

may wish to add or discard components depending upon how relevant you feel they are to drawing a useful picture of the landscape. They can always be added or removed later.

In figure 15, I've provided a value chain for our online photo service adding in the superfluous term "needs" to emphasise that this is a chain of needs. Obviously, for simplicity, not everything is included e.g. payment. Before you ask, most users do have a need for not being accused of theft, so providing a payment capability is quite useful to both them and your business assuming that you're not giving everything away freely.

Figure 15 — A value chain