

stones”. Core is at best transitory, it doesn’t matter whether you’re a software company or a legal firm.

Let us take the example of a legal firm. You only need to travel back to the 1980s to find a world where will writing was a rather bespoke activity and legal firms made not inconsiderable sums from such practices. There was a constraint in terms of lawyers i.e. you needed a lawyer to write your will. Of course, industrialisation happened, Wills became more of commodity automated through standard templates and online services. Despite the gnashing of teeth and inertia created by past success (*point 1*, figure 154) the industry had to adapt. I’ve taken a liberty and simplified the components such as templates & computing to automation. What I want you to note is that the constraint between lawyers and wills was broken. Fortunately there was a wide variety of other contract structures which users demanded.

Figure 154 — Change to Wills