Now back to when we originally built LFP in 2003. There wasn't a utility platform, I didn't have maps and I didn't have the concept of flow. Instead myself and my CFO had a mass of spreadsheets trying to calculate what the above did and cope with all the stepwise investments and capital costs needed. What was a nightmare in 2003 is child's play in 2016.

Whenever you're building something novel, then the game is to use operational expense over capital as much as possible in order to reduce risk either due to the system not being used or growing rapidly. You want to tie the cost as close to the path of revenue generation especially within any worth based system when you're gambling on an uncertain outcome. However, there will always be some investment e.g. writing the application, marketing the microsite. This sort of modelling can help you identify which options improve the equation and hence where you should invest for the future.

Efficiency vs effectiveness

Having introduced the concepts of worth based development, pricing granularity and flow, let us now get back to our main story.

So there I was in 2008 with an understanding of the importance of maps and of the flow of capital within them. This helped me explain a question of efficiency versus effectiveness in one of my client's projects. I was quite proud of this. There is unfortunately a problem.

Hopefully, you're discovering that maps can be a quite useful strategic tool. The information they contain can be very sensitive. I'm certainly