

CORY FOY

NAVIGATING PRODUCT DEVELOPMENT WITH WARDLEY MAPPING





100 m
500 ft



100 m
500 ft

Climatic Patterns

The longer they're
missing, the more
danger they're in

Different types of
people act different
ways when they're
lost

Weather patterns can
help or hurt us

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The longer they're missing, the more danger they're in

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Doctrine

Clues vs Signs

Sign Cutting Knowledge

Curious about surroundings

Just follows orders

Specialized Resources

Tracking what has been done

Interpreting Actions

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Gameplays

Hasty Search

Sign Cutting

Clue Finding

Drones/Helo





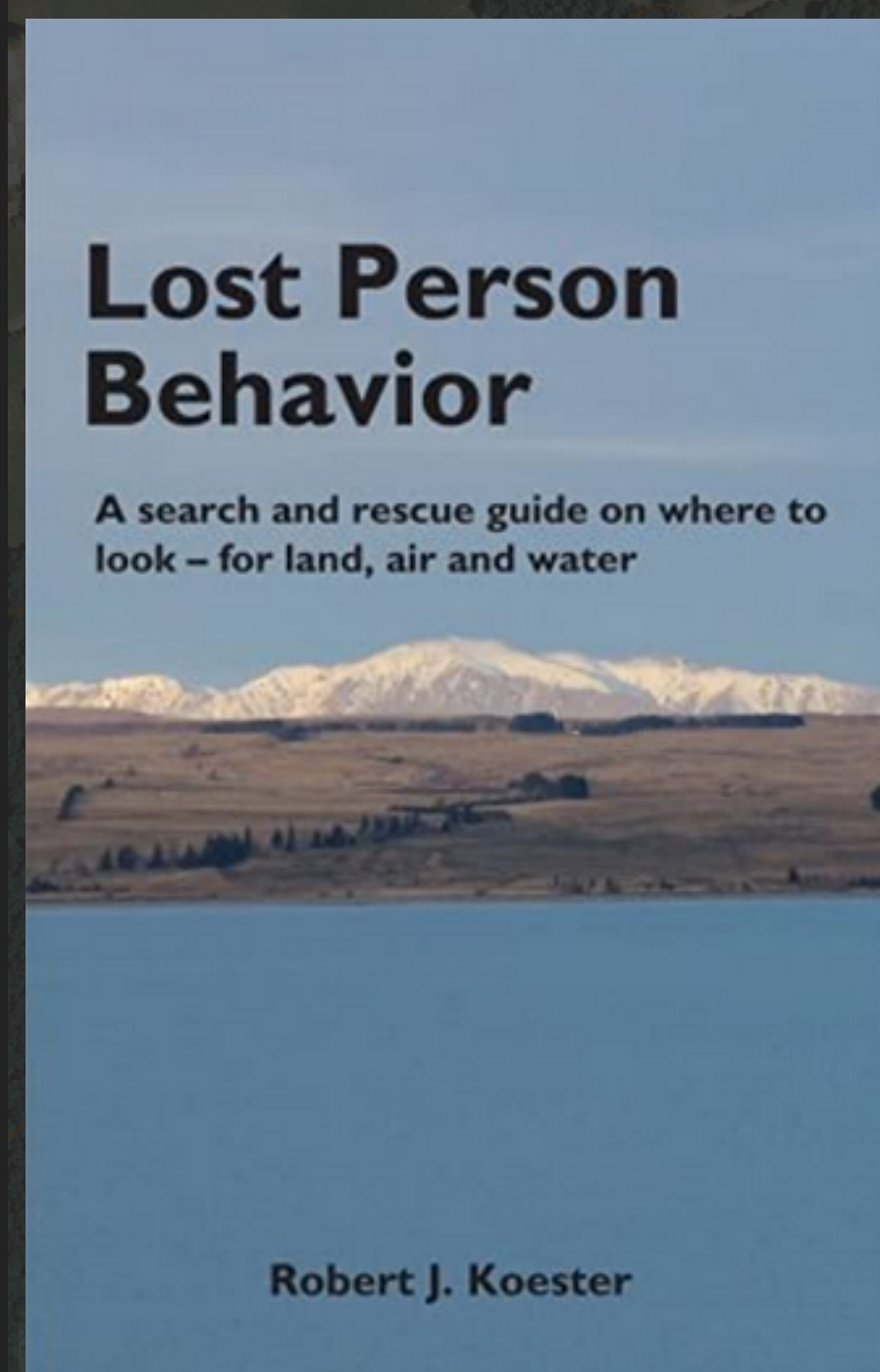
100 m
500 ft



BEHAVIORS
BOUNDARIES
DIRECTION



BEHAVIORS BOUNDARIES DIRECTION



Subject Profile



Tactical Brief

- “They go until they get stuck.”
- Brief on severity of dementia.
- Brief on verbal skills, responsiveness.
- Typically non-responsive.
- Search brush and thick areas, anywhere easy to get stuck.
- Crossing roads likely.
- Brief on where in the past they might be living, and past activities.
- Brush, briars, drainages likely find locations.
- **Once located.**
 - Approach from front, make eye-contact.
 - Non verbal’s important.
 - Speak slowly, use concrete terms.
 - Ask only one question at a time.
 - Touching helpful.
 - Avoid arguments, redirect.
 - Can tell subject favorite item at ICP.

Subject Statistics



Mtn

Flat

Temperate

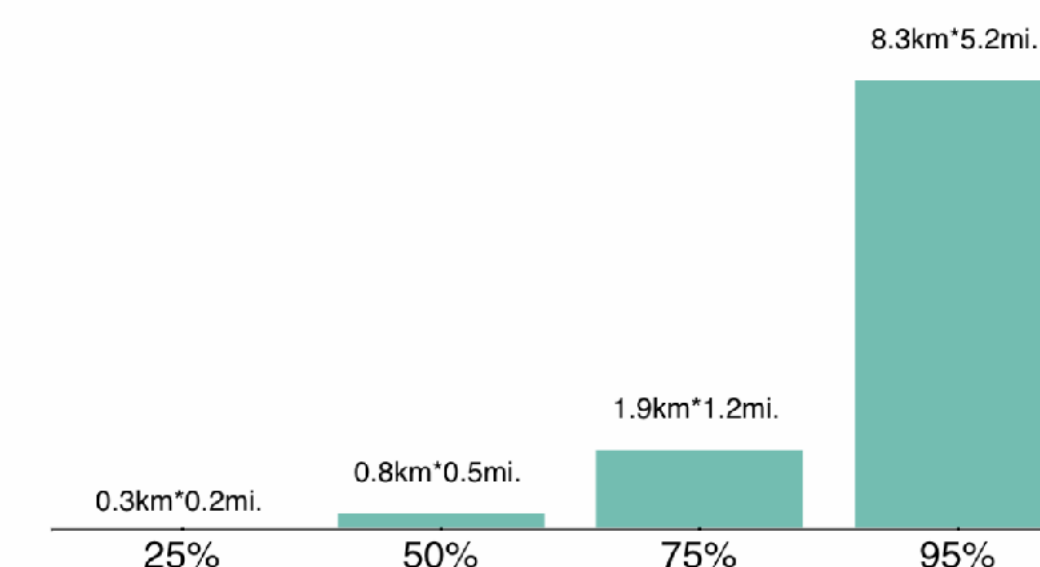
Dry

Urban

Horizontal Distance from IPP



95 Records: Mtn, Temperate areas



% of Cases

Distance Traveled

25%

0.3 km*0.2 mi.

50%

0.8 km*0.5 mi.

75%

1.9 km*1.2 mi.

95%

8.3 km*5.2 mi.



800m

300m



100 m

500 ft



800m

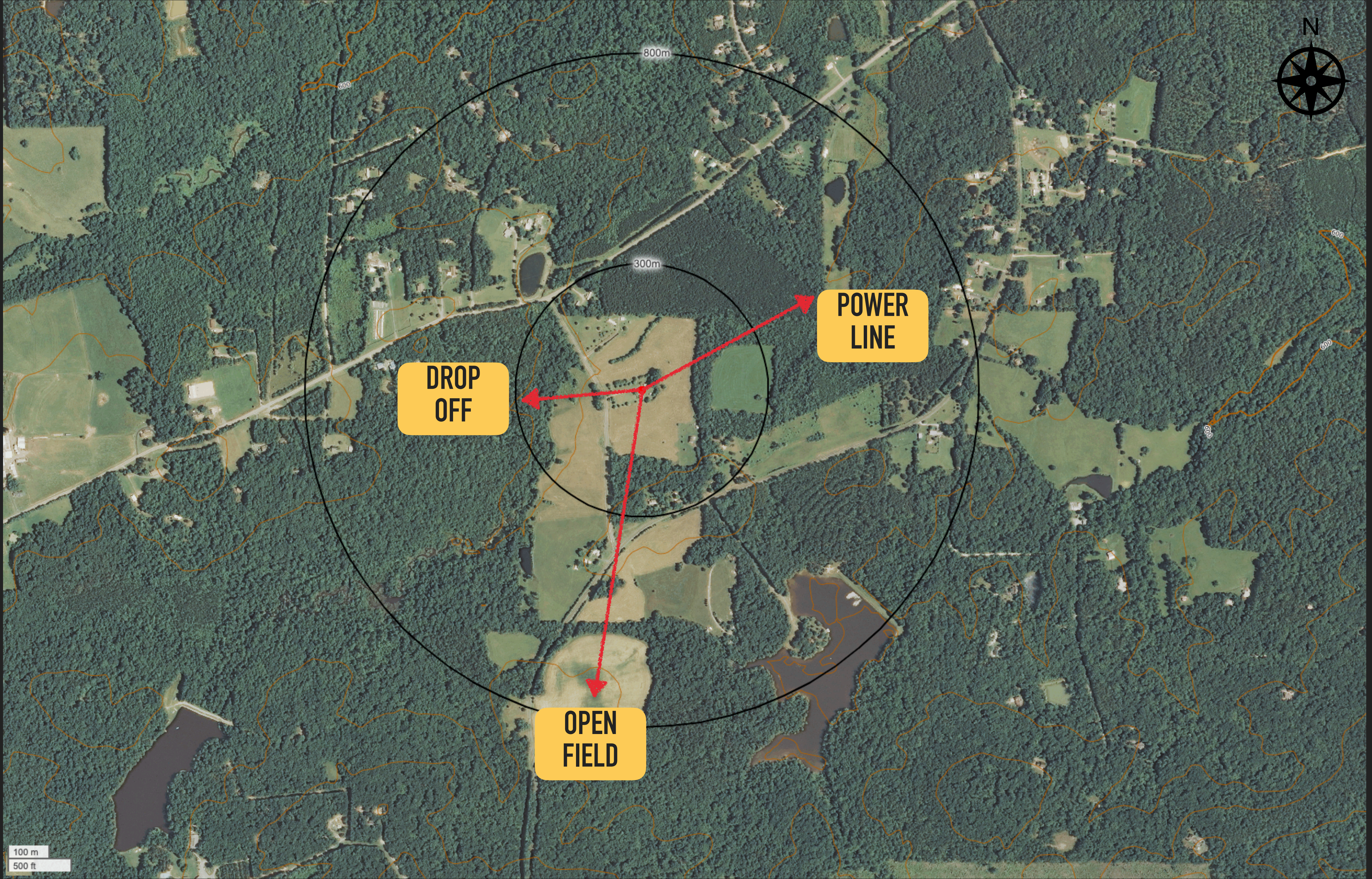
300m

**POWER
LINE**

**DROP
OFF**

**OPEN
FIELD**

100 m
500 ft





800m

300m

**POWER
LINE**

**DROP
OFF**

**OPEN
FIELD**

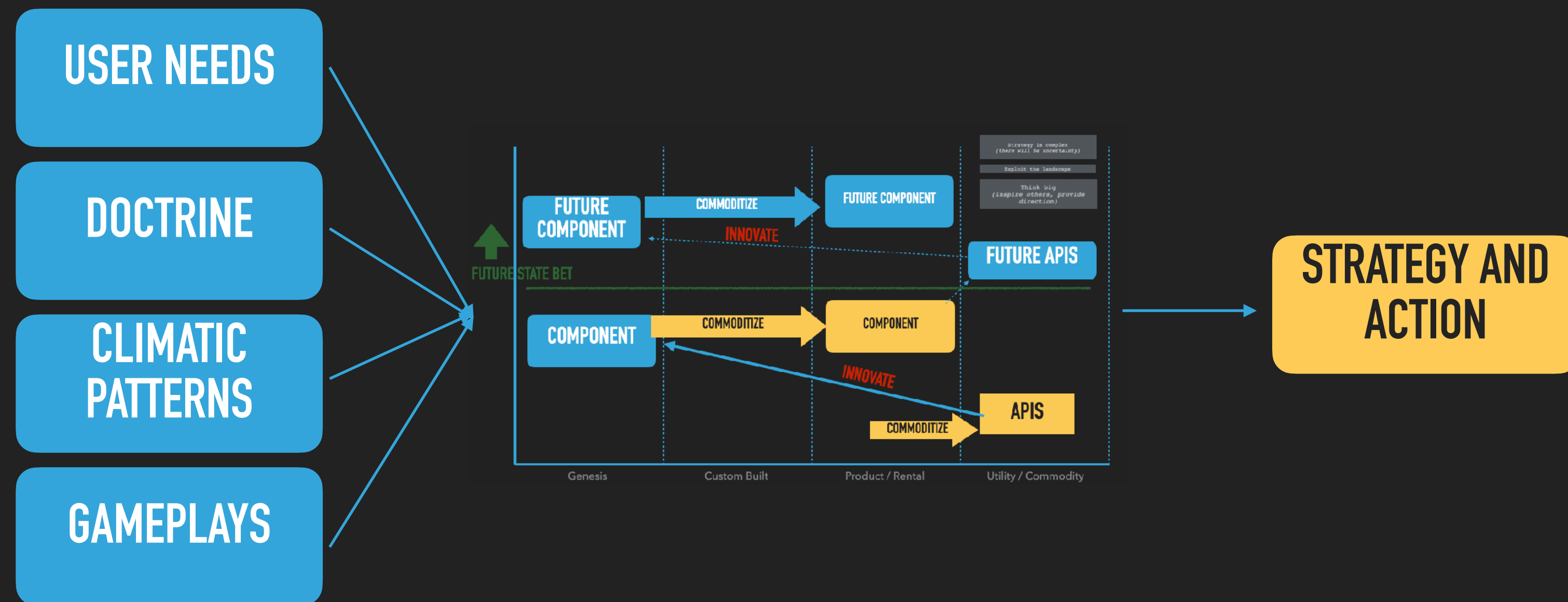


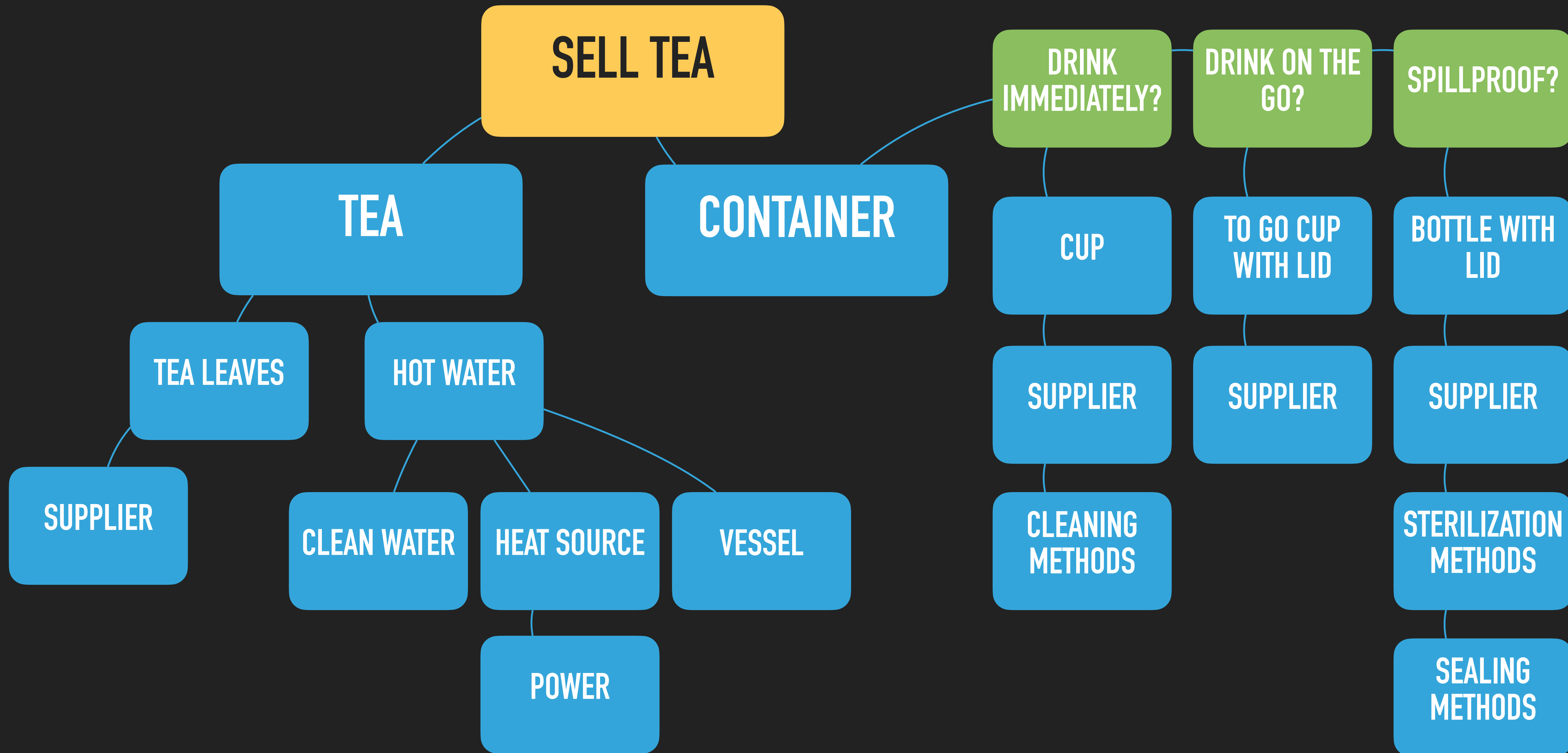
100 m
500 ft

WARDLEY MAPPING



Simon Wardley







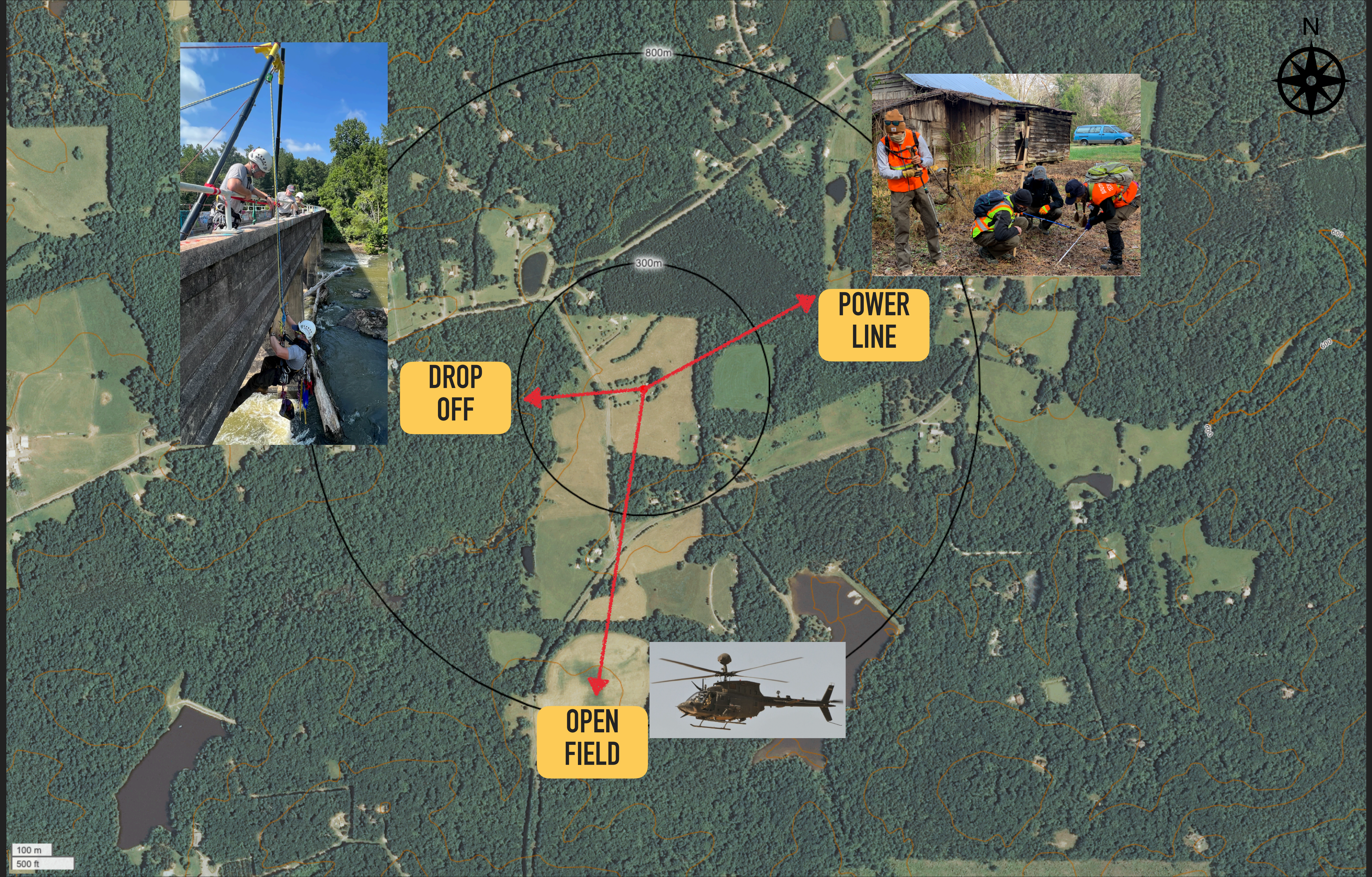
**DROP
OFF**

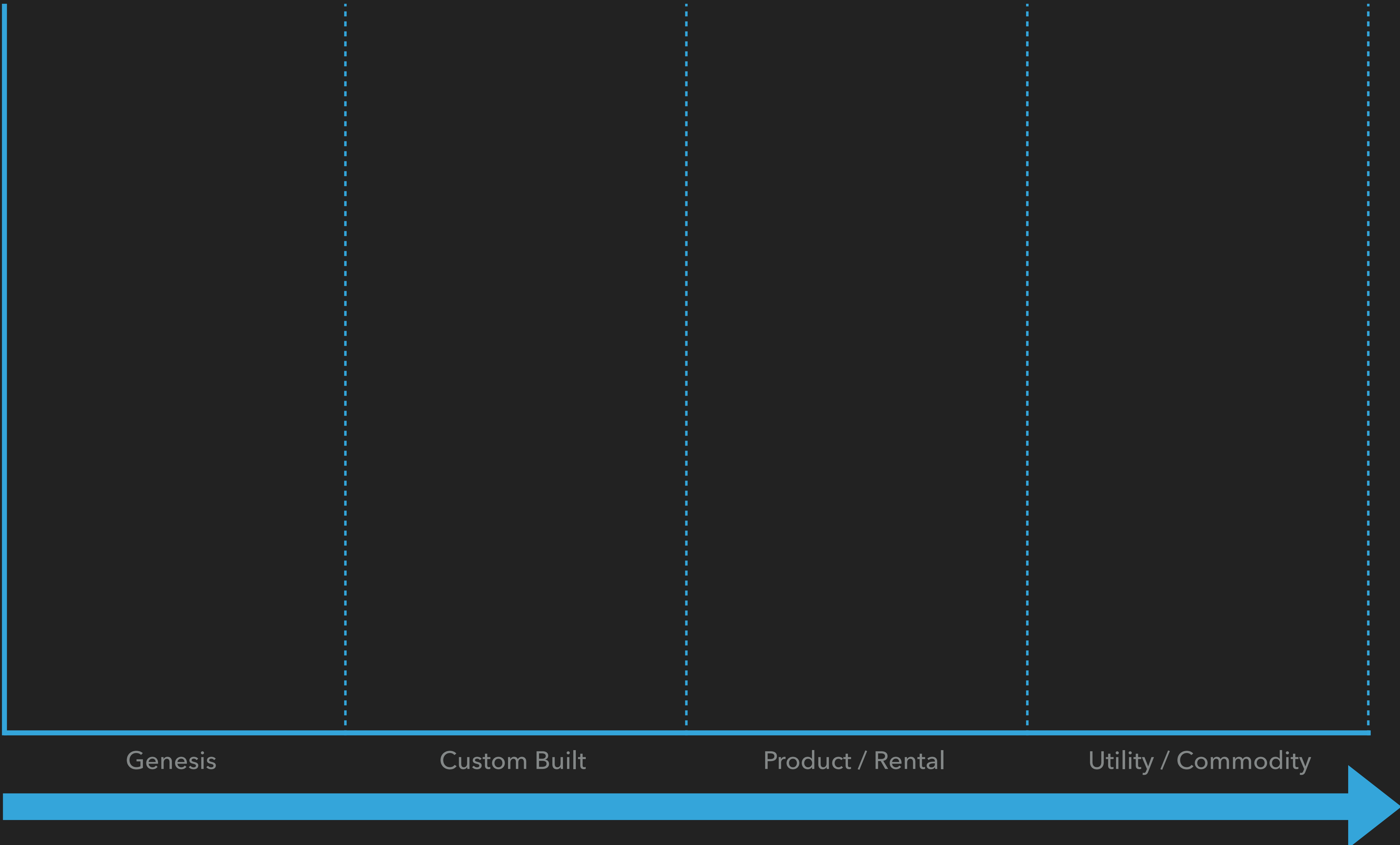
**POWER
LINE**

**OPEN
FIELD**



100 m
500 ft

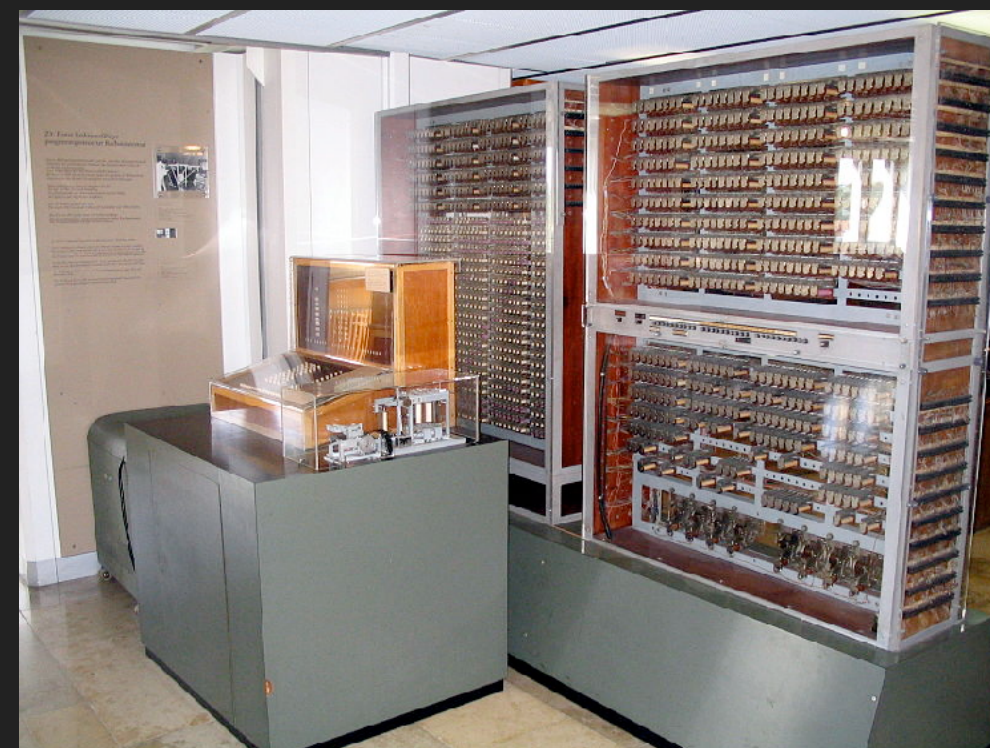






COMPUTING
POWER
STORAGE

Genesis



Custom Built



Product / Rental



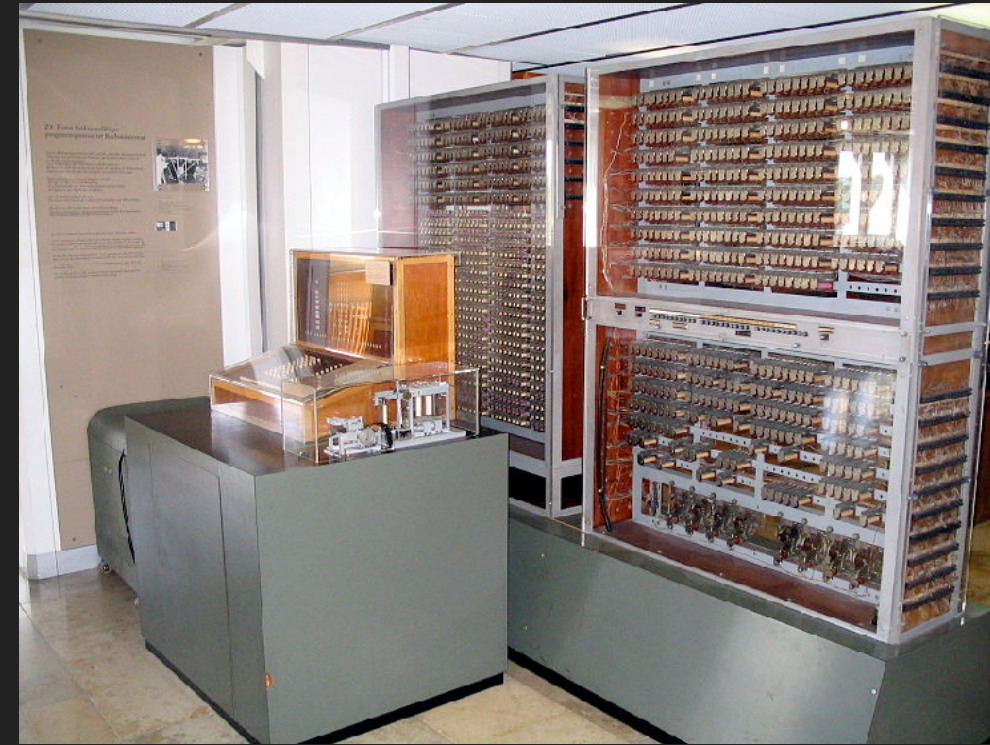
Utility / Commodity

EVOLUTION AND TACTICS

RAPID EXPLORATION (KANBAN)



CADENCED DISCOVERY (SCRUM)



SCALED EFFICIENCIES (LSS)



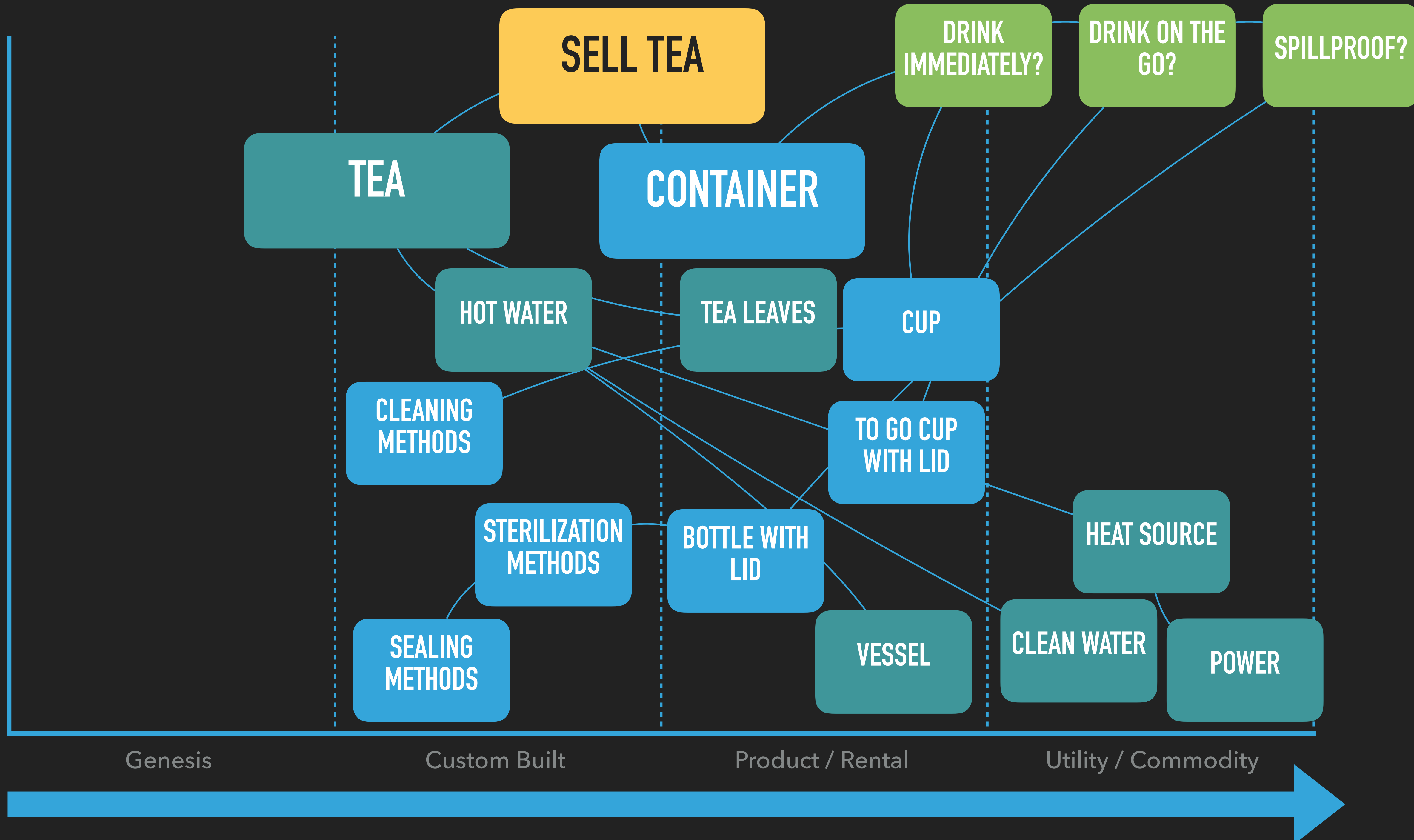
Genesis

Custom Built

Product / Rental

Utility / Commodity

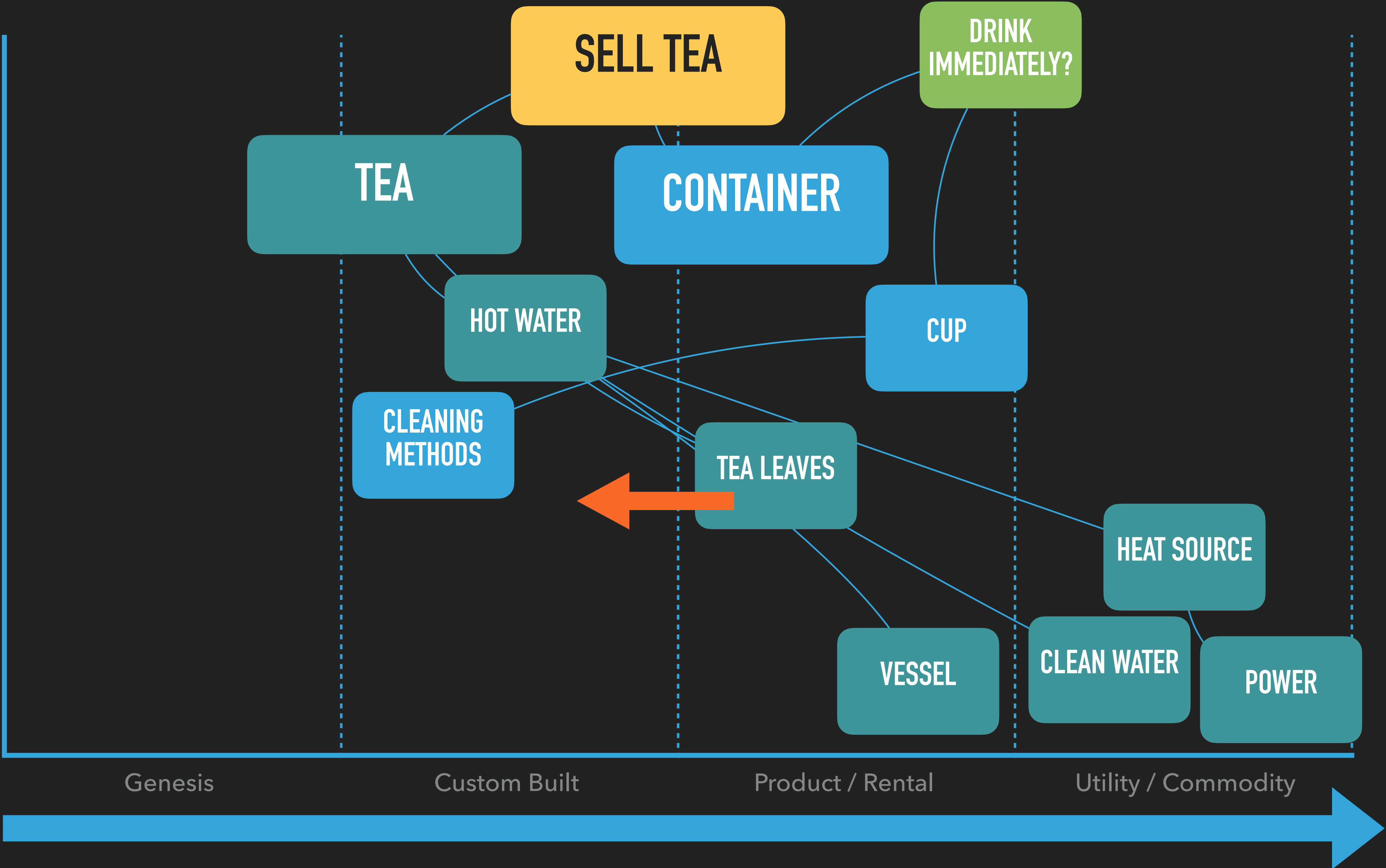
EVOLUTION AND TACTICS



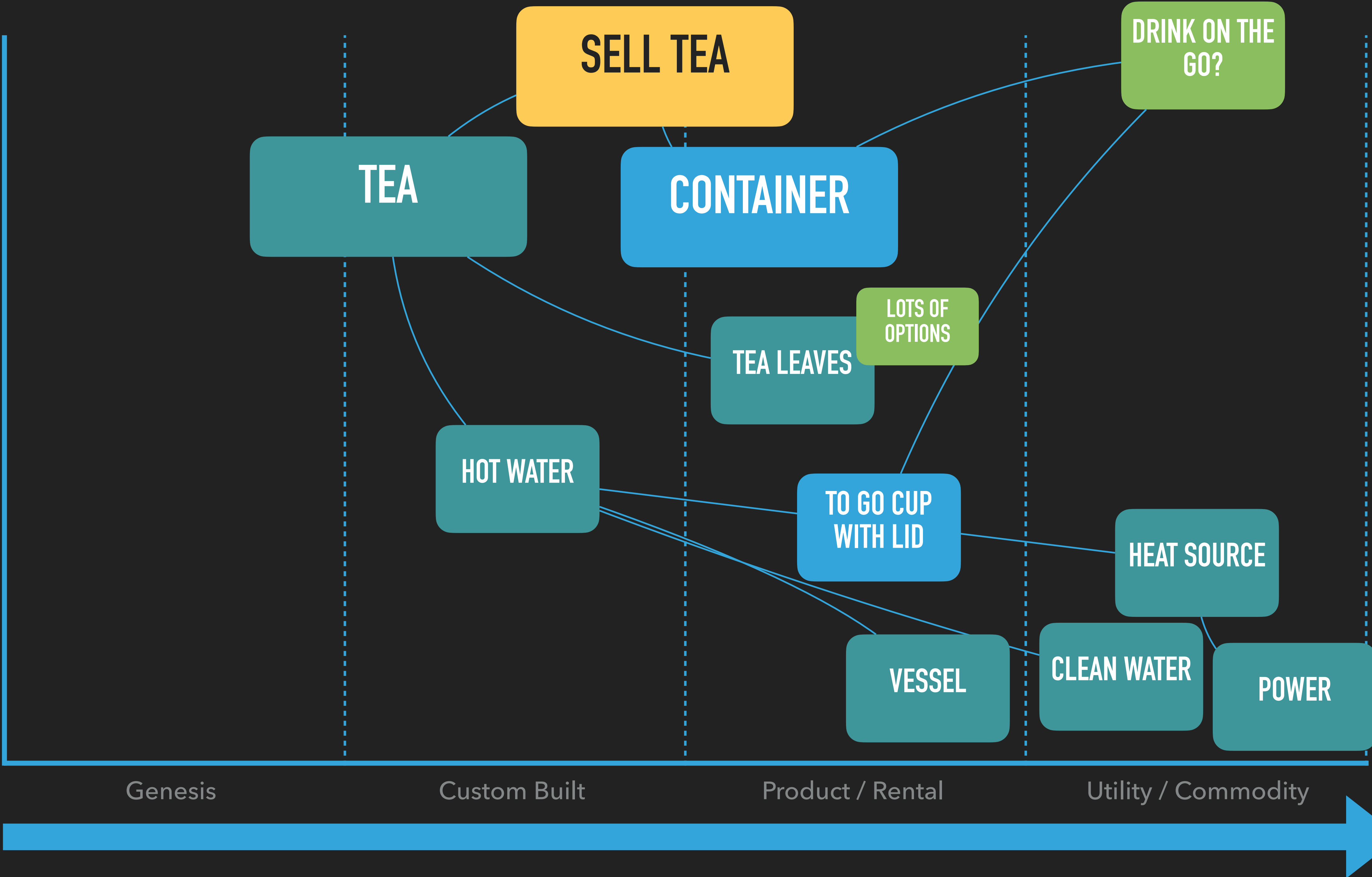
BEHAVIORS BOUNDARIES DIRECTION



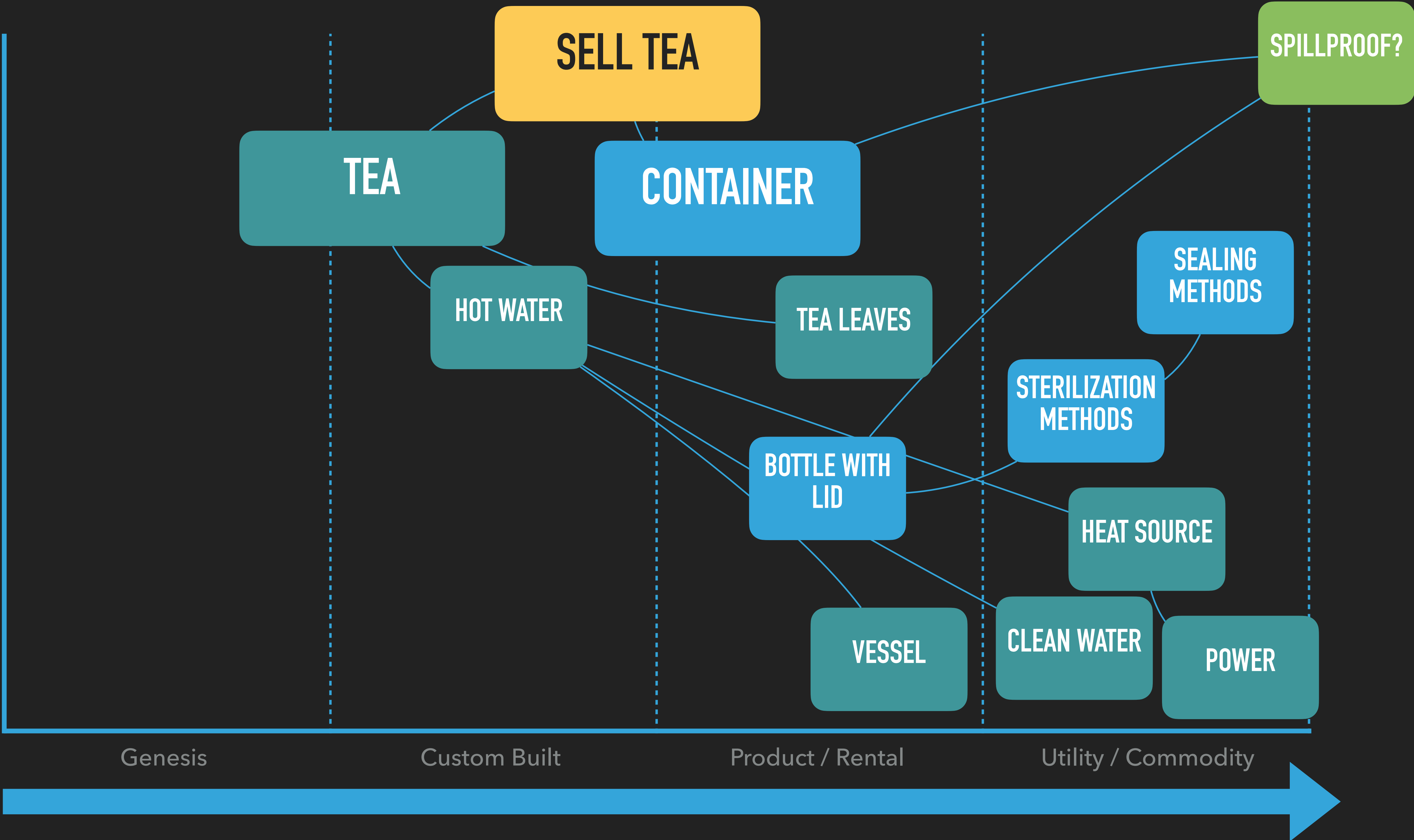
SMALL LOCAL SHOP



TOURISTY AREA



MASS MARKET



SMALL LOCAL SHOP

SELL TEA

TEA

CONTAINER

DRINK
IMMEDIATELY?

DRINK ON THE
GO?

SPILLPROOF?

HOT WATER

TEA LEAVES

CUP

CLEANING
METHODS

TO GO CUP
WITH LID

STERILIZATION
METHODS

BOTTLE WITH
LID

HEAT SOURCE

SEALING
METHODS

VESSEL

CLEAN WATER

POWER

Genesis

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FINANCIAL ANALYSIS

Scenario	Rent	Market Potential	Costs	Profit Potential
Small, Local	\$2,000/mo	\$7,000/mo	\$3,500/mo	\$1,500/mo
Small, Touristy	\$3,500/mo	\$10,000/mo	\$5,000/mo	\$1,500/mo
Mass Market	\$5,000/mo	\$22,000/mo	\$14,000/mo	\$3,000/mo

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Category	Climatic Pattern (Rules of the game. Patterns that are applied across contexts regardless of user choice)			
Components	Everything evolves through supply and demand competition	Rates of evolution can vary by ecosystem <i>(e.g. consumer vs industrial)</i>	Characteristics change as components evolve <i>(Salaman & Storey)</i>	No choice over evolution <i>(Red Queen)</i>
	No single method fits all <i>(e.g. in development or purchasing)</i>	Components can co-evolve <i>(e.g. practice with activity)</i>	Evolution consists of multiple waves of diffusion with many chasms.	Commoditisation <> Centralisation
Financial	Higher order systems create new sources of value	Efficiency does not mean a reduced spend <i>(Jevon's Paradox)</i>	Capital flows to new areas of value	Creative Destruction <i>(Joseph Schumpeter)</i>
	Future value is inversely proportional to the certainty we have over it.	Evolution to higher order systems results in increasing local order and energy consumption		
Speed	Efficiency enables innovation	Evolution of communication mechanisms can increase the speed of evolution overall and the diffusion of a single example of change	Increased stability of lower order systems increases agility & speed of re-combination	Change is not always linear (discontinuous & exponential change exists)
	Shifts from product to utility tend to demonstrate a punctuated equilibrium			
Inertia	Success breeds inertia	Inertia can kill an organisation	Inertia increases the more successful the past model is	
Competitors	Competitors actions will change the game	Most competitors have poor situational awareness		
Prediction	Not everything is random <i>(p[what] vs p[when])</i>	Economy has cycles <i>(peace, war and wonder)</i>	Two different forms of disruption <i>(predictable vs non-predictable)</i>	A "war" (point of industrialisation) causes organisations to evolve
	You cannot measure evolution over time or adoption, you need to embrace uncertainty.	The less evolved something is then the more uncertain it becomes		

Category	Climatic Pattern (Rules of the game. Patterns that are applied across contexts regardless of user choice)			
Components	Everything evolves through supply and demand competition	Rates of evolution can vary by ecosystem (e.g. consumer vs industrial)	Characteristics of ecosystems (Stability)	Evolution on
	No single method fits all (e.g. in development or purchasing)	Components can co-evolve	Evolution with many chasms.	Centralisation
Financial	Higher order systems create new sources of value		Flows to new areas of value	Creative Destruction (Joseph Schumpeter)
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RATES OF EVOLUTION CAN VARY BY ECOSYSTEM

NO SINGLE METHOD FITS ALL

EFFICIENCY ENABLES INNOVATION

Category	Wardley's Doctrine (universally useful patterns that a user can apply regardless of context)			
Communication	Be transparent <i>(a bias towards open)</i>	Focus on high situational awareness <i>(understand what is being considered)</i>	Use a common language <i>(necessary for collaboration)</i>	Challenge assumptions <i>(speak up and question)</i>
Development	Know your users <i>(e.g. customers, shareholders, regulators, staff)</i>	Focus on user needs	Think fast, inexpensive, restrained and elegant <i>(FIRE, formerly FIST)</i>	Remove bias and duplication
	Use appropriate methods <i>(e.g. agile vs lean vs six sigma)</i>	Focus on the outcome not a contract <i>(e.g. worth based development)</i>	Be pragmatic <i>(it doesn't matter if the cat is black or white as long as it catches mice)</i>	Use standards where appropriate
	Use appropriate tools <i>(e.g. mapping, financial models)</i>			
Operation	Manage inertia <i>(e.g. existing practice, political capital, previous investment)</i>	Optimise flow <i>(remove bottlenecks)</i>	Think small <i>(as in know the details)</i>	Effectiveness over efficiency
	Do better with less <i>(continual improvement)</i>	Set exceptional standards <i>(great is just not good enough)</i>	Manage failure	
Structure	Provide purpose, mastery & autonomy	Think small <i>(as in teams, "two pizza")</i>	Distribute power and decision making	Think aptitude and attitude
	Design for constant evolution	There is no one culture <i>(e.g. pioneers, settlers and town planners)</i>	Seek the best	
Learning	Use a systematic mechanism of learning <i>(a bias towards data)</i>	A bias towards action <i>(learn by playing the game)</i>	A bias towards the new <i>(be curious, take appropriate risks)</i>	Listen to your ecosystems <i>(acts as future sensing engines)</i>
Leading	Be the owner <i>(take responsibility)</i>	Move fast <i>(an imperfect plan executed today is better than a perfect plan executed tomorrow)</i>	Think big <i>(inspire others, provide direction)</i>	Strategy is iterative not linear <i>(fast reactive cycles)</i>
	Strategy is complex <i>(there will be uncertainty)</i>	Commit to the direction, be adaptive along the path <i>(crossing the river by feeling the stones)</i>	There is no core <i>(everything is transient)</i>	Be humble <i>(listen, be selfless, have fortitude)</i>
	Exploit the landscape			
<div><div></div> Good</div> <div><div></div> Neutral / unknown</div> <div><div></div> Weak</div> <div><div></div> Warning</div>				

Doctrine Analysis

Good

Neutral

Weak

Warning

Communication	Development	Operation	Structure	Learning	Leading
Be transparent	Know your users	Manage Inertia	Provide purpose, mastery, autonomy	Use a systematic mechanism of learning	Be the owner
Focus on high situational awareness	Focus on user needs	Optimize Flow	Think small	A bias towards action	Move fast
Use a common language	Think F.I.R.E.	Think Small	Distribute power and decision making	A bias towards the new	Think big
Challenge assumptions	Remove bias and duplication	Effectiveness over efficiency	Think aptitude and attitude	Listen to your ecosystems	Strategy is iterative, not linear
See Here	Use appropriate methods	Do better with less	Design for constant evolution		Strategy is complex
	Focus on the outcome not a contract	Set exceptional standards	There is no one culture		Commit to the direction, be adaptive along the path
	Be pragmatic	Manage failure	Seek the best		There is no core
	Use standards where appropriate				Be humble
	Use appropriate tools				Exploit the landscape

Category	Gameplay (context specific patterns that user can apply)			
<i>User Perception</i>	Education	Bundling	Creating artificial needs	Confusion of choice
	Brand and marketing	Fear, uncertainty and doubt	Artificial competition	Lobbying / counterplay
<i>Accelerators</i>	Market enablement	Open approaches	Exploiting network effects	Co-operation
	Industrial policy			
<i>De-accelerators</i>	Exploiting constraint	IPR	Creating constraints	
<i>Dealing with toxicity</i>	Pig in a poke	Disposal of liability	Sweat and dump	Refactoring
<i>Market</i>	Differentiation	Pricing policy	Buyer / supplier power	Harvesting
	Standards game	Last man standing	Signal distortion	Trading
<i>Defensive</i>	Threat acquisition	Raising barriers to entry	Procrastination	Defensive regulation
	Limitation of competition	Managing inertia		
<i>Attacking</i>	Directed investment	Experimentation	Centre of gravity	Undermining barriers to entry
	Fool's mate	Press release process	Playing both sides	
<i>Ecosystem</i>	Alliances	Co-creation	Sensing Engines (ILC)	Tower and moat
	Two factor markets	Co-opting and intercession	Embrace and extend	Channel conflicts & disintermediation
<i>Competitor</i>	Ambush	Fragmentation play	Reinforcing competitor inertia	Sapping
	Misdirection	Restriction of movement	Talent raid	
<i>Positional</i>	Land grab	First mover	Fast follower	Weak signal / horizon
<i>Poison</i>	Licensing play	Insertion	Designed to fail	

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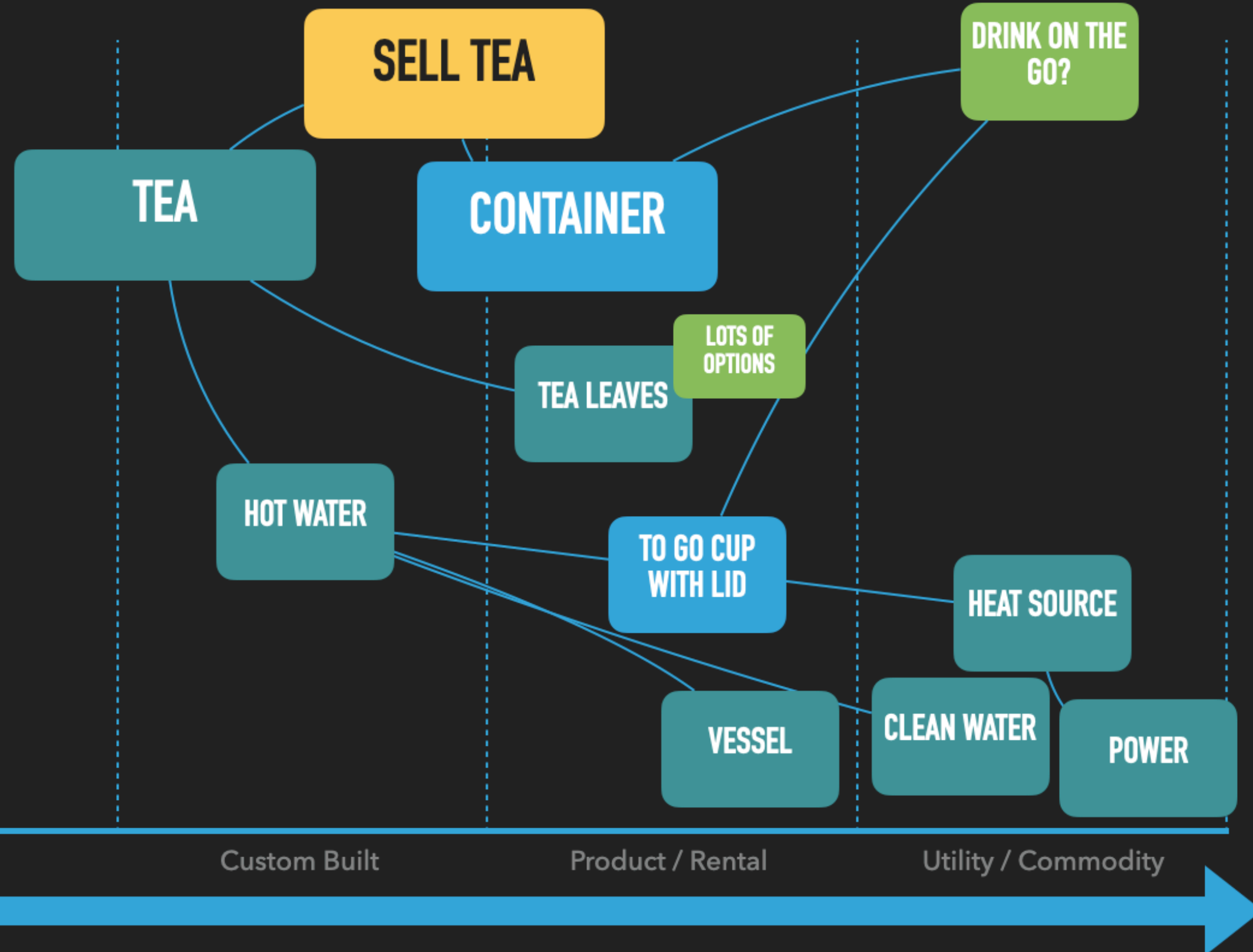
BRAND AND MARKETING
+ DIFFERENTIATION

CREATING
ARTIFICIAL
NEEDS

PRICING
POLICY

FIRST MOVER / FAST FOLLOWER

TOURISTY AREA



CREATING
ARTIFICIAL
NEEDS

PRICING
POLICY

BRAND AND MARKETING
+ DIFFERENTIATION

FIRST MOVER / FAST FOLLOWER

KNOW OUR USERS

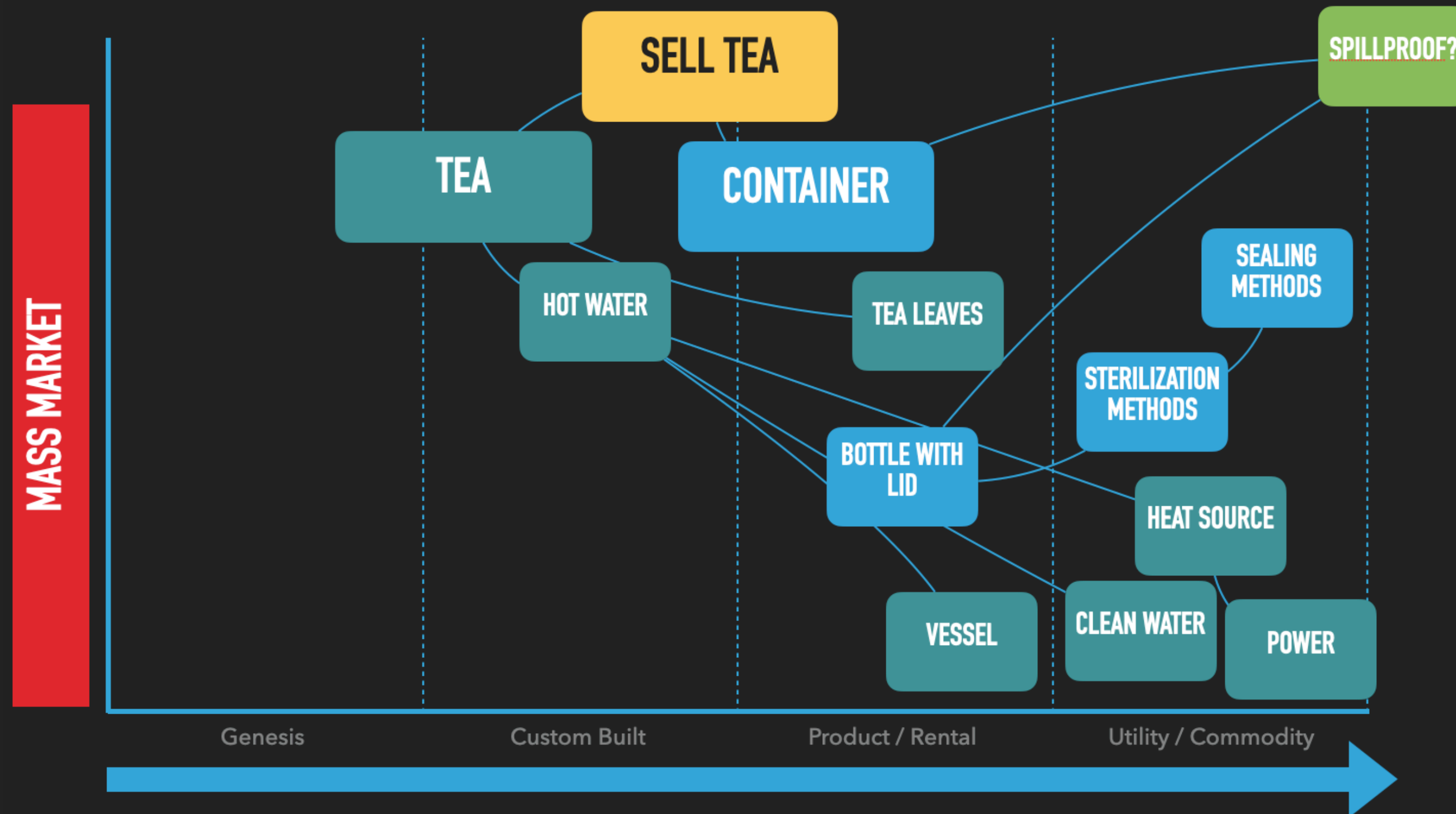
MOVE FAST

FOCUS ON HIGH
SITUATIONAL
AWARENESS

USE A SYSTEMATIC
METHOD OF
LEARNING

BIAS TOWARDS
ACTION

BIAS TOWARDS THE
NEW



**BUYER /
SUPPLIER
POWER**

LAND GRAB

**BRAND AND MARKETING
+ DIFFERENTIATION**

EXPLOITING NETWORK EFFECTS

KNOW OUR USERS

MOVE FAST

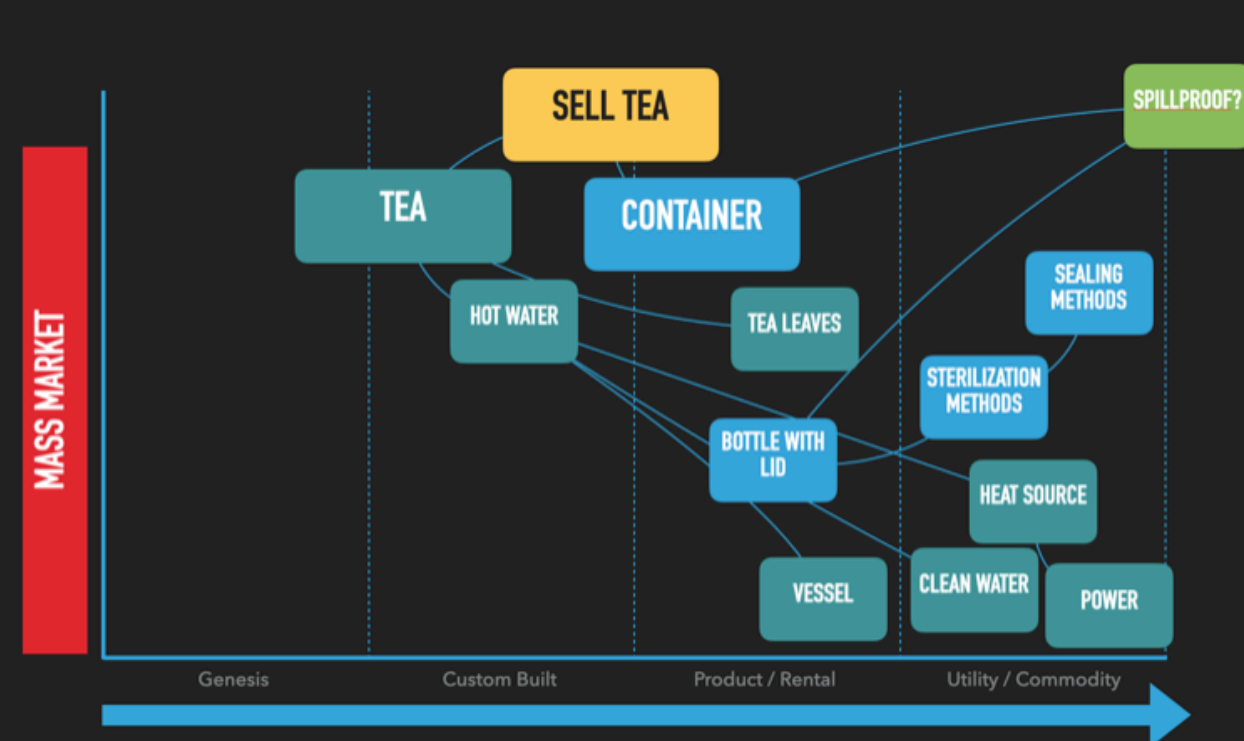
OPTIMIZE FLOW

**LISTEN TO YOUR
ECOSYSTEMS**

THINK BIG

**COMMIT TO THE
DIRECTION, ADAPT
ALONG THE PATH**

WHICH IS RIGHT?



**BUYER /
SUPPLIER
POWER**

LAND GRAB

**BRAND AND MARKETING
+ DIFFERENTIATION**

EXPLOITING NETWORK EFFECTS

KNOW OUR USERS

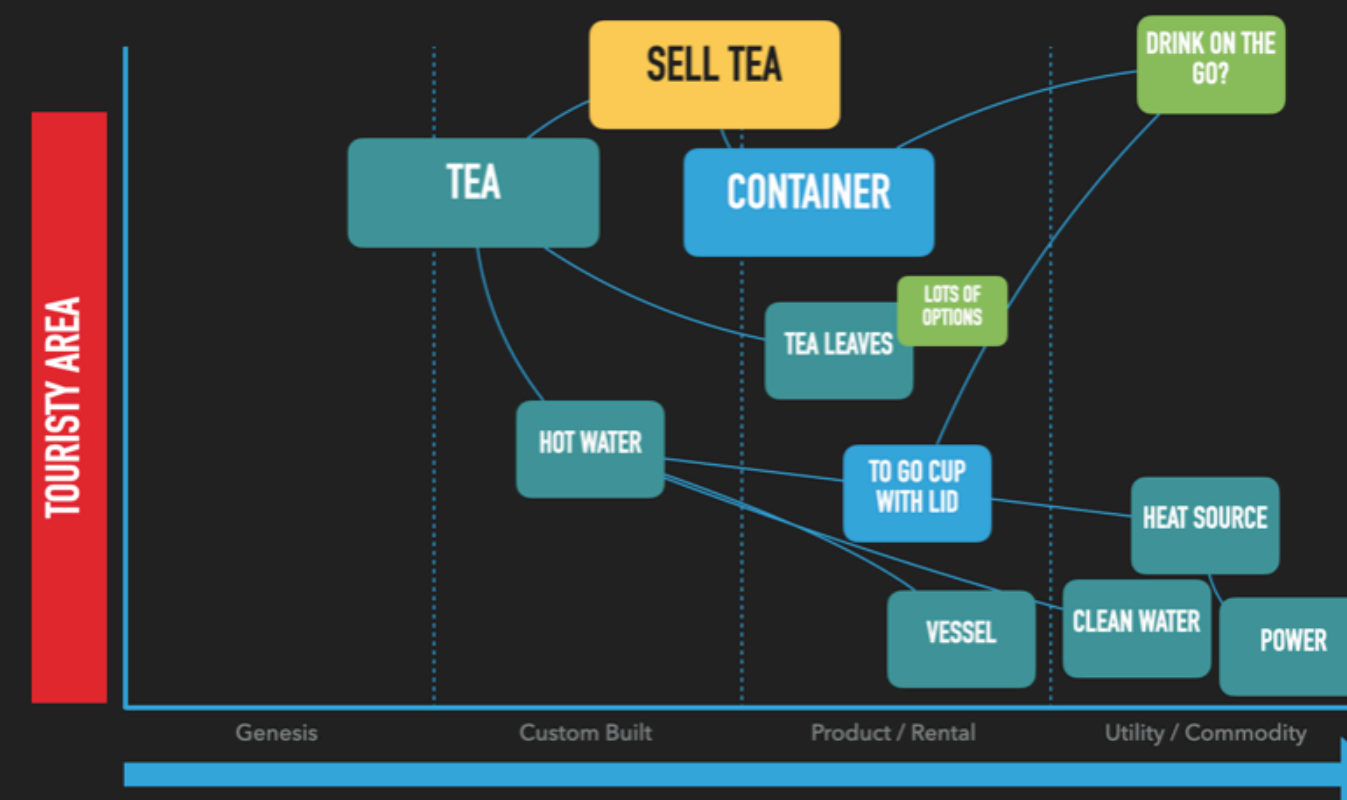
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**CREATING
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FIRST MOVER / FAST FOLLOWER

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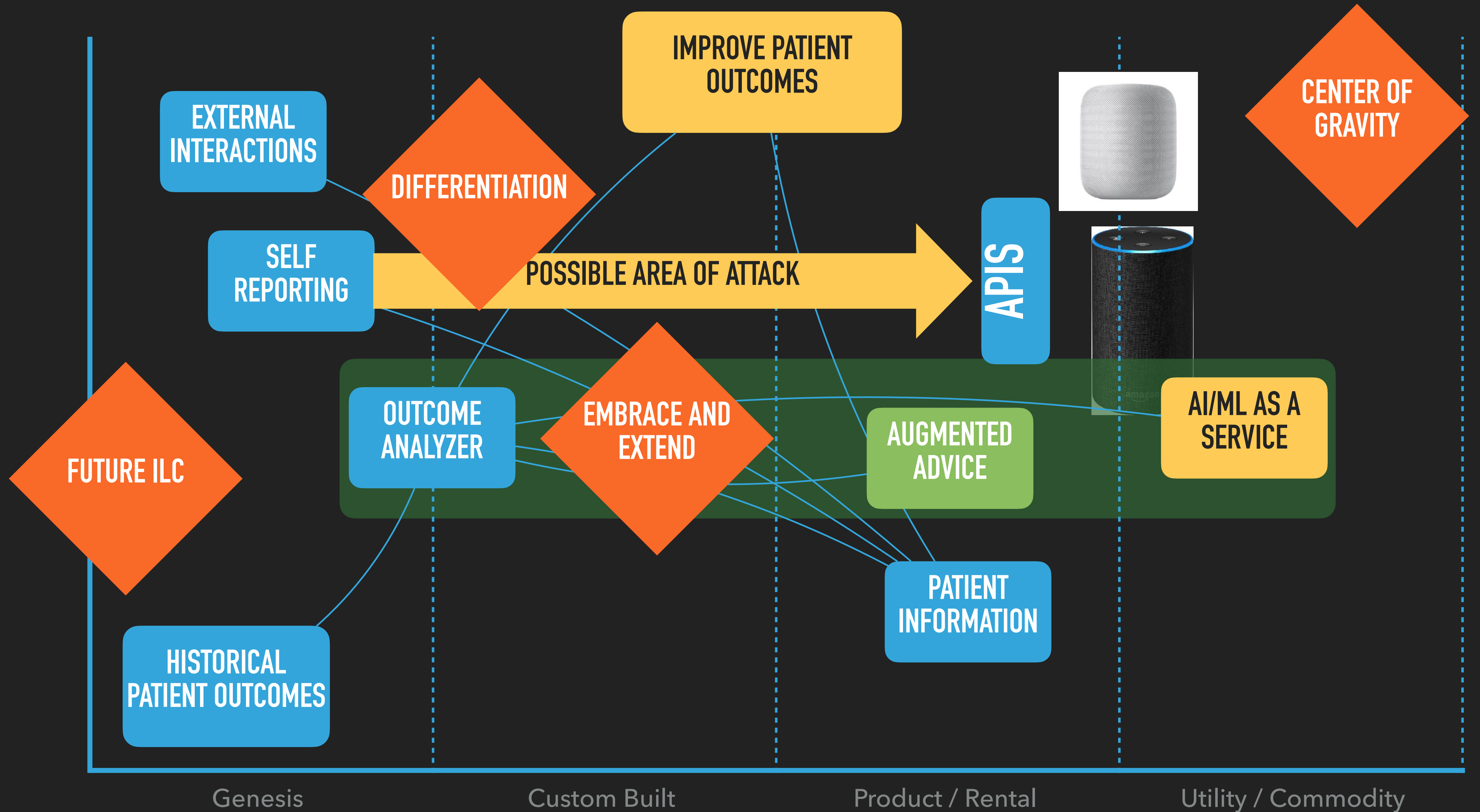
WHICH IS BEST?

AND WHAT DOES IT MEAN FOR ME?

AKA: I do software products, not sell tea!

Our strategy is collaborative. We will lead a disruptive effort of the market through our use of artificial intelligence and data leaders to build a digital business. By being both open and agile, our customer focused approach will drive internet of things throughout the organization. Synergies between our blockchain and learning organization will enable us to capture the upside by becoming networked in an innovative world. These transformations combined with culture due to our social media will create a virtual reality through platform and leaders.





WHAT IF THIS WAS OUR STRATEGY INSTEAD?



MEDCO, INC
Your Trusted Partner Since 1994

**EMPOWERING HEALTHCARE
PROVIDERS TO SEAMLESSLY
COLLECT, ANALYZE AND IMPROVE
PATIENT OUTCOMES THROUGH DATA**



PATIENT
INFORMATION

DATA ENTRY

SECURELY ENTER AND
RETRIEVE PATIENT
INFORMATION

Amazon Comprehend Medical

Extract information from unstructured medical text accurately and quickly
No machine learning experience required

Get started with Amazon Comprehend Medical

DATABASE

DATA STORAGE

Genesis

Custom Built

Product / Rental

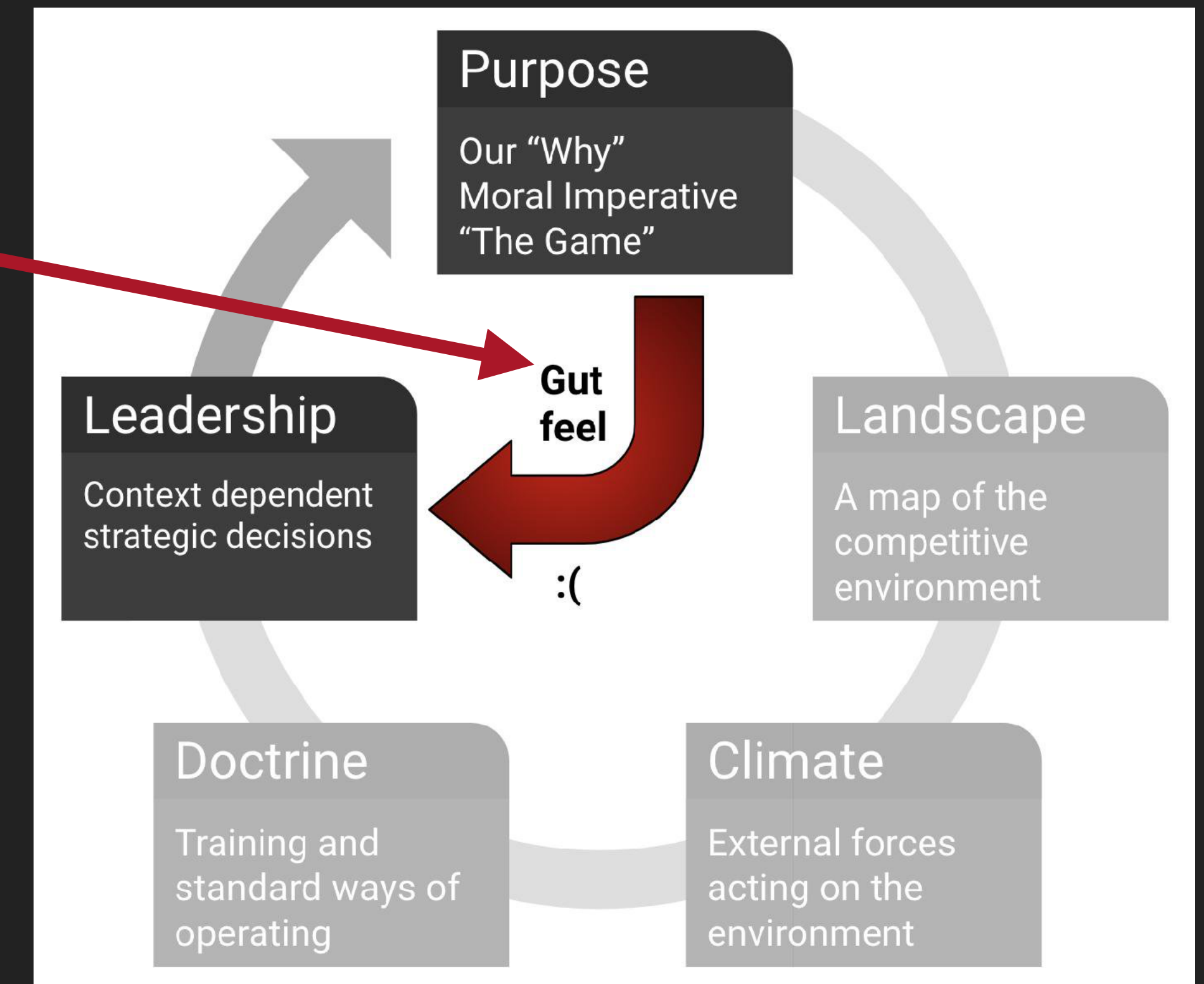
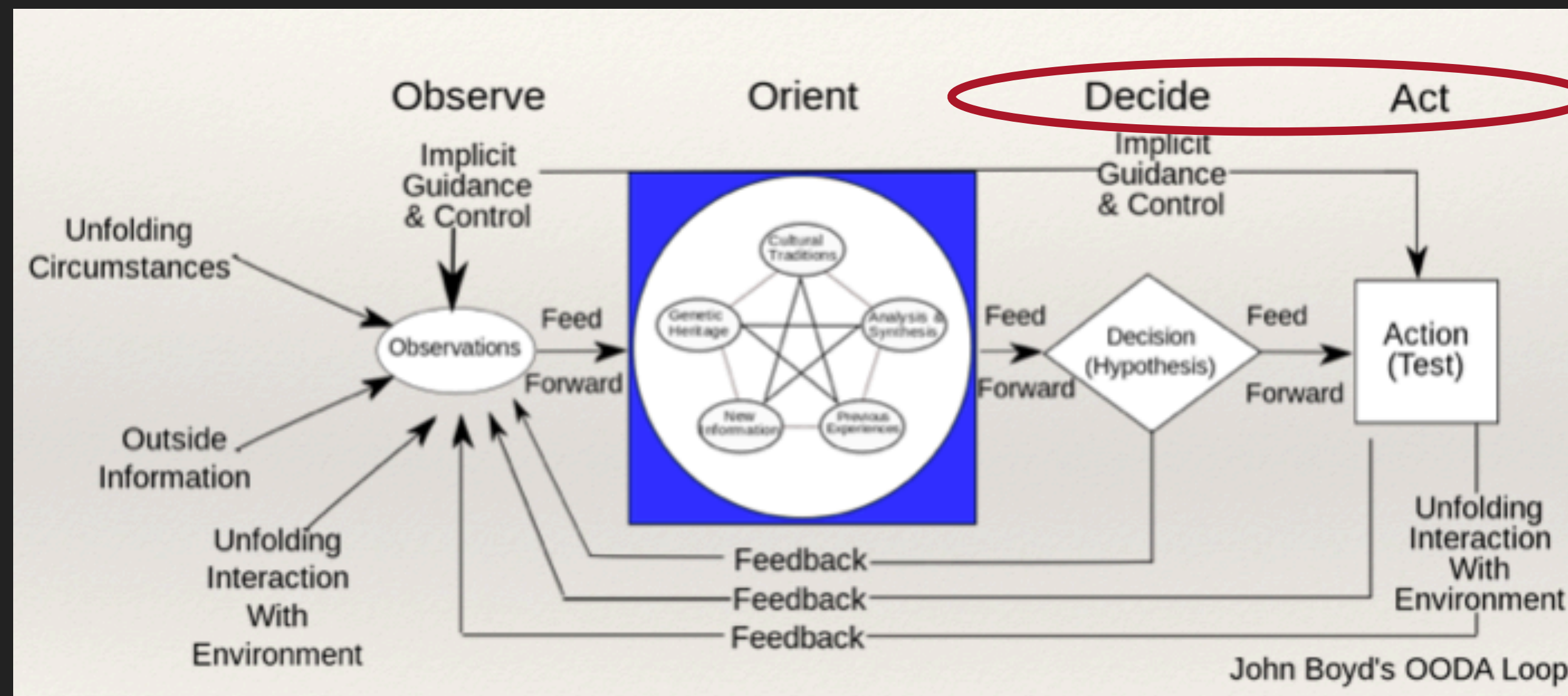
Utility / Commodity

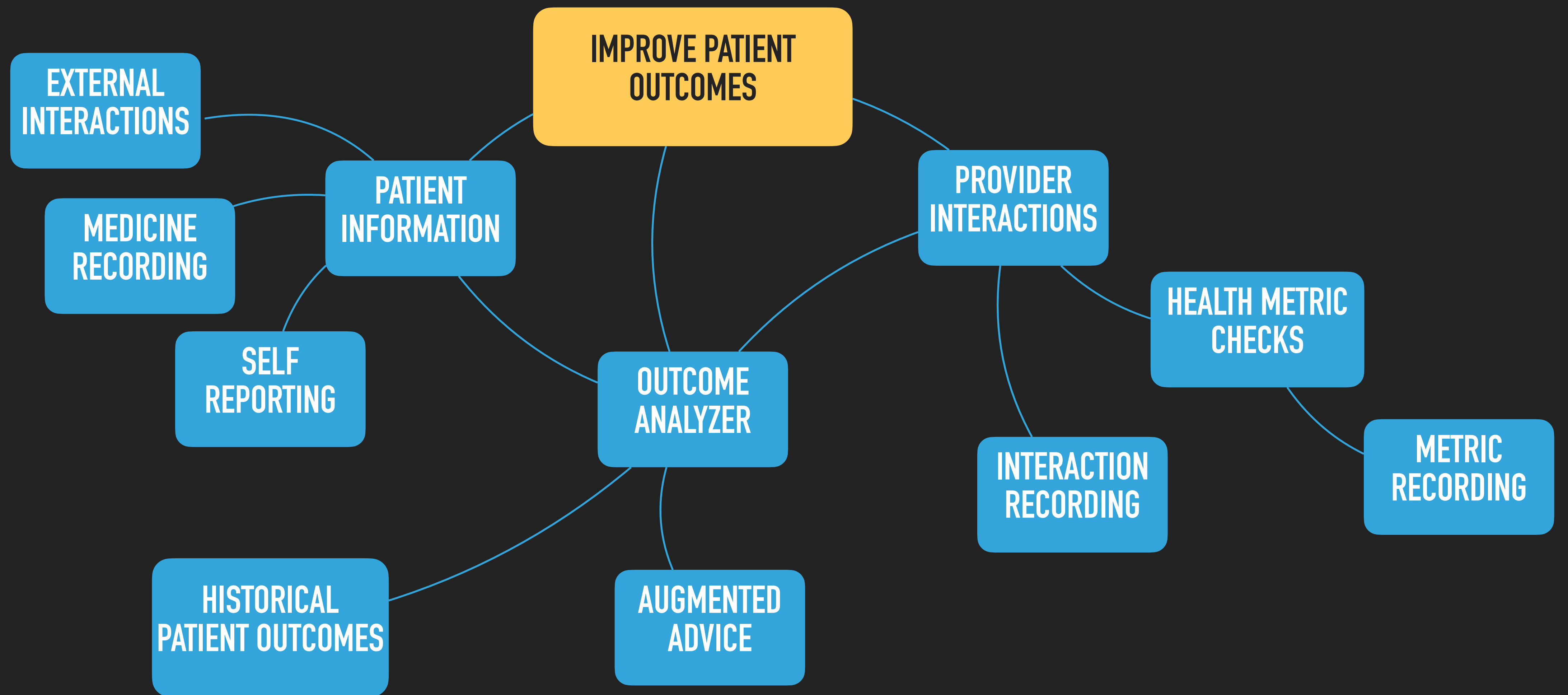
Amazon Comprehend Medical

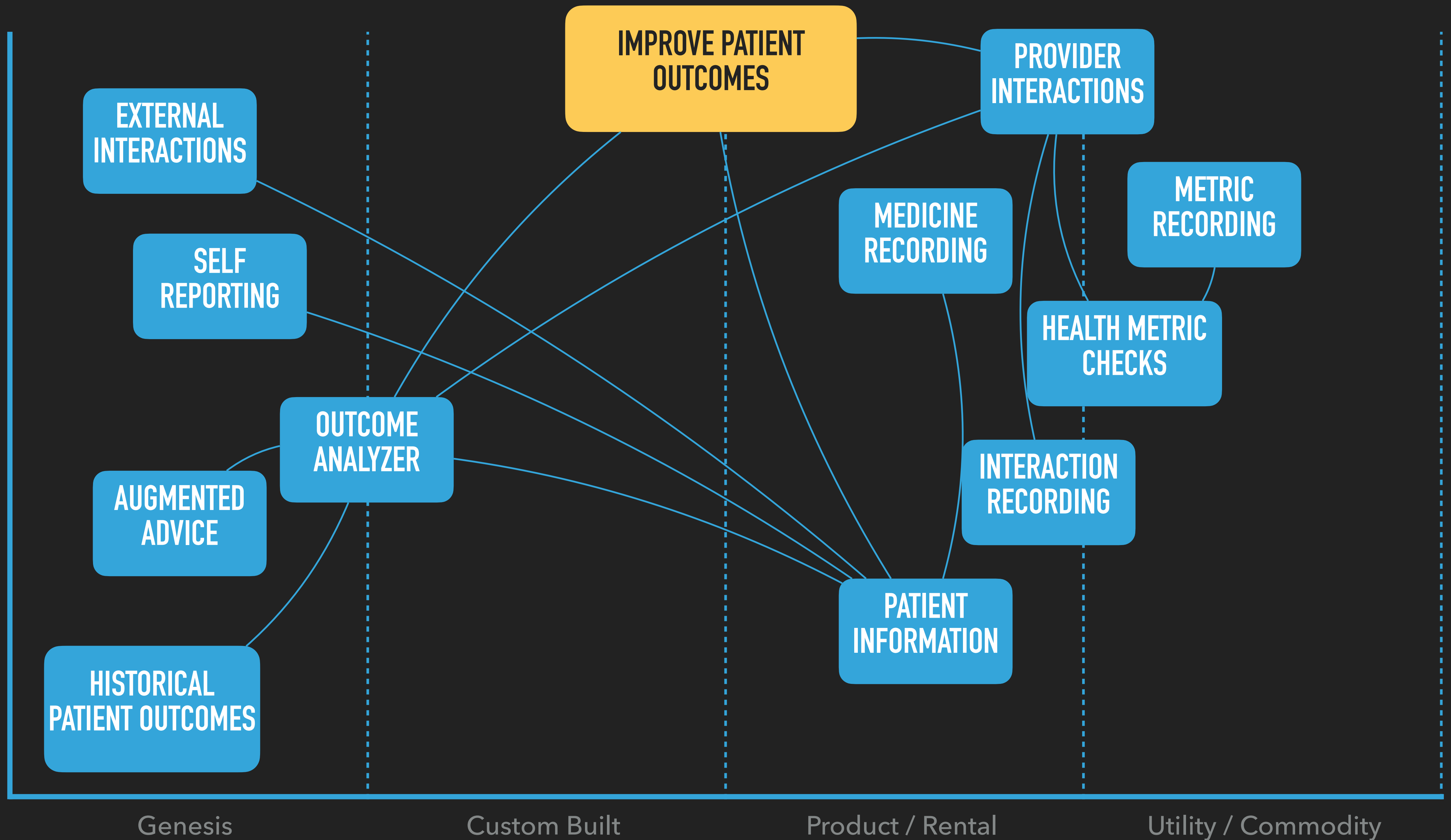
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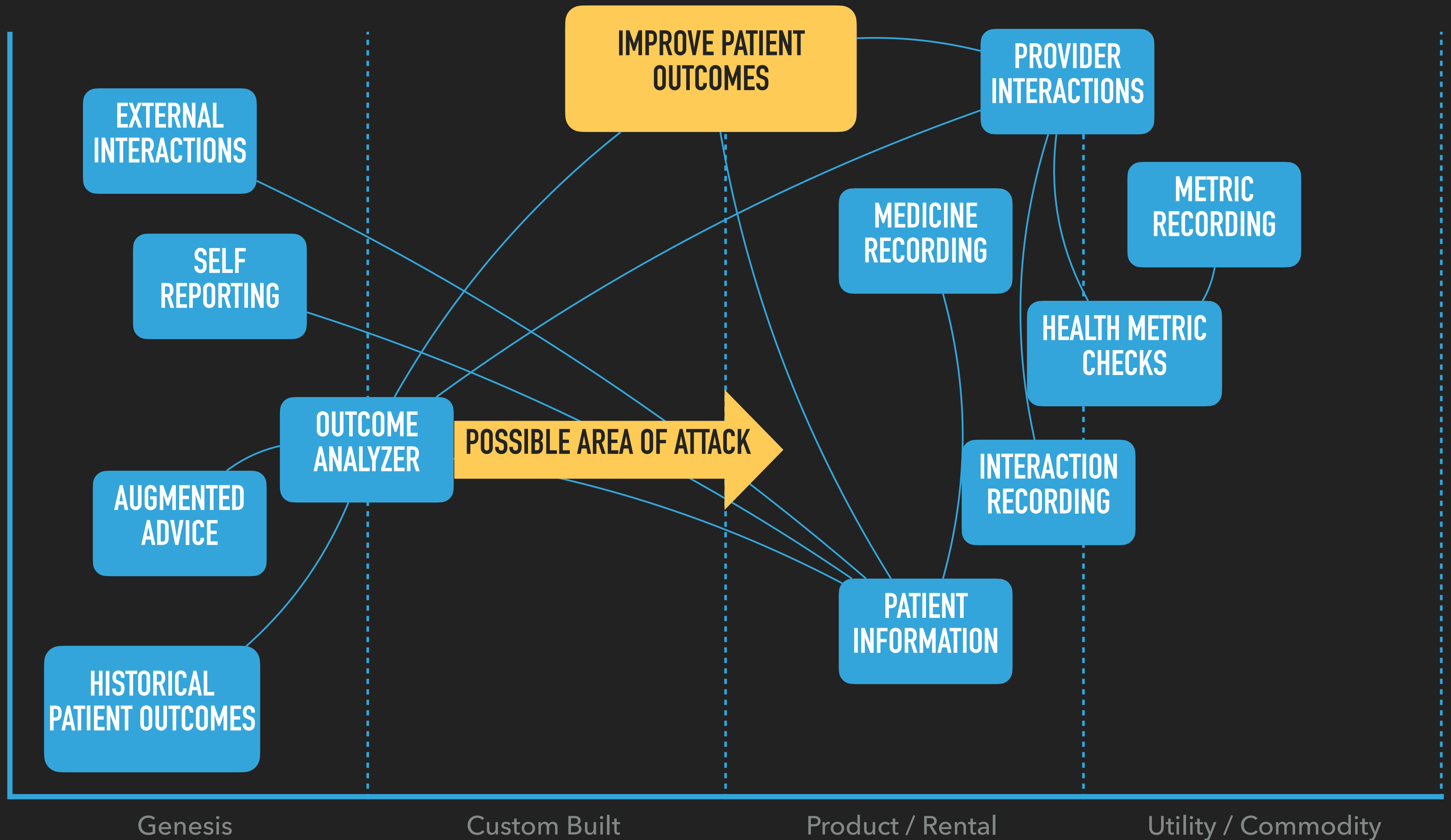
Get started with Amazon Comprehend Medical

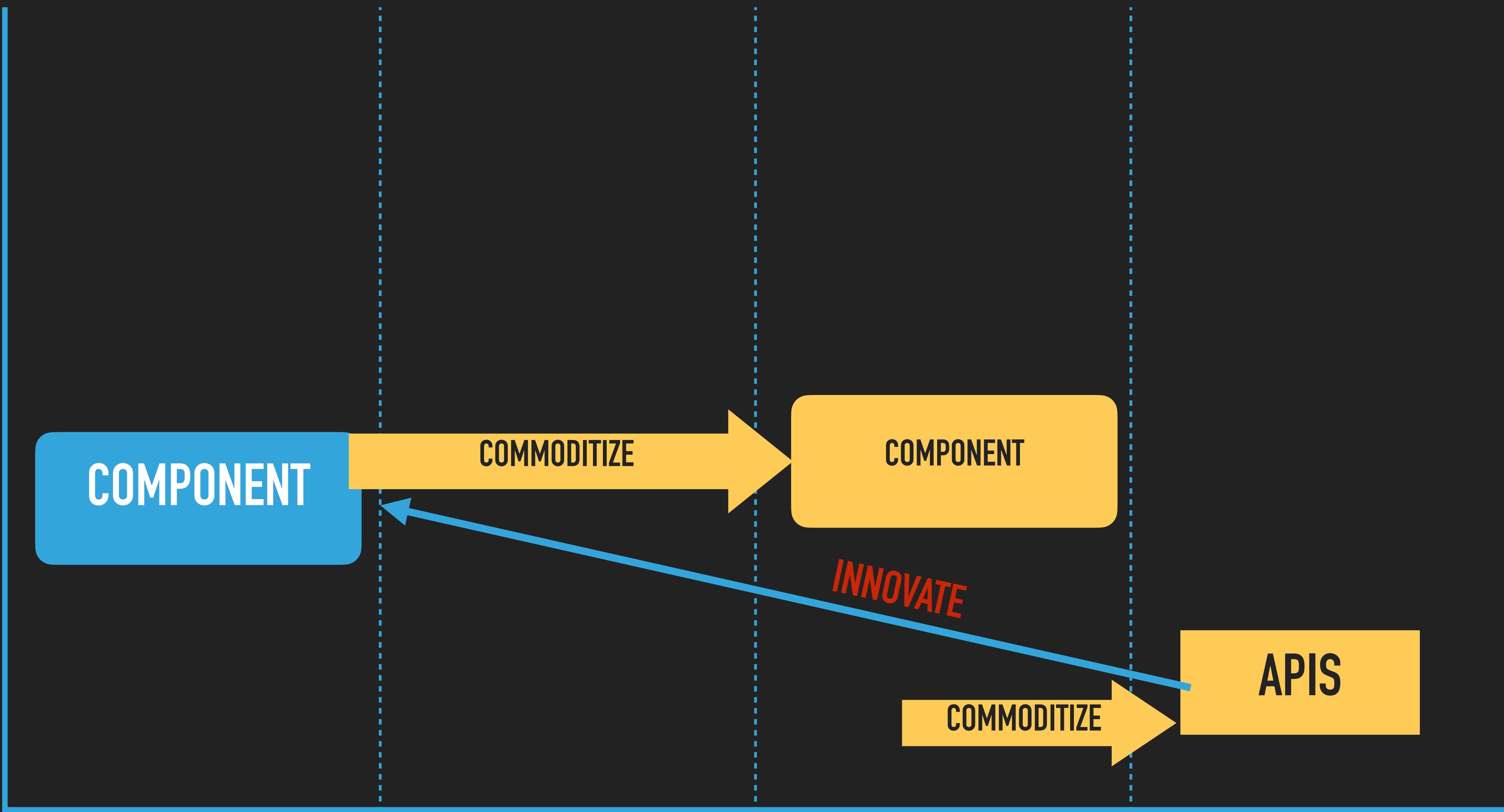
**CLIMATIC PATTERN:
SUCCESS BREEDS INERTIA**



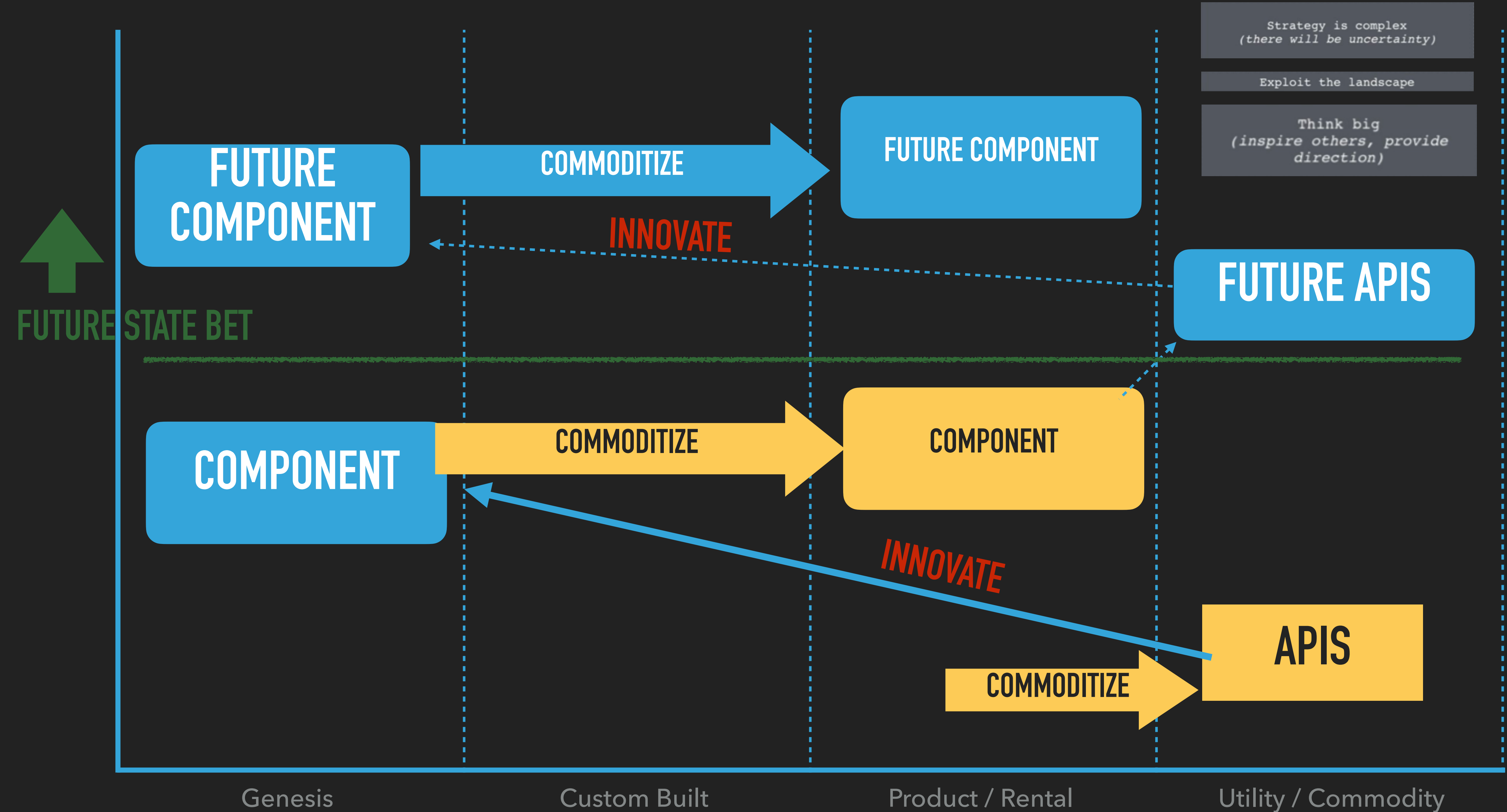


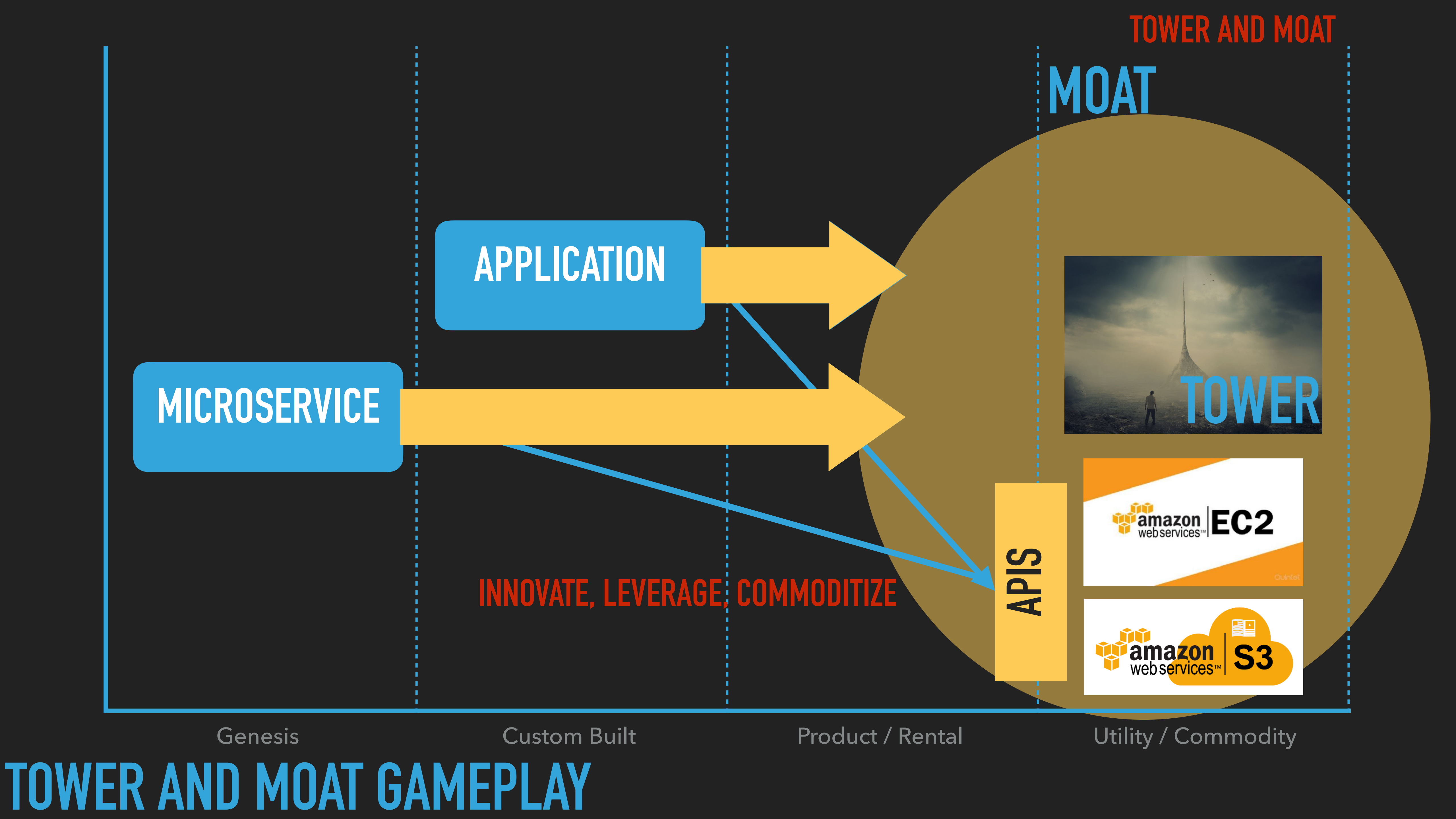




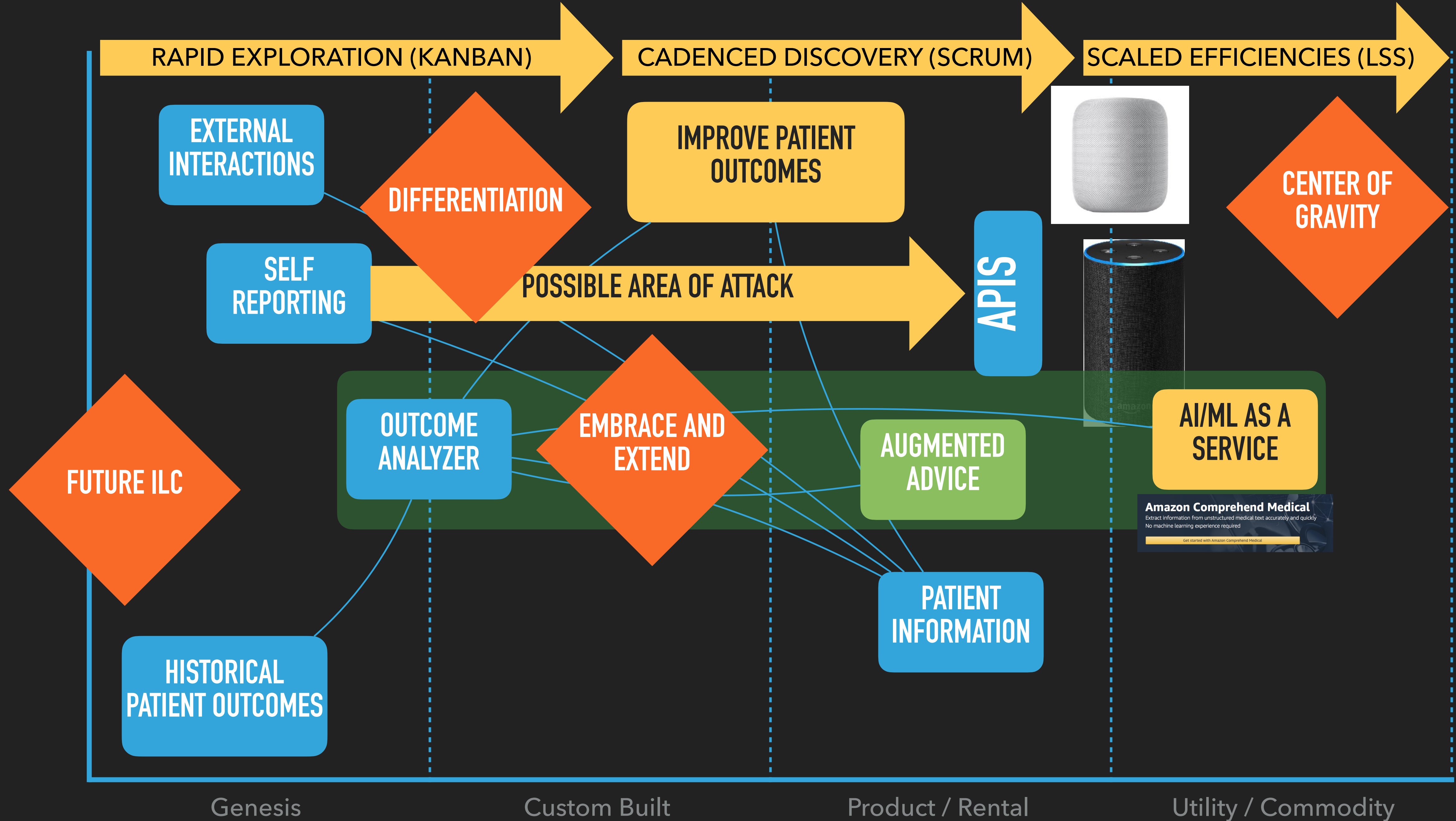


HIGHER ORDER SYSTEMS CREATE NEW SOURCES OF VALUE





STRATEGY



KEY TAKEAWAYS

START WITH USER NEEDS

SITUATIONAL AWARENESS: BEHAVIOR, BOUNDARIES & DIRECTION

UNDERSTAND THE CLIMATE AND YOUR DOCTRINE

FORMULATE AND CHALLENGE HYPOTHESES

LEAD THE ACTION

CONTINUE THE LOOP – ALWAYS BE OBSERVING AND ORIENTING

Wardley Maps Wiki: http://wardleypedia.org/mediawiki/index.php/Main_Page

Wardley Map Videos: <https://courses.coryfoy.com>

Simon's Book (WIP): <https://medium.com/wardleymaps>

Contact Info: <https://coryfoy.com> | foyc@coryfoy.com