



Nordic Transformation Study

Key findings of the study

1. Background of the study

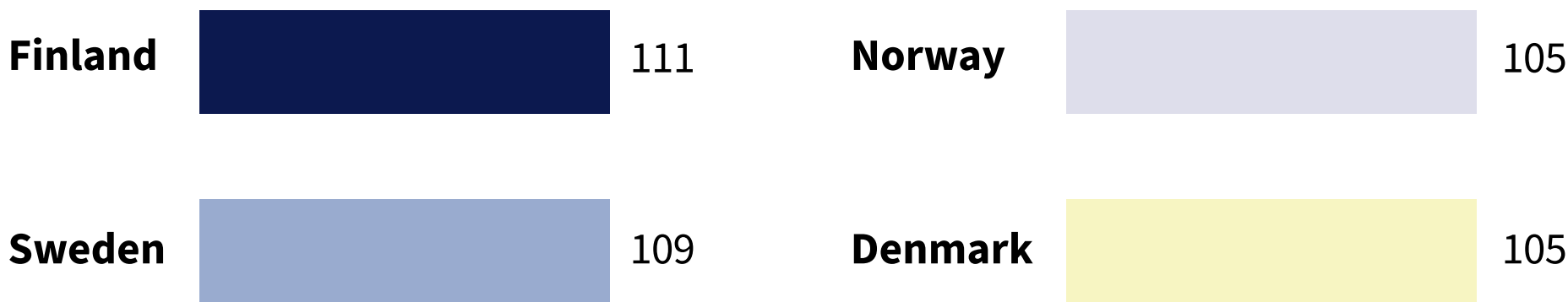
The survey was carried out by SIS International Research using a quantitative questionnaire (n=420) and supplementing this with qualitative in-depth interviews (16 respondents). The survey was conducted in June–September 2025 in four Nordic countries: Finland, Sweden, Norway and Denmark.

The aim of the study was to understand how business and technology leaders see and prepare for business transformation in the next two years in the context of digitalization, regulation, cost pressures and geopolitical uncertainty.

The respondents' profile was selected to represent a wide range of industries, including energy, manufacturing, financial services, healthcare, life sciences, telecommunications, and public sector organizations. Respondents included roles such as Chief Executive Officer (CEO), Chief Information Officer (CIO), Chief Technology Officer (CTO), Chief Financial Officer (CFO) and Chief Digital/Data Officer (CDO), as well as Transformation, Strategy and Change Leader.

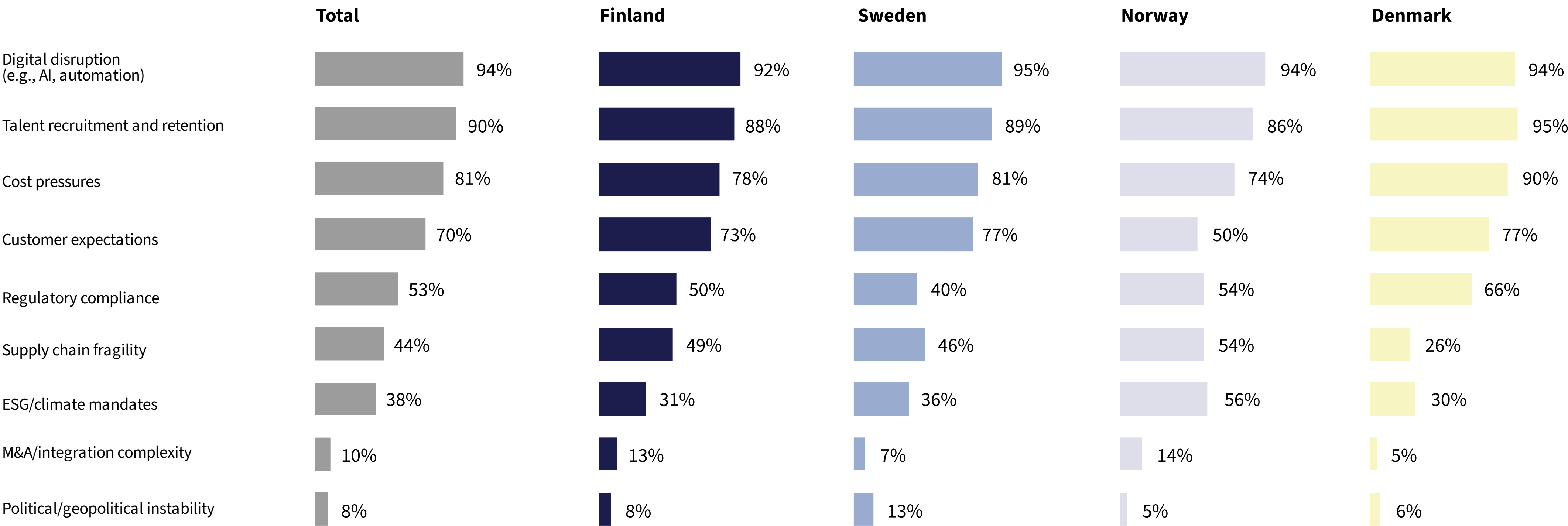
The majority of the respondents represented companies employing less than 500 people and with a turnover of less than €250 million.

Geographical distribution of survey respondents:



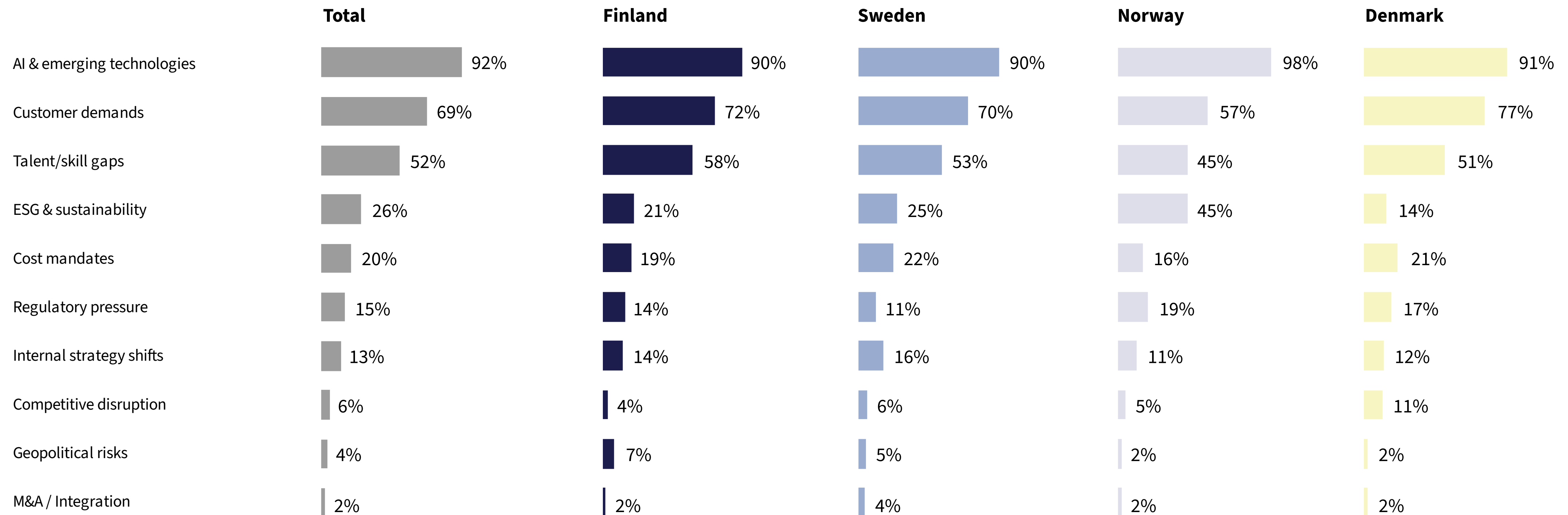
2. Factors that challenge business the most now and in the future

In all the Nordic countries, digital disruption is seen as the biggest business challenge in the coming years. Retaining and recruiting the right kind of talent as well as cost pressures are also seen as key challenges in all Nordic countries. Differences between countries can be found, for example, in how essential ESG and climate requirements and the vulnerability of supply chains are perceived.



3. The most important drivers of transformation projects

The potential drivers of different transformation projects were given similar emphasis in the different Nordic countries. The biggest driver is artificial intelligence and new technologies, followed by customer requirements and skill gaps. Geopolitical risks were identified as one of the least impactful drivers of transformation projects.



4. Key transformation projects for 2025–2027

The in-depth interviews examined what kind of transformation projects companies are focusing on now and in the future. Three prioritised transformation project entities were repeated in the interviews.

1. Digital transformation and the introduction of artificial intelligence

Companies across industries are investing in digital technologies, especially artificial intelligence, to automate processes, improve efficiency and productivity, and improve the customer experience. The goal is also to create new products and services. This often requires investments in data infrastructure, cloud computing and AI-based tools.

2. Optimization of operational efficiency and processes

Many organizations emphasize the need to streamline operations, reduce costs, and improve productivity. This often includes implementing automation technologies, making more efficient use of resources, and modernizing processes. The aim is to increase competitiveness and resilience in challenging markets.

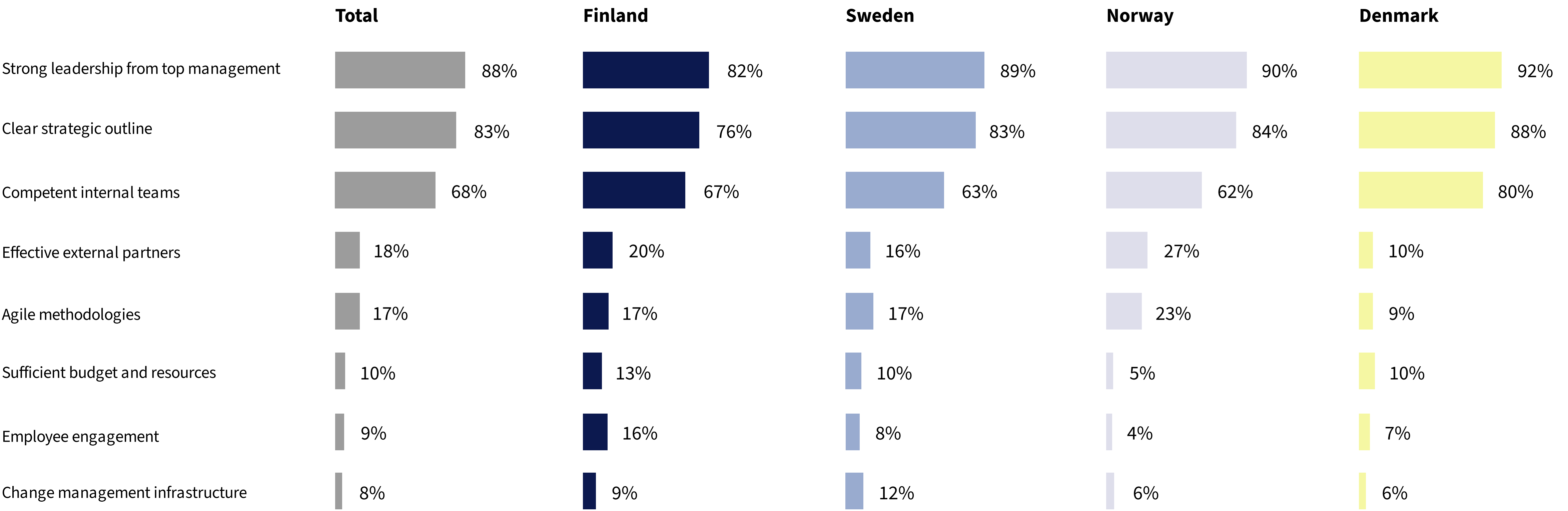
3. Acquisitions and organizational restructuring

Many plans are related to expansion through acquisitions or organizational restructuring to improve efficiency and agility. This often means integrating disparate systems and processes, consolidating operations, and creating a cohesive corporate culture. This is driven by the need to achieve economies of scale, expand into new markets and respond to changing customer needs.

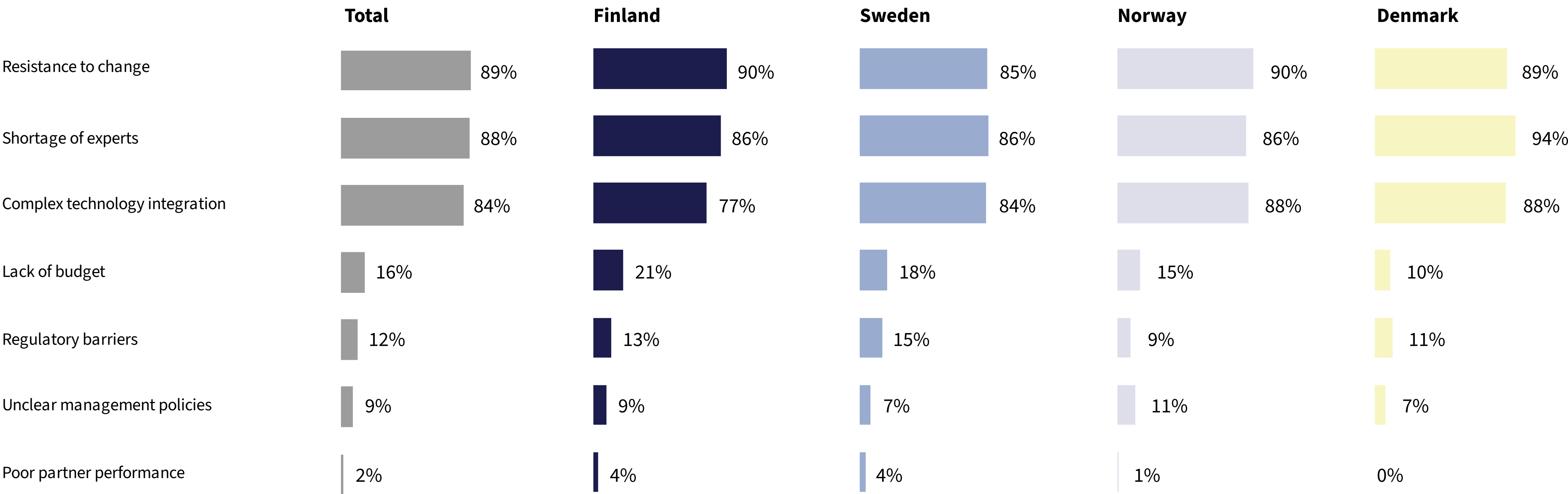


What promotes the success of transformation projects and what are the obstacles

Factors contributing to the success of change projects



The most common reasons why change projects fail





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