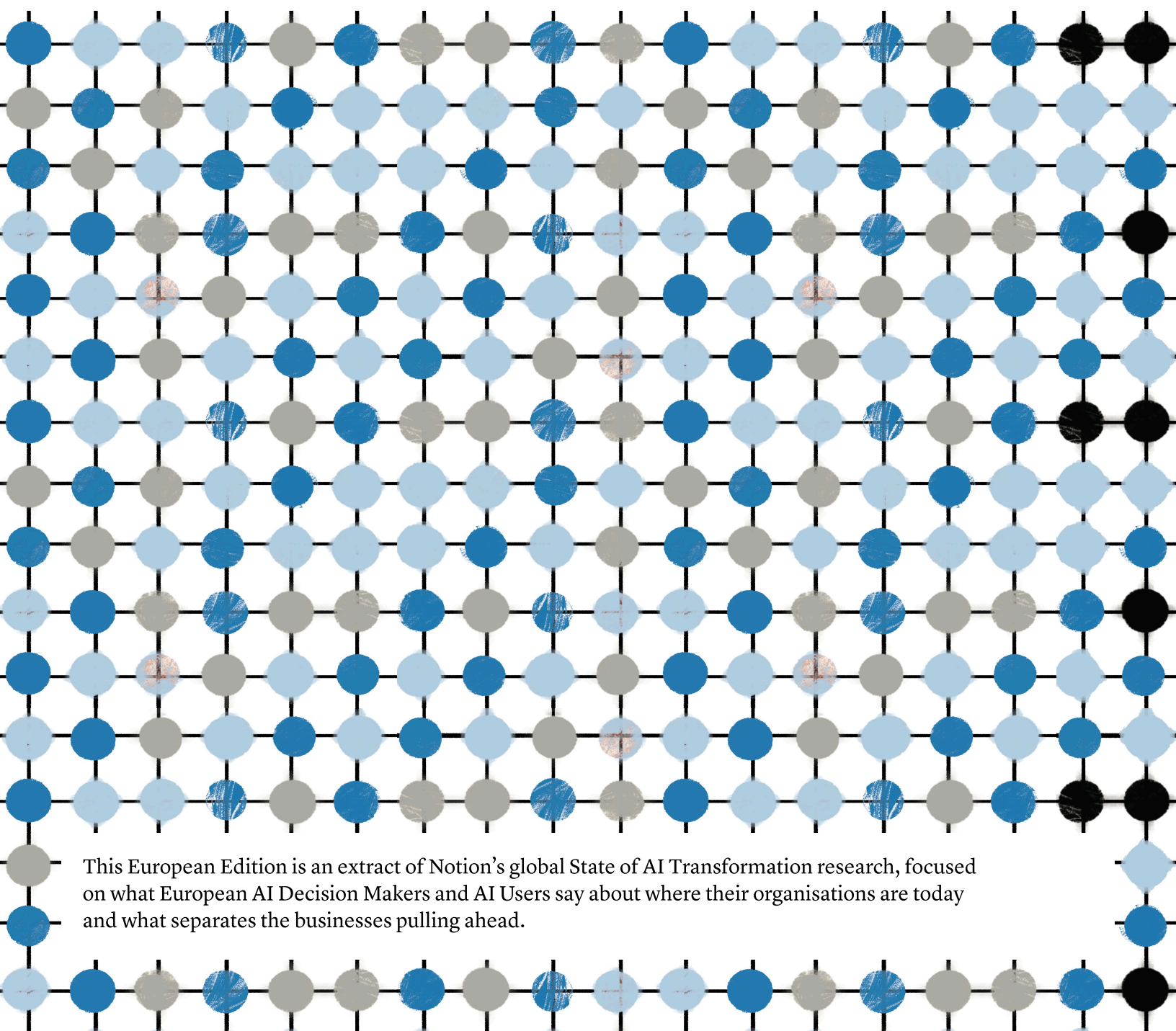


Inside the AI Transformation



The Great Renovation

How organisations across Europe are navigating AI transformation



This European Edition is an extract of Notion's global State of AI Transformation research, focused on what European AI Decision Makers and AI Users say about where their organisations are today and what separates the businesses pulling ahead.

Foreword

Europe's AI story isn't about disruption. It's about renovation.

While the global AI narrative is dominated by constant reinvention and disruption, European organisations are doing something harder: retrofitting the infrastructure they already have so AI can operate at scale. That work rarely looks dramatic from the outside, but it's what separates the businesses experimenting with AI from those running on it.

This report looks at where that renovation stands today. Across Europe, everyone is moving through the same journey: most are still early, foundations remain fragmented, and leaders are further down the road than their teams. The difference is pace. While the UK leads on strategy and ambition, DACH is furthest along with AI adoption but suffers most from software sprawl—and every market still needs to build more trust before people rely on AI further.

The businesses pulling ahead are moving deliberately—consolidating knowledge, connecting systems, and building governance into how they work—to close the gap between strategy and real impact. That gap is structural, not motivational.

The best things were never built alone, and European businesses have more momentum than they might think. The investment is there, and the strategy is taking shape—now's the time to bring the whole organisation along on the journey.

— Andrew McCarthy, GM EMEA, Notion

ABOUT THIS RESEARCH

This report is based on a survey of 2,541 respondents across the UK, France, DACH (Germany, Austria, Switzerland), the Nordics (Denmark, Finland, Norway, Sweden), and Benelux (Belgium, Netherlands, Luxembourg). It explores where organisations are in their AI transformation journey, what's blocking them from getting the most out of AI, and what advanced organisations do differently to make AI more effective for everyday knowledge work. It is part of a wider study involving 6,000+ global respondents worldwide.

To capture a full picture of AI's impact, we sampled two distinct audiences—those shaping AI strategy and those experiencing it day-to-day:

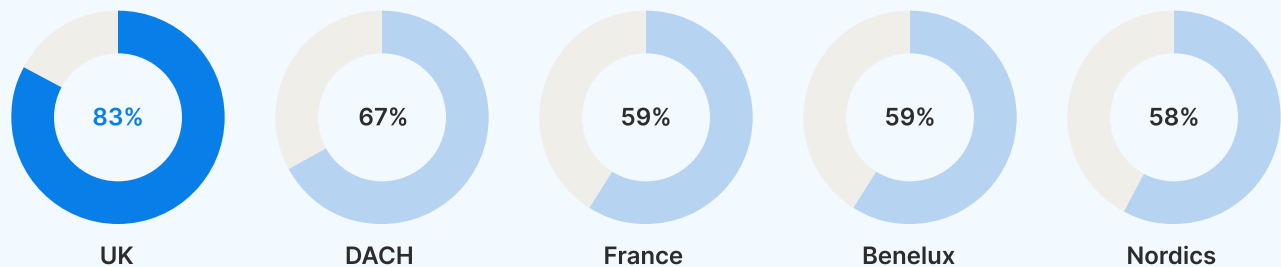
- **AI Decision Makers:** Responsible for buying, influencing, or deploying AI within their organisations
- **AI Users:** Employees who have used an AI chat tool at work at least once in the past month

Fieldwork was conducted in March–May 2026. For more information, access the global report [here](#).

Top findings

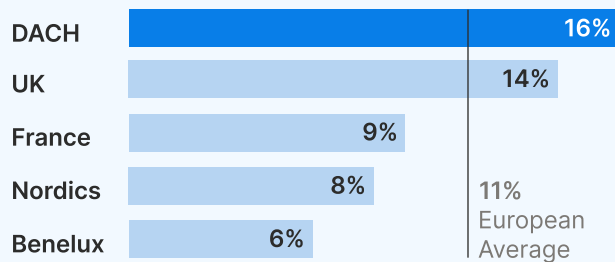
The UK leads on AI strategy

83% of UK AI Decision Makers say their organisation has a clear strategy for where AI can have the most impact—the highest share of any market surveyed¹.



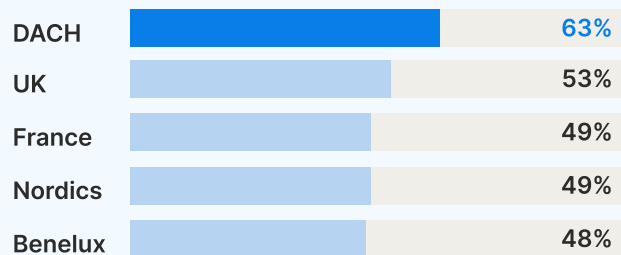
DACH leads in AI adoption...

16% of DACH organisations use AI as core infrastructure².



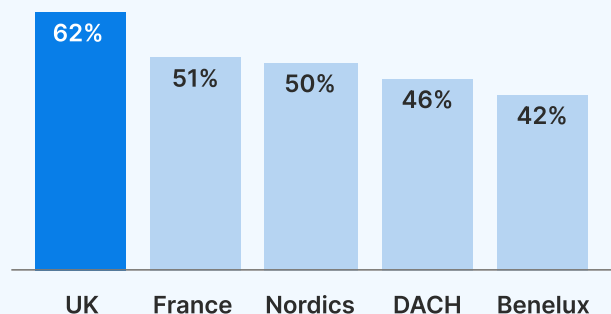
but struggles most with tool sprawl

63% of DACH AI Decision Makers say disconnected tools and data limit its impact³.



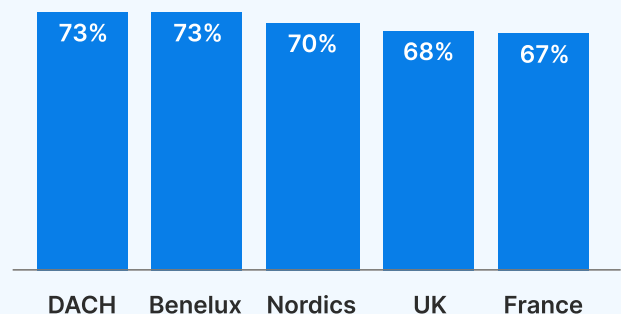
Ambition is outrunning readiness, especially in the UK

62% of UK AI Decision Makers say their organisation is investing in AI faster than employees can keep up⁴.



Trust is the brake in every market

Roughly seven in ten AI Users across every market surveyed say they would use AI more if they trusted it not to make mistakes⁵.

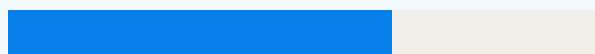


European organisations are approaching AI with intention, but transformation is still early

Most have a clear strategy for AI, shaped by the need to boost productivity and a regulatory environment that actively informs how they adopt it. But intention and execution are still far apart: nearly nine in ten organisations are in the early stages of adoption, using AI as a personal productivity tool rather than as infrastructure for the business.

AI is no longer an experiment—it's a strategic priority

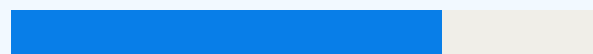
65%



of European AI Decision Makers say their organisations have a clear strategy for where AI can have the most impact⁶.

Government policy shapes how companies adopt and deploy AI

73%

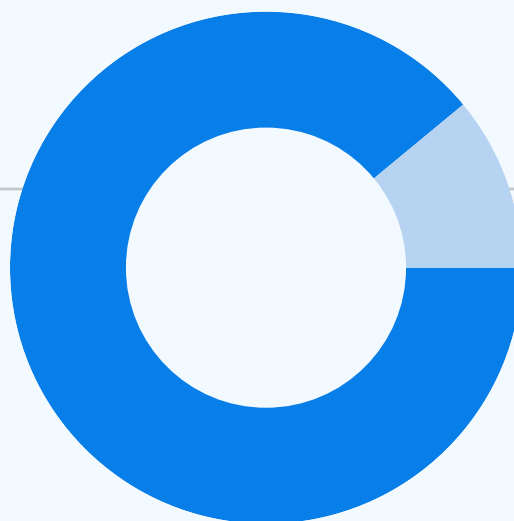


of European AI Decision Makers report that government policy has some influence on their organisation's AI approach⁷.

Most European organisations are still early in their AI transformation journey

89%

use AI as a personal productivity tool for tasks like drafting, brainstorming and summarising.

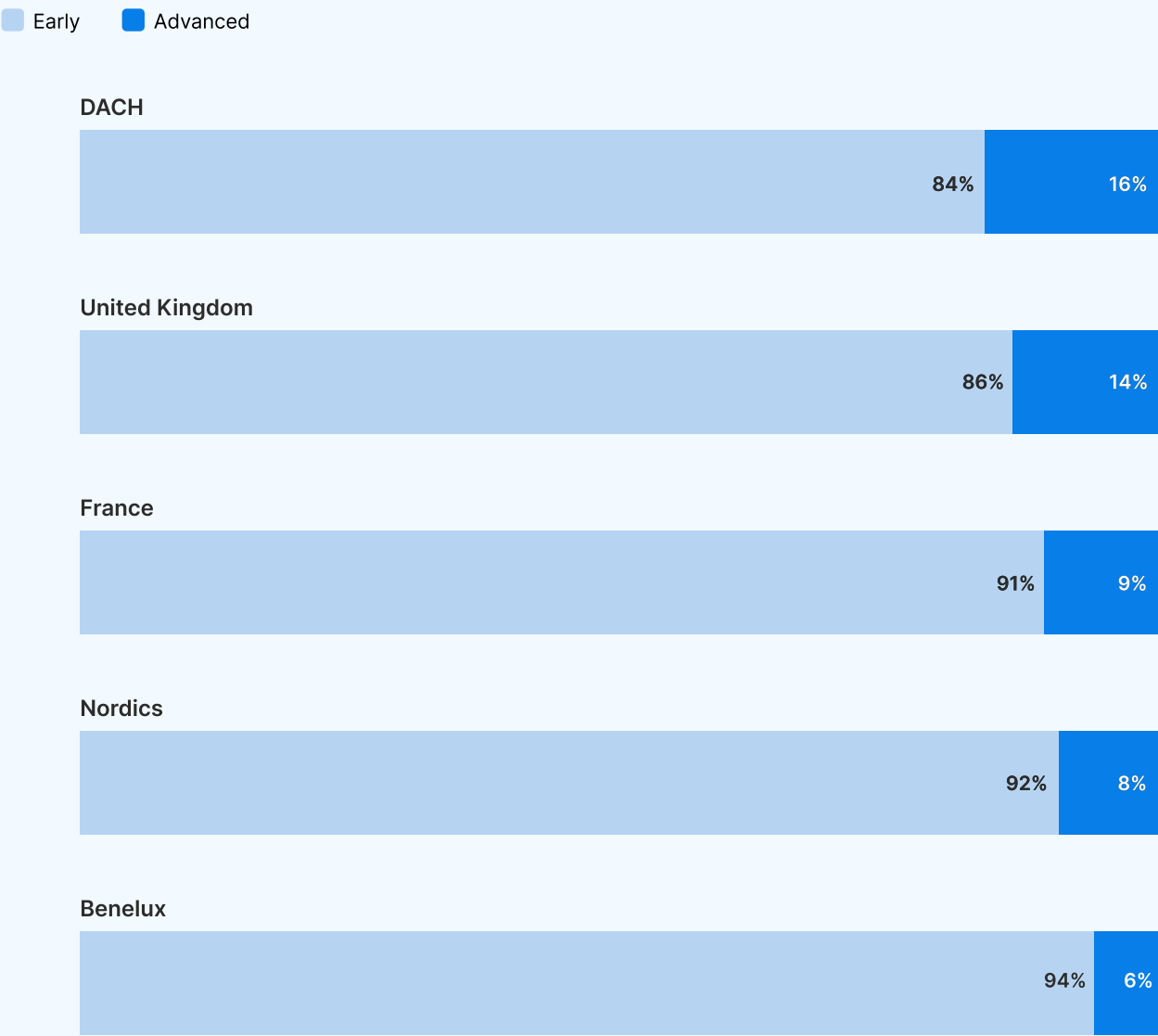


11%

operate at more advanced stages, where agents automate workflows and run processes autonomously⁸.

AI transformation maturity, by market

% of respondents in early vs. advanced stages of AI transformation



Source: Notion Global AI Transformation Study (2026), fielded via Qualtrics. AI Decision Makers and AI Users, N = 2,541.
% of respondents, by region.

Scattered knowledge and software sprawl are limiting AI's impact

For AI to deliver on its promise, it needs the right environment: connected systems, accessible knowledge, and clear governance. Across Europe, these foundations remain incomplete. Disconnected tools and fragmented data keep it isolated, while shadow AI—ungoverned usage—means risk is scaling as quickly as adoption.

AI is only as good as the context it works with

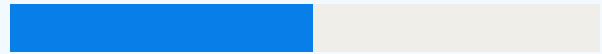
3 in 5



European AI Decision Makers (67%) and AI Users (62%) agree that AI would deliver more value if it had better access to their organisation's internal knowledge⁹.

Software sprawl keeps AI a personal tool, not a system that runs the business

52%



of European AI Decision Makers say disconnected tools, systems, and data are holding back AI's impact¹⁰.

Trust in AI breaks down without a shared, governed source of truth

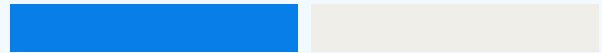
70%



of European AI Users would use AI more if they trusted it not to make mistakes on important work¹¹.

Shadow AI is a symptom of a missing system of record—and can't scale

1 in 2



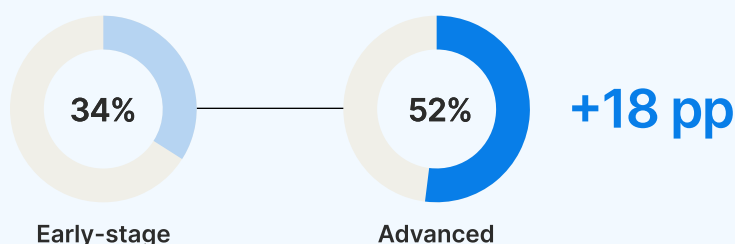
European AI Decision Makers (51%) report ungoverned AI tool usage, or have no visibility into what employees are using¹².

The organisations pulling ahead treat AI as infrastructure

Integrated systems, connected knowledge, and strong governance don't just make AI more useful—they make it possible to scale reliably and safely across the business. That foundation changes both how AI is used and what it delivers: measurable business impact from AI initiatives at advanced organisations is nearly 15 points higher than at early-stage businesses¹³.

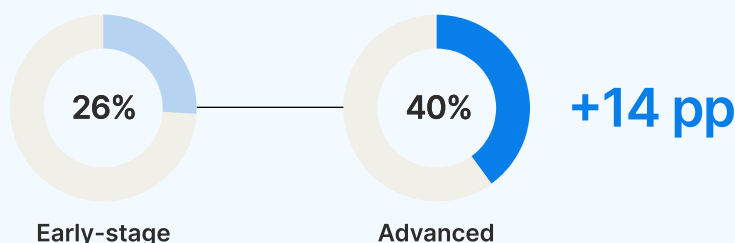
Integrating AI into existing systems builds a foundation for agents to operate

When AI is wired into the tools where work already happens, it stops being a separate step and starts becoming part of how the business runs.



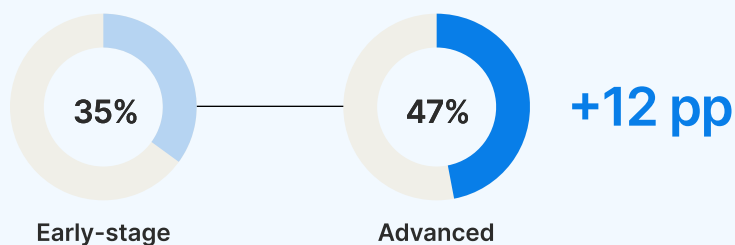
Putting clear ownership and guardrails in place makes AI safe to scale

Without strong governance in place, AI usage stays fragmented, accountability is unclear, and the risk of shadow AI grows in proportion to adoption.



Connecting AI to company knowledge improves outputs and trust

Context turns AI from a generic assistant into something that produces accurate, useful, and trustworthy output.



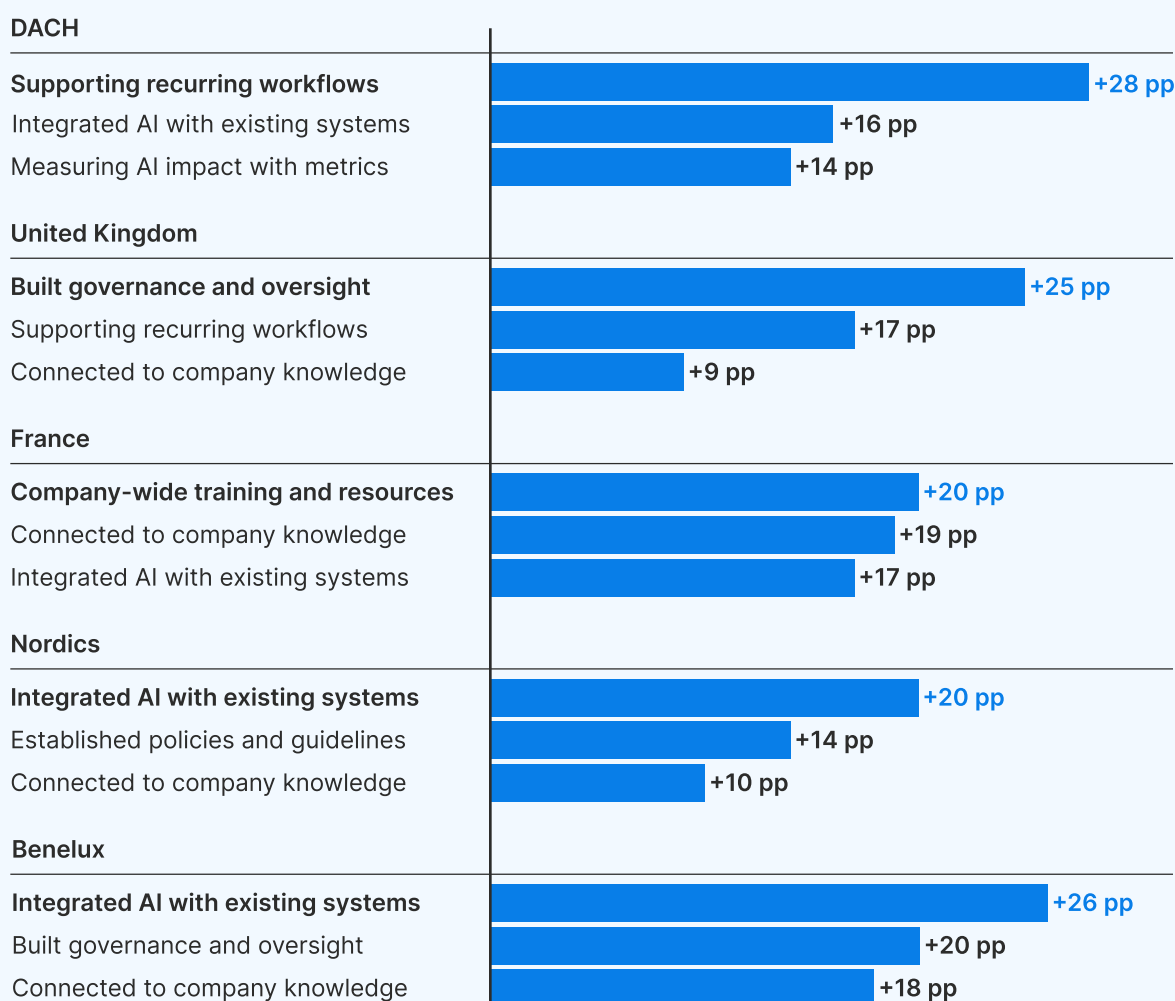
Source: Notion Global AI Transformation Study (2026), fielded via Qualtrics. AI Decision Makers, Early-stage N=641, Advanced N=193.

Same foundation, different levers

Some markets are prioritising connecting AI to their existing systems, others are focused on governance, training, or embedding AI into recurring workflows. The lever changes by market, but the direction doesn't: building AI into how work gets done.

AI implementation strategies in place, by market

Percentage-point gap between advanced and early-stage organisations among AI Decision Makers



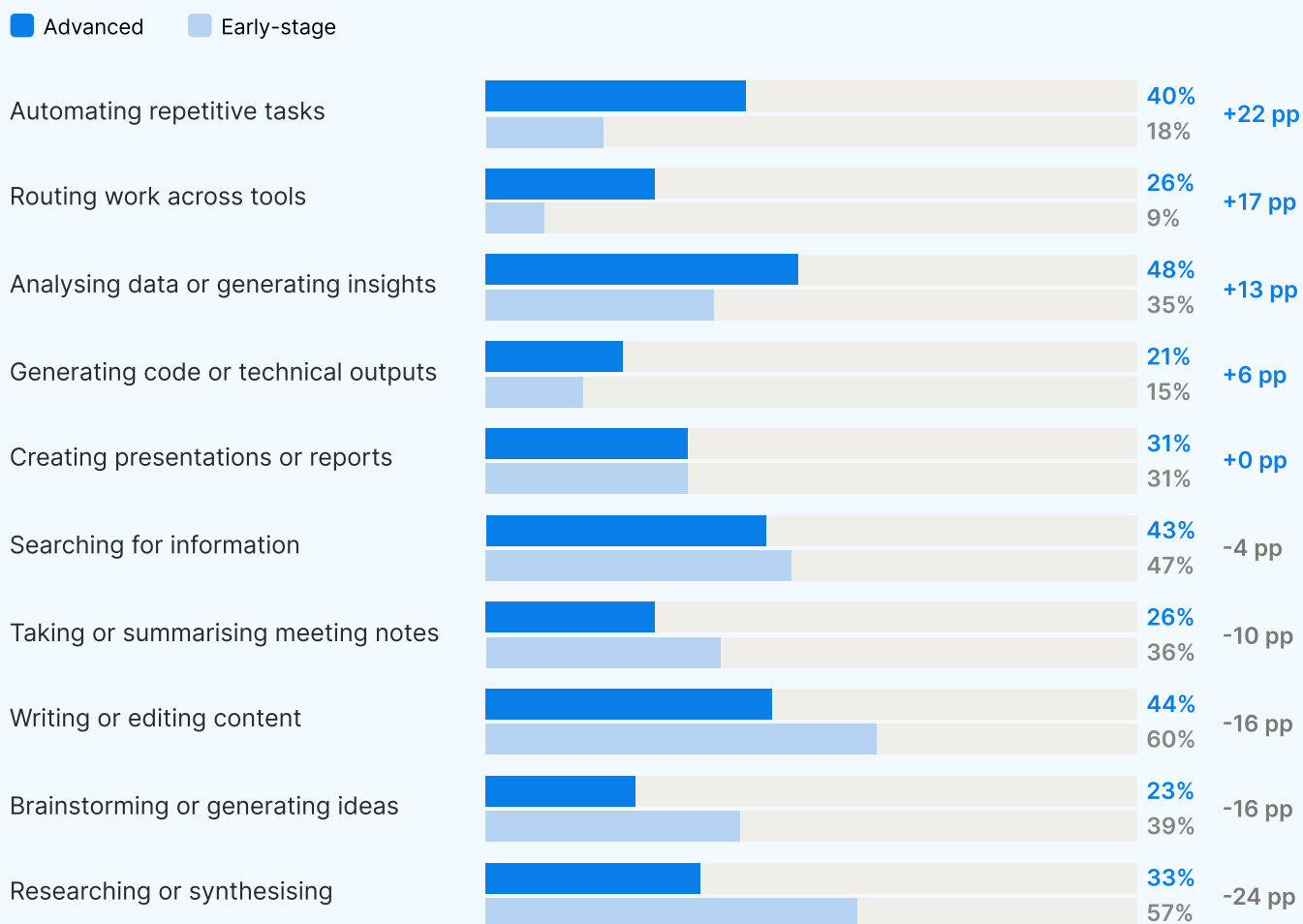
Source: Notion Global AI Transformation Study (2026), fielded via Qualtrics. AI Decision Makers, Early-stage N=641, Advanced N=193, broken down by region.

The user shift: Automate more, brainstorm less

At advanced organisations, AI use shifts from individual tasks to shared workflows. Use of AI for automating repetitive work, routing tasks across tools, and analysing data rises, while drafting content, basic research, and brainstorming fall. The pattern is consistent: fewer individual, standalone use cases and more collaborative ones that act as the connective tissue of the organisation.

Workflows where AI Users use AI

Percentage of AI Users who selected each workflow, by AI maturity level. Ranked by change in percentage points



Source: Notion Global AI Transformation Study (2026), fielded via Qualtrics. AI Users, Early-stage N=1,620, Advanced N=77.

The path forward: from fragmentation to an AI operating layer

Most European organisations have an AI strategy, but few have addressed the underlying infrastructure challenge: an AI orchestration layer. When shared knowledge functions as a system of record, any AI model can act, trigger, and route work across the business because the environment matters more than any single model. A shared knowledge base also gives organisations the flexibility to choose the best model for each task, reducing vendor lock-in as models evolve.

The organisations pulling ahead have already figured this out. For everyone else, getting there means focusing on three shifts:

1 Consolidate organisational knowledge

Bring documents, projects, and knowledge into a single, clean system of record so AI has the context it needs to be accurate and useful.

2 Build in governance from the start

Establish clear ownership, permissions, and guardrails early, so AI scales safely across the business rather than around it.

3 Embed AI into recurring workflows

Moving from isolated tasks to automating workflows is where real business impact begins—with AI shifting from a standalone experiment to a collaborative teammate.

Ready to accelerate your AI transformation?

Notion is the collaborative AI workspace where teams and AI agents collaborate to get work done. Your knowledge, projects, and AI tools live in one place, so AI has the context to summarize, draft, and take action. Automate busywork, reduce tool sprawl, and keep work moving with enterprise grade security and controls. [Talk to our sales team](#) to see how Notion can support your AI transformation.

Sources

Notion Global AI Transformation Study (2026), fielded via Qualtrics.

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1. AI Decision Makers, N = 844. Q: "Our organisation has a clear strategy for where AI can have the most impact" (% who somewhat or strongly agree, by region).
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2. AI Decision Makers and AI Users, N = 2,541. % of respondents, by region.
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3. AI Decision Makers, N = 844. Q: "Disconnected tools, systems, and data are holding back AI's impact" (% who somewhat or strongly agree, by region).
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4. AI Decision Makers, N = 844. Q: "We're investing in AI faster than employees are prepared to use it" (% who somewhat or strongly agree, by region).
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5. AI Users, N = 1,697. Q: "I would use AI more if I trusted it not to make mistakes on important work" (% who somewhat or strongly agree, by region).
-
6. AI Decision Makers, N = 844. Q: "Our organisation has a clear strategy for where AI can have the most impact" (% who somewhat or strongly agree).
-
7. AI Decision Makers, N = 844. Q: "How much has government policy, regulation, or incentives influenced your organisation's approach to AI adoption?" (% reporting major driver or some influence).
-
8. AI Decision Makers and AI Users, N = 2,541. Q: "Which stage best reflects where your organisation (AI Decision Makers) or you (AI Users) are today? Think about typical, day-to-day usage."
-
9. AI Decision Makers and AI Users, N = 2,541. Q: "AI would deliver more value with better access to our internal knowledge" (% who somewhat or strongly agree).
-
10. AI Decision Makers, N = 844. Q: "Disconnected tools, systems, and data are holding back AI's impact" (% who somewhat or strongly agree).
-
11. AI Users, N = 1,697. Q: "I would use AI more if I trusted it not to make mistakes on important work" (% who somewhat or strongly agree).
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12. AI Decision Makers, N = 844. Q: "How would you describe the AI tools employees use at work relative to what your organisation has officially approved?" (% reporting use of unapproved tools, mixed approved/unapproved, or unknown tool inventory).
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13. AI Decision Makers, N = 844. Q: "Has your organisation observed measurable business impact from AI initiatives to date?".

