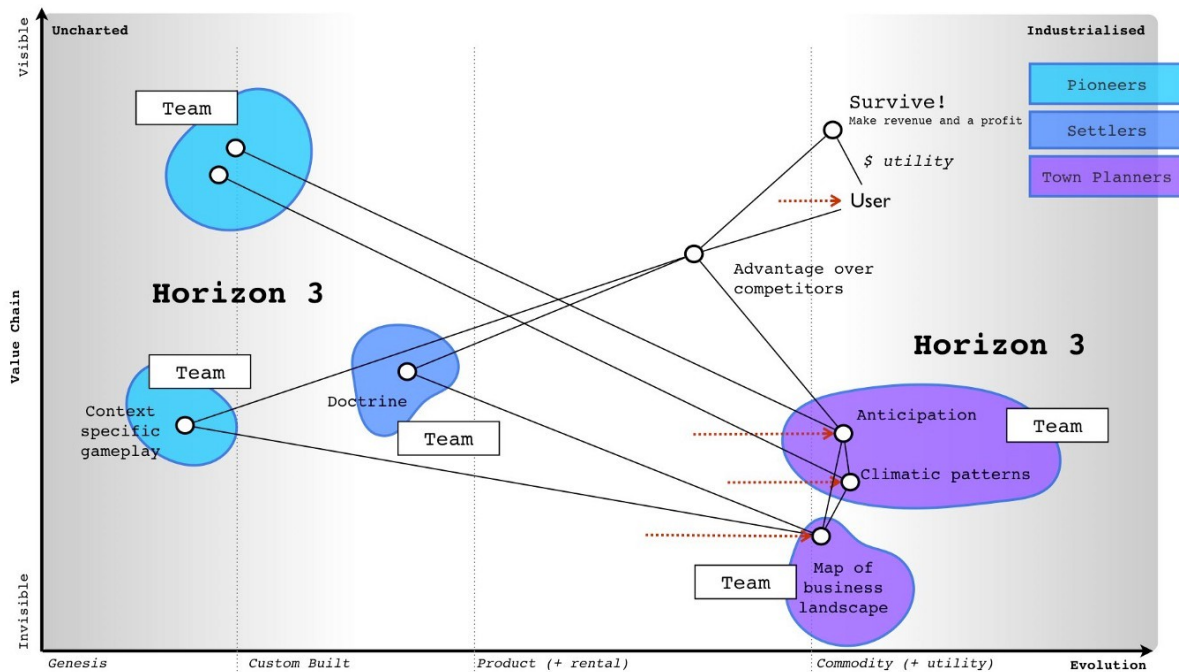


Figure 217 — PST added to horizon three.



The horizons are context specific. You cannot simply overlay them onto a PST model or even the concept of evolution by saying “*genesis is horizon three*” as it depends upon where you are and the landscape surrounding you. For example, depending upon where the business is in the map then horizon three could be either genesis of a new act, or shifting a product to a commodity or even a new product. That of course assumes that by horizon three you mean far future. If you stick with horizons as being broadly evolution based (i.e. genesis to product to commodity) then you can find horizon three is sometimes your core business, sometimes your future and sometimes your far future. Horizon’s don’t stack up well with evolution and it quickly becomes messy unless you accept a terminology of horizon one as current to horizon three as far future and allow them to exist on different parts of the map.