CIMdata

PLM Road Map™ & PDT EMEA 2026

AI in PLM: A Disruptive Opportunity and Challenge

Turning AI disruption into enterprise value:
Strategic insights for the PLM professional

CIMdata

4-5 November 2026

www.CIMdata.com

AI Adoption in PLM

Results from CIMdata's Global Study

PLM Road Map & PDT EMEA 2026

5 November 2026—Gothenburg, Sweden

Laurent Finck, Vice President, EMEA

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CIMdata

Defining What Comes Next in Digital Transformation



Defining "What Comes Next"

Guiding organizations through the evolving landscape of digital transformation and industrial innovation.

CIMdata: The Leading Authority on PLM

An independent global leader providing research, education, and strategic consulting for digital transformation.

Maximizing Product Innovation

Focused on helping clients design, acquire, deliver, and support innovative products and services.

Competitive Global Advantage

Utilizing strategic management consulting to drive success in complex global markets.

Leading strategic management consulting firm

Industry Verticals & Core Focus Areas

Industry Vertical	Core Focus Area
Transport & Tech	Aerospace, Automotive, and Computing
Infrastructure	Construction, Manufacturing, and Logistics
Service & Care	Healthcare, Retail, and Global Communication

Presenter's Profile: Laurent Finck



- Laurent Finck serves as Vice President of CIMdata in EMEA. In this role, Laurent develops business for CIMdata in EMEA while delivering consulting projects on a global basis.
- Over 33 years of experience developing, selling, and implementing Business Transformation Programs enabled by technologies. Over his career, Laurent participated in numerous digital transformation and process improvement-related projects, working for consulting firms (Accenture, Gartner), as well as for leading software providers (CA Technologies, VMware, Dassault Systèmes, Citrix)

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Who Participated

Three groups answered matching questions, so their views can be compared

55

respondents

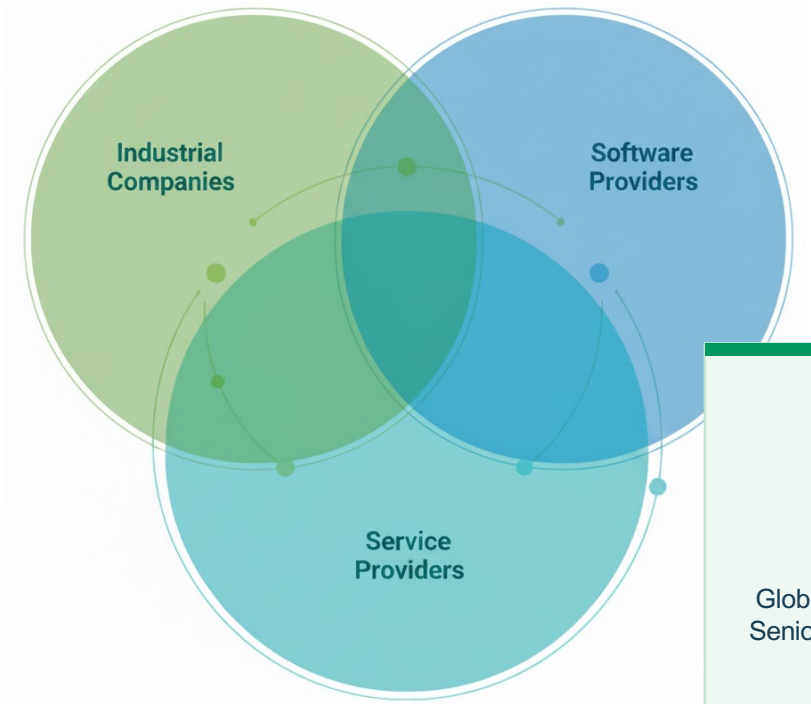
Industrial Companies (IC)

Large enterprises in discrete manufacturing

Operational reality, not executive aspiration

38% of the industrial respondents are based in Europe

45% in North America



27

respondents

Software Providers (SW)

Bimodal: PLM incumbents and recent AI entrants. Half began offering AI in 2024 or later

30

respondents

Service Providers (SI)

Global firms and boutique implementers. Senior consultants and solution architects

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Key Takeaways

01

You're Not Behind

Most peers are still in awareness or pilot; deliberate isn't the same as late.

02

AI Delivers in Knowledge Work

Requirements, search, and concept design lead; BOM, configuration, and engineering change lag.

03

Efficiency Leads Benefits Today

Reduced manual work and faster information access—though about a third can't point to a measurable benefit.

04

Readiness, Not Tech, Is the Brake

Data quality leads the adoption barriers, followed by data silos and a shortage of internal AI skills.

05

Customer & Provider Views Diverge

Validation, integration, and governance are where their view of you diverges most.

06

Governance Is Yours to Own

IP protection, reliability, and transparency rank high for customers; not a provider priority.

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The Defining Tension

Most use GenAI personally several times a week; few organizations deploy it widely

85%

Use GenAI personally, several times per week

58%

Still in awareness or pilot stage

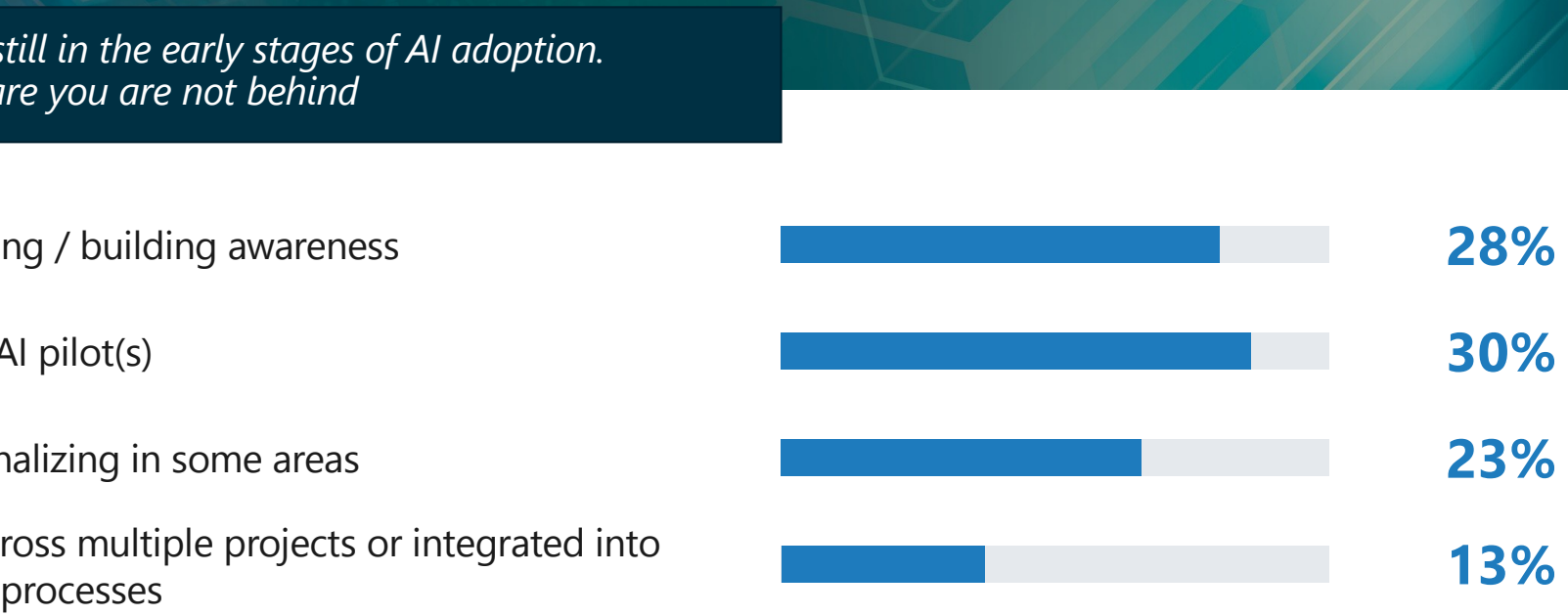
87.5%

Have AI in fewer than 25% of their projects

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Where Your Peers Are in the AI Journey

Most are still in the early stages of AI adoption. Chances are you are not behind



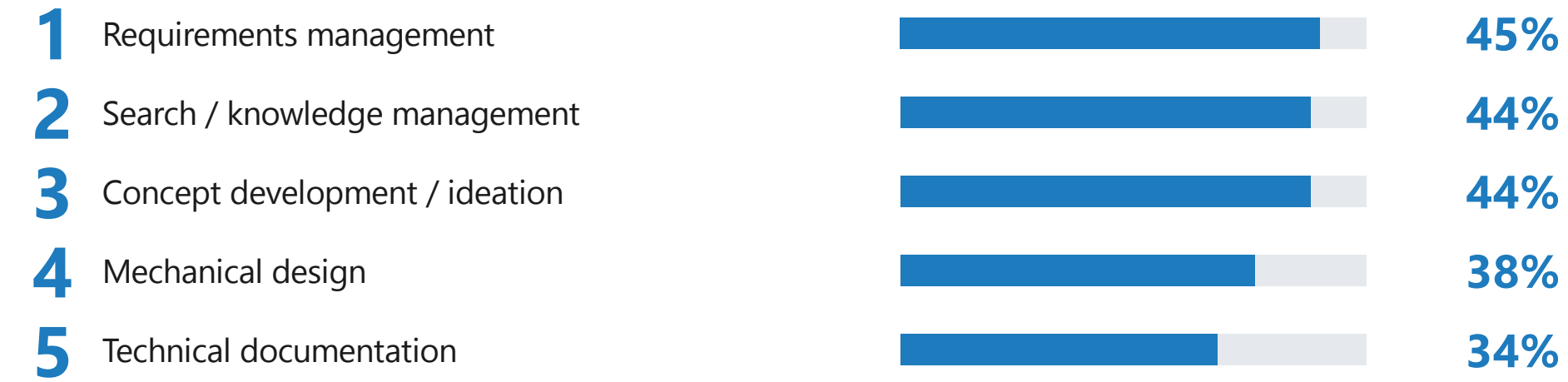
58% Of your peers are in the two earliest stages: awareness or pilot.

n=64 industrial customers

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Where Your Peers Are Applying AI

AI is used most in language-based work and least in structured data areas



Lowest AI use is in structured data areas:

19% Engineering change mgmt

16% BOM management

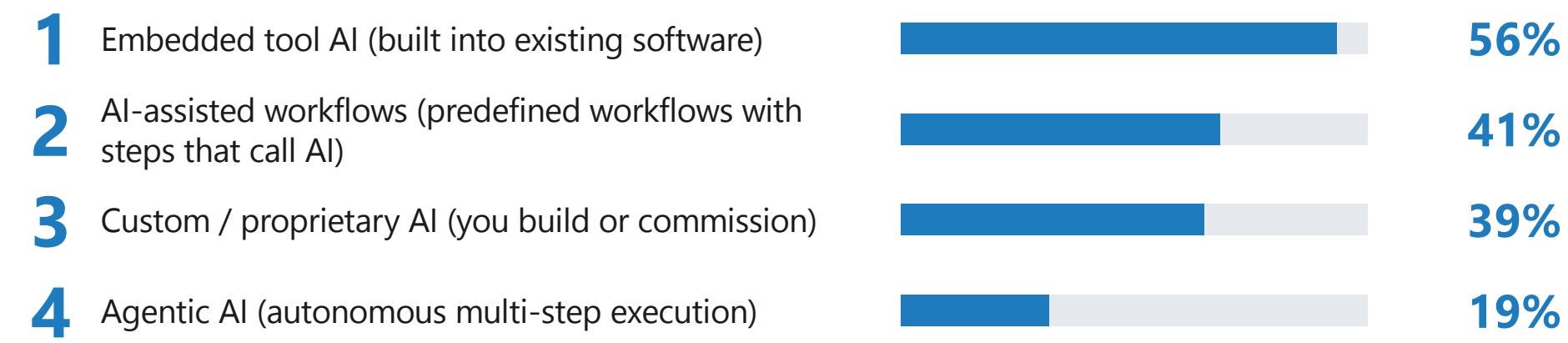
13% Configuration management

n=64 industrial customers | Select-all-that-apply

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What Your Peers Are Deploying

Embedded AI leads, but nearly 4 in 10 build or commission their own AI



38% Of your peers rate AI a top or high priority on their R&D agenda.

n=64 (deployment mix) | n=55 (AI priority)

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Realized vs. Expected Benefits

Realized value of AI has been mostly in efficiency gains



n=58 industrial customers | Expected = priorities for the next 2-3 years

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Adoption Challenges: What's Blocking

Data quality is the #1 barrier



n=55 industrial customers

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AI Ownership & Data Governance

AI ownership is fragmented, and data governance is applied unevenly

Who Owns AI in Peer Orgs

~40%

of peers centralize AI ownership
(CDO, CTO, or steering committee)

The rest is split across business units, IT, data/analytics, R&D, or no defined owner.

Data Governance Maturity

53%

have a data governance framework that exists but is applied inconsistently.

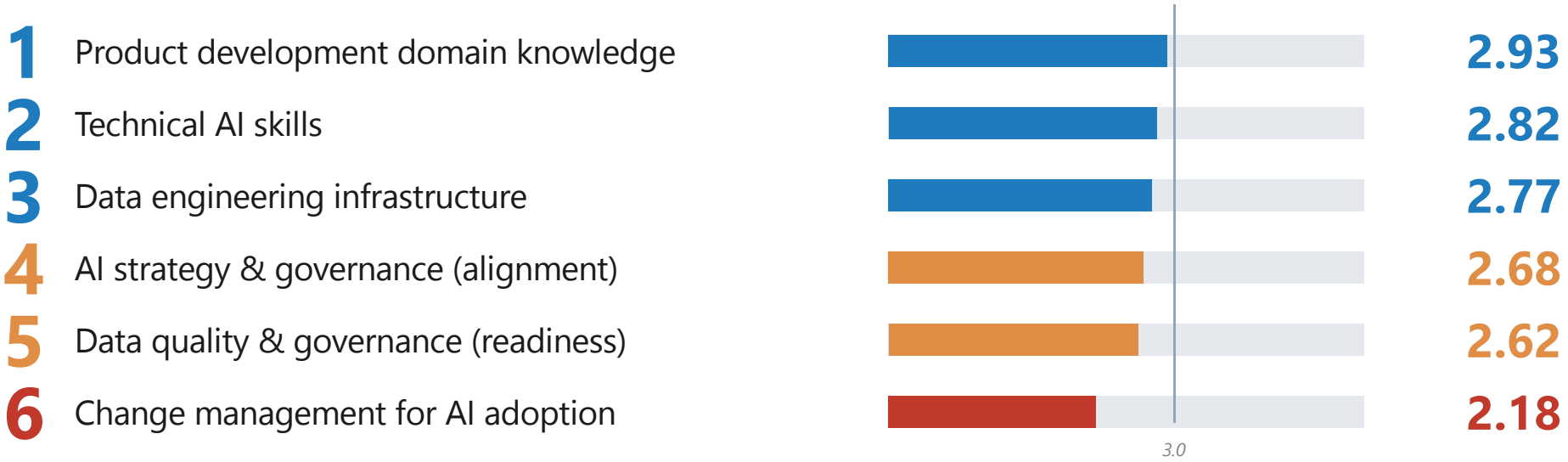
Only a minority govern data consistently and repeatably.

n=62 industrial customers

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How Your Peers Rate Their Readiness

No readiness area scores above 3 out of 5 (1 = lowest, 5 = highest). Change management is the weakest



n=62 industrial customers | Weighted average scores, 1=Not developed, 5=Optimized/Leading

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Validation: A Perception Gradient

Only 5% are very confident they can validate AI output

Industrial Customers

5%

say they are "very confident" they can validate AI outputs in product development

Service Providers (about their customers)

20%

believe their industrial customers have robust validation approaches in place

Software Providers (about their customers)

33%

believe their industrial customers have robust validation approaches in place

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The Provider Community is All-In on AI

Software providers are fully committed, driven more by competitors than customer demand

87%

of software providers rate AI as a top or high R&D priority

52%

have a comprehensive AI strategy with roadmap

vs. 6% of industrial customers

0%

of software providers expect AI investment to decrease

72%

cite competitive differentiation as primary roadmap driver

vs. customer demand at 52%

71%

expect 25%+ AI investment growth in two years

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Agentic AI: Built Ahead of Deployment

Providers offer agentic AI now; few industrial companies use it yet

Software Providers

79%

name agentic AI workflows a top-3 development focus

Service Providers

48%

are implementing agentic AI for their clients

Industrial Companies

19%

use or pilot agentic AI in product development

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How Your Peers Choose AI

AI is chosen on integration and evidence, not brand; providers underrate integration



Integration: peers rank it #1

IC 62% | SW **46%** | SI **30%**

Provider reputation: peers rank it last

Only **4%** of peers pick by brand. SW estimates **19%**.

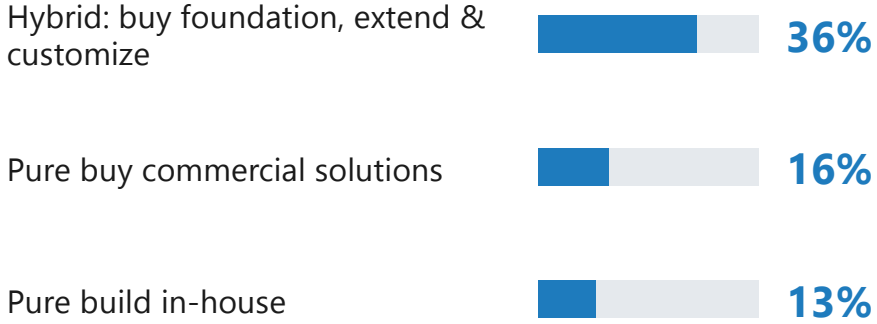
n=55 industrial customers | Peer vs. provider estimates

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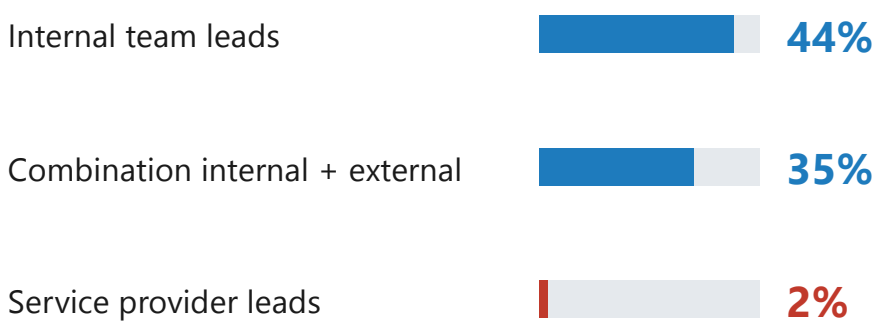
How Your Peers Buy & Lead AI

Companies prefer to lead AI in-house; only 2% want a service provider to lead

How Your Peers Source AI



Who Leads Implementation



n=55 industrial customers

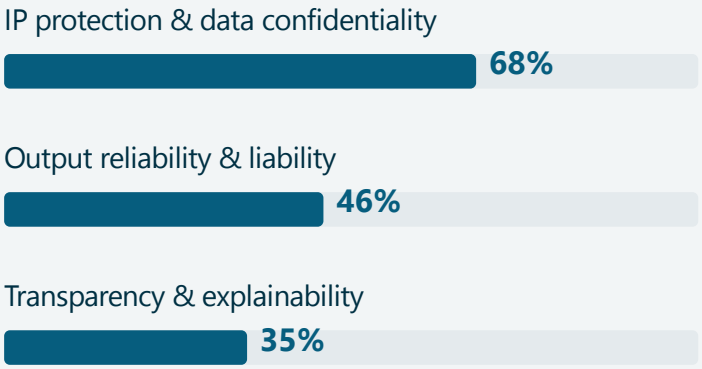
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Governance: You'll Own This

Software providers aren't prioritizing governance, so treat it as yours to own

Your governance concerns

Industrial companies



What your providers prioritize

0%

of software providers ranked governance a top-3 development challenge.

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Concluding Remarks

You're not behind.

58% of peers are still in awareness or pilot. Only 23% are operationalizing.

Foundation first.

Weak data governance and unaddressed change management will cap how far AI can scale.

Integration over reputation.

62% of peers rank integration first. Only 4% pick AI by brand.

Evidence beats promise.

Pick AI for what it does, not who made it.

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Questions & Answers

What's on your mind?



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Thank You



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CIMdata Defining What Comes Next in Digital Transformation

Strategic management consulting for competitive advantage in global markets

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