



AI FUTURES IN THE CAMBRIDGE ECOSYSTEM

A TEMPERATURE CHECK:
OCT 2026

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DESIGN AND STRATEGY

A LOT OF ‘WE CAN’S’, FEWER ‘SHOULD WE’S’, WHY’S AND WHAT’S.

A note before you read this

Hosted by Innovate Cambridge · Workshop design & facilitation, report writing & design by Scott Parker, Design & Strategic Consultant

This is written under the Chatham House Rule: no view or comment that follows is tied to a named individual, and organisations appear only where that attendee agreed to be named. A few organisations asked not to be listed, and they have been left out throughout.

Scott Parker
October 2026
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AI is moving at speeds humanity has never known. It’s almost stating the obvious. Tech advancements of the past took time to evolve, and in doing so, allowed us to adapt, think about, build a relationship with and work out where that technology fits with our lives and way of living. AI, however, does not afford us that. With the AI race, you can put money on every business case, every team goal, every personal goal now having a target around AI attached to it.

Even if the use case isn’t clear, or isn’t even there. Like it or not, AI is here, and it’s the biggest technological advancement of modern history. And unlike those that preceded it, the pace we’re seeing brings a lot of speed, but not necessarily direction. A lot of doing, of capabilities, of ‘we can’s,’ but fewer ‘should we’s,’ why’s and what’s. It’s like the old cartoons of a train speeding across the terrain as someone on board hastily drops the next bit of track in front of the train. Many businesses are jumping onto that speeding train not knowing where it’s going, only to realise, as the doors shut, that they’re heading in the wrong direction. And the bridge is out.

But we can learn from the past. We can find repeating patterns. Sure, we’re moving faster than ever, but if we get together, and talk about where we’ve been and what we’re seeing, we might get a sense of where we’re going, and, even more empowering, get to influence and shape where that might be. That’s the idea behind this design-thinking-led futures work: to get voices from the Cambridge tech ecosystem together to take a temperature check on where, collectively, we see AI in Cambridge going. And this is just the start. The first session gave us a baseline: 16 expert voices from health and clinical innovation, deep tech venture building, biotech and genomics, higher education and research, AI ethics and data quality, ecosystem support and community networks, social enterprise, venture investment, and compliance, legal and public policy through several discussions and activities. And this is just the start. The next will build on that with more voices from the ecosystem, creating a live, organic view – don’t miss your chance to be in the room.

This report documents the first session: what the room felt we could learn from the past, what they felt the future might hold, and what might be needed to enable that.



SCIENCE, INDUSTRY AND CAPITAL, A FEW MILES APART.

Why Cambridge?

Before we dive into what we learnt, let's first take a moment to consider why Cambridge for this pilot session. For starters, deep science, live industry and serious capital are all within a few miles of each other. The University's research feeds straight into the likes of biomedical, deep tech and AI companies nearby, and many of those companies are now funding, mentoring and hiring within the ecosystem themselves.

The strength comes from several sectors overlapping. Health and life sciences are the anchor. Cambridge University Health Partners is one of eight Academic Health Science Centres in England, bringing together the University of Cambridge, Anglia Ruskin University and three NHS trusts. Around that sits activity in AI-in-health: companies working on genomics and drug discovery, portfolio tools built specifically for life sciences firms, and NHS teams testing how AI actually gets adopted inside clinical pathways.

Investment is part of the same picture. Cambridge Angels has backed early-stage deep tech and healthcare ventures since 2001. IQ Capital has invested from seed through Series A into AI, quantum and robotics since 2005. Newer funds are now extending that reach internationally. The people funding the science here tend to understand the science, helping shorten the path from idea to company.

Innovate Cambridge's own strategy describes an ecosystem "firing on all cylinders" across health, energy, agriculture, life sciences and AI, with an ambition to double unicorn creation, double VC investment into Cambridge start-ups, and double the number of science and innovation companies founded here over the next decade. Whatever the exact numbers end up being, the direction matches what came up in the workshop: people in the room were already building the funds, the companies and the NHS partnerships that ambition needs.

Cambridge's advantage is that the science, the clinical delivery and the capital are already talking to each other, and the plan is to build on that rather than start again. With so many businesses, research bodies, organisations and more creating, planning, investing and building AI, the ecosystem in Cambridge houses many of those working closest to the field on what AI means in real terms.

Reading this report

Across the report you'll find the insights from the session, covering what we found, what it means, and where the room agreed and differed. Later in the report we look at four future statements the groups created, along with what needs to be true and what needs to be avoided for them to be realised.

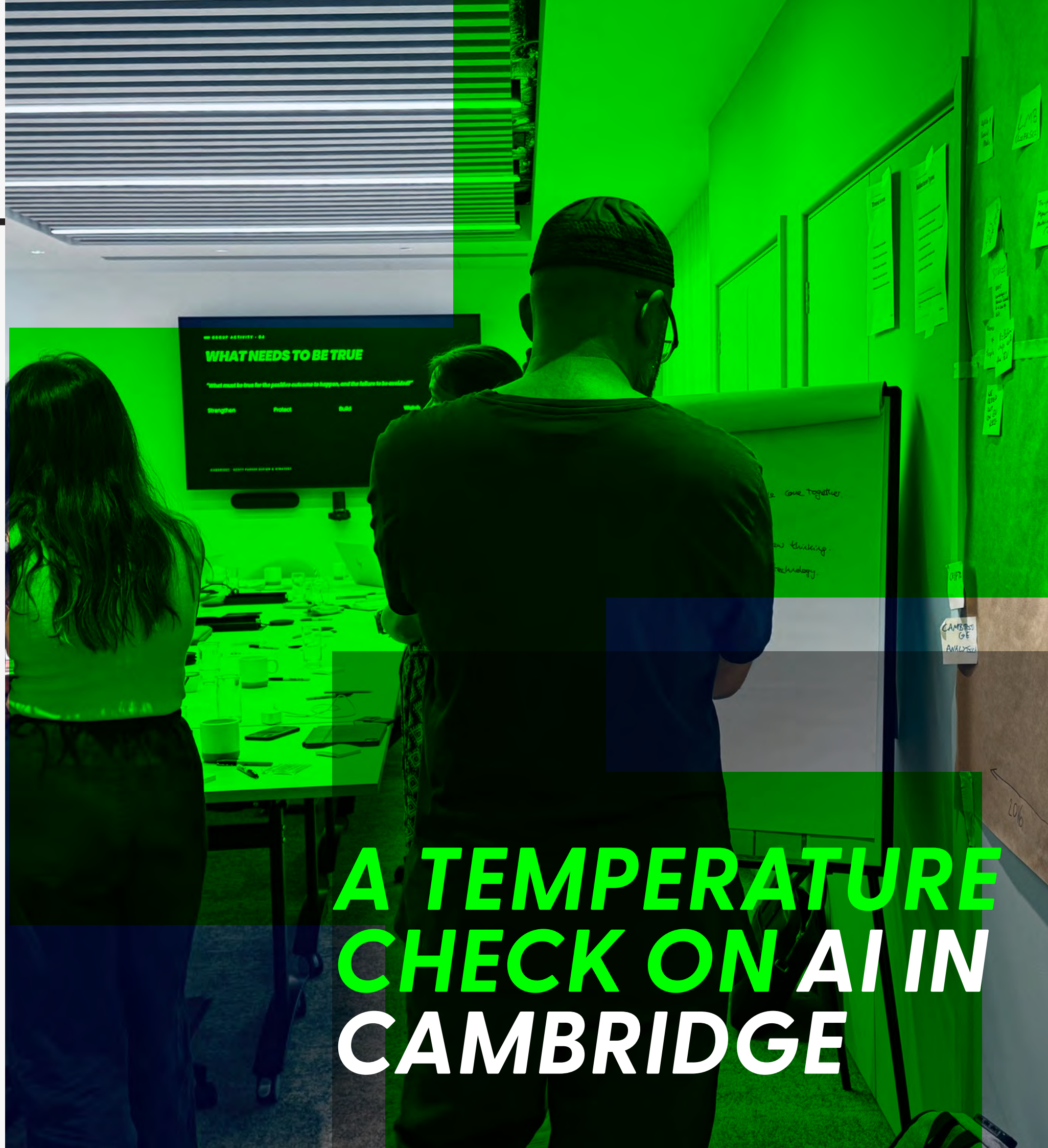
Why this session

AI is moving rapidly. At the time of writing even leaders within the AI industry are calling for a slow-down. So this was not about predicting the definitive future for AI in Cambridge. It was to understand the forces already shaping it, explore where those forces could take the ecosystem, identify the futures this group would actually value, and work out what would need to be true for them to happen.

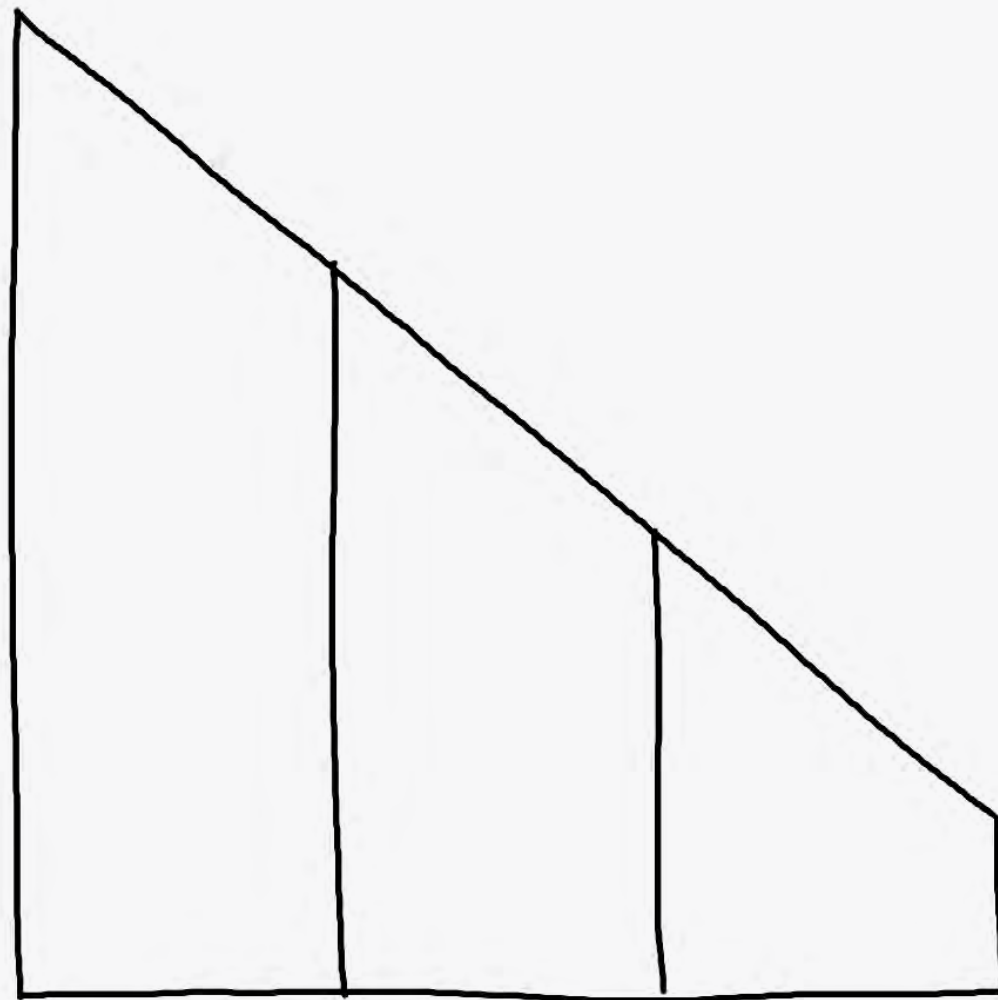
To do that, through several discussions and activities, we looked back over the past 10 years or so across technology and capability, economy and investment, policy and regulation, society and public trust, and infrastructure and talent, then used the trends we found to hypothesise forward into the next five years with a number of future statements. Looking both ways in the same exercise matters. You get a better read on what's plausible by 2030 if you've first agreed on what's actually driven change so far, rather than starting from a blank page.

That's the basis for the findings and future statements that follow.

A TEMPERATURE CHECK ON AI IN CAMBRIDGE



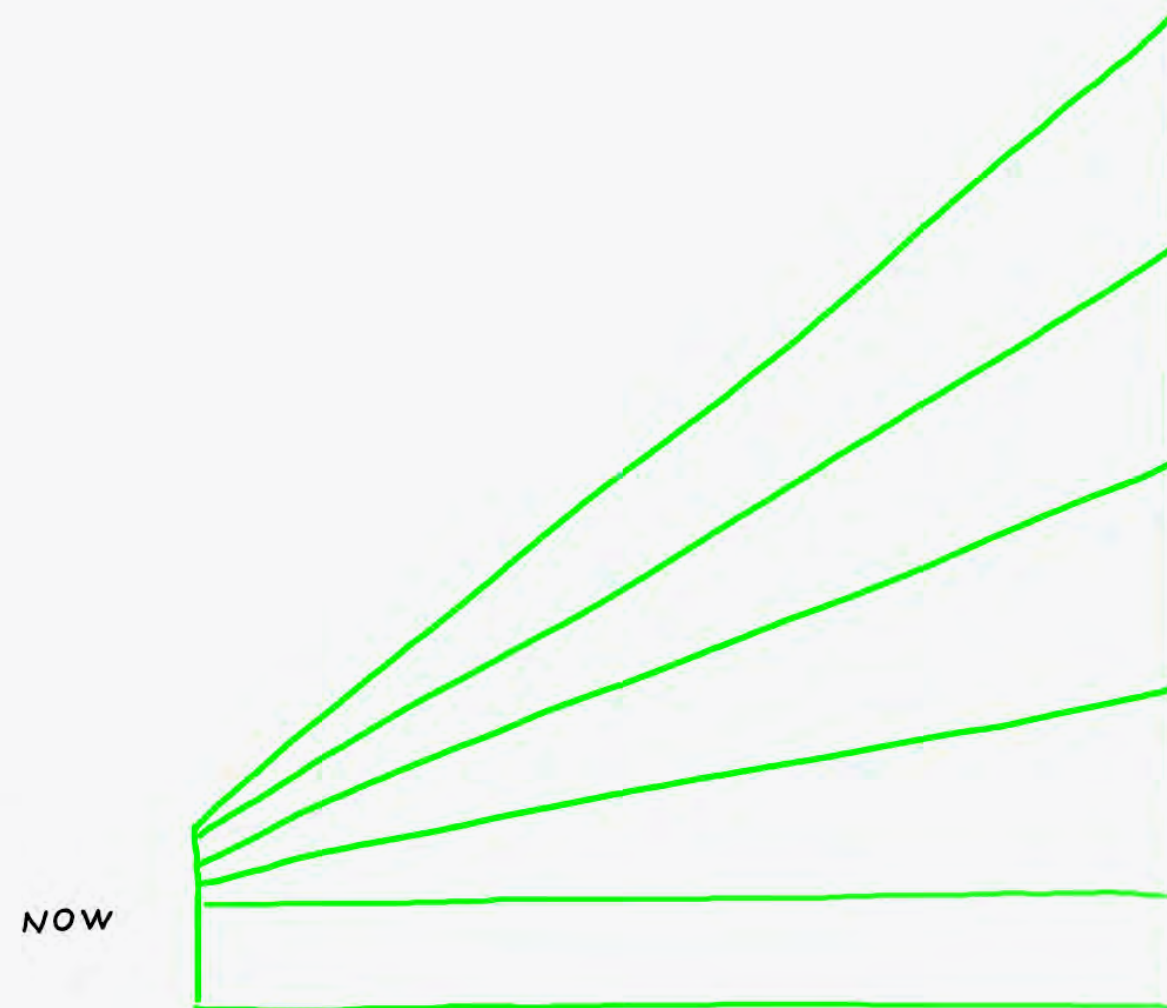
**THE SESSION MOVED
FROM PAST SIGNALS TO
POSSIBLE FUTURES, USING
THE PATTERNS BEHIND US...**



PAST

LOOK BACK

**... TO HELP MAKE SENSE OF
WHAT MIGHT LIE AHEAD.**



NOW

POSSIBLE FUTURES

**BEFORE YOU
LOOK FORWARD.**

WHAT WE FOUND

16 PEOPLE

IN ONE THREE-HOUR
SESSION FROM ACROSS THE
CAMBRIDGE AI ECOSYSTEM,
INCLUDING:

HEALTH
DEEP TECH
BIOTECH
HIGHER EDUCATION
ETHICS
DATA
INVESTMENT
LAW
POLICY

COLLECTIVELY MAPPED
WHERE AI HAS TAKEN
CAMBRIDGE, AND WHERE IT
MIGHT GO NEXT.

03 KEY FINDINGS

- 01

How AI affects people ranked highest. The ideas with the most support included pushback from younger generations, a rebalancing of AI as a tool, and a card that simply read human beings. Only one of the most voted-for ideas, smaller language models, was about the technology itself.
- 02

Governance, in one form or another, showed up in every group's account of failure, but each group saw a different problem, from too little oversight to too much, or systems too bureaucratic to move at pace. Everyone agreed it matters, though nobody had settled on what good governance looks like.
- 03

Across four break-out groups working on entirely different problems, health, skills, a human-centred ecosystem, and governance and partnership, the same handful of preconditions kept reappearing without anyone coordinating: clearer purpose, stronger governance, shared language, joined-up leadership, deliberate investment.

SIGNALS FROM THE PAST

Before looking forward, the room spent time establishing what had already shaped AI in Cambridge, and how much weight to give each milestone. The Transformer paper landed in 2017, GANs held the field until around 2021, and diffusion models became practical from 2020, a shift described on the wall as the move from lab to compute. Brexit and Covid both left a mark on how the ecosystem works, from the end of free movement to the shift to Zoom and hybrid working.

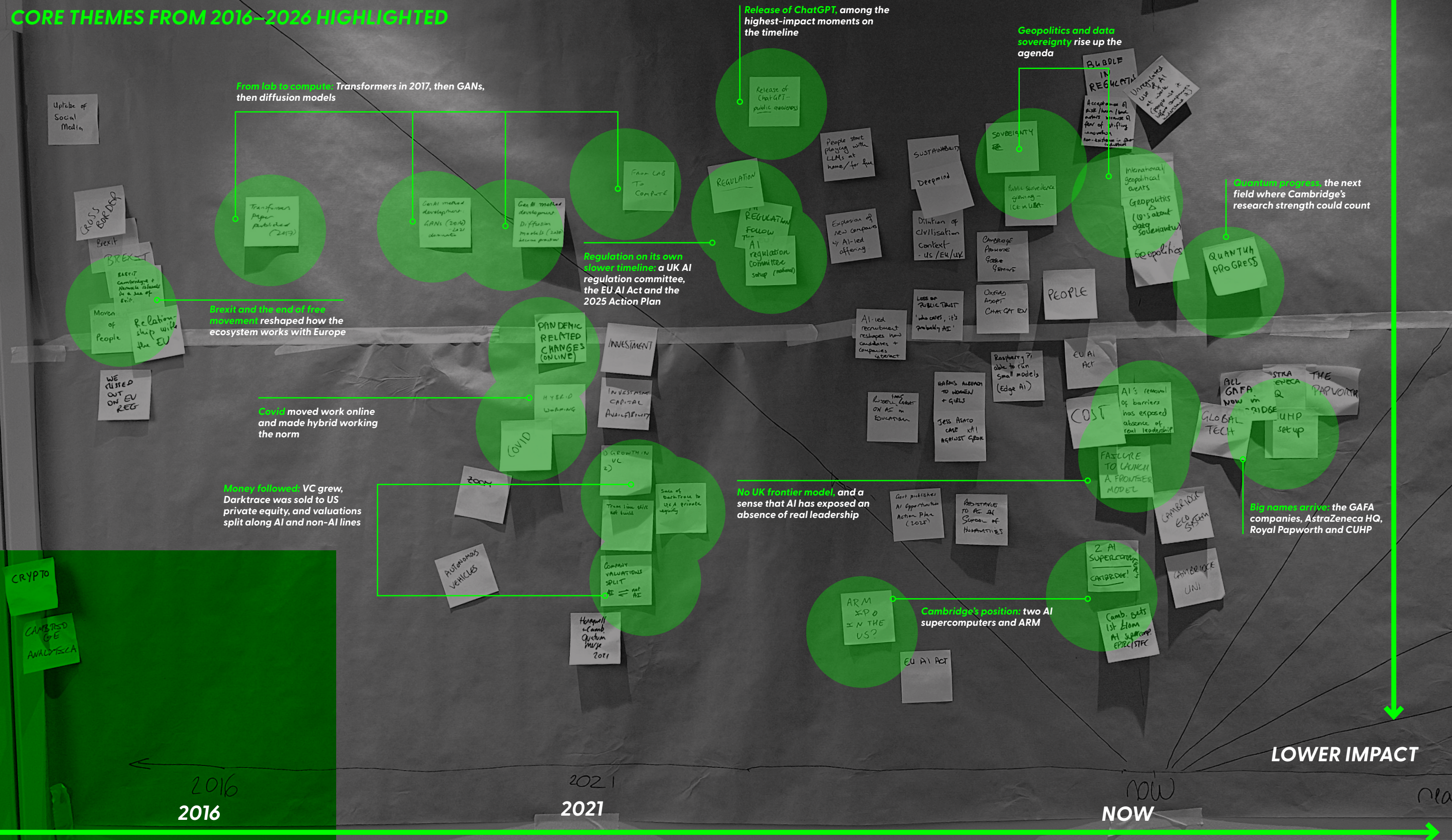
The release of ChatGPT sat among the highest-impact moments on the timeline, followed by a wave of new AI-led companies and a reshaping of recruitment around AI-assisted screening. Money followed: venture capital grew, Darktrace was sold to a US private equity firm, and company valuations began splitting along AI and non-AI lines, alongside real concern about a bubble forming even as Cambridge's own position, two AI supercomputers, ARM and DeepMind-adjacent infrastructure, looked stronger than ever. Regulation arrived on its own slower timeline: the EU AI Act, a UK AI regulation committee, the government's AI Opportunity Action Plan in 2025, and sharper concerns about specific harms, including a legal case brought against xAI's Grok and worries about AI-linked harms already affecting women and girls.

Closer to the present, the cards grew more uneasy. Google, Apple, Meta and Amazon all now have a presence in Cambridge, AstraZeneca has moved its headquarters here and Royal Papworth has moved to the biomedical campus, yet the UK has not launched a frontier model of its own. Geopolitics and data sovereignty featured strongly, along with cost, a loss of public trust and unregulated use of AI at work. A card near the end of the timeline read: AI's removal of barriers has exposed an absence of real leadership. Quantum progress was the last note before the room turned to the future.



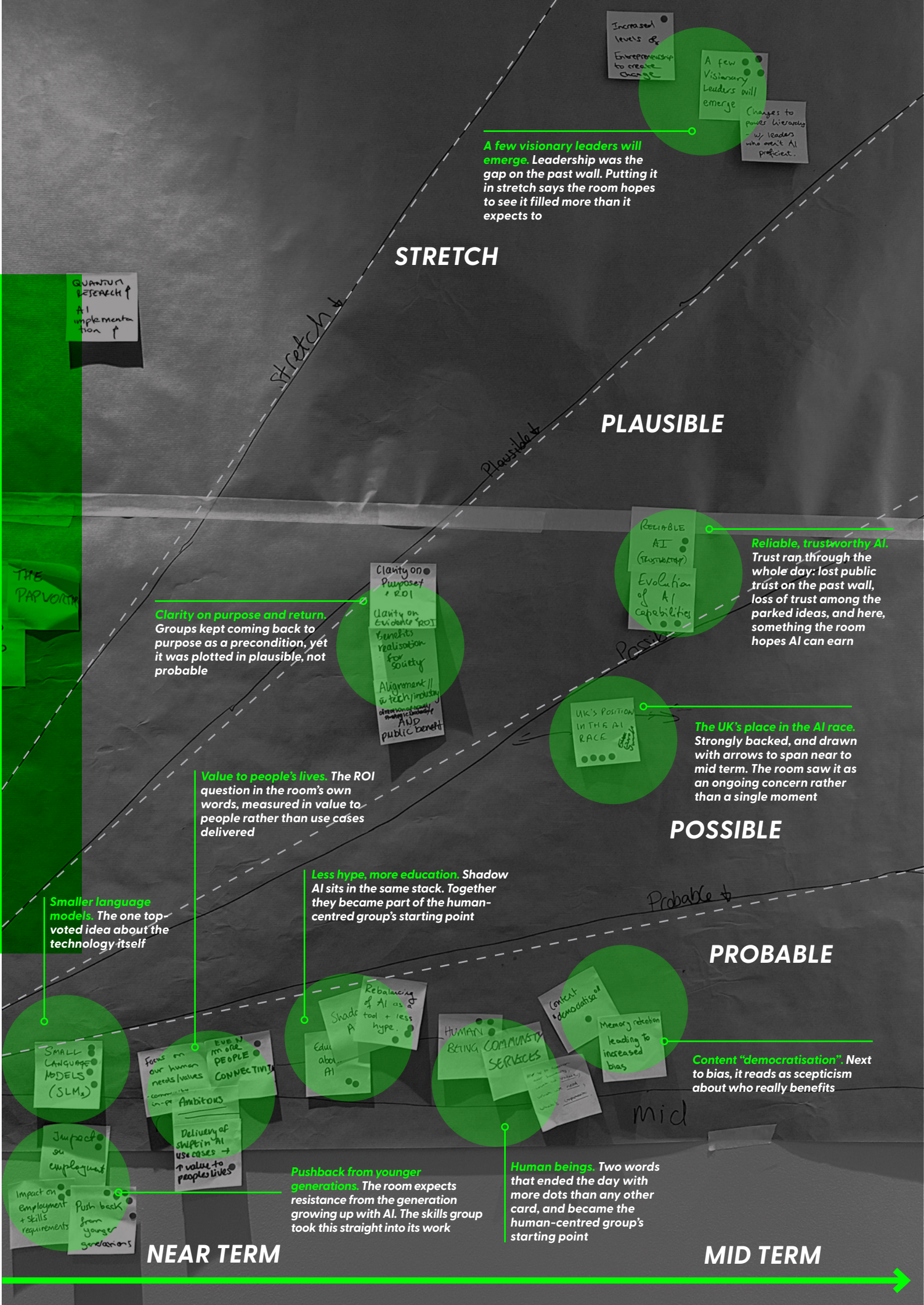
CORE THEMES FROM 2016–2026 HIGHLIGHTED

HIGH IMPACT



VIEWS ON THE FUTURE

With the past mapped, the room turned to what it thought will, should or could change for AI in Cambridge by 2030. Ideas were clustered, voted on and plotted onto four bands, running from most to least likely: probable, possible, plausible and stretch up the cone, and from near to mid term along it.



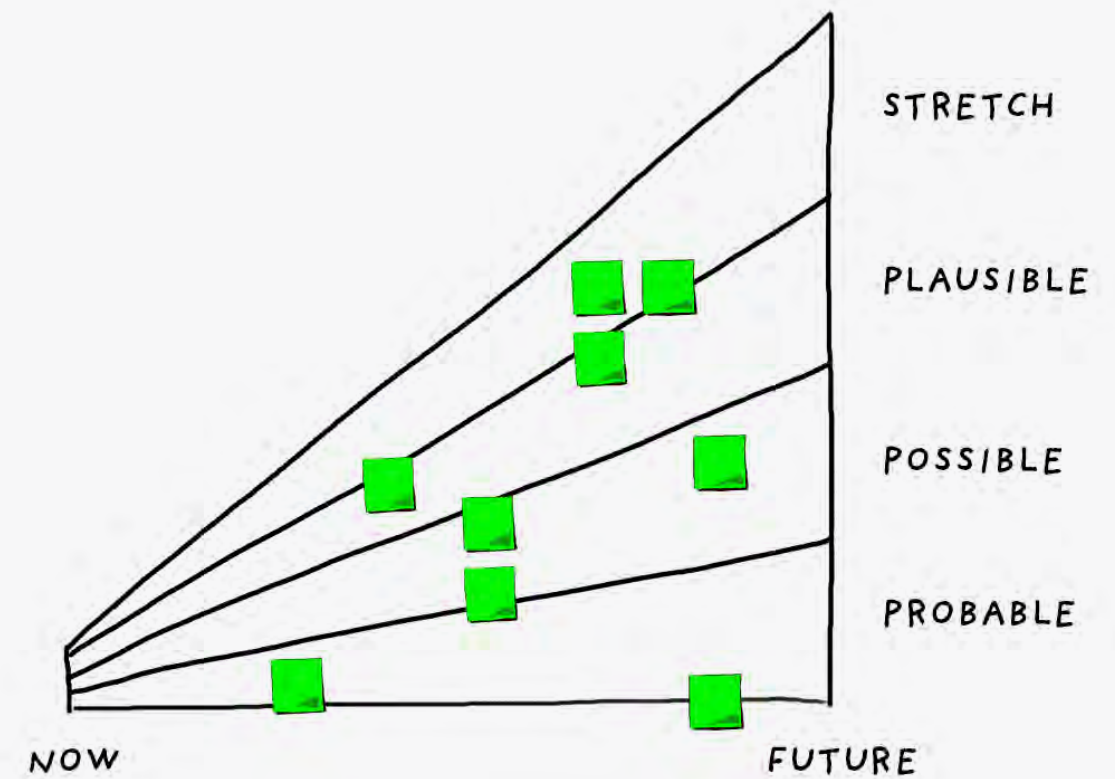
Stretch

Increased levels of Entrepreneurship to create change

A few Visionary Leaders will emerge

Changes to power hierarchy - w/ leaders who aren't AI proficient.

The past wall noted an absence of real leadership. Putting it in stretch suggests the room hopes to see it filled more than it expects to.



PROBABLE

Most likely

This was the busiest band. Smaller language models and pushback from younger generations drew the most votes, the second sitting with wider concern about AI's impact on employment and skills. Next came a rebalancing of AI as a tool with less hype, level with a card that simply read human beings. Around them were cards on education about AI, human needs and in-person community, people-to-people connectivity, community services, and an ambition to shift AI use cases towards real value in people's lives. Some were sharper. Shadow AI, the unofficial and ungoverned use of tools inside organisations, featured, as did memory retention leading to increased bias and the democratisation of content. One card hoped AI would help us question our humanity, what we value, what we need and what matters.

POSSIBLE

The focus widened to the UK as a whole. Its position in the global AI race drew the strongest backing in this band, with progress towards reliable, trustworthy AI and the continued evolution of AI capability close by.

PLAUSIBLE

Four cards asked for clarity on the purpose of AI, the return it delivers and the evidence behind that return. They also called for benefits realised for society, and for the direction of tech and industry, strategic leadership and public benefit to line up.

STRETCH

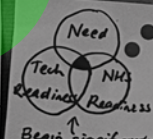
A few visionary leaders emerging drew the most support here, alongside rising entrepreneurship and a shift in power away from leaders who aren't AI-proficient.

Least likely

AI technology. The bubble bursting found an echo on the cone in the call for less hype. Multi-model AI, quantum breakthroughs and daily reliance on AI didn't carry over

CAMBRIDGE

Way for product development in Cam is clear & supported



Investment pivots globally to Cambridge for product development

Targets for #successful companies sustained are met

The success of innovation boosts the funding, talent, other ecosystem assets

Outcomes we want to change are realised through AI eg. longer health, lower costs

EVEN MORE INTERNATIONALISATION

AGREE UNITING MISSIONS

CLAR CLUSTER LEADERSHIP

Cambridge. Two ideas here resurface on the cone: clear cluster leadership as visionary leaders, and outcomes realised through AI as value to people's lives

REGULATION

Regulation. No regulation card was plotted on the cone, though shadow AI, the ungoverned use of AI at work, sat in probable. Governance returned in the skills and human-centred groups' failure lists

data sets (govt - priv)

GDPR redesign for AI era
Govts try hard to stabilise status quo.

AI Resonance by AGE?

Reintegration with EU

Portfolio Careers

NEW JOBS CREATED BY AI (Platform business etc)

Loss of Trust
- in politics
- in people
- in AI

Human-centred AI movement

Job loss

Revolt against AI

NOBODY WILL TALK TO EACH OTHER DIRECTLY

BOTTOM UP CHANGE/MOVEMENTS

ANTI-AI MOVEMENT (KIDS)

The masses will push back and then most will assimilate

Jobs, trust and movements. Already well covered on the cone, where pushback from younger generations was one of the two top-voted ideas

Education

Education. It appears on the cone in a narrower form, as education about AI

part - t up
Cambridge
University - sliding from traditional disciplines
educational processes/ not content

AI fully deployed in schools (governance?)

TRANSPORT STRATEGY TO ACCESS TALENT
COMMUNITY HEALTH CARE.

Community health care and transport. Where AI meets daily life: care in communities, and talent able to reach Cambridge. Both echo the health group's concerns, local NHS adoption and the "Cambridge bubble"

Not everything the room clustered made it onto the cone. Some ideas drew fewer votes, and others were already covered by cards that did. With more voices in the next sessions, some of these may well come back stronger. If one of these, or another area is yours to champion, come and make the case.

Sustainability. The most emphatic card on the wall, and one of only two on sustainability all day. Neither reached the cone

SUSTAINABILITY !!!

Shared language/ inclusion (exclusion?)

Consolidation of English as common language?

Globalisation mean → splits due to language?

Language and inclusion. Shared language returned in the human-centred group, as part of both failure and success. English as a common language and globalisation splitting along language lines had no counterpart anywhere else on the day

Geopolitics and AGI. The cone's card on the UK's place in the AI race picks up part of this. AGI, raised twice, and the starker scenarios had no counterpart

USA RESTRICT ACCESS TO AI MODELS

WORLD WAR III

Political misinformation/ manipulation

Artificial General Intelligence (AGI)

AGI

SEPARATE REGIONAL DEV OF AI CAMBRIDGE + INFRASTRUCTURE

FUTURE STATEMENT 01

HUMAN-CENTRED CAMBRIDGE ECOSYSTEM

By 2030, **AI in Cambridge serves clear human-focused values:** connection, value creation, learning.

JUMPING TO 2030

HOW IT FAILS

No shared language. No shared values, ethics or moral compass. Competition and silos. Speed prioritised over quality and safety. People in power not wanting change, keeping decisions top down. Over-control, or governance that swings between too little and too much. Pushback against AI.

WHAT SUCCESS LOOKS LIKE

Ways, places and forums where people come together, inclusive and with room for new thinking alongside a shared language. AI that understands human needs as well as technology. Education in schools that includes life skills and entrepreneurship. Innovation enabled by guard rails and backed by communities of support.

FUTURE STATEMENT 02

HEALTH AND NHS

By 2030, **Cambridge is where most health AI chooses to develop and validate products in Europe, and to be adopted by local NHS providers and the wider NHS**, because we have created clear pathways with good governance, investment, data infrastructure, leadership, technical integration and commercial arrangements.

JUMPING TO 2030

HOW IT FAILS

Fragmentation: Cambridge didn't join the rest of the UK's universities. "Cambridge bubble." Investment drifting away. Government not supporting HE enough. Lack of global awareness. Infrastructure too bureaucratic. Red tape working against innovation.

WHAT SUCCESS LOOKS LIKE

Still ranked second in quantum worldwide. AI on the rise. UK investing more in start-ups and government using taxation to stimulate business. A precision medicine leader. A phased approach based on risk, moving from low-risk to high-risk AI as system maturity develops. Clear priorities for what the NHS helps companies develop, and an open question of how to bring money back from innovation into exports.

FUTURE STATEMENT 03

SKILLS AND EMPLOYMENT

By 2030, Cambridge will understand skills transformation across disciplines, technical and humanities, adapting to new realities and requirements.

JUMPING TO 2030

HOW IT FAILS

Wrong data or assumptions. A skills framework that wasn't localised to Cambridge. Wrong governance. A strategy that lost sight of its mission. External shocks, including geopolitics and China.

WHAT SUCCESS LOOKS LIKE

Leadership as collaboration between the University, business/companies/start-ups, and government/local government.

FUTURE STATEMENT 04

GOVERNANCE AND PARTNERSHIP

By 2030, the Cambridge ecosystem is internationally leading, delivering benefit to people's lives through AI and tech by strengthening governance, with private and public partnerships, and governance based on evidence, ROI and good data.

JUMPING TO 2030

HOW IT FAILS

Bad actors capitalising on opportunities. Views not heard by people in power. Poor data capture and transparency. Lost trust across private, industry and public sectors. The public sector taken for a ride. No robust risk analysis or proactive mitigation. Power normalising towards private actors.

WHAT SUCCESS LOOKS LIKE

Proactive and decentralised local leadership. Alignment of values. Open dialogue across sectors. Good communication and trust. Transparency and guard rails. A UK government brave and successful in managing data, alongside sovereignty and global regulation.

READING ACROSS THE ROOM

A room this senior and this close to the technology kept returning to people more than to capability, regulation or funding. Its test for AI in Cambridge was the effect on people, which anyone shaping AI strategy in this ecosystem should take note of.

Governance was the least settled topic in the room. Every group named governance, in one form or another, as a way things could fail, though they described the problem differently, too little for some, too much for others, and for some simply too bureaucratic to move at pace. That's fair, as it's an accurate picture of where genuinely informed people currently stand, and any Cambridge-wide AI strategy that assumes consensus on governance is building on ground that isn't there yet.

It's particularly interesting that each of the independent groups in the room focussed around the same sentiment. Cambridge's AI challenge looks less like a set of separate technical problems in health, skills, the wider ecosystem and governance, and more like one shared, unresolved question of purpose and coordination sitting underneath all of them. Solve that, and the sector-specific problems get easier. Leave it unsolved, and every sector-specific initiative will keep running into the same wall.

The four groups' future statements cover skills and employment, a human-centred ecosystem, health and the NHS, and governance and partnership. Each is grounded in its own record of what would cause it to fail and what success would look like.

Each group took one of the futures the room had prioritised and worked independently through a future statement, a pre-mortem and a success scenario.

Across the groups, failure repeatedly came back to the same handful of causes: fragmentation, weak or mismatched governance, and decisions made without a clear shared purpose. Their success scenarios also surfaced recurring conditions: clarity of purpose, proportionate risk-taking, collaboration, and leadership that stays open rather than closing ranks, with different emphases in different sectors.

**SOLVE
PURPOSE,
AND THE
REST GETS
EASIER.**

By 2030 CAMBRIDGE
WE WILL UNDERSTAND
SKILLS TRANSFORMATION
ACROSS DISCIPLINES

(TECHNICAL - HUMANITIES)
ADAPTING TO NEW
REALITIES + REQUIREMENTS

IT FAILED BECAUSE:

- WRONG DATA / ASSUMPTIONS

- DIDN'T LOCALISE THE
SKILLS FRAMEWORK

- WRONG GOVERNANCE

- NOT MISSION FOCUSED

- EXTERNAL - CHINA /
GEO POLITICS

WHAT NEEDS TO BE TRUE

A SMALL NUMBER OF CONDITIONS CAME UP AGAIN AND AGAIN, ACROSS THE PRIORITIES, THE SMALL GROUPS, AND THE OPEN DISCUSSION, AS PREREQUISITES FOR ANY OF THESE FUTURES ACTUALLY LANDING.

01 STRENGTHEN GOVERNANCE

Real attention to risk, unintended consequences, and the domain expertise needed to make good calls.

02 BUILD A SHARED LANGUAGE

Between technical and non-technical people, so decisions get made by people who actually understand them.

03 GUARD AGAINST FRAGMENTATION

A genuine fear in the room that Cambridge drifts away from the rest of the UK's university and innovation network, rather than staying joined up with it.

04 TREAT ADOPTION AS MORE THAN TECHNICAL

Several people pushed back on treating adoption as a purely technical problem, given how much it touches deskilling, cognitive load, trust and identity.

05 ANSWER THE UNDERLYING QUESTION

What is this actually for, both for Cambridge as a whole and inside the individual organisations using AI.

THESE ARE THE CONDITIONS FOR CAMBRIDGE. HOLD THEM UP AGAINST YOUR OWN ORGANISATION: HOW MANY COULD YOU TICK OFF TODAY?

WHAT THIS MEANS FOR THE CAMBRIDGE ECOSYSTEM

THE FOLLOWING IMPLICATIONS ARE MY INTERPRETATION OF THE PATTERNS THAT EMERGED ACROSS THE SESSION, RATHER THAN DIRECT STATEMENTS FROM PARTICIPANTS. THEY DRAW TOGETHER THE RECURRING THEMES, TENSIONS AND CONDITIONS INTO A VIEW OF WHAT THEY COULD MEAN FOR THE WIDER CAMBRIDGE ECOSYSTEM.

01 AGREE THE PURPOSE FIRST

The skills group named “not mission focussed” as a failure mode, and the human-centred group made identifying the ecosystem’s “why” its central outcome. Organisations need to agree why they’re using AI before deciding what to build.

02 CALIBRATE GOVERNANCE TO RISK

All four groups raised governance independently, in one form or another:

- “wrong governance” (skills);
- governance that is “either not enough or too much” (human-centred);
- bureaucracy and red tape slowing adoption (health);
- a call for governance built on evidence, good data and robust risk analysis (governance and partnership).
- What they share is a need for governance matched to the actual risk.

03 LOCALISE THE SKILLS RESPONSE

The skills group’s failure list named this directly: “didn’t localise the skills framework.” A generic, imported approach to reskilling is unlikely to hold here.

04 BUILD LEADERSHIP AS COLLABORATION

The skills group’s picture of success was leadership as collaboration between the University, business, start-ups and government, including local government. The governance and partnership group reached for the same thing from a different angle, with decentralised local leadership and open dialogue across sectors.

05 CONNECT NATIONALLY AND GLOBALLY

The health group’s failure list was explicit: fragmentation, Cambridge not joining the rest of the UK’s universities, a “Cambridge bubble” and a lack of global awareness. Cambridge’s local strength counts for less if it stays local.

06 SEQUENCE INVESTMENT BY RISK

The health group’s success scenario rested on a phased approach, starting with low-risk AI and moving towards higher-risk applications as systems mature, backed by government support for start-ups through investment and taxation.

07 KEEP TRUST AND POWER IN BALANCE

The governance and partnership group’s pre-mortem pictured bad actors exploiting opportunities, the public sector being taken for a ride, and power drifting towards private actors. Public and private partnerships only work if the public side can hold its own.

08 HOLD ONTO SHARED VALUES AS AI SCALES

The human-centred group’s failure list named no shared language, no shared values or moral compass, speed prioritised over safety, and pushback against AI.



How This Was Produced

This report draws on outputs from a workshop held at The Glasshouse, Cambridge, on 10 July 2026, together with photographs of artefacts, facilitator notes and recollections. It describes the signals, possibilities and priorities this group raised. It is not a forecast or a consensus view of Cambridge’s AI ecosystem.

Scott Parker conceived and facilitated the workshop.

Use of AI: Claude (Anthropic) and ChatGPT (OpenAI) were used to turn workshop notes into draft text, explore patterns in the material and refine wording. Scott Parker reviewed the output against the workshop material and determined any conclusions.

Status: This report reflects a synthesis of participants’ contributions, independent research of publicly available sources and the author’s views. Participant language may have been tidied or paraphrased for readability.

The workshop was held under Chatham House Rule. No contribution is attributed to any individual or organisation, and organisations are not listed where requested. The consolidated report does not represent the position of any participant’s employer or Innovate Cambridge.

Who Was in the Room

Sixteen people attended, spanning health and clinical innovation, deep tech venture building, biotech and genomics, higher education and research, AI ethics and data quality, ecosystem support and community networks, social enterprise, venture investment, and compliance, legal and public policy.

Organisations represented, named with consent

- Cambridge University Health Partners
- Royal Papworth Hospital NHS Foundation Trust
- University of Cambridge
- AI Club
- All In Images
- Data Deciphered Limited
- Xecced Ventures
- Alignment Cubed
- Concatena

A number of further attendees asked for their organisations not to be named. Between them, they brought perspectives from life sciences and biotech, trustworthy AI, finance, behavioural science and academic research.

Thanks

My thanks to everyone who attended or applied to join this pilot session. Special thanks to Gayle McFarlane of Concatena for her support in planning, running and evaluating the session, and to Innovate Cambridge for hosting us at The Glasshouse.



About Scott Parker

Scott Parker is a strategic designer and facilitator who helps organisations work out what AI should actually do for them, before they commit time and money to it.

His work brings together the people who rarely sit in the same room, from leadership and specialists to the teams who'll live with the outcome, and turns broad, uncertain conversations into clear direction: what matters, what needs to be true, and where to start. It draws on strategic design, service design and ecosystem thinking, applied to the practical question most organisations are now asking about AI.

Capture it. Connect it. Direct it.

Be part of what comes next

This was the first session. The next will bring more voices from across the Cambridge ecosystem, building a live picture of where AI is heading and where we want it to go. If you'd like to take part, or know someone who should be in the room, register your interest at **aifutures@scottparker.design**.

Bring this conversation to your organisation

The question this room kept returning to, what is AI actually for, is one most organisations are facing on their own. I run focused sessions for leadership teams and sector groups that cut through the noise and build a shared, practical view of AI for your context: the opportunities worth pursuing, the conditions for success, and the risks to plan around.

If you're shaping an AI strategy, weighing up use cases or simply want a clearer view of what AI means for your business, let's talk: **scott@scottparker.design**

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