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GOTO Copenhagen 2023

#GOTOcph

Wardley Mapping Strategy @ BigCorp: A True Story

GOTO Copenhagen 2023
October 4, 2023

Erik Schön
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#GOTOcph @erik_schon



How do you get to something like this in 3 half-day workshops online?

Value Chain Evolution:

- Uncharted:**
 - Team 1:** LTE Network Enhancement, Device Enhancements
 - Team 3:** Local Apps
- Custom Built:**
 - Team 4:** Store, App Certification
 - Team 8:** Bespoke, Control Room Connections
- Product (+ rental):**
 - Team 2:** Ambient, D2D, P2P, P2MP
 - Team 7:** Device Certification, Device
 - Team 9:** Network Statistics, Fault Visualisation, MDM / MAM
- Evolution:**
 - Team 5:** User, Emergency Function, Job Dispatch, Telephony, Messaging, Core Apps, Stats, CO
 - Team 6:** Secure Data Service, Location Services, Mobile Network, Radio Site Coverage
 - Team 10:** System Support Service, Billing, Purchasing

Methods:

- Light Blue: build in-house with Agile techniques
- Dark Blue: use off the shelf products, Lean
- Purple: outsource to utility suppliers, Six Sigma

Finance:

- Blue Circle: Venture Capital
- Green Circle: Outcome
- Purple Circle: COTS / FIXED
- Red Circle: Unit / Utility

Industrialised:

- Culture:**
 - Pioneers
 - Settlers
 - Town Planners
- Organisation:**
 - Process & Financial Flow (Solid Blue Line)
 - Strategy (Dotted Red Arrow)

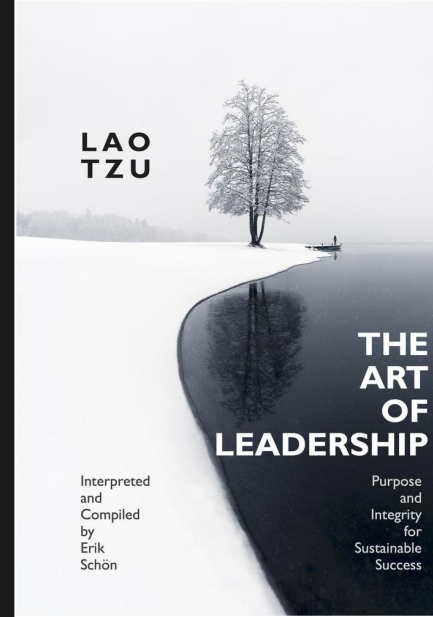
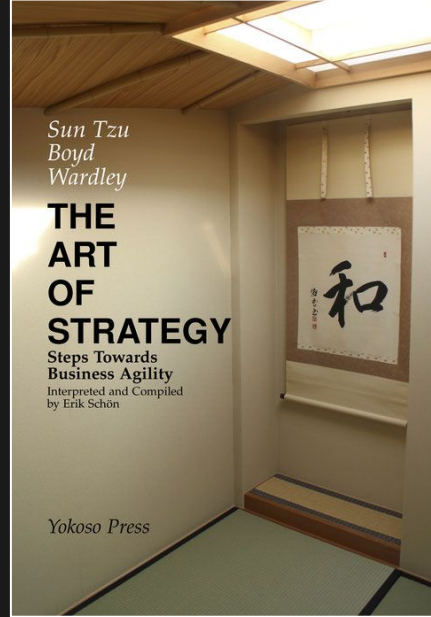
Legend:

- Green Dot: Duplication

Source: Rebooting GDS by Simon Wardley (@swardley)

WE INTERRUPT THIS PROGRAM FOR A
COMMERCIAL BREAK

ERIK SCHÖN



Hacker
Software Researcher
System Engineer
Product Manager
Inventor
Manager
Leader
Executive
Speaker
Writer

ERICSSON 

NETENT

 framfab

 Erlang
Solutions



130+ people
Founded 1999
London
Stockholm
Kraków
Budapest
Americas

Consultants
Services
Products
Training
Support
Conferences

Part of **TRIFORK**
1300+ people in EU & US
Founded 1996

2x FASTER
10x BETTER
10x SAFER
10x MORE for 10x LESS

**Erlang
Solutions**

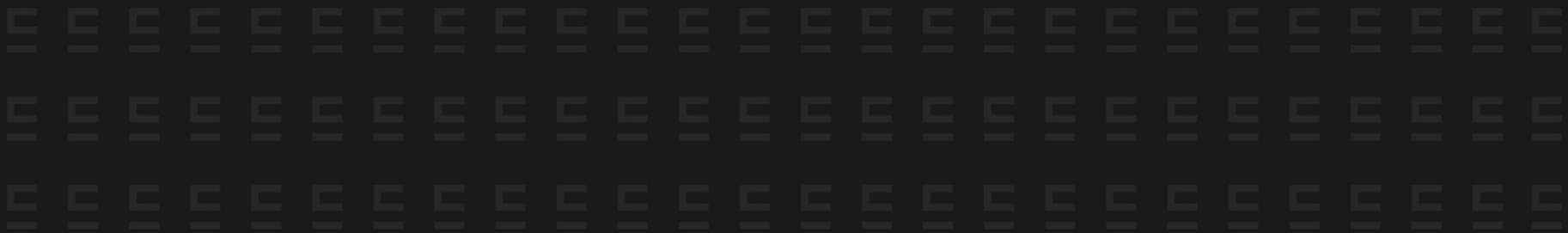
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ERICSSON


mastercard.
Telia
Klarna.


CISCO


WhatsApp



The story you are about to hear is true.
The names have been changed to protect the innocent.

THE PLOT

A 100+ year old multinational European incumbent with 20,000+ employees.

A new company strategy in a 70+ page slide deck.

A mission to develop the necessary capabilities to support the company strategy.

THE CAST

A multinational senior management group reporting to the company executive group.

A skilled and experienced organization coach and facilitator: **Michael Göthe @ Crisp.**

A skilled and experienced executive and strategist: yours truly.



THE SCRIPT

3 half-day workshops online using Miro in order to collaborate and visualize strategy.

Remote homework/fieldwork in pairs and as a group in order to practice doing strategy.

Regular online check-ins with key stakeholders in order to keep the trust.

ACT 1: Agree To Collaborate

Explain how to visualize strategy using Wardley Mapping.

Show how Wardley Mapping can help connect strategy and capabilities.

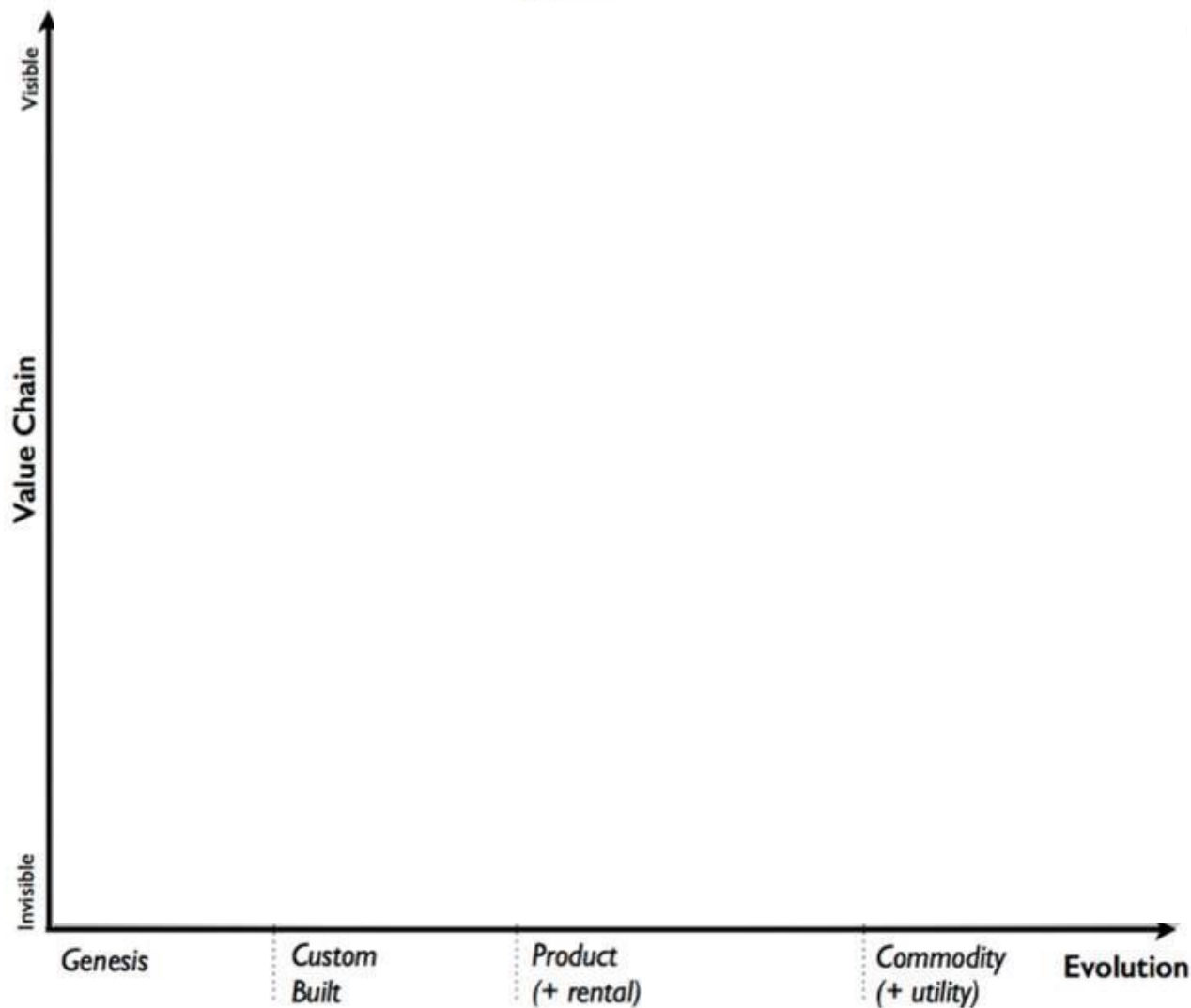
Use a concrete example of how to decide what to build, buy and outsource.

Visualizing the Business Environment to Guide Strategic Choices and Development of Capabilities using Wardley Mapping

X-ber YY, 202z

Erik Schön
Managing Director Nordic





Visualize evolution and guide choices

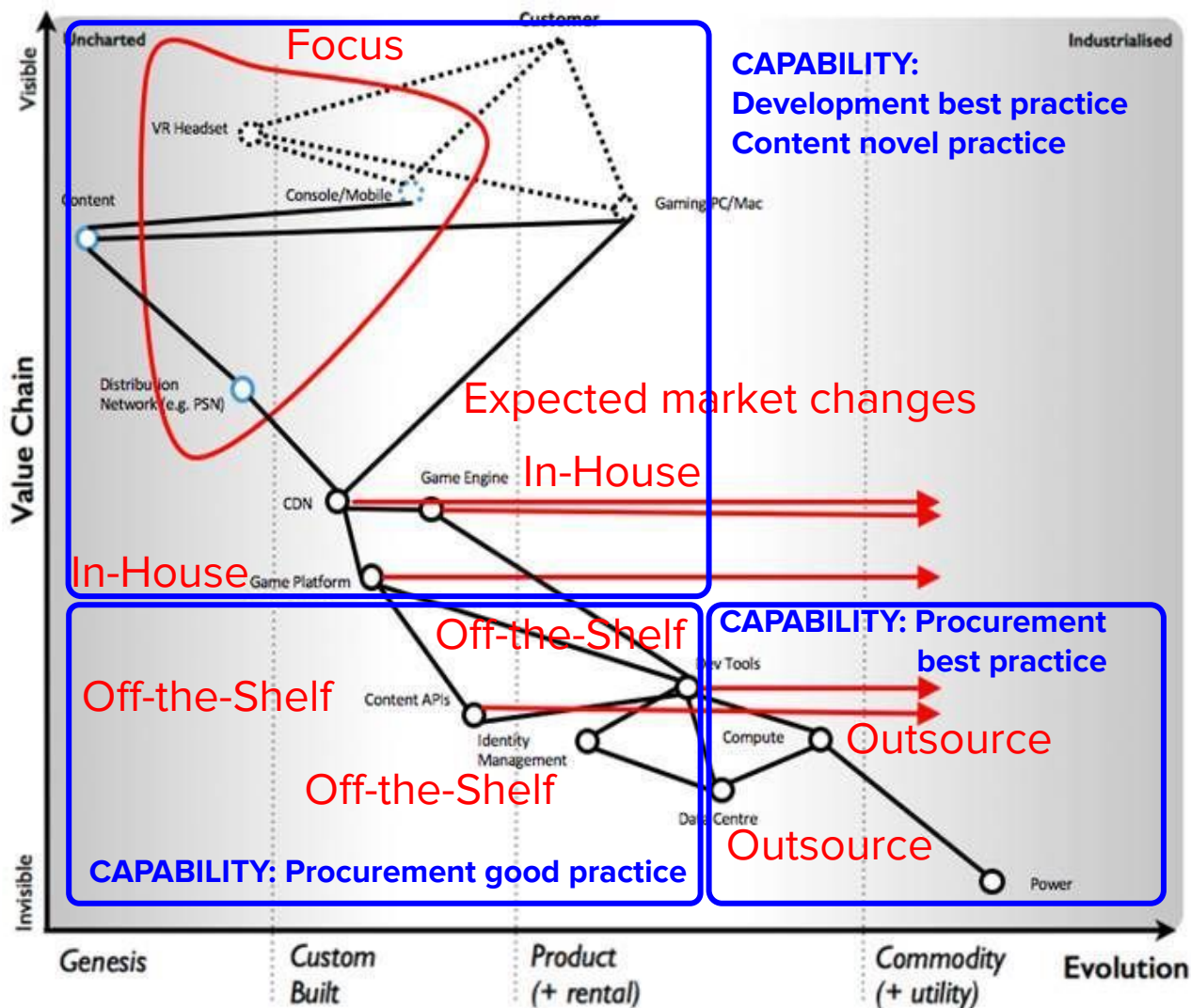
What do our customers need?

Where's our market position?
Where's competition today/tomorrow?

Where's technology today/tomorrow?

Where do we focus?
What moves do we make,
e.g. in-house/off-the-shelf/outsource?

What capabilities do we have/need?
How do we work today/tomorrow
How do we organize today/tomorrow?



Visualize evolution
and guide choices

EXAMPLE: Gaming



REFERENCES

BLOGS

McDermott: [Maturity Mapping](#)

Wardley: [An Introduction to Wardley Mapping](#)

BOOKS

Schön: [The Art of Strategy](#)

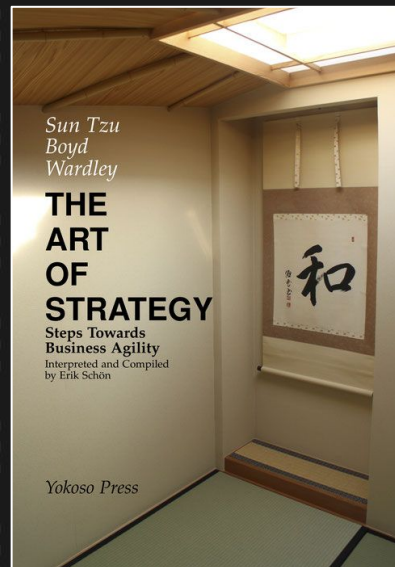
Wardley: [Wardley Maps](#)

VIDEOS

Lamb: [Investing in Innovation](#)

Schön: [The Art of Strategy](#)

Wardley: [Crossing the River by Feeling the Stones](#)



ACT 2: Strategy 101, Miro and Canvas

Recap Strategy 101 including the importance of situational awareness.

Learn Miro tool for online visualization and collaboration.

Prepare Wardley Map Canvas together: purpose, scope, users, user needs, value chain.

STRATEGY - Why, What, How CAPABILITIES

X-ber YY, 202z



Erik Schön
Managing Director Nordic

Why Strategy?

**Sustainably thrive
in a world where
the rate of change
will never be slower
than today!**



What is Strategy?

The art of
shaping an environment
to gain a desirable outcome



Strategy - How?



1. Secure situational awareness
2. Make choices of direction
3. Make decisions and actions in that direction
4. Repeat 1-3 regularly

“In real life, strategy is actually very straightforward. You pick a general direction and you implement like hell.”

CAPABILITIES

A **CAPABILITY** is the ability or capacity an organization may possess or need to achieve a specific purpose or outcome

Capabilities are

- unique and independent from each other
- descriptions of what a business does
- abilities to fulfill a need of a customer/user
- abilities to fulfill a need of another capability

Capabilities are NOT

- processes
- services
- functions
- technologies

Miro Basics

Doing hands-on Miro exercise individually



Toggle between select items (arrow) and move board (hand)

Create a text area

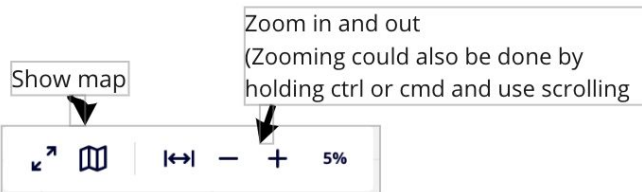
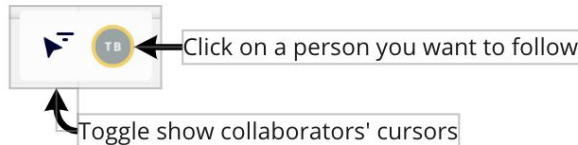
Create a post-it note - a popup will give you choice of colors

Create a figure - a popup will give you choice of shapes

Create a connector - a popup will give you choice of kind

Free hand drawing - a popup will give you choice of pens

Make a comment



Wardley Mapping Canvas

1. Purpose

What is your purpose? Why does this organization or project exist?

2. Scope

What is it that you are mapping? What does it include? What does it not include?

3. Users

Who uses or interacts with the thing you are mapping?

4. User Needs

Copy your users over. What do they need from you? What is each user's journey?

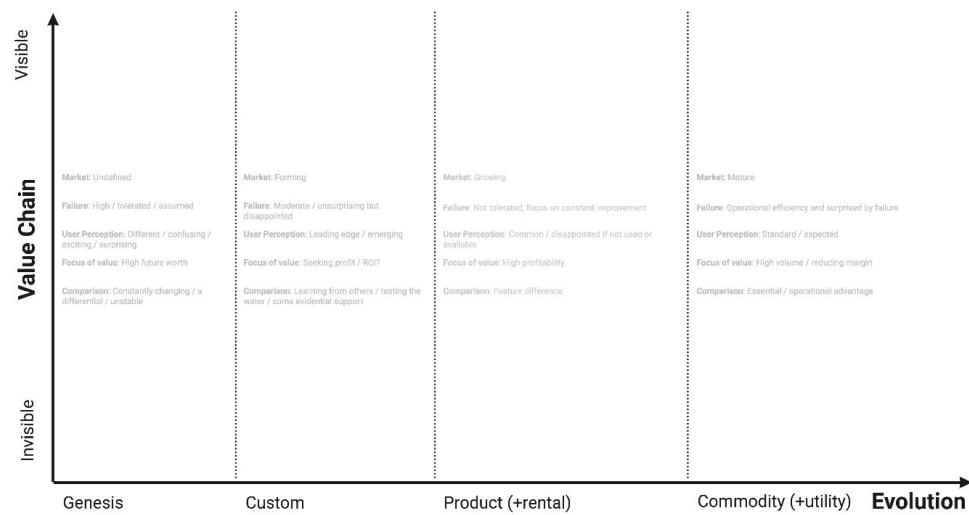
5. Value Chain

Visible
↑
Value Chain
↓
Invisible

Copy the users over, with their needs underneath. What sorts of things do you need to be doing to fulfill those needs? Arrange them according to dependence — create a value chain.

6. Map

Copy the value chain over. Use the evolutionary characteristics to decide where to place each component along the horizontal axis (Evolution).



Using
[@HiredThought's](#)
[Wardley](#)
[Mapping](#)
[Canvas](#)



Wardley Mapping Canvas

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What is your purpose? Why does this organization or project exist?



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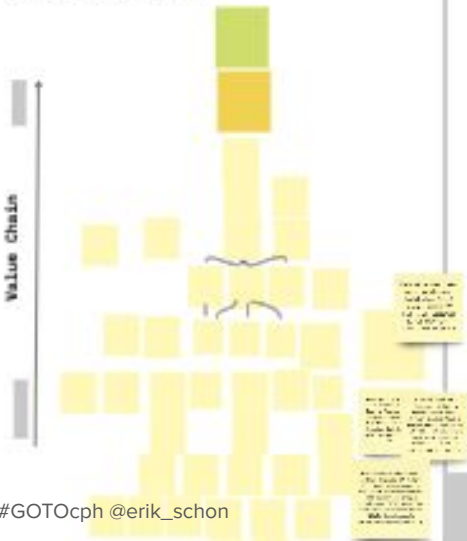
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Walking through the steps of the Wardley Mapping canvas together

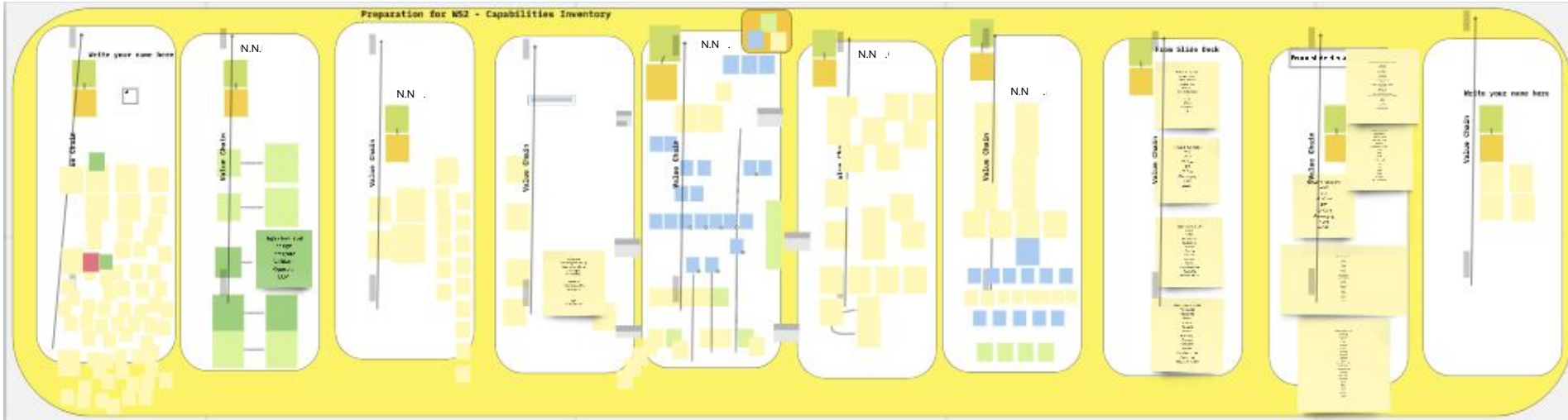
ACT 3: Prepare a Wardley Map Together

Recap of capabilities and value chain in the Wardley Map Canvas.

Prepare a Wardley Map together.

Avoid going into details and actions *before* situational awareness and strategic choices.

Value chain homework/fieldwork in order to engage with Wardley Mapping



6. Map

Copy the value chain over. Use the evolutionary characteristics to decide where to place each component along the horizontal axis (Evolution)

**Wardley Map
for a selected
business-to-consumer
service**



ACT 4: Strategic Decisions

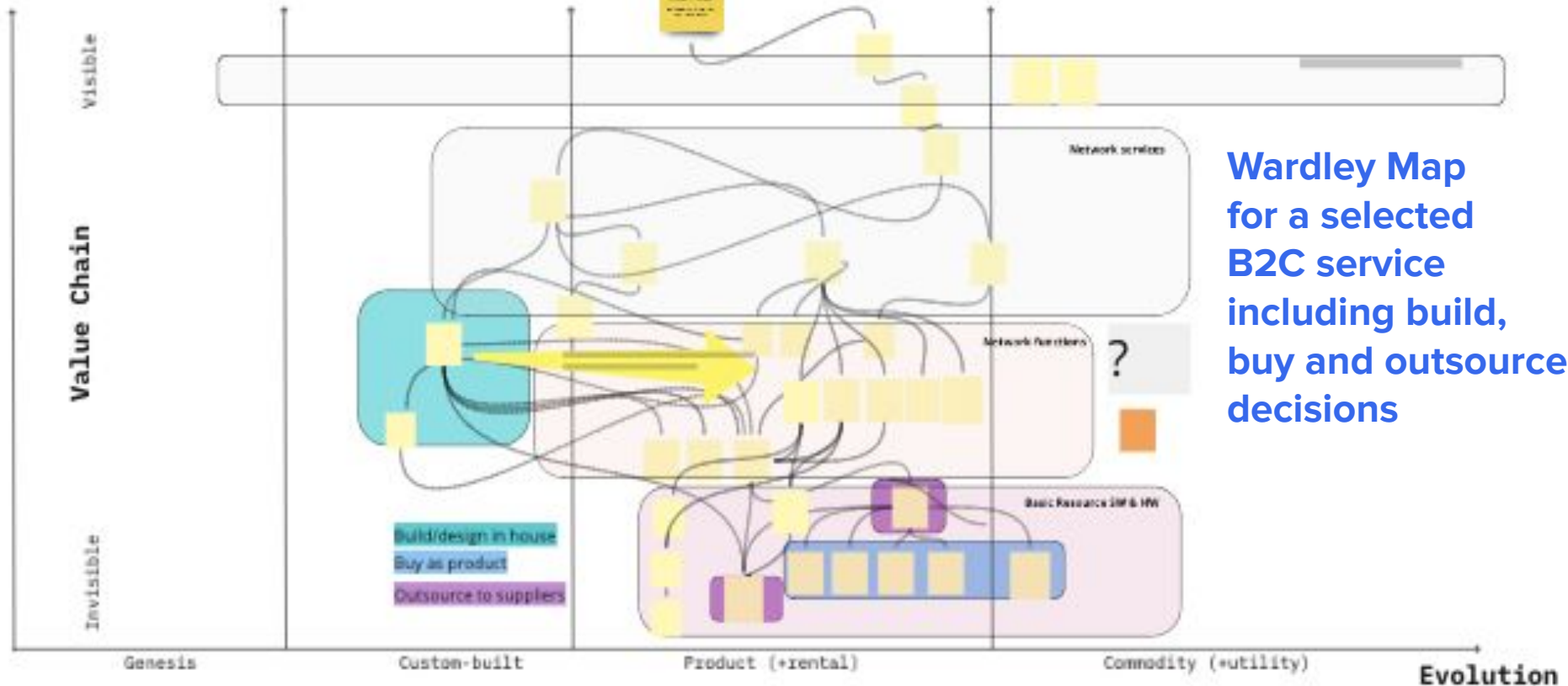
Repeat capabilities, Wardley Mapping and the importance of a common understanding.

Highlight that what to build, buy or outsource are strategic choices based on the map.

Avoid going into details and actions *before* situational awareness and strategic choices.

6. Map

Copy the value chain over. Use the evolutionary characteristics to decide where to place each component along the horizontal axis (Evolution).



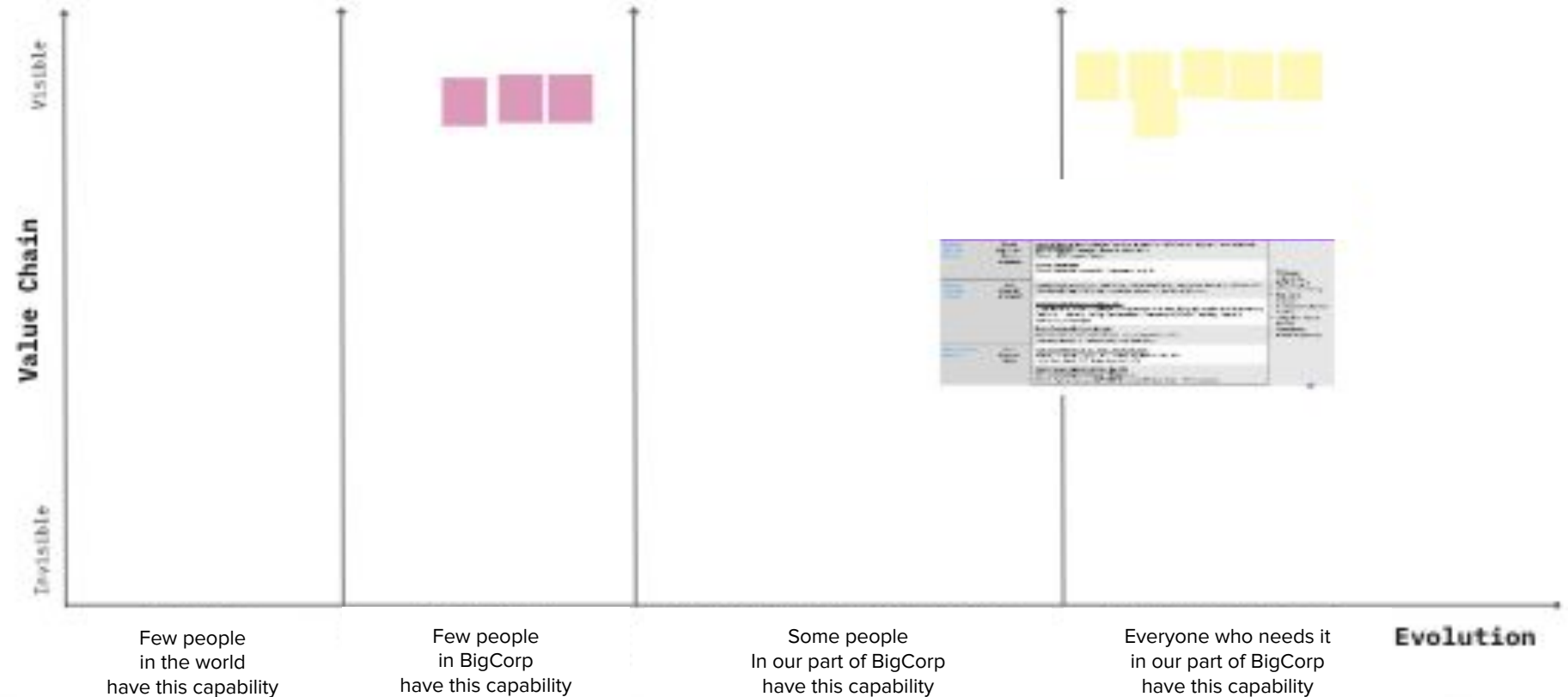
**Wardley Map
for a selected
B2C service
including build,
buy and outsource
decisions**

6. Map



Wardley Map of capabilities for a selected technology component

re to place each



REVIEWS: Observations from Participants

This is complex matter and needed deeper understanding of BigCorp's current situation.

Good to have a common framework to set the scene and guide the discussion.

The model is thought provoking; what are the questions we are trying to answer?

Helps us take the bigger picture first.

How to progress in the critical areas? List the big questions for these areas.

The model helps us to think.

The model gave insights and advice how to tackle the future.



To be continued ...

LEARNINGS

Covid-19 matters: all workshops 100% remote in Teams + Miro

- Teach and let participants try Miro early on and learn/beware of Teams' quirks.
- Prepare even more detailed script than usual and be ready to improvise.

Context matters: differences across countries, services and technologies

- Practice Wardley Mapping so that each participant can prepare their own map.
- Avoid getting into detailed actions too early, see the landscape together first.

Practice matters: learn by *doing* strategy as much as possible

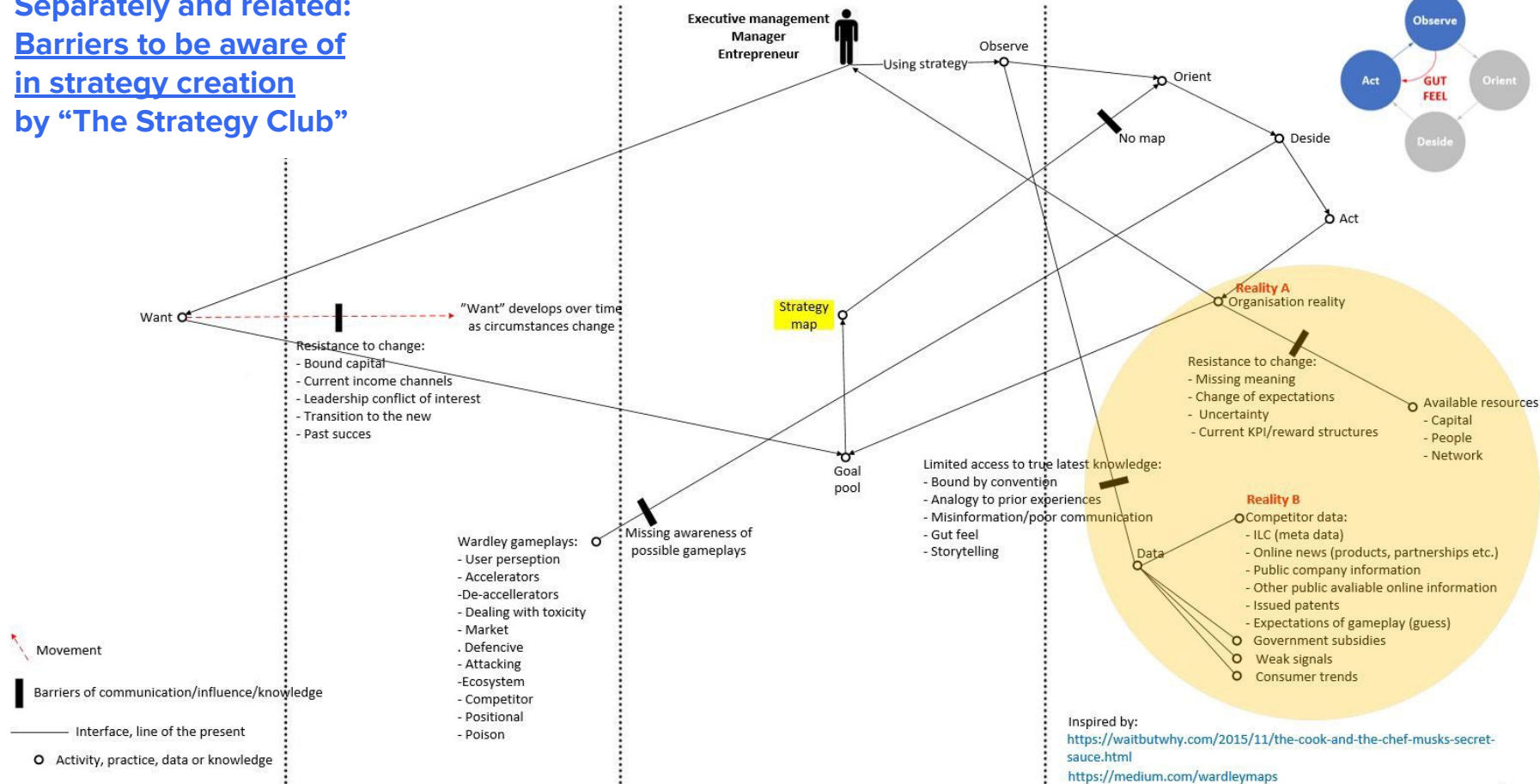
- Secure participants calendar time for doing homework/fieldwork, read, watch, prepare.
- Spend less time on explaining the theory/model, even more time doing it - together!

Separately and related: Barriers to be aware of in strategy creation by "The Strategy Club"

Value Chain

Visible

Invisible



Concept

Hypothesis


Theory

Accepted

Evolution

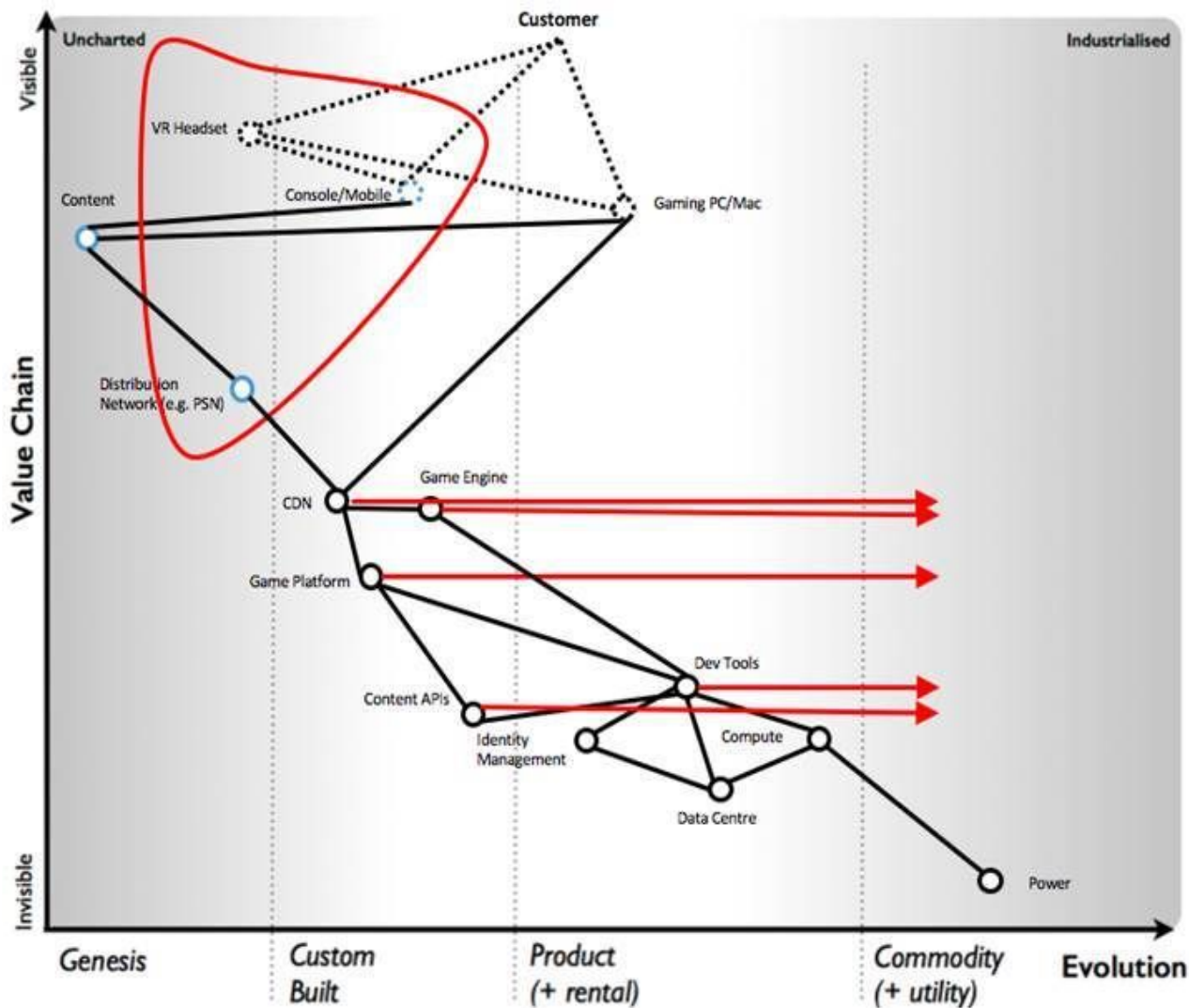
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Source: [Art of Strategy, Annex: Wardley Mapping Examples - Barriers To Be Aware of in Strategy Creation](#)



Obstacles don't block the path.
They are the path.

Zen Proverb



Q&A

WARDLEY MAPPING

Visualize evolution
and guide choices

What do our customers need?

Where's our market position?

Where's competition today/tomorrow?

Where's technology today/tomorrow?

Where do we focus?

What moves do we make,
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What capabilities do we have/need?

How do we work today/tomorrow

How do we organize today/tomorrow?

THANK YOU!



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in the **GOTO Guide app**