wolves at bay. That's what I call a "win-win" except obviously for the vendors who lost out.

Before we move on

In the last few chapters, we've been sneaking around the strategy cycle covering mainly purpose and then landscape. You should be familiar enough with the strategy cycle that I don't need to repeat it. We will keep on looping around this, sometimes diving into interconnections as we go. Anyway, this will be the last time that I'll mention that. We should recap on some of the ideas from this chapter.

Landscape

- *Be careful of simplicity.* There's a balancing act here caused by Ashby's law. Be aware that you're often trading your ability to learn for easier management. In some cases, you can simplify so far that it becomes harmful e.g. one size fits all and group wide KPIs. Often people talk about the KISS principle (Keep it simple, stupid) just remember that by keeping it too simple then you can make some pretty daft choices.
- The map contains *flows of capital* which are represented by the interfaces. There are usually multiple flows in a single map. Such capital can be physical, financial, information, knowledge, risk, time or social. It could be anything which we trade and is traded between the components.