

The Strategic Answer to GenAI: Empirical Enterprise Evolution

Scrum Gathering Tokyo
Jan / 7 / 2026



Peter Beck & Andreas Schliep





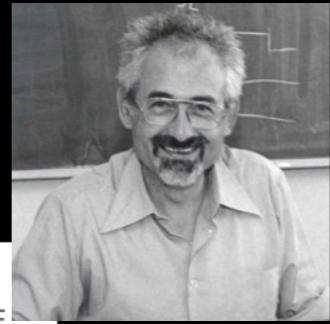
DAS SCRUMTEAM



AME 3

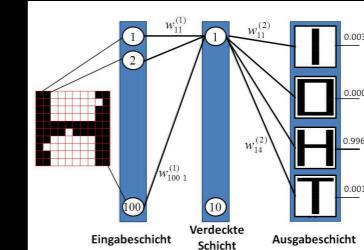
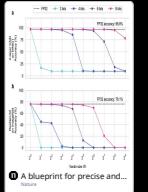
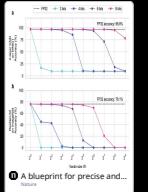
 scaledprinciples.org
ScALeD Agile Lean Development - The Principles
Agile methods are becoming ever more popular, and a growing number of companies has adopted agile practices on a large scale. But successfully scaling agility is challenging. As companies, projects and teams differ, there is no silver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

Wolfgang Hilberg
(*1932 †2015)



1995: Backpropagation
~100 parameters

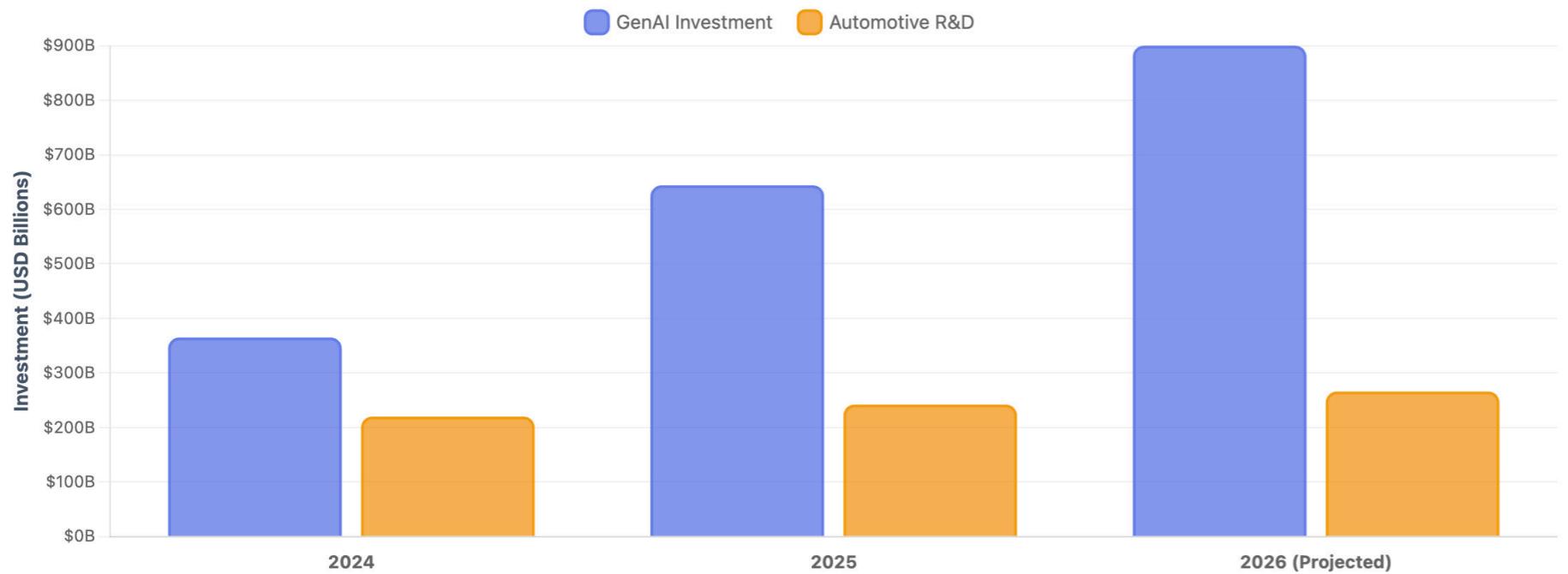
2020: GPT-3
175 billion parameters.



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

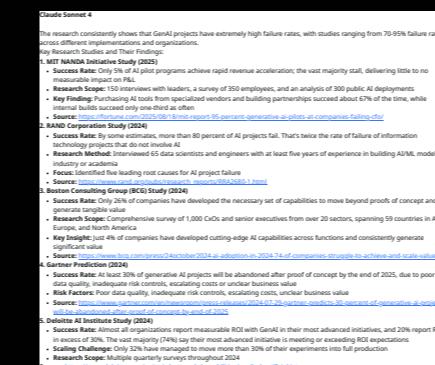
GenAI vs Auto R&D Worldwide (2025)

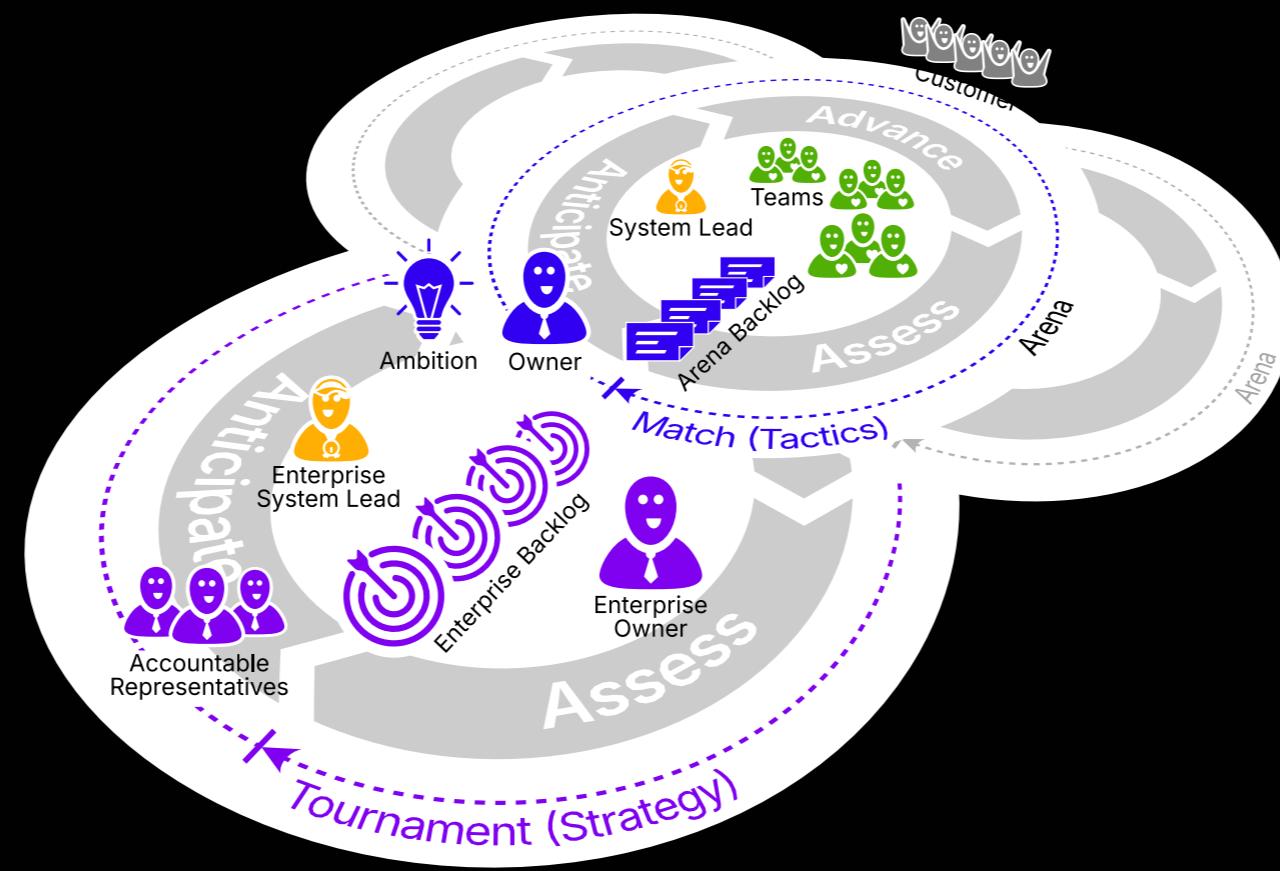
Sources: Gartner (GenAI), Statista/European Commission (Automotive Worldwide) | Report Date: January 2026

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



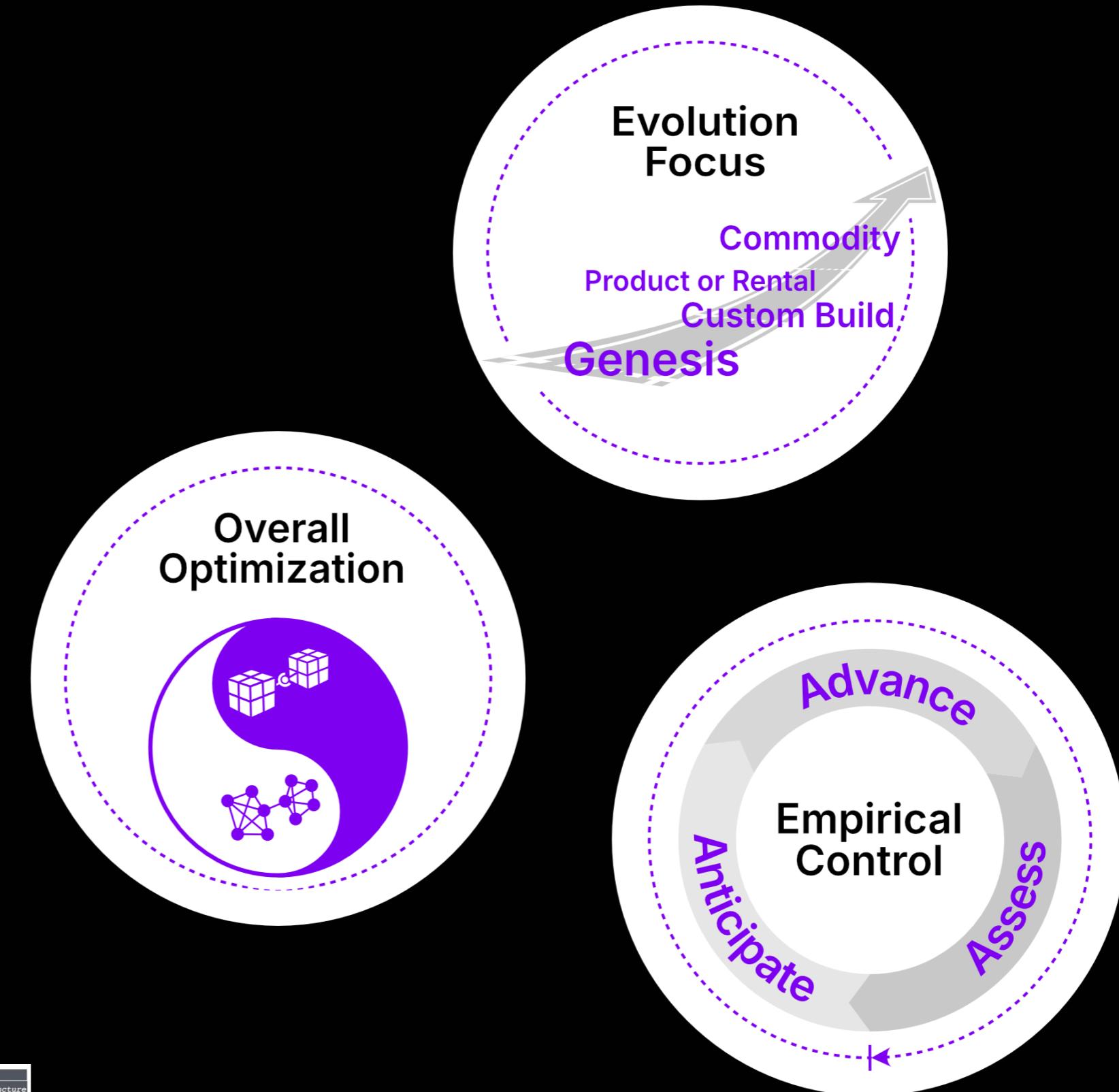
**GenAI Projects:
70-95% failure
rate**





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.

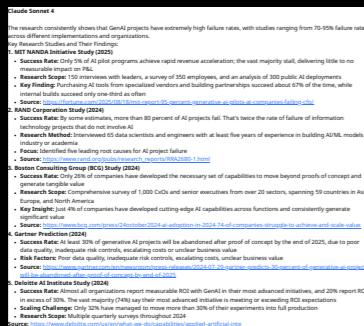


Wardley's Doctrine (universally useful patterns that a user can apply regardless of context)					
	Communication	Development	Operation	Learning	Leading
IV				Listen to your ecosystem	Exploit the landscape Design for constant evolution There is no core No single culture
III			Optimise flow Do better with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

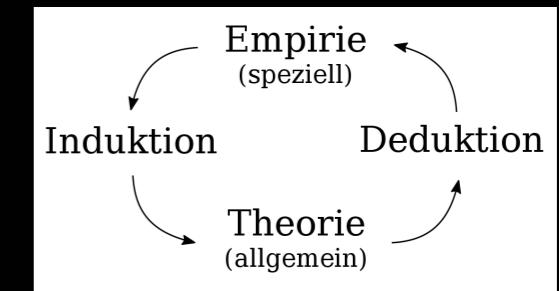
 doctrine.wardleymaps.com
Doctrine assessment
Wardley's Doctrine assessment tool

Strategic Doctrine #1

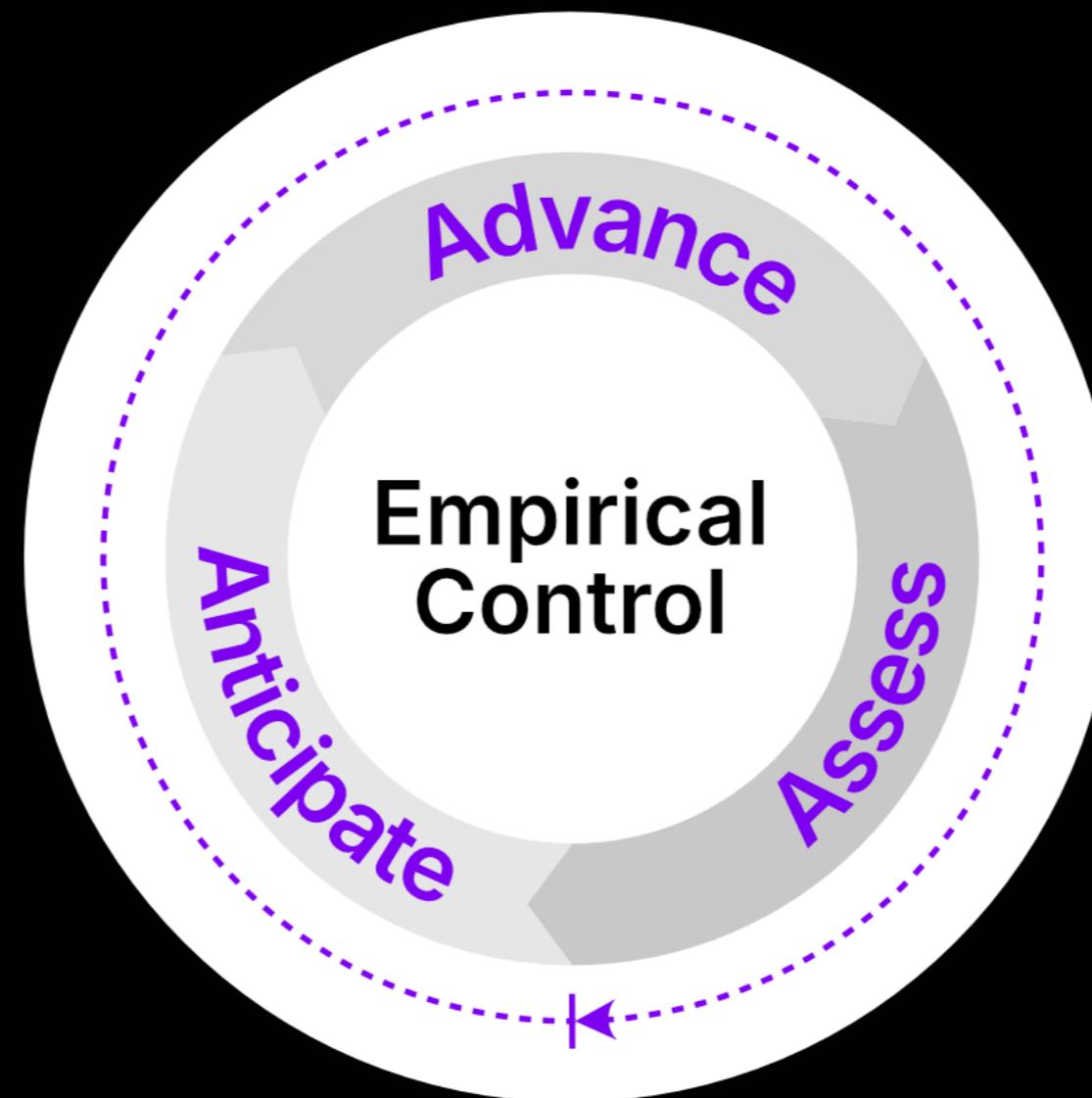
! GenAI Projects:
70-95% failure rate

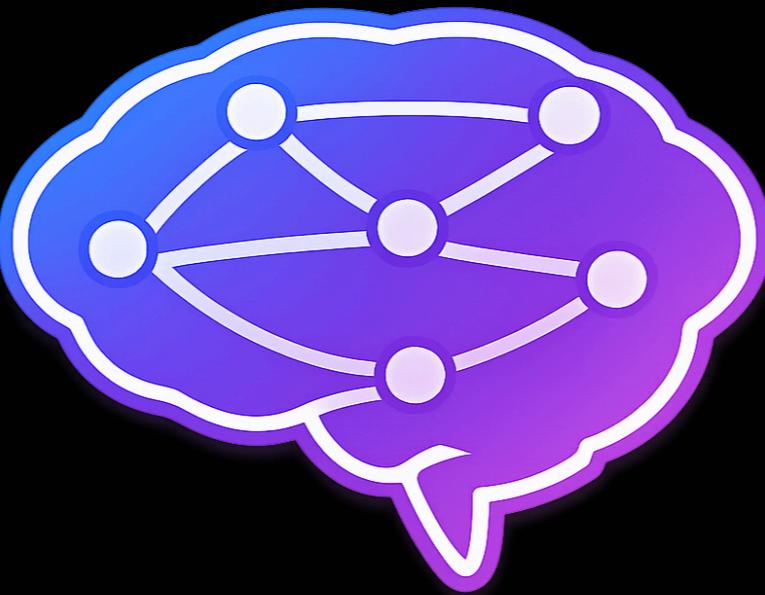
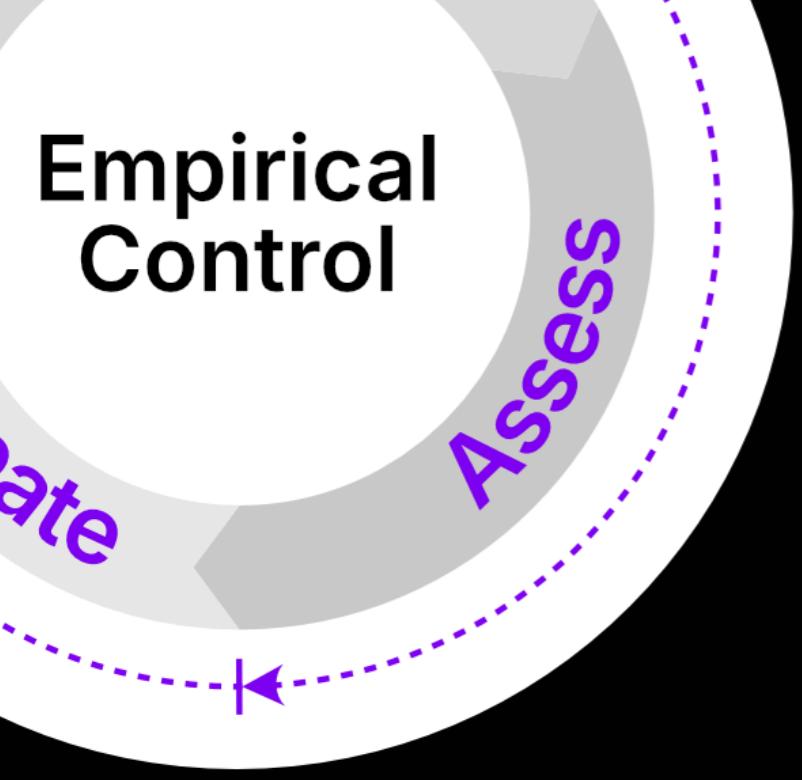


! **Correlation is
Not causation**



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

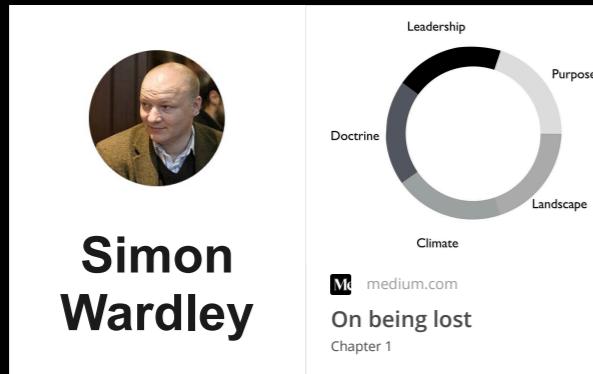




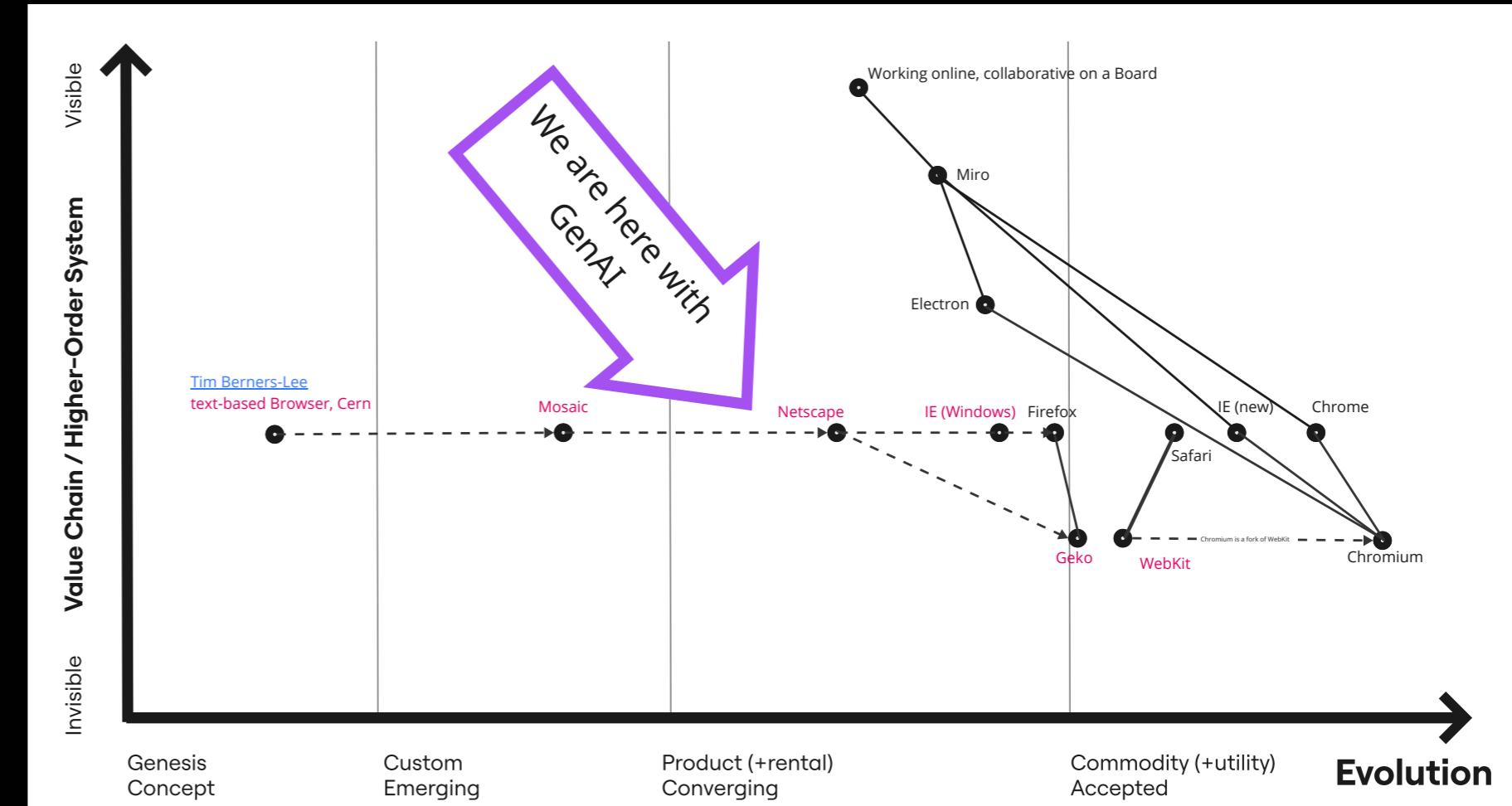
1st

Assess the Landscape

Assess the Landscape



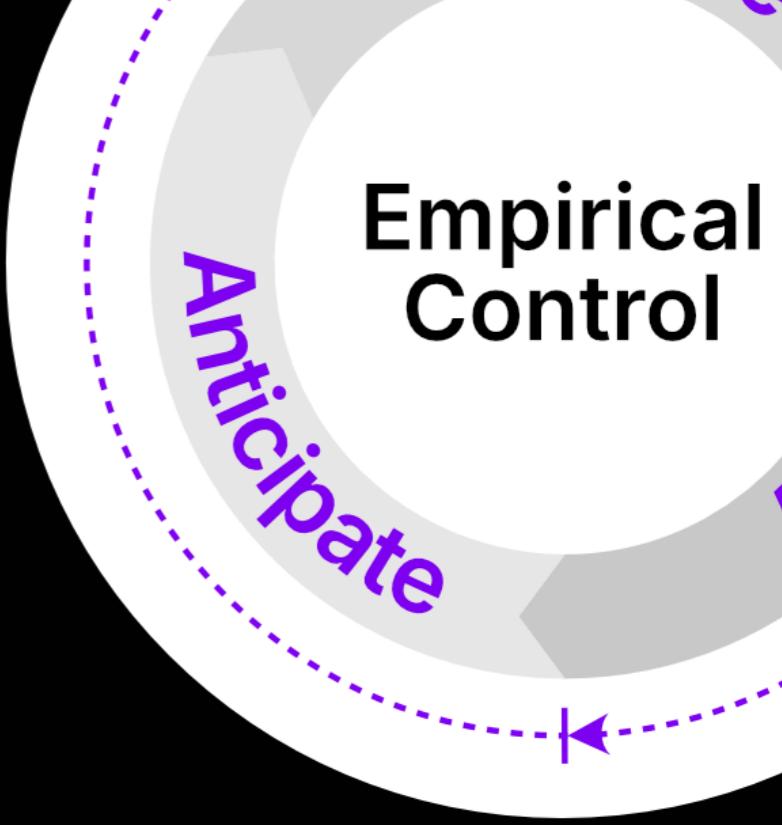
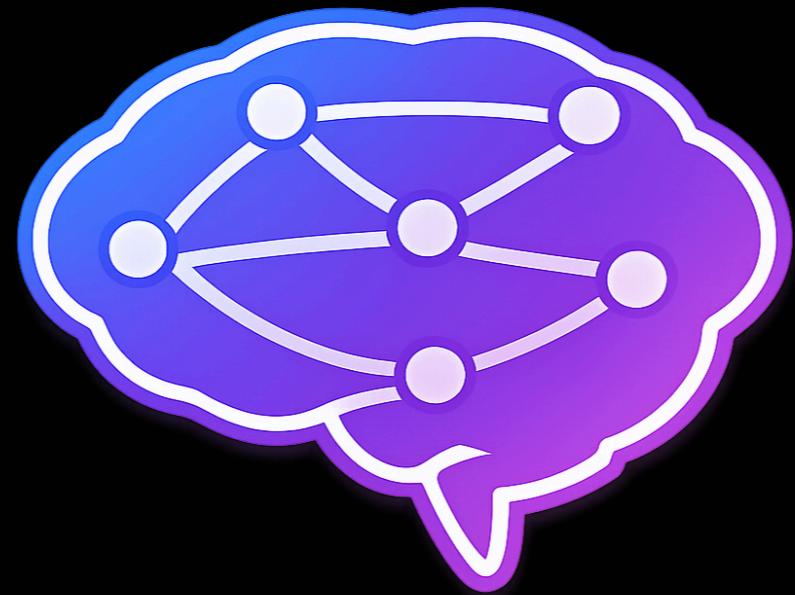
Through competition, everything is subject to evolution



GenAI practices and technologies following the same flow of evolution



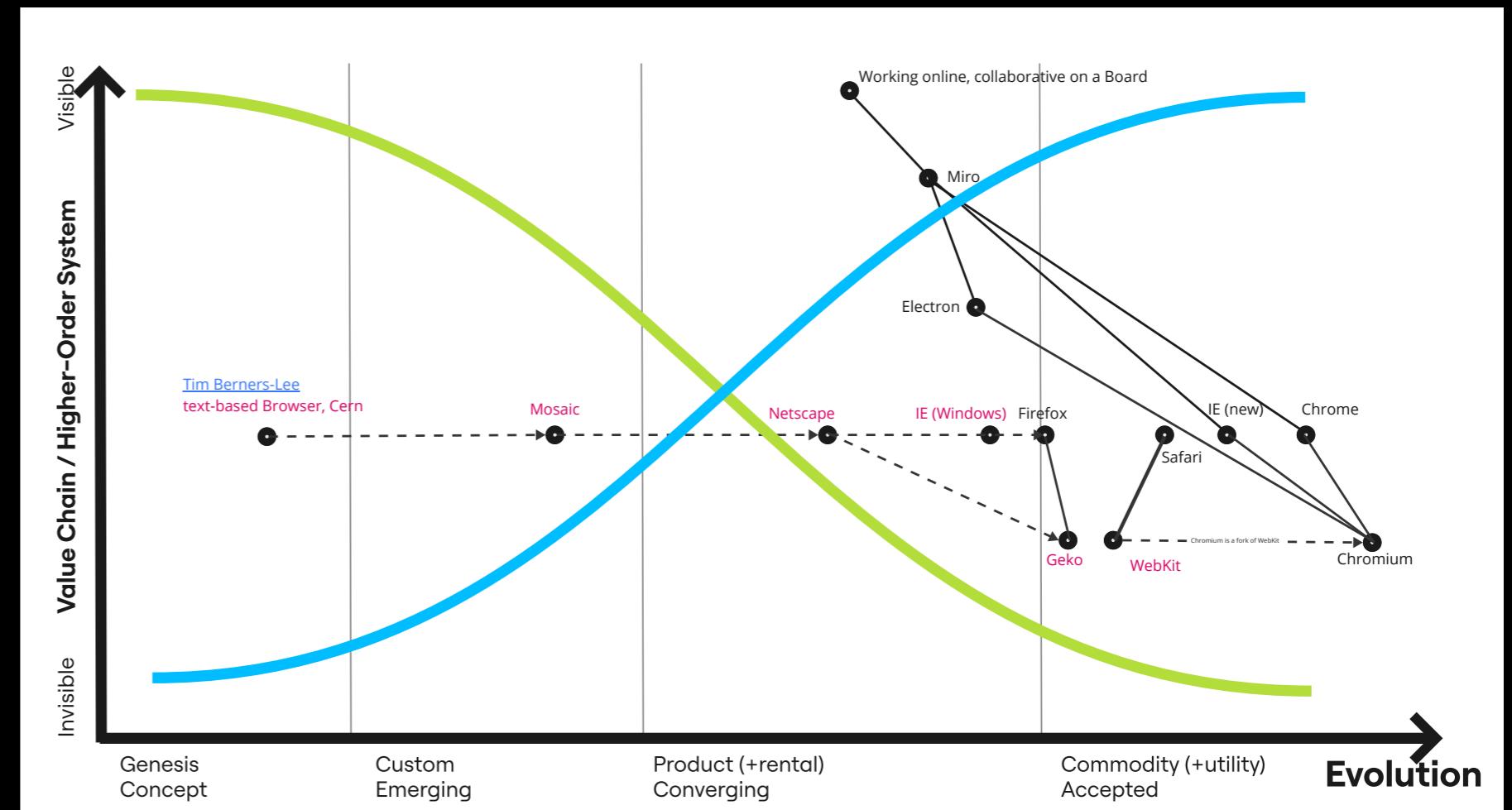
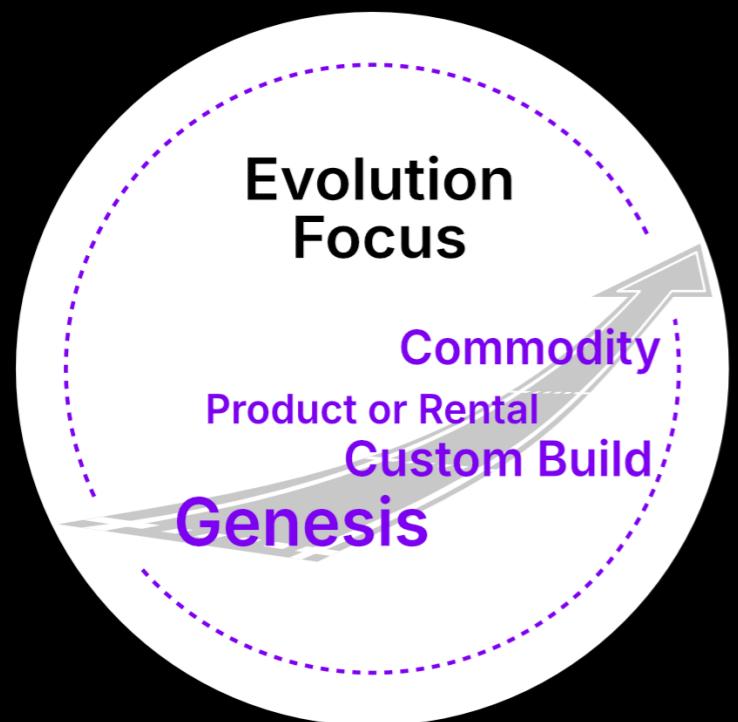
GenAI accelerates this flow of evolution for most businesses



2nd

Anticipate Evolution

Strategic Doctrine #2

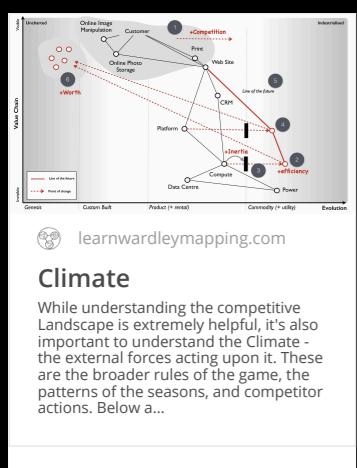


Evolution Focus First!

Second:

Agile
Ability to Respond

Efficiency
Flow & Stability



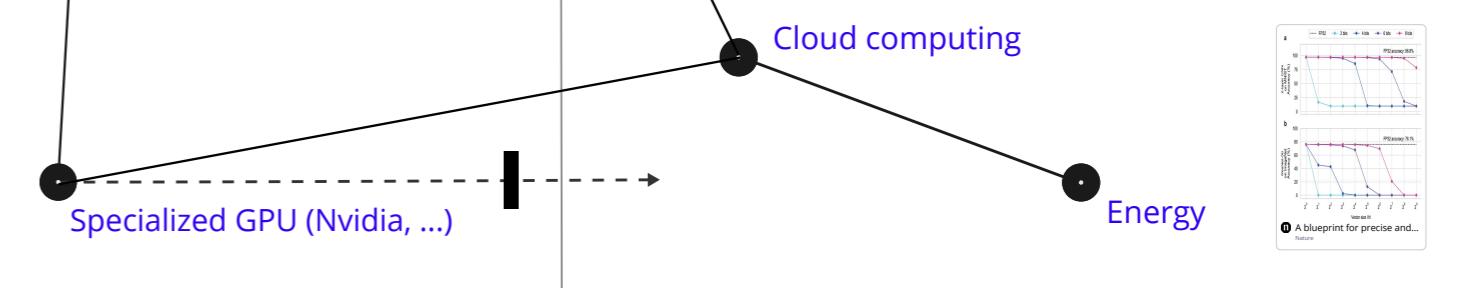
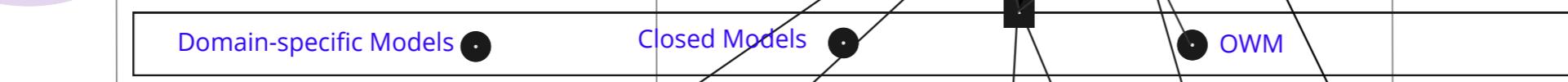
Visible
Value Chain / Higher-Order System

Invisible

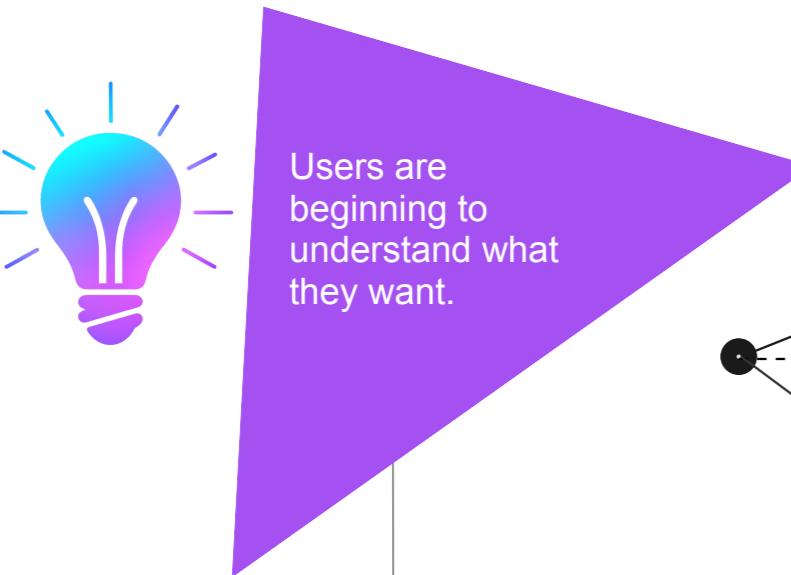
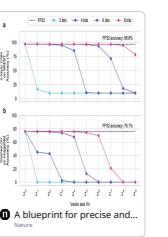
Genesis
ConceptCustom
EmergingProduct (+rental)
ConvergingCommodity (+utility)
AcceptedEvolution
AME3

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](#)



Users are beginning to understand what they want.

Consumer needs: Writing, knowledge, translation, ...

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

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

OS Integration (Apple AI, ...)

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

Private Data

Closed Datasets

Data

Public Datasets

Cloud computing

Energy



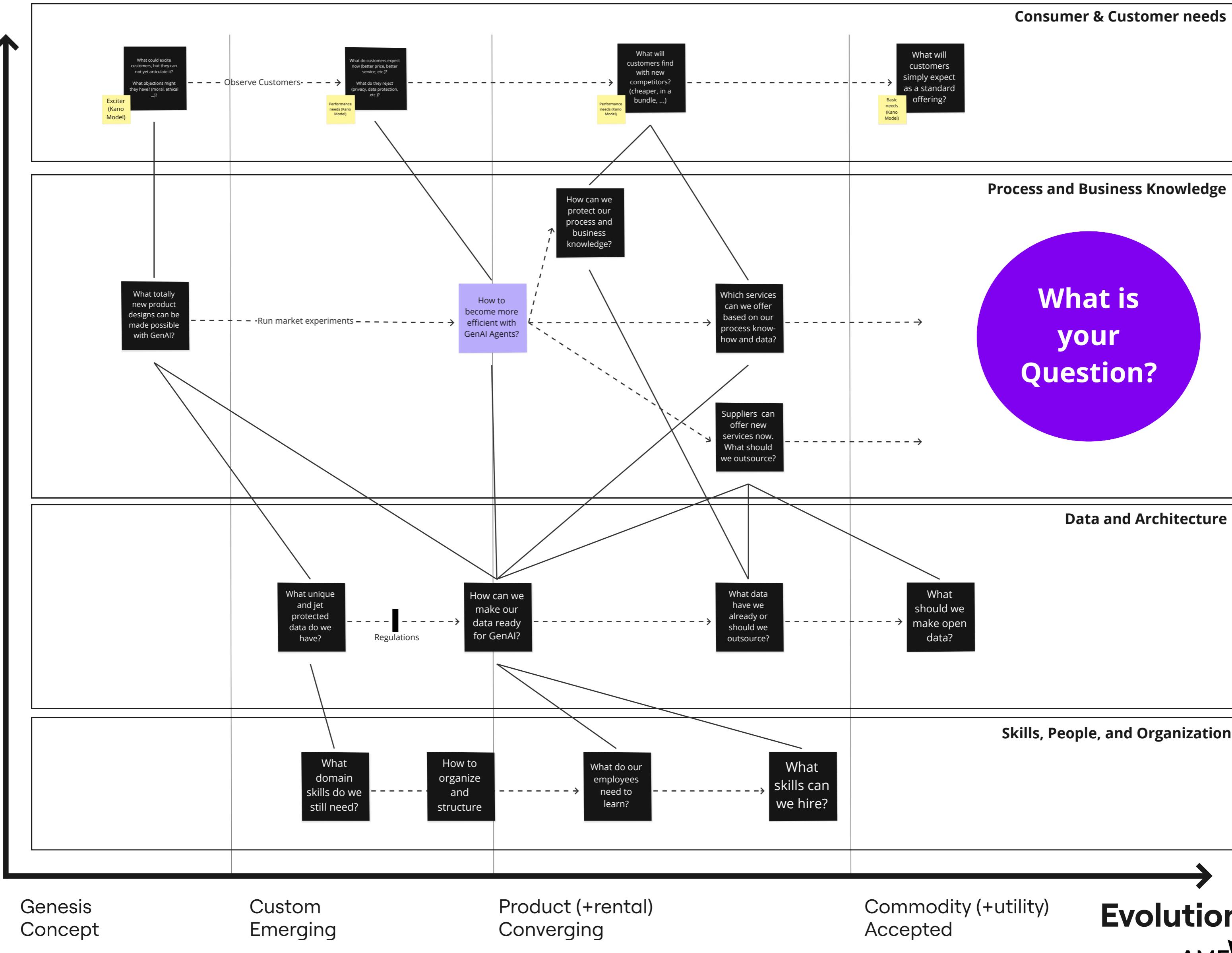
During a gold rush, the shovel sellers profit most

Value Chain / Higher-Order System

Invisible

Visible

Visible



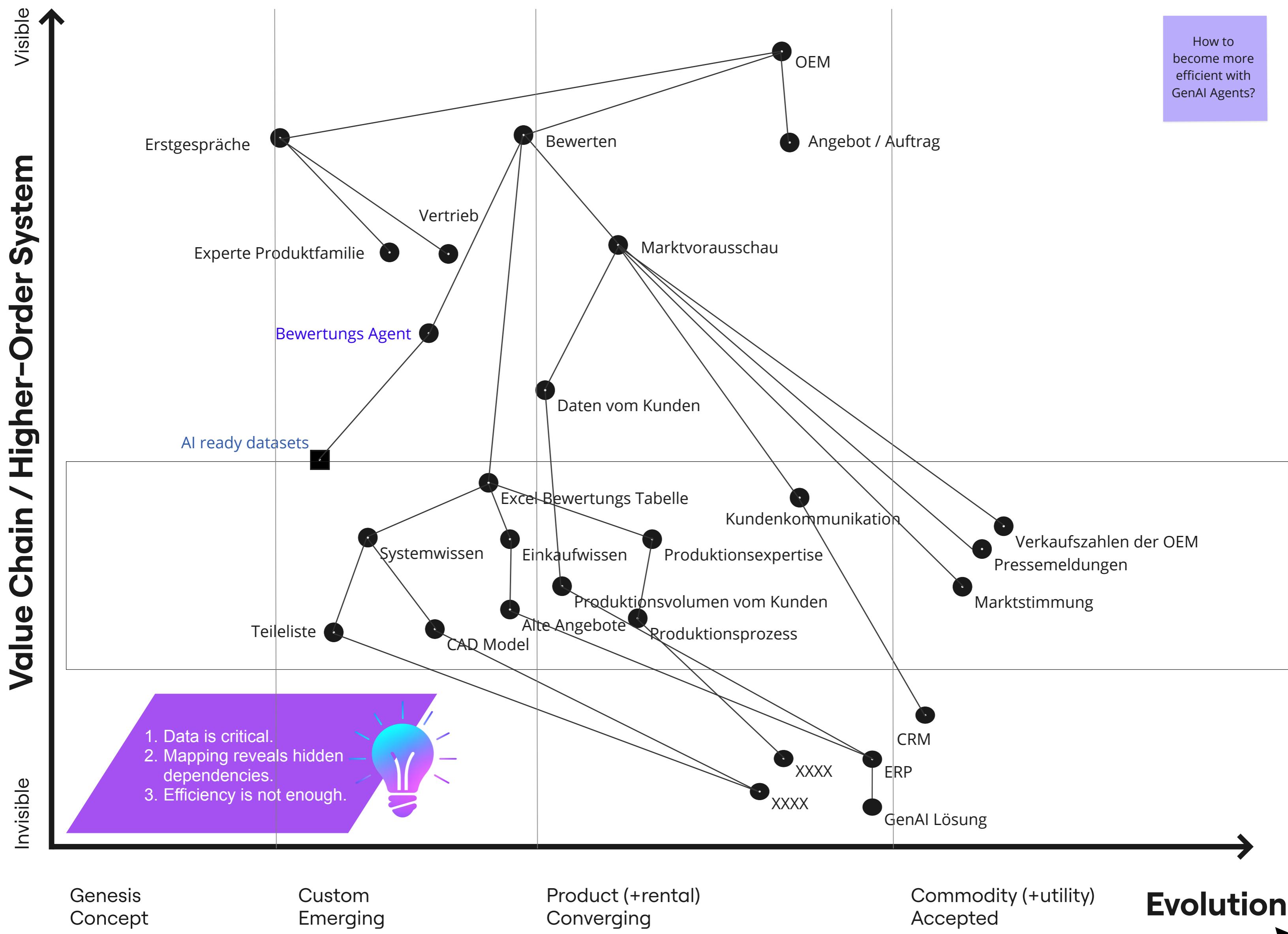
Genesis
Concept

Custom
Emerging

Product (+rental)
Converging

Commodity (+utility)
Accepted

Evolution



How to become more efficient with GenAI Agents?

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



Genesis Concept

Custom Emerging

Product (+rental) Converging

Commodity (+utility) Accepted

Evolution

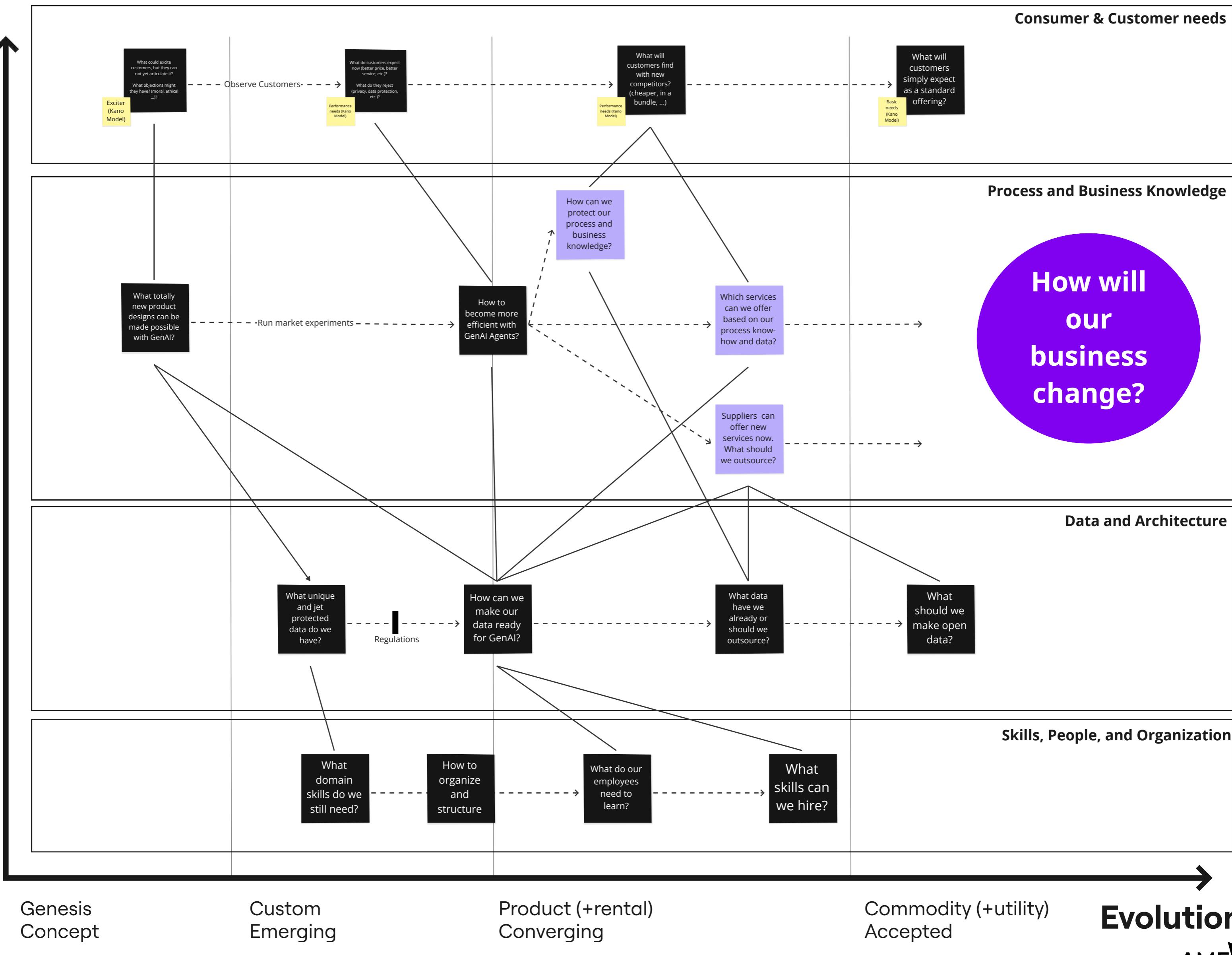
AME 3

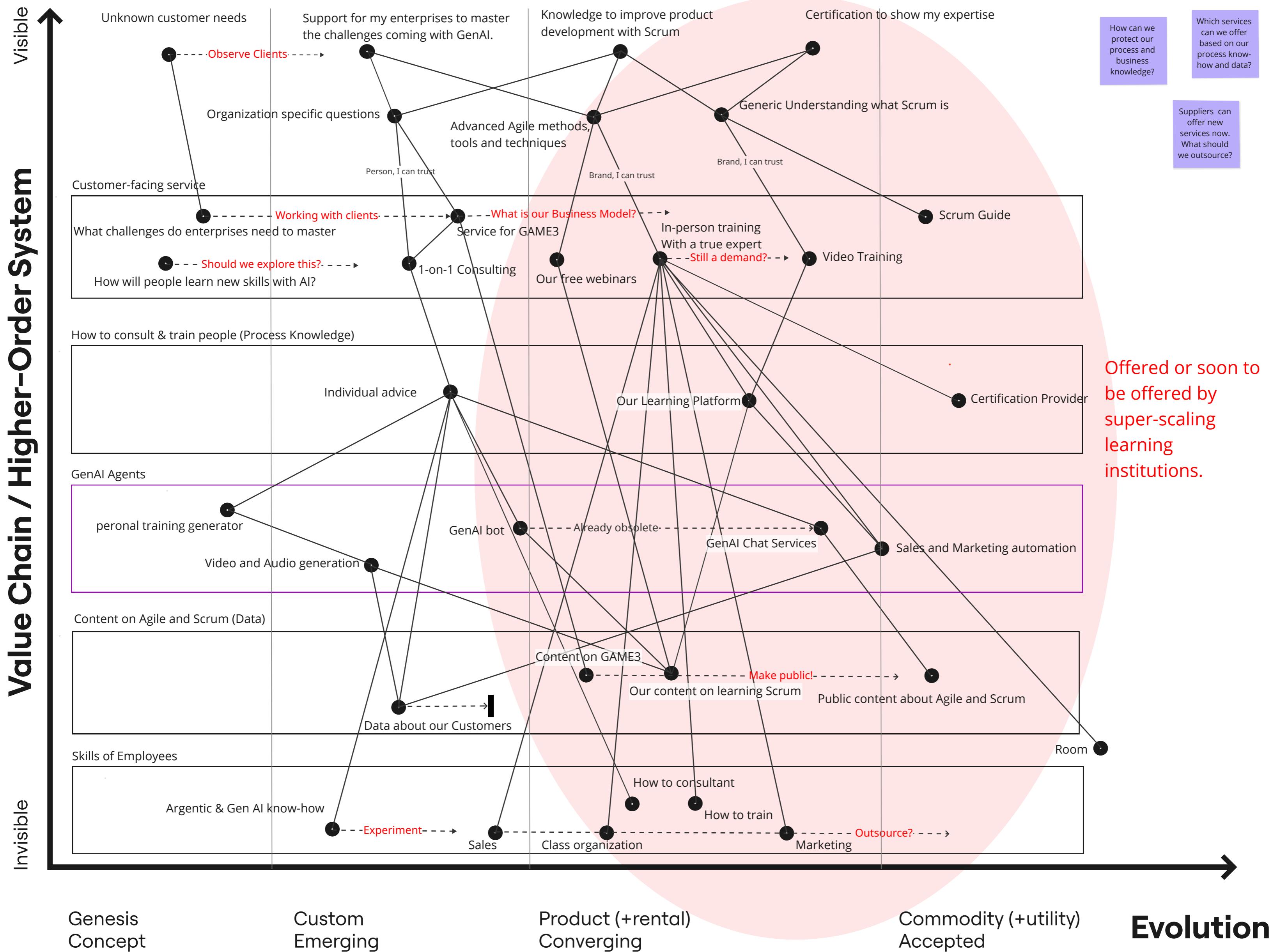
Value Chain / Higher-Order System

Invisible

Visible

Visible



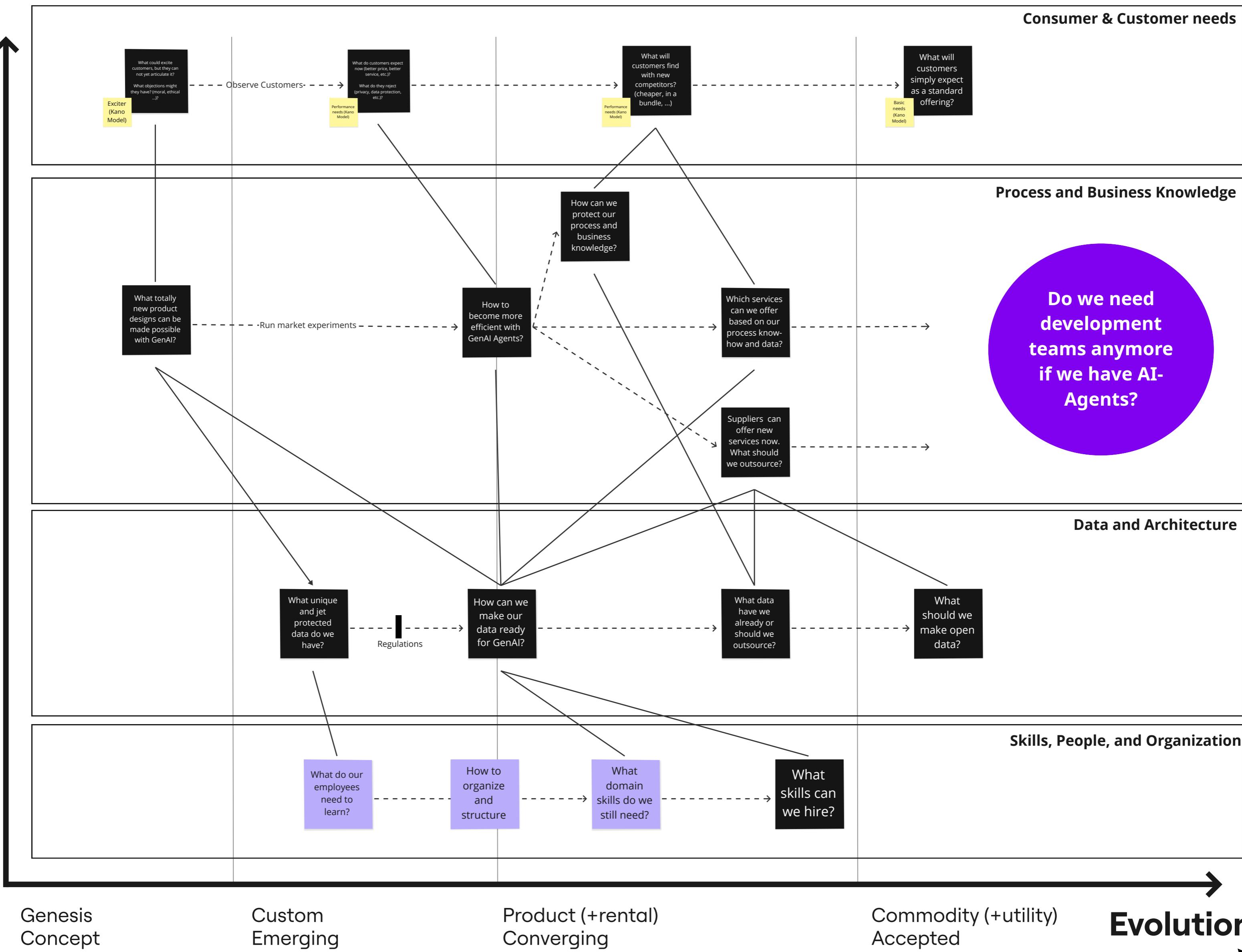


Value Chain / Higher-Order System

Invisible

Visible

Visible

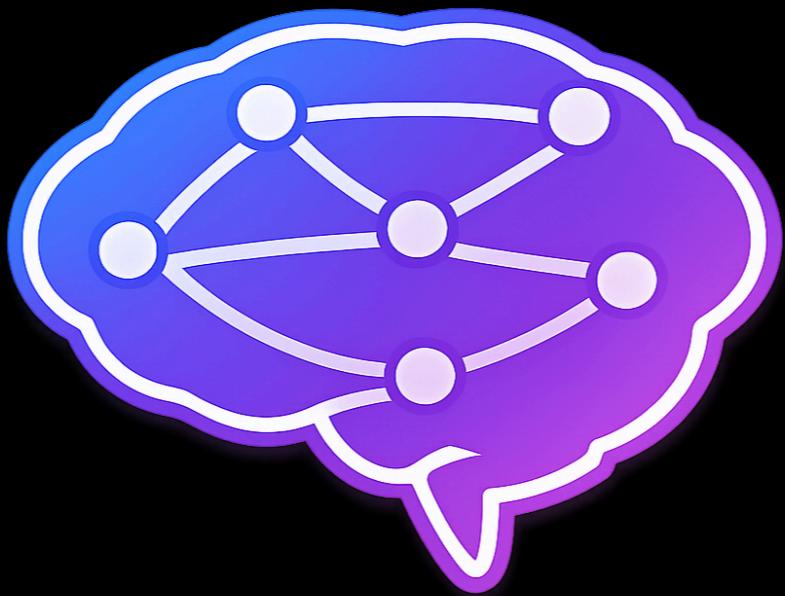




*Understand the Constraints
of your System*

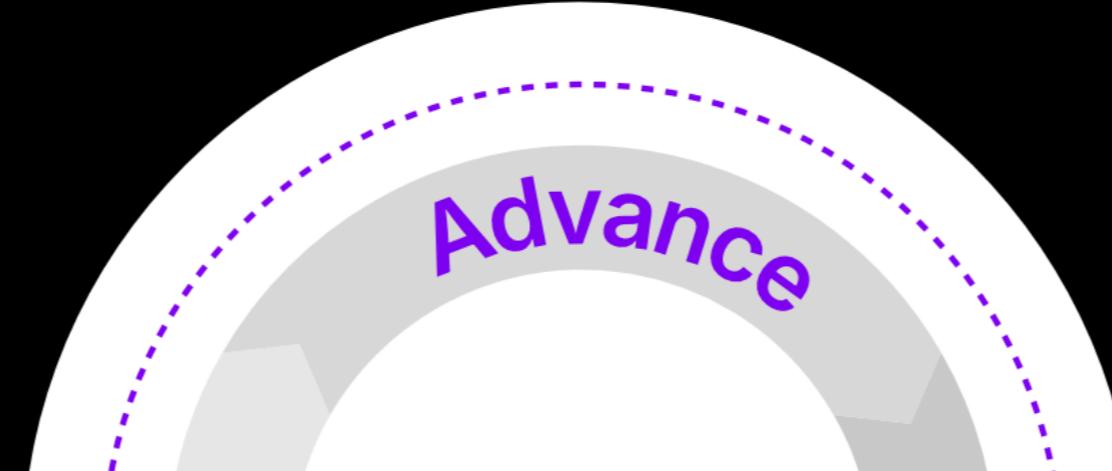
What GenAI has and still is constraining:

- 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?

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:

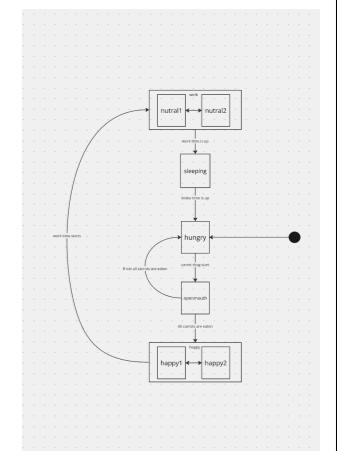
1. Set Up Your Project

1. Open Xcode and create a new project:



```
# 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
```

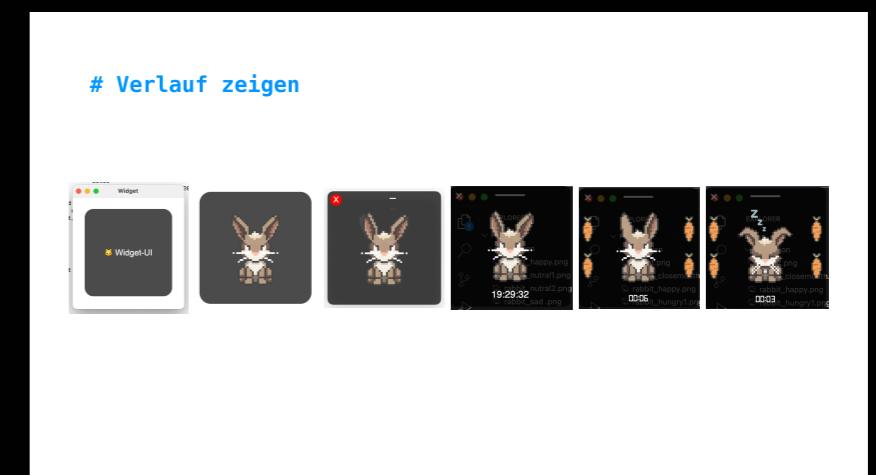
```
# Herausforderungen stellen
## Den Hasen die Karotten essen lassen
Drag and Drop Funktion

function handleDragStart(event) {
  ...
}

function handleDragEnd(event) {
  ...
}

function handleDragOver(event) {
  ...
}

function handleDrop(event) {
  ...
}
```

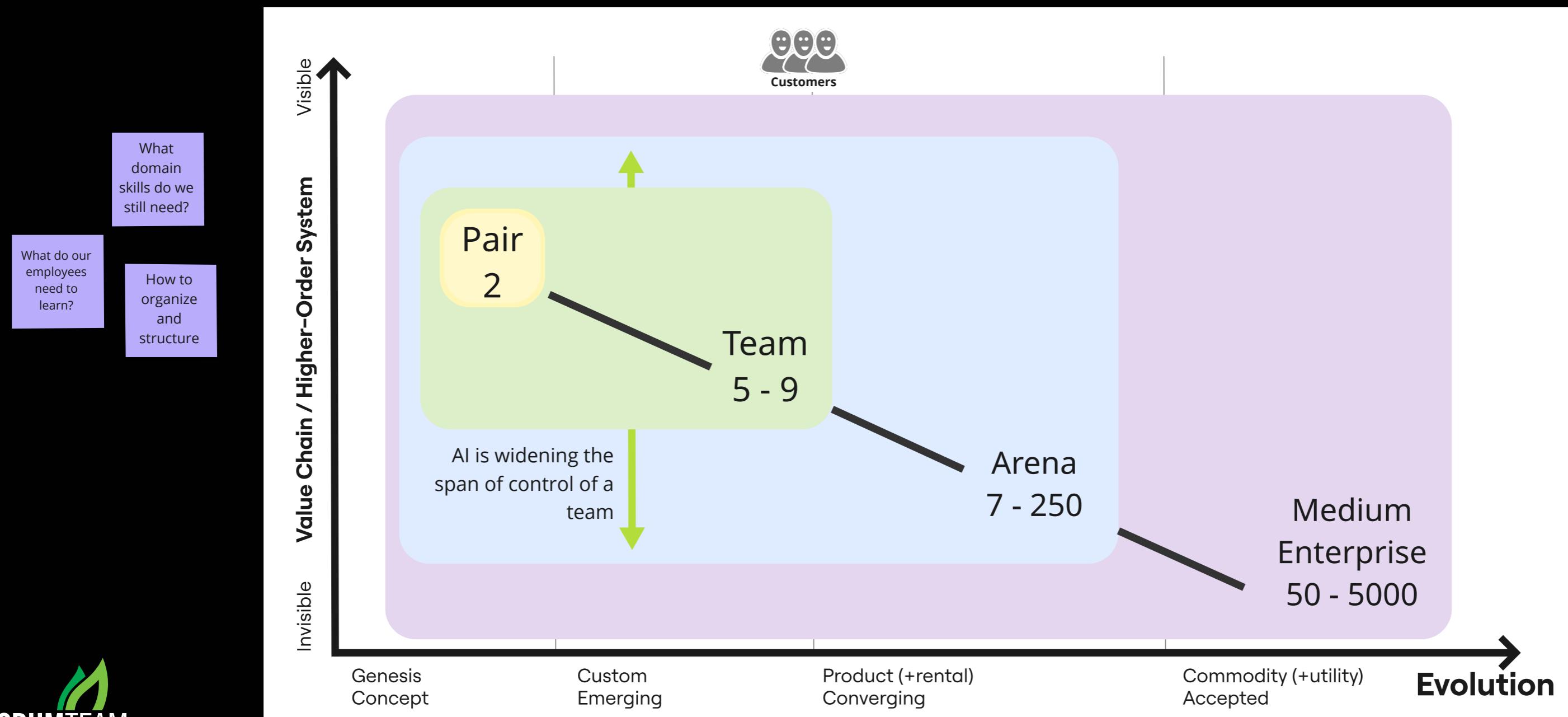




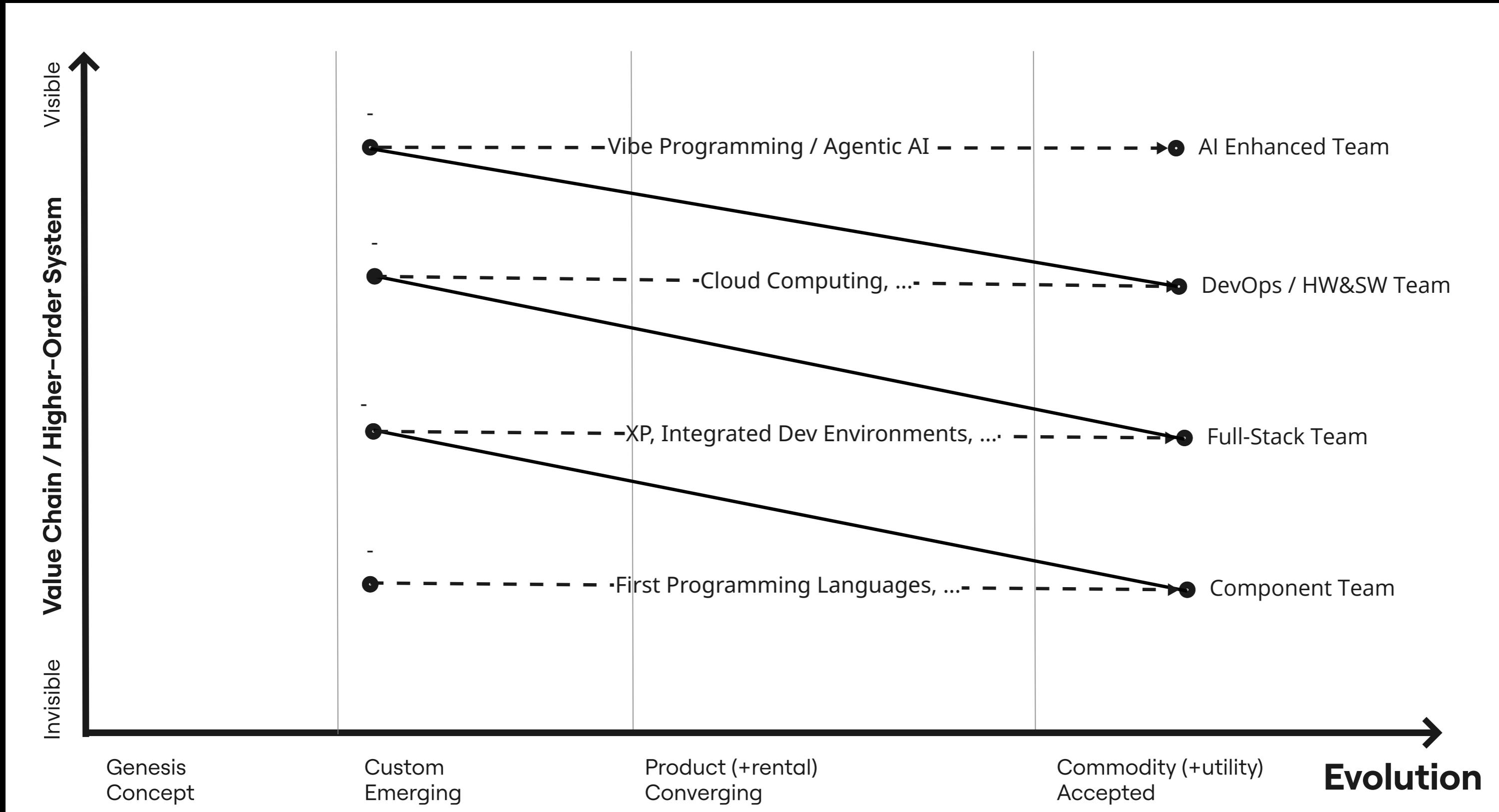
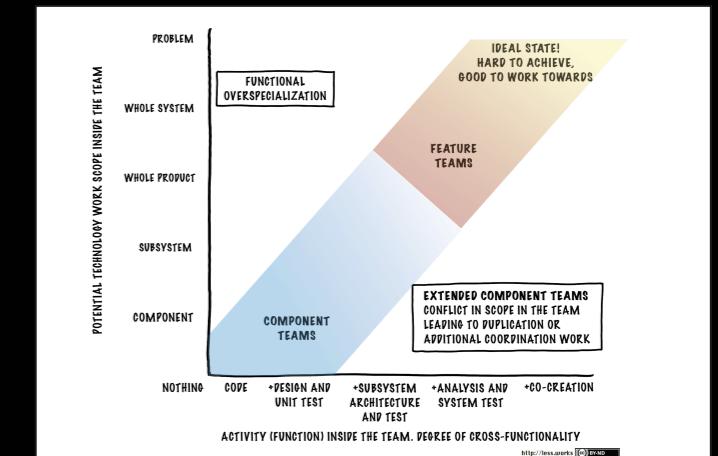
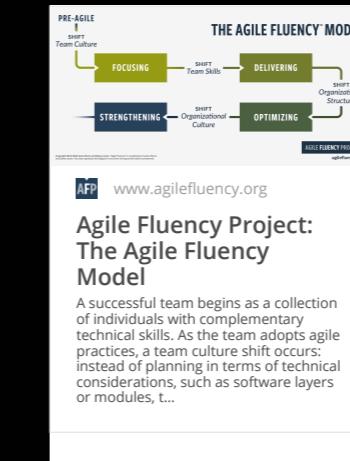
As soon as we invent a practice or tool that simplifies work, like GenAI, we immediately use it to stay at the maximum level of complexity we can manage.

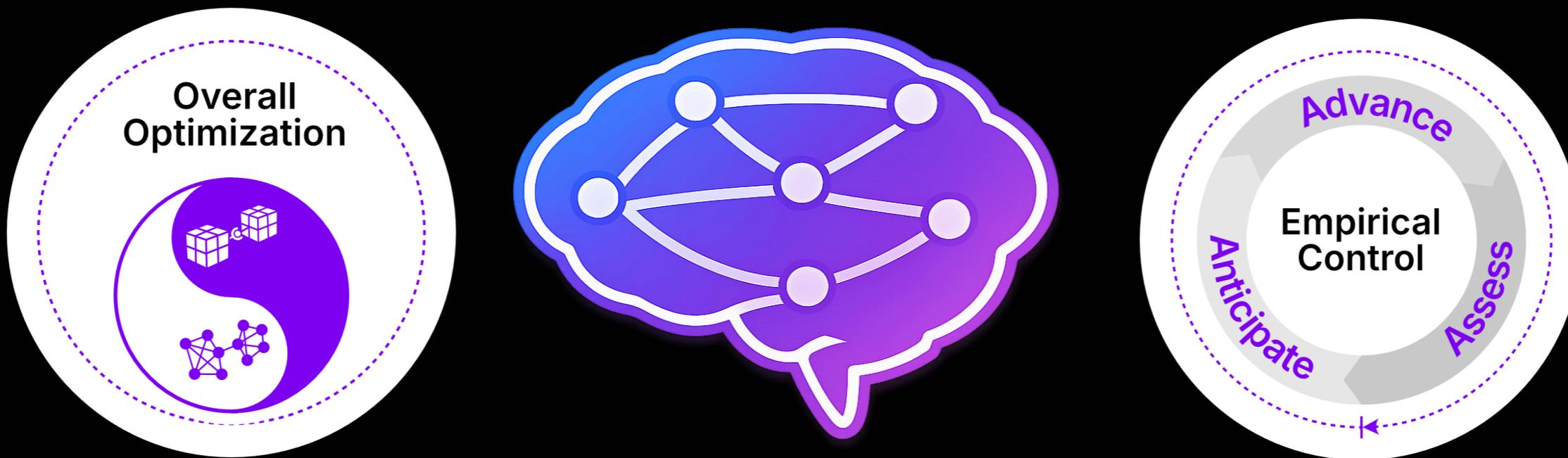


GenAI accelerates the evolution of services & products. But the patterns of social systems will remain.



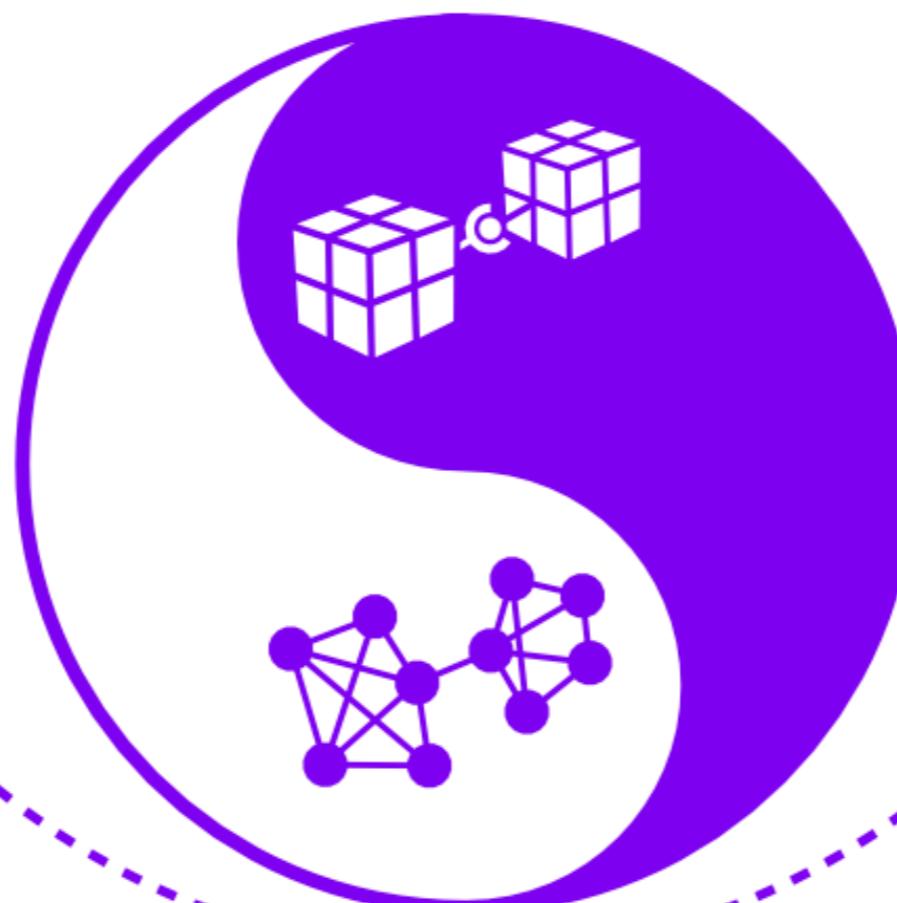
The AI Enhanced Team





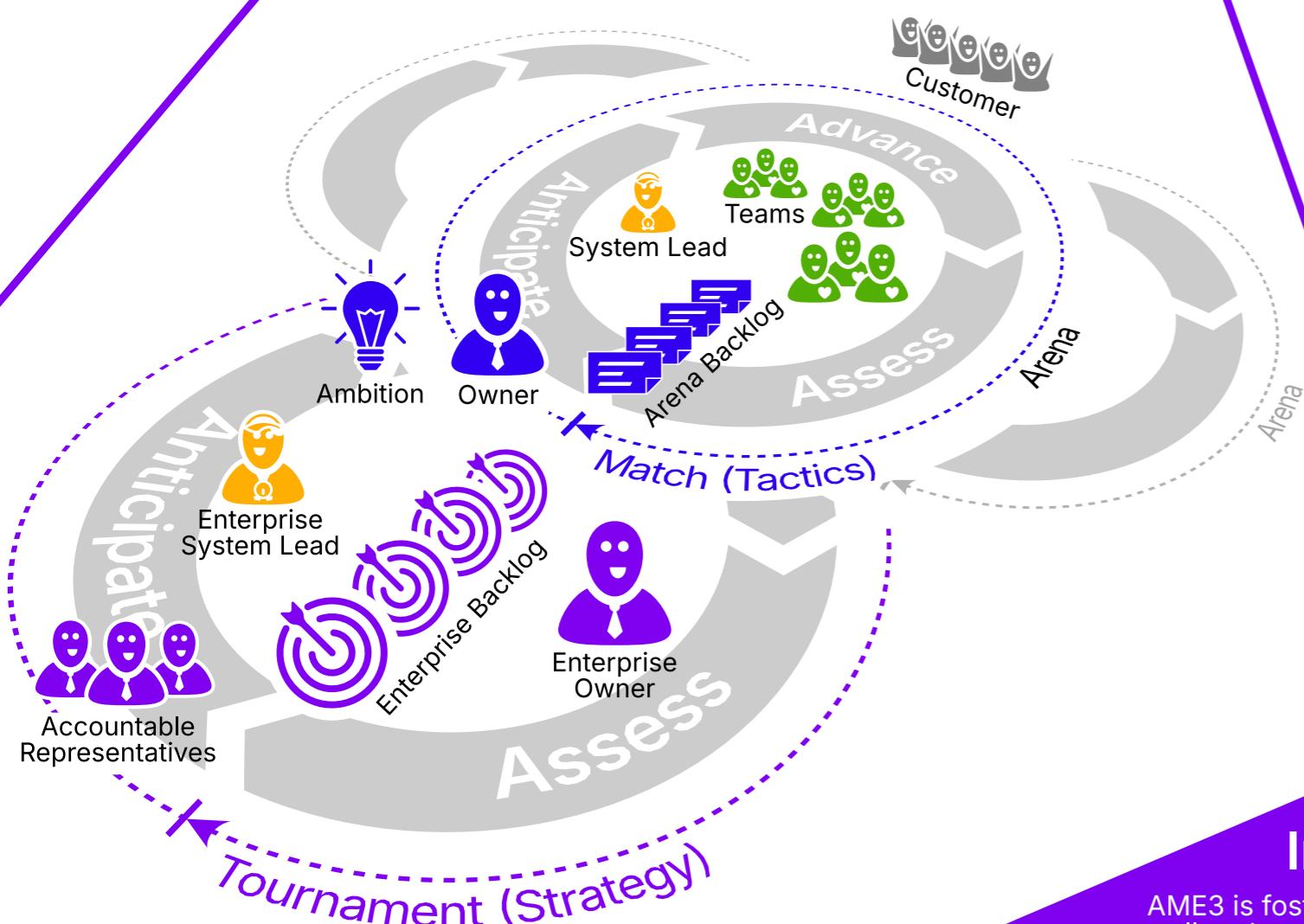
Strategic Loop First

Overall Optimization





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



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

System

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

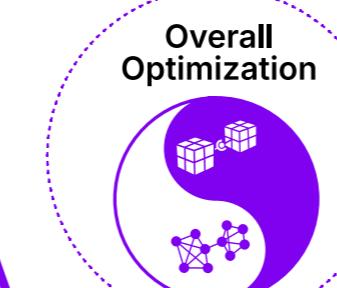
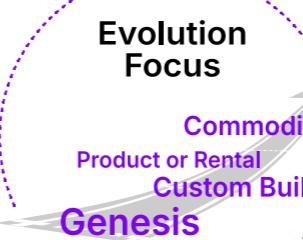
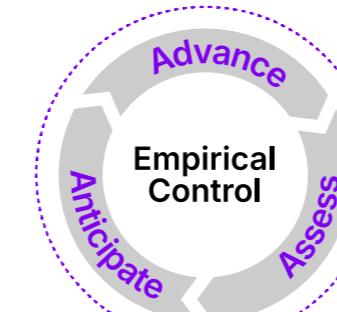
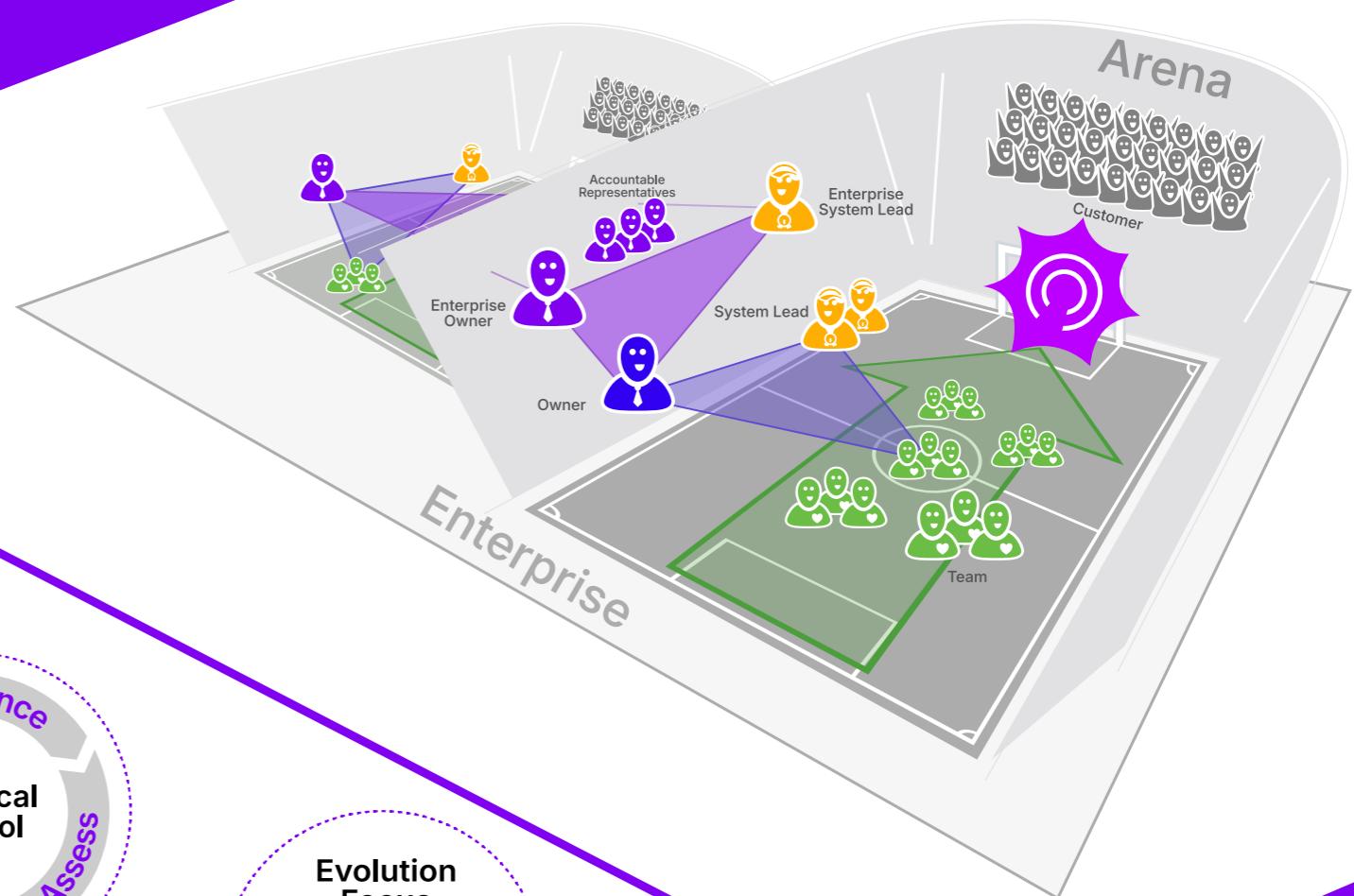
Leadership

Rules

Strategy

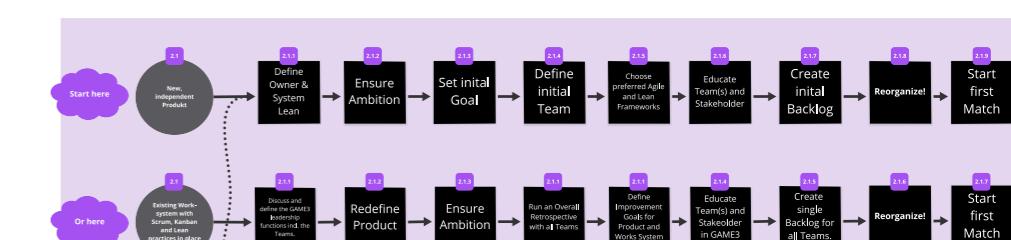
Interplay

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.

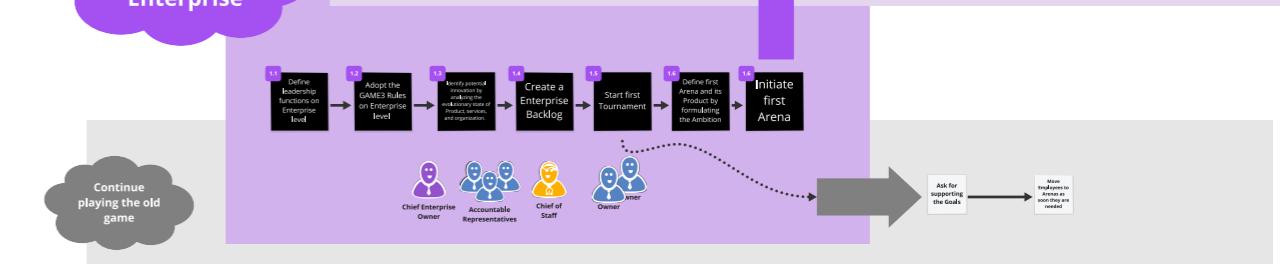


Playbook

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



1. Start the Game for the Enterprise
2. Start the Game in an Arena



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

Gerald Weinberg



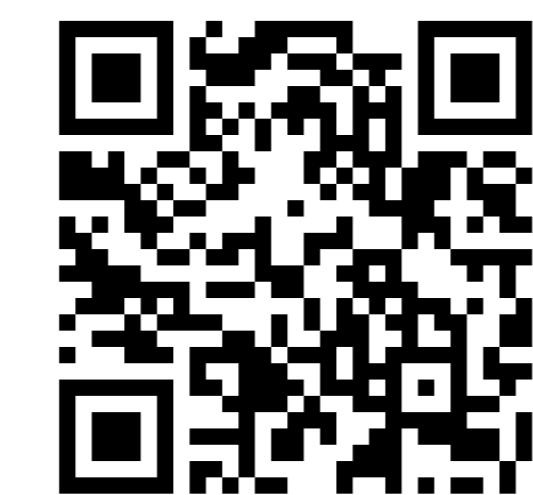
We can't say how our business will change because of GenAI, but we can develop a strategy now.



Empirical control at the enterprise level is the best safeguard.



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



AME3.info



Peter Beck
[CurlyPeter](https://www.linkedin.com/in/curlypeter/)

