



The IT Investment Barometer

A strategic guide for CIOs and IT leaders to build resilient IT investment strategies for 2027 and beyond.

IT Investment Stress Test

How resilient is your IT investment model in an environment shaped by AI, geopolitical uncertainty, rising security requirements, and accelerating technology cycles? The question

for global IT leaders is no longer whether investment pressure will increase. The question is whether their operating model can absorb it.



Self-Assessment

Ask yourself:

- ✓ Can you forecast IT-related costs reliably for the next 24 months?
- ✓ Do you have complete visibility into IT assets across all countries and business units?
- ✓ Can you fund innovation initiatives without tying up additional capital?
- ✓ Do you have sourcing alternatives when suppliers or supply chains become constrained?
- ✓ Can you provide audit-relevant documentation and asset records within days rather than weeks?
- ✓ Is your refresh strategy aligned with technology lifecycles rather than accounting cycles?

If several of these questions are difficult to answer, the challenge is often not the technology itself. **It is the underlying investment model.**

The Reality From 2027 Onward

AI Is Reshaping Investment Economics

Artificial intelligence is no longer an innovation project. It is becoming **productive infrastructure** for business processes, decision-making, automation, and competitive advantage. As organizations move from pilots to deployment at scale, AI investment needs rise quickly. Yet **AI's full cost** often becomes visible only after implementation.

GPU infrastructure is just one part of the investment. Data preparation, storage, networking, governance, cybersecurity, compliance, and ongoing support all add to the **total cost of ownership**.

At the same time, innovation cycles are accelerating. Traditional infrastructure planning was built around three- to five-year refresh cycles. **AI evolves faster:** architectures, performance requirements, and business use cases can change within a much shorter period.

Organizations therefore face a fundamental challenge: they must make major investment decisions today without knowing what the AI landscape will look like in two or three years. As AI becomes essential, they need to **scale without sacrificing financial flexibility**.

Reality Check: The \$5 Million Question

A global organization prepared to move its first AI workloads from pilots into production. Initial investment requirements exceeded several million dollars. The biggest uncertainty was **not the budget, but the technology's lifespan**.

Would today's infrastructure still meet performance requirements in two years? Would new AI models require different architectures? Would business demand scale faster than expected?

As AI adoption expanded, costs went far beyond compute capacity. Data management, security, compliance, networking, and operational support became equally important.

The organization faced a strategic dilemma: How do you invest with confidence when innovation cycles move faster than traditional ownership models? The answer was not to delay investment. It was to **build flexibility into the investment model** from the start.

Security & Compliance Become Structural

As digital transformation accelerates, cybersecurity has become a **permanent investment priority**. Security spending is no longer driven by individual projects or isolated threats, but is a structural requirement for operating and scaling modern IT environments.

Geopolitical shifts, tighter regulations, and data sovereignty concerns reshape how organizations manage technology and vendor ecosystems. **Compliance now demands more than policies:** organizations must demonstrate regulatory adherence through reliable documentation, asset information,

contractual records, sustainability reporting, certified data erasure, and audit-ready evidence.

The challenge becomes even more significant in **complex international environments**. Varying regional regulations increase the effort to maintain transparency and consistency across the organization.

Security therefore extends beyond systems and data—it increasingly encompasses governance, documentation quality, and audit readiness.

Reality Check: The Compliance Chaos

During an internal audit, a multinational organization was asked for documentation on asset ownership, certified data erasure, sustainability reporting, and supplier compliance across several countries.

The information existed, but was **spread across multiple systems**, suppliers, and

local processes. Collecting and validating it required significant coordination and delayed audit preparation.

The challenge was not compliance itself, but having **reliable visibility and evidence** when needed.

Global Complexity Challenges Scalability

Global technology strategies aim for standardization, efficiency, and scale. In practice, however, operating across countries adds **complexity far beyond technology itself**.

Organizations must navigate differing contract structures, billing requirements, tax regulations, customs processes, compliance obligations, audit requirements, sourcing conditions, and delivery models. What works in one market **may need significant adaptation in another**.

Meanwhile, supply chains remain exposed

to disruptions and availability constraints as supplier ecosystems expand.

The challenge is not just securing access to technology or defining global standards. It is creating an operating model that **coordinates global requirements and market-specific execution** without unnecessary administrative effort, cost, compliance risk, or operational complexity.

Organizations that manage this balance can turn global scale into a **competitive advantage**. Others face growing complexity, fragmented visibility, and reduced agility.

Reality Check: The Global Complexity Challenge

A global organization introduced a centralized technology strategy across multiple regions. While global standards were aligned, local teams continued to manage different contracts, billing structures, tax requirements, suppliers, procurement processes, and compliance documentation.

Over time, supply-chain disruptions, supplier failures, and changing trade

conditions challenged the rollout.

Availability, delivery timelines, and costs became harder to predict, while market requirements continued to differ.

The challenge was not the strategy, but building a flexible, independent operating model that could **execute across markets while adapting** to changing requirements and conditions.

What Successful Organizations Do Differently

In this increasingly complex environment, organizations need to rethink IT management. Reacting to challenges as they arise is no longer enough. **Long-term success** depends on the capabilities to remain flexible, resilient, and in control.

Five capabilities will be particularly critical for success in 2027:

- #1** Cost Predictability
- #2** Capital Efficiency
- #3** Lifecycle Transparency
- #4** Procurement Resilience
- #5** Global Scalability

#1 Cost Predictability: Can We Forecast Future Costs Reliably?

Shorter technology cycles, price fluctuations, supply constraints, and growing investment needs **make costs harder to predict**. Organizations must balance rising investment with increasing pressure to improve budget accuracy and financial control.

Leading enterprises take a **lifecycle view**. They evaluate investments on long-term economics rather than acquisition cost alone, helping improve forecasting accuracy and reduce unexpected cost peaks. Where market volatility adds uncertainty, securing pricing and availability in advance can

protect investment plans and improve budget reliability.

Predictable costs provide more than financial stability. They create the **confidence required to make investment decisions** in uncertain environments.

Leadership Takeaway:

Move the discussion from acquisition costs to lifecycle costs.

#2 Capital Efficiency: Is Capital Allocated Where It Creates the Highest Value?

Technology has become a strategic growth enabler, but capital remains a finite resource. Organizations are expected to invest in innovation, operational excellence, and business growth simultaneously. **Capital allocation** is becoming a critical strategic decision.

Successful enterprises focus not only on how much they invest, but how effectively capital is deployed. Flexible financing **aligns IT costs with actual usage**, improving liquidity and reducing obsolescence risk.

Tech leaders increasingly evaluate technology investments on purchase price and the

cost of committed capital. Considering the **cost of capital (WACC)** helps quantify financial impact and provides a broader view of capital efficiency.

The objective is not to invest less. It is to ensure that capital remains available for the initiatives that **create the greatest business value**.

Leadership Takeaway:

Review where capital is tied up and whether it could generate greater value elsewhere.



#3 Lifecycle Transparency: Do We Know What We Own, Where It Is, and What It Costs?

As IT environments become more distributed, visibility across assets, contracts, costs, and lifecycle status becomes harder to maintain. Enterprises often manage planning, procurement, usage, maintenance, modernization, and end-of-life processes separately. **This creates information gaps** that hinder sound investment decisions.

An **integrated lifecycle approach** connects every stage of an asset's journey—from financing and procurement to use, modernization, return, and remarketing. This complete view lets IT leaders identify cost drivers, refresh needs, utilization patterns, and optimization opportunities.

A **Total Cost of Ownership (TCO)** perspective assesses investments by their full economic impact. This level of transparency supports stronger governance, better cost control, and more informed decisions.

Amid accelerating innovation cycles and growing complexity, **lifecycle transparency** forms the foundation for effective technology management.

Leadership Takeaway:

You cannot optimize what you cannot see.

The Integrated Lifecycle Approach



¹ Forrester Research: IT Asset Optimization Studies 2026 Update

#4 Procurement Resilience: Can We Adapt When Markets or Suppliers Change?

Volatility has become a permanent feature of technology markets. Supply disruptions, changing availability, geopolitical developments, price fluctuations, and rapid innovation can all affect investment decisions. Organizations need more than purchasing power: they need **flexibility when conditions change**.

A resilient procurement model combines sourcing agility, vendor independence, adaptable contracts, and lifecycle flexibility. This reduces reliance on single suppliers

and creates alternatives as technology, availability, or business needs evolve.

The objective is not to predict every disruption, but to build an operating model that **absorbs change while maintaining business continuity** and protecting investment plans.

Leadership Takeaway:

Assess where supplier dependencies could become business risks.

#5 Global Scalability: Can We Operate Consistently Across Countries?

Global IT strategies create value only when **executed consistently across markets**. Procurement extends far beyond sourcing technology: contracts, billings, tax, customs, compliance, and local business practices can differ significantly by country.

Successful enterprises **combine global governance with local execution capabilities**. Global standards provide consistency and overview, while local expertise helps ensure compliance with country-specific requirements. This balance enables organizations

to scale internationally, improve regional coordination, and execute IT strategies reliably.

Global scale becomes a competitive advantage when shared standards and market-specific execution **work hand in hand**.

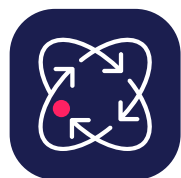
Leadership Takeaway:

Review whether your standards can be applied consistently across all markets.

Global Capability. Local Execution.

How It Works in Practice with CHG-MERIDIAN

Global IT requires more than an overarching framework. It requires the **capabilities, experience, infrastructure, and processes** to execute consistently across different markets. A few reference points from CHG-MERIDIAN's international business:²



More than one million devices are remarketed each year in Europe.

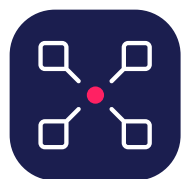
Residual value is not estimated at the end of a term—it is priced in from the start.



42% of the portfolio is held by customers operating in more than one country, and 7% in more than fifteen. Cross-border setups are the norm, not the exception.



CHG-MERIDIAN operates in more than 30 countries, with further markets covered through established partners—enabling local invoicing where required.



45 years of international project experience, including the structuring of deliveries to help avoid double taxation.



ISO certifications and a mutually signed code of conduct support audit documentation.

A global partner does not mean one person for everything. It means **one consistent model** with local capability.

² CHG-MERIDIAN, internal figures 2024–2026

What Our Clients Say

"CHG-MERIDIAN has enabled us to create a consistent, scalable approach to managing technology and work-place assets across our global footprint."

Alex Parkes,
Alvarez & Marsal

"I really like the close relationship we have with CHG. Whenever we need them, they are extremely attentive and seek to offer us the best conditions on the market."

Victor Matheus Lucio de Almeida,
Stefanini Consultoria

"Very professional, very friendly and customer-oriented support for all concerns. In addition, very quick response to ad hoc enquiries. We greatly appreciate the great cooperation!"

Dennis Schneider,
AstraZeneca GmbH

"CHG-MERIDIAN gives us a truly complete package, from advice and procurement to end-of-lease and data erasure. This has enabled us to noticeably increase our productivity and profitability."

Ulf Kütemeyer,
PISCEU

Ready to Assess Your IT Investment Model?

Every organization faces different challenges. Some struggle with cost predictability. Others with capital efficiency, procurement resilience, lifecycle transparency, or the ability to scale globally. A **30-minute IT Investment Stress Test** helps identify where improvement potential exists and how prepared your organization is for the investment challenges of 2027.

Together, we assess:



- ✓ Cost Predictability
- ✓ Capital Efficiency
- ✓ Lifecycle Transparency
- ✓ Procurement Resilience
- ✓ Global Scalability

You receive an initial assessment of your current IT investment model, including opportunities to improve TCO performance, operational flexibility, and scalability across markets.



Book Your IT Investment Stress Test