

The second thing to note is that everything is evolving. At some point in the future, I will need to adapt my scope not only because the underlying components have evolved but also that my scope has become industrialised. There would be a point that you will be able to read endless free guides on how to map and even wikipedia articles. If at that point my scope isn't something else designed to meet users' needs and provide value to them then I'll be attempting to survive against free.

The final issue is the balancing act between different user needs. I thought I had learned that lesson in my past doomed attempt to build a platform future by ignoring one set of very powerful users (the board) but I repeated the same mistake in my strategy consultancy interview. I was trying to engage in a discussion on the environment whereas they needed a financial and HR analysis of impacts caused by a disposal. Whether it was the right or wrong decision wasn't something they cared about and I wasn't thinking about their needs. Any play I created may have been right but without support of these users then it didn't matter.

The Hypothetical Gun company

This concept of conflict between user needs is worth exploring a bit more. Let us take a trawl back through time and imagine you're the boss of a hypothetical gun company just when the market is learning how to industrialise mechanical components. We're moving away from the world of highly customised mechanical components built by a cottage industry to having things like more uniform pipes and bolts.