



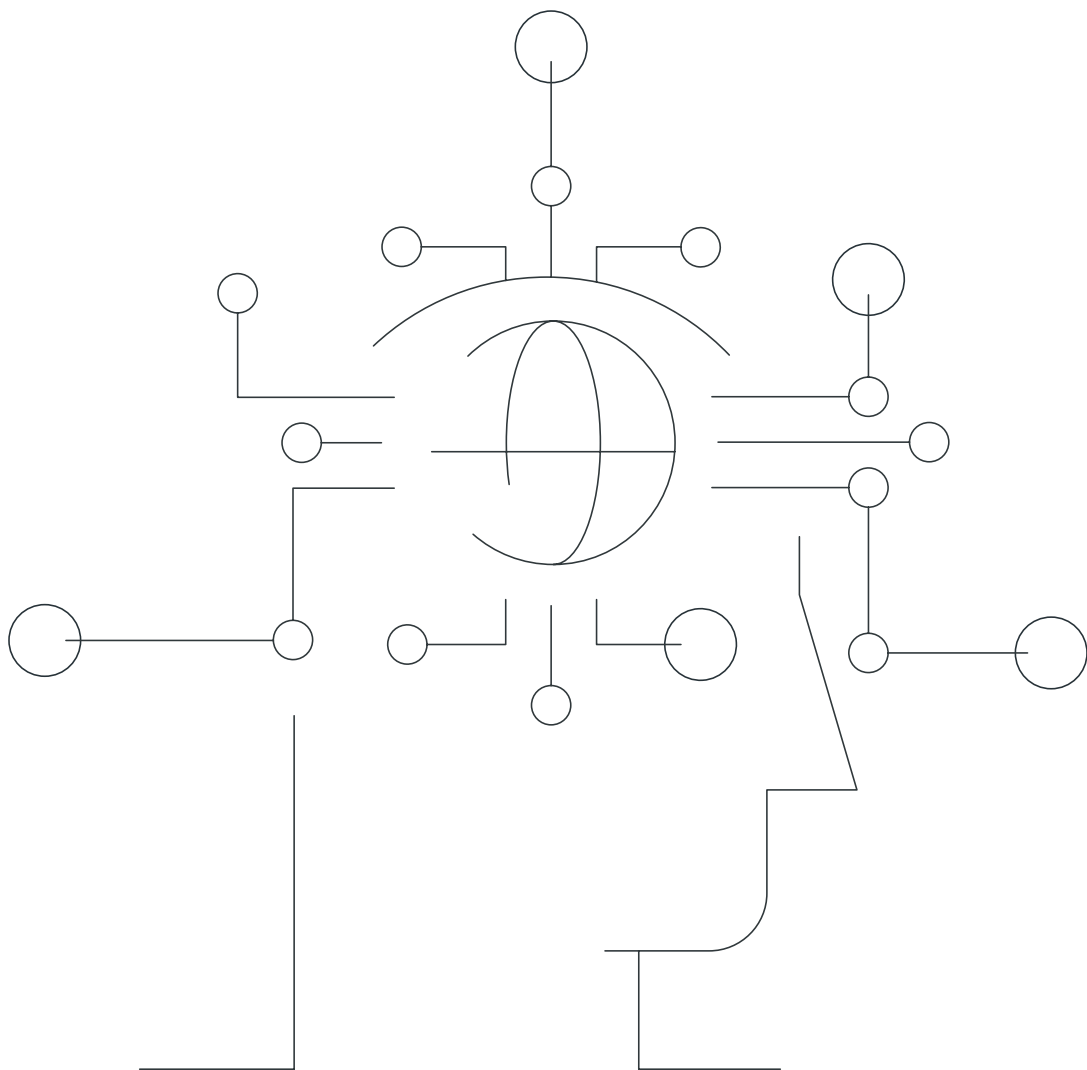
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# Generative AI transformation

Four main components of successful generative AI adoption

# At Implement, we are living the generative AI transformation

And we would like to share some of our  
experiences.



# The generative AI revolution is here

Today, generative AI is not just knocking at the door; it has already stepped into the room, reshaping industries and remoulding our approaches to problem-solving and innovation. **At Implement Consulting Group, we are living this transformation,** applying generative AI across a range of projects, witnessing firsthand its power to enhance efficiency, spark creativity and elevate customer satisfaction.

The sentiment among business leaders mirrors our experience: **the vast majority view generative AI as a golden opportunity for their organisations.** This perspective is not unfounded; it is anchored in real, transformative impacts that we witness on a daily basis.

While individual adoption is taking place, a significant proportion of professionals are integrating generative AI tools into their daily routines – **most organisations are lagging behind.**

The importance of seizing this moment cannot be overstated.

The innovator's dilemma would tell us that **this is the moment for startups to disrupt businesses.** And we are indeed seeing that as 64% of new startups use generative AI to disrupt businesses. However, **we are also seeing existing businesses adopting the technology** at a rapid pace. And we are seeing established technology players in the market, such as Microsoft, creating advanced AI features very quickly.

**This is our collective moment of transition,** like catching a high-speed train that is already in motion. Hesitation or delay is not just a setback; it is a missed opportunity to lead and excel in an era of profound change.

Now is the time to act and embrace the wave of generative AI that is upon us. Let us not wait for tomorrow; the generative AI revolution is here, and it is happening now.

Join us on this exciting journey to unlock new opportunities and navigate the new digital frontier.

**9%**

of enterprises have adopted AI.

**91%**

of executives surveyed by Implement view generative AI as a big opportunity for their organisation.

**€500 bn**

economic potential estimated by Implement among Finland, Denmark, the Netherlands, Sweden, Ireland, Spain, Luxembourg, Estonia, Portugal, Belgium, the Czech Republic and Poland.

**62%**

of jobs are exposed to automation.

**24%**

of European employees use generative AI tools.

**75%**

of enterprises are supposed to adopt AI by 2030 according to European targets.

# We have identified a cross-pressure between balancing bottom-up innovation and top-down imperatives, creating a leadership challenge

## What started in 2022 is now making waves across businesses around the world.

The transformation has brought with it a mix of enthusiasm and expectation. Individuals at all levels are experimenting with AI like never before, while leaders are on the lookout for tangible outcomes.

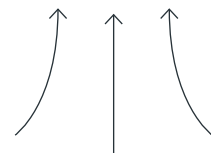
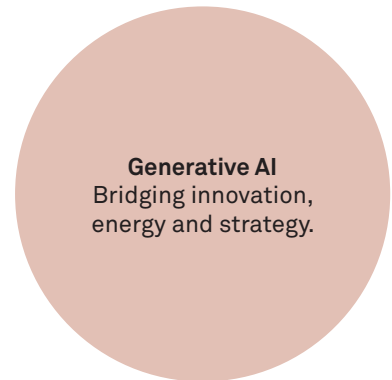
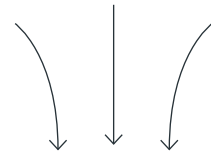
Navigating this dynamic presents a significant challenge for many organisations: **channelling the energy and enthusiasm in a direction that not only aligns with but also amplifies business strategies.** Too tight a grip can destroy the energy, yet too loose a grip can yield benefits that are small, scattered and possibly out of step with organisational goals.

At Implement, we are navigating these waters too. On the one hand, there is a drive in our team to dive in and get started, leveraging the technology to improve productivity and quality for the benefit of our clients. On the other hand, **we also need to keep difficult considerations in mind**, such as: “When should we NOT use the technology?” “Are there situations where we MUST use the technology?” and “Where should we prioritise our efforts?”

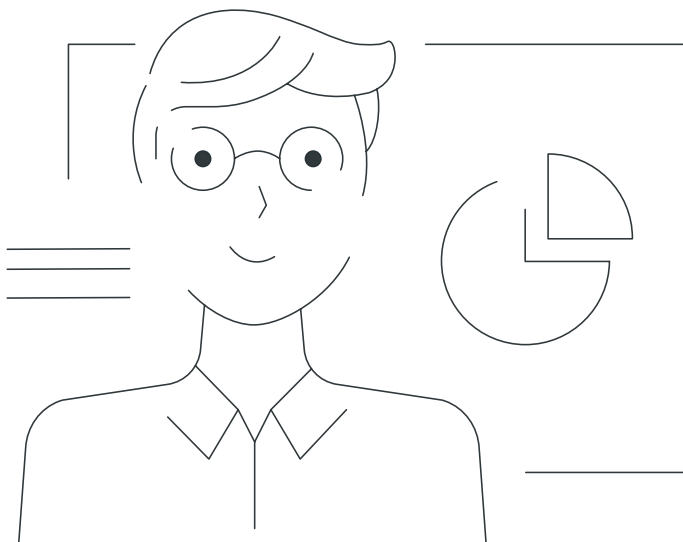
We are eager to share the insights that we have gained from tackling these considerations head-on in striving to make sense of this rapidly evolving AI landscape in our own organisation and for many of our clients.

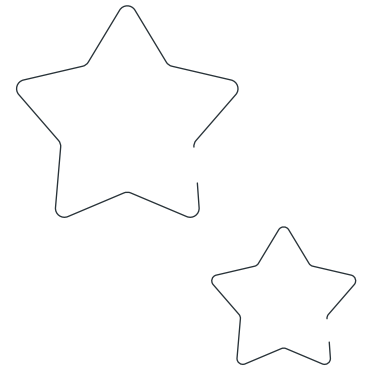
We now feel that we have a view on how to leverage this breakthrough technology in ways that are **fit for humans and fit for the future** – and you are invited!

**Pressure from the top to do something**  
Strategic imperatives from leadership



**Grasping the energy existing in the organisation**  
Guiding creative currents



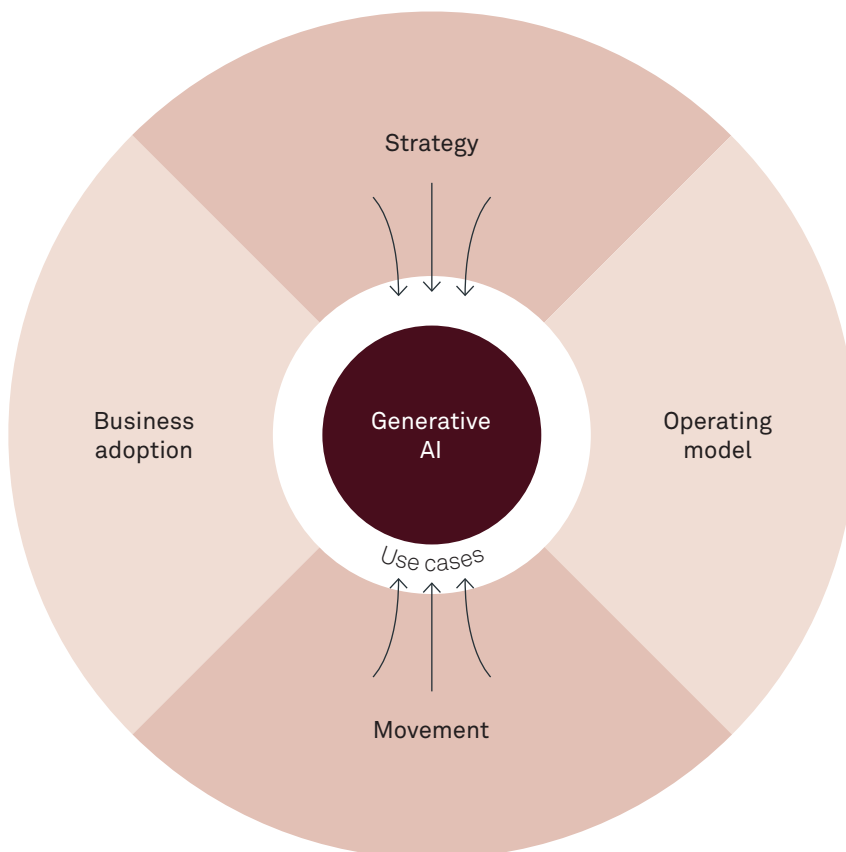


# Four main components of successful generative AI adoption

Generative AI is a rapidly evolving and easily accessible technology that many organisations want to adopt, while at the same time many employees are adopting already. This is what we have identified as a cross-pressure between the bottom-up movement and top-down strategy.

In the following, we outline the **four main elements of successful generative AI adoption**.

Throughout the adoption process, it is our firm belief that use case development should play a pivotal role as it helps test the strategy, it is a key anchor in an operating model, it is the place to channel energy, and it is how business value and adoption is achieved.



**The four main parts of successful generative AI adoption**

# Strategy

## Setting the direction

### What

A generative AI strategy establishes the purpose, objectives, position and desired approach for bold organisations. No “one-size-fits-all” strategy can provide the required clarity in terms of direction setting and a shared understanding.

### Why

A generative AI strategy creates a foundation for the transformational journey ahead – and that foundation is what serves as the playing field for an organisation. Think about this: What is our focus? What efforts do we prioritise? What is our desired risk posture?

Such a strategic outline needs to address and grasp these technological developments that feel new to everyone. It should help ensure a common understanding of the level of importance, focus and what the “playing field” looks like – this is required when working with new disruptive technologies.

### How

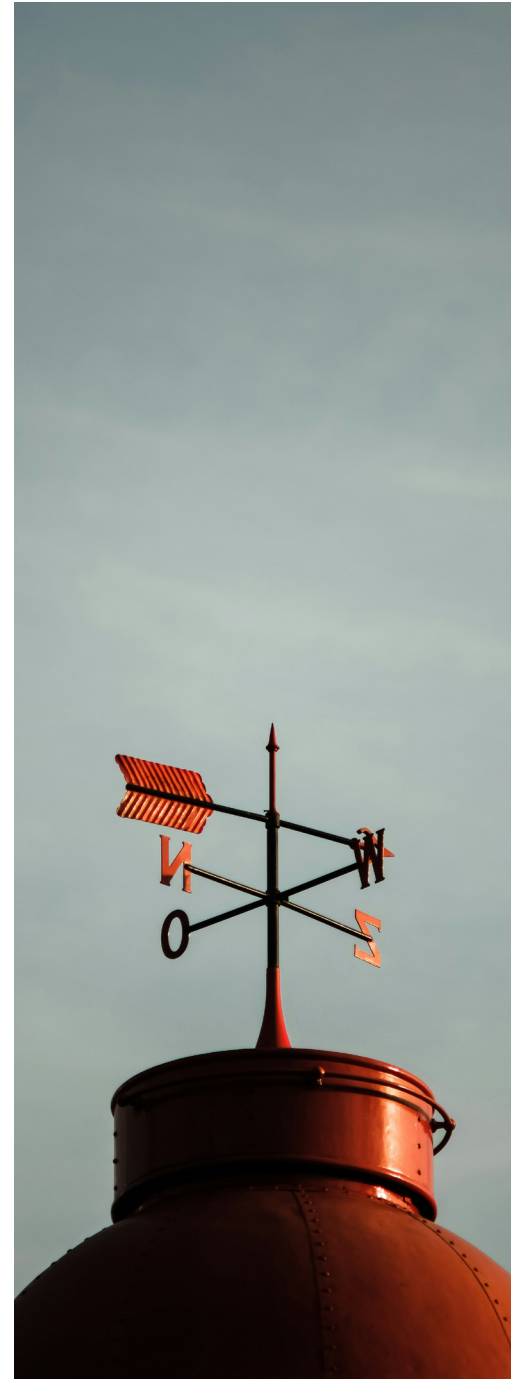
Establish a common foundation of knowledge and build key insights in terms of internal performance, AI potential and external AI trends.

Design a robust AI strategy by aligning the most important generative AI strategic themes among key stakeholders to create a razor-sharp focus.

Explore multiple strategic options, experiment with use cases, test critical assumptions and discuss the road map. Assess your long-term versus short-term aspirations, management approach, capabilities, risk appetite, desire for control etc.

#### **Our tip for you:**

Use a strategy outline to set the direction. It will channel your energy and focus. However, do not be afraid to make choices – and reassess the strategic outline as the field matures further.



# Operating model

## Setting up structures for making it happen

### What

A generative AI operating model serves as a blueprint for integrating generative AI into organisations in a systematic and sustainable way. It not only addresses technological aspects, but incorporates holistically across structures, culture, processes and governance, ensuring the realisation of strategic aspirations and value creation.

### Why

Instituting a generative AI operating model is vital for synchronising the transformative capabilities of AI with the strategic vision of the organisation. It is not just about adopting new technology – it is about systematically embedding AI into the operational and cultural framework.

By centering on a dedicated operating model, an organisation can ensure that generative AI is not just a series of isolated experiments but a core driver of innovation and efficiency in the organisational ways of working.

### How

Establish structured frameworks that prioritise AI initiatives according to their strategic value and potential impact.

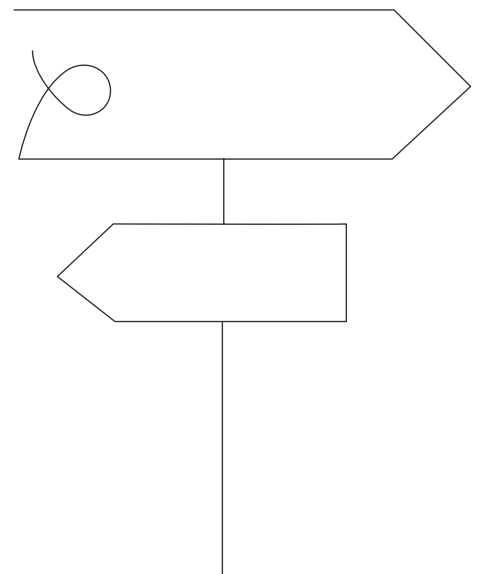
Build the necessary IT infrastructure to ensure interoperability between AI systems and existing enterprise solutions.

Create support mechanisms, such as specialised AI support teams and user-friendly interfaces.

Identify and develop the capabilities needed for AI integration both within the organisation and with external partners. Consider technical skills, governance structures and cultivating an AI-ready culture as well as basic training in using generative AI tools.

#### **Our tip for you:**

Treat AI adoption as a dynamic journey, be quick on your feet and remember that it is not just about technical readiness – it is also about organisational anchoring and guided development.



# Movement

## Using the energy

### What

Generative AI has started a movement. Among your employees, we guarantee that a significant subset (often around 10%) has autonomously adopted the technology to improve their ways of working. They are already integrating it into their workflows and autonomously doing process innovation around it.

This is the movement that organisations must leverage and focus on to achieve their business goals.

### Why

The generative AI movement has one core dilemma: Taking a strategic approach and setting a direction can kill enthusiasm and reduce the power of the movement. It ultimately reduces momentum and innovation capacity.

On the flip side, a business without a sufficiently strong strategic stance risks the movement becoming scattered and unfocused. The small group will not be able to change the larger organisation and grow frustrated.

It is up to the leaders to strike this balance.

### How

The first thing to do is to identify and nurture the network of early adopters across the organisation. As mentioned already, they are there.

Movements thrive on a sense of belonging and culture. This can be nurtured through regular community events or easily killed by sending their energy into overly rigid IT project structures. Leaders should therefore foster an open dialogue that resonates with the grassroots nature of the movement.

Enable cross-collaboration on projects, which will reveal hidden benefits and learnings that can be shared widely.

#### **Our tip for you:**

Get on board with the excitement surrounding generative AI and contribute to the momentum. It is about harnessing our collective energy to turn innovative technology into tangible business solutions.





# Business adoption

## Anchoring the change

### What

Generative AI can be overwhelming, and the possibilities as well as the uncertainty can be stunning.

Business adoption is about creating awareness and understanding at all organisational levels, while equipping everyone with the knowledge and skills to effectively incorporate generative AI into daily work routines.

Create a culture around exploring generative AI and build trust in the tools to ensure that they are used according to your guidelines.

### Why

Without a structured approach to business adoption, we leave too much to chance when it comes to gaining the known (and unknown) advantages of generative AI.

We want to be in the driver's seat, and we want to broaden the usage, because as the saying goes: AI will not take your job. Someone using AI will.

### How

Invest in upskilling all employees to use and trust the tools. At the same time, it is important to communicate clearly about your ambitions for generative AI and the guidelines for use. Remember that your organisation is at different levels of maturity.

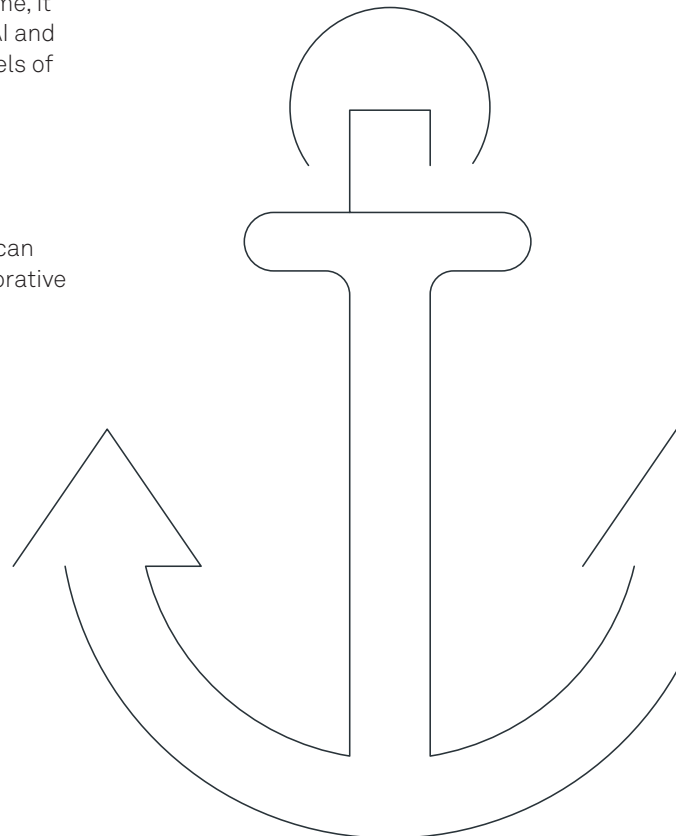
You want to equip leadership at all levels with sufficient knowledge and understanding to have conversations about generative AI.

Leaders should act as facilitators, creating forums or groups where users can share their experiences and insights to foster experimentation and collaborative learning.

Finally, recognise and celebrate good use cases to encourage adoption.

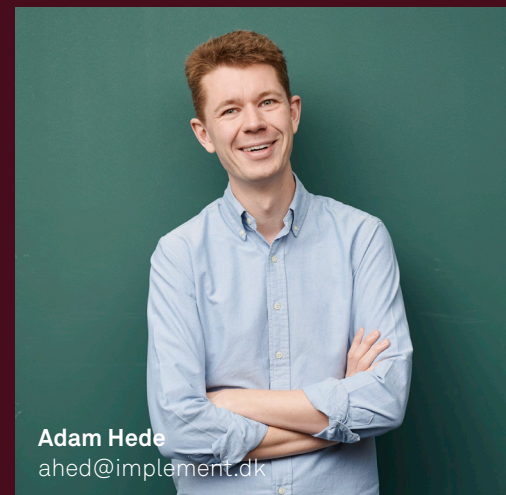
#### **Our tip for you:**

Open the conversation about generative AI – identify early adopters and understand their perspectives on using generative AI as part of their workday.



# At Implement, we are living the *generative AI* transformation

You're invited!





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