



Logicalis APAC CIO Report 2025

# Return on Innovation

The CIO's mandate to unlock  
growth through technology

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# Foreword

**Lee Chong-Win**

CEO, Logicalis Asia Pacific



Technology is no longer just an enabler - it's a catalyst for growth, innovation, and competitive advantage. In 2025, 96% of organisations in Asia Pacific are investing in technology to create new revenue streams, with CIOs playing a critical role in ensuring these investments drive tangible ROI.

Our 2025 CIO Report highlights this expanding mandate. Based on insights from 1,000 CIOs worldwide, including over 300 from Asia Pacific, the research reveals how technology leaders are moving beyond traditional IT alignment to actively shaping their organisations' futures. From leveraging AI and optimising cybersecurity investments to integrating sustainability initiatives for commercial advantage, CIOs are now driving business-critical transformation.

The Asia Pacific technology market continues to grow, presenting both opportunities and complexities. The vast array of available solutions can lead to inefficiencies, making strategic partnerships essential. CIOs seek trusted advisors who understand their unique business objectives and can help them navigate this landscape effectively.

Our findings also show that CIOs in Asia Pacific face greater pressure to deliver quick wins than their global peers - yet they remain highly confident in their ability to balance short-term gains with long-term success. By doing so, they are not only proving the value of technology but also redefining its role in shaping the future of business across the region. ●





## Executive summary

**T**he Asia Pacific results of our 2025 CIO Report come at a pivotal moment for technology leadership. As organisations continue to invest heavily in next-generation technologies, CIOs in the region 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 96% of organisations across the region are investing in technology to create entirely new revenue streams. However, two-thirds of these 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 explore how next-generation solutions can actively support their business objectives.

### Avoiding the security spending black hole

Organisations in Asia Pacific face a concerning paradox in cybersecurity investment. Despite unprecedented spending on security solutions, 91% experienced cybersecurity incidents in the last 12 months, with 53% enduring multiple breaches. With threats mounting, questions are being raised about the effectiveness of security spending, with 45% of CIOs in the region reporting overinvestment 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 93% of CIOs in Asia Pacific are now expected to regularly report to the board on technology investments and ROI, 56% find vendor solutions too complex to manage effectively. This complexity is creating critical blind spots, with half of CIOs in the region reporting significant challenges in accessing insights across their digital estate. 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 94% of organisations across the region

have realised direct financial benefits from environmental technology investments, with 60% reporting these as significant. This success has resulted in further investment, with 96% of organisations in Asia Pacific increasing their environmental technology initiatives. 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

**T**he technology landscape in Asia Pacific 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 survey of CIOs reveals the scale of this shift throughout the region. Artificial intelligence (AI), machine learning capabilities, private 5G and immersive technology initiatives emerged as the most widely adopted next-generation technologies over the past 12 months. This investment trend shows no signs of slowing as organisations in Asia Pacific continue to expand their technology portfolios, particularly in areas such as





**96% of  
CIOs across  
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in technology  
to drive new  
revenue streams**

security and immersive technology. However, this surge in technology investment has brought increased scrutiny of returns. An overwhelming **86% of CIOs across the region report growing pressure for technology to demonstrate tangible business impact within their organisations.** This pressure is particularly acute in AI, **where 87% 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 **96% of organisations across Asia Pacific 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 across the region, **two-thirds of CIOs acknowledge**



**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.



**that their next-generation technology investments are yet to deliver returns.**

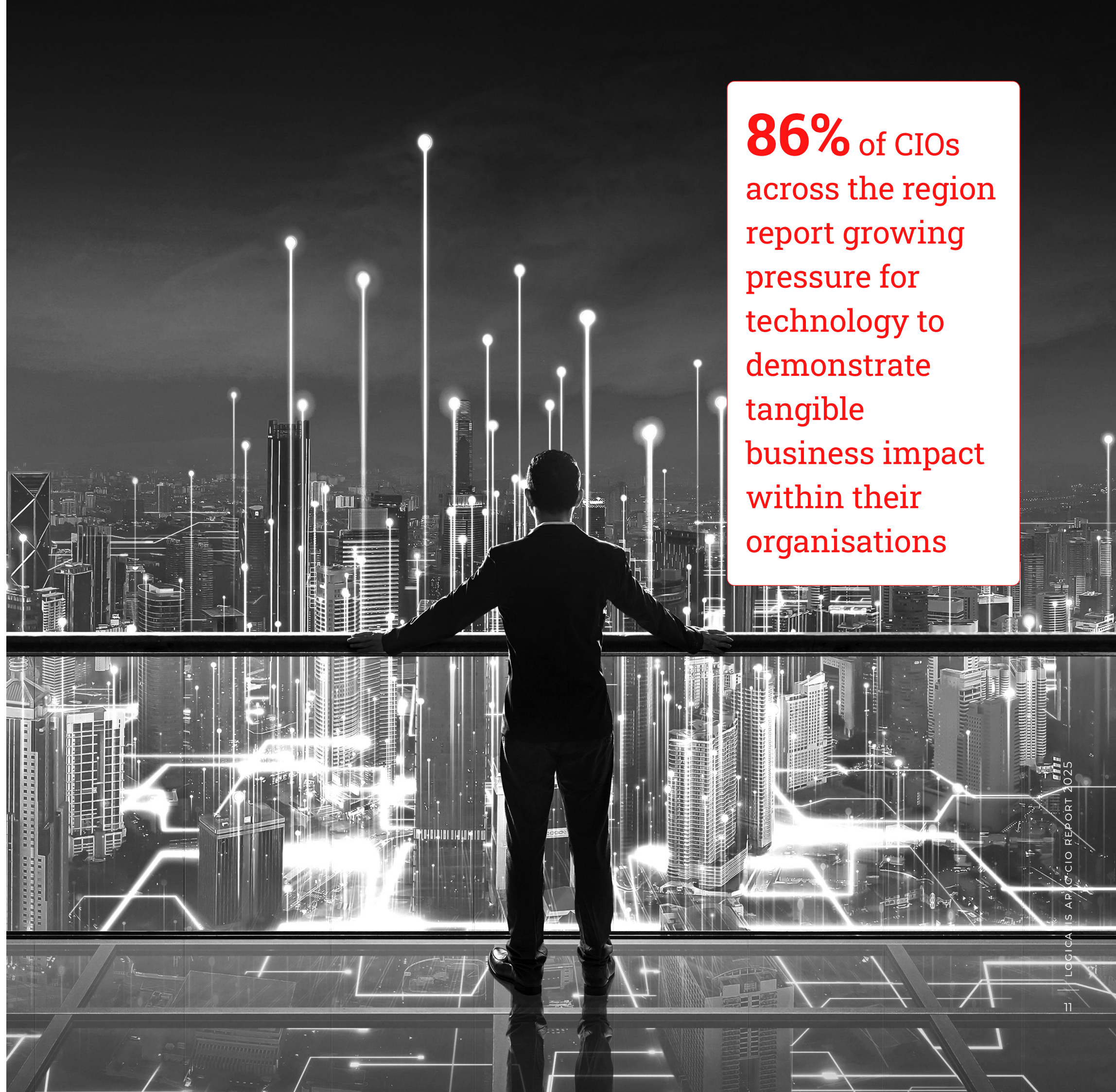
This gap between investment and realised value underscores the complexity of translating technological capability into business outcomes.

Nevertheless, CIOs in the region remain optimistic about the commercial potential of these technologies. Our research shows that **96% 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. ●

**86%** of CIOs  
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# Avoiding the security spending black hole





**45% of CIOs in Asia Pacific feel they've overinvested in security systems they don't need**

average of 43%. This persistent threat landscape has led to a steady escalation of attacks, with **81% of organisations reporting that their volume of cyber-security breaches has either remained consistent or increased.**

Yet the response to these challenges has created its own set of problems. While **67% of CIOs in the region believe their current security investments fully meet their organisation's needs**, a deeper analysis reveals significant inefficiencies in security spending and implementation. Across Asia Pacific, 45% 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 **53% of CIOs in Asia Pacific report their security patch system is too complex to manage effectively**, while **45% still lack access to security solutions**

**I**n 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 **91% of organisations in the region experienced a cybersecurity incident in the past year**, with malware and ransomware attacks accounting for 41% of these breaches. More troubling still, **53% endured multiple security incidents** across Asia Pacific, well above the global



**Roger Loh**

Head of Solutions, Digital Transformation of Logicalis Asia Pacific

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The constant threat of cyberattacks means we have to be constantly improving our defences. With security becoming so complex, a streamlined approach is essential. Managed security services are gaining widespread adoption because they offer a centralised, comprehensive solution. It takes the weight off managing so many individual tools and gives customers a much clearer picture of their overall security.





that fully fit their business needs. This suggests that increased spending hasn't necessarily translated into more effective security coverage. In fact, **97% of organisations in the region acknowledge the need for improvements in their security coverage**, with more than half admitting the need for significant enhancements.

The path forward requires a more strategic approach to security investment. Only **63% of CIOs in the region are fully confident in their ability to identify potential security gaps**. This uncertainty, combined with the fact that **73% 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

**53% of CIOs in the region say their security patch system is too complex to manage**

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. ●



#### 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 security framework, significantly enhancing its security posture while optimising costs.







# Developing pragmatic and profitable partnerships





**93% of CIOs in Asia Pacific are expected to regularly report to the board on technology investments and ROI**

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.

**A**s 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

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 in Asia Pacific are confident that vendors understand their business needs and offer solutions that support efficiencies, complexity remains a challenge. **More than half (56%) 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, **62% of CIOs in the region admit to underusing at least some of the tools they've invested in**, further underscoring inefficiencies in how systems are being leveraged. While most CIOs are confident that their IT spending is yielding a return on investment, many 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.

Across the region, **95% of organisations admit to finding it challenging to access performance insights from across their digital estate, with half of these stating the challenges are significant.**

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.

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

**50% of CIOs in Asia Pacific find it very challenging to access insights on performance from across their digital estate, above the global average of 42%.**





relationships, driving efficiencies and unlocking new potential instead of grappling with complex contracts or draining team time.

Anita Swann, VP Global Alliances, Logicalis, says: “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.

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. ●

## WESTERN SYDNEY UNIVERSITY



### CASE STUDY

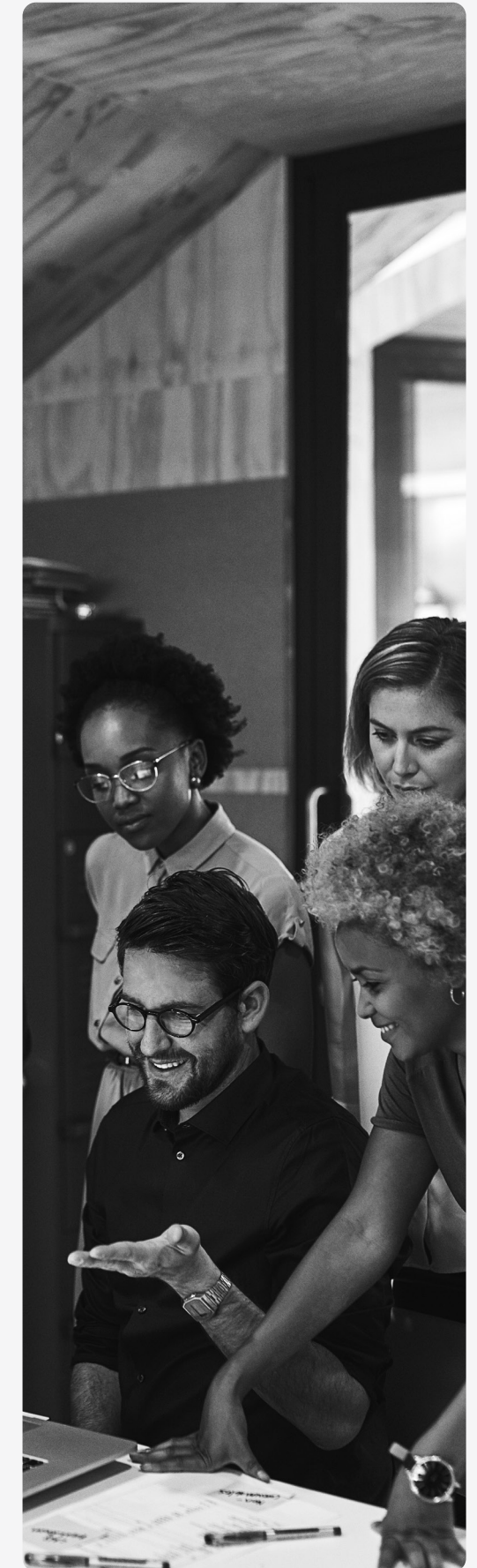
#### Western Sydney University (WSU)

With the help of Logicalis, Western Sydney University (WSU) successfully implemented a transformative cloud migration project to enhance the digital experience for their students and staff.

WSU approached Logicalis as they sought to overcome complex IT challenges and deliver an unparalleled digital experience to support world-class research, foster university engagement and drive innovation.

Working in close partnership with the WSU team and in alignment with their future cloud strategy, Logicalis designed an enterprise-scale Azure Landing Zone based on Microsoft’s Cloud Adoption Framework. This scalable, modular architecture provided a robust foundation for hosting workloads in the cloud, ensuring that the University’s digital environment could evolve with future deployments in Azure.

The newly built platform now supports a range of student services and delivers a streamlined process that accelerates application deployment, reduces operational efforts and results in significant annual savings.







# ESG meets ROI: Technology's dual dividend

**T**he 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 in Asia Pacific are not just supporting sustainability initiatives - they're turning them into tangible business advantages.

The financial case for environmental technology has become compelling;

**94% of organisations in the region have realised direct financial benefits from integrating environmental technologies**, with 60% 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 all organisations surveyed in Asia Pacific now having defined

ESG initiatives. 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 **96% of organisations in the region upping their spending in environmental sustainability initiatives and technologies**.

Technology's role in driving sustainability has become central to organisational

strategy. An overwhelming **96% of CIOs in Asia Pacific 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 **95% of organisations across the region have established clear targets for**





**Lisa Fortey**  
General Manager, Logicalis Australia

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With increasing regulatory scrutiny around environmental impact, businesses are waking up to the potential of their ESG investments. We're seeing that it's no longer just a matter of compliance; it's a driver of business value.

The connection between sustainable technology and commercial returns is clear. This is a real opportunity for businesses to do the right thing and also reap the rewards.



**94% of CIOs in Asia Pacific have seen direct financial benefits from integrating environmental technologies**

**reducing carbon emissions from their IT environment - an increase from 88% last year.**

Sustainability throughout the supply chain has also come into sharp focus. In Asia Pacific, the proportion of organisations now prioritising the sustainability credentials of new suppliers has increased to 95%. 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 **97% of organisations now actively valuing IT's input on ESG matters**. This recognition has been earned through demonstrated results - **92% of CIOs in the region 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. 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. ●

<sup>1</sup><https://www.gartner.com/en/chief-information-officer/topics/sustainable-technology>

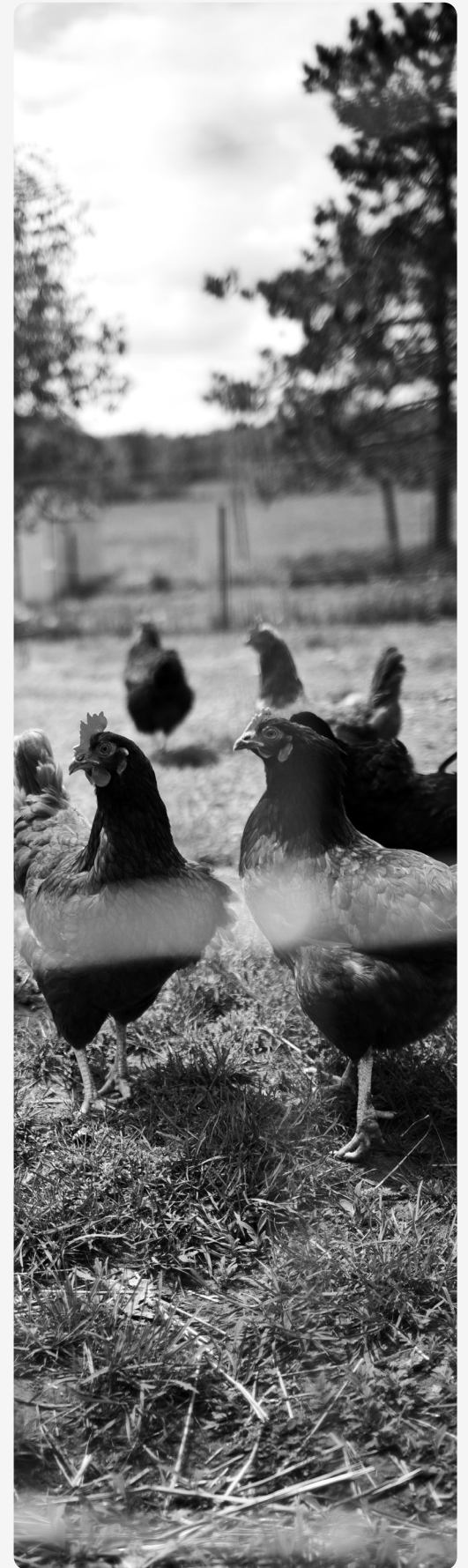


#### CASE STUDY

##### 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 Asia Pacific findings of this year's CIO 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. They can also develop vendor partnerships that unlock greater value from technology investments and focus on environmental technology that 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 delivering 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 a return on innovation will be crucial. Those CIOs who can harmo-

nise 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. ●



**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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