

Generative AI in Carel

From experimentation to scaled value

AI & Data Team · Transformation · October 2026

Four levers turn Generative AI into business value



1 Processes
Find the workflows where GenAI cuts manual effort and lifts quality, efficiency and customer satisfaction

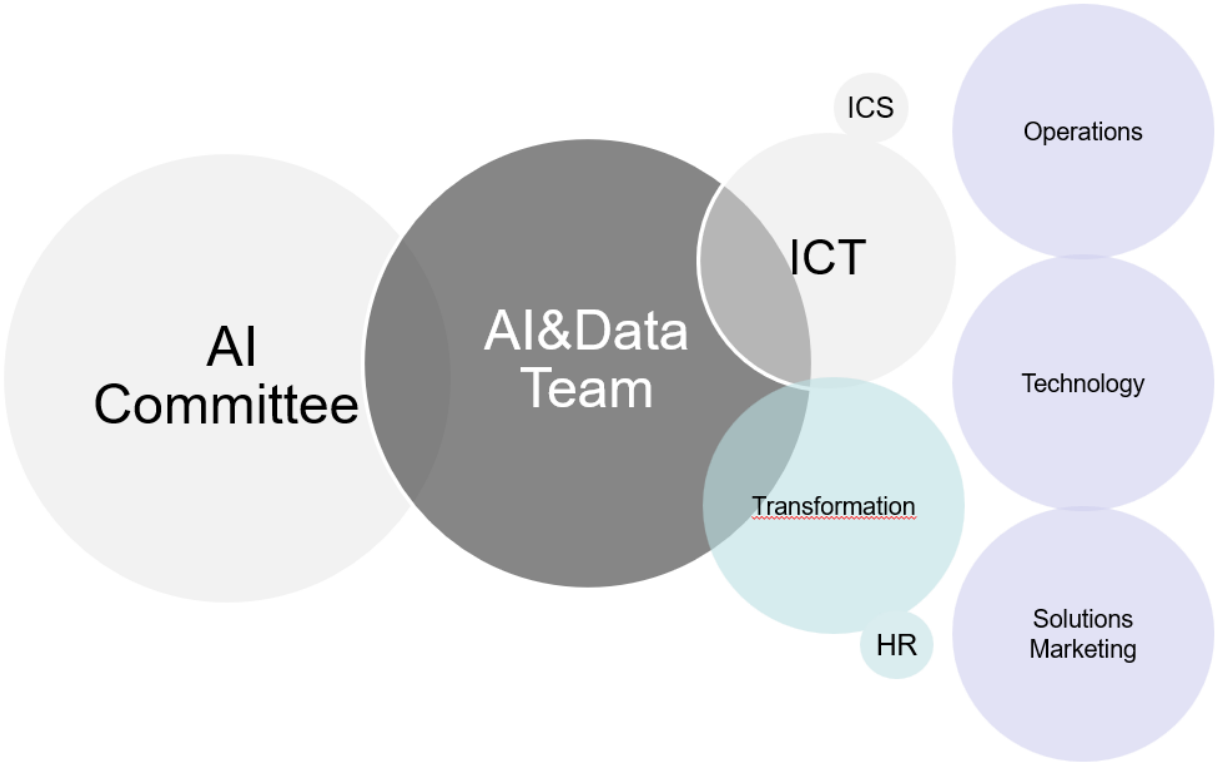
2 Data
Reliable, high-quality datasets and analytics for smarter, faster decisions

3 Technology
The platforms, tools and architecture that make adoption possible

4 Organization
Roles, skills, governance and ways of working aligned to an AI-enabled company

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Strategy from the top, execution from a cross-functional engine



AI COMMITTEE

Sets the direction

- C-Suite involvement to manage priorities and guide business strategy
- Defines strategic directions, evaluates opportunities, aligns the organization

AI & DATA TEAM

Makes it happen

- Cross-functional operative team to experiment, learn and deploy solutions
- The core engine of AI initiatives, with an agile, iterative approach

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Seven objectives guide the AI & Data team



From strategy to adoption: every objective links business priorities to day-to-day work

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Explorers learn by doing: hands-on experimentation since 2024



“Get your hands dirty” with standard GenAI tools

2024
Explorers program launched

3 months
of challenge, run in sprints

PDCA
model for every experiment

1. **Cross-functional** Explorers selected from different organizational functions and areas
2. **Focused** Internal processes, activities and use cases
3. **Practical** Standard GenAI tools applied for productivity, innovation and collaboration
4. **Outcome** The most valuable vertical and cross-functional application examples

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Strategic challenges, from idea to implementation roadmap



1. **Select** strategic, company-wide challenges impacting customer value and market
2. **Define** the use cases that address each challenge
3. **Scout** the technologies that can deliver them
4. **Plan** the implementation roadmap

IN ACTION

STone Copilot

Knowledge Management

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The Sandbox: test fast, invest only in what works



A virtual environment where a dedicated team works with AI tools before they reach the business

1. **Scout**
   new AI tools and solutions
2. **Test**
   them hands-on, at low risk
3. **Evaluate**
   what really delivers value

Effort goes to the most promising innovations

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Four challenges ahead, and three mindset shifts to meet them

4 CHALLENGES TO ADDRESS

Upskilling

Building new skills and competencies across the organization to accelerate AI readiness.

Organizational Evolution

Adapting roles, structures, and processes to effectively integrate AI-enabled ways of working.

Open Innovation & Partnerships

Exploring external opportunities, ecosystems, and collaborations to enhance AI adoption.

Cybersecurity & Data Protection

Ensure all AI initiatives comply with security standards and safeguard sensitive information.

3 MINDSET SHIFTS TO ADOPT

Value-Driven Approach

Always focus on measurable business value—avoid pursuing technology for its own sake.

Experiment Fast

Test rapidly, learn quickly, and iterate to validate what truly works.

“Why Not?” Mindset

Encourage a proactive, opportunity-oriented attitude instead of a “Yes, but…” approach.

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Generative AI is changing everyday work, and everyone has a role



You do not need to be an AI expert.

You need to know where, why and how to use it, and who to involve.

1 **Every job is touched**

GenAI changes how daily tasks get done. The first step is to look at your own work and spot where it can help.

2 **Value comes from working together**

The best solutions connect people, data and tools across teams, not within a single department.

3 **Every idea needs a clear benefit**

Test ideas quickly, then scale only those whose benefits outweigh their costs and risks.

4 **Adoption is about people**

New tools change skills, roles and habits. Training and involvement are what make them stick.

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Turning conversations into structured knowledge

CAREL used TACITA as an AI interviewer to capture work activities, practices and tacit know-how consistently, going beyond what conventional surveys typically reveal.

01 **Design** — Define the purpose, scope and interview guidelines

02 **Engage** — Run asynchronous one-to-one conversations by voice or chat

03 **Structure** — Convert interview outputs into a consistent dataset

04 **Interpret** — Identify patterns, opportunities and priorities for action

Human-centered | **Scalable** | **Repeatable**



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Understanding real work before selecting technology

The goal was not to automate everything. It was to create a comparable evidence base for deciding where AI can augment people, where automation may add value and where processes should be redesigned.



01

Improve consistency

A common interview approach and consistent follow-up questions improved comparability and depth.

02

Make tacit work visible

The conversations surfaced informal steps, workarounds and expertise embedded in everyday work.

03

Prioritize with evidence

Activities could be compared using common criteria, including frequency and the potential role of AI.

Guiding principle: augment people with AI, not replace them

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CAREL
Experiment fast.
Scale what creates value.
Governance · Bottom-up exploration · Top-down challenges · Sandbox
Questions & discussion