communication tool and so feel free to annotate and adapt them as you need.

From this basic map, we're going to examine the state of the company and its proposed strategy. We're finally going to use time-turner magic (for all you Harry Potter fans out there) to wind the clock back in time and give you a chance to choose your order again and decide once more what you want to say to the executive board.

A map of the scenario

To start with, we need to create a basic map. The company unfortunately doesn't talk a great deal about user needs but we can infer that the user need is either about saving money or being green (possibly even a legal requirement). This need requires some form of efficiency analysis which is provided by the company as a product — Phoenix. We also know the market whilst reasonably sized (£301 million) is seen to be far smaller than the applicable market (£3 billion) and so the market of clients is not yet fully mature. Hence to begin with, I'm just going to add *client* which needs *efficiency analysis* to our map and position the pieces roughly where I think they should be (see figure 167).

Figure 167 — starting the map