Empowering consultants to support generative AI exploration in digital public services

A toolkit for facilitating meaningful discovery of generative AI's potential

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PREFACE

Hereby, I present my master thesis, marking the final stage of my Master's degree in Strategic Product Design at TU Delft. This report documents the process and outcomes of my six-month graduation project in collaboration with Capgemini. The project has been both an opportunity and challenge for me to apply the skills I developed throughout my studies and explore the intersection of public sector innovation, IT consulting and strategic design.

As I saw the growing use of generative AI around me, I chose to focus my graduation project on this topic. Specifically in the context of public sector organisations, this emerging technology requires a careful approach. I did not want to see generative AI as something that should be pushed into organisations or rejected immediately, but as a valuable opportunity which could be explored in a responsible and strategic way. This perspective shaped my approach throughout this project, not only in just designing a solution but also in understanding how consultants can support organisations in adopting new technologies. I learned about the complexities of consulting public sector clients and how the right tools might support these interactions.

This project would not have been possible without the support of many people. First, I would like to thank my graduation supervisors for your thoughtful guidance and encouragement to think critically. To my chair Giulia, you helped me sharpen my conclusions, strengthen my strategic story and focus on what truly mattered in my project. To my mentor Kars, your knowledge and feedback challenged me to refine my ideas, gave me direction when needed and pushed me to improve my work at every step.

A thank you to my company mentor Robin, for helping me shape my assignment within Capgemini and always providing the needed support. Your enthusiasm and belief in my project truly helped me throughout this process.

Additionally, I want to thank all the consultants from Capgemini who contributed to this project. Your willingness to share your experiences, expertise, and perspectives played a crucial role in shaping the outcome of my project. Also, a thanks to my fellow students, family and friends for supporting, inspiring and listening during this process.

I hope this report provides useful insights and sparks further discussions on guiding AI exploration. Enjoy reading!

Eline Oei
Delft, March 2025

EXECUTIVE SUMMARY

The adoption of generative AI (GenAI) by public organisations in digital citizen services presents both opportunities and challenges. While GenAI solutions such as Microsoft Copilot have the potential to improve the efficiency and quality of service delivery, public organisations are hesitant to explore its value. Consultants within Capgemini's Microsoft cluster play a key role in optimising digital service systems but face difficulties in advising public sector clients on GenAI. Through a strategic design approach, this graduation project focused on developing a solution that enhances consultant support in early stage GenAI discussions to ensure that public sector clients can explore GenAI in a way that is strategic, informed, and aligned with their needs.

In the research phase, GenAI adoption barriers of public organisations and difficulties consultants face in guiding clients on GenAI were examined. The literature research, interviews with consultants, and insights of experts revealed that trust, regulatory concerns, and uncertainty about the value of GenAI are key barriers preventing initial adoption. Public sector clients often operate in a regulated and risk averse environment, making them reluctant to explore this new technology. While consultants recognise GenAI's potential in projects, they struggle to make discussions about GenAI concrete, address client concerns, and align it with organisational needs.

The insights from the research were translated into design opportunities in the definition and ideation phase. Through brainstorming and evaluation sessions, several ideas were explored which would support the consultants as trusted advisors and build client trust in generative AI through an adaptable, interactive and collaborative way. After evaluating five concepts, strong elements were combined into a new concept.

The concept development phase led to a final design: the GenAI Exploration Kit, a toolkit to empower consultants in supporting GenAI exploration with clients. Consultants can use the toolkit to guide clients through an exploratory journey of five interactive sessions which help clients understand GenAI's potential, identify relevant use cases and address possible risks. The toolkit includes support materials to facilitate exploration sessions and session materials consisting of collaborative canvases and stimulus cards to guide discussions and spark co-creation.

The final design was evaluated with Microsoft consultants to assess its relevance, usability and scalability within Capgemini's consulting practice. The evaluation validated that the toolkit provides the necessary structure for consultants in enabling them to guide discussions on GenAI more effectively. The consultants valued the interactive format and strategic step by step approach, helping them make GenAI more concrete and connected to the current challenges of the client.

To ensure successful implementation, a strategic implementation plan was developed which outlines a phased approach to adopt it within Capgemini on different levels and sustain its relevance. Additionally, recommendations for further research and development were made including pilot testing the toolkit in real client engagements. With continued development, the GenAI Exploration Kit has the potential to become an essential resource for consultants to guide public organisations in valuable exploration of AI.


GenAI
Exploration Kit
For facilitating meaningful discovery
of Generative AI's potential
Let's embark on the GenAI Exploration Journey...
Session 5 - Canvas
Session 3 - Canvas
Use cases canvas
Session 3 - discovering th
1. Current challenges
Write down or place the challenges identified in the pr
2. Potential Copilot use cases
Brainstorm what could be potential Copilot use cases to solve the identified challe
context. Use the use cases cards as inspiration actions.
Write down the use cases on sticky notes and paste them here
Universe Scanner
Retrieve Similar Cases
Search for similar cases within the system, to draw insights from past solutions.
USE CARD
Risk zone of Client Data
Data Privacy & Insecurity
How might concerns over data privacy and security affect the use of Copilot in this use case?
RISK CARD
Clean Compass
Assuring Quality in Data & Output
Audit and clean data regularly; use real-time validation, and fact-checking to prevent misinformation.
RISK MITIGATION CARD
Session 5 - Guide
Session 4 - Guide
Session 3 - Guide
3. Discovering the Stars - Finding valuable use cases
Session goal: Identify and evaluate potential Copilot use cases based on client challenges, ensuring they are valuable, feasible, and aligned with strategic goals.
Agenda with activities and tools:
1
Introduction (5 minutes):
Review session goal and challenges from Session 1
Introduce Use Case Canvas: Framework for structuring ideas for use cases.
Use cases canvas
2
Brainstorming on Copilot Use Cases (20 min)
Introduce the Use Case Cards - potential actions Copilot can serve as starting points
Divide group into smaller teams or work as a full group
1. Pick one identified challenge or focus on their chosen context.
2. Brainstorm potential Copilot use cases that could solve or improve this challenge.
3. Encourage customisation & creativity—modify or combine use cases to fit client needs.
4. Capture ideas on the Use Case Canvas to visualise different possibilities.
Use cases cards
3
Evaluating Use Cases (15 min)
Assess each use case based on:
• Value: What impact will it bring?
• Feasibility: Can it be realistically implemented?
If too many use cases, help the group:
• Select few key use cases that seem most promising.
• Cluster similar use cases together
4
Select Use Cases for Further exploration (10 min)
Vote or discuss to pick up to 3 most promising use cases.
Ensure alignment with client's strategic goals.
Confirm that the next session will focus on risks & mitigation strategies for selected use cases.
Duration: ~50 min
Facilitation tips
• Keep brainstorming focused on real challenges from Session 1.
• Use Use Case Cards as inspiration, but adapt them to client needs.
• Help clients think out of the box and focus on opportunities rather than risks
TOOLKIT CONTE
Support tools
Toolkit instructions: How to use this toolkit
Facilitator assistant: Customized support tools for planning and facilitating sessions
Session materials
Sessions of the GenAI Exploration Jo

TERMINOLOGY AND AI ACKNOWLEDGEMENT

Abbreviations

AI – Artificial Intelligence
CRM – Customer Relationship Management
CX – Customer Experience
DCX – Digital Customer Experience (Consulting practice within Capgemini)
GenAI – Generative Artificial Intelligence
GDPR – General Data Protection Regulation

Common Terms & Definitions

Generative AI (GenAI): A type of artificial intelligence that generates new content such as text or images based on user input and training data.

Microsoft Copilot: A generative AI powered assistant integrated into Microsoft products. In this project, it refers to support service agents in tasks like generating responses and gathering information.

Microsoft consultant: Refers to a Capgemini consultant specialised in implementing the Microsoft Dynamics system at large businesses.

Microsoft Dynamics 365: A suite of enterprise applications used to manage business operations and customer interactions. In this project this is the customer relationship management system which is advised to public sector clients by Capgemini Microsoft consultants.

Public Sector organisations: This refers to any governmental and publicly funded organisation which provide digital citizen services on for example taxation, social security and local governance.

Acknowledgement use of AI

In this thesis, generative AI tools ChatGPT and Copilot were used to assist with structuring information, refining language and generating images. This included organising content and improving coherence in written sections. It is ensured that all analyses, arguments, ideas and conclusions were independently developed. AI-generated text was not used directly: instead, generated content was critically reviewed, adapted, and rewritten to maintain academic integrity and reflect own reasoning. AI-assisted tools were used for language refinement, including grammar, spelling, and style corrections. In some cases, images were created with generative AI, this is mentioned within the report.

TABLE OF CONTENTS

CH 01.
PROJECT INTRODUCTION

1.1 Introduction

The digital transformation of public service delivery has been an ongoing process aimed at driving better service quality outcomes that are more effective and efficient (De Vries et al., 2015; Mergel et al., 2023; (*Digital Transformation Of Public Services,* Interreg Europe, 2025)). Traditionally, enhancing customer experience has been a slow and costly process, involving updates to forms, technological development, and process optimisation. However, modern tools now offer more efficient and direct ways to improve customer interactions. For example, businesses can apply for licenses online, and individuals can use digital IDs to access social services, allowing governments to deliver faster, more inclusive, and citizen-centric digital experiences (Chaitanyakadrekar, 2024). Despite these advancements, public services continue to face multiple obstacles that hinder their ability to deliver optimal outcomes.

The shift towards more efficient and effective digital service in public organisations is primarily driven by the increase in heavy workloads and the rising expectations of citizens (Mergel et al., 2023; Capgemini, 2024; De Vries et al., 2015). The Global Government Forum reports that over half of civil servants have experienced a significant increase in workload since 2020, compounded by a decreasing workforce due to demographic changes and competition from the private sector (2023). Additionally, a global report from Edelman reveals increasing frustration among citizens interacting with public agencies, with satisfaction levels significantly lower than those for private sector services (2023). These challenges are intensified by outdated technologies and budget constraints, which hinder public organisations' ability to deliver timely and effective responses to citizen inquiries.

In this context, artificial intelligence (AI) has emerged as one of the most prominent technological innovations pushing forward the conversation about digital transformation in the public sector (Mergel et al., 2023).
Specifically, GenAI has emerged as a technology that can reshape how these organisations operate, offering intelligent automation, personalised interactions, and streamlined customer services (Leocádio et al., 2024; Chatterjee & Chaudhuri, 2022) through adopting it for example in Customer Relationship Management (CRM) platforms like Microsoft Dynamics (Khan, 2024).

While the implementation of generative AI can lead to substantial enhancements in productivity and customer satisfaction (Ooi et al., 2023; Leocádio et al. 2024; Mc Kinsey, 2023), its adoption in public organisations has been limited (Selten & Klievink, 2023; Kempeneer & Heylen, 2023), particularly when compared to the private sector (Capgemini, 2024; Mikalef et al., 2021). The unique challenges associated with GenAI adoption include concerns about trust, ethical considerations, and the risk of bias, all of which must align with the core principles of public organisations, such as transparency and accountability (Selten & Klievink, 2023; Kempeneer & Heylen, 2023; Mergel et al., 2023). Public entities also have the critical responsibility to manage citizen data securely and must comply with stringent regulatory requirements, which can complicate the integration of advanced AI technologies into their service delivery systems.

Given the complexity of implementing new technologies like generative AI, external consultants can provide significant value to public organisations seeking to navigate this complex landscape (Penno & Gauld, 2017). With their expertise in technology and strategic management, consultants can support these organisations in navigating the challenges of adopting innovative solutions (Baker, 2024; Steiner et al., 2017). However, as the landscape of public service delivery evolves, it raises important questions about the evolving roles of consultants and what expertise they may need to effectively guide public organisations through the opportunities and challenges of GenAI adoption.

This project aims to explore the potential GenAI can bring to public organisations' service delivery, identify the challenges associated with its adoption, and investigate how consultants can add value in supporting public organisations as they navigate these opportunities and challenges.

Figure 1.1: Digital citizen services (OpenAI, 2025)

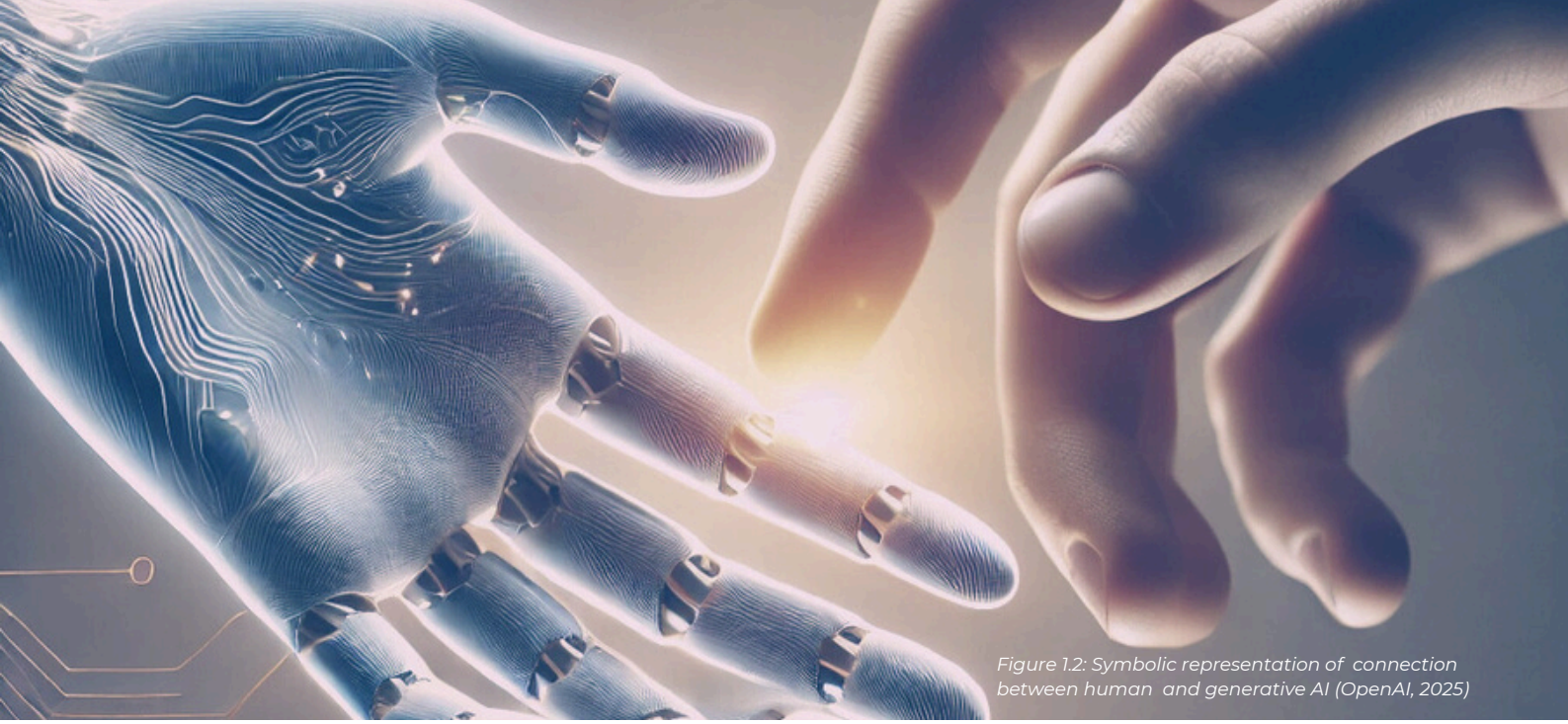


Figure 1.2: Symbolic representation of connection between human and generative AI (OpenAI, 2025)

1.2 Project goal

1.2.1 Project aim

This project aims to explore the challenges public organisations face in adopting generative AI to optimise the delivery of their digital citizen services and how consultants can better support this process. While GenAI presents opportunities for improving citizen interactions and service efficiency, there is a hesitation towards its adoption and a struggle to support this.

By investigating these barriers, uncertainties, and needs surrounding GenAI adoption, this project seeks to provide insights into the role of consultants in supporting this process. The findings will create a design opportunity that help consultants support public organisations in adopting GenAI in an effective and responsible way.

1.2.2 Research questions

This project will be guided by the following research questions:

1. What are the opportunities and challenges of adopting generative AI in citizen service for public organisations?
2. What barriers do public organisations face when considering or implementing GenAI?
3. How do these challenges impact the role of consultants in supporting GenAI adoption?
4. What design solution can help consultants better support public organisations in navigating GenAI adoption?

1.2.3 Relevance

Public organisations are increasingly expected to modernise their service delivery, yet the adoption of generative AI remains a complex and uncertain process. The current role of consultants in facilitating this transition is not well-defined, leaving uncertainty about how they can best support public organisations in making informed decisions. This project contributes by applying a strategic design perspective to the problem, focusing not just on identifying barriers but also on designing approaches that help consultants guide public organisations through GenAI adoption in a structured and adaptable way. By investigating the interaction between consultants and public organisations, this research aims to bridge the gap between understanding GenAI's potential and effectively adopting it in practice. The insights gained will be relevant to both academic discussions on AI adoption in the public sector and the development of practical tools or frameworks that enhance the advisory role of consultants. This project seeks to contribute to more effective and responsible Gen AI adoption by giving the consultants the needed support on this topic.

1.3 Project scope

The scope of this project focuses on public organisations in the Netherlands, particularly examining how generative AI can enhance citizen service applications. The research involves consulting professionals within Capgemini's Digital Customer Experience (DCX) Microsoft Dynamics cluster and their interactions with public organisations, particularly regarding the integration of Microsoft Dynamics 365 as a Customer Relationship Management (CRM) solution.

Microsoft Dynamics 365 is a leading CRM platform that centralises customer data, facilitating improved decision-making and customer engagement (Microsoft, 2024). Over the last decade, CRM systems have emerged to be one of the fastest-growing technological solutions within business management (Jabado & Jallouli, 2023). CRM systems can empower organisations to enhance service delivery through streamlined processes and personalised citizen interactions with long-term profitability (Jabado & Jallouli, 2023; Chatterjee & Chaudhuri, 2022). By using generative AI capabilities within systems like Microsoft Dynamics, these organisations can automate workflows, improve responsiveness, and ultimately deliver higher quality services to their customers (Ferraro et al., 2024; (Gahler et al., 2022).

Capgemini, as a global leader in consulting and technology services, plays a pivotal role in supporting public organisations during their digital transformations. By implementing technologies like Microsoft Dynamics 365, Capgemini helps these organisations centralise customer data, streamline processes, and enhance citizen engagement, ultimately leading to improved service delivery. Additionally, Capgemini's expertise enables public organisations to explore the integration of generative AI within these systems.

Figure 1.2 provides a visual representation of the ecosystem in which generative AI is introduced within public organisations, focusing on the different stakeholders involved. The diagram outlines a four layer structure, showing how GenAI, embedded within a CRM tool Microsoft Dynamics 365, flows through different roles:

1. Citizens who rely on public services and expect efficient, high-quality customer service. Their interactions are supported by service agents using CRM systems enhanced with generative AI.
2. Service agents, these employees within public organisations are the executor of delivering the service to citizens and are the direct users of the CRM system where GenAI would be implemented.
3. Leads within public organisations who are the decision-makers provide the policies, tools, and technologies necessary for service agents to perform their jobs effectively. They determine whether and how GenAI is implemented within their organisation.
4. Capgemini Microsoft consultants who customise Microsoft Dynamics 365 solutions for public organisations, helping them optimise workflows and business operations. They are responsible for having the right expertise to advise the client in adopting GenAI.

The design area is marked in a pink circle, highlighting that the project focuses on the interaction between Capgemini consultants and public organisations rather than on direct service delivery to citizens. The consultants play a key role in advising public-sector leads, ensuring that GenAI adoption aligns with organisational goals, compliance requirements, and workforce needs.

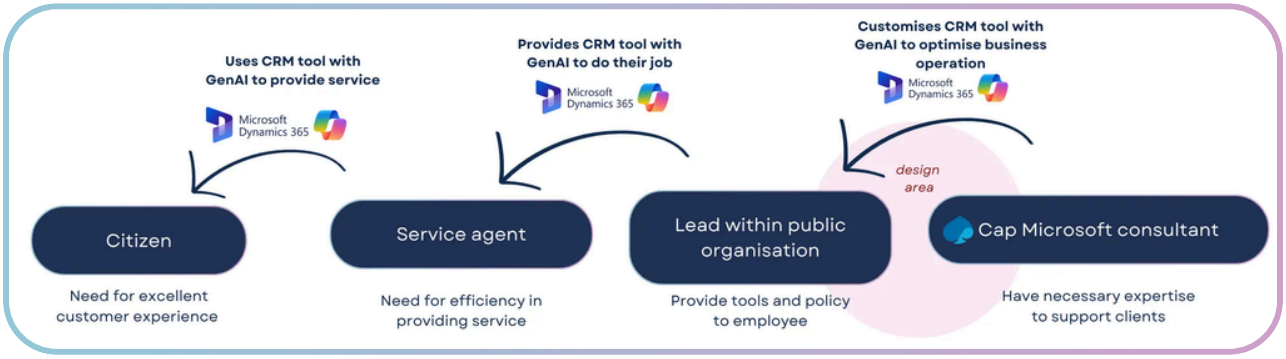


Figure 1.3: Overview of the stakeholder ecosystem in GenAI adoption for this project

1.4 Project approach

This project adopts a multi-faceted approach to understand the complexities of GenAI adoption in the public sector and the role of consultants in guiding this process to create a design solution. Below the methods for the approach which are used in this project are described:

Strategic Design Approach
Throughout the project a strategic design approach will be used which emphasises the importance of aligning design practices with organisational goals and user needs. In the context of this research, it involves utilising design thinking to identify and address the specific challenges faced by public organisations and rethinking the role of consultants. Design thinking is a human-centred approach that encourages iterative problem-solving through the stages of discovering user needs, defining problems, developing solutions, and delivering actionable outcomes (Brown, 2008; Liedtka, 2018). The strategic design process also consists of involving the relevant stakeholders. Throughout this project, consultants will be engaged in discussions, co-creation sessions and evaluations to find a solutions which is meaningful and fits to their needs within the context.

"We define strategic design as a professional field in which designers use their design practices to co-determine strategy formulation and implementation towards innovative outcomes that benefit people and organizations alike."
— G. Calabretta, G. Gemser

Literature research
The foundation for this project will be build upon existing literature, offering insights into GenAI adoption in public organisations and the role of consultants in supporting this process. These findings inform the qualitative research phase, ensuring that insights gathered from Capgemini consultants and AI experts are theoretically grounded and practically relevant.

Qualitative Research
Throughout this project, qualitative research will be conducted, enabling in-depth exploration of the perceptions and experiences of AI experts, consultants and public organisation stakeholders regarding generative AI adoption.

Semi-structured interviews
A series of semi-structured interviews will be conducted with Capgemini consultants. This flexible interview format allows for the exploration of specific topics while also enabling participants to share their insights and experiences freely. The interviews will focus on understanding the unique challenges, needs, and expectations related to generative AI adoption.

Expert views
To complement the interviews, expert views will be gathered from leaders in the fields of AI and public service innovation. This may include interviews or insights from conferences to provide valuable perspectives on the current state and future potential of generative AI adoption in organisations and the public sector.

Double diamond

To structure the project in an iterative way of problem solving in design and innovation, the Double Diamond approach was used based on the method of the Design Council (2005). It is divided in four phases which are explained below. See the visual representation of the design process in figure 1.4.

Discover

This initial phase focused on gathering insights to address the research questions. A variety of techniques were employed, including literature reviews, desk research, white papers, expert insights, and interviews with Capgemini consultants and AI experts. This approach aimed to build a rich understanding of the experiences, challenges, and expectations surrounding generative AI adoption in public organisations and the role of consultants. From these insights, a gap and problem could be identified for a potential design direction.

Define

In this phase, the results from the research were further synthesised to identify key challenges, barriers, and opportunities related to the integration of generative AI in public service delivery. This analysis helped create a clear vision and establish a design direction and design brief. This framed the core problem that the final concept aims to address.

Develop

Based on the chosen design problem and design goal, potential solutions were generated in the development phase. This stage involved brainstorming sessions, co-creation and evaluation with consultants to find a fitting solution.

Deliver

Finally, the chosen concept was further developed and prototyped. Lastly, it was evaluated with relevant stakeholders within Capgemini to validate its potential and create further development steps.

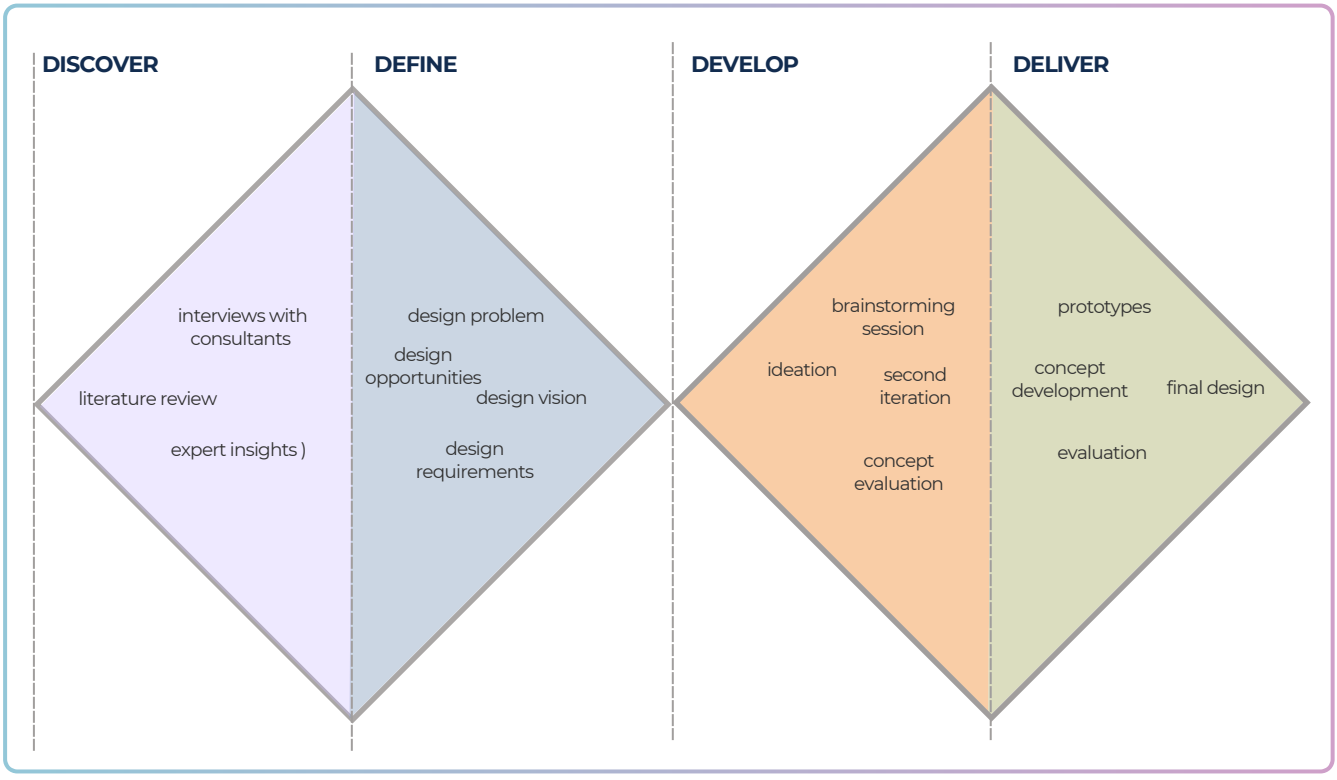
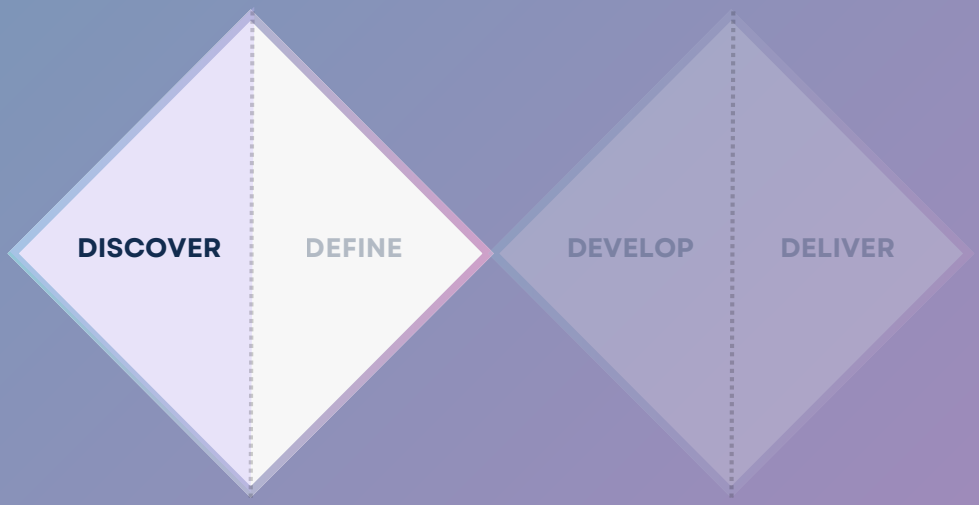


Figure 1.4 Double Diamond approach for this project

CH 02.
RESEARCH



2.1 Research approach

To design an effective solution for consultants supporting GenAI adoption in public sector service delivery, it is essential to first gain a deep understanding of the context in which this technology will be implemented. This chapter presents the findings of the research phase, forming the foundation of the project for making the right design decisions based on theory and practice. In the discover phase, insights were gathered through literature research and conducting interviews in the context of the project.

The research aims to answer the following main questions:

- What is the current context of public organisations delivering digital citizen services where GenAI would have a potential?
- What are is the potential of GenAI in supporting digital citizen service and what are the challenges when integrated?
- What are the adoption barriers of a new technology like GenAI in public organisations and how can they be overcome?
- How do Capgemini consultants support clients in AI adoption, and what difficulties do they encounter in their roles?

By addressing these questions, this research phase identifies both the opportunities and constraints of introducing GenAI in public sector organisations, as well as the needs of consultants in guiding this transition.

2.2 The context of public service delivery in public organisations

This chapter provides an understanding of the current public service delivery context where GenAI would be adopted. It gives an overview of the current type of services provided by service agents which would be optimised and other relevant stakeholders in the context. It provides a starting point for the following exploration of how GenAI can enhance these services and support the role of these agents.

2.2.1 Digital service agents in public organisations

In this section, the role of digital service agents in public organisations is described, including their responsibilities and the types of services they provide. This information is important because service agents are the primary point of contact for citizens accessing digital public services. If generative AI is introduced in digital citizen service, it will directly impact the way service agents perform their tasks and interact with citizens. Understanding their role and the services they support provides insight into the context in which GenAI could be applied and the challenges that may arise during its adoption. The information in this section is based on insights from conversations with Capgemini consultants working in the public sector and an analysis of official Dutch public organisation websites, such as Belastingdienst, UWV, and municipal service portals.

Table 2.1 provides an overview of the general service areas where service agents interact with citizens. It shows the different responsibilities they perform. From handling general inquiries to managing complex eligibility issues, service agents play an important role in ensuring citizens receive accurate information, timely support, and fair treatment. As mentioned in the introduction of this project, the growing workload and increasing complexity of cases underscore the need for technological advancements that can support these agents in managing these type of tasks more effectively. It can be noted that some responsibilities involve more repetitive and standardised tasks, such as answering frequently asked questions or processing applications, and others require more in-depth human expertise, for example in legal compliance and case specific support. The following chapter will build more on these types of services on where generative AI could be applied to support these tasks.

Table 2.1: Digital services provided by service agents

Service type	Example Dutch public organisation	Role of service agent
General information & guidance	Rijksoverheid, Belastingdienst, municipality websites	Answering citizen inquiries about taxation, permits, benefits, and regulations via phone, chat, or email.
Application & eligibility processing	UWV (unemployment benefits), DUO (student financing), Gemeente (housing permits)	Reviewing applications, verifying documents, and determining eligibility based on regulatory criteria.
Legal & compliance support	Belastingdienst (tax compliance), RDW (vehicle registration), IND (immigration services)	Assisting businesses and individuals in navigating tax obligations, vehicle regulations, and legal residency status.
Case-specific citizen support	Sociale Verzekeringsbank (SVB) (child benefits), UWV (disability benefits), municipality (social assistance)	Providing ongoing guidance and case management for citizens with long-term support needs.
Complaint handling & conflict resolution	Belastingdienst (tax disputes), UWV (benefit appeals), municipality (neighbourhood complaints)	Processing appeals and assisting citizens in explaining government decisions.
Appointment & service coordination	Gemeente (passport/ID applications), IND (immigration appointments), GGD (healthcare)	Managing scheduling, modifications, and confirmations for in-person services

2.2.2 Stakeholder map

The adoption of generative AI within public service delivery requires collaboration between multiple stakeholders, each playing a distinct role in supporting the implementation. The stakeholder landscape consists of institutions that define regulatory frameworks, technology providers that develop the systems with AI and external consultants who can guide adoption. Service agents of public sector clients would be central in this ecosystem as they would directly use the technology, however, they are often not the decision makers on the adoption of the technology. This is usually a (tech) lead within the public organisation who a Capgemini consultant would work with,

The stakeholder relations are visualised in figure 2.1 and show how these different actors interact in the broader context of the project. By mapping out these interactions, it becomes clear how AI implementation requires alignment between policy, technology, and human service operations. In the following sections, the focus shifts to how generative AI can support service agents and what challenges exist in successfully implementing these solutions within public organisations.

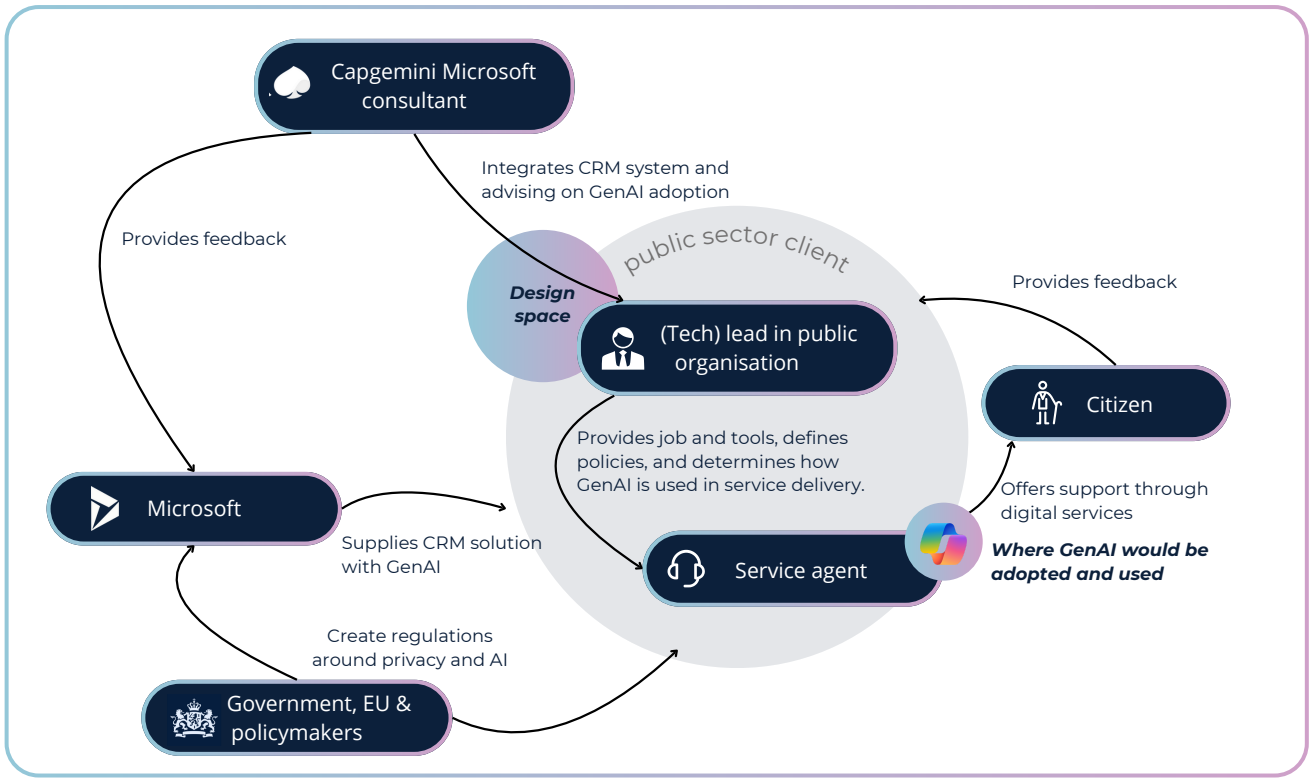


Figure 2.1: Stakeholder map

2.3 Generative AI in public sector service delivery

The goal of this subchapter is to give an understanding of generative AI's potential impact in public service delivery. GenAI is defined and how it can enhance service delivery, with a focus on its role in Microsoft Dynamics 365 as Copilot. Then the challenges are examined associated with AI adoption and strategies for dealing with these challenges are presented. Finally, the role of AI is questioned and evaluated.

2.3.1 Definition of generative AI and its relevance

Generative AI refers to a subcategory of artificial intelligence that can generate new content, such as text, images, or other media, based on patterns learned from training data (Ooi et al., 2023; Lv, 2023). These systems, exemplified by large language models like GPT-4 and image generation models, can autonomously create human-like content and ideas without being explicitly programmed to do so (Ooi et al., 2023). generative AI has rapidly gained prominence in the business world, with 65% of executives surveyed believing it will have a significant impact on their organisations in the next 3-5 years (IBM, 2023). Furthermore, 77% of executives anticipate that generative AI will have a larger impact on society than any other emerging technology during that time (Wall Street Journal, 2023). The adoption of generative AI is also reflected in investment trends, with 80% of organisations increasing their spending on this technology in the last year, and 20% maintaining the same investment level (Capgemini Research Institute, 2024)

2.3.2 How generative AI can enhance service delivery

Generative AI can improve both the efficiency of service agents and the quality of public service interactions by assisting with quickly retrieving and generating the needed information (Leocádio et al., 2024; O'Neal, 2024). Table 2.2 shows GenAI applications, ways that GenAI can support the service agent in delivering digital support service to the citizen.

To understand its impact, it is useful to examine key service quality dimensions, as defined by Parasuraman et al. (1985) and Grönroos (1990): One of the dimensions which defines the quality

Table 2.2: generative AI applications in public sector customer service

Application	Description	Sources
Automating repetitive tasks	AI chatbots handle repetitive inquiries, allowing service agents to focus on complex cases. This improves response times and operational efficiency. A Capgemini case reported a 50% reduction in wrap-up time, reallocating resources to more complex tasks.	(Ooi et al., 2023) (O'Neal, 2024) (Leocádio et al., 2024) (Capgemini, 2024)
Summarising interactions	AI generates summaries of past citizen interactions, helping service agents quickly understand context and improve efficiency.	(McKinsey, 2023) (Microsoft, 2024)
Generating tailored responses	AI uses data analytics to personalise responses based on individual citizen needs, making services feel more responsive and user-specific.	(McKinsey, 2023) (Microsoft, 2024) (KPMG, 2024)
24/7 availability	AI provides continuous support, ensuring citizens receive assistance outside regular service hours.	(Ooi et al., 2023) (Capgemini, 2024)
Predictive capabilities	AI analyses past interactions to anticipate citizen needs, enabling proactive communication and support.	(McKinsey, 2023) (O'Neal, 2024)
Sentiment analysis	AI detects emotional tone in real time and can advise service agent on what kind of tone they should reply.	[15][8] (Microsoft, 2024)
Instant language translation	AI translates languages instantly, reducing communication barriers and making services more accessible to diverse citizen groups.	[75](O'Neal, 2024)
Facilitating decision making	AI provides data-driven insights and recommendations to improve service delivery and enhance citizen satisfaction.	(Microsoft, 2024)
Multi step guidance	AI supports service agents by breaking down complex applications into clear, interactive steps to make guidance for applications easier and faster.	(Microsoft, 2024)
Automated responses to inquiries	AI generates suggested replies to common questions, reducing the time agents spend on repetitive responses.	(Microsoft, 2024)

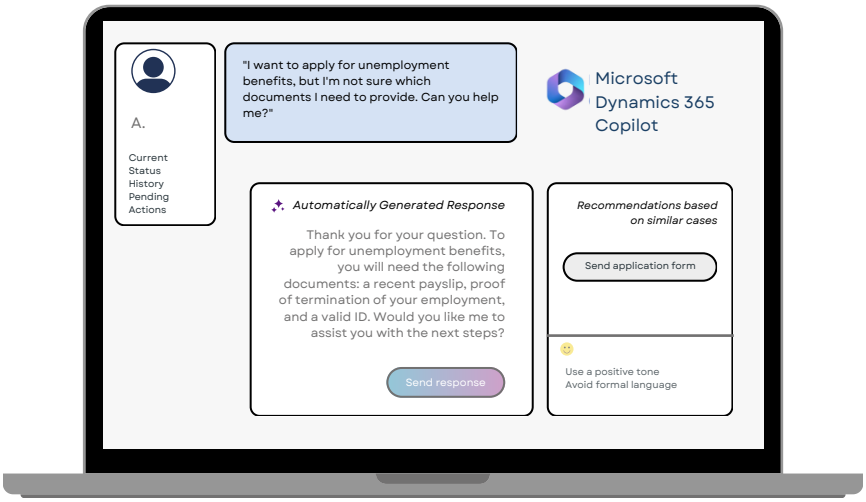


Figure 2.2: illustration of example Copilot in Microsoft Dynamics

of service is reliability, which refers to the accuracy and consistency of the information provided to citizens. Errors or inconsistencies can lead to confusion and distrusts. generative AI has the potential to maintain this consistency by reducing human error and ensuring that service agents have access to accurate information, although this can also be argued. Alongside reliability, responsiveness plays a key role, as citizens expect quick and efficient assistance, yet long waiting times remain a common issue in government services. GenAI can support service agents by handling routine inquiries instantly, allowing them to focus on more complex cases and reducing overall response times. Next to efficiency, assurance is essential in maintaining citizen trust. People rely on public services for critical matters such as social benefits, taxation, and legal documentation, and they expect service agents to be knowledgeable and well-informed. GenAI could support this by providing agents with quick access to policy updates and relevant case information, improving the accuracy and credibility of responses. Another factor is is *empathy*, as effective public service depends on the ability to understand and address individual needs. A GenAI assistant could help personalise interactions by retrieving relevant past interactions, enabling service agents to respond in a way that acknowledges the citizen's specific situation.

By improving these aspects of service quality, generative AI has the potential to enable service agents to work more effectively, ensuring that public services are responsive and personalised.

2.3.3 Generative AI as Copilot in Microsoft Dynamics

Within the CRM system Microsoft Dynamics 365, the generative AI is integrated in Copilot, an AI powered assistant tool to support the service agent in handling citizen interactions. This integration of generative AI in Microsoft Dynamics 365 forms the use case for this project.

When service agents are handling citizen inquires from their computer, Copilot is present on the side, offering real time support by retrieving information, summarising past interactions, and suggesting appropriate responses. Consider a citizen who reaches out to a public service agent with the following request: *"I want to apply for unemployment benefits, but I'm not sure which documents I need to provide. Can you help me?"*

As the service agent receives this request, Copilot instantly scans internal knowledge bases, policy documents, and past cases to generate a concise summary of the requirements and necessary documentation. It presents this information directly in the agent's interface, allowing them to provide an immediate and well-informed response to the citizen. If the citizen has interacted with the agency before, Copilot also retrieves previous conversations and application statuses. In a traditional workflow, the service agent would have to manually search databases, navigate policy documents, or consult colleagues to verify the requirements. This process could take several minutes, leading to longer response times and potential inconsistencies in the information provided. With Copilot, the agent can have immediate access to this data which can reduce waiting time. It would not replace the service agent directly but act as a real time assistant.

2.3.4 Challenges of generative AI

While generative AI has the potential to enhance the quality of customer service, the technology can also bring a range of challenges which are important to consider when adopting GenAI and can explain why organisations have not implemented GenAI solutions into their organisations yet. Based on research from Fui-Hoon Nah, Zheng, Cai, Siau, and Chen (2023), this section provides an overview of ethical and technical challenges which can arise in the context of service agents using generative AI for providing customer services.

One of the primary ethical challenges revolves around the production of *harmful or inappropriate content*. While service agents may rely on AI-generated responses to interact with customers, the potential for generative AI to produce offensive, or misleading content remains a persistent issue (Zhuo et al., 2023). This is particularly concerning in customer service environments, where inappropriate information can negatively impact customer trust and public reputation.

Another challenge of GenAI, is its reliance on the *quality of the data* which is the source and base of the generated outcomes. If training datasets contain errors, imbalances, or biases, these failures can be produced in the AI's output (Dwivedi et al., 2023; Su & Yang, 2023) and can lead to unfair or incorrect answers. For example, if a *bias* based on for example gender or ethnicity is present in training data, this can lead to unfair treatment of certain customers which can reinforce discrimination (Ntoutsi et al., 2020). In addition, monolingual biases can arise, as the AI systems trained predominantly in one language or cultural context may struggle to provide fair and accurate support in a different cultural context or language (Weidinger et al., 2021). Even if the data is correct, hallucinations can happen which means that incorrect information can be fabricated which might seem like a correct response (Azamfirei et al., 2023).

Furthermore, the challenge of privacy and security risks can be increased when the AI system in customer service applications interacts with sensitive personal data (Fang et al., 2017). A GenAI assistant like Copilot process large volumes of customer inquiries, which may include confidential details such as financial information or personal identifiers. The collection and storage of such data raise concerns regarding data breaches and unauthorised access (Siau & Wang, 2020).

A concern which might present is the over reliance on responses created by AI. Service agents, particularly those with limited experience, may become too dependent on an AI assistant, leading to a decline in critical thinking and problem-solving abilities (Iskender, 2023) and habitual acceptance of the generated response (Van Dis et al., 2023). This dependence may result in a situation where service agents accept the generated response without questioning its validity which can be harmful if the information is incorrect. On the other hand, service agents might experience difficulty in interpreting and understanding the output (Dwivedit et al., 2023) leading to distrust in the system (Burrell, 2016). This has to do with the fact that AI models operate as black boxes and therefore may lack explainability in its decision process (Deeks, 2019) making it difficult for service agents and citizens to understand how AI-generated recommendations are created.

These challenges highlight the complexity of integrating generative AI into customer service and can explain why organisations may be hesitant to adopt this solution and should therefore be addressed. In chapter 2.4, other GenAI adoption barriers specific to public organisations are identified.

2.3.5 Ensuring responsible generative AI implementation

As reaction to the challenges around GenAI, strategies , frameworks and guidelines exist to make sure the use of AI is ethical and responsible. In this section, strategies and principles found in research are described which can reduce the possible risks and deal with the challenges described before.

Responsible AI refers to integrating ethical principles throughout the research, development, and deployment of AI systems to ensure they align with societal values and incorporate mechanisms for accountability (Hagendorff, 2020). Different types of principles exist of which one is providing transparency and explainability (Al-Kfairy et al., 2024). This could be developing mechanisms to provide understandable information about the use of AI in a system and include the clarity of how and whether decisions were made by AI (Leocádio et al., 2024). So to maintain trust with users and stakeholders, organisations must provide clear, accessible information about AI's use in customer service, detailing its capabilities, limitations, and potential impacts.

Furthermore, as accuracy is an important factor and misinformation is aimed to be avoided, data should be checked and updated regularly next to that the system should be monitored and tested (Al-Kfairy et al., 2024). Additionally, organisations can implement processes to identify, mitigate, and continuously monitor biases in AI systems to promote fairness across diverse user groups (Al-Kfairy et al., 2024). When looking at the protection of the data and ensuring privacy, this can be prioritised with robust safeguards for customer data (Hohma & Lütge, 2023), including advanced encryption techniques and the use of zero-party or first-party data (Baxter, 2023).

Human oversight is critical for responsible AI use. Designing AI systems where a human is kept in the loop allows for human judgment (Baxter, 2024) but also designing systems in which the AI can be intervened at any time throughout its lifecycle by a human and contested (Alfrink et al., 2022).

Capgemini also has developed their own framework which shares principles that should guide how organisations use generative AI in a way that it can be trusted. The principles are shown in figure 2.3.

For consultants, learning about all these strategies and principles, and being able to understand and communicate them to clients can help to guide the adoption process of GenAI in a safe and trustable way.

Figure 2.3: Capgemini's framework on Trust Principle in a multi-agent AI model (Capgemini, 2025)

2.3.6 Evaluating AI's role: Does AI work and should it be used?

Ensuring responsible AI adoption goes beyond mitigating ethical and security risks, it requires critical assessment of whether AI actually improves service delivery and whether it should be adopted at all in the first place.

One overlooked challenge is the questioning of GenAI's functionality—can the AI system reliably perform its intended tasks, or is its effectiveness merely assumed? According to Raji et al., a core risk in AI adoption is assuming that systems will function as intended without thorough validation (2022), which is described as the Fallacy of AI Functionality. What happens is **that organisations may focus on ethical and governance concerns while overlooking whether AI can reliably perform its intended role. In some cases, AI may be deployed for tasks it is conceptually incapable of performing. While AI can assist with repetitive administrative work, it may lack capabilities for nuanced human communication and legally sensitive cases. Therefore, it is suggested that within such a system certain tasks should be avoided and clear and honest communication should be ensured about what the AI assistant can and cannot do in the context of use. Moreover, real world testing in its context should be done to proof that the implementation of AI meets the intended goal of use and improves the citizen service.
This perspective highlights the importance for Capgemini consultants of providing structured guidance on evaluating whether AI tools like Copilot genuinely enhance service delivery through performing functionality assessments and setting clear expectations for clients regarding not only AI capabilities but also its limitations.

Next to questioning AI functionality, organisations can also ask: should this process be automated at all? The principle of reengineering challenges the assumption that AI should merely accelerate existing workflows. Instead, organisations should first evaluate whether a process is still necessary, or if it can be redesigned—or eliminated altogether (Hammer, 2014). Instead of defaulting to automation, organisations should first simplify processes and only apply AI where it adds real value. In the context of public digital service, where for example a service agent needs to manually process a complex approval case, the support of AI could automate the process. However, rather than 'simply' integrating AI into this workflow, organisations should according to this principle first determine whether the process itself can be streamlined. Reengineering also requires actively involving the functional units which would be optimised, in this case the service agents, in the automation decisions. Those who interact directly with citizens have valuable insights into which tasks should be automated and or which should be removed entirely. Their input ensures that AI adoption focuses on service improvement rather than just process acceleration.

For Capgemini consultants, this shows the need to strategically guide public organisations in assessing whether the use of GenAI aligns with broader service
goals. Moreover, to question whether existing workflows should continue in their current form and whether GenAI can meaningfully support operations.

2.4 GenAI adoption in the public sector: from barriers to successful implementation

While subchapter 2.3 examined the general challenges associated with using generative AI, focusing on ethical considerations, trustworthiness, and responsibility. This subchapter specifically addresses the unique barriers that public organisations face in adopting generative AI into their operations to enhance digital citizen services. This first section first identifies the key adoption barriers found in research and then moves to findings from own research which are focused on Capgemini's public sector clients. Their awareness, perceptions, and concerns surrounding generative AI adoption are identified. To gain a deeper understanding of how these barriers can be addressed, expert perspectives are gathered and provide insights into strategies for overcoming resistance and enabling successful AI integration. Based on these findings, the final part of this section presents a framework for factors which contribute to successful GenAI adoption.

2.4.1 Adoption barriers in literature

The adoption of generative AI in public organisations poses several challenges that are crucial to consider when designing solutions for enhancing the delivery in digital service. Addressing these barriers is particularly relevant as they explain the complexities public organisations face when integrating advanced technologies like AI into their operations and can give a better understanding for consultants to navigate these challenges. This section gives an overview of the barriers based on research from Kempeneer & Heylen (2023) and Selten and Klievink (2024).

Bureaucratic structure

Public organisations often operate within rigid, hierarchical structures that limit their ability to adopt and integrate new technologies such as GenAI. A barrier is the siloed structure of these organisations, where departments work independently with minimal collaboration. This fragmentation restricts knowledge sharing and prevents the development of interoperable IT infrastructures needed for AI integration (Kempeneer & Heylen, 2023). AI solutions which are highly dependent on quality of data, like Microsoft Copilot may struggle to access relevant data, reducing their effectiveness in assisting service agents (Selten & Klievink, 2023). Also, the formalised structure which consists of multiple layers of approval and strictly adhering to established protocols leads to a slow decision making process which explains the delay of implementing new technologies like GenAI.

High public accountability

Public organisations are required to meet public accountability standards because they use taxpayer funds, meaning any adoption of new technologies is closely monitored. This oversight fosters a culture of control and risk aversion, where potential negative outcomes from implementing AI, including issues with privacy, ethics, and operational reliability, are viewed as risks to public trust and reputation. As Kempeneer and Heylen (2023) explain, government agencies tend to avoid high-risk initiatives, especially when privacy and data security concerns are involved, as any perceived misstep could lead to public backlash and damage their credibility. This can lead to a mindset against exploring and experimenting with a new innovation.

Further, public entities have a duty to maintain employment levels and serve the public good, placing an additional barrier on technology adoption. Unlike private organisations, which may prioritise efficiency, public organisations must consider job preservation when implementing technologies like GenAI. Many public-sector roles are filled by lower-skilled workers, and concerns over job displacement from AI and automation weigh heavily in decision-making, especially in roles centred on citizen services (Selten & Klievink, 2023). Balancing these employment responsibilities with the potential efficiency gains offered by AI is complex, as AI adoption could reduce manual tasks yet impact workforce stability.

Low digital maturity of system

The digital maturity of many public organisations remains relatively low, with many still reliant on legacy systems that are incompatible with modern AI solutions. These outdated infrastructu-

-res lack interoperability across different government departments, resulting in poor data management, which is crucial for AI systems that require high-quality, structured datasets to function effectively. As mentioned earlier, public sector systems often operate in silos, hindering their ability to manage and integrate large data volumes for improved decision-making. The lack of a robust digital foundation, as noted by Kempeneer and Heylen (2023) and Mergel et al. (2023), poses significant barriers to GenAI adoption, as these organisations struggle with the technical demands required to reach AI's full potential.

Lack of digital expertise, talent and leadership
A significant barrier to the adoption of generative AI in public organisations is the shortage of digital expertise at multiple levels. Unlike private sector companies, public entities often struggle to attract and retain AI talent, as skilled professionals are drawn to higher salaries and more dynamic career opportunities elsewhere. This talent gap limits the ability of public organisations to develop, implement, and maintain AI solutions effectively (Selten & Klievink, 2023).
Digital leadership is necessary for driving AI initiatives, making informed decisions, and aligning AI adoption with organisational goals. Public organisations may lack leaders who possess both the technical understanding of AI and the strategic vision to integrate it into government services effectively (Kempeneer & Heylen, 2023). Strong digital leadership could drive the organisation to initiate the possibilities of AI and guiding it through its complexities.
A broader challenge lies in the overall digital literacy of employees, particularly service agents who would directly interact with AI tools like Microsoft Copilot. Public sector workers may lack experience with AI-driven tools, making it difficult for them to use GenAI solutions effectively.Ensuring that employees are adequately trained and confident in using AI is crucial for successful implementation.

Regulatory and compliance requirements
Public organisations must operate within strict regulatory frameworks and comply with data protection laws such as GDPR, which increases the complexity of AI adoption. The large datasets that GenAI relies upon raise concerns over data privacy and security, and public organisations need to ensure that any AI system deployed meets these stringent standards. These regulatory demands contribute to a slower AI adoption rate, as organisations navigate the additional requirements of implementing ethical AI solutions, ensuring fairness, transparency, and privacy protections (Kempeneer et al., 2023). This focus on compliance not only delays the implementation process but also adds costs, as resources must be allocated to continually assess and monitor AI systems.

Budget constraints
Public organisations often operate under tight budget constraints, which limit their ability to invest in AI technologies. The high upfront costs of implementing GenAI systems, coupled with ongoing maintenance and training requirements, make it difficult for public entities to justify their expenditure (Kempeneer & Heylen, 2023).

Conclusion
The adoption of generative AI in public organisations is shaped by a range of structural, organisational, and regulatory barriers. Unlike private companies, public entities must navigate complex bureaucratic frameworks, high levels of accountability, low digital maturity, and stringent regulatory compliance. These factors create an environment where AI adoption is often slow and cautious, as organisations struggle with outdated IT infrastructures, limited digital expertise, and a risk-averse culture. For GenAI tools such as Microsoft Copilot, these challenges mean that even when the technology is available, its effective deployment depends on overcoming institutional hurdles.

While these barriers highlight the complexities of AI adoption, they also clarify where Capgemini can provide value. Capgemini's role is not to transform the internal structures of public organisations or fully manage change processes, but rather to guide and support technical and strategic AI adoption. This includes assessing an organisation's digital maturity, providing strategic recommendations, and advising on how to integrate AI solutions within existing regulatory and operational frameworks. Capgemini can offer expertise in data privacy, security, and compliance, ensuring that AI implementations align with legal and ethical standards. Additionally, consultants can support digital leadership by helping public sector leaders understand AI's potential and challenges, ensuring that AI initiatives are aligned with broader policy and organisational objectives.

2.4.2 Capgemini Public Clients' Views on generative AI

To gain a deeper understanding of public sector clients of Capgemini towards the perception and approach of GenAI adoption, interviews were conducted with 8 Capgemini consultants who work closely with public sector clients and have experience with exploring GenAI solutions. These interviews provide insight into how clients perceive the technology, where they see potential value, and the barriers preventing successful adoption. This section presents the findings from these discussions. Understanding these factors is critical for consultants advising public organisations on GenAI strategies, as it highlights not only the opportunities but also the struggles that must be addressed when exploring implementation.

Method

The perceptions and struggles of public sector organisations where gathered through semi-structured interviews with seven Capgemini consultants. The interviewees included a cluster lead, senior consultants with expertise in (Gen)AI, and a medior consultant, ensuring a range of perspectives from those with deep technical knowledge to those working directly with clients on implementation.

The objective of these interviews was to gather insights from consultants who interact with public sector clients, allowing an indirect but informed perspective on how these organisations view GenAI. The discussions focused on three core aspects:

1. The level of awareness and understanding of GenAI within public sector organisations.
2. The perceived benefits and potential of GenAI for improving customer service operations.
3. The barriers and challenges clients face in adopting and implementing GenAI.

Findings

Below the identified themes in italic of the interviews structured by the three aspects are shared. See Appendix B for more information

1. Awareness and perception of GenAI

Public sector organisations are still in the early stages of understanding GenAI and its implications. While awareness of the technology has increased, most clients remain uncertain about applications and impact for their organisation specifically.

GenAI is still new, and organisations are in the discovery phase: Many clients have heard about GenAI and recognise its potential, but they lack clarity on what it can actually do for them. As consultants shared: 💬 *"GenAI is relatively new. They have heard of the benefits but are not yet conscious of what it can do for them."*
💬 *"Some organisations are actively trying to increase awareness internally, but knowledge remains in its "babyphase", and there is still hesitation about moving forward with implementation."*

There is uncertainty and distrust in the impact of GenAI. According to the consultants, many public sector clients express uncertainty and even fear about the potential consequences of adopting GenAI. As one consultant explained: 💬 *"They find it quite scary what consequences it can have."*

This uncertainty often translates into a lack of trust, with organisations reluctant to experiment with the technology until they fully understand its risks. One consultant shared: 💬 *"This client is aware of what GenAI can do, but they don't trust it and therefore don't allow it." Creating trust is therefore an important initial barrier to overcome.*

2. The potential of GenAI for public sector clients

When asking about the potential of GenAI for these public sector client, consultants made clear that there is definitely a potential as the technology can contribute with:

Supporting unskilled or less experienced agents: Consultants noted that government agencies employ service agents with varying levels of expertise and GenAI could act as a knowledge support tool for less experienced employees, helping them access information quickly and improving the accuracy of their responses. As one consultant explained, 💬 *"There are quite some agents who do not have the right knowledge—GenAI can support that."*

Increasing productivity and reducing manual workload: Consultants frequently highlighted the potential of GenAI to reduce the workload of service agents by automating repetitive tasks. One consultant observed, "GenAI can reduce the work time on certain tasks like creating drafts." Another stated, 💬 *"Copilot can be a good supporting role to give information, make summaries, and provide suggestions."* The ability of GenAI to handle routine inquiries, summarise cases, and suggest responses allows agents to focus on more complex issues, leading to greater overall efficiency.

Enhancing the quality of customer service: As one consultant pointed out, "If agents have more time, they can better help customers." However, it was argued that public sector clients remain cautious and prioritise quality over mere efficiency. AI adoption will only gain traction if it demonstrably enhances the citizen experience rather than simply reducing costs or increasing speed.

3. Challenges of GenAI for public sector clients

Despite recognising the potential benefits, clients mostly face several challenges that hinder adoption:

Concerns about job displacement. A significant concern among public sector clients is the fear that AI will replace jobs. One consultant stated, 💬 ***"Clients are scared AI will replace employees."*** A consultant noted that this fear is particularly strong n the public sector where job stability and social responsibility are priorities. Public organisations must balance technological progress with their role in employment preservation, making AI adoption more politically and socially sensitive than in private companies.

D*ata privacy, security, and regulatory compliance:* Another major barrier according to consultants is the need to ensure data security and regulatory compliance. Most clients need to handle a lot of sensitive citizen data, making them highly cautious about integrating AI. One consultant explained, 💬 ***"Clients do see the impact but need to deal with how they can use it in a safe way."*** Others mentioned the struggle with ensuring compliance with strict data protection laws and managing concerns around copyright and intellectual property.

Limited understanding of how GenAI works: An obstacle in AI adoption is the knowledge gap surrounding its functionality. Consultants described that many public sector clients lack a clear understanding of how GenAI models operate, where they source their information, and how they generate responses. One consultant described this uncertainty, saying, 💬***"It is difficult to implement because clients don't understand how GenAI works or where it gets its answers from."*** This lack of explainability creates distrust, making organisations hesitant.

Scared AI makes mistakes: Additionally, public sector clients hold AI to an exceptionally high standard, often expecting it to be error-free. As one consultant noted, 💬***"Clients do not want AI to make a mistake, even when humans can also make mistakes."*** There is a desire to reach a "0% error margin". The expectation that AI must be foolproof creates a barrier to experimentation and testing, preventing organisations from integrating AI solutions into their systems.

Low digital maturity, technical complexity outdated infrastructure: It was pointed out that many public sector organisations still rely on legacy systems that are not designed to support modern AI tools. The lack of digital maturity makes it difficult to integrate GenAI into existing workflows. As one consultant pointed out, "Their system is sometimes not even up to date with the new technologies yet." AI solutions like Copilot depend on structured, high-quality data, yet many public organisations struggle with outdated databases and fragmented IT environments - "For GenAI, it is necessary to change the whole data system, which is very complex.". This can also lead to high costs to change.

Conclusion

The insights from these interviews show that public sector clients remain cautious about GenAI adoption, despite potential benefits. Their concerns range from trust and workforce impact to technical readiness and regulatory compliance.

These findings highlight the need for a structured guidance to AI adoption, ensuring that implementation aligns with public sector values and constraints. It can be concluded that public organisations require greater awareness and education on how GenAI works, its limitations, and its potential benefits. Building trust is essential to overcome the initial barrier, and sharing guidelines for governance, ethics and compliance. Additionally, organisations need strategic guidance on AI implementation, so not just on deploying the technology but on how they can integrate it into workflows in a way that enhances service quality rather than just automating tasks.

For Capgemini consultants, these insights highlight the importance of helping public organisations navigate AI adoption in a strategic way. This means supporting digital expertise, educating, creating trust, assessing organisational readiness, and ensuring that AI solutions align with needs of public sector clients.

2.4.3 Expert views on how to successfully adopt (Gen)AI into an organisation

To get practical insights on how to deal with the challenges of (generative) AI and successfully adopt it into organisations, insights were gathered from interviews with Capgemini AI experts (n=2) and panel discussions at the AI & Big Data Expo 2024 (6 AI experts of KLM, MongoDB, Xebia, BMC, Univeristy of Mary Washington and NN). The following themes were identified from these insights:

Focusing on people

A significant barrier to AI adoption is the uncertainty of employees. Experts emphasised the need to prioritise trust-building and training to ensure staff feel confident in using AI tools. Transparent communication about how AI will impact specific roles and tasks helps alleviate concerns. For example, incorporating AI-related responsibilities into job descriptions clarifies its role in daily operations. Training programs that enhance data literacy across all levels of the organisation were highlighted as essential, particularly when they include practical applications that demonstrate AI's value. An expert mentioned a case study which showcased how experiential learning tools helped employees make better data-driven decisions.

Shifting to a collaborative mindset

Successful AI adoption requires a cultural shift toward collaboration between technical and business teams. Cross-functional cooperation ensures seamless integration of AI capabilities with organisational goals. Experts recommended establishing structured feedback loops to ccontinuously refine AI tools based on user experiences and operational insights. Additionally, training hybrid professionals who can bridge the gap between technical expertise and business needs was seen as critical to maximising AI's potential.

Building a strong technical architecture

A solid technical foundation is vital for scaling GenAI solutions effectively. Integrating AI into existing systems must account for scalability and flexibility. Experts advocated for modular, task-specific tools, with platforms like Microsoft Azure streamlining development. They also stressed the importance of unifying siloed data sources to enable consistent insights, through using data tools and vectorisation techniques to process diverse data types such as text, images, and audio.

Strategic and future-focused adoption

Adopting GenAI requires a forward-looking approach to address regulatory, ethical, and operational considerations. Compliance with frameworks like the EU's AI Act ensures transparency, accountability, and fairness in AI systems. Regular audits and monitoring reinforce trust while aligning with legal requirements. Measuring AI's impact through KPIs such as cost savings and customer satisfaction helps organisations assess its value and scalability. Agile processes, supported by regular user feedback, allow AI systems to evolve with the organisation's changing needs and priorities.

During the panel discussions, the People Process and Technology framework was mentioned as a guideline for AI adoption. It shows that when transforming an organisation with this new technology, there should be three focus points. It is altered on the adoption of GenAI in figure 2.4

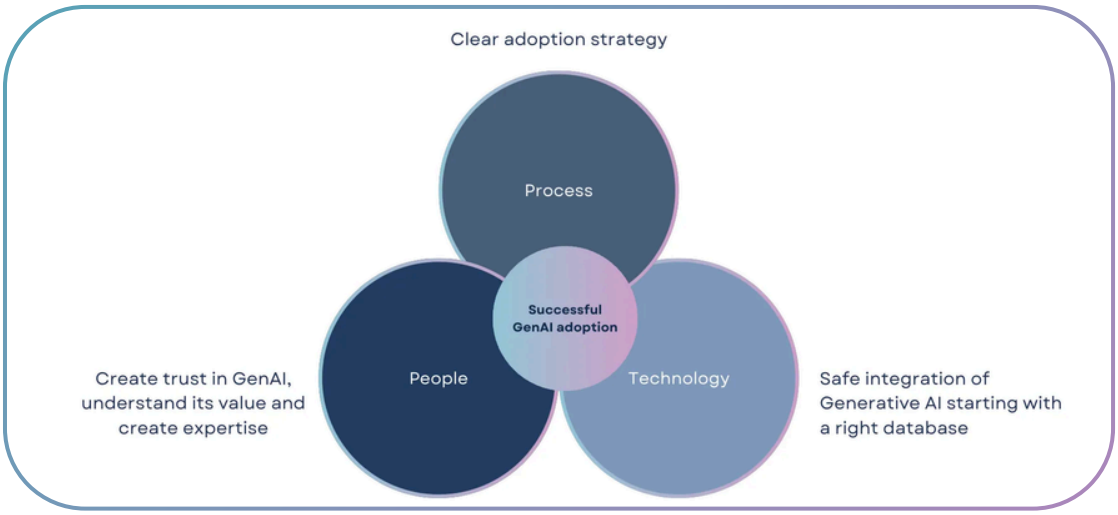


Figure 2.4: People Process Technology framework applied on GenAI adoption. Based on Harolds Leavitt's 1964 Diamond Model

Figure 2.5: Successful generative AI Adoption Framework

2.4.4 Framework: a holistic view of successful GenAI adoption for public organisations

Building on research by Kempeneer et al. (2023) and Selten and Klievink (2024), alongside expert insights, a framework is developed to outline the key elements required for effective GenAI adoption in public organisations:

Customised integration with existing system
Organisations need the capacity to integrate generative AI into their existing IT systems. This involves ensuring compatibility with legacy infrastructure, enabling collaboration between IT and AI teams, and maintaining continuous updates to adapt to evolving technology. generative AI is also very dependent on the quality and availability of the data within the system. A tailored integration process ensures GenAI can deliver value without disrupting existing workflows.

Shared vision and strategy
Furthermore, a clear strategy is essential, aligning AI initiatives with organisational goals, such as improving citizen services or streamlining processes. Building a shared vision involves engaging stakeholders across all levels and demonstrating practical use cases to highlight AI's tangible benefits, fostering trust and alignment.

Trust, understanding, and expertise by employees
The shared vision goes hand in hand with employee trust in the adoption of AI within their organisation and their workflows. Transparent communication about AI's functionality, combined with training and upskilling, can help staff see AI as a valuable tool rather than a threat. Change management strategies are essential to guide organisations toward a more data-driven culture. Creating this trust can be done through learning how it can add value in their jobs and experiencing it.

Ethical guidelines and risk governance
Ethical AI use is an important factor for public organisations, where fairness, transparency, and trust is reached. The creation of clear ethical frameworks, risk management processes and policies around this topic can help to address potential biases, data privacy issues, and governance responsibilities in order to maintain public trust and reputation.

Scalability and security
As a last step, AI systems must be scalable to adapt to new demands while maintaining robust security to protect sensitive data. Public organisations must prioritise compliance with legal standards, such as GDPR, and ensure systems are secure against breaches, safeguarding citizen data and organisational integrity.

2.5 The roles, challenges and needs of consultants in GenAI adoption

This subchapter explores the reasons why a public organisation involve external consultants and the role and contributions a consultants brings. Based on this, the value and responsibilities of Capgemini Microsoft consultants are supported by literature. Then, the subchapter presents insights from practice in the context of Capgemini. For this, the current roles and interactions with clients were analysed. More importantly, an overview is given based on interviews with Microsoft consultants on their current expertise with GenAI and their roles for supporting clients with GenAI adoption.

2.5.1 Theoretical background: The role of external consultants for public organisations

The involvement of external consultants to support strategic initiatives is becoming increasingly common in public sector organisations across the world (Penno et al., 2017) and have in Europe gained a particular significance in serving as an economic and societal expert (Steiner et al., 2017). According to Baker, consultants are often in literature defined as 'typically experienced professionals who can bring their knowledge and skills to bear on a wide range of challenges facing library and information services, and especially in relation to strategy development and implementation' (2024). For this project, understanding why external consultants are engaged and how they contribute to technology adoption is essential for positioning the role of Capgemini in facilitating potential change with the implementation of AI.

According to Pemer, Börjeson and Werr, two key theoretical paradigms explain the rationale for hiring consultants: the rational transaction cost paradigm and the critical paradigm (2014). The rational transaction cost paradigm highlights cost-efficiency, where outsourcing expertise is more practical than developing it internally, especially in the face of hiring freezes or budget constraints and capacity is needed. In contrast, the critical paradigm points out that leaders in the public sector may not always act rationally and could use consultants for other motives, such as reducing uncertainty (Saint-Martin, 2012). This can be relevant whereas the improvement of efficiency might be hard to assess (Meyer & Rowan, 1991), which is also the case for consultants advising whether GenAI can really improve the public service.

To reduce the uncertainty and make decision more rational, consultants can bring in the needed knowledge which might be unavailable in-house which is the most common reason to hire a consultant (Steiner et al., 2017; Bessant, 1995; Momami, 2013). Consultants provide this expertise, particularly in areas where public organisations may lack experience when transferring to a new technology (Steiner et al., 2017). In the case of a introducing a new technology, consultants can bring in knowledge of best practices from other experiences, learning how to best use it and support how to operate the technology (Bessant, 1995). As technological advancements outpace internal capabilities, consultants can provide expertise in AI governance, compliance, and best practices.

Next to providing knowledge, consultants are valued for their objectivity (Steiner et al., 2017) which can be critical in overcoming internal resistance to change. Consultants can help facilitate stakeholder alignment by providing neutral, evidence-based recommendations. They also provide strategic guidance on planning the alignment, implementation and growth of the technology (Bloomfield, 1995; Bessant, 1995). For GenAI adoption, consultants can create identify where and how GenAI could make impact on identified problems. This can lead to the creation of strategic frameworks (Bloomfield, 1995) for organisations and planning its adoption.

In conclusion, for Capgemini consultants supporting public organisations in the adoption of GenAI, this means that they require a combination of bringing technical expertise but also strategic advice. They need to bridge the possible knowledge gap about GenAI and bring in best practices of experience they might have with GenAI. With their expertise they can and should objectively evaluate whether GenAI could be a valuable technology for the organisation and create governance and implementation frameworks on how it could be safely integrated.

2.5.2 Overview of current types of Microsoft consultant roles and interaction stages

Understanding the roles of Microsoft Dynamics consultants within Capgemini provides important context for how they support public organisations in guiding the adoption of new technologies. This section shares the typical roles that consultants take and is based on an analysis of consultant responsibilities and conversations with Microsoft consultants at Capgemini. Each role carries distinct responsibilities; however, consultants often operate beyond the limits of their designated roles. Later, the typical way of working is also described.

Consultant roles

Capgemini's Microsoft Dynamics consultants work primarily within the roles of functional consultants, technical consultants, architects, and, in some cases, business analysts. While these roles have distinct responsibilities, consultants often take upon multiple roles within a project. Below the roles are explained:

Functional consultants focus on bridging the client's business needs with technology solutions. They are responsible for understanding public sector challenges and translating these into actionable requirements within Microsoft Dynamics. Key tasks include requirements gathering, process mapping, and system configuration, with a strong emphasis on aligning solutions with client goals. For this role communication skills are required and industry knowledge to navigate complexities while managing client relationships.

Technical consultants are tasked with the implementation and optimisation of technology. Their work centres around system integration, custom development, and performance optimisation, ensuring that Microsoft Dynamics configurations align with existing IT infrastructures and support scalable growth. This role demands good technical knowledge, for example in programming, database management, and system architecture, making this responsibility essential in realising the client's technical requirements and troubleshooting challenges that arise during implementation.

Operating at a higher level, *architects* focus on the overall system design and strategic decisions, ensuring that all components—software, hardware, cloud services—are aligned with the client's long-term objectives. Architects provide technical oversight, working closely with functional and technical consultants to ensure cohesive solutions that are scalable, secure, and capable of meeting future needs. Their role is less hands-on in day-to-day tasks and more about establishing a sustainable technical vision for the system.

While *business analysts* are typically sourced from another cluster, their domain knowledge in public sector processes adds significant value to projects involving generative AI adoption. Their focus is on refining client requirements and facilitating knowledge to clarify project needs, while occasionally performing functions traditionally held by functional consultants, including process design and system configuration.

Interaction stages

Capgemini Microsoft Dynamics consultants engage with public organisations across several phases, from initial assessment through to implementation and post-support. The following are core stages of interaction observed within public sector engagements:

1. Initial engagement: Building an understanding of the client's objectives and needs through workshops and stakeholder interviews.
2. Solution proposal: Aligning proposed solutions with the client's operational goals, often requiring functional consultants to build business cases while technical consultants address technical feasibility.
3. Design and customisation: Refining requirements and finalising system design to tailor solutions to client-specific needs, involving frequent collaboration between functional and technical consultants.
4. Implementation: Configuring and integrating the system with the client's existing infrastructure, often requiring technical consultants to provide extensive on-site support.
5. Testing and quality Assurance: Conducting performance and user acceptance testing to ensure the solution aligns with both technical and operational standards.
6. Post-Implementation support: Offering ongoing support to monitor performance and address emerging needs, enabling continuous improvement and adaptation as the client's needs evolve.

2.5.3 Capgemini consultants' expertise, challenges, and needs in supporting clients

The key stakeholder in this project are the Capgemini Microsoft consultants for whom a solution will be designed to better support clients in the public sector. Through understanding their current level of expertise on GenAI, the challenges they face in supporting clients, and their specific needs for further development a gap can be identified and a design opportunity. This section presents insights gathered from interviews with Microsoft Dynamics consultants at Capgemini, providing a detailed overview of their knowledge, struggles, and requirements in relation to generative AI.

Method

To assess the consultants' expertise and their role in GenAI adoption, semi-structured interviews were conducted with eight consultants, including a cluster lead, senior consultants with expertise in AI, and medior consultants. These individuals were selected to ensure a balanced representation of different levels of experience with AI within the Microsoft Dynamics cluster. The research aimed to: (1) evaluate consultants' current knowledge and experience with GenAI, (2) identify the challenges they face in supporting clients, (3) what they think their role is in supporting clients (4) and what they need to achieve this.

Findings

Consultants' current knowledge and use of generative AI

Limited use of GenAI in client projects

The interviewed consultants explained they do use GenAI themselves but most of them noted that this is not actively done in client projects because clients restrict its use. Several consultants noted that even when they see the potential benefits of GenAI, organisational policies prevent its implementation. 💬 *"I do not use GenAI in my projects with clients because it is not allowed."*

General understanding of GenAI functionalities

Most consultants have a broad understanding of what GenAI is and what solutions are available on the market. They are aware of its capabilities, particularly in automation and content generation, but applying this knowledge within a business advisory context remains a challenge. One consultant explained, 💬 *"Every consultant is aware of what GenAI can do, but it is relatively new to think beyond just its functionalities."*

Training opportunities exist but are underutilised because of time constraints

Although training opportunities on GenAI are available within Capgemini, participation remains inconsistent. Time constraints prevent many consultants from engaging in AI-related training, as one consultant mentioned.

Challenges consultants face when supporting clients

Advising on legal and ethical aspects

Most consultants pointed out that they or think that other consultants lack enough expertise on the ethical and legal implications of GenAI. They expressed uncertainty about how to advise clients on AI governance, compliance, and responsible use. One consultant admitted, 💬 *"I see that people do not have enough experience or knowledge on ethical considerations."* Another added, 💬 *"Consultants know the technical side but not so much the legal and ethical side and how to advise on that."*

Creating trust in AI for risk averse clients

A consultant said that 💬 *"There is not enough trust by the organisation because they are scared of the uncertainties with data privacy"* and 💬 *"The lead does not want to take any risks*". This conversation and other conversations shared that it is hard to create trust in the technology because the client often immediately thinks of the risks.

Convincing a business case

A challenge lies in being able to convince the client in wanting to start using GenAI. A consultant shared that even when a use case can be identified for the client, they are still hesitant and the conversation quickly stops about GenAI.

Advising whether it is a strategic choice

It was found that consultants have general knowledge in implementing AI technically, but many struggle with advising on whether GenAI is the right strategic step for clients. This gap exists between understanding the technology and aligning it with public sector needs. One consultant pointed out, 💬 *"Consultants should think more beyond the technical applications; they need to be able to advise more on strategic implementation."* The ability to frame AI adoption within a broader organisational strategy remains a skill that requires further development.

What consultants think they should do in supporting clients

Demonstrating the value of GenAI
Many consultants mentioned that their main responsibility is to help clients understand what GenAI can do and where it can be applied effectively. 💬 ***"We need to train the client on how GenAI works and what it can achieve."*** Next to providing understanding also showing the value through proving it can improve their system: 💬 ***"We need to prove that the use of GenAI can really improve the quality of service delivery, not just efficiency."***

Guiding clients through organisational change
A consultant with much experience of GenAI and clients pointed out that the responsiblity of the consultant changes to advising also on change management. This involves showing how AI can complement rather than replace human workers. 💬 ***"The use of GenAI changes the role of service agents. We need to show how it can make their job stronger.***"

Providing strategic advice on AI Adoption
Senior consultants emphasised the importance of helping clients think strategically about GenAI, rather than focusing solely on technical implementation. They think their role includes assessing how AI aligns with the organisation's objectives and advising on whether it is a good fit.

Addressing ethical and data risks
Consultants recognised their role in advising on best practices for mitigating risks and ensuring compliance with regulations. One consultant pointed out, 💬 ***"We don't have to be legal experts, but we need to be aware and able to give some advice."***

Inspiring Clients through practical use of GenAI
Demonstrating AI in action is an effective way to inspire clients. Some consultants suggested using GenAI tools during client interactions to showcase their capabilities. One consultant shared, 💬 ***"By using GenAI when collaborating with clients, such as during meetings, we can inspire them."***

Building trust in AI Adoption
Trust is a key factor in AI implementation, and consultants play an essential role in establishing it. They need to demonstrate their confidence in AI technologies, as one consultant noted, 💬 ***"Consultants need to be trusted advisors by showing how it works and trusting it themselves." Without trust in the system, clients will remain hesitant to move forward with AI initiatives.***

What consultants think they need to move forward

More training on GenAI possibilities and translating this to clients
Almost all consultants recognised the need for deeper knowledge about what GenAI can and cannot do. They believe that structured training and knowledge-sharing initiatives would help them provide more informed advice. Also learning how they can communicate this in client projects.

Understanding ethical, legal, and data privacy considerations
To better support clients, consultants need to strengthen their knowledge of AI ethics, data privacy, and regulatory concerns. One consultant pointed out, 💬 ***"We need to learn more about Capgemini's ethical principles and guidelines on GenAI."***

Knowledge sharing on best practices and collaboration
Consultants believe that increased collaboration across Capgemini would improve their ability to guide AI adoption. They suggested more cross-team discussions and sharing of successful GenAI use cases on what possibilities there are but also on how to introduce it in projects.

Experimentation with the technology
To have more opportunity to build confidence and expertise, consultants see the need for hands-on experimentation with GenAI. One consultant noted, 💬 *"If we use GenAI more ourselves, we can better understand it and share that knowledge with clients."*

Conclusion
The findings reveal that while Capgemini consultants possess a general understanding of GenAI, their ability to guide public sector clients effectively remains limited by several key factors. Clients' hesitations, particularly around trust, legal and ethical concerns, and uncertainty about GenAI's strategic value, require consultants to take on a role that extends beyond technical implementation. The findings highlight that consultants not only need deeper knowledge about AI governance and compliance but also require stronger capabilities in communicating the potential and limitations of GenAI in a way that fits with public organisations. They need a way in which they can better position themselves as a trusted advisor to be able to lead valuable conversations about the potential of GenAI adoption.

2.6 Conclusion research

The research phase explored the potential and challenges of GenAI adoption in public sector service delivery and the role of Capgemini Microsoft consultants in guiding this transition. Through literature research and interviews, insights were gathered on the barriers to GenAI adoption, the consultants' expertise, and their challenges in supporting clients. These findings provide a foundation for defining a relevant design opportunity in the next phase that can enhance consultants with supporting clients more effectively in adopting GenAI.

The context described that public organisations are increasingly pressured to enhance the efficiency and quality of their digital citizen services. GenAI solutions like Microsoft Dynamics 365 Copilot, offer the potential to automate repetitive tasks, support decision making, and personalise interactions to improve the efficiency for service agents and the quality of service to the citizens. However, the public sector's adoption of AI is not solely about automation—it must also ensure reliability, fairness, and compliance with regulatory frameworks. Trust and transparency are essential for ensuring AI solutions align with public sector objectives.

When researching the adoptions barriers of new technologies like GenAI for public organisations, it was found that they face challenges with bureaucratic structures, risk aversion due to high public accountability, outdated IT systems, lack of digital expertise, and strict regulatory constraints. Decision-making is slow, data infrastructure is often outdated, and compliance concerns limit AI experimentation.

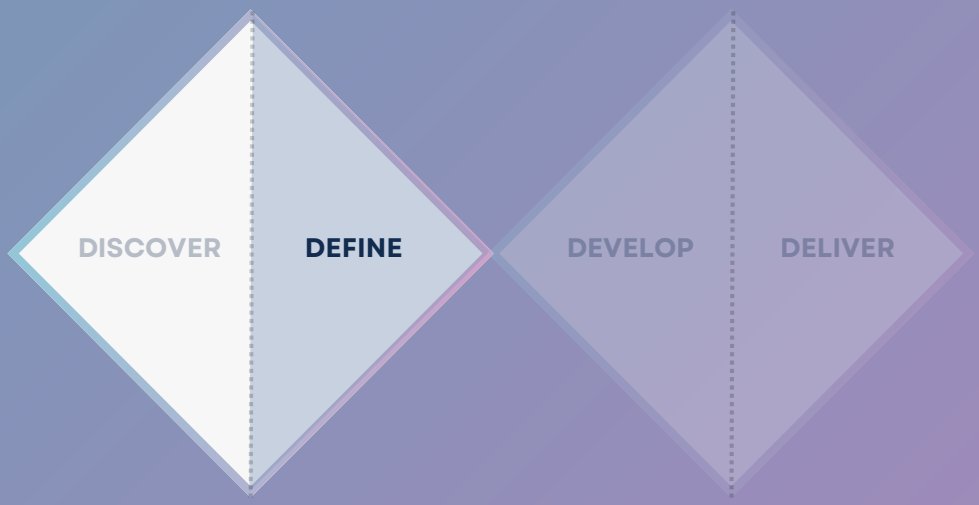
Looking at the specific challenges of Capgemini clients in the public sector, these organisations are hesitant about adopting GenAI due to concerns over trust, organisational resistance, and regulatory struggles. While some clients recognise the potential benefits, they struggle to see a clear adoption path. A major issue is the uncertainty surrounding GenAI's reliability and impact, making organisations hesitant to integrate it into their organisation. Additionally, public organisations find it challenging to define concrete use cases that demonstrate clear value. Without practical applications, GenAI remains an abstract concept rather than a viable solution for improving public services. Clients require structured guidance and support to understand how GenAI can be safely integrated into existing systems and what impact it has on their employees. While also ensuring compliance with data privacy and security regulations. They need guidance on creating a strategy which fits their organisation, people and their technical system.

From interviews it was found that Capgemini consultants face difficulties in guiding clients through GenAI adoption, particularly when clients perceive the technology as too complex or risky. One of their main challenges is establishing trust in GenAI's capabilities while addressing concerns related to data privacy, security, and ethical risks. It can be concluded that they need to have better support to be able to discuss these issues while also showing GenAI's value without scaring the client. Currently, there is not much support provided to the consultant on how they can do this. Many consultants feel they need more resources to guide clients at the beginning of the implementation process and experiment more with GenAI. There is also a need for sharing clear business cases and technical validation to support clients in making informed decisions about GenAI integration.

This research phase identifies the following gap: consultants have the responsibility to support clients from a technical, strategic and ethical perspective which can lead to successful GenAI adoption. However, they currently lack the knowledge, expertise and tools to do so effectively. While they are not responsible for transforming entire organisations, they can play a crucial role in introducing AI's potential and addressing the risks. This can lead to meaningful possibilities of GenAI to improve the public digital service.

The next phase of this project will discover a specific design focus for this identified problem.

CH 03.
DESIGN DIRECTION



3.1 Introduction define phase

The Define phase translates the insights from the research phase into a specific design direction, ensuring that the final solution aligns with the identified challenges and needs of both consultants and public sector clients.

This phase begins with the development of a future vision, outlining how GenAI could be integrated into public service delivery. Based on this vision, key roles for consultants were explored to understand how they can best support public organisations in navigating GenAI adoption.

To provide structure for this transition, a strategic roadmap was created, mapping out the different phases of GenAI adoption and the consultant's role in guiding clients through these stages. This roadmap served as a foundation for identifying a design opportunity, defining where a specific intervention could provide the most value.

By synthesising these elements, the Define phase informs the next steps in the design process. A design brief was developed to outline the problem statement, goals, and design requirements, ensuring that the final solution is aligned with the project's objectives.

3.2 Creating a strategic direction

To define the design direction, a future vision was developed to guide the design process towards a strategic and long term outcome for the consultant, their client and the customers of the client (citizens). Building on this future vision, new roles for the consultant were identified. As a next step, a strategic roadmap was created showing the phases towards the future vision and touching upon the responsibilities of the consultant. The future vision, new roles and strategic roadmap are shared in this subchapter.

3.2.1 Creating the future vision

The method of future visioning is based on the Design Roadmapping method (Simonse, 2024). A future vision is not merely a statement of goals or objectives; it is a vivid and creative depiction of a desired future state. Unlike traditional corporate mission or vision statements, which often focus on organisational purpose and positioning, a future vision in roadmapping is specifically geared toward innovation and value creation. Below shows the steps that led to the future vision for this project:

1. **Synthesising research findings**
Research revealed both the potential of generative AI (GenAI) in the public sector and the challenges associated with its adoption, including trust issues, data privacy concerns, and organisational resistance. These insights formed the basis for envisioning a future where these barriers are overcome, and the technology is integrated responsibly and effectively.

2. **Identifying value drivers**
Value wishes were extracted from the needs and aspirations of public sector organisations and citizens, their customers. These included the desire for more efficient and personalised citizen services.

3. **Creating a strategic reference point**
The future vision was framed as a response to the identified challenges and opportunities. It was articulated as followed: *In the future, generative AI is integrated into digital citizen services, enhancing both the efficiency and personalisation of citizen interactions. AI-driven systems offer quick, accurate, and tailored solutions that meet individual needs while maintaining high standards of transparency, responsibility, and ethics.*

4. Connecting the vision to the consultant's role
This future vision can be achieved in collaboration with consultants as identified in the research and as part of the scope of this project. This leads to a new vision for the consultants: *Capgemini Microsoft consultants become trusted advisors, helping public organisations implement GenAI solution that are valuable, trusted and ethical to improve service delivery, efficiency, and citizen engagement*

This leads together to a future vision as guidance for my project:

Future vision

In the future, generative AI is integrated into digital citizen services, enhancing both the efficiency and personalisation of citizen interactions. AI-driven systems offer quick, accurate, and tailored solutions that meet individual needs, while maintaining high standards of service quality. These systems are trusted by public sector employees, operating transparently, responsibly, and ethically. This transformation is achieved through close collaboration between public organisations and trusted consultants, who guide the process, ensuring that AI solutions are integrated in an effective and valuable way to meet the evolving needs of society.

Figure 3.1: Future vision visualisation (OpenAI, 2024)

3.2.2 Roles of the consultant in the future vision

In the future vision the consultants are identified as trusted advisors who can guide a public organisation, their client, in adopting generative AI in an effective and valuable way. Being able to act as a trusted advisor and guide the public organisation in this complex adoption of GenAI, leads to (new) roles for the consultant which can be identified. These roles emerge from insights in the research phase where the role of consultants was researched and are tied to the challenges, barriers, and needs in GenAI adoption. Each role connects to a specific aspect of the Successful GenAI Adoption Framework, ensuring that consultants would address client concerns and guide effectively. The roles are described below:

1. Inspirer

The Inspirer role focuses on generating excitement and curiosity in clients about the transformative possibilities of GenAI. Research identified limited awareness and technical expertise among clients, coupled with a lack of trust in the potential of GenAI. This role fosters openness to experimentation and change, helping clients envision how GenAI can enhance service delivery and operational efficiency.

2. Strategic Partner:

As strategic partner, consultants work collaboratively with clients to create fitting strategies for GenAI adoption. This involves identifying the value GenAI can bring to the organisation, aligning its use with organisational goals, and developing actionable roadmaps. This role directly contributes to the *shared vision and strategy on added value and use*, ensuring that GenAI adoption is not only feasible but also aligned with societal and organisational objectives.

3. Technical Advisor

When adopting GenAI, consultants provide deep technical expertise on integrating and customising GenAI systems to fit the operational needs of public organisations. This includes addressing security, scalability, and compatibility concerns, ensuring minimal disruption during implementation. Consultants serve as a bridge between technical solutions and the client's specific operational context, particularly within the Microsoft ecosystem. This role is probably most fitting of the current responsibility Microsoft consultants already have.

4. Change manager

The change manager role addresses the human and cultural aspects of AI adoption, guiding organisations through necessary shifts in workflows, training staff, and managing resistance to change. This involves facilitating stakeholder engagement, designing training programmes, and ensuring that employees are equipped to integrate AI into their daily operations. Although it is found that change management is crucial, it might be partly out of scope of the Microsoft consultant.

5. Risk & Ethics Governance

Consultants in this role focus on identifying potential risks, such as biases in AI algorithms or data security vulnerabilities, and creating frameworks to mitigate them. They ensure that GenAI solutions adhere to ethical standards, regulatory compliance (e.g., GDPR), and public sector values like transparency and fairness.
Consultants often lacked familiarity with ethical guidelines. Legal and ethical advisors do also exist but it is necessary Microsoft consultants have some knowledge themselves.

Figure 3.2: Roles of trusted advisor

3.2.3 Strategic roadmap

The strategic roadmap was developed as a structured framework to guide the collaboration between Capgemini consultants and public organisations in adopting generative AI (GenAI). This roadmap provides a clear, phased approach to achieving the future vision, ensuring that the adoption process is gradual, strategic, and aligned with organisational goals and societal values.

The roadmap consists of three horizons, each representing a key stage in the GenAI adoption journey. Each horizon has a defined goal, a set of values that guide the process, key activities to be undertaken, and the specific roles consultants will play in facilitating this journey. By mapping out the entire process, the roadmap helps consultants and their clients understand not only the long-term vision but also the immediate steps required to move toward it.

The development of the roadmap was inspired by the Design Roadmapping method, which emphasises the importance of translating a future vision into actionable steps. The roadmap serves as a bridge between the aspirational vision and the current state of public sector organisations, providing consultants with a structured yet flexible framework to support clients through the complexities of GenAI adoption.

It is based on the insights of the research combining the steps of the successful GenAI adoption framework and the roles of the consultants in guiding these factors.

The roadmap not only provides a long-term vision but also serves as a guiding framework for consultants and clients, clarifying their collaboration throughout the GenAI adoption journey. By detailing the values, activities, and consultant roles within each horizon, it ensures a shared understanding of priorities and a structured approach to address challenges.

Additionally, the roadmap plays a critical role in identifying the design opportunity which will be explained in the next section.

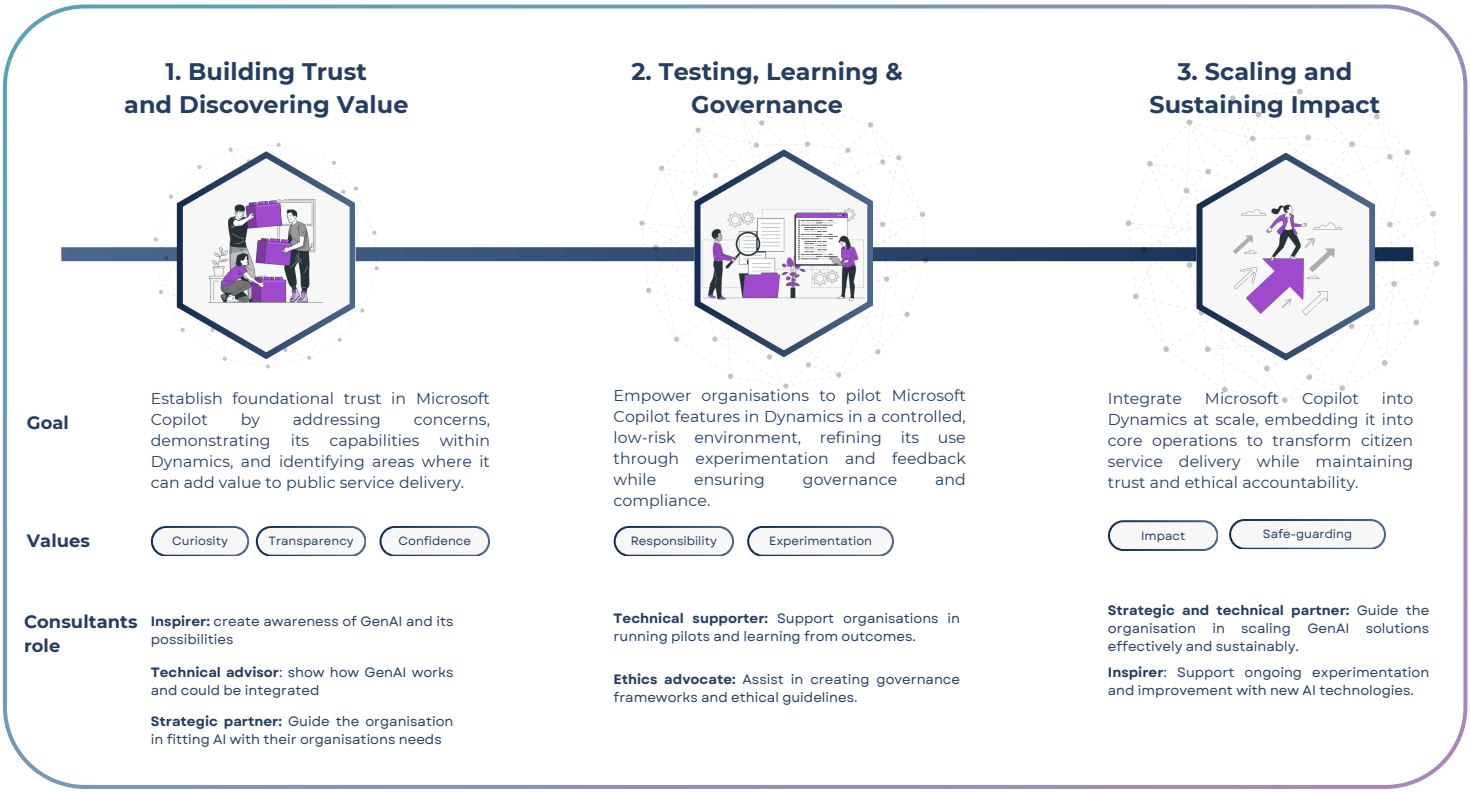


Figure 3.4: Strategic Adoption Roadmap

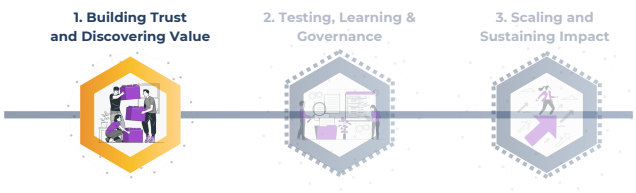
3.3 Identifying design opportunity

This section identifies a clear design opportunity by synthesising the research findings, the future vision, and the strategic roadmap. The goal is to bridge the gap between the current challenges faced by consultants and public organisations in the adoption of generative AI. By pinpointing a targeted area for design intervention, this section sets the foundation for a solution that aligns with the envisioned roles of consultants and addresses the initial barriers to trustful AI adoption.

3.3.1 Identifying gap in research

Research highlighted significant challenges for both public organisations and consultants in adopting generative AI. Public organisations struggle with trust, complexity, and implementation barriers, while consultants face difficulties in providing tailored, trust-building guidance due to a lack of structured frameworks. Public sector organisations hesitate to embrace AI due to concerns about data privacy, compliance, and ethical implications, alongside the perceived risks of adopting unfamiliar technologies. Consultants, meanwhile, are expected to guide these organisations through this complex process without adequate tools to address their concerns effectively.

The strategic roadmap, developed as part of the design direction, underscores this gap. Its first horizon—Building Trust and Discovering Value—emphasises the foundational role of trust and clarity in the initial stages of GenAI adoption. Current tools available at Capgemini focus primarily on technical implementation or supporting organisations that have already decided to adopt GenAI. These tools lack resources for the exploratory phase, where trust-building, co-creation, and low-risk experimentation are crucial. This gap is particularly pronounced because building trust and exploring AI's potential is essential for ensuring that clients feel confident enough to move to subsequent phases of adoption. The absence of tailored support in this early phase limits consultants' ability to serve as trusted advisors and hinders public organisations' willingness to engage with AI solutions.



3.3.2 Design opportunity

The design opportunity lies in addressing the gap within the first horizon of the strategic roadmap. The focus is on creating a solution that empowers consultants to build trust and discover value. This opportunity directly aligns with the identified needs of both consultants and clients: Public organisations need clarity, confidence, and trust to adopt generative AI responsibly. And consultants need tools, frameworks, and strategies to act as a trusted advisor and confidently address these needs and guide organisations through a structured adoption process. The design opportunity is rooted in developing a solution that supports consultants in fulfilling their expanded roles during the trust-building and discovery phase. This solution must go beyond technical implementation to address trust, clarity, and collaboration at the earliest stages of GenAI adoption.

The following needs for a solution are identified:

1. Focus on trust-building and exploration: An opportunity lies in creating trust and enabling early-stage exploration of GenAI for the client. This includes understanding what the technology can do, creating confidence in it and addressing their concerns.
2. Guidance for consultants: Consultants need a structured resource to confidently navigate the trust-building phase with clients.
3. Dynamic and collaborative engagement: A solution is needed to support meaningful interactions between consultants and clients, encouraging co-creation and joint exploration of opportunities.
4. Adaptability to client contexts: The public sector is diverse, with organisations at varying levels of readiness for AI adoption. A flexible solutions is needed, allowing consultants to adapt their approach based on the client's knowledge, concerns, and organisational goals.
5. Filling the exploratory gap: Current tools at Capgemini address the later stages of GenAI adoption, such as technical implementation or scaling efforts. The design opportunity focuses on the pre-adoption phase, where public organisations assess whether GenAI aligns with their goals and values. This phase requires tools that support low-risk experimentation and foundational trust-building.

The design opportunity is translated into a design brief which is presented in the next subchapter.

3.4 Design brief

Problem statement

Public organisations in the Netherlands face significant challenges in adopting generative AI (GenAI) for digital citizen services. These challenges come from a lack of trust in the technology, concerns over data privacy and compliance, organisational resistance, and limited knowledge of how to implement AI responsibly and effectively. Capgemini consultants, as trusted advisors, need a structured approach to support these organisations in understanding GenAI's potential, addressing their concerns, and guiding them through the early stages of adoption.

Design goal

To design a solution which a consultant can use to create a level of trust where public organisations feel confident in viewing generative AI as valuable to enhance their service delivery. This includes a clear understanding of its potential value and an awareness of how risks, such as ensuring data privacy, can be effectively mitigated.
Rather than allowing fear or mistrust to hinder progress, the focus should shift towards experimentation through demonstrating tangible benefits and identifying low-risk opportunities where GenAI can make a meaningful impact.
The design will equip the consultant with support to guide the client in the initial stage of generative AI adoption and facilitate exploratory conversations

"To create an interaction that fosters trust and empowers public organisations to adopt generative AI responsibly, while enabling consultants to act as confident and trusted advisors."

Collaborative | Interactive | Experimental | Customisable

Design requirements

1.Information about GenAI

1.1 The solution must include an overview of the potential benefits and opportunities of generative AI for public service delivery, with specific emphasis on its impact on improving service quality and efficiency.
1.2 It should highlight tangible low-risk use cases that align with the goals and values of public organisations.
1.3 The solution must address the key risks (e.g., data privacy, compliance, ethical concerns) and demonstrate that practical mitigation strategies exist.

2. Trust-building

2.1 The solution must create an open environment for dialogue, encouraging transparency and exploration.
2.2 Include mechanisms to counter misinformation or myths about generative AI.
2.3 Encourage a mindset of curiosity and experimentation rather than fear or resistance.

3. Interaction

3.1 The solution should be interactive and engaging
3.2 The solution must empower collaboration between consultants and public organisations through shared tasks and co-creation activities.
3.3 Include elements of gamification to make learning and experimentation enjoyable and memorable.

4. Usability

4.1 The solution must integrate into consultants' workflows and align with their facilitation styles. (hybrid/digital/physical)
4.2 Should be able to be customised by consultants based on the client's maturity level with AI.
4.3 Be able to use by consultants without extensive prior training.
4.4 Modular based on relevance and available time

5. Outcome

5.1 The solution should provide actionable takeaways for the client, such as low risk opportunities
5.2 Capture feedback from solution to improve and refine over time.

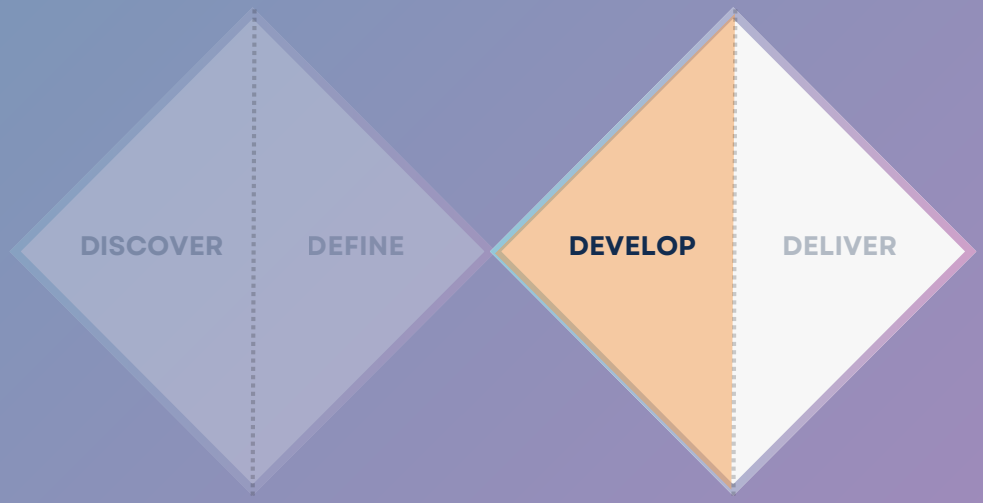
Metaphor (ViP method)

Like a guide who leads inexperienced wanderes through a simulated **treasure expedition** of a an unfamiliar terrain.
The group explores challenges, opportunities, and experiments, using a map and tools to navigate. While the terrain is new, the safety of the environment transforms any fear into curiosity, and they find treasures along the way.

Qualities: experimental, curisoity-driven, safe, guided, rewarding

Metaphor visualisation generated with OpenAI

CH 04.
IDEATION



4.1 Ideation approach

The ideation phase aimed to generate a wide range of ideas that align with the design brief and address the challenges of introducing generative AI to public organisations.

To achieve this, an iterative approach was employed. The ideation process began with individual brainstorming to explore initial ideas and directions. Following this, two inspiration sessions were conducted with peer students, designed to gain fresh perspectives and expand the creative scope. Concepts generated from these sessions were then synthesised and developed further, considering both the insights from the Define phase and the overarching goals of the project.

The early-stage concepts were shared with three consultants for evaluation. These interviews provided practical feedback on feasibility, relevance, and usability, helping to refine the ideas and focus on viable solutions. A second iteration was then conducted to build on the feedback and revisit the most promising concepts. Ultimately, the final concept was chosen based on its alignment with the design brief, its feasibility in real-world consulting contexts, and its desirability for both consultants and public sector clients.

This approach was chosen to balance creativity with practicality. The combination of individual brainstorming and group inspiration sessions ensured a mix of collaborative ideation, which research shows can lead to more innovative outcomes. Brainstorming with peer students provided a fresh perspective, while engaging with consultants added real-world practicality. This iterative process allowed for the constant refinement of ideas, ensuring the final concept was not only creative and engaging but also actionable and relevant in addressing the needs of public sector clients exploring GenAI.

4.2 Idea generation

The ideation phase involved both individual brainstorming and co-creation sessions with design peers, each contributing different perspectives on how to create an effective interaction for consultants with clients to empower trust for GenAI adoption. The focus of this phase was guided by two main questions extracted from the design brief. First, how could trust in AI be created and fear reduced among public sector clients who are hesitant or sceptical? Second, how could the process of exploring and learning about GenAI be made engaging and interactive?

4.2.1 Individual brainstorming

The first step in the ideation phase was an individual brainstorming session, allowing space for first initial ideas of potential directions before getting influenced by group discussions. The brainstorming was structured around two central questions: how to create an engaging experience that reduces fear and builds trust in GenAI, and what types of content and formats could effectively communicate AI's value to public organisations.

Several ideas emerged, each addressing different engagements for trust building. One of the central concepts involved *GenAI Use Case Cards*, a way to identify potential GenAI applications while assessing its value and risks. These cards would showcase scenarios where Copilot could be applied, guiding discussions between consultants and clients on opportunities. Another idea, *Trust Mapping*, introduced a way to assess GenAI adoption by weighing risks against benefits, helping public sector organisations prioritise actions that could create confidence in the technology.

To counter misconceptions and misinformation, the *GenAI Myths vs Facts* activity was proposed as an interactive game designed to clarify common misunderstandings, presenting factual insights about AI capabilities and limitations. Another direction explored was *Roleplay Scenarios*, in which consultants and clients would simulate AI's role in service environments, particularly focusing on how Microsoft Copilot could support service agents in their daily work.

For organisations seeking a structured approach to experimentation, the *Experiment Design Canvas* was envisioned as a tool for co-creating ideas for safe, small scale AI trials. By framing AI implementation as a step by step process, teams could test GenAI applications in controlled settings before making commitments on a larger scale. A complementary idea, *AI Journey Mapping*, focused on visually illustrating and co-creating potential GenAI adoption pathways, helping organisations plan their transition with a clear roadmap.

Beyond ideas more focused on content, possible and realistic formats were come up with. These ranged from interactive prototypes and web platforms to immersive workshops and storytelling videos. The potential of serious games was also used as inspiration, as research from TU Delft and companies like Raccoon Games and 8D Games highlighted how game-based learning could enhance engagement and understanding. This insight led to further exploration of gamification and roleplay elements, reinforcing the idea that GenAI adoption should be an interactive experience rather than a static learning process.

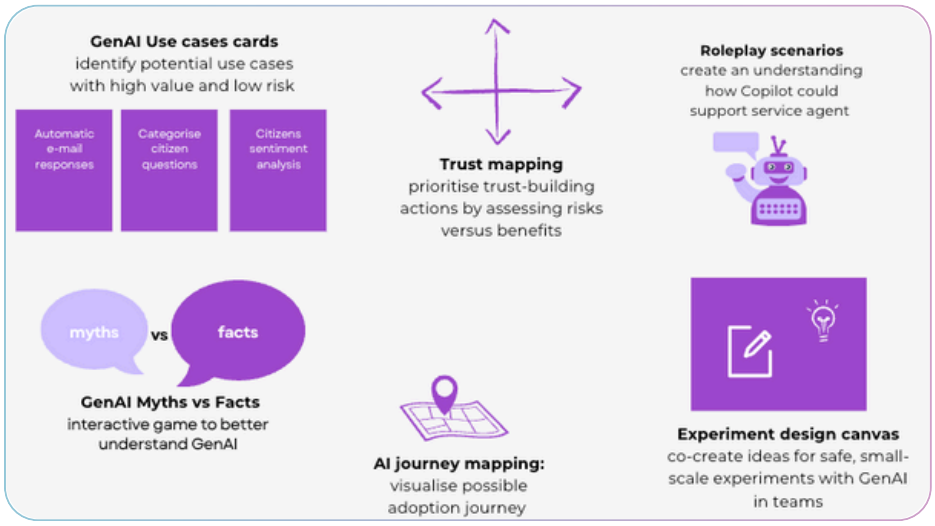


Figure 4.1: Overview of some created ideas during individual brainstorming

Figure 4.2: Co-creation sessions

4.2.2 Co-creation sessions

Building upon the initial brainstorming, two co-creation sessions were conducted with peer students from Industrial Design Engineering (master students from Strategic Product Design, Design for Interaction and Integrated Product Design) to expand the range of ideas. These participants were chosen as they have knowledge about generative AI and quickly coming up with creaqtive ideas which are human centered and interactive. These sessions provided fresh perspectives on trust-building and interactivity.

Workshop structure

Each workshop began with an introduction to the context and design goal. To warm up participants in the context problem space and give the room to think individually, the paricipants started with a small exercise on writing and then discussing what trust in generative AI meant to them. This exercise set the foundation for deeper discussions by shifting the focus from GenAI capabilities to human expectations and experiences. Following this, the session moved into the brainstorming phase where they collaboratively brainstormed on coming up with ideas for two How To questions: How can we create trust in GenAI and How to make learning and experimenting fun, engaging and interactive? Ideas were rapidly generated, refined, and shared among groups, leading to interesting discussions and a wide collection of ideas that were later clustered into common themes and concepts.

Key results and insights

While participants were not end-users themselves, their design backgrounds helped uncover creative approaches to making trust building in GenAI more engaging, transparent, and user-centred. The discussions revolved around four central themes: keeping human control, focusing on the human experience, ensuring transparency, and creating engaging and experiential learning opportunities:

Keeping human control

A strong consensus emerged that trust in GenAI is tied to maintaining human control. Participants felt that people should have oversight over GenAI's decisions, ensuring it functions as an assistive tool rather than an independent decision-maker. This perspective shaped ideas that reinforced human agency, such as a GenAI contribution rating system which would show how other employees or past interactions with citizens contributed to the creation of this answer.

Ensuring transparency

Closely linked, using transparency and explaining the process behind it was identified as a solution to build trust. There was strong agreement that AI should not operate as a black box—clients need to understand how GenAI generates answers, what data sources it relies on, and whether its outputs can be verified. This led to ideas like AI Process Visualisation, a feature where AI-generated responses would be broken down into their components, showing the underlying data, decision-making steps, and reliability indicators. Another ideas was where AI itself would walk users through how it arrived at a response, providing transparency through direct engagement.

Focusing on human experience

Rather than focusing solely on GenAI's technical capabilities, participants emphasised the importance of placing GenAI within real-world contexts and ensuring it integrates into human workflows. This led to ideas like Scenario-Based Roleplay, where participants could switch perspectives—playing as both service agents

using AI and as customers interacting with AI-generated responses—to better understand AI's role in practice. In line with this, was the idea of flipping a traditional do model, suggesting that service agents could act as GenAI ambassadors, testing AI in their workflows and advocating for its benefits to leaders if they found it valuable.
The use of realistic scenarios was also reflected in StagiAIr, a metaphor focused concept where the GenAI Copilot is introduced as an intern that requires structured onboarding, training, and guidance before being fully trusted. By treating AI as a learner instead of an autonomous expert, this approach framed GenAI adoption as a step by step process to help clients feel a sense of progression and ownership.

Creating engaging and experiential learning
Another insight from the sessions was that trust cannot be built through passive instruction—it requires direct experience and active engagement. This led to the development of "Who is AI?", a roleplay game where participants must determine whether a response was generated by AI or a human. Inspired by games like "Wie is de Mol," this activity was designed to challenge assumptions about AI's reasoning and highlight both its strengths and weaknesses in a playful yet thought-provoking way. Another idea was AI vs. Human Challenges, where service agents would compete with AI in problem-solving tasks to better understand its potential and limitations in a controlled environment. Also the idea of Interactive Demo Days was proposed, where employees could engage with AI in realistic scenarios without pressure, allowing them to gradually develop familiarity and confidence.

4.2.3 Conclusion idea generation
The idea generation phase explored a wide range of creative ideas to support consultants in building trust with public sector clients and making GenAI exploration engaging. Through individual brainstorming and co-creation sessions, ideas were found that focused on human control, transparency, real-world relevance, and interactive learning. A complete overview of the generated ideas can be found in Appendix C. The initial brainstorming phase introduced structured tools for assessing GenAI use cases, balancing risks and benefits, simulating GenAI-assisted workflows and planning for GenAI adoption. It also explored interactive formats such as storytelling, gamification, and serious games to make AI adoption more engaging. The co-creation sessions emphasised explainability and the importance of positioning AI as a human collaborative tool instead of an autonomous system and ensuring users experience AI's impact by themselves. From the diverse set of ideas, the most promising ideas were selected and further developed into structured concepts, which are presented in the next chapter.

4.3 Initial first concepts

From the generated ideas in the individual and co-creation brainstorming sessions, five initial concept directions were formulated. The concepts were potential interactions that the consultant could facilitate with the client to build trust in GenAI and explore its potential in an engaging and experiential way. The concepts are shared below with a visualisation generated with OpenAI. More sketches can be found in Appendix C.

Concept 1: Digital GenAI Experience Environment

This concept envisions a virtual platform where clients can safely interact with generative AI in a simulated environment before making any commitments. The experience would be designed to demonstrate Copilot's potential for service assistants in a way that is practical without any risks, allowing public sector organisations to test the GenAI application without direct concerns over security in their own environment. Within this environment, clients can simulate real-world scenarios, to test Copilot's ability to assistance. For example, in the simulation, an imaginable citizen would ask for guidance on how to apply for a benefit and the client user could try out how to guide this with Copilot. Next to this, the system would provide explainability features, allowing users to see how the AI generated responses and what underlying processes influenced decision-making. In this way the client gets a better understanding of what Copilot can do (learning) and how it works (transparency).

Concept 2: Interactive Demo Day

This concept was designed as a collaborative event where consultants would organise a live demonstration day showcasing GenAI's capabilities in a structured but engaging manner. Instead of discussing GenAI in abstract terms, the Demo Day would bring Copilot to life through presentations, hands on testing opportunities, and facilitated discussions around real world applications. Consultants would prepare live demonstrations of Microsoft Copilot within Dynamics 365, showing how it can enhance service delivery. Throughout the event, clients would be invited to interact with Copilot directly, testing its functionalities and discussing its potential value for their organisation. By making GenAI tangible and interactive, the Demo Day concept aimed to create curiosity and engagement.

Concept 3: Use Case Expedition Game with AImy

This concept introduced a gamified workshop where GenAI adoption was framed as an exploration mission guided by AImy, a virtual AI assistant. The workshop aimed to engage clients in an active discovery process, using a game-like structure to make discussions about GenAI more fun, accessible and interactive. Participants would embark on an expedition across a virtual map, encountering different citizen service challenges that required AI-based solutions. With the help of AImy, they would explore various use cases, identifying where GenAI could provide value and where it might introduce risks. In this way, they would get hands on experience with an AI assistant like Copilot but without directly applying it in their own environment.

Concept 4: StagiAIr Roleplay Workshop

This concept took a human-centred, narrative approach to AI exploration by introducing generative AI as a virtual intern (“StagiAIr”) applying to work at the organisation. The idea was to make AI adoption more relatable and tangible by framing it as a new team member whose role and responsibilities had to be clearly defined. Participants would engage in a role-playing exercise, conducting an job interview with the intern, where they could ask it questions, define its capabilities, and negotiate an “employment contract” specifying what the AI should and should not do within the organisation. By shifting the discussion from abstract AI capabilities to a realistic workplace scenario, this workshop would encourage collaborative governance of AI, allowing organisations to set boundaries and expectations in an intuitive way. Clients would actively define AI’s role rather than passively accepting AI solutions, increasing their sense of ownership and control over GenAI adoption. This approach would enable clients to engage with GenAI in a structured dialogue rather than a purely technical discussion.

Concept 5: Use Case Discussion Cards

This concept provided a simple yet effective discussion tool in the form of scenario based cards designed to prompt structured conversations about GenAI adoption. Next to the cards with different typical public service delivery use cases there would be cards about GenAI support actions, value cards, risk cards and risk mitigation strategy cards. Within a session, the participants would draw a use case card, choose what type of GenAI action could solve the use case and discuss what the value, risk and risk mitigation could be of that created scenario. The goal would be to equip consultants with a flexible, interactive method that replaces traditional presentations with open-ended discussions, enabling clients to voice concerns, brainstorm ideas, and assess GenAI applications collaboratively.

4.4 Evaluation first concepts

Following the ideation phase, the five initial concepts were evaluated to determine their effectiveness, feasibility, and alignment with the design goal. This evaluation was crucial in identifying which aspects of the concepts successfully supported consultant-client interactions on GenAI and where improvements were needed. The evaluation was conducted through two approaches:

1. **Discussions with consultants, where feedback was gathered on the practical application of the concepts in real consulting scenarios.**
2. **A self-evaluation, where the concepts were critically assessed against the design goal and design requirements.**

4.4.1 Evaluating concepts with consultants

After developing five initial concept directions, an evaluation was conducted with three experienced Microsoft consultants. The goal of this evaluation was to assess the relevance, feasibility, and potential impact of each concept within real client engagements. By gathering direct feedback from the consultants, the aim was to refine the direction of the design and ensure that the final solution would effectively bridge the challenges identified in the research phase.

Approach to the evaluation

The evaluation was structured as a semi-structured discussion, ensuring that consultants could provide targeted feedback while also sharing open reflections on the concepts. The primary goal was to determine whether the concepts would support in building trust in generative AI. Each evaluation session focused on the following key areas:

1. How effective is the interaction method for guiding clients through the exploration of generative AI?
2. How well does the concept support in building trust in GenAI for the client?
3. How well does the concept fit in current consultant practices?
4. Which concepts were seen as most effective for consultants, and why? What elements of each concept stood out as particularly strong or needing improvement?

The consultants were asked to reflect on their own experiences in advising public sector clients and provide insights into what approaches would resonate best in practice.

Concept evaluation results

Each concept was evaluated for its practicality, ability to engage clients, and potential for building trust in GenAI. Below shows a summary of the evaluation of each concept.

Concept 1: Digital GenAI Experience Environment

The concept was viewed positively by consultants for its potential to provide clients with a clearer understanding of how GenAI works and increase trust through transparency. They recognised that allowing clients to experiment with AI in a controlled environment could help demystify the technology and reduce hesitation. Additionally, the concept was seen as practically useful, as it could give clients hands on experience with GenAI's capabilities without immediate implementation risks. However, the main concern was that the concept lacked engagement between the consultant and the client. While transparency is important, consultants emphasised that trust is not built only through understanding how AI works, but also through meaningful dialogue and collaboration. The role of the consultant within this environment was not yet well-defined.

Concept 2: Interactive Demo Day

Consultants agreed that demonstrations are effective for engagement but felt that this concept lacked structure beyond inspiration. A single demo event would likely not be enough to drive adoption, as decision-makers need more than just exposure or education to GenAI, they would need a more structured exploration and strategic alignment to see how GenAI could fit with their organisation's needs.

Concept 3: Use Case Expedition Game with AImy

The gamification aspect was appreciated for making GenAI adoption exploration engaging, but there were concerns about corporate fit and practicality. Consultants questioned whether a game-based format would resonate with conservative public sector organisations. Additionally, the time investment required for such a session might be a barrier for busy clients.

Concept 4: StagiAIr Roleplay Workshop

While the idea of framing AI as a "trainee" joining the organisation was seen as creative, some consultants felt that giving AI a persona could feel artificial or even counterproductive. Decision-makers already struggle with trust in AI, and personalising it might reinforce fears instead of

alleviate them. However, the interactive contract-building aspect was considered valuable, as it encouraged defining AI's role and limitations collaboratively.

Concept 5: Use Case Discussion Cards
This concept received the most positive feedback. Consultants valued the structured yet flexible approach of using scenario-based discussion prompts to explore GenAI opportunities in a simple way. However, it was doubted whether this would be deployable on a daily basis and how it would really support the role of the consultant. The concept would also need extra thinking in its practicality on how the cards would change per organisation.

Key findings and conclusion from evaluation discussions
The evaluation sessions with consultants provided important insights to reshape the design direction. While the initial concepts were engaging, they lacked the structured support consultants needed to confidently guide AI adoption discussions. Another insight which emerged in the discussions was the challenge of engaging particularly management-level stakeholders who often resist GenAI adoption due to concerns over trust and responsibility. Consultants noted that while employees who would be working directly with GenAI might show interest, getting a leadership buy-in remained a major barrier. This highlighted the need for a solution that not only facilitated AI discussions but also provided strategic guidance to help consultants navigate resistance and build confidence among decision-makers.

Another key finding was the effectiveness of GenAI demonstrations through demo days and workshops in creating interest. Consultants shared that live demos showcasing AI within the client's systems helped make AI tangible and relatable, easing concerns about its potential risks. However, despite the effectiveness of demonstrations, existing Capgemini tools primarily focused on technical implementation instead of early-stage exploration. A guided exploration which would be interactive and not static would be an effective solution.

The feedback also indicated that an overly gamified or informal approach might not resonate with public sector clients, as some consultants expressed concerns about maintaining professionalism when engaging senior stakeholders. This led to a reconsideration of how interactive elements should be framed, ensuring that any participatory activities still aligned with the formal consulting environment while making AI discussions more accessible and engaging.

Ultimately, the evaluation showed that the concepts would need another iteration on how the concept would really work in practice and how the consultant could introduce the concept in client engagements.

4.4.2 Individual evaluation: aligning the concepts with the design goal
Next to gathering consultant feedback, a strategic individual evaluation was necessary to assess how well each concept aligned with the design goal and design requirements.

Evaluation of five concepts
This evaluation considers whether each concept meaningfully contributes to identified problem statement in the research and the design objectives by assessing them against the design goal, strategic value, and usability within the context.

Concept 1 : Digital GenAI Experience Environment
While it aligned with trust building requirement (2.1) by offering a transparent view of how GenAI works, it lacked interaction between the consultant and the client and alignment with their organisation.

- Fit with the design goal: The concept made AI more tangible but did not empower the consultant to facilitate discussions or build trust through structured guidance. Without clear facilitation, the risk was that clients explored GenAI independently rather than through consultant-led trust-building conversations.
- Strategic value: A sandbox-like environment already exists in some form within Microsoft's AI ecosystem, making this solution less novel. Furthermore, it did not directly target the trust issues that public organisations face—simply seeing AI work is not enough to mitigate concerns around data privacy or compliance.
- Usability within consulting practice: It would be difficult to integrate into consultants' workflows (4.1), as it relied on external technology.

Conclusion: While addressing transparency, the lack of structured consultant involvement and its dependence on pre-existing AI environments made this concept less feasible as continuable design solution.

Concept 2: Interactive Demo Day
This concept aligned with the content requirements (1.1, 1.2, 1.3) by providing a tangible introduction to AI's benefits and risks. The format encouraged open exploration, helping clients gain a better understanding of AI's role in public service delivery.

- Fit with the design goal: The concept effectively created inspiration and helped break down misconceptions about AI. However, its focus was more on raising awareness than on providing structured guidance. The lack of clear ways to apply insights directly to the client's context meant that while clients left with new knowledge, they were not necessarily equipped to take concrete next steps toward adoption. More structured consultant involvement could help transition from inspiration to meaningful action.
- Strategic value: The combination of a demo and workshop could be a strong foundation, making AI tangible while encouraging discussion. However, the approach leaned more toward education rather than facilitation, meaning that while clients saw AI in action, the consultant's role in guiding structured AI exploration was less defined.
- Usability within consulting practice: The workshop format was a strong aspect, as it made AI exploration interactive and engaging (3.1, 3.3). However, to be more effective in consulting practice, it needed to be more adaptable to different client needs (4.2, 4.4). Consultants require flexibility in how they introduce GenAI discussions, and this format could be refined to offer more customisation and structure.

Conclusion: The idea of organising a GenAI demo day with a workshop remains valuable, as it creates an interactive and engaging introduction to AI. However, in its initial form, the concept placed more emphasis on raising awareness rather than providing structured guidance. To better align with the consultant's role as a trusted advisor, it would need to be more applied to the client's specific challenges, ensuring that consultants play a more active role in guiding the discussion toward actionable insights.

Concept 3: Use Case Expedition Game with AImy
This game like concept introduced a creative and interactive way to explore AI adoption, aligning well with the interaction requirements (3.1, 3.3) by making learning engaging and memorable.

- Fit with the design goal: The concept had strong potential to introduce GenAI in an engaging and dynamic way, making it less abstract and more experiential. However, in its current form, it focused more on exploring GenAI possibilities rather than guiding conversations about the adoption within the client's specific context. A clearer link between the game's insights and real world GenAI implementation would strengthen its strategic fit.
- Strategic value: The game format could be a distinctive and effective way to initiate AI discussions, setting it apart from traditional consulting approaches. However, because of its difference, it would need to be tested whether such a method would be desirable and effective.
- Usability within consulting practice: While the concept encouraged engagement, its integration into consultants' workflows (4.1, 4.4) was less clear. The game format, though innovative, would need further refinement to ensure it could be used effectively in real client interactions.

Conclusion: The game element has potential as an original and engaging way to introduce GenAI, making AI exploration more interactive and accessible. However, to be fully effective as a consulting tool, it would need to be redefined or tested in practice to determine whether it fits within the structured nature of client-consultant discussions.

Concept 4: StagiAIr Roleplay Workshop
The idea of framing AI as an intern to encourage clients in discussing GenAI's role within their organisation aligns with trust-building components (2.1, 2.3) by encouraging open dialogue and shifting the mindset towards experimentation rather than fear.

- Fit with the design goal: The metaphorical approach was engaging, but it did not support structured, ongoing AI exploration. Consultants need tools that extend beyond one-time discussions, and this concept lacked mechanisms for long-term engagement.
- Strategic value: While effective for initiating conversations, it did not offer a repeatable structure for systematically guiding AI adoption.
- Usability within consulting practice: The interactive roleplay format was engaging but not adaptable for all consulting scenarios (4.2, 4.4). Some clients may find it too abstract for serious AI discussions.

Conclusion: While useful for initial engagement, the lack of a structured, repeatable process made it less effective as a long-term consulting tool.

Concept 5: Use Case Discussion Cards
This concept provided structured prompts to facilitate AI adoption discussions. It aligned well with trust-building components (2.1, 2.2, 2.3) by encouraging open dialogue, addressing AI concerns, and promoting structured exploration.

- Fit with the design goal: This concept directly supported consultants in guiding structured discussions, making it easier to explore AI use cases in a way that can built trust.
- Strategic value: While promising, it needed further refinement. It was not yet clear how consultants would introduce and frame these discussions, nor how the tool would be positioned within the broader AI adoption process.
- Usability within consulting practice: The modularity of the cards made them adaptable to different client needs (4.4). However, their effectiveness depended on providing consultants with clear facilitation guidance.

Conclusion: The concept had strong potential but needed additional development in terms of how consultants would successfully implement it in client engagement.

Overall assessment and conclusion
Through evaluating the concepts, a key insight emerged: while all concepts had strengths in facilitating engagement, they did not fully support the consultant's role as a trusted advisor. The concepts encouraged GenAI exploration, but they lacked ways for how the consultant could systematically build trust and guide GenAI adoption discussions. While interactive and engaging, the concepts were often more focused on raising awareness than on providing guidance tailored to the specific client. The consultant's role in leading the discussion and helping clients translate GenAI exploration into actionable steps was not yet fully developed across the concepts.

A recurring strength in multiple concepts was the combination of hands-on GenAI exploration with open discussions. The idea of demonstrating GenAI's capabilities first and then guiding clients through structured reflection and application was a valuable approach that should be kept. However, what was missing was a clear structure that ensured these discussions moved beyond general awareness. It was found that a use of workshop based format would provide an engaging way to introduce GenAI, but then it would need clear explanation on how the consultant could facilitate this and adapt it to different client needs.
Some concepts, such as the Use Case Discussion Cards, provided a structured way to facilitate discussions. However, they required further refinement to ensure they not only initiate AI conversations but also help consultants guide clients towards concrete adoption actions. Meanwhile, elements of interactive demonstrations and gamification introduced valuable engagement techniques but needed to be more closely tied to the consultant client practice.

In order to move forward, it was chosen to refine the concepts and combine strong elements into a new concept. This next iteration should provide a better support for the consultant's role in guiding the GenAI exploration in a structured way which can be adapted to the client. This next iteration is discussed in the following chapter.

4.5 Reiteration on the concepts

The evaluation of the five concepts confirmed that while they introduced useful engagement methods, they did not provide a structured approach for how it would the consultant could introduce these engagements and support them in acting as a trusted advisor. For the refinement process, the elements that contributed to effective and interactive GenAI exploration were identified and determined how they could be restructured into a more consultant fitted format.

4.5.1 From concept strengths to a new design concept

The evaluation highlighted several strengths across the concepts. Firstly, experiencing AI in a simulated environment has a potential to help clients engage with GenAI in way without any risks. The use of demonstrations and workshops could ensure that clients first built a foundational understanding before discussing adoption. Moreover, exploring use cases interactively and incorporating gamification can encourage experimentation and make potential GenAI applications feel more relevant. Additionally, visual tools such as maps and cards can provided structured discussion prompts, can help consultants and clients frame their conversations more effectively. Another found valuable approach, is first identifying AI possibilities before introducing risks, ensuring that discussions remain constructive.

While these elements can create engaging interactions, the evaluation also revealed areas that required refinement to ensure a more structured approach to support consultants. Consultants needed stronger guidance and facilitation support to navigate GenAI discussions systematically and ensure consistency across engagements. The solution also needed to be better integrated with existing consulting tools and practices, making it easier for consultants to apply within their workflows. Additionally, a clearer strategy on when and how to introduce GenAI exploration was required to ensure the discussions happened at the right moment in the client journey. The solution also needed greater adaptability to different client needs and AI readiness levels, making it usable across various organisations. Lastly, to ensure discussions were actionable, it was essential that the exploration process was strategically aligned with the client's existing challenges.

Based on these insights, the solution needed to:

- Combine structured facilitation with interactive exploration to keep discussions both engaging and strategically guided.
- Provide a clear process for consultants to lead discussions about GenAI over multiple interactions, ensuring trust is built progressively.
- Offer modularity and adaptability, allowing consultants to customise the interactions based on the client's current challenges, organisational needs, and AI maturity.
- Support consultants with equipping them with interactive tools and knowledge to address potential value and concerns

4.5.2 Defining the direction: a Trust Building Toolkit for consultants

With the need for a more structured and consultant-driven approach established, the next step was to determine how these insights could be translated into a viable concept. The key challenge was bridging the gap between engagement and structured facilitation, ensuring that AI exploration remained interactive and accessible while also providing consultants with the guidance and tools needed to lead meaningful discussions. This led to the development of a trust building toolkit: a resource that supports consultants in facilitating AI exploration through sessions or workshops in a way that is both engaging and strategically aligned with client needs.

Figure 4.3: Trust building toolkit

The decision to create a toolkit originated from the realisation that a single intervention would not be sufficient to guide GenAI adoption. Public sector clients often require multiple interactions to develop trust in new technologies, meaning that AI exploration should be framed as a process rather than a one-time interaction. A toolkit format offered the advantage of modularity, allowing consultants to adapt their approach based on the client's AI readiness, concerns, and strategic priorities.

Another important factor in this direction was ensuring that the solution fit into existing consulting workflows. While interactive elements such as demonstrations, simulations, and discussion tools were valuable, they needed to be integrated within a logical structured facilitation process instead of on its own.

Since many public organisations are hesitant to adopt AI due to concerns around compliance, data privacy, and ethical risks, the toolkit needed to go beyond simply introducing AI's potential. It had to help consultants facilitate conversations that acknowledge and address these concerns transparently, ensuring that AI exploration was not seen as a push toward implementation, but as a structured, low-risk way to assess its relevance and feasibility.

By taking these needs into account, the trust-building toolkit was developed as a repeatable and adaptable resource that gives consultants the confidence and structure to facilitate GenAI exploration in a way that is meaningful, strategic, and responsive to the challenges faced by public organisations. Instead of presenting a fixed process, the toolkit would offer guidance and flexibility, allowing consultants to lead sessions at the right pace and depth for each client.

With this foundation in place, the next step was to define how the toolkit would be structured, what it would contain, and how it would support consultants in their role as facilitators of AI exploration. The next chapter describes the development process of the concept.

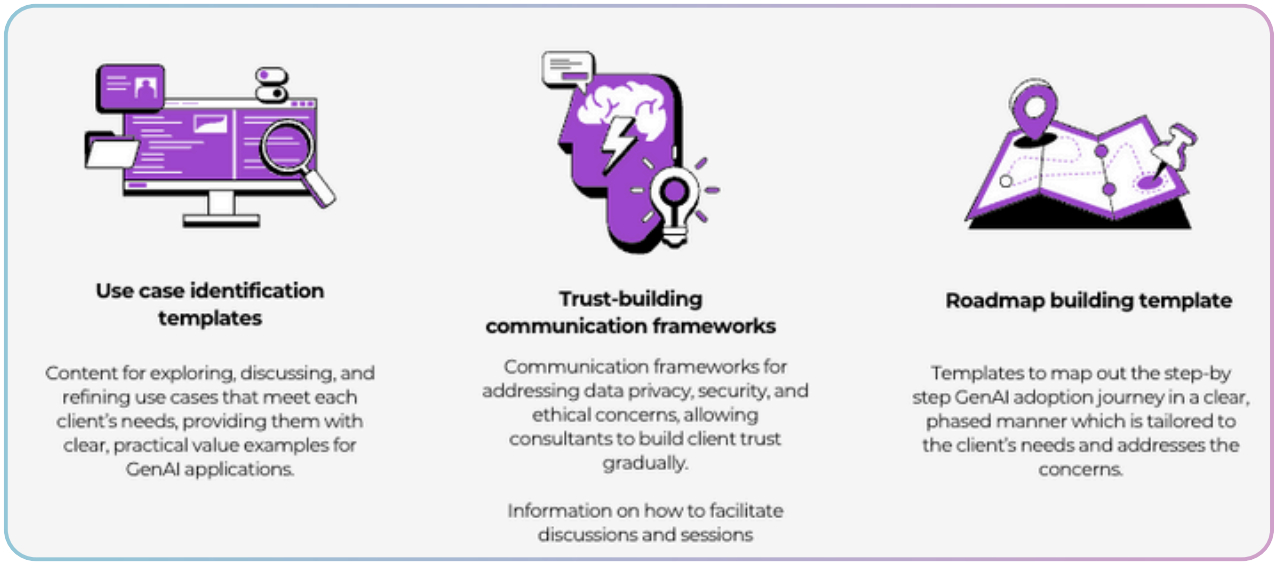
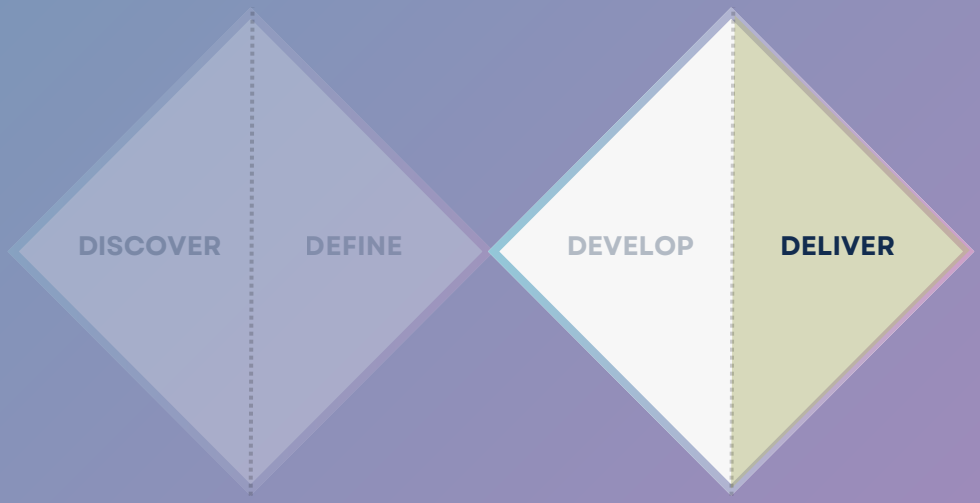


Figure 4.4: Content ideas for toolkit

CH 05.
CONCEPT DEVELOPMENT



5.1 Concept development introduction

The concept development phase focused on refining the initial idea through an iterative process to define the goal, content, and format of the toolkit. This chapter outlines the steps taken to develop the concept into a practical resource for consultants to guide GenAI exploration with public sector clients.

The process began with defining the objective of the toolkit and clarifying its intended use and purpose. To gather additional insights and validate the concept, a cluster meeting session was organised with Microsoft consultants, collecting more feedback on their experiences and challenges in advising clients.

Following this, work was done on structuring the content and format of the toolkit, shaping its key components and engagement methods. A first version of the toolkit was developed and evaluated through consultant feedback with a focus on usability, relevance, and alignment with consulting practices.

This chapter details each of these steps, leading to a refined concept that forms the foundation for the final design.

5.2 Defining goal of toolkit

The intended use
The toolkit is designed for Microsoft consultants working with public sector organisations that have not yet committed to GenAI adoption. These clients may recognise GenAI's potential but remain uncertain due to concerns about risks, compliance, and practical applications. Consultants are expected to facilitate these conversations, yet they often lack structured resources to help them communicate AI's value while addressing concerns in a clear, strategic manner.

The toolkit therefore aims to fill this gap by providing consultants with a resource that support GenAI exploration without assuming adoption as the inevitable outcome. While Capgemini already offers tools focused on the technical integration of GenAI, these are primarily used by organisations that have already committed to AI adoption. In contrast, this toolkit is designed for the pre-adoption phase, ensuring that discussions around GenAI remain exploratory, trust-driven, and interactive.

Consultants take on a facilitator role, guiding organisations in identifying relevant opportunities, navigating concerns, and assessing whether Copilot could be a valuable addition to their service delivery. To do so, they require guidance and tools that allows them to engage clients in the exploration of GenAI's potential and risks.

The approach
To structure the toolkit's engagement approach, inspiration and theory was drawn from creative facilitation methods and co-creation techniques.

The Road Map for Creative Problem Solving Techniques (Heijne & Van der Meer, 2008) provides activities for guiding participants through complex problem-solving. This aligns with the toolkit's session structure, ensuring that AI discussions remain exploratory while still being guided toward tangible insights. The structured facilitation approach helps clients identify AI opportunities and concerns without jumping directly to solutions, making it particularly relevant for the public sector's cautious approach to technology adoption.

Additionally, the use of co-creation principles outlined by Sanders & Stappers (2008) emphasise the importance of collaborative engagement in decision-making processes. By incorporating visual tools, discussion templates, and interactive exercises, the toolkit encourages clients to actively participate in co-creating AI possibilities instead of receiving information passively. These methods help reduce resistance by ensuring that AI exploration is a shared effort between consultants and clients, instead of a predefined strategy.

Figure 5.1: Concept visualisation generated with OpenAI

5.3 Gathering insights for toolkit

5.2.1 Insights from cluster meeting session

As part of the concept development phase, a half an hour session was organised during the cluster meeting with Microsoft consultants (n=13). The session aimed to gather insights into their experiences, challenges, and needs when engaging with public sector clients on generative AI (GenAI), specifically Microsoft Copilot.

Through a combination of Mentimeter survey responses and open discussions, the session provided quantitative and qualitative feedback to better understand their current practices and gather information for the toolkit's content and structure. The following results were found:

Current use of GenAI tools in practice

The responses revealed that most consultants use Copilot or other GenAI tools for their work every day of a few times a week. However, only two consultants had worked on client projects implementing Copilot, the majority (11 consultants) had not. This highlights a gap in hands-on experience, reinforcing the need for a toolkit that provides structured guidance and practical resources to increase confidence in GenAI discussions.

Biggest challenges in GenAI adoption for public organisations

When asked about what the consultants think are the biggest challenges for public organisations to adopt GenAI, the most mentioned challenges were:

- Data privacy, security and compliance concerns
- Fear of inaccuracy and complexity
- Finding practical application

These challenges align closely with the findings from earlier research and demonstrate **the necessity of removing fear, finding use cases and addressing risks in the toolkit.** Consultants need tools to mitigate these obstacles, ensuring clients feel secure in exploring GenAI's potential.

Confidence in advising clients

Consultants rated their confidence in advising clients on GenAI adoption at an average score of 3.5 out of 5, indicating moderate confidence. The lack of hands-on experience and tools appears to contribute to this uncertainty.

Key challenges when advising public organisations

The word cloud revealed that consultants face the biggest difficulties in:

- Ensuring data privacy and compliance
- Advising on ethical and legal concerns
- Creating trust in the technology

These insights underline the importance of including resources in the toolkit that guide consultants in tackling these challenges through structured workshops, clear frameworks, and tangible use cases.

Current tools and toolkit requirements

The majority of consultants (9 out of 13) indicated they currently lacked sufficient resources to support clients in GenAI adoption.
Existing tools are more focused on technical implementation and do not provide much guidance for the consultants.
Consultants emphasised the need for a toolkit specifically for guidance in getting the client interested in GenAI, being able to open the conversation about it.

Key toolkit requirements discussed included:

- Templates for workshops and risk assessments.
- Sharing successful use cases.
- Best practices and guidelines in addressing trusts and compliance for advising clients.
- Practical and interactive tools to inspire and facilitate
- Finding use cases together with the client

Implications for the Toolkit Design

The session findings emphasised the need for a flexible, practical, and intuitive tool that supports consultants in several key areas:

1. The toolkit must provide clear, step-by-step guides and resources to help consultants confidently facilitate discussions around GenAI.
2. Focusing on addressing challenges such as data privacy, compliance, and trust, the toolkit can empower consultants to guide hesitant clients.
3. Using interactive and engaging sessions to explore and build trust
4. The ability to adapt sessions and resources to different client contexts is essential for increasing relevance and practicality.

5.4 Establishing components of toolkit

Based on the objectives of the toolkit and the gathered insights, a first concept with components and simple prototypes of the toolkit (see next page) were established which are explained below. This was presented to consultants for further refinement.

Content

Digital playbook
It was chosen to have a digital playbook as a base for the toolkit. This acts as the starting point for the consultant and a guide throughout the whole use of the toolkit. It consists of all the content of the toolkit and the explanations about how to use the toolkit and other necessary information the consultants needs to know in preparation for the engagements with the client. Such as strategies on how to communicate to the client on this topic as was mentioned as a need in the SIG session.
The playbook is a digital document of 16:9, as this fits the current tools that Capgemini has, makes it easy to download from their knowledge portal, read and flip through.

Session guides
As determined earlier, the toolkit will support the consultant in facilitating sessions with the client about exploring the potential and risks of generative AI. The different sessions will be explained in session guides which the consultant can use to prepare and facilitate the sessions. The session guides are inspired by Creative Facilitation guides which consists of a session goal, duration and the steps for in the session.

Session guides
Accompanied to the session guides, there will be PowerPoint slides in the toolkit which the consultant can use to present during the sessions. This makes it easier for the consultant to facilitate the session in a clear way without much preparation.

Digital and printable templates and cards
As the sessions need to be interactive (design requirement), the sessions will be accompanied with templates and cards. The use of templates is inspired by design thinking methods to give guidance and collaboratively collect input. It also acts as documentation and provides visual overview for the session outcomes. The use of cards is one of the ideas generated in the ideation phase, inspired by serious games and act as simulation cards to provide starting points for discussions.

CustomGPT
In the ideation phase, the use of an assistant to guide the process was identified. This will also be an additional element in the toolkit. The CustomGPT is a chatbot assistant for the consultant and customised to give responses that support the guidance of the toolkit and questions around GenAI adoption.

Evaluation

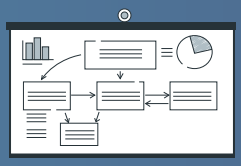
The concept of this toolkit with first prototypes were presented to consultants, the cluster lead and the practice head. The practice head validated the relevance of the toolkit, and would be interested to see the worked out sessions on the resources platform so consultants can use it. He pointed out that it would be important to focus on the risks and concerns, as clients have to deal with their reputation and expect consultants to give advice on this. He liked the element of the CustomGPT assistant.

GENERATIVE AI TRUST BUILDING TOOLKIT

Supporting consultants facilitate meaningful client engagements

01 Digital playbook

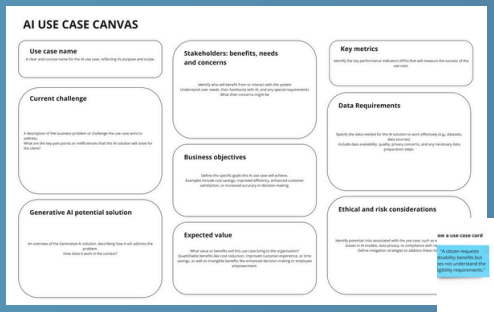
02 Session guides

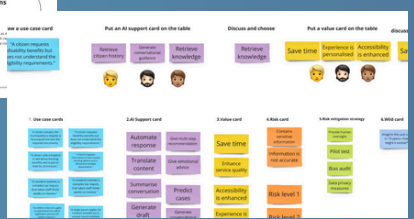


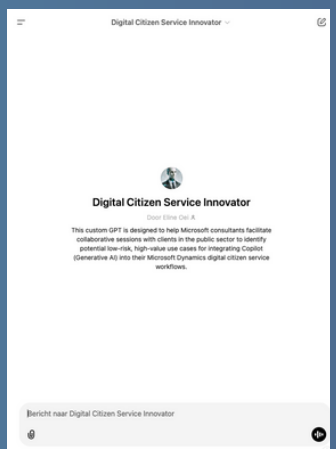
03 Session slides

04 Templates & cards

05 CustomGPT assistant







5.5 Creating the sessions journey

After defining the components of the toolkit, the components were worked out in detail. The core component of the toolkit are the sessions which the consultant will facilitate. Around that, the playbook and templates accompanied to the sessions are build.

Defining the sessions approach
To give the consultant a structured approach that fits the process of discovering value in GenAI and building trust, a journey is created which consists of the sessions in a logical order. This journey starts with creating awareness to the client of generative AI and making them understand what it is, up until discovering whether it is something for the client to adopt. The whole journey marks the pre-adoption phase, an exploratory phase. Therefore the journey is called the '**GenAI exploration journey**'. For this journey, a logical structure for the sessions was set up:

1.U*nderstanding and learning what generative AI is:* This first session is chosen to make sure the client has the basic knowledge of understanding what generative AI is, what Copilot is in Microsoft Dynamics and what benefits it can have for public service delivery. In this way the client gets awareness of its potential value (requirement 1.1).

2.*Setting goals for the generative AI exploration journey:* When the client understands what Copilot/GenAI is and what potential it could have in general in public service delivery, it needs to be connected to their context. Therefore, this session focuses on setting the scope for their context and identifying challenges in their context which potentially could be solved with generative AI. In this way, the client understand that GenAI will be applied to their current challenges.

3.Finding valuable use cases: The next step is finding ways how generative AI (Copilot) could solve the identified challenges. In this way, the client can discover tangible benefits of GenAI.

4.Identifying risks and mitigating them: The biggest concern around GenAI has to do with the possible risks. Therefore, possible risks for the created use cases will be identified. This identification of risks helps talking about the fears on a more tangible level. And through collaboratively looking for mitigation strategies, the fears can be reduced.

5. Evaluating impact and conditions to continue: The last session is a closing step of the whole journey in which the client can reflect on the potential of generative AI. Together with the consultant, they can establish in this session whether they want to do something with GenAI. This is done through evaluating the identified use cases with possible value, its risks and mitigation strategies.

Adding a theme to the journey
To create a session journey that would be engaging, relatable and inspiring for both the consultant and the client, and make the client feel they are exploring rather than making a commitment (requirement 2.3, 3.3), a metaphor for the interaction of this journey was chosen. The use of a metaphor is based on the Vision in Product (ViP) method (Hekkert & van Dijk, 2011) which was used earlier in the design direction phase.

The metaphor that was chosen has to do with space exploration (see next page). This theme was chosen because it mirrored the journey that a client might face when approaching generative AI—an exploration of unknown territory. Space exploration reflects the sense of discovery, experimentation, and risk-taking that aligns with the challenges and opportunities in adopting emerging technologies. The space theme provides a contrasting narrative of optimism and progress, encouraging clients to explore the unknown in a structured and guided manner. It reframes the idea of adopting AI from something intimidating to an inspiring journey of discovery and opportunity.

This metaphor was later validated during discussions with consultants, who found it engaging and memorable. It created a less intimidating environment for tackling serious topics, such as risks, while maintaining a tone of professionalism and structure. Moreover, introduces a sense of engagement and creativity, moving away from dry technical discussions and encouraging curiosity among clients, which is essential for overcoming resistance. The theme also sets a tone for adventure and teamwork. The metaphor allows both consultants and clients to see themselves as collaborators embarking on a shared journey into unknown territory. This shared narrative helps to set a collaborative tone, making the process more relatable and accessible.

Structurally, the space theme provided a logical narrative with steps for the five sessions within the toolkit which is shared on the next page.

Interaction metaphor

The journey is like embarking on a space expedition to explore undiscovered planets in a distant galaxy. The expedition's goal is to discover new worlds (opportunities for improvement), but the crew (client participants) must first overcome the unknowns of space (current challenges) and navigate through potential obstacles (risks). As they journey through space, they will encounter black holes and, asteroid fields (risks) and new star systems (opportunities) that can improve their mission. The journey led by the captain (the consultant) brings the crew towards the unknown with a sense of curiosity, exploration, and calculated risk-taking, where each discovery brings them closer to their final goal: uncovering a new frontier that transforms their service delivery.

**This interaction vision was generated together with ChatGPT*

Sessions

5. The Final Frontier - Evaluating impact and conditions to continue

4. Navigating Galactic Obstacles - Identifying and mitigating risks for use cases

3. Discovering the Stars - Finding valuable use cases

2. The Launch Pad - Setting goals and preparing for the GenAI Journey

1. Crew training - Learning about generative AI

5.6 Creating the sessions content and format

Following the creation of the GenAI Exploration Journey, the next step was to develop the detailed content for each session. Since each session serves a distinct purpose within the overall journey, it was essential to design structured yet flexible session guides that provide consultants with clear direction while allowing them to tailor the sessions to the specific needs of their client.

Sessions guide format

Each session is documented in a session guide, providing a clear structure that helps consultants effectively facilitate discussions. These guides include:

- Session goal: Defines the core purpose of the session, ensuring that each step contributes to the overall AI exploration journey.
- Agenda with activities & duration: Outlines a logical sequence of activities which the consultants can do in the sessions and helping consultants manage time efficiently.
- Facilitation tips: Offers guidance on how to improve the quality of the specific session and remain focus.
- Additional materials & tools: Most sessions contain resources to support engagement and structure conversations. These are mentioned in the guide and shared after each session guide.

.

The guides serve as a structured guideline, allowing consultants to customise the sessions based on their client's needs and AI readiness level.

The visual style is chosen based on elements from Capgemini to fit their library and for recognition. The themes of the titles in the content of the session materials are in the space journey theme to make it more playful and were generated together with ChatGPT.

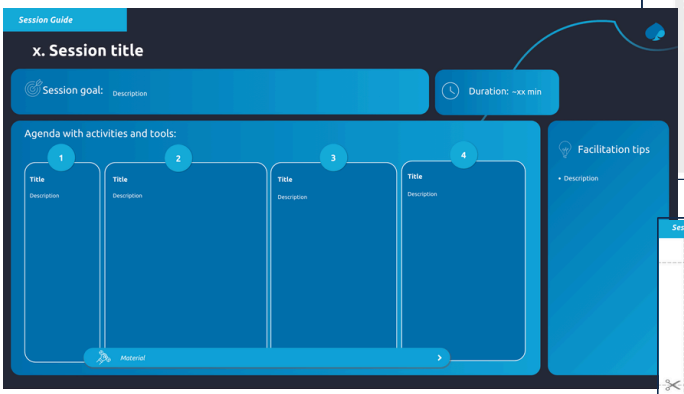
Developing the sessions content

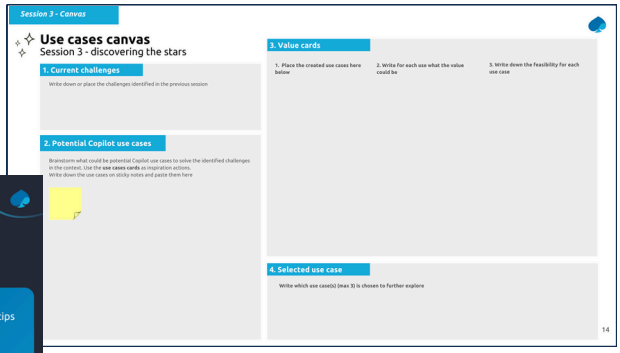
The content of the sessions was developed based on:

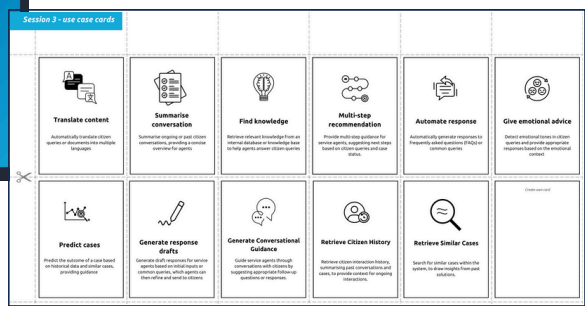
- Findings from the research phase, on the types of support that the clients need, challenges of GenAI, mitigation strategies and the role of the consultant in addressing these needs
- Best practices in creative facilitation and interactive learning, to keep sessions engaging.

First concept

Below, examples of the session guide, canvas and use case cards can be seen. The full concept can be found in Appendix D.







5.7 Evaluation first concept design

To ensure that the initial concept design of the GenAI Exploration Kit meets the needs of Microsoft consultants and aligns with the challenges of facilitating generative AI adoption in public sector organisations, a first evaluation round of the toolkit was conducted with three consultants.

5.7.1 Method

The evaluation process consisted of two steps: reviewing the toolkit independently with instructions and a follow-up interview. These steps were chosen to provide a comprehensive understanding of how consultants perceived the toolkit without explanation and to identify areas for improvement.

Toolkit review

Each consultant was provided with the concept of the toolkit in a digital document format which included an introduction, instructions for use, and detailed session guides with materials for facilitating client interactions. Consultants were briefed on the evaluation's purpose: to assess whether the toolkit effectively supports consultants in facilitating GenAI exploration sessions with public sector clients. The consultants were instructed to review the toolkit in detail, focusing on its overall usability, the clarity of the session guides, and the functionality of the canvases and stimulus cards. They were encouraged to reflect on how the toolkit could be integrated into their workflows and how effectively it addressed client challenges, particularly regarding trust, risks, and uncertainty around GenAI.

Follow-up interviews

After the review, semi-structured interviews were conducted with each consultant to gather qualitative feedback. The interviews focused on the following objectives:

- Evaluating the toolkit's usability and navigation: How did the consultant experience reading the toolkit and how intuitive were the materials to navigate and use?
- Assessing the relevance and clarity of the content: How well did the consultant understand the session guides, canvases, and cards and support them in addressing client challenges like trust, risks, and uncertainty?
- Understanding customisation and adaptability: How effectively can the toolkit be tailored to different client needs and levels of readiness?
- Exploring the toolkit's potential for trust-building: How well does the toolkit help consultants build trust with hesitant clients and create meaningful engagement?
- Understanding the strategic fit and overall value: How does the toolkit align with the role of Microsoft consultants in supporting public sector clients, and what value does it provide to both consultants and clients?
- Identifying areas for improvement: What enhancements to the content, structure, or design could make the toolkit more effective and practical?

All interviews were transcribed and analysed to identify common themes, recurring challenges, and suggestions for improvement. The findings were synthesised to guide the redesign of the toolkit in preparation for its next iteration and evaluation phase.

5.7.2 Results

An overview of the three evaluation interviews combined are shared below. See Appendix E for the full overview.

Usability and navigation

The consultants highlighted the toolkit's organised structure and visually appealing design, making it accessible and engaging to use. The layout of the session guides was particularly appreciated, with each session having a clear focus, optional activities and defined goals. However, a recurring critique was the level of detail in the session guides. While comprehensive and useful for preparation, they were often perceived as too much text for live facilitation. One consultant noted: *"The guides are great for preparation, but during the session, you need something sharper. Bullet points or a condensed version would help keep the flow."*
This concern extended to the 'How to Use' slides, which were found too detailed. There was also some confusion about whether the guides were intended for client use. This suggested a need for clearer instructions on who the materials are for and how they should be used. Additionally, a request was made for PowerPoint templates accompanying the sessions, as some consultants struggle with creating presentation materials themselves.

Content and tools
The toolkit was found to be well-aligned with the challenges consultants face in guiding clients and it was mentioned that it had the potential to help consultants feel more prepared. The interactive format of the sessions with the canvases and activity cards were praised for moving beyond traditional presentation-based formats. "*The activities make it easier to set up inspiring sessions—way better than just going through a static PowerPoint.*"
However, the instructions for these interactive elements were sometimes unclear, especially for larger groups. A key topic that emerged across evaluations was data privacy. Given the public sector's high sensitivity to security concerns, the toolkit could better prepare consultants to address these issues.

Customisation and adaptability
One of the toolkit's greatest strengths was that it allows consultants to organise sessions independently or combined depending on the client's needs. This flexibility was valued as not all clients require the same level of introduction to GenAI. One consultant explained: *"If the product owner already has knowledge about GenAI, Step 1 might not be needed. It's great that you can skip or combine sessions as needed."*
However, while the modularity was praised, some consultants found it difficult to determine how to best combine sessions into a single, longer workshop. Similarly, the toolkit was noted as being suitable for both in-person and hybrid settings, though live workshops were preferred. There was a suggestion to include more guidance on how to adapt the sessions for larger groups, including different facilitation strategies depending on group size and time constraints.

Trust building
From the evaluations it became clear that it cannot be proven that the toolkit directly builds trust in GenAI for the client. However, it was seen as a valuable tool for helping consultants inspire clients and better guide them. One consultant pointed out that, *"Now we don't really guide them through the process. We just mention, 'We could do this or that,' but there's no real follow-up. A session like this lets us sit down together, align on what GenAI is, identify use cases, and understand the outcomes."*
The interactive format and theme was particularly valued in this regard.

Strategic fit and overall value
The toolkit was seen as a valuable addition to the consultant's role, reinforcing Capgemini's position as an AI partner. By providing a structured way to explore GenAI with clients, it helps consultants position themselves as knowledgeable and capable of guiding public sector organisations through adoption. *"Doing this with the client shows your expertise and encourages them to return to you."*
However, there were concerns about whether the toolkit would be consistently used in practice. Consultants suggested that ongoing promotion and integration into daily workflows would be necessary to prevent it from being forgotten.

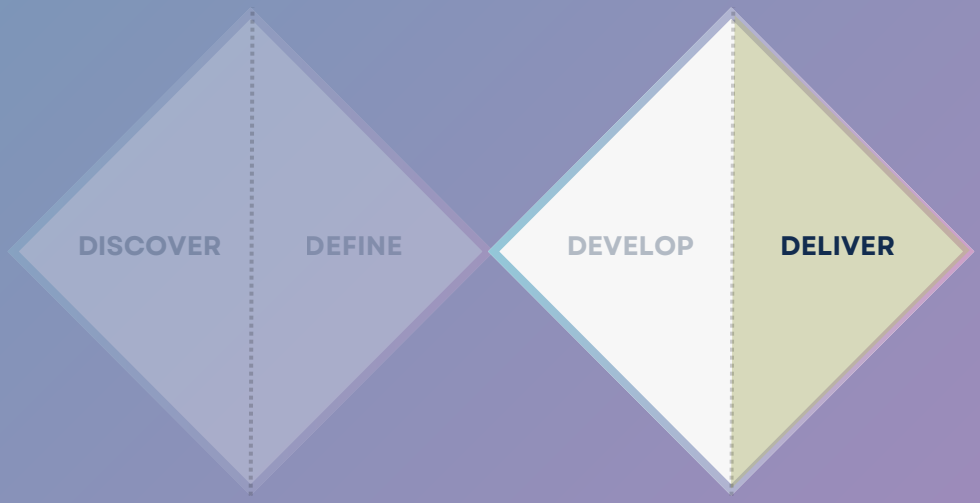
Key strengths
- Clear and structured design: The session-based layout, defined goals, and facilitation tips make it easy to follow.
- Interactive and engaging content: The space-themed terminology and hands-on activities make GenAI exploration more inspiring.
- Flexibility and modularity: Sessions can be adapted to different client needs and used independently.
- Practical support for consultants: Helps consultants guide clients effectively and structure discussions.

Areas for improvement
- Concise facilitation guides: Provide a condensed version (cheat sheet or workbook) for live sessions.
- Clearer instructions for interactive tools: Particularly for larger groups and team-based activities.
- Data privacy preparation: Include bullet-pointed summaries or FAQs to help consultants address security concerns.
- Better guidance on session structuring: Offer recommendations for combining sessions into full-day or multi-day workshops.
- Consider localisation for Copilot: Address concerns about how well Copilot's outputs align with Dutch public sector needs.

5.7.3 Conclusion
The toolkit was widely recognised as a valuable resource for guiding discussions on GenAI adoption in the public sector. Its structured, interactive, and modular design makes it a strong foundation for consultants to facilitate client engagements effectively. However, refinements in usability, facilitation guidance, and content customisation—particularly around data privacy and session structuring—would further enhance its impact. While the toolkit supports trust-building through structured engagement, the extent to which it builds trust in GenAI itself depends on broader factors, including Copilot's perceived reliability and alignment with Dutch public sector needs.

CH 06.

FINAL DESIGN
& EVALUATION



6.1 Final design

The final design is the GenAI Exploration Kit. This toolkit provides a structured yet flexible approach with support materials to empower Capgemini consultants in facilitating GenAI exploration with clients in an interactive way. As currently public sector clients are often hesitant about GenAI and consultants struggle with making the conversations about GenAI concrete, this solution helps the consultant with creating more tangible conversations about this new technology which could potentially bring value to the client organisation.

The toolkit is built around the GenAI Exploration Journey, which consists of five sessions designed to guide clients through the exploration process from understanding what GenAI is, up until evaluating what steps might be necessary to consider to adopt it into their organisation. Instead of presenting GenAI as a predefined solution, the toolkit is meant to encourage a co-creative approach, where consultants and clients together explore where GenAI might add value specifically to their existing challenges in their service workflows, what risks need to be considered and how these risks can be addressed.

The content of the toolkit consists of a range of interactive elements that help consultants facilitate these sessions. It includes session guides and support materials to help consultants with organising the workshop sessions.

It also consists of canvas templates so clients and consultants can collaboratively map out their ideas and stimulus cards with examples to spark discussions. These materials ensure that the conversations during the sessions become more concrete, engaging and action-oriented. The GenAI Exploration Journey contains a space expedition theme which acts as a playful metaphor for exploring the unknown.

An important function of the toolkit is that it helps consultants establish credibility and confidence when exploring GenAI with their clients. By following a structured process, consultants can introduce GenAI exploration as a low-risk, strategic process, helping clients feel in control rather than pressured into making immediate decisions on adoption. It also provides consultants with facilitation guidance, ensuring that they can make the discussions controlled and interactive.

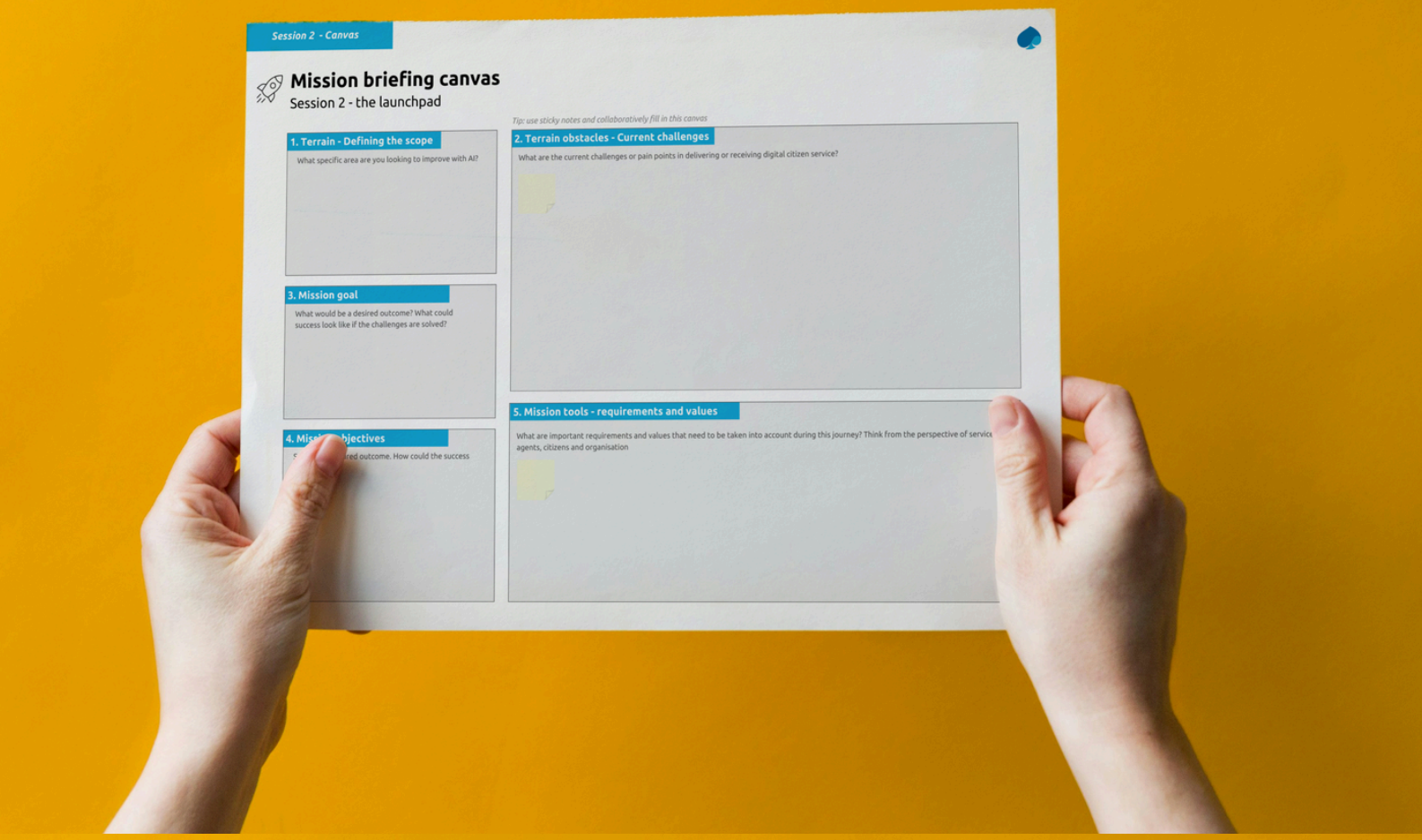
The toolkit is meant as a guideline for consultants and is designed to be adaptable, allowing consultants to customise their approach based on the specific client situation. From the session guides, the consultants can choose to only select a few relevant activities.

Ultimately, the toolkit is meant to empower consultants in positioning themselves as a trusted advisor on GenAI.

GenAI Exploration Kit

A Microsoft Consultant toolkit for facilitating sessions to discover the potential of Copilot


GENAI
EXPLORATION KIT
For facilitating meaningful discovery of Generative AI's potential


Session 2 - Canvas
Mission briefing canvas
Session 2 - the launchpad
Tip: use sticky notes and collaboratively fill in this canvas
1. Terrain - Defining the scope
What specific area are you looking to improve with AI?
2. Terrain obstacles - Current challenges
What are the current challenges or pain points in delivering or receiving digital citizen service?
3. Mission goal
What would be a desired outcome? What could success look like if the challenges are solved?
5. Mission tools - requirements and values
What are important requirements and values that need to be taken into account during this journey? Think from the perspective of servic
agents, citizens and organisation


Session 3 - Guide
3. Discovering the Stars - Finding valuable use cases
Session goal:
Identify and evaluate potential Copilot use cases based on client challenges, ensuring they are valuable, feasible, and aligned with strategic goals.
Duration: ~50 min
Agenda with activities and tools:
1
Introduction (5 minutes):
Review mission goal and challenges from Session 1
Introduce Use Case Canvas: framework for structuring ideas for use cases.
2
Brainstorming on Copilot Use Cases (20 min)
Introduce the Use Case Cards - potential actions Copilot can serve as starting points
Divide group into smaller teams or work as a full group
1. Pick one identified challenge or focus on their chosen context.
2. Brainstorm potential Copilot use cases that could solve or improve this challenge.
3. Encourage customisation & creativity—modify or combine use cases to fit client needs.
4. Capture ideas on the Use Case Canvas to visualise different possibilities.
Use cases cards
3
Evaluating Use Cases (15 min)
Assess each use case based on:
• Value: What impact will it bring?
• Feasibility: Can it be realistically implemented?
If too many use cases, help the group:
• Select few key use cases that seem most promising.
• Cluster similar use cases together
4
Select Use Cases for further exploration (10 min)
Vote or discuss to pick up to 3 most promising use cases.
Ensure alignment with client's strategic goals.
Confirm that the next session will focus on risks & mitigation strategies for selected use cases.
Use cases canvas
Facilitation tips
• Keep brainstorming focused on real challenges from Session 1.
• Use Use Case Cards as inspiration but adapt them to client needs.
• Help clients think out of the box and focus on opportunities rather than risks

6.2 Storyboard

The storyboard below shows how the toolkit is used by the consultant in multiple steps:

1

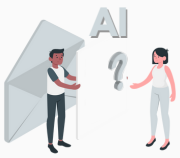
Getting familiar with the toolkit

The consultant gets to know the GenAI Exploration Kit and understands how they can use it to support clients in GenAI exploration.

2

Introducing GenAI Exploration Journey

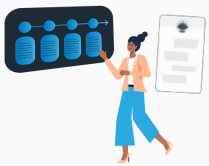
When the consultant recognises a potential opportunity for generative AI in a client project, they propose to the client to explore GenAI with the Exploration Journey. To overcome hesitance, they use the Introduction Strategies.



3

Preparing sessions

The consultant prepares the exploration sessions by choosing the relevant activities from the session guides based on client needs. They can also use the custom assistant to help refine the session content and approach.



4

Facilitating sessions

The sessions are conducted on-site, typically in a day workshop, with at least one additional consultant present. The consultants guide the discussions and relevant stakeholders like tech leads or service agents from the client are present.

5

Engaging with materials

During the sessions the consultants and client participants use the canvases and cards to co-create and document insights

6

Reflecting on the journey

After the sessions, the consultants and client reflect on the insights and discuss potential next steps, and evaluate whether to proceed with further AI adoption.

7

Sharing learnings and improving

Consultants document insights from the sessions and share findings internally to inform future AI discussions. This ensures continuous improvement in AI exploration engagements.

Contains (adjusted) illustrations from Freepik


GenAI
Exploration


GENAI
EXPLORATION
JOURNEY
1. Crew training
2. The Launch Pad
3. Discovering the Stars
4. Navigating Galactic Obstacles
5. The Final Frontier
Capgemini

6.3 GenAI Exploration Journey

The toolkit is built around the GenAI Exploration Journey. This is is a sequence of five sessions meant to build trust in generative AI through starting from the basics up until evaluating the possibilities and risks.
Below shows an overview of the whole journey.

1 Crew Training
Learning about what generative AI is and experimenting with it

2 The Launch Pad
Identifying current challenges in a specific context of service delivery to potentially improve with GenAI

3 Discovering the Stars
Creating valuable and feasible GenAI use cases for the identified context and challenges

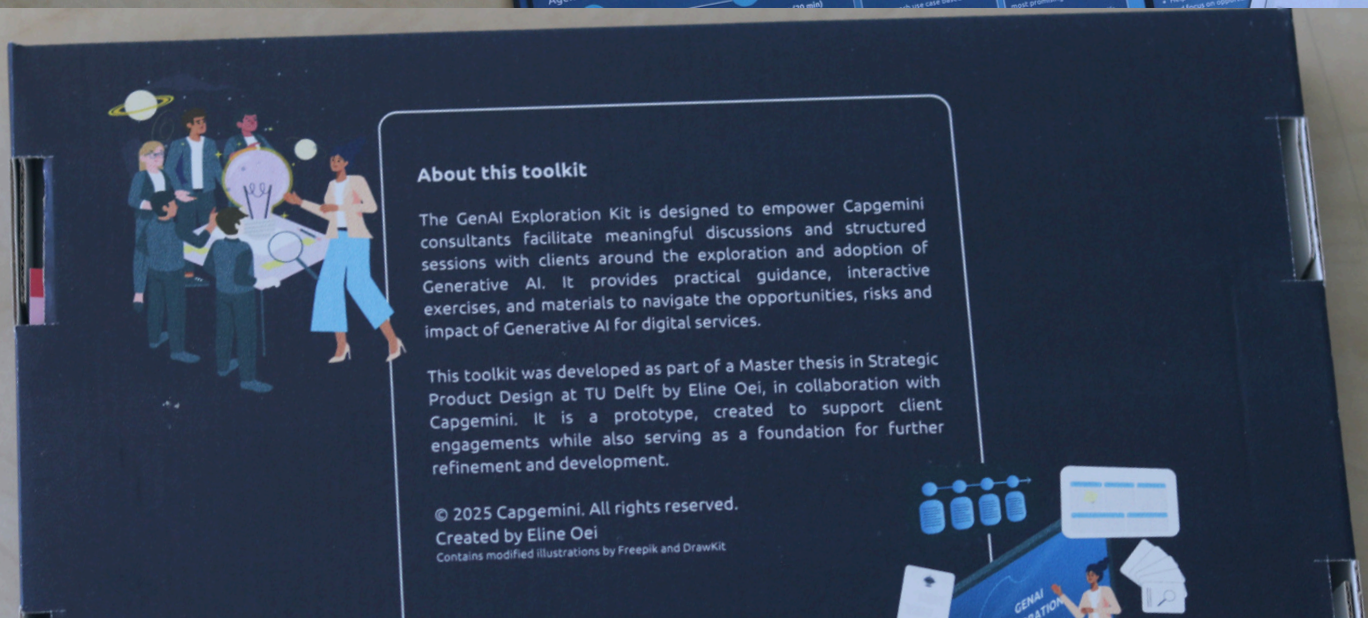
4 Navigating Galactic Obstacles
Assessing possible risks for the use cases and setting up mitigation strategies

5 The Final Frontier
Evaluating the potential of generative AI and discussing the possible next steps

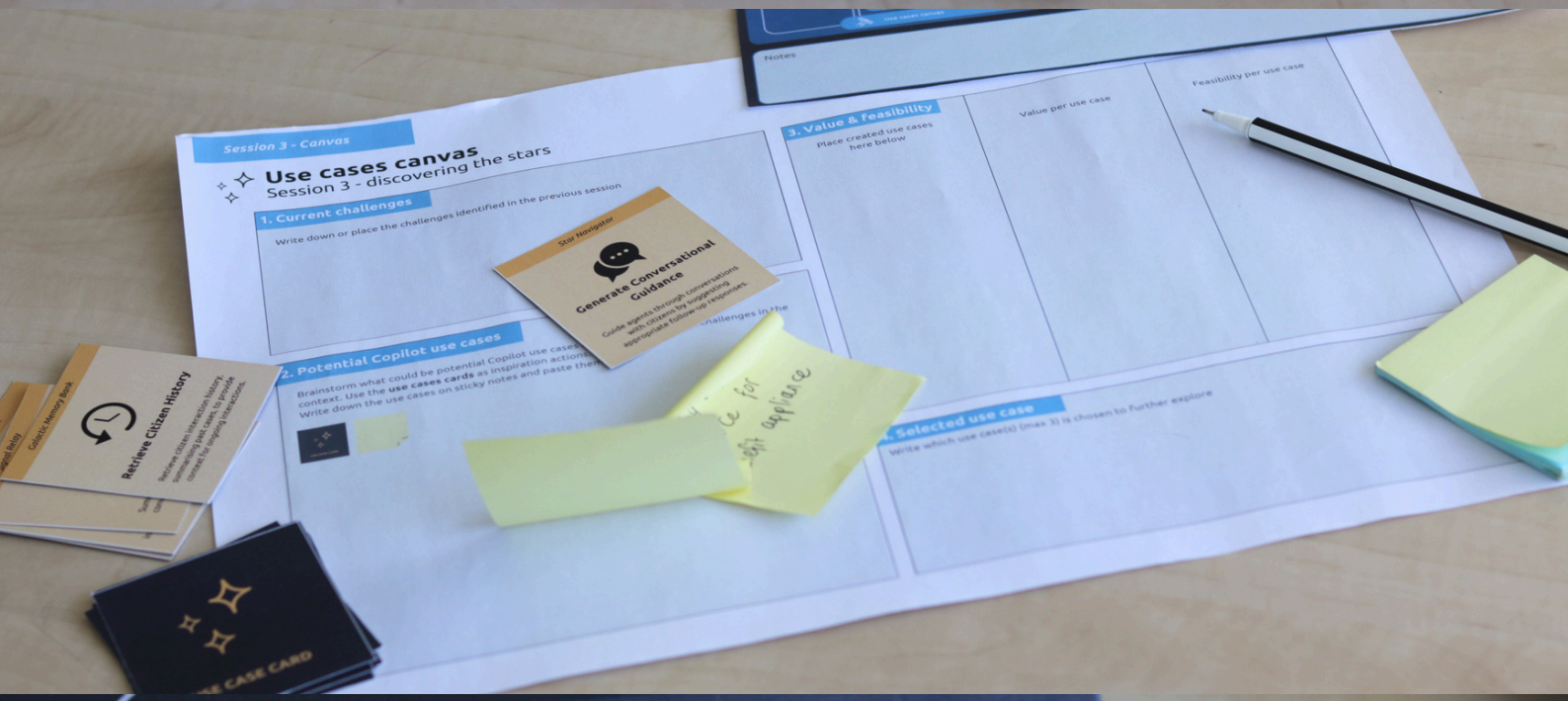
6.4 Toolkit content and prototypes

The toolkit is a digital document so it can be easily stored in the Capgemini library and made accessible to a wide range of Capgemini employees. The pages within this document can be printed on A3 and A4 paper so they can easily be used during on site sessions. In this subchapter, the content of the toolkit will be presented. The digital document can be found in the separate upload '*GenAI Exploration Kit*'.

For this project, the materials were also printed to act as prototypes which are shown in the following images. After that, the content is explained in detail.




AI EXPLORATION KIT
of Consultant toolkit for Facilitating
to discover the potential of Copilot
Capgemini

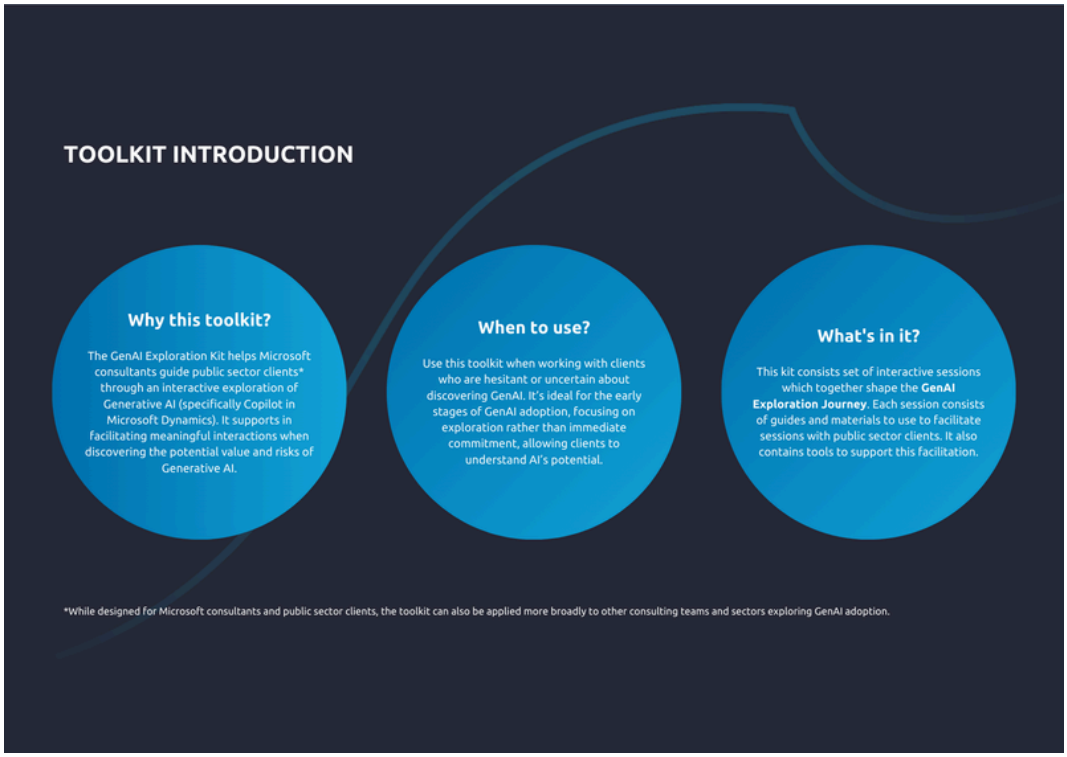

Session 3 - Canvas
Use cases canvas
Session 3 - discovering the stars
1. Current challenges
Write down or place the challenges identified in the previous session
2. Potential Copilot use cases
3. Value & feasibility
Place created use cases here below
Value per use case
Feasibility per use case
Notes
Star Navigator
Generate Conversational Guidance
Retrieve Citizen History


Let's embark on the GenAI Exploration Journey...
USE CASE CARD
Cosmic Pathway
Multi-step recommendation
Provide multi-step guidance for agents, suggesting next steps based on citizen queries and case status.
RISK CARD
Black Hole of Data Loss
Data Privacy & Insecurity
How might concerns over data privacy and security affect the use of Copilot in this use case?
RISK MITIGATION CARD
Clean Compass
Assuring Quality in Data & Output
Audit and clean data regularly, use real-time validation, and fact-checking to prevent misinformation.

Toolkit content

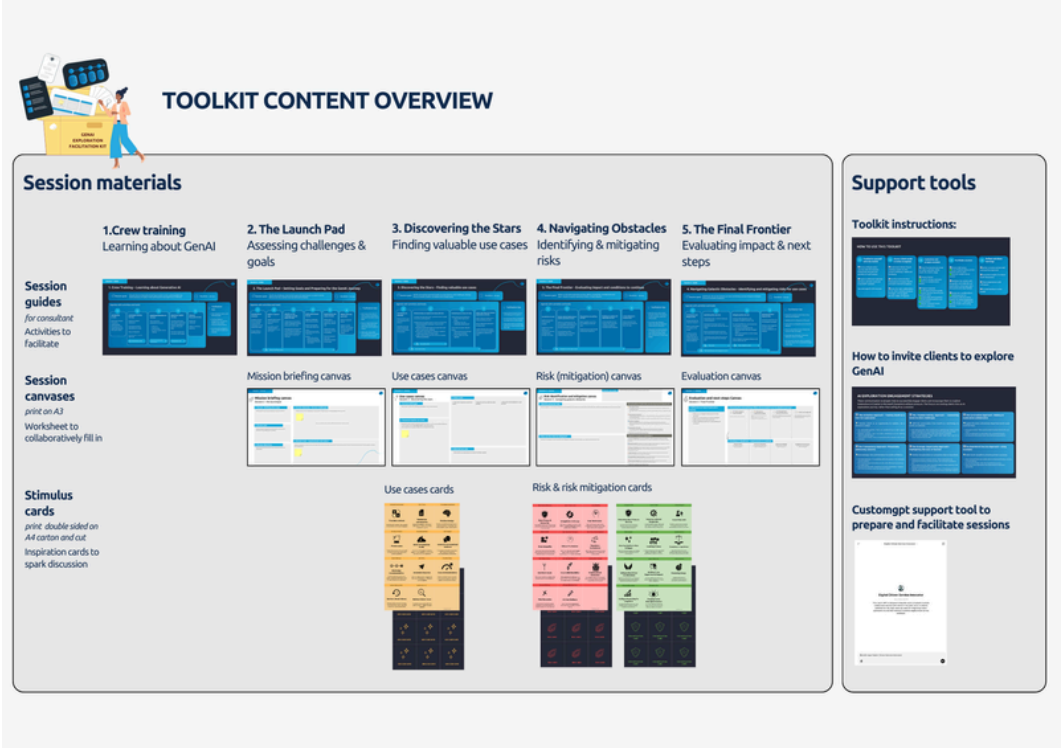
Cover and introduction of toolkit

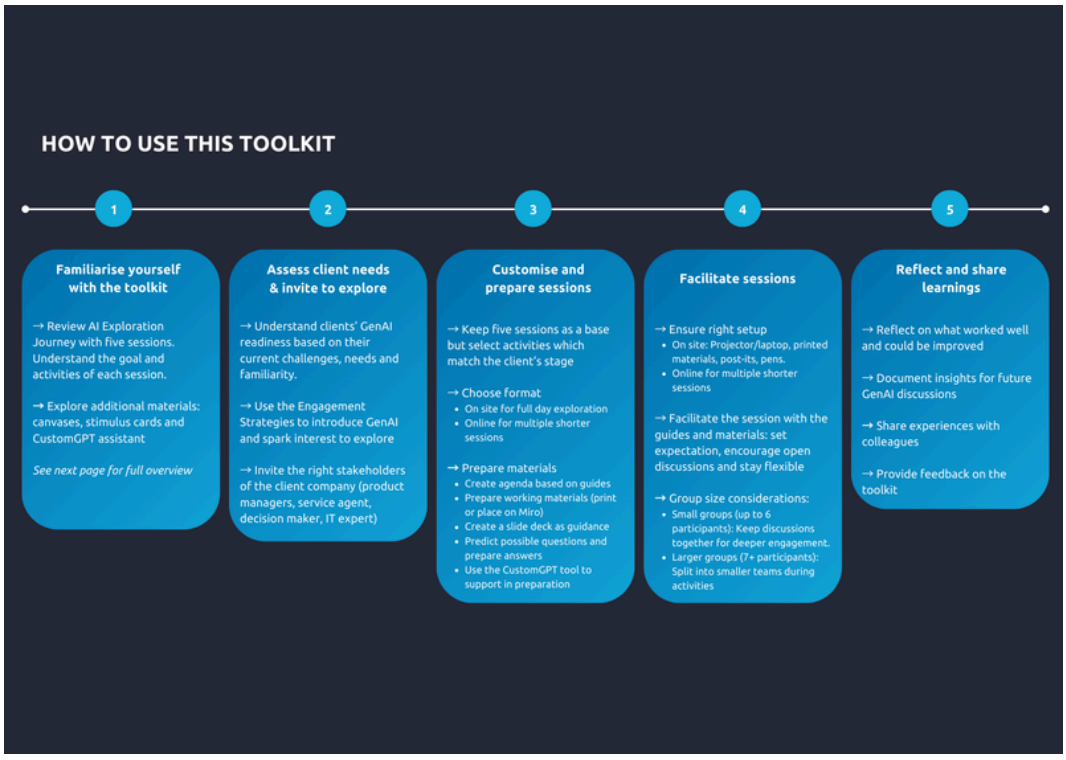
The first pages of the toolkit offer a concise overview of general information about the toolkit. It briefly explains why it exists, when to use it and what it contains. This ensures that the consultant understand what it should be used for and what they can expect from it.



Overview and instructions

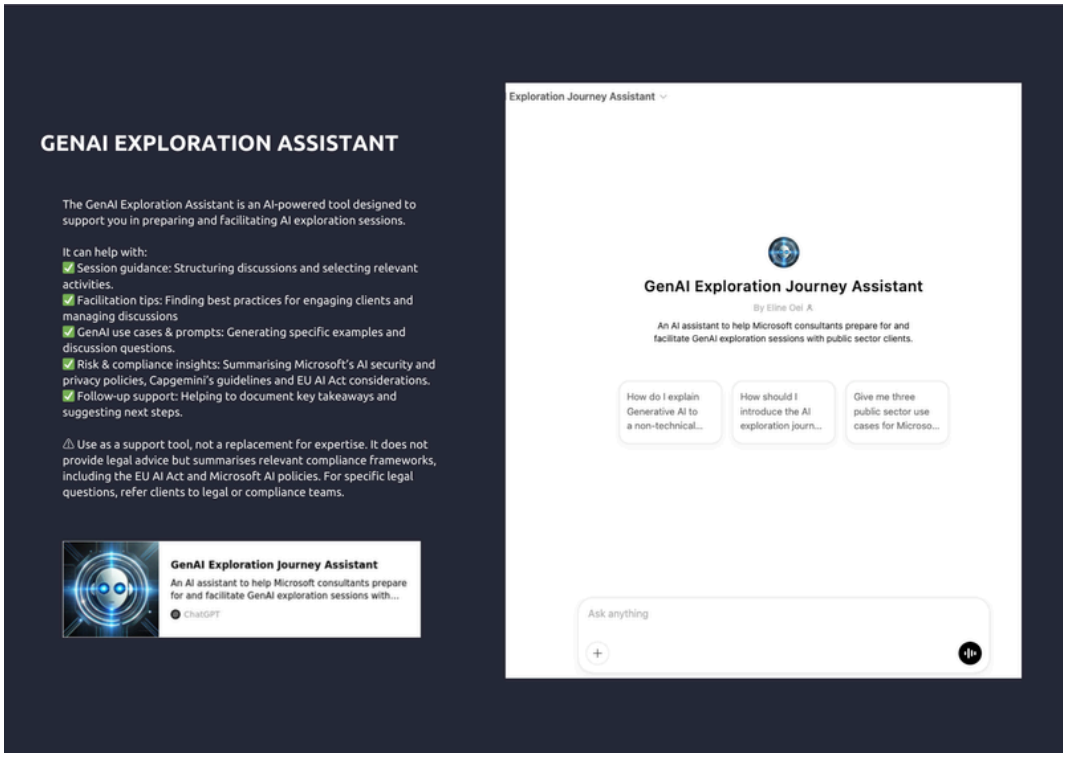
After the introduction, the toolkit provides a structured overview of all the contents with short explanations. This helps consultants getting a quick idea what the toolkit offers and when to use what materials. The following page, also shows step by step how the consultant should use the toolkit to organise the exploration sessions with the client.





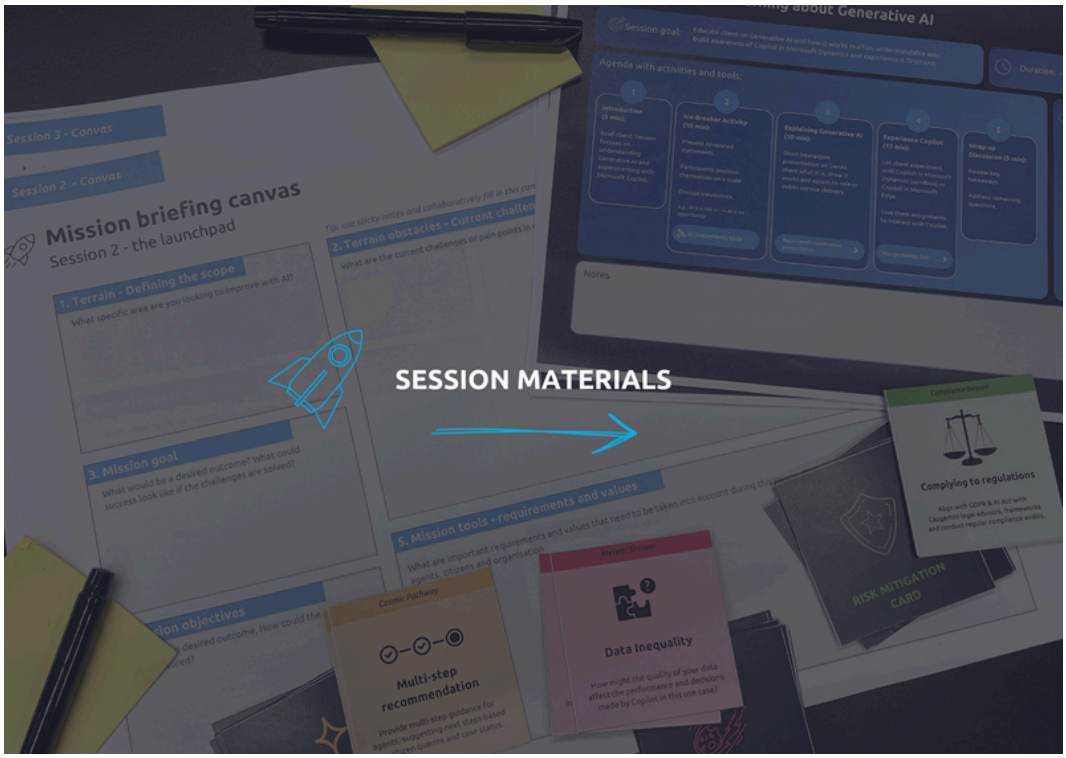
Support materials

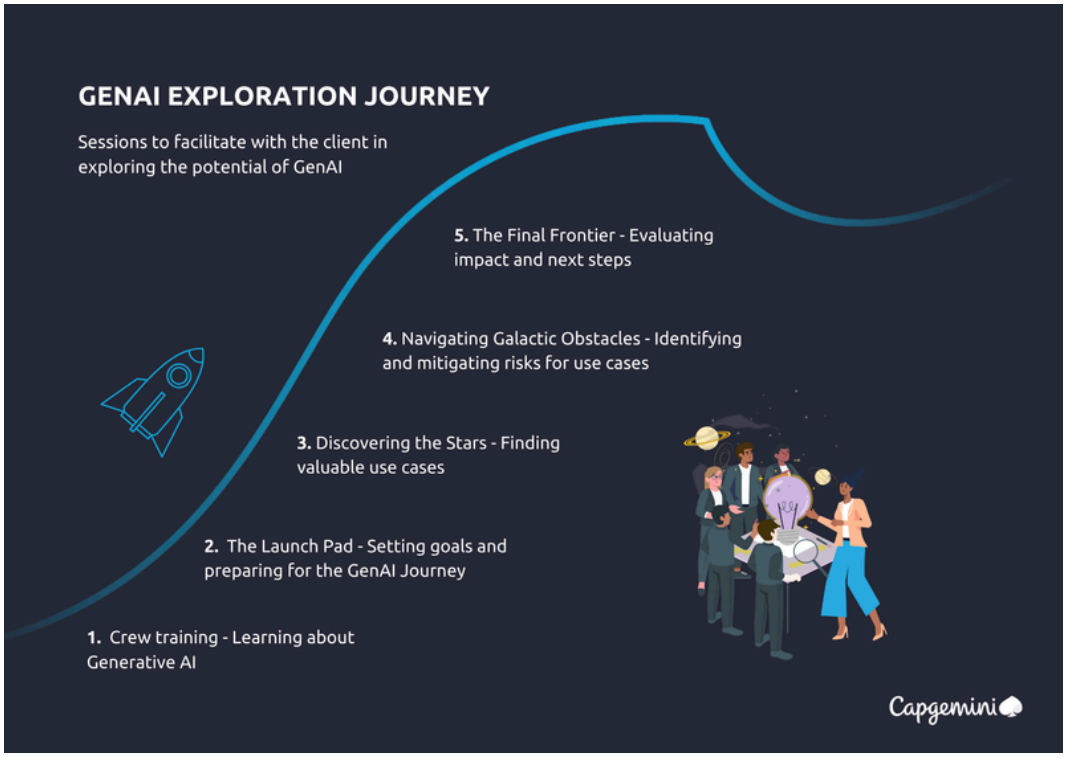
This section contains the support materials which provide the consultant with additional guidance to introduce and facilitate the GenAI exploration sessions. The Introduction Strategies share approaches for inviting clients to explore GenAI who might be resistant. The Facilitation Assistant is a conceptual AI-powered tool designed to support consultants with structuring sessions and providing discussion prompts. While not yet fully developed, the goal of it is to assist with preparing and supporting the consultant so they can better position themselves as a trusted advisor. It is like a sparring partner for the consultant about the topic of GenAI.



Session materials

this section contains the materials which the consultant can use directly within the sessions they will facilitate with the client. The GenAI Exploration Journey shows an overview of the five sessions. Each session consists of a session guide which the consultant uses as a guideline. Additionally, some session contain canvases to fill in collaboratively with the client during sessions and stimulus cards to spark discussions. The materials per session are shared on the following pages.

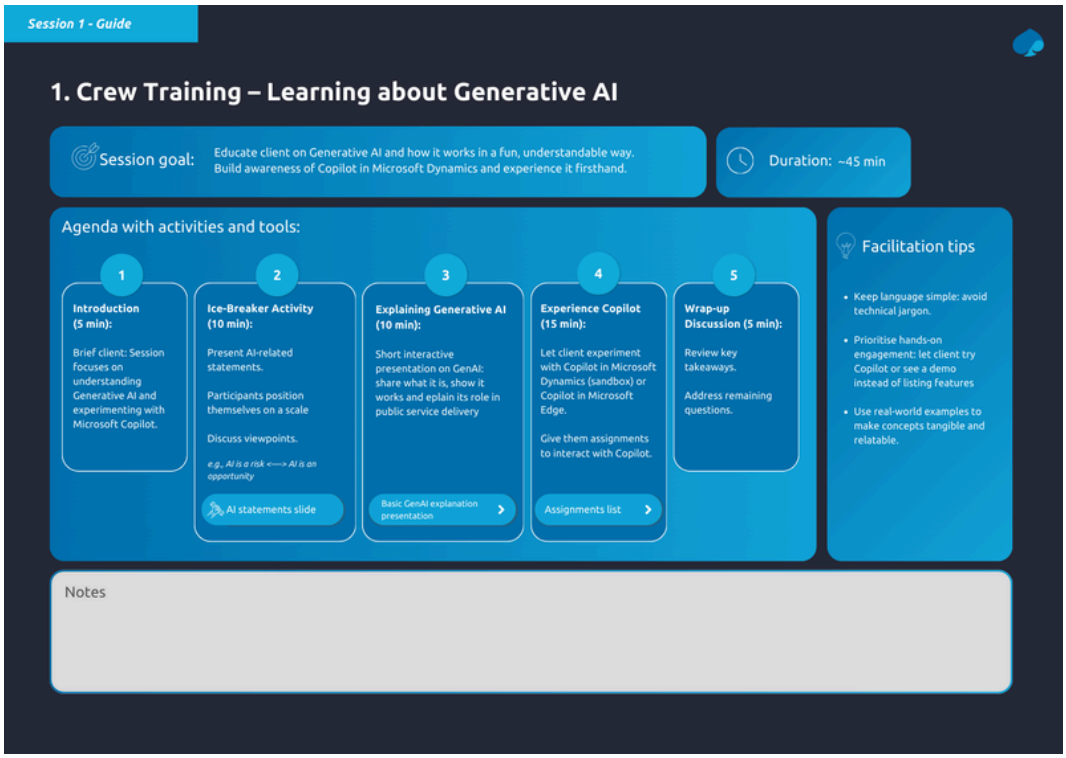




Session 1

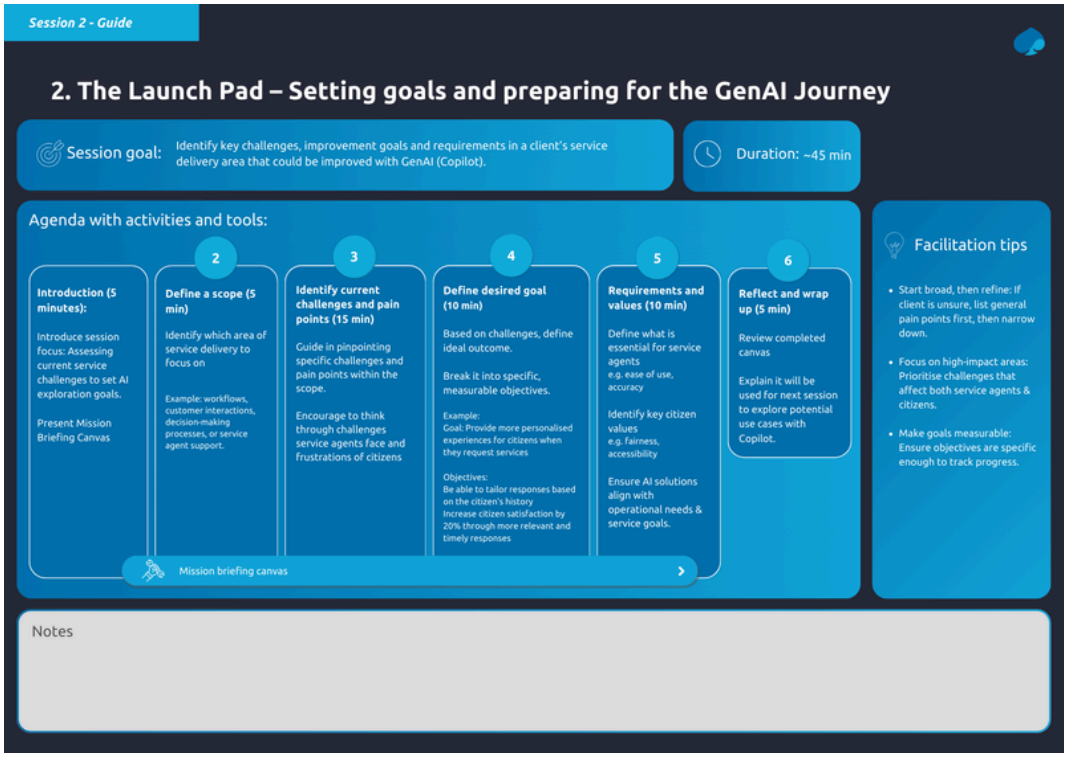
The first session is developed to ensure that clients gain foundational knowledge on what GenAI is and how it works in an interactive and engaging way. Rather than presenting AI in purely technical terms, it is framed in a way that aligns with public sector values and focuses on how AI can enhance service delivery instead of replacing human expertise. The icebreaker activity is included to give every participant a moment and discuss existing perceptions about AI before providing explanations. Understanding these from the start allows the consultant to address concerns proactively. Next, hands-on exploration of Copilot is included to ensure that AI feels tangible, preventing discussions from becoming too abstract.

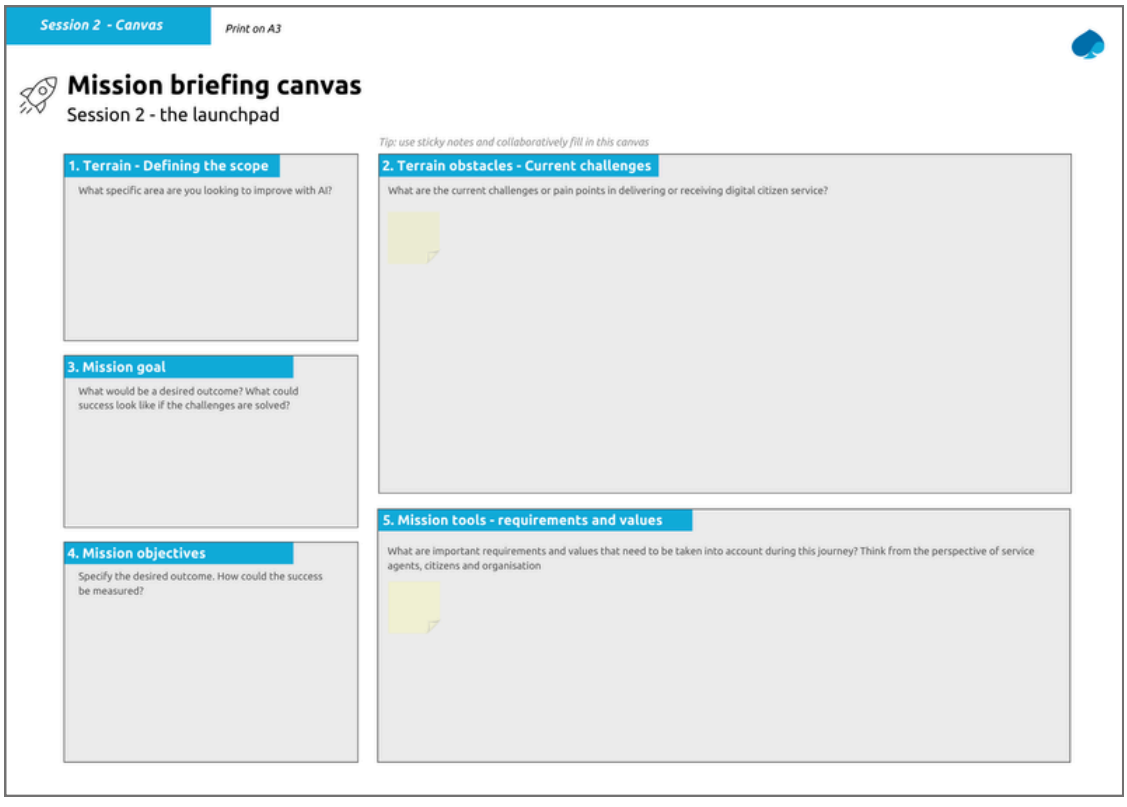
For this session, only a session guide is included. The AI statements, basic presentation and assignments need to be created by the consultant themselves.



Session 2

One of the identified significant challenges in AI adoption is that public sector organisations struggle to identify how AI can be relevant to their specific needs. To address this, this session is designed for consultants to help their clients identify specific challenges which can eventually be connected to potential GenAI solutions. Without this step, AI exploration could lack direction, leading to discussions that fail to fit with client needs and context. The Mission Briefing Canvas was developed to provide a structured way for clients to articulate their current challenges. By filling in the canvas, it allows for strategic guidance by focusing on the current challenges and co-creating a desired end goal. It also gives space for expressing values.



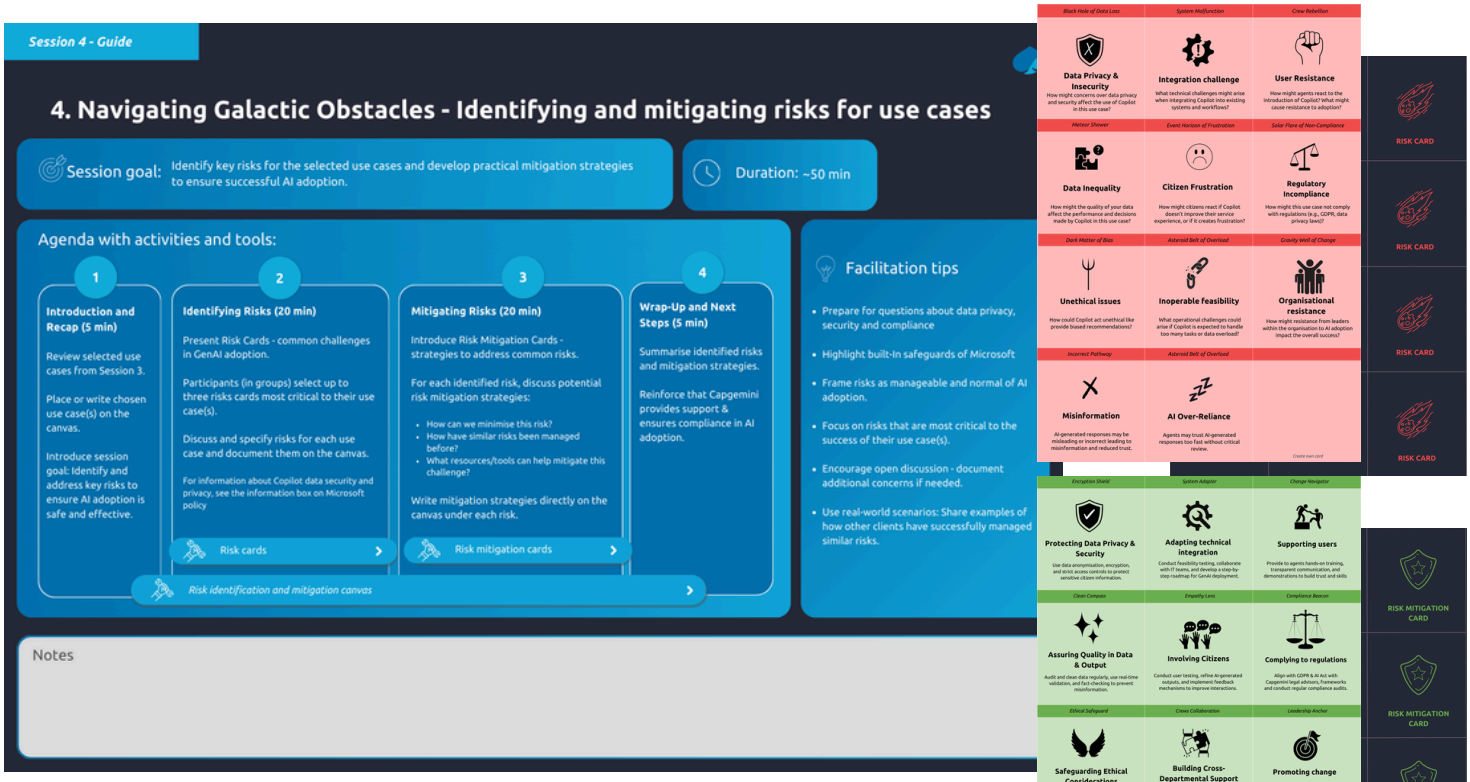


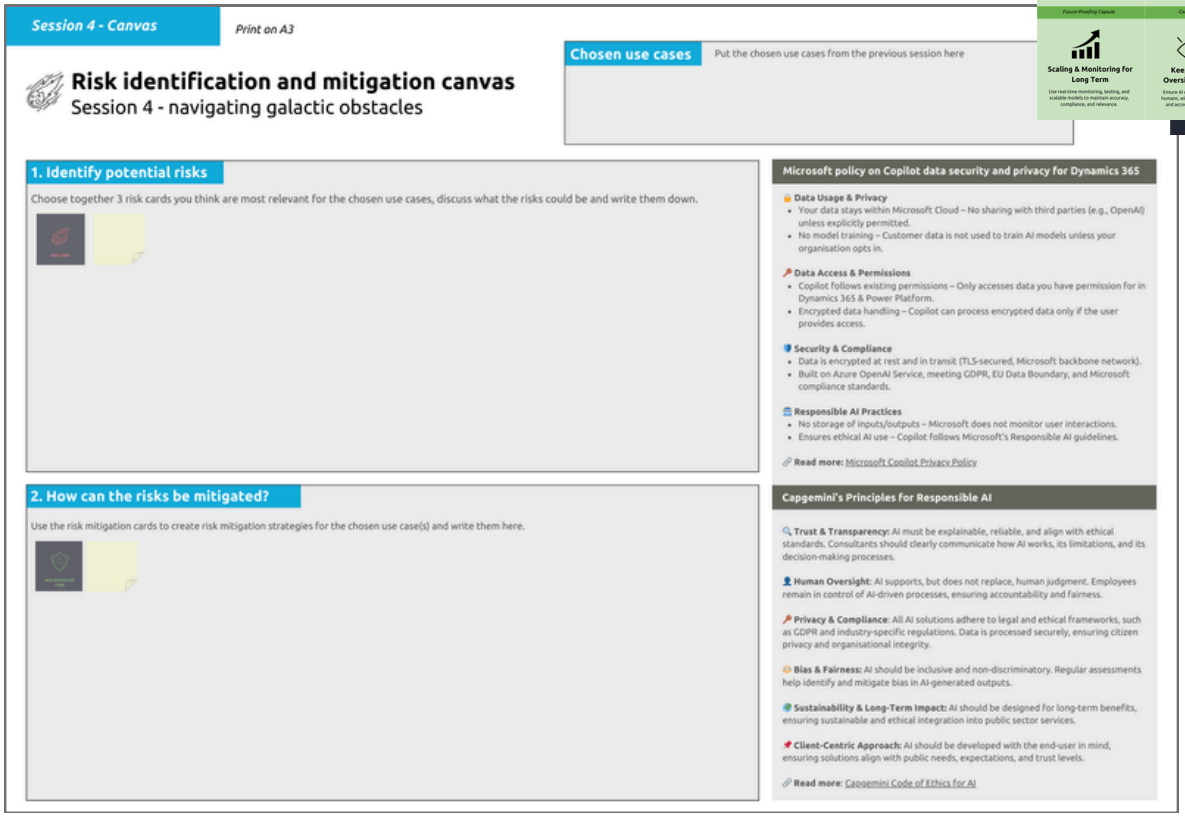
Session 3

This session builds on the challenges identified in the previous session. As some clients struggle to find specific use cases, this session was designed to guide clients through an exploration of collaboratively finding AI use cases with specific examples. The use of Use Case Cards provides as inspiration and starting points when brainstorming about potential use cases. The created use cases are documented on the canvas and clients are encouraged to prioritise them based on value and feasibility. This ensures that the exploration focuses on meaningful opportunities which are also realistic.

Session 4

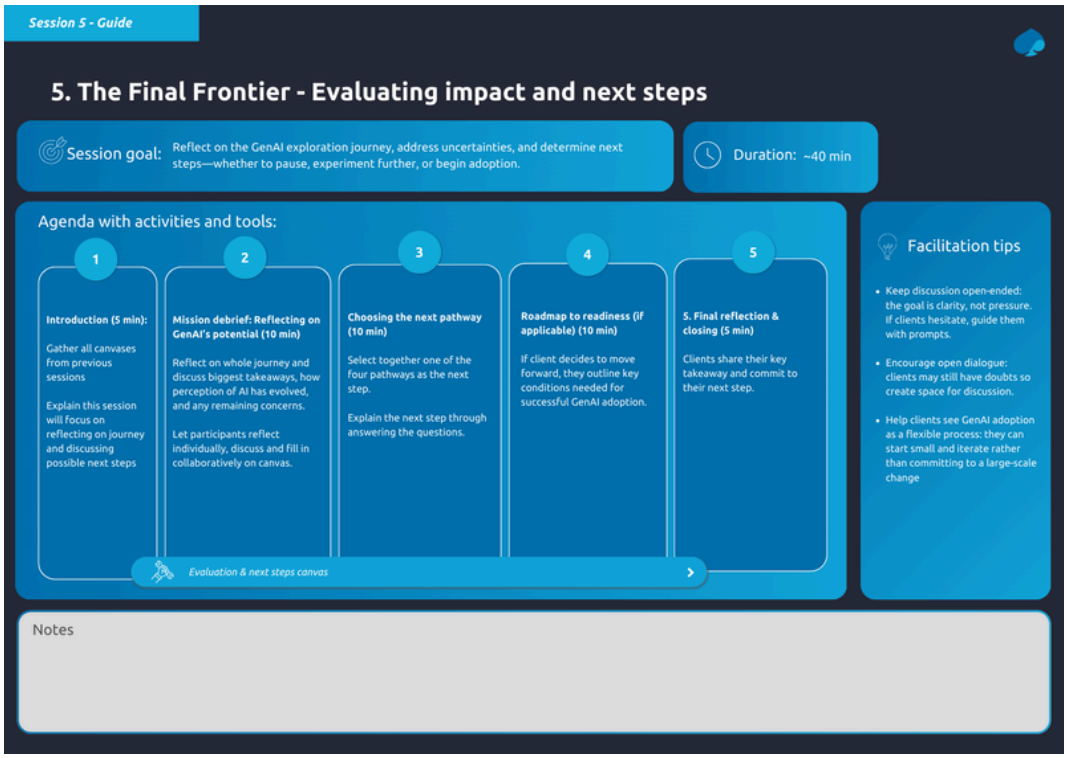
As concerns around AI risks, compliance, and ethics were key barriers to AI adoption, this session was designed to integrate risk identification into AI exploration, ensuring that concerns are addressed very specifically on the use cases identified. The Risk Identification and Mitigation Canvas is developed to help clients systematically evaluate risks and discuss mitigation strategies, ensuring that concerns are translated into manageable considerations with the support of cards to get conversations started on possible risks and also educate on existing mitigation strategies. The canvas also shows information on Microsoft's policy on data security and privacy and Capgemini's principles for responsible AI. This overview can answer common questions of the client in this session.

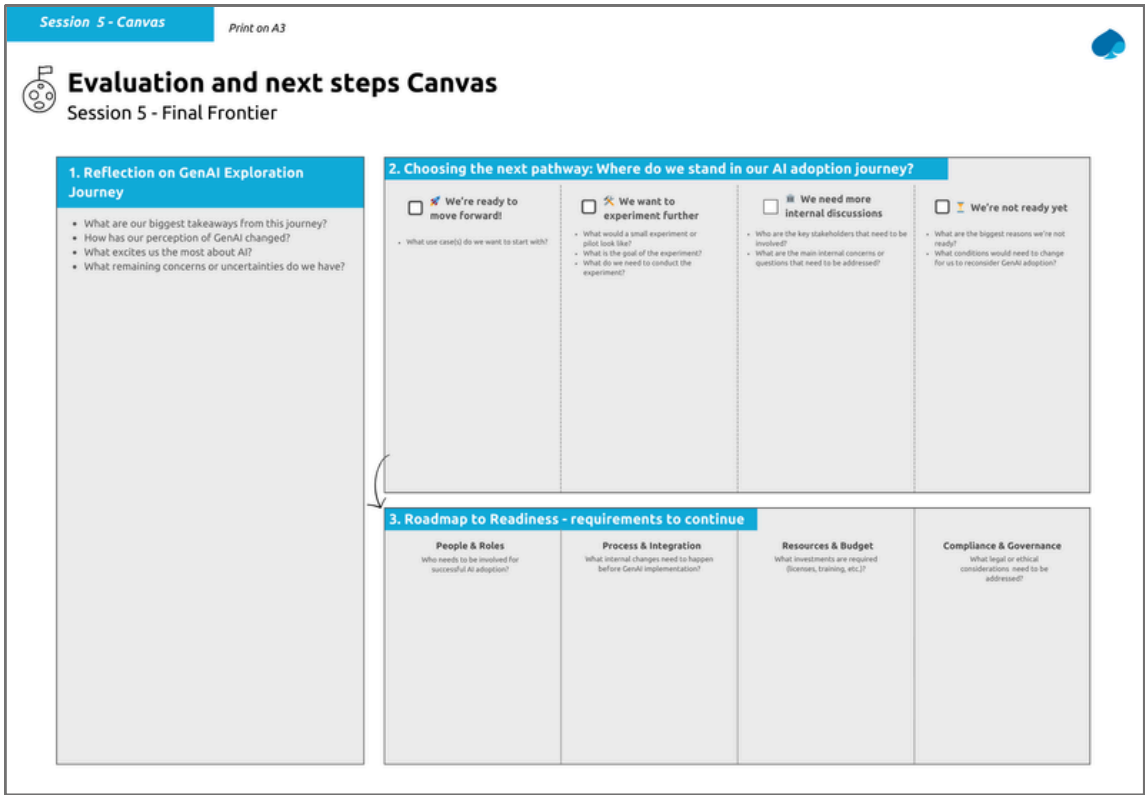




Session 5

This session is designed to provide structure for final decision making on GenAI. It helps clients reflect on what they have learned and determine their best next steps. Many clients may want to explore further without committing to full implementation. With the Evaluation & Next Steps Canvas, clients can express their biggest takeaways, remaining concerns, and possible next steps. Clients choose between one of the different pathways, to make it concrete that AI exploration remains an ongoing process. With the prompt questions, they can discuss whether they choose the specific pathway and come up with what they would need in order to start implementing GenAI.





6.5 Evaluation final design and strategy

To validate and discuss the toolkit at a more strategic level, a group evaluation session was organised. In this sessions Microsoft consultants in senior or lead roles were brought together to assess its strategic value, usability and scalability at Capgemini. The evaluation focused on validating how well the toolkit aligns with real world consulting challenges on GenAI, refining its implementation, and identifying opportunities for broader adoption. This chapter first describes the methodology, followed by the results and a conclusion.

6.5.1 Method

To evaluate the toolkit at a strategic level, a discussion based evaluation session was conducted with three Microsoft consultants in senior or lead roles, who were interviewed before in this project and had previous experience with advising clients on GenAI.

The evaluation session was held in a one hour hybrid format. Before the session, the consultant's individually analysed the toolkit. During the session, a recap of the project, problem and solution were presented and an open discussion was held with the guidance of questions on four key areas:

1. Relevance & effectiveness: assessing how well the toolkit supports consultants in guiding GenAI exploration and building client trust. Discussions explored whether the toolkit helps consultants become a trusted advisor on GenAI and what elements contribute to reducing client hesitation and overcoming resistance.
2. Usability & practical value: Evaluating whether the toolkit is intuitive and practical for consultants in real client engagements. Consultants reflected on the usefulness of the support tools, session guides, and materials, as well as identifying any missing elements or necessary improvements.
3. Implementation & adoption: identifying how the toolkit can be integrated into current consulting workflows, what potential barriers might hinder consultant usage, and what is needed to ensure effective implementation.
4. Scaling & futureproofing: Exploring how the toolkit can remain relevant and adaptable over time within Capgemini, who should be responsible for maintenance and updates, and whether the toolkit can be expanded beyond Microsoft consulting

The meeting was recorded and transcribed which let to final result insights.

6.5.2 Results

Below the insights of the evaluation session are presented categorised by the different discussion topics.

Impression of toolkit

The initial reaction to the toolkit was very positive. The consultants expressed enthusiasm, sharing this is something they need.

💬 *"First impression? It looks really good! I'm very happy with it."*
💬 *"I really want to give my compliments—very well done."*

1 Relevance & effectiveness

How has the toolkit potential to build client trust in GenAI?

The consultants found the toolkit useful once a client is already open to AI exploration. They could not say whether the toolkit can fully overcome hesitation with hesitant clients but it can help with the conversation about GenAI. They discussed that simply mentioning that there is a structured toolkit available could help build initial trust. The consultants agreed having a clear process and a structured way forward could help those hesitant clients take the first step toward exploration.

💬 *"I think just saying that we have a toolkit, a structured approach to guide them, could already help in making AI feel more manageable."*

💬 *"This is something that can help us with that first conversation"*

Consultants agreed that GenAI can be too abstract for most clients, which is why structured discussions help. Since public sector clients often do not fully understand AI's potential, a step-by-step exploration process makes them feel more in control.

The structured approach provides reassurance to clients, making them feel they are in safe hands. Even if consultants do not follow every step exactly, the mere presence of a framework gives clients a sense of trust.

💬 *"It gives a kind of peace of mind. There is a framework. I'm being guided. I'm in good hands. These people know what they're talking about."*

One consultant suggested that success stories would help lower the barrier to exploration. If clients see examples of how other public sector organisations are safely exploring AI, they may be more willing to engage. Consultants suggested compiling frequently asked questions (FAQs) and concrete AI success cases in the public sector to demonstrate real benefits.

How does the toolkit support the consultant in being a trusted advisor?

The consultants shared their satisfaction with the toolkit and stated this was exactly something they had been looking for to help them with making AI discussions with the client more concrete and structured.

💬 *"I think having some structure personally helps me a lot, because I can have a general conversation with the client, but I think a little structure, approach and strategy really helps me."*

💬 *"It really helps that this is a good toolkit."*

The consultants agreed that it supports them well in leading GenAI conversations, preventing them from going straight to demos or predefined solutions. One consultant mentioned that he currently engages clients by showing demos first, but this often means going too fast towards a specific solution without first exploring their actual needs.

💬 *"How I personally approach it now is by doing some demos. Like, 'Look how cool this is, would this be something for you?' But this toolkit forces you to take a step back and actually explore together first. "*

One consultant noted for more complex applications like Copilot and autonomous agents, demos alone are not enough or not always possible, this type of exploration with co-creation is necessary to think more out of the box.

💬 *"For standard tools, you can just show a demo, and clients will get it. But for GenAI, Copilot, or autonomous agents, you don't have a ready-made demo because you have to define the opportunities together. That's where this kind of structured approach really helps."*

The toolkit helps consultants take on a more strategic advisory role instead of just being technical implementers.

💬 *"I think this helps us move from being the 'AI implementation team' to actually guiding clients in figuring out what AI can mean for them."*

It was discussed that it can take a worry away from the consultant, helping them establish credibility and making their role easier. Consultants noted that clients may question their knowledge about GenAI, and having a well-defined toolkit helps to demonstrate expertise.

💬 *"This takes the pressure off of us. Instead of just convincing the client that we know what we're talking about, we have a proven and concrete approach that speaks for itself."*

2 Usability & practical value

How clear is the toolkit to use?
The consultants found the toolkit clear enough on how to use it for both experienced and less experienced consultants. One consultant mentioned that for someone new to AI consulting, the predefined structure offers clear guidance, whereas more experienced consultants can use it more freely.

💬 *"For an experienced consultant, this is a great guide, but for someone who is new, this toolkit provides a very solid structure to rely on."*

Consultants found the structured guides of the toolkit helpful. Having a predefined framework makes it easier to facilitate discussions. It also helps keep conversations structured rather than scattered.

💬 *"Having a structure helps. Without a framework, these discussions can feel scattered, and consultants with clients don't know where to start."*

The toolkit is best used as a flexible framework rather than a strict, step-by-step process. Consultants emphasised that while the structure is useful, they wouldn't necessarily follow it linearly in every engagement.

💬 *"I wouldn't use it in a linear way, but more as a guideline. Depending on the client, I'd pick certain elements rather than follow the whole thing step by step."*

A consultant noted that the content should be in Dutch if it is to be used really with public sector clients. With the people they would organise the session, that would be definitely in Dutch.

How does this type of format add value?
The format of the sessions has proven effective in other settings before. One consultant noted that collaborative exploration leads to unexpected and valuable use cases.

💬 *"We've seen this with the hackathon we're doing now with clients. By working through the process together, we come up with ideas we wouldn't have thought of otherwise."*

The consultants appreciated the printed materials with the interactive and playful elements like the canvases and stack of cards.

💬 *"This works really well in workshops. Print it out big, use sticky notes, add personas, have game cards. This is how we usually do these types of sessions."*

3 Implementation & Adoption

When and how can this toolkit be adopted in client interactions?
Consultants suggested using the toolkit for existing clients rather than for new business acquisition. They believe the toolkit works best when there is already a trusted relationship with the client.

💬 *"This works best when there's already a relationship. I wouldn't use it to convince someone completely new to AI or as a buy in tool —it's more of a deep-dive tool."*

They discussed clients need to be open to innovation, otherwise, they won't engage in the discussion. The toolkit is not effective for clients who are strongly resistant to AI, as they may refuse to participate in the first place.

Consultants discussed the importance of selecting the right stakeholders for the exploration sessions. While budget holders play a crucial role in decision-making, they may not always have the necessary understanding of AI's potential. On the other hand, operational teams or innovation leads might grasp the value of AI but lack decision-making authority. To ensure meaningful adoption, sessions should engage both strategic decision-makers and those who understand the practical applications of AI.

💬 *"The people who control the budget are not always the ones who understand AI. We need to make sure we involve decision-makers while also having the right people in the room who see the practical value."*

Practical considerations for organising sessions
Consultants debated whether the toolkit should be used in one session or split into multiple sessions. Some believed a full-day workshop would be the most efficient, while others preferred breaking it into two shorter sessions to allow for client reflection.

💬 *"If you try to do everything in one day, you might get fast results, but clients often need time to process. Splitting it into two sessions could be better."*

Online use is possible but less effective than in-person sessions. While technically feasible to use online tools like Miro for remote sessions, consultants agreed that AI exploration works best in face-to-face settings for better engagement.

💬 *"This works best in person. AI discussions need interaction—you don't get the same engagement in an online setting."*

It was stated that sessions should not be run by just one consultant. Consultants agreed that AI exploration requires at least two consultants per session to ensure a balanced discussion.

💬 "You should never run these sessions alone. There should always be at least two consultants—one leading the discussion and another providing AI expertise."

Workshops should ideally have five to six participants from the client side. More participants lead to richer discussions and diverse perspectives, but if the group is too large, it should be split into smaller subgroups.

What are potential barriers for consultants to use the toolkit?
The toolkit helps consultants structure AI discussions, but facilitation skills remain essential. While the framework provides guidance, effectively leading AI exploration requires a consultant who can translate AI into business value, ask the right questions, and manage client concerns.

💬 *"You need to be able to guide the conversation and ask the right questions, not just present AI as a technology. It's about making it relevant for their organisation."*

Not every consultant is suited to facilitate AI exploration. Junior consultants or highly technical profiles may struggle with AI facilitation, as AI exploration requires advisory skills, strategic thinking, and strong client engagement. Some consultants suggested that only those with prior advisory experience should lead these sessions.

💬 *"This shouldn't be done by juniors or hardcore technical experts. You need an experienced consultant who can facilitate, build trust and guide a strategic discussion."*

Integration possibilities at Microsoft cluster
The consultants noted the toolkit could be used for AI exploration sessions as part of Microsoft's visioning workshops. Microsoft provides funding for visioning workshops, to show Microsofts stuff and get inspired. The toolkit could be embedded into these sessions.

Also, the toolkit could be used as a follow-up after events like hackathons. One consultant suggested that clients who participate in hackathons might be interested in more structured AI exploration afterward, making the toolkit a logical next step.
💬 *"Clients at the hackathon were interested, but what's next? We could take this toolkit and say: 'Let's now explore AI at a deeper level within your organisation.'"*

4️⃣ Scaling up & future-proofing

How to ensure it stays relevant?
A consultant noted Microsoft frequently changes its terminology, making it difficult to keep materials up to date. A more adaptable template and generalised terminology (e.g., referring to "GenAI" rather than "Copilot") could make the toolkit adaptable for long-term use.

💬 *"If you want this to be future-proof, you need to make it more of a template rather than tying it to specific Microsoft terms. Otherwise, you'll need to update it every few months."*

Maintaining AI relevance means keeping track of emerging trends. Consultants noted that AI developments move fast, and what is relevant now (like Copilot) may be outdated in the near future. The toolkit should be structured in a way that it can evolve with changing AI technologies and regulations.

How and where can it be adopted so the toolkit does not get lost and is being used?
Without dedicated ownership, the toolkit risks becoming outdated or forgotten. Consultants suggested linking it to an internal AI community group to ensure continuity.

💬 *"If we don't assign responsibility, it's just going to get lost. On a short-term basis, we can link it to AI@DCX—that way, we have an initial home for it while we figure out long-term ownership and maintenance."*

The toolkit could be integrated into the existing Capgemini repository. One option discussed was linking it to Capgemini's existing consulting frameworks, such as CX consulting or other strategic tools.

💬 *"If we integrate it into CX consulting or another established methodology, then it has a place and isn't just a one-off tool."*

The toolkit could be hosted on an internal Capgemini platform for accessibility and updates. This would help consultants access the latest version while ensuring updates reflect AI regulatory changes and best practices.

Opportunities for scaling beyond Microsoft cluster
Consultants suggested that the toolkit could also be used for other GenAI solutions beyond Microsoft, such as Salesforce and Oracle, or broader GenAI solutions by generalising the terms.

💬 *"Right now, it's very specific to Microsoft, but if you generalise it, you could use it for any GenAI exploration—whether that's Salesforce, Oracle, or another platform.*

Consultants agreed they strongly wanted to keep a Microsoft-specific version of the toolkit, but that a more general version should be created in parallel for broader applicability.

Consultants suggested integrating the toolkit into Capgemini's DCX framework at a European level.

💬 *"If we embed this within DCX at the European level, it can be scaled across countries, used in multiple languages, and aligned with our other consulting methodologies."*

One consultant suggested that the toolkit could be integrated into broader AI training sessions for Capgemini consultants. If consultants are trained on using the toolkit before engaging with clients, it could improve adoption and consistency in consulting engagements.

💬 *"We're running AI training programs already. You could easily fit this into an AI training afternoon at the Academy so more consultants get familiar with it."*

Strategic implementation plan feedback

Consultants suggested refining the order of the plan to better align with how the toolkit will be used and scaled. The main recommendations included:

Phase 4 (Expanding Beyond Microsoft) should not come so late in the process. Instead, it should happen in parallel with Phase 2 (Integration into Workflow).

The plan could include two distinct layers such as one being the toolkit evolution within Microsoft which covers internal refinement, feedback, and content updates.

And the other one being the implementation outside of Microsoft cluster, covering the toolkit's integration into other consulting processes. Awareness and testing should include external validation. While piloting internally is useful, real client engagements should start sooner.

6.5.3 Conclusion

Below is an overview of the evaluation, summarising the most important insights from the session. It highlights the toolkits strengths and identifies key factors for success and action steps to integrate the toolkit within Capgemini to support long-term adoption and scalability.

Overview evaluation

Overall Impression:
The evaluation confirmed the strategic value and practical applicability of the GenAI Exploration Kit for Microsoft consultants working with public sector clients. Consultants were highly enthusiastic, stating it provided the structured, concrete approach they needed for GenAI discussions. It helps move beyond general demos, offering a clear guidance to make AI exploration tangible, manageable and strategic.

Key strengths

- Provides needed structure for the consultant: The toolkit reassures consultants by offering clear guidance, helping them initiate discussions on a more concrete level.
- Supports opening the GenAI conversation: Simply introducing the toolkit as a structured resource gives consultants a tangible approach, making it easier to engage hesitant clients.
- Interactive and co-creative format: Consultants appreciated the engaging format, including printed canvases and cards, which can help with exploratory discussions and finding solutions with the client.
- The toolkit is clear to understand: The toolkit can be used as a guideline which the consultant can adapt based on the context of the client and the experience of the consultant
- Encourages a strategic approach focused on actual organisation needs: Instead of focusing on technical implementation, it helps consultants align AI exploration with actual client needs.
- Enhances consultant credibility: Having a structured method supports consultants in positioning themselves as trusted advisors rather than just technical implementers.

Critical factors for success

- Engaging hesitant clients remains a challenge: While the toolkit provides structure, its effectiveness in convincing highly resistant clients remains uncertain.
- Requires experienced facilitators: GenAI exploration should be led by experienced consultants with strong business strategy, advisory, facilitation and technical skills.
- Sessions should be led by at least two consultants preferably in an on site session with a follow up reflection session.
- Dutch-language materials needed: To ensure adoption within the Dutch public sector, session materials should be available in Dutch.
- Involving the right stakeholders: AI discussions should include both decision-makers and operational experts to ensure a balanced and productive session.

Opportunities for implementation and scaling

- Developing a generalised version: A Microsoft-specific version should be kept, but a general version will ensure long-term relevance across different platforms.
- Integration at the European DCX level: Embedding the toolkit within Capgemini's European DCX repository will support scalability and localisation.
- Short-term adoption within AI@DCX: To ensure continued refinement and prevent it from being lost, the toolkit should first be integrated into the AI@DCX community.
- Scaling beyond Microsoft should happen in parallel: Expansion beyond the Microsoft cluster should not wait but progress alongside internal adoption efforts.

6.6 Strategic implementation plan

To ensure that the GenAI Exploration Kit is successfully adopted into Capgemini's consulting practice and remains a valuable asset on the long term, a strategic implementation plan is created which contains the recommended steps for its rollout and scaling. The plan is created based on the research of the context in Capgemini and the evaluation session with Microsoft consultants. The plan consists of three main phases, each designed to gradually expand the adoption within Capgemini and enhance the toolkit's usability, relevance and impact.

Within each phase, there are two layers. The first layer focuses on adoption which are the actions which should be taken to logically integrate and use the toolkit in specific consulting practices at the organisation. The second layer shares the actions which are aimed at optimising the toolkit itself to improve its usability and scalability to ensure it can create more value and be used over time.

	🚀 Phase 1: Ownership, awareness & testing	🌍 Phase 2: Scaling & optimisation	🔁 Phase 3: Continuous automatic evolution
Goal	**Establish ownership, create awareness within Microsoft cluster, and refine toolkit through testing.**	**Expand toolkit adoption to DCX at a European level, ensuring broader accessibility and flexibility.**	**Ensure sustainability, automation, and expansion beyond DCX for long-term impact.**
Actions – **Adoption**	🏅 Assign ownership within AI@DCX to maintain toolkit and oversee adoption 📢 Start promoting toolkit within Microsoft cluster as a method for GenAI exploration 💼 Introduce toolkit in Microsoft client engagements	🏛️ Integrate toolkit into DCX's European consulting practices, ensuring use in different industries and client contexts. 🗣️ Enable multi-language adoption, making the toolkit accessible across multiple European markets. 🚀 Use toolkit for other client contexts and other platforms with GenAI.	💡 Integrate and promote toolkit into Capgemini's broader AI consulting services, outside DCX practice. 🎓 Integrate into Capgemini's AI learning programs as a standard resource for AI advisory learning.
Actions – **Optimisation**	🗣️ Translate toolkit to Dutch to make it more accessible for public sector clients 🛠️ Pilot test with selected consultants in real client engagements and gather feedback 📝 Improve toolkit content and structure based on feedback from sessions and consultants 🌍 Develop a generalised version that supports GenAI exploration in other platforms than Microsoft	📏 Refine the toolkit structure to ensure it remains adaptable for different consulting approaches and client maturity levels. 📒 Ensure compliance updates by incorporating AI regulations, ethical considerations, and changing governance policies. 🔧 Make toolkit more scalable by introducing modular components, flexible workshop formats, and digital drag-and-drop elements for easier customisation.	🤖 Implement automated content configuration based on client context and needs. 💬 Enable AI generated session recommendations which fit specific consultant practice and client interaction for better guidance. 🔗 Automate toolkit updates with AI which tracks policy changes, regulatory updates, and AI advancements.
Outcome	The toolkit is tested, refined, and used within AI@DCX and Microsoft consulting engagements, setting the stage for broader adoption.	The toolkit is established as a widely adopted AI exploration framework within DCX Europe, supporting consultants across various AI solutions and industries.	The toolkit is a fully integrated and continuously evolving AI facilitation resource, ensuring long-term impact across Capgemini's AI consulting teams.

07.

FINAL REFLECTION AND CONCLUSION

7.1 Evaluating solution against design brief

To critically assess the effectiveness of the solution, this section evaluates how well the final design meets the original design goal and design requirements which were based on the research.

Alignment with the design goal

The initial design goal was to create a solution which a consultant can use to create a level of trust where public organisations feel confident in viewing generative AI as valuable to enhance their service delivery. While the broader aim was to support public sector clients in overcoming hesitancy towards GenAI, the design process ultimately focused on empowering consultants with tools to facilitate these discussions effectively.

The final solution aligns with the design goal by equipping consultants with GenAI facilitation and support materials that help guide the discussions about GenAI in a way that is explorative. The structured approach of the five sessions with interactive and informative activities and materials allows for learning about GenAI's potential which can contribute to understanding what generative AI can do for the client, specifically in public service delivery.

While the toolkit contains strategies and activities which fully address the value of generative AI in a step by step approach, it remains unclear to what extent the toolkit directly creates trust and confidence in GenAI for the client. The introduction strategies provide consultants with ways to overcome initial resistance to GenAI exploration, but the effectiveness of these strategies has not been fully validated.

Evaluation against design requirements

The solution is evaluated per design requirement below.

1.Information about GenAI

The toolkit contains stimulus cards with contain information about possible generative AI use cases, possible risks of using generative AI and possible risk mitigation strategies which can feed the discussions. It also suggests activities which contribute to teaching the client about what generative AI is but does not explicitly contain this content. Moreover, the kit contains information about common questions about data security and privacy policy although this is currently specifically only for Microsoft Dynamics. It also does not include the exact regulations around GenAI to answer questions about compliance but does refer to Capgemini legal advisors who could answer this.

2. Trust building

The sessions in the toolkit allow for building trust in GenAI as it follows a step by step approach in which the consultants guides the client from the basis of what generative AI is and what current challenges of the client are, up until discussing the opportunities specifically for them but also transparently talking about the risks and how these could be mitigated. At the end, the consultant also reflects with the client on the whole journey, allowing to address any remaining uncertainty which could resist trust. The toolkit, does not include mechanisms for specifically countering misinformation or myths about GenAI, but it does contain strategies on how the consultant can introduce GenAI to the client and invite them to explore it on the exploration journey. These are possibilities which can create an initial step for trusting GenAI.

3. Interaction

The core of the toolkit is the exploration journey, which consists of five interactive sessions. In these sessions activities are organised with the help of supportive materials which stimulate engagement and collaboratively thinking. The informative content helps with sparking ideas but the open templates also allow for free thinking and new discussion topics. The format of the activities are focused on active participation rather than passive receiving information. Although the kit contains a playful space theme and deck of cards, there are no explicit gamification elements.

4. Usability

The format of the toolkit with its materials that can be printed or used digitally allows for flexibility of different consulting settings. The consultants can use the session guides really as a guideline and choose the activities and materials based on the specific client context, needs and level of expertise. However, the toolkit does not contain any guidance on how to do this and to change the exact content of the guides and session materials, it would take quite some effort and time. A requirement of the toolkit is also that only experienced consultants who have strong knowledge about both business strategy and AI next to being able to facilitate, can use the toolkit to facilitate sessions with clients. Another current restriction is the language which is in English.

5. Outcome

Through documenting the session ideas on canvases and ending with an evaluation session with possible next steps, the solution does provide actionable takeaways for the client. While consultants can reflect on session outcomes, change the content and add notes for themselves, the toolkit does not contain a clear mechanism for gathering feedback or insights that can easily be shared with other consultants for improvement of the toolkit.

7.2 Impact of the solution

To evaluate the potential impact and success of the GenAI Exploration Kit, IDEO's Desirability, Feasibility and Viability (DFV) framework is applied on the outcome of the project. This use of this framework examines whether the solution is desirable by the consultant and indirectly the client, whether the solution can be be made and used realistically, and whether it can be sustained and create value within Capgemini.

Desirability

The primary target group for the toolkit are the Capgemini Microsoft consultants, as they are the ones leading the discussions about GenAI with clients. The final evaluation session with the three consultants confirmed that they have a strong need for materials which can guide them in discussing the potential of GenAI in a hands on and interactive way with a more strategic focus. The consultants found it especially helpful because it supports them in making this exploration more concrete through a workshop like format.

The secondary target group, the public sector client, has not been directly assessed, as the toolkit has not yet been piloted with them. However, the desirability for the clients is based on the assumptions of consultants, who believe this structured exploration could help these clients with better understanding the potential of GenAI. While the toolkit may not convince organisations which are highly resistant to explore AI, this was not the primary end goal. It does support the clients who are open to explore but lack clarity on how to proceed. Even if a client ultimately chooses not to adopt GenAI, they have been guided through a structured process of experiencing what the opportunities and risks are of GenAI, with the consultant as a strategic advisor.

Feasibility

The toolkit can be used immediately by consultants in client engagements, although language might need to be changed to Dutch to fit some client interactions better. The digital format of the toolkit can easily be stored within the Capgemini library to make it more accessible within the organisation. The canvases and cards can easily be printed so they can be used directly in workshops, although cards need to be cut out. The content can also be adjusted within PowerPoint, such as changing the use cases on the cards and changing the activities on the session guides, although this could be time consuming for the consultant. The toolkit is therefore in a sense adaptable to different client contexts because the consultant can easily change the content or select the activities they think are most relevant, but changing the format might require some extra effort.

In the evaluation session it was also found that the toolkit is clear enough to be directly used by a consultant. However, even though the content might be complete on the topic of GenAI exploration, only more experienced consultants can use the toolkit within client interactions as it requires strong consultant skills in facilitation, technical expertise and also business knowledge.

Viability

The toolkit has potential to generate value within Capgemini by providing a repeatable and scalable method for (Gen)AI exploration. It addresses a clear need identified by consultants for a tangible and interactive way to facilitate GenAI discussions. This toolkit can make AI exploration more accessible for current or new clients. By aligning with Capgemini's focus on responsible AI adoption, the toolkit supports Capgemini's mission to navigate a complex technology like (Gen)AI while ensuring ethical and strategic AI implementation. The toolkit also has potential to expand beyond the Microsoft cluster. It can expand Capgemini's AI consulting offerings and increase client engagement. For long-term viability, structured ownership and continuous updates are essential. While AI@DCX can oversee early adoption, long-term success depends on establishing clear ownership and maintenance. If properly maintained and integrated within Capgemini's AI advisory services, the toolkit can become an important asset in supporting AI exploration across multiple client sectors.

7.3 Limitations

While the project successfully resulted in a concrete toolkit, several limitations influenced the outcome of the project. These limitations should be considered when interpreting the findings and assessing the broader impact of the project. They are shared below.

One key limitation of the project is the focus on consultants rather than clients. The toolkit was designed primarily as a resource for consultants, with the assumption that a structured and interactive approach would help clients feel more confident in exploring AI. **However, public sector organisations themselves were not directly involved in the evaluation.** While consultants expressed that the toolkit would help make AI discussions more tangible and structured, it remains unclear whether it truly addresses client concerns or if it effectively fosters trust in AI adoption. If client perspectives had been incorporated through direct testing, better insights could have been gathered on how they perceive the toolkit's structure and session activities.

Another constraint is the way the toolkit was iteratively refined throughout the design process. The design evolved based on insights from consultant interviews, brainstorming sessions, and an initial concept evaluation. However, **rather than undergoing multiple cycles of direct testing, refinements were primarily informed through feedback discussions and expert input.** The toolkit was iterated based on anticipated consultant needs, but its effectiveness was not tested in live facilitation sessions.

The evaluation method itself presents another limitation. The toolkit was assessed in feedback session with experienced consultants who reviewed the materials and shared their perspectives. While this provided valuable insights into its usability and strategic relevance, **the consultants did not actively facilitate sessions using the toolkit before evaluating it.** This means that while the framework was validated in terms of its perceived usefulness, its practical application in AI discussions was not observed in action.

Time constraints also played a role in shaping the depth of research and validation. **The project was completed within a set timeframe**, which limited the extent of exploratory testing and iteration. While research was conducted into consultant needs, GenAI adoption challenges, and strategies for trust building, further refinements could have been made if there had been more opportunities for real world implementation. Long term observations, such as tracking how different consultants use the toolkit over time or how different types of clients respond to its structured approach, could have led to deeper insights into its strengths and areas for further optimisation.

These constraints highlight areas where further research, testing, and refinement could enhance its effectiveness and ensure impact on the long term.

7.4 Recommendations

To build upon the findings and outcome of this project, multiple recommendations for further development and research are made and presented below which can improve the toolkit and its impact.

Pilot testing with clients
An important next step would be conducting pilot tests with public sector clients to evaluate how the toolkit functions in real life exploration sessions. If the toolkit is tested with clients, it can be found whether the type of approach with activities effectively help with building trust in GenAI in finding out its potential or whether additional interventions are needed. This validation could provide insights into how this type of structured and interactive approach influences public sector organisations in their decision making towards GenAI adoption.

Enhance consultant support
Further research should focus on evaluating how the GenAI Exploration Kit supports consultants in facilitating AI discussions and whether it is the most effective approach compared to other advisory methods. While the toolkit was designed to provide a structured approach for consultants to engage clients in GenAI exploration, future research could assess its impact in real client engagements and compare it to other consultation techniques. On a bigger scale, it could measure how much it helps the consultant in building confidence or whether additional support is needed. This research would contribute to understanding best practices for AI consulting and ensuring that consultants have the most suitable resources to support AI exploration for their clients.

Further develop content and tools
The facilitation assistant which has potential to support the consultant in informing and preparing the consultant with facilitation, should be developed further and tested to ensure it shares valuable and right information. When the toolkit is tested, the content and format of the guides, canvases en cards should also be adjusted where necessary. Also, current support materials which are missing such as a basic GenAI presentation could be developed instead of letting the consultant make it themselves.

Improve modularity of structure
To enhance adaptability, the toolkit should be made more modular and customisable, ensuring that consultants can easily tailor sessions based on specific client contexts. While consultants currently have the flexibility to choose different activities, the core content and structure remain fixed. Future improvements could explore drag-and-drop functionalities within session guides, enabling consultants to customise sessions without changing the fundamental structure. Additionally, a digital version with automated content recommendations based on client input could improve adaptability, ensuring that consultants receive tailored guidance aligned with specific client concerns.

Integrate feedback method
To ensure the toolkit is improved continuously based on real experiences, it is recommended to add a feedback method. While consultants can document session insights, there is currently no systematic way to gather lesson reflections based on real use. Developing a structured feedback loop where consultants can report session outcomes, challenges, and best practices could help maintain the toolkit's long term relevance and impact.

Increase compliance and ethics guidance
It is recommended to expand the regulatory and compliance guidance to better address one of the most significant barriers to GenAI adoption in the public sector. While the toolkit provides general risk mitigation strategies, it does not yet offer comprehensive regulatory guidance. Future development could integrate Capgemini's legal and policy expertise, providing consultants with predefined responses to common compliance concerns. A compliance resource pack including sector-specific AI policies and government guidelines would equip consultants with accurate and up to date information. Strengthening this area would increase consultant confidence in addressing legal concerns and creating client trust.

7.5 Conclusion

This graduation project focused on how consultants at Capgemini can support public organisations in exploring generative AI to improve digital citizen service. The project aimed to bridge the gap between the challenges public organisations face in adopting GenAI and the role consultants play in guiding them through this process.

The project started with a thorough research of literature, interviews and expert insights. In this research phase, it was found that public organisations face barriers in adopting GenAI because they have to navigate strict regulatory requirements, high levels of public accountability and a lack of digital expertise. Leaders within this organisation are often risk averse to explore new technologies like GenAI because of these complexities. It was found that public sector clients are usually hesistant towards GenAI adoption as they do not see immediate value but are rather scared of possible consequences. They tend to be resistant in discovering its potential while Microsoft consultants often see a possible low risk opportunity for integrating Copilot, a GenAI assistant to improve the service system of the client. As the Microsoft consultants currently do not have a specific structured approach to guide these first conversations about GenAI, they struggle to make the discussions about the value of GenAI specifically for the client's context concrete and address client concerns. A gap was found a in a solution which would support the role of the consultant in being a trusted advisor in exploration GenAI with the clients. Not with a goal to push GenAI adoption but to have an approach to create an environment where clients can understand and discover what GenAI could do for them.

The design process led to the development of the GenAI Exploration Kit, a resource specifically designed to empower consultants in supporting GenAI exploration with clients. The toolkit contains a structured GenAI Exploration Journey of five interactive sessions which the consultant can facilitate to guide clients through the exploration of GenAI. The sessions start from understanding GenAI's potential to evaluating its feasibility within the specific context of the client. The sessions are meant to be customised based on the clients current challenges and their needs with a focus on co-creating opportunities and addressing risks. The toolkit provides consultants with facilitation materials, including step by step session guides, collaborative canvases, and stimulus cards to support them in creating engaging and informative discussions. The toolkit's interactive format ensures that GenAI adoption is approached as an exploration rather than a predefined solution, to reduce client hesitancy and find strategic impact.

In the evaluation phase, it was confirmed that consultants found the toolkit very relevant for structuring their conversations about GenAI with their clients, making the technology more tangible, and supporting themselves as trusted advisors. They were satisfied with the materials to make the discovery more interactive and the possibility to use the toolkit content as a guideline based on the context of the client. It was validated by the consultants that the toolkit has a high potential to engage clients who are open to exploration, but its effectiveness in building trust in AI itself remains an area for further investigation.

Ultimately, this project contributes to strategic AI consulting by offering a structured approach to GenAI exploration that aligns with Capgemini's vision of responsible AI adoption. The findings suggest that facilitation methods can play a role in supporting AI adoption discussions in public sector organisations. Future research should focus on validating the toolkit in real client engagements, improving its modularity for different consulting settings, and further refining ways to build trust in GenAI. Through continued development and implementation, the GenAI Exploration Kit has the potential to become a valuable resource for AI consulting.

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APPENDICES

A. Project brief

The initial brief for this graduation project

DESIGN FOR our future

TU Delft

Personal Project Brief – IDE Master Graduation Project

PROJECT TITLE, INTRODUCTION, PROBLEM DEFINITION and ASSIGNMENT
Complete all fields, keep information clear, specific and concise

Project title A Guide for Ethical Generative AI in Customer Service

Please state the title of your graduation project (above). Keep the title compact and simple. Do not use abbreviations. The remainder of this document allows you to define and clarify your graduation project.

Introduction

Describe the context of your project here; What is the domain in which your project takes place? Who are the main stakeholders and what interests are at stake? Describe the opportunities (and limitations) in this domain to better serve the stakeholder interests. (max 250 words)

Customer relationship management (CRM) has become an essential for organisations to create strong, long-lasting relationships with their customers. Microsoft Dynamics 365 is a CRM system which consists of integrated, data-driven solutions to help businesses manage customer interactions and data throughout the customer lifecycle.
One crucial element within CRM is customer service (CS) which refers to the support and assistance given to customers before, during and after purchasing or interacting with a business' product or service. Through using features of a CRM system for customer service, business are able to respond quicker to customer inquiries with the right information.
Recently, the integration of generative AI (GenAI) into CRM systems has further developed customer service. GenAI is a type of artifical intelligence that can create text, image or any type of data in repsonse to prompts through learning patterns, structures and characteristics of the inputted training data. Microsoft Dynamics has incorporated GenAI capabilities to enhance the efficiency and quality of customer support. Some examples include automating tasks, generating insights and assisting in decision-making.
A key stakeholder in this context is the customer service employee. GenAI can support them in their daily tasks such as responding quicker to customer inquiries, reducing repetitive tasks, having more time for complex cases and understanding their customers better. This can lead to customers experiencing a more positive, faster and personalised support who are interested in this. For business leaders within organisations, GenAI can support them in reaching their business goals such as increasing efficiency, reducing costs and improving customer satisfaction.
To get the most out of CRM systems like Microsoft Dynamics which include these GenAI features, Capgemini consultants support these organisations (clients).

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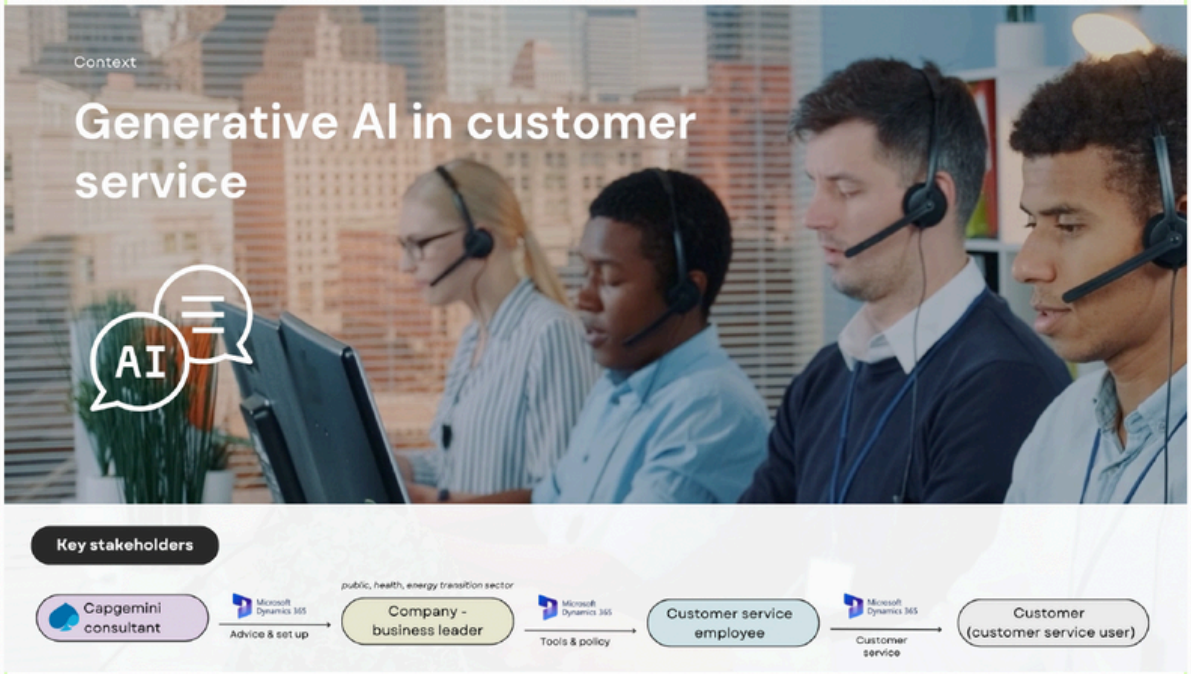

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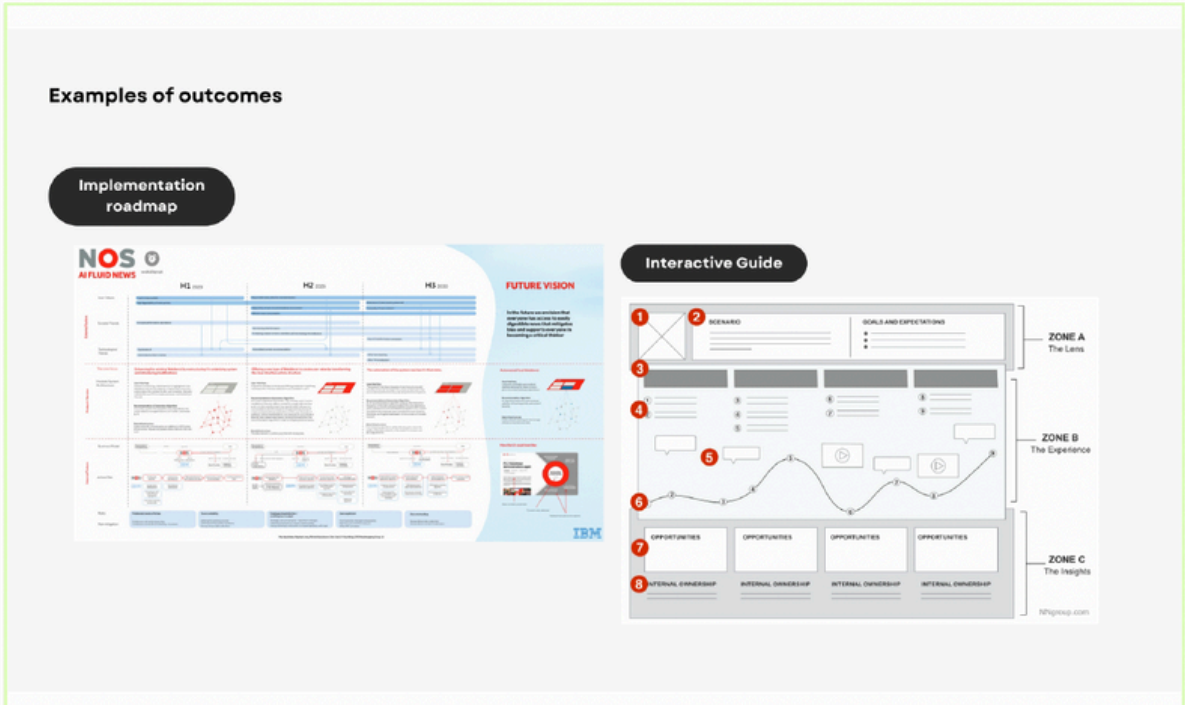


image / figure 2 Examples of outcomes

Project planning and key moments

*To make visible how you plan to spend your time, you must make a planning for the full project. You are advised to use a Gantt chart format to show the different phases of your project, deliverables you have in mind, meetings and in-between deadlines. Keep in mind that all activities should fit within the given run time of 100 working days. Your planning should include a **kick-off meeting**, **mid-term evaluation meeting**, **green light meeting** and **graduation ceremony**. Please indicate periods of part-time activities and/or periods of not spending time on your graduation project, if any (for instance because of holidays or parallel course activities).*

Make sure to attach the full plan to this project brief.
The four key moment dates must be filled in below

Kick off meeting	9 sept 2024
Mid-term evaluation	4 nov 2024
Green light meeting	6 jan 2024
Graduation ceremony	7 feb 2024

In exceptional cases (part of) the Graduation Project may need to be scheduled part-time. Indicate here if such applies to your project

Part of project scheduled part-time	
For how many project weeks	
Number of project days per week	

Comments:

Motivation and personal ambitions

Explain why you wish to start this project, what competencies you want to prove or develop (e.g. competencies acquired in your MSc programme, electives, extra-curricular activities or other).

Optionally, describe whether you have some personal learning ambitions which you explicitly want to address in this project, on top of the learning objectives of the Graduation Project itself. You might think of e.g. acquiring in depth knowledge on a specific subject, broadening your competencies or experimenting with a specific tool or methodology. Personal learning ambitions are limited to a maximum number of five.
(200 words max)

As a strategic product designer I want to prove that I am able to gather insightful and relevant knowledge about stakeholders and markets and bring that in a clear overview so organisations can strategically use that to operate in an efficient and ethical way.

- Deepen my knowledge about generative AI, customer relationship management and AI ethics
- Learn more about how consultants work for organisations
- Learn how to be more pro-active in reaching out to people, bringing them together and hosting a co-creation session
- Improve my interview skills: asking the right questions

B. Research interviews

This appendix shows an overview of insights gathered in the interview round with consultants during the research phase. The interviews were semi structured and were guided by the following questions:

- What is the potential of GenAI for clients?
- How do clients perceive generative AI?
- What are the challenges for clients for adopting GenAI?
- Where do clients see the potential in GenAI?
- What is the current expertise of consultant on GenAI?
- What is your experience in guiding clients on GenAI? What are you struggles and what are your needs?
- What role do Microsoft consultants play in adoption of GenAI for public sector clients and what is needed for that?

The insights were clustered on a Miroboard into different themes. The colours represent different interviewees.

Current expertise on GenAI

Use is less because not allowed

- Its often not allowed to use GenAI in client projects
- I do not use GenAI in my projects with clients because it is not allowed
- Consultants are often not allowed to use GenAI

Know in general what it is (functionalities)

- Most consultants know well what GenAI is and what can be found on the market
- I do use GenAI in my free time and think it can be very useful
- From technical implementation more to advising strategically whether it is a good step
- I think most consultants are aware of GenAI but it is relatively new to think deeper than only its functionalities
- Every consultant is aware of what GenAI can do

Currently more technical than strategic thinking

- From technical implementation more to advising strategically whether it is a good step
- currently a gap in people that have both the knowledge of technical and business side
- Most consultants currently can not think more than the technical applications, be able to advise more on strategic implementation

Possible trainings

- There are trainings available but that needs to be more encouragd
- Not all consultants really have the time to follow a training

Missing knowledge on ethical and legal aspects

- Consultants know the technical side but not so much the legal and ethical side and how to advise on that
- I see that people do not have enough experience or knowledge on ethical considerations
- I dont think consultants have enough knowledge on ethical and legal aspects
- I can say that other consultatns are probably not looking really at the ethical sides of genai

The role of consultants to support clients

Showing what GenAI is and can do for the organisation

- prove to improve the service delivery
- Train what GenAI is and what it can achieve
- Need to create more awareness of what GenAI could do
- Show what specific services can be used
- We need to train the client how GenAI works
- Show on small scale how it can help individual users
- Helping with finding a use case for the client
- More training from Capgemini is needed on what it can do and what you should think of

Proving the potential of quality improveme

- Proof if the use of genai can really improve the quality of the service delivery (not just the effiency)
- Need to monitor the system that it is accurat, precice and correct

Advise on change management

- The use of GenAI changes the role of service agents, show how it changes and how it can make you stronger

Advise with strategic thinking

- From technical implementation more to advising strategically whether it is a good step
- Difficult to just become a strategic thinker, takes time
- Be able to think strategically what client needs to reach and give right advice on this
- Show perspective what that specific organisation can do with GenAI

Advise on ethical and data risks

- Advise on how to deal with ethical and legal concerns
- Understand what correct data is needed
- Be able to share how to deal with the risks of GenAI
- There are specific experts on legal and ethical things, consultants do not have to be experts but need to be aware and in some sense give advise

Inspire clients

- Through using GenAI when collaborating with clients such as during meetings, we can inspire them
- As consultant you need to have an example role, through showing you also use the technology

Technical assessment

- Need to test the and proof the system is ready to use
- Making sure the system is scalable and secure is really the role of the consultant

Create trust in the technology

- Trust the technology by yourself as consultant and pass that on
- Consultants need to be a trusted advisor through showing how it works and trusting it

What consultants need (moving forward)

Training and awareness of GenAI possibilities

- More awareness of what GenAI can do
- Training and knowledge sharing is needed
- Engage and remind people in a creative way on this topic
- Need to broaden the knowledge and engage on this
- Throughout Capgemini share more what you can do with it
- Need more knowledge what it can and cannot do

Learn about advising on (ethical, data privacy and legal) concerns and risks

- Consultant need to understand what the concerns of clients are and the potential risks
- have the knowledge on ethical and legal aspects to give advise on that
- Consultants need to learn more about the ethical principles and guidelines that Capgemini has on GenAI
- I need to be able how I can deal with the concerns around data privacy
- Consultants need to learn where the limitations lie

More sharing

- There needs to be a broader community around genai
- More cross collaboration and sharing on the possibilities and risks
- Leaders with expertise on the topic need to share more, lead by example
- I want to see more successfull use cases which I can share with clients

Experiment with the technology

- We have to experiment more with what the technology can do
- If we also use GenAI more by ourselves, we can also understand it better and be able to share it with the client
- Need to push people to learn and use the technology
- My opinion is that every consultant needs to start using it from day to day

Support with finding business case

- I want to be able to find where an opportunity is for the client and communicate that to them

More support and experimentation tools

- Consultants need to have more access to licenses to be able to experiment with GenAI
- Give everyone access to more GenAI tools can help
- Consultants need to have more access to licenses to be able to experiment with GenAI
- I need a support tool which can help me customise a use case for the client

Vision on GenAI

Consultants think GenAI should not replace humans or jobs

- Human should not be replaced
- AI is not there to replace human
- GenAI should not replace humans, more time to be creative
- use ai to let people be smarter, not replace, goal we can and should try to reach

There should be a human in the loop

- Should always be a human in the loop who oversees the AI (if it is autonomous)
- Human should stay central to support the technology

EU, legislation

EU influences the models

- EU is making a foundation of law
- Model makers are now adapting to the law
- EU AI act is constantly evolving

There is a tension between legislation and innovation

- Some models do not comply with regulations, software companies are now changing
- Tech companies try to work around the regulations
- Legislation is going to stop innovation, or innovation will be happening in a grey area

Technical aspects, Copilot & Microsoft system

Copilot model and customisation

- Not possible to change Copilot model
- Build around Microsoft Copilot system

Ethical considerations specifically of copilot

- sentiment analysis, is this ethical?
- where does genai exactly get the answer from, is this accurate?

Copilot & data protection

- With a license, data input is not send to openai

Experts on how to move forward

Start with focusing on own people when adopting AI (cultural shift)

- Frontline staff need to trust the technology and understand what value it can bring
- Everyone in the organisation has access to the AI and data for their job
- Make explicit per job how AI is part of the job: what tasks and how to use
- Need to experience how AI makes decisions about data
- Start with educating the people from top to the bottom, improve data literacy

Creating a strong and safe architecture around the system which uses AI

- AI Wrappers (layer between AI API and user)

Monitoring the system

- Online: feedback
- Offline: frozen version of model, run model through golden data set

A new mindshift - From profit based to cross-collaboration: working and sharing together

- It needs to be a cross-collaboration between government, companies, users, builders
- need solution architect that understand law and ethics
- people that both understand technical and business side
- training, knowledge sharing in and outside collecting more requirements of products, feedback collecting over time, technical feedback, measuring kpi, market feedback

Other

Commercial organisations are more careless

- Commercial sector cares less about regulations (activates it and will see what happens)
- Do not think of the (data) overload they might create

Environmental impact

- Some clients are not aware of the environmental impact of genai
- This company is aware of the carbon footprint of genai
- The environmental impact can be balanced
- Current profit based approach is in tension with EU sustainability goals

C. Generated ideas

This Appendix shows an extensive overview of the generated ideas during the ideation phase.

1.Initial ideas

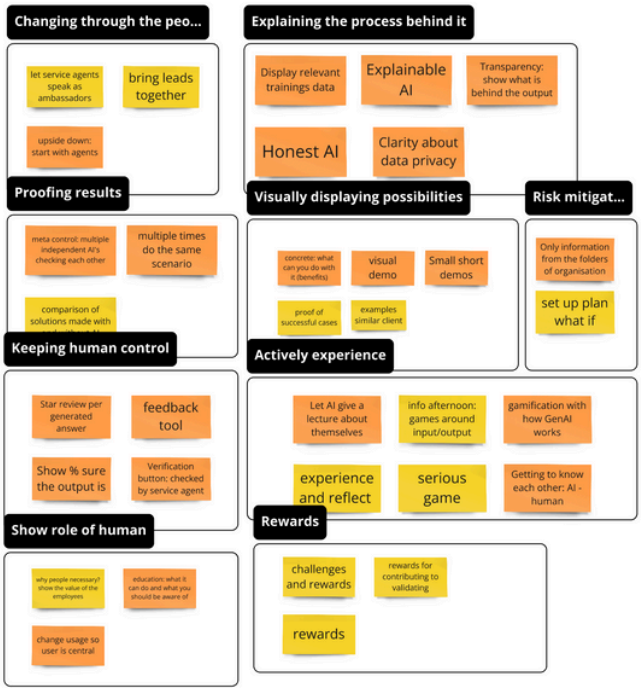
1. Building trust: How to create an engaging experience that reduces fear and builds trust in Generative AI for public organisations?

2. Content & Format: What types of content and formats could effectively communicate the value of Generative AI and encourage adoption?

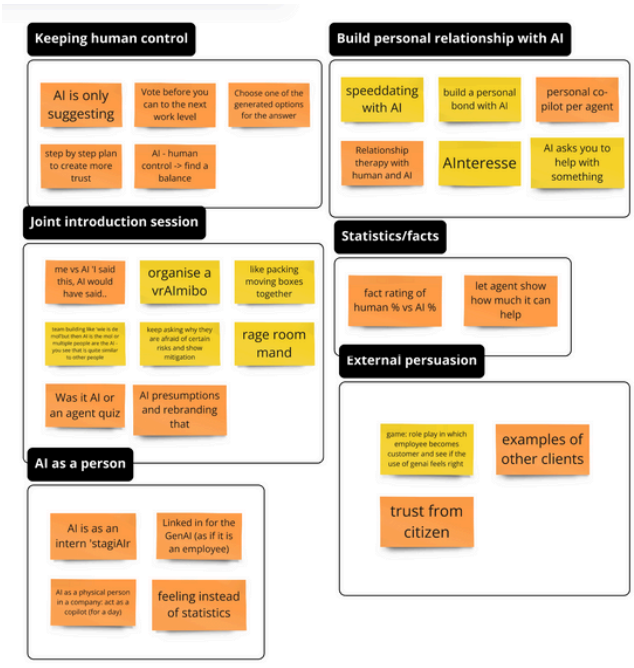
2.Clusters of generated ideas during co-creation session

Q1: How to create trust in generative AI?
Q2: How to make learning and experimenting fun, engaging and interactive?

Session 1



Session 2



3.Complete list of generated ideas per topic
(summarised with ChatGPT)

Transparency and explainability

Tools and ideas that demystify AI and make it easier to trust.

1. Show how AI generates its answers, including data sources and reliability percentages.
2. Provide a transparent view of input, output, and decision-making processes.
3. Offer explainable AI features to clarify what AI can and cannot do.
4. Create interactive demos that visualize the "black box" and AI's decision pathways.
5. Allow users to validate AI outputs through verification buttons.
6. Rebrand AI's capabilities to counter misconceptions.
7. AI "asks for help" when it encounters challenges, reinforcing transparency.

Human AI collaboration

Ideas that frame AI as a partner or teammate, focusing on interaction and trust building.

1. Frame AI as a collaborator, not a replacement.
2. Introduce AI as an intern ("StagiAIr") with onboarding, contracts, and evaluation processes.
3. Build a personal bond with AI through interactions, like speed dating or team-building exercises.
4. Create an AI LinkedIn profile to humanize its role.
5. Develop tools that show how service agents contribute to AI's quality and vice versa.

Trust and Control

Solutions that empower users to feel in control of AI's decisions and outputs.

1. Find a balance between human control and AI suggestions.
2. Offer a step-by-step plan to gradually build trust in AI.
3. Allow users to vote on or choose between AI-generated suggestions.
4. Implement a feedback mechanism for users to rate AI outputs.
5. Use tools to mitigate risks, like fallback mechanisms and "what-if" scenarios.
6. Ensure AI is positioned as assisting rather than replacing decision-making roles.

Gamification and Engagement

Activities and games that make learning and experimenting with AI fun and approachable.

1. **Gamify learning about AI:**
    a. "Who is AI?" game: Participants guess who is AI in a role-playing activity.
    b. "AI vs Human" game: Compare responses to show AI's capabilities and limitations.
    c. "Wie is de Mol?"-style game: Explore AI decision-making similarities with humans.
2. Create challenges and rewards for experimenting with AI.
3. Include interactive quizzes or role-playing games.
4. Turn learning into an interactive journey, like "packing moving boxes together" with AI.
5. Design "relationship therapy" sessions between users and AI.

Practical demonstrations

Use case-driven approaches that show tangible value and ease fears.

1. Organize use case demo days to show successful implementations of AI.
2. Demonstrate how AI improves workflows through interactive hands-on sessions.
3. Compare outputs with and without AI to highlight its value.
4. Use small, visually engaging examples of AI in action to build confidence.
5. Host info sessions focused on specific scenarios or challenges.

Risk mitigation

Strategies and tools to address fears of AI inaccuracies or failures.

1. Use only organisation-specific data folders to ensure data security.
2. Conduct multiple iterations of the same scenario to verify AI's consistency.
3. Provide a clear "what-if" plan for potential AI errors or failures.
4. Implement fallback mechanisms to maintain control in case of inaccuracies

Collaborative Learning and Experimentation

Team-building and experimental activities to engage users and address their concerns.

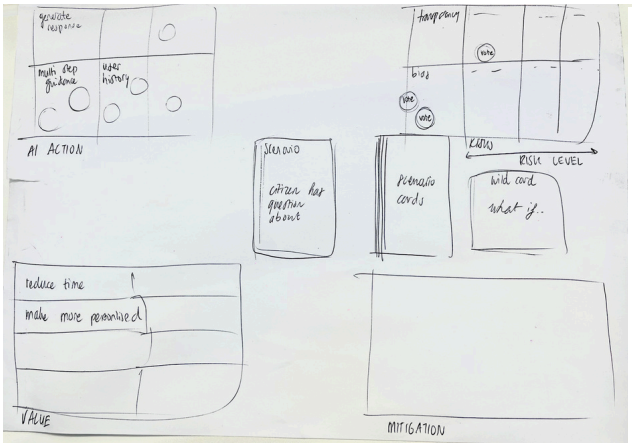
1. Create team-building exercises around AI adoption.
2. Include interactive introductions to AI, focusing on addressing personal fears and concerns.
3. Use activities like "rage rooms" or simulations to explore frustrations and how AI can resolve them.
4. Explore what people like/dislike about AI through open discussions or brainstorming.
5. Build trust through joint activities where users and AI collaborate.

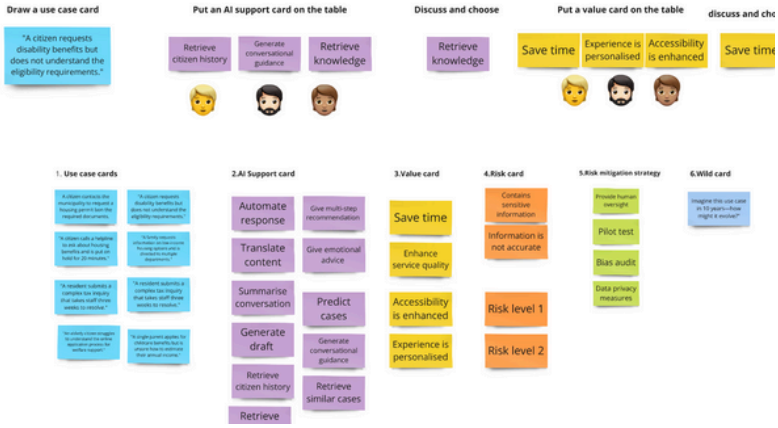
External Engagement

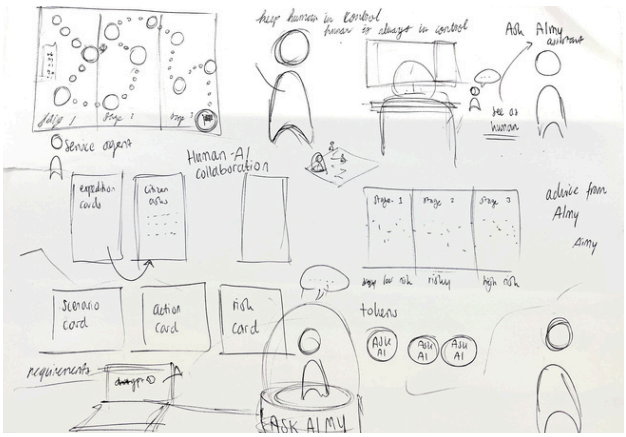
Methods to build trust with stakeholders outside the immediate user base.

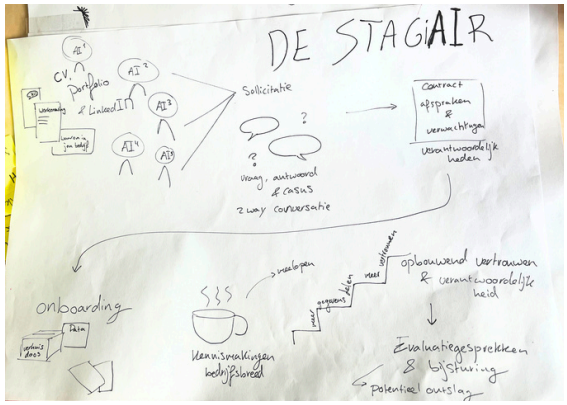
1. Involve citizens or external stakeholders in understanding and trusting AI.
2. Share examples of other clients' successful use cases.
3. Use role-playing activities to show how AI impacts customer interactions.

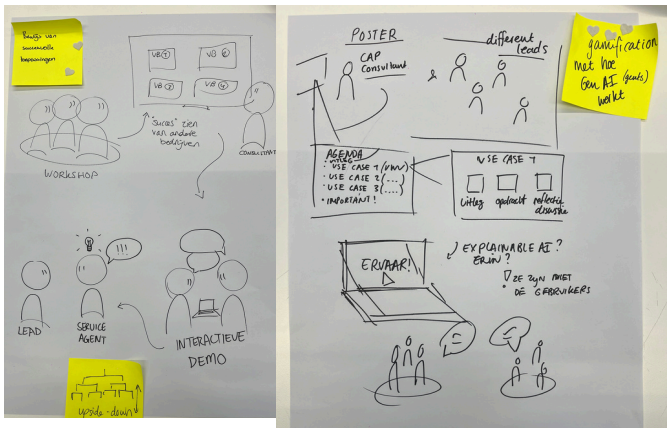
4.Sketches of concepts

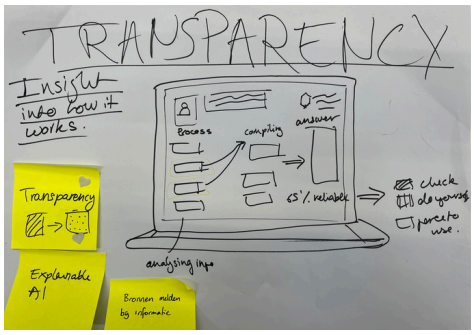


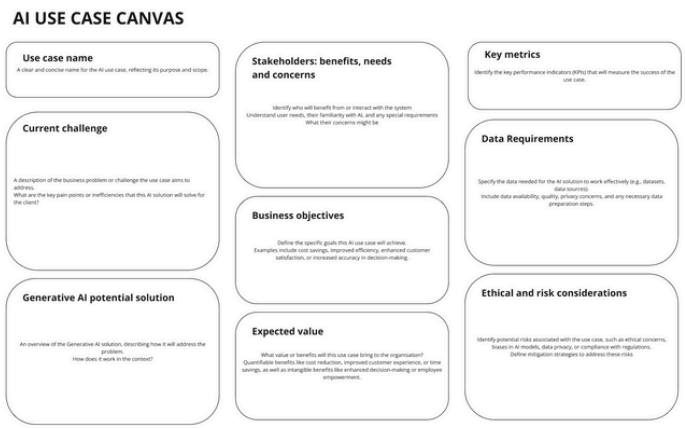


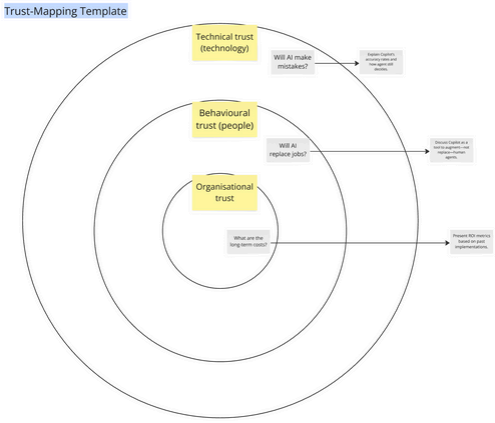












D. First concept version

The following images show the first concept version of the toolkit which was created before evaluating it with three consultants.

The final design of the digital toolkit can be found in a separate document.

HOW TO USE THIS TOOLKIT

continue on next page

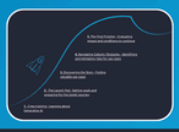
1

Understand the journey sessions

The toolkit is structured around five interactive sessions that form a journey and guide the exploration of GenAI:

1. **Crew Training – Learning About Generative AI:** Build awareness and understanding of Generative AI and how it can enhance public sector workflows.
2. **The Launch Pad – Setting Goals and Preparing for the GenAI Journey:** Identify the client's current challenges and define clear goals for improvement, laying the base for GenAI exploration.
3. **Discovering the Stars – Finding Valuable Use Cases:** Brainstorm and evaluate actionable use cases for Copilot that address the client's challenges.
4. **Navigating Galactic Obstacles – Identifying and Mitigating Risks:** Assess risks associated with selected use cases and develop strategies to mitigate them.
5. **The Final Frontier – Evaluating Impact and Conditions to Continue:** Decide whether to proceed with implementing Copilot and define conditions for success.

It is recommended to do all sessions to give a complete exploration journey of GenAI. Each session builds on the outcomes of the previous one. However, activities within the sessions can be skipped or modified to keep it relevant and within the available timeframe.



2

Familiarise with the sessions content

Each session consists of a session guide and additional materials. Read the explanation of the different types of content below and start by going through the content.

Session Guide:
Provides overview of the goal of the session, duration, agenda with activities and belonging tools and facilitation tips. Use as a reference: the guides are meant to be flexible and act as a guideline, giving you the freedom to adjust based on client's needs, timeline and how the session progresses.

Materials
After each session guide additional materials for that session can be found to use during the session:

Example slides (for session 1)
Session 1 is mostly focused on explaining. The example slides are meant to customise or contain a list of ideas for the corresponding activities of the session.

Canvases (for session 2-5)
Meant to visually structure discussions and document outcomes.
During session: Use the canvas to guide collaboratively thinking and record insights by writing and sticky post-its.
Post-session: Use the completed canvas as a summary document to review with the client and inform the next session.

Stimulus cards (for session 3,4)
Use the stimulus cards (e.g., Use Case Cards, Risk Cards) during brainstorming to spark ideas for use cases, risks, or solutions. Use as inspiration and stimulation, but encourage participants to adapt and expand the ideas. Provide either physical cards (on-site) or digital cards (online) based on the session format.

3

Customise the sessions and create an agenda

Select the most relevant activities from the session guides, structuring a timeline, and preparing the session to meet the client's needs.

Customising the sessions:

1. Keep the five sessions of the GenAI exploration journey as a base.
2. Choose within each session activities based on the client's stage:
   - If the client is early in their GenAI journey, focus on awareness-building (e.g., educating on Copilot, identifying challenges).
   - If the client is further along, prioritise use case exploration or risk identification.
3. Adapt activities to the client's needs:
   - Skip or modify activities if they aren't relevant. For example, if the client already has clear goals, you can skip goal-setting and move to brainstorming solutions.
4. **Decide whether to do the sessions in one go, for example a half day on site or in multiple online meetings.**
5. Start creating an agenda for the sessions with clear time limits for each activity, leaving room for discussion and wrap-up.
6. Add breaks if it's an extended session to keep participants engaged.

Questions to guide customisation:

- What challenges or goals are most important to the client?
- How familiar is the client with Generative AI and Copilot?
- How much time does the client have available for this session or series of sessions?

4

Prepare session materials

Create a slidedeck:
Make a PowerPoint presentation to guide the session visually. Depending on the session, the slides should:

- Introduce the session objectives and agenda.
- Provide any examples or content for explanations
- Highlight prompts for brainstorminging or other activities.

Why prepare slides? Slides ensure clarity, keep the session structured, and act as a visual aid to engage participants.

Other needed materials

Materials for On site session:

- PowerPoint presentation on laptop and big screen
- Printed cards: Print copies of Use Case Cards and give them to participants for brainstorming and inspiration.
- Printed canvases: Have A3 printed versions of the canvases available for easy reference and collaboratively filling them in.
- Whiteboards (optional): for extra brainstorming or placing the canvases on
- Post-it Notes and pens: For participants to write ideas and stick them on the canvases.

Materials for Online session:

- Microsoft Teams meeting. Ensure it supports screen sharing, breakout rooms (if necessary), and collaborative features.
- PowerPoint presentation ready to share
- Collaboration tools: Miro, MURAL, or Microsoft Whiteboard: For brainstorming and filling in the canvases with digital sticky notes. Make sure all participants have access to the shared digital workspace.
- Cards (Digital): If using cards for brainstorming use cases, ensure they are in a digital format that can be easily shared (e.g., in a tool like Miro).

Tip: Predict or prepare prompts to fill in materials, in case the client doesn't come up with something

5

Facilitate!

Start facilitating the sessions. Tips for during the sessions:

Time management: Ensure each activity has clear time limits to keep the session on track. For group discussions, provide reminders about the time remaining.

Engage everyone: For online sessions, encourage participation through chat, polls, and breakout rooms. For on-site, actively involve everyone by encouraging diverse input during group work.

Keep it interactive: Use activities that require interaction from everyone, whether through group discussions, use case voting, or hands-on activities (e.g., roleplaying or using sticky notes to gather ideas).

Encourage open dialogue: Create an environment where everyone feels comfortable expressing opinions and ideas. In online settings, encourage camera use to simulate in-person interaction, and in-person, ensure everyone has a voice.

Stay flexible: Be ready to adapt the session based on participant needs. If the discussion is productive, it's okay to extend certain parts of the session, but ensure that the overall session remains engaging and focused.

Session1 - Guide

1. Crew Training – Learning about Generative AI

Session goal: This session is aimed at educating the client on what Generative AI is and how it works in a fun and understandable way. It will focus on building awareness of Copilot in Microsoft Dynamics and experiencing it.

Duration: ~45 min

Agenda with activities and tools:

1 — Introduction (5 minutes):

Brief the client that this session is focused on understanding what Generative AI is and experimenting with it through Microsoft Copilot.

2 — Ice-Breaker Activity (10 minutes):

Present various statements about AI, the participants will be asked to position themselves on a scale from one side to the other. After each statement, the group will discuss their position. This will spark discussion about the topic and gives a better understanding of their viewpoint.

e.g. I see AI as...
a risk <----> an opportunity

AI statements slide

3 — Explaining Generative AI (10 minutes):

Present a short interactive presentation explaining what Generative AI is, how it works, and how it can help public organisations improve service delivery.

Basic GenAI explanation presentation

4 — Experience Copilot (15 minutes):

Give the client the opportunity to experiment with Copilot in Microsoft Dynamics in a sandbox environment or with Copilot in Microsoft Edge.

Let them interact with Copilot through letting them choose an assignment.

Assignments list

5 — Wrap-up Discussion (5 minutes):

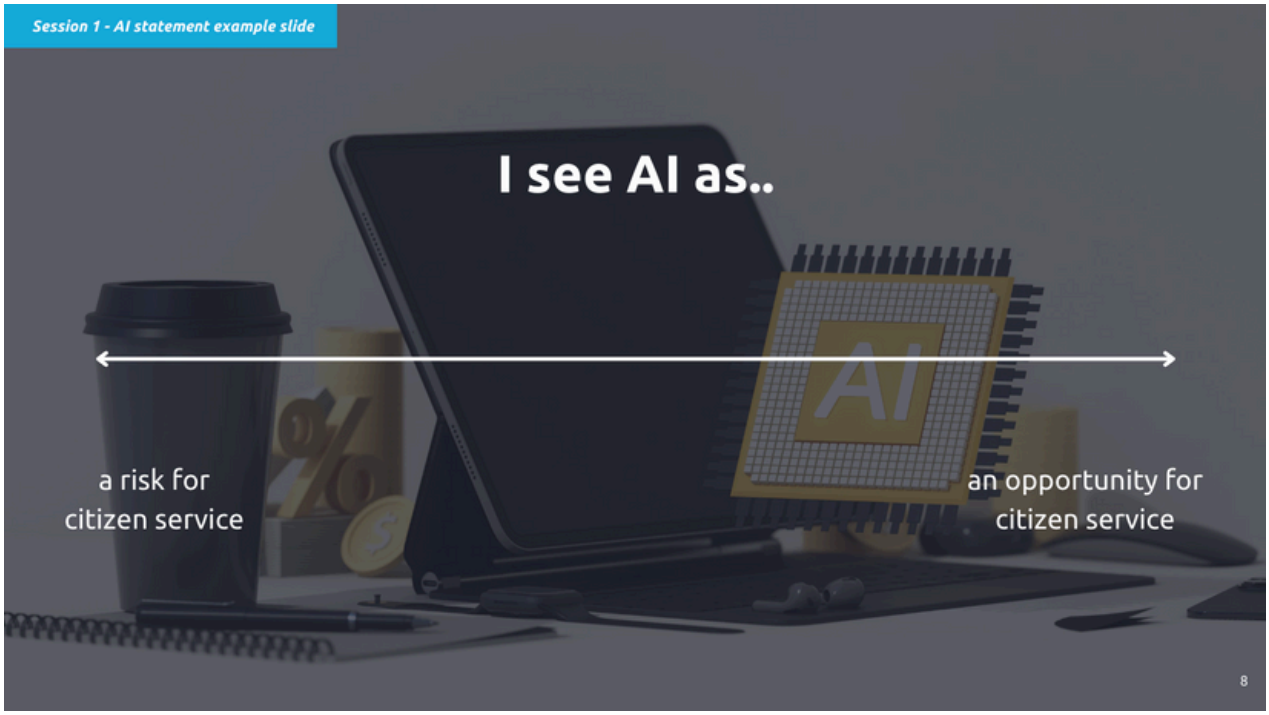
Review the key takeaways from the session and address any remaining questions.

Facilitation tips

- Keep the language simple; avoid too much technical jargon.
- Focus on interactive engagement. Let the client try out Copilot hands-on or showing a demo rather than just listing its features.
- Use examples from other use cases to make it more tangible and relatable.

7

Session 1 - AI statement example slide



8

Session 2 - Guide

2. The Launch Pad – Setting Goals and Preparing for the GenAI Journey

Session goal: This session helps the client identify challenges in their current service delivery process that could be solved with GenAI (Copilot). The focus should be on defining the current state and setting clear goals for what needs to be improved potentially with GenAI.

Duration: ~45 min

Agenda with activities and tools:

1 — Welcome and Overview (5 minutes):

Set the context for the session: current state analysis of the client's service delivery to identify challenges that could potentially be solved with GenAI (Copilot).

Present the mission briefing canvas which will be the base for this session

2 — Define a scope (5 min)

Clarify the scope of the exploration journey by discussing which areas of the service delivery process to focus on or which area within the organisation. Write it on the canvas.

- *What specific area are you looking to improve with AI? This could include workflows, customer interactions, decision-making processes, or service agent support.*

3 — Identify current challenges and pain points (15 min)

Ask the client to identify and articulate specific challenges and pain points within the defined scope.

Encourage them to think through the challenges service agents face (e.g. repetitive inquiries) and the frustrations of citizens (e.g., delays in service, impersonal responses).

- *What are the bottlenecks in the process of service agents handling inquiries? What slows down response times?*
- *What feedback have you received from citizens about their experience with your services?*

4 — Define the desired goal (10 min)

Based on the challenges, define what would be the desired situation.

Break down the desired outcome into specific objectives.

Example:
Goal: Provide more personalised experiences for citizens when they request services

Objectives:
- *Be able to tailor responses based on the citizen's history*
- *Increase citizen satisfaction by 20% through more relevant and timely responses*

5 — Requirements and values (10 minutes)

Defining the key requirements and values that can guide the exploration journey. This includes what is important to service agents (e.g. ease of use) and what values should be considered for citizen interactions (e.g., accessibility, fairness). To ensure alignment with the client's operational needs and and service goals.

6 — Reflect and wrap up (5 min)

Review the filled in canvas and explain that it will be used for a next session to explore potential use cases with Copilot.

Mission briefing canvas ›

Facilitation tips

- Start broad, then narrow down: If the client is unsure, start by listing general areas for improvement and then progressively narrow them down to specific tasks or service areas that could benefit the most from AI intervention.
- Focus on high-impact areas: Encourage the client to think about areas that will create significant impact for both service agents and citizens.
- Ensure the goals are tangible and measurable: Define the goals in a way that makes it easy to assess progress later in the exploration journey.

11

Session - Canvas

Mission briefing canvas

Session 2 - the launchpad

1. Terrain - Defining the scope

What specific area are you looking to improve with AI?

2. Terrain obstacles - Current challenges

What are the current challenges or pain points in delivering or receiving digital citizen service?

Tip: use sticky notes and collaboratively fill in this canvas

3. Mission goal

What would be a desired outcome? What could success look like if the challenges are solved?

4. Mission objectives

Specify the desired outcome. How could the success be measured?

5. Mission tools - requirements and values

What are important requirements and values that need to be taken into account during this journey? Think from the perspective of service agents, citizens and organisation

12

Session 3 - Guide

3. Discovering the Stars - Finding valuable use cases

Session goal: Identify potential use cases for GenAI (Copilot in Microsoft Dynamics) based on the challenges identified in Session 1. The session will focus on understanding how Copilot can address these challenges by exploring practical applications, and discussing the value and impact.

Duration: ~50 min

Agenda with activities and tools:

1

Recap mission briefing canvas (5 minutes):

Briefly review the challenges and pain points identified in Session 1 to remind everyone of the issues they are trying to solve.

Explain that this session will focus on converting challenges into actionable use cases that Copilot can help address.

Introduce the use cases canvas

2

Brainstorming on Copilot Use Cases (20 min)

Use the Use Case Cards to generate ideas for how Copilot can address the challenges identified and improve service delivery.

Divide the group into smaller teams (if applicable) or work as a group. Ask them to pick one of the identified challenges (or focus on their chosen context) and start brainstorming potential Copilot use cases that could solve or improve the identified challenges.

Use the Use Case Cards: Introduce these cards as a starting point for the brainstorming session. The cards contain potential actions that Copilot can take.

Encourage participants to adapt the cards to their context, modify them, and combine them to come up with tailored use cases that fit their specific needs.

Use cases cards

3

Evaluating Use Cases (15 min)

Review the created use cases, and evaluate their valuable impact and feasibility.

Value: What benefit will the use case bring? Feasibility: how realistic is the use case? Does the organisation have the resources and capacity to implement it?

If there are too many use cases, help the group either:

- Select a few key use cases that seem most promising.
- Cluster similar use cases together to streamline the options.

4

Select Use Cases for further exploration (10 min)

Decide which use case(s) (max 3) will be explored further in the next session based on value and feasibility.

- Vote or discuss to select one or more use cases that seem the most promising to explore further.
- If necessary, discuss any trade-offs between high-value and high-feasibility use cases. Create a matrix.
- Confirm that the selected use case(s) align with the client's strategic goals and solve real, impactful problems.

Clarify next steps: Once selected, make it clear that the next session will focus on exploring risks and mitigation strategies for this specific use case(s).

Use cases canvas

Facilitation tips

- Stay focused on the client's specific challenges: While brainstorming use cases, make sure to keep the conversation tied to the needs identified in Session 1.
- Encourage creativity and out-of-the-box thinking: Use case cards are just starting points—don't hesitate to push the boundaries of how Copilot could be used.

Session 3 - Canvas

Use cases canvas

Session 3 - discovering the stars

1. Current challenges

Write down or place the challenges identified in the previous session

2. Potential Copilot use cases

Brainstorm what could be potential Copilot use cases to solve the identified challenges in the context. Use the **use cases cards** as inspiration actions.
Write down the use cases on sticky notes and paste them here

3. Value cards

1. Place the created use cases here below
2. Write for each use what the value could be
3. Write down the feasibility for each use case

4. Selected use case

Write which use case(s) (max 3) is chosen to further explore

Session 3 - use case cards

Translate content
Automatically translate citizen queries or documents into multiple languages

Summarise conversation
Summarise ongoing or past citizen conversations, providing a concise overview for agents

Find knowledge
Retrieve relevant knowledge from an internal database or knowledge base to help agents answer citizen queries

Multi-step recommendation
Provide multi-step guidance for service agents, suggesting next steps based on citizen queries and case status.

Automate response
Automatically generate responses to frequently asked questions (FAQs) or common queries

Give emotional advice
Detect emotional tones in citizen queries and provide appropriate responses based on the emotional context

Predict cases
Predict the outcome of a case based on historical data and similar cases, providing guidance

Generate response drafts
Generate draft responses for service agents based on initial inputs or common queries, which agents can then refine and send to citizens

Generate Conversational Guidance
Guide service agents through conversations with citizens by suggesting appropriate follow-up questions or responses.

Retrieve Citizen History
Retrieve citizen interaction history, summarising past conversations and cases, to provide context for ongoing interactions.

Retrieve Similar Cases
Search for similar cases within the system, to draw insights from past solutions.

Create own card

Session 4 - Guide

4. Navigating Galactic Obstacles - Identifying and mitigating risks for use cases

Session goal: This session focuses on identifying and mitigating risks associated with the use cases selected in the previous session. Participants will discuss potential risks, guided by Risk Cards, and develop strategies to mitigate these risks using Risk Mitigation Cards and collaborative brainstorming.

Duration: ~50 min

Agenda with activities and tools:

1 — Introduction and Recap (5 minutes)

Briefly review the selected use cases from the previous session.

Explain the session's goal and present the canvas: to identify and address potential risks for the use cases.

Place the chosen use case(s) on the canvas.

2 — Identifying Risks (20 minutes)

Present the Risk Cards, explaining that they represent common challenges encountered when adopting GenAI.

Ask participants to review the Risk Cards and discuss which risks are most relevant to their chosen use case(s). Let the group select up to three Risk Cards they believe are most critical for their use case(s).

Together identify what could be the exact potential risks for the chosen use case(s) and write this down.

Risk cards

3 — Mitigating Risks (20 min)

Introduce Risk Mitigation Cards. Explain that the Risk Mitigation Cards provide examples of strategies that can help address specific risks.

For each identified risk on the canvas, ask participants to discuss potential mitigation strategies.
Prompt Questions:
- "What steps can we take to minimise this risk?"
- "How have similar risks been handled in the past?"
- "What resources or tools can we use to address this challenge?"

Write the agreed-upon mitigation strategies directly on the canvas under the corresponding risks.

Risk mitigation cards

4 — Wrap-Up and Next Steps (5 min)

Summarise the identified risks and mitigation strategies.

Explain that the risks and risk mitigation strategies might feel overwhelming but that Capgemini will always support and comply when continuing GenAI adoption.

Prepare participants for the next session, where they will evaluate the use cases based on impact and feasibility.

Risk identification and mitigation canvas

Facilitation tips

- **Frame risks as manageable and normal:** Start by explaining that discussing risks is a proactive step toward ensuring the success of the project.
- **Focus on the most relevant risks:** Guide participants to prioritise risks that are most critical to the success of their use case(s).
- **Encourage open dialogue:** Create an environment where participants feel comfortable sharing concerns without fear of judgment.
- **Use real-world scenarios:** Share examples of how other organisations have successfully managed similar risks.
- **Highlight built-in safeguards:** Reassure participants by referencing Microsoft's robust data security, privacy, and compliance measures.
- **Be flexible and open:** If participants raise risks not covered by the cards, encourage them to document and discuss these as well.

Session 4 - Canvas

Chosen use cases Put the chosen use cases from the previous session here

Risk identification and mitigation canvas

Session 4 - navigating galactic obstacles

1. Identify potential risks

Choose together 3 risk cards you think are most relevant for the chosen use cases, discuss what the risks could be and write them down (on post its) here.

2. How can the risks be mitigated?

Use the risk mitigation cards to identify risk mitigation strategies for the chosen use case(s) and write them here.

Microsoft policy on Copilot data security and privacy for Dynamics 365

Data Usage and Privacy
- Controlled Data Sharing: Microsoft does not share your data with third parties, including OpenAI, unless explicit permission is granted. Your data remains within the Microsoft Cloud trust boundary.
- No Use for Model Training: Customer data is not used to train or improve third-party products or services, such as OpenAI models. Microsoft does not use your data to train its AI models unless your organisation's tenant administrator opts in to data sharing.

Data Access and Permissions
- Adherence to Existing Permissions: Copilot respects existing data permissions and policies. It accesses and processes only the data that you, as a user, have permission to access within Dynamics 365 and Power Platform.
- Encrypted Data Access: If you have access to encrypted data and provide it to Copilot, it can process this information. However, Copilot does not have inherent access to encrypted content without user provision.

Data Security Measures
- Robust Encryption: Organisational content is encrypted both at rest and in transit using service-side technologies, ensuring robust security. Connections are safeguarded with Transport Layer Security (TLS), and data transfers occur over the secure Microsoft backbone network.
- Compliance with Standards: Copilot is built on Microsoft Azure OpenAI Service and runs entirely within the Azure cloud, adhering to Microsoft's comprehensive security, privacy, and compliance policies. This includes compliance with regulations such as the General Data Protection Regulation (GDPR) and the European Union (EU) Data Boundary.

Responsible AI Practices
- Monitoring for Misuse: Copilot employs transient processing to monitor for abusive or harmful uses of the service. However, Microsoft does not store or conduct eyes-on reviews of Copilot inputs and outputs for abuse monitoring purposes.
- Commitment to Responsible AI: Microsoft is committed to responsible AI practices, ensuring that Copilot's integration into Dynamics 365 and Power Platform follows ethical guidelines and prioritizes user privacy and data security.

Read more here: https://learn.microsoft.com/en-us/copilot/microsoft-365/microsoft-365-copilot-privacy

Session 4 - risk cards

The Black Hole of Data Loss
Data Privacy Risk
How might concerns over data privacy and security affect the use of Copilot in this use case?

The Space-Time Rift
Technical Integration Risk
What technical challenges might arise when integrating Copilot into existing systems and workflows?

The Nebula of Hesitation
User Resistance Risk
How might service agents or staff react to the introduction of Copilot? What might cause resistance to adoption?

The Asteroid Belt of Overload
Operational Feasibility Risk
What operational challenges could arise if Copilot is expected to handle too many tasks or data overload?

The Gravity Well of Change
Organisational resistance
How might resistance from leaders or other key stakeholders within the organisation to AI adoption impact the overall success of the project?

The Meteor Shower of Inaccurate Data
Data Quality Risk
How might the quality of your data affect the performance and decisions made by Copilot in this use case?

The Event Horizon of Frustration
Citizen Experience Risk
How might citizens react if Copilot doesn't improve their service experience, or if it creates frustration?

The Solar Flare of Non-Compliance
Regulatory Compliance Risk
How might this use case not comply with regulations (e.g., GDPR, data privacy laws)?

The Dark Matter of Bias
Ethical Considerations Risk
How could Copilot act unethical like provide biased recommendations

Create own card

mitigation cards

The Encryption Shield
Data Privacy Risk Mitigation
- Use data anonymisation techniques to protect sensitive information.
- Implement multi-layered security protocols, including encryption at rest and in transit.

The System Adapter
Technical Integration Risk Mitigation
- Conduct a technical feasibility analysis to identify potential integration challenges.
- Collaborate with IT teams to create a step-by-step integration plan.

The Change Navigator
User Resistance Risk Mitigation
- Provide comprehensive training to service agents on Copilot's capabilities.
- Involve key stakeholders early in the process to build trust and reduce resistance.

The Workflow Alignment Tool
Operational Feasibility Risk Mitigation
- Streamline tasks to avoid overloading Copilot with data or complex workflows.
- Pilot the use case with a limited scope before full implementation.

The Leadership Anchor
Organisational resistance Mitigation
- Engage leadership with data-driven insights and success stories from other organisations.
- Highlight low-risk, high-value opportunities that align with organisational priorities.

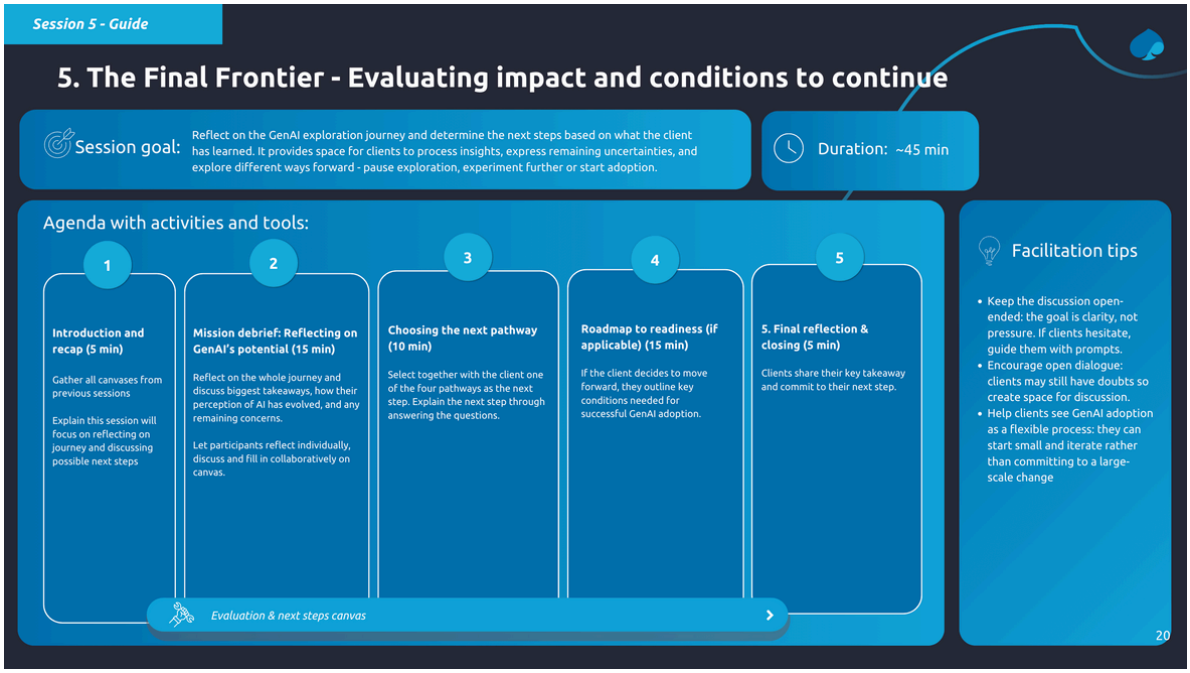
The Clean Data Compass
Data Quality Risk Mitigation
- Audit and clean existing data to ensure high-quality inputs for Copilot.
- Set up a feedback loop to continuously improve data accuracy and relevance.

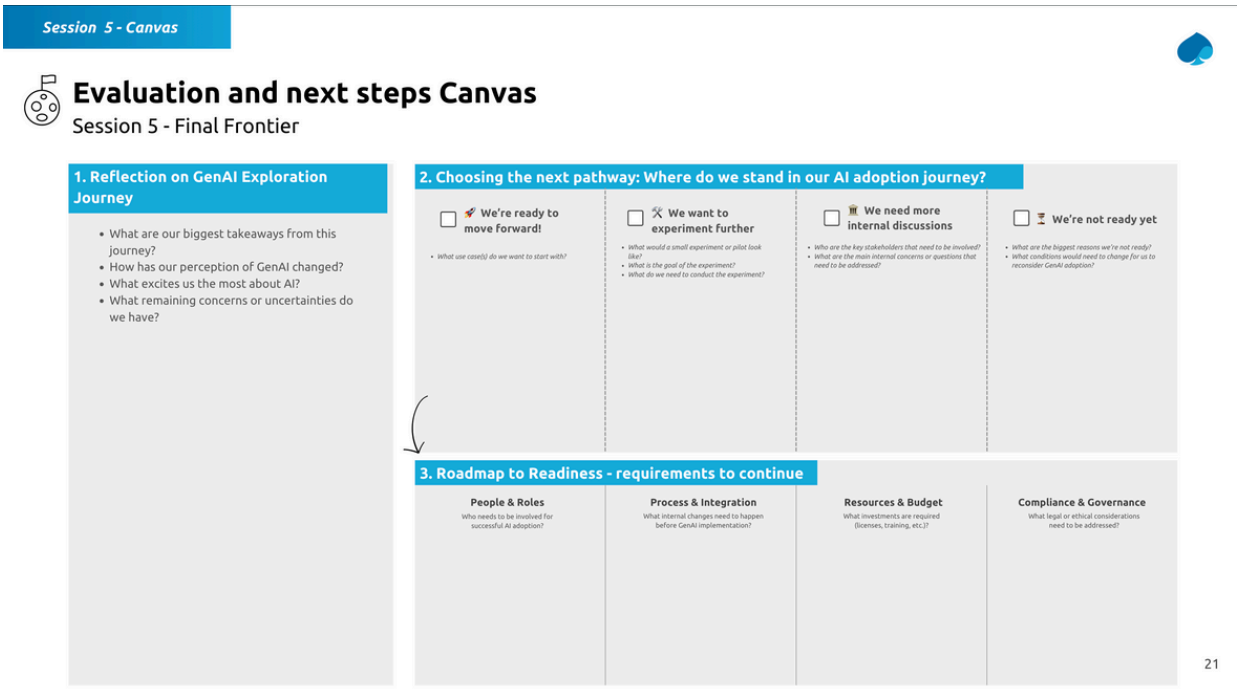
The Empathy Lens
Citizen Experience Risk Mitigation
- Conduct user testing to refine citizen-facing outputs.
- Incorporate feedback mechanisms to improve interactions over time.

The Compliance Beacon
Regulatory Compliance Risk mitigation
- Consult with legal teams to ensure alignment with GDPR and other regulations.
- Use Microsoft's built-in compliance features as safeguards.

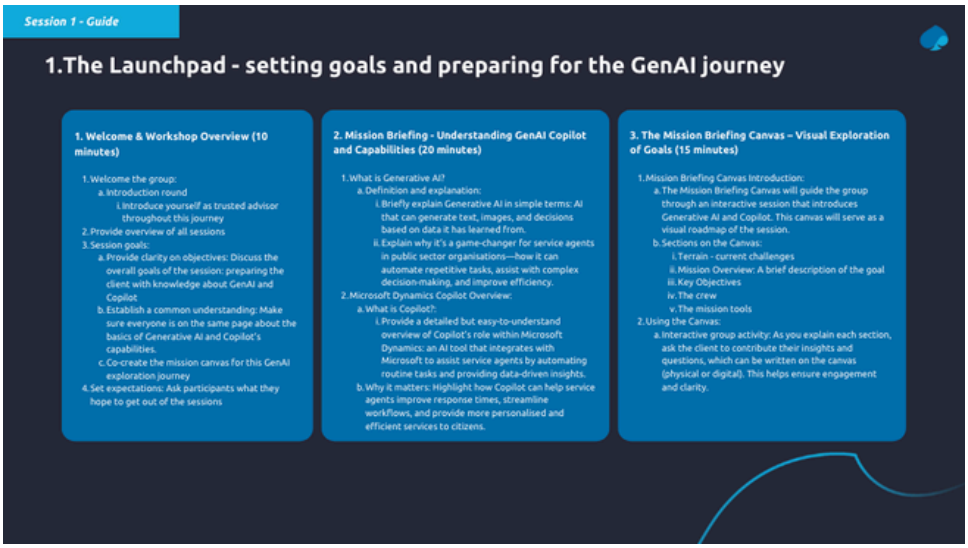
The Bias Eliminator
Ethical Considerations Risk Mitigation
- Use diverse datasets to minimize bias in AI outputs.
- Regularly review AI-generated content to ensure ethical standards are upheld.

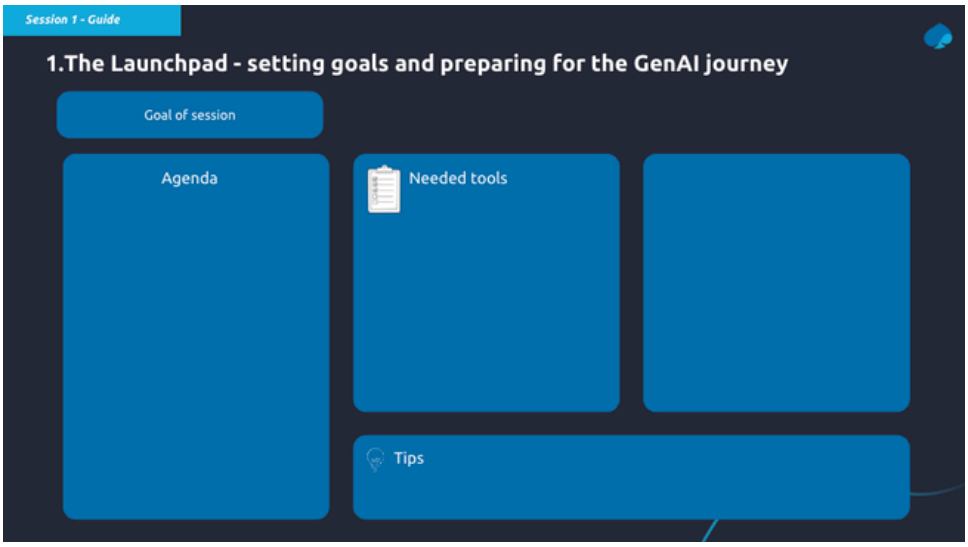
Create own card

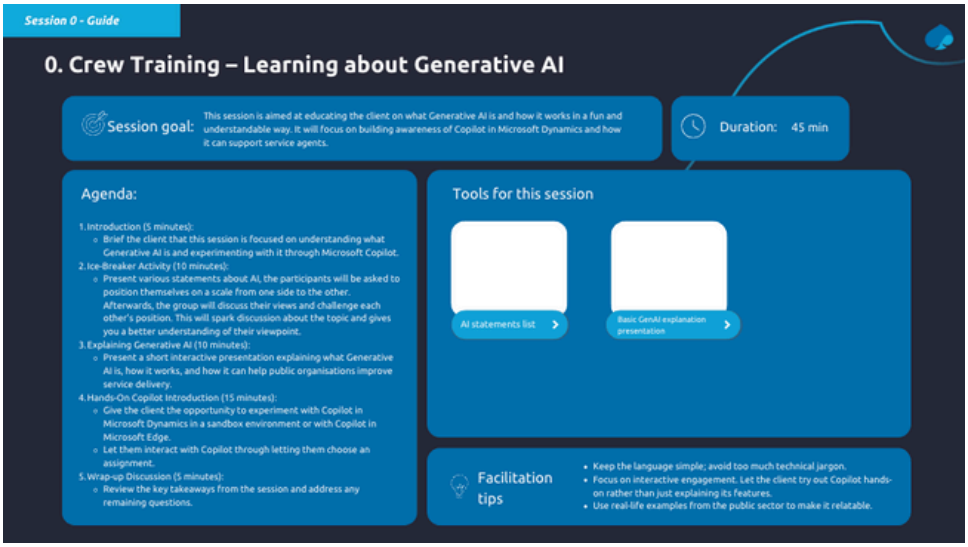

Session 5 - Guide
5. The Final Frontier - Evaluating impact and conditions to continue
Session goal:
Reflect on the GenAI exploration journey and determine the next steps based on what the client has learned. It provides space for clients to process insights, express remaining uncertainties, and explore different ways forward - pause exploration, experiment further or start adoption.
Duration: ~45 min
Agenda with activities and tools:
1
Introduction and recap (5 min)
Gather all canvases from previous sessions
Explain this session will focus on reflecting on journey and discussing possible next steps
2
Mission debrief: Reflecting on GenAI's potential (15 min)
Reflect on the whole journey and discuss biggest takeaways, how their perception of AI has evolved, and any remaining concerns.
Let participants reflect individually, discuss and fill in collaboratively on canvas.
3
Choosing the next pathway (10 min)
Select together with the client one of the four pathways as the next step. Explain the next step through answering the questions.
4
Roadmap to readiness (if applicable) (15 min)
If the client decides to move forward, they outline key conditions needed for successful GenAI adoption.
5
5. Final reflection & closing (5 min)
Clients share their key takeaway and commit to their next step.
Evaluation & next steps canvas
Facilitation tips
Keep the discussion open-ended: the goal is clarity, not pressure. If clients hesitate, guide them with prompts.
Encourage open dialogue: clients may still have doubts so create space for discussion.
Help clients see GenAI adoption as a flexible process: they can start small and iterate rather than committing to a large-scale change
20


Session 5 - Canvas
Evaluation and next steps Canvas
Session 5 - Final Frontier
1. Reflection on GenAI Exploration Journey
What are our biggest takeaways from this journey?
How has our perception of GenAI changed?
What excites us the most about AI?
What remaining concerns or uncertainties do we have?
2. Choosing the next pathway: Where do we stand in our AI adoption journey?
We're ready to move forward!
What use case(s) do we want to start with?
We want to experiment further
What would a small experiment or pilot look like?
What is the goal of the experiment?
What do we need to conduct the experiment?
We need more internal discussions
Who are the key stakeholders that need to be involved?
What are the main internal concerns or questions that need to be addressed?
We're not ready yet
What are the biggest reasons we're not ready?
What conditions would need to change for us to reconsider GenAI adoption?
3. Roadmap to Readiness - requirements to continue
People & Roles
Who needs to be involved for successful AI adoption?
Process & Integration
What internal changes need to happen before GenAI implementation?
Resources & Budget
What investments are required (licenses, training, etc.)?
Compliance & Governance
What legal or ethical considerations need to be addressed?
21

Other versions of session guides







E. Evaluation first concept

This appendix shows a detailed overview of the evaluation session of the first concept of the toolkit.

Evaluation - interview 1

1. **Usability**
- The consultant appreciated the structured layout, which splits the toolkit into multiple sessions, each with a clear focus.
  - *Quote: "It's nice that each session has a scope with a specific topic focus."*
- *A* suggestion was made for PowerPoint templates to accompany the guides for each session, making it easier for consultants less skilled in creating presentations.
  - *Quote: "Some consultants aren't good at making PowerPoint slides, so templates for each session would be helpful."*
- The guides were seen as providing good oversight of what needs to be done in each session.

2. Content and Tools
- The content was clear and aligned with the consultant's needs, providing sufficient guidance.
  - *Quote: "The content was clear, and the guides provide a good overview."*
- The introduction to generative AI and its potential was found helpful for beginners.
  - *Quote: "The introduction about what GenAI is, is useful."*
- The consultant felt the toolkit supported in making GenAI more tangible and identifying its use cases and risk.
  - *Quote: "The content of the sessions make the possible use cases more tangible which is what clients are looking for. Also get a better view of what the risks are.*
- The canvases and cards were seen as valuable tools, particularly for encouraging interaction.
  - *Quote: "These tools in Miro or similar platforms are helpful for interaction."*

3. Customisation and Flexibility
- The ability to adapt the toolkit to different client contexts was appreciated. The consultant noted that not all sessions are always necessary, depending on the client's familiarity with GenAI.
  - *Quote: "If the product owner already has knowledge about GenAI, Step 1 might not be needed."*
- Flexibility in combining sessions was highlighted as an advantage.
  - *Quote: "It's nice to have the option to condense everything into a single afternoon or spread it out across sessions."*
- The toolkit was seen as suitable for hybrid and in-person settings, though in-person workshops were preferred for engagement. The toolkit could better support combining multiple sessions into one longer workshop when needed,
  - *Quote: "In practice, it works best to do everything in one go. You want to easily line up activities, and while that's possible, the toolkit could make this clearer."*

4. Building Trust and Client Engagement
- Sees the toolkit as a significant improvement in building trust and ensuring follow-up with clients, which they identified as a gap in current practice.
  - *Quote: "Now we don't really guide them through the process. We might say in a meeting, 'We could do this or that,' but there's no real follow-up. A session like this lets us sit down together, align on what GenAI is, identify use cases, and understand the outcomes."*
- *The toolkit could help build trust with hesitant clients by facilitating structured and collaborative discussions.*
  - *Quote: "It shows clients that we're thinking with them from start to finish, brainstorming together to find solutions."*
- The toolkit was seen as a way to provide clarity and outcomes, which builds client confidence.
  - *Quote: "Clients will feel more confident if they see a clear process and use cases."*
- Interactive sessions were deemed critical for maintaining client engagement and energy.
  - *Quote: "Interactive sessions are key. The more interactive, the better."*

5. Strategic Relevance and Impact
- The consultant believed the toolkit fit well within the role of Microsoft consultants, as it helps structure discussions and guide clients through the exploration of GenAI.
  - *Quote: "It helps keep colleagues sharp and aware of the tools available."*
- Suggestions were made to ensure the toolkit doesn't get lost in daily work and remains accessible.
  - *Quote: "Sometimes templates get forgotten once you're deep into a project. It needs consistent promotion."*
- The toolkit's structured approach was seen as a valuable addition to current consulting practices.

6. Suggestions for Improvement
- Templates for PowerPoint slides were suggested to make facilitation easier for consultants.
- Reducing the amount of text and making the toolkit more concise was recommended for better usability.
  - *Quote: "The toolkit has a lot of text, which might be overwhelming for some consultants."*
- Provide guidance for combining sessions into longer workshops and better explain how to align activities for a single engagement.

Summary and conclusion

Key strengths:
- Clarity and structure: The session-based design with clear scopes was appreciated.
- Content relevance: The content aligns well with client challenges and provides practical tools for interaction which is helpful for the consultant to be able to guide the client through the process.
- Flexibility: The ability to adapt sessions to client needs was seen as essential.

Areas for improvement:
1. Session organisation: Provide clearer guidance for combining multiple sessions into a single workshop and aligning activities for streamlined use.
2. Templates for presentations: Providing ready-to-use PowerPoint templates for each session.
3. Conciseness: Reducing the volume of text for easier navigation.

Overall assessment: The toolkit is seen as a strong starting point for helping consultants build trust with clients and guide them in exploring GenAI. Refinements in usability and interactivity will further enhance its effectiveness.

Evaluation - interview 2

1. **Usability**
- The toolkit's clarity and structure were praised, particularly the introductory slide with the three key elements. The 'how to use' slides were found too text-heavy for live use, and a more concise format was suggested.
  - *Quote: "The first slide is very clear. The second slide needs to be shorter, like bullet points or key phrases for live sessions."*
- The guides are comprehensive for preparation but should be sharper for live use to maintain session flow.
  - *Quote: "The guides work well for preparation but need to be shorter and more focused for use during sessions."*

2. Content and Tools
- The session layout, including goals, durations, and facilitation tips, was clear and practical.
  - *Quote: "The layout is clear, the goals are specific, and the facilitation tips are useful."*
- The space-themed terminology and interactive activities made the toolkit engaging and inspiring.
  - *Quote: "The space theme makes it engaging, and it's inspiring for clients to explore GenAI."*
- Activities were noted for making sessions interactive and accessible, moving beyond traditional presentations.
  - *Quote: "The activities make it easier to set up inspiring sessions, much better than static presentations."*
- Canvases and cards were intuitive and useful for discussions, though more clarity on instructions was suggested.
  - *Quote: "The cards and canvases are helpful, but I'm not sure if their use is explained clearly enough."*

3. Customisation and Flexibility
- The sessions' modularity was highlighted as a strong point, allowing them to be used independently or tailored to client needs.
  - *Quote: "You don't have to do Step 1 if the client knows GenAI. The sessions adapt to the client's context."*
- The ability to use sessions independently or even for internal brainstorming was appreciated.
  - *Quote: "You could use just one session, like exploring use cases, even for internal team discussions."*
  - *Quote: "All sessions are applicable on their own, except maybe Step 5, which needs earlier context."*

4. Building Trust and Client Engagement
- While the toolkit doesn't explicitly build trust in GenAI itself, it inspires confidence and supports consultants in taking on a trusted advisor role.
  - *Quote: "It's more about inspiring clients and making them familiar with GenAI, which can lead to trust."*
- The interactive format was seen as a valuable departure from static presentations, engaging clients more effectively.
  - *Quote: "The interactive character adds value; it's much more inspiring than just a dry presentation."*
- The toolkit strengthens consultants' positions by demonstrating expertise and guiding structured discussions.
  - *Quote: "By mapping challenges with clients, you show your knowledge and build confidence."*

5. Strategic Relevance and Impact
- The activities help Capgemini position itself as a credible AI partner through inspiring and interactive sessions.
  - *Quote: "Doing this with the client shows your expertise and encourages them to return to you."*

6. Suggestions for Improvement
- A more concise version of the guides for live use was recommended, such as a cheat sheet.
  - *Quote: "The guides are useful for preparation, but a condensed version would be better for sessions."*
- Clarify whether consultants need to create their own supporting materials, like slides, or if these should be included in the toolkit.
  - *Quote: "It would help to explain if slides are included or if the consultant should prepare them."*

Summary and conclusion

<u>Key strengths</u>
- Clear structure and layout: Goals, durations, and facilitation tips are well-organised and practical.
- Creative and interactive design: Space-themed terminology and activities inspire engagement.
- Flexible and modular: Sessions can be adapted or used independently based on client needs.
- Supports trusted advisor role: Helps consultants build confidence with clients through structured, interactive discussions.

<u>Areas for improvement</u>
1. Make guides more concise for live sessions with a cheat sheet or condensed version.
2. Clarify expectations for preparing supporting materials like slides.

<u>Overall assessment</u>

The toolkit is seen as vert relevant and effective for engaging clients and guiding discussions on generative AI. Its flexibility, creativity, and interactivity are standout features. It is dependent on the client whether it will really build trust in GenAI but it strengthens the consultant in being a trusted advisor on this topic. With minor refinements for usability during sessions and clearer preparation guidance, it can further improve the support.

Evaluation - interview 3

1. Usability and Navigation

- The toolkit is visually appealing, with well-structured session guides. It has a friendly tone and design, which made it feel approachable rather than overly formal.
  - *Quote: "It looks great and doesn't feel like just another documentation dump. The tone and layout are user-friendly."*
- They suggested simplifying the level of detail in the guides, particularly for live use, and recommended providing more concise key points or a condensed cheat sheet.
  - *Quote: "People are often half-engaged during sessions. It would help to have simpler versions, like bullet points on a slide."*
- There was confusion about whether the guides were also intended for the client, indicating a need for clearer explanations of their purpose.
  - *Quote: "I had the impression that the client might also receive this guide. If not, that should be clarified."*
- The consultant suggested a workbook

2. Content and Tools

- The icebreakers and initial activities were appreciated, noting their effectiveness in engaging participants.
  - *Quote: "The icebreaker is a fun way to start and gets people thinking right away."*
- The canvases and cards were seen as intuitive and helpful for encouraging active participation but needed more instructions for larger groups.
  - *Quote: "The tools are great for small groups, but if you have 20 participants, you'd need to split them into smaller teams to keep everyone engaged."*
- Data privacy was highlighted as a recurring concern, particularly in public sector contexts. The consultant recommended adding more bullet-pointed summaries or FAQs about data security and compliance to prepare consultants for questions.
  - *Quote: "Data privacy is always a big concern in the public sector. It helps if you have short, clear answers ready to reassure clients."*

3. Customisation and Flexibility

- The consultant likes the options of customising the sessions. This can be done based on the experience of the client and how digitally skilled they are for example.
- They suggested including guidance for managing larger groups and tailoring the approach to varying time constraints.
  - *Quote: "For larger groups, you'd need to divide them into smaller teams. Two half-day sessions might work better than one full day, depending on the client's schedule."*

4. Building Trust and Client Engagement

- The toolkit's activities are engaging and interactive, which could inspire clients and spark interest in generative AI. However, they were uncertain whether it could directly create trust in GenAI itself.
  - *Quote: "It's hard to say if this builds trust in GenAI, but the interactive workshops are definitely inspiring."*
- They expressed concerns about the suitability of Microsoft Copilot's outputs for the Dutch public sector, citing cultural and linguistic differences.
  - *Quote: "Copilot often has an American tone. For Dutch municipalities, you need to ensure the outputs align with local expectations."*

5. Strategic Relevance and Impact

- The consultant believed the toolkit aligns well with the role of Microsoft consultants in guiding public sector clients but stressed the importance of tailoring the sessions to address local concerns.
  - *Quote: "This fits into what we do as consultants, but it needs to address specific client concerns, like data privacy and cultural nuances."*

6. Suggestions for Improvement

- The consultant recommended adding more guidance on adapting the sessions to different group sizes and dynamics.
  - *Quote: "You should include suggestions for managing larger groups, like breaking them into smaller teams to keep it interactive."*
- They emphasised the need for consultants to be better prepared for data privacy questions, suggesting summaries and key points for quick reference.
  - *Quote: "Clients will ask a lot about data privacy. It would be good to have concise answers and references ready."*

Summary and conclusion

Key strengths:

- Visual appealing structure: The toolkit was praised for its engaging design and friendly tone, making it approachable and clear.
- Interactive content: The tools and activities were noted as effective in engaging clients and encouraging participation.
- Inspiring activities: The sessions can contribute with sparking interest in generative AI.

Areas for improvement:

1. Provide a simplified version of the guides or workbook, for live session use.
2. Add more detailed instructions for managing larger groups and tailoring sessions to specific contexts.
3. Prepare consultants for data privacy questions with summaries, bullet points, or FAQs.
4. Address concerns about Copilot's linguistic and cultural suitability for the Dutch public sector.

Overall assessment: The toolkit was seen as a valuable resource for engaging clients and guiding discussions about generative AI. The interactivity was especially seen as valuable, but adjustments in conciseness, group management, and content localisation would further enhance its effectiveness. The consultant has doubts about whether trust can be reached but this also depends on the quality of Copilot itself.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