Horizon 1 : the core business which provides the greatest profits and cash flows that need to be extended and defended.

Horizon 2 : are the emerging opportunities and businesses that will drive medium term growth. These may include new ventures that you are investing in which are expected to generate substantial future profits.

Horizon 3 : These are ventures that should ensure the company's long term future. They can include research projects or pilot programs or even investment in startups.

When I joined Canonical, horizon one was the core support revenue. Horizon two included new concepts such as online storage, the app store and extending onto more devices. Horizon three was … well, I'm quite convinced a few would have thought that my work on cloud would be in this category. Whilst this model of three horizons is a reasonable way of examining a company, I personally find it inadequate. I often find that some confuse it with the pioneer — settler — town planner model of organisation (chapter 4) by associating town planners with horizon one and pioneers with horizon three. To explain the weakness with the model, I'm going to use the map of mapping that I introduced earlier in chapter 7. To save you scrambling back through past chapters, I've provided that map here in figure 213.

Figure 213 — The Map of Mapping.