The Global CIO
Point of View

The New Agenda for Transformative Leadership: Reimagine Business for Machine Learning
ServiceNow surveyed 500 CIOs across 11 countries and 25 industries about the rise of automated decision-making and the growing adoption of machine learning.
Machine Learning Has Arrived

Nearly 90% of CIOs are using, or are planning to use, machine learning.
The number of CIOs that will make at least some investment in machine learning will almost double.
CIOs are Advancing Beyond the Automation of Routine to Complex

52%
More than half of CIOs say they are automating more complex decisions.
CIOs Expect Machine Learning to Deliver Value

To what extent do you expect decision automation to deliver value in the following areas over the next three years?

"Transformational value" and "substantial value" responses combined are shown here.

- **Accuracy of decisions**: 87%
- **Speed of decisions**: 83%
- **Top-line growth**: 69%
“We have proven that machine learning can discover flaws in our own thinking. The subject-matter experts aren’t always right.”

Darren Ghanayem
CIO, WellCare Health Plans
CIOs Must Overcome Challenges to Machine Learning Adoption

- 51% Lack of good data
- 48% Outdated processes
- 47% Lack of funding for technology and skills
We isolated a group of CIOs—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.
CIOs Should Take Cues From ‘First Movers’

First Movers have an edge on speed, profit, accuracy, and productivity.

- Redefined Job Descriptions to Focus on Work with Machines: 76% for First Movers vs. 35% for Others
- Reported Levels of Maturity in Foundational Technology: 96% for First Movers vs. 53% for Others
- Expect Decision Automation to Support Top-line Growth: 87% for First Movers vs. 67% for Others
Top Strategies to Advance Machine Learning

1. Build the Foundation and Improve Data Quality
2. Prioritize Based on Value Realization
3. Build an Exceptional Customer Experience
4. Attract New Skills and Double Down on Culture
5. Measure and Report
Download the Global CIO Point of View

servicenow.com/cio