

In our case, we used our maps to anticipate future developments including exchanges, assurance reporting, application marketplace, billing facilities and a brokerage service.

*Method 2)* Beyond removal of duplication and bias, you can also use a map to find efficiencies and constraints by examining links within the value chain. For example, take something as trivial as a desktop role out. You might find that you're forced to treat the operating system as more of a product than a commodity because some essential business application is tightly coupled to the operating system. By understanding and breaking this link, such as forcing the application into a browser, you can often treat a wide number of other components as a commodity. From our position, we understood that building data centres would be a constraint to building an IaaS play and that infrastructure was a constraint to building a PaaS. This also created opportunities i.e. if one player launched in IaaS and became dominant then competitors could launch equivalent services and use a price war to force up demand beyond the ability of the first mover to supply (this assumes that competitors had their wits about them). Given we had the underlying infrastructure technology known as Borg to do this, we could exploit such an opportunity.

*Method 3)* Another way is to take advantage of both evolution and inertia itself e.g. by driving any component to a more evolved state such as from product to commodity. These are potential goldmines hence I tend to look at those components that are described as being in the product stage but are close to becoming a commodity. I look for