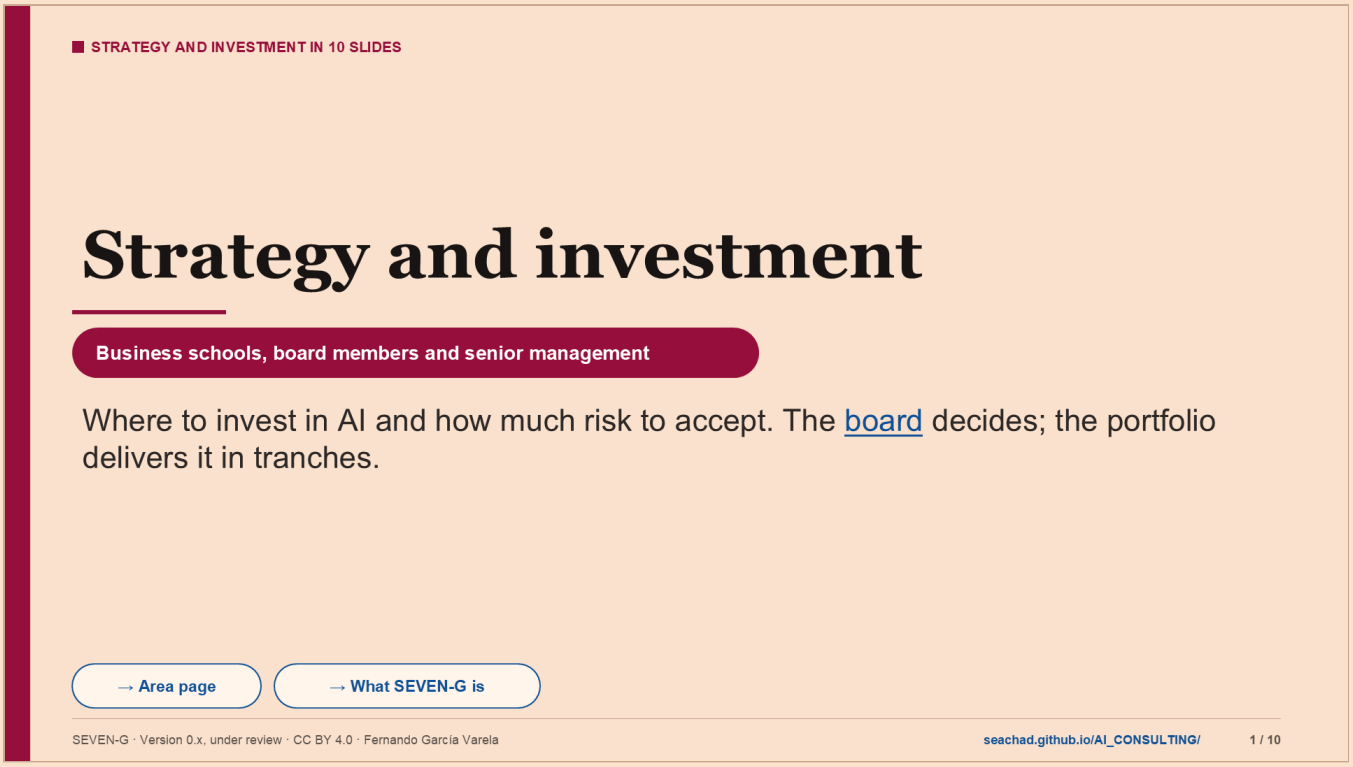


Notes

This presentation explains the «Strategy and investment» action area of SEVEN-G. The area answers a question from management: where to invest in AI and how much risk to accept.

In SEVEN-G the answer is neither a list of projects nor a technology catalogue. It is a board decision, taken in the Direction stage (C2) of the corporate cycle. That decision sets the AI thesis, the ambition per sphere, the risk appetite, the thresholds, the time limits, the red lines and the framework budget. The portfolio then allocates investment in tranches and the impact map shows whether the money follows the strategy.

Why it matters: the board does not decide on models or platforms. It decides on risk, opportunity, competitive advantage and accountability. This area gives it a language to talk about AI without talking about technology, and criteria that the rest of the framework applies to each use case.

Route through the ten slides: why it matters, the key concepts, who decides and when, the tools and templates, an example with fictitious data from the site, common mistakes, questions for management or the classroom, the relationship with other areas and with SPHERES, and how to start.

Opening question: who decides today in your company how much is invested in AI, and on what criterion is the answer no?

TERMS ON THIS SLIDE

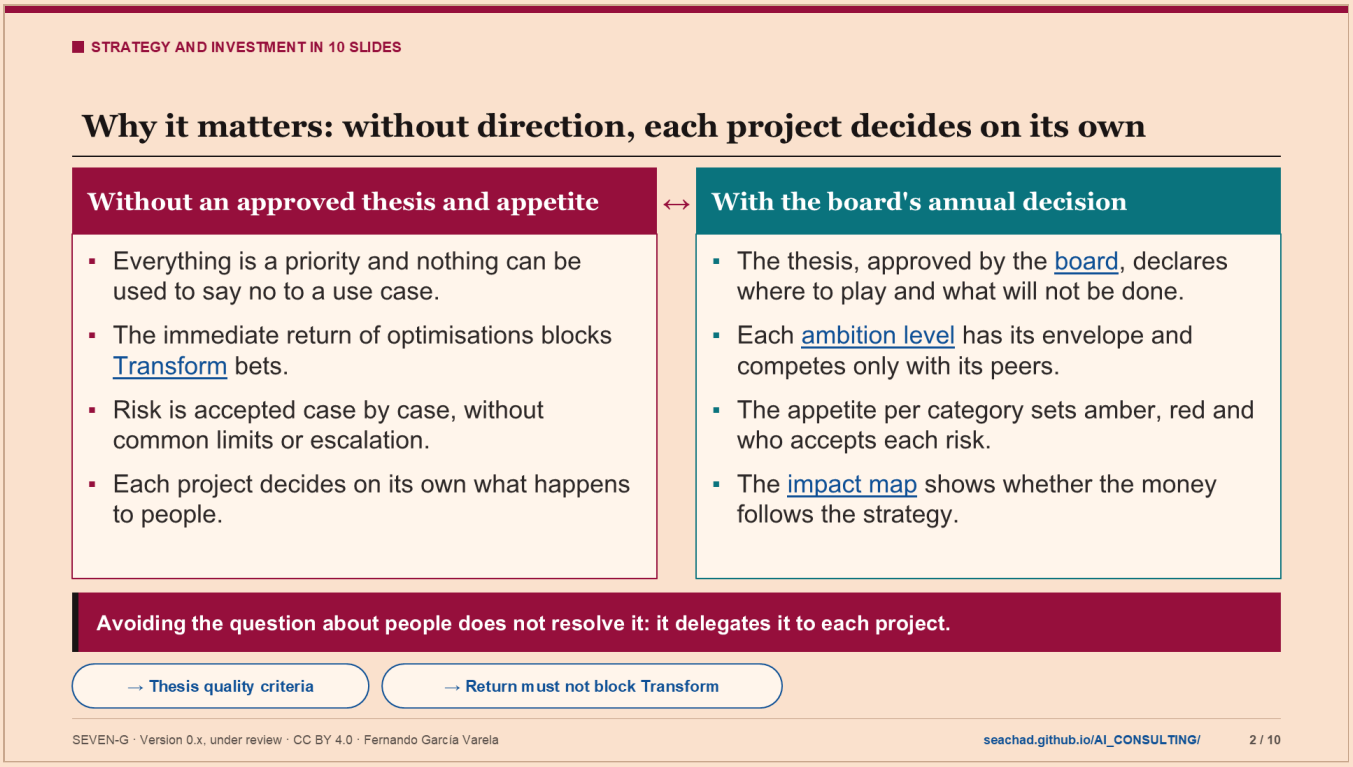
- **Board of directors**: The company's highest body. In SEVEN-G it approves the AI thesis and risk appetite (C2), Transform bets and their scaling, and oversees AI every quarter. AI is a strategic asset: its big decisions are not only for technology. The link opens its role in the governance model (document 30). https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/30_SEVEN-G_Modelo_de_gobierno.html#3-1-board-of-directors

SOURCES AND LINKS

- **Strategy and investment area page** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/areas/estrategia.html
- **Document 13 · AI thesis, ambition and risk appetite** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/13_SEVEN-G_Tesis_de_IA_ambicion_y_apetito_de_riesgo.html
- **Area page** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/areas/estrategia.html

STRATEGY AND INVESTMENT IN 10 SLIDES

- **What SEVEN-G is** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/entrada/index.html



Notes

The left-hand column describes a common situation: the company uses AI, but nobody has decided what for. Each area proposes cases and each case is discussed on its own. The result has four symptoms.

- Everything is a priority. A thesis that declares all spheres to be priorities does not guide any decision. SEVEN-G requires the thesis to contain renunciations.
- Transformation loses. If a Transform bet competes for the same money and with the same criteria as an optimisation, it almost always loses: its return is uncertain and arrives later. That is why document 14 separates the envelopes and gives Transform its own criteria.
- Risk is accepted without common limits. Without an approved appetite, each team accepts what seems reasonable to it. With an appetite, each category has a grade and metrics with an amber value and a red limit.
- People are left without a position. If the thesis does not say whether AI replaces, augments or reorganises work, each project decides on its own.

The right-hand column shows what the board decision in the Direction stage (C2) provides. The thesis makes it possible to say no. The envelopes protect each type of bet. The appetite sets who accepts each level of residual risk. The impact map makes it possible to check, every quarter, whether actual investment matches what was declared.

Why it matters for the board: a thesis without a budget, or a budget without a thesis, are unbacked decisions. The value of this area lies in joining the two.

Question for the classroom: which symptom on the left do you recognise in an organisation you know?

TERMS ON THIS SLIDE

- **Transform**: The third ambition level: AI changes the business model, the product or the way of competing. Its value takes longer and is more uncertain, so it is funded in stages and approved by the board (at the hypothesis gate and when scaling). The quick-return criteria of Optimise are not applied to it. The link opens its explanation in

the spheres methodology. https://seachad.github.io/AI_CONSULTING/SPHERES/html/en/01_SPHERES_Niveles_de_ambicion.html#transform

- **Board of directors**: The company's highest body. In SEVEN-G it approves the AI thesis and risk appetite (C2), Transform bets and their scaling, and oversees AI every quarter. AI is a strategic asset: its big decisions are not only for technology. The link opens its role in the governance model (document 30). https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/30_SEVEN-G_Modelo_de_gobierno.html#3-1-board-of-directors
- **Ambition levels**: Three levels stating how much a company wants to change with each use case: Optimise (do the same better), Augment (extend what people can do) and Transform (change the business). Each level is decided, funded and measured differently. The link opens the SPHERES document that explains them with examples. https://seachad.github.io/AI_CONSULTING/SPHERES/html/en/01_SPHERES_Niveles_de_ambicion.html
- **Impact map** (T16): Component A of SEVEN-G: where and with what ambition AI acts. It is read as a grid of the portfolio, with the spheres in rows and Optimise, Augment and Transform in columns. Each cell shows use cases, investment, cost and value, and flags the gap against the ambition the board approved. It answers «where is the impact?». In the example board dashboard, look for the «Where the impact is» card (fictitious data, interface in Spanish). https://seachad.github.io/AI_CONSULTING/SEVEN-G/herramientas/T17_panel_consejo/ejemplo/salida/t01_Dashboard_Casos_Uso_IA_v8.html

SOURCES AND LINKS

- **Document 13, section 3 · AI thesis** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/13_SEVEN-G_Tesis_de_IA_ambicion_y_apetito_de_riesgo.html#ai-thesis
- **Document 14, section 4.4 · Rules to avoid blocking transformation** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/14_SEVEN-G_Gestion_de_cartera.html#4-4-rules-to-prevent-return-from-blocking-transformation
- **Document 13, section 5 · Risk appetite** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/13_SEVEN-G_Tesis_de_IA_ambicion_y_apetito_de_riesgo.html#risk-appetite
- **Thesis quality criteria** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/13_SEVEN-G_Tesis_de_IA_ambicion_y_apetito_de_riesgo.html#3-3-quality-criteria
- **Return must not block Transform** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/14_SEVEN-G_Gestion_de_cartera.html#4-4-rules-to-prevent-return-from-blocking-transformation



Notes

Six concepts are enough to understand the area. Each card links to the document that develops it.

- AI thesis. It takes two to four pages and can be read in ten minutes. It has eight sections: context, role of AI in the strategy, where we play, what we will not do, position on people, enabling conditions, principles and how we will know it is working. Why it matters: it must be usable to say no to a use case.
- Ambition level. Optimise means doing the same thing faster, more cheaply or with fewer errors. Augment means people do what they could not do before. Transform means changing what is offered, how the company competes or how it is organised. Ambition refers to what changes in the business, not to the technology: a generative AI agent can be Optimise.
- Risk appetite. It is declared in ten categories with four grades: Averse, Cautious, Moderate and Open. The grade may tighten the general rule for accepting residual risk, never relax it.
- Sphere and impact map. Spheres 08 and 09 do not generate value in themselves: they are assessed with their own grades (Absent, Basic, Systematic, Advanced), never with Optimise, Augment or Transform.
- Portfolio. What fits the thesis is funded. Each ambition competes with its peers. Retiring is also managing.
- Funding tranche. Tranche 1 covers phases 0 to 3 and is released after Authorisation (G0); tranche 2 covers phases 4 and 5 and is released after Feasibility (G3); operation is covered after Go-live (G5). Nobody receives the full budget on entry.

Question for the classroom: why does SEVEN-G insist that the ambition levels are not a ladder?

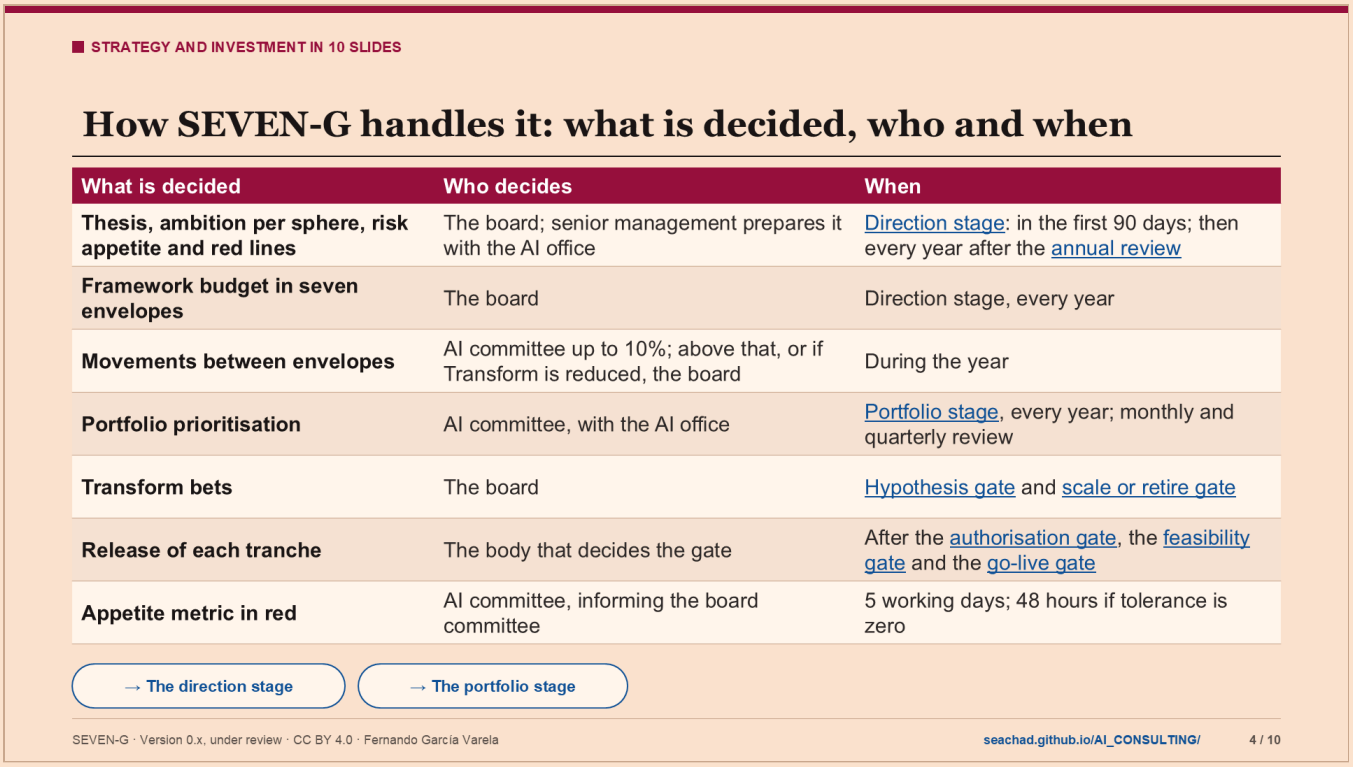
TERMS ON THIS SLIDE

- **Glossary and conventions** (documento 02): The official SEVEN-G glossary: each term with its definition, its Spanish equivalent and the document that develops it, plus the scales and codes used across the framework. It ensures everyone calls the same thing by the same name. The link opens the document. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/02_SEVEN-G_Glosario_y_convenciones.html

- **Board of directors**: The company's highest body. In SEVEN-G it approves the AI thesis and risk appetite (C2), Transform bets and their scaling, and oversees AI every quarter. AI is a strategic asset: its big decisions are not only for technology. The link opens its role in the governance model (document 30). https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/30_SEVEN-G_Modelo_de_gobierno.html#3-1-board-of-directors
- **Direction stage** (C2): The second stage of the corporate cycle. The board approves the AI thesis (what the company wants AI for), the ambition per sphere, the risk appetite, the budget envelope and the thresholds the whole framework will use. It is the decision that gives meaning to the rest: without it, each use case is approved on its own criteria. The link opens how that decision is taken in document 13. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/13_SEVEN-G_Tesis_de_IA_ambicion_y_apetito_de_riesgo.html#the-c2-decision-as-a-whole
- **Optimise**: The first ambition level: AI makes what the company already does cheaper or faster, without changing the process. Its value is measured in savings and time and must be shown early. It is the most frequent level and the one that transforms least. The link opens its explanation in the spheres methodology. https://seachad.github.io/AI_CONSULTING/SPHERES/html/en/01_SPHERES_Niveles_de_ambicion.html#optimise
- **Augment**: The second ambition level: AI extends what people can do, with better decisions, higher quality or new capabilities in the process. Its value combines efficiency and better results. It requires changing how work is done, not just installing a tool. The link opens its explanation in the spheres methodology. https://seachad.github.io/AI_CONSULTING/SPHERES/html/en/01_SPHERES_Niveles_de_ambicion.html#augment
- **Transform**: The third ambition level: AI changes the business model, the product or the way of competing. Its value takes longer and is more uncertain, so it is funded in stages and approved by the board (at the hypothesis gate and when scaling). The quick-return criteria of Optimise are not applied to it. The link opens its explanation in the spheres methodology. https://seachad.github.io/AI_CONSULTING/SPHERES/html/en/01_SPHERES_Niveles_de_ambicion.html#transform
- **Impact map** (T16): Component A of SEVEN-G: where and with what ambition AI acts. It is read as a grid of the portfolio, with the spheres in rows and Optimise, Augment and Transform in columns. Each cell shows use cases, investment, cost and value, and flags the gap against the ambition the board approved. It answers «where is the impact?». In the example board dashboard, look for the «Where the impact is» card (fictitious data, interface in Spanish). https://seachad.github.io/AI_CONSULTING/SEVEN-G/herramientas/T17_panel_consejo/ejemplo/salida/t01_Dashboard_Casos_Uso_IA_v8.html
- **The nine spheres** (esferas 01–09): Nine areas where AI acts in a company: four where value is created (01 to 04), three enablers that make it possible (05 to 07), the limits of regulation and ethics (08) and the governance of AI itself (09). Each use case sits in one primary sphere. The link opens the overview in SPHERES. https://seachad.github.io/AI_CONSULTING/SPHERES/html/en/00_SPHERES_Que_es_y_para_que_sirve.html#the-nine-spheres-at-a-glance

SOURCES AND LINKS

- **SEVEN-G glossary (document 02)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/02_SEVEN-G_Glosario_y_convenciones.html#glossary-of-framework-terms
- **Document 10, section 3 · The three ambition levels** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/10_SEVEN-G_Mapa_de_esferas_y_niveles_de_ambicion.html#the-three-ambition-levels
- **Document 13, section 3.2 · Structure of the thesis** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/13_SEVEN-G_Tesis_de_IA_ambicion_y_apetito_de_riesgo.html#3-2-structure
- **Document 14, section 6.2 · Funding tranches** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/14_SEVEN-G_Gestion_de_cartera.html#6-2-funding-tranches
- **Glossary and conventions** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/02_SEVEN-G_Glosario_y_convenciones.html#glossary-of-framework-terms
- **Area concepts** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/areas/estrategia.html#conceptos



STRATEGY AND INVESTMENT IN 10 SLIDES

How SEVEN-G handles it: what is decided, who and when

What is decided	Who decides	When
Thesis, ambition per sphere, risk appetite and red lines	The board; senior management prepares it with the AI office	Direction stage: in the first 90 days; then every year after the annual review
Framework budget in seven envelopes	The board	Direction stage, every year
Movements between envelopes	AI committee up to 10%; above that, or if Transform is reduced, the board	During the year
Portfolio prioritisation	AI committee, with the AI office	Portfolio stage, every year; monthly and quarterly review
Transform bets	The board	Hypothesis gate and scale or retire gate
Release of each tranche	The body that decides the gate	After the authorisation gate, the feasibility gate and the go-live gate
Appetite metric in red	AI committee, informing the board committee	5 working days; 48 hours if tolerance is zero

→ The direction stage → The portfolio stage

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Notes

The table summarises the rules of the area: what is decided, who decides it and at what point in the cycle.

The Direction decision (C2) has twelve components: thesis, ambition per sphere, risk appetite, economic impact thresholds, Enterprise investment and materiality thresholds, return horizon, target portfolio balance, reference time limits, nonconformity and incident time limits, red lines, framework budget and review. Senior management prepares them with the AI Office, risk, compliance, management control and people. Before approval, the AI Auditor or internal audit checks ten quality criteria. The board approves it and may delegate the preparation to a committee.

The Portfolio stage (C3) belongs to the AI Committee. The method has four steps: elimination filters, assignment to the ambition lane, scoring with six criteria and allocation of budget and capacity. The committee reviews the portfolio every month (funnel, stalled use cases, expired conditions) and every quarter (balance, concentration, value, programmes and retirements).

Two rules protect the strategy. First: the Transform envelope is not reallocated to other lanes without board approval. Second: splitting a use case to stay below a threshold is a major nonconformity.

The red lines include the practices prohibited by Article 5 of the EU AI Act, with zero tolerance, and a minimum list of decisions that are never delegated to an AI system. Approval of the thesis, the appetite, the budget and the red lines themselves is one of them.

Question for the classroom: why does the board, and not the AI Committee, decide on Transform bets?

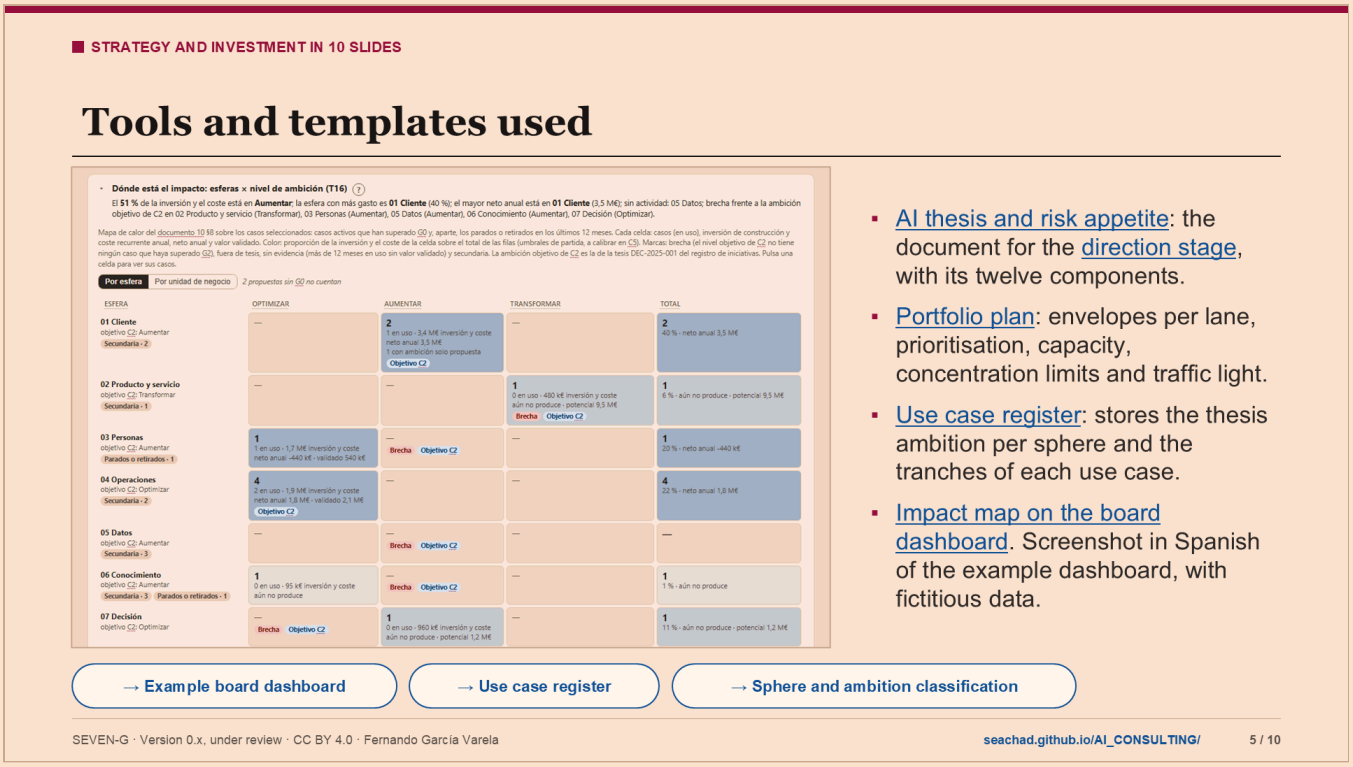
TERMS ON THIS SLIDE

- **Direction stage** (C2): The second stage of the corporate cycle. The board approves the AI thesis (what the company wants AI for), the ambition per sphere, the risk appetite, the budget envelope and the thresholds the whole framework will use. It is the decision that gives meaning to the rest: without it, each use case is approved on its own criteria. The link opens how that decision is taken in document 13. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/13_SEVEN-G_Tesis_de_IA_ambicion_y_apetito_de_riesgo.html#the-c2-decision-as-a-whole

- **Annual review** (C5): The fifth stage of the corporate cycle. Once a year, the company reviews whether the thesis was met, how much value was realised, how maturity changed, what it learned and which thresholds it recalibrates; the bodies assess themselves. It is recorded in template P37. It closes the cycle and opens the next. The link opens the annual pack in document 60. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/60_SEVEN-G_Paquete_para_el_consejo.html#3-3-annual-review-pack-c5
- **Portfolio stage** (C3): The third stage of the corporate cycle. With the thesis approved, the AI committee decides which use cases go in, in what order and with how much money, and what is regularised among what was already under way. It is recorded in the portfolio plan (P36). It means investing where the value is, not where someone pushes hardest. The link opens the stage in document 14. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/14_SEVEN-G_Gestion_de_cartera.html#stage-c3-portfolio
- **Hypothesis gate** (G2): The gate that approves the value hypothesis: how much is expected, how it will be measured, against which baseline and when it will be stopped. Transform bets are approved here by the board. Without an approved hypothesis the feasibility test is not funded. The link opens its criteria in document 21. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/21_SEVEN-G_Criterios_de_gate_y_auditoria.html#6-3-g2-hypothesis
- **Scale or retire gate** (G7): The final gate of the lifecycle. With the value actually measured, it decides to scale the use case (which starts a new cycle), iterate it or retire it with an orderly plan. Scaling a Transform bet is approved by the board. The link opens its criteria in document 21. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/21_SEVEN-G_Criterios_de_gate_y_auditoria.html#6-8-g7-scale-or-retire
- **Authorisation gate** (G0): The first gate of the lifecycle. It checks that the use case has a sponsor, assigned roles, a decided intensity and an inventory entry before time is spent on it. It is short, but it avoids use cases without an owner. The link opens its criteria in document 21. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/21_SEVEN-G_Criterios_de_gate_y_auditoria.html#6-1-g0-authorisation
- **Feasibility gate** (G3): The most important gate: using the feasibility test, the regulatory classification and the risk register, it decides whether the use case deserves the big spend of building it. It is always decided on its own, never grouped with others. It is the main stop gate: stopping here costs little; later, a lot. The link opens its criteria in document 21. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/21_SEVEN-G_Criterios_de_gate_y_auditoria.html#6-4-g3-feasibility
- **Go-live gate** (G5): The gate that authorises using the AI system with real users, customers or data. It requires validation and pilot passed, a tested rollback plan and multi-level sign-off (business, technology, risk). Nothing goes into production without this sign-off. The link opens its criteria in document 21. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/21_SEVEN-G_Criterios_de_gate_y_auditoria.html#6-6-g5-go-live

SOURCES AND LINKS

- **Document 13, section 12 · Framework budget** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/13_SEVEN-G_Tesis_de_IA_ambicion_y_apetito_de_riesgo.html#framework-budget
- **Document 13, section 11 · Red lines** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/13_SEVEN-G_Tesis_de_IA_ambicion_y_apetito_de_riesgo.html#red-lines
- **Document 14, section 4.1 · Four-step prioritisation method** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/14_SEVEN-G_Gestion_de_cartera.html#4-1-four-step-method
- **Regulation (EU) 2024/1689 (EU AI Act), EUR-Lex** https://eur-lex.europa.eu/eli/reg/2024/1689/oj/eng



Notes

The image is a screenshot of the impact map on the example board dashboard. The data are fictitious. The rows are spheres 01 to 07; the columns, the three ambition levels. Each cell shows the number of use cases, the investment and annual recurring cost, the validated net value and the target ambition that the board set for the sphere in the Direction decision (C2). The colour shows what share of spending is in the cell: no activity, low (less than 5%), medium (5% to 15%) or high (more than 15%). These are initial thresholds, to be calibrated in the Review (C5).

The map sets four markers. Gap: at the target level of a sphere there is no use case that has passed the Hypothesis gate (G2). Outside the thesis: a non-priority sphere receives more than 5% of the total. No evidence: use cases with more than 12 months in production and no validated value. Secondary: use cases that have the sphere as secondary, without amounts.

The templates and tools of the area:

- The AI thesis and risk appetite template (P35) is the board decision document. It has one section per component, from identification to approval and verification.
- The portfolio plan (P36), which belongs to the Portfolio stage (C3), contains the envelopes, the prioritisation table, the capacity plan, the concentration limits, the regularisation plan and the programme traffic light.
- The sphere and ambition classification (P07) places each use case on the map in phases 1, 2 and 7.
- The use case register (T01) is the data source. The ambition per sphere is stored in the board decision that approves the thesis, and the dashboard takes it from there.

Why it matters: if the ambition from the Direction decision is not recorded, the map cannot flag gaps or off-thesis investment.

TERMS ON THIS SLIDE

- **AI thesis and risk appetite** (P35): A template recording the board's decision in the direction stage: what the company wants AI for, ambition per sphere, risk appetite, budget envelope, thresholds and chosen indicators. It is the reference against which every use case is later judged. The link opens the template. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/plantillas/P35_SEVEN-G_Tesis_de_IA_y_apetito_de_riesgo.html
- **Direction stage** (C2): The second stage of the corporate cycle. The board approves the AI thesis (what the company wants AI for), the ambition per sphere, the risk appetite, the budget envelope and the thresholds the whole framework will use. It is the decision that gives meaning to the rest: without it, each use case is approved on its own criteria. The link opens how that decision is taken in document 13. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/13_SEVEN-G_Tesis_de_IA_ambicion_y_apetito_de_riesgo.html#the-c2-decision-as-a-whole
- **Use case register** (T01): It is the central SEVEN-G tool and the single data source for all the others. It records each AI use case like an opportunity in a CRM: phase, status, dates, criteria for each gate, risks, value and stop reason. The AI office and the teams use it; the committee and the board see what comes out of it. The link opens an example register with fictitious use cases; anything you change is stored only in your browser. https://seachad.github.io/AI_CONSULTING/SEVEN-G/herramientas/T01_registro_iniciativas/registro.html
- **Impact map** (T16): Component A of SEVEN-G: where and with what ambition AI acts. It is read as a grid of the portfolio, with the spheres in rows and Optimise, Augment and Transform in columns. Each cell shows use cases, investment, cost and value, and flags the gap against the ambition the board approved. It answers «where is the impact?». In the example board dashboard, look for the «Where the impact is» card (fictitious data, interface in Spanish). https://seachad.github.io/AI_CONSULTING/SEVEN-G/herramientas/T17_panel_consejo/ejemplo/salida/t01_Dashboard_Casos_Uso_IA_v8.html
- **Board dashboard** (T17): A supervision dashboard generated from the use case register. It shows the board cost, validated versus declared value, the funnel, risks, incidents, adoption, maturity and what holds back scaling, with a «?» help on each card. It is for deciding, not just for informing. The link opens the example dashboard with fictitious data; the interface is in Spanish and the help texts are in both languages. https://seachad.github.io/AI_CONSULTING/SEVEN-G/herramientas/T17_panel_consejo/ejemplo/salida/t01_Dashboard_Casos_Uso_IA_v8.html

SOURCES AND LINKS

- **Document 10, section 8 · Sphere × level heat map (T16)** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/10_SEVEN-G_Mapa_de_esferas_y_niveles_de_ambicion.html#sphere-level-heat-map-t16
- **Template P36 · C3 portfolio plan** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/plantillas/P36_SEVEN-G_Plan_de_cartera_C3.html
- **Document 14, section 13 · Associated tools and templates** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/14_SEVEN-G_Gestion_de_cartera.html#associated-tools-and-templates
- **Sphere and ambition classification** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/plantillas/P07_SEVEN-G_Clasificacion_de_esfera_y_ambicion.html

STRATEGY AND INVESTMENT IN 10 SLIDES

Example with fictitious data: does the money follow the strategy?

Fictitious company from the sphere map and ambition levels. Amounts in millions of euros.

Sphere	Board target	Current portfolio	Reading
04 · Operations	Optimise	6 in Optimise · 1.60 · high colour	It concentrates 40% of the investment
02 · Product and service	Transform	1 in Optimise · 0.10; 1 in Transform · 0.30	The bet exists, but it is a single one
01 · Customer	Augment	3 in Optimise · 0.45; 1 in Augment · 0.30	There is activity at the target level
03 · People	Augment	2 in Optimise · 0.40; 1 in Augment · 0.40	There is activity at the target level
05 · Data	Augment	1 in Optimise · 0.35; gap in Augment	It weakens the value spheres
06 · Knowledge	Augment	1 in Optimise · 0.10; gap in Augment	It weakens the value spheres
07 · Decision	Optimise	No use case; gap in Optimise	No activity

75% of the investment (3.00 of 4.00 million euros) is in Optimise. Fictitious data from the same document, section 8.2.

→ Sphere map example · → Example ambition per sphere

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Notes

All the data on this slide are fictitious. They come from the illustrative example in document 10, section 8.2, which document 12 also uses to calculate the transformation index. The target ambition of each sphere is the one in the example in document 13, section 4.3.

How to read it. The second column is what the board approved in the Direction stage (C2). The third is the actual portfolio: number of use cases per ambition level and the amount of investment and annual recurring cost. The fourth is the reading for the board.

What the map says:

- 75% of the investment (3.00 of 4.00 million) is in Optimise, and 40% in Operations.
- The Transform bet in Product and service exists, but it is a single one. If it fails, the ambition of the sphere is left undelivered.
- Data and Knowledge have an Augment target with no use case delivering it. The map flags it as a gap. This weakens the value spheres: a high ambition in Customer or Product without capability in the enablers is a sign of risk, not of boldness.
- Decision has no activity.
- The enablement band of spheres 08 and 09 has 2 use cases and 0.25 million, outside the total of 4.00.

What the AI Committee would do in the Portfolio stage (C3): prioritise use cases that close the gaps and check that the enabling spheres support the ambition of the value spheres. Correction is made by prioritising, never by reclassifying existing use cases to make the map fit.

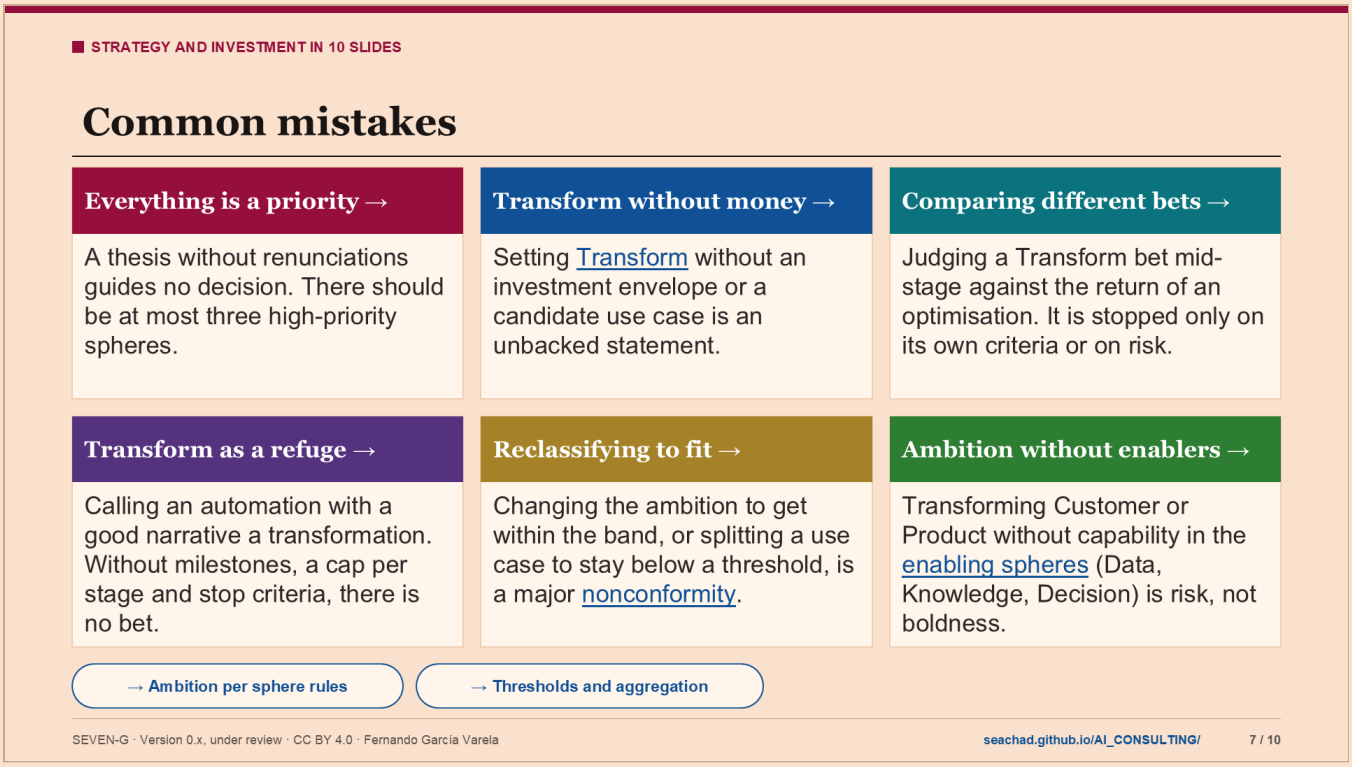
Question for the classroom: if you were a board member, would you ask for more investment in Data or reduce the ambition for Customer? Why?

TERMS ON THIS SLIDE

- **Sphere map and ambition levels** (documento 10): It defines the impact map: nine spheres (seven where value is created and two enabling ones for regulation and governance) by three ambition levels. Each use case sits in a cell and the portfolio is read as a heat map. It shows where money goes and where ambition is missing. The link opens the map in document 10. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/10_SEVEN-G_Mapa_de_esferas_y_niveles_de_ambicion.html#the-impact-map
- **Transform**: The third ambition level: AI changes the business model, the product or the way of competing. Its value takes longer and is more uncertain, so it is funded in stages and approved by the board (at the hypothesis gate and when scaling). The quick-return criteria of Optimise are not applied to it. The link opens its explanation in the spheres methodology. https://seachad.github.io/AI_CONSULTING/SPHERES/html/en/01_SPHERES_Niveles_de_ambicion.html#transform
- **Augment**: The second ambition level: AI extends what people can do, with better decisions, higher quality or new capabilities in the process. Its value combines efficiency and better results. It requires changing how work is done, not just installing a tool. The link opens its explanation in the spheres methodology. https://seachad.github.io/AI_CONSULTING/SPHERES/html/en/01_SPHERES_Niveles_de_ambicion.html#augment
- **Optimise**: The first ambition level: AI makes what the company already does cheaper or faster, without changing the process. Its value is measured in savings and time and must be shown early. It is the most frequent level and the one that transforms least. The link opens its explanation in the spheres methodology. https://seachad.github.io/AI_CONSULTING/SPHERES/html/en/01_SPHERES_Niveles_de_ambicion.html#optimise

SOURCES AND LINKS

- **Document 10, section 8.2 · Illustrative heat map example** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/10_SEVEN-G_Mapa_de_esferas_y_niveles_de_ambicion.html#8-2-illustrative-example
- **Document 13, section 4.3 · Example ambition per sphere** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/13_SEVEN-G_Tesis_de_IA_ambicion_y_apetito_de_riesgo.html#4-3-illustrative-example
- **Document 10, section 9.1 · Use of the map in the corporate cycle** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/10_SEVEN-G_Mapa_de_esferas_y_niveles_de_ambicion.html#9-1-corporate-cycle
- **Sphere map example** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/10_SEVEN-G_Mapa_de_esferas_y_niveles_de_ambicion.html#8-2-illustrative-example
- **Example ambition per sphere** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/13_SEVEN-G_Tesis_de_IA_ambicion_y_apetito_de_riesgo.html#4-3-illustrative-example



Notes

Six mistakes appear again and again when a company sets its AI strategy. All of them are described in documents 10, 13 and 14.

- Everything is a priority. If all spheres are priorities, none is. SEVEN-G recommends at most three high-priority spheres and requires the thesis to say what will not be done.
- Transform without money. A sphere with a Transform ambition must have an envelope in the framework budget and, within the horizon, at least one candidate use case. In addition, the Transform band cannot start at 0% beyond the first year.
- Comparing different bets. A Transform bet does not compete with an optimisation. It is stopped only on its stop criteria or on grounds of risk. The additional net value per euro is calculated and shown, but it does not decide on its own.
- Transform as a refuge. This is the opposite mistake. A use case presented as Transform that does not pass the classification questions is reclassified and changes lane. And a proposal without learning milestones, a cap per stage and stop criteria does not enter prioritisation.
- Reclassifying to fit. An imbalance is corrected by prioritising use cases, not by changing labels. Reclassifying without evidence, or splitting a use case to stay below a threshold, is a major nonconformity.
- Ambition without enablers. The Data, Knowledge and Decision spheres constrain the value spheres. A high ambition without that capability is a risk.

Why it matters: the first four mistakes empty the thesis; the last two make the map lie.

Question for the classroom: which of these mistakes is hardest to detect from the board?

TERMS ON THIS SLIDE

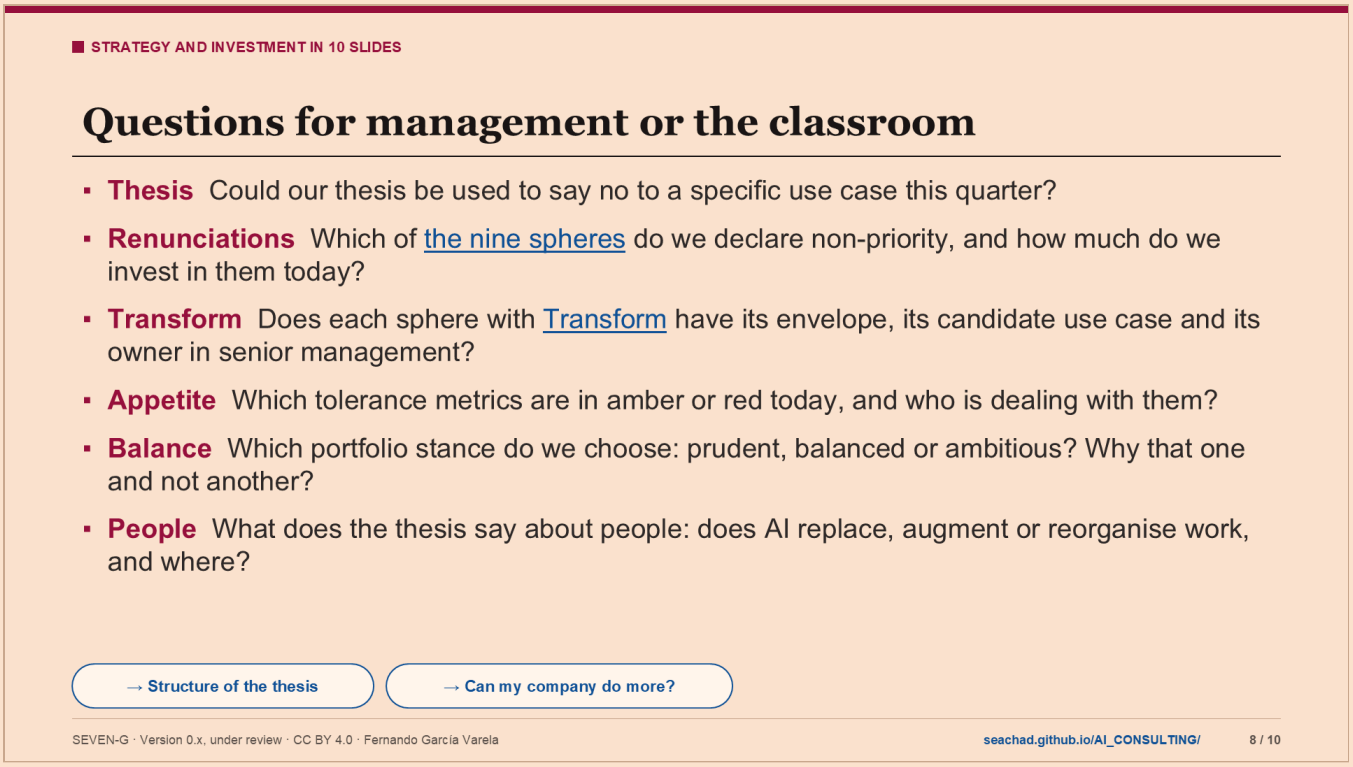
- **Transform**: The third ambition level: AI changes the business model, the product or the way of competing. Its value takes longer and is more uncertain, so it is funded in stages and approved by the board (at the hypothesis

gate and when scaling). The quick-return criteria of Optimise are not applied to it. The link opens its explanation in the spheres methodology. https://seachad.github.io/AI_CONSULTING/SPHERES/html/en/01_SPHERES_Niveles_de_ambicion.html#transform

- **Nonconformity** (P50): A breach of a framework rule or a control, even if it caused no harm (for example, a use case in production without sign-off). It is classed as minor, major or critical, recorded (P50), its root cause analysed (P52) and corrected on time. It lets governance learn from its failures. The link opens the process in document 37. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/37_SEVEN-G_No_conformidades_e_incidentes.html#nonconformity-process
- **Enabling spheres** (esferas 05–07): The three spheres that do not create value on their own but make it possible, such as data, technology and people. Without them, use cases in the value spheres stay as pilots. The document explains each one with examples and questions. The link opens the SPHERES document. https://seachad.github.io/AI_CONSULTING/SPHERES/html/en/03_SPHERES_Esferas_habilitadoras.html

SOURCES AND LINKS

- **Document 13, section 3.3 · Thesis quality criteria** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/13_SEVEN-G_Tesis_de_IA_ambicion_y_apetito_de_riesgo.html#3-3-quality-criteria
- **Document 13, section 8 · Target portfolio balance** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/13_SEVEN-G_Tesis_de_IA_ambicion_y_apetito_de_riesgo.html#target-portfolio-balance-by-ambition
- **Document 14, section 4.4 · Rules to avoid blocking transformation** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/14_SEVEN-G_Gestion_de_cartera.html#4-4-rules-to-prevent-return-from-blocking-transformation
- **Document 10, section 3 · The three ambition levels** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/10_SEVEN-G_Mapa_de_esferas_y_niveles_de_ambicion.html#the-three-ambition-levels
- **Ambition per sphere rules** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/13_SEVEN-G_Tesis_de_IA_ambicion_y_apetito_de_riesgo.html#4-2-rules
- **Thresholds and aggregation** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/13_SEVEN-G_Tesis_de_IA_ambicion_y_apetito_de_riesgo.html#enterprise-investment-threshold-and-materiality-thresholds



Notes

These six questions can be used in a management session, a board meeting or the classroom. Each one points to a rule of the framework.

- Thesis. The most important quality criterion: the thesis must be usable to say no. If nobody can name a use case rejected for not fitting, the thesis does not guide.
- Renunciations. The strategic appetite has an off-thesis investment metric: cost in non-priority spheres over portfolio cost. The illustrative values in document 13 are amber above 10% and red above 20%.
- Transform. This is quality criterion 4 of the Direction decision (C2): every sphere with Transform has an envelope and a candidate use case. Each sphere also has an owner in senior management.
- Appetite. A metric in amber requires analysis and a plan from the AI Committee at its next meeting. In amber for two consecutive quarters, the board is informed. In red, the committee acts immediately.
- Balance. Document 13 proposes three reference stances: prudent, balanced and ambitious, with investment bands per ambition level. They are illustrative: the company chooses one or sets its own.
- People. The thesis takes a position on whether AI replaces, augments or reorganises work, in which areas and with what commitments on training, reassignment and dialogue.

Use in the classroom: ask each group to answer the six questions for a real company it knows, using only public information. Then compare which questions they could not answer and why.

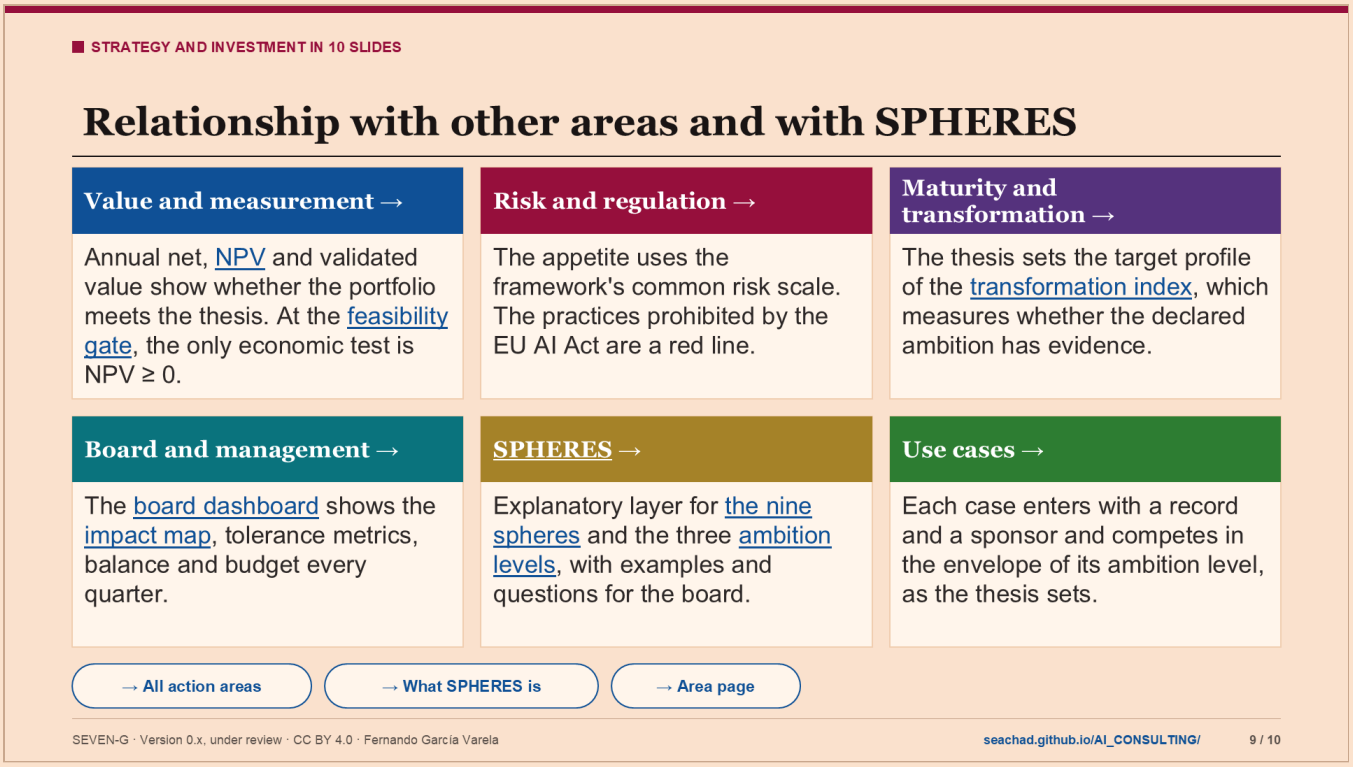
TERMS ON THIS SLIDE

- **The nine spheres** (esferas 01–09): Nine areas where AI acts in a company: four where value is created (01 to 04), three enablers that make it possible (05 to 07), the limits of regulation and ethics (08) and the governance of AI itself (09). Each use case sits in one primary sphere. The link opens the overview in SPHERES. https://seachad.github.io/AI_CONSULTING/SPHERES/html/en/00_SPHERES_Que_es_y_para_que_sirve.html#the-nine-spheres-at-a-glance
- **Transform**: The third ambition level: AI changes the business model, the product or the way of competing. Its value takes longer and is more uncertain, so it is funded in stages and approved by the board (at the hypothesis

gate and when scaling). The quick-return criteria of Optimise are not applied to it. The link opens its explanation in the spheres methodology. https://seachad.github.io/AI_CONSULTING/SPHERES/html/en/01_SPHERES_Niveles_de_ambicion.html#transform

SOURCES AND LINKS

- **Document 13, section 14 · Quality criteria for the C2 decision** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/13_SEVEN-G_Tesis_de_IA_ambicion_y_apetito_de_riesgo.html#quality-criteria-for-the-c2-decision
- **Document 13, section 5.3 · Declaration and metrics by category** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/13_SEVEN-G_Tesis_de_IA_ambicion_y_apetito_de_riesgo.html#5-3-declaration-by-category
- **Document 13, section 5.5 · Escalation when a tolerance is exceeded** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/13_SEVEN-G_Tesis_de_IA_ambicion_y_apetito_de_riesgo.html#5-5-escalation-when-a-tolerance-is-exceeded
- **Structure of the thesis** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/13_SEVEN-G_Tesis_de_IA_ambicion_y_apetito_de_riesgo.html#3-2-structure
- **Can my company do more?** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/preguntas/mas.html



Notes

Strategy and investment is the starting point for several areas. What the board decides here becomes criteria that other areas apply.

- Value and measurement. The thesis sets the target annual net value and the proportion of validated value. The return horizon per ambition level uses the definitions in document 40: annual net value, NPV and payback period, which is for information only.
- Risk and regulation. The appetite does not create a new scale: it sets where the company stands on the probability, impact and risk level scale of document 33. The red lines include the practices prohibited by Article 5 of the EU AI Act, applicable since 2 February 2025; their interpretation requires qualified legal judgement.
- Maturity and transformation. The thesis says how the company will know it is working: target transformation index profile and target maturity by dimension. If the thesis sets Transform without evidence to support it, the index detects it.
- Board and management. The board dashboard shows the tolerance metrics, portfolio balance, budget and impact map. The Direction decision (C2) and its reviews are recorded as board decisions.
- Use cases. Each proposal enters through a single door, with a minimum entry record and a sponsor. In the Portfolio stage (C3), the AI Committee prioritises it, and each ambition level competes only within the envelope that the thesis set.

SPHERES is the supporting methodology that SEVEN-G references: it explains the nine spheres and the three ambition levels with examples; the operational rules remain in SEVEN-G.

Question for the classroom: which area suffers first if the AI thesis is vague?

TERMS ON THIS SLIDE

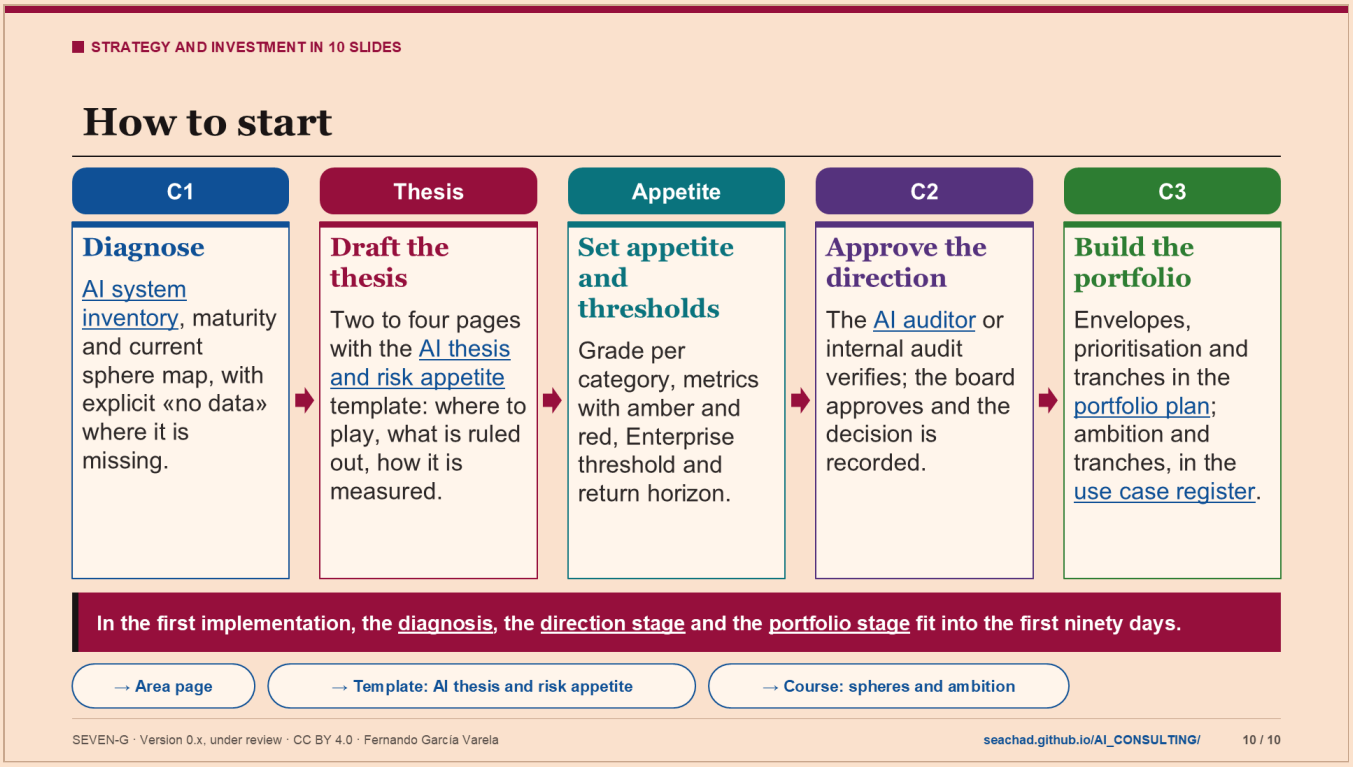
- **Net present value (NPV)**: The sum of a use case's cash flows over the horizon the company sets, discounted at its rate. In SEVEN-G it is the only economic feasibility criterion: the use case is viable if the NPV is not negative;

ROI and payback period are for information only. The link opens the rule in document 40. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/40_SEVEN-G_Reglas_de_medicion_del_valor.html#horizon-discounting-and-single-economic-criterion

- **Feasibility gate** (G3): The most important gate: using the feasibility test, the regulatory classification and the risk register, it decides whether the use case deserves the big spend of building it. It is always decided on its own, never grouped with others. It is the main stop gate: stopping here costs little; later, a lot. The link opens its criteria in document 21. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/21_SEVEN-G_Criterios_de_gate_y_auditoria.html#6-4-g3-feasibility
- **Transformation index** (documento 12): It answers whether the company is transforming with AI or only gaining efficiency. It uses baseline conditions and eight measurable signals to assign a profile, and warns when a transformation is declared that the evidence does not support. It is calculated with its calculator. The link opens the index in document 12. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/12_SEVEN-G_Indice_de_transformacion.html#company-transformation-index
- **Board dashboard** (T17): A supervision dashboard generated from the use case register. It shows the board cost, validated versus declared value, the funnel, risks, incidents, adoption, maturity and what holds back scaling, with a «?» help on each card. It is for deciding, not just for informing. The link opens the example dashboard with fictitious data; the interface is in Spanish and the help texts are in both languages. https://seachad.github.io/AI_CONSULTING/SEVEN-G/herramientas/T17_panel_consejo/ejemplo/salida/t01_Dashboard_Casos_Uso_IA_v8.html
- **Impact map** (T16): Component A of SEVEN-G: where and with what ambition AI acts. It is read as a grid of the portfolio, with the spheres in rows and Optimise, Augment and Transform in columns. Each cell shows use cases, investment, cost and value, and flags the gap against the ambition the board approved. It answers «where is the impact?». In the example board dashboard, look for the «Where the impact is» card (fictitious data, interface in Spanish). https://seachad.github.io/AI_CONSULTING/SEVEN-G/herramientas/T17_panel_consejo/ejemplo/salida/t01_Dashboard_Casos_Uso_IA_v8.html
- **SPHERES**: A methodology that explains where AI can create value in a company and with what ambition, through three questions: where do we play?, with what ambition? and what do we ask? It is the explanatory layer of the spheres and ambition levels; the operating rules are in SEVEN-G. It supports conversations with management and the board. The link opens its presentation document. https://seachad.github.io/AI_CONSULTING/SPHERES/html/en/00_SPHERES_Que_es_y_para_que_sirve.html#what-spheres-is
- **The nine spheres** (esferas 01–09): Nine areas where AI acts in a company: four where value is created (01 to 04), three enablers that make it possible (05 to 07), the limits of regulation and ethics (08) and the governance of AI itself (09). Each use case sits in one primary sphere. The link opens the overview in SPHERES. https://seachad.github.io/AI_CONSULTING/SPHERES/html/en/00_SPHERES_Que_es_y_para_que_sirve.html#the-nine-spheres-at-a-glance
- **Ambition levels**: Three levels stating how much a company wants to change with each use case: Optimise (do the same better), Augment (extend what people can do) and Transform (change the business). Each level is decided, funded and measured differently. The link opens the SPHERES document that explains them with examples. https://seachad.github.io/AI_CONSULTING/SPHERES/html/en/01_SPHERES_Niveles_de_ambicion.html

SOURCES AND LINKS

- **Action area: Use cases** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/areas/casos.html
- **Document 13, section 7 · Return horizon by ambition level** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/13_SEVEN-G_Tesis_de_IA_ambicion_y_apetito_de_riesgo.html#return-horizon-by-ambition-level
- **Regulation (EU) 2024/1689 (EU AI Act), EUR-Lex** https://eur-lex.europa.eu/eli/reg/2024/1689/oj/eng
- **All action areas** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/entrada/index.html#areas
- **What SPHERES is** https://seachad.github.io/AI_CONSULTING/SPHERES/html/en/00_SPHERES_Que_es_y_para_que_sirve.html
- **Area page** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/areas/estrategia.html



Notes

Five steps to start, in the order of the corporate cycle.

- Diagnose (C1). The Direction decision is based on the diagnosis: inventory, maturity with evidence, current sphere map, transformation index profile, validated value and cost. For each sphere the level achieved and the level in the portfolio are recorded. Where there is no data, «no data» is written: it is not zero.
- Draft the thesis. Template P35 follows the structure of document 13. The thesis must contain renunciations, be consistent with the budget and with capacity, be verifiable and take a position on people.
- Set the appetite and thresholds. One grade for each of the ten categories, at least one metric with a formula, tolerance and limit, and the economic thresholds expressed on a reference measure (for example, EBITDA) and in euros. The values in document 13 are illustrative: each company sets its own.
- Approve at the board (C2). The AI Auditor or internal audit checks the ten quality criteria. The board approves. The decision is identified with a version and date and recorded in the board recommendations and decisions register (T18), which is a view of the use case register.
- Build the portfolio (C3). The AI Committee distributes the envelopes, prioritises within each lane and allocates capacity. The plan is documented with the portfolio plan template (P36). The tranches of each use case are recorded in the use case register (T01) with their pass condition.

The framework is open. The documents, templates and tools can be adapted to your own methodology, citing the authorship (CC BY 4.0 for content and MIT for code).

To continue: module M03 of the course goes through spheres and ambition with exercises on the site's fictitious data.

TERMS ON THIS SLIDE

- **AI system inventory** (T02): A list of all the company's AI systems: its own, third-party AI embedded in processes, the assistants employees use and any unauthorised use detected. Each system has an owner, a regulatory classification, an intensity and an autonomy level. It comes first, because you cannot govern what you do not know. It is a view of the use case register: open the link and choose «Inventory» (fictitious data). https://seachad.github.io/AI_CONSULTING/SEVEN-G/herramientas/T01_registro_iniciativas/registro.html
- **AI thesis and risk appetite** (P35): A template recording the board's decision in the direction stage: what the company wants AI for, ambition per sphere, risk appetite, budget envelope, thresholds and chosen indicators. It is the reference against which every use case is later judged. The link opens the template. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/plantillas/P35_SEVEN-G_Tesis_de_IA_y_apetito_de_riesgo.html
- **AI auditor**: An independent person who verifies gate evidence in Enterprise-intensity use cases (in Lite the AI office does it). They do not build, sponsor or decide the use case they verify. They give the board assurance that figures and controls are not signed only by those who defend them. The link opens their independence and competences in document 38. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/38_SEVEN-G_Marco_de_auditoria_de_IA.html#independence-and-competences-of-the-ai-auditor
- **Portfolio plan** (P36): A template that turns the board's decision at the direction stage into an executable portfolio: budget envelopes by lane, prioritisation, capacity of scarce profiles, concentration limits, calendar, programme traffic light and regularisation of existing systems. The AI committee prepares it at the portfolio stage. The link opens the template. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/plantillas/P36_SEVEN-G_Plan_de_cartera_C3.html
- **Use case register** (T01): It is the central SEVEN-G tool and the single data source for all the others. It records each AI use case like an opportunity in a CRM: phase, status, dates, criteria for each gate, risks, value and stop reason. The AI office and the teams use it; the committee and the board see what comes out of it. The link opens an example register with fictitious use cases; anything you change is stored only in your browser. https://seachad.github.io/AI_CONSULTING/SEVEN-G/herramientas/T01_registro_iniciativas/registro.html
- **Diagnosis** (C1): The first stage of the corporate cycle. The company looks at where it stands: what AI it uses (including unauthorised use), which use cases are under way, its maturity and its risks. The AI office does it with the management sponsor. Without this starting point, the thesis and the portfolio are decided blind. The link opens the diagnosis report template (P33). https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/plantillas/P33_SEVEN-G_Informe_de_diagnostico_C1.html
- **Direction stage** (C2): The second stage of the corporate cycle. The board approves the AI thesis (what the company wants AI for), the ambition per sphere, the risk appetite, the budget envelope and the thresholds the whole framework will use. It is the decision that gives meaning to the rest: without it, each use case is approved on its own criteria. The link opens how that decision is taken in document 13. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/13_SEVEN-G_Tesis_de_IA_ambicion_y_apetito_de_riesgo.html#the-c2-decision-as-a-whole
- **Portfolio stage** (C3): The third stage of the corporate cycle. With the thesis approved, the AI committee decides which use cases go in, in what order and with how much money, and what is regularised among what was already under way. It is recorded in the portfolio plan (P36). It means investing where the value is, not where someone pushes hardest. The link opens the stage in document 14. https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/14_SEVEN-G_Gestion_de_cartera.html#stage-c3-portfolio

SOURCES AND LINKS

- **Document 13, section 1 · Purpose and scope of the C2 decision** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/13_SEVEN-G_Tesis_de_IA_ambicion_y_apetito_de_riesgo.html#purpose-and-scope
- **Document 10, section 10 · First ninety days** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/10_SEVEN-G_Mapa_de_esferas_y_niveles_de_ambicion.html#conversation-with-the-board-and-first-ninety-days
- **Course, module M03 · Spheres and ambition** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/curso/M03_SEVEN-G_Curso_Esferas_y_ambicion.html
- **Area page** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/areas/estrategia.html
- **Course: spheres and ambition** https://seachad.github.io/AI_CONSULTING/SEVEN-G/html/en/curso/M03_SEVEN-G_Curso_Esferas_y_ambicion.html

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