

we therefore need to capture this aspect of change and combine it with our value chain.

The largest problem with creating an understanding of the context in which something operates is that this process of change and how things evolve cannot be measured over time. As uncomfortable as it is, you have to simply accept that you don't have a crystal ball and hence you have to embrace the uncertainty of future change. Fortunately, there's a neat trick because whilst evolution cannot be measured over time, the different stages of evolution can be described. So, this is exactly what you need to do. Take your value chain and turn it into a map with an evolution axis. On the wall or in whatever tool you've used to create your value chain, now add a horizontal line for evolution. Mark on sections for genesis, custom built, product and commodity as shown in figure 16.

*Figure 16 — Adding evolution to your value chain*