

a utility basis hence providing a revenue stream for the buyer and making the deal seem “sweeter”. During this time you work on your replacement (e.g. shifting to Google Play) before dumping your use of the legacy store. This can be a surprisingly effective way to monetise legacy. This will definitely not win you friends with the people you sell it to but then caveat emptor!

When you think about contracts, then look to break them down into small components, don't be afraid to manage the risk and also think about how you can even turn your legacy into an opportunity with a bit of sleight of hand.

## **It'll save me money and other lies we tell ourselves.**

There are many lies we tell ourselves in business:- the environment changes slowly, we can predict the uncertain, we can outsource our own risk, management can be made simple, the key to success is implementing this culture or that innovation or this principle or that method. If anything, I hope that mapping is teaching you that there are no single methods or simple answers but you can still manage this.

These maps help you to describe an environment that consists of multiple evolving components. They contain simple components that have the perception of being well known, well defined and common such as the nut and bolt or the plug. They also contain chaotic components that are uncertain and we do not yet understand such as the genesis of the new. The environment itself can be complicated with many components and at the same time complex in that you have to dynamically respond to changes both caused by climatic patterns and