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Clarkston Consulting 2025 CIO Survey Summary Report

Background & Objectives

In February 2025, Clarkston Consulting commissioned Savanta to re-administer their CIO Market study. The overarching goal of the study was to understand the current priorities and challenges of upper or C-Suite level IT professionals.

This is the fourth consecutive year Savanta (formerly Infosurv) has conducted this survey.

Survey objectives:

- Understand the overall relationship between the IT department and other departments at the contact's company.
- Understand current IT budget distribution, technologies/platforms used, and sources for technology-specific learning and development.
- Identify attributes that are important in selecting outsourcing or managed services partners, a professional services provider, or a technology platform/vendor.
- Identify any changes in responses since the last survey and determine priorities for the coming year.

Methodology

1 RESEARCH

The survey was available to be taken between March 12 and April 2, 2025.

In all, a total of 100 CIO/CTO/CISOs were recruited to take the survey by a third-party panel provider. This results in a margin of error of 9.8%.

2 SCREENING CRITERIA

Respondents were screened for several criteria before taking the survey:

- **Employment:** Works full time as a CIO or similar role in an IT department
- **Industry:** Works in the CPG, Life Sciences, Wholesale Distribution, or Retail industry
- **Revenue:** Company has a 2023 revenue of at least $350M

3 DATA

Throughout this report, references may be made to statistically significant differences. This means that observed differences between two sets of numbers have been mathematically determined to be actual differences that did not occur due to random fluctuations in the data.

Despite the use of this testing, due to the smaller sample size and larger margin of error, it is important to use caution arriving at strong conclusions based on the year-over-year changes.

Respondent & Organization Characteristics

Industry	2025	2024	2023
Retail	34%	37%	25%
Life Sciences	24%	36%	35%
Consumer Packaged Goods	25%	27%	16%
Wholesale Distribution	17%	-	-

Revenue	2025	2024	2023
$350M up to $500M	20%	24%	20%
$500M up to $1B	19%	19%	29%
$1B up to $5B	32%	29%	25%
$5B up to $20B	18%	19%	18%
$20B+	11%	9%	7%

# of Employees	2025	2024	2023
250 to 999	5%	7%	2%
1,000 to 4,999	38%	32%	31%
5,000 to 9,999	24%	22%	35%
10,000+	32%	39%	33%

Company Type	2025	2024	2023
Hybrid B2B/B2C	43%	45%	36%
B2B	37%	26%	24%
B2C	20%	29%	40%

Role in IT	2025	2024	2023
CIO	73%	26%	35%
CISO	20%	24%	20%
CTO	3%	28%	45%
VP	3%	22%	0%

# of Years in Current IT Role	2025	2024	2023
Less than 1 year	0%	1%	0%
1 to 3 years	8%	15%	5%
4 to 6 years	27%	31%	38%
7 to 10 years	29%	29%	22%
More than 10 years	36%	24%	35%

# of Employees in the IT Department	2025	2024	2023
Under 10	1%	0%	2%
10 to 25	1%	1%	11%
25 to 49	14%	8%	11%
50 to 99	17%	23%	16%
100 to 249	27%	36%	27%
250-749	17%	32%*	33%*
750 or More	23%		

Private vs. Publicly Held	2025	2024	2023
Public	30%	57%	71%
Private	70%	43%	29%

In previous years, the top option for this question was 250+. The 750 or more category was added this year.

Summary of Key Findings

CURRENT STATUS/TRENDS WITHIN THE IT DEPARTMENT

- **Budget:** For a second consecutive year, most respondents expect budgets to increase (56%) or stay the same (31%). Only 4% expect a decrease. Distribution of budgets is spread somewhat evenly across areas, with the highest percentage going to security management and data analysis (15% each).

- **ERP Usage:** The shift toward using multiple or hybrid systems rather than just one ERP has continued in 2025. Hybrid systems usage has risen from 20% in 2023 to 44% in 2025. Usage of SAP and NetSuite has fallen over the same time, while usage of Oracle and Microsoft has remained relatively steady.

- **Security Challenges:** Concerns related to external threats have decreased since last year (27% vs. 39% in 2024); this is more in line with results from 2023 (22%). At the same time, concern about implementing security protocols across the organization has increased (now 48%, up from 36% in 2024).

- **Department Collaboration:** While just over three quarters of CIOs feel that their IT department is at least moderately collaborative with other departments, less than a quarter of them (23%) describe it as “highly collaborative.”

- **IT learning:** After conferences declined as a source for learning in 2024, they have rebounded to be the top source for learning in 2025 (26%). Consulting/vendor relationships have declined sharply as a source for learning over the last two years (9%, vs. 31% in 2023).

The top 3 areas of focus in the next 12 months are **implementation of new technologies (63%; up from 41% in 2024)**; **aligning IT initiatives with business objectives (61%; up from 42% last year)**; and **IT operations/management (59%; down from 70% last year)**. The focus on security management also has declined since last year (38%; down from 61%) but is in line with results from 2023.

Summary of Key Findings

AI USAGE & TRENDS

- AI continues to be a top priority for investment in 2025. Just over half say they are investing in AI platforms in the next year; only public cloud is identified as an investment more often (59%).
- When asked to rank their top uses for AI, two options were identified most frequently: 1) enhancing the customer experience and 2) automating routine tasks. About 7 in 10 ranked enhancing customer experience as one of their top three uses. Automating routine tasks ranked in the top three slightly less often but was identified most often as their top use case.
- Despite the increased usage of AI, challenges to implementation are widespread. More than half identified each of the following as a challenge they had faced: AI compliance/governance, uncertainty where to start, difficulty integrating with existing systems, high cost of implementation, lack of understanding, and data privacy concerns.

OUTSOURCING TRENDS & KEY PARTNER CRITERIA

- Resource availability, case studies/demonstrated success, and breadth of services are the most important criteria for an outsourced partner to have. However, all nine criteria listed on the survey were identified as important by somewhere between 71% and 81% of respondents. In general, all criteria are similarly important.
- Price, cultural alignment, and case studies/demonstrated success rank as most important in selecting a professional services partner. Cultural alignment jumped this year—it was ranked near the bottom in 2024.
- Innovation and the ability to demonstrate success are key when selecting technology solutions or vendors of such. Again, there is a relatively small amount of variance in importance ratings—none of the criteria listed on the survey can be considered unimportant.

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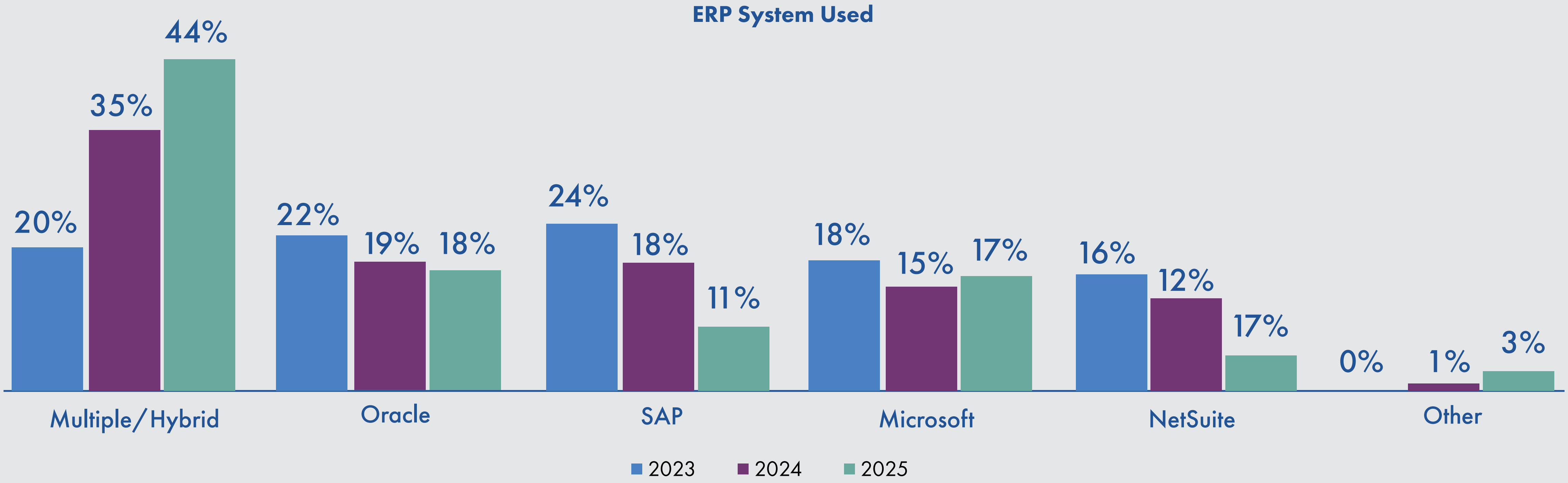
Detailed Results

The trend toward using multiple/hybrid ERP systems continues for the third year in a row.

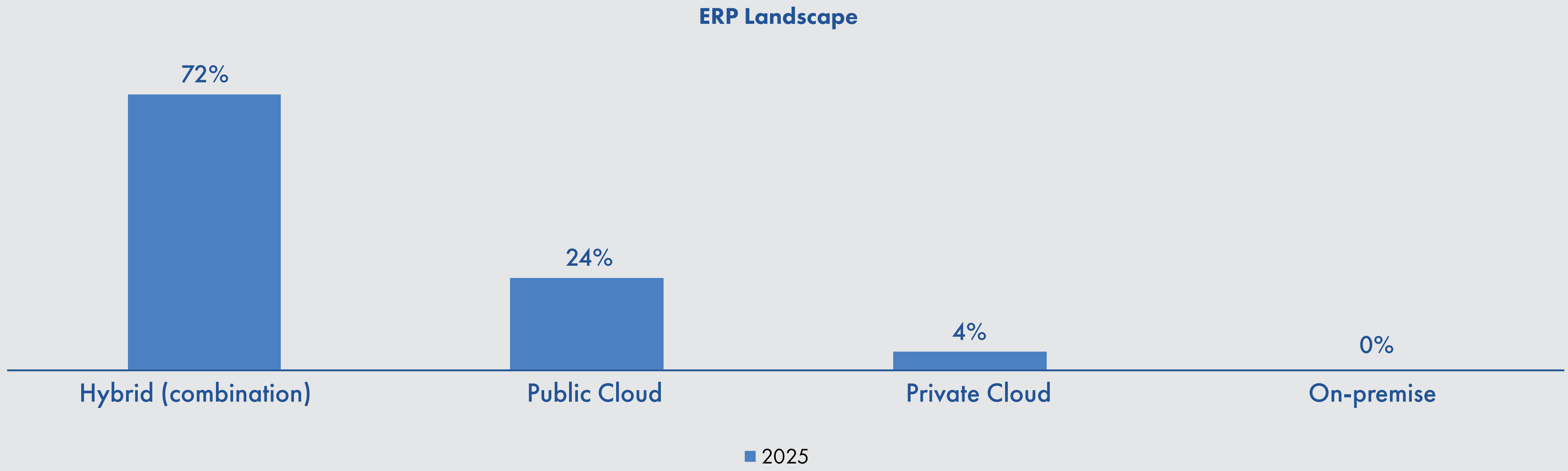
- A little less than half of the respondents now say they use multiple/hybrid ERPs – more than double what it was in 2023.
- There has been a corresponding two-year decline in the usage of SAP and NetSuite. Oracle and Microsoft usage has remained more stable.



Question: *Which ERP does your business utilize?*

These businesses are also most likely to have a hybrid ERP landscape.

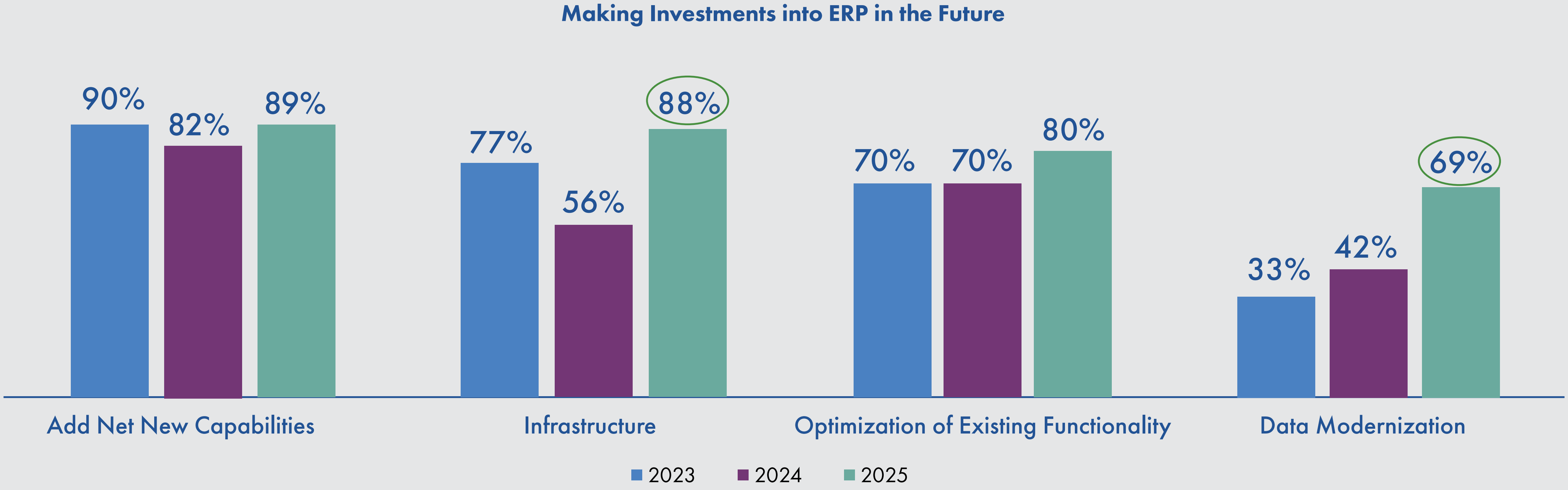
- Almost three quarters use a hybrid or combination approach to their ERP landscape.
- Most of the remaining respondents use a public cloud landscape rather than private cloud, while no respondents use an exclusively on-premise landscape.



Question: *Which best describes your ERP landscape?*

Companies are investing in their ERP in multiple ways.

- On average, each respondent selects about 3.3 of the 4 options listed below.
- Infrastructure and data modernization investments have increased significantly since the last survey.

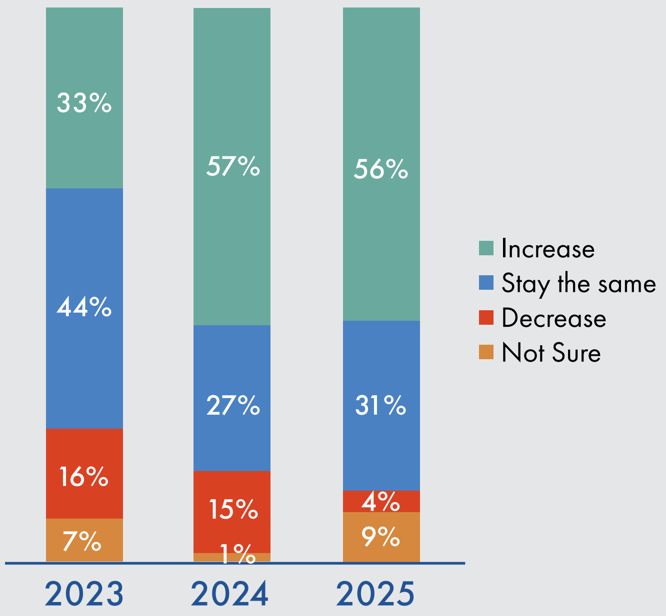


Question: *How are you investing in your ERP in the future?*

Most respondents expect their IT budgets to increase or stay the same in the coming year.

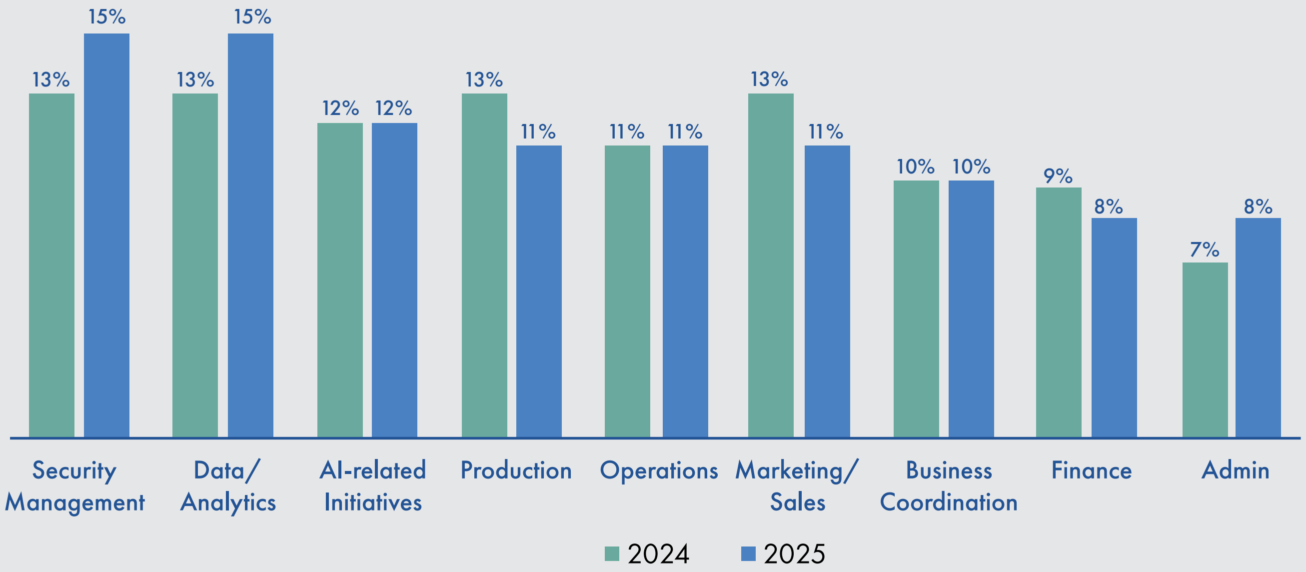
- More than half report they expect an increase next year, while almost one third expect their budget to remain the same. In contrast, only 4% expect a decreased budget.
- The greatest percentage of the IT budget is distributed to security management and data/analytics; investment has increased slightly in both these areas since last year. Finance and Admin receive the lowest percentage of the budget on average.

IT Budget Expectations



Question: *Do you expect next year's IT budget to increase, decrease, or stay the same?*

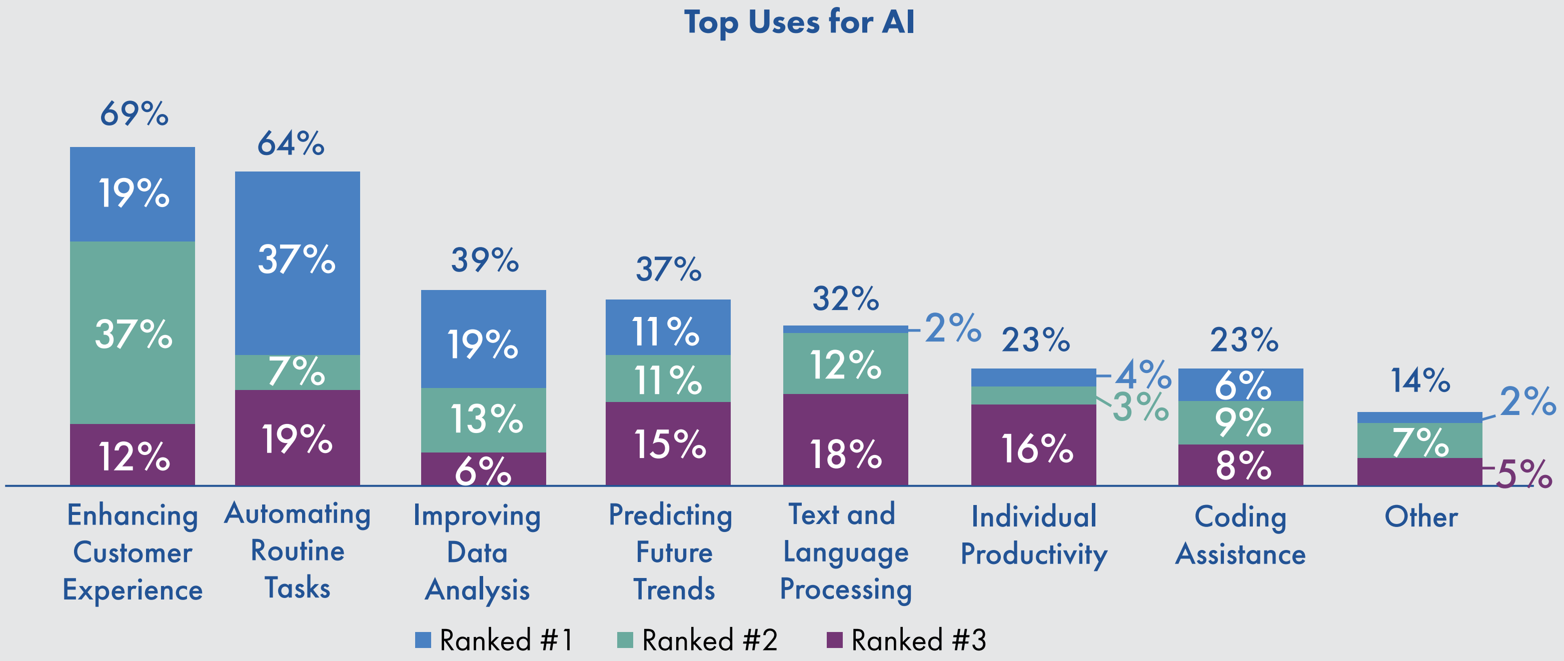
Average Distribution of the IT Budget



Question: *How is your IT budget distributed by functional area? (Average percentage)*

AI is most often being used to enhance the customer experience and to automate routine tasks.

- Enhancing the customer experience is ranked as a top three usage of AI most frequently, but automating routine tasks is most likely to be mentioned as the top reason for using AI.
- Individual productivity, coding assistance, and "Other" uses are identified least frequently.



AI Usage	Average Rank
Enhancing Customer Experience	3.00
Automating Routine Tasks	3.26
Improving Data Analysis	4.08
Text and Language Processing	4.30
Predicting Future Trends	4.31
Individual Productivity	5.06
Coding Assistance	5.07
Other	6.25

Question: *How is your organization using AI?*

AI Use Cases Deployed

Several themes emerge as common AI use cases deployed at these organizations:

- **Demand Forecasting & Inventory Management:** Many professionals reported using AI to predict product demand based on historical sales data, market trends, and external factors, thereby optimizing inventory levels and reducing stockouts or overstock situations. Metrics for measuring effectiveness include improved sales accuracy, inventory turnover, and reduced operational costs.

  "AI has been deployed for demand forecasting, inventory optimization, and order automation. Effectiveness is measured through improved inventory turnover, reduced stockouts, and faster order fulfillment."

- **Drug Discovery & Development:** AI is widely used in drug discovery and clinical trial optimization, helping identify potential drug candidates and speeding up the research process. The effectiveness is measured by faster development timelines, reduced costs, and improved treatment outcomes.

- **Personalized Customer Experiences:** AI is used for creating personalized customer recommendations and engagements. Metrics include increased customer engagement, higher sales, and improved customer satisfaction scores.

  "We've deployed AI for personalized product recommendations and demand forecasting. We measure effectiveness through increased customer engagement, higher sales, and improved inventory turnover."

- **Predictive Maintenance & Logistics Optimization:** AI is applied in predictive maintenance to minimize equipment downtime and optimize logistics operations, such as route optimization. This is measured through reduced downtime, improved delivery efficiency, and cost savings.

  "Post-deployment of AI, there is significant improvement in our warehouse management and our transportation costs have also been reduced."

- **Supply Chain Optimization:** Professionals noted deploying AI for various aspects of supply chain management, including optimizing inventory and improving order fulfillment processes. Effectiveness is tracked through metrics like faster delivery times, improved inventory accuracy, and reduced stockouts.

- **Fraud Detection:** AI is frequently used for fraud detection by analyzing transaction patterns to identify potentially fraudulent activities, with effectiveness measured by reduced fraud incidents and financial losses.

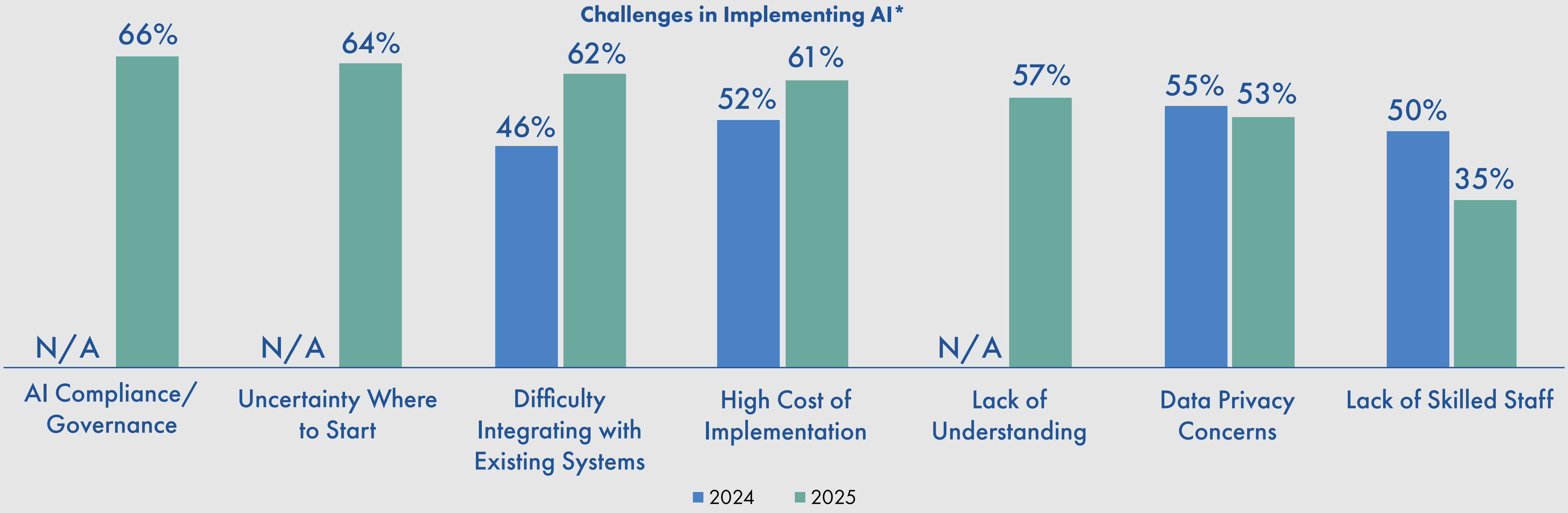
  "Deployed AI for fraud detection and personalized customer recommendations. For fraud detection, AI analyzes transaction patterns to identify potential fraudulent activity in real-time"

- **Pricing Optimization:** AI is also employed for dynamic pricing strategies, helping in price optimization for better market competitiveness and revenue growth, tracking metrics like increased margins and conversion rates.

Question: *If you've deployed AI for specific use cases, what are they and how are you measuring their effectiveness?*

Most of the challenges listed below impact businesses, and resources are needed to assist/train in all areas.

- The only option identified as a challenge by less than half of respondents is the lack of a skilled staff.



Question: *What challenges has your organization faced in implementing AI?*

***Note:** There was an "All of the above" option on the survey that was mutually exclusive from all other choices. In 2025, 26% selected this option. This percentage was added to the percentage who selected each individual option in the chart to get to the full percentage who have experienced each challenge.*

AI Opportunities

There are various opportunities identified where AI can help; many of the most common uses fall into the same categories noted previously:

- **Automation & Efficiency:** Organizations are identifying opportunities to automate routine tasks, thus allowing the workforce to focus on core activities.
- **Supply Chain & Inventory Optimization:** Several respondents identified opportunities related to inventory that help better predict demand.
- **Personalized Customer Experience:** AI is helping to create personalized shopping experiences that engage with customers more effectively.
- **Marketing and Product Development:** Many organizations are leveraging AI to assist in improving marketing strategies and product development.

"AI can help us synchronize our online and offline operations, providing customers with a unified shopping experience."

"Yes, we have identified opportunities in product testing, content creation and other marketing areas."

"AI has unlocked opportunities in dynamic pricing, inventory optimization, personalized shopping experiences, and predictive analytics for customer behavior."

"We've automated non-core tasks, allowing our workforce to focus on core activities."

"One of the biggest areas is improving inventory management through predictive analytics, which has helped us reduce stockouts and optimize stock levels."

"Optimal use of AI can benefit us by automating tasks, enhancing data analysis, understanding customer needs, and improving speed to market."

"AI can be very helpful for us in streamlining operations, sales forecasting, and we plan to implement soon."

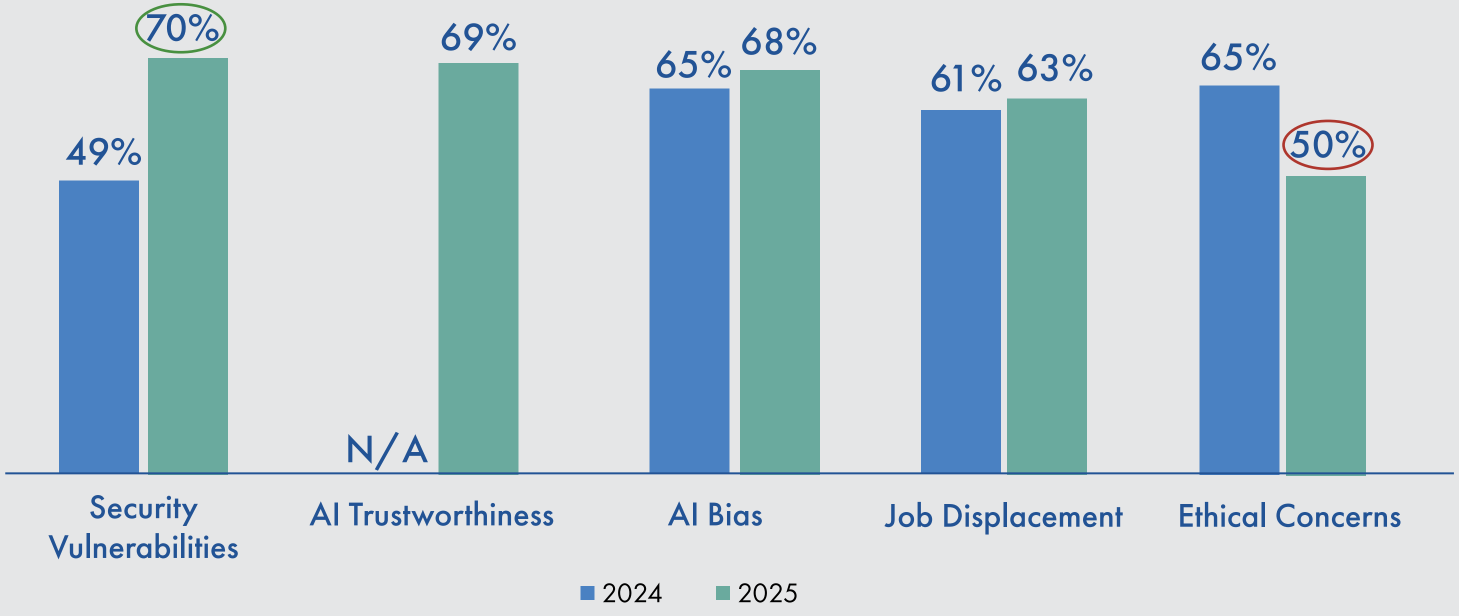
"AI has enabled opportunities for enhanced demand forecasting, leading to more accurate inventory management and reduced waste."

Question: *What opportunities has your organization identified with the help of AI?*

Much like the challenges on the prior slide, there is no single AI concern that stands out dramatically from the others.

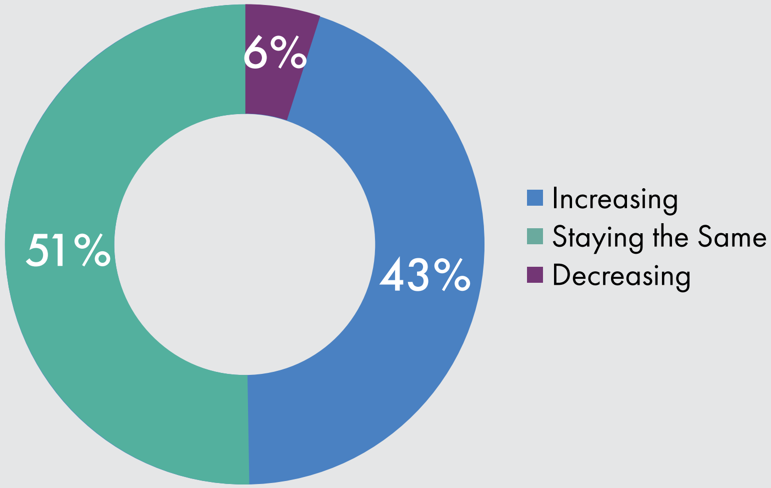
- Roughly the same percentage of respondents select the first four options below: security vulnerability, AI trustworthiness, AI bias, and job displacement.
- Concerns about the ethics of AI have declined since last year, while concerns about security have increased.
- Investment in AI is expected to remain the same (51%) or increase (43%) in the next year.

Concerns About AI*



Question: *What concerns does your organization have about AI?*

Expectations of AI Investment



Question: *Do you see your investment in AI increasing or decreasing in 2025?*

***Note:** *There was an "All of the above" option on the survey that was mutually exclusive from all other choices. In 2025, 28% selected this option. This percentage was added to the percentage who selected each individual option in the chart to get to the full percentage who have experienced each concern.*

Ensuring Ethical Use of AI

When asked what they are doing to ensure the ethical use of AI, responses vary, but some themes emerged:

- Many comments reveal that companies are establishing governance frameworks (*oversight teams, detailed policies, etc.*) to ensure ethical AI use.
- Several responses emphasize the importance of privacy and regulatory compliance in ensuring ethical AI use.
- Transparency is also a key theme. Organizations are working to keep stakeholders informed of procedures and rules related to AI usage.
- Finally, companies are focused on ongoing training and awareness programs to build a culture that is committed to ethical AI usage.

There were also several comments that indicated AI is not being used at a large scale in their organization at this point, so they do not yet have policies related to ethical AI use.

"We've implemented a comprehensive AI governance framework that includes regular audits for fairness and transparency."

"We prioritize accountability by establishing clear oversight and governance structures for AI implementation and decision-making processes."

"As we are not using AI so can`t say anything about it but surely there will be some protocols in place whenever we start using it on a certain scale."

"Data privacy and regulatory compliance are consistently prioritized."

"We ensure ethical AI use by embedding fairness, transparency, and accountability into our AI development processes and regularly monitoring systems for bias and compliance."

"We ensure the ethical use of AI by implementing strict data privacy policies and ensuring transparency in how data is collected and used."

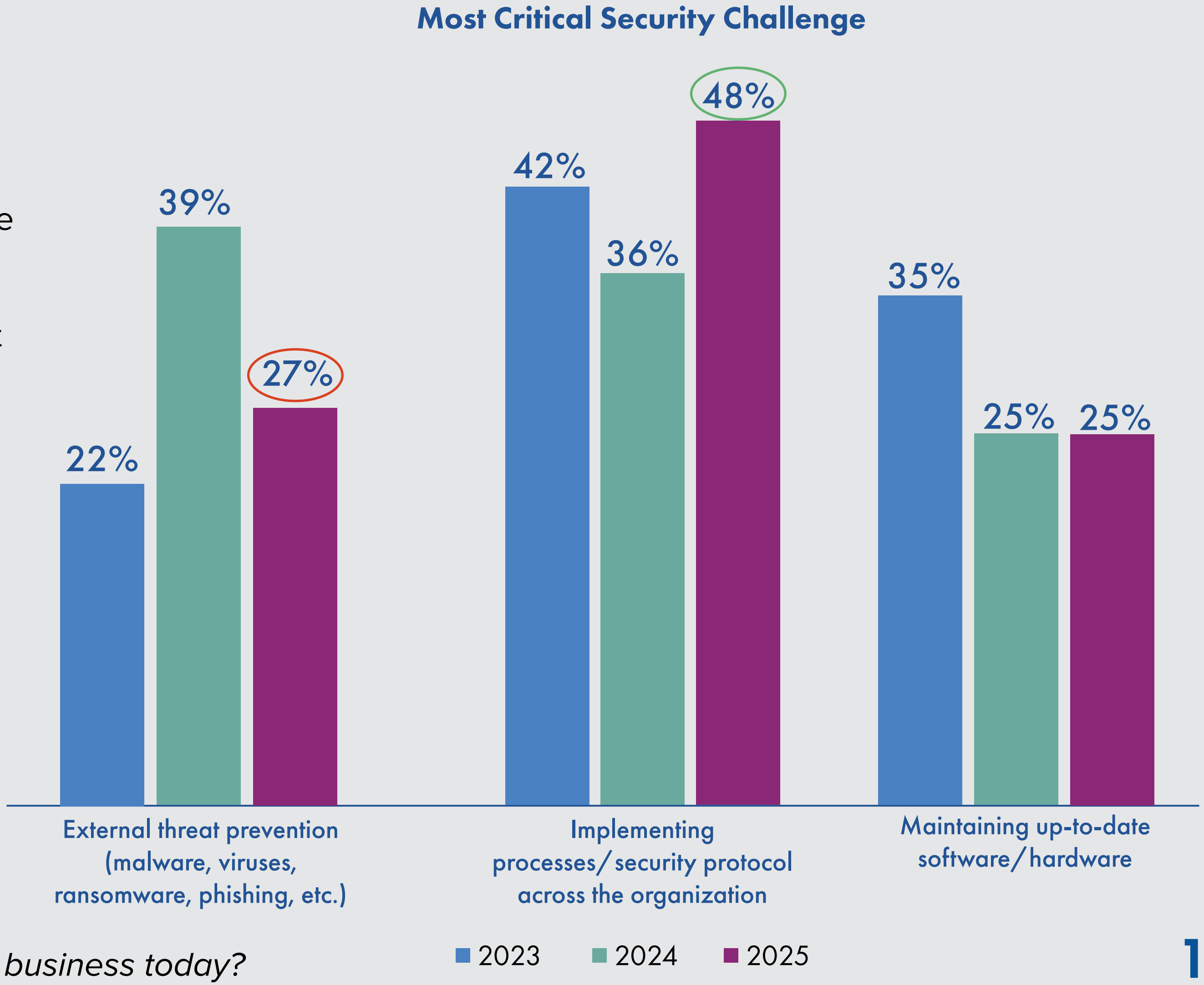
"By engaging diverse perspectives, including experts from various fields, to ensure a comprehensive approach to AI ethics."

"We maintain transparency with stakeholders about how AI is being used and its impact. "

Question: *How are you ensuring the ethical use of AI in your organization?*

About half of the respondents indicate that implementing processes across the organization is their biggest security challenge.

- This is up significantly from last year when just over one third identified this as the most critical challenge.
- There has also been a corresponding decline in the importance of external threat prevention.
- Responses in both those areas have reverted to closer to what they were in 2023.



Question: *What is the most critical security challenge facing your business today?*

Impact of Company Business Strategy on IT Priorities

A significant portion of respondents balked at answering this question with specifics. Approximately 30% of the respondents indicated that they were unsure, preferred not to disclose details, or did not have a specific answer at this time. From those who did feel comfortable answering this question, the following emerged as potential impacts on IT priorities over the next 1 to 2 years:

1. **Expansion of AI and Machine Learning Capabilities (27%):**
   - Respondents emphasized the need to expand AI technologies to enhance operations, customer experiences, and research processes. This includes investing in AI-driven solutions for personalized experiences, data analytics, and automation.

2. **Strengthening Cybersecurity (20%):**
   - Many respondents highlighted cybersecurity as a critical focus, aiming to bolster defenses against data breaches and ensure robust security frameworks to support growth and technology adoption.

3. **Enhancing Data Infrastructure and Analytics Capabilities (22%):**
   - There is a strong emphasis on improving data infrastructure and leveraging analytics, including cloud adoption and data-driven decision-making, to support business needs and drive transformational insights.

4. **Digital Transformation and Operational Efficiency (18%):**
   - Several comments pointed to the ongoing digital transformation efforts, with priorities in integrating advanced technologies to improve operational efficiency, customer engagement, and system integrations.

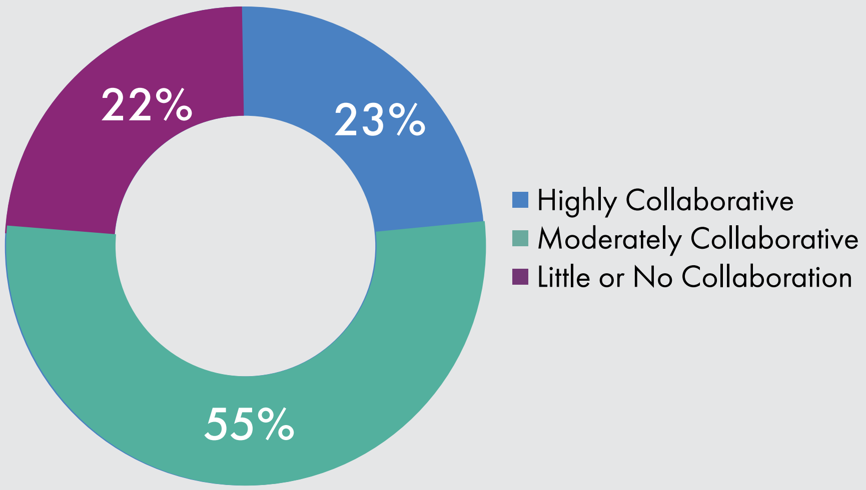
5. **Investing in eCommerce and Omnichannel Experiences (10%):**
   - A focus on enhancing eCommerce platforms and creating seamless omnichannel experiences was highlighted, aiming for improved personalization and customer-centric initiatives.

Question: *Based on your company's business strategy and desired new capabilities, how will your IT priorities be impacted over the next 12-24 months? (Percentages are approximate and were generated by Savanta's proprietary AI tool.)*

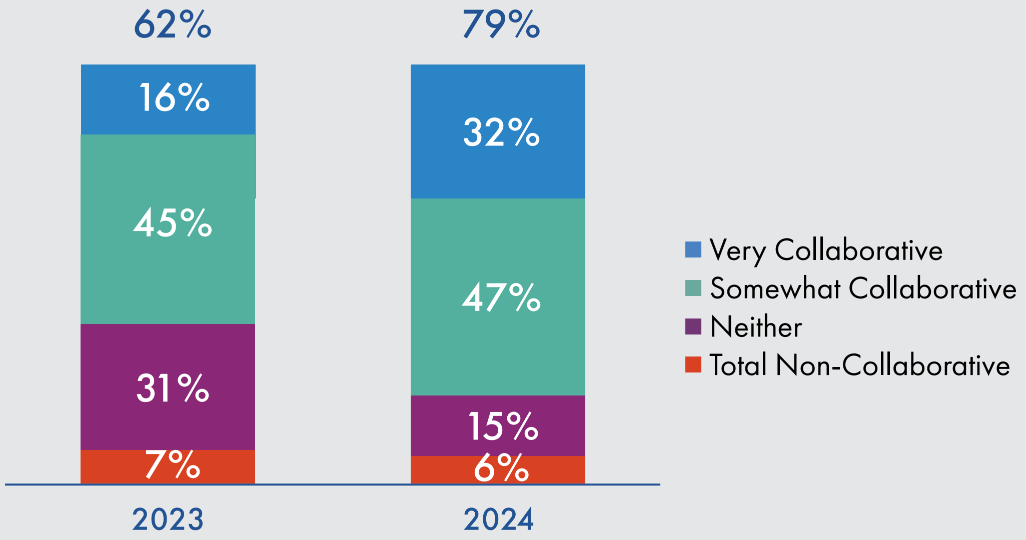
There is at least a moderate level of collaboration between IT and other departments at just over three quarters of these businesses.

- The scale for this question changed since the last survey, so previous results are not directly comparable. However, the previous results are shown to the right—roughly the same percentage indicated other departments were either “somewhat” or “very collaborative” in 2024.

2025: Level of collaboration with other departments



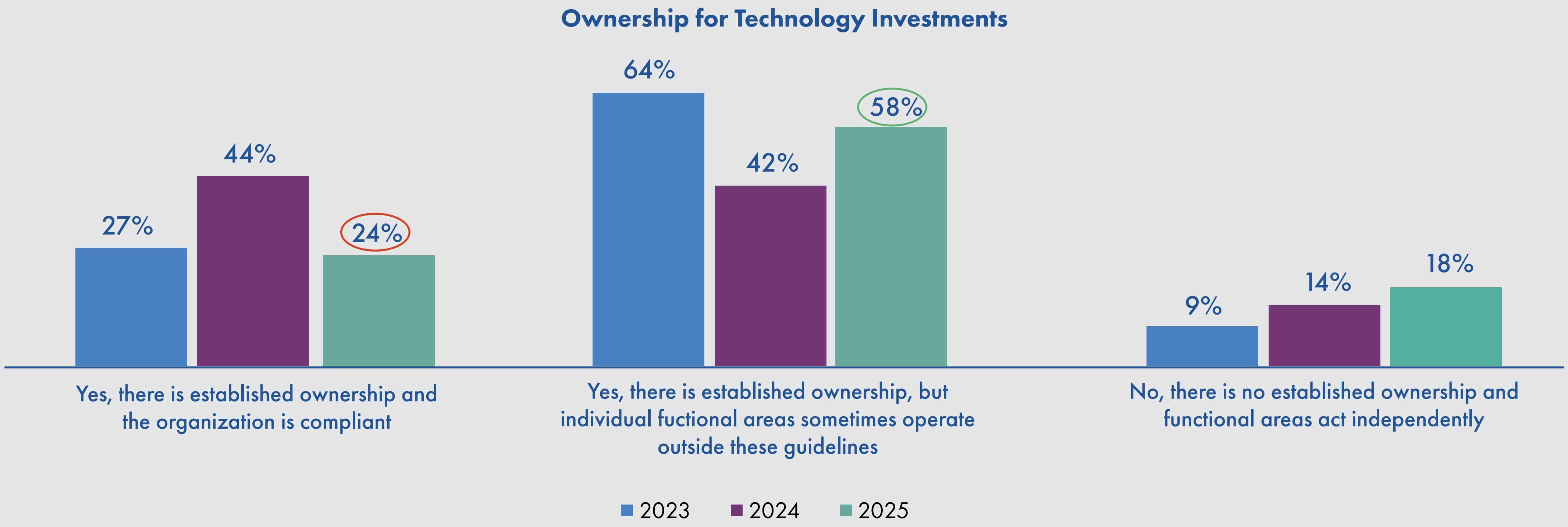
2023-2024: Level of collaboration with other departments



Question: *How would you rate the overall relationship of IT with other departments in the organization?*
Note: *This question switched from a 5-point scale in 2023-24 to a 3-point scale this year. Results are not directly comparable but previous results are shown for context.*

Technology investments typically have established ownership, but compliance has fallen since last year.

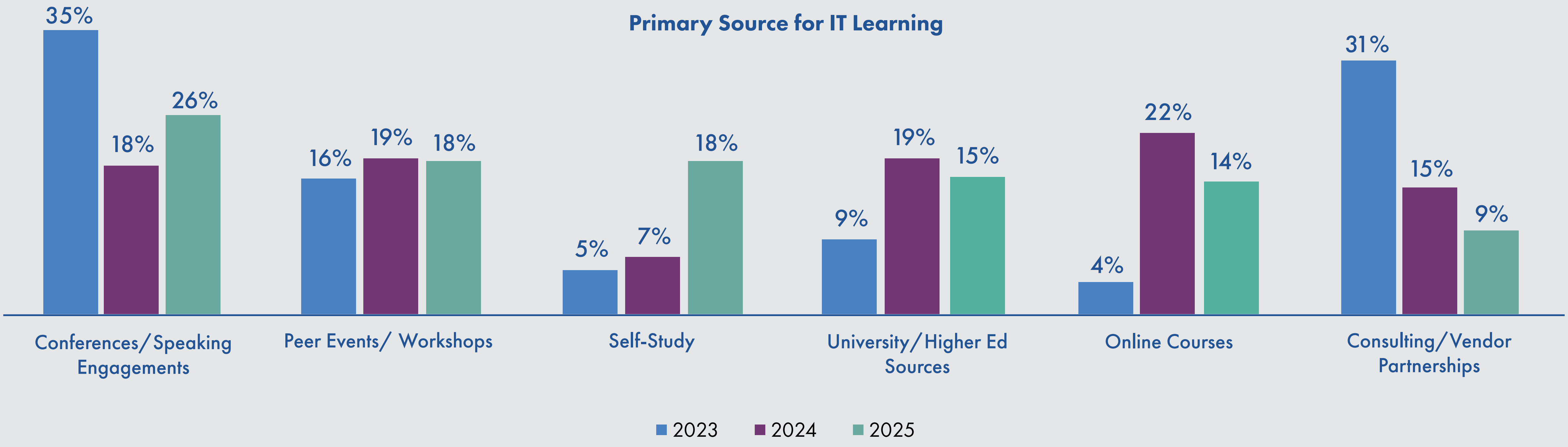
- Operation outside of company guidelines has increased significantly since last year while compliance has fallen significantly.



Question: *Is there established ownership in the organization for technology investments in your business?*

Conferences and speaking engagements are the most common source for learning/development.

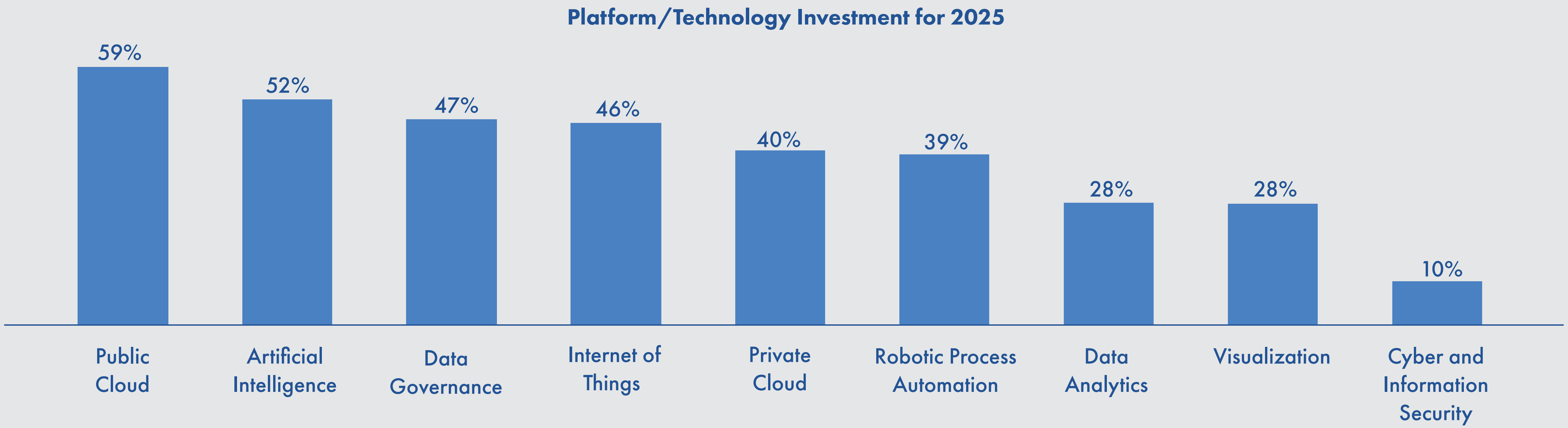
- Over the last two years, learning through consulting and vendor partnerships has declined significantly. This was a primary source for about one third of respondents in 2023 but has consistently dropped each year since.
- There has been an uptick in self-study, higher ed, and online courses over the same time period.



Question: *As an IT leader, what is your primary source for learning and development specific to technology?*

Organizations are most likely to invest in public cloud and AI this year.

- Just over half expect to be investing in each of these areas.
- In contrast, investments are least likely for cyber/information security, visualization, and data analytics.
- Most are planning to invest in multiple areas—on average, respondents selected 3.5 of the nine options below.

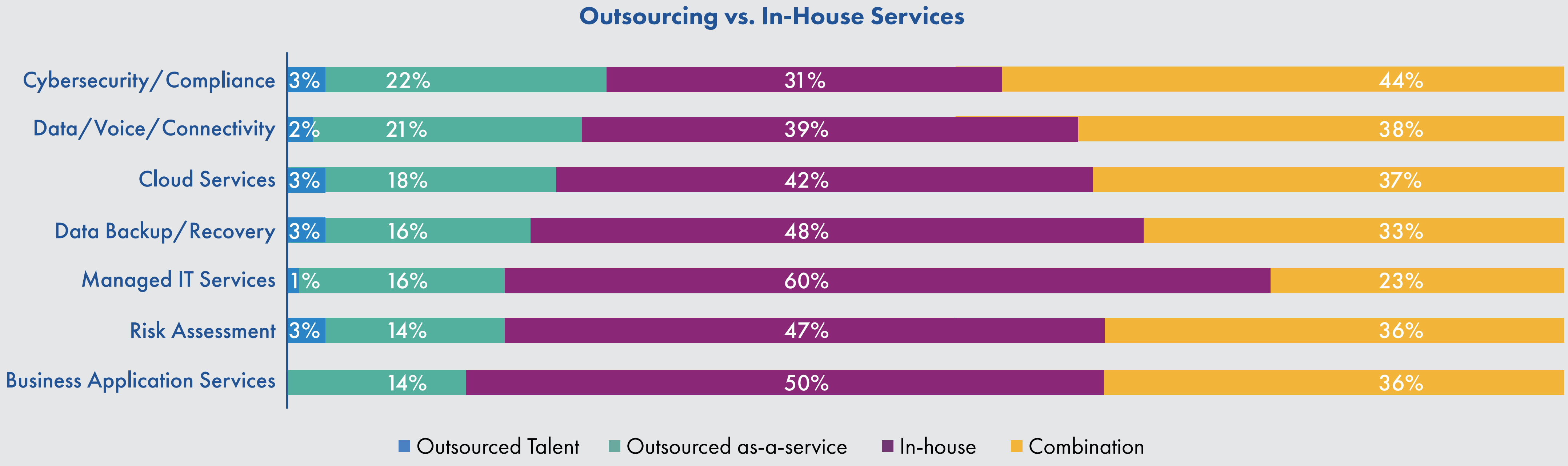


Question: *In which platforms or technologies is your organization investing most for 2025?*

Note: *In previous years, respondents could only select one answer to this question; this year, they could choose as many as apply. Therefore, past results are not comparable and are not shown.*

The activities below are rarely handled through outsourcing alone. Rather, they are generally kept in-house, or a combination of in-house and outsourcing is used.

- Cybersecurity/compliance is most likely to be outsourced. Almost half (44%) report using a combination of outsourcing and in-house resources, while one quarter report they outsource either talent or the service.
- All other activities are handled in-house most frequently, though using a combination of resources remains common for all activities.

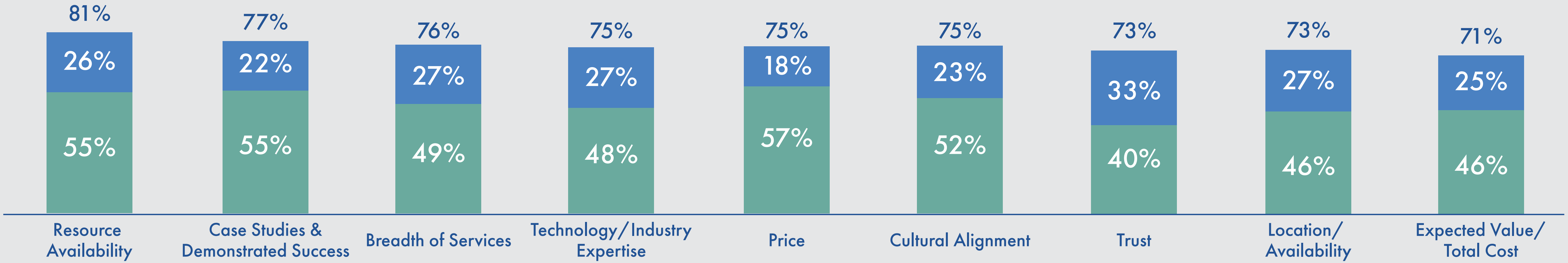


Question: *How does your IT department handle each of the following activities?*

Generally speaking, all factors below are deemed to be similarly important when selecting an outsourcing partner.

- Resource availability slightly edges out the others both in top-two box and mean results.
- *See the next slide for year-over-year results for this question*

Importance of Factors in Selecting an Outsourcing/Managed Services Partner



Mean Score	Resource Availability	Case Studies & Demonstrated Success	Breadth of Services	Technology/Industry Expertise	Price	Cultural Alignment	Trust	Location/Availability	Expected Value/Total Cost
	4.07	3.97	3.99	4.00	3.88	3.96	4.04	3.94	3.91

(Higher mean = higher importance)

Somewhat Important | Extremely Important

Question: *In selecting an outsourcing or managed services partner, how important are the following criteria?*

Outsourcing Partner Selection Criteria

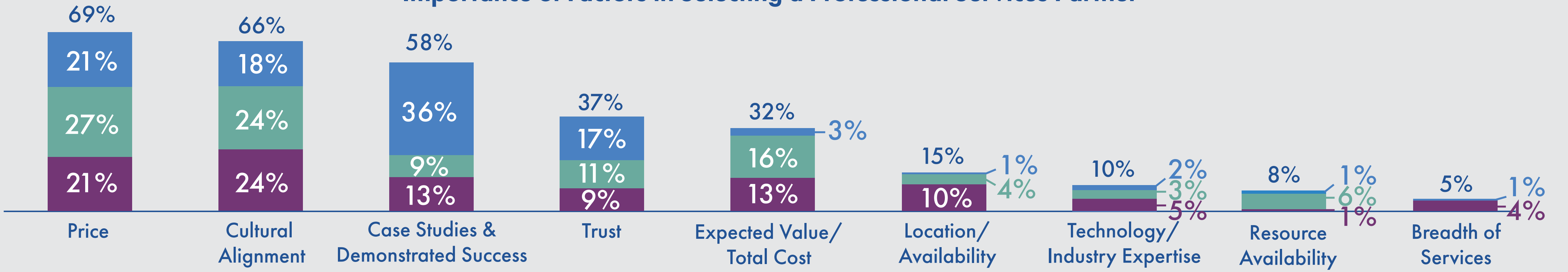
	Somewhat + Extremely Important			Mean Score		
	2023	2024	2025	2023	2024	2025
Resource Availability	73%	81%	81%	3.84	4.03	4.07
Case Studies & Demonstrated Success	85%	79%	77%	4.11	3.88	3.96
Breadth of Services	69%	78%	76%	3.87	3.93	3.99
Technology/Industry Expertise	82%	79%	75%	4.13	4.07	4.00
Price	76%	71%	75%	4.00	3.96	3.88
Cultural Alignment	76%	70%	75%	3.95	3.81	3.96
Trust	78%	82%	73%	4.15	4.03	4.04
Location/Availability	65%	75%	73%	4.13	4.07	4.00
Expected Value/ Total Cost	67%	79%	71%	3.91	3.93	3.91

Question: In selecting an outsourcing or managed services partner, how important are the following criteria?

There is more variance in what is important when selecting a professional services partner.

- Price and cultural alignment are rated as a top three factor most frequently—about two thirds rank these highly.
- However, case studies/demonstrated success is most likely to be ranked as the most important factor.
- Cultural alignment and expected value are ranked as more important than in 2024, while location, technology/industry expertise, breadth of services, and resource availability are rated less important in 2025 (*see next slide*).

Importance of Factors in Selecting a Professional Services Partner



Average Rank (Lower mean = better rank)	3.32	3.45	3.67	4.28	4.52	5.83	6.06	6.96	6.91

■ Ranked #1 ■ Ranked #2 ■ Ranked #3

Question: *In selecting a professional services partner (e.g., consulting, staffing, training, etc.), how do you rank the importance of the following criteria?*

Outsourcing Partner Selection Criteria

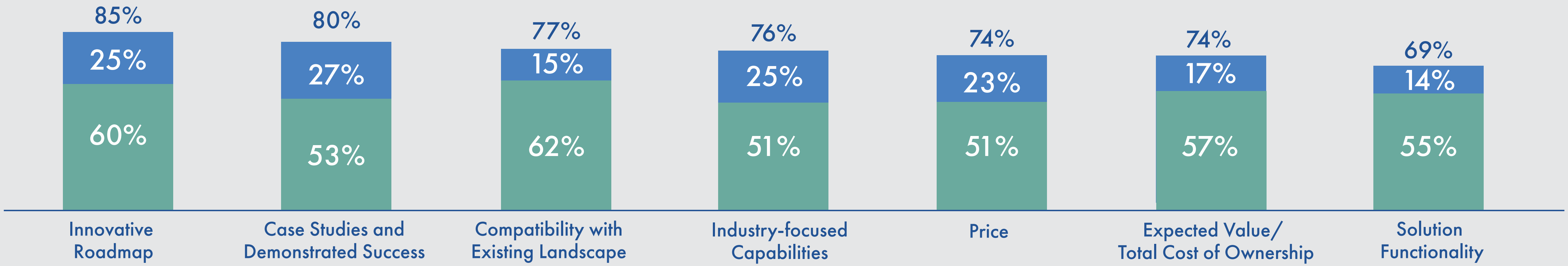
	Ranked as one of the top three criteria			Mean Score		
	2023	2024	2025	2023	2024	2025
Price	55%	64%	69%	3.56	3.13	3.32
Cultural Alignment	22%	24%	66%	5.78	5.58	3.45
Case Studies & Demonstrated Success	53%	59%	58%	3.42	3.52	3.67
Trust	55%	44%	37%	3.84	4.15	4.28
Expected Value/ Total Cost	35%	23%	32%	4.82	5.59	4.52
Location/ Availability	16%	30%	15%	6.35	5.15	5.83
Technology/ Industry Expertise	33%	22%	10%	4.85	5.16	6.06
Resource Availability	16%	13%	5%	6.40	6.25	6.96
Breadth of Services	16%	21%	8%	5.98	6.47	6.91

Question: *In selecting a professional services partner (e.g., consulting, staffing, training, etc.), how do you rank the importance of the following criteria?*

Innovative roadmaps and case studies slightly edge out the others when choosing a technology vendor.

- However, the remaining factors are not far behind; all are considered important by about 7 in 10 or more of these respondents.
- As with outsourcing/managed service partners, it is important for providers to focus in all these areas when seeking out new clients.
- Year-over-year results are shown on the next slide; responses have not changed significantly since the last survey.

Factors in Selecting a Technology Solution/Vendor



Mean Score (Higher mean = higher importance)	Innovative Roadmap	Case Studies and Demonstrated Success	Compatibility with Existing Landscape	Industry-focused Capabilities	Price	Expected Value/ Total Cost of Ownership	Solution Functionality
	4.07	4.04	3.90	4.05	4.16	3.89	3.80

■ Extremely Important ■ Somewhat Important

Question: *In selecting a technology solution/vendor, how important are the following criteria?*

Technology Solution/ Vendor Selection Criteria

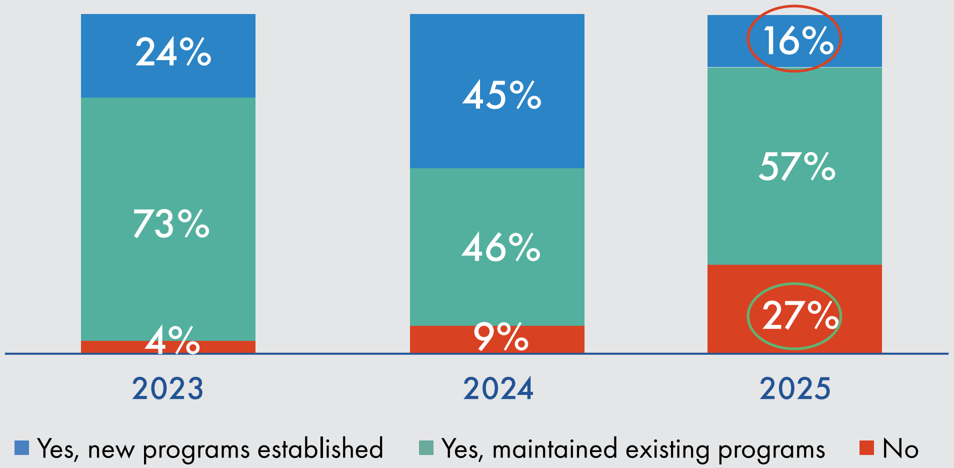
	Somewhat + Extremely Important			Mean Score		
	2023	2024	2025	2023	2024	2025
Innovative Roadmap	87%	80%	85%	4.07	4.06	4.07
Case Studies & Demonstrated Success	82%	85%	80%	4.02	4.06	4.04
Compatibility with Existing Landscape	87%	81%	77%	4.02	3.90	3.90
Industry-focused Capabilities	82%	84%	76%	4.05	3.95	3.95
Price	89%	85%	74%	4.16	4.03	3.94
Expected Value/ Total Cost of Ownership	85%	83%	74%	4.02	4.07	3.89
Solution Functionality	85%	69%	69%	4.00	3.78	3.80

Question: *In selecting a technology solution/vendor, how important are the following criteria?*

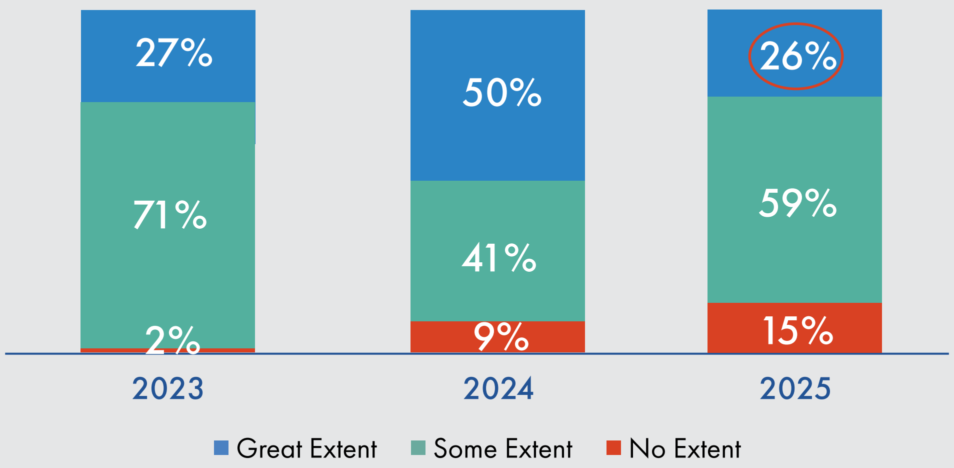
The emphasis on health and well-being seems to have waned in the past year.

- Investment in new programs for mental health have declined significantly since 2024 while the percentage of “no” responses has increased significantly.
- Similarly, the percentage who say they are promoting a healthy work environment to a “great extent” has been cut in half since 2024. However, the number of negative responses has not changed significantly.

Have you invested in programs/initiatives to address the mental health and well-being of your team?

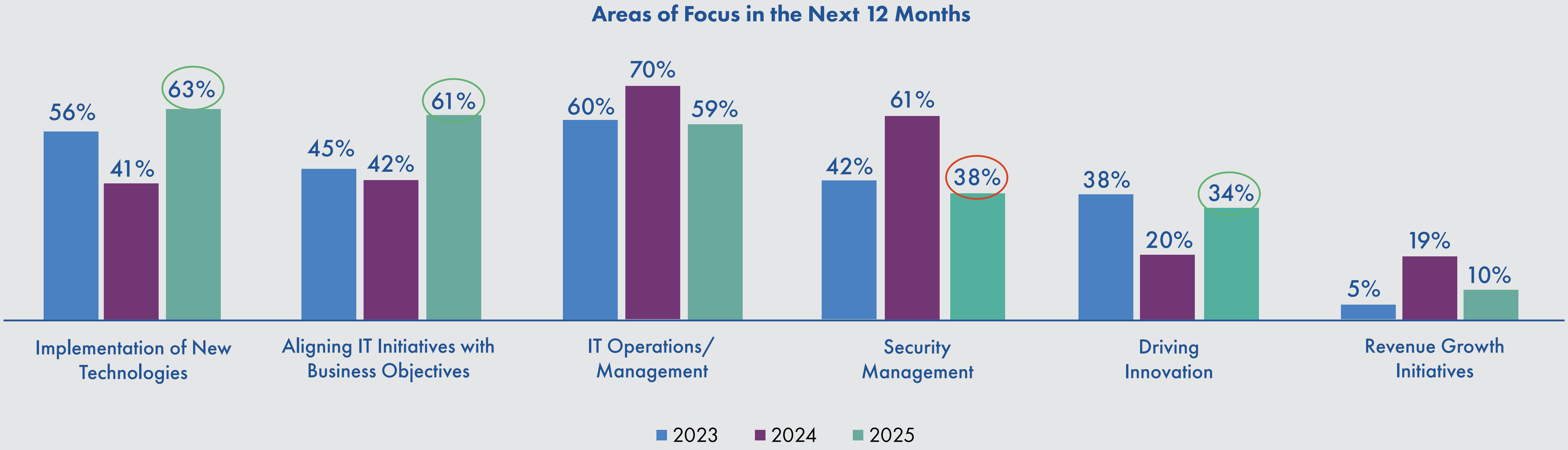


To what extent do your current ways of working promote/support a healthy work enviornment?



Respondents are most likely to focus on three areas in the next year.

- Implementation of new technologies, aligning IT initiatives with business objectives, and IT operations are all identified by about 6 in 10 respondents. Focus on the first two areas has increased significantly since the last survey.
- Focus on security management has declined significantly since 2024 while driving innovation has rebounded back to 2023 levels.



Question: *Which area(s) will you focus upon in the next 12 months?*

Enterprise Technology Investments for 2025

Around 15% of those surveyed indicated either uncertainty or a preference not to disclose details about their enterprise technology investments for 2025.

Of those who did provide some insight, the following investments were mentioned:

1. AI and Machine Learning **(17%)**
2. Advanced Data Analytics: **(17%)**
3. Cloud Computing & Cloud-based Solutions **(15%)**
4. Blockchain Technology **(10%)**
5. Generative AI **(6%)**
6. Internet of Things (IoT) **(6%)**
7. Edge Computing **(5%)**
8. RPA – Robotic Process Automation **(5%)**

"AI and machine learning will be central to improving customer personalization, supply chain optimization, and fraud detection."

"At present we have partially migrated our critical workload to the cloud. We plan to migrate fully to the cloud by the end of 2025."

"We're investing in emerging technologies like generative AI, edge computing, and quantum computing to accelerate drug discovery and clinical research."

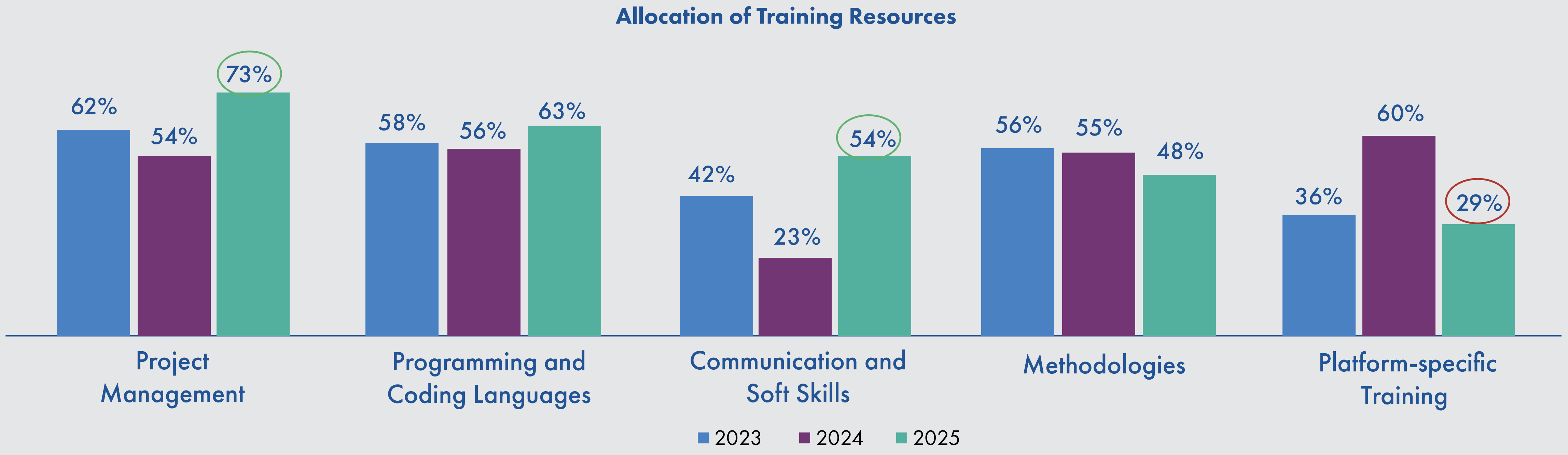
"In 2025 we're investing in AI, advanced data analytics, and cloud-based solutions to drive efficiency, innovation and customer-centric growth."

"We're investing in blockchain for supply chain transparency, advanced robotics for production, and edge computing to improve real-time data processing and operational efficiency."

Question: *Which enterprise technologies is your business investing in for 2025? (Percentages are approximate and were generated by Savanta's proprietary AI tool.)*

IT departments are allocating the most training resources to project management and coding.

- While programming/coding has historically been at the top of this list, there are significantly more resources going to project management in 2025 than in previous years.
- Resources allocated to communication and soft skills has also increased, while platform-specific training has declined.



Question: *In terms of training, where will your department allocate resources in 2025?*

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