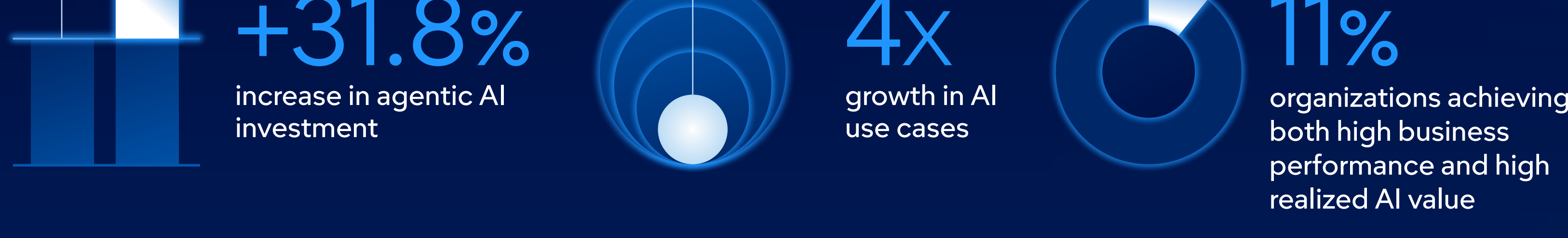


2027 CIO Agenda

Bridging the Gap Between AI Ambition and Business Outcomes

As AI investments accelerate across enterprises, only a small group of organizations consistently translate AI investments into measurable business performance and AI value. CIOs and their teams must bridge four critical disconnects to turn AI ambition into business value.

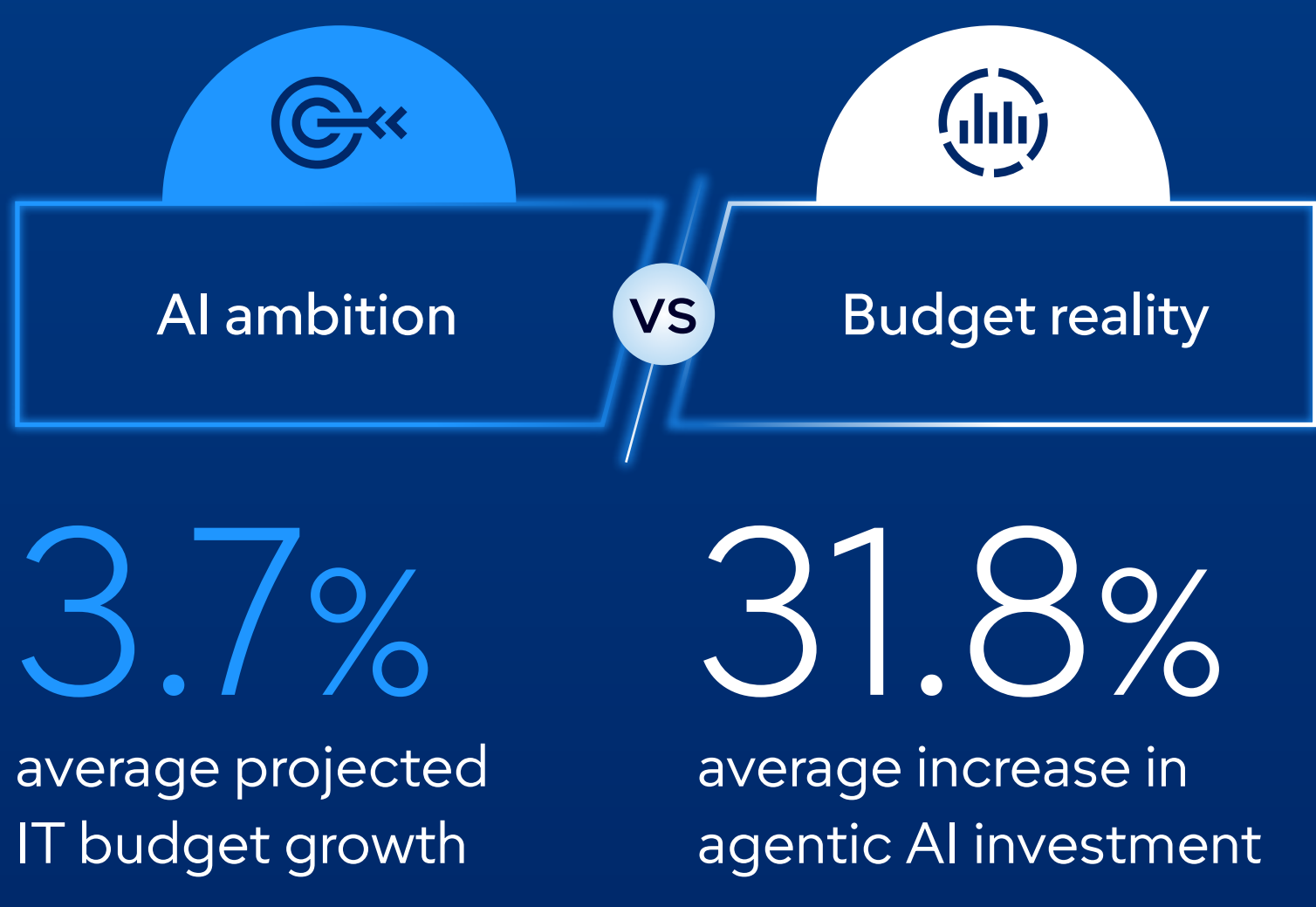


Who is the AI Vanguard?

The AI Vanguard comprises the 11% of organizations reporting both strong business performance and high realized value from AI. They're not necessarily investing more in AI but overcoming four distinct disconnects that are preventing others from realizing value.

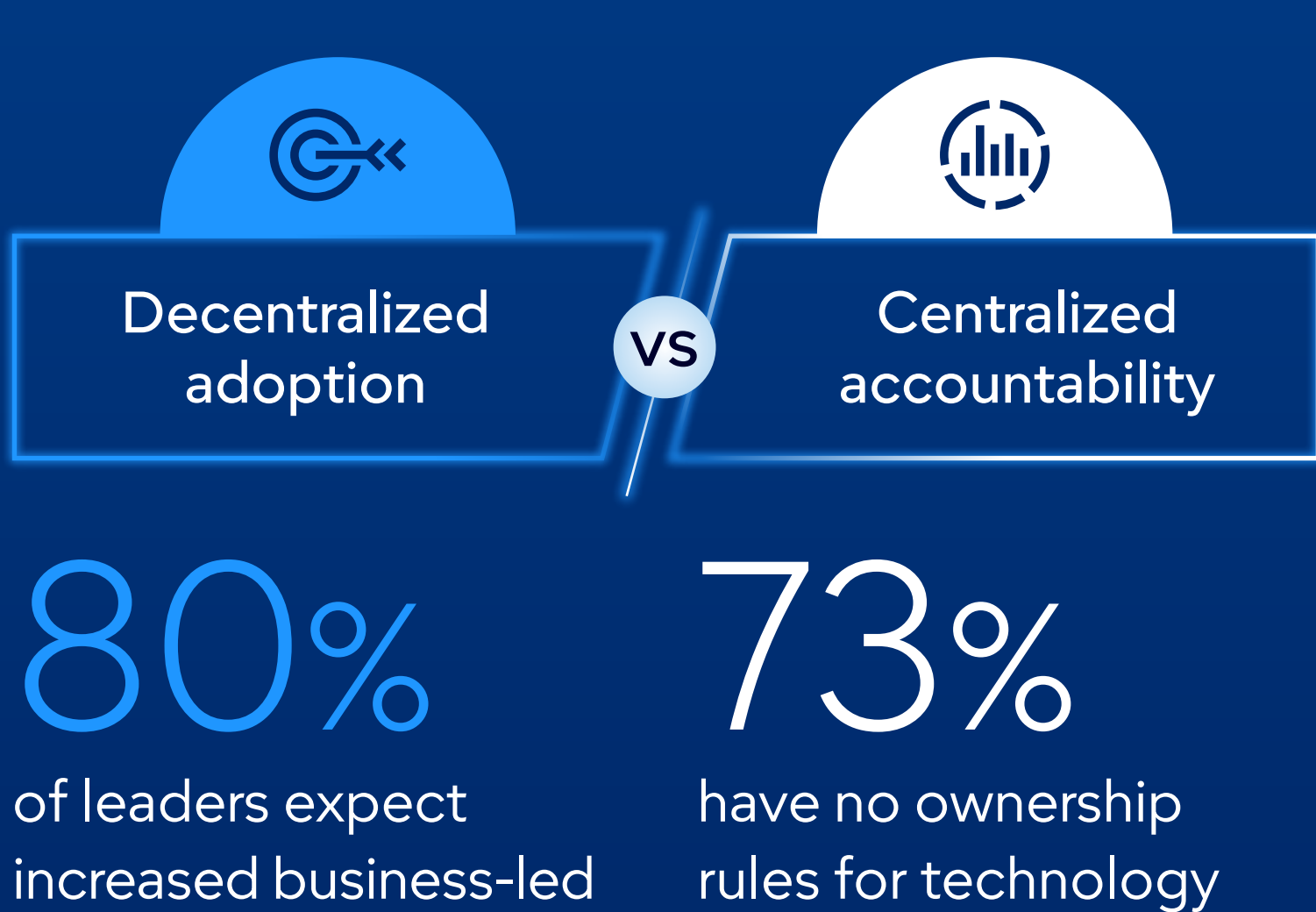
Disconnect 1

Organizations are increasing AI investments at a pace far beyond projected budget growth.



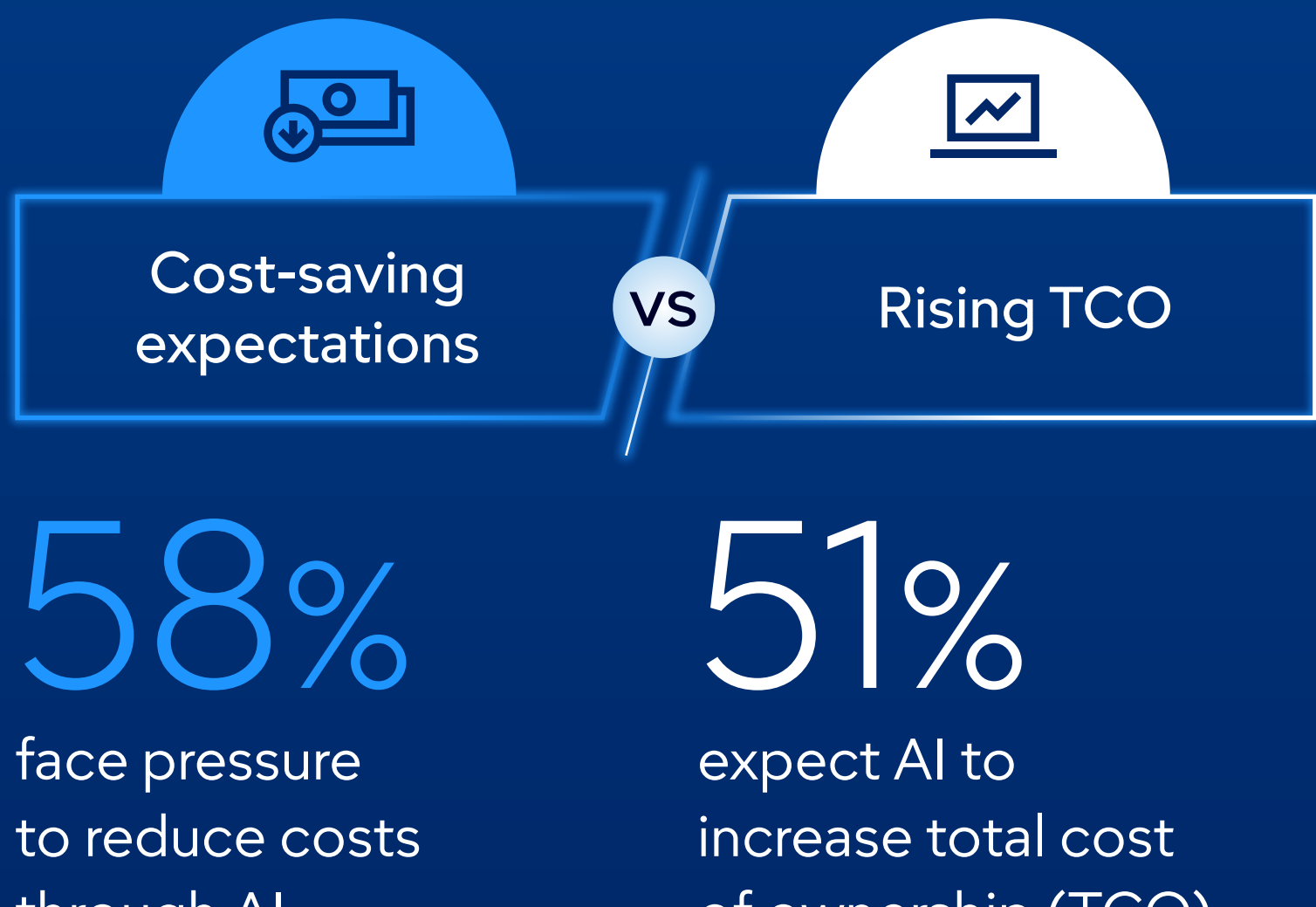
Disconnect 2

AI is accelerating technology development, but governance and accountability often remain centralized.



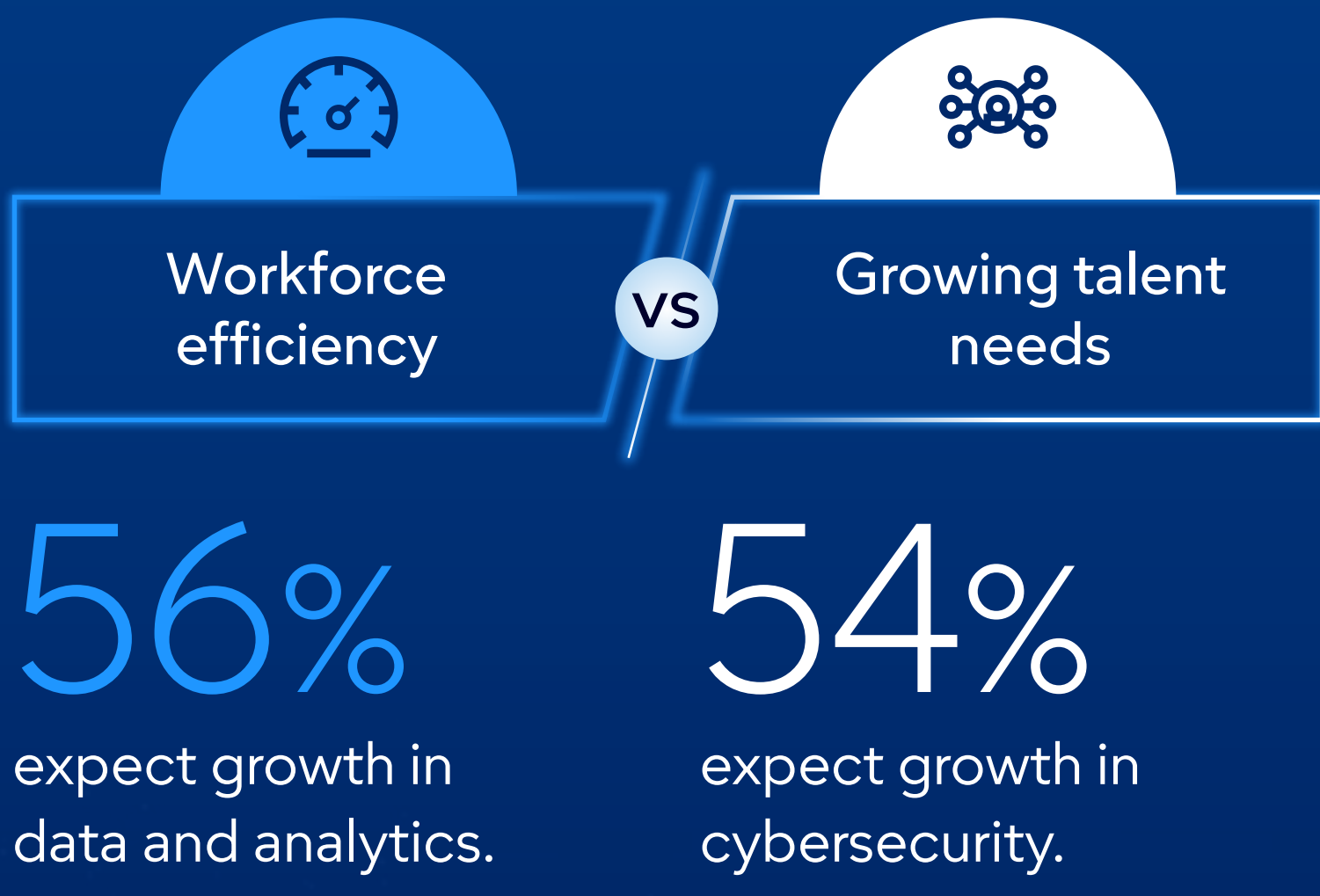
Disconnect 3

Executives expect AI-driven savings, but many organizations anticipate rising technology costs.



Disconnect 4

Organizations expect productivity gains while demand for AI-related talent continues to grow.



The AI Vanguard bridge

The AI Vanguard bridges critical disconnects through three foundational practices. These practices can help your organization improve investment discipline and cost transparency, accelerate value realization, improve AI ROI and build a more adaptive, AI-ready workforce.



Govern AI economics

Vanguard organizations create the financial foundation needed to scale AI responsibly by focusing on:

- Shared accountability for AI investments
- Cost allocation and ownership models
- AI funding and governance
- Visibility into AI consumption



Build a quit-and-redirect discipline

Vanguard organizations focus resources on initiatives most likely to deliver value by focusing on:

- Business-ready opportunities
- Clearly defined success metrics
- Scale, reset or stop decisions
- Reallocation of resources



Expand what humans do

Vanguard organizations redesign work, roles and skills around human-AI collaboration with a focus on:

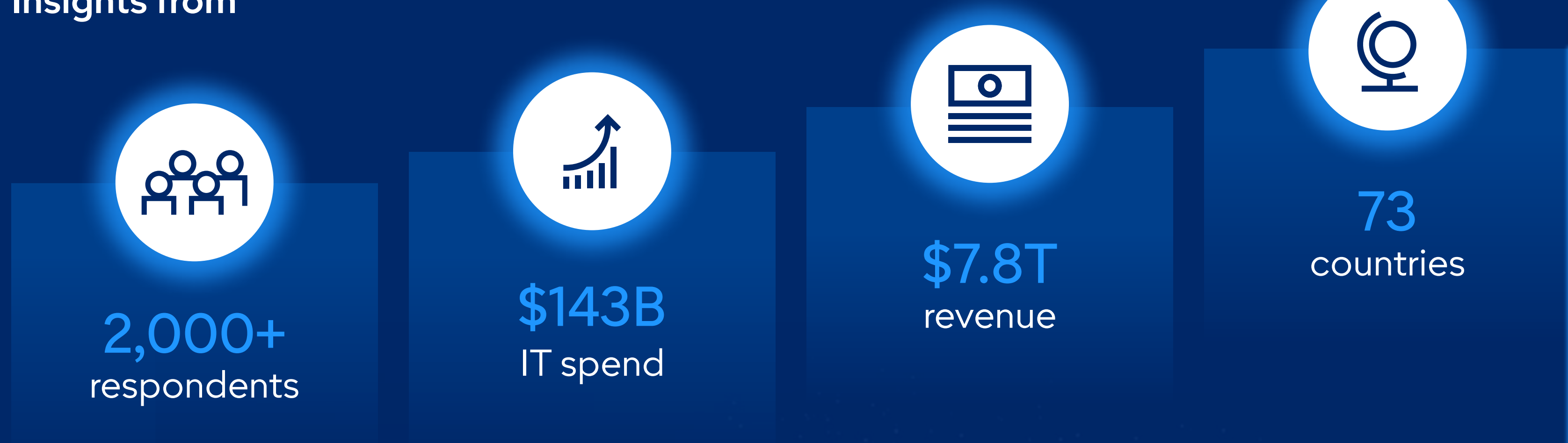
- Workforce transformation
- Human judgment and critical thinking
- Role redesign
- AI-enabled workflows

About the CIO Agenda

Our annual CIO and Technology Executive Survey (CIO Survey) is the largest of its kind in the world, revealing the top priorities and initiatives of your CIO peers for the coming year.

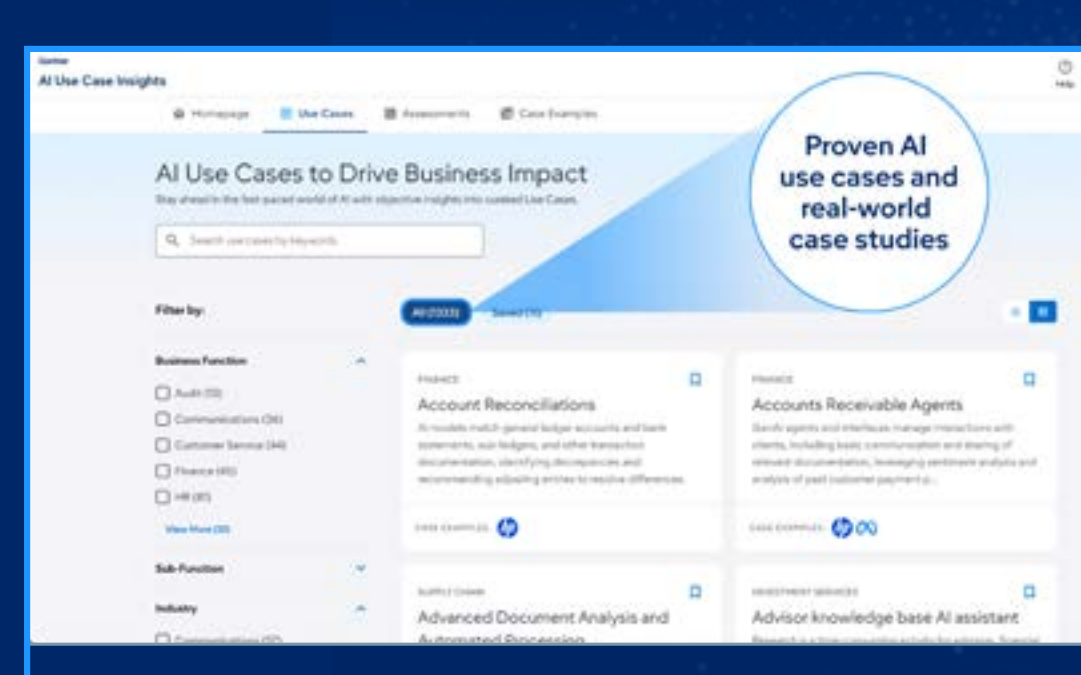
The 2027 CIO Agenda will help you navigate change in technology leadership, build stronger support for executive and technology users — both within and beyond IT — and advance your own career.

Insights from



Actionable, objective insights

Put the full suite of conference insights to work with practical tools and research designed to help CIOs prioritize AI investments, accelerate value realization and lead through change.



Build good AI momentum, not just more AI activity. The **Gartner AI Use Case Insights Tool** helps CIOs evaluate more than 500 AI use cases, assess feasibility and business impact, and prioritize the initiatives most likely to compound value while minimizing risk.



Get a data-driven view of the trends, risks and decisions shaping the **CIO Agenda** with actionable recommendations to plan confidently for 2027 and beyond.



Understand the forces reshaping the CIO role and discover strategies to lead through disruption, manage competing priorities and maximize technology's business impact.

How Gartner helps CIOs and their teams navigate AI and human readiness

- Insights, tools and diagnostics** ↗
Make informed investment decisions and drive stronger IT outcomes.
- Expert guidance** ↗
Participate in one-on-one analyst and Executive Partner sessions for personalized recommendations.
- Premier events** ↗
Accelerate your transformation journey with exclusive events built for CIOs.
- Peer Community** ↗
Join 100,000+ CIOs and technology leaders for real-time discussions, peer insights and more.

The 2027 CIO imperative

Investing in AI is no longer the question. The challenge now is closing the gap between AI ambition and measurable business outcomes.

Organizations that govern AI economics, redirect investment toward proven value and redesign work for a human-AI workforce will be best positioned to realize measurable value from AI in 2027 and beyond.

Discover how Gartner can help your organization turn AI ambition into real business outcomes.

[Get Started](#)