

# Case Study

## Building a Credible AI Strategy & Roadmap for One of the UK's Largest Housebuilders

**Over 80**

viable AI use  
cases identified

**Top 5-10**

shortlist based on  
what will create  
the most impact

Final recommendations  
shaped into a credible  
AI strategy & roadmap

## *Overview*

Our client was one of the UK's largest residential property developers and housebuilders. Like many large organisations, it recognised that artificial intelligence is evolving rapidly and has the potential to create a meaningful competitive advantage; but, also like many organisations, it lacked the in-house expertise to maximise this. The challenge for the company was how to implement it in a way that was relevant to its business, realistic to implement, and capable of delivering measurable value.

This organisation engaged Cambridge Management Consulting to help it define a practical AI strategy tailored to its organisation. The objective was to identify where AI could have the greatest impact across the business, assess those opportunities through a commercial and operational lens, and distil them into a focused set of high-priority recommendations that leadership could leverage.

## *The Opportunity*

The client wanted to keep pace with AI but, like many businesses at its stage of maturity, it faced a familiar set of questions. There was clear appetite to use AI more strategically, yet uncertainty around where the biggest opportunities lay, which use cases were genuinely viable, and how to avoid a generic approach.

The business needed a structured way to understand how work was actually being carried out across functions, where manual effort and inefficiencies existed, and which opportunities would create the greatest benefits in practice. It required a robust process for translating broad AI potential into a strategy for improving efficiency, enhancing quality, and strengthening competitive edge.

## *Our Solution*

Our consultants conducted interviews with stakeholders from across the business to develop a broad and informed understanding of processes, functions, working patterns, and the points at which work was being completed manually. This cross-functional view was critical; instead of assessing AI opportunities in isolation, we examined how the business operated end-to-end, and where inefficiencies, duplication, and bottlenecks were affecting performance.

Using the information gathered, Cambridge MC documented and analysed the company's existing processes and generated an initial long-list of realistic opportunities for AI across the organisation. In total, we generated over 80 potential applications. These opportunities were not framed as abstract innovation ideas: each one was developed with the organisation's operational context in mind, taking into account the specific characteristics of its business as a major construction and housebuilding organisation.

Cambridge MC then applied a structured prioritisation lens to narrow these recommendations down to the 5-10 opportunities most likely to create meaningful value. Each opportunity was assessed against the outcomes that mattered most to the client and in terms of feasibility:

- **Efficiency: Where AI could reduce time, streamline manual activity, or lower cost-to-serve**
- **Quality: Where AI could improve the consistency, accuracy, or robustness of outputs**
- **Competitive edge: Where AI could strengthen the company's position in a fast-changing market**

## *Approach*

By combining stakeholder insight, process analysis, and disciplined prioritisation, we helped the client to move from broad interest in AI to a focused, decision-ready strategy built around the opportunities most relevant to its organisation.

A key differentiator in this approach was the combination of breadth and specificity. We took the time to understand the detail of the business and the wider construction context before making recommendations. This meant that outputs were not generic suggestions, but a strategy grounded in operational reality.

Our consultants also balanced ambition with practicality. Rather than presenting AI as a silver bullet, we worked with the company to identify the opportunities that were both valuable and credible. This gave the client a shortlist of initiatives with a far stronger basis for internal buy-in, planning, and delivery.

## *Our Team*

Cambridge MC brought together AI consulting expertise capable of combining stakeholder engagement, process analysis, and strategic prioritisation. The team's role was to translate a broad ambition around AI into a practical roadmap for decision-makers.

This expertise was led by Dr Zoë Webster. With over two decades in the AI sphere, Zoë is well-known as a practitioner, leader, and one of AI Magazine's Top 10 Leaders in AI in the UK and Europe (2024). Having begun her career developing and demonstrating novel AI techniques and their applications, Zoë has since worked across both the public and private sectors, advising organisations and leaders on AI strategy, practice, and governance.

## *Outcomes*

The collaboration between Cambridge MC and our client delivered transformative results:

1. **A business-led view:** Our client gained a structured understanding of how AI could support its operations, based on interviews and analysis across multiple parts of the business, rather than isolated assumptions.
2. **Realistic opportunities:** We identified over 80 viable AI opportunities, giving the company a strong evidence-base for considering how AI could be applied across the organisation. These were narrowed to the top 5-10 recommendations most likely to deliver impact, helping it to focus on what would matter most rather than spreading attention too thinly.
3. **Clear evaluation criteria:** This prioritisation centred on efficiency, quality, and competitive edge, ensuring the recommendations aligned with outcomes the organisation most wanted to achieve.
4. **A tailored strategy:** The final recommendations were shaped specifically for our client as a construction business, giving the organisation a more credible and usable strategy than a generic AI framework would have provided.