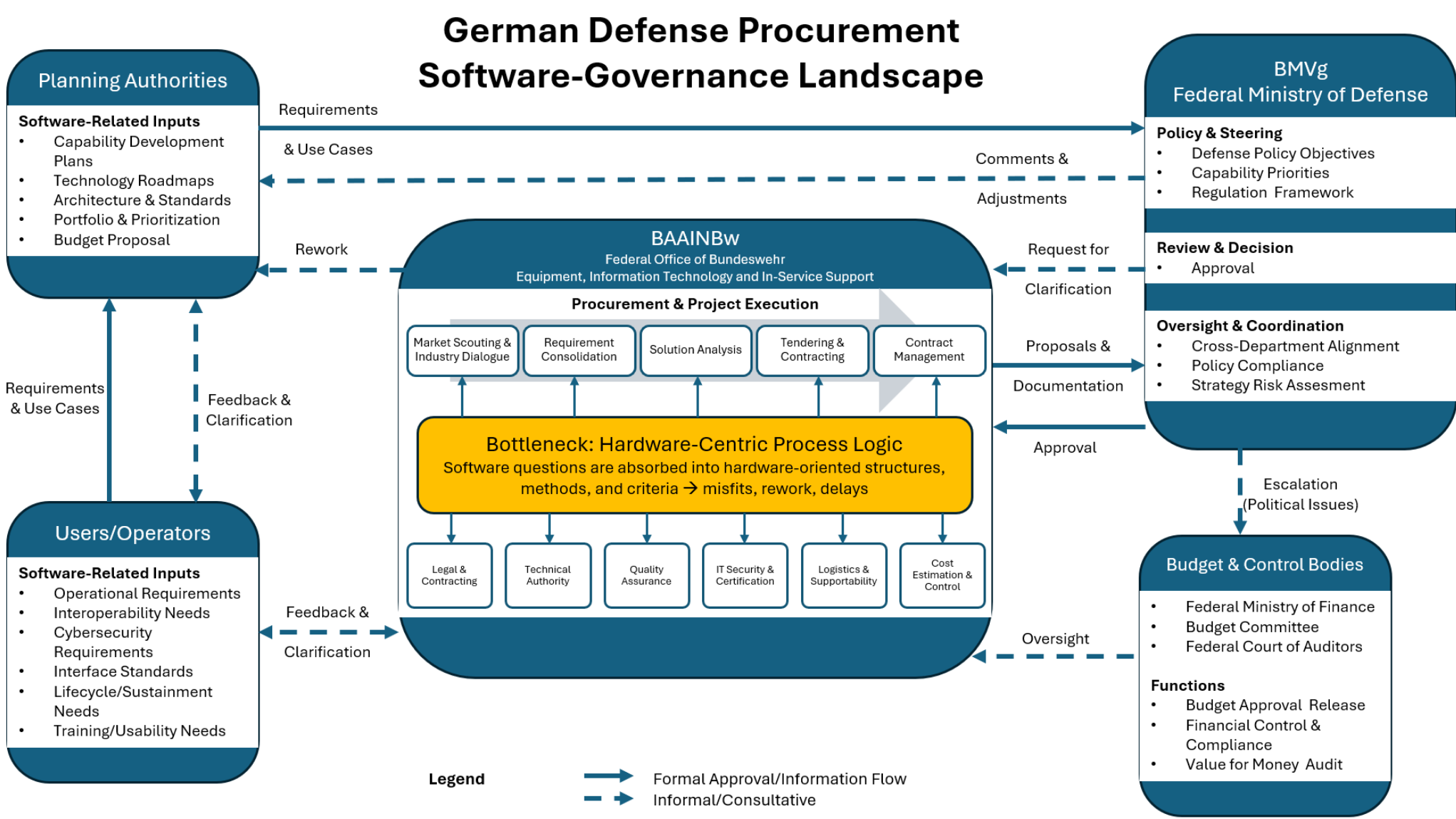


Abstract

This thesis examines why agile software acquisition remains difficult within the German defense procurement system and argues that these difficulties result from the interaction of structural, legal, and cultural constraints rather than from any single rule or institution. It evaluates both the sources of systemic inertia and the transferability of selected U.S. mechanisms to Germany. The findings show that recent reforms, including acceleration measures and the 2024 framework, improved procedural speed but did not overcome deeper barriers to agile software acquisition. These barriers include fragmented software governance, hardware-oriented process logic, limited specialized capacity, and an oversight model that still prioritizes ex ante control. The thesis concludes that Germany should treat software acquisition as a distinct procurement problem. It recommends consolidating software governance within the procurement system and clarifying a software-specific path, making agile practice more tangible.

Methods

- Theoretical and empirical comparison
- Organized document analysis
- Analyzing:
 - the body of research on defense procurement in Germany and the US
 - Government regulations and official reports
- Comparative framework looks at processes (requirements development, budgeting, program management, and oversight)



Results & Impact

- **Key findings:** Agile software acquisition in German defense procurement is hindered by systemic inertia, fragmented governance, and a hardware-centric procurement logic.
- **U.S. comparison:** The U.S. Adaptive Acquisition Framework is not a blueprint for Germany, but it provides useful orientation through its software-specific pathway, iterative releases, and continuous user feedback.
- **Recommendations:** Germany should strengthen software governance, define a clearer software-specific path, and support implementation with an internal software playbook and pilot projects.