

valued by users. Online photo storage was also a subcomponent of image manipulation and was placed lower. The web site, a necessity for sharing, was placed slightly further down because though it was essential, many websites existed and it was also a subcomponent of online photo storage. Now this last point we could easily argue over but the purpose of doing this in a group is you'll often get challenge and debates over what components exist and how important they are. This is exactly what you want to happen. In the same way a military commander welcomes challenge on the ground from troops on the position of forces and key features. Don't ignore the challenge but celebrate it as this will become key to making a better map.

But also, don't waste time trying to make a perfect value chain in order to build a perfect map. It's not only impossible, it's unnecessary. All maps, including geographical maps are imperfect representations of what exists. To draw a perfect geographical map then you would have to use a 1 to 1 scale at which point the map being the size of the landscape it covers is anything but useful. A map of France, the size of France helps no-one.

## **Step 3 — Map**

As I quickly discovered, value chains on their own are reasonably useless for understanding strategic play in an environment. This is because they lack any form of context on how it is changing i.e. they lack movement. If you think back to the example of Nokia, then its value chains have radically altered over time from a paper mill to telecommunications company. In order to understand the environment,