

importance of defining a scope that is tangible rather than attempting to create a perfect map of an entire industry right down to every knob and whistle. You will learn over time how to simplify maps but to begin with, keep your ambitions small. Think small! As in know the details (see [chapter 4, doctrine](#)).

In the above, I've highlighted that guns are evolving and heading towards more of a commodity. This can create conflict with your own desire to survive and your shareholders desire for profit as the revenue per unit decreases. Such change can be compensated by volume but the desire is always to keep the same margin but increase units. We almost want the thing to become ubiquitous but seen as unique. There are ways of achieving this through branding and persuading others that your "commodity" is somehow special. It's not a rock, it's a "*pet rock*" as Gary Dahl might say. Alternatively you can bundle new features or characteristics onto it. It's not just a gun, it's special gun that makes you popular or it's a vacuum that doesn't look suction!

At the same time your gun is becoming a commodity (something you may not want) then you do want the components that you consume in manufacturing your gun to become more commodity like. This will obviously reduce your cost. However, the shareholders of the bolt company would like to have volume operations but maintain the margin per unit. They'll be hoping their management use branding to try and persuade you that their "commodity" is somehow special. It's not just a bolt, it's a special bolt that makes you popular with others or doesn't lose suction! There will inherently be conflict between different