THE TRANSFORMATIONAL CIO

Harvey Nash/KPMG CIO Survey 2018

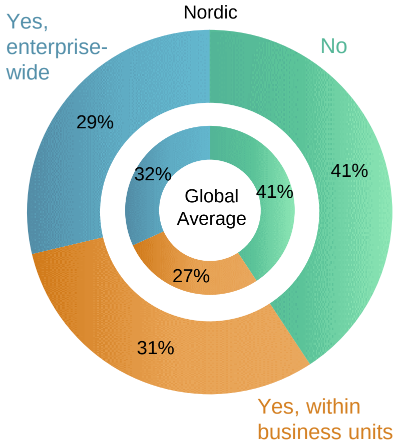
Nordic Region Findings

The Harvey Nash/KPMG CIO Survey is the largest IT leadership study in the world, with almost 4,000 respondents across 84 countries, representing over US$300bn of IT budget spend.

This Nordic region snapshot provides survey responses from more than 143 IT leaders in 5 countries on some of the key topics, and highlights several areas where this region's responses differed significantly from those from across all geographies.

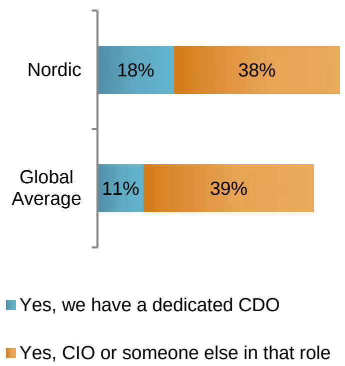
Digital Strategy

Does your organization have a clear digital business vision and strategy?



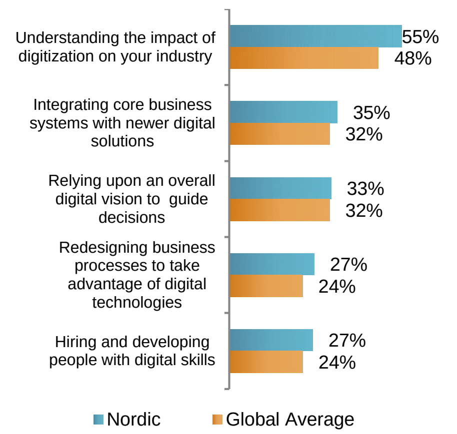
Nordic companies are **somewhat less likely to maintain an enterprise-wide digital business strategy** than those in other regions (29% vs. 32% globally), with 60% having a clear strategy either enterprise-wide or within business units.

Does your organization have a Chief Digital Officer or someone serving in that capacity?



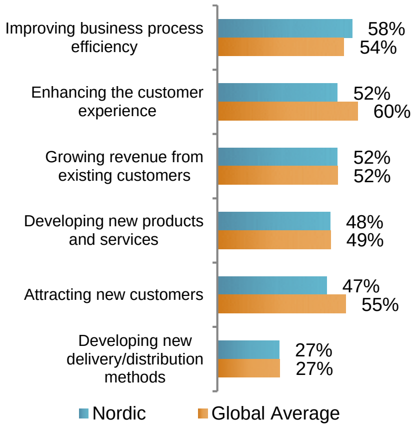
More than half of Nordic companies have a CDO, with 18% having a dedicated CDO versus 11% globally, and an additional 38% having someone else act in that role.

How effective is your organization at each of the following capabilities? (Very/Extremely Effective)



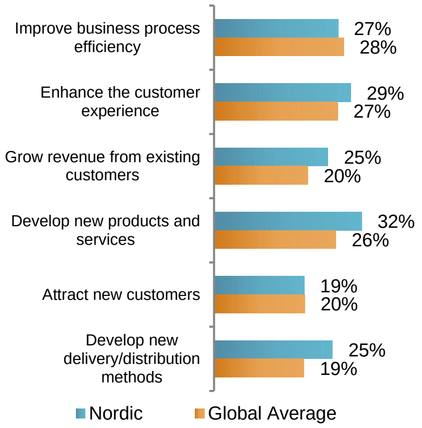
Nordic companies' effectiveness in key digital capabilities exceeds that of global peers. They are **effective at understanding the impact of digitization** (55%), but **struggle with hiring and developing people with digital skills** (27%).

Which are the most important goals when prioritizing digital technology initiatives in your organization?



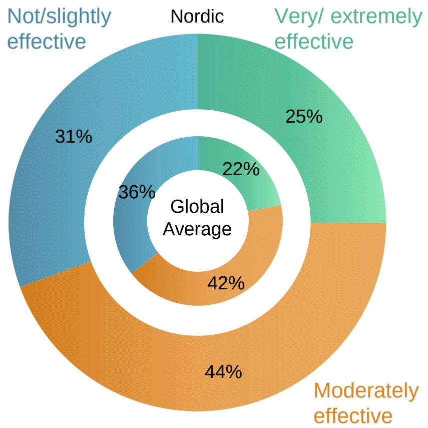
When prioritizing digital investments, Nordic companies **focus most on improving business process efficiency** (58% vs. 54% globally) **while enhancing the customer experience** has low focus compared to global (52% vs. 60%).

How effective has your organization been in using digital technologies to advance the following goals? (Very/Extremely Effective)



Despite its high importance, **only 27% of Nordic companies rate themselves as very effective or better at improving business process efficiency.** They also report poor effectiveness at enhancing the customer experience (29%), also an important focus.

Overall, how effective has your organization been in using digital technologies to advance its business strategy?

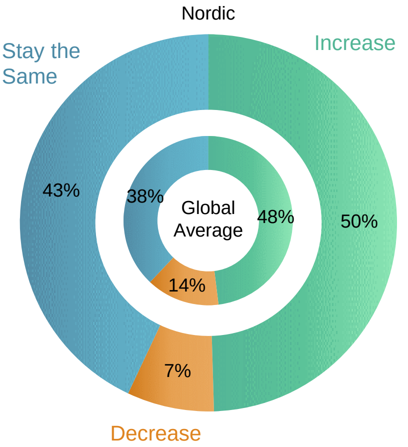


Like their peers globally, Nordic companies **report low overall effectiveness levels in their digital strategies**, with just 25% describing their digital strategies as very effective or better.

Budget/Priorities

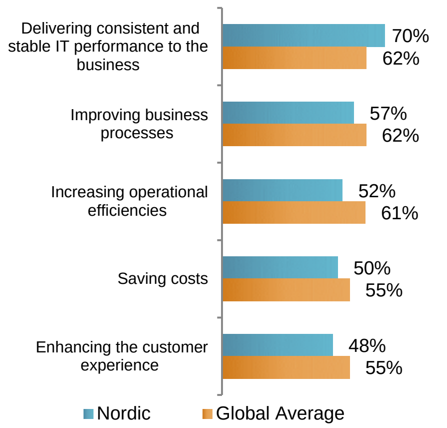
Customer Capabilities

Looking forward, over the next 12 months, what do you expect your IT budget to do?



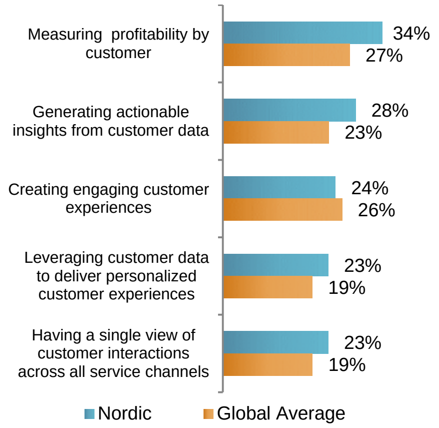
Nordic companies are **slightly more optimistic about their IT budgets for next year** than those in other regions. 50% of respondents expect an increase in their IT budgets, compared to a global average of 48%.

What are the key business issues that your management Board are looking for IT to address? (top 5)



Compared to companies globally, Nordic company Boards place **a higher priority on delivering consistent and stable IT performance** (70% vs. 62% globally), and **less of a priority on increasing operational efficiencies** (52% vs. 61%).

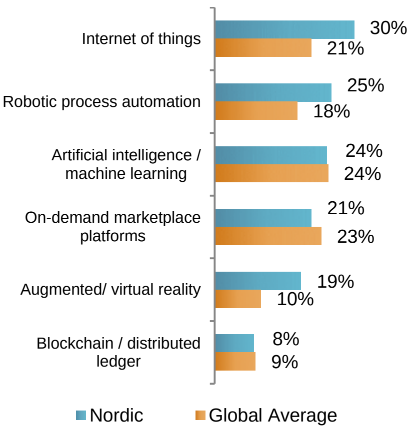
How effective is your organization at each of the following capabilities? (Very/Extremely Effective)



Like their peers globally, Nordic companies **lack effectiveness in five critical customer-focused capabilities,** with little more than roughly a quarter rating themselves at least very effective at any. They are especially ineffective at having a single view of customer interactions across all service channels (23%).

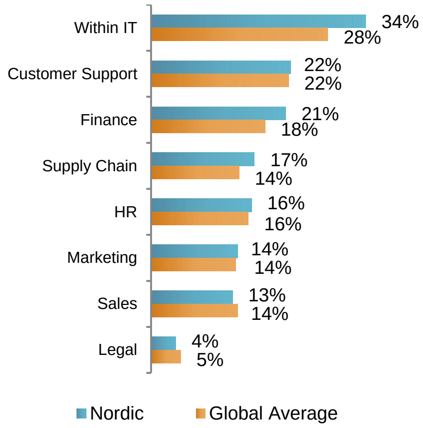
Technology & Innovation

How would you characterize your investment in the following technologies? (Moderate/Significant Investment)



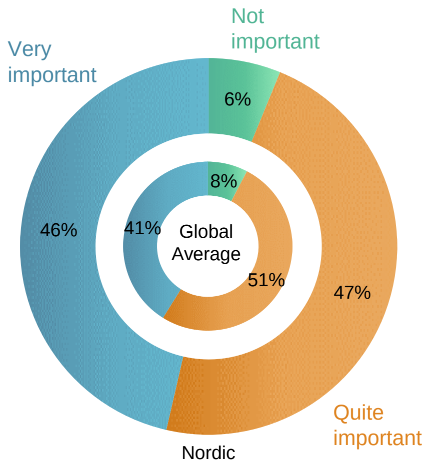
Of next-generation technologies, Nordic companies are **most likely to have invested in the Internet of Things** (30% vs 21% globally) **and robotic process automation** (25% vs. 18%). Only 8% have invested in blockchain/ distributed ledger.

In which functions have you implemented digital labor / automation?



While **digital labor / automation remains in its infancy across most corporate functions**, Nordic companies are most likely to have implemented it within IT (34% vs. 28% globally), and in Customer Support (22% vs. 22%).

How important is it to have an innovative, experimental culture in your organization to ensure its digital strategy is a success?



As with companies elsewhere, Nordic companies **view having an innovative culture as a critical component in the success of their digital strategies**, with 93% viewing it as very or quite important.

Conclusion

The advent of digital technologies has presented companies worldwide with a host of opportunities to strengthen the ways they interact with their customers. However, Nordic companies tend to continue to focus more than others on traditional IT functions such as delivering stable IT performance and improving business process efficiency. As a result, Nordic companies struggle with customer-focused initiatives. While their performance in key digital capabilities typically exceeds that of global peers, less than one in three have been very effective in using digital to enhance the customer experience.

Further information

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