



THE STATE OF AI IN 2026 · RESEARCH REFERENCE PACK

# Research reference pack.

Source reports, key statistics & bibliography. Compiled for the Change by Design State of AI 2026 white paper series.



Change by Design

PRACTICAL AI. PRACTICED HAND.

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## How to use this document

This reference pack compiles the key findings, statistics, and source details from major 2025–2026 AI research reports. It supports the CxD State of AI in 2026 white paper series by providing: citable statistics with source attribution, report summaries organised by publisher, and a formatted bibliography ready for the references section of any deliverable.

Each report entry includes the publisher, title, publication date, methodology (where available), and the key findings most relevant to the white paper arguments.

## Key statistics at a glance

### Adoption & investment

- 88% of leaders report their organisations are deploying AI. (McKinsey State of Organisations 2026, 10,000+ leaders / 15 countries)
- Companies plan to spend ~1.7% of revenues on AI in 2026, more than double the 2025 increase. (BCG AI Radar 2026, 2,360 execs / 640 CEOs)
- 94% of companies plan to continue investing in AI even without immediate returns. (BCG)
- 72% of CEOs say they are the main AI decision-makers, 2× the share from a year ago. (BCG)
- 50% of CEOs believe their job depends on getting AI right in 2026. (BCG)
- Enterprise generative AI spending hit \$37B in 2025 – 3.2× the 2024 total. (Menlo Ventures 2025 Enterprise AI Report)
- AI applications now represent 6% of the global software market – the fastest software-category growth in history. (Menlo Ventures)
- Worker access to sanctioned AI tools expanded 50% in one year, reaching ~60% of the workforce. (Deloitte State of AI in the Enterprise 2026)

### Agentic AI & productivity gains

- 57% of organisations now use AI agents for multi-stage workflows; 16% for cross-functional / end-to-end processes. (Anthropic 2026 State of AI Agents, 500+ technical leaders)
- 80% of organisations report measurable economic returns from AI investments. (Anthropic)
- 81% plan to expand into more complex agent use cases in 2026. (Anthropic)
- Highest-impact use cases: data analysis & report generation (60%), internal process automation (48%). (Anthropic)
- Top barriers: system integration (46%), data quality (42%), change management (39%). (Anthropic)
- 90% of CEOs believe AI agents will deliver measurable ROI in 2026; CEOs have committed 30%+ of AI investment to agents. (BCG)
- Enterprise users save 40–60 minutes/day; frontier users report 10+ hours/week. (OpenAI State of Enterprise AI 2025)
- Enterprise AI activity is up 8× in weekly messages; structured workflows up 19×; token usage up 320×. (OpenAI)

### The activation gap

- 74% of organisations want AI to drive revenue growth, but only 20% report it is doing so today. (Deloitte 2026)
- Only 34% of companies report using AI to deeply transform their business; 37% use it at a surface level. (Deloitte)

- 84% of companies have not redesigned jobs around AI capabilities. (Deloitte)
- 82% of companies expect at least 10% of jobs to be fully automated within three years. (Deloitte)
- Among non-technical workers, just 13% are highly enthusiastic about AI; 21% would prefer to avoid it. (Deloitte)
- 25% of top-performing companies say they lack the data foundations to scale agentic AI securely. (McKinsey Global Tech Agenda 2026)

## AI project failure rates – the source trail

These statistics are frequently cited but require careful attribution. Use with caveats about methodology:

- 70% figure: Attributed to MIT (~2019), claiming 70% of AI efforts saw little to no impact. Original publication difficult to trace; often cited secondhand.
- 80%+ figure: RAND Corporation reported by some estimates >80% of AI projects fail – twice the rate of non-AI IT projects. (RAND RRA2680-1)
- 85% figure: Gartner forecast (2018–2022) that 85% of AI projects would “not deliver” for CIOs. Forecast, not measured outcome. Analysts later clarified it referred to erroneous outcomes from bias and weak governance, not full project collapse.
- 95% figure: MIT NANDA Initiative (2025), based on 150 interviews, 350-employee survey, 300 public deployment analyses. Found ~5% of pilots achieve rapid revenue acceleration.
- IDC nuance: 25–30% of AI projects “crash and burn completely,” 80% never make it past pilot. Definitions of failure vary widely.
- Critical finding (MIT 2025): The biggest problem was not model capability – it was a learning gap. People and organisations didn’t understand how to use AI tools or design workflows to capture the benefits.

## Enterprise LLM market share (2025)

- Anthropic: 40% of enterprise LLM API spend (up from 24% in 2024, 12% in 2023). (Menlo Ventures)
- OpenAI: 27% (down from 34% in 2024, 50% in 2023). (Menlo Ventures)
- Google: 21% (up from 7% in 2023). (Menlo Ventures)
- 76% of enterprise AI use cases are now purchased rather than built internally, up from 53% in 2024. (Menlo Ventures)
- Coding is the breakout enterprise use case: \$4B+ category, with Anthropic commanding ~54% market share. (Menlo Ventures)

- 02 • Microsoft Copilot has reached 15 million paid Microsoft 365 seats as of Q2 FY2026. (Microsoft)

## Report-by-report summaries

Each entry below provides the full citation, methodology, and key findings relevant to the white paper series.

### McKinsey & Company

#### The State of Organizations 2026

PUBLISHED 19 FEB 2026 · 10,000+ EXECUTIVES, 15 COUNTRIES, 16 INDUSTRIES

- Three forces reshaping organisations: technology infusion (AI at the core), economic/geopolitical disruption, evolving workforce expectations.
- Priority has shifted from short-term resilience to sustained productivity and long-term impact powered by AI.
- 88% of leaders report their organisations are deploying AI.

#### McKinsey Global Tech Agenda 2026

PUBLISHED 9 FEB 2026 · 632 LEADERS, 69 NATIONS, 24 INDUSTRIES · FIELDLED SEP–NOV 2025

- AI has surpassed cybersecurity and infrastructure modernisation as companies' top investment area for the next two years.
- 28% of top performers plan to increase tech budgets by 10%+ in 2026, vs. just 3% of other companies.
- Case study: Aviva deployed 80+ AI models across claims – liability-assessment time down 23 days, routing accuracy up 30%, complaints cut 65%.

## Boston Consulting Group

### AI Radar 2026: As AI Investments Surge, CEOs Take the Lead

PUBLISHED 15 JAN 2026 · 2,360 EXECUTIVES, 16 MARKETS, 9 INDUSTRIES (640 CEOs)

- Companies plan to double AI spending in 2026, allocating ~1.7% of revenues.
- 94% will continue investing even without immediate returns; 72% of CEOs are now the main decision-makers.
- Three CEO archetypes: Followers (~15%), Pragmatists (~70%), Trailblazers (~15%). Trailblazers allocate 60% of AI budgets to upskilling vs. 24% for Followers.
- Regional gap: 75% of CEOs in India and Greater China are confident AI will pay off, vs. 44% in the UK and 52% in the US.

## Deloitte

### State of AI in the Enterprise 2026: The Untapped Edge

PUBLISHED 21 JAN 2026 · 3,235 LEADERS, 24 COUNTRIES, 6 INDUSTRIES · FIELDING AUG-SEP 2025

- Worker access to AI expanded 50% in one year (from <40% to ~60%). Fewer than 60% of those with access use it daily.
- 66% report productivity gains; 53% improved decision-making; 38% see cost reductions.
- 25% of organisations have moved 40%+ of AI experiments into production; 54% expect to within 3-6 months.
- 58% of organisations already use physical AI (robotics, sensors); projected 80% within 2 years. APAC leads at 71%.

## Anthropic

### The 2026 State of AI Agents Report

PUBLISHED DEC 2025 / JAN 2026 · 500+ TECHNICAL LEADERS · IN PARTNERSHIP WITH MATERIAL

- 57% use agents for multi-stage workflows; 16% for cross-functional / end-to-end processes.
- 80% report measurable economic returns from AI investments already.
- Top use cases: data analysis & report generation (60%), internal process automation (48%).
- Top barriers: system integration (46%), data quality (42%), change management (39%). SMB-specific challenges: employee resistance and training needs (51%).
- Case study: N26 achieved 70% automation across targeted processes in one year; 20% weekly time savings across all departments.

## OpenAI

### The State of Enterprise AI 2025

PUBLISHED DEC 2025

- Enterprise users save 40-60 minutes per day with AI tools.
- Frontier workers send 6x more messages than median employees and save 10+ hours per week.
- Enterprise AI activity up 8x in weekly messages; structured workflows up 19x; token usage up 320x.

## Google Cloud

### AI Agent Trends 2026

PUBLISHED JAN 2026

- 52% of executives in gen-AI-using organisations have AI agents in production.
- Industry-specific reports for financial services, healthcare, manufacturing, retail / CPG.
- Google's compilation of 1,001 real-world gen-AI use cases (updated October 2025) was a primary input to the State of AI series.

## Menlo Ventures

### 2025: The State of Generative AI in the Enterprise (3rd Annual)

PUBLISHED 9 DEC 2025 · ~500 US ENTERPRISE DECISION-MAKERS

Note: Menlo Ventures is an investor in Anthropic. This conflict should be noted when citing market share figures.

- Enterprise generative AI spending reached \$37B in 2025 (\$18B infrastructure + \$19B applications) – a 3.2× increase from \$11.5B in 2024.
- AI applications now represent 6% of the global software market.
- Anthropic commands 40% of enterprise LLM API spend (up from 12% in 2023). OpenAI fell to 27% (from 50% in 2023). Google rose to 21%.
- Coding is the breakout use case: \$4B+ category. Anthropic holds ~54% market share. Half of developers now use AI daily.
- 76% of AI use cases are purchased rather than built internally (up from 53% in 2024). AI deals close at 2× the speed of traditional SaaS.

## Additional reports

### KPMG · Q4 2025 AI Pulse Survey

PUBLISHED JAN 2026

Ongoing quarterly pulse survey tracking enterprise AI adoption and sentiment. Part of the broader evidence base for board-level AI governance readiness.

### PwC · 2026 AI Business Predictions

PwC business leader survey found only 12% of CEOs saw both lower costs and higher revenue as a result of AI investments – corroborating Deloitte's finding of a gap between aspirations and revenue impact.

### Future of Life Institute · AI Safety Index, Winter 2025

Evaluated 8 leading AI companies across 35 indicators spanning 6 critical safety domains. Independent review panel from MIT, UC Berkeley, University of Wisconsin-Madison and others. Findings: Anthropic C+, OpenAI C+, Google DeepMind C, all others D or below. No company scored above D in existential safety.

### Microsoft · Copilot Wave 3 / Frontier Transformation

PUBLISHED MAR 2026

Microsoft Copilot has reached 15 million paid Microsoft 365 seats as of Q2 FY2026.

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- Gartner. Press release forecast (2018): 85% of AI projects would “not deliver” for CIOs through 2022. Forecast, not measured outcome.
- MIT. Commonly attributed (~2019): 70% of AI efforts saw little to no impact. Original publication difficult to trace; often cited secondhand.
- MIT NANDA Initiative. State of AI in Business 2025 Report. 150 interviews, 350-employee survey, 300 public deployment analysis. Finding: ~5% of gen-AI pilots achieve rapid revenue acceleration.
- RAND Corporation. Research Report RRA2680-1: 80%+ AI project failure rate, approximately twice the rate of non-AI IT projects.

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This reference pack is a working document. Statistics and citations should be verified against original sources before final publication.

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# Change by Design

AI strategy & automation for growing businesses.

Change by Design helps SMBs and enterprise teams turn AI from a buzzword into a business advantage. We don't sell software. We build the strategy, governance, and implementation discipline that makes AI work in the real world.



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