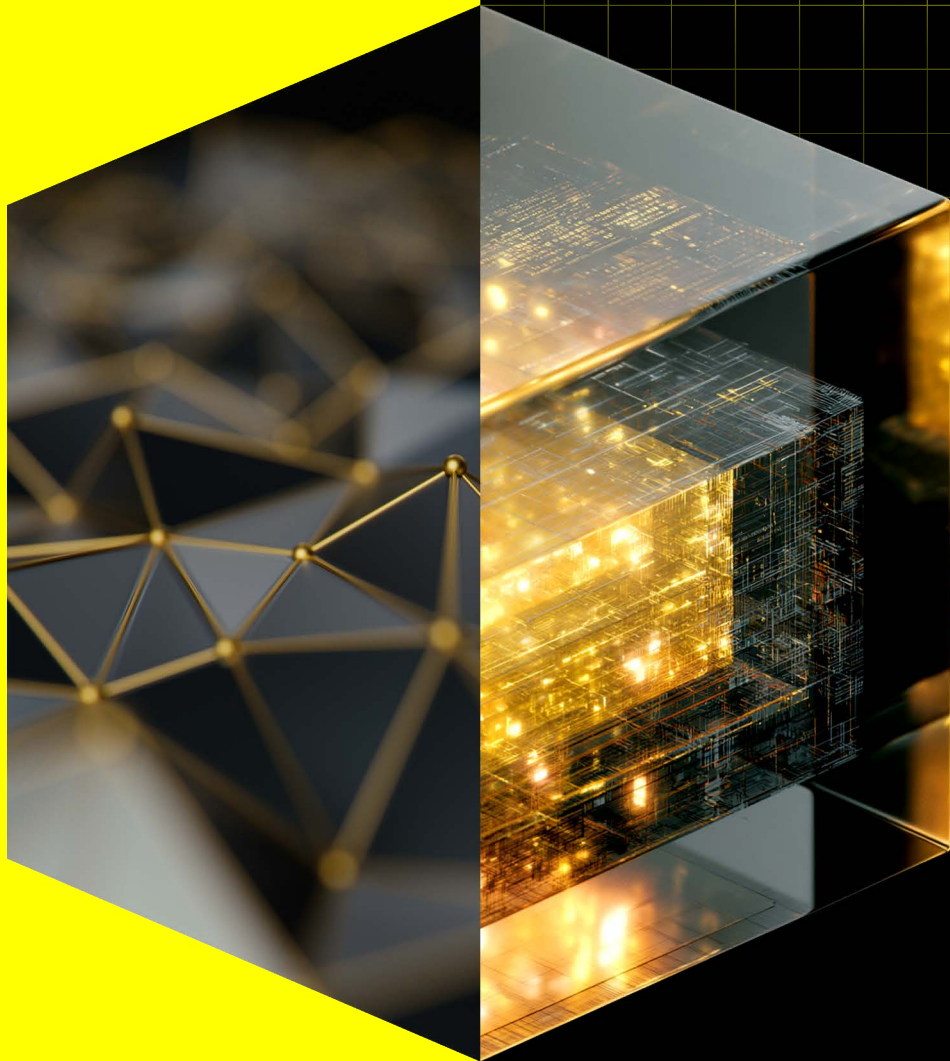




2027

— STATE OF —
**DESIGN
& MAKE**

 **AUTODESK**



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Message from the COO



Every year, the *State of Design & Make* report gives us an opportunity to learn from the people shaping the world around us. They design the buildings we live and work in, manufacture the products we depend on, build the infrastructure that connects communities, and create the media and experiences that inspire us. Together, these Design and Make industries are solving some of today's most important challenges.

This year's research arrives at a moment of extraordinary change. Artificial intelligence is reshaping how work gets done. Sustainability has become a business priority. Economic uncertainty, workforce shortages, and rising customer expectations are forcing organizations to rethink how they operate. The pace of change isn't slowing—and neither are the demands on the people leading it.

That's why we publish this report. Beyond the survey data, it offers an opportunity to

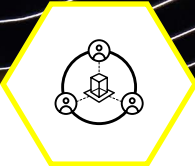
understand how organizations are responding, where they're making progress, and what practices are helping them succeed. Every year, we come away with new ideas from the leaders who are finding better ways to work, collaborate, and innovate.

At Autodesk, our mission is to empower innovators to design and make a better world. We hope the insights in this report help you benchmark your progress, challenge your assumptions, and discover new opportunities to strengthen your business for whatever comes next.

A handwritten signature in black ink, appearing to read 'S. Blum'.

Steve Blum,
Executive Vice President and Chief Operating Officer
Autodesk

Key terms



Design and Make

The convergence of people, processes, and technologies that transforms complex ideas into real-world experiences. More than a way of working, it is a mindset powered by cross-industry collaboration, connected data, and innovation that breaks down silos, empowering millions to build a better world.



Digitally mature organizations

Organizations that describe their digital transformation journey as either “approaching the goal” or “achieved the goal.” Throughout this report, digital maturity reflects an organization’s ability to continually evolve its digital capabilities—not simply deploy new technologies.



AI leaders

Organizations that report their AI adoption as either “approaching the goal” or “achieved the goal,” indicating advanced progress in integrating AI into their business.



Sustainability leaders

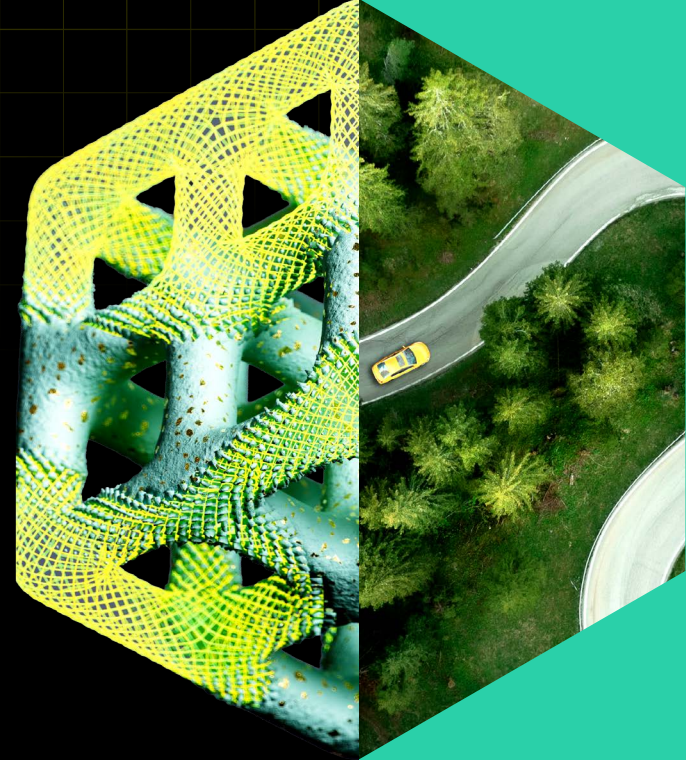
Organizations that strongly agree their company plays a leading role in sustainability within its industry, reflecting both organizational commitment and leadership in sustainable business practices.



Pacesetters

Organizations that lead simultaneously in digital maturity, AI adoption, and sustainability. Pacesetters represent just 11% of the industry leaders and experts who responded, and consistently outperform their peers across business performance, resilience, and transformation outcomes.

Introduction



The rise of the Pacesetters

Business leaders have always had to navigate change. Today, they're managing several transformations at once. Artificial intelligence is reshaping how work gets done. Digital technologies continue to evolve. Sustainability expectations are rising. Economic uncertainty persists. Across Design and Make industries, leaders are balancing these priorities while continuing to deliver growth.

The findings from this year's research suggest that success no longer comes from excelling in any one area. Organizations making the greatest gains aren't simply advancing digital transformation, adopting AI, or pursuing sustainability independently—they're strengthening these capabilities together in ways

that reinforce one another. We call them **Pacesetters**.

Among the 5,500 industry leaders and experts who participated in this research, Pacesetters consistently stood apart. Representing just 11% of respondents, they outperform mainstream organizations across a broad range of business measures. They are 34 percentage points more likely to say they are prepared for macroeconomic and geopolitical disruption (93% vs. 59%), more likely to exceed business performance expectations (85% vs. 50%), and more likely to report that digital transformation improves innovation (44% vs. 29%). Pacesetters are also more likely to say that digital transformation has helped them attract and retain talent

(33% vs. 21%) and that their sustainability efforts help to attract and retain talent (92% vs. 63%).

What distinguishes these organizations is not a single technology or initiative. They invest in digital foundations, put AI to work in practical ways, embed sustainability into business decisions, and increasingly connect people, data, workflows, and expertise across traditional boundaries.

The pages that follow explore what industry leaders can learn from these organizations. Their experience suggests that competitive advantage increasingly comes not from pursuing isolated initiatives, but from building capabilities that strengthen one another over time.

Pacesetters represent **just 11% of respondents**, yet they consistently outperform their peers

85%

of Pacesetters exceed performance expectations

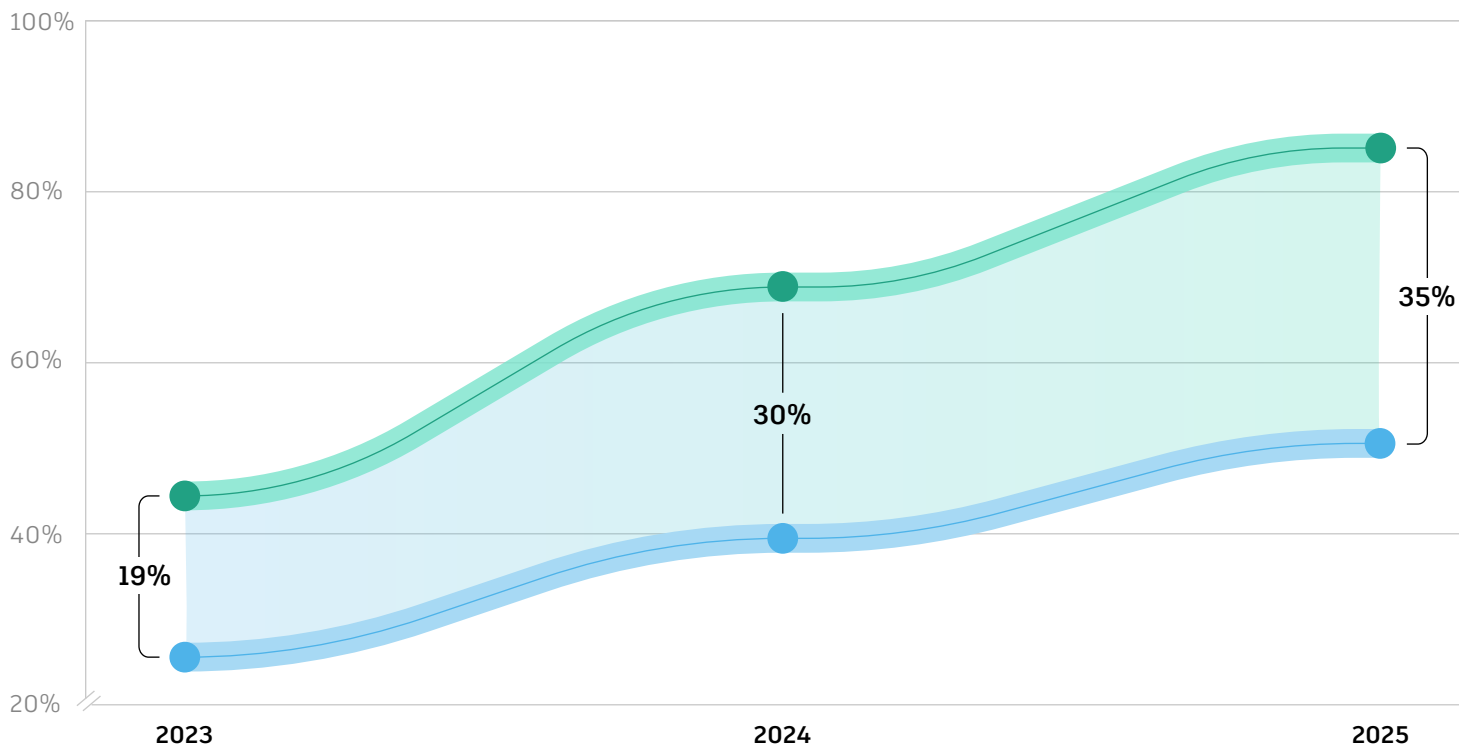
93%

of Pacesetters say they are prepared for macroeconomic and geopolitical change

Pacesetters consistently outperform expectations

Far more leaders say their organizations had above-average or exceptional performance compared to mainstream organizations

● Pacesetters ● Mainstream



Survey question: How has your company or organization performed compared to corporate expectations in each of the last 3 years? Respondents were asked to evaluate their performance for 2023, 2024, and 2025. Top two = "above-average performance" or "exceptional performance." Mainstream and Pacesetter definitions on page 47.

"Digitalization creates the data, AI converts that data into actionable intelligence, and sustainability is one of the most powerful outcomes. Organizations that view these as separate agendas risk missing the transformative value that emerges when they are pursued together."

PK VIJAY

General Manager, Projects & Executive Committee Member (Central Projects Organization), ITC Limited, a conglomerate based in Kolkata, India

**Digital
transformation
is a journey,
not a destination**





Progress is measurable. Expectations are evolving.

Digital transformation is delivering measurable results across Design and Make industries. Nearly every organization (98%) reports measurable business benefits, and almost half (49%) say they have made substantial progress toward their transformation goals.

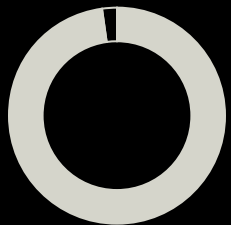
At the same time, fewer organizations now describe themselves as digitally mature. The share identifying as digitally mature has fallen

from 63% in 2024 to 44% in 2027, even as organizations continue making progress. Rather than signaling slower transformation, this shift suggests leaders are redefining what digital maturity requires as AI, connected data, automation, and cloud technologies reshape how work gets done.

Capabilities that once distinguished digital leaders are rapidly becoming expected. Digital maturity is

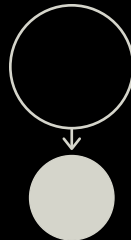
evolving from a destination organizations reach into a capability they continually strengthen as technology, customer expectations, and markets continue to change.

As Jeff Kinder, Autodesk EVP, product development and manufacturing solutions, puts it, “Digital maturity is a journey, not a destination. The moment you stop investing, you are already behind.”



98%

of business leaders report measurable digital transformation benefits



Fewer organizations now describe themselves as digitally mature:

63% to **44%**
in 2024 in 2027

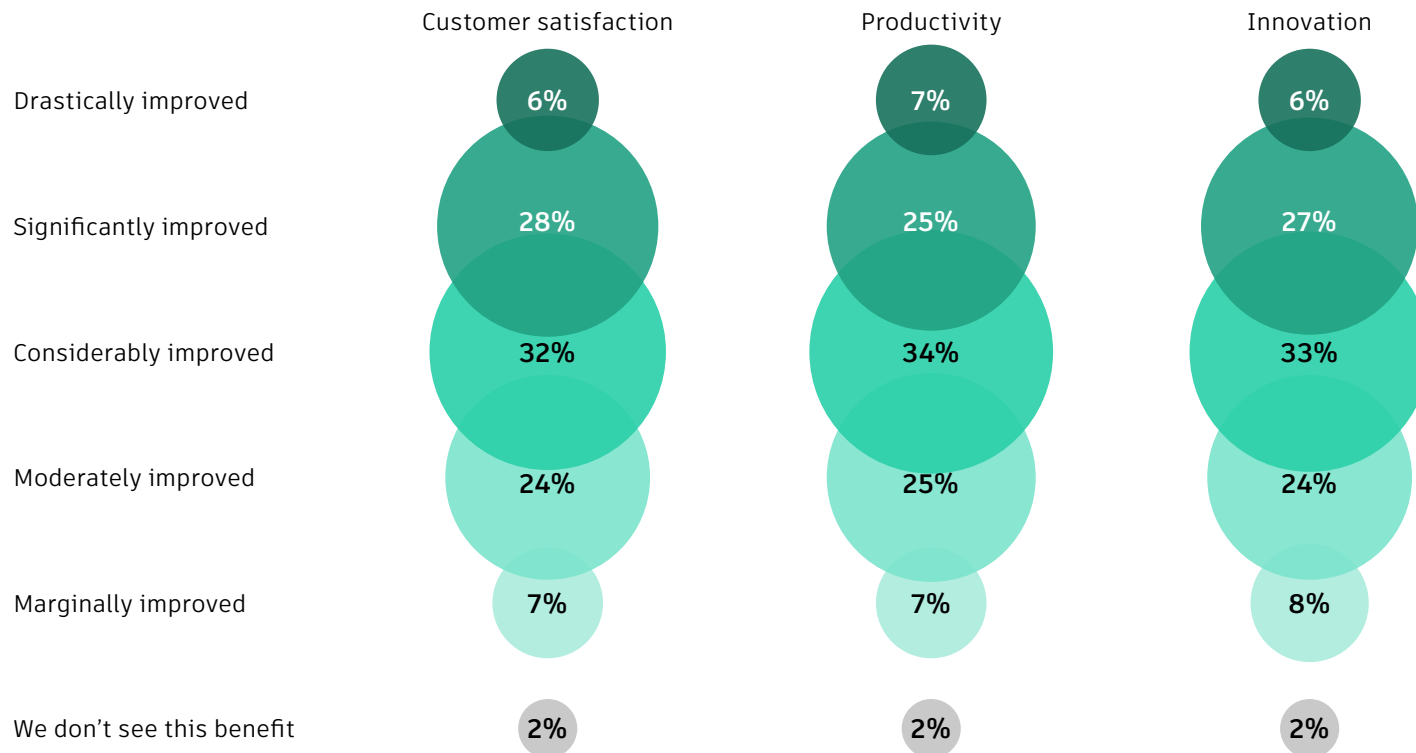


88% vs. 60%

Pacesetters are far more likely than mainstream organizations to prioritize digital products and services

Digital transformation continues to pay dividends across Design and Make organizations

1 in 3 leaders say it has improved outcomes by at least 75%



Survey question: We identified the following as top benefits of digital transformation. In the past three years, how much has digital transformation improved [benefit]? 6-point scale: "Marginally;" "moderately, by 25%;" "considerably, by 50%;" "significantly, by 75%;" "drastically, by 100%;" "we don't see this benefit." Percent selected. Numbers do not add up to 100% due to rounding.

The business case for digital transformation is increasingly clear. Two-thirds of organizations report improvements of at least 50% in customer satisfaction, productivity, and innovation. Roughly one in three say those outcomes have improved by 75% or more.

The conversation has shifted from whether digital transformation works to how organizations continue building on that foundation.

2 in 3

report that digital transformation has improved innovation by at least 50%

Cost, talent, and time are the biggest digital transformation barriers

For Pacesetters, the largest struggle is with time

● Pacesetters ● Mainstream

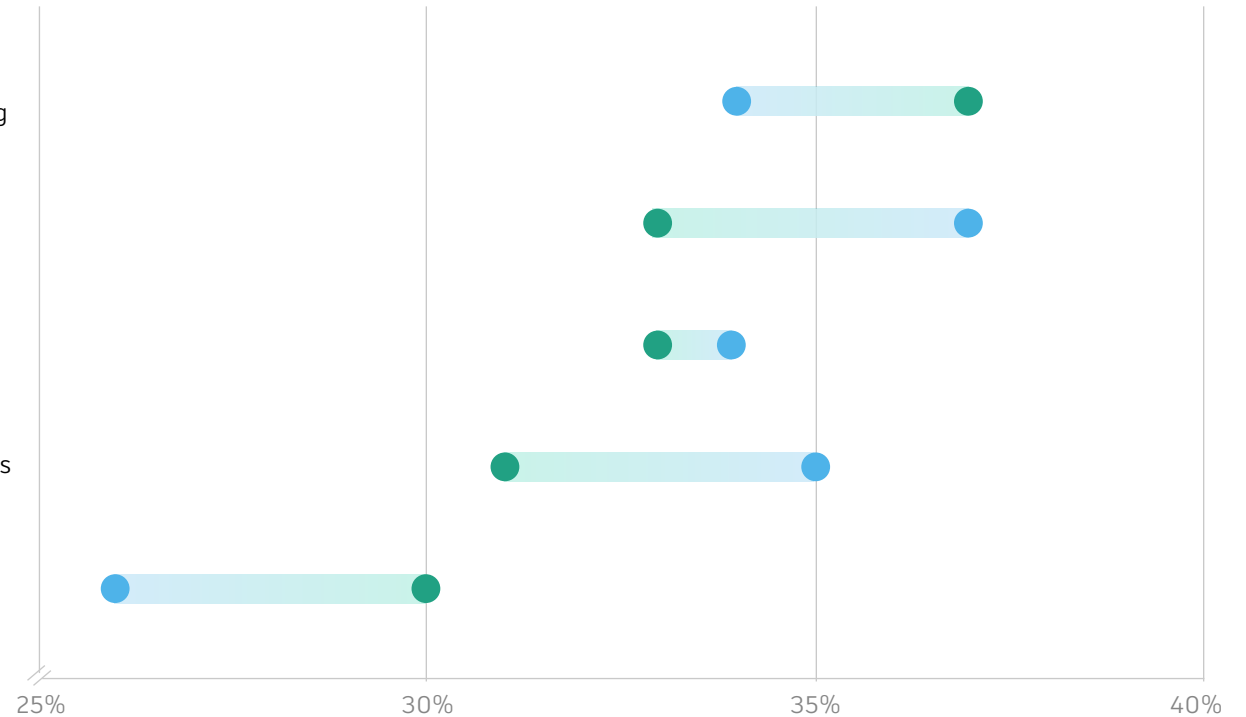
Time needed to invest in new tools and ways of working

Cost

Lack of **knowledge** or technical skills

Lack of **trained/skilled** workers

Resistance to changing established workflows



Survey question: What are the barriers to digital transformation in your company or organization? Percent selected, multiple responses allowed.
Mainstream and Pacesetter definitions on page 47.

The constraint is no longer technology. It's capability.

Cost remains a significant challenge, but organizations increasingly recognize that workforce capability—not technology itself—is becoming the limiting factor in continued progress.

Fifty-six percent cite at least one skills-related barrier, compared with 37% who identify cost as their primary obstacle.



“You have to build the digital foundation first. Once that foundation is in place, you can build new capabilities on top of it.”

KEISUKE MITO

Digital Construction Platform Department Manager, Shimizu Corporation, a construction company based in Tokyo, Japan



Image courtesy of SOKRISPYMEDIA



SOLUTION SPOTLIGHT

From concept to screen: SOKRISPYMEDIA scales creative ambition

When MrBeast set out to raise the stakes for Beast Games Season 2, SOKRISPYMEDIA needed a way to match blockbuster production demands without blockbuster infrastructure. By transforming its production workflow with AI-powered motion capture, the team converted live-action camera footage directly into fully editable 3D scenes, combining previsualization and final look development in a single, streamlined process.

The results redefined what a creator-scale studio could achieve—proving that the right digital tools and workflows can close the gap between independent studios and the biggest production houses in the industry.

[➔ Read the full story](#)

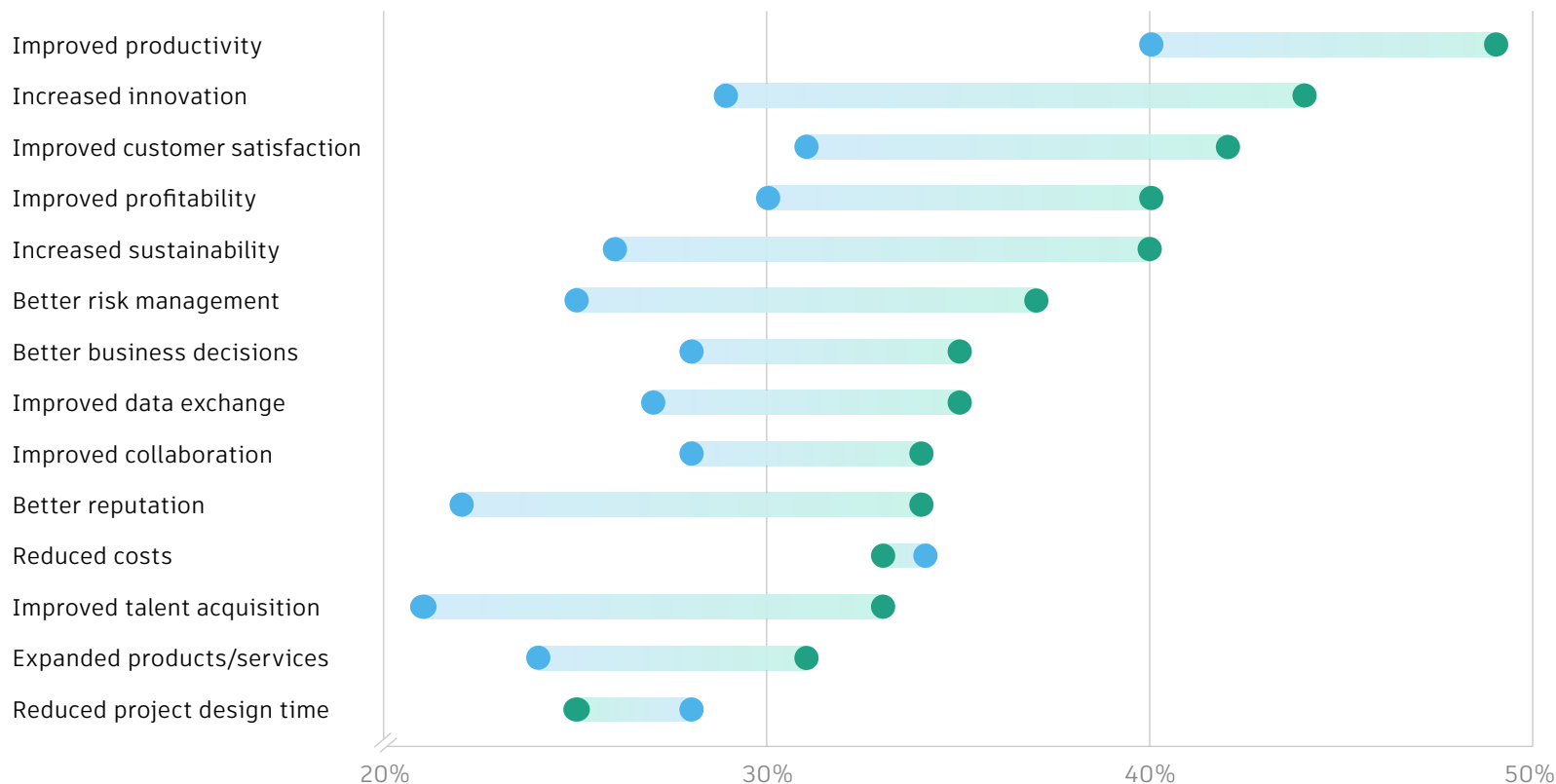
“I don’t think digital maturity has declined. I think organizations simply have a more realistic understanding of where they stand today.”

NIELS TRELDAL
Senior Technical Director, COWI, a global engineering and consulting firm with roots in Scandinavia

Pacesetters see outsized digital transformation benefits

Nearly across the board, Pacesetters realize better outcomes than other organizations

● Pacesetters ● Mainstream



Survey question: Has your company or organization experienced any of the following benefits of digital transformation? Percent selected, multiple responses allowed.
Mainstream and Pacesetter definitions on page 47.



vs. **60%**
of mainstream

88%
of Pacesetters
prioritize digital
products and
services

Pacesetters pair technology with organizational capability

Technology alone does not explain why Pacesetters outperform. They face many of the same pressures as mainstream organizations, but they are better equipped to move through them. Compared with mainstream organizations, they are more likely to prioritize digital products and services (88% vs. 60%), ensure the accuracy of internal data (93% vs. 74%), and continue increasing technology investment.

Those investments are supported by stronger organizational capabilities, including connected data and integrated workflows, and increased readiness to adapt as technology evolves. That combination—not technology alone—helps explain why Pacesetters consistently outperform mainstream organizations across productivity, innovation, customer satisfaction, profitability, resilience, and business decision-making.

AI imperatives meet implementation challenges



AI execution is becoming the competitive advantage

Artificial intelligence has become the defining technology challenge across Design and Make industries. For the first time, technological advancement—including AI—has overtaken cost management as organizations' top concern, rising from 31% in 2025 to 40% in 2027. The shift reflects more than growing interest in AI. It marks a change in executive priorities as organizations move from experimenting with AI to embedding it into everyday work.

Organizations are responding accordingly. Three-quarters plan to increase AI investment over the next three years. Already, 40% have integrated AI into design workflows, while 34% are implementing AI-driven automation. The question is no longer whether organizations will adopt AI, but how effectively they can put it to work.

"AI can tell you what changed on a project, but the harder problem is why the decision was made, when, and what it affects downstream," says Autodesk EVP, platform services and emerging technologies, and CTO Raji Arasu. "That context doesn't come from a prompt or a single system, but from understanding how a project's data, people, and decisions relate to one another."



75%

of business leaders plan to increase AI investment, even as overall technology spending levels off



6 in 10

organizations say they are in the early or middle stages of achieving their AI goals or have not yet started



94% vs. 61%

Pacesetters are far more likely to have dedicated AI teams driving implementation

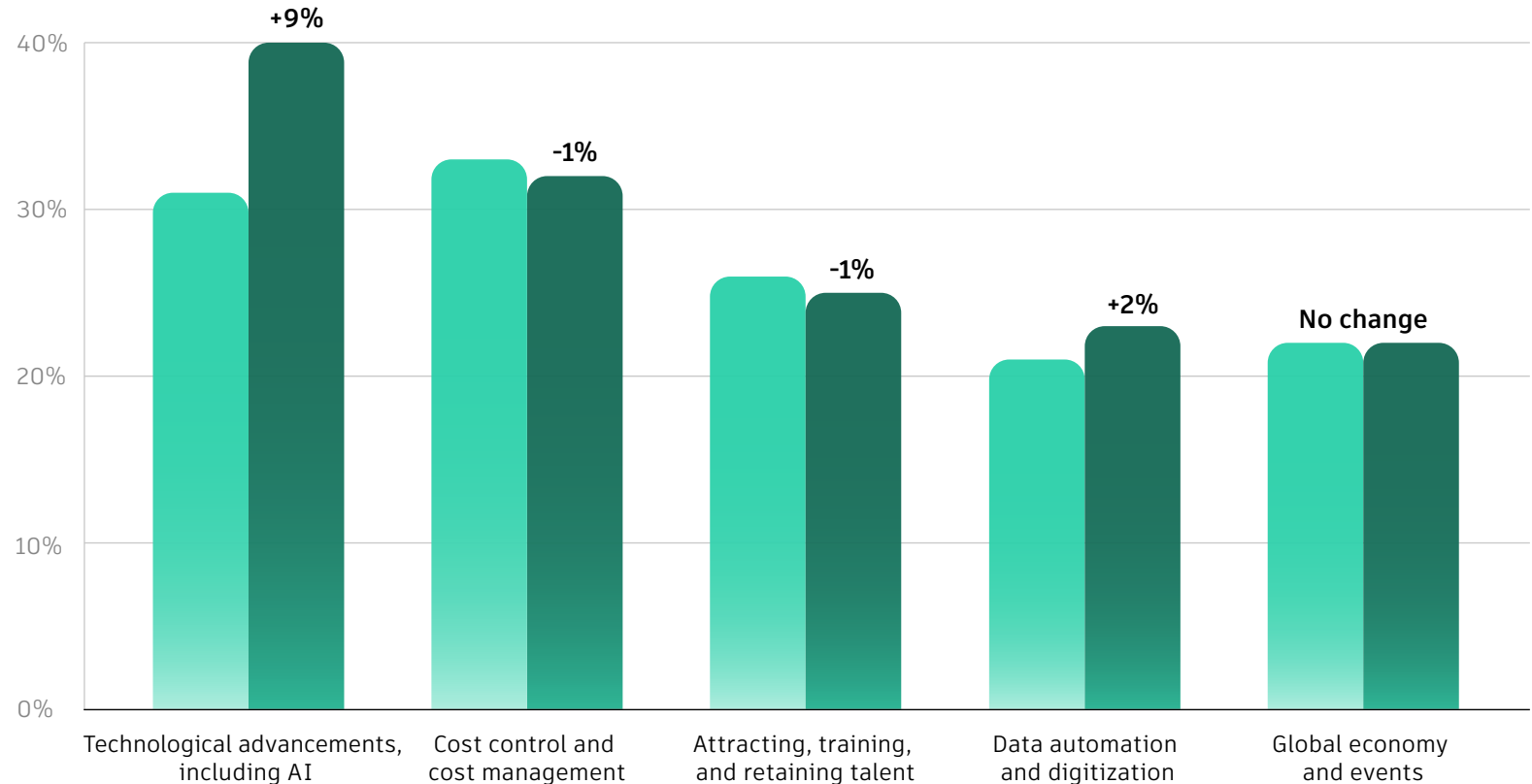
“AI is here, and it’s only going to get better. The companies that embrace experimentation now are the ones who will maintain their edge.”

JEFF KINDER
EVP, Product Development and Manufacturing Solutions, Autodesk

AI is now the top challenge across Design and Make industries

For the first time, technology eclipses cost as the top organizational obstacle

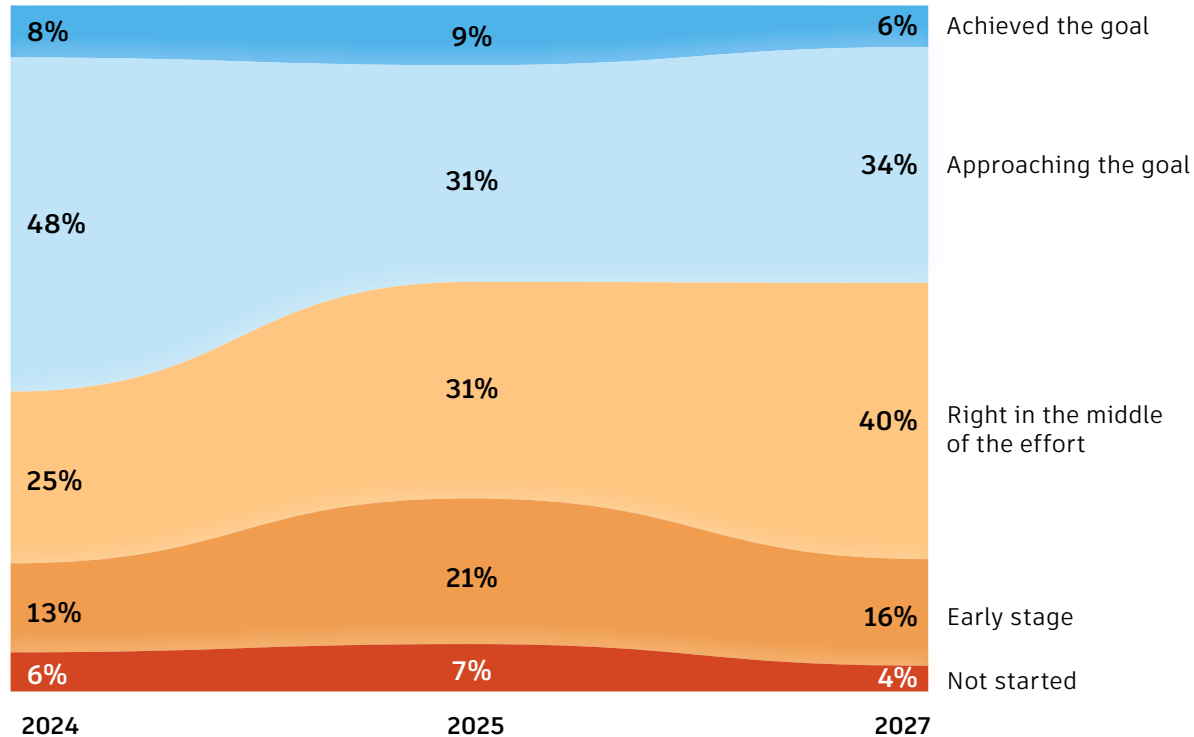
● 2025 ● 2027



Survey question: What are the top three challenges your company or organization faces today? Please select up to three. Percent selected.

Organizations are reassessing where they are in their AI journeys

The rapid evolution of AI technology is moving goalposts across Design and Make



Survey question: Where is your company or organization in achieving its current artificial intelligence (AI) goals? 5-point scale. Percent selected. Numbers do not add up to 100% due to rounding.

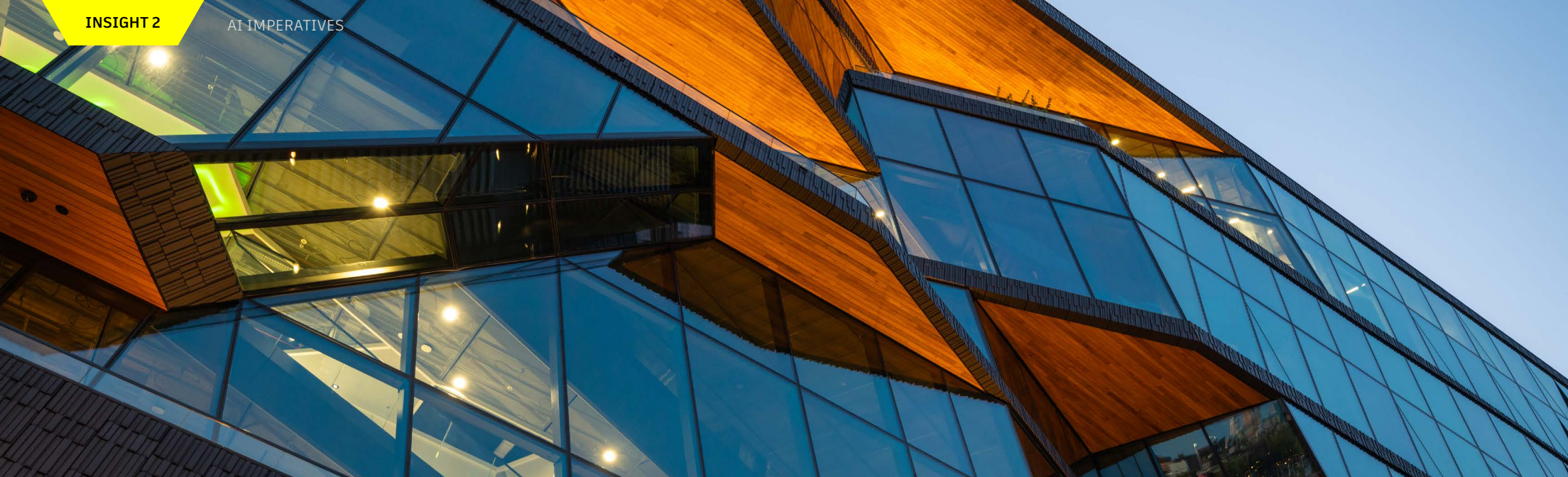
Investment alone does not guarantee results. Only 40% of Design and Make organizations say they are approaching or have achieved their AI goals, while most remain earlier in their AI journeys. As AI capabilities continue evolving, organizations are also redefining what successful implementation looks like.

Putting AI to work requires more than deploying new tools. Organizations must connect AI to trusted data, embed it into everyday workflows, and equip employees with the skills to apply it effectively. The challenge is shifting from experimentation to execution.

“We see AI as additional brainpower. The Indian construction market has many variables, and AI can help us connect the dots faster, better, and at scale.”

SAGAR S. GANDHI

Head of Strategy & Business Excellence,
Shapoorji Pallonji Engineering & Construction,
an engineering and construction company
based in Mumbai, India



SOLUTION SPOTLIGHT

MAIRE embeds AI where engineering work happens

Global engineering company MAIRE set out to make AI part of everyday engineering work rather than a stand-alone capability. By connecting AI to trusted project data and embedding it directly into engineering workflows, the company reduced rework, accelerated access to information, and improved decision-making across highly complex projects.

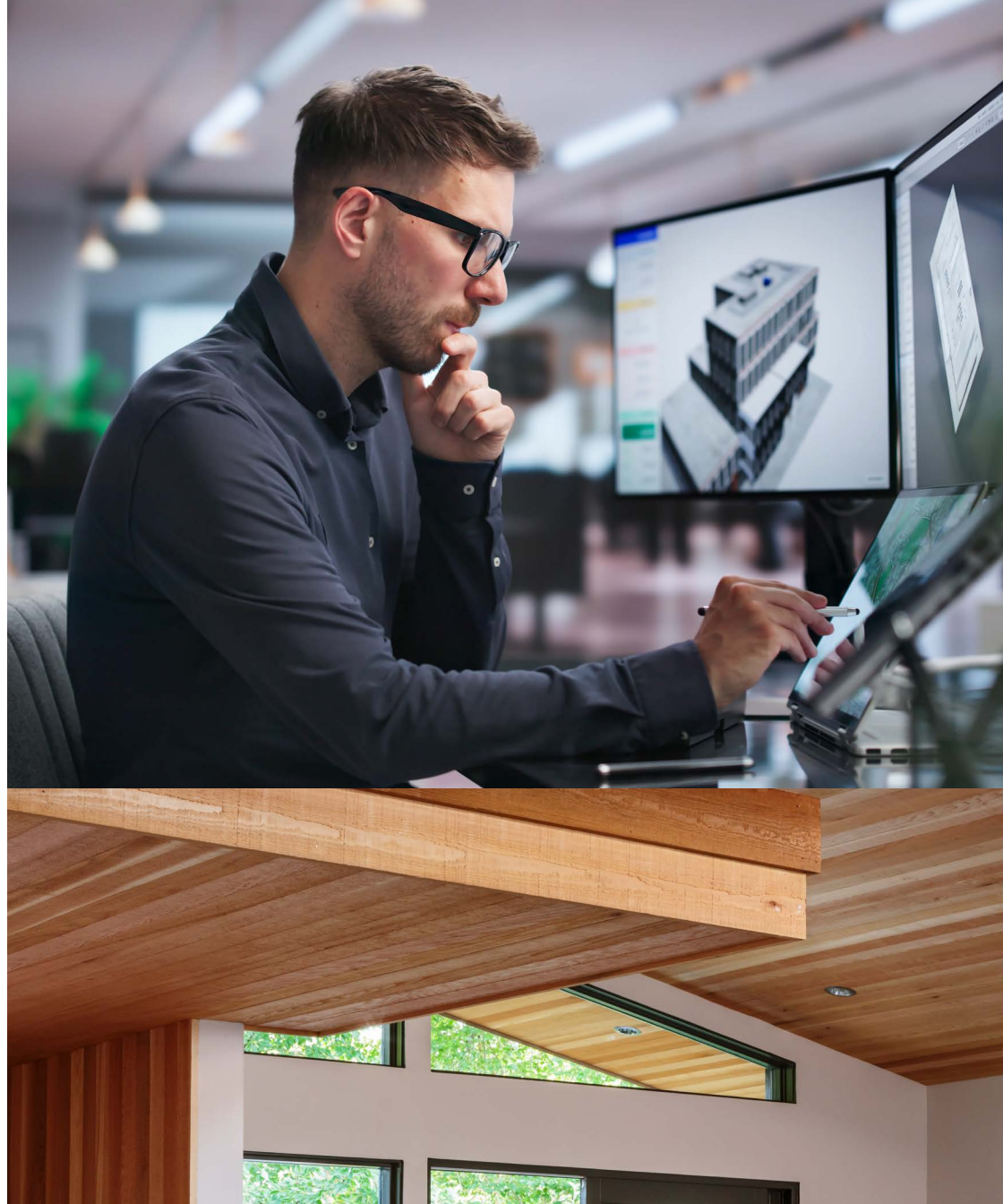
Today, more than 200 engineers are advancing more than 100 AI-powered solutions toward enterprise deployment. MAIRE's experience demonstrates that AI creates its greatest value when it is connected to trusted data and integrated into the processes where work actually happens.

[→ Read the full story](#)

Confidence in AI is growing

As organizations gain practical experience with AI, optimism is replacing uncertainty. Seventy-three percent believe AI will enhance their industry, 71% believe it will make their industry more creative, and 70% believe it will reduce repetitive work. At the same time, the share of leaders who believe AI will destabilize their industry has fallen from 48% in 2025 to 41% in 2027.

Organizations are becoming more confident not because AI is changing more slowly, but because they are becoming more familiar with how to apply it responsibly and effectively.



“We use LLMs [large language models] as an enhanced search engine—to find precedent projects, connect with practitioners doing similar work, and assemble large data sets that would be difficult to gather manually.”

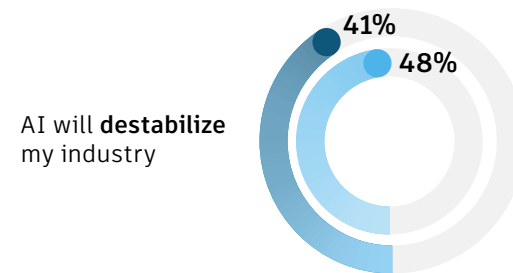
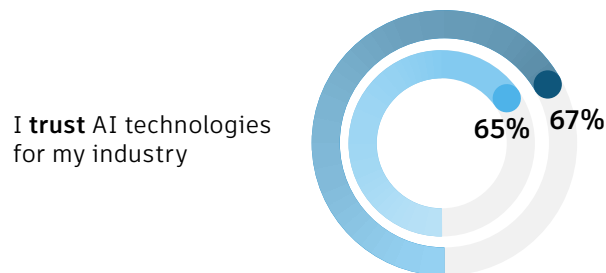
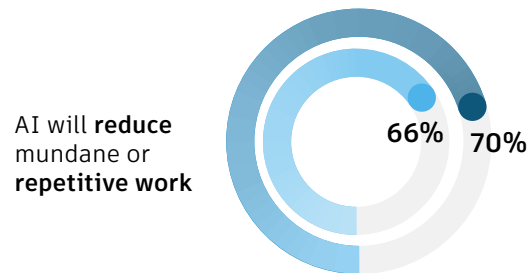
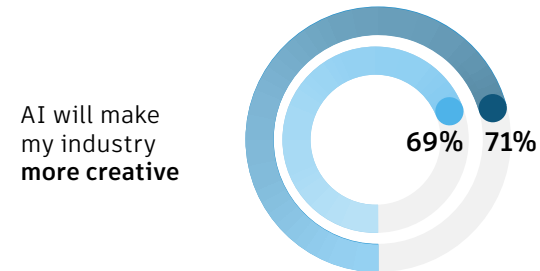
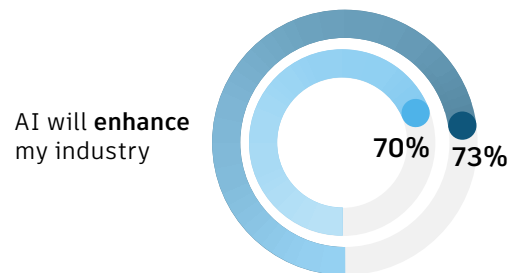
NATHAN SU

Co-founder, Inferstudio, an architecture and computational design studio based in Los Angeles, CA, US

Sentiment about AI is up and concerns about destabilization are down

As AI becomes more familiar, concern turns to optimism

● 2025 ● 2027



Survey question: When you think about artificial intelligence (AI) in your industry and company, to what extent do you agree or disagree with the following? Top two = "somewhat agree" or "strongly agree."



AI fluency is becoming a core workforce capability

As AI becomes part of everyday work, organizations are placing greater emphasis on broad AI fluency than specialized technical expertise. Among organizations prioritizing AI skills, general AI knowledge ranks as the highest priority (37%), followed by practical experience using AI tools (22%), AI literacy (13%), and AI integration and implementation (11%).

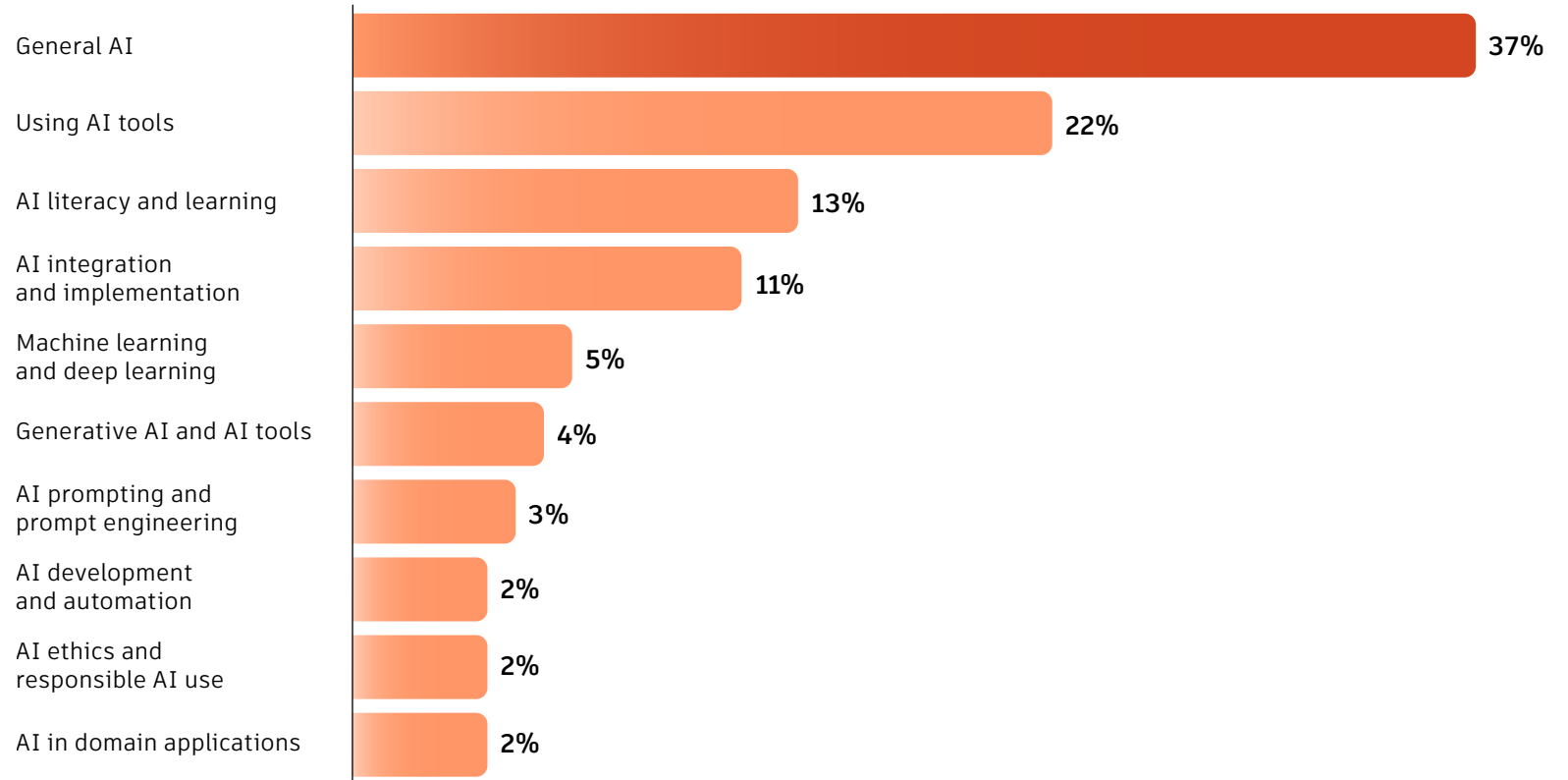
These priorities suggest organizations increasingly expect AI to become a foundational business capability rather than the responsibility of a small group of specialists. As AI

becomes embedded across more workflows, competitive advantage will depend on helping more employees use AI confidently and responsibly.

As Mary Hope McQuiston, VP, Autodesk education experiences, explains, “AI is most powerful when it amplifies what makes us human. It can automate repetitive work, but curiosity, judgment, creativity, empathy, and collaboration remain uniquely human strengths. The future isn’t about becoming more like machines—it’s about giving people more space to do what only people can do.”

AI skill priorities skew toward general literacy

Responses among those who identified AI as a critical workforce skill



Subset for those who answered "AI skills and application" (31%, n = 3,073) to the question: In the next 3 years, what will be the TWO most important technical or digital skills for your company's workforce? General AI = "strong AI skills," "AI technology." Percentages reflect share of total responses, not respondents; the question was open-text, so respondents could provide multiple answers.

Pacesetters operationalize AI differently

The difference between Pacesetters and mainstream organizations isn't simply that they invest more in AI. They build the organizational capabilities needed to put AI to work.

Compared with mainstream organizations, Pacesetters are more likely to integrate AI into design workflows (57% vs. 38%), implement AI-driven automation (48% vs. 32%), and invest in AI training and development (52% vs. 39%). They also invest more heavily in the foundations that make AI effective, including data management and analytics (+23 percentage points); talent acquisition, training, and retention (+31 percentage points); and new products and services (+20 percentage points).

Those investments are reinforced by stronger organizational capabilities. Pacesetters are far more likely to have dedicated teams responsible for AI integration (94% vs. 61%), trusted data partners (92% vs. 65%), and connected systems that integrate information across the organization (91% vs. 60%).

As Mike Haley, Autodesk SVP, research, observes, "AI is exceptionally good at separating signal from noise. It can sift through enormous amounts of information and help people focus on what matters most." Organizations that provide AI with trusted data, clear context, and connected workflows are better positioned to translate investment into measurable business value.

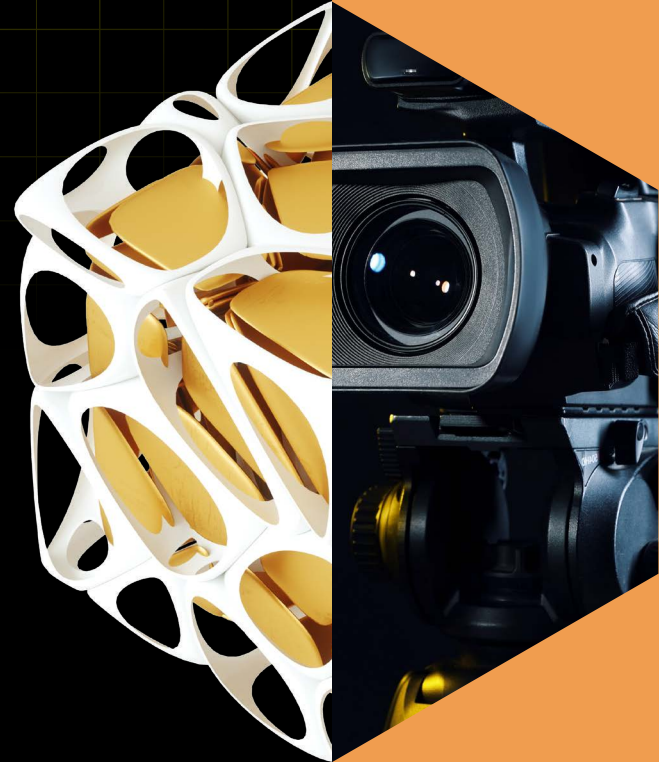


94%

of Pacesetters
have dedicated teams
responsible for
AI integration

vs. **61%**
of mainstream

Sustainability shifts from aspiration to advantage



Sustainability creates value—but execution remains difficult

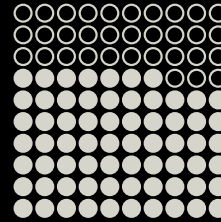
Sustainability has entered a new phase across Design and Make industries. What was once viewed primarily as a compliance requirement or corporate responsibility initiative is increasingly recognized as a source of competitive advantage and long-term business value.

Today, 67% of organizations say sustainability creates a competitive advantage, while 71% believe sustainability initiatives can generate more than 5% of annual revenue over time. The conversation is shifting from why sustainability matters to how organizations create value from it.

As Julien Jean-Charland, national director of digital delivery at CIMA+, shares, “We don’t just build the most efficient building—we build the

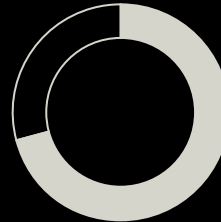
one that’s most comfortable for people. That’s what differentiates us.” Gabriele Gambotto, co-founder and CTO at Leva Engineering in Turin, Italy, makes a similar point, saying, “Of course, we want it to be sustainable because it’s part of our values, but there are huge advantages of being completely electricity-driven.” Sustainability is increasingly viewed not simply as an environmental commitment, but as a business strategy that delivers multiple benefits.

Execution, however, remains challenging. Forty-one percent of organizations say they are falling behind on their sustainability goals, even as confidence in sustainability’s business impact continues to grow. The tension is no longer between sustainability and business value, but between ambition and execution.



67%

of business leaders say sustainability has shifted from obligation to competitive advantage



71%

of business leaders say sustainability initiatives can generate more than 5% of annual revenue

92% vs. 64%

Pacesetters are far more likely than mainstream organizations to say sustainability strengthens their competitive position



“When you talk about energy efficiency and electrification, you’re also talking about economic resilience.”

ISABELLE SPIEGEL

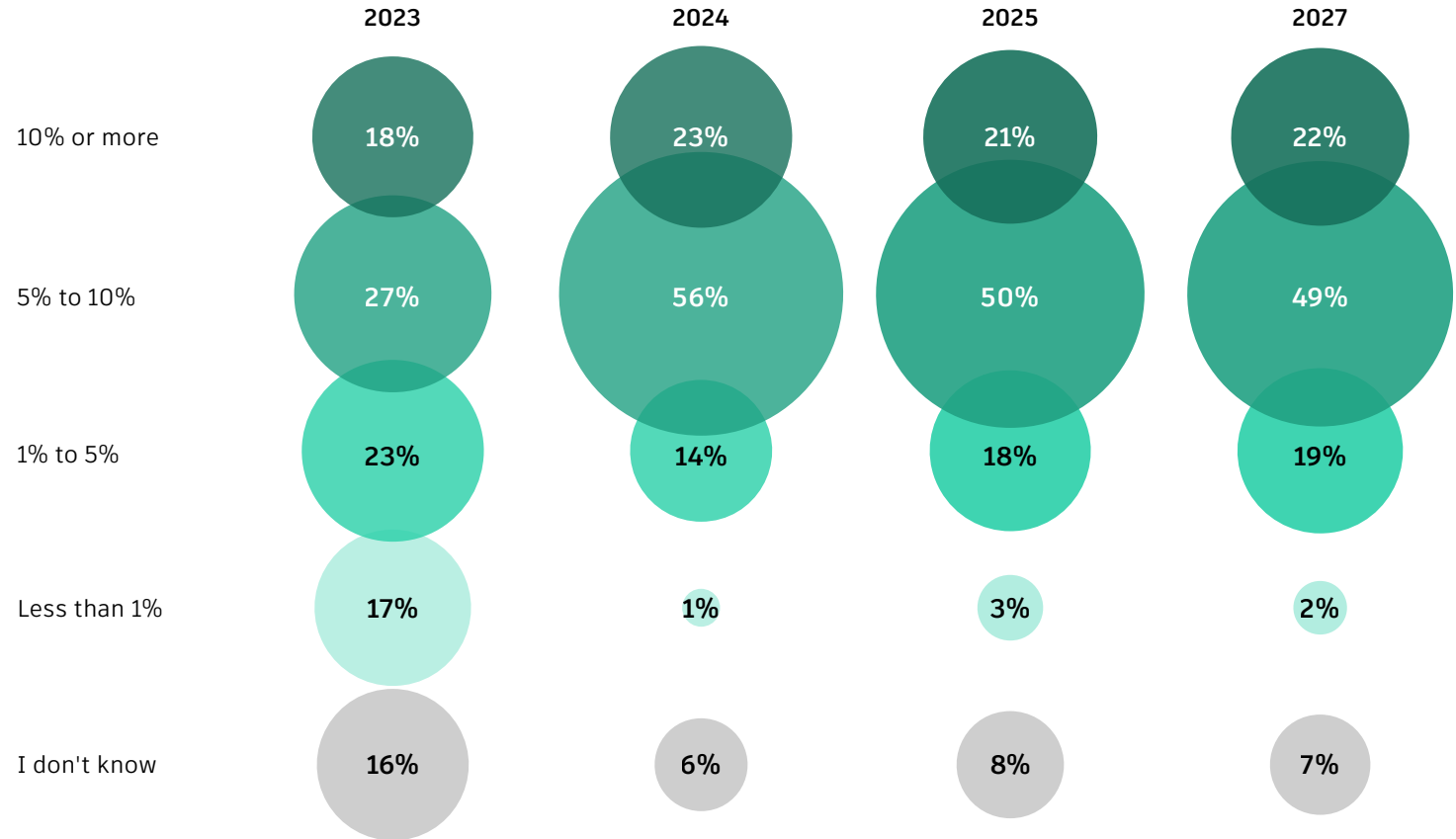
Vice President of Environment, VINCI, a global construction company based in Nanterre, France

Organizations increasingly expect sustainability to contribute directly to financial performance. Nearly three in four believe sustainability initiatives can generate more than 5% of annual revenue, reinforcing the view that sustainability is becoming a source of business value rather than simply a cost of doing business.

Pacesetters are even more confident. Ninety-two percent say sustainability strengthens their competitive position, 94% view it as a long-term business advantage, and 89% expect sustainability initiatives to generate more than 5% of annual revenue.

The question is no longer whether sustainability creates value. Increasingly, organizations are focused on how to capture that value through better decisions, stronger operations, and connected digital capabilities.

Almost 3 in 4 organizations still say sustainability can generate 5%+ annual revenue



Survey question: To the best of your knowledge, how much business value (as a % of annual revenue) can sustainability measures generate in the long term for your company? 5-point scale. Numbers do not add up to 100% due to rounding.



Image courtesy of Athenian Brewery

SOLUTION SPOTLIGHT

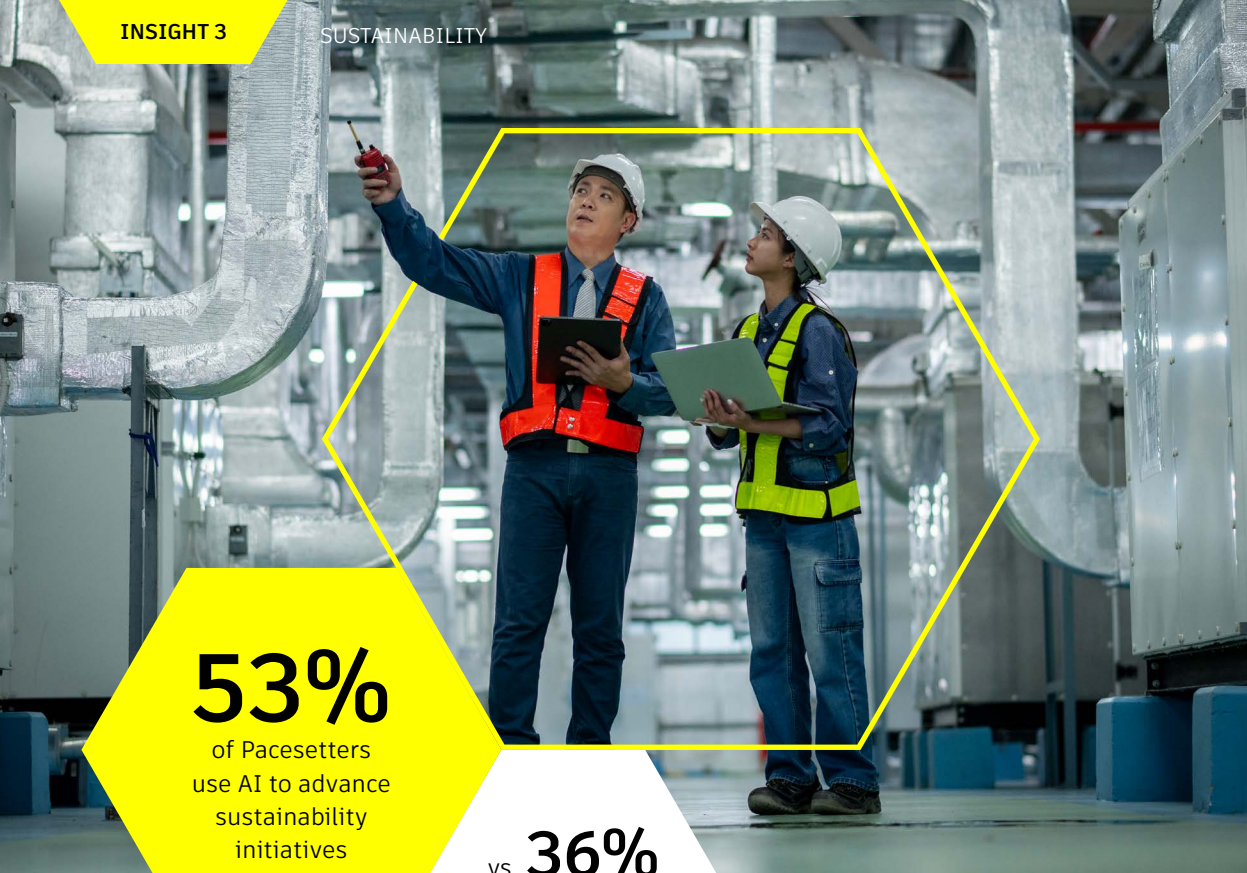
Athenian Brewery uses connected data to make sustainability measurable

As Greece's largest brewery and a Heineken producer, Athenian Brewery set out to reduce emissions while improving operational performance. By creating a digital view of energy use and production operations, the company gained better visibility into equipment performance, maintenance needs, and resource consumption.

The results demonstrate how sustainability and operational performance can reinforce one

another. Maintenance costs fell by up to 11%, while product changeover times, energy use, water consumption, and CO₂ emissions each declined by 13%. The experience shows how connected data can turn sustainability goals into measurable business outcomes.

➔ Read the full story

**53%**

of Pacesetters
use AI to advance
sustainability
initiatives

vs. **36%**
of mainstream

Pacesetters turn sustainability into operational advantage

As with AI, Pacesetters don't simply invest more in sustainability. They build the organizational capabilities necessary to make sustainability part of everyday business decisions.

Compared with mainstream organizations, they are more likely to see sustainability as a competitive advantage (92% vs. 64%), expect sustainability initiatives to generate more than 5% of annual revenue (89% vs. 70%), and report strong internal motivation to achieve sustainability goals (94% vs. 68%).

Technology is one way Pacesetters put those commitments into practice. Compared with mainstream organizations, they are more likely to improve energy efficiency (42% vs. 35%),

increase renewable energy use (38% vs. 29%), adopt circular design practices (38% vs. 29%), and use AI to advance sustainability initiatives (53% vs. 36%).

As Autodesk Chief Sustainability Officer, Joe Speicher, observes, "AI is particularly powerful at revealing trade-offs. It can help organizations evaluate cost, carbon, performance, and risk together—and make better decisions earlier, when they have the greatest impact."

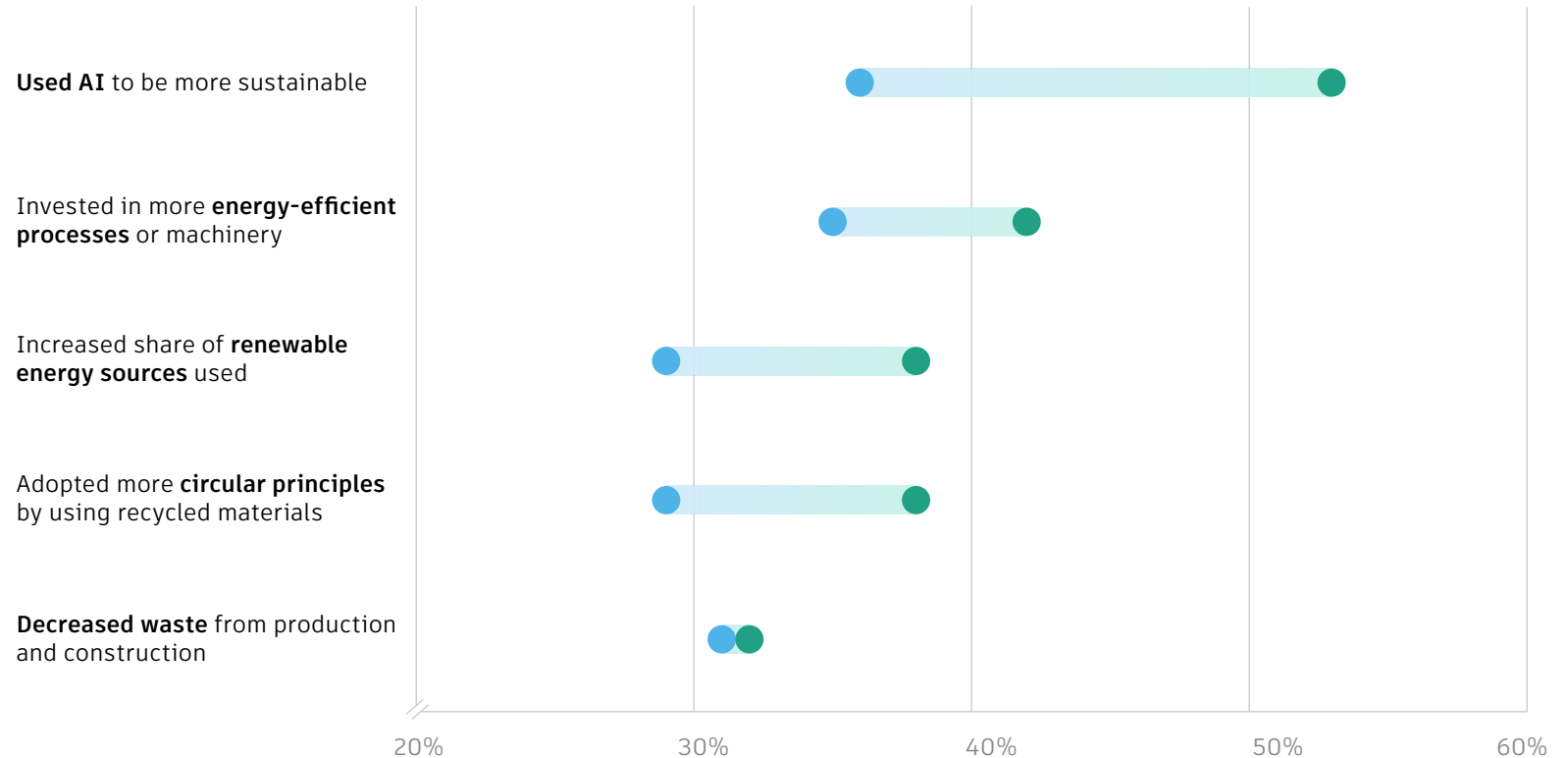
These findings reinforce a broader pattern throughout this report: organizations create greater value when digital transformation, AI, and sustainability strengthen one another rather than operating as separate initiatives.

“To be competitive in the affordable housing market means no waste of resources. Our industrialized construction methodology produces 85% less waste than traditional methods.”

**RAFAEL PASSOS
VALADARES**
Engineering Director,
Grupo Direcional | Brazil

Pacesetters far outpace mainstream organizations on integrating AI into sustainability solutions

● Pacesetters ● Mainstream

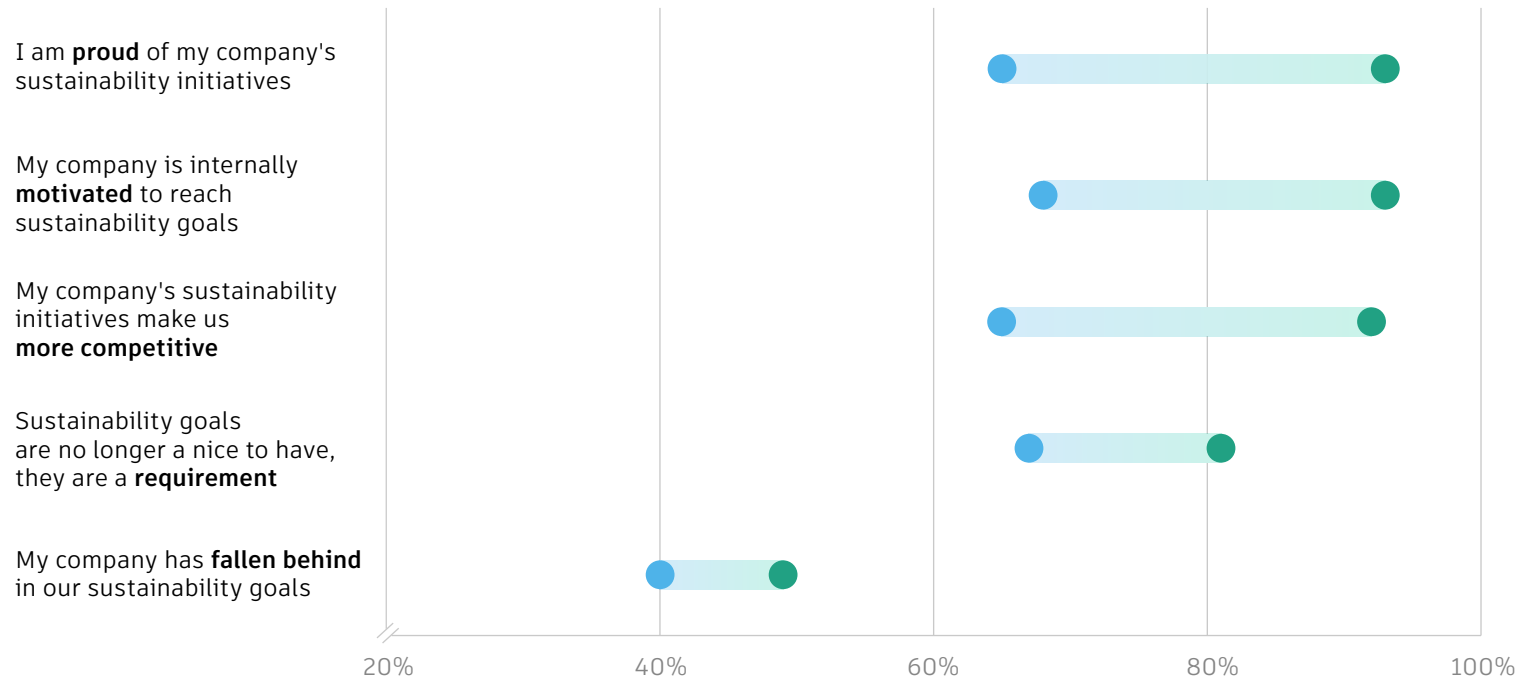


Survey question: What changes has your company or organization already made to be more sustainable? Percent selected, multiple answers possible.
Note: Some answer options are shortened for better readability. Answer option "other" is not displayed. Mainstream and Pacesetter definitions on page 47.

Pacesetters are sustainability-oriented, but higher standards mean more missed goals

Pacesetter organizations see greater benefits from sustainability, but also experience more shortfalls

● Pacesetters ● Mainstream

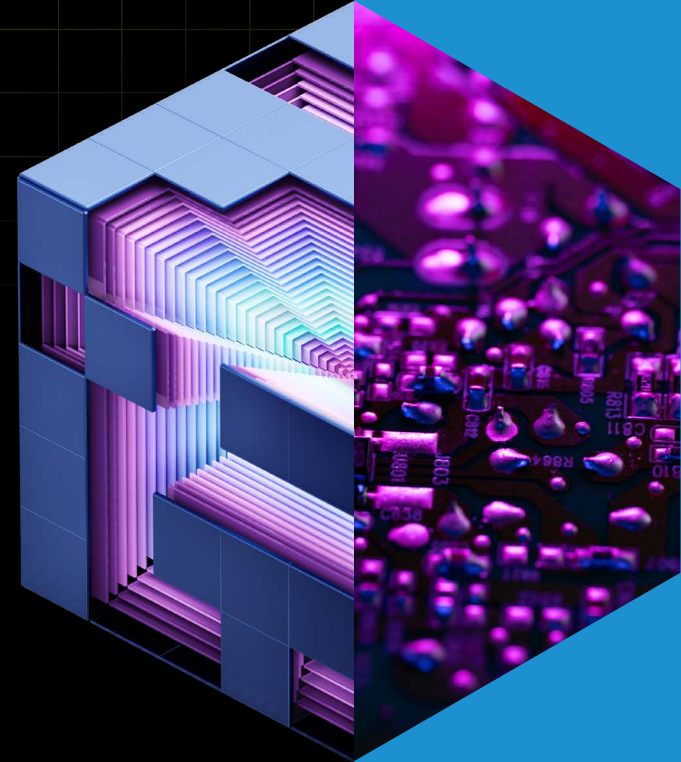


Survey question: How much do you agree or disagree with the following statements about your company or organization? 5-point scale, top two= "somewhat agree" and "strongly agree." Mainstream and Pacesetter definitions on page 47.

One finding stands out among the highest-performing organizations. Pacesetters are more likely than mainstream organizations to say they are falling behind on their sustainability goals—even while reporting stronger sustainability outcomes.

This apparent contradiction reflects a broader characteristic of high-performing organizations throughout this report. As organizations become more mature, they often raise their expectations faster than they declare success. Sustainability becomes less about completing individual initiatives and more about continually improving how decisions are made across the business.

Convergence is
key for resilient
organizations



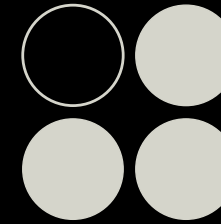
Convergence connects the capabilities organizations need to adapt

Organizations are increasingly solving problems that extend beyond a single discipline, workflow, or industry. As products become more connected and projects more complex, competitive advantage increasingly comes from connecting the right data, technologies, expertise, and workflows—not simply optimizing individual steps in isolation.

In this report, **convergence** describes the ability to connect data, workflows, teams, technologies, and expertise across the design-make-operate lifecycle and across industries. Organizations that build these connections make better decisions, collaborate earlier, and respond more quickly as customer needs and technologies evolve.

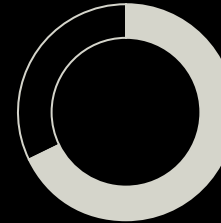
As Rob Dickins, Autodesk chief of staff and VP, incubation, explains, “Convergence is happening in three ways: across industries, across the lifecycle, and between the digital and physical worlds. Construction needs to become more disciplined like manufacturing, while manufacturing needs to become more flexible like construction.”

Convergence doesn’t replace digital transformation, AI, or sustainability. It connects those capabilities into a stronger operating model.



3 in 4

organizations seek innovation outside their own industry*



68%

adopt digital techniques and tools from other industries*

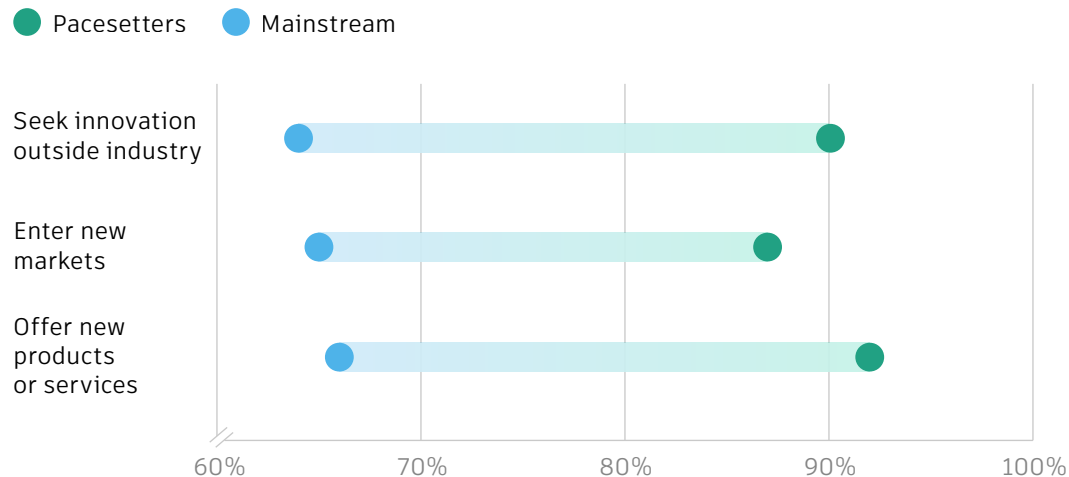


92% vs. 66%

Pacesetters are more likely than mainstream organizations to introduce new products or services

*Source: Autodesk's 2026 AI Pulse study

Organizations increasingly look beyond their own industries



Convergence begins with curiosity. Seventy-five percent of organizations now seek inspiration for innovation outside their own industry, while 68% report adopting digital techniques and tools from other industries.*

Compared with mainstream organizations, Pacesetters are substantially more likely to enter new markets (87% vs. 65%) and introduce new products or services (92% vs. 66%).

The findings suggest that organizations willing to learn

from outside their traditional boundaries are often better positioned to innovate within them.

“I strongly believe that house construction will take place in factories with a high level of robotization, similar to the car industry (modular construction), and construction sites will be transformed into assembly environments,” says Rafael Passos Valadares, engineering director at Grupo Direcional, a residential construction company based in Belo Horizonte, Brazil.

*Source: Autodesk’s 2026 AI Pulse study

“Pacesetters are inherently curious. They’re humble enough to know that the only way you get better is by listening to others—and they’re open to translating what works in other industries into their own world.”

ROB DICKINS

Chief of Staff and VP, Incubation, Autodesk



“The construction industry has now adopted technologies from the aerospace industry and adopted technology from manufacturing, and you can now see the positive impact of these implementations.”

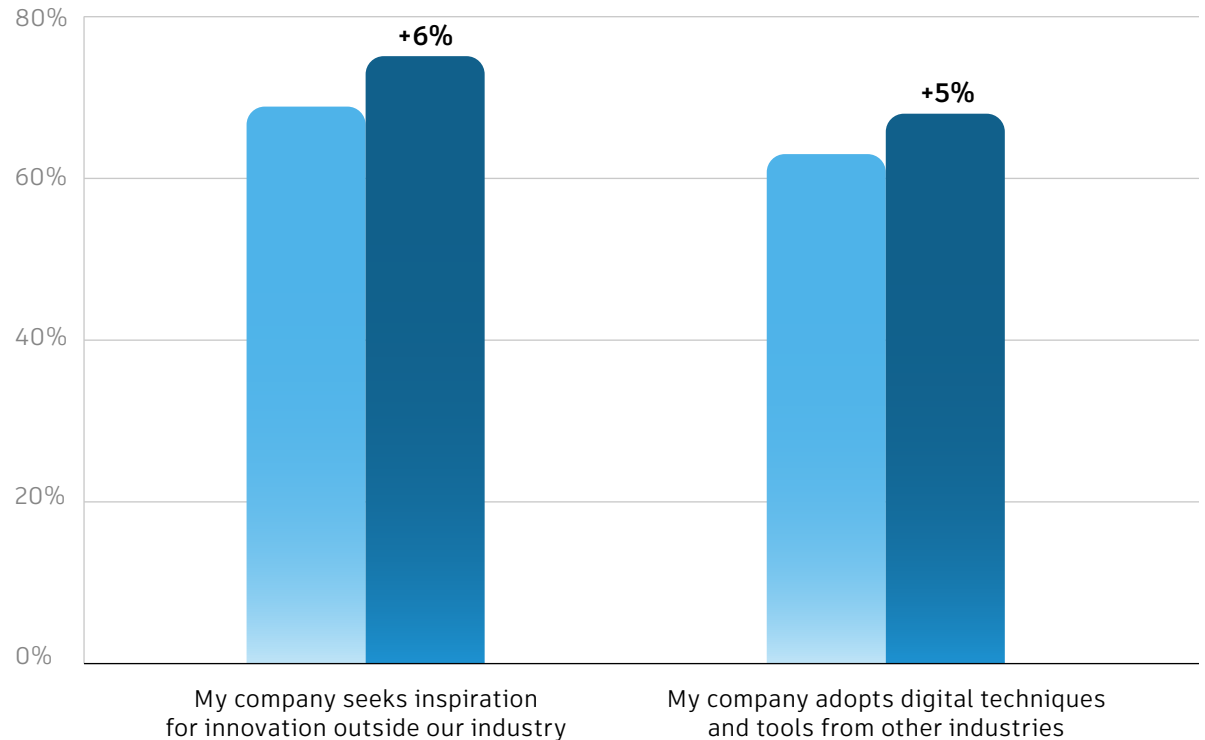
ALEX TURNER

Digital Construction Director, Oktra, a workplace design and fit-out company based in London, UK

Cross-industry convergence is on the rise

Leaders across Design and Make are looking for solutions outside their industry

● 2025 ● 2026



Survey question: How much do you agree or disagree with the following? 5-point scale, top two = “somewhat agree” and “strongly agree.” Source: Autodesk’s 2025 State of Design & Make Digital Transformation Pulse and 2026 State of Design & Make AI Pulse.

Connected workflows help ideas move across industries

Borrowing ideas is only the beginning. Convergence creates value when organizations connect information, workflows, and expertise so knowledge moves more easily across teams, projects, and industries.

Advances in AI, connected data, and cloud platforms are making those connections easier. Organizations can increasingly apply proven approaches developed in one context to entirely different challenges, reducing friction while accelerating innovation.

As Natasha Luthra, CTO for HKS, an architectural services firm based in Dallas, TX, explains, “The biggest lift that we are doing right now is building out an entire data infrastructure,” she says. “We can’t do any of this without having a robust data

infrastructure, and that is our biggest investment to begin with this year.”

That experience reflects a broader shift across Design and Make industries. Organizations are increasingly discovering that AI, automation, and new digital capabilities deliver their greatest value when they are built on connected, trusted data that moves across teams and workflows.

One example is graphical visualization technology. Sixty-four percent of organizations outside media and entertainment (M&E) now report using graphical visualization tools, demonstrating how technologies developed for one industry increasingly create value across many others. Digital twins, industrialized

construction, extended reality, and spatial intelligence are following a similar pattern.

Autodesk customer adoption reflects this broader pattern. Between 2024 and 2025, use of the manufacturing solutions Vault Professional and Inventor Professional among architecture, engineering, and construction customers increased 29% and 28%, respectively. Meanwhile, Forma Build adoption among manufacturing customers increased 88%, and M&E customers increased use of the AEC Collection by 14%. Together, these trends suggest organizations are becoming more willing to adopt tools and workflows that originated outside their traditional disciplines when they solve real business problems.

Image courtesy of Haas



“The construction industry is years ahead of engineering in adopting digital project management, so we’re constantly learning from construction’s best practices.”

YOUNGGEUN KIM

Director, R&D Center, Kunhwa Engineering & Construction, an engineering company based in Seongnam, South Korea

Use of graphic visualization tools spans Design and Make industries

AEC and D&M organizations regularly use tools traditionally reserved for M&E

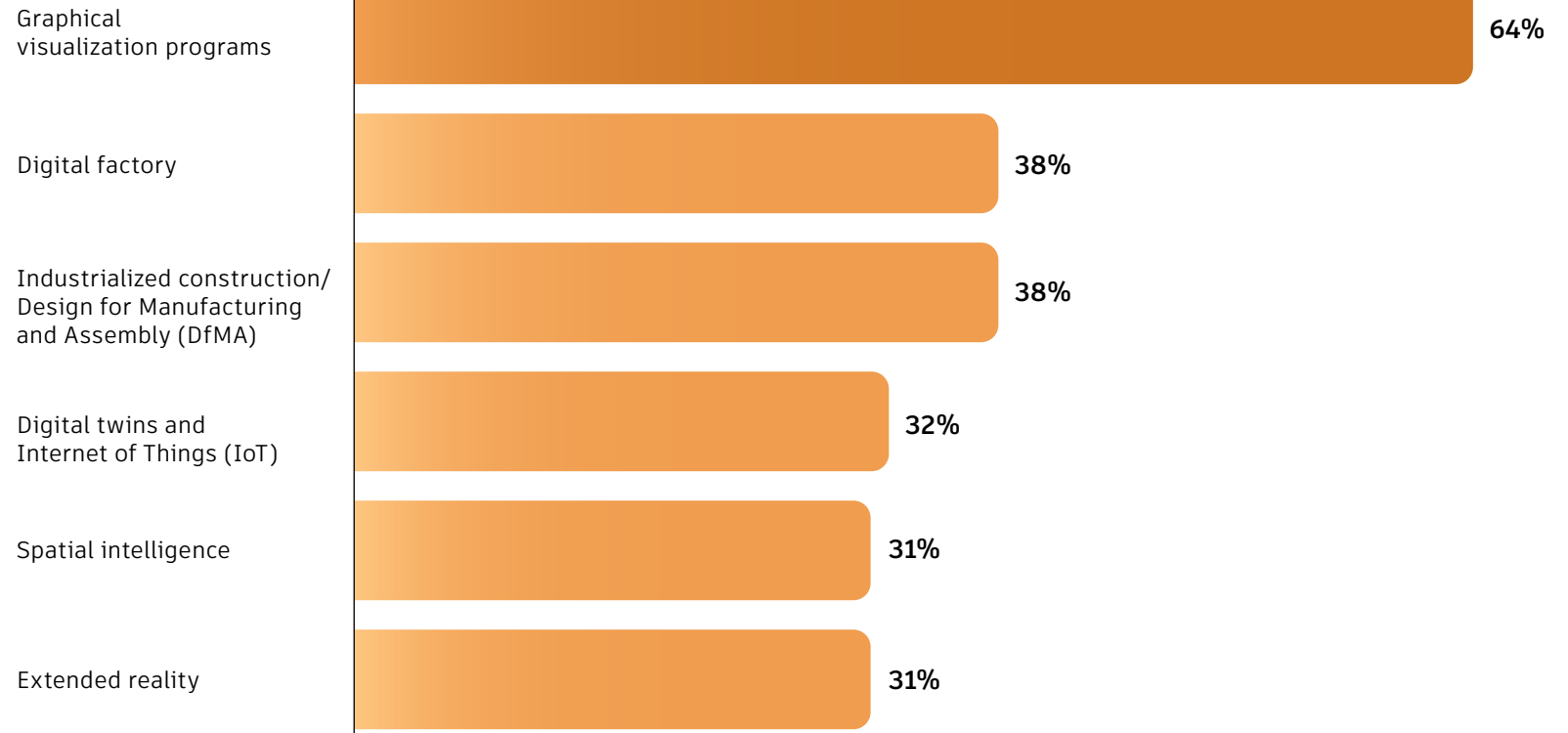


Image courtesy
of Balloon Tech Co.

Survey question: In the previous question, you said your organization adopts digital techniques and tools from other industries; which specific cross-industry techniques and tools? Please select all that apply. Percent selected. Source: Autodesk's 2026 State of Design & Make AI Pulse.



SOLUTION SPOTLIGHT

Reds10 connects design, manufacturing, and construction to build faster

Reds10 is replacing fragmented project handoffs with connected workflows that span design, manufacturing, and construction. By creating a shared digital environment for project information and applying AI to automate routine tasks, the company has improved coordination across the entire project lifecycle.

The results have been substantial: schools are delivered 40% faster, factory labor has been

reduced by 30%, and design timelines have been cut in half—from 12 weeks to six. Reds10 demonstrates how connecting data, workflows, and expertise can improve productivity while creating a foundation for continuous innovation.

[→ Watch the video](#)

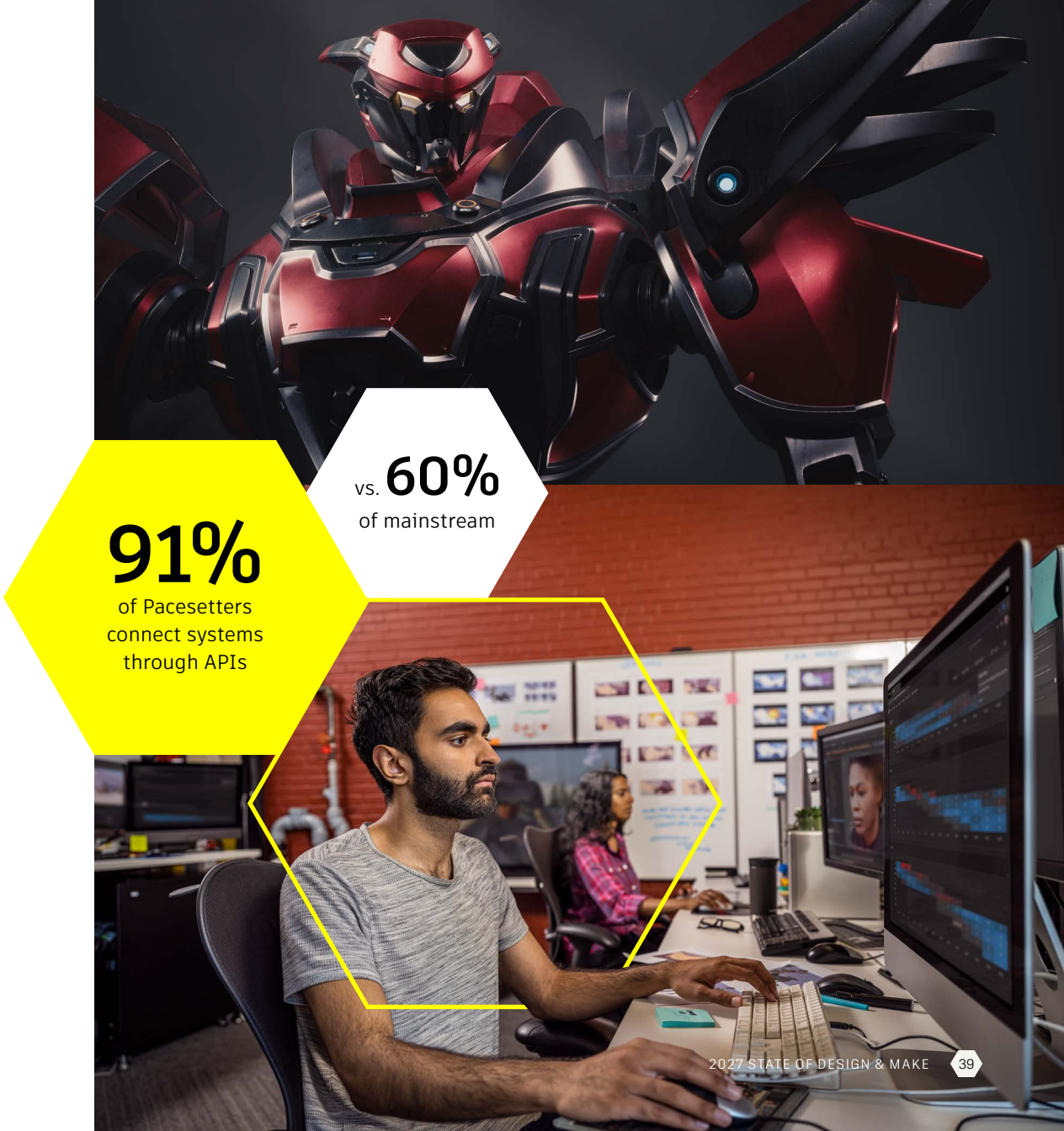
Pacesetters build connected operating models

Pacesetters distinguish themselves not simply by looking beyond their own industries, but by building the infrastructure that allows ideas, information, and expertise to move throughout the organization.

Compared with mainstream organizations, they are far more likely to connect

systems through APIs (91% vs. 60%), establish dedicated AI integration teams (94% vs. 61%), and assign ownership for internal data (93% vs. 66%).

Bottom line, organizations consistently outperform when they connect technology, trusted data, workflows, and people into a coordinated operating model.



91%
of Pacesetters
connect systems
through APIs

vs. **60%**
of mainstream



Connection makes organizations more adaptable

Organizations often think of resilience as the ability to withstand disruption. But that depends on how effectively they connect information, capabilities, and partners before disruption occurs.

Supply-chain diversification illustrates that shift. More organizations report diversifying supply chains (68%, up three percentage points since 2025), while concern that geopolitical tensions will make supply chains fragile has eased after peaking in 2025. Together, these findings suggest organizations are becoming more proactive about building flexibility into how they operate.

The broader lesson extends beyond supply chains. Organizations that connect data, workflows, teams, and expertise are often better positioned to respond as conditions change, identify new opportunities, and adapt more quickly when disruption occurs.

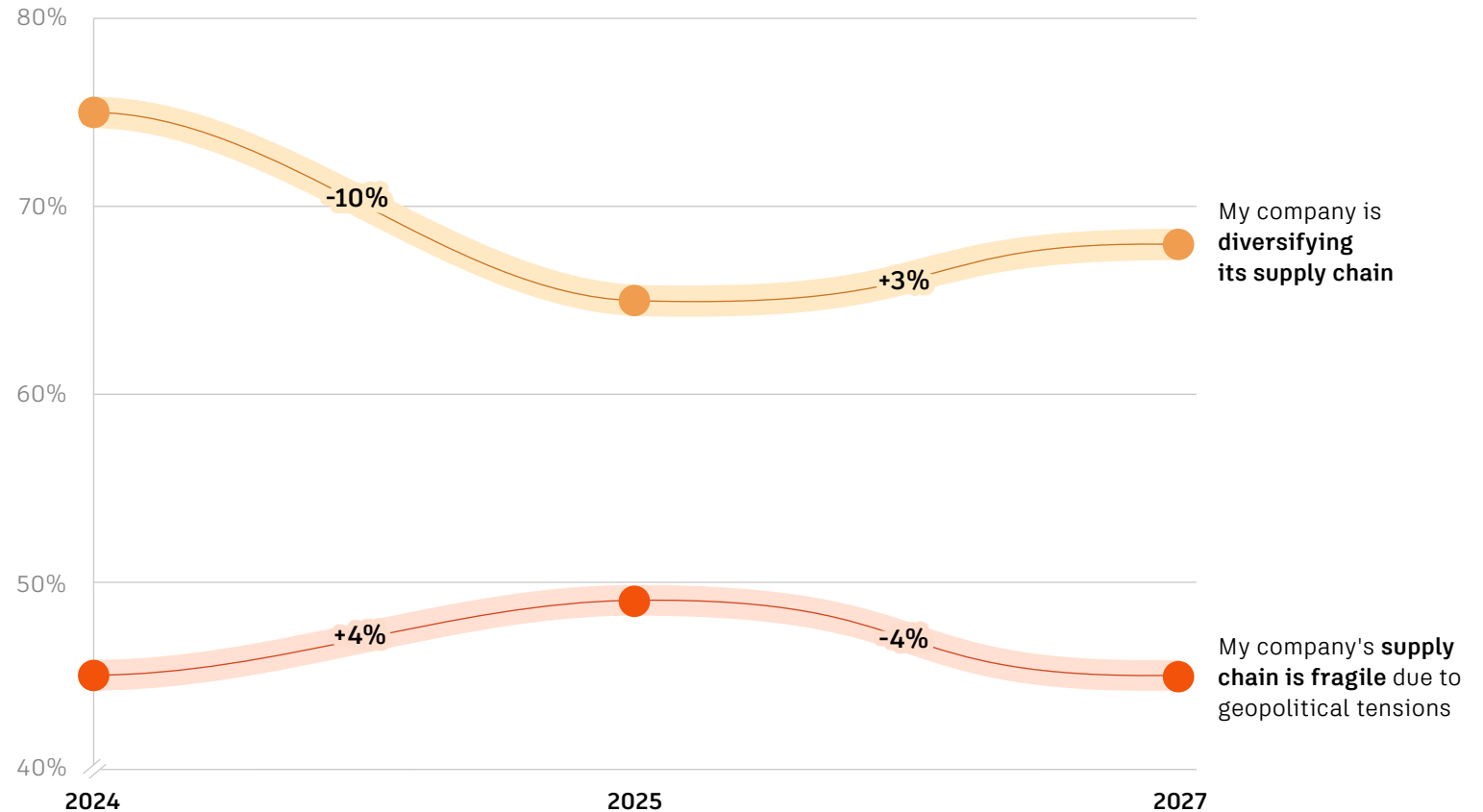


“A data-driven approach gives us a single source of truth, helping us better assess design risks and deliver projects on time.”

SHEIK UDUMAN
Head of BIM & Digital Technologies, RSP Architects Planners & Engineers, an architecture and engineering firm based in Singapore

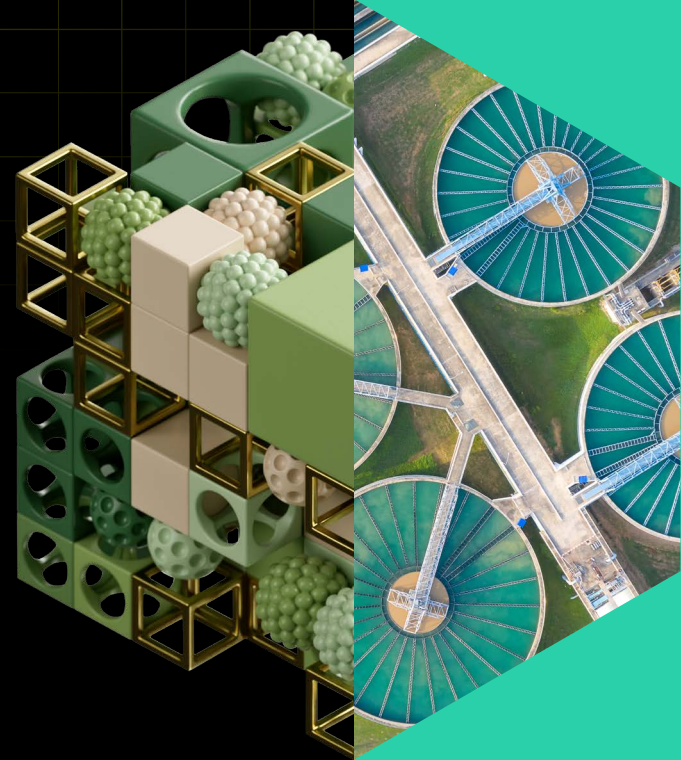
Supply-chain diversification points to increased resiliency

Global concerns ease as supply chains become more diverse



Survey question: How much do you agree or disagree with the following? 5-point scale, top two = “agree” or “strongly agree.”

Conclusion



Building organizations that can thrive through continuous change

Throughout this report, one theme has emerged consistently: the organizations creating the greatest business value are not simply investing in new technologies. They are building the organizational capabilities needed to keep adapting as technologies, markets, and customer expectations continue to evolve.

The pattern across Design and Make industries is clear: Digital transformation creates the connected data, workflows, and operating foundation organizations need to move faster. AI helps people make better decisions, automate routine work, and uncover

new opportunities. Sustainability increasingly becomes the outcome of making smarter decisions across the business. Convergence strengthens each of these capabilities by connecting people, expertise, and information across teams, disciplines, and industries.

These capabilities are most powerful when they reinforce one another. Organizations that connect technology with trusted data, skilled people, and coordinated workflows are better equipped to respond to disruption, scale innovation, and deliver stronger business outcomes over time.



The organizations we call Pacesetters demonstrate what this looks like in practice. Although they represent just 11% of the business leaders and experts who participated in this research, they consistently outperform mainstream organizations. They are more likely to exceed business performance expectations (85% vs. 50%), better prepared to navigate macroeconomic and geopolitical disruption (93% vs. 59%), and more likely to introduce new products and services (92% vs. 66%). The takeaway? Organizations that build connected capabilities outperform those that pursue isolated initiatives

The lesson for Design and Make industries extends beyond any individual technology. AI will continue to evolve. Sustainability expectations will continue to rise. New technologies will emerge, and customer expectations will continue to change. Organizations cannot predict every disruption they will face, but they can build the capabilities that allow them to respond with greater speed, confidence, and resilience.

The opportunity is no longer to transform once. It is to build organizations that can keep transforming.



“The pace of change is so fast that companies that fall behind may find it difficult to catch up. That’s why we’re building a strong foundation now—in our strategy, our processes, and our projects—instead of waiting for the technology to mature.”

PABLO BUENSUCESO PIÑA
VDC Manager, Hermosillo,
a design-build construction
company based in
Mexicali, Mexico

Appendix



About the study

Design and Make industries bring ideas to life, creating the buildings, infrastructure, products, and films that shape the world around us. Together, these industries employ nearly 296 million people globally, making Design and Make one of the world's largest and most influential sectors.

The *2027 State of Design & Make* report is Autodesk's annual global study of the trends shaping how organizations design, make, and operate the built and manufactured world. It combines quantitative research with executive interviews to identify the technologies, business priorities, and organizational capabilities that are reshaping Design and Make industries.

This edition draws on responses from 5,500 leaders and experts across architecture, engineering, and construction (AEC); design and manufacturing (D&M); and media and entertainment (M&E), representing organizations of every size across 23 countries.

Although the research was conducted during 2026, this edition is titled 2027 because its findings are intended to inform planning and investment decisions over the coming year. Year-over-year comparisons reference the *2025 State of Design & Make* report, with selected trend analysis drawn from Autodesk's *2025 Digital Transformation Pulse* and *2026 AI Pulse* studies where noted.

5,500

Quantitative
respondents

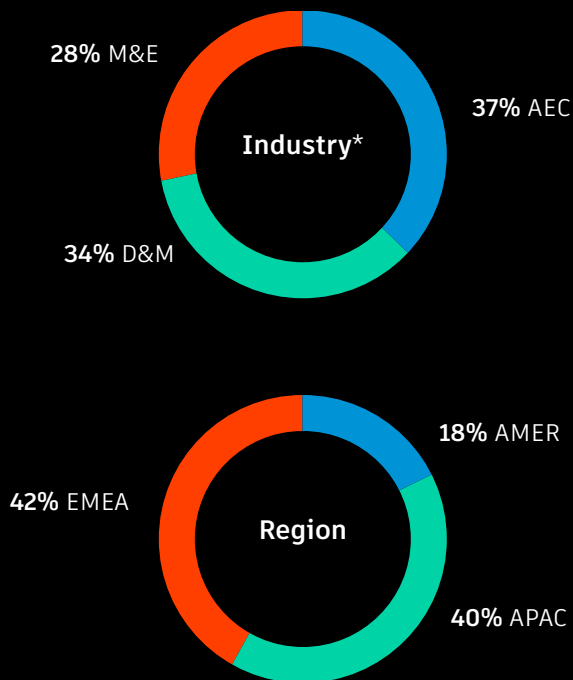
23

Countries
represented

26

Qualitative
interviews

Respondent profile



86%

influence or make decisions
about design software used
by their organizations

15 years

average industry experience

35%

reported using Autodesk
products in the past 12 months

**Numbers do not add up to 100%
due to rounding.*

*Quantitative research was conducted
with Statista via 20-minute online
survey. Qualitative findings are based
on 26 interviews with business leaders
and industry experts. All research
conducted in 2026.*



Glossary

Pacesetters

Organizations that simultaneously demonstrate digital maturity, AI leadership, and sustainability leadership. Pacesetters represent 11% of survey respondents.

Mainstream

Organizations that do not simultaneously demonstrate digital maturity, AI leadership, and sustainability leadership. Mainstream respondents represent 89% of survey respondents.

AI leaders

Organizations that describe their AI adoption journey as approaching the goal or having achieved the goal.

Digitally mature organizations

Organizations that describe their digital transformation journey as approaching the goal or having achieved the goal.

Sustainability

Throughout this report, sustainability generally refers to environmental sustainability. During qualitative interviews, respondents were provided with a broader definition encompassing environmental, social, and governance considerations, consistent with the United Nations definition of sustainable development.

Sustainability leaders

Organizations that strongly agree their company plays a leading role in sustainability within its industry.

Industries

Architecture, engineering, and construction (AEC):

Architecture services, building owners, civil infrastructure owners, construction services, engineering service providers, mining, oil and gas, utilities and telecom.

Design and manufacturing (D&M):

Aerospace and defense equipment; automotive, mobility, and other transportation (including supply chain); building products and fabrication; consumer products; industrial machinery; life sciences manufacturing; process manufacturing.

Media and entertainment

(M&E): Advertising, publishing and graphic design, film and TV, games.

Regions

AMER: North, Central, and South America

APAC: Asia-Pacific

EMEA: Europe, Middle East, and Africa

Thank you

Our thanks to the industry leaders who generously shared their time and expertise. Their perspectives appear throughout this report and its companion breakouts, helping bring the research to life.



Grant Baker
Owner
Images & Sound



Ray Boff
National
Prefabrication
Leader
DPR



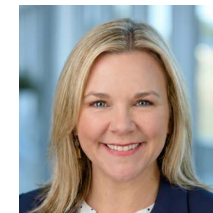
**Pablo Buensuceso
Piña**
VDC Manager
Hermosillo



**Gabriele
Gambotto**
Co-founder
and CTO
Leva Engineering



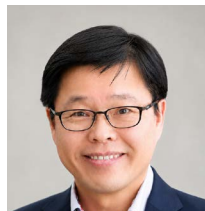
Sagar S. Gandhi
Head Strategy &
Business Excellence
*Shapoorji Pallonji -
Engineering &
Construction*



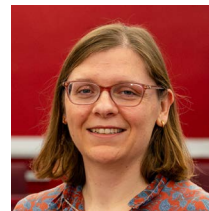
Isadora Godley
VP, Global AI
Transformation
Haworth



**Julien Jean-
Charland**
National Director,
Digital Delivery
CIMA+



YoungGeun Kim
Director,
R&D Center
*Kunhwa
Engineering &
Construction*



**Professor Claire
Lucas, CEng,
PFHEA, FIET**
Executive Dean
and Professor
of Engineering
Education and
Skills
Aston University



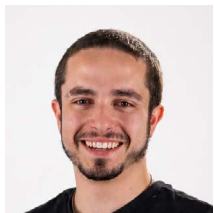
Keisuke Mito
Digital
Construction
Platform
Department
Manager
*Shimizu
Corporation*



Natasha Luthra
Chief Technology
Officer
HKS



**Rafael Passos
Valadares**
Engineering
Director
*Grupo Direcional I
Brazil*



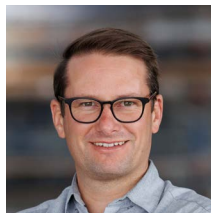
Ignasi Plaza
CEO & Co-founder
Protofy.xyz



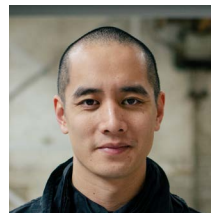
Isabelle Spiegel
Vice President,
Environment
VINCI



Andrew Stanford
Global Technical
Director, Water &
Maritime
Haskoning



William Stewart
Managing Director
& Founder
Belcanto Group



Nathan Su
Co-founder
Inferstudio



Tomoyuki Todoroki
Professor, Dean of
College of Science
and Technology
Nihon University



Niels Tredal
Senior Technical
Director, Buildings
& Industry
COWI



Alex Turner
Digital
Construction
Director
Oktra



Sheik Uduman
Head of BIM
& Digital
Technologies
*RSP Architects
Planners and
Engineers (Pte)
Ltd*



PK Vijay
General Manager,
Projects &
Executive
Committee
Member
(Central Projects
Organization)
ITC Limited



Kenta Yamaki
Senior Manager,
Foundational
Technology
Development
Section
CAPCOM

Not pictured:

Raji Arasu, EVP, Platform Services
and Emerging Technologies, and
CTO, Autodesk

Diana Colella, EVP, Interactive
Graphics, Media and Entertainment,
Autodesk

Rob Dickins, Chief of Staff and VP,
Incubation, Autodesk

Mike Haley, SVP, Research, Autodesk

Mary Hope McQuiston, VP, Autodesk
Education Experiences

Jeff Kinder, EVP, Product
Development and Manufacturing
Solutions, Autodesk

Marcus O'Brien, VP AutoCAD,
Infrastructure and Reality Capture,
Autodesk

Joe Speicher, Chief Sustainability
Officer, Autodesk

About Autodesk

Autodesk is changing how the world is designed and made. Its technology spans architecture, engineering, construction, operations, product design, manufacturing, and media and entertainment, empowering innovators everywhere to solve challenges big and small. From greener buildings to smarter products to more mesmerizing blockbusters, Autodesk software helps customers design and make a better world for all. For more information, visit autodesk.com or follow @autodesk on social media.

Contact Autodesk at state.of.design.and.make@autodesk.com about this research report or to sign up to participate in future research programs.

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