

The State of Microsoft 365 Copilot: Survey Results

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Initiatives: [Artificial Intelligence](#); [Digital Workplace Applications](#); [Future of Work Reinvented](#)
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Our survey on Microsoft 365 Copilot shows that employees find value in the tool, but organizations face security and enablement challenges and are favoring smaller, business-driven deployments. Digital workplace applications leaders should use this report to assess the state of M365 Copilot so far.

Overview

Key Findings

- Employees are finding value in Microsoft 365 (M365) Copilot but tangible business impact is elusive, leading survey participants to advocate for letting the business drive funding and enablement, rather than IT.
- Enablement activities and security mitigation takes more effort than anticipated, and driving employee use requires frequent training and education. The rapid pace of M365 Copilot change will require significant investments in change management activities.
- The value delivered by M365 Copilot is closely correlated with the degree of information management maturity, suggesting that optimal value capture may require the reengineering of information assets.

Recommendations

- Take a business-driven approach to procurement, similar to that used with Microsoft Office add-ons such as Project and Visio. Let the business fund the licenses and take responsibility for enablement, with IT providing operational fitness.
- Ask digital workplace and software asset management teams to track the monthly and planned changes to M365 Copilot to determine the impact on existing deployments. The product we see in October 2024 will be significantly different in October 2025. Prepare now for substantial change management activities.
- Make a sustained effort to ensure that M365 Copilot is secure and can return accurate answers. Use M365 Copilot as a catalyst for improving information management maturity and governance. Deep expertise in a range of Microsoft Purview services will be necessary, and other M365 security/governance products may also be required.
- Look for use cases where M365 Copilot can have a measurable impact on KPIs. Examine the broader portfolio of Microsoft AI products — such as Teams Premium (with intelligent recap), the evolving Copilot Studio (for custom chatbots) and Copilot with EDP (for no-fee access to premium foundation models) — as alternatives to M365 Copilot.

Survey Objective

The 2024 Gartner Impact of GenAI in the Digital Workplace Survey ¹ was conducted to examine:

- Generative AI (GenAI) use case implementation and impact by business function
- Anticipated and realized benefits of GenAI implementation
- Key challenges in the implementation of GenAI
- Budget impact and resource deployment for GenAI investments
- Prevalence of organizationwide guidance and limitations placed on GenAI usage

Because the survey results were predominantly focused on M365 Copilot, the analysis evolved into an M365-specific survey.

Data Insights

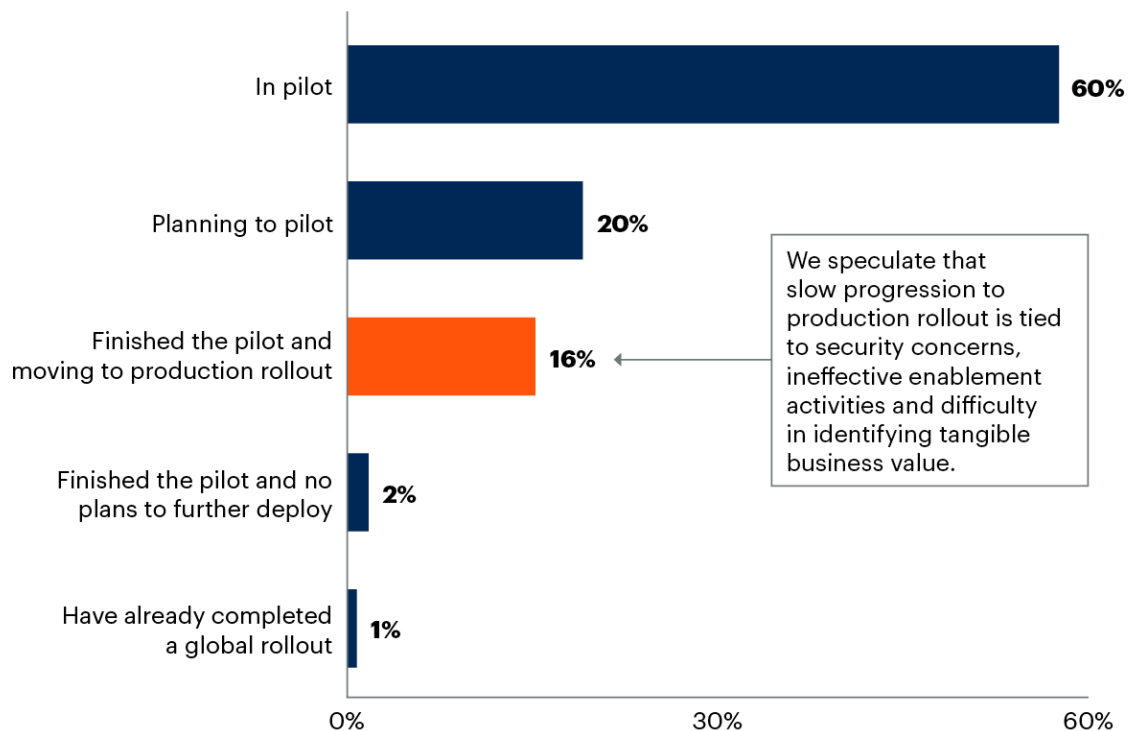
Unprecedented Interest in Microsoft 365 Copilot

M365 Copilot has been in the market for close to a year (general availability [GA]: 1 November 2024), but 80% of respondents are in pilot mode or are planning to pilot (those planning to pilot were excluded from the rest of the survey). One of the primary drivers of the unprecedented interest in Copilot is the fear of missing out, along with employee demand.

However, as cited in the data below, difficulty in driving enablement and security preparations – along with difficulty assessing value – have contributed to delays in expanding deployment beyond pilots. As seen in Figure 1, only 16% have completed pilots at the time of the survey and are moving to production rollout.

Figure 1: Deployment Status of M365 Copilot

Deployment Status of M365 Copilot



n = 165; IT Leaders primarily responsible for Copilot (S02=1), excluding Don't Know

S03. Which best describes the status of implementing (S02) in your organization?

Note: Percentages might not add up to 100% due to rounding off

Source: 2024 Gartner Impact of Gen AI in the Digital Workplace Survey; Gartner's Research Circle members and external participants

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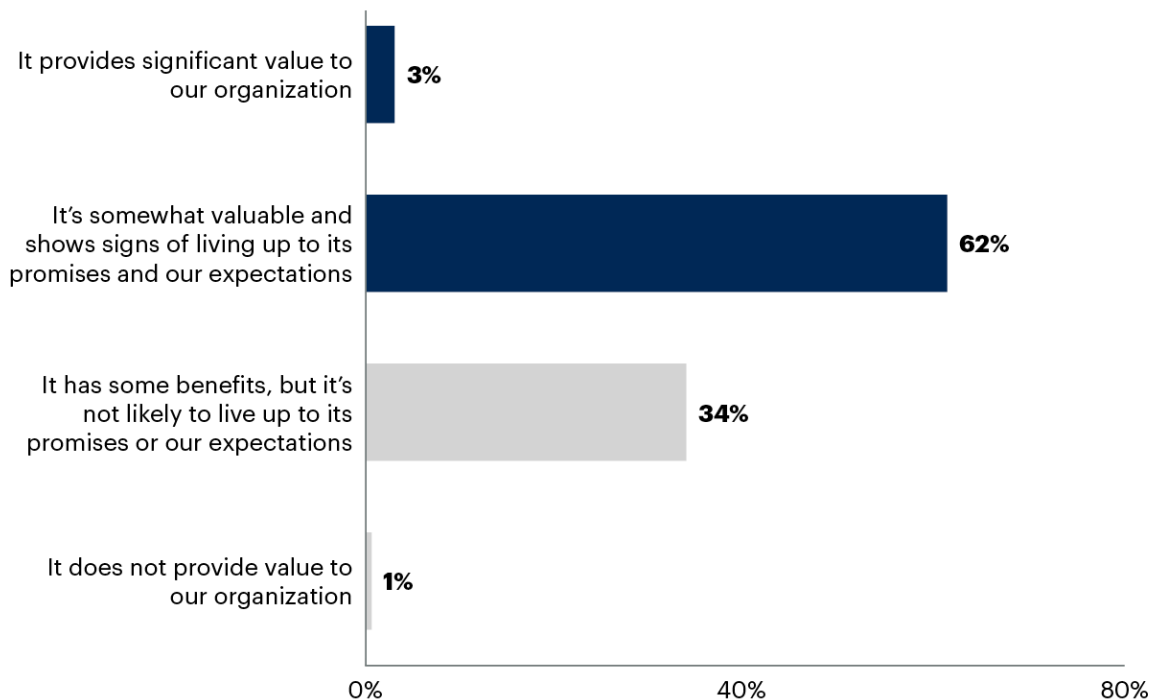
Considering the Price/Value Inequality

At \$30 per user per month, M365 Copilot represents an 83% increase over the list price of the E3 suite. At that price, organizations expect it will provide significant value. As Figure 2 shows, only 3% of respondents currently believe that it delivers significant value. This has led to a price/value inequality situation where organizations encounter friction when contemplating an enterprise rollout of M365 Copilot. So, one of two things needs to happen to rightsize the price/value ratio: The price needs to be reduced, or far more value needs to be realized.

For the time being, Microsoft is pursuing the latter course. Many features still have to reach general availability, and loose ends need to be tied up (such as updating the Copilot orchestrator to be consistent across data types). In addition, new, more workflow-oriented features will be added (for example, a function to set up a meeting with relevant parties based on the email it just summarized). Microsoft will also offer lower priced, lower functionality versions of Copilot called Team Copilots (for chats, meetings and projects). It will also release more specific, consumption-priced versions of Copilot (Custom Copilots from SharePoint).

At the time of the survey, roughly two-thirds of respondents say that M365 Copilot is somewhat valuable, and one-third say that it is not likely to meet their expectation of value (see Figure 2). We explore these dynamics below, but the current price/value situation was perhaps best expressed by a M365 Copilot customer, who concluded after a well-run pilot that “M365 Copilot is a nice to have, not a must have, and \$30 per month is too much for a ‘nice to have.’”

Figure 2: Overall Value Assessment of M365 Copilot

Overall Value Assessment of M365 Copilot

n = 123; IT Leaders primarily responsible for Copilot (S02=1), excluding Don't Know

Q03. In your experience, how would you rate the overall value that your organization gets from the use of (S02)?

Source: 2024 Gartner Impact of Gen AI in the Digital Workplace Survey; Gartner's Research Circle members and external participants

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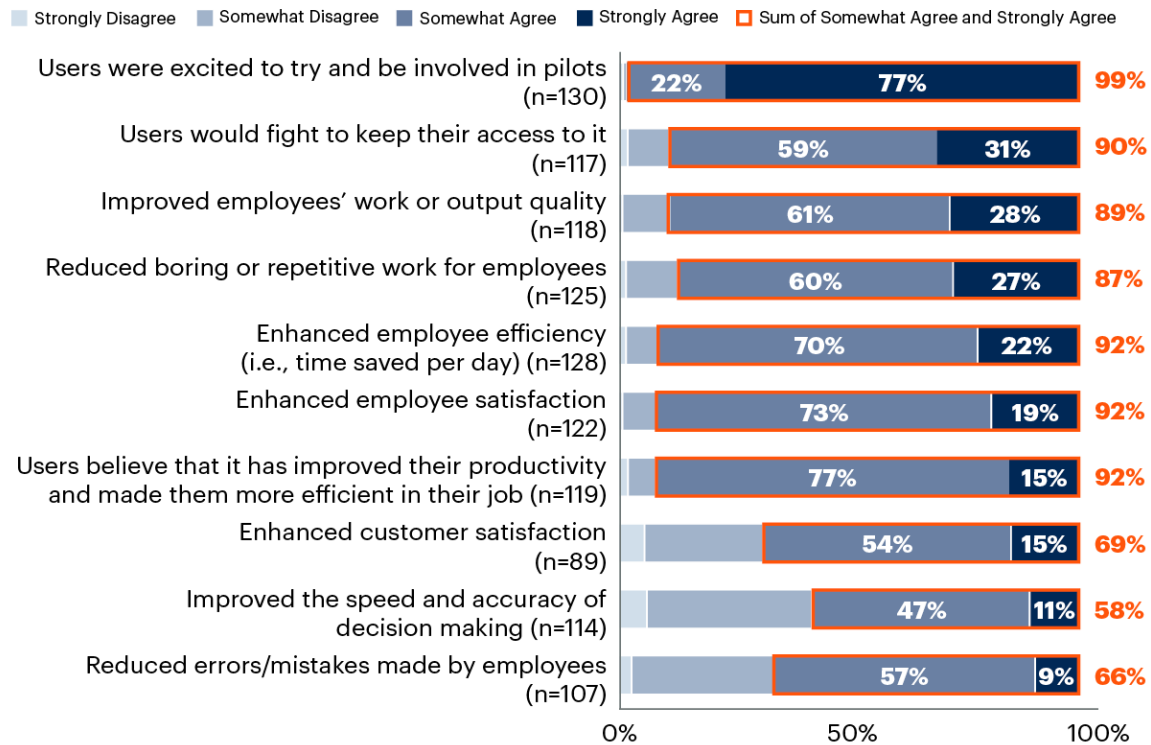
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Understanding Microsoft 365 Copilot Benefits: ROE Versus ROI

On the whole, this data indicates that employees are finding value in M365 Copilot (see Figure 3). We classify these benefits as “return on employee” (ROE). M365 Copilot is helping employees to accomplish more things more easily, and is helping to eliminate digital friction. Employees, however, don't have to worry about the price/value ratio. That is the job of technical and business decision makers, who are looking for solid ROI equations or tangible business impact (the ability to have a material impact on KPIs and/or elimination of headcount), which has, so far, been elusive.

Figure 3: How Employees Are Experiencing M365 Copilot

How Employees Are Experiencing M365 Copilot



n varies; IT Leaders primarily responsible for Copilot (S02=1), excluding Don't Know

Q04. Based on your experience so far, how would you rate your agreement with the following statements regarding the value of (S02)?

Q07. Please rate your level of agreement with the following statements pertaining to users' sentiment on the use of (S02)

Source: 2024 Gartner Impact of Gen AI in the Digital Workplace Survey; Gartner's Research Circle members and external participants

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As a result, Microsoft is deemphasizing its messaging around "time saved" as the most significant M365 Copilot benefit. In our survey, 97% said that users saved time using Copilot, with 46% reporting time savings of up to 14 minutes per day. While this has an ROE benefit, it may not necessarily be an ROI benefit.

Individuals saving time does not mean that teams are collectively saving time, and time saved does not mean that saved time is being used productively. Simply put, time saved does not necessarily equal business value.

Instead of time saved, Microsoft is elevating messaging around a customer implementation strategy called “Business Case Builder” which helps customers to target M365 Copilot at specific business unit KPIs and is supported by a Copilot Scenario Library. This strategy, however, assumes more trust in the product (for business-critical processes) and requires more of a relationship with business decision makers, but Microsoft has much stronger relationships with technical decision makers. Consequently, Microsoft is likely to rely more heavily on systems integrators to drive M365 Copilot sales, because of their targeted focus on business outcomes.

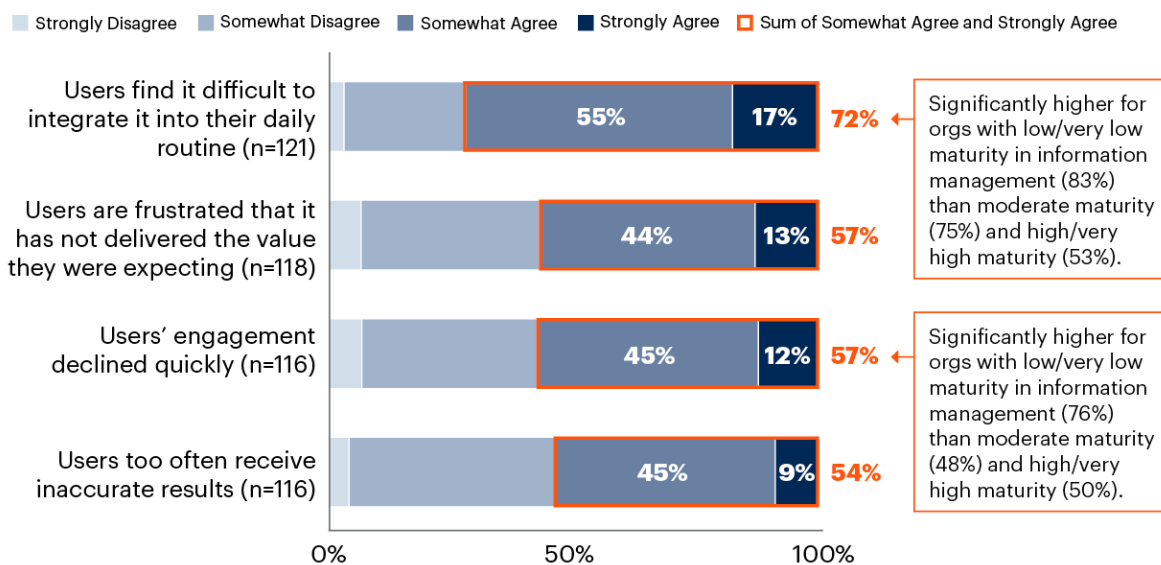
Realizing the Importance of Improving Information Maturity to Ensure Success

Figure 4 shows some of the challenges that customers face in delivering sustained M365 Copilot value (see [TechWave Podcast: Perils and Promises of Copilot for Microsoft 365](#)). Perhaps the most troublesome challenge is that close to six out of 10 respondents say that user engagement declined quickly. This shows the perils of unrealistic expectations and is driven by the other factors tallied here, such as difficulty in integrating into daily work, wrong answers and value shortfalls. The correlation with these results and information maturity is outlined in the boxes on the right.

The idea is simple, and explored in depth below. Low information maturity — in this case, with Microsoft OneDrive, Microsoft Teams and Microsoft SharePoint — is likely to mean an abundance of redundant, outdated and trivial content in M365, increasing the likelihood of incorrect prompt responses when reasoning over this data.

Figure 4: Challenges With M365 Copilot Pilots and Deployments

Challenges With M365 Copilot Pilots and Deployments



n varies; IT Leaders primarily responsible for Copilot (S02=1), excluding Don't Know

Q07. Please rate your level of agreement with the following statements pertaining to users' sentiment on the use of (S02)

Source: 2024 Gartner Impact of Gen AI in the Digital Workplace Survey; Gartner's Research Circle members and external participants

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Leverage Enablement Activities and Change Management to Simplify Adoption

Because M365 Copilot is built into popular office tools and reasons over email, chats and documents, the initial expectation is that the need for enablement activities is minimal. IT, therefore, used its regular approach of offering training sessions, tips, lunch-and-learns and access to videos and other training material. This approach has worked reasonably well for applications that an employee must use to get work done, such as Teams for chatting and video conferencing.

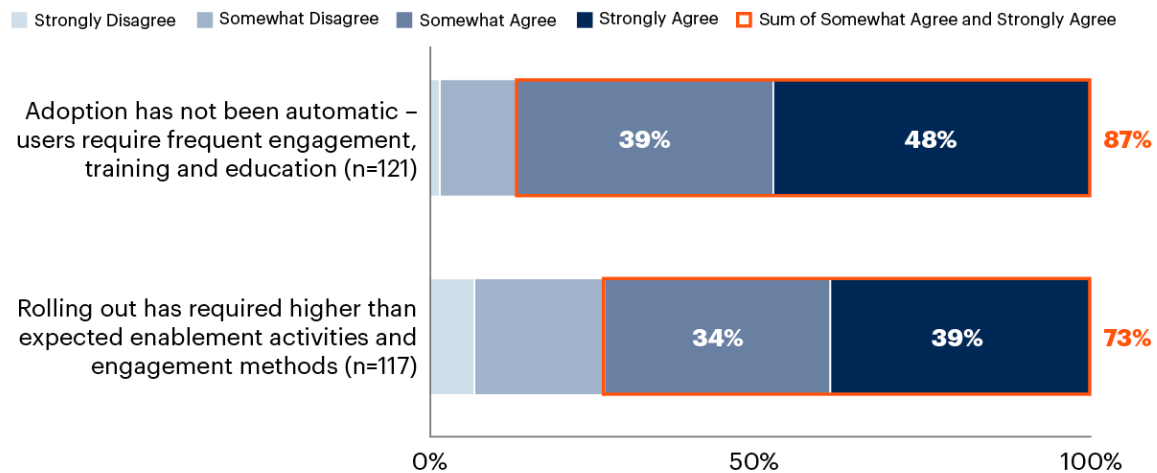
But Copilot 365 is different in two ways:

1. Use is discretionary — you don't have to use it to get work done.
2. Generic education lacks the specific context that is needed for helping workers to weave Copilot 365 into daily activities and develop useful prompts and prompting skills.

Consequently, the data results in Figure 5 are not surprising. Adoption is far from automatic and requires persistent effort to help employees to find value. Employee-facing change management is a persistent issue, given the constant flow of changes to existing features and the introduction of the new features expected over the next year. Since reaching general availability, M365 Copilot has had over 740 product changes and over 125 new features added. The [Microsoft roadmap](#) is a good place to start planning for change impact.

Figure 5: Enablement Expectations Versus Reality

Enablement Expectations Versus Reality



n varies; IT Leaders primarily responsible for Copilot (S02=1), excluding Don't Know

Q09: Please rate your level of agreement with the following statements pertaining to your organization's adoption and readiness for (S02)

Source: 2024 Gartner Impact of Gen AI in the Digital Workplace Survey; Gartner's Research Circle members and external participants

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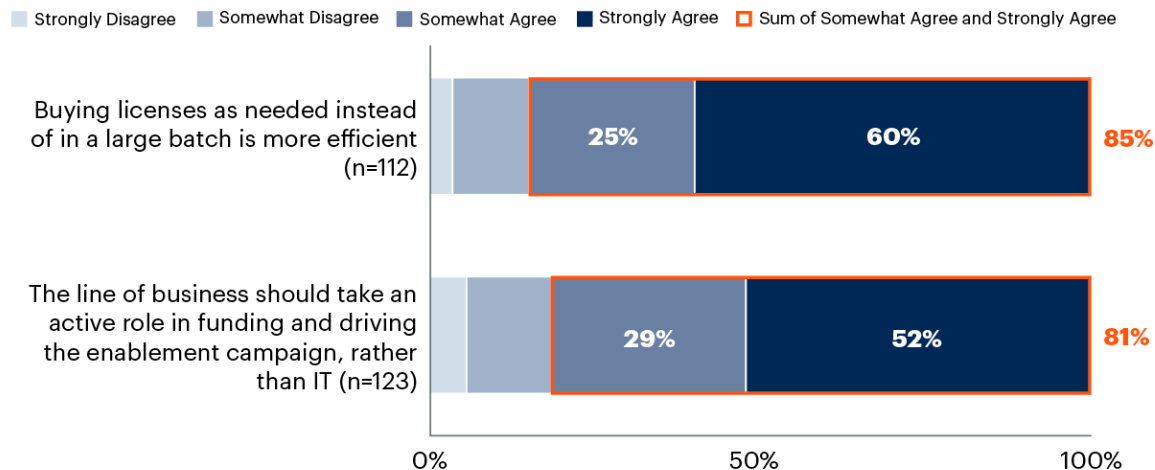
Figure 6 includes, perhaps, the most consequential data points in the survey and are largely an outgrowth of the data presented in Figures 4 and 5. Because M365 Copilot results have been mixed, and because enablement is far more complex than expected, respondents are concluding two things:

1. Buying a large volume of licenses in hopes of generating value is not the right approach.
2. Because enablement is role- and business-unit-specific, it would be better for the business to fund and drive enablement.

There is precedent for this approach; most organizations do not grant a universal right to Microsoft applications such as Visio and Project. IT provides the operational fitness for these applications, but the business funds the licenses and drives enablement. Software asset managers can verify M365 Copilot usage periodically to redeploy the license when use is low (which is allowed every 90 days).

Figure 6: Preferred Copilot Funding and Enablement Sources

Preferred Copilot Funding and Enablement Sources



n varies; IT Leaders primarily responsible for Copilot (S02=1), excluding Don't Know

Q09: Please rate your level of agreement with the following statements pertaining to your organization's adoption and readiness for (S02)

Source: 2024 Gartner Impact of Gen AI in the Digital Workplace Survey; Gartner's Research Circle members and external participants

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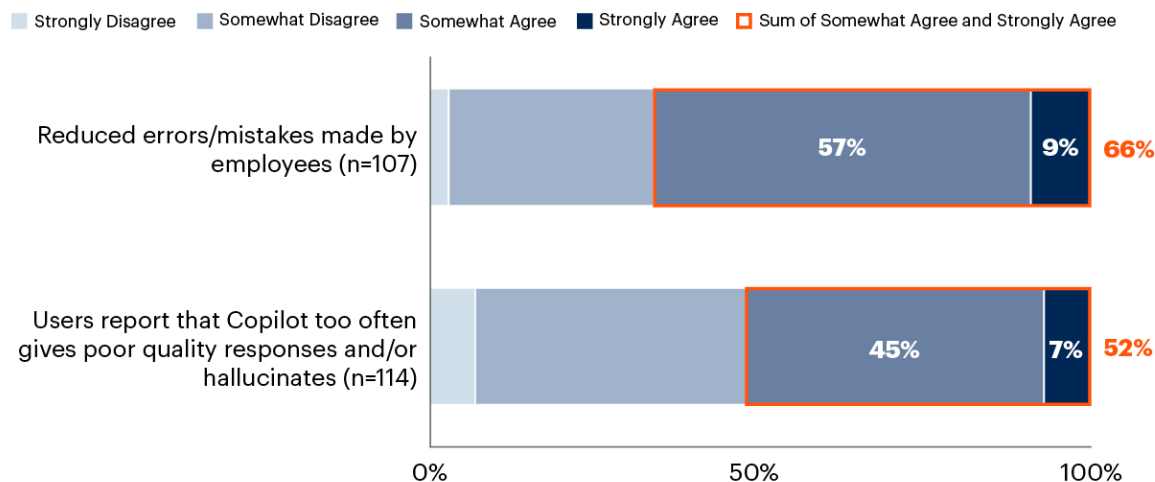
A Response Quality Paradox

We now turn to issues around information governance and security (see Figure 7). While not unique to Microsoft GenAI, 52% of respondents say that M365 Copilot produces poor quality responses and/or hallucinations; in part, due to the difficulty in ensuring that M365 Copilot is reasoning over the best data available. This data point highlights the need for Copilot to reason over current and accurate content.

Paradoxically, 66% of respondents agreed that M365 Copilot reduced errors/mistakes made by employees.

Figure 7: Concerns Over Copilot Response Quality

Concerns Over Copilot Response Quality



n varies; IT Leaders primarily responsible for Copilot (S02=1), excluding Don't Know

Q04: Based on your experience so far, how would you rate your agreement with the following statements regarding the value of (S02)?
 Q09: Please rate your level of agreement with the following statements pertaining to your organization's adoption and readiness for (S02)
 Source: 2024 Gartner Impact of Gen AI in the Digital Workplace Survey; Gartner's Research Circle members and external participants
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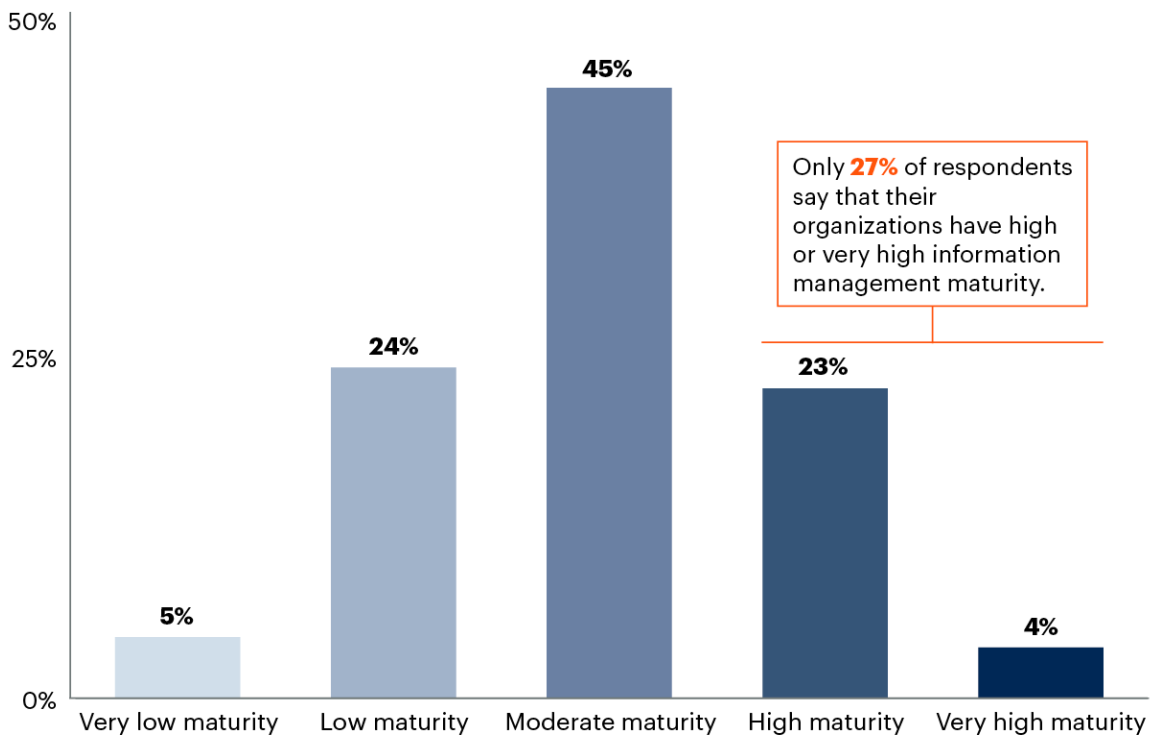
M365 Copilot and other GenAI products highlight the pressing need for organizations to ensure that all content goes through a methodical and auditable life cycle to ensure that GenAI can provide high quality answers when using retrieval-augmented generation. For many organizations, information management has been a low priority and can be described as technical debt or deferred maintenance.

Generative AI — and M365 Copilot, more specifically — has made organizations wake up to the need for best practice information management, because they see Copilot returning sensitive and/or incorrect results due to lax permissioning models and outdated and/or incorrect information.

Figure 8 highlights the breadth of the problem: Only 27% of respondents say that their organizations have high or very high information management maturity. Before making any substantial investment in M365 Copilot, organizations should conduct an analysis of Microsoft SharePoint Online information governance and the resources required for remediation. Microsoft may make end-customer investment funding (up to \$150,000) available to customers seeking outside assistance for such an assessment.

Figure 8: Information Management Maturity Evaluation

Information Management Maturity Evaluation



n = 132; IT Leaders primarily responsible for Copilot (S02=1), excluding Don't Know

Q06: How would you rate your organization's information management maturity?

Source: 2024 Gartner Impact of Gen AI in the Digital Workplace Survey; Gartner's Research Circle members and external participants
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M365 Copilot Security Concerns

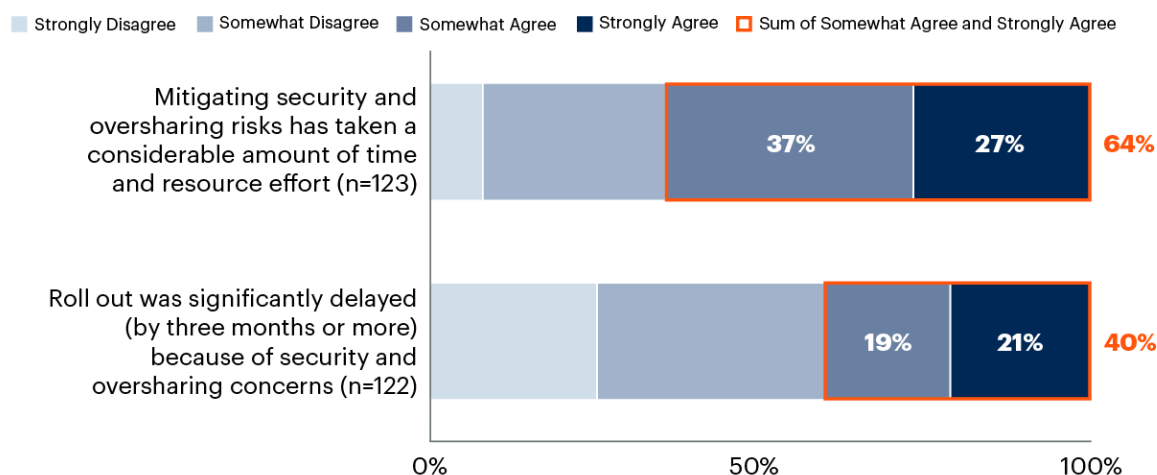
There are several M365 Copilot information security and governance issues, including:

- Oversharing of information
- Risky configuration settings enabled by default
- The introduction of new attack surfaces to monitor and protect
- Impediments to prioritizing content sources
- Retention and compliance challenges for prompts, answers and new M365 Copilot-generated artifacts, such as meeting transcriptions (see [Go Beyond Baseline Microsoft 365 GenAI Controls to Secure Copilot](#))

The data in Figure 9 reinforces the issue. More than three out of five respondents report that migrating these issues took a considerable amount of time and resources, and two out of five respondents said that remediation delayed deployment by three or more months.

Figure 9: Effort Required to Mitigate Copilot Security Concerns

Effort Required To Mitigate Copilot Security Concerns



n varies; IT Leaders primarily responsible for Copilot (S02=1), excluding Don't Know

Q09: Please rate your level of agreement with the following statements pertaining to your organization's adoption and readiness for (S02)

Source: 2024 Gartner Impact of Gen AI in the Digital Workplace Survey; Gartner's Research Circle members and external participants

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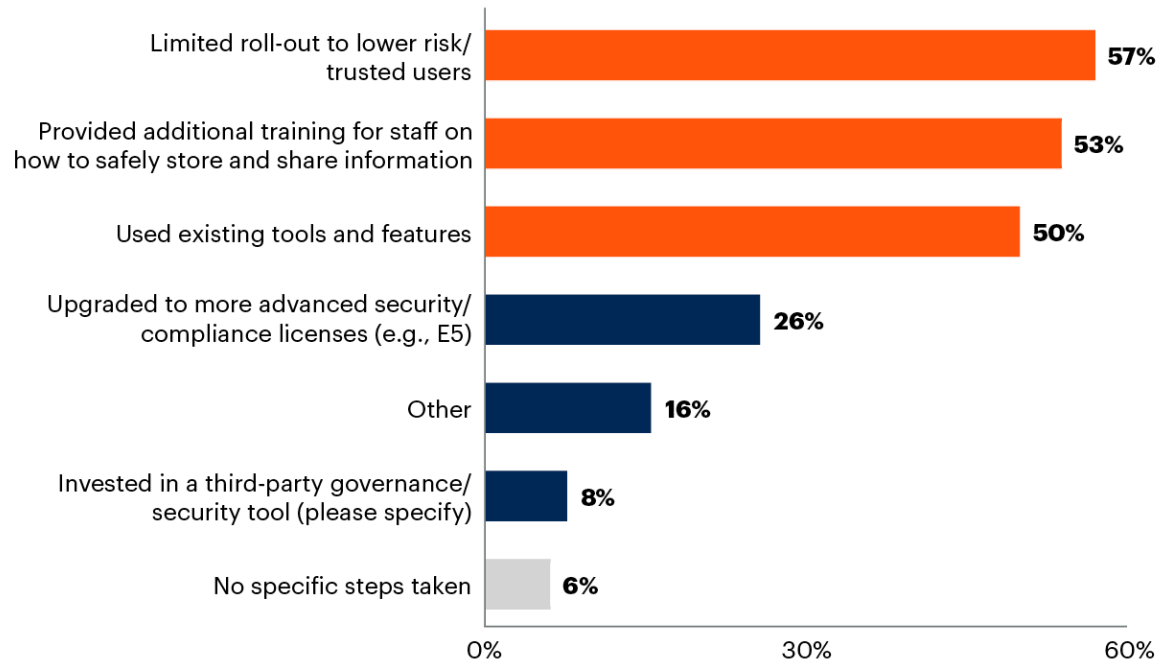
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These same security and information management concerns are having a material impact on M365 Copilot deployments. Over a quarter of respondents say that they upgraded Office 365 licenses to include some Microsoft Purview services (see Figure 10). Purview is a sprawling set of security modules available in a variety of licensing constructs (ad hoc products and bundles), including a \$12 per user per month Information Protection and Governance add-on to E3.

Factoring Copilot total cost of ownership (TCO) and ROI figures should include any additional spending and resource commitment needed for security remediation and ongoing operations, including training employees on safely storing and sharing information (which half of the respondents engaged in). Over half of respondents limited rollouts due to security concerns to lower risk or trusted users. This can conflict with the need to provide M365 Copilot to leaders whose sponsorship is necessary for broader deployment, and where significant business value may occur.

Figure 10: Steps Taken to Mitigate Copilot Security Concerns

Steps Taken To Mitigate Copilot Security Concerns
Multiple responses allowed



n = 129; IT Leaders primarily responsible for Copilot (S02=1), excluding Don't Know

Q10: What steps have you taken to mitigate oversharing/security risks associated with the use of (S02)?

Source: 2024 Gartner Impact of Gen AI in the Digital Workplace Survey; Gartner's Research Circle members and external participants
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For more information on mitigating M365 Copilot information and security risks, see [Mitigate Copilot for Microsoft 365 Risks Through Information Governance](#).

Evidence

¹ 2024 Gartner Impact of GenAI in the Digital Workplace Survey. This survey sought to understand the value of generative AI (GenAI) assistants embedded in popular digital workplace productivity applications in the digital workplace, assessing their ability to enhance employee productivity and efficiency. The survey was conducted online from 16 May through 12 June 2024. A total of 152 IT leaders participated, with 61 who were members of Gartner's Research Circle, a Gartner-managed panel, and 91 who were contacted through survey links via LinkedIn posts and outreach to clients. Respondents were from EMEA (n = 94), North America (n = 46), Asia/Pacific (n = 10) and Latin America (n = 2). Of the 152 respondents, 132 were primarily responsible for Copilot for Microsoft 365. They were highly involved in the decision-making process or management of Copilot and were required to be currently piloting or finished with the pilot of Copilot in their organizations. The remaining 20 respondents were primarily responsible for GenAI assistants apart from Copilot, such as Gemini for Google Workspace, Salesforce Slack AI and Zoom AI Companion. Disclaimer: The results of this survey do not represent global findings or the market as a whole, but reflect the sentiments of the respondents and companies surveyed.

Recommended by the Authors

Some documents may not be available as part of your current Gartner subscription.

[Take 3 Critical Steps When Negotiating Microsoft 365 Copilot](#)

[Tool: Microsoft Copilot Licensing Cost Model](#)

[TechWave Podcast: Perils and Promises of Copilot for Microsoft 365](#)

[Client Webinar: Opportunities and Risks of Microsoft Copilot for Microsoft 365](#)

[The Perils and Promises of Microsoft 365 Copilot](#)

[Go Beyond Baseline Microsoft 365 GenAI Controls to Secure Copilot](#)

[Quick Answer: Establishing a 2024 Microsoft 365 Copilot Strategy](#)

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