



The state of digital and AI readiness

A research-based report benchmarking progress and unlocking value in the age of continuous digital and AI transformation

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 **thoughtworks**

Design. Engineering. AI.

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Executive summary

How would you categorize your organization based on their digital and AI readiness? Are you trailblazing and setting new industry standards? Beginning to lay some foundations? Or somewhere in between?

This State of Digital and AI Readiness report assesses the responses of 1,000 senior decision-makers from a range of public and private sectors (see Methodology on page 17 for more details). It measures their organizations' adoption levels across five pillars: digital products, platforms and services; enterprise modernization; managing/modernizing technology; data modernization; and scaling AI (from pilot to production). Based on their adoption levels, each organization is classified into one of four groups on the Digital and AI Readiness Index: Leaders (setting the benchmark for industry excellence), Strong Performers, Emerging Players and Late Adopters (early in their journey).

Rapid technological change is raising the bar for digital and AI readiness, making it harder to gain a competitive edge. However, the findings from the Index highlights how, through widespread and integrated adoption across all five pillars, Leaders (17%) are excelling, propelling them to the front of the pack. It demonstrates that strategy alone is just the starting point – it's the alignment, integration and execution of that strategy, combined with continuous improvement and technology investment, that delivers the greatest ROI.

However, for the 29% of Emerging Players and Late Adopters who are further behind the curve, it's not too late: opportunities are attainable. As we share in this report, focusing on three key areas – strategy, continuous improvement and investment – offers a unique advantage for making considerable gains. And it starts with a realistic self-assessment.

So, where does your organization truly stand – and more importantly, what steps are needed to propel your organization forward? Let's dive in.



Foreword: A roadmap to digital and AI digital success

I first read about AI as a teen, when Isaac Asimov's "I, robot" captured my imagination. This highlights a simple truth: AI is not a new idea. And yet the explosion of interest in AI, sparked by the emergence of tools like ChatGPT, which suddenly made AI accessible to everyone, caught many enterprises by surprise.

Since that tipping point, many of us have experimented with generative AI tools, looking to gain a competitive edge. Some with more success than others. And this got us thinking: what is it that separates those companies who haven't just experimented with AI but put it into production and realized value, from those still stuck in the sandbox?

This report dives into that question and reveals some fundamental truths. Because really, this isn't just a question of AI readiness, it's about digital, data and AI readiness. You can't expect to get ahead in AI if your digital strategy remains in its infancy.

We've identified three key pillars that separate the Leaders from the rest:

- A robust technology strategy that is tightly integrated with business goals across the entire tech stack.
- A relentless focus on continuous modernization.
- And strategic investment which yields sustained returns.

For those wanting more than just interesting data points, this report gives you a roadmap to supercharge your digital readiness.

But there's a caveat. We saw that nearly half of organizations have a skewed perception of where they are today. Some think they're pace setters when, in reality, they're at the back of the field. Others are overly cautious, thinking they're not ready, when they're actually more advanced than they believe. This distorted view increases the risk that organizations fail to take the actions necessary to deliver value or fail to capitalize on investments already made.

By reading this report, you'll have your eyes opened to the risks of misunderstanding your digital and AI readiness, and use that sense check to plot a path to future success.



Rachel Laycock
Chief Technology Officer, Thoughtworks

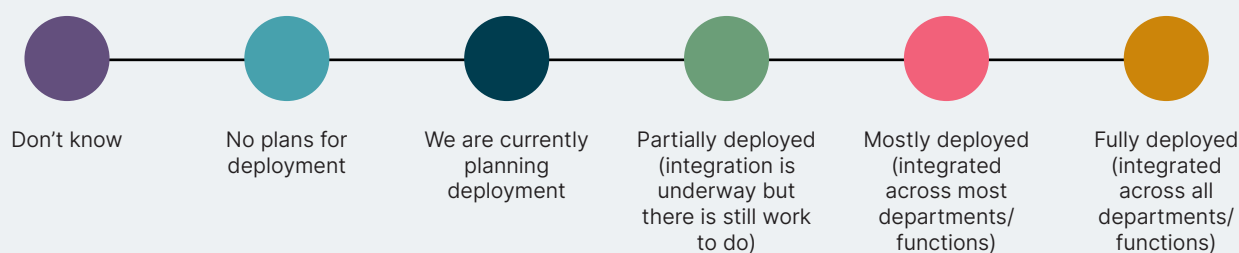
The Digital and AI Readiness Index

What is the Digital and AI Readiness Index?

The Digital and AI Readiness Index assesses and compares the level of technology adoption across different organizations. It aims to provide insight into what it takes to lead the market, where improvement opportunities lie and how to gain a competitive edge in a dynamic digital world.

How was the Index created?

Respondents were asked to what extent their organization has implemented 27 technologies/solutions. Each technology/solution (e.g. AI Observability platforms) was mapped to one of five pillars: digital products, platforms & services; enterprise modernization; managing (and modernizing) technology; data modernization and scaling AI (from pilot to production) ([see figure 7, page 17](#)). Implementation was determined using the following scale:



Each respondent was given a score for their implementation level across each technology/solution – highest scores given to “fully deployed”, lowest to “no plans for deployment”. Scores were then aggregated across all five pillars to generate a total implementation score per respondent.

The final score determined the position of the respondent’s organization on the Index, categorizing them into one of four categories: Leaders, Strong Performers, Emerging Players and Late Adopters.



What were the results?

Leaders (17%) – Organizations that consistently lead the market with widespread and integrated technology adoption. They focus on continuous improvement, well-executed strategies and value creation, setting the benchmark for industry excellence.

Strong Performers (54%) – Organizations that demonstrate significant technology adoption, solid technology investment and strong strategic direction, leading to value creation, although they still strive to reach the pinnacle of industry leadership.

Emerging Players (26%) – Organizations that are adopting technology but with limited integration. Their strategies require better execution to enhance adoption and gain more value from their increasing technology investments.

Late Adopters (3%) – Organizations at the early stages of their technology adoption with nascent strategies, yet beginning to explore the potential for value creation as they seek to evolve.

Encouragingly, the largest group, both overall and in all countries surveyed, is the Strong Performers. The US (21%) and Australia (21%) have the largest proportion of Leaders, while 1 in 10 surveyed UK organizations are Late Adopters – the largest proportion of all countries.

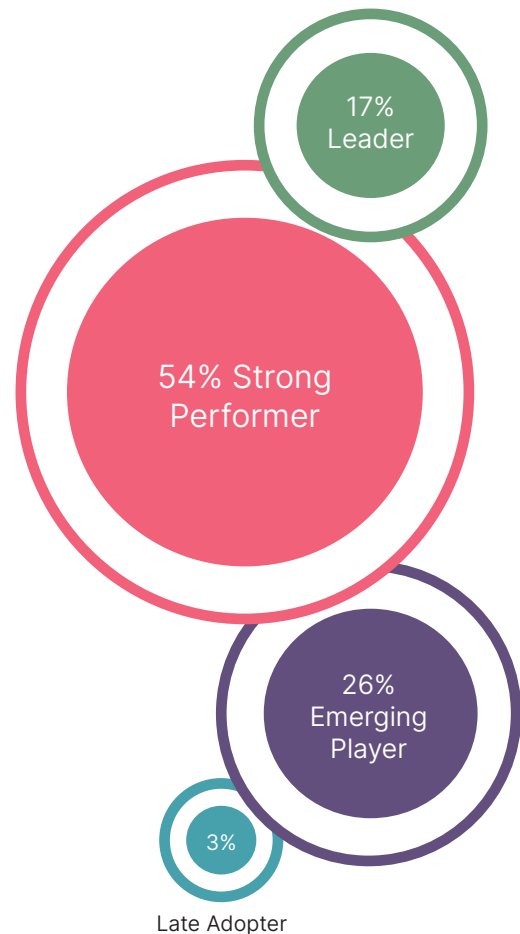


Figure 1. Showing the results of the Thoughtworks Readiness Index [1,000]

Digital and AI Index Results split by country

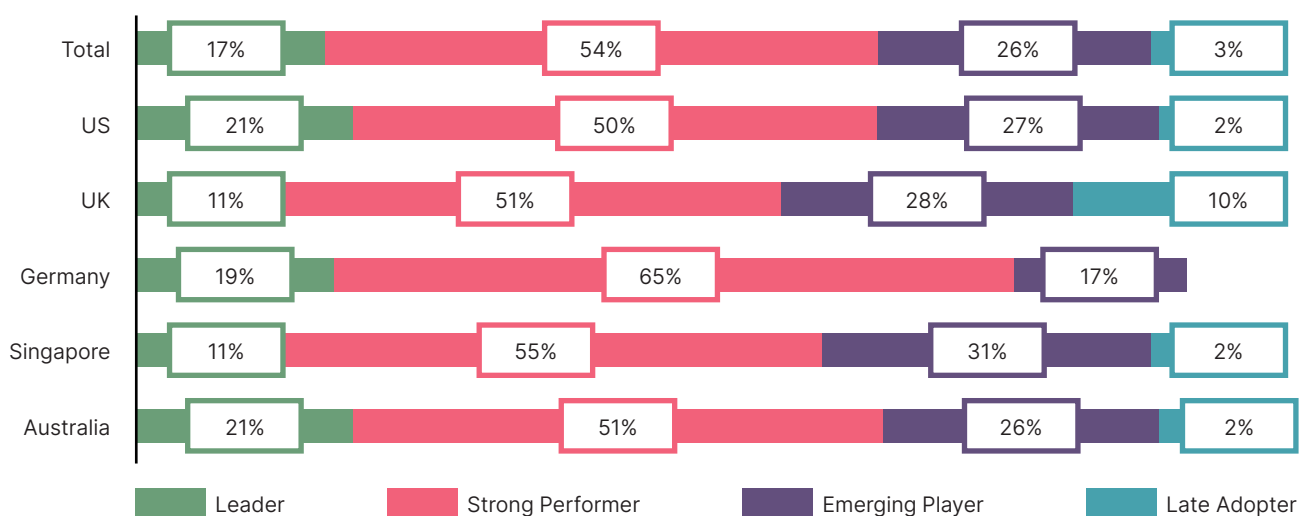


Figure 2. Showing the results of the Thoughtworks Readiness Index [1,000], split by country

Each group faces unique challenges, from scaling technology to accelerating foundational progress. But digital and AI readiness is about forward progress, not just current status: identifying future opportunities is key.

Our three key insights show how a well-defined, improvement-driven strategy enables organizations to maximize the value of their technology investments and unlock the full potential of digital and AI readiness.

Insight one: Execute a fully aligned and integrated business-technology strategy

Sixty-one percent of Leaders say their organization has a fully developed and optimized strategy across their technology ecosystem, compared to just 19% of Late Adopters, on average.

Having a strategy is one thing, but cohesive, aligned execution is where the real gains are made. Today's digital, highly competitive landscape commands that technology strategies have an edge – one with a laser focus on business impact and team alignment. Moreover, Leaders are most likely to have an optimized strategy that integrates AI, data and modernization – over three times that of Late Adopters.

Leaders' teams are aligned with shared goals, helping anticipate and respond proactively to technological shifts. This is crucial in an AI-driven landscape where emerging trends demand swift, data-informed decision-making. As a result, Leaders are more likely to gain digital resilience, allowing them to adapt, innovate, and stay competitive.

Of all aspects of the technology ecosystem, Leaders are most likely to have a fully developed, aligned strategy for building new products, platforms or services. This can help these organizations differentiate themselves by delivering innovative, differentiated digital products at pace.

Showing the percentage of respondents that state their organization has a fully developed and optimized strategy (aligned across the organization) across their technology stack

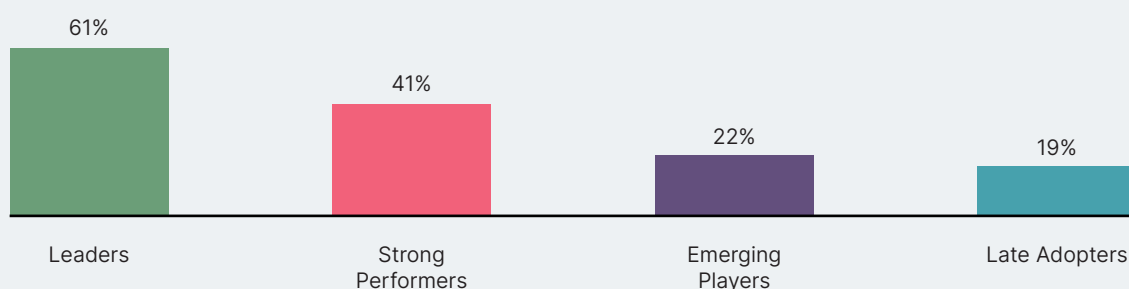


Figure 3. Which of the following best describes your organization's strategy in relation to the following? Showing responses to 'We have a fully developed and optimized strategy (aligned across the organization)', split by Digital and AI Readiness Index [1,000]. Average across five pillars

Comparatively, other readiness groups face a greater gap between strategy and execution. Although strategies exist, they are not executed or deployed in a consistent way across the organization. Without cohesion, teams may work towards different goals. This risks slower decision-making and limits adaptability, ultimately missing opportunities for growth.

“Technology strategy can’t live in a slide deck. It only delivers value when it’s embedded across teams, tied to business outcomes, and executed with discipline — not as a fixed plan, but as a learning cycle that allows you to adapt as you go.”

Rachel Laycock
Chief Technology Officer, Thoughtworks



Siloed approaches that treat AI, data and modernization as separate initiatives limit alignment across the business - potentially leading to teams working towards different goals.



Strategic recommendation

Develop a cohesive technology strategy that seamlessly integrates with your business objectives, ensuring consistent deployment across the entire technology ecosystem.

What can you do?

- **Take a holistic product thinking approach**, assessing customer and employee experiences, platform inefficiencies, and AI opportunities to shape a clear CX vision that balances desirability, business viability, and feasibility.
- **Bridge the gap between business, IT, product and CX teams**—breaking down internal barriers and fostering the collaboration required to ensure a unified and customer-first strategy.
- **Apply AI judiciously to accelerate product development**: accelerate product development from concept to market by embedding AI to enhance decision-making, personalization and efficiency. Aim to deliver scalable, customer-centric solutions.
- **Make platform engineers first class citizens**: adopt a platform engineering approach, to provide a foundation for effective software development, scale engineering efforts more efficiently, and better align with business goals. Understand the North Star of the product.

Real world example

Laying the groundwork for continual product evolution

BPAY collaborated with Thoughtworks to shape a comprehensive product discovery and customer experience strategy. Together, we identified 17 opportunities for future enhancement, aligning cross-functional teams around a unified vision. This strategic groundwork bridged business goals and technology initiatives, enabling ongoing product improvement and innovation at scale.

Why it matters:

This case brings to life our key insight #1: the importance of business-technology alignment. BPAY’s unified approach ensured that improvement efforts were grounded in shared priorities, enabling cohesive execution and setting the stage for scalable, future-forward product development.

Read the full case study [here](#).



Insight two: Focus on continuous improvement

Seventy-seven percent of Leaders believe a complete overhaul or significant improvement is needed to their organization's technology ecosystem, despite their status as Leaders, compared to 47% of Late Adopters, on average.

In a rapidly evolving technology landscape, technology transformation is never “done”. This is especially true of Strong Performers and even more so of Leaders.

Showing the percentage of respondents who believe a complete overhaul or significant improvement is needed across their technology stack

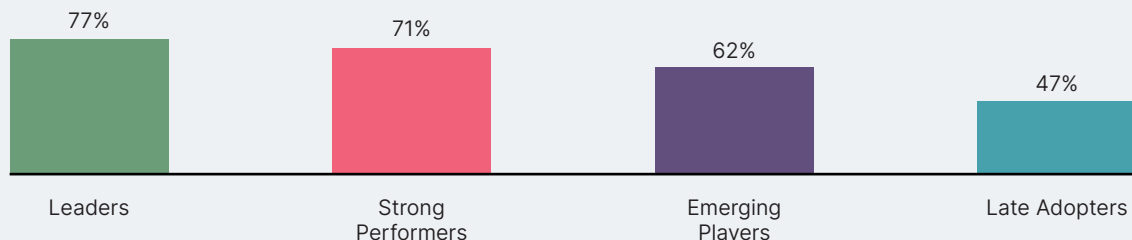


Figure 4. To what extent do you feel your organization's response to the following requires improvement in order to meet its business needs? Showing responses to 'Complete overhaul required' or 'Significant improvement required', only asked to respondents whose organizations have taken steps towards at least one of the areas in the last 12 months or currently have budget allocated, split by Digital and AI Readiness Index [1,000] Average across five pillars

Regardless of where organizations are on the Digital and AI Readiness Index, most (93%) believe some level of improvement is needed across their technology ecosystem. This suggests a consensus exists among organizations: success demands ongoing transformation, not just a single modernization effort.

However, differences are evident across readiness levels.

Despite setting the benchmark for industry excellence, Leaders are most likely to recognize the need for significant improvements or overhauls to their technology ecosystem – highlighting their commitment to continuous optimization. Embedding continuous improvement into an aligned strategy ensures that all improvement initiatives are directly tied to organizational goals. Therefore, with aligned strategies and clear priorities, Leaders are able to optimize specific digital capabilities to meet evolving demands. Such ongoing refinement can strengthen their technology infrastructure, enhancing customer value.

“What sets Leaders apart isn’t just how far they’ve come - it’s their ability to recognize what still needs to be done. That’s the real driver of sustained value.”

Gene Reznik
Chief Strategy Officer, Thoughtworks



Conversely, Late Adopters are the least likely group to identify a need for significant improvements. This may be driven by how their strategies are executed. Without a clear technology roadmap aligned with business objectives, and a complementary operational model that addresses multifaceted business needs, identifying areas for improvement becomes challenging and puts unmanageable pressure on IT operations, which can limit effective action. This misalignment can lead to stagnation, as teams struggle to prioritize investments or recognize modernization opportunities.

Without a well-executed strategy guiding transformation, achieving improvement becomes much more challenging.



Strategic recommendation

Embrace an ongoing commitment to technology modernization to maintain leadership and competitiveness in the market.

What can you do?

- **Transition from rigid legacy systems** to cloud-native, composable architectures, enhancing agility and scalability. This transformation empowers your business to quickly adapt to market changes and scale effectively for future growth.
- **Reimagine your software engineering processes** by integrating AI-first practices across the software delivery lifecycle, beyond coding. This transformation accelerates delivery, reduces costs, and enhances productivity through a structured, measurable approach.
- **Embrace continuous modernization** by leveraging AI-driven automation, predictive analytics, and proactive strategies. This approach reduces technical debt, lowers operational costs, and ensures resilience, scalability, and competitiveness, enabling organizations to reinvest savings into innovation and maintain market leadership.
- **Ensure the roadmap is supported** with a well defined operational model that effectively orchestrates multifaceted business needs (e.g. improvements, business requests, technical debt, modernization, maintenance).

Real world example

Building a platform for continuous innovation

Bayer partnered with Thoughtworks to develop a data platform as the foundation for ongoing transformation. Rather than treating initial efforts as endpoints, Bayer continued to extend the platform's value – including building a GenAI-powered chatbot – reflecting a mindset of iterative enhancement and continuous value delivery.

Why it matters:

This case brings to life our key insight #2: that digital transformation is never 'done.' Bayer's approach shows how Leaders embed continuous improvement into their strategy, using each milestone as a springboard for further innovation. By doing so, they maintain adaptability and accelerate value creation.

Read the full case study [here](#) and [here](#).



Insight three: Be a technology leader in order to unlock greater returns

Fifty-three percent of Leaders report their organization has experienced a positive ROI on their technology ecosystem over the last 18 months, on average – the only group more likely to make a gain than a loss. In fact, Leaders are more than three times likely to see a positive return on their investments, compared to Late Adopters.

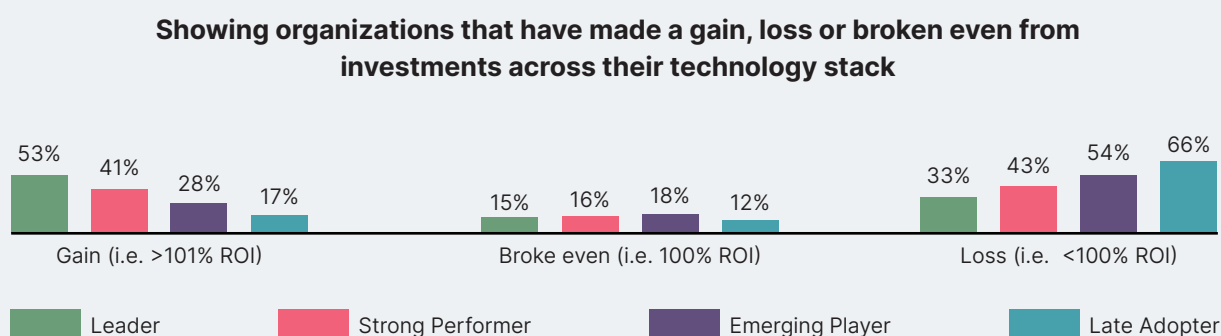


Figure 5. What level of Return on Investment (ROI) do you estimate your organization has achieved from the following areas over the past 18 months? Only asked to respondents whose organizations have taken steps towards at least one of the five pillars in the last 12 months or currently have budget allocated. Split by Digital and AI Readiness Index [1,000]. Average across five pillars

For those Leaders who made gains (e.g. cost savings, revenue growth or productivity) over the past 18 months, they are substantial – most likely seeing between 101- 149% returns on their investments, on average. Leaders report positive returns across their entire technology ecosystem from improving data to create value (e.g. its quality, accessibility, compliance, scalability and speed), to measuring the reliability of GenAI applications and models, and successfully moving them into production.

Such positive returns may, in part, be driven by a focus on forward motion and continuous improvement. Leaders are the most likely group to say their organizations are taking action “to a great extent” within the last 12 months or beyond, across all areas within their technology ecosystem – almost twice as likely than Late Adopters, on average. While their activity is widespread, Leaders also appear to prioritize specific actions – particularly building new platforms, products or services and measuring the reliability of GenAI applications and models, and successfully moving them into production. This focused approach indicates an aligned business-technology strategy, enabling more targeted investments.

Resulting from their proactive approach, Leaders are most likely to have seen the greatest value from improved digital resilience, security, risk management and compliance. Realizing this value enables their organizations to adapt quickly to disruptions, maintaining operations, customer service and experience – increasingly important in today’s cyber threat landscape. It can also lead to increasing confidence in managing risks and responding to incidents, encouraging further investment in new technologies and innovation.

However, success isn’t guaranteed – even among Leaders. A third still report losses, reflecting the reality that technology innovation often requires upfront investment and risk before yielding returns.

“We see the best returns when organizations treat technology as a value driver - not just a cost center. That shift in mindset is where transformation really begins.”

Mike Sutcliff
Chief Executive Officer, Thoughtworks



At the other end of the spectrum, a minority of Late Adopters have seen a profit. But this is unlikely to be sustainable without a clear strategy and modernization pathway, especially as technological changes and transformation continue. They are also considerably less likely than Leaders to see value from digital resilience. Instead, their value is most likely to come from operational efficiencies. While this might provide some immediate and measurable returns, digital resilience is key for long-term sustainability and risk management.

Ultimately, the greatest returns come from a strategy that aligns investment and continuous improvement. This enables organizations to target their investments more effectively, helping them achieve a competitive edge.



“At AWS, we’ve seen that consistent returns come from sustained modernization—not one-off initiatives. Technology leadership is built through iteration, resilience, and a clear link between investment and business value.”

Rima Olinger
Director of Consulting Partners, AWS





Strategic recommendation

Focus investments on areas that align with strategic objectives and have the highest potential for significant returns.

What can you do?

- **Leverage product thinking and iterative methodologies** to align investments with strategic objectives and prioritize user needs. Activities such as user research, journey mapping, and value prioritization frameworks enable you to create actionable roadmaps and prioritized backlogs, ultimately creating meaningful, high-impact customer experiences.
- **Bridge the gap between AI experimentation and scalable deployment** by aligning AI projects with core business goals. Our end-to-end solutions address skill gaps, prioritize high-value use cases, and transition AI from proof-of-concept to production, ensuring your AI investments achieve sustainable ROI. (Understanding your organization's AI readiness is the crucial first step toward adopting and scaling AI solutions in a meaningful and impactful way. [Take this quick assessment](#) to evaluate your organization's AI readiness.)
- **Implement a product-based approach to publishing enterprise data** that enables innovation, empowers strategic decision-making, and fuels your AI solutions. Modernizing your data foundation enables you to harness data as a powerful asset, turning insights into actionable business value.
- **Employ a self-funding model** that reduces maintenance costs through automation and modernization while reinvesting the savings into innovation. This approach minimizes technical debt and shifts focus from maintaining legacy systems to driving strategic growth and long-term resilience.
- **Ensure the strategy maps synergies** and addresses the accumulative effect of investments and changes. Our advisory helps prioritize and create a roadmap with the highest impact to the business.

Real world example



Turning strategic AI investment into measurable impact

PEXA partnered with Thoughtworks to develop an AI-powered assistant designed to support internal teams by delivering personalized answers and augmenting everyday tasks like information discovery. By aligning this AI initiative with core business goals, PEXA streamlined internal workflows, improving employee productivity and generating measurable efficiency gains.

Why it matters:

This case study brings to life our key insight #3: that technology leadership drives greater returns. PEXA's focused investment in AI, paired with a clear strategy and path to production, demonstrates how organizations can move beyond experimentation to unlock tangible, ROI-driven outcomes.

Read the full case study [here](#).

Bonus insight: Take one step forward: A realistic self-perception

Forty-six percent perceive their organization's readiness differently to what the Digital and AI Readiness Index categorizes them into.

The Index reveals a gap between organizations' perceived and actual digital and AI readiness, risking complacency or hesitancy. However, realistic self-assessment provides a unique opportunity to identify genuine steps toward improvement.

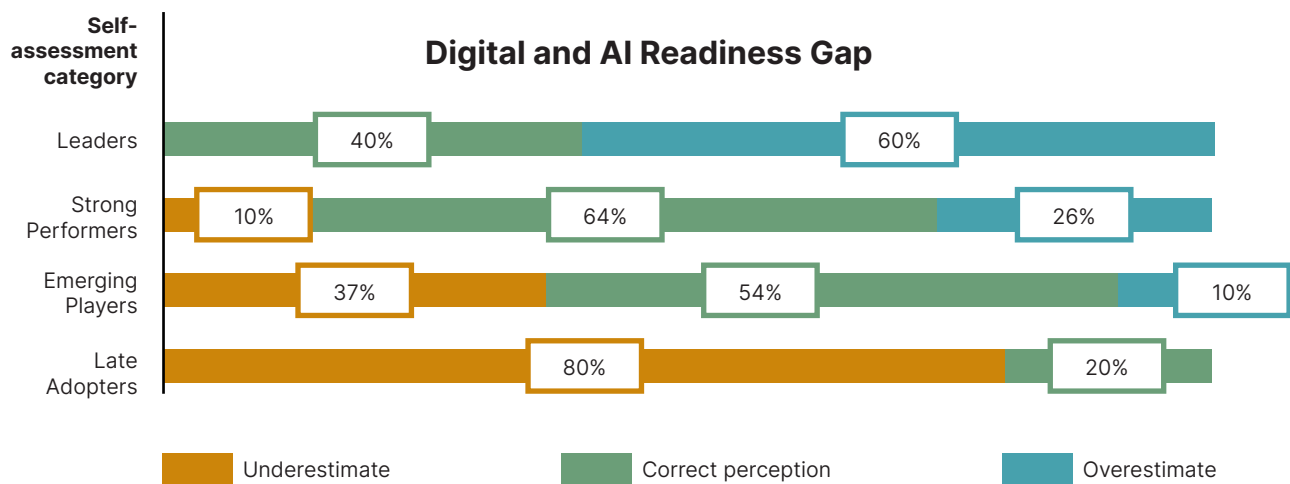


Figure 6. Digital and AI Readiness gap [1,000]



Readiness Overestimators

According to the model, 60% perceive their organization to be Leaders but are actually Strong Performers, Emerging Players or Late Adopters. This suggests they may be **further behind** than they realize.

What are the risks?

Overestimation can lead to complacency: Organizations mistakenly assuming their strategies are advanced enough can lead to missed opportunities for growth and innovation.

Without a clear understanding of their digital and AI adoption levels relative to the market, organizations may fail to identify opportunities and struggle to set effective business objectives. This can lead to misaligned investments, or worse, falling behind competitors.

For these organizations, aligning perception with reality is crucial for maintaining momentum and competitiveness.



Readiness Underestimators

80% of "perceived Late Adopters" are actually **more advanced** than they realize. Continue to the next page to see the risks.

What are the risks?

Underestimation can lead to hesitancy: Organizations incorrectly assuming their strategies lack readiness might lead to being overly cautious, inefficiently resourced and unnecessarily spending.

Without an accurate perception of their digital and AI readiness, these organizations may hold back on investments or delay initiatives due to perceived capability gaps. Their resources may be inefficiently allocated, or they may be inaccurately or unnecessarily investing. As with underestimators, they risk falling behind competitors who are more confident in their progress.

For these organizations, an accurate perception enables focus on investment areas that truly require attention and a clear identification of opportunities.

Whether an under or overestimator, the risks lead to similar outcomes – a lack of competitive edge. This reinforces the need for a realistic view. With an accurate perception, organizations can set realistic expectations, capitalize on opportunities, confidently manage resource and strategically invest with meaningful impact.

“Self-awareness in technology maturity is a strategic advantage. Without it, organizations risk misjudging where to invest, where to improve, and where to go next.”

Gene Reznik
Chief Strategy Officer, Thoughtworks



There is power in perspective – the key is knowing how to harness it. By reassessing capabilities and benchmarking against peers, businesses can build confidence in their strategies, ensuring they make informed decisions that propel them forward.



Strategic recommendation

Regularly evaluate your organization's digital readiness to identify strengths and areas for improvement, ensuring that self-perception aligns with actual capabilities.

What can you do?

- **Establish a baseline of AI readiness**, including tech stack, data landscape, and skills gaps. Prioritize high-impact AI use cases that drive short-term results and sustained value, while identifying synergies like optimizing redundancies or connecting existing solutions. Continuously monitor ROI to ensure effectiveness and adapt as AI relevance evolves over time.
- **Assess and optimize your application portfolio** to improve resource allocation, identify areas for consolidation, modernization, or retirement that align with your strategic objectives, and ensure that capacity and budget are used efficiently. (Request a [portfolio optimization assessment](#) to uncover potential cost-savings and help make smarter decisions about maintaining and evolving your tech estate.)
- **Leverage software engineering insights** to quantify engineering impact and ROI. By identifying inefficiencies, optimizing processes, and delivering actionable metrics, you can gain clear visibility into engineering value, enabling better investment decisions and measurable business outcomes.

Conclusion

The Digital and AI Readiness Index highlights how three key areas of focus – strategy, improvements and technology investments – are crucial to organizations navigating their digital and AI readiness journey. It demonstrates how a well-aligned strategy ensures that technology investments directly support business objectives, while a commitment to continuous improvement keeps the organization agile and responsive to changing market conditions.

The Index also indicates how an organization's perceived position within the technology adoption lifecycle does not always align to reality – highlighting another key element for organizations to consider in their digital and AI readiness journey. This misalignment risks complacency, hesitancy, missed opportunities, underinvestment and worse – being caught off guard by competitors. Realistic self-assessment is a critical first step for all organizations to ensure their strategies reflect reality, laying foundations for tangible progress.

But long-term success takes more than just having a strategy grounded in reality – it requires effective execution and ongoing improvement. Our research shows those taking this approach – particularly Leaders – yield stronger returns on technology investments and better digital and AI resilience.



Curious to know where to begin?

As you assess your organization's digital and AI readiness, consider the following questions to gauge your current position and identify areas for improvement.

- **Is your business-technology strategy fully aligned?**
Is it clearly defined, integrated and executed effectively across the business?
- **Are you continually investing in and improving your technology ecosystem?**
Do your infrastructure and systems let you down? Or is technical debt holding you back?
- **Can you quantify and validate the returns on your technology investments?**
Are your technology initiatives delivering measurable ROI, or are you struggling to quantify their impact?
- **What is your digital and AI readiness perception against the market?**
Does your perception align with reality?

If you answered 'no' to any of these questions, it may be time to reconsider your organization's technology adoption and business-technology strategy. We can help you build a roadmap that aligns technology with your business goals, optimizes performance and unlocks your full potential in a digital landscape driven by AI.

“The best Leaders are those who ask hard questions about where they truly stand - and are willing to adjust course. That's what builds resilience.”

Rachel Laycock
Chief Technology Officer, Thoughtworks



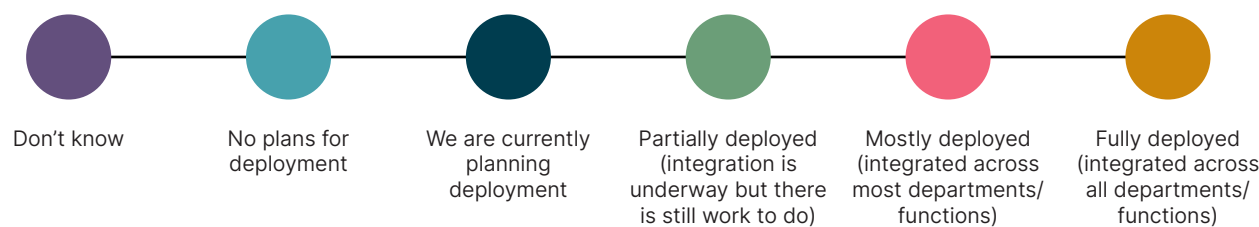
Methodology

The State of Digital and AI Readiness Report methodology

We spoke to 1,000 senior decision-makers from organizations across five key markets: US (300), Australia (175), Singapore (175), UK (175) and Germany (175). 25% were C-suite executives and 75% were senior executives at Director, VP, and ‘Head of’ levels.

Organizations had an annual global revenue between \$500 million to over \$50 billion and an average annual IT budget of \$390 million. They were from a range of industries, including: Public Sector (excluding Healthcare); Automotive and Manufacturing; Technology and Business Services; Healthcare and Life Sciences; Retail and Consumer Goods; Banking, Financial Services and Insurance; Energy and Utilities; and Travel and Transportation.

Respondents were asked to what extent their organization has implemented 27 technologies/ solutions. Implementation was determined on a scale as follows:



Each technology/solution was mapped to one of five pillars (see figure 7, below). For example, under the Scaling AI pillar, respondents were asked to what extent their organization has implemented AI Observability platforms. Each respondent was given a score for their implementation level across each technology/solution. The highest score was given to ‘Fully deployed (integrated across all departments/ functions)’ and the lowest score was given to ‘No plans for deployment’. Scores were then aggregated across all five pillars to generate a total implementation score for each respondent. The final score determined the position of the respondent’s organization on the Index, categorizing them into one of four categories: Leaders, Strong Performers, Emerging Players and Late Adopters.

Digital and AI Readiness Index: Five Pillars

Digital products, platforms & services	Enterprise modernization	Managing (and modernizing) technology	Data modernization	Scaling AI (from pilot to production)
Developer platforms	Subject Matter Expert (SME) dependence	IT managed services vendor	Data & AI Platforms	Model-as-a-judge Large Language Model
AI assistance in the delivery/ development lifecycle	Reverse engineering	AI-driven application managed services	DataOps, MLOps, LLMOps	Human preference data collection services
Lean product development	AI assisted modernization	AI-driven Infrastructure managed services	Data Products	Guardrails platforms
Continuous Delivery	Automated refactoring	Turn key solution including ProductOps, AIOps, DataOps and SecOps	Operating models to handle Data & AI at scale	AI Observability platforms
Product Thinking		Software intelligence platforms	Data Mesh	
Enhancing existing products and experiences with AI features		Self-healing technology		
Building new AI-first products and experiences				
Immersive or multi-modal interactions beyond the screen				

Figure 7. To what extent has your organization deployed the following in relation to Building new products, platforms and services/ Modernizing the existing/legacy technology estate/ Efficiently managing and evolving existing technology ecosystems/ Improving data quality, access, compliance, scalability and speed to create value/ Measuring the reliability of GenAI applications and models and successfully moving them into production? [1,000] Weighting was applied to ensure each pillar contributed equally to the Index

About Thoughtworks

We are a global technology consultancy that delivers extraordinary impact by blending design, engineering and AI expertise.

For over 30 years, our culture of innovation and technology excellence has helped clients strengthen their enterprise systems, scale with agility and create seamless digital experiences.

We're dedicated to solving our clients' most critical challenges, combining AI and human ingenuity to turn their ambitious ideas into reality.

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