



AI Baro September 2026

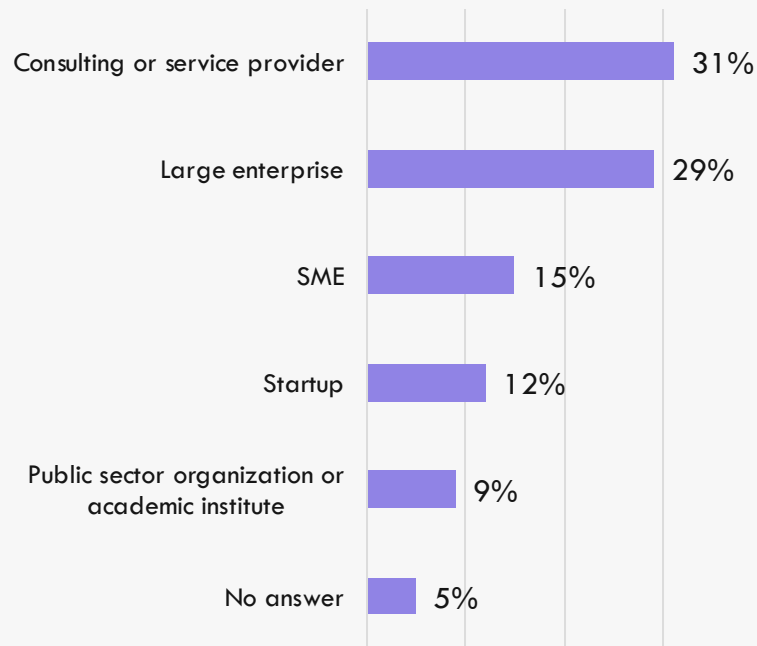
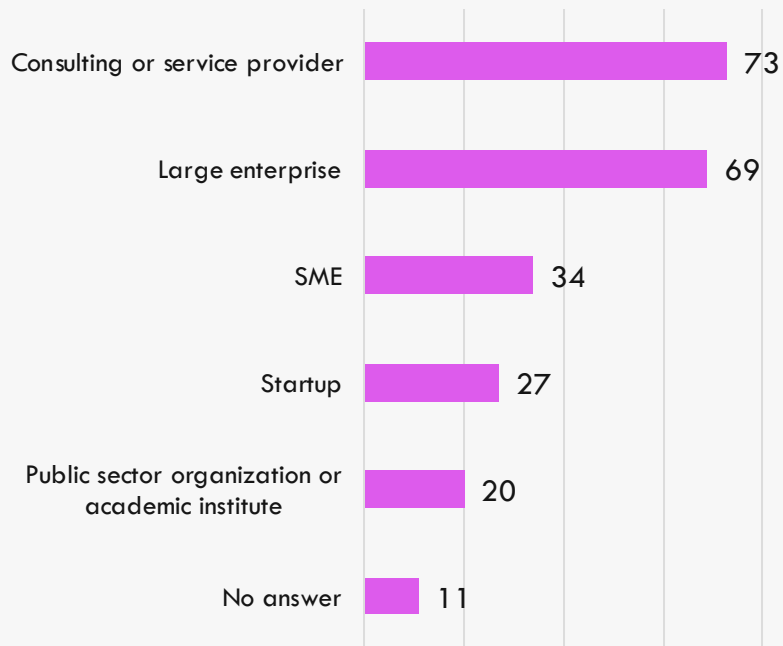
Hanne Mikkonen, Teknologiateollisuus

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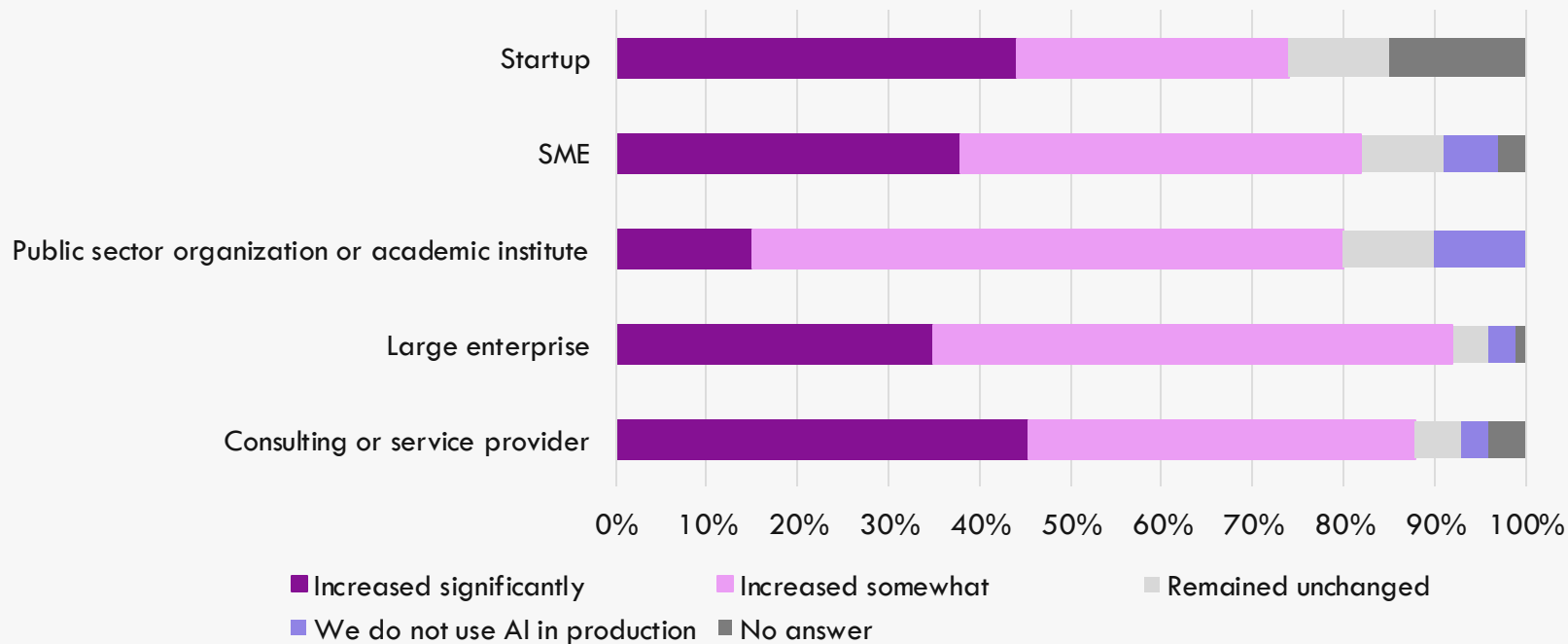
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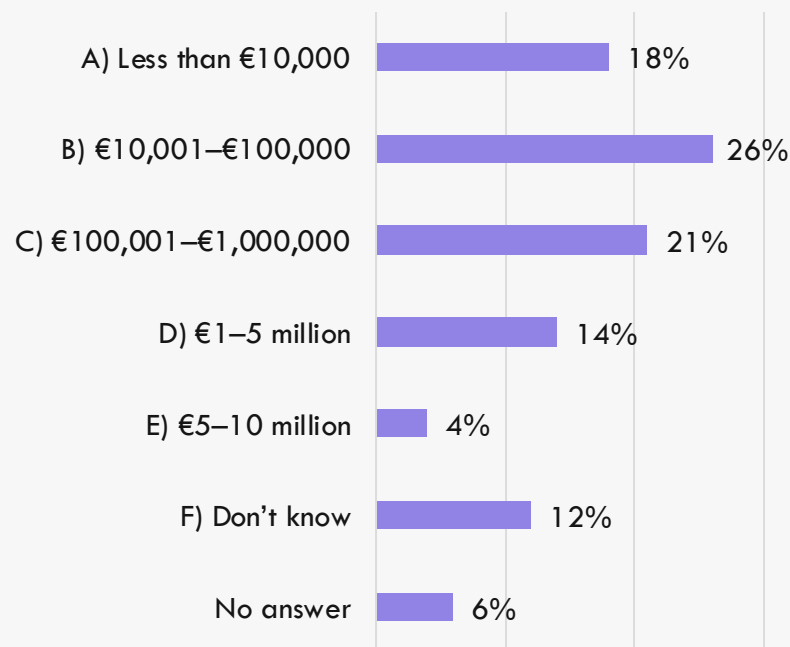
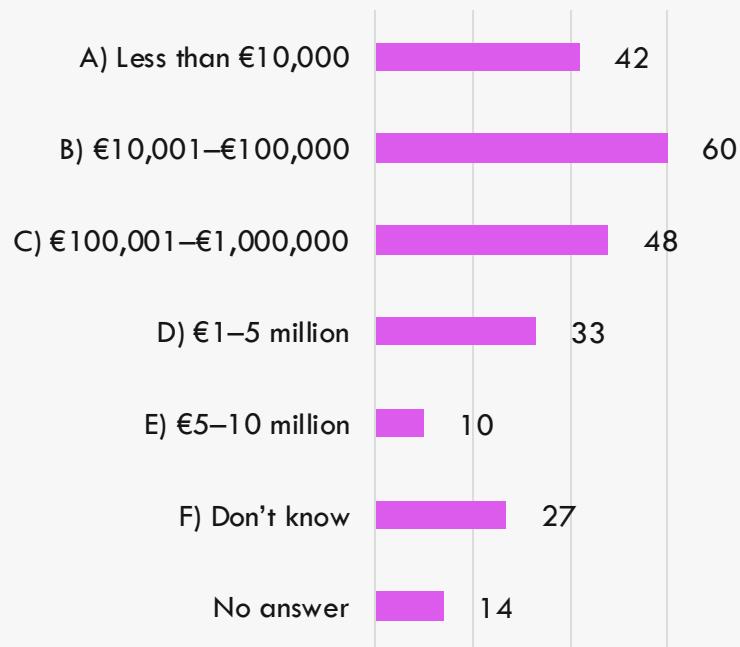
Answers by organization type, number and %



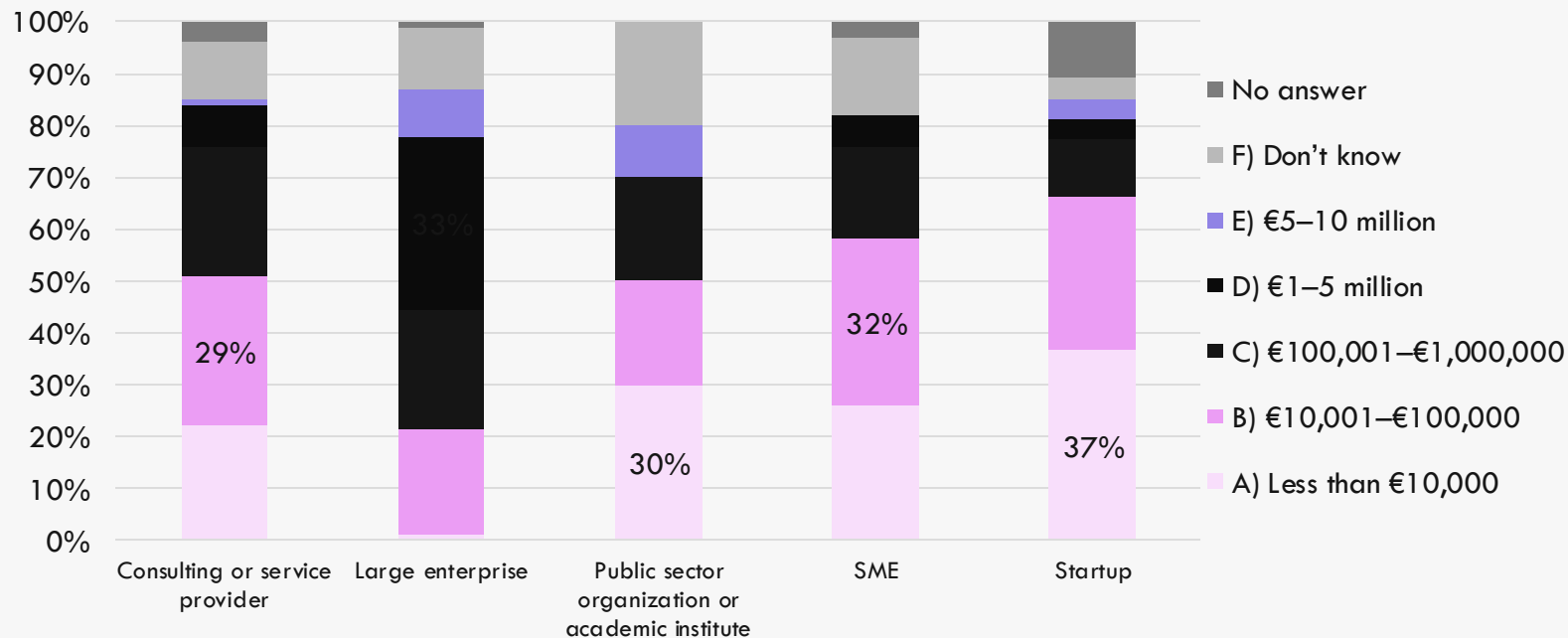
Has your organization's use of AI in production increased, remained unchanged, or decreased during the last quarter?



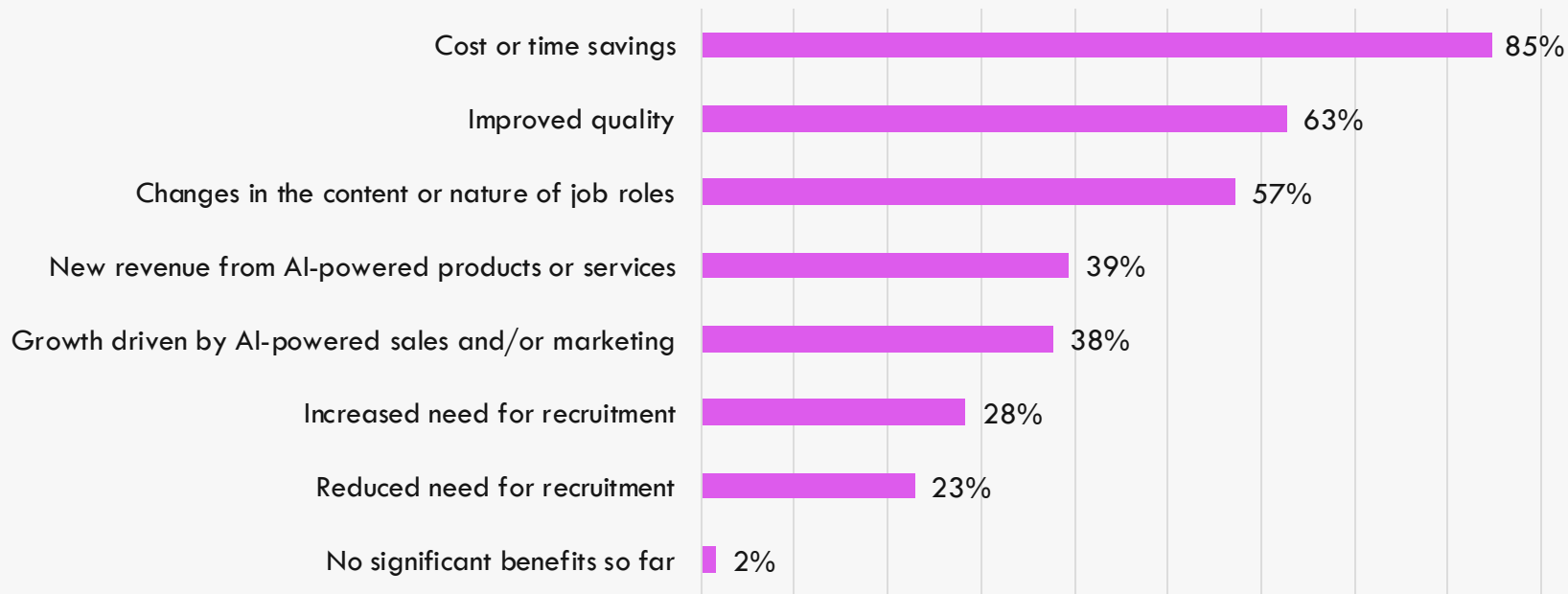
How much has your organization invested in AI over the past 12 months? Number and %



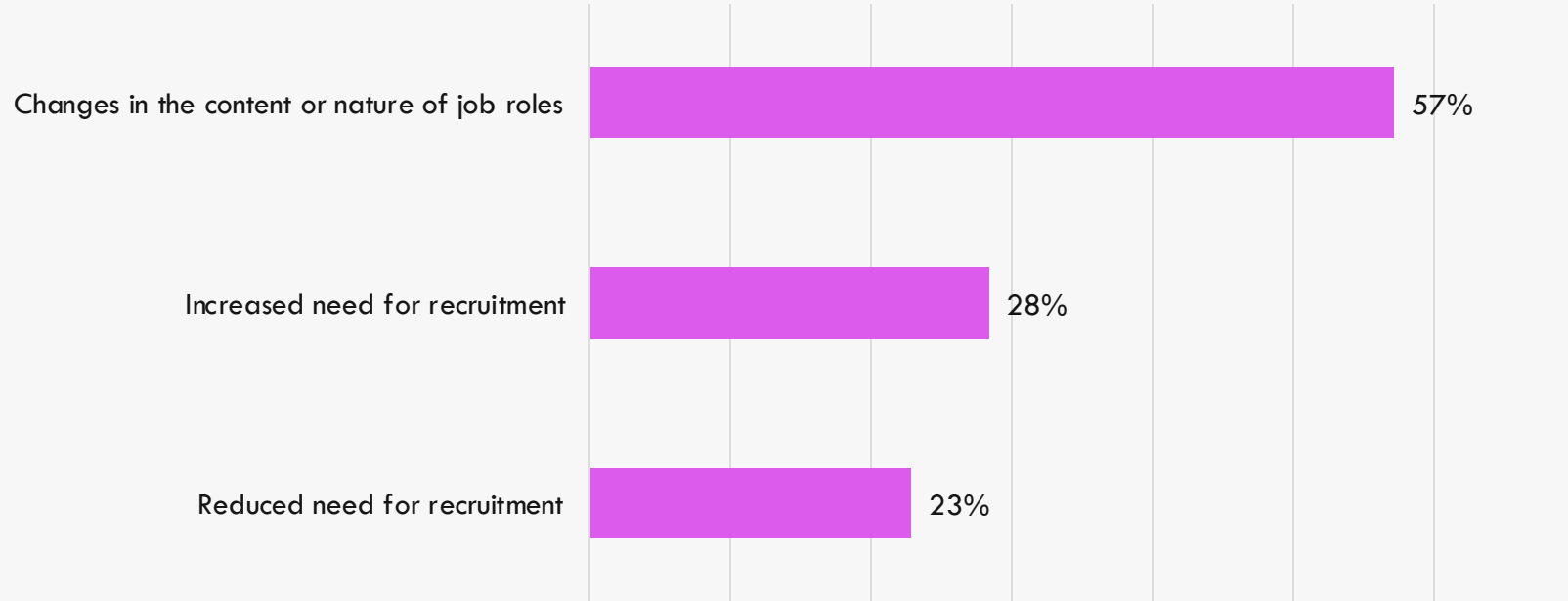
How much has your organization invested in AI over the past 12 months? Organization type



What benefits has AI delivered to your organization over the past 12 months?



What benefits has AI delivered to your organization over the past 12 months? Job / recruitment related options





Benefits of AI

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What benefits has AI delivered to your organization over the past 12 months? Organization type

Organization type	n	Cost or time savings	Improved quality	Changes in the content or nature of job roles	Growth driven by AI-powered sales and/or marketing	New revenue from AI-powered products or services	Increased need for recruitment	Reduced need for recruitment	No significant benefits so far
Startup	27	74%	56%	44%	26%	48%	7%	44%	4%
Consulting or service provider	73	90%	70%	68%	53%	58%	37%	22%	1%
Large enterprise	69	87%	65%	57%	39%	25%	35%	19%	3%
SME	34	91%	59%	53%	38%	41%	24%	35%	0%
Public sector organization or academic institute	20	80%	50%	50%	0%	15%	10%	0%	0%

Rough observations

- Consultancies and large companies are hiring more as AI goes into production
- Startups use AI to reduce hiring needs and scale efficiently with small teams
- The public sector lags behind, with no visible workforce impact yet
- Higher AI investment (€100k–5M) correlates with growing headcount
- Where AI production use has grown significantly, hiring needs have dropped
- The more AI is used and invested in, the more it reshapes job content
- Job content shifts intensify as investment and production use scale up

People skills lead the way to AI adoption

What skills or expertise are currently most critical in your organization for advancing AI adoption? Open answers, n = 192

- 28 %** **Technical and agentic AI skills**
agentic engineering, AI-first software development, integrations, evals
- 27 %** **Business, domain and process understanding**
use cases, end-to-end processes, customer view, business cases
- 23 %** **Change management and leadership**
the single most cited skill, named in 35 answers
- 20 %** **Curiosity and a learning mindset**
courage to experiment, learning and unlearning, resilience
- 12 %** **Data skills**
data engineering, data management, data understanding
- 9 %** **AI literacy across the organisation**
lifting the floor, training, understanding benefits and risks
- 9 %** **Governance, security and regulation**
AI governance, GDPR, data protection, guardrails

Key takeaways

Three of the four biggest themes are about people and organisation, not technology.

Change management is the most frequently named single skill.

Agentic AI is emerging as a skill area of its own, from agent building and orchestration to evals and guardrails.