



**Better Tech Governance Is Better for Business:
An October 2017 ISACA Research Report**

www.isaca.org/tech-governance-impact

Number of respondents (n) = 732

Respondents are senior executives and/or board members from around the world.

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1. Please assess your senior leadership and/or board's top 3 most significant governance challenges and opportunities in the next 12 months. Choose up to three.

Cyber security policies and defenses	44%
Risk management policies	36%
Alignment between IT objectives and overall enterprise objectives	35%
Improving the speed or quality of IT service delivery	26%
Digital transformation	25%
Consensus on IT priorities or projects	20%
Funding technology initiatives, purchases	18%
Consolidating resources, data centers or other assets	18%
Assessing changing regulations	18%
Funding increase in IT staffing and/or IT training	11%
Making new hires with desired hot skills	10%
Identifying or developing disruptive tech	10%
Finding excellent strategic advice or partners	8%
Getting business units to adopt/fund the cloud	7%
Other	3%
There have been no significant board challenges or opportunities	2%
Don't know	0%

2. Which conditions must be present for the senior leadership and/or board of directors to demonstrate effective information and technology (IT) governance? Choose up to three.

Ensuring alignment between IT/stakeholder needs	57%
Monitoring and measuring results toward goals	39%
Strong chairman, CEO or executive guidance	33%
Strong engagement by business units, employees	30%
CIO and/or CISO should be on board	23%
Prioritizing financial investment in governance	20%
Utilizing appropriate frameworks	19%
Hiring board members with deep technology experience	15%
Strong strategic business advisors	14%
Regularly updating governance policies	12%
Improving the diversity of board members	12%
Don't know	2%
Other	1%

3. Which of the following priorities should your senior leadership and/or board of directors pursue to achieve stronger business outcomes? Choose up to three.

Establish clearer connection between business goals and IT goals	69%
Better risk optimization	36%
Better resource optimization	34%
Improved IT service delivery	34%
Improved business unit/employee delivery	30%
Digital business transformation	29%
Higher productivity	16%
Higher profitability	12%
Stronger incentives in executive compensation	4%
Other	1%
Don't know	1%
None of these	1%

4. In the next 12 months, does your senior leadership and/or board of directors intend to fund a significant expansion in one or more of the following technology areas? Choose all that apply.

Cyber defense improvements	48%
Digital transformation	33%
IT service delivery	32%
Cloud development (private or hybrid)	27%
Application development processes	23%
Data center upgrade	20%
Network service upgrade	18%

Data encryption	16%
Social media capabilities, presence	15%
Websites	13%
No significant expansion expected	9%
Don't know	4%
Other	3%
None of these	3%

5. In the next 12 months, does your senior leadership and/or board of directors intend to fund an increase in spending in one or more of the following cybersecurity areas? Choose all that apply.

Data security training for employees	35%
Enterprise risk management program	33%
Security consultants (testing or strategy)	27%
Upgrade to network perimeter defenses	25%
Privacy training for employees	21%
Cyber insurance	17%
Cyber security training for board members	15%
Data breach response team on call	14%
No increase in spending expected	14%
Don't know	6%
None of these	6%
Other	3%

6. Which of the following options best characterizes your organization's technology-related investments over the next 12 months?

Increase for some projects	63%
No change	16%
Increase for all projects	10%
Decrease for some projects	6%
Don't know	3%
Decrease for all projects	2%

7. How has spending on risk management (monitoring, measuring, or mitigating) changed in your organization on a year over year basis (2016 vs. 2015)?

Increase some	51%
No change	27%
Significantly increase	13%
Decreased some	5%
Don't know	3%
Significantly decrease	1%

8. Do you believe that better governance of technology leads to more business agility?

Yes	89%
No	7%
Don't know	4%

9. Do you believe that better governance of technology leads to better economic outcomes for the business?

Yes	92%
No	4%
Don't know	5%

10. How frequently does your organization assess risk related to technology use?

Continuously	29%
Once a month	4%
Once every few months	14%
Annually	26%
As the need arises	23%
Never	2%
Don't know	2%

11. How often is your senior leadership and/or board of directors briefed about risk topics such as enterprise risk management, cyber security, and disaster recovery/business continuity?

At every senior leadership and/or board of directors meeting	21%
At some senior leadership and/or board of directors meeting	39%
As needed	34%
Never	2%
Don't know	3%

12. Do you agree or disagree that your senior leadership and/or board of directors is doing everything it can to safeguard your organization's digital assets and data records?

Strongly agree	14%
Agree	41%
Neither agree nor disagree	22%
Disagree	17%
Strongly disagree	4%
Don't know	1%

13. Does a majority of your board/senior leadership believe there is heightened risk from internal or external threats this year compared to last year?

Yes, both external and internal risks	61%
Yes, external risks (employee's only)	15%
No, there is no heightened risk	13%
Don't know	8%
Yes, internal risks only (employees, contractors, consultants, partners)	3%

14. If your organization uses a governance framework to help it address or improve any of the following areas, which areas have benefited from use of the framework? Please select all that apply.

Risk management	46%
Cyber security	42%
Business and IT integration	37%
Gap assessment	23%
Spending priorities	21%
Cost reductions	18%
We do not use a governance framework	18%
Customer service	17%
IT visibility	17%
Communications	14%
Reputation management	12%
Innovation	11%
Don't know	5%
None of these	2%

15. Does your organization use COBIT as a governance framework?

Yes	28%
No	51%
We don't use a governance framework	17%
Don't know	4%

16. Are there more female technology employees in your organization this year than there were one year ago?

Yes	27%
No	54%
Don't know	18%

17. Are women equally represented at senior levels within your organization?

Yes	42%
No	52%
Don't know	6%

18. In May 2018, the General Data Protection Regulation (GDPR) rules come into effect and will impact any company handling personal data of European origin, even if the company is not based in Europe. If your company will be affected by this regulation, are you:

Satisfied with the progress your organization has made to prepare for GDPR	20%
Dissatisfied with the progress your organization has made to prepare for GDPR	12%
Unsure of the progress your organization has made to prepare for GDPR	23%
I was not aware of the GDPR privacy rules	8%
My organization is not affected by the GDPR privacy rules	36%

Note: Looking at only respondents whose companies are affected by GDPR:

Satisfied with the progress your organization has made to prepare for GDPR	32%
Dissatisfied with the progress your organization has made to prepare for GDPR	19%
Unsure of the progress your organization has made to prepare for GDPR	35%
I was not aware of the GDPR privacy rules	13%

19. Regarding GDPR, which statement best fits your organization when it comes to data governance changes?

We are going through major changes in our data governance to fit the regulations	11%
We are going through minor changes in our data governance to fit the regulations	24%
We are waiting to see how it impacts us	24%
We are not affected by the GDPR	41%

Note: Looking at only respondents whose companies are affected by GDPR:

We are going through major changes in our data governance to fit the regulations	19%
We are going through minor changes in our data governance to fit the regulations	40%
We are waiting to see how it impacts us	40%

20. Please select your region

Africa	5%
Asia	11%
Europe	27%
Latin America	5%
Middle East	4%
North America	44%
Oceania	4%

21. Which of the following, if any, best describes your business category?

Financial/Banking	26%
Technology Services/Consulting	21%
Government/Military—National/State/Local	10%
Other	6%
Manufacturing/Engineering	5%
Health Care/Medical	5%
Insurance	4%
Retail/Wholesale/Distribution	4%
Education/Student	3%
Telecommunications/Communications	3%
Public Accounting	3%
Transportation	2%
Mining/Construction/Petroleum/Agriculture	2%
Advertising/Marketing/Media	2%
Utilities	1%
Aerospace	1%
Legal/Law/Real Estate	1%
Pharmaceutical	1%

22. Which of the following best describes your business title?

CISO / CSO, Security Executive / VP / EVP	19%
CIO / CTO, Info Systems / Technology Executive / VP / EVP	17%
CAE, General Auditor, Partner, Audit Head / VP / EVP	15%
CEO, President, Owner, General / Executive Manager	14%
Security Director / Manager / Consultant	6%
IT Director / Manager / Consultant	6%
CFO, Controller, Treasurer, Finance Executive / VP / EVP	5%
Chief Compliance / Risk / Privacy Officer, VP / EVP	4%
Other	4%
Compliance / Risk / Privacy Director / Manager / Consultant	3%
IT Audit Director / Manager / Consultant	2%

Non-IT Auditor (External / Internal)	1%
Security Staff	1%
IT / IS Compliance / Risk / Control Staff	1%

23. How many employees does your organization have in total, including all locations?

Fewer than 50	20%
50-149	12%
150-499	15%
500-1499	14%
1500-4999	15%
5000-9999	7%
10000-14999	4%
More than 15000	14%

About the Better Tech Governance Is Better for Business Study:

This online survey of ISACA members who hold executive- or board-level titles was conducted in the second quarter of 2017 and included 732 respondents from 87 countries spanning Africa, Asia, Europe, Latin American, Middle East, North America, and Oceania. Respondents all hold leadership roles with working knowledge of how their organization’s senior leadership and/or board of directors decides its IT strategy, plans or governance. The majority of respondents hold titles of CEO, CIO, CTO, CISO, CSO, Executive VP, Security Executive, Executive Manager, General Auditor, Partner, and Audit Head. Respondents’ organizations spanned government, military and a range of industries including financial/banking, technology services, manufacturing/engineering, health care/medical, insurance and retail. The margin of error is +/- 3.5%.