

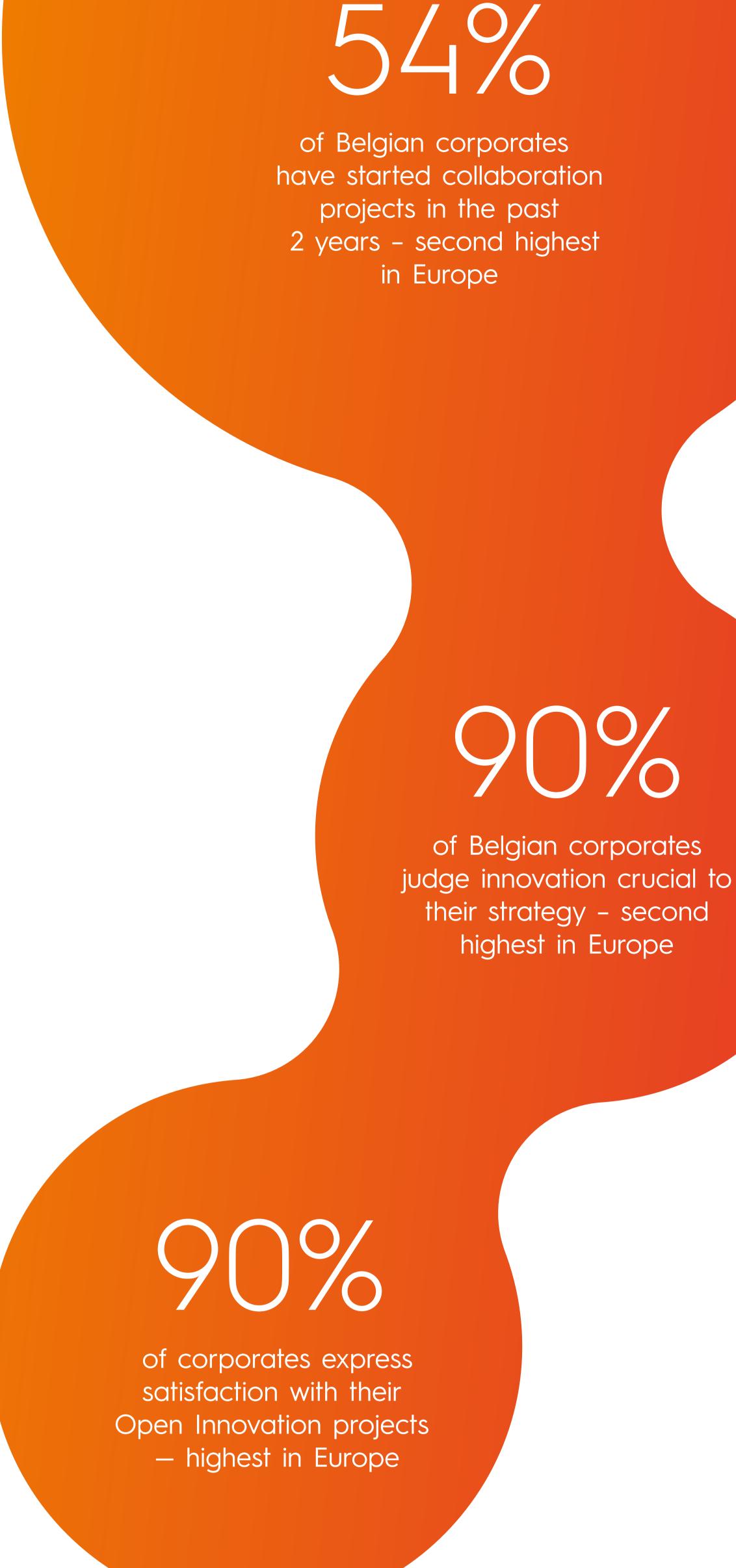
Belgian firms place the least priority on Al integration in Europe

Belgium has rapidly embraced Open Innovation, with 54% of corporates engaging in startup collaborations for the first time in the past two years — the second highest level in Europe — yet rank last in the region for prioritising AI integration.

Despite 52% of Belgian corporates planning to launch Generative AI projects and 67% planning Diagnostic AI initiatives, only 41% of firms consider AI integration important, according to Sopra Steria Next's Open Innovation Report 2025.

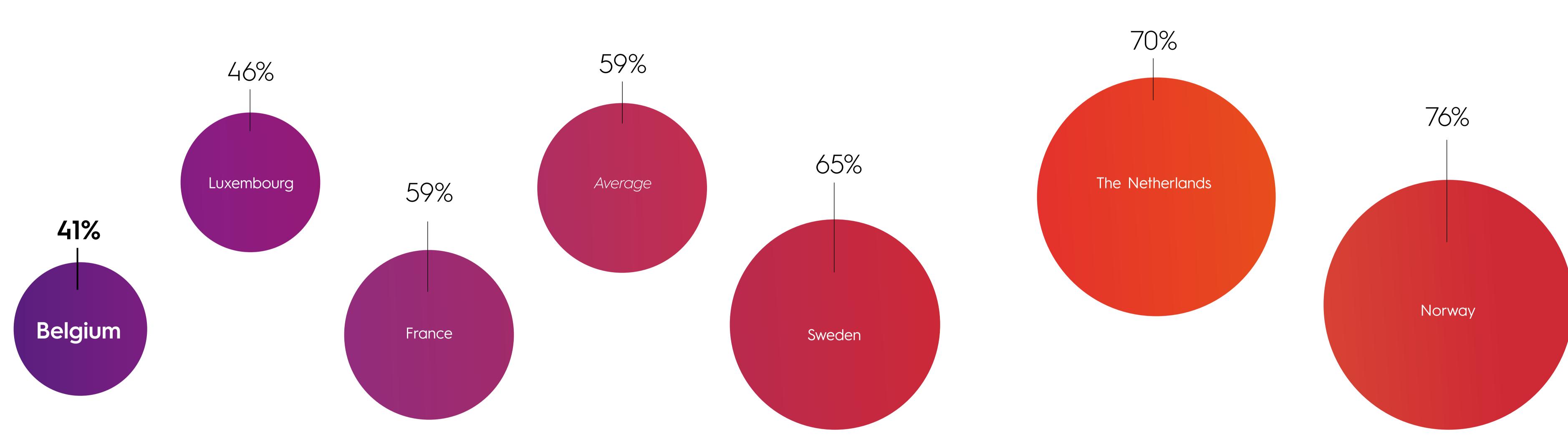
Meanwhile, 90% of corporates express satisfaction with their Open Innovation projects — the highest in Europe, and the same number judge innovation crucial to their strategy – second highest in Europe.

As Belgium continues to lead in open innovation, its ability to fully capitalise on AI will depend on whether it can bridge the gap between experimentation and strategic adoption.



Deligion Lowest ranking in Europe for importance of integrating AI into business functions





1 Highest number of collaboration projects focused on Diagnostic AI expected in the next 2 years

35%	19%	20%	67%
FRANCE	SWITZERLAND	LUXEMBOURG	
34% GERMANY	30% THE NETHERLANDS	34% AVERAGE	BELGIUM

Q: Which area(s) would you be most interested in collaborating with a startup in the next 24 months? Companies identifying Diagnostic AI.

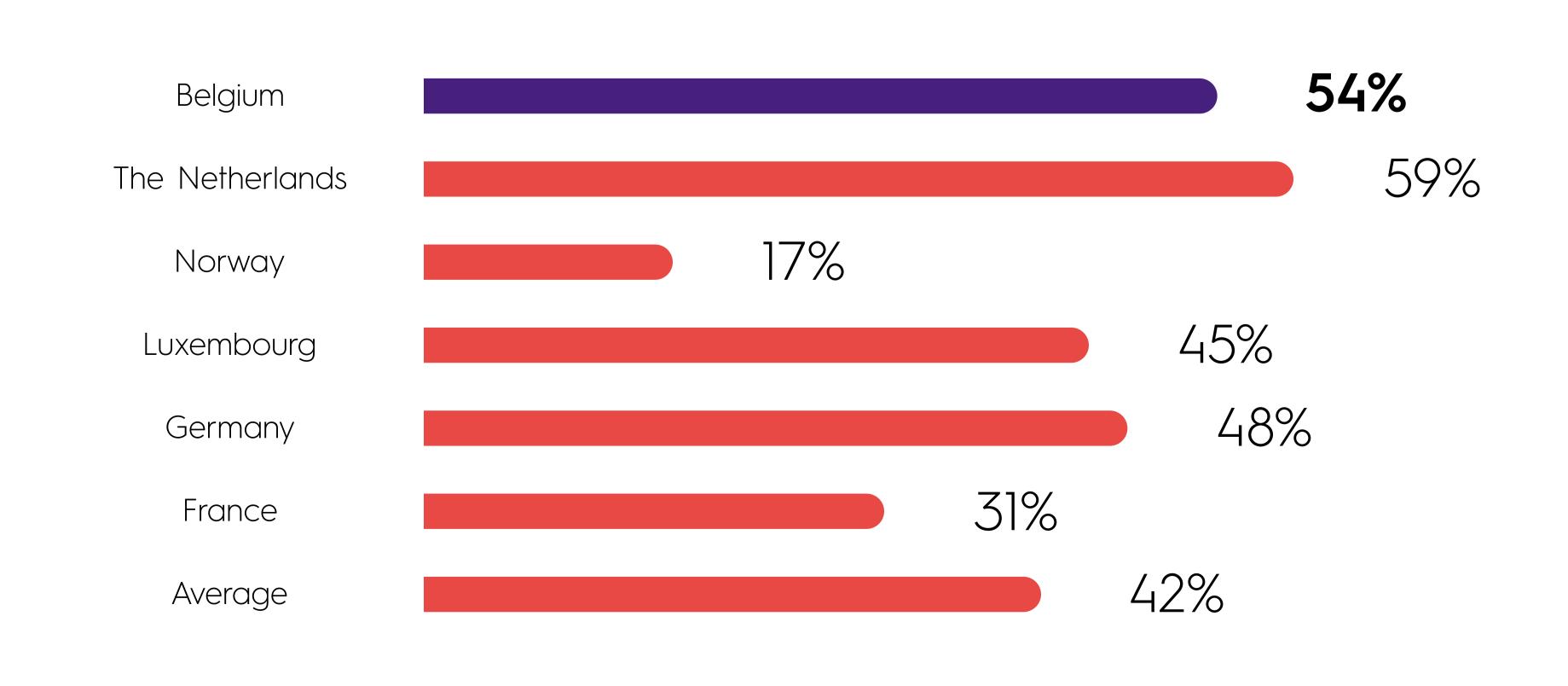
Most satisfied proportion of startup collaborations in Europe

58% DENMARK	71% SWITZERLAND	70% THE NETHERLANDS	90%
83%	84%	77%	BELGIUM
SPAIN	FRANCE	AVERAGE	

Q: Are you satisfied with your experience of collaborating with startups? Companies replying satisfied.

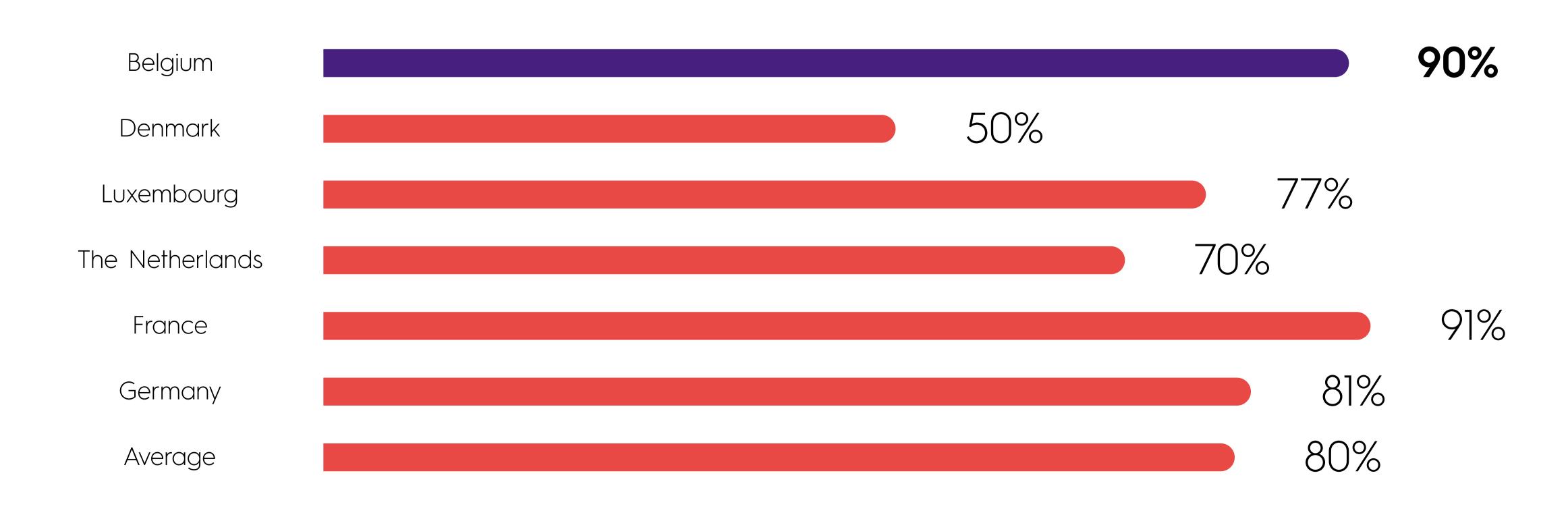
$\bigcirc \angle$ Country with the second highest level of companies new to Open Innovation

Q: For how many years has your organisation collaborated with startups? Companies answering Less than 1 year and 1-2 years.



Second highest proportion of corporates to judge Open Innovation crucial to their strategy in Europe

Q: How important is startup collaboration for your organisation's strategy? Companies answering Very Important (Mission Critical) and Important, but not Mission Critical.





Danish corporates judge
Open Innovation lowest strategic
importance in Europe

Danish firms are among Europe's most active in Al collaborations with startups, yet they place the least strategic importance on open innovation, with only 50% considering it a key part of their overall strategy — the lowest share in Europe.

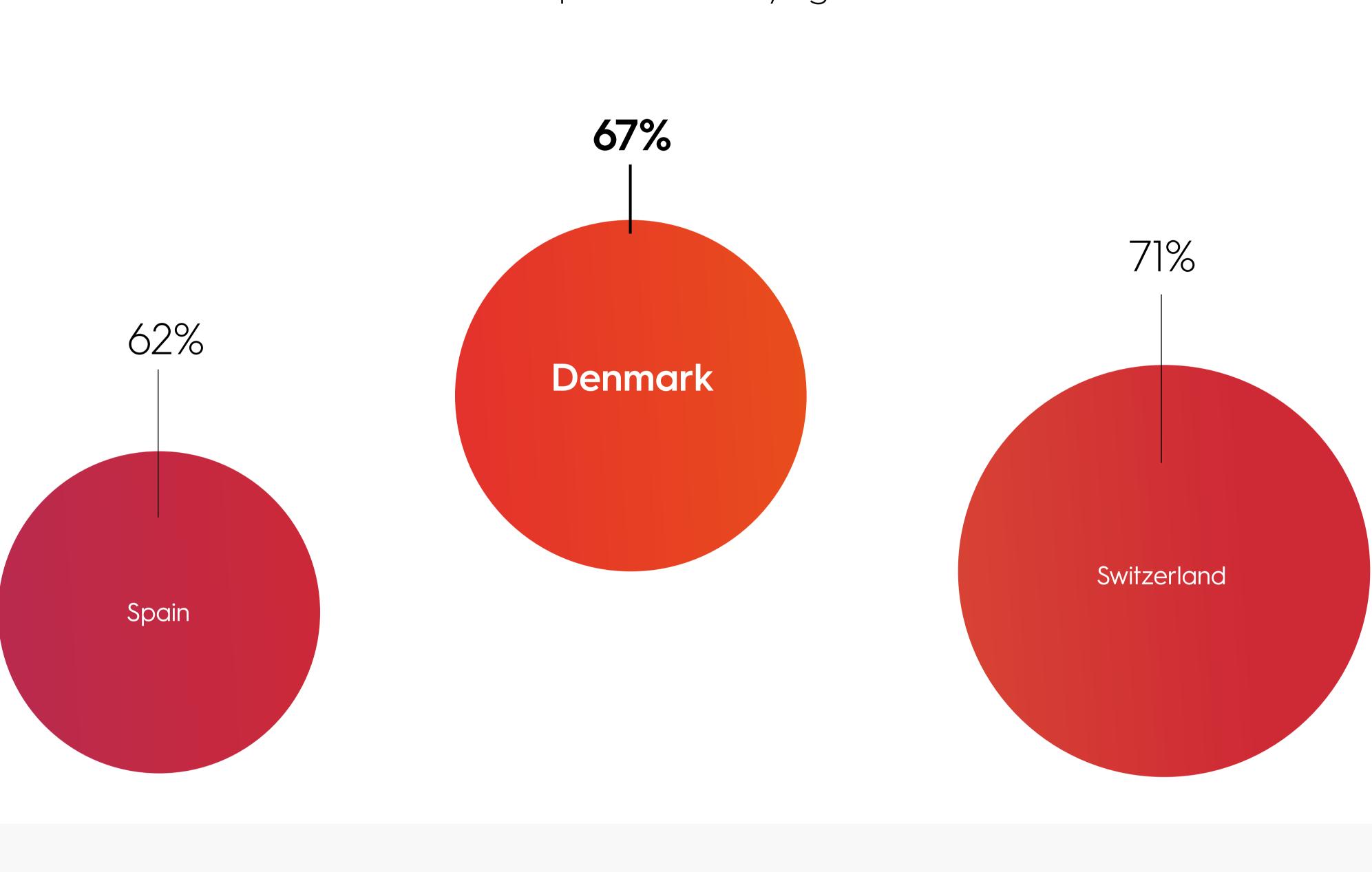
Despite this, Danish companies are heavily engaged in Al-driven innovation. According to Sopra Steria Next's new Open Innovation Report 2025, 67% of Danish corporates have launched Al-related Open Innovation projects in the past two years, the second highest rate in Europe. Additionally, 67% report achieving their objectives in these collaborations, in line with the European average.

However, weak strategic commitment at the leadership level may be hindering progress. Only 8% of Danish firms have assigned responsibility for open innovation to top management, the lowest in Europe by a wide margin. Danish companies also face distinct external barriers,

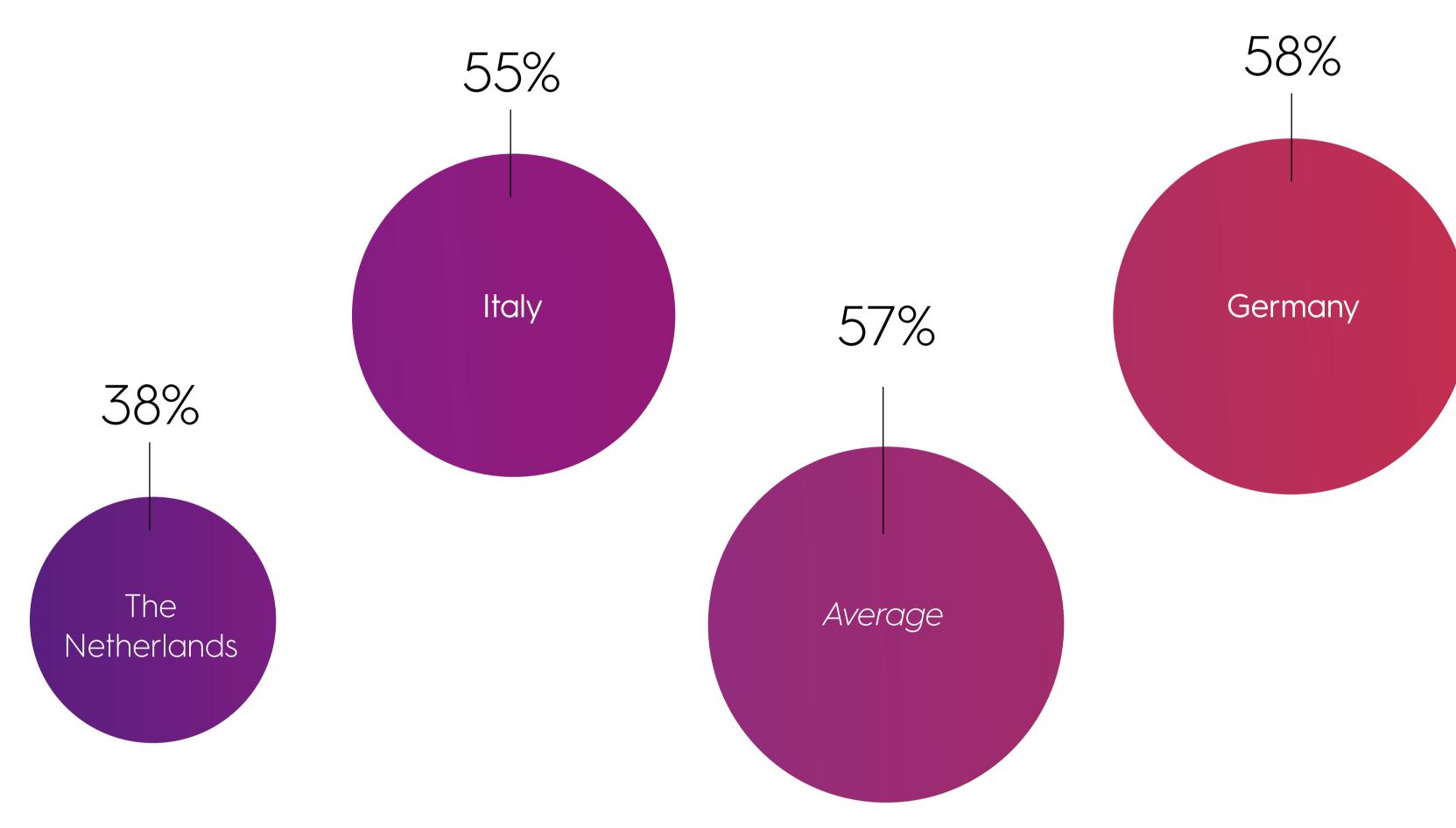
with 42% citing misaligned operational processes and cultural differences as key challenges to collaboration.

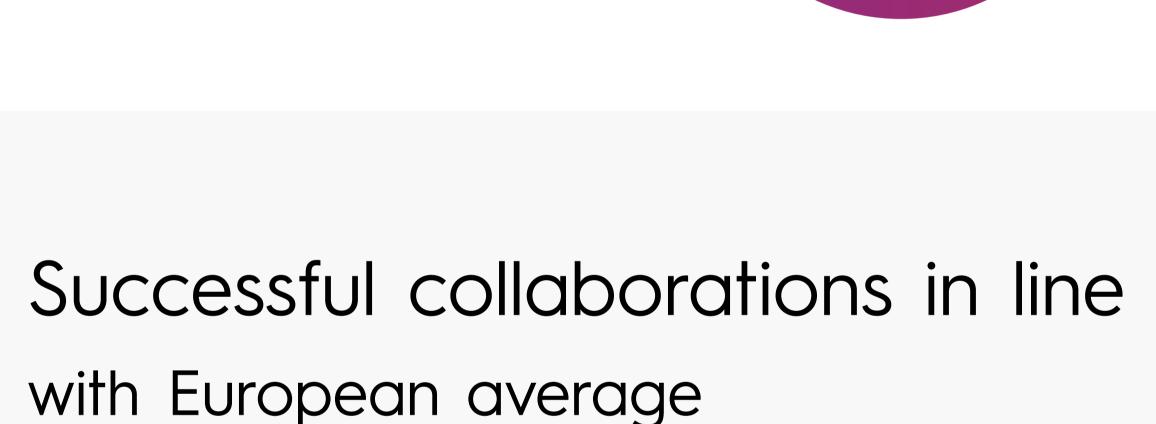
Without stronger strategic alignment at the leadership level, Denmark risks missing out on the long-term competitive advantages of open innovation.

Q: In which area(s) have you collaborated with startups within the last 24 months? Companies identifying Al.



Second highest level of corporates who have conducted AI collaborations in the past 2 years





75% UK	74% GERMANY	36% NORWAY
38%	71%	65%
SWITZERLAND	FRANCE	AVERAGE

Q: Overall, how often in your collaborations with startups did you achieve your objectives? Companies reporting Always or Most of the Time.

DENMARK

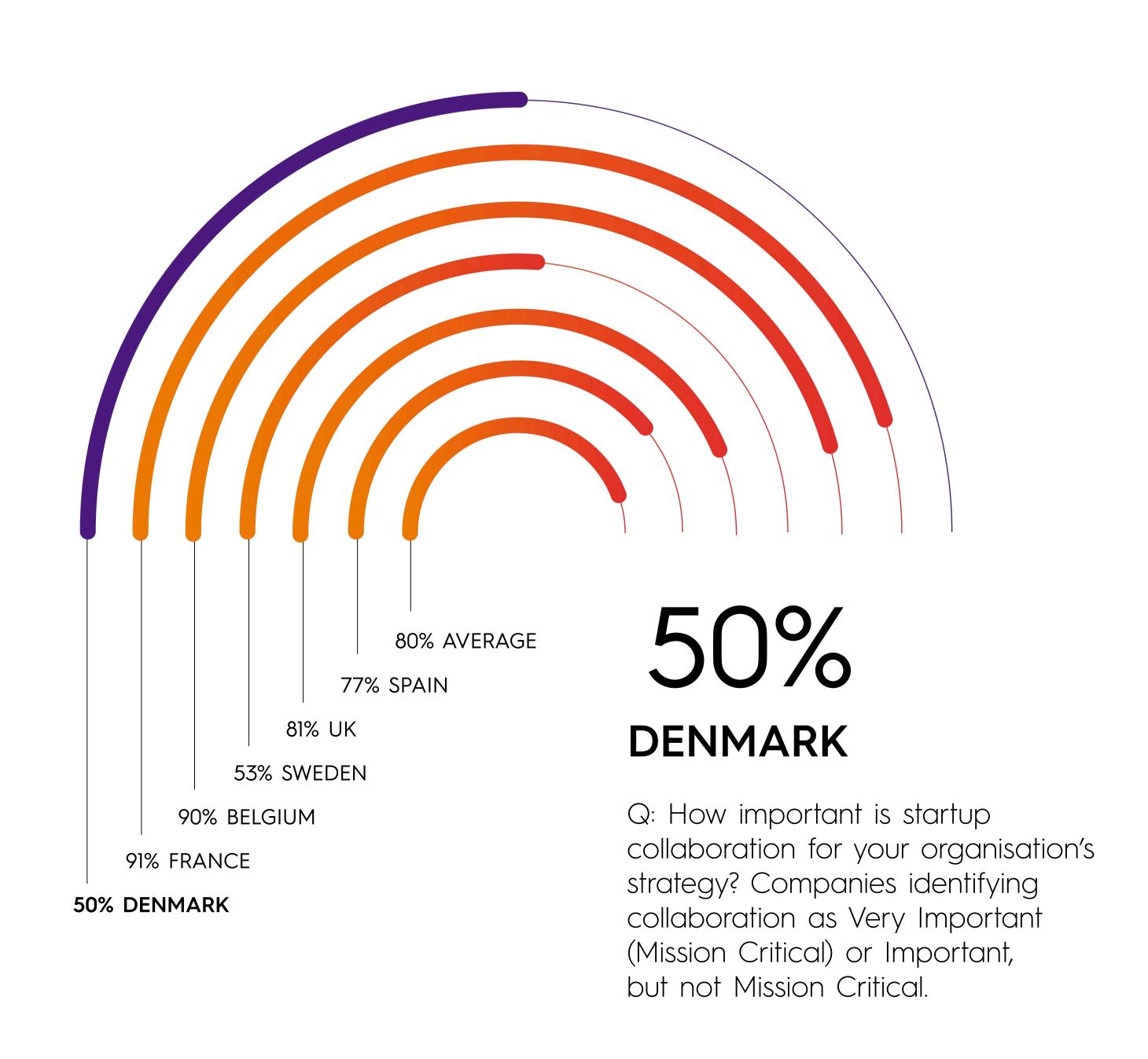
Highest level of corporates

who view cultural differences as their main collaboration barrier

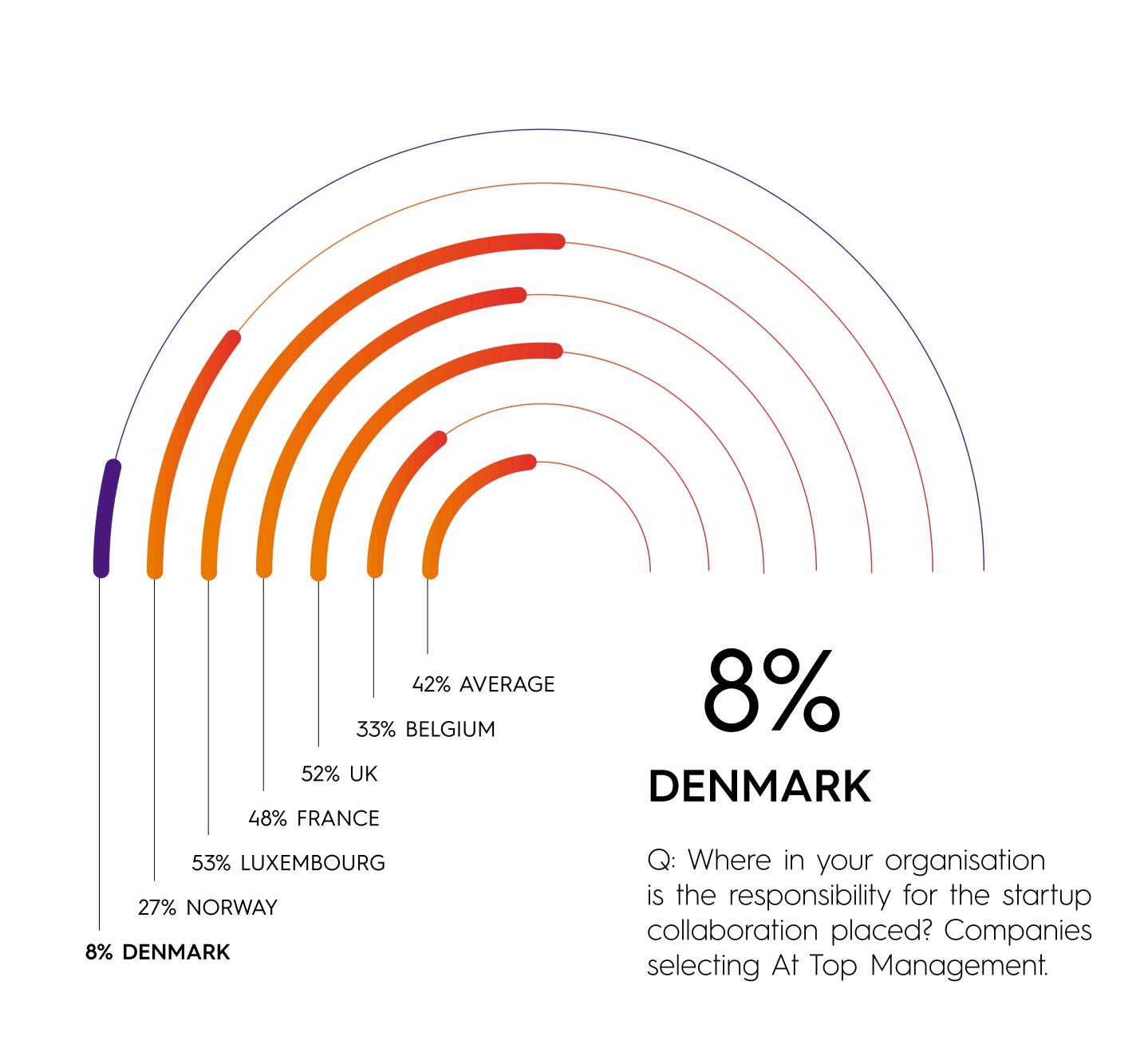
429	9%	18%	33%
	NORWAY	GERMANY	BELGIUM
DENMA	19%	11%	29%
	AVERAGE	SPAIN	SWITZERLAND

Q: Which is the biggest barrier for your organisation when collaborating with startups? Companies identifying Cultural Differences.

1 Lowest level of corporates who judge Open Innovation important to strategy



5. Lowest level of corporates who have placed responsibility with top management



of Danish corporates have

conducted AI projects in

the past 2 years

of Danish corporates

place responsibility

for management of Open

Innovation projects with

top management

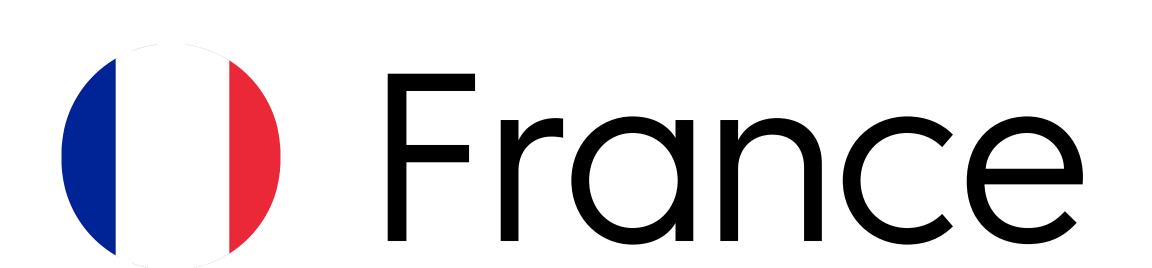
of Danish corporates judge

Open Innovation important

to strategy - lowest

in Europe

- lowest in Europe





Highest level of corporates
to view startup collaborations as Mission
Critical or Important to strategy

French corporates judge startup collaboration most crucial in Europe

French corporates place the highest strategic importance on startup collaboration in Europe, with 91% considering it crucial to their success, according to Sopra Steria Next's Open Innovation Report 2025.

This commitment is delivering results, with 71% of collaborations reaching their objectives always or most of the time, making them the third most successful country in Europe.

In cybersecurity, French firms lead the continent, with 59% having launched such startup partnerships – the highest level in Europe. However, their AI collaboration rate remains at the European average (57%), despite strong ambitions. Among those already working with AI startups, 71% view them as integral or key to implementing their AI strategy — one of the highest levels in Europe.

Yet, a critical challenge remains — 48% of French corporates struggle to find the right startups to collaborate with, the only country in Europe to rank this as the most difficult phase of Open Innovation.

To translate ambitions into leadership, French firms must move beyond recognising the value of startups and secure the best partners in an increasingly competitive landscape.

Q: How important is startup collaboration for your organisation's strategy? Companies answering Very Important (Mission Critical) and Important, but not Mission Critical.

of French corporates view startup collaborations as crucial to their strategy

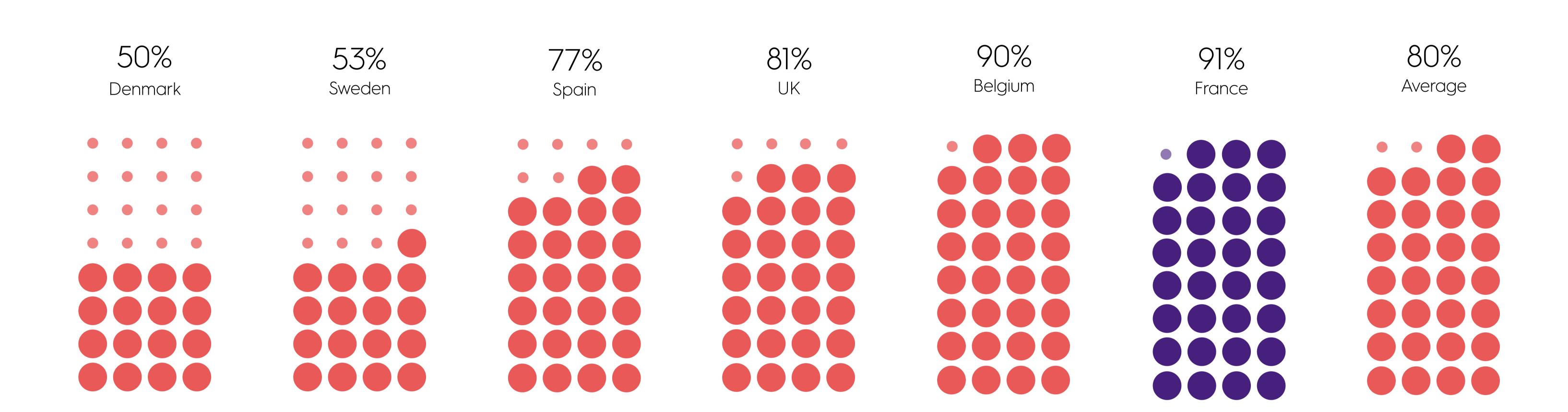
- highest in Europe

/<u>1</u>Q0/

of French corporates identify finding the right startup as the most challenging phase of the Open Innovation process - the only country in Europe to rank this as the most difficult phase.

of French corporates judge startups as key partners in development of their Al strategy - Fourth highest

in Europe



Highest number of corporates to identify the Finding the Right Startup phase to be the greatest challenge

25%	38%	29%
DENMARK	SPAIN	SWITZERLAND
36%	42%	40%

GERMANY

NORWAY

48% FRANCE

Q: Which phase(s) of startup collaboration do you find the most challenging? Companies selecting Finding the Right startup.

AVERAGE

To judge startups as key partners for executing their AI strategy

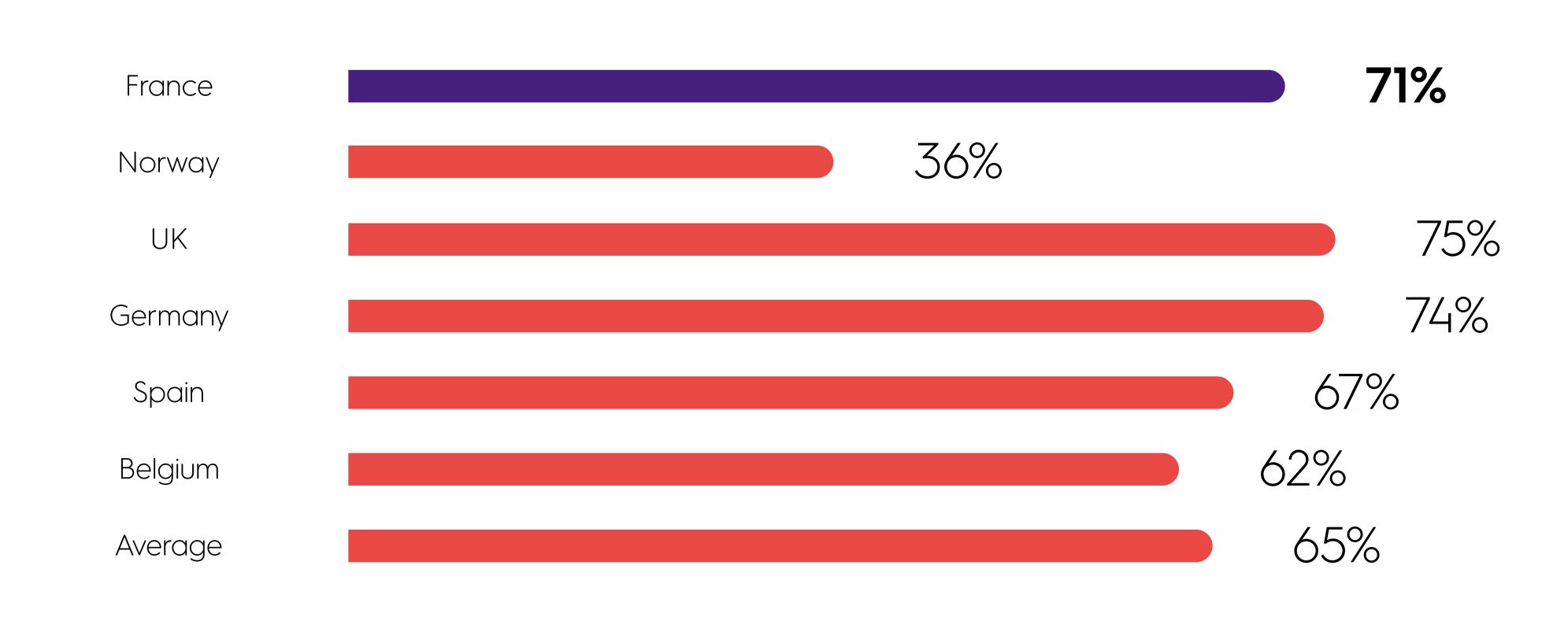
41%	47%	75%
NORWAY	SWITERLAND	GERMANY
74%	81%	70%
ITALY	UK	AVERAGE

FRANCE

Q: What future role do you see for startups in the ongoing development and implementation of your organisation's AI strategy? Companies selecting As Key Partners in Driving Innovation and As Integral to your AI development Process.

1. Third highest country to achieve objectives in collaborations

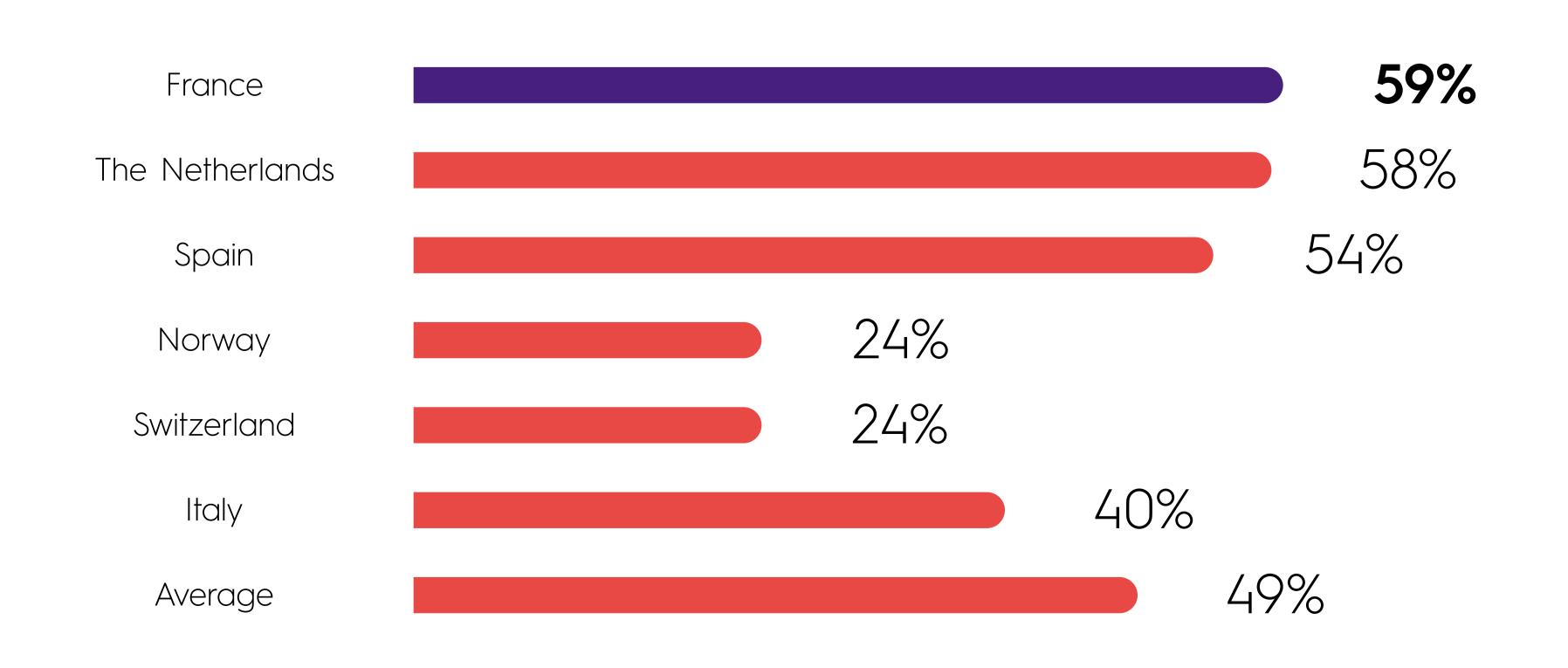
Q: Overall, how often in your collaborations with startups did you achieve your objectives? Companies answering Always or Most of the Time.

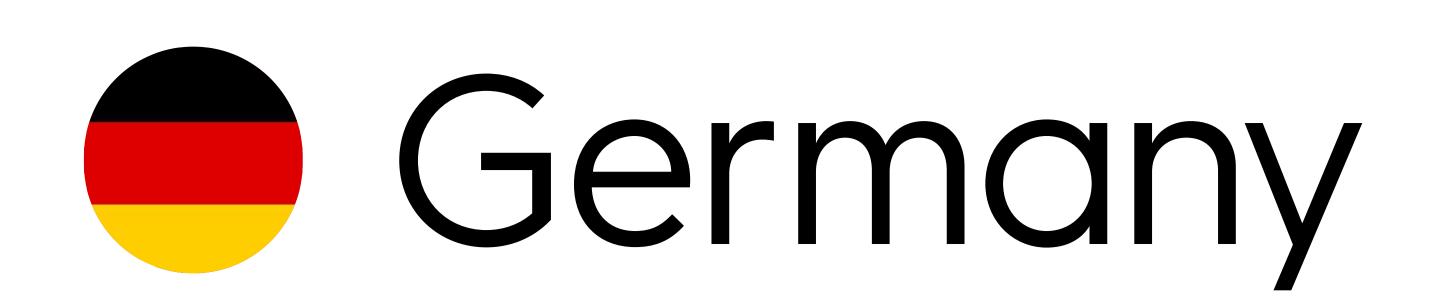


5. Highest level of corporates

who have conducted cyber security collaborations in the past 2 years

Q: In which area(s) have you collaborated with startups within the last 24 months? Companies identifying Cyber security.







Highest number of corporates aiming to collaborate with startups in order to shape their AI strategy

German corporates lead Europe in leveraging startups to create Al strategy

German corporates show the strongest appetite in Europe for working with startups to shape their AI strategy, according to Sopra Steria Next's Innovation Report 2025.

More than half -51% - plan to collaborate with startups to shape their AI strategy, the highest proportion on the continent, reflecting a growing recognition of their agility, innovation, and specialised expertise.

German corporates which have already run AI collaborations also report the second highest level of enthusiasm in Europe for future AI startup collaborations, with 75% judging startups to be key or integral partners to future AI strategy development.

However, Germany reports the lowest level of Open Innovation activity in Europe, with 22% of companies having launched just one project in the past two years.

Broader Open Innovation efforts are also delivering results, with 74% achieving their objectives consistently. Yet structural gaps remain — only 64% have a dedicated Open Innovation department, the second lowest in Europe. Addressing these challenges will be critical to sustaining momentum.

Q: Why do you wish to collaborate with startups on artificial intelligence (AI)? Companies answering to Shape AI-strategy.

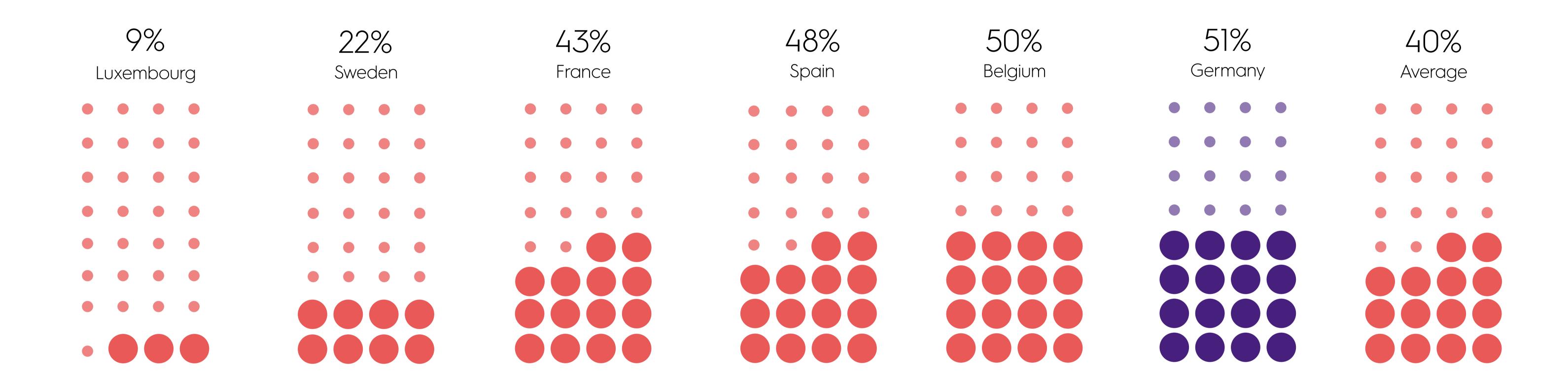
of German corporates achieved their objectives Always or Most of the Time - second highest in Europe

5106
of German corporates want

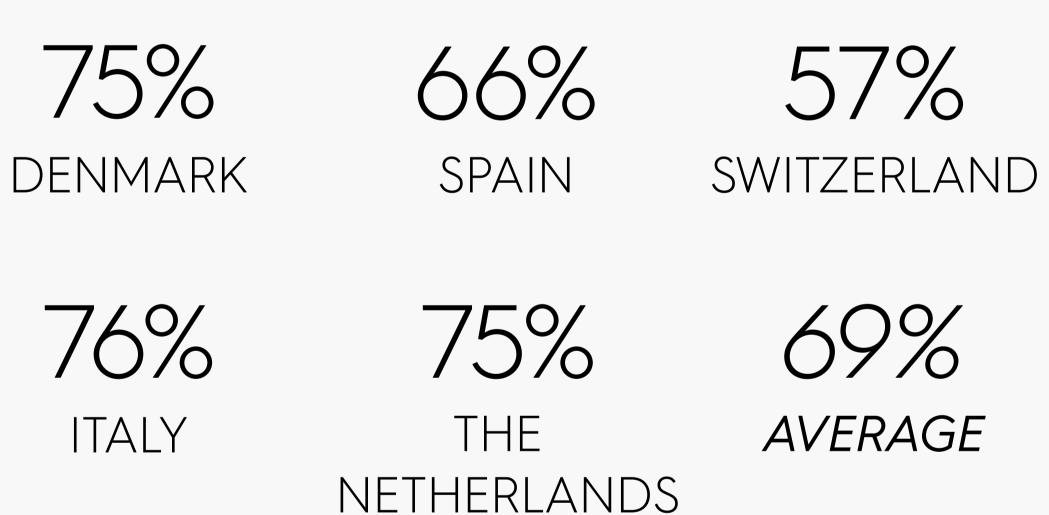
to collaborate with Alstartups to shape their future Al-strategy - Highest in Europe

75%

of German corporates see
Al-startups as key or
integral partners to
developing their ongoing
Al-strategy – Second
highest in Europe



2. Second lowest number of corporates to have a dedicated Open Innovation department



AVERAGE

64% GERMANY

Q: Does your organisation have a dedicated department or business unit that works with startups? Companies answering yes.

Second highest proportion of companies judging Al startups as important to executing their strategy

71%	55%	63%
FRANCE	LUXEMBOURG	DENMARK
47%	81%	70%
SWITZERLAND	UK	AVERAGE

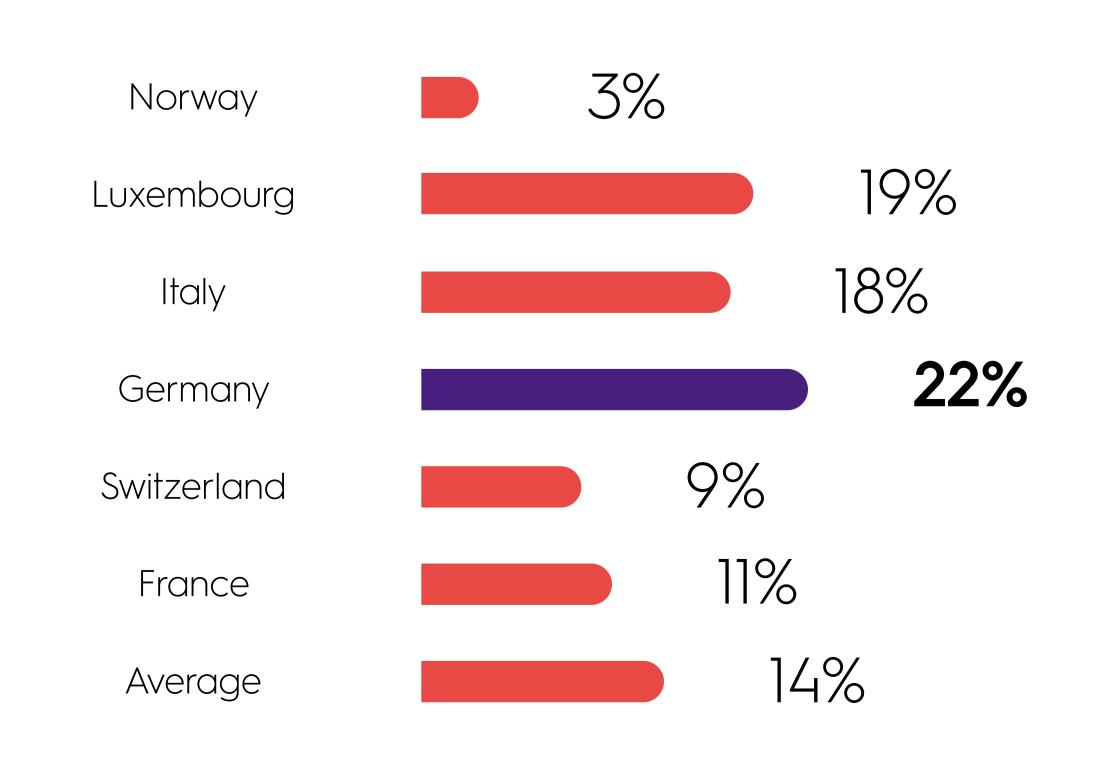
75% GERMANY

Q: What future role do you see for startups in the ongoing development and implementation of your organisation's AI strategy? Companies answering As key partners in driving innovation and As integral to your AI development process.

$\bigcirc \triangle$. The highest number of corporates

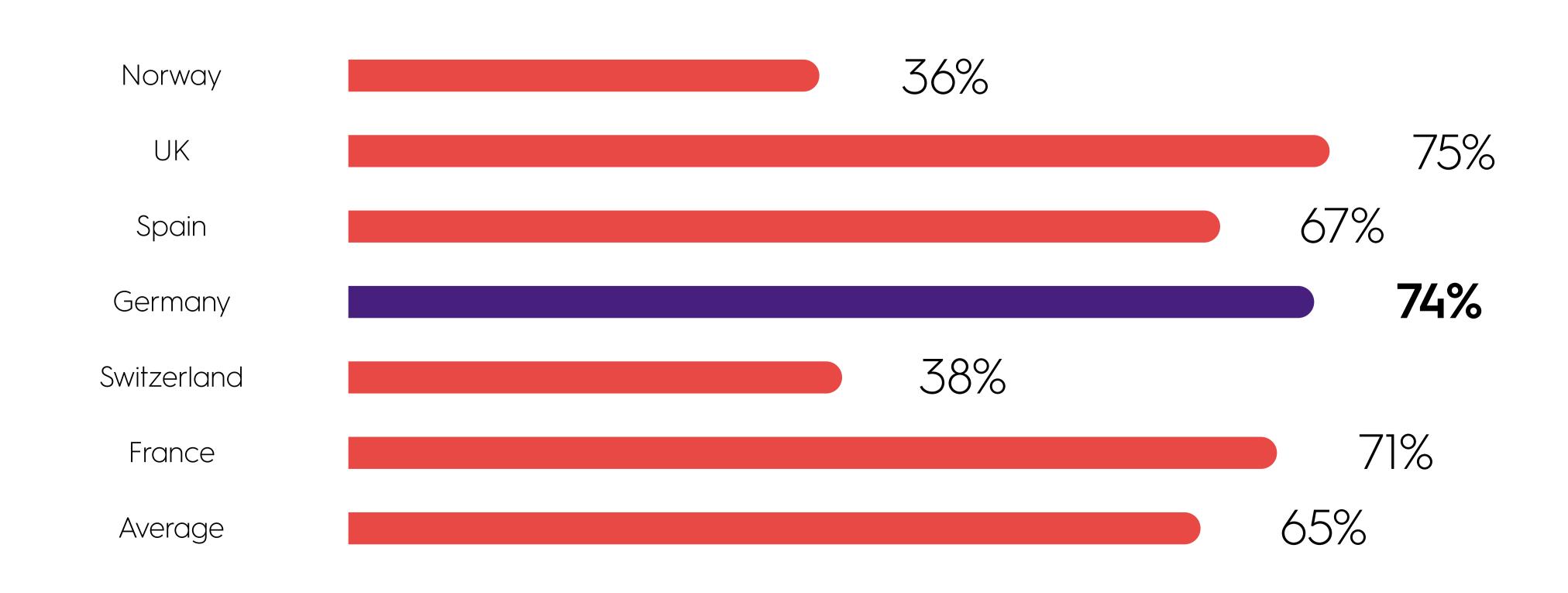
to have completed only one Open Innovation project in the past two years

Q: How many collaboration projects with startups have your organisation been involved in during the last 2 years? Companies answering 1.



Second highest level of successful collaborations reaching their objectives Always or Most of the Time

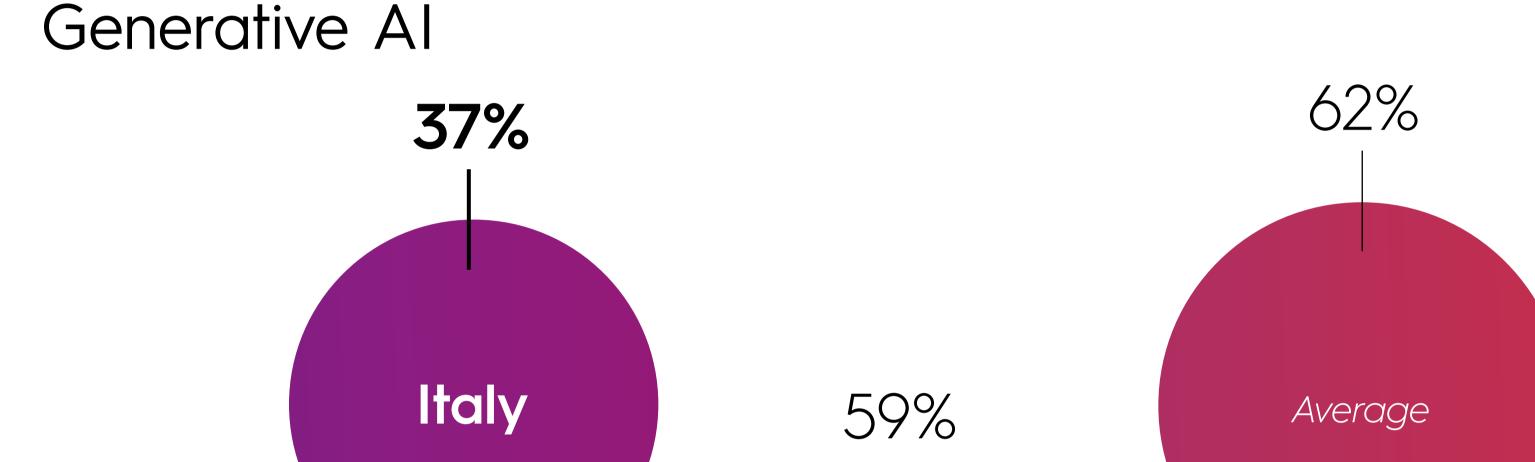
Q: Overall, how often in your collaborations with startups did you achieve your objectives? Companies answering Always and Most of the Time.

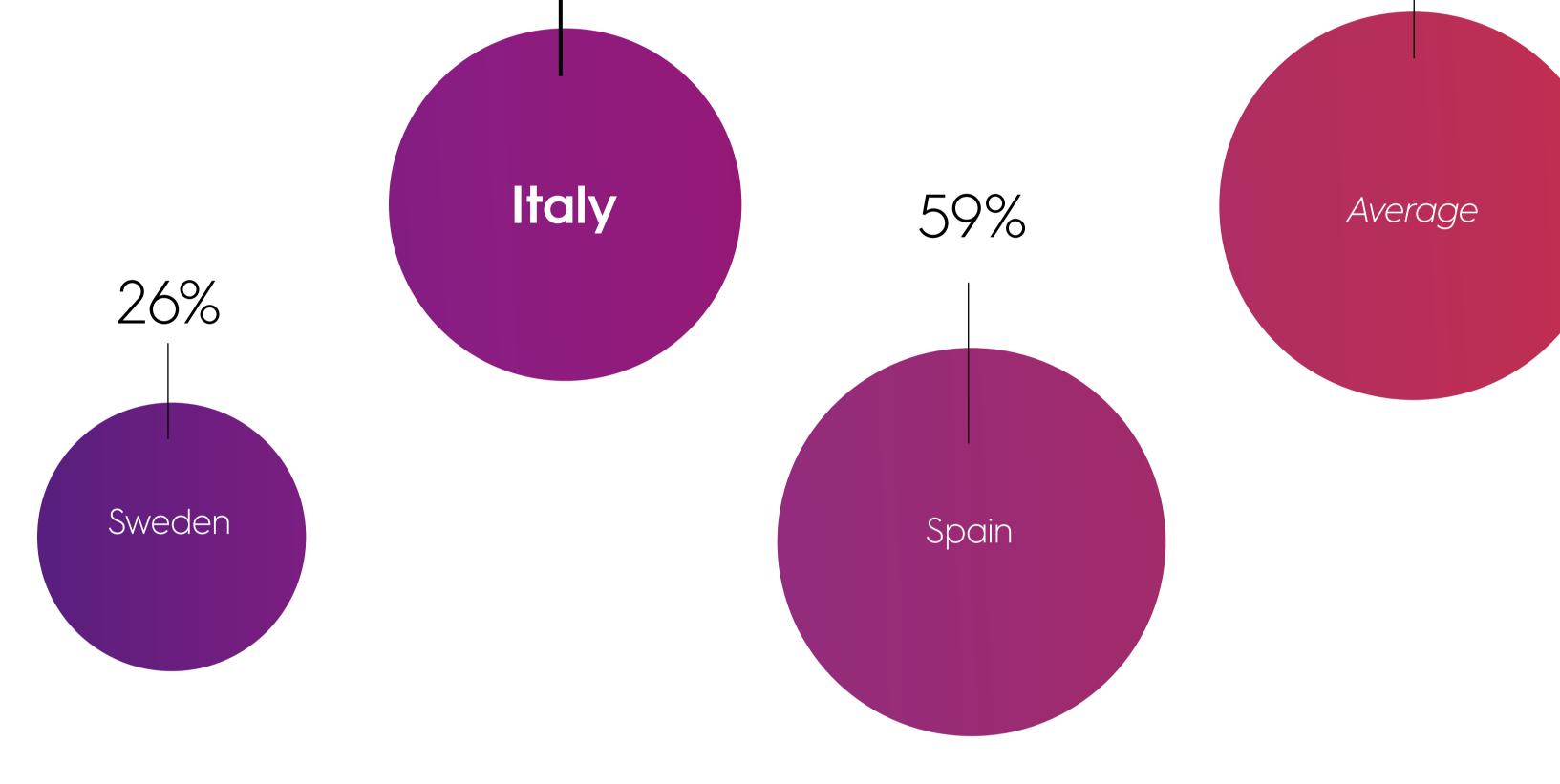






Second lowest level of corporates who have collaborated with econd lowest level of corporates who have collaborated with startups on





Only 1 in 3 Italian corporates ran Gen Al startup collaborations

- second lowest in Europe

Italian corporates risk falling behind in the AI revolution, with only 37% having run startup collaborations on Generative AI in the last two years — the second lowest rate in Europe, according to Sopra Steria Next's Open Innovation Report 2025.

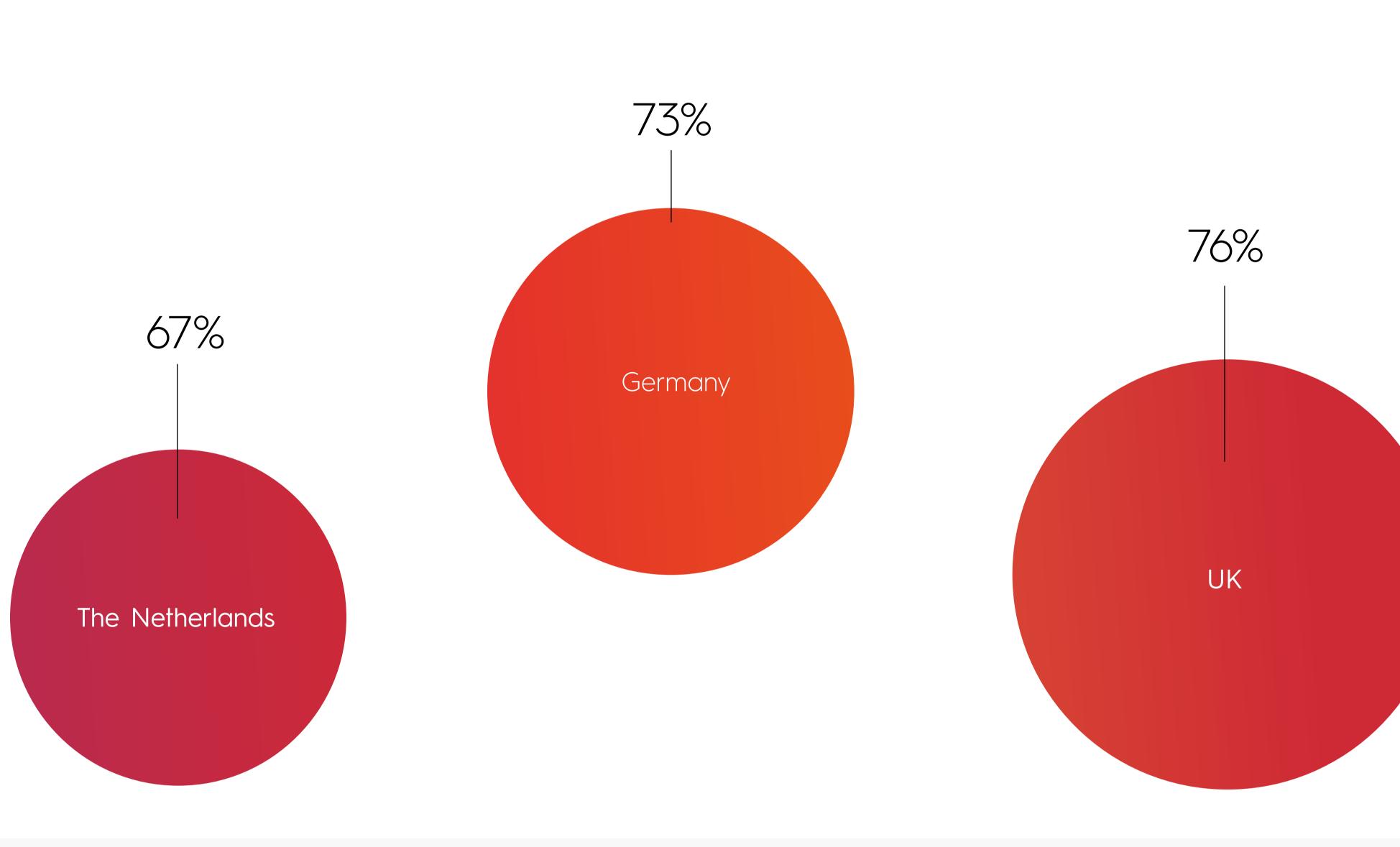
Despite 83% recognising Open Innovation as crucial to their strategy and 76% having dedicated collaboration departments — the highest in Europe — this lack of progress on collaborations is surprising.

However, a total of 74% of Italian corporates that have engaged in AI collaborations believe startups will play a crucial role in realising their AI strategy.

The appetite for collaboration seems to be growing, with 67% of Italian corporates that have not previously engaged in Open Innovation collaborations planning to do so in the next two years.

With other countries accelerating their AI partnerships, Italian corporates must act decisively to close the gap or risk missing out on the next wave of innovation.

Q: On which AI topics have or are you collaborating with startups? Companies answering Generative Al.



Highest level of corporates to have a dedicated department

64%	67%	57%	769
GERMANY	SWEDEN	SWITZERLAND	
70% NORWAY	75% THE NETHERLAND	69% AVERAGE	ITALY

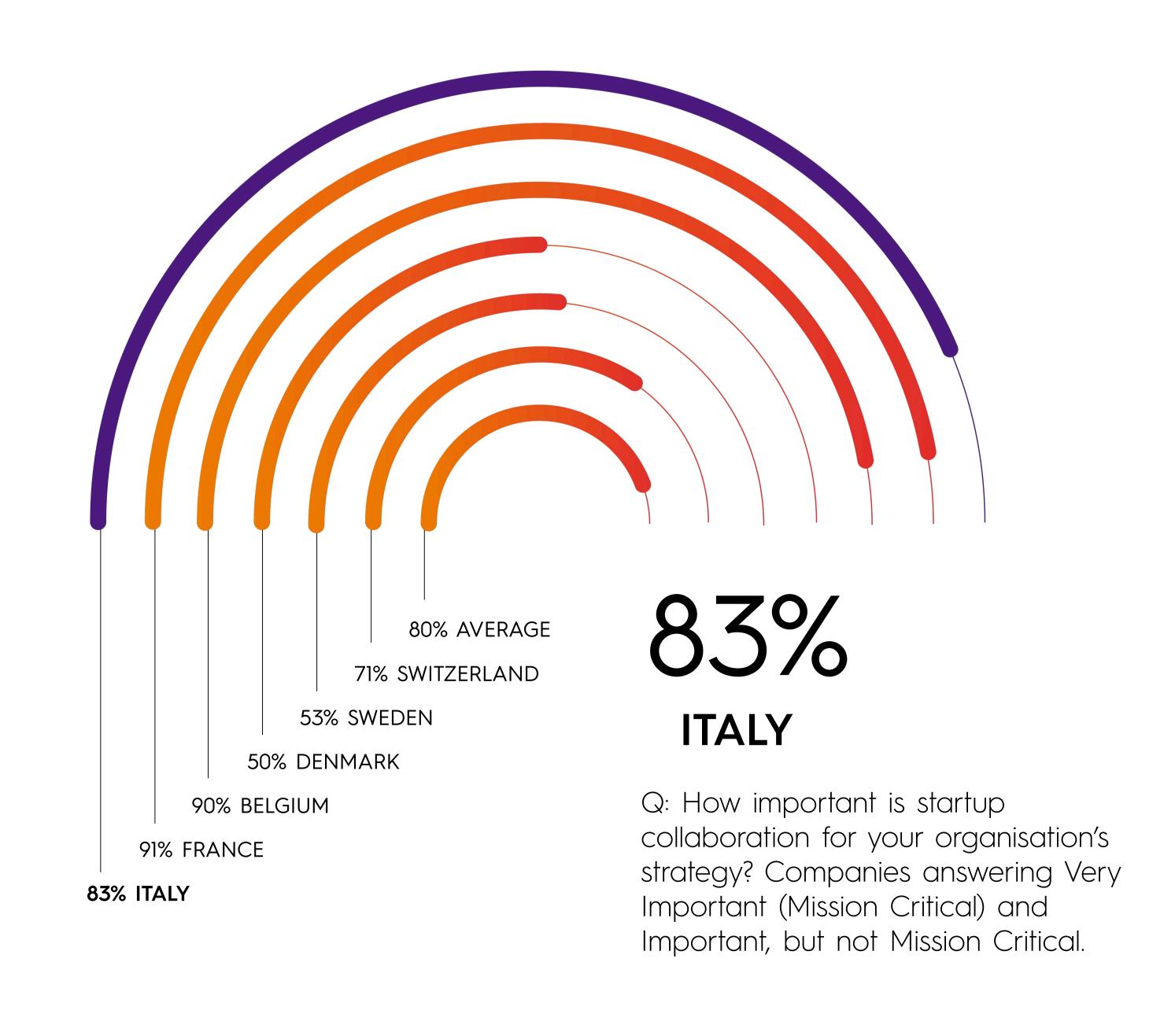
Q: Does your organisation have a dedicated department or business unit that works with startups? Companies answering yes.

() 5 Third highest level of corporates who have previously not collaborated, but want to start

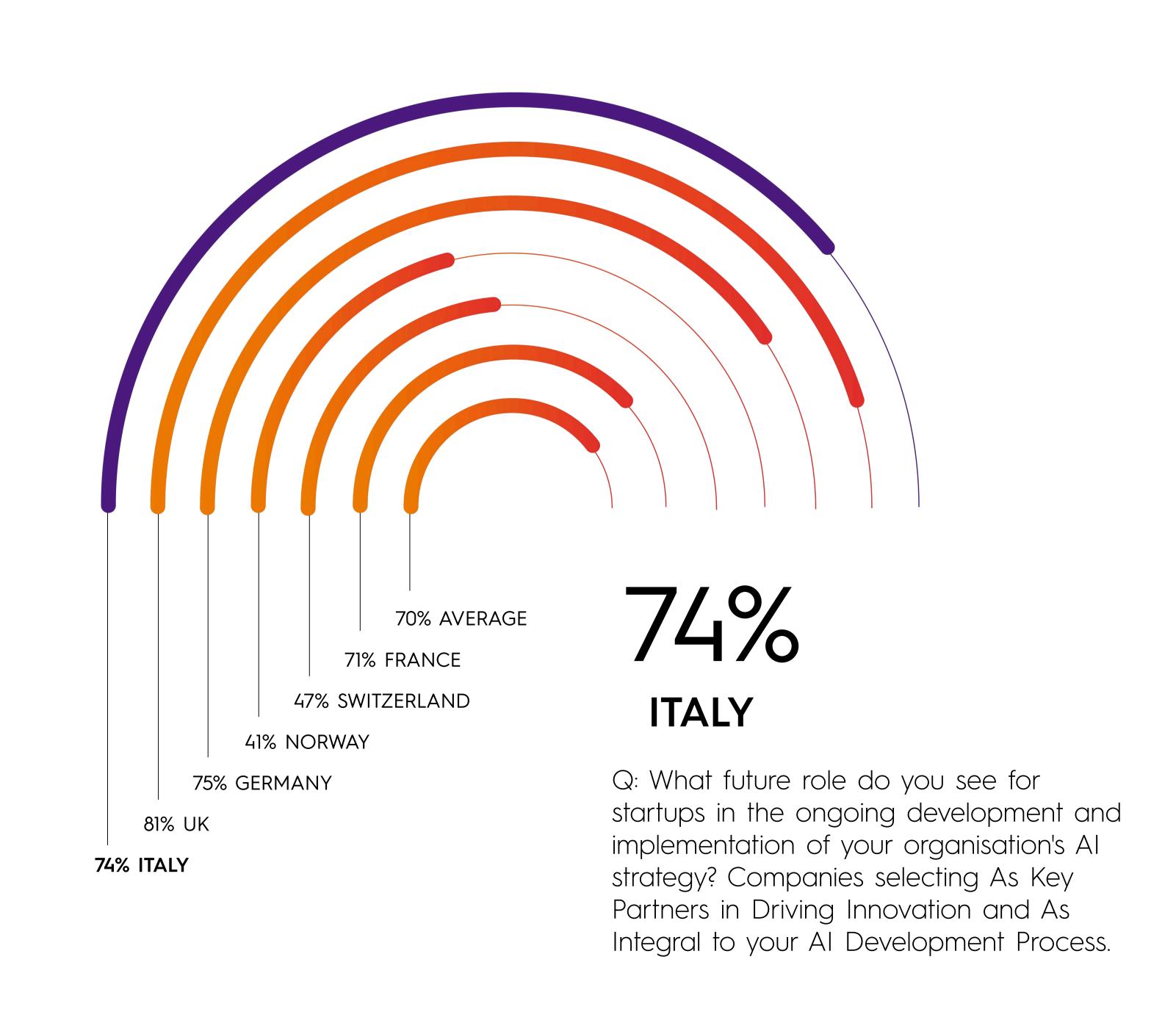
21%	18%	25%	55%
UK	LUXEMBOURG	DENMARK	
50% THE NETHERLANDS	32% GERMANY	34% AVERAGE	ITALY

Q: What are your organisation's expectations for collaborating with startups in the future? Companies who have previously not collaborated selecting Increased focus.

Second highest level of corporates who judge Open Innovation of strategic importance



) $\int_{\mathbb{R}}$ Third highest level of corporates who judge startups to be crucial in executing their AI strategy



of Italian corporates have

a dedicated department

- highest in Europe

of Italian corporates judge

Open Innovation

strategically important -

second highest in Europe

of Italian corporates who

have run AI collaborations

say startups will have an

- third highest in Europe

important role in Al efforts



Luxembourg has the lowest level of AI collaborations in Europe

Luxembourg trails Europe in Al adoption, with only 37% of corporates having collaborated with AI startups in the past two years — the lowest level in the region, according to the findings of the Sopra Steria Next's Open Innovation Report 2025.

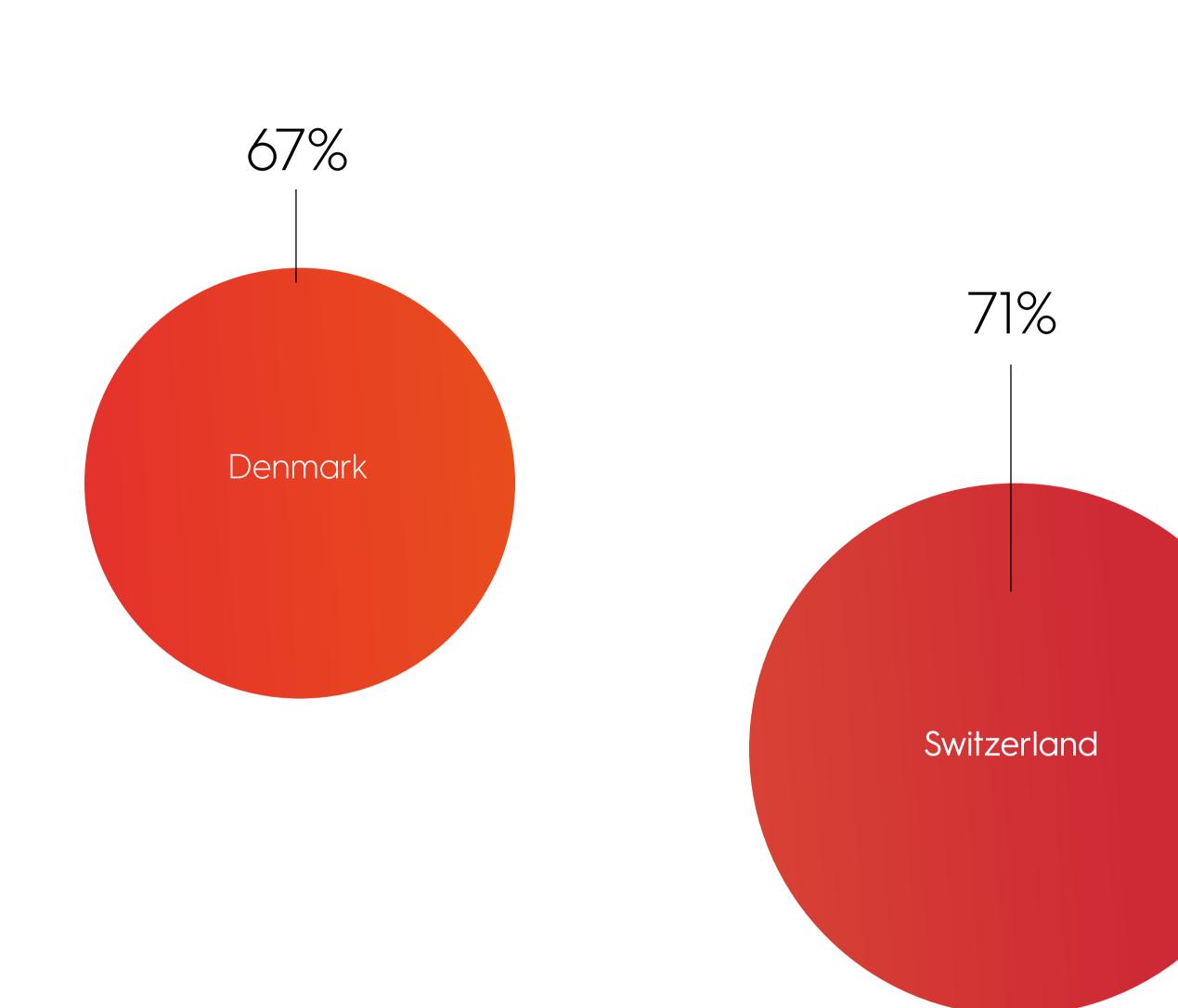
Despite strong structural commitment to Open Innovation, with 53% of firms placing oversight responsibility at the top management level - the highest in Europe, this has not translated into success in the AI field.

Luxembourg's corporates also rank second from bottom in terms of prioritising AI integration into their businesses, with less than half (46%) identifying it as Mission Critical or High Priority.

Beyond AI adoption challenges, Luxembourg firms face distinct barriers in Open Innovation, with 37% citing intellectual property (IP) concerns as their biggest obstacle — the only country in Europe to rank IP issues as their primary challenge.

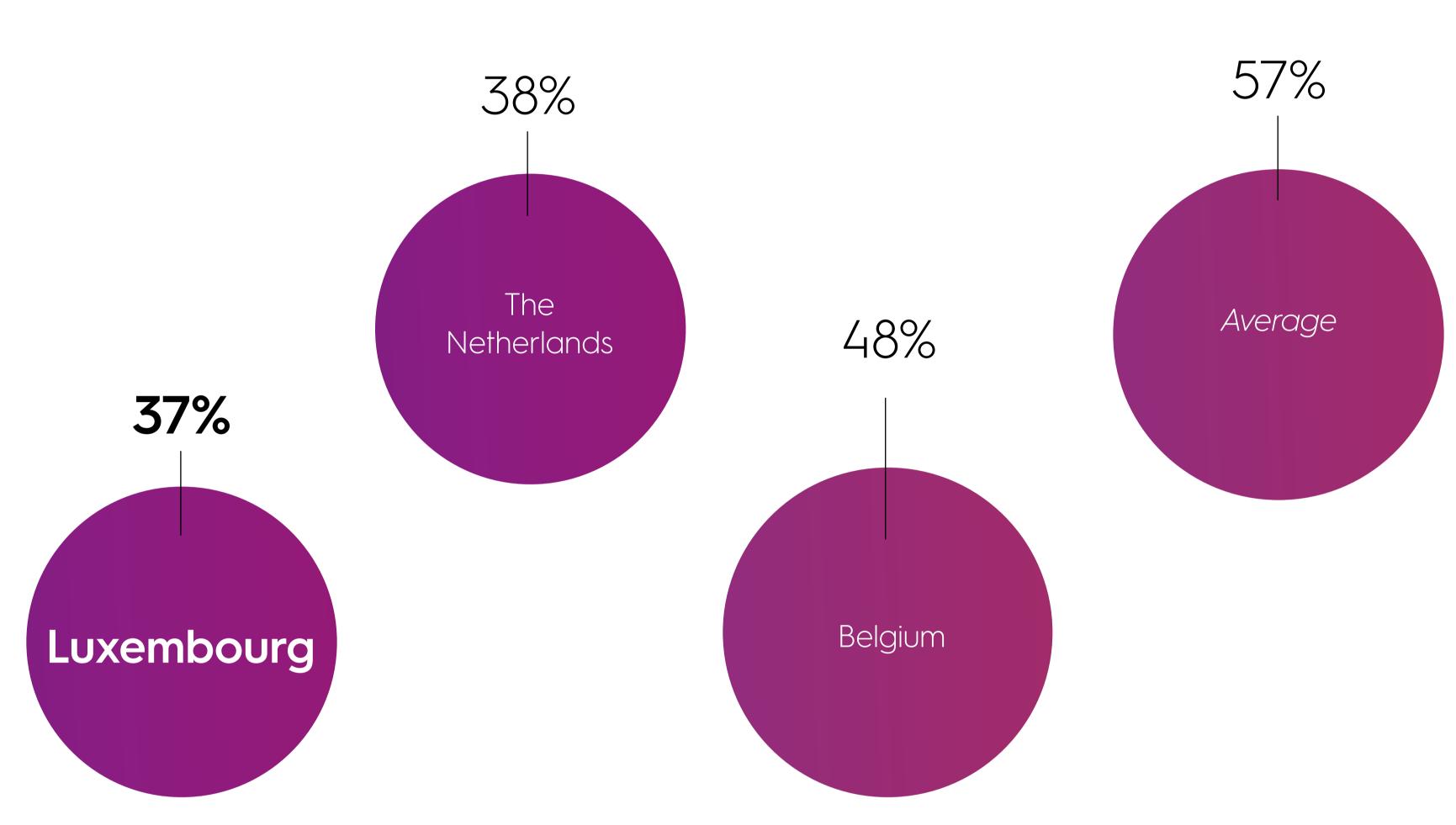
While the country has laid the groundwork for innovation, its ability to translate commitment into AI adoption remains an open question.

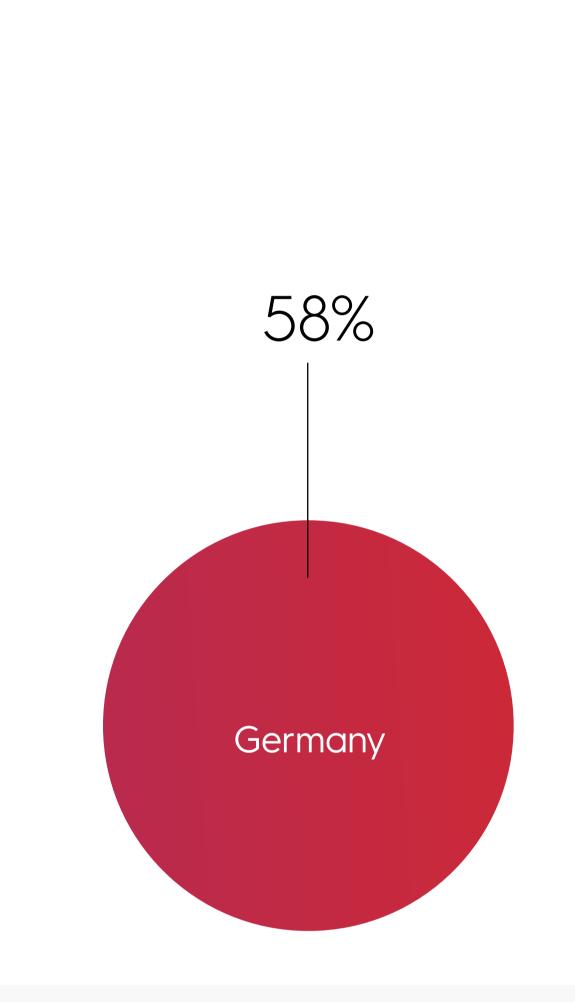
Q: In which area(s) have you collaborated with startups within the last 24 months? Companies answering Artificial



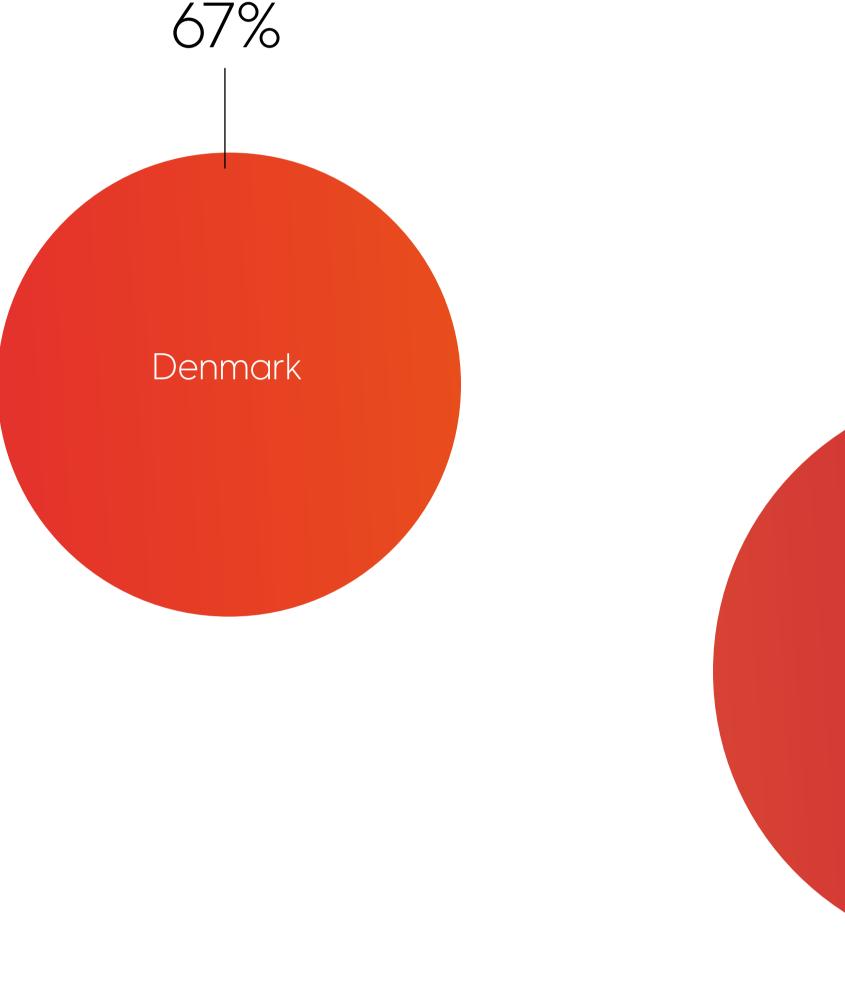
Lowest amount

of AI collaborations in the past two years





Intelligence (AI).



Below average

in achieving their collaboration objectives

	62%	36%	74%
60%	BELGIUM	NORWAY	GERMANY
LUXEMBOURG	65%	58%	75%
	AVERAGE	THE NETHERLANDS	UK

Q: Overall, how often in your collaborations with startups did you achieve your objectives? Companies answering Always and Most of the Time.

() 5 Luxembourg is the only country

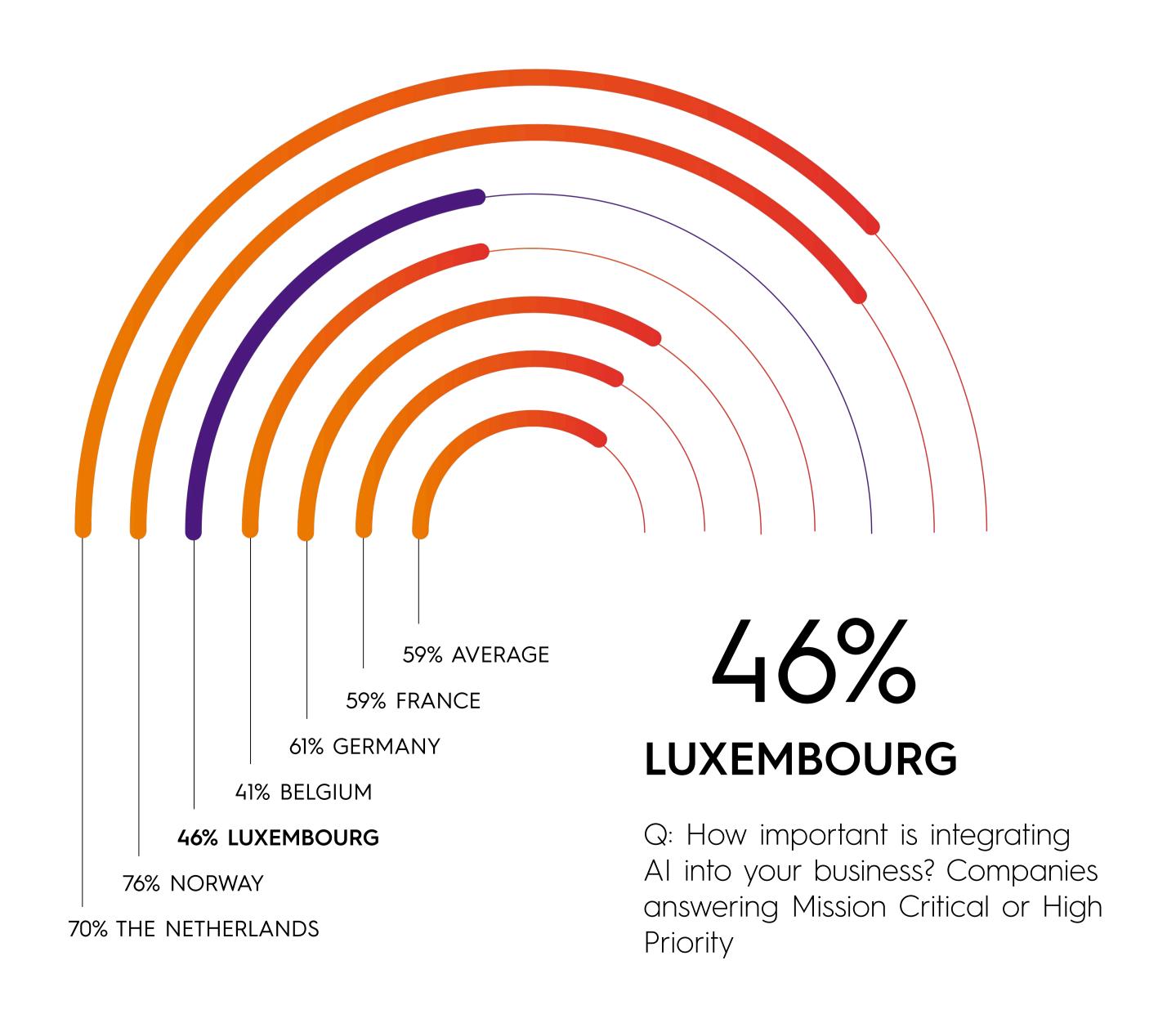
to find intellectual property concerns as the biggest barrier for successful collaboration

24%	9%	8%	37%
BELGIUM	NORWAY	DENMARK	
15% THE ETHERLANDS	28% GERMANY	23% AVERAGE	LUXEMBOURG

Q: Of the following, which are the biggest barriers (obstacles) for your organisation when collaborating with startups? Companies selecting Intellectual Property.

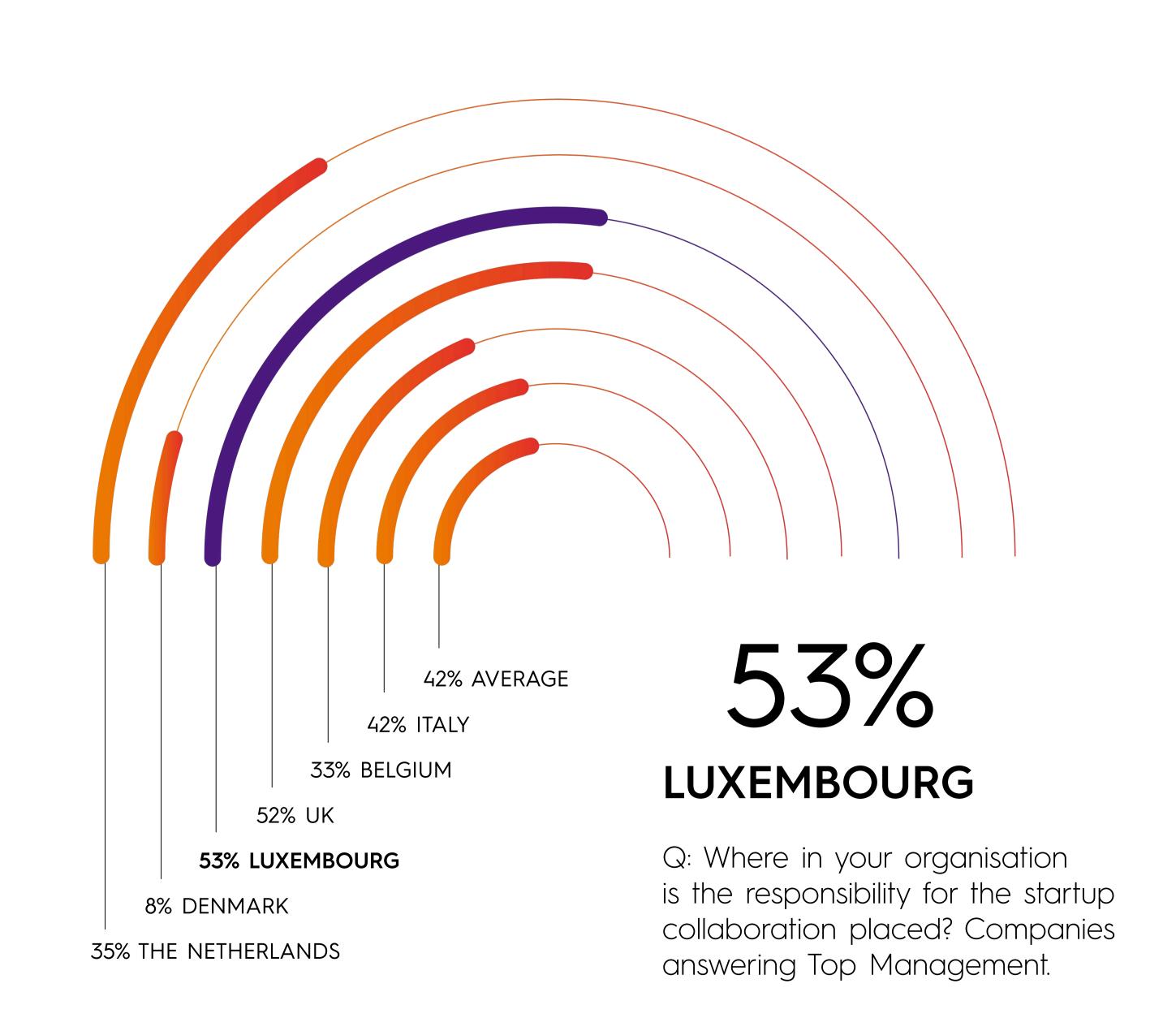
Second lowest country

to rank AI integration into their business as important



Highest country

to have placed responsibility at top management



of Luxembourg corporates

have collaborated with AI-

startups the last 24 months

- lowest in Europe

of Luxembourg corporates

select IP as the biggest

startup collaboration barrier

- only country rating this as

the top barrier

of Luxembourg corporates

place oversight

responsibility with top

in Europe

management - highest





Norwegian corporates worst in Europe at Open Innovation

Norwegian corporates are the least successful in Europe at executing Open Innovation, with just 36% of projects achieving their objectives All or Most of the Time, according to Sopra Steria Next's Open Innovation Report 2025.

Despite Norwegian corporates long-standing history of Open Innovation, only 27% appoint a top management-level representative to oversee such projects, limiting strategic oversight.

While 72% of Norwegian corporates recognise AI as crucial to their business — more than any other country in Europe — they are failing to capitalise on startup expertise. Only 41% of those engaged in AI collaborations consider startups vital to their strategy, the lowest level in Europe and far behind the 70% European average.

A major obstacle is scaling solutions beyond initial experimentation — 61% of Norwegian corporates cite this as the most challenging phase, the highest in Europe by a significant margin. Yet, only 16% of those working with third-party intermediaries have leveraged their support at this stage, missing a key opportunity to drive success.

of corporates running AI collaborations judge startups to be crucial to their AI strategy - lowest in Europe

found Scaling the Solution
Beyond Initial
Experimenting to be the most challenging phase - highest in Europe

NORWAY

of Norwegian corporates

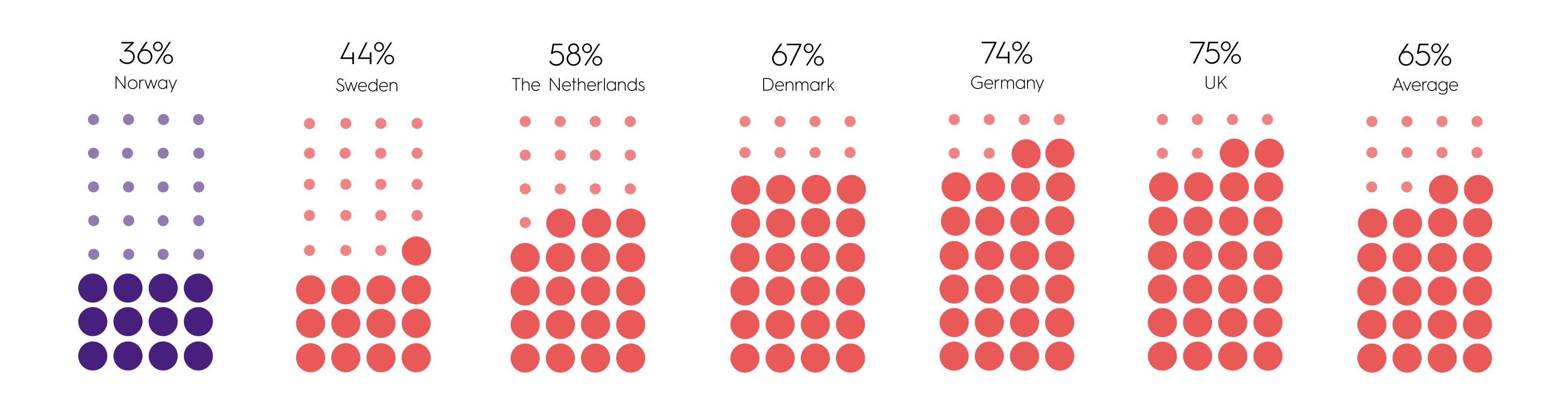
reach their objectives all or

most of the time - lowest

in Europe

Lowest level of corporates reporting successful startup collaborations in Europe

Q: Overall, how often in your collaborations with startups did you achieve your objectives? Companies selecting Always or Most of the Time.



1 Highest level of corporates with more than 5 years of experience with startup collaboration

44% FRANCE	5% BELGIUM	17% DENMARK
33%	18%	28%
SWEDEN	GERMANY	AVERAGE

54% NORWAY

Q: For how many years has your organisation collaborated with startups? Companies selecting 5 years or more.

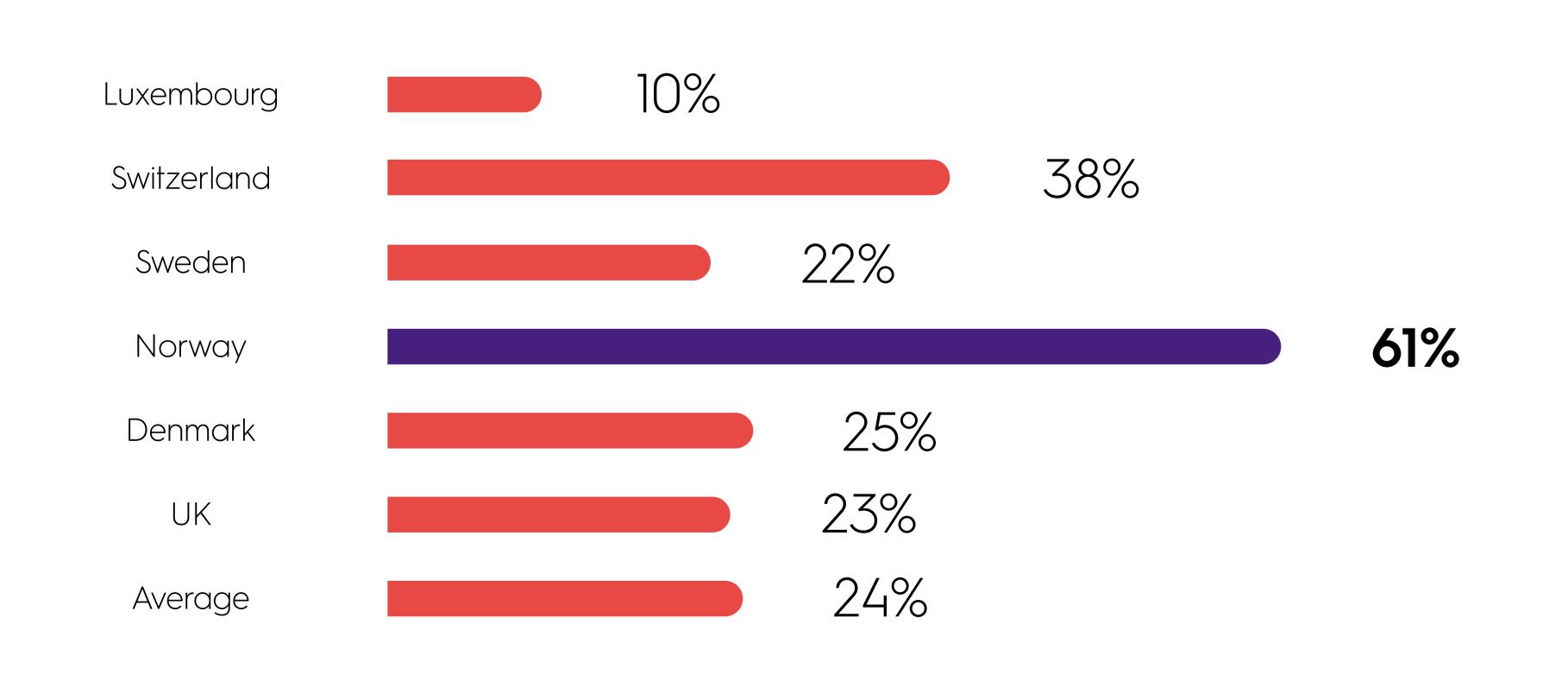
3. Second lowest level of corporates who have placed responsibility at top management

52%	53%	8%	
UK	LUXEMBOURG	DENMARK	
39%	40%	42%	
SWEDEN	SPAIN	AVERAGE	

Q: Where in your organisation is the responsibility for the startup collaboration placed? Companies selecting Top Management.

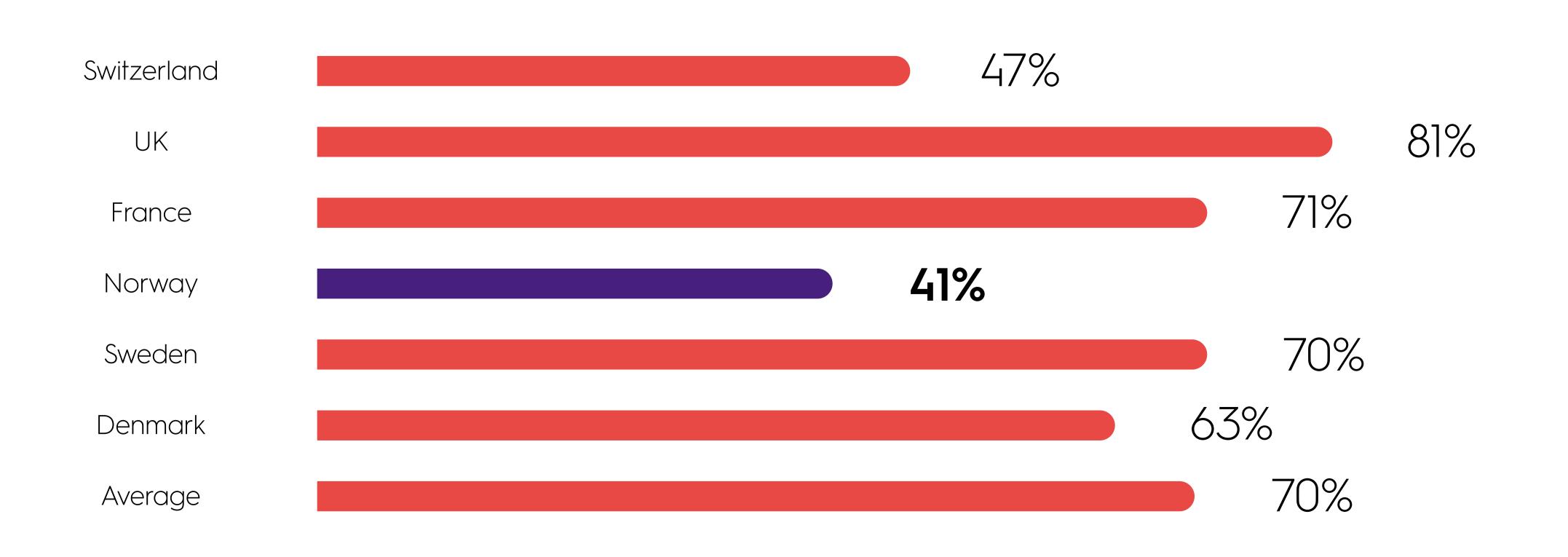
Highest level of corporates find Scaling the Solution Beyond Initial Experimenting the most challenging phase of startup collaborations

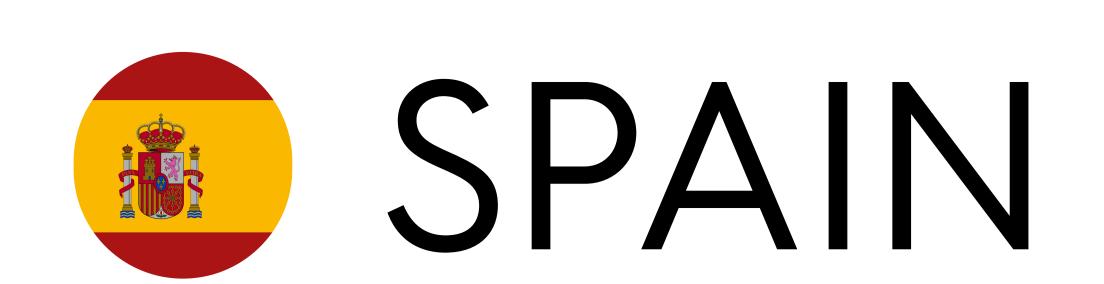
Q: Which phase(s) of startup collaboration do you find the most challenging? Companies selecting Scaling the Solution Beyond Initial Experimenting.



5. Lowest level of corporates who judge startups to be crucial in executing their AI strategy

Q: What future role do you see for startups in the ongoing development and implementation of your organisation's AI strategy? Companies selecting As Integral to your AI Development Process or As Key Partners in Driving Innovation.







Spanish corporates prioritise cybersecurity collaborations most in Europe

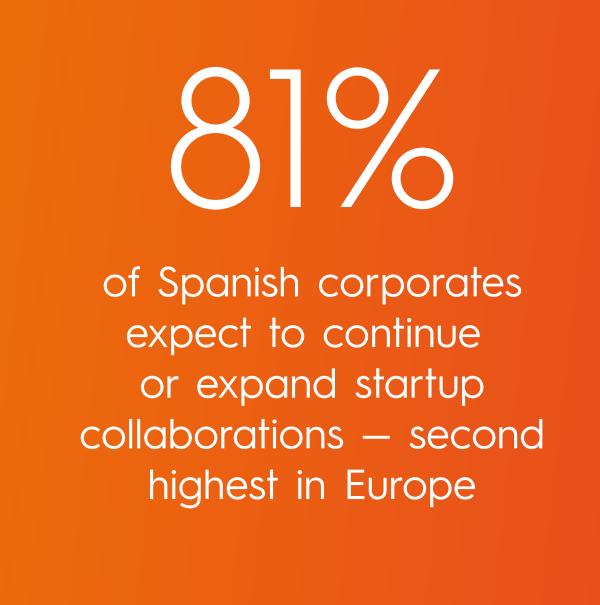
Spanish corporates are prioritising cybersecurity collaborations with startups more than any other country in Europe, with 48% identifying it as their top area of interest for future partnerships, according to Sopra Steria Next's Open Innovation Report 2025

This focus comes as Spain continues its rapid adoption of Open Innovation. Over half of Spanish corporates (52%) have engaged with startups for the first time in the past two years, making them among the newest adopters in Europe. Despite this relative inexperience, enthusiasm remains high, with 81% of companies expressing interest in future collaborations.

While AI initially dominated Spain's Open Innovation agenda, cybersecurity is now regaining momentum as a strategic priority. However, success remains a challenge — Spanish firms achieve their objectives in 67% of collaborations, placing them around the European average.

As Spain expands its startup partnerships, its ability to turn ambition into results will define its long-term leadership in open innovation.

Q: Are you interested in (or will you again) collaborate with startups within the next 24 months? Companies answering Yes.



48%

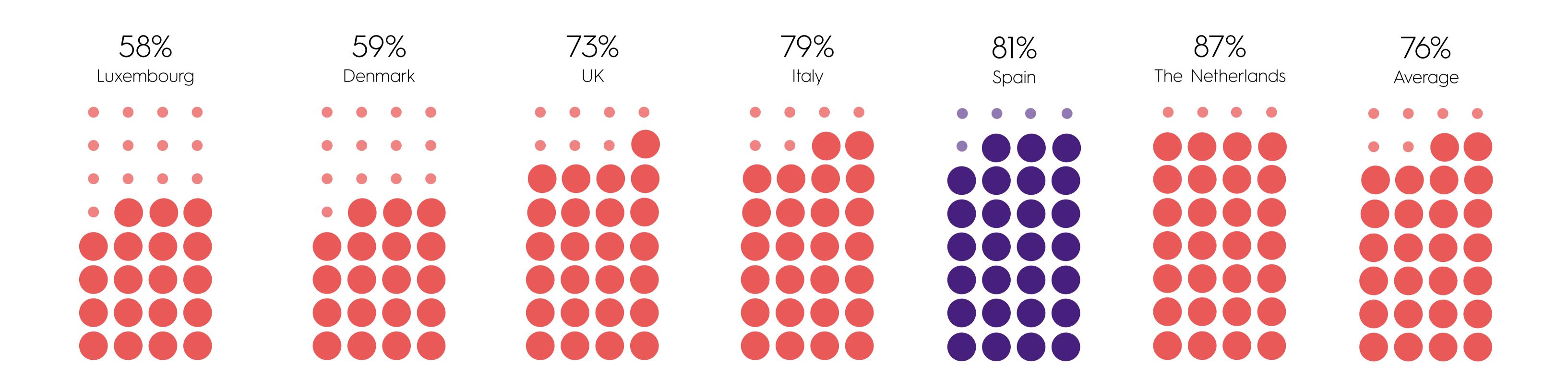
of Spanish corporates see cybersecurity as the most attractive area for future startup collaborations – highest in Europe

52%

of Spanish corporates
have launched startup
collaborations in the past
two years — the "youngest"
Open Innovation market
in Europe

Second highest country

for corporates wanting to collaborate with startups in the near future



)// Above average

interest in collaborations with startups on Artificial Intelligence (AI)

71% 67% 57% SWITZERLAND NORWAY FRANCE 62% 58% 37% 57% SPAIN GERMANY LUXEMBOURG AVERAGE

Q: In which area(s) have you collaborated with startups within the last 24 months? Companies identifying Artificial intelligence.

Average level of successful collaborations

74% 75% 36% NORWAY

38% 62% 65% SWITZERLAND BELGIUM AVERAGE

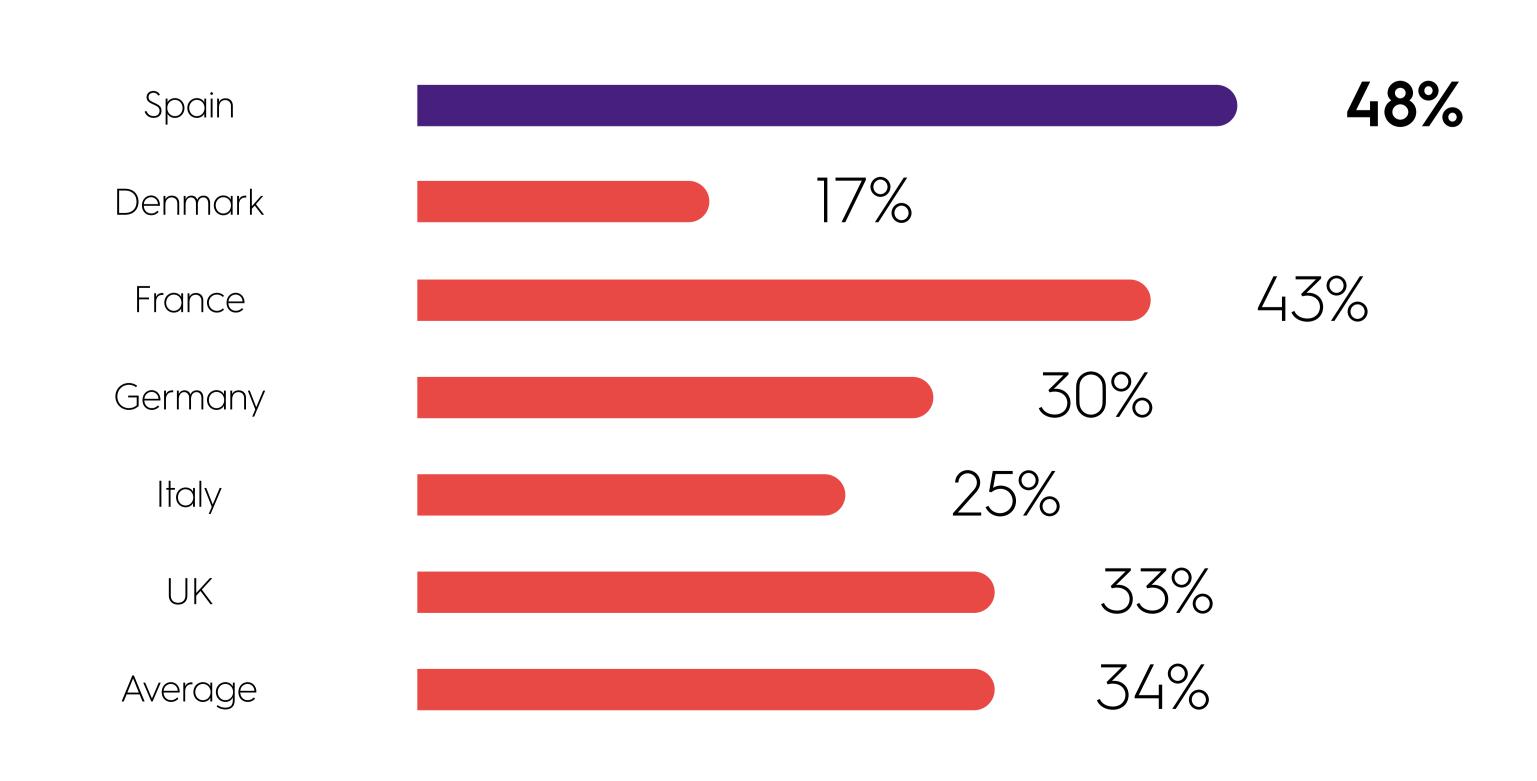
67%
SPAIN

Q: Overall, how often in your collaborations with startups did you achieve your objectives? Companies answering Always and Most of the time.

$\bigcirc 4$. Highest level of corporates

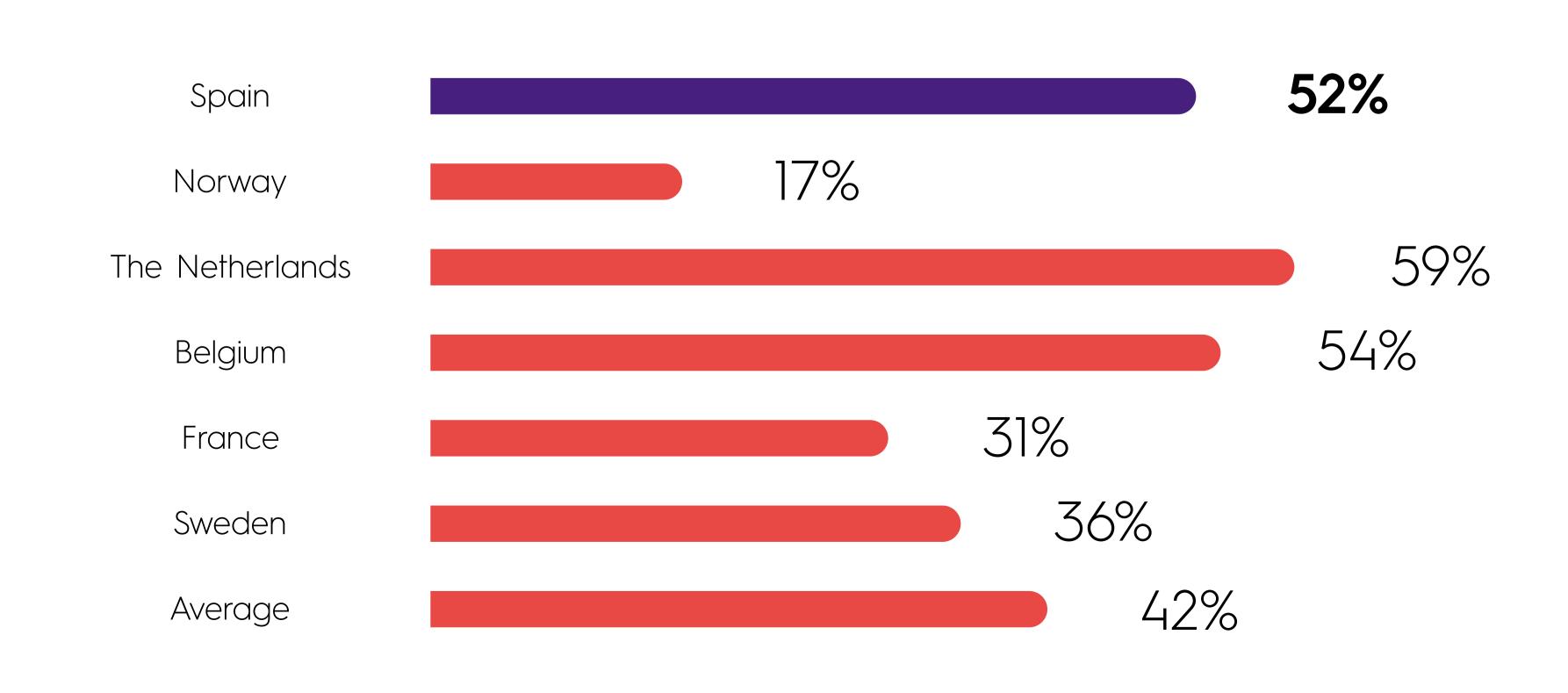
interested in launching cyber security collaborations in the future

Q: Which area(s) would you be most interested in collaborating with a startup in the next 24 months? Companies identifying Cyber Security.



Third highest level of corporates new to Open Innovation

Q: For how many years has your organisation collaborated with startups? Companies answering Less than 1 year and 1-2 years.







Swedish corporates least satisfied with Open Innovation projects in Europe

Swedish companies report the lowest satisfaction levels of Open Innovation projects in all of Europe, according to the results of the Sopra Steria Open Innovation Report 2025.

The Nordic nation also ranks third lowest in Europe in terms of project success with only 44% of corporates reporting such collaborations reach their objectives all or most of the time.

A key factor behind this underperformance is a lack of strategic prioritisation, with just 53% of Swedish corporates considering Open Innovation to be important or very important to their business strategy. Many cite top management's lack of focus as the primary obstacle to effectively collaborate with startups.

This strategic shortfall is particularly evident in Al partnerships. Among Swedish corporates that have engaged in Al collaborations over the past two years, only 26% have worked on generative Al projects—the lowest proportion in Europe.

Q: Overall, how often in your collaborations with startups did you achieve your objectives? Companies answering Always and Most of the Time

of Swedish corporates reach their objectives all or most of the time - third lowest in Europe

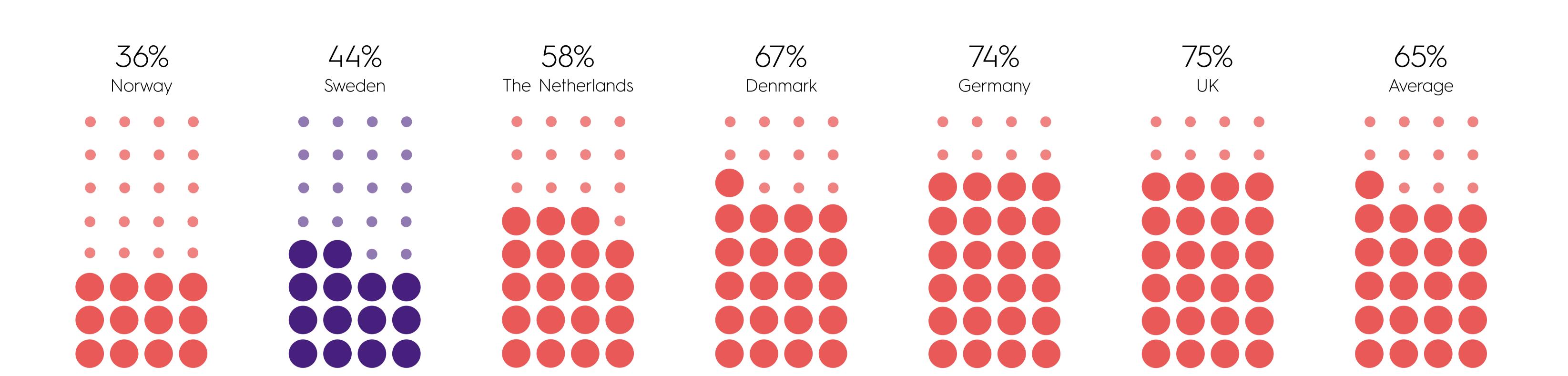
53%

of Swedish corporates
deem Open Innovation
important to strategy second lowest in Europe

26%
of Al projects has been focused on generative Al -

lowest in Europe

Third lowest level of successful collaborations



Only European country

to find top management's lack of strategic focus the biggest barrier for collaboration

47%	18% UK	20% THE NETHERLANDS	42% DENMARK
SWEDEN	24%	26%	39%
	AVERAGE	SPAIN	NORWAY

Q: Of the following, which are the biggest barriers (obstacles) for your organisation when collaborating with startups? Companies identifying Lack of strategic focus from top management.]

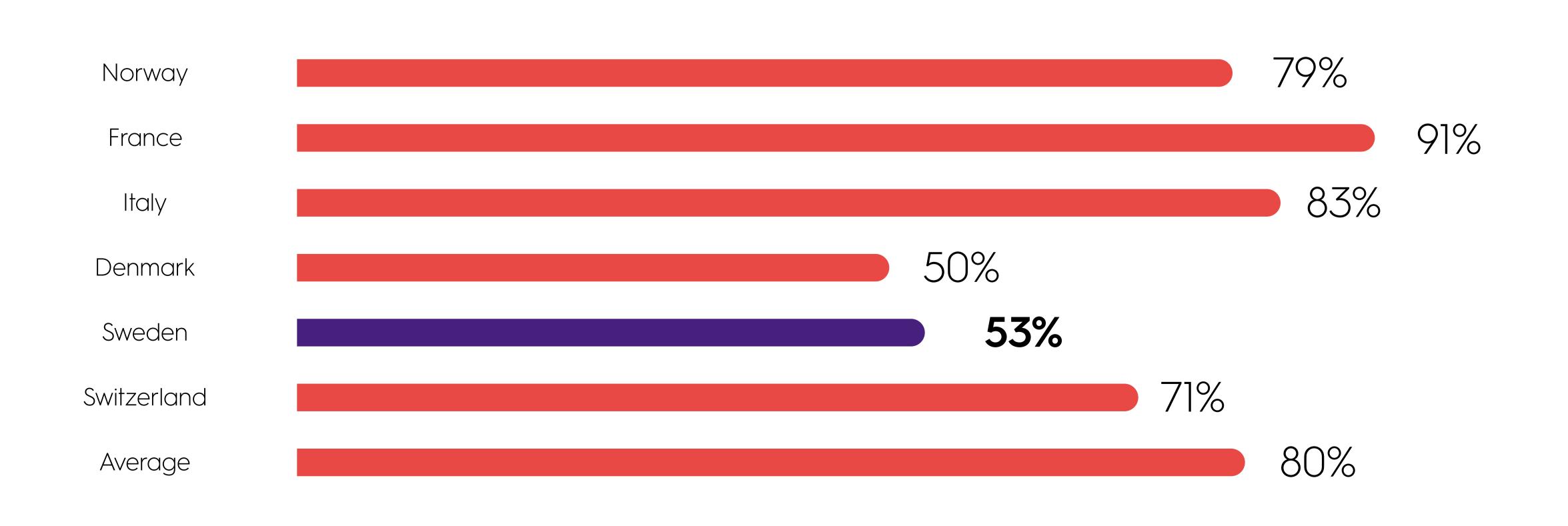
OS Lowest level of satisfied corporates when collaborating with startups

70%	58%	78%	569
NORWAY	DENMARK	GERMANY	
90%	84%	77%	SWEDE
BELGIUM	FRANCE	AVERAGE	

Q: How would you rate the experience of collaborating with startups? Companies answering Satisfied.

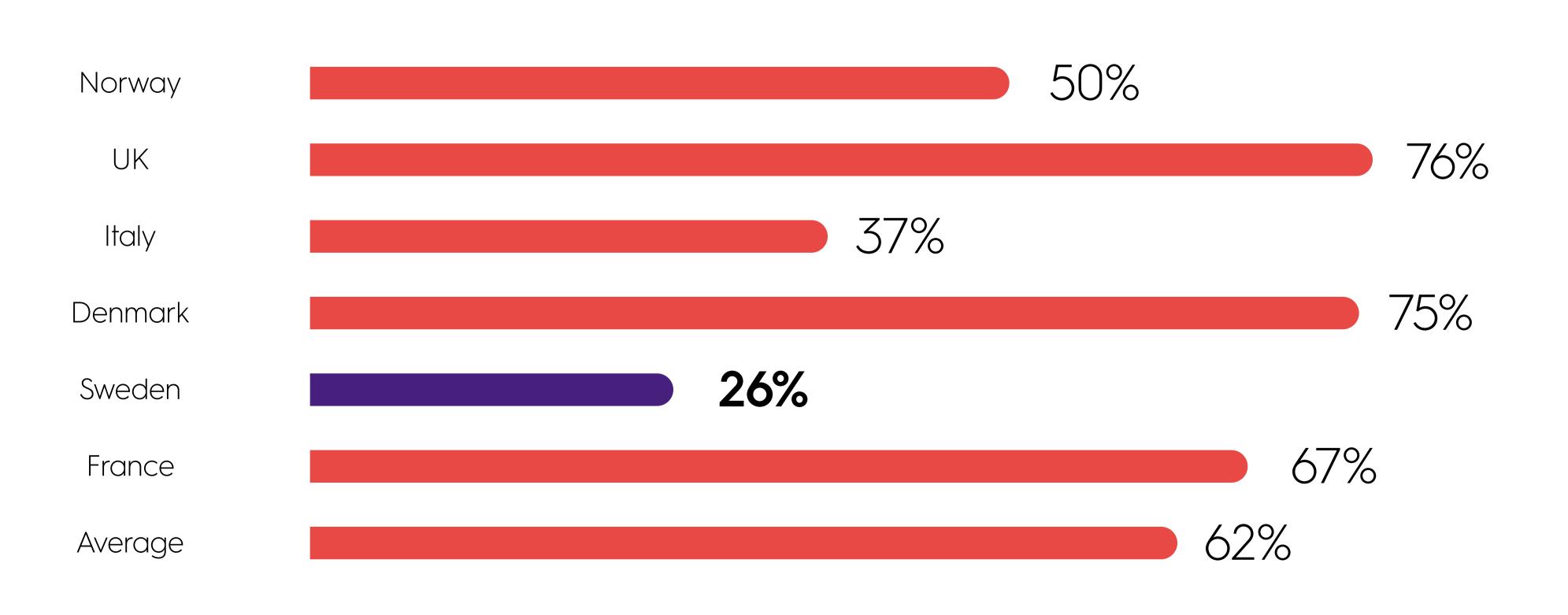
○ ∠ Second lowest level of corporates
 who deem Open Innovation important to strategy

Q: How important is startup collaboration for your organisation's strategy? Companies answering Very important (mission critical) and Important, but not mission critical.



5. Lowest level of corporates who has conducted generative AI projects

Q: On which AI topics have or are you collaborating with startups? Companies identifying Generative AI.







Switzerland leads Europe in Gen Al - but struggles to leverage Open Innovation potential

Swiss corporates are at the forefront of Europe's Generative AI revolution, with 71% of Open Innovation collaborations in the past two years concerning AI the highest level in the region, according to Sopra Steria Next's new Open Innovation Report 2025.

However, only 47% of those who had done Al collaborations see startups as important partners to execute their organisation's AI strategy, the second lowest level in Europe.

Despite Switzerland's longstanding position at the top of the Global Innovation Index, its Open Innovation success rate lags behind, with corporates achieving their objectives all or most of the time in only 38% of projects — the second lowest in Europe. One key obstacle is scaling Al initiatives, as 62% of Swiss firms cite difficulties in moving from pilot projects to full implementation.

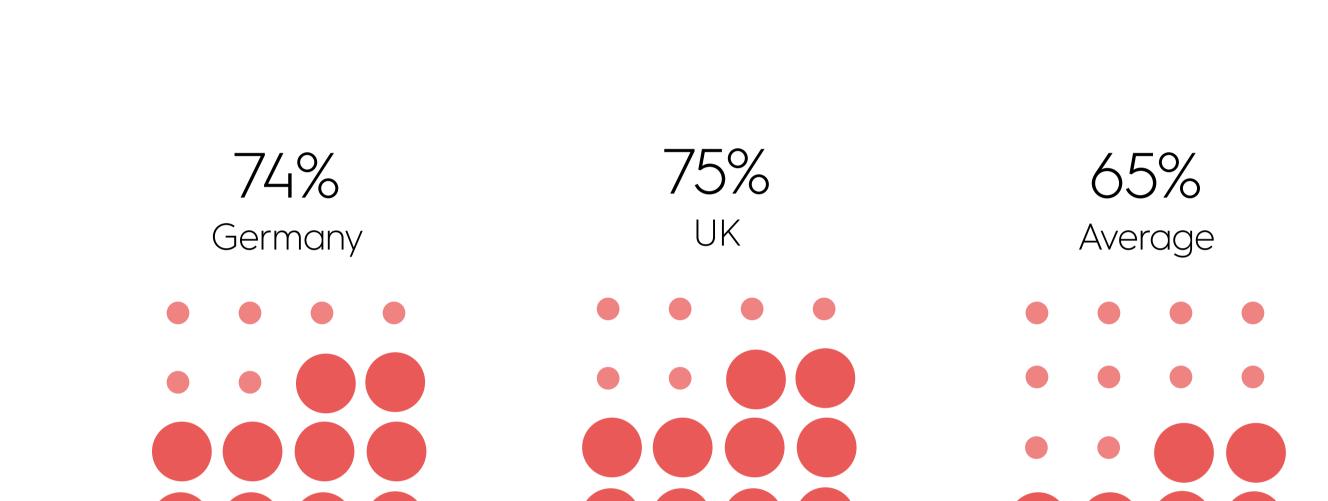
However, momentum is building. A record 86% of Swiss corporates expect to continue or increase their focus on Open Innovation — the highest in Europe. Among those yet to engage, 67% express a desire to collaborate with startups, signalling a shift towards a more dynamic and connected innovation ecosystem.

Q: Overall, how often in your collaborations with startups did

you achieve your objectives? Companies answering Always or



Second lowest level of successful collaborations



Most of the Time.

38% 36% 71% 67% Switzerland France Spain Norway

Highest level of corporates who have collaborated who will continue or increase their focus on Open Innovation

86%	72%	71%	67%
	GERMANY	BELGIUM	DENMARK
SWITZERLAND	78%	80%	84%

AVERAGE

Q: What are your organisation's expectations for collaborating with startups in the future? Companies answering Continue of Increase Collaboration rate.

FRANCE

SPAIN

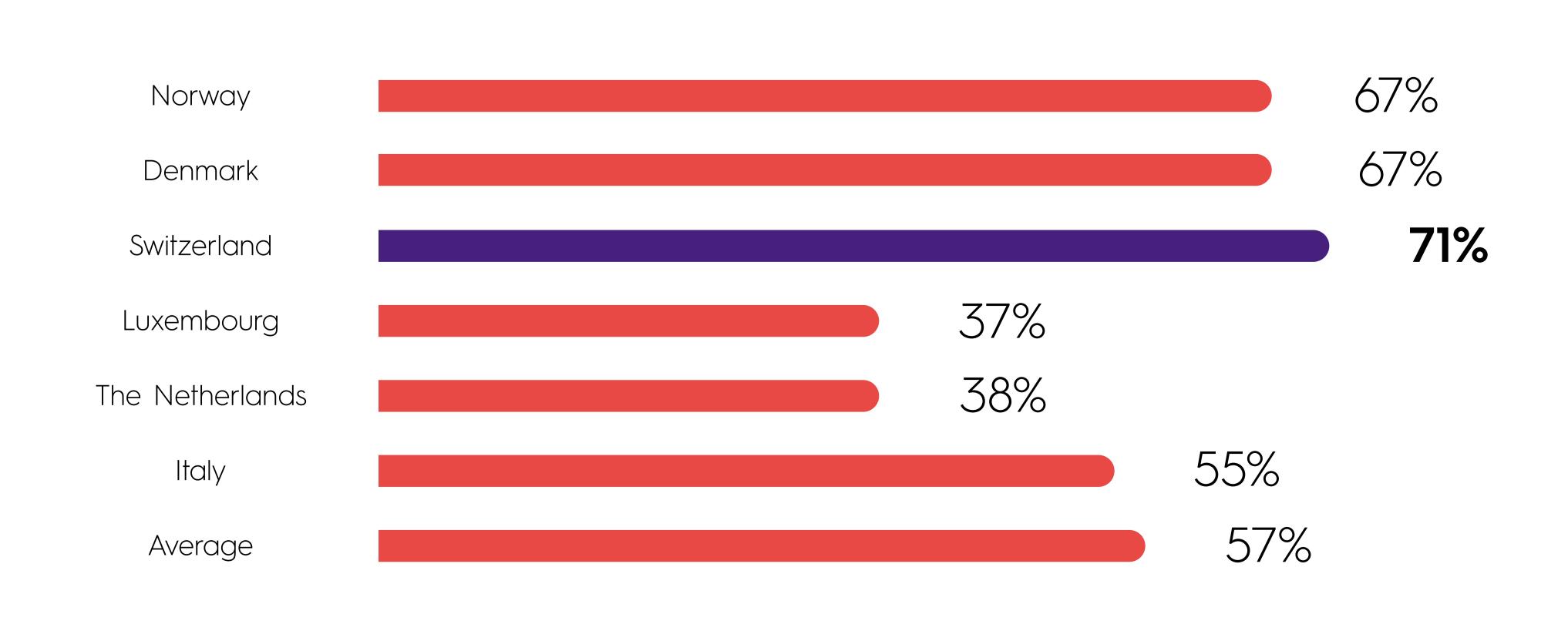
() Second highest level of corporates to find moving from pilot to implementation the biggest barrier

64%	25%	2/%	62%
NORWAY	SPAIN	LUXEMBOURG	
30%	35%	34%	SWITZERLAND
ITALY	FRANCE	AVERAGE	

Q: Of the following, which are the biggest barriers (obstacles) for your organisation when collaborating with startups? Companies answering Challenge to move from pilot to implementation.

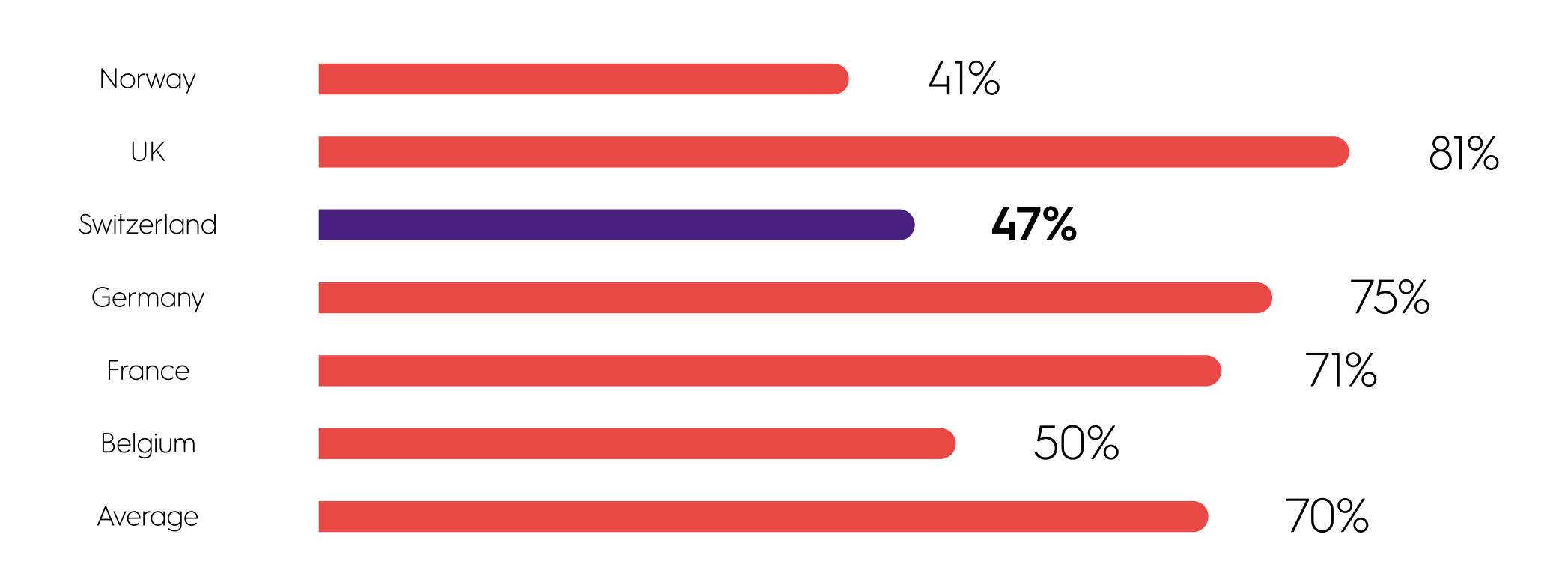
Highest level of corporates who have conducted AI collaborations in the past two years

Q: In which area(s) have you collaborated with startups within the last 24 months? Companies answering Artificial Intelligence (AI).



() Second lowest level of corporates who judge startups to be crucial in executing their AI strategy

Q: What future role do you see for startups in the ongoing development and implementation of your organisation's AI strategy? Companies answering As Key Partners in Driving Innovation or As Integral to your Al development Process.





Dutch corporates lead Europe in new Open Innovation adoption

Dutch corporates are entering the Open Innovation landscape at an unprecedented rate, with 59% having engaged in startup collaborations for the first time in the past two years — the highest share in Europe.

This surge in activity has positioned the Netherlands as the most forward-looking country in the region, with 87% of corporates planning to collaborate with startups in the next two years, also the highest in Europe, according to the findings of Sopra Steria Next's Open Innovation Report 2025.

However, being new to Open Innovation brings challenges. In the past two years, the country recorded the second-lowest level of AI collaborations (38%), trailing most of its European counterparts.

Dutch firms are struggling with structure and risk tolerance, with 40% citing these as the biggest barriers to collaboration. Furthermore, responsibility for startup partnerships is more likely to be placed at middle management (63%) rather than top leadership, potentially slowing strategic decision-making.

Q: For how many years has your organisation collaborated

with startups? Companies answering Less than 1 year and

87% of corporates in the

Netherlands intend to

collaborate with startups

in the next two years -

highest in Europe

of corporates in the

Netherlands have engaged

in Open Innovation for the

first time in the past two

years - highest in Europe

38%

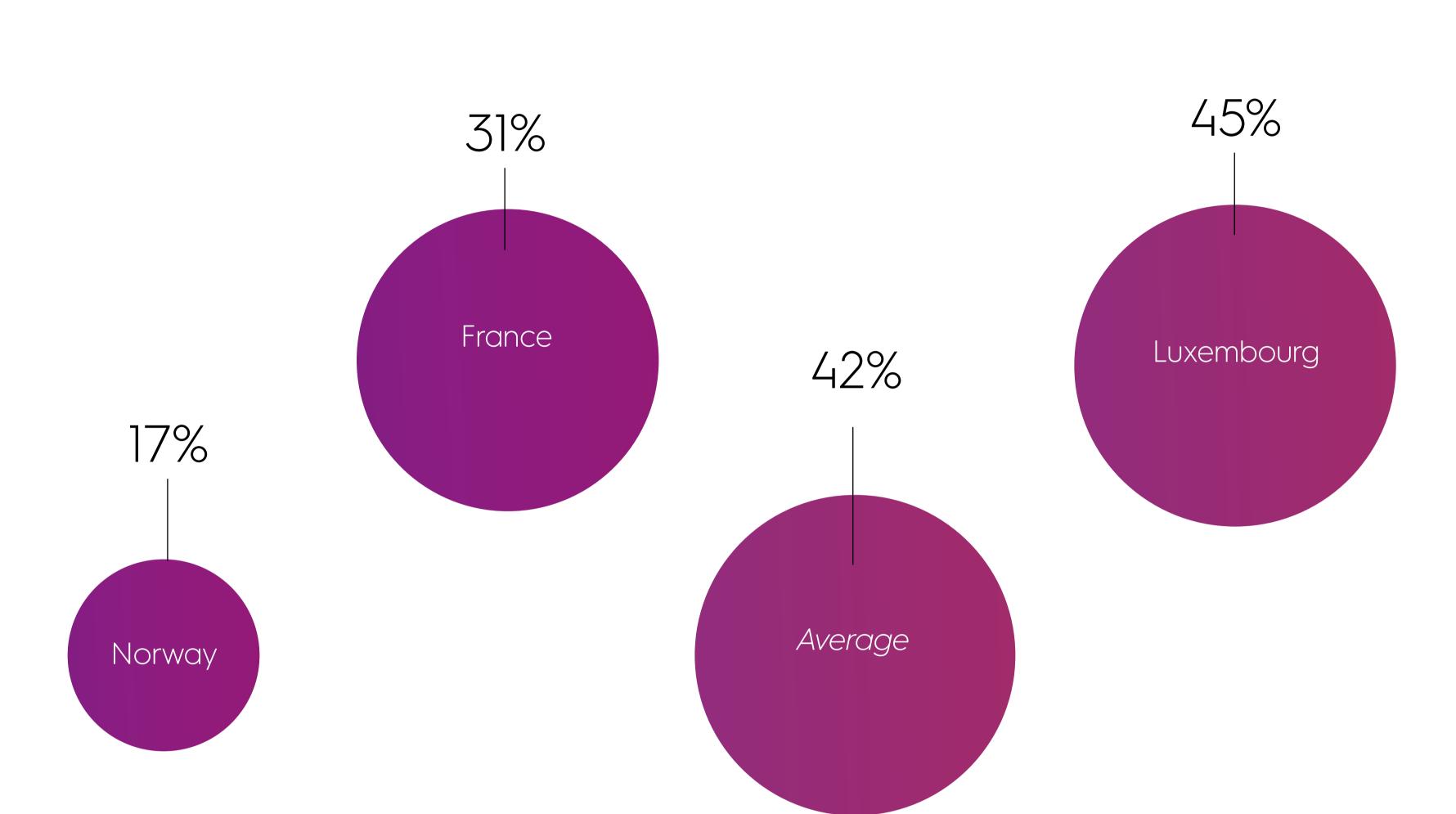
of corporates have run Al

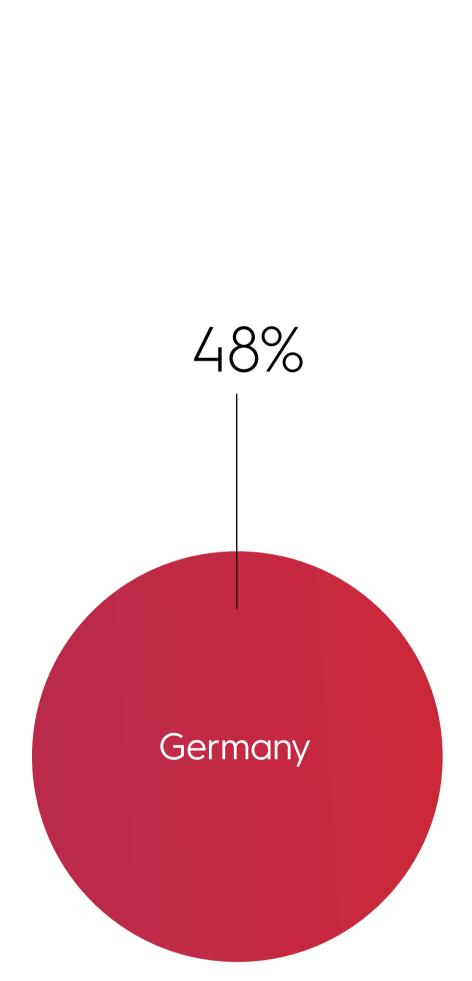
collaborations in the past

two years - second lowest

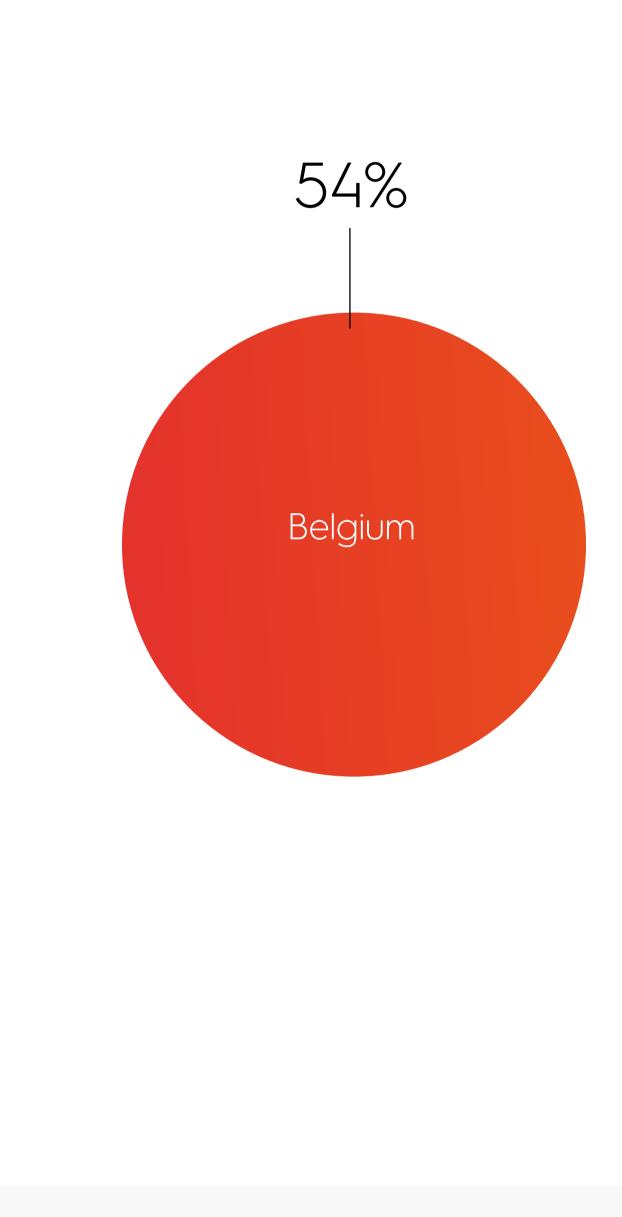
in Europe.

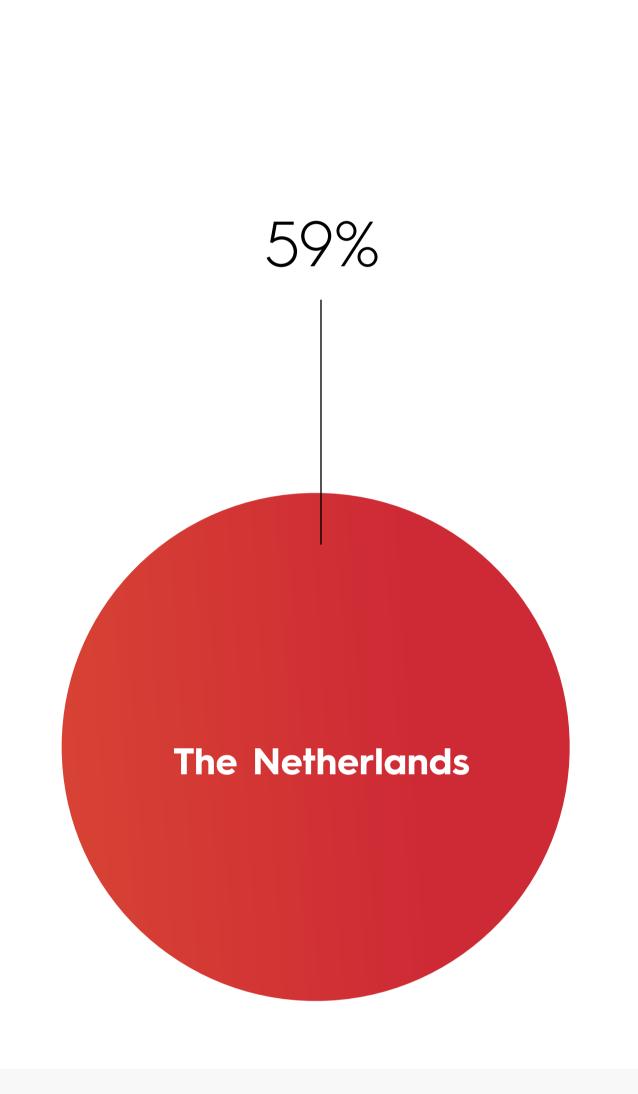






1 -2 years.





\bigcirc Second highest level of corporates

to place collaboration responsibility with middle management

63%	41%	20%	67%
	UK	LUXEMBOURG	DENMARK
THE NETHERLAND	46% AVERAGE	39% FRANCE	48% BELGIUM

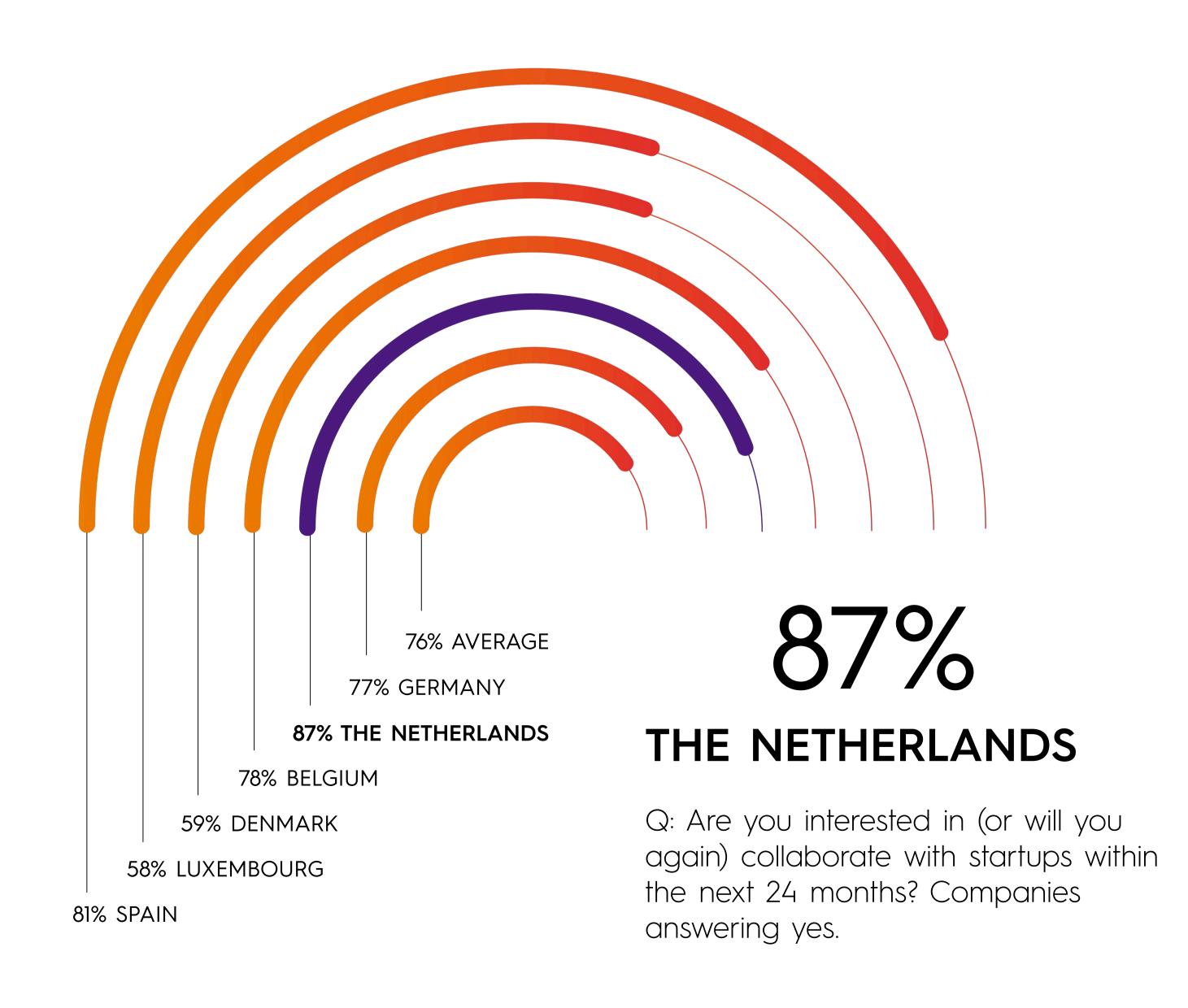
Q: Where in your organisation is the responsibility for the startup collaboration placed? Companies identifying Middle Management.

Second highest number of corporates identifying lack of structure as a main collaboration barrier

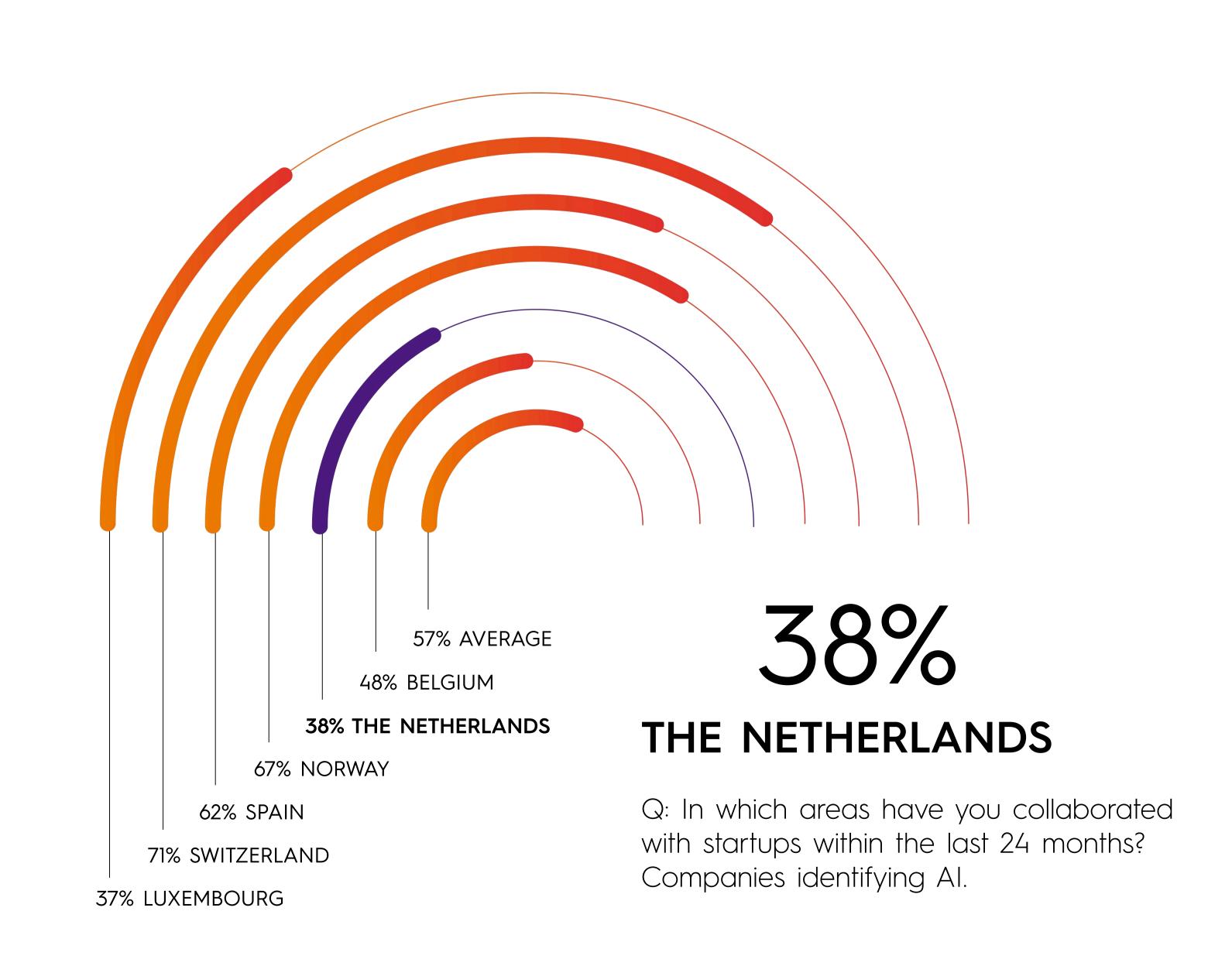
40%	14%	8%	40%
	BELGIUM	DENMARK	NORWAY
THE	30%	35%	29%
NETHERLANDS	AVERAGE	SPAIN	SERMANY

Q: Of the following, which are the biggest barriers for your organisation when collaborating with startups? Companies identifying lack of structure.

$\bigcirc \triangle$. Highest level of corporates interested in collaborating with startups in the next two years



5. Second lowest level of corporates to run Al collaborations in the past two years







UK leads Europe in Open Innovation and AI collaboration

The United Kingdom has emerged as Europe's leader in corporate-startup collaboration, particularly in artificial intelligence, according to Sopra Steria Next's Open Innovation Report 2025.

No other country in the region relies more on startups to drive AI strategy, with 81% of UK corporates that have engaged in AI projects ranking startups as essential partners —more than anywhere else in Europe.

This leadership extends beyond AI. UK corporates report the highest success rates in Open Innovation, achieving their objectives in 75% of projects.

The country also leads Europe in quantum computing collaborations over the past two years and ranks second in corporate interest in sustainability-driven innovation. Structural commitment to innovation is also evident— 52% of UK firms have placed responsibility for open innovation at the highest levels of management, while 79% track startup partnerships through key performance indicators, among the strongest commitments in the region.

Q: Where in your organisation is the responsibility for the

startup collaboration placed? Companies replying Top

52%

of UK corporates that

achieve their objectives all

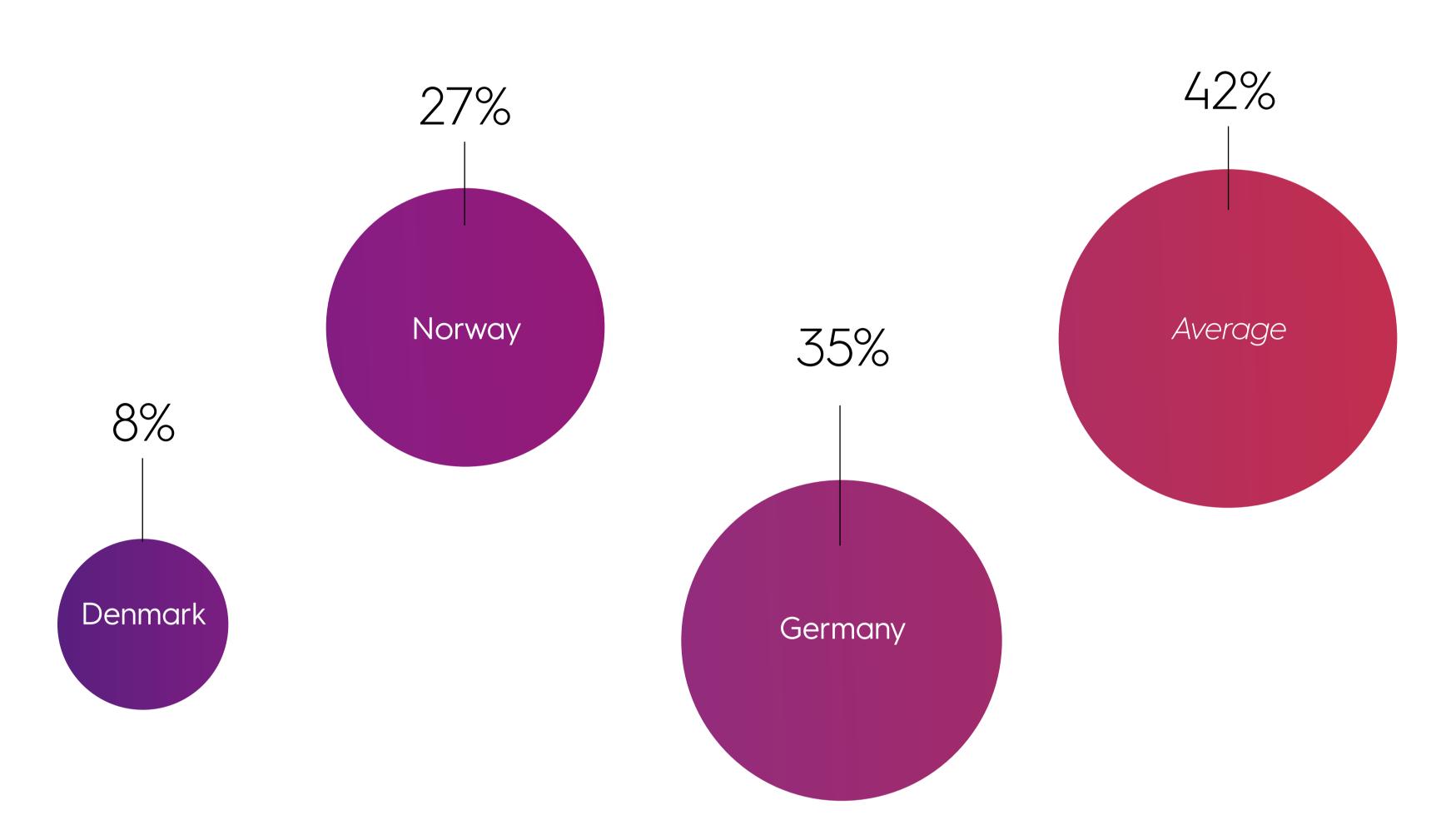
or most of the time -

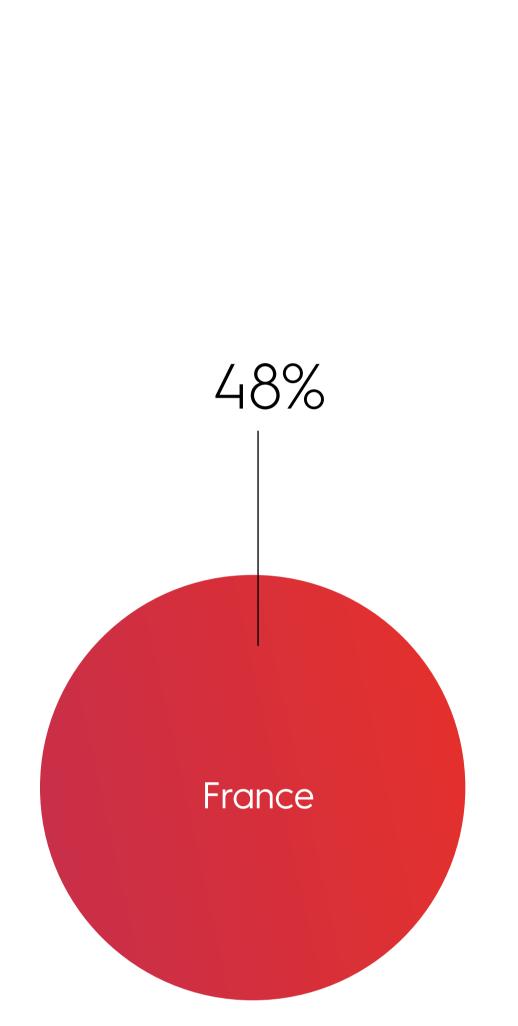
highest in Europe

of UK corporates that assign Open Innovation responsibility with top management - second highest in Europe

of UK corporates judge startups crucial in executing their AI strategy - highest in Europe

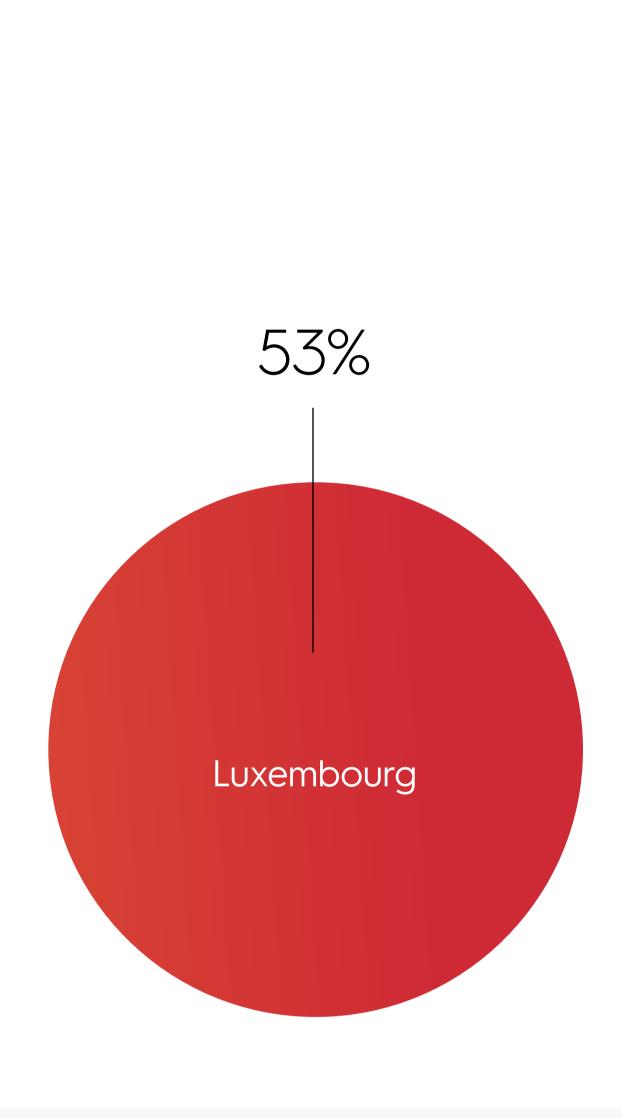
Second highest level of corporates who have placed responsibility for Open Innovation with top management





Management





O2. Highest level of successful collaboration projects

74%	36%	38%
GERMANY	NORWAY	SWITZERLAN
67% SPAIN	58% THE NETHERLANDS	65% AVERAGE

75% UK

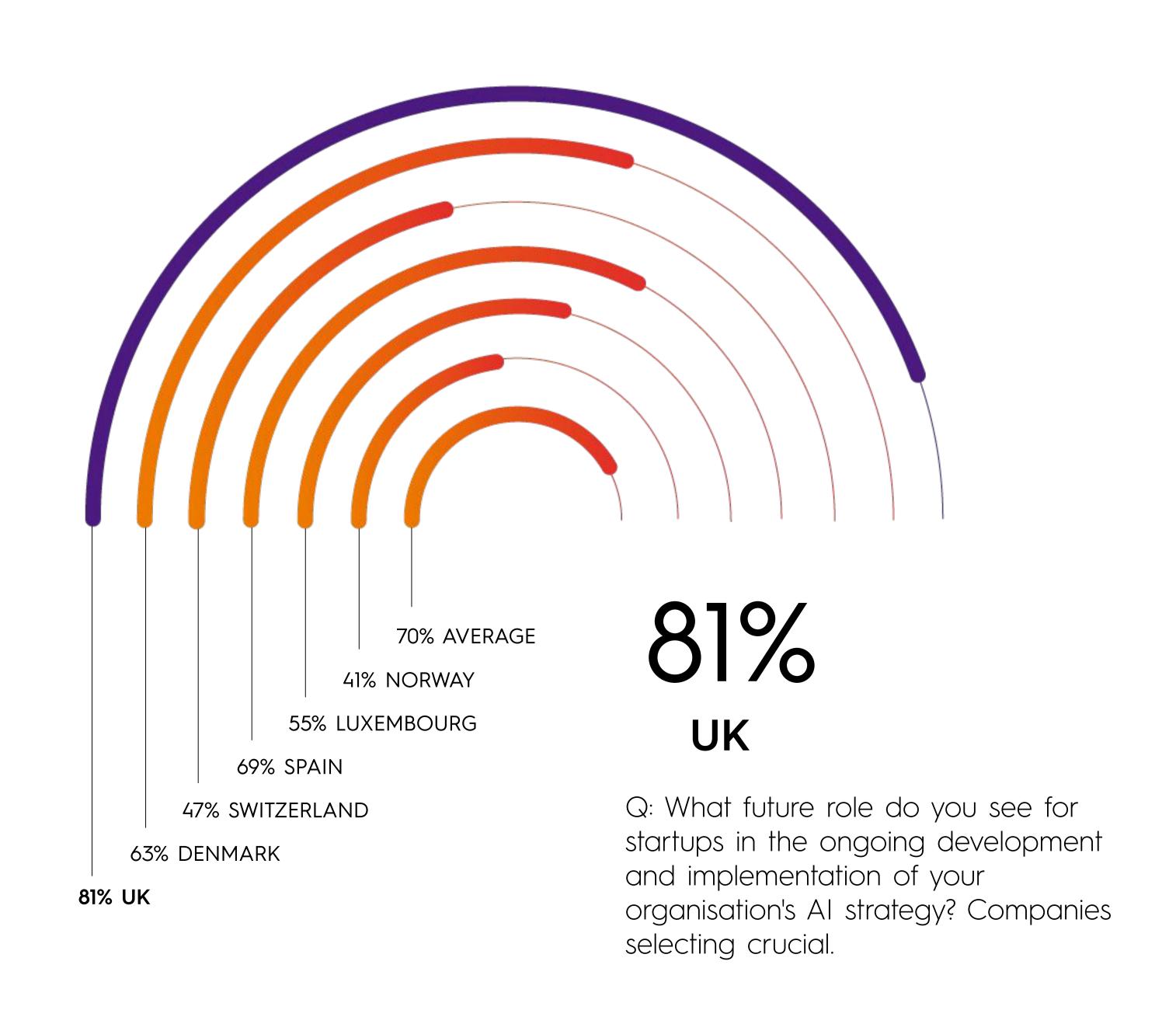
Q: Overall, how often in your collaborations with startups did you achieve your objectives? Companies answering Always and Most of the time

Highest volume of quantum computing projects in the past two years

11%	0%	7%	14%
ITALY	BELGIUM	FRANCE	
8%	4%	8%	UK
SWEDEN	SPAIN	AVERAGE	

Q: In which area(s) have you collaborated with startups within the last 24 months? How important is startup collaboration for your organisation's strategy? Companies selecting Quantum Computing

Highest level of corporates
in Europe who judge startups to be crucial in executing their AI strategy



5. Second highest level of interest in future sustainability Open Innovation projects

