KPMG
Private Enterprise

# KPMG Global tech report 2026: Private company

Leading with confidence in the Intelligence Age

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# Foreword

As the revolutionary power of artificial intelligence transforms organizations and rewrites the rules for competition, growth and success, private companies are boldly forging ahead to embrace today's unprecedented opportunities while carefully navigating a new world of uncertainty and profound challenges. Welcome to the Intelligence Age.

KPMG's latest global technology report features timely insights from private company leaders as their organizations ambitiously pursue fast-emerging technologies and AI-first business cultures.

Today's private company executives tell us they are largely committed to innovation as the race for a new competitive edge accelerates. Their organizations are sharply focused on informed long-term planning and strategic investment — aiming for rapid and efficient integration of AI capabilities that are indispensable not just for future success, but for actual survival in the Intelligence Age.

Along the way, of course, risk mitigation and effective collaboration organization-wide are deemed paramount. As they pursue innovation, private companies tell us they are wisely adopting cautious strategies that look to minimize risk through reliable proven technologies and methodical, structured pilots.

Effective collaboration among IT, security and risk teams is also essential — not only to protect AI's fast-emerging capabilities but to help ensure it remains reliable. At the same time, businesses realize that if they hope to unlock successful technology integration, it will be vital to overcome current barriers such as security issues, integration complexity, and cost constraints.

Private company leaders also tell us they are prioritizing operational efficiency and cybersecurity as they focus on the pivotal need for stability and resilience. And citing the impact of today's fierce competition for scarce modern skills, businesses are pursuing innovative workforce strategies that go beyond recruitment to include reskilling of talent in the drive for rapid digital transformation.

Also in focus is the search for solutions to current geopolitical and financial uncertainties, prompting leaders to optimize technology spending and renegotiate vendor contracts in a bid to strengthen resilience and manage dependencies.

Our report's key findings highlight four central business themes that we explore in depth: Technology adoption progress, digital transformation decision-making, AI adoption, and partnerships-shifting macro landscapes. We trust you will find our latest report informative and thought-provoking as private companies navigate today's challenges and ambitiously embrace the unprecedented opportunities of the Intelligence Age.

**Conor Moore**
Global Head of KPMG Private Enterprise, KPMG International

# Key findings

## Tech maturity and value creation accelerating

**42%**

of private companies surveyed identify as **innovators or early adopters**, outpacing public companies at 28%.

Organizations are shifting from experimentation to **scaled enterprise deployment**, especially in AI and automation.

Nearly all leaders report **clear improvements in operational efficiency** tied to technology modernization, with early AI deployments beginning to show promising-though still uneven-gains.

## AI is rapidly moving from efficiency to revenue engine


expect AI to become a **source of new revenue** within the next two years.


say managing **AI agents** will become an essential workforce skill, signaling a major shift in employee capabilities.

Organizations are rapidly deploying agentic AI and moving toward hybrid human-digital workforce models.

## Cybersecurity remains top priority

**77%**

plan increased cybersecurity investment in the coming year.

**36%**

say better cybersecurity management is the **#1 expected benefit** of achieving their tech goals — higher than revenue growth.

Trust, security, and governance frameworks are viewed as essential enablers of AI adoption.

# Technology adoption progress

Private companies show a stronger tendency to be innovators and early adopters (42 percent) compared to public companies (28 percent), a pattern that is indicative of a clear competitive advantage for private companies as their more agile structures allow them to adopt emerging technologies at greater speed and with less constraint. Public companies, meanwhile, lead as fast followers at 61 percent — versus 49 percent for private firms — reflecting a preference among public companies to mitigate operational risks and ensure regulatory compliance using proven technologies.

Private and public organizations are both prioritizing future investment in cybersecurity, AI, and automation — emphasizing their vital roles in driving efficiency, security, and innovation. Cybersecurity shows significant growth focus, with 77 percent indicating budget increases — underscoring cybersecurity's non-negotiable status amid serious data-breach concerns and regulatory compliance demands.

About one-third of private companies says they are prioritizing operational efficiency and better cybersecurity management — both at 35 percent — as top goals by 2027 amid a focus on stability and resilience. Operational inefficiencies and cybersecurity risks remain top concerns despite budget cuts, emphasizing the importance of maintaining productivity and security amid financial constraints.

How private companies adopt new technologies

**42%** Innovators/ Early adopters

**49%** Fast followers

**8%** Slow followers

## Digital transformation decision-making

Nearly half of today's private companies surveyed — 48 percent — say they are primarily emphasizing proactive strategies in their technology investments. They are prioritizing foresight over trend-driven approaches — highlighting a strategic focus on innovation and long-term planning versus reactive strategies. Many private companies also say they are leaning toward cautious adoption strategies, 45 percent favoring reliable proven technologies and 61 percent favoring methodical/structured pilots. This reflects their strategic inclination to minimize risk and ensure stability while gradually integrating new technologies.

Public companies, meanwhile, largely tend to favor a long-term, innovation-led approach to tech investments, with 57 percent adopting this strategy.

Talent shortages remain a significant challenge, with 57 percent of private companies citing it as a barrier to digital transformation. This emphasizes an urgent need to enhance talent acquisition and development strategies, and it underscores the importance of building and maintaining an AI-skilled workforce as technological advancements accelerate.

## Artificial intelligence adoption

Most private companies increasingly recognize skilled management of AI as a crucial future competency — 93 percent expecting it to be vital within five years, while IT leadership is recognized by 76 percent as vital in guiding AI initiatives. This reflects the strategic shift toward integrating AI systems that complement human efforts, and it emphasizes the indispensable need for aligned leadership and workforce development.

Investment in agentic AI, meanwhile, is supported by 89 percent of private companies surveyed, supporting the shift toward hybrid human-digital workforce models. Collaboration among IT, security and risk teams is deemed critical by 90 percent of organizations to safeguard AI systems against disruptive and potentially costly cyber threats. This underscores the necessity for cohesive strategies integrating security and technology to ensure efficient operations and trust in AI outputs.

Despite optimism on AI transitioning to a revenue innovation driver by 2026, 59 percent of private companies say they are struggling to communicate AI's immense value to stakeholders. This indicates a need for effective strategies in governance frameworks and stakeholder engagement to fully harness AI's potential. Businesses will be wise to move beyond mere *technical* communications on AI capabilities to include targeted *narratives* that articulate, organization-wide, how the business may actually evolve and benefit in specific areas such as process efficiency, cost savings, ROI, customer experience and beyond.

## External partnerships and shifting macro landscapes

Communication becomes increasingly critical as businesses embrace revolutionary new technologies that are reshaping the old ways of working and we are seeing room for improvement to drive change.

Private companies cite notable challenges in collaborating on emerging technologies, primarily due to insufficient internal governance (22 percent) and a lack of strategic planning for partnerships (20 percent). These deficiencies hindering effective collaboration indicate the need for enhanced governance frameworks and strategic roadmaps to navigate complex partnerships.

Significant operational barriers that are also complicating collaboration include security concerns (19 percent), integration complexities (18 percent), and cost constraints (17 percent). Organizations will need to adopt streamlined processes and robust security measures to mitigate these issues and facilitate smoother integration of emerging technologies.

To counter geopolitical and financial risks, 32 percent of private companies are optimizing technology spending and 29 percent are renegotiating vendor contracts. These strategies reflect their efforts to manage dependencies and optimize costs — ultimately enhancing resilience against external uncertainties.

### Barriers to collaboration on emerging tech

# Navigating the journey into a revolutionary new era

In the ongoing race to adopt new technologies such as AI and capitalize on their immense capabilities to drive change in a bold new era of opportunity, a significant number of private companies are displaying strong digital maturity and a high level of optimism.

Our research shows that 42 percent of private companies are 'innovators and early adopters,' versus just 28 percent of public companies. This suggests that private firms are prioritizing competitive advantage and agility, while public firms face regulatory scrutiny and shareholder pressure — making them more cautious about untested technologies.

More than half of private companies, 56 percent, also report that they are investing US$50–$249.99 million in technology and nearly half, 49 percent, say they have realized similar returns. A significant 31 percent say they have achieved US$250 million or more, reflecting their digital maturity. Foundational platforms deliver 69 percent of returns while AI contributes 31-to-40 percent for half of firms. Budgets are prioritizing incremental growth over transformation — with 46 percent in the 31-to-40 percent range, indicating controlled investment strategies.

At the same time, 61 percent of public companies say they are 'fast followers.' This reflects a preference among public companies for proven technologies that will help them minimize operational risk and ensure compliance, while private firms look to balance speed with experimentation to drive market differentiation.

However, it's worth noting that while 42 percent of private company firms, as reported at the outset, can be categorized as innovators and early adopters, the greater number at 49 percent — and particularly smaller businesses with limited resources and technology — fall into the fast follower category along with most public enterprises.

"Many smaller private organizations — including family-owned businesses, for example — are typically under-invested in technology such as AI and seemingly content for now to rely on tested digital solutions and trying to avoid risks that could impact productivity and efficiency," says David, Partner, Technology Transformation Services for KPMG in the UK.

**42%** of private companies are 'innovators and early adopters,' versus just 28 percent of public companies.

"At the same time, these slower-moving firms, while essentially mired in dated technology, will be wise to recognize that they have a unique opportunity to fast-track the inevitable tech-adoption journey and leap ahead by pursuing a strategic embrace of AI and automation."

Prasad Jayaraman, Principal, Advisory, KPMG in the US, adds that private companies can expect to gain a distinct competitive advantage over public firms and their preference to be fast followers. At the same time, however, larger enterprises are struggling to manage governance and the frameworks they must abide by in a fast-changing reality, compared to smaller private companies that are relatively unshackled from a higher level of governance and therefore more agile on tech adoption.

"It's crucial to note that the sheer capabilities of emerging technologies and related applications being built are moving at an unprecedented rate — one that is in fact far faster than any enterprise can reasonably expect to understand, adopt and govern," he says. "Yet there is a pressing need to engage with technology's rapid evolution and understand the direction of travel — or risk being left behind."

Our research also shows that the vast majority of private companies — 90 percent — are sounding confident that their revenue will grow in the next 12 months.

Meanwhile, both private and public enterprises are sounding optimistic about growth and tech-driven advantages: 95 percent of public firms agree or strongly agree that revenue will grow in 24 months, versus 90 percent of private firms.

## Avoiding the risk of 'intelligence debt'

As changes unfold at a staggering pace, both private and public firms are clearly prioritizing cybersecurity, AI and automation in their investment planning, with more than three-quarters (77 percent) citing budget increases in the face of data-breach concerns and regulatory compliance demands.

The trend toward cybersecurity investment can also be attributed to the indispensable need to adopt trusted technology. Consider the power of agentic AI, for example, and how these autonomous systems go beyond generating content to provide reasoning, proactive planning, decision-making and complex tasks — all with limited human supervision.

"As businesses accelerate adoption of revolutionary AI and automation capabilities, they need to manage the growing risk of attacks and make cybersecurity core to the governance of implementing technology. In today's complex new environment, it becomes critical to strive to ensure that technology is consistently and securely doing the right things, at the right time, for the right reasons," says Carolina de Oliveira, Global Lead of Emerging Giants, KPMG International and Partner and Private Enterprise Leader,KPMG Brazil and South America Cluster.

Overall, private companies predict strong maturity in the next 12 months in AI and automation, data analytics, and cybersecurity. AI and automation lead with 92 percent in advanced implementation stages.

But beware. It is expected to be absolutely essential in the pursuit of game-changing technology today to avoid the risk of 'intelligence debt' — the accumulating cost of relying on AI systems to make decisions without a precise understanding of how the technology is working and how trustworthy outputs are. "The faster you can understand and respond to governance and security needs, the farther ahead you can be in the critical areas of efficiency, speed and competitiveness," says de Oliveira.

## New expertise for a new era

Ultimately, future-focused organizations that are demonstrating an urgency to 'crack the code' on meeting modern security and governance needs via investments in robust cybersecurity will be well-positioned to embrace emerging tech more rapidly and they can expect to gain a critical competitive advantage in their industry.

It's important to note that while private companies often lack the in-house cybersecurity expertise of larger public enterprises, the need to keep up amid the accelerating pace of change is indispensable.

"There is no need to consider the complexity and cost of creating a massive internal security infrastructure," Jayaraman advises. "Businesses can — and in many cases are — quickly turning to the tested expertise of consultants who can provide informed strategic guidance that can help optimize the rapid adoption of needed technology in the AI era."

Private and public enterprises embracing rapid tech adoption are therefore not looking at change from a purely *technological* lens — they are wisely recognizing the need for a sharp *operational* lens that can help them construct critical efficiencies into their operating model.

**"It's crucial to note that the sheer capabilities of emerging technologies and related applications being built are moving at an unprecedented rate — one that is in fact far faster than any enterprise can reasonably expect to understand, adopt and govern. Yet there is a pressing need to engage with technology's rapid evolution and understand the direction of travel — or risk being left behind."**

**Prasad Jayaraman**
**Principal, Advisory**
**KPMG US**

# Digital transformation decisions:
# Don't delay as the pace of change accelerates

Amid the 'need for speed' in today's dynamic reality, 48 percent of private organizations tell us they are placing an emphasis on forward-looking proactive strategies — rather than reactive, trend-driven approaches — regarding technology investment and transformation.

These firms recognize the need for foresight, innovation and strategic long-term planning that can ultimately break down traditional silos, integrate new technologies and propel the business into the future with velocity and confidence.

"Many private and public firms alike are in fact realizing in today's new reality that they can no longer afford to be reactive to changing technology – they will need to be proactive amid the serious risk of being left behind as unprecedented new technologies and capabilities emerge at an accelerating pace," says Harrison.

Forward-looking organizations are enhancing competitiveness while mitigating the risk of technical debt as the rapid pace of change accelerates, adds Jayaraman. "They recognize the need for decision-making that transcends essential technology adoption — focusing on desired outcomes during the shift from legacy systems to AI and the transformation of how work is performed organization-wide. And it's important to note that modern ways of working — striving to ensure smart data use, resilience, and security — can create exponentially higher value for the goods and services being delivered to markets."

## Caution amid rapid change

At the same, our findings reveal that while ambitiously navigating the journey toward modern technology and innovation, not all private company firms are forging ahead as early adopters. While we noted earlier that some private firms — fewer than half — are considered innovators and early adopters on tech-adoption progress, many are taking a cautious decision-making approach on tech-adoption strategies and favoring reliable technologies. Most businesses, 61 percent, are pursuing structured pilot programs and 45 percent say they favor the reliability of proven technologies.

Why caution on decision-making amid the race to transform and embrace a new reality? Amid their adoption of unprecedented technology capabilities, these businesses are moving beyond reliance on traditional proof of concept strategies to pursue a broader, more-structured POC approach — one that enables informed decision-making amid critical challenges such as change management, cybersecurity, risk mitigation, and cost constraints.

In addition to these challenges, our findings show that talent scarcity and a significant lack of critical new skills is front and center for most private companies — 57 percent cite talent shortages as a barrier to digital transformation.

Rapid and sustained technological advancement in today's reality demands modern skills that are at a premium globally — and the solution goes beyond *recruitment*, says de Oliveira. "Businesses also need to be investing in *reskilling* via targeted training programs, internal academies, upskilling pathways and more in order to accelerate the application of new technical skills that are urgently needed."

Effective recruiting is also crucial, as well as innovative partnerships with technology partners that provide the modern skills needed for effective technology implementation, she adds. "Ultimately, if your business and people are not properly skilled in using the complex technology you are adopting, you are going nowhere."

Today's challenge demands that businesses build and continually invest in a truly AI-augmented workforce, Jayaraman adds. "Businesses ultimately need to ensure that the entire organization's 'AIQ' — artificial intelligence quotient — is up to the challenge of understanding evolving AI systems in order to capitalize on their vast capabilities for effective transformation and sustained competitiveness."

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# Smart AI adoption becomes indispensable

As our research reveals, private companies lead in AI implementation, actively integrating technology into their operations. They demonstrate effective coordination in AI projects and are evolving their performance metrics to better capture AI impacts, fostering employee confidence and technological adaptation.

Private companies increasingly recognize that effective management of proliferating AI agents is crucial for workforce integration — with an overwhelming majority, 93 percent, expecting it to be a vital competency within five years. This reflects the strategic shift toward integrating AI systems that complement human efforts, and it emphasizes the absolute need for aligned leadership and workforce development.

Businesses need to take intelligent actions and build capabilities within each enterprise's specific and unique context — connecting, structuring, and interpreting fragmented data, systems, and business rules. And the need for fully aligned leadership and strategic workforce development will be indispensable.

"The shift from using AI to effectively governing AI requires new leadership skills, new people management skills, new workflow orchestration," says de Oliveira. "All of these mechanisms need to be reshaped."

Investment in agentic AI is supported by 89 percent of businesses, reflecting an interest in evolving toward hybrid human-digital workforce models, and optimism about AI driving revenue innovation by 2026.

It will be critical for enterprises to calibrate where and when to keep humans 'in the loop' amid growing reliance on AI and automation — avoiding unnecessary and potentially costly duplication of work via a strategic balance of people and technology.

## Breaking down outdated silos as AI goes mainstream

Looking at security, trust, and operational efficiency, fully 90 percent of organizations surveyed deem interdisciplinary collaboration among IT, security, and risk teams as critical to safeguarding AI systems against cyber threats. This underscores the crucial need for cohesive, organization-wide strategies that effectively integrate security and technology in ways that can ensure efficient operations and trust in AI outputs.

While trust in current AI outputs for decision-making is considered high by 63 percent of firms, organizations lacking appropriate levels of collaboration and integration face operational disruption, compliance breaches, and erosion of trust in AI. The need for effective collaboration to manage risk is of course, not new — but it certainly becomes more critical amid the adoption of unprecedented AI capabilities and related risks, Harrison warns.

"You need IT, security and risk teams to operate together and remain closely aligned in managing a new reality of risk concerning AI. It's a paradigm shift as employees across the organization are accessing AI in diverse ways and environments."

Organizations have long relied on diverse silos performing as distinct business teams and functions to manage IT, security, and risk. But change is clearly on the horizon as game-changing technologies evolve and proliferate, Jayaraman suggests.

"We are already seeing some leading enterprises integrating several long-standing business functions into a single streamlined business unit and the trend is clear."

Greater cohesion and integration of operations is the way forward. As more organizations evolve to embrace modern business models, they will be wise to restructure in ways that include integrating security capabilities into the operational metrics of the broad organization.

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>
> **David Harrison**
> **Technology Transformation Services**
> **KPMG UK**

## Communicating AI's immense value

As private companies look to the power of AI to foster rapid innovation and redefine traditional processes, there is strong support for embedding AI into workflows and reshaping business models. Eighty-nine percent of businesses expect AI to transition from an 'efficiency enabler' to a 'revenue innovation driver' by 2026, underscoring AI's vast potential.

Despite the positive outlook regarding AI's capabilities and impact, however, communication challenges clearly persist. Our research shows that most private firms, 59 percent, say they are struggling to demonstrate AI's value to stakeholders — highlighting the need for effective strategies in governance frameworks, and enhanced stakeholder engagement, to fully harness AI's transformative potential.

"Businesses could continue to struggle with communication to stakeholders concerning AI's full value. They will continue to fall short if they look to convey AI's value purely from a *cost saving* or *productivity* perspective," says Jayaraman. "AI is delivering unprecedented insights and business intelligence on demand. Now the challenge is to capture the value you're getting back. Some observers are exploring the need for a 'chief storyteller' as a very critical piece of this transformation journey."

Business leaders will be wise to develop effective communications that clearly articulate to stakeholders the revenue path, the efficiency opportunities and the governance framework that will highlight AI's value to the business and return on investment, he adds.

Harrison notes that the need to capture and communicate AI's value becomes even more important amid the excitement and hype surrounding AI's emergence and its promise to transform businesses. "I would say that there's more hype now than ever before on what AI can do regarding revenue, innovation, operational efficiencies and beyond. The challenge we hear from clients is how do they effectively measure and ultimately communicate the return on investment that they are making."

**89%**

of businesses expect AI to transition from an 'efficiency enabler' to a 'revenue innovation driver' by 2026, underscoring AI's vast potential.

# Partnerships and shifting macro landscapes

Beyond challenges in communicating AI's full value amid investment and innovation, private companies say they are facing collaboration challenges amid the rapid pace of technology adoption. Twenty-two percent cite insufficient internal governance and expertise while 20 percent point to a lack of strategic planning for partnerships.

"Partnerships will likely present a big challenge as businesses increasingly adopt transformational technologies," Jayaraman suggests. "You are essentially looking at a complete re-engineering of what partnerships actually mean in today's new reality. For example, how do you protect your IP in the context of new tech and evolving partnerships, especially as it relates to shared data and data assets. Many firms are recognizing the need to restructure contracts with third-party data providers to restrict vendors' use of their data for activities such as AI training. It's a paradigm shift to be sure."

Harrison points to a lack of alignment among various functions such IT, security, and risk — creating what he calls an "uncontrolled environment" that becomes redundant and costly as vendors multiply.

"Various functions are creating a 'patchwork quilt' of diverse vendors during technology implementation — adopting individual tactical solutions that ultimately hinder overall business efficiency. There's no governance supporting any future decision-making around vendor solutions and partnerships. You end up creating greater complexity and higher costs unnecessarily."

## Operational barriers to collaboration persist

Roughly one-fifth of businesses overall point to the issue of significant operational barriers that are complicating efforts for effective collaboration. These include security concerns (19 percent), integration complexities (18 percent), and cost constraints (17 percent). These obstacles to collaboration point to a need for enhanced governance frameworks and strategic roadmaps that can enable businesses to navigate increasingly complex partnerships.

"Organizations must adopt streamlined processes and robust security measures to mitigate these issues and facilitate smoother integration of emerging technologies," de Oliveira warns. "Unless everyone is on the same page regarding the crucial need for interoperability of new capabilities such as AI and automation, you end up creating more problems. You could in fact actually derail the entire transformation program. And unfortunately, this is an area where many enterprises are not doing very well."

To navigate macroeconomic shifts, meanwhile, businesses tell us they are prioritizing enhanced data infrastructure, with 43 percent prioritizing scenario planning and decision-making agility, while cost optimization is driving actions such as vendor-contract renegotiation for 29 percent of firms.

Turning to today's dynamic and unpredictable geopolitical landscape, managing volatility and financial risk are also being cited as concerns by many businesses. In response, private companies are seeking ways to optimize technology spending (32 percent), in addition to renegotiating vendor contracts (29 percent). These strategies reflect efforts to manage dependencies and optimize costs — helping ensure greater resilience against external uncertainties.

"As businesses increasingly look to renegotiating contracts with their vendors, there is huge interest in tightening budgets and limiting investments," says de Oliveira.

"Businesses want to ensure that the ROI they need is going to be captured. They see a need to renegotiate contracts as they look to invest in new technology and increase revenue. The pressure is on for many businesses, and many are looking for price reductions as partners generate savings through their own AI adoption."

# Conclusion: The future is here and there is no time to delay

Businesses are navigating immense and unprecedented challenges in the race to capitalize on the vast power of AI's fast-emerging capabilities in the Intelligence Age. Amid the shift from experimentation to scaled deployment and transformed business operations, business leaders need to balance the promise of new capabilities and opportunities with risk management, operational efficiency, talent needs, and ROI.

But make no mistake, the future is upon us. Businesses that delay their journey into today's new frontier may do so at their own peril. The roadmap to success will likely feature these pivotal considerations:

## 01

Maintain momentum as innovators and early adopters of revolutionary technologies, as the rapid pace of change accelerates. In today's ever-evolving reality, foresight and strategic long-term planning are essential.

## 02

Prioritizing cybersecurity investment is critical to success amid the indispensable need to combat threats and help ensure trusted AI adoption. In the race to evolve, consider partnerships that will eliminate the need to go it alone with complex and costly security infrastructure.

## 03

Rapid and sustained technological advancement in today's reality demands modern skills that are at a premium globally. The solution goes beyond recruiting scarce technical skills to include reskilling of talent for a new era. Innovative partnerships with technology partners can provide rapid, cost-effective solutions.

## 04

Calibrate where and when to keep humans 'in the loop' amid the adoption of AI and automation. Avoid potentially costly duplication of work and aim to ensure trusted outputs via an appropriate balance of people and technology.

## 05

The need for effective collaboration to manage risk is not new — but it becomes more critical amid the adoption of unprecedented AI capabilities and related risks. Greater cohesion and integration of operations is the way forward if businesses hope to fully harness AI's transformative potential.

## 06

Capture and communicate AI's value to stakeholders amid the excitement and hype surrounding AI's emergence and its promise to transform businesses. Does your business need a 'chief storyteller' to articulate the transformation journey's competitive impact and ROI?

## 07

Amid macroeconomic shifts in today's new reality, revisit partnerships to enhance their value. And protect IP in the context of new and evolving partnerships.

# How KPMG can help

KPMG professionals are helping organizations worldwide in the race to transition from AI experimentation to scaled deployment by building a strong strategic foundation and aligning technology investments with business objectives. We support clients in redefining ROI metrics to reflect the realities of the Intelligence Age, helping ensure technology delivers measurable value and competitive advantage.

Our professionals assist in cultivating adaptive strategies and decision-making frameworks that enable rapid pivots as technologies evolve. We also work with organizations to foster a culture of innovation and change readiness, empowering teams to embrace emerging technologies confidently.

# Delivering responsible AI for the Intelligence Age

Through the KPMG Trusted AI framework, KPMG professionals help ensure AI initiatives are ethical, explainable, and sustainable. By embedding responsible AI principles into design and deployment, we help organizations protect data integrity, manage model risk, and build stakeholder confidence. This approach helps turn responsible AI into a strategic differentiator rather than a compliance exercise. Our leadership in this space is also recognized globally — reflecting the trust and confidence that organizations place in KPMG professionals tested capabilities and exceptionally high standards.

# Authors

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Conor serves as the Global Head of KPMG Private Enterprise, bringing to bear nearly 30 years of experience providing auditing and accounting services to high-growth companies. He is well known for his work style and strong technical skills, including significant experience with revenue recognition, equity accounting, and stock compensation. Conor's client experience includes working with high-growth companies in the development stage, through subsequent rounds of financings and other capital formation transactions, or to an initial public offering or acquisition by a larger market participant.

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Carolina de Oliveira is the new Global Lead of Emerging Giants, KPMG International and Partner and Private Enterprise Leader, KPMG Brazil and South America Cluster. She has around 17 years of leadership experience in marketing, business development, and innovation, with a special focus on emerging markets, family businesses, and high-growth private companies. Carolina has multicultural experience, having worked in Mexico, the US and has also led Latin America projects. In her work, she combines strategic vision, innovation, and business expertise — helping private companies structure growth, launch new businesses and stand out in the market.

**David Harrison**
Technology Transformation Services KPMG UK

David leads the UK Technology Transformation Services practice. David has 30 years' experience in consulting, finance and technology enabled transformation. David and his team support clients with AI and Technology strategies, IT Effectiveness, IT Sourcing, ERP and Enterprise Applications, Enterprise Architecture, and complex technology program delivery.

**Prasad Jayaraman**
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Prasad is a Partner in KPMG Advisory, focused on innovation, emerging technology and enterprise transformation. He works with senior leaders to interpret market and technology signals, translate them into strategic choices and design operating models for what comes next. His work sits at the intersection of AI, platforms, and organizational change, with an emphasis on helping large enterprises move from experimentation to durable capability. Prasad is known for connecting disparate ideas into clear narratives that inform investment, build conviction and drive action.

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Publication name: KPMG Global tech report 2026: Private company | Publication number: 140409-G | Publication date: February 2026