

the individual parts. Hence the last option gives us the best choice and that's where we invest. The shift towards utility platforms and billing at the functional level fundamentally changes your entire investment approach in projects. From no more nonsense about additional IT users having a marginal cost of zero (i.e. we've sunk a lot of cost and can't actually allocate them) to refactoring suddenly becoming a financial consideration. The true costs (not just of acquiring but operating) of marketing are hence exposed.

We're already starting to experience some of those co-evolved practices and this looks like a big change. This is why I created that first platform back in 2005 but as you'll come to learn, these opportunities jump at you when you embrace the future. But, why didn't I continue and rebuild the platform after the parent company decided it wanted to go elsewhere? Well, I spent a bit of time working on printed electronics and then met an astronaut but that's the next chapter.

Something to remember

The one thing I want you to remember from this discussion is that spreadsheets are wonderful but they're not a substitution for situational awareness. Loop through the cycle, understand your landscape, anticipate change, manage inertia, structure around it and then apply tools, choices and biases to help you decide where to act. Maps however aren't a substitution for thought, they're an enabler of it. By now you should be thinking of how you can use maps to communicate across finance, engineering, operations, purchasing and