

How to Scale GenAl

Risks & Opportunities

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-Foreword

Two years after the arrival of ChatGPT, OpenAI's conversational AI agent, corporate interest in Generative AI (GenAI) remains strong. Enthusiasm is accelerating as the potential for improved productivity and performance in core business processes becomes more evident. But these hopes are accompanied by major challenges if generative AI is to become a lasting part of organizations' strategies. Over and above the ROI to be secured for each project, there are also issues of acceptance of change, choice of suppliers and solutions, while also taking account of environmental issues in the face of the massive energy requirements implied by this new version of Al. As a result, despite a few notable successes here and there, large-scale deployment of generative AI has been slow to materialize. At Inetum, we wanted to understand how generative AI (and AI more generally) impacts our customers' operations, by asking them about their difficulties and doubts, but also by exploring with them the possibilities and challenges of this emerging technology. With this in mind, we created the Think Tank, "How to Scale GenAI - Risks & Opportunities," with the ambition of addressing the following topics:

- Opportunities and risks
- How to approach AI in the organization
- Which suppliers and how to choose the right partners
- Engaging, managing change and upgrading skills with GenAl
- · The right operating model to scale.

Some thirty participants, including CIOs, CTOs, Data Officers and other transformation managers, joined us to fuel this reflection during a series of workshops organized alternately face-to-face and remotely over a two-month period - an open forum for sharing experiences, analyses, visions and expectations.

This white paper is the fruit of this sharing. It reflects the experiences in the field, the successes as well as the difficulties encountered in adopting generative AI. The paper is also notable for its international character, with Think Tank workshops taking place simultaneously in Belgium, Spain and France. Beyond the vision that each participant was able to bring to bear on generative AI relative to his or her business sector or company profile, this multi-regional initiative thus offers a perspective specific to each country.

We would like to extend our warmest thanks to all the members of the Think Tank who, through their involvement, their convictions and their inspiring testimonials, have nurtured this laboratory of ideas project, which has now materialized in this booklet. We hope that you will enjoy the results as much as we did, and that they will inspire your reflections and decisions as you take GenAl to scale.



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Cédric Fernandez Senior VP COO Global Business Line Solutions

Acknowledgements

This Inetum white paper would not have been possible without the contributions of the participants in the workshops organized as part of the think tank "How to Scale GenAl - Risks & Opportunities." We would like to thank all our customers across Belgium, France and Spain who, through the wealth of their testimonials, their sharing and their transparency, have actively contributed to the production of this paper, and for the trust they have placed in us.



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- Christiaan Polet- UZ GENT
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- Olivier Knockaert VANHEEDE ENVIRONMENT GROUP
- Tom Tanghe DAIKIN EUROPE
- Patrick Putman MANUCHAR
- Peter De Neve PIETERCIL
- Nele Philips DE WATERGROEP
- Tom Oostens EQUANS
- Steven Willocx ACV
- Michiel Hauwaert RSVZ
- Bert Sabbe Gegevensbeschermingsauthoriteit
- Geert Dewaersegger & Cathérine Houbion RVA-ONEM
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FRANCE

- Bruno Prévost, Thales
- Thierry Moisson, Bonnevie, EPT Est-Ensemble
- Lila Thery, Stellantis
- Sandra Di Giovani, Banque de France
- Farid Oukaci, Banque de France
- Emeline Fabre, Heineken
- · Lionel Genix, Air Liquid Medical Systems
- Lucie Cubaud, Air Liquide Healthcare



- Arthur Feger, Carrefour
- Dina Capelle, IDC
- Sandra Di Giovanni, Banque de France
- · Stephane Haramburu, DILA
- · Bruno Prevost, Thales
- Stéphane Lapierre, AG2R La Mondiale
- Olivier Mollet, Engie
- Stanislas Blanchy, SNCF Fret

SPAIN

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- CESCE
- ITP Aero
- SEIIT (SOCIEDAD ESTATAL DE INFRAESTRUCTURAS DEL TRANSPORTE TERRESTRE (SEITT), S.M.E., S.A.)
- Cepsa
- Orange
- Alcampo
- FCC
- GISS (GERENCIA INFORMÁTICA DE LA SEGURIDAD SOCIAL)
- · Guardia Civil
- Vodafone
- · Ministerio de Hacienda
- PagoNXT Trade Services
- TMB (Tranportes Metropolitanos de Barcelona)
- ATM Barcelona (Autoridad del Transporte Metropolitano)
- CENIT Port of Barcelona

__ Introduction

Al, and particularly Generative Al (GenAl), is making all the headlines today. And while Terminator-like robots have fortunately not yet taken over the planet, Al is no longer science fiction. Defining artificial intelligence is not easy, as the concept of intelligence is subject to constant revisions by experts from different fields. Therefore, it is more convenient to accept that regardless of the definition, any artificial intelligence system requires a capacity for learning. OpenAl, Anthropic and Meta, (the driving forces behind the artificial intelligence industry) predict the development of a general Al capable of surpassing human capabilities in just a few years' time. So, beyond the media hype, it is almost certain that GenAl will be revolutionary and will fundamentally change how we work, do business and organize our companies.

While technology is advancing, the challenges to be overcome seem to be rising at the same pace. Starting with the question of energy requirements. Will governments be able to provide the electricity needed for the data centers that drive language models, without this being to the detriment of other sectors? Powerful players such as Microsoft and Google are already asking themselves this question, by launching projects to ensure the energy supply for their digital power plants.

There is also the question of the risks associated with the reliability of this technology, which we know is far from 100%. This calls for a new approach to methods and services, and a specific framework to guarantee the effectiveness of the results delivered by the technology. The choice of technology and suppliers will also be at the heart of technology implementation issues for companies.

Finally, at a time when a new geopolitical order is taking shape, Europe needs to prepare itself for fierce technological competition from the United States and China. In this climate, European companies need to be AI ready to face all of the challenges presented by this new geopolitical context.

In this rapidly evolving technological landscape, GenAI has emerged as a transformative force across various industries. Its ability to enhance productivity, streamline operations, and reduce costs has made it a focal point for businesses aiming to stay competitive. This white paper delves into the current state of GenAl, exploring its potential to revolutionize business processes by automating mundane tasks and improving customer services. However, as with any disruptive technology, GenAl also presents certain risks, including ethical concerns and the potential for job displacement. Through insights from industry experts and realworld examples, this report aims to provide a comprehensive overview of the opportunities and challenges associated with scaling a successful GenAl operating model. By understanding good governance and training practices, organizations can make informed decisions on how to effectively integrate GenAl into their operations and drive sustainable growth.





Chapter 1

GenAl: State of Play

The use of GenAI has become increasingly popular in various industries due to its ability to increase productivity and efficiency and reduce costs. Many companies are exploring the use of GenAI to automate mundane tasks, reduce bureaucracy, and save costs in the long run. Some herald AI as a revolution which can simplify business operations and eliminate manual tasks with automated systems along with improved customer services. However, there are voices which warn of technology replacing humans within the workplace. Let us take a look at the risks and opportunities of generative AI, according to our Think Tank members.

GenAl Increasing Productivity & Efficiency

One major benefit of GenAI is the time saved by increases in productivity. In Belgium, a participant said that his water company was exploring GenAI to make business processes more efficient and save costs in the long run. In Spain it was also noted how automation of mundane tasks will improve operational efficiency and reduce bureaucracy: "Users (teachers) need to get used to using digital media and from here, the use of GenAI could be considered, especially to help them with bureaucracy."

Further underscoring the value of GenAI as an efficient tool, an IT Manager at a Belgian college indicated that AI in education guides study choices by helping students to better assess themselves. A conversational AI model provides students with information about available options and their suitability, facilitating more informed decisions and potentially increasing student satisfaction.

On the other hand, the same IT Manager saw risks in his sector. "In education, it is important that students always get another chance, even after failure. Predictive AI models could undermine this principle by measuring and predicting performance, thus removing the 'clean slate' principle with each new school year. This could demotivate students from starting over." He also had some reservations concerning the use of OpenAI systems by teachers and students. "AI can hallucinate (generate incorrect answers), which is dangerous in educational environments because it leads to misinformation and harmful effects on knowledge building and decision-making."

GenAl also offers productivity improvements within the healthcare sector. Robin Demesmaeker (CIO at UZ Brussel), suggested developing an AI model that could help create letters with the appropriate medical terminology and structure, depending on the medical discipline. "Doctors could quickly input information about patients' health status, after which the model would generate a structured text with the appropriate terms." He also saw an important role for predictive AI in health care. In Belgium, Christiaan Polet (CIO at UZ Gent) added that, "for medical researchers, GenAI offers opportunities to generate synthetic data, which could help in sharing research data without violating privacy rules. This would make sharing medical data easier and allow researchers to work faster without identifying individuals." A participant in Belgium saw an opportunity in AI to move from curative to preventive medicine. Medical institutions and patients could be given early warnings of increased risks of disease based on available data.

There were certain ethical issues mentioned concerning AI within the medical profession. Peter Vermeylen (CIO at UZ Antwerpen) described a project within their hospital where AI is helping in the early detection of sepsis in neonatal babies by detecting patterns in data. The model is trained with historical data and could be a valuable addition to physicians' decision-making, although ethical questions arise about the assignment of patients to AI-assisted versus unassisted teams.

GenAl: Perfect Personal Assistant

In Paris, participants regarded GenAI as an excellent assistant, but not a master. Participants found GenAI useful for writing texts, analyzing tenders and producing minutes of meetings. However, even though GenAI helps with productivity it still cannot do advanced tasks like complex coding. Lionel Genix (Air Liquid Healthcare) said, "developers use GenAI for simple functions, especially for writing documentation, but not for complex functions."

In Spain, GenAl is used as an assistant for non-complex coding, testing, ticketing and debugging. The Spanish clients are using the GitHub Copilot for their software development projects. They find it helpful to generate code snippets and suggestions based on their

comments and keywords. It saves them a lot of time and effort in writing and debugging code.

Tailormade Al Solutions

Al has a great marketing advantage in that it can customize products and services for clients. The gain in productivity noted above does not mean you reduce your employees. In fact, by using GenAl, staff gain more time to interact and focus more on complex issues - the offshoot of this is that tailoring clients' experiences becomes easier. Isabelle Donato (Inetum FabLab Innovation Director France): "For example, HR people need to be able to spend more time with candidates than writing job descriptions, salespeople need to spend more time with the customer, and developers need to spend more time on the business."

In some areas, investment in AI can be highly profitable. Dina Capelle (IDC) gave an example of a company that invested €500,000 in an AI tool for 'calls for tenders' and achieved (in nine months) a return on investment of €17 million.



The ability to integrate Al solutions with legacy systems is crucial to ensuring successful adoption

Xavier Cobos (Head of innovation architectures. TMB - Barcelona Metropolitan Transport)





Al Customization within the lingerie Industry

Van de Velde's unique value proposition in the lingerie world is 'proper fit.' They train staff to advise customers on the correct bra size. They also use Computer Vision technology to analyze customers' body shape online. Today they already have a mirror that allows 3D scanning and an iPad that can do a 3D scan. "The next step is to train a model with photos to suggest the right size for each figure." They are finding that the model is starting to fail more as use cases become more complicated at this stage. They are also still looking for a method to measure results. Bart Crommelinck, Business Transformation Manager at Van de Velde explained: "Bras are a subjective product, from a styling perspective you can suggest what the perfect size is, but women may feel differently." Van de Velde is looking at comparing recommendations from AI with the size of products actually purchased.



inetum. Chapter 2 Governance 8 organizationa Company governance refers to the framework of rules, practices, and processes by which a company is directed and controlled. It encompasses the mechanisms through which companies, and those in control, are held accountable to stakeholders, including shareholders, employees, customers, and the community. It is important to have structured governance around GenAI, whose rollout within organizations should be led by IT, business lines, management, or a mix of all three. Such governance needs to be adaptable to the form of organization involved.

Dedicated AI Team

Having a dedicated AI or innovation team to look after everything to do with AI within organizations was noted in Belgium. Tom Tanghe, General Manager ICT EMEA at Daikin Europe, sees this dedicated innovation team as an integral part of the existing IT organization, connecting new technologies with existing business challenges. In the long term, ownership of GenAI products is envisioned to primarily reside within the business units, while the foundational elements are expected to remain within IT.

"At a governmental level, there is also a dedicated team focused on AI awareness and ecosystem development in Belgium. There's significant potential for AI across teams and at all levels of the organization. While a dedicated team can support others with their projects, the ownership of each project should remain with the individual teams that know their specific business needs." (Belgian public sector client.)

Tom Oostens explained that at EQUANS BELUX, they have a dedicated team for GenAl projects to avoid redundant efforts across multiple teams. This team includes representatives from legal and security departments to ensure compliance with regulatory standards and secure operations. They hold weekly meetings to coordinate efforts.

Bart Crommelinck (Business Transformation Manager at Van de Velde): "I think it's beneficial to have a dedicated team working on

it. But in the future, when it becomes more common, AI should be integrated into teams like any other technology today." This latter point is taken up in the next section concerning France.

Cross Functional Teams

In France, the deployment of GenAl, and Al in general, is cross functional within organizations. For some (Stellantis), GenAl is managed by IT, while for others it depends on a transversal organisation (Thales), or a mix of both (Air Liquide, EPT Est Ensemble). However, most organizations aim for cross-functionality to spread GenAl to business units, as illustrated by the Banque de France, which reorganized to achieve this.

Stellantis created a cross-functional team, the Generative AI Center of Excellence, which provides best practices for GenAI. GenAI ambassadors are present in each ICT and business unit, and they lead a community to spread knowledge and best practices.

In the public sector, EPT Est-Ensemble created an Artificial Intelligence Commission, a cross-functional project team at the general management level with representatives from business units. This commission defines the main guidelines and major projects, which are then carried out by dedicated teams according to the theme. Cross-functionality has been a success factor in terms of its acceptance. The topic is supported by both IT and business units.

At Thales, AI and GenAI for business are co-driven by the business and the new cortAIx organisation and are mainly spread across three entities: CortAIx Lab, CortAIx Factory, and CortAIx Sensor. The governance of these three entities is managed by a monthly executive committee.

The arrival of GenAl pushed the Banque de France towards a new organization in a collaborative setup that brings cross-functionality between teams. Data scientists, UX/UI experts, innovation project managers, architecture managers, etc., work together on the 5 priority GenAl projects on the institution's roadmap.

Regulation and Blocking Sites

Having dedicated AI teams is important, however without an organizational-wide AI policy companies run into difficulties. Companies are worried about unregulated free GenAl sites. Some have started alerting employees (Al service line at Equans); (Al management at ACV-CSC) and in certain cases banning their use in-house (Picanol).

"I firmly believe we need to move forward with GenAI, but it is important to inform employees on why they should use certain Al-tools (such as) Copilot in their work environment instead of unmonitored tools like DeepL and ChatGPT. We've noticed that some prefer using ChatGPT because they already use it in their personal lives." Olivier Knockaert (CIO at Vanheede Environment Group).



Governance should be focused on stimulating innovation, not just regulating it.

CIO at a Belgian industrial group

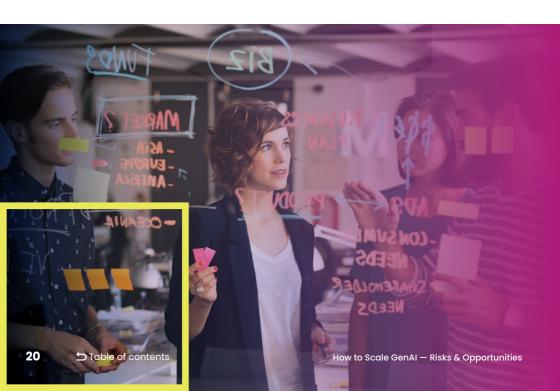
We can see certain companies using participatory techniques to help with governance around GenAl. For example, "We need to gain insights into what tools are being used in the organization and start a dialogue with employees to understand why they're using those tools." (Olivier Knockaert, CIO at Vanheede Environment Group). Furthermore, a CSO in the care sector believes that we should develop a governance framework where employees can submit ideas, and a disciplinary team can review them.

Creating an Organizational Al Policy

Developing a GenAI policy to regulate its implementation is a subject that is essential for good governance for many companies (Peter De Neve, CIO at Pietercil).

At the Air Liquid group, two entities GDO (Data, corporate) and GIO (IT, CIO) decide GenAl policies that trickle down to subsidiaries. Each subsidiary works with its teams on GenAl topics. GIO and GDO are responsible for validating use cases, particularly on the risk dimension.

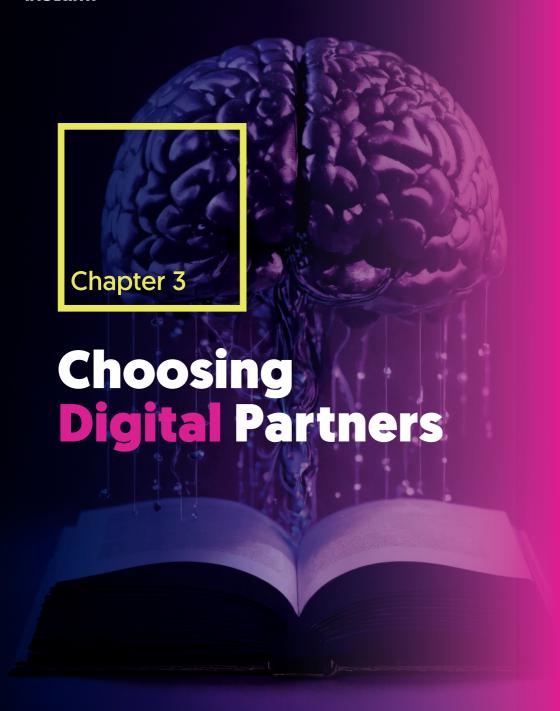
"We don't receive many requests for GenAl tool licenses, mainly because employees currently have the freedom to choose which free GenAl tool they use, such as ChatGPT. One challenge we need to address, and I'm working with the management team on it, is developing a policy. Not just to enforce it, but to guide users." (Peter De Neve, CIO at Pietercil)



Guiding Employees

We started by guiding our employees. We chose not to limit access to certain tools, and together with legal, we created a policy with guidelines on how to use them positively and defined what we don't accept—for example, voice imitation or deep fakes. For Copilot, we used the "Amazon principle" of creating scarcity. We offered limited seats for our extensive M365 user base. Employees had to submit an application demonstrating their suitability and the expected benefits for joining the pilot group. We are now in the activation phase of the pilots and will provide guidance on how to work with Copilot.

Tom TangheGeneral Manager ICT EMEA
Daikin Europe



Globally, there are many different criteria that companies consider when selecting a key digital vendor. Companies seek Al vendors that offer flexible and scalable implementation options, which have strong technical support teams. Companies are also interested in vendors that have experience in similar sectors and offer secure and integrable solutions that adapt to their specific needs. Additionally, they value trust, collaboration, and the ability to generate a solid technological ecosystem.

In Spain, the Think Tank participants used vendors with detailed project plans with effective communication channels. Spanish participants like to see collaboration between teams and GenAl solutions that are highly customizable to adapt to the specific needs of each company.



A key aspect in selecting a key vendor is to build a long-term partnership, based on values such as trust, flexibility, commitment to innovation and alignment with our goals.

Francesc Plana (Head of Development and Innovation, ATM - Metropolitan Transport Authority).



In Belgium, Patrick Putman at Manuchar said that he is in a global business within a very competitive sector. He noted it is difficult to find a technical partner who understands what it is about, often it works at the national level, possibly at the European level as well, but in global trade it is not so straight forward.

Finding Partners

Firstly, there are the peers. They collaborate with other hospitals to address similar use cases and achieve comparable efficiency gains. Secondly, there is the technology partner, who must possess extensive experience with the industry, its complexities, and the relevant data. Thirdly, for the legal framework, it is essential to consult experts to avoid any potential mistakes. Currently, ZAS is operating in distinct pillars – one partner for each specific area – as they have yet to find a partner who can master the entire spectrum.

Reinhart Maertens CIO at ZAS, Hospital aan de Stroom





The vendor's experience in the sector and its knowledge of the latest trends in Al are essential to ensure the success of the project.

Chiara Saragani (Digitalization and Logistics at CENIT Barcelona, Port of Barcelona)



Experimental Phase

In contrast to the advanced selection process detailed above, some companies are only at the beginning of the process.

Nele Philips explained that at De Watergroep they are still in an experimental phase with Copilot. They do not provide training for the testers, who themselves have to be prepared to get started with it and look things up. On the other hand, they have created a forum for the community to share experiences and organize monthly sessions for lessons learned and new features in Copilot. They have structured the experiment like any other R&D project with a clear goal and regular requests for feedback from the users to be able to draw conclusions and prepare a business case in the end.



Everyone may be enthusiastic and there is quite a lot of experimentation going on.

IT Manager - Belgian college.



Start-ups

For companies which have moved beyond the experimental phase, the question of using start-ups was raised in several workshops. Banque de France monitors and observes what start-ups are doing. On the Innovation side, they have a dedicated ecosystem team that looks at what start-ups are doing, but since they cannot incubate and are cautious about ready-to-use products, they do not work much with start-ups.

Thierry Moisson-Bonnevie, CIO of EPT Est Ensemble, pointed out that: "As a local authority, our projects are framed by law, defined by our scope of competencies. Therefore, we observe, but do not position ourselves in a specific domain based on start-ups, or activity development in the territory."

"Regarding GenAl, I believe a lot in start-ups and not at all in large companies. Start-ups are very responsive compared to big partners who seem more absent on the subject. In my opinion, the things that are a bit ahead are not in large structures." Stanislas Blanchy, SNCF Fret (CIO)

Michiel Hauwaert said that there are government institutions that outsource everything, but at RSVZ they have an IT department of about 200 people. So, they have a culture of keeping as much as possible in-house and doing it themselves, but they need to enhance their technical skills to set up AI systems.



If several dozen start-ups address a domain, it may be beneficial to choose one or two and work with them within the governance framework.

Bruno Prévost, Thales CTO

Choosing Start-ups

As an IT integrator, they often work with start-ups, niche companies, that have created a certain AI module or LLM very specifically for the insurance industry to increase customer loyalty, for example. So, companies that are just doing that kind of thing, but don't have the scalability on that to integrate and deploy in a larger way or scale. They then do their due diligence on that, to pick out those partners that they believe in and not have to develop everything from scratch themselves.

Ben Vicca

Director Solutions at Inetum in Belgium

Budget

Whether using start-ups, or large solution providers, defining which economic model to adopt for GenAl inevitably comes up. Thales created a roadmap for internal IT delivery of several use cases per functions for each quarter of 2025 with a request for a X-millions-euro budget to realize and pay for infrastructures. Within the Air Liquid group, the process is very structured and very standardized: "It goes through an investment panel like any other capex project, whether it is around data, IT, infrastructure, or an innovation project."

Participants noted the increasingly high costs of cloud providers and publishers. "We are put off by the vendors' models as pricing constantly increases and we no longer control costs." Stéphane Haramburu, CIO of the DILA. The SNCF sees an interest in buying as many services as possible at low costs to test and move quickly, while keeping in mind to switch to another model, when the use of GenAl reaches a certain scale. "As soon as I can get out, I get out. Or I bring in competition at 10% to put pressure on the main supplier." (Stanislas Blanchy, SNCF Fret)

Heineken does not have these issues and invests heavily. The group has chosen Power Bot, Copilot, Azure, S/4HANA, for high costs: "We are very advanced in AI and we have an ambitious trajectory for GenAI. The goal is to quickly equip ourselves with the best to establish our position in the market." A strategy supported by good financial results for the group in 2024 seems to confirm a positive ROI in terms of AI and GenAI.

In Belgium, the issue of the cost of licensing came up (Robin Demesmaeker, UZ Brussel); (Nele Philips, De Watergroep). Indeed, Reinhart Maertens (ZAS) emphasizes the importance of guidance to recover the investment. This policy also applies to their approach regarding Copilot licenses. They deploy these licenses exclusively to knowledge workers who extensively use Office365 and are open to coaching and self-study. This allows them to identify areas where they can achieve a return on investment. If successful, they plan to expand this approach to other profiles within the hospital.

Choice of models

We are beginning to consider different aspects regarding the choice of models used. Cost is of course taken into account. but other criteria are also considered: the type of license of the models (opensource and proprietary), the nature of the data used for training, the tokens consumed, etc. The aspect of frugality in terms of efficiency is also considered. We assess the basic capabilities, but we are starting to address questions related to the size of the LLMs, their usage, response time, and energy consumption. Even though our projects are still in the development phase, we are already examining all of these dimensions.

Farid Oukaci Banque de France

Business Lines

An interesting point made by Carrefour and SNCF (Fret) in Paris was about how business lines are demanding GenAI and indirectly influencing the process of choosing digital providers. It would seem that different company divisions (such as Logistics and Communications) are asking for AI more than IT management and direction. "Generative AI has required us to adopt a real AI strategy, developed in collaboration with our business lines." (Sandra Di Giovani, Banque de France). "It's the employees who are asking for GenAl, because it's a transposition of consumer use into the enterprise. That's why it's so important to use GenAl, otherwise we'll end up with shadow AI, with the risk of data being exported to other companies for their own use." (Stéphane Lapierre, DSI Client Relationship of AG2R)



Al is integrated into the company strategy for the first time in 2024 with a dedicated budget.

Banque de France



inetum.¹ Chapter 4 Engagement & Change Management 32 - Risks & Opportunities GenAl adoption, change management and skills development were key themes raised by Think Tank participants. Workshops on engagement and change management also highlighted the importance of continuous training, and psychological and cultural support to foster innovation and acceptance of GenAl within organizations. Concrete examples of gradual deployment and change management were also presented, emphasizing the need to adapt approaches based on the specific profiles and needs of employees.

Resistance

In today's rapidly evolving technological landscape, digital transformation has become a critical imperative for companies striving to maintain competitive advantage. However, despite its potential benefits, many organizations encounter significant resistance from their staff. This resistance often stems from a variety of factors, including fear of job displacement, lack of digital literacy, and discomfort with change. Employees may also feel overwhelmed by the pace of technological advancements or skeptical about the tangible benefits of new digital tools. Understanding and addressing these concerns is essential for leaders to successfully navigate the complexities of digital transformation and foster a culture of innovation and adaptability within their organizations.

In Spain clients are facing internal challenges alongside resistance to change, including concerns about changes in budget and organizational structure. In Belgium, Geert De Waersegger (RVA-ONEM) said his organization was still in an exploratory phase with GenAl, such as the rollout of Microsoft Copilot in a particular division. They are trying to discover the added value of the tool, but find that it requires a new mindset from employees – "employees must learn to think around and learn to harness the potential of Al."

In terms of mindset or buy-in, Nele Philips (De Watergroep, Belgium) noted that in her organization, there was initially a lot of enthusiasm with little resistance. But then a relapse followed, because initial

Whenever there's change, there's resistance

Change management must not be overlooked. If the benefits can be clearly shown to employees, it can help overcome resistance. People in our sector can be quite traditional and prefer to stick to familiar work methods. It would be beneficial to identify the right use cases that push them out of their comfort zone. Otherwise, we risk becoming followers instead of leaders in the field of AI.

CSO in health care sector

expectations were too high. She emphasizes the importance of practical use cases in this.

To overcome resistance Michiel Hauwaert (RSVZ, Belgium) explained that they tackled it by organizing a workshop which helped generate the right mindset and buy-in.



"The mindset is the biggest bottleneck" with Al. The human buy-in, how do you get people on board?

> Ben Vicca, Director Solutions at Inetum in Belgium



Training

An effective method used against resistance within companies is training; moreover, lack of training is also seen as a reason for project failures. In Spain it was noted: "To train our own LLMs we do not have the budget for the very high cloud cost of such training, so we do fine tunings, which have not seen any restriction until now."

RVA-ONEM in Belgium are also looking for how to capture and spread knowledge around AI throughout the organization; for example, everyone should be good at prompting. "Specialists are needed who are spread throughout the organization so that they can help roll it out." (Geert Dewaersegger).

In France, training also came up as an issue and how to scale it as part of AI adoption within a large organization. "There's a training aspect to making the most of these coding tools in the quest for productivity gains." (Dina Capelle, IDC.)

Some of the workshop participants prefer general training within

their organizations. Patrick Putman (Manuchar, Belgium) said that their first impetus, would be to organize a general training program for the whole group, and then descend further to practical use cases. A CIO at a Belgian industrial group, indicated that onboarding in the future will include 'GenAI prompting' training so that new employees master it.

However, Engie tailors training and eLearning to their population, noting that if you do something too generic, you'll reach far fewer people. Peter De Neve (Pietercil, Belgium) found that people are no longer used to getting a lot of training before getting into something.

Robin Demesmaeker (CIO at UZ Brussel) thinks it is important that it comes from the people themselves. In his organization, it has to come both from bottom-up and top-down.



In the past, as in the early days of my career, you could only access a solution if you had also received training for it.

Patrick Putman, CIO at Manuchar

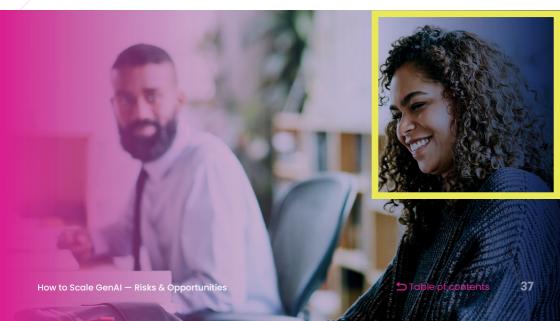
Reskilling

Innovative methods of reskilling were noted across all three European countries. Tom Oostens, Equans (Belgium), indicated that they are focusing on user adoption by organizing hackathons and workshops. A CIO at a Belgian industrial group shared that they brought up GenAl as a topic during a management weekend to get inspiration and brainstorm ideas for their departments. Air Liquide Medical Systems ran similar brainstorming workshops and hackathons.

Thomas Gilles, from Inetum (France) argued that training should not be limited to learning how to prompt, but also on the new developments that employees will have to do because we are shifting their scope of competence. There are key skills to develop. A consideration that Thierry Moisson-Bonnevie (Est Ensemble, France) summarizes: "It's the notion of long-term skills that needs to be taken into account."

"On the topic of reskilling, it is a significant issue broadly within IT, and we work a lot with schools that are aligned with this approach. However, I'm not sure that companies themselves are equipped to handle reskilling. It is done by ecosystem organizations external to the company. After that, the path is made in the culture of companies to take on reskilled people, because this is not part of the standards of all companies." Isabelle Lamaison Donato, Innovation Director at Inetum France.

Isabelle Lamaison Donato also noted that key skills to be developed are completely different depending on the profiles. Key skills combine technological skills but also soft skills to make a relevant, secure, ethical use, etc. The culture of continuous learning, it needs to be there but on all subjects; and it often fits into the training culture of each company.



Training in different departments

In order to create support, the institution gave generic training in all its departments: what is AI, what can you do with it. This training is widely supported. They also plan to give an AI course to all students, so that AI is structurally embedded in the education. What they are not currently doing is organizing courses in response to use cases. That also has to do with the breadth of use cases, which ones will be relevant, which ones won't. It's now a matter of identifying the right use cases in services and education, focusing on them in full and then building on them.

IT project Manager Belgian college

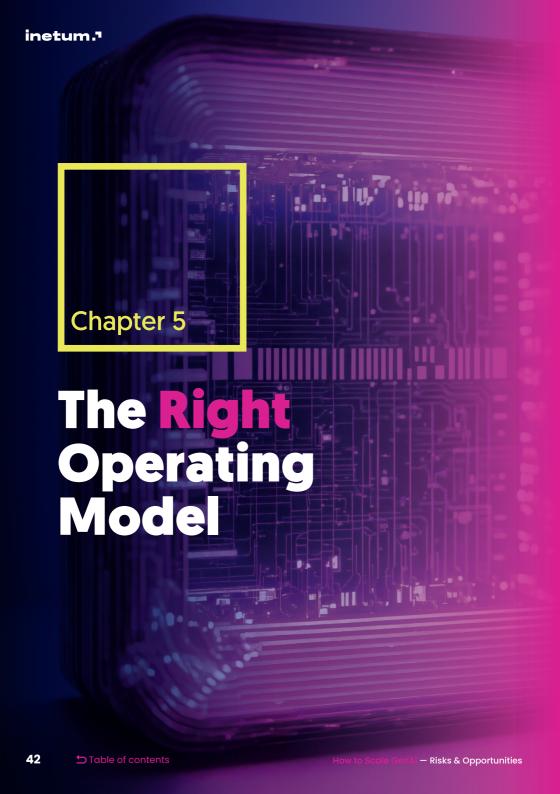




A culture of continuous learning

This means upskilling people who have a need for it, both for the company and internally. Not everyone needs continuous learning on AI and GenAI. Key skills to develop, why not. But training generates costs. We need to identify the people who will bring real added value to the company beyond user experience, etc. Microsoft Copilot represents a real cost. And it entails costs for securing, analyzing, and monitoring. Continuous learning and key skills, yes for some people, but not for everyone.

Bruno Prévost Thales, France



Choosing the right operational model to scale is especially important. According to various analyst studies (BCG, McKinsey), GenAl generates value by linking processes to financial results (P&L) through the choice between a centralized, decentralized, or federated operational model. Each model has its advantages and disadvantages in terms of execution speed and governance:

- Centralized model concentration of technological expertise and costs, but there is a risk of shadow GenAl.
- Decentralized model verticalization and efficient time to market but with risks of project duplication between BUs that do not communicate.
- Federated model combination of the advantages of the two previous models with local data management by the GenAl team and a center of excellence to centralize best practices and initiatives to avoid duplication of efforts.

Governance of generative AI is crucial for both the private and public sectors in Spain. The Spanish private sector tends towards more decentralized governance, with specific innovation teams or departments leading implementation. In the public sector, a more centralized approach, often driven by steering committees, is sought to ensure compliance with policies and regulations.

In France, the majority of participants within the workshops agreed that the federated model is the most ideal for deploying GenAl. A model considered, "the most pragmatic and virtuous, with a center of excellence that centralizes best practices, while leaving the business units the initiative to not stifle creativity but with the desire to share data." (A big player in the French energy sector).

The model adopted by Air Liquide Medical Systems is positioned between the centralized and federated models. "The Air Liquide group defines the rules while leaving some autonomy to the subsidiaries to carry out projects specific to their needs. This is a good thing because if we were completely centralized, we would be penalized by the delays in obtaining services and solutions." (Lionel Genix).

Whichever operational model a company does choose to scale, three important, common considerations arise: security, the environment and compliance.

Security & Sovereignty

Artificial intelligence (AI) plays a crucial role in enhancing company security by providing advanced tools for threat detection and response. Al-driven systems can analyze vast amounts of data in real-time to identify unusual patterns and potential security breaches, often before they cause significant harm.

GenAl is also seen as a great tool in combating fraud and reducing stress. In Spain data and Al are used to improve cybersecurity, particularly for analyzing fraudulent behavior of certain profiles. Spanish participants said that to ensure the security and privacy of data, it is essential to verify that vendors have robust security policies. For the Spanish participants, compliance with security regulations and data protection are non-negotiable aspects. "Do they have clear policies and procedures for managing security incidents, protecting data at rest and in transit, and managing access." (Think Tank member in Spain). Questions were also raised by Spanish participants on how to ensure responsible use of generative Al, protect data privacy and mitigate cybersecurity risks. Information security, regulatory compliance and personal data protection are critical factors influencing the adoption of generative Al in the Spanish public sector.

Security and confidentiality are important issues for French participants too i.e., how security can be improved to protect data. The latter is a wider issue for governance because there is no GenAl without data. The quality of the data and who owns it are key for the implementation of AI – Good data is key. Stephane Lapierre (AG2R La Mondiale) spoke about how data security is a real barrier to AI. In addition, he underscored that there is no AI without data, and proximity to data teams is a real plus for experimentation. "There's no AI without data, but the question of data ownership and quality raises legal complexities that can be a real hindrance. Regulations are extremely important." (A big player in the French

energy sector). Michiel Hauwaert (RSVZ, Belgium) indicated that past POCs, such as chatbots, failed due to poor data quality, resulting in sub-par outputs.

The question of breach of security and sovereignty came up regarding open-source technology. Dina Capelle (IDC) said that open source, especially in Europe, is a powerful driver and we know that there is a business model to be made behind it. Service providers, continued Dina Capelle, have an interesting role to play in bringing flexibility to the implementation of AI models, particularly by helping companies adopt open-source models, and not being dependent on a cloud model provider. Open source and service providers are linked because they can bring additional flexibility to companies...while being less dependent on major model providers such as OpenIA, Anthropic, etc. In a similar fashion, DILA uses open-source technologies to avoid being dependent on American majors: "Open source is much more open on our side and with a focus on French actors rather than American ones. It is a real issue of sovereignty, as in the cloud sector, where, in order to implement SecNumCloud, we look at French players rather than American ones." (Stéphane Haramburu). However, according to Dina Capelle (IDC), even in digital sovereignty flagship countries such as France, there is a gap between companies' intention to pay more to adopt sovereign solutions and the reality behind it.



At Est Ensemble, we are talking about scale. Intellectually, we hear the idea of opening up more on the sovereignty and freedom side. But for the duration of our GenAl experiment, we have chosen a pragmatic approach by experimenting with Microsoft Azure.

Thierry Moisson-Bonnevie

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Enviromental Sustainability

Environmental sustainability and artificial intelligence (AI) are increasingly intertwined in efforts to address global challenges. AI can significantly enhance sustainability by optimizing resource use, reducing waste, and improving energy efficiency. However, AI's impact on CO2 consumption is significant due to its high energy demands e.g., training GPT-3, the ancestor of ChatGPT, consumed as much energy as 275 French households in a single year or I 287 000 kWh.

Training large AI models can emit substantial amounts of CO2, comparable to the emissions of multiple cars over their lifetimes e.g., Llama 3 70B training emitted the equivalent of almost 2 tons of CO2.

Participants were concerned about GenAl's impact on the environment and sustainability, particularly its consummation of CO2. "I hope that the process will slow a bit due to awareness of GenAl's energy consumption. Even military customers are putting the issue of sobriety on the table." (Bruno Prévost, Thales). Air Liquide Medical Systems also noted there seems to be no notion of climate or ecological responsibility in the use of Al tools.

"Al consumes significant amounts of energy. Is it responsible to dedicate the equivalent of two wind turbines' worth of energy annually to Al for this task?" (Michiel Hauwaert, RSVZ)



Energy consumption/CO2 emissions also play a role. We strive to choose the most frugal model. Before carrying out our projects, we try to start cleanly before rolling it out to our subjects.

An institutional player in the banking sector



Raising awareness of GenAl's energy consumption

There is an awareness of responsible digital usage, but the use of GenAl challenges this notion. It is quite paradoxical because we are aware of the climate issue, and climate awareness training is part of the mandatory training where we are told to moderate our consumption to avoid leaving a bleak future for the planet. But at the same time, we are fully engaged in GenAI despite the significantly increasing curve of digital consumption... More than displaying consumed tokens, it would be more meaningful to display one prompt = 1 liter of water consumed.

A big player in the French energy sector

Compliance

In chapter two the subject of creating an organizational AI policy was brought up. The wider context of organizational policy development is connected to operating model compliance in general. In Spain participants said that to ensure the security and privacy of data, it is essential to verify that vendors complied with regulations, such as GDPR, CCPA and other regional regulations.

A Belgian CSO in the care sector pointed out that being compliant with legal constraints adds another layer of complexity; whereas a domain manager within the public administration, said that as a public organization, they needed to reassure citizens that they were handling their data safely – "we must demonstrate that we are using data correctly and adhering to regulations."



With the integration of the AI act, we have implemented in the company a governance committee bringing together compliance, legal, and CISO to filter use cases and identify/regulate the use of AI with our partners.

Lapierre Stéphane, AG2R La Mondiale



Ben Vicca (Inetum) argued that despite regulations, every organization will need to make its own decisions about Al implementation. Legislation can provide awareness and boundaries, but companies must take ownership of their internal guidelines and practices. Geert Dewaersegger (RVA-ONEM) furthered this, noting that the AI Act is a good step forward, especially in creating awareness about what organizations aim to achieve with AI. It helps frame what might otherwise be unregulated experimentation.

Ethical & legal compliance for data

Our organization has a data governance board that includes an ethics committee to determine what is permissible. These decisions are not always black and white. A second consideration is legal compliance. For example, in healthcare, explicit patient consent is often required. Patients may refuse to allow their data to be used for Al-driven research, adding complexity to data governance.

Robin Demesmaeker U7 Brussel

Conclusion

GenAl is part of a revolution that will shape the transformation of organizations and how we do business for years to come. This transformation raises technological, societal, ethical and even environmental questions. GenAl will be a disruptive technology which will redefine the world of work. How can we manage this unprecedented transformation, which is reminiscent of other major technological evolutions in the history of humankind such as the industrial revolution.

Technological models may offer tempting promises, but their deployment often comes up against a reality on the ground that fails to deliver the expected results and generates discouragement. Some of the participants in this think tank spoke of their experience of GenAl, with success for some, disappointment for others, or wait-and-see attitude for the rest.

The adoption of GenAl presents a myriad of opportunities and challenges across public and private sectors. The potential for increased productivity and efficiency is evident, as seen in the examples from Belgium and Spain, where GenAl is being utilized to streamline business processes and reduce bureaucracy. However, the implementation of GenAl also brings forth significant risks, particularly in sectors like education and healthcare, where the accuracy and ethical implications of Al-generated outputs are critical.

The insights from industry leaders highlight the importance of a balanced approach to GenAl adoption. While this technology offers substantial benefits, it is crucial to address the ethical concerns and ensure that Al systems are used Conclusion inetum.

responsibly. The examples from the healthcare sector, where AI aids in early disease detection and generating synthetic data for research, underscore the transformative potential of GenAI when applied thoughtfully.

Moreover, the role of GenAl as a personal assistant, as discussed by participants in France and Spain, demonstrates its versatility in enhancing productivity in various professional settings. However, the limitations of GenAl in performing complex tasks, such as advanced coding, indicate that human oversight remains indispensable.

As organizations continue to explore and implement GenAl, it is essential to foster a culture of continuous learning and adaptability. Training and reskilling initiatives, as well as robust governance frameworks, will be key to ensuring that the benefits of GenAl are maximized while mitigating potential risks.

Ultimately, the successful scaling of an GenAI operating model will depend on a collaborative effort across different departments and a commitment to ethical and responsible AI practices. By embracing the opportunities and addressing the challenges, organizations can harness the full potential of GenAI to drive innovation and growth.

Large-scale adoption of AI is essential if Europe is not to lag behind the USA/China. An adoption that requires stages, and deploying GenAI at scale within organizations is one of these. Inetum, a European leader in digital services, is up to the challenge faced by European companies as they embark on this journey.





Digital Impact but faster, easier and for the good of all

Inetum is a European leader in digital services.

Inetum's team of 28,000 consultants and specialists strive every day to make a digital impact for businesses, public sector entities and society. Inetum's solutions aim at contributing to its clients' performance and innovation as well as the common good. Present in 19 countries with a dense network of sites, Inetum partners with major software publishers to meet the challenges of digital transformation with proximity and flexibility.

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