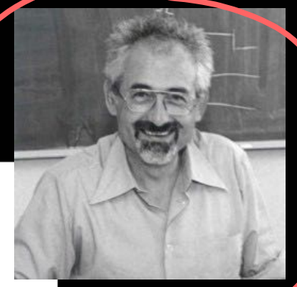
Developing a strategy for the GenAI era

Vol. 2

DAS SCRUMTEAM

GAME 3

Wolfgang Hilberg (*1932 †2015)



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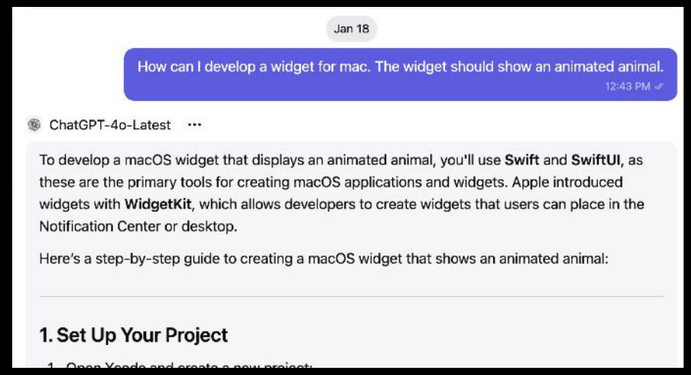
scaledprinciples.org

ScALeD Agile Lean Development - The Principles

Agile methods are becoming ever more popular, and a growing number of companies has adopted agile practices on a large scale. But successfully scaling agility is challenging. As companies, projects and teams differ, there is no silver bullet solution to...

GAME 3

The Hype about the Vibe



- Desktop APP
- No Coding Experience
- 2 Weeks

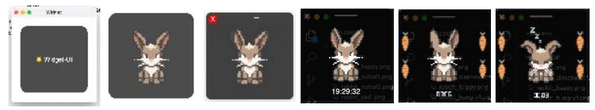
```
# Herausforderungen stellen

## Verschiedene Situationen kreieren

  Übergänge und Zustände

    function handleStateTransition() {
        if (currentState === 'work') {
            currentState = 'sleeping';
            countdownTime = breakTime;
            clearCarrots();
            clock.style.display = ‚block';
        } else if (currentState === 'initial') {
            currentState = 'hungry';
            showCarrots();
    . . .
```



```
# App verpacken und verteilen

## App verpacken

  npm install —save-dev electron-builder

    "scripts": {
      "start": "electron .",
      "build": "electron-builder"
      }

  npm run build
```

```
# Herausforderungen stellen

## Den Hasen die Karotten essen lassen

  Drag and Drop Funktion

    function handleDragStart(event) {

    function handleDragEnd(event) {

    function handleDragOver(event) {

    function handleDrop(event) {

    . . .
```

```
# Verlauf zeigen
```



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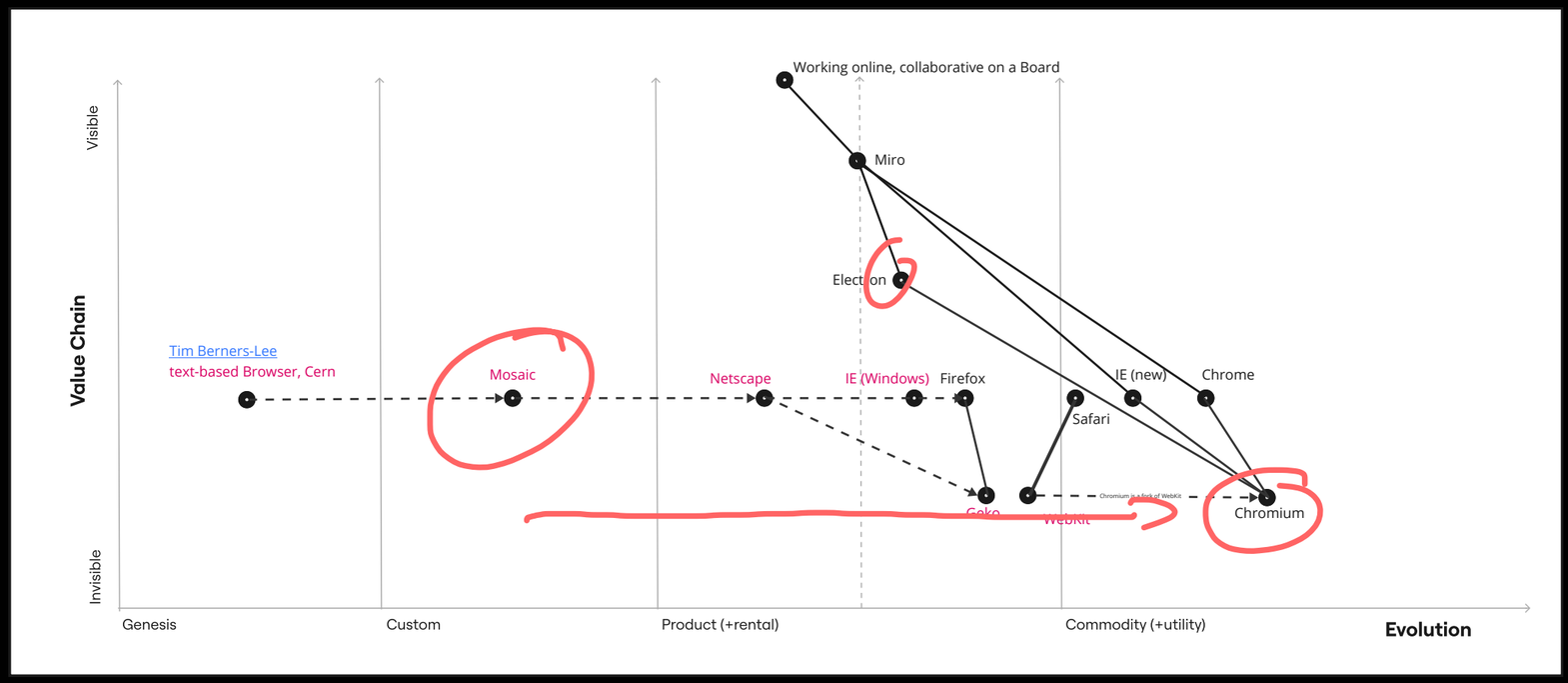
The Challenge

Through competition, everything is subject to evolution



GenAI practices and technologies following the same flow of evolution

GenAI accelerates this flow of evolution for most businesses

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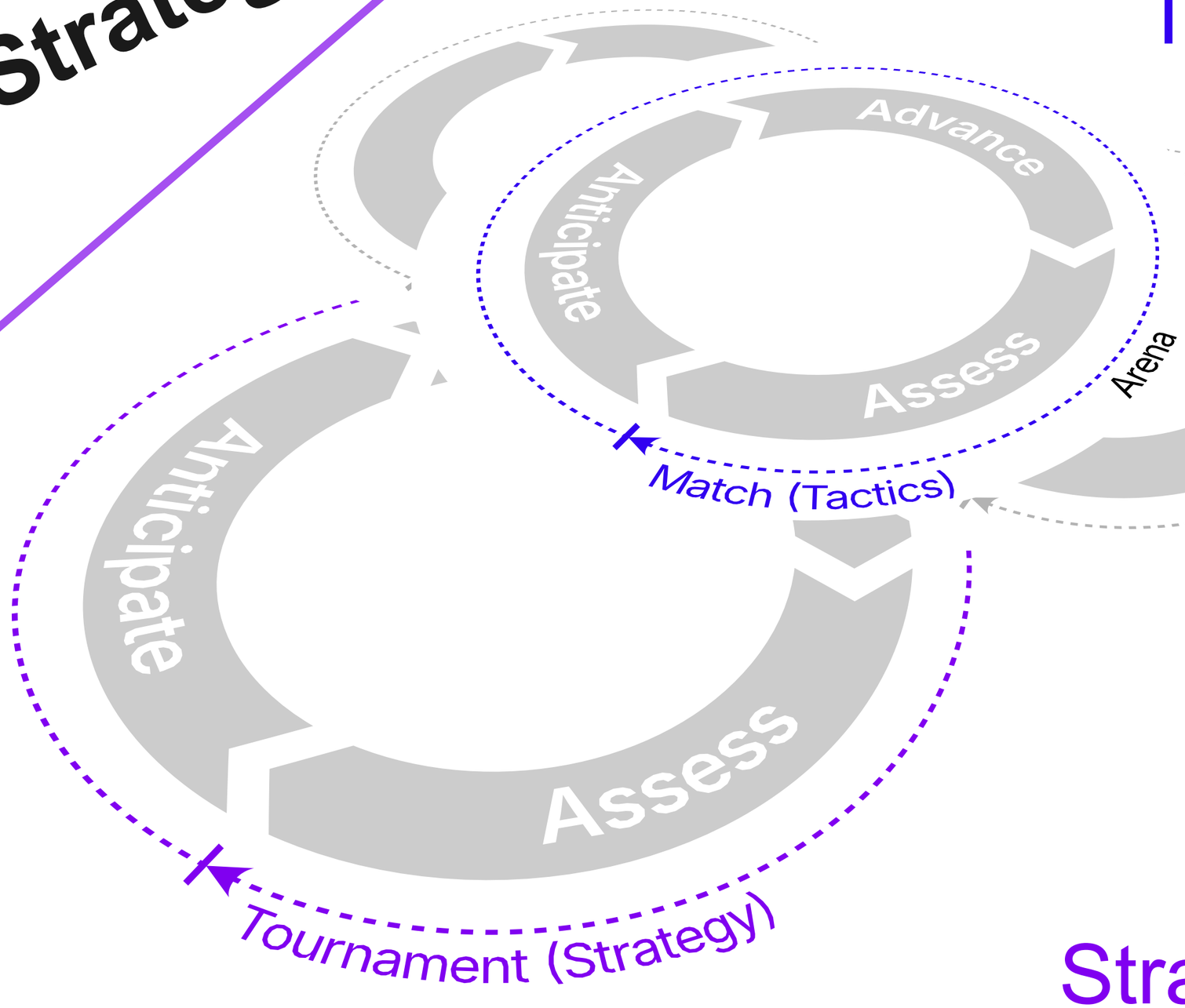
Strategy

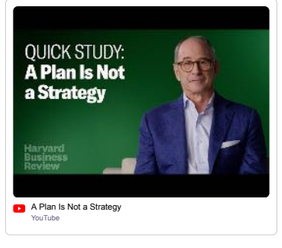


Tactics scores goals

Short-term goals, plans and courses of action that serve the purpose of direct implementation and are aligned with a strategy.

Principles, doctrines, long-term goals to provide a framework for detailed decisions

Strategy builds Arenas



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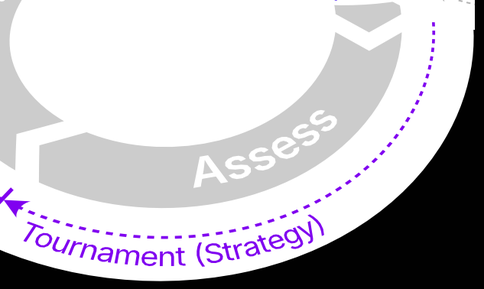
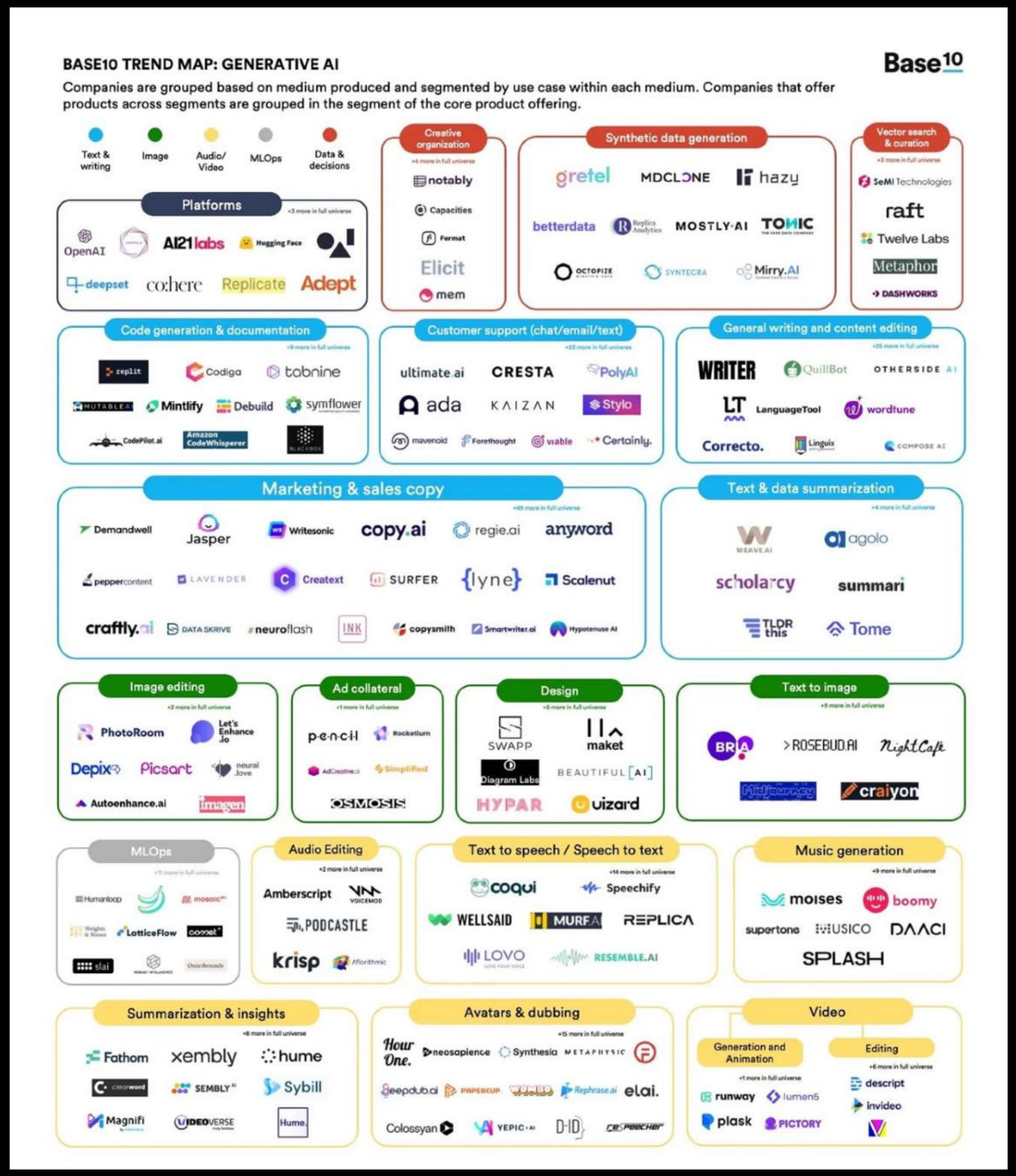


Assess the terrain

- No position, distances
- No relationships (roads, streets)
- No distinctive landscape features (mountains, lakes, rivers)
- Partners or competitors?

Simon Wardley has a solution



Purpose of the map:

Understand the Generative AI market.

https://game3.info/the-strategic-answer-to-genai-is-enterprise-evolution

Update: 20.05.2025

Visible

Users are beginning to understand what they want.

Consumer needs: Writing, knowledge, translation, ...

Knowledge and reasoning Apps (Chat GPT, Poe ...)

My LLM-based, self-coded writing assistance. Poor me §:/

OS Integration (Apple AI, ...)

Big tech companies are creating a lot of pressure to turn services into commodities

AI improved CRM, Sales & Marketing

AI improved ERP

Missing:

- Key practices, tools, models, and players
- Your customer, product, and services
- Entire industries like medicine, agriculture, and robotics

Programming assistants (Copilot, ...)

Agent Frameworks (LangChain, ..

Knowledge & reasoning as a service (API for OpenAI o1, ...)

Markets & platforms for data, models, tools (Hugging Face, GitHub ...)

GenAI models

Domain-specific Models

Closed Models

OWM

MPC Services

New marked is evolving?

Data

Private Data

Closed Datasets

Public Datasets

Cloud computing

Specialized GPU (Nvidia, ...)

During a gold rush, the shovel sellers profit most

Invisible

Value Chain

Genesis / Concept

Custom / Emergi

Product (+rental) / Converging

Commodity (+utility) / Accepted

Evolution

- OWM: Open Weight Models (OWM) like LLama, DeepSeek, ...)
- RAG: retrieval augmented generation
- PK: Process Knowledge to provide the products and services of an enterprise
- GenAI: Generative AI Models. E.g. LLM, Diffusion Models
- MCP: Model Context Protocol

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Purpose of the map:

Understand the Generative AI market.

How will the business models of most enterprises change?

https://game3.info/the-strategic-answer-to-genai-is-enterprise-evolution

Update: 20.05.2025

Unknown customer needs

Today's customer needs

Consumer needs: Writing, knowledge, translation, ...

Market experiments

Listening to Customers

Customer-facing service (Unique Selling Point)

Knowledge and reasoning Apps (Chat GPT, Poe ...)

Radical new User Interaction / new Service

Today

More efficent

OS Integration (Apple AI, ...)

AI improved CRM, Sales & Marketing

Process Knowledge (PK)

New, GenAI based PK

Feasibility experiments

current, unique PK

Takeover by new market or competitor?

future PK

AI improved ERP

GenAI Agents

Training own model

Retraining of OWM

Agent Frameworks

OWM

Knowledge & reasoning as a service (API for OpenAI o1, ...)

Custom MCP Service

Data

AI ready datasets

Domain data

Outsourced Domain Data

Skills of Employees

Gen AI skills

Domain skills

Markets & platforms for data, models, tools (Hugging Face, GitHub ...)

- OWM: Open Weight Models (OWM) like LLama, DeepSeek, ...)
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Visible

Invisible

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GAME3

Visible

Value Chain

Invisible

Consumer & Customer needs evolving by GenAI Agents

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

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

Exciter (Kano Model)

Observe Customers

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

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

Performance needs (Kano Model)

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

Performance needs (Kano Model)

What will customers simply expect as a standard offering?

Basic needs (Kano Model)

Process Knowledge evolving by GenAI Agents

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

Run market experiments

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?

What is your Question?

Data evolving by GenAI Agents

What unique and jet protected data do we have?

Regulations

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 evolving by GenAI Agents

What domain skills do we still need?

What do our employees need to learn?

What skills can we hire?

Genesis / Concept

Custom / Emerging

Product (+rental) / Converging

Commodity (+utility) / Accepted

Evolution

How to become more efficient with GenAI Agents?

Visible

Value Chain

Erstgespräche

Bewerten

OEM

Angebot / Auftrag

Vertrieb

Experte Produktfamilie

Marktvorausschau

Bewertungs Agent

Daten vom Kunden

AI ready datasets

Excel Bewertungs Tabelle

Kundenkommunikation

Systemwissen

Einkaufwissen

Produktionsexpertise

Verkaufszahlen der OEM

Pressemeldungen

Marktstimmung

Produktionsvolumen vom Kunden

Alte Angebote

Produktionsprozess

Teileliste

CAD Model

CRM

XXXX

ERP

XXXX

GenAI Lösung

1. Data is critical.
2. Mapping reveals hidden dependencies.
3. Efficiency is not enough.

Invisible

Genesis / Concept

Custom / Emerging

Product (+rental) / Converging

Commodity (+utility) / Accepted

Evolution

Purpose:
Market transformation for DasScrumTeam accelerated by GenAI

Unknown customer needs
Support for my enterprises to master the challenges coming with GenAI.
Knowledge to improve product development with Scrum
Certification to show my expertise

Visible

Observe Clients

Organization specific questions
Advanced Agile methods, tools and techniques
Generic Understanding what Scrum is

Person, I can trust
Brand, I can trust
Brand, I can trust

Customer-facing service

Working with clients
What challenges do enterprises need to master
What is our Business Model?
Service for GAME3
Scrum Guide
In-person training
With a true expert
Still a demand?
Video Training
Should we explore this?
How will people learn new skills with AI?
1-on-1 Consulting
Our free webinars

How to consult & train people (Process Knowledge)

Individual advice
Our Learning Platform
Certification Provider

Value Chain

GenAI Agents

peronal training generator
GenAI bot
Already obsolete
GenAI Chat Services
Sales and Marketing automation
Video and Audio generation

Content on Agile and Scrum (Data)

Content on GAME3
Make public!
Our content on learning Scrum
Public content about Agile and Scrum
Data about our Customers
Room

Skills of Employees

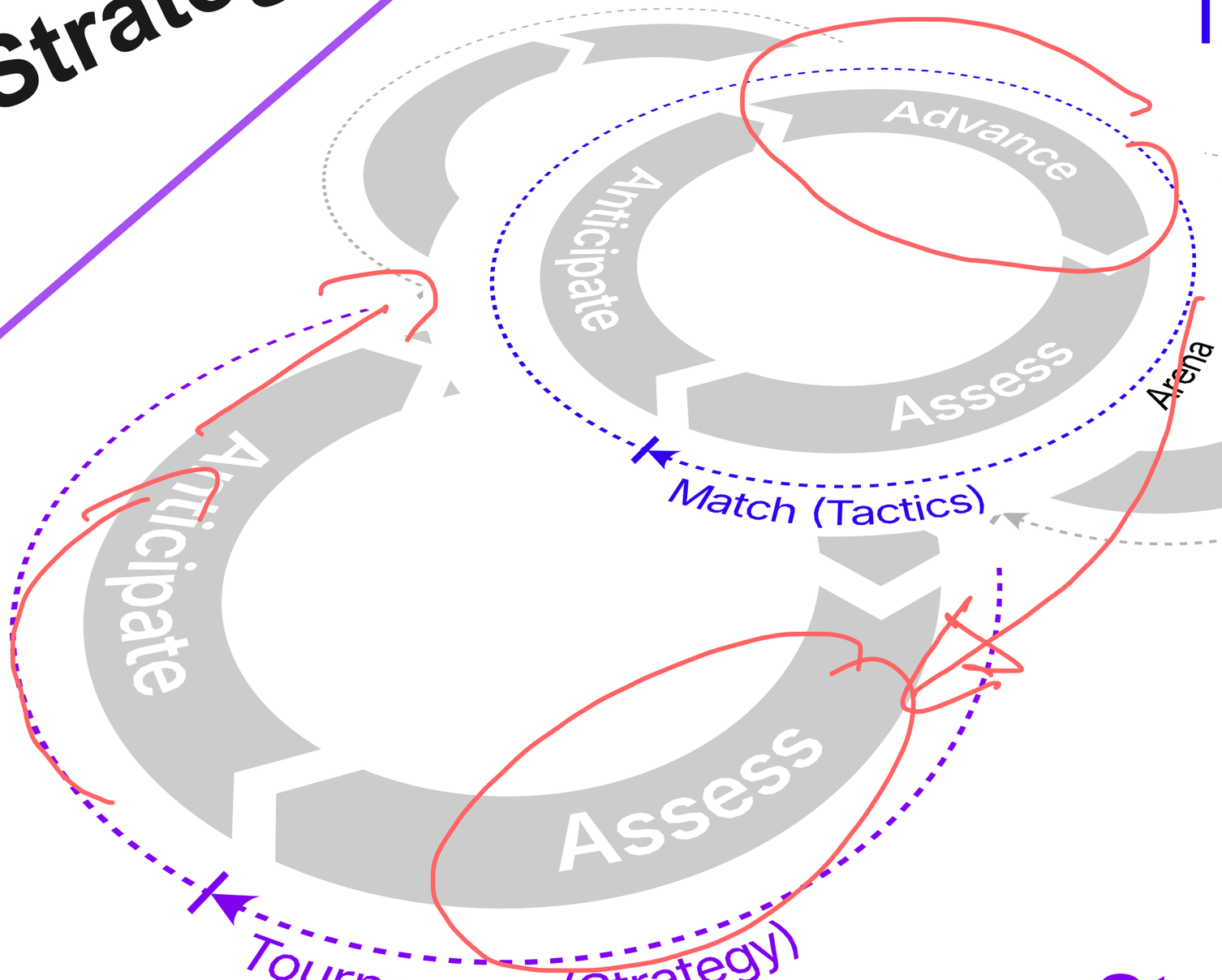
How to consultant
How to train
Argentic & Gen AI know-how
Experiment
Outsource?
Sales
Class organization
Marketing

Invisible

Genesis / Concept
Custom / Emerging
Product (+rental) / Converging
Commodity (+utility) / Accepted
Evolution

Offered or soon to be offered by super-scaling learning institutions.

Strategy



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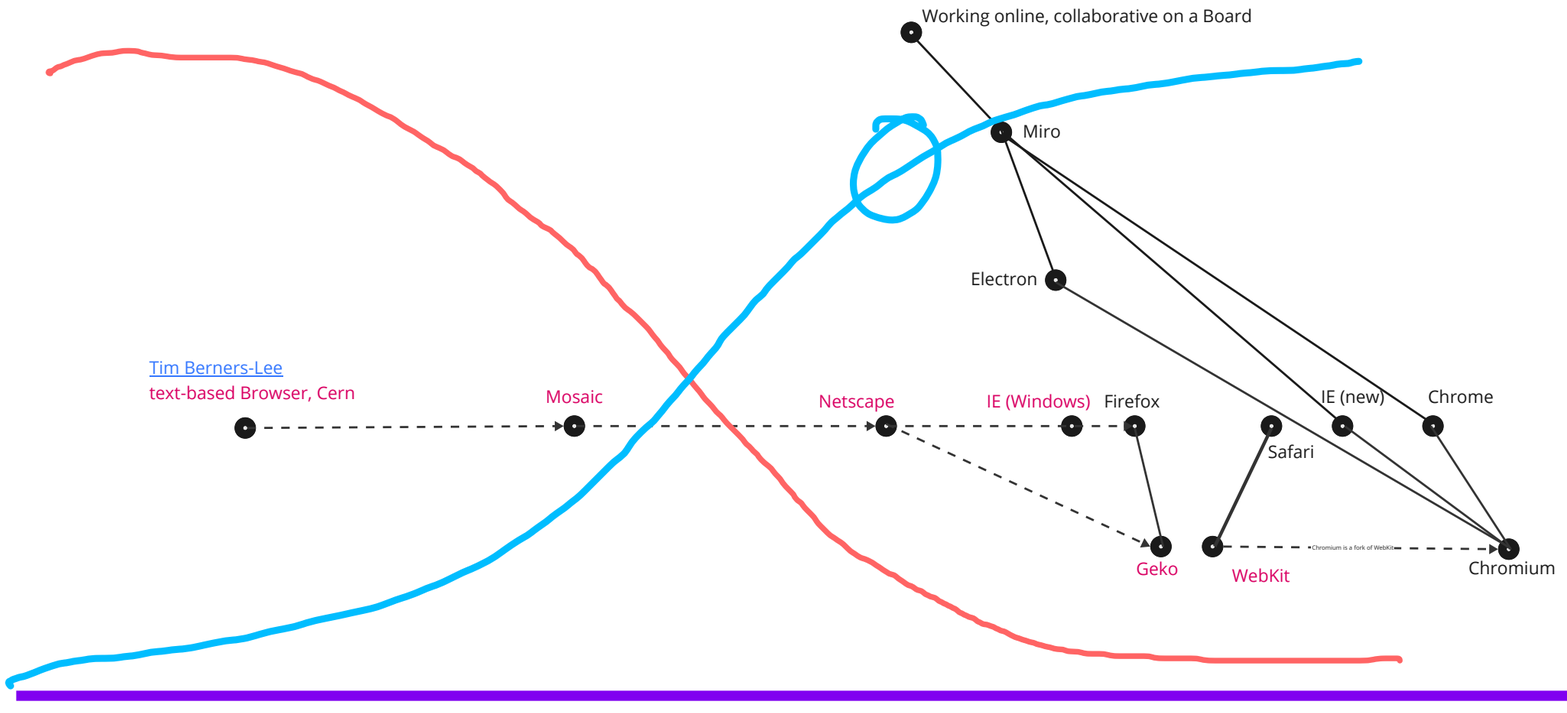
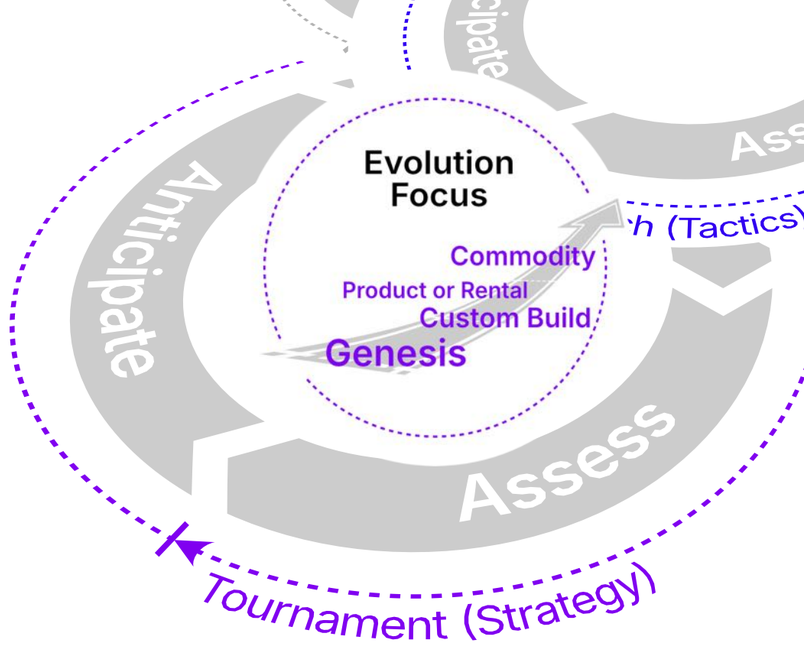




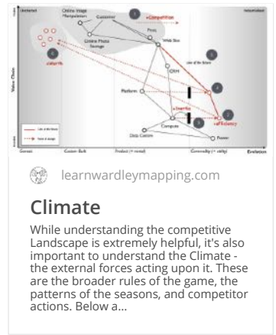
Genesis	Custom	Product(+rental)	Commodity(+utility)
Focus on exploring	Focus on learning and developing the craft	Focus on refining and improving	Focus on ruthlessly removing deviation, industrialising, and increasing operational efficiency

Evolution Focused *First*!

Second:

Agile
Flexibility

Efficiency
Flow & Stability



learnwardleymapping.com

Climate

While understanding the competitive Landscape is extremely helpful, it's also important to understand the Climate - the external forces acting upon it. These are the broader rules of the game, the patterns of the seasons, and competitor actions. Below a...

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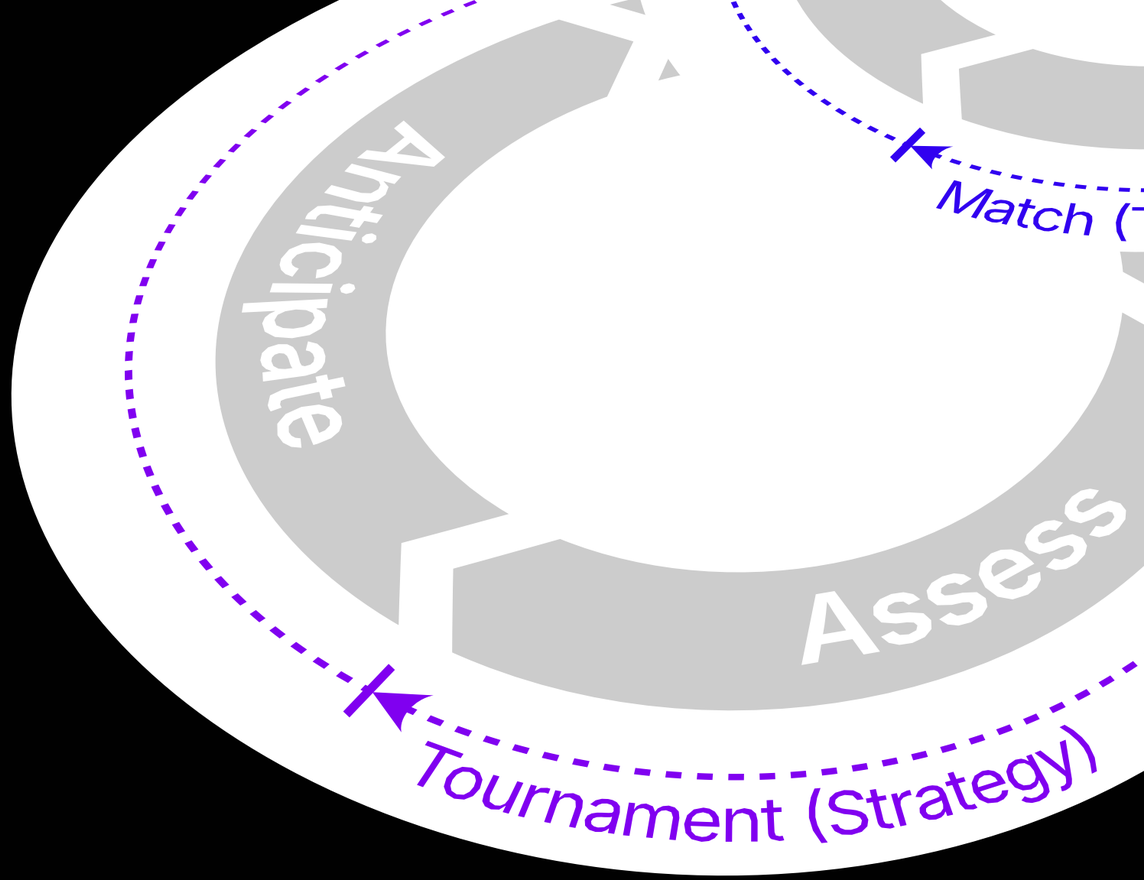
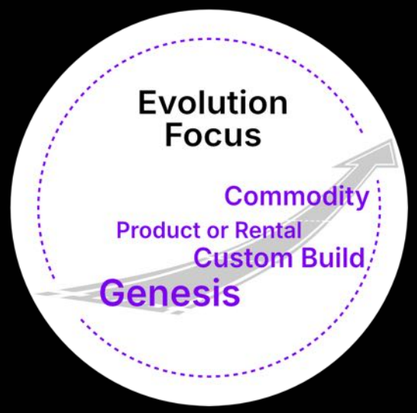
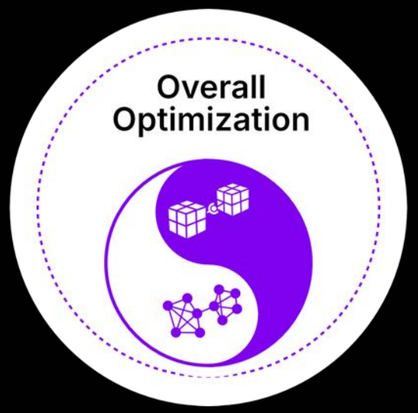
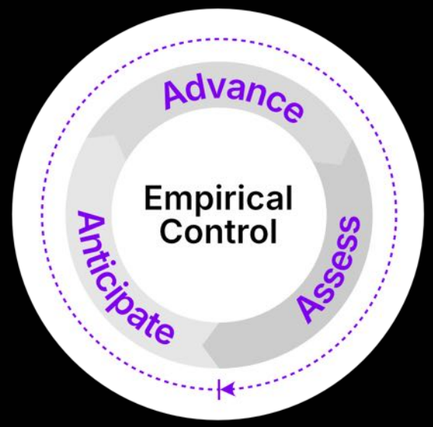
Strategic Doctrines









	Wardley's Doctrine (universally useful patterns that a user can apply regardless of context)					
	Communication	*Development*	*Operation*	*Learning*	*Leading*	*Structure*
IV				Listen to your ecosystem	Exploit the landscape	Design for constant evolution
					There is no core	No single culture
III			Optimise flow	*Bias towards the new*	Commit to the direction	Provide purpose, mastery & autonomy
			Do better with less		Be the owner	
			Set exceptional standards		Inspire others	Seek the best
					Embrace uncertainty	
					Be humble	
II		Focus on the outcome	Manage inertia	*Bias towards action*	Move fast	Think small teams
		Think fast, inexpensive, restrained and elegant			Strategy is iterative	Distribute power and decision making
		Use appropriate tools	Manage failure			
		Be pragmatic	Effectiveness over efficiency			Think aptitude and attitude
		Use standards				
	A bias towards open					
Phase I	Common Language	Know your users	Know the details	Bias towards data	*STEVE FURRIS VARIATION	
	Challenge Assumptions	Focus on user needs				
	Understand what is being considered	Remove bias and duplication				
		Use appropriate methods				

doctrine.wardleymaps.com

Doctrine assessment

Wardley's Doctrine assessment tool

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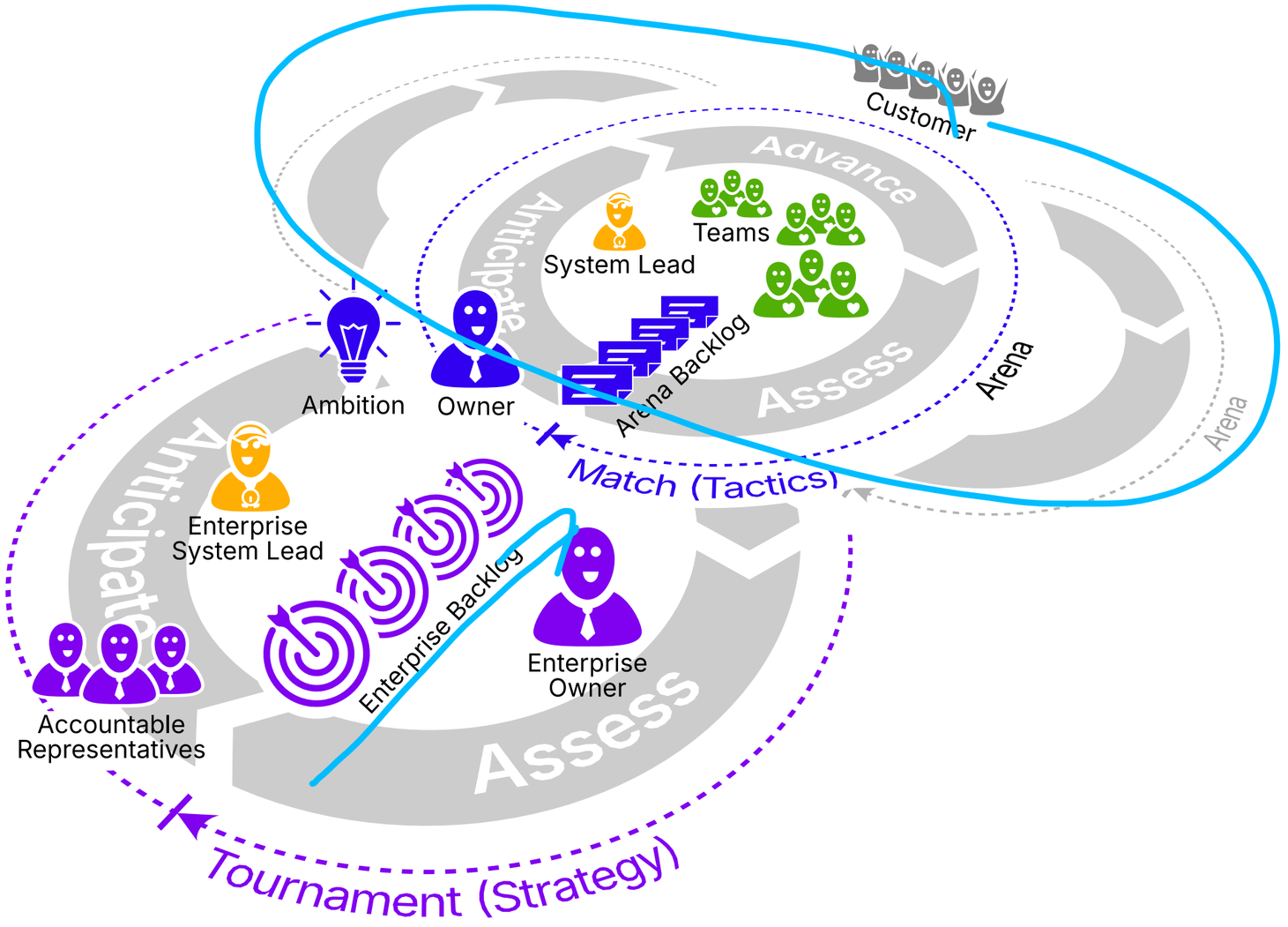
Enterprise Backlog = Strategic Goals

Planning and managing dependencies is NOT strategy

Strategy is not advancing. Only Teams advance.



- The Enterprise Backlog is the list of all Goals that an Enterprise has not yet started to work on.
- Applicable to all Teams. Highly independent organizational Units (Arena) may have different Goals.
- A Goal should have a lifetime of at least 1 month and a maximum of 12 months. The most effective Goals typically span 3-6 months.

We can't say how our business will change because of GenAI, but we can develop a strategy now.

Empirical control at the enterprise level is the best safeguard.

Focus on evolution first, agile or efficiency comes second.

https://game3.info/

Peter Beck
https://www.linkedin.com/in/curlypeter/

GAME3

GAME3 is a framework to lead the evolution of products, services, and organization of tomorrow's enterprises.

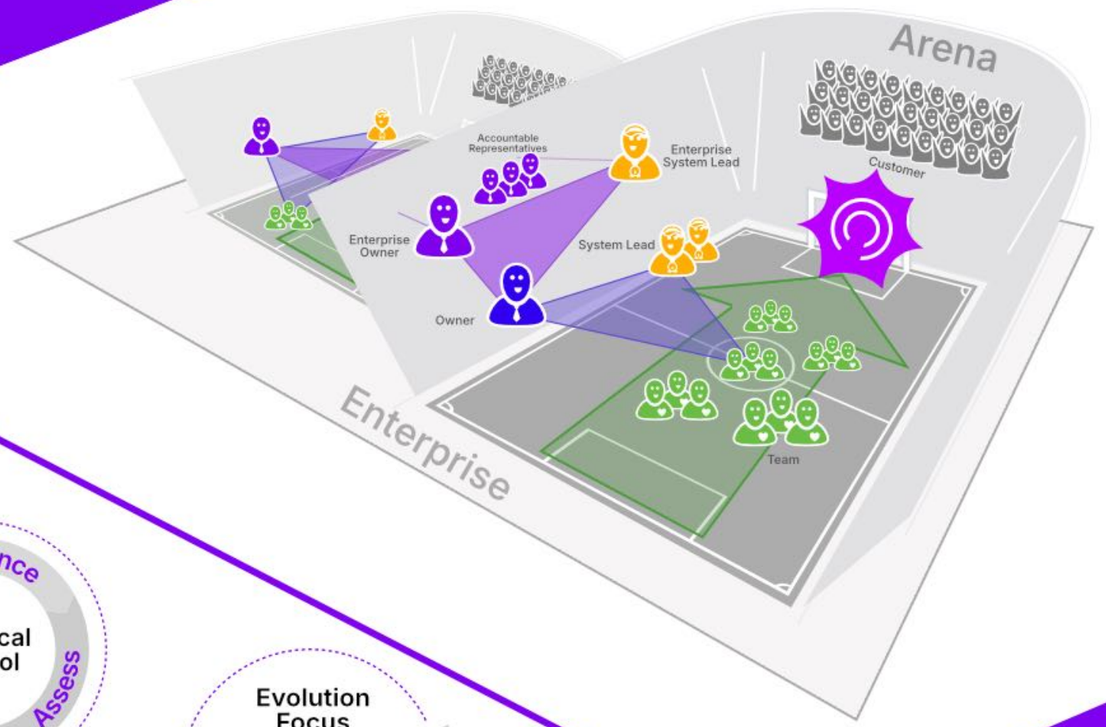
System

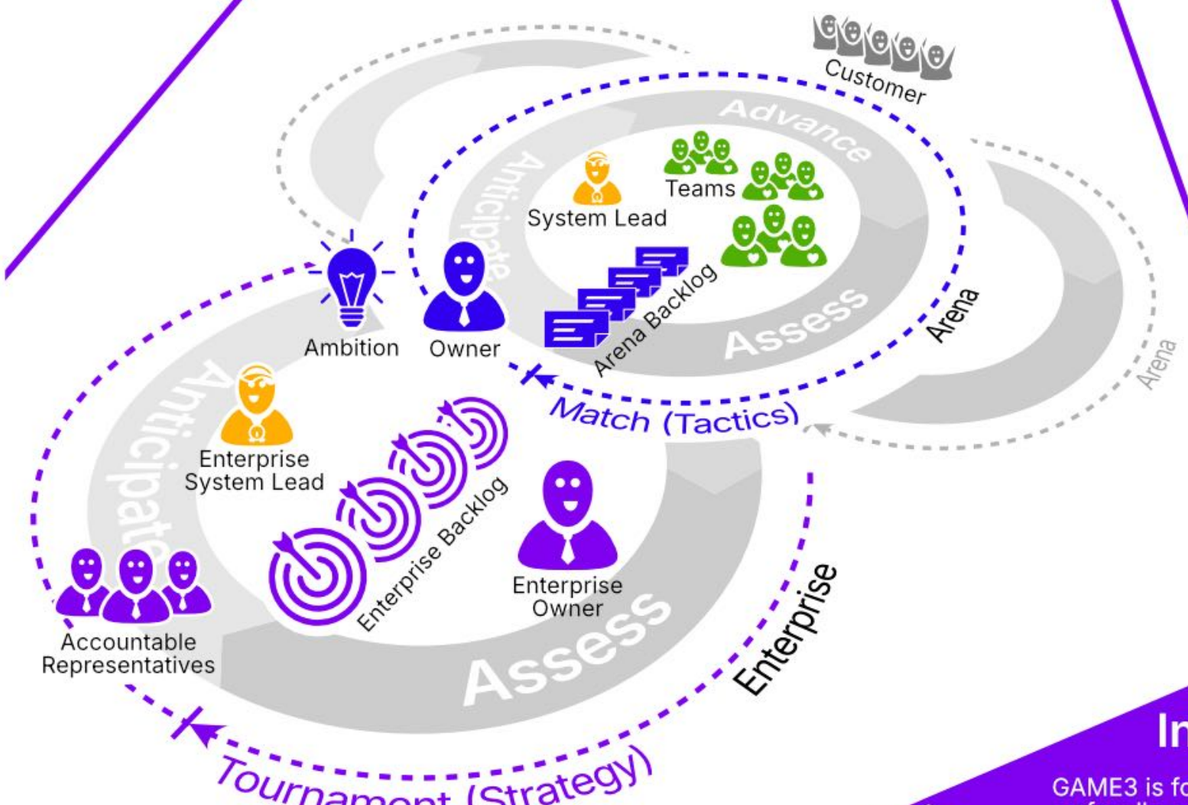
GAME3 offers a straightforward and streamlined operational system. It is easy to adopt and has proven itself over decades.

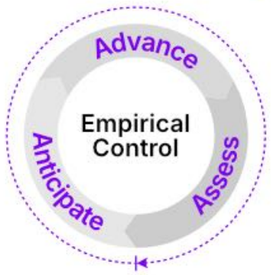
Leadership

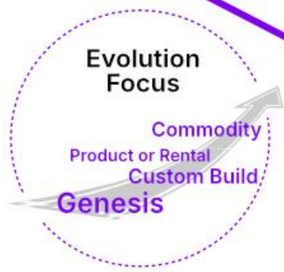
Rules

Strategy



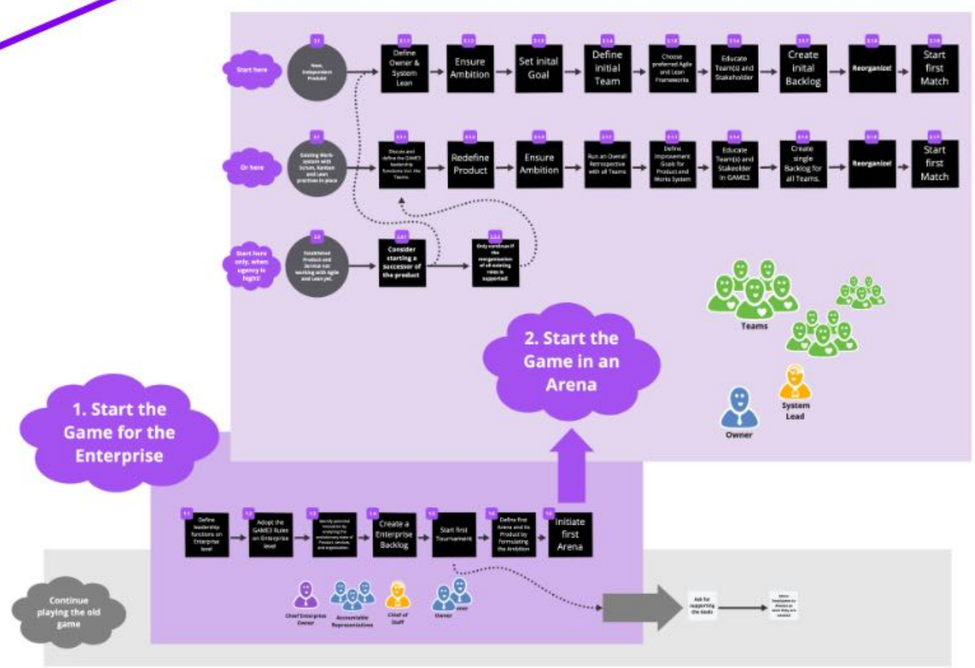






Playbook

GAME3 does not require costly transformation projects. Instead, it establishes continuous innovation on the enterprise level. Start by following the playbook.



Interplay

GAME3 is fostering the use of well understood Agile & Lean methods like Scrum and Kanban. GAME3 gives guidance on when and how to use them.

Scrum

LeSS

Design Thinking

Cynefin

Product Discovery

Scrum@Scale

Kanban

Wardley Mapping

eXtreme Programming