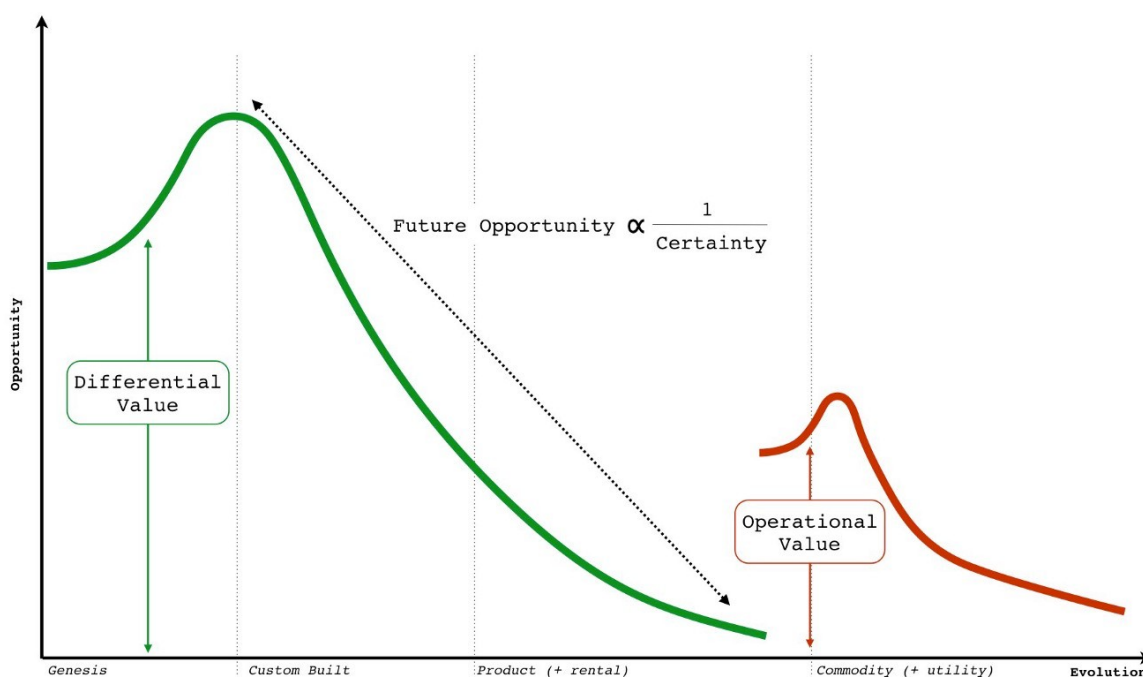


During my time in the wilderness prior to Canonical, I had been looking at various ways of measuring impacts from evolution. One of the issues I had come up against was the evolution of any single act creates two waves of opportunity. One of these waves is focused on *differential* value (i.e. it's something you have but I don't) and the second wave is around *operational* value (i.e. we both provide this but you do so more efficiently). Both the waves appear to have a learning element and then a sharp decline as the change diffuses and evolves further. I've provided examples of these waves in figure 228.

Figure 228 — An example of different waves of value.



Of course, opportunity is only part of the equation. There are volume effects and the cost involved particularly in development of something novel. There's also risk as the uncharted space is by its very nature is uncertain. However, I developed a generalised benefit curve which for