



Predictability Is the New Productivity: Powered by AI, Delivered on Time

Roundtable Insights Report









Executive Summary

The construction sector is entering a period of unprecedented ambition and complexity - particularly in the Kingdom of Saudi Arabia, where national programmes are reshaping expectations for delivery. Yet the pressures facing organisations are universal: fragmented data, workforce constraints, rising costs, and increasing scrutiny on ROI.

For more than a decade, the industry has focused on productivity - accelerating output and doing more with less. Today, leaders are signalling a decisive shift. The defining question is no longer how fast teams can work, but whether outcomes can be delivered with certainty: on time, on budget, and to the required standard. This reflects the realities of modern construction, where the movement of people, materials, and decisions in the field determines success.

AI, connected data, and integrated platforms are emerging as the foundation for this new model of predictability. This report explores how organisations are addressing **data readiness, adopting systems of execution, and embedding intelligence into daily workflows** to enable more reliable, insight-driven delivery.

-  **Barriers to AI Adoption in Construction**
-  **The shift from productivity to predictability**
-  **From universal challenges to a new model of predictability**
-  **A connected platform built for predictability**
-  **Conclusion**
-  **Audience Questions**

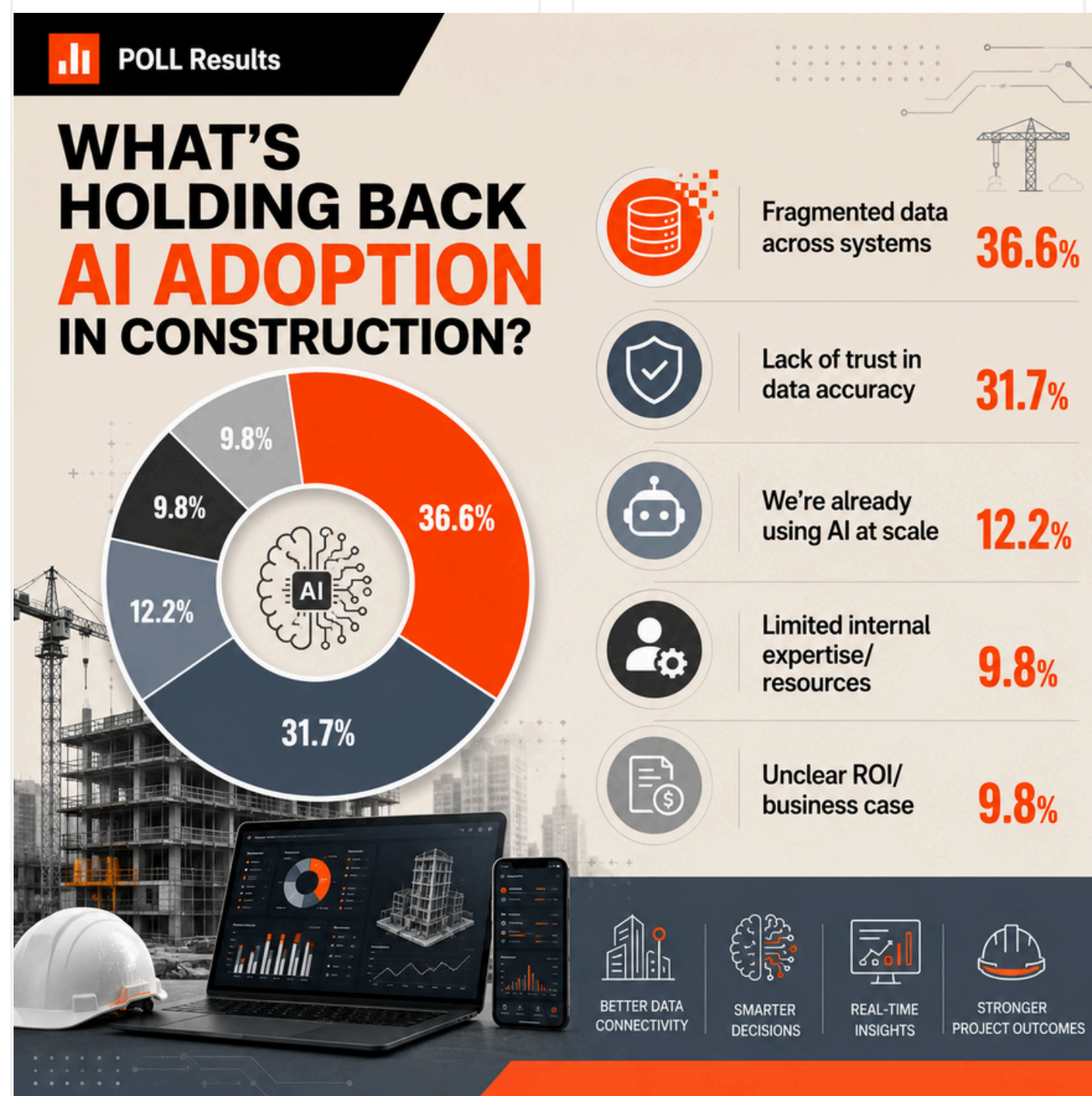




Barriers to AI Adoption in Construction

The primary challenge is no longer speed but certainty. Workforce shortages, schedule slippage, and unplanned cost increases are widespread. These are not exceptions; they are the norm.

Roundtable participants identified the biggest barriers to AI adoption in a snapshot poll:



Two constraints dominate:

36%

Fragmented Data Across Systems

31.7%

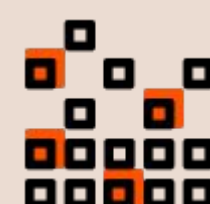
Lack of Trust in Data Accuracy



Together, they form a structural barrier - without connected, reliable data, AI cannot operate effectively or deliver meaningful value.



While some organisations are progressing quickly, maturity remains uneven. Capability gaps, resource limitations, and uncertainty around commercial returns continue to slow adoption.



The poll reinforces a central theme: the industry's challenge is not the availability of AI, but the **readiness of its data foundation**.

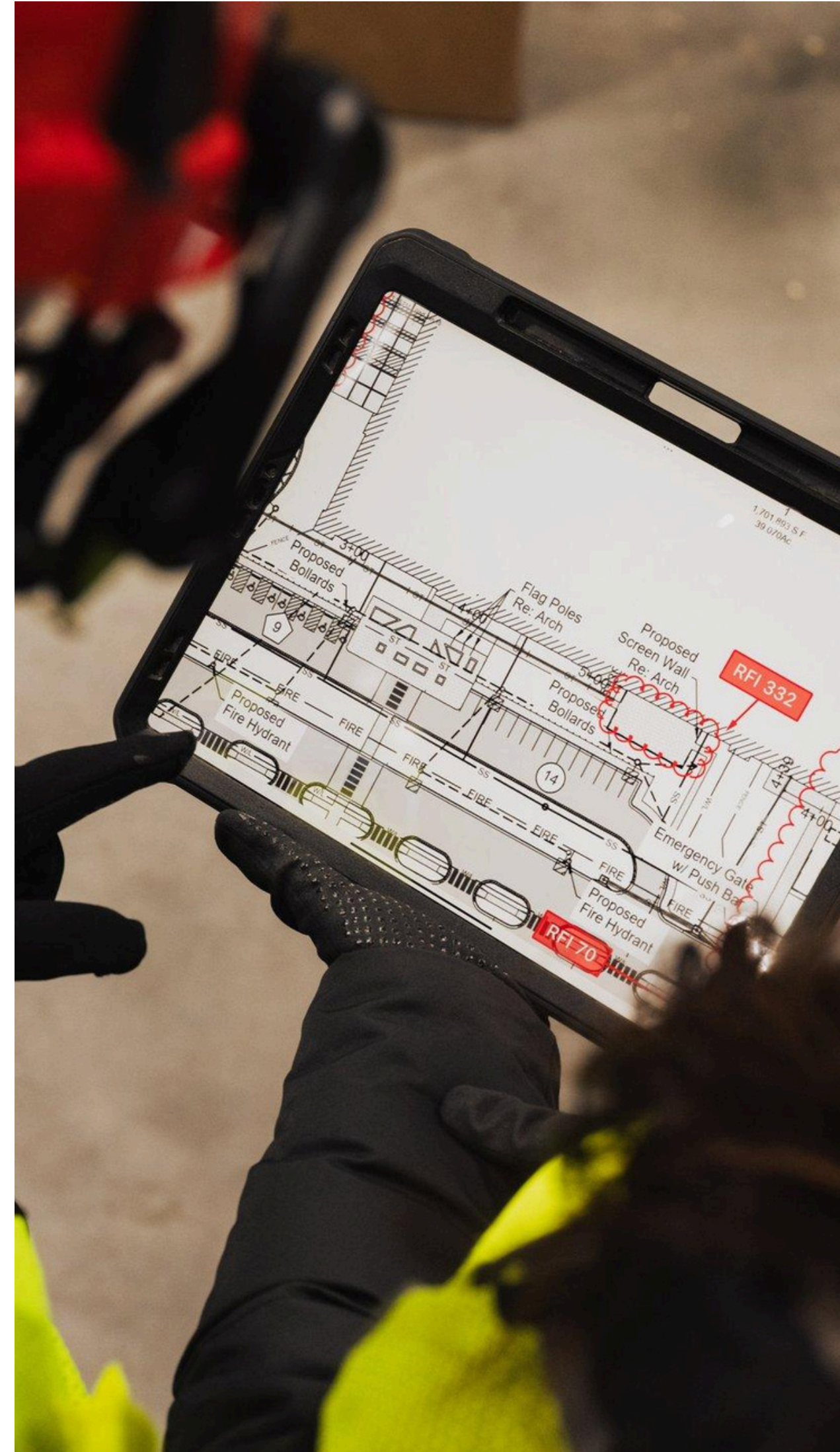


The shift from productivity to **predictability**

Project performance is increasingly undermined by escalating scale, fragmented data, loss of institutional knowledge, and reactive decision-making. These pressures are intensified by a tougher macroeconomic environment where budgets are reprioritised, and ROI scrutiny is rising.

Three forces now define success:

- 01 **Predictability:**
Confidence that outcomes will be delivered as promised
- 02 **ROI discipline:**
Shaping project selection and margin protection
- 03 **Capital efficiency:**
Maximising value from every dollar invested



The surge in AI and construction tools has produced many point solutions that rarely connect, creating siloed systems and reactive decisions. Technology's role is shifting from systems that record activity to platforms that **support execution - reviewing information, identifying risks, and enabling real-time decisions**. Capital is not the constraint - execution is.

Leading organisations are using connected platforms to **gain visibility, anticipate risks, and act on data** rather than instinct. But others remain constrained by spreadsheets and isolated tools that create blind spots and slow response times.

FROM UNIVERSAL CHALLENGES TO A NEW MODEL OF PREDICTABILITY

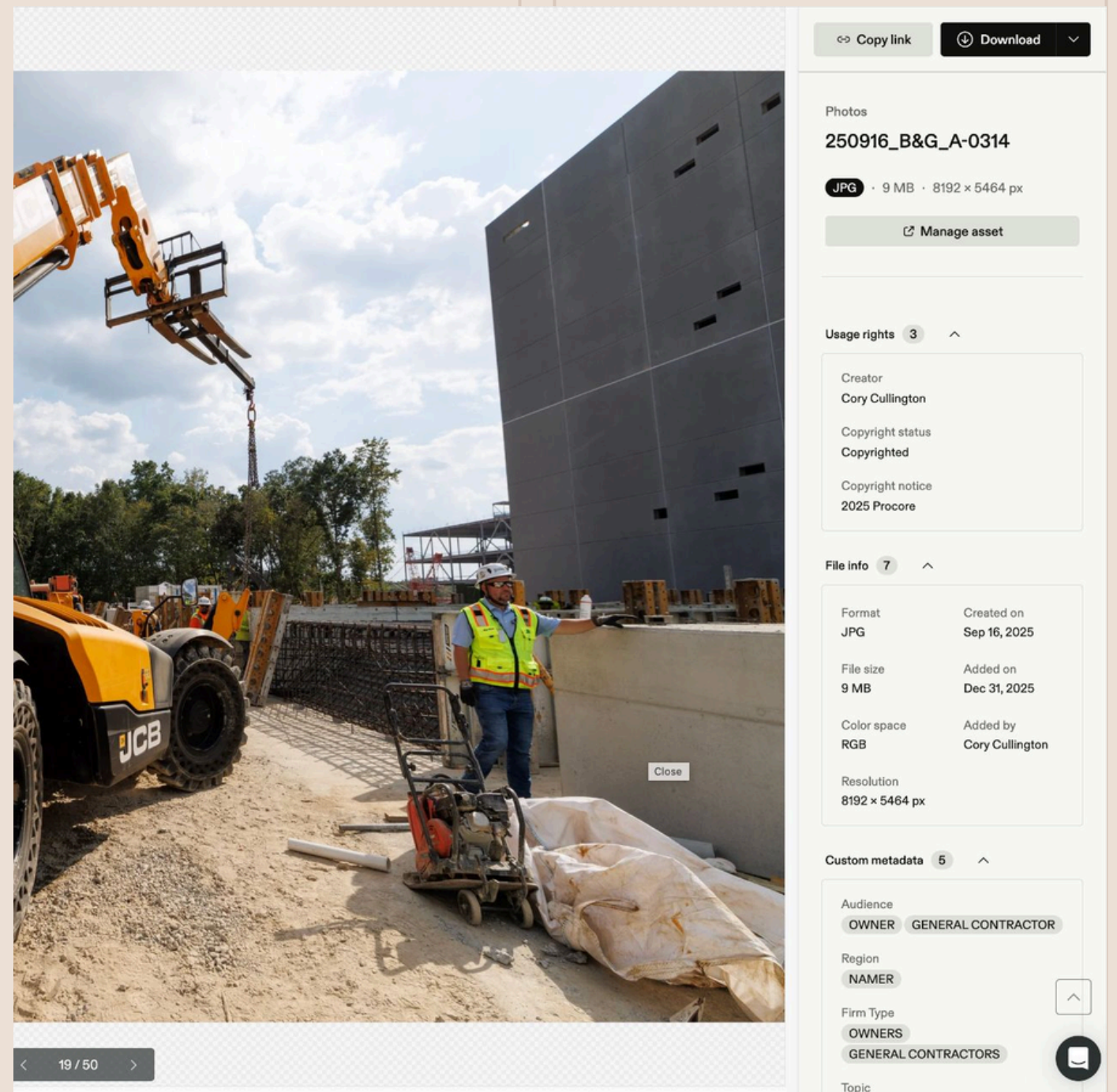
A connected platform model consolidates project information into a single environment. Leadership gains reliable data, teams gain a unified workspace, and organisations gain the foundation required for accurate cost, schedule, and risk management. This enables AI to operate as **practical intelligence - improving visibility, reducing risk, and supporting more predictable decisions.**

From universal challenges to a new model of predictability

Construction organisations face universal challenges: **unpredictability, fragmented data, and persistent labour shortages.** These issues are systemic, not project-specific. The industry is shifting to a model where predictability comes through connected data, intelligent workflows, and AI-enabled execution.

Modern construction requires tools that are powerful yet intuitive - technology that supports site operations rather than adding administrative burden. Adoption depends on ease of use: if field teams cannot use the technology, data capture becomes inconsistent and organisations lose visibility and control.

Across organisations, the conclusion is consistent: predictability is achieved through **connected data, intuitive tools, and intelligence** embedded in daily workflows.



A connected platform built for predictability

Construction technology can no longer be dominated by point solutions - separate tools for RFIs, photos, documents, budgeting, and storage. While useful for individual tasks, they create fragmented workflows and inconsistent data.



The industry is shifting to platform models that **unify pre-construction, execution, resource management, and financial oversight.**



A shared foundation of **documents, maps, workflows, and permissions** strengthens visibility and coordination across the project lifecycle. As digital ecosystems mature, three elements are becoming essential:

01 A stable operational platform

02 A connected technology environment

03 Intelligence that turns data into action



Modern ecosystems integrate accounting, scheduling, progress monitoring, and other specialised tools, enabling consistent data flow. Most organisations do not lack AI capability - they lack the complete, consistent data required for AI to operate reliably.



As **datasets** grow in scale and specificity, AI can better understand workflows, risks, and decisions. The result is faster information retrieval, reduced manual effort, and clearer insight into performance.



Practical AI and the Emergence of **Agentic Workflows**



AI in construction is moving beyond search and summarisation toward agentic systems that execute tasks at scale.

Companies want quick, accurate answers to field and office queries, grounding decisions in current project data.



Agentic AI shifts from insight to action, completing workflows such as daily reports, observations, submittal reviews, and RFIs directly within the system of record.

Automation streamlines repetitive tasks through triggers and actions, supported by open APIs that connect with wider technologies.



AI is interpreting changes, extracting details, synthesising information, and drafting an RFI for review.

Submittal reviews that once took hours now take minutes, with AI identifying discrepancies and sequencing or procurement risks.



The shift from reactive problem-solving to proactive risk management means context-aware AI

is embedded in daily workflows, reducing manual effort, accelerates decisions, and improving predictability throughout a project's lifecycle.



Conclusion



The industry's challenge is not the availability of AI, but the readiness of its data foundation. Predictability is achieved through connected data, intuitive tools, and intelligence embedded in daily workflows.



Organisations that consolidate data, standardise workflows, and adopt AI-enabled execution are seeing gains: faster information retrieval, reduced administrative burden, earlier risk identification, and more confident decision-making.



Success depends on the quality of daily decisions across sites and offices. As programmes grow in scale and complexity, predictability becomes the defining metric - enabled by connected platforms and AI-driven intelligence.

Audience Questions

01 What AI model powers Procore's intelligence, and what data is it trained on?

Procore's AI is built on **Magpie**, a proprietary reasoning model developed for construction. It is trained on more than 20 years of industry data, including millions of project records, documents, drawings, and workflows - giving it domain accuracy that general-purpose models cannot match. For natural-language responses, Procore uses leading foundation models such as Claude, Gemini, and OpenAI, all operating within secure environments. Customer data is never used to train external models. The intelligence layer, actions, and APIs that enable task execution are proprietary to Procore and DataGrid, which together have embedded more than 150 AI-powered actions across the platform.

02 Does the AI work directly on Procore data and connected systems?

Yes. Because **DataGrid is embedded in Procore's codebase**, the AI works directly on project data without exporting it to external warehouses. Users simply enable generative indexing and learning, and all processing remains within Procore's secure environment. For connected systems—such as SharePoint, Primavera P6, Aconex, Autodesk tools, or ERPs—DataGrid uses existing APIs to bring information into context. This allows the AI to reason over all relevant project data while maintaining Procore's security and permissioning model. In short, the AI learns from and responds to Procore data enriched by connected systems, without moving or exposing information outside the platform.

03 Are integrations handled through APIs or MCPs?

Both. Procore and DataGrid provide robust APIs capable of reading and writing data to systems like **SharePoint or Egnyte**. If APIs are unavailable, an MCP protocol can be used. This flexibility allows companies to integrate a range of systems into a unified, connected environment. We can connect to 100+ different construction specific applications through thousands of API connections.



Edward Surgeon

DIRECTOR OF STRATEGIC ACCOUNTS - KSA
PROCORE



Tom Feliz

HEAD OF GROWTH
DATAGRID AI



Mohamad Fayyad

ENTERPRISE SOLUTIONS ENGINEER
PROCORE AI

Audience Questions

04 How does token or credit usage work?

Procore AI uses a credit-based model tied to task complexity. High-frequency actions, such as deep search, consume only fractions of a credit, while more intensive workflows, like automated submittal reviews, use more. Credits are designed to be affordable and scalable based on usage. The ROI comes from time saved and reduced rework: submittal reviews that once took hours can now be completed in minutes and often identify more issues, helping drive efficiency, improve accuracy, and reduce overall project costs.

05 How does Procore support digital twins and dynamic project environments?

Digital twins rely on **continuous, accurate site data**. Procore consolidates field documents, updates, and workflows into a single platform, and its AI processes this information in real time. Through integrations with visualisation partners, this live data feeds directly into digital twin environments, keeping models current. Procore's AI also supports operational twins by retrieving manuals, specifications, and equipment details instantly. Its compatibility with formats such as Revit, AutoCAD, and Navisworks enables interpretation of complex design information. Together, Procore's connected data environment and AI reasoning allow digital twins to function as dynamic, continuously updated representations of construction and operational performance.

06 Should AI be budgeted as an IT expense or something else?

AI in construction should not be viewed solely as a software or IT expense. Agentic AI performs operational work by automating repetitive tasks, accelerating field workflows, and augmenting project teams. In practice, it functions more like a scalable labor resource that increases team capacity and shifts effort from administration to higher-value activities. Because the impact is operational, ownership and budgeting should sit with project delivery teams, who are best positioned to evaluate productivity gains, risk reduction, and project performance improvements.

