

aligned with the desires of the hedge fund manager. There might be tension but there's no real conflict between the roles. Whether the two views are aligned is often more a question of confidence and whether the right culture exists.

Play it again

Let us now play this scenario again and consider the second variant and the substitution of the company's product by a utility (e.g. A1 to A3). Along with inertia, there are a number of complications caused by common economic patterns. The first complication is caused by co-evolution of practice. As with more recent examples (e.g. cloud computing and the rise of DevOps) then the changing characteristics of the activity as it evolves from product to utility will result in co-evolved practices. This will also apply to any data and knowledge of the space. I've marked this change in figure 193 focusing in on practice.

Figure 193 — co-evolution of practice