Gartner
Signature Series

2024 CIO and Technology Executive Agenda — Franchising Digital Delivery

Andy Rowsell-Jones

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2,457

CIOs and Technology Executives

618

CxOs Outside IT

498

APAC Respondents

CIO/CxO Cross-Functional Vantage Point

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CIOs Are Growing Quite the Hat Collection!

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61%

Leading Enterprise Digital Transformation

14%

Leading Business Functions

8%

Leading P&L

n = 477 **APAC** CIOs and Technology Executives
Source: 2024 Gartner CIO and Technology Executive Survey

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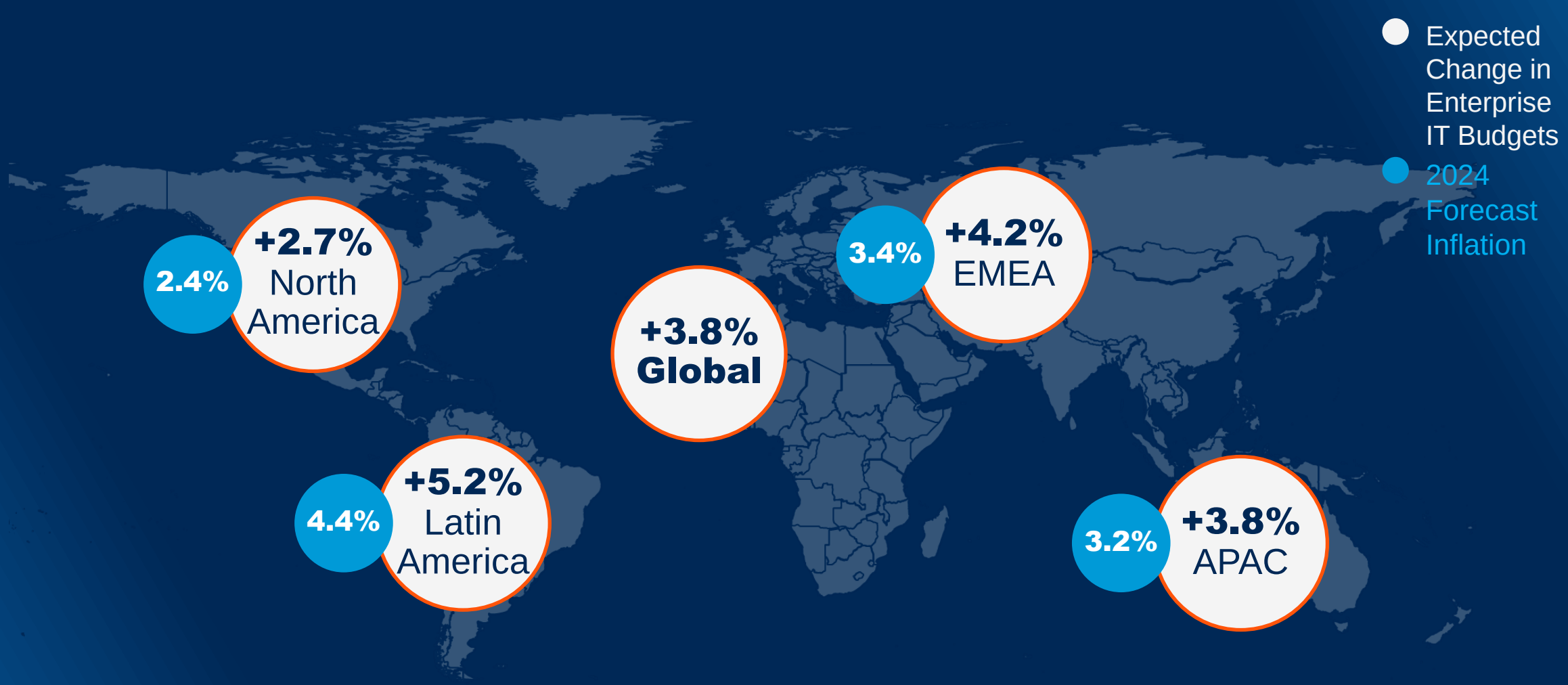

n = Varies by Region: Total (n = 2,151); North America (n = 683); Latin America (n = 259); EMEA (n = 797); APAC (n = 412) CIOs and Technology Executives
Source: 2024 Gartner CIO and Technology Executive Survey; Inflation (CPI) Total Annual Growth Rate (%), August 2023 or Latest Available, Organisation for Economic Co-operation and Development (OECD)

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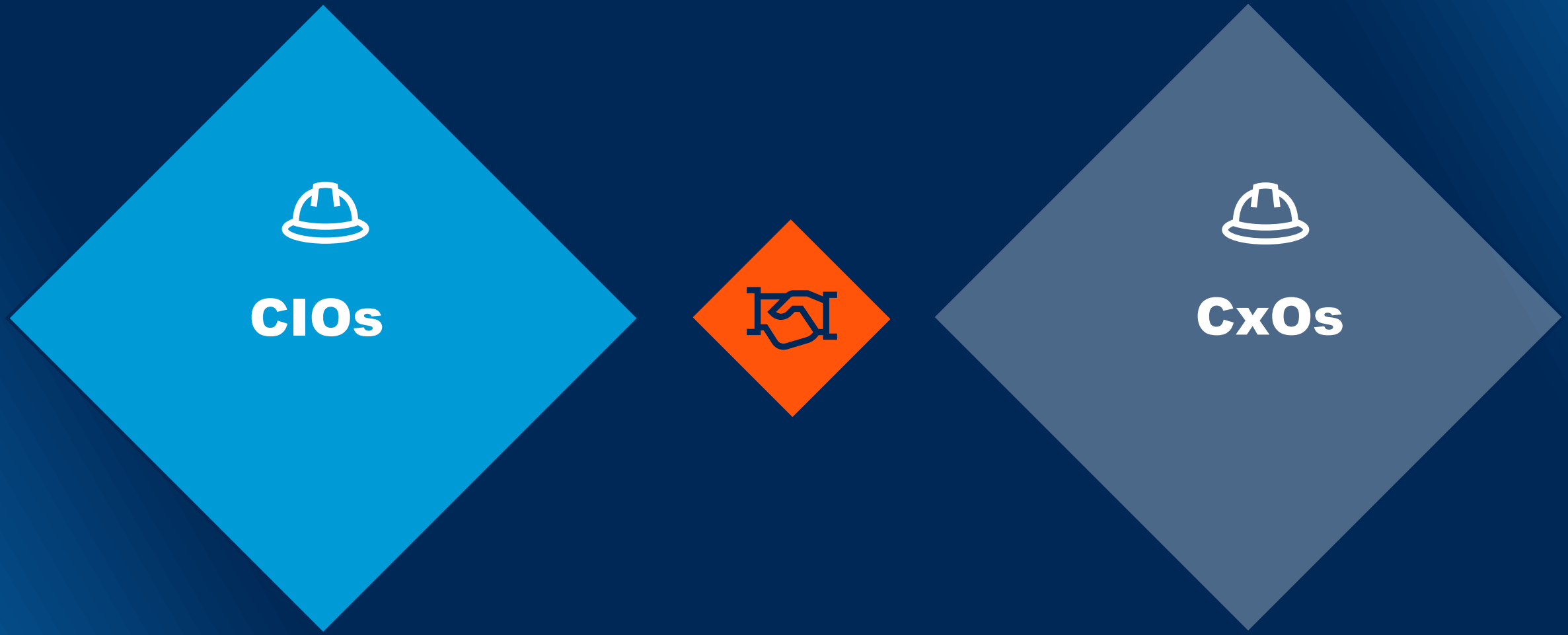

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80% CxOs Believe Digital Leadership Is Part of Their Job

n = 618 CxOs Outside IT
Source: 2023 Gartner Strengthening CxO Digital Leadership Survey

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21% Business Area Resources Dedicated to Technology Initiatives

n = 618 CxOs Outside IT
Source: 2023 Gartner Strengthening CxO Digital Leadership Survey

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Generative AI Turbocharges the Democratization of Digital Delivery

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The Most Successful CIOs Strategically Engage With CXOs to Democratize Digital Delivery

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They Franchise Digital Delivery

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Franchisers Empower and Equip Business Teams to Deliver Secure and Sound Digital Capabilities

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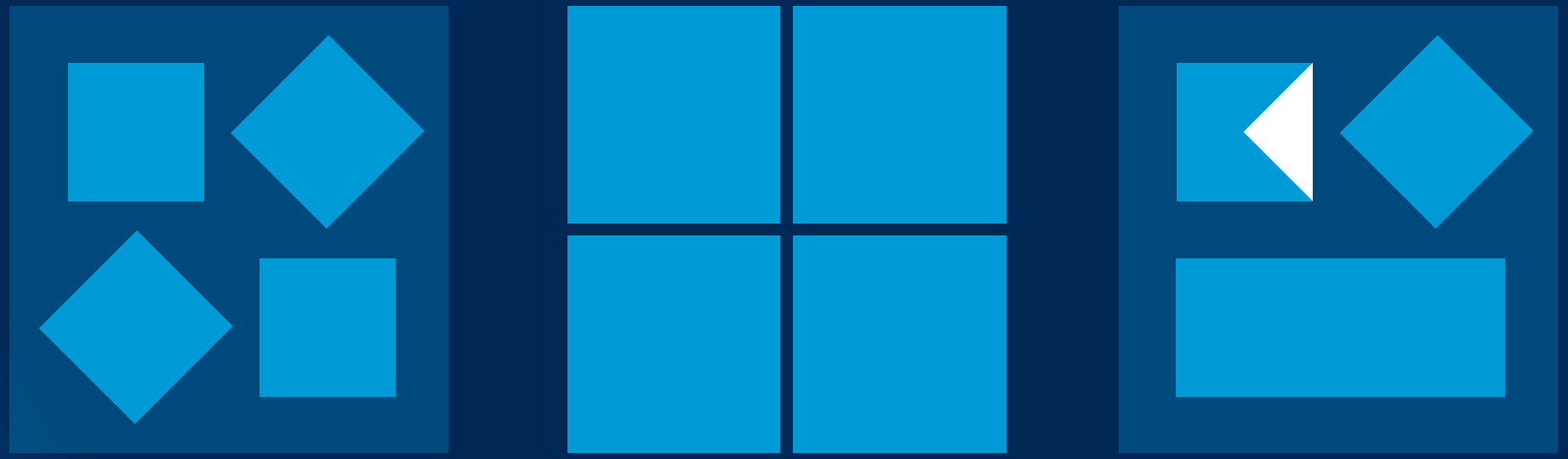
Franchises Take Many Forms



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Design Considerations for Your Franchise

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Agenda for 2024: Become a Franchiser

Co-Lead

Co-Deliver

Co-Govern

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CIO Profiles for Digital Delivery

55% of CIOs Retain Digital Delivery in IT

Operator

12% of CIOs Co-Lead Digital Delivery With CxOs

Franchiser

n = 2,456 CIOs and Technology Executives
Source: 2024 Gartner CIO and Technology Executive Survey

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CIO Profiles for Digital Delivery

55% of CIOs Retain Digital Delivery in IT

Operator

12% of CIOs Co-Lead Digital Delivery With CxOs

Franchiser

Digital Initiatives Enterprisewide That Meet or Exceed Outcome Targets

Operator	Franchiser
43%	63%

n = 2,456 CIOs and Technology Executives
Source: 2024 Gartner CIO and Technology Executive Survey

n = 617 CxOs Outside IT
Source: 2023 Gartner Strengthening CxO Digital Leadership Survey

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CIO Profiles for Digital Delivery

n = 2,456 CIOs and Technology Executives
Source: 2024 Gartner CIO and Technology Executive Survey

n = 617 CxOs Outside IT
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Recommendation No. 1

Co-Lead

Surface Pain Points That Require More Business Ownership

Identify Franchise-Minded CxOs

Intentionally Engage CxOs in New, Agile Ways of Working

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Franchising Boosts CIO and IT Leadership Team Performance

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IT Management Activities

Self-Rating as Proficient or Expert

Operators | Franchisers

pp = percentage points
n Varies by Cohort; CIOs and Technology Executives
Source: 2024 Gartner CIO and Technology Executive Survey

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2x CxOs More Likely to Meet or Exceed Expectations From Digital Investments

n = 617 CxOs Outside IT
Source: 2023 Gartner Strengthening CxO Digital Leadership Survey

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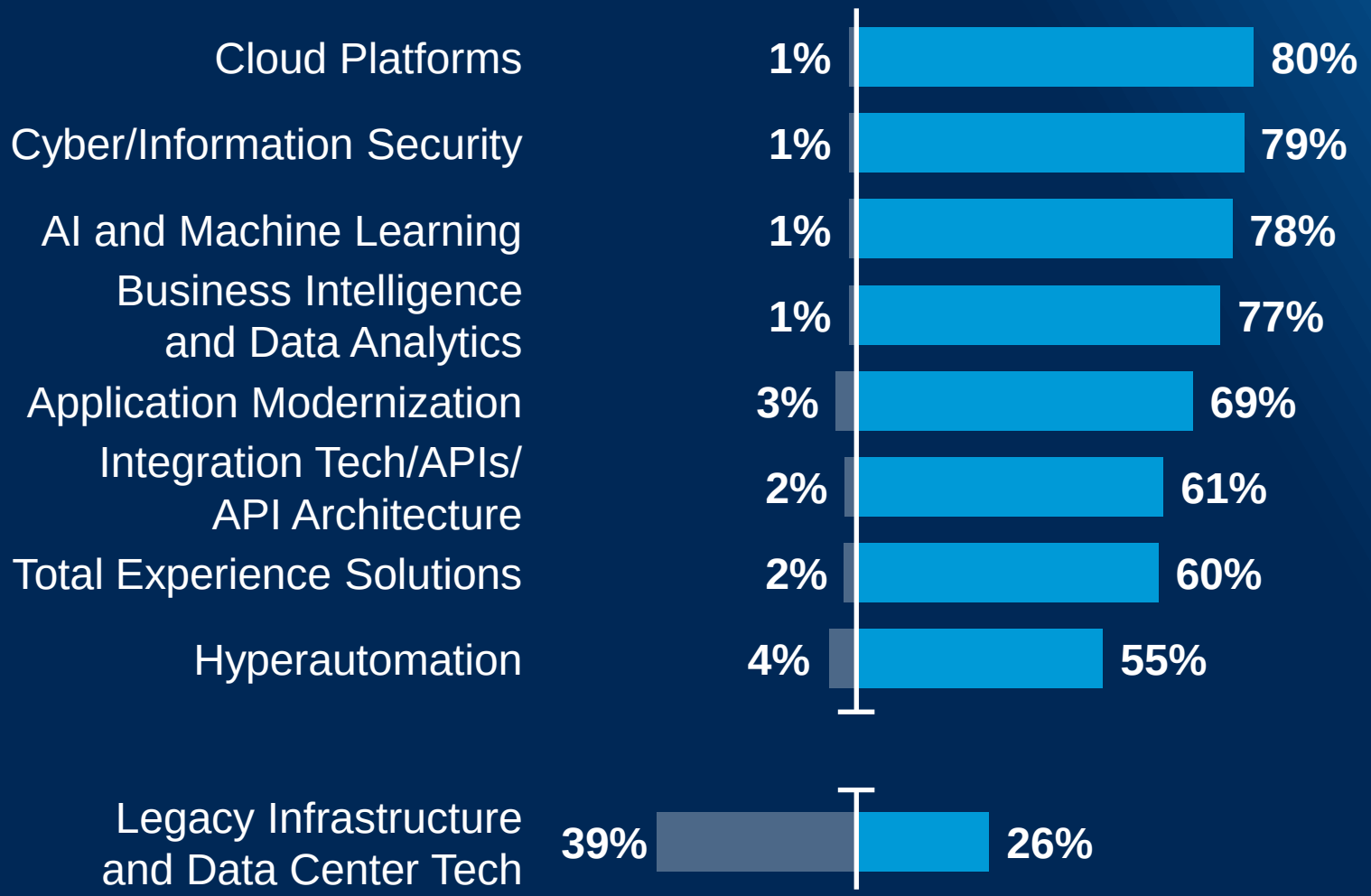
Technology Investments

Decreasing | Increasing



n = 487 **APAC** CIOs and Technology Executives
Source: 2024 Gartner CIO and Technology Executive Survey

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Recommendation No. 2

Co-Deliver

Prepare IT and Business Teams for Co-Delivery

Jointly Commit Resources and Funding

Modernize Foundational Digital Platforms

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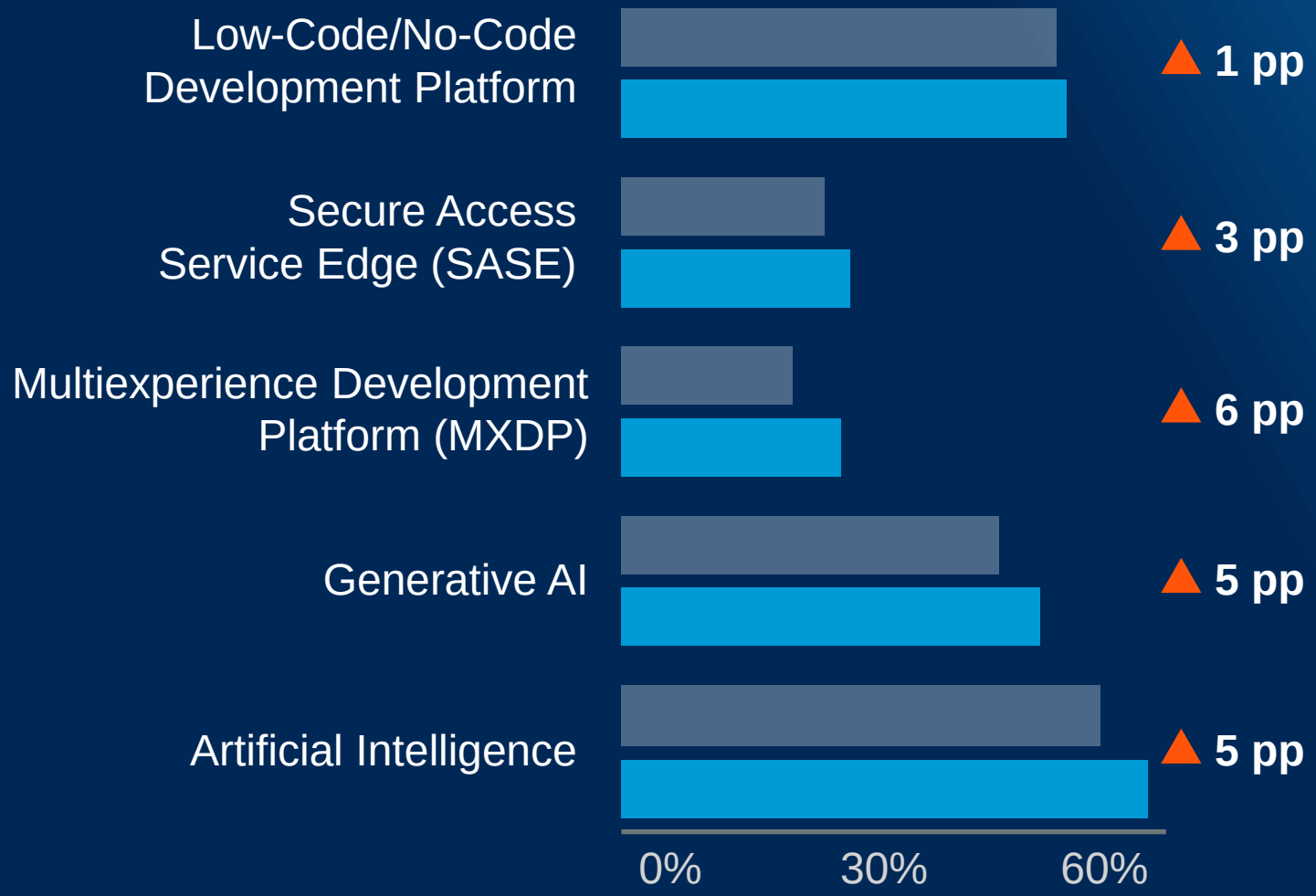
Investment Intentions for Digital Tech

Have Already Deployed or Will Deploy in the Next 12 Months

Operators | Franchisers



pp = percentage points
n Varies by Cohort, CIOs and Technology Executives
Source: 2024 Gartner CIO and Technology Executive Survey

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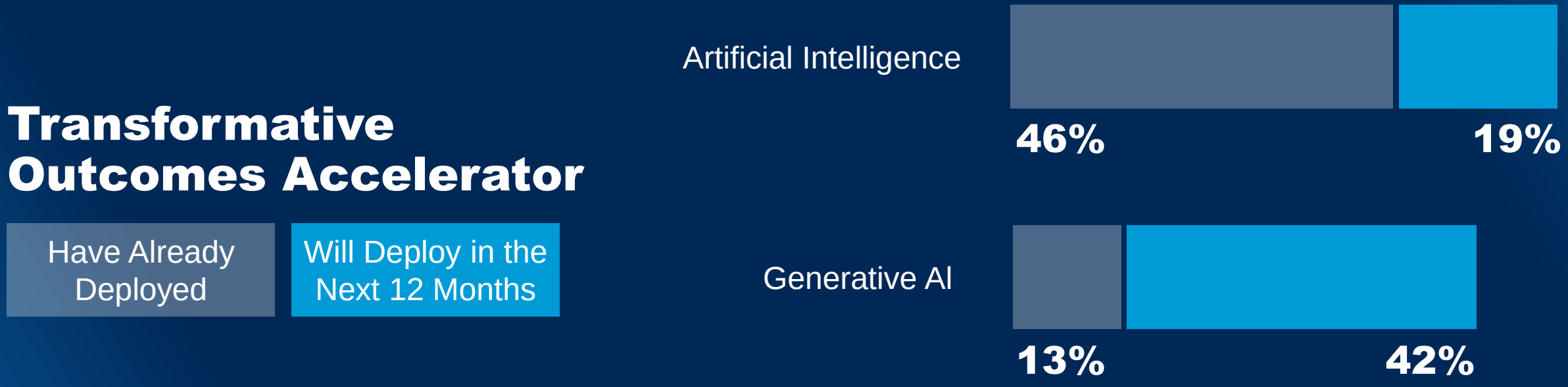
Transformative Outcomes Accelerator



n = 490 APAC CIOs and Technology Executives
Source: 2024 Gartner CIO and Technology Executive Survey

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David Neigler
Chief Technology Officer
Schonfeld Strategic Advisors

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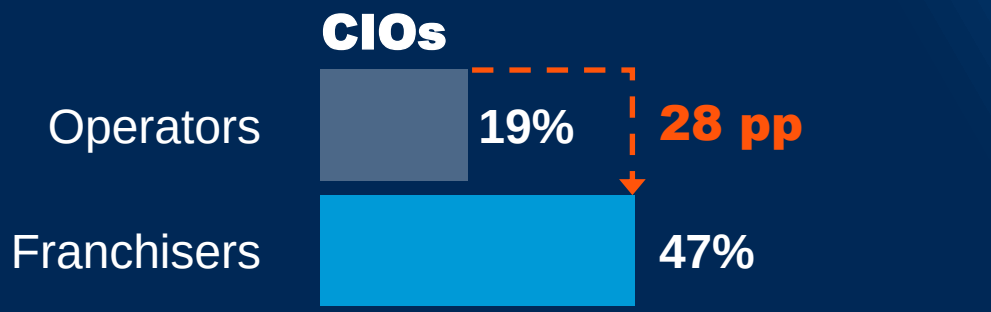
CIOs Who Agree Business Should Be Responsible for Some Compliance and Risk



pp = percentage points
n varies by cohort
Source: 2024 Gartner CIO and Technology Executives Survey

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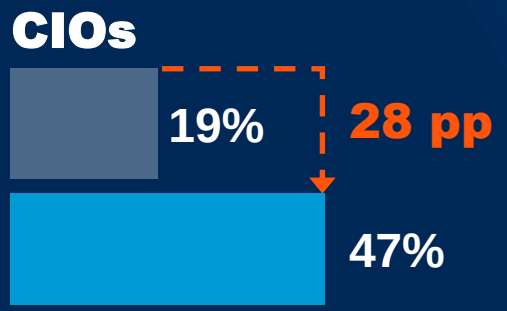
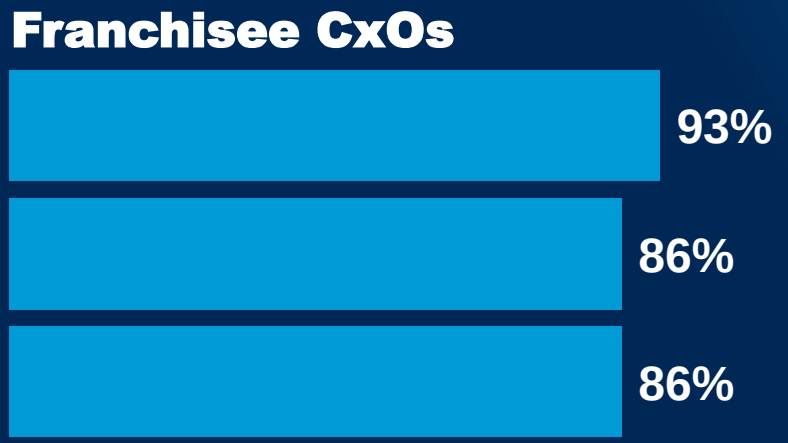
CIOs Who Agree Business Should Be Responsible for Some Compliance and Risk



pp = percentage points
n varies by cohort
Source: 2024 Gartner CIO and Technology Executives Survey

Franchisee CxOs Who Agree CxOs Should Be Responsible for Some Compliance and Risk



n = 618 CXOs Outside IT
Source: 2023 Gartner Strengthening CxO Digital Leadership Survey

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Recommendation No. 3

Co-Govern

Scale Governance and Best Practices With CoPs

Manage Risk at the Edges — Embed Risk Experts

Automate Controls in Digital Platforms

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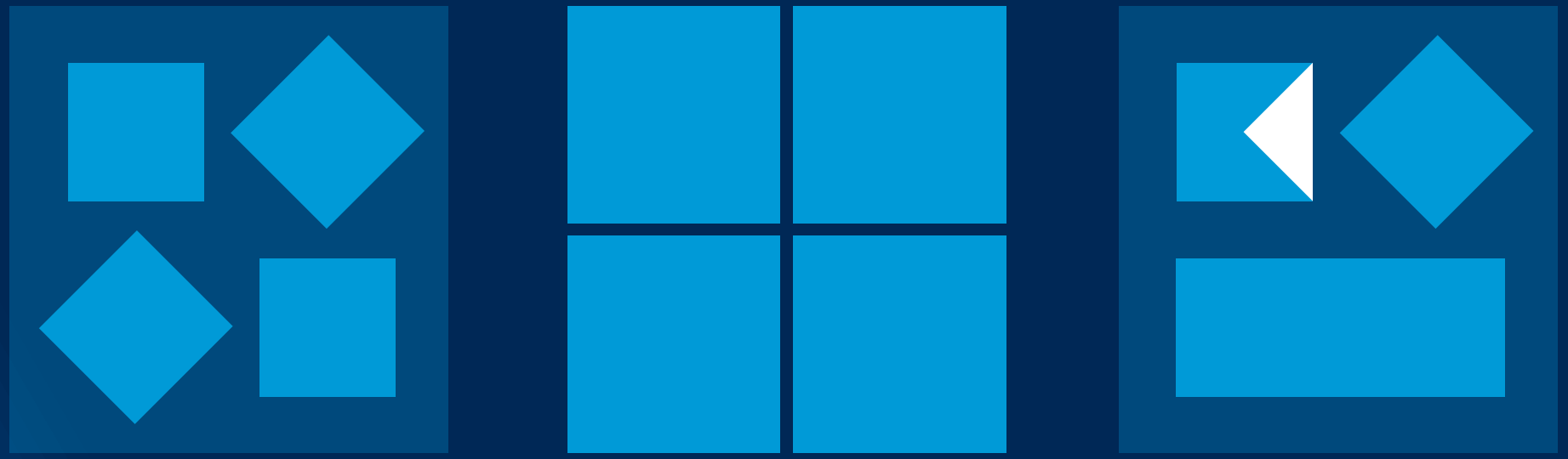
Design Your Franchise



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So, What Will You Do With Your Hat Collection?

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Five years ago, I had to convince business leaders about digital, now they are all onboard. The challenge today is to convince them that they can do what IT used to do.

Gonzalo Mele, Regional CIO, ALTEN

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Time to Share the Hats and Pass the Hats.

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Co-Lead. Co-Deliver. Co-Govern.

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Become a Franchiser.

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Gartner Recommended Research

- **How CIOs Can Support the Success of Business-Led Digital Delivery**
  Tomas Nielsen and Brandon Germer
- **Quick Answer: The Difference Between Shadow and Business-Led IT, and Why It Matters**
  Nolan Hart, Simon Mingay and Darren Topham
- **Amplify Business-Led Technology Innovation**
  Rimma Gurevich
- **Fusion Teams: A Proven Model for Digital Delivery**
  CIO Research Team
- **Key Strategies to Move Beyond Your CIO Executive Role**
  Christie Struckman and Graham Waller
- **Case Study: Modernized Digital Foundations for Democratized Delivery (Chevron)**
  CIO Research Team

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