> *The model is rarely what fails. It is the handover from the pilot team to the people who run the asset.*

Cardan-AI
Observation from industrial operations

Before an AI tool goes to the *rig, plant or control room*

- [x] A named operations owner, not IT
- [x] Data checked against how it is really recorded
- [x] Fits the existing shift workflow
- [x] Engineers can interrogate the output
- [x] A feedback loop to refine the model
- [x] IT/OT security designed in from day one
- [x] Budget for training, not only licences

L.E.K. 2025 Global Energy Study; SPE JPT (Aug 2026); EPAM 2025 survey