FOUNDERS FORUM GROUP

Microsoft

THE FUTURE PROOF AI FRAMEWORK

Your *founder-led* framework for leadership success in an AI-first world

> AI isn't just transforming how we build companies; it's redefining what it means to be a founder.

Many of today's most exciting tech companies wouldn't exist without the AI breakthroughs of the past two years. Startups that launched just 18 months ago are already valued at billions. Yet despite this explosive growth, only a small percentage of organisations are achieving real ROI from their AI initiatives.

This disconnect between AI's promise and its practical implementation is why we partnered with Microsoft to create **The Future Proof AI Framework**. Drawing on insights from 200+ EMEA tech founders and in-depth interviews with leaders of the most advanced AI-native companies across EMEA – including Mistral, Lovable, Synthesia, and more – this Framework captures how founders on the front lines are actually building, scaling, and succeeding with AI.

The numbers speak for themselves. While AI is near-universal across EMEA startups, 1 in 3 founders lack trust in their own data and infrastructure. Although 45% say Responsible AI is a strategic priority, 1 in 3 have no formal Responsible AI practice or guidance. And while startup leaders are using AI personally, only 17% are using AI to build cross-industry ecosystem partnerships – one of AI's biggest multipliers.

AI-enabled organisations – who add AI to existing processes and push for efficiency gains – are pervasive. But the real learnings come from the AI-native organisations who are continuously iterating, redesigning roles and architectures, rebuilding processes around AI agents, and scaling disproportionately with small teams.

Based on insider insights from the AI natives, this Framework's five pillars represent the essential capabilities every organisation needs to be truly AI future-proof: securing trusted infrastructure, mastering the AI stack, building adaptive organisations, unlocking new business opportunities from ecosystem partnerships, and, critically, embedding Responsible AI as the bedrock that ensures sustainable, trusted growth.

These aren't theoretical concepts; they're battle-tested strategies from founders who are already winning in the AI era. Use our Framework to assess where you stand, identify where you need to go, and chart your path forward.



Carolyn Dawson OBE

CEO, Founders Forum Group

> We are living through one of the most pivotal moments in history. AI is altering the arc of humanity, reshaping how every organisation builds, competes, and grows.

As Satya Nadella recently wrote to our shareholders, “we are guided by a bold vision, thinking in decades and executing in quarters.” That balance of long-term ambition with near-term action defines this moment.

What stands out in the “Future Proof AI Framework” report is how **most founders are not waiting for the future to arrive — they are actively building it.** Their companies are becoming real-world testbeds for AI-native operating models: strengthening the data foundations required for AI adoption of agentic workflows, accelerating decision cycles, and building cultures that learn and adapt at remarkable speed. They are demonstrating the power of pairing bold experimentation with strong guardrails, and innovation with the discipline required to scale responsibly.

This mirrors what Microsoft is seeing across enterprises. The organisations making the most progress with AI are those adopting many of the same principles that underpin our own approach -- establishing trusted data and security foundations, building responsibly from the outset, and empowering cross-functional teams to innovate at speed. These are the patterns embedded in our Responsible AI Standard, Microsoft’s secure and compliant cloud architectures, and the structured journeys we use to support customers deploying AI at scale.

Across every industry, the through-line is consistent: clarity, governance, and disciplined frameworks dramatically accelerate impact.

The research reinforces a second truth: a strategic framework is not a theoretical exercise. It is what turns isolated AI experiments into durable and scalable capability. We see this daily as customers empower small, high-impact teams to work like modern developers -- building with copilots and agents, testing in rapid cycles, and applying AI intentionally to solve real problems.

And the opportunity extends beyond any single organisation. The next wave of innovation will be ecosystem-driven -- startups, enterprises, partners, and policymakers building together. Founders are already modelling this behaviour, creating interoperable architectures, shared standards, and collaborations that unlock new markets and expand opportunity for everyone.

This is a moment of immense potential but realising it fully requires intentional leadership and frameworks that help organisations move at pace and with confidence. My hope is that this founder-led framework offers leaders exactly that -- a blueprint for navigating this shift with purpose. Because the decisions we make now will define not just the next quarter, but the next decade of innovation for all.



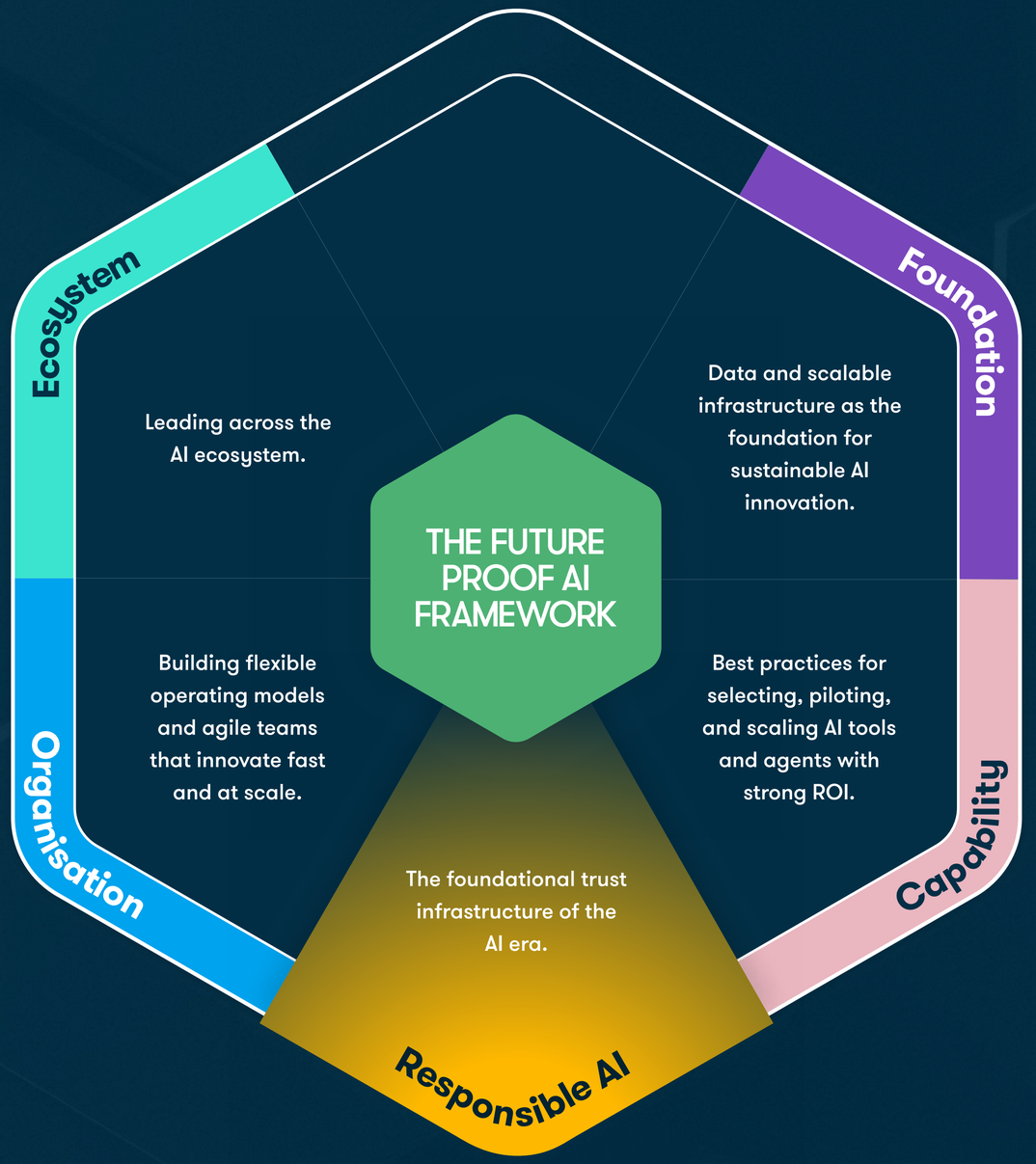
Dame Clare Barclay DBE

President, Enterprise & Industry EMEA, Microsoft

THE FUTURE PROOF AI FRAMEWORK

To help business leaders stay ahead in the rapidly evolving AI landscape, the **Future-Proof AI Framework** distills insights from the most advanced AI-native companies across EMEA.

- Discover the **five core pillars of AI readiness**, paired with actionable guidance from leading founders on how to translate each pillar into real organisational impact.
- Insights from **in-depth interviews with 11 AI leaders – including the founders of Mistral, Lovable, Synthesia, and more** – and data from a **survey of 200+ EMEA tech founders**, revealing the challenges and opportunities shaping today's AI ecosystem.
- A practical roadmap to evaluate your AI maturity, close capability gaps, and make confident decisions on how to build and scale in an AI-driven world.



Data Readiness Is the Starting Point for AI-Native Organisations, with Security the Most Pressing Concern.

FOUNDATION

Data and scalable infrastructure as the foundation for sustainable AI innovation.

THE FUTURE PROOF AI FRAMEWORK

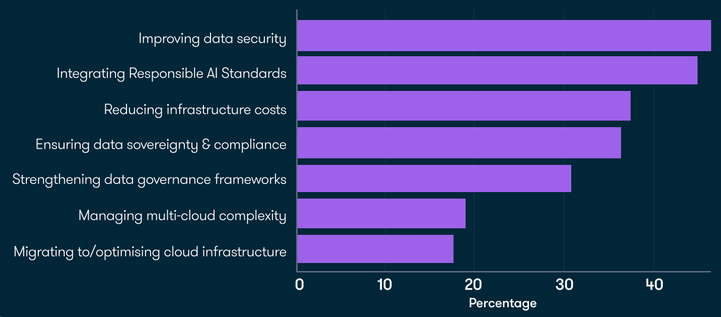
1 in 3

founders lack trust in their company's data and infrastructure.

Data Security

is the number one founder priority when it comes to building secure and scalable infrastructure.

Which are your top priorities for building a secure and scalable infrastructure in the next 12 months?



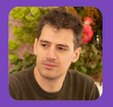
To build effectively in the agentic era, leaders must establish a secure, scalable data and infrastructure foundation that can support continuous AI experimentation and real-world deployment.

Founder insights show that turning this foundation into real capability requires disciplined preparation, clear organisational standards, and structures that allow teams explore new AI tools without risk.

Key Actions ↗

- Prioritise AI-Ready Data
- Set Governance Before Scaling
- Choose the Right Architecture
- Build in Security & Observability
- Centralise Orchestration, Decentralise Experimentation

> "Success in scaling AI depends on production discipline, open architectures for portability, and measuring real-world outcomes over benchmark scores.



Arthur Mensch
Mistral

Founders Cluster at the Extremes of AI Adoption and Must Overcome Obstacles Selecting and Integrating AI Tools and Agents.

CAPABILITY

Best practices for selecting, piloting, and scaling AI tools and agents with strong ROI.

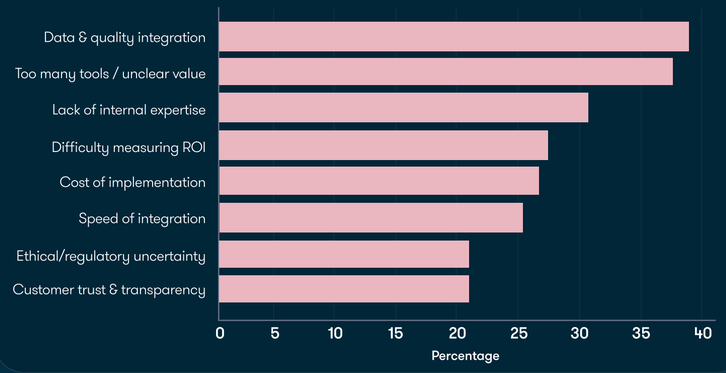
THE FUTURE PROOF AI FRAMEWORK

1 in 2 founders are developing AI tools in-house, while 1 in 3 remain in exploration mode.

Data integration

and **selection of AI tools** are the biggest barriers to AI tool adoption.

Which are your top priorities for building a secure and scalable infrastructure in the next 12 months?



With thousands of AI tools available, the barrier isn't access but focus. Founders emphasise that selecting, piloting, and scaling the right AI tools and agents requires clear business alignment and disciplined experimentation that enables speed without compromising control.

Mastering the AI stack is ultimately about building compound capability: choosing solutions that solve real problems, integrating them cleanly, and refining the stack as the organisation matures.

Key Actions ↗

- Start with Business Priorities
- Pilot with Purpose
- Choose Scalable, Modular Tools
- Integrate with Existing Systems
- Monitor, Iterate, and Evolve

> "The stubbornness in asking, 'Why are we doing this?' is really important.



Angie Ma
Faculty

AI-Native Companies Are Redesigning Roles and Operating Models for Human–AI Collaboration.

ORGANISATION

Building flexible operating models and agile teams that innovate fast and at scale.

THE FUTURE PROOF AI FRAMEWORK

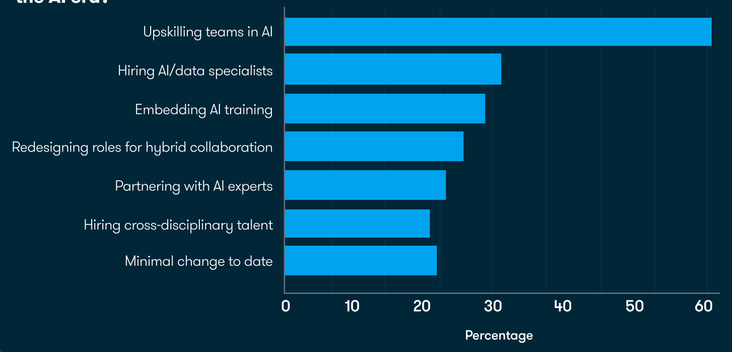
1 in 4 founders

are redesigning existing roles for hybrid human–AI collaboration.

60% vs 30%

60% are focused on upskilling their current teams, compared with **30%** who are hiring AI specialists.

How are you evolving your talent and hiring strategy to stay competitive in the AI era?



AI-native startups are scaling to millions in ARR (Annual Recurring Revenue) with teams small enough to fit in a room. Their advantage comes from designing operating models that move quickly: cross-functional teams, fluid roles, rapid iteration, and cultures where humans and AI collaborate daily.

As AI expands what small teams can deliver, organisations must also rethink how work is structured – shifting to adaptable roles, dynamic decision-making, and communication frameworks that support continuous iteration. Embracing human–AI collaboration at every level is becoming a core driver of scalable growth.

Key Actions ↗

- Build Cross-Functional, Autonomous Teams
- Structure Teams for Rapid Iteration and Innovation
- Scale Roles and Responsibilities Dynamically
- Establish Scalable Communication and Decision-Making Frameworks
- Foster Human-AI Collaboration

> “We pick one problem, solve it fast, then move on. That rhythm makes the product meaningfully better every week.



Anton Osika
Lovable

AI Startup Leaders Are Transforming Decision-Making But Overlooking AI's Ecosystem-Building Potential.

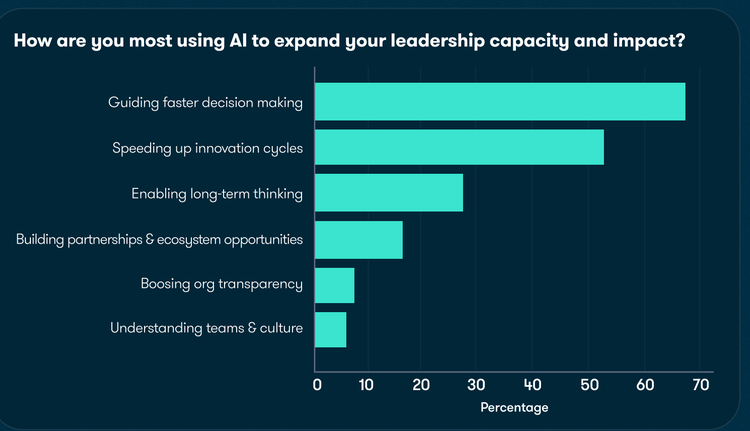
ECOSYSTEM

Leading across the AI ecosystem.

THE FUTURE PROOF AI FRAMEWORK

67% of founders are using AI in a leadership context to guide faster decision making. 1 in 2 are using AI to speed up innovation cycles.

Only 17% are focused on using AI to build integrated partnerships and ecosystem plays – an area of significant untapped potential.



As leadership moves into the agentic era, the founders advancing fastest aren't just leading teams; they're shaping ecosystems.

They use AI in their own workflows, encourage rapid experimentation, and stay comfortable with constant change. But their biggest opportunity lies beyond their own organisations – taking advantage of the new AI networks forming across industries, where companies can pool capabilities, exchange insight, and accelerate innovation together.

Key Actions ↗

- Design for Interoperability
- Choose Partners Who Expand Your AI Advantage
- Set Standards Together
- Balance Competition and Collaboration Intentionally
- Orchestrate the Ecosystem as a Growth Engine

> "When you build partnerships across an ecosystem, you're making the market bigger and unlocking growth.



Jacomo Corbo
PhysicsX

Responsible AI Is a Strategic Priority, but Formal Practice Lags Behind Intent.

RESPONSIBLE AI

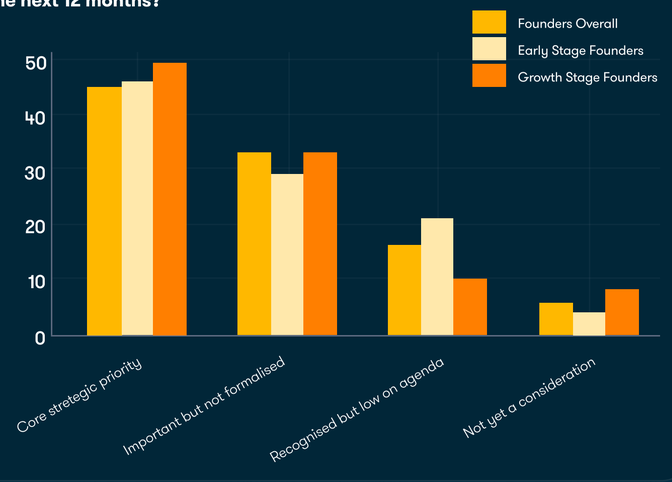
The foundational trust infrastructure of the AI era.

THE FUTURE PROOF AI FRAMEWORK

1 in 3 are struggling to formalise Responsible AI practices.

45% of founders say Responsible AI is a core strategic priority.

Which are your top priorities for building a secure and scalable infrastructure in the next 12 months?



Responsible AI is the foundational trust infrastructure of the AI era. Strong Responsible AI practices protect customers, reduce operational and reputational risk, and ensure AI remains reliable as it scales. Yet a significant intention–action gap remains: many founders recognise its importance but lack the structures, principles, and routines needed to put it into practice.

Those making real progress are defining transparent principles, designing with privacy and accountability from the outset, putting guardrails around model behaviour, and ensuring humans stay involved where judgment matters.

Key Actions ↗

- Define Your Principles
- Embed Privacy and Security by Design
- Implement Bias Mitigation and Fairness Checks
- Leverage Regulation as a Competitive Advantage
- Keep a Human in the Loop

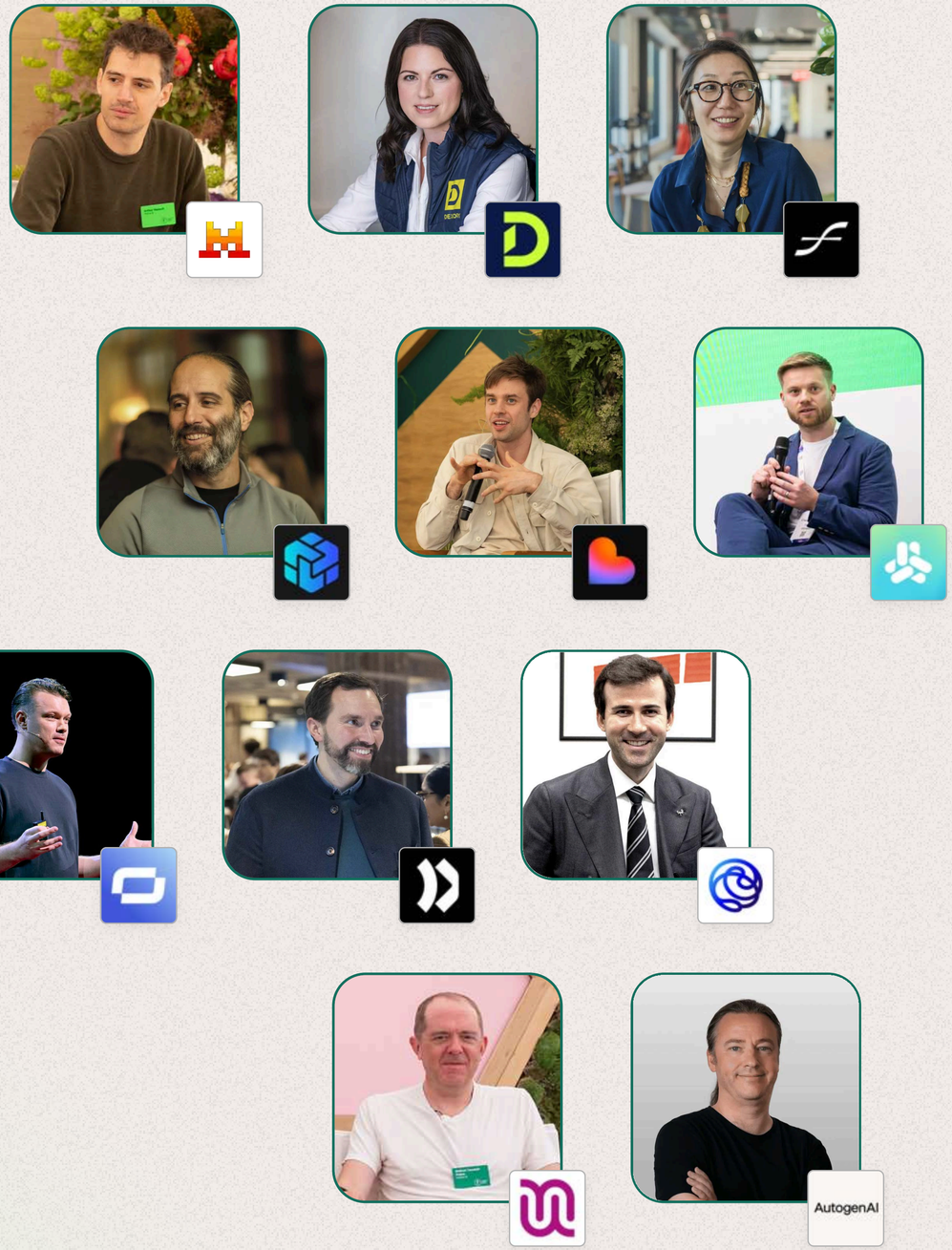
> “AI is a tool used by humans – it doesn’t have intentionality – and humans need to choose the direction to take the decisions.



Sean Williams
AutogenAI

IMPLEMENTING THE FUTURE-PROOF AI FRAMEWORK

Case Studies & Key Actions in Detail



01 Foundation

A resilient AI strategy begins with dependable technical underpinnings. Founders are reinforcing data quality and system reliability to ensure AI can operate effectively across the organisation.

> Building strong guardrails and architecture ensures AI is secure, compliant, and robust. My biggest challenge has been slowing down enthusiastic experimentation long enough to put in the right governance.



Ann Donaghey
ACED Engineering

> Strong security foundations for AI come from visibility, clear guardrails, and AI-specific protection that can detect when agents are misbehaving or compromised.



Guy Podjarny
Tessl / Snyk

> We've been very careful to build processes and structures to contain data so it doesn't leave the organisation.



Chad Edwards
CuspAI

KEY ACTIONS

Foundation

1 Prioritise AI-Ready Data

Before any infrastructure build, founders prioritise preparing data for AI, ensuring it's structured, contained, and usable without leaking beyond their control. Start by mapping data across the organisation, ensuring it's standardised, well-labelled, and accessible for AI.

2 Set Governance Before Scaling

Scaling without governance leads to fragmentation, risk, and inconsistent behaviour from AI systems. Set company-level governance over your tech infrastructure – a central team defining rules, guardrails, and a unified vision.

3 Choose the Right Architecture

Choose between cloud-native, on-premise, or hybrid models for your AI infrastructure. Consider prioritising sovereignty and portability to maintain control over your data and avoid vendor lock-in. By opting for a flexible architecture using microservices or containers, you'll ensure control, scalability, and adaptability to your company's growth.

4 Build in Security & Observability

Founders are building security and observability into AI infrastructure from day one. By integrating auditing, versioning, and monitoring tools early on, you ensure that AI systems are compliant, secure, and transparent. Use tools like data lineage trackers and version control to keep track of changes, ensuring compliance and maintaining security across the AI pipeline.

5 Centralise Orchestration, Decentralise Experimentation

While core infrastructure should be centralised for consistency and control, founders are decentralising experimentation with new AI tools to support innovation. Set up an infrastructure that allows teams to independently test and deploy AI tools in isolated environments without risk to the main system.



Arthur Mensch

Mistral

> Use observability and evaluation tools to link AI improvements directly to business outcomes.

A leading force in Europe's AI landscape, Arthur is the Co-Founder and CEO of Mistral, the continent's most valuable AI startup. Since 2023, Mistral has surged to a $14b valuation with its open-weight, cost-efficient models and record-breaking funding. Its open-source-first and sovereign-focused approach has positioned the company as a cornerstone of Europe's AI future.

Stage	**Series C**
Raised	**$2.9b**
Valuation	**$14b**
Founded	**2023**

> Embed observability, auditability, and versioning from day one.

Business and technology leaders should adopt cloud architectures that are self-controlled and deployable across cloud, VPC, and on-prem setups, ensuring their and their customers' data stays within regional zones and is replicated securely.

Embedding observability, auditability, and versioning from day one ensures lineage and compliance. Plus, open-weight models enable deep customisation with proprietary data, cross-cloud portability, and derisks vendor lock-in and data usage by LLM providers.

> Leverage open-weight models first.

Companies like SAP and Capgemini show that scoped pilots with self-hosted or dedicated deployments can deliver large productivity gains and sovereignty compliance at low incremental cost. The key is tight feedback loops, staged scaling, and spending only where gains compound.

To invest in AI efficiently, prioritise smaller, compact models for top-tier task specialisation relative to their cost-performance. Leverage open-weight models before committing to premium APIs, and scale in-house. Use observability and evaluation tools to link AI improvements directly to business outcomes, avoiding costly trial-and-error.

> Success depends on robust production discipline.

Our own experience shows that success depends on robust production discipline, open architectures for portability, and measuring real-world outcomes over benchmark scores.

To scale AI with agility, structure small, cross-functional 'AI squads' tied to business outcomes. Support these squads with a central platform team that manages shared runtimes, evaluations, and governance. Adopt continuous evaluation pipelines that version prompts, models, and datasets, and promote only what is validated in production telemetry.



Oana Jinga

Dexory

> The most important decision in our growth was choosing to be a full-stack company.

Oana is the Co-Founder and Chief Commercial & Product Officer of Dexory, a leading UK AI and robotics startup transforming warehouse intelligence through autonomous robots and its real-time digital twin platform, DexoryView. Dexory raised a $165m Series C in 2025 to support its global expansion. Its mission: empower businesses everywhere to achieve unmatched productivity and precision in their warehouses.

Stage	**Series C**
Raised	**$165m**
Founded	**2015**

> We own the tech stack.

We design, build, and support our robots, and we own the entire tech stack that sits on top of the data they collect to power our digital twins and AI models. People think AI just means LLMs, but for us it spans autonomy, computer vision, machine learning, neural networks and language models – all working together as enablers across the system.

Controlling everything end-to-end lets us move fast, align hardware and software tightly, and structure our data properly. From day one, we've also had to meet strict global security and safety standards: ensuring our robots aren't hackable, data can't be extracted, and our cloud tools are fully vetted. We're ISO and SOC-compliant because our customers demand it, and we continuously run our own checks.

> Align on top-line objectives.

The challenge with a full-stack approach is managing a complex team. You have sub-teams with completely different skills, backgrounds, and operating rhythms – some focused on structured, repetitive reliability for a physical product; others pushing deep tech R&D.

To make it work, we align everyone on clear top-line objectives and make sure each team understands what those goals mean for them. Our OKR process keeps us grounded. We communicate constantly through Slack, all-hands and sprint reviews, sharing progress and what isn't going to plan. And we keep a physical base: bringing people into the warehouse to see the manufacturing lines and the robots in action helps create the right connections across the organisation.

> Rethink procurement.

Don't wait too long. If you treat AI like old-school procurement with two-year RFPs, it will be the biggest mistake. The pace of change means everything will be outdated by the time you finish. Don't have to wait until everything is perfect before you try something. Stalling for the sake of ticking boxes is the worst thing you can do.

02 Capability

With new tools emerging daily, impact comes from thoughtful curation – evaluating options, validating performance, and ensuring the right tools and agents can operate with clear context and deliver measurable business outcomes.

> We built our Agent Protocol Engine so every AI employee runs on explicit policies, tools, and feedback loops instead of vibes and prompts. If you want AI to be more than a demo, invest in the engine that lets you deploy faster today and scale safely later.



Nuha Hashem
Cozmo AI

> With AI, teams suddenly have superpowers they didn't previously possess. The value shifts to picking the right problems rather than whether a problem can be solved.



Mathew Prior
TrustedHousesitters

> In the age of AI, speed is the moat. We focus on incredibly fast development to deliver what our customers need in hours not days or weeks.



Ryan Hoare
TryMosaic

KEY ACTIONS

Capability

1 Start with Business Priorities

AI tools must align with your business goals to create real value. Start by identifying the key challenges AI can address and focus on tools that drive measurable improvements, like speed, efficiency, or decision-making. Vet each tool for compliance, security, and ethics by reviewing the provider's certifications and data usage policies to ensure it's safe and trustworthy.

2 Pilot with Purpose

Founders are piloting AI tools by starting small and testing in areas with high potential for impact. To better calculate ROI, set clear success metrics for each pilot – whether it's increased productivity, reduced costs, or enhanced customer experience – and iterate based on results.

3 Choose Scalable, Modular Tools

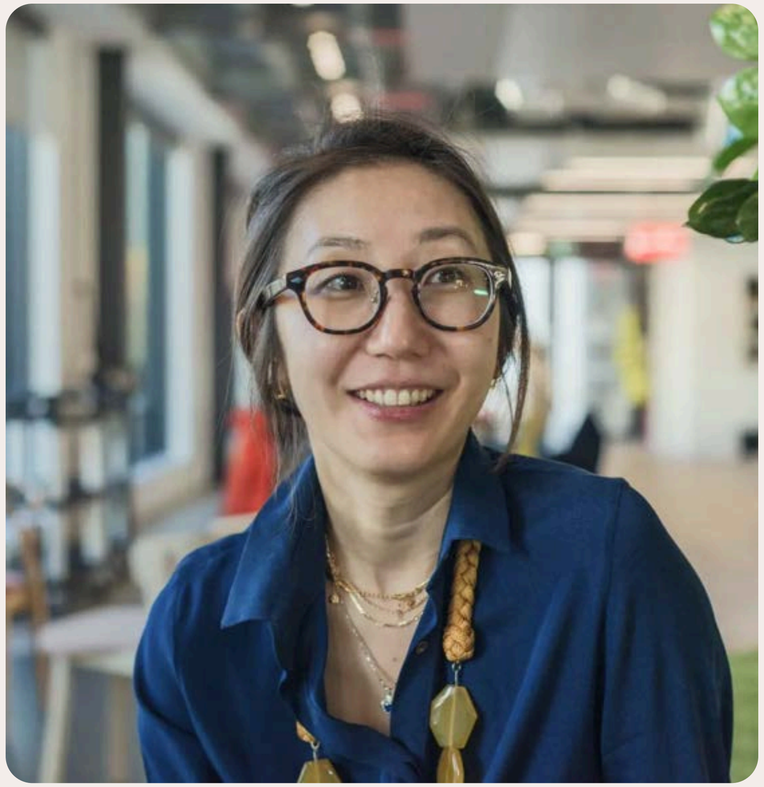
Founders are mostly choosing scalable platforms that let them start with core functionality and expand as needed. These platforms increasingly rely on clear, structured context to guide agents reliably as the system grows. A modular platform, such as a machine learning system with plug-and-play components, allows businesses to implement essential features first and add new capabilities over time.

4 Integrate with Existing Systems

At the same time, founders prioritise AI tools that integrate smoothly with their existing tech ecosystem. Look for tools with open APIs, flexible data connectors, and compatibility with current databases and CRM systems, making integration easier and enabling the AI tools to work in tandem with current operations without creating silos.

5 Monitor, Iterate, and Evolve

AI adoption is a continuous process. Regularly assess tool performance and agent behaviour, track their impact on business metrics, and make adjustments where needed. Set up feedback loops with users and stakeholders to identify areas for improvement, and remain open to evolving your AI stack as new technologies emerge.



Angie Ma

Faculty

> If you don't know what problem you're solving, no tool is the right tool.

Angie is the Co-Founder of Faculty, one of Europe's leading applied AI companies and a pioneer of safe, human-first AI. Since 2014, Faculty has helped organisations improve performance with cutting-edge AI, offering software, consulting, and tools that put frontier models into the hands of frontline teams. Faculty works closely with labs such as OpenAI and Anthropic to ensure the latest models are safe, explainable, and rooted in human oversight.

Stage	**Series A**
Raised	**$52m**
Valuation	**$100m+**
Founded	**2014**

> Anchor AI in your core business priorities.

Integrating AI starts with focus: tie it to two or three business priorities where it can genuinely shift key metrics. Then map the decisions behind those priorities – who decides what, how often, and with what information – because AI adds the most value when it improves decision quality and speed.

From there, build in small, modular steps that deliver value early, and embed AI into existing workflows rather than bolting on new tools no one will use. And always keep humans in or over the loop; oversight is essential for trust, compliance, and real adoption.

> Match the tool to the strategy.

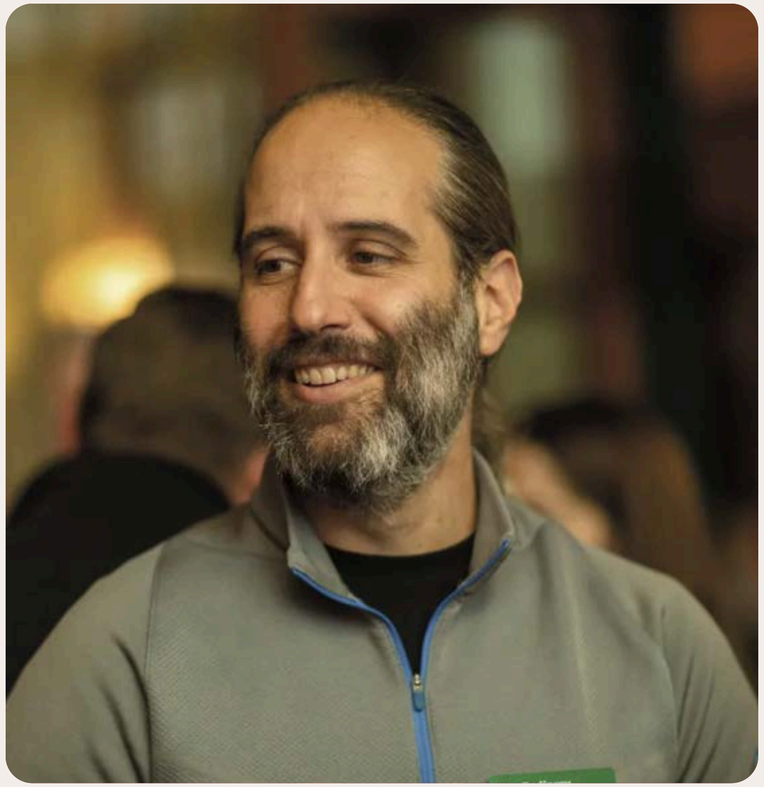
If you don't know what problem you're solving, no tool is the right tool. You must match the tool to the strategic job. First, control and governance are non-negotiable. When choosing models, set safety, privacy, and compliance policies, and monitor behaviour over time.

You need modularity and interoperability so you can build in increments and join things up later. Plus, the tool must fit your risk profile. The right tool for internal productivity is not the right one for triaging child safeguarding cases or credit decisions.

> Don't end up with shiny toys and failed initiatives.

The pattern we see is that if you anchor AI in business priorities, build around decisions, scale modularly, and ensure safety and control, you get value. If you don't, you end up with shiny toys and failed initiatives. One customer described it well: most organisations end up with a meadow of wildflowers – beautiful and colourful, but not connected and not transformative. Nothing dies, but nothing really matters.

The organisations that succeed intentionally create curated gardens. They prune ruthlessly, understand their priorities, identify a handful of AI capabilities that genuinely move KPIs, and then scale and connect them. It's not about doing more things; it's about doing a few things right and joining them up. The stubbornness in asking, 'Why are we doing this?' is really important.



Guy Podjarny

Tessl / Snyk

> With agents, every developer becomes a manager of AI labour and has to embrace that approach.

Guy is the Founder and CEO of Tessl, where he's pioneering AI-Native Software Development – a new paradigm that uses AI agents, structured specifications, and context engineering to transform how software is built. Previously, Guy scaled developer security platform, Snyk, to a multi-billion dollar company with more than 1,000 employees worldwide.

Stage	**Series A**
Raised	**$125m**
Valuation	**$750m**
Founded	**2024**

> Two core things define AI native software development.

One is that the work in an AI-native context gets primarily delegated to an agent, versus the agent assisting in the writing of the code. What makes it AI-native is that your default stance is: 'I'm not going to do this work myself — I will lean into the agent.'

The second is that the document that defines the software changes. Today, you say some words to a human or an agent and some code gets written. The code lives on and the words get thrown away. In the AI world, that's going away. We want those words captured in a structured way so they live on, and the code becomes the secondary product.

We're going to move to a world that isn't code-centric but spec-centric. And when you build software this way, you have to rethink debugging, observability, the ecosystem, and the whole lifecycle. Those are the questions we're taking on at Tessl.

> Optimise for agents.

For AI agents to succeed, you have to tell them what you want and in a way they will listen. That boils down to context engineering. Organisations need to build a new muscle: defining trusted information sources that guide agents on how to use their software stack, apply policies, follow runbooks, and meet security requirements.

The second piece is an ability to evaluate that context. Models change, agents change, and they don't all listen the same. If you tell them everything, you might get inferior results. In one example we ran, giving agents three kilobytes of precise authentication guidance worked far better than giving them 20 kilobytes of additional instructions. You have to know what's most important and build a muscle to evaluate agent behaviour proactively.

> You need developers to become AI managers.

With agents, every developer becomes a manager of AI labour and has to embrace that approach. A key distinction is: when you encounter a problem, do you dive into the code and fix it, or do you modify the agent's behaviour so it overcomes the problem on its own? You need people who can tackle breadth and deep dive where needed. You want people driven by the user and the outcome, not people whose true passion is just writing code.

03 Organisation

By building flexible operating models and agile teams, organisations can unlock AI-powered growth, evolving how responsibilities, workflows, and coordination adapt as AI reshapes day-to-day work.

> The speed of AI development has made adaptability and continuous learning essential. You need teams who are curious, fast-moving, and comfortable operating in an environment where the frontier shifts every week. The winners will be structurally designed to respond to the future with agility, creativity, and discipline.



Brent Hoberman
Founders Forum Group,
Founders Factory,
firstminute capital

> Culture and clarity matter even more in the AI era. Empowering teams to experiment with AI tools and share learnings openly is creating a unique innovation boost.



Dan Lifshits
Dwelly

> Fail fast. Take calculated risks to drive innovation and keep pace on the competition and ahead of customer demand.



Jonathan Summerfield
Xfuze

KEY ACTIONS

Organisation

1 Build Cross-Functional, Autonomous Teams

Founders are scaling with small, cross-functional teams that own projects and make decisions autonomously.. These teams move fast because they aren't bogged down by hierarchies or rigid roles. Empower teams to manage AI solutions from ideation to implementation while maintaining accountability and agility.

2 Structure Teams for Rapid Iteration and Innovation

Structure teams around agile workflows that allow rapid testing and adjustment of AI models. Set clear, short-term goals for each iteration to drive measurable progress and keep teams focused. This allows teams to learn, pivot, and improve solutions quickly, without waiting for long approval cycles.

3 Scale Roles and Responsibilities Dynamically

As AI systems scale, so do team responsibilities. Founders are evolving roles dynamically based on the company's growth and AI's expanding capabilities. Rather than fixed job descriptions, teams adopt flexible roles that can change as new AI models and technologies are integrated.

4 Establish Scalable Communication and Decision-Making Frameworks

Scaling requires clear communication frameworks that enable teams to share knowledge and make decisions quickly. Implement decision-making structures like RACI models or OKRs to ensure alignment with business goals while moving swiftly. Leverage AI tools like collaboration platforms or dashboards to track progress and keep teams aligned without slowing decisions.

5 Foster Human-AI Collaboration

Founders are fostering a culture of human-AI collaboration, where AI handles repetitive tasks, allowing humans to focus on strategy and problem-solving. Ensure teams learn to collaborate effectively with AI tools and provide continuous AI training across departments. Create dedicated environments where humans and AI work side by side, like AI-focused workshops, to encourage real-time problem-solving and innovation.



Anton Osika

Lovable

> You can't wait for the perfect model or the perfect roadmap – AI moves too fast. Build around what works today and adapt as capabilities improve.

Anton is the Co-Founder and CEO of Lovable, the Stockholm-based vibe-coding platform that lets anyone build full applications using natural language – and Europe's fastest-growing AI startup. In July 2025, Lovable surpassed $100m in ARR just eight months after its first $1m, powered by a team of just 15. By November, it reached $200m. Today, 5 million people visit Lovable-built websites and users create more than 100,000 new projects on the platform each day. Lovable is now expanding globally to Boston and San Francisco, accelerating its mission to democratise software creation for the 99%.

Stage	**Series A**
Raised	**$220m**
Valuation	**$1.8b**
Founded	**2023**

Scale with speed.

Most teams are slow because they sit in meetings, debate documents, and wait for approvals from people far from the work. Speed comes from removing that drag. At Lovable we doubled down on this. We cut unnecessary meetings, pushed individual ownership, and kept speed high as we grew from under ten people to 100.

We hire people with a steep learning curve who care deeply about the product. They create their own momentum. We pick one problem, solve it fast, then move on. That rhythm makes the product meaningfully better every week. Taste matters too. If you ship often, you need the judgment to know what is good, what is not, and what to fix next. That's what keeps speed sustainable.

My job is to clear the path and keep Lovable very close to its users. When you ship all the time and watch what people actually do with the product, growth becomes a side effect.

Stay very close to the product.

I had to learn not to run the company by being part of every decision. Give ownership to the people who are actually solving the problems and hold them to a high bar. Great software is built by iterating with users, not by arguing in long planning cycles. At the same time, I stay very close to the product. I care about what we're building, why it matters, and how it feels in the hands of users.

So, I stay out of the day-to-day but close to the work itself. My role is to keep the culture sharp, keep the priorities clear, and make sure we keep pushing Lovable toward being the product that unlocks a billion new builders.

Start at the edges.

The companies that succeed with AI adoption don't start with big top-down plans. They start at the edges. They put the tools in the hands of the people closest to the real work. When PMs, operators, or designers can prototype directly with AI, the whole organisation learns faster. Replacing long documents with working demos is often the turning point. You see what works in hours, not months.



Chad Edwards

CuspAI

> "The first five years of my last company have been compacted into 18 months – the pace of development is so much faster."

Chad is the Co-founder and CEO of CuspAI, a frontier AI company on a mission to solve the breakthrough materials needed to power human progress. While nature took billions of years to perfect molecules, CuspAI is harnessing AI to unlock trillion-dollar materials breakthroughs in months. CuspAI raised a $100m Series A round in September 2025, is ranked the standout AI startup in Europe by Sifted, and its founding team and advisors are recognised as the most cited in the world.

Stage	**Series A**
Raised	**$130m**
Valuation	**Est. $520m**
Founded	**2024**

> We wouldn't exist without the developments in AI.

CuspAI is the second company I've built, and the pace of company development today is so much faster. The temptation is to build things quickly without too much thought for the future, but that comes back to bite. It's important to build with scale in mind and in proportion to your commercial traction.

We have the benefit of being an AI-native company.

Every process and every system is augmented with AI, and they are all connected and talking to one another. We have a very open culture around using AI because it accelerates all of us – business operations, finance, project management, and coding.

The caution is our data. We work with customers on assets that are the crown jewels of their company, so we are very careful about how data flows through our AI systems. We've built processes and structures to contain data so it doesn't leave the organisation.

> We centralise the use of tools.

We have a formal process for onboarding new software. All our core platforms are now established – for writing code, text generation, meeting notes and so on. If someone finds a new tool they think we could use, and it isn't fulfilled by one of our existing tools, then IT helps us assess the risks. We check whether it is compliant with everything else – our investors, our customers, our employees.

> The human is the orchestrator.

AI means I have more data available than ever before. The human role is to be the strategic component that orchestrates these tools – and this filters all the way through the organisation. AI speeds up my day-to-day tasks and gives me more time to spend with customers and focus on where we're going as a company.



Victor Riparbelli

Synthesia

> You have to let people experiment first and learn from that.

Victor Riparbelli is the co-founder and CEO of Synthesia, the world's number one AI video platform. 65,000 companies worldwide, including more than 90% of the Fortune 100, use Synthesia's AI video platform to turn text into studio-quality video in minutes – with AI avatars and voiceovers in 140+ languages – cutting production time and cost by up to 90%. Synthesia raised a $180m round at a $2.1b valuation in January 2025. Next up, they're launching the first conversational video agents – AI videos you can talk to.

Stage	**Series D**
Raised	**$380m**
Valuation	**$2.1b**
Founded	**2017**

> You have to make unpopular decisions.

When we founded the company, each cycle of AI took a year or two. Now it feels like there's a step-change every week. You have to eat a lot of sunk costs. Your team may have been working on a model that six months ago seemed like the right architecture, but then six months later it's already out of date. You have to make hard and sometimes unpopular decisions so you don't get left behind, probably more than in previous tech cycles.

You also have to hire people who live your values and push them in the organisation. I'm not of the school that believes companies will be five employees and a bunch of AI agents. We use AI everywhere, but when you're building an enterprise company, I don't think you should stop hiring people.

> Let people experiment.

You have to set parameters for what success looks like, otherwise you end up 12 months later with 20 tools and no idea what to renew. Eventually, you centralise and place bets, but the best way is to let people experiment first and learn from that. We have guidelines around customer data, but we try to be lightweight so we don't slow people down.

Frameworks like ISO 42001 are downstream from figuring out a good model for AI governance. Baseline security is extremely important, but depending on your industry, you shouldn't get bogged down in certifications and too much compliance upfront. If you focus too much on compliance, you can kill things before they get off the ground.

> Utility over novelty.

Focusing on driving real, measurable value has been a defining part of our growth. AI products often fall flat at renewal because they don't really work yet. We have an internal mantra called utility over novelty – it guides our roadmap and where we invest. That often means less exciting work behind the scenes – admin controls, audit logs, user management, SSO, enterprise readiness – things that won't go viral on social media but are very important for customers who use our products. Overall, we build around 50% of what customers ask for and 50% where we think the market or product is going. Customers tell you their problems, but you also have to pave the way.

04 Ecosystem

The next wave of AI-driven growth won't come from internal optimisation alone. Forward-looking leaders are reaching beyond their own organisations and plugging into cross-industry AI ecosystems to combine capabilities and unlock entirely new business opportunities.

> To grow across several industries simultaneously, we have to take advantage of the ecosystem; it's how we overcome the huge distribution advantage incumbents have.



Jacomo Corbo
PhysicsX

> AI isn't just a technology rollout; it's a culture shift. Leaders need to move from managing tasks to enabling teams: coaching, experimenting, and iterating. AI has pushed me to adopt a more agile mindset.



Varun Bhanot
MAGIC AI

> Don't just adopt AI; embed it into your company's DNA. When teams see AI as a collaborator, not a threat, innovation flourishes.



Tommie Edwards
Tech1M

KEY ACTIONS

Ecosystem

1 Design for Interoperability

Interoperability is the foundation of any AI ecosystem play. Build your systems so partners can connect without friction – consistent data structures, clean APIs, predictable integration paths, and transparent permissioning. When you're set up this way from the start, every partner becomes a potential accelerant.

2 Choose Partners Who Expand Your AI Advantage

Define what a great AI partner looks like: who brings the data, infrastructure, distribution, or domain expertise you don't have; who complements your models or platform; and who can unlock markets or adoption curves you can't reach alone. Prioritise partners who accelerate AI deployment – simplifying security, compute, or integration challenges – and share a view of where AI creates new value.

3 Set Standards Together

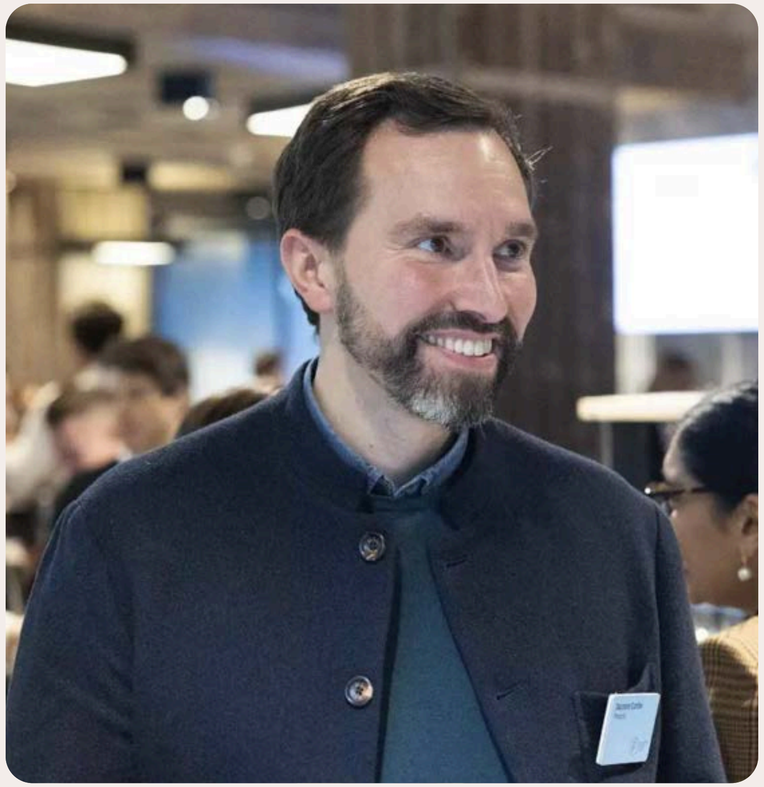
Ecosystems scale on trust and shared standards. Work with partners to agree how data is handled, how models and tools should interoperate, and what 'good' looks like in deployment across clouds, security environments, and incumbent systems. Clear, joint expectations remove friction and complexity.

4 Balance Competition and Collaboration Intentionally

In AI ecosystems, the same organisation may be a partner, a customer, and a competitor often all at once. Focus on where your capabilities meaningfully complement each other and where joint efforts expand the market making the overlaps explicit, agreeing what each side brings, and defining the specific use cases where you create more value together than alone.

5 Orchestrate the Ecosystem as a Growth Engine

Alongside your partners, take an active role in shaping where innovation in the ecosystem goes next. Establish clear ownership, shared metrics, and the operational backbone to understand which partnerships are driving real value. Use those insights to double down on the strongest clusters. Over time, the compounding effect of the network can become more powerful than anything you could scale alone.



Jacomo Corbo

PhysicsX

> The ecosystem approach is absolutely critical to being relevant at scale.

Jacomo is the CEO and Co-Founder of PhysicsX, a leading physical AI company transforming how complex physical products are engineered and manufactured. PhysicsX builds AI models that can predict the behaviour of physical systems with engineering-level accuracy, enabling partners across industries like automotive, aerospace, semiconductors, and advanced manufacturing to compress years of design, simulation, and optimisation into days.

Stage	**Series B+**
Raised	**$187m**
Valuation	**$1b**
Founded	**2019**

> You have to interoperate.

Our whole premise is we're building a new simulation software stack to move very complex physics simulation in engineering and manufacturing from numerical simulation to inference done by AI.

We're touching industrials across semiconductors, automotive, materials processing, chemical manufacturing, energy, aerospace, and defence. We have to work closely with the hyperscalers so everything we do can run in the cloud configurations industrials use. We also have to interoperate with incumbents, like Siemens, who are an investor, a partner, a customer, and in some measure a competitor too.

We're still an early-stage company – a little beyond Series B, around 200 people. To grow across several industries simultaneously, we have to take advantage of the ecosystem; it's how we overcome the huge distribution advantage incumbents have.

> We're expanding the total addressable market.

A lot of the shift we see with bringing AI into these industries is growing them and unlocking scale. When you build partnerships across an ecosystem, you have to emphasise the strategic complements. We're making the market bigger; we're expanding the TAM. That's how you have a productive and collaborative relationship.

Customers don't want to single-source their technology – substitutability is understandable and healthy. The question is: are you relevant at scale, and are you bringing more powerful capabilities to customers more quickly?

> Together we can accelerate AI adoption.

For example, cybersecurity guardrails in industrial sectors are understandably high, and that drives deployment complexity and cloud complexity, so we need closer partnerships with the cloud providers to make the menu of deployment options as effective as possible.

Mobilising compute is another huge focus. We're working with hyperscalers and Neo Clouds to mobilise that compute for our own pre-training and for customers. With companies that invest deeply in physical AI, we also have an opportunity to set standards for what these technologies should look like across vendors. There's a lot we can do together as an ecosystem.



Uljan Sharka

Domyn

> We're living in a period where the next trillion-dollar companies will be defined. There has never been a better time to be bold.

Uljan is the Founder & CEO of Domyn, which develops language models and agentic systems tailored for organisations in regulated industries. Domyn supports organisations with proprietary, fully governable solutions, based on a composable AI architecture – including LLMs, AI agents, and one of the world's largest supercomputers. Its mission: empower enterprises with AI they can own, govern, and trust.

Stage	**Series B**
Raised	**>$500m**
Valuation	**$1.9b**
Founded	**2016**

> We're in a transformative leadership era.

Today's leaders must shift from managing organisations made up of people to orchestrating both technology and people. That requires an understanding of technology at a much deeper level. Before, you could set a business goal and let your CTO, CIO, CFO or CSO figure it out. Today, you must understand not only how the technology works but how it is built and the implications of introducing it. You should view the technology not only as a tool but as a product. That changes how you set strategy and execute.

> Set AI governance at a company level.

We believe in AI ownership – not just for efficiency but because AI will define the future of intellectual property. We help organisations legally own their AI models so they have full transparency into how they're built, the datasets they use, and their limitations. Instead of them sending their data to an AI that is out of their control, we bring the AI next to their data so they own both in a fully isolated environment.

You need to start with the data, then set clear governance with a dedicated central team, and then enable a marketplace across the organisation where everyone participates under the same rules and the same vision for AI. This speeds up adoption because AI is all about context intelligence. If you apply it in only one part of your business, you get a fraction of the intelligence. And if you have different visions for AI in an organisation, you increase the risk of failure.

> We changed our operating model several times.

We started when AI was not as hot as it is today. One of the hardest things was pushing the team to reinvent the operating model and take more risk. I could see a shift coming, but the organisation wasn't adapting fast enough. Then, when the transformer model architecture came out, it was obvious we needed to switch, but we had been building for three years on a different stack. We had to destroy everything, but that slowdown was necessary to speed up later. If we hadn't made that decision, we wouldn't be where we are today.

Now, we're a 200-person organisation and the biggest change we made was moving from a product-first culture to an engineering and deep-tech-first approach. That means proving things before making bets, showing evidence of results, doing more research in parallel, and envisioning new versions of the solution you're building because the market moves so fast.

05 Responsible AI

As AI becomes woven into everyday operations, founders are placing greater emphasis on trust, safety, and ethical oversight. The key is to establish Responsible AI early – setting principles that guide behaviour, embedding privacy-first design, and ensuring humans remain accountable for meaningful decisions.

> Set a strong ethical foundation for your use of AI and be transparent with your team about your principles. Without that, you will lose your customers' trust.



Matthew Hawn
Compass, Map & Key

> AI has been embedded in our company and culture from inception, and our focus on bias reduction and responsible AI has been instrumental in our success.



Erika Brodnock
Kinhub

> The biggest challenge has been building confidence in algorithmic decisions. My success came when AI brought consistency and discipline — but only when used alongside human judgment.



Kevin Ramani
Alpha Data Analytics Hub

KEY ACTIONS

Responsible AI

1 Define Your Principles

Start by setting clear guidelines for responsible AI that focus on fairness, transparency, and accountability. Create a company-wide AI ethics framework that ensures all projects follow these values. You may want to set up an AI ethics committee or appoint someone to oversee the process and make sure you're staying on track.

2 Embed Privacy and Security by Design

Make privacy and security a priority from the start. Implement strong encryption and data access controls to protect sensitive information. Regularly run security audits and penetration tests to spot and fix vulnerabilities. Keep your team updated on data security best practices and privacy regulations to stay compliant as things evolve.

3 Implement Bias Mitigation and Fairness Checks

To build equitable AI, use diverse datasets and test models for bias regularly, especially across different demographic groups. Set up automated checks to catch biases in data or model outputs during development. Track fairness metrics like false positives and negatives, and monitor performance to ensure the AI produces unbiased, equitable outcomes.

4 Leverage Regulation as a Competitive Advantage

Founders are aligning their AI systems with global standards like the OECD AI Principles, the EU AI Act, and ISO 42001 to stay ahead of regulations. By embedding these frameworks into your processes, you'll build trust with customers and show your commitment to responsible AI.

5 Keep a Human in the Loop

Founders emphasise the importance of keeping humans in the loop for critical decisions made by AI. Identify areas where AI needs human judgment, especially in high-risk industries. Build systems with checkpoints where humans can review and intervene when necessary, making sure AI enhances decision-making without replacing the human touch.



William Tunstall-Pedoe

UnlikelyAI

> You need to understand what a tool does with your data and how it is processed and protected.

William is the Founder and CEO of UnlikelyAI, a deep tech startup developing transformative technology to make AI accurate, trustworthy, and safe. A key figure behind the creation of Amazon Alexa and the founder of early voice assistant startup, Evi, he's now developing neuro-symbolic technology at UnlikelyAI which combines the power of LLMs with the accuracy and explainability of symbolic reasoning.

Stage	**Seed**
Raised	**$21m**
Founded	**2018**

> Accuracy, explainability, and consistency are key.

The technology driving the generative AI revolution is fundamentally untrustworthy, even though it has taken a big step forward in capability. To be safe or trustworthy, a system needs accuracy, explainability, and consistency. When it gives you an answer, it has to be one you can trust; the explanation needs to be genuine and accurate; and nothing destroys trust more than getting a different answer to exactly the same question.

Companies need to be aware of these issues and understand what the system must do to be useful in practice. If you're automating a business process, you must ask what tolerance you have for that decision being wrong and what damage that does – reputational, financial, or regulatory.

If you are in a regulated industry, even a small percentage of errors can be incredibly expensive. It's about clearly understanding how the system must perform at the start of the project so expectations can be set and tested.

> Understand what a tool does with your data.

We are seeing strong AI adoption in areas like customer service, where the risk is low and the win is big, but many business processes are high-stakes. If you use a foundational model, you are essentially giving that data to the provider. That can be solved with self-hosting, open-source models, sandboxing, or trusted cloud environments – but most enterprises are calling APIs without really knowing where the data is going.

You need to understand exactly what a tool does with your data, how it is processed and protected, and ideally have some form of audit. Just because something is written in the T&Cs does not mean the company has world-class security.

> We're doing it the hard way.

We're focused on high-stakes industries; regulated sectors where mistakes have big consequences. Our technology is the safeguard. Our broad approach is neuro-symbolic: the statistical neural part gives you the remarkable capabilities behind generative AI, but is inherently statistical, a black-box, and sometimes wrong, while the symbolic software – algorithms and data structures – is deterministic, explainable and typically right 100% of the time. We're trying to get the best of both worlds: the capabilities of the neural piece and then moving that into a world where everything is accurate, robust, and explainable.



Sean Williams

AutogenAI

> You can choose to trust an unsupervised agentic magic 8-ball, but you'll get better results if you put a human in the loop.

Sean is the Founder and Global CEO of AutogenAI, the AI bid-writing platform used by 500 businesses across four continents. Since 2022, he's scaled the company across the UK, US and Australia and raised over $60m in venture funding. AutogenAI's human-in-the-loop approach is already boosting bid win rates by 30% and cutting costs by 85%. Sean's ambition is to make AutogenAI the Excel of competitive writing – the tool no one will draft a proposal without.

Stage	**Series B**
Raised	**$62m**
Valuation	**$200m+**
Founded	**2022**

> Security is everything.

We deal with very sensitive information and our customers need to know that their data is stored securely and isn't being used to train LLMs. In this context, trust is absolutely fundamental, and if you're interested in trust, you need a definition of what truth and trust actually mean. We came up with a simple version: something is true if a human chooses to believe it, and the human chooses to believe it because you show them where the sources come from.

AI is a general-purpose technology like electricity or the internet. In 10 years, nobody will have a 'Global Head of AI', just like nobody has a 'Global Head of Electricity' – every company will use AI tools the same way they use electricity in a huge variety of everyday tools. AI is a tool used by humans – it doesn't have intentionality – and humans need to choose the direction to take the decisions.

> 'How do I integrate AI?' is the wrong question.

The right question is: 'What am I trying to achieve and what are the best tools to help me do that?' Look at your biggest problems and ask what can help you solve them. Today, many of those tools will use AI, but the question starts with the outcome. Run lots of trials and pilots with clear success criteria. If 200 pilots succeed, your business gets massively better. If 200 fail, you learn 200 lessons. Reality will fall somewhere in the middle.

> Avoid silos as much as possible.

You need a real shared sense of purpose. We've got 200 people across the globe and I personally recruit every single person who joins us – everyone goes through a final interview with me. I expect my staff to use AI because it can make them massively more productive, but I expect them to use it intentionally and responsibly, just like with any other tool.

We have clear principles, and we recognise and reward people who live those principles. We keep our engineering team next to our sales team next to our customer success team to foster collaboration and understanding. Through recruitment, recognition, and what we do and don't tolerate, we create a strong unifying culture.

METHODOLOGY

The Future Proof AI Framework is built on a founder-led research process designed to capture how AI is actually being adopted, operationalised, and scaled inside EMEA's most ambitious companies. Rather than prescribing theory, our goal was to surface the lived experience, strategic thinking, and practical behaviours of founders building on the frontier of AI.

This project drew on two core research pillars:

1. Founder Survey

In November 2025, we surveyed 215 tech founders and startup leaders across EMEA to map adoption patterns, integration strategies, leadership behaviours, and organisational changes driven by AI.

- 92% of respondents were founders, CEOs, or senior executives (73% founder, 9.5% Exec, 9% CEO).
- 52% early-stage founders (Pre-Seed to Seed).
- 30% growth-stage founders (Series A–C).
- 7% late-stage founders (Series C+, post-IPO or exited).

Given this concentration of decision-makers, references to 'founders' in this report reflect the survey sample as a whole.

2. In-Depth Founder Interviews

To complement the survey, we conducted structured interviews with some of the most influential AI founders in EMEA – including leaders from Mistral, Lovable, Faculty, Synthesia, CuspAI, Domyn, AutogenAI, Dexory, Snyk / Tessl, and UnlikelyAI.

Our interview approach focused on:

- Unpacking internal operating models and infrastructure decisions.
- Understanding leadership behaviours in high-velocity AI environments,
- Surfacing concrete examples of product, culture, and organisational design.
- Identifying the principles behind their speed, discipline, and scale.

These qualitative insights allowed us to probe how leading AI-native organisations make decisions, not just what decisions they make.

Our Position in the Ecosystem

Founders Forum Group sits at the centre of the world's most influential founder network – spanning **50,000+ global contacts**, including **700+ unicorn and soonicorn founders** across 60+ sectors. Through our global forums, Tech Nation growth programmes, and London AI Hub, we have continuous visibility into how frontier companies are operating in real time.

By combining this founder access with Microsoft's support and technical expertise, The Future Proof AI Framework reflects **collective intelligence**, not top-down opinion.

It captures what founders are actually doing today to future-proof their companies – offering leaders a practical, evidence-based roadmap they can act on immediately.

Continue the Conversation

If you're interested in contributing to Founders Forum Group, partnering on further research, or exploring how these insights can support your organisation, reach out via ff.co to continue the conversation.

For a broader view of how the agentic era is shaping opportunities across EMEA, the IDC–Microsoft InfoBrief provides additional analysis, helping partners navigate the shifting AI landscape.

APPENDIX: EXTENDED SURVEY INSIGHTS

Findings from our survey of 200+ EMEA founders.

AI is ubiquitous across the EMEA startup ecosystem, with the use of AI tools near-universal.

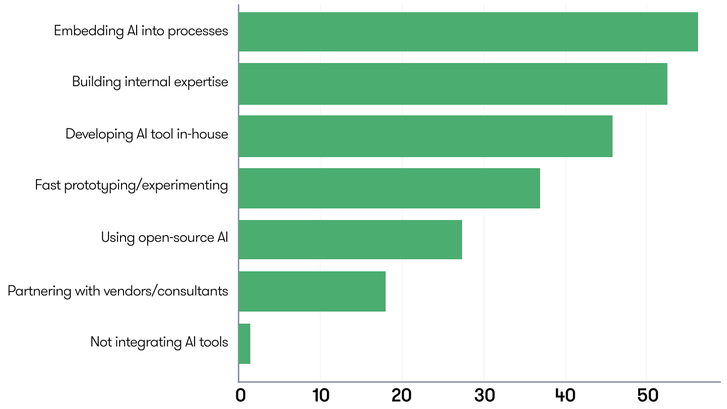
1 in 2

founders are developing AI tools in-house.

1 in 5

Less than 1 in 5 are partnered with external vendors

How is your company integrating AI tools or agents into its operations?



However, 1 in 3 founders lack trust in their company's data security and AI infrastructure.

40%

cite data quality and integration as their biggest challenge in AI adoption.

Increases

Confidence **increases** from early-stage founders to growth-stage, but drops at late-stage as founders of larger businesses face added complexity and vulnerabilities

Founders rank Data Security and Responsible AI as their top infrastructure priorities amid growing regulatory scrutiny.

Which are your top priorities for building a secure and scalable infrastructure in the next 12 months?



But 1 in 3 founders are struggling to formalise Responsible AI practices.

45%

While 45% of founders view Responsible AI as a core strategic priority, 1 in 3 acknowledge it as important but not formalised.

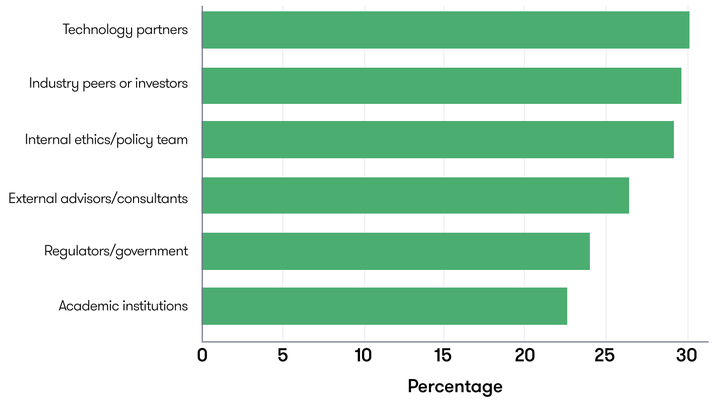
28%

report having no dedicated guidance on Responsible AI.

Networks

Founders rely mostly on **tech partners** and **peer networks** for Responsible AI guidance and frameworks.

Where do you currently seek guidance or frameworks for Responsible AI?



And founders are not yet taking advantage of the ecosystem opportunities AI brings.

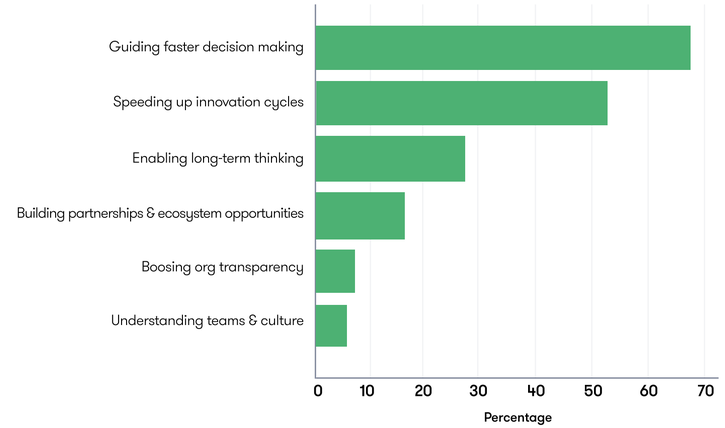
Only 17%

are focused on using AI to build integrated partnerships and ecosystem plays.

1 in 3

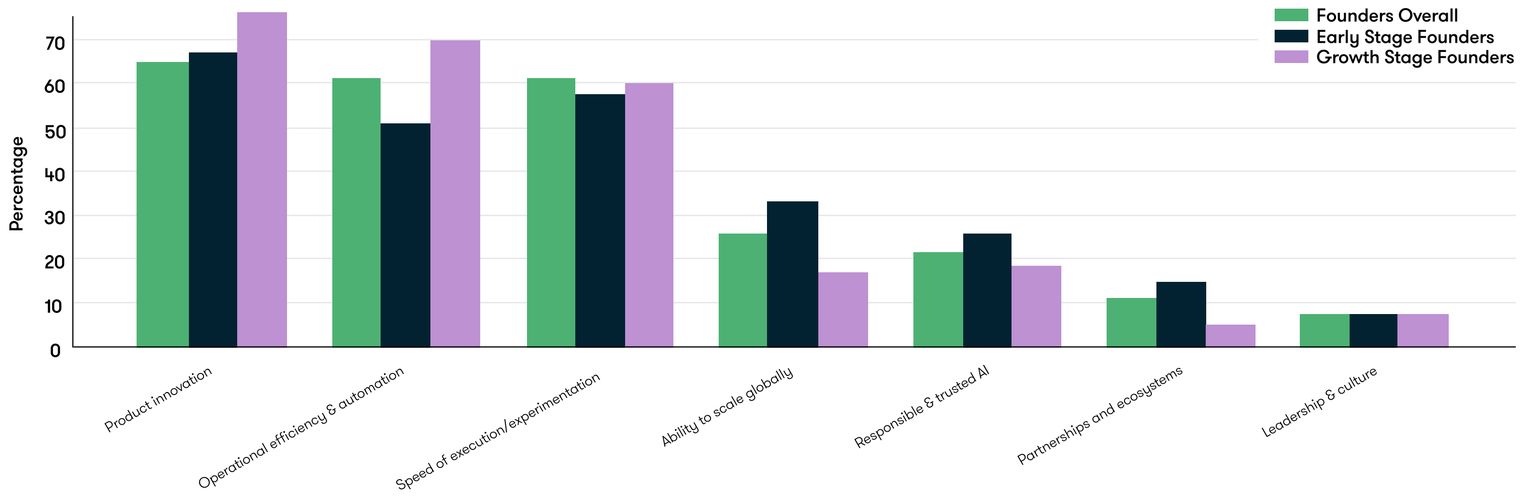
are looking for greater support in building these partnerships.

How are you most using AI to expand your leadership capacity and impact?



Even so, AI has become the defining engine of competitive advantage across the ecosystem.

In which area do you believe AI will create the biggest competitive advantage for your company in the next 3 years?



1 in 4 founders are redesigning existing roles for hybrid human–AI collaboration.

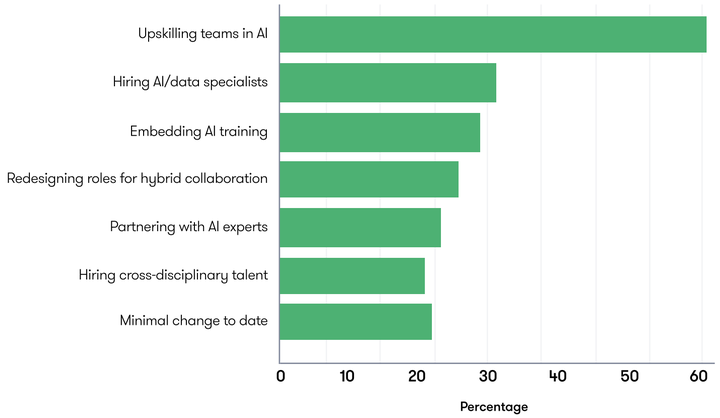
Talent Shortage

Faced with an AI talent shortage, founders are prioritising upskilling over hiring.

60%

of founders are focused on upskilling their current teams, while around 30% are hiring AI specialists.

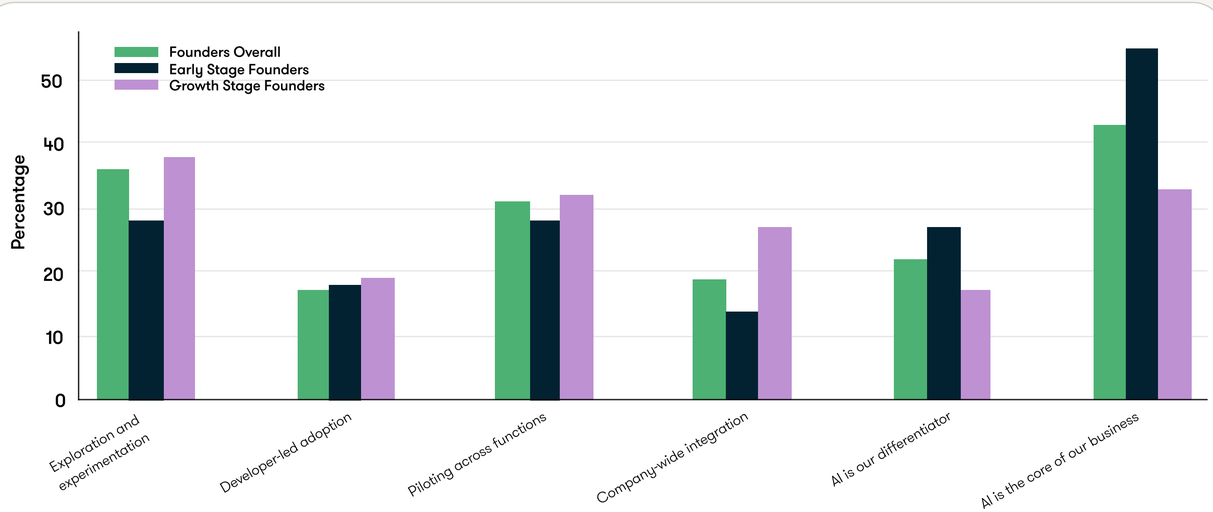
How are you evolving your talent and hiring strategy to stay competitive in the AI era?



Early-stage founders are AI-native by default.

55%

say AI is core to their business versus 33% of growth-stage founders. They're also more likely to see AI as their differentiator (27% vs 17%).



Funding, Talent, and Infrastructure are the biggest areas where founders need support.

53%

say funding for AI initiatives is the most important factor.

44%

access to talent.

39%

scalable infrastructure.

What types of support would most help you future-proof your company in the age of AI?

