

Scrum Studio: A Model for Innovation

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Empowered by more choice than ever before, customers have become increasingly demanding and impatient. They are constantly presented with new alternatives, and new competitors arise continuously to meet their rapidly changing needs. Success today means delivering solutions: combining both products and services that better meet the needs of your customers, faster than your competitors.

In many ways, this challenge isn't new; organizations have been using rapid delivery cycles to form hypotheses about what customers really need, deliver working products to meet those needs, measuring the results, and then learning from the insights gained. This is the essence of empiricism, and is the *raison d'être* for Scrum, which is now more than 22 years old.¹

Why Innovation Must be Managed Differently

All organizations evolve to meet the needs of customers. When they are small and just starting out, people collaborate naturally to solve problems, without concern for roles, hierarchy, and process, because they are still figuring out what they need to deliver.

As organizations achieve success and grow, they forget how they used to work. As they add people, they specialize jobs and standardize processes, and they add hierarchy to manage those people and processes. This new organization is, at least in theory, optimized to support the existing products of the organization. It's not intended to be innovative; it's intended to maintain and optimize the status quo.

To innovate, organizations have to find a way to work like they used to, more like a start-up. They don't know yet what kind of roles or processes they will need; they don't even know yet what kinds of products to build.² To figure these things out, they need an empirical approach like Scrum. Scrum excels at helping them deal with these unknowns: it gives them a way to form and evaluate hypotheses about what

¹ West, Dave. "Week Of Celebration As Scrum Turns 21". Scrum.Org. October 17, 2016.
<https://www.scrum.org/resources/blog/week-celebration-scrum-turns-21>.

² Kotter, John. "Accelerate! The Evolution Of The 21St Century Organization". Youtube.
<https://www.youtube.com/watch?v=Pc7EVXnF2al>.

customers need, deliver solutions in small increments to test those hypotheses, measure and learn from the feedback they receive, and then improve.

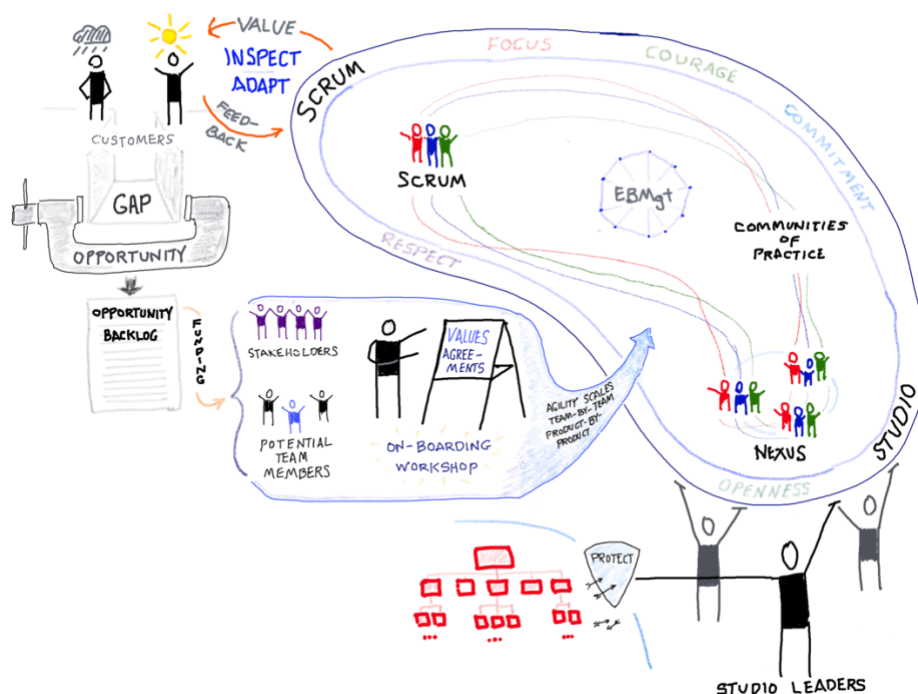
Trying to innovate within an existing organization is frustrating and usually fruitless. Existing organizations are designed to increase predictability and efficiency through norms and standardization. They are good at incrementally improving existing processes and products; they are designed to exploit every last aspect of an existing opportunity through singular focus on a particular set of customers and solutions. Variation and experimentation are bad things; they are needless distractions at best, and dangerous deviations from standards at worst. Every change is a threat to the existing business – except even this misses opportunities to innovate within existing businesses. Afraid of change, traditional businesses remain stuck with making minor improvements to their existing ways of working. To innovate, to attract new customers with new solutions, organizations need to make it safe to work in a different way, protected from the culture, norms, management methods, and governance approaches of the existing organization.

Scrum Studio: An Environment in Which Innovation Can Thrive

Scrum Studio creates an environment in which empiricism can thrive. It may exist as a physically separate organization, or it may simply be a protected part of an existing organization, especially when it is just getting started. Its key elements are (See Figure 1):

- An outcome-based funding model
- A strong focus on building high-performing teams
- Supporting and protecting those teams to let them focus on empirically-based innovation
- Growing teams and individuals by investing in communities.

Figure 1. Scrum Studio

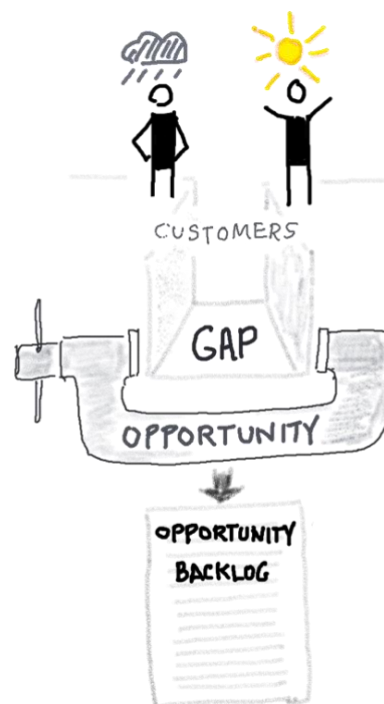


Scrum Studio isn't a process or even a framework; it's an adaptable set of patterns that have co-evolved with Scrum and Nexus over the past two decades. What these patterns are and how they can be applied are described in the following sections.

Customer Satisfaction Gaps Create Innovation Opportunities

Gaps between what customers, either actual or prospective, currently experience and what they would like to experience create opportunities (See Figure 2). Closing those gaps may require new products or services, or changes to existing products or services; sometimes all that is needed is to make potential customers aware of an existing product or service.

Figure 2. Customer satisfaction gaps create opportunities



You can find satisfaction gaps through a variety of means: defects in an existing product, through reports of poor user experiences, requests to upgrade infrastructure to improve response time, compliance gaps, stakeholder suggestions, and other evidence of unfulfilled needs. These gaps, as identified, can be recorded in an *Opportunity Backlog*, similar to a *Product Backlog* in Scrum.

Whatever the source, negative (or less than fully positive) experiences provide a lens through which you can better understand the customer. They are learning opportunities, chances to get insight into what customers really need. The key is to ask, *What outcome are they trying to achieve?*, then form hypotheses

about things you can do to make their experiences better, build solutions to deliver those improved experiences, then measure the result and improve.³

How is this different than just fixing bugs, or responding to change or feature requests? The answer is that bug reports, change requests, and feature requests are *reported symptoms* of dissatisfaction, but responding to them directly may not actually improve the outcome. Users have their own theories or *hypotheses* about what will make them happier, but they may not understand what is possible well enough to come up with the best solution.

Measuring Outcomes Helps Steer Toward Better Solutions

Unfortunately, most companies understand their customers imperfectly. The problem has been nicely explored by Ronny Kahavi.⁴ In his research group's long-term study of ideas and their impact on business results, they found that only a third of the ideas produced positive results, another third resulted in no change, and a third of the ideas actually made things worse.

Many ideas for new or improved products or services are based on incorrect assumptions.

Many ideas for new or improved products or services are based on incorrect assumptions, but organizations can't see it because they never or rarely get feedback from their customers. To deliver better solutions, they must be able to quickly try out ideas, or hypotheses, then measure the result, learn, and improve (*See Figure 3*). Working this way reduces the amount of work that gets implemented but is never used because it solves a problem that customers don't have, or tries to solve a problem they do have in a way that isn't useful.

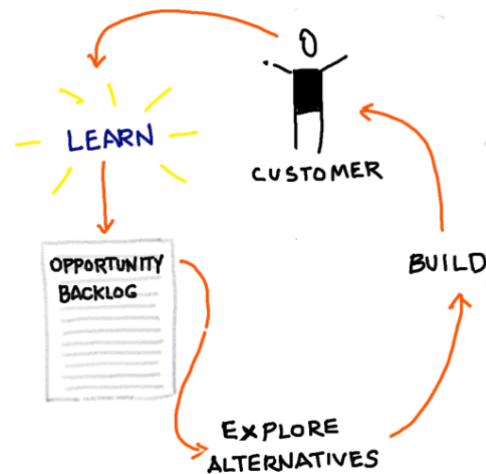
This isn't a new problem, nor is it unique to digital products or services. One of the philosophical ancestors of agile delivery approaches, *The Toyota Way*, identified 8 types of waste, and at the top of this list is overproduction: producing items for which there are no orders.⁵ Requirements that are implemented but never used, or don't deliver a desirable result, create an invisible form of unsellable inventory. The only solution to reducing this waste is to measure customer usage and satisfaction, and to learn, over time, what they really need.

³ Gothelf, Jeff, and Josh Seiden. 2017. *Sense And Respond*. Harvard Business Review Press.

⁴ Kohavi, Ron, Roger Longbotham, Dan Sommerfield, and Randal M. Henne. 2008. *Controlled Experiments On The Web: Survey And Practical Guide*. Springer Science+Business Media, LLC.
<https://ai.stanford.edu/~ronnyk/2009controlledExperimentsOnTheWebSurvey.pdf>.

⁵ LIKER, Jeffrey K. 2004. *The Toyota Way*. New York: McGraw-Hill. pp 28-29.

Figure 3. Empiricism at work: inspecting and adapting to achieve better outcomes



To Innovate, Find People Who Want to Work in a New Way

The fundamental engine of innovation is the cross-functional team, staffed with people who work solely on that one team. Cross-functional teams minimize dependencies on other teams, letting them work quickly and without interruption. Dedicating team members eliminates the time the team spends waiting for someone to free themselves from other work.

Once you’ve found an opportunity you’re willing to fund, based on your perceived value of closing the satisfaction gap, you need a team to work on it. To build that team, find people who want to work in a different way. You want people who won’t cling to old ways of working, who are comfortable with trying new ways of working. Some people will respond enthusiastically to the chance to try new things; seek out these people.⁶

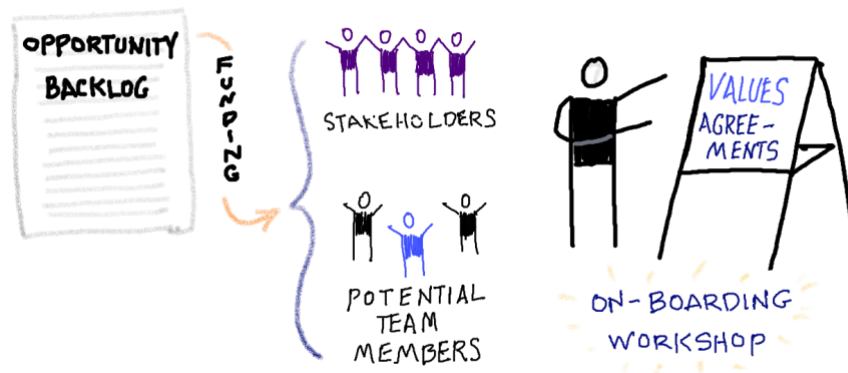
You’ll also need stakeholders who are willing to try new things.

You’ll also need stakeholders who are willing to try new things. They also have to be tolerant of experiments that produce learning but no tangible results. They have to be willing to accept that neither they nor the team know all the answers, and be willing to work with the team to explore new solutions. Nothing kills innovation faster than the expectation that every experiment turns out perfectly, or having a stakeholder who asks, “Am I going to get everything I want, on time, and within budget?”

⁶ Pink, Daniel H. 2012. Drive. New York: Riverhead Books. Also see <https://www.youtube.com/watch?v=KgGhSOAtAyQ>

Once the right people come together, they need to form working agreements to govern how they will work together (See Figure 4), including how they will resolve conflicts. Change is hard, no matter how motivated the team, and trying to lead people through a change for which they are not ready is frustrating for everyone. You can stack the deck in your favor by recruiting people who are ready to change, and who are committed to working together to achieve better results.

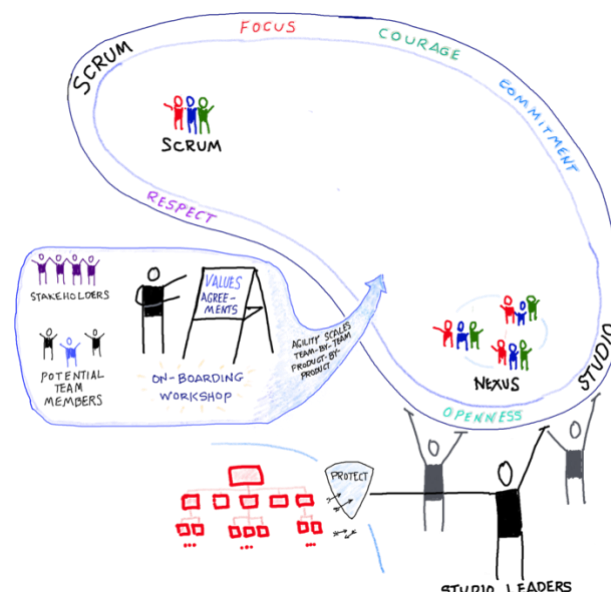
Figure 4. Teams self-organize, with help, around opportunities



Support Scrum Teams and Values to Enable Empiricism to Thrive

Once a team has come together and agreed upon their way of working, they become part of a Scrum Studio. Scrum Studio is, most importantly, a way of working that allows the teams within it to embody Scrum and its values. It is often established with a separate work environment to enable focus and prevent distraction, but more important is the way that is supported by leaders in the organization (See Figure 5). One function of the on-boarding workshop is to help the team and its stakeholders decide whether they are ready to commit to working in this new way; they aren't allowed to "join" the Studio until everyone is ready.

Figure 5. Teams self-organize, with help, around opportunities



Leaders Play an Essential Role Helping Teams Inspect and Adapt

Leaders play an important role in supporting and enabling teams to do their best. For most teams, Scrum is something very new, and teams need to have the confidence that they will be able to learn and grow. They need leaders who are supportive and engaged:

- **Ensuring teams have support from the right people, at the right time.** The “orbital” support model doesn’t happen by itself; leaders need to work with other parts of the organization (who are probably not yet Agile) to negotiate having the help from other people in the organizations when they need it, without having to submit tickets and wait in queues. If dependencies are the enemy of agility, queuing is the enemy of throughput, and is an indication that the organization is failing to provide enough support to the people who need it. If you want to get work done as quickly as possible, eliminate queuing.
- **Negotiating new ways of engaging with the rest of the organization.** Agile teams usually have different measures of progress and different ways of working than teams using a predictive project management approach. Negotiating alternative ways of satisfying governance and reporting eliminates frustration on all fronts and lets Scrum Teams focus on delivering great products.
- **Protecting teams from outside attacks.** New ways of working can be threatening to existing parts of the organization, threatening to role-based hierarchies, to existing governance models, and to established orthodoxy. When expectations and communications are not managed, a dangerous we-they resentment arising out of fear can cripple the organization.⁷ Leaders must communicate why at least some parts of the organization need Scrum, how the experiments will be measured, and what this means to the rest of the organization in order to shape and guide opinion.
- **Installing, protecting, and supporting a different governance model.** Traditional schedule-and-milestone based governance models don’t allow for empiricism; they regard deviations from the plan as a bad thing. Scrum inherently supports governance through Sprint Reviews and Retrospectives, by delivering working solutions that can be evaluated against goals, and through Sprint Planning that adapts to new information. Scrum actually provides better ability to govern than traditional governance approaches, but it is different enough to need protecting.
- **Valuing learning rather than punishing “mistakes”.** There comes a moment in the journey of every Scrum Team when the Sprint does not go as planned, or when results are not what everyone expected. When leaders react by looking for fault, seeking to find and chastise the people who caused the problem, trust and morale are destroyed, usually irretrievably. When leaders ask insightful questions about what can be learned from the experience, supporting the team by asking how they can help to remove obstacles, and if they keep everyone focused on continuously improving, they will actually amplify the team’s ability to self-organize to a better solution.

⁷ Lewis, Marc. 2016. "Why We're Hardwired To Hate Uncertainty | Marc Lewis". The Guardian.
<https://www.theguardian.com/commentisfree/2016/apr/04/uncertainty-stressful-research-neuroscience>.

Leaders Also Encourage Change by Modeling the New Behaviors

Leaders play an important role in setting an example for the new way of working. “The way things have always been done” has a lot of inertia, and leaders have to demonstrate that it is not only acceptable to work in a different way, it is encouraged, and even expected. Some of the biggest changes for some organizations are:

From	To
Top-down direction	Bottom-up decisions, based on local knowledge
Individual goals and achievements	Team goals and achievements
Internal cost-control focus	Focus on delivering value to customers
Well-defined roles	Flexible and mutable roles
“The Business” decides	“The Market” decides
Management-directed	Self-directed

For most people, change means uncertainty, and when it does, this uncertainty can create fear, that blocks change.⁸ When roles dissolve, careers may stall. When managers no longer tell people what to do, what if employees make a mistake? And what do managers do? Leaders can reduce the personal effects of uncertainty for their teams by making it safe to experiment, to learn, and even to fail. They also support the change by:

- **Setting audacious goals, creating a sense of urgency and hope.** Leading change requires creating a compelling vision that, for a better future, helps to motivate people by being part of something bigger than themselves. When the change is large and the obstacles are great, they need a purpose around which they can rally when times get tough.
- **Setting customer-focused goals and measuring outcomes.** Talking about improving performance is all platitudes until specific goals are set, and performance against those goals is measured, not to punish people for non-achievement, but to give them clear targets towards which to work.
- **Aligning objectives.** People often (though not always, to the frustration of managers) do what they are incented to do. As a popular saying goes, “What gets measured gets done.” Aligning objectives and measures to support the change is necessary but not wholly sufficient. But if you want people to work as a team, you have to reward them for working as a team, and you must forego individual measures and incentives.
- **Rewarding experimentation and removing barriers to experimentation.** Leaders support this new way of working by creating an environment in which experimentation is not only encouraged, but expected. They support their teams by removing obstacles that impede their effectiveness. They negotiate with other parts of the organization to obtain support, and they intercede, when needed, to protect the teams from outside interference (*See Figure 5*).
- **Embodying the new culture.** People need role models for the change, and they look to their leaders for cues as to the right behavior. Some of the attributes of this change include humility,

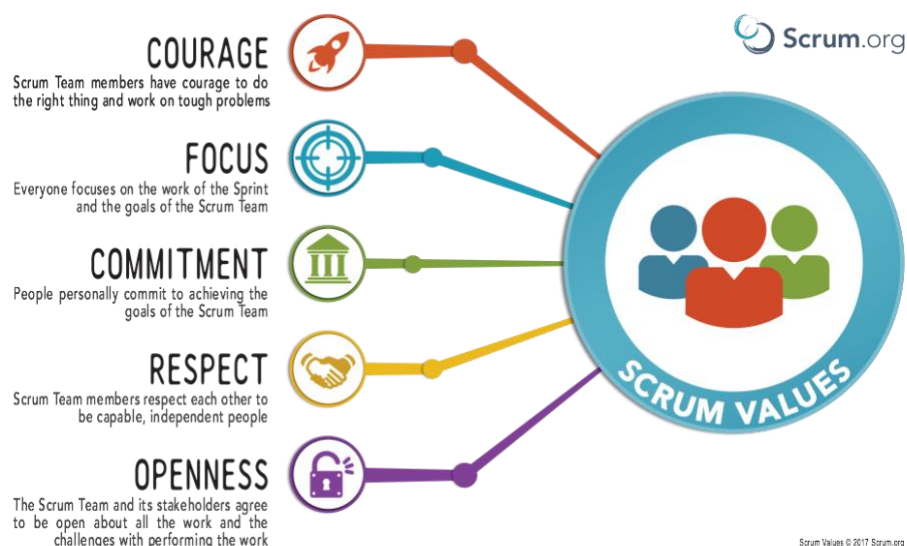
⁸ Kanter, Rosabeth Moss. 2012. “Ten Reasons People Resist Change”. Harvard Business Review. <https://hbr.org/2012/09/ten-reasons-people-resist-change>.

embracing learning (rather than punishing mistakes), empathy (for customers and for each other), respect, and a bias for action. Leaders have to “walk the walk” not just “talk the talk.”

Team members need the courage to challenge the status quo.

Wrapped around the teams in a Scrum Studio are the Scrum Values of courage, focus, commitment, respect, and openness (See Figure 6).⁹ Team members need the courage to challenge the status quo, to challenge stakeholders, and to challenge management, among others, if that is the right thing to do; leaders need to signal this by supporting, and even demanding, courage and openness. They need to be protected from interruptions so that they can deliver on their commitments to their teams and to the goals of the product. And they need to work in an environment of mutual respect.

Figure 6. The Scrum Values



We hear these kinds of goals so often that they sound like platitudes; making them a reality requires leaders to embody and practice the goals themselves, sending powerful messages through their examples. Showing up for Sprint Reviews, taking action when teams ask for help, being actively engaged enough to ask teams if they need help, even when the team hasn’t asked, all demonstrate support for new ways of working.

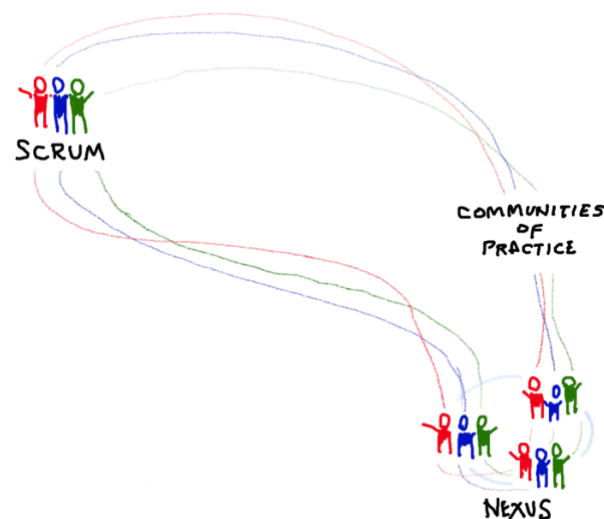
⁹ Verheyen, Gunther. 2013. "There's Value In The Scrum Values". Ullizee.
<https://guntherverheyen.com/2013/05/03/theres-value-in-the-scrum-values/>.

Communities Promote Professionalism

In addition to the Scrum Values, professionalism establishes the core behavioral norms on which organizations build and sustain agility. Professionalism means doing the right things, and doing things right; it requires creating high standards, helping each other to meet and exceed those standards, and continually raising professional expectations. It means sharing learning with peers, and helping each other to improve. To scale agility means doing those things beyond the boundaries of a team; it takes a community to grow a professional, to enable and encourage continuous learning.

Communities of Practice connect people working on different teams with similar professional interests (See Figure 7).¹⁰ They provide people with ways of sharing their experiences and learning from the experiences of others and, by doing so, help to grow and reinforce professionalism across the organization. CoPs are not limited by roles. There may be a developer community, a Lean UX community, and a business intelligence community, and one person may be a member of all of these. They may be a contributor to one and merely an occasional participant in others.

Figure 7. Communities of Practice connect people with common professional goals across teams



Healthy Communities of Practice Can Take on Career Development Responsibilities

By connecting peers with similar interests, CoPs provide a way for people to find mentors who can provide career advice and development coaching, taking on some of the services provided by traditional Human Resources departments. Community participation and contribution can be used as evidence of technical leadership that can influence promotion decisions. Peers are often more knowledgeable about technical career development than traditional managers, who often lack the same deep perspective on technical skills development.

¹⁰ "Community Of Practice". 2017. En.Wikipedia.Org. https://en.wikipedia.org/wiki/Community_of_practice.
Wenger-Trayner, Etienne and Beverly. 2015. "Introduction To Communities Of Practice ". Wenger-Trayner. <http://wenger-trayner.com/introduction-to-communities-of-practice/>.
Kniberg, Henrik, and Anders Ivarsson. 2012. Scaling Agile @ Spotify. Ebook. <http://blog.crisp.se/wp-content/uploads/2012/11/SpotifyScaling.pdf>.

Empirical Governance Produces Better Results

The problem with traditional governance is that it's based on guessing – about what customers need, about how long things will take, and about how much things will cost – with very little feedback until it's too late to change course when the guesses turn out to have been wrong (and they are always at least somewhat wrong). It's costly, wastes precious time, and because it does not inspect and adapt over the course of the initiative, it produces poor results.

Scrum already has an inherently adaptive governance model: planning in short Sprints, and measuring results by actually delivering something of value in every Sprint, provides an easy way to see whether things are on track. Sprint Retrospectives provide a way to continuously improve. Scrum Studio takes this one step further by using the Evidence-Based Management (EBM) measurement framework to guide organizational improvements beyond the team level.¹¹

For many organizations, improving measures like *Cycle Time* or *Time to Market* provide the motivation to become agile. Singular team-level focus can achieve good results in the short run, but sustaining improvements and growing an agile organization requires balancing a broader set of measures (See Figure 8). Improving *Cycle Time* alone doesn't tell whether what is being delivered is actually useful. Looking at trends over time in all these measures, at team, product, and program levels, gives organizations a way to use empiricism to continuously improve, unlike plan-based approaches that can't tell you whether the plan is good or bad, only that reality differs from it.

Figure 8. EBM's balanced set of measures provide insight into progress and areas for improvement

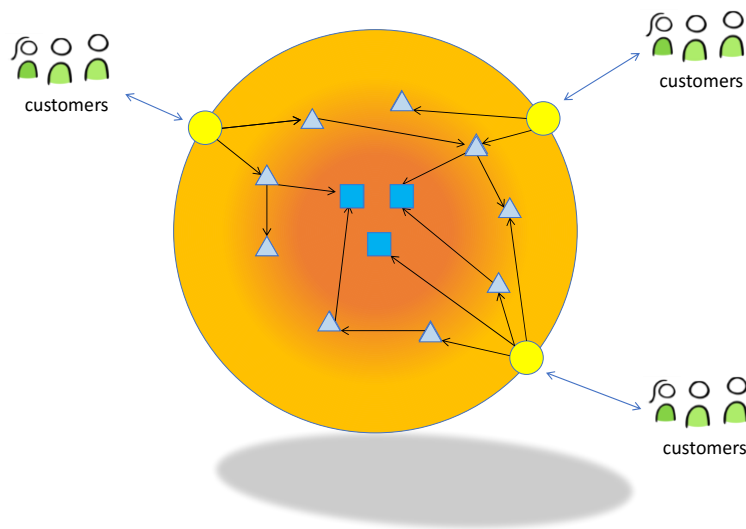


¹¹ "Evidence Based Management (EBM)". Scrum.Org. <https://www.scrum.org/resources/evidence-based-management>.

Where to Start

Digital innovation is essential in competitive markets where customers have choice, where their needs are changing and evolving, and where fast delivery cycles enable teams to try new ideas quickly and learn from experience. As a result, the areas of a business closest to real customers usually feel this need most acutely. Other parts of an organization who must support the customer-facing parts can also feel the effects, though with decreasing urgency the less connected they are with the customers (*See Figure 9*).

Figure 9. Digital innovation is imperative for customer-facing parts of the organization; optional for others



Teams that most need empiricism are those closest to customers (such as apps or websites that customers use to order or configure products or services). Next in line are those teams that deliver and support applications that connect with business partners (such as supply chain management). The need for empiricism cools with teams that support people and apps that connect with customers (such as customer relationship management), while the core systems of the organization (such as accounting, legal, and operational support application) have the least need for empiricism. Teams need empiricism when they don't fully understand their customers' (or users') needs, what they need to deliver to meet those needs, or what sort of technology might help them meet those needs. Scrum (and Nexus) excels at helping them deal with these unknowns: it gives them a way to test hypotheses about what customers need, deliver solutions in small increments to test those hypotheses, measure and learn from the feedback they receive, and then improve.

Transforming the Organization, Product by Product, Team by Team

The traditional organization is good at what it does. It's just not very good at doing things that it has never done before; in particular, they don't deal well with the unknown, and their need for predictability hinders the innovation that is needed to solve new problems in new ways. That's where empiricism and Scrum

provide a way forward. To adopt empiricism, find the parts of the organization that need it most, and encourage empiricism to grow from that fertile ground.

Find Leaders to Champion the Change

As already noted, leaders play a critical role in supporting the new way of working, protecting the Scrum and Nexus teams from distraction and disruption, and ensuring that they have the support they need, when they need it. Because of this, the first step in working in a new way is to find an executive who is responsible for a product that cannot succeed except by using an empirical approach. The product, in fact, may exist only as an unmet market need. Even better, since empiricism will help to form the hypotheses that shape the product.

Recruit allies who will win when the new way of working succeeds.

Find Allies to Help the Leaders and Delivery Teams

Those leaders will need help, from their peers, and from other parts of the organization that will need to do things in support of the teams building the product. The best way to do this is to align around desired business outcomes – in other words, recruit allies who will succeed when they participate in some business “win”, or who will win when the new way of working succeeds. In every organization, there are people who like to try new approaches, and who want to be part of new things. Seek them out.¹²

Fund the Initiative Incrementally Based on Desired Outcomes and Empirical Data

We’ve already seen how the gap between desired outcomes and current experience can be used to identify opportunities. The benefit and probability of closing the gap can be estimated to arrive at the value of the opportunity. The cost side of the funding decision is more difficult to determine when there is uncertainty about what can be done to close the gap. The best approach is to fund in increments, and use empiricism (i.e. real results) to run experiments to test hypotheses about what needs to be delivered to close the gap. Sprint after Sprint, the organization will get data that will either confirm or reject those hypotheses. With more information, it can decide to increase the funding period if the outcomes look more certain, or cease funding if the alternatives look unattractive.¹³

Build Teams of Volunteers

Find people who want to work in a new way and bring them together; trying to lead people through a change for which they are not ready is frustrating for everyone, so let people choose to participate rather than forcing them. Let them decide who they want to work with, and help them understand how to work

¹² Kotter, John. "The 8-Step Process For Leading Change". Kotter. <https://www.kotterinternational.com/8-steps-process-for-leading-change/>.

¹³ Gothelf, Jeff, and Josh Seiden. 2017. "You Need To Manage Digital Projects For Outcomes, Not Outputs". <https://hbr.org/2017/02/you-need-to-manage-digital-projects-for-outcomes-not-outputs>.

empirically. Don't coerce them, however; skepticism is acceptable, and actually, often a positive sign that they need to see evidence of something working before they believe in it. But they have to realize that the old way won't work and be open to finding something better. If they think the old approach was fine, let them work that way, but on some other team. Nothing kills innovation faster than someone who keeps saying, "We've never done it that way before."

Protect Their Ability to Focus

The culture of an organization often reflects its structure. When the organization is structured into functional areas of expertise (silos), dedicated cross-functional teams are hard to maintain. Organizational silos tend to focus on high utilization without concern for the value or timeliness of the work that they produce. Not always, but often.

Scrum Teams don't fit in a siloed organization. When you try to form a Scrum Team from members of a siloed organization, they are constantly being pulled away to do other work. The ability of the Scrum Team to maintain focus on delivering value slips, velocity drops, and the result can be a lot of un-done work at the end of a Sprint. At the very least, there is a lot of waiting and wasted time. As a result of this, it's usually a good idea to have Scrum Teams in a siloed organization report into a Scrum Studio organization. This removes the pressure to multi-task and lets team members focus on delivering value.

Support Those Teams with Help When They Need It

These teams need both good Scrum Masters and strong Product Owners.¹⁴ They need the right training at the right time to help them understand how they need to work. They also need support from leaders who can intercede with the rest of the organization to provide the help they need, without having to queue for wait. The ideal Scrum Team is cross-functional so that it doesn't have to depend on other teams, but in today's world, dependencies are inevitable. They need to interface with other applications, and they need skills of other people in the organization to get things done. When they need help, and when they have to wait, their productivity suffers, and the benefits of being agile are lost, minute by minute. Leaders have to step in to make sure their teams get what they need, when they need it, or they won't produce the results that the organization needs.

Accelerate Scaling by Building and Supporting Strong Cross-Functional Teams

Sometimes leaders grow impatient with a team-by-team approach; they want an easy and fast answer to enabling their entire organization to become agile. They convince themselves of the benefits of an agile approach, they see how powerful it can be, and they want it everywhere, all at once. There isn't a short-cut; to scale agility, you must build strong, highly skilled, cross-functional teams. The team is the fundamental unit of scaling because it is also the fundamental means by which value is produced.

¹⁴ Overeem, Barry. "18 Characteristics of a Great Product Owner". Scrum.org.
<https://www.scrum.org/resources/blog/18-characteristics-great-product-owner>.
Scrum.org. <https://www.scrum.org/search/node?keys=scrum%20master>.

Move Teams and Products in and Out of Scrum Studio in a Deliberate Way

Scrum Studio exists because teams using Scrum and Nexus usually need support that the rest of the organization is not able to provide, and usually because empiricism is not effectively supported by the rest of the organization. Preceding sections have discussed how Scrum Studio supports teams using an empirical approach.

What happens when a product or team doesn't need empiricism any longer? Perhaps the Product has reached a level of maturity that it no longer needs to change and adapt to changing conditions? It may enter a period in which it is being maintained, but is no longer being actively developed. At such times, people on the Scrum Team developing the product may be needed for other work. The old Product may be moved out of the Studio to be supported by another team that may or may not use Scrum. Since effective teams are hard to find, they may take on a different Product that is being brought into the Studio.

Organizations may produce many different Products. Each Product organization may have its own opportunities, leadership, culture, funding, and business models. As a result, an organization may have many different Scrum Studios, each tuned to the part of the organization to which it belongs.

Summary

Scrum Studio is a flexible model for creating an environment in which empiricism and experimentation can thrive, and in which innovative products can be built by teams using Scrum and Nexus. As the need for empiricism grows, Scrum Studios grow by adding products and teams, and potentially by adding additional Scrum Studios that are uniquely tuned to a particular set of related products. If or when a product no longer needs to use an empirical approach, such as when it has satisfied all the needs of its customers, or when it is nearing the end of its product lifecycle, it can be moved out of the Scrum Studio into a part of the organization that does not need to use an empirical approach.