



Copilot is \$30/user/month. The product works — but the deployment usually doesn't. These six controls separate organizations getting 200–400% Year-One ROI from those quietly subsidizing inactive seats.

53%

of SaaS licenses go unused

1.14

avg. Copilot actions per user / day

95%

of GenAI pilots show no ROI

\$360K

annual cost per 1,000 seats

1 AUDIT YOUR SEATS QUARTERLY

The dashboard is already built. Most leaders have never opened it.

Microsoft's default usage metric counts a user as "active" with one action in 28 days — essentially a pulse check. Set your own bar: **one meaningful use per workday**. Then audit against it. **Reclaim 20–40% of seats**

- ▶ M365 Admin Center → Reports → Usage → Microsoft 365 Copilot
- ▶ Sort by Last Activity Date; flag anyone with no use in 30 days
- ▶ Before pulling licenses, interview users — training gap or role mismatch?

2 CLEAN SHAREPOINT BEFORE ROLLOUT

Copilot reads everything the user can read — including what they shouldn't

Oversharing is the #1 cause of post-rollout Copilot incidents. Permissions that were harmless when content was buried become high-risk the moment Copilot can surface it with a prompt. Run a permissions audit **before** broad rollout, not after. **Prevents the #1 incident type**

- ▶ Remove "Everyone" / "Everyone except external users" on sensitive sites
- ▶ Enable Restricted SharePoint Search during pilot phase
- ▶ Set sharing link expiration to 30–90 days based on content sensitivity

3 RIGHT-SIZE YOUR BASE SKU

The biggest TCO lever in the stack

E3 + Copilot leaves you exposed on governance. E5 + Copilot includes Purview DSPM for AI, sensitivity labels, and DLP — what you actually need to deploy Copilot safely at scale.

- ▶ Decide E3 vs. E5 **before** Copilot rollout, not after
- ▶ Map governance requirements to base SKU features
- ▶ Verify update channel — Semi-Annual users don't get Copilot features

4 PHASE, DON'T BULK-ASSIGN

Day-one company-wide rollout is the most expensive mistake

Start at **5–10% of users** in high-impact roles (finance, sales, marketing, exec assistants). Expand only when ROI clears a defined threshold.

- ▶ **Wave 1:** 5–10% pilot in proven-value roles
- ▶ **Wave 2:** 25–40% expansion after baseline ROI
- ▶ **Wave 3:** broad rollout only after Wave 2 metrics clear

5 TRAIN BY ROLE, NOT BY TOOL

The interface is conversational. The skill isn't intuitive.

A 90-minute role-specific session outperforms a generic "Intro to Copilot" by an order of magnitude in measured adoption. Show people their job, not the product.

- ▶ Build prompt libraries per role: sales, FP&A, HR, marketing, legal
- ▶ Designate department champions who model usage publicly
- ▶ Pair every license with at least 4 hours of structured training

6 BASELINE ROI BEFORE ROLLOUT

Measure outcomes, not prompt counts

Capture how long current workflows take **before** deployment. Re-measure at 30 and 60 days. Count proposals completed, reports drafted, meeting prep hours returned — not Copilot actions per user.

- ▶ Pick one outcome metric per role — not ten
- ▶ Pre-rollout baseline is non-negotiable
- ▶ Target 200–400% ROI by end of Year 1 in pilot groups

⚡ MONTHLY CHECKLIST FOR COPILOT ADMINS

- ✓ Pull the Copilot usage report; flag <1 use/week as inactive
- ✓ Review SharePoint oversharing alerts and remediate
- ✓ Reconcile assigned licenses vs. active users — reclaim drift
- ✓ Run a Purview DSPM for AI scan on sensitive data exposure
- ✓ Update role-based prompt libraries with new patterns
- ✓ Report outcome metrics (hours saved, deliverables) to CFO/CIO

" Buying licenses is not the same as deploying them. The companies winning with Copilot in 2026 are treating it like a major IT transformation — phased, governed, measured. The ones losing treated it like a feature flag.

