

## THE TRANSFORMATIONAL CIO

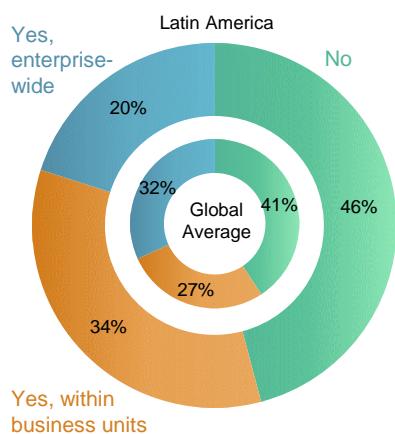
Harvey Nash/KPMG CIO Survey 2018  
Latin America Region Findings

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 Latin America region snapshot provides survey responses from more than 300 IT leaders in 18 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?



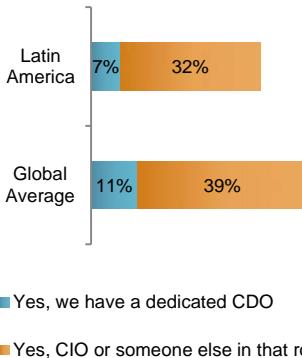
Latin American companies are far **less likely to maintain a clear enterprise-wide digital business strategy** than those in other regions (20% vs. 32% globally), with 54% having a clear strategy either enterprise-wide or within business units.

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



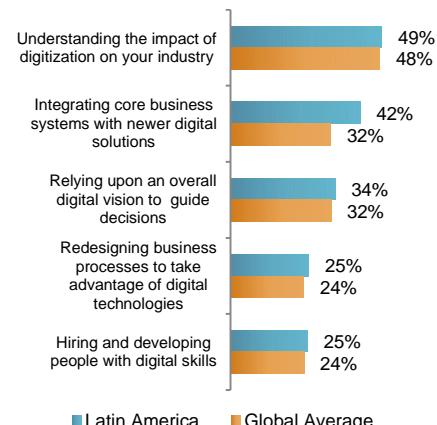
When prioritizing digital investments, Latin American companies **focus much more on improving business process efficiency** (71% vs. 54% globally) and **less on most revenue-oriented priorities**.

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



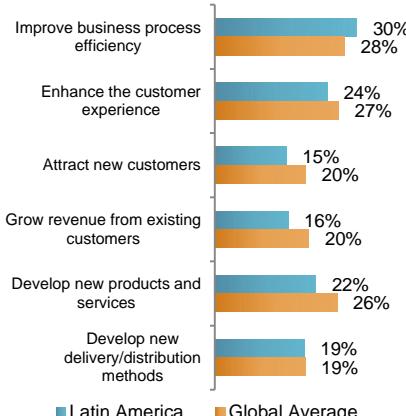
Latin American companies **have a Chief Digital Officer less often than those in other regions**, either dedicated (7% vs. 11% globally), or acting (32% vs. 39%).

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



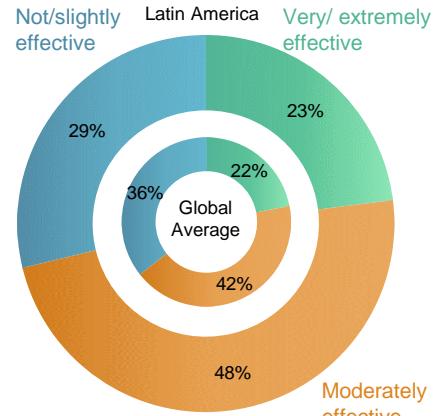
Latin American companies' effectiveness in key digital capabilities is mostly in line with that of global peers. However, they are **more effective at integrating core business systems with newer digital solutions** (42% vs. 32% globally).

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



Despite its high importance, **only 30% of Latin American companies rate themselves as very effective or better at using digital to improve business process efficiency**. They are even less effective at using digital to enhance the customer experience, also an important focus.

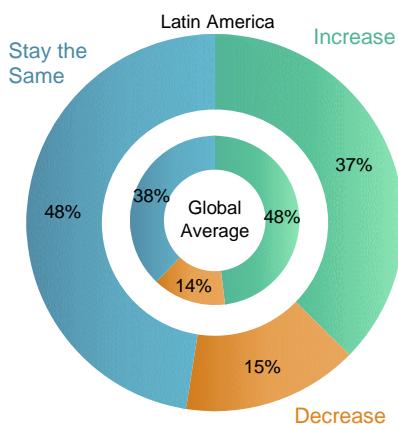
Overall, how effective has your organization been in using digital technologies to advance its business strategy?



Like their peers globally, Latin American companies **report low overall effectiveness levels in their digital strategies**, with just 23% describing their digital strategies as very effective or better.

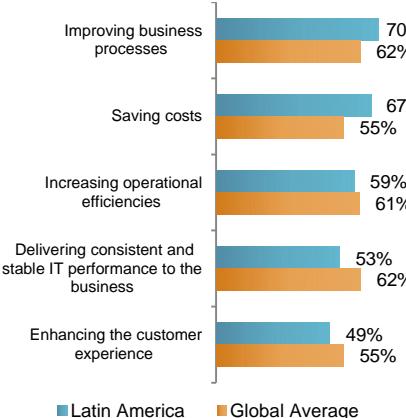
## Budget/Priorities

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



Latin American companies are far more pessimistic about their IT budgets for next year than those in other regions. Just 37% of respondents expect an increase in their IT budgets, compared to a global average of 48%.

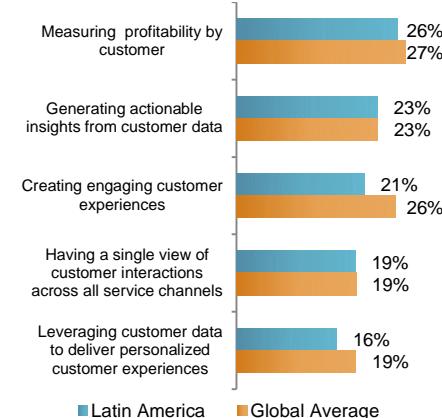
What are the key business issues that your management Board are looking for IT to address? (top 5)



Compared to other regions, Latin American company Boards are more focused on IT operational priorities such as improving business processes (70% vs. 62% globally) and saving costs (67% vs. 55%), the top two priorities for Latin American survey respondents.

## Customer Capabilities

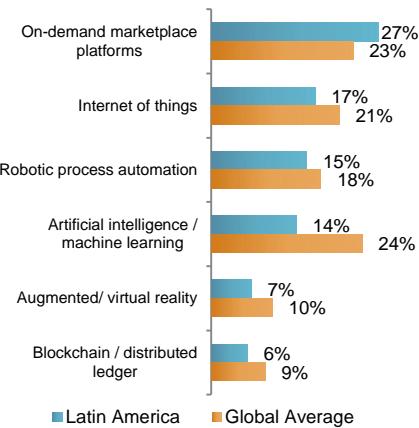
How effective is your organization at each of the following capabilities? (Very/Extremely Effective)



Like their peers globally, Latin American companies lack effectiveness in five critical customer-focused capabilities, with no more than roughly a quarter rating themselves at least very effective at any. They are especially ineffective at leveraging customer data to deliver personalized experiences (16%), an important part of enhancing the customer experience.

## Technology & Innovation

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



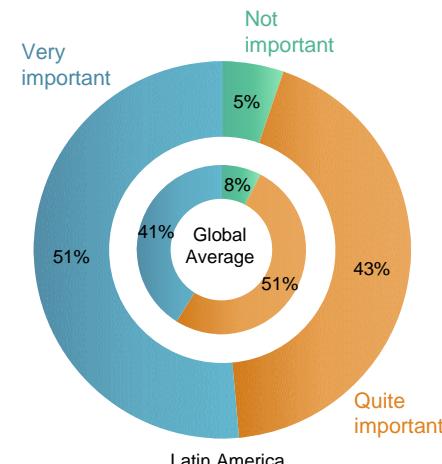
Of next-generation technologies, Latin American companies are most likely to have invested in on-demand marketplace platforms (27%) and the Internet of Things (17%). Overall, their investments in these technologies lag that of their global peers.

In which functions have you implemented digital labor / automation?



While digital labor / automation remains in its infancy across all corporate functions, Latin American companies are most likely to have implemented it within IT (29%), and in Finance (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, Latin American companies view having an innovative culture as a critical component in the success of their digital strategies, with 94% viewing it as very or quite important.

## Conclusion

The 2018 CIO Survey shows that Latin America is investing in digital technologies, but there is still much to be done. Boards are looking for IT to prioritize the improvement of process efficiencies and cost reductions, suggesting they are overly concerned with short term and immediate results.

Due to cultural aspects, companies in Latin American countries are considered followers when it comes to adopting new technologies. Many still expect to see proven benefits before adopting, meaning very few companies invest in innovation. It is encouraging however to see that almost all Latin American companies view having an innovative culture as a critical success factor for digital transformation.

## Further information

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