

1,271 TOTAL SURVEY PARTICIPANTS
 20% OF PARTICIPANTS FROM A GLOBAL 1000 COMPANY
 43 PARTICIPATING COUNTRIES

2015 GLOBAL CIO SURVEY

CREATING LEGACY

As we examined CIO job descriptions, we found that the role and expectations for CIOs vary much more widely than other C level executives. When we cut the data by the traditional dimensions of industry, geography and company size, we found no significant difference. So, we turned to Deloitte's experience in more than 1000 executive transition labs and identified the four elements that would shape CIO legacy: business priorities, leadership and talent, relationships and influence and investment priorities.

Why "legacy"? Especially considering the "legacy systems" connotation? The analysis clearly showed that CIOs are focused on understanding how they are creating impact and value today—and how they are shaping their value proposition for the future. That's our definition of legacy.

Explore your legacy at:
www.deloitte.co.uk/ciosurvey2015



WHAT ARE THE 3 CIO PATTERNS?

TRUSTED OPERATOR

DELIVER OPERATIONAL DISCIPLINE AND SUPPORT BUSINESS CHANGE THROUGH ENABLING TECHNOLOGIES.



CHANGE INSTIGATOR

LEAD TECHNOLOGY-ENABLED BUSINESS TRANSFORMATION AND EMPHASISE OPERATIONAL EXCELLENCE.



BUSINESS CO-CREATOR

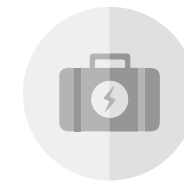
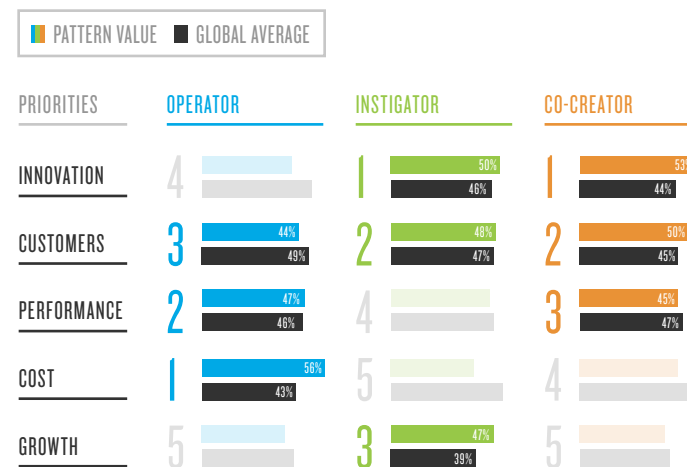
FOCUS ON DRIVING BUSINESS STRATEGY AND BALANCING TIME ACROSS EXECUTION ACTIVITIES.



BUSINESS PRIORITIES

WHAT IS ON THE TOP OF CIO BUSINESS AGENDAS?

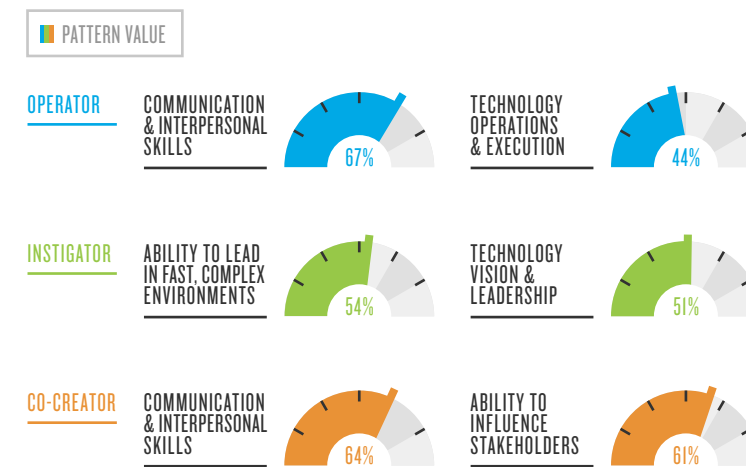
Today, every company at its core is a technology company, and CIO business priorities are linked to the heart of the business. Percentages represent respondents that identified these objectives as important in the next year.



LEADERSHIP & TALENT

WHAT CHARACTERISTICS ARE MOST IMPORTANT TO CIOs?

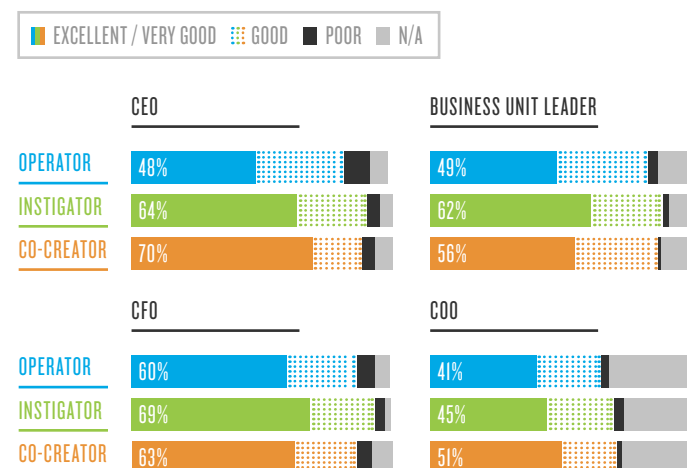
CIOs are expected to be ambidextrous, contributing to business strategy and ensuring operations are running effectively. Percentages represent respondents that identified these attributes as a key personal strength.



RELATIONSHIPS & INFLUENCE

WHICH RELATIONSHIPS ARE THE STRONGEST?

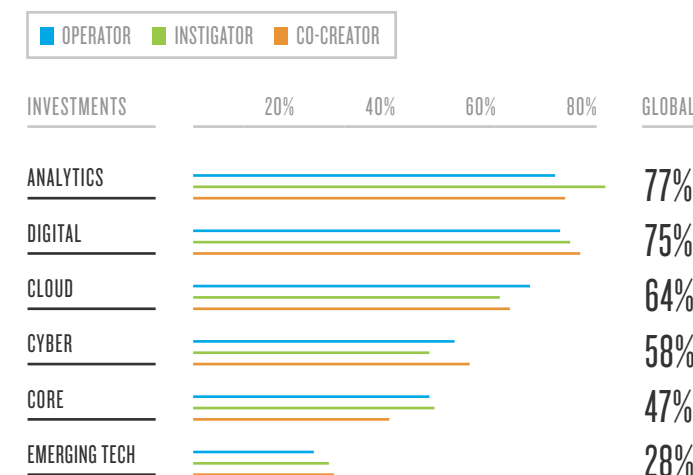
The strength of CIO relationships with internal stakeholders can predict future collaboration and trajectory of business impact. Percentages represent respondents sorted by the reported strength of their business relationships.



TECHNOLOGY INVESTMENT PRIORITIES

WHERE DO CIOs INVEST TO SUPPORT THE BUSINESS?

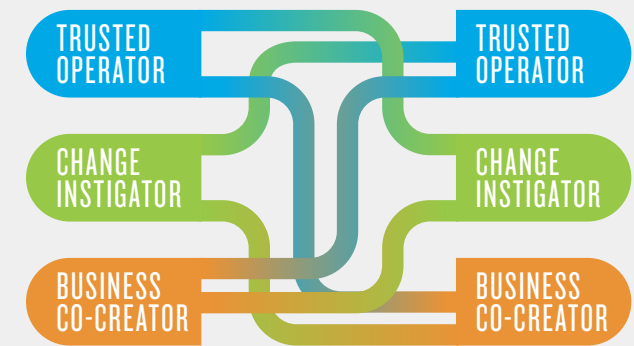
The CIO's risk appetite drives their investment philosophy and ability to create change through technology. Percentages represent respondents that said these technologies would have significant business impact in the next two years.



LOOKING AHEAD

NAVIGATING THE LEGACY LANDSCAPE

The four elements frame a particular time and place. The profiles CIOs assume are not permanent; they will change with business needs and context. There are six journeys a CIO may need to take:



THE BUSINESS NEEDS A TRUSTED OPERATOR WHEN...

- There are foundational issues around reliability and performance.
- It is going through cycles of efficiency hunts, cost reduction, and integration.

THE BUSINESS NEEDS A CHANGE INSTIGATOR WHEN...

- Times demand a clear vision and complex project management.
- There is an organizational mandate for growth and change.

THE BUSINESS NEEDS A BUSINESS CO-CREATOR WHEN...

- It is experiencing rapid growth and needs a long-term view on tech investments.
- Investment in exponentials requires a technology leader with business acumen.