

2025 CIO Agenda for Spain and Portugal: Insights for Strategic Planning

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Initiatives: [CIO and Technology Executive Agenda Resource Center](#)

This presentation provides valuable insights from the 2025 Gartner CIO and Technology Executive Survey. CIOs in Spain and Portugal can learn how their peers manage strategic business, technical and leadership priorities to maximize value from digital investments.

The 2025 Gartner CIO and Technology Executive Survey results for Spain and Portugal indicate that CIOs in these countries are getting better at converting digital investments into business value. In particular, 91% of enterprises meet or exceed CEO expectations regarding ensuring compliance and minimizing risks through technology; 83% have made human capital more effective through technology. However, a third of enterprises still struggle to meet or exceed CEO expectations in digital investments for customer/citizen experience and for optimizing the company assets. ¹

CIOs in Spain and Portugal are increasingly prioritizing sharing technology leadership responsibilities with other CxOs — a fundamental lever for success in their digital initiatives. However, enabling an enterprisewide workforce that contributes to building digital solutions together with IT — the other fundamental lever — remains a very low priority. This hinders value realization and delays the transformation of CIOs from technology operators to enterprise orchestrators.

Digital vanguard CIOs and CxOs distinguish themselves from other executive leaders because they pull the two fundamental levers mentioned above. In other words, they co-own (meaning co-lead, co-deliver and co-govern) digital delivery end to end. However, only 13% of CIOs in Spain and Portugal are part of the digital vanguard (compared to the global average of 17%). ¹

To learn more about digital vanguard CIOs and CxOs, see [2025 CIO and Technology Executive Agenda: Grow The Digital Vanguard](#).

Evidence

2024 Gartner Corporate-Business Alignment Survey. This survey was conducted to investigate the extent to which CxOs outside of IT (business unit or P&L leaders and heads of corporate functions) co-lead digital delivery with their CIOs and the support they expect from their corporate functions (IT, human resources, finance, procurement, legal and compliance) to maximize the value from their investments in digital technologies. The research was conducted online from 20 February through 7 April 2024. In total, 508 respondents were interviewed in their native languages across North America (n = 185; the U.S. and Canada), Europe (n = 141; the U.K., Belgium, France, Germany, Italy, Portugal and Spain), Asia/Pacific (n = 121; Australia, Hong Kong, India, Japan, New Zealand and Singapore) and Latin America (n= 61; Argentina, Brazil, Chile and Mexico). Qualifying organizations reported enterprisewide annual revenue of at least \$50 million or equivalent. Qualifying respondents were leaders of either a business unit (70% of the responses) or a corporate function (30% of the responses) and were members of senior management or above the midlevel management level. Disclaimer: Results of this survey do not represent global findings or the market as a whole, but reflect the sentiments of the respondents and companies surveyed.

2023 Gartner Strengthening CxO Digital Leadership Survey. This survey was conducted to investigate how CxOs outside of IT take on digital leadership and execution responsibilities, the extent to which they resource digital initiatives, and how they and their teams collaborate with their CIOs and IT departments. The research was conducted online from 22 February through 28 April 2023. In total, 618 respondents were interviewed in their native language across North America (n = 303; the U.S. and Canada), Latin America (n = 68; Brazil and Mexico), Western Europe (n = 145; the U.K., Spain, Germany, France, the Netherlands, Portugal, Belgium, Denmark, Finland and Luxembourg) and Asia/Pacific (n = 102; Australia, New Zealand, China, Hong Kong, India, Taiwan and Singapore). Qualifying organizations reported enterprisewide annual revenue for fiscal year 2022 of at least \$50 million or equivalent. Qualified participants had a role tied to a business unit (43% of respondents) or a corporate function (57% of respondents) and were members of senior management or above the midlevel management level (with 71% of respondents reporting to a CEO). Disclaimer: Results of this survey do not represent global findings or the market as a whole, but reflect the sentiments of the respondents and companies surveyed.

¹ **2025 Gartner CIO and Technology Executive Survey.** This survey tracked how senior IT leaders worldwide prioritize strategic business, technical and management objectives. It was conducted online from 1 May through 28 June 2024. The survey includes respondents who lead an IT function, with a total of 3,186 CIOs and technology executives participating, including 183 respondents from Spain and Portugal. The survey participants are representative of various geographies, revenue bands and industry sectors, including both public and private organizations. Disclaimer: The results of the survey do not represent global findings or the market as a whole, but reflect the sentiments of the respondents and companies surveyed.

Recommended by the Authors

Some documents may not be available as part of your current Gartner subscription.

[2025 CIO and Technology Executive Agenda: Grow The Digital Vanguard](#)

[CIOs' Guide to Franchise Digital Delivery to Maximize Business Outcomes](#)

[Case Study: Enable and Scale GenAI Experiments With Verizon's Platform Strategy](#)

[Driving Digital Transformation: Teach for America's Framework for Managing Fusion Teams](#)

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