

regardless of how incorrect they are because it makes management easier and gives us a sense of control.

To tease out the concept of role, I'm going to use a generalised scenario that has two variants — one which covers product to product substitution and the other which covers product to utility. I'll use a single map to describe both and I'm going to focus on the pattern of change from product to utility rather than user needs. You should be familiar enough with mapping by now that such shortcuts are permissible.

The “generalised” scenario

You are the founder / CEO of a company that produces a product. You've developed a successful business. You are proud of what you have accomplished and the team you have built. In one variant, your product (point A1) is being substituted by another product (A1 to A2) e.g. Blackberry vs Android. In the other variant your product is being substituted by a utility (A1 to A3) e.g. traditional hosting versus cloud computing. I've drawn these variants on a single map in figure 188.

Figure 188 — a changing space