

Total number of respondents:  
**3,352**

## THE CREATIVE CIO

### CIO PRIORITIES

#### INFLUENCE OF IT LEADERS IS GROWING

**34%** of CIOs report to the CEO. *Largest proportion in the Survey's history*

**57%** of CIOs now sit on executive board or senior leadership committee – *up by half over 11 years*

**67%** of CIOs expect the strategic influence of the CIO role to grow in 2016

#### PRIORITIES ARE CHANGING

**Old priorities are declining.** Nine out of the top ten priorities have decreased in importance

**The only priority to increase was better engagement with customers** – up 15% since 2013

*Long tail of 'other' priorities:*  
**four in ten** CIOs now spend at least **one day per week outside IT**

CEO focus:

IT projects that **SAVE** money **37%** — IT projects that **MAKE** money **63%**

### DEALING WITH DIGITAL

MORE ORGANISATIONS HAVE DIGITAL STRATEGIES

**35%** have developed an **enterprise-wide digital strategy**, up from 27% last year

SOURCE OF DIGITAL DISRUPTION

**27%** of disruption is down to new digital innovations in product/service delivery

**23%** of disruption is down to new forms of customer engagement

CHIEF DIGITAL OFFICER CONTINUES TO GROW, BUT PACE IS SLOWED

**One in five** organisations (19%) employ a CDO. This is up from 17% in 2015, but a much slower growth than witnessed in 2014/15 (7% to 17%)

### MANAGING THE TECHNOLOGY FUNCTION

INVESTMENT IN CLOUD GROWING

**31%** investing significantly in SaaS this year

SHAPE OF THE TECHNOLOGY FUNCTION IS CHANGING

**IT budgets are increasing** for **45%** of CIOs

CYBER RISK GROWING

**28%** of CIOs have had to respond to a **major IT security threat** or cyber attack in past two years

**50%** of CIOs will **increase investment in outsourcing** this year, up 9% from 2015

**22%** are **very confident** risks are covered, down from 29% in 2014. **66%** are **quite confident**

**10%** of CIOs report **more than half of the IT spend controlled outside IT**, almost double the rate in 2013

### PEOPLE, SKILLS AND TALENT

**65%** report skills shortage holding them back, up from 59% last year

**44%** expect to increase team size next year, compounding the issue

#### TALENT RETENTION A CONCERN

**89%** of CIOs are concerned about talent retention

**Smaller organisations** report their culture gives them a **competitive advantage**

Female representation in IT getting better, but still poor

**9%** 2016

of senior IT leadership are women, up from 6% last year

**11%** of all survey respondents are women, compared to 8% last year

The 2016 Harvey Nash / KPMG CIO Survey is the largest IT leadership survey in the world in terms of number of respondents. The survey was conducted of 3,352 CIOs and technology leaders across 82 countries.  
[www.hnkpmgciosurvey.com](http://www.hnkpmgciosurvey.com)

### CIO CAREERS

CIOs ARE ON THE MOVE

**15%** of CIOs **moved job last year**, up by a quarter on previous year

**31%** of CIOs have been in their current role for **less than two years**

But **21%** of CIOs have been in post with their current employers for a **decade or more**

WHERE ARE THE HAPPIEST CIOs?

**84%** of CIOs report they are **'fulfilled' or 'very fulfilled'** in their role

The **happiest** CIOs can be found in the **Charity and Non-Profit sector** (91% fulfilled)

**34%** of CIOs benefited from an **increase in base salary** last year, up 10% on 2015