

AI-BASS Project Results

What happened when AI got access to company-specific knowledge?

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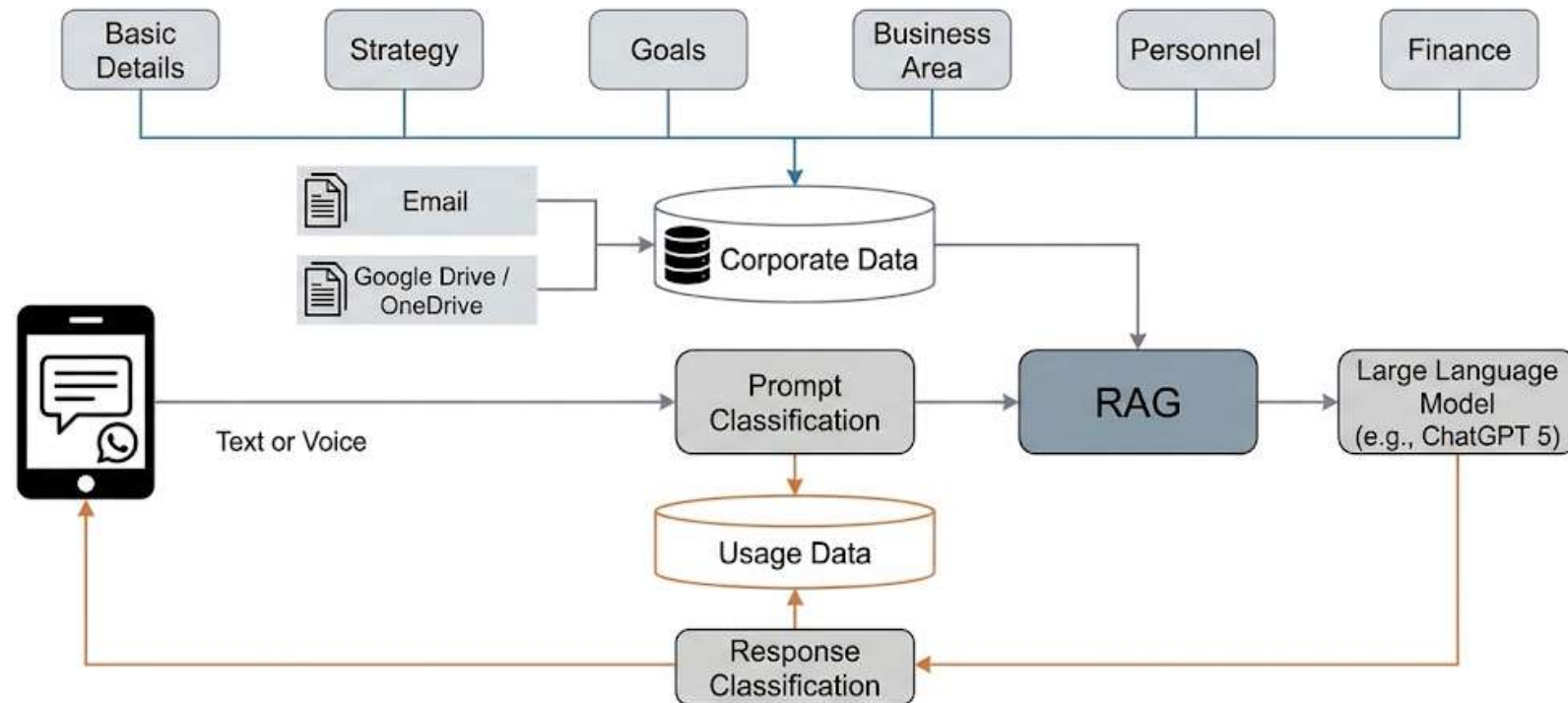
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What we built



Eight companies, different contexts

- 8 small and medium-sized enterprises
- 6 of 8 companies had fewer than 5 employees
- Different industries. Different information. Different decisions.

Case ID	Industry	Turnover	Employees
1	Professional and knowledge-intensive services	N/A ¹	< 5
2	IT and digital services	< 0.5 ME	< 5
3	Professional and knowledge-intensive services	< 0.5 ME	< 5
4	IT and digital services	< 0.5 ME	< 5
5	Manufacturing	< 0.5 ME	< 5
6	Construction	> 5 ME	20-50
7	Agriculture	N/A ²	< 5
8	Construction	N/A ¹	5-19

¹ The company was established shortly before the study; turnover data were not yet available.

² The company did not report comparable turnover figures.

The technology moved faster than the project



What we planned

AI-BASS as the primary firm-grounded assistant

Rich system metadata from a single platform



What actually happened

Participants increasingly used commercial AI assistants to implement similar firm-grounded practices

AI-BASS became one tool among several



Consequence

Less platform metadata than expected

Richer qualitative evidence of real-world adoption

How managers actually used AI assistants



Search and combine information from different sources.



Generate alternatives, perspectives, comparisons, and decision criteria.

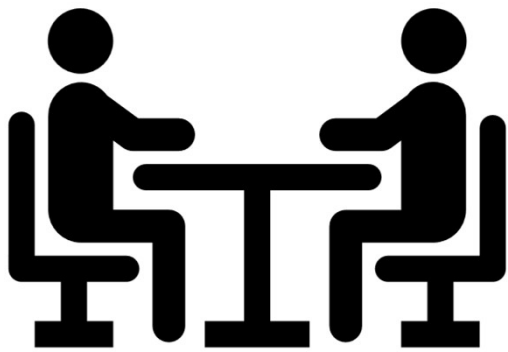


Reflection and continuous conversational support



Support decision preparation and careful evaluation.

"It's one more opinion"



"It's one more opinion. If there are ten of us here, it's the eleventh." Company 8

- Discussion partner
- Second opinion
- Always available



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Firm grounding changed the conversation

Generic AI

- *"Companies entering a new market should consider..."*
- General knowledge

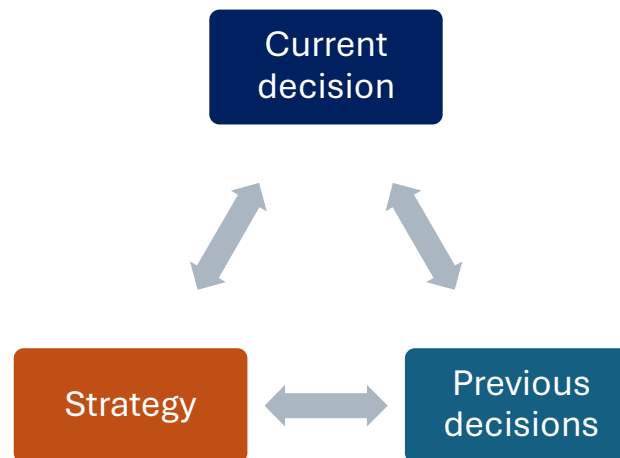
Firm-grounded AI

- *"Your strategy prioritizes X. This option requires Y. How does that fit your current direction?"*
- Company context

Relevance mattered more than the amount of information.

Strategy became part of everyday work

"It's probably brought the strategy into everyday work more than before. That's perhaps the biggest change." Company 2



What did they ask AI-BASS?

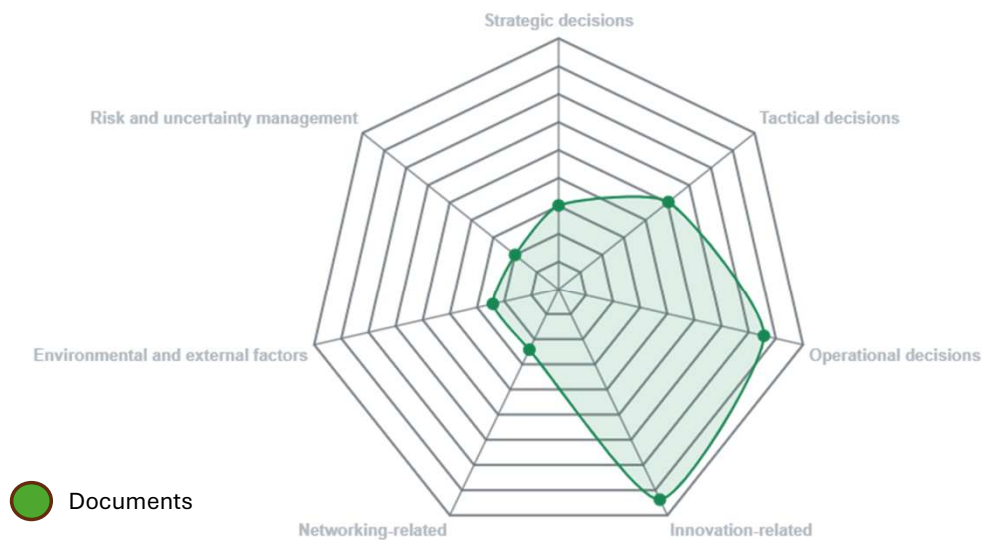
Category	Share
Strategic decisions	36%
Innovation-related	29%
Operational decisions	16%
Tactical decisions	9%
Networking-related	8%
Risk and uncertainty	3%

n=77

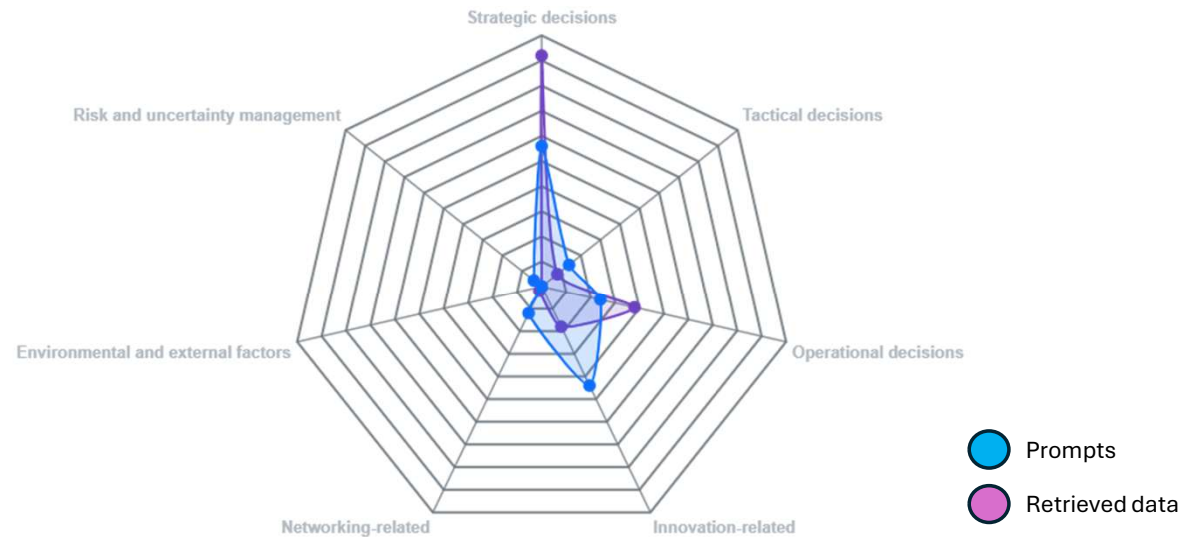
AI-BASS interaction metadata, Nov 2025 to Jun 2026

What did they ask AI-BASS?

Organizational knowledge in the AI-BASS



The prompts and the data retrieval in AI-BASS



AI-BASS interaction metadata, Nov 2025 to Jun 2026

AI made some things much faster

Less time spent on

- Searching
- Combining
- Summarizing
- First drafts



More time available for

- Understanding
- Comparing
- Evaluating



AI solved some problems and created new ones

AI helps with	New challenge
Fragmented information	Multiple AI tools
Information search	Validation
Limited information	Correctness
Keeping strategy visible	Information overload
Cognitive preparation	Trust calibration

So, what if AI knew more about your business?

What AI can know

- Strategy
- Documents
- Projects
- Financial information
- Previous decisions
- Other documented knowledge
- **Firm grounding makes this knowledge available in the conversation**

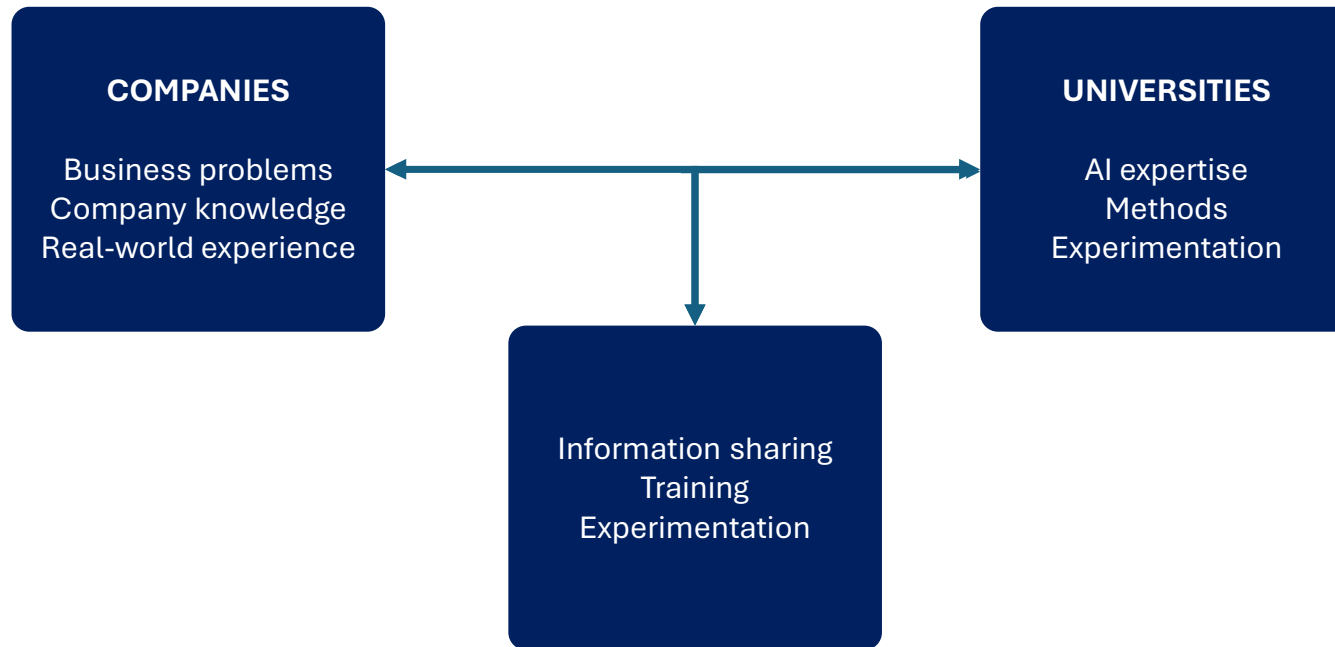
What remains with people

- Experience
- Tacit knowledge
- Relationships
- Current circumstances
- Informal practices
- Judgement
- **The organizational context is never complete**

Better context changes how decisions can be prepared and discussed.
Judgement and responsibility remain with people.

Access is no longer the main challenge

The challenge is building the capability to use AI well



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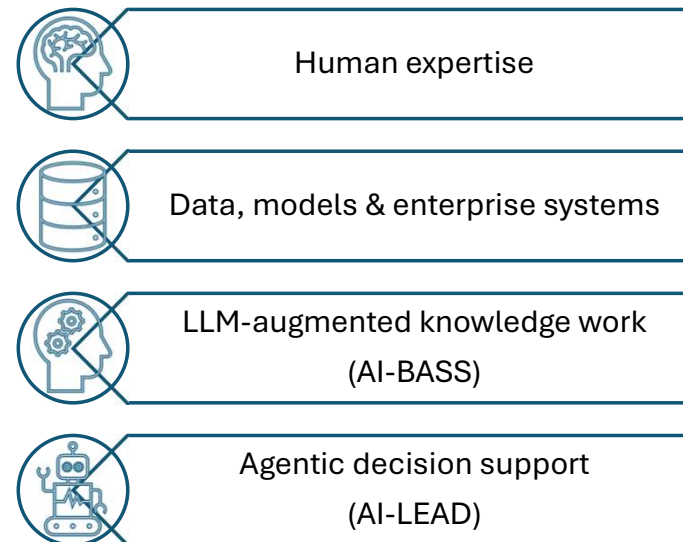
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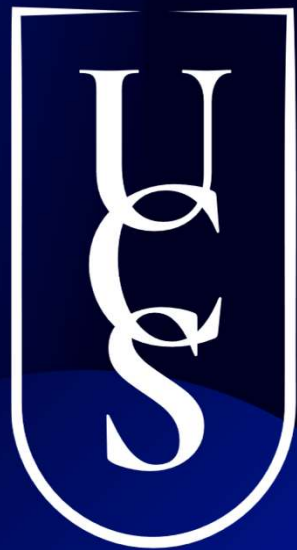


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From AI-BASS to the next step

- But how do we know if it actually helps?
 - AI use → Decision process → Decision → Action → Business outcome
- We can observe AI use and decision processes.
 - Connecting them to decision quality and business outcomes remains an open research challenge.
- AI-LEAD project proposal:
Firm-grounded, role-based multi-agent decision support for industrial SMEs





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