

Deloitte.



Deloitte FS Tech Forum

Key insights from the survey

April 2024

Table of Contents

Executive summary	04
Learnings from 2023 Global Leadership Study	05
Top focus areas for CIOs	06
Critical technology skillsets	07
Biggest CIO constraints	08
Past technology investment trends and future outlook	09
Strategies for acquiring and retaining top tech talent	10

Executive summary

Survey participants

For this study, Deloitte surveyed leaders across financial institutions, including Chief Information Officers (CIOs), Chief Technology Officers (CTOs), and other senior technology decision makers.

Over the last few years, the role of CIOs and the use of technology has evolved from being a cost centre to a revenue and value generator. Technology has enabled businesses in transitioning from being delivery centric to insight centric, customer centric, and innovation centric.

The Technology Leadership Study, surveying a diverse group of CIOs, delves into this evolving role by uncovering their priorities, time allocation, challenges, and investment strategies. The study reveals a clear shift towards strategic leadership (50 percent focus on business/digital strategy) as the top focus for CIOs. However, a significant hurdle remains in defining and measuring the value of IT-driven transformation (26 percent).

The report highlights the changing nature of the CIO role, with a rise in strategists (45 percent) and innovation catalysts (25 percent). To navigate the complexities of transformation, the report identifies key challenges, such as establishing clear metrics and overcoming organisational resistance.

Additionally, it explores the growing importance of emerging technologies such as AI/ML (50 percent considering it the top

investment area) and the need for flexible work environments and competitive benefits to retain top tech talent.

The study also explores critical tech skillset requirements for the near future. Organisations value creative and innovative thinking, leadership, problem-solving and decision-making, data science and analytics skills among their tech talent.

In conclusion, this study underscores the critical role of technology leadership in today's business landscape. CIOs can drive organisational success by embracing strategic approaches, addressing measurement challenges, and investing in emerging technologies.

The report also highlights the need for continuous adaptation to future trends in technology and leadership. The Technology leaders of today have huge opportunity and the corresponding responsibility to drive and sustain business change, as technology is likely to be the fabric of the business. For financial services organizations to thrive, the entire C-suite leadership need to be tech champions and digitally savvy. The ability of financial services companies to embrace and commercialize the opportunities presented by technology enablement is likely to emerge as a key differentiator for success.



Learnings from 2023 Global Leadership Study

The Transformational Tech Leader: Driving change to unlock growth and deliver lasting impact

The outcomes from the study are in line with the insights derived from our [2023 Global Technology Leadership Study](#). The Global Study unveils four key takeaways:

Talent, not technology, may be your secret weapon: Tech talent could determine the success of your organization. The first is flexibility. Yet building an aggressive tech talent strategy and pipeline can't stop there. Tech leaders should also address skills gaps proactively and promote the meaning and purpose behind work rather than just the work itself. Talent development was a key topic in the interviews, and many tech leaders are creating opportunities for talent to chart their own career paths, hiring for enduring human skills, and prioritizing diversity in their tech workforce.

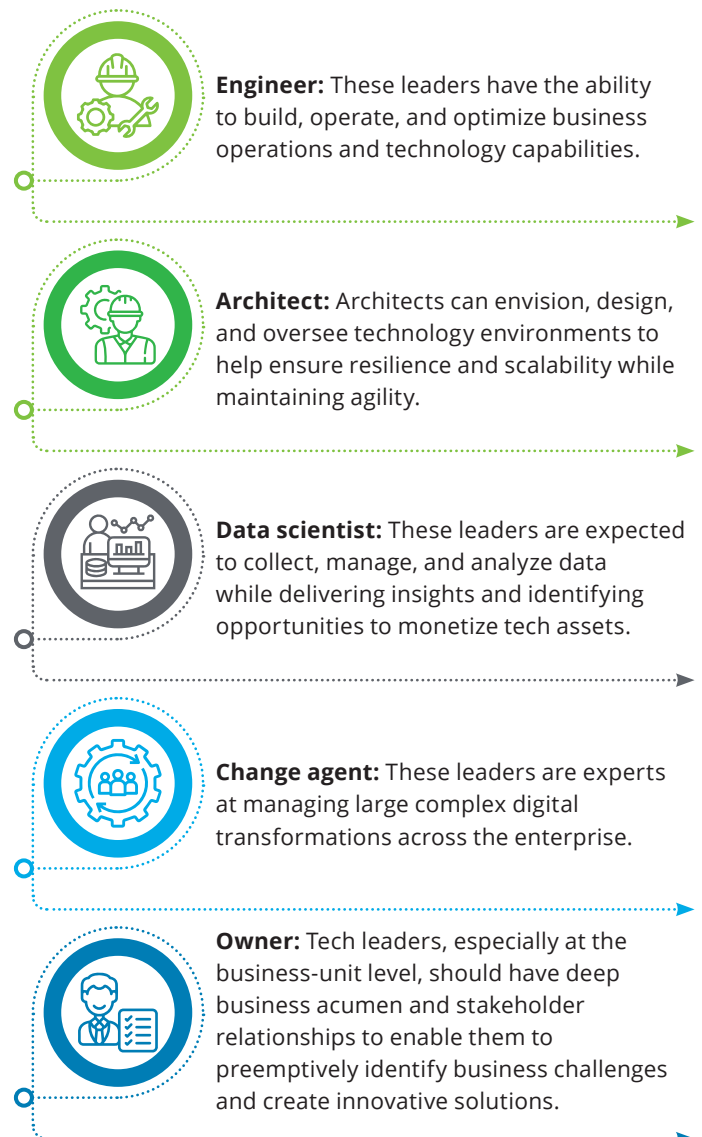
Monetize your data and software or bust: Monetization can come in many flavors from commercializing proprietary software to leveraging data to create value or optimize existing operations, and tech leaders say they are investing significantly to build monetization capabilities that expand the scope and impact of technology in their enterprises.

Strategically allocate capital to maximize the impact of your tech investments: With bigger budgets often comes increased scrutiny, oversight, and expectations from the business. Hence, tech leaders should be strategic about allocating capital for tech investments.

We've identified five strategies to help overcome this challenge: Burn your current tech strategy; strike a balance between qualitative and quantitative measures; eliminate lengthy budget reviews; never present costs without highlighting the impacts; and recognize that this exercise is as much an art as a science.

Transformational tech leadership should include five core competencies: Tech leaders have a larger number of mandates and are often expected to drive organization-wide initiatives ranging from digital transformation to ESG. From

all the varying roles and responsibilities, we've identified five competencies of transformational tech leadership:



Top focus areas for CIOs

This section explores the evolution of technology leadership roles and essential competencies that tech executives can cultivate to flourish in the competitive business landscape.

The latest survey, which was conducted in 2024, reaffirms the critical role of strategic planning and execution for CIOs. Business and digital strategy development and execution remain the top focus area, with 50 percent of respondents indicating this as their primary concern.

This highlights the growing importance of aligning IT initiatives with overall business goals for successful digital transformation. Security considerations continue to be paramount. **Security, risk, and compliance** ranked second at 19 percent, underscoring the ongoing need for robust measures to safeguard organisations against cyber threats and ensure regulatory compliance in an increasingly complex digital and regulatory landscape.

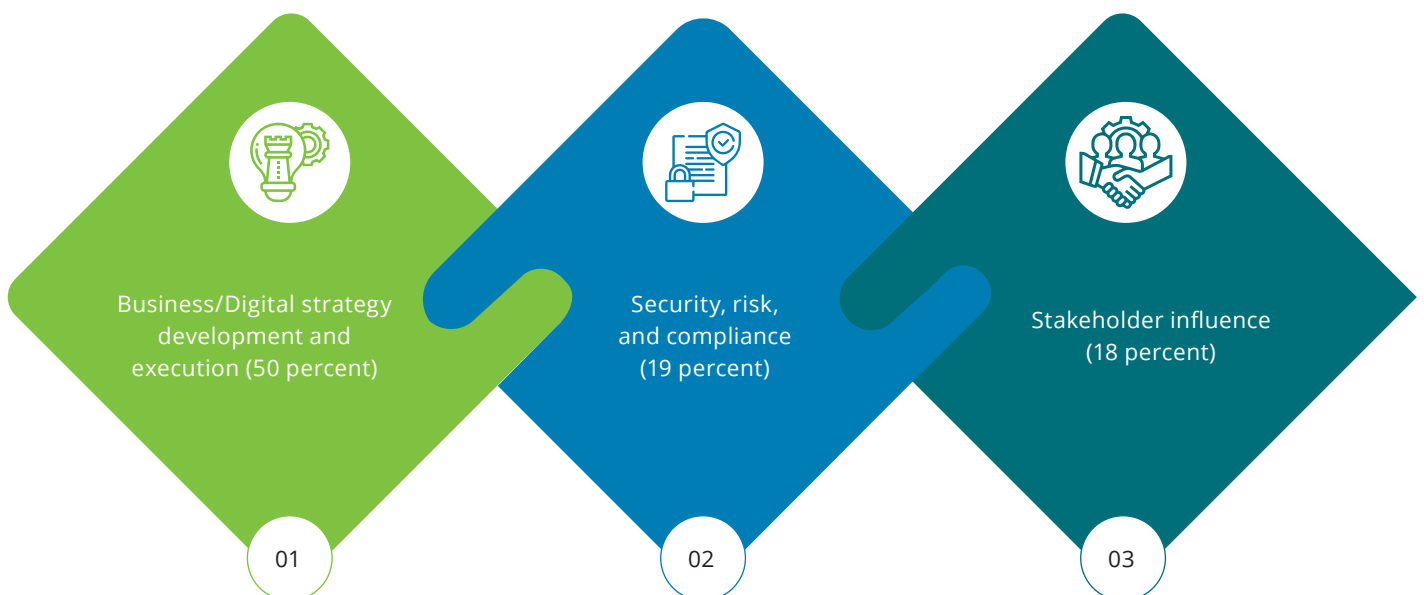
Stakeholder influence emerged as a significant factor, ranking third at 18 percent. This emphasizes the importance

of fostering collaboration and gaining buy-in from key decision-makers across the organisation for successful IT initiatives.

New opportunities for harnessing and **monetizing data** have emerged, and technology is seen not only as a strategy enabler but as a strategy co-creator. As a result, the responsibilities of tech leaders have become increasingly dispersed.

The survey results underscore the imperative for CIOs to constantly re-evaluate their **strategic priorities**, ensuring alignment with both the evolving needs of their organizations and broader industry trends. This continuous adaptation requires a keen understanding of **emerging technologies**, a willingness to embrace change, and the ability to translate them into **tangible business value**.

Top three areas where CIOs currently spend major of their time, effort, and energy.



Critical technology skillsets

This section highlights the importance of developing a **strategic plan**, where the critical skill of **creative thinking** comes into play during the execution phase.

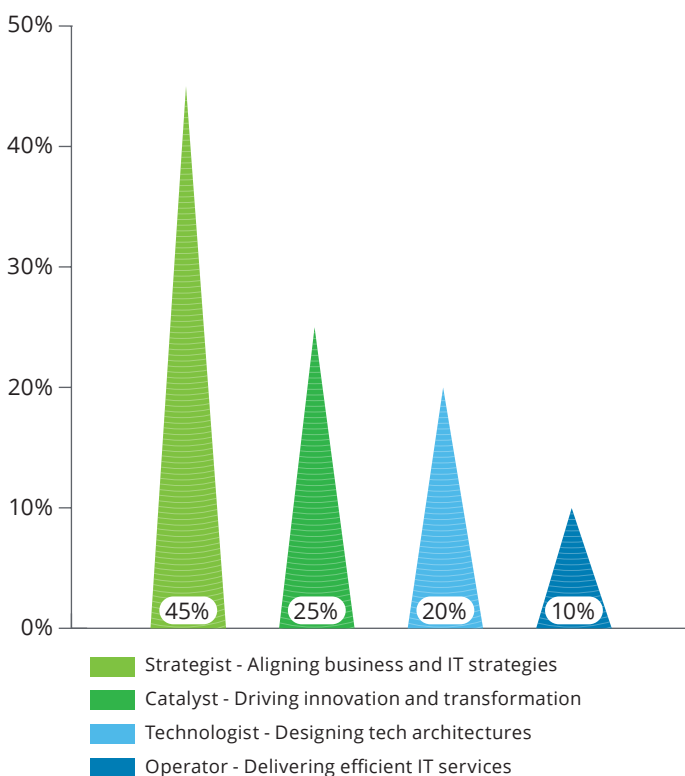
This section outlines key priorities identified through the survey: Strategic Alignment: The largest respondent group (45 percent) prioritizes aligning business and IT strategies. This underscores the critical role CIOs play in bridging the gap between technological initiatives and overarching organizational objectives.

About 25 percent of respondents prioritize driving innovation and transformation initiatives. In today's rapidly evolving digital environment, innovation is a key driver of competitiveness and organizational resilience. Approximately 20 percent of respondents focus on **designing tech architectures**, reflecting the importance of establishing a

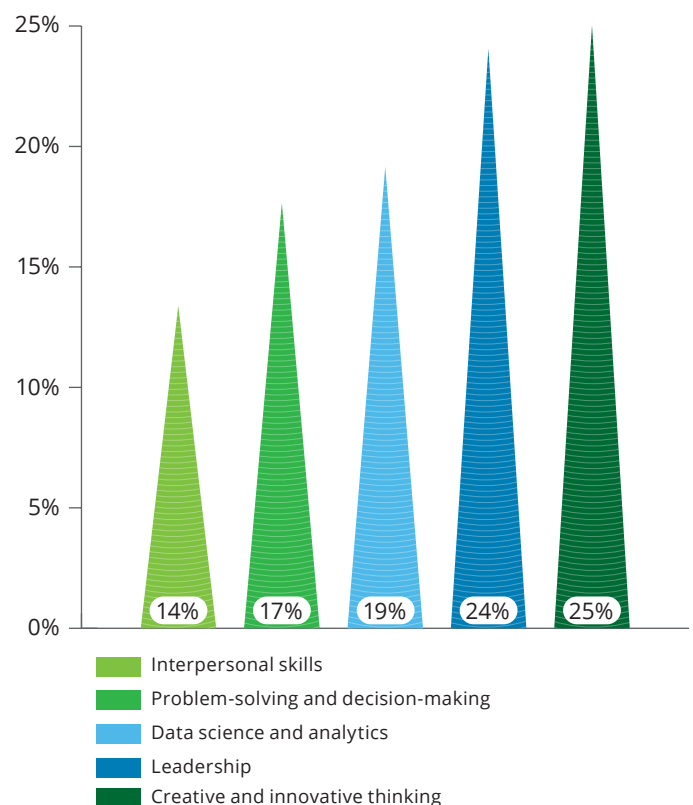
robust foundation for scalable and reliable technological infrastructures. A smaller proportion of respondents (10 percent) prioritize **delivering efficient IT services**.

The survey results reveal a diverse array of skills deemed essential in today's professional landscape. Notably, **creative and innovative** thinking, along with leadership qualities, stand out as top priorities, comprising 25 percent and 24 percent of responses, respectively. Additionally, **problem-solving and decision-making** skills, as well as proficiency in data science and analytics, are valued at 17 percent and 19 percent, respectively. While, **interpersonal skills** account for 14 percent, emphasizing the significance of effective communication.

How are new-age CIOs currently spending their time?



Which key tech skillsets are critical for next two years?



Biggest CIO constraints

This section explores the top constraints that impede organizations from delivering value from their digital transformation efforts.

Insights from the survey reveal organizations' technology investment as a percentage of revenue, with 28 percent allocating more than 8 percent and 22 percent allocating 4–6 percent, emphasizing the importance of **aligning priorities with investments** for successful digital transformation.

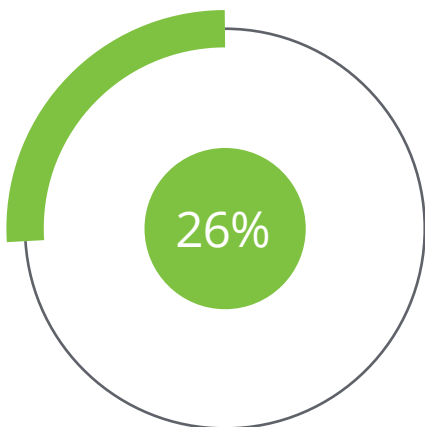
Despite investments, the most prominent constraint identified is the difficulty in establishing clear metrics and goals for their digital transformation efforts (26 percent of the respondents). Without a defined path for measuring success, it becomes challenging to quantify the impact of these initiatives, hindering decision-making, and justifying further investments.

About 23 percent of respondents highlighted the **complexity of the technology environment** as a constraint in delivering value.

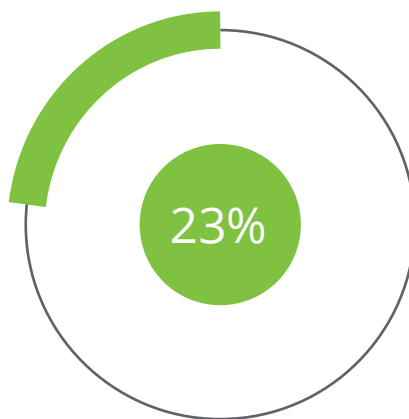
Conflicting business priorities or **organizational culture and politics** were cited as a major constraint by 23 percent of respondents. Limited budget and a lack of compelling vision from the CEO were also identified as significant constraints, with 19 percent and 9 percent of the votes, respectively.

Budgetary constraints can limit the scope and scale of digital initiatives, while a lack of clear direction and alignment from the top leadership may impede the organization's ability to effectively focus its digital transformation efforts. By proactively addressing these constraints, organizations can unlock the full potential of their digital transformation journeys, drive continuous innovation, and maintain a competitive edge in the ever-evolving digital landscape.

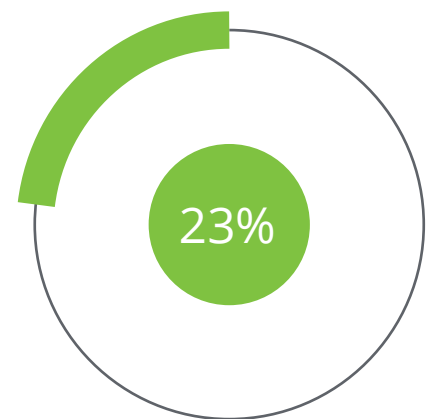
What are your biggest constraints in delivering value from your digital transformation efforts?



Limited ability to set and measure transformation value



Complexity of technology environment

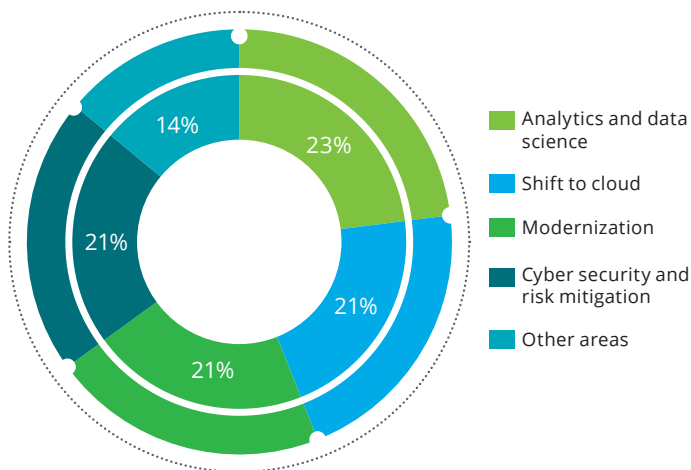


Conflicting business priorities or organizational culture/politics

Past technology investment trends and future outlook

This section unveils the transformative impact of technology investments over the past two years and sheds light on the strategic considerations shaping future investment decisions.

Tech investment areas that have made the most significant business impact



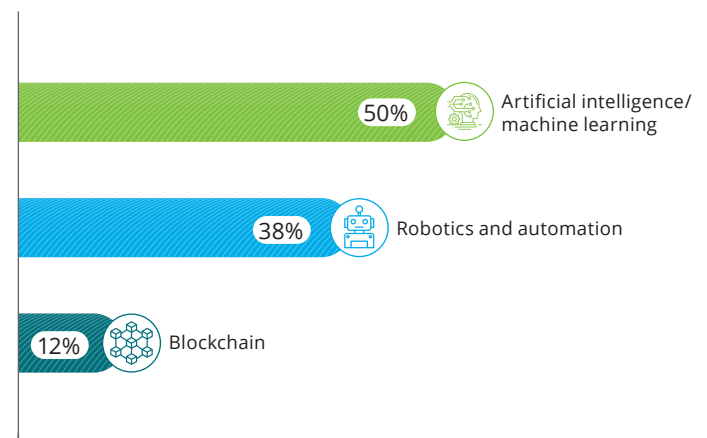
In recent years, several technologies have significantly impacted organisations. **Cybersecurity and risk mitigation** (21 percent) have been crucial safeguards against evolving cyber threats, ensuring data protection, and compliance.

Core modernization and legacy application renewal (21 percent) have enabled organisations to become more agile, scalable, and operationally efficient.

The **shift to cloud** (21 percent) has empowered organisations with greater flexibility and scalability, driving digital transformation and innovation.

Investments in **analytics and data science** (23 percent) have unlocked valuable insights, enabled data-driven decisions and identified new growth opportunities.

50 percent of CIOs consider AI/ML as the most emerging area for future investments



Looking ahead, organizations are strategically allocating **investments towards emerging technologies**. The survey reveals a shift in focus towards emerging technologies. A staggering half of the participants believe **Artificial Intelligence (AI) And Machine Learning (ML)** hold immense potential for driving innovation and competitive advantage.

About 38 percent see **robotics and automation** as forces for optimizing efficiency and scalability. While not yet mainstream, **blockchain technology** (12 percent) is gaining traction for its potential to revolutionize industries through secure, transparent, and **decentralized transactions**.

By embracing these emerging areas, organizations can position themselves for continued success.

Strategies for acquiring and retaining top tech talent

In this section we explore the complexities of developing a technology talent strategy today and key considerations for leaders.

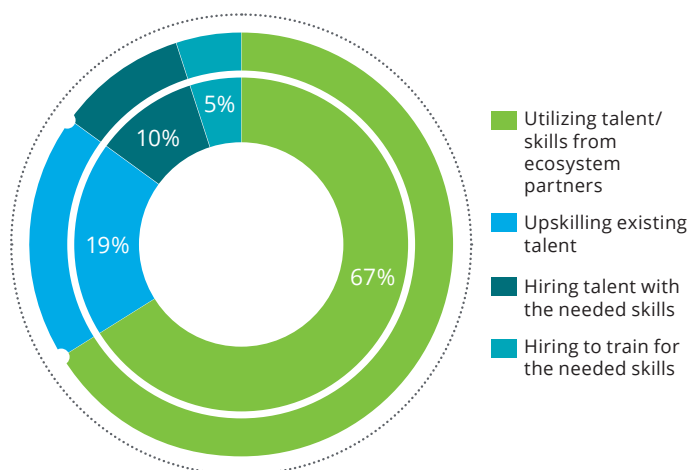
The survey reveals a fascinating approach to developing expertise in emerging technologies within organisations. While traditional methods such as training existing employees (19 percent) or hiring talent with the needed skills (10 percent) are still relevant, organisations and leaders prefer leveraging talent and skills from ecosystem partners (67 percent). This collaborative approach highlights a **shift towards external resources** to address the rapidly evolving technological landscape.

Organisations are increasingly looking beyond their internal talent pool to bridge the skills gap and stay competitive in the face of emerging tech advancements.

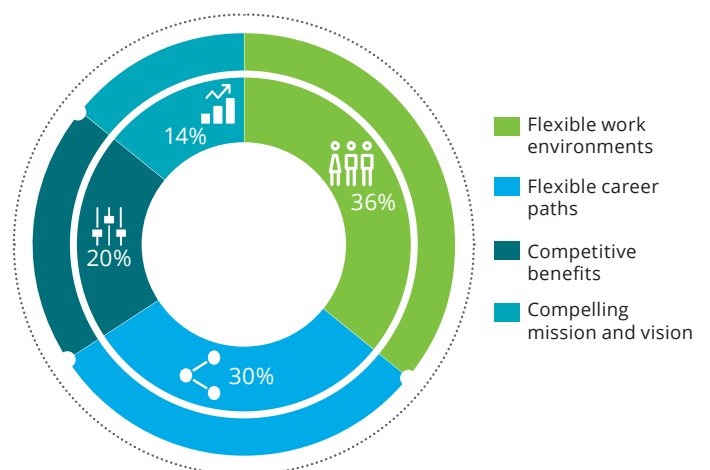
The tech industry is a battlefield for talent, and retaining top performers is crucial for sustained innovation and market dominance. Most respondents identified flexible work arrangements as the key to employee happiness and retention. Remote work options, flexible hours, and telecommuting opportunities provide autonomy and work-life balance, leading to a more satisfied and dedicated workforce.

Offering competitive **compensation and benefits** (20 percent) and **flexible career paths** (30 percent) remains a cornerstone for attracting and retaining top talent. **A clear and inspiring mission statement**, combined with a **compelling vision** for the future, creates a sense of purpose and belonging.

What is your primary method for developing emerging technology expertise within the tech function?



Which strategies are most successful for retaining top tech talent?



Connect with us



Monish Shah
Partner, Deloitte India
monishshah@deloitte.com



Sanjay Gupta
Partner, Deloitte India
sanjaygupta@deloitte.com



Anandrup Ghose
Partner, Deloitte India
anandrup@deloitte.com



Prakhar Tripathi
Partner, Deloitte India
tprakhar@deloitte.com



Shweta Shetty
Partner, Deloitte India
sshweta@deloitte.com



Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited (“DTTL”), its global network of member firms, and their related entities (collectively, the “Deloitte organization”). DTTL (also referred to as “Deloitte Global”) and each of its member firms and related entities are legally separate and independent entities, which cannot obligate or bind each other in respect of third parties. DTTL and each DTTL member firm and related entity is liable only for its own acts and omissions, and not those of each other. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more.

Deloitte Asia Pacific Limited is a company limited by guarantee and a member firm of DTTL. Members of Deloitte Asia Pacific Limited and their related entities, each of which is a separate and independent legal entity, provide services from more than 100 cities across the region, including Auckland, Bangkok, Beijing, Bengaluru, Hanoi, Hong Kong, Jakarta, Kuala Lumpur, Manila, Melbourne, Mumbai, New Delhi, Osaka, Seoul, Shanghai, Singapore, Sydney, Taipei and Tokyo.

This communication contains general information only, and none of DTTL, its global network of member firms or their related entities is, by means of this communication, rendering professional advice or services. Before making any decision or taking any action that may affect your finances or your business, you should consult a qualified professional adviser.

No representations, warranties or undertakings (express or implied) are given as to the accuracy or completeness of the information in this communication, and none of DTTL, its member firms, related entities, employees or agents shall be liable or responsible for any loss or damage whatsoever arising directly or indirectly in connection with any person relying on this communication.

© 2024 Deloitte Touche Tohmatsu India LLP. Member of Deloitte Touche Tohmatsu Limited