

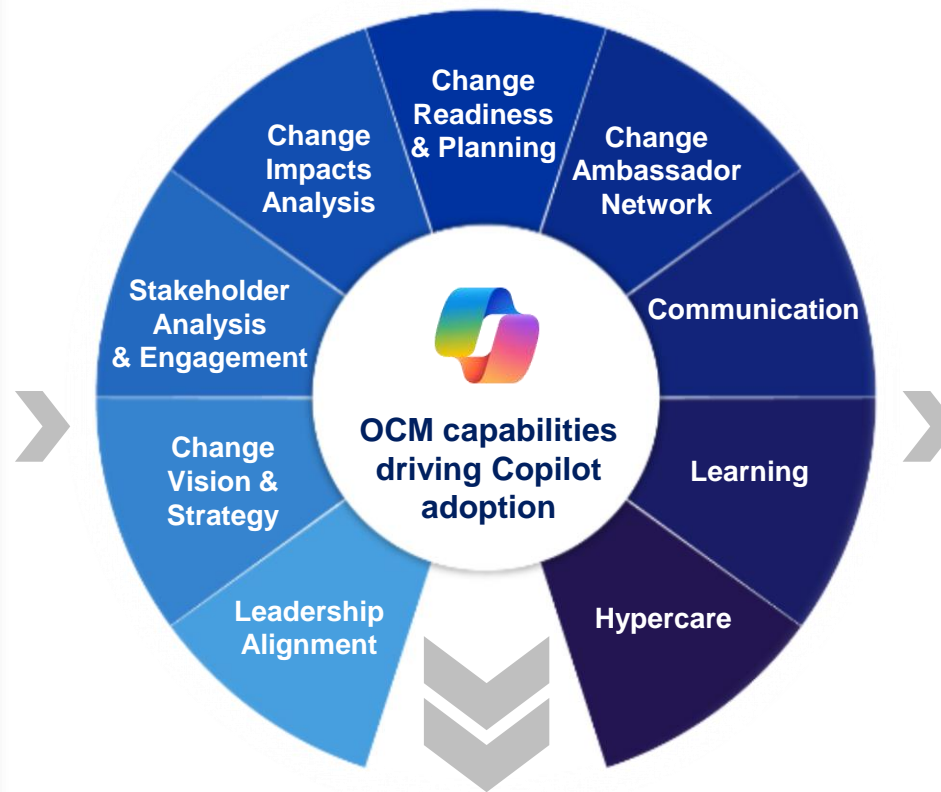
# User adoption leverages M365 Copilot as innovation & productivity booster

Overcoming employees' concerns and challenges, eliciting their **awareness** for individual **use cases** and **benefits**, developing crucial **skills** as well as fostering a data-driven **culture of experimentation** are among the **preconditions** to realizing Copilot's added value for **productivity & innovation**. Cognizant's **holistic Organizational Change Management (OCM) approach** provides the tools and guidance enabling you to effectively drive **enterprise-wide Copilot adoption**.

## People Challenges

Being based on AI, **Copilot may elicit uncertainty and concerns** in employees due to its unknown nature, mechanisms and features:

- **General skepticism:** "AI, like Copilot, will do more harm than good. I don't need it."
- **Data-security:** "What happens with data / requests I put in Copilot? Are they safe?"
- **Trust:** "Can I trust Copilot as delivering correct outputs (e.g., will it make mistakes in summarizing meeting transcripts?)"
- **Competencies:** "What can I use Copilot for in my daily job? Do I have the knowledge and ability to apply Copilot with an added-value or will it be more of an extra burden & effort?"
- **Replacement:** "Will my skills (e.g., generating presentations) become redundant? Will I then lose my job?"
- **Standardization:** "How is Copilot interfacing with other company applications / sources (e.g., will it access my existing content repositories?)"



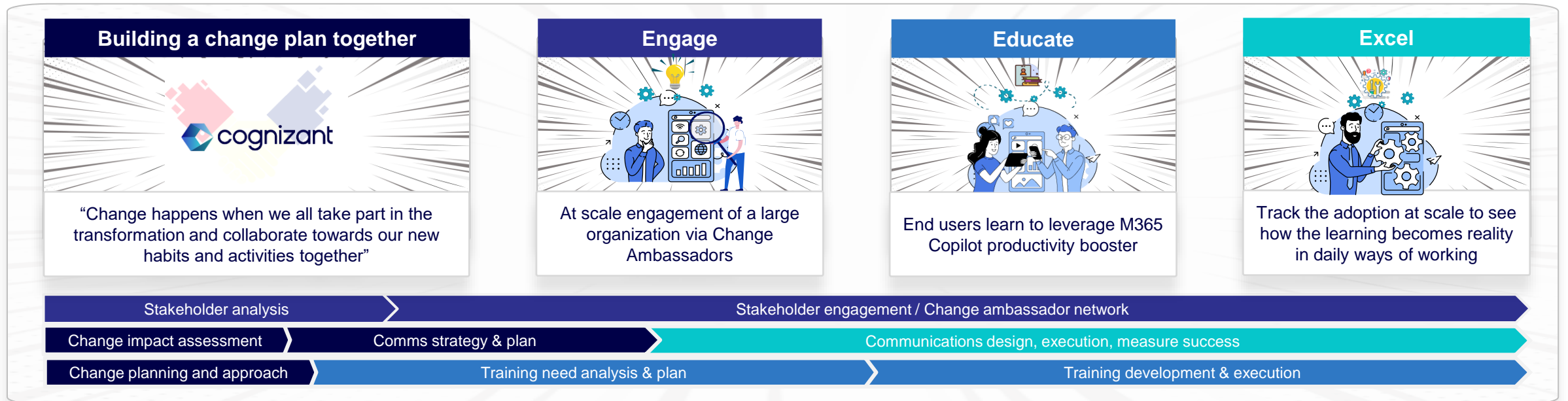
Tailored OCM packages are available to address individual client needs

## People Adoption

Cognizant's holistic OCM approach overcomes people challenges, **leveraging Copilot adoption** including:

- **Clear vision & key stakeholder alignment** of Copilot business value and its connection to overall strategy & organization specific use cases
- **Awareness, familiarity and trust towards** Copilot so that users understand its potential and live their desire to apply it to daily work
- **Competence & confidence** of users (e.g. HR, Sales, Finance) to self-serve with Copilot to unleash personal productivity
- **Data-driven, experimental & transparency-based culture** such that ways of working aligned with organizational agility, efficiency, and rapid delivery become second nature
- **Embedded change capability, feedback mechanisms & analytics** reinforcing long-term adoption & Copilot success

# Achieving M365 Copilot adoption by change, communication & training



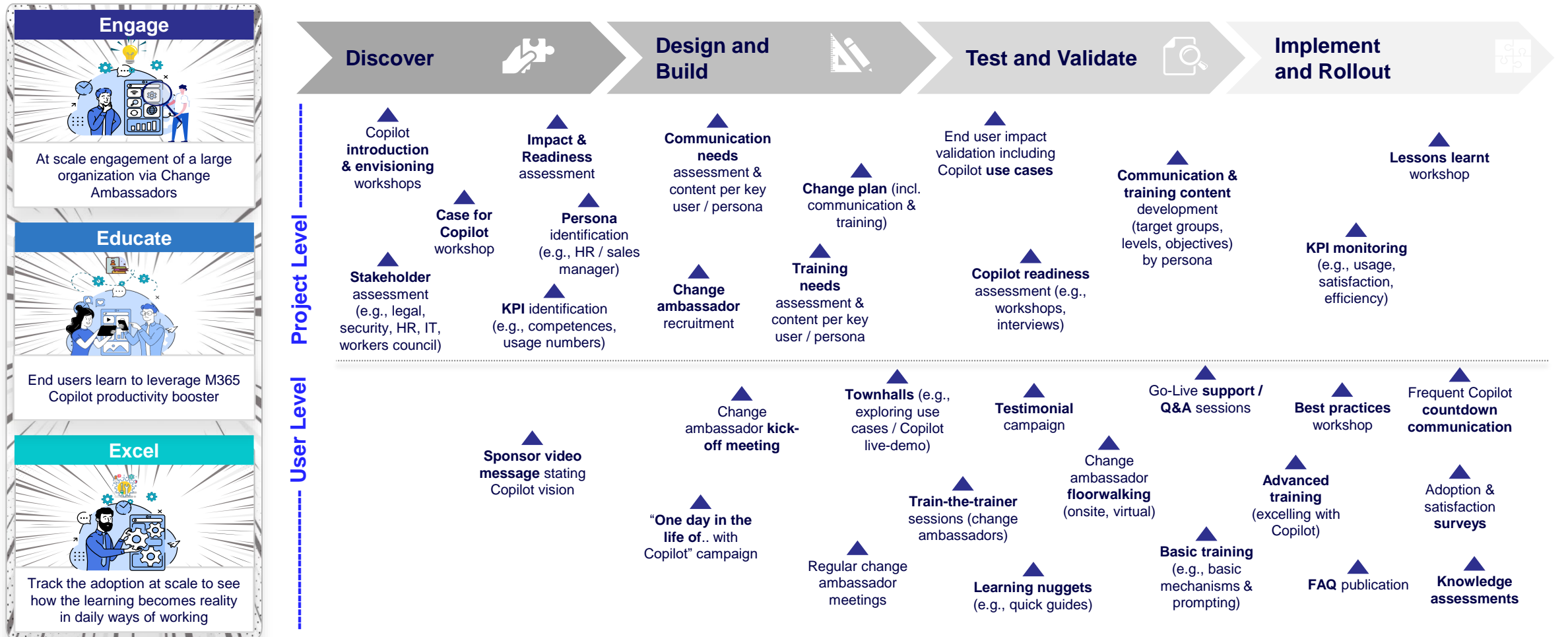
**By ongoing change management advisory, we plan and execute interrelated and iterative OCM activities throughout project phases as and subject matter experts together with our client counterparts\***

- **Initial workshops**
- Joint definition of representative **key user personas** to be referenced across change management activities (e.g., tailored user journeys)
- **Change impact assessment**
- Building of a **sponsorship coalition** and engagement plan (e.g., sponsorship messages)
- Analysis of **communication & training needs**
- Definition of a **communications plan** (e.g., brand, audiences, channels, key message))
- Set-up & management of a **change ambassador network**
- Definition of a **training plan**
- Creation of **communication material** (e.g., events, flyers, micro videos, FAQs)
- Creation of **training material** (e.g., webinars, best practices and guidelines) and evtl. conduction of training (e.g., online / classroom)
- **Training** and competence development
- Support management of **centralized knowledge repository and communication channels** (e.g., Viva Engage, Teams) as well as maintenance of a **Copilot FAQ** document
- **Monitoring** and optimization of organizational **KPIs** and people **adoption**
- Conduct **lessons learned & knowledge transfer** (e.g., handover support & stabilizing operations)



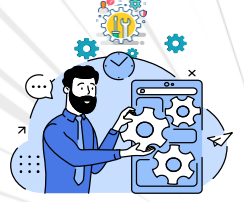
\*Activities are illustrative; Change activities and ownership will be tailored per use case need as defined by Cognizant OCM Strategy and Core Teams in partnership with internal OCM team.

# Typical range of activities on a timeline to realize M365 Copilot adoption

Organizational Change Management (OCM) activities are **interwoven** with and tailored to your (technical) project delivery phases. Below, you can find an **exemplary project timeline** including **exemplary OCM activities and deliverables** on project- as well as on user level.



# Realize M365 Copilot success with Cognizant's tailored OCM packages

BASIC	ADVANCED	PREMIUM																		
 <p><b>6+ weeks</b></p> <ul style="list-style-type: none"> <li>• <b>Phase:</b> Pre-Implementation</li> <li>✓ <b>ENGAGE</b></li> <li>× <b>EDUCATE</b></li> <li>× <b>EXCEL</b></li> </ul>	 <p><b>10+ weeks</b></p> <ul style="list-style-type: none"> <li>• <b>Phase:</b> Pre- &amp; Post- Implementation</li> <li>✓ <b>ENGAGE</b></li> <li>✓ <b>EDUCATE</b></li> <li>× <b>EXCEL</b></li> </ul>	 <p><b>12+ weeks</b></p> <ul style="list-style-type: none"> <li>• <b>Phase:</b> Pre-implementation - hyper care</li> <li>✓ <b>ENGAGE</b></li> <li>✓ <b>EDUCATE</b></li> <li>✓ <b>EXCEL</b></li> </ul>																		
<p><b>Exemplary ENGAGE deliverables:</b></p> <table border="1"> <tr> <td>Copilot introduction / envisioning workshops</td> <td>Stakeholder Analysis</td> </tr> <tr> <td>Change Risk Assessment</td> <td>Communication / training needs assessment</td> </tr> <tr> <td>Change Impact &amp; Readiness Assessment</td> <td>Change Management Strategy &amp; Plan</td> </tr> </table>	Copilot introduction / envisioning workshops	Stakeholder Analysis	Change Risk Assessment	Communication / training needs assessment	Change Impact & Readiness Assessment	Change Management Strategy & Plan	<p><b>Exemplary EDUCATE deliverables:</b></p> <table border="1"> <tr> <td>Key Persona identification</td> <td>Change ambassador network</td> </tr> <tr> <td>Training, e.g., prompting (WBT, classroom etc.)</td> <td>Communication, e.g., One Day in the Life of...</td> </tr> <tr> <td>Workshops &amp; townhalls</td> <td>Quick-win monitoring (e.g., usage rate)</td> </tr> </table>	Key Persona identification	Change ambassador network	Training, e.g., prompting (WBT, classroom etc.)	Communication, e.g., One Day in the Life of...	Workshops & townhalls	Quick-win monitoring (e.g., usage rate)	<p><b>Exemplary EXCEL deliverables:</b></p> <table border="1"> <tr> <td>Success stories</td> <td>Best practices</td> </tr> <tr> <td>Organizational / culture alignment</td> <td>New ways of working</td> </tr> <tr> <td>Adoption monitoring (e.g., competencies, sentiment)</td> <td>KPI monitoring (e.g., efficiency/ productivity)</td> </tr> </table>	Success stories	Best practices	Organizational / culture alignment	New ways of working	Adoption monitoring (e.g., competencies, sentiment)	KPI monitoring (e.g., efficiency/ productivity)
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<ul style="list-style-type: none"> <li>✓ Jump-start into your Copilot journey by having a <b>clear definition</b> of the as-is vs. <b>envisioned future state</b> as well as a <b>concrete plan</b> of how to realize it.</li> <li>× These OCM activities alone will <b>prepare for but not leverage Copilot adoption</b>.</li> <li>× If not followed-through adequately, this approach risks <b>strategy-implementation gaps</b> as well as limited to no Copilot benefit realization.</li> </ul>	<ul style="list-style-type: none"> <li>✓ <b>Start to realize</b> your Copilot vision by <b>implementing</b> the OCM plan including communication &amp; training.</li> <li>✓ Experimentation generates <b>general awareness</b> about Copilot's added value and brings <b>first productivity quick wins</b> to life.</li> <li>× Limiting OCM activities to this experimentation phase runs the risk of employees <b>reverting to old habits</b> (ways of working).</li> </ul>	<ul style="list-style-type: none"> <li>✓ <b>Leverage readiness, ability and motivation to apply Copilot by the majority of employees.</b></li> <li>✓ <b>Ensure organizational alignment</b> (e.g., strategies, processes, practices) reinforcing Copilot usage.</li> <li>✓ <b>Establish a data-driven, transparency-valuing culture, establishing Copilot as substantial part of company-wide ways of working</b> as means of a <b>booster</b> for employee <b>productivity and success</b>.</li> </ul>																		
<p><b>30K+ EUR*</b></p>	<p><b>80K+ EUR*</b></p>	<p><b>120K+ EUR*</b></p>																		

\*First indication of prices and deliverables, assuming full onboarding and depending on factors like company / team size, and individual needs etc. Packages incl. deliverables will be defined for your individual situation / requirements (e.g., starting with or after implementation is also possible).