modernization / cloud**



Shifting to a **modern engineering operating model & discipline**



Harnessing the full potential of **data, analytics & AI/ML**



Rethinking your protection against **ransomware & cyber threats**



Creating **customer-centric** digital platforms & capabilities



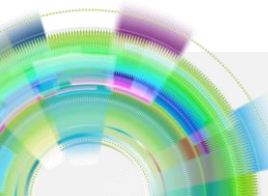
Optimizing **costs** & articulating the **value of technology investments**



Establishing **innovation capabilities to drive growth**



Impacting **environmental sustainability** through tech & data



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Winning the **race for tech talent**

Massive changes in the talent environment are forcing many companies to rethink how they hire, engage, and reskill tech talent.

As technology becomes more integral to company success, the need for flexibility in creating a leading place to work for technical talent is increasing. CIOs may need to shift their engineering culture, focus on DEI, drive a significant shift leadership mindset, and redefine career paths in their tech organizations in close collaboration with HR and talent partners.



Articulating & rationalizing the **evolving role of "Tech Chiefs"**

As technology and digital capabilities increasingly drive the way work is done, tech leadership roles (e.g., CTO, CDO, CDIO) continue to proliferate and disperse across the enterprise. There is a need for emerging tech, a true data strategy, and aligned strategic technology investments.

Today's CIO should not only be able to articulate the scope of each role, but also orchestrate and coordinate across to help ensure ownership and responsibilities are clear and the organization rallies behind a well-articulated tech strategy and vision.



Delivering speed, scale, & flexibility through **core modernization / cloud**

As the C-suite increasingly views technology modernization as an imperative to help enable strategic change, technology leaders are considering moves to cloud or low-code and no-code platforms.

The rise of industry clouds allows for faster development of industry-specific digital capabilities, as organizations can customize and build their own differentiated capabilities on top of an already customized industry cloud, enabling agility, strategic transformation and ability to stay on the cutting edge.



Shifting to a **modern engineering operating model & discipline**

New leadership, technologies, and changes in business strategy are forcing many CIOs to rethink how they enable and deliver technology. Organizations are reimagining their operating models, driving cultural change, redefining enterprise architecture, and aligning technology to a persistent product-driven organization incented by business and client outcomes.

By combining engineering talent with a product mindset and business insight, CIOs can build a fast, engaging, and innovative culture to spearhead a more productive workforce. Shifting to a product-focused operating model and mindset can enable and empower agile teams beyond engineering and tech talent to deliver iterative value.



Harnessing the full potential of **data, analytics and AI/ML**

Data, analytics, and AI/ML can offer a competitive advantage and potentially new revenue streams. When organizations approach data, analytics, and AI/ML as a strategic asset, it can open the door to new efficiencies, insights, and capabilities, allowing the organization to achieve greater value creation opportunities.

CIOs can harness the full potential of these capabilities by embedding analysis, data, and reasoning into decision-making processes; formalizing efforts to raise awareness of AI's impact; upskilling and reskilling their workforce; embracing non-traditional partnerships; and establishing policy frameworks, accountability, playbooks and monitoring for AI governance.



Rethinking your protection against **ransomware & cyber threats**

Cyber is everywhere, as digital transformation initiatives accelerate amid the emergence of a pervasive remote workforce. Technological innovation and the culture it produces are surging ahead of our ability to understand, measure and respond to increasing risk. Enterprises are often unprepared for ransomware recovery and mistakenly rely on legacy disaster recovery capabilities.

CIOs should be prepared to proactively monitor, detect, and respond to the toughest cyberthreats that continue to increase in sophistication and persistence. This includes proactively and regularly engaging the C-suite and the board in tabletop exercises to simulate cyber events.



Creating **customer-centric** digital platforms & capabilities

In today's marketplace, business transformation often requires being customer-centric, actively leveraging cutting-edge technology, and establishing partnerships to create compelling customer experiences. CIOs that zero in on customer experience as a competitive differentiator are building systems and services to attract new customers and retain and engage existing ones.

CIOs will likely need to increasingly instill processes and create a culture for their teams to take a more customer-centric approach by understanding customer personas to help drive customer loyalty and enhance end-customer interactions.



Optimizing **costs & articulating the value of technology investments**

Organizations often struggle to articulate the value story and business impact of technology investments. CIOs can advise on potential investments and guide the business to understand the revenue impact, as well as investments that can yield exponential value over time.

A consistent framework for measuring technology value can help organizations align technology measures with enterprise value ambitions and growth strategies, understand their unique technology value potential, and project beyond any single planning cycle. The framework can be aligned with technology investment objectives from a business outcome lens.



Establishing **innovation capabilities to drive growth**

Because nearly all innovation today is technology-powered, CIOs can influence and drive market relevant technology innovation, either in-house or using ecosystem partners, to benefit the business. CIOs can build influence through sharing a technology vision and agenda that outlines rigor and clarity on how IT can approach innovation in a way that is grounded in business outcomes.

With an understanding of customer and marketplace needs, CIOs also have an opportunity to proactively shape what technologies can be commercialized.



Impacting **environmental sustainability** through tech & data

With rising consumer demands and tighter sustainability objectives, CIOs have an opportunity to lead their organizations net-zero climate sustainability initiatives. CIOs are being called to ensure sustainability related technology is deployed aggressively, while playing an active role in minimizing the environmental impact of their infrastructure and technology.

Three opportunity areas exist for CIOs: (1) implement a holistic, integrated data and insights program to measure and drive environmental sustainability, (2) leverage a sustainability-driven tech strategy, and (3) drive transparency & accountability in the value chain.