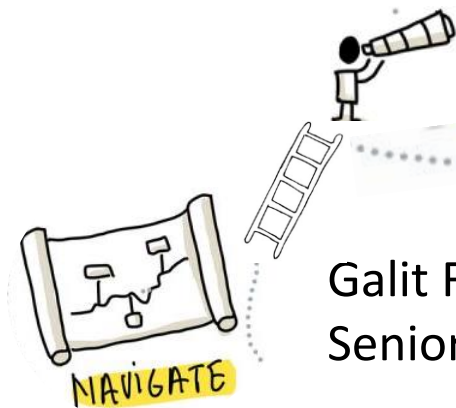


Value~Growth Organization 2025



Galit Fein,
Senior analyst @ STKI



Hi!
My name is Galit Fein
I'm a Senior Analyst
at STKI

I Cover:

- **Organizational Strategy Research:**

Product Mgmt, PPM, Organizational Structure

OCIO: IT Budgets, IT KPIs/OKRs, Sourcing

- **Process Automation:**

RPA, Intelligent Automation, Agentic AI

The Next Frontier of Intelligent Automation and
the Top Strategic Technology Trend for 2025

AI Agents

OR Agentic AI





“The Future is Agentic”,
Jensen Huang, CEO, Nvidia



“Agents are the new Apps”,
Dharmesh Shah Co-founder, Hubspot



“There are going to be hundreds of millions of AI agents, eventually they're going to be more agents than are people in the world”, Mark Zuckerberg CEO Meta

What are AI Agents?

An artificial intelligence (AI) agent is a software program that can interact with its environment, collect data, and use the data to perform self-determined tasks to meet predetermined goals. Humans set goals, but an AI agent independently chooses the best actions it needs to perform to achieve those goals. For example, consider a contact center AI agent that wants to resolve customer queries. The agent will automatically ask the customer different questions, look up information in internal documents, and respond with a solution. Based on the customer responses, it determines if it can resolve the query itself or pass it on to a human.



Source: AWS

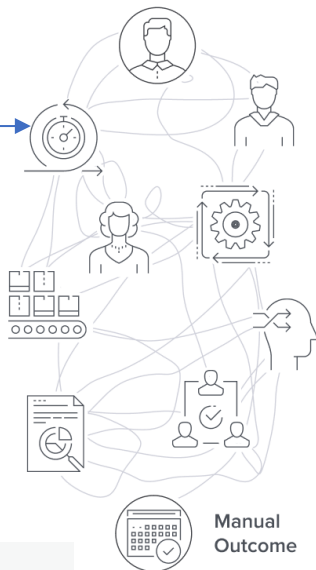
It's a **BIG DEAL**,
because it goes way beyond the simple automation



The Evolution of Automation

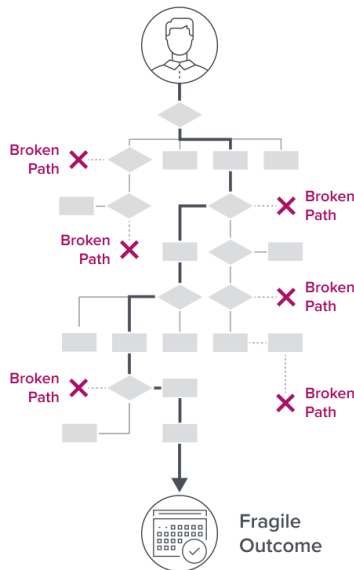
Rules-based automation

Defined by human experts while writing the SW



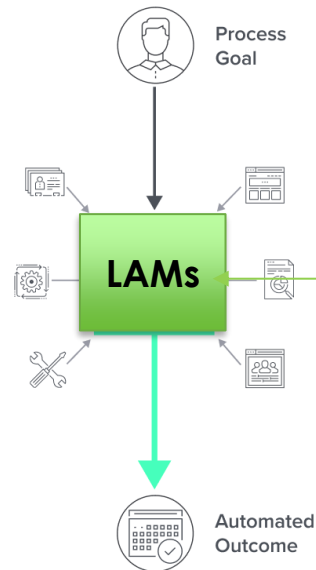
Partial automation RPA v1.0

RPA bots mimic the exact clicks that a human makes while navigating a process



Automation based on LLMs AI Agents

Instead of hard-coding each deterministic step in a process, AI agents are prompted with an end goal and equipped with the right tools and context to make fully autonomous decisions and take actions



Rules-based systems

Large Action Models

AI



AI has brainpower and potential,
but it's not useful until you give it a job

It's all about smarts

Agentic AI



AI agent is the one who gets the
JOB DONE

The Practical Hands-On version

AI agent takes the intelligence of AI and turns it into actions:



Answer

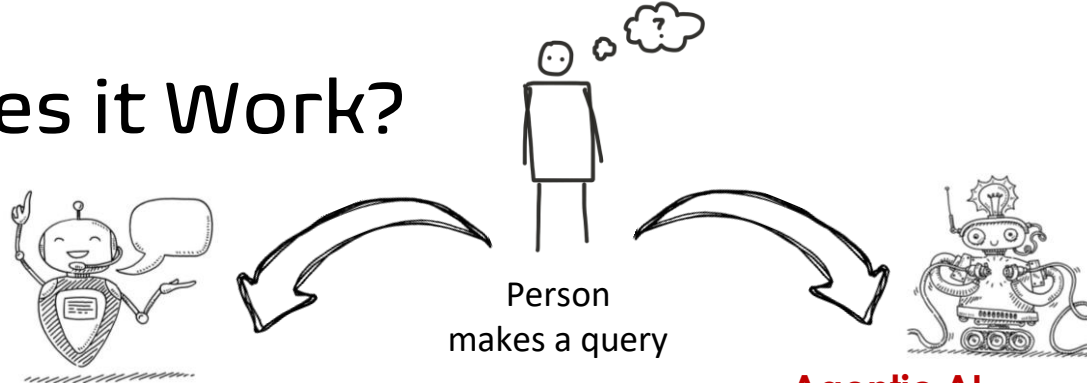


Automate



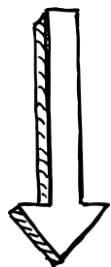
Handling

How Does it Work?

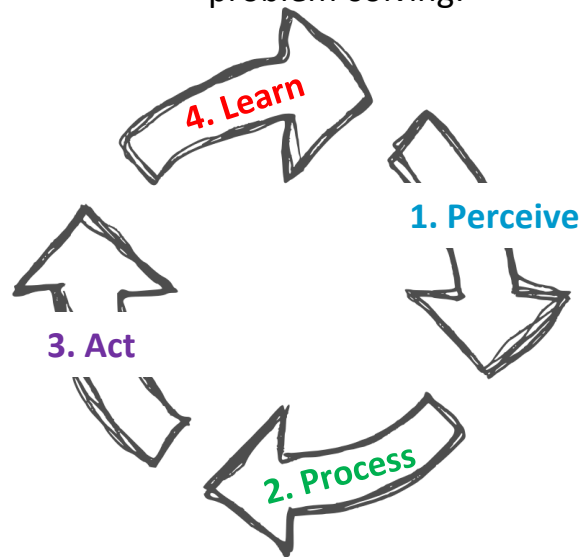


Gen AI single interaction

Agentic AI uses a 4-step process for problem-solving:

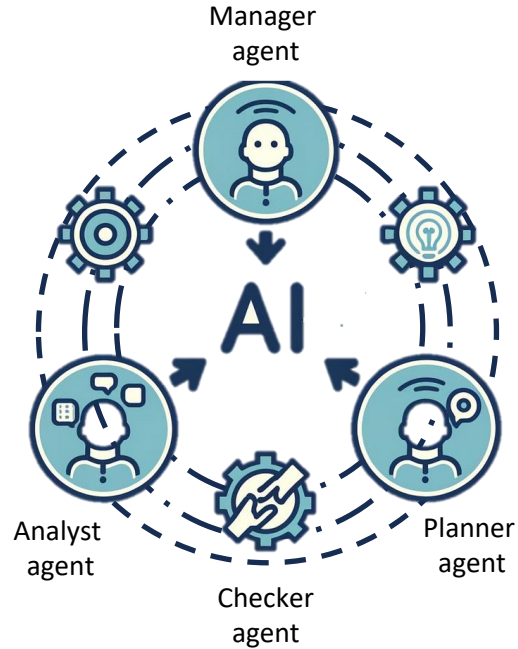


AI chatbot uses NLP to reply in "One-shot"



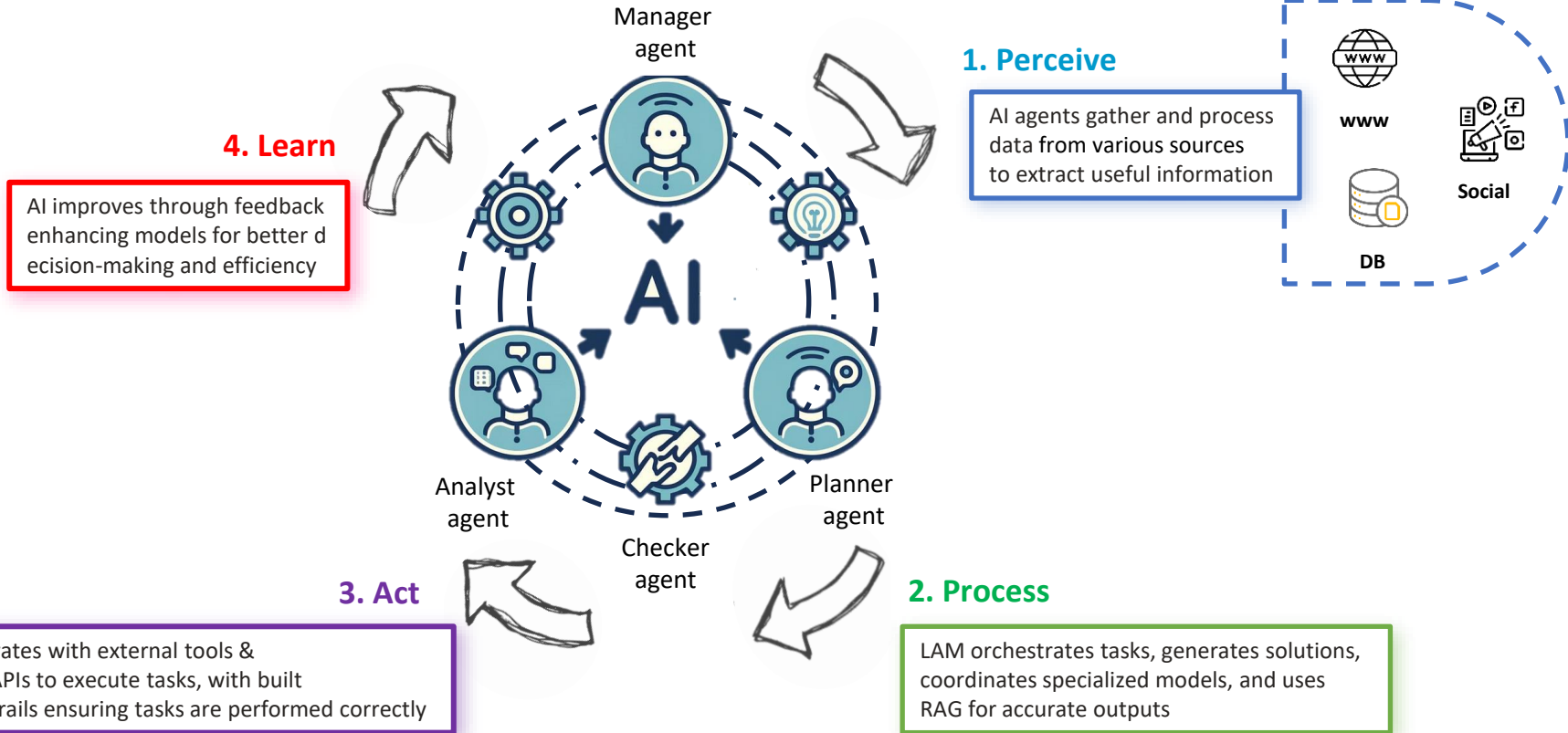
How Does it Work:

Agent system



How Does it Work:

Agent system



Agentic AI in Action



Joshua Browder
@jbrowder1

I decided to outsource my entire personal financial life to GPT-4

I gave AutoGPT access to my bank, financial statements, credit report, and email.

Here's how it's going so far (+\$217.85) and the strange ways it's saving money.

Man Saves \$217.85 by Automating Financial Tasks with AutoGPT



How can I help you today?



find me money



Connect your account to find and cancel your subs.



Connect Account



Here are your subscriptions. Which one(s) would you like to cancel?

Ny Times Nytime (\$6) ; You will be charged next on 05/25/2023

Disney+ (\$14.99) ; You will be charged next on 05/23/2023

J2 Efax (\$18.99) ; You will be charged next on 05/21/2023

Stabmag (\$10.99) ; You will be charged next on 05/21/2023

LinkedIn (\$29.99) ; You will be charged next on 06/09/2023

All of them

Connect another payment source

<https://www.ndtv.com/feature/man-gives-all-his-financial-information-to-ai-claims-he-was-able-to-save-3997989>



STKI.INFO

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Draft of the firm legal letter, requesting a refund:

Dear United Airlines Customer Relations,

Re: Request for a Refund for In-Flight Wi-Fi Purchase – Flight Number: UA883, London (LHR) to Newark (EWR), December, 2nd, 2022.

I am writing to kindly request a refund for an in-flight Wi-Fi purchase made during my recent flight with your esteemed airline from London to Newark. As a loyal United Airlines customer, I have always been satisfied with the services provided by your airline. However, on this occasion, I experienced difficulties with the Wi-Fi connection and was unable to utilize the service I paid for.

The Wi-Fi purchase in question amounts to \$36.99, and despite multiple attempts to connect, the service remained inaccessible throughout the duration of the flight. I understand that pursuant to the Federal Trade Commission (FTC) statutes, specifically Section 5(a) of the Federal Trade Commission Act (FTCA), 15 U.S.C. § 45(a), businesses are prohibited from engaging in deceptive or unfair practices. In this instance, I believe that not providing the service I paid for could be considered an unfair practice.

Given my loyalty to United Airlines, having flown numerous times on both domestic and international routes, I kindly request that you take my request for a refund into consideration. I have attached a copy of my e-ticket and Wi-Fi purchase receipt for your reference.

I understand that there may be exceptional circumstances, and I appreciate your attention to this matter. I trust that United Airlines will continue to maintain its excellent customer service standards and promptly address this issue.

Thank you for your time and consideration. I look forward to hearing from you soon and hope to continue flying with United Airlines for many years to come.

Sincerely,
Joshua Browder





@jbrowder1

Joshua Browder:

“I am already up \$217.86 in under 24 hours and have a dozen other disputes pending.

Consumer rights is the perfect job for AI Agents!”

<https://www.ndtv.com/feature/man-gives-all-his-financial-information-to-ai-claims-he-was-able-to-save-3997989>

yahoo!finance

Microsoft and Salesforce clash as autonomous agent race heats up

FORTUNE

Salesforce CEO Marc Benioff claims Microsoft has done a 'tremendous disservice' to the AI industry

Microsoft to roll out new autonomous AI agents next month, fending off challenge from Salesforce

Clippy-gate matters! Why Salesforce's war of words with Microsoft isn't just another tech marketing spat

 By **Stuart Lauchlan** October 28, 2024  Audio mode  Dyslexia mode



Inflection & Tipping Points for Agentic AI

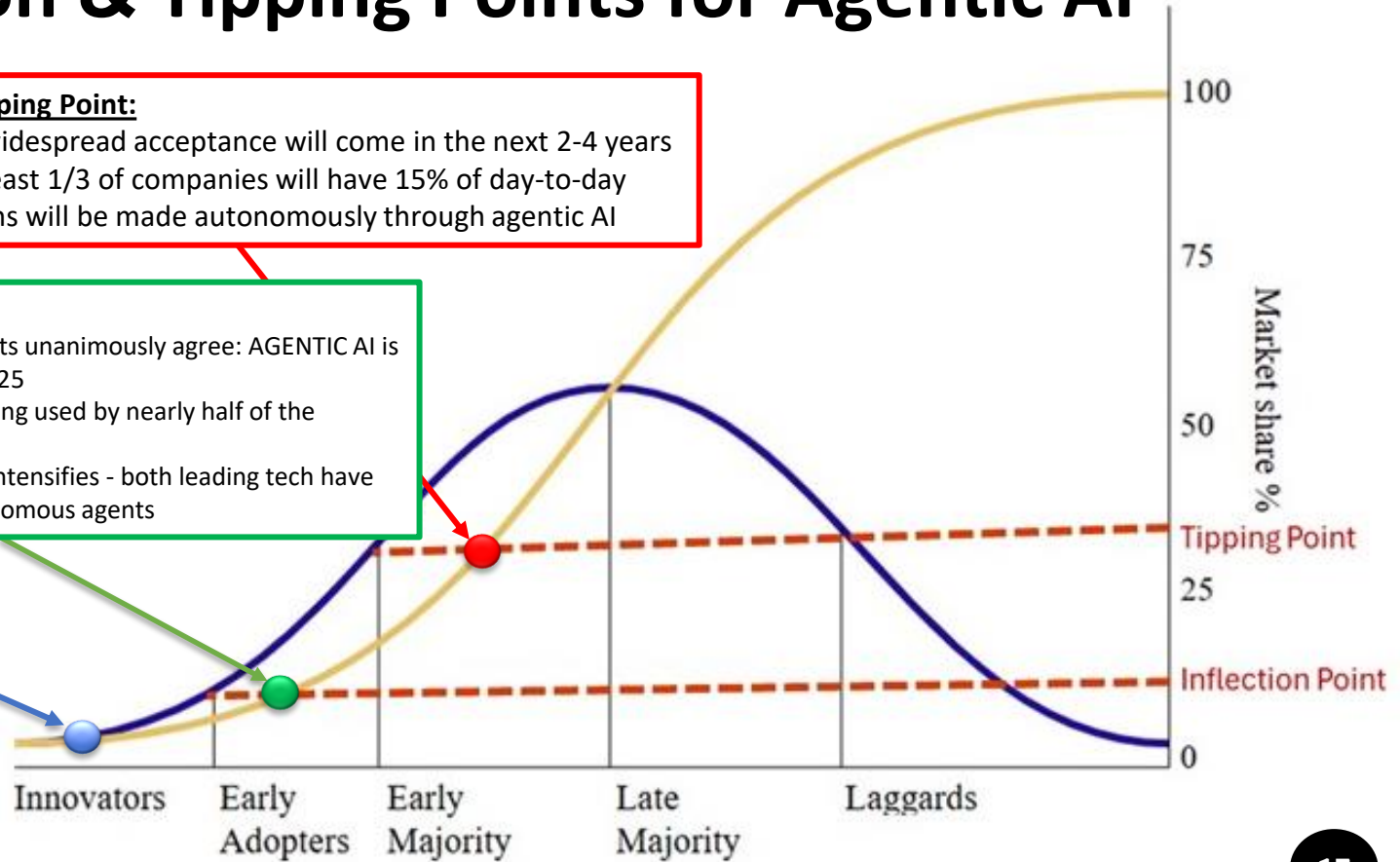
Agentic AI's Tipping Point:

- We believe widespread acceptance will come in the next 2-4 years
- By 2028, at least 1/3 of companies will have 15% of day-to-day work decisions will be made autonomously through agentic AI

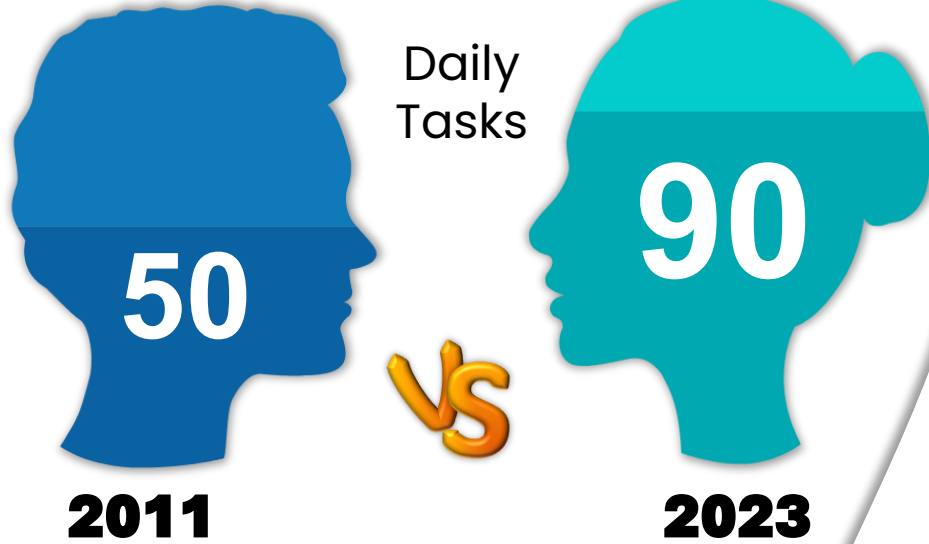
Agentic AI's Inflection Point:

- Top global companies and analysts unanimously agree: AGENTIC AI is the must-have technology for 2025
- Millions of agents are already being used by nearly half of the Fortune 500
- Microsoft and Salesforce's War Intensifies - both leading tech have been competing over their autonomous agents

Agentic AI is the newest breakthrough technology with the great potential to transform beyond recognition the way we work

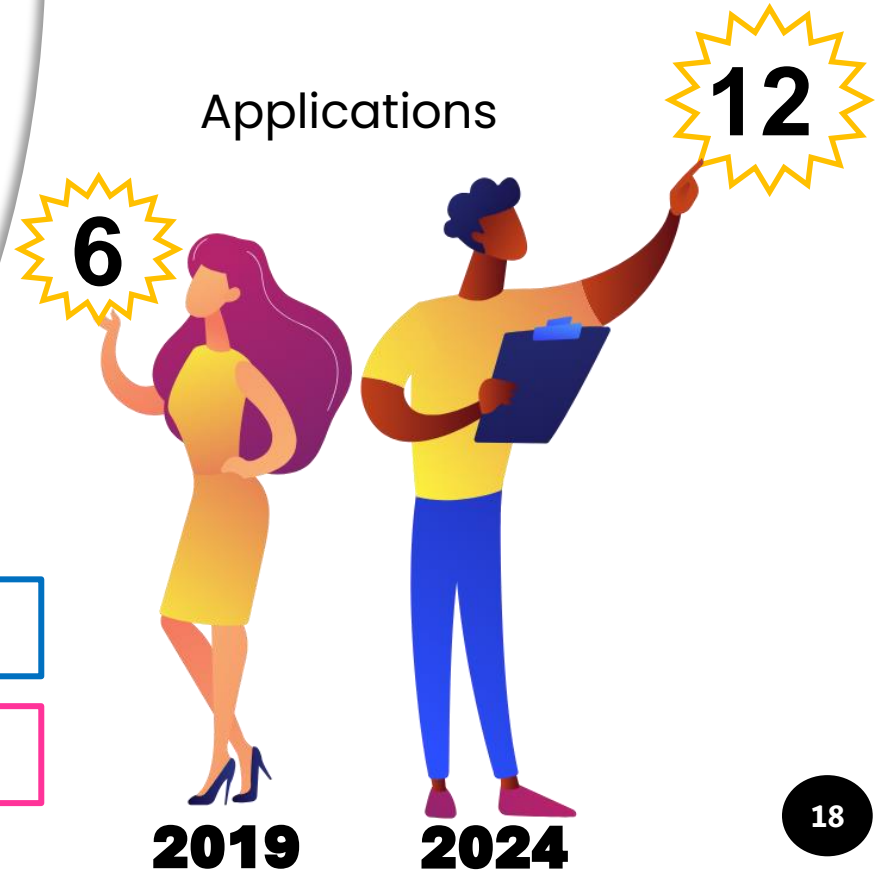


The Pace of Work is Steadily Increasing

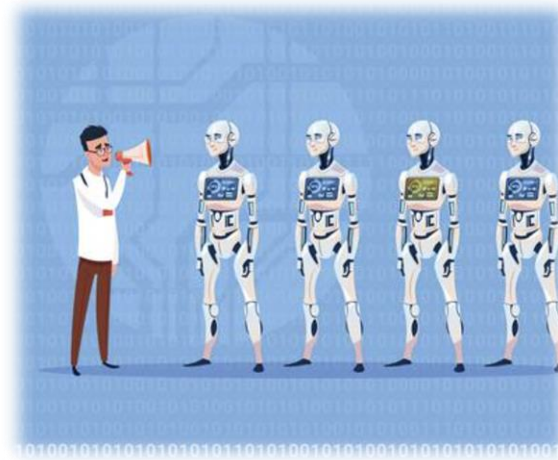


Today we work on many more sources of information and we complete many more tasks in a day

We can all use a little help



The Higher The Price, The Greater The Risk



Judgment
Intuition
Critical thinking

Statistical models
Machine learning
Pattern recognition

I don't believe that humans and Agentic systems will have an equal conversation or become equal peers

The only way to work and develop with AI agents is by overseeing Agent systems, ensuring they operate correctly, and intervening when necessary



When used correctly the benefits will be enormous



From Cost-cutting to Value-growth Organization

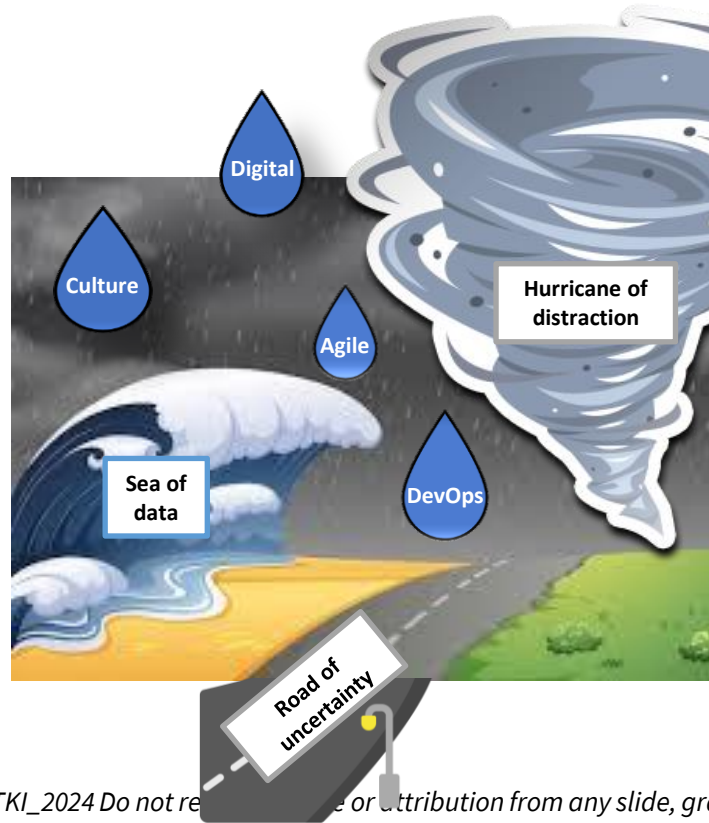


Enterprise IT Organizations have become victims of success

Organizations are large and interconnected

Across the org, our understanding is **fractured**

Siloed decision-making slows an organization's ability to **deliver value** to its customers



We have hyper-optimized much of our work, and yet it can take **months** to make small improvements

Orgs did radical transformations but often ended up just rebranding the **status quo** rather than bringing a real change

Agil'e



Agile has more or less **won** the methodology wars
However, much of what has been implemented is
fake Agile:

“But we have an Agile consultant!”



It's still common to see months spent on budgeting, analysis, and requirements-gathering before work starts



Work batched into big projects with infrequent, big-bang releases



End-customer feedback is treated as an afterthought



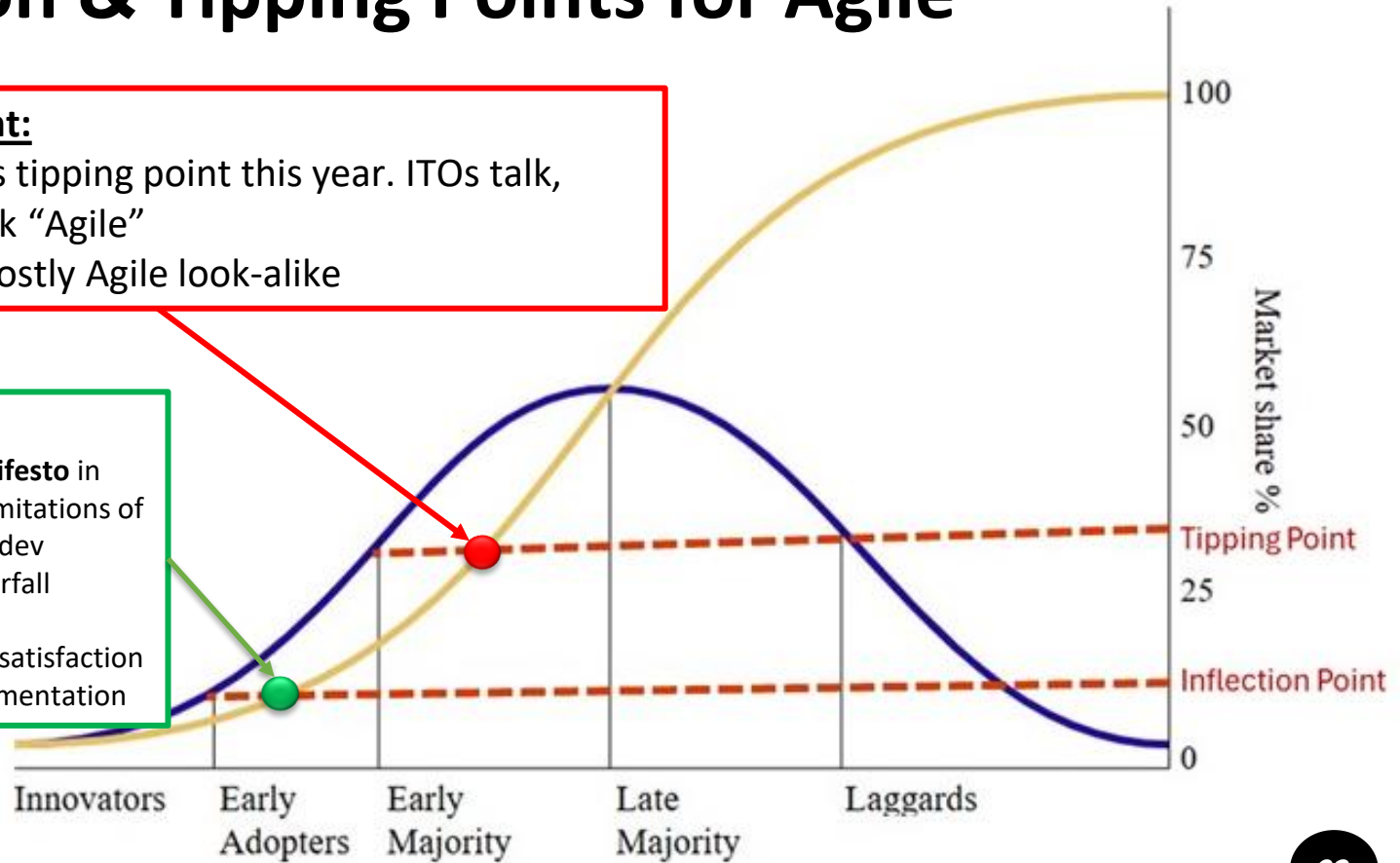
Inflection & Tipping Points for Agile

Agile's Tipping Point:

- We passed Agile's tipping point this year. ITOs talk, develop, and work “Agile”
- We believe it's mostly Agile look-alike

Agile's Inflection Point:

- Publication of the **Agile Manifesto** in **2001**, as a response to the limitations of traditional, heavyweight SW dev methodologies like the Waterfall
- Agile emphasizes flexibility, collaboration, and customer satisfaction over rigid planning and documentation



Whether you have chosen to fly an Agile flag or not –

we believe the benefits
of Software DEVELOPMENT will come
from effective **Product delivery**

We Are All Trying To Create **Valuable, Usable, Feasible, and Viable Products**

Some do it better than others



What can we learn from them?

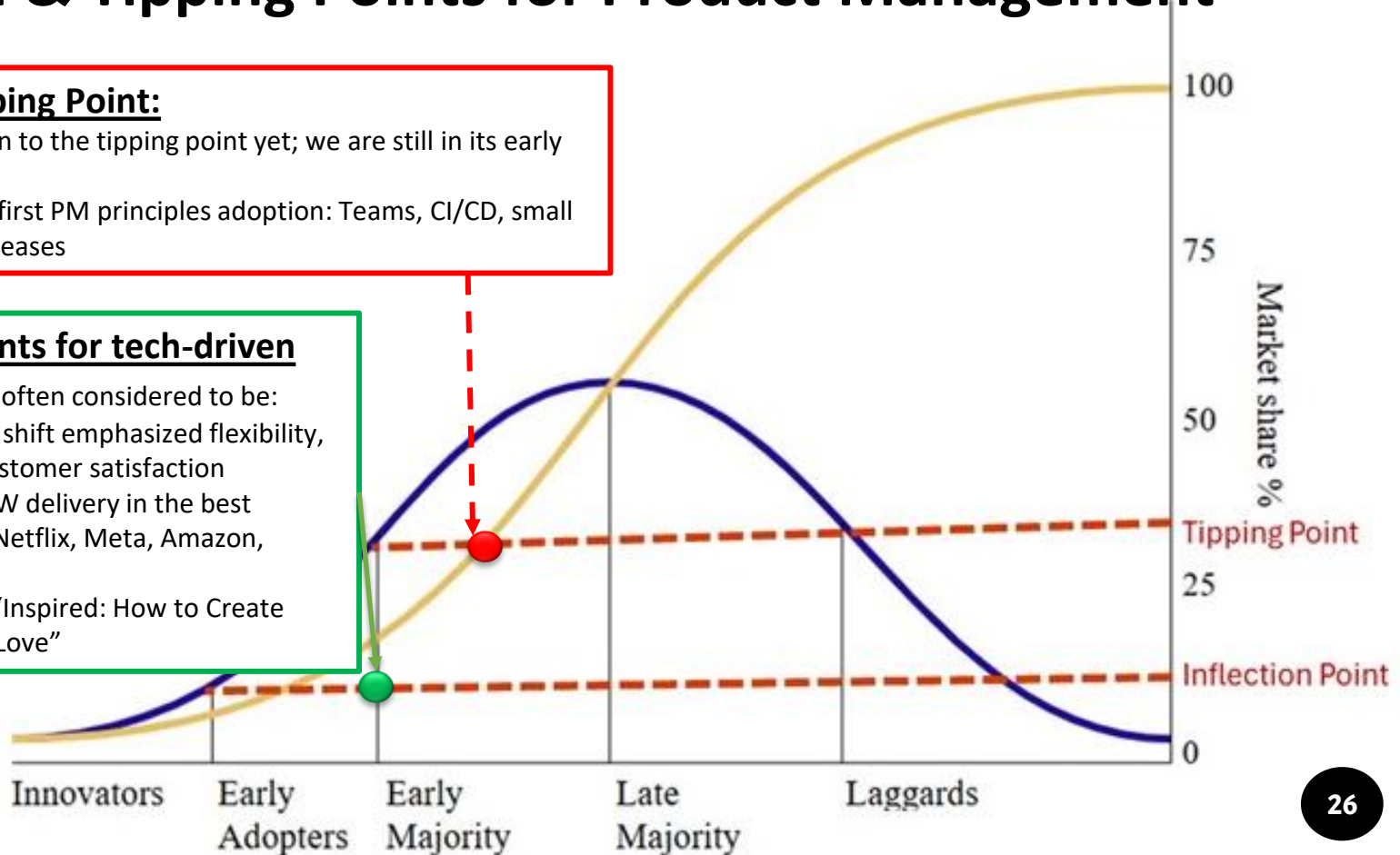
Inflection & Tipping Points for Product Management

Product's Tipping Point:

- PM hasn't gotten to the tipping point yet; we are still in its early stages.
- We can see the first PM principles adoption: Teams, CI/CD, small and frequent releases

The inflection points for tech-driven product mgmt are often considered to be:

- the rise of **Agile** -this shift emphasized flexibility, collaboration, and customer satisfaction
- Desire to resemble SW delivery in the best product companies: Netflix, Meta, Amazon, Airbnb
- Marty Cagan's book "Inspired: How to Create Products Customers Love"



There is no single right way to build products



But what are the **common principles**
used by **High Performers?**

But first, once again,

What is a Product?

Customer-Facing and Beyond



customer-facing sites, apps,
e-commerce,
or a consumer device



internal tools, enterprise
applications, billing, portals



platform services for
building other products



back-office-style system
providing critical data

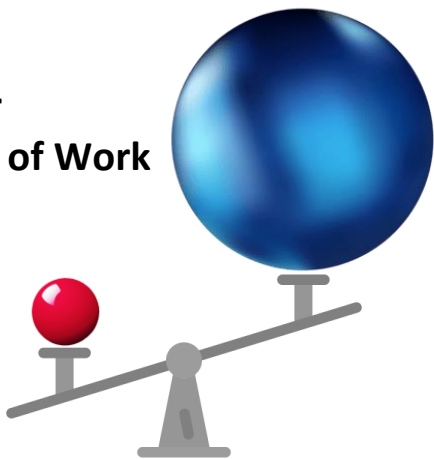
It can be a small piece of a larger whole,
or a complete product



High Performers in
Product Mgmt:
Common Principles

1. Work in Small Batches

Smaller
Chunks of Work



- Faster T2M
- Small and Frequent Releases (CI/CD)
- Target a small part of the market
- Quick feedback loops

Small Teams
Go Faster



Avoid an Epic Waste:
Agile coaches, Scrum masters, Product managers, Project managers, PMOs, Business analysts, System analysts, etc.



High Performers in
Product Mgmt:
Common Principles

2. Product Discovery

or

How high-performers decide

what to develop

Instead of stakeholders giving the project team a prioritized **list of features** and projects



Project or Feature Team

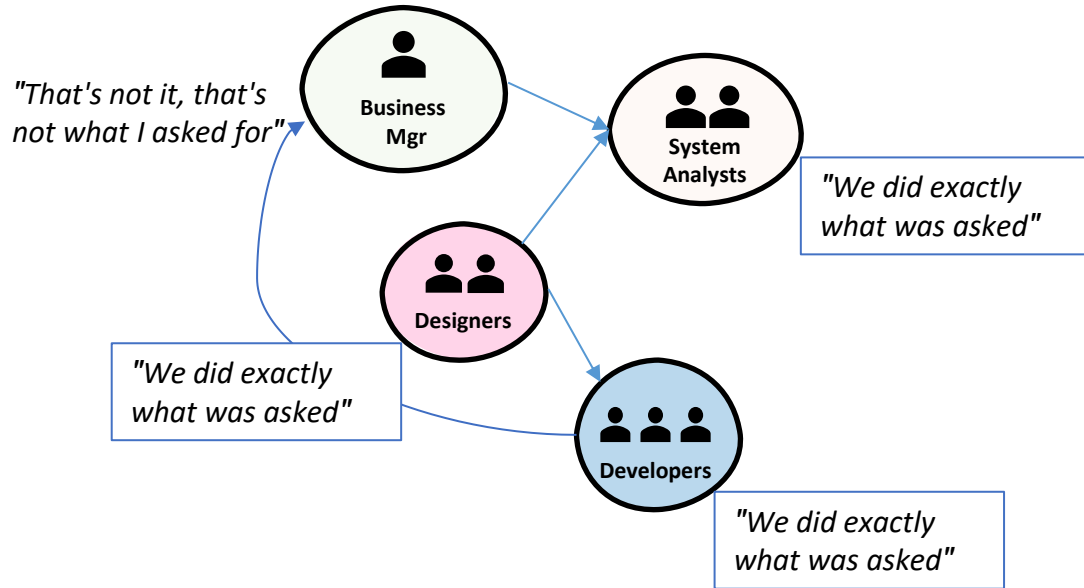
The product team gets **assigned problems** and is given the freedom to find solutions



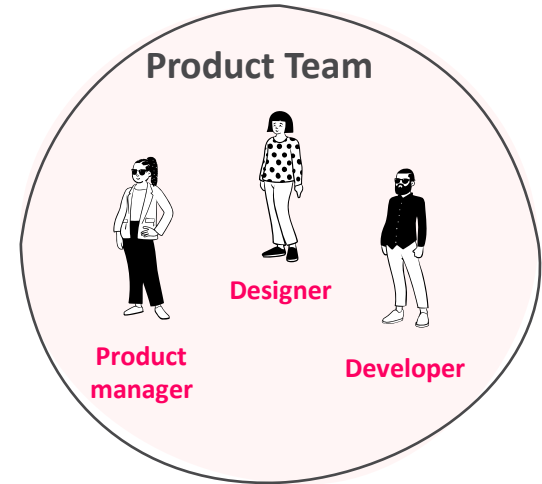
3. Product Team

High Performers in
Product Mgmt:
Common Principles

Who is responsible for the project's success/failure?



The Product Team (PM) is responsible and accountable for the product's success/failure



Today, developers are set up to serve the Business Managers rather than to serve customers in ways that work for the business



Project Teams

VS

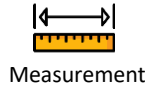
Product Teams

Get a detailed roadmap of outputs, provided by Business Mgr, or customers



Get problems to solve.
Real sense of OWNERSHIP

Output delivery with dates and timeframes



The only measure - did it solve the problem?
Time to Money – NOT Time to Market

Features are projects –
Design, Build, Test, Deploy (DONE)



It's all about outcomes. They don't get points for the shipping, only for delivering the value

Features are usable (easy to use) and feasible (can be developed)



Outcomes are valuable (for the customers) and viable (for the business)

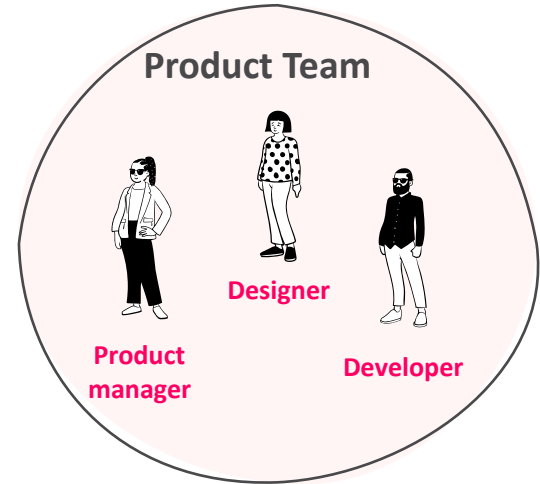
Project team doesn't need a Product manager



Only when you signed up for the outcomes - you need a Product manager

Product Manager (PM)

- PM has a completely **different set of skills** from project managers, who mostly manage a backlog
- A PM must become an **expert on customers** by conducting a minimum of 30 customer interviews per year
- PM is **responsible for value and viability** (she is hardly taking an active part in the design or development)
- A person with **deeply understanding of business** – she represents compliance, sales, marketing issues, legal constraints, and go-to-market in general
- **Expert on the data** - how is the product being used?



PM is a side-by-side creator with a Designer and a Developer



Is the role of a **Project Manager** going to change?

Backlog mgmt, status updates, resource allocation, budget-
scope- timeline mgmt., risk mgmt., documentation, etc

YES

AI will Transform the Role of Project Mgmt.

Faster than we all expect



**The rate of change is very fast,
and our job is not to be surprised**

Will AI make your job faster/easier/ take it away?

לקוחה יקרה
בימים אלה אנליסטים של STKI בעיצומה של עבודת סיכום המחקר השנתי
ועריכת המצגות לקראת הכנס השנתי אשר יערך ב 19 במרץ בגני
התערוכה.
בשל כך, במהלך תקופה זו ועד הכנס ייתכנו עיכובים במתן תשובות לשאלות
של לקוחות. אודה לכם מאוד אם תוכלו לציין במייל את מידת הדחיפות של
המידע המבוקש.
**שאלות דחופות יקבלו עדיפות גבוהה (כמו בשאר ימות השנה). יש
אפשרות ששאלות אחרות ידחו עד לאחר ה 19 במרץ.**

סליחה על אי הנעימות ונתראה בכנס

AI tools I used:

[ChatGPT](#)

[Copilot](#)

[Claude](#)

[Perplexity.ai](#)

<https://infography.in/>

<http://-i-Artflow.ai>

<https://gamma.app/>



Will AI make your job faster/easier/ take it away?

Before

Now



Requirements

Highly criticized IT process - takes weeks and months to write, revise, and sharpen requirements

20 min voice chat with all your ideas with ChatGPT on your way to work



Prioritization

Takes days of work, meetings, and approvals

Automate insight generation with no code tools



Customer feedbacks

If done, feedback is manually passed to decision-makers

15 min to get 80% and 45 min to sharpen



Initial prototype

Draw quick blueprints on paper or wait for design to work on UX

Fully functional prototypes in minutes

visily.ai

Start Today (AI) or Stop Today (Simple Tasks):

ANTI TO-DO LIST:

- Draft documents
- Get feedback
- Writing updates
- Summarize action items from meetings
- Prioritizing features
- Monitoring KPIs
- Kipping track of competitors
- Tell the user stories
- Making slides pretty
- Explaining product functionality

It's not about getting **100%** of the job done
It's about getting **75%** of the job done faster, starting from zero

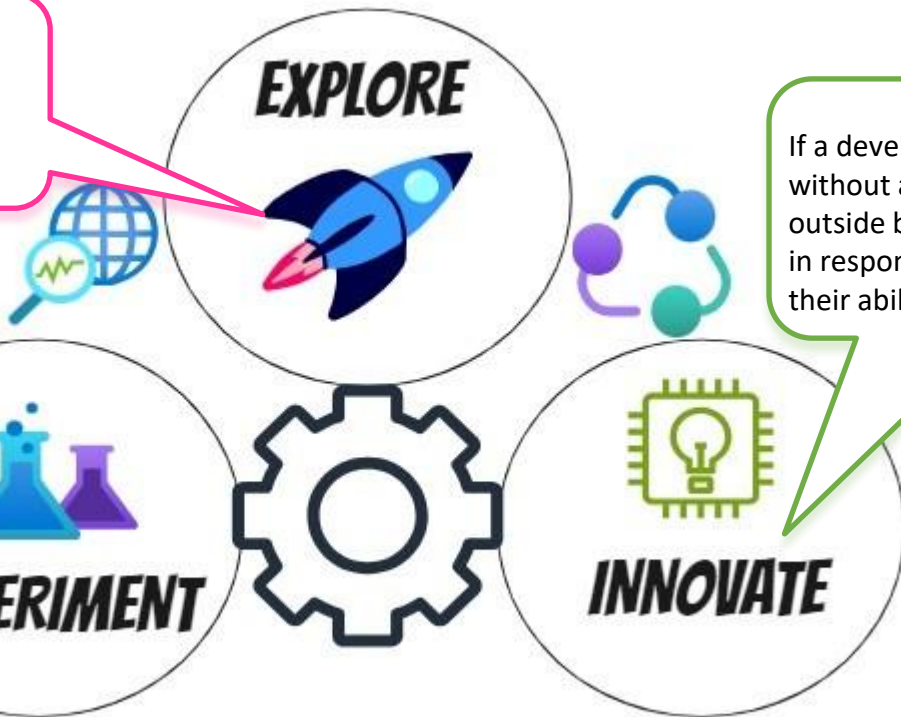




High Performers in
Product Mgmt:
Common Principles

4. Team Experimentation

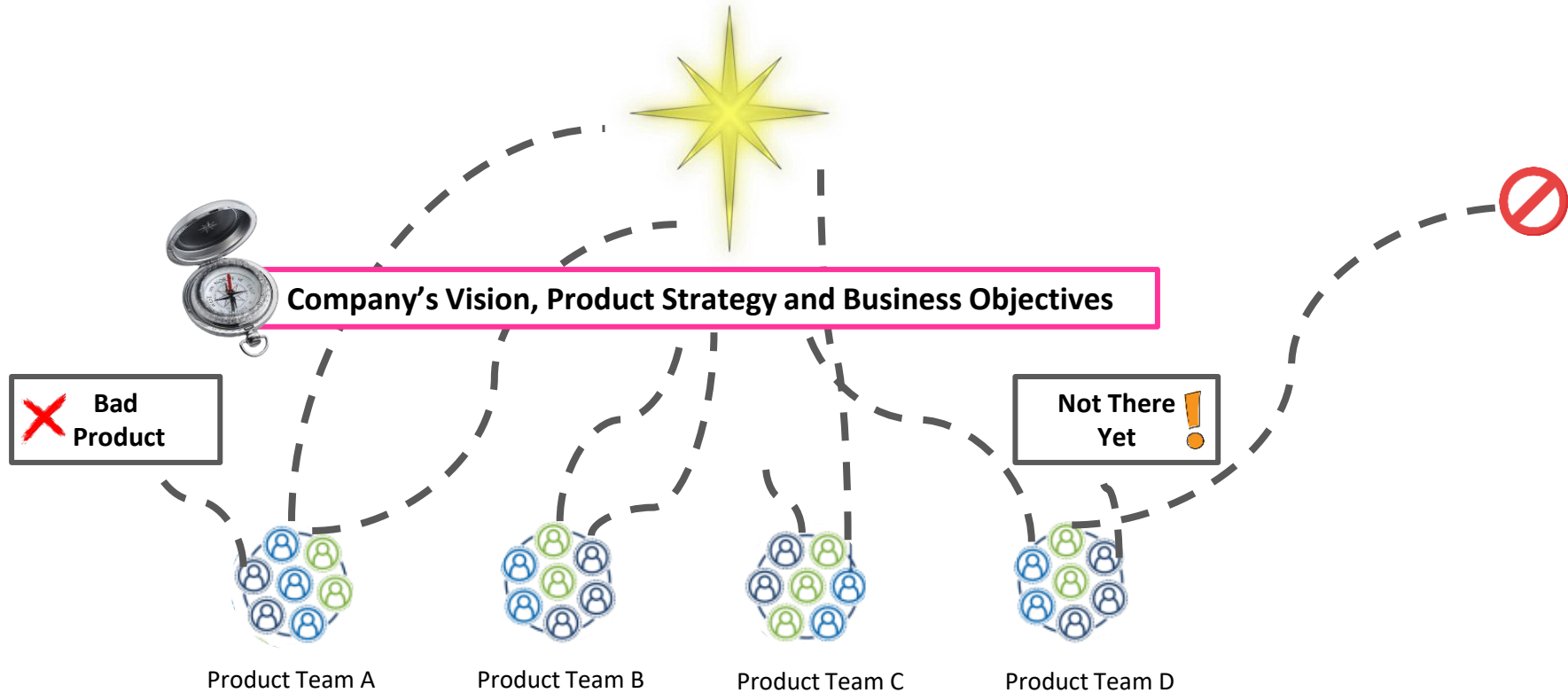
If development teams are mostly obliged to follow requirements created by different teams, ending up with products that don't delight and engage customers and won't deliver the expected business results



If a development team isn't allowed, without authorization from some outside body, to change requirements in response to what they discover, their ability to innovate is limited

Many orgs hesitate to go beyond low-risk experiments (A/B testing), fearing disruptions to their current working systems

The Company must provide the Northern Star and then let the team, with autonomy, figure out the best way to solve the problems



Product Team A

Product Team B

Product Team C

Product Team D

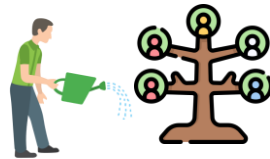
Not Less, but Better Management



Mentoring

Responsibility of every people manager is to **develop the skills** of their people by understanding their strengths and weaknesses

Everyone deserves someone committed to helping them **get better at their craft**



Leadership

Command and Control Mgmt gives way to **Supportive Mgmt.** Establishing a supportive, mentoring, high-trust culture

Allows team **experimentation**, without fear of failure



Culture

We must figure out how to establish a culture of **continuous learning**, in an era of **constant change**



Change, Learn, and Change Again:



“Life is like riding a
bicycle. **To keep
your balance you
must keep moving.**”

Albert Einstein

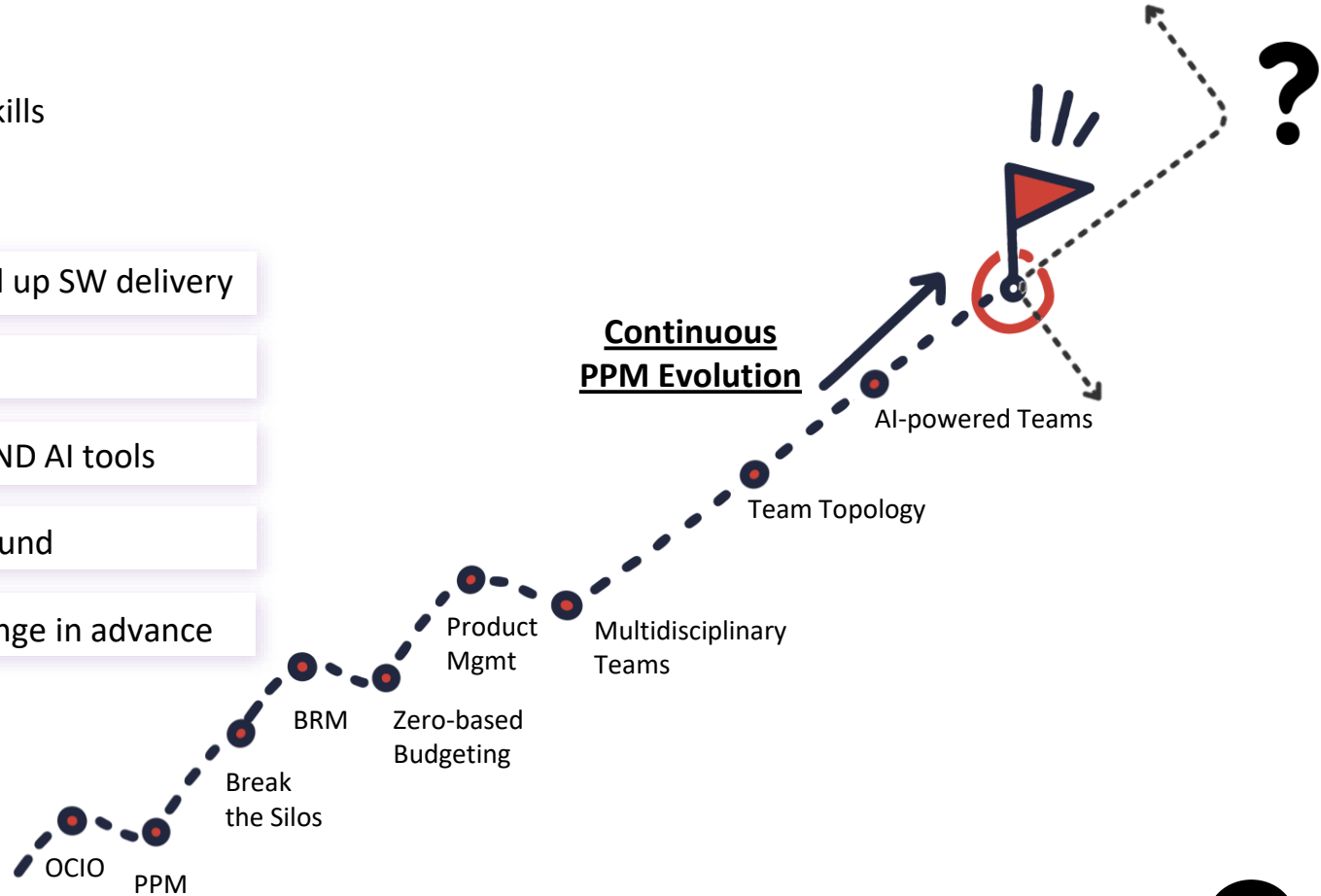
QuotesCosmos



In Conclusion

all of us will have to raise our skills

- Automate yourself to speed up SW delivery
- Add new skills and do more
- Build a team with People AND AI tools
- Learn and teach people around
- Imagine the future and change in advance



Thank You

Some parts of this presentation were written by a human.



Galit Fein

<https://www.linkedin.com/in/galitfein/>



The Orchestrator in Product Management:

Start with a clear organizational strategy and formulate a product vision

Who is in charge of product discovery?

Are we ready:

- to start measuring outcomes rather than outputs?
- to give our team the autonomy to solve the problems?
- for product managers?



The Orchestrator in Automation:

By using large language models (LLMs) to automate tasks traditionally performed by labor, businesses can now explore markets and opportunities that were previously too small or too challenging to pursue



Start building and managing integrated teams – people and AI-powered tools

Think about how you will budget for headcount versus budgeting for AI agents and tools

With LLMs, the original vision of RPA becomes possible. Instead of hard-coding each deterministic step, AI agents can be prompted with an end goal (e.g., book an appointment, transfer data), and be empowered with the right tools and context to execute actions on behalf of the company