

The Strategic Answer to GenAI: Empirical Enterprise Evolution



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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
The Scrum Development Process

Key Words: SCRUM, Agile, Iterative, Incremental, Product Backlog, Daily Stand-up, Sprint, Retrospective

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

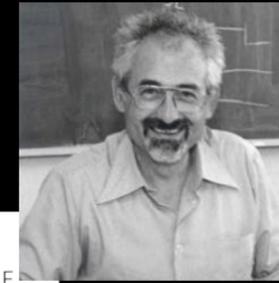


W. Edwards Deming

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

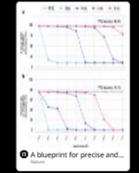
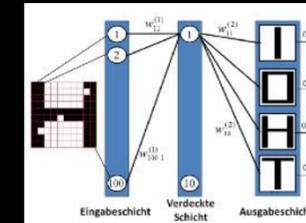


Wolfgang Hilberg
(*1932 †2015)



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

1. Computing Power

Energy, ...

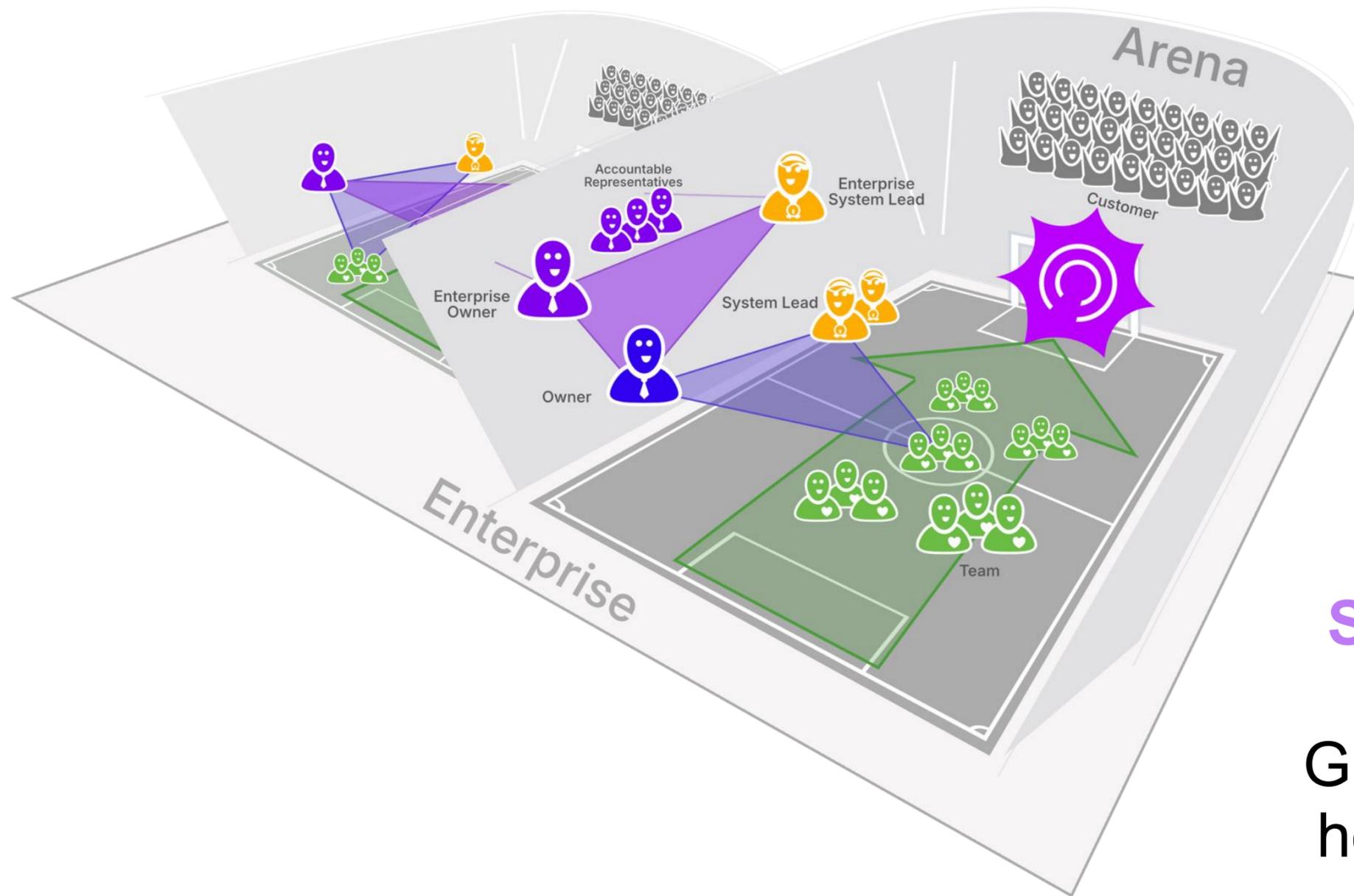
2. Data

Regulation, Amount
and Structure, ...

3. Methods

Algorithms,
Knowledge, ...

Tactics scores goals



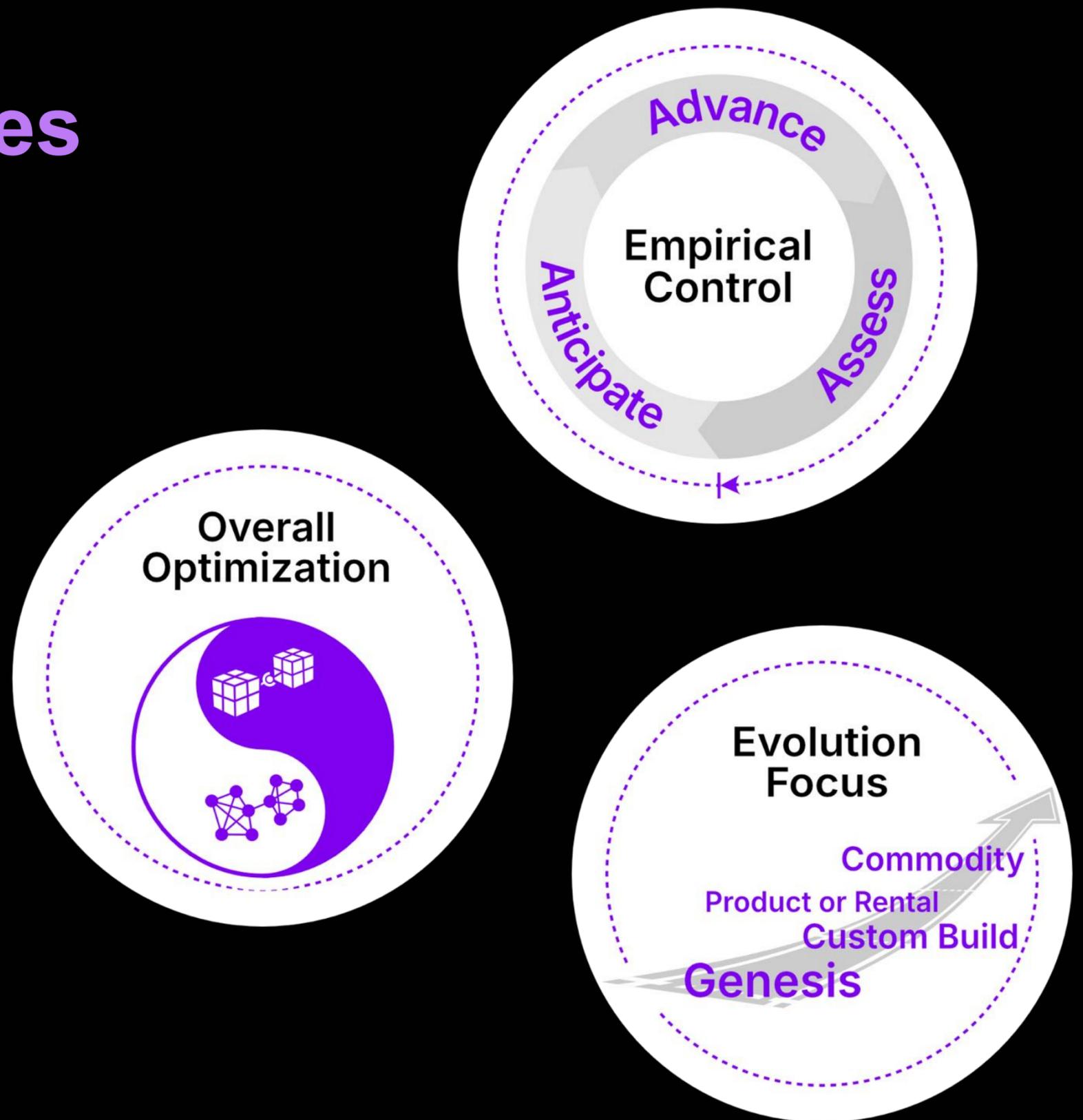
Strategic Doctrine

=

Guiding principles for
how an organization
decides and acts

Strategy builds Arenas

Strategic Doctrines in AME3



doctrines.wardleymaps.com

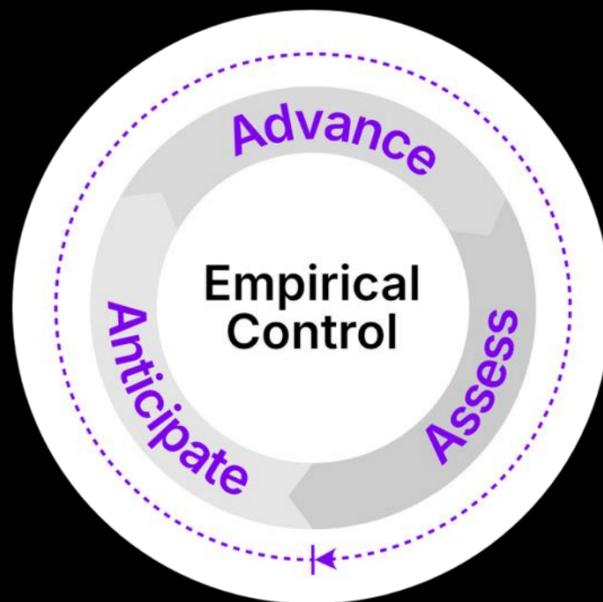
Doctrine assessment

Wardley's Doctrine assessment tool

Strategic Doctrine #1

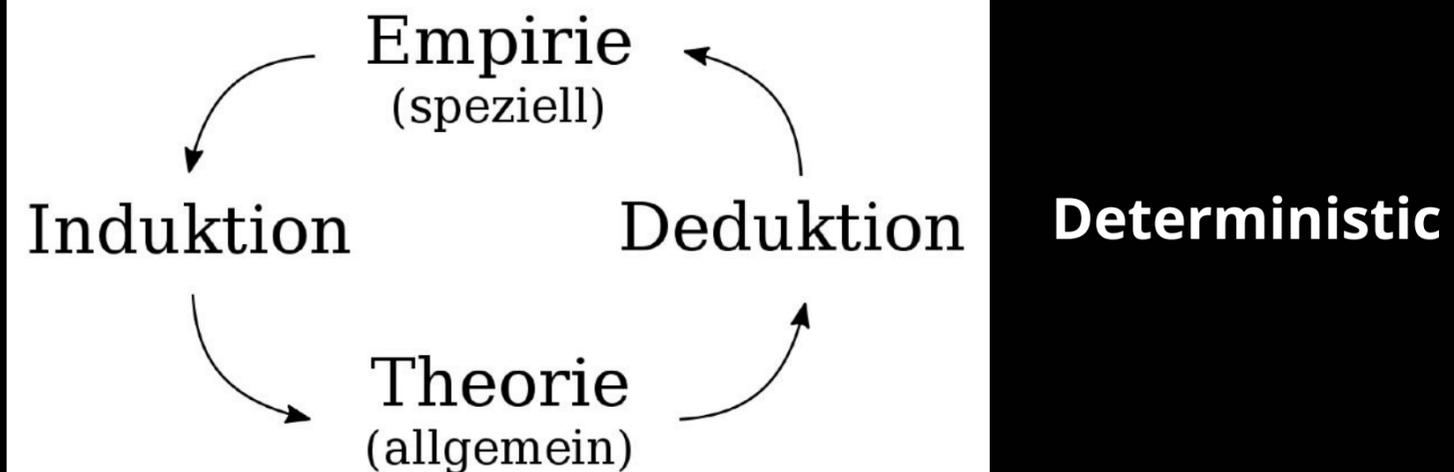
Empirical: Based on what is experienced or seen rather than on theory

**! GenAI Projects:
70-95% failure rate**



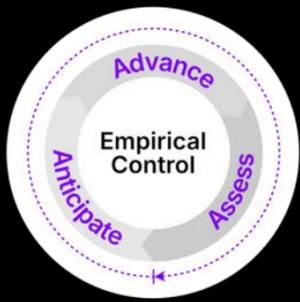
Non-Deterministic

- **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.



Deterministic



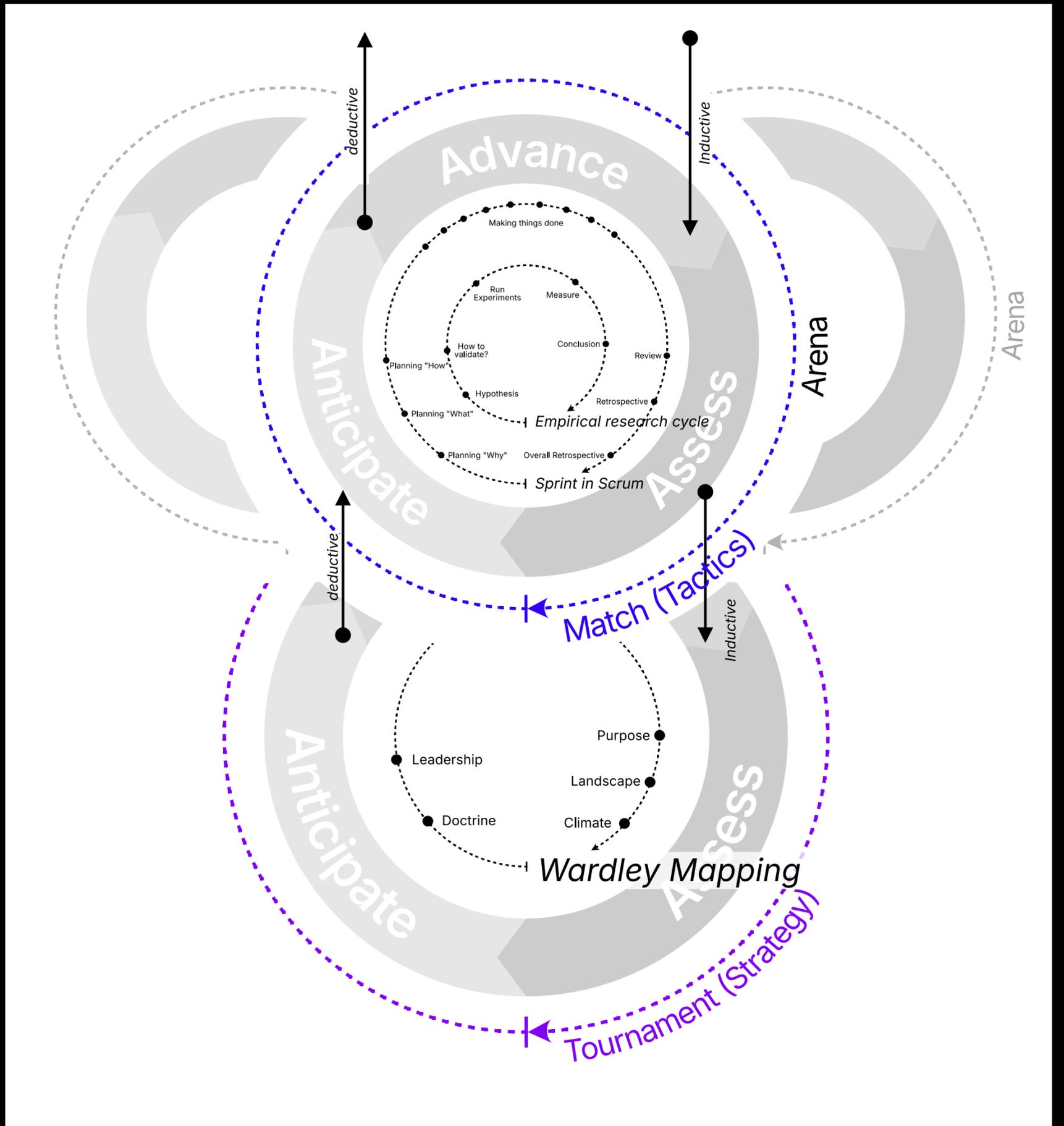


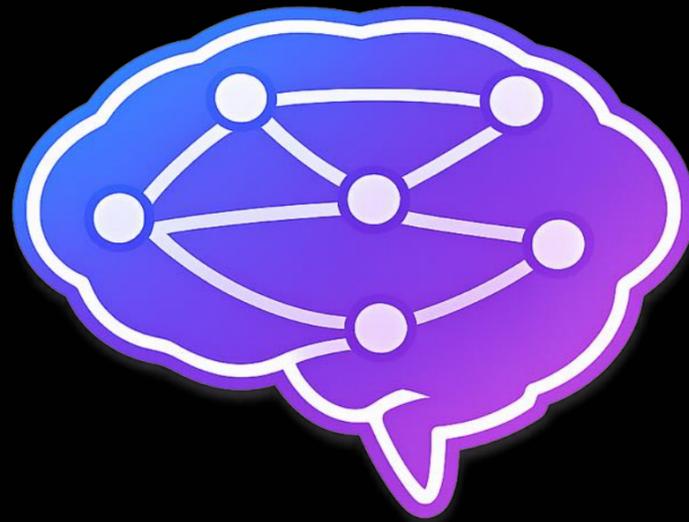
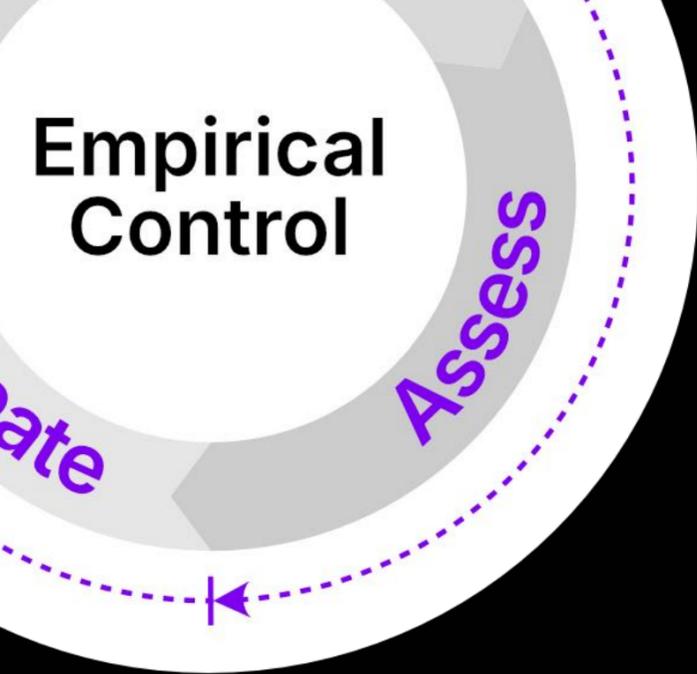


Simon Wardley

medium.com

On being lost
Chapter 1





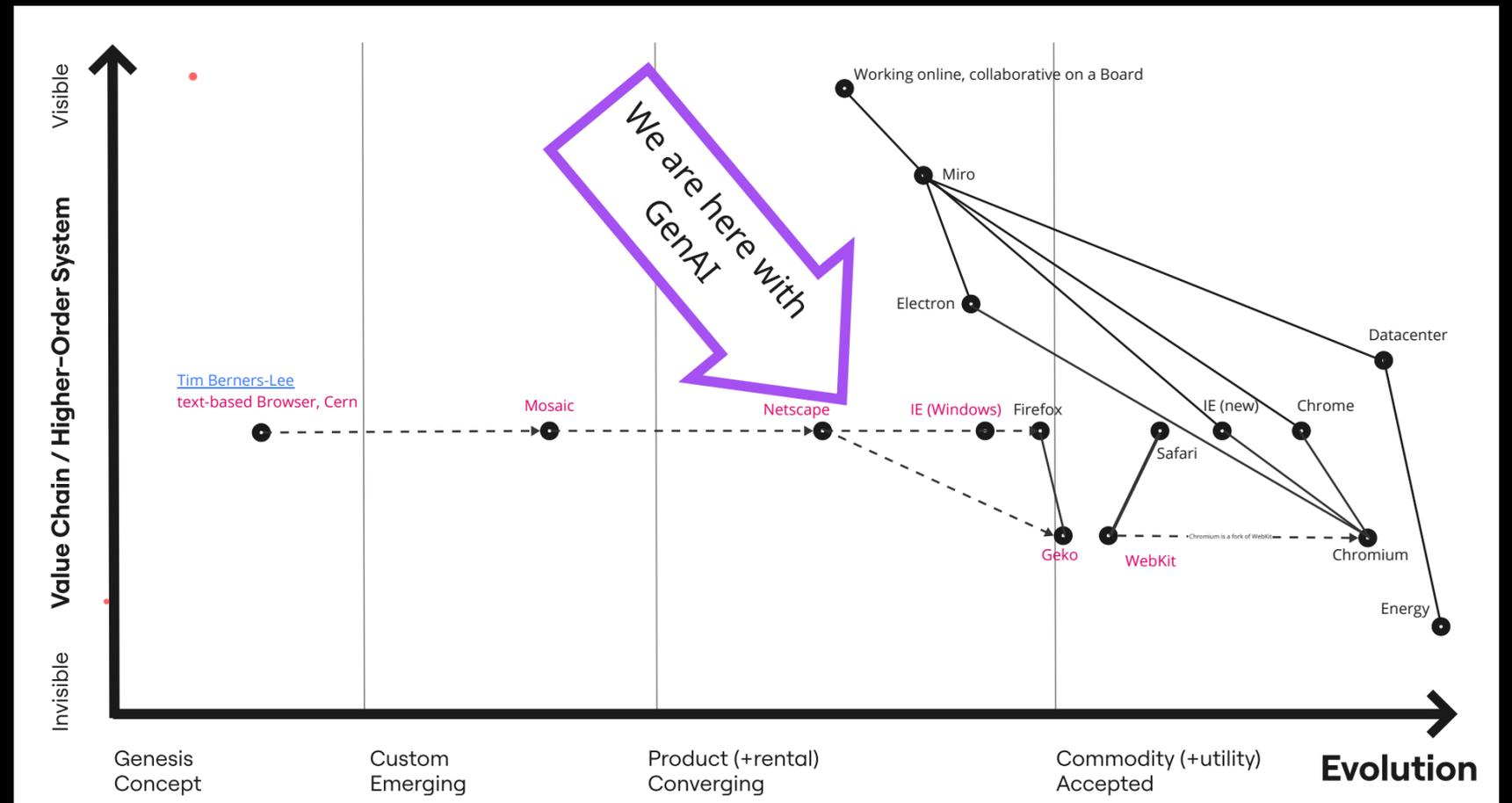
1st

Assess the Landscape

Assess the Landscape



"Everything evolves through supply and demand competition" - S. Wardley



GenAI practices and technologies follow the same flow of evolution



GenAI accelerates this flow of evolution for most businesses

Visible
Value Chain / Higher-Order System
Invisible



Users are beginning to understand what they want.



When will companies pay providers to bias a model in their favor?



Big tech companies are creating a lot of pressure to turn services into commodities

Missing:

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

Consumer needs: Writing, knowledge, assistance, coding ...

Knowledge and reasoning Apps (Chat GPT, Claude ...)

OS Integration (Apple AI, ...)

My LLM based, self-coded writing assistance. Poor me \$:/

AI improved CRM, Sales & Marketing

AI improved ERP

Programming assistants (Copilot, ...)

Agent Frameworks (LangChain, Claude Flow ..)

Knowledge & reasoning as a service (API for OpenAI o1, ...)

Markets & platforms for data, models, tools (Hugging Face, GitHub ...)

GenAI models

Domain-specific Models Closed Models OWM

MPC Services

New market is evolving?

Data

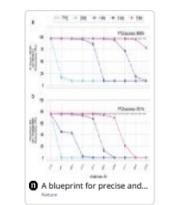
Private Data Closed Datasets Public Datasets

Cloud computing

Specialized GPU (Nvidia, ...)

Energy

- 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](#)



During a gold rush, the shovel sellers profit most

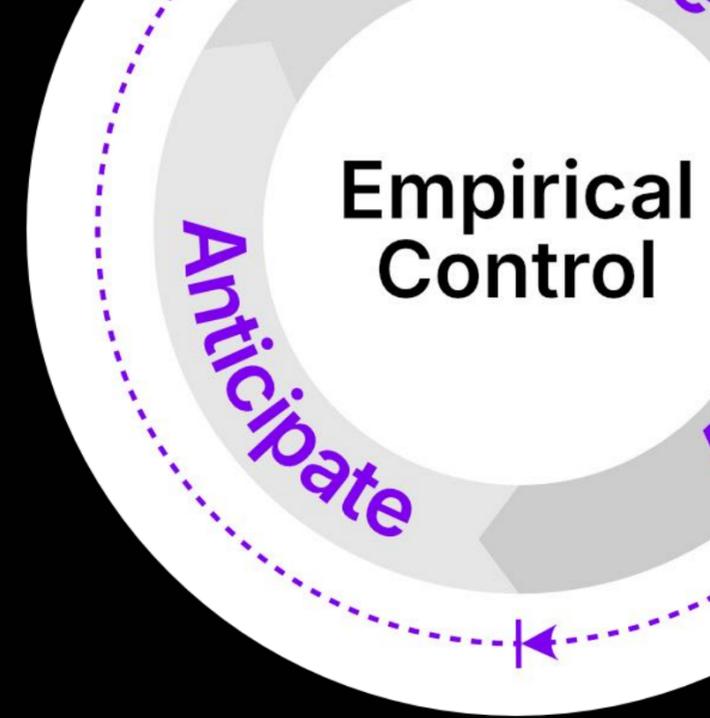
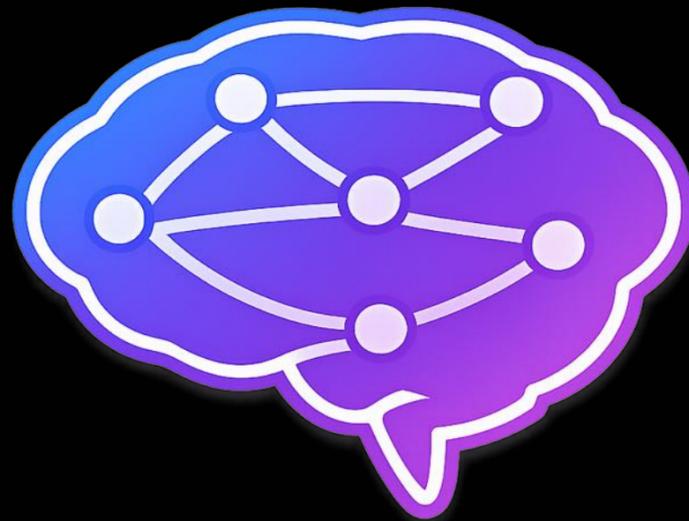
Genesis Concept

Custom Emerging

Product (+rental) Converging

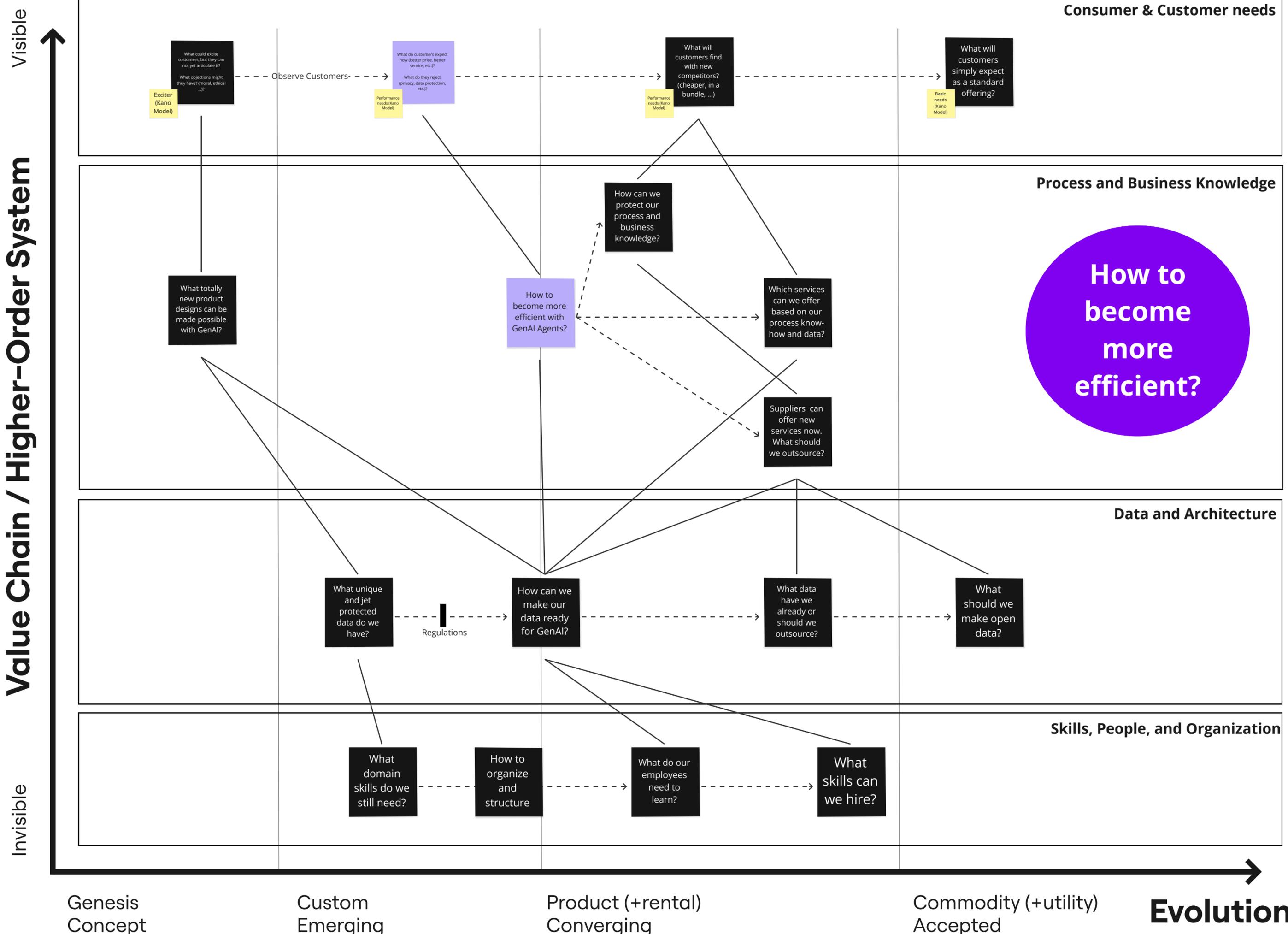
Commodity (+utility) Accepted

Evolution



2nd

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



Exciter (Kano Model)
 What could excite customers, but they can not yet articulate it?
 What objections might they have? (moral, ethical ...)?

Observe Customers

Performance needs (Kano Model)
 What do customers expect now (better price, better service, etc.)?
 What do they reject (privacy, data protection, etc.)?

Performance needs (Kano Model)
 What will customers find with new competitors? (cheaper, in a bundle, ...)

Basic needs (Kano Model)
 What will customers simply expect as a standard offering?

What totally new product designs can be made possible with GenAI?

How to become more efficient with GenAI Agents?

How can we protect our process and business knowledge?

Which services can we offer based on our process know-how and data?

How to become more efficient?

Suppliers can offer new services now. What should we outsource?

What unique and jet protected data do we have?

Regulations

How can we make our data ready for GenAI?

What data have we already or should we outsource?

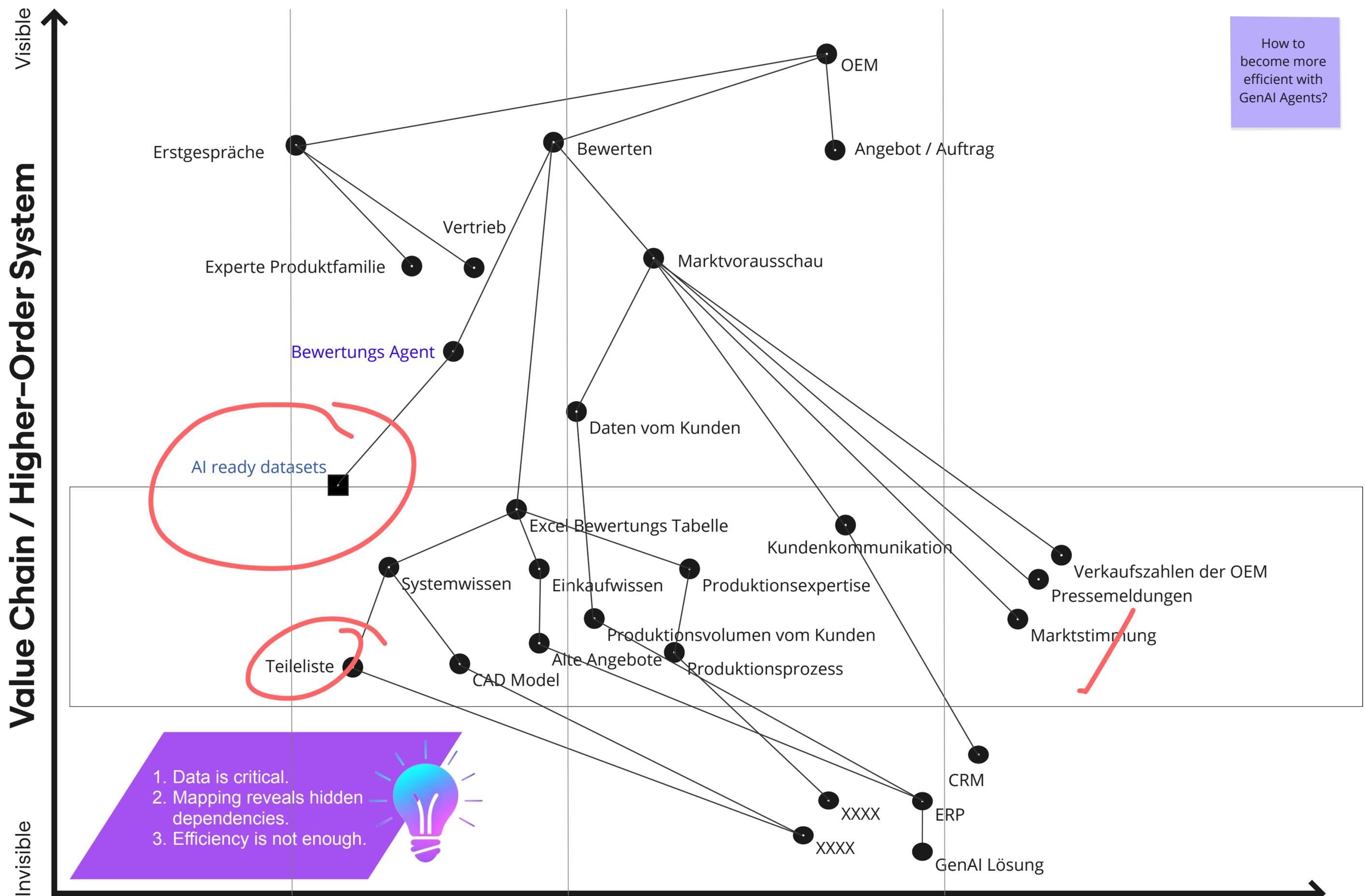
What should we make open data?

What domain skills do we still need?

How to organize and structure

What do our employees need to learn?

What skills can we hire?



How to become more efficient with GenAI Agents?

Value Chain / Higher-Order System

Visible

Invisible

Genesis Concept

Custom Emerging

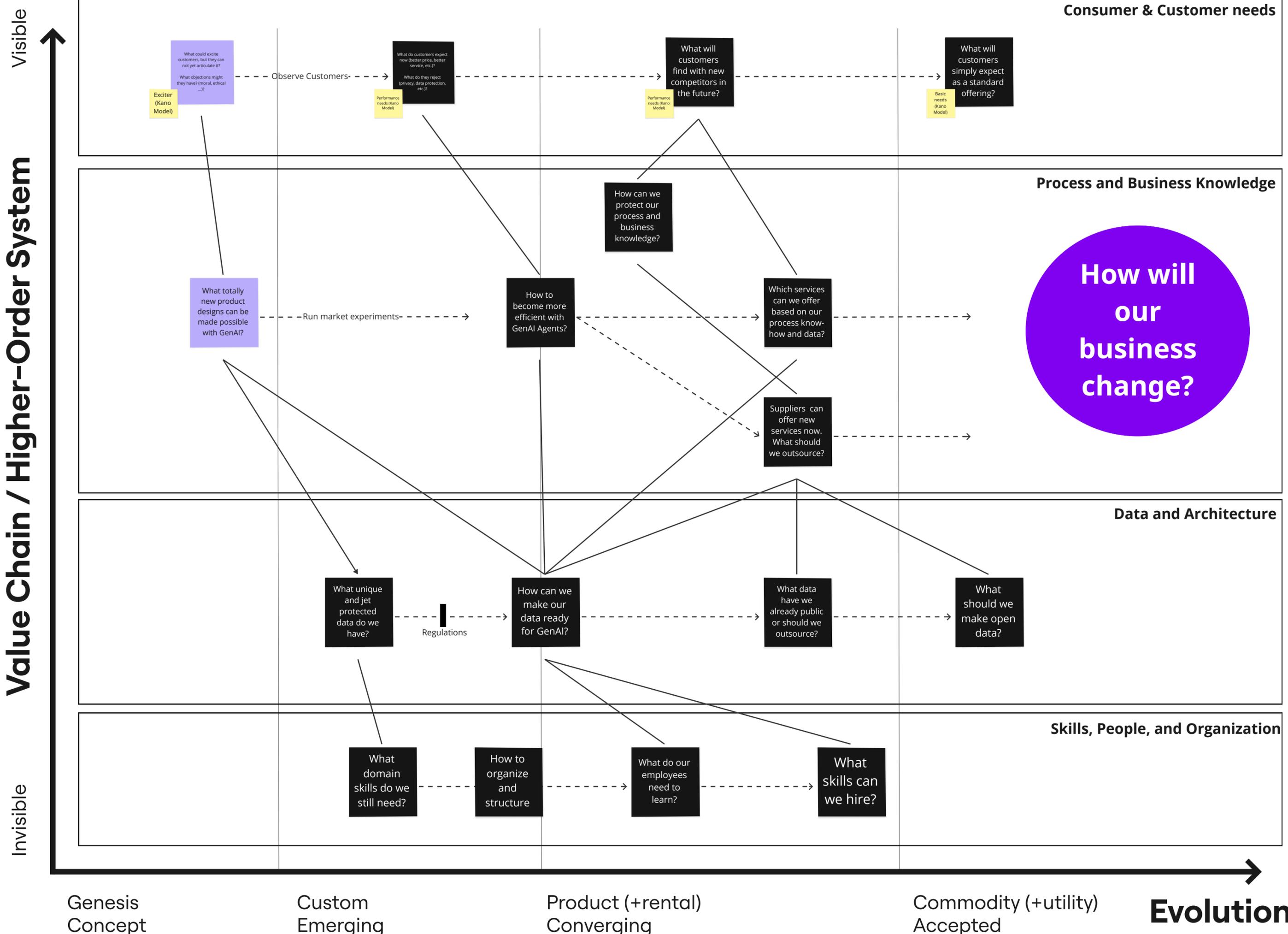
Product (+rental) Converging

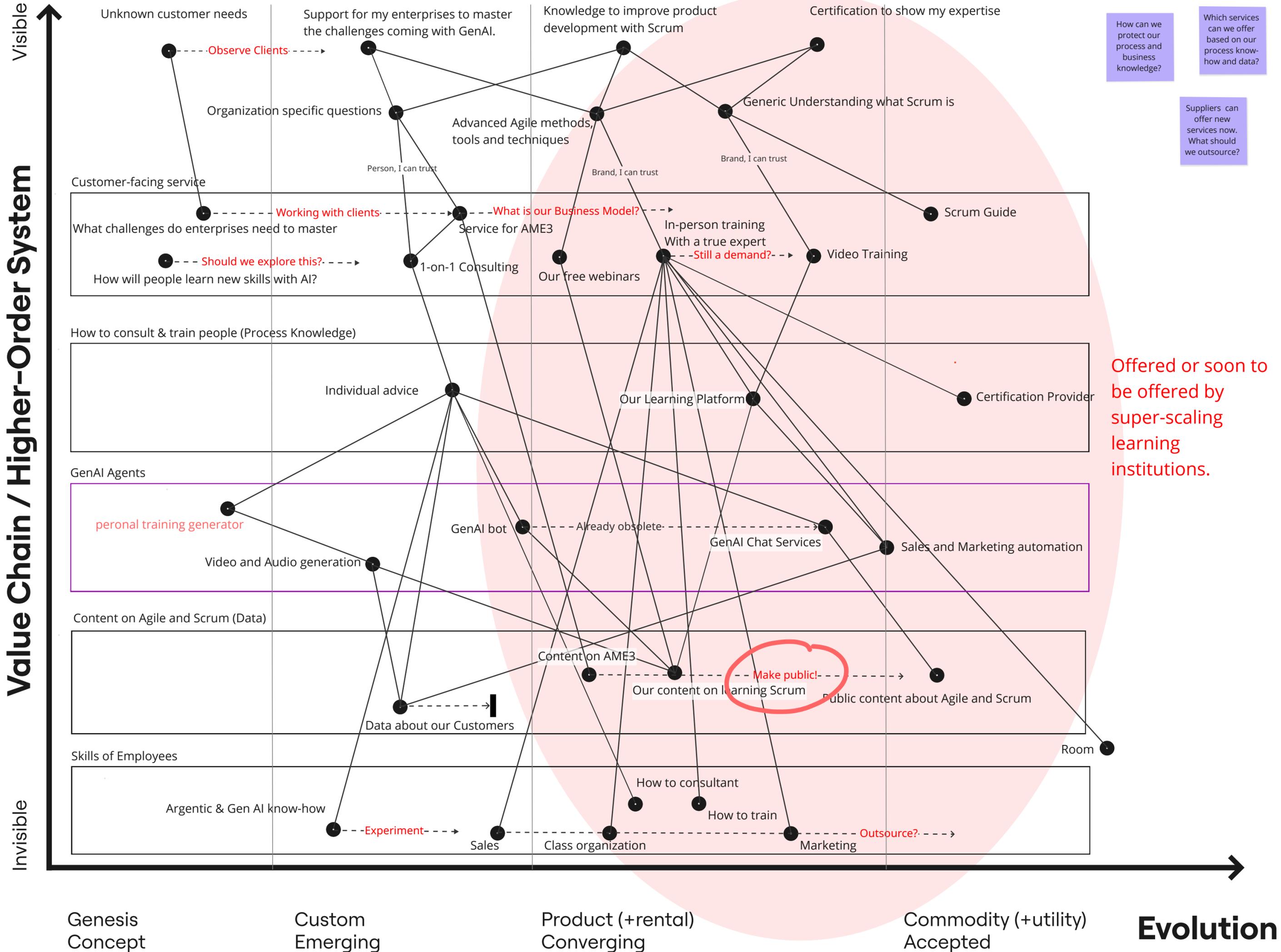
Commodity (+utility) Accepted

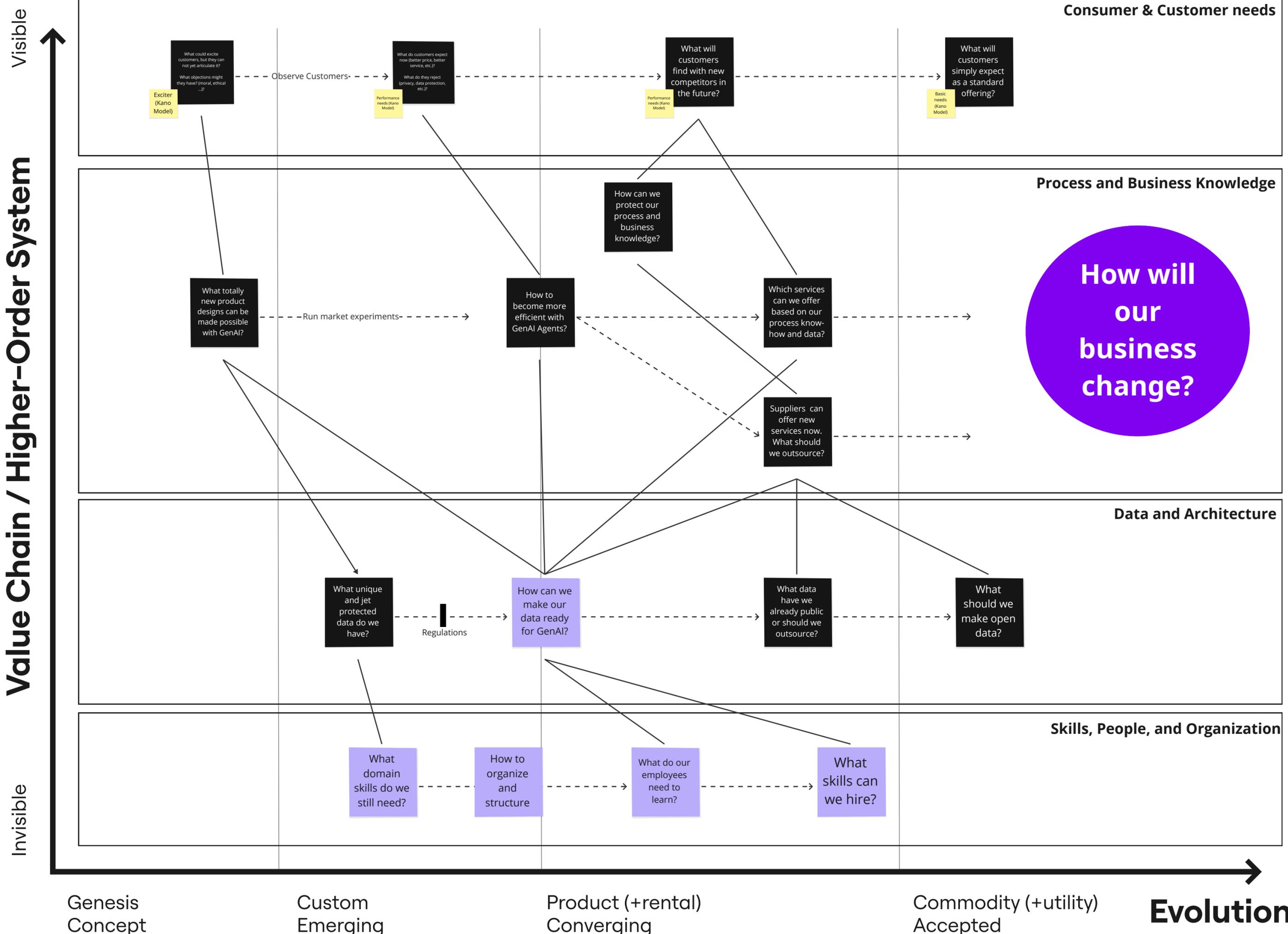
Evolution



- 1. Data is critical.
 - 2. Mapping reveals hidden dependencies.
 - 3. Efficiency is not enough.
- 







- Desktop App
- No Coding Experience
- 2 Weeks
- Feb 2025!

```

Jan 18
How can I develop a widget for mac. The widget should show an animated animal.
12:43 PM ✓

ChatGPT-4o-Latest ...

To develop a macOS widget that displays an animated animal, you'll use Swift and SwiftUI, as these are the primary tools for creating macOS applications and widgets. Apple introduced widgets with WidgetKit, which allows developers to create widgets that users can place in the Notification Center or desktop.

Here's a step-by-step guide to creating a macOS widget that shows an animated animal:

1. Set Up Your Project
  
```



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

```

# 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();
  }
  ...
}
  
```

```

# App verpacken und verteilen

## App verpacken

npm install --save-dev electron-builder

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

npm run build
  
```

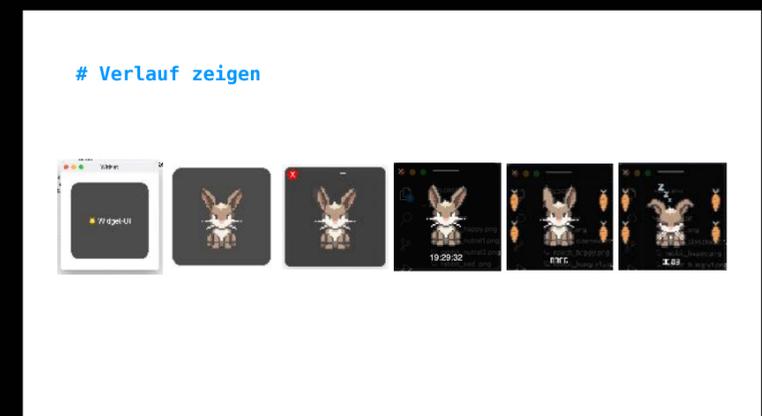
```

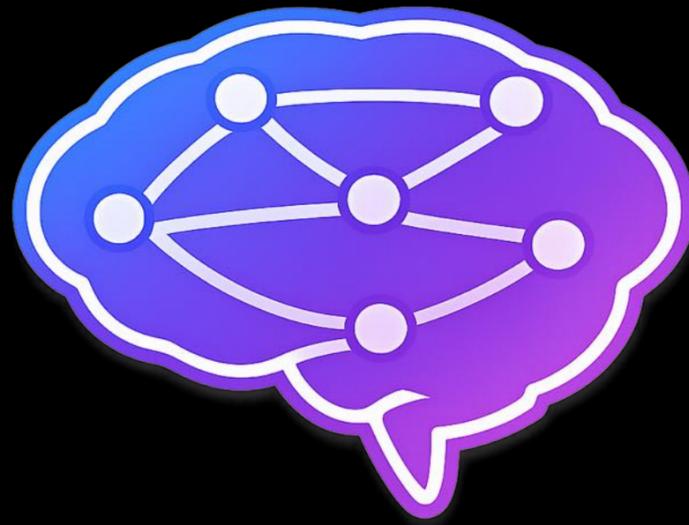
# Herausforderungen stellen

## Den Hasen die Karotten essen lassen

Drag and Drop Funktion

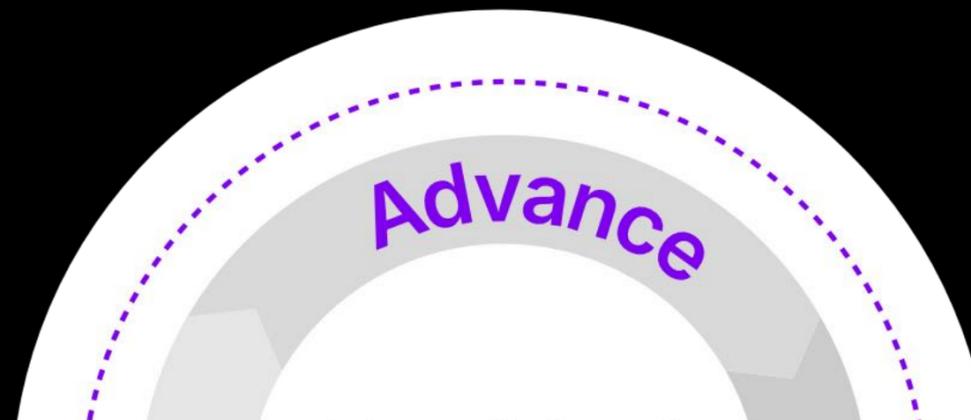
function handleDragStart(event) {
function handleDragEnd(event) {
function handleDragOver(event) {
function handleDrop(event) {
  ...
}
  
```





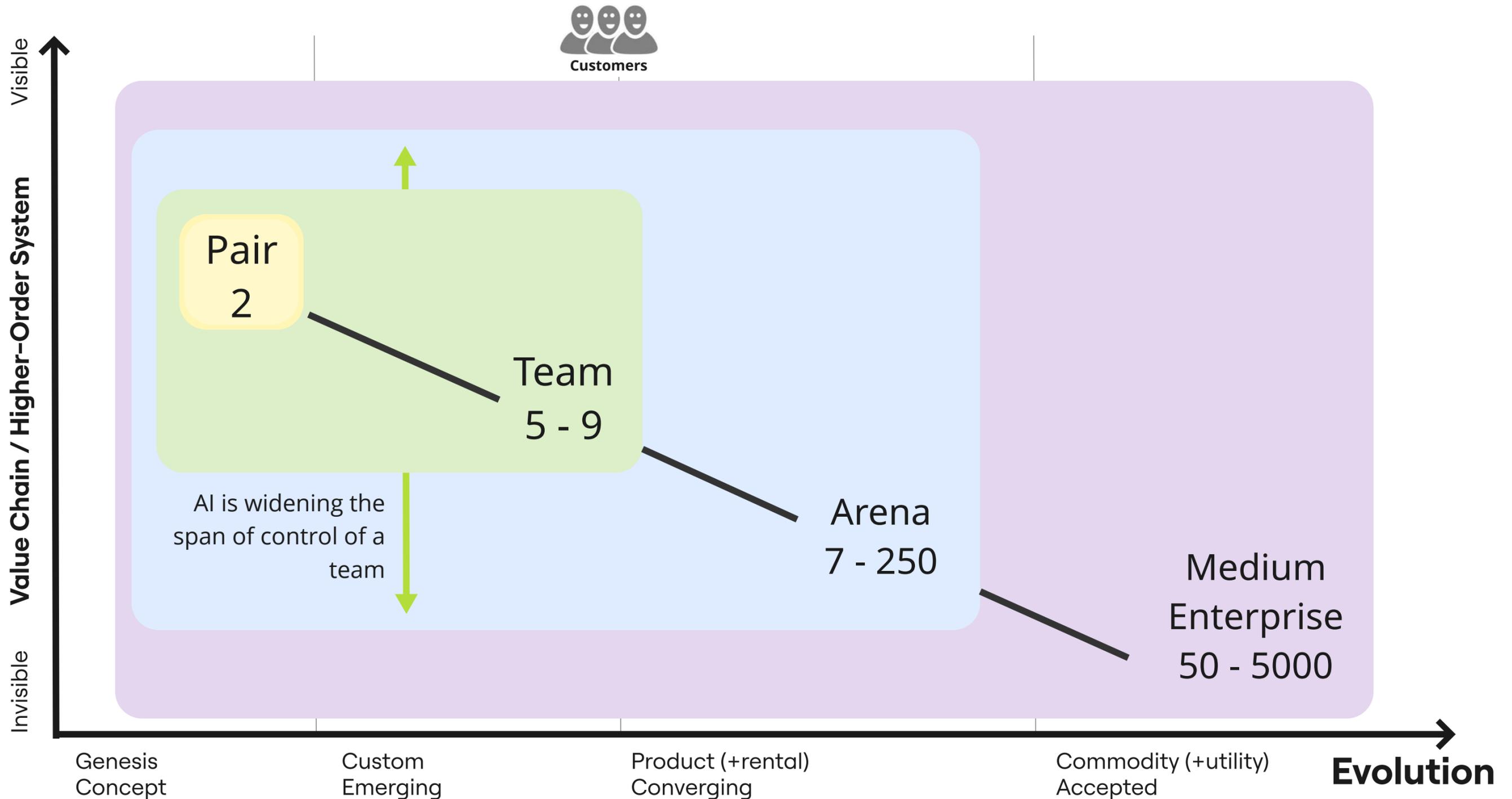
3rd

Advance your Strategy with Arenas and Teams



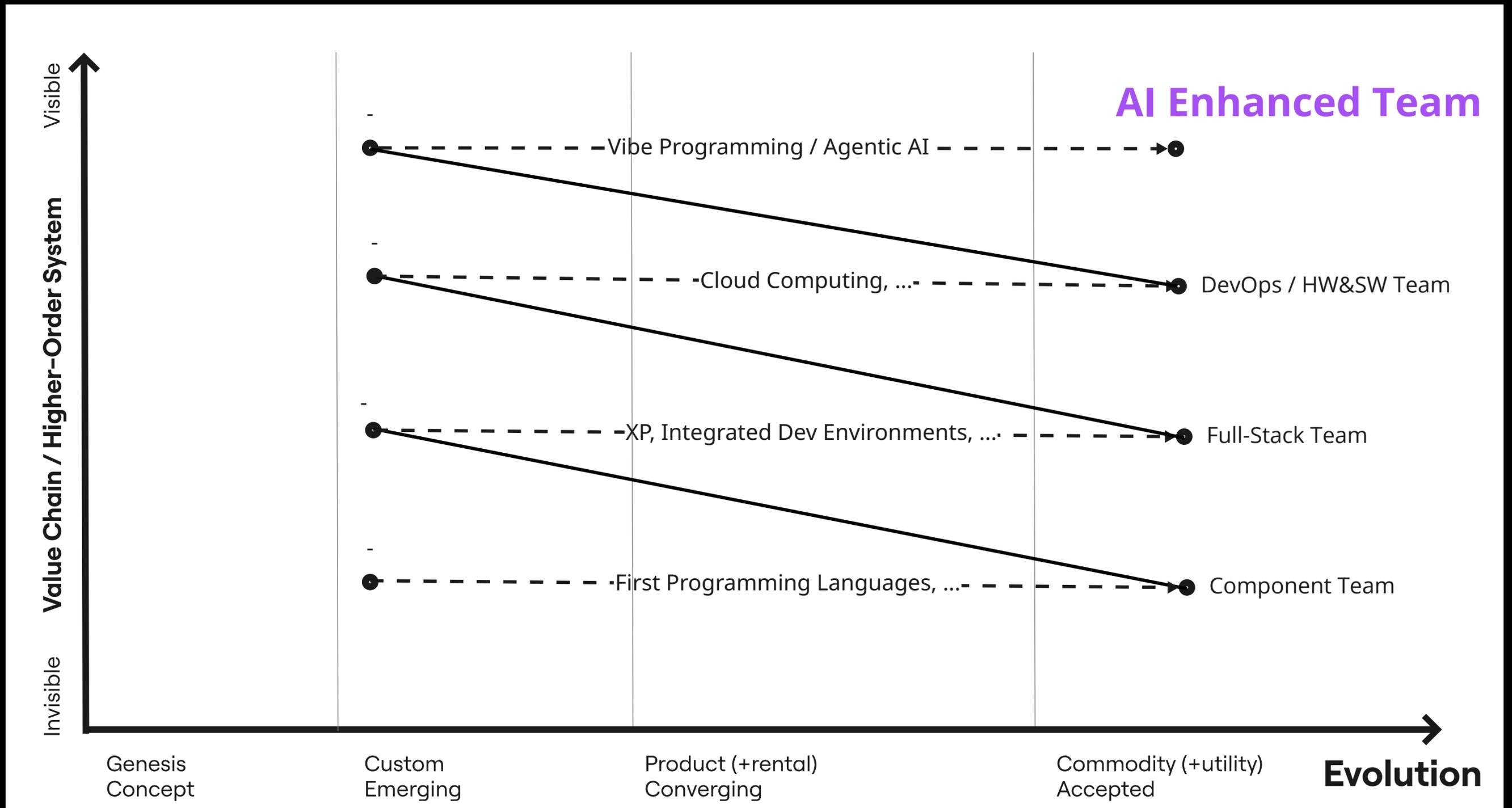


As soon as we invent a practice or tool that simplifies work, like GenAI, we immediately use it to stay at the maximum level of complexity we can manage.





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





2018



1968 Conway's Law

HOW DO COMMITTEES INVENT?

by MELVIN E. CONWAY



Dr. Conway is manager, peripheral systems research, at Sperry Rand's Univac Div., where he is working on recognition of continuous speech. He has previously been a research associate at Case Western Reserve Univ., and a software consultant. He has an MS in physics from CalTech and a PhD in math from Case.

conclusion

The basic thesis of this article is that organizations which design systems (in the broad sense used here) are constrained to produce designs which are copies of the communication structures of these organizations. We have seen that this fact has important implications for the management of system design. Primarily, we have found a criterion for the structuring of design organizations: a design effort should be organized according to the need for communication.



The Enterprise is Advancing Through Arenas and Teams

HOW DO COMMITTEES INVENT?

by MELVIN E. CONWAY

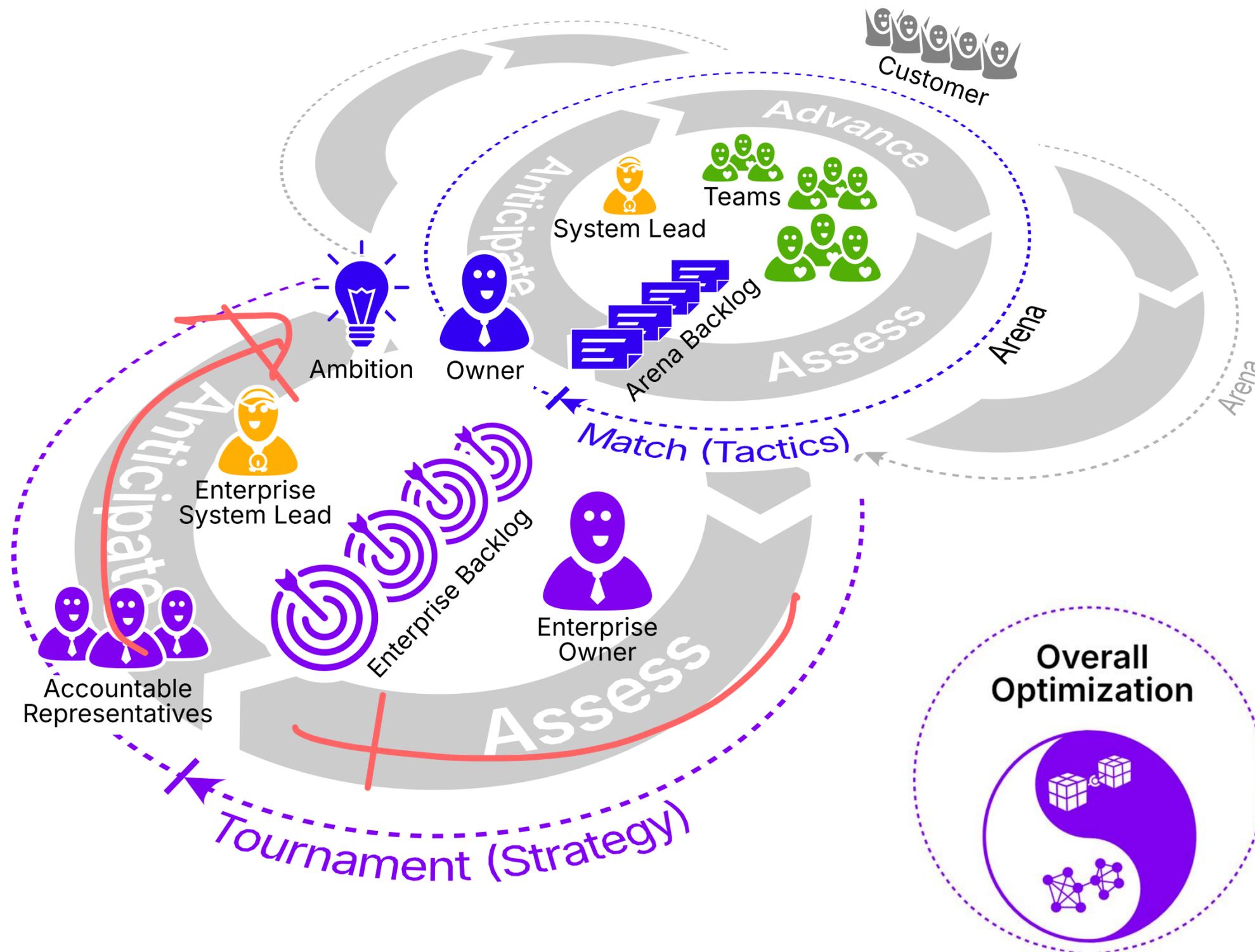


Dr. Conway is manager of software systems research at Sperry Univac, Univac Div., where he is working on a program of software systems research. He has published several research articles on computer systems, and is a member of the American Institute of Electrical and Electronic Engineers and the IEEE in Atlanta, Ga. He is also a member of the IEEE in New York City.

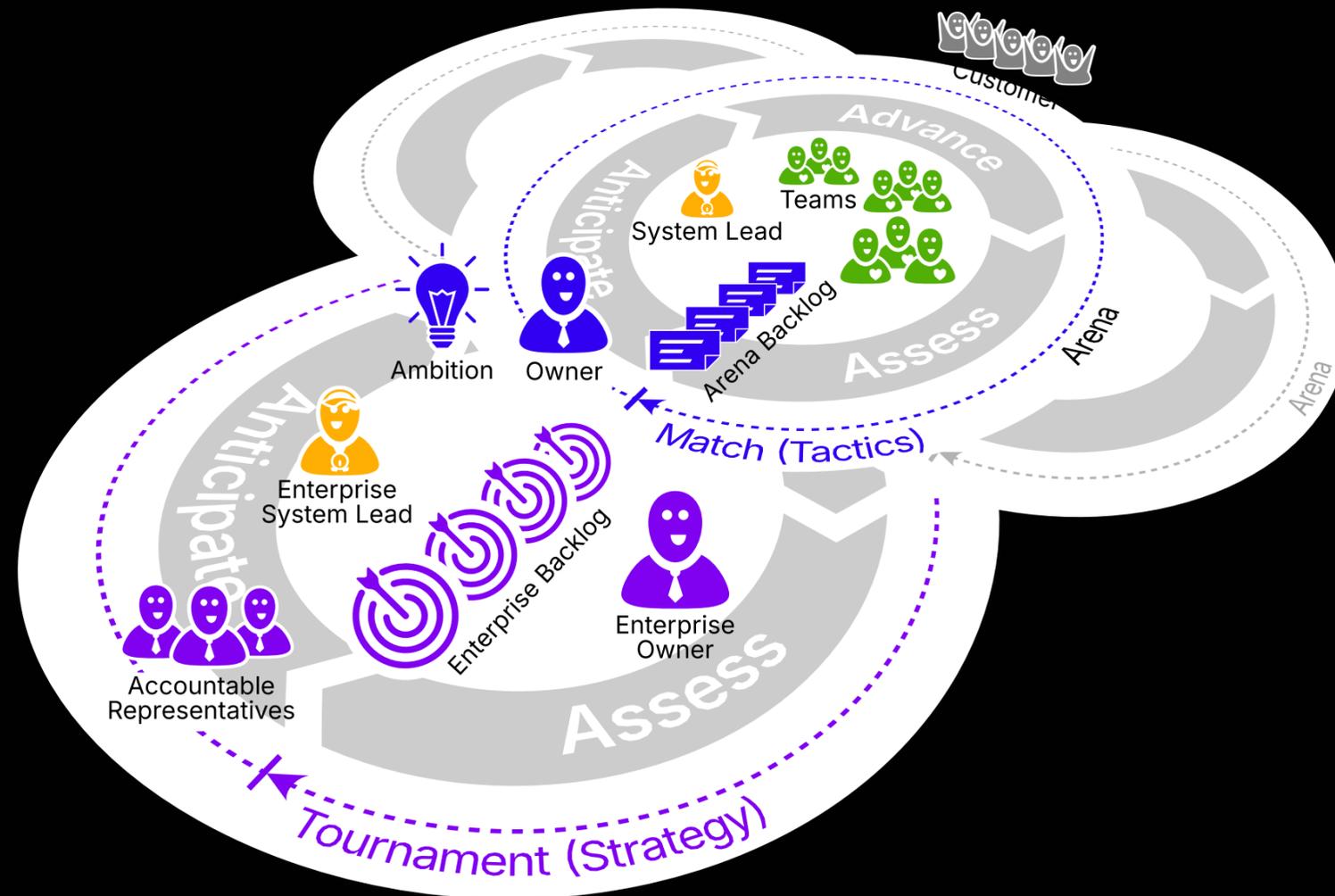
This criterion creates problems because the need to communicate at any time depends on the system concept in effect at that time. Because the design which occurs first is almost never the best possible, the prevailing system concept may need to change. Therefore, flexibility of organization is important to effective design.

Ways must be found to reward design managers for keeping their organizations lean and flexible. There is need for a philosophy of system design management which is not based on the assumption that adding manpower simply adds to productivity. The development of such a philosophy promises to unearth basic questions about value of resources and techniques of communication which will need to be answered before our system-building technology can proceed with confidence. ■

⁸ C. Northcote Parkinson, *Parkinson's Law and Other Studies in Administration* (Boston, Houghton Mifflin, 1957).



A Plan is not a Strategy



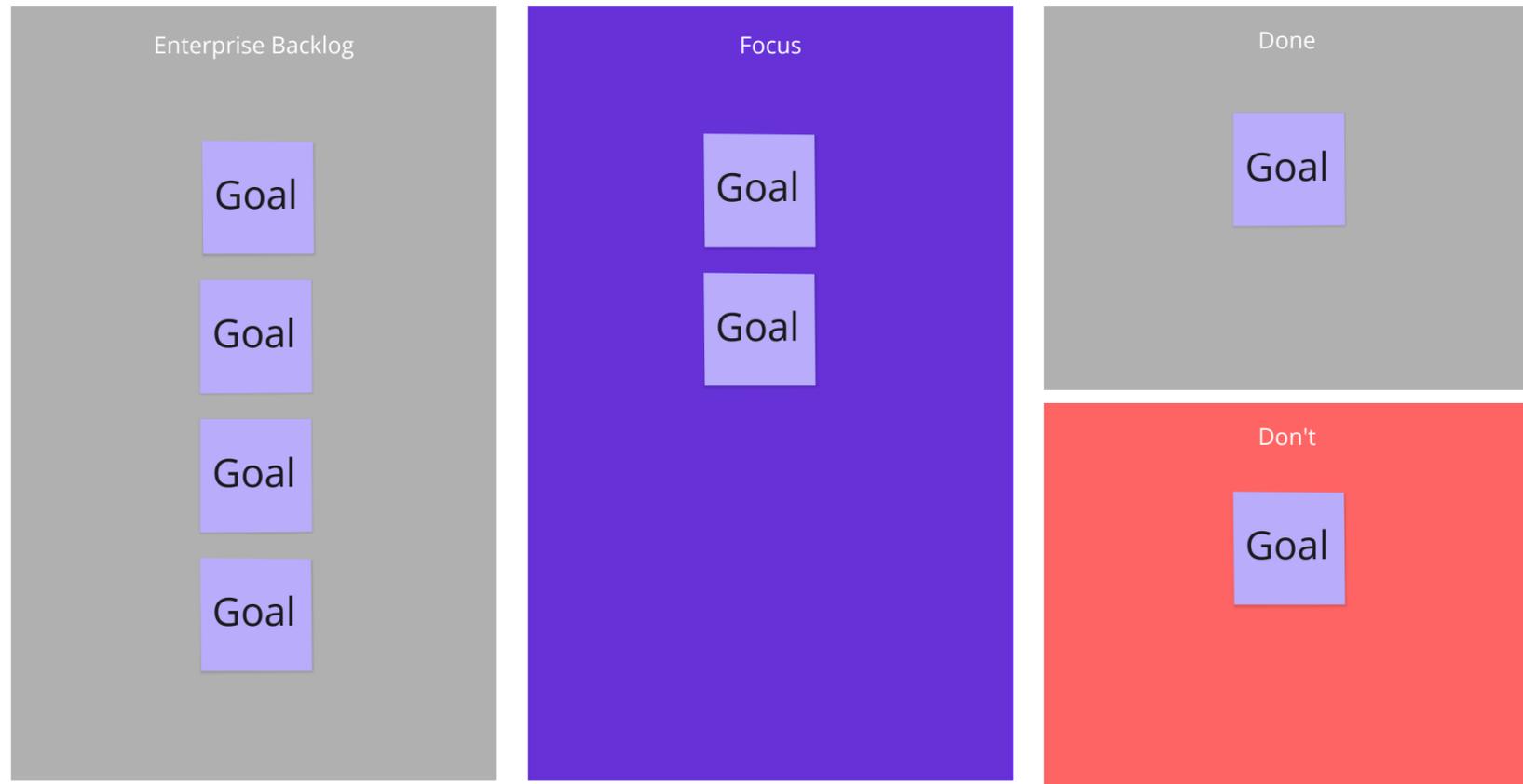
Roger Martin



But a good Strategy has a Plan



From Concept to Cash





GenAI will force enterprises to **optimize globally**.



Empirical control at the enterprise level is the best safeguard.



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

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

Gerald Weinberg



GenAI will force enterprises to **optimize globally**.



Empirical control at the enterprise level is the best safeguard.



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



Andreas Schliep

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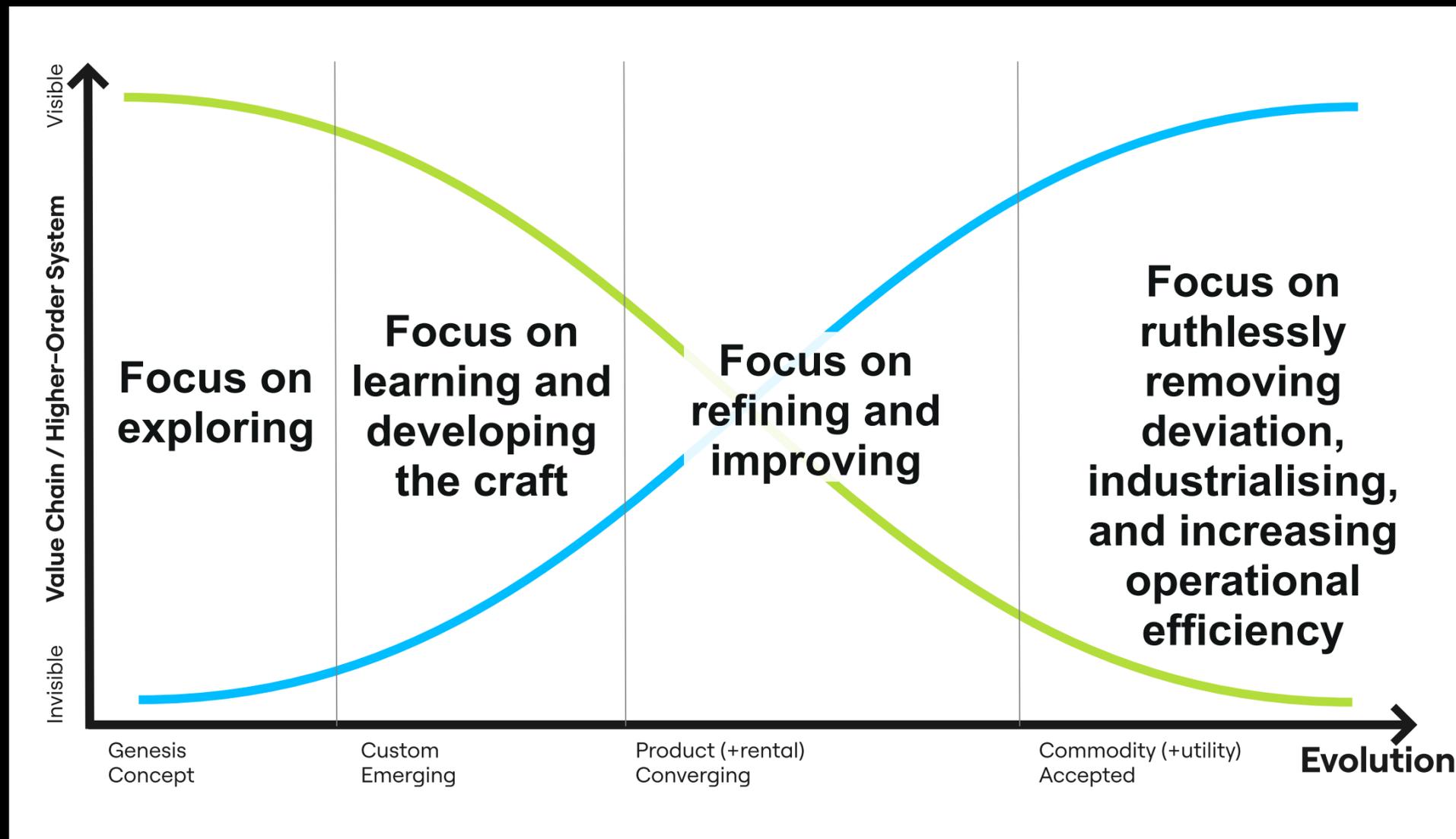
AME3

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



Peter Beck

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



Evolution Focus *First!*

Second:

Agile

Ability to Respond

Efficiency

Flow & Stability