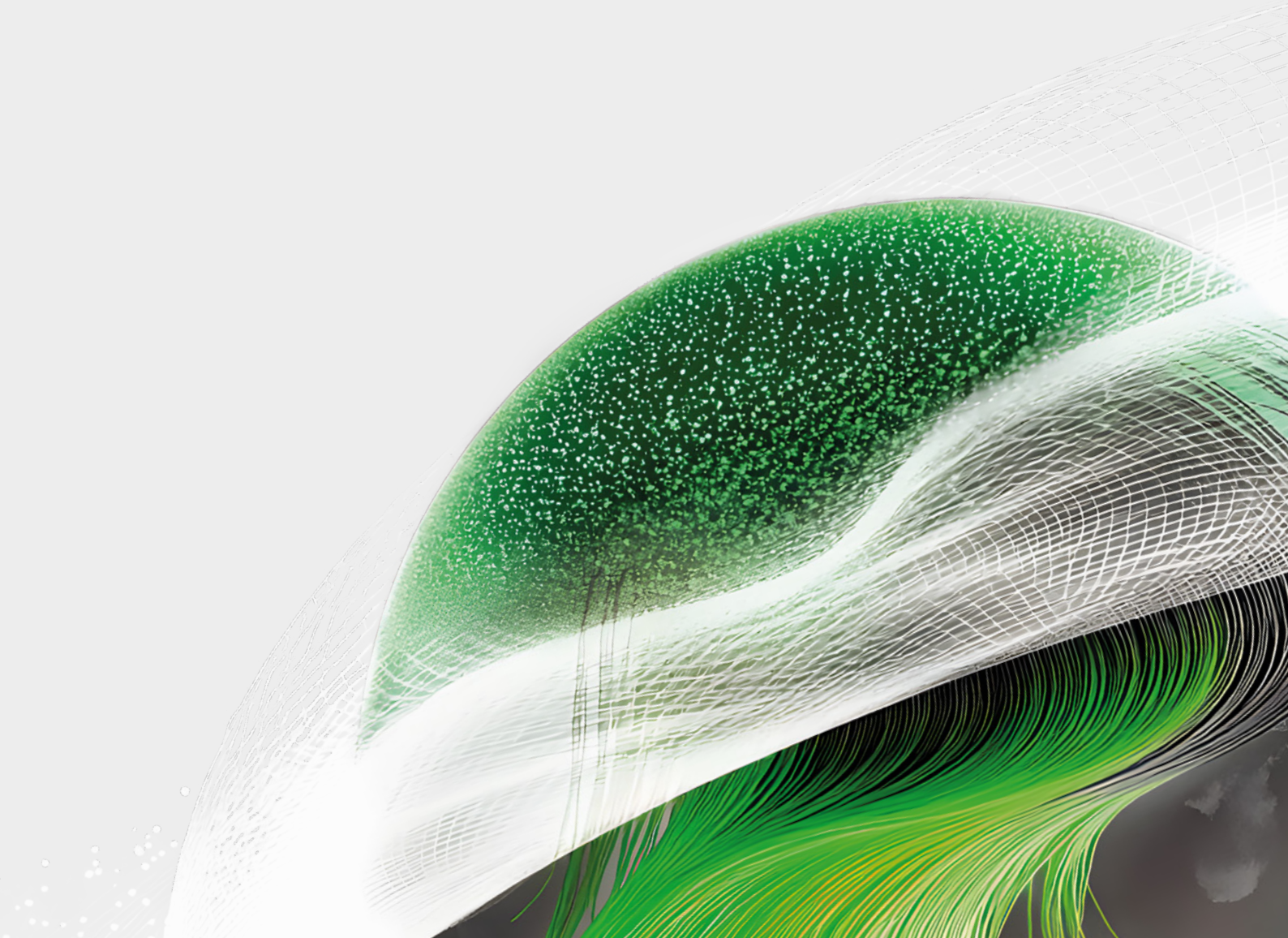


Bridging the tech value gap

Maximising returns on investment in digital transformation



Introduction

Between September 2025 and January 2026, we surveyed 314 senior UK executives across industries, as part of Deloitte's global Tech Value series.¹ The research offers strategies for UK organisations to maximise value from their technology investments, enabling executives to make more informed decisions and fully harness the potential of their existing digital infrastructure.

Research shows tech investment is on the rise, but value isn't keeping pace. Most organisations believe they are missing out on up to 50% of the returns they expect from digital transformation. The good news? The gap can be closed, if you act decisively.

In this report, we explore the untapped value in existing technology estates, how to ensure legacy systems and security concerns don't hold you back from innovation, and why culture driven by common purpose and decisive leadership makes all the difference for lasting transformation.



You have to see transformation as a core part of your role and a core part of the business. And it's not transform and also run the business, the two are entwined.

Henning Krueger

Chief Digital and Information Officer | British Airways

¹ AI and tech investment ROI | Deloitte.

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Chapter 1

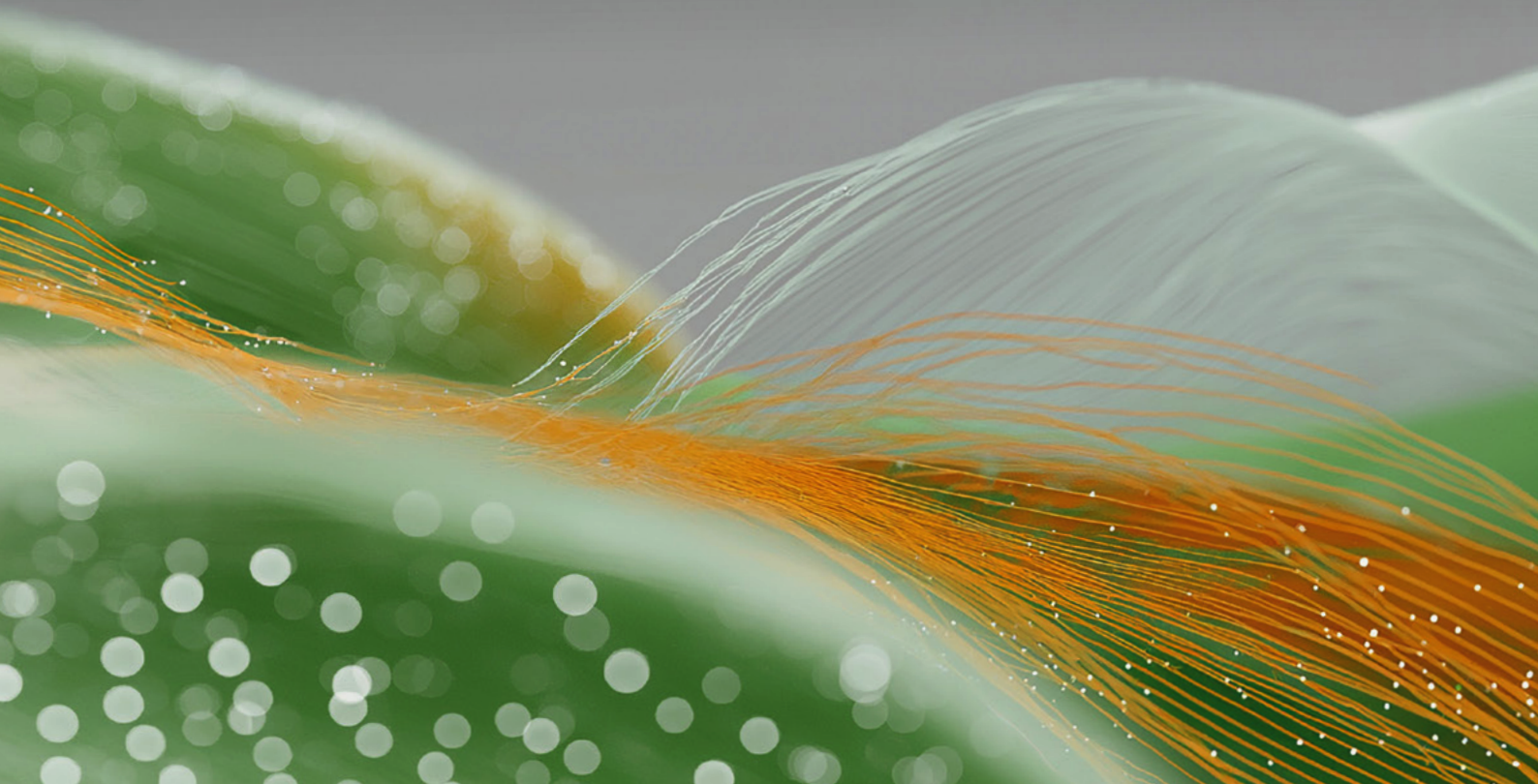
Unleash the potential: finding your hidden returns



If you're embarking on a critical element of transformation, you need to have the support and the prioritisation from the Board down. If you don't have that, you will fail.

Jason Vickerman

Director of Technology Services | Yorkshire Building Society



Technology spending is on the rise worldwide - and is set to grow by over 10% in 2026.²

As you might expect, AI accounts for a large share of all digital transformation investment and, increasingly, operational spend. Of the 20 tech capabilities we tracked in the UK survey, the most common investments were in Generative AI (54%) and broader AI (44%). This is unsurprising given that 85% of UK organisations spent more on AI over the past 12 months.³ In contrast, quantum computing and blockchain both attracted only 16%.

In this era of rising digital investment – and rising expectations – leaders are increasingly challenged to ensure this translates into tangible value. However, our research reveals a significant ‘value gap’, with organisations struggling to realise the full potential of their existing technological footprint.

In fact, the majority of business leaders feel there is 21% to 50% of untapped enterprise value in the tech investments they have already made. And this presents a prime opportunity if they can bridge that divide.

Even as technology budgets rise, the total enterprise value organisations attribute to digital transformation has stagnated, remaining at around 33% between 2023 and 2025.

From ERP systems, data warehouses and cloud platforms to employee and customer applications, the technologies attracting investment are complex. Unlocking their true potential demands dedicated focus on value capture throughout transformation cycles. That calls for significant change management, including rethinking business processes, roles, specialist skills and teams, and mature data architecture.

Organisations that choose the path of least resistance, failing to put the necessary enablers in place, absolutely risk leaving value on the table. In addition, large-scale tech programmes often suffer from scope creep, with projects deviating from their original, lean business cases. This can occur as stakeholders introduce new use cases or, in some instances, push personal wish lists that no longer serve the modern organisation. The result can be a loss of strategic focus that leaves value untapped.



Our pay-as-you-go offering, with tap-in/tap-out capability, has driven a channel shift and efficiencies in our revenue model. Beyond servicing our own needs and customers, this data creates opportunities through partnerships where other organisations find direct value, or it shifts consumer behaviour towards using our services more.

Mandy Garrett

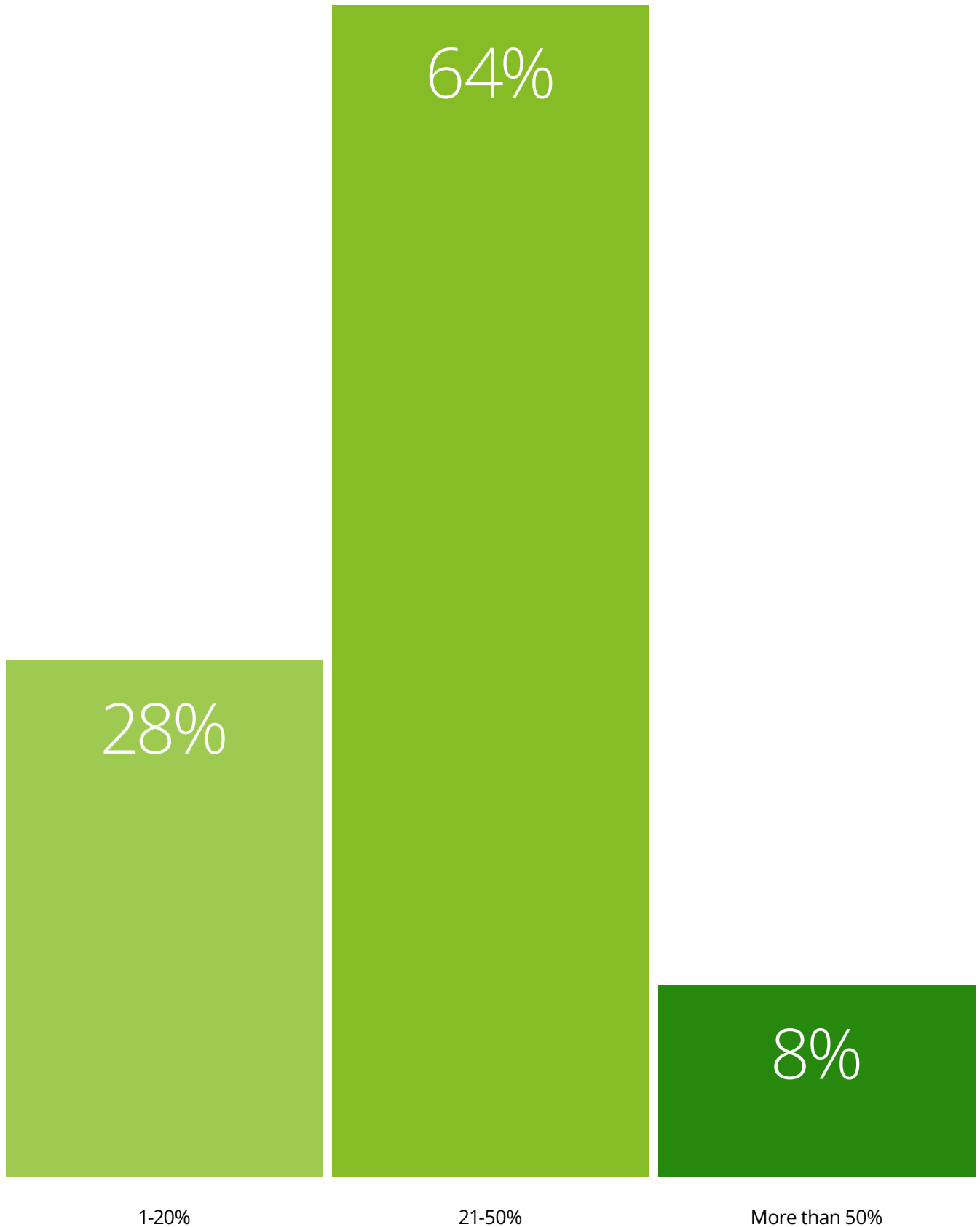
Director of IT and Digital Services | Transport for Wales

² Gartner forecasts worldwide IT spending to grow 10.8% in 2026 | Gartner

³ AI ROI: The paradox of rising investment and elusive returns | Deloitte

Figure 1. The overwhelming majority of leaders believe there is significant untapped potential

% of respondents estimating the proportion of untapped potential within their technological footprint, as a percentage of enterprise value.



Define your monetisation strategy

One way that businesses are driving greater value from their investments is by focusing more on monetisation strategies, with over half (55%) dedicating around a fifth of their digital transformation budget to this. Key approaches include becoming a platform business, enhancing customer personalisation and organisations competing with themselves by launching products or services that may compete with existing offerings.

In particular, the private equity market is leaning into this. Across private equity houses, there is a recognition that tech investment as a means to reduce cost or increase productivity is only going to go so far; it must also enable growth. As a result, we are seeing more focus on monetisation strategies in PE portfolios.

The latest Deloitte CFO survey indicates more than half of finance chiefs (59%) have become more optimistic over the past 12 months on the potential for AI to boost the performance of their organisation.⁴ Almost all of those surveyed (96%) expect to see a rise in investment in digital technology and assets by UK companies in the next five years.⁵

It is clear the scrutiny around maximising the value of these investments will only grow, and responsibility for driving this rests with an organisation's entire leadership team.



We have been exploring AI-driven margin management and chain reduction. We've also been looking for opportunities to translate internally developed solutions into scalable solutions that can be marketed to our customers. This is working quite well and I'm proud of it.

Osman Peermamode

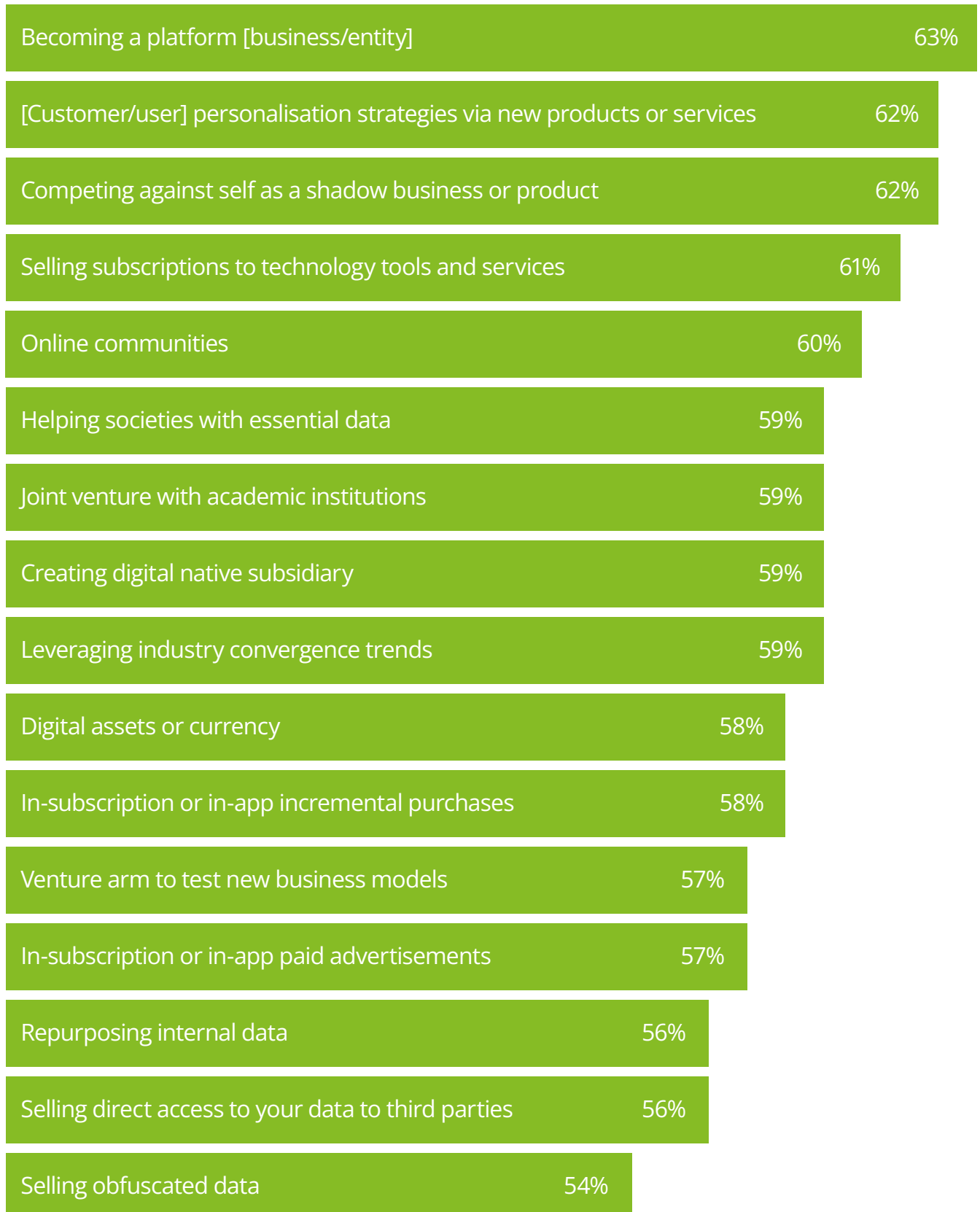
Director - Data and Analytics | Vodafone

⁴Deloitte CFO Survey: 2025 Q4

⁵Deloitte CFO Survey: 2025 Q4

Figure 2. Becoming a platform business/entity is the highest key monetisation approach for growth and competitive advantage

■ % of respondents who currently use these approaches to monetise digital transformation to a “very large” or “large” extent



Next steps to unlock value

- 1 Focus on driving more from large-scale technologies**

Consider ERP systems and cloud infrastructure, which are significant investments and often hold untapped value right across the organisation. Major tech providers have invested heavily in R&D and agentic solutions. With the right approach, you can reap the rewards. Do you have the focus, skills and data architecture to extract maximum value from the technologies they offer? Are you implementing in a standardised way so you can benefit, more quickly, from their ongoing investment and innovation?
 - 2 Treat the business case as a living document**

Organisations put significant time and thought into lean and definitive business cases, but once the programme is agreed they can be left on the shelf. When facing scope creep and/or new use cases, revert to the business case and use it as the defining guidance. It will help you determine whether the scope change prioritises the business challenge being addressed.
 - 3 Democratise your tech where suitable**

Often, value is left untapped because the teams with potential to increase the return on your new tech are not even aware it exists. Consider the full possibilities of the enterprise-wide licences you have taken out. Then give people the information they need to make the most of them.
 - 4 Avoid technology investments in functional silos**

Invest in getting your enterprise architecture right – design and prioritise investment based on business need and ambition. Think holistically about your tech landscape. Establish a clear goal and principles to guide future technology choices, regardless of the operational area.
 - 5 Reframe your technology investment narrative**

AI and other new technologies offer far more than just efficiencies and incremental cost reduction. Leadership must look beyond traditional cost management to champion growth and reinvention as primary value drivers for your organisation. Developing more effective monetisation strategies for your existing tech can support with this reframing.
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Chapter 2

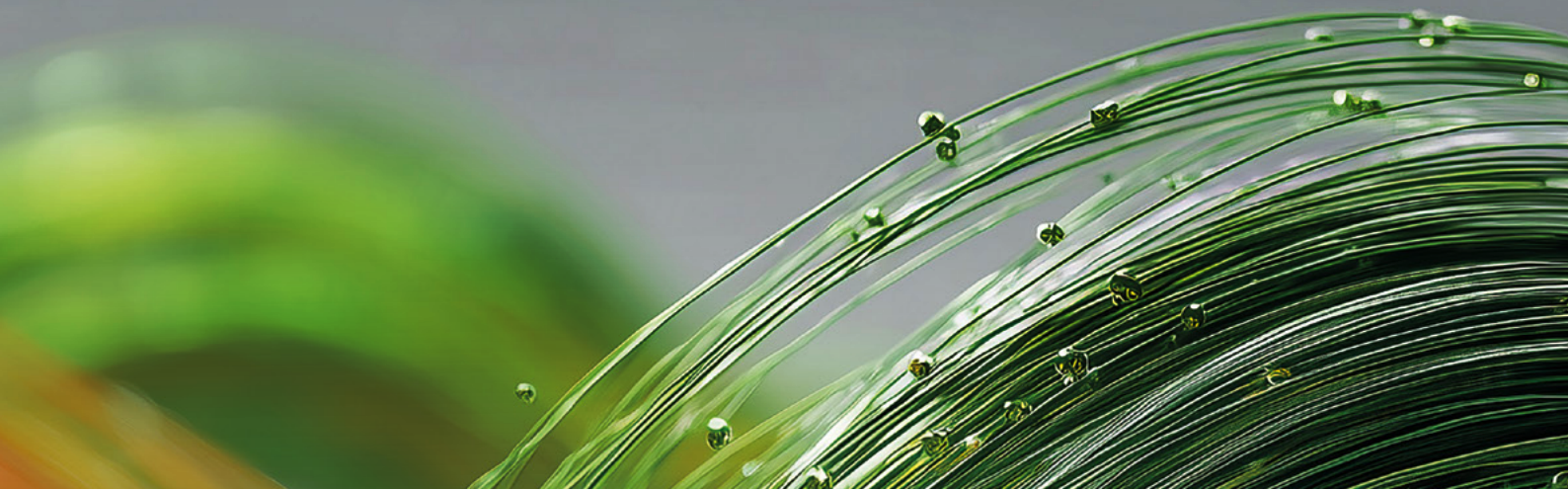
Fix the foundations: build for tomorrow, not just today



60% of the transformation initiatives we run in British Airways are digitally-enabled. This means we must strengthen the in-house IT capabilities across the organisation, not just in Digital but across British Airways, and across disciplines like financial management and vendor management. We simultaneously strengthen our digital muscle, and ruthlessly modernise our technology. There are no excuses – you just modernise.

Henning Krueger

Chief Information and Digital Officer | British Airways



Unlocking value from technology investments is vital, yet many organisations grapple with fundamental hurdles.

Our findings underscore foundational weaknesses as critical barriers to achieving digital ambition – with legacy systems and technical debt (50%), and security concerns (49%) found to be the main issues.

Businesses frequently avoid addressing legacy system dependencies due to the perceived complexity and risk. It can be a deeply invasive, enterprise-wide intervention, affecting the core of an organisation. It also demands significant resources.

This reluctance to address legacy issues is compounded by the fact that the true cost of inaction – the long-term expense of maintaining and delivering change around these increasingly complex legacy systems versus the benefits of transformation – is rarely quantified. Even when the financial case for change is clear, risk aversion and avoidance perpetuates technical debt.

But over time, the numerous workarounds and extensions that have been built on and around core systems have added complexity and made future interventions even harder. Often, tackling the issue only becomes urgent when a critical failure occurs or an operational risk materialises.

We believe that despite the cost and associated risk, addressing legacy system issues should be seen as a growth opportunity. In our research, 85% of Innovation Leaders⁶ – those organisations adopting bold, innovative and proactive approaches to unlock more value – identified reducing technical debt as a critical contributor to their digital transformation success.

New forms of AI present a further dilemma as organisations may be tempted to delay foundational modernisation, hoping that future AI solutions will bypass or resolve legacy issues. However, our position is clear: AI can accelerate existing processes, but it cannot fix flawed architecture or inefficient processes. Overlaying advanced tools on a potentially weak foundation may offer short-term benefits but it leaves core problems unresolved. While AI's true potential to fundamentally reshape how we deal with these challenges is still evolving, for now, relying on it to avoid modernisation could be a misstep.

85%

85% of Innovation Leaders identified reducing technical debt as a critical contributor to their digital transformation success.

⁶See Methodology, page 30, for definition



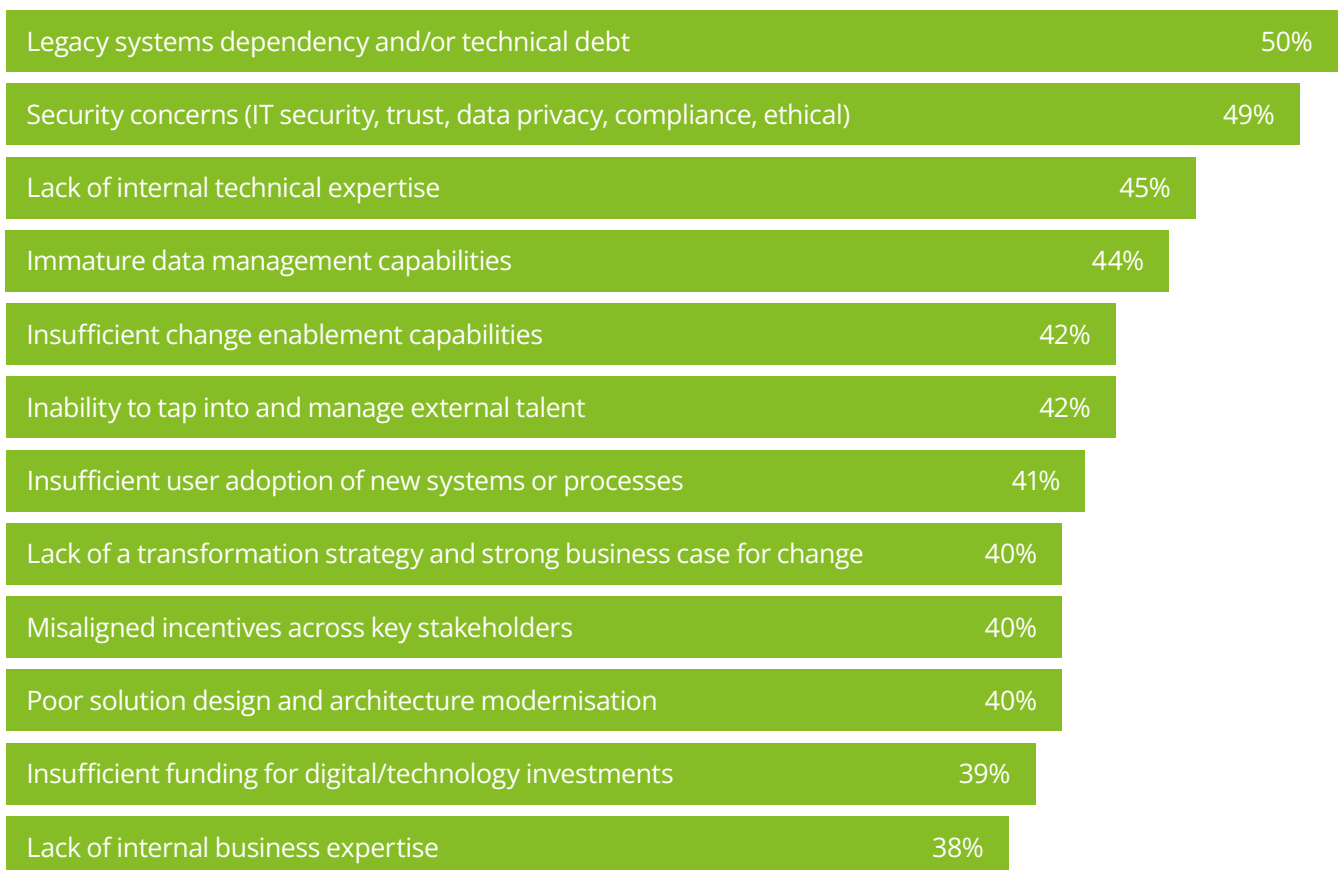
Security is going to pick up pace now. It's not going to stop, it's just going to get worse. You don't just need to be able to catch a hacker trying to get in, you need to understand the vulnerability of your underlying stack.

Jason Vickerman

Director of Technology Services | Yorkshire Building Society

Figure 3. Legacy systems, security concerns, and immature data capabilities are among the main barriers

■ % of respondents who identified each barrier as significant ("very large" or "large")



Cyber security must underpin your tech transformation

Security concerns emerged as the second biggest barrier to achieving digital ambitions (49%). This encompasses IT security, trust, data privacy, compliance and ethics.

Despite clear recognition of cyber's importance, our research indicates that the proportion of organisations making investment in foundational security capabilities over the last 12 months is relatively limited. This includes federated security (16%), zero trust security (24%) and identity and access management (29%).

The proportion of organisations investing in emerging technologies like Generative AI (54%) and broader AI (44%), suggests a prioritisation of the 'shiny' potential of new tech, underestimating the importance of the core security measures needed to support them. When a cyber attack occurs, it can bring everything to a standstill.

Ultimately, without strong security foundations, and the willingness to address concerns before an incident happens, the value of any transformation is at risk.

Taking a proactive approach to security and resilience has never been more crucial. Recent Deloitte research reveals that 88% of boards are addressing cyber-related issues quarterly, if not more often.⁷

Externally, risks continue to escalate. The technologies that drive innovation are also enabling new threats. Attackers are leveraging advanced AI tools, while organisations face growing risks from shadow AI deployments, training data breaches and model manipulation.

The internal threat is also increasing. In affected organisations, between 2023 and 2024, the proportion of cyber security breaches attributed to the unintended actions of well-meaning employees increased from 4% to 13%.⁸

Security extends beyond defence; it is a fundamental enabler of safe transformation. In an environment where, more frequently, tech investment decisions are being led outside of the tech function, robust guardrails, clear principles and effective architecture are essential to maintain resilience.



We've seen where major providers go down, thousands of companies are affected. So I look at our architectural capability, and think, would we be able to recover? What is the transformative transformation capability required?

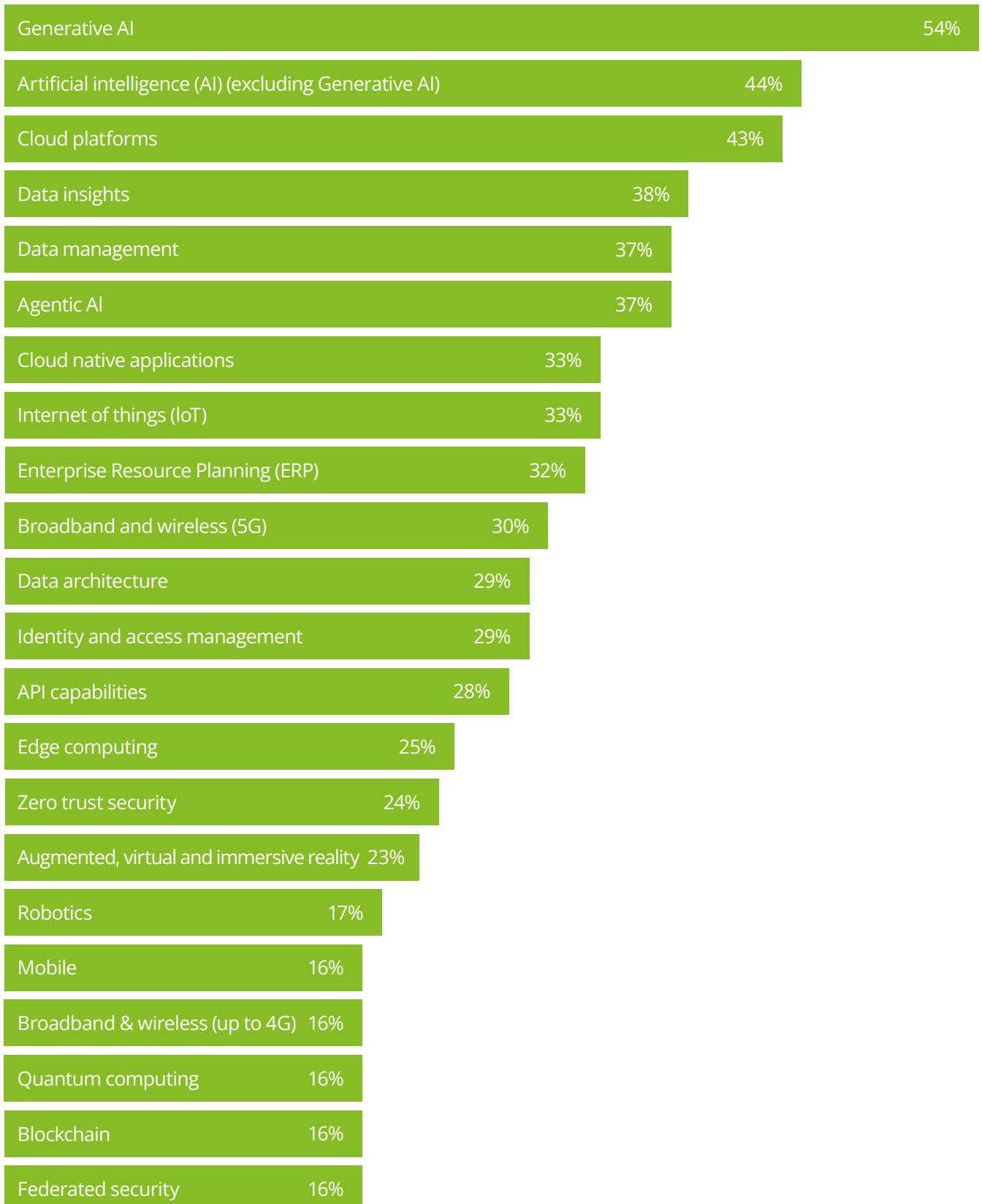
Chief Information Officer | Consumer Industry

⁷ Global Future of Cyber Survey, 4th Edition | Deloitte

⁸ Global Future of Cyber Survey, 4th Edition | Deloitte

Figure 4. Investment in security falls behind other areas, despite recognition of its importance

■ % of respondents whose organisation has invested in each technology capability in the last 12 months





We are migrating from legacy infrastructure and software to modern, supportable and agile platforms. This involves adopting cloud technology and moving away from traditional data centres, including our own private cloud. We are simplifying our landscape, moving from a fragmented set of systems – some dating back decades – to a smaller number of platforms, ideally using software as a service rather than traditional infrastructure-driven models.

Chief Information Officer | Central Government



Next steps to unlock value


- 1 Confront your legacy debt**

Conduct a rigorous, enterprise-wide assessment of your technology landscape to identify critical vulnerabilities, hidden dependencies and complexities.
 - 2 Expose the cost of delay**

Systematically quantify the long-term financial and strategic cost of maintaining your legacy estate, including the inertia on delivering new products and services. Use this data to build a case for change.
 - 3 Safeguard your digital core**

Strengthen your core technology architecture against evolving threats and empower your people through robust training, clear guardrails and a security-first culture. Make integrated security the foundation for safe, accelerated innovation.
 - 4 Create the case for growth**

Modernising legacy systems achieves more than efficiency. For example, in organisations with ageing architecture, it can be almost impossible to quickly launch new products and services for customers. Don't wait until circumstances make change critical. Understand your organisation's growth strategy and make a clear case for how modernisation can underpin it.
 - 5 Think differently about modernisation**

Battle scars from historical core system replacements have left many leaders wary of change. However, tech advancements (for example, refactoring or the ability to 'wrap' and expose core functionality) enable organisations to take a less risky, more incremental approach and move to an agile, composable model. Recognise that today's innovation is tomorrow's legacy. If you make intentional, well-considered choices now, you can break the cycle and leave a more adaptable, future-ready technology landscape for those who follow.
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Chapter 3

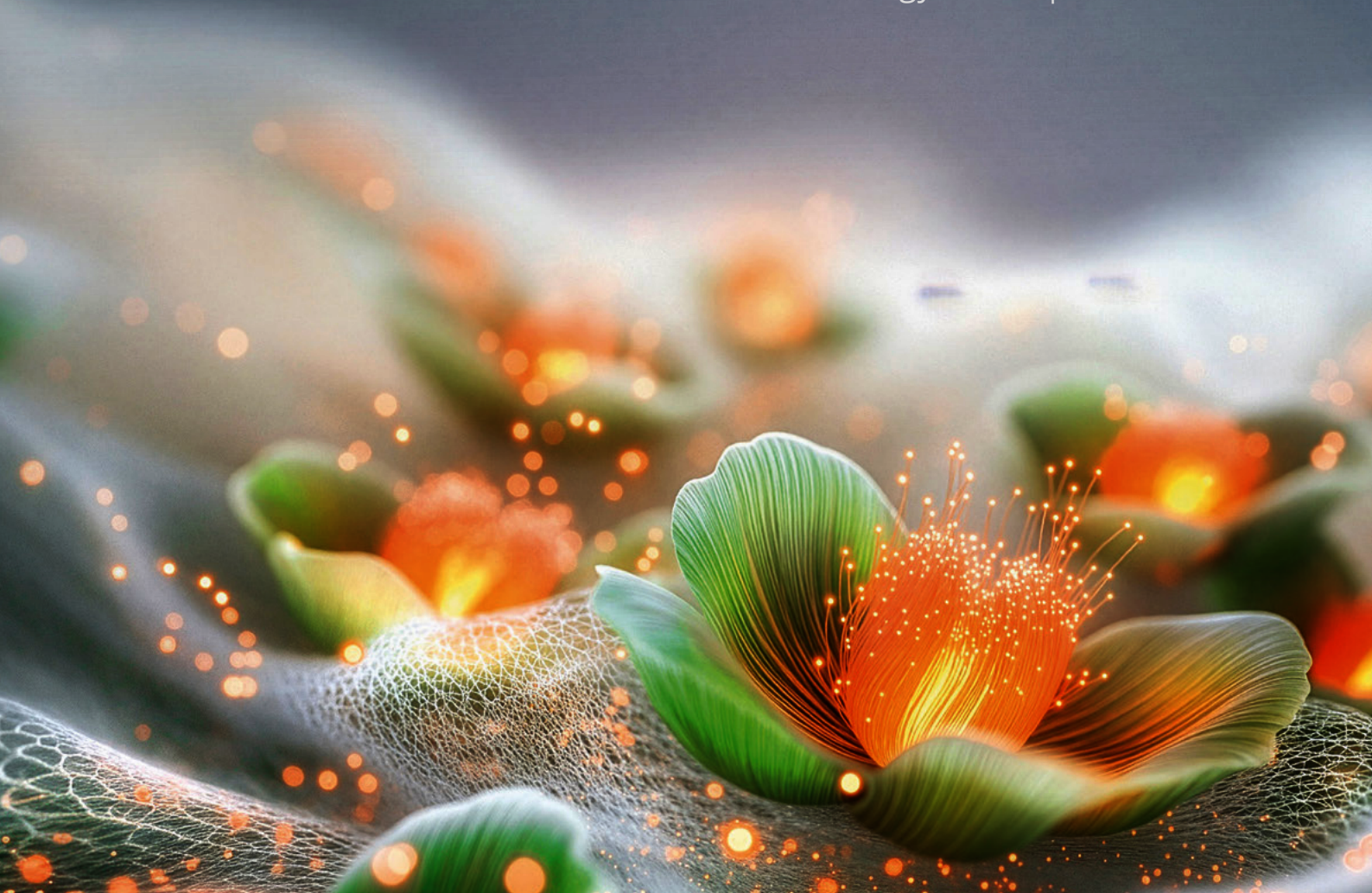
Your culture, your superpower: the key to lasting change



It's people, process and then technology in my view, not the other way around. You have to get that right.

Peter O'Kane

Former Chief Technology Officer | Media Sector



Not all barriers to realising digital ambitions are technology related. Some are human.

While it is critical for organisations to invest in modernisation, it is often people, their skills and the culture that ultimately determine whether new technology delivers real value. Without a workforce ready to embrace change and a culture that supports innovation and agility, even the most advanced solutions risk falling short of their potential.

In fact, 42% of the organisations we surveyed said that insufficient change enablement capabilities were either a complete or large barrier to them realising the value they wanted from tech investments. And, when it came to identifying contributors to digital transformation success, 75% believed that culture and agility were two of the most important.



Culture has got to be there... If you spend a year setting up some requirements and then start to build something, you're going to end up with something not relevant today. We need to move quickly, pivot and change, but this must stem from a safe culture. Culture is super, super important to delivering a transformation journey – it's a marathon, not a sprint.

Jayne Showell Chief Information and Digital Officer | Coventry Building Society

75%

When it came to identifying contributors to digital transformation success, 75% organisations believed that culture and agility were two of the most important.

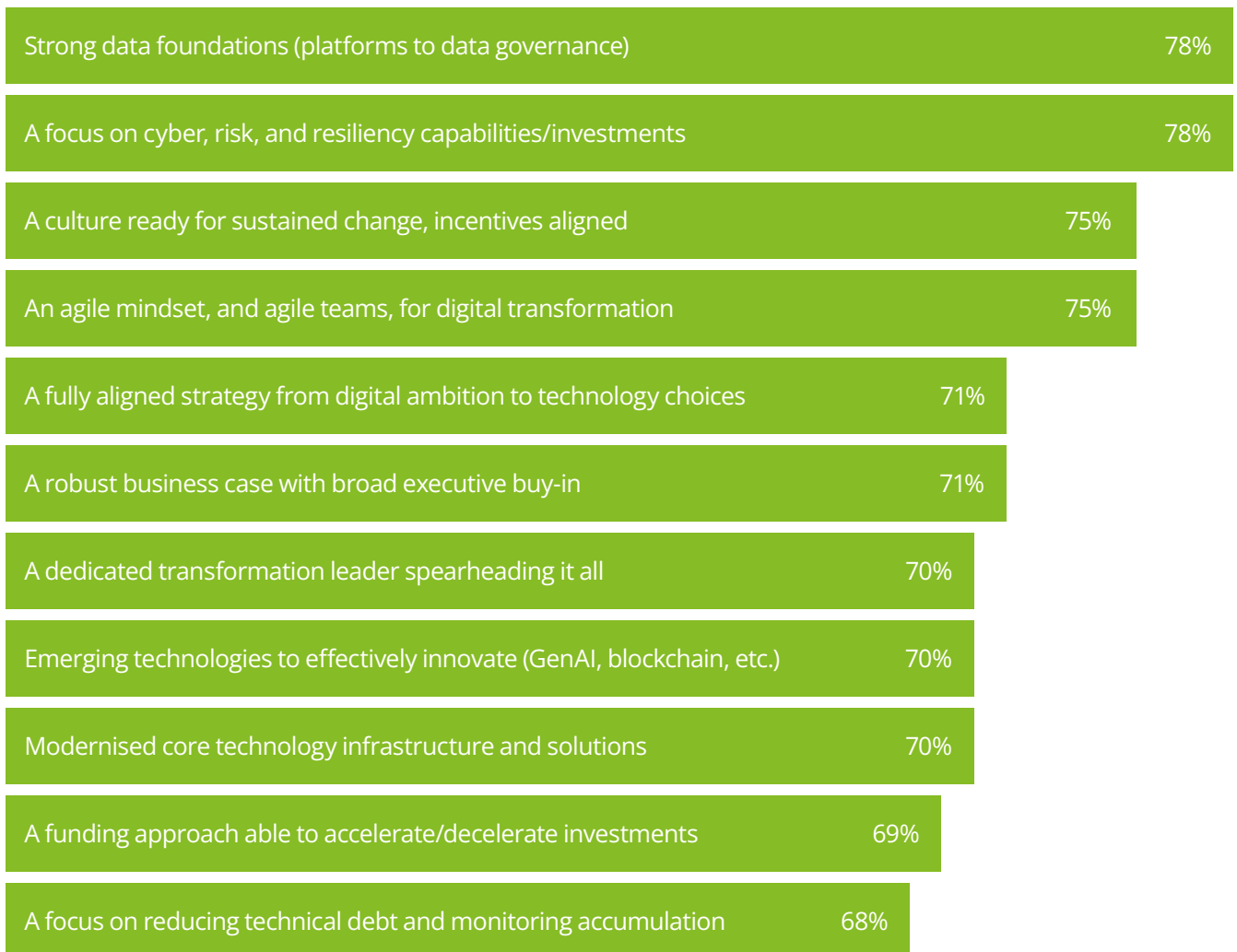


Relentless passion and drive towards a shared vision is extremely important. It's so easy to use the term 'because of' rather than 'what if'.

Chief Information Officer | Consumer Industry

Figure 5. Culture and agility is nearly as important for success as strong data foundations and managing risk

■ % of respondents who believe each factor is an important contributor ("very large extent" or "large extent") to their organisation's digital transformation success



Your leaders should set your north star and live by it

Cultures that successfully embrace change, innovation and flexibility often have a shared north star that is adopted by people across the organisation. For McLaren Racing, it is all about making the car go faster on the track. All employees, wherever they are in the organisation, can contribute in some way – and when success is achieved, the celebration belongs to everyone.

This singular purpose is driven from the top, providing a common focus that fosters the right culture and guides the right technology choices. It allows the C-Suite to act with conviction and hold their nerve during difficult moments of tech transformation. It provides everyone with a clear role to play, empowering and motivating them to experiment and innovate. Removing the fear of failure and championing diversity of thought makes it easier to embrace change and achieve the shared goal.

To unlock maximum value, an organisation's culture must encourage an agile mindset and agile teams. This means organisations regularly reviewing and readjusting strategy, constantly using their information to make thoughtful, timely pivots when needed.

Our analysis shows that 53% of organisations measure value on a quarterly basis and 55% adjust their value realisation strategies annually. Further examination of this data reveals that of the Innovation Leaders among our respondents, 67% measure quarterly to enable a more accurate assessment and more opportunity for strategy readjustment.⁹ 70% of Innovation Leaders adapt their value realisation strategies on an annual basis.

A recent Deloitte perspective exploring how we can rethink productivity, uncovered the essential combination of speed and flexibility. It is this combination that enables organisations to rapidly shift capital and capability to exploit opportunity.¹⁰

Hire, build or buy in? That is your key talent question

Our survey also showed that just under half of organisations (45%) believe that a lack of internal technical expertise is holding them back from realising their digital ambitions. In fact, many said they did not have the in-house skills and knowledge necessary to effectively implement, manage and innovate with new digital tools and platforms. This is not merely a technical skills gap; it often extends to strategic digital leadership, data literacy and the ability to drive cross-functional collaboration in a digitally enabled environment.

It raises an important question – should leaders look internally or externally for the skills they need? Organisations should consider what is core to their organisation in the mid-long term, beyond the surge required at the peak of their transformation journey. From a strategic perspective, what should be built in-house, supplemented by specialist advisors, and the right tech vendor ecosystem? And where are the opportunities to explore outsourcing options?

The organisations that unlock value in this complex environment will have a north star to guide external providers, linking commercial arrangements with the clearly articulated value that they are seeking.

When it comes to in-house capabilities, technology professionals must develop a broader set of soft skills as their roles evolve. Not only will they need to master new technologies, they will be expected to effectively partner with other functions on their transformation priorities, or manage a third party with potentially 2,000-plus people and AI agents working on their behalf.

This is equally applicable at leadership level. The most successful Chief Information Officers (CIOs) are shifting from steward to strategist, embedding themselves in the transformation taking place across their organisation.

⁹See Methodology, page 30, for definition

¹⁰Rethinking productivity: Materially more with materially less, at maximum pace | Deloitte

Figure 6. The majority of organisations measure value quarterly

% of respondents indicating how frequently their organisation measures/reports on digital transformation value

- Quarterly
- Annually
- Every two years
- Every three years
- Every five years

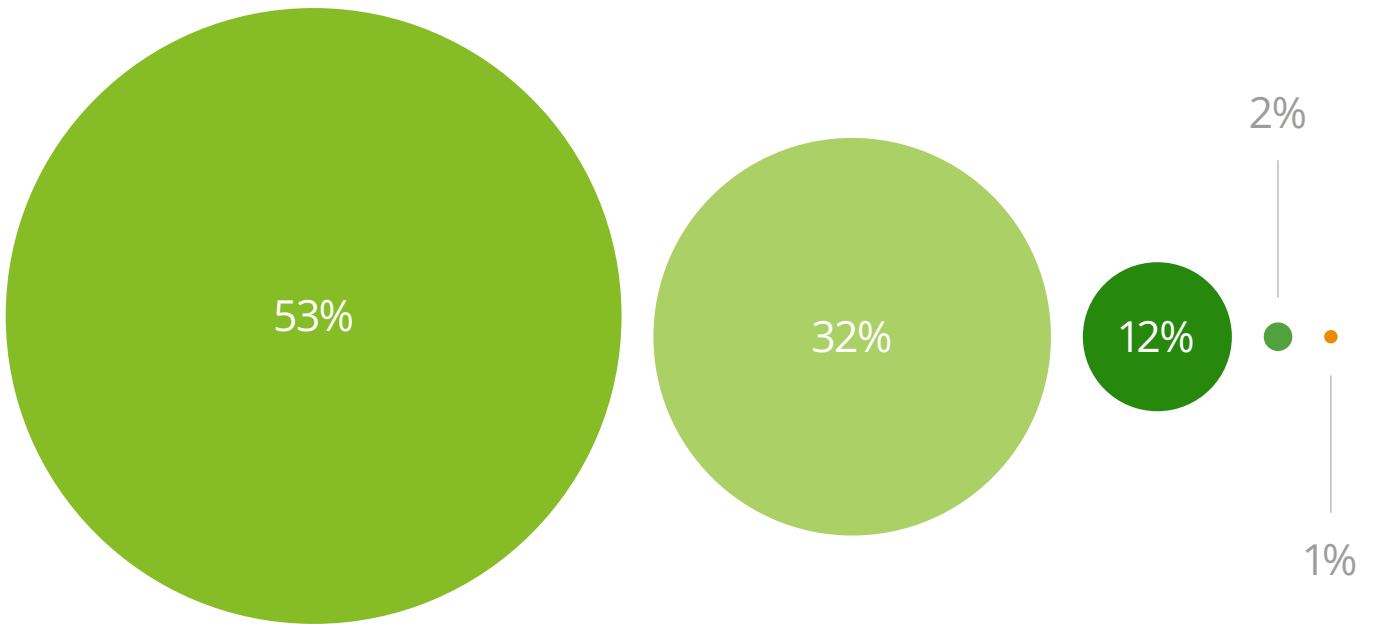
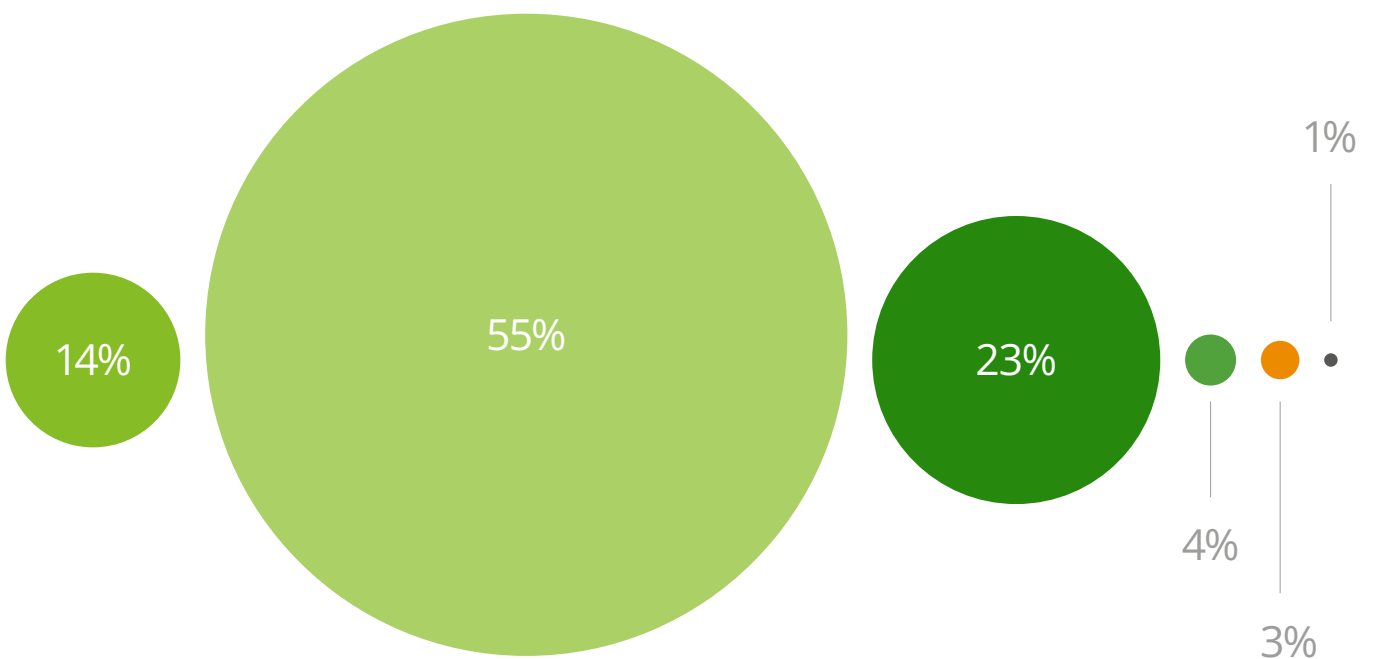


Figure 7. The majority of organisations adjust their value realisation strategy annually

% of respondents indicating how frequently their organisation adjusts value realisation strategies

- Quarterly
- Annually
- Every two years
- Every three years
- Every five years
- Don't know/Unsure



Next steps to unlock value

- 1 Make sure your culture is led by your leaders**

Leadership must show that they are open to change. They must champion agility and encourage experimentation by promoting a growth mindset. Doing this will create a culture that is ready for transformation and ultimately unlock value.
 - 2 Define and communicate your shared purpose**

What is the primary shared goal that everyone can buy into? Leaders need clarity and conviction to truly drive this across the organisation and to guide technology investments.
 - 3 Develop your future-ready talent pool**

Your people are crucial to your successful technology transformation, so you must have the right talent and skills to deliver, whether that is through investing in your existing workforce, making new hires or buying in third-party capabilities. Given the pace of change, agility is essential, so you need to make sure this is built into your resourcing model.
-



When projects are running so much better in terms of change management, it's because of three things. Communication. Understanding. Applicability. We have change champions that are very clear in boiling it down: What does this mean? Why are we doing this? Why should you be interested? What is it going to give you?

Chapter 4

Championing change: transform vision into value



I'm not a fan of the word 'transformation'. It implies a fixed start and end. The only constant is change – we're continually adapting and evolving based on the context at that time. Transformation programmes as 'one-off' initiatives just don't work.

Malcolm Lowe

Chief Information Officer | Transport for Greater Manchester



Organisations are having to evolve faster than ever, as access to technology increases exponentially and the scale of investment soars. Today, change is the only constant.

The landscape of technology investment is also shifting, with significant spend and strategic decision-making migrating beyond the traditional confines of the IT function. In fact, our research showed that 42% of organisations are spending over £100 million outside of their IT budget on digital transformation initiatives, and 7% spent over £1 billion extra.



We put a balanced scorecard of metrics in place. Financial, target operational performance, customer NPS, colleague engagement and sustainability. Any transformation initiative needs to positively impact at least one of those metrics.

Jon Wear

Director of Transformation and Innovation | British Airways

42%

42% of organisations are spending over £100 million outside of their IT budget on digital transformation initiatives.



Traditional ROI metrics like NPV don't play anymore. For me, it's softer metrics, such as attrition, employee relation issues, union sentiment analysis... moving from very hard metrics into much softer ones.

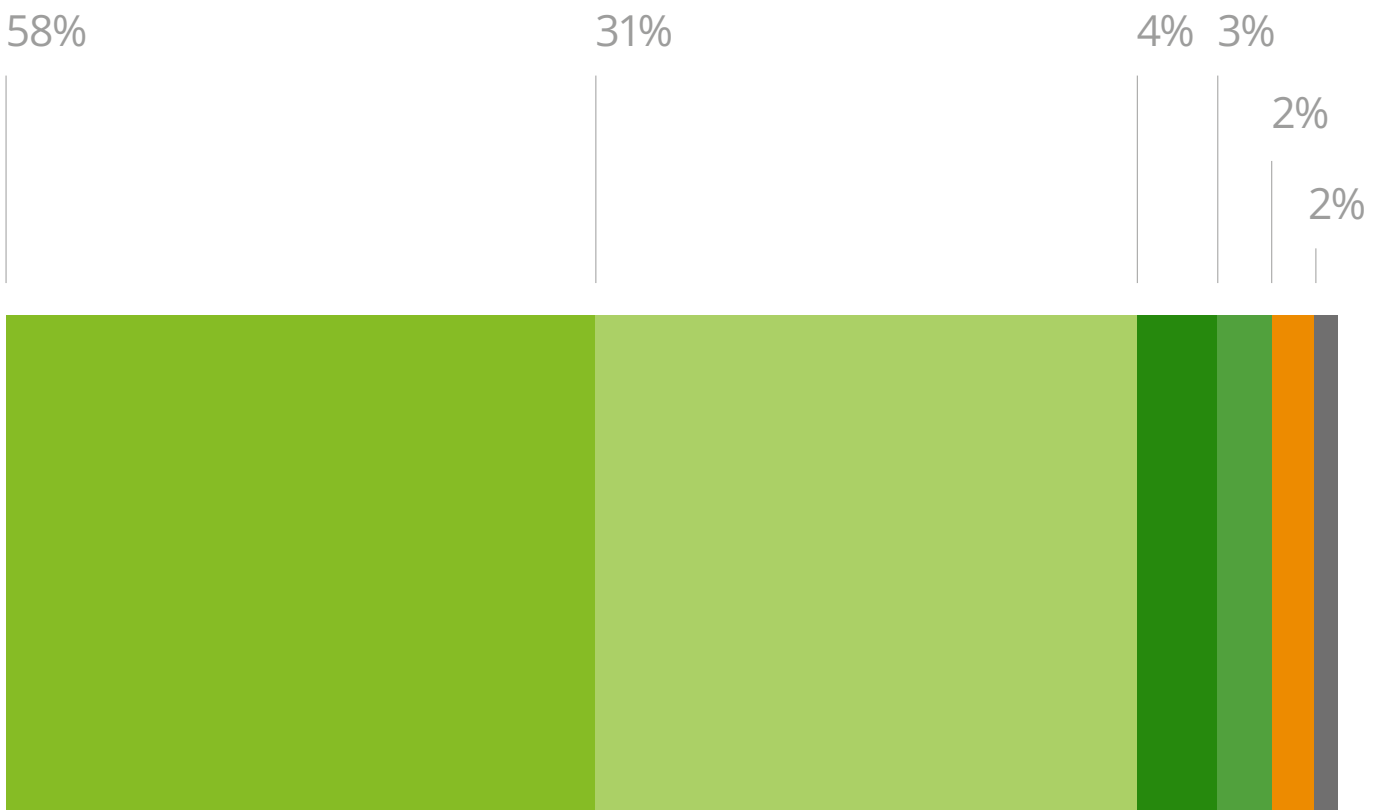
Peter O'Kane

Former Chief Technology Officer | Media Sector

Figure 8. Organisations are spending more than £100m beyond their IT budget on digital transformation initiatives

% of respondents indicating the additional budget spent beyond their IT budget on digital transformation initiatives

- Less than £100M
- £100M to £500M
- More than £500M to £1B
- More than £1B to £2.5B
- More than £2.5B to £5B
- More than £5B to £10B



Successful transformation will redefine the role of your CIO

More of the C-Suite are now making technology decisions. For example, when it comes to tech investments enabling growth (new markets, value propositions and business models), our research revealed that strategy executives make the decisions 35% of the time. So, given this shift from the IT department to the C-Suite, what does this mean for the role of the CIO and how that investment is guided?

Very little happens in business today that is not enabled by technology, so the CIO must place themselves at the heart of all major change projects. They must master the soft skills of influencing and storytelling to secure support across the C-Suite and bridge any tech fluency gaps. They must also demonstrate the technical capabilities required to establish guardrails that protect the security and resilience of the business, without constraining its ability to innovate.

As many as 75% of business transformations are unsuccessful due to misalignment of the C-Suite.¹¹ Communication breakdowns and a lack of common strategy can lead to delays and, ultimately, outright failure. This further underlines how important it is that there is a shared understanding between tech and business leaders, in particular between the CIO and CFO. In fact, recent Deloitte US research shows a direct link between greater CFO involvement in digital investment decisions and stronger financial results.¹²

Through collaboration, CIOs can influence which projects receive funding, giving them a greater level of control so they can set the business up for success. They can ensure alignment between the organisation's transformation strategy and the technology initiatives that are prioritised across the business. Without this, digital ambitions and the ability to truly unlock value from technology can be significantly hampered.

Real success depends on extending this collaboration across the entire C-Suite, with each executive bringing a unique perspective on what constitutes value.

Recognise the value in every aspect of your organisation

To understand the real value of digital transformation, it is important to think beyond traditional financial KPIs, such as ROI and cost. Instead, establish a framework that reflects broader organisational ambitions and focuses on customers, processes, your people and your purpose, as well as financial results.

Our survey showed that the vast majority of organisations always or frequently use customer-centric metrics to assess digital transformation value, with customer/user engagement (80%) and customer/user satisfaction (79%) the most popular. When it comes to measuring value from process-related performance, 83% always or frequently track improvements in productivity and business continuity. For workforce value, 82% always or frequently measure employee engagement and retention. When measuring purpose-related performance, the three metrics most commonly used are reputation (85%), organisational resilience (82%) and sustainability (80%).

With numerous paths leading to digital value, leaders will naturally gravitate towards measures aligned with their roles. But a narrow focus or single perspective often yields only partial success. Maximising potential requires diverse measurement approaches that balance priorities. It calls for a blended, enterprise-wide value scorecard to achieve the greatest impact. It needs unified leadership.

Ultimately, as technology investments continue to decentralise and diversify across the enterprise, the CIO transcends mere technical oversight. By championing C-Suite alignment and fostering a shared vision, the role becomes critical to helping the organisation realise the true value of its transformation ambitions.

¹¹ The alignment imperative: improving tech value through enhanced collaboration | Wall Street Journal

¹² How the right mix of C-Suite leadership can drive outsized AI returns | Deloitte

Figure 9. Technology leaders still own the strategy and decision-making for tech activities, though strategy executives are playing more of a leading role when it comes to growth

% of respondents identifying the primary function's executive responsible for each IT-related objective

- Technology ■ Finance ■ Strategy
- Transformation ■ AI and Data

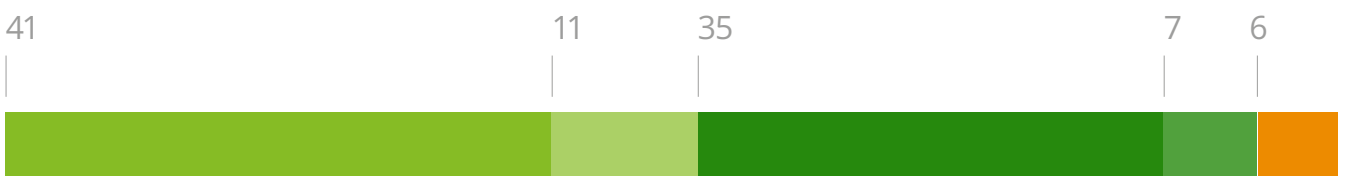
Operating, maintaining, and enhancing the IT landscape to support business growth (%)



Securing, protecting, and building resiliency in the IT landscape (%)



Enabling the enterprise to enter new markets and customer segments, create new value propositions, and enact new business models (%)



Reducing long-term costs associated with suboptimal legacy technical decisions made during the development and maintenance of software systems (%)

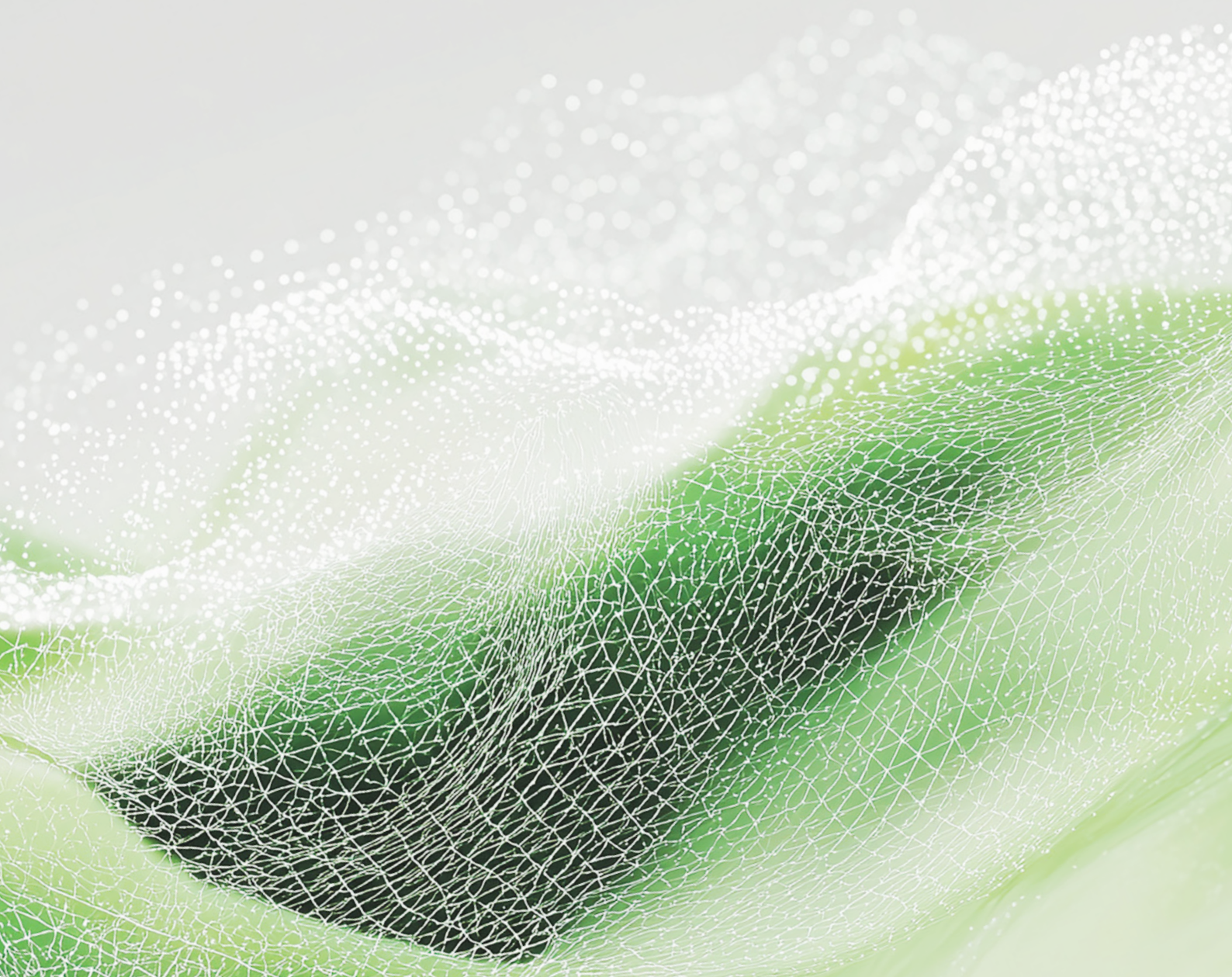




In my view, technology and the business are inseparable. There is no meaningful distinction between the two. They must operate as one. If an organisation still talks about “the business” and “IT” as separate entities, that’s a fundamental problem.

Simon Goodman

Group Chief Information Officer | Network Rail



Next steps to unlock value

- 1 Establish appropriate guardrails**

Technology investment outside the IT function will continue to rise, particularly when it comes to AI. Organisations, therefore, face a significantly increased risk to the security and resilience of their core business. By taking a holistic view of their enterprise architecture, and following a clear north star, they can protect against this threat, delivering technology enablement in a consistent and coherent way and ensuring investments have sustainable impact.
 - 2 Embed a shared understanding among leadership**

C-Suite collaboration is essential to make sure technology initiatives prioritised across the organisation remain aligned with the overall transformation strategy. The business cases written for major investments (given they are often signed off at Board level) should act as living documents that help maintain direction throughout the transformation journey. Methodologies like Deloitte's proprietary 'Vision to Value' framework champion the importance of the business case, and support leaders to stay aligned when it comes to orienting, preserving and delivering value from transformation investments.
 - 3 Balance your value scorecard**

Integrate diverse perspectives, harmonise incentives and measure enterprise-wide success across a multidimensional framework that includes financial, customer, process, workforce and purpose metrics.
 - 4 Elevate the role of the CIO**

The CIO must strengthen their relationship with the rest of the C-Suite to increase their visibility of technology investment decisions being taken across the organisation, and to ensure they are setting up the business for success. This is a pivotal time for technology leaders. They can thrive if they establish themselves as critical members of the executive team, leading their organisations so they can take advantage of the pace of innovation while enhancing resilience.
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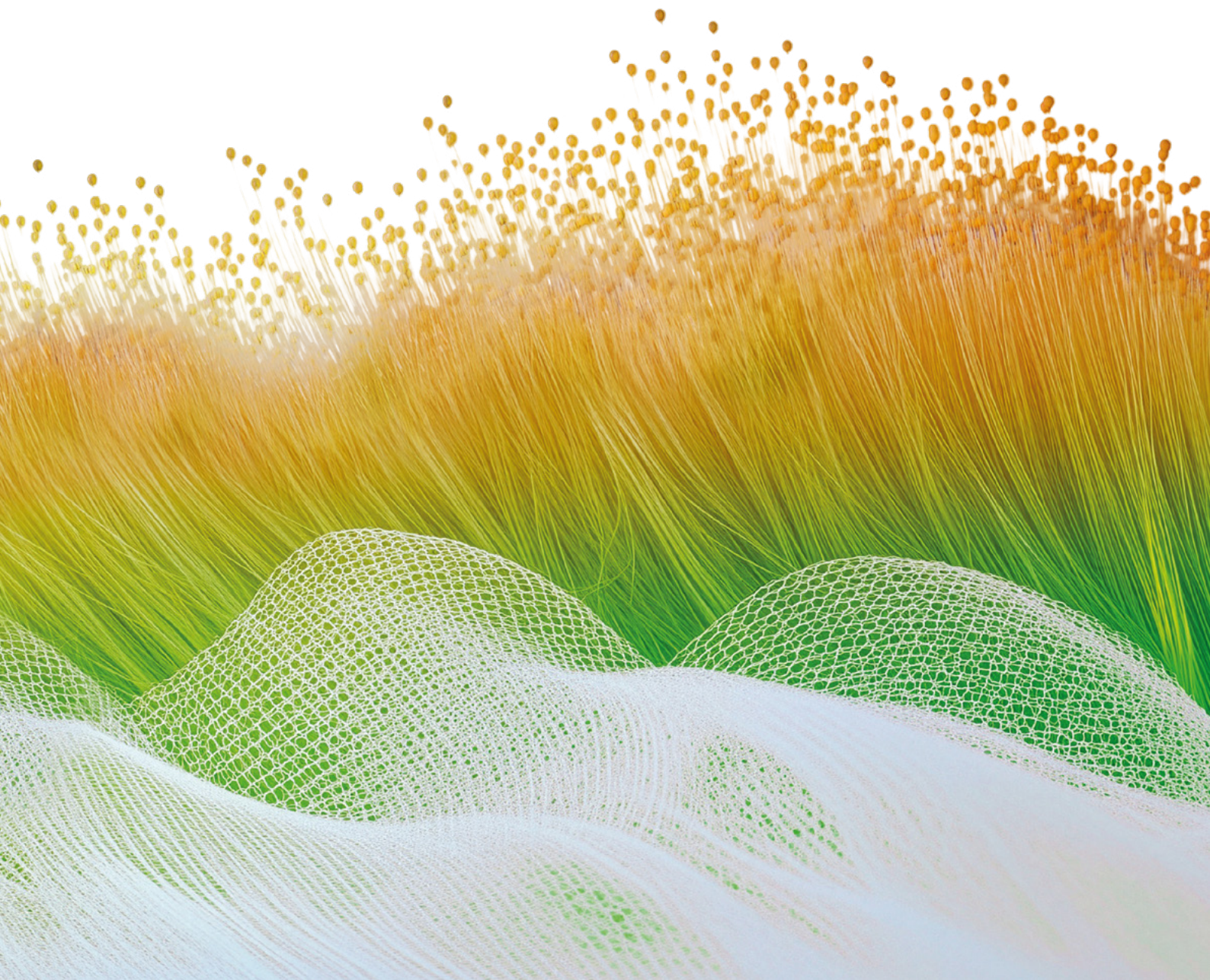
From investment to impact

Our survey reveals a critical truth: investment alone does not guarantee success.

Unlocking real value calls for solid, secure foundations; the right people, skills and culture; a north star that guides the entire transformation; plus, a holistic perspective in place of a narrow view. And a unified leadership team must sit at the heart of this.

Those who stay true to their business case and bring their people with them on the journey have the greatest potential to turn investment into impact.

Tech transformation is not just about modernising your technology estate. It is about modernising your organisation. For CIOs, the challenge and opportunity lie in leading this change from the front.



Methodology

In September 2025, Deloitte surveyed 314 senior executives in the United Kingdom.

Respondents were across six industries (consumer; energy, resources, and industrials; financial services; government and public services; life sciences and health care; and technology, media, and telecommunications).

Respondents from both privately held and public organisations had a minimum annual revenue of £375 million and held roles at the director level or above, including as C-suite executives and board members. The survey draws on longitudinal data that Deloitte's Center for Integrated Research has maintained since 2023.

This survey was supplemented with a further 10 qualitative interviews with executives in the UK. These took place from October 2025 to January 2026.

Index analysis for Innovation Leaders

This index was created by determining how many of the seven tech strategy innovation actions each organisation implemented to a "very large extent" or "completely." Organisations that matched four to seven actions were classified as Innovation Leaders.

The seven actions were: experimenting with new technologies; scaling new technologies; adopting an agile mindset; co-creating edge solutions with technology vendors; training internal staff on the latest edge solutions; appointing a tech leader to set an innovation-led tech strategy; and, encouraging diverse thinking.

314

Senior executives surveyed in the United Kingdom.

6

Industries were represented.

375m

£ minimum annual revenue of private and public organisations.

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