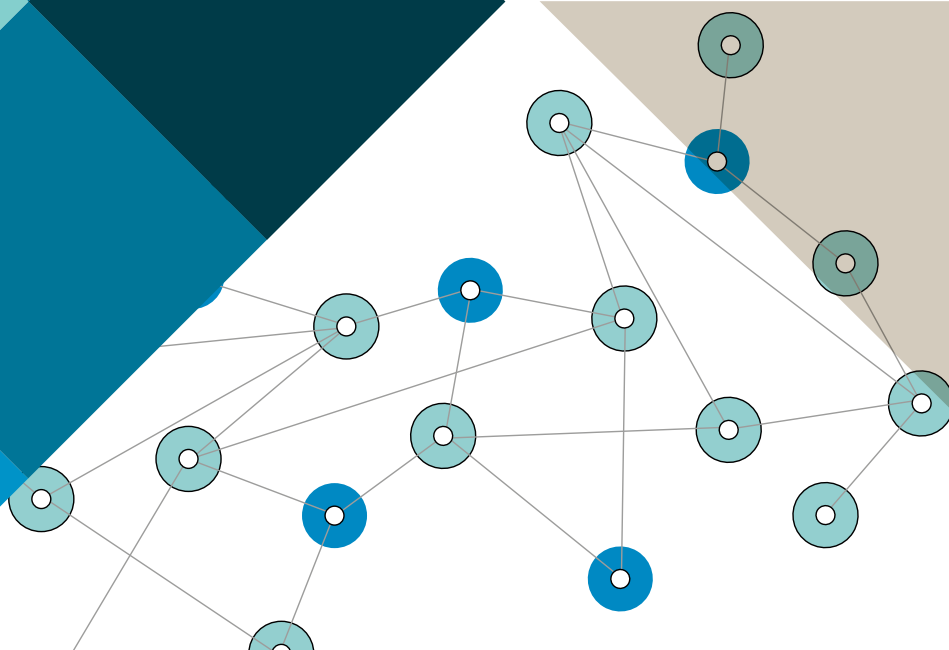


WARDLEY MAPS

ANTICIPATING MARKET AND
ECOSYSTEM DEVELOPMENTS
SO YOU KNOW WHERE
TO GO AND WHY



WARDLEY MAPS

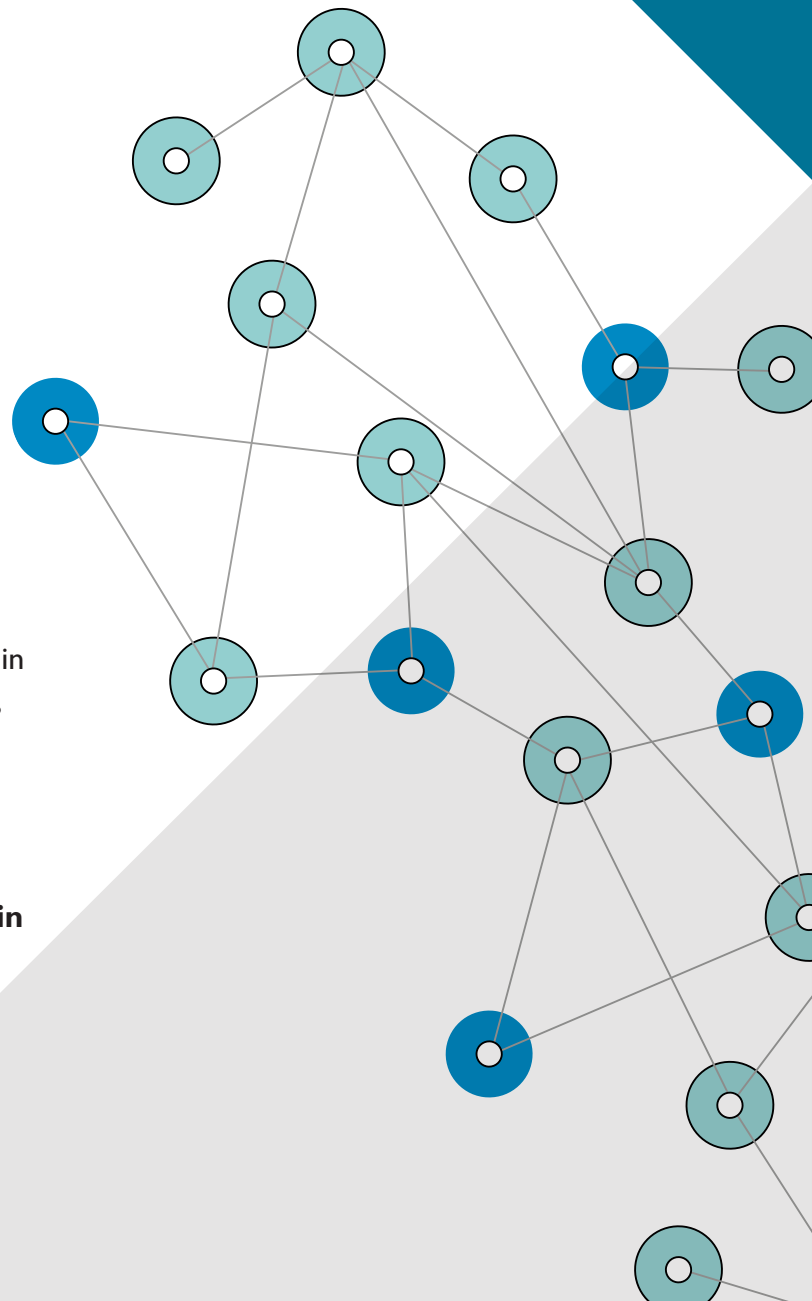
In our research and interactions with many firms, we have found that many could do much better in the area of strategic planning rather than just copying their competitors. Honing an organization's strategy skills by creating a value chain map not only helps to think about the customer's real needs, but can also help save money by removing project duplication (especially in IT) and help develop the competitive positioning plays to outmanoeuvre the competition.

What is Wardley Maps?

- An intensive, co-creation experience that cuts through today's market confusion and helps you **anticipate the future**.
- Identifies emerging business opportunities and challenges based on **'where the puck will be'**.
- Results in a visual map that shows how your key processes and activities are evolving and what this means for strategy and management.
- Provides a powerful alternative to traditional organizational flow charts, enabling your firm **to see the playing field better than competitors**.
- Greatly **enhances strategic understanding** and communication amongst diverse business constituencies.
- Is a platform for a variety of strategies and tactics in areas such as open technologies, ecosystems, APIs, and cloud computing.
- Has been developed by LEF's Simon Wardley and **been used effectively for over a decade**.
- **Mapping must be co-created by the people in the firm, it cannot be done for you.**

"If Nokia and BlackBerry had used strategy maps, they would have seen Android coming and been able to exploit it"

CTO, Telecomms



Mapping your Value Chain

Once you have chosen a particular business area to examine, you will need to break it down into its key value chain activities along the dimensions shown in Figure 1. First, characterize each activity in terms of its current lifecycle stage (on the x-axis). Then place it at the proper height along the y-axis, with market-facing activities at the top, and lower-level components and services at the bottom. We put particular emphasis on distinguishing between those parts of the value chain that are either visible or invisible to the customer.

Even a rough map will help your firm see the relative lifecycle stages of particular company activities. Typically, this perspective will make it clear that one size won't fit all, and that different strategies and management practices are needed for different business functions. By adding connecting lines and various forms of coding, you can depict additional relationships and commonalities as shown in Figure 2, which was developed by the UK government for a complex engineering initiative.

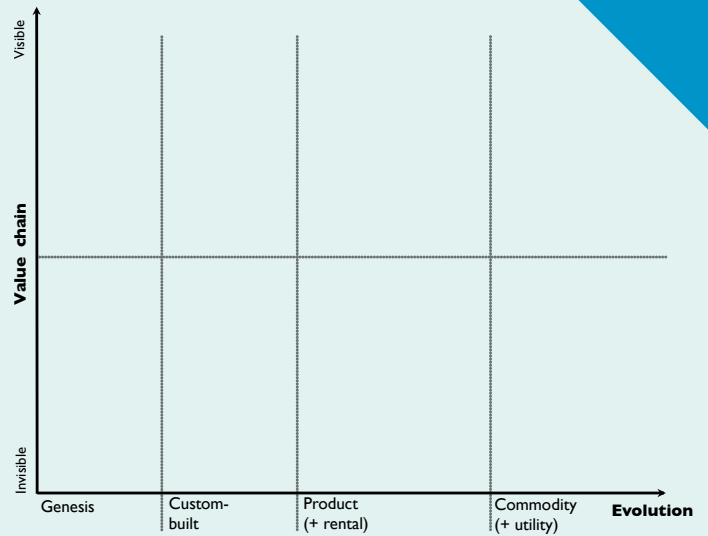


Figure 1 – Mapping a landscape

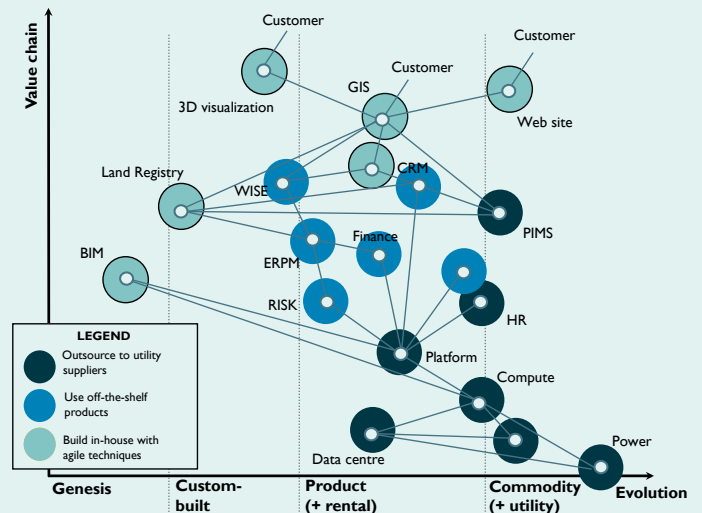


Figure 2 – Value chain mapping case example

In this example, breaking down a large project into its components not only enabled appropriate methods to be applied but also encouraged the acceptance of general principles such as the FIST (fast, inexpensive, simple and tiny). Mapping also enabled a different type of conversation between IT and other departments. For example, the HR department was considering a custom solution but after seeing the map above, the choice was made – in conjunction with IT – that HR systems were more of a commodity, and thus a cloud-based solution was more appropriate.

“Mapping has helped demystify technology to the rest of the business. My conversations are now around business value, not technology”

James Findlay, CTO, HS2

Mapping Training – Developing a Strategic Capability

We can't stress enough that value chain mapping is a co-creation process that requires high client engagement. While the LEF is usually closely involved in the early stages of a mapping initiative, we believe we are building a tool kit that firms can learn to use for themselves. We offer a one- or two-day workshop approach outlined as follows:

Day 1 – Mapping and the rules of the game

Introduction covering:

- Principles of mapping and situational awareness.
- How to map and group practice in mapping.
- Using maps to improve operations.
- The basic rules of economic change.
- A mapping exercise for an existing value chain.

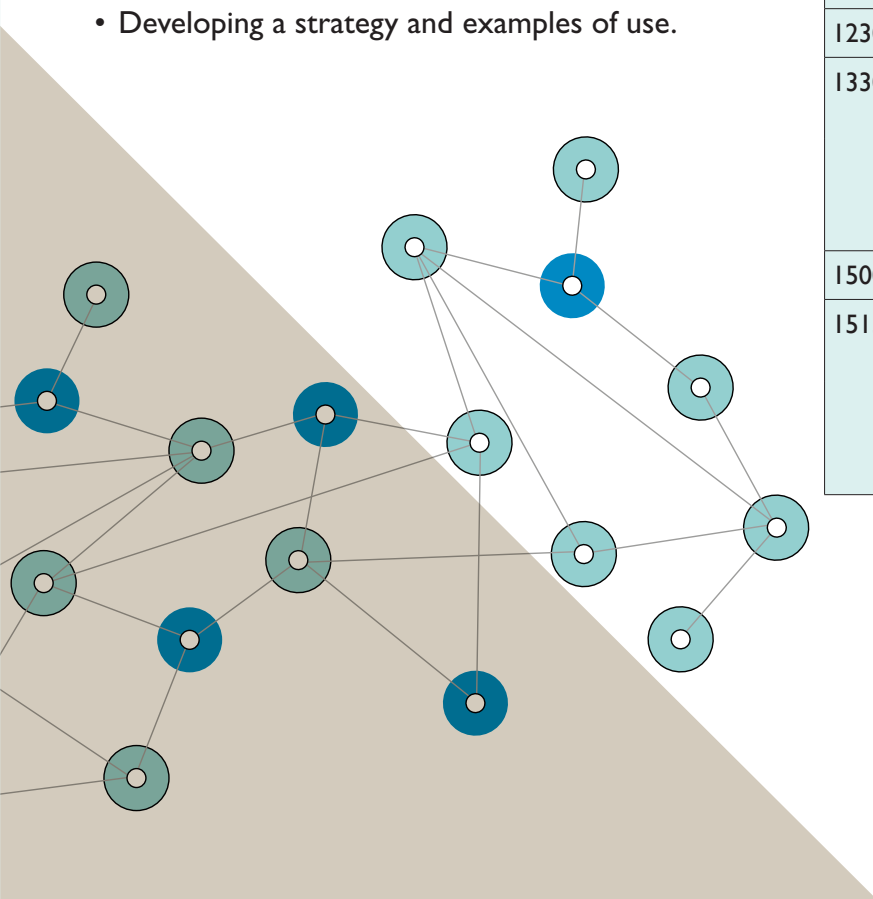
Day 2 – Gaming the environment


Detailed examination of the maps created in day 1 with a view to:

- Management of complex environments.
- Creating a deeper understanding of strategic play.
- Identifying potential strategic plays of use.
- Developing a strategy and examples of use.

Time	Day 1	Day 2
0900 - 1030	Importance of situational awareness	Recap
	How to map	Presentation of group maps
	User needs	Discussion
	Practice: a cup of tea	Comparison of maps
	Precision and granularity	
1030 - 1045	Break	Break
1045 - 1230	Doctrine (bias, contracts and methods)	Inertia
	Practice: Ministry of Magic	Flow
	Mapping a company value chain	Advanced economic patterns
1230 - 1330	Lunch	Lunch
1330 - 1500	Learning basic economic patterns	Anticipation of change
	Gameplay (ecosystems, fools mate)	Structure
1500 - 1515	Practice scenario	Scenario planning
1515 - 1700	Homework and preparation	China vs USA vs UK
		Strategy and the first 100 days

Figure 3 – A typical agenda





“Beat your competitor by stealing their future? We’ve tried and succeeded”

SVP, Strategy,
Global Software Company

Organizational benefits

Working with the LEF will ensure the following benefits:

1. Communication & learning – Maps enable groups across different functions to communicate around a business landscape, learn about basic principles of change, to anticipate change and to align actions.
2. Operational excellence – Maps provide a means to apply relevant doctrine, remove duplication and bias, to structure the organization around evolution and ensure effective and efficient implementation.
3. Modelling the future strategy of the firm – Maps provide a means for effective and repeatable strategic gameplay that is context specific.

Once established, the map of your business can be used to support a variety of specific strategic *plays* such as reducing/increasing barriers to entry, exploiting ecosystems, using open technologies, anticipating rivals, and many other goals and tactics.

Learn more

Learn more about our workshops, instructors and clients we have worked with:
Visit us: <https://leadingedgeforum.com/mapping>
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About DXC Technology

DXC Technology (NYSE: DXC) is the world's leading independent, end-to-end IT services company, helping clients harness the power of innovation to thrive on change. Created by the merger of CSC and the Enterprise Services business of Hewlett Packard Enterprise, DXC Technology serves nearly 6,000 private and public sector clients across 70 countries. The company's technology independence, global talent and extensive partner alliance combine to deliver powerful next-generation IT services and solutions. DXC Technology is recognized among the best corporate citizens globally. For more information, visit www.dxc.technology.

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About Leading Edge Forum

Leading Edge Forum (LEF) is a global research and thought leadership programme dedicated to helping clients reimagine their organizations and leadership for a tech-driven future. We serve as a strategic touchpoint for CXO Teams to provoke and challenge their thinking to help them win in the 21st century.

We believe that as business and IT become inseparable, virtually every aspect of work and the modern firm will need to be reimaged, and this creates exciting new digital opportunities.

Through an annual membership programme of research, events, onsite workshops and advisory services, we support senior leaders in areas such as strategy, organizational change, executive education, talent development and the future of the IT function. Members enjoy personalized access to our global network of thought leaders, clients and leading practitioners.

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