



NEW ZEALAND
CIO INNOVATION
SUMMIT & AWARDS

Scaling Deep Tech & Enterprise Leadership

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New Zealand has long delivered exceptional deep tech, producing advanced science and engineering in agriculture, health, materials, and aerospace. Limited scale and geographic isolation shaped solutions that were rigorous, original, and technically deep.

What's changing is not the country's inventive capability, but where it matters. Deep tech is moving from niche labs and startups into the core of the economy, demanding active engagement from enterprise leaders, not just researchers or founders.

Deep Tech Moves Closer to Enterprise Decision-Making

Technologies based on advanced science and engineering are moving beyond labs and niche exports, shaping core enterprise decisions around resilience, productivity, sustainability, and competitiveness.

These technologies often arrive before products, standards, or platforms are fully defined.

Technology leaders need to move beyond just adopting tools. They must actively shape how these capabilities are integrated, governed, and scaled across the organisation.





A Deliberate Ecosystem Built for Depth

New Zealand's deep tech landscape was deliberately built during the riskiest stage of innovation — where scientific promise exists, but commercial outcomes are still uncertain.

01.

The Deep Tech Incubator Programme has played a key role, supporting nearly half of the country's deep tech startups over the past decade. These companies received early funding and operational support while their technologies were still being validated and markets were emerging, focusing on technical credibility and practical relevance rather than quick revenue.

02.

Private capital is entering selectively. Specialist investors such as Outset Ventures, Movac, GDI, Pacific Channel, and WNT Ventures back companies that combine scientific depth with credible commercial pathways. Funding is increasingly paired with access to labs, infrastructure, and commercial expertise, recognising that capital alone does not accelerate deep tech development.



Where It's Already Working – and Why It Matters

New Zealand's strongest deep tech successes sit where science and engineering meet export-driven, real-world problems. Here are some examples:



AgriTech & Farm Systems

Halter's virtual fencing and pasture management platform is reshaping dairy operations through solar-powered collars and on-farm intelligence.



Space & Aerospace

Rocket Lab has positioned the country as a commercial launch location, while **Dawn Aerospace** is developing green propulsion and reusable spaceplane technologies.



CleanTech & Circular Industry

Mint Innovation applies biotechnology to recover valuable metals from electronic waste, converting sustainability challenges into industrial processes.



Operational Trust & Connectivity

Auror embeds trust into retail operations by enabling real-time crime intelligence sharing across networks.

These companies were built through sustained engineering and deep expertise, aligned with real operating environments. They show the value of engaging deep tech early, rather than adopting it only once mature.



Enterprise Guide to Deep Tech Opportunities





1. CEOs: Focusing Technology on Measurable Impact

Deep tech is a strategic asset CEOs cannot ignore in shaping future competitiveness.



Identify areas where deep tech can create defensible, hard-to-replicate capabilities.



Set realistic expectations for timelines, investment, and outcomes.



Align organisational resources, cross-functional teams, and executive oversight to support integration and scaling.



LENS:

Does this engagement create durable advantage, and are we positioned to shape the ecosystem rather than follow it?



2. CTOs: Building Resilient, Scalable Tech Stack

CTOs can turn the technical possibilities into systems that teams can reliably operate, secure, and evolve.

1

Controlled test environments. Isolate new technologies to test against real data, performance limits, and security constraints without impacting production.

2

Design for long-term operation. Ensure existing teams can support solutions; dependence on rare skills threatens scalability.

3

Translate scientific capability into platforms, tools, and processes that the organisation can operationalise.



LENS:

Is this technology robust, and can it be engineered for long-term value?



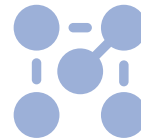
3. CIOs: Making Complex Systems Work Together

CIOs should embed deep tech and AI across the enterprise, designing for operational stability, security, and scalable growth from day one.



STANDARDISE DATA FOUNDATIONS

Build consistent pipelines for ingestion, cleansing, and governance. Inconsistent data produces unreliable AI outcomes.



REDUCE INTEGRATION DEBT

Map how AI services, automation, and edge systems connect to core platforms like ERP, identity, and finance. Fragile integrations break at scale.



LENS:

Can this scale from pilot to enterprise use without adding risk, complexity, or cost?



Ecosystem Opinion

New Zealand's deep tech advantage is real, but its impact depends on enterprise engagement. Innovation is moving into boardrooms, operations, and strategic decisions.

Capturing value requires early involvement, deliberate integration, and investment in governance, talent, and infrastructure. For technology leaders, deep tech delivers hard-to-replicate capabilities, strengthens resilience, and creates globally relevant value, but only when approached with focus, rigour, and operational alignment.



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