

application of machine learning.

Among our top findings...

to Lead Digital Transformation

CIO Responsibilities are Expanding

To what extent do you agree with the following statements about your role?

53% Machine learning is a strategic focus for me Nearly 90% of CIOs are Using or

My role is expanding

to lead broader, organization-wide

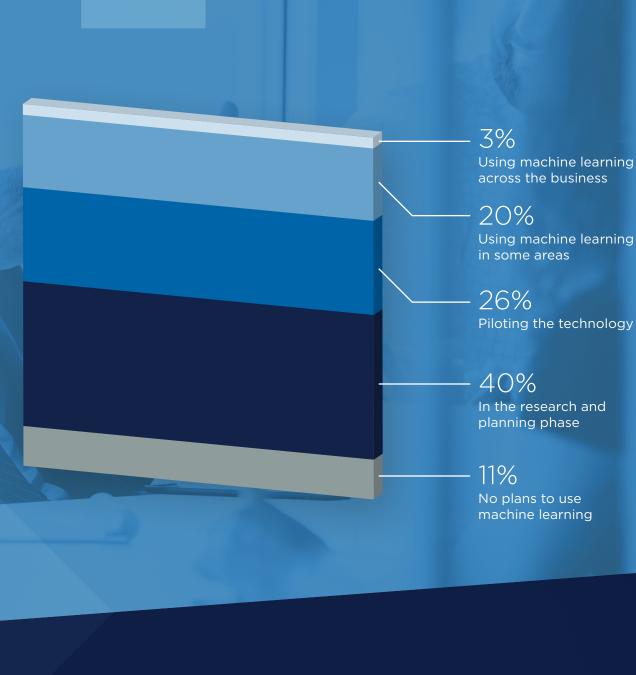
64%

digitization efforts

I am increasingly focused on strategy, rather than operations

Planning to Use Machine Learning Which best describes

your organization's use of machine learning?



To what extent 35% making some

Investment in Machine Learning

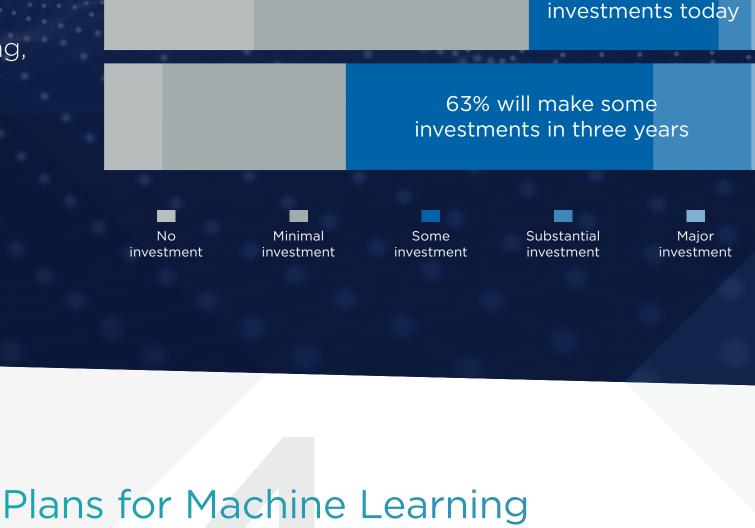
Will Increase Sharply in 3 Years

three years?

are you investing

today and in

in machine learning,



Automation of

Are Increasingly Ambitious

Repetitive Tasks CIOs rank top capabilities decisions of machine learning Recognize data patterns Supervised between events learning predictions Making basic decisions Simplest capability Most complex capability

50% the following factors **Process** interfere with the 44% adoption and maturation People of automated decisions

Technology is Not the

Primary Barrier to Adoption

Which changes,

if any, has your

organization made?

First Movers have

an edge on speed,

profit, accuracy,

and productivity.

To what extent do

three years?

responses combined are shown here.

First Movers

Others

Respondents were asked to select all that apply.

at your organization?

To what extent do

CIOs are Beginning to Make Organizational Changes

32%

Technology

45%

39%

27%

Developed methods

for monitoring mistakes made

by machines

Redefined job descriptions to focus on work with machines

67%

Expect Decision

Automation to Support

Top-line Growth

Recruited employees with new skill sets

CIOs Should Take Cues

From First Movers

96%

53%

We isolated a group of respondents—we call them 'First Movers'—

who are ahead of their peers in spending on machine learning,

automating business processes, making organizational changes

to support digital work, and developing new talent strategies.

Reported Levels of Redefined Job Descriptions to Focus on Maturity in this Foundational Work with Machines Technology

CIOs Expect Substantial Value

from Decision Automation

76%

35%

you expect decision Accuracy of decisions automation to deliver value in the following areas over the next "Transformational value" and "substantial value"

Competitiveness

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totam rem aperiam, eaque ipsa quae ab illo inventore veritatis et quasi architecto beatae vitae dicta sunt