

The Strategic Answer to GenAI: Empirical Enterprise Evolution

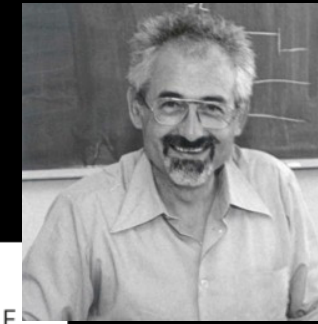
Scrum Gathering Tokyo
Jan / 7 / 2026

Peter Beck & Andreas Schliep



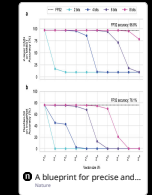
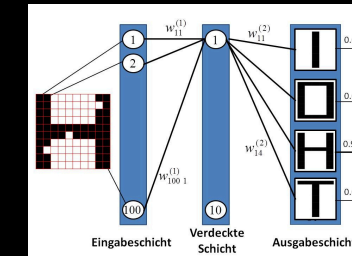


Wolfgang Hilberg
(*1932 †2015)



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...

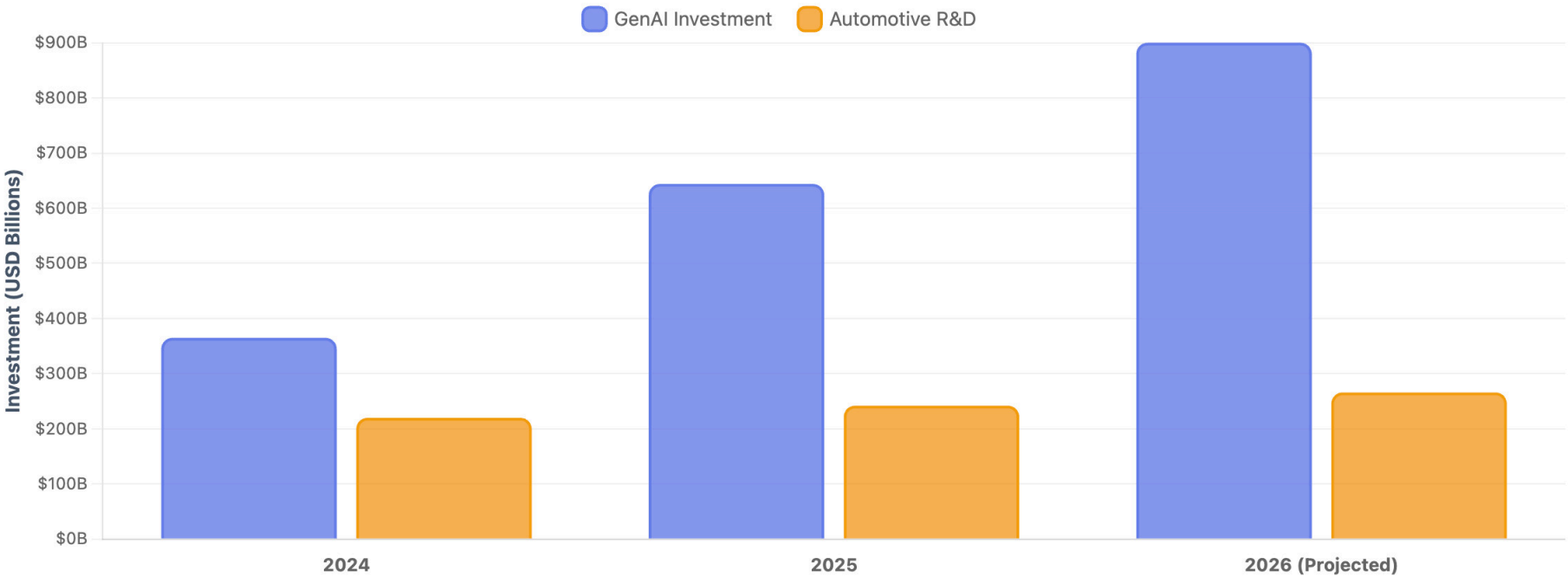
AME 3



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

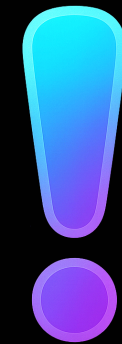
2.7x

GenAI vs Auto R&D Worldwide
(2025)

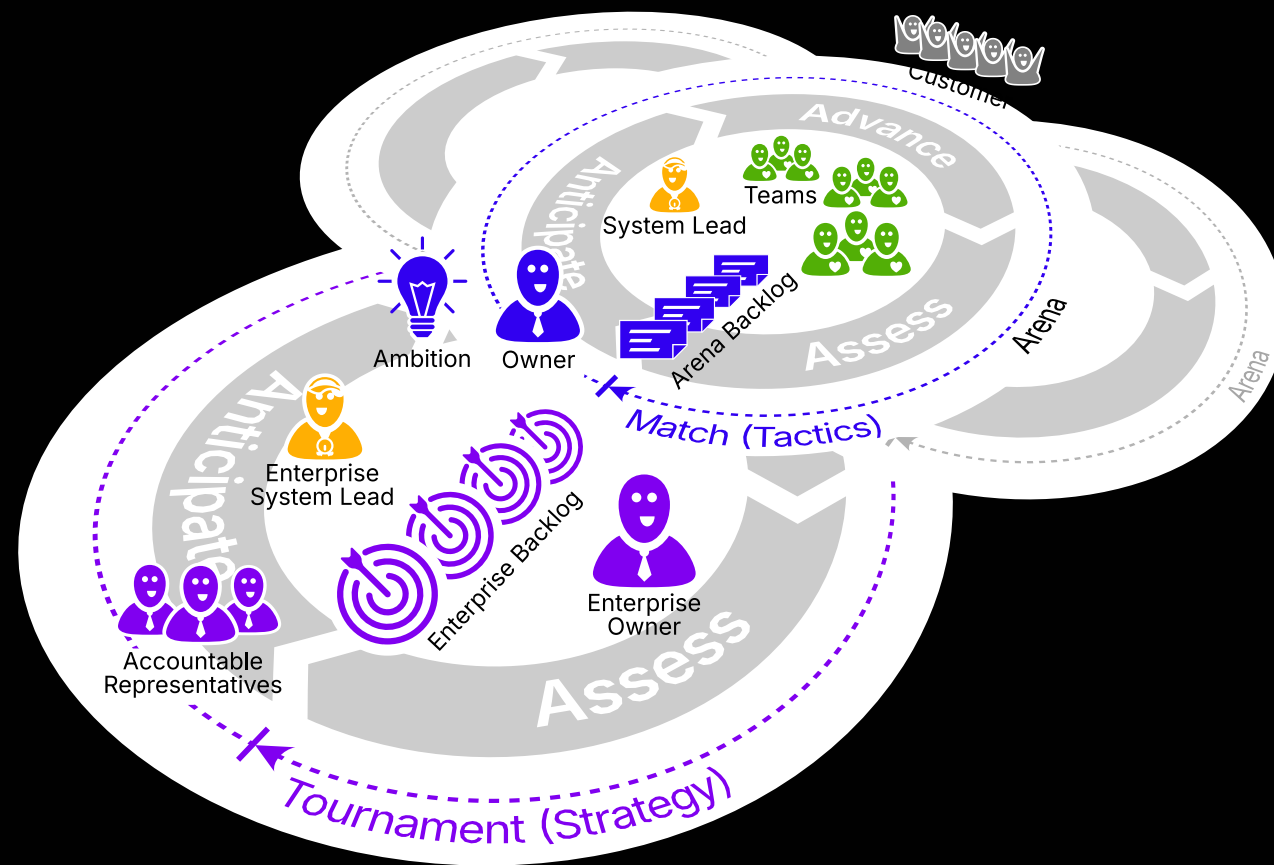
Sources: Gartner (GenAI), Statista/European Commission (Automotive Worldwide) | Report Date: January 2026



**Estimated
Investment in
GenAI 2026: \$700B**

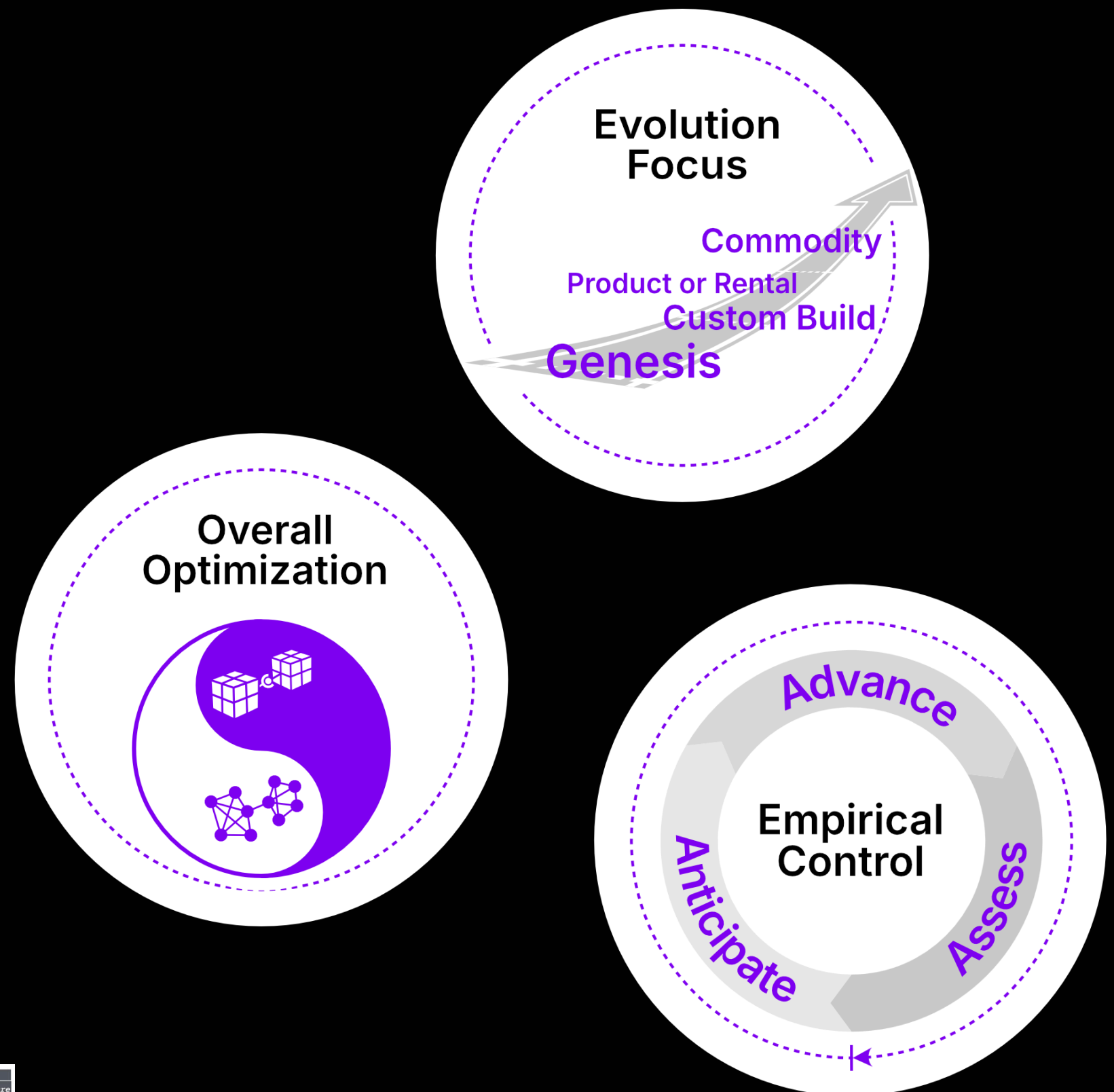


**GenAI Projects:
70-95% failure
rate**



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	Design for constant evolution
					There is no core	No single culture
III			Optimise flow		Commit to the direction	Provide purpose, mastery & autonomy
			Do better with less	Bias towards the new	Be the owner	
			Set exceptional standards		Inspire others	
					Embrace uncertainty	Seek the best
					Be humble	
II		Focus on the outcome	Manage inertia		Move fast	Think small teams
		Think fast, inexpensive, restrained and elegant				
		Use appropriate tools	Manage failure	Bias towards action	Strategy is iterative	Distribute power and decision making
		Be pragmatic				Think aptitude and attitude
		Use standards	Effectiveness over efficiency			
Phase I	A bias towards open	Know your users				
	Common Language					
	Challenge Assumptions	Focus on user needs	Know the details	Bias towards data		
	Understand what is being considered	Remove bias and duplication				
		Use appropriate methods				

doctrine.wardleymaps.com

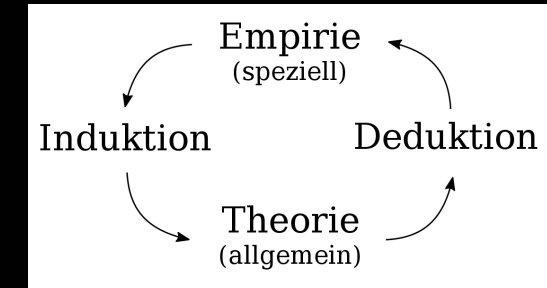
Doctrine assessment

Wardley's Doctrine assessment tool

Strategic Doctrine #1



**Correlation is
Not causation**

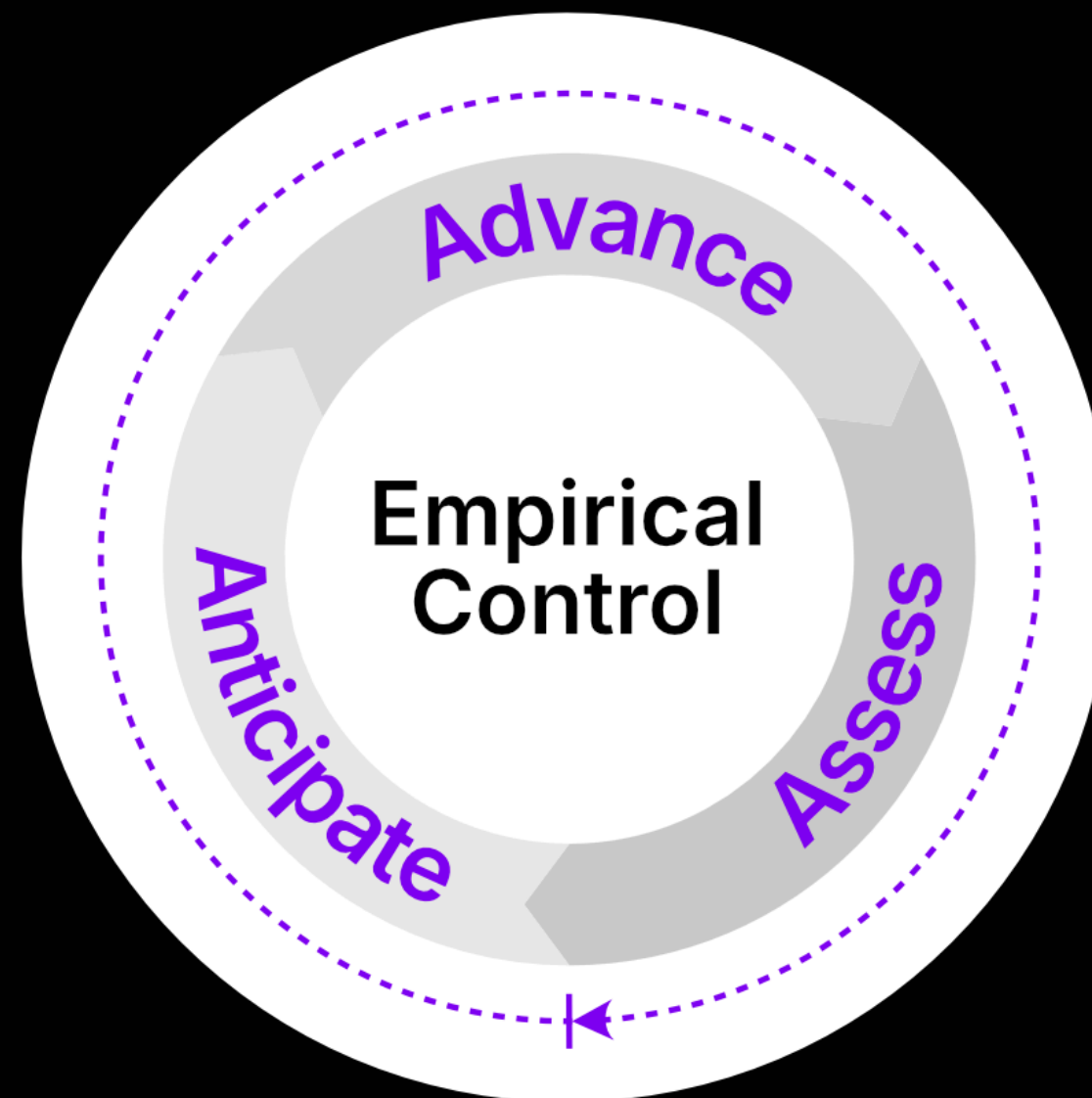


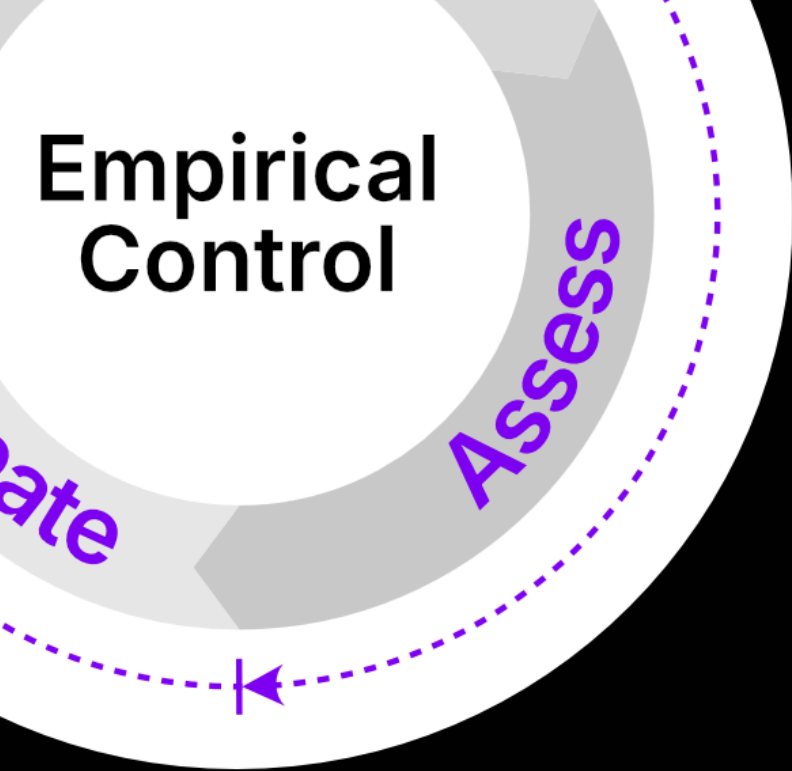
Empirical: Based on
what is experienced or
seen rather than on
theory



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

Source: MIT Research
The research consistently shows that GenAI projects have extremely high failure rates, with studies ranging from 70-95% failure rates across different implementations and organizations.
MIT Research (2023)
- Success Rate: Only 10% of AI pilot programs achieve rapid revenue acceleration; the vast majority stall, delivering little to no measurable impact on P&L.
- Research Scope: 125 interviews with leaders, a survey of 300 public AI deployments.
- Key Finding: Purchasing AI tools from specialized vendors and building partnerships succeed about 67% of the time, while internal builds succeed only one-third as often.
- Source: <https://mitsloan.mit.edu/insights/genai-adoption-report>
BAIRD Corporation Study (2024)
- Success Rate: In some industries, more than 90 percent of AI projects fail. That's twice the rate of failure of information technology projects that do not involve AI.
- Research Method: Government G2 data analytics, and engineers with at least five years of experience in building AI/ML models in industry or academia.
- Finding: Identified five leading root causes for AI project failure.
- Source: <https://www.bairdcorp.com/resources/ai-project-failure-report>
Business Consulting Group (BCG) Study (2024)
- Success Rate: Only 20% of companies have developed the necessary set of capabilities to move beyond proofs of concept and generate tangible value.
- Research Scope: Comprehensive survey of 1,000 C-suite and senior executives from over 20 sectors, spanning 18 countries in Asia, Europe, and North America.
- Key Finding: Companies have developed cutting-edge AI capabilities across functions and consistently generate significant value.
- Source: <https://www.bcg.com/publications/2024/ai-capabilities>
Gartner Prediction (2024)
- Success Rate: At least 20% of generative AI projects will be abandoned after proof of concept by the end of 2025, due to poor data quality, inadequate risk controls, escalating costs or unclear business value.
- Risk Factor: Poor data quality, inadequate risk controls, escalating costs, unclear business value.
- Source: <https://www.gartner.com/en/newsroom/press-releases/2024-07-23-generative-ai-will-face-20-percent-abandonment-rate-by-2025>
McKinsey & Company Study (2024)
- Success Rate: Almost all organizations report measurable ROI with GenAI in their most advanced initiatives, and 20% report ROI in areas of 10%. The vast majority (90%) say their most advanced initiative is meeting or exceeding ROI expectations.
- Scaling Challenge: Only 52% have managed to move more than 20% of their experiments into full production.
- Research Scope: Multiple quarterly surveys throughout 2024.
- Source: <https://www.mckinsey.com/industries/technology-and-digital-transformation/our-insights/genai-roi>






1st

Assess the Landscape

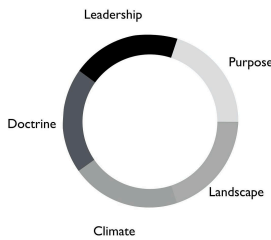
Assess the Landscape



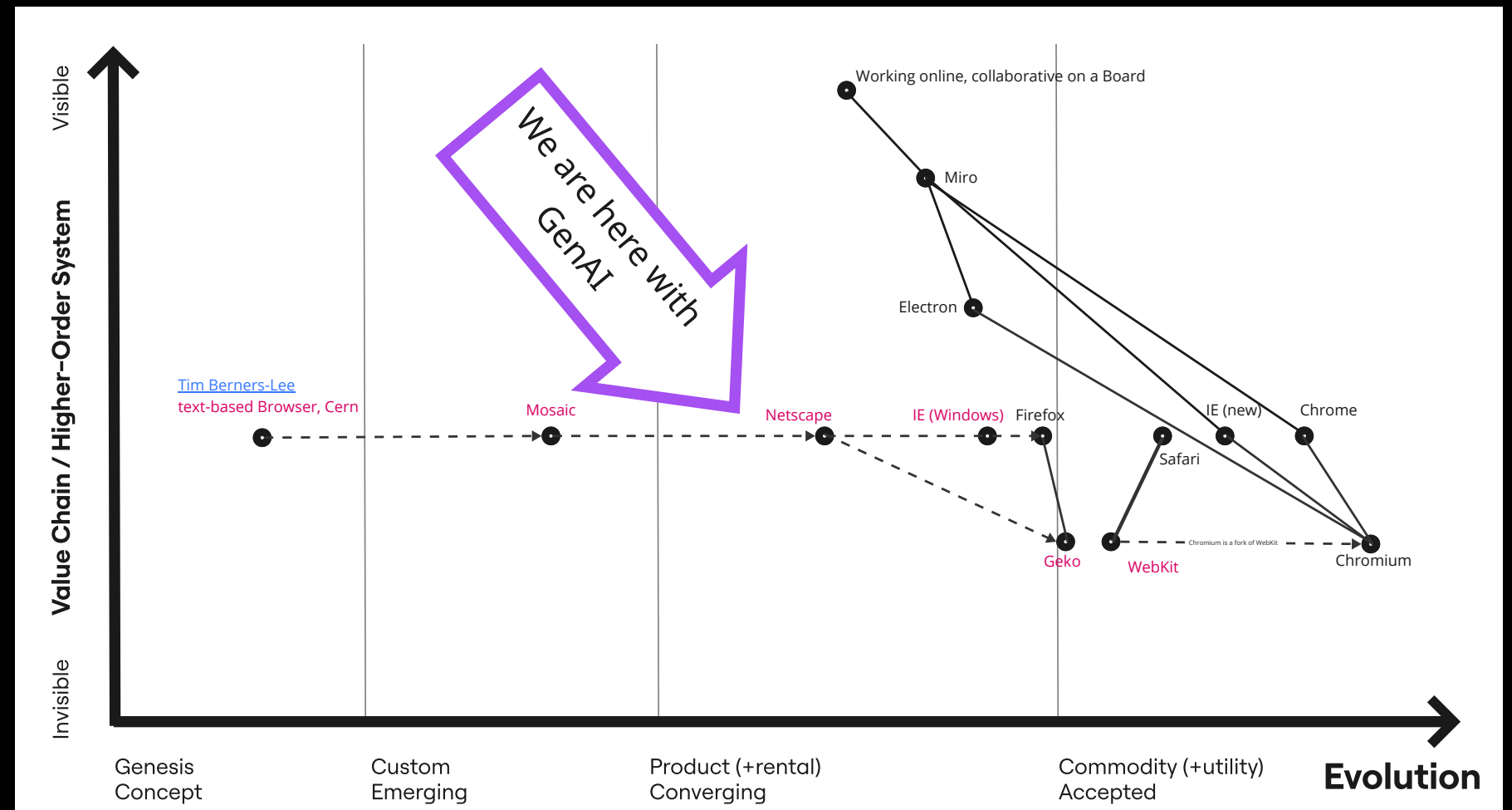
Through competition, everything is subject to evolution



Simon Wardley



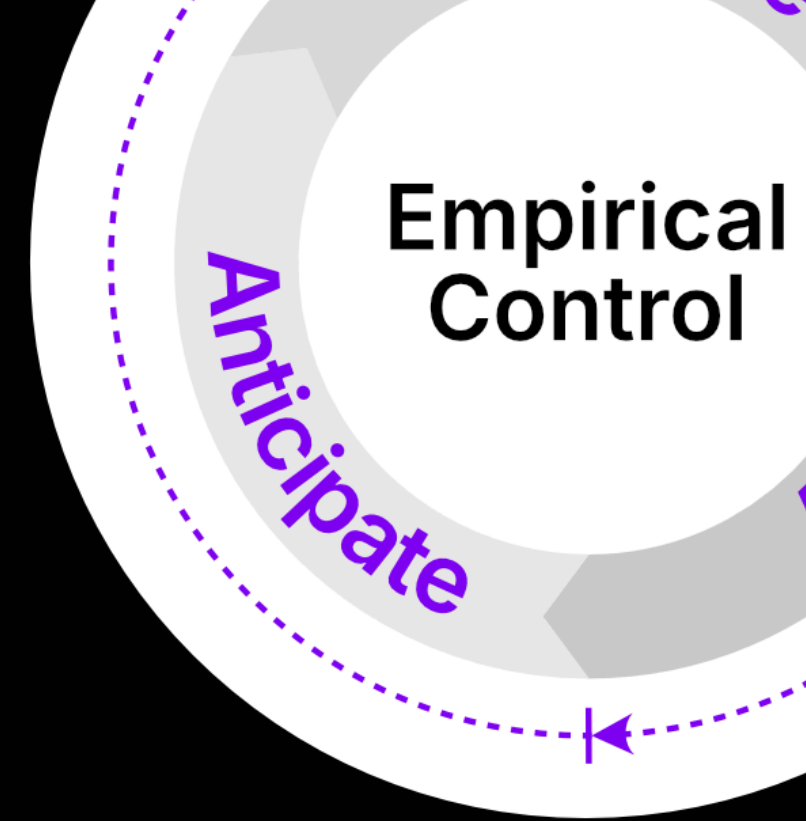
medium.com
On being lost
Chapter 1



GenAI practices and technologies following the same flow of evolution



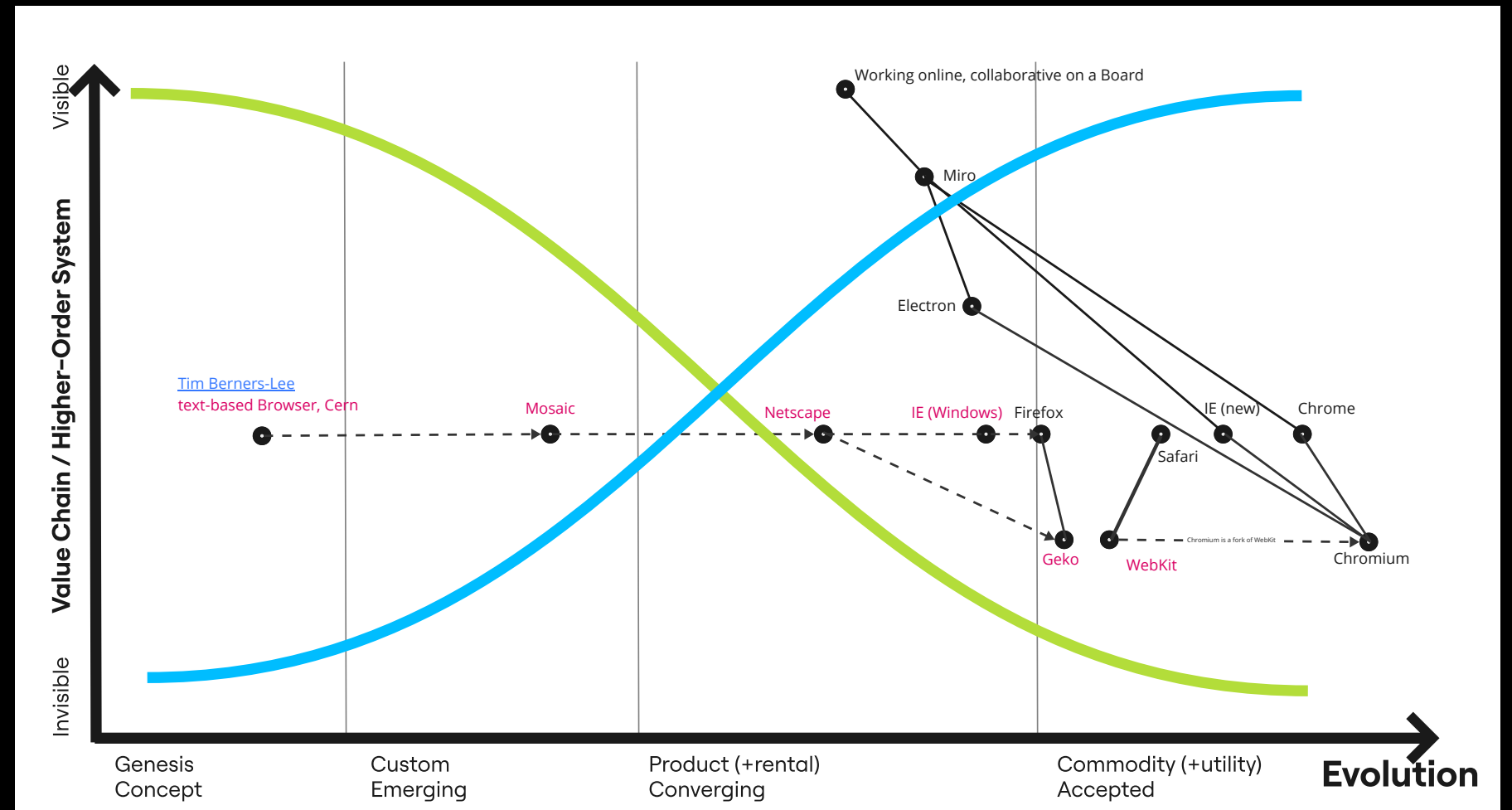
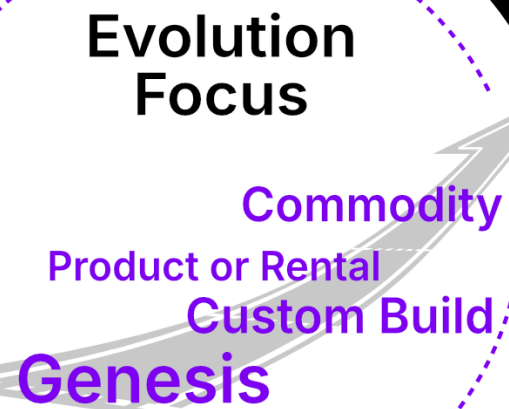
GenAI accelerates this flow of evolution for most businesses



2nd

Anticipate Evolution

Strategic Doctrine #2



Evolution Focus *First!*

Second:

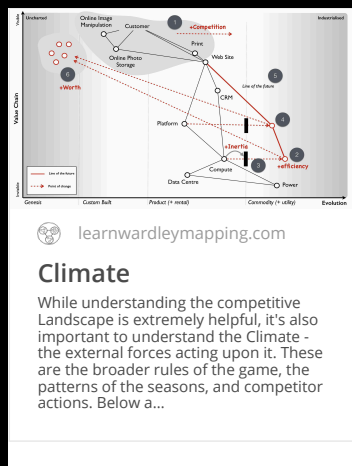
Agile

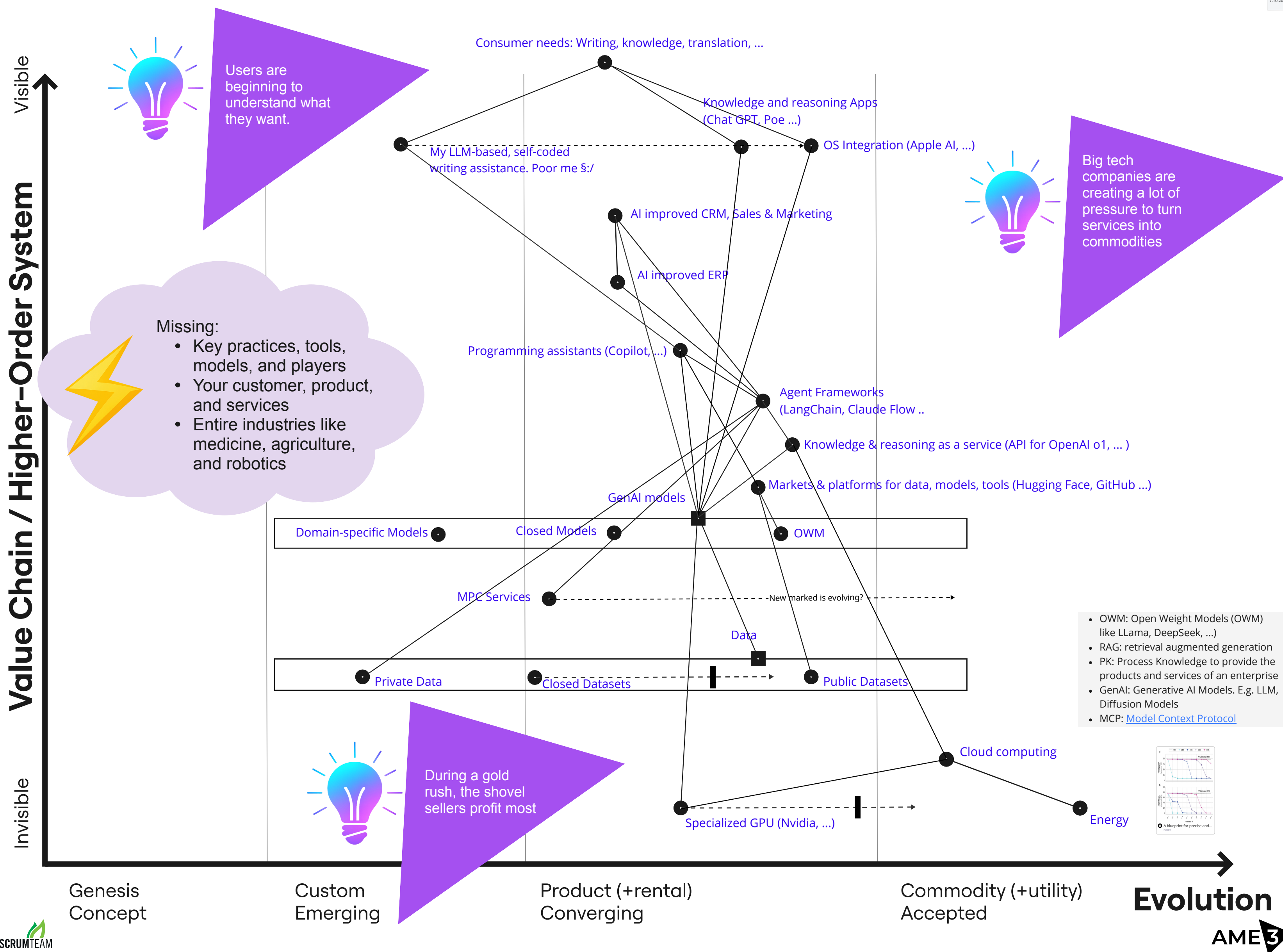
Ability to Respond



Efficiency

Flow & Stability

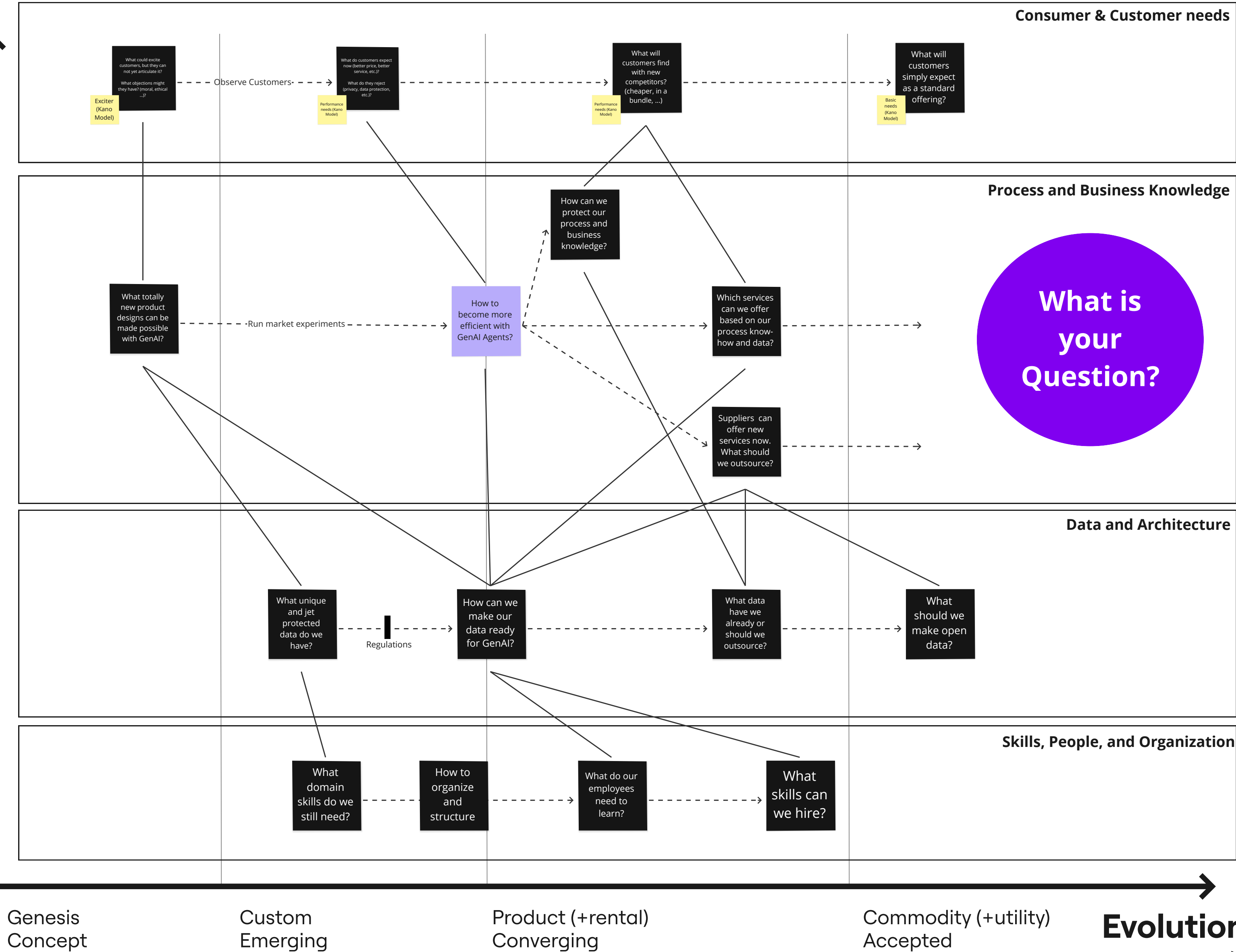


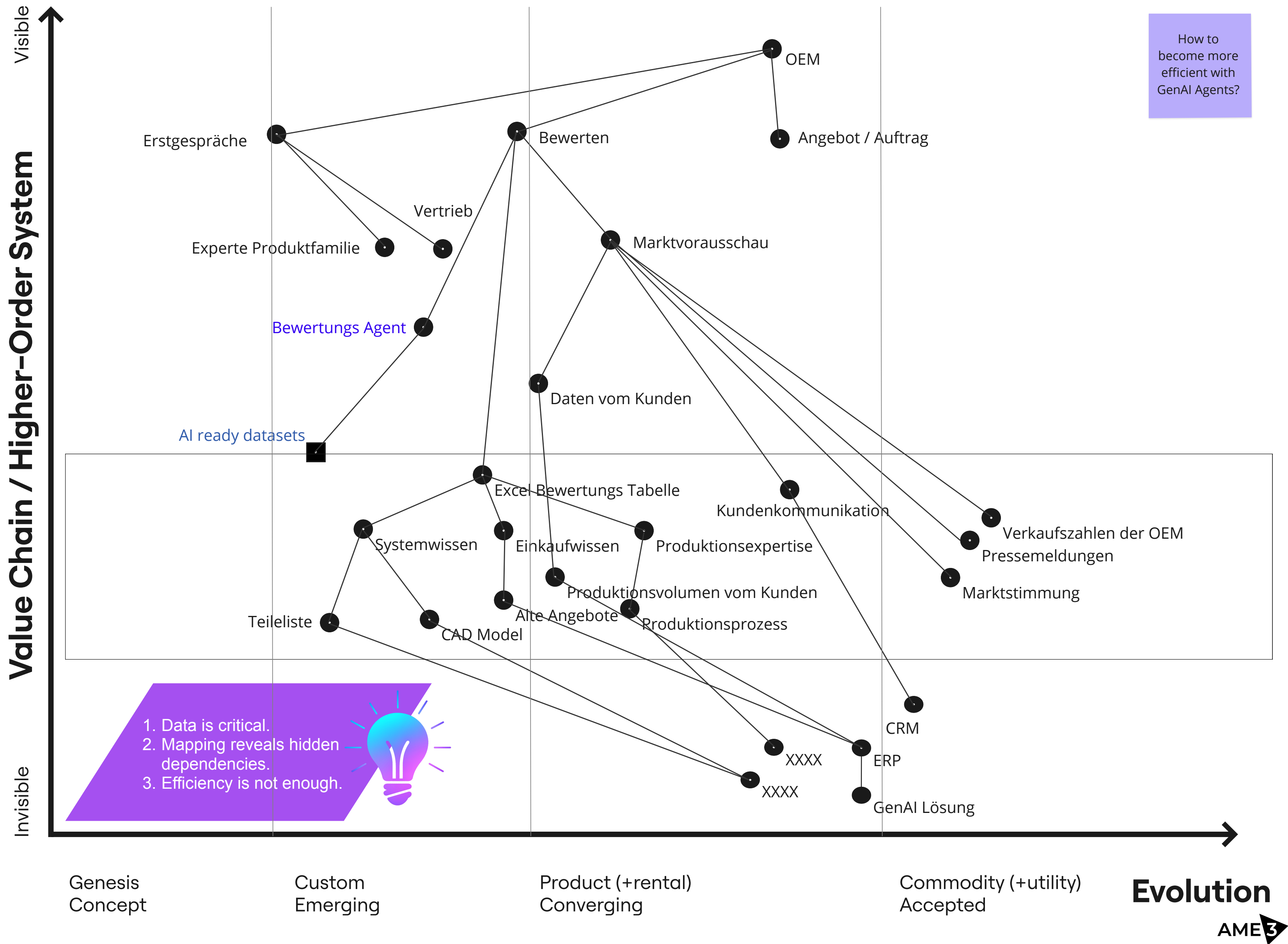


Value Chain / Higher-Order System

Invisible

Visible

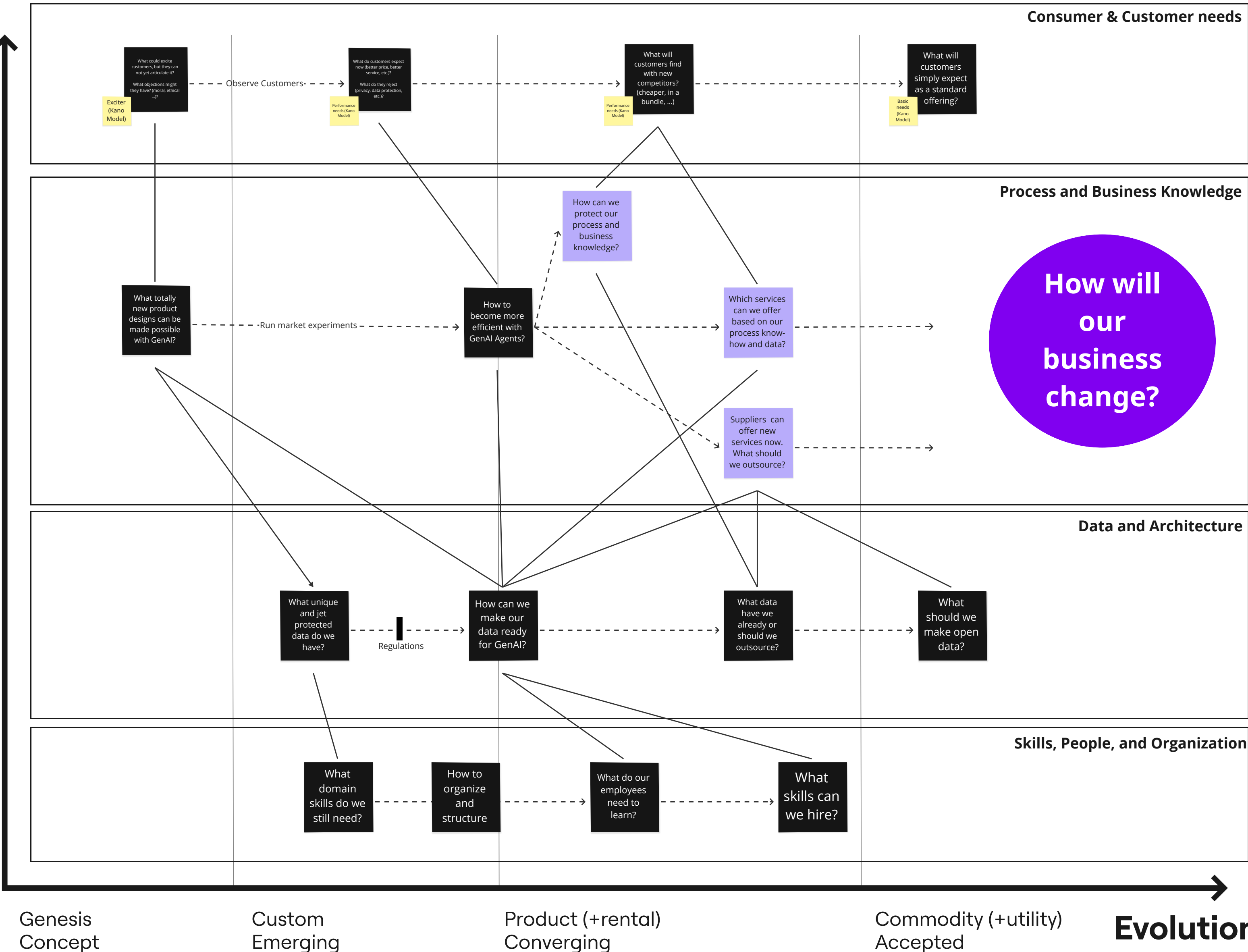




Value Chain / Higher-Order System

Visible

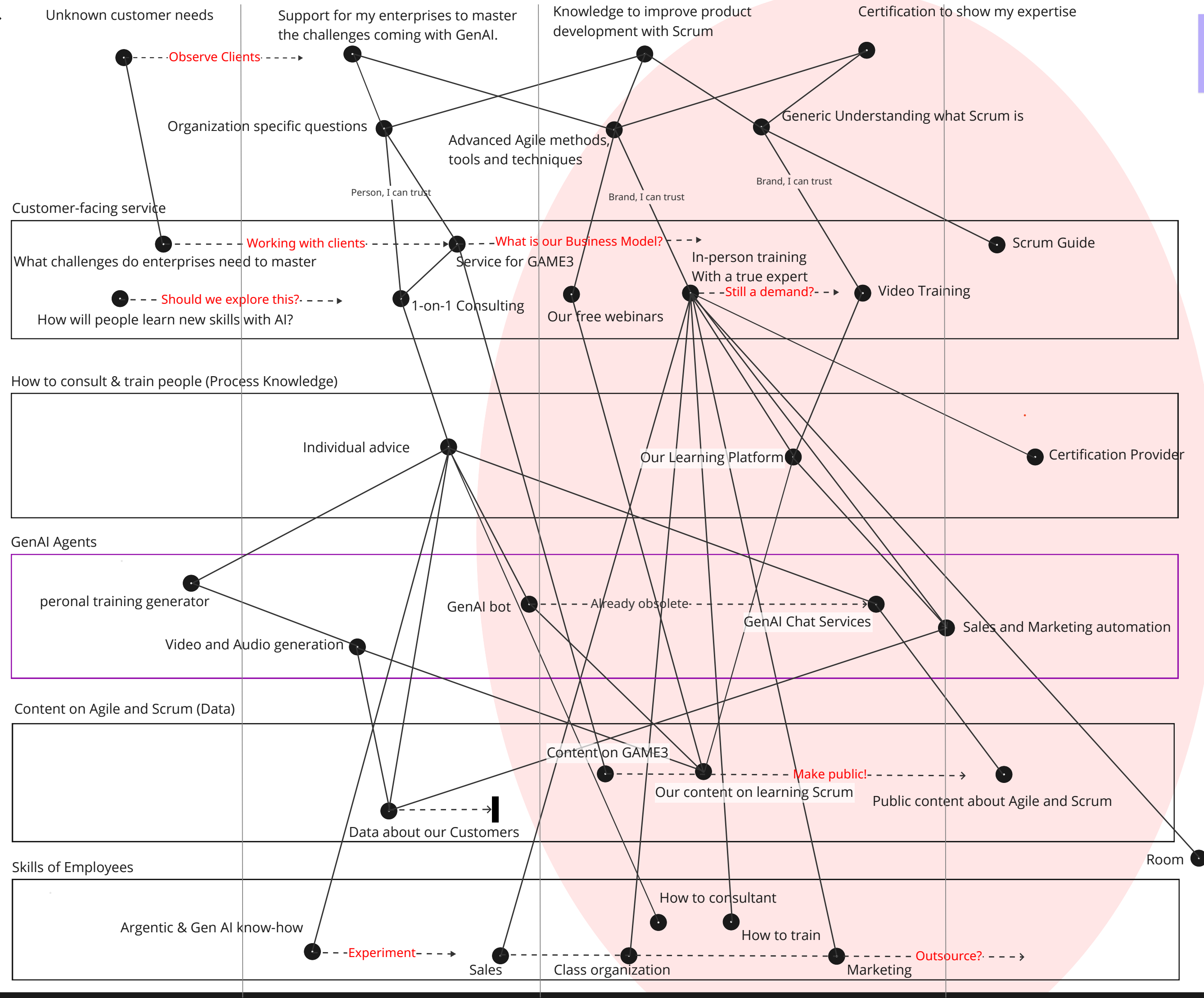
Invisible



Value Chain / Higher-Order System

Visible

Invisible



How can we protect our process and business knowledge?

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

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

Genesis Concept

Custom Emerging

Product (+rental) Converging

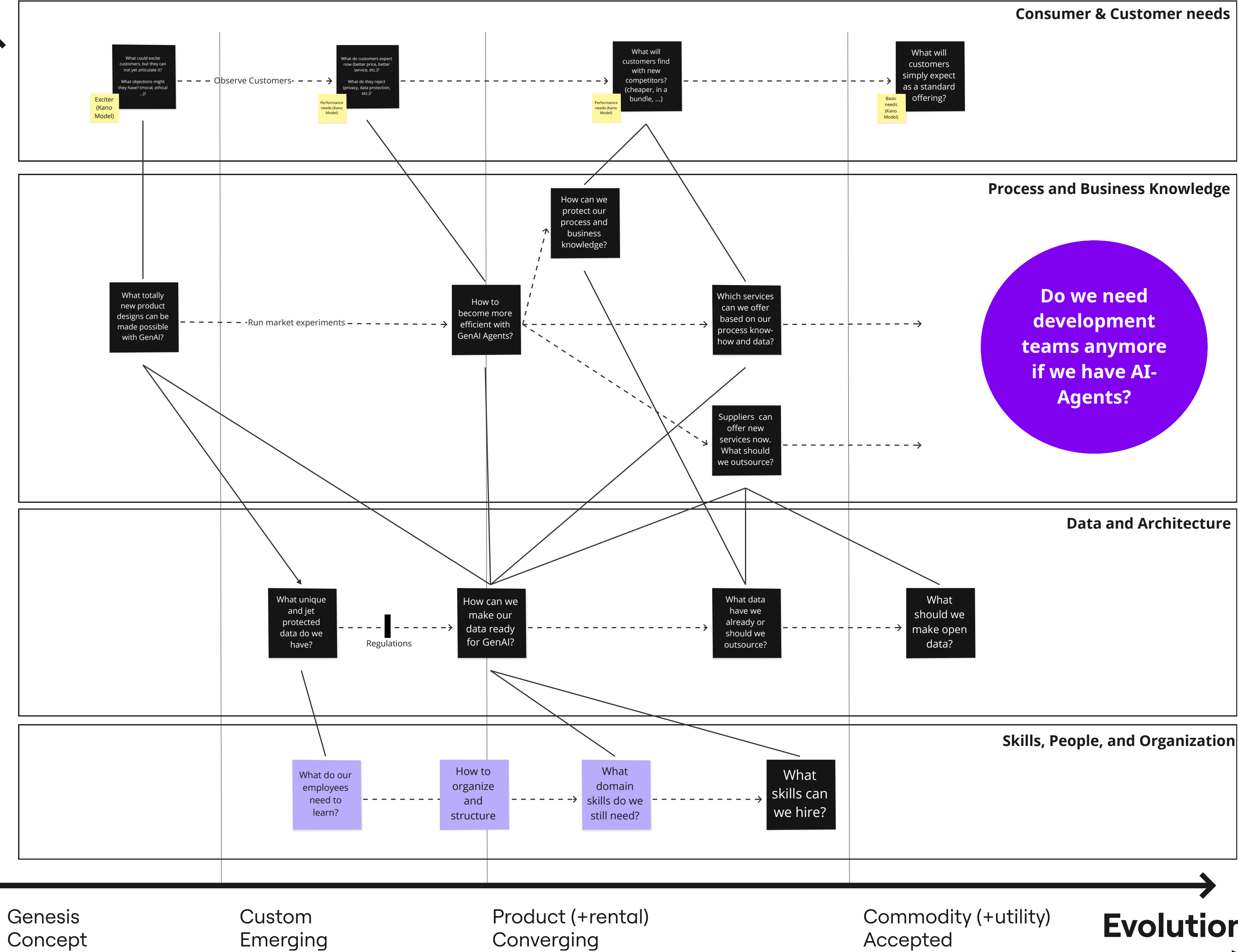
Commodity (+utility) Accepted

Evolution

Value Chain / Higher-Order System

Visible

Invisible





*Understand the Constraints
of your System*

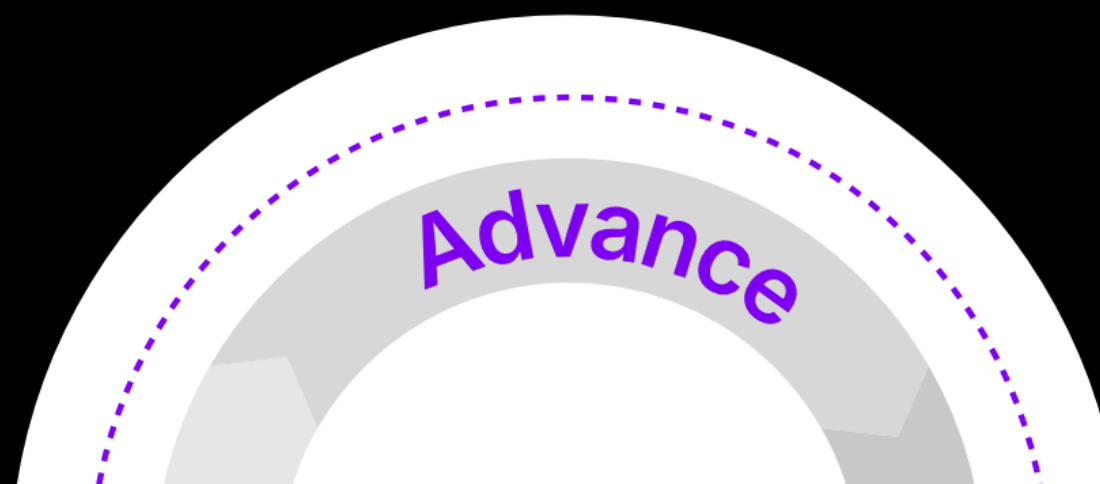
What GenAI has and still is constraining:

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



3nd

Advance with AME3 Arenas and Teams

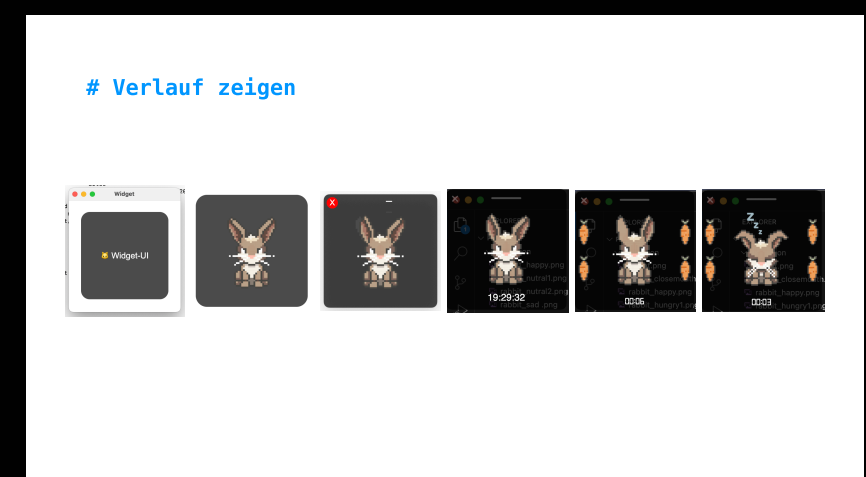
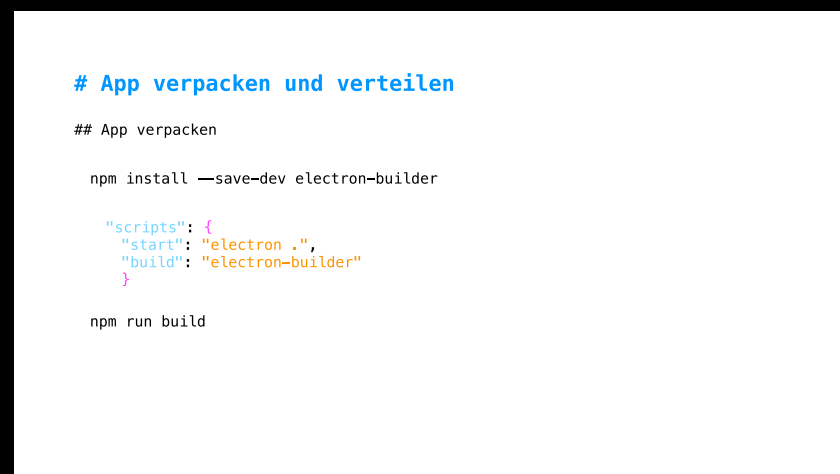
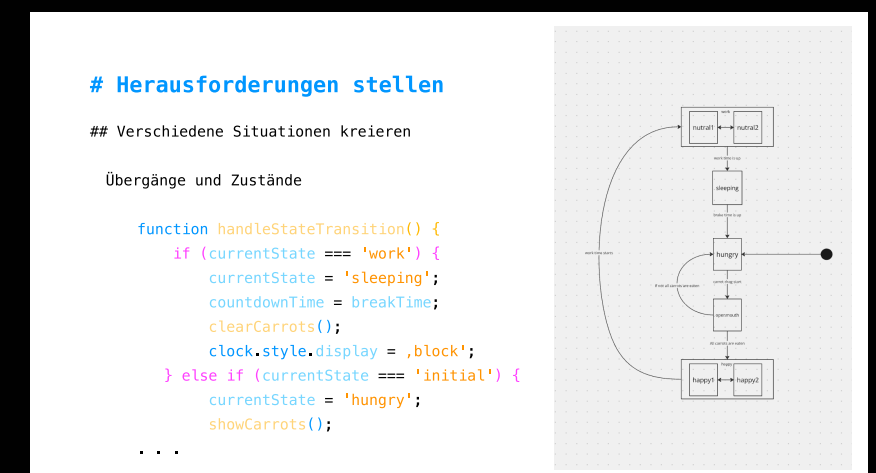
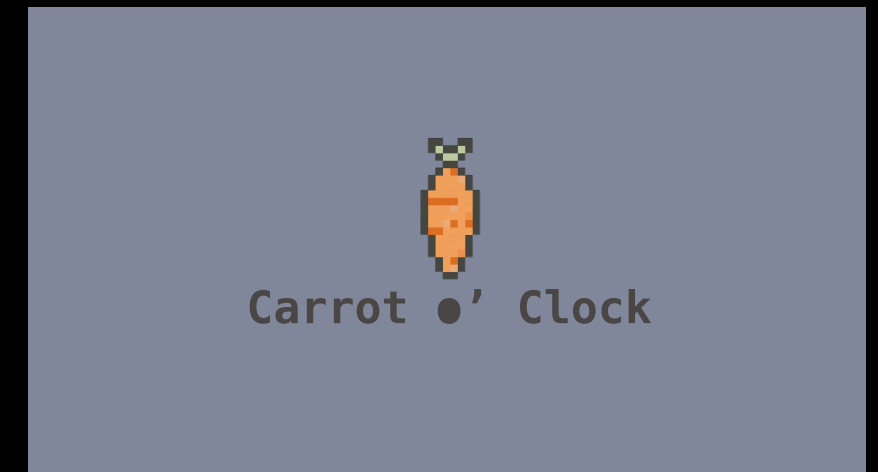
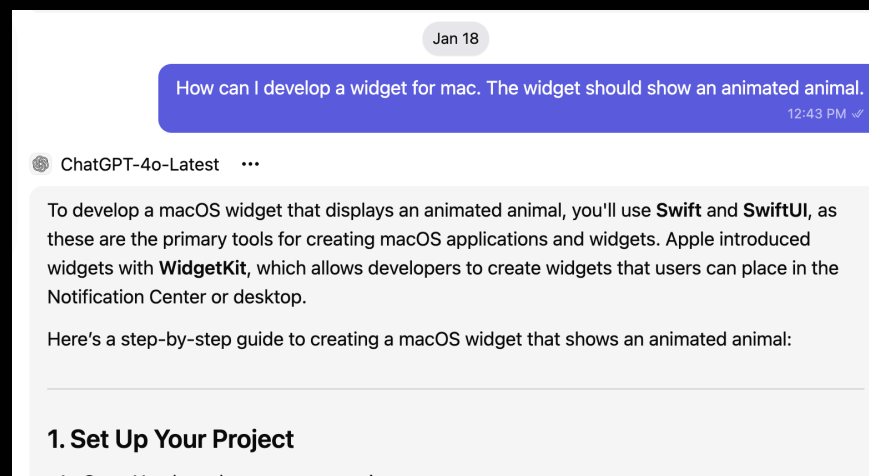


The Hype about the Vibe

- Desktop APP
- No Coding Experience
- 2 Weeks



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



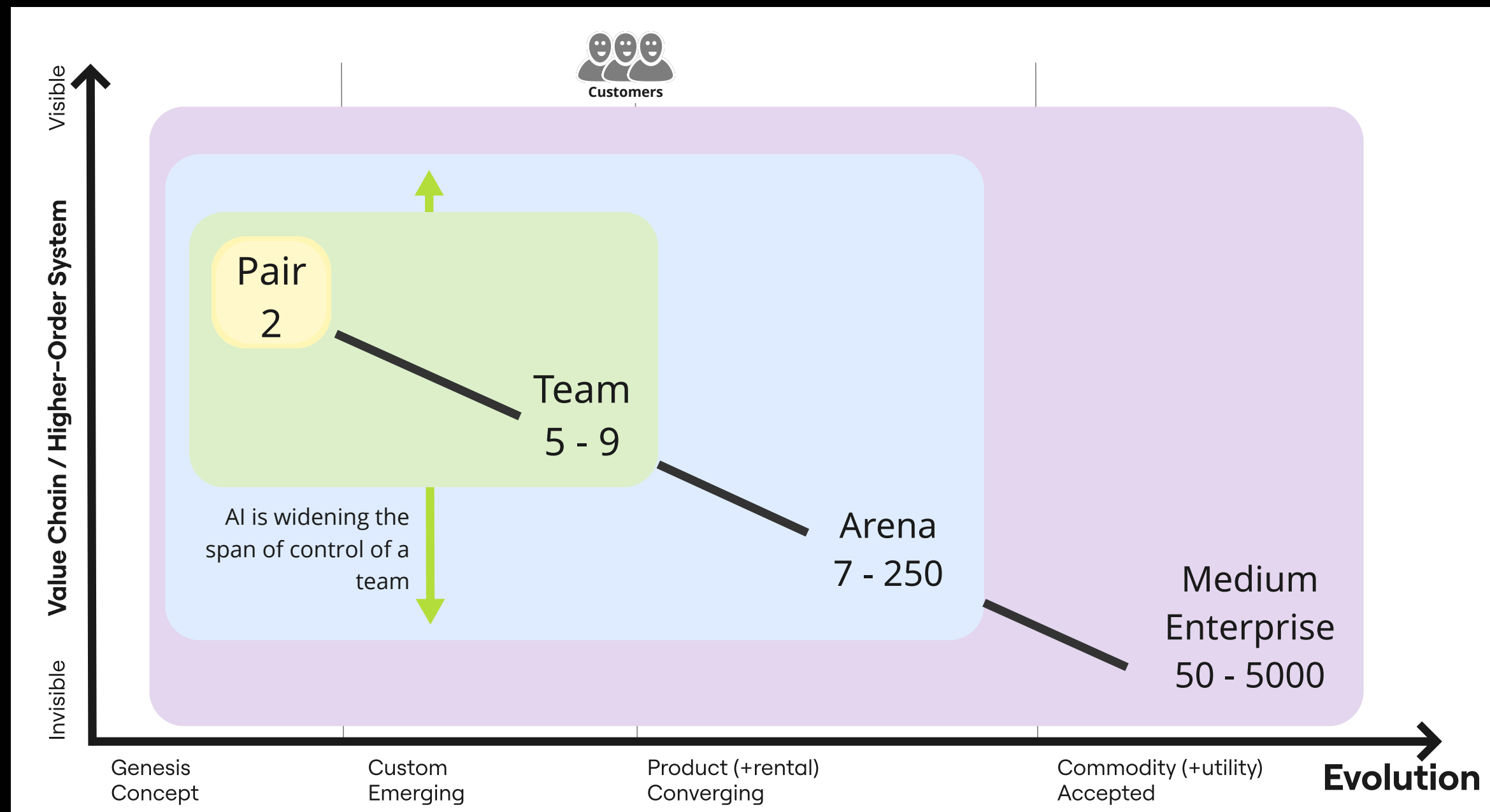


As soon as we invent a practice or tool that simplifies work, like GenAI, we immediately use it to stay at the maximum level of complexity we can manage.

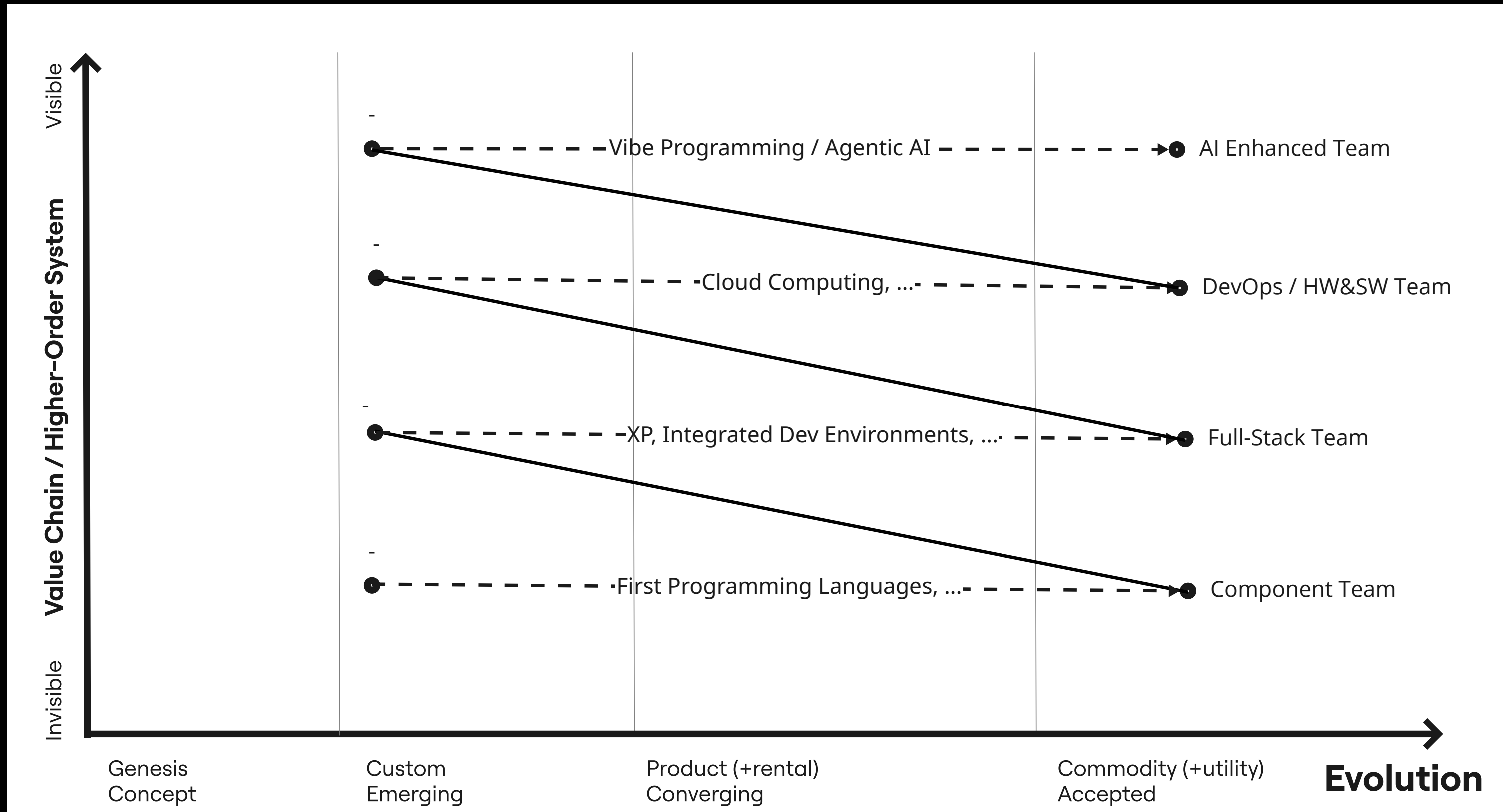
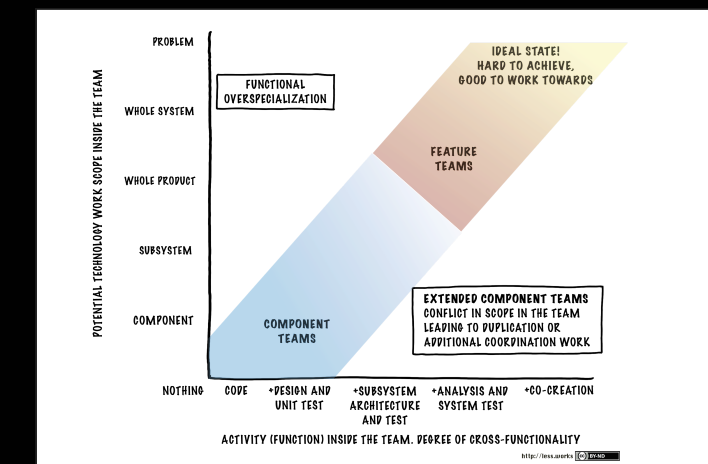
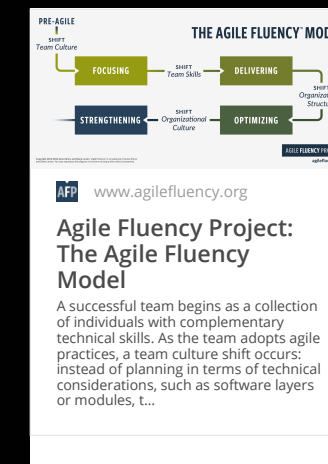


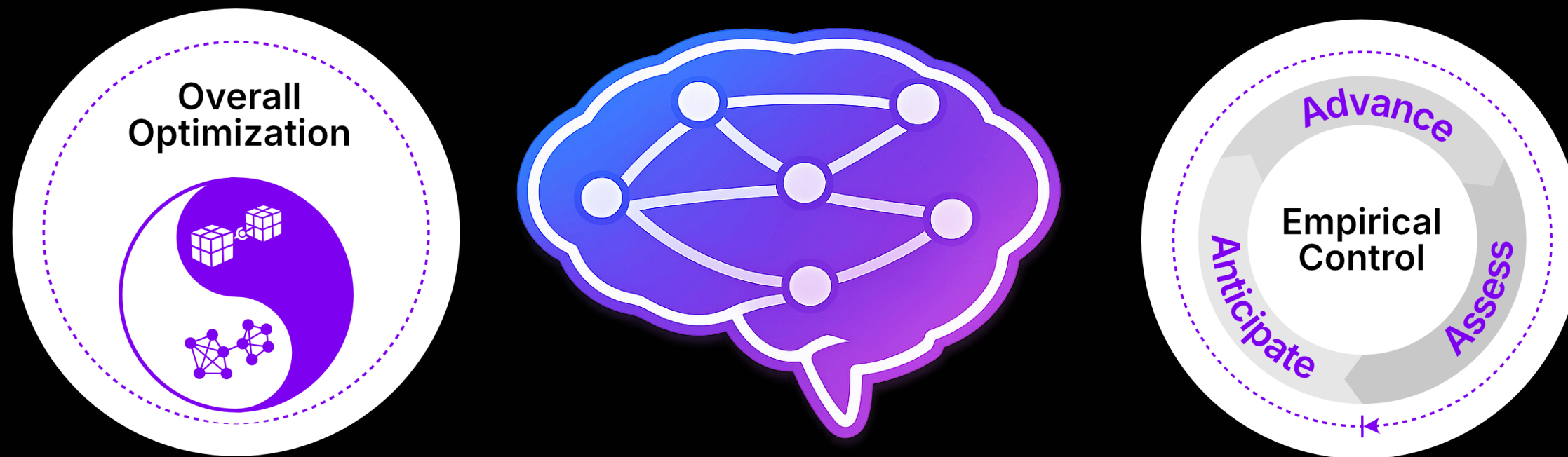
GenAI accelerates the evolution of services & products. But the patterns of social systems will remain.

- What do our employees need to learn?
- What domain skills do we still need?
- How to organize and structure



The AI Enhanced Team





Strategic Loop First

Overall Optimization



AME3

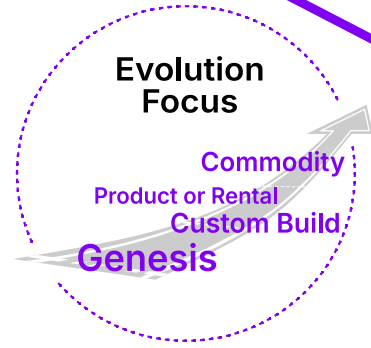
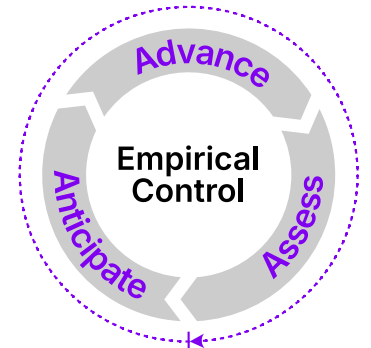
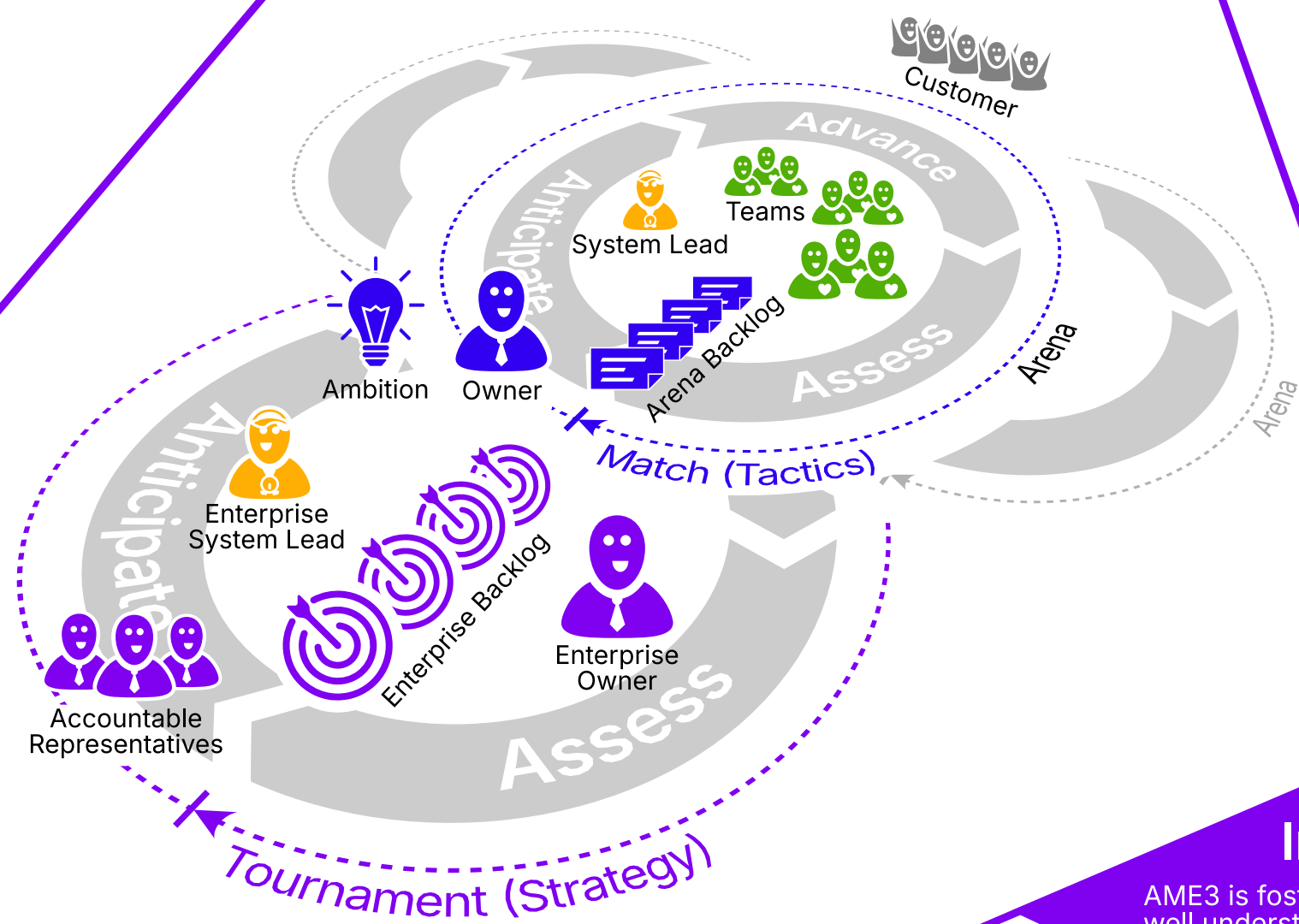
AME3 is a framework to lead the evolution of products, services, and organization of tomorrow's enterprises.

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

Leadership

Rules

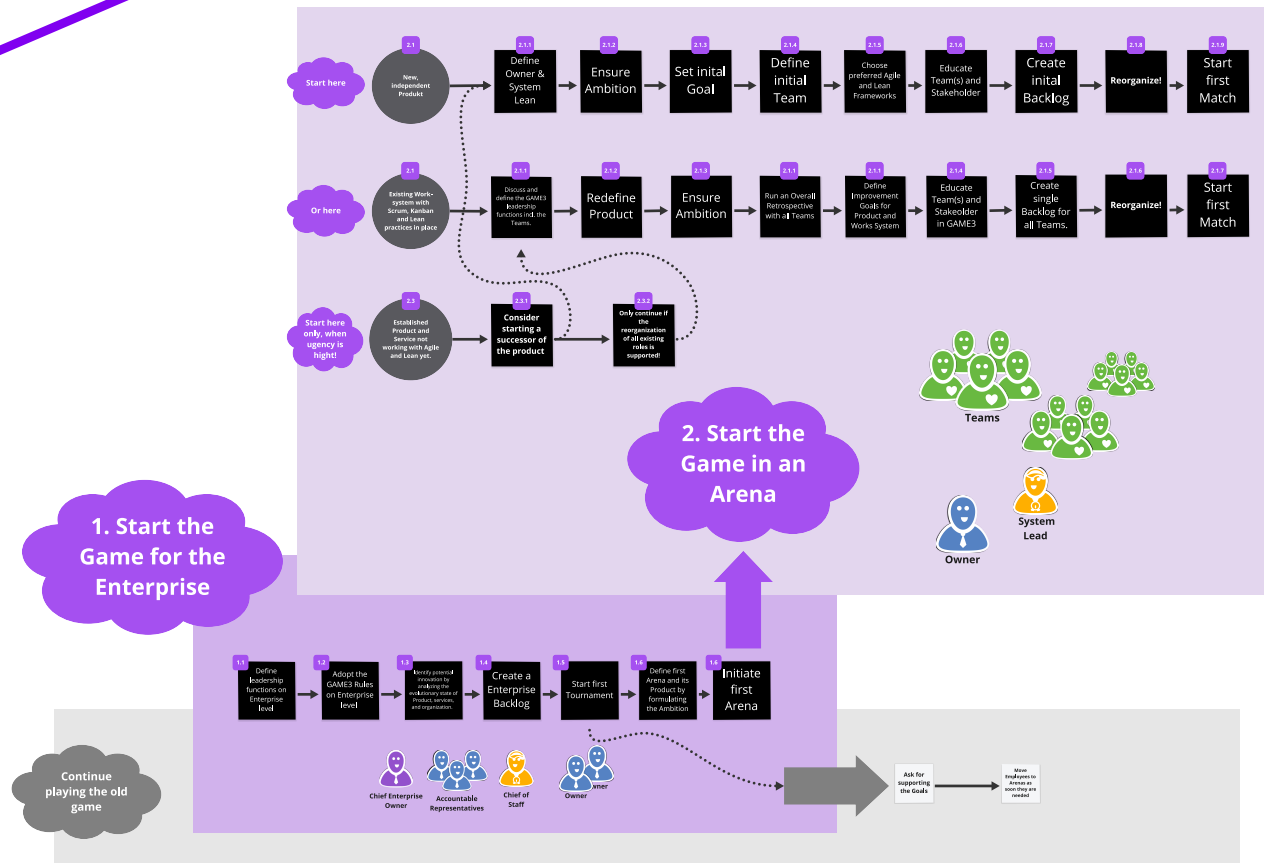
Strategy



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



AME3

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



Peter Beck
[CurlyPeter](#)

