

The Strategic Answer to GenAI: Empirical Enterprise Evolution



スライド (日本語)



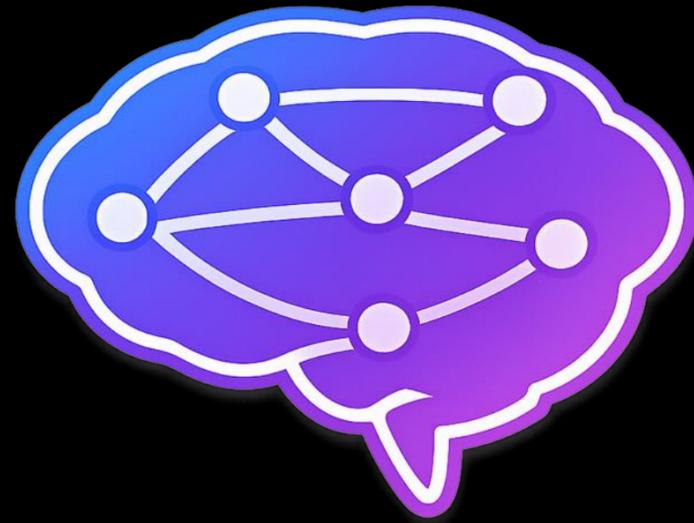
Slides (EN)

Scrum Gathering Tokyo
Jan / 7 / 2026



Peter Beck & Andreas Schliep





1. Assess
2. Anticipate
3. Advance

Your Strategy for GenAI with AME **3**



AME 3

Adaptive Metaframework for Empirical Enterprise Evolution

Game 2

SCRUM Development Process

Abstract
Abstract
Abstract

The Scrum Guide

The Definitive Guide to Scrum: The Rules of the Game
Ken Schwaber & Jeff Sutherland



Wardley Mapping



Game 1

Hiroataka **Takeuchi** and Ikujiro **Nonaka**

The New New Product Development Game
1986, Harvard Business Review



The New New Product Development Game
In today's fast-paced, fiercely competitive world of commercial new product development, speed and flexibility are essential. Companies are increasingly realizing that the old, sequential approach to developing new products simply won't get the job done.

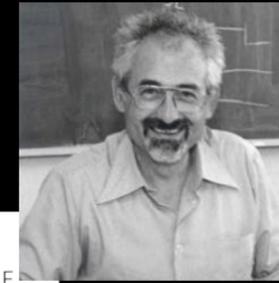


W. Edwards Deming

Evolution of Methods, Frameworks for Product Development, Organizational Design, and Strategy.

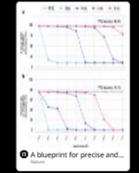
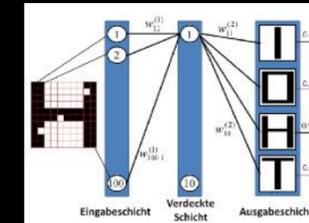


Wolfgang Hilberg
(*1932 †2015)



1995: Backpropagation
~100 parameters

2020: GPT-3
175 billion parameters.



DAS SCRUMTEAM

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

AME 3





**Understand the Constraints
of your System**

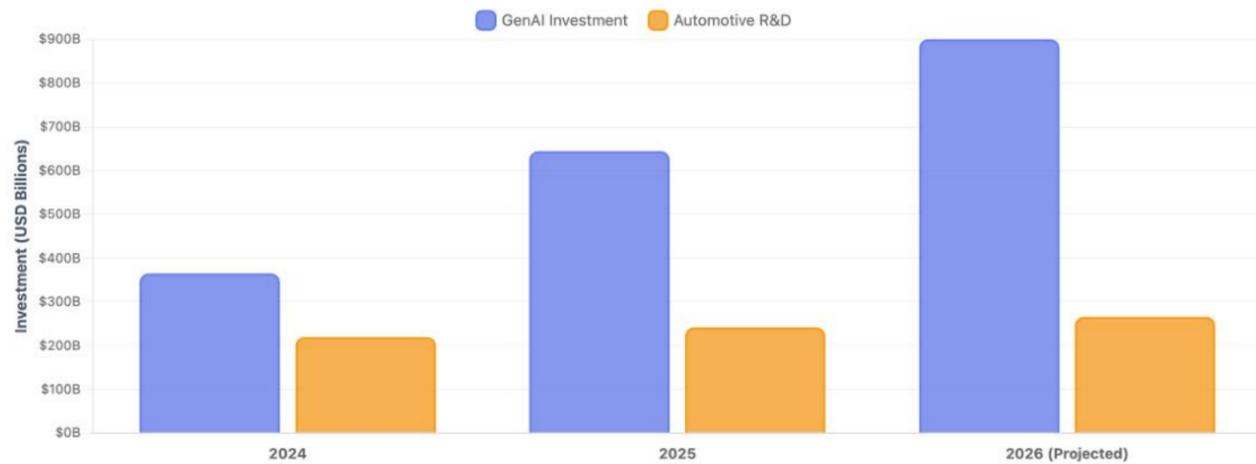
What GenAI has and still is constraining:

- 1. Computing Power > Energy**
- 2. Data > Regulation, Closed Data, Amount and Structure of Data**
- 3. Methods > Algorithms, Knowledge**

GenAI vs Automotive R&D Investment (Worldwide)

Global Investment Comparison 2024-2026 (USD Billions)

Investment Comparison: GenAI vs Automotive R&D (2024-2026)



GENAI GROWTH RATE

+76.4%

2024 → 2025

GENAI 2025 TOTAL

\$644B

Global Spending (Gartner)

AUTO R&D 2023 (WORLDWIDE)

~\$207B

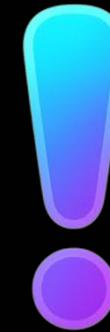
€190B Global (Statista)

INVESTMENT RATIO

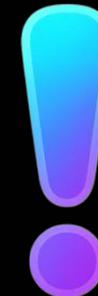
2.7x

GenAI vs Auto R&D Worldwide (2025)

Sources: Gartner (GenAI), Statista/European Commission (Automotive Worldwide) | Report Date: January 2026



Estimated Investment in GenAI 2026: \$700B



GenAI Projects: 70-95% failure rate



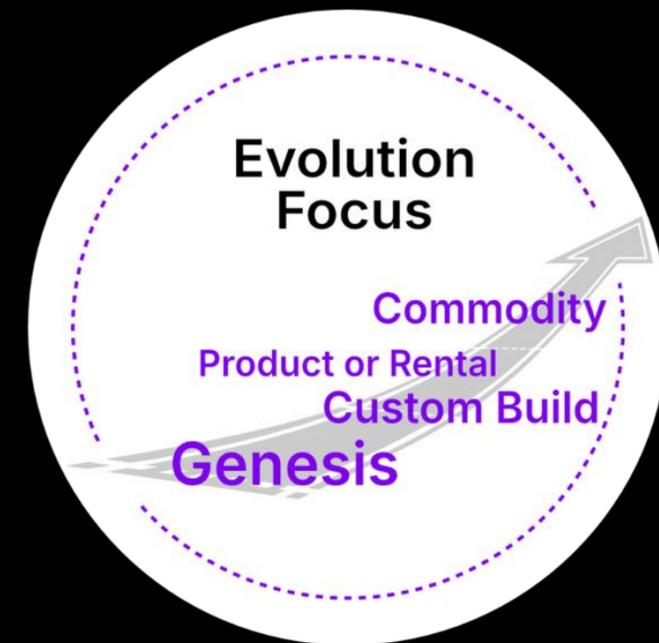
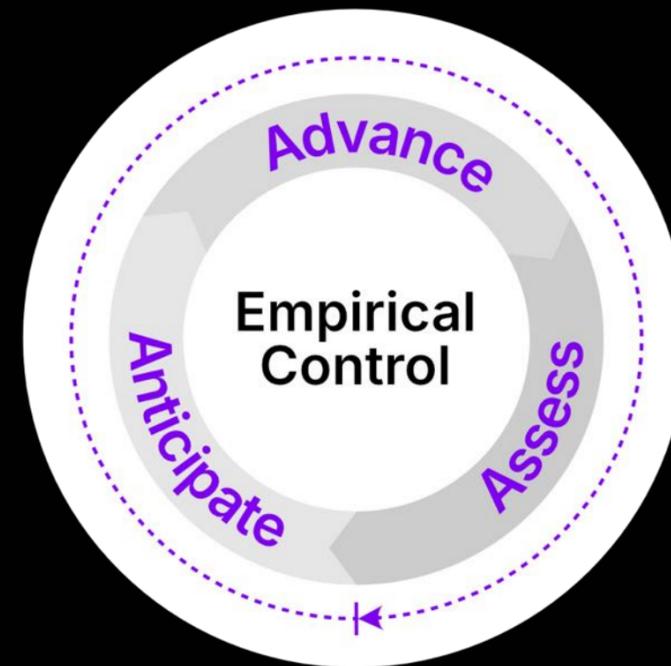
Investment GenAI Auto...



A Plan Is Not a Strategy
- Roger Martin

Strategic Doctrine

A **Strategic Doctrine** provides a framework for tactics, setting out the fundamental beliefs, priorities, and methods that shape policies, operations, and the use of power over time.



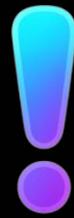
Wardley's Doctrine (universally useful patterns that a user can apply regardless of context)						
	Communication	Development	Operation	Learning	Leading	Structure
IV				Listen to your ecosystem	Exploit the landscape There is no cure	Design for constant evolution No single culture
III			Optimize flow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

doctrine.wardleymaps.com

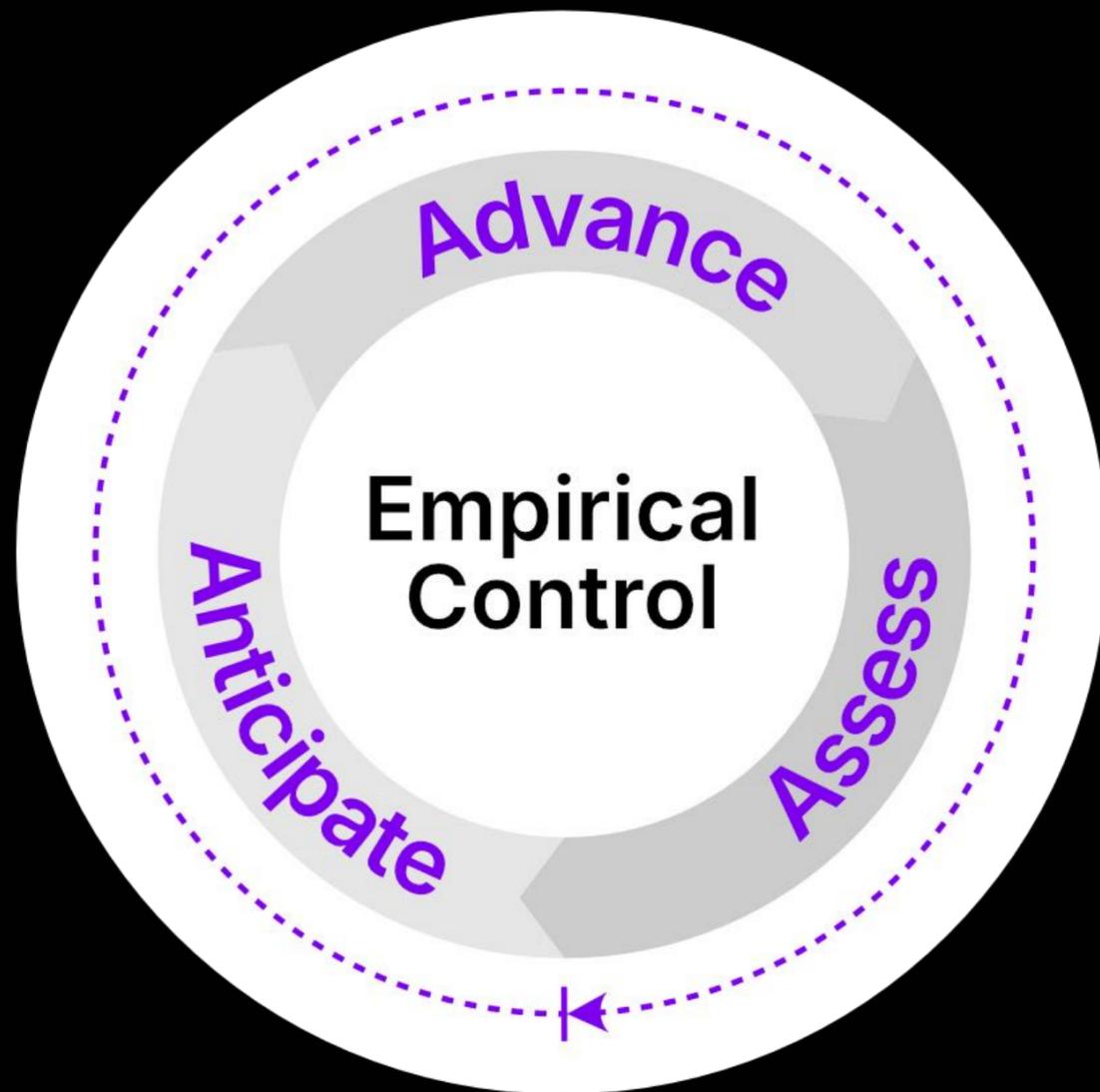
Doctrine assessment

Wardley's Doctrine assessment tool

Strategic Doctrine #1

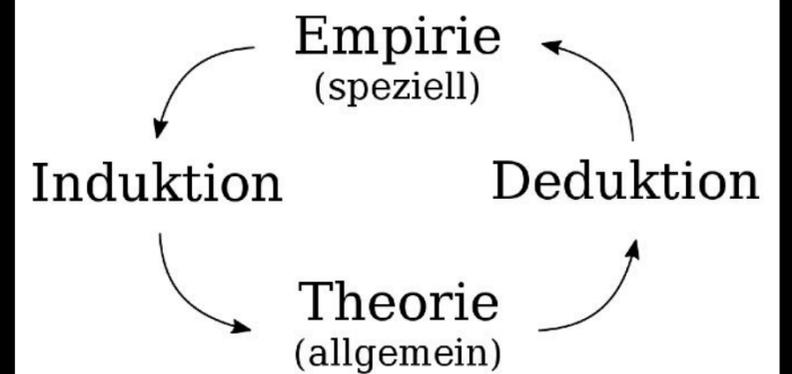


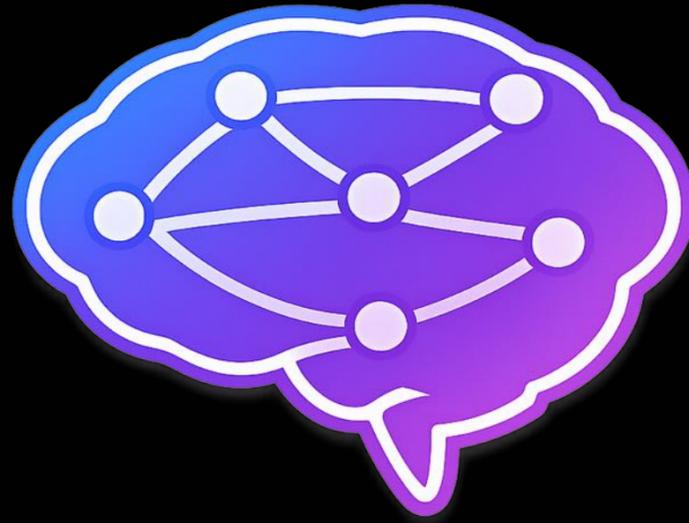
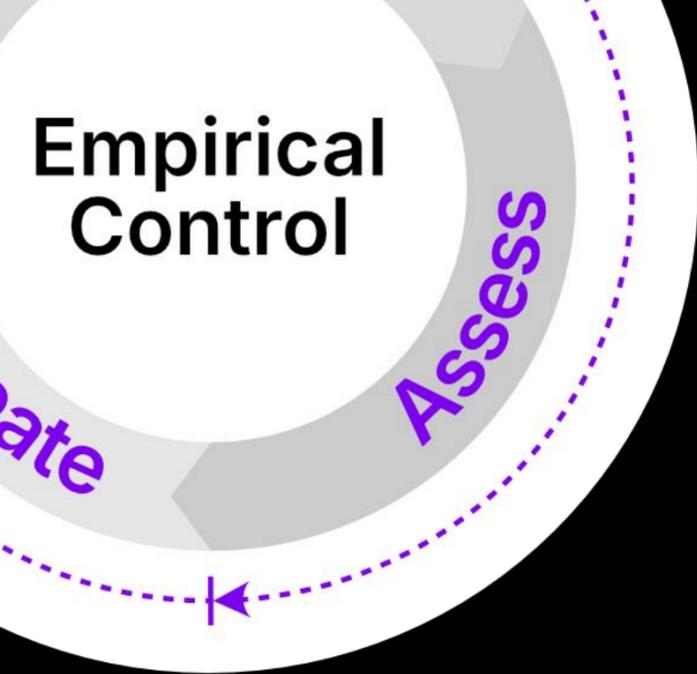
GenAI Projects:
70-95% failure rate



Empirical: Based on what is experienced or seen rather than on theory

- **OODA Loop**: Observe, Orient, Decide, Act
- **PDCA Cycle**: Plan, Do, Check, Act
- **Wardley Mapping**: Leadership, Purpose, Landscape, Climate, Doctrine
- **eXtreme Programming**: Red, green, refactor
- **Lean Start-up**: Build-Measure-Learn
- Process for the complex domain in the **Cynefin Framework**: probe-sense-respond
- **Scrum**: Transparency, Inspecting, Adapting, in combination with time-boxing & deliver early and frequently. Manifested in the **Sprint** and the **Daily Scrum**.
- Cycle in empirical research. Used for example in Design Thinking and Product Discovery frameworks: Hypothesis, How to validate, Run Experiments, Measure, Conclusion.





1st

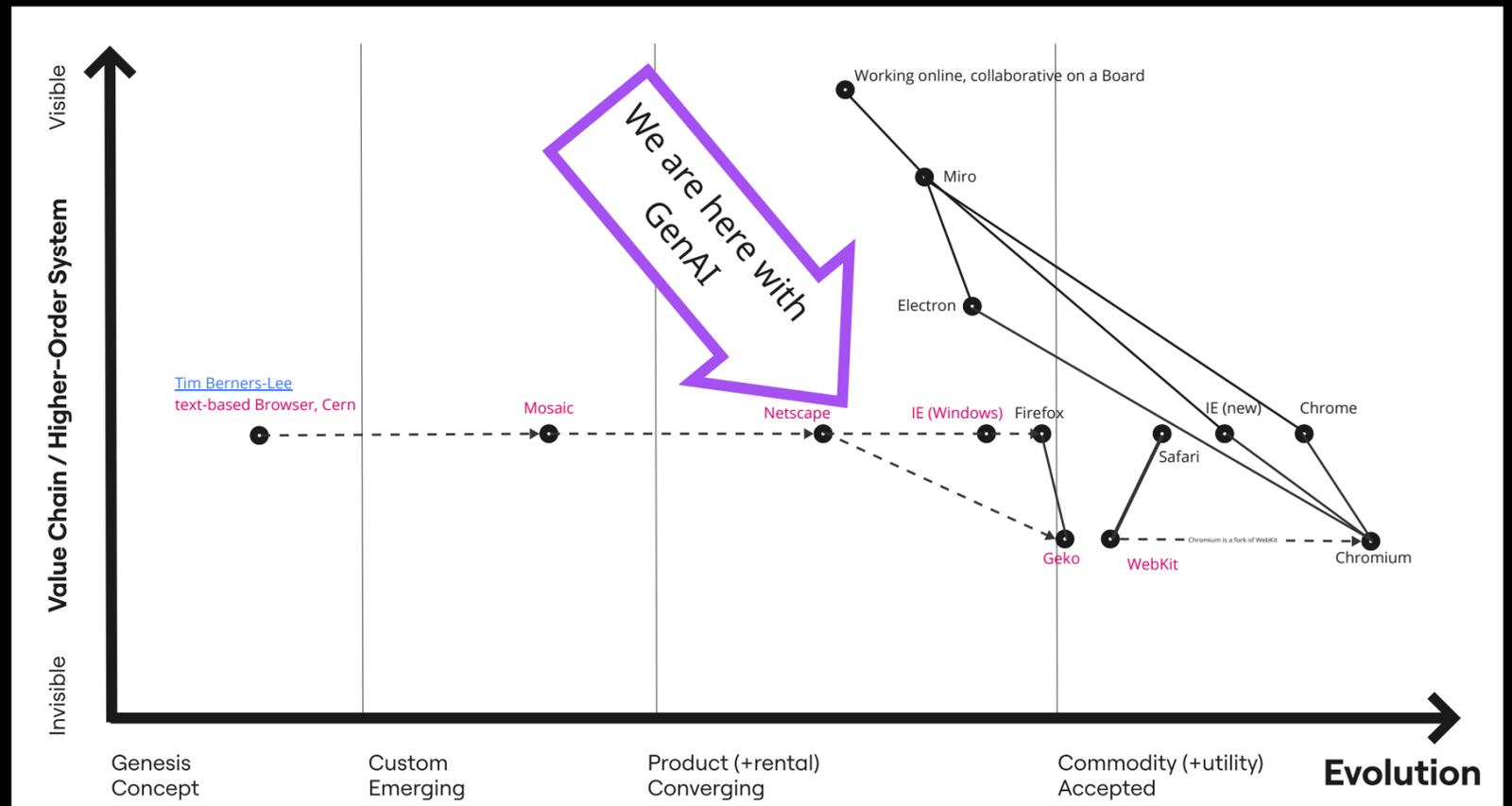
Assess the Landscape

Assess the Landscape

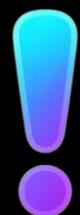


Through competition, everything is subject to evolution

Simon Wardley
medium.com
On being lost
Chapter 1



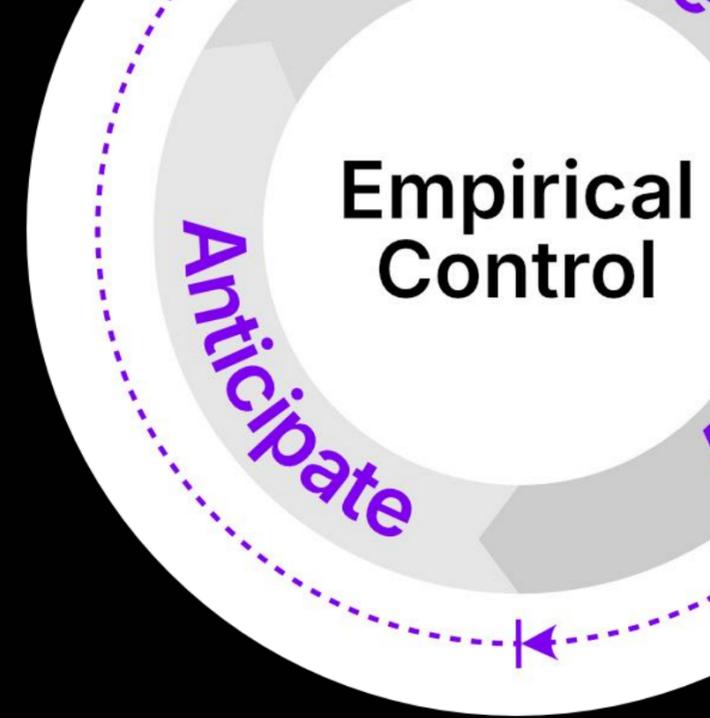
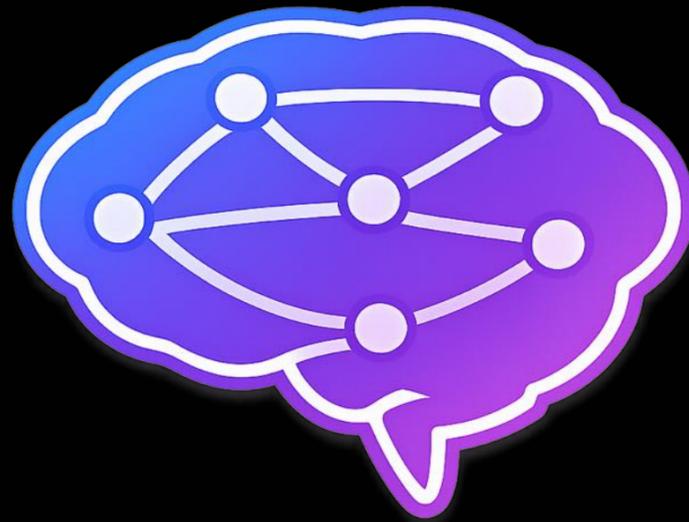
GenAI practices and technologies following the same flow of evolution



**Correlation is
Not causation**



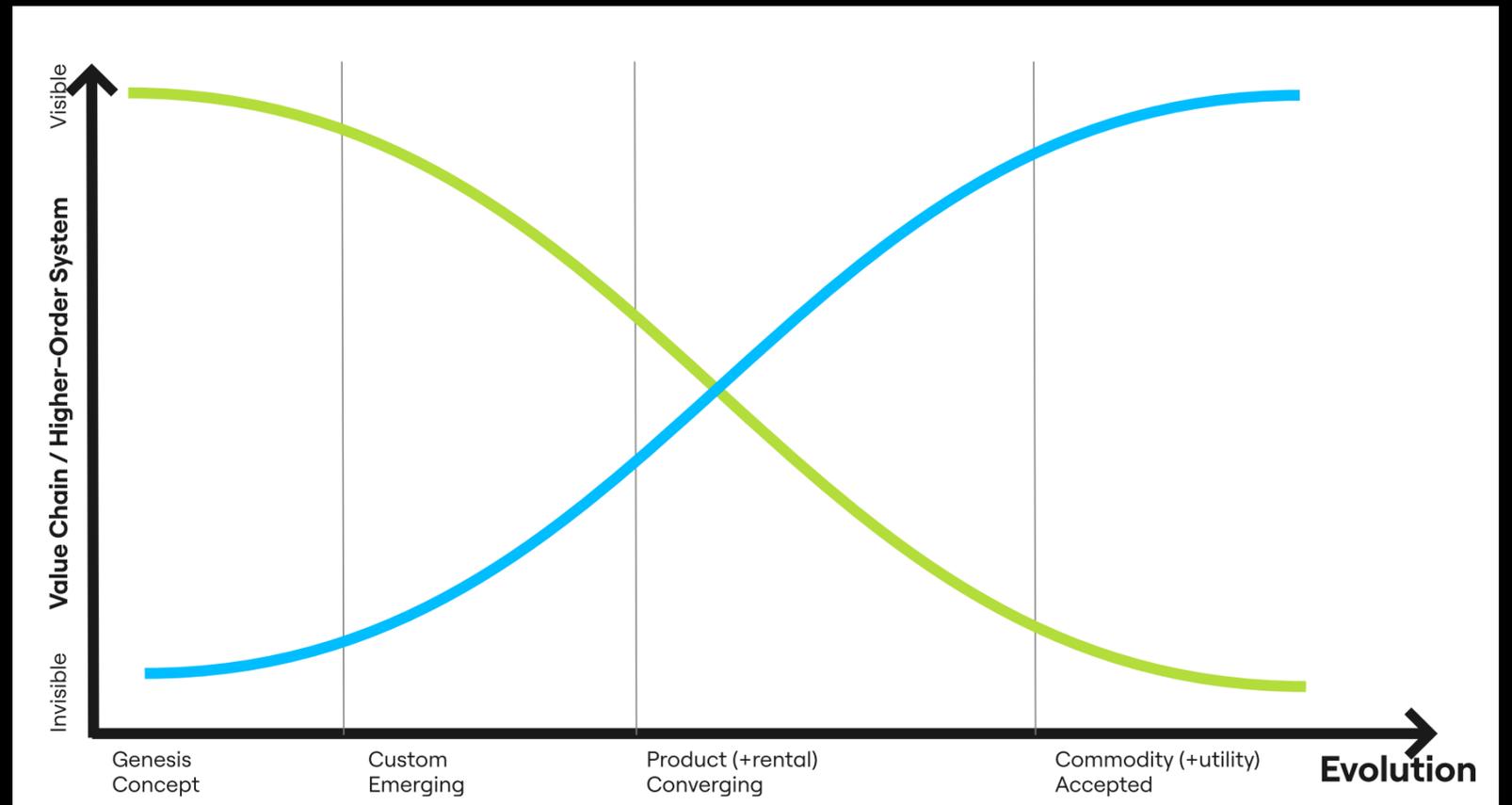
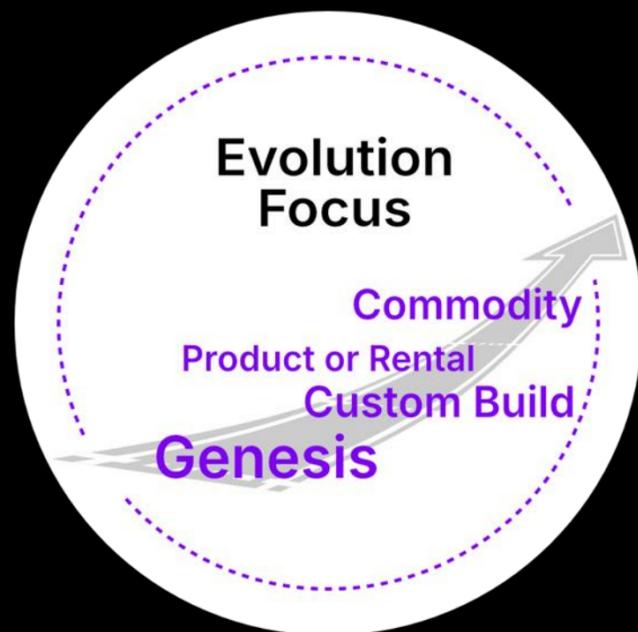
GenAI accelerates this flow of evolution for most businesses



2nd

**Anticipate Evolution to
derive the next strategic
goals**

Strategic Doctrine #2

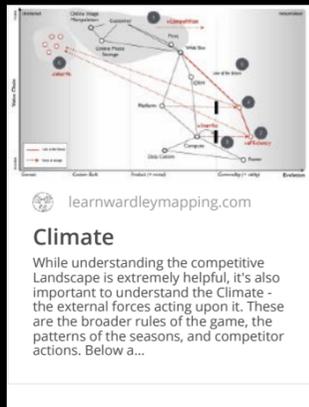


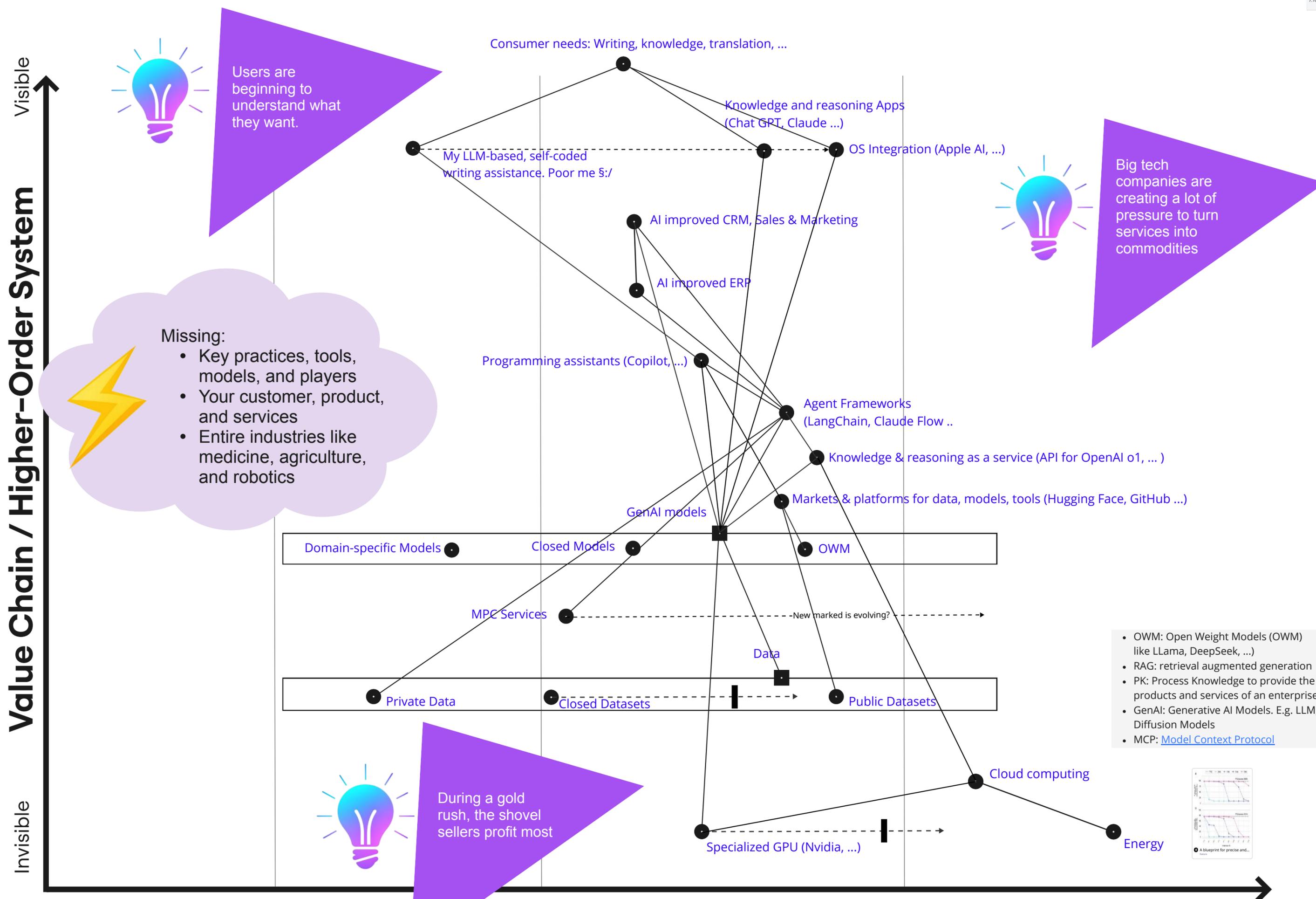
Evolution Focus *First!*

Second:

Agile
 Ability to Respond

Efficiency
 Flow & Stability





Value Chain / Higher-Order System

Visible

Invisible

Genesis Concept

Custom Emerging

Product (+rental) Converging

Commodity (+utility) Accepted

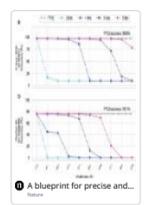
Evolution

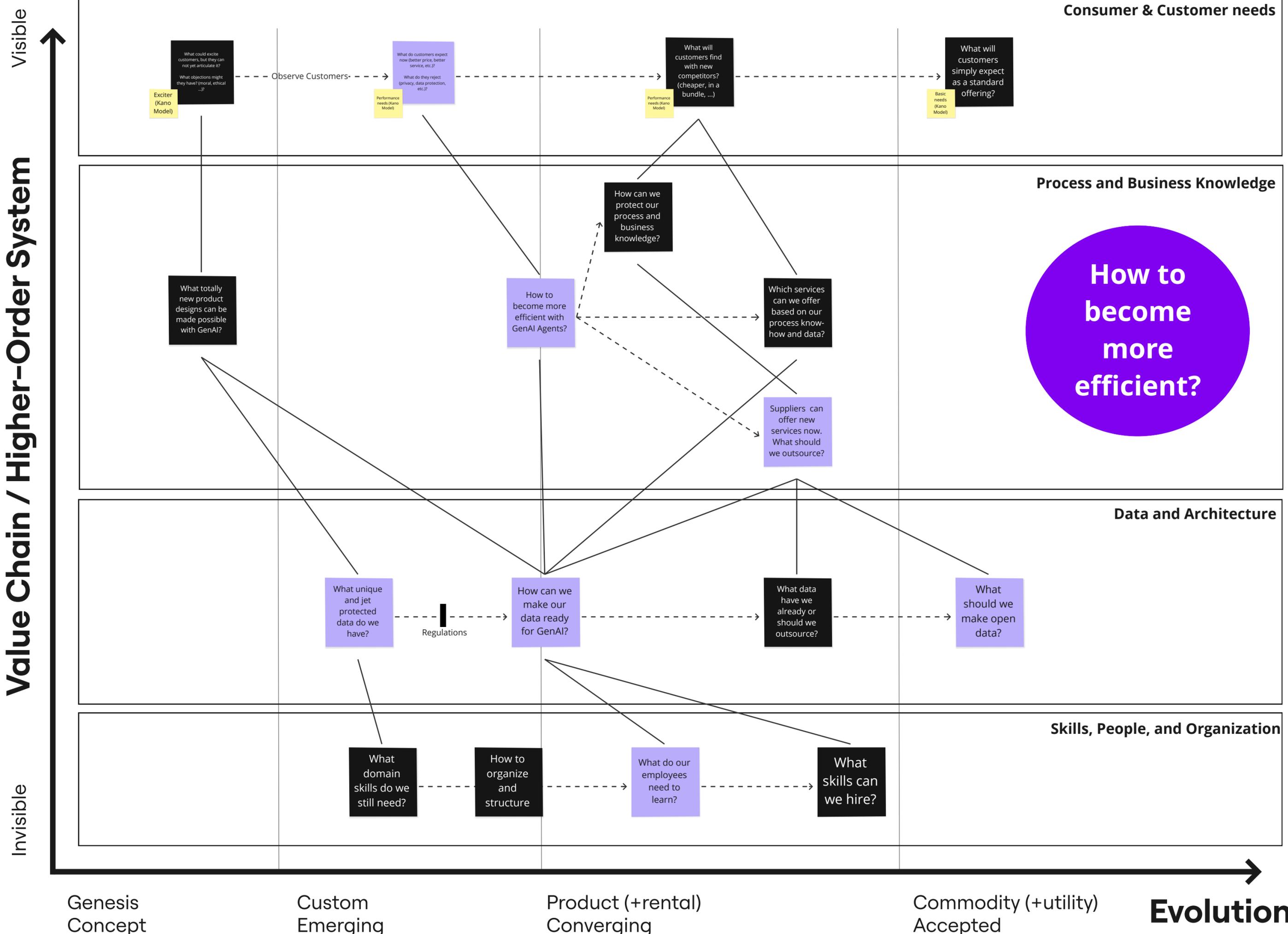


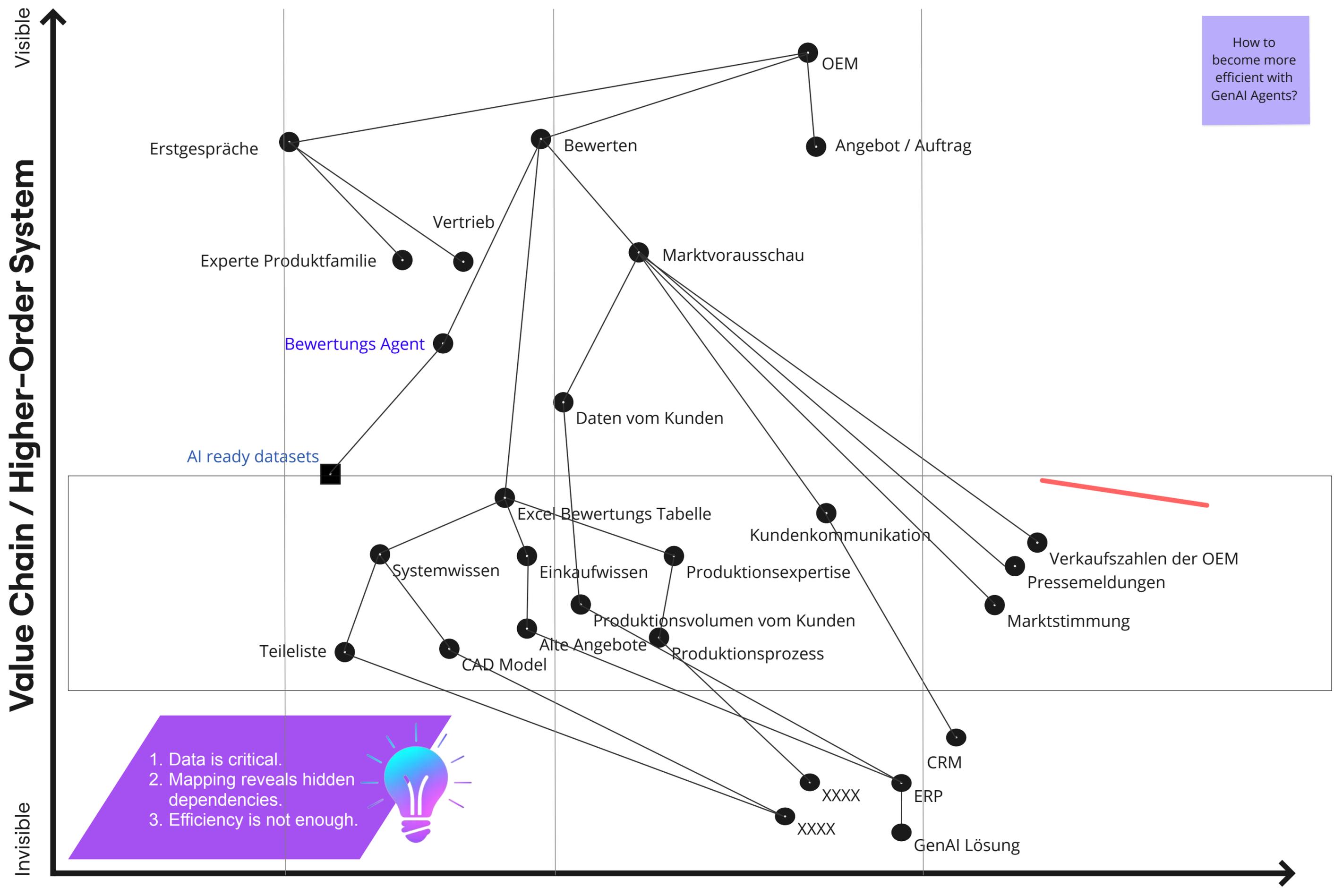
Missing:

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

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







How to become more efficient with GenAI Agents?

Value Chain / Higher-Order System

Visible

Invisible

Genesis Concept

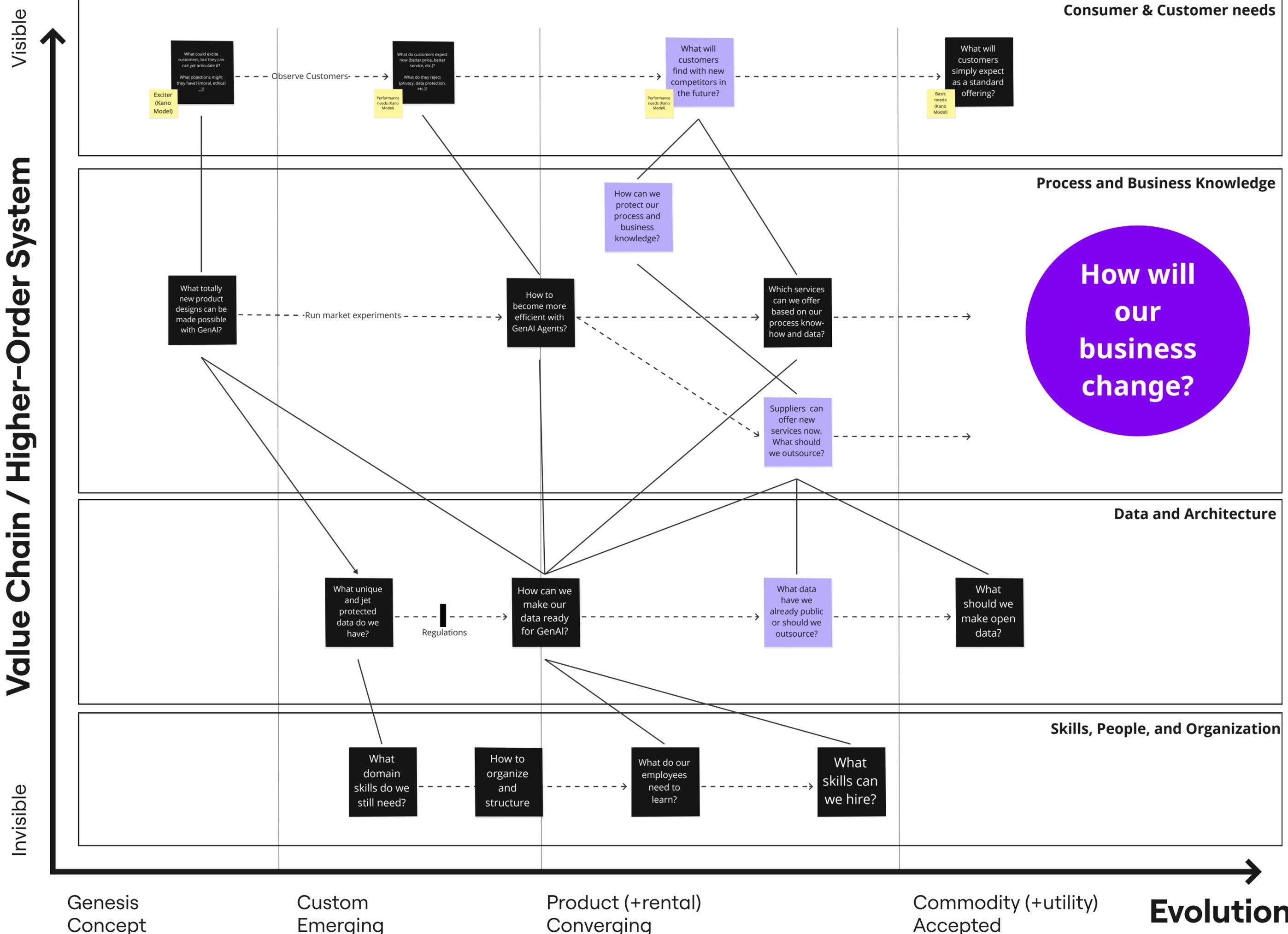
Custom Emerging

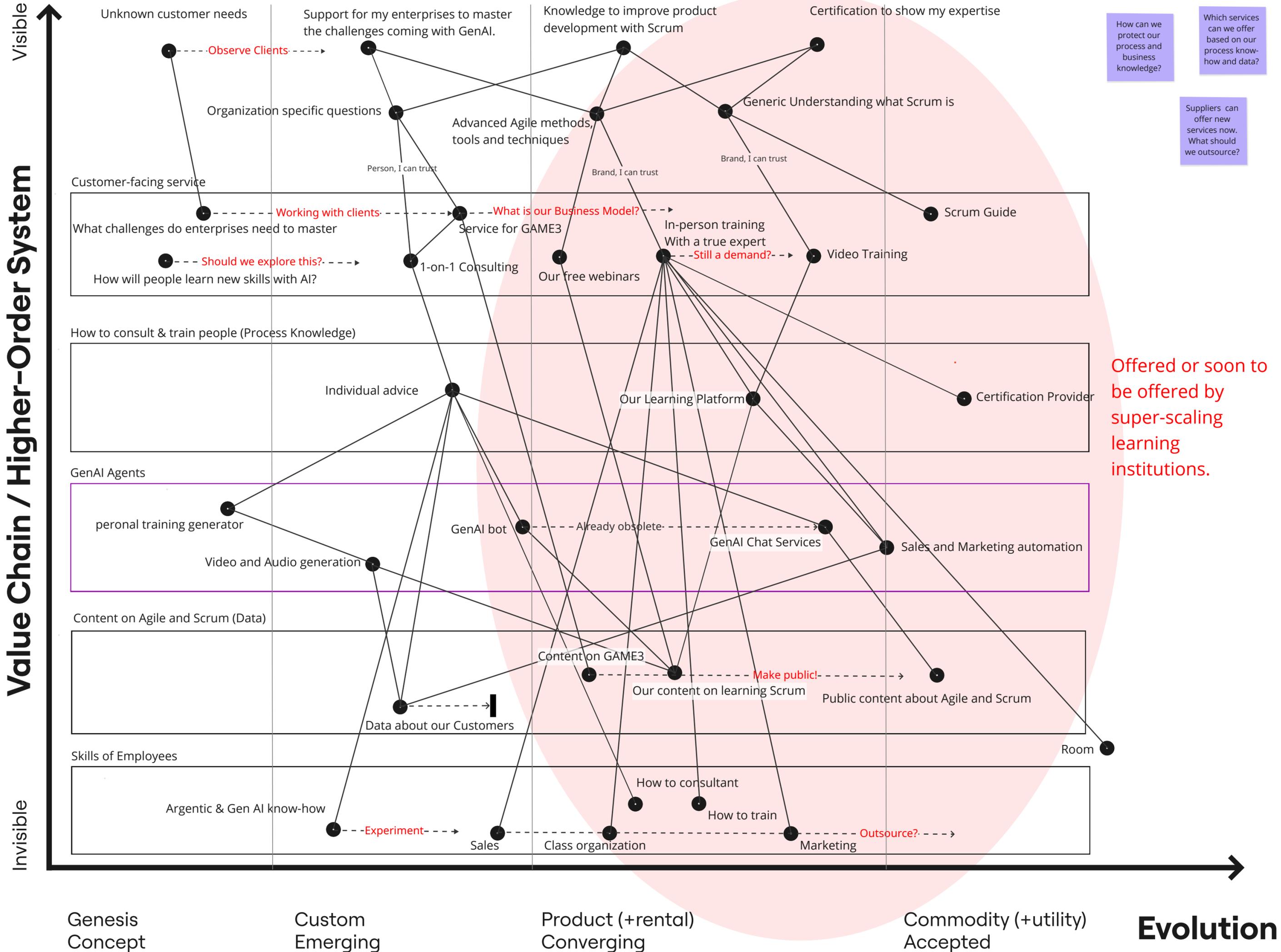
Product (+rental) Converging

Commodity (+utility) Accepted

Evolution



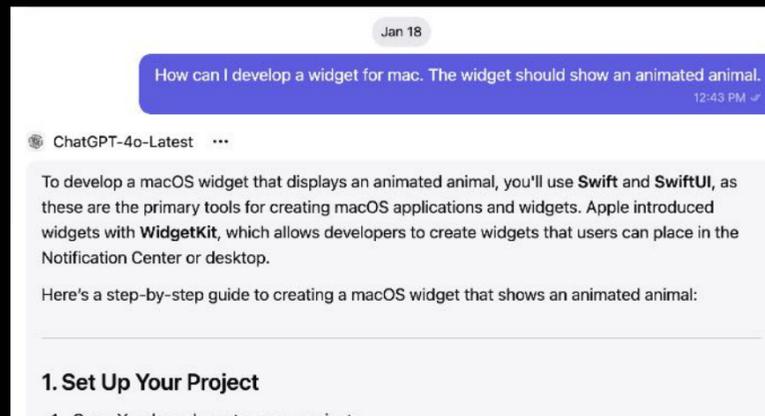




- Desktop APP
- No Coding Experience
- 2 Weeks



Do we need development teams anymore if we have AI Agents?



```
# App verpacken und verteilen
## App verpacken

npm install --save-dev electron-builder

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

npm run build
```

```
# Herausforderungen stellen
## Den Hasen die Karotten essen lassen

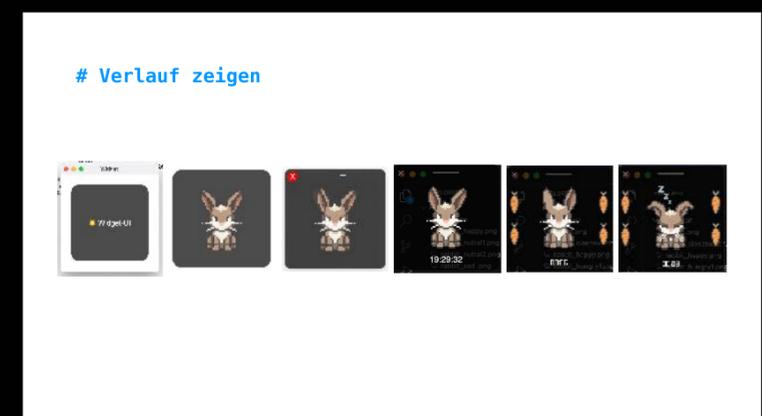
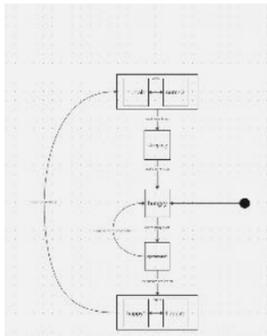
Drag and Drop Funktion

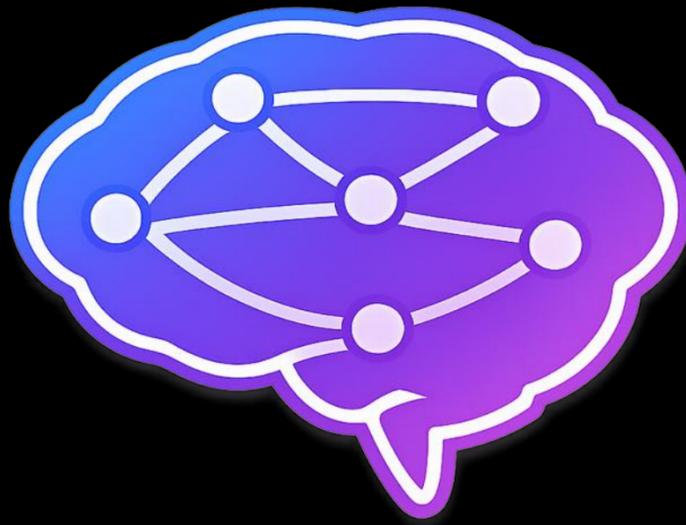
function handleDragStart(event) {
function handleDragEnd(event) {
function handleDragOver(event) {
function handleDrop(event) {
...
```

```
# Herausforderungen stellen
## Verschiedene Situationen kreieren

Übergänge und Zustände

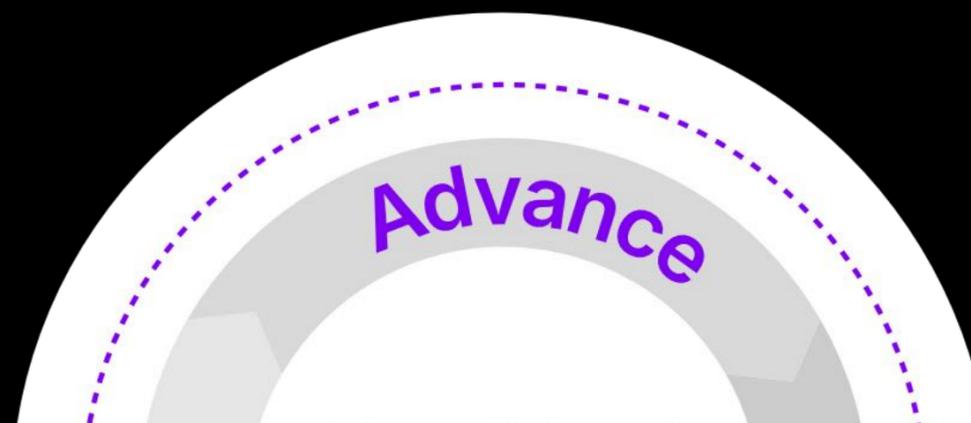
function handleStateTransition() {
  if (currentState === 'work') {
    currentState = 'sleeping';
    countdownTime = breakTime;
    clearCarrots();
    clock.style.display = 'block';
  } else if (currentState === 'initial') {
    currentState = 'hungry';
    showCarrots();
  }
  ...
```





3nd

Advance your strategy with Arenas and Teams

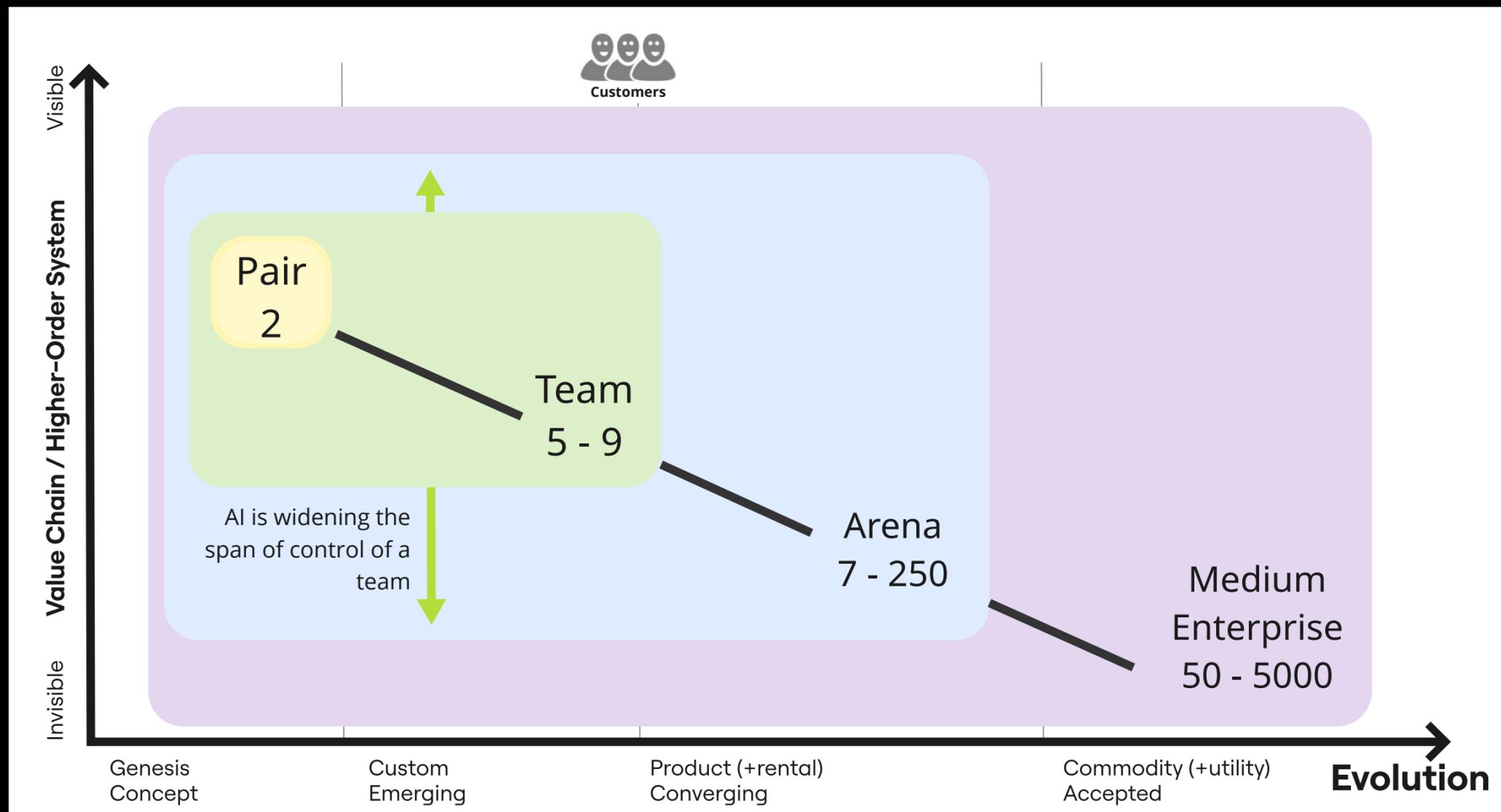




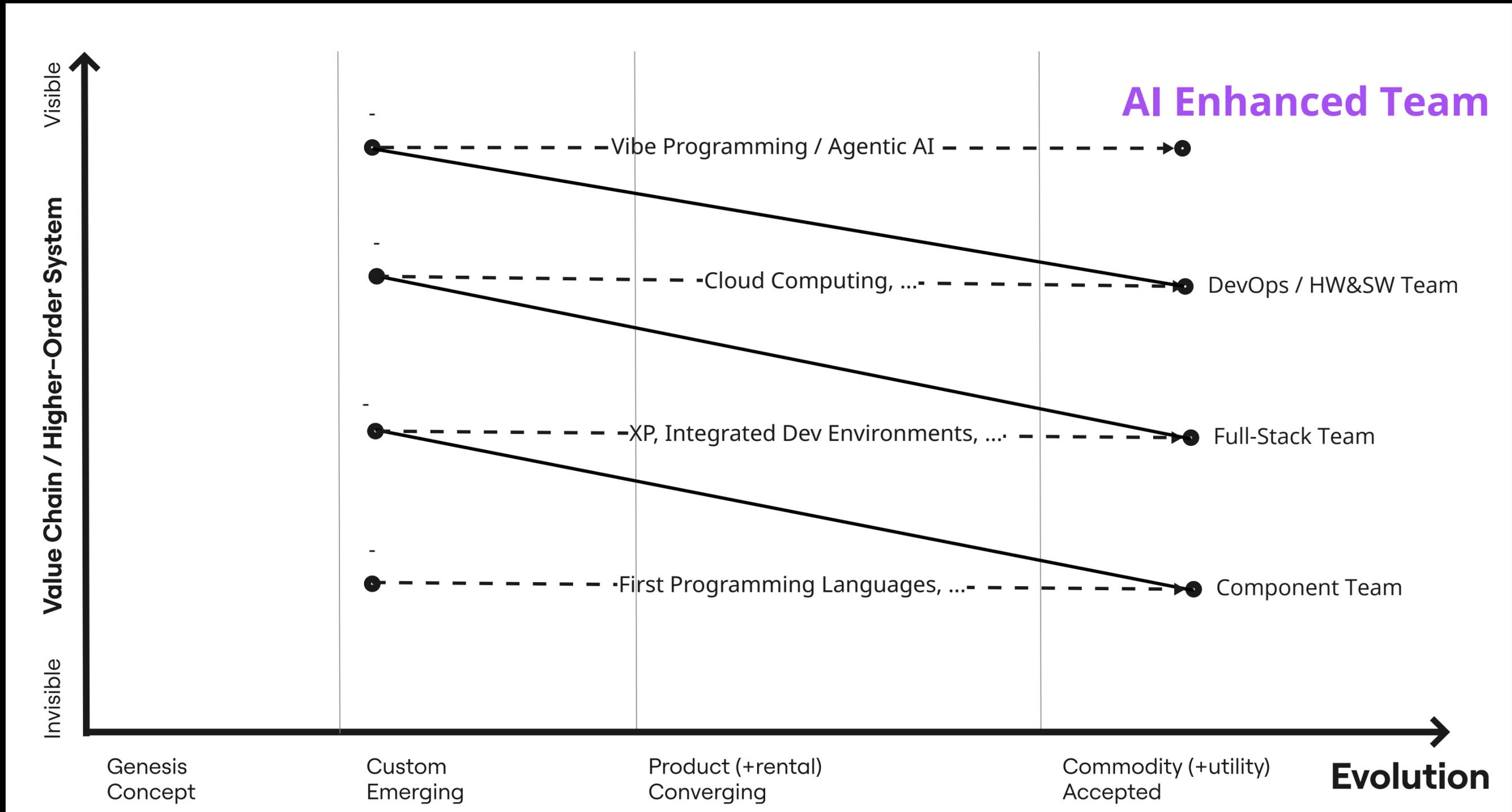
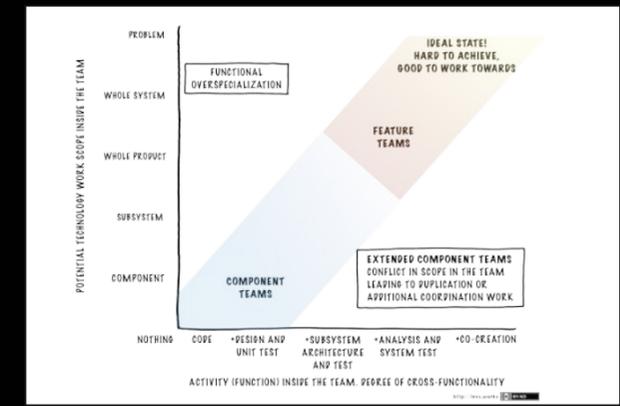
As soon as we invent a practice or tool that simplifies work, like GenAI, we immediately use it to stay at the maximum level of complexity we can manage.



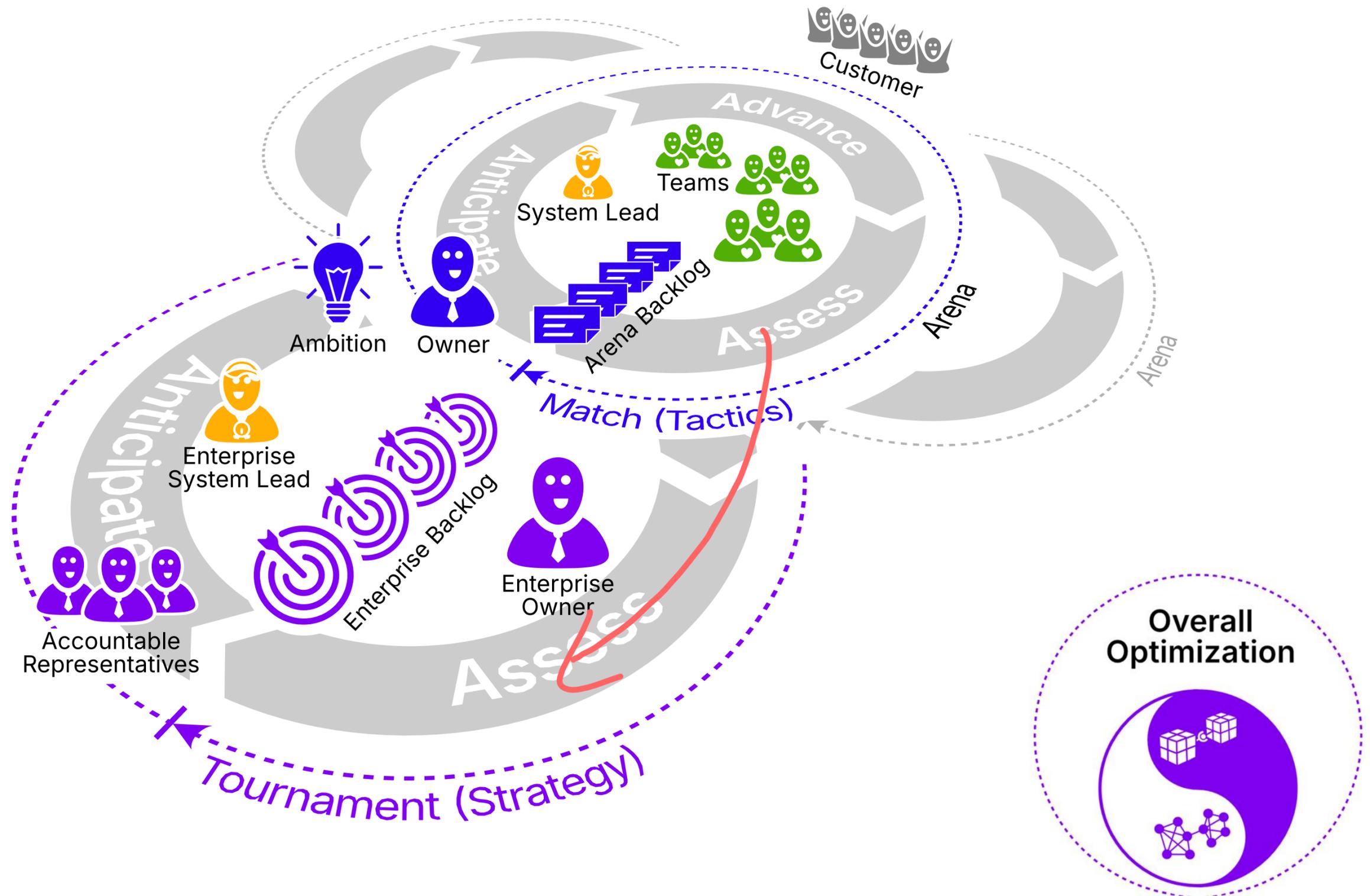
GenAI accelerates the evolution of services & products. But the patterns of social systems will remain.



The AI Enhanced Team



Only Arenas and Teams are Advancing!



AME3

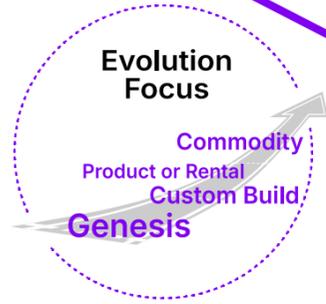
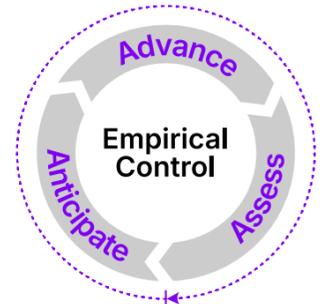
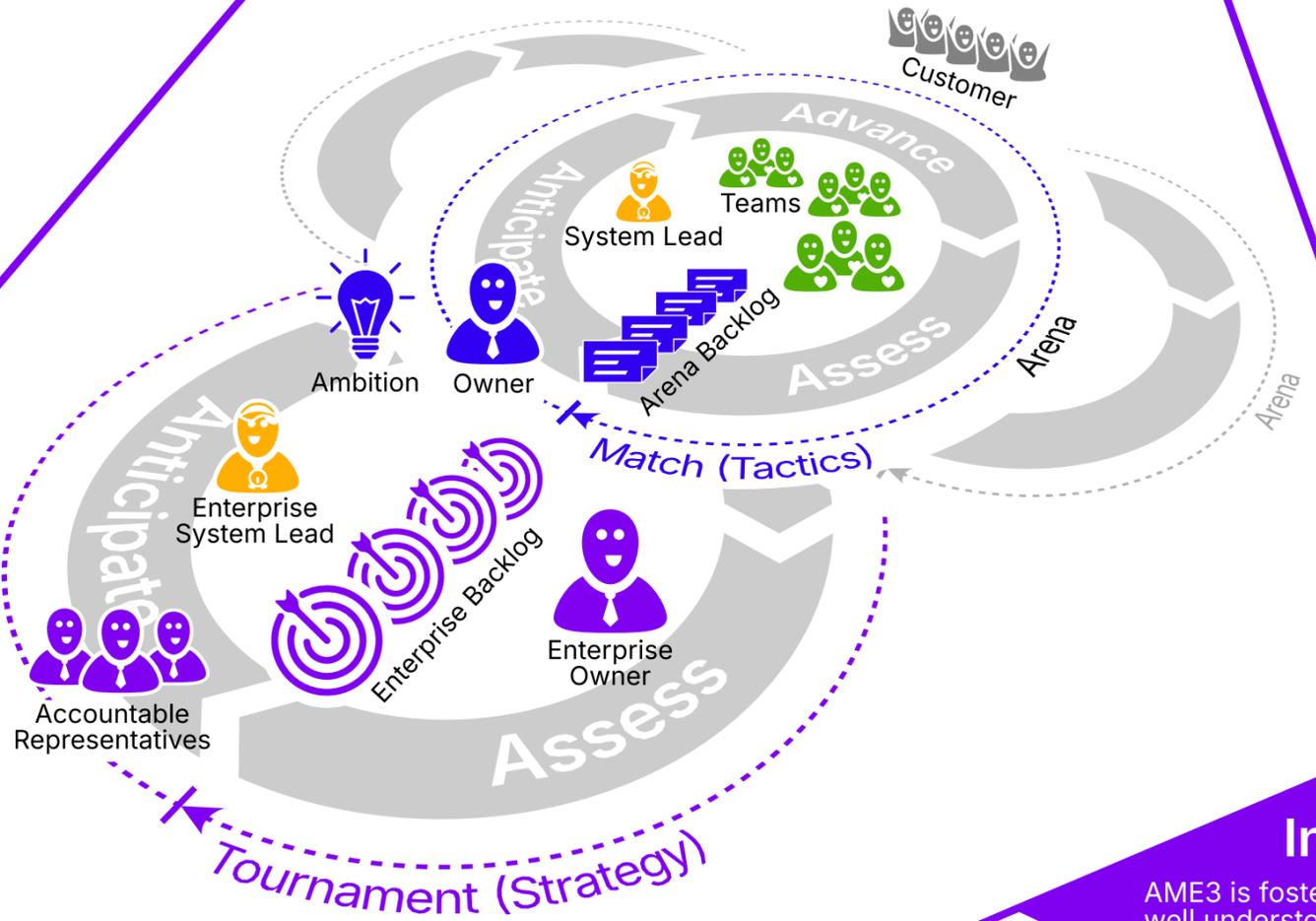
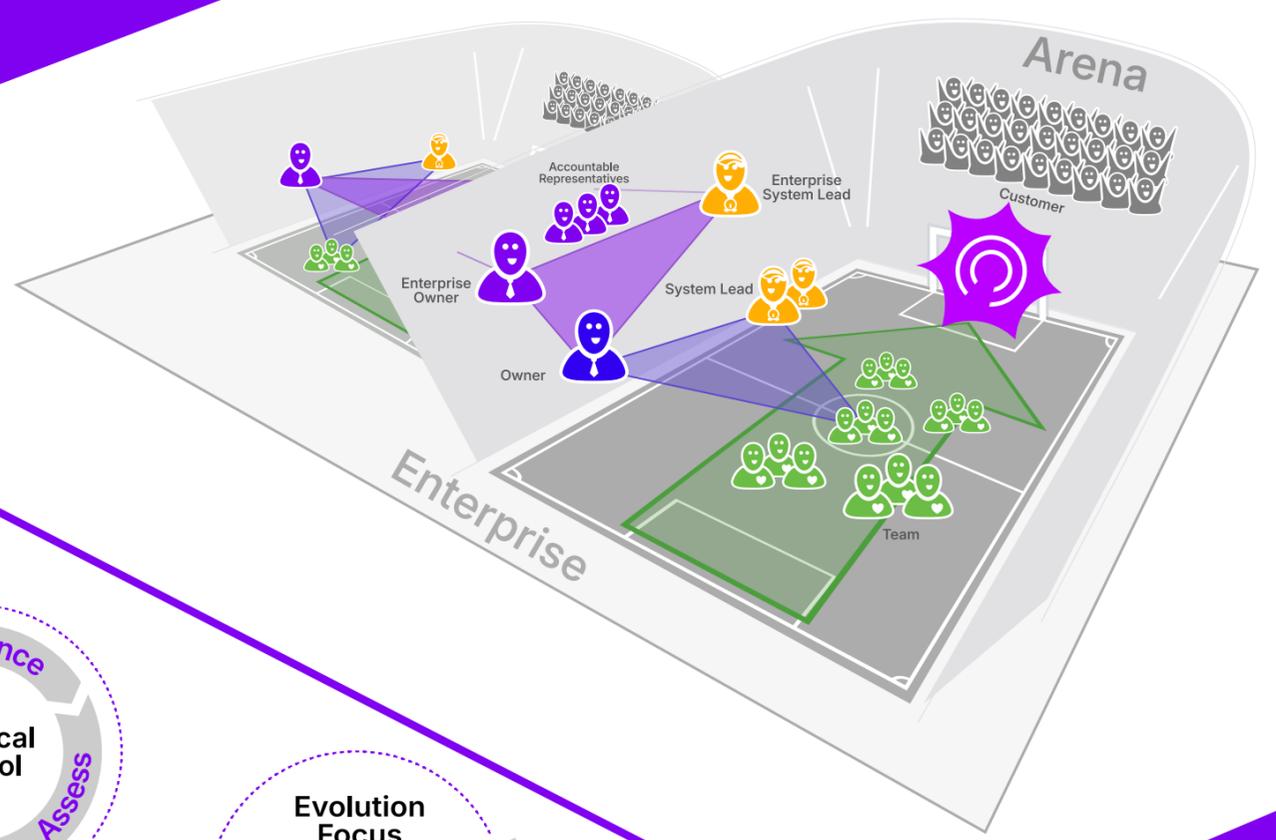
AME3 is a framework to lead the evolution of products, services, and organization of tomorrow's enterprises.

System
AME3 offers a straightforward and streamlined operational system. It is easy to adopt and has proven itself over decades.

Leadership

Rules

Strategy



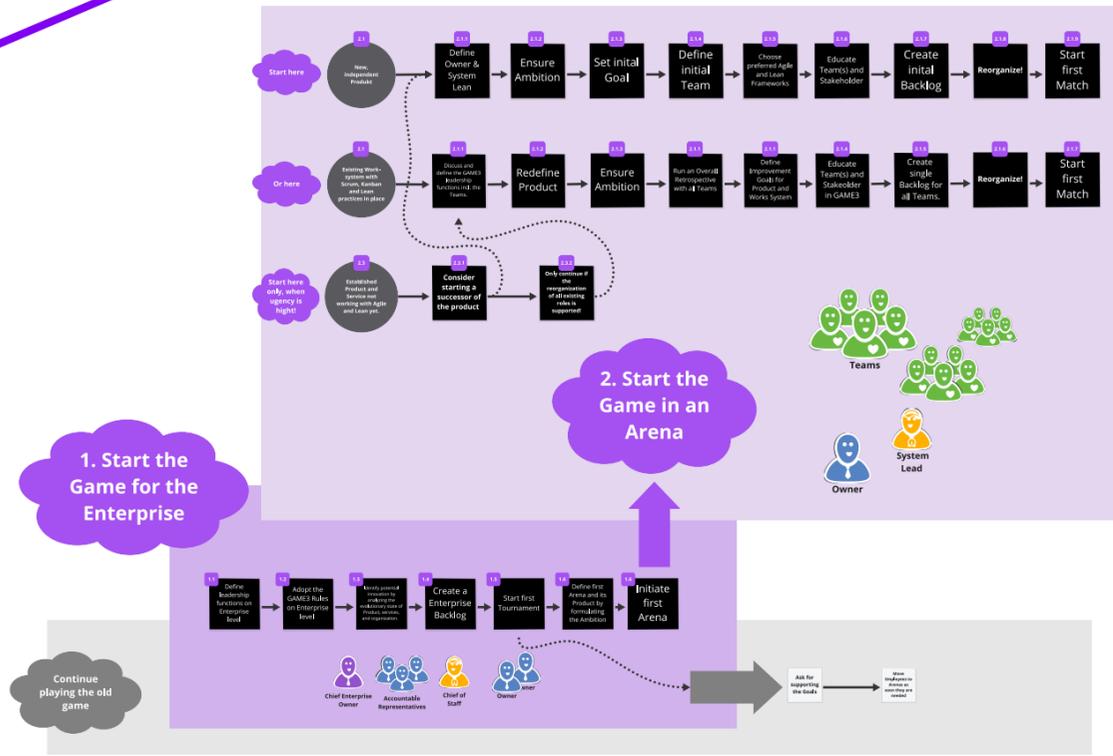
Playbook

AME3 does not require costly transformation projects. Instead, it establishes continuous innovation on the enterprise level. Start by following the playbook.

Interplay

AME3 is fostering the use of well understood Agile & Lean methods like Scrum and Kanban. AME3 gives guidance on when and how to use them.

- Scrum
- LeSS
- Design Thinking
- Cynefin
- Product Discovery
- Scrum@Scale
- eXtreme Programming
- Wardley Mapping
- Kanban



*"No matter how it looks at first, it's
always a people problem."*

Gerald Weinberg



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



Empirical control at the enterprise level is the best safeguard.



Focus on **evolution first**, agile or efficiency comes second.



Andreas Schliep

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



[AME3.info](https://www.ame3.info)



Peter Beck

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