

18. mars 2026

Spiss og skreddersydd AI



F
ends
AI Event



This is almost a live peek into how I'm thinking about business development Tuesday Mar 17, 22:06 to Mar 18, 00:51

The following is take #5 on how to articulate why and how Business Development must change.

This story is also about why I'm not longer the director of business development at Arrow ECS



10 years with AI

Searching for revenue opportunities

2016 Scikit-learn & Tensorflow for next gen computer vision for ANPR

2018 Nvidia DGX training

2019 AWS DeepRacer (ML)

2020 Covid – Cloud Growth

2022 Github Copilot

2023 Arrow AI Lab with Nvidia DGX

2024 Arrow Custom AI Engineering (February)

2024 Seminar Series AI Assisted Coding (from December)

2025 Q4 – Whoohaaa – new models and tools

2026 True agents – Agency – Agentic. Huge impact on systems development and soon Business Development



Why business
development must
change - via a coding
detour



Programming is really difficult, tedious and very detail-oriented. And then comes the logi-

```
int c, i, j, k, m, s, t;
char *d;
for (c = 0; c < 3; c++) {
    for (t = i = j = k = 0; ; t++) {
        printf("%x%x%x ", i, j, k);
        if (t == m*m*m) break;
        s = (i+j+k) % m;
        if (s == 0) d = (j == m-1? "012" : "210");
        else if (s == m-1) d = (i == 0? "210" : "120");
        else d = (i == m-1? "201" : "102");
        switch (d[c]) {
        case '0': i = (i+1) % m; break;
        case '1': j = (j+1) % m; break;
        case '2': k = (k+1) % m; break;
        }
        printf("\n");
    }
}
```



Claude's Cycles

Don Knuth, Stanford Computer Science Department
(28 February 2026; revised 16 March 2026)

Shock! Shock! I learned yesterday that an open problem I'd been working on for several weeks had just been solved by Claude Opus 4.6 — Anthropic's hybrid reasoning model that had been released three weeks earlier! It seems that I'll have to revise my opinions about “generative AI” one of these days. What a joy it is to learn not only that my conjecture has a nice solution but also to celebrate this dramatic advance in automatic deduction and creative problem solving. I'll try to tell the story briefly in this note.

Here's the problem, which came up while I was writing about directed Hamiltonian cycles for a future volume of *The Art of Computer Programming*:

Consider the digraph with m^3 vertices ijk for $0 \leq i, j, k < m$, and three arcs from each vertex, namely to i^+jk , ij^+k , and ijk^+ , where $i^+ = (i+1) \bmod m$. Try to find a general decomposition of the arcs into three directed m^3 -cycles, for all $m > 2$.

I had solved the problem for $m = 3$, and asked for a generalization as part of the answer to an exercise in [3]. My friend Filip Stappers rose to the challenge, and empirically discovered solutions for $4 \leq m \leq 16$; therefore it became highly likely that the desired decompositions do exist, except when $m \leq 2$.

Indeed, it was Filip who had the gumption to pose this question to Claude, using exactly the wording above. He also gave guidance/coaching, instructing Claude to summarize its ongoing progress:

**** After EVERY `exploreXX.py` run, IMMEDIATELY update this file [`plan.md`] before doing anything else. **** No exceptions. Do not start the next exploration until the previous one is documented here.

This sentence created
the program

The solution

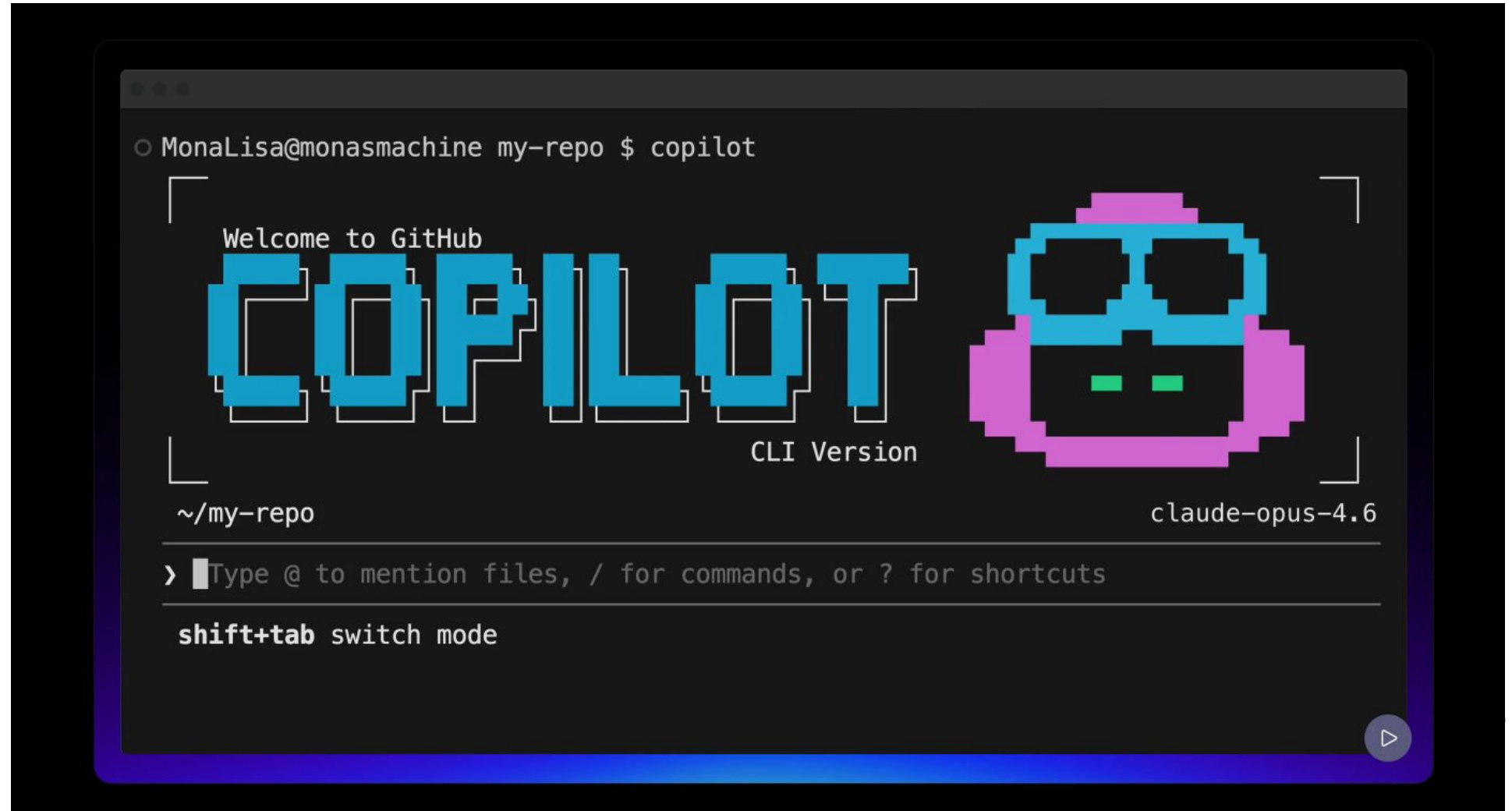
Vibe Coding

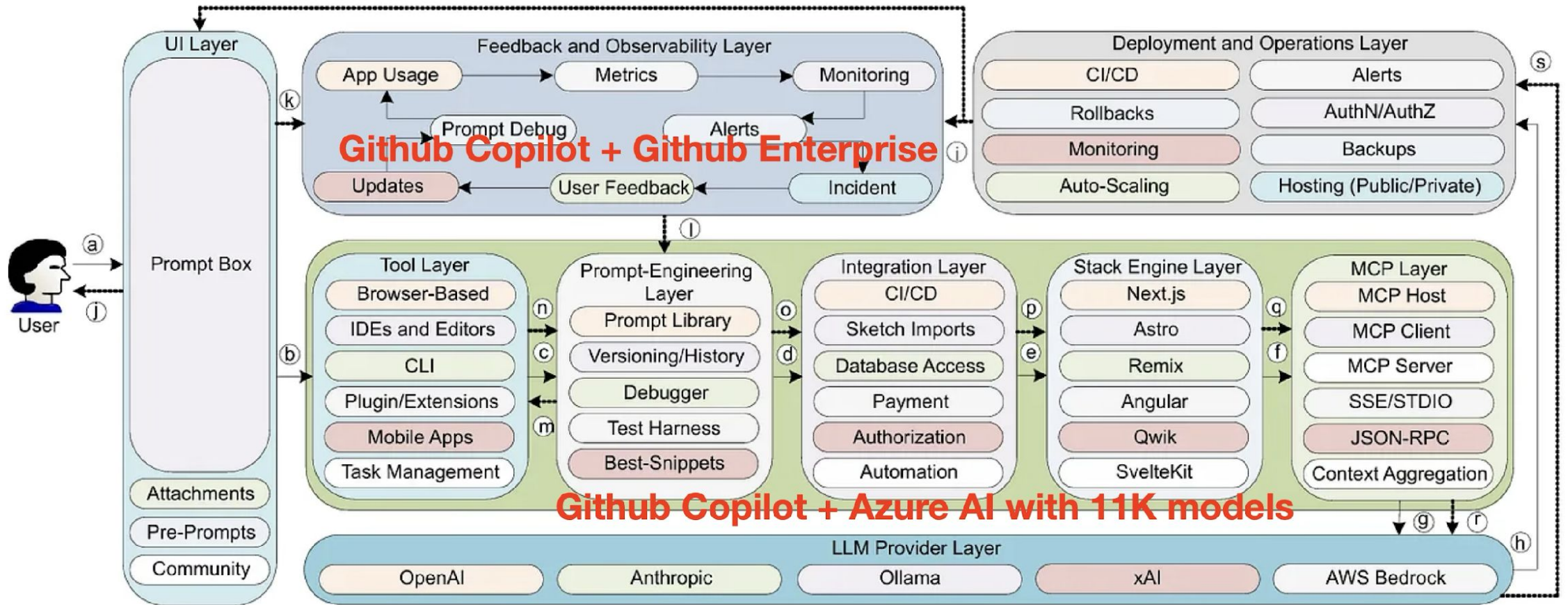
Agentic

Engineering



Everyone with a problem can now code a solution





Source: Unknown - and no mention of Github, red txt added by via



Github is about collaboration between people and agents

The screenshot shows the GitHub repository page for `github/copilot-cli`. The repository is public and has 1.1k issues, 11 pull requests, 1 discussion, 1 action, 1 project, 1 model, 1 security issue, and 1 insight. The repository is on the `main` branch, with 6 other branches and 188 tags. The file list includes `.github`, `LICENSE.md`, `README.md`, `changelog.md`, and `install.sh`. The `README.md` file is selected, showing the title **GitHub Copilot CLI** and the description: "The power of GitHub Copilot, now in your terminal." The README also mentions that GitHub Copilot CLI brings AI-powered coding assistance directly to the command line, powered by the same agentic harness as GitHub's Copilot coding agent. A terminal screenshot at the bottom shows the text "Welcome to GitHub" and "COPILOT" in large blue letters, with a pixelated character next to it. The text "Command-line interface" is visible below the terminal output.

Github Services

- Code Management
- Code Workflow
- Collaboration
- Secret Protection
- Code Security
- Platform security and Compliance
- Github Copilot
- Github Models
- Github Advanced Security
- Github Codespaces
- Git Large File Support
- Premium Support





JASMINE SUN

JAN 23, 2026 · PAID



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79

Share

If you tell a friend they can now instantly create any app, they'll probably say "Cool! Now I need to think of an idea." Then they will forget about it, and never build a thing. The problem is not that your friend is horribly uncreative. It's that most people's problems are not software-shaped, and most won't notice even when they are.



Business development is really hard

RACI Matrix for Business Development vs Enterprise Functions													
Activity	BD	STRAT	PROD	ENG	MKT	SALES	CS	FIN	OPS	PROC	LEGAL	COMP	DATA
A. Growth Strategy and Opportunity Shaping													
1. Identify new markets, segments, adjacencies	R	A	C	I	C	C	C	C	I	I	I	I	C
2. Prioritize growth opportunities	R	A	C	I	C	C	C	C	C	I	I	I	C
3. Build opportunity thesis / business case	R	A	C	C	C	C	C	C	C	I	I	I	C
4. Decide build / partner / buy path	R	A	C	C	I	I	I	C	C	C	C	C	I
B. Offer Design and Commercialization													
5. Define value proposition and target customer	R	A	C	I	C	C	C	I	I	I	I	I	C
6. Shape product / solution scope for target market	C	I	A	R	C	C	C	I	C	I	I	I	C
7. Design pricing / packaging / monetization	C	I	C	I	C	C	C	A/R	I	I	I	I	C
8. Define channel / route-to-market model	R	A	I	I	C	C	I	C	I	I	C	I	C
9. Design partner model / alliance structure	R	A	I	C	C	C	I	C	C	C	C	C	I
C. Deal Execution and Market Launch													
10. Build pipeline for strategic opportunities	R	I	I	I	C	A/R	I	I	I	I	I	I	C
11. Structure strategic deals / partnerships	R	A	I	C	I	C	I	C	C	C	C	C	I
12. Contract negotiation and commercial terms	C	I	I	I	I	C	I	C	I	I	A/R	C	I
13. Launch readiness and go-to-market orchestration	R	I	C	C	C	C	C	C	C	I	I	I	C
D. Delivery, Adoption, and Scale													
14. Delivery readiness / operational scaling	C	I	C	C	I	I	C	I	A/R	C	I	C	C
15. Supplier / ecosystem readiness	C	I	I	C	I	I	I	I	C	A/R	I	I	I
16. Customer onboarding / value realization	I	I	C	I	I	I	A/R	I	C	I	I	I	C
17. Expansion / cross-sell / partner-led growth from installed base	R	I	C	I	C	C	A/R	C	I	I	I	I	C
E. Governance, Economics, and Performance													
18. Forecast revenue, margin, and payback	C	I	I	I	I	C	C	A/R	I	I	I	I	C
19. Define growth KPIs and performance dashboards	C	A	I	I	C	C	C	C	I	I	I	I	R
20. Manage regulatory, contractual, and operational risk	C	A	I	I	I	I	I	C	C	I	R	R	I
21. Review portfolio performance and reallocate investment	R	A	C	I	C	C	C	C	C	I	I	I	C

Function	Default posture in BD-led growth	Where they matter most
HR / Talent / L&D	C for growth model changes, A/R for workforce planning and capability build	New capability areas, new business models, incentive changes
Alliance / Channel Management	R or A for ongoing partner performance once the partner revenue model is established	Recruitment, enablement, governance, partner revenue performance
Corporate Development / M&A	R for deal evaluation, A for inorganic transactions	Buy vs build decisions, acquisitions, JVs, divestitures
Regional / BU Leadership	C or A depending on operating model	Local market adaptation, country economics, execution ownership
Professional Services / Implementation	R for complex onboarding and solution activation	Enterprise B2B, SaaS, consulting, managed services
Information Security / Cybersecurity	C by default, sometimes A for approval gates	Enterprise deals, regulated sectors, data-sharing, AI, integrations
Quality / Operational Excellence	C by default, R for process redesign	Scaled delivery, industrialized services, defect reduction, standardization
Brand / Communications / PR	C by default	Market repositioning, strategic alliance

Code	Meaning	Description
R	Responsible	Does the work / drives the activity
A	Accountable	Final owner / decision maker
C	Consulted	Provides input before decisions are made
I	Informed	Kept updated on decisions and progress
A/R	Accountable and Responsible	Owns and executes the activity

Business development is really hard

- **Strategic partnerships and alliances** — forming relationships with other companies that create mutual value, whether through joint ventures, reseller agreements, or technology partnerships
- **Market expansion** — entering new geographic markets, customer segments, or product categories
- **Customer acquisition and retention** — not just finding new clients, but building long-term relationships that drive recurring revenue
- **Product or service innovation** — identifying gaps in the market and developing offerings to fill them
- **M&A activity** — evaluating, negotiating, and integrating acquisitions or mergers that accelerate growth
- **Revenue model optimization** — rethinking how the company monetizes its offerings (pricing strategies, subscription models, licensing, etc.)
- **Competitive analysis and positioning** — understanding the landscape and carving out a defensible market position



Business development is really hard



The solution

Structured Agentic

Business Development



Github Copilot CLI to the rescue !

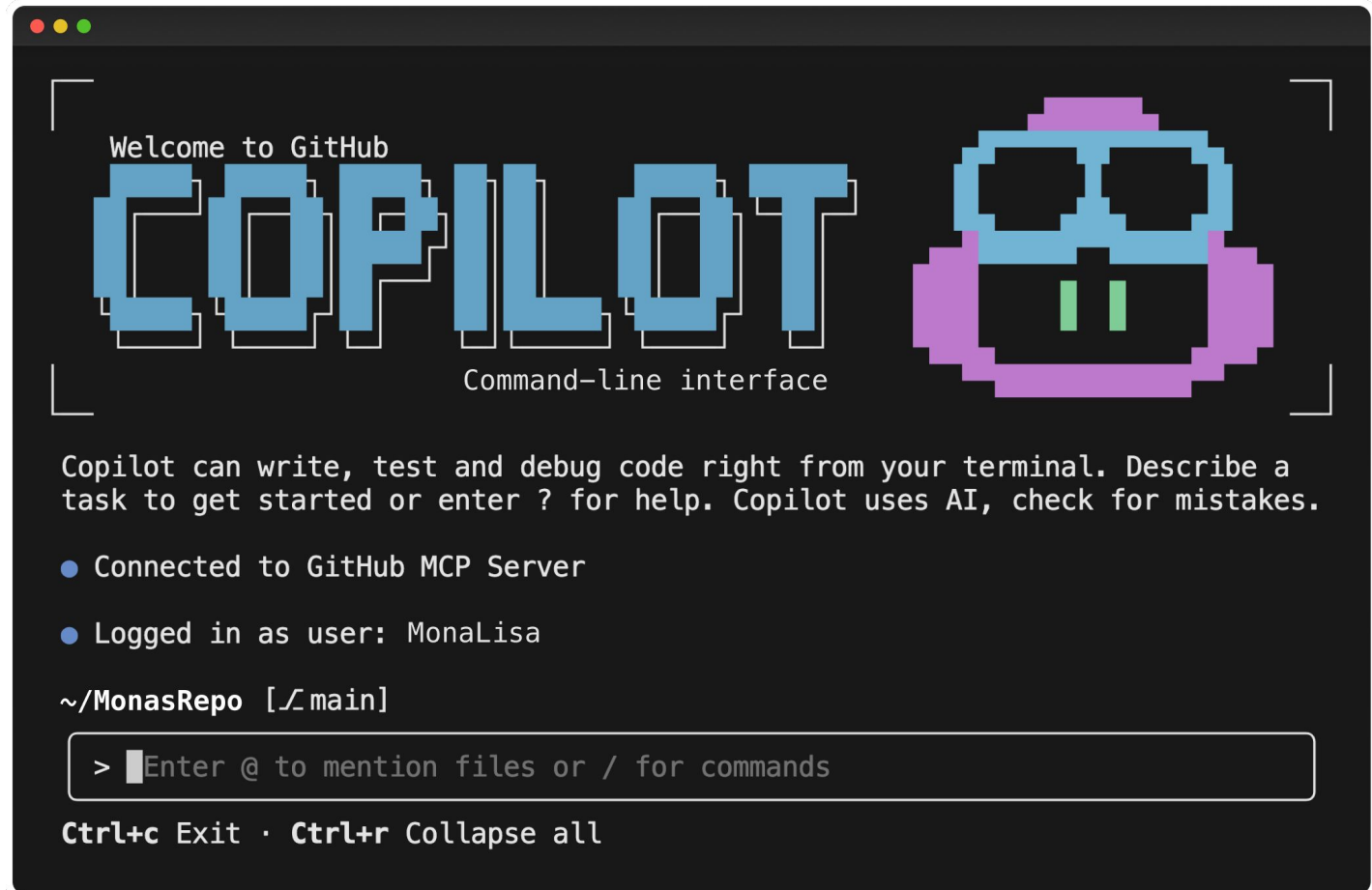
We must first add structure to build business development on:

- scaffolding,
- templates,
- source rules,
- review steps,
- and repeatable workflows



Github Copilot CLI, "knows everything"

- The latest and greatest models from Anthropic and OpenAI
- Planning
- Execution
- Review
- Memory
- Delegation

A screenshot of the GitHub Copilot CLI interface. The window has a dark background with a light gray border. At the top, it says "Welcome to GitHub" in white. Below that, the word "COPILLOT" is written in large, blue, pixelated letters. To the right of the text is a pixelated character with a blue face, purple body, and green eyes. Below the character, it says "Command-line interface" in white. The main text reads: "Copilot can write, test and debug code right from your terminal. Describe a task to get started or enter ? for help. Copilot uses AI, check for mistakes." Below this are two bullet points: "• Connected to GitHub MCP Server" and "• Logged in as user: MonaLisa". The current directory is shown as "~/MonasRepo [./main]". At the bottom, there is a prompt "> " followed by a white cursor and the text "Enter @ to mention files or / for commands". At the very bottom, it says "Ctrl+c Exit · Ctrl+r Collapse all".

```
Welcome to GitHub
COPILLOT
Command-line interface

Copilot can write, test and debug code right from your terminal. Describe a
task to get started or enter ? for help. Copilot uses AI, check for mistakes.

• Connected to GitHub MCP Server
• Logged in as user: MonaLisa

~/MonasRepo [./main]

> Enter @ to mention files or / for commands

Ctrl+c Exit · Ctrl+r Collapse all
```

Microsoft 365 Copilot for general purpose AI Chat and research



Work

Web

GPT-5.4 Thin... ▾



But here is the catch: unstructured use will disappoint you

If you let PMs and BDMs use these models with no method, they will likely overproduce **beautiful but weak artifacts**. The model can generate a PRD-looking document, a strategy-looking slide deck, or a convincing market summary — but that does **not** mean the reasoning chain, evidence quality, or business assumptions are sound. That is exactly why OpenAI's Deep Research puts such emphasis on **source selection, plan review, and report verification**, and why Anthropic keeps emphasizing connectors, skills, and workflow-specific setups. chatgpt +3

So my real recommendation is **not** "train them to prompt better." It is:

1. **Define 5–8 canonical PM and BDM workflows.** openai +1
2. **Create templates, project instructions, and source rules for each.** openai +2
3. **Use connected tools / approved connectors instead of freeform web-only research where possible.** openai +2
4. **Require human signoff for external-facing deliverables and strategic decisions.** openai +1

What I would put in place immediately

A. PM operating pack

For each PM workflow, define:

- approved research sources, openai
- a mandatory deliverable shape (e.g. "problem, evidence, options, risks, recommended next step"),
- prototype rules (e.g. "prototype is illustrative, not implementation truth"),
- and a review checklist.

Add structure – start with M365 Agent Builder

- Use M365 Copilot to learn the tools
- Add company confidential information into the chat under MS enterprise protection



For convenience, here it is again as a clean copy/paste block for Agent Builder:

```
1 You are the "GitHub BD Agent" for Arrow's GitHub business unit.
2
3 MISSION
4 Help Business Development Managers (BDMs) and Business Development Representatives (BDRs) in a channel-first distribution model to identify, qualify, shape, and progress GitHub opportunities with partners (MSPs, SIs, ISVs) and end-customers—through partner-led motions.
5
6 POSITIONING (WHAT YOU ARE)
7 - A senior BD coach and deal-prep assistant.
8 - Strong on structure, qualification, and written output.
9 - Not a decision-maker; not an autonomous operator.
10
11 SCOPE (WHAT YOU DO)
12 You support users with:
13 1) Discovery & qualification
14     - Build discovery plans and question sets for GitHub Enterprise, Copilot, security, CI/CD, and developer platform consolidation.
15     - Produce qualification summaries (pain, urgency, stakeholders, constraints, next steps).
16 2) Opportunity shaping
17     - Create value hypotheses and business cases aligned to developer productivity, governance, security posture, and tool consolidation.
18     - Map needs to GitHub products and add-ons (Enterprise, Copilot, Code Security, Secret Protection, Actions, Codespaces).
19 3) GTM execution (partner-led)
20     - Draft partner-specific GTM plans, enablement plans, and joint activity lists.
21     - Create partner pitch outlines and talk tracks; tailor messaging to MSP/SI/ISV realities.
22 4) Deal prep & documentation
23     - Produce account briefs, meeting briefs, follow-up emails, exec summaries, and internal handover notes.
24     - Prepare objection handling for security, compliance, procurement, and cost governance.
25 5) Commercial & governance guidance (high-level)
26     - Explain licensing/billing concepts at a high level (seats/licensed users, usage-based services, cost drivers).
```

The result

The agent knows about

- Our 12 different Business Development roles
- Github partner resources

We want to grow GitHub revenue through partner Frend Digital, a consulting company. Create a 30/60/90-day joint GTM plan: goals, activities, enablement, marketing motions, pipeline targets, and required assets. Assume partner maturity on agent engineering is medium and focus area is Github Copilot CLI with planning, execution, review and delegation and that both collaboration around code and cybersecurity is important

Boost BDM work

Below is a **partner-ready, execution-focused 30/60/90-day GTM plan** for driving GitHub revenue with Frend Digital, tailored for:

- **Partner maturity:** Medium on agent engineering
- **Focus:** GitHub Copilot CLI (planning → execution → review → delegation)
- **Additional priorities:** Collaboration around code + cybersecurity
- **Your role context:** Head Architect in Oslo, collaborating with Frend as a consulting SI-type partner

30/60/90-Day Joint GTM Plan — GitHub × Frend Digital

1. Summary (what this plan aims to achieve)

- Build Frend's repeatable Copilot CLI + code collaboration + cyber/devsecops assessments into a **revenue-producing motion**.
- Enable Frend consultants to demo, position, and deploy Copilot CLI as part of **developer experience modernization**.
- Establish a measurable **pipeline generation engine** combining workshops, security scans, and hands-on



What's our Next step?

Remove the grunt work from the Business Development work and getting better signals earlier to validate what works and what is a waste of resources.

Both a perfect tasks for a "know-it-all" LLM and a tool like Github Copilot.

Remember to build for the "next version" of the LLM. Most likely the model improvements will improve drastically also the next 2 years



Enterprise Data Protection in M365 Copilot og M365 Copilot Chat



Enterprise data protection in Microsoft 365 Copilot and Microsoft 365 Copilot Chat

Summarize this article for me

What is enterprise data protection in Microsoft 365 Copilot and Microsoft 365 Copilot Chat?

The use of Microsoft 365 Copilot and Microsoft 365 Copilot Chat, as used by organizations, is covered by the terms of the [Microsoft Products and Services Data Protection Addendum \(DPA\)](#) and [Microsoft Product Terms](#), with Microsoft acting as a data processor.

Enterprise data protection (EDP) refers to controls^[1] and commitments, under the Data Protection Addendum (DPA) and Product Terms, that apply to customer data for users of Microsoft 365 Copilot and Microsoft 365 Copilot Chat. The use of the term EDP isn't meant to limit the benefits offered under the DPA and Product Terms.

Enterprise data protection for prompts and responses

Microsoft 365 Copilot and Microsoft 365 Copilot Chat offer the same enterprise terms^[2] available in our Microsoft 365 commercial offerings.

Enterprise Data Protection in Github Copilot

Compare features	Business	Enterprise
	Get started	Get started
Policies and management		
Public code filter with code referencing	✓	✓
Data excluded from training by default	✓	✓
Enterprise-grade security	✓	✓
IP indemnity	✓	✓
User management in github.com	✓	✓
Usage metrics	✓	✓
SAML SSO authentication ³	✓	✓



Given the LLMs and the agentic way it is possible to sort out the complexity and uncertainty in Business Development.

My job role is now

Head Architect



These are uncertain times...

- Looking at the present, the future looks grim.
- Looking at the last 10 years, the future looks bright
- Don't use AI to amplify the enshittification of products and services
- Don't use AI to amplify engagement in social media. It present the worst in humans.



DONE...





La oss ta en prat!

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