Visible

Value Chain / Higher-Order System

Invisible

Consumer & Customer needs

What could excite customers, but they can not yet articulate it?

What objections might they have? (moral, ethical ...)?

What do customers expect now (better price, better service, etc.)?

What do they reject (privacy, data protection, etc.)?

What will customers find with new competitors? (cheaper, in a bundle, ...)

What will customers simply expect as a standard offering?

Process and Business Knowledge

What totally new product designs can be made possible with GenAI?

How to become more efficient with GenAI Agents?

How can we protect our process and business knowledge?

Which services can we offer based on our process know-how and data?

Suppliers can offer new services now. What should we outsource?

Data and Architecture

What unique and jet protected data do we have?

How can we make our data ready for GenAI?

What data have we already or should we outsource?

What should we make open data?

Skills, People, and Organization

What domain skills do we still need?

How to organize and structure

What do our employees need to learn?

What skills can we hire?

Evolution

Genesis	Custom Build	Product (+rental)	Commodity (+utility)
Concept	*Emerging*	*Converging*	*Accepted*
Volatile	*Shifting*	*Settling*	*Stable*