

Logicalis Global CIO Report 2025

Return on Innovation

The CIO's mandate to unlock growth through technology

LOGICALIS
Architects of Change

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Foreword

Neil Eke

CEO UK&I Logicalis



As we navigate an increasingly digital landscape, the role of the Chief Information Officer has undergone a profound transformation. No longer just stewards of IT infrastructure, CIOs have become pivotal architects of business strategy and drivers of innovation.

Our latest CIO Report illuminates this evolving mandate, showcasing how technology leaders move beyond traditional return on investment to unlock new growth and value-creation avenues. The findings underscore a fundamental shift: technology is no longer simply an enabler of business strategy – it is the foundation upon which modern enterprises are built and thrive.

Through conversations with CIOs across the UK and Ireland, we've uncovered how they're tackling critical challenges:

- Optimising security investments in an ever-evolving threat landscape
- Harnessing sustainability initiatives to drive both environmental and commercial value
- Navigating an increasingly complex technology marketplace to identify solutions that truly move the needle

Perhaps most importantly, we've seen how CIOs are partnering across the C-suite to shape the future of their organisations, redefining what's possible through the strategic application of digital capabilities.

As you explore this report, I hope you'll gain valuable insights into how today's technology leaders balance immediate returns with long-term transformation. At Logicalis, we're committed to supporting CIOs on this journey, helping them unlock technology's full potential to drive growth, innovation, and resilience.

The path forward is clear: those organisations that empower their CIOs to lead will be best positioned to thrive in our digital future. I invite you to dive into the report and discover how to harness these insights to propel your business forward.



Executive summary

Our 2025 CIO Report comes at a pivotal moment for technology leadership. As organisations continue to invest heavily in next-generation technologies, CIOs face mounting pressure to demonstrate the commercial impact of their focus. From AI integration to security optimisation, technology leaders must balance innovation with real value creation.

Innovation with intent

As AI and emerging technologies reshape the business landscape, CIOs are shifting their focus from deployment to value creation. A huge 95% of organisations are investing in technology to create entirely new revenue streams. However, a large number acknowledge their next-generation technology investments haven't yet delivered anticipated returns. This gap between investment and realised value has intensified pressure on CIOs. Despite these challenges, IT leaders remain confident and continue to actively explore how next-generation solutions can support their business objectives.

Avoiding the security spending black hole

Organisations face a concerning paradox in cybersecurity investment. Despite unprecedented spending on security solutions, 88% experienced cybersecurity incidents in the last 12 months, with 43% enduring multiple breaches. With threats mounting, questions are being raised about the effectiveness of security spending with half of CIOs reporting overinvesting in security solutions. This suggests a critical need to evolve from reactive security spending to strategic investment.



Developing pragmatic and profitable partnerships

As CIOs' roles expand to shape business strategy, vendor relationships have become increasingly crucial. While 94% of CIOs are now expected to regularly report to the board on technology investments and ROI, 59% find vendor solutions too complex to manage effectively. This complexity is creating critical blind spots, with 42% of CIOs reporting significant challenges in accessing insights across their digital estate - up considerably from last year. These findings highlight the growing importance of strategic partnerships in driving efficiency and unlocking value from technology investments.

ESG meets ROI

Disproving the idea that sustainability is merely a business expense, a remarkable 91% of organisations have realised direct financial benefits from environmental technology investments, with 53% reporting these as significant. This success has resulted in further investment, with 95% of organisations increasing their environmental technology initiatives - up from 92% last year. As external pressures to reduce environmental impact intensify, CIOs are proving that sustainability and profitability can be mutually reinforcing.

Moving forward, CIOs must continue to evolve their approach, ensuring technology investments deliver measurable business impact while maintaining the drive to innovate. Success will depend on their ability to optimise existing investments, forge strategic partnerships, and demonstrate tangible returns across all aspects of their technology portfolio.



Innovation with intent

The technology landscape underwent a seismic shift in 2024, dominated by the unprecedented rise of emerging technologies This transformation has fundamentally altered the expectations placed on technology leaders, with organisations now viewing technology not just as an enabler but as a primary driver of business transformation and commercial growth.

Our global survey of CIOs reveals the scale of this shift, with artificial intelligence (AI), machine learning capabilities and Internet of Things (IoT) initiatives emerging as the most widely adopted next-generation technologies over the past 12 months. This investment trend shows no signs of slowing, as organisations continue to expand their technology portfolios, particularly in areas such as security and machine learning capabilities.



95% of CIOs are investing in technology to drive new revenue streams

However, this surge in technology investment has brought increased scrutiny of returns. An overwhelming **85% of CIOs report growing pressure for technology to demonstrate tangible business impact within their organisations**. This pressure is particularly acute in the AI space, where 86% of respondents face mounting expectations to prove a return on investment.

Beyond ROI, through savings or efficiencies, technology is now also being viewed as a source of commercial growth with **95% of organisations actively investing in technology with the explicit goal of creating new revenue streams within the next 12 months**.

Yet the path to realising value from these investments remains challenging. Despite widespread adoption, 64% of CIOs acknowledge that their next-generation technology investments are yet to deliver returns. This gap between investment and realised value underscores the complexity of translating technological capability into business outcomes.



Lee Chong-Win
CEO Logicalis Asia Pacific

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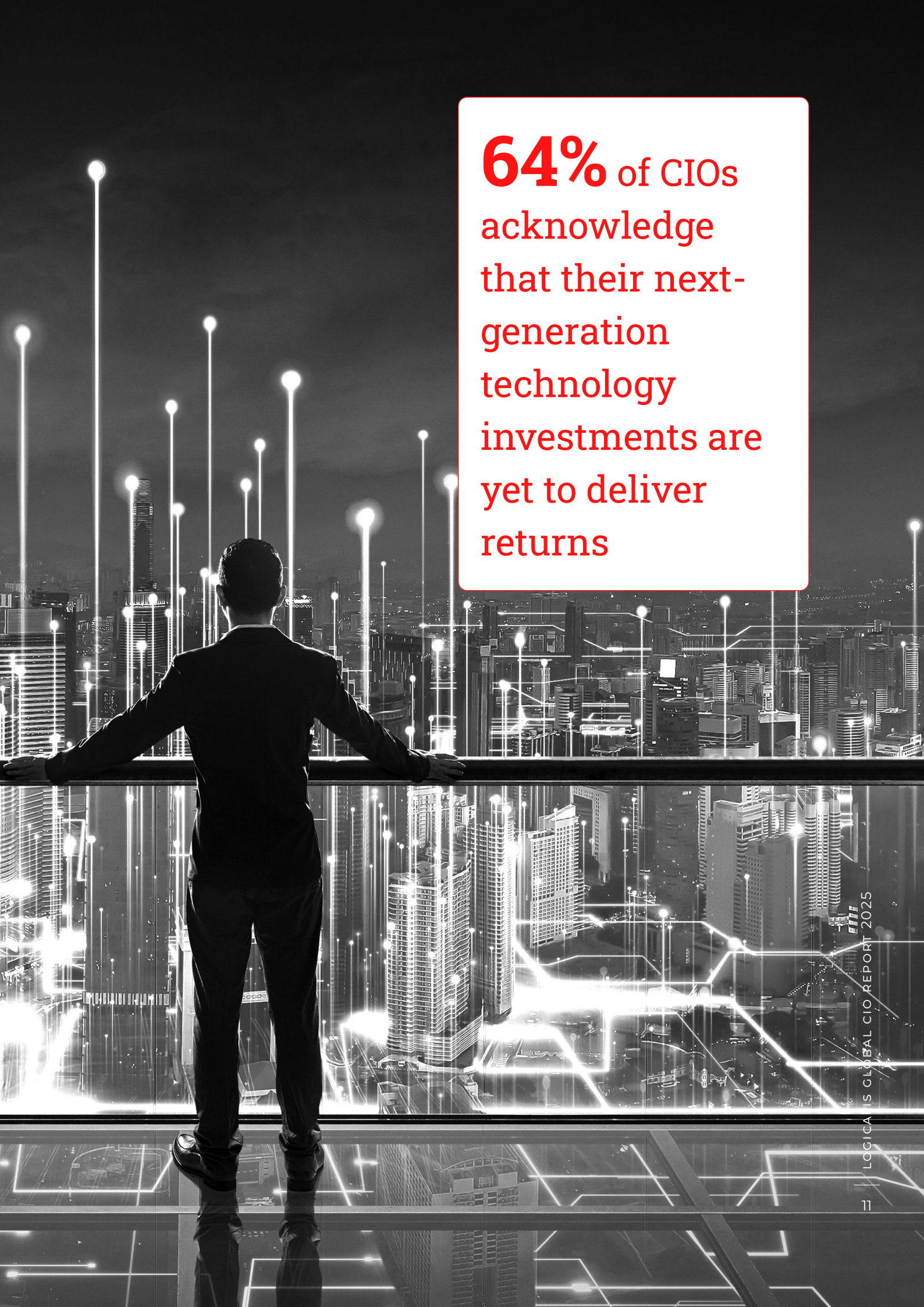
To deliver on the promise of innovation, CIOs must harness and embrace AI to deliver high impact solutions. Embracing these changes is essential for achieving a tangible ROI, ensuring the longevity of the business, and creating a future where innovation drives measurable outcomes.

Nevertheless, CIOs remain optimistic about the commercial potential of these technologies. Our research shows that **94% are actively exploring how next-generation technology can support their commercial growth**. This forward-looking approach suggests that while immediate returns might be elusive, CIOs recognise the strategic importance of technology as a means of business development.

For many organisations, this means moving beyond the initial exploration of technology adoption to develop more strategic approaches to implementation and value realisation. Success in this environment demands not just technical expertise, but also a deep understanding of the business and market opportunity and a clear strategy for translating technological capabilities into commercial advantages.

Moving forward, the ability to demonstrate tangible returns from technology investments will become an increasingly critical measure of CIO success and one that can be achieved through closer collaboration with technology providers and partners. Those who can effectively bridge the gap between technological possibility and business reality will be best positioned to drive their organisations' growth in an increasingly digital future.





64% of CIOs acknowledge that their next-generation technology investments are yet to deliver returns

Avoiding the security spending black hole





Half of CIOs feel they've overinvested in security systems they don't need

In an era of escalating cyber threats, organisations have responded with unprecedented investment in security solutions. However, our research reveals a concerning paradox: despite increased spending, security breaches remain persistent while many organisations find themselves oversaturated with underutilised security tools.

The scale of the cybersecurity challenge is stark. Our survey found that **88% of organisations experienced a cybersecurity incident in the past year**, with **malware and ransomware attacks accounting for 42% of these breaches**. More troubling still, **43% endured multiple security incidents**. This persistent threat landscape has led to a steady escalation of attacks, with **78% of organisations reporting that their volume of cybersecurity breaches has either remained consistent or increased**.

Yet the response to these challenges has created its own set of problems. While **59% of CIOs believe their current security investments fully meet their organisation's needs**, a deeper analysis reveals significant inefficiencies in security spending and implementation. **Half of CIOs report their organisations have overinvested in security solutions they don't need**, and an equal proportion acknowledge they're not getting good value because they don't utilise all available features of their security tools.

The complexity of security infrastructure has become a burden in itself. **A striking 56% of CIOs report their security** patch system is too complex to manage



João Martins
CEO Logicalis Portugal

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The threat of cybersecurity will persist, and the efforts to strengthen defences must become equally relentless. With increasing complexity, a streamlined and comprehensive approach is essential. This can be achieved through specialist support. We’re seeing a growing number of customers looking for specialist managed security services to reduce their point solutions and have a centralised, comprehensive service.



effectively, while **51% still lack access to security solutions that fully fit their business needs**. This suggests that increased spending hasn't necessarily translated into more effective security coverage, in fact, **96% of organisations acknowledge the need for improvements in their security coverage**, with **45% requiring significant enhancements**.

The path forward requires a more strategic approach to security investment. Only **58% of CIOs are fully confident in their ability to identify potential security gaps**. This uncertainty, combined with the fact that **76% are aware of rising credential leak risks**, suggests the need for a more focused and efficient security strategy.

Going forward security spending must evolve from a reactive accumulation of tools to a streamlined, strategic approach. With half of technology functions now expected to deliver measurable security benefits, the emphasis must shift from adding more security layers to spending smarter through strategic deployment of tailored security support. This way organisations can achieve better protection while maximising their return on security investment.

88% of organisations experienced a cybersecurity incident in the past year

CASE STUDY

Sime

Sime, an investment holding company specialising in the automotive and industrial equipment industries, turned to Logicalis to find a solution that would allow the company to transition away from disparate on-premise SIEM systems, to a centralised and fully comprehensive security coverage.

Logicalis leveraged its membership in the Microsoft Intelligent Security Association (MISA) to transition the company to Microsoft Sentinel. The solution seamlessly integrated with existing systems and could be rolled-out across all of Sime's regional operations, delivering centralising security monitoring and unified threat detection.

Logicalis enabled Sime to achieve a scalable, centralised, and future-proofed security framework, significantly enhancing its security posture while optimising costs.





Developing pragmatic and profitable partnerships





94% of CIOs expected to regularly report to the board on technology investments and ROI

As the CIO role sharpens focus to a return on innovation investment, fostering stronger, more responsive vendor relationships is becoming critical to help alleviate pressure and ensure better business outcomes.

The pressure is on for CIOs as tech leaders need to consistently prove value, both from their teams and technologies. The majority state they are already expected to regularly report to the board on technology investments and ROI, reinforcing their role in driving both business and financial success. However, these high expectations come with significant challenges, as CIOs must balance limited time and resources while also juggling the growing demand on them to explore next-generation technologies and deliver new revenue streams.

That is where technology partnerships will become key to supporting CIOs as this shift to a more commercial focus continues. While the majority of respondents are confident that vendors understand their business needs and offer solutions that support efficiencies, complexity remains a challenge, **59% believe that the solutions offered by vendors are often too complex and difficult to manage**, suggesting a mismatch between the potential of these solutions and the ability of teams to fully leverage them.



Anita Swann
VP Global Alliances, Logicalis

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CIOs are no longer just tech stewards, they are key drivers of business strategy. As they navigate the growing complexity of this new role, the need for trusted IT partners has never been greater. Successful partnerships must now centre around unlocking value, simplifying complexity, and driving transformation, rather than selling products and services. With the right partner, CIOs won’t just be able to drive efficiencies but optimise costs and deliver return on innovation in the form of growth.



At the same time, **two-thirds admit to underutilising at least some of the tools they've invested in**, further underscoring inefficiencies in how systems are being leveraged. While the majority of CIOs are confident that their IT spending is yielding a return on investment, a significant proportion are left feeling there is room for better returns. Improvement will only come from understanding the data, yet many are struggling to access crucial insights.

Nine in ten organisations admit to finding it challenging to access performance insights from across their digital estate, increasing from 80% in 2023.

Crucially, this fragmentation is creating blind spots for tech leaders which will hinder effective decision-making and prevent organisations from unlocking the full potential of their data and investments if not managed correctly.



42% of CIOs said that they find it very challenging to access insights on performance from across their digital estate, compared to 29% the previous year

As the role of the CIO becomes more strategic than ever, challenges around resources, complexity, and performance visibility remain. Managed Service Providers focused on optimising and improving strategy to meet business needs will be valuable partners for tech leaders as they focus on meeting this changing landscape.

By working with Managed Service Providers, CIOs can be assured that they



are getting the best from their vendor relationships, driving efficiencies and unlocking new potential instead of grappling with complex contracts or draining team time.

As a lynchpin for the delivery of overall business objectives, the need for CIOs to prove impact and value is paramount. To do this effectively, they will need help. Fostering a new customer-partner dynamic, where return on investment and driving innovation is no longer the exception but the rule, will be key. By taking a more strategic approach when selecting partners, they will not only be able to reduce complexities but adopt an approach that focuses on driving bottom-line value across the whole digital estate.

CASE STUDY

DCC

With the help of Logicalis, DCC plc successfully implemented a transformative cloud migration project; not only creating a unified approach to cloud adoption for all DCC businesses but also realising immediate cost savings.

DCC approached Logicalis with an ambition to standardise the use of Microsoft Azure across more than 50 of its businesses. The aim was to optimise cloud adoption while also meeting its wider corporate objectives. Working in close partnership with the DCC team, Logicalis created an adoption framework that could be replicated across each of the businesses, making it simpler to effectively deploy into the cloud. With a focus on cost optimisation, security features were embedded by design. The approach also accelerated DCC's AI and innovation journey and made it simpler for each of the businesses to report on sustainability and control their environmental impact. Significant cost savings were achieved with a 20% annual ROI.





The convergence of environmental sustainability and business performance has moved from aspiration to reality, with CIOs playing an increasingly pivotal role in driving both agendas forward. Our research reveals that technology leaders are not just supporting sustainability initiatives - they're turning them into tangible business advantages.

The financial case for environmental technology has become compelling; **91% of organisations have realised direct financial benefits from integrating environmental technologies**, with more than half reporting these benefits as significant. This clear connection between sustainability and financial performance has catalysed a shift in how organisations view ESG investments.

This shift is reflected in organisational priorities, with **99% of organisations now having defined ESG initiatives**.



ESG meets ROI: Technology's dual dividend

Energy efficiency and environmental impact lead these priorities, demonstrating a focused approach to environmental technology investment. And that **investment is increasing across the board with 95% of organisations upping their spending in environmental sustainability initiatives and technologies**.

Technology's role in driving sustainability has become central to organisational strategy. An overwhelming **94% of CIOs now view IT as core to the success of their organisation's sustainability goals**. The dual benefit of environmental and financial returns is reshaping how organisations approach technology investment decisions.

The commitment to sustainable technology extends across the entire digital estate. Our research shows that **93% of organisations have established clear targets for reducing carbon emissions from their IT environment -**



Neil Eke

CEO, Logicalis UK & Ireland

As regulatory pressures and reporting requirements around environmental impact continue to intensify, this year's findings reveal a significant shift in how organisations view their ESG investments.

What's particularly striking is how environmental technology has moved beyond being simply a compliance exercise or corporate responsibility initiative to become a genuine driver of business value. We're seeing a clear correlation between sustainable technology and commercial returns. This convergence of environmental and commercial success gives businesses real cause for optimism - it demonstrates that doing the right thing will create tangible business advantages.



91% of CIOs have seen direct financial benefits from integrating environmental technologies

an increase from 89% last year
Sustainability throughout the supply chain has also come into sharp focus. **The proportion of organisations prioritising the sustainability credentials of new suppliers has increased significantly, from 90% in 2023 to 95% in 2024**. This emphasis on sustainable partnerships demonstrates how environmental considerations are being embedded throughout the technology ecosystem.

The evolution of the CIO's role in driving sustainability is reflected in



organisational dynamics, with **94% of organisations now actively valuing IT's input on ESG matters**. This recognition has been earned through demonstrated results - **92% of CIOs report confidence that their digital systems effectively support their organisation's sustainability objectives**.

Looking ahead, the integration of environmental and financial performance will only deepen. According to Gartner, by 2027 25% of CIO compensation will be tied to the impact of sustainable technology[1], CIOs who can continue to identify and implement technologies that deliver both sustainability improvements and cost savings will be increasingly valuable to their organisations.

As the relationship between sustainability and technology continues to mature it's becoming increasingly clear that doing good and doing well are no longer mutually exclusive, they're mutually reinforcing.

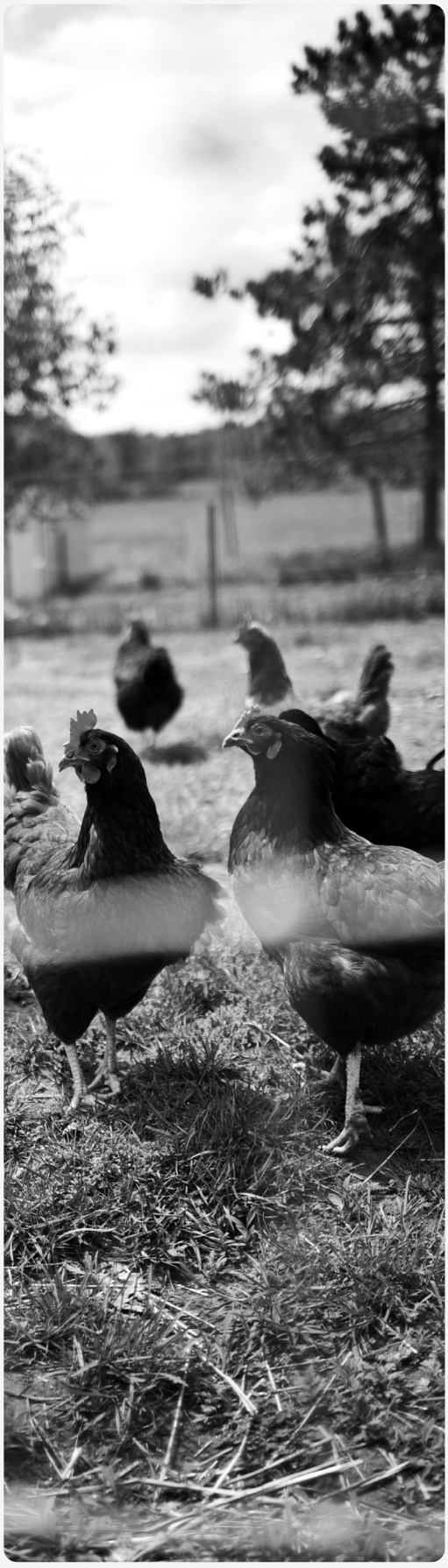
[1]https://www.gartner.com/en/chief-information-officer/topics/sustainable-technology

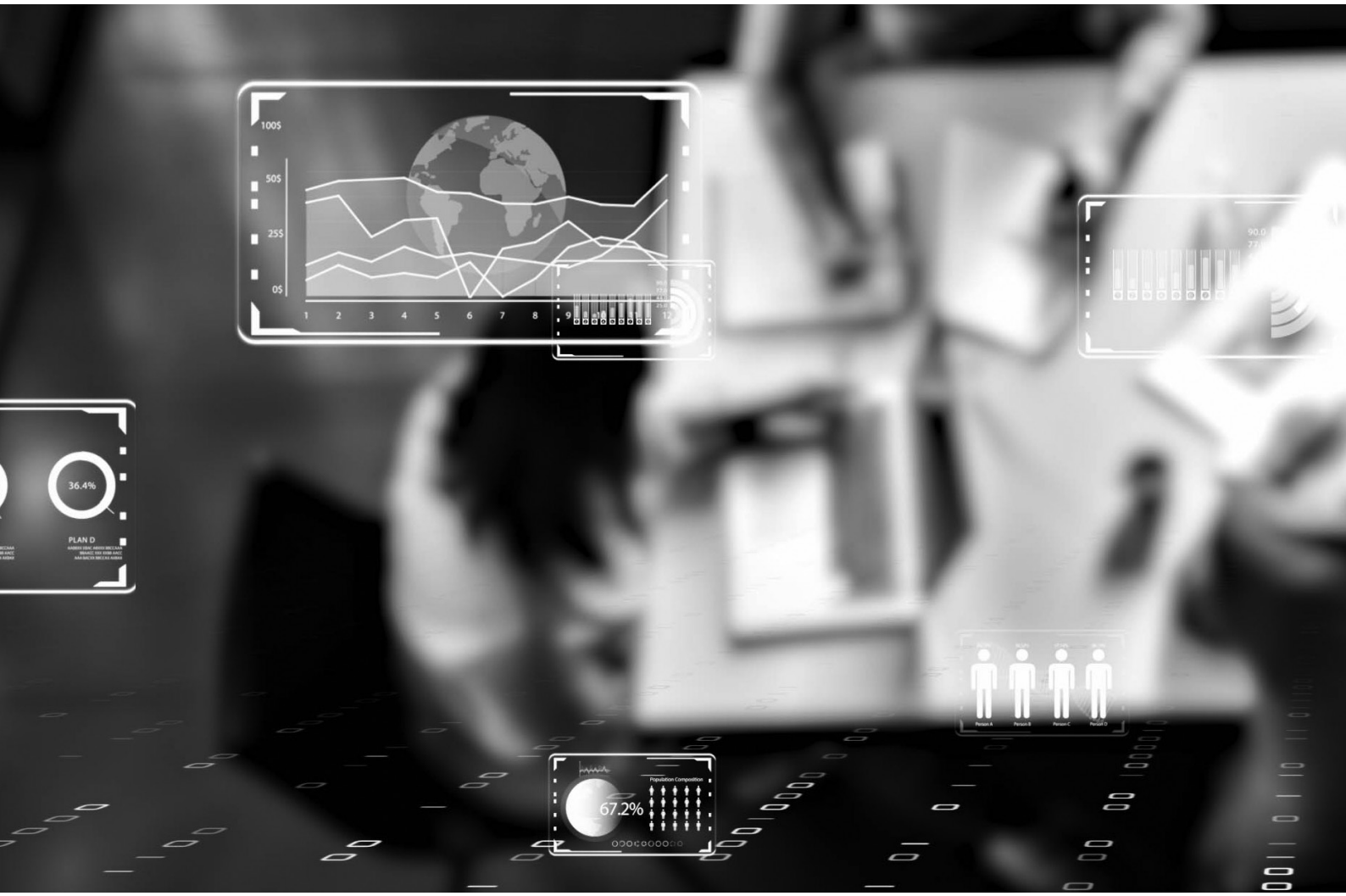
CASE STUDY

Noble Foods

With the help of Logicalis, Noble Foods, a leading supplier of fresh food, has undertaken a series of network transformation initiatives, focused on sustainability, to support the business's goal to reach Net Zero by 2050. Through the partnership, the business is modernising its tech infrastructure, implementing sustainable network design, and reducing waste.

So far, Noble Foods has returned 99% of its devices through the Cisco Takeback scheme and achieved a 15% reduction in annual energy use, bringing down both costs and carbon emissions. This programme positions Noble Foods as a leader in sustainable network infrastructure, supporting its business objectives while contributing to its long-term environmental goals.





Conclusion

The findings of this year's report reveal a profound shift in how organisations view technology - not just as a solution to business challenges, but as a catalyst for growth and transformation. Through four key themes, innovation, security, partnerships and ESG, we can see how CIOs are evolving to meet this moment and deliver meaningful returns.

By taking a more strategic approach to technology adoption, CIOs can directly drive commercial value; optimising security investments to ensure protection doesn't come at the cost of efficiency; developing vendor partnerships that unlock greater value from technology investments and focusing on environmental technology can deliver both sustainability goals and financial returns.

These interconnected themes point to a fundamental truth: successful technology leadership is no longer about deploying solutions - it's about deliv-



ering measurable business impact. While challenges remain significant, from evolving cyber threats to complex vendor landscapes, CIOs are developing more sophisticated approaches to value realisation. With the right partnerships and support to manage day-to-day operations, technology leaders can focus on strategic initiatives that drive their organisations forward.

As technology becomes ever more central to business success, the ability to demonstrate return on innovation will be crucial. Those CIOs who can harmonise these four elements - purposeful innovation, optimised security, strategic partnerships, and profitable sustainability - will be best positioned to demonstrate technology's value and lead their organisations into an increasingly digital future.

Return on innovation isn't just a metric - it's a mindset that will define the next evolution of technology leadership.

LOGICALIS
Architects of Change

We are Architects of Change. We help organisations succeed in a digital-first world.

At Logicalis, we harness our collective technology expertise to help our clients build a blueprint for success, so they can deliver sustainable outcomes that matter.

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