

Unlocking AI's Full Value: How IT Orchestrates Secure, Scalable Innovation

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Scaling AI Requires Orchestration: IT Teams Can Drive Innovation

Businesses are investing heavily in AI. However, without orchestration — the coordinated execution of IT automation tasks or processes across systems and applications to ensure proper sequencing of deployments, configurations, and other actions — those efforts stay siloed, fragmented, and hard to scale. IT is best placed to drive adoption and scaling of AI, using orchestration to support governance and compliance needs. IT faces challenges, though, like conflicting goals with other business units and a lack of executive backing. Today, most IT teams are stuck in reactive mode, focused on troubleshooting and uptime. These are essential but don't capture IT's full potential as a driver of innovation.

In June 2025, Tines commissioned Forrester Consulting to survey 417 IT leaders from North America and Europe to explore the current use, challenges, and future objectives of AI, automation, and orchestration.

Key Findings



IT teams prioritize AI governance, compliance, and efficiency. However, they struggle with visibility and organizational alignment. Securing data as it moves between systems, teams, and workflows is also a key focus.



Security concerns, budget limits, and unclear ROI stall scaling AI. Employees lack trust in AI outcomes and need better visibility. Internal silos and disconnected tools also slow orchestration.



IT sees orchestration as the missing link to scaling AI safely and securely. Orchestration connects systems, teams, and workflows. Without it, efforts stay fragmented and hard to scale.

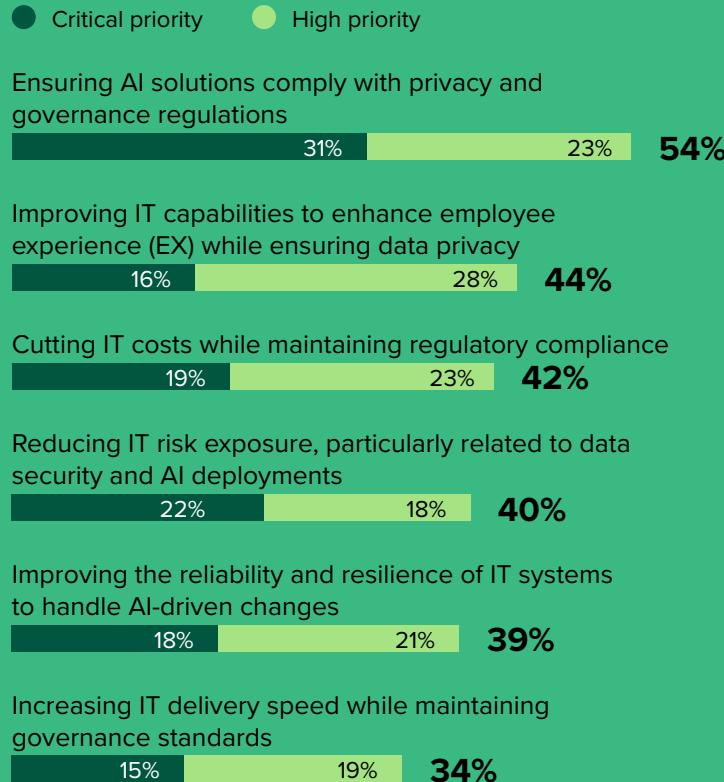
The Compliance-First AI Approach

As organizations scale AI, IT teams are taking a cautious yet strategic approach, putting governance and compliance at the core of their initiatives for the next 12 months.

Ensuring AI solutions adhere to privacy, governance, and regulatory standards was the top priority (54%) for surveyed IT leaders, reflecting a growing awareness of the risks associated with unchecked adoption. Surveyed leaders are also focused on delivering tangible value with 44% wanting to enhance employee experience through secure, privacy-conscious IT solutions and 42% wanting to cut costs without compromising compliance.

This signals a broader shift toward responsible innovation: one that balances efficiency, effectiveness, and user experience with the need to protect data and uphold trust in an increasingly complex regulatory landscape. Gaps in governance leave organizations exposed to risks ranging from bias and ethical breaches to shadow AI, privacy failures, regulatory penalties, and reputational damage.

Top Business Priorities For The Next 12 Months



Deepening IT's Strategic Influence

Organizations are increasingly recognizing IT as an enabler of efficiency and innovation but many still underestimate its broader strategic potential. In fact, 38% of respondents said their organization frequently or occasionally underestimates the potential of IT.

Visibility gaps largely drive this disconnect, with 40% of respondents pointing to a lack of business visibility in IT's contributions at the board level. Without the clear communication of IT's impact, it is difficult for leadership to align technology initiatives with broader business goals. Also, 37% cited a misalignment between IT and executive vision.

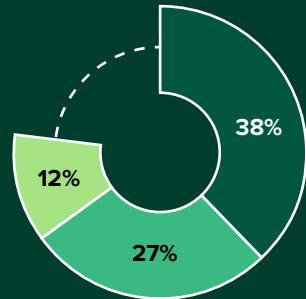
Together, these findings reveal a critical opportunity: By bridging the gap between IT and executive priorities, organizations can better position IT as a driver of strategic value. Improving visibility into IT's contributions and aligning technology goals with business priorities is key to unlocking IT's full potential and ensuring it plays a central role in shaping future success.

Is IT Underestimated In Driving Organizational Efficiency?

○ Yes, frequently/Yes, occasionally

○ Sometimes but improving

○ Rarely



Barriers To IT's Board-Level Impact

40% Lack of business visibility into IT contributions

40% Reactive focus on troubleshooting and uptime

38% Over dependence on legacy systems

37% Disconnect between IT and executive vision

36% Lack of investment in innovation

Aligned, Secure, And AI-Ready Solutions Are Key For Trusted Orchestration

As AI use cases expand and the solution landscape grows, choosing the right technology partner has become critical to driving successful outcomes. IT leaders are prioritizing solutions that closely align with business objectives with 56% of respondents citing this as a top requirement when selecting a vendor.

Additionally, the data shows that nearly half (49%) of respondents said their organization is looking for partners that can provide end-to-end, centralized solutions to overcome siloed workflows and fragmented AI efforts. Secure data sharing remains a key concern, with 48% prioritizing vendors that can deliver secure data across platforms. Another 45% highlighted the importance of partners who can support regulatory compliance.

Ultimately, IT leaders seek partners who offer not just strategic alignment but also the infrastructure and trust needed to scale AI securely and effectively.

What To Look For In An AI Orchestration Partner

Demonstrated expertise in aligning technology solutions with our business objectives

Ability to leverage all available data to optimize customer journeys

End-to-end centralized solution from data aggregation to insight/recommendation

Ability to deliver more secure data to multiple platforms

Ability to improve our compliance with regulations

Breadth of products and services to meet all user needs in their portfolio



AI's Top Hurdles Are Security, Budget, And Ownership

While the potential of AI is undeniable, organizations often struggle to navigate the complexities that hinder its full implementation. Respondents found security and governance concerns (38%) as the most prominent challenge. This stems from the complexities of safeguarding sensitive data and ensuring compliance with evolving regulations. Additionally, 35% said their organization faces difficulties securing executive sponsorship and adequate budget. Without strong leadership and funding, AI projects often lack the momentum needed for widespread adoption. Another obstacle is the inability to demonstrate clear ROI, with 34% of respondents citing this as a key barrier to further investment in AI.

To successfully scale AI, organizations need a coordinated approach that ensures security, leadership support, and clear ROI, enabling them to fully realize AI's potential.

Barriers To Scaling AI



38% Security or governance concerns



35% Lack of budget or executive sponsorship



34% Lack of ROI



33% Fragmented ownership



32% Tool complexity



32% Insufficient resources or expertise



28% Siloed AI initiatives



28% Unclear use cases

Note: Showing top eight responses

Base: 417 enterprise IT buyers with responsibility for strategic IT planning and influence in automation and/or AI within large organizations

Source: Forrester's Q3 2025 AI Orchestration and Automation Survey [E-64725]

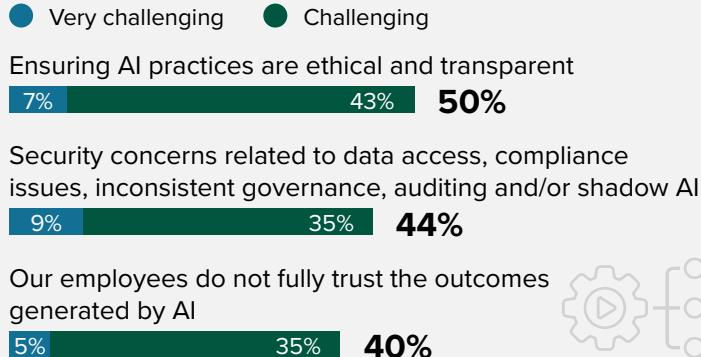
Building Trust And Transparency In AI

As organizations scale AI, the challenge of building trust in AI outcomes among employees remains. According to the data, 40% of respondents expressed that there is a lack of trust in AI-generated results amongst employees, which is a critical barrier to full adoption. Without trust, employees are hesitant to rely on AI for decision-making, reducing its overall impact.

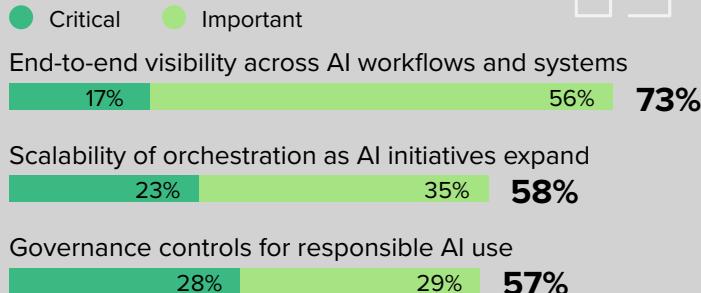
To address this, 73% of respondents highlighted the need for end-to-end visibility across AI workflows and systems. Transparency is essential to ensure AI is aligned with business goals, monitor its performance, and quickly address any issues that arise. By providing clear visibility, organizations can demonstrate the ethical use of AI, making it easier for employees to trust its outcomes.

Building trust and ensuring transparency are key to unlocking AI's potential. Organizations must focus on robust governance and visibility to foster employee confidence and drive AI initiatives successfully.

Challenges From Lack Of AI Orchestration



Key Considerations For Scaling AI And Orchestration



Note: Showing top responses

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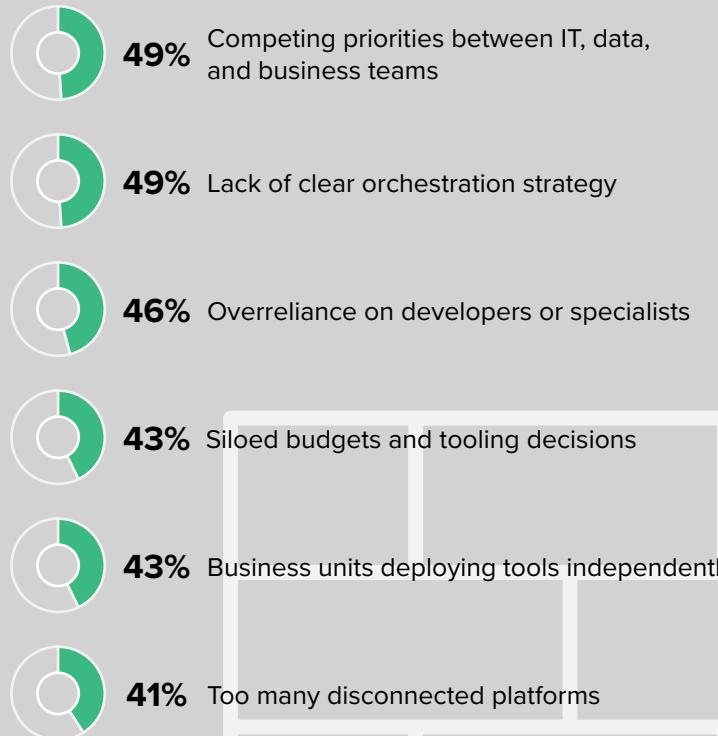
Breaking Down Barriers To Unlock AI And Automation

Today, internal barriers within organizations hinder progress toward scalable AI adoption, with misaligned priorities and fragmented tools stalling initiatives.

Internal silos remain a critical obstacle to scaling AI, with 49% of respondents citing competing priorities between IT and business units as a top barrier. Disconnected budgets and tooling decisions (43%) and disconnected platforms (43%) compound these silos, hindering alignment and delaying orchestration efforts. Overreliance on technical skills/developers (46%) further exacerbates bottlenecks, limiting scalability and creating fragmented execution across teams.

Addressing these barriers requires stronger collaboration, unified strategies, and implementing sustainable resource models that do not over-rely on developers and specialists. Leaders who remove barriers can better turn automation into measurable results.

Organizational Barriers To AI And Automation Orchestration



IT Is Primed For A Key Role In AI Orchestration

IT teams believe they can play a pivotal role as champions in AI orchestration. To succeed, they need a unified and strategic approach to ensure AI and automation efforts are scalable and well-aligned with business objectives.

The data shows that 38% of respondents believed IT should own and lead AI orchestration, while 28% saw IT as the coordination hub between departments. A notable 48% strongly agreed that IT is uniquely positioned to orchestrate AI across systems, workflows, and teams. Moreover, 35% emphasized that aligning AI initiatives with enterprise strategy is a key priority for their IT function.

Without IT leadership, AI efforts risk becoming fragmented, difficult to scale (88%), and more vulnerable to governance and security challenges (44%). Respondents also recognized the value of embedding AI into existing workflows, rather than overhauling operations, to achieve maximum impact.

How Should IT Lead AI Orchestration?

-  **38%** Own and lead AI orchestration
-  **28%** Act as the coordination hub between different business functions
-  **27%** Support and enable AI initiatives

Views On AI And Orchestration In The Organization

-  Critical
-  Important

Without orchestration, AI adoption remains fragmented and difficult to scale across the organization



IT is uniquely positioned to orchestrate AI across workflows, systems, and teams



Aligning AI initiatives with enterprise strategy is a top priority for our IT function



50% of respondents find it challenging to ensure AI practices are ethical and transparent while **44%** have security concerns related to data access, compliance issues, inconsistent governance, auditing, and/or shadow AI.

Orchestration And Automation Unlock Cross-Functional Collaboration

As organizations look to leverage orchestration and automation, a key area of focus is to break down silos and improve overall operational efficiency. Orchestration plays a critical role in connecting tools and processes so automation efforts flow smoothly across teams.

Twenty-two percent of respondents highlighted that automation's greatest potential lies in fostering stronger interdepartmental collaboration. This insight reinforces the need for alignment between key functions to streamline workflows and accelerate progress toward business objectives.

By orchestrating and automating new and existing processes, organizations can not only enhance communication between departments but also drive greater efficiency and productivity. This strategic focus on breaking down silos positions orchestration and automation as powerful enablers for creating more cohesive, agile, and effective business operations.

Top Opportunity Areas For Automation

	22%	Enhancing collaboration between IT, security, and other business units
	12%	Enabling faster ongoing digital transformation
	11%	Improving employee productivity
	10%	Reducing human error in critical processes
	9%	Reducing IT workload and burnout
	8%	Improving security posture
	8%	Reducing operational costs
	8%	Better serve our customers

Note: Showing top eight responses

Base: 417 enterprise IT buyers with responsibility for strategic IT planning and influence in automation and/or AI within large organizations

Source: Forrester's Q3 2025 AI Orchestration and Automation Survey [E-64725]

Successful AI Orchestration Requires Alignment And Executive Support

Successful AI orchestration demands a unified approach, integrating tools and processes to ensure smooth automation flow across teams through leadership alignment and cross-functional collaboration.

IT views a holistic, end-to-end framework for AI, supported by executive business sponsorship, as essential for success. Scaling AI across the business requires IT to take a leadership role, with key enablers including integrated data and workflow platforms (48%) and accessible orchestration tools (35%). While these technical components are critical, respondents also highlighted nontechnical barriers, such as lack of visibility (51%), missing sponsorship (45%), and weak collaboration models (38%), as equally significant obstacles.

Without strong infrastructure and alignment, IT's ability to orchestrate AI is limited. Bridging technical readiness and executive support is key to scaling impact.

Enablers Of IT Leadership In AI Orchestration

Greater visibility into AI efforts across departments



51%

Integrated data and workflow platforms



48%

Executive sponsorship for AI and orchestration



45%

Cross-functional collaboration models



38%

No-code or accessible orchestration tools



35%

Conclusion

As organizations scale AI, IT teams are focusing on governance and compliance, with 54% prioritizing privacy and regulatory standards. There's a shift toward responsible innovation, with 44% aiming to improve employee experience and 42% seeking cost reduction without compromising compliance. However, 38% of respondents felt IT's strategic potential is often overlooked due to a lack of executive visibility (38%).

Another focus of IT teams includes challenges in AI implementation, such as security and governance concerns (42%), lack of executive support (35%), and trust in AI outcomes (40%). To overcome these, organizations need strong leadership, transparency, and clear ROI, with 73% emphasizing the need for end-to-end visibility.

Finally, IT is seen as crucial for adoption and scaling of AI, with 38% believing IT should lead and 48% seeing it as key to managing AI across systems. Success requires embedding AI into existing workflows and fostering cross-departmental collaboration.

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[Architecture & Delivery](#) group

Methodology

This Opportunity Snapshot was commissioned by Tines. To create this profile, Forrester Consulting supplemented this research with custom survey questions asked of 417 enterprise IT decision-makers from North America, United Kingdom, and Mainland Europe with responsibility for strategic IT planning and influence in automation and/or in AI within large organizations. The custom survey began in June 2025 and was completed in August 2025.

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Demographics

COUNTRY	
Austria	8%
Canada	13%
France	24%
Germany	9%
Switzerland	8%
United Kingdom	24%
United States	14%

RESPONDENT LEVEL	
Full-time practitioner	18%
Manager	24%
Director	23%
Vice president	23%
C-level executive	12%

NUMBER OF EMPLOYEES	
1,000 to 2,499	15%
2,500 to 4,999	14%
5,000 to 9,999	14%
10,000 to 24,999	14%
25,000 to 49,999	14%
50,000 to 99,999	14%
100,000 or more	15%

DEPARTMENT	
IT	100%

INDUSTRY COMPOSITION	
Technology and/or technology services	18%
Retail	20%
Government	20%
Financial services and/or insurance	20%
Healthcare	22%

Note: Percentages may not total 100 due to rounding.

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