Chia-Hua Kuo

Practical AI Adoption in a Tech Company: A Company-Wide Framework of Guidelines, Use Cases, and Training

Metropolia University of Applied Sciences

Master's Degree

Degree Programme in Business Informatics

Master's Thesis

1 November 2025

To finish Writing this thesis need the help from many people, and I would like to take this opportunity to thank everyone who has helped.

First, thanks to the case company which allow me to participate in this project. It was an honor to be trusted and responsible for a project that is important to the company's business. Also, thanks to the key stakeholders for the back and forth discussion with me and for providing insightful feedback that helped to make the work better. Thank you to all the department heads who participated in the workshops and provided valuable feedback. You helped me understand which approaches are truly effective in practice. Thank you to all the partners I interviewed and collaborated with; thank you for sharing your valuable insights and experiences, and also pointing out which approaches worked and which didn't.

Thank you to the professors and senior lecturer at Metropolia University of Applied Sciences; thank you for your encouragement when I needed it and for helping me clarify my thoughts. Thank you to my classmates; thank you for your support, making this journey less lonely.

This thesis is the outcome of all these discussions and contributions. Thank you to everyone who helped me complete this thesis.

Kuo, Chia-Hua
Helsinki
November 1, 2025

Abstract

Author:	Chia-Hua Kuo
Title:	Practical AI Adoption in a Tech Company: A Company-Wide Framework of Guidelines, Use Cases, and Training
Number of Pages:	90 pages + 1 appendices
Date:	1 November 2025
Degree:	Master of Business Administration
Degree Programme:	Business Informatics
Instructor:	Antti Hovi, Senior Lecturer

This thesis focuses on the challenges encountered by a tech company providing software products in the adoption of artificial intelligence (AI) tools. The main purpose of this thesis is to develop a company AI adoption framework that makes it clear to the employees when they can use AI freely, and when it will require review through clear AI guidelines, use cases and training programs.

This thesis used an applied action research approach and qualitative research methods to collect data. The data collection started with interviews, company document analysis, and participant observations to understand the current situation in the company. The analysis demonstrated that there is a lack of shared rules, clear accountability, and basic training for the company's existing AI usage, which limits the safe and effective implementation of AI in different teams. The theoretical framework of the thesis focused on the topics of AI adoption and use cases.

After understanding the current situation and reviewing industry best practice, the AI governance principles, decision-making processes, and ethical guidelines were developed in co-created with the company directors. The company directors participated in these meetings, aiming to address the identified needs and create the framework's elements. Additionally, suggestions from other key stakeholders supported the proposal's development, followed by the validation with the CEO.

The outcome of this thesis is the company-wide AI adoption plan that consists of three elements: (1) the AI guideline with eight principles, four information tags, a scorecard for selecting AI tools and showing ownership, and a "ready to publish" checklist; (2) AI use cases for each team defining the inputs, outputs, safety measures, and completion standard; and (3) two short practical training sessions for each team, and also the office hours for any questions. This framework has been approved by the company CEO and is ready for implementation. The implementation will help the case company in finishing product drafts faster, engaging clearer reviews, communicating more effectively about AI tools, handling rights and personal data with safe and clearer ownership of tools and approvals based on shared guidelines and measurable outcome.

Keywords: AI adoption framework, Organizational guidelines, Team-specific training program

Contents

1 Introduction

Through automation, promoting innovation, and making better operational efficiency, artificial intelligence (AI) is transforming industries. With the developing of generative AI and different systems, companies need to integrate AI into their daily workflows to stay competitive and meet market challenges (Aryal et al., 2024). In 2024, the application of artificial intelligence grew quickly all around the world, there are 72% of companies applying artificial intelligence to at least one business function, there is a significant increase in 2023 (from 55%) (McKinsey & Company, 2024). The increasing adoption of AI showed its growing influence and highlights the importance of relevant adjustments across different industries. According to the "2024 Artificial Intelligence Index Report" from Stanford University, AI has now been deepy integrated into all life, reshaping business operation models and influencing the quality of employmet (Zhang et al., 2024). These studies demonstrate that adopting AI is important for companies that want to stay remain competitive in today's digital environment. According to a recent McKinsey & Company survey, 65% of companies are currently using generative AI regularly, almost double from the previous year. This shows the rapid pace of AI adoption across industries (McKinsey & Company, 2024).

As AI becomes more and more integrated into the workplace, employee expectations and perspectives may also change, particularly as it is changing existing workflows. Some might take it as a positive view, believing AI can improve productivity and cut down repetitive tasks; still others might worry about job security and the resulting in stress increased. The different perspectives on AI-driven transformation can also bring challenges to the businesses, impacting AI adoption, alignment and overall productivity. According to Boston Consulting Group, there are around 70% of the obstacles to AI implementation are from people-related and process-related issues, emphasizing the importance of addressing the human factor in tech transformations (Boston Consulting Group, 2024).

This study targets to examine the challenges faced by different departments within the case company and to identify chances that appear during the transformation of AI-driven creative technology companies, such as the case company of this study. It also tests the differences between department that are more adaptable to AI more easily and those that are not. Additionally, the study highlights how company and appropriate HR training programs can help employees across all departments by assisting them obtaining the

knowledge and abilities needed to use AI effectively. Based on these insights, this thesis suggests a coordinated AI training program that gives employees the knowledge and skills to use AI effectively and responsibly.

1.1 Business Context

The case company of this thesis is a software startup which founded in Silicon Valley with headquarters in Taiwan. The company focuses on developing photo and video editing mobile applications. Its core product is well-known for its AI features and user-friendly design, which has achieved over 280 million downloads globally, creating a strong presence in key international markets. The company offers web-based and mobile tools that foster creativity and facilitate easy content sharing. Moreover, the company has fostered a workplace culture that encourages employees to continuously learn and innovate.

AI is playing an important role in transforming content creation and personalization. Elements like smart suggestions, generative design templates, and automated editing tools are all changing when using for creative apps. The company is working incorporate cutting-edge AI technologies into its product to meet the demand for complex AI integration. However, as AI capabilities grew, the company had trouble coordinating its adoption across departments.

1.2 Business Challenge, Objective and Outcome

As the different departments are adopting AI in a different way, the company is facing challenges in integrating AI into its products. This inconsistency limits collaboration and reduces the overall benefits of integrating AI, and to overcome these challenges, promoting cross-departmental collaboration and clear communication is very important. It emphasizes that AI can help human work better and also help address employee concerns, and create a favorable environment for the AI adoption.

The company now needs to develop a plan to coordinate the use and the learning of AI across all departments to overcome these challenges in this suitation. This requires creating a company culture that encourage cross-departmental collaboration and conduct a comprehensive training program. Through making sure that every employee

has the skills and understanding needed to effectively leverage AI, organizations can improve teamwork and fully reap the rewards of AI-driven change.

To make the AI adoption to be effective, structural and cultural issues need be addressed and this requires creating a culture that fosters cross-departmental collaboration and developing a comprehensive training program. Through focusing on these areas, companies can successfully overcome the challenges of the AI integration and achieve long-term success in the changing market environment.

The objective of this thesis is *to develop a framework for AI adoption, including a common approach & trainings* to coordinate AI learning across all departments of the case company.

The outcome is *a framework for AI adoption, including a common approach & trainings* to coordinate AI learning across all departments of the case company, for using AI in a clear and consistent way across all departments.

1.3 Thesis Outline

To explore AI-driven transformation, this thesis uses a creative technology company as an example and focusing on the challenges faced by departments like product development, marketing, and design in applying AI. The findings can be applicable to AI-driven creative companies in the highly competitive digital markets, particularly in the US and Europe.

The study utilized qualitative approach, combining semi-structured Interviews, document analysis, participant observations to analyze AI adoption challenges in the company and identifying strategies for its effective implementation.

This thesis is structured into seven sections. Section 1 introduces the thesis topic. Section 2 details the research methodology. Section 3 presents the results from the current state analyze and highlight challenges in AI adoption across departments of the case company. Section 4 explores relevant literature and best practices on AI integration and adoption, how is it prepared, decided as well as the training programs for AI adoption. Section 5 proposes a training program to bridge AI adoption gaps and align AI usage across departments. Section 6 reports on the results of early testing and validation

of the proposed plan. Last, Section 7 concludes the thesis, summarizing the main findings and providing suggestions for future research.

2 Method and Material

This section provides an overview of how this study is conducted, outlining the research approach, research framework, research design, data collection and analysis methods in this thesis.

2.1 Research Approach

According to Saunders (2019), research is the systematic process of finding facts that answer questions and solve issues. In general, research families can be classified as applied or basic, conceptual or empirical, etc. Basic research (also known as fundamental research) aims to enhance scientific theories and general knowledge, while applied research focuses on practical applications and aims to solve the specific real-world problems by adopting empirical approaches. At its core, conceptual research involves developing new ideas or reinterpreting existing ones through abstract thinking. In contrast, empirical research relies entirely on observation or experience. This approach involves collecting data, forming hypotheses and then testing them to confirm or disprove the initial hypothesis. (Saunders, 2019.)

Regarding research methods, qualitative and quantitative methods make the typical distinction. Based on Kananen (2013), qualitative research focuses on understanding people's mindset and behaviors. The goal is to explore and explain a problem by giving it meaning and context. This type of research is often used when studying new or unfamiliar topics that relied on non-numerical data that is difficult to measure. The common research methods which include interviews, workshops, participant observations, written documentation, and other data analysis was adopted by the researcher. Although quantitative research uses statistical and mathematical techniques to analyze data, its purpose is not limited to numerical description. These methods help researchers to derive experience explanations that are easy to test and can be duplicate by other research works; however, some problems cannot be solved by quantitative research alone and in this type of cases, hybrid methodologies that combine qualitative insights with quantitative data can provide a more comprehensive understanding of complex phenomena. Scholars can catch measurable patterns as well as the contextual features that shape the topic under study by bringing these approaches together. (Kananen, 2013.)

Action research, for example, focuses on generating impact and validating effectiveness through proactive planning, action, and evaluation while applied research emphasizes solving real-world problems and producing verifiable scientific results; Applied research, however, goes a step further, which mean that scientific methods must be employed to ensure the accuracy of the results and the entire process need to be carefully documented. However, case studies only describe or explain a situation without making any changes, while applied research usually brings up the problem and looking for better improvements directly. This approach helps companies and researchers through providing practical solutions carried along by solid research methods. (Kananen 2013; Saunders et al. 2019.)

This thesis belongs to applied research and relies on qualitative research methods such as conducting interviews, internal document analysis, and participant observations to gather in-depth insights. More specifically, it adopts the Applied research approach (in the sense of Kananen 2013) that includes observing and examining the current situation of the problem and developing a practice-based solution. The applied research approach is selected as it focuses on implementing an effective solution, rather than purely enhancing theoretical understanding.

2.2 Research Design

This study adopted the Research design following five main steps, as demonstrated in Figure 1.

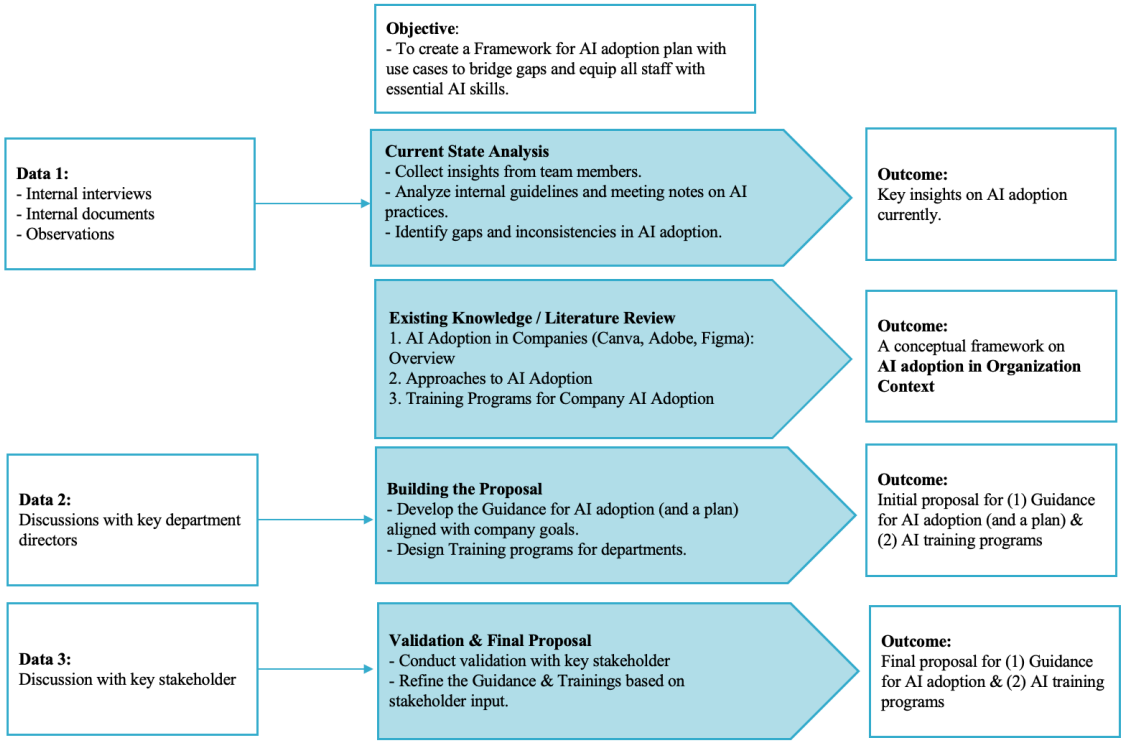


Figure 1. Research design of this study.

Figure 1 demonstrates the research design of this study. The research objectives were set first and then next, the thesis analyzed the current status of artificial intelligence (AI) applications at the case company through interviews, review of internal documents, and participant observation. With a focus on understanding and collecting insights from team members regarding the current state of AI applications at the case company, the researcher conducted Interviews, internal document analysis, and participant observation helped identify gaps and inconsistencies in AI applications across different departments within the case company. It provides key insights into the current state of AI applications through the research findings and it serve as a starting point for strategy development that help the case company better understand its own situation and needs.

This study the next focused on literature and industry best practices in the application of AI. Through extracting the most relevant knowledge and industry best practice elements from published research and case studies, this section aims to guide technology companies on how to apply AI in their daily works. Four themes were covered by the literature review: (1) The AI adoption from the case studies of creative technology companies (e.g., Canva, Adobe, Figma) and also the value of using AI tools into the daily work. (2) The drivers and challenges of AI adoption in companies: decision-making under

people and process restrictions, and readiness across technology, data, employees' skills, and ethical preparedness. (3) Actionable adoption practices, this includes building strong technology governance and clear usage policies, providing role-specific training, and adopting a value-orientated approach to prioritize use cases. (4) Training programs for company AI adoption, which bring together evidence on training design and delivery methods. These elements are merged into the Conceptual framework for guiding the Proposal building in the next stage.

Next, in the fourth step, this study focuses on building an AI adoption plan that is aligned with the company goals. The proposal includes a training program to coordinate AI learning across all departments in the case company, from the perspective of HR. The proposal will include a series of specific use cases to support the effective adoption of AI by all employees. The final step focuses on validating the initial proposal and developing the final proposal for the case company.

2.3 Data Collection and Analysis

This study gathered data from multiple sources over three different stages. Table 1 provides an overview of Data collection 1-3 rounds.

Table 1. Details of Data collections 1 to 3 used in this study.

	Participants / role	**Data type**	**Topic, description**	**Date, length**	**Documented as**
	Data 1, for the Current state analysis (Section 3 or 4)				
1	Participant 1: Product Manager (for AI products)	Online Interview	Product process, AI upstage and adoption, difficulties when using AI at work.	March 2025, 1 hour	Field notes
2	Participant 2: Senior User Researcher	Online Interview	User experience and behavior, Proportion of users using AI, Request from users, difficulties when using AI at work.	March 2025, 1 hour	Field notes
3	Participant 3: Machine Learning Engineer	Online Interview	AI technique, AI upstage and adoption, difficulties when using AI at work.	April 2025, 1 hour	Field notes
4	Participant 4: Full-stack Developer	Online Interview	AI technique, AI upstage and adoption, difficulties when using AI at work.	April 2025, 1 hour	Field notes

5	Participant 5: Marketing Specialist	Online Interview	The AI tech used at work, difficulties when using AI at work.	March 2025, 1 hour	Field notes
6	Participant 6: Operations Manager	Online Interview	The AI tech used at work, difficulties when using AI at work.	April 2025, 1 hour	Field notes
7	Participant 7: Visual Designer	Online Interview	The AI tech used at work, difficulties when using AI at work.	April 2025, 1 hour	Field notes
	Data 2, for Proposal building (Section 5)				
8	Participant 8: Operations Director	Online Interview/ Discussion	Proposal building	May 2025, 1 hour	Field notes
9	Participant 9: Engineering Director	Online Interview/ Discussion	Proposal building	May 2025, 1 hour	Field notes
	Data 3, from Validation (Section 6)				
10	Participant 10: CEO, Cofounder	Group interview/ Final presentation	Validation, evaluation of the Proposal	June 2025, 1 hour	Field notes

As seen from Table 1, data for this Thesis was collected in three rounds. The first round, Data 1, was conducted for the current state analysis. The main data included personal interview with employees from different departments. The secondary data included internal data and documents, as well as meeting notes and company docs. Insights from Data 1 are used to identify each department's training needs and baseline skill gaps.

In the next round, Data 2 was collected through interviewing key directors to collected suggestions and feedback for developing the proposal. The data contained online interview and discussion.

In the third round, Data 3 was collected when conducting validation discussions of the initial proposal. Data 3 included feedback for proposal from the case company. The field notes of the interviews were taken. The interview questions can be found in Appendices A. As seen from Table 2, this study also analyzed a number of internal documents.

Table 2. Internal documents used in the current state analysis, Data 1.

	Name of the document	**Number of pages/other content**	**Description**

A	AI Coding Tools and Tips	10 pages	A sharing from the team that explained how AI and boost work efficiency.
B	Joint AI - Generative AI Editing app	23 pages	The AI techs that are used or to be used in the product.
C	Results of Developer Survey: AI at Work	7 pages	A survey to help understand how developers are adopting AI at work.
D	Partial Style Transfer Using Segmentation	15 pages	Style transfer features options that are adopted into the background or clothes.
E	AI at Work survey (the whole company)	33 pages	Surveys that help company understand better the AI tools and their use cases at work.
F	AI Tools	13 pages	A list of latest AI tools that can be used at work

As seen from Table 2, the main documents included the results of “Developer Survey” on AI at work that helped to understand how people are using AI at work and their current pain points of using AI. The documents were analyzed for Data collection 1 round, the current state analysis, to get a better understanding of the current AI adoption situation as well as employees’ feelings of using them at work. It helped to analyze the current problems and define the gaps for future proposal building. All the textual data was analyzed using Thematic/ content analysis. The findings from the current state analysis are discussed in Section 3 below.

3 Current State Analysis of AI Adoption Practices at the Case Company

This section discusses the results from the current status analysis of AI Adoption practices across different departments within the case company. Discussion focuses on the analysis to understand how each department is currently using AI tools at work, identify the challenges and inconsistencies across different department, and find out opportunities for improvement. These findings then provide a foundation for developing an AI usage training program in the company.

3.1 Overview of the Current State Analysis

The goal of the current state analysis was to understand how different departments in the company are adopting AI-related tools into their daily work. It also focused on understanding the challenges they encounter. The purpose was to identify the gaps and inconsistencies as well as their needs across different departments that can help with training program development.

The current state analysis was conducted in three steps. Gathering data and qualitative insights through semi-structured interviews with team members from different departments within the case company was the first step, these departments included product management, development, machine learning, user research, marketing, operations, and design. The current use of AI tools, how AI is integrated into their workflows, how existing company practices influence their adoption of AI tools in their work, the benefits and limitations they have experienced, and the challenges and obstacles they have encountered in the adoption process for the each department was the key areas that the interviews were focusing on. The interviewees also shared personal experiences of how AI has affected their work, whether good or bad. This information provided valuable context for understanding the current state of AI adoption in the case company.

The second step was reviewing internal documents and survey findings to in addition to the info gathered during the interviews. These documents and findings included shared AI tool documentation in the company, a survey that is to better understand AI usage by development teams, product update meeting minutes, and a survey on AI adoption in the company. These documents and records provided more information on how AI tools were introduced, how teams were using them more broadly, and employee view on these

changes. Those documents also helped with determine the current guidelines, team-level initiatives, and informal practices that have been conducted.

The third step was to determine common patterns and challenges in the AI adoption at the case company. It also focused on the differences between departments. For instance, which teams got higher acceptance and engagement with AI, which teams show more hesitation or uncertainty in using AI, and in which areas are these situations were seen? Some common concerns were also revealed by this analysis, like uncertainty about best practices, not enough training, and concerns about workload or if it would impact their job.

3.2 Description of Current AI Adoption Practices

Presently, different departments use different types of tools and their levels of confidence, readiness, and understanding of integrating AI into their works are also vary. While some teams are active in exploring new AI tools to help them in their work, others might still be hesitating due to lack of context, limited time, or don't understand how AI can help with their daily tasks. These differences lead to varying training needs, from basic knowledge to advanced, role-specific skills.

As currently there is no clear company-wide AI plan, employees are also unclear who should lead the use of AI. With limited collaboration between different departments, this also led to a challenge that teams often duplicate work or miss out on insightful ideas from others. Table 3 below shows the case company's main departments, their core roles and responsibilities, and the estimated number of employees in each department.

Table 3. Departments & Teams in the Case Company.

Department (Est. Count)	**Team Roles & Responsibilities**	**Number of Employees (Est. Count)**
Development	Build and maintains main product features, coding, infrastructure, debugging, and technical problem solving	20
Engineering	Develop and integrates AI-driven product features, model training, prototyping, product testing, and experimentation	10
Design	Focus on product aesthetics, UIUX, prototyping, and creative asset production for digital products	10

Marketing	Create and manages campaigns, ad content, copywriting, social media engagement, and user acquisition initiatives	10
Operations	Handle recruitment, employee relations, training, internal workflows, administration, process optimization, and office management	15
Product Management	Coordinate product roadmaps, cross-team collaboration, feature prioritization, and delivery oversight	10
User Research	Conduct user interviews, usability testing, gather insights, and support data-driven product decisions	6

Presently, the company is organized into seven key functions: Development, Engineering, Design, Marketing, Operations, Product Management, and User Research. There are both technical development teams that focused on AI-driven products and also the support teams that covering areas like marketing, operations, and user research in these departments, this organizational structure highlights the differences in tasks and lays the foundation for analyzing the variations in AI applications across different teams.

It is crucial to understand how AI is currently being used, the user groups, existing tools, role definitions, and the level of collaboration between departments so we can better understand these challenges. The following sections focused on analyzing these aspects to see what is functioning well and what still needs improvement.

3.2.1 AI Adoption Process Across Departments

The company does not have a centralized process for adopting or buying AI tools right now. Instead, different departments integrate AI tools in an informal way, often based on the needs and initiatives of individuals. While the company has bought many different AI tools to help with daily works, these purchases are based on specific needs a lot. For example, the development and engineering teams have licenses for GitHub Copilot and Cursor for coding and prototyping; the design team has bought a MidJourney account and Adobe Creative Cloud with Firefly AI; the marketing team uses Canva Pro (with AI capabilities) and has tried with Gamma for demos; and the user research team has licenses for Outset.ai and Notably.ai to help users interview. These purchases are typically approved by the leadership after the teams demonstrate clear productivity or creativity benefits. However, the company currently does not have a structured process for buying these tools.

While some teams such as development, engineering, and product management teams started experimenting with AI earlier and more proactively, other teams, such as marketing and operations, were slower to adopt new tools or are still in the early stages of experimentation.

At the moment, AI is mostly being introduced through informal ways. Team leaders and employees who are interested in exploring new AI tools often use tools on their own initiative, share findings during team meetings, and encourage others to explore different tools on their own. However, the lack of unified farmwork and plan has made this adoption uneven and missing long term planning.

3.2.2 Roles and Responsibilities

Presently, there is no position or dedicated team that is in charge of overseeing AI adoption across different departments. The responsibility for integrating AI tools often falls to enthusiastic employees or managers, who often need to identify opportunities within the scope of the work. At times, the engineers, or development teams provide support by sharing useful tools or provide updates regarding new AI features that can be added to products; however, these efforts are not unified at the organizational level.

In addition to that, the operations and human resources teams are currently having limited involvement in promoting or tracking AI adoption beyond the occasional survey or tool documentation. The lack of clear ownership results in limited support structures, different levels of expectations, different levels of knowledge and confidence of adopting AI tools across different departments.

3.2.3 Available Tools and Resources

Employees across different departments use AI tools for different reasons. Some tools are integrated into daily workflows and others into the development process. For example, product management and design teams use generative AI tools for outlining concept, generate contents and brainstorm design; development team use AI to help them with coding and improve efficiency; marketing team use AI for copywriting and brainstorming marketing campaign ideas; operations team trying to use AI to build

automation tools that help increase the departmental efficiency. Table 4 below provides an overview of the AI tools currently in use as well as the associated departments.

Table 4. Current AI Tool Usage Across Departments.

Department	Current AI Tools Used	Main Use Cases
Development	GitHub Copilot, Cursor, ChatGPT, Notion AI	- Assist in coding generation - Debugging - Documentation - Technical problem solving
Engineering	Cursor, GitHub Copilot, ChatGPT, Notion AI	- Model training - Product integration - Feature prototyping
Design	MidJourney, Adobe AI, Figma AI, CapCut Pro, Notion AI	- Visual Design - Interface Design - Prototyping - Image editing - Background removal
Marketing	Claude, ChatGPT, Canva AI, Gamma, Notion AI	- Campaign content - Copywriting - Social media visuals - Brainstorming
Operations	ChatGPT, Claude, n8n, Notion AI	- Workflow automation - Document drafting - Internal problem solving
Product Management	ChatGPT, Claude, Cursor, MidJourney, Gamma, Notion AI	- Feature documentation - Meeting notes - Project management - Planning support - Outline concepts
User Research	Outset.ai, Juno, Notably.ai, SyntheticUsers, Notion AI	- Interview summarization - Research planning - Communication - Insight sharing - Field notes taking

The table indicates that some tools, such as GitHub Copilot, ChatGPT, and Notion AI are widely used across departments in the case company. While others, like MidJourney, Gamma, or SyntheticUsers, are more specialized and are used in specific departments. This diversity reflects both the company's willingness to try new things and the lack of unified strategy for adopting new tools.

Moreover, the understanding of these tools is uneven. Without a standardized training materials or onboarding resources, any consistent understanding or safety of using AI tools or sharing best practices is currently missing. While there are some shared guides (e.g., “AI Coding Tools and Techniques”) and company-wide surveys (e.g., “AI at Work”), they are still dispersed across teams and have not been formally included into the company onboarding materials. Therefore, employees often rely on their own experiments or peer support, which means some people are more technically proficient than others, and there is no unified understanding of how to best use these AI tools.

3.3 Current AI Adoption Practices

This section discusses the AI adoption practices across departments in the case company to reveal some recurring issues, concerns, areas for improvement, and opportunities.

3.3.1 Uneven Levels of AI Adoption Across Departments

All participations mentioned that the AI adoption varies across different departments. Some teams (particularly engineering and development teams) have already largely integrated AI into their daily workflows, while other teams (such as marketing, operations, and visual design) were slower or limited in their adoption. The situation appears from the interviews that teams with higher technical expertise expressed better confidence in utilizing and trying AI tools. As the developer shared:

> I use GitHub Copilot a lot at work. It is quire useful for writing code and speeding up debugging. It has become part of my development process, and I believe some other developers are also the same as me. *(*Participant *4)*

On the other hand, the non-technical departments like operations and marketing seem to be more no sure or unclear about how to use AI in their job. According to an internal survey, about 50% of non-technical respondents said they "barely" use AI tools in their daily work.

Additionally, the Operations Manager also mentioned this situation during the interview:

> We [the Operations team] are not formally actively in using AI tools. I personally have tried using ChatGPT to write internal emails and messages, but this is almost all what I have for using AI at work. *(*Participant *6)*

These varying levels of AI adoption has created an environment where knowledge and usage are differed from person to person. This also making the opportunities for collective learning and improvement limited.

3.3.2 Current Usage Situations in Different Teams

Interviews and document reviews showd that the way different departments use AI tools is closely related to their daily workflows. While not all departments use the same way, each team choose tools that support specific tasks based on their roles and responsibilities. Table 5 below summarizes the main use way, showing the AI tools that are in use right now, the tasks they help, and the departments involved.

Table 5. Current AI Usage Situations Across Departments.

Department	Current AI Tools Used	Usage Situation	Work Task Support
Development	GitHub Copilot, Cursor	Writing and debugging new product features	Code generation, refactoring, bug fixing
	ChatGPT, Notion AI	Documenting APIs and technical notes	Drafting documentation, summarizing technical details
Engineering	Cursor, GitHub Copilot	Prototyping new AI features	Model training, quick experimentation
	ChatGPT, Notion AI	Sharing updates with non-technical teams	Writing simplified explanations, preparing presentations
Design	MidJourney, Figma AI	Generating early design concepts	Visual ideation, UI mockups
	Adobe AI, CapCut Pro, Notion AI	Editing marketing visuals	Background removal, image variation
Marketing	Claude, ChatGPT	Creating campaign ad	Drafting and localizing copy
	Canva AI, Gamma, Notion AI	Producing social media visuals	Generating branded graphics, quick slide decks
Operations	ChatGPT, n8n	Automating reporting workflows	Data extraction, workflow triggers
	Claude, Notion AI	Drafting internal communication	Policy drafts, internal handbook drafts
Product Management	ChatGPT, Claude, Notion AI	Preparing PRD drafts and backlog summaries	Requirement documentation, meeting notes
	Cursor, MidJourney, Gamma,	Brainstorming feature directions	Visual exploration, presentation material
User Research	Outset.ai, Notably.ai	Transcribing and summarizing interviews	Automated transcription, thematic coding
	Juno, SyntheticUsers, Notion AI	Testing research ideas with synthetic users	Early prototype feedback, scenario testing

Table 5 shows that technology teams (development and engineering teams) have been using AI more into structured and repeatable tasks, like code generation, debugging, and

prototyping. Design teams mainly use these AI tools for brainstorming and content creation, while marketing teams focus on campaign copywriting and visual creation. On the other hand, operations team use AI to improve reporting and internal communication mostly while Product management teams depend on AI for document writing, planning, and brainstorming, and user research team use AI tools to transcribe interviews, analyze research results, and get early feedback on ideas.

These examples show the different levels of AI adoption and the stages that these tools are used in different departments. Technical teams have already integrated these tools into their daily operations, while non-technical teams are mostly still in the trying stage and often depend on individuals. These differences highlight the need for structured training programs and guidelines that are relevant to each team's mission directly.

3.3.3 Unaddressed Needs in Using AI

While different departments are using a different AI tools right now, some needs remain unsure, and teams hope to address these issues in the near future. These needs come from team goals of improving work efficiency, reducing manual operations, and promoting cross-functional alignment. Table 6 lists the specific AI tools that each team wishes to use, the tasks they want to improve using these tools, and the specific needs they face in their daily work.

Table 6. Current AI Usage Situations Across Departments.

Department	AI Tools Needed	Tasks	Specific Needs to Address
Development	Code Generation Tools (e.g., GitHub Copilot, Tabnine)	Automating repetitive coding tasks, generating code for complex problems	Improved code quality assurance: Developers are seeking AI tools to help automate code testing and debugging more effectively. As one developer noted, "*GitHub Copilot helps with code generation, but we need more support in identifying bugs early on and ensuring code quality*" (Participant 4).
Engineering	AI-based Testing Tools (e.g., Test.ai, Applitools)	Automating software testing and quality checks	Enhanced testing automation: Engineers are looking for AI tools that can automatically run tests on new features, identify bugs, and suggest improvements. As one engineer mentioned, "*The amount of manual testing is overwhelming, and AI could really speed up the debugging process*" (Participant 3).
Design	AI Design Tools (e.g., MidJourney, Adobe Firefly)	Generating design concepts, prototyping visual assets	AI-assisted creative ideation: Designers are interested in tools that can generate diverse design ideas quickly. One designer shared, "*We often brainstorm multiple design concepts, but AI could help speed this up by generating variations, especially for initial drafts*" (Participant 7).
Marketing	AI-driven Content Creation Tools (e.g., Jasper, Copy.ai)	Campaign copywriting, generating social media content	AI-powered content personalization: The marketing team wants AI tools that can assist in tailoring content for different target audiences. As a marketing member shared, "*While we use AI for creating visuals, content generation tools could help us create more personalized and engaging copy for each market segment*" (Participant 5).
Operations	AI Workflow Automation Tools (e.g., Zapier, n8n)	Automating internal processes, reporting	Improved process automation: The operations team is looking for AI tools to automate repetitive tasks like scheduling and reporting. "*I often use AI for simple tasks like message drafts, but there's potential to automate much more, especially with workflows and reporting*" (Participant 6).
Product Management	AI for Roadmap Planning (e.g., Aha!, ProductPlan AI)	Managing product roadmaps, prioritizing features	AI-assisted project planning and feature prioritization: Product managers are seeking AI tools that can analyze real-time data and suggest which features to prioritize. "*AI could help us take user feedback and market trends to better decide which features should be in the roadmap*" (Participant 8).
User Research	AI-driven User Feedback Analysis Tools (e.g., Outset.ai, UserTesting)	Analyzing user feedback, generating insights from interviews	Automated data analysis: User researchers want AI tools that can classify feedback and provide insights automatically. As a user researcher noted, "*Manually analyzing interview data is time-consuming; an AI tool that can summarize feedback and highlight key themes would save us a lot of time*" (Participant 2).

As shown in Table 6, the technical teams such as Development and Engineering teams are looking for more advanced tools for automating code testing, debugging, and quality assurance, these reflect their needs of speeding up releases while keeping the software reliable.

On the other hand, the Design and Marketing teams are seeking for more creative support needs. Designers are more interested in AI tools that help creating high-quality content more efficiently while marketers are looking for AI to customize content for different users. Both cases demonstrate that the teams want the tools that can handle repetitive creative work so they can focus on high-quality work.

Moreover, in the Operations team, people highlighted the needs for workflow automation, especially in repetitive reporting and document preparation tasks and with a similar need, the Product Management team is looking for the AI support for roadmap planning and feature prioritization that help to improve strategic decision-making process.

Lastly, the User Research team showed their interest in AI tools that could automatically analyze user interviews and feedback in depth, these needs reflect the difficulties they encountered in scaling research insights while keeping the same level of quality.

These unaddressed needs indicate that employees across the company see much more potential in these AI tools than they are currently accessing. They are looking for tools that not only automate routine tasks but also support smarter decision-making process, creativity, and improve cross-functional collaboration. Meeting these specific needs in the near future will help balance how teams adopt these tools and bridge the current gap between technical and non-technical teams.

3.3.4 Lack of Structure and Strategic Guidance

Another finding was that company does not have structure or shared strategy on how AI should be adopted and used at work. Most teams are exploring and experimenting AI on their own without much official guidance from the company. This has caused a situation where some employees feel uncertain about integrating AI into their daily works. This circumstance is especially apparent in the interviews with non-technical teams. For example, the marketing experts shared:

> We'll spend some time in the meeting discussing the latest AI tools we've been using. But most of them are explore by our own also most knowledge about AI is self-taught. Since we are not entirely sure if we're using the tools correctly, it's difficult to connect the tools with the core ideas behind them. *(interview 5)*

The same situation was mentioned in the interviews with operations and design teams. Despite their strong interest in using AI, they don't quite understand how these tools can help their works and also what they are capable to do. It's hard for the employees to know how to effectively adopt these tools into their workplace without the basic technical knowledge. People might use the tools or try for once, but it's most likely they will stop using it altogether.

Additionally, the analysis of internal documents also reveals this gap. While there are dispersed resources, such as links shared through message or the occasional demo description, there is no unified location where explains these tools in a practical approach. Most of the information required a certain level of technical understanding. There is also no guidance on how to adapt these tools, nor clear policies on data use, or data security when using these tools.

It is difficult for teams to drive forward or gain confidence without concrete structure and support. As mentioned by the visual designer:

> It feels like we are all experimenting in out respective fields. If you are not including in the discussion or meetings, you might be missing out on what others are saying or discussing. *(*Participant *7)*

With the current situation of missing a unify plan or someone to help bridge the gap between technical concepts and the real use cases, teams needed to figure things out on their own, and this problem not only delays the rollout of applications but also increases the risk of low-quality outcomes, duplication of work, and teams working in isolation.

3.3.5 Supportive and Collaborative Company Culture

In spite of the challenges around structure and clarity, it was mentioned by many of the interviewees that the company has open and supportive culture when it comes to experimenting with new AI tools. Interviewees all agreed that their curiosity is encouraged, and new ideas are welcomed, which makes them constantly thinking about improvement in products and their daily workflows.

There is also support from leadership in investing into the tools that teams find useful. Many interviewees mentioned that, if a tool shows impact or promise, the company is usually open to covering its costs so the teams and try it out properly.

> I think the company is very supportive and encouraging us to explore new AI tools. Whenever there is something new in the market and we can make a case for it, they are usually happy to pay for the license so we can see if it helps. (Participant 3)

Apart from the tool access, the company is also supportive when it comes to experimenting with new features or ideas. As shared by the user researcher, when they bring back feedback from users that they are interested in seeing more new AI features, this feedback has led to new product directions, and the company has been actively in investing it.

> We have received lots of feedback from our users asking for more AI features in our products. After we shared this with the product and leadership teams, the company put real resources into building new AI features that meet the demand. (Participant 2)

Though employees are feeling uncertain about how to use AI tools effectively, the company has built up a supportive and encouraging environment where people are feeling welcoming in trying new things. The technical teams are approachable and often willing to offer help with other teams have questions. This cultural foundation is a valuable advantage and help company to reach the goal once there is a structured guidance, training session, and the right strategy in place.

3.4 Key Findings: Summary of the Current State Analysis Results

In this section, it provided a summary of analysis of the current status of AI adoption results at the case company, and the conclusions of the study are based on qualitative data like interviews, internal documents, and observations. The current AI application practices, challenges encountered, and opportunities for improvement in different departments was the focus on this analysis.

The current process of AI adoption within the case company is organic and often driven by certain employees rather than strategic planning. Most of the time, it will be up to the employees and teams to take initiative in trying new AI tools.

The challenges include the differences in how much each team is utilizing AI at work, the lack of clear structure, concerns from employees on how AI might affect their work, and limited team collaboration between departments.

3.4.1 Strengths and Weaknesses of AI Adoption of the Case Company

In the table 7, it summarized the earlier analysis about the current AI adoption at the case company.

Table 7. Strengths and Weaknesses of current AI adoption at the case company.

Strengths	Weaknesses
Strong curiosity and motivation to explore AI tools	Uneven adoption levels across departments
Willingness from the company to invest in tools that show value	Lack of central strategy, guidance, and onboarding
Informal support from technical teams to help others experiment	Limited understanding of how AI tools work and how to apply them effectively
Early documentation and shared resources exist as starting points	Little cross-team collaboration or visibility on AI usage

The entire team has a strong curiosity and experimental spirit is the one of the main strengths, even without a formal process, the personal motivation is a valuable foundation, many employees have expressed their interest in exploring AI tools themselves. This indicates that employees are open to innovation and are interested in learning more about how new AI tools can benefit their works.

Second, the company has been very supportive and demonstrated openness to invest in new tools to support innovation when there is a clear use case. It was mentioned by many interviewees that the company is willing to pay for the AI tools or licenses if the teams can show how these tools contribute to daily workflows and improve outcomes. For instance, the user research team mentioned that, when they brought back user feedback on having more AI features in the products, the company invested resources in developing these solutions. Such responsiveness indicates a leadership approach that is flexible and encourages innovation.

Third, though currently the company is missing a well-structured guideline in AI adoption practices, the cross departmental supports exist and active (as was demonstrated in Sections 3.3.2 and 3.3.3). Technical teams with more knowledge on AI such as development and machine learning are often willing to help and support other teams whenever they encountered issues or questions when using AI tools. The peer support plays an important role in making AI tools more accessible to non-technical departments.

Fourth, there are some existing internal resources can be used as a starting point for forming a more structed guideline. This includes meeting notes, shared documents across teams, and noted from internal shadings. While these resources are currently informal and has not yet been organized, the company has started to generate knowledge and produce content that can be gathered and further developed.

In regard to the *Weaknesses*, first, the AI adoption practice and progress are inconsistent across different departments. Technical teams are ahead in applying AI to their workflows, while non-technical teams are either barely using AI tools or are not sure about how to apply them effectively. This inconsistency results in uneven progress and limits the company ability to fully adopt AI across the teams.

Second, the unified strategy and structured guideline on guiding employees how AI should be used in the company is missing. There is no shared understanding of which tools are available, what are the expectations for using them for the employees and there is also no onboarding or training sessions to help people get started which has leading to confusion, hesitation, and missed opportunities.

Third, a comprehensive understanding regarding the technical concepts behind the AI tools they are using or exploring is not something many employees understand. As a result, assessing the quality or relevance of the output becomes difficult, often leading to underuse or misuse of tools. For example, some non-technical employees tried a tool once, found the results are not as helpful, and stopped using it because of the limited support and understanding.

Fourth, the cross-departmental collaboration around AI remains limited. While people are interested in learning more about what other teams are doing, there are little formal opportunities to share insights, or learn from each other. This leads to the situation that knowledge is siloed, and good ideas are not widely shared across the company.

3.4.2 Selected Focus Areas

Based on the findings from the current state analysis, this study selects the following two focus areas for further exploitation and solution development.

(1) the limited understanding of AI technical and practical use cases, particularly among the non-technical departments, which led to underuse or misuse of tools.

(2) the lack of structured guidelines and training around AI adoption, which limited employees' ability to use tools confidently and consistently.

These focus areas indicated the most important challenges; by addressing them, it would have significantly improved AI adoption practices across the case company and at the same time aligned with the company's long-term goals.

The following Section 4 aims at exploring existing studies and AI adoption practices, including training programs on the chosen focus areas. These insights are subsequently used to develop a conceptual framework that will guide the co-creation of proposals for the case company.

4 Available Knowledge and Best Practice on AI Adoption in Companies

This section discusses the findings from existing literature review, case studies, articles and books. In the previous section, Section 3, focused on the current state of the case company. In this section, Section 4, focuses on seeking insights from the existing studies on AI adoption and HR training programs.

4.1 AI Adoption in Companies (Canva, Adobe, Figma): Overview

Artificial intelligence (AI) refers to computer systems that can perform tasks that usually require human intelligence, like learning, problem-solving, and reasoning (Russell & Norvig, 2021). In the business setting, more and more companies are using AI to automate processes, improve decision-making processes, and enhance creativity. In this context, AI adoption can be defined as the organizational process of integrating AI technologies into existing workflows and making sure that the employees can effectively adapt them to achieve measurable business outcomes (Dwivedi et al., 2021). What's more important is that a successful adoption involves more than simply imply the technology, it also requires organizational and cultural commitment, keeps the organization to learn and maintain a long-term impact (Raisch & Krakowski, 2021).

Businesses are adopting new technologies at an astonishing pace is shown. in the recent international surveys, as it has been mentioned in a McKinsey & Company report (2024), it indicates that AI in at least being used in one area by 72% of businesses currently, and up from 55% the previous year, there are 65% of these businesses already using generative AI. The fact that these technologies have deeply penetrated various industries, impacted work quality and reshaped daily workflows is also emphasized by A Stanford University study (Zhang et al., 2024), however, the actual benefits are far from uniform despite the widespread adoption of AI. It is mentioned that only about 5% of businesses experienced significant improvements after implementing these tools and it was found by a large-scale MIT study reported by Meduza (2025), and because some businesses are still struggling to effectively integrate AI into their existing business processes, the remaining 95% of businesses were barely affected.

Businesses tend to prioritize tools that appear impressive over those with strategic value and the differences between experimental results and actual impact also reflect a

broader challenge in AI adoption. It is also indicated by the research that 50-70% of companies' AI investments are in sales and marketing, where tools like ChatGPT, Copilot, and Canva AI have been widely tested (Meduza, 2025; McKinsey & Company, 2024). These tools rarely deliver real benefits because marketing campaigns remain generic and detached from actual customer needs, even though they can still help individuals improve their productivity, like writing content and creating visual materials, on the other hand, there are areas where costs can truly be reduced, efficiency improved, and returns maximized are now receiving too little investment, like automating back-end processes and optimizing workflows among businesses.

Figure 2. AI Usage Across Business Functions (McKinsey, 2024).

This investment pattern is reflected in current adoption data, as we can see in the Figure 2, marketing and sales lead at 14% adoption, primarily for content creation tasks like drafting documents (9%) and personalized marketing (8%); we can also see there is a disconnect between where companies invest in AI tools and where they could achieve the greatest efficiency gains, operational functions, for example, that could benefit from strategic automation, like HR (3%), supply chain (3%), and manufacturing (2%), show minimal adoption.

It is suggested by evidence that it is more likely to successfully adopt AI if companies focus more on specific problems and align projects with clear workflows and also drive AI adoption around employee needs. There are some leading creative technology companies (e.g., Canva, Adobe, Figma) are integrating AI to streamline design and prototyping workflows. Though the table 8 below, we can see how leading creative technology companies are embedding AI into their platforms.

Table 8. Examples of AI Integration in Creative Technology Companies.

Company	AI Feature(s)	Main Use Cases	Reported Impact
Canva	Magic Design, AI text-to-image, AI assistant	Automating layouts, generating visuals, content scaling	Faster design workflows, reduced manual editing (Díaz, 2023)
Adobe	Firefly (text-to-image, background removal, generative fill)	Creative ideation, photo editing, prototyping	Streamlined design processes, improved creative iteration (Partnership on AI, 2024)
Figma	AI assistant for prototyping and copy	UI copy generation, workflow automation, early-stage prototyping	Accelerated prototyping and reduced design cycle time (Inside Figma, 2024)

We presented in Table 8, we can see that through directly integrating design suggestions and automated content tools into its interface, Canva expanded its platform capabilities that help users quickly handle repetitive tasks such as resizing designs (Díaz, 2023). A similar approach was adopted by Adobe as well, they launched Firefly which enabling designers to more easily generate ideas and iterate faster through integrating text-to-image generation and automatic background removal into Creative Cloud (Partnership on AI, 2024). Figma also helped designers to accelerate creative work at an early stage by introducing an AI automation assistant for prototyping and interface design (Rasmussen, 2024). From these examples, we can see AI's application becomes more natural, and its value creation becomes more tangible when it is well integrated with existing workflow tools (Brynjolfsson & McElheran, 2016).

4.2 Approaches to AI Adoption

The company AI adoption can be understood as a different stage process. Studies consistently shows that companies' success depends less on the quality of the technology itself and more on decision-making, organizational preparation, and the implementation management (Dwivedi et al., 2021; Wilson & Daugherty, 2018). This section will discuss each of these stages: decision-making, change preparation, and implementation.

4.2.1 How AI adoption is Decided

AI adoption decisions often take place at the intersection of strategic vision, competitive pressures, and organizational readiness. According to McKinsey & Company's international survey (2024), 72% of companies are using AI in at least one area, while 65% are specifically experimenting with generative AI. However, the decision-making process is often fragmented, only 18% of executives believe their companies are "very ready" to adopt AI effectively.

Decision-making typically involves senior executives, IT/engineering leaders, and more often now, business unit managers (Raisch & Krakowski, 2021). In practice, senior executives usually initiate AI projects to improve efficiency, while business unit managers support these projects based on specific operational needs. Take the creative software companies like Canva and Adobe Firefly as an example, they carried out AI integrations for faster design and prototyping capabilities which response directly to user requests (Díaz, 2023; Partnership on AI, 2024).

From the existing studies, we can also learn that decision-making also requires balancing trade-offs, they show that 70% of AI implementation challenges are caused by people and process issues rather than technological issues (Boston Consulting Group, 2024). From this resulte, we understand that companies need to take the ethical and governance considerations like potential bias, transparency, and accountability upfront into account (Dignum, 2019). , The AI adoption can be superficial without considering these factors, as mentioned in the MIT's NANDA project, as 95% of companies initiatives were selected based on excitement rather than actual business needs, they failed to achieve measurable business benefits (Meduza, 2025).

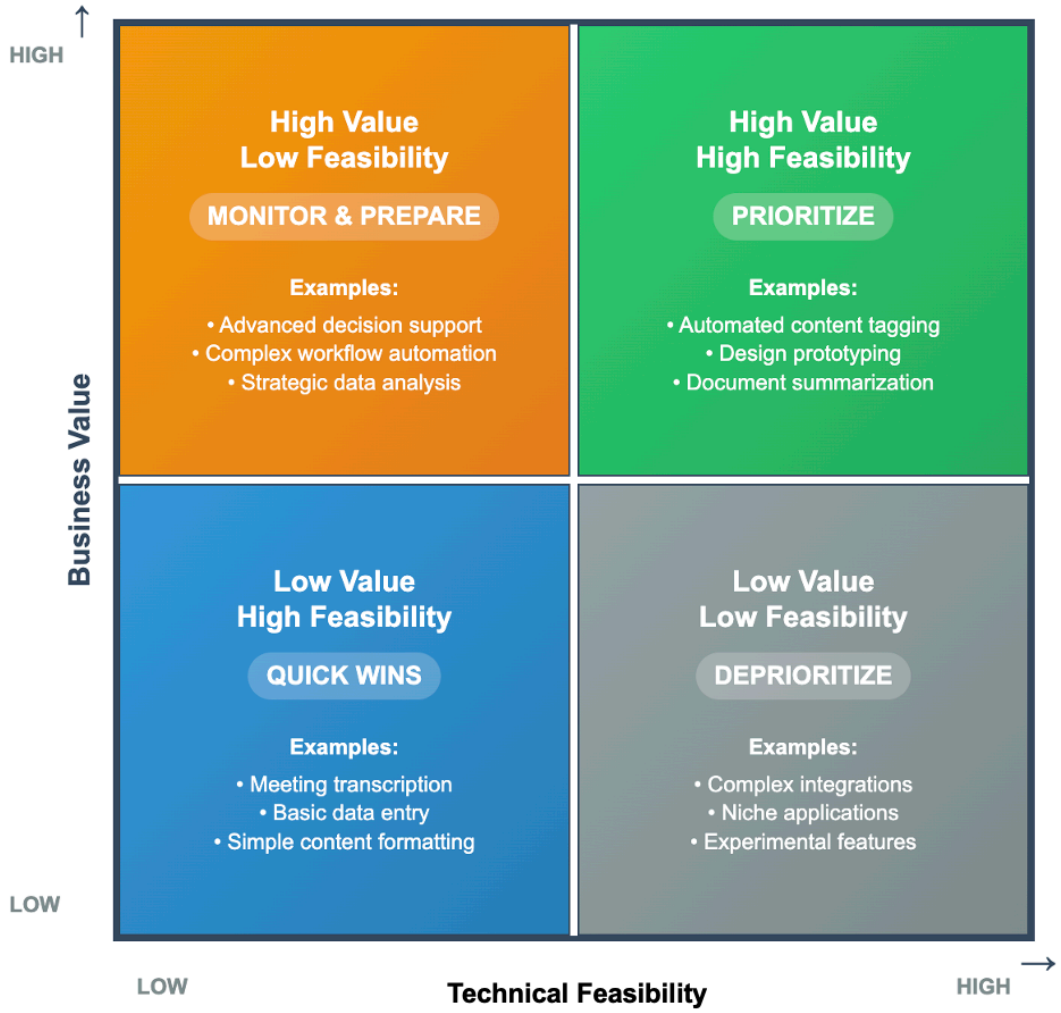
4.2.2 How AI adoption is Prepared

The preparation stage means the stage of translating decisions into actual capabilities, resources, and organizational readiness which the importance of this stage have been emphasized by many scholars, studies also show that companies that jump directly into implementation often face issues of fragmented application and limited results that invest in preparation are more likely to reap long-term benefits compare to those that did not (Mikalef et al., 2021; Wamba-Taguimdje et al., 2020). Companies still need concrete plans and actionable guidance to successfully apply AI and generate lasting benefits even though the preparation stage also helps them get ready for new technologies, these plans will help them integrate AI into their workflows in a responsible and effective manner through providing managers, employees, and developers with a clear direction.

Companies need to establish a formal structure to manage AI projects as a starting point, this also includes clearly defining roles and responsibilities like establishing an ethics committee and an AI lead in each team, and developing policies on data use, transparency, and risk management (Dignum, 2019; Floridi et al., 2018). Some companies, for example, will make sure their projects align with business objectives and ethical standard through build internal AI committees and have them review projects before deployment to projects (Boston Consulting Group, 2024).

Additionally, companies should not blindly follow hype, but rather adopt a value feasibility matrix as another key principle is to prioritize AI application cases in a structured manner (McKinsey & Company, 2024), this helps allocate resources to four categories: prioritizing high-value, high-feasibility applications; monitoring and preparing high-value but complex implementations; achieving rapid results through easily implementable solutions; and de-prioritizing applications that have neither significant value nor a feasible implementation path so that AI can be effective. This structured approach helps companies make strategic decisions about AI investments, rather than simply pursuing novelty or high-profile projects and we can see it in Figure 3.

Figure 3. Preparation Framework for AI Adoption (McKinsey & Company, 2024).



Successful technology adoption hinges on a balance between objectives and practical applications which is as illustrated in Figure 3. With high-priority applications like automated content tagging and design prototyping offer both immediate business value and technical feasibility, it makes them an ideal starting point for company to conduct adoption. On the other hand, advanced decision support systems, which is the application in the "monitoring and preparedness" domain, also highlight future opportunities that require capability building before further implementation, Some applications like meeting transcription, provide low-risk entry pointswith that are with fast results, also building confidence and demonstrating value without significant resource investment. Companies can better align AI adoption with strategic objectives by formally incorporating these priorities into organizational guidelines and leading to more sustainable and impactful results.

The fundamental to successful AI implementation like the importance of developing clear organizational guidelines for AI applications has been emphasizes repeatedly by the literature; research shows that few companies truly succeed in integrating AI into employees' daily work without a formal framework to set expectations, assign responsibilities, and provide ongoing support even though many companies have launched AI projects (Bughin et al., 2020; Wilson & Daugherty, 2018).

Guidelines can be understood as formal policies, practices, and standards designed to help employees understand how to apply AI in their work when it comes to the application of AI; it is considered very important to the successful application of AI through establishing structured guidelines. With the guidelines it will help employees reach a consensus on how to effectively use AI tools and avoid problems and ensure that the technology truly supports the company's goals (Kakatkar, 2020), the application of AI can become inconsistent, fragmented, and chaotic without these clear guidelines (Dignum, 2019).

In practice, clear usage guidelines can take many forms, including a list that distinguishes between approved and restricted technical tasks in practice; taking drafting documents as an example, drafting internal documents may be allowed but handling confidential legal content should not be allowed. Guidelines might also include transparent agreements that require employees to state whether the output was generated by AI tools, as well as review processes that require manual oversight when automated results are inconclusive. Companies like Adobe have adopted this approach in Firefly, which includes pop-up notifications and reminders built directly into the user interface to promote responsible usage (Partnership on AI, 2024).

Industry reports also support these findings. For instance, McKinsey surveyed 2,400 company leaders and discovered that only 18% of them believed their companies were prepared to adopt AI effectively, highlighting the need of continuous learning and development (Bughin et al., 2020). Additionally, Capgemini (2020) also suggests that organizations that are with clear AI application roadmaps and formal management teams perform better than those that are relying on experimentation.

4.3 Training Programs for Company AI Adoption

According to Zhang et al. (2025), it is also essential to have the structured training program for AI applications to operate effectively across the company and effective training must be more than simply teaching people how to use the tools; it also needs to include topics like understanding how AI works, ensuring fairness, and understanding the potential risks. Mikalef et al. (2021) also mentioned that it will be better utilize AI to benefit their businesses effectively when companies are invest in training develop stronger abilities.

A practical approaches of AI training should include role-specific modules that tailored to technical, managerial, and non-technical employees, and context-based learning to help employees identify challenges like output bias or verifying AI-generated content. Trainings like Interactive instruction or contextual prompts which combined with tools are also demonstrated by platforms like Canva and Figma (Díaz, 2023; Rasmussen, 2024). It is emphasized by both academic and industry practices that training is not a one time event, but rather a key element of expand initiatives of AI application. Training must also be adhered to governance and ethical standards to promote sustainable and trustworthy applications which is also emphasized by Dignum (2019) and Floridi et al. (2018), a well-structured training programs can achive an effective, ethical, and resilient practices rather than isolated technological measures across the company.

The training programs should also include hands-on exercises, for example workshops where employees experience AI tools in a controlled environment can help boost their confidence and reduce their anxiety about new technologies so that it will help employees to directly use AI tools in daily work (Brynjolfsson & McElheran, 2016). To help the employees connect theoretical knowledge with practical application examples, the training sessions and workshops should also incorporate real-world scenarios that employees might encounter. Take some leading companies as an example, Canva's Design Academy offers practical instruction in Magic Studio (Díaz, 2023); a dedicated help center offering training workshops on management controls and workflows was also adopted in Figma (Rasmussen, 2024); and to help enterprise teams use the Firefly application, Adobe's Experience Alliance also provides certification programs, these companies example show the importance of establishing comprehensive learning frameworks to support effective application (Partnership on AI, 2024).

Training employees on how to use AI ethically is crucial as AI tools can also sometimes have profound implications for data privacy, security, and fairness, this includes to understand potential risks and to make sure that the AI outputs that company complied meet the legal standards (Floridi et al., 2018). This component of a training program will make sure responsible use of AI, reduce potential ethical risks, and foster trust in the technology.

It has been mentioned in the existing studies the importance of training programs for ensuring the successful application of a AI in enterprises, companies can help employees acquire the skills needed to effectively apply AI technologies through designing structured, job-specific training programs that including practical workshops and ethics training (Zhang et al., 2025). Companies can cultivate a workforce proficient in AI, capable of thriving in a rapidly changing digital environment through continuous evaluation and improvement of training programs.

4.4 AI Use Cases in the Tech Industry

In the tech industry, AI tools, particularly those powered by LLMs (large language models) are starting to become part of daily work of engineering, customer service, product, marketing, data teams, and back-office functions (Singla et al., 2025). According to Microsoft's 2024 Work Trends Index, it indicates that about 75% of knowledge employees are using generative AI and companies are also moving from individual trying out to the company-wide transformations. According to Standford Artificial Intelligence Institute (2025), the AI Index shows continued growth in investment, constant models' improvements, and increasing AI adoption within companies. Additionally, McKinsey's report in 2025 also highlights a key point that to get value from AI lies not only in the tools, but also in how work is designed and done, manage change effectively, and measuring where improvements are actually reach (Singla et al., 2025).

Across departments, productivity improves most in software engineering and customer support. A study on GitHub Copilot found that developers completed programming woks around 56% faster when they have the AI assistant helping them. The tool was especially helpful for writing repetitive code, and testing (Microsoft & LinkedIn, 2024). In another research at a Fortune 500 customer support center with over 5000 agents, using an LLM assistant helped the agents solve about 15% more issues every hour. The largest improvements came from newer agents, showing that AI tools can help less experienced

employees catch up faster. These results can apply to related tasks as well, for example, creating support templates, linking to knowledge bases, and coaching people on tone. Companies are now also building similar AI assistants for technical sales teams and internal IT help desks (Brynjolfsson et al., 2025).

For product and marketing and general knowledge works, companies also reported that AI helped with saving time in drafting, summarizing, research, and routine workflows. However, the actual return on investment depends on how well AI fits into existing workflows and whether teams have access to the right data (Microsoft & LinkedIn, 2024; Stanford HAI, 2025). Data and analytics teams are also using more and more AI to build code faster and create narrative summaries. Companies can combine these tools with processes and training report to achieve better results (Microsoft & LinkedIn, 2024; Singla et al., 2025). HR and operations teams are also applying AI to write policies, create and adjust job descriptions, and find information. However, there still some downsides. AI are working well at clear, repeatable tasks, but can go wrong or even mislead on unusual questions. As a result, we still need a real human to oversight and review (Microsoft & LinkedIn, 2024; Stanford HAI, 2025).

A good governance is now important for the successful AI application and adoption. Many companies use frameworks like NIST's AI Risk Management Framework to identify risks, test systems, observe performance, and address issues. In practice, companies using AI for high-risk works are adding additional safeguards on top of these frameworks. This indicates limiting access to sensitive information, making sure AI answers are based on verifiable facts, testing performance on real work tasks, and providing employees with training that is relevant to their daily works. When companies are taking these measures, employees are less likely to use unauthorized AI tools on their own, and the results are more reliable, sage and consistent (Brynjolfsson et al., 2024; Microsoft & LinkedIn, 2024).

4.5 Conceptual Framework of This Thesis

The conceptual framework of this thesis follows the existing studies discussion and is presented in Figure 5. The conceptual framework organizes the key insights from academic research and industry best practices to provide a structured viewpoint on for understanding how company adopt AI. This framework highlights three interrelated focus areas: decision-making in AI adoption, preparation for AI adoption, adoption plans and

guidelines and training programs. These together explain the challenges companies face and also how to achieve sustainable adoption.

To better illustrate the readiness process, this thesis draws on insights from academic and industry research to construct a structured framework.

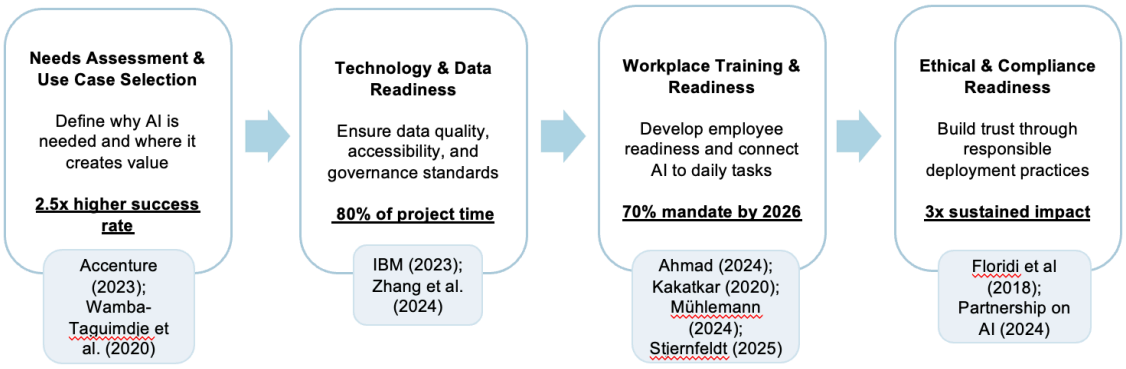


Figure 4. Conceptual Framework for AI Adoption in Organizations.

As shown in Figure 4, this framework highlights four key areas that organizations need to address before implementing new AI tools company-wide: understanding needs, preparing technology and data systems, training employees, and ensuring ethical compliance. These four areas make sure successful technology adoption at both technical and organizational levels.

First, needs assessment and use case selection in the preparation stage is to define why these tools are needed and where they can actually bring value. Based on the research by Wamba-Taguimdje et al. (2020), companies that began with targeted, role-specific pilot programs were 2.5 times more likely to successfully scale AI than those that started with broad adoption. Accenture (2023) also discovered similar findings that small-scale pilot programs, followed by careful evaluations, can triple the chances of lasting impact. In this part, AI use cases in the tech industry shows how AI can be applied to everyday tech work. Companies select tasks with clear problems and measurable value.

Secondly, the readiness of data quality and accessibility are seen as one of thr most common reasons AI projects failure, research from Stanford University also shows that it will lilmit scalability with low-quality and siloed data (Zhang et al., 2024). Apart from that, it is also emphasizesd in the IBM (2023) survey that there are 80% of the time in AI

projects is spent on data preparation and for model building and technology deployment, there are only 20% on the time spent. From here we know that it is important for companies to make sure interdepartmental collaboration and establishing clear governance standards for building robust data pipelines.

It has been mentioned in the existing research that employees in non-technical positions are often less willing to adopt new technologies because they are unclear about how these technologies can be used in their work; however, to achieve effective AI adoption, it is also important to prepare employees (Mühlemann, 2024; Stjernfeldt, 2025). It is predicted by Ahmad (2024) that 70% of companies will require technology training for non-technical employees by 2026, reflecting the growing importance of workforce development for organizational success. In practice, organizations are applying cross-functional workshops, participatory design, and role-specific training to translate abstract AI concepts into everyday tasks (Kakatkar, Bilgram, & Füller, 2020). Additionally, ethical considerations are also crucial and not just technical and labor considerations. Companies like Adobe, for example, in order to align with industry standards for responsible technology, before they release Firefly, they incorporated transparency and disclosure mechanisms into the development of it (AI Collaboration, 2024). Take these into account, it is important to address ethical issues upfront as it will help companies build trust, avoid reputational damage, and comply with evolving regulations (Floridi et al., 2018).

In summary, the first part of this framework explains the decision-making process on whether and how organizations should adopt AI; exisiting studies shows when striving to align strategic goals with competitive requests and organizational readiness, business leaders, IT leaders, and management often will face fragmented decision-making during the process. It is also being indicates in the surveys that while there are 72% of companies state that using AI, there are only 18% of leaders believe their companies are ready for the implementation; additionally, many studies also mentiond that especially when addressing ethical issues like transparency, accountability, and potential biases, it is the importance of carefully weighing the benfits and negatives, AI adoption can remain superficial is the adequate information support is missing. It is also mentioned in the surveys that despite investments, there are still 95% of companies fail to achieve measurable results. Taking all these facts into account, we can understand that AI adoption can only succeed when decisions are entirely align strategy with organizational capabilities.

Company readiness, a factor repeatedly mentioned in the research to be crucial for success, is also the second part of the framework, this includes making it clear on things like defining use cases, ensuring documentation is ready, training employees, and sticking to ethical standards. On top of that, studies also shows that there are 2.5 times more likely to achieve effective scaling than those do not when the companies starting with targeted pilot programs, and inadequate readiness often leads to fragmented rollouts. Research also predicts that most companies will need to develop AI training programs for non-technical employees by 2026, which make it clear the importance of the employee readiness. It is also important to establish transparency and disclosure mechanisms in the development process because it can enhance trust and reduce ethical risks, the leading companies like Adobe is a good example for this. Taken all these findings together, the existing studies and industry example all show that successful readiness requires a holistic approach, considering technological, cultural, and ethical aspects.

To support the continued application of AI, the third part of the framework focuses on leveraging organizational structures and practices designed. It has been mentioned in the existing studies that when beyond the experimental stage, formal AI governance frameworks, prioritizing high-value use cases, and clear guidelines are important, this includes some key practical tools like value feasibility matrices for project prioritization, structured guidelines, and well-designed training programs. There are several industry case studies also support this concept, for example, to enhance creativity, Canva integrates AI directly into its design workflow; Adobe has established ethical safeguards in Firefly; and to assist early design work, Figma has also introduced automated prototyping capabilities, these cases demonstrate that to transform AI from a promising technology into reliable organizational practice, clear guidelines and programs are something very important. It is important to translate these programs through designed training programs into practical skills that employees can use daily, which has also been emphasized in the third part of the framework. A different learning paths for technical staff, managers, and general employees is also created in this section, which includes hands-on workshops and real-world scenarios that help people become familiar with the use of AI tools and understand how they can check for deviations or accuracy issues in their daily work. All the employees do and don't, how to handle sensitive information should, and when need human approval should also be clearly defined, and everything

should also be closely linked to company rules and ethical guidelines. Moreover, the training program should not be an one-time event but need to be an ongoing project that is regularly updated and getting feedback to optimizing constantly, the main goal of this is to make sure all employees are feeling safe and correct when using AI and create a confident work environment.

Finally, as shown clearly by the existing research, ethical and compliance preparedness is the foundation of this framework and governance cannot remain just abstract principles on paper, these principles need to be translated into actionable rules and integrated into daily workflows. It is also being largely emphasize by the research that is focusing on how human can work with machine (like AI) that users must be involved when humans and tools work together, cannot just like the tools run all by themselves without proper human checking. We need to avoid the "computer is always right" mentality and define decision-makers, the scope of responsibility for each role, and clearly identify responsibilities. Some existing cases also report that without sacrificing efficiency when security measures are directly integrated into tools that establish built-in tags and audit prompts, teams can still maintain consistency, and industry recommendations are converging on keeping controls lightweight and consistent. Apart from than, when moving beyond isolated pilot projects requires, it also need thorough preparation in terms of technology, people, and ethical standards, there are research on the real-world projects also shows that good governance and skills development can improve success rates. Taking all these into consideration, we understand that clear responsibilities, lightweight processes through using existing tools, and a monitoring mechanism that can be flexibly adjusted when workload increases are the key is to do the job well.

This conceptual framework emphasizes that the adoption of AI requires a comprehensive approach. By linking technology choices with strategic goals and ethical standards, AI adoption decisions build up the foundation for adoption. Through the preparation stage, it helps companies build up the technological, ethical, and cultural readiness that are needed for development, and with planning and guidance, it will help to translate decisions and preparation into actionable practices that integrating AI into daily operations, then with structured training programs, it also translates plans into daily practices. Taking these four elements all together, it will constitute a comprehensive approach for AI adoption which is supported by research and industry case studies.

Through this framework, we understand the theoretical foundation for Section 5 and with which will guide the development of practical recommendations.

5 Building Proposal for AI Adoption for the Company

Based on the case study company's use cases, introduces the proposed company-level AI guidelines and training plan, this section highlighting its advantages and expected outcomes. These outcomes build upon the current situation analysis in Section 3 and the best practice conceptual framework in Section 4, and are further elaborated in Section 5.

5.1 Overview of the Proposal Building Stage

In this section, it outlines the steps that are involved in writing this research proposal. We have reviewed previous research findings before writing the proposal, we presents a Company Status Analysis (CSA) in the section 3 which summarized the current state of situations and also highlighting uneven AI adoption across teams, there are also some inconsistent practices, fragmented tools, and a lack of structured guidelines and training programs that brought challenges to the AI adoption. Within this analysis, it also emphasizes potential benefits of higher productivity, better collaboration, and safer, more consistent AI use. Putting all these gaps together, they become the opportunities that form the focus of the proposal.

The author also reviewed existing literature and best practices to identify potential approaches to fill these gaps in the section 4, which highlights topics that are most relevant to this thesis that includes case studies from leading companies like Canva, Adobe, and Figma. The author developed a conceptual framework that connects decision-making, readiness, adoption planning, guidance, AI use cases, and training through getting insights from these case studies which also forms the basis of this proposal.

The training program proposal was conducted in several steps that was built on previous results. First, the CSA focused areas were mapped into a conceptual framework to define scope and learning goals. Second, a core course was drafted, focusing on practical, job-relevant learning and human review process. Third, a delivery plan was set, including session schedules, office hours, and lightweight resources on Slack and Notion. Fourth, an evaluation model with post assessments and surveys was designed to measure reach and impact, Last, a short pilot was planned to test feasibility before rolling out to the entire company.

Finally, the initial proposal brings all parts of the work together. Key stakeholders were involved in its development and provided suggestions, which are discussed in Section 5.2.

5.2 Findings from Data 2

This section discusses the inputs used to design the guideline and training programs. Table 9 summarizes the suggestions from the stakeholders and shows how they connect to CSA focus areas and concepts from literature (Conceptual Framework). These inputs were putting together through getting the key findings from CSA, best practices from the literature, and ideas gathered through co-creation.

Data 1 and Conceptual Framework: The CSA indicated gaps such as limited shared understanding, uneven adoption, a lack of general guideline, and not enough trainings. The conceptual framework recommends short, team-specific, hands-on training sessions conducted under human supervision with clear examples and simple guidance.

Table 9. Key stakeholders' suggestions for Proposal building in relation to findings from the CSA and the Conceptual framework.

	*Key focus areas from **CSA** (from **Data 1**)*	*Inputs from literature (Conceptual Framework)*	*Suggestions from stakeholders for the Proposal, summary (from **Data 2**)*	*Description of the inputs*
1	Limited understanding of AI across functions	AI literacy and responsible use; human oversight; and learning built into the tools.	Begin with a short **AI Foundations module and a Prompting & Review module** for all staff.	The directors recommended starting training with a short, foundational course to build common understanding and safety practices. It should reflect on everyday tasks and include "red flag" examples to show when AI should not be used.
2	Lack of shared guidelines or clear rules for use	Governance policies, data classification standards, and disclosure requirements.	Publish a **main guideline** and add team-specific guides based on real use cases. Offer short, **practical training sessions** on everyday works.	Adopt the main guideline and team-specific guides as the foundation. Add practice scenarios to help employees apply the guideline in real work situations. The directors suggested to conduct training sessions that teach the employees how to classify different types of data, explain

				safe sharing practices, and provide clear language for disclosing when they use these tools. Each session ends with a short quiz to make sure people understand the key points.
3	Struggles to apply AI in everyday work.	Practical, job-related exercises built into the tools	Conduct **practical training session aligned with priority workflows** in finance, operations, engineering, user research and product teams.	Organizing hands-on workshops use built-in tool tasks (ex: draft to review, table summary). Each workshop finishes with a short peer review guided by a checklist.
4	Quality and safety concerns	Verification; peer review; evaluation	Introduce a **Release Readiness Checklist** for all roles; add **secure coding with AI assistants** for technical roles	Directors recommended a simple Release Readiness Checklist with steps to verify facts, confirm rights, and identify risks or disclosures. For technical teams, the Engineering Director added secure coding practices: test-first prompting, linting, and human review of AI-generated code before merge.
5	Capability differences between roles/teams	Training tailored to each team, introduced in stages.	Provide **follow-up training programs tailored to each team** and test them with representative teams.	After the core training, directors also suggested to provide sessions for Engineering, Design, Product Manager, Marketing, Operations, and User Researchers using role-specific datasets and examples. Start with a pilot team, refine based on feedback, and then extent.

The stakeholders (directors) were actively involved in developing the proposal and contributed suggestions to enhance its practical value. Table 9 above presents the main inputs and are discussed more in the following paragraphs.

AI Foundations and Prompting & Review. The directors suggested to start with a short AI Foundations module and a Prompting & Review module for all employees to build shared knowledge.

> I think we should all start on the same page with short, focused sessions that everyone can follow and clear guideline on when not to use AI. (Participant 8)

> People need simple patterns they can reuse. We need to break down the task, structure the prompt, and add a review step before sharing. (Participant 9)

Guideline & Practical Training Sessions. To make acceptable use clear, stakeholders suggested that to use a core guideline and team-specific guides as a foundation and arrange practical scenarios with short training sessions on everyday works. To help employees apply the guidelines in their work, charify what information can be shared, when to inform others about the use of these tools, and also how to protect sensitive information, these practical exercises are designed to help employees. There should be training courses where cover fundamentals like data classification, what should be public, internal, confidential, and restricted; trainings like how to share secure information, and explanations of how and when to use AI tools are also very important. To make sure our training sessions reach the reaining goal, each session should also conclude with a short quiz as well as the discussion with colleagues to make sure employees fully understand the concepts, and through these activities, employees will learn rules and practices that can be applied in their work, which will be the first day of helping them to integrate the concepts into their daily workflow.

Practical Training Sessions in Priority Workflows. The practical training sessions will focus on the real work situation that each team faces in their daily work, and rather than the traditional tutorials setup, we will cover real in these sessions that are based on their daily use cases, for example, writing reports, compiling data, or using AI tool to create documents for our users. As the director explained:

> I think we need to show people real-world examples in these training sessions. In these sessions, we should make it clear to our team some basic principles like what features can be added to these tools and what features cannot, and also how to communicate our product AI usage to the users, members need clear boundaries, so they know the do and don't. One example is that they can add public press releases to the summary tool, but they cannot enter confidential user reports. (Participant 8)

This also explains why we need to go beyond basic rules and provide real work examples so that people can learn through practical practice, another manager also provide a similar viewpoint that add on to this, which emphasizing that if things are made too complicated, people will stop using the tools.

> My suggestion will be keeping the guidelines simple and easy to understand, for example, "public and internal" versus "confidential and restricted," and people can also practice this through quick checks. Remember that we don't need a complex system with too many categories, what we need is a clear and

> consistent way to decide which information can be safely shared and which cannot be shared, it will become a habit to the team if we keep it simple and clear, and reinforce it through regular quick practice and everyone can make the right decisions without overthinking in this way. (Participant 9)

There will also be peer review exercises using simple checklists that helping the employees to compare their decisions and learn from each other in the workshop, so they what they learn will stay with them easily. These exercises focus on helping each team (finance, operations, engineering, user research and product teams) with their key daily tasks and connect their knowledge of AI with how to effectively and safely apply in their work.

Release Readiness and Secure Coding Sessions. Through establishing verification, peer review, and evaluation mechanisms these training courses will address quality and safety issues; instead of offering just simple general advice, the courses will explain practical tasks like how to use a release preparation checklist to prepare reports, to review summaries, or to write marketing copy. Employees also need to complete basic exercises before sharing any content, this includes understanding how to verify facts and sources, make sure we have the right to use relevant information, and document any risks and information that requires disclosure, each session will be concluded with a short, structured peer review that help teams to compare their decisions and identify issues with each other early on.

The supervisor recommended to arrange a separate workshop specifically on how to use AI assistants for secure coding for the technical roles like developers and engineers. During these workshops, all participants will need to practice test hints, automatically check code, and review any AI-generated code changes before adding the content to their main project, these steps can help to speed up the workflow while making sure everything is reliable and secure. Once employees can well-managed these tips and principles, they can help integrate best practices into daily work through these steps even under tight deadlines. As suggested by the director:

> For development and engineering teams, I'd suggest building secure coding practices right into the workshops. Let everyone understand how to test their prompts so they will be thinking about checking their work from the start and then move on to automated code reviews. And of course, before anything goes live, a real person needs to review the code that AI helped to create. With this approach, we can maintain the speed advantage of using AI while making sure

> everything is reliable and secure. After we started doing this for a while, these reviews will become second nature, and people will perform them automatically, even under deadline pressure. (Participant 9)

Through designing these training sessions with priority workflows finance, operations, engineering, user research and product teams, this method directly addressed employees' concerns about quality and safety and enhanced the concept of reviewing works, getting feedback from colleagues, and evaluating outcomes. This turn compliance from a policy on paper into everyday practice.

Follow-up training programs tailored to each team. After the core training program, the directors also pointed out the need of offering training tailored to each team, and this should be introduced in stages. As the directors suggested:

> From your research, I also agree that comprehensive training programs should be tailored to different teams. So I think after the core training programs, people still need space to dive deeper into the most important parts of their jobs. (Participant 8)

To make sure that employees retain the core training content and can apply the key concepts to their daily work, the follow-up training sessions is needed and to keep what they learned it's also the main purpose of these sessions. We will tailor the training content to the specific needs within each team, using job-relevant materials and case studies so that people can apply what they have learned right away during these sessions.

To ensure that the processes and materials work well, the program will first form a pilot team to collect their feedback, and then make improvements before start rolling everything out to other teams. Each follow-up session should use role-specific datasets and examples and include a short exercise plus feedback from teammates, so teams can practice the exact decisions they face in the daily work. As suggested by one of the directors:

> I agree that the most effective training program should be tailored to each team. But don't try to cover everything at once. We should start with one pilot group, get their feedback and based on that to improve the exercises. And after that, we can start rolling it out to the rest of the teams. (Participant 9)

As we can see in Table 10 below, the follow-up training sessions will be designed based on each team's responsibilities and current AI usage that making sure that training content is directly relevant to the tools and workflows they are using in the daily works. To ensure that employees can apply their knowledge to improve work practices and achieve measurable results after the training, the training sessions will combine practical exercises with quality and safety controls so they can gain hands-on experience.

Table 10. Team-Tailored Training Programs

Team	Training Focus	Quality & Safety Controls	Expected Outcomes
Development	Strengthen coding workflows: writing/debugging features, documenting APIs	Test-first prompting, linting, bug-fix verification, peer review of documentation	• Faster debugging cycles • Higher code quality • Clearer API/tech documentation
Engineering	Prototype AI features and share simplified updates with non-technical teams	Model testing, classification notes in code (Public/Internal vs Confidential/Restricted), peer review before merge	• Reliable feature prototypes • Better communication of results • Reduced risks
Design	Generate design concepts, edit visuals, and prepare UI mockups	Rights/permissions checks, asset version notes, lightweight peer critique	• Faster iterations, • Stronger brand alignment • Safer asset usage
Marketing	Create ads, localize copy, and produce branded social media visuals	Claims substantiation, citation/rights verification, Release Readiness Checklist	Marketing outputs that are accurate, compliant, and ready for external release
Operations	Automate reporting workflows, draft SOPs, clean data tables	Source/reconciliation notes, risk flags, structured handoff checklists	• Streamlined processes • Fewer reporting errors • Stronger accountability
Product Management	Draft documents, backlog summaries, and brainstorm feature directions	Risk/impact notes, milestone-based readiness checks, disclosure lines in documents	• More consistent documents • Transparent planning • Structured release readiness reviews
User Research	Transcribe and summarize interviews, cluster insights, test ideas with synthetic users	Consent and data handling checks, anonymization, peer review of briefs	Ethical, high-quality research outputs with clear audit trails

To make sure that training content goes more than general advice and is truly relevant to each team's daily responsibilities, the training approach is focusing on each team's daily AI adoption scenarios. Take development team as an example, in the training, we focus on debugging and documentation and built-in security checks like testing alerts and conducting peer reviews; as for the engineering team, we emphasize the secure prototyping and clearly explaining results. And to ensure claims are truthful and all materials comply with brand guidelines to prepare for release, the design and marketing teams will receive practical support like verifying usage rights, ensuring claims are truthful before release. On the other hand, structured training will be provided to the operations teams to reduce errors in workflows and the handover processes between teams; and to increase transparency, Product development team will learn how to add risk statements to documentation and prepare checks. Finally, User Research team will receive training on improve ethical practices when transcribing interviews, organizing insights, and keeping data anonymous to protect users' privacy. All these programs work

together to raise the standard across the whole company for being efficient, safe, and accountable while helping employees feel more confident about using AI in their work.

5.3 Initial Proposal

The initial proposal has three training elements**.** Each element can stand on its own, but together they create a clear path from basics to everyday use and then to deeper, team-specific skills. The feedback from stakeholders and the key issues from the selected focus areas (SCA) are built into each Element.

The CSA highlighted two main focus areas: (1) limited understanding of AI technical and practical use cases in non-technical departments, and (2) lack of structured guidelines and training for confident, consistent use. The existing knowledge and best practices from literature supported in creating three aligned moves: first build a shared guideline as well as team-specific guideline and keep them clear and accessible. Based on this, Element 1 establishes a shared, accessible guideline (plus team-specific guides) to set a common baseline. Element 2 applies that baseline to each team's AI use cases, focusing on a few high-value, feasible workflows. Element 3 adds team-specific training programs and hands-on practice that help every team use the guideline in real works.

5.3.1 Element 1 – AI Guideline

This guideline sets a shared baseline for responsible and effective AI use across the company. Element 1 addresses the CSA gaps: uneven adoption, missing structured guideline, and capability differences by setting up shared principles, rules for handling data, how to disclose AI use, checks before releasing work, tool guidelines, clear roles, and steps for fixing problems. Each team then adds their own short guide to fit these basics into their daily work. The existing literature and best practices suggest starting with a shared guideline before diving into specific teams.

Company-wide Principles for Responsible AI Use. For the company-wide guideline, it follows eight simple principles: real human stays in charge, use AI when it's truly helpful, add an "AI-assisted" tag when it is used to shape public works, keep information safe, respect other people's work (images, font, code), share only what is needed, use only approved tools, and keep a light record when work goes public or into shared code. Table 11 below presents the details of these principles.

Table 11. Company-wide Principles for Responsible AI

Principle	Good practice	Common Mistake	Do this instead
Real human stay in charge	The team manager reads and approves before anything is shared outside	Publishing text straight from the tool without another person reading it	Have team manager to review and confirm. Add a short line: "Reviewed by xxx (manager)."
Use AI when it helps	Use AI for a first draft or outline, then edit	Spending 15 minutes prompting to rewrite a 2-sentence email	If a task takes less than 5 minutes by hand, do it yourself or use a saved template
Add an "AI-assisted" tag	Add the "AI-assisted" tag on public items when AI shaped the content	Posting a press update or help article that AI drafted with no note	Add the "AI-assisted" tag and make it clear if human have reviewed
Keep info safe	Remove names, emails, IDs; use "User A," "User B" in examples	Pasting a user's full name and email into a prompt	Replace names with placeholders and delete contact details before pasting
Respect rights	Use assets from the company doc or with clear permission; keep a source list	Using an image found on Google with unknown rights	Pick assets from the approved sources; write down the source in a simple list
Share only what is needed	Paste only the 1–2 paragraphs the task needs	Copying a full 20-page document into the prompt	Paste the small part you need and include a link to the full file
Use only approved tools	Work in the company's approved tools and accounts	Trying a new chatbot with a personal account for work content	Use a tool from the approved list; if a new tool is needed, request a quick review
keep light records	Save "v1" and "final" in the shared folder for any public item	Overwriting the only copy of a public draft	Save a new version (ex: "v1", "v2", "final") so changes can be traced

As seen in Table 11, it highlights some real work AI use cases and how to make daily work safer and more efficient. Important works need to be reviewed by team manager (real human) before going public and also need to add a short line of "reviewed by xxx (manager)" to make it clear who had checked the works. Only use AI when it truly helps, mostly for first drafts and outlines, however, for tiny tasks that are faster to do by hand or with a template, then there is no need of using AI. When AI has been used to shape the public content, make sure to add the "AI-assisted" tag and make sure a real human has reviewed it. Remove sensitive information like names, emails, and contact information from examples and use simple placeholders instead so it makes sure that private information stays private. Get images, fonts, and other assets from approved sources and keep a short list of where they came from. Only share the specific text needed for a task in your prompt. For bigger documents, share a link instead of copying or uploading everything. Use only with company approved tools and accounts. If the employees want to try new tool, get it checked first before using any company information with it. For publicly released projects, we use the same simple version numbers as "v1",

"v2", and "final" to facilitate tracking changes later, these small, consistent practices ensure that our work is clear, reliable, and easy to manage.

Based on these principles, the Table 12 below shows how to apply them in daily work through simple examples and conditions. What are the tasks can be completed with AI, when additional review is required, and when AI should not be used.

Table 12. Activity Guide

Activity type	Examples	Allowed?	Conditions
Internal notes and summaries	Notes, specs, emails	Yes	A person reads it before sharing
Public drafts	Blog posts, campaign copy	Yes	Do the "ready to publish" checks and add an "AI-assisted" tag if AI helped
Coding help	Boilerplate, tidy-ups, tests	Yes	Use the company's code helper and have another developer check it
Exploring data	Public data or data with names removed	Yes	No private details; write where the info came from
Legal or contract text	Terms, agreements	Needs review	The Legal team must check it first
Decisions about people	Hiring, performance	No	Not allowed unless there is a clear, written policy
Uploading very sensitive info	People's personal info, passwords, keys	No	Never put this into outside tools

As shown in Table 12, it provides some simple rules and "yes no checklist" for daily works. Internal notes, specs, and emails can begin using AI as long as they are reviewed before sharing. Public drafts such as blog posts and campaign copywriting can also use AI's help, but they need to be reviewed as "ready to publish" and add an "AI-assisted" tag if AI was used in modifying the content. For code, AI can assist with small pieces of code, cleanup, and testing, but the company's code assistant should be used, and changes should also be reviewed by other developers. When exploring information, stick to data that are publicly available or data with names removed, and make the source clear. Legal and contractual texts are placed in a different category and need to be reviewed by the legal team before going public. AI should not be used to make personal decisions, such as hiring or performance, unless there is a clear, written policy written explaining how to do securely. For highly sensitive information, like personal information, passwords, or keys, should never been used in external tools. If a task does not fit into any listed categories, pause the process and check with your manager before continuing.

After reviewing what activities are allowed in Table 12, the following Table 13 explains how to tag information to ensure the security of these choices. Labels make it clear what type of information is being used and how it's being processed. The company uses four simple labels for both inputs and outputs: Public, Internal, Confidential, and Restricted. These labels tell people which tools can be used, where files should be stored, and what should be avoid.

Table 13. Information Labels and How to Handle Them

Label	Examples	Tool use	Where to keep it	Avoid this
Public	Website text, press notes	Ok to use in company tools	Company storage	Treating public text as secret
Internal	Plans, roadmaps, team FAQs	Ok in company tools; do not forward outside	No personal accounts	Pasting whole documents into prompts
Confidential	Money figures, partner docs, user data with names removed	Only in AI tools the company has checked and approved	Hide names and IDs, limit access, follow clean up rules	Uploading to unapproved tools even for a short time
Restricted	People's personal info, legal matters, passwords or keys, unreleased work	Do not put into outside tools	Use secure local flows, keep a simple record of what was done	Any upload to outside tools

As demonstrated in Table 13, this guideline helps employees to prevent sensitive information from going into inappropriate locations and helps everyone choose the right AI tools. Public data is handled securely within common company tools. Internal data is also handled within these tools, however, it is not shared to external parties and never stored in personal accounts. Confidential data is handled only within company-approved tools, and names or other personal details should be removed before use. Restricted data is the most sensitive, this data should not be copied to external tools in any case and should be processed only through secure, local processes, with logs that explaining what was done and why. If at any point there are doubts with your tasks, mark the document as confidential and seek guidance from your manager.

With the labeling guideline in Table 13, the next step is to be clear when to add the "AI-assisted" tag to make it clear that AI helped. Most internal docs and drafts do not require any tag or note. On the other hand, public items do require a clear tag to make it clear that AI was used to shape content. Certain areas subject to additional regulations may also require review by legal team. The following Table 14 shows when tag are required and provides simple wording.

Table 14. “AI-Assisted” Tag Guide

Where?	How much AI helped	Tag needed	Example text
Inside the company	Small edits only	No	-
Inside the company	A big part of the draft	Yes, add the “AI-assisted” tag	“Draft made with AI and checked by xxx (name).”
Public	Any real help	Yes, add the “AI-assisted” tag	“Prepared with AI help and human review.”
Public with extra rules	Any	Yes, and Legal team checks it	“Prepared with AI help; checked by legal team.”

In Table 14, it keeps the practices simple and consistent. Internal work with only small AI edits can process with adding any additional tag or note. If AI helped to a large part of an internal draft, it is required to add the “AI-assisted” tag to let readers know it was reviewed. When AI was actually involved, public items always need to add the “AI-assisted” tag and make it clear who has reviewed it. This will make the entire process transparent and trustworthy. For areas that include additional rules, the legal team needs to review the tasks and note them. This is a small step that help the employees building confidence in their works.

After deciding when to add a short note, the next step the right safe AI tools. The company also needs to maintain a list of approved tools. Each tool has its own owner and when the employees try new tool, it requires a quick, safety and value check. The Table 15 below shows the scorecard that makes the checking process simple and consistent.

Table 15. Scorecard for Adopting New AI Tools.

What to check	0	1	2	3
Security promise from the supplier	Not clear	Basic claims	Good proof	Strong proof and clear controls
Control over company data	The supplier keeps data	Can ask to delete	Clear delete rules	No storage by the supplier; data kept separate
Real work value	Not clear	Small use	Useful	Clear value and a team owner ready to use it
Fit with our setup	No fit	Many manual steps	Works with company login	Works with company login and shows activity records
Ownership and support	No one owns it	One person owns it	A team owns it	A team owns it and has a simple support plan

As presented in Table 15, the scorecard prevents new tools cause risk or additional work. If an AI tool does not demonstrate strong basic security, clear company information controls, real value in daily work, clear used login approaches, and a clear owner, it should not be adopted. A passing score is 10 or higher. For instance, a tool with good security, clear deleting rules, reliable daily value, easy login, and a designated team owner will pass. A tool that that is with unclear security, poor data controls, and no owner will fail. This makes sure that the tool list is both practical and secure without slowing done everyone's work.

Additionally, a set of checks before anything is going public or is added to shared code is also important. These checks make sure our public work and shared code are clear, accurate and secure. They include quick steps for blog posts, help pages, release note, design documents, reports, and code that can be reviewed or used outside of the company. As shown is the Table 16 below, it demonstrated who will perform it, who will sign off, who can help, who should be informed, and a simple record to keep.

Table 16. “Ready to Publish” Checks.

Step	Who does it	Who signs off	Who helps	Who is told	Record kept
Check facts and list sources	Owner	Team Manager	Topic expert	Teams that use this	Source list
Check rights for images, fonts, and code	Owner	Team Manager	Legal or Brand	Teams that use this	Simple asset list
Check for safety and fairness	Owner	Team Manager	Advisor if needed	Teams that use this	Finished checklist
Check data handling	Owner	Team Manager	Security contact	Teams that use this	Label on the file
Add the short note if AI helped	Owner	Team Manager	Comms or Legal if public	Teams that use this	Note text
Get one more person to review	Peer	Team Manager	-	Teams that use this	Review record

This checklist helps maintaining high quality without slowing down the delivery. The owners make sure the accuracy and cite sources. Copyright for all images, fonts, code is verified to avoid future issues. A quick security check that is looking for any potentially misleading or damaging language, and a data check confirms that private information has not been accidentally exposed. If AI was used at work, a brief tag and note is added to let the reader know it was reviewed. And a real human, team peer, will also reads the final version. Each step leaves a simple record, like a list of sources, assets, finished checklists, label on the file, or a review note. If any step fails, the project should go back to draft until it’s fixed and reviewed again. This approach makes sure the accuracy, security, and reliability of the works.

There also need a way to check if the guideline is working in everyday use. The progress is monitoring in a simple and practical way: who has completed training, how often projects pass the checks, whether there are any rights or privacy issues appear, whether a second person has reviewed public projects, how often the team reuses shared templates, and whether employees feel their productivity has increased and more confident in using AI at work. The Table 17 below demonstrated a simple measure for the first two quarter after the guideline is used.

Table 17. Simple Measures for the First Two Quarters.

Measure	Q1 target	Q2 target	Owner	Where it comes from
Team trainings done	90% or more	100%	HR and Operations	Training list
"Ready to publish" pass rate	95% or more	97% or more	Team Managers	Checklists
Issues with rights or privacy	0	0	Engineering and Security	Issue log
Second review on public items	100%	100%	Team Managers	Review notes
Use of shared templates	At least 30% of items	At least 60% of items	HR and Operations	Tags or labels on files
Time saved & confident in AI	+10%	+15%	HR and Operations	Short employee survey

As presented in Table 17, it shows how we will track progress in a simple, practical way. Most employees are expected to finish team training in the first quarter, and the whole team by the second quarter. HR and Operations check the training list to see who still need to finish it. The pass rate for the ready-to-publish checks should be high from the start and get even higher in the second quarter. Team managers need to use the checklists to check which steps need additional coaching. Any issue with rights and privacy will be considered as a serious incident and the goal is zero in both quarters. Engineering and Security track these in the issue log and help fix what caused them. All publicly items and information will need secondary review, and team managers also make brief notes, so this practice remains effective. Also, we are also expecting the use of shared templates will increase since it helps save time and maintain consistency. HR and Operations can track this through simple tags and labels on files. Last but not least, the short employee survey asks if the guideline helps save time and builds confident in using AI. If the answers do not demonstrate the improvement we expect, we will simplify steps or improve examples. These measures make it easy to see what are working, which areas still need support, and where to adjust.

Team-Specific Guidelines. With the general guideline in place, we will also need guidelines that are tailored to each team's day-to-day responsibilities.

First, for Development team. This guideline is designed to make sure that code changes are safe and easy to review. If focuses on small, clear modifications, no unclear in the

prompt, and simple checks that fit normal pull-request habits. Table 18 below shows the guideline for the Development team.

Table 18. Guideline for the Development Team.

Do	Don't	Review step
• Use project files and examples • Keep changes small and focused	Paste passwords or keys	Reviewer runs the tests and checks where the new code came from
Write tests and explain what they cover	Add code if you do not know its source	Add a short note in the pull request if AI wrote a large part
Run the automatic checks before asking for review	Merge large or unclear blocks	Do a quick security check for secrets and risky changes

As shown in Table 18, these "do and don't" help make sure changes are safe and easy to review. Small, clearly explained changes are easier to test and review. Confidential information, such as, passwords and keys, should never appear in prompts or code. If a big part of a change is written by AI, add a short note in pull requests to provide context to the reviewers. Additionally, having automated checks and quick security checks can reduce risk. If a change cannot be explained in simple terms or the source is uncertain, do not merge it.

Next, for the Engineering team. The guideline is designed to make experiments easy to repeat and safe to share. It asks for clear notes on how runs were done, no personal details in prompts, and a quick check by a peer. Table 19 below shows the guideline for the Engineering team.

Table 19. Guideline for the Engineering Team

Do	Don't	Review step
Write down the settings and steps for each run	Move an experiment into the product without a plan and review	A peer repeats the run once to confirm it works
List the data sets and where they came from	Put any personal details in prompts	Quick privacy check for names, IDs, or other private info
Add small checks with expected results	Skip basic checks	Short sign off on results with pass or fail notes

As presented in Table 19, this checklist make sure the Engineering have clear, reproducible, and safe operations. Each run is documented with its settings and steps so others can refer to it. Sources are concisely cited to avoid including names or other personal information. Small checkboxes are included with expected outcomes to make sure that the run turned out as planned. A peer then repeats the run, review the name or ID, and leave a not confirming that the outcomes match. If a run is not able to be repeated or the source of data is unclear, the work is returned to draft stage until the issues are solved.

Next, for Design team. This guideline helps designers stay committed to work that is on-brand, legal, and easy to edit. It focuses on understanding the source of assets, using an approved brand set, and keeping files that others can update later. Table 20 below shows the guideline for the Design team.

Table 20. Guideline for the Design Team.

Do	Don't	Review step
Keep a note of where every image, icon, and font came from	Use a person's face or picture without clear permission	Brand check: does it match the brand kit?
Use the approved brand colors, fonts, and image library	Mix assets with licenses that don't allow our use	Rights check: are sources and licenses okay?
Save editable files and keep prompts for major visuals	Export only flat files that no one can adjust	If AI shaped the visual in a real way, add a tag

As presented in Table 20, these checks make sure that design team works safety and consistently. Tracking the source to avoid copyright issues and makes future updates easier. Using a recognized set of brands helps keeping styles stable between teams. Additionally, saving editable files and keeping key tips means others can tweak the work without starting over. If AI played a big role in shaping the visuals, add the "AI-assisted" tag so that the process is clearly visible. When the source of an asset is unclear, the item should not be published until the detail is solved.

Next, for Marketing team. This guideline is designed to help the marketing team keeps public content accurate, branded, and shared safely. Table 21 below shows the guideline for the Marketing team.

Table 21. Guideline for the Marketing Team.

Do	Don't	Review step
Link to a source for every important fact or promise in the copy	Make up numbers or quotes	Check facts and tone before publishing
Save versions as work changes	Hide that AI helped when it clearly did	Add the short note on public items if AI shaped the content
Use images from the approved library	Grab random images from the web	Do a quick rights check for every visual

As shown in Table 21, this guideline set simple, repeatable habits for the marketing team. Every significant fact or promise in the copy is linked to a valid source and quickly checked before publishing to confirm facts and tone. As work is revised, versions are saved to track edits easily. A short note is added on public items when AI clearly shapes a draft. Additionally, the team can only use the images that are from approved library, and every image needs to go through a quick copyright check to make sure safe use. This guideline ensures content is accurate, traceable, and easily shareable.

Next is the guideline for product management teams. To help product managers think early on about how to leverage AI while making sure that decisions remain human-centric, this guideline emphasizes on creating multiple options, clearly link together the product story, and documenting the reasons for each choice. The Table 21 below shows the product management team guideline.

Table 22. Guideline for the Product Management Team.

Do	Don't	Review step
Use AI to suggest options and write short summaries	Treat AI text as the final decision	Confirm the decision with the right people and record it
Lay out stories with clear scope, steps, and owners	Paste sensitive roadmap details into prompts	Check the label on examples and remove or blur sensitive parts
Write quick notes after meetings with actions and owners	Lose the history of why choices were made	Add the tag "AI-assisted" in the ticket if AI helped draft the notes

As presented in Table 22, the guideline help making sure the works from the product team are clear and accountable. AI is adopted to shaped options and summaries, but

the final decisions should be made by humans and confirmed with relevant stakeholders. Stories are written with clear scope, steps, and owners so the team understands the next steps, and any sensitive roadmap details need to be removed from the prompts. Additionally, keep a quick note after meetings, capture only decisions and next steps. If AI helped, add the “AI-assisted” tag in the ticket.

Next, for Operations team. The guideline is designed to help the operations team leverage AI to work more efficiently in their daily work while ensuring information is safe and processes are stable. Table 22 below shows the guideline for the Operations team.

Table 23. Guideline for the Operations Team.

Do	Don’t	Review step
Draft SOPs, playbooks, and messages with company data; remove names and IDs	Paste sensitive details into outside tools	Privacy check (no names and IDs)
Automate small steps with an owner	Turn on an automation without testing	Test on sample data; set alerts
Store drafts and flow files on company systems	Use personal accounts or devices	Location and access check
Log changes that affect other teams	Make silent changes	Note owner, date, and approval link

As shown in Table 23, the guideline helps the operations team use AI safety and more efficiently. Start with using company data only and remove names or IDs and then perform a quick privacy check to make sure no sensitive information is included in prompts or files. If the team is automating a task, keep the change small, name an owner, test on secure sample data, and set up alerts if necessary. Store drafts and automation files in the company systems with the correct access permissions, not in personal accounts. Moreover, do not surprise other teams when changes impact them. Document is clearly what was changes, who approved it, and when. Through this guideline, it will make sure the operations team’s work is sage, traceable, and manageable.

Next, for User Research team. The guideline aims to help the user research team in using AI to speed up abstracts and early models while protecting participants and keeping findings connected to actual evidence. Table 24 below shows the guideline for the User Research team.

Table 24. Guideline for the User Research Team.

Do	Don't	Review step
Remove names and IDs; keep the key in a separate file	Share raw transcripts outside the company	Consent & privacy check: confirm permission and that no one can be identified
Link every insight to a quote or clip	Treat early clusters as final truth	Peer review: another researcher checks the themes and links to evidence
Note gaps and doubts in the findings	Guess or label sensitive traits from text	Data check: make sure storage, access, and labels follow the rules

As presented in Table 24, this guideline can be applied to all AI-assisted research by user research team. First, remove name and IDs and store the key in a separate file. Additionally, link every insight with a quote or clip so others can see the basis. Treat clustering as a starting point, not a conclusion, and have peers to review themes and evidence. Never guess or label sensitives characteristics or share raw transcripts outside of approved areas. Finally, engage a simple privacy and data check to make sure that consent storage, and access permissions are correct.

5.3.2 Element 2 – AI Use Cases

Element 2 translates the guideline from Element 1 into daily workflows. The goal is practical: help people move from "I know the rules" to "I know where this helps my work." The CSA indicated that many teams, especially the non-technical teams, are struggling with turning general ideas into usable outputs. Each use case here is streamlined, secure, and practical. And every use case is designed to bridge the adoption gaps and provide clear steps that are applicable to teams of all skill levels. The use cases that is shown in the Table 25 reflects the key ideas from the literature and best practices, which is focusing on start with something small, assign responsibility and make ownership clear, conduct peer review, and then use small metrics to track progress during the process.

Table 25. AI Use Cases.

Department	AI Use case	Input	Output	Safety Checks	Done when
Development	Assist in coding generation	Short code block and goal	Cleaner code with basic tests	Use approved helper and never paste passwords or keys	Tests pass and change is small
	Debugging	Error message and expected result	Three likely causes to try	Internal code only and no user data	One cause is confirmed or ruled out
	Documentation	Function name and behavior	Clear documentation and concise comments	Person review before publishing	Notes match what the code does
	Technical problem solving	Problem statement and limits	Two to three approaches to test	Keep scope small and record sources	One approach is tried and logged
Engineering	Model training	Run settings and data notes	Training plan with steps to test	No personal data and run on company systems	A peer can repeat one run
	Product integration	API spec and constraints	Small integration plan	No secrets in prompts and use test keys	Plan is approved to trial
	Feature prototyping	Goal and success test	Simple prototype plan	Keep scope small and no partner names	Prototype is built or ruled out
Design	Visual Design	Brand brief and assets	Two or three visual options	Brand and rights check. Keep editable files	One option is chosen without rework
	Interface Design	Wireframe and key messages	Layout ideas plus short copy	Add short note on public drafts if AI helped	Copy reads clean in the layout
	Prototyping	Task flow and components	Clickable draft or storyboard	Approved assets only	Draft is ready for a quick review
	Image editing	Image and intent	Clean edit that fits the brief	Use approved sources only	Edit meets brand rules

	Background removal	Image	Image with background removed	Rights check	Cutout looks clean and usable
Marketing	Campaign content	Goal, audience, key message	One-page content outline	Link sources for facts	Outline is approved in one pass
	Copywriting	Outline and facts with links	Plain draft in company style	Ready-to-publish checks and add short note if AI helped	Passes checklist on first round
	Social media visuals	Post goal and brand kit	Caption, two hashtags, and alt text plus visual idea	Rights check for any image	Post kit is approved
	Brainstorming	Brief and constraints	10 to 15 ideas grouped by theme	No private data and record sources if used	Two ideas move forward
Operations	Workflow automation	Tag rules and sample items	Auto labels or folders	Named owner with a way to turn it off and a test on samples	Labels reach ≥90% in one week
	Document drafting	Current steps and screenshots	Draft SOP with clear sections	Remove names and store on company drive	People can follow end to end
	Internal problem solving	Problem and constraints	Short options list with next steps	Keep sensitive data out and have person review	One option is chosen and logged
Product Management	Feature documentation	Problem, goal, and links	One-page feature brief	No sensitive roadmap details	Brief is reviewed with the right people
	Meeting notes	Agenda and notes	Action list with owners and dates	Human checks before sharing	Actions are accepted by the team
	Project management	Tasks, owners, dates	Simple plan with risks and blockers	Store on company systems	Plan is visible and used in stand-ups

	Planning support	Links and docs	Short source list with quotes	Public sources only and record them	Sources are valid and traceable
	Outline concepts	Goal and limits	Three options with pros and cons	Keep partner names and prices out	One option moves to next step
User Research	Interview summarization	Transcript with names removed	Five to seven insights with quotes	Consent and privacy check. Peer review	Every insight links to evidence
	Research planning	Goals and constraints	Draft plan with methods and timeline	No personal details in prompts	Plan is approved to run
	Communication	Key points for the team	Short update or share-out	Store on company systems	Update is clear and on time
	Insight sharing	Links to notes and clips	Themed summary with quotes	Peer check	Summary is used by the team
	Field notes taking	Rough notes	Clean notes with simple tags	Save on company systems	Notes are easy to scan and search

The AI use case translates the guiding principles from Element 1 into more concrete practices, as shown in the Table 25, each row shows a small and repeatable task that includes the starting point (input), result (output), basic security checks, people who approve, and also how the completion is confirmed. Rather than "trying to do everything with AI," this approach emphasizes completing one useful step at a time and teams can get started without complicate setups and the value can be obtained with just a small piece of code, an outline, a briefing, or a meeting minute. The security checks that is focusing on protecting sensitive information like names and accounts and also use only approved tools; when AI is involved in creating public content make sure to add brief descriptions or tags, and keeping the work in company systems are all designed to be simple; the "Completion Time" column cleans out assumptions and helping teams get things done quickly without arguing about what are considered as "good."

These use cases also help bring down uneven adoption rates across different departments with both technical and non-technical teams having the same pattern that is to start with something small, to make sure data security, and to document details for tracking progress. The goal is to make every roles understand what to do; designers will know how to develop visual solutions without deviating from the brand image; marketers will understand when to cite facts and when they need to add brief AI explanations; the operations team will have a clear process to developing standard operating procedures (SOPs), setting up simple automation processes, and finishing up clean-up tasks. Product Management team can covert meeting notes into team-approved action checklists. User Research team can share insights with quotes but without attribution. Since each step is small and measurable, managers can conduct short practice sessions during which employees produce tangible results, rather than engaging in lengthy training sessions weeks later.

Finally, this table supports steady improvement. Departments can pick two or three lines to pilot during a sprint, track “done when” rates, and adjust safety checks only when needed. The input and output also make reuse easy. Inputs and outputs facilitate reuse. A draft feature brief can become a help center article. Meeting actions can kick off a project plan. Research quotes can support marketing copy without revealing who said what. Short notes, source lists, and simple logs provide sufficient records to understand what works without adding heavy processes. Over time, the same pattern will build a common way of working. This helps close the gaps in CSA, protects sensitive data, and helps every team transform AI form a vague idea into an trusted daily outcome.

5.3.3 Element 3 - Team-Specific Training Programs

Element 3 tightly integrates the knowledge gained from Element 1 (guidelines) and Element 2 (AI use cases) into the team's daily work, providing each team with practical training sessions that focused on their specific work. For the CSA, we understand that different teams have different needs, and from literature review, we know that training works best when it's hands-on and integrated into existing workflows. Therefore, Element 3 maintains a concise and simple approach: each team conducts two hands-on training sessions using real documents, following the company guidelines from Element 1 and practicing two to three AI use cases from Element 2 end-to-end. The team then makes a small, specific modification to the template or SOP to help the new habit take root in daily work.

Table 26 below shows how element 3 applies to each team. For each team, it highlights the training focus (practical use cases) that serve as the foundation for the session, the process of two practice sessions, the quality and safety controls adopted to make sure reliability, the outputs they will create and apply to their work, and the expected outputs that managers should focus on. Apart from giving each team the space to work on their own tasks and see results right away, this structure also keeps things consistent across the entire company.

Table 26. Team-Specific Training Programs.

Team	Training Focus (Practical Tasks)	Session Flow	Quality & Safety Controls	Outputs	Expected Outcomes
Development	• Write/debug small features • Document APIs • Test generated snippets	**Session 1**: Practice with a small coding task **Session 2**: Apply on the team's own codebase and tests	• Test-first prompts • Code linting • Peer review before merging	• Reusable test templates • Code review checklist	• Faster fixes • Safer code • Clearer documentation
Engineering	• Prototype AI features Compare model options • Explain results to stakeholders	**Session 1**: Prototyping exercise **Session 2**: Apply with the team's real models and data	• Test notes • Clear handling of public vs. confidential data • Review before release	• Template for comparing models • Standard risk notes	• More reliable prototypes • Clearer risk notes • Better project hand-offs
Design	• Generate concepts • Edit visuals • Prepare UI assets	**Session 1**: Work on a sample design brief **Session 2**: Apply to actual mockups and assets	• Rights and permissions checks • Version notes • Peer critique	• Asset checklist • Visual review guide	• Faster iterations • On-brand designs • Safer reuse of media
Marketing	• Create ads • Localize copy • Produce social and email content	**Session 1**: Draft ad copy **Session 2**: Apply to real campaign materials	• Claims check • Citation and rights verification • Release readiness	• Copy templates • Campaign readiness checklist	Accurate, compliant, and on-brand content ready to publish
Operations	• Automate routine reports • Reconcile data • Draft hand-off notes	**Session 1**: Reporting task **Session 2**: Apply with internal datasets and reports	• Source and reconciliation notes • Risk checks • Hand-off checklist	• Reporting template • Reconciliation checklist	• Fewer errors • Quicker reporting • Clearer accountability
Product Management	• Draft briefs • Backlog summaries • Decision records	**Session 1**: Outline a brief. **Session 2**: Apply to backlog and decision docs	• Risk and impact notes • Milestone readiness • Disclosure of AI use	• Brief templates • AI-use disclosure checklist	• More consistent docs • Clearer decisions • Transparent process
User Research	• Summarize interviews • Cluster insights • Create research summary	**Session 1**: Summarize a short interview **Session 2**: Apply to real research data	• Consent and data checks • Anonymization • Peer review of notes	• Research summary template • Guide for grouping insights	• Ethical, traceable insights • Faster synthesis of findings

The practical application of Element 3 in different teams is illustrated in the Table 26 above. The training program that are designed for the each team are designed based on their real work tasks so that it will reflect the team's daily responsibilities. The training process begins with two short sessions which includes focuses on warm-up exercises and using a short but informative example to help the participants to grasp the key points, and then in the second sessions, employees will use their own practical work materials like code libraries, design mockups, draft of the content, or transcripts from the interviews. Taking these approaches all together, the training content will be more than just an abstract concept, but something that directly relevant to their daily work.

Apart from that, this quality and safety checks are also included in the training course in each team to make sure that we maintained high standards even when teams are trying new things. These checks are designed to be concise and clear to make sure they can be adopted into each team's existing workflows without adding any additional burden. Moreover, one of the key parts of these training programs is that each session will produce tangible outcomes and these outcomes can be simple tools like templates, checklists, or review guidelines, which are all something that can be adopted directly into the team's daily workflows. With all these setups, the knowledge that the employees obtain from the training program will not just stay at the training stage but will become part of their daily work.

Finally, the expected outcome in the table is referring to the improvements that managers and teams can notice during the process of project implementation. The improvements include faster iterations, clearer and more secure documentation, more reliable prototypes, accurate and compliant activities, improved reporting and accountability, consistent record-keeping for decisions, and more ethical and traceable research insights. These outcomes work together to deliver quick wins from the training while steadily raising the quality, efficiency, and reliability of results across the company.

5.4 Summary of the Initial Proposal

The initial proposal was built around three linked elements, designed to help employees build knowledge, practice common processes, and apply the knowledge into their real work tasks and projects. The Table 14 below summarizes the purpose, activities,

materials, format, outputs, delivery and responsibilities, and expected outcomes for each element.

Table 27. Summary of Initial Proposal.

Element	Purpose	What People Do	Key Deliverables	Delivery & Responsibilities	How We'll Know It Works
Element 1: AI guideline	Establish company-wide rules and team-specific guidelines before we scale	• Learn the basics, simple "do and don't" rules, and when to label "AI-assisted," • who approves what, and a quick safety check before sharing	• Guideline & checklists (Approval, Data & Disclosure, Safety), • Monthly review plan	• HR Lead • A team member with the deepest knowledge supports • Materials kept in Notion and shared in Slack	• Checklist usage ≥90% • Zero sensitive-info slips • Monthly review held with actions logged
Element 2: AI use cases	Apply the guideline to a few high-value, feasible workflows	Run the guideline on real tasks with human approval (ex: coding generation assist, prototyping, copywriting, document drafting, interview summarization)	• Use-case checklist • Make sure use cases linked to the guideline	• HR facilitates • A team member with the deepest knowledge supports • Materials kept in Notion and shared in Slack	Metrics: • Turnaround time to final output • Quality rating • Show pre and post improvement
Element 3: Team-Specific training programs	Enable people to follow the guideline while doing real work	• Short lessons & Office hours for everyone • Hands-on practice per use case • Quick sessions using team's real work and the checklists	The team's own materials (ex: code, mockups, campaign drafts, datasets, research notes).	• HR runs, schedules, facilitates with a paired team expert • Team managers ensure attendance • Materials kept in Notion and shared in Slack	• Work moves faster on real tasks, less rework on first drafts • Confident in using AI increase

As shown in Table 27, the initial proposal includes three elements that help to get people up and running quickly while staying safe. In Element 1, it provides a common foundation for everyone which contain rules that can be adopted in the entire company and also the guidelines for each team that are applicable to the day-to-day work, it also clears up the approval process which includes the rapid security checks before any content is released. In terms of the role and delivery for the process, Human Resources will manage and coordinate the entire process, they will make sure that all information is logged in Notion paper and updated through Slack so that nothing is lost and that everyone can access the information whenever they need it. Apart from this, to make sure the rules remain practical and timely., the monthly reviews will also be conducted, this helps to establish a common language across different departments in the company, and enabling them to make constant decisions regarding the AI tools, data, and information disclosure without any long discussions. Through putting this together, it will help to ensure everyone in the company can work efficiently with a simple, reliable framework.

In Element 2, by offering each team a small number of high-value AI use cases, it translates the guideline principles from Element 1 into actions, during the daily works, employees can apply these principles like assisting with coding, prototyping, content drafting, copywriting, and summarizing. Each use cases demonstrates the required input, the expected output, safety checks, and how to know when it is done. A use cases checklist that links each step to guiding principles, will also help each team to learn

through actual practices rather than just reading the rules. Throughout the process, the Human resources team will coordinate the entire process through pairing with the most knowledgeable member of each team who will provide support for training.

Element 3 enhances learning by scheduling two hands-on training sessions for each team and hosting office hours for quick questions. Managers make sure team attendance, and employees only need to make minor modifications to templates or processes to build a habit. All materials will be stored in Notion and shared in Slack which allow the team to access it anytime when they need and make it easy to run and reuse anything they learn from the programs, these three elements together will bridge the gap in company AI adoption that make sure security and transparency, and transforming AI from a just a onetime experiment into a reliable part of daily work.

The following sections will describe the stakeholders' verification of the initial proposal and their suggestions for improvement.

6 Validation of the Proposal

This section reports the results of the validation phase and points out areas for further improvement of the initial proposal, it first outlines the validation methodology, describing the participants, evaluation materials, and the feedback collection methods. This section and then summarizes the change that are requested from stakeholder for each element and the reasons behind. Finally, this section concludes with the final proposal.

6.1 Overview of the Validation Stage

In this section, the key stakeholder provides expert judgment and suggestions on the Initial proposal that were created in Section 5, and the main goal of this section is to validate the Initial proposal that were developed in Section 5. With the stakeholder's input, it provides the basis for the improvements of the Initial proposal and the Validation is conducted through a structured executive with the CEO as the main decision makers. The review focuses on business value, like the time has been saved and the quality that has been improved, data, legal, and brand risks, and rollout efforts in terms of time and costs.

The entire process is consisted with three steps, first that the CEO reviewed the AI guidelines from Element 1, the company's AI use cases from Element 2, and then the team-specific training programs from Element 3, and was asked to identify any unclear steps or pontential risks. And next, second, we held a work meeting and then analyzed how three case studies can reflect the current company daily operations. These included external projects like marketing copy, internal documents like draft the standard operating procedures, and technical tasks like the code cleanup. The team reviewed the initial inputs, the expected outputs, the safety measures, responsible parties, and the completion criteria for each case, this demonstrated how the solution operated from the start to finish. And then, third, the CEO lead a discussion on scope, placement of order, and what are success metrics, we also recorded three ratings: red, yellow, and green, to make sure the clarity, feasibility, and risk for each element.

There were three methods for evidence collection, first, a copy of the proposal was adopted to record comments and any requests of modification, then a decision log that recorded which elements were directly approved, and which still needed modification,

and which were still under approval. We quickly assigned a score from 1 to 5 based on the clarity, feasibility, and risk of each element. Additionally, the researchers also compiled their notes, and all materials were stored in the same workspace as the documents in Part 5 to make sure the consistency. Through this approach, it made the verification process both efficient and convenient, participants can prepare in advance, the meetings were being tested with practical operations rather than abstract concepts, and each comment was linked to a specific step.

6.2 Developments to the Proposal

This section reviews the improvements that were made to the initial proposals and were collected during the validation phase (Data 3). This data was gathered from the key stakeholders through comments, validation reviews, and suggestions to identify any areas for improvement, the CEO reviewed three elements which includes the company's AI guidelines, AI use cases, and team-specific training programs. Comments were collected on the proposal document, discussed in workshops, and translated into revisions or clarified follow-up actions. As presented in the Table 28 below, the discussion of the proposal, the feedback from the CEO, and the changes we made for the final version.

Table 28. CEO suggestions (findings of Data 3) for the Initial proposal.

Element of the Initial proposal	*Parts commented in Validation*	*CEO feedback (in detail)*	*Development to the Initial proposal*
Element 1: AI Guidelines	a) Principles table (good practice, common mistake, do this instead)	The CEO suggest keeping the wording concise and action oriented. Be specific about errors and fixes. Include a clear brief signed by the team manager before the company releases any information.	Rewrote items in simpler language and made the "Do this instead" column more specific (e.g., "Have your manager review and add: 'Reviewed by [Name]'"). Limit the scope to the eight core principles.
	b) Activity guide (what's allowed, conditions)	The CEO suggests clarified that the "public version of the additional rules" requires legal review before publication.	Updated labels and examples; added legal review requirements.
	c) Information labels (Public, Internal,	The CEO suggests adding a new line of rules about "Where to store" and "Avoid this situation" and clarified	Expanded storage and "avoid" guidance in each line; added a line: "When

	Confidential, Restricted)	the guidance for "When unsure".	unsure, treat it as confidential and ask.”
	d) Add “AI-Assisted” tag to indicate AI used	CEO suggests to clarifying that tag not required for minor internal edits but required for internal drafts when AI shaped most of the text. And always required for public projects. Provide short example text to the employees	Keeps the matrix but make it simpler. Includes two example text to copy and paste.
	e) Tool scorecard	CEO suggests to clarifying ownership of each approved tool.	A new row has been added, with each tool having a named owner and supporting paths.
	f) “Ready to publish” checks	CEO suggests to renaming “Team that use it” to “need-to-know teams.” Keep evidence lightweight.	Change the label and keep the proof as a short record: list of sources, note text, review record.
Element 2: AI use cases	a) Use-case rows (Who, Input, Output, Safeguards, Done when)	CEO suggests making it clear what is input and what is output; keep one success check per line	Edit all rows to use simple terms like "Inputs", "Outputs", "Safeguards", and "Completion Time" (e.g., "Recording → List of actions with owner and date").
	b) Scope of the table	CEO suggests adding an external-facing paradigm, an internal paradigm, and a technical paradigm to each team for even adoption.	Make sure each team has at least two high-value, actionable use cases, including one relevant public-facing use case.
	c) Ownership	Show who signs off for public items.	Added the sign-off roles (e.g., "Legal Review," "Manager Review") to the "Safeguards" cell for public items.
Element 3: Team-specific training	a) Format and length	CEO suggests keeping training short and practical. Use the team's actual work documents. No lectures.	Each team will have two 60-to-75-minute sessions using live materials; a brief office hour will be added for questions.
	b) Relation to Element 1 and 2	CEO suggests making connections clear: Each exercise should use a use case and guideline rules.	Each team plan now references the matching use case and indicates the exact rule or check used in the exercise.
	c) Consolidating team changes	CEO suggests asking each team to make a small, visible update (template,	Added a require "one small edit" results (e.g., adding note text to a team

		label, checklist) at the end to help make it a habit.	template, adding a label to a shared folder).
	d) Follow-up and measurement	CEO suggests defining two simple signals that indicate learning is occurring.	Added team-level checks: Second review rate of public projects and usage of shared templates, reported in the first two quarters.

As seen from Table 28, we defined the AI guideline (Element 1) for better clarity and consistency. The CEO recommendedusing more concise and clear wording and also asked that the "do this instead" section clearly list out actual solutions, and not just brief ideas. We rewrote the principles table with simple language that are easire to understand and also optimized the activity guidelines and added that any public project must undertake legal review before any releasing. Additiaonlly, we also expanded the information tags to make it clear on where projects are stored and what content should be avoided, we now also make it clear in the guidelines that if there is anything unsure, then treat the project as confidential information and consult relevant members to make sure it's safe. As for the "AI-Assisted" tag, we lao clarified the meaning it, which now this tag is no longer needed for most internal drafts, but must be added for public projects when AI assists in generating or shaping content. In addtion to that, there is also the owner of each approved tool displayed on the scorecard and the "Ready to Publish" line uses "Teams that need to know" instead of "Teams that use the tool" and preserves all the changing logs by recording sources and comments briefly.

We adjusted the Element 2, AI use case, a bit to make it easier to be used, each row now adopts simple terms that represent inputs, outputs, safeguards, and when the task is considered as done. There are also at least two high-value, actionable use cases for each team which includes one relevant public-facing use case that make sure the balanced adoption; the ownership is also clearly visible now after the adjustment and the "Safeguards" cell now shows who has approved the public items like legal review or manager review. Putting these changes together make the table easier to read and also reduce any possible confusion in daily work.

We emphasize the practicality of team training in Element 3, the team-specific training program, each team will conduct two short training sessions using the working documents that are used the most and followed by a brief Q&A session. To help everyone better understand how the different parts are connected, each exercise is now

linked to relevant use cases and specific rules in the guidelines. Additionally, to make sure the learning sustainability, each team will also make some small, visible changes at the end of the training like adding comment lines to the template or adding tags to shared folders to make sure they get hands-on experience. We also have added two simple checks to reflect early progress from the first two quarters which includes the number of times that the secondary reviews of public projects as well as the number of times of the use of the shared templates. These changes match the proposal with the company's goals for speed, quality, and security, while ensuring easy and achievable adoption.

The initial proposal was revised based on the CEO's feedback and suggestions which result in the final proposal. The final proposal is presented in the next section.

6.3 Final Proposal

The final proposal integrates shared AI guidelines (Element 1), the teams' AI use cases (Element 2), and team-specific training programs (Element 3) into a cohesive operating model for the company's daily AI works. It is designed for deployment right away and its main purpose is to make sure the safe and effective AI application within the company that help teams complete drafts and prototypes faster, improve the clarity and quality of shared work, and safeguarding the assets. Through a lightweight approach this solution aims to optimize processes of using clear rules, small, repeatable tasks, and short-term training based on the real-world documentation, which replaces the initial experimentation with a consistent working approach that can be reviewed and improved as the time move on.

The core the proposal is the company's AI guidelines which consist eight concise principles in a simple and a easy to understand language that explain what are the activities are allowed and what are requiring additional review. Public content edited by AI need to include an "AI-assisted" tag with note explanation and go through relevant legal or brand review. Internal drafts that used only minimal AI editing do not require labels. A scorecard defines how new tools are approved and appointed an owner for each approved tool. A brief "ready to release" check verifies facts and sources, rights and permissions, basic security, and data handling, followed by a brief record. These notes cover the CEO's requirements for simplified wording, clear ownership, and legal review of public content.

AI use cases (Element 2) putting the guidelines from element 1 into actions. Each department now has a small set of high-value use cases with the same structure: clear starting inputs, expected outputs, applied safeguards, and how to know when it is done. The use case set is balanced, so each team has at least one external use case, one internal use case, and one technical or operational use case. The ownership of the common projects is clear, and success checks are adopted for each line to reduce confusion. For example: Development drafts, cleans, and tests code; Engineering runs mockups and product integration trials; Design handles brand visual variations; Marketing writes campaign copy and social media posts; Operations drafts and automates SOPs; Product Management handles product briefings and meeting assignments; and User Research handles anonymous summaries and insight sharing. We designed the patterns to make it concise: act on secure input, build clean and reusable output, implement safeguards, and then confirm when it is done.

The team-specific training programs (Element 3) outlines how employees will learn and stick to the habit. Each team will conduct two short, hands-on exercises using their own real work tasks, then hold a brief office hour. Each exercise will be related to a specific use case and will point to a specific rule in the AI guideline, so the connection is easier to understand. To strengthen this habit, each team will make a small but visible change; for example, adding a comment to a template or adding a save tag in their shared folder, then apply it to their daily work. This approach also reflects CEO's request to keeping training short and practical, avoiding lectures, and creating outputs that the team will actually use.

The delivery model is clear. HR is responsible for the entire coordination, keeping the shared workspace updated, and keeping track on the completion. Legal and Brand approve public materials as needed. Security advises on data handling and investigates any reported issues. Additionally, every approved AI tool has a clear owner and support path. For AI use cases, team managers are responsible for daily adoption and internal "release readiness" checks within their teams, while peers provide secondary reviews for public items.

We'll measure progress simply during the first two quarters. We’ll track each team's training completion, how many passed the “ready to publish” check, any rights or privacy issues (the goal is zero), the share of public projects that received a second human review, how often shared templates are reused, and a quick survey of time saved and

employees' confidence in using AI. These measures are designed to be intentionally light. They can be captured from existing systems and provide enough signal to see where need to be improved and where need to be simplified.

Table 29. Final Proposal for the AI Adoption Plan (A Full View).

Element 1: AI Guidelines [Updated after validation]	**Element 2: AI use cases** [Updated after validation]	**Element 3: Team-specific training** [Updated after validation]
Purpose: A guideline that make sure the safe, consistent, and rapid use of AI across teams. **Company-wide eight principles for responsible AI** • Clearly identify the source and error; specify what needs to be corrected. • Always protect the security of people, brand, and data. • Prioritize the use of approved tools; other tools require owner approval before use. • Ensure all publicly available output is handled manually. • Simplify decision-making records as much as possible. • If in doubt, treat it as confidential information and consult the relevant personnel. • Never add any confidential information to prompts or uploaded content. • Use the minimum amount of data required to complete the task.	**Purpose:** help people move from “I know the rules” to “I know where this helps my work.” **The structure of use-case rows** • Use simple terms like "Inputs", "Outputs", "Safeguards", and "Completion Time" • A clear success check for each row. **Balanced set for each team for the scope of the table** • Each team needs at least two high-value use cases, one for the public and one for internal use. • Depending on the situation, a technical or operational use case is required. **Ownership** • Show who signs off for public items. • Add the sign-off roles to the "Safeguards" cell for public items.	**Purpose:** integrates the knowledge gained from Element 1 (guidelines) and Element 2 (AI use cases) into the team’s daily work. **Format and length** • Two 60–75 min hands-on sessions for each team using their real work files, no lectures. • Arrange short office hour for questions after the sessions. **Connections to Element 1 and Element 2** • Each exercise is related to use case and guideline rules. • Adopted exercise during the training sessions that match the exact use case and guideline rules. **Consolidating team changes after the trainings** • Each team makes one final, minor change, like adding a review notes field to the template, or adding a "Save" tab to the shared folder and then starts using it during daily work.

Activity guide • Internal notes and summaries • Public drafts: public version of the additional rules and legal review before publication. • Coding help • Exploring data • Legal or contract text • Decisions about people • Uploading very sensitive info **Information labels** (what to store, what to avoid) • Public / Internal / Confidential / Restricted with a one-line rule for storage, access, and "avoid this situation." • Added line for where to store and avoid per label. • When unsure → Confidential & ask. **"AI-assisted" tag** • Required for public outputs when AI shaped most of the content • Not required for small internal edits or wording tweaks. • Include a short note (e.g., "AI-assisted" tag). **Tool adoption scorecard & ownership** • Five checks: supplier security, company data control, real work value, fit with setup, and ownership and support. • Assigned a named owner and supporting paths for each tool.	**Use case examples for each team** • Development: code generation, debugging, documentation, technical problem solving. • Engineering: model training, product integration, feature prototyping. • Design: visual design, interface design, prototyping, variant exploration, visual directions with rights & brand checks. • Marketing: campaign content, copywriting, social posts visuals, brainstorming. • Operations: document drafts, workflow automation, internal problem solving. • Product Management: feature documentation, meeting notes, project management, planning support, outline concepts. • User Research: interview summaries, research planning, communication, insight sharing, field notes taking.	**Follow-up and measurement** • Secondary review rate for publicly disclosed items. • Reuse rate of shared templates. • Reported by the team and kept concise. **Training sessions for each team** • Development: small coding task, apply to team's codebase. • Engineering: prototyping exercise, apply to team's real models. • Design: sample design brief, apply to actual mockups. • Marketing: draft ad copy, apply to real campaign materials. • Operations: reporting task, apply to internal datasets and reports • Product Management: outline a brief, apply to decision docs. • User Research: short interview summary, apply to real research data.

"Ready to Publish" Checks • Facts and Sources; Copyright of Image, Font, and Code. • Quick Security and Fairness Review • Data Processing. • Public Projects Require Secondary Manual Review. • Added Brief Record. • Rename “Team that use it” to “need-to-know teams. **Team-Specific guidelines** • Do and don’t guide for each team		

The final proposal in Table 29 shows all the elements included, in full view: (1) AI guidelines, (2) possible use cases of how the tool can be applied to work, and (3) practical trainings to utilize AI in daily workflow that built accountability, evidence and clear metrics into the plans. We have intergrated all agreed updates from the validation process into the documentation and making sure clear labeling. These changes include make the wording in the principles simpler, make information labels clear, adding the "AI-assisted" tag, and assigned ownership for each approved tool. Additionally, we have added a "Ready for Publish" checklist, balanced the use case set for each team, created a short but practical training course using their real work files, and set clear follow-up and measurement. CEO approved it for implementation.

Next, Section 7 presents the executive summary of this study and the evaluation of the thesis.

7 Conclusion

This section contains an executive summary of the thesis, provides suggestions for next steps and further developments, and an evaluation of the thesis work.

7.1 Executive Summary

This thesis addressed a real business problem faced by the case company. AI was being used actively in the company, but progress was uneven across teams, and there was a lack of a shared approach for using AI safely and consistently in daily workflow. The goal is to build a practical AI adoption framework that offers a common methodology and training program for every team, helping the employees to use AI confidently while making the quality, brand, and the data security. The main outcome is practical methods that teams can use to their daily work right away and not just theoretical models.

This study adopted an applied action research methodology which data was collected in three different rounds. The first round, Data 1, is to gather current situation analysis data through interviews with member from each team, reviewing internal company documents, and the participant observation of the researcher. The second round, Data 2, is collected data through the co-creation with the directors through meetings and interviews the guide the proposal development. The third round, Data 3, is to have the company CEO reviewed and validated the initial proposal.

From the CSA, it also revealed some specific issues contributing to these gaps which includes independent teams AI experimentation, different levels of AI adoption across different teams, and a lack of consistent AI guidelines as well as the structured training on AI adoption. Based on these identified challenges, the literature review focuses on discussing available knowledge and best practices for AI adoption, governance and role-based training programs, and translating them into daily practices so people can follow. Taken together the CSA findings and best practices from the literature review pointed to a practical path to AI adoption starting with shared guidance that everyone can understand, translating that guidance into team-specific use cases, and reinforcing it with brief, hands-on training using real-world work materials. These constituted the foundation of three elements of the initial proposal.

The final proposal outlines a practical, three-part AI adoption plan to transform the policy into daily workflow and achieve measurable outcomes. First, a company AI guideline with eight simple principles and tools that people can use without additional processes was created. Information is labeled "Public," "Internal," "Confidential," or "Restricted" so teams understand what is allowed and where documents are stored. If there is any doubt or uncertain, confidential information is handled and raised to the appropriate owner. Public items adjusted by AI need to include an "AI-assisted" tag and, for regulated topics, a quick legal check, while small internal edits don't need tagging. A ready-to-publish check confirms facts and sources, rights for images, fonts, and code, a brief safety and fairness pass, and one more human review, with a light record like a source list or review note. The scorecard approves AI tools based on five checks which includes supplier security, control over company data, real work value, fit with company set up, and clear ownership and support, this also means each approved tool has an owner.

Secondly, by clearly defining where to begin, what to deliver, what security measures to apply, and when to complete the wor, AI use cases translate rules into action; with clear prompts and no secrets, the development team is responsible for code generation, debugging, documentation, and testing; the engineering team handles model execution, product integration, and prototyping, and also providing reusable notes and peer review; the design team focuses on visuals, providing clear permissions and documentation that are editable; the marketing team handles marketing campaign content, copywriting, social media visuals, and brainstorming; through privacy checks and sample testing, the operations team aims to automate workflows and drafts; the product management team providing manual approval that handles briefings, planning, and planning support; the user research team remove sensitive information and link to evidence through writing summaries, plans, insights, and field notes. As each AI use case is following the same model that includes inputs, outputs, security measures and completion, this enabling teams to transition from idea to delivery with just some simple steps, and management will be able to monitor progress without adding any additional reporting. Thirdly, with concise team training courses it also make sure the change remains effective, as each team receives two hands-on training sessions using real-world work materials, the training content aligns with actual use cases and rules, which includes brief Q&A sessions to address any issues they might faced. The early progress is tracked through the training completion, release approval rates, public projects secondary reviewe, shared templates reused, and quick surveys that are designed to measure time savings and user confidence in using AI. These elements together build a viable solution that

improves the speed and quality of AI adoption while maintaining data, legal, and brand safe.

The Validation was conducted through a structured review with the CEO, which materials were shared before the review, and then during the working meeting, we ran three example scenarios and then discussed the scope and metrics. The feedback was focused primarily on the areas that includes more direct wording, clarification on which common projects require legal review, clarification on approved tools ownership, evidence simplified, and linking each training exercise to the specific use cases and rules. The tools received an overall rating of green or yellow, that require some minor modifications, but for continued development, its core structure has been approved.

The expected business impact on the company is concrete and short-term. Teams will complete first drafts faster, reviews will be clearer, public communications will be more consistent, information handling will be more secure, and ownership of tools and approvals will be clearer. Progress over the first two quarters will be tracked through several metrics in the guide: team training completion, pass rate of readiness-to-release checks, number of rights and privacy-related issues, secondary reviews of public projects, reuse of shared templates, and a short survey on time savings and confidence of people in using AI. When these signals are heading for the right direction, it means that the adoption plan is viable, aligns with the company's goals for speed, quality, and security, and moves AI from experiments to a dependable part of daily work.

7.2 Next Steps Towards Implementation

The goal of case company was to establish a clear, shareable approach for AI adoption across company. The proposal provided general AI guidelines, AI use cases, and team-specific training programs to make sure employees understood what actions were and were not allowed, and how to work safely and consistently. The proposal sets simple rules for handling data and disclosing the use of AI. It clarifies when AI-enabled work requires briefings, identifies reviewers for public projects, and designates owners of approved tools. This foundation helps teams to move faster while making sure quality, brand, and information security. Further steps towards the final proposal implementation can be considered as follows.

First, assigned owners for each part of the adoption. One person will oversee the company AI guideline, one person will own each approved AI tool in the scorecard, and one training owner will be assigned to each team. These owners are in charge of maintaining content, handle issues, and monitor a number of defined measures (training completion, release inspection passes, incidents, second reviews, template reuse, and survey responses). Set up a Notion page as the single source of truth and pin a quick link to it in Slack so everyone can quickly find the latest version whenever they need.

Second, finalizing the text and get approval. Based on the validation results, revise the wording, and if there is any doubt, treat it as confidential and check, and add guidance in the "AI-Assisted" tag to explain the difference between internal drafts and public content. For fix or public topics, conduct a quick legal check and document the owner and review path in the guidance table. This step should be finished within two weeks so that teams can start using these materials without any doubt.

Third, publish and share these resources with the entire company in short releases. Avoid releasing everything all at once. Share a quick overview of where to find the guide, an example use case for each department, and how the "Ready to Release" check works. When people are unsure about something, they can ask questions in a dedicated Slack channel and commit to weekly "Office Hours" for the first month. The goal is to help the employees learn quickly without the need of adding new processes.

Fourth, quickly validate value thorough conducting short-term pilot projects, which each team selects two high-value use cases from the use case list, one internal and one external for public, and then completes them according to the new rules. And then track "completion time" metrics and keep the evidence concise which includes list of the sources, add tags or notes if AI was used in content creation, and provide a brief review log, and at the end of each pilot project, collect information on what worked, what was progressed to slow and then can be improved, and any changes are needed on the template or process. Complete these pilots within the first four to six weeks to provide concrete examples that other teams can follow or duplicate.

Fifth, implement a tool scorecard and ownership model. For tools already in use, identify the ownership and support paths, and record benchmark scores (security, company data control, actual work value, onboarding fit, ownership/support). When there is any new tool request, it must go through a fast evaluation, with a passing score of 10 or more and

a decision in five business days. This makes sure safe experimentation, avoids slowing down the team, and make it clear who can answer the question, “Can we use this tool?”

Sixth, conduct team training in a tight, hands-on format. Each team will have two sixty to seventy-five minute sessions, using real work materials and relevant use cases. Clearly demonstrate the connection to the guideline by showing the inputs, outputs, safeguards, and "completion time" for each exercise. There will also be an office hour scheduled during the same week to address any questions or concerns. Each team will conclude the training with a small, visible change (like adding a permission check line to a design template or a review comment to a pull request) to help the new practice stay with the team.

Seventh, use the simple metrics defined in the guide to keep track of the progress and conduct monthly reviews. HR and Operations are responsible for updating the training checklist. Team manager reports the pass rate of the readiness-to-release checklist and confirm secondary reviews of public projects. Engineering and Security are responsible for reporting rights or privacy incidents, with the cause and how they were fixed. Teams mark out template reuse and maintain a simple decision log. Share a single-page dashboard in Notion and a brief summary in Slack so that everyone, not just leadership, can see the updates and progresses.

Eighth, manage risk and change with simple checks. We will repeatedly remind the team not to enter names, IDs, or any sensitive information in the prompts throughout the entire process. The legal review is also mandatory to both public and fixed topics and when there is anything in doubt, we will need to set it confidentiality and check before any other actions. We also encourage each team to point out any unclear points and communicate them actively in the Slack channel so that answers can be recorded and reused by everyone. This entire setup made sure that both the framework's security and also improves the process efficiency.

Ninth, for the second quarter, we develop an improvement plan that utilize the metrics and feedback from the first quarter to make improvement on confusing rules, and then adding two or three new high-demand use cases, and remove all rules that were not being used. Additionally, we also see if there are any new employees or low-performing roles that are requiring additional training, the goal is to have a steady and lightweight improvement throughout the process.

In summary, these steps translate proposals into routine practice without adding too many extra steps. It also assigns responsible people that helps reduce confusion and short-term pilot programs can be used to build momentum, while making sure the safety and effectiveness of the tools with the scorecards, and monthly reviews make sure the approach continues to support the company's needs: speed, quality, and safety.

7.3 Thesis Evaluation

This thesis aims to establish a practical AI adoption framework for the case company, the final outcome is a concise operational guide that includes clear company guidelines, use cases that tailored to each team, and brief practical training programs. As these three elements all targeting the same goal which is bridging the knowledge gap in different teams and providing them with a clear guidance and training so they can use AI confidently and consistently. The framework was reviewed by the company CEO which confirmed its effectiveness with minor adjustments in wording, responsibility, and accounting.

When translating policy into real action, quality is the most important in this thesis, the tables and checklists that are used to reduce confusion, ownership are stated clearly, and the "done when" criteria also help to reduce any potential issues. Additionally, the validation approach which includes sharing materials in advance and going through scenarios also kept the discussion focused on evidence and fact that prevented it from beoming vague opinions. Moreover, the co-creation sessions with the directors and the CEO reviews also provided solid internal validation of the findings through current state analysis, this data collection approach connected back to actual problems that were seen in the company, and not the ones that were just being assumed.

There are also some important limitations. The validation was centered on one senior decision-maker, so the sample was small and may reflect leadership bias. The color ratings and 1-to-5 scales are structured judgments, not actual measurements, so causal effects cannot be proven at this time. As these materials are tailored to a specific company's situation, tools, and brand positioning, the findings are not broadly applicable, meaning any company wanting to use them elsewhere will need to make adjustment before adopting. Apart from that, the reliability has not been tested over the long term,

and without a clear maintenance plan beyond "simple record keeping," these checklists may become unreliable because of a lack of regular maintenance.

Moreover, several things should be done differently. First, a short pilot should be conducted with a before and after metric. For example: the pass rate of pending release checking, the frequency of the actual secondary audit, and time saved in quick investigations. This would translate judgments into actual observed effects. Second, consider costs like benefits and measure them carefully, this includes the training time, the auditor time, and the tool costs. In this way, managers can also judge the pros and cons fairly. Third, for easier understanding, make the key terms like "clarity," "feasibility," and "risk" into something with short and practical definition, translating principles into a sentence action and provide a simple "do this instead" example for each action to reduce any uncertainties.

The adopted action plan aligns with the company's needs from a methodological point of view, however, it still need strengthening for the relevance of the evidence, and because of this, the future versions should integrate draft records, decision logs, and score sheets into a single appendix table which can clearly demonstrate how each change was driven by the actual needs. This also means to develop a lightweight maintenance plan like reviewing events every quarter, checking tools twice every year, and assigning responsibility for each part of the framework.

For companies facing similar challenges, the author suggests using this framework as a starting point and empower it through the targeted learning. The first thing will be involing frontline employees in the validation process to make it clear and understand the real work challenges, and then, conduct short-term pilot programs that track key metrics which includes the adoption rate, compliance, and time savings. Furthermore, costs and benefits need to be carefully tracked so managers understand the real situations so that we can ensure the solution is feasibility, also each principle should have a definite example, and developing a simple maintenance plan that includes designated responsibilities will help ensure everything is going as planned. Also making sure to document all decisions in a change log that will make it easier to monitor the aspects that are improve over time.

For researchers that are working in similar fields, there are many promising research directions can be worth of exploring, this includes studying the differences in adoption

patterns across different team or company types, comparing the effectiveness of training for different roles, testing whether role-specific training is more effective than the general training, and understanding how different governance options can affect quality and speed. Through combining these steps, it can transform a well-structured proposal into practices that are evidence-based and create knowledge that others can learn from in the real-world situation.

7.4 Closing Words

As AI has becoming something that are increasingly important in everyday work now, businesses need to adopt a practical framework for the AI adoption. But building one can be quite challenging. Companies must balance speed, quality, and security while dealing with uneven skills across different teams, too many different AI tools, strict data and privacy rules, and teams tired of constant changing. A practical approach is to start with shared rules that everyone understands, translate them into some high-value use cases for each team, add simple governance to the tooling and public releases, and make the changes stick with hands-on training and easy to track metrics. When this framework becomes a regular practice rather than a singular initiative, AI will move from just testing to a stable, trusted part of daily workflow.

References

Aryal, G. R. (2024). Artificial Intelligence (AI) and Copyright Law in Nepal: Bridging Legal Gaps in Digital Era. Sudurpaschim Spectrum, 2(2), 67-80.

Adobe. (2024). Choice in generative AI models & advances in Firefly. Adobe Blog.

Adobe. (2024). Growing responsibly in the age of AI: Adobe Firefly and Stock. Adobe Blog.

Ahmad, A. F. (2024). Artificial intelligence in 2026: predicting breakthroughs and challenges. American Journal of Engineering, Mechanics and Architecture, 2(7), 107-115.

Accenture (2023). Strategic positioning of the GenAI Studio of Accenture Industry X to provide maximum value and impact across.

Boston Consulting Group. (2024). AI adoption in 2024: 74% of companies struggle to achieve and scale value. BCG Press.

Bughin, J. (2020). Artificial intelligence, its corporate use and how it will affect the future of work. In Capitalism, Global Change and Sustainable Development (pp. 239-260). Cham: Springer International Publishing.

Brynjolfsson, E., & McElheran, K. (2016). The rapid adoption of data-driven decision-making. American Economic Review, 106(5), 133–139. https://doi.org/10.1257/aer.p20161016

Brynjolfsson, E., Li, D., & Raymond, L. (2025). Generative AI at work. The Quarterly Journal of Economics, 140(2), 889–948. https://doi.org/10.1093/qje/qjae044

Capgemini Research Institute. (2020). The AI-powered enterprise: Unlocking the potential of AI at scale. Capgemini.

Díaz, J. (2023). Canva embraced generative AI—now it's changing the way people work. Fast Company. https://www.fastcompany.com/90931755/canva-design-company-2023-generative-a

Dignum, V. (2019). Responsible artificial intelligence: Designing AI for human values. Springer. https://doi.org/10.1007/978-3-030-30371-6

Dwivedi, Y. K., Hughes, L., Ismagilova, E., Aarts, G., Coombs, C., Crick, T., ... & Williams, M. D. (2021). Artificial Intelligence (AI): Multidisciplinary perspectives on emerging challenges, opportunities, and agenda for research, practice and policy. International journal of information management, 57, 101994.

Floridi, L., Cowls, J., Beltrametti, M., Chatila, R., Chazerand, P., Dignum, V., … Vayena, E. (2018). AI4People—An ethical framework for a good AI society: Opportunities, risks, principles, and recommendations. Minds and Machines, 28(4), 689–707. https://doi.org/10.1007/s11023-018-9482-5

IBM Institute for Business Value. (2023). IBM Global AI Adoption Index 2023. IBM. filecache.mediaroom.com

Kakatkar, C., Bilgram, V., & Füller, J. (2020). Innovation analytics: Leveraging artificial intelligence in the innovation process. Business Horizons, 63(2), 171–181. https://doi.org/10.1016/j.bushor.2019.10.006 sciencedirect.com

Kananen, J. (2013). Design research (applied action research) as thesis research: A practical guide for thesis research. JAMK University of Applied Sciences.

McKinsey & Company. (2024). The state of AI in early 2024: Gen AI adoption spikes and starts to generate value. McKinsey.

Mikalef, P., Conboy, K., & Krogstie, J. (2021). Artificial intelligence as an enabler of B2B marketing: A dynamic capabilities micro-foundations approach. Industrial Marketing Management, 98, 80-92.

Microsoft & LinkedIn. (2024). 2024 Work Trend Index: AI at work is here. Now comes the hard part. Microsoft News Center.

Muehlemann, S. (2024). AI Adoption and Workplace Training. Available at SSRN 4990293.

Meduza, G. (2025) Companies are using AI in sales and marketing, although it is most effective at tedious tasks: The result is dismal: Only 5% of cases show real benefit. Meduza. https://meduza.io/feature/2025/08/26/kompanii-ispolzuyut-ii-v-prodazhah-i-marketinge-hotya-effektivnee-vsego-on-spravlyaetsya-so-skuchnymi-zadacham

Partnership on AI. (2024). Synthetic Media Framework case study: Adobe—How Adobe designed its Firefly generative AI model with transparency and disclosure (Case submission). Partnership on AI.

Partnership on AI (2024). How Adobe designed its Firefly generative AI model with transparency and disclosure [Case study]. Partnership on AI.

Raisch, S., & Krakowski, S. (2021). Artificial intelligence and management: The automation–augmentation paradox. Academy of management review, 46(1), 192-210.

Russell, S. J., & Norvig, P. (2021). Artificial Intelligence: A Modern Approach, Global Edition 4e.

Saunders, M., Lewis, P., & Thornhill, A. (2019). Research methods for business students. Pearson education.

Rasmussen, K. (2024). Meet Figma AI: Empowering designers with intelligent tools. Inside Figma. https://www.figma.com/blog/meet-figma-ai/

Singla, A., Sukharevsky, A., Yee, L., Chui, M., & Hall, B. (2025). The state of AI: How organizations are rewiring to capture value. McKinsey & Company, 12.

Stanford Institute for Human-Centered AI (HAI). (2024). AI Index 2024 Annual Report. Stanford University.

Stjernfeldt, T., Möttus, D., & Kemenes Kasza, A. (2025). Drivers and Barriers to AI tool adoption in Technical vs. Non-Technical Departments.

Wamba-Taguimdje, S.-L., Fosso Wamba, S., Kamdjoug, J. R. K., & Tchatchouang Wanko, C. E. (2020). Influence of artificial intelligence (AI) on firm performance: The business value of AI-based transformation projects. Business Process Management Journal, 26(7), 1893–1924. https://doi.org/10.1108/BPMJ-10-2019-0411

Wilson, H. J., & Daugherty, P. R. (2018). Human + machine: Reimagining work in the age of AI. Harvard Business Review Press.

Zhang, A., & Lee, M. K. (2025). Knowledge Workers' Perspectives on AI Training for Responsible AI Use. In Proceedings of the 2025 CHI Conference on Human Factors in Computing Systems (pp. 1-18). https://arxiv.org/abs/2503.06002

WRITTEN STATEMENT
on the use of AI-based tools in this thesis

by Kuo, Chia-Hua, the student of BI Master´s Degree Programme
Thesis title: Practical AI Adoption in a Tech Company: A Company-Wide Framework of Guidelines, Use Cases, and Training

According to the *"Guidance for addressing the use of AI-based tools in studies at Metropolia Business School (for written submissions)"* from August 2023, I make this statement on the use of AI-based tools in my submitted Master´s thesis.

1) Which AI-bases large language models or other AI-based tools I used
   AI-based tools were not used in this thesis.

2) In which parts of the thesis which tools were used, and for which tasks *(please make a list)*
   AI-based tools were not used in this thesis.

3) What portion of the text was helped with these tools, for each use
   AI-based tools were not used in this thesis.

4) Which prompts were asked, exactly *(please indicate the page number in the text where used)*
   AI-based tools were not used in this thesis.

5) Here, I describe what continues an ethical and reliable use of AI-based tools that I used *(use, for example, the recommended documents from "MBS Guidance" referred to above)*
   AI-based tools were not used in this thesis.

6) Here, I describe how ethically and reliably I used the AI-based tools in my thesis submission
   AI-based tools were not used in this thesis.

This written statement makes part of my thesis and is done to help in evaluation and assessment.

03.11.2025 Helsinki
(Data and place)

Kuo, Chia-Hua
(Signature)