

Family business technology transformation, 2026 — Key Takeaways

The family business insights series

Foreword

Welcome to the *Family business technology transformation* report, part of Deloitte Private's *Family business insights series*. This series includes five reports that delve into: the evolution and character of the family business landscape globally; cybersecurity; technology transformation; succession planning and the next generation; and words of advice from leading family business executives.

This report provides insights into the ways family businesses are undergoing digital transformation, including the digital technologies they are using, extent of operational use, and perceptions of value from their technology use.

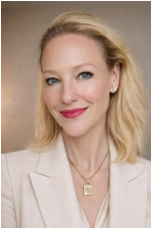
To identify these insights, we surveyed senior executives from 1,587 family businesses worldwide between March and June 2025, with each having a minimum revenue of US\$100 million and the families owning a controlling (51%+) share of the company.



In 2024, these businesses generated an average revenue of US\$2.8 billion and collective revenue of US\$4.4 trillion. We also conducted in-depth interviews with 30 senior family business executives, many of whom are the heads of multi billion dollar families and 100+ year old family businesses. These interviews offer invaluable insights and advice that can help family businesses navigate the playing field and plan for long-term success.

We hope these insights prove useful in shaping technology planning for your family business, and we would like to offer a heartfelt thank you to the participants who generously shared their time and perspectives.

Kind regards,



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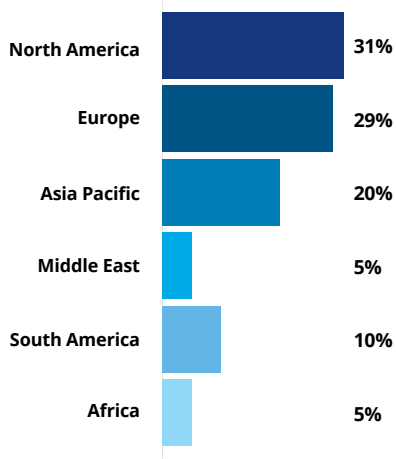


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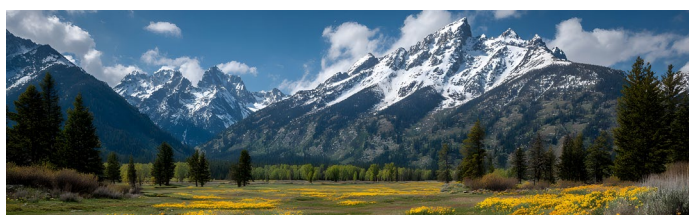
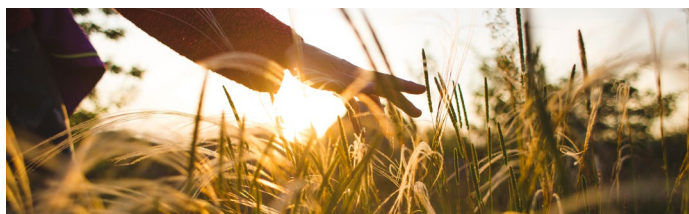
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Participating family businesses' regional headquarters locations



Family businesses' 2024 (CY) annual revenue
Click on each button to view the data

Key takeaways



Eyeing risk, family businesses turn to technology

Nearly half (48%) of family businesses are currently either rolling out (41%) or developing (7%) a technology strategy to strengthen their operations. This comes as roughly half report they are only moderately (37%) or insufficiently (11%) invested in the operational technology they need to support their operations now and in the future, and 51% rank inadequate technology adoption as a moderate/high risk to their business.

Technology transformation is widespread, but piecemeal

Family businesses are adopting technology across a wide array of areas, with the most popular being in their operations (to streamline/automate processes), finance and accounting, IT, cybersecurity, and research and development functions. That said, their implementation is often described as “partial” rather than “full,” reflecting a cautious, gradual approach to digital transformation.

AI goes mainstream

With an 86% adoption rate, AI technology is becoming robust and enterprise-wide. At the forefront of in-demand AI applications are process efficiency (40%), risk mitigation (39%), and customer relationship management (CRM) (39%).

Challenges afoot on the adoption front

The core challenges family businesses face when adopting new technology relate to market conditions (e.g., economic uncertainty, competition pressures), financial constraints, privacy concerns, and trust concerns with external vendors/consultants, with each ranking as a primary challenge among nearly a third of respondents.

Technology breeds value creation

Most family businesses report that their investment in technology has delivered value across a variety of fronts, such as improving efficiency (with 96% reporting moderate/significant value creation), productivity (95%), decision-making (95%), risk management (95%), competitiveness (94%), and cost savings (94%).



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