



MISSION // WORKPLACE NINJA USER GROUP DENMARK

Beyond the Wow Effect: Why Copilot Pilots Fail

And how to turn AI experiments into business impact.

Nicole Enders

Microsoft MVP since 2020, 7× in a row · Die Agentin

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Nicole Enders

Microsoft MVP since 2020. I work at the intersection of what is technically possible and what actually helps people in their working day.

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“Connecting people and organisations with intelligent solutions, so they can work future-proof, productive and smarter.”

● Strategy

Clear. Focused.

● Architecture

Secure. Scalable.

● Delivery

Pragmatic. Efficient.

● Adoption

Change. Acceptance.

● Enablement

Knowledge. Skills.

● Impact

Results. Value.



What the record shows.

7×

Microsoft MVP
in a row since 2020

221

Missions
in 14 countries

10

Technical books
with Rheinwerk

38,972

copies
sold

FURTHER EVIDENCE

- **20 Microsoft certifications** kept current
- **77 briefings in the catalogue** talks and workshops on record
- **2 LinkedIn Learning courses** Teams app development for developers
- **5 identities** Collaboration, Low Code, Agentic AI, Knowledge, Engineering



The assignment for the next 45 minutes.

01

The stall

What actually happened in those six months.

02

The exceptions

What they decided differently, and earlier.

03

The evidence

What your own tenant already knows.

04

The Monday after

What changed in 2026, and what it costs.



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01

THE STALL

Six months in, the demo still works. Nothing else moved.

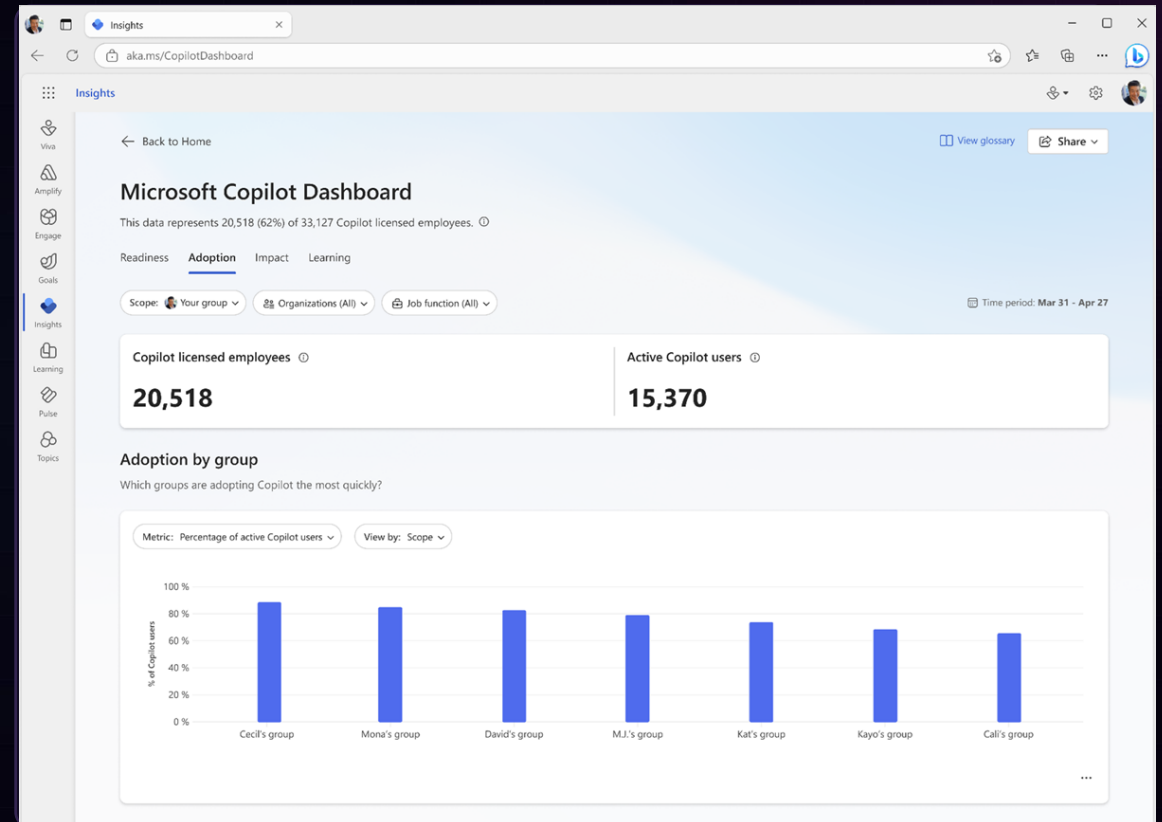


The technology worked. That is exactly why nobody looked any further.

- The pilot group was picked for enthusiasm, not for a workflow anyone could measure.
- Success was reported as usage: licences assigned, prompts sent, people trained.
- The steering committee saw a demo, not a before and after. There was no before.
- Six months later the licences renew and nobody can say what changed.

KEY POINT

A pilot without a baseline cannot fail. It also cannot succeed. It just ends.



Everyone quotes 95 percent. Almost nobody quotes what it counts.

- MIT Project NANDA, July 2025, labelled preliminary: 52 interviews, 153 survey responses.
- Reporting splits between no measurable P&L impact and never reached production.
- Those are two different claims, and the difference decides whether it applies to you.
- A pilot that never had a baseline lands in the 95 percent whatever the technology did.

KEY POINT

The number is a mirror, not evidence. If you cannot say what your pilot changed, you are counted in it by definition.

THE FUNNEL BEHIND THE NUMBER

Explore AI tools



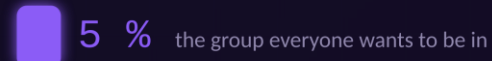
Evaluate enterprise solutions



Launch pilots



Reach production with measurable impact



MIT PROJECT NANDA · PRELIMINARY FINDINGS · JULY 2025



Three patterns repeat, and not one of them is about the model.

01

Scoped to impress

The pilot was designed for a steering committee demo, not for one workflow that a team actually runs every week.

02

Nobody owned the number

IT owned the rollout, the business owned the outcome, and no single person owned the metric that would have proved it.

03

The tenant was not ready

Permissions, ownerless sites and stale content decided answer quality long before anyone wrote a prompt.

All three are decided before the first licence is assigned.



Your pilot is smaller than the smallest thing Microsoft can measure.

- Copilot Dashboard: rolling out to tenants with more than 50 assigned Copilot licences.
- Group level metrics need the minimum group size, default 10, floor 5. Below that, nothing.
- Copilot business impact report: at least 65 Copilot and 65 non-Copilot users.
- Business outcome data is uploaded by you, one row per person per month. Not retrofittable.

KEY POINT

A forty seat pilot is invisible to the entire measurement stack. That is a design decision, and it was yours.

THREE GATES BEFORE ANYTHING IS VISIBLE



THE TYPICAL PILOT: 30 TO 50 SEATS

Volunteers, no control group, no outcome data uploaded

SOURCE: MICROSOFT LEARN · AUGUST 2026



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02

THE EXCEPTIONS

They did not buy differently. They decided differently, and earlier.



Three decisions, all taken before the first licence was assigned.

01

One workflow, one owner

A named person in the business owns the outcome and the number. IT owns the platform. Neither role is shared, and neither is a committee.

02

A baseline nobody enjoys

Measure the current process for four weeks before Copilot touches it. Handling time, rework, cycle time, volume. Boring and decisive.

03

A written kill criterion

The condition under which the pilot stops is agreed in advance and in writing. Otherwise pilots never stop, they fade.

None of this is a product feature, and all of it is cheaper than the licences.



Most of what decides the outcome sits in surfaces you already administer.

- Licence assignment is a scoping decision. Assigning to volunteers destroys the control group.
- Oversharing remediation decides answer quality. It is readiness work, not a security side quest.
- Agent inventory decides accountability. An agent without an owner is an incident with a login.
- Credit caps decide the budget. Consumption is not a seat and does not behave like one.

KEY POINT

You cannot fix the sponsorship. You can make sure the four things that break the pilot are not the four you own.

WHAT BREAKS IT, AND WHO OWNS THE SWITCH

WHAT BREAKS THE PILOT

THE SURFACE YOU ALREADY ADMINISTER

No control group



Licence assignment

Weak answer quality



Oversharing remediation

Agents with no owner



Agent registry

Budget surprise



Credit caps and spend limits

NONE OF THESE FOUR NEEDS A BUDGET DECISION



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03

THE EVIDENCE

Two admin surfaces that answer what the pilot report could not.



Demo



TENANT READINESS: WHAT COPILOT WOULD ACTUALLY SEE

Watch two things: who Everyone except external users is, and who owns the site.

FALLBACK: SCREENSHOT SET R1 TO R6, PREPARED AND OFFLINE

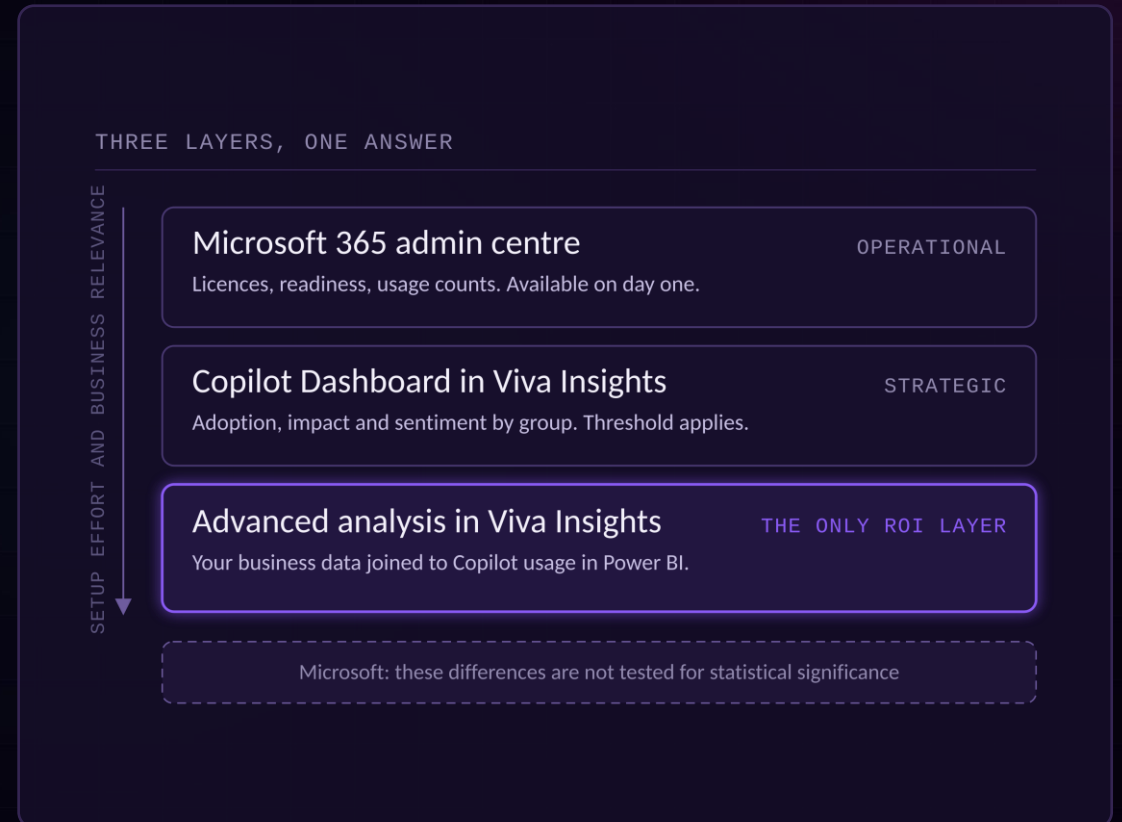


Microsoft gives you three layers. Only the third one answers a business question.

- Admin centre: licences, readiness, usage. Operational, immediate, says nothing about value.
- Copilot Dashboard: adoption, impact and sentiment by group. The thresholds apply here.
- Advanced analysis: your business data joined to Copilot usage in Power BI. The ROI layer.
- Copilot assisted value is a model: actions times research factors times a default wage.

KEY POINT

Microsoft writes on its own page that the differences are not evaluated for statistical significance. Read that twice.



Demo



AGENT REGISTRY: THE AGENTS NOBODY DECIDED ON

Watch the owner column. Every empty cell is an accountability gap with a login.

FALLBACK: SCREENSHOT SET A1 TO A4, PREPARED AND OFFLINE



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04

THE MONDAY AFTER

The business case you wrote in 2024 does not survive contact with 2026.



Three changes in 2026 that your pilot business case did not price in.

01

The suites went up

New Microsoft 365 commercial pricing took effect on 1 July 2026. E3 moves from 36 to 39 dollars, E5 from 57 to 60, per user per month.

02

Agents became a line item

Agent 365 reached general availability on 1 May 2026. Fifteen dollars per user standalone, or inside Microsoft 365 E7 at ninety-nine.

03

Usage became a second meter

Copilot Studio bills in Copilot Credits at one cent each. With the GitHub Copilot harness the meter starts while you build, not when you publish.

Four meters now: base suite, Copilot seat, agent governance, consumption.

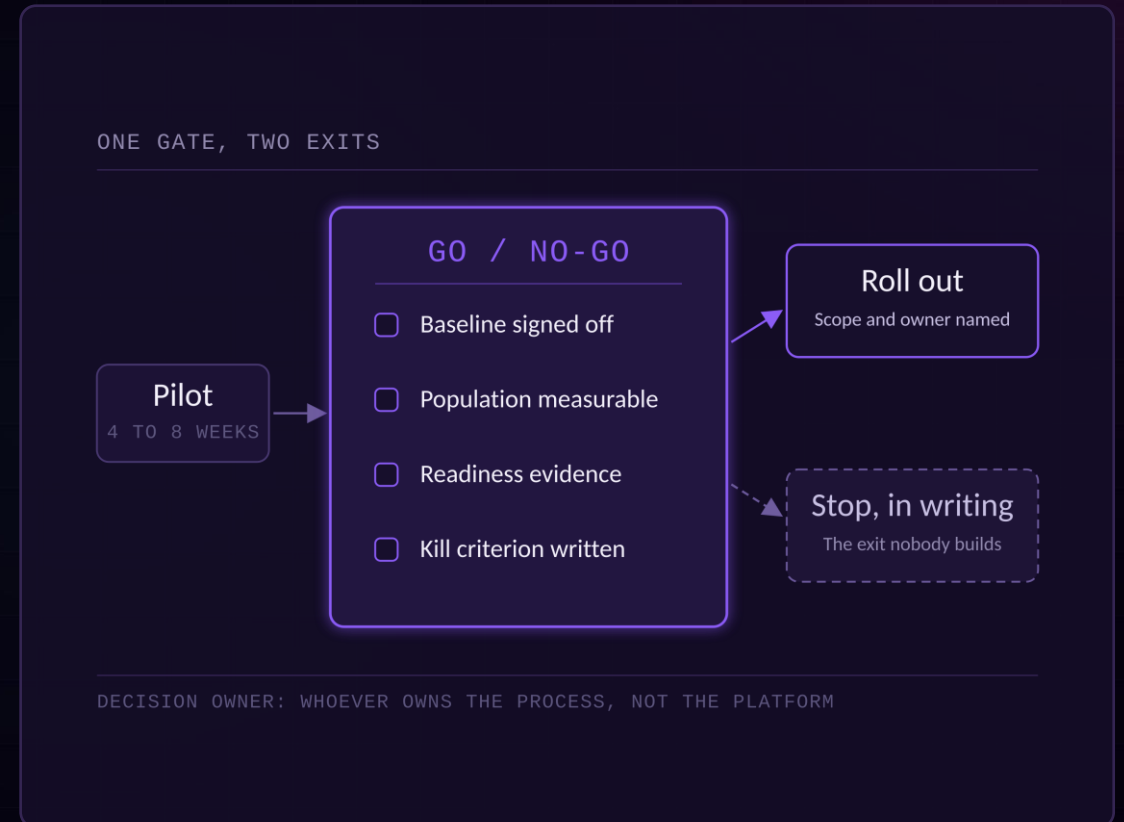


Put one gate between the pilot and the rollout, and make it possible to fail.

- Baseline exists and is signed off by the person who owns the process, not by IT.
- Population is large enough to be measured, or you call it a trial and stop pretending.
- Readiness evidence: oversharing remediated in scope, agent owners named, credit caps set.
- Two dates: new RSS enablement blocked since 31 July 2026, full retirement 31 January 2027.

KEY POINT

A gate that cannot say no is not a gate, it is a signature collection. Write the kill criterion before you write the plan.



Three things that stick.

1

Measure before you buy

Four weeks of baseline cost less than one month of licences for the same group, and decide everything afterwards.

2

Size the pilot to be visible

Below the thresholds of Copilot Analytics your pilot produces stories instead of evidence. Stories do not survive a renewal.

3

Name an owner per agent

Registry, sponsor, review date. Accountability is the one part of this that does not scale by itself.

Next step: open the agent registry on Monday and count the rows with no owner.

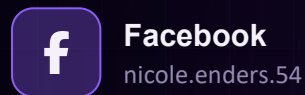
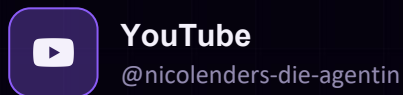
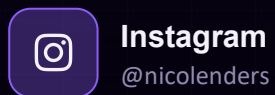
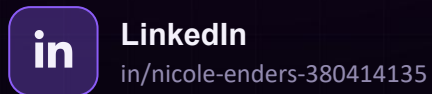




THANK YOU.

Questions, disagreement and field reports are explicitly welcome.

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