2018
IT LEADERSHIP
SURVEY

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WHAT TITLES ARE HELD BY SURVEY RESPONDENTS?

Key Takeaways

Respondents have a wide range of responsibilities within the organization from the very narrow and focused to being more of a generalist. Additionally, respondents come from all levels of the IT organization and hold roles that are both strategic as well as more involved with day-to-day operations.

29% | CIO/CTO
CFO COO
CEO

TECHNOLOGY AND HUMAN RESOURCES
HUMAN RESOURCES
CONSULTANT
INFORMATION TECHNOLOGY
19% | VP
HR SHARED SERVICES
TECH PROGRAMS
INFRASTRUCTURE AND OPERATIONS
TECHNOLOGY ENGINEERING

UNIVERSITY PROGRAM
IT SERVICES
IT AND INFOSEC
SALES AND MARKETING
23% | DIRECTOR
INFORMATION TECHNOLOGY
RESEARCH DELIVERY

HR
OPERATIONS
TECHNOLOGY, MACHINE DATA, BIG DATA, SAAS
INFRASTRUCTURE
MASTER DATA
IT/IS
ACCOUNTING
SALES AND MARKETING
CLIENT PROJECTS
30% | MANAGER
ENTIRE COMPANY
HOSTED SERVICES
PROJECT MANAGEMENT
ACCOUNT MANAGEMENT
OPERATIONS & TECHNOLOGY
SALES
FINANCE BUSINESS INTELLIGENCE

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WHICH INDUSTRIES WERE REPRESENTED BY RESPONDENTS?

42%

Technology

13%

Manufacturing

12%*

Other

8%

Financial

8%

Education

7%

Healthcare

5%

Energy

**4%**

Government/
Nonprofit

* The industries represented in Other are: consulting, transportation, engineering, analytics, real estate, retail and video.

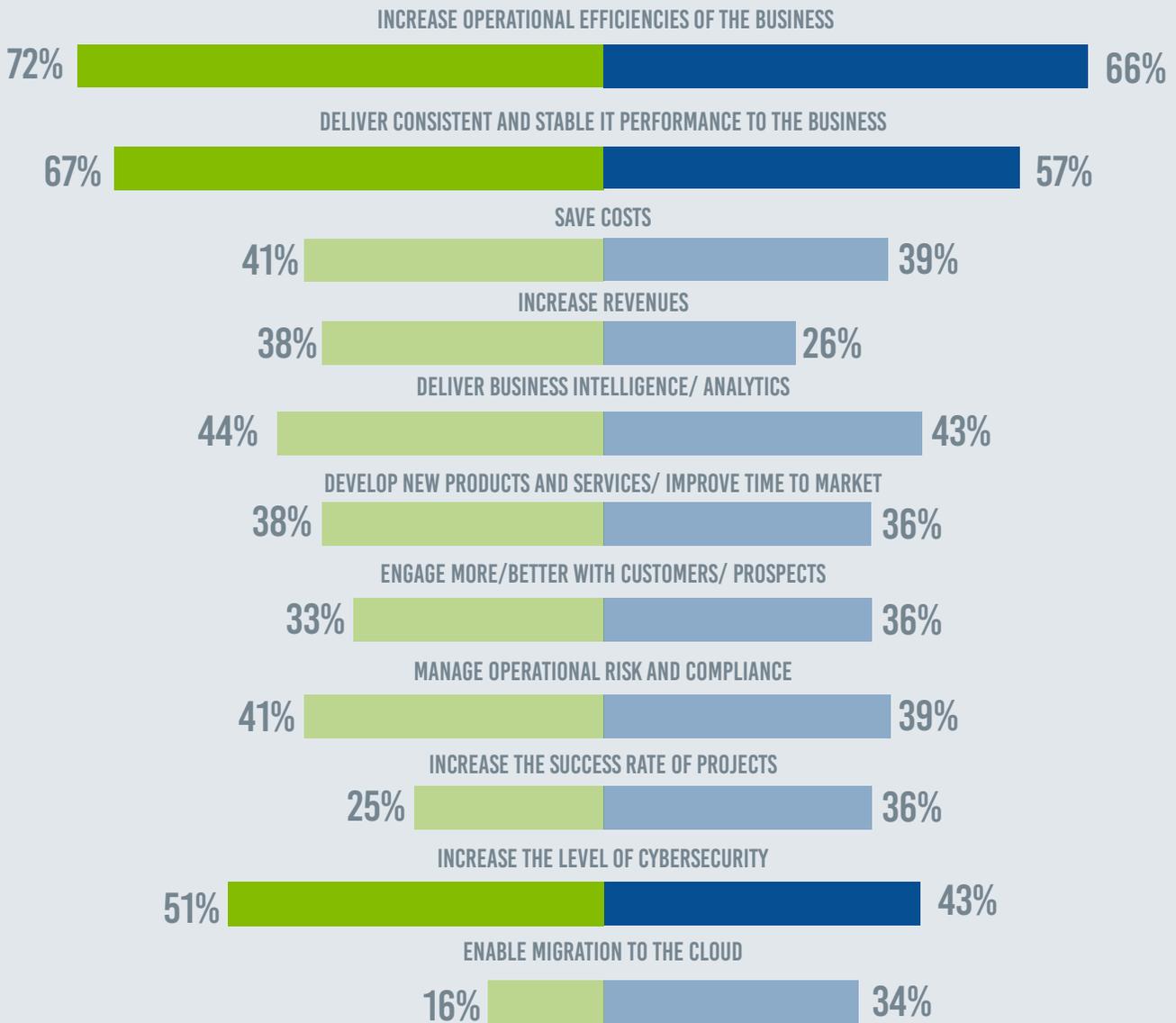# HOW WILL IT HEADCOUNT CHANGE AND HOW DOES THIS COMPARE TO LAST YEAR?

Key Takeaways

The average size of IT organizations did not vary significantly between technology companies and non-technology companies. Very nearly all organizations – independent of organization size – are planning on increasing the size of their IT organizations. Moreover, when this year's survey responses are compared with last year's data there is an increase in the percentage of IT organizations that are predicted to grow; this year's estimate is 34% higher than last year's for the number of organizations that are planning on increasing the IT headcount.

35% **65%** Increase

2017

13% **87%** Increase

2018

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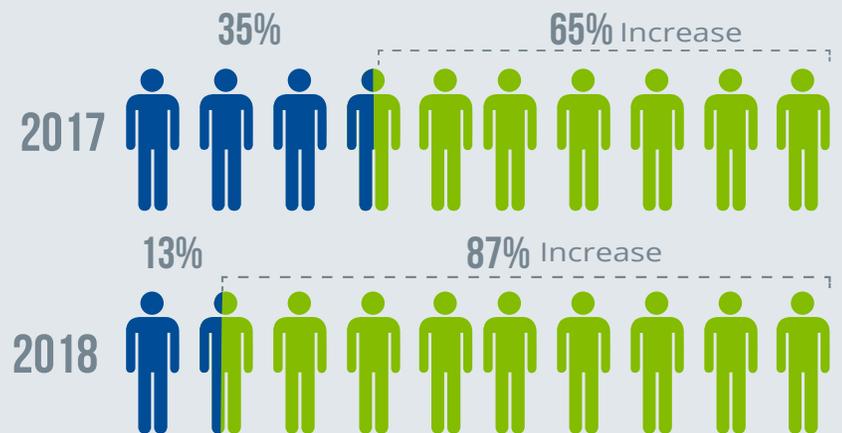
HOW WELL ARE BUSINESS AND IT ALIGNED WITH REGARD TO PRIORITIES?

BUSINESS-MANDATED PRIORITIES

IT-IDENTIFIED PRIORITIES

INCREASE OPERATIONAL EFFICIENCIES OF THE BUSINESS
72% | 66%

DELIVER CONSISTENT AND STABLE IT PERFORMANCE TO THE BUSINESS
67% | 57%

SAVE COSTS
41% | 39%

INCREASE REVENUES
38% | 26%

DELIVER BUSINESS INTELLIGENCE/ ANALYTICS
44% | 43%

DEVELOP NEW PRODUCTS AND SERVICES/ IMPROVE TIME TO MARKET
38% | 36%

ENGAGE MORE/BETTER WITH CUSTOMERS/ PROSPECTS
33% | 36%

MANAGE OPERATIONAL RISK AND COMPLIANCE
41% | 39%

INCREASE THE SUCCESS RATE OF PROJECTS
25% | 36%

INCREASE THE LEVEL OF CYBERSECURITY
51% | 43%

ENABLE MIGRATION TO THE CLOUD
16% | 34%

## Key Takeaways

Business and IT-identified priorities are in alignment. The top three Business priorities are the same as the top three IT priorities: increasing operational efficiencies of the business, delivering consistent and stable IT performance to the business and increasing the level of cyber security. The largest disconnects between Business and IT are that Business values increasing revenues more than IT while IT prioritizes enabling migration to the cloud.

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HOW DOES IT CHARACTERIZE THE RELATIONSHIP WITH BUSINESS? DOES THIS VARY BY THE SIZE OF THE ENTERPRISE?

22%

48%

17%

40%
1000+
EMPLOYEES

37%
1-99
EMPLOYEES

24%

61%

28%
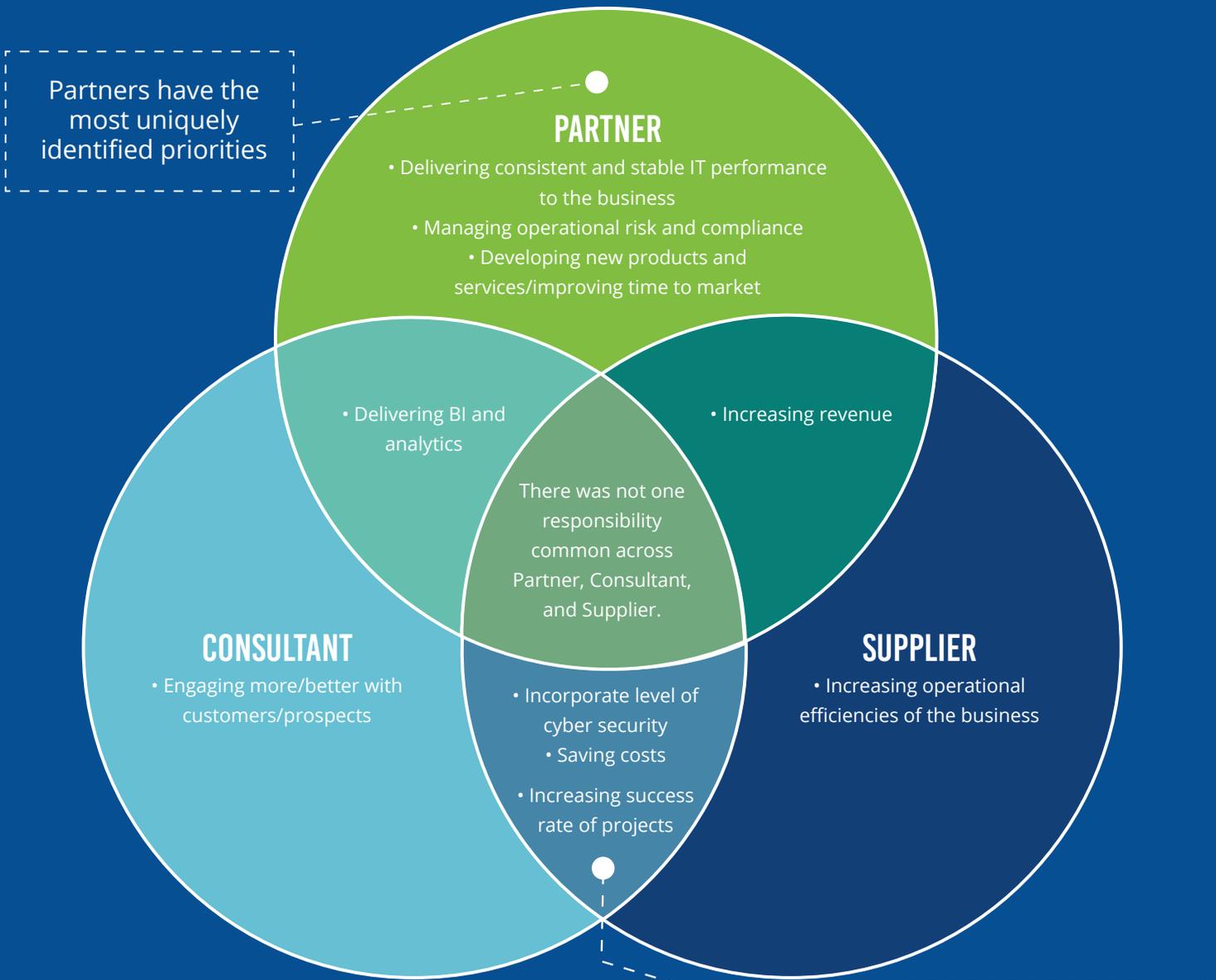
23%
100-999
EMPLOYEES

57%

14%

29%
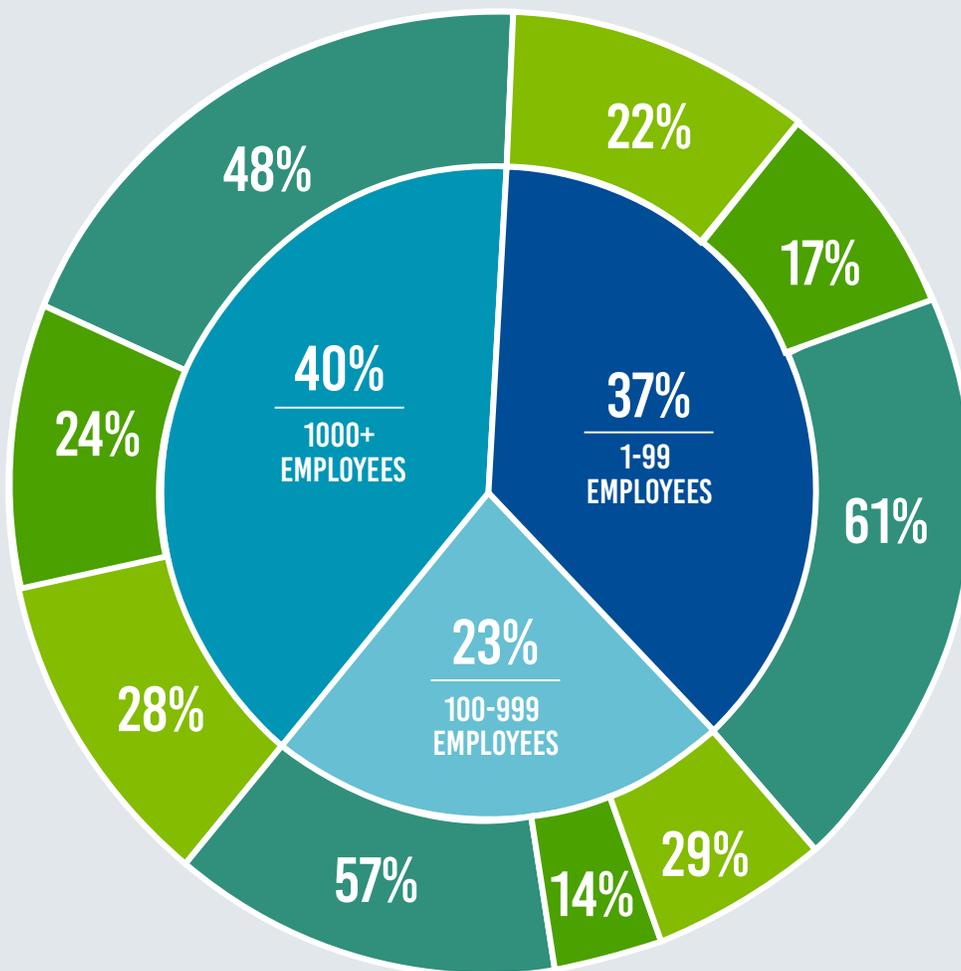
PARTNER
Partner - IT is viewed as being equally important in driving the business forward and their expertise is actively sought in leading the organization

CONSULTANT
Consultant - IT is engaged in conversation with business but Business drives the decisions and would ask IT how to bring ideas to fruition

SUPPLIER
Supplier - IT is asked to deliver services and plays less of a role in determining the best way that IT can help drive the business agenda

Key Takeaways

When the responses are categorized by whether the organization is a technology organization versus a non-technology organization, there is no difference in the likelihood that an organization's IT department would describe the relationship as being either Partner, Consultant or Supplier. However, when the responses are categorized by enterprise size then it emerged that smaller organizations are more likely than the largest organizations to view the relationship between Business and IT as being a partnership.

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HOW DOES THE BUSINESS-IT RELATIONSHIP AFFECT WHICH RESPONSIBILITIES ARE MOST IMPORTANT TO IT?

Partners have the most uniquely identified priorities

PARTNER
- Delivering consistent and stable IT performance to the business
- Managing operational risk and compliance
- Developing new products and services/improving time to market

- Delivering BI and analytics

- Increasing revenue

There was not one responsibility common across Partner, Consultant, and Supplier.

CONSULTANT
- Engaging more/better with customers/prospects

SUPPLIER
- Increasing operational efficiencies of the business

- Incorporate level of cyber security
- Saving costs
- Increasing success rate of projects

Consultants have the most in common with suppliers

Key Takeaways

Most interestingly IT leaders that identified their organizations as partners had additive responsibilities.

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ARE IT RELATIONSHIPS ALIGNED WITH PRIORITIES AND RESPONSIBILITIES?

Partner Responsibilities

- Managing operational risk and compliance
- Increasing revenues
- Developing new products and services/improving time to market
- Engaging more/better with customers/prospects

Consultant Responsibilities

- Delivering business intelligence/analytics
- Enabling migration to the cloud
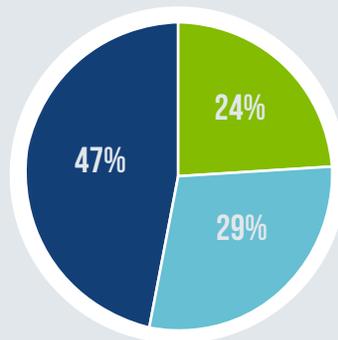- Increasing operational efficiencies of the business

Supplier Responsibilities

- Increasing the success rate of projects
- Delivering consistent and stable IT performance to the business
- Saving costs
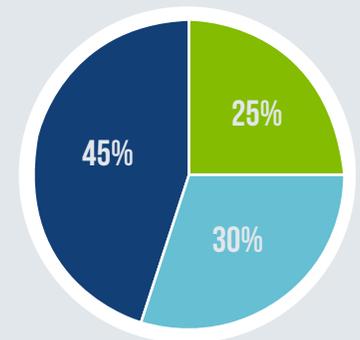- Increasing the level of cybersecurity

BUSINESS MANDATED RESPONSIBILITIES BY IT'S ROLE
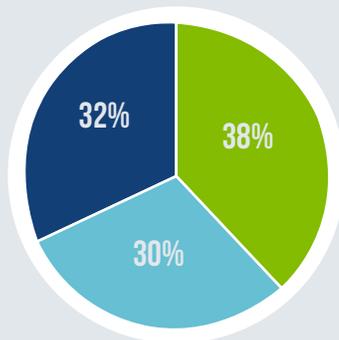
Partner Relationship
- 32%
- 38%
- 30%

Consultant Relationship
- 47%
- 24%
- 29%

Supplier Relationship
- 45%
- 25%
- 30%

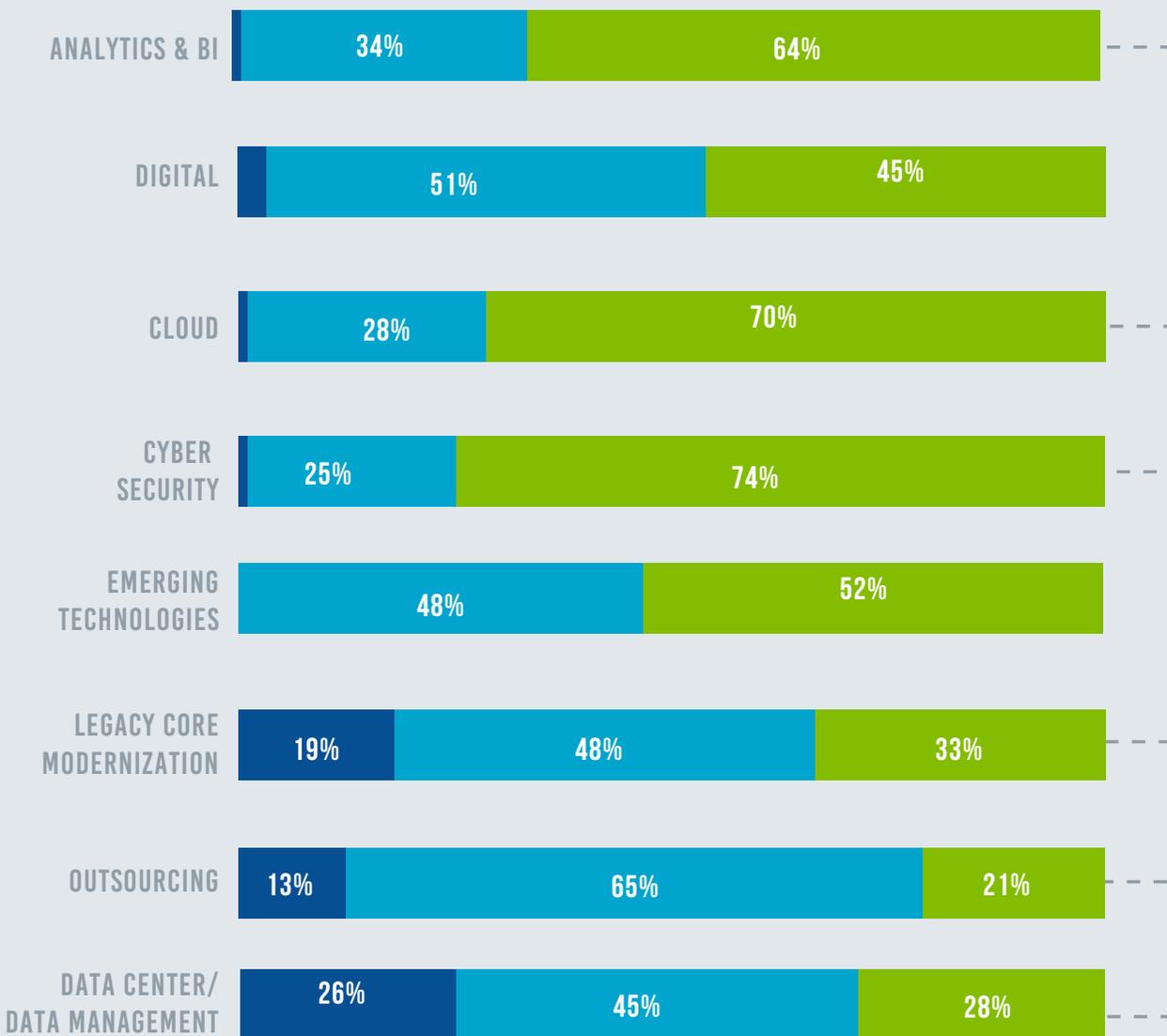## Key Takeaways

There were 11 responsibilities from which respondents could select the Business-mandated priorities. These 11 responsibilities were categorized as being typical of a Partner, Consultant or Supplier and a comparison made to see how well the self-identified relationships are in alignment with the priorities of Business. There is alignment for IT organizations that are Partners and Suppliers with what the business is asking for them to do, however IT organizations that have a Consultant relationship are mainly filling more tactical Supplier responsibilities.

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HOW IS SPENDING EXPECTED TO CHANGE NEXT YEAR FOR THE FOLLOWING AREAS?

■ DECREASE　　■ STAY THE SAME　　■ INCREASE

Area	Decrease	Stay the Same	Increase
ANALYTICS & BI		34%	64%
DIGITAL		51%	45%
CLOUD		28%	70%
CYBER SECURITY		25%	74%
EMERGING TECHNOLOGIES		48%	52%
LEGACY CORE MODERNIZATION	19%	48%	33%
OUTSOURCING	13%	65%	21%
DATA CENTER/ DATA MANAGEMENT	26%	45%	28%

The largest increases in spending are in Cyber Security, Cloud, and Analytics and BI.

The largest decreases in spending are in Data Center/ Data Management, and Legacy Core Modernization and Outsourcing

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WHAT CAPABILITIES ARE IMPORTANT IN DEVELOPING A HIGH PERFORMING TEAM?

Legend (top chart):
- PARTNER
- CONSULTANT
- SUPPLIER

Capabilities (radial axes): Leadership, Thought Leadership, Innovation and Disruption, Strategic Thinking, Execution, Risk and Security, Strategic Alignment with Business, Tech and Architecture, Talent and Culture, Business Acumen, Relationship Building, Flexibility

Scale: 0% – 60%

Key Takeaways

IT organizations playing the role of consultant are least aligned in terms of priorities that are mandated by business as well as their priorities.

Execution and Risk and Security are important for medium and large organizations and for Partner and Supplier relationships. Consultant relationships view these as more important than some of the other factors but not as much as their Partner and Supplier counterparts.
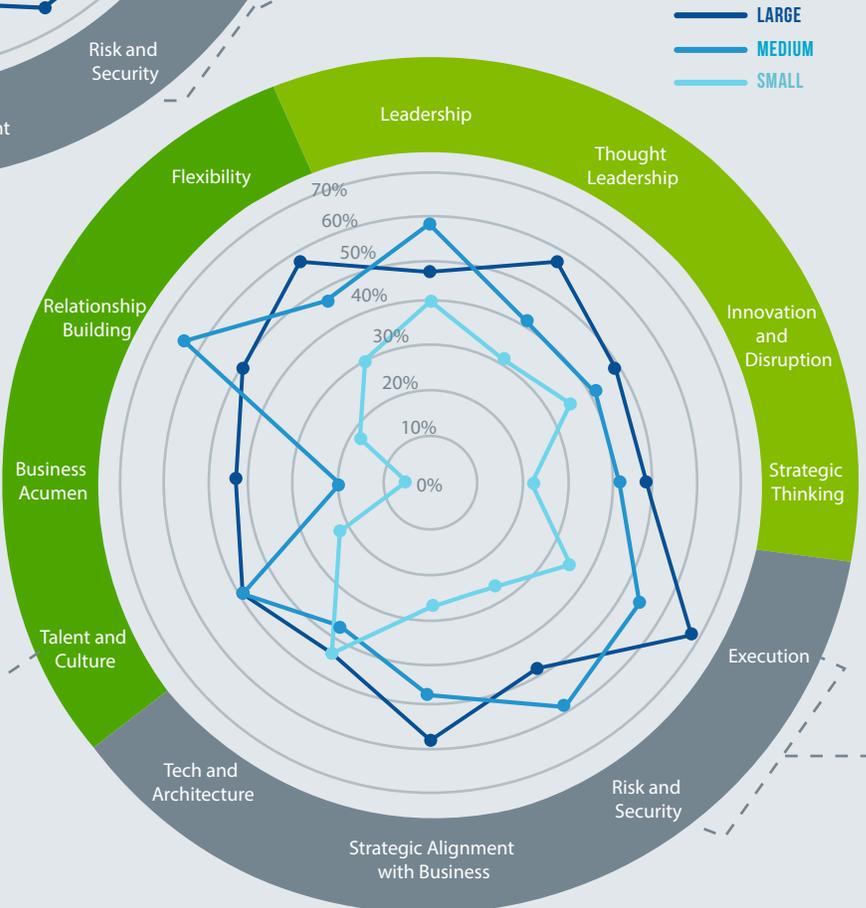
Consultant organizations did not rate as many factors as being important as organizations that self-identified as being Partners or Suppliers.

Business acumen is not viewed as important in developing a high performing team when grouped by relationship but it is important to large organizations.

Small organizations shy away from environmental factors (Flexibility, Relationship Building, Business Acumen, and Talent and Culture) and instead emphasize Technology and Architecture, Execution, and Leadership. In general, small organizations also selected fewer factors as being important to developing a high performing team than their peers.

Legend (bottom chart):
- LARGE
- MEDIUM
- SMALL

Scale: 0% – 70%

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WHERE ARE TECHNOLOGY COMPANIES AND NON-TECHNOLOGY COMPANIES ON THE LEARNING CURVE FOR NEW TECHNOLOGIES?

● ENTERPRISE SERVICE MANAGEMENT

There is a divide in non-tech companies in that 31% are or have implemented and 59% are only learning or do not know about ESM

● CLOUD

Cloud is now well established in the marketplace with the vast majority of both tech and non-tech orgs having completed at least one implementation.

● AI

There is a divide between tech and non-tech orgs. Fully half of tech organizations are currently implementing or have implemented an AI project whereas 64% of non-tech orgs either do not know or are starting to learn about AI.
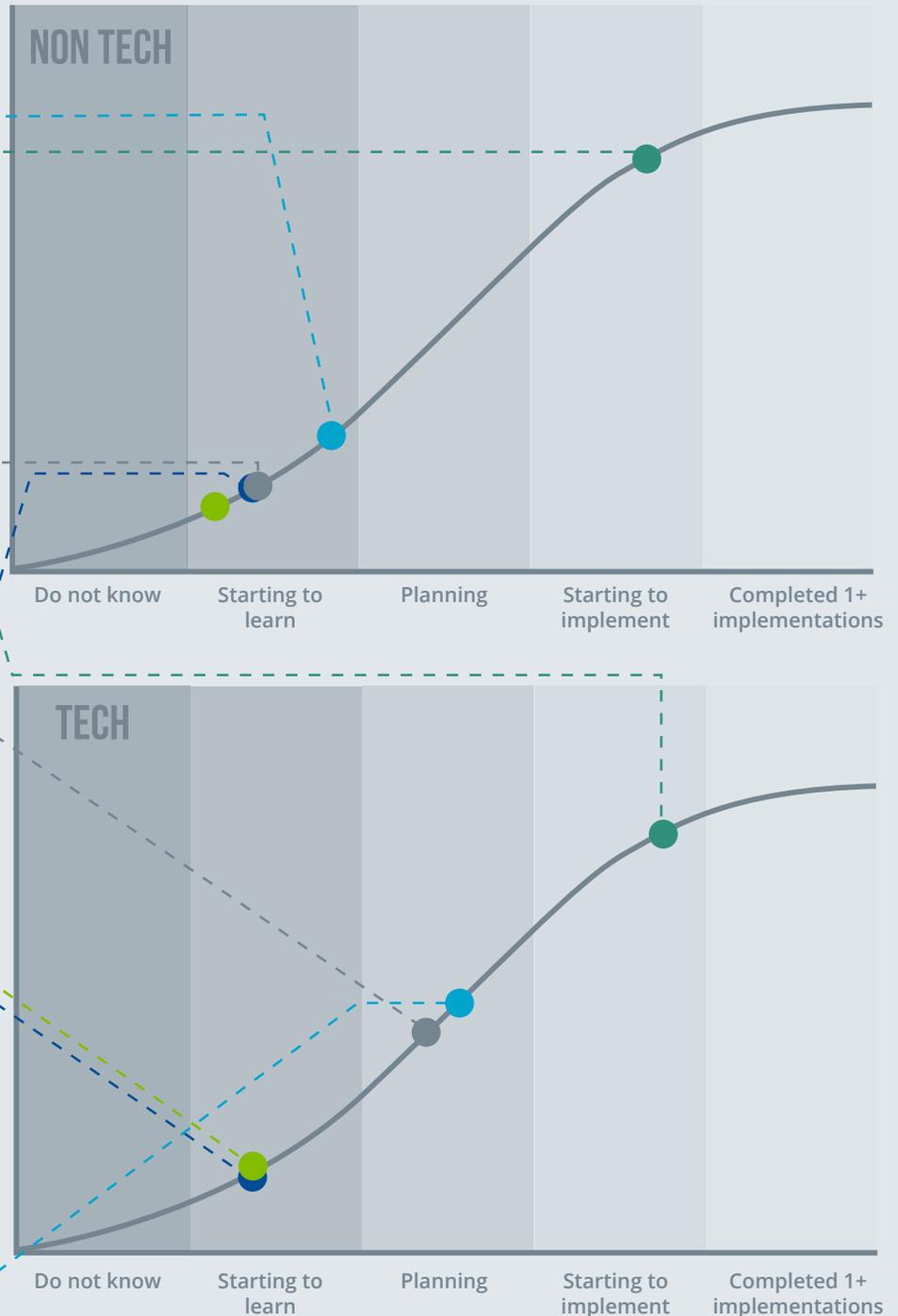
● RPA

Both tech and non-tech organizations are in the early stages.

● BLOCKCHAIN

The distribution is split as there are 40% of orgs that do not know about Blockchain and 20% have completed at least one implementation. There will likely see an increase in the use of blockchain as more IT orgs and businesses determine how to best deploy blockchain into the enterprise.

● ENTERPRISE SERVICE MANAGEMENT

ESM stems from ITSM so it is fitting that tech companies have deployed ESM more than non-tech companies.

NON TECH

| Do not know | Starting to learn | Planning | Starting to implement | Completed 1+ implementations |

TECH

| Do not know | Starting to learn | Planning | Starting to implement | Completed 1+ implementations |

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ABOUT US

BUSINESSFORWARD

BusinessForward is a technology consulting firm that helps IT and HR leaders derive the most from their investment in enterprise service management and human capital management tools. Companies who share our "get it done and get it right" attitude choose BusinessForward over Big Four consulting firms for more personal attention and right-sized solutions tailored to the unique needs of their business.

Our Enterprise Service Management Practice
BusinessForward is the Enterprise Service Management expert that IT leaders partner with to deliver cost-effective solutions that drive enterprise-wide efficiency and improve the customer experience.

It's time to do more than stand up another new point solution. Choose BusinessForward to optimize your transition to enterprise service management and position IT at the front and center of your business's success.

Our Human Capital Management Practice
BusinessForward is the HCM expert that HR leaders partner with to humanize and simplify technology that people love, drives benefit in the business, and works in lockstep with their people transformation initiatives.

Move past your HR technology hurdles and focus on business results. BusinessForward helps you change the ways you use technology to improve your employee experience--designing processes and tools that help attract, retain, develop, and advance your people.

To learn more about how Enterprise Service Management and Human Capital Management can push your business forward, contact **John Huckle**, Founder & CEO at jhuckle@businessforward.com

PITTSBURGH TECHNOLOGY COUNCIL

The Pittsburgh Technology Council can help your tech company succeed through a proven platform of Business Development, Talent Retention, Government Relations and Visibility Services. Companies at all growth stages use the Pittsburgh Technology Council to build new business, connect to capital, grow a workforce and make headlines.

Who We Are
More than 1,300 strong, Pittsburgh Technology Council members cut across Pittsburgh's tech sector from hardware and IT to Life Sciences and Application developers. Add in leading-edge professional service firms and the PTC is the largest regional IT trade association in the nation. We are the voice of Pittsburgh's thriving technology industry. Not a member? Contact Jennifer Young at jyoung@pghtech.org to find out how to join today.

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