# Public Report – Module 2: Qualitative Analysis of Interviews

## 1. Introduction

This report presents the methods, rationale, and early findings from the qualitative phase of research on the adoption of Generative Artificial Intelligence (GenAI) in Brazilian organizations. Building upon the theoretical foundations laid in Module 1 — which focused on the concepts of GenAI, digital transformation, and innovation in business — this phase explores real-world perspectives through interviews with professionals from diverse sectors.

The goal of this stage is to understand how organizations are engaging with GenAI: how it is being discussed, tested, or implemented; what benefits and risks are perceived; what barriers exist; and how issues such as infrastructure, training, governance, and public policy influence adoption.

## 2. Methodology

### 2.1 Chosen analytical approach

This research adopts **content analysis**, based on the methodology of Laurence Bardin (1977), as the primary tool for interpreting qualitative data. This technique is particularly well-suited for working with textual data, such as transcripts of semi-structured interviews, allowing for the systematic identification of themes, patterns, and contrasts.

### 2.2 Why content analysis

Content analysis is ideal for this research because it enables both the classification of explicit responses and the exploration of underlying meanings in participants' discourse. Its structured yet flexible nature aligns well with the research objectives: identifying recurring issues, contrasting experiences, and surfacing relevant dimensions of GenAI adoption across different sectors.

### 2.3 Application steps

- Structuring the interview data using a consistent script

- Conducting an initial reading for familiarity
- Coding excerpts with thematic labels
- Grouping codes into analytical categories and subthemes
- Comparing patterns across sectors and roles
- Interpreting the results in dialogue with the literature from Module 1

# 3. About the interviews

The research includes **10 semi-structured interviews** with professionals from sectors including finance, education, technology, public services, and startups. Participants range from C-level executives to tech leads, system engineers, and innovation managers — providing diverse insights into the organizational use and perception of GenAI.

Interviewed organizations include: **Fidela, PagBank, Bradesco, BCG X, Logicalis, Grupo Q, Ânima Educação, Skyone Solutions, BTG Pactual**, and a public policy-focused edtech. The sample was designed to reflect varying levels of digital maturity, regulatory environments, and market positioning.

The interviews explored current and planned uses of GenAI, perceived benefits and risks, infrastructure needs, internal capabilities, cultural barriers, and views on government regulation.

# 4. Key insights

- **Adoption paths vary**: Some organizations were led by technical teams; others responded to top-down directives from leadership. In many cases, adoption was reactive, sparked by external trends rather than internal strategy.
- **Use cases are emerging**: Respondents mentioned using GenAI for automating documentation, generating prototypes, testing software, assisting with customer communication, and summarizing internal content.
- **Perceived benefits include**: Faster execution, higher productivity, improved customization, better scalability, and creative support in early-stage development.

- **Risks and concerns** involve: Information security, misuse of data, lack of control or explainability, dependency on AI tools, and poor-quality outputs.

- **Barriers to adoption** include: Lack of time and technical skills, cost of tools, outdated infrastructure, organizational resistance (especially among senior staff), and unclear governance.

- **GenAI is not seen as a passing trend**, but rather as a technology that will become embedded in business operations — not always visible, but essential to how decisions are made and processes are optimized.

# 5. Preliminary thematic categories

From the initial coding process, 10 overarching categories were defined, each with subthemes:

## 1. Adoption and usage

- Internal leadership vs. technical team initiative
- Market-driven pressure
- Pilot projects and specific use cases
- Maturity of adoption within the organization

## 2. Benefits

- Productivity gains
- Cost and time savings
- Quality improvement
- Customization and scale
- Operational efficiency

## 3. Barriers

- Lack of time and capacity
- Financial constraints
- Technical infrastructure gaps
- Cultural resistance
- Absence of structured planning

## 4. Risks

- Data leakage or misuse
- Lack of explainability
- Ethical and legal exposure
- Inappropriate reliance on AI tools

## 5. Impact on the workforce

- Task reallocation
- Skill redefinition
- Generational differences in adoption
- Changing expectations for technical fluency

## 6. Training and digital readiness

- Formal vs. informal learning
- Self-driven exploration
- Knowledge gaps across teams
- Leadership engagement

## 7. Infrastructure

- Cloud services and integrations
- API limitations
- Legacy systems
- Data governance challenges

## 8. Public policy and regulation

- Awareness of proposed legislation
- Role of government as enabler or barrier
- Experiences with regulatory sandboxes
- Suggestions for responsible innovation policies

## 9. Future outlook

- Integration of GenAI into workflows
- Expectations for automation and personalization
- Concern with low-quality or “hyped” solutions
- Hope for meaningful, long-term use cases

## 10. Recommendations for organizations

- Start with focused, small-scale projects
- Prioritize clarity and strategy
- Avoid superficial or opportunistic use
- Establish governance and internal standards

- Train people — not just systems

## 6. Next steps

- Continue refining codes and categories with full data coverage
- Cross-analyze findings by company profile, industry, and role
- Visualize code frequency and overlap across themes
- Link qualitative findings to theoretical frameworks discussed in Module 1
- Draft the final analytical report with practical and strategic recommendations

## 7. Final reflections

This qualitative phase has begun to reveal how generative AI is being interpreted, applied, and debated across real organizations in Brazil. While some companies are experimenting ambitiously, many still face structural and cultural challenges that limit broader adoption.

What's clear is that GenAI is **not simply an external innovation to be adopted** — it is becoming a foundational layer of how companies think, build, communicate, and compete. Its presence may not always be visible, but its influence will be widespread, embedded in internal processes and strategic decision-making.

For GenAI to reach its potential, companies must balance excitement with responsibility, experimentation with structure, and technology with human judgment.