

Another thing to note is that the horizons can often be broadly anticipatable. This is the thing I find inadequate with the horizon model because without a map and the learning of common economic (aka climatic) patterns then it becomes all too easy to miss the obvious. It is why I find the three horizons useful as a high level concept but overall weak in practice on its own. It also fails to help me adequately deal with inertia or legacy.

The issue of legacy

In chapter 9, we examined the climatic patterns of co-evolution i.e. practices can co-evolve with the evolution of an activity. There is usually some form of inertia to a changing activity and this can be compounded by co-evolution of practice. In figure 218, I've taken the original diagram from chapter and added some inertia barriers for the shift from product to utility for both compute and also platform.

Figure 218 — Change of Compute and Platform