

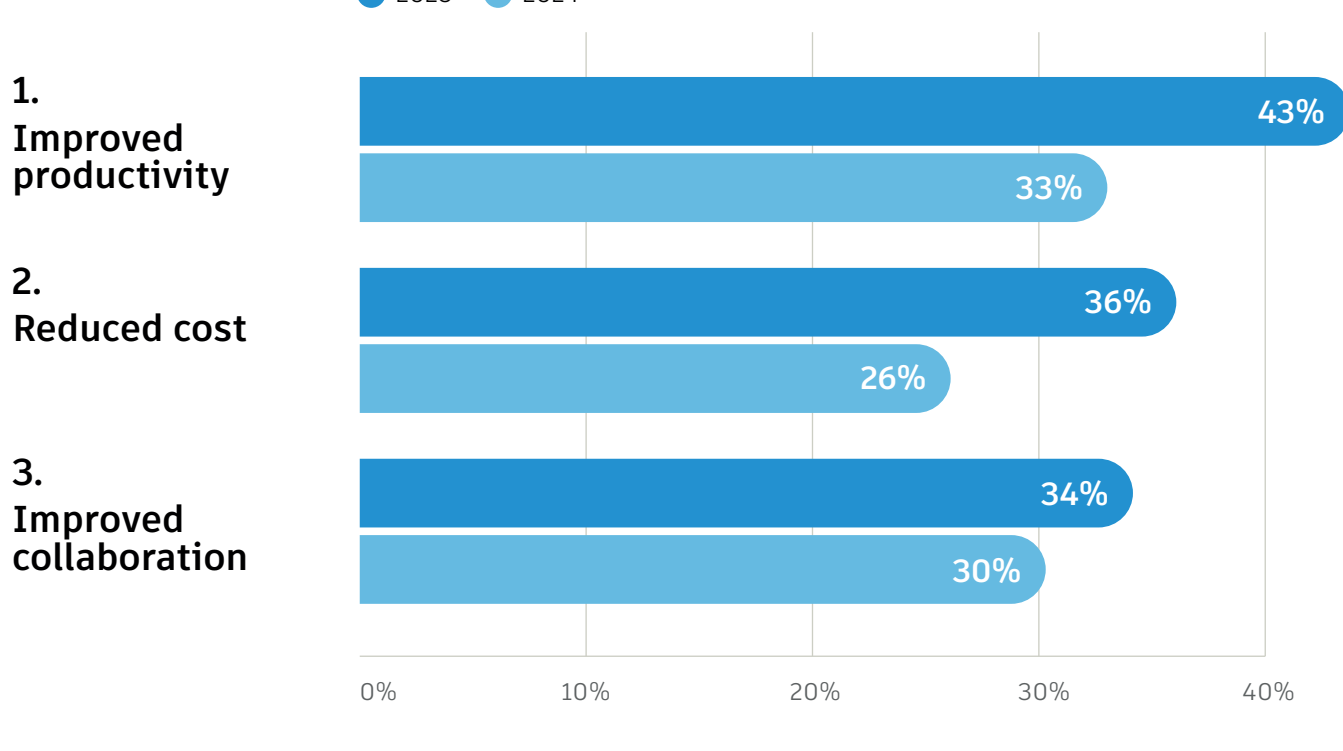
State of Design & Make

Engineering service providers

2024
2025
2026

INSIGHT 1 Digital transformation efforts have an overwhelmingly positive impact

Top 3 benefits of digital transformation



Digital transformation benefits the entire organization

Digitally mature companies are more likely than their peers to...

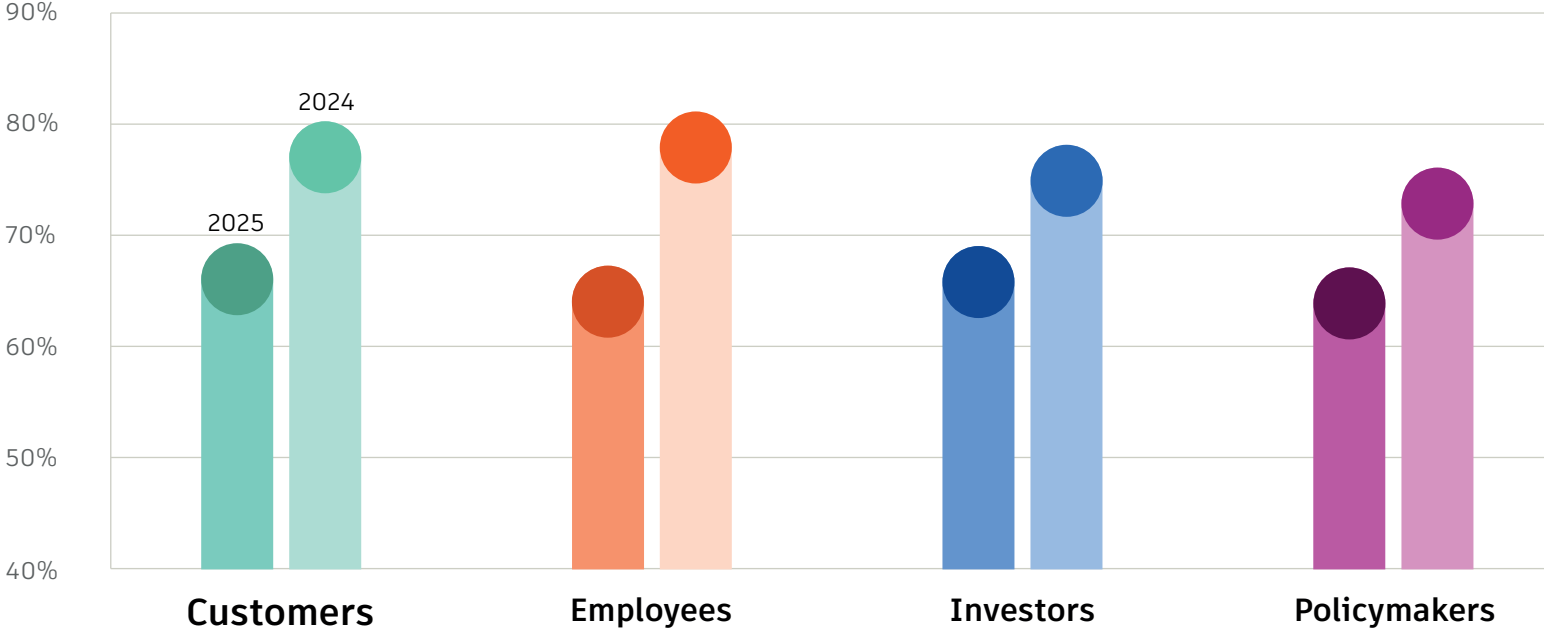


INSIGHT 2 Sustainability transitions from pressure to profitability

72%

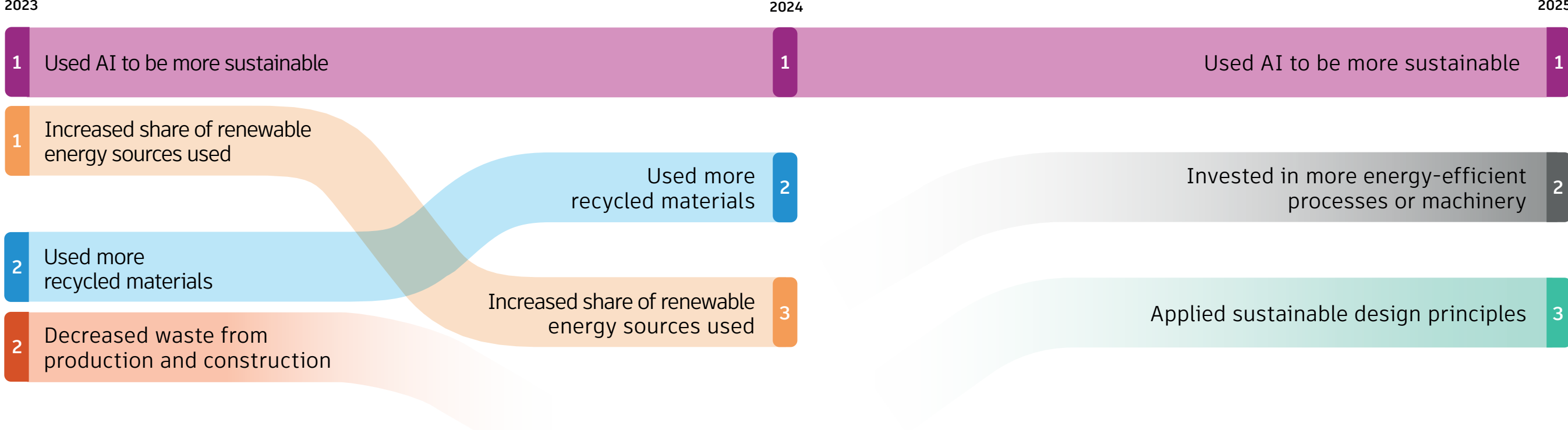
of leaders at digitally mature companies are **accelerating their sustainability investments**, compared to 54% at less digitally mature companies

Stakeholder influence is in decline



INSIGHT 3 AI solidifies its place as the top sustainability enabler

Top sustainability actions by year

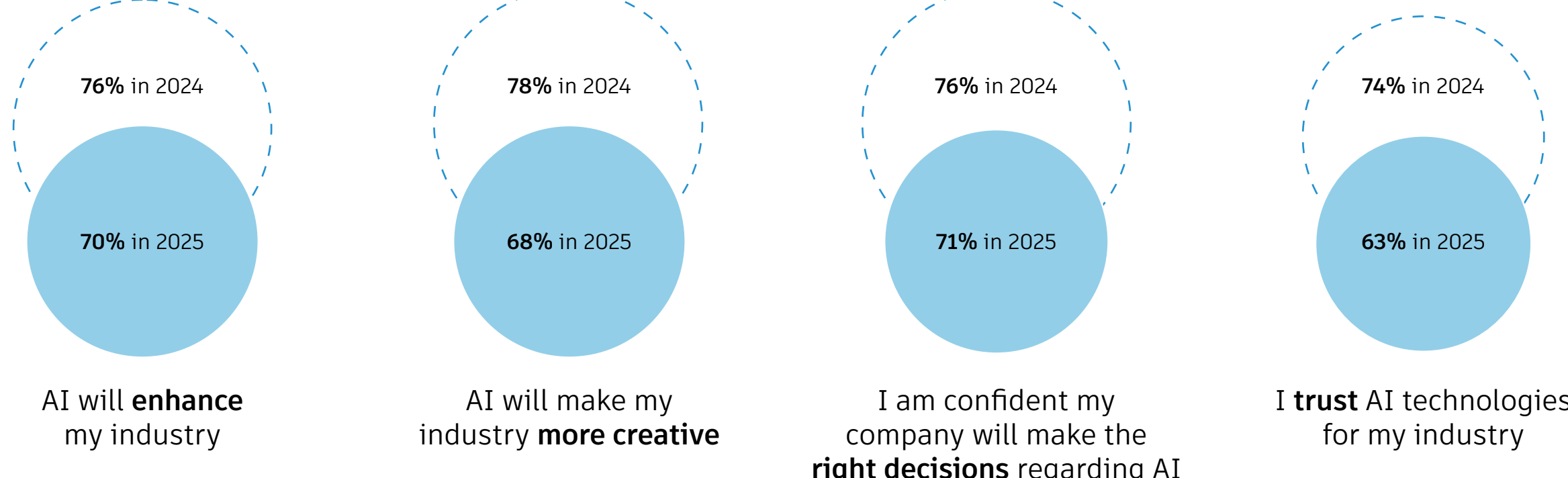


Digitally mature companies report **using AI technology for sustainability** more than less digitally mature organizations

40% vs. 36%

INSIGHT 4 The AI hype cycle meets reality

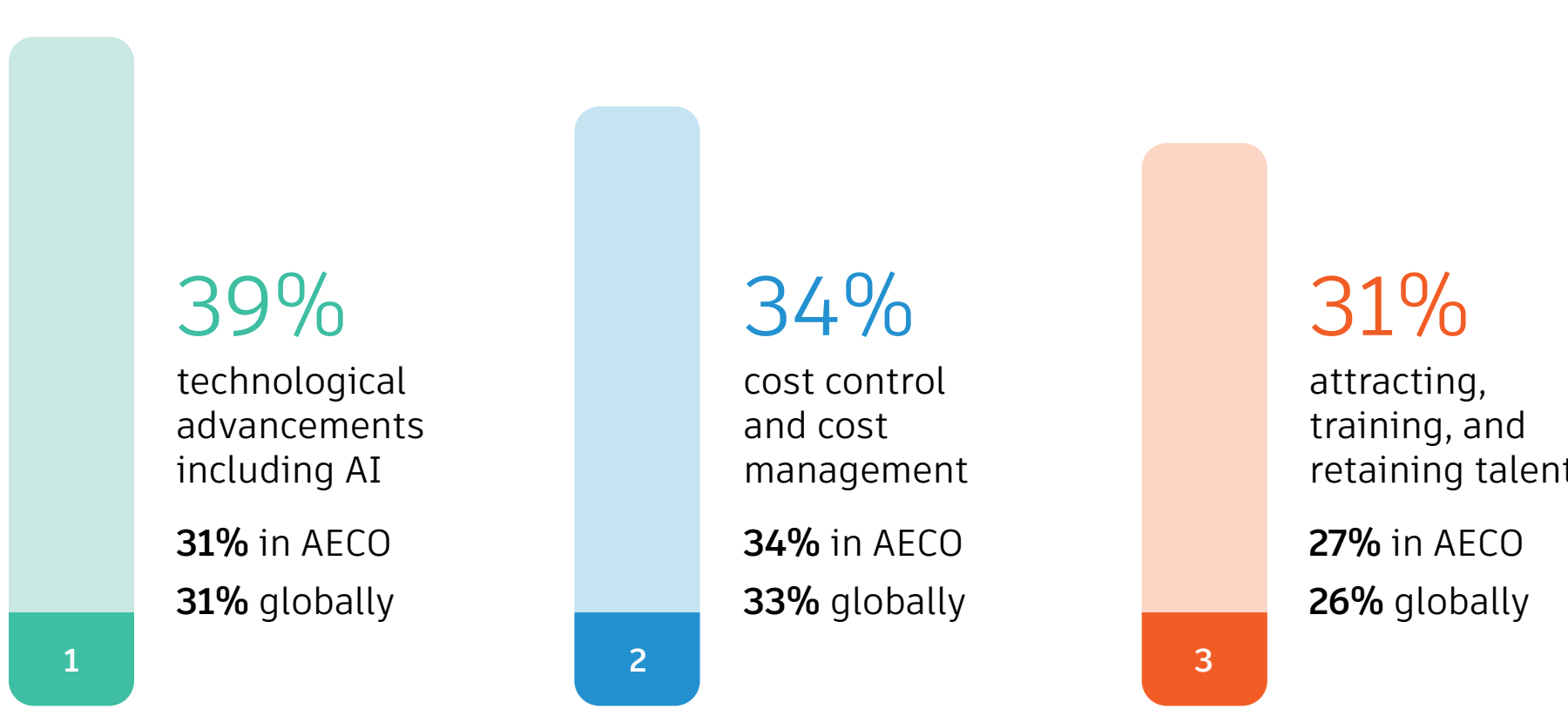
AI sentiment is down across engineering service providers



75% of leaders at digitally mature organizations say they **will increase investment in AI**, compared to 65% at less digitally mature companies

INSIGHT 5 Tech, cost and talent are top concerns

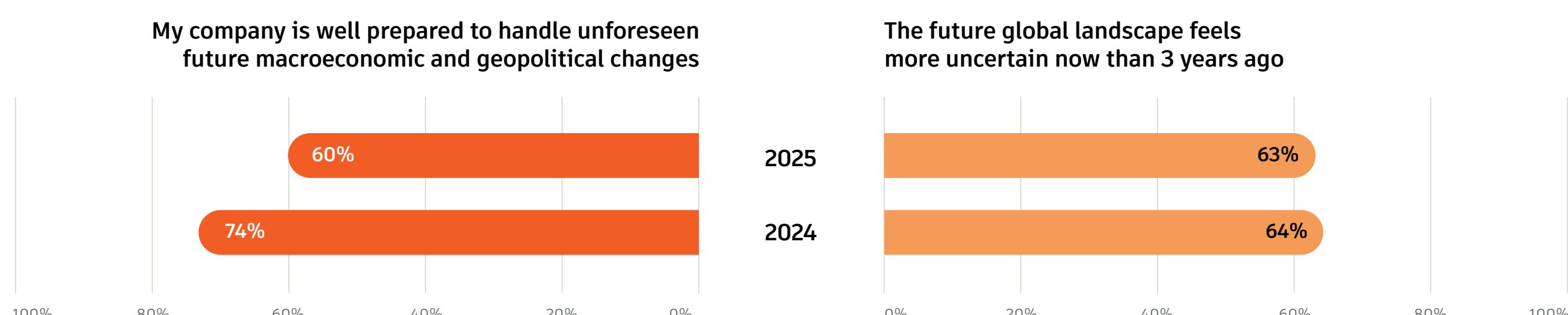
Top organizational challenges for engineering service providers



Digitally mature organizations were **38%** more likely to **diversify their supply chains**—giving them a significant edge when it comes to resilience

INSIGHT 6 Leaders are cautious in the near term

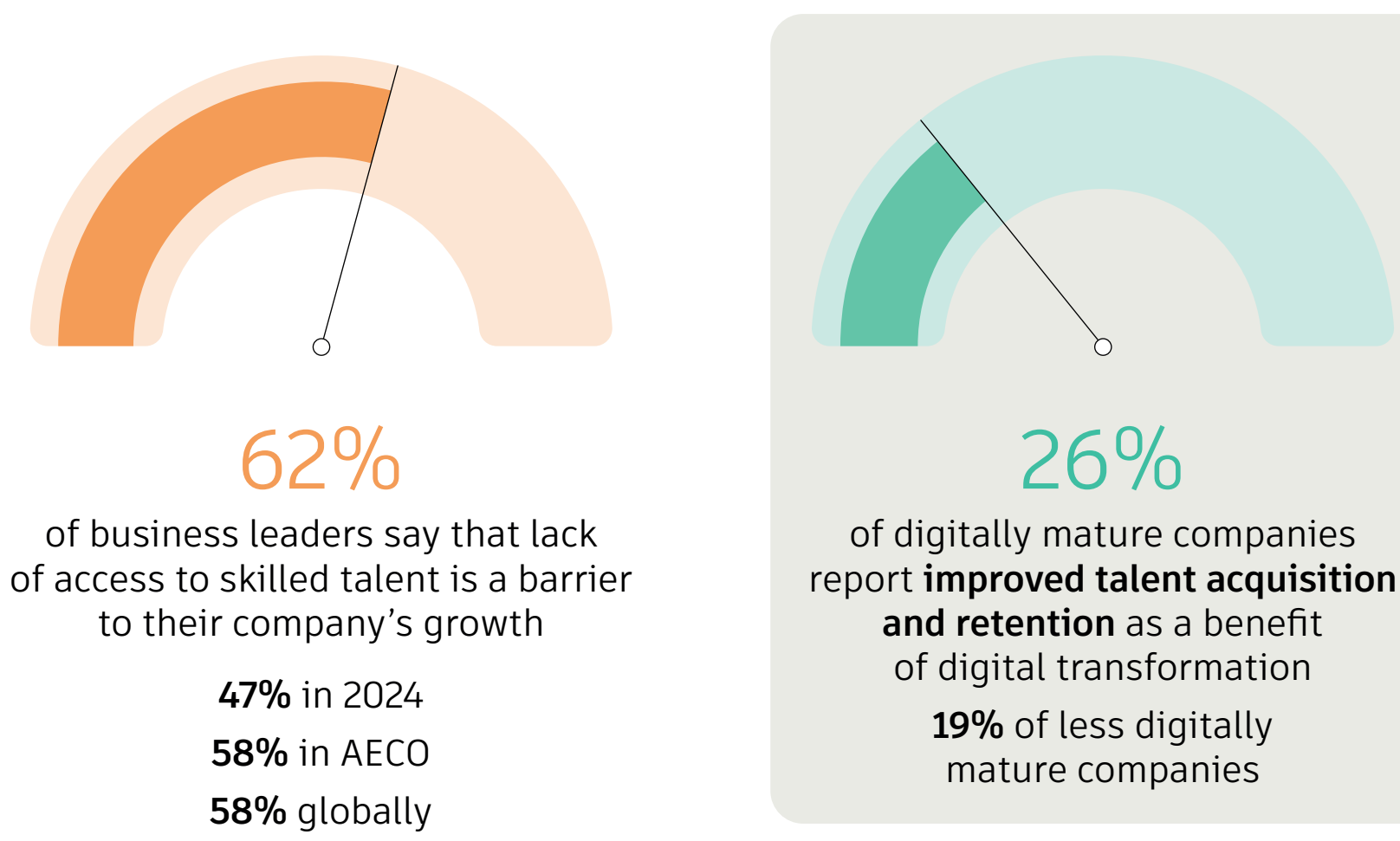
Leaders are more optimistic about the future, but feel less prepared



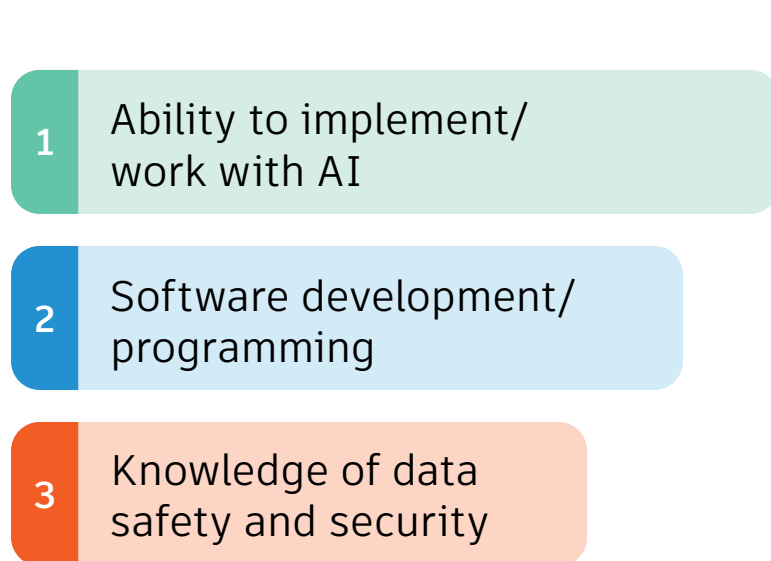
Leaders at digitally mature organizations, feel **better prepared to handle unforeseen changes**: **79%** at digitally mature organizations vs. **40%** at less digitally mature organizations

INSIGHT 7 The search for talent intensifies, with a focus on AI skills

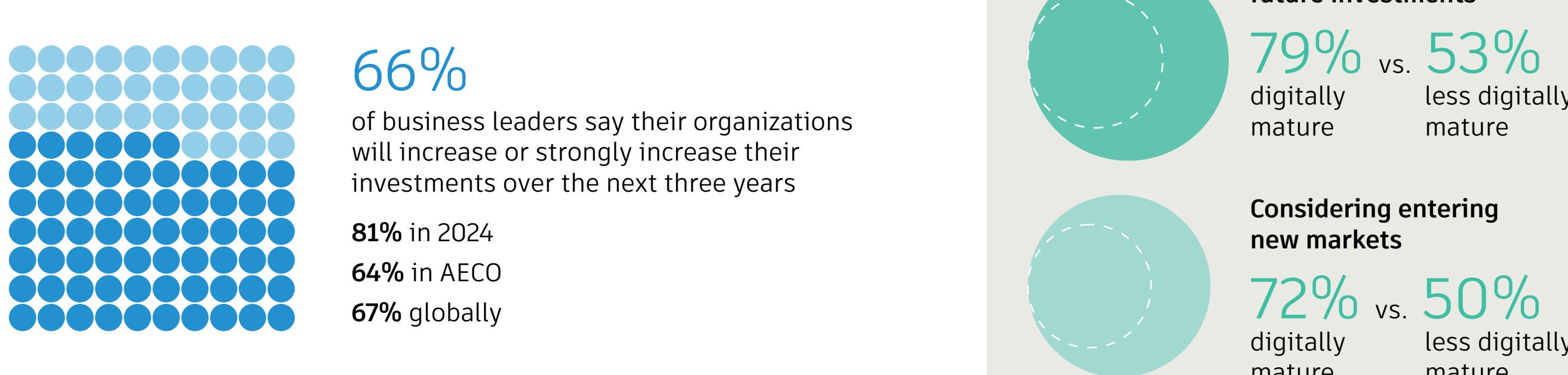
Lack of skilled talent is hindering growth



Future hiring priorities

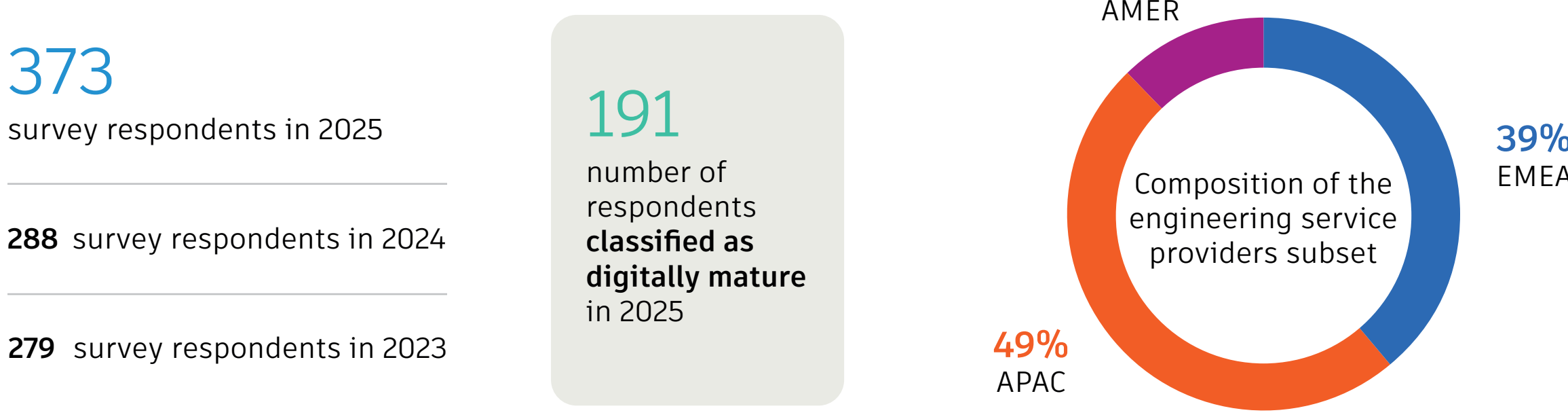


INSIGHT 8 Investments remain strong but reflect uncertainty



DEMOGRAPHICS Engineering service providers

The *State of Design & Make* report is a global, annual, longitudinal study for leaders who design and make places, objects, and experiences. It identifies the most pressing issues shaping today's businesses and helps leaders make informed, strategic decisions about how to prioritize and invest for the future. This is the third longitudinal year of this report series with data comparisons from the previous two reports.



Access the full **2025 State of Design & Make** report—including all glossary terms and research insights

→ READ the full report