



# Wemvula: a visual transformation tool

Map Camp

15th October 2019

Chris Wilber | Ben Righton | Sam Pittam-Smith





**Simon Wardley #EEA** @swardley ·

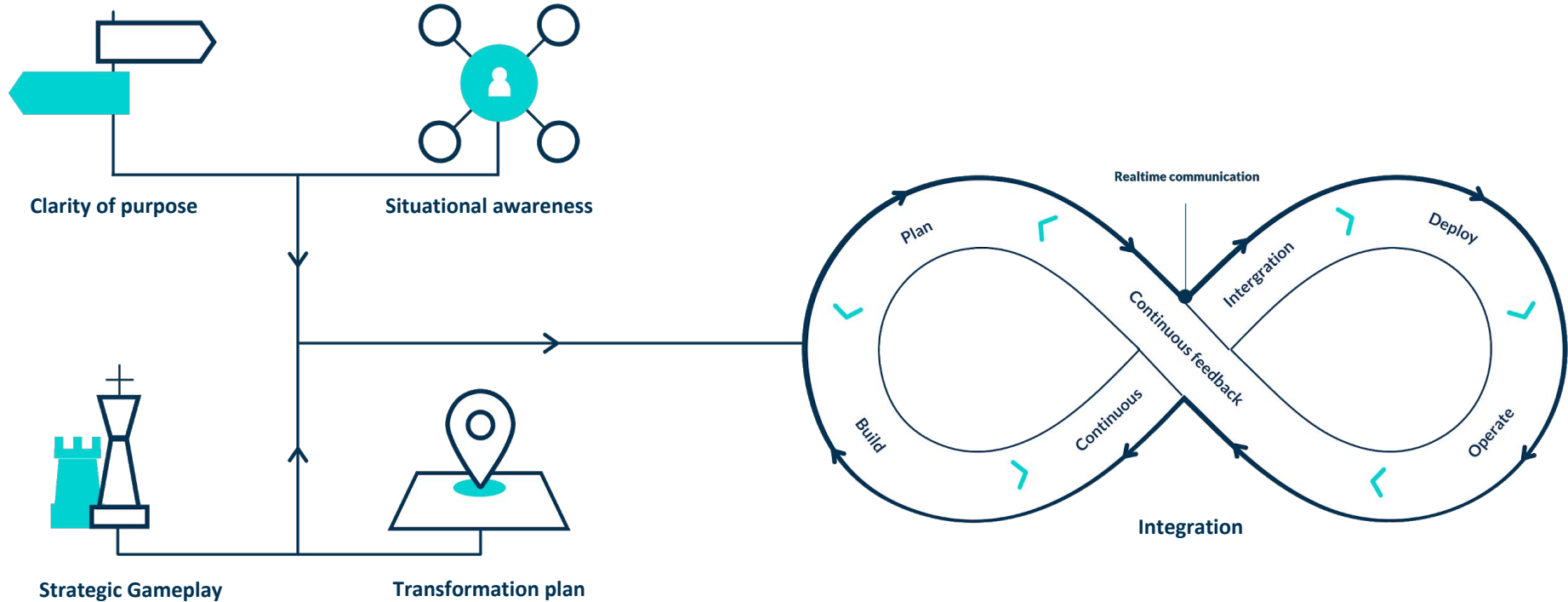


Two things to remind everyone about regarding [#wardleymaps](#) ... they are imperfect (all maps are) and they are wrong (being a model). They exist to create debate and discussion ... to encourage that exploration.



# Rainmaker way

An iterative roadmap to success



# Mapping Examples & Wemvula Functionality

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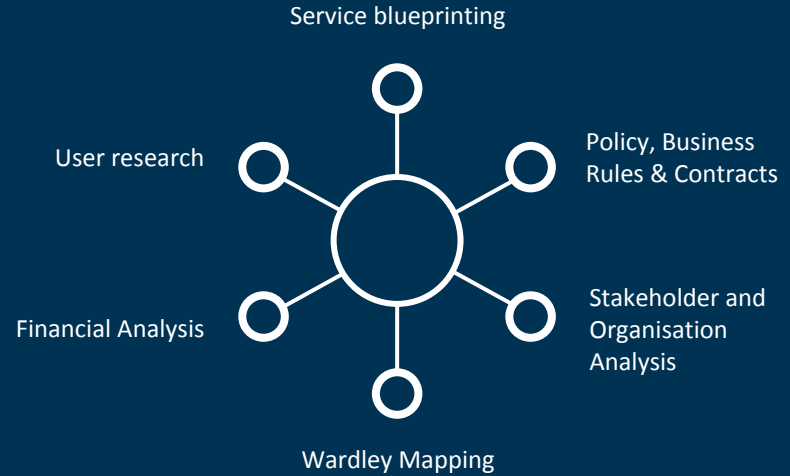
Wemvula

# The Organisation





## Situational Awareness



### What

During Situational Awareness we apply service design thinking to analyse your existing technologies, contracts, costs and returns, and your business and user needs in order to identify the best way forward.

### Who

We will deploy a multi-disciplinary team comprising User Researchers, Business Analysts and Enterprise Architects, managed by a dedicated Delivery Manager.

### Why

In order to understand how to get there, you also need to understand where you are.

### How

Key accelerators and techniques include: user research (qualitative & quantitative, internal & external), service blueprinting, Wardley mapping.


Wemvula

# Basic Integration



# Personas

Merged workforce but not integrated together



If it's not working, you feel like you're banging your head against a brick wall.

## Operations Worker

Staff work in front line operations all over the country. They run our production lines, make sure our products are produced in the required volumes, and are our first line of quality control.

They are the lifeblood of the company

Examples: [Production line workers](#), [Plant operators](#), [Maintenance technicians](#)

Typically, I...



USE A SHARED LAPTOP



USE A DESK PHONE



REPRESENT 48% OF THE COMPANY WORKFORCE



AM INTERNALLY FOCUSED

### NEEDS

- ▶ IT that works so they don't need to spend time fixing it.
- ▶ Easy access to IT support.
- ▶ To get online so that they can access the basic software they need.
- ▶ To feel connected to all of their colleagues through efficient two-way communication.

### CHALLENGES

- ▶ Poor network and limited mobile connectivity.
- ▶ Computer freezes due to network failure leading to loss of work and duplication.
- ▶ Time recording in plant done by hand writing in day book.
- ▶ Pointless logging issues with helpdesk because nothing ever gets done
- ▶ Feel disconnected from the FSA central offices.

## Mission: Develop Digital Strategy

### Situational Awareness

User research helped us identify the key pain points for people in different roles and different geographic locations.

We linked the personas to the blueprints and so the pain points could also be seen at the right point in the process.



Merged but not integrated

27 Sep 2019 v2



## Situational Awareness

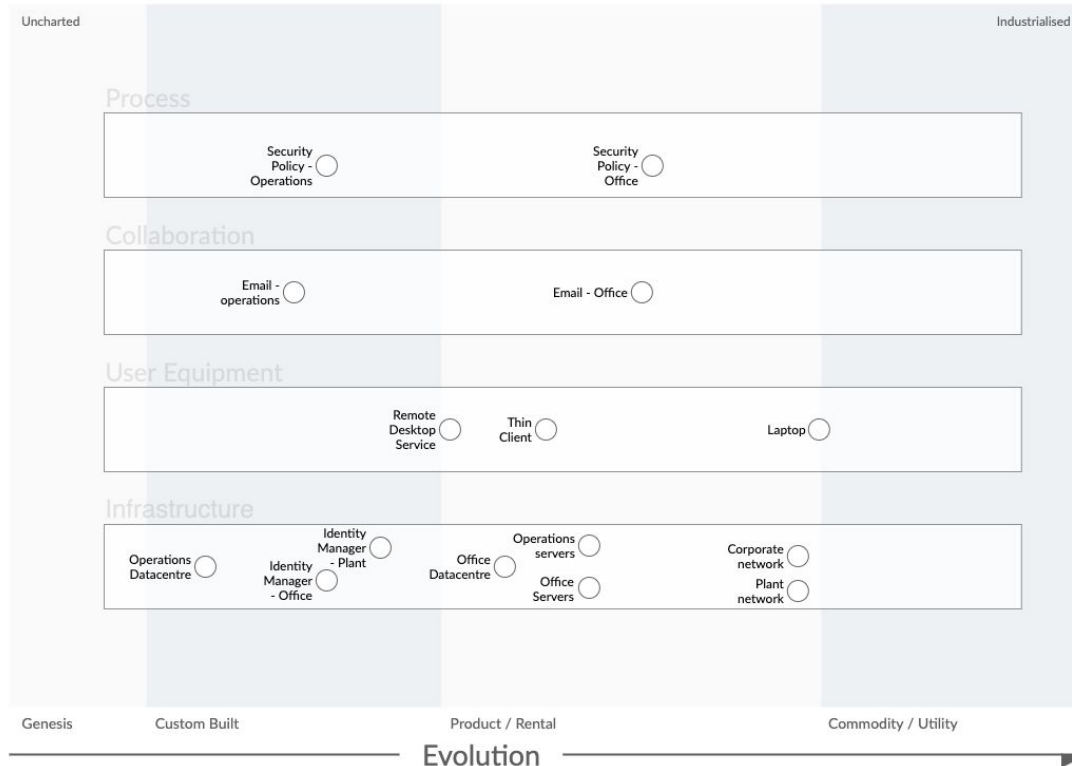
Through user interviews, blueprinting and developing personas we found that the limited integration was a cause of pain to staff on a daily basis.

# Duplication Map

Alternative view of the duplication, but more clearly showing the differing bias

Duplication and Bias

14 Oct 2019 v5



## Duplications throughout

Process

Collaboration

User equipment

Basic infrastructure

# Blueprint

## Blueprint under construction

The screenshot displays the Wemvula Blueprint interface. At the top, there's a search bar and a user profile for Chris Wilber. Below this, filters for PHASE (As-is), CATEGORY (Internal), EPIC (Unspecified), and PRIORITY (Medium) are visible. The main content area is titled "Operations worker - A day in the life" and includes a description: "Workers on the production lines in the manufacturing plants have a relatively structured day, but occasionally have to undertake other activities. This is a composite user journey of all the things that might go on in a day, to draw out issues." The interface is organized into swimlanes: SWIMLANE, PERSONA, START OF DAY, ON-SHIFT ACTIVITIES, OTHER ACTIVITIES, and CLOSE DOWN. Each swimlane contains a grid of cards. The "ON-SHIFT ACTIVITIES" swimlane is currently selected, showing a grid of cards for "Operations Worker" and "Information". The "BACK END SYSTEMS" swimlane is also visible, showing a grid of cards for "Information". At the bottom, there's a "PAIN POINTS / OPPORTUNITIES" section with two red boxes containing text: "No idea in advance what day time will be operating, which means I don't always have the most suitable" and "Up to 15 shift workers share one shift time, so it's not always easy to get background information".

## Wemvula

### Blueprint functionality:

- Record blueprints
- Link components with the components in Wardley Maps & component descriptions
- Links to personas
- Links to ideas

# What are they and why are they important?

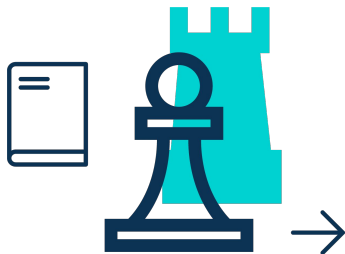
## Gameplays and Experiments

### Strategic Gameplays

Gameplays bring together the future vision (clarity of purpose) with the current position (situational awareness), and help determine **where** to act and **why** for best effect in achieving the vision.

- Run through co-created playbooks/options for addressing the identified pain points and gaps between the current position and future vision
- Ideas on additional gameplays are encouraged

**Following the gameplay sessions**, the playbooks are refined, the options formed into the experiments necessary to test the hypotheses and assumptions. Additional playbooks may also be created based on session feedback

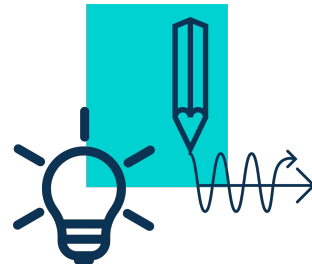


### Experiments

Experiments test the hypotheses and assumptions (co-created in the gameplay sessions) on **what** and/or **how** to act. Experiments can take different forms depending on the subject matter, such as:

- Paper based desktop exercise
- Scenario-based roleplay
- Lightning Sprint
- Minimum Viable Product/Service development and test

Experiments should be iterated as necessary to ensure the move from alpha to beta to live is on a firm evidence base. For complex hypotheses, a modular and/or incremental approach may be taken, with scope and complexity increasing as assumptions are tested and proved. This approach reduces risk and investment.



# Gameplays

The screenshot displays the Wemvula application interface. On the left is a dark blue sidebar with navigation links: Dashboard, User Needs, Personas, Wardley Maps, Blueprints, Ideas, Projects, Gameplays (highlighted), Assessments, Components, Contracts, Team List, and Signout. At the bottom of the sidebar is a 'CREATE' button. The main header area includes the Wemvula logo, a search bar, and user information (Chris Wilber) with notification icons. Below the header, the main content area is divided into two columns. The left column shows details for a 'Gameplay' titled 'Rationalise merger complexities'. It includes filters for PHASE (Initial), CATEGORY (Planning), PRIORITY (High), and EPIC (Unspecified). The 'DESCRIPTION' section contains several paragraphs of text discussing company integration, duplication, and future plans. The right column shows an 'ACTIVITY' timeline for the year 2019, listing five events on October 18th: 'Maps Edited', 'Related Components Edited', 'Related Personas Edited', 'Related Personas Edited', and 'Related Projects Edited'. At the bottom of the main content area, there is a table with tabs for Overview, Relationship Map, Related Artifacts, and Wardley Maps. The table shows metadata for the gameplay, including CATEGORY (PLANNING), PRIORITY (HIGH), EPIC, and PHASE (INITIAL). The footer contains copyright information, a last refresh timestamp, and links to Terms and Conditions, Attribution, Privacy Policy, and Contact Us.

**Gameplay Details:**

- Title:** Rationalise merger complexities
- PHASE:** Initial
- CATEGORY:** Planning
- PRIORITY:** High
- EPIC:** Unspecified

**DESCRIPTION:**

What we see is two companies operating in close proximity, rather than a single integrated company.

There are multiple points of duplication, not only technically but also processes and information.

This was never corrected in the past because the first few months after the merger were all hands on deck and various workarounds were put in place. While the workarounds weren't perfect, they were good enough. And as a result, people have continued to put up with them and get on with the day job.

But as we come to increasingly difficult times with uncertainties around the economy, and further mergers possible as a result, we need to make the best possible use of all our resources, and simplify our operating base to maximise merger benefits.

So where should we act?  
Why?

To create a more flexible workforce able to operate in all parts of the organisation according to demand (massive seasonal variation, and opportunity to bring real-world experience in to the planning stages).

Where?

- Simplify the technical aspects by migrating to single services across the business.
- Bring the identities together and consolidate the infrastructure - piece by piece.

We will undertake some experiments to identify the best areas.

**ACTIVITY (2019):**

- 18 Oct: Maps Edited (High level dependencies)
- 18 Oct: Related Components Edited (Identity Manager - Plant)
- 18 Oct: Related Personas Edited (Office Worker)
- 18 Oct: Related Personas Edited (Operations Worker)
- 18 Oct: Related Projects Edited (Contact Centre / CRM integration)

**Table:**

Overview	Relationship Map	Related Artifacts	Wardley Maps
CATEGORY PLANNING		PRIORITY HIGH	
EPIC		PHASE INITIAL	

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Wemvula

## Ideas functionality:

- Key concepts
- Ideas for strategic gameplays
- Linked to maps, blueprints, personas, components and projects

# Gameplays

An experimental project to explore gameplay options

The screenshot displays the Wemvula IDE interface for a project named "Consolidate identity". The interface includes a sidebar with navigation options like Dashboard, User Needs, Personas, Wardley Maps, Blueprints, Ideas, Projects, Gameplays, Assessments, Components, Contracts, Team List, and Signout. The main content area shows project details, including a description, activity log, and a progress bar. The project is categorized as "Technology" and has a "High" priority. The progress bar shows a timeline from 18 Oct 2019 to 31 Mar 2020. The bottom of the interface includes a "CREATE" button and copyright information.

**Project Details:**

- Project Name:** Consolidate identity
- Status:** \*\*\*\*\*
- Phase:** Define
- Category:** Technology
- Epic:** Unspecified
- Priority:** High

**Description:**

The first stage of integrating the organisation has to be integrate the identities.

The current directory management solutions combine device management, server management, identity management and access control. We need to run a short experiment to investigate the viability of moving all users in to the office workers directory and putting in place a trust mechanism such that the plant identify manager trusts those resources.

If that is successful, we can then decouple the migration of the applications and servers from the migration of the identities.

**Activity Log:**

- 18 Oct: Project Added

**Progress:**

18 Oct 2019 to 31 Mar 2020

**Summary:**

- User Value:** HIGH
- Schedule Risk:** AMBER
- Category:** TECHNOLOGY
- Organisation:** IT
- Epic:** UNSPECIFIED
- Priority:** HIGH

**Footer:**

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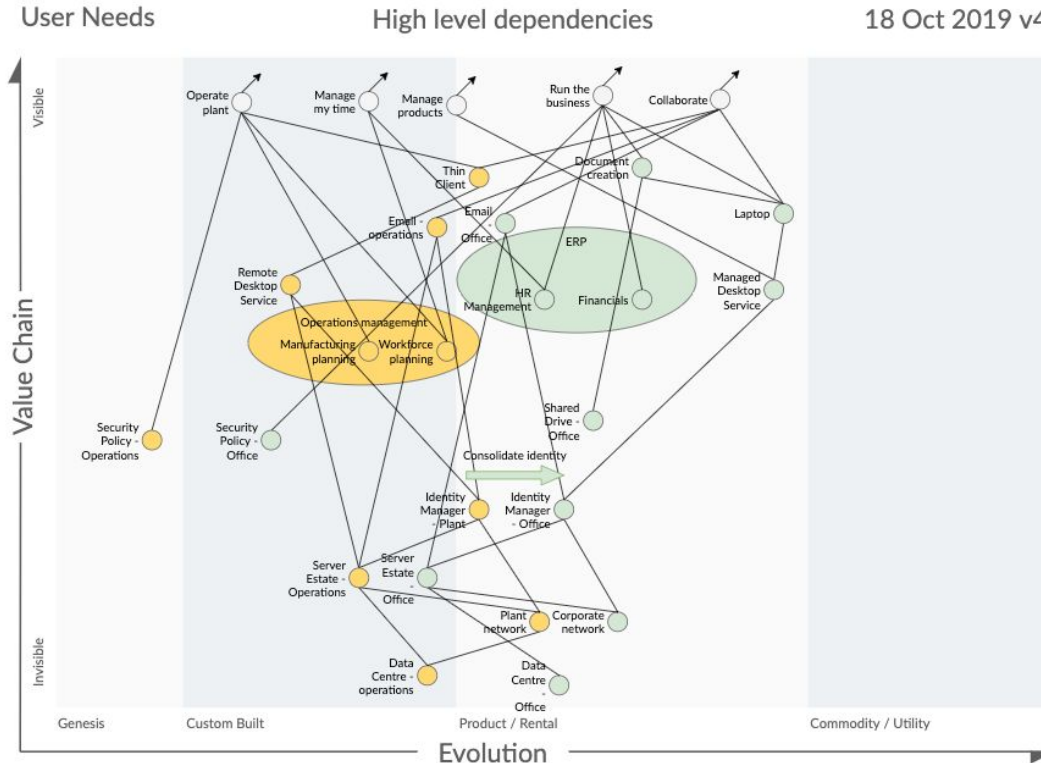
Wemvula

## Ideas functionality:

- Key concepts
- Ideas for strategic gameplays
- Linked to maps, blueprints, personas, components and projects

# Gameplays

With the “Consolidate Identity” project now shown on the map



[Wemvula](#)

## Ideas functionality:

- Key concepts
- Ideas for strategic gameplays
- Linked to maps, blueprints, personas, components and projects

Wemvula

# Business Transformation





# Mission:

Efficiency & Future

## Outcome of Clarity of Purpose:

- Contact centres are a not rewarding,
  - Job satisfaction
  - Career prospects
  - Knowledge retention

## Outcome of Situational Awareness:

- Personalised contact is popular with clients
- Many staff still want to do a good job
- There are a number of pain points from duplication due to the bespoke approach and the commercial model

## Mission:

### Short term efficiencies

#### Situational Awareness Activity:

- Maps of current infrastructure
- Maps of current services, components, including people, process and infrastructure
- Blueprints of key services
- Personas based on user needs

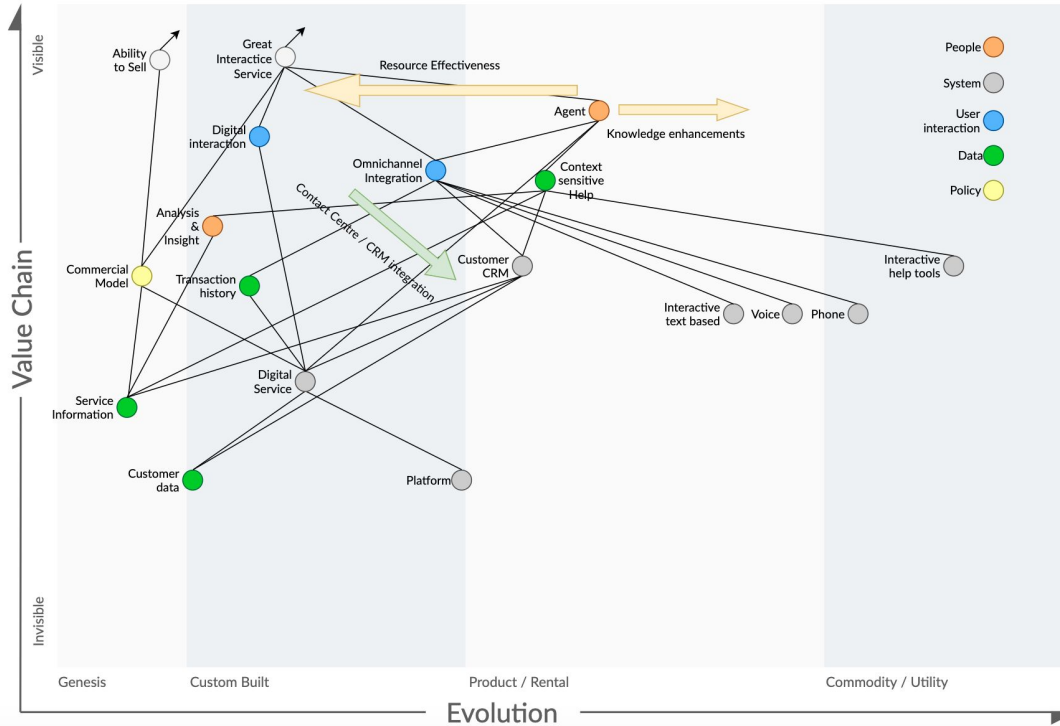
# Business Process Improvement

Efficiency & Future

User Needs

Contact Centre Improvements

15 Oct 2019 v1



## Map:

Demonstrating key components of the business and the areas to gameplay

# Gameplays

The screenshot displays the Wemvula BETA web application. The top navigation bar includes a search bar, user profile (Toby Smith), and notification icons. A left sidebar lists various modules: MapCamp, Dashboard, User Needs, Personas, Wardley Maps, Blueprints, Ideas, Projects, Gameplays (selected), Assessments, Components, Contracts, and Team List. The main content area shows a 'Gameplays' entry titled 'Contact centre resource effectiveness'. It features filters for PHASE (Initial, Planning), CATEGORY (Planning), PRIORITY (High), and EPIC (Unspecified). Below the filters are icons for Comments (0), Ratings (0), and Team (0). The entry is divided into two sections: DETAILS and ACTIVITY. The DETAILS section includes a DESCRIPTION, Factors, and Hypotheses. The ACTIVITY section shows a timeline for 2019 with three events: 'Related Projects Edited', 'Description Edited', and 'Gameplay Added'.

**Wemvula BETA**

Search

Toby Smith

**MapCamp**

- Dashboard
- User Needs
- Personas
- Wardley Maps
- Blueprints
- Ideas
- Projects
- Gameplays**
- Assessments
- Components
- Contracts
- Team List

**Contact centre resource effectiveness**

PHASE: Initial, Planning | CATEGORY: Planning | PRIORITY: High | EPIC: Unspecified

Comments (0) | Ratings (0) | Team (0)

**DETAILS**

**DESCRIPTION**

The conundrum: How do you make an inexperienced resource effective in a customer facing role, when they rarely stay long enough in the role to gain the knowledge?

**Factors:**

- The amount of knowledge needed for a constantly changing product set
- Career opportunities taking the better resources on to more fulfilling roles
- Appropriate skills, traits and behaviour profiles for recruitment
- The training costs

**Hypotheses:**

- Recruiting staff with the right skills, and equipping them with the right information and technology to support their customer interactions, will deliver a better service to customers, and provide more attractive jobs for staff.
- There are multiple levels of assistance that can be provided
  - Knowledge base
  - Post call training
  - Real-time emotion index prompts in call
  - Better utilisation of supervisors
    - using technology to identify triggers for intervention
    - using manual request for assistance

These should be investigated to determine the required investment, the ongoing cost to operate, and the benefits arising. These do not require costly and time consuming actions - they can be iterated with some options abandoned early if they do not look likely to be beneficial.

**ACTIVITY**

2019

- 01 Oct Related Projects Edited  
Contact Centre / CRM integration
- 01 Oct Description Edited  
The conundrum: How do you make an inexperienced resource effective in a customer facing
- 01 Oct Gameplay Added

## Wemvula

### Ideas functionality:

- Key concepts
- Ideas for strategic gameplays
- Linked to maps, blueprints, personas, components and projects

# Continuous iteration

Using Wemvula going forward

The screenshot displays the Wemvula web application interface. At the top, there is a navigation bar with the Wemvula logo, a search bar, and a user profile for Sam Pittam-Smith. A left-hand sidebar menu lists various features: MapCamp, Dashboard, User Needs, Personas, Wardley Maps, Blueprints, Ideas, Projects, Gameplays, Assessments, Components, and Contracts. The main content area is titled 'Contact Centre Agent' and includes filters for CATEGORY (As-Is), EPIC (Unspecified), and PRIORITY (Medium). Below these filters, there is a 'Comments (0)' section and a 'PERSONA' tab. The persona page is divided into two sections: 'Overview' and 'Relationship Map'. The 'Overview' section features a large image of a contact center agent and a description: 'I work on the front line representing our business to our customers. I resolve problems, advise people on product selections, and take feedback on suggestions for improvement.' Below this, it lists examples: 'Domain Specialist, General Helpdesk, Senior Problem Analyst'. The 'Typically, I...' section contains four icons representing different roles: 'RESOLVE CUSTOMER QUERIES AND', 'ESCALATE ISSUES TO THE BEST RESOLVER TEAM', 'ENSURE THAT ALL KEY INFORMATION IS PROVIDED', and 'DEVELOP MY SKILLS'. The 'NEEDS' section lists: 'Accurate product information', 'Awareness of the latest sales campaigns', 'Access to legislation and policy that may affect the product', 'Assistance with difficult customers', and 'Sales training'. The 'CHALLENGES' section lists: 'Keeping up to date with our constantly changing products', 'Not getting bored', and 'Understanding when contact activities are going to escalate'. At the bottom of the page, there is a 'CREATE' button and a footer with copyright information and links to Terms and Conditions, Attribution, Privacy Policy, and Contact Us.

## First Phase of Transformation

### Experiments to test hypotheses

1. Call Centre Agent is not a long term career choice for some so need to have right information and tech to onboard new people efficiently.
2. To make job more interesting automate the mundane so agents can focus on more complex requests and issue resolution.

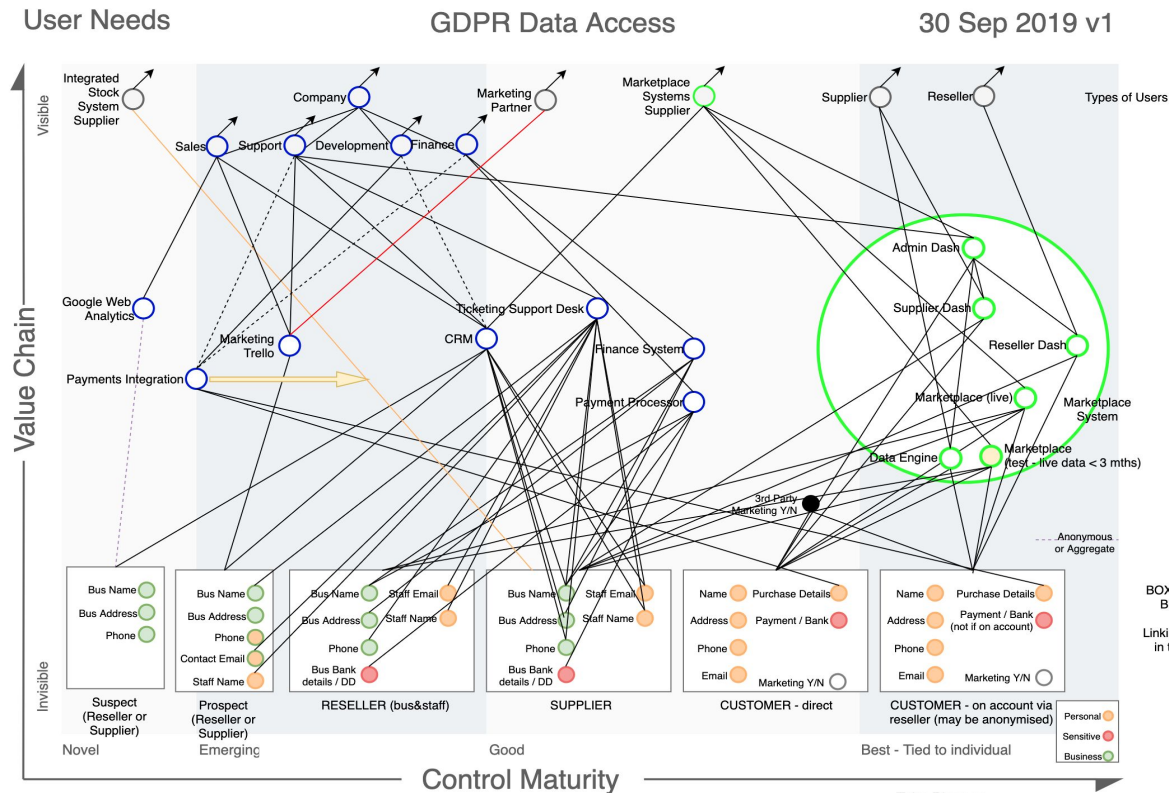
Wemvula

# Something completely different



# Map of GDPR

Something Different



Toby Playpen  
Made in Wemvu.la - Powered by Rainmaker

## What can you map?

- Infrastructure
  - Services including people, processes and tech
  - Anything with components and processes that has the possibility of change.
- We've mapped:
- GDPR
  - Parenting
  - 12 days of Christmas

Wemvula

# Play time & Questions



# Competition:

Inclusivity and diversity in mapping

**Your Mission, should you choose to accept it:**

Is to submit your best ideas on **How to make Map Camp more inclusive in 2020 and beyond.**

Submissions should:

- explain your idea
- include a Wardley Map
- how it would be implemented
- the expected outcome/impact

The prize is a £250 donation to a charity of your choice

The judges will be Simon Wardley and Chris Wilber, CTO Rainmaker Solutions.

**The deadline for submissions is 12 noon Tuesday 29th October. Good luck!**

<https://rainmaker.solutions/mapcamp2019/>

The winner will be announced on 29th November.

## Rainmaker Solutions

### Map Camp Inclusion Sponsors

Wardley mapping is a huge part of Rainmaker's transformation process and we're really proud to be able to support and participate in this excellent community run event.



