THE
OUTSOURCING
REPORT

Wipfli research report reveals key findings and future trends

WIPFLI

Outsourcing unveiled: Insights and trends from Wipfli's research report

Perspective changes everything — and it's a major reason why organizations outsource critical business functions and roles. To gain a comprehensive understanding of outsourcing trends, Wipfli surveyed 360 C-suite leaders about their experiences and attitudes around outsourcing.

This report delves into how companies decide to outsource, who they choose as partners and the benefits they aim to achieve. Our findings provide a clear view of how forward-thinking leaders are leveraging outsourcing to tap into deeper talent pools, fresh perspectives and innovative capabilities.

While many see outsourcing as a strategic advantage, some view it with caution. Concerns about quality, security and commitment can create hesitation. This report addresses these challenges, offering solutions to overcome them and demonstrating how successful outsourcing can be.

In this report, you'll discover:

- The motivations behind outsourcing and the critical expertise companies seek.
- The selection criteria for outsourced partners, including industry expertise, data privacy and cost considerations.
- The barriers to outsourcing and solutions for overcoming them.
- The evolving landscape of outsourcing, including the growing interest in executive-level outsourcing.

Through detailed data and insightful analysis, Wipfli offers valuable guidance for organizations considering outsourcing as a strategy to enhance efficiency, innovation and focus on core business functions. Explore how top leaders are making outsourcing decisions that drive success and competitive advantage while navigating potential concerns.

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Executive summary

Instead of doing "more with less," some companies are doing "more with more." Outsourcing has become a popular tactic to stretch dollars and close persistent talent gaps.

Wipfli surveyed 360 C-suite leaders to understand their experiences and attitudes around outsourcing. Nearly three-quarters of our panel outsourced business functions or executive roles. Of those, 78% had outsourced work in the last six months.

The right help at the right time

Leaders told us they outsourced to gain critical expertise and access to advanced technologies and new tools. They used outsourcing to increase efficiency and "hit the ground running" on initiatives. And they wanted the freedom to focus on core functions. All while saving money.

360 C-suite leaders surveyed

78% outsourced work in the past six months

More with more, indeed.

Even with high expectations, 93% of the organizations that outsourced reported a positive experience. Respondents repeatedly told us that outsourcing saved time and money, and some even said it lowered their stress.

And more companies plan to outsource soon. Over 40% of "non-outsourcers" said they're considering it within the next 12 months.

Key findings

72% have outsourced work.

81% who have outsourced said the CEO made the decision.

93% who have outsourced are satisfied with their experience.

92% who have outsourced say access to expertise is a key decision driver.

The decision to outsource

Decisions to outsource typically come from the top. About 81% of respondents said the CEO was the primary decision-maker in the outsourcing conversation. Chief financial officers also weighed heavily into the decision.

Leaders said they pursued outsourcing to gain advantages they couldn't capture alone. Access to expertise was the leading factor, especially among organizations that outsourced technology-related work.

Respondents wanted the ability to hand off non-core functions so they could focus on strategic objectives. Technology was another major draw. Leaders pursued outsourcing to access more advanced technology and tools, pick up efficiency and lower costs.

Picking the right partner

Leaders also shared insights into their selection process. When searching for an outsourced partner, they prioritized three traits: industry expertise, data privacy and security practices, and cost.

- **Industry expertise** was the most frequently cited factor in hiring decisions. Leaders want experienced and highly skilled workers, even if only temporarily. They want outsourced workers who can add value to the company, lead projects, fill specialized roles and cover critical talent gaps.

- **Data privacy and security** was a close second for two reasons, summarized as "offense" and "defense." Leaders need help navigating new digital opportunities, such as generative artificial intelligence, and to combat emerging cyber threats. Outsourced partners also need up-to-date privacy and security practices to govern their work so outsourcing doesn't introduce risk.

Top decision drivers of those who have outsourced

92% Access to expertise

86% Allows us to focus on core functions

84% Access to advanced tech, tools

Factors in hiring outsourcing provider:

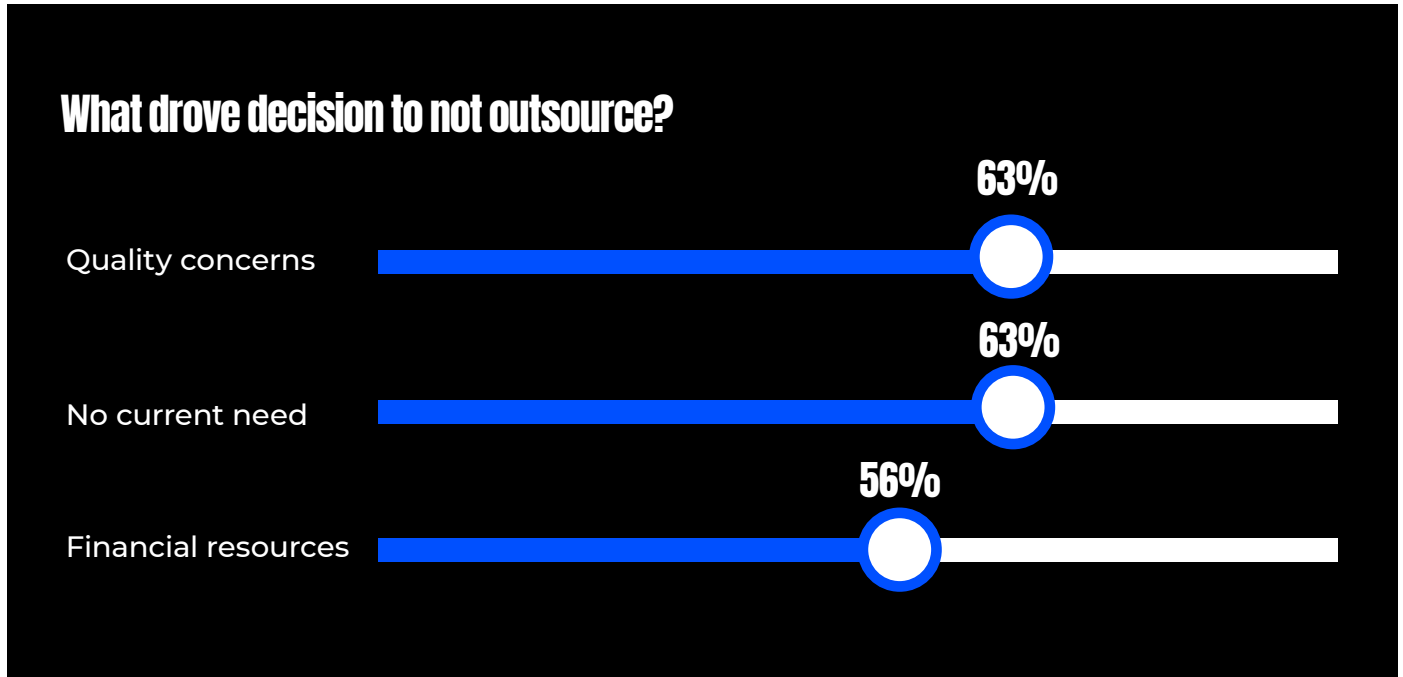**89%** Experience in our industry

84% Data privacy, security

76% Cost savings

- **Cost** rounded out the top three factors that influenced provider selection.Leaders want to add consistent, top-tier expertise without the overhead costs associated with full-time employees. They view outsourcing as a way to stabilize labor costs, even as low employment rates and inflation contribute to higher wages.

Barriers to outsourcing

In our survey, cost showed up as a benefit and a barrier to outsourcing. Among the holdouts — the companies that have not outsourced yet — 56% said they don't outsource because they lack financial resources. Likewise, nearly two-thirds of non-outsourcers cited quality concerns. These leaders hesitate to put important business matters, such as financial data, into outsiders' hands. And they worry that outsourced talent won't share their passion or commitment to the job.

What drove decision to not outsource?

Quality concerns	63%
No current need	63%
Financial resources	56%

"We needed a *proven partner* as we are small but global and can't spend time on non-core functions."

— CEO of a financial services company

The outsourcing experience

About 72% of the companies we surveyed have outsourced. Among those, nearly half outsourced finance and accounting and technology. More than a third outsourced HR-related work.

Companies in the retail, technology and manufacturing and distribution industries leveraged outsourcing more than other industries. For example, 84% of retail companies have outsourced, compared to only 65% of healthcare organizations.

Companies that are on the fence about outsourcing, listen up: 93% of leaders who outsourced were satisfied with the experience. Four positive themes rose to the top. Leaders said outsourcing saved time, saved money, lowered their stress and allowed them to focus on core business priorities.

Voices of experience

Respondents also shared important lessons learned. They said communication and goal alignment were crucial for successful partnerships and outcomes. They recommended creating an onboarding process

to shorten the learning curve for external providers. Some leaders suggested starting with a short contract to test the relationship and help ensure costs or savings match the projections.

Top functions and roles outsourced
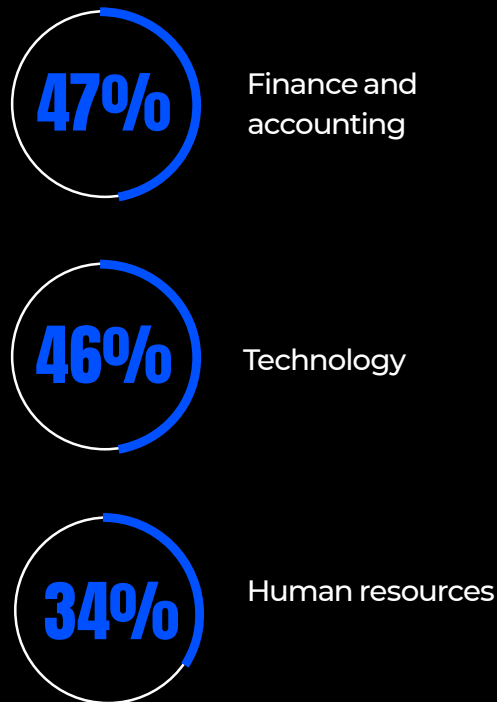
47% Finance and accounting

46% Technology

34% Human resources

"The experience has been ***seamless*** and ***engaging.*** It has helped fill important skill gaps in our company and has also let us focus more on core strategic objectives."

— CIO of a manufacturing and distribution company

"I was able to ***cut costs and streamline operations*** by outsourcing some of the duties that are typically performed in house."

— CFO of a technology company

"To begin it was a challenge. After some time of dialing in and adjusting, then ***everything became very smooth***."

— CEO of a technology company

"I gained access to ***innovative solutions*** and ***best practices*** and mitigated risks and liabilities."

— CEO of a retail business

Roadblocks and solutions

When working lean isn't getting things done — or allowing the company to grow — outsourcing is a viable option. Almost three-quarters of respondents have leveraged outside talent in their operations, and the vast majority have been happy with the experience.

But for those who aren't ready to outsource, quality and security concerns rank among the top reasons.

Decision drivers of those who didn't outsource:

63%
quality concerns

53%
concerned about data

36%
worried about communications

The majority of concerns can be overcome with careful planning. To start:

1 ## Name your headaches.

Take stock of problem areas and nightmare tasks. If payroll consistently runs late or a KPI is always in the red, ask why. If the issue is bandwidth or there's a tool or talent deficit, outsourcing may be a way out.

2 ## Check your job postings.

Roles that are hard to fill or have frequent turnover may benefit from a steady outsourcing relationship. It may even be cheaper to outsource those functions, once you factor in recruitment and training costs, plus the productivity loss you experience when positions are vacant.

3 ## Take inventory.

Objectively assess the capabilities you have today — and what you need to fulfill strategic ambitions. If you don't have the people, skills or technology (and your people aren't passionate about growing in those areas), it's smart to ask for help. Your other option might be getting left behind.

4 ## Pick a project.

When an initiative needs attention, other priorities fall by the wayside. But do they have to? Consider bringing in an outside partner to lead short-term projects or take the reins when your team's attention is focused elsewhere. Short-term engagements can become test cases for a bigger relationship.

5 ## Be clear and specific.

Do you need "brains" to do strategic thinking and planning, or more hands to do the work? Decide what you want from an outsourcing relationship upfront so it can guide your selection process. Create a list of requirements and be clear about service expectations, such as response time. Establish a process and schedule for sharing feedback to ensure quality expectations are met.

6 ## Keep an open mind.

Fresh insights and feedback can be hard to hear — but that's what you're paying for. Give your outsourced partner the freedom to respectfully challenge assumptions, stimulate innovation and help you pursue new opportunities.

7 ## Create your outsourcing model.

Almost any business function or role can be outsourced. If it's a distraction from your primary business, take it off your plate. You can outsource full-time support for any level or role, fractional support or entire functions. As your business grows, you should be able to adjust the level of service you need, without the constraints of hiring and training new staff.

The future of outsourcing

Today, companies are much more likely to outsource business functions than executive roles, such as their CFO or COO. But we expect that to change.

Baby boomers' retirements are projected to create massive talent shortages. And younger generations of workers aren't "lifers." They crave variety and flexibility, which means they're not amassing specific, specialized skills. Over time, outsourced providers could become more valuable in executive capacities, where expertise and experience are imperative.

In our survey, respondents named some of the most important C-suite functions:

- Financial analysis
- Strategic and operational planning
- Cash flow forecasting
- Security architecture
- Risk management

These are not easy tasks – or low risk. The people who translate strategy into tactics must be equipped for the job. If those capabilities aren't being developed adequately in house, they should be acquired.

Companies cannot survive widespread talent shortages (or other emerging challenges) without strong leadership at the top. Organizations need to get creative to protect their C-suite talent and prevent critical talent gaps.

Some companies have already warmed up to the idea. About 34% of respondents said they were likely to outsource their CTO within the next 12 months, and around 30% said the same for CISO and CIO positions.

Leaders recognized the need for more technological savvy in their C-suites to address security and risk management, develop strategies for digital transformation and leverage new technologies.

If your organization has a strategic weak spot, the decision to outsource at the executive level can be simple. You need the best people in the most important roles. Period.

And outsourcing likely will be the best way to access higher-value talent in an increasingly competitive world and a shrinking talent pool.

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Appendix

We surveyed 360 respondents. Here is a breakdown on their industries:

Percentages may not equal 100% due to rounding.

What industry do you work in?

Industry	Percentage
Manufacturing and distribution	20%
Technology	16%
Construction/real estate	15%
Retail	12%
Financial services	10%
Healthcare	9%
General office	5%
Nonprofit/government/education	5%
Legal	1%
Professional services	1%
Accounting	1%
Automotive	1%
Law	1%
Personal services	1%
Other responses	6%
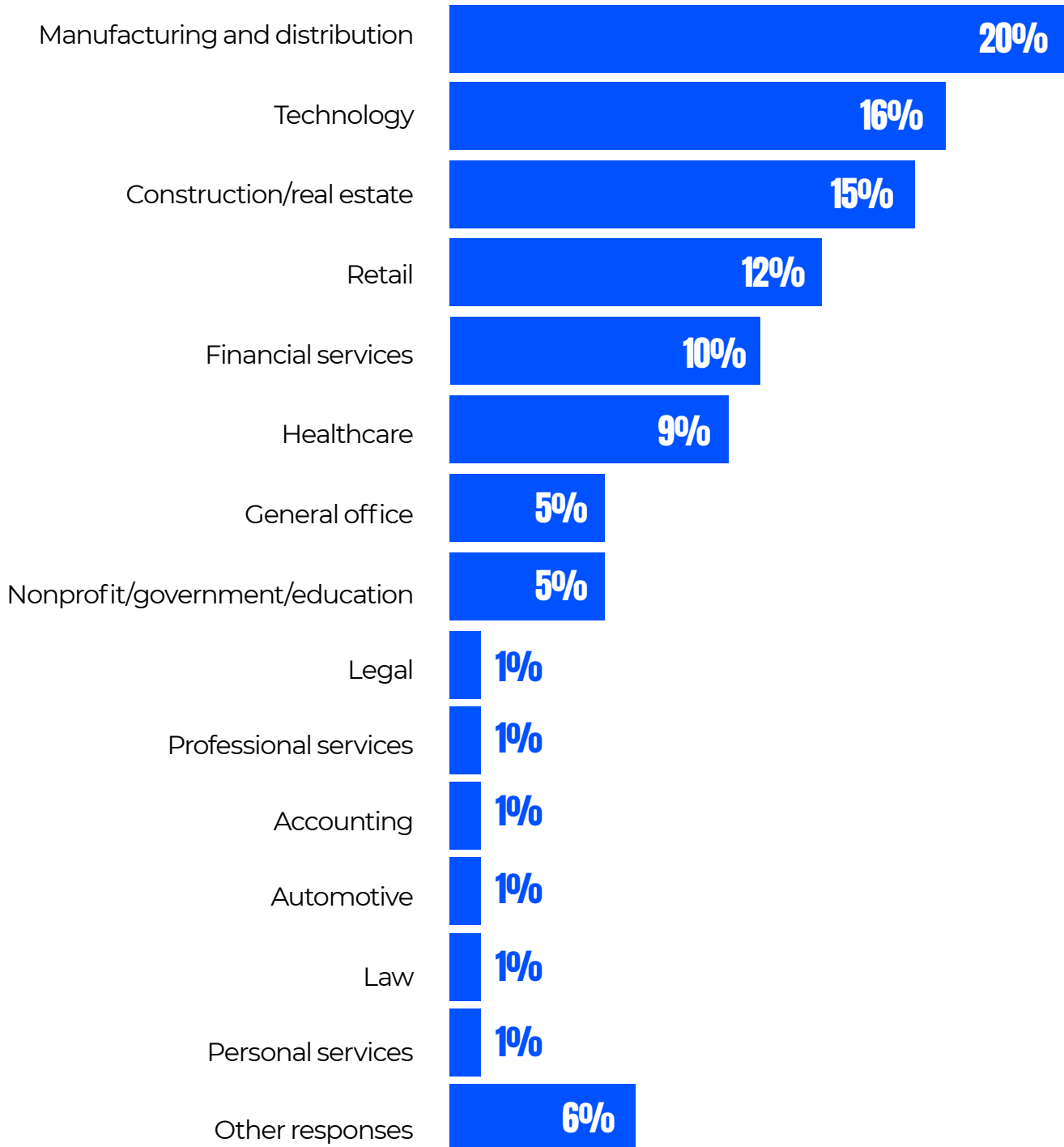
Which of the following best describes your role?

Role	Percentage
CEO	44%
CFO	14%
Executive director	9%
CTO	7%
CIO	6%
COO	5%
CHRO	4%
CISO	2%
Board president	1%
Other*	8%
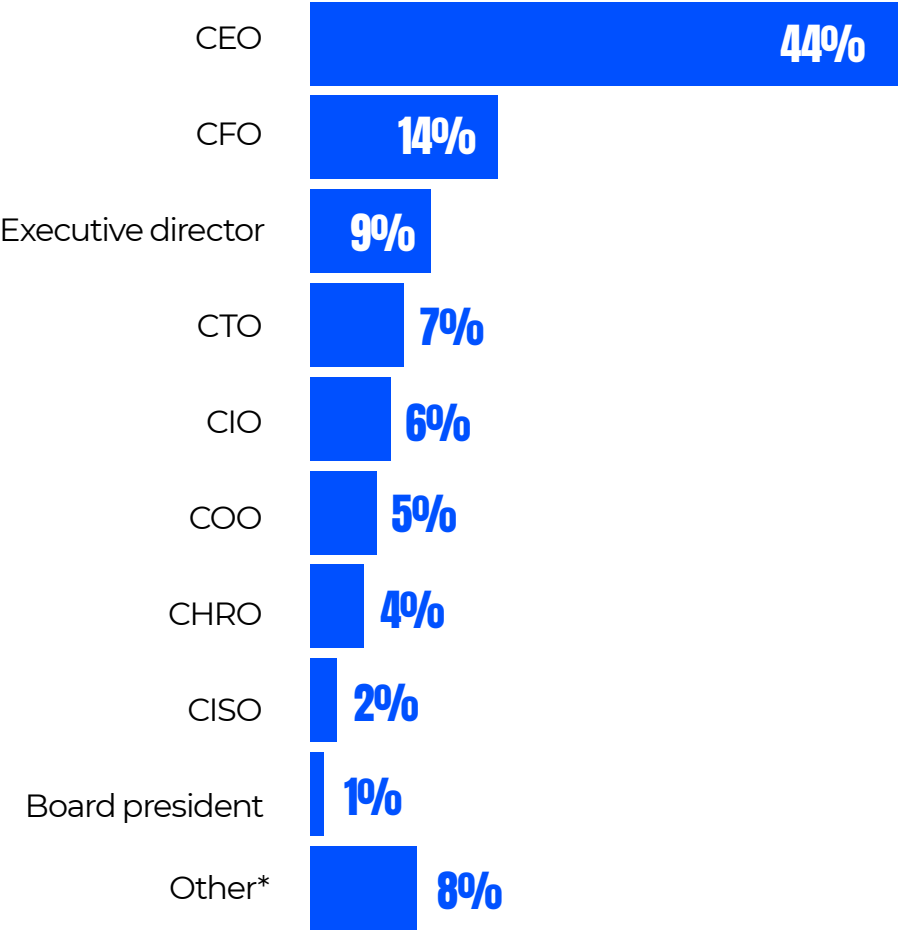
*Other responses included titles such as owner, partner and similar C-suite titles.

Have you outsourced any key roles (C-suite) or functions (i.e., payroll, accounting, cybersecurity) at your organization?

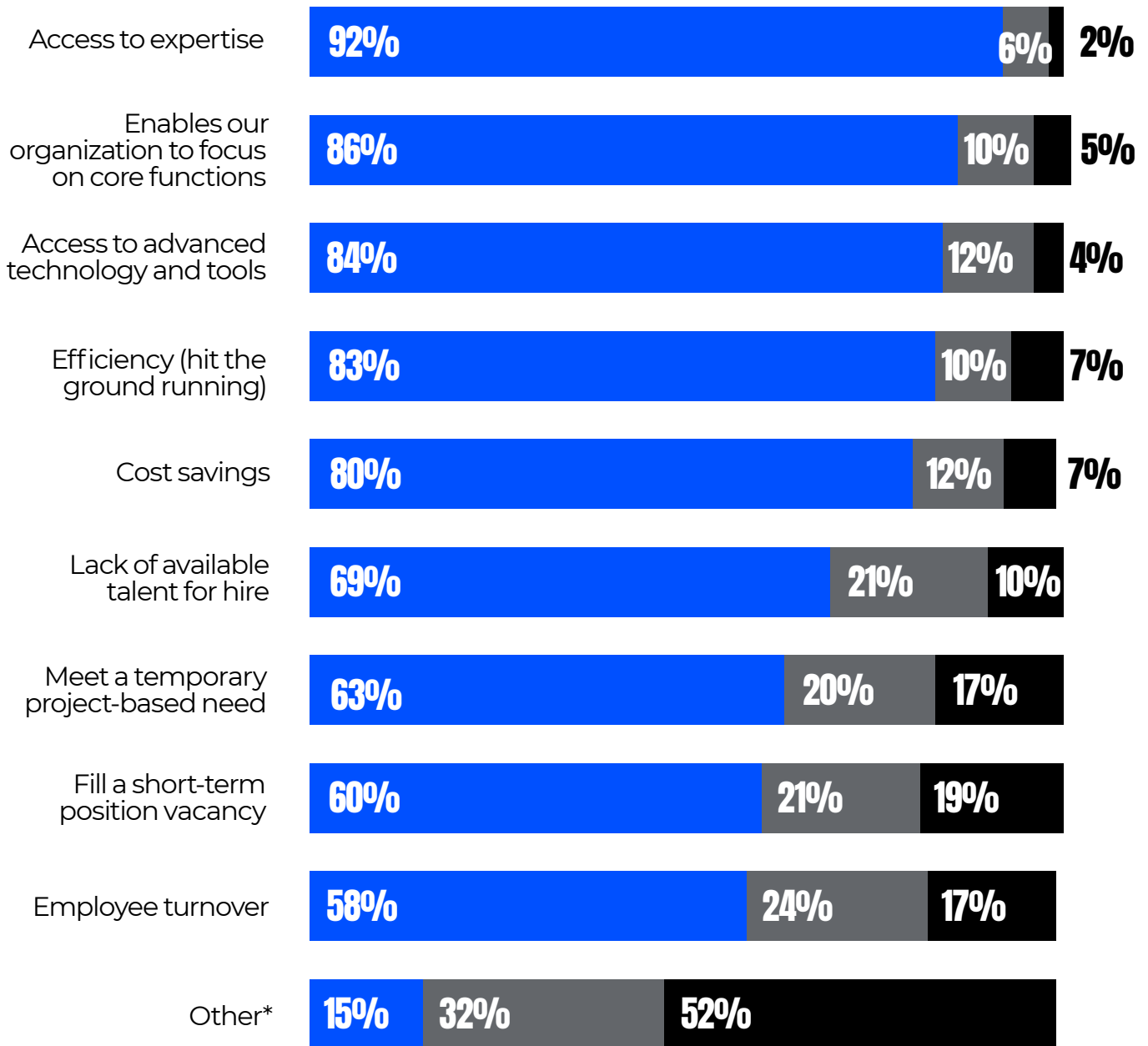| Response	Percentage
Yes	72%
No	28%

How important were the following factors in your decision to outsource?

(Asked of those that answered "yes" to Q3.)

| Factor	Very important	Neutral	Not important
Access to expertise	92%	6%	2%
Enables our organization to focus on core functions	86%	10%	5%
Access to advanced technology and tools	84%	12%	4%
Efficiency (hit the ground running)	83%	10%	7%
Cost savings	80%	12%	7%
Lack of available talent for hire	69%	21%	10%
Meet a temporary project-based need	63%	20%	17%
Fill a short-term position vacancy	60%	21%	19%
Employee turnover	58%	24%	17%
Other*	15%	32%	52%

- Very important
- Neutral
- Not important

*Other responses include issues related to remote work, costs/expenses, security and talent availability.

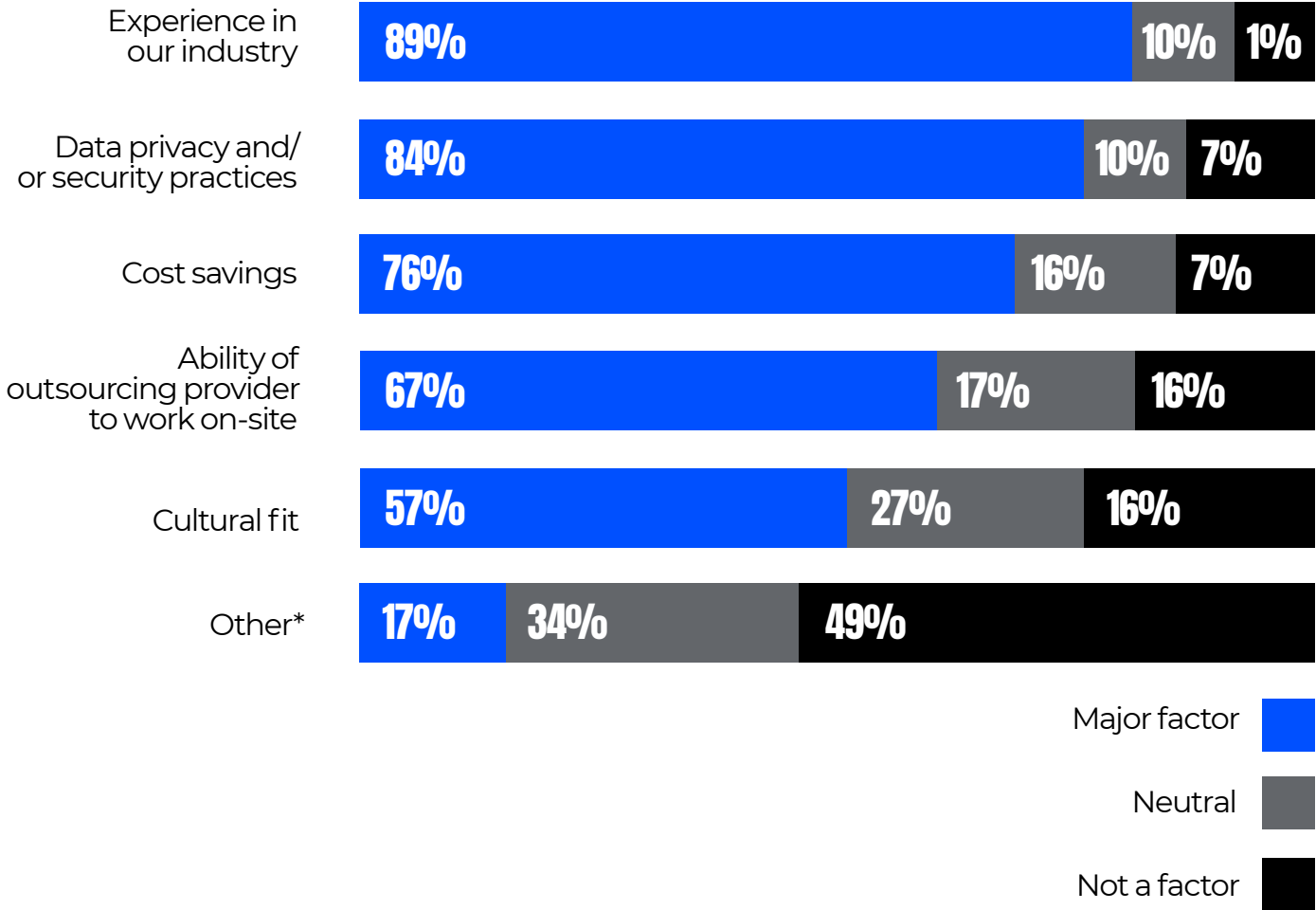# When is the last time you engaged with an outsourcing services provider?

(Asked of those that answered "yes" to Q3.)

In the last 6 months	**78%**
6-12 months ago	**14%**
1 to 2 years ago	**7%**
2+ years ago	**1%**
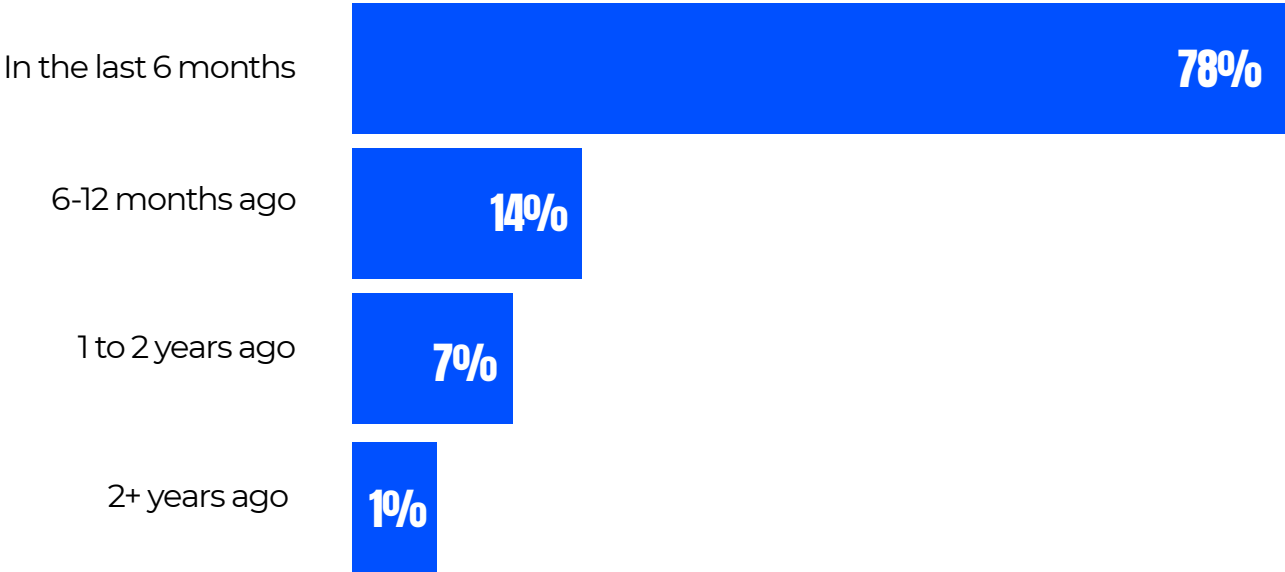
How did the following items factor into who you hired as your outsourcing provider?

(Asked of those that answered "yes" to Q3.)

	Major factor	Neutral	Not a factor
Experience in our industry	89%	10%	1%
Data privacy and/ or security practices	84%	10%	7%
Cost savings	76%	16%	7%
Ability of outsourcing provider to work on-site	67%	17%	16%
Cultural fit	57%	27%	16%
Other*	17%	34%	49%

■ Major factor
■ Neutral
■ Not a factor

Other responses included comments on availability, quality, cost and ability to communicate in a timely fashion.

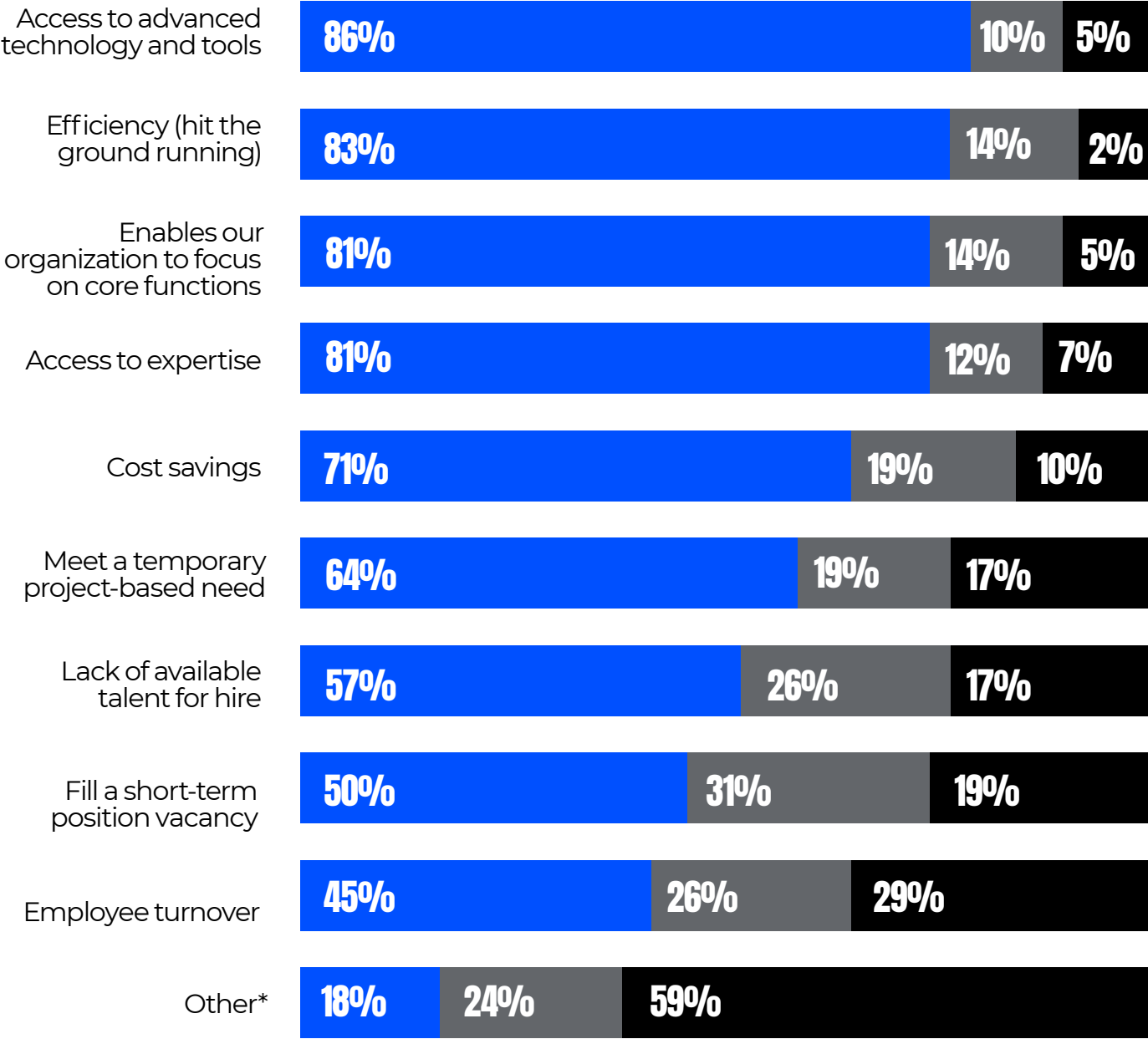# Are you considering outsourcing in the next 12 months?

(Asked of those that answered "No" to Q3.)

Yes	42%
No	58%

What are the most important factors that will drive your decision to outsource in the next 12 months?
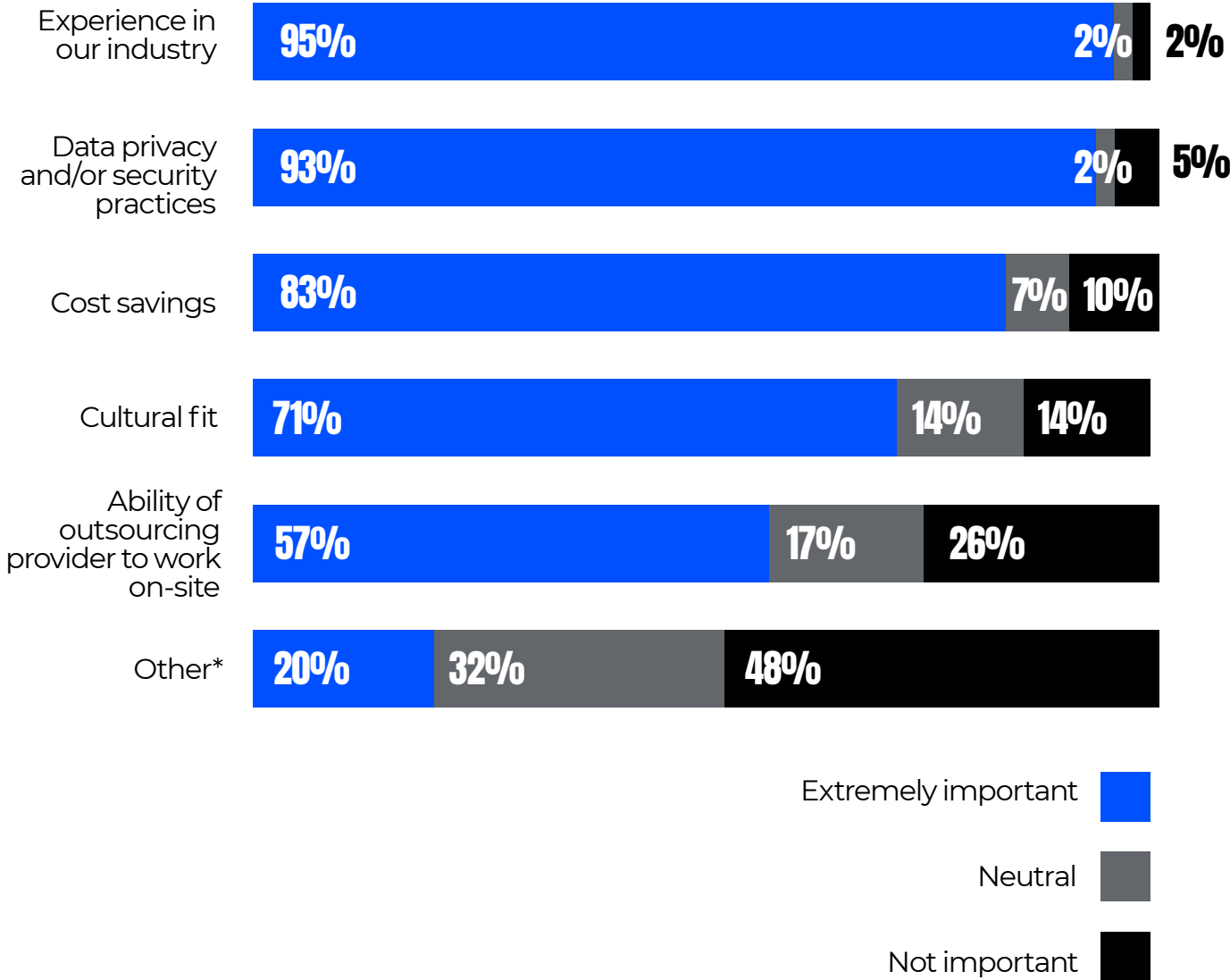
(Asked of those that answered "yes" to Q8.)

Factor	Extremely important	Neutral	Not important
Access to advanced technology and tools	86%	10%	5%
Efficiency (hit the ground running)	83%	14%	2%
Enables our organization to focus on core functions	81%	14%	5%
Access to expertise	81%	12%	7%
Cost savings	71%	19%	10%
Meet a temporary project-based need	64%	19%	17%
Lack of available talent for hire	57%	26%	17%
Fill a short-term position vacancy	50%	31%	19%
Employee turnover	45%	26%	29%
Other*	18%	24%	59%

*Other responses included supply chain and recruiting.

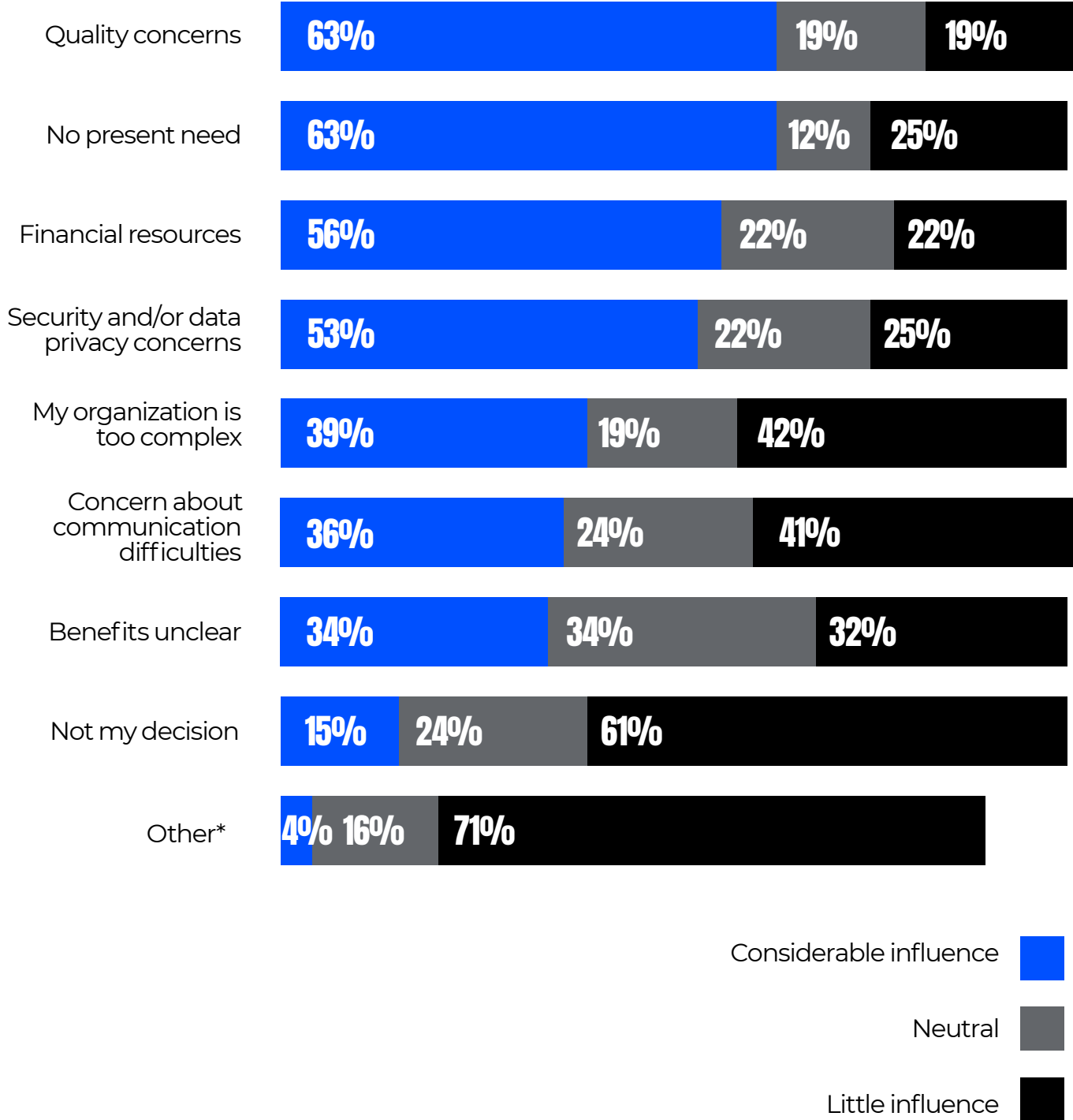# How will the following items factor into who you hire as your outsourcing provider?

(Asked of those that answered "yes" to Q8.)

	Extremely important	Neutral	Not important
Experience in our industry	95%	2%	2%
Data privacy and/or security practices	93%	2%	5%
Cost savings	83%	7%	10%
Cultural fit	71%	14%	14%
Ability of outsourcing provider to work on-site	57%	17%	26%
Other*	20%	32%	48%

- Extremely important
- Neutral
- Not important

*Other responses included reliability and confidence.

How have the following factors influenced your decision to keep key/ roles functions in house rather than outsource?
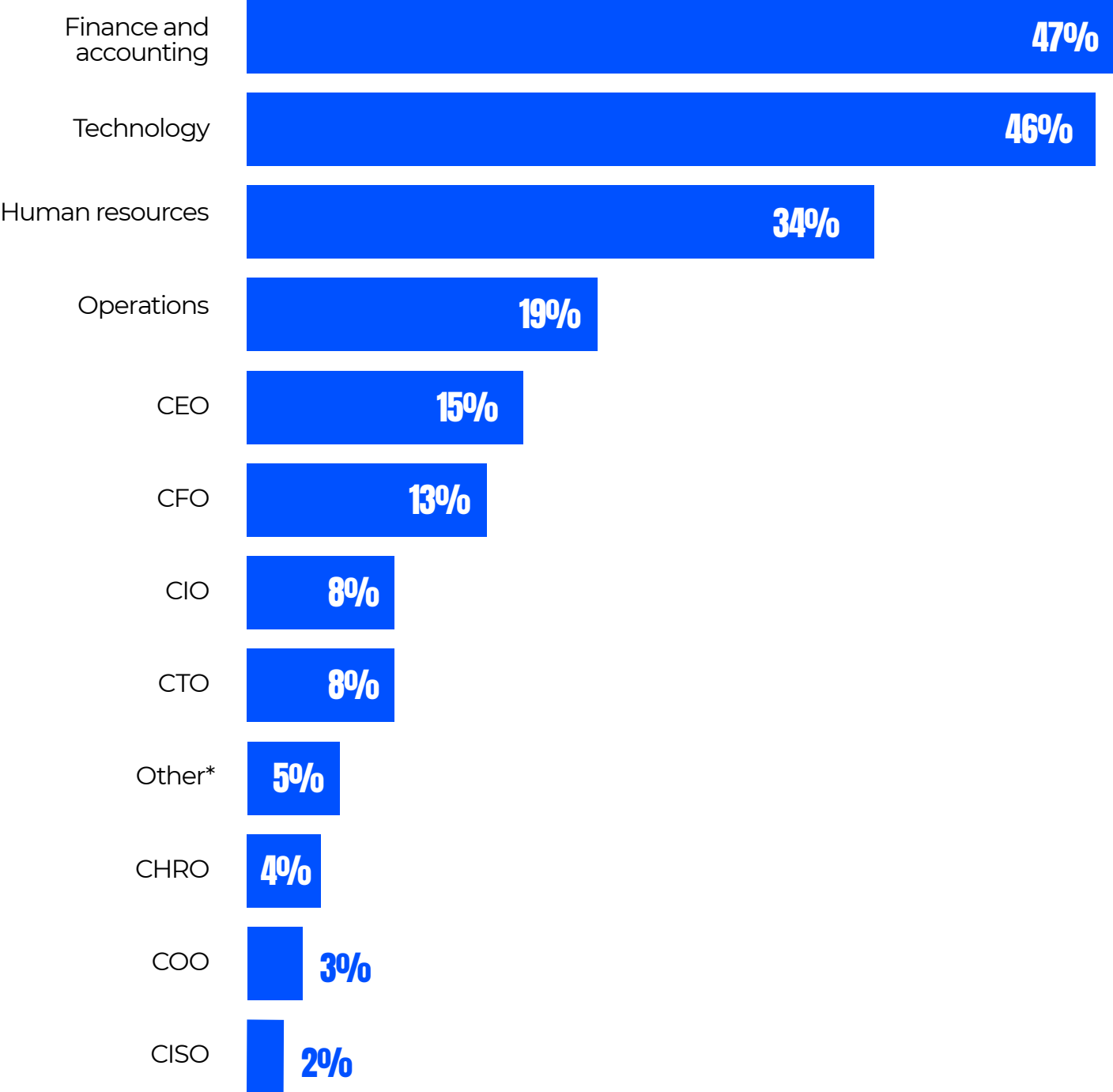
(Asked of those that answered "no" to Q8.)

Factor	Considerable influence	Neutral	Little influence
Quality concerns	63%	19%	19%
No present need	63%	12%	25%
Financial resources	56%	22%	22%
Security and/or data privacy concerns	53%	22%	25%
My organization is too complex	39%	19%	42%
Concern about communication difficulties	36%	24%	41%
Benefits unclear	34%	34%	32%
Not my decision	15%	24%	61%
Other*	4%	16%	71%

Considerable influence

Neutral

Little influence

Other responses include unsure of ROI or if a new tool needs expertise.

# Which functions and/or roles did you outsource? (Select all that apply.)

(Asked of those that answered "yes" to Q3.)

Function/Role	Percentage
Finance and accounting	47%
Technology	46%
Human resources	34%
Operations	19%
CEO	15%
CFO	13%
CIO	8%
CTO	8%
Other*	5%
CHRO	4%
COO	3%
CISO	2%

Other responses included marketing and industry-specific financial/accounting support.

Who were the primary decision makers at your organization involved in the decision to outsource the above functions and/or roles?

(Asked of those that answered "Yes" to Q3.)

CEO	81%
CFO	33%
COO	21%
CTO	20%
CIO	19%
CHRO	14%
CISO	6%
Other*	1%
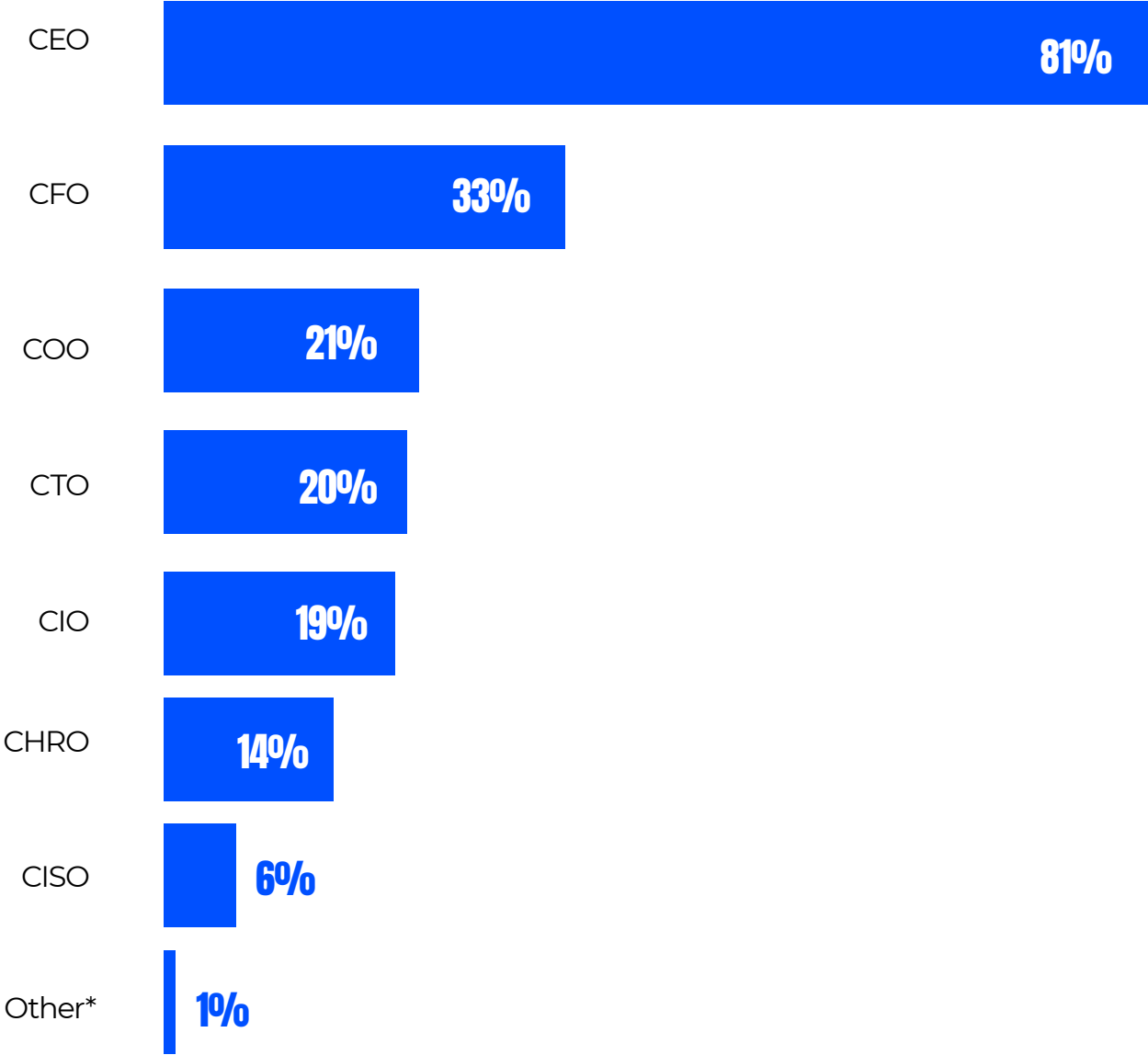
*Other responses included HR and owners.

Overall, how satisfied are you with your outsourcing experience(s)?

Please rate on a scale of 1-5 with 1 being "Not satisfied " and 5 being "Extremely satisfied." (Asked of those that answered "Yes" to Q3.)

6%

1%

93%
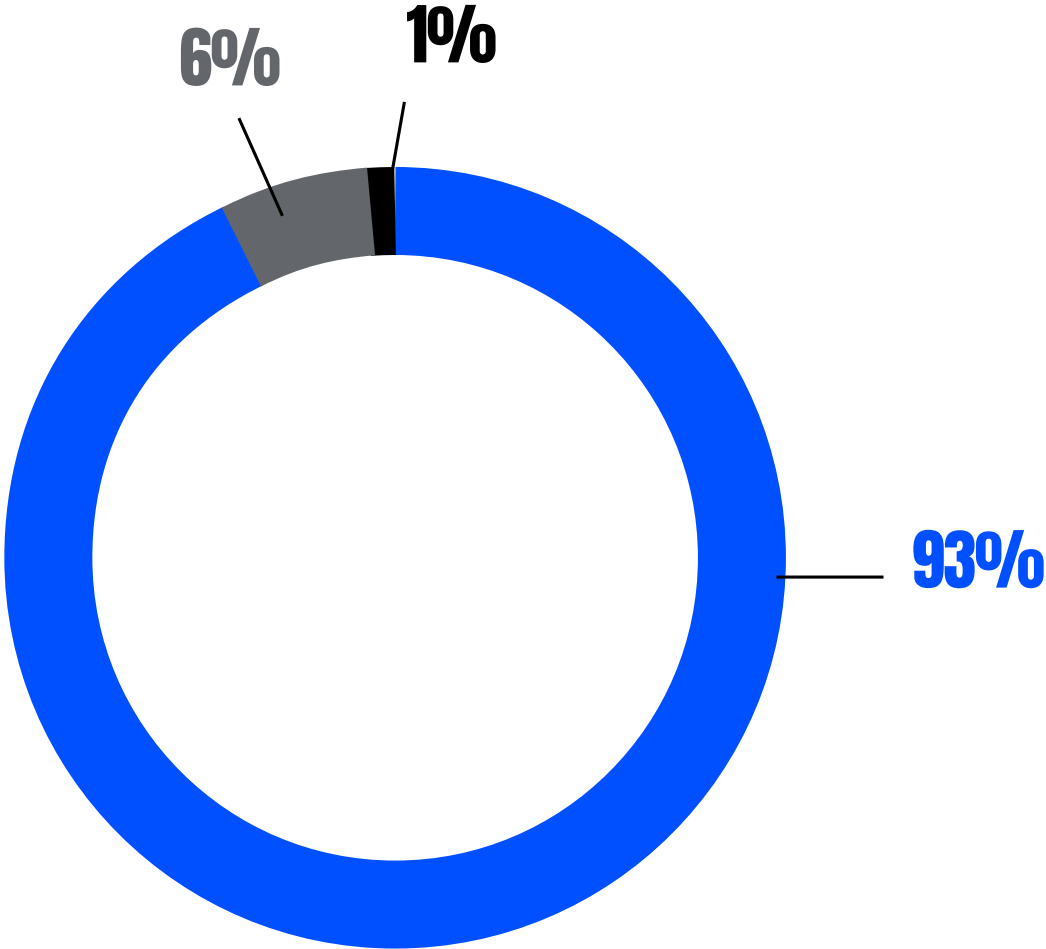
Very satisfied

Neutral

Not satisfied

Please share any comments you have related to your experience.

Vast majority of responses were positive with the following benefits cited most often:

- Efficient/time-saver
- Cost savings
- Allows us to focus on the core business
- Stress reducer

Key quotes:

"The experience has been seamless and engaging. It has helped fill important skill gaps in our company and has also let us focus more on core strategic objectives."

— CIO, MRD

"I was able to cut costs and streamline operations by outsourcing some of the duties that are typically performed in house."

— CFO, Tech

"We needed a proven partner as we are small but global and can't spend time on non-core functions."

— CEO, FS

All responses

"All payroll and tax functions were outsourced, and it has been excellent for our operation."

"I gain access to innovative solutions and best practices to mitigate risks and liabilities."

"Billing for a law firm is a process. We were trying to test out various resources for our accounting needs. This was one option. It was successful, however, not by keeping and utilizing this particular option but by giving us time to test out software programs, which we have now implemented and are very satisfied with. So it was a win win."

"I have been employed as a chief technology officer for more than 10 years now and have worked with several companies and gained a lot of experience."

"Excellent experience."

"I have experienced outsourcing many times and it is never easier the more that I do it."

"Everything we have outsourced has added more value to the company as whole."

"I have got a very good experience with outsourcing systems. I can make a good profit with this system as well."

"Expensive."

"I noticed that getting the best employees. You need to get the ones that love their work or the goals of the company."

"Finding the right organization at the right price is a challenge. Starting with a short contract at first is important."

"We would definitely outsource again, if needed, based on our experience with these two particular persons. We needed both of them and were stuck without them."

"Getting any outsourcing going is a major issue with consistent process improvement."

"I think it's a clear case of getting what you pay for. The flexibility is great, but it takes a bit more hand holding than I would have liked."

"Good experience, meets the conditions and suits the company's goals."

"I was able to cut costs and streamline operations by outsourcing some of the duties that are typically performed in house."

"Good expertise."

"I was able to find accomplished support through Indeed and Glassdoor."

"Great and reliable service. I'm very satisfied with it."

"I was happy to outsource some of the responsibilities and allow us more time to focus on other jobs."

"Great investment allows for more income and great turnover."

"I would rather a company besides mine do my hiring for me. It really eases my stress level so much."

"Great time and costs savings."

"I'm very satisfied with outsourcing because it's effective and efficient."

"Help save money."

"Improve quality and accuracy of outsourced tasks."

"Helps with efficiency in temp projects."

"It allowed us to quickly get up and running without making any mistakes and focus on our core competencies."

"High level of partnership and problem solving."

"It is innovative and very powerful."

"I am satisfied with the services."

"It is sometimes stressful."

"I am so delighted with my current outsourced service provider."

"It make processes easier to achieve."

"I am very satisfied with the quality of the provider."

"It saved us in a tough situation for long enough until we could resolve the issue."
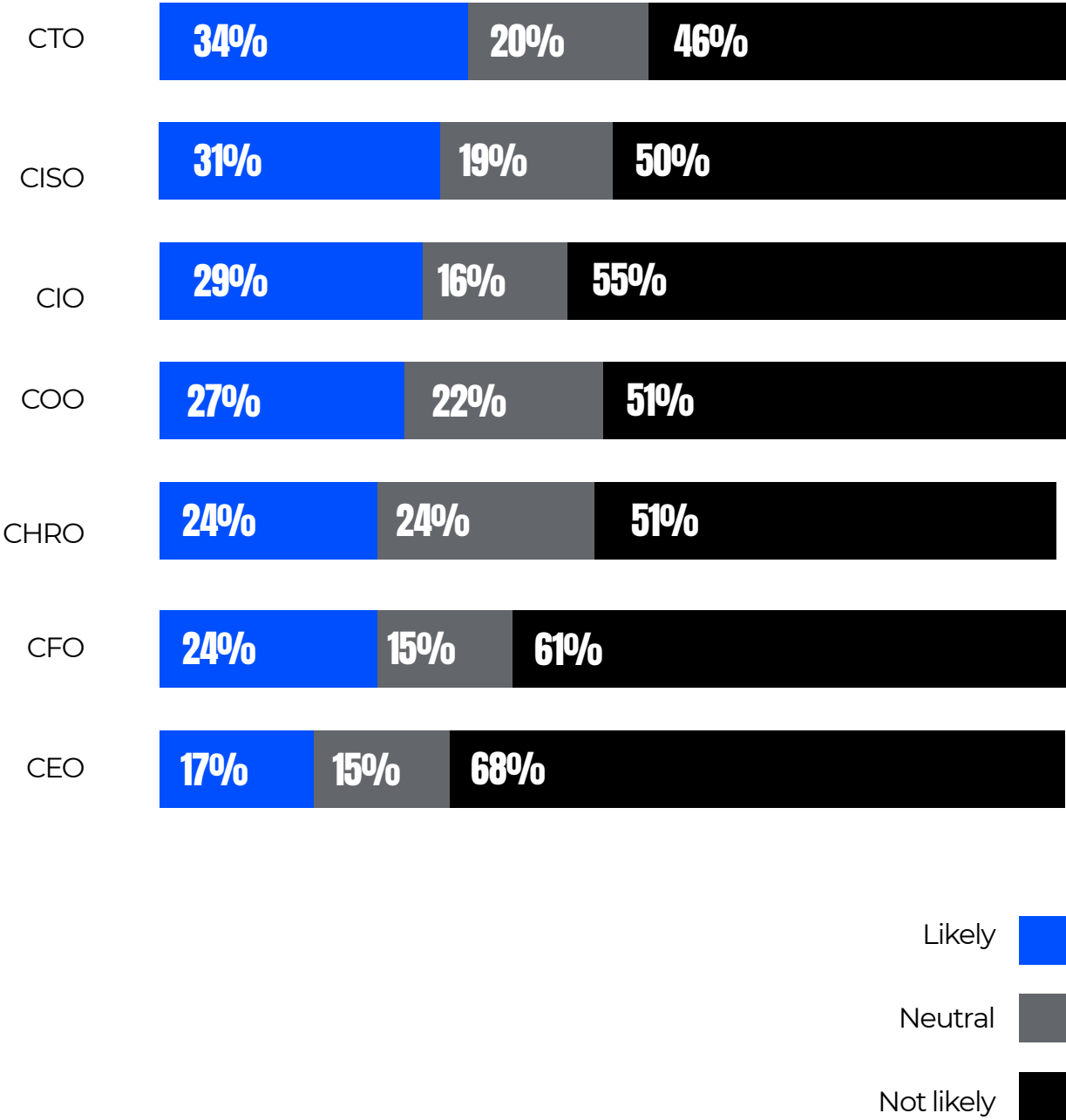
"It was a good choice."	"Love the ones that we use."
"It was a helpful action."	"Manageable."
"It was a smooth experience."	"Most of the resources were highly skilled and professional, while there were some that did not meet expectations and caused delays."
"It was a very economical savings and lets us focus more on our actual business."	"My experience was good at work, the tools and requirements at work and the company, everything was understood and proficient in implementing operations."
"It was a very good experience; it was cost effective and efficient."	"My experience was overall pretty good; the outsourced tasks were completed with minimal issues or delays."
"It was efficient."	"My experience with outsourcing these various roles has been predominantly positive and has made a great impact on my business."
"It was necessary."	"Not ideal, but it serves a purpose."
"It was okay."	"Not really a good idea I think to turn your cash flow over to someone you don't know."
"It was really good experience; it really helped my company in many ways possible."	"Offer very good and reliable service for my company."
"It was very helpful to use an outsourcing services provider"	"Outsource both payroll system and IT Infrastructure, both are good fits and meet our needs."
"It worked well for my company."	"Outsourcing was adequate. Mostly satisfactory. We did have one key issue which led to us parting ways with the first persons to fill the roles."
"It's been nothing but great so far, but I think there is always room for improvement."	"Outsourcing our payroll has led to much more efficient and on-time paychecks for all employees."
"It's been really easy outsourcing the areas that need to be outsourced."	"Outsourcing some of my accounting has been a real time and money saving investment."
"It's hard to find people who are adequately trained for a lot of our positions. It makes it hard."	"Outsourcing was effective as a time and productivity tool."
"It's been a rough challenge, but I think we finally came to some kind of middle ground trying to find help that we need."	"Outsourcing will grow given today's woke, WFH and population loss trends."
"Its great and makes our work more efficient."	"Payroll is the only one outsourced currently. The core and 24X7 monitoring are in process."
"It's high quality and unique."	"Pluses and minuses, but overall satisfied as recruitment for these roles were challenging."
"It's was difficult, with economic issues and the pandemic."	"Quality assurance and quality employees."

"Salesforce is a great company to outsource and upgrade efficiency."	"To begin it was a challenge; after some time of dialing in and adjusting then everything became very smooth."
"Satisfactory."	"To outsource our HR, we had to move payroll from in house to a provider, which has not been a problem."
"Sometime outsourcing works, sometimes it feels like a financial rollercoaster."	"Unfortunately, these were necessary steps in order to cut cost and grow profits."
"Sometimes hiring externally to the degree of what you need internally is necessary."	"Very easy."
"Sometimes there is a language barrier working with foreign developers."	"Very expensive, both installers and payroll provider."
"The company needed payroll assistance and updating the technology system and I was satisfied with the results."	"We are more efficient and can focus more independently on other internal activity."
"The experience has been seamless and engaging. It has helped fill important skills gaps in our company and has also let us focus more on core strategic objectives."	"We had a great experience. It took a load off top management."
"The experience was easy, and I found a good source to deal with; I found many options and compared between different services. I used websites to find the best companies and best offers."	"We have a six and half year experience with our billing and collecting contractor, and our level of service has consistently been satisfactory."
"The individual sold themselves as an expert with our accounting software, yet it turned out they were not and needed lots of training to figure out how to do even the most basic operations. It was a very poor experience."	"We outsourced some data technology systems to come teach us how to use them better."
"The people that we outsource to were very efficient. They really fit in well with the culture of the corporation."	"We were happy with the speed and fit she made for us."
"The remote work setup for the accounting functions outsourced created some confusion with the contractor's staff even though the contractor has experience working remote and doing the same work contracted."	"We've used the same company to outsource many times and have had a positive experience thus far."
"The value of risk management and mitigation is something that I have learned through my experience in the construction industry."	"Well, since I've been outsourcing my payroll and technology services, it has made it a lot easier on me."
"They have been very efficient, affordable and timely."	"We've had to outsource when looking for employees as we've had some who lacked the experience we were looking for. As well as for payroll."
"They were very knowledgeable of our industry. Their data security was superb. The reps were very responsive to our request for further training."	"We've outsourced numerous functions, most have worked extremely well; however, technology and accounting outsourcing did not."

"When outsourcing these roles, I had a good experience, and the work that was provided was high quality. The price savings was somewhat less than projected."

"Wonderful tools to help us continue to advance while growing so we didn't have to slow down."

"When outsourcing, we find the best expertise we can, but the culture and vision of their company aligning with ours is invaluable."

"Would be nice to have more local options."

"Sometime outsourcing works, sometimes it feels like a financial rollercoaster."

"I feel they should do more. In fact they just manage the ADP payment company."

"It takes stress out of my day."

"I feel it has been a great benefit to our company."

"It stressful but manageable to work as a multitasker."

"I believe that outsourcing is a good fit for our company."

"It saved us time. We were able to put employees in other duties and it was cost saving."

"Outsourcing has streamlined operations, but communication and goal alignment are crucial for successful partnerships and outcomes."

"It works most of the time, but not everyone is as good as a person that knows my company."

"It's really fast and easy."

"Product is good, the delivery is slow."

"Just makes us way more efficient."

"Resource was not used effectively because of poor on-boarding processes at the time."

"The experience was smooth, we made use of an outsourcing agency and they helped make the process seamless. So all we just had to do was access the potential employees and make our decision."

"We needed a proven partner as we are small but global and can't spend time on non-core functions."

"The provider has security measures to protect company information."

How likely are you to outsource the following roles in the next 12 months?

(Asked of those that answered "Yes" to Q8.)

Role	Likely	Neutral	Not likely
CTO	34%	20%	46%
CISO	31%	19%	50%
CIO	29%	16%	55%
COO	27%	22%	51%
CHRO	24%	24%	51%
CFO	24%	15%	61%
CEO	17%	15%	68%

Legend:
- ■ Likely (blue)
- ■ Neutral (gray)
- ■ Not likely (black)

In your opinion, what are the MOST important functions an outsourced CFO should provide? (Select no more than three.)

(Asked of those that answered "COO" or "CEO" to Q1.)

Provide financial analysis and strategic planning	69%
Analyze cash flow forecasting with management	64%
Create key performance indicators	44%
Evaluate margins and cost drivers by product	38%
Create and oversee action plans to address budget gaps	36%
Benchmark to understand how the organization is performing compared to industry averages	20%
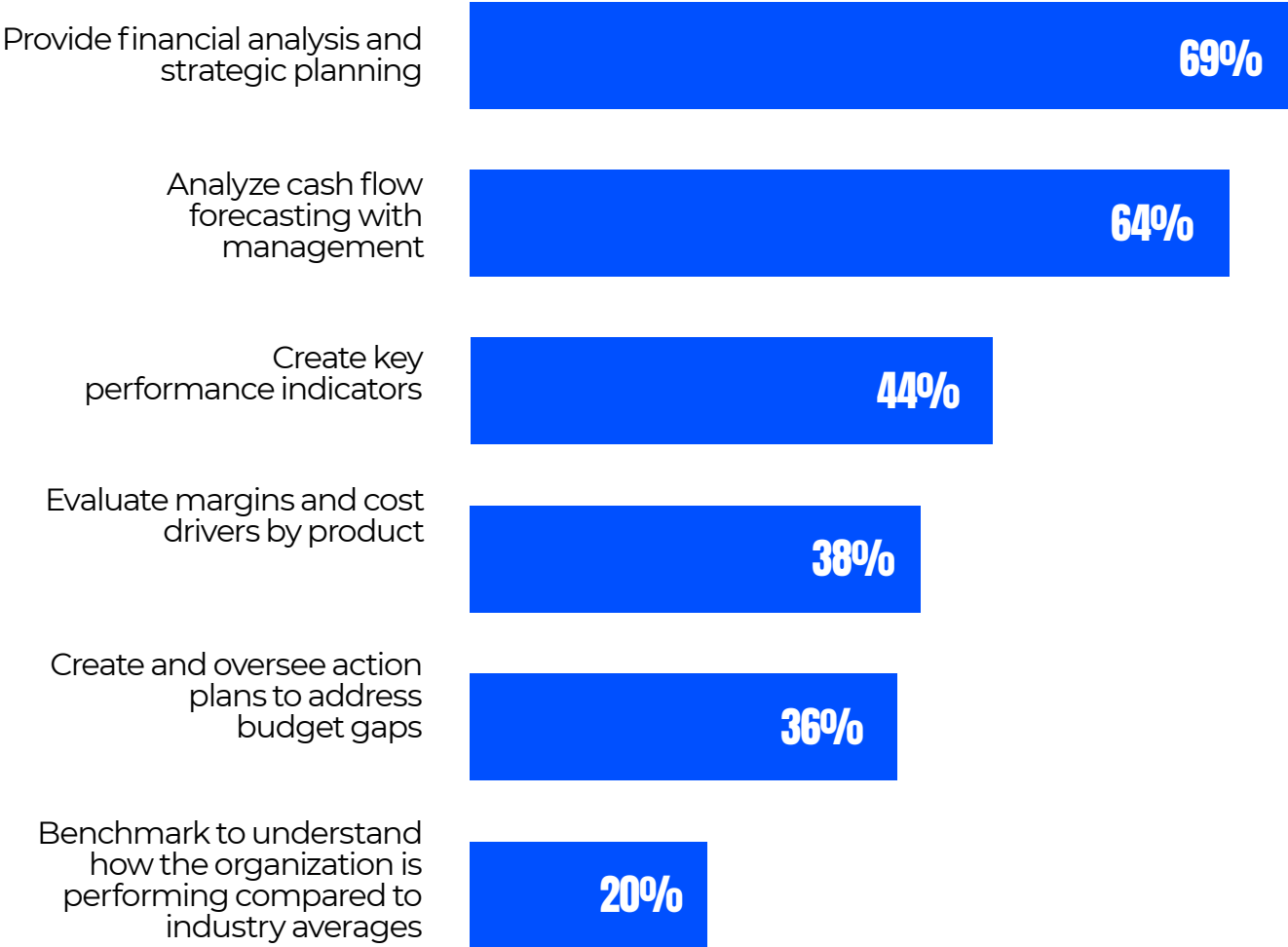
In your opinion, what are the MOST important functions an outsourced CIO should provide? (Select no more than three.)

(Asked of those that answered "COO" or "CEO" to Q1.)

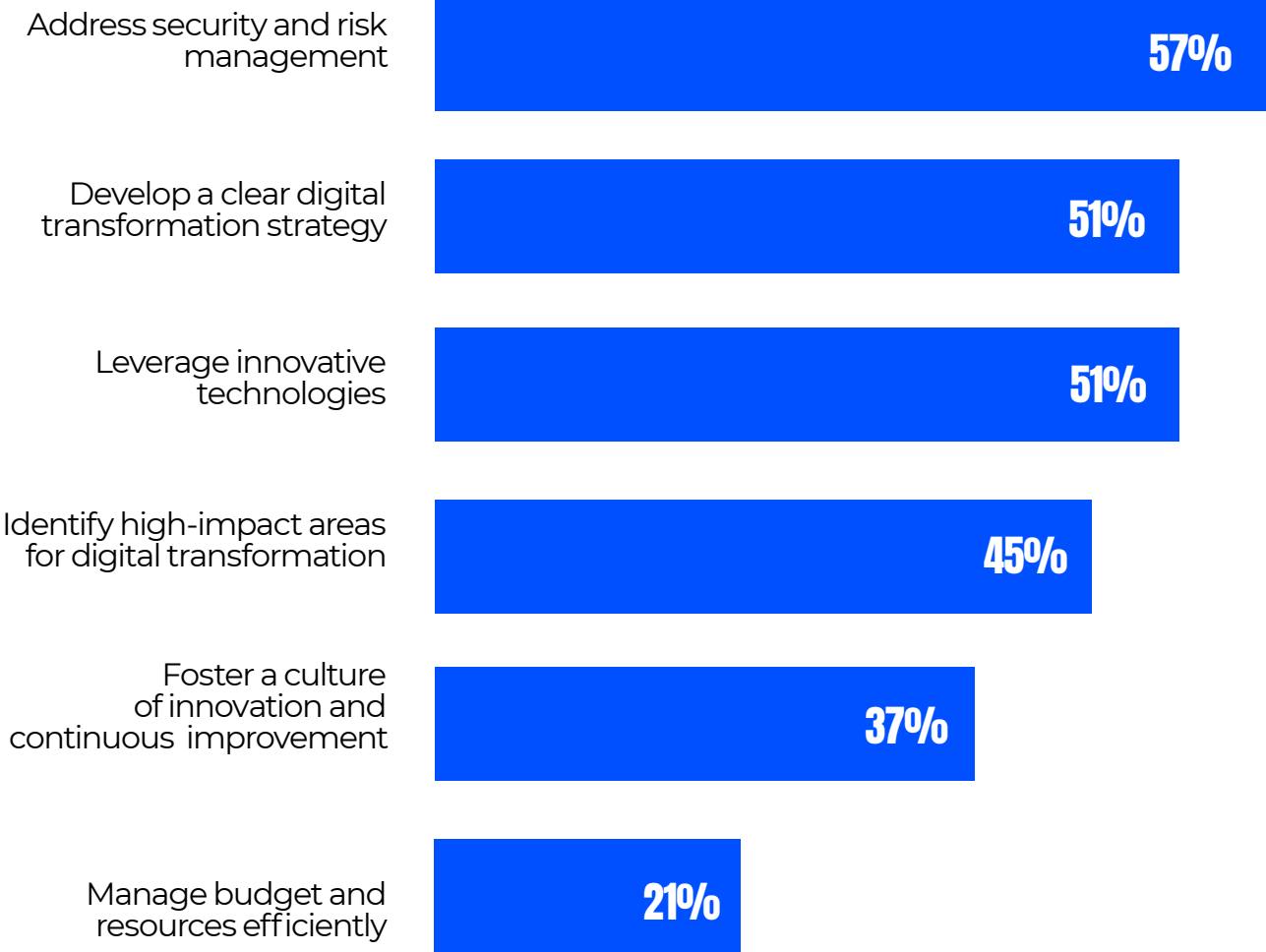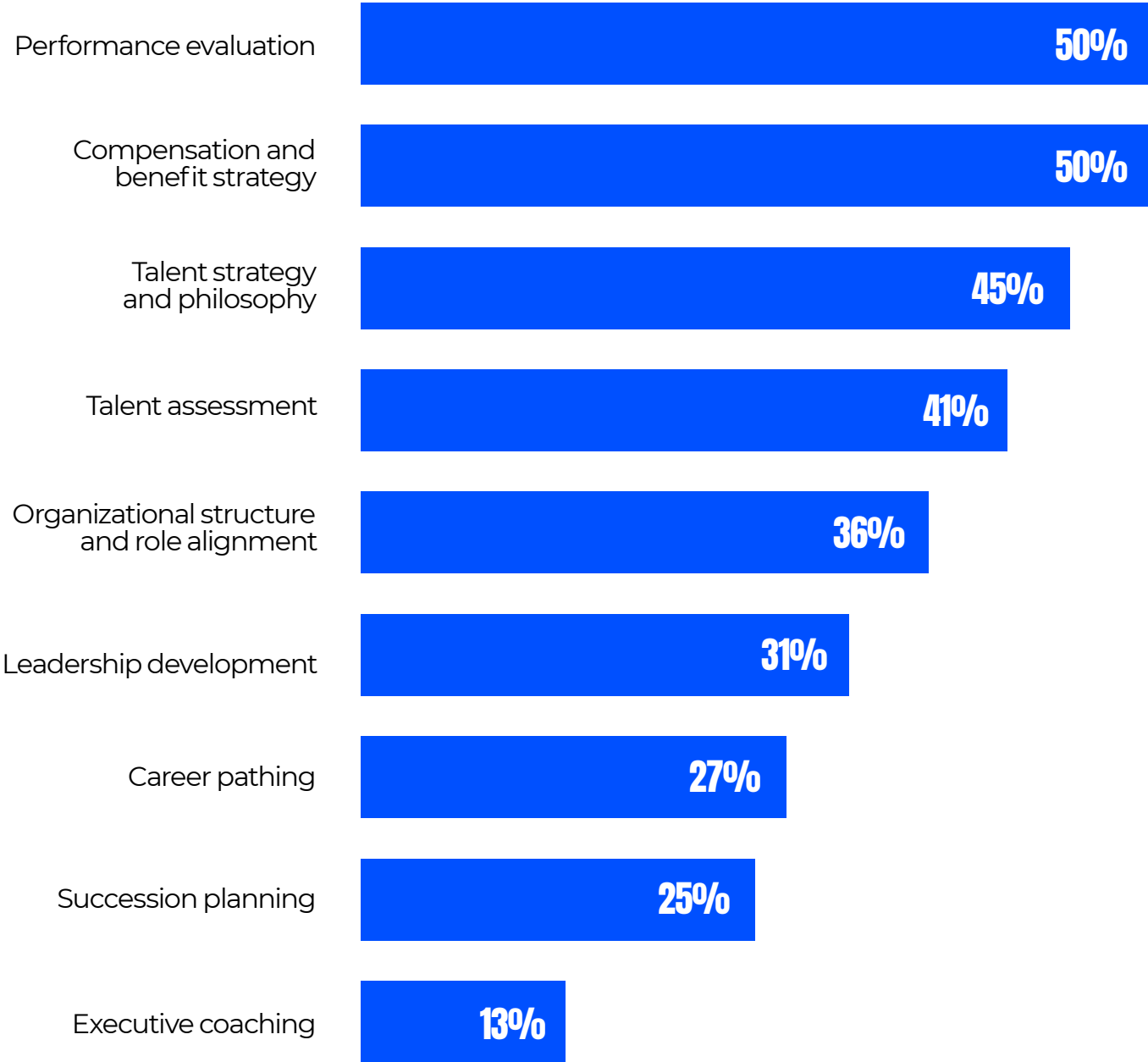|	
Address security and risk management	57%
Develop a clear digital transformation strategy	51%
Leverage innovative technologies	51%
Identify high-impact areas for digital transformation	45%
Foster a culture of innovation and continuous improvement	37%
Manage budget and resources efficiently	21%

In your opinion, what are the MOST important functions an outsourced CHRO should provide? (Select no more than four.)

(Asked of those that answered "COO" or "CEO" to Q1.)

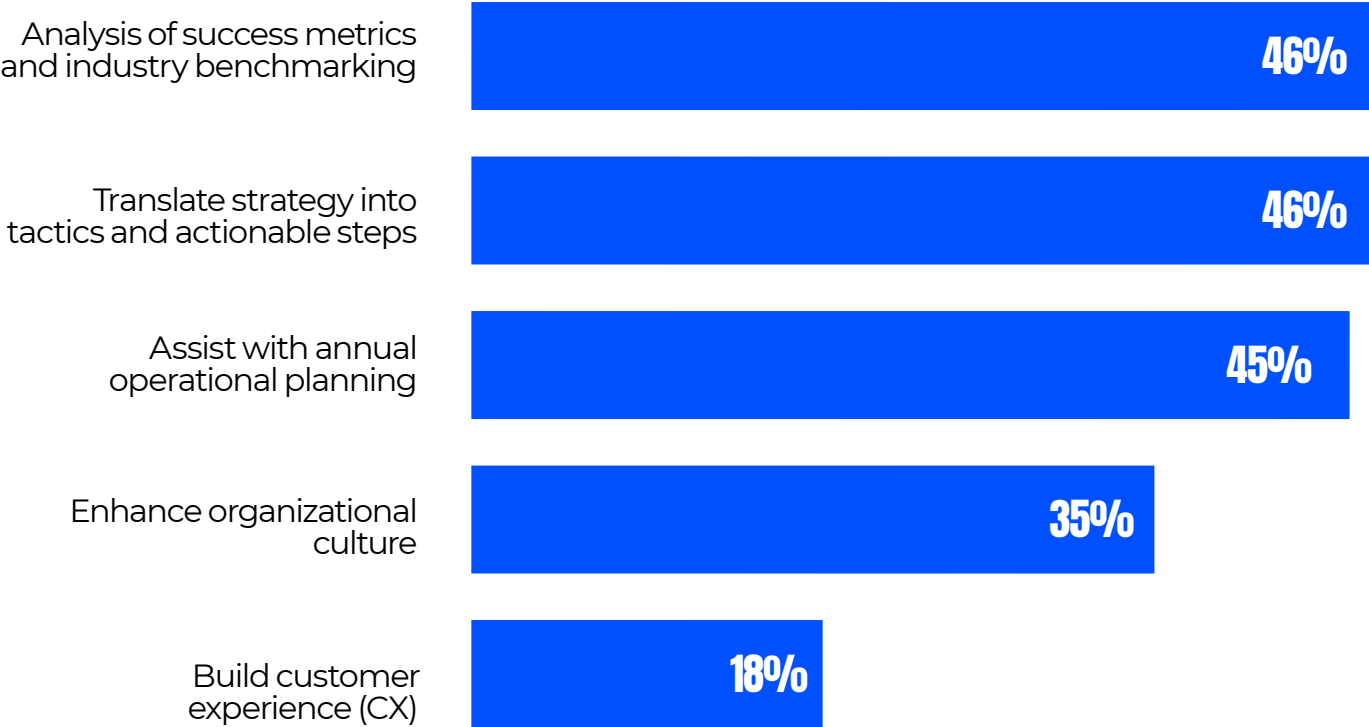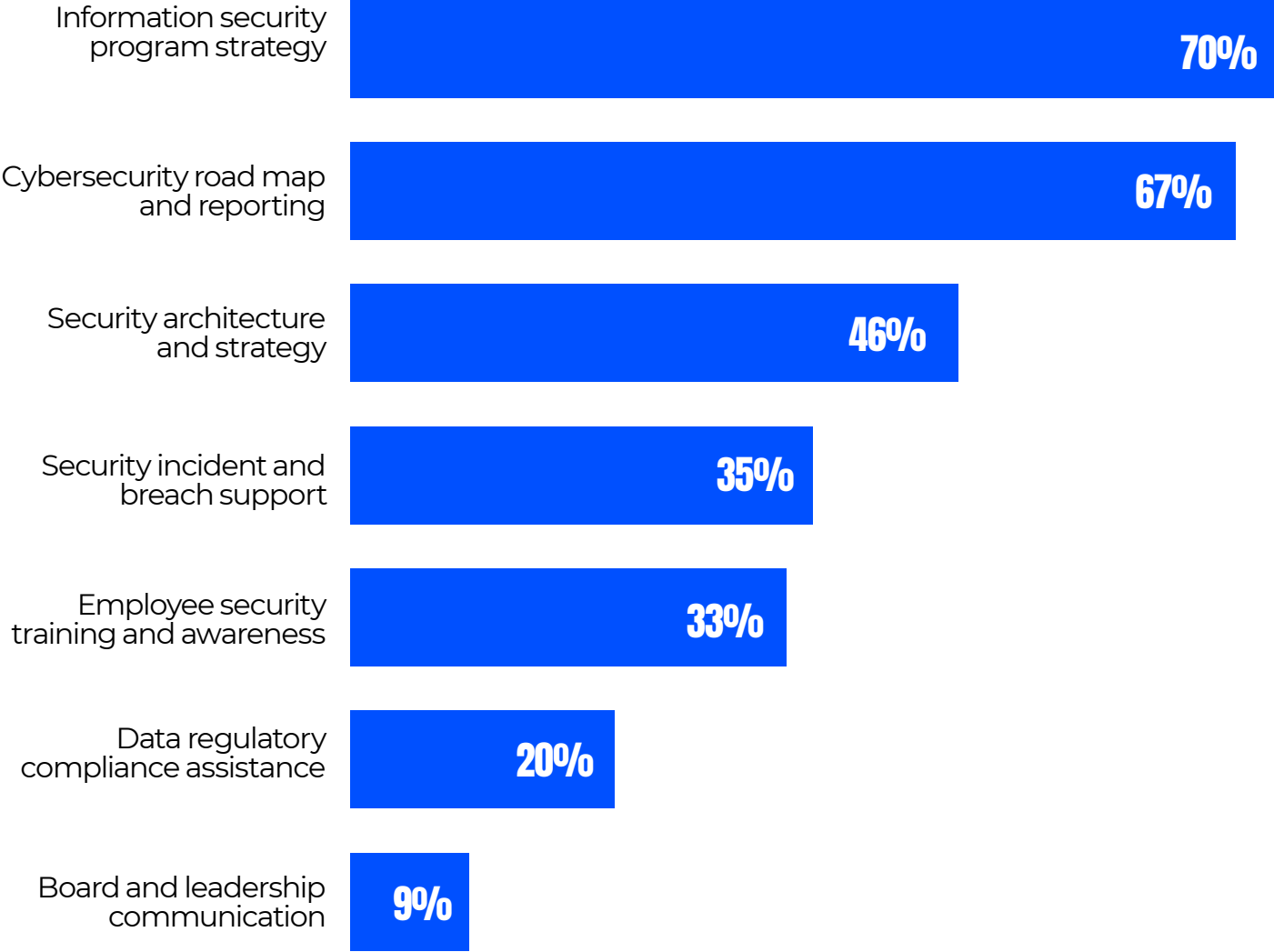| Function	Percentage
Performance evaluation	50%
Compensation and benefit strategy	50%
Talent strategy and philosophy	45%
Talent assessment	41%
Organizational structure and role alignment	36%
Leadership development	31%
Career pathing	27%
Succession planning	25%
Executive coaching	13%

In your opinion what are the MOST important functions an outsourced COO should provide? (Select no more than two.)

(Asked of those that answered "CEO" to Q1.)

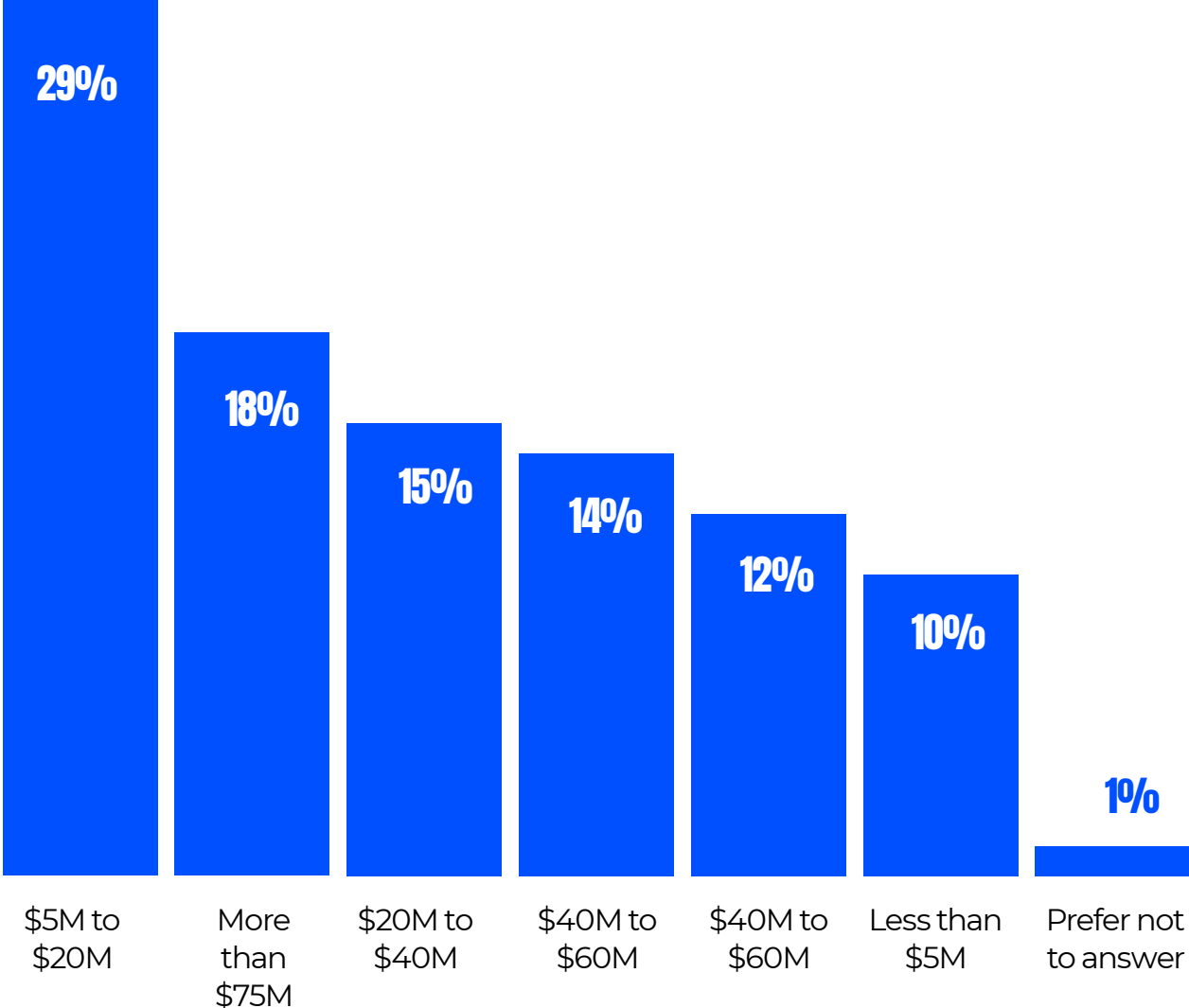| Function	Percentage
Analysis of success metrics and industry benchmarking	46%
Translate strategy into tactics and actionable steps	46%
Assist with annual operational planning	45%
Enhance organizational culture	35%
Build customer experience (CX)	18%

What are the MOST important functions a vCISO (virtual chief information security officer) should provide? (Select no more than three.)

(Asked of those that answered "CIO" or "CTO" to Q1.)

Function	Percentage
Information security program strategy	70%
Cybersecurity road map and reporting	67%
Security architecture and strategy	46%
Security incident and breach support	35%
Employee security training and awareness	33%
Data regulatory compliance assistance	20%
Board and leadership communication	9%

What is the approximate annual revenue of your organization?

Bar chart showing:
- $5M to $20M: 29%
- More than $75M: 18%
- $20M to $40M: 15%
- $40M to $60M: 14%
- $40M to $60M: 12%
- Less than $5M: 10%
- Prefer not to answer: 1%

PERSPECTIVE CHANGES EVERYTHING.

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