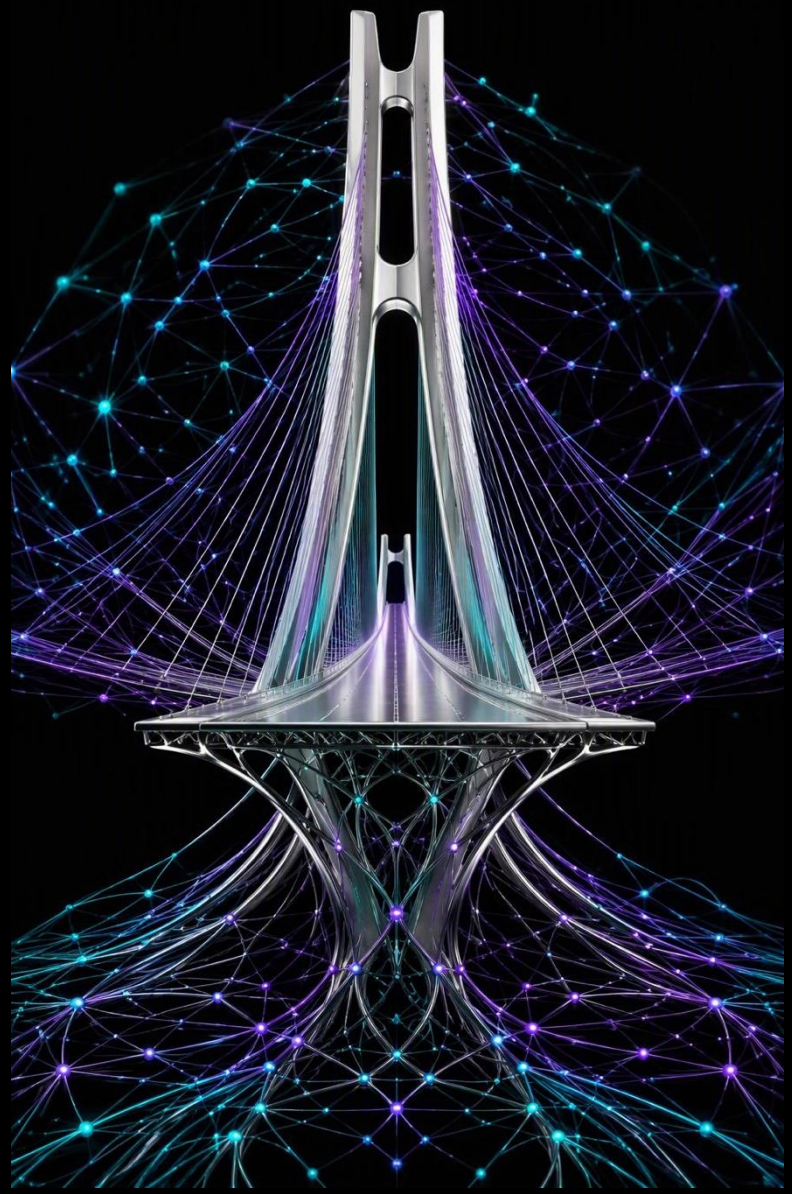
BST GLOBAL AI SUMMIT

From AI Pilots to Enterprise Intelligence

What We Learned Scaling AI Across Mott MacDonald



Namitha Vinay
AI & Information Leader, North America

THE SCALING PROBLEM

The AI pilot worked. Why are we starting over?

Rebuilt context slows delivery, duplicates effort and increases risk.

A **PROJECT A**

AI solution works

Data prepared

Rules interpreted

Context supplied by experts



B **PROJECT B**

Work begins again

Data remapped

Rules reinterpreted

Context reconstructed

We scaled the technology. Not the understanding.

THE INVISIBLE DEPENDENCY

AI needs more than the record. It needs the context behind it.

The same status can carry different meanings across projects.

THE RECORD

“Design reviewed — Approved”

A recorded status

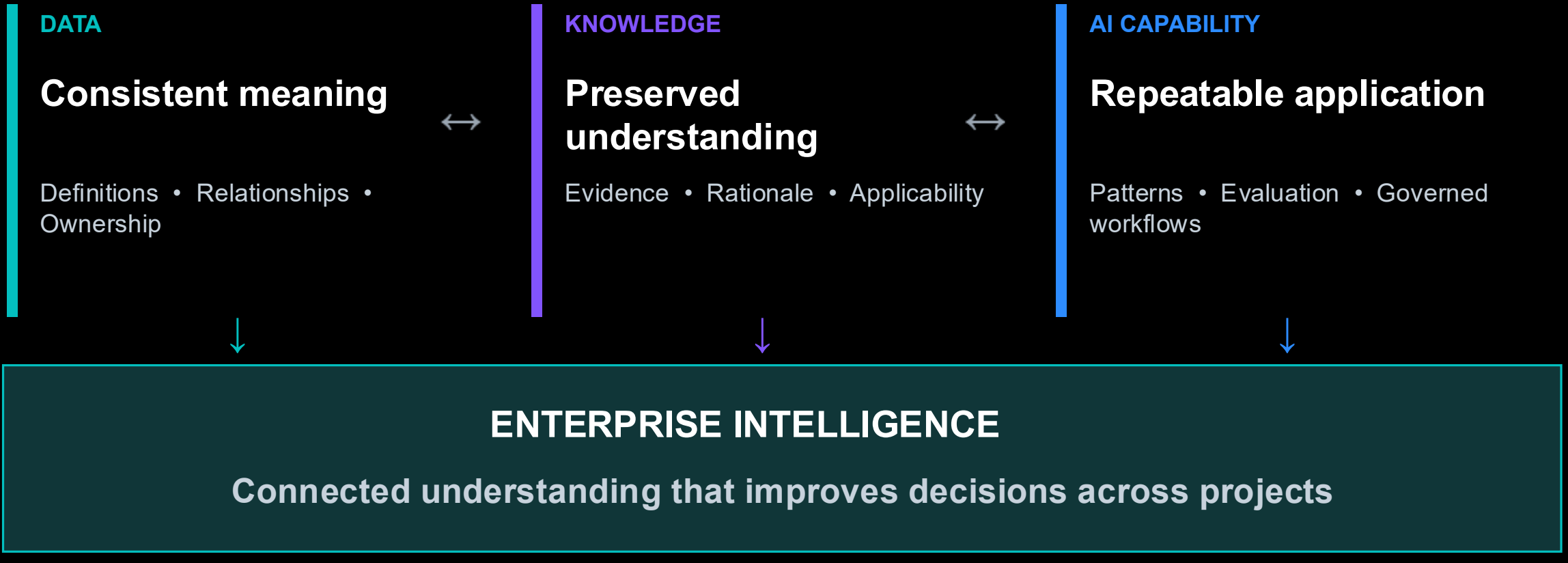
THE MISSING DECISION CONTEXT

- **Which revision?**
- **Against which criteria?**
- **What evidence supported approval?**
- **Under what assumptions?**

A record captures the outcome. Context makes it safe to interpret and reuse.

Three reusable capabilities. One compounding advantage.

They reinforce each other through decisions, use and feedback.

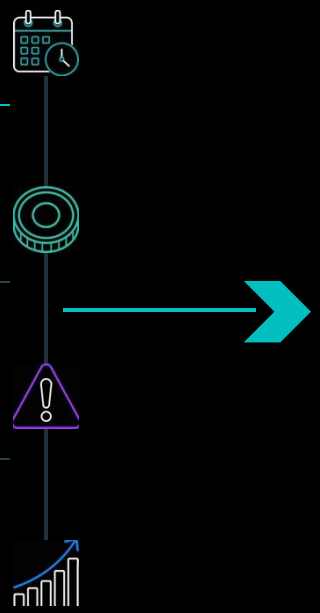


Enabled by governance, ownership, human accountability—and feedback from real decisions.

Stop redefining the same project information.

Start with the information needed for one important decision or workflow.

- Schedule
- Cost
- Risk
- Progress



SHARED PROJECT INFORMATION LANGUAGE

Common meaning

Mapped identities

Known relationships

Defined ownership

Standardize meaning before standardizing technology.

CAPABILITY 02 — KNOWLEDGE REUSE

Preserve the reasoning, not just the result.

Document management stores records; knowledge reuse makes their context understandable.

WHAT WE TYPICALLY KEEP

Approved

A recorded outcome



A PRACTICAL KNOWLEDGE OBJECT

The decision context record

Decision

Evidence

Rationale

Applicability

Retain provenance, approvals and access restrictions.

FROM PROJECT EXPERIENCE TO ENTERPRISE INTELLIGENCE

Accumulated experience can improve a new project decision.

Illustrative scenario—not a claim about actual project outcomes.

PROJECT A

Design issue

Root cause recorded

PROJECT B

Similar issue

Different constraint

PROJECT C

Successful resolution

Decision rationale captured

CONNECTED ENTERPRISE KNOWLEDGE

Patterns • Conditions • Decisions • Evidence

PROJECT D STARTS BETTER INFORMED

Earlier risk identification • relevant precedent • better-supported decisions

Permissions, project-specific constraints and professional review still apply.

THE PRACTICAL PLAYBOOK

Start small. Build something the next project can inherit.

One workflow. Two projects. A reusable capability.

01

CHOOSE ONE DECISION

Named owner + measurable outcome

02

DEFINE THE INFORMATION

Agreed definitions + trusted sources

03

CAPTURE THE KNOWLEDGE

Decision-context template

04

REUSE AND VALIDATE

Second-project evidence + findings

ONE WORKFLOW → TWO PROJECTS → A REUSABLE CAPABILITY

Test reuse on a second project—with different conditions and clear boundaries.

Is every project making the next one easier?

Measure enterprise capability—not just AI deployment.



LESS REWORK

Less time rebuilding information and context



MORE TRUST

Outputs passing defined human-review criteria



MORE REUSE

More projects benefiting from existing capability

PROJECT 1 → PROJECT 2: Setup time • Review quality • Reuse

THE ENTERPRISE INTELLIGENCE OUTCOME

The next AI initiative should start smarter than the last.

Make data reusable. Preserve knowledge. Let intelligence accumulate.

Namitha Vinay | AI & Information Leader

