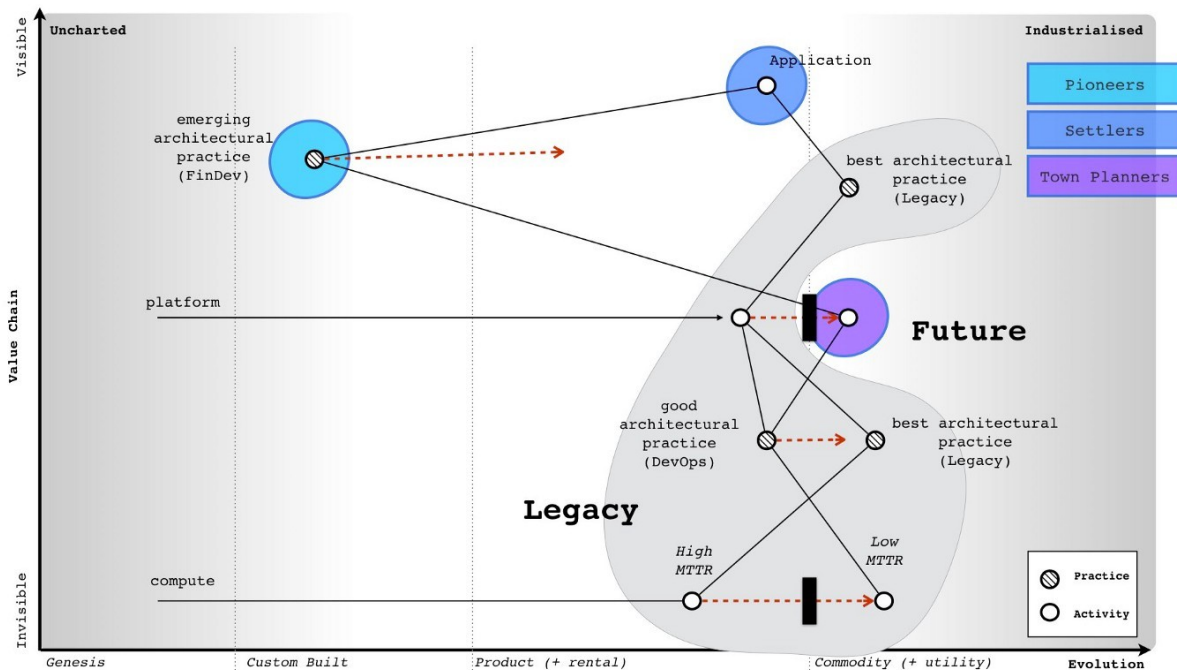


of scale around platform utility services. I've shown this future in figure 221 and it's where companies should be investing in 2017.

**Figure 221 — the future, from a consumer perspective**



It's important to note that legacy can be anywhere. It can be caused by a custom built activity which has failed to evolve or a product based business in a utility world. Legacy is simply a consequence of a failure to evolve and it is not associated with one group such as pioneers, settlers or town planners but instead all. When it comes to managing legacy then it's really important to understand those points of change and the impact of co-evolution. This will become second nature to you but it's worth practicing. There's another perspective beyond the three horizons, beyond inertia and legacy that we also need to discuss. It's the perspective of Porter's forces.