

The same is true of building your own Thomas Thwaites toaster rather than buying a commodity version to provide toast. To help you in the process of challenge, I've added a cheat sheet in figure 17 for the characteristics of activities. How this was created will be discussed in later chapters but for now simply use this as a guide. Where arguments continue to rage then look to see if the component is in fact multiple subcomponents.

Figure 17 — The cheat sheet

Stage (of activity)	Genesis	Custom	Product (+rental)	Commodity (+utility)
Characteristics				
<i>Ubiquity</i>	Rare	Slowly increasing consumption	Rapidly increasing consumption	Widespread and stabilising
<i>Certainty</i>	Poorly understood	Rapid increases in learning	Rapid increases in use / fit for purpose	Commonly understood (in terms of use)
<i>Publication Types</i>	Normally describe the wonder of the thing	Build / construct / awareness and learning	Maintenance / operations / installation / feature	Focused on use
General Properties				
<i>Market</i>	Undefined market	Forming market	Growing market	Mature market
<i>Knowledge management</i>	Uncertain	Learning on use	Learning on operation	known / accepted
<i>Market Perception</i>	Chaotic (non linear)	Domain of experts	Increasing expectation of use	Ordered (appearance of being linear) / trivial
<i>User perception</i>	Different / confusing / exciting / surprising	Leading edge / emerging	Common / disappointed if not used or available	Standard / expected
<i>Perception in Industry</i>	Competitive advantage / unpredictable / unknown	Competitive advantage / ROI / case examples	Advantage through implementation / features	Cost of doing business / accepted
<i>Focus of value</i>	High future worth	Seeking profit / ROI?	High profitability	High volume / reducing margin
<i>Understanding</i>	Poorly understood / unpredictable	Increasing understanding / development of measures	Increasing education / constant refinement of needs / measures	Believed to be well defined / stable / measurable
<i>Comparison</i>	Constantly changing / a differential / unstable	Learning from others / testing the water / some evidential support	Feature difference	Essential / operational advantage
<i>Failure</i>	High / tolerated / assumed	Moderate / unsurprising but disappointed	Not tolerated, focus on constant improvement	Operational efficiency and surprised by failure
<i>Market action</i>	Gambling / driven by gut	Exploring a "found" value	Market analysis / listening to customers	Metric driven / build what is needed
<i>Efficiency</i>	Reducing the cost of change (experimentation)	Reducing cost of waste (Learning)	Reducing cost of waste (Learning)	Reducing cost of deviation (Volume)
<i>Decision Drivers</i>	Heritage / culture	Analysis & synthesis	Analysis & synthesis	Previous experience

Don't worry if some of the terms are confusing in the cheat sheet, just use what you can. Like Chess, mapping is a craft and you will get better with practice. Today, topographical intelligence in business is