

stability and sameness. You will often see many of the same product. Our focus is on refining and improving.

Commodity (including utility). This represents scale and volume operations of production, the highly standardised, the defined, the fixed, the undifferentiated, the fit for a specific known purpose and repetition, repetition and more repetition. Our focus is on ruthless removal of deviation, on industrialisation, and operational efficiency. With time we become habituated to the act, it is increasingly less visible and we often forget it's even there.

This evolution is shown as the x-axis and all the components on the map are *moving* from left to right driven by supply and demand competition. In other words, the map is not static but fluid and as components evolve they become more commodity like.

In figure 9, I've taken the original map above and explicitly highlighted the elements that matter. This map has all the basic elements of any map — *visual*, *context specific*, *position of components* (based upon an *anchor*) and *movement*. In later chapters as appropriate we will explore each in more detail.

Figure 9 — Basic elements of a map