IRON MOUNTAIN®

McLAREN MASTERCARD FORMULA 1® TEAM
OFFICIAL PARTNER

Know the road. Power the future.

Unlocking value to build AI readiness. 10th June, 2026.

We brought together leaders from across the public and private sectors from the UK, Europe and the Middle East to explore how organisations can build AI-ready information foundations, unlock greater value from their data, and drive innovation with confidence. This report captures the key themes, insights and practical takeaways from the event, including perspectives from Iron Mountain, our partners and our customers. We hope it serves as a useful resource as you navigate your own AI and digital transformation journey.

Top five takeaways

The organisations that combine trusted information, clear AI strategy and a willingness to transform how they operate will be best placed to drive innovation, improve performance and create competitive advantage in the AI era.

- **1. AI success starts with information readiness**
  Successful AI adoption depends on trusted, accessible and well-governed information. Organisations that make their data Findable, Accessible, Interoperable and Reusable (FAIR) will be best positioned to scale AI and unlock business value.

- **2. Your historical content is a strategic asset**
  McLaren demonstrated how decades of archived content can be transformed from a storage challenge into a competitive advantage. By digitising, structuring and enriching historical information, organisations can unlock new opportunities for innovation, customer engagement, operational efficiency and revenue growth.

- **3. AI delivers the greatest value when it transforms processes**
  The biggest gains from AI come not from automating existing workflows, but from fundamentally rethinking how work gets done. Organisations should focus on high-value use cases, redesign processes around AI capabilities and measure outcomes against clear business objectives.

- **4. AI should augment people, not replace them**
  From Formula 1 race operations to enterprise environments, AI is proving most effective when used to eliminate repetitive tasks and accelerate decision-making. By acting as "operational muscle," AI frees employees to focus on strategic thinking, creativity and higher-value work.

- **5. Organisations need to act now**
  The pace of AI development is accelerating rapidly. While many leaders are still developing their AI strategies, the organisations creating the most value are already moving from experimentation to execution. Success will depend on leadership, clear strategy and a willingness to adapt quickly.

How heritage fuels growth: turning history into a competitive advantage

In a conversation between Karen Feldman, Chief Marketing Officer at Iron Mountain, and Louise McEwen, Chief Marketing Officer at McLaren Racing, attendees gained insight into how one of the world's most iconic sports brands is using its rich history to drive modern growth, deepen fan engagement and create new commercial opportunities. At the heart of the discussion was McLaren's belief that heritage is not something to preserve for nostalgia's sake—it is a strategic asset that can fuel future success.

Unlocking 60 years of racing history

With more than six decades of racing heritage, McLaren possesses a vast archive of content, stories and intellectual property. Historically, much of this content was difficult to access and underutilised.

Through its partnership with Iron Mountain and Google Cloud, McLaren has digitised and transformed these assets into a dynamic resource that can be searched, activated and reused at speed. By combining AI-powered search with advanced data analytics, marketing teams can instantly access historical content and use it to support campaigns, fan experiences and brand storytelling.

"Our legacy and heritage are really the heart of our DNA. We have a saying: 'Forever Forward'—it's about how our past fuels our future."

- Louise McEwen, McLaren Racing

Connecting with a new generation of fans

Formula 1 is experiencing unprecedented global growth, attracting younger and increasingly diverse audiences. Yet only a small proportion of fans will ever experience a race in person. For McLaren, digital experiences, personalised content and immersive storytelling are helping bridge that gap and create stronger connections with fans around the world.

By making its heritage more accessible and engaging, McLaren is ensuring that decades of history remain relevant to entirely new audiences.

Driving agility through AI

One of the most compelling examples shared during the session was how AI is helping McLaren respond more quickly to changing circumstances.

With instant access to decades of content, the marketing team can rapidly adapt campaigns, create new experiences and deliver relevant content across multiple channels. This agility proved particularly valuable during McLaren's 1,000th Grand Prix celebrations, enabling the team to adjust campaigns seamlessly when race schedules changed.

The result is a marketing function that can move at the speed of the sport while maintaining authenticity and consistency.

Authenticity delivers results

A key insight from the discussion was the commercial value of authentic storytelling. McLaren's customer insights show that campaigns rooted in genuine heritage, status and provenance significantly outperform standard marketing activity. In fact, campaigns connected to McLaren's history generate engagement rates up to **250% higher** than traditional campaigns.

Key takeaways

The session demonstrated that history can be far more than an archive—it can be a powerful engine for growth. By combining AI, data and trusted information management, organisations can unlock the value of their heritage, create richer customer experiences and build stronger connections with future generations. For McLaren, the result is a brand strategy that is firmly rooted in the past while relentlessly focused on the future.

From archive to advantage: How AI is unlocking the value of historical content

A thought leadership panel featuring leaders from McLaren Racing, Iron Mountain and Google Cloud explored how organisations can transform historical content from a passive archive into an active business asset.

The discussion centred on McLaren's journey to preserve, digitise and activate more than **17,000** heritage assets—including photographs, engineering drawings, race footage and historical records—creating a foundation for innovation, operational efficiency and commercial growth.

Turning historical content into a strategic asset

Many organisations hold decades of valuable information that remains difficult to access, search and utilise. The panel explored how advances in AI are changing this dynamic.

By combining Iron Mountain's InSight® DXP platform with Google Cloud's multimodal AI capabilities, McLaren has transformed thousands of physical and digital assets into a searchable knowledge resource. Rather than relying on manual tagging and cataloguing, teams can now use natural language prompts to discover relevant content across text, images and video in seconds.

The result is faster access to institutional knowledge, greater reuse of valuable content and new opportunities to create business value from historical information.

AI as a force multiplier

A recurring theme throughout the discussion was the role of AI in augmenting human expertise rather than replacing it.

"For us, the ethos is how do we use AI as muscle. How do we make sure it's not replacing people, but giving them the capacity to do more."

-James Bunbury, McLaren Racing

This approach extends beyond content management. McLaren is using AI to automate time-consuming analysis tasks during race weekends, enabling engineers and specialists to focus on higher-value activities such as strategy, performance optimisation and decision-making.

Unlocking new commercial opportunities

The panel highlighted how historical content can become a powerful commercial asset when properly structured and accessible.

For McLaren, activating heritage content creates new opportunities to engage fans, support marketing campaigns and generate additional revenue streams. More broadly, the speakers discussed how organisations across industries are finding value in previously underutilised archives—from media companies monetising legacy content to brands using historical assets to create richer customer experiences.

The message was clear: history is not simply something to preserve—it can be a source of ongoing business value.

Innovation built on trusted information

The discussion also reinforced the importance of trusted information foundations. Whether supporting race-day operations, enhancing customer engagement or enabling AI-driven insights, success depends on having secure, accessible and well-governed information.

As Daniël Rood from Google Cloud demonstrated through examples from healthcare and scientific research, AI is accelerating discovery and unlocking possibilities at unprecedented speed.

However, those benefits can only be realised when organisations have confidence in the data underpinning their AI initiatives.

Key takeaways

The panel demonstrated how the combination of trusted information, AI and cloud technology can unlock entirely new value from existing assets. By preserving, enriching and activating historical content, organisations can create a powerful foundation for innovation, operational efficiency and future growth—turning archives from a storage challenge into a strategic advantage.

AI in the era of the perfect storm: Why leadership and execution matter more than ever

In a thought-provoking keynote, AI strategist Danilo McGarry explored what he described as the "perfect storm" facing organisations today: the convergence of AI, economic uncertainty, geopolitical shifts, workforce transformation and accelerating technological change.

His message was clear: AI is no longer a future consideration—it is a leadership priority today.

AI is evolving faster than most organisations

AI has progressed rapidly from traditional machine learning to generative AI, and is now entering the era of agentic AI—systems capable of carrying out increasingly complex tasks with greater autonomy. While the technology continues to evolve at pace, McGarry argued that many organisations are still struggling with the fundamentals required to realise value.

> **"Your AI is only ever going to be as good as your data."**
>
> -Danilo McGarry, AI Strategist

As AI capabilities increase, organisations that have invested in trusted, accessible and governed information will be best positioned to scale adoption and unlock competitive advantage.

Focus on transformation, not automation

One of the strongest themes of the session was the need to rethink business processes rather than simply applying AI to existing ways of working. McGarry challenged organisations to move beyond using AI for incremental efficiency gains and instead identify opportunities to fundamentally redesign how work gets done. As he put it,

> **"Don't run a Ferrari to the supermarket—run a Ferrari on a race track."**
>
> -Danilo McGarry, AI Strategist

The greatest value will come from reimagining processes, creating new revenue opportunities and enabling entirely new ways of operating.

Start with strategy, then target high-value opportunities

For organisations wondering where to begin, the recommendation was straightforward:

1. Develop a clear AI strategy and secure executive alignment.
2. Identify the highest-value opportunities or "hot spots" across the business.
3. Build an execution roadmap with measurable outcomes.
4. Re-engineer processes around those priorities.

The session emphasised that many organisations jump straight into process redesign or technology deployment without first establishing clear business objectives, leading to fragmented efforts and disappointing results.

Measure progress and demonstrate value

Another key takeaway was the importance of tracking and communicating AI outcomes. As boards increase their focus on AI investment, leaders must be able to demonstrate progress through measurable improvements in efficiency, productivity and business performance. The organisations achieving the greatest success are treating AI as a business transformation programme rather than a standalone technology initiative.

Leadership will determine the winners

Perhaps the most important message was that organisations cannot afford to wait for perfect conditions before acting. Rather than focusing on factors outside their control—such as regulation, competitors or market uncertainty—leaders should concentrate on the areas where they can make an immediate impact. McGarry encouraged organisations to focus on what they can directly control, influence and improve today, warning that delay may prove more costly than action.

Key takeaway

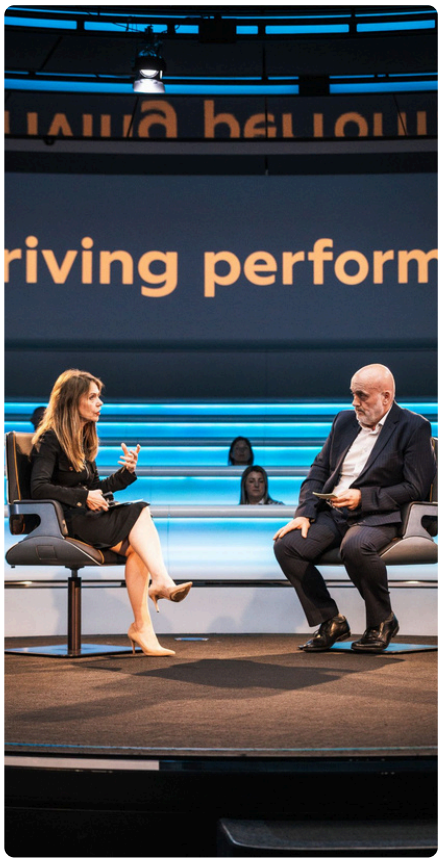
The session concluded with a clear call to action: successful AI adoption requires more than technology investment. It demands leadership, strategic clarity, trusted data foundations and a willingness to rethink how organisations operate. Those that move decisively today will be best placed to capture the opportunities AI creates tomorrow.

- **23 times:** The capital the US has spent on AI investments compared to China.
- **2.7%:** How close China's open-source models are in performance compared to the frontier models developed by the US, despite the massive funding gap.
- **30% to 40%:** The percentage of computer-based human jobs that McGarry predicts could be performed autonomously by machines by next summer.
- **$3 trillion:** The total amount of global capital being invested in AI over a five-year period.
- **80%:** The percentage of corporate board members who openly admit they do not possess enough knowledge about AI to effectively govern their companies.
- **2 out of 50:** The fraction of top global CEOs who actually had a defined AI strategy when McGarry met with them.
- **40% to 50%:** The processing speed improvement organisations experience across various departments when they advance their overall AI maturity.
- **2 to 3 years:** The tight window of opportunity most existing companies have to completely transform before their clients evolve and render them irrelevant.

"The advantage won't go to the largest organisations. It will go to the ones that are fastest to adapt."

-Danilo McGarry, AI Strategist

Accelerating AI readiness. Driving performance with intelligence.



As organisations race to adopt AI, many are discovering that success depends less on the technology itself and more on the quality of the information behind it. In this session, Bernadette Wightman, UKI CEO, Iron Mountain, alongside Simon Tucker, Chair & MD of Nuclear Decommissioning Authority (NDA) Archives Limited, explored why trusted, accessible and governed information has become the critical foundation for AI success.

Despite significant investment in AI, many organisations are struggling to move beyond experimentation. According to Gartner, 95% of AI pilots fail, while only 16% successfully scale across an organisation. The discussion challenged a common assumption: that AI adoption is primarily a technology problem. Instead, the speakers argued that the real challenge lies in data readiness.

A key theme throughout the session was the distinction between clean data and AI-ready data. While many organisations focus on digitising information and removing duplication, AI-ready data requires a higher standard. Information must be findable, accessible, interoperable and reusable—the FAIR principles that are increasingly being adopted by governments and regulators around the world.
As AI becomes more deeply embedded into business processes, data governance is rapidly emerging as a strategic priority. Organisations with mature governance frameworks are significantly more likely to scale AI successfully, creating a growing divide between those prepared for the future and those still struggling with fragmented information environments.

"Your competitive edge is not AI, it's actually your own data. The hardware is extraordinary. The models are extraordinary. The problem is how we're fuelling the engine."

– Bernadette Wightman, Iron Mountain

‘Clean’ data

- Physical records
- Siloed systems
- Unstructured files
- Missing metadata

AI-ready data

- **Findable** – catalogued and searchable
- **Accessible** – governed and permissioned
- **Interoperable** – connected across systems
- **Reusable** – structured, labelled, contextual

A 300-year information challenge

Few organisations understand the importance of information management better than the Nuclear Decommissioning Authority.

Responsible for managing the UK's civil nuclear legacy, the NDA oversees 18 nuclear sites and safeguards some of the country's most sensitive information. The organisation must preserve records dating back to the 1940s while ensuring critical information remains accessible for generations to come.

The scale of the challenge is immense. The NDA's archive contains highly classified information, including Top Secret Atomic records, while its decommissioning programmes are expected to span well over a century. Future generations will rely on today's records to safely manage nuclear materials and understand decisions made decades earlier.

Turning information into strategic value

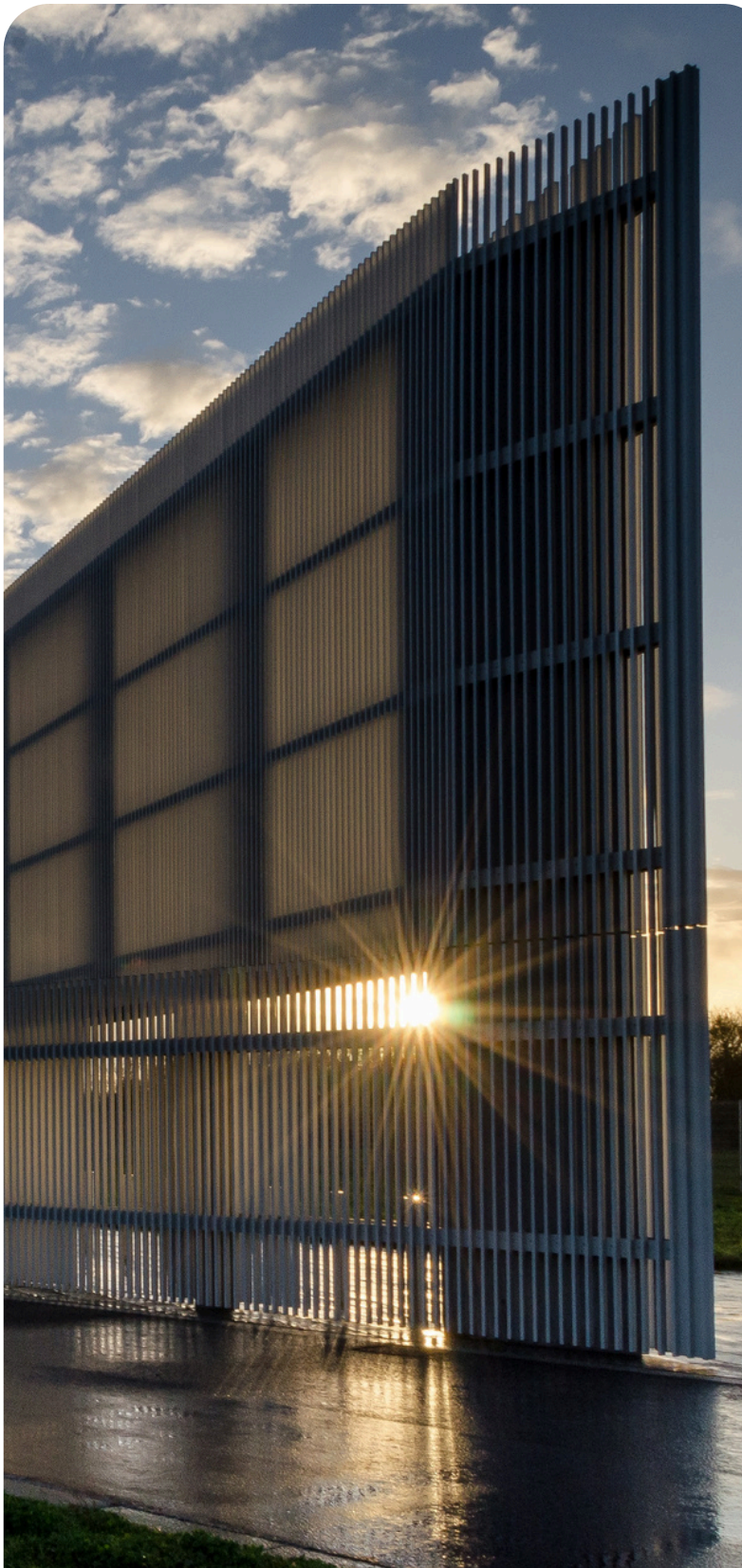
The discussion highlighted how organisations can unlock new value from historical information. Archives have traditionally been viewed as repositories for compliance and preservation. Increasingly, however, organisations are recognising that historical content can become a strategic asset when properly digitised, structured and connected.

By combining strong governance practices with technologies such as AI, organisations can transform decades of unstructured information into searchable, actionable knowledge—supporting better decisions, operational efficiency and future innovation. For the NDA, this approach has the potential to reduce costs, accelerate decommissioning programmes and support the development of future nuclear technologies.

"Clean data equals clean nuclear," Tucker remarked, highlighting the direct relationship between information quality and operational outcomes.

"The records we are managing today must be accessible and usable not just for years, but for centuries."

– Simon Tucker, Nuclear Decommissioning Authority (NDA) Archives Limited



A practical framework for AI readiness

The session concluded with a practical roadmap for organisations looking to build stronger information foundations for AI:

1 Audit

Understand what information exists and where it resides.

2 Structure

Digitise, classify and enrich information with metadata.

3 Connect

Break down silos and create a unified information layer.

4 Activate

Deploy AI solutions on trusted, governed information.

The message was clear:

Organisations that invest in making their information AI-ready today will be better positioned to scale AI successfully, meet future regulatory requirements and unlock greater value from their data in the years ahead.

Find out more about how Iron Mountain are elevating the value of McLaren Racing's rich heritage like never before **here**.

IRON MOUNTAIN®

McLAREN MASTERCARD FORMULA 1® TEAM
OFFICIAL PARTNER

© 2026 Iron Mountain, Incorporated and/or its affiliates ("Iron Mountain"). All rights reserved. Information herein is proprietary to Iron Mountain and/or its licensors, does not represent or imply an invitation or offer, and may not be used for competitive analysis or building a competitive product or otherwise reproduced without Iron Mountain's written permission. Iron Mountain does not provide a commitment to any regional or future availability and does not represent an affiliation with or endorsement by any other party. Iron Mountain shall not be liable for any direct, indirect, consequential, punitive, special, or incidental damages arising out of the use or inability to use the information, which is subject to change, provided AS-IS with no representations or warranties with respect to the accuracy or completeness of the information provided or fitness for a particular purpose. "Iron Mountain" is a registered trademark of Iron Mountain in the United States and other countries, and Iron Mountain, the Iron Mountain logo, and combinations thereof, and other marks marked by ® or TM are trademarks of Iron Mountain. All other trademarks may be trademarks of their respective owners.