WAVESTONE

2026 UK Technology Leader Survey

AI is not a technology problem

Designing the Operating Model That Wins the Race

Contents

Introduction

The technology function now sits on the frontline of the AI race. CIOs need a clear view of how their internal AI capabilities compare with peers and with business demand to decide where to focus and how fast to move.

AI is no longer limited to business use cases. It is reshaping how technology is designed, built and operated inside IT itself.

This year's UK Technology Leader Survey brings insights from 200 CIOs on how deeply AI is embedded in technology delivery, and what this means for the future of the function. CIOs face a dual pressure.

They must enable AI across the business while adopting it within their own teams. This creates a simple question:

Are internal AI capabilities fit for purpose?

The answer now depends on three factors:

1. Position versus peers
2. Alignment with business demand
3. Ability to scale safely

As AI changes the economics of delivery, CIOs must also rethink governance, skills and operating models.

This report shows how fast organisations are moving, what differentiates leaders, and where execution gaps remain.

Gonzalo GONZALEZ
Associate Partner

Alex MILLARD
Associate Partner

"Many CIOs are asking how fast to move, conscious of the risk of being both too cautious and too aggressive."

Gonzalo Gonzalez, Wavestone

Key takeaways

1 AI is reshaping IT roles, not reducing them

- With **79% of organisations reporting strong or very strong demand** from business teams, AI is no longer experimental.

Technology functions are increasingly positioned as the engine enabling AI driven productivity, decision making, and transformation across the enterprise.

2 AI delivers productivity before savings

While cost reduction is the leading stated objective (64%), the reality is that AI adoption is currently associated with **increased investment rather than short term savings**.

Near term value lies in improved quality, faster execution, and better decisions, with cost benefits materialising only once AI is embedded at scale.

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3 Skills gaps are limiting execution

- Over **65% of organisations expect increased resource demand within technology**, yet **lack of AI-ready skills is the number one challenge** while upskilling remains under-prioritised, creating a growing execution gap**.**

AI adoption is reshaping how work is delivered rather than reducing headcount.

4 Data foundations are slowing scale

- **Data maturity is widely recognised as a top challenge**, yet only 23% prioritise data management as an AI investment priority.

Without strong, scalable data foundations, most organisations will **struggle to move beyond pilots** and achieve repeatable AI value.

5 Governance is becoming an enabler

- **94% of organisations expect increased investment** in AI governance and risk management

Mature organisations are increasingly treating governance as an **enabler of scale**, embedding it early into AI-enabled processes to maintain trust, accountability, and regulatory alignment as adoption accelerates.

6 Execution will differentiate leaders

- Technology functions are moving beyond traditional service delivery to be **enablers of AI-driven enterprise transformation**.

Yet 70% have not fully implemented the new delivery models, which are essential to keep pace.

Scaling depends on disciplined execution across skills, data, governance and value measurement to accelerate delivery and realise sustained value.

Foreword

It’s a pleasure to share my perspective on this highly topical survey. There's no doubt that the acceleration of AI enabled end to end transformation has become one of the most defining leadership challenges across industries.

Bryn Barlow

Chief OpEx Officer

AXA UK

In my opinion, AI is reshaping technology delivery across three key dimensions.

Firstly, *what* is delivered. AI is elevating the importance of process and data maturity, while fundamentally shifting the skills required to design and deliver technology solutions.

Secondly, *how* it is delivered. There are significant benefits to be gained from AI in software development lifecycles (SDLC) and broader IT service management, driving material changes to IT operating models.

Finally, *who* it is designed for. In our sector, Insurance, AI is increasingly acting as a new channel – and potentially even a new buyer – prompting a rethink about our whole customer experience.

I fully endorse the findings in this report. However, there is one critical success factor in AI adoption that deserves even greater emphasis: the human dimension. Psychological safety matters.

1

Understanding
the pace of the AI race

How are 200 CIO peers embedding AI across technology delivery?

AI Demand & Adoption

Technology functions become the AI engine for the business

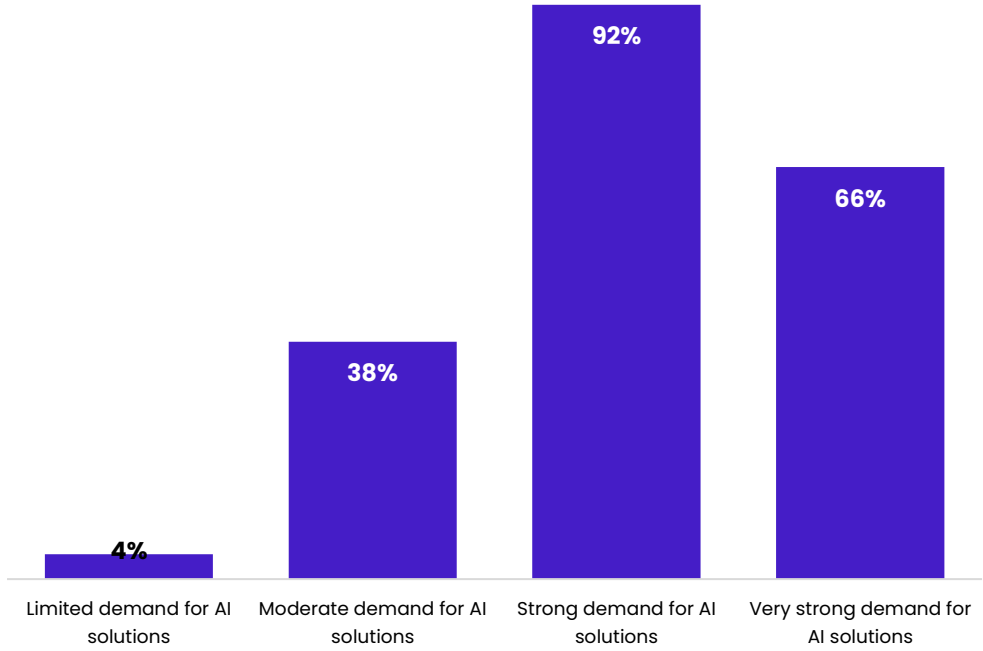
Demand for AI is now widespread across the enterprise, with a total of **79% of organisations reporting strong or very strong demand** from business teams and is accelerating rapidly. AI is now expected to deliver both measurable competitive advantage and operational improvement.

This is pulling technology functions toward the centre of enterprise AI transformation. Business teams are actively seeking AI-enabled capabilities, such as improved forecasting, enhanced customer insight and decision-making. This positions IT functions as the primary engine for building, deploying and governing AI across the organisation.

"I anticipate AI will shift IT's focus from maintaining systems to predicting organisational needs through data analysis. This proactive approach could prevent issues before they impact operations."

Senior IT Management, large manufacturing organisation

How would you describe the level of demand for AI solutions from the rest of your organisation on the IT function?



CLIENT STORY 1

Read how a global life sciences company built a compliant, scalable foundation for Copilot adoption

AI Demand & Adoption

Technology functions become the AI engine for the business

AI objectives are consistent across organisations

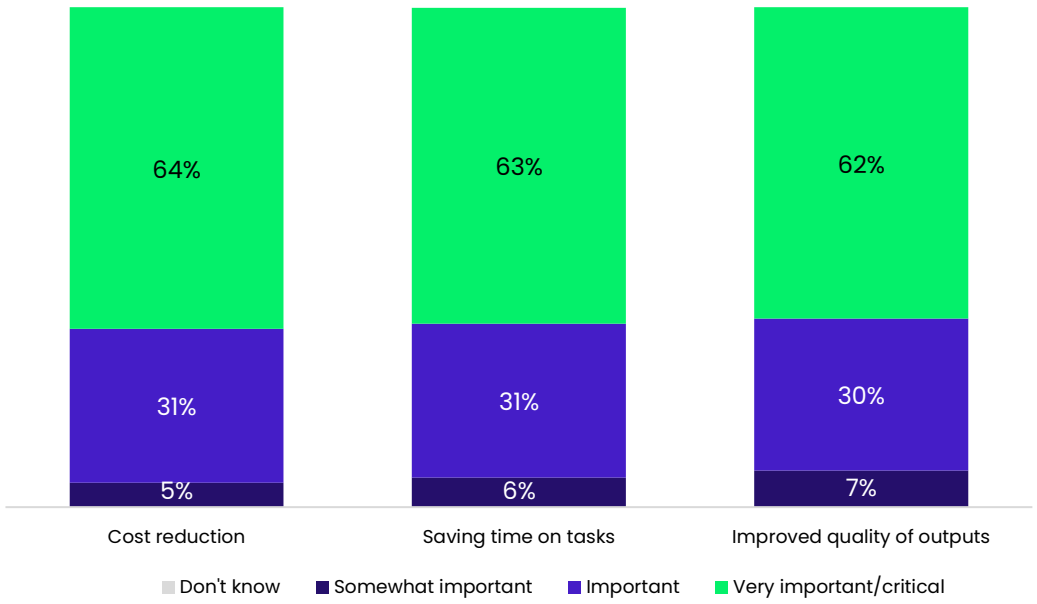
Despite variation in organisational size, the objectives for AI adoption are highly consistent. Three priorities dominate**: cost reduction (64%), saving time on tasks (63%), closely followed by improved quality of outputs (62%).** In larger organisations, priorities tilt toward automation and productivity at scale, driven by higher operational complexity.

A clear tension sits beneath these objectives. Cost reduction leads, yet early AI adoption is driving higher investment, not immediate savings. For CIOs, this mirrors previous technology transformations, where upfront investment in tooling, data and capability is required before value can scale.

Takeaways:

As AI demand accelerates, the Tech function is becoming central to scaling AI, requiring upfront investment to unlock productivity and quality gains.

How important are each of the following impacts for your organisation to achieve within the IT function?



Only top 3 priorities shown here from list of 10 options: The above, plus accelerating delivery, Augmenting decision making, Shifting or redefining roles, Reducing errors and improving compliance, Enabling greater scalability of operations, Automating repetitive tasks or Other.

Figures may not add up to 100% due to rounding

AI in the technology function

To enable AI at scale, technology functions must embrace AI themselves

AI is already reshaping the technology function in most organisations. More than 70% of survey respondents report that AI is fully embedded or established across most IT functions. The highest levels of adoption sits in IT Customer Support & Helpdesk and Data & Analytics.

Fewer than 7% of organisations expect AI to have little or no impact, confirming that adoption is now part of day to day IT operations rather than isolated experimentation.

At this stage, the impact of AI is felt more in enhanced capability than in immediate efficiency gains. Organisations report improvements in operational scalability (56%), decision making (51%), and quality (51%).

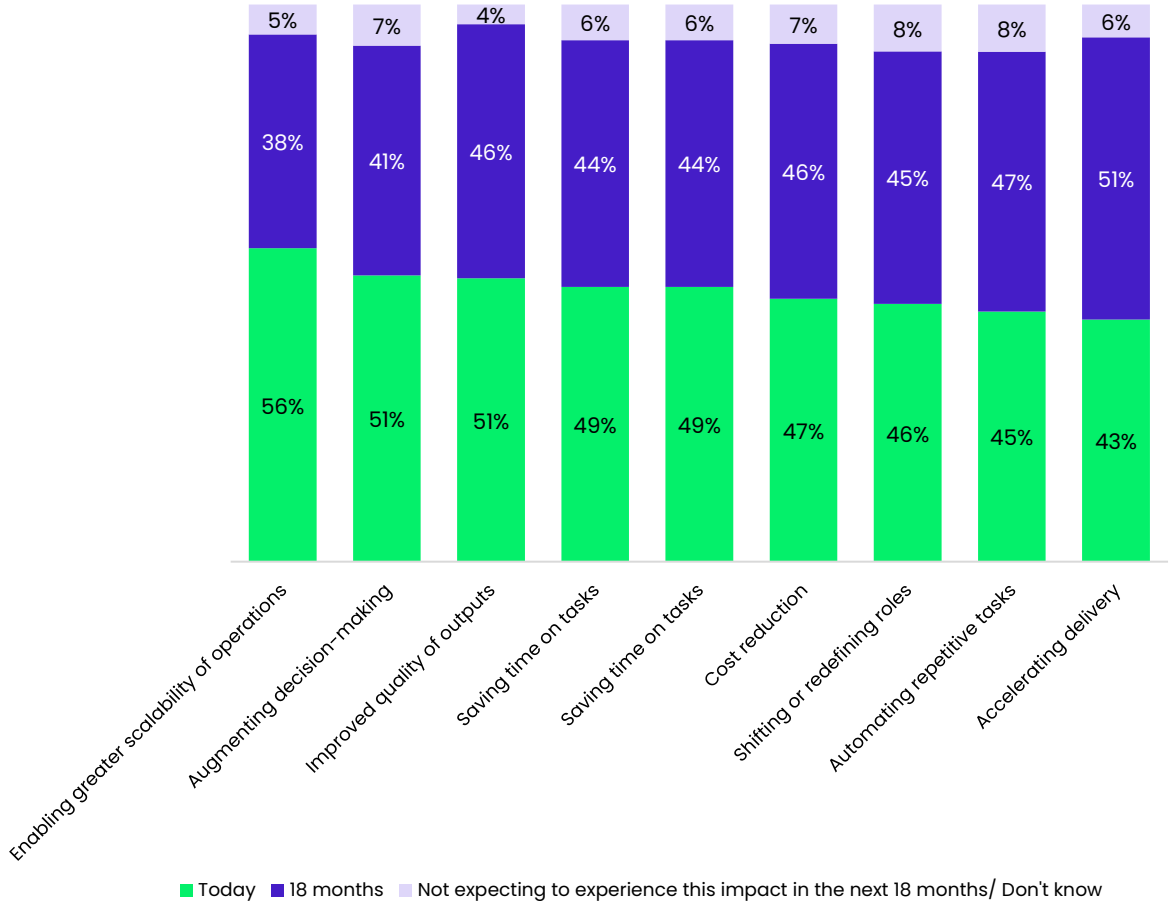
Productivity benefits, including faster delivery and automation, are expected to emerge over the next 18 months. For CIOs, this reflects a familiar pattern: AI first changes how work is done before materially reducing the effort required.

"AI is increasingly transforming IT operations (AIOps), from predictive incident management to automated root cause analysis and faster service restoration."

Gonzalo Gonzalez, Associate Partner

CLIENT STORY 2 **Read how a global bank streamlined incident management in its IT function**

Which best describes the impact that AI has/ will have on your organisation's IT function in the following timeframes?



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AI in the technology function

Are the core foundations in place?

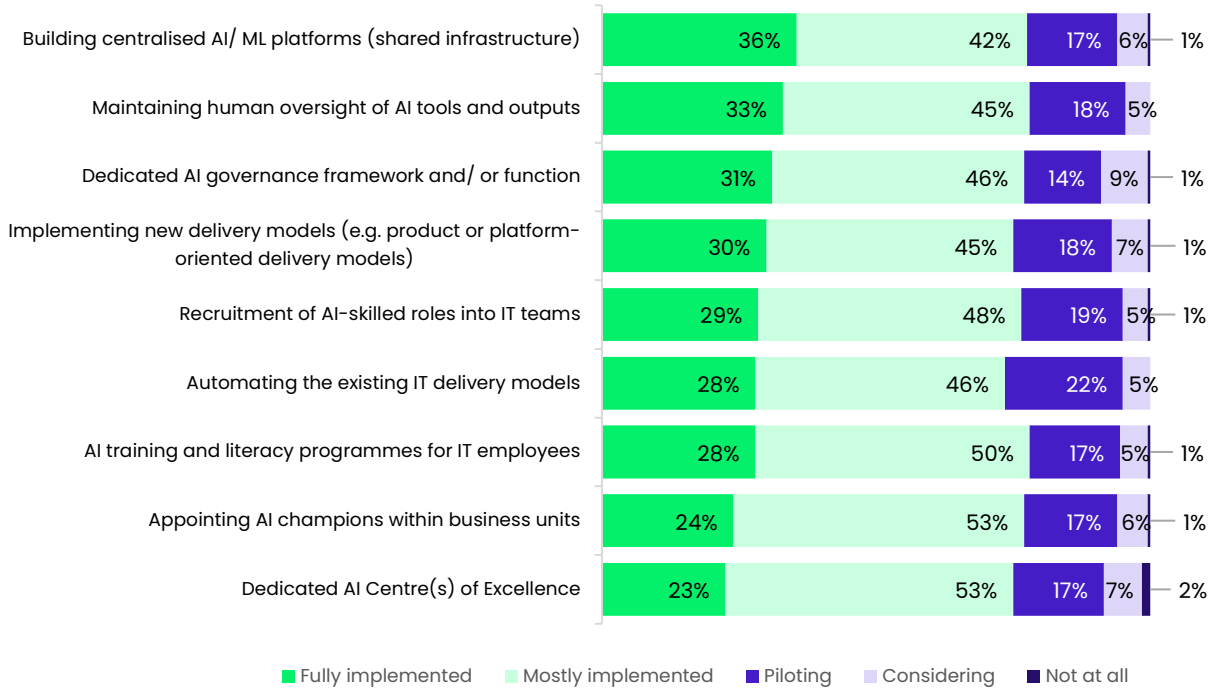
Most organisations have put core foundations for AI adoption in place, including human oversight (78%), training and literacy (78%), governance (77%), Centres of Excellence (75%), and shared platforms (75%).

However, these foundations are largely 'in place' rather than fully embedded. AI capabilities remain inconsistently integrated into how technology services are designed, delivered, and managed, limiting their ability to deliver repeatable value at scale to the business.

"Value is measured by AI enabled revenue and the acceleration of new product launches, not just system uptime and cost savings."

Senior Management, Large Life Sciences company

To what extent are the following approaches currently in place to support the use of AI across your IT function?



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CLIENT STORY 3

How did a global insurer shape a 3-year tech, data and AI strategy, aligning priority investments and dependencies?

AI in the technology function

AI investment skews towards tools, not foundations

AI now represents a material share of IT spending, as technology teams invest in capabilities on behalf of the wider organisation. Most respondents allocate between 8% and 15% of their IT operations budget to AI, with a subset investing more aggressively.

Investment is concentrated in software delivery and IT operations tooling, platforms and infrastructure, alongside analytics. The use cases and benefits in these areas are well understood. Organisations that have not yet enabled AI across core IT activities risk falling behind peers.

A clear imbalance is evident. Foundational areas such as data, governance and workforce capability are being under-prioritised. As a result, many organisations risk approaching AI primarily as a tooling upgrade rather than addressing the deeper operating model changes required to deliver sustainable value.

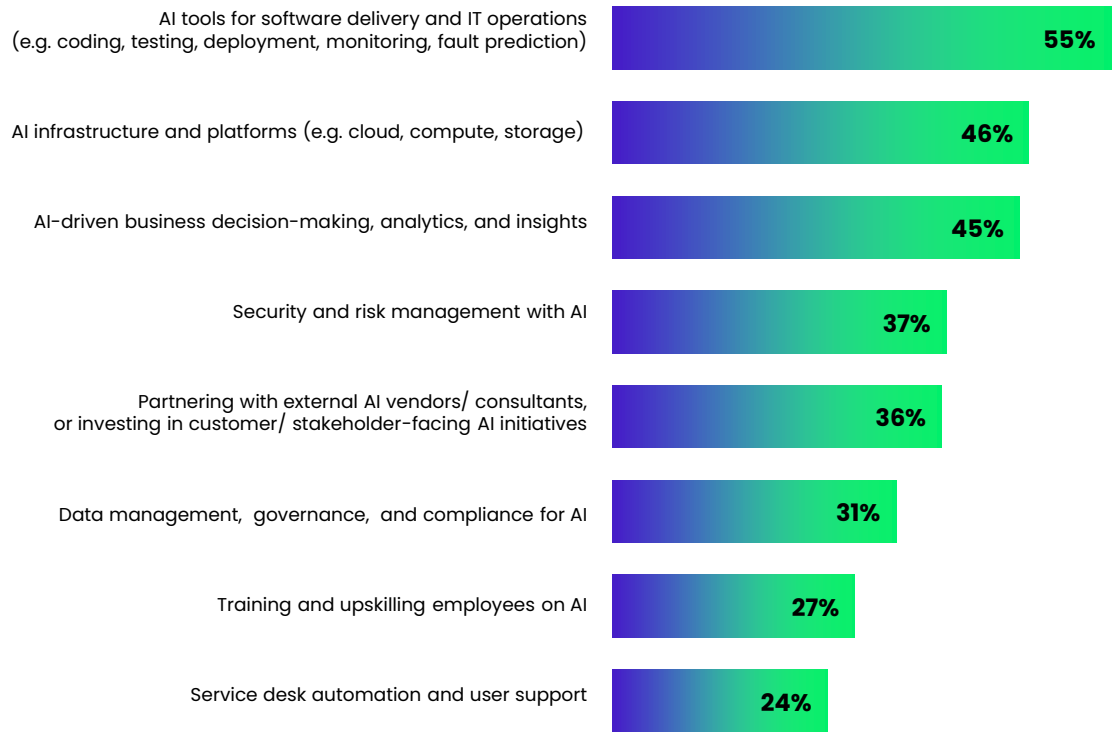
Cybersecurity is also emerging as a priority, as the rise of AI reshapes the threat landscape. Attacks are becoming more sophisticated, with the increasing use of automated phishing, highly credible deepfakes, and the emergence of early malware leveraging AI in propagation or evasion mechanisms.

Organisations must urgently deploy more predictive and automated security capabilities.

"The AI first technology function will only be able to accelerate AI adoption if resilience. Trust and control must be built into how AI is designed, deployed and operated from the start."

Florian Pouchet, Partner, Wavestone.
Further reading: 2026 AI Cyber Benchmark | Wavestone

Which of the following areas are the highest priorities for AI investment within your Technology Function over the next 18 months?



AI in the technology function

Changing priorities reshape technology team roles

Growing demand for AI capabilities is already reshaping technology workforce dynamics. More than two thirds of organisations expect increased resource demand across core IT teams, particularly in Data and Analytics, and Security and Risk. Hiring remains predominantly technical, with 59% of organisations focused on core technical profiles.

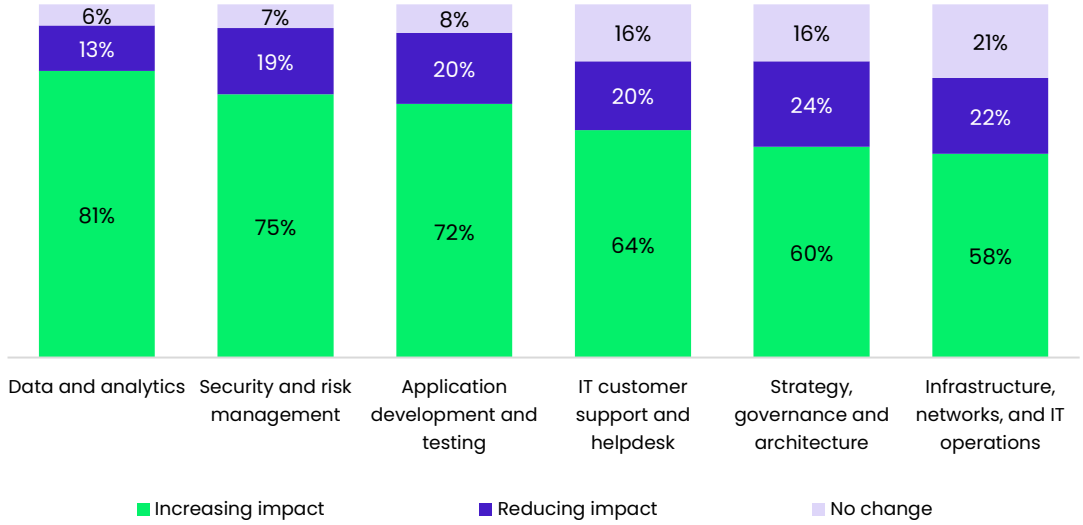
Demand for hybrid roles is rising, with 40% seeking profiles that can apply AI to day to day operations, such as AI product ownership. In this context, headcount reduction is not the priority. Instead, roles are evolving towards AI augmented delivery rather than shrinking in number.

87%

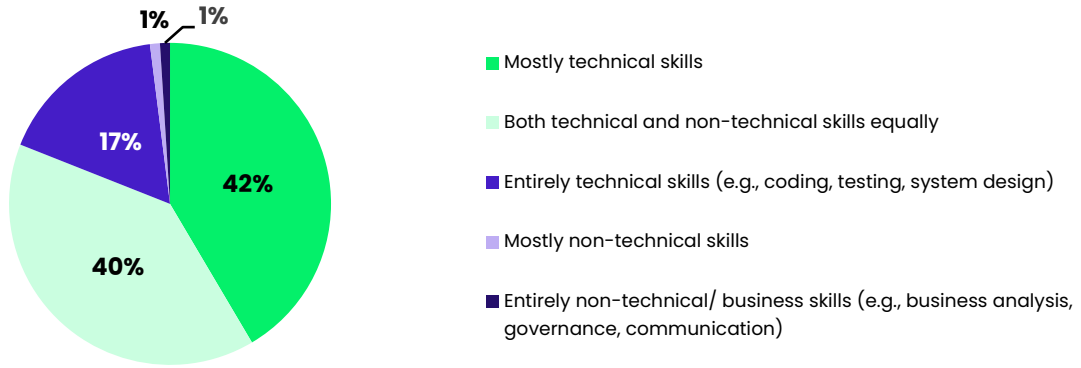
agree/strongly agree that 'working with third party AI vendors allows us to experiment, deploy and scale faster than relying only on in-house development'

CLIENT STORY 4 **Read how a global insurance company embedded AI in the product model to stay closer to clients**

What impact, if any, do you expect AI to have on resource demand across the following IT functions?



Between now and the next 18 months, what type of skills do you expect your IT function will hire more of as/ if AI adoption increases?



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AI in the technology function

Third party partners speed delivery, but raise capability risks

Delivery models are also evolving, with many organisations adopting hybrid approaches. Almost half of respondents, 46%, now combine internal teams with external partners to accelerate AI deployment. While this supports speed, it also creates risks around the development and retention of internal knowledge.

More mature organisations take a structured approach to sourcing, retaining control over differentiating capabilities while using partners selectively for specialisms, scale and speed.

From capability to execution at scale

The next phase of AI maturity is defined by execution. Organisations must move from fragmented initiatives to embedded, repeatable delivery. We advise aligning investment, skills and sourcing decisions so that AI is fully integrated into the IT operating model and delivers measurable business outcomes.

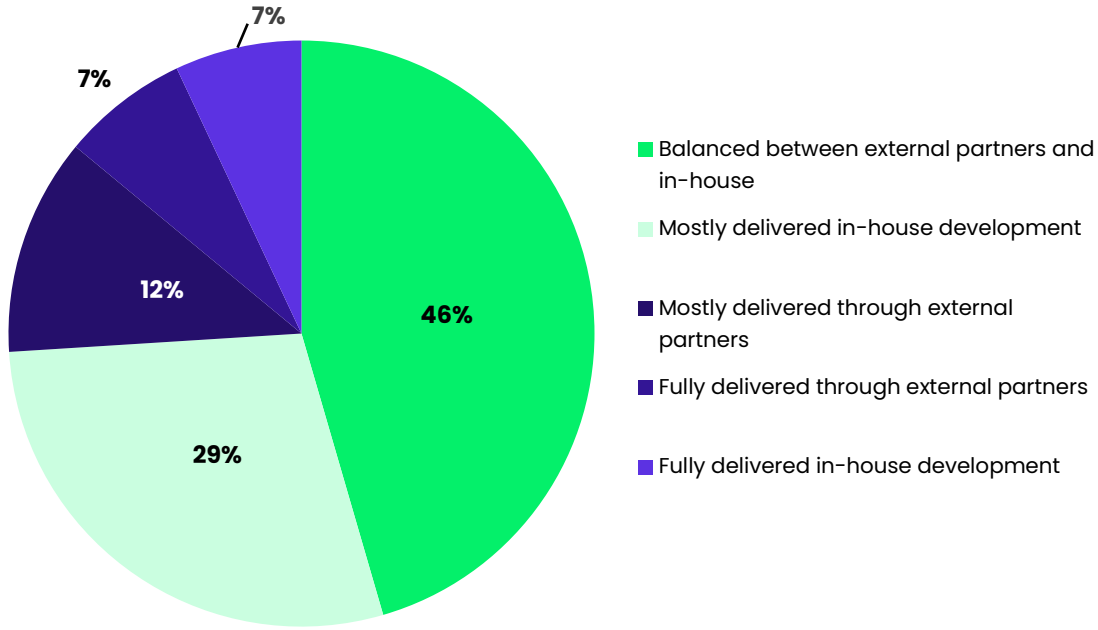
Takeaways:

- AI is reshaping the technology function itself, moving from experimentation to mainstream adoption.
- Core foundations are in place but not fully embedded, limiting consistent scaling of AI.
- Realising value now depends on integrating AI into delivery, roles and ways of working.

CLIENT STORY 5

Read how a global energy company created a framework for Buy vs Build decision making

Which of the following best describes how AI related solutions are being delivered by your IT function today?



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AI risk & governance

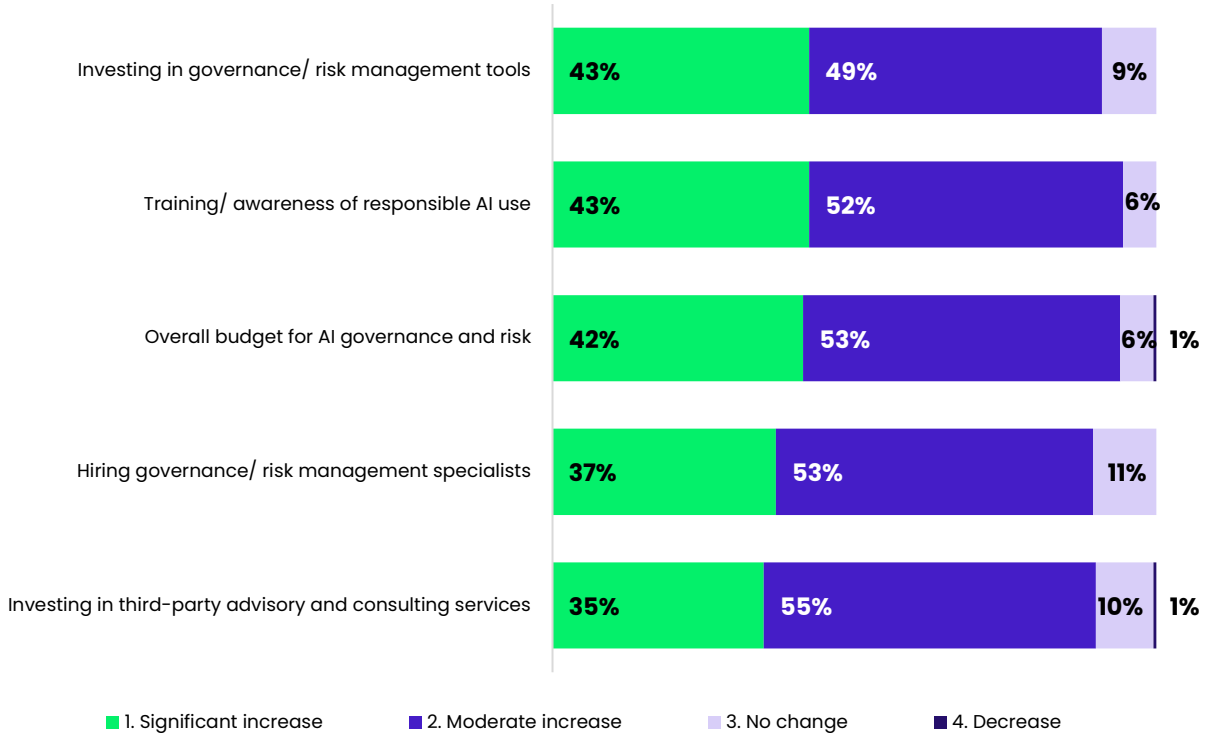
Risk and governance constrain AI at scale

Risk and governance are emerging as critical constraints on scaling AI. While AI capabilities are developing rapidly, governance maturity is not always keeping pace. AI introduces new operational and regulatory risks, alongside ethical considerations and third-party dependencies. This is creating pressure on existing control frameworks.

This gap is driving a strong and immediate response. Around 94% expect a moderate or significant increase in investment in AI governance and risk management over the next 18 months. This investment is being directed towards training, tooling, specialist hires, and third-party advisory. This reflects the need to strengthen capabilities across people and operating processes, not just technology.

Despite this focus, governance remains unevenly embedded. In many organisations, it is still applied as a control layer after deployment rather than built into AI-enabled processes from the outset. This makes it harder to maintain consistency, clear accountability and trust as adoption scales across the enterprise.

How is your IT function's spending on AI governance and risk management expected to change over the next 18 months in the following areas?



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CLIENT STORY 6 **How did a global insurer operationalise AI governance?**

AI risk & governance

Human in the loop still critical, execution lags

There is strong alignment across organisations on one principle: AI is not being deployed autonomously. Support for maintaining human oversight remains consistently high at 85%, reinforcing the view that AI should augment decision making rather than replace it. The challenge now lies in execution.

Organisations must clearly define where human judgement is required, what can be automated, and how accountability is maintained as workflows become increasingly autonomous through AI enablement.

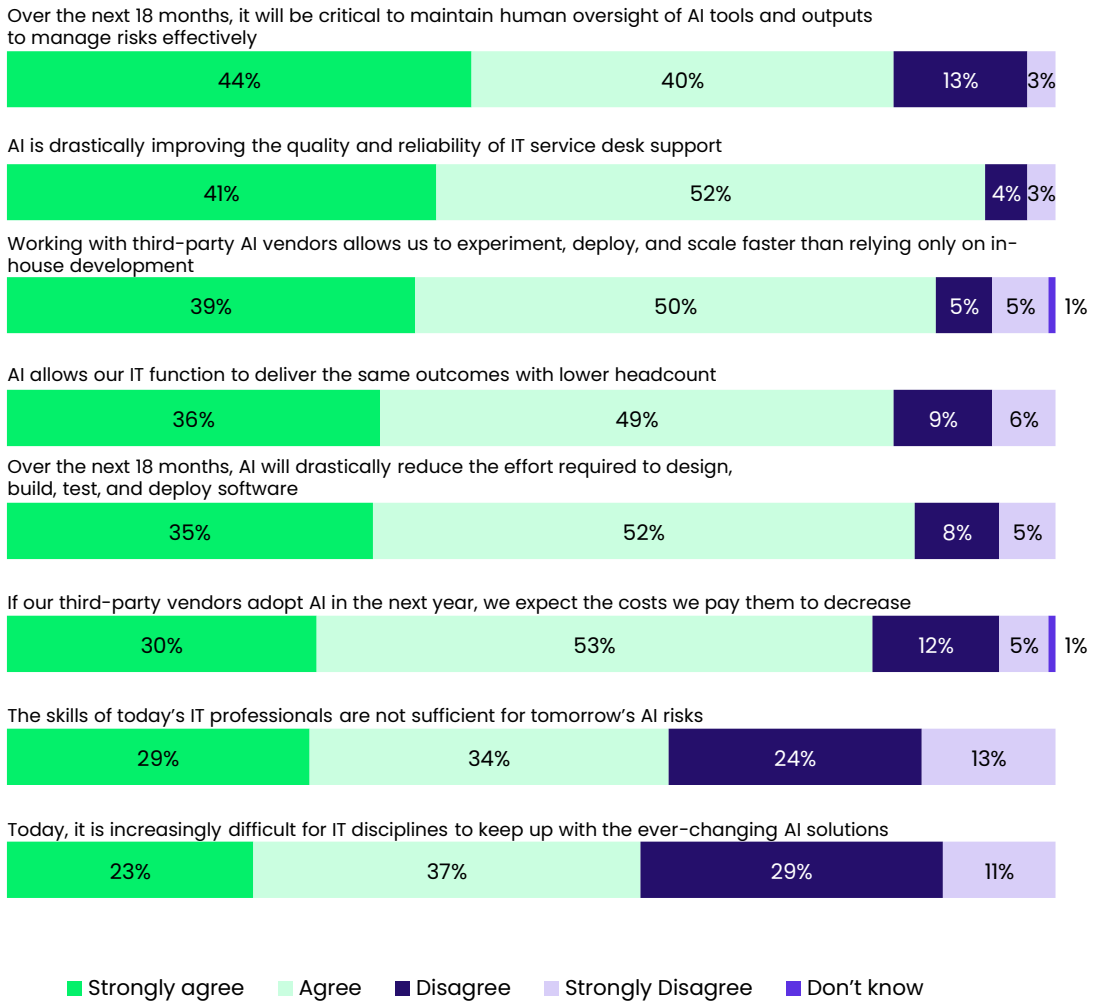
Takeaways:

- AI risk and governance are emerging as a primary constraint to scaling AI, driving increased investment in capabilities.
- Embedding human oversight and governance by design is critical to maintaining trust at scale.

CLIENT STORY 7

Read how an international healthcare group built a compliant, scalable data foundation for AI

To what extent do you agree or disagree with the following?



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Outlook and Challenges

Why AI momentum stalls

Progress is constrained by a set of persistent and interconnected challenges. Many organisations continue to face foundational constraints such as limited availability of AI skilled talent and difficulty demonstrating ROI in order to secure sustained funding.

These issues are compounded by the complexity of integrating AI into existing systems, increasing reliance upon third-party providers, and navigating a rapidly evolving and fragmented technology landscape.

Crucially these challenges reinforce one another: weak data foundations limit scalability, unclear sourcing strategies, slow execution and poor value measurement undermines executive confidence. Without addressing these issues collectively, organisations risk stalling just as large scale deployment should begin.

From AI momentum into execution

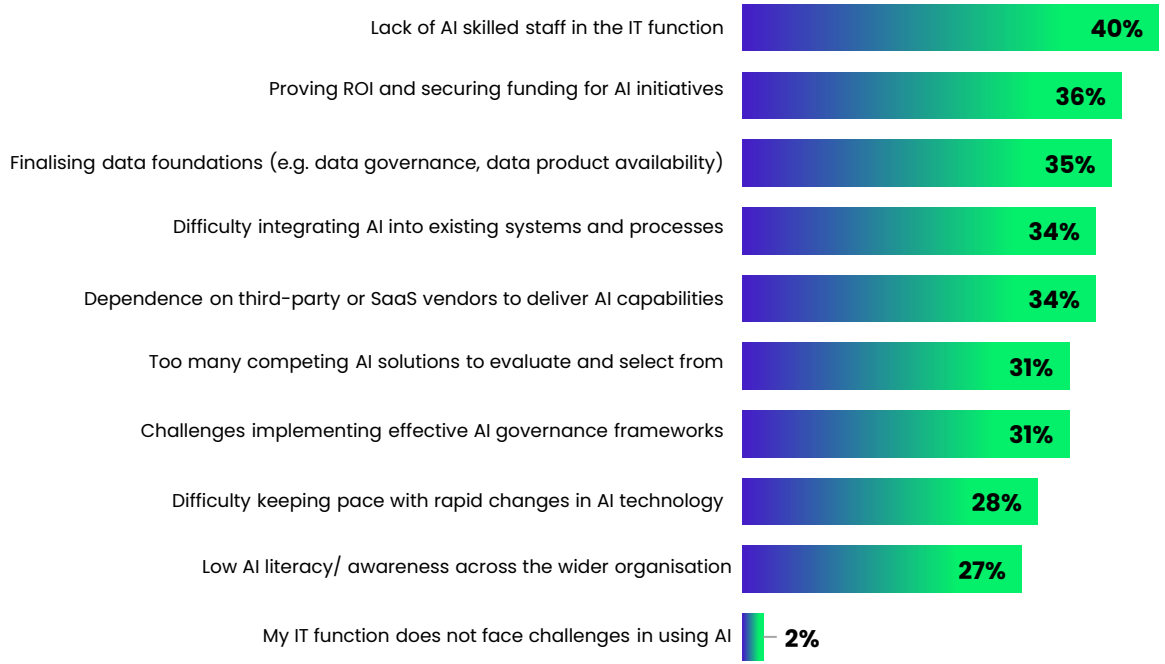
Sustained success now depends on converting momentum into disciplined execution.

This requires an integrated focus on three core areas:

1. **Building blocks:** Developing the right balance of internal capability and external support.
2. **Business value:** Embedding ROI measurement across the AI planning and delivery cycle to sustain executive support.
3. **Foundations:** Strengthening data and governance to enable scalable, and trusted deployment.

Organisations that align these elements will be best positioned to move beyond pilots and realise sustained value from AI at scale.

What are the biggest challenges your IT function currently faces in using AI solutions?



Takeaways:

- Most organisations have moved beyond pilots, but few have fully embedded AI capabilities.
- Scaling remains constrained by persistent challenges across talent, data, funding, and integration complexity.
- Realising value now depends on disciplined execution that aligns capabilities, value measurement, and strong data and governance foundations.

Conclusion

"Through close collaboration with the business departments, IT will drive automation and intelligent optimisation to boost competitiveness and market responsiveness."

Senior IT Management, large banking organisation

Conclusion

AI is reshaping IT, but execution is lagging

AI is already changing how technology functions operate. Organisations are seeing early benefits, especially in service quality and delivery speed.

AI is not reducing costs yet. It is improving how work is done and freeing capacity for higher-value activities such as innovation and decision-making.

However, progress slows when AI moves beyond isolated use cases. Many organisations struggle to embed it into core IT operations. The same barriers appear consistently: skills gaps, weak data foundations and difficulty demonstrating ROI.

At the same time, the pace of change is increasing. Technology functions must adapt governance, risk management and workforce capabilities while maintaining control.

Redefining the role of the technology function

The role of IT is shifting. Technology teams are no longer only service providers. They are becoming central to how organisations design, deliver and scale AI.

This involves embedding AI into core processes, supporting closer collaboration with the business, and building internal capabilities that can sustain adoption over time.

External partners play an important role, especially for speed and specialist skills. But organisations must balance this with building internal expertise to retain control and scale sustainably.

AI is already reshaping IT. The difference now lies in execution. **Organisations that integrate AI into their operating model will scale faster and move beyond pilots. Those that do not will struggle to create impact at the core of their operations.**

CLIENT STORY 8 **How did a global insurer embed AI across the Software Delivery Life Cycle (SDLC)?**

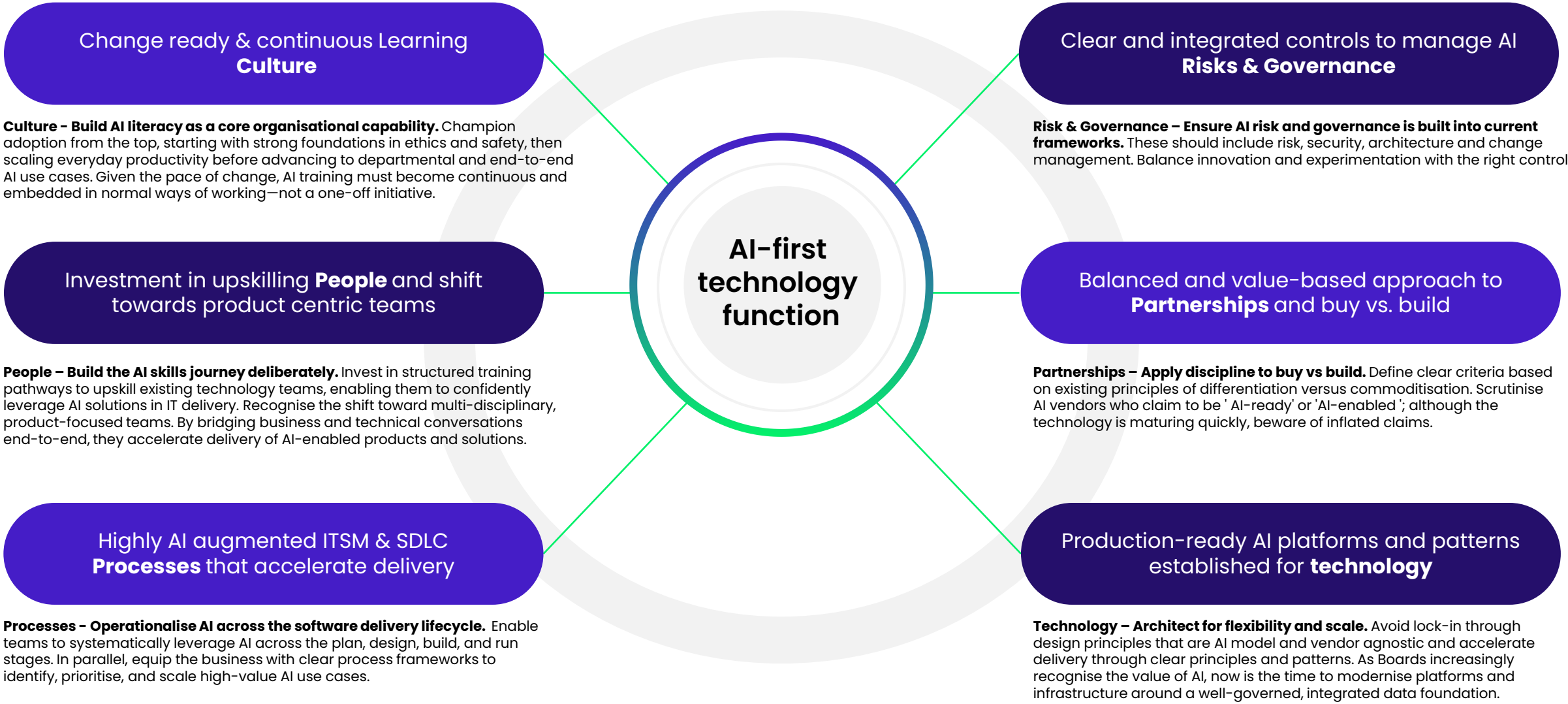
Takeaways:

- AI is already reshaping how technology functions operate, delivering value beyond cost reduction.
- A gap persists between ambition and execution, driven by challenges in skills, data, governance, and ROI.
- Embedding AI into the operating model is now critical to scaling and realising sustained value.

2

Building
the AI-first technology function

Critical building blocks for a Tech function to become AI first and deliver sustained business value



Culture - Build AI literacy as a core organisational capability. Champion adoption from the top, starting with strong foundations in ethics and safety, then scaling everyday productivity before advancing to departmental and end-to-end AI use cases. Given the pace of change, AI training must become continuous and embedded in normal ways of working—not a one-off initiative.

Risk & Governance – Ensure AI risk and governance is built into current frameworks. These should include risk, security, architecture and change management. Balance innovation and experimentation with the right controls.

People – Build the AI skills journey deliberately. Invest in structured training pathways to upskill existing technology teams, enabling them to confidently leverage AI solutions in IT delivery. Recognise the shift toward multi-disciplinary, product-focused teams. By bridging business and technical conversations end-to-end, they accelerate delivery of AI-enabled products and solutions.

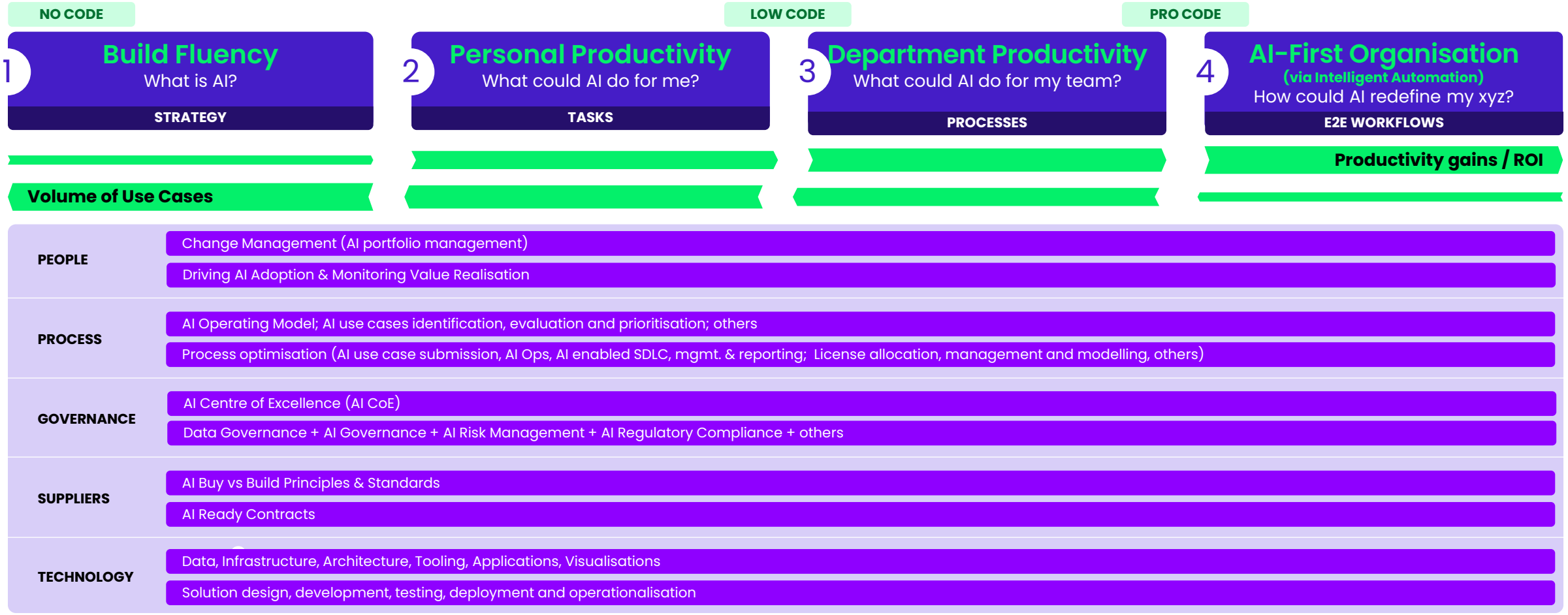
Partnerships – Apply discipline to buy vs build. Define clear criteria based on existing principles of differentiation versus commoditisation. Scrutinise AI vendors who claim to be ' AI-ready' or 'AI-enabled '; although the technology is maturing quickly, beware of inflated claims.

Processes - Operationalise AI across the software delivery lifecycle. Enable teams to systematically leverage AI across the plan, design, build, and run stages. In parallel, equip the business with clear process frameworks to identify, prioritise, and scale high-value AI use cases.

Technology – Architect for flexibility and scale. Avoid lock-in through design principles that are AI model and vendor agnostic and accelerate delivery through clear principles and patterns. As Boards increasingly recognise the value of AI, now is the time to modernise platforms and infrastructure around a well-governed, integrated data foundation.

The Wavestone AI Maturity Model

- AI is not a technology problem. It must be an enterprise-wide priority, requiring alignment, collaboration and investment.
- Many enterprises start with; building enterprise AI literacy, establishing governance and experimentation across many use cases through pilots and proof of concepts.
- Leading enterprises focus beyond personal productivity, prioritising department transformation, and reinventing ways of working with an AI-first approach.
- Leaders are laser focused on enterprise ROI, recognising the right foundations (across people, process, governance, partnerships, tech) to accelerate delivery.



Deployment

How organisations are scaling AI in practice

How are CIOs embedding AI in their technology function?

CLIENT STORY 1

Building a compliant, scalable foundation for Copilot adoption across the enterprise

Challenge
The CIO of a global life sciences company sought to boost AI literacy and adoption after a year-long M365 Copilot pilot.
Understanding of AI was low, with little training or prior investment. A 200-licence Copilot pilot delivered mixed adoption and no measurement, leaving leaders unable to judge ROI or decide how to scale access effectively.

Approach
Wavestone evaluated Copilot readiness and pilot results, clarifying maturity, adoption and value.
We helped the client define how to scale for ROI by aligning licences to priority functions and high-value use cases.

Impact
Leaders gained clear, evidence-based insight into where Copilot delivers value and how to scale licences confidently. Targeted enablement boosted adoption and GenAI capability in priority functions, while governance and licence management were embedded into day-to-day operations – creating a strong foundation to scale GenAI sustainably.

CLIENT STORY 2

Streamlining incident management for a leading bank

Challenge
A global bank was dealing with thousands of IT incidents across a complex technology landscape. Finding the cause of problems relied on slow, manual work across multiple tools, often taking up to an hour per issue. This delayed fixes, increased pressure on teams, and hurt service reliability.

Approach
The bank introduced Agentic AI to support incident management. Starting with virtual machines, AI automatically gathered system data, identified likely causes, and suggested next steps. The solution fit into existing tools, kept humans in control, met strict security rules, and was designed to scale across IT over time.

Impact
IT teams now identify the root cause of incidents in minutes, not hours—cutting diagnostic time by 80% and saving 600+ hours each month.
Incidents are handled more consistently, services are more reliable, and the bank has a strong platform to automate more IT operations using AI.

CLIENT STORY 3

Shaping 3-year Tech, Data and AI Strategy, aligning priority investments and dependencies

Challenge
A global insurer recognised it needed to invest heavily in tech, data and AI over the coming 3 years, but was struggling to identify, prioritise, and sequence investment

Approach
Wavestone assessed organisational maturity and helped identify priority focus areas. We developed business cases to secure funding, clarified delivery dependencies, and helped reshape the organisation to accelerate delivery of the future roadmap.

Impact
A 100M EUR Investment plan and roadmap was approved by the Executive Committee, with the organisation and operating model aligned for execution.

How are CIOs embedding AI in their technology function?

CLIENT STORY 4

Embedding AI in the product model to help a global insurer stay closer to clients

Challenge
A major insurer partnered with Wavestone to design and operationalise a unified, tech-enabled Product Operating Model, replacing fragmented project delivery with an outcomes-led approach. An enterprise Tribe structure was established with consistent governance and prioritisation, evolving to embed AI to systematically prioritise, measure and scale delivery improvements.

Approach
We defined the enterprise Product Operating Model through executive workshops, then translated it into practical Tribe designs—starting with Contact Centre and Claims—embedding AI use cases into OKRs and planning. Execution was supported through backlog refinement, interim roadmaps and targeted AI-enabled enhancements.

Impact
The insurer implemented a validated, AI-enabled Product Operating Model with clear governance and prioritisation. Priority Tribes gained aligned OKRs, funding and Flow-to-Work, while embedding AI improved decision-making, efficiency and customer outcomes—making AI a measurable driver of delivery performance.

CLIENT STORY 5

Creating a framework for Buy vs Build decision making to support prioritisation of Build use cases

Challenge
A global energy company was driving various GenAI initiatives. They were aware the market was evolving with GenAI features, functionality, and new AI native companies. They didn't have a framework to guide Buy vs Build decisions.

Approach
Wavestone created a framework and approach to assess Buy vs Build and hybrid approaches. In doing so we conducted a study of major platform and solution providers, identifying existing GenAI features, for identified key vendors (e.g. Salesforce, ServiceNow, SAP etc). This enabled the client to prioritise Build effort on key use cases, agreed with business.

Impact
The client now has a clear view of its' Buy vs Build strategy for key enterprise platforms and is able to prioritise use cases for Build solutions.

CLIENT STORY 6

Operationalising AI governance for a leading insurer

Challenge
A global insurer had core AI governance in place but struggled to embed it consistently across the organisation. The challenge was operationalising governance to meet regulatory expectations, clarify accountability and manage risk—while enabling responsible, scalable AI innovation in a fast-evolving regulatory landscape.

Approach
Wavestone delivered a phased, collaborative 12-week programme. We planned governance, roles, communications and prioritised PoCs; reviewed existing assets and completed a gap analysis; updated triage, risk assessment, inventories and frameworks while training 3LoD teams; and strengthened controls through technical and data-science assessments.

Impact
AI governance evolved from a static framework into a scalable, compliant operating model. The insurer can now deploy AI responsibly, maintain regulator trust, and manage risk consistently across the AI lifecycle—without slowing innovation.

How are CIOs embedding AI in their technology function?

CLIENT STORY 7

Building a compliant, scalable data foundation for AI in a global healthcare organisation

Challenge
A leading international healthcare group faced fragmented data capabilities across markets, limiting compliant cross-border use of sensitive data under growing regulatory pressure.

Approach
Working with the Group CIO and CDO, we designed a pragmatic Data Operating Model to balance global consistency with local execution.
Using a structured maturity assessment, we identified capability gaps and selected a federated hub-and-spoke model.
A phased roadmap prioritised high-value use cases while strengthening governance, tooling and skills.

Impact
The new model improved regulatory readiness and reduced data risk from day one. Leaders gained faster access to trusted insights, unlocking better decisions today. Crucially, the organisation now has a scalable foundation to accelerate AI safely in the future.

›› View full Client Story here: Unlocking AI innovation with a unified Data Operating Model | Wavestone

CLIENT STORY 8

AI in SDLC – strategy and delivery support for large transformation programme at leading global insurer

Challenge
GenAI capabilities have advanced rapidly, particularly in software development, where they can significantly boost developer productivity. Lacking an enterprise-wide solution, a global insurer launched a programme to identify the right tools, establish a framework to measure value, and guide adoption at scale.

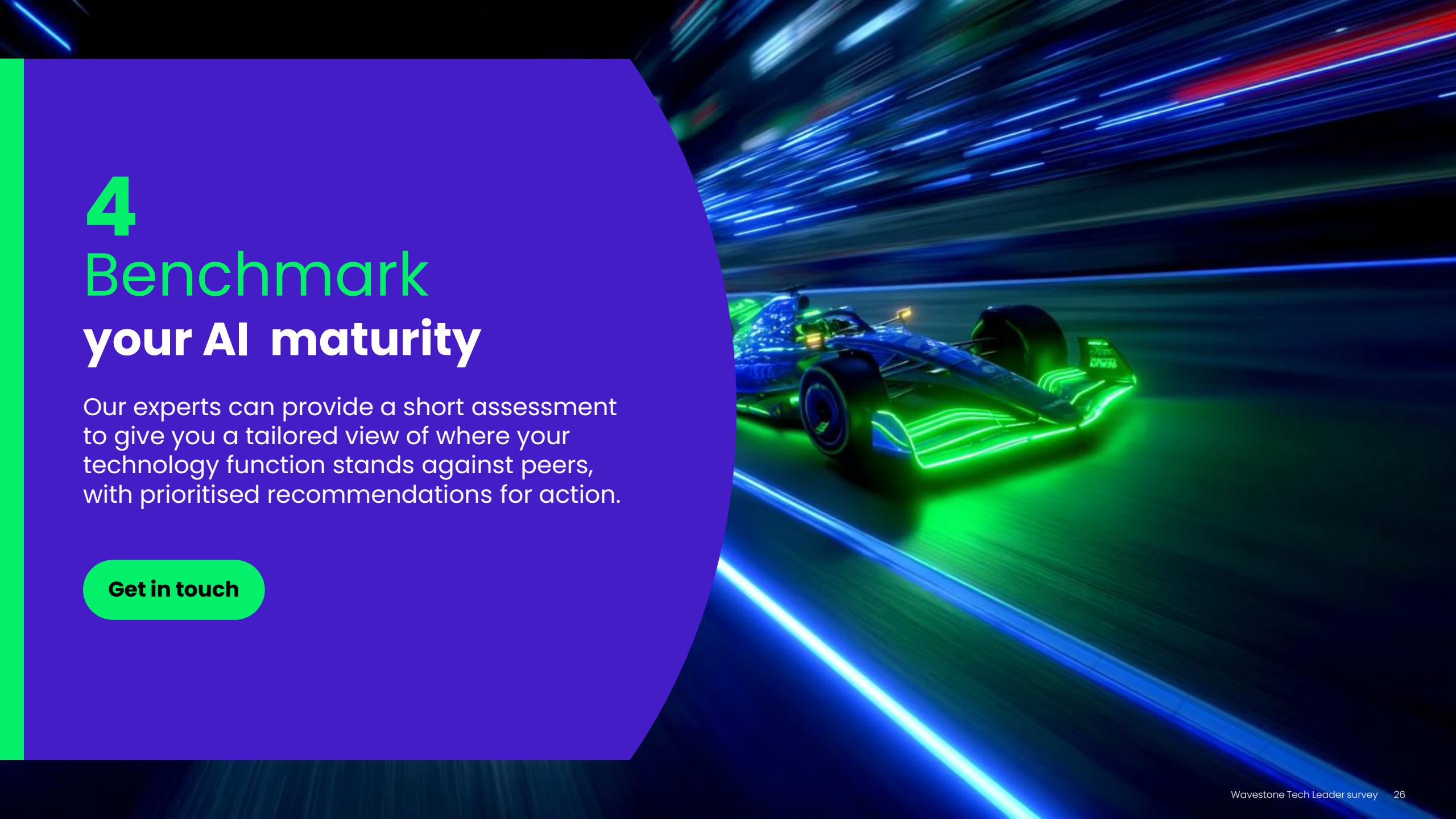
Approach
Wavestone was engaged to shape the programme, run a 3-month proof of concept on select use cases and prepare for scaled rollout.

Impact
The client now has an average 30% reduction in developer time, equating to c.$2m cost avoidance in H2 2024. 100 developers were enalbed through a proof of concept, driving a 33% increase in Net Promoter Score. Lastly, 80+ GenAI use cases across the software development lifecycle were identified and qualified.

4
Benchmark
your AI maturity

Our experts can provide a short assessment to give you a tailored view of where your technology function stands against peers, with prioritised recommendations for action.

Get in touch



About the survey

Wavestone surveyed **200 Senior IT leaders** in the UK in late 2025.

Job position:

77% Senior Management; Senior Manager of unit, function or department

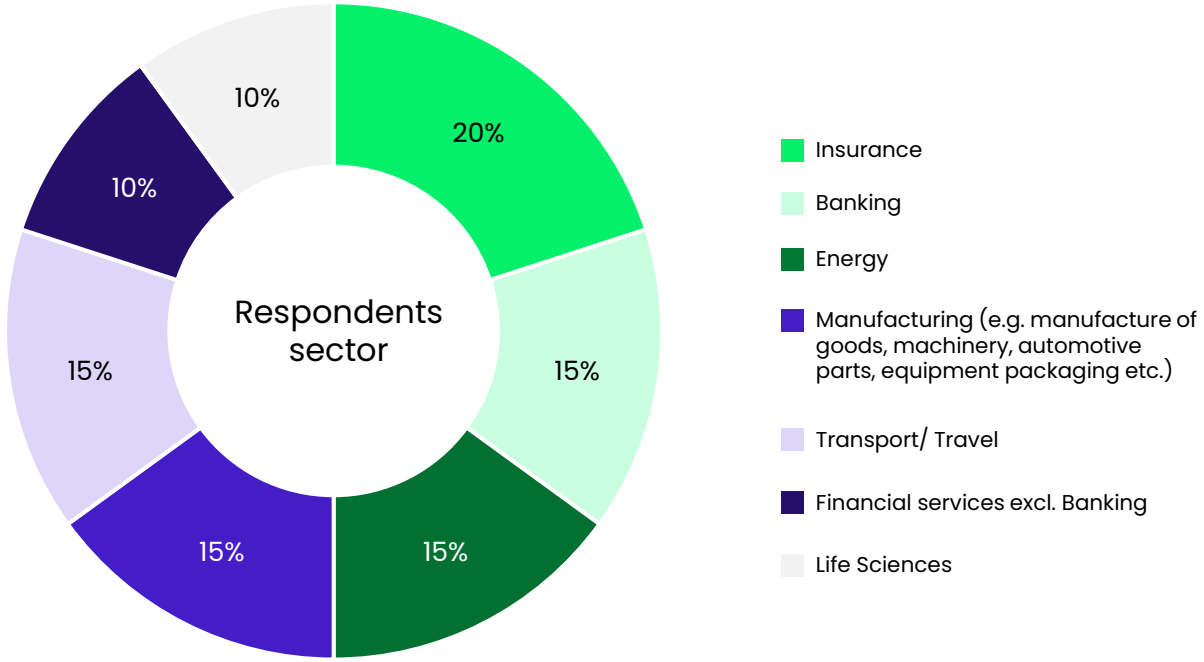
23% Board Member; C-level

Company size

41.5% 1,000- 2,499 employees

33% 3,000 – 4,999 employees

25.5% 5,000+ employees



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About Wavestone

Your trusted partner for end-to-end AI transformation

Wavestone partners with clients to build a technology function that isn't just ***using*** AI, but ***powered*** by it.

Our global teams help clients bridge strategy and engineering to help you scale AI safely, rapidly, and with confidence. We bring the models, the guardrails, the talent, and the delivery capability to help you turn AI from a set of experiments into a core operating advantage.

View more Wavestone insights

- What AI use cases must be prioritized to drive clear and significant ROI?
- Redefining IT Support with AI: 10 use cases that scale | Wavestone
- Global AI Survey 2025: AI – A reality too good to be true?
- AIOps: The secret engine behind next gen IT performance
- AI Governance and Risk Management: Why Boards must lead the charge in 2026
- Agentic AI: moving beyond the hype to enterprise ROI

How did AI help produce this report?

AI was used as a supporting tool in the development of this report to enhance efficiency, quality, and consistency.

Interpretation, conclusions, and recommendations were shaped and validated by human expertise, while AI was used to sense-check patterns across survey responses, reduce repetition, and improve clarity.

This reflects the role AI plays today as an augmentation to expertise, not a replacement.

Wavestone is your most trusted consulting partner for strategic transformations worldwide.

With a global presence, we stand by our clients in all regions as they develop solutions for an intensively competitive and fast-changing market.

Becoming more resilient and agile in a sustainable way, as technology, digitalization, and generative AI reshape industries and business operations: this is the incredible challenge we take on every day by your side.