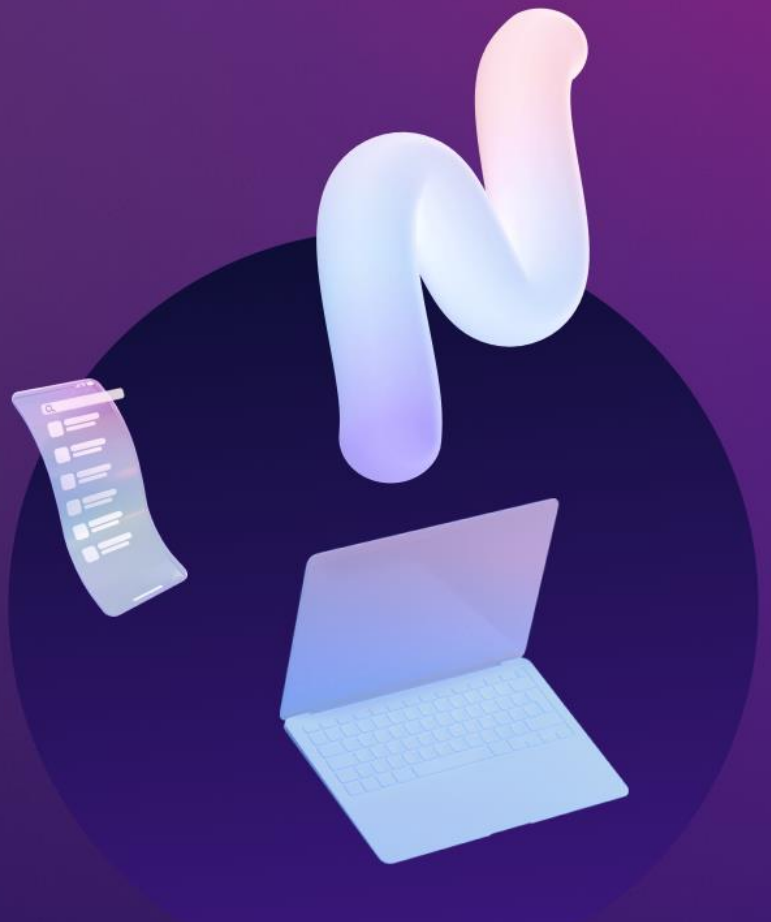
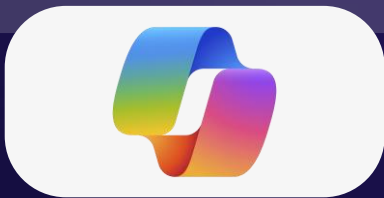


WAVESTONE



Copilot M365

Unleash the Potential of AI with
Microsoft Copilot



Summary

1

Understanding Microsoft Copilot M365

Get a grasp of Microsoft Copilot and AI fundamentals.

2

Copilot M365 benefits and challenges

Understand the positive outcomes and challenges of integrating the Copilot within your company.

3

How to implement Copilot M365?

Discover Wavestone's approach and convictions for a successful implementation.

4

Copilot M365 across the world

Get inspired by success stories of those who have already embraced Copilot M365.

5

Future outlook

Explore how AI can impact and reshape organizations in the long run.



Introduction

In today's evolving landscape professionals are facing a paradigm shift driven by automation, evolving client expectations, and digitization. Research (Cohen & Lee, 2023), estimates that Artificial Intelligence (hereafter AI) could contribute **by 1.5% to annual productivity growth over a ten-year period, lifting global GDP by nearly \$7 trillion**. Beyond these figures, reports (Chui, Roberts, Yee, & others, 2023) suggest **AI could generate \$2.6 to \$4.4 trillion across industries**, with 75% of this value from customer operations, marketing, sales, software engineering, and R&D.

« AI could contribute by 1.5% to annual productivity growth over a ten-year period, lifting global GDP by nearly \$7 trillion.»

Amidst these developments, Microsoft Copilot stands out as an accessible transformative solution within Microsoft 365, that could be quickly adopted by businesses to **boost productivity and employee satisfaction**. Microsoft Copilot for M365 stands as a strategic AI solution crafted by Microsoft to enhance the business landscape in response to evolving client needs and digital advancements. This document explores the foundational principles of AI, unveiling the capabilities inherent in Copilot for M365. Its primary objective is to foster a comprehensive understanding of Copilot, addressing its functionality, business benefits, deployment strategies, and potential impacts on future business strategies.

Delving into the characteristics of Copilot M365, the integration of Copilot within Microsoft 365 is carefully examined, shedding light on both its benefits and challenges. Additionally, a comprehensive examination is presented, outlining five practical steps for testing and optimizing productivity, deriving from Wavestone's methodology. The paper ends with some real-world case studies and insights into the future impact of AI on businesses.

The research methodology combined desk research with practical insights from Wavestone experts who have rolled-out an effective approach to implementing Copilot M365.

In essence, this document aspires to **empower professionals with the knowledge to navigate** the evolving landscape and capitalize on **the opportunities presented by Copilot for M365**.

Understanding Microsoft Copilot M365

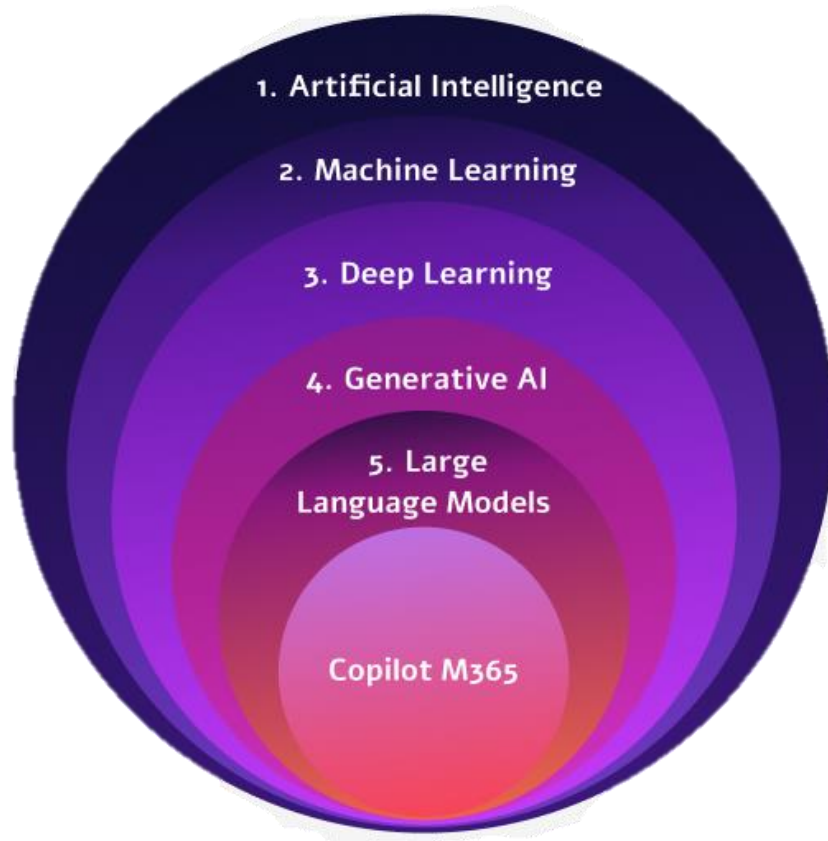
Microsoft Copilot M365 is a solution based on a Large Language Model (LLM), a specific subcategory of Artificial Intelligence. Before diving into the various applications and potential of Microsoft Copilot M365, it has to be outlined what an LLM is, how such tools are created and how they operate.

From Artificial Intelligence to Large Language Models

Microsoft Copilot M365 is a solution based on a Large Language Model (LLM), a specific subcategory of Artificial Intelligence. Understanding Artificial Intelligence systems and their applications is made difficult by the multitude of terms that are often used interchangeably, even though they are not synonymous. In fact, some of the most important terms, Artificial Intelligence, Machine Learning and Deep Learning can be viewed as subsets of one another. For example, while all Machine Learning is part of Artificial Intelligence, not all Artificial Intelligence employs Machine Learning.

This idea is illustrated in Figure 1. While the figure does not represent all subsets of AI, it depicts the subsets required to narrow down from general AI to Copilot M365, the focus of this paper.

Figure 1 - From Artificial Intelligence to Copilot M365: The layers of Artificial Intelligence concepts.

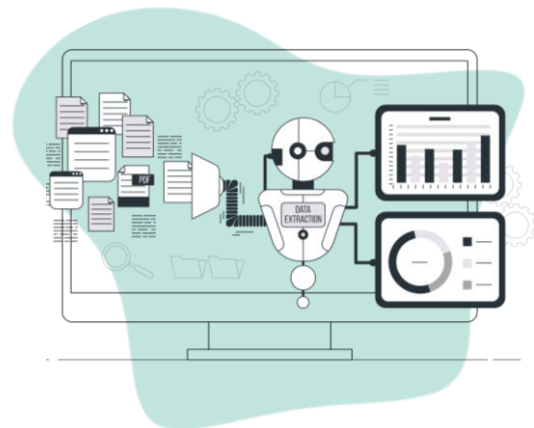


The definition of each concept is detailed in the next page

UNDERSTANDING MICROSOFT COPILOT M365

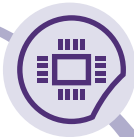
Here is a definition of the different AI concepts

- 1 Artificial Intelligence** refers to the broader concept of creating software that can perform tasks that typically require human intelligence. It aims to replicate human-like thinking and decision-making. Artificial reasoning can be achieved with different methods, such as teaching computers to detect patterns based on training with previously provided data, the basis of Machine Learning.
- 2 Machine Learning** is a subset of AI. It involves teaching machines to learn from data and make predictions or decisions based on that learning. Machine Learning algorithms can automatically improve their performance over time without being explicitly programmed.
- 3 Deep Learning** is a subset of Machine Learning. Deep Learning models, consist of multiple layers that can automatically learn and represent complex patterns in data. Deep Learning is used for tasks like image recognition, natural language processing, and speech recognition.
- 4 Generative AI** is an umbrella term for AI tools that utilize models to generate manifold types of content, ranging from text and images to code and other kinds of data.
- 5 Large Language Models** deal with analyzing and producing human language. The “Large” refers to how sizeable the number of parameters built into the AI system is. GPT-4, the 4th generation language model, which is also used by Copilot M365, features over a trillion parameters in its training data now. This subset of highly text-focused Generative AI models enable the AI to generate more sophisticated textual outputs like language translation, sentiment analysis, legal or financial analysis, answering questions and all matters of outputs utilized for research purposes.



Classification of Artificial Intelligence

Artificial intelligence is further classified into three main categories based on its ambition, capabilities, and scope:



Artificial Narrow Intelligence (or weak AI) is goal-oriented and programmed to perform a singular task. AI technologies of today fall into this category, be it analytics tools, interactive tools, (text)-generative tools, and image creation AI.



Artificial General Intelligence (or strong AI) mimics human intelligence and/or behaviors. It can learn and apply its own intelligence. Theory of mind and self-aware AI fall into this category. It is expected for image and facial recognition technologies to become fully fledged Artificial General Intelligence in the future, but to date, no AI tools can already be classified as such.



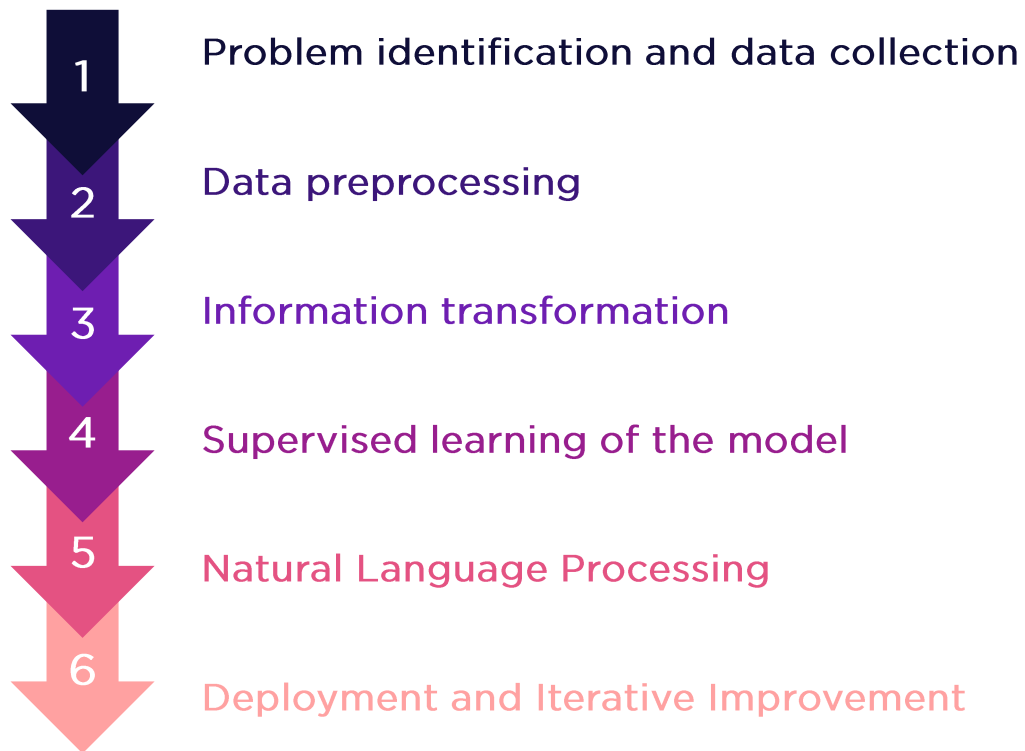
Artificial Super Intelligence surpasses human intelligence and ability, meaning the AI would become incomprehensible to understand to any human. To date, and for the foreseeable future, no such AI exists.

In particular, while tools like Copilot M365 and OpenAI's ChatGPT have shown impressive capabilities, they are still considered to fall under the Artificial Narrow Intelligence classification. These tools can address a vast array of questions and inputs but to be properly classified as the first Artificial General Intelligence, the tool would need to be able to perform tasks that the AI was not originally designed for. For example, IBM's "Watson", a supercomputer incorporating Artificial Intelligence meant to be used as a tool for doctors for medical diagnosis or treatment planning, showcased in many instances a higher success rate than human doctors but it cannot provide answers to questions that require original thought.

The creation of Large Model tools

The general process of creating Large Language Model tools like those used by Microsoft Copilot M365 can be split into 6 steps, as depicted in Figure 2 below.

Figure 2 – The creation of LLM tools. Source : Wavestone.



Step 1

Problem identification and data collection

The problem that the AI is supposed to solve must be identified as clearly as possible. Once precisely defined, the data used for the training of the model can be collected. This data can be split into structured data that are fully organized and easily searchable for the machine and unstructured data that are both more complex and more difficult to process. The more unstructured the data set, the more time and resource intensive is the preparation of the data.

Step 2

Data preprocessing

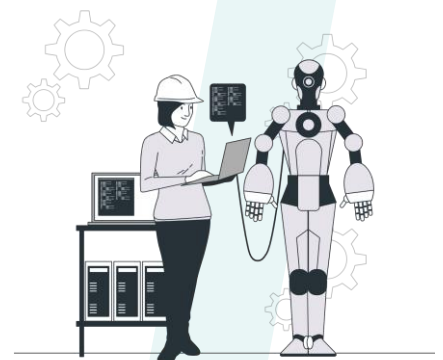
Not any kind of data will suffice to train an LLM model. Rather, the data must be properly prepared to reach the quality required for the training phase. Numerous methods exist to achieve this, most prominently the following:

- a. *Noise reduction*: Text that is not applicable to train the model for the pre-determined goal must be identified and removed to ensure that the model is trained for the intended purpose.
- b. *De-duplication*: To decrease the likelihood of creating a biased LLM, duplicates of the same or highly alike text must be removed.
- c. *Privacy redaction*: The most common source of training data stems from the Internet, which can include sensitive information. To ensure that such information is neither used for the training, nor becomes a potential output of the tool, this personal data (as referred to by the GDPR must be removed.
- d. *Tokenisation*: Initially, language models are not capable of comprehending the meaning of the text that it is fed. For the LLM to make use of the text, the training data must be translated into a form that is readable for the machine through tokenization, the process of creating a digital representation of a real thing.

Step 3

Information transformation

Via the use of algorithms, which can take the shape of pattern matching or prediction machine learning algorithms, the tool gains the ability to transform information and learn from the training data. This is most often achieved via the use of “transformers”, a neural network architecture that analyses a sequence of text to discern the connections between the words and phrases within it.



Step 4

Learning of the model

Once the algorithms and the training data are prepared, the model can begin the main training phase. This usually involves predicting the final token in a series predicated on the prior ones. Reaching the highest level of accuracy, meaning the highest likelihood of predicting an answer, is the primary goal of this step. This learning phase can be performed with or without supervision. The biggest difference between supervised and unsupervised learning is that supervised learning uses labelled training data, and unsupervised learning does not. As such, supervised learning incorporates a baseline understanding of what the correct output should be.

Step 5

Natural language processing

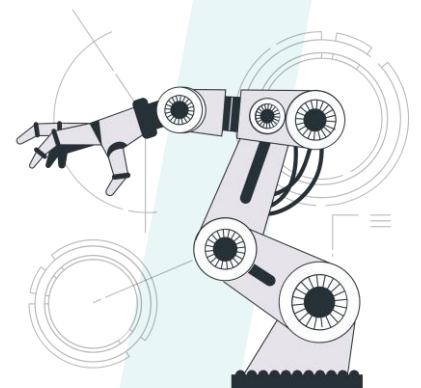
During this step, the machine is enabled to interact with the human language. This is necessary for the tool to make use of human language as an input (e.g., via a text prompt) and to make its outputs readable for human beings. Nonetheless, the quality of the prompt is directly linked to the quality of the output.

Step 6

Deployment and iterative improvement

Even once the tool is ready to be deployed, the tool must continuously be trained. Repeating the training process and updating the model leads to iterative improvement, enhancing the accuracy of AI tool over time.

The training of the model is the most important part of the development of an AI. For this to be possible, vast amounts of processed and labelled data sets are necessary. Preparing data for the training step is often both the most time-consuming and expensive aspect of developing an AI.



Evaluating the current utilization of Copilot M365

The current level of adoption for Microsoft Copilot M365 (Microsoft, 2023) indicates a strategic and growing integration within enterprise environments. Initial testing with 20 enterprise customers, including prominent names like Chevron, Goodyear, General Motors, and Dow, highlighted significant enterprise engagement. The subsequent expansion of the Microsoft Copilot M365 Early Access Programme to an initial wave of 600 customers worldwide further demonstrates the growing momentum of adoption among businesses looking to leverage AI for productivity enhancements.

The market response has been overwhelmingly positive. Enterprise customers' feedback has been highly encouraging, pointing to Copilot M365's role as a game-changer in daily activities. This feedback, coupled with the anticipation of significant demand for AI solutions — with revenue opportunities projected to top \$380 billion by 2032 — underscores the market's enthusiasm for generative AI technologies like Copilot M365.

Furthermore, the introduction of functionalities such as Copilot M365 for Sales and Copilot M365 for Service, and their impact on automating CRM tasks or providing real-time insights during sales calls, serve as an example Copilot M365's capability to digitalize activities across different business areas. These improvements in productivity, customer/employee satisfaction, and operational efficiency help explain the positive market response and the growing awareness of the benefits that Copilot M365 can bring to organizations.





Copilot M365 benefits and challenges

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Benefits of integrating Copilot M365

One of the key distinguishing factors of Microsoft Copilot M365, compared to competitors in the AI landscape, is the advantage of **being already integrated into Microsoft 365**. The tool is shaped around being a digital assistant with the ability to deliver personalized support to its users. This digital assistant is not bound to a single interface but instead built into the whole M365 product family, from the classic tools **Word, PowerPoint, and Excel to Outlook, Teams, Loop, OneNote, Forms, and the Power Platform**, making it easy to use for everyday tasks. For example, the minutes of a meeting can be produced and shared with the rest of the team via a single prompt. Moreover, the interaction with the tool and the tool's behavior are consistent across all M365 applications, creating a coherent user experience.

The integration of Copilot into Microsoft 365 brings along another benefit: it can be linked to the business data of each organization. In particular, **the tool can have real-time access to both the content and the context through usage of Microsoft Graph, begin the secure gateway to the user's data in Microsoft 365**. As a result, Copilot M365 can produce content connected to the user's business environment, using information from the user's documents, calendar, emails, meetings, and so forth while concurrently combining it with the context of the user, such as focusing on timely meetings or email exchanges. This lets Copilot M365 convey answers that are both more accurate and relevant to the user's specific circumstances.

Additionally, Copilot M365 **automatically inherits the privacy and security policies of the organization** that were already set in Microsoft 365. This also includes the per-user access permissions, meaning that Copilot M365 can only produce answers stemming from information the user has access to in their own organization, from what is publicly available on the Internet and the data that Copilot M365 has been trained on.

The combination of its powerful Large Language Model, its integration into the Microsoft 365 suite and as such its access to the user's data using Microsoft Graph, make Copilot M365 stand out among other AI tools present on the market. M365 Copilot expected benefits for companies include increase in **performance, productivity, quality, and innovation**.



Example of use cases

Word



Draft with Copilot M365

Generate text with and without formatting in new or existing documents

Chat

Create content, summarize, ask questions about your document, and do light commanding via chat

Power point



Draft with Copilot

Create a new presentation from a prompt or Word file, leveraging enterprise templates

Chat

Summary and Q&A

Light commanding

Add slides, pictures, or make deck-wide formatting changes

Excel



Draft with Copilot M365

Get suggestions for formulas, chart types, and insights about data in your spreadsheet



Example of use cases

Loop



Collaborative content creation

Create content that can be collaboratively improved through direct editing or refinement by Copilot M365

Outlook



Coaching tips

Get coaching tips and suggestions on clarity, sentiment, and tone, along with an overall message assessment and suggestions for improvement

Summarize

Summarize an email thread to help the user quickly understand the discussion

Draft with Copilot M365

Pull from other emails or content across Microsoft 365 that the user already has access to

OneNote



Draft with Copilot M365

Use prompts to draft plans, generate ideas, create lists, and organize information to help you easily find what you need

Forms



Draft with Copilot M365

Use prompts to draft questions and suggestions that help you create surveys, polls, and other forms with ease

Example of use cases

Teams

Chat

Users can invoke Copilot M365 in any chat. It can summarize up to 30 days of the chat content prior to the last message in a given chat. Copilot M365 uses only the single chat thread as source content for responses and can't reference other chats or data types (for example, meeting transcripts, emails, and files)

Meetings

Users can invoke Copilot in meetings or calls within the same tenant. Copilot will use the transcript in real-time to answer questions from the user. It only uses the transcript and knows the name of the user typing the question. The user can type any question or use pre-determined prompts; however, Copilot will only answer questions related to the meeting conversation from the transcript. The user can copy/paste an answer and access Copilot M365 after the meeting ends on the Recap page

Copilot M365

Allows users to access data across their Microsoft 365 Graph and leverage LLM functionality. Copilot can be accessed in Teams and when signed-in to Bing with an active directory account

Calls

Copilot M365 in Teams Phone uses the power of AI to empower you to work more flexibly and intelligently, automating important administrative tasks of a call, such as capturing key points, task owners, and next steps, so you can stay focused on the discussion. Copilot M365 in Teams Phone supports both voice over Internet Protocol (VoIP) and public switched telephone network (PSTN) calls

Whiteboard

Makes meetings and brainstorm sessions more creative and effective. Use natural language to ask Copilot to generate ideas, organise ideas into themes, create designs that bring ideas to life and summarize whiteboard content

Challenges in integrating Copilot M365

The focus of the Whitepaper is to showcase the potential of Copilot and to help organizations understand how to implement it to maximize its advantages. However, it is important to be aware of the risks deriving from Copilot M365 implementation.

The most glaring challenges that need to be considered for successfully integrating Copilot M365 are:

- 1 Reliability of responses:** Generative AI sometimes generates incorrect, incomplete, or misleading answers. Their results should always be critically evaluated to ensure accuracy.
- 2 Model bias:** Generative AI models can inherit biases present in training data. This can lead to results that reflect these biases, which can be problematic, particularly in terms of equity and discrimination. Potential biases in training data could inadvertently perpetuate stereotypes.
- 3 Data confidentiality:** Interactions with Copilot may contain sensitive or confidential information. Users should exercise caution when discussing sensitive topics or sharing personal details. Privacy is paramount, requiring transparency about data usage and clearly communicated protection strategies to prevent re-identification risks. Microsoft is committed to not sharing user data without explicit consent and excludes customer data from training processes unless permission is given.
- 4 Data sovereignty and residency:** While Microsoft commits to strict data privacy, including GDPR and the EU Data Boundary, ensuring that the data of Copilot M365's European users remains within the EU is of high importance.
- 5 Risk of intellectual laziness:** Over-reliance on AI systems can limit our ability to think independently and solve problems. AI must not replace the human propensity for creativity, critical thinking, and learning. Like any tool, AI must be used responsibly to complement human intelligence, not to supplant it.



COPILOT M365 BENEFITS AND CHALLENGES

- 6 **Ecological impact:** Large-scale language models consume a lot of energy. The training of GPT-3, for example, generated 552 tonnes of CO2 (equivalent to 250 round-trip flights between Paris and New York).
- 7 **Ethical considerations:** Ethical issues demand attention to ensure AI decisions are transparent and fair. Clarity in AI decision-making, and user control over automated suggestions must be of high priority.
- 8 **Downgrading of jobs:** The rise of content generation models can radically transform some professions, replacing appreciated tasks with more tedious ones.
- 9 **Abuse of the technology:** Generative AI technologies can be used abusively, for example to create "deepfakes" (fake AI-generated content) that can be used for disinformation or deception.
- 10 **Adherence to EU regulations:** Microsoft is committed to ensure that Copilot M365 adheres to EU regulations like the Digital Markets Act. Of major importance is the EU's AI Act, which introduces a risk-based classification for AI systems, requiring comprehensive assessments to ensure regulatory compliance.
- 11 **Data Security:** Leveraging the Microsoft Azure OpenAI Service, Copilot M365 incorporates strict security measures. This is necessary so that users benefit from Azure's advanced security features, such as private networking and content filtering. Proof from Microsoft that Copilot M365 is fully aligned with the firm's otherwise high standards for privacy and compliance is a necessity.





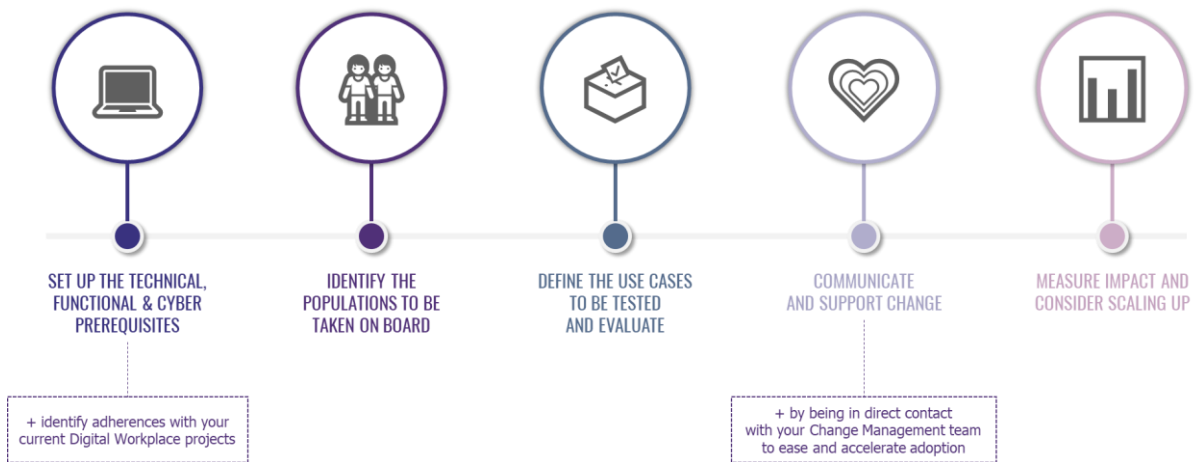
How to implement Copilot M365?

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3.1. Wavestone strategies to unleash the potential of Copilot

In navigating Copilot M365 implementation, Wavestone employs a robust methodology honed through experience, for companies to develop the right approach to launch the AI foundations and initiatives successfully. This section outlines the nuanced approach vital for unleashing the full potential of Copilot M365 within your organization, encompassing technical, functional, and cybersecurity prerequisites, population identification, use case definition and evaluation, change communication and support, and ongoing impact measurement for scalable deployment. Figure 3 below, outlines an overview of the Methodology applied by Wavestone:

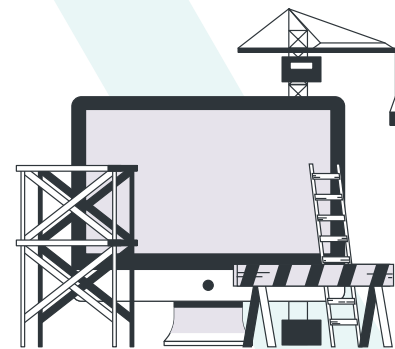
Figure 3 - Wavestone 5-step approach. Source: Wavestone.



1



Set up the technical, functional & cyber prerequisites



Compared to other software integrations, Copilot M365 has the significant advantage of being relatively easy to implement as a Microsoft service. However, several considerations need attention, ranging from licenses and accounts to data accessibility and security.

Firstly, organizations must ensure that users have **Microsoft 365 E3 or Microsoft 365 E5 licenses** and are on the same tenant. Additionally, while M365 Copilot is available by default on web apps, “current channel” activation is required for desktop versions, and transcription must be active via Teams. An account based on Azure Active Directory (AAD) is mandatory, and certain features necessitate users to additionally have a OneDrive account. Nevertheless, in a hybrid setup, such as the use of AAD and third-party single-sign-on solutions (e.g., Okta), Copilot M365 functions effectively.

It's crucial to consider that the richness of the Copilot experience correlates with the data sources indexed by M365. Therefore, tenants with the richest data in M365 (Exchange, OneDrive, SharePoint, and Teams) will achieve the best results.

Regarding data accessibility and security, before starting the pilot, firms should ensure users have as much data as possible hosted in OneDrive or SharePoint, not in their workstations. Moreover, permission settings should enable users to access as much data as possible but restrict them from accessing data that should not be available. Given that querying for information with Copilot M365 is particularly easy, an audit trace of the users' accesses and permission is especially needed. Administrators should check the status of SharePoint permission groups and Microsoft Information Protection sensitivity labels to secure the M365 environments.

The most effective approach to meet all essential prerequisites for initiating the implementation phase is to work on the technical implementation and to foster a corporate culture ready to embrace the AI revolution. Leveraging on a partner like Wavestone to cover technical, functional and security topics can strongly facilitate first rollouts.

2



Identify the populations to be taken on board

Strategic engagement demands an intimate understanding of your organizational landscape. Wavestone advocates a holistic approach, balancing business and usage profiles across functional areas such as Directions, Transversal Functions, IT, and Businesses. The user profiles should include both tech savvy professionals as well as some of their colleagues who are less familiar with technology. While the first group can help measure all the potential that can emerge from use cases, the second will provide an indication on the effort required to support change.



3



Define the use cases to be tested, and evaluate

The heart of successful Copilot M365 integration lies in the selection and evaluation of use cases and Wavestone's approach is to prioritize high-value, cross-functional scenarios. To identify the most valuable use cases, workshops engaging employees directly should be conducted, identifying cross-functional and business-specific scenarios to be tested during the pilot.



A tangible example of Copilot's potential lies in its application to meeting scenarios. Copilot becomes instrumental before, during, and after meetings



Pre-meeting: users can prepare meeting agendas by suggesting topics based on previous conversations and ongoing tasks through M365 chat



During the meeting: Copilot within Teams serves a threefold function, allowing users to catch up on missed content, interact with the meeting script, and facilitate brainstorming through Microsoft Whiteboard.



Post-meeting: Copilot on Teams automatically generates a comprehensive summary of key points, tasks, and outcomes, ensuring efficient follow-up and tracking.



More use cases are described in the pages 25 and 26.

After the identification of the most interesting use cases, it is suggested to select up to five use cases to test at a first stage. The criteria for selection should revolve around the added value to the company, including considerations of increased productivity, complexity to evaluate, and efficacy.

HOW TO IMPLEMENT COPILOT M365?

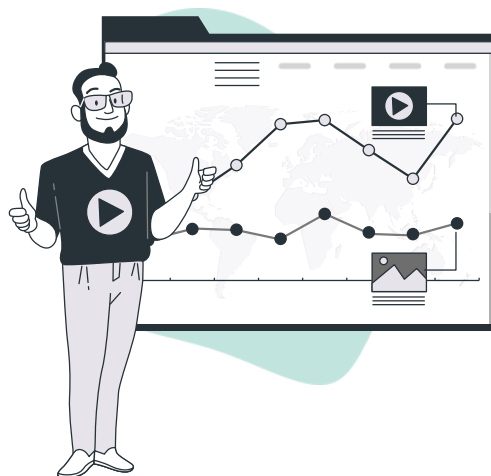
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Once use cases have been tested, **continuous monitoring of relevant KPIs**, such as time saved and stakeholder engagement, is needed to showcase the potential of Copilot M365 implementation and encourage the deployment of further use cases.

Microsoft has launched in 2024 the **“Copilot Dashboard for Microsoft 365 customers”**, which can assist organizations in generating insights around the Copilot M365 usage. The dashboard, available to any customer with a Microsoft 365 or Office 365 subscription for business or enterprise, will help measuring the impact of Copilot by providing:

- **Behavioral Insights:** summary of Copilot M365 actions and behavioral changes across common activities (e.g., meetings, email, chat, documents, and search);
- **Collaboration Metrics:** comparison of Copilot M365 assisted actions between user cohorts and workplace behaviors of Copilot M365 users vs non-users;
- **Trend Analysis:** comparison of trends before and after the adoption of Copilot M365.



Example of use cases by business function

VIP

- Access of summary of an online meeting joined late
- Identify key information in a busy mailbox
- Summarize the key milestones of the upcoming week (such as meeting to attend)
- Sort e-mails according to importance and relevance, highlighting priority messages
- Access summaries of long documents, reports, or articles to save time

AI enhanced tools to be used



PROJECT MANAGER

- Draw up schedules based on defined milestones
- Share updates and reports with stakeholders based on events and deadlines
- Generate costs reports to help optimize budget measurement
- Search for information in company data to find similar projects
- Generate interactive dashboards to view protect data, trends, KPIs and predictive analysis

AI enhanced tools to be used



ASSISTANT

- Assist in the planification of meetings adapted to participants schedules
- Draft emails to collect slides to compile for future steering committees
- Create meeting minutes and translate it into the relevant languages
- Share the minutes with all the participants

AI enhanced tools to be used



Example of use cases by business function



SALES



- Analyze previous results, identify target population for future prospection
- Generate contracts using pre-defined templates and/or review of existing ones
- Suggest products or services more relevant to present to a specific client or prospect
- Generate scenarios to train sales teams for different situations
- Get easily the latest news about a client
- Generate personalized sales emails

AI enhanced tools to be used



HR & RECRUITMENT

- Create industry-relevant case studies for interviews
- Analyze internal CVs and identify the right candidates based on defined skills criteria
- Monitor the recruitment team's performance by generating reports and analyses (conversion rates, average recruitment time, etc.)
- Analyze employees' feedback gathered from surveys or appraisals, providing recommendations to improve workplace wellbeing and employee satisfaction
- Create personalized in-house training modules

AI enhanced tools to be used



MARKETING & COMMUNICATION



- Generate customized content to improve customer engagement (promotional emails, slogans, etc...)
- Analyze feedbacks to assess clients' sentiment and engagement

AI enhanced tools to be used



IT TEAM



- Draft call for tender
- Analyze Net Promoter Score (NPS) results and highlight detractors' irritants, and identify action plans to increase employee's satisfaction regarding DWP
- Sort out and support resolution of IT incidents by providing responses based on previously resolved incidents
- Generate IT support cheat sheets update with new features of products

AI enhanced tools to be used



4



Communicate support and change

Communication and change management are integral pillars in the successful implementation of AI. Wavestone and its Change Management team, employ a robust four-dimensional approach to advocate for change.

Acculturate & decomplex

Step 1

The first step to advocate for change aims **at acculturating groups of employees to the topic of GenAI in business**. This can be achieved by organizing a full day workshop around the topic. The session should cover several aspects of GenAI, from explaining the most relevant technical aspects, to showing risks & limits of using it in a business context. In addition, it is important to perform hands-on experiences. To this end, employees should identify concrete business use cases and be guided on role-playing with some of the tools provided by GenAI. Eventually, the workshop should always be concluded by the collection of feedbacks, which will become crucial for next steps.

Apart from making people familiar with Gen AI, identifying risks should be a critical point of discussion for the Board of Directors, Employee Representative Bodies, and legal teams to ensure transparency and coordination inside and outside the organization and identify the best solutions to overcome those challenges. According to Wavestone, the main objective is to **raise awareness and demystify the perception of the associated risks**, which can be overcome by identifying new ways of consuming AI. During this stage, it is crucial to **limit employee bias** by showing the risks associated with Copilot M365 and other Generative AIs and providing users with a demonstration on how they can manage them. According to Wavestone's methodology, operational risks from a non-well-thought-out roll-out strategy are likely to fall under four main buckets:

- reliability of responses,
- data confidentiality,
- risk of intellectual laziness, due to an over-reliance on the AI, and
- ecological impact, deriving from the energy consumption required to run the AI algorithms, and the amount of data used.

In summary, **employees should be made aware that their role will transition from being purely makers to acting more as checkers of the results produced by Copilot M365**.



Step 2

Get practical

The next step is to offer employees standards that enable them to handle M365 Copilot efficiently. Training courses that provide learning by doing should be considered as the appropriate method to familiarize users with this new intelligent assistant. *For example, the audience could experiment with the creation of PowerPoint presentations, reports or other content/analyses using Copilot.*



Step 3

Build a community

To boost the success of communication within the organization, creating a pilot user community is essential to maximize adoption and activate continuous feedback. Suggestions on how to create such a community and make it as much engaged as possible include:

- building a communication/adoption plan,
- organizing regular online and face-to-face events,
- preparing a schedule of publications
- creating private exchange channels by business/function to enable capturing feedback and discussing specific use cases.



Step 4

Relying on Generative AI

As a final suggestion, the enablers of Copilot M365 should lead by example in change management. This includes communicating news regarding Copilot generated by Copilot itself, creating training material using Copilot in PowerPoint, spreading news on various channels via Copilot in Teams, and using content generated by M365 chat.





Measure impact and consider scaling up

Once everything is set up, and the pilot has started it is important to establish and continuously measure various indicators for making informed decisions when scaling up Copilot M365 to different teams and business areas. Wavestone outlines three types of KPIs that should be considered:

Satisfaction

Assessing the propensity of users to appreciate and recommend the Copilot M365 tool, measured through metrics such as Customer Satisfaction (CSAT), and Net Promoter Score (NPS). Being qualitative data, user satisfaction can be measured through surveys and feedback asking for the propensity of users to appreciate and recommend Copilot M365 and their perceived time saved.

Adoption

Examining the rate of use of Copilot M365 tools, measured by the number of prompts sent or similar engagement metrics. Being quantitative data, those could be easily collected by using Copilot PowerBI Dashboard.

Performance

For each use case, analyzing a range of criteria, including time saved, savings generated, and creativity fostered.



HOW TO IMPLEMENT COPILOT M365?

When it comes to gathering feedback, various channels such as Teams community, Forms surveys, and interviews & focus groups can be leveraged to enable the computation of such KPIs. On top of that, as briefly mentioned, Microsoft has recently launched the “Copilot Dashboard for Microsoft 365 customers” which can help organizations track Copilot M365 usage.

The success of the implementation is intricately tied to the sum of the performances achieved in these three types of KPIs. High satisfaction levels should align with a high level of adoption, and with users trained to use Copilot M365 with the right mindset, performance should see significant improvements across several dimensions.

As a final output, Wavestone designs a Measurement Scorecard which helps identifying and prioritising KPIs for each scenario, in alignment with customer objectives and vision.



3.2. Turning theory into action: Clients Success Stories of Copilot M365 Implementation

Wavestone is positioned as a major player on the business implementation of GenAI, with **over a hundred employees trained** on the topic subject. Thanks to its positioning, the company signed a **partnership with Microsoft** being recognised **as a strategic partner to support in the deployment of Copilot M365 and the adoption of generative AI tools**. Therefore, Wavestone has early access to the solution's new features, exclusive training sessions and the opportunity to interact with the product teams, which position company as a key player in the consulting market.

Wavestone is currently working across several projects within this subject, which span from testing and evaluating a trial of Copilot M365 with a subset of users, to the full deployment of the AI for all employees. The range of industries is very wide, ranging from companies in the energy industry, public sector, mobility, as well as financial services. On top of that, Wavestone is able to provide tailor made GenAI impact studies as well as teach users how to make the best usage of AI through prompting.

Wavestone support on the Early Access Program



As mentioned, Wavestone is very active in the topic and has already supported several firms in their implementation journey. As part of the Early Access Program (EAP) Wavestone has performed the Copilot M365 Pilot Management for a leading French company to explore the capabilities of this new Microsoft Generative AI solution. Our client primary objective was to measure the solution's potential in enhancing team collaboration and creativity, with a specific focus on improving operational efficiency. Wavestone provided support on the initial pilot with 300 licenses, followed by an expansion to 2000 licenses, to achieve the following objectives:

- **Identify and address all technical challenges**, ensuring seamless integration with ongoing projects and alignment with the existing environment;
- **Identify relevant IT and business use cases** to be leveraged;
- Strategically **plan change management** procedures for a deployment at scale.

HOW TO IMPLEMENT COPILOT M365?

To ensure a successful approach, Wavestone applied its methodology through three distinct phases:

Step 1

Set up proof of concept: in this initial phase, Wavestone identified pilot users and addressed IT prerequisites, formulating a well-defined strategy for at scale deployment.

Step 2








Ongoing continuation of the piloting phase: the piloting phase is kept up to enhance collaboration, pinpoint business and IT use cases, gather feedback from pilot users, and provide comprehensive support through global change management.

Step 3

Evaluation & scale-up: in this final phase, the results of the pilot were analyzed in detail to showcase how Copilot M365 had highly elevated operational efficiency and collaboration for users, preparing for deployment at scale.

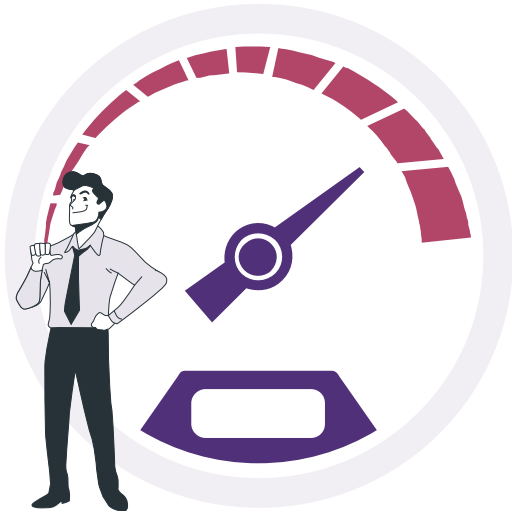


In terms of deliverables, Wavestone committed to provide its client with:

-  Copilot M365 IT prerequisites;
-  Copilot M365 webinar;
-  Change management strategy;
-  Use cases list;
-  User journeys;
-  Onboarding kit;
-  Prompting Academy Training program.

HOW TO IMPLEMENT COPILOT M365?

Copilot M365 has enabled our client to achieve high level of satisfaction among users and improved efficiency.



94% of the users said Copilot M365 at least slightly **improved their working experience.**

80% would **recommend** using Copilot M365 to a colleague

69% of participants certified that Copilot M365 **saved at least 1 hour of work per week.**

Some of the best performing use cases include **write or reply to an email, summarize key milestones for the upcoming weeks, catch up on the things missed at an online meeting.**

In view of further improving the performance and support of Copilot M365 for this client, Wavestone also captured the main area of improvements. In this regard, **34% of users still do not feel confident using Copilot M365 autonomously,** and **43% of them only use Copilot M365 a few times a week.**

This reference demonstrates how Wavestone can help your organization overcome the main challenges associated with the integration of AI within the business.

Wavestone support on the Use Cases and Prompting

Maximising the full potential of Copilot M365 hinges significantly on the development of pertinent use cases and comprehensive employee training in prompting. Wavestone has successfully collaborated with numerous clients in this pivotal domain, exemplified by its work with a prominent automotive company in France.

Initiating the project, Wavestone meticulously gathered user profiles, or personae, aligned with client requirements. Key profiles, such as those in Internal Communication, HR, and Product Owners, were carefully considered. Subsequently, Wavestone identified multiple use cases, both generic and specific for each user profile, playing an integral role in the subsequent activities:



- **Prompting** : designing specific prompts for each client request to optimise Copilot M365 interactions
- **Tools understanding**: identifying the most effective Copilot M365 tool for each request based on defined objectives.

Furthermore, Wavestone conducted informative webinars for each business area, elucidating common use cases and optimal Copilot M365 utilisation. Comprehensive user journeys were developed to showcase how Copilot M365 integration across various tasks enables employees to focus on added-value activities.

Wavestone's proactive involvement extended to onboard all pilot users by conducting training and coaching sessions, which were highly appreciated by participants, as demonstrated by the **8.4/10 average satisfaction score** measured by conducting surveys.

HOW TO IMPLEMENT COPILOT M365?

To conclude the pilot, Wavestone measured the impact of Copilot M365 on the organization. To do so, 2 performance surveys were launched, one conducted during the pilot (collecting 103 responses), while the other at the end (collecting 91 responses). The former has been used to evaluate and analyze the satisfaction and adoption about the global use of the tool. The latter focused the analysis on the defined use cases. Those surveys have been complemented by 3 interviews conducted with specific users to deep dive on qualitative data.

To analyze the pilot's performance, Wavestone identified 5 criteria:

- 1 Satisfaction:** measuring the appreciation of the tool and its benefits for the employee;
- 2 Adoption:** measuring the frequency and level of Copilot use by the employee;
- 3 Efficiency:** measuring the time saved and impact on individual productivity;
- 4 Creativity:** measuring the impact on creativity and innovation processes (e.g., generating new ideas/approaches);
- 5 Well-being & Commitment:** measuring the impact on work-life balance and employee engagement.

For each criterion, an evaluation level (ranking from 0 to 4) and a target score have been identified (e.g., Daily use vs No use for the Adoption criteria). The analysis of the survey enabled Wavestone to evaluate Copilot M365 based on the different performance criteria:

Satisfaction	Adoption	Efficiency	Creativity	W. & C.
3.3/4	2.7/4	2.3/4	2.3/4	1.9/4

In terms of overall pilot performance, the calculated **NPS scored a positive 34/50** (considering the final survey), with the top used Copilot applications being, in order, Teams, Copilot Chat, Outlook.

To conclude the project, Wavestone identified the main next steps needed to start scaling-up Copilot M365 to the entire organization, including, among others, reallocating the time saved with Copilot M365 to core strategic activities, and training employees on new hard & soft skills to develop around GenAI technologies.

4

Copilot M365 usage across the world



1

Transforming Creativity at Dentsu Creative with Copilot M365



Context

Dentsu Creative, a global creative agency, has embraced Microsoft Copilot to revolutionize its workflows. James Thomas, Dentsu Creative Global Head of Technology, highlights the positive impact of generative AI (Microsoft WorkLab Podcast, 2023), dispelling fears about job displacement among creatives.

Thomas emphasizes that rather than replacing human creativity, Copilot enhances it, enabling teams to focus on generating high-quality ideas efficiently.

Key takeaways



Efficient Ideation: Copilot facilitates real-time ideation during client sessions, streamlining the creative process and reducing turnaround time for visualizations;



Workflow Augmentation: the misconception that AI threatens jobs is reduced, as Copilot proves to be a collaborative tool augmenting human creativity and productivity;



Tailored Adoption: Thomas advises business leaders to showcase Copilot's specific use cases relevant to their teams, ensuring a tailored approach to drive adoption.

Dentsu's experience demonstrates how Copilot M365 empowers creative teams, fostering innovation and efficiency. As the technology evolves, it is anticipated to reshape global creative agencies by not only enhancing existing workflows but also opening new avenues for customised experiences and services.

2

Copilot M365 in the legal sector

Context

Redress compliance, a proficient Oracle license management firm, provides a compelling use case within the legal sector, offering a meticulous comparison between two law firms, each boasting a workforce of approximately 1000 employees (Filipsson, 2024).

Key takeaways

The analysis reveals that, without Copilot M365, law firms of similar size may expend an additional 44,000 hours monthly, translating to a substantial financial outlay of \$13.2 million per month. This stark contrast between a Copilot M365-utilising firm and a non-Copilot M365 counterpart accentuates the consequential impact on competitiveness and operational efficiency.

It becomes evident that AI adoption, exemplified by Copilot M365, is **not merely a strategic advantage but a vital necessity for modern law firms**. The narrative underscores that these AI tools offer more than just a competitive edge; they emerge as indispensable drivers for sustained productivity enhancement and cost-effectiveness in the contemporary legal landscape.

+44,000 hours monthly for law firms that don't implement Copilot M365 within their company's activities.



3

AmBank trials Microsoft 365 Copilot

Context

AmBank, a leading Malaysian bank, spearheads innovation through its collaboration with Microsoft in the Early Access Program for Microsoft 365 Copilot (Microsoft Malaysia, 2023). Commencing in September 2023, this trial involved 300 employees across diverse departments, including marketing, finance, customer service, and human resources. Their active participation aimed to harness Copilot's AI capabilities, enhancing productivity and creativity in tasks such as data synthesis, report generation, content creation, and personalized customer interactions.

Key takeaways

AmBank's trial has enabled employees to find ways to boost productivity and creativity, focusing on tasks involving understanding and synthesising information. Specific applications include generating reports and summaries from large datasets, creating engaging content for customers, and answering queries based on user preferences and context.

The trial has delivered substantial efficiency improvements and valuable insights. Datuk Iswaraan, Group Chief Operating Officer at AmBank, emphasizes the transformative potential of AI in the financial services sector.



4

Users' positive reactions to Copilot M365 Early Access Program



Context

An interesting statistic which summarizes the success of Copilot M365 so far can be retrieved from a survey coming from 297 users who participated to the Copilot for Microsoft 365 Early Access Program (Microsoft , 2023).

Key takeaways



In terms of productivity gains,

70% of the users said they were more productive, while **68%** declared it improved the quality of their work.



For what concerns meetings, email, information search, and writing,

85% declared that Copilot M365 reduced the effort needed to complete a series of tasks,

while emails written with Copilot M365 were rated **18%** more clear.



Copilot M365 also has an impact on role-specific pain points and opportunities,

with **67%** of users in Sales declared that Copilot M365 enabled them to spend more time with their customers,

and **90%** of Security users satisfied with Copilot M365 feature and willing to reuse Copilot M365 for the same task.



Future Outlook



To conclude this paper, it is pertinent to offer some insights into the future landscape of Gen AI adoption, with a focus on financial services.

How will AI shape the organizations of the future?

An interesting perspective of what does the AI entail for the workplace of the future has been outlined by several researchers (Durth, Hancock, & Sukharevsky, 2023). In the swiftly evolving landscape of artificial intelligence, several insights underscore the transformative potential of generative AI in shaping the organizations of the future. AI capable of generating text, images, or other content in response to user prompts, is projected to become ubiquitous and accessible, promising significant impact on businesses and the global economy over the next decade.

Research indicates that Gen AI could automate up to 70% of business activities across various occupations by 2030, adding trillions of dollars in value to the global economy.

This emphasizes the need for a broad perspective in navigating this gen AI-driven future. As leaders consider strategies, structures, and talent management approaches, it becomes evident that successful adoption hinges on demystifying the technology for employees and ensuring a clear understanding of its strengths and weaknesses. Gen AI's potential to accelerate automation necessitates a shift in narrative, from employee fears of "replacement and loss" to highlighting the technology's capacity for "augmentation and improvement."

The envisioned future involves streamlined work processes, a reimagined workforce, and the potential for a four-day work week. The impact of AI extends beyond routine tasks, with agreed studies suggesting that more than half of today's business activities could be automated a decade earlier than previously estimated. Professions traditionally requiring higher education, such as educators and lawyers, are expected to undergo, as well, significant transformation.



FUTURE OUTLOOK

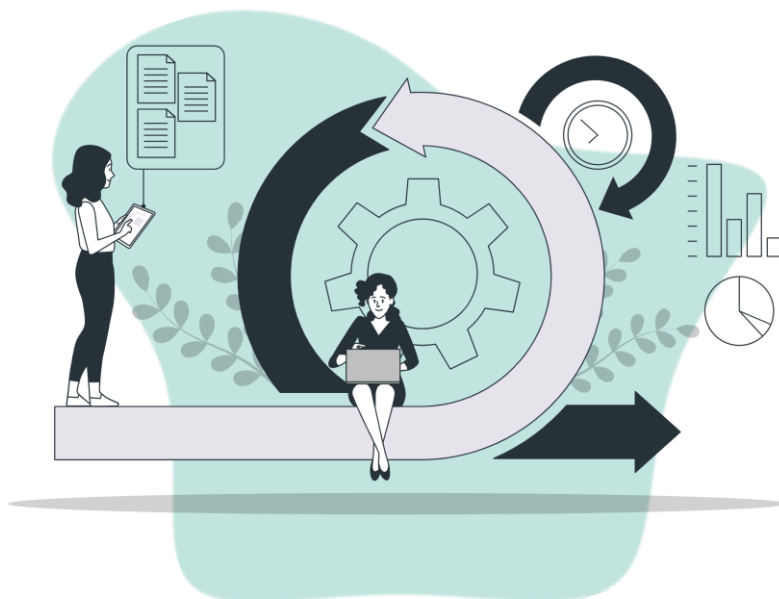
The integration of AI also prompts businesses to reexamine their technical talent landscape and overall governance. The main advises to leaders are to:

- consider effective operating models for the long-term development of technology talent
- assess the potential impact on intellectual property, regulatory considerations, and risks associated with biases in AI applications.

The emergence of AI emphasizes the need for a proactive role in educating regulators responsible for setting guidelines and standards relevant to AI technology to ensure a safe and competitive future with the technology.

As organizations navigate the complexities of AI integration, the imperative lies in **empowering the workforce**. AI has the potential to augment the employee experience, empower middle managers, reinvent talent management practices, and prompt senior leaders to lead differently.

However, the successful implementation requires leaders to demystify the technology, identify high-impact use cases, and commit to building the necessary roles, skills, and capabilities.



“AI is one of the major key trends expected to shape the financial services industry.” Forbes, Hussain (2023)

The future of financial services in the era of AI

A report conducted by the Cambridge Centre for Alternative Finance (University of Cambridge, 2020) presents key findings from a global survey on AI in Financial Services. With 151 respondents from 33 countries, including both FinTechs (54%) and incumbent financial institutions (46%), it represents one of the largest investigations on AI adoption in finance, aimed at analyzing the current state of AI adoption in Financial Services and its implications through comparative analysis of data.

Key findings indicate that AI is poised to significantly impact various facets of Financial Services, including **data utilization for actionable insights, business model innovation, changes in competitive dynamics, employment levels, and regulatory landscape.**

Differences in AI usage between FinTechs and Incumbents are noted, with FinTechs more inclined towards creating AI-based products and services, while Incumbents focus on enhancing existing offerings.

Challenges in AI adoption include access to **quality data and talent, regulatory complexities, and concerns regarding biases in recommendations, or risks when relying too much on AI unpredictable decisions.** The report also anticipates increased adoption of complex AI solutions like **Natural Language Processing and Computer Vision** within the next two years and identifies 'Big Tech' entry into Financial Services as a major competitive threat.

Moreover, in a timeframe between 5-10 years, as highlighted by Forbes (Hussain, 2023), AI is one of the major key trends expected to shape the financial services industry. Banks are increasingly adopting cloud solutions for data storage, processing, and scalability, gaining insights into customer behavior.

FUTURE OUTLOOK

Cloud tech also enhances security and fuels digitalization, acting as an enabler for innovative products for improved customer service.

Natural Language Processing (NLP) and chatbots, exemplified by ChatGPT, automate tasks, elevate customer service, and extract insights from unstructured data. AI improvements fortify fraud detection, predictive analytics aids in risk identification, and blockchain enhances security and transparency in areas like digital identity and cross-border payments.

To stay ahead, financial institutions must :

- **Invest in technology infrastructure;**
- **Cultivate expertise;**
- **Collaborate with Fintech startups.**

The industry's successful evolution hinges on effectively leveraging these technologies to meet changing customer demands.

Growing importance of data in the era of AI

As reported by Forbes (Sehgal, 2023), in the ever-evolving landscape of artificial intelligence (AI), the pivotal role of data has become increasingly pronounced. As we navigate the complexities of AI integration, it is crucial to acknowledge the symbiotic relationship between AI and the growing significance of robust data management.

Contrary to the misconception that AI alone can rectify data quality and trust issues, the foundation of any successful AI transformation lies in a **well-established data management framework**. Data, being the lifeblood of AI, fuel algorithms with the nourishment necessary for learning, adapting, and decision-making. The quality and quantity of data are paramount, emphasizing the need for meticulous attention to data management processes.

Amid the AI hype, organizations must not overlook the fundamental importance of **data quality, observability, and transparency**, especially in the middle and back offices where data undergoes critical processes. As we continue to embrace the era of AI, understanding and prioritizing this dynamic interplay will be instrumental in unlocking the true transformative potential of artificial intelligence.



Conclusion

AI's disruptive capability lies in its quality to improve processes, enhance productivity, and automate activities. In this context, Microsoft Copilot M365 holds the potential to revolutionize companies' way of working as Microsoft's leadership position in the technology industry created an accessible, secure, and high-performance tool.

Today, several early adopters have embarked on the Copilot M365 adventure and have already validated the capabilities offered by the solution. This Whitepaper has illustrated several such cases, where Copilot M365 managed to optimize creative processes and increase productivity while reducing costs.

However, to succeed, businesses need to provide a transition strategy which involves change management, robust training programs, data management, and continuous evaluation of Copilot's M365 performance.

Wavestone provides a methodology to address these challenges based on hands-on experience and projects carried out for major organizations. As a leader in change management consulting and a strategic partner of Microsoft, Wavestone can provide effective support for launching, implementing and scaling up the solution to maximize impact.

As AI is transforming value creation, business leaders are called to identify the right strategies and partnerships to propel their organizations into the future.

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Wavestone, a leading independent consultancy headquartered in France, and Q_PERIOR, a consulting leader in the Germany-Switzerland-Austria region, joined forces in 2023 to become the most trusted partner for critical transformations. Drawing on more than 5,500 employees across Europe, North America and Asia, the firm combines seamlessly first-class sector expertise with a 360° transformation portfolio of high-value consulting services. Wavestone is listed on Euronext Paris and recognized as a Great Place to Work®.