Crossing the river by feeling the stones

Simon Wardley, LEF
Thought Lord and Junior DevOpper
simon.wardley@leadingedgeforum.com
@swardley

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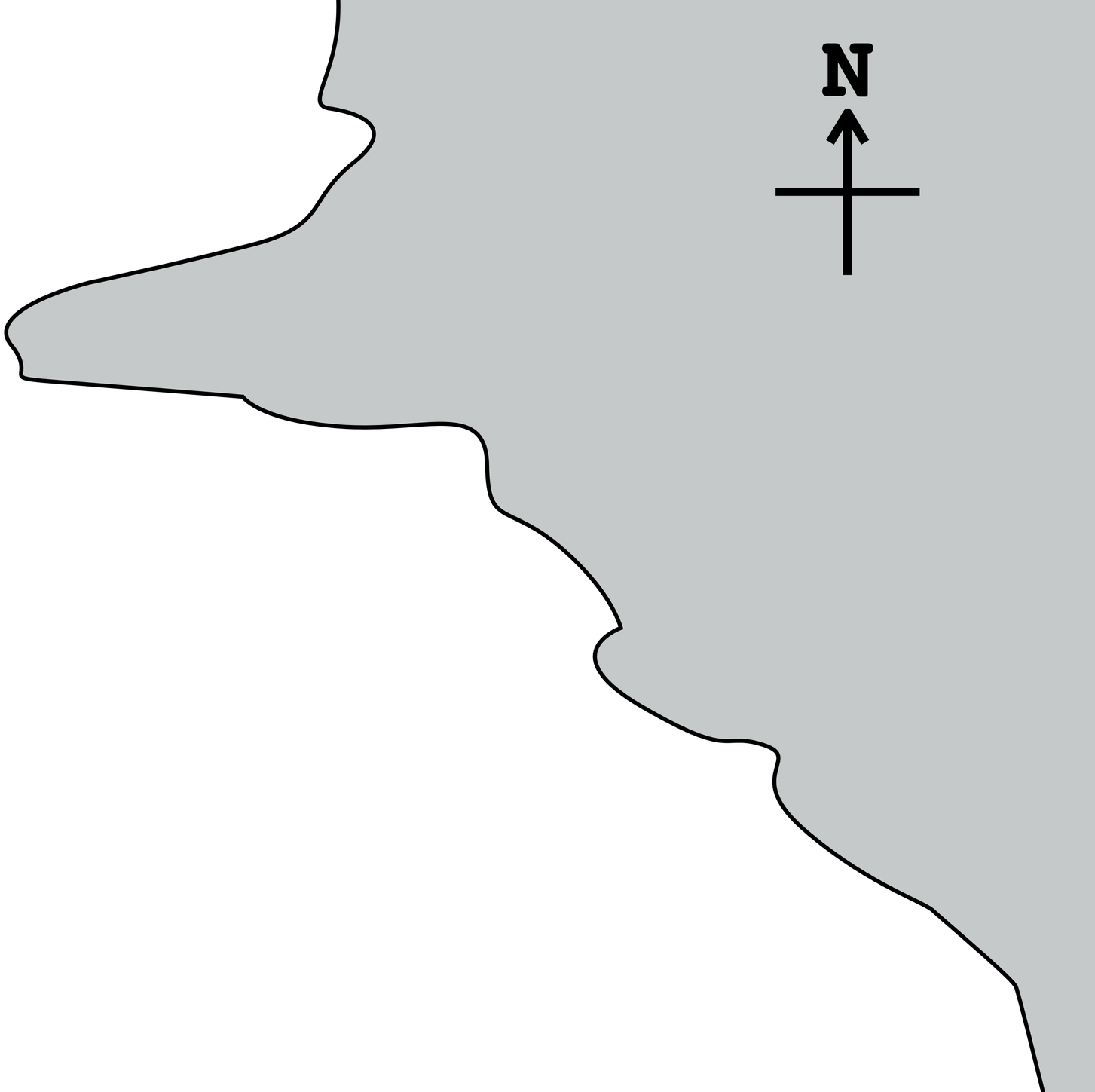
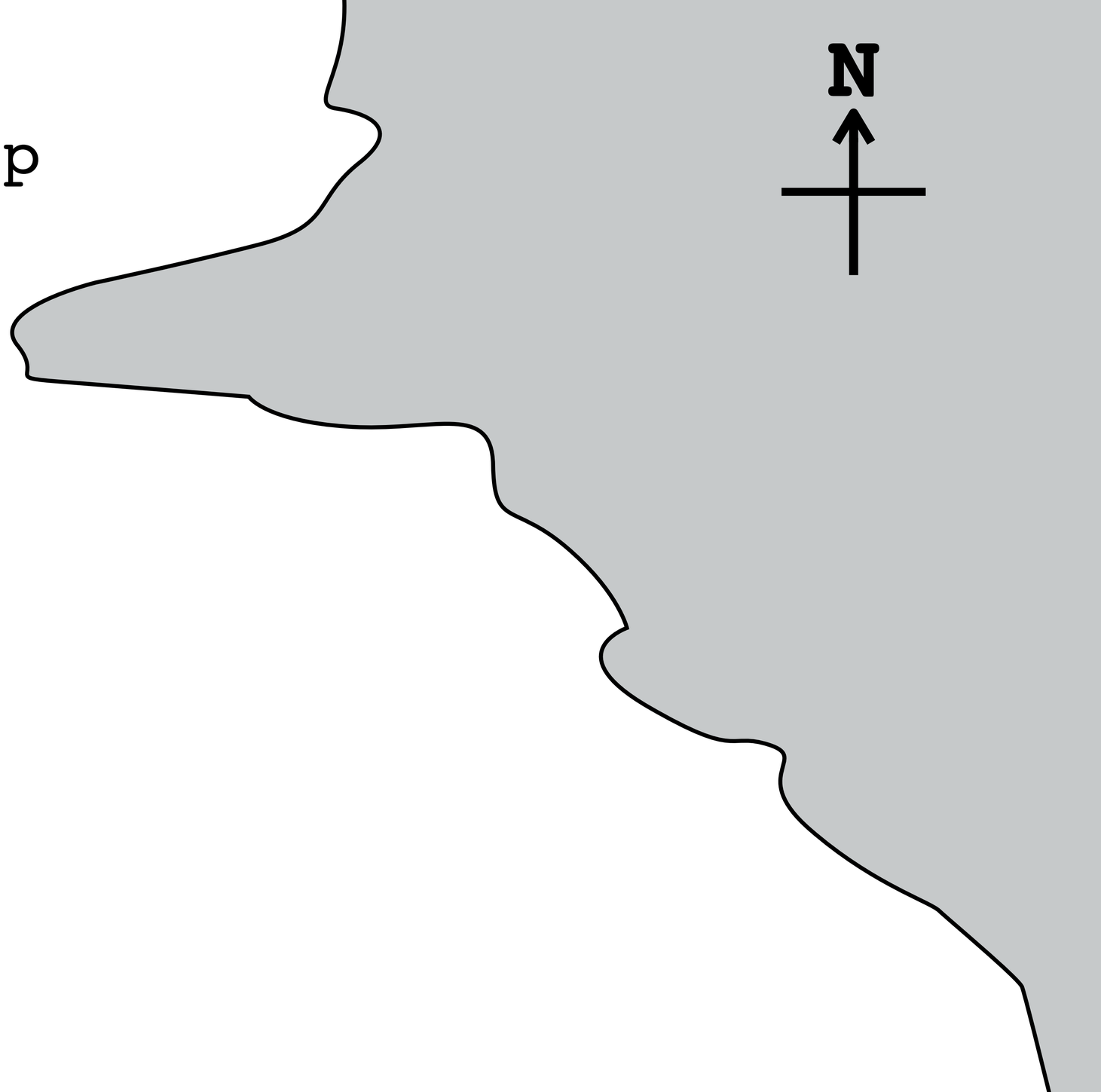


Strategy

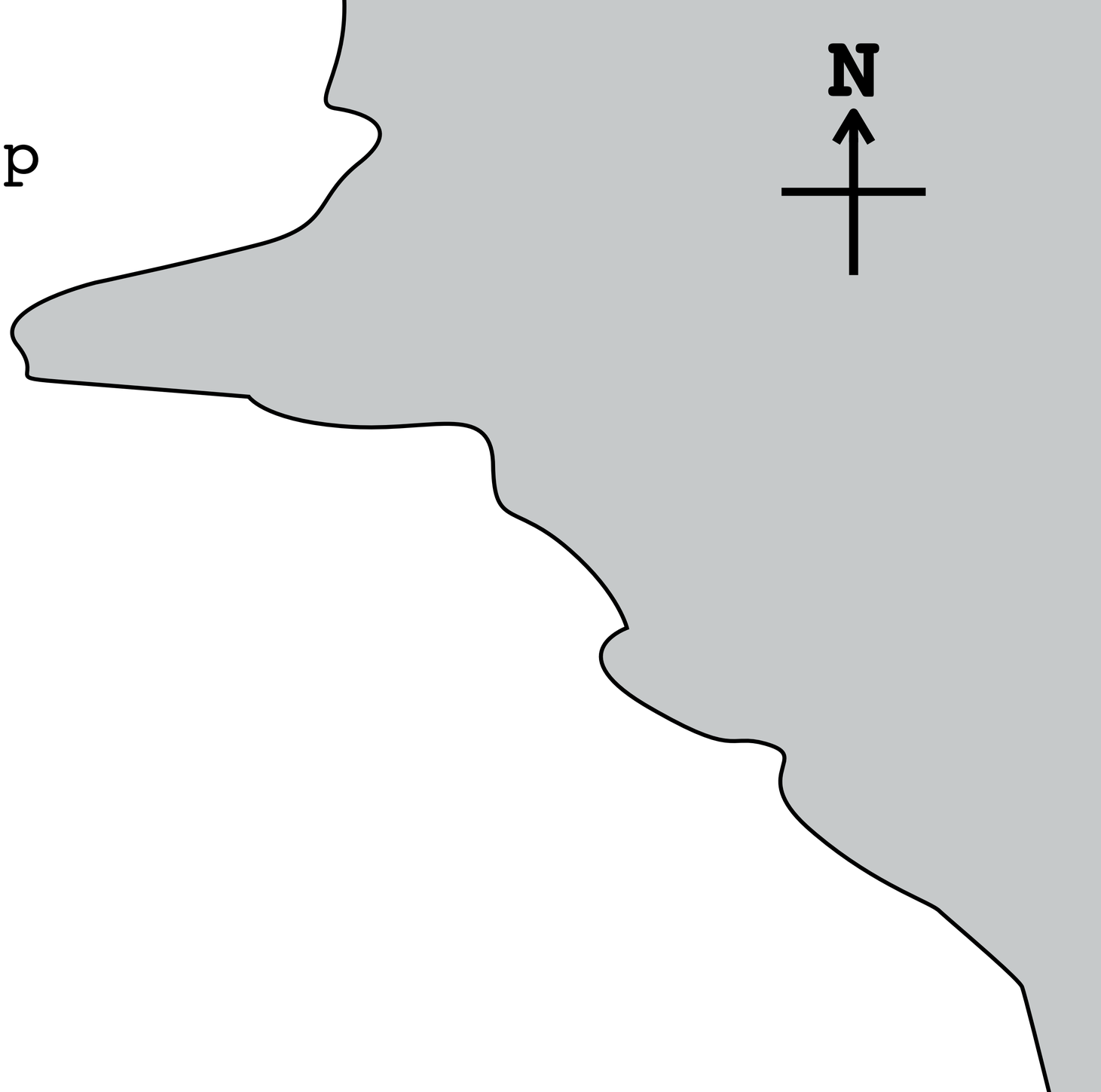
Map



Strategy

Map

How to Map Business

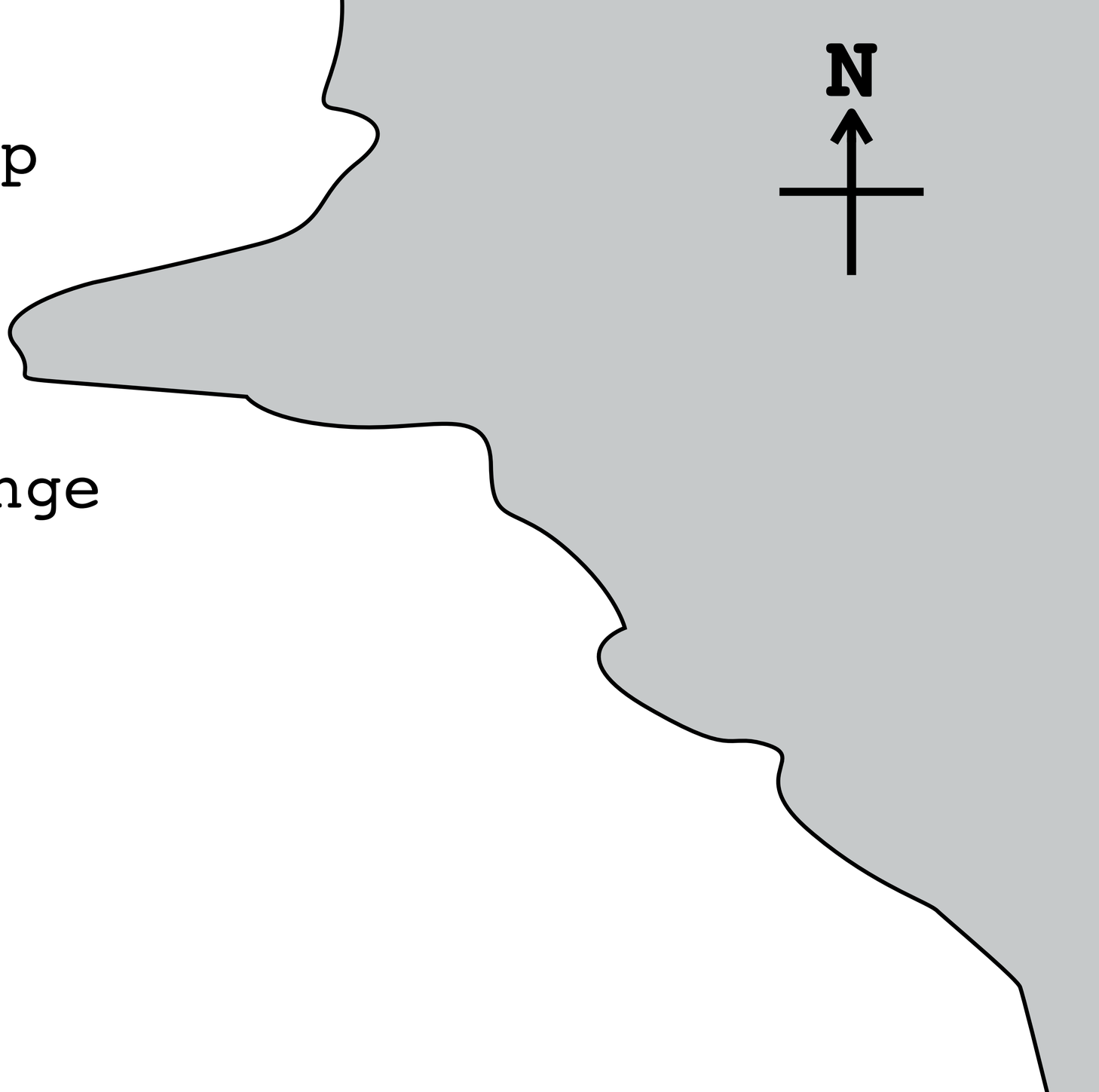


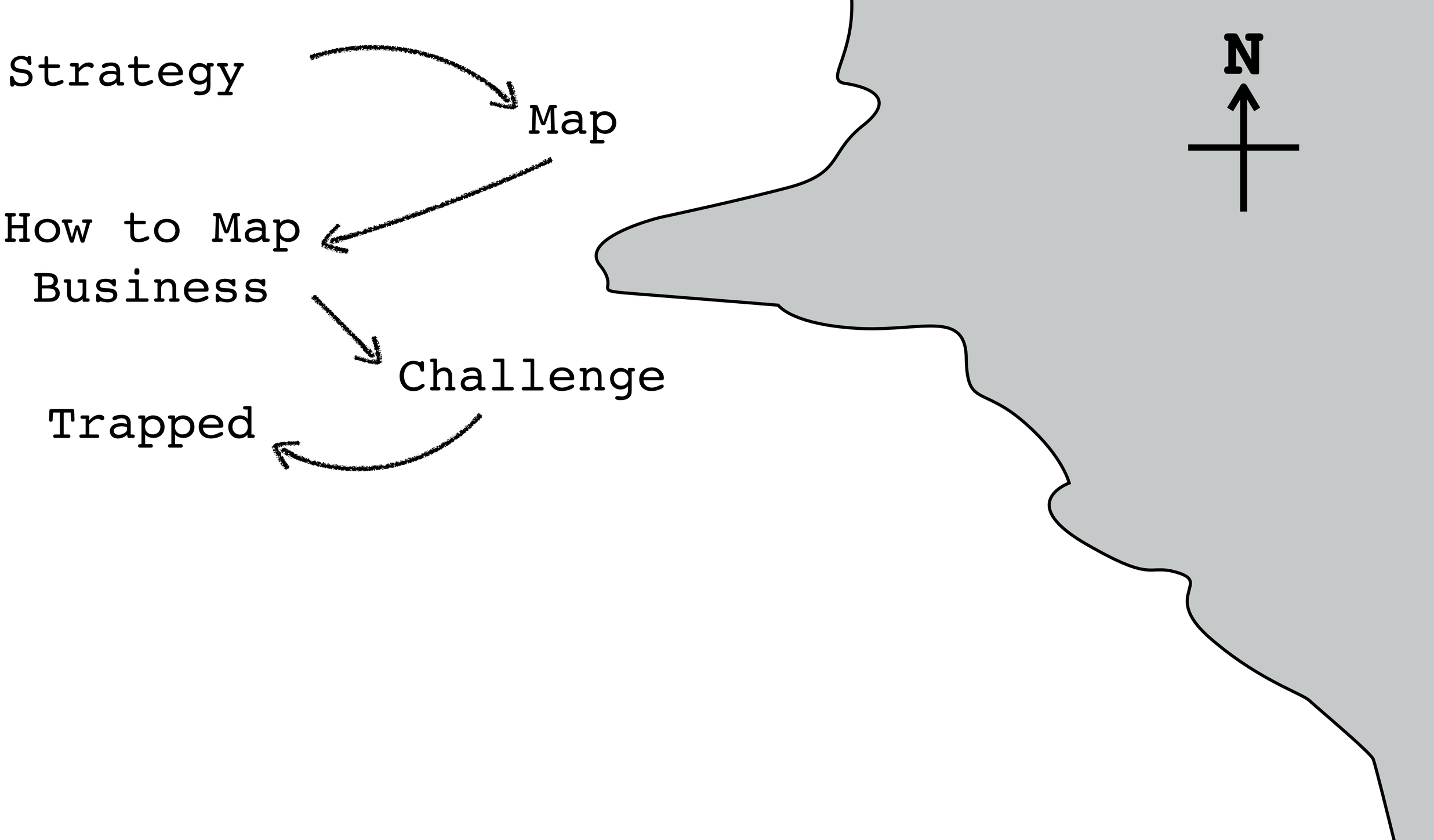
Strategy

Map

How to Map Business

Challenge

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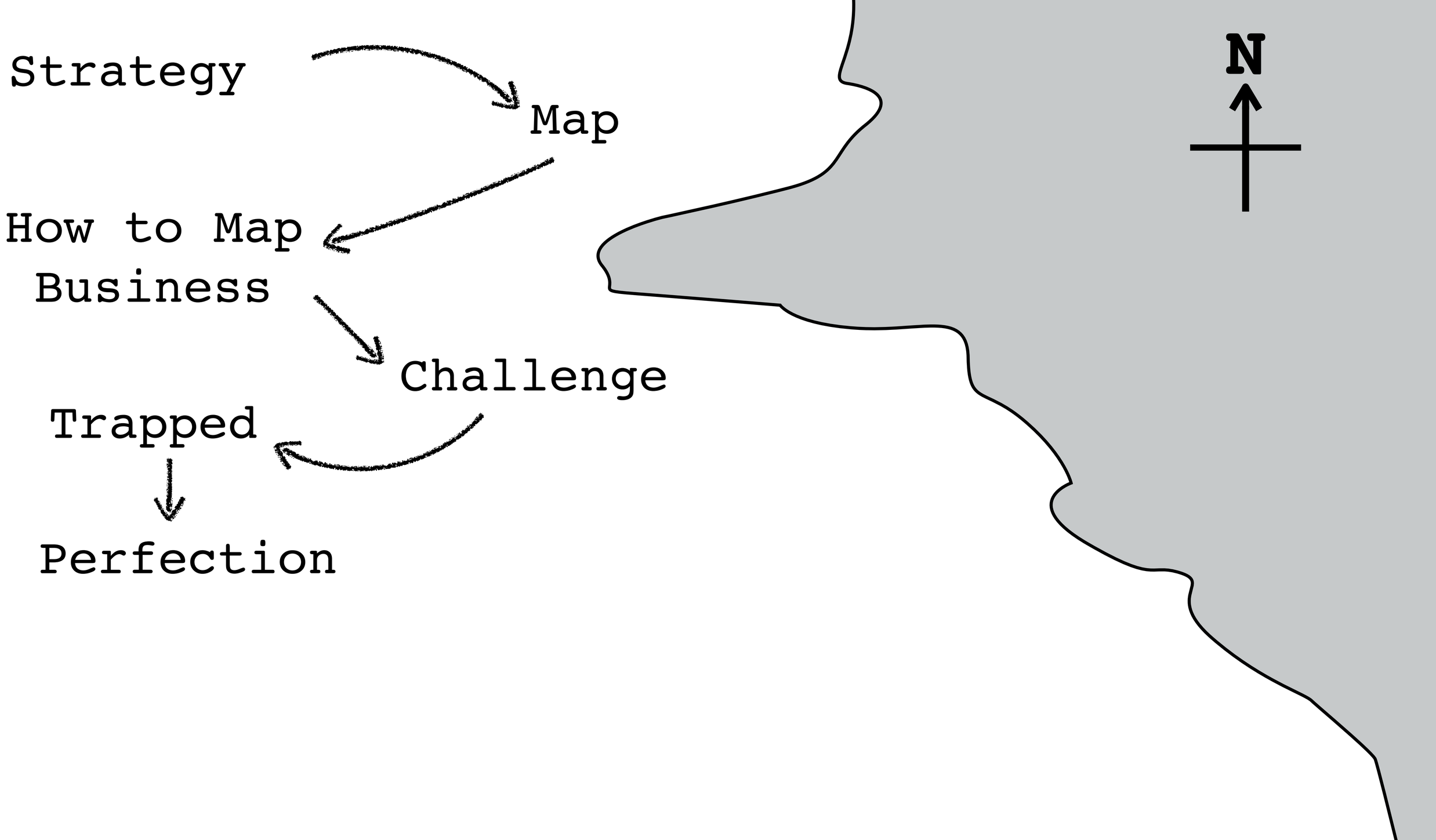
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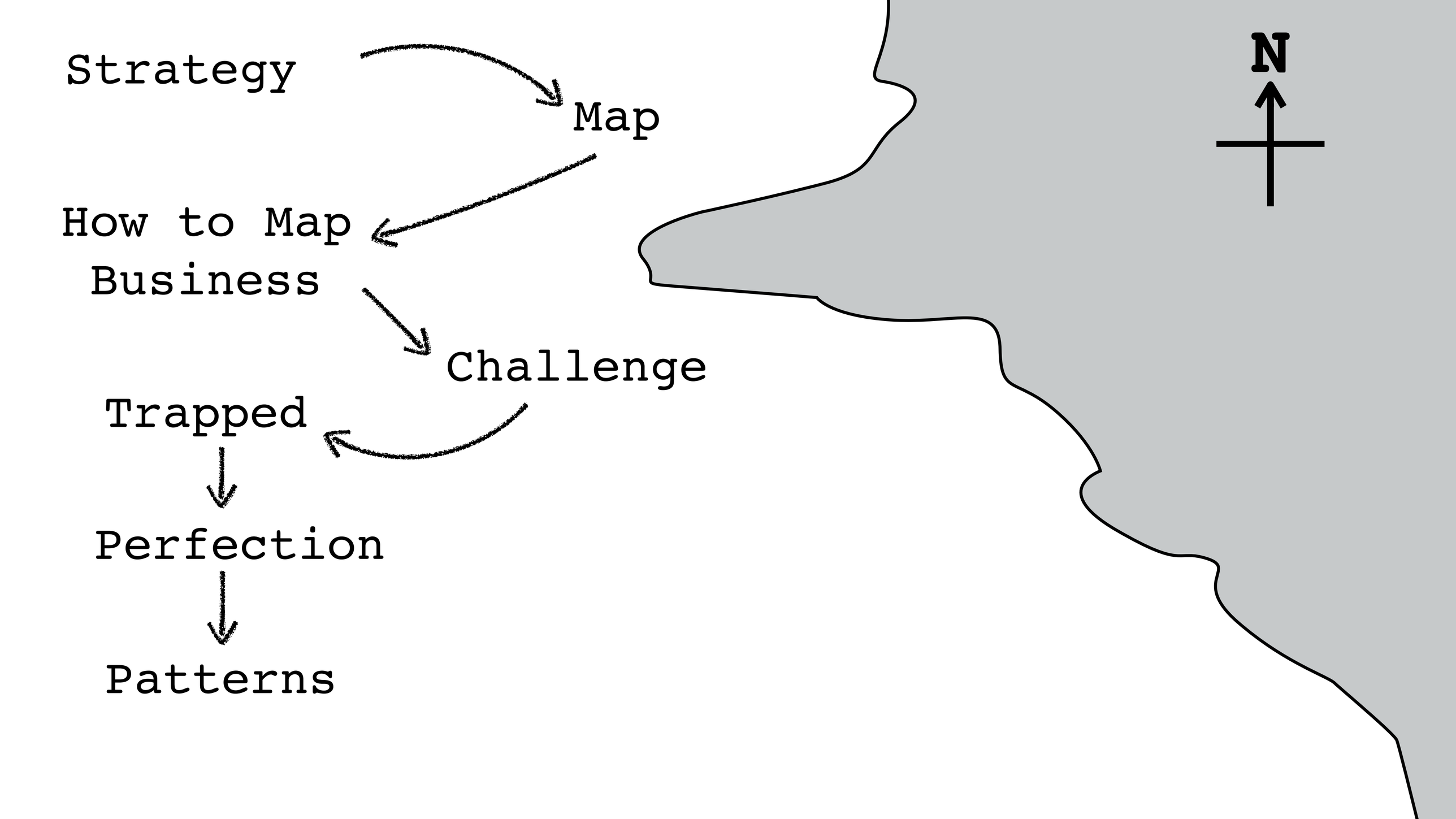
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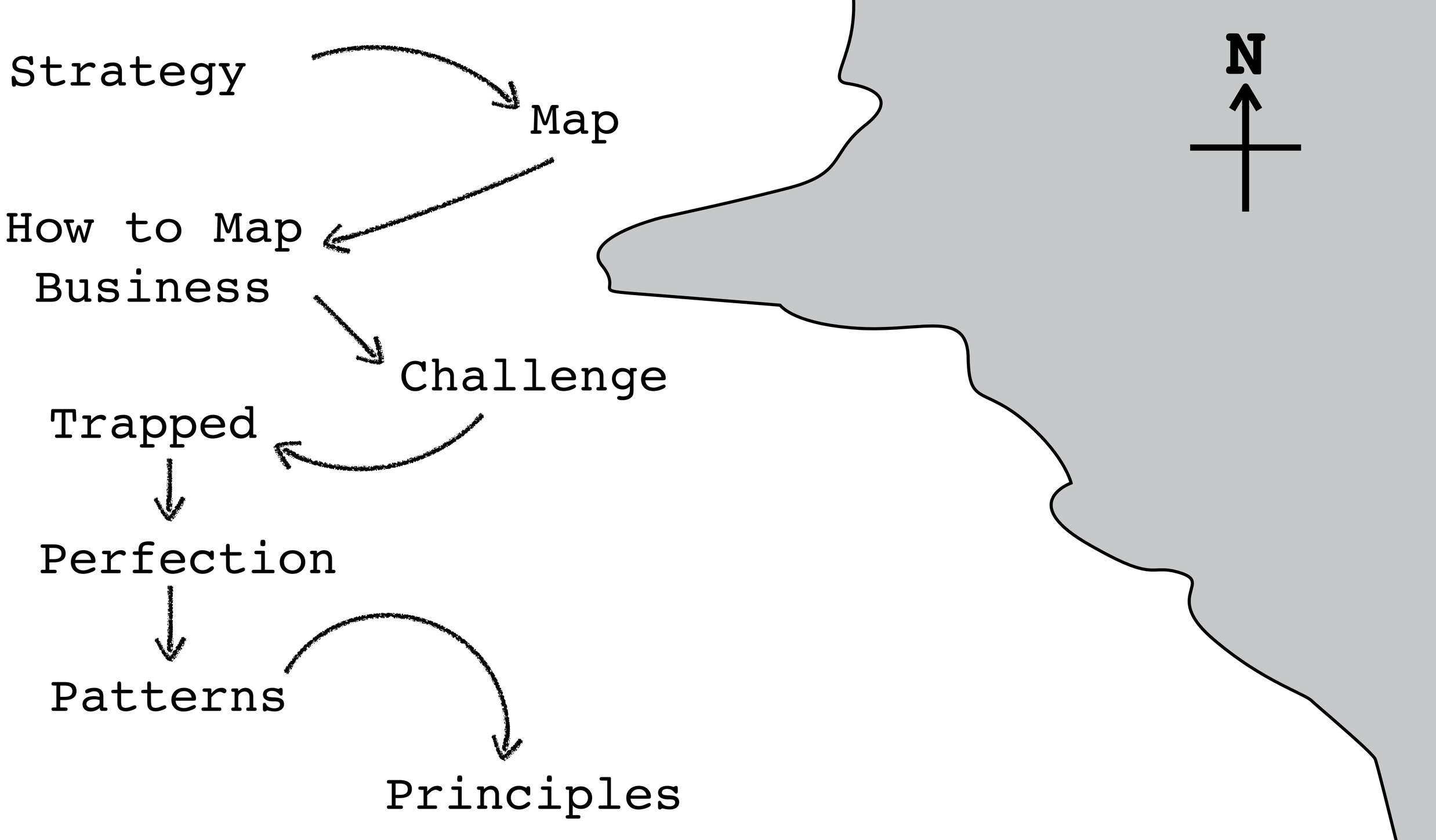
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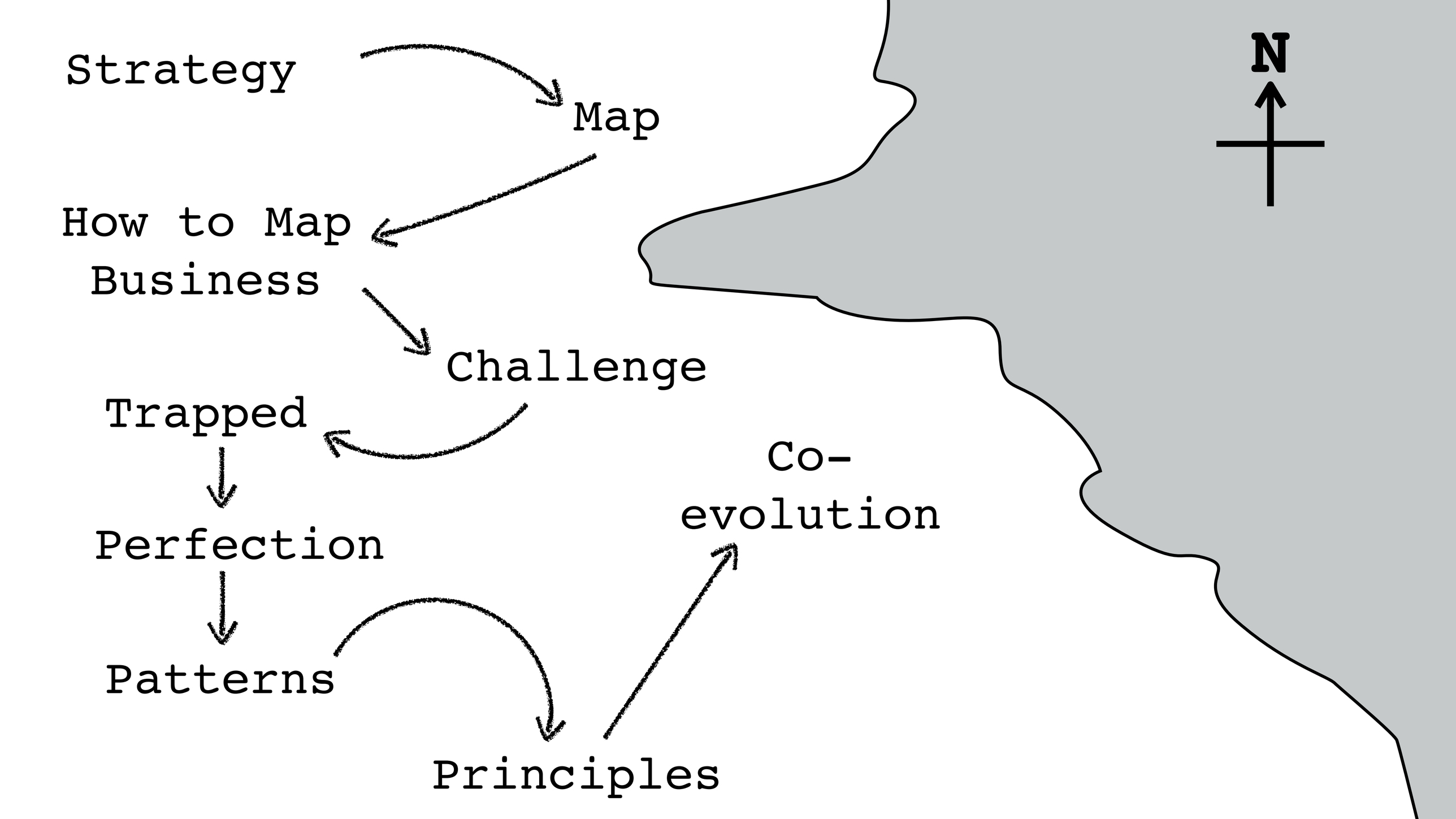
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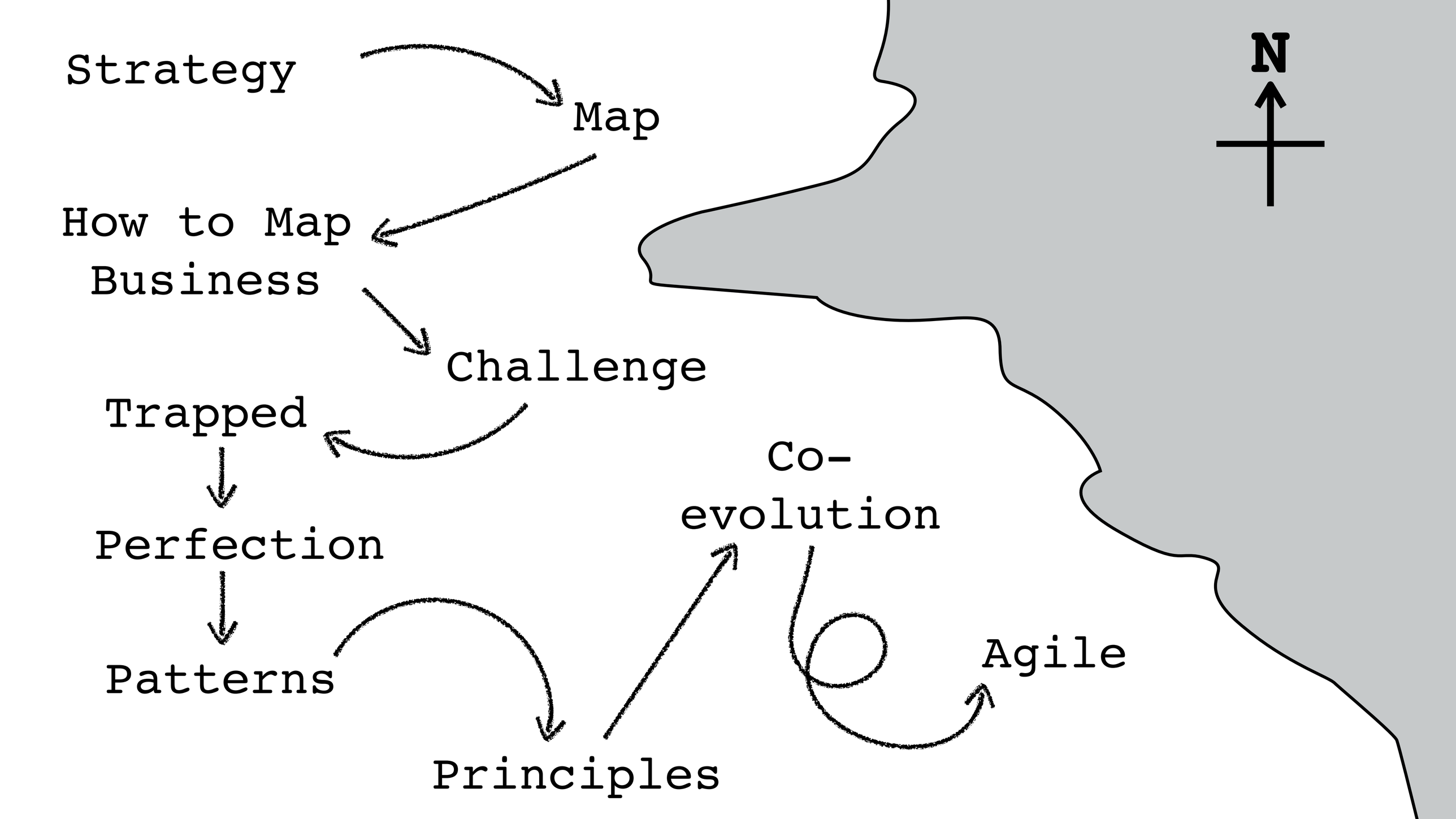
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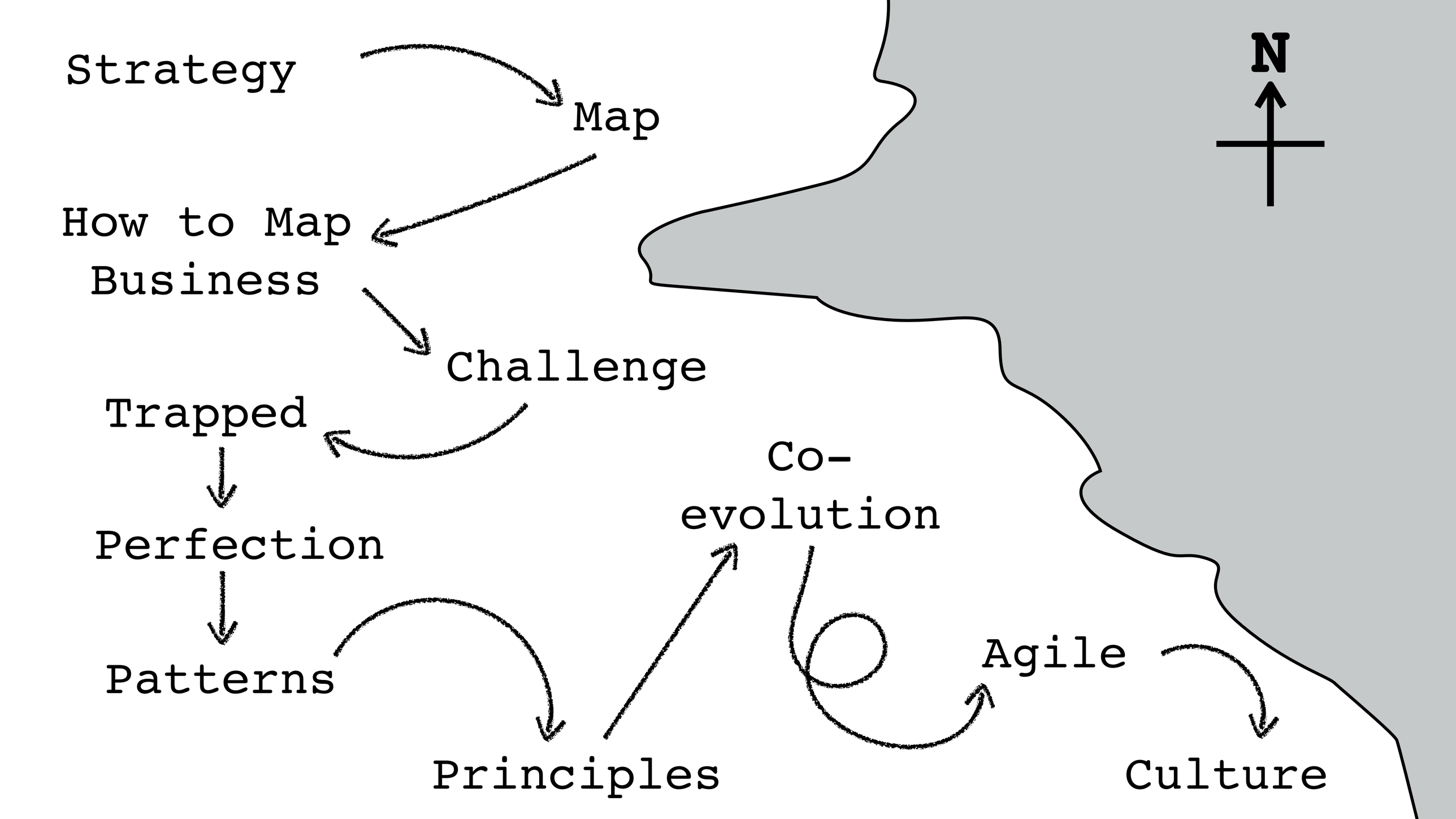
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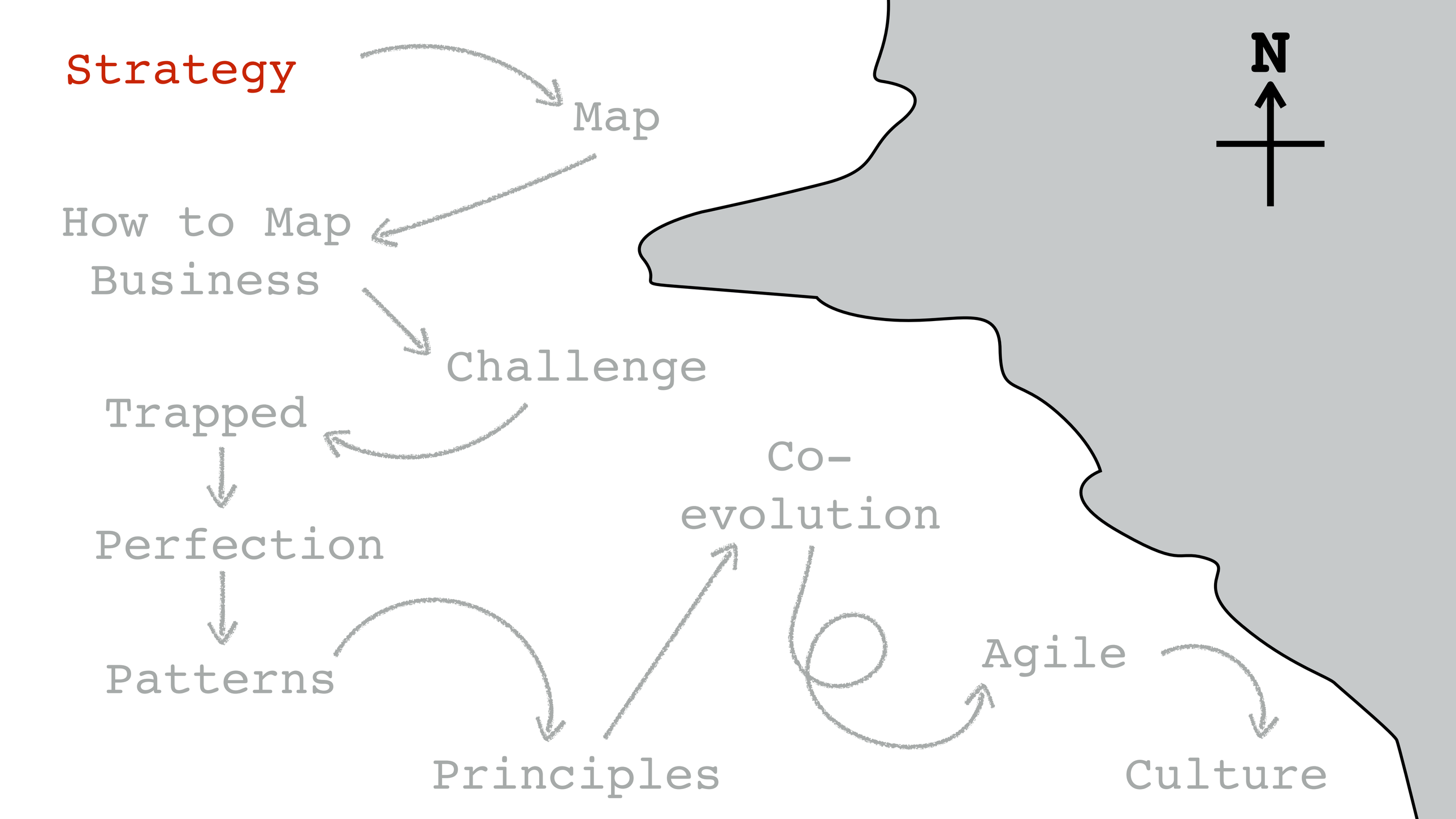
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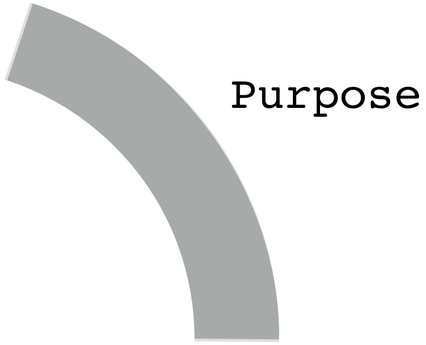
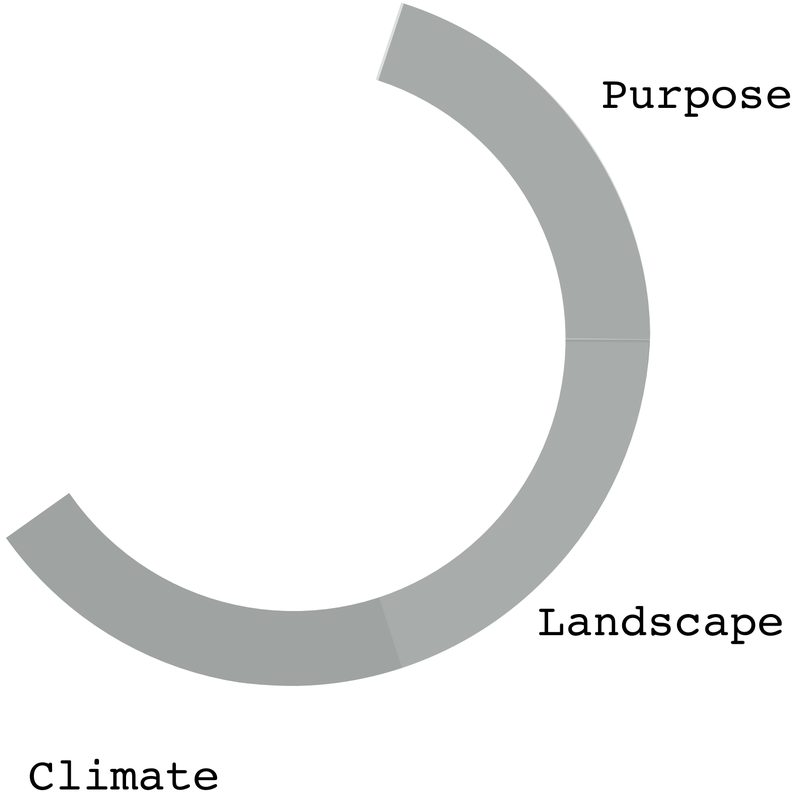


The Strategy Cycle

Sun Tzu's five factors

The Strategy Cycle

Sun Tzu's five factors



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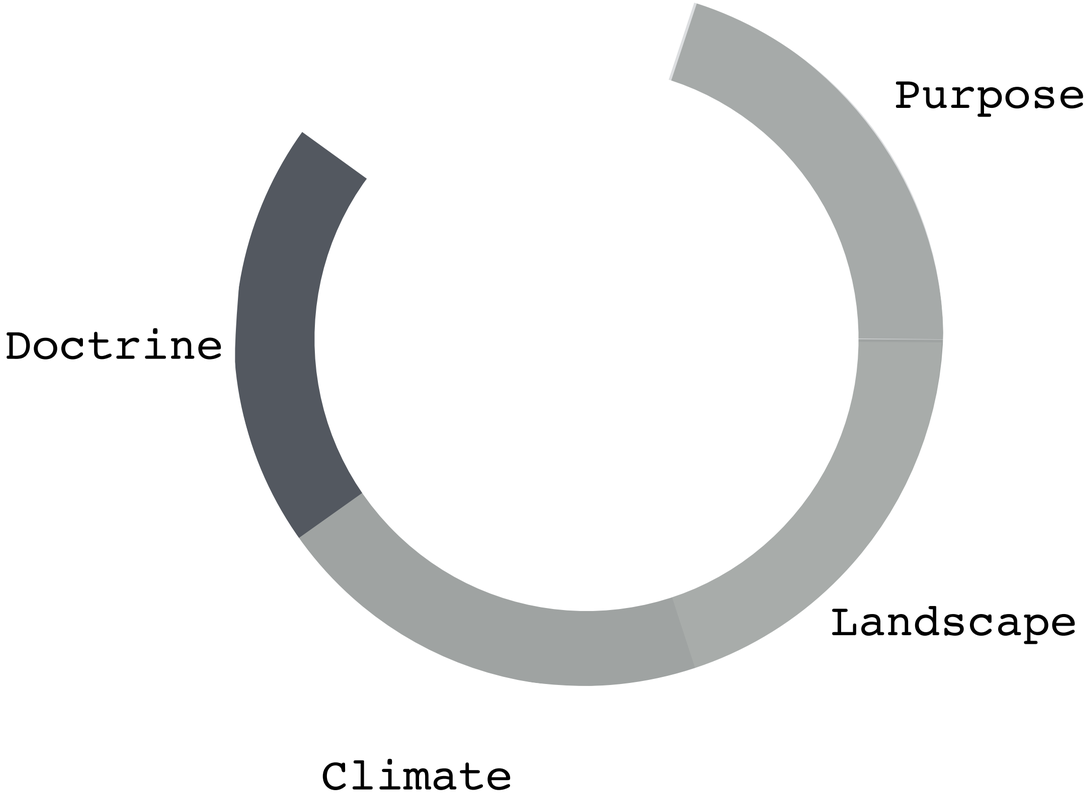
Sun Tzu's five factors



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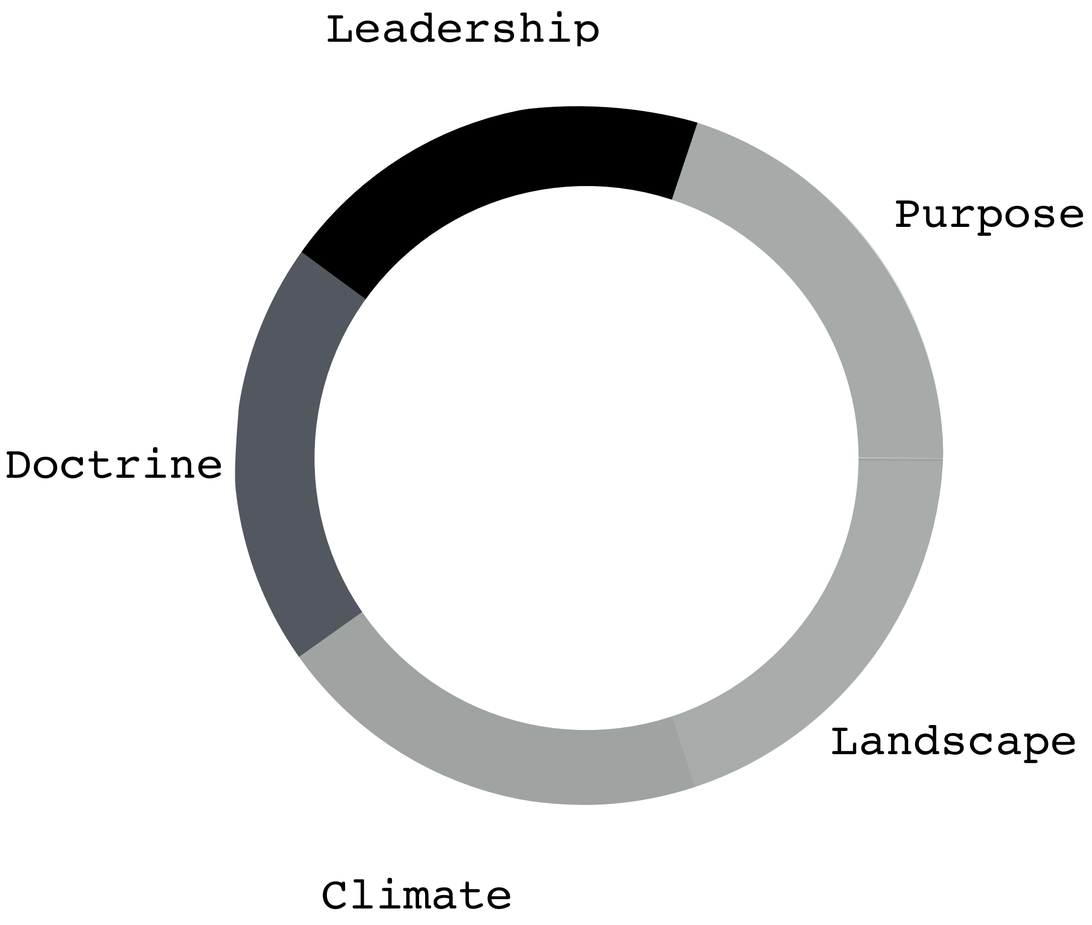

The Strategy Cycle

Sun Tzu's five factors

John Boyd, USAF

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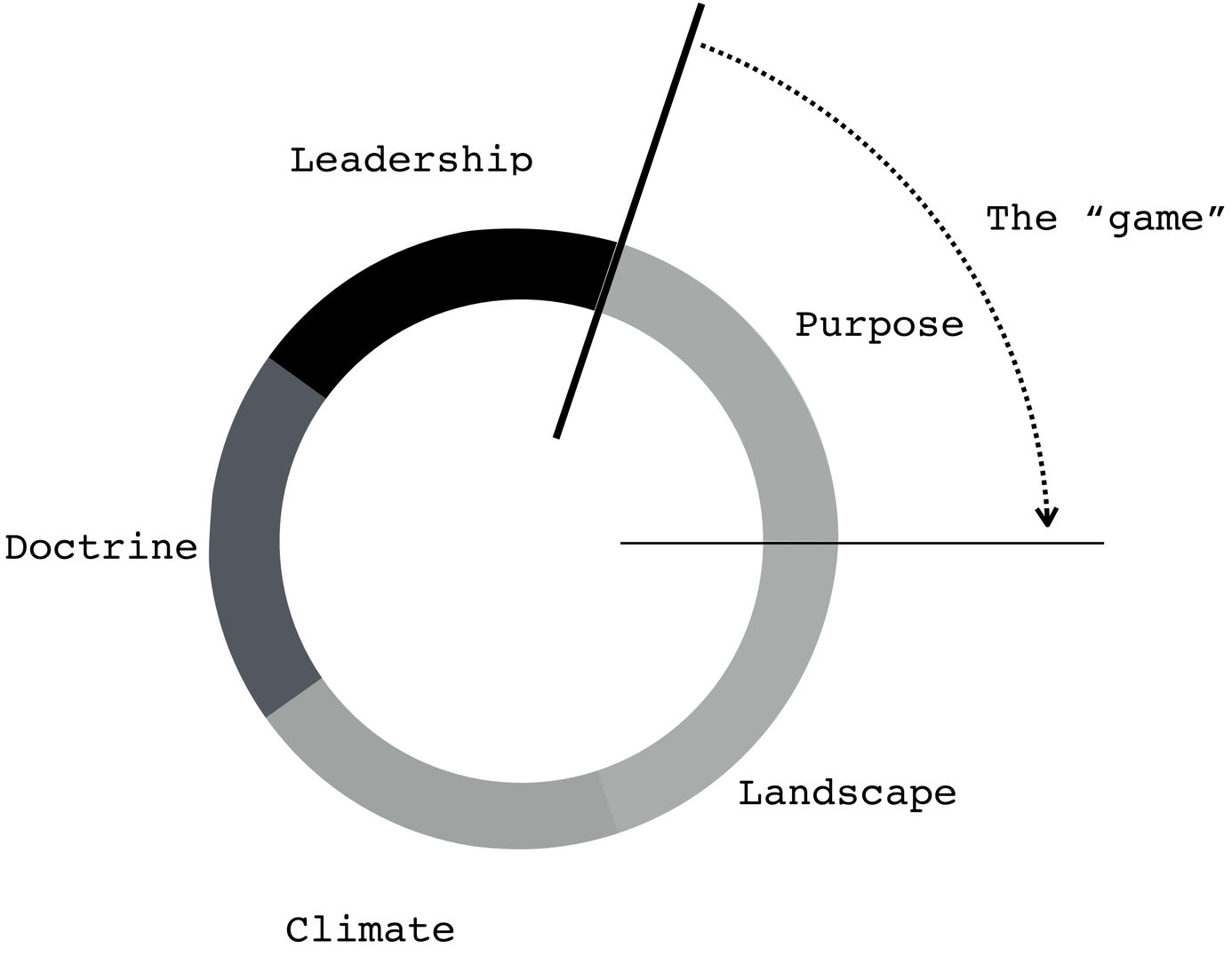
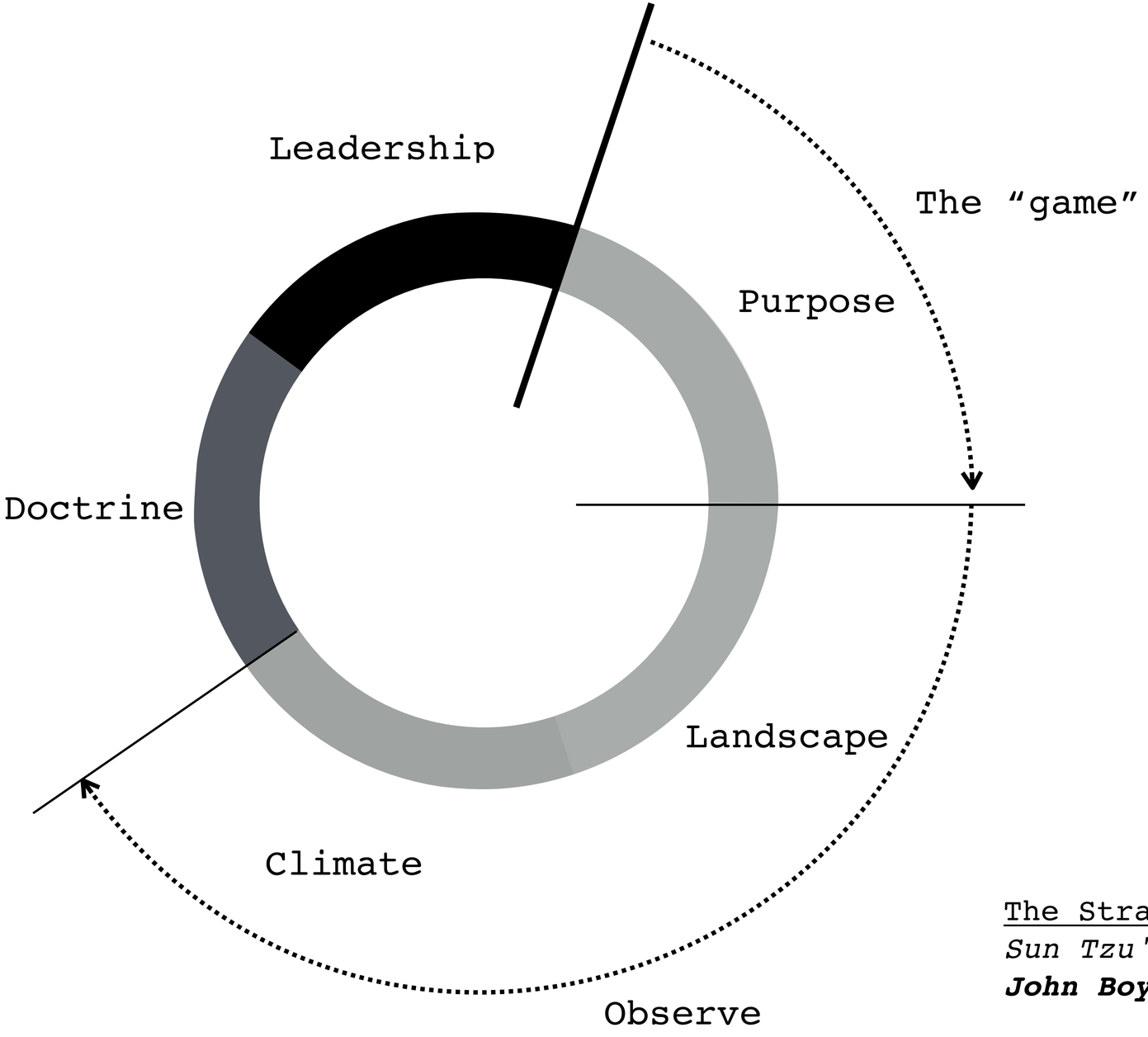


<u>The Strategy Cycle</u>
Sun Tzu's five factors
John Boyd’s OODA loop



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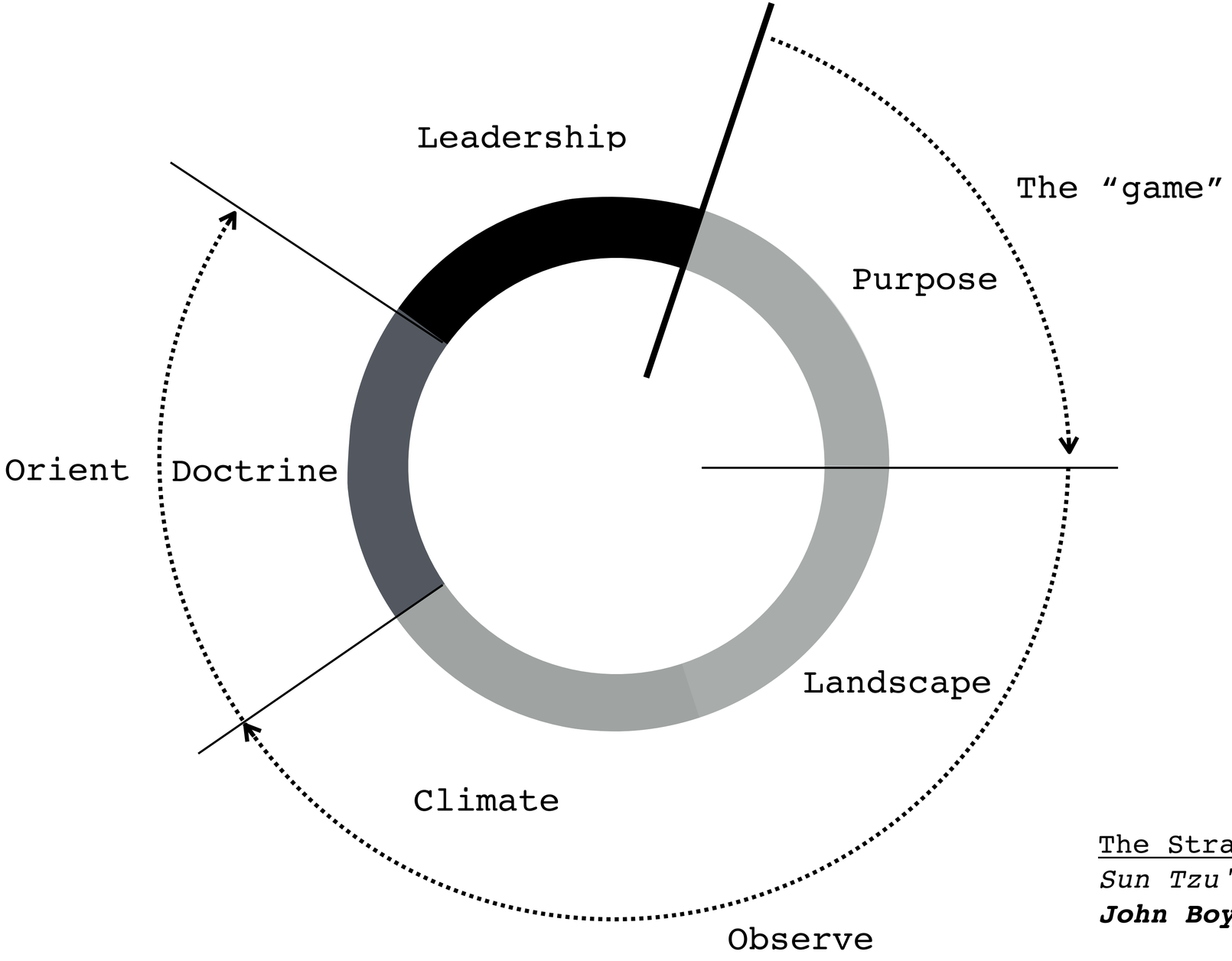

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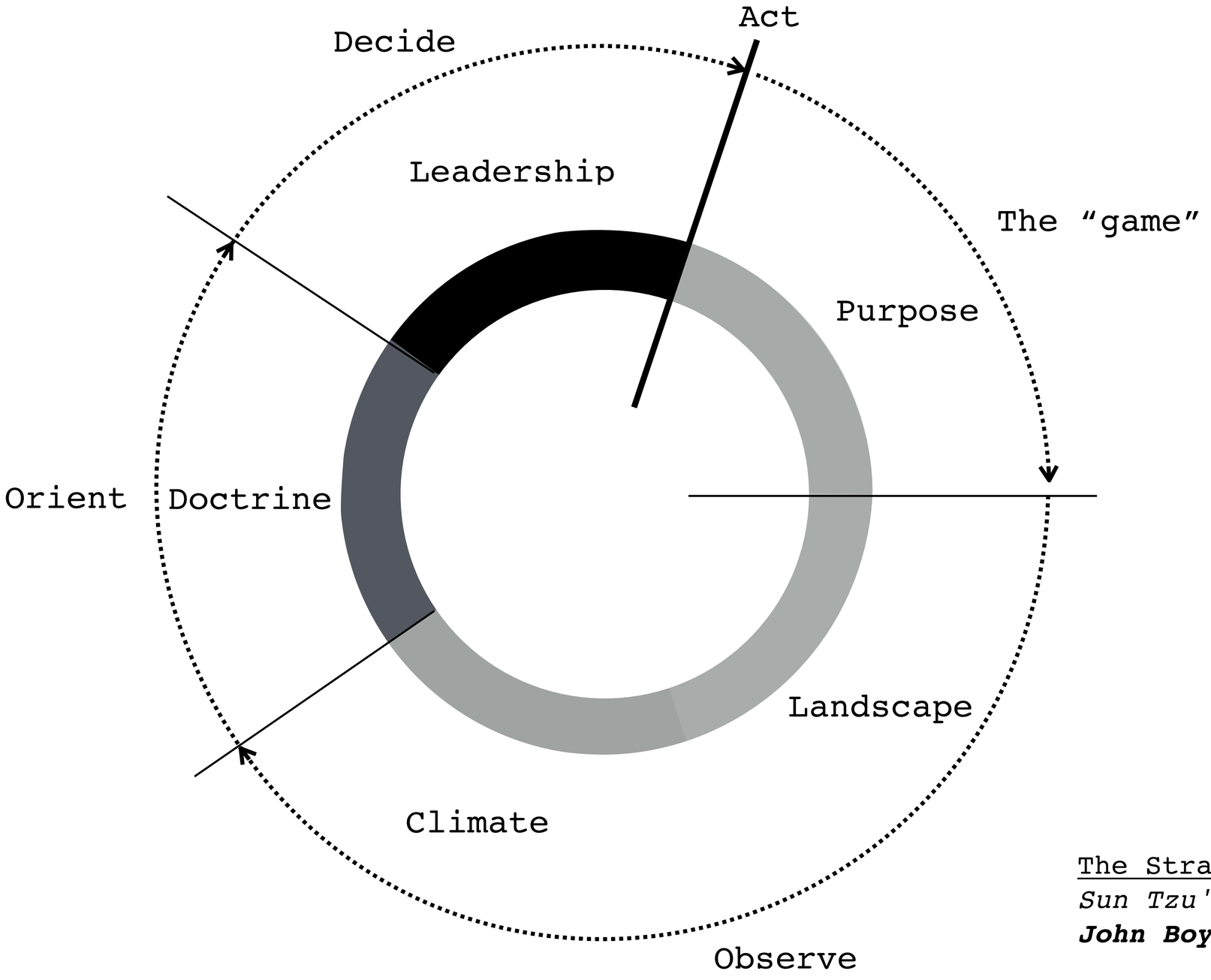

<u>The Strategy Cycle</u>
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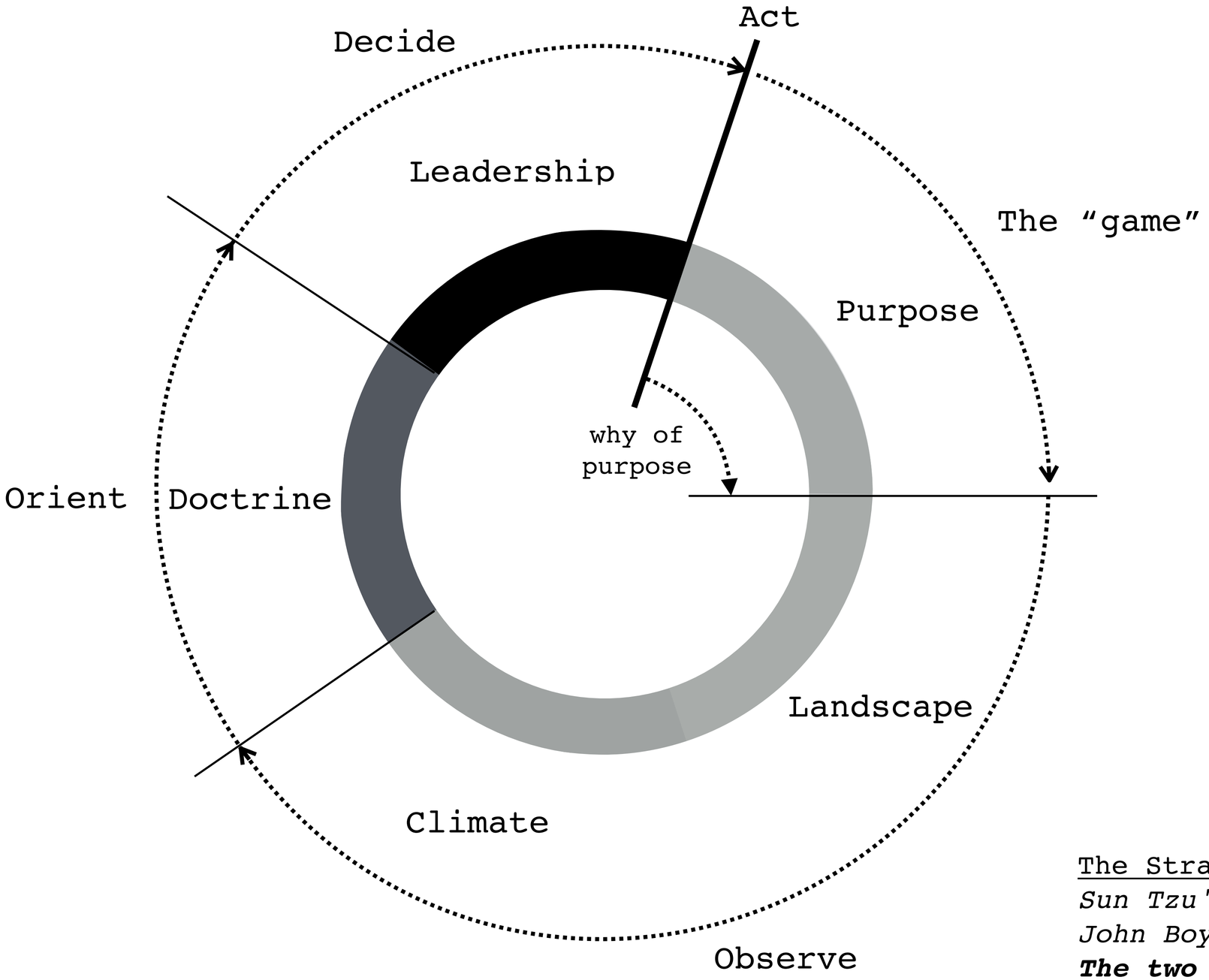
John Boyd’s OODA loop

IMPORTANCE OF WHY!



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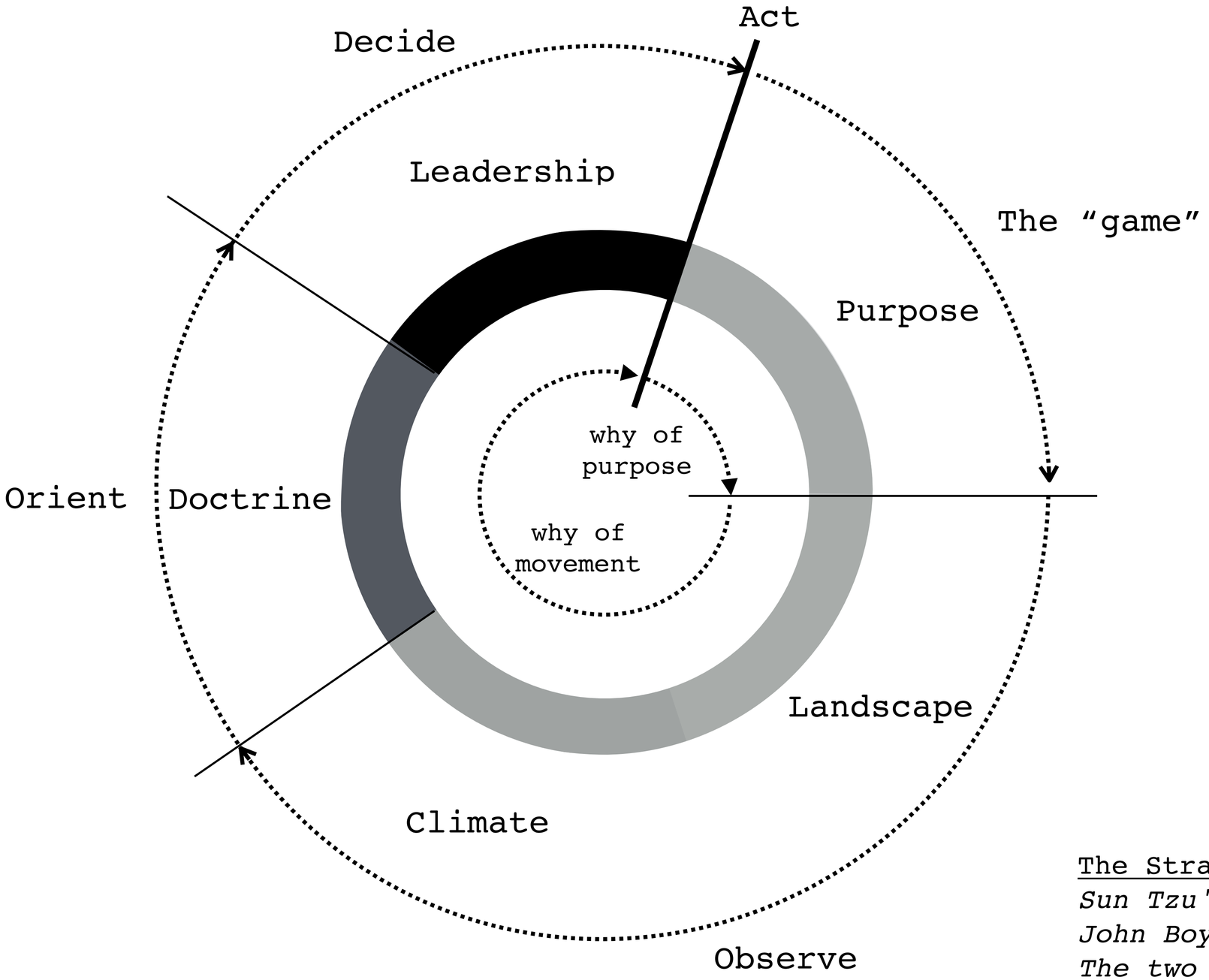
John Boyd’s OODA loop
The two types of why



<u>The Strategy Cycle</u>
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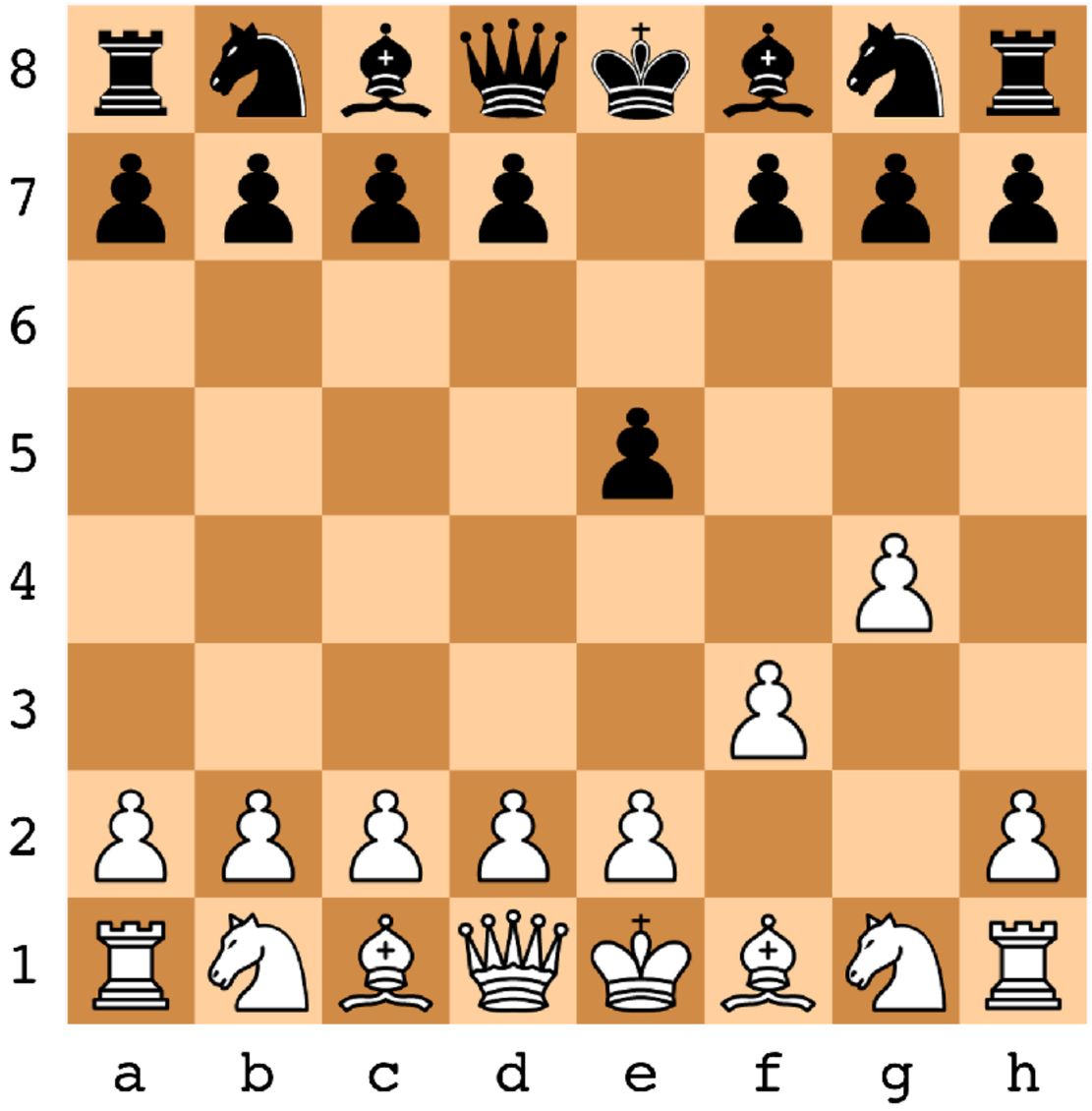
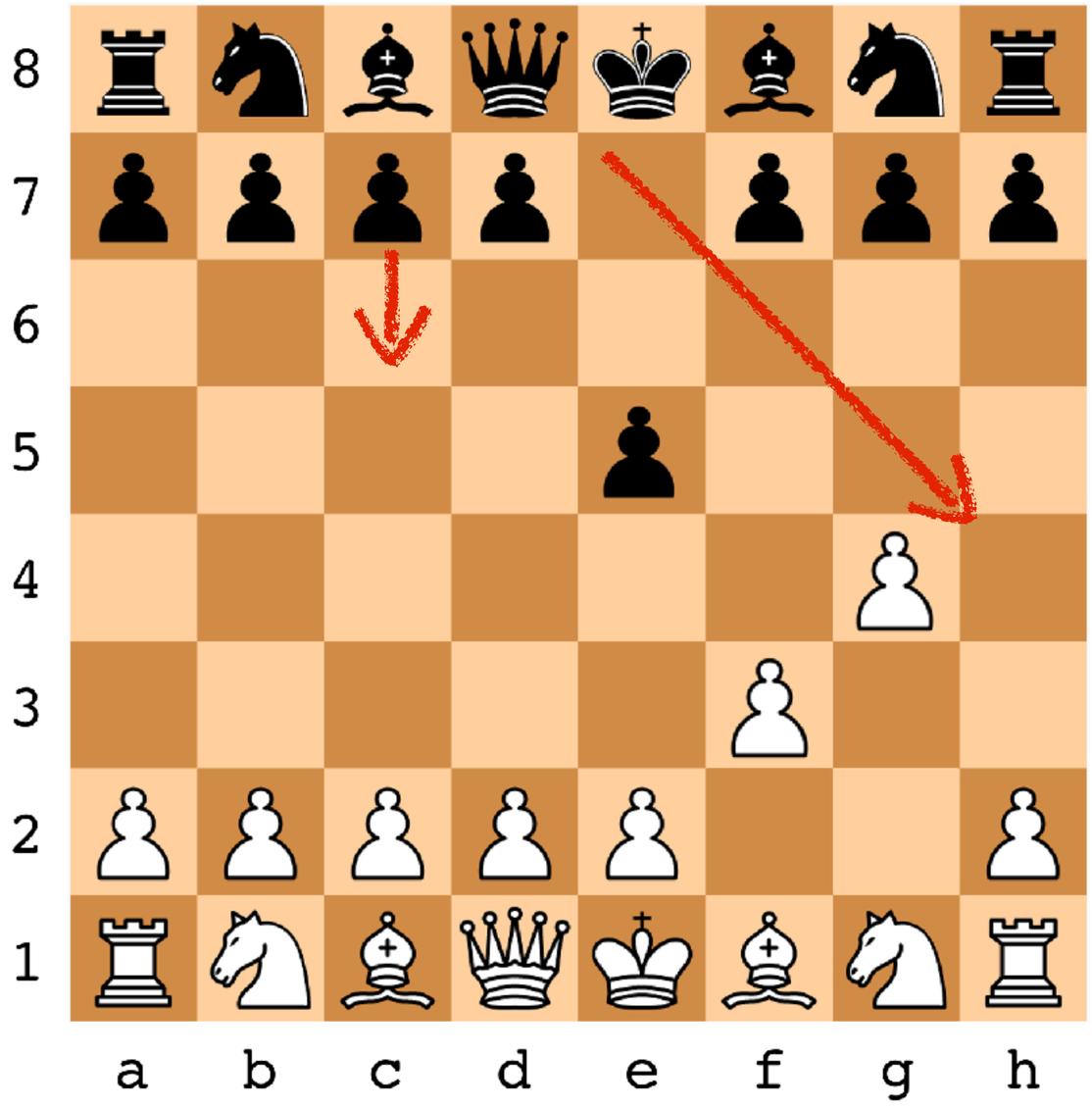
The two types of why

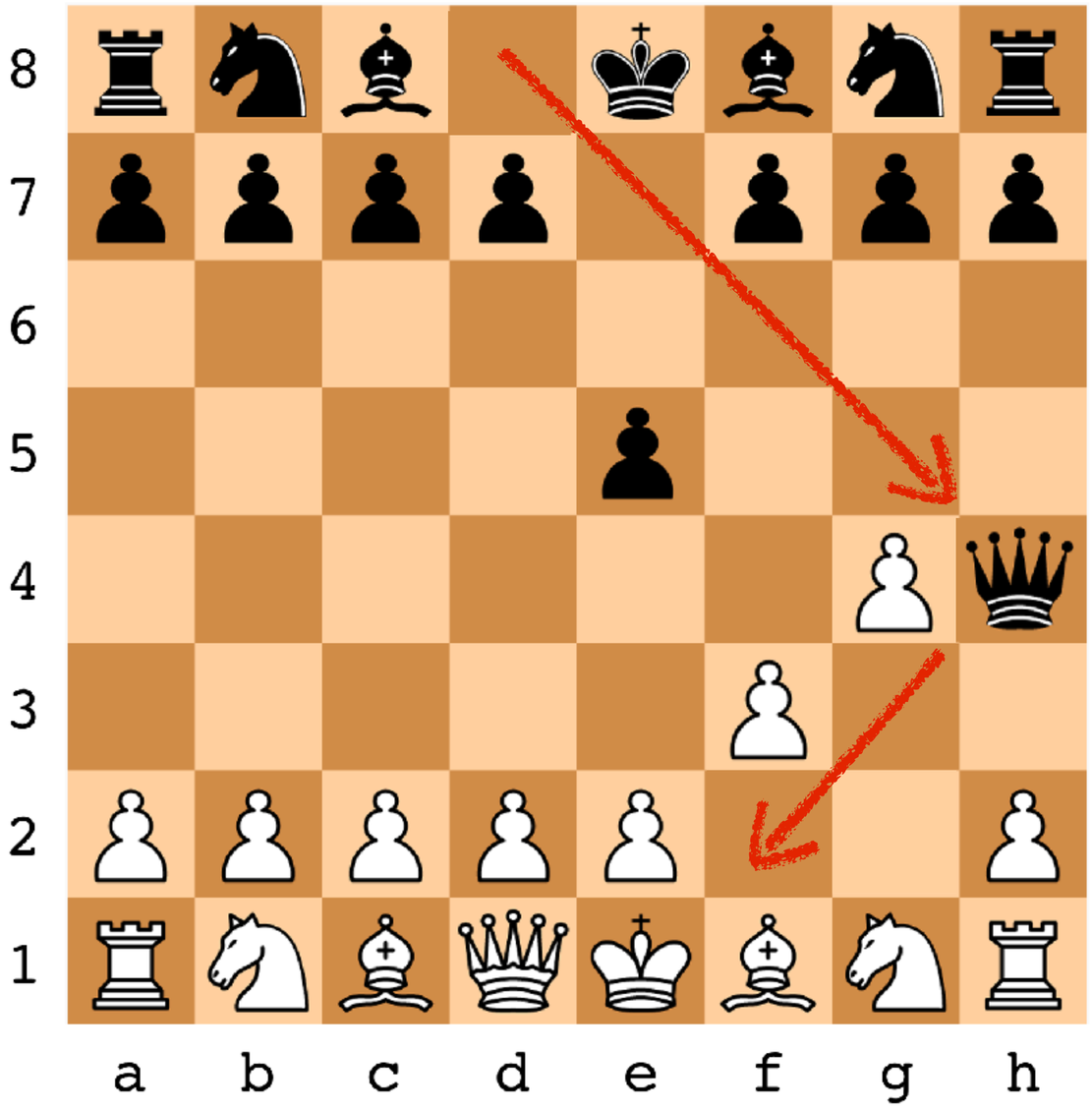
Why of purpose = To Win!



Why of movement = here or there?



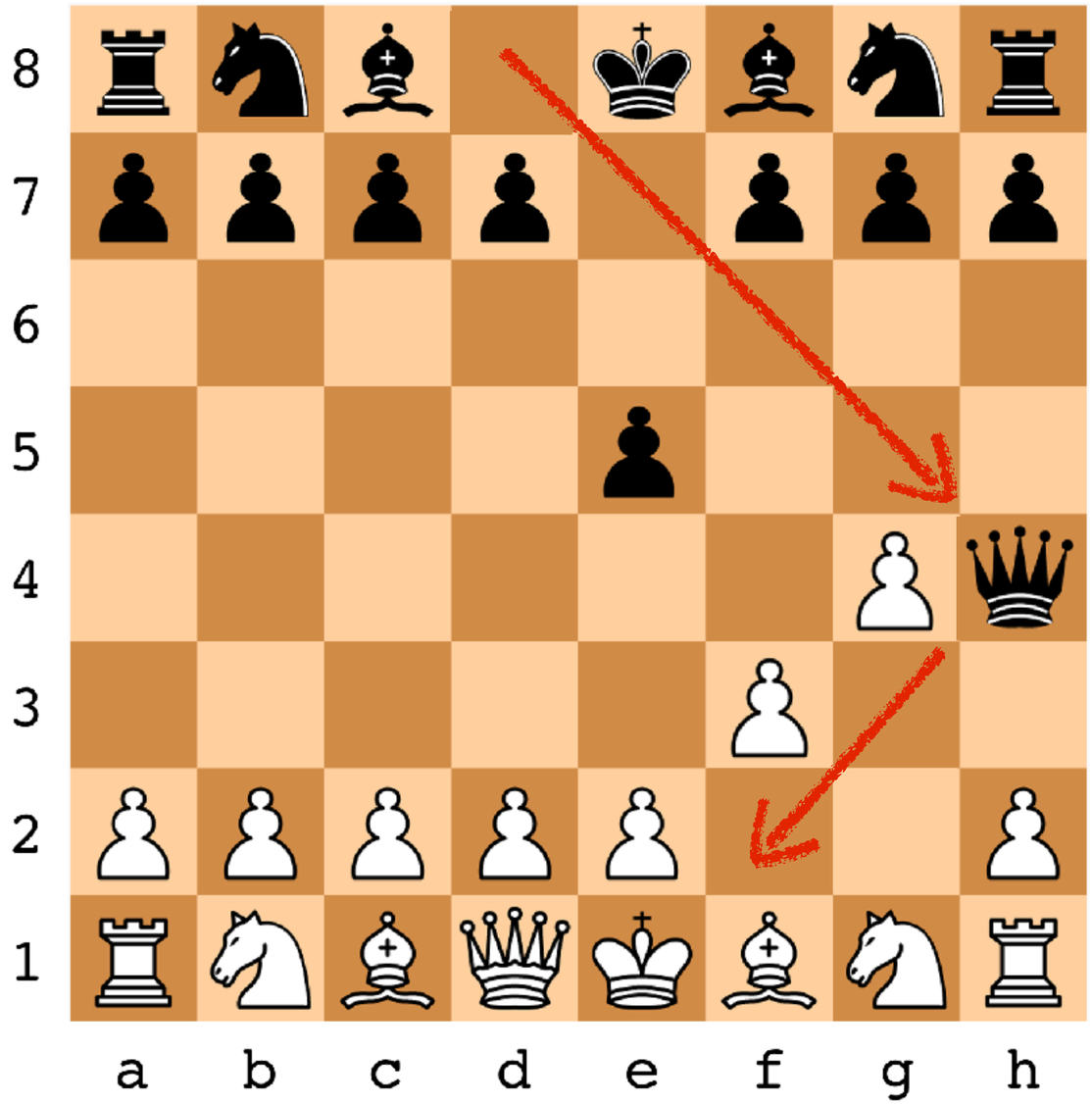
Movement = LEARNING



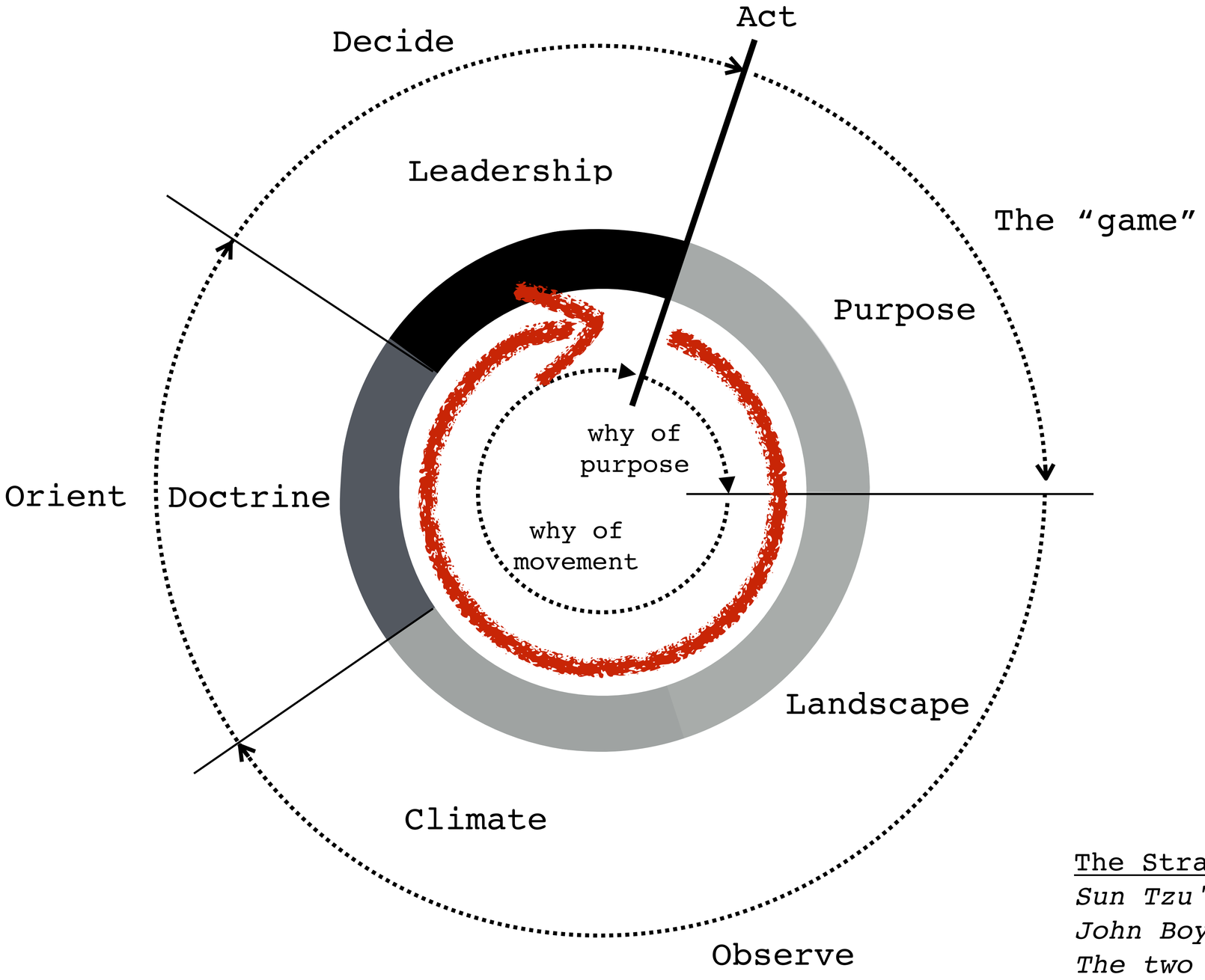
Checkmate

Movement = LEARNING

Perceive



Checkmate



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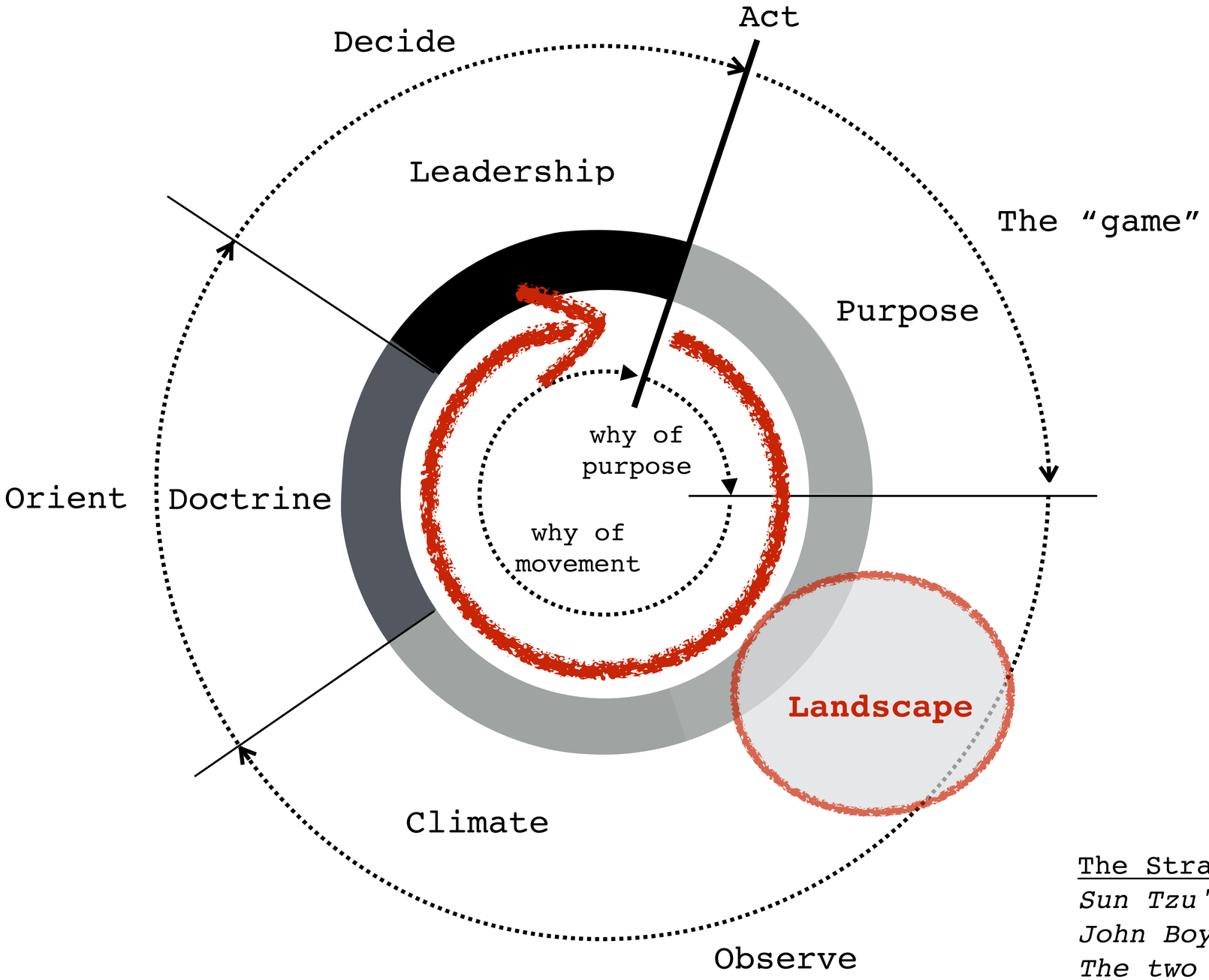
John Boyd’s OODA loop
The two types of why



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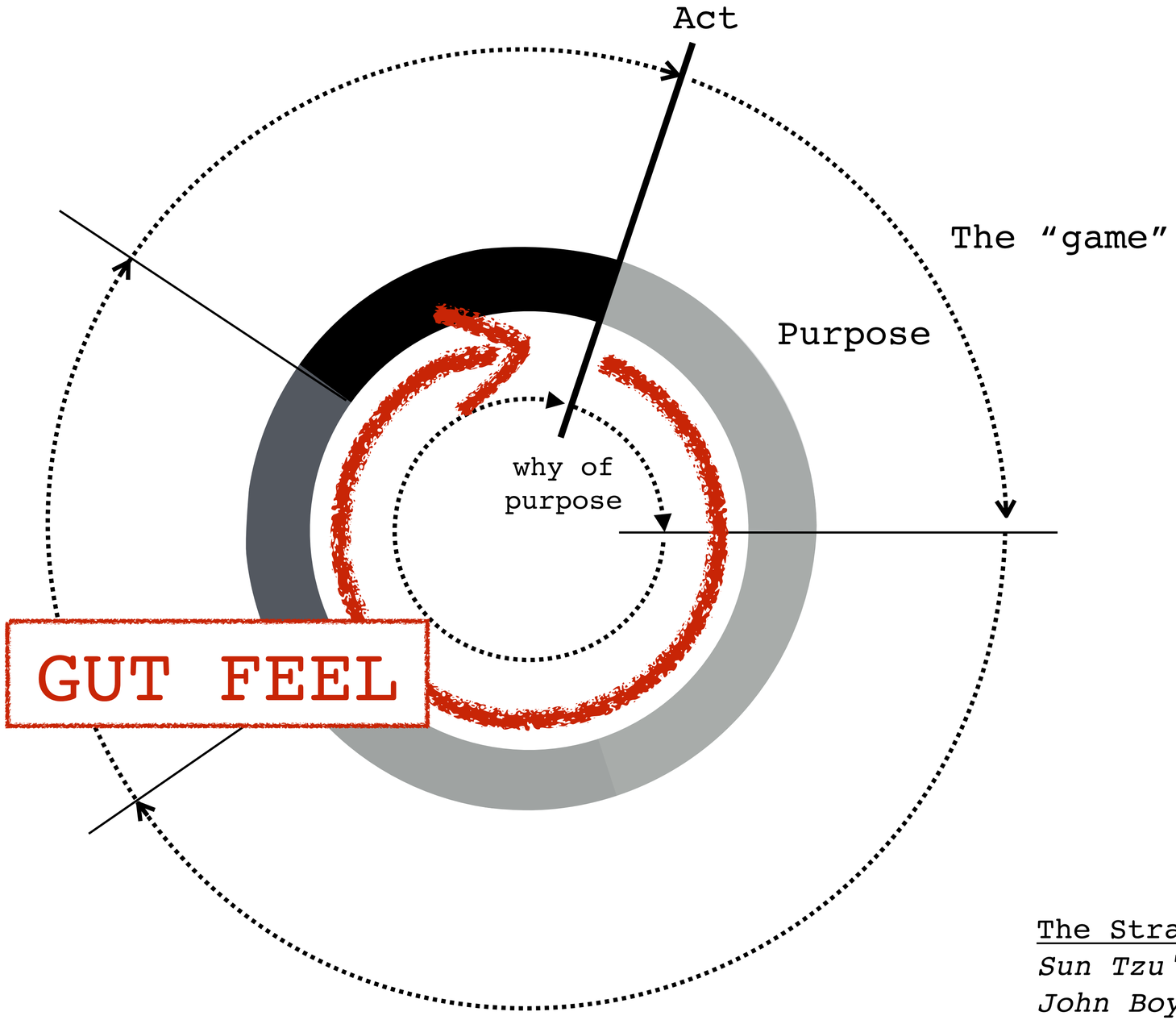

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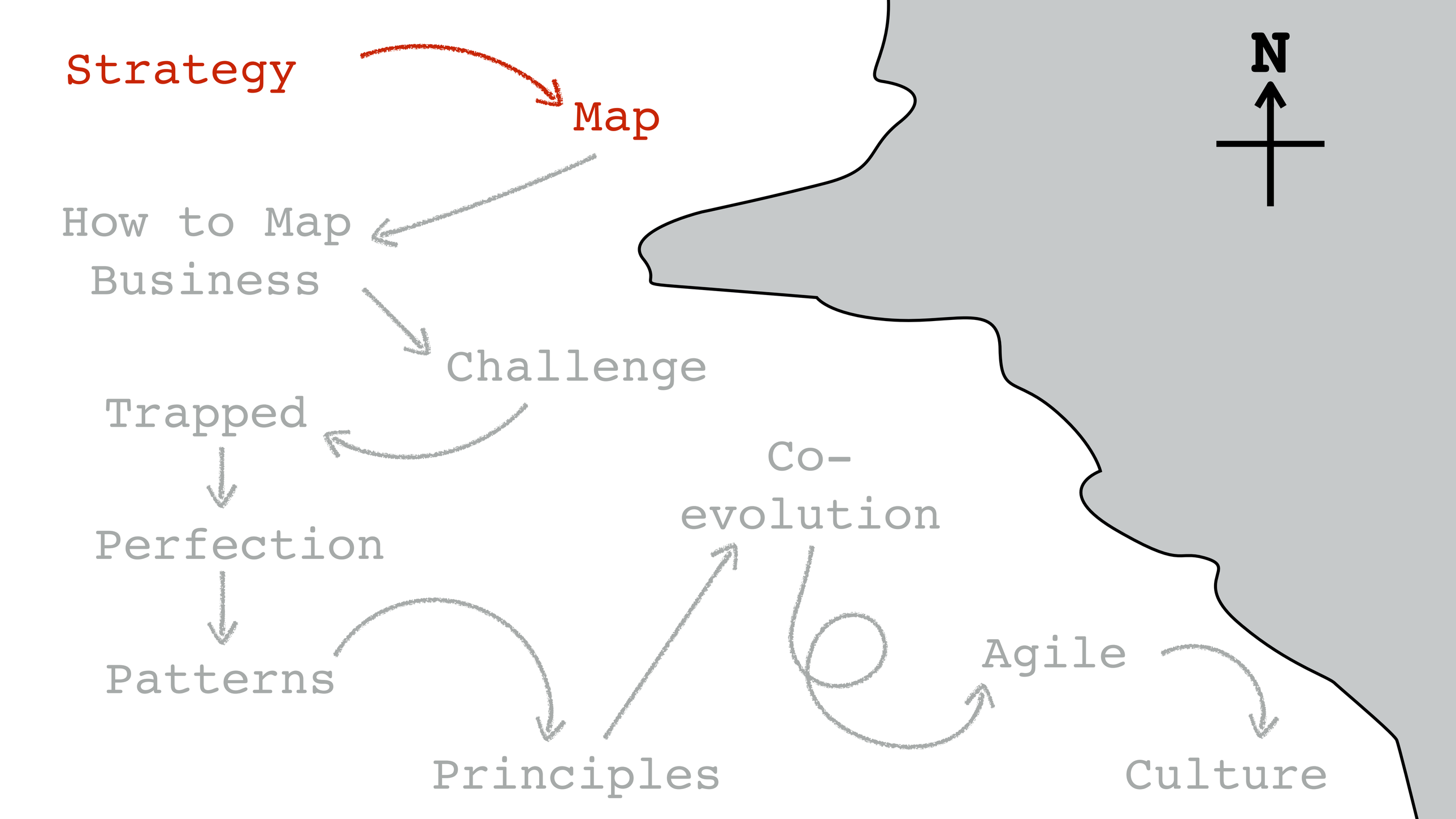
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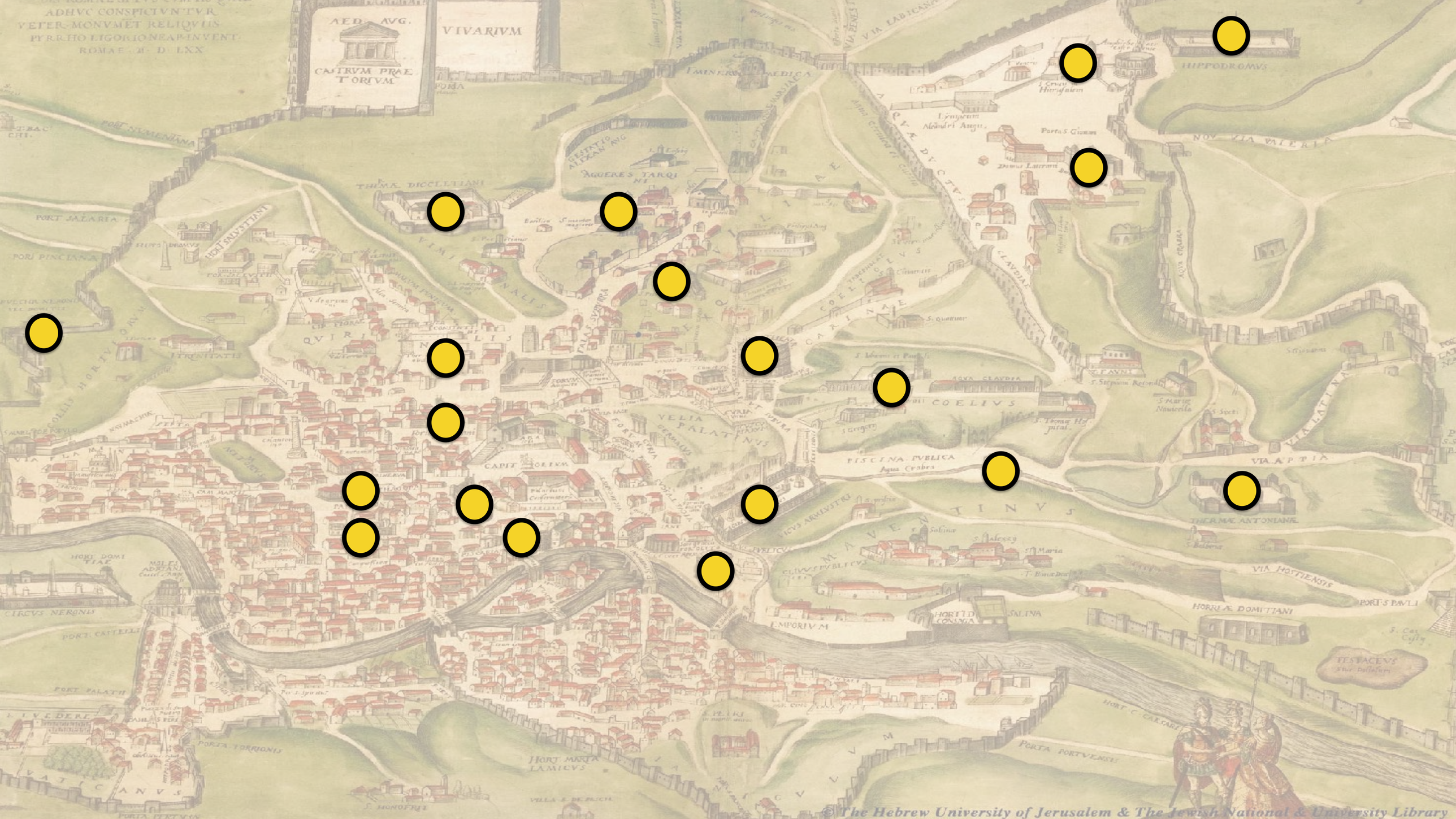

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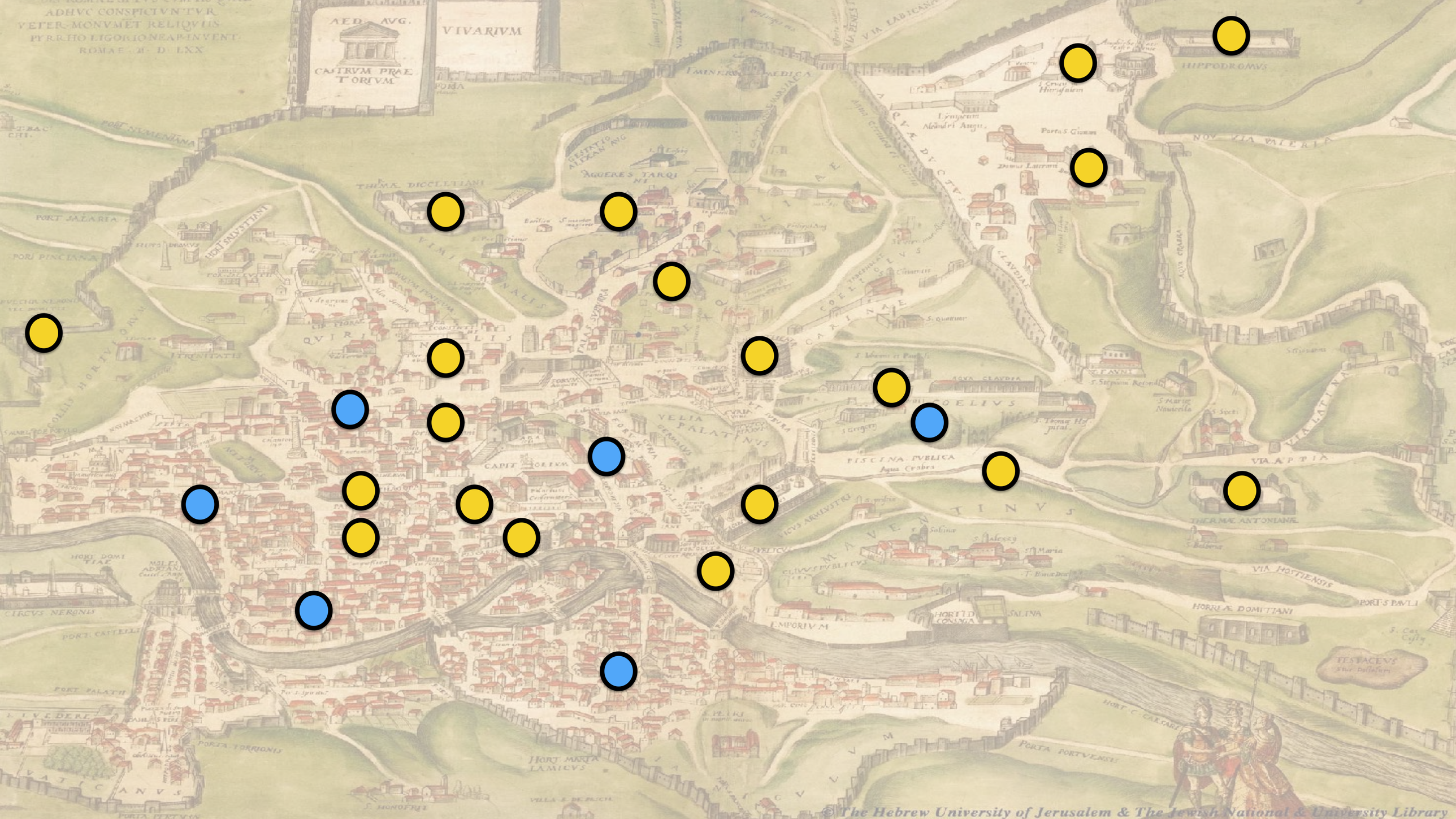
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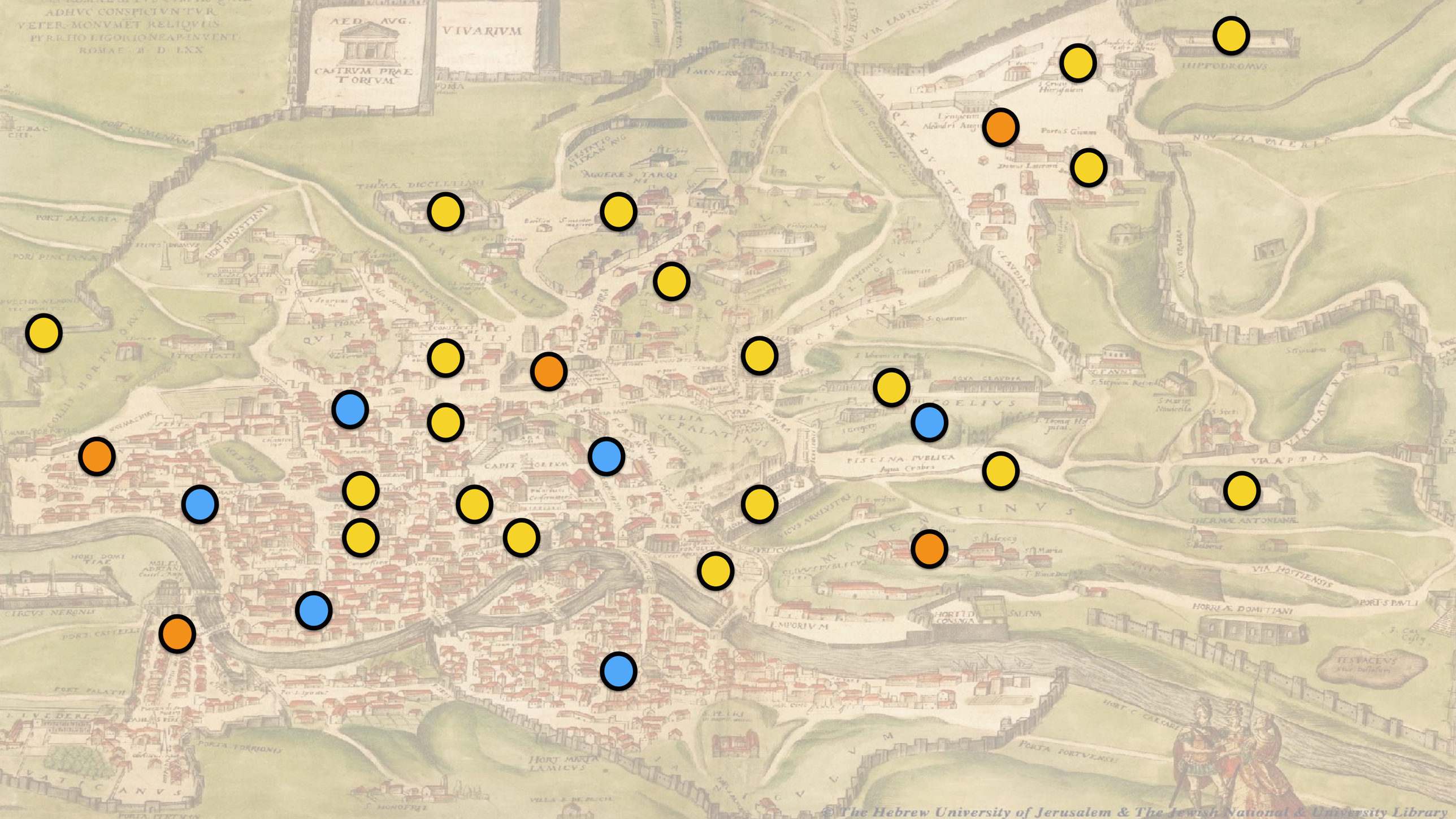
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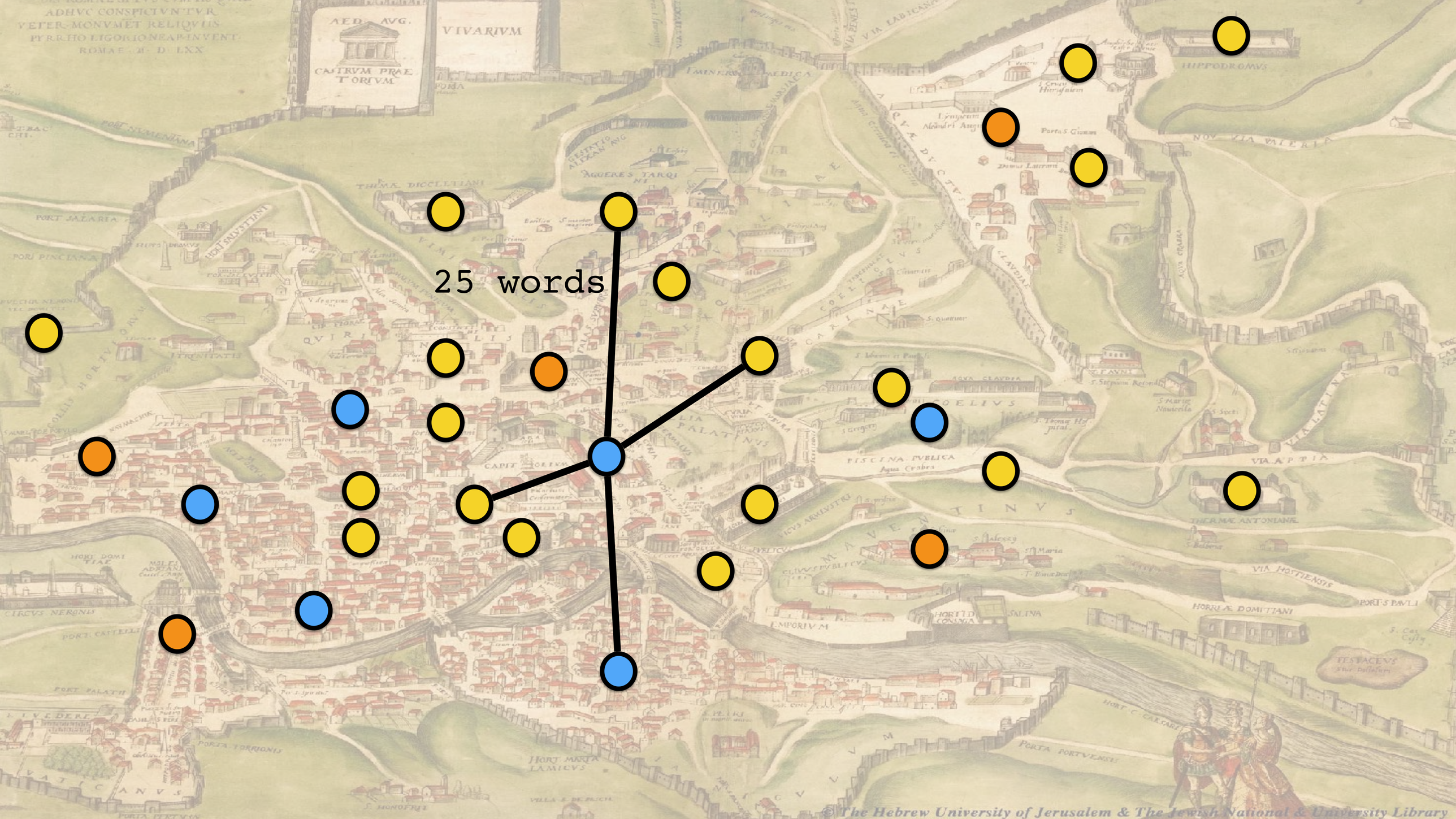

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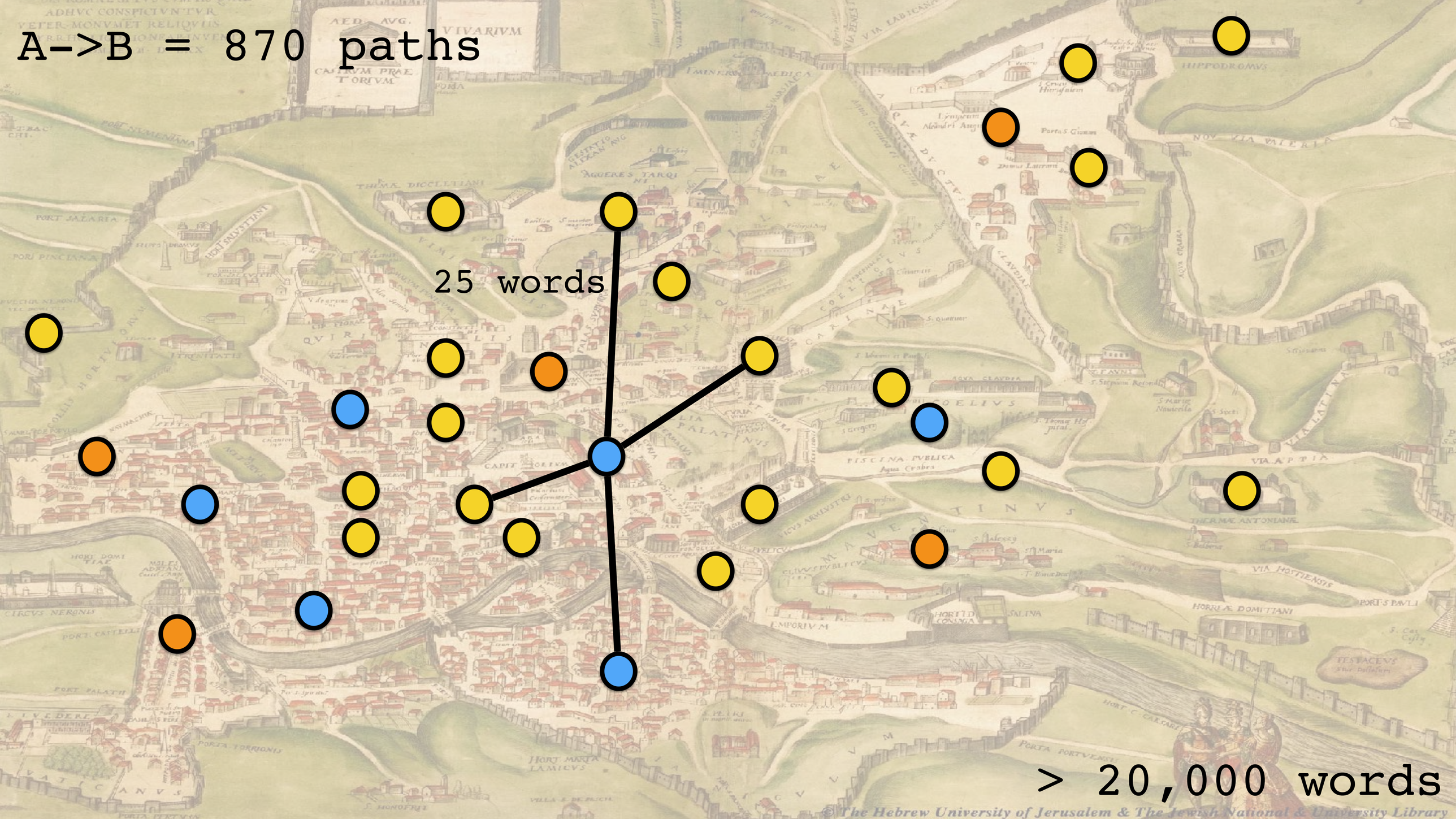

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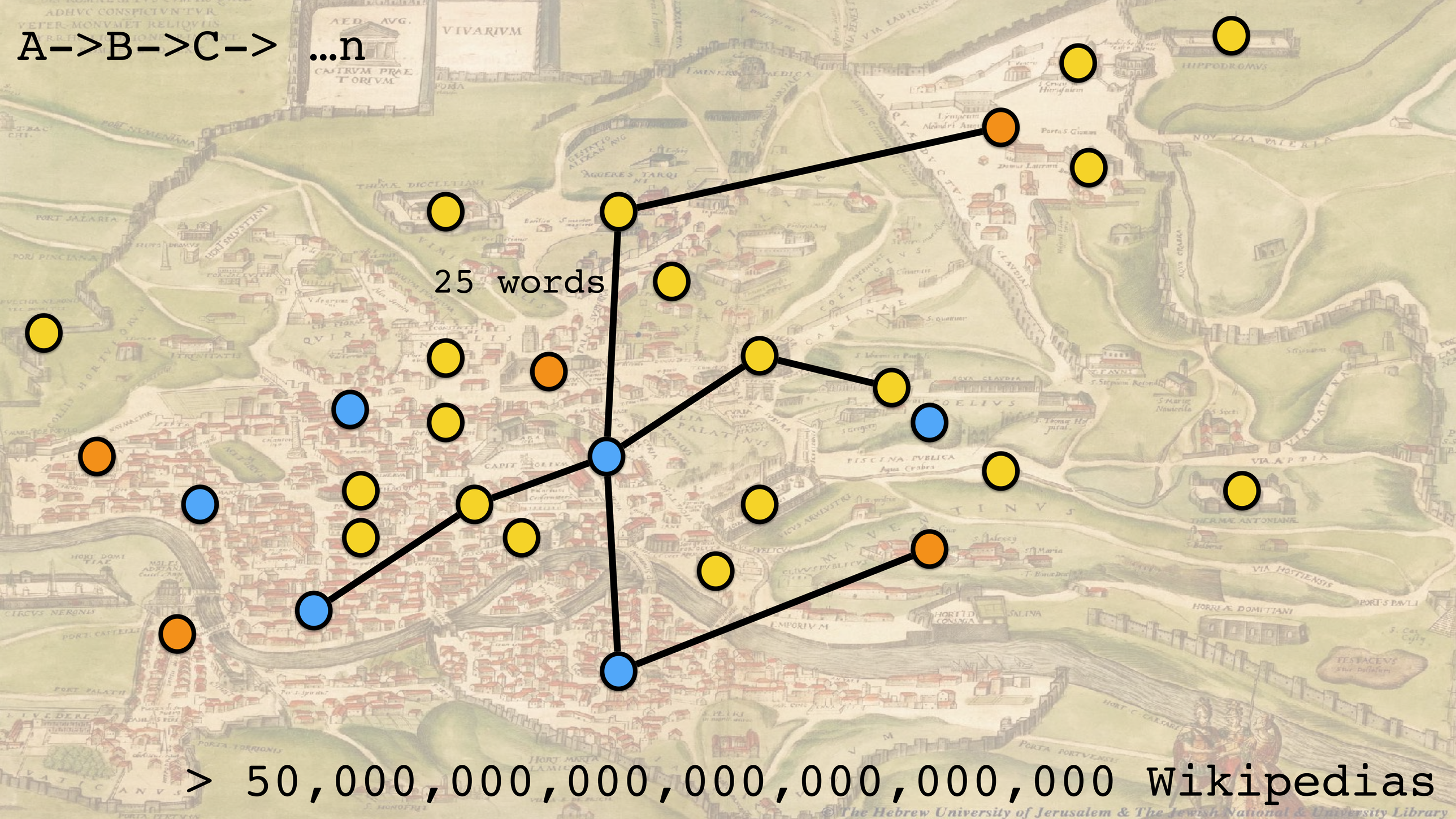

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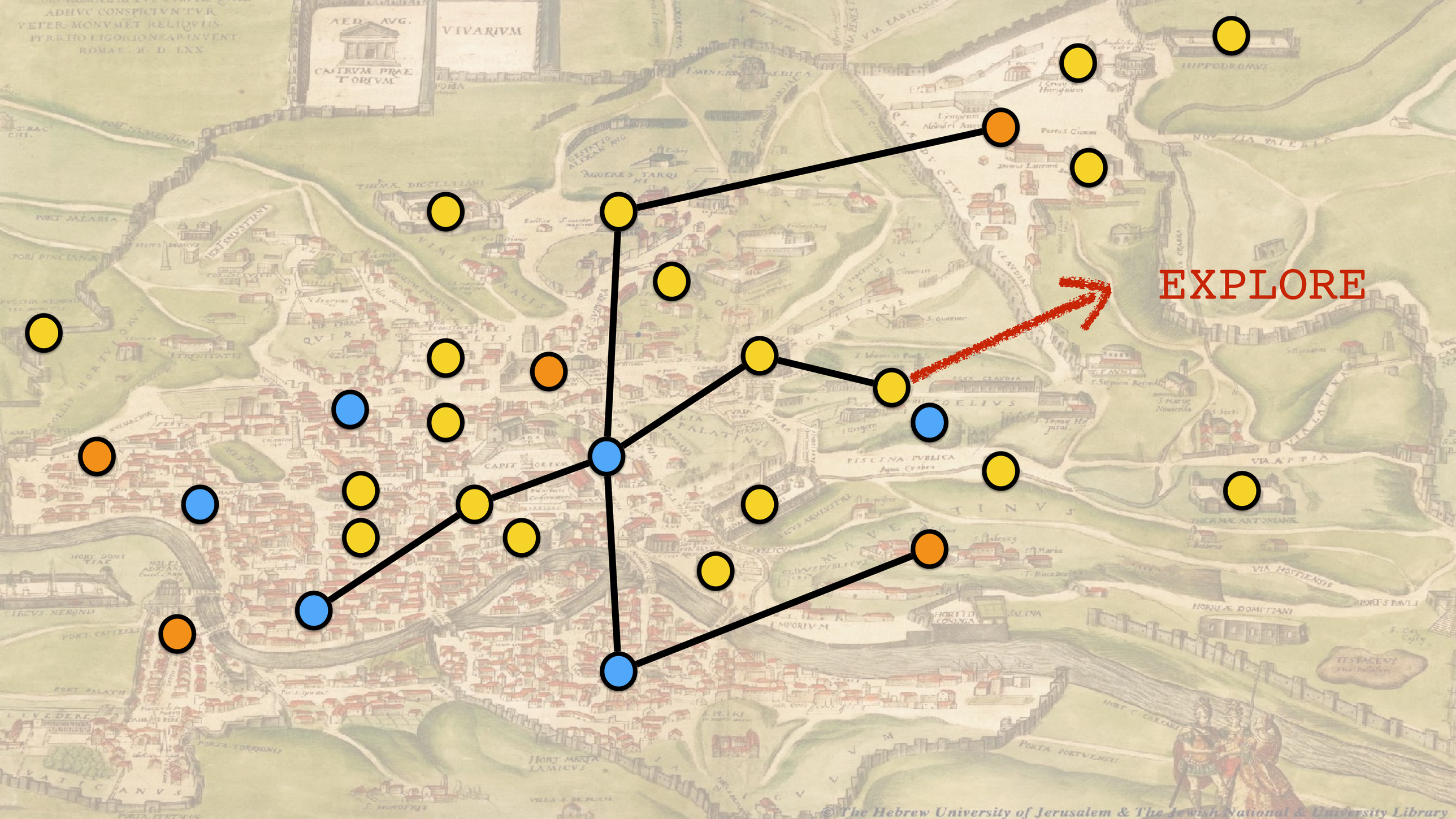

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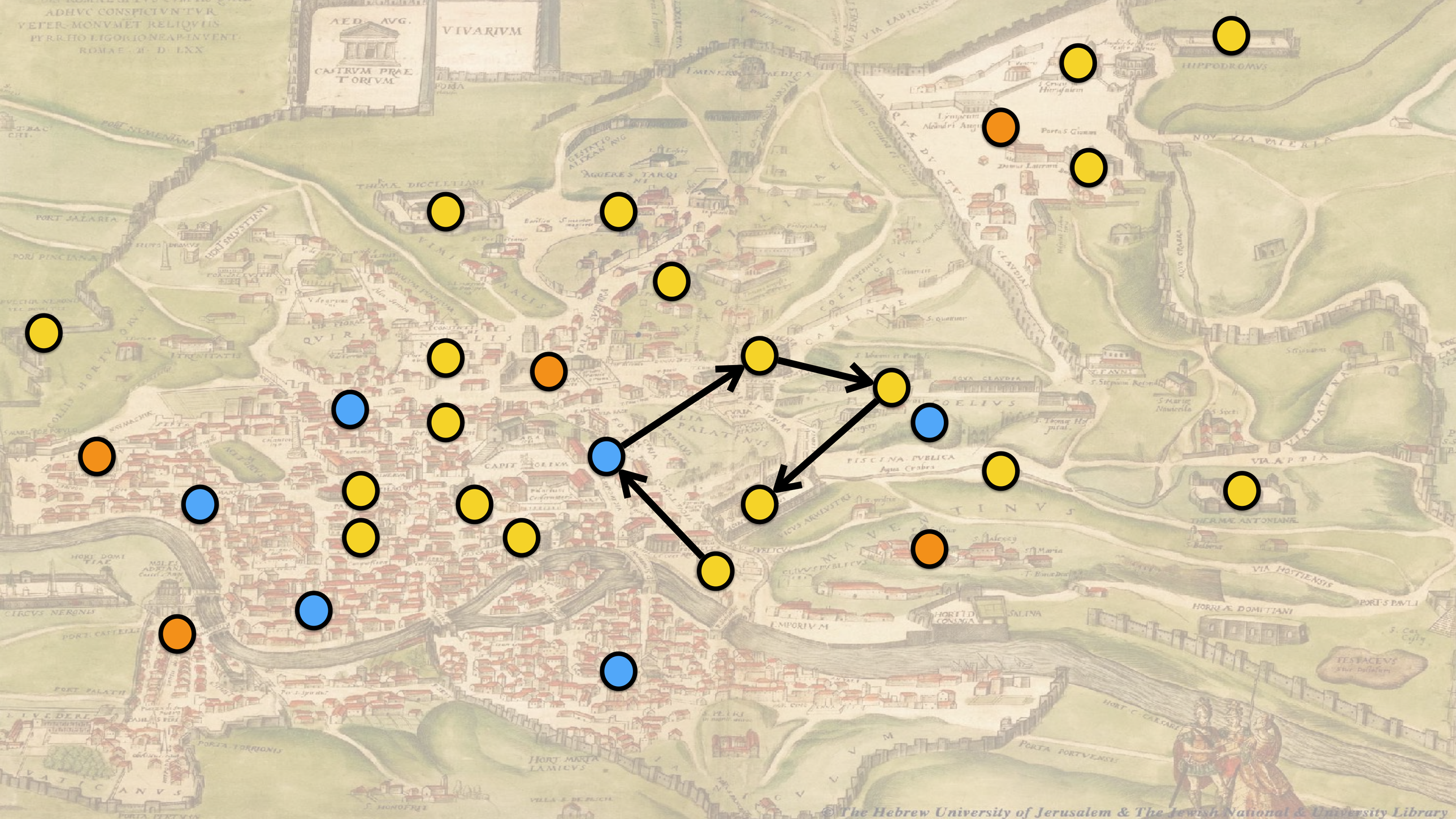
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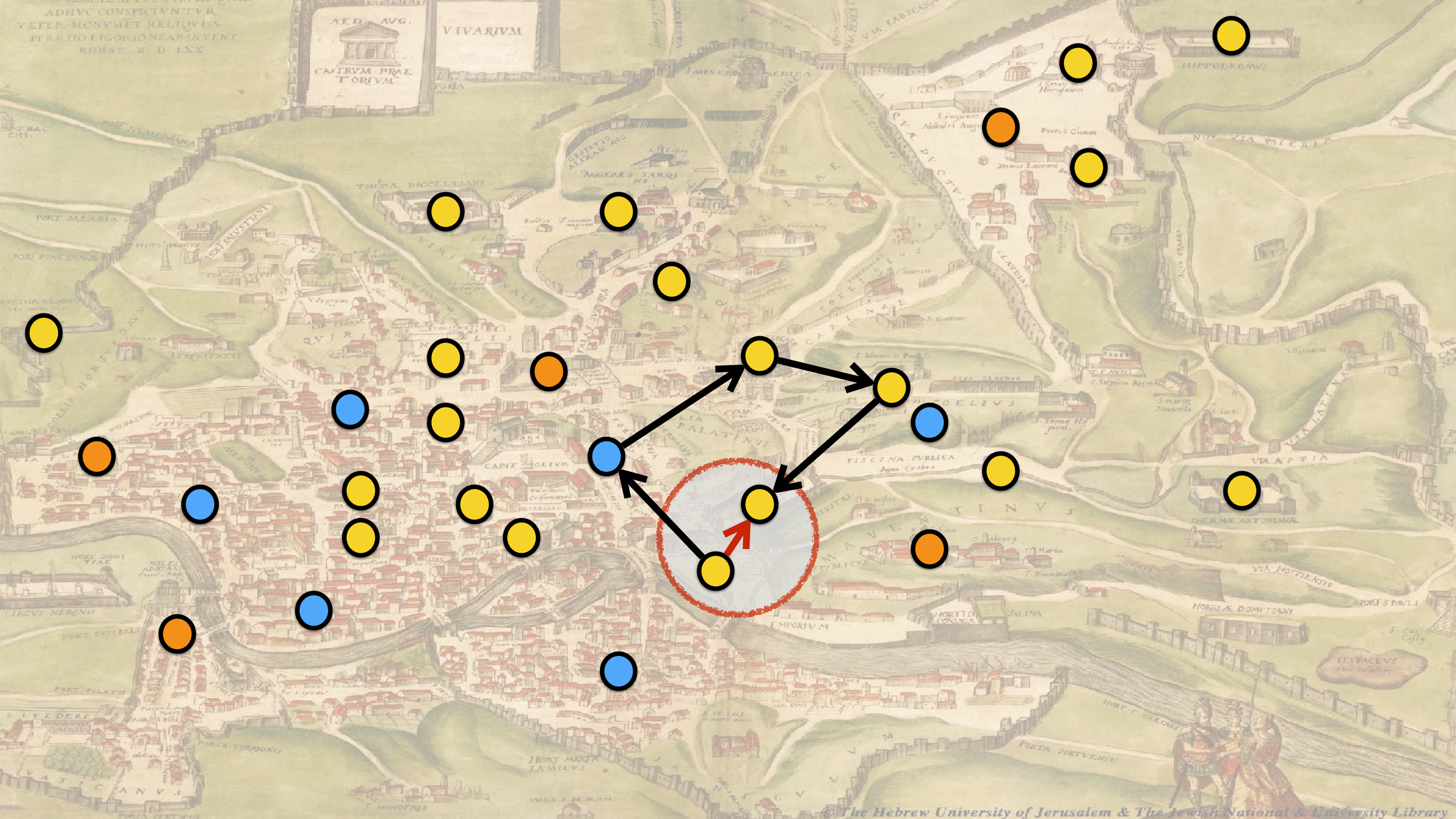

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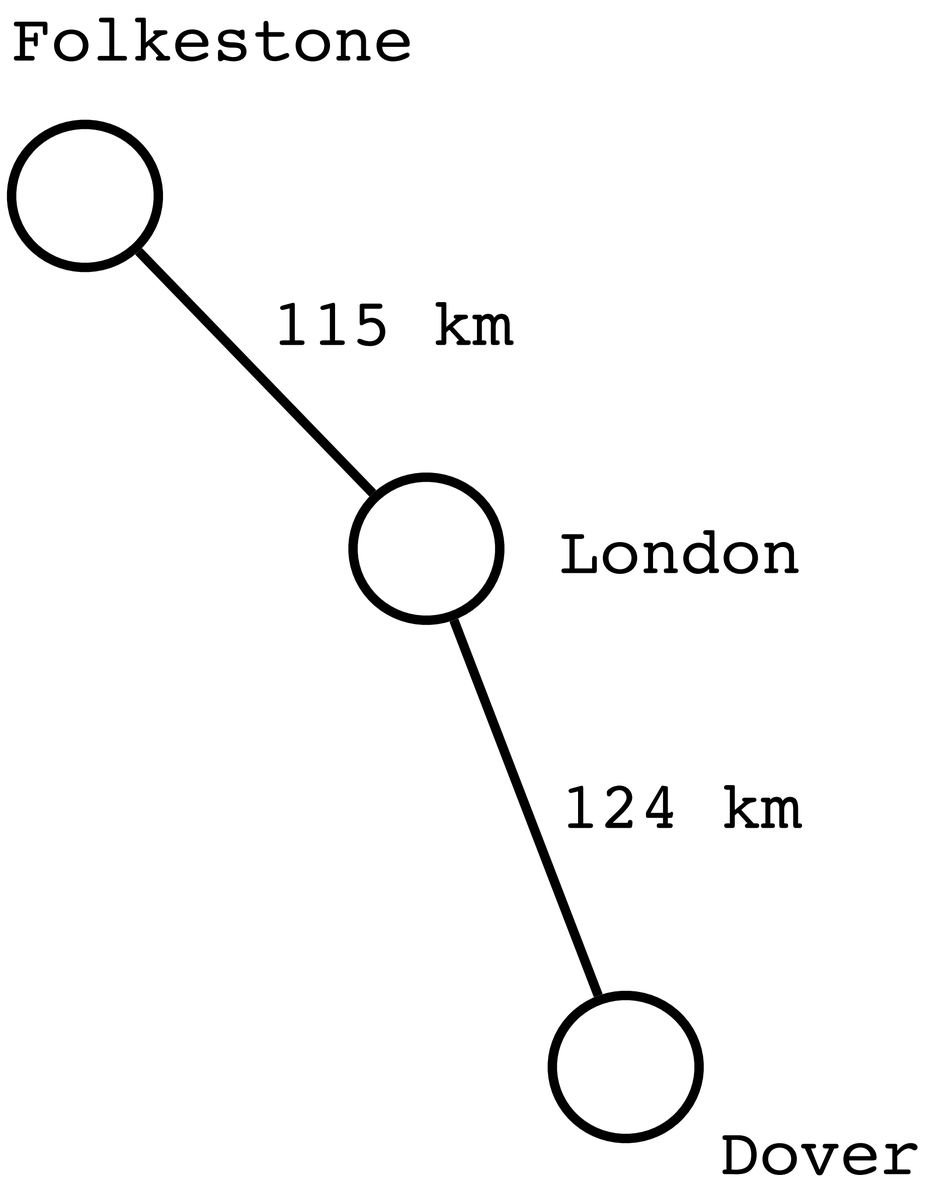
To get the Temple of Claudius take a left at the Colosseum by the Collis Viminalis and …

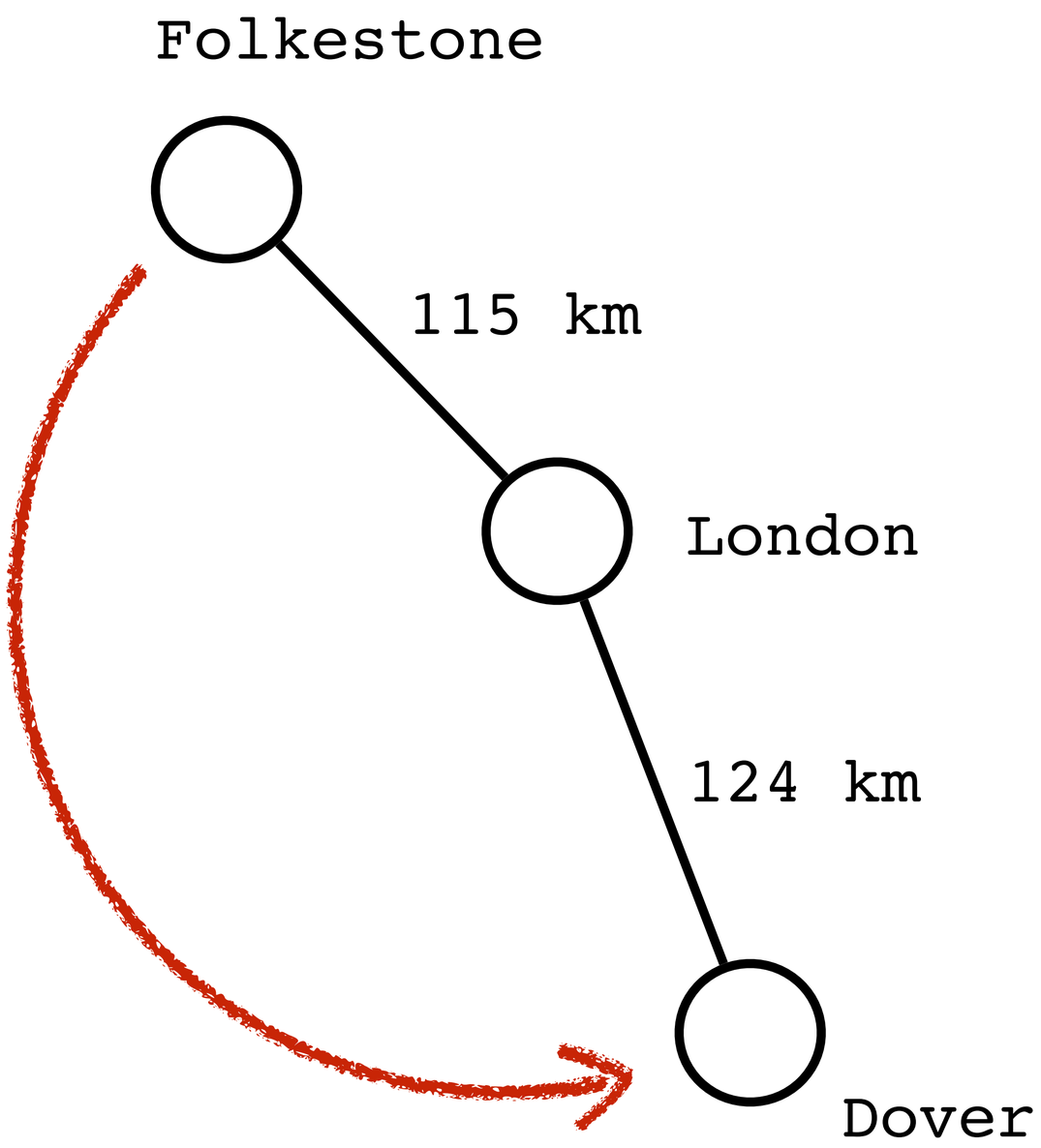
maps are ways of :-

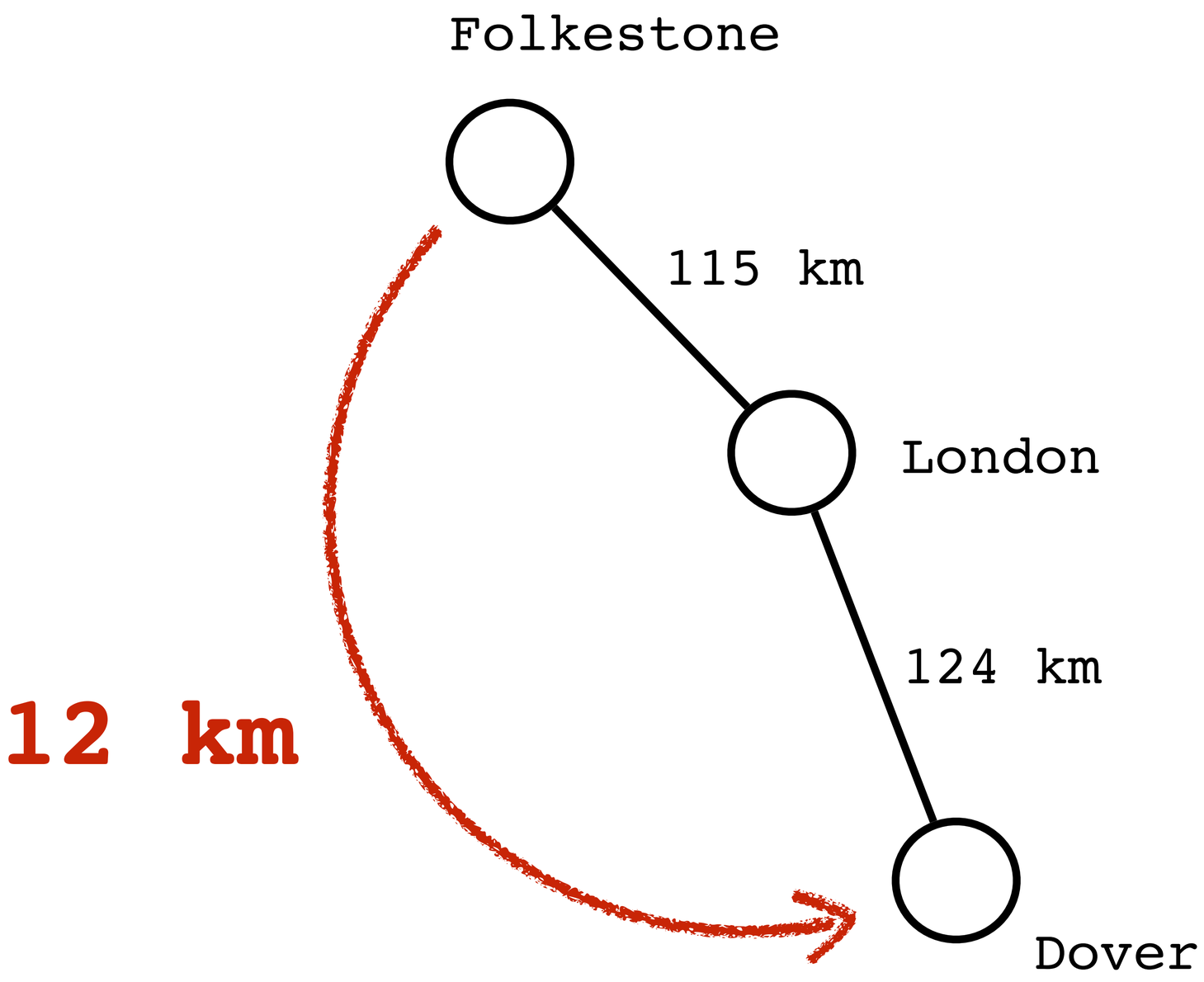
exploring
communicating
shared understanding
de-personalising

… a space

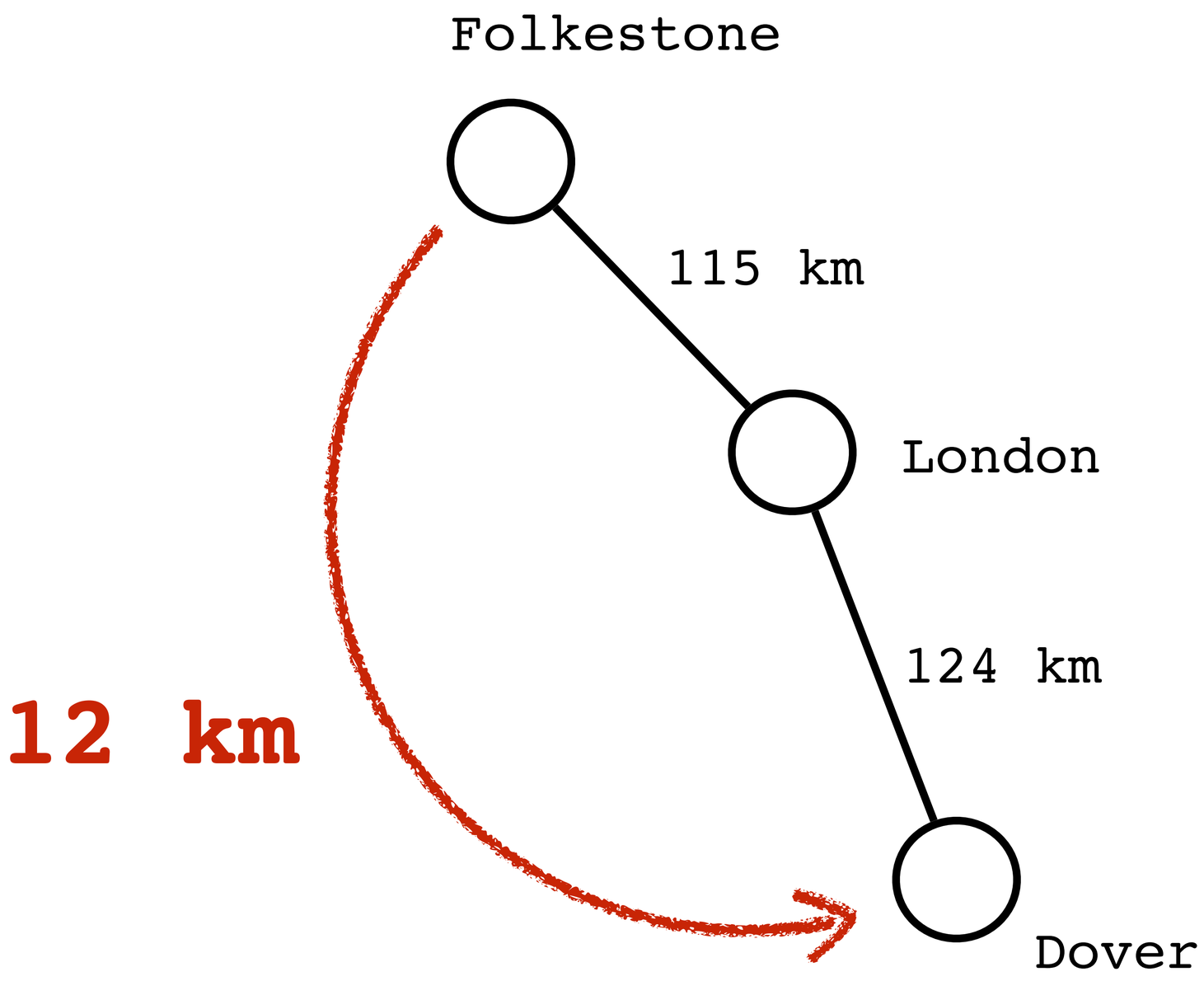
What is a map?


Folkestone
115 km
London
124 km
Dover

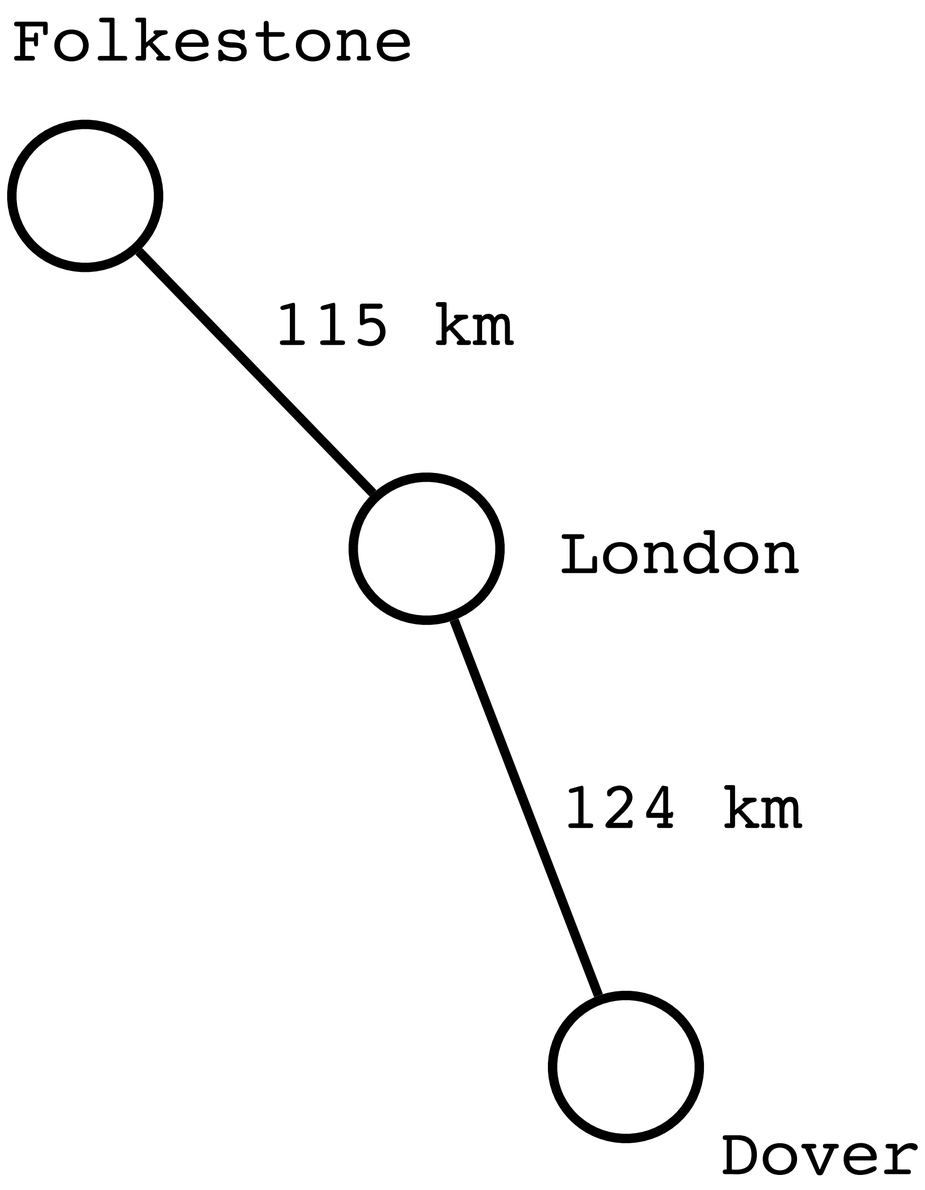

Folkestone
115 km
London
124 km
Dover

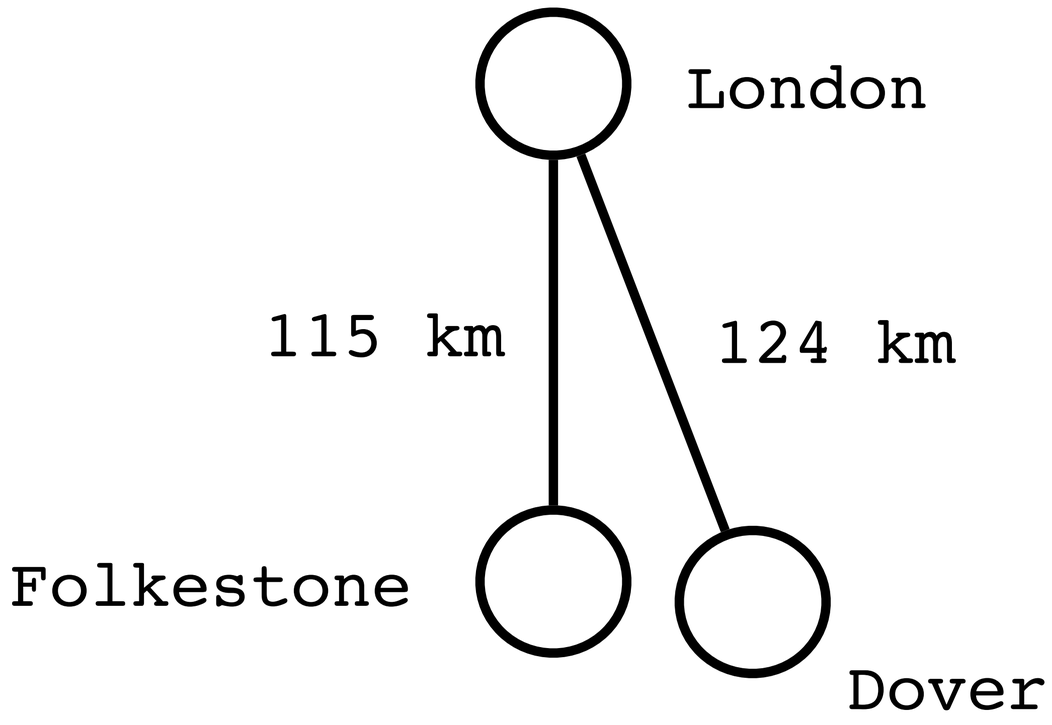

Folkestone
115 km
London
124 km
12 km
Dover

THIS IS A GRAPH

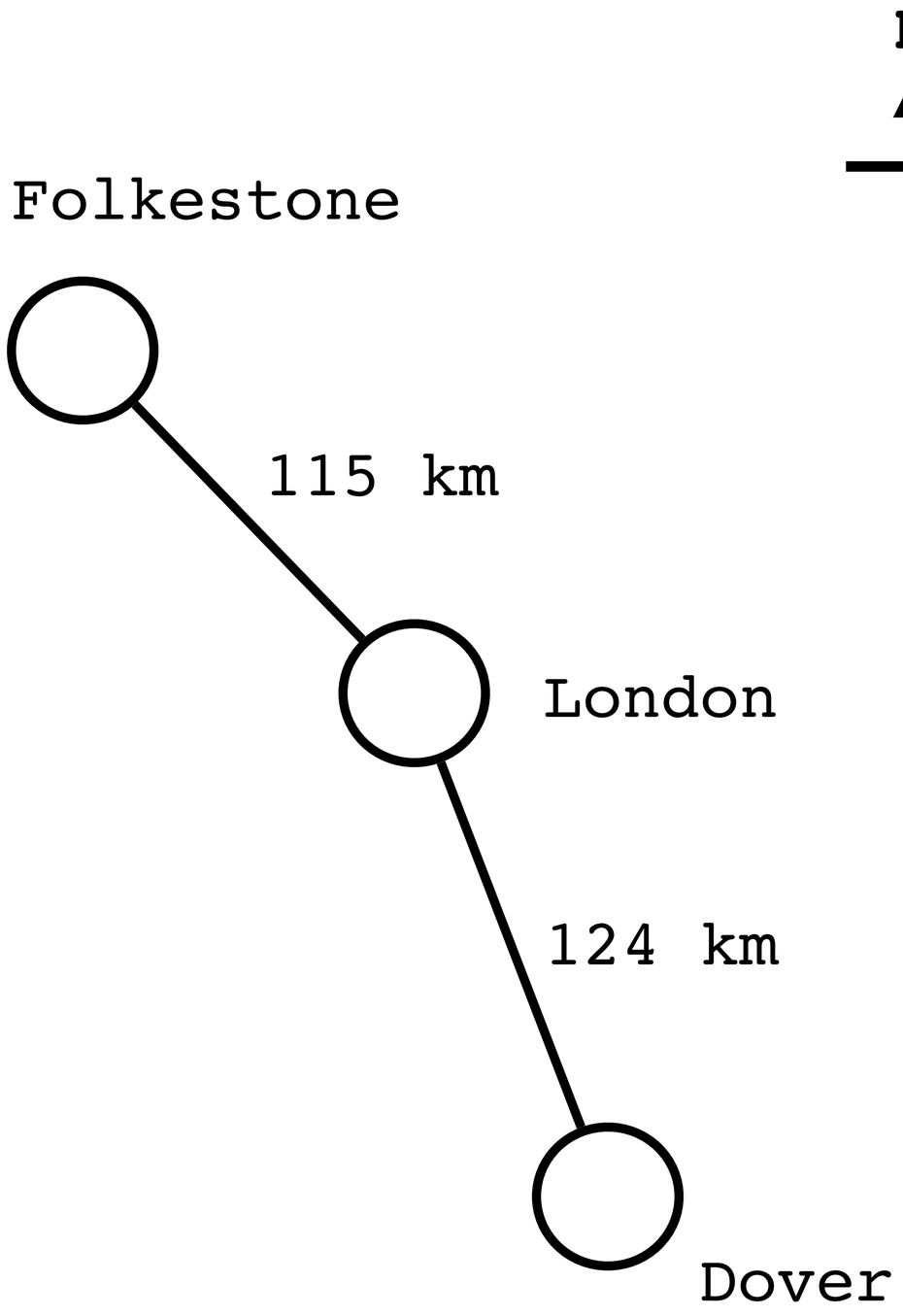


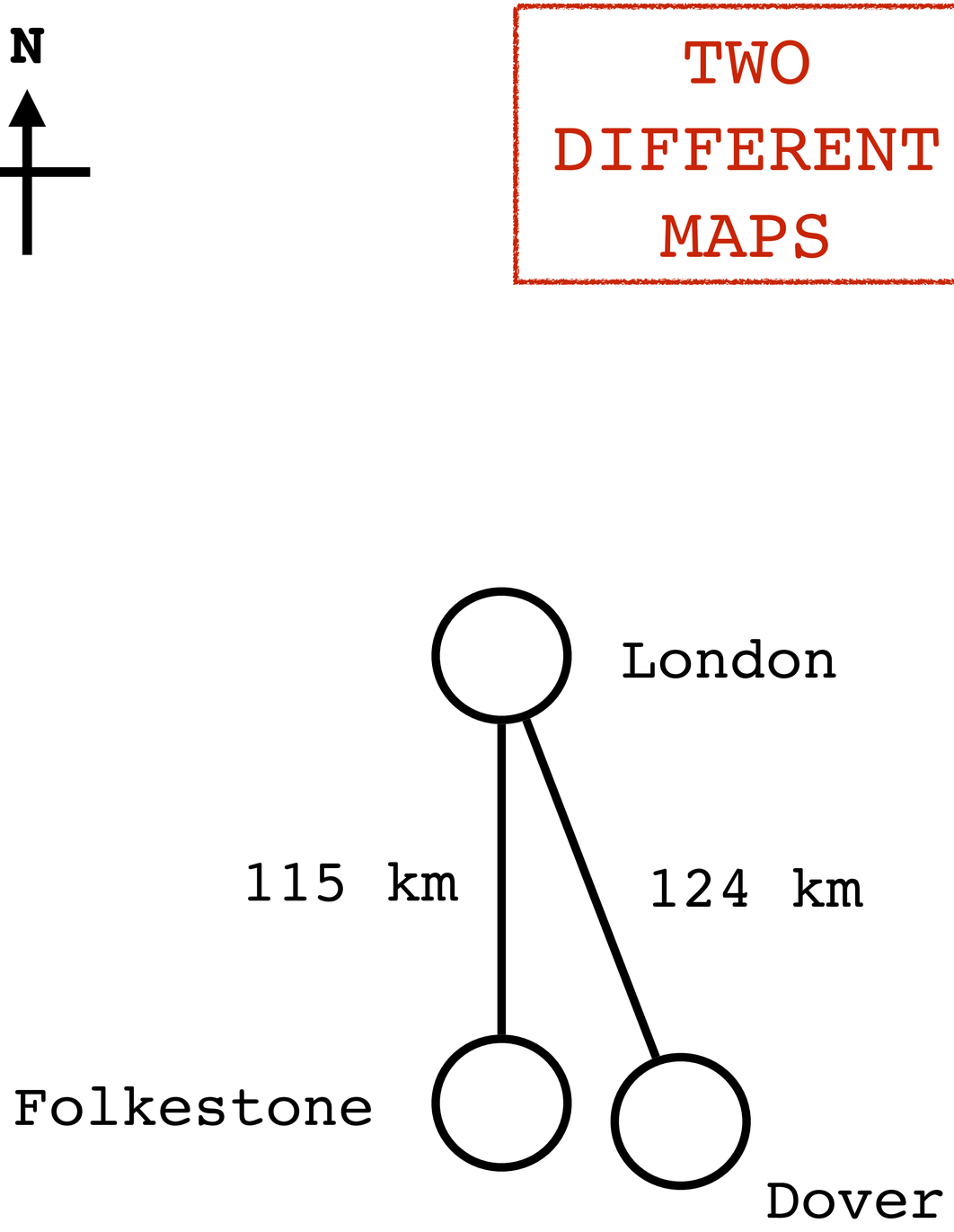
TWO IDENTICAL GRAPHS

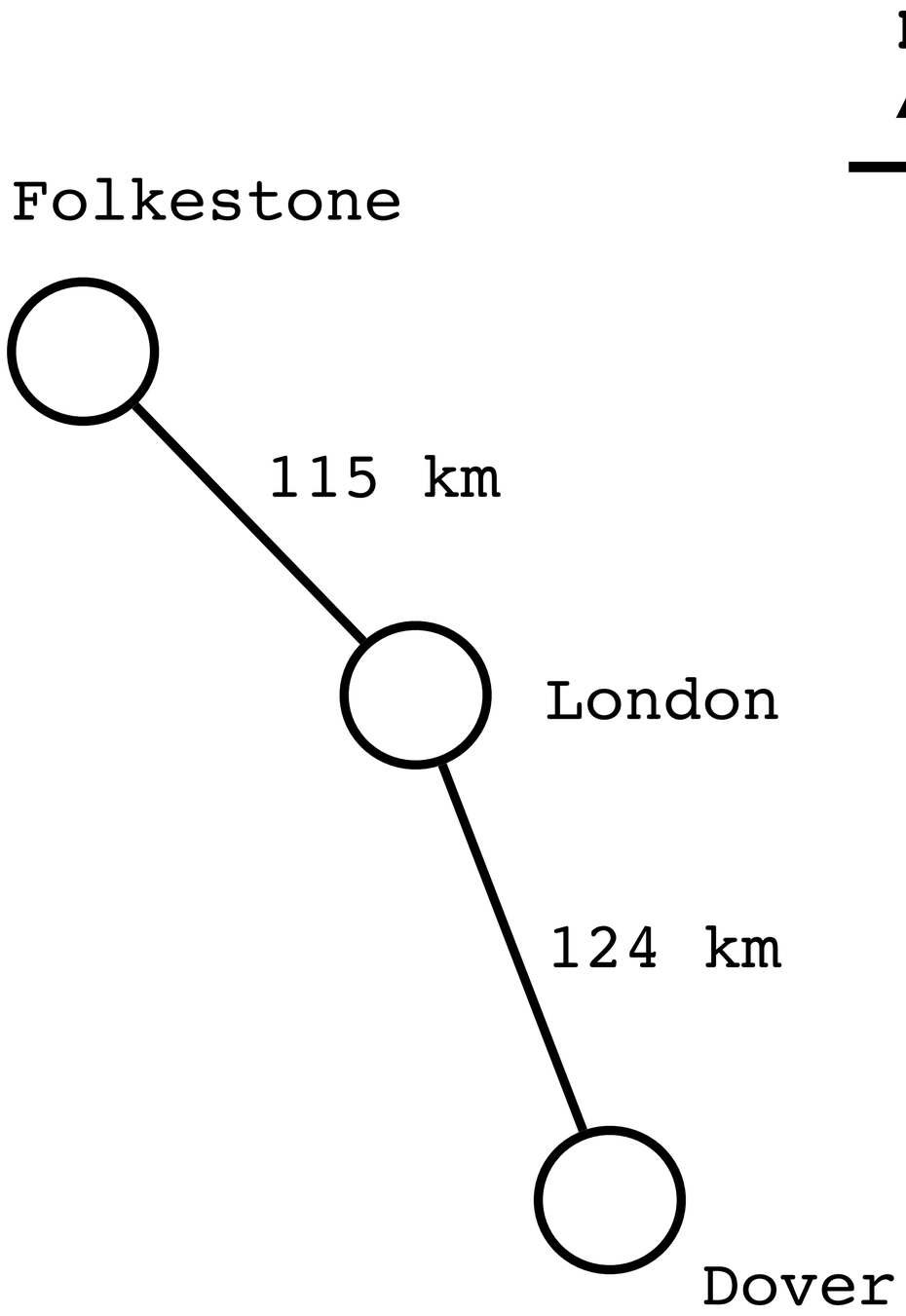


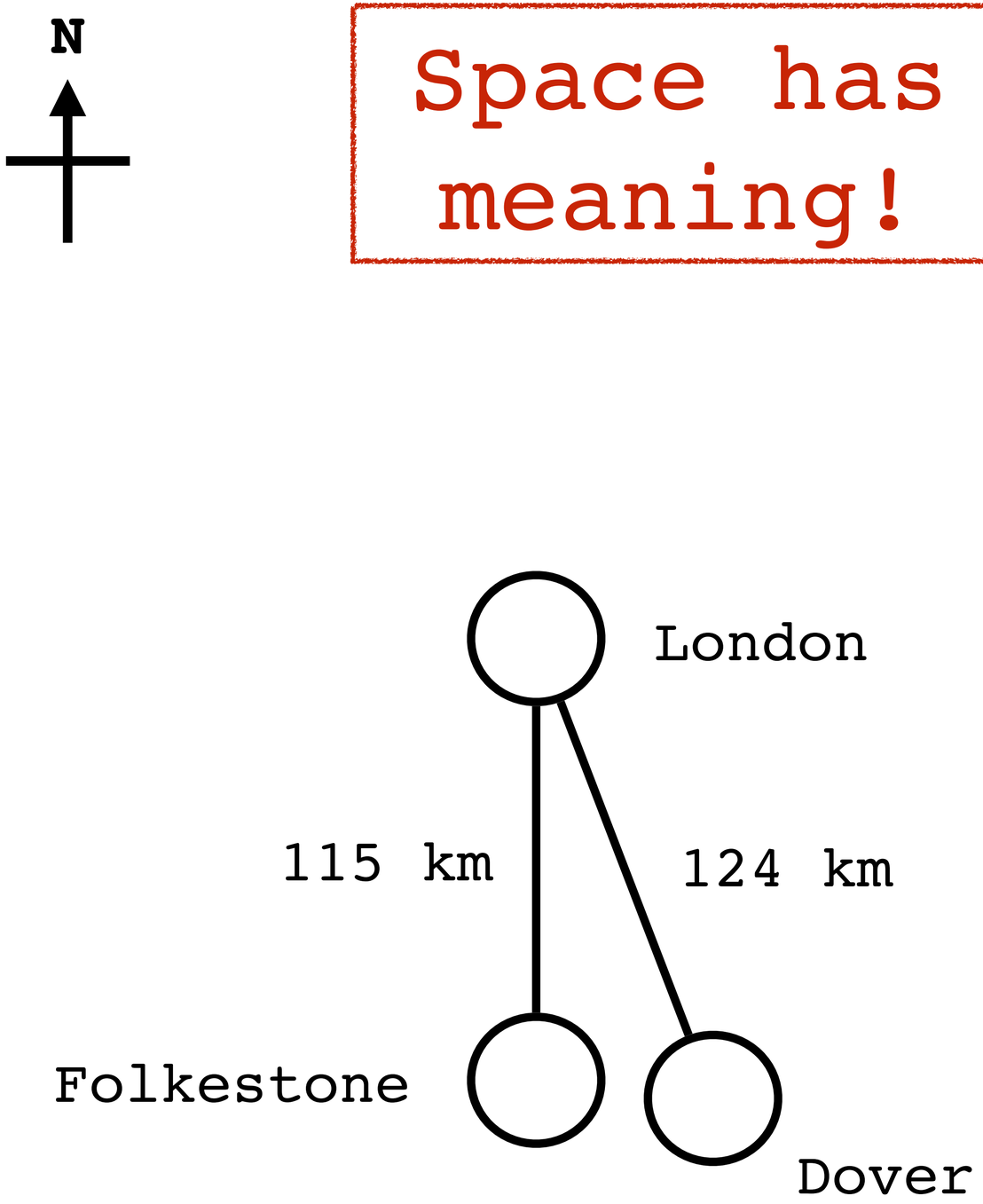


TWO DIFFERENT MAPS

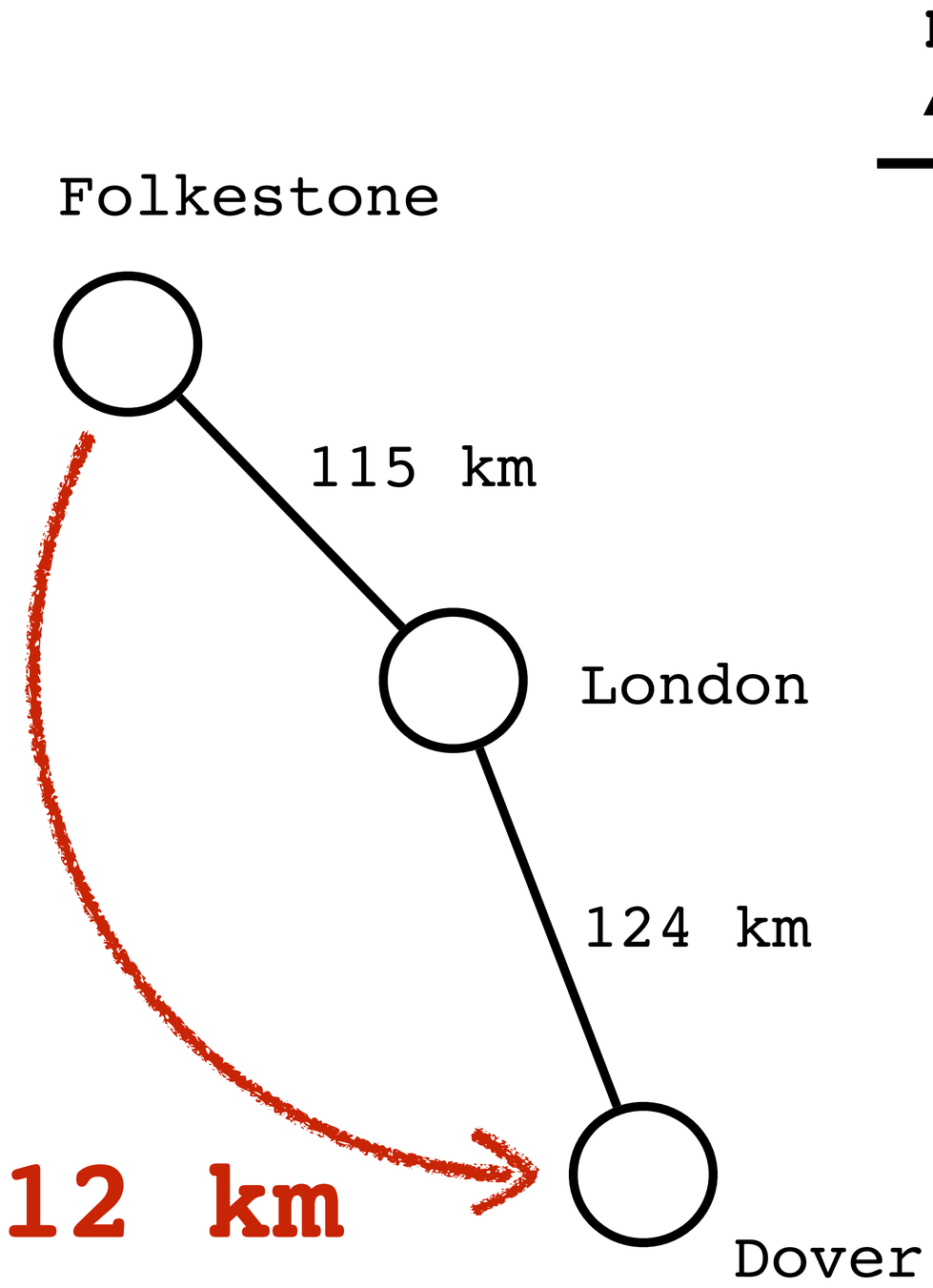


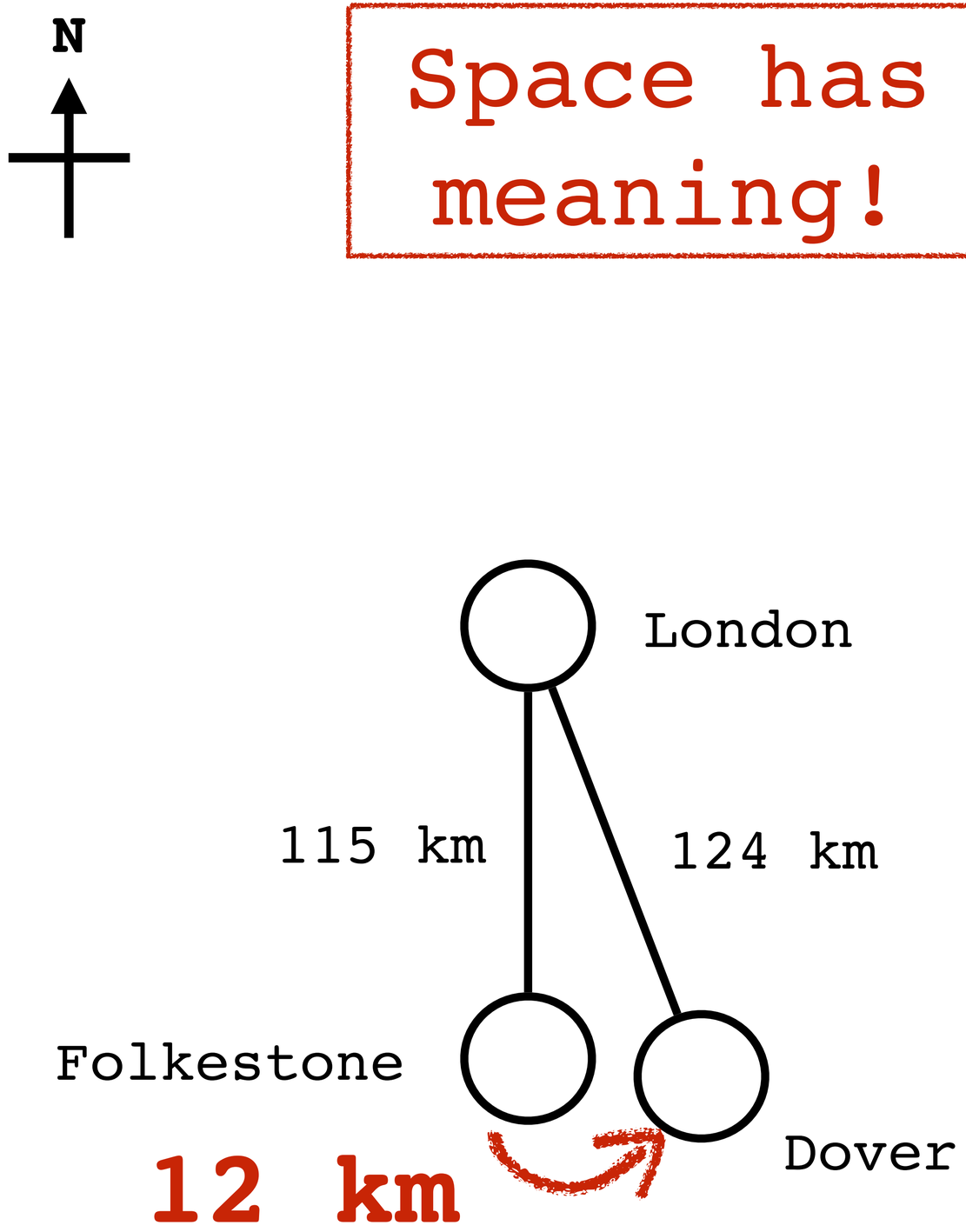




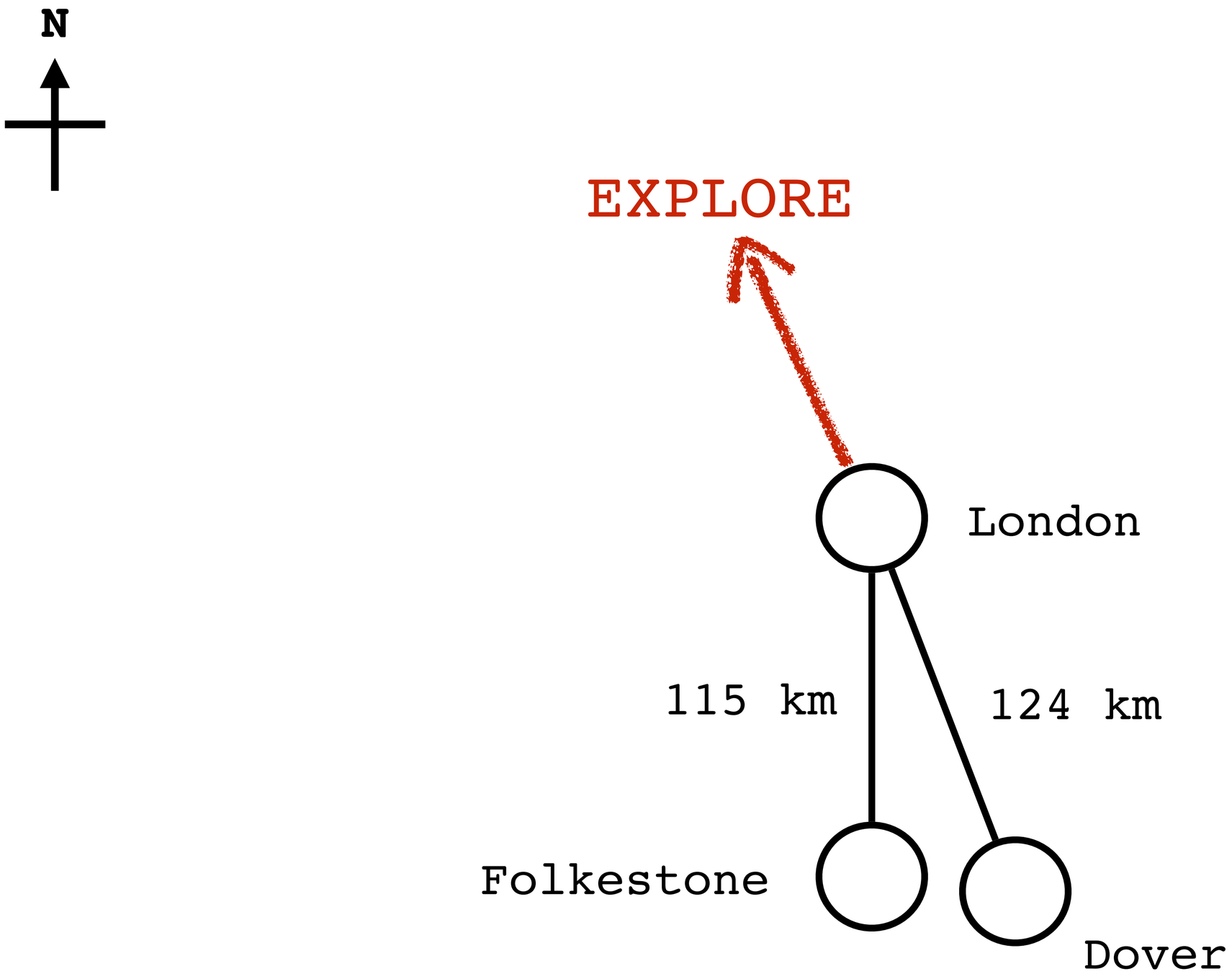


Space has meaning!





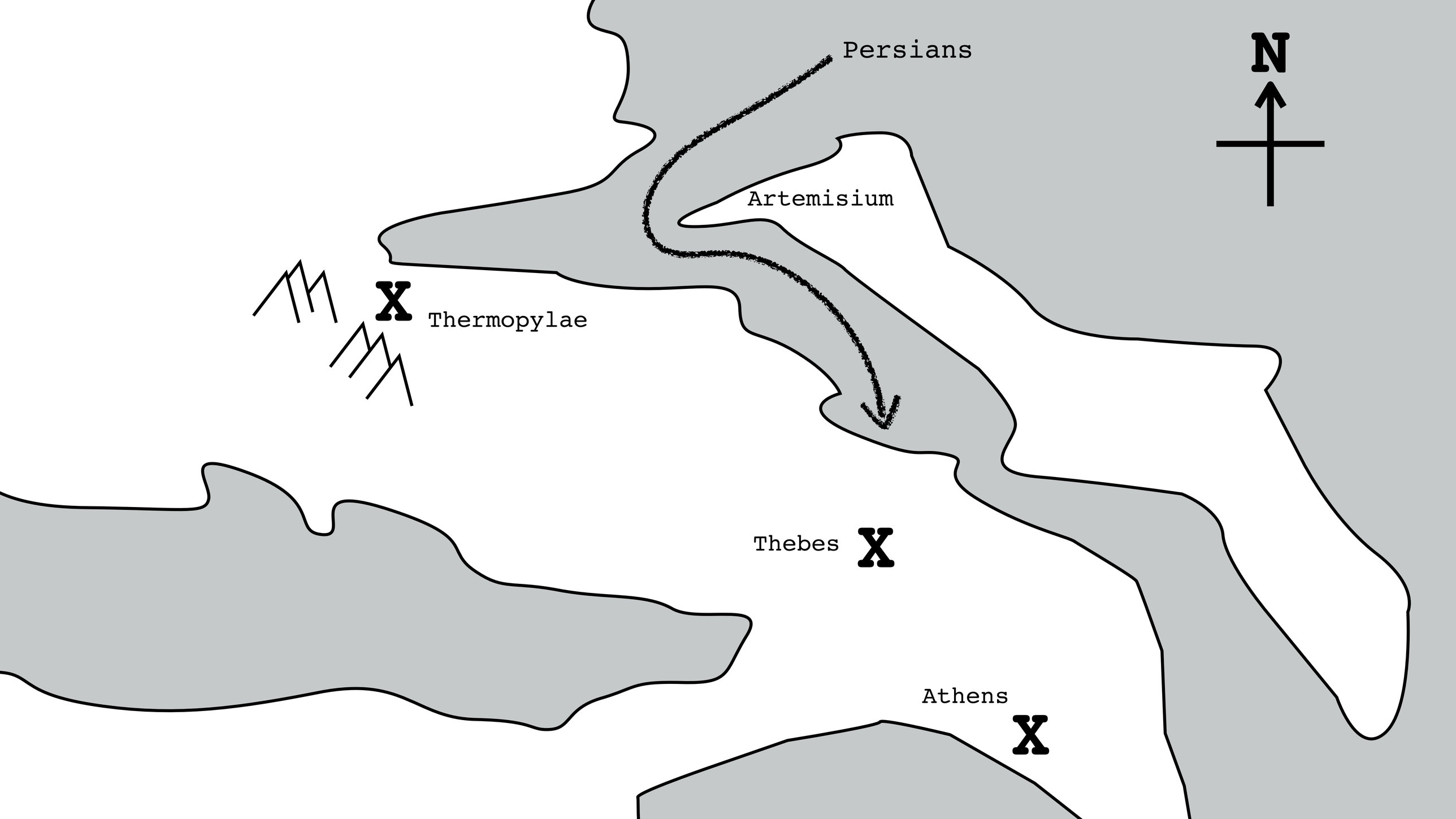
Space has meaning!

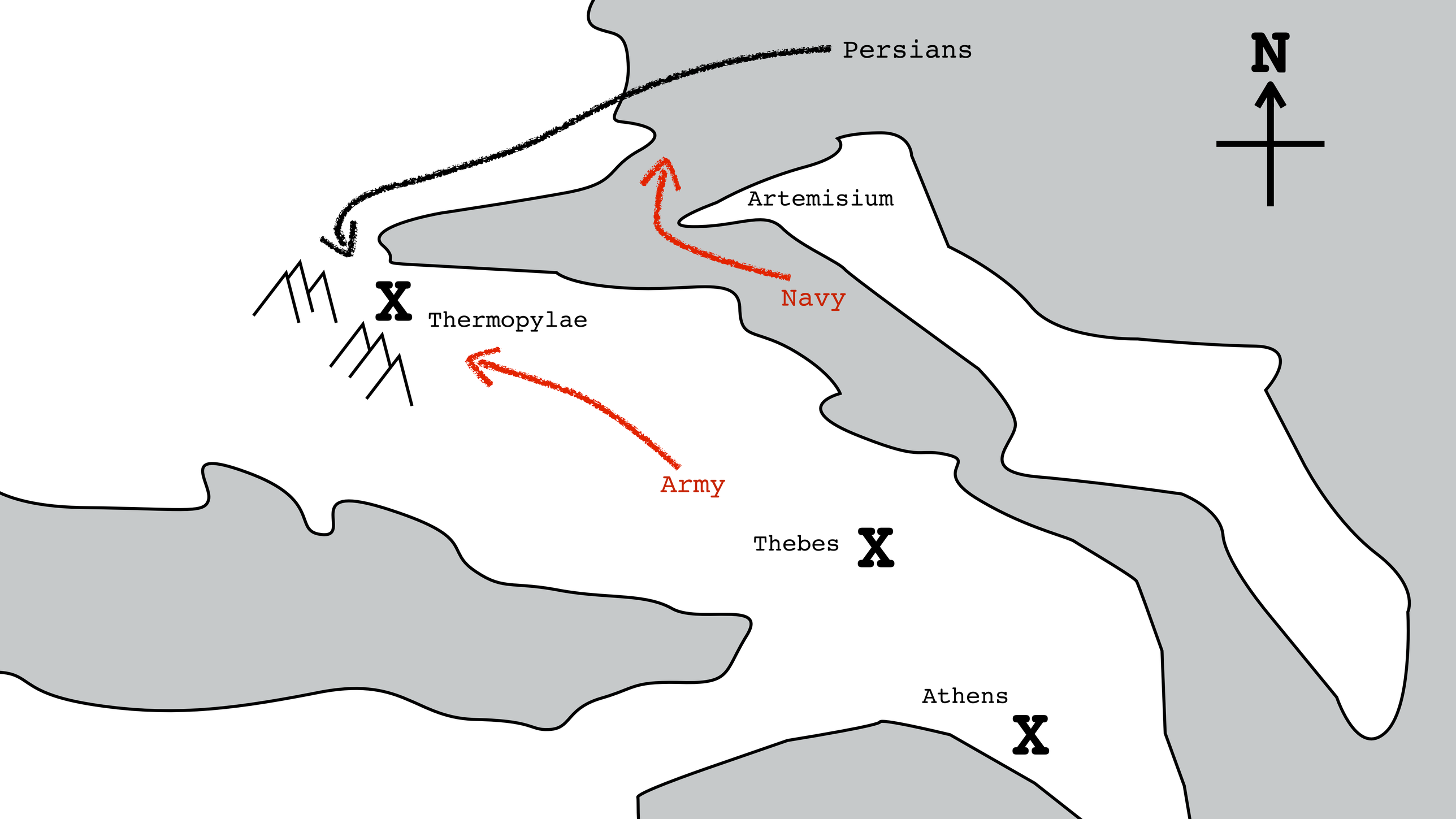


Space has meaning!

What makes a map?

THEMISTOCLES


Persians
N
Artemisium
Thermopylae
Thebes
Athens


Persians
N
Artemisium
Navy
Thermopylae
Army
Thebes
Athens

Strengths

A well trained Spartan army

A high level of motivation not to become a Persian slave

Weaknesses

The Ephors might stop the Spartans turning up

A lot of Persians ARE turning up

Opportunities

Get rid of the Persians

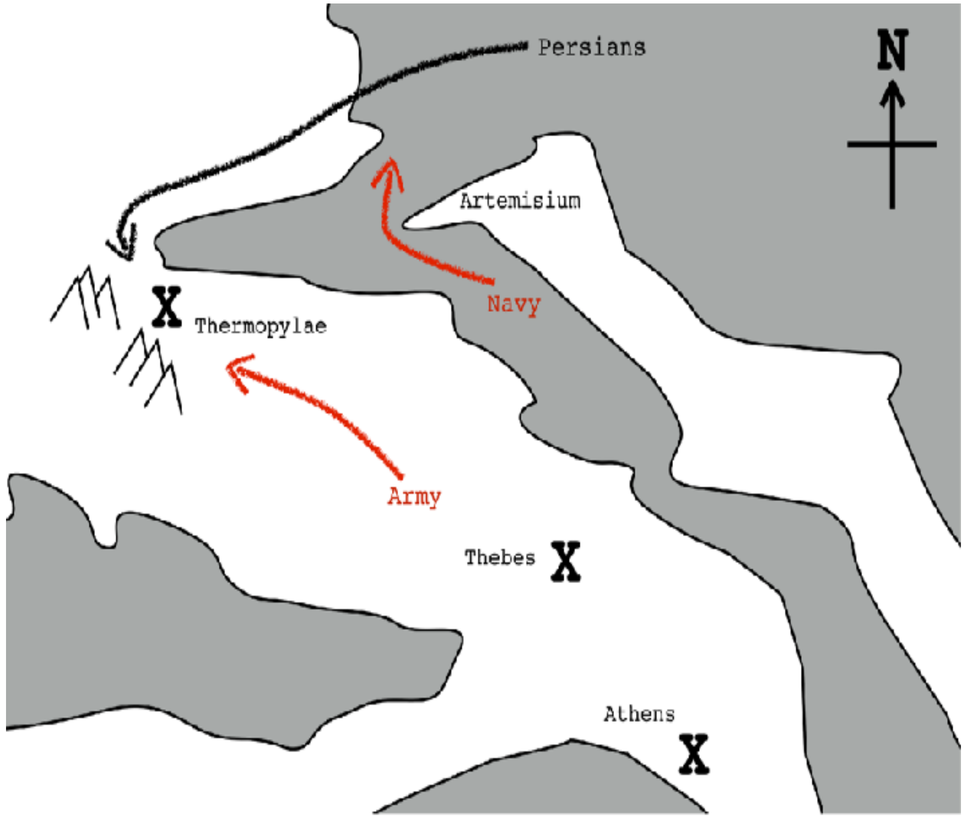
Get rid of the Spartans

Threats

Persians get rid of us

The Oracle says a really dodgy film might be produced over 2,000 years later

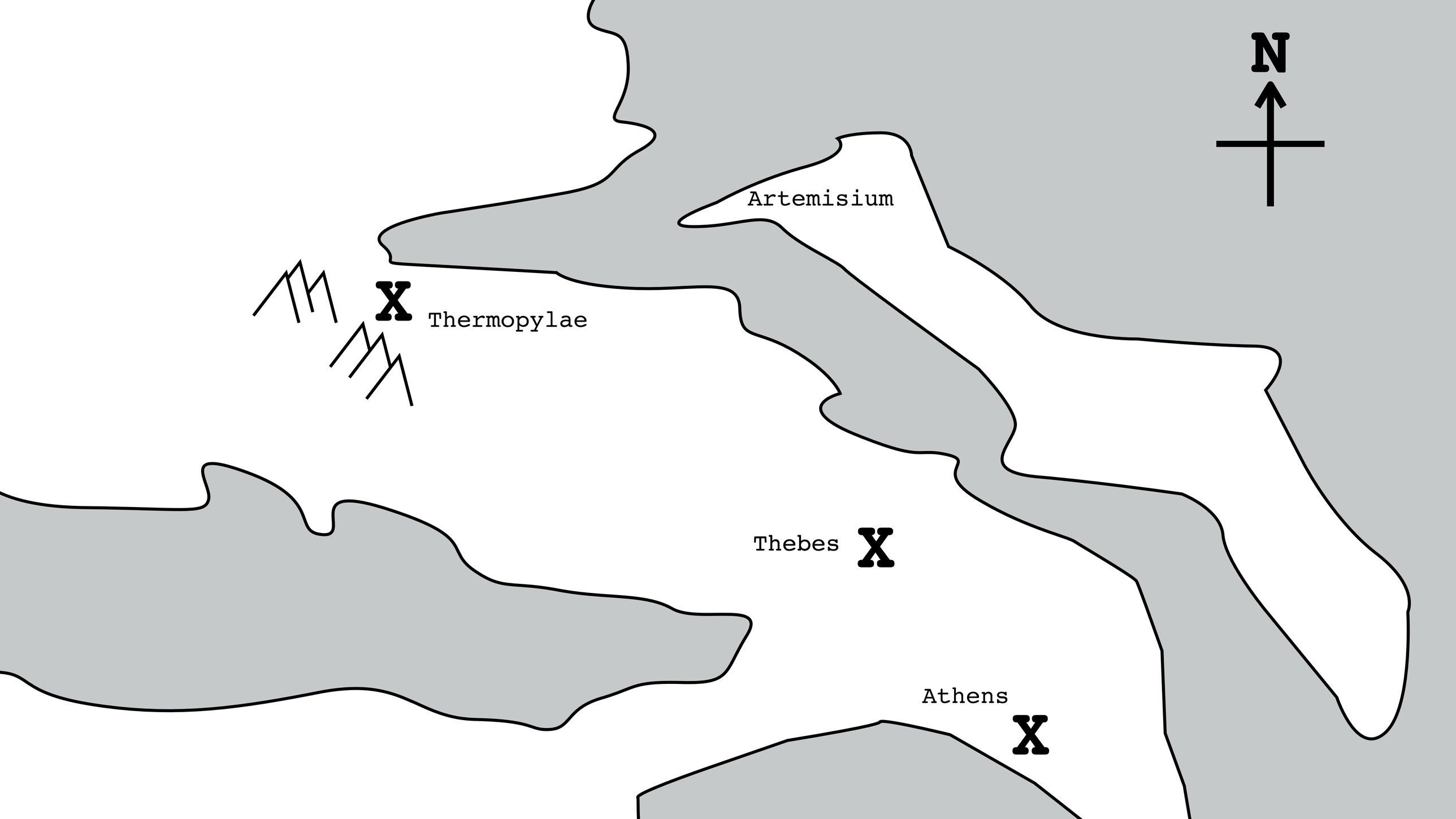
What would you use to communicate and determine strategy in battle?

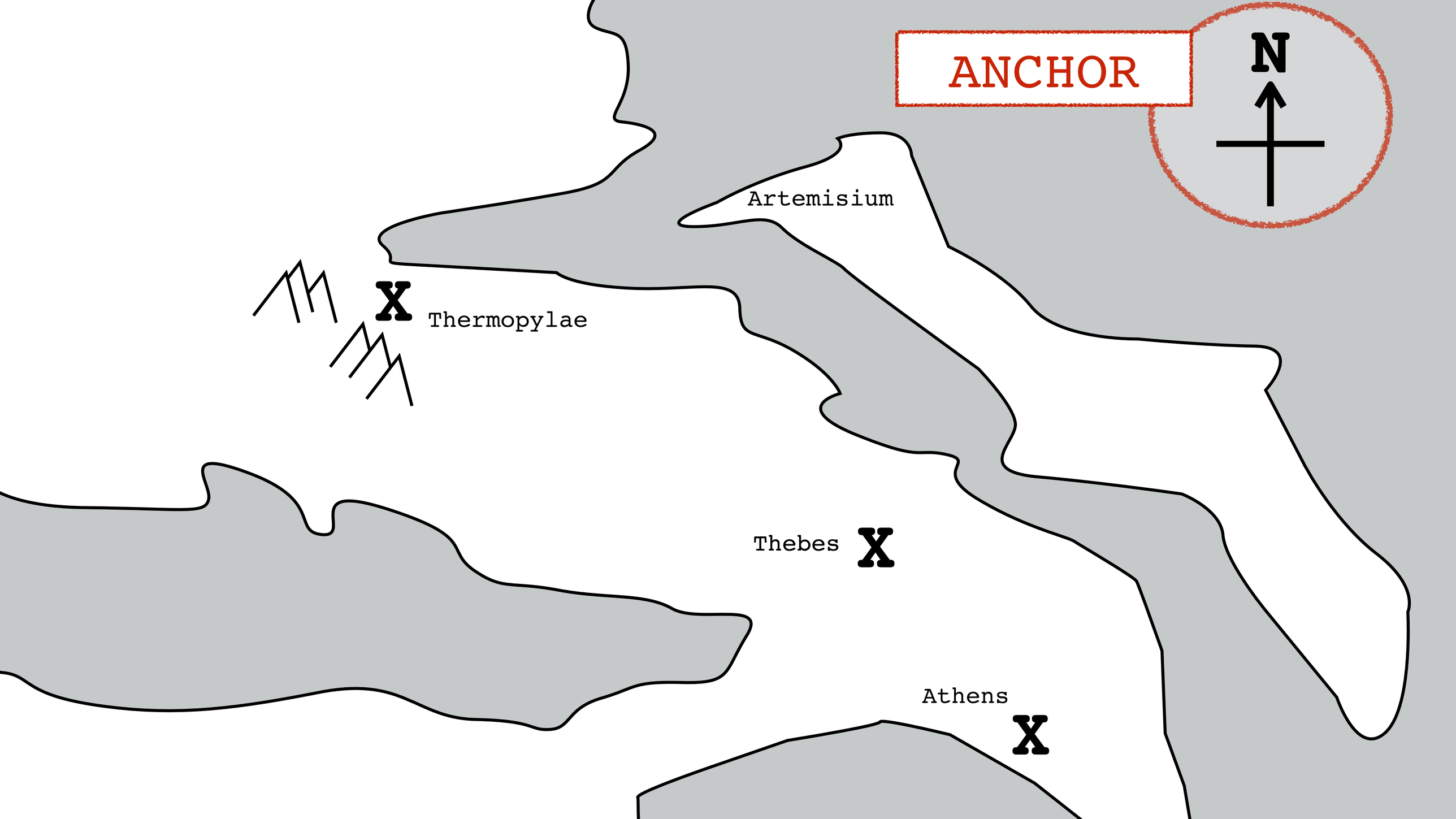


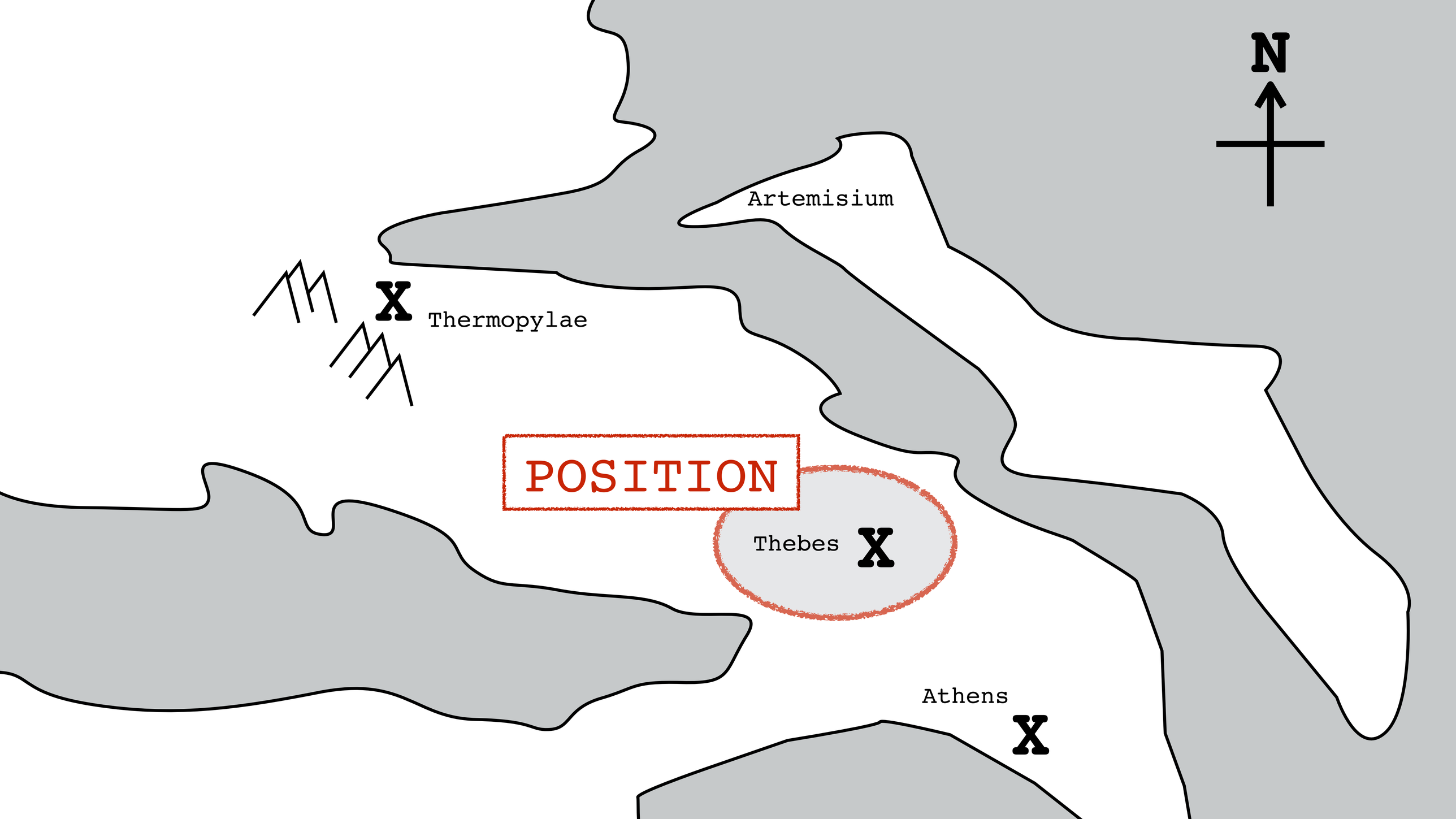
position and movement

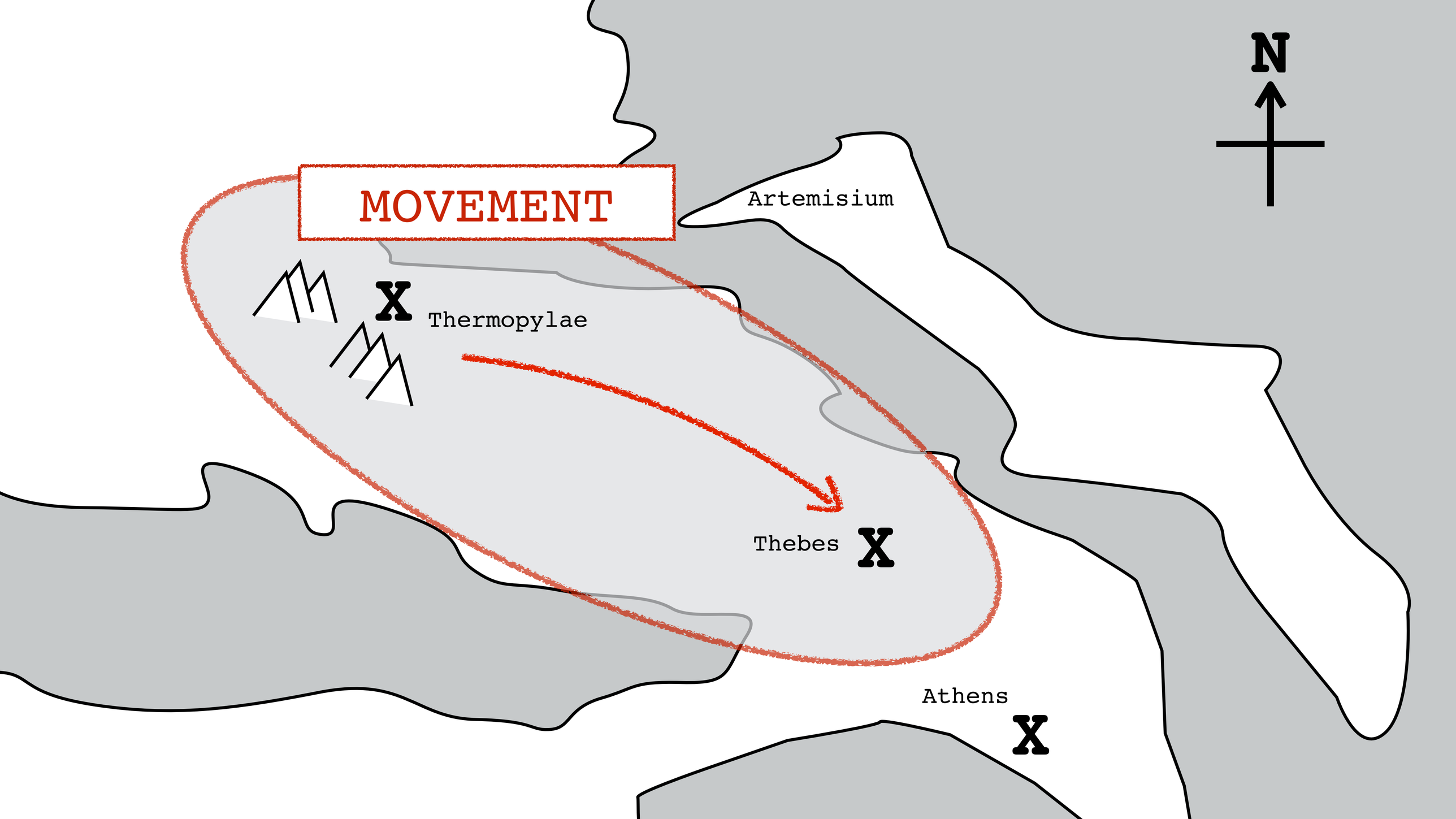
Strengths	Weaknesses
A well trained Spartan army A high level of motivation not to become a Persian slave	The Ephors might stop the Spartans turning up A lot of Persians ARE turning up
Opportunities	**Threats**
Get rid of the Persians Get rid of the Spartans	Persians get rid of us The Oracle says a really dodgy film might be produced over 2,000 years later

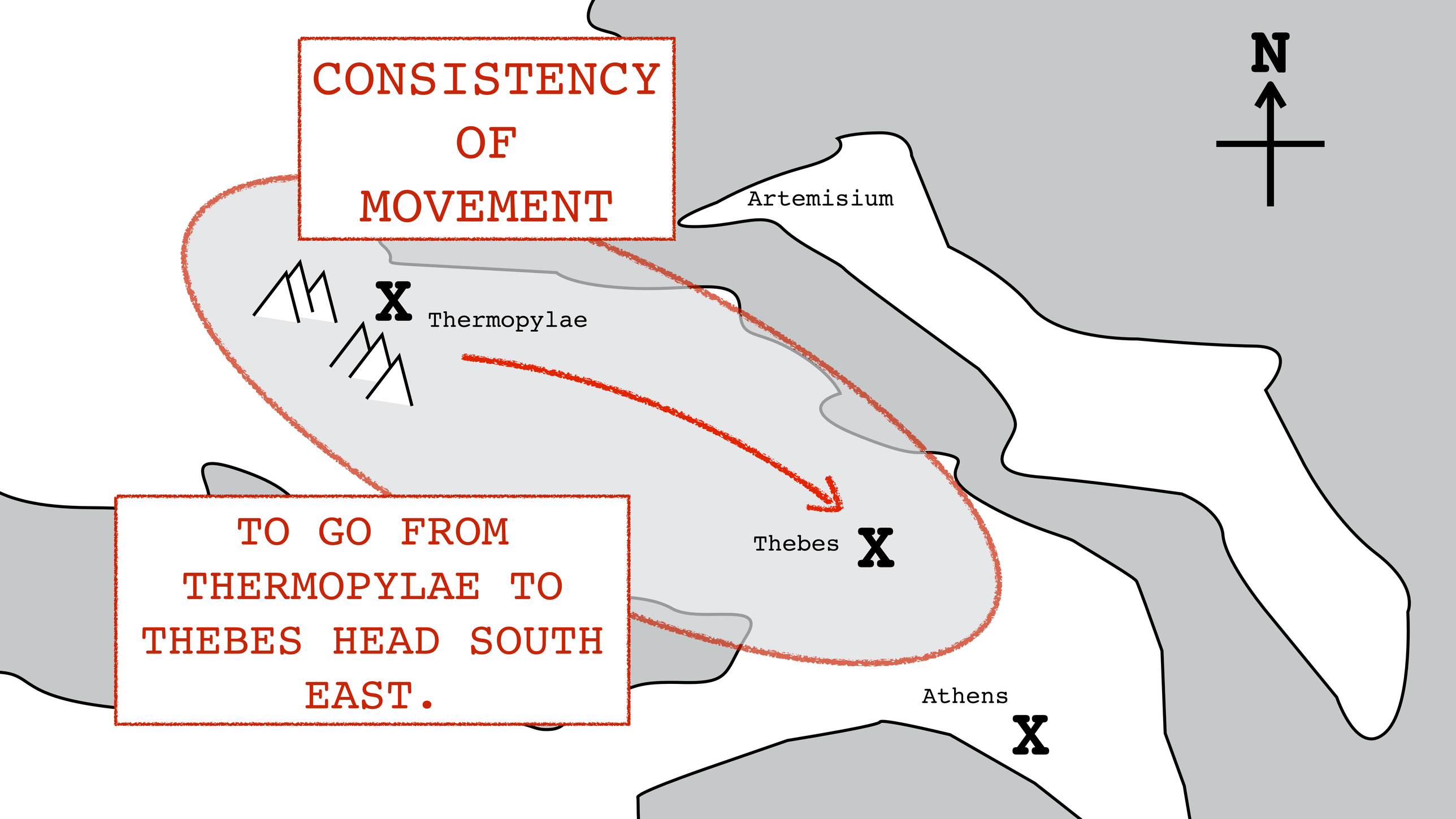
magic framework

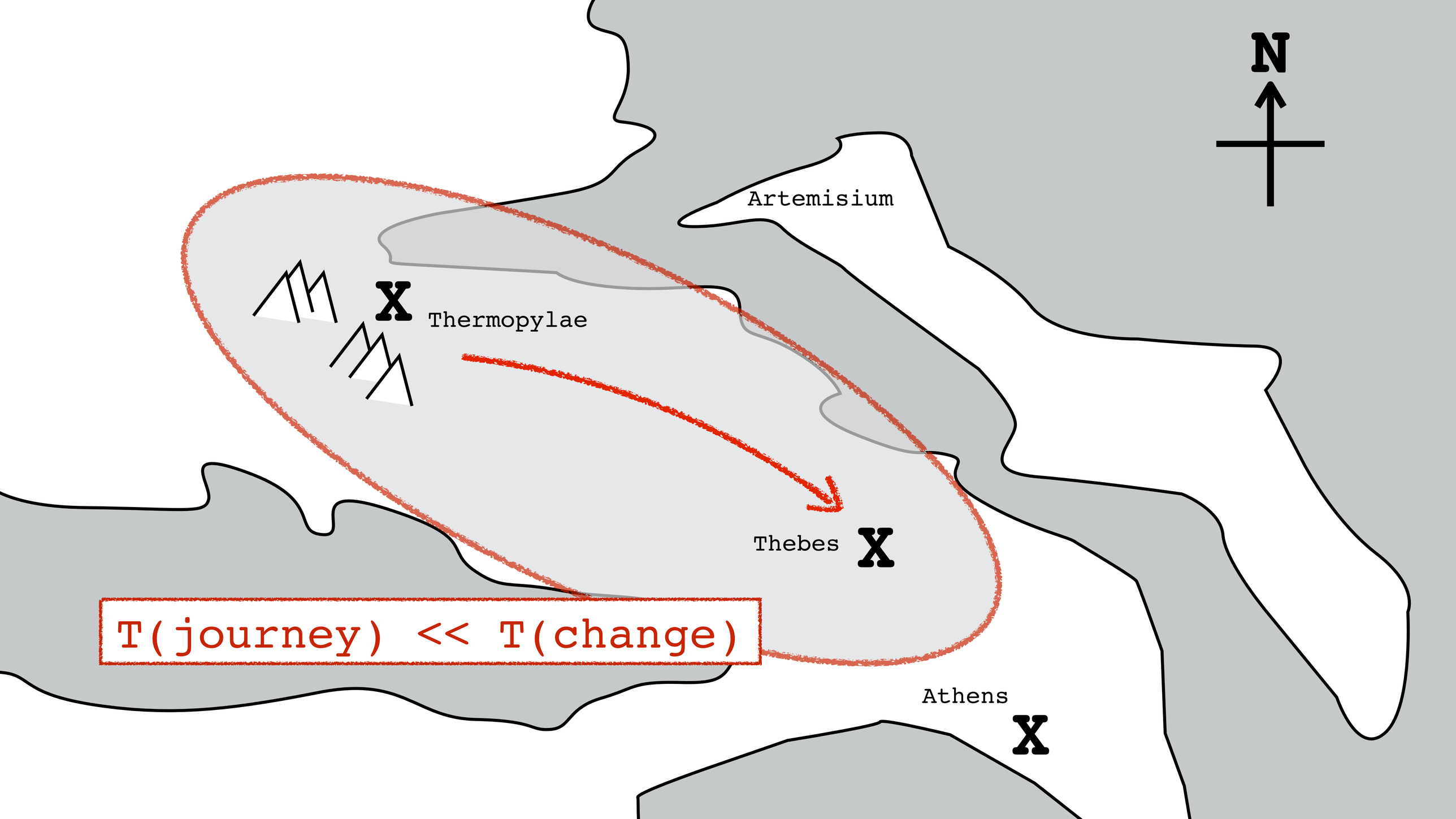

N
Artemisium
Thermopylae
Thebes
Athens


ANCHOR
N
Artemisium
Thermopylae
Thebes
Athens

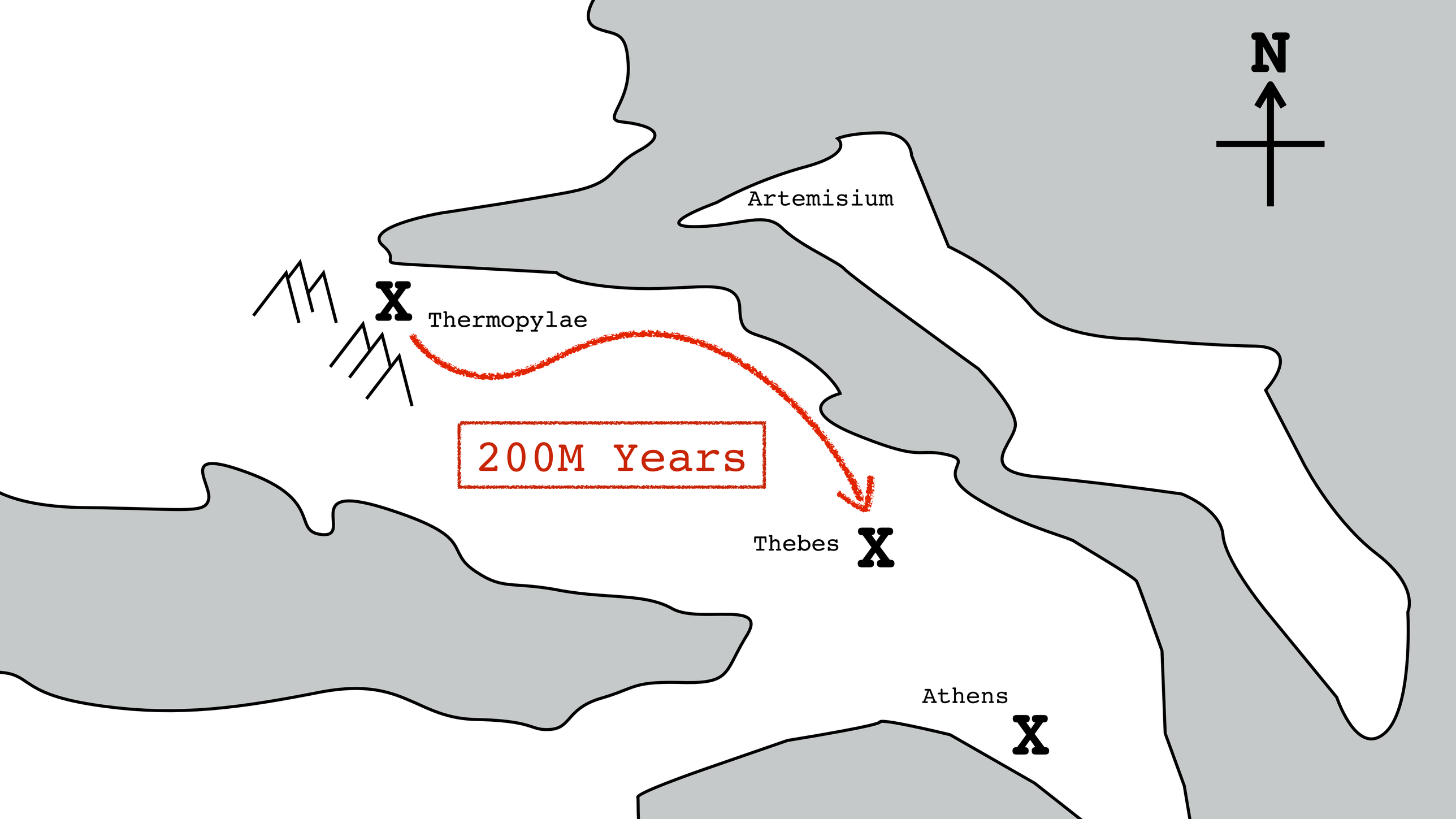

N
Artemisium
Thermopylae
POSITION
Thebes
Athens

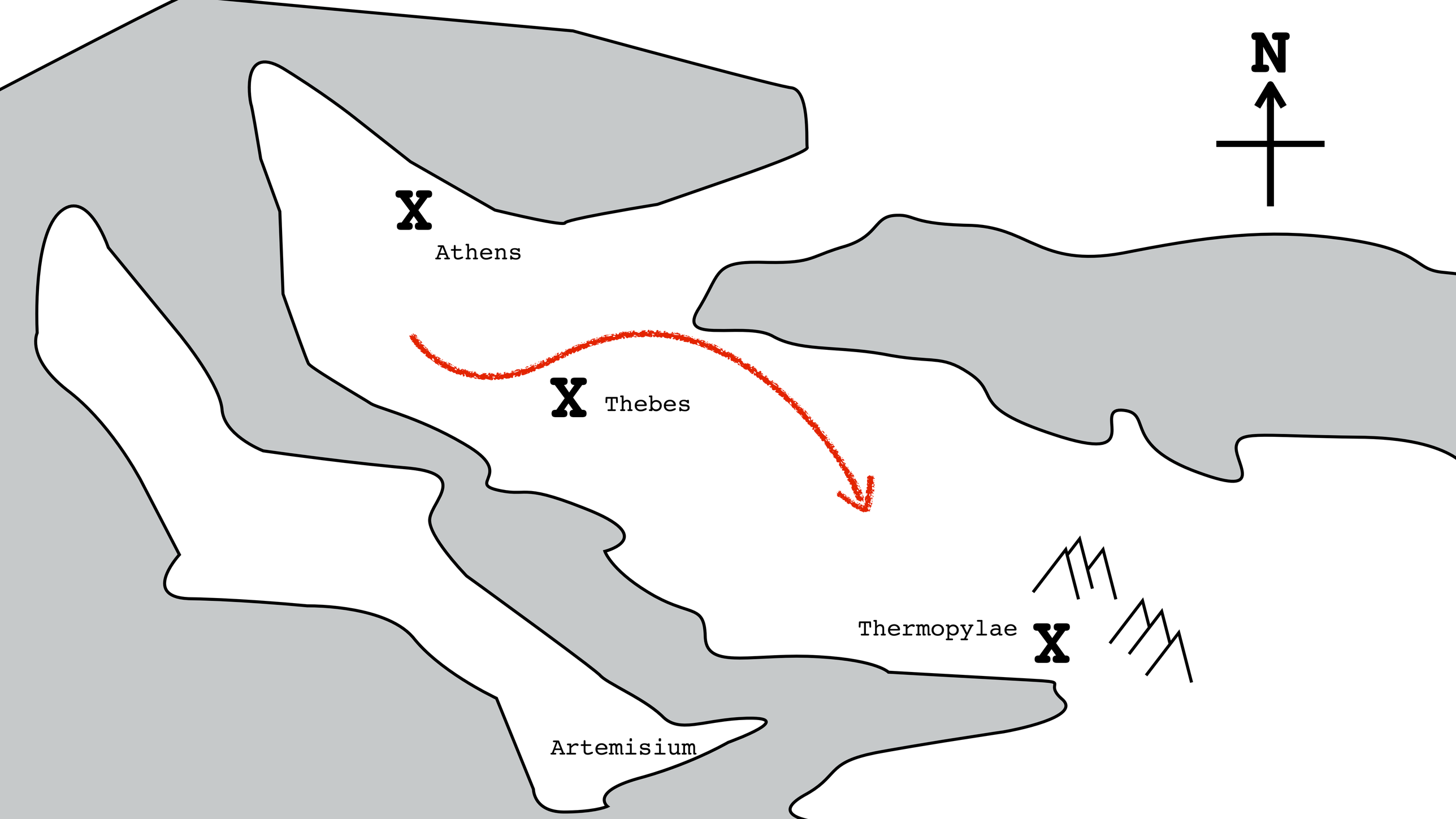

N
MOVEMENT
Artemisium
Thermopylae
Thebes
Athens

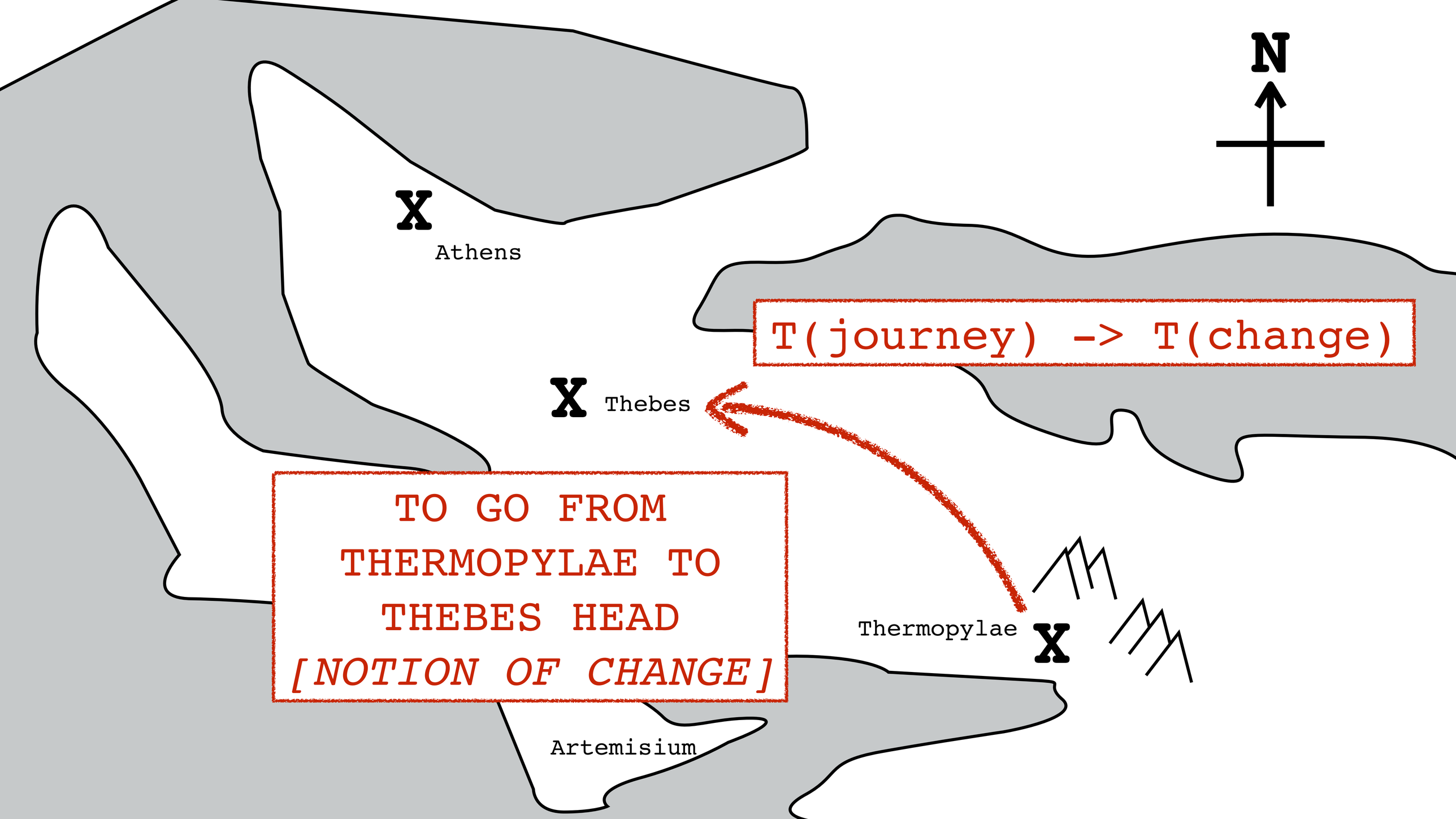

CONSISTENCY OF MOVEMENT
N
Artemisium
X
Thermopylae
Thebes
X
TO GO FROM THERMOPYLAE TO THEBES HEAD SOUTH EAST.
Athens
X


N
Artemisium
Thermopylae
Thebes
Athens
T(journey) << T(change)

PANGEA
200,000,000 YAG
SIBERIA
RUSSIA
MONGOLIA
INDIA
MYANMAR
KAZAKHSTAN
IRAN
GREENLAND
(DENMARK)
CANADA
UNITED
STATES
MEXICO
VENEZUELA
COLOMBIA
BRAZIL
PERU
BOLIVIA
PARAGUAY
ARGENTINA
URUGUAY
CHILE
ALGERIA
LIBYA
EGYPT
TURKEY
SYRIA
IRAQ
SAUDI
ARABIA
YEMEN
SUDAN
SOUTH
SUDAN
ETHIOPIA
CHAD
NIGER
MALI
MAURITANIA
NIGERIA
CAMEROON
CONGO
ANGOLA
ZAMBIA
BOTSWANA
NAMIBIA
SOUTH
AFRICA
INDIA
TIBET
(CHINA)
NEPAL
ANTARCTICA
AUSTRALIA


N
Artemisium
Thermopylae
200M Years
Thebes
Athens


N
Athens
Thebes
Thermopylae
Artemisium

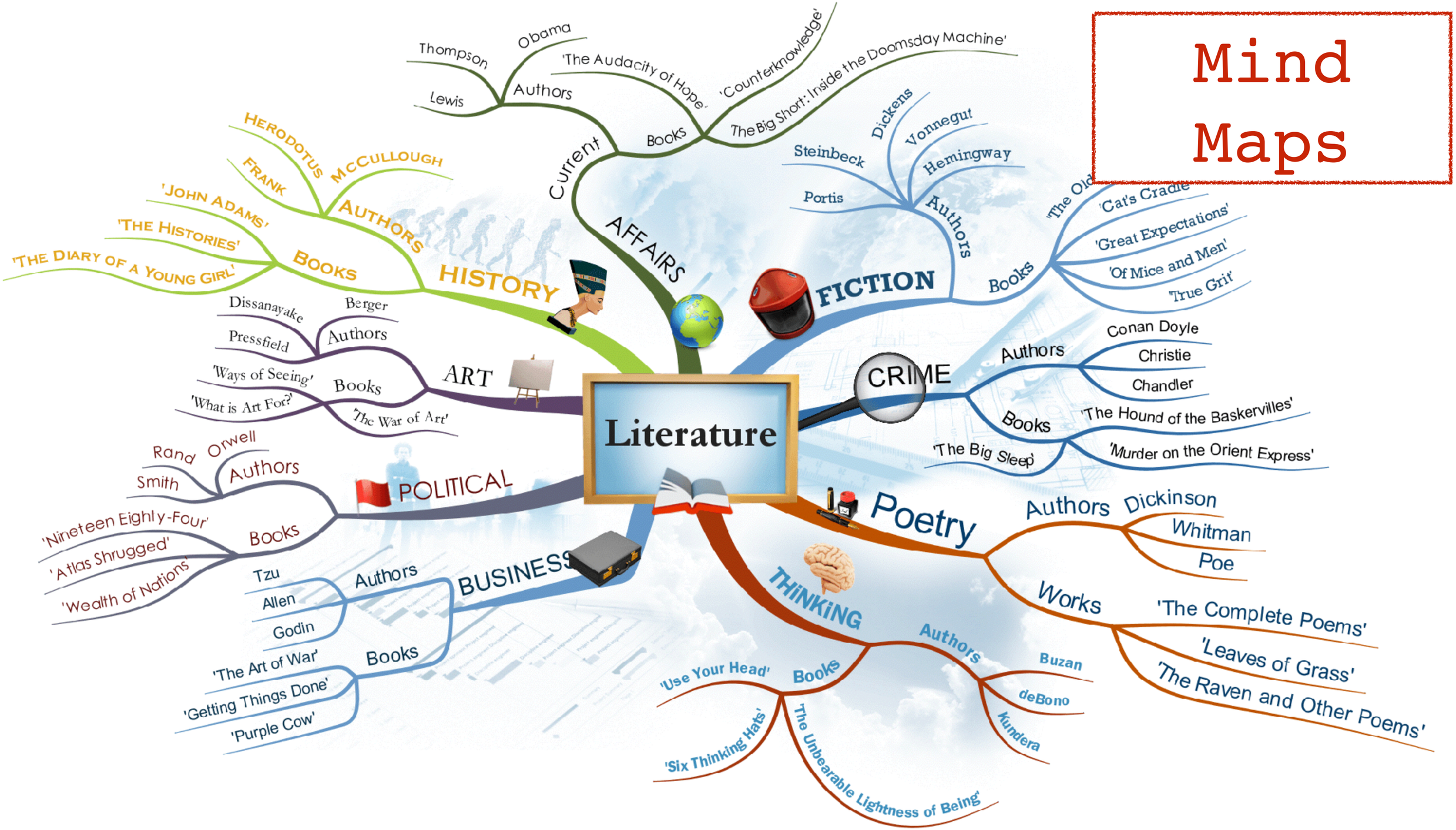

N
Athens
T(journey) -> T(change)
Thebes
TO GO FROM THERMOPYLAE TO THEBES HEAD
[NOTION OF CHANGE]
Thermopylae
Artemisium

In a map, space has meaning.
This requires :-

Anchor
Position
Consistency of Movement

What maps do we have in business?

Mind Maps


Literature
Current AFFAIRS
Books
'Counterknowledge'
The Big Short: Inside the Doomsday Machine'
Authors
Obama
Thompson
Lewis
'The Audacity of Hope'
FICTION
Authors
Steinbeck
Portis
Dickens
Vonnegut
Hemingway
Books
'The Old
'Cat's Cradle'
'Great Expectations'
'Of Mice and Men'
'True Grit'
HISTORY
Authors
Herodotus
McCullough
Frank
Books
'John Adams'
'The Histories'
'The Diary of a Young Girl'
ART
Authors
Dissanayake
Berger
Pressfield
Books
'Ways of Seeing'
'What is Art For?'
'The War of Art'
CRIME
Authors
Conan Doyle
Christie
Chandler
Books
'The Hound of the Baskervilles'
'Murder on the Orient Express'
'The Big Sleep'
POLITICAL
Authors
Orwell
Rand
Smith
Books
'Nineteen Eighty-Four'
'Atlas Shrugged'
'Wealth of Nations'
BUSINESS
Authors
Tzu
Allen
Godin
Books
'The Art of War'
'Getting Things Done'
'Purple Cow'
Poetry
Authors
Dickinson
Whitman
Poe
Works
'The Complete Poems'
'Leaves of Grass'
'The Raven and Other Poems'
THINKING
Authors
Buzan
deBono
Kundera
Books
'Use Your Head'
'Six Thinking Hats'
'The Unbearable Lightness of Being'

Systems Map

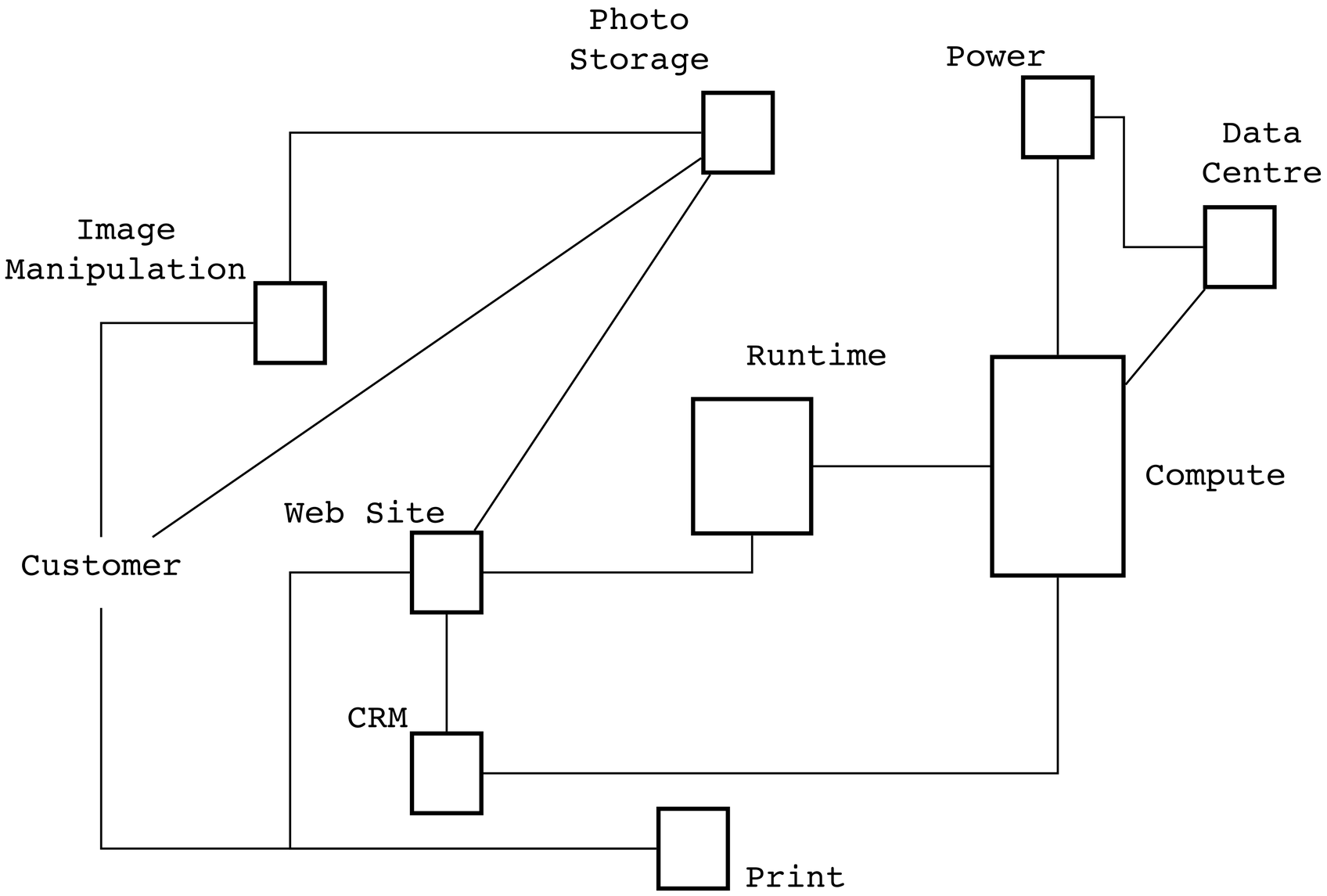


Photo Storage
Power
Data Centre
Image Manipulation
Runtime
Compute
Web Site
Customer
CRM
Print

Systems Map

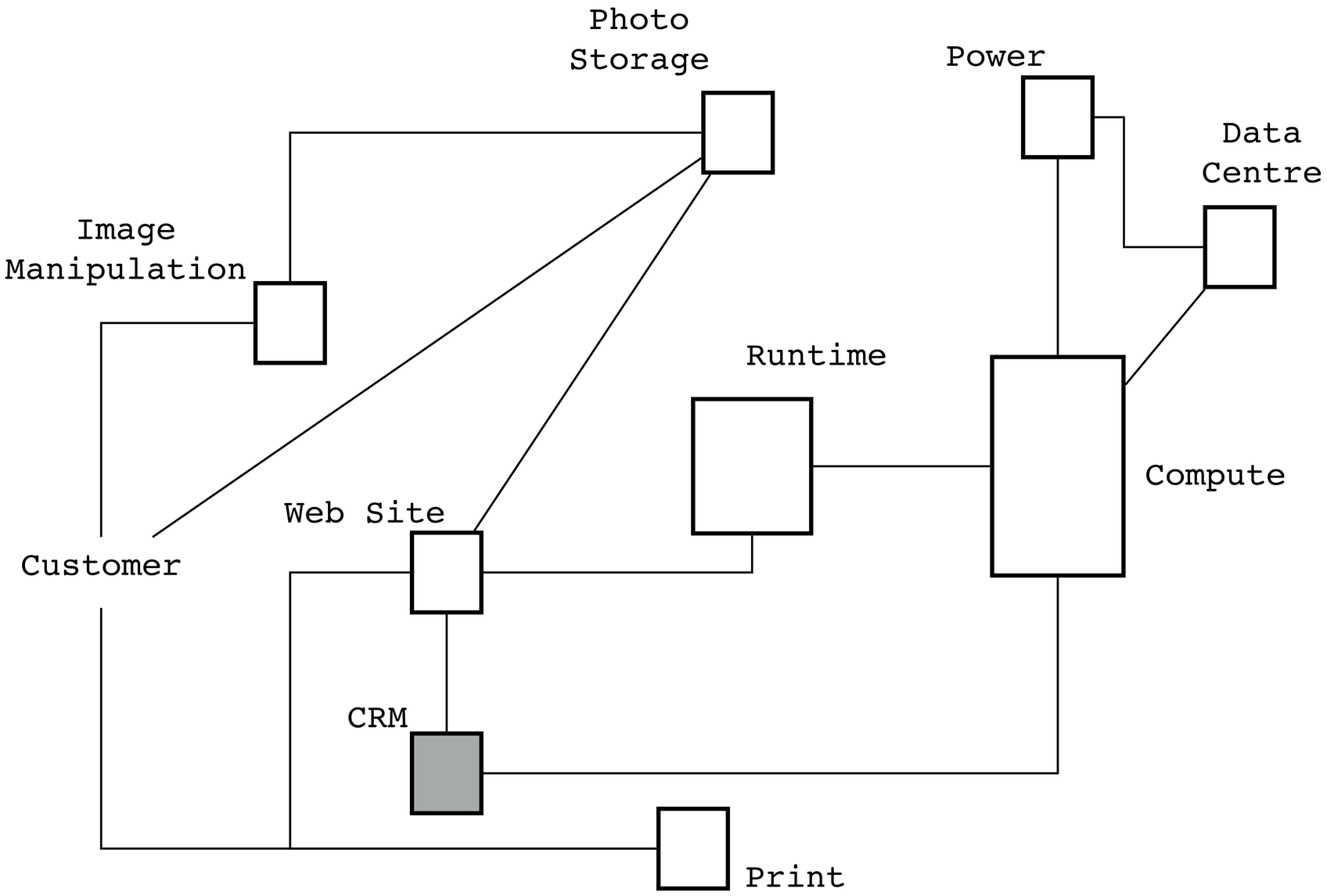


Photo Storage
Power
Data Centre
Image Manipulation
Runtime
Compute
Web Site
Customer
CRM
Print

Systems Map

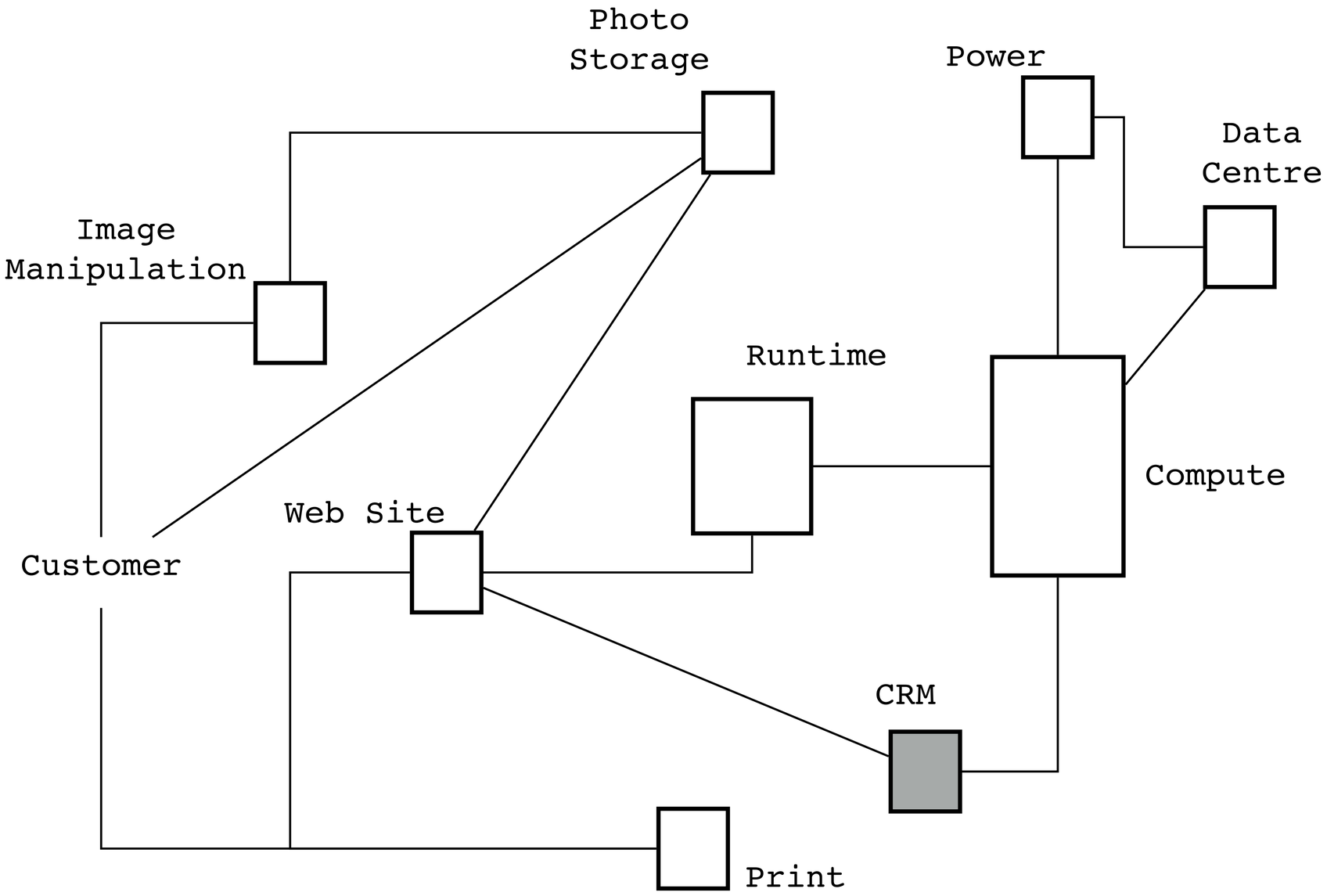
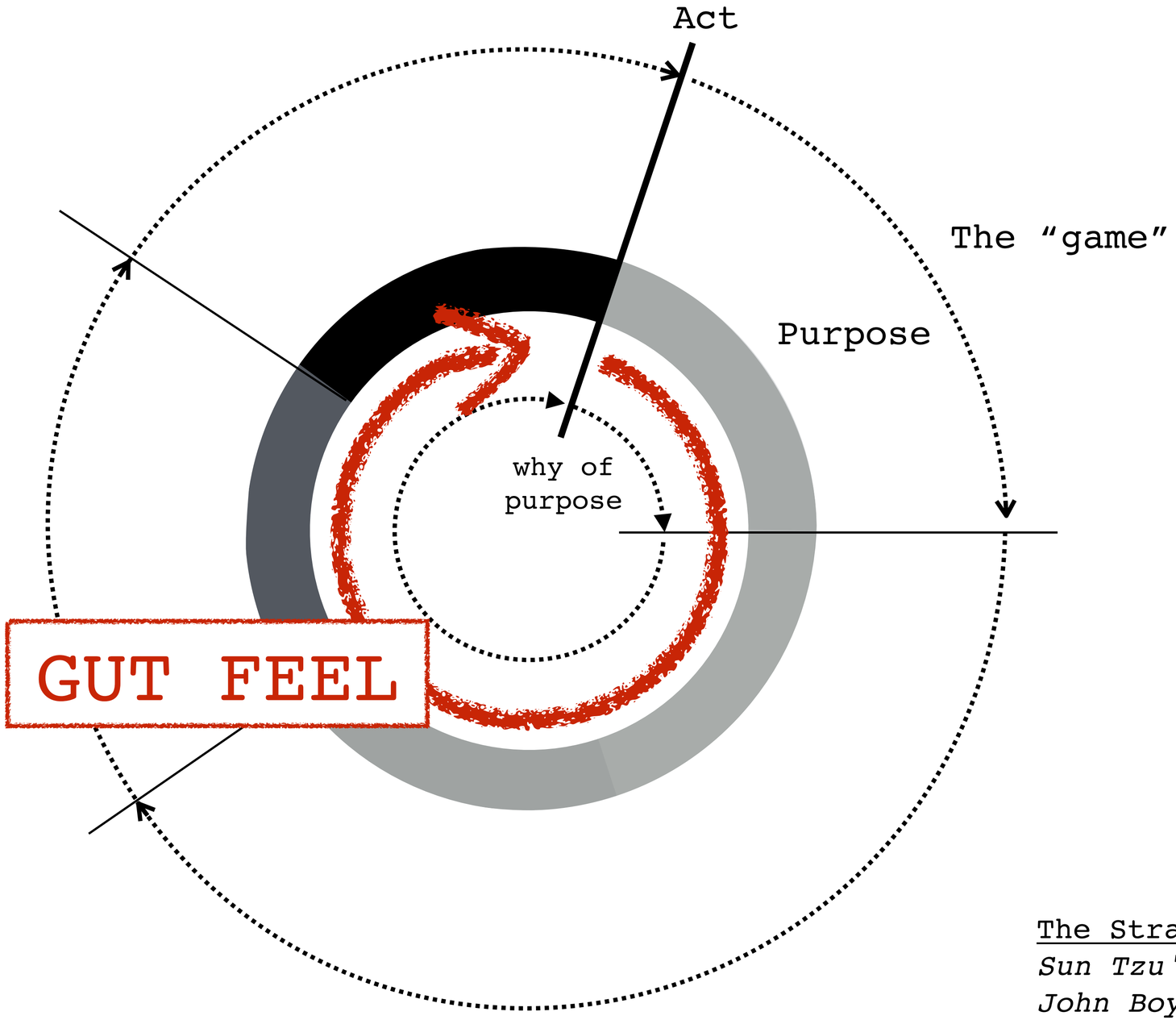


Photo Storage
Power
Data Centre
Image Manipulation
Runtime
Compute
Web Site
Customer
CRM
Print



<u>The Strategy Cycle</u>
Sun Tzu's five factors
John Boyd’s OODA loop
The two types of why

Strategic Management Journal
Strat. Mgmt. J. (2013)
Published online EarlyView in Wiley Online Library (wileyonlinelibrary.com) DOI: 10.1002/smj.2192
Received 21 July 2012; Final revision received 30 August 2013

THE USE OF VARIANCE DECOMPOSITION IN THE INVESTIGATION OF CEO EFFECTS: HOW LARGE MUST THE CEO EFFECT BE TO RULE OUT CHANCE?

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Department of Management, Mays Business School, Texas A&M University, College Station, Texas, U.S.A.
Faculty of Business and Law, The University of Newcastle, Callaghan, New South Wales, Australia

Variance decomposition analysis is often used to examine the degree to which CEOs influence their companies' performance (the so-called CEO effect). Such studies play an important role in a body of literature that investigates the effect of leadership on organizations. In this paper, I argue that these previous studies have an important underlying flaw. Empirically, these studies wrongly attribute the performance effect of randomness—of chance—to the CEO. I demonstrate how randomness can affect the measured effects in a variance decomposition analysis, and I

Harvard Business Review

LEADERSHIP

How Earlobes Can Signify Leadership Potential

by Carl Senior, Robin Martin, Michael West, and Rowena M. Yeats

FROM THE NOVEMBER 2011 ISSUE

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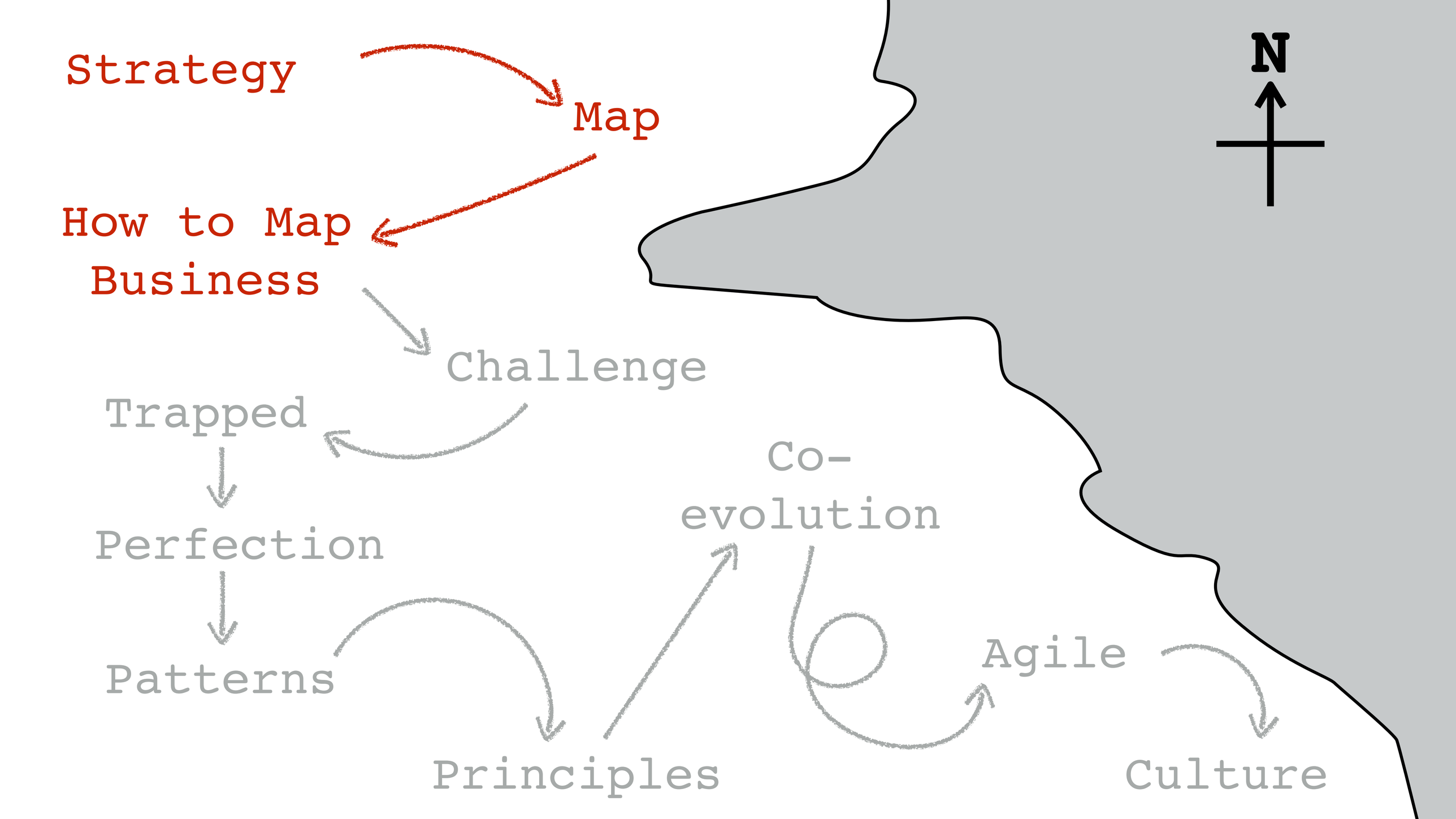
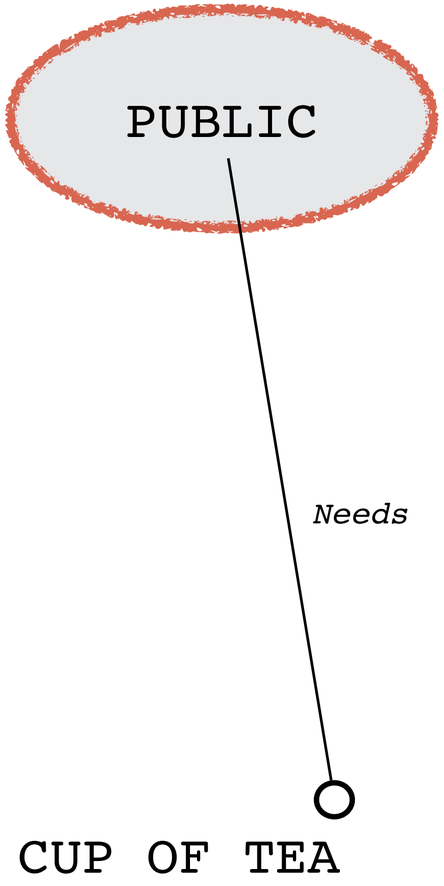
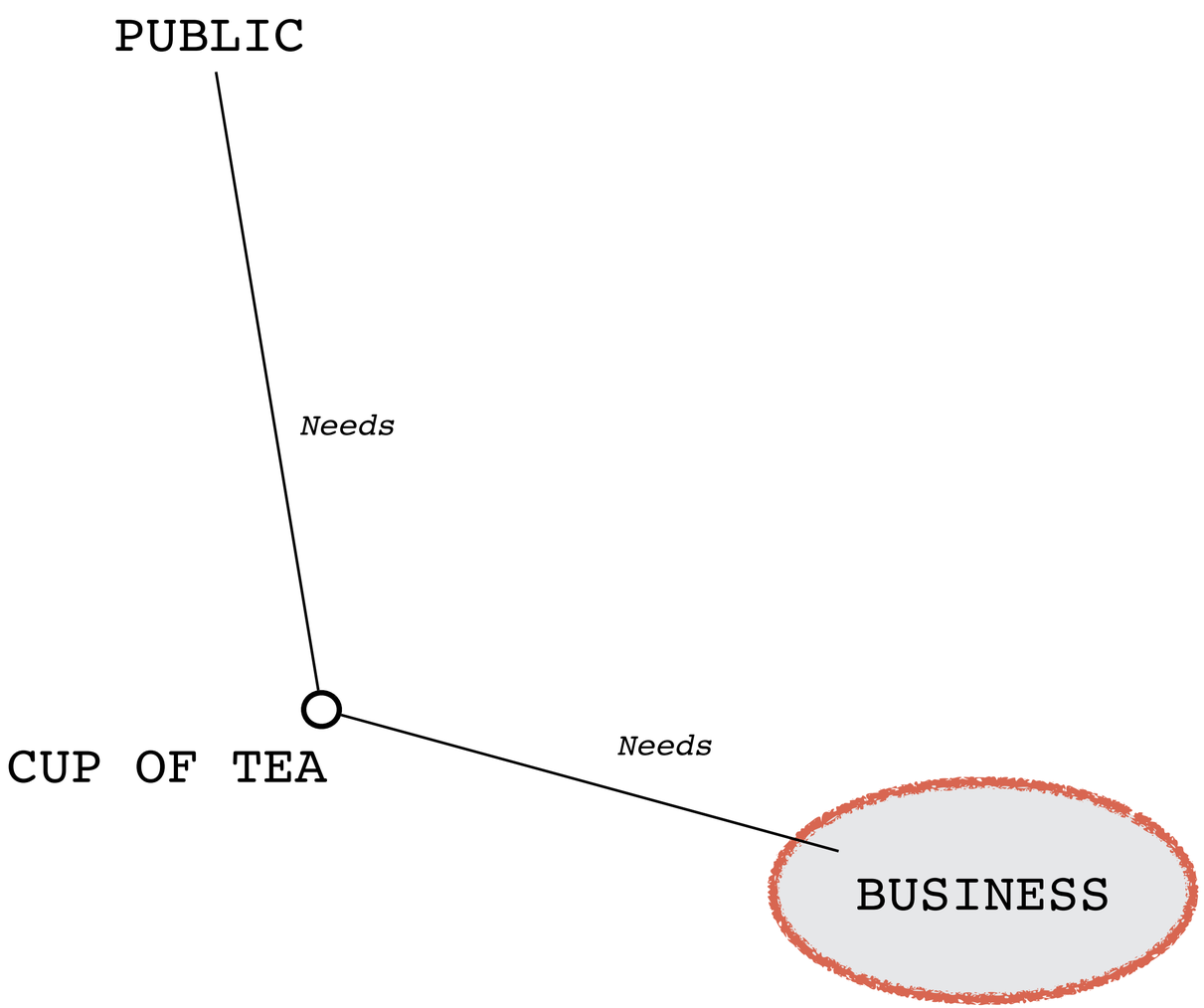
Evolutionary biologists have learned that people with greater "genetic fitness," as manifested by a high degree of left-right body symmetry, are not just considered better looking but also tend to be healthier, more intelligent, and more dominant than others. They're the classic alphas who rise to the top of rigidly hierarchical organizations such as the military.

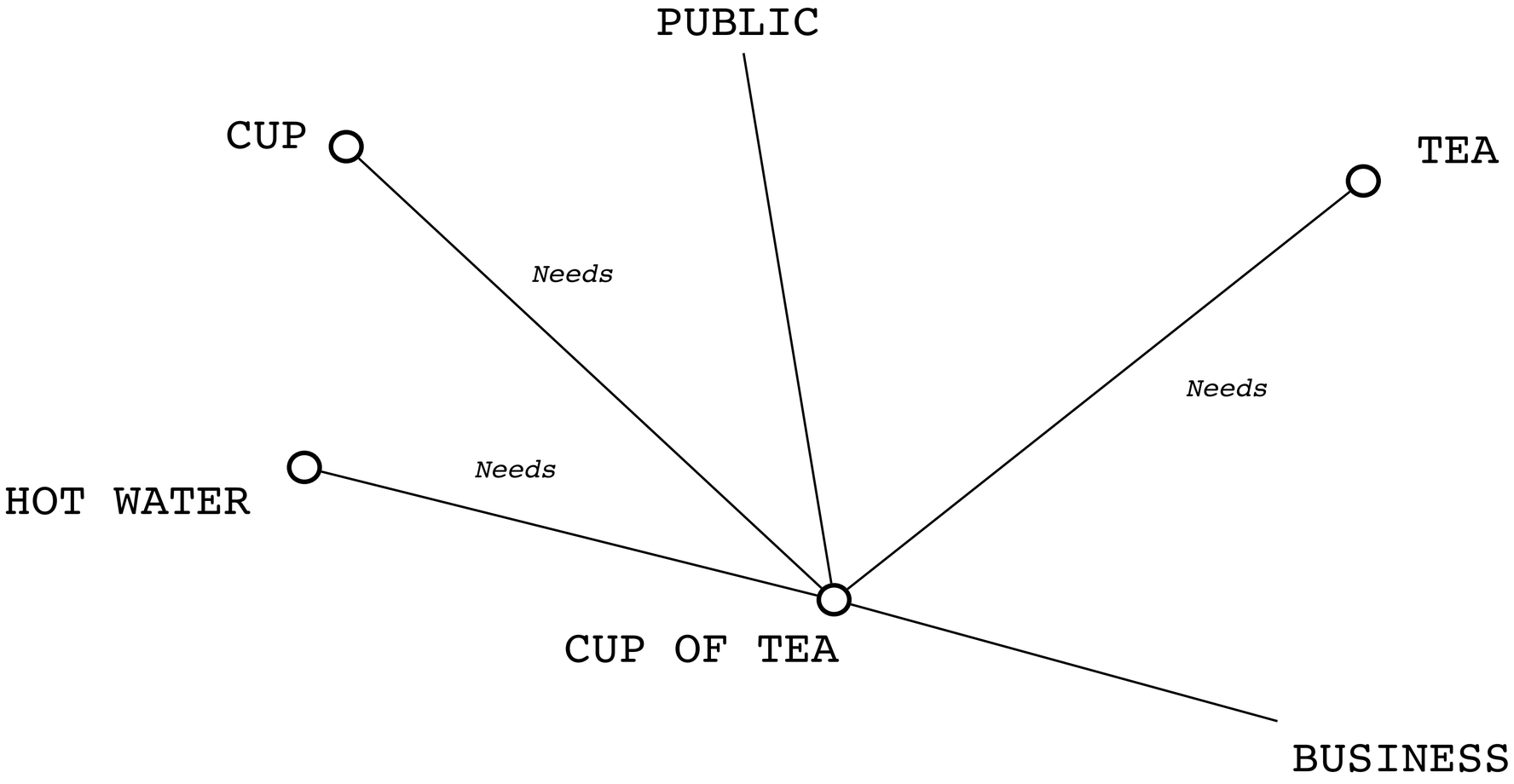
But our research shows that people with subtle asymmetries—for example, imbalances in ear or finger length—are often better "transformational" leaders, able to inspire followers to put self-interest aside for the good of the group. Furthermore, teams they lead outperform teams whose leaders have more-symmetrical bodies.

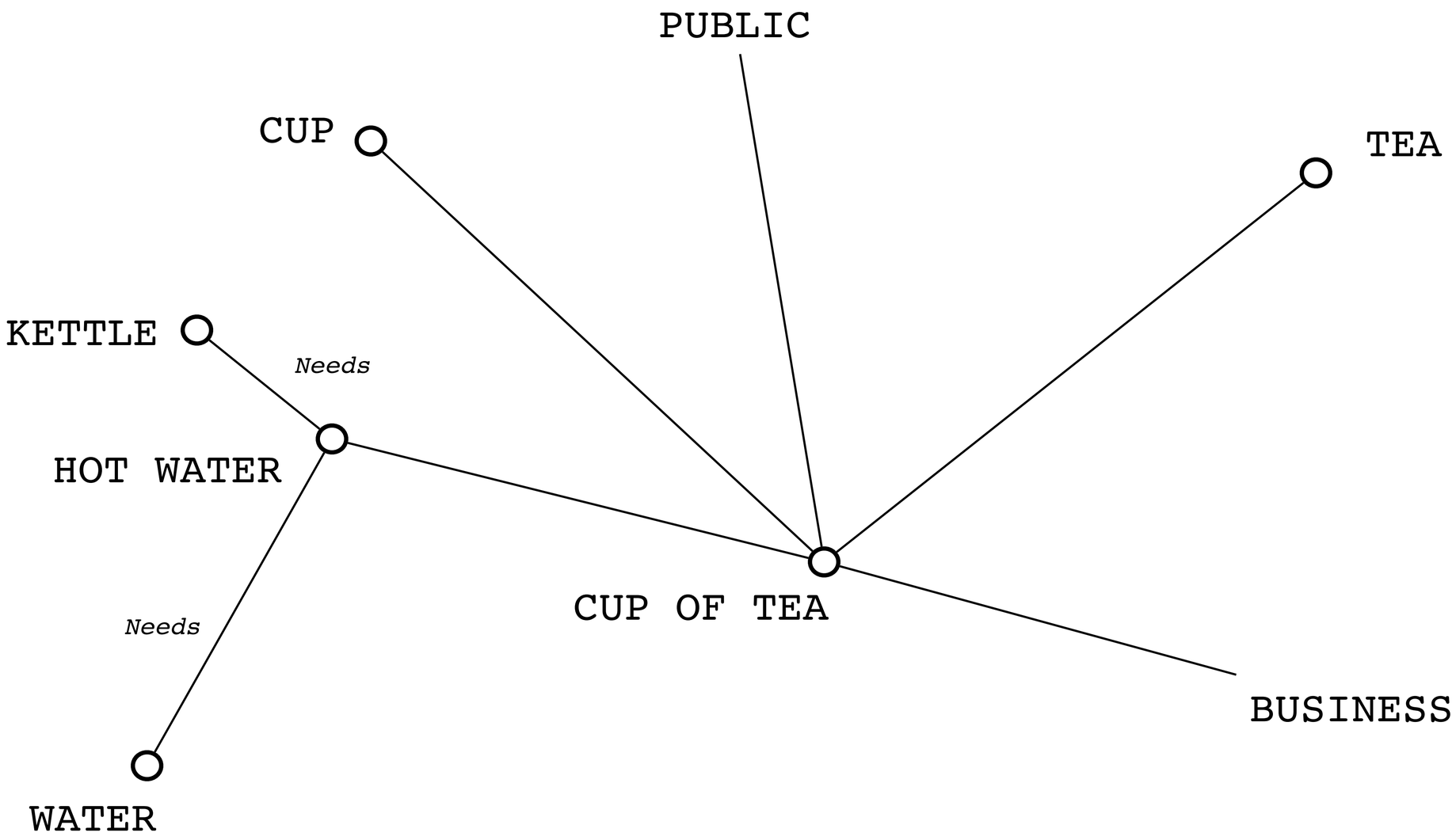

Strategy
Map
How to Map Business
Challenge
Trapped
Perfection
Patterns
Principles
Co-evolution
Agile
Culture
N

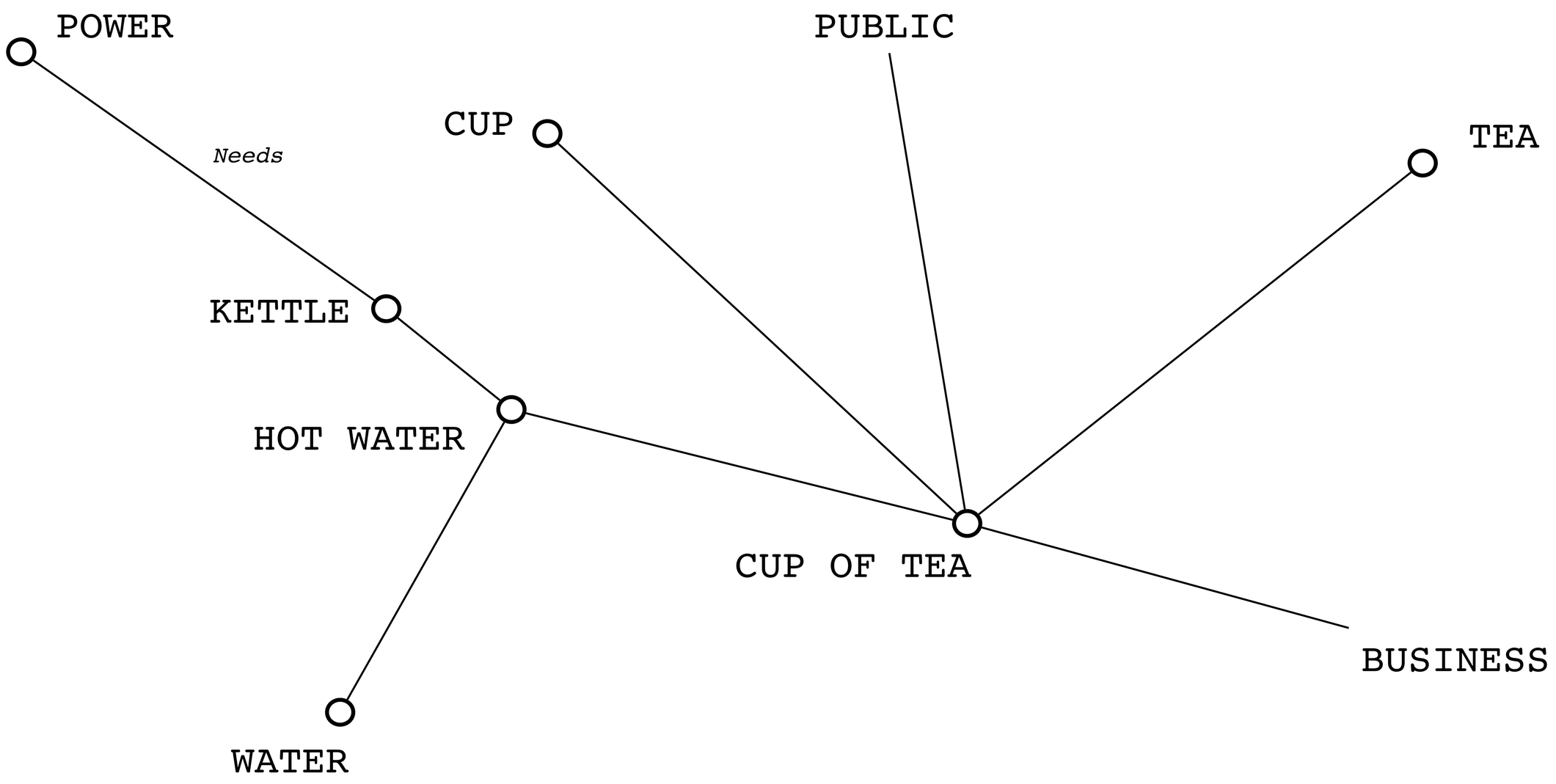
ANCHOR?

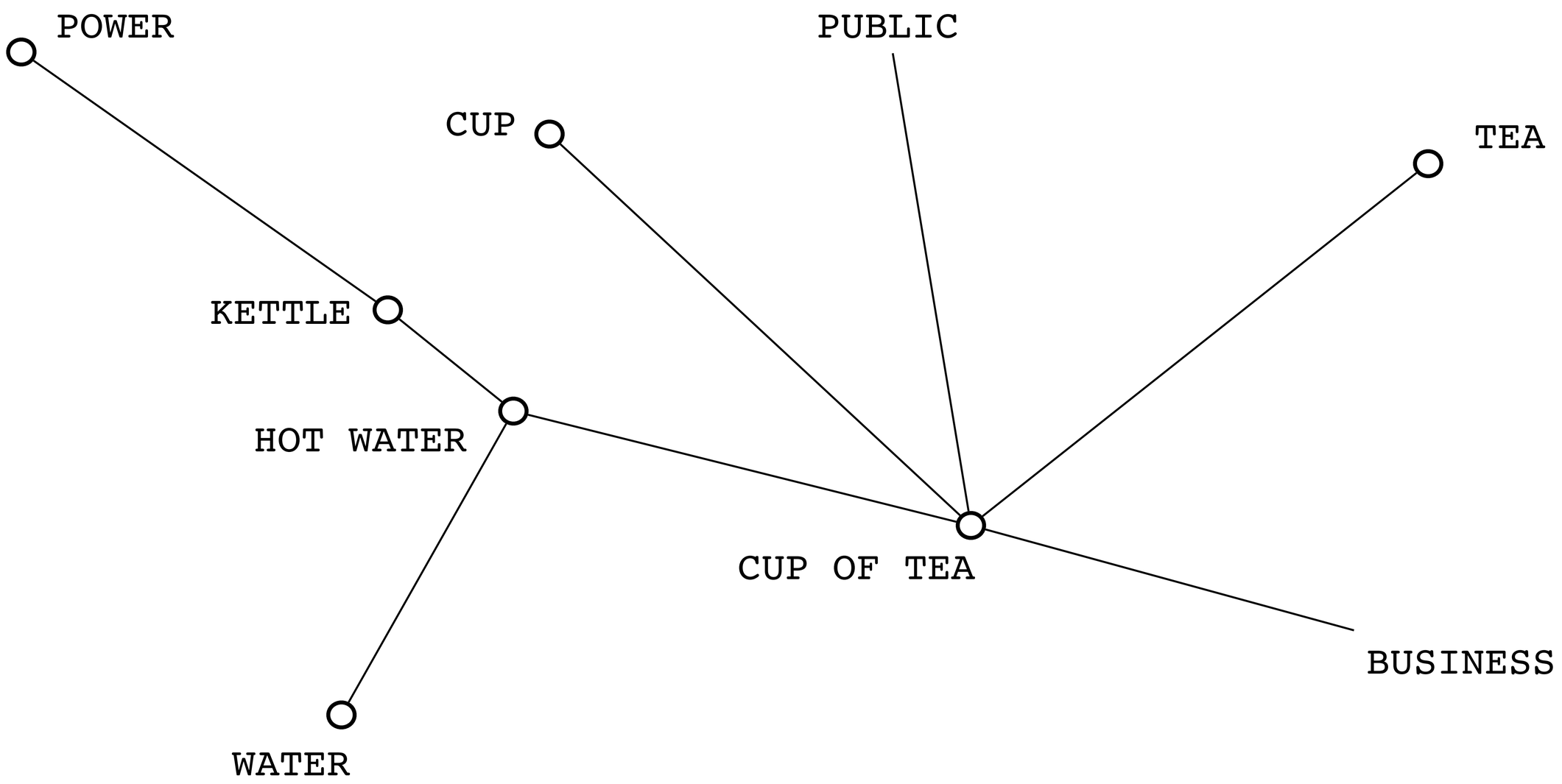

PUBLIC
Needs
CUP OF TEA


PUBLIC
Needs
CUP OF TEA
Needs
BUSINESS


PUBLIC
CUP
TEA
Needs
Needs
Needs
HOT WATER
CUP OF TEA
BUSINESS

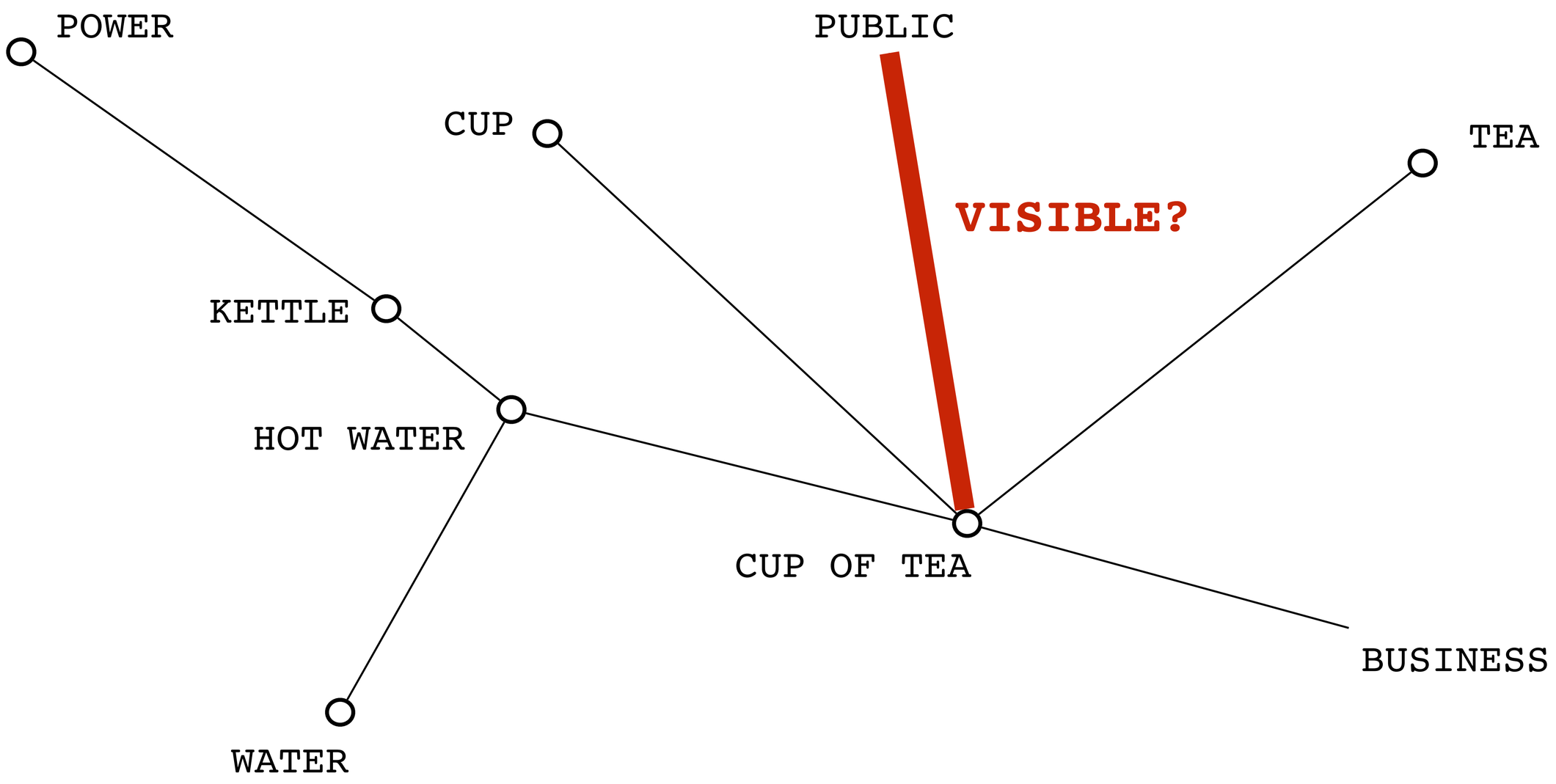

PUBLIC
CUP
TEA
KETTLE
Needs
HOT WATER
CUP OF TEA
Needs
BUSINESS
WATER

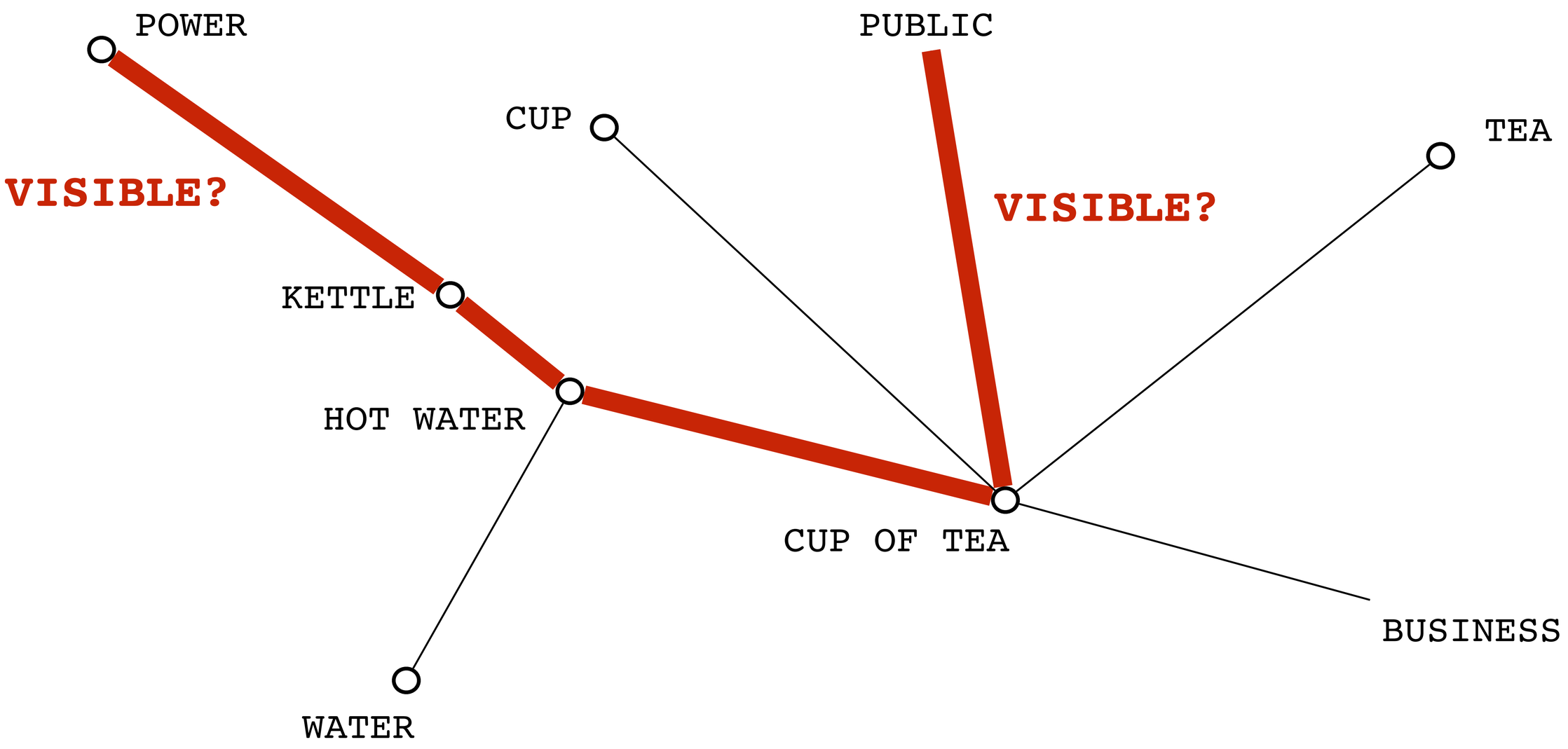

POWER
PUBLIC
CUP
TEA
Needs
KETTLE
HOT WATER
CUP OF TEA
BUSINESS
WATER

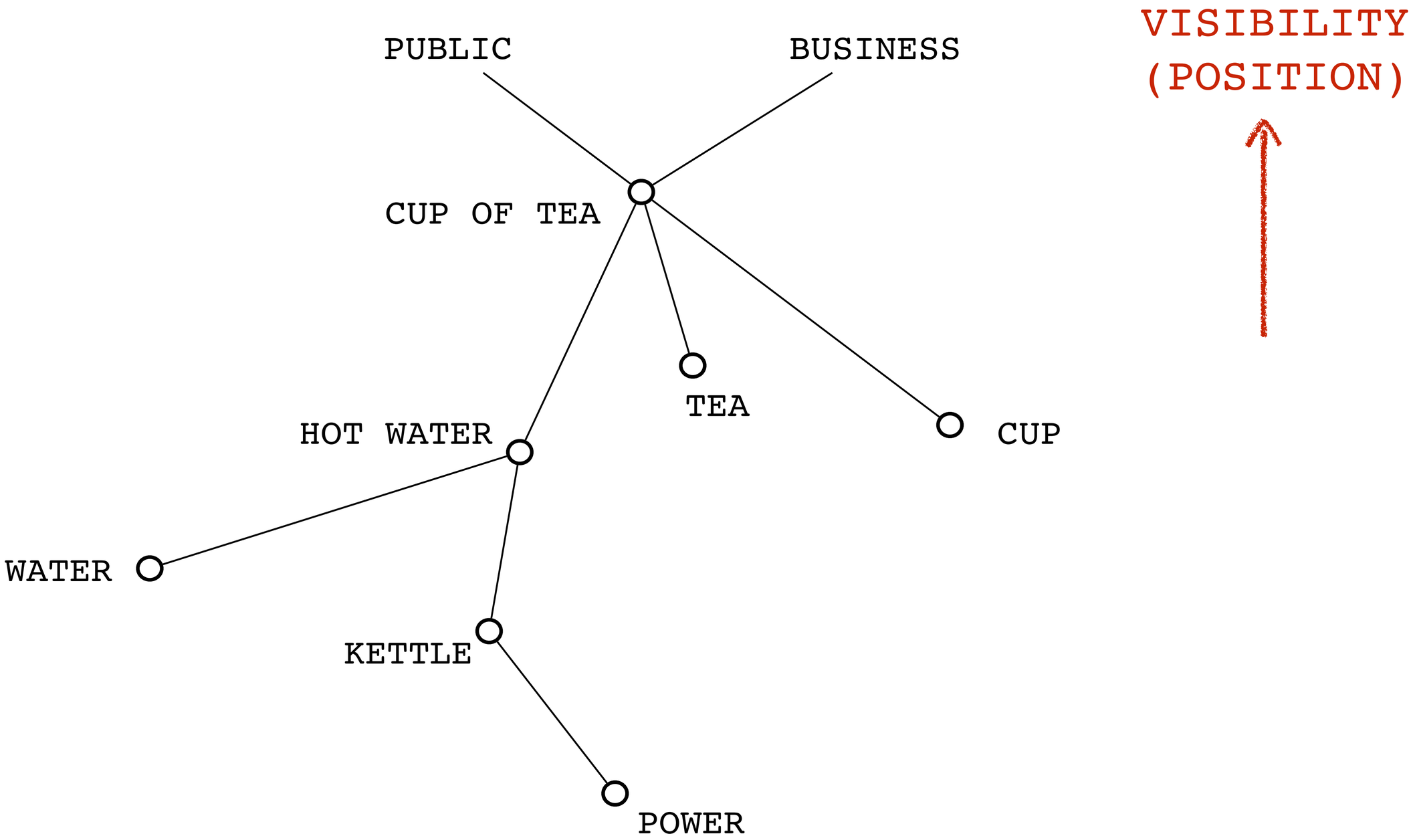


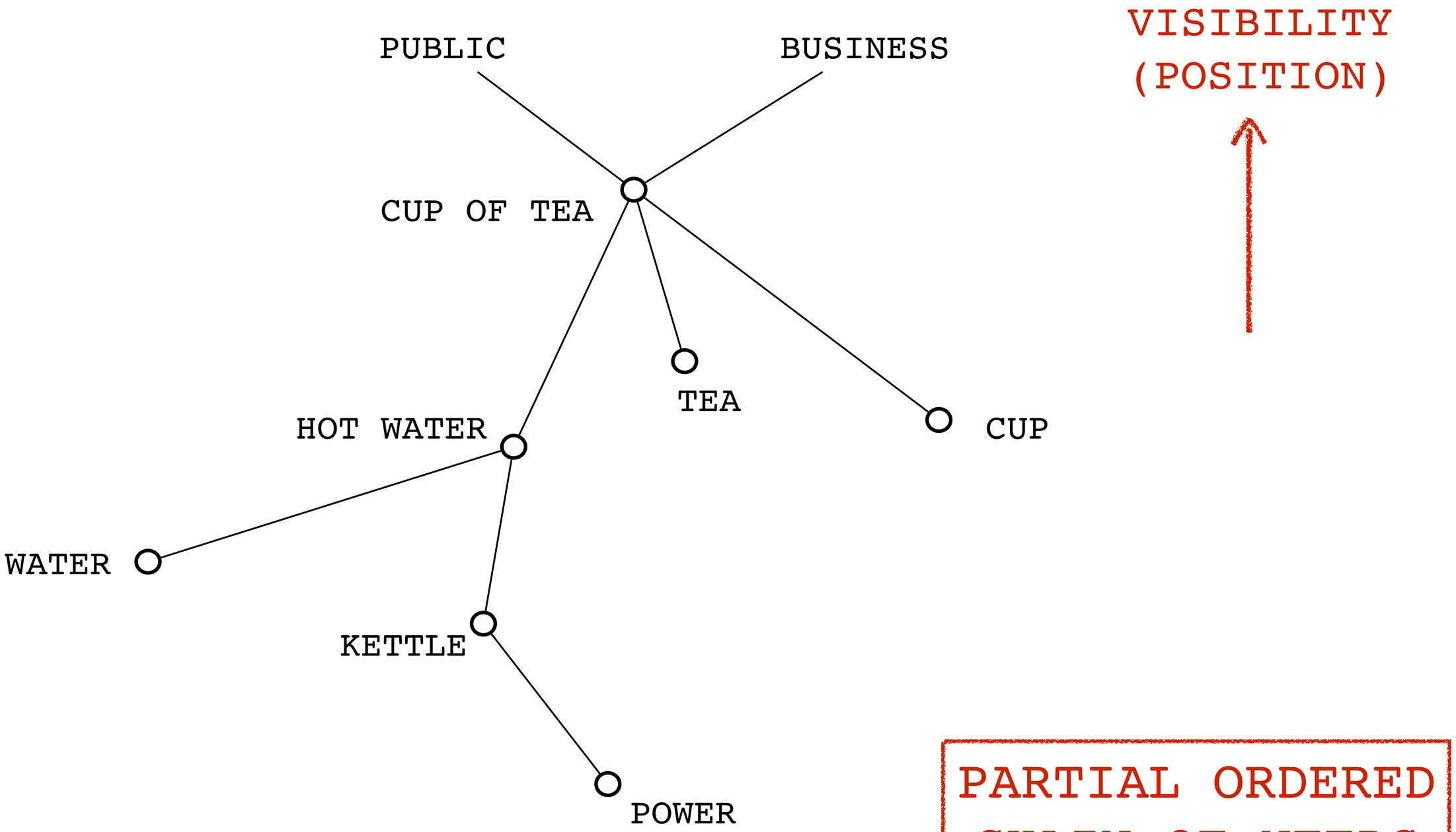
CHAIN OF NEEDS

POSITION?

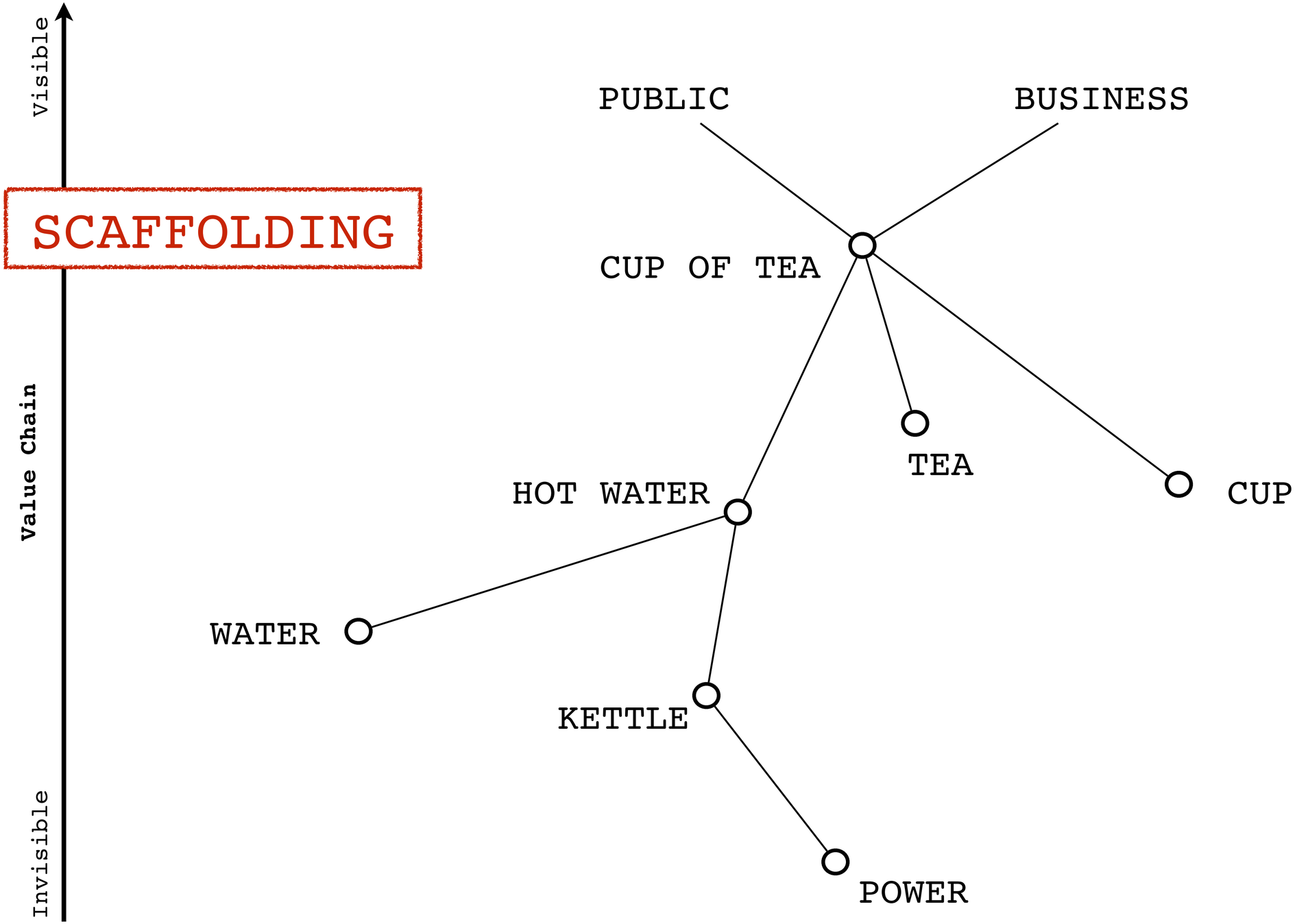

POWER
PUBLIC
CUP
TEA
VISIBLE?
KETTLE
HOT WATER
CUP OF TEA
BUSINESS
WATER


POWER
PUBLIC
CUP
TEA
VISIBLE?
VISIBLE?
KETTLE
HOT WATER
CUP OF TEA
BUSINESS
WATER


PUBLIC
BUSINESS
VISIBILITY
(POSITION)
CUP OF TEA
TEA
CUP
HOT WATER
WATER
KETTLE
POWER

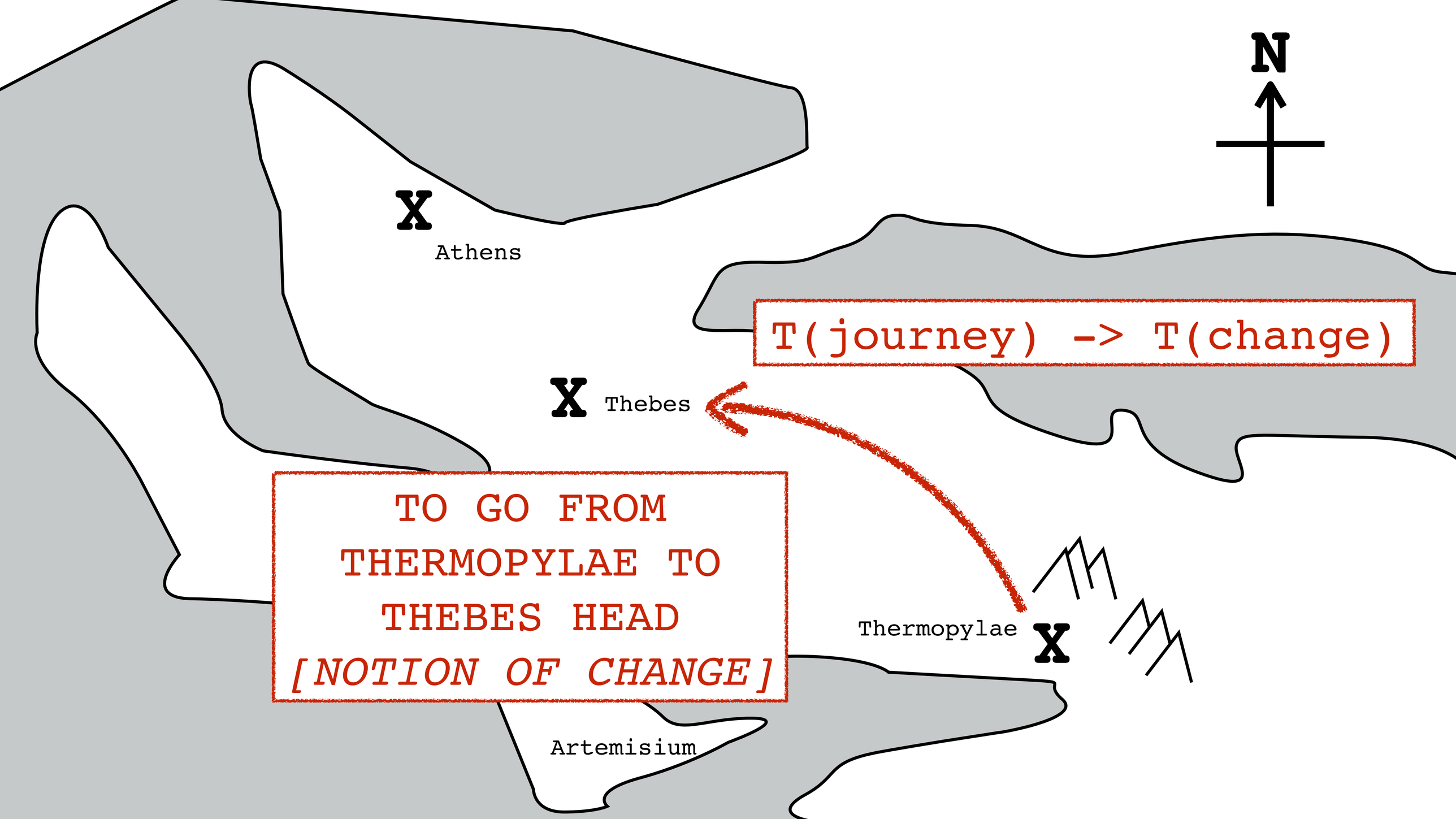


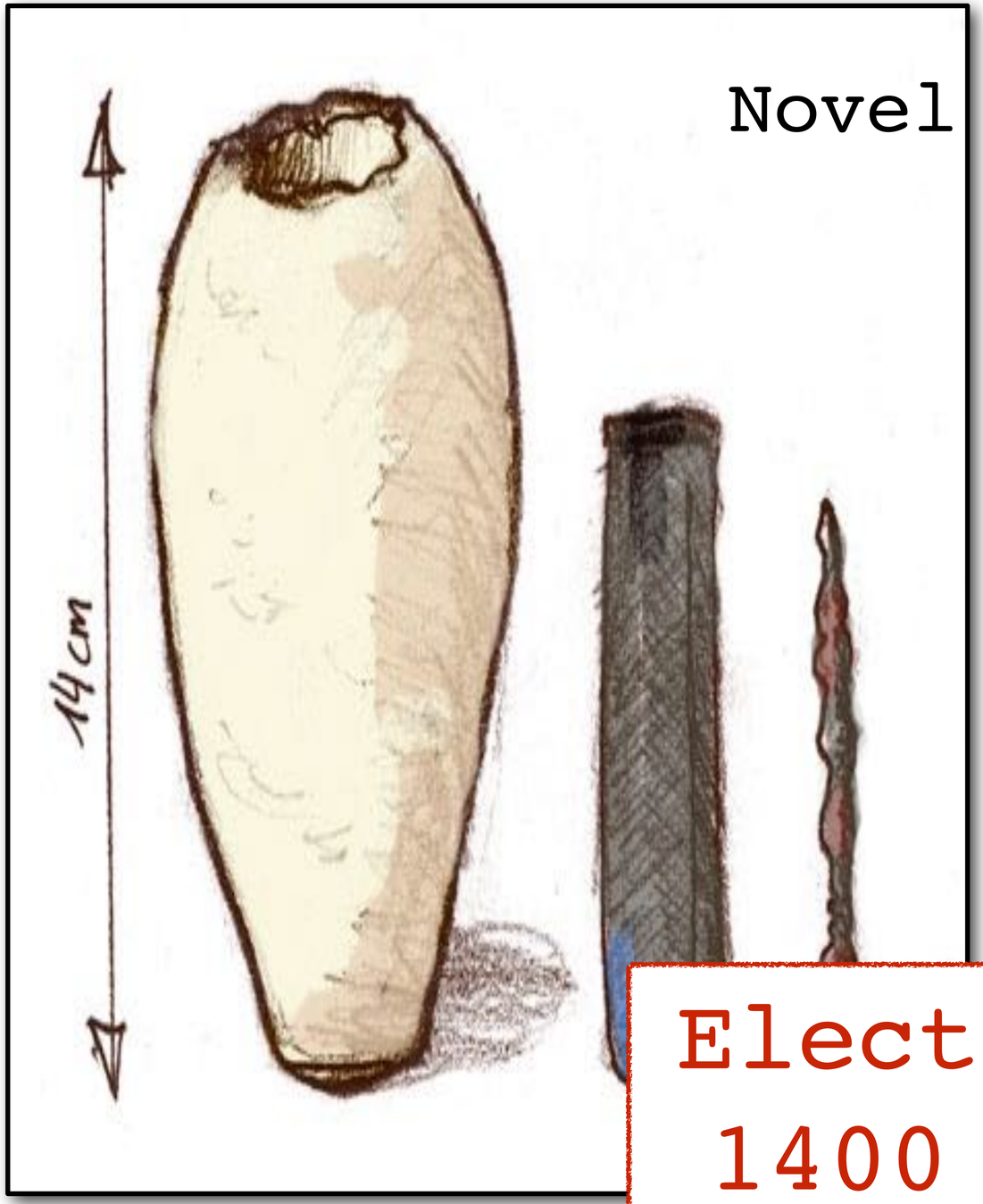
PARTIAL ORDERED
CHAIN OF NEEDS


Visible
SCAFFOLDING
Value Chain
Invisible
PUBLIC
BUSINESS
CUP OF TEA
TEA
CUP
HOT WATER
WATER
KETTLE
POWER

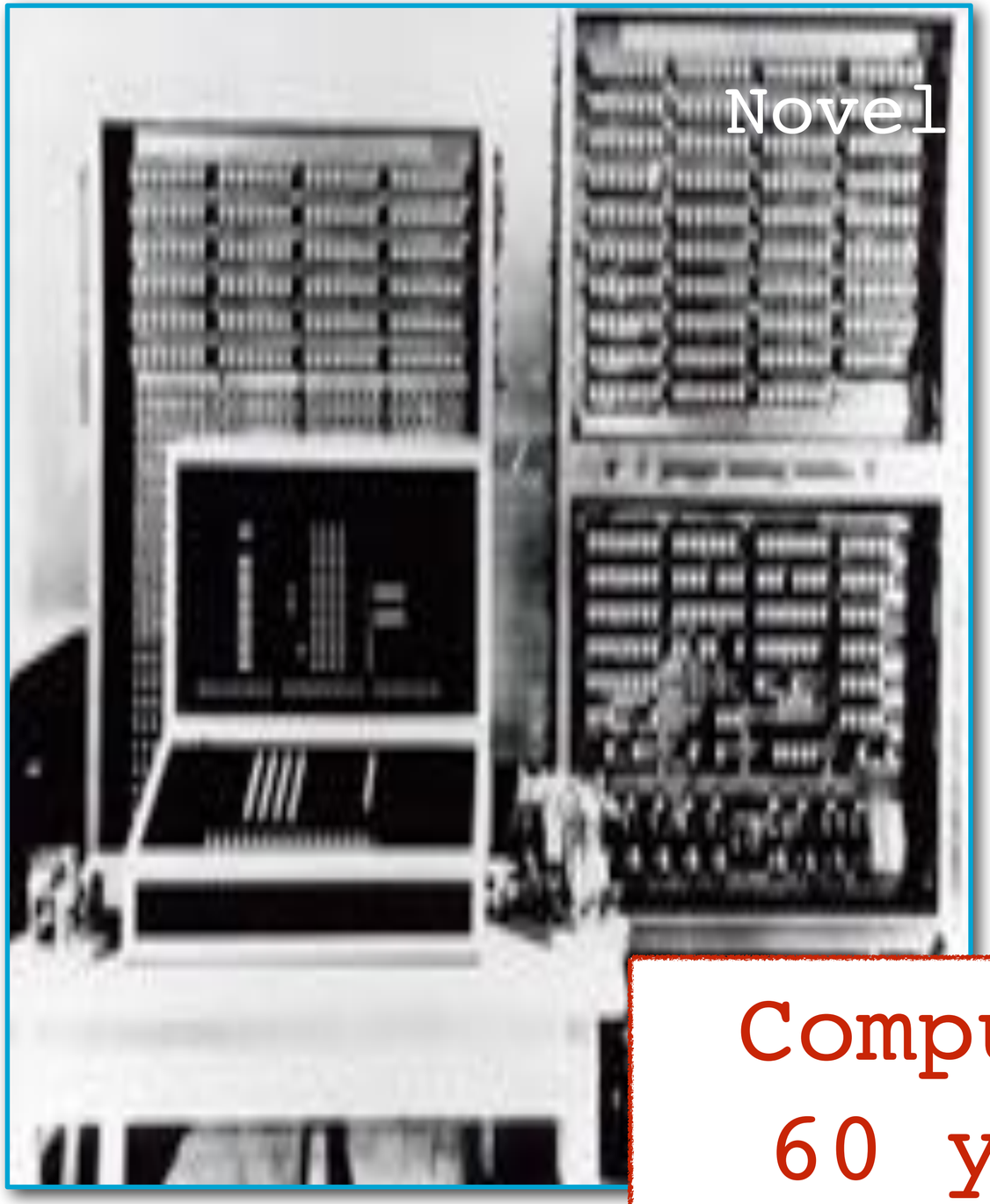
MOVEMENT?

PANGEA
200,000,000 YAG
SIBERIA
RUSSIA
MONGOLIA
INDIA
MYANMAR
KAZAKHSTAN
IRAN
GREENLAND
(DENMARK)
CANADA
UNITED
STATES
MEXICO
VENEZUELA
COLOMBIA
BRAZIL
PERU
BOLIVIA
PARAGUAY
ARGENTINA
URUGUAY
CHILE
ALGERIA
LIBYA
EGYPT
TURKEY
SYRIA
IRAQ
SAUDI
ARABIA
YEMEN
SUDAN
SOUTH
SUDAN
ETHIOPIA
CHAD
NIGER
MALI
MAURITANIA
NIGERIA
CAMEROON
CONGO
ANGOLA
ZAMBIA
BOTSWANA
NAMIBIA
SOUTH
AFRICA
INDIA
TIBET
(CHINA)
NEPAL
ANTARCTICA
AUSTRALIA

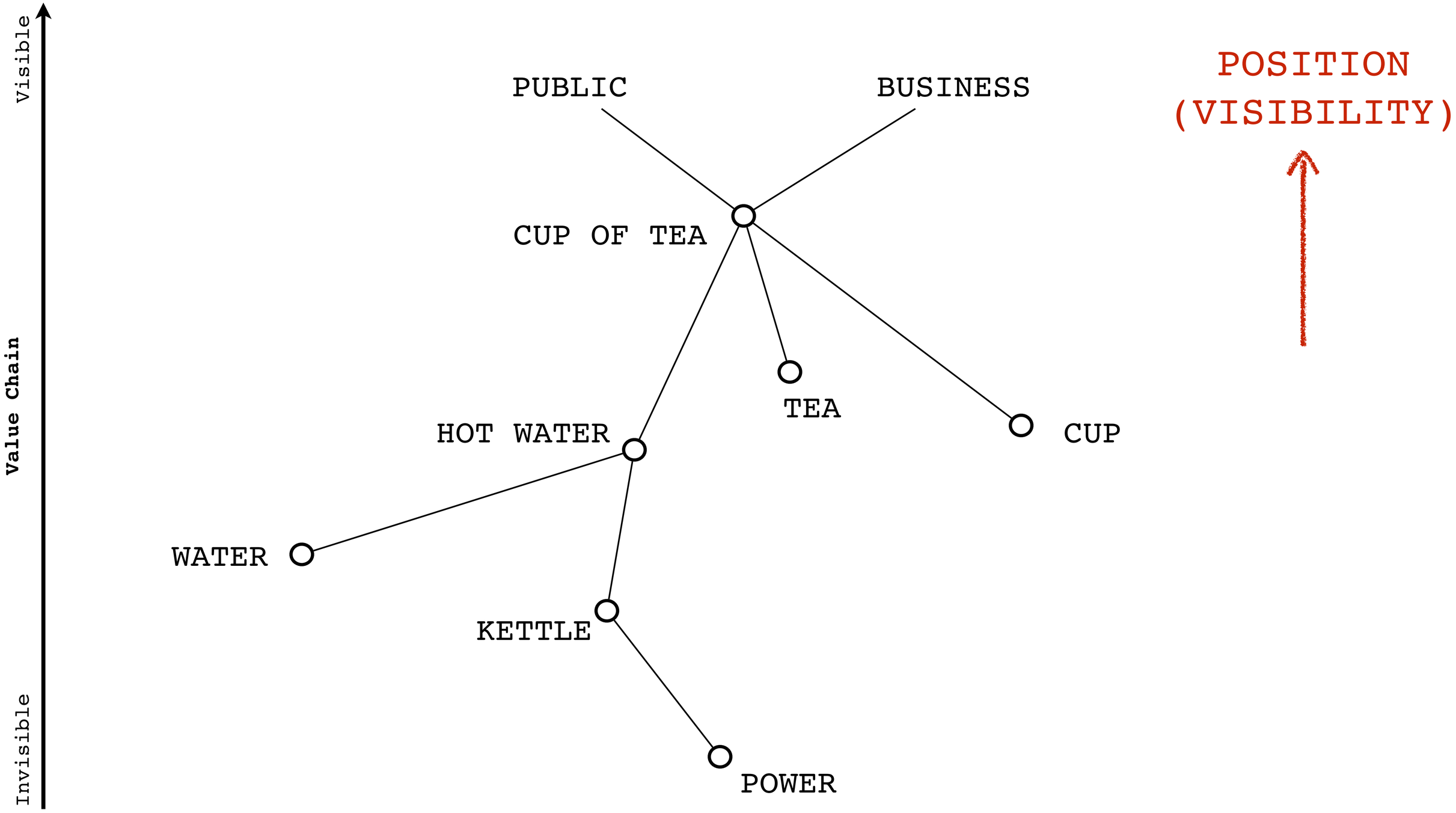

N
Athens
T(journey) -> T(change)
Thebes
TO GO FROM THERMOPYLAE TO THEBES HEAD
[NOTION OF CHANGE]
Thermopylae
Artemisium

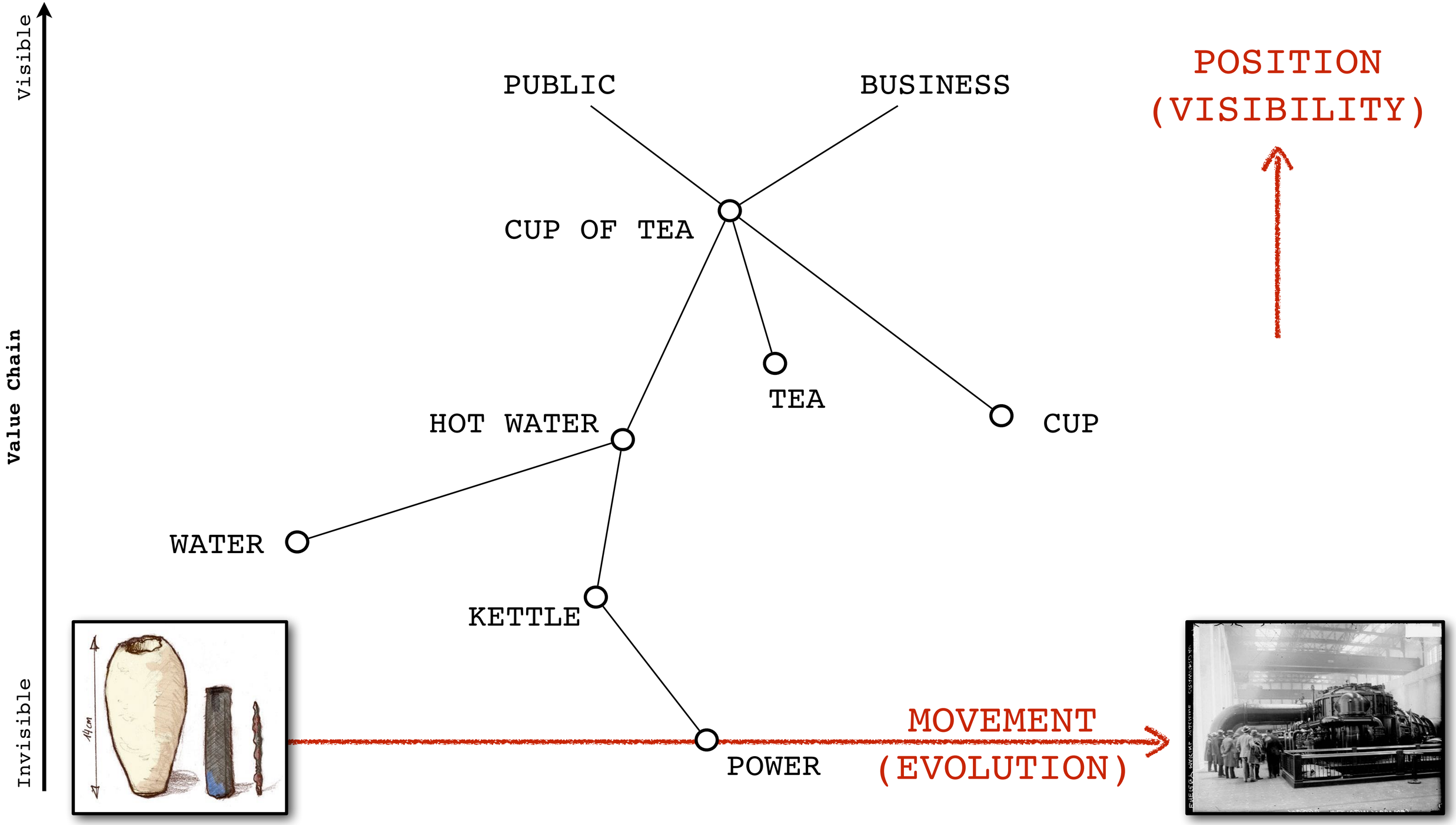


Electricity
1400 years

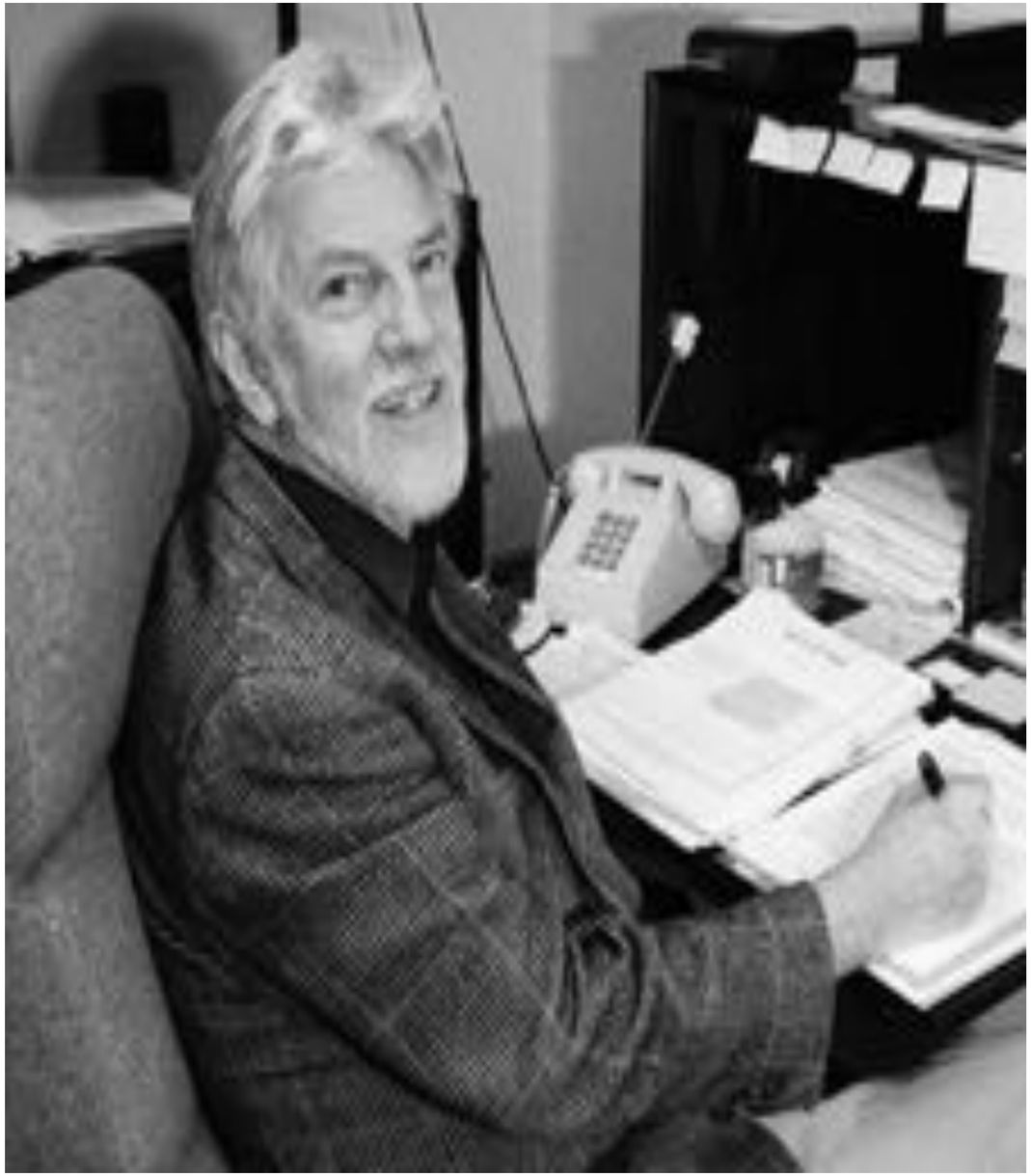


Computing
60 years


Visible
Value Chain
Invisible
PUBLIC
BUSINESS
CUP OF TEA
TEA
CUP
HOT WATER
WATER
KETTLE
POWER
POSITION
(VISIBILITY)

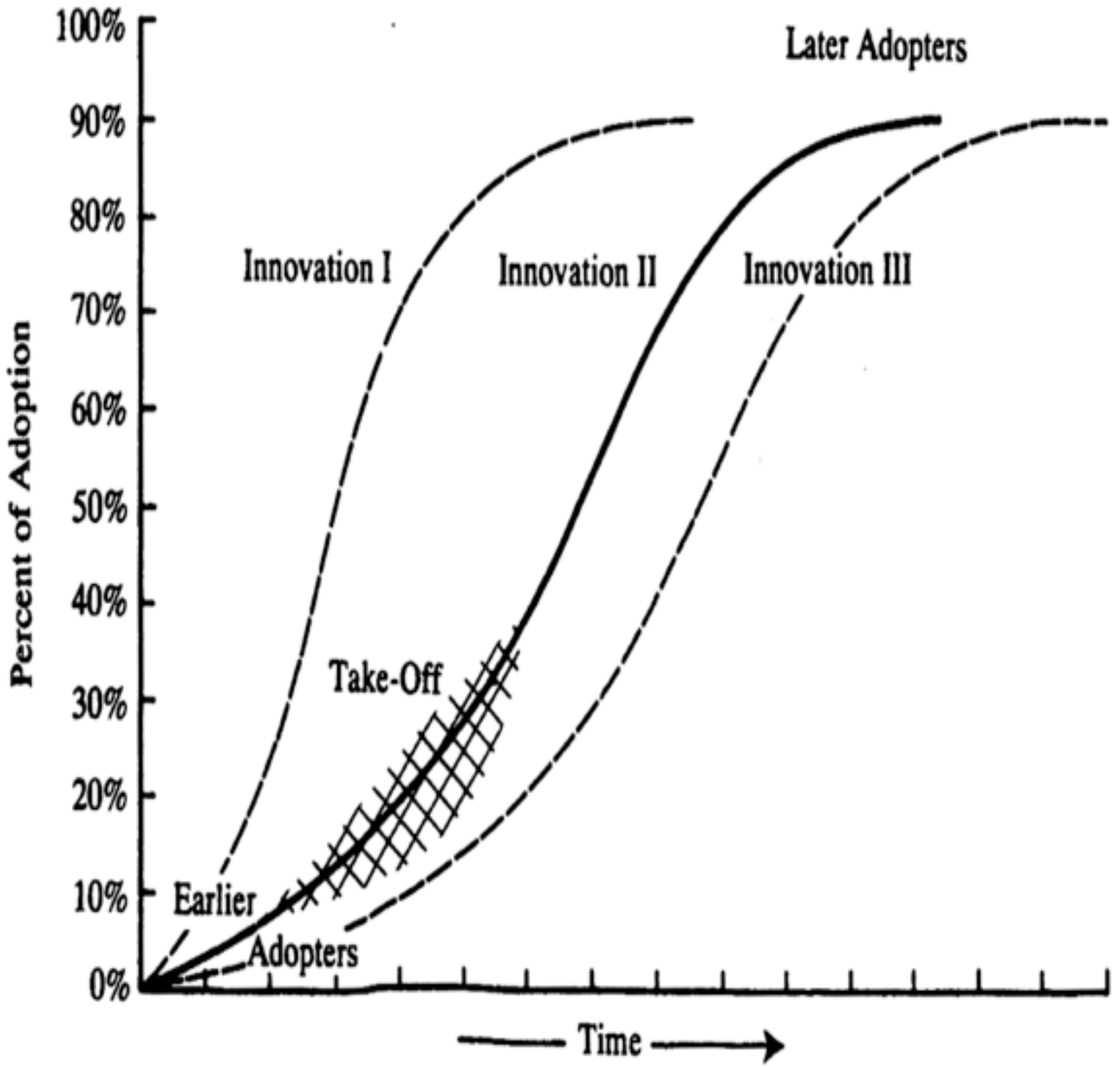

Visible
Value Chain
Invisible
PUBLIC
BUSINESS
CUP OF TEA
TEA
CUP
HOT WATER
WATER
KETTLE
POWER
POSITION
(VISIBILITY)
MOVEMENT
(EVOLUTION)

But how?

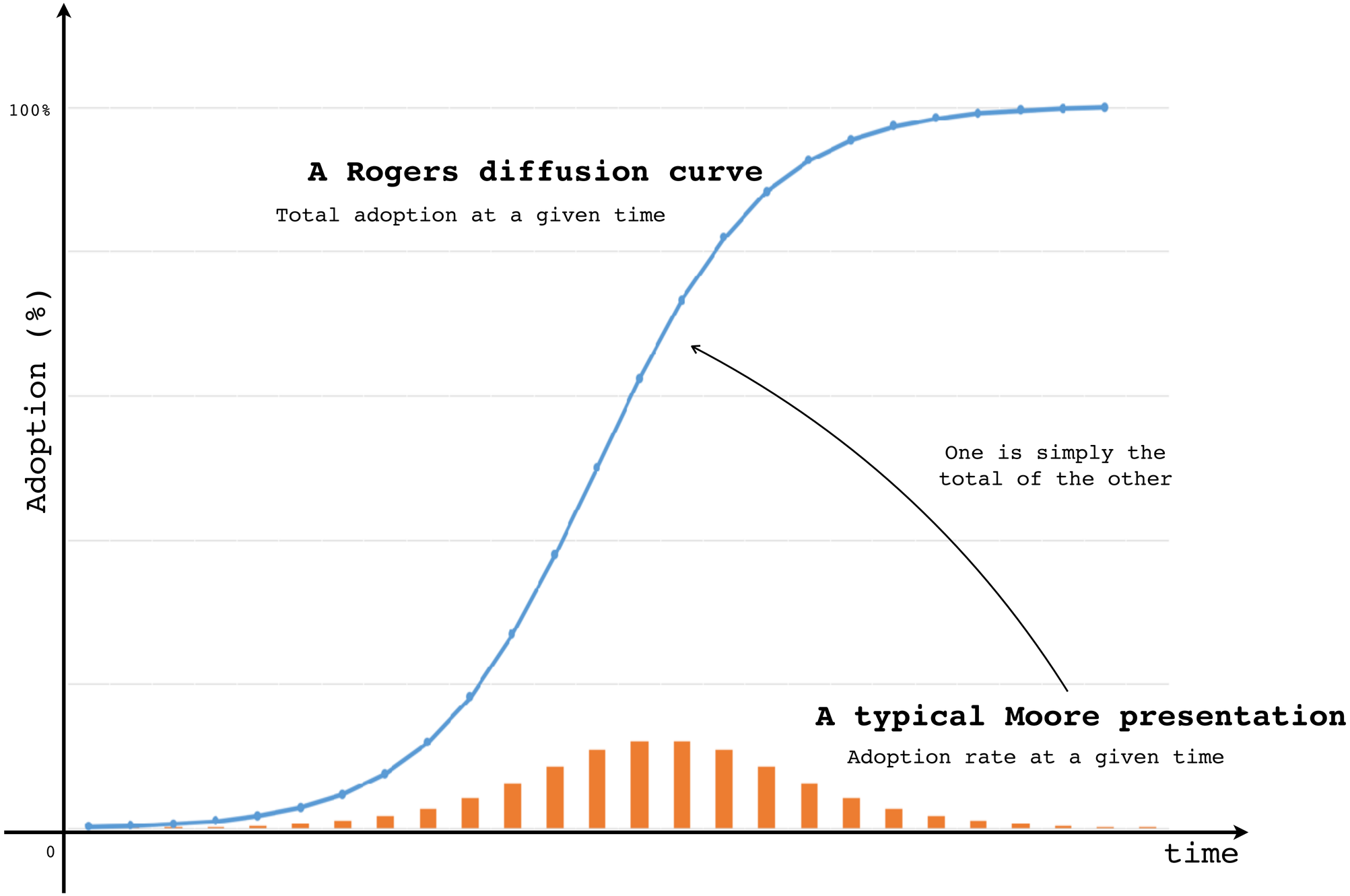


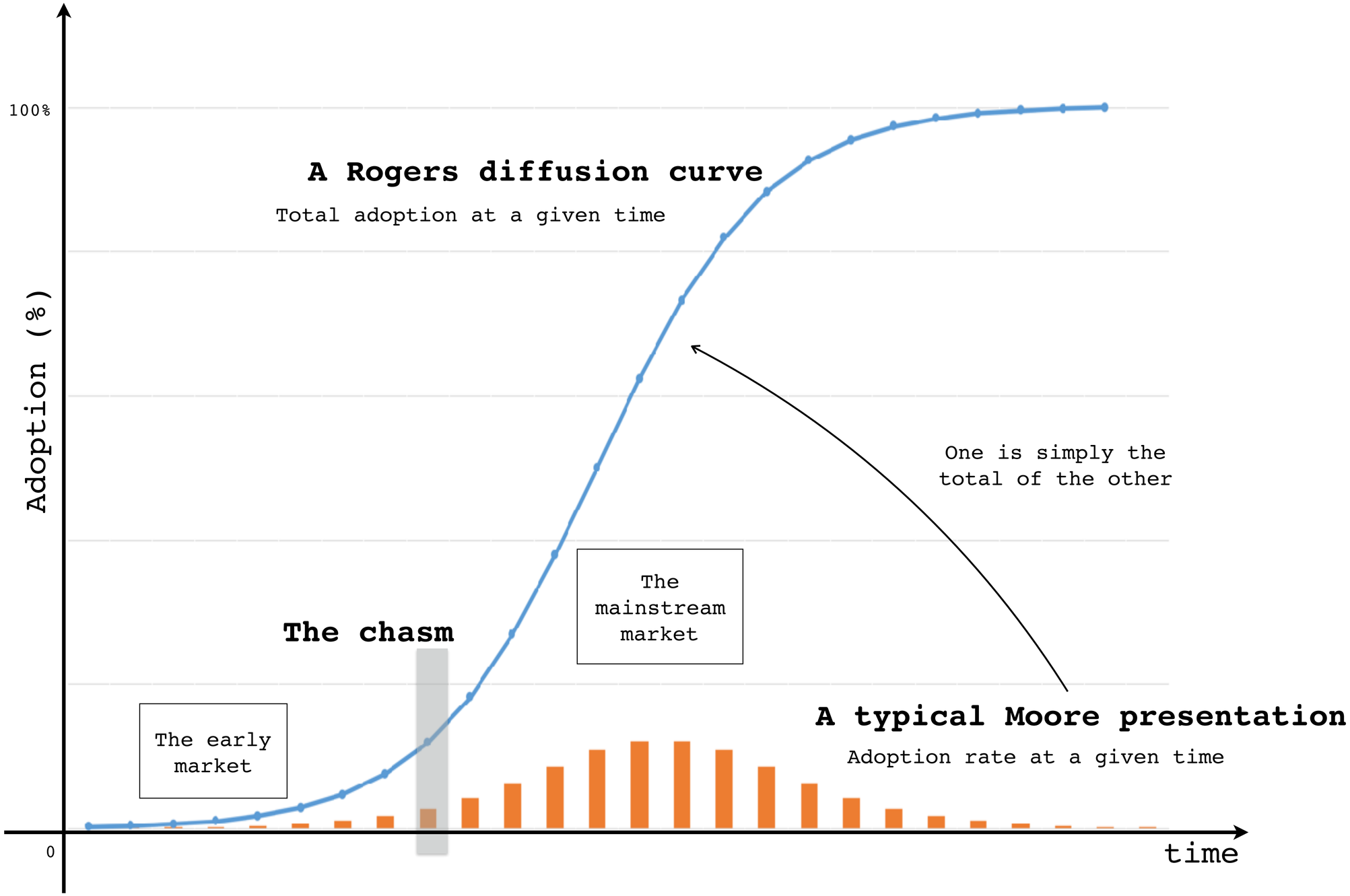
Everett Rogers

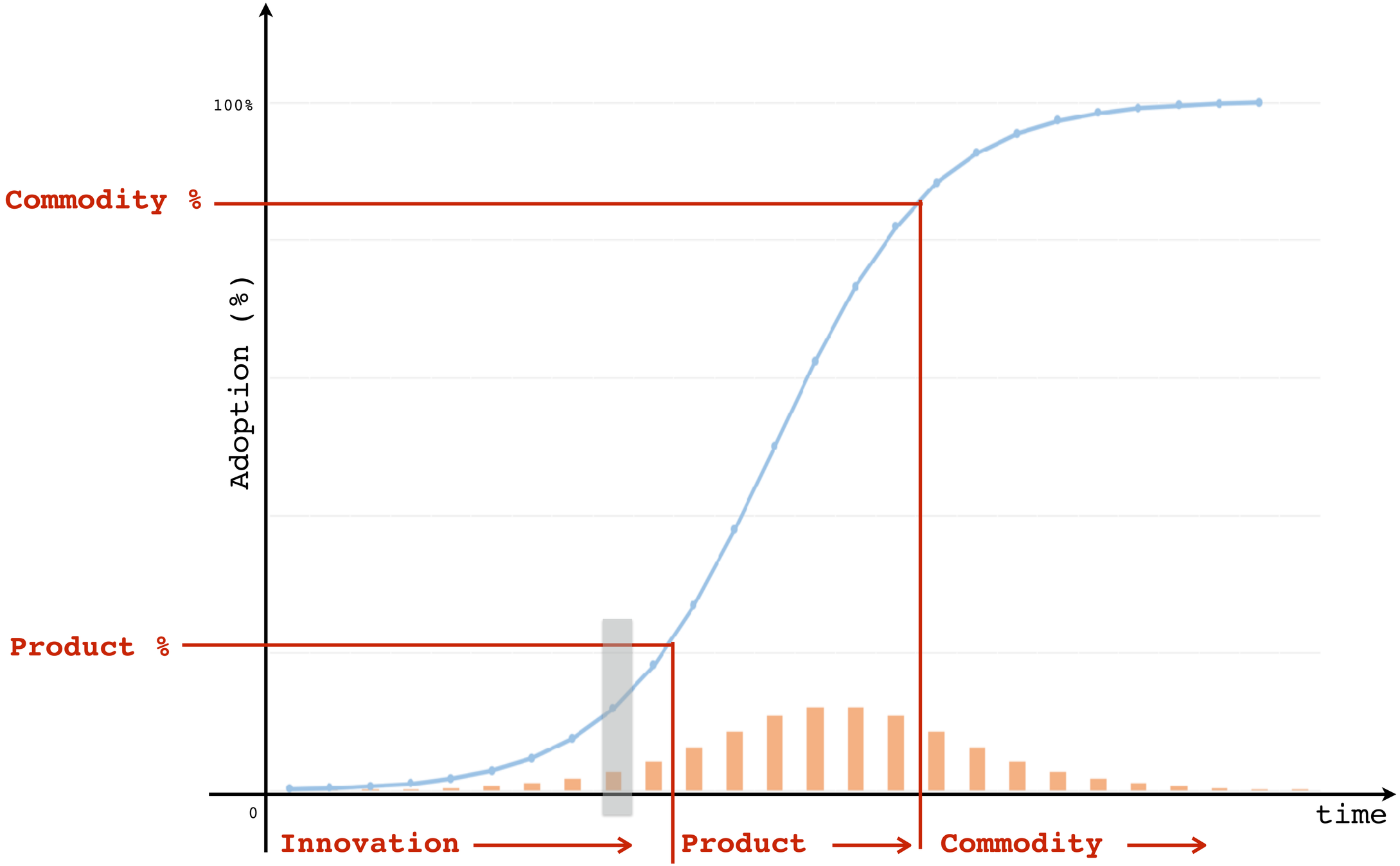
Figure 1-2. The Diffusion Process



Diffusion of Innovation

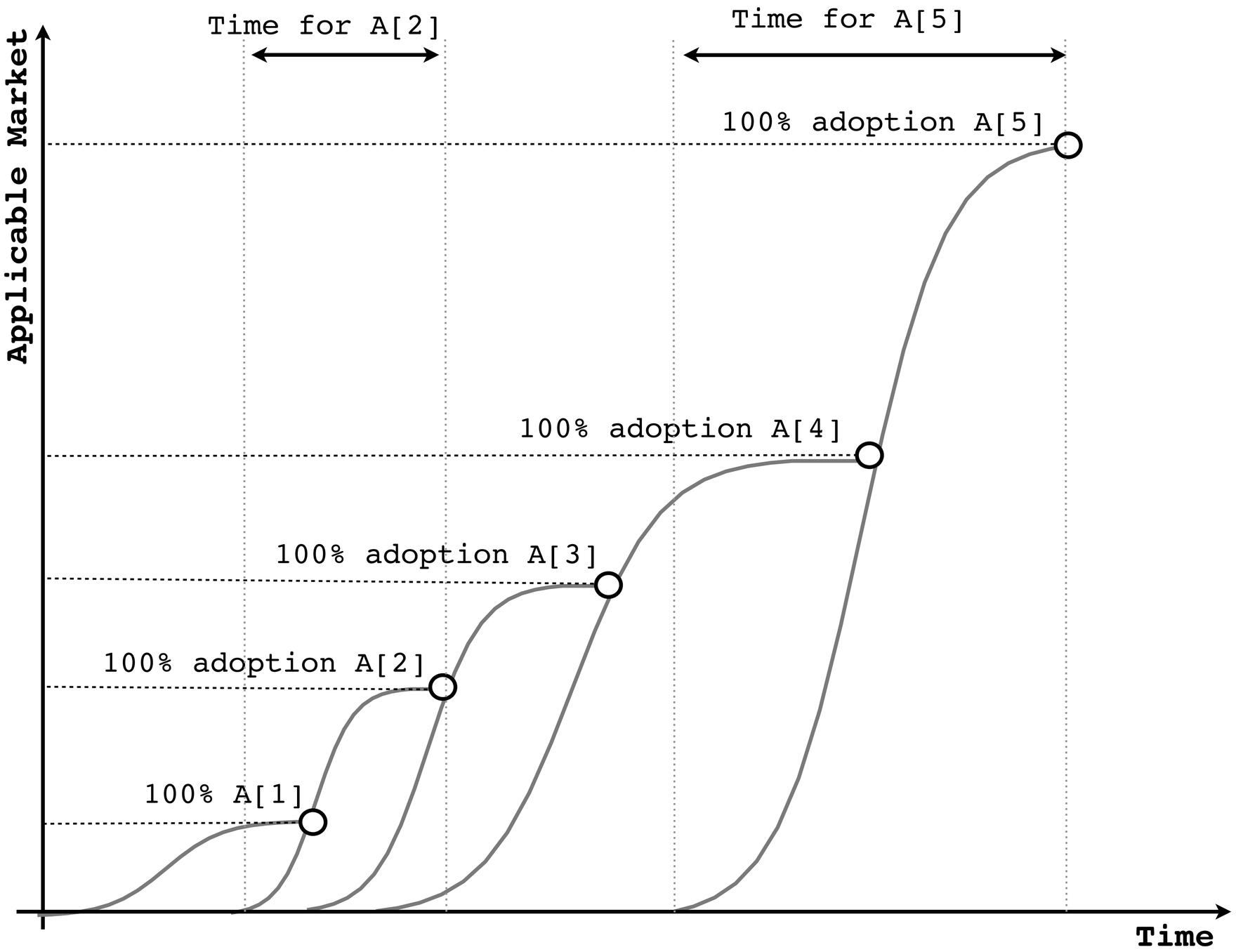

100%
0
Adoption (%)
time
A Rogers diffusion curve
Total adoption at a given time
One is simply the
total of the other
A typical Moore presentation
Adoption rate at a given time


100%
Adoption (%)
A Rogers diffusion curve
Total adoption at a given time
One is simply the total of the other
The mainstream market
The chasm
The early market
A typical Moore presentation
Adoption rate at a given time
0
time


100%
Commodity %
Adoption (%)
Product %
0
time
Innovation
Product
Commodity

AT&T
9:42 AM
Text
Calendar
Photos
Camera
YouTube
Stocks
Maps
Weather
Clock
Calculator
Notes
Settings
iTunes
App Store
Phone
Mail
Safari
iPod

valcambi
suisse
1 kg
999,9
Green Gold
AA00001


Time for A[2]
Time for A[5]
Applicable Market
100% adoption A[5]
100% adoption A[4]
100% adoption A[3]
100% adoption A[2]
100% A[1]
Time

THE TELEPHONE
and How We Use It

BELL TELEPHONE SYSTEM

HOW TO TALK ON THE TELEPHONE

When using the telephone, hold the receiver close to your ear. The receiver is the end without the cord.

Talk directly into the mouthpiece.

This way.

Not this way.

Not this way.

Speak in a natural, clear voice.

You do not have to shout. Speak as though the other person were in the same room.

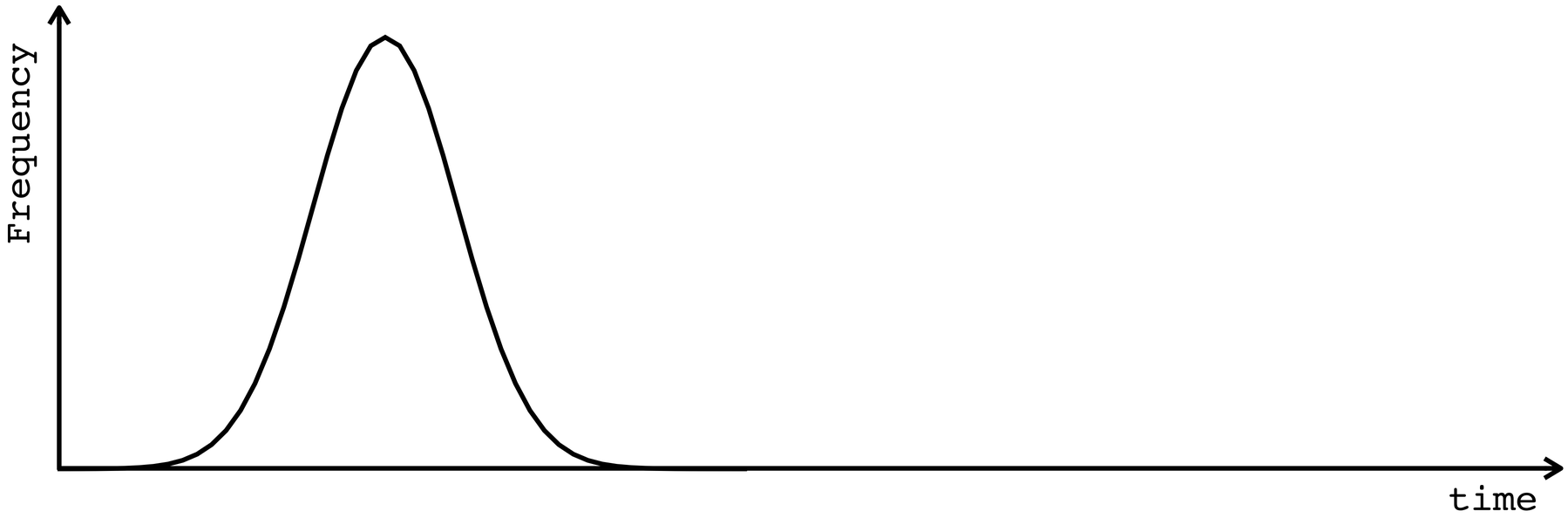
This Room Is Equipped With

Edison Electric Light.

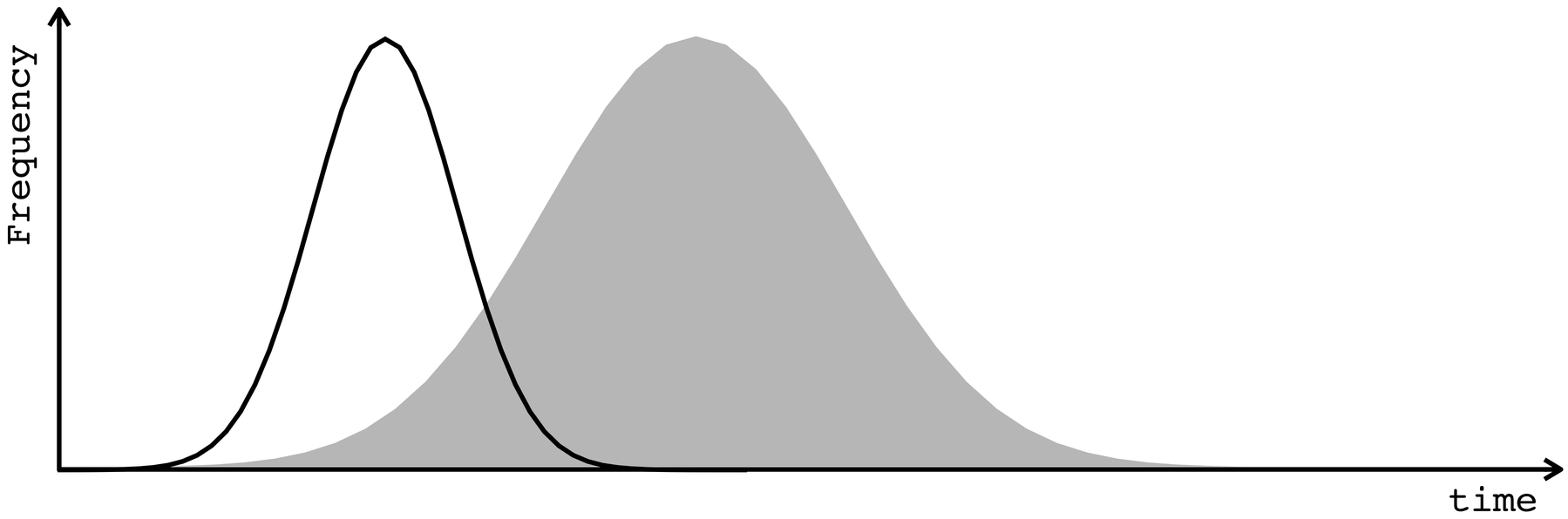
Do not attempt to light with match. Simply turn key on wall by the door.

The use of Electricity for lighting is in no way harmful to health, nor does it affect the soundness of sleep.

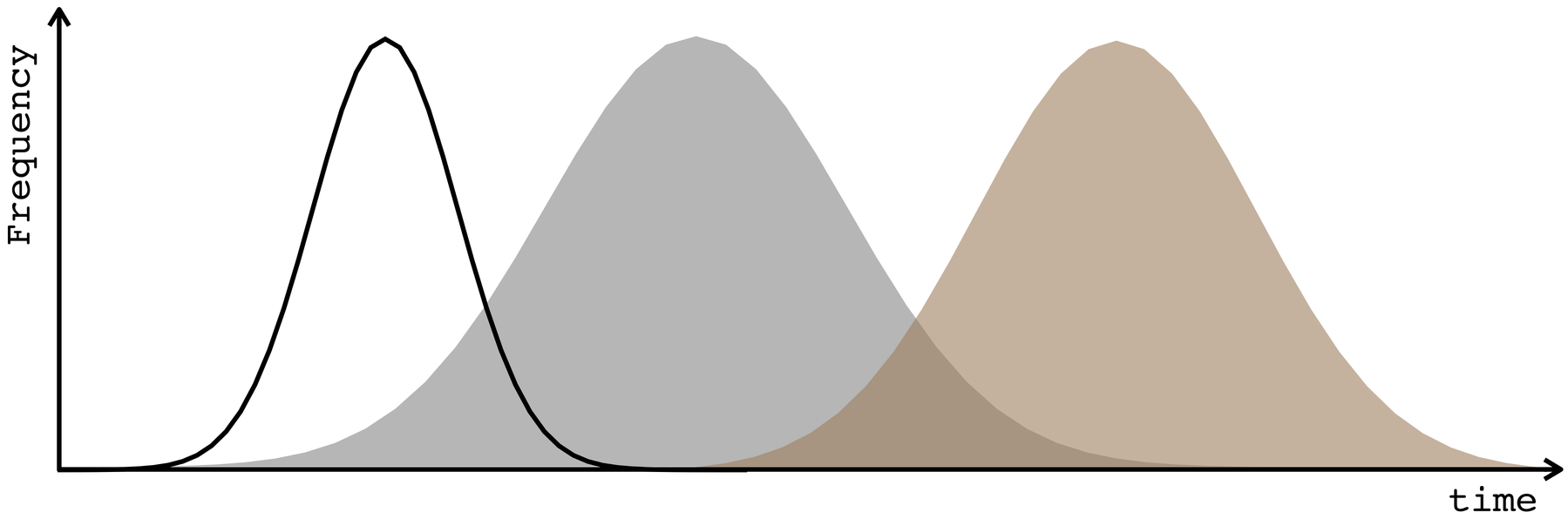
Stage	I
Publication Type	**Wonder**



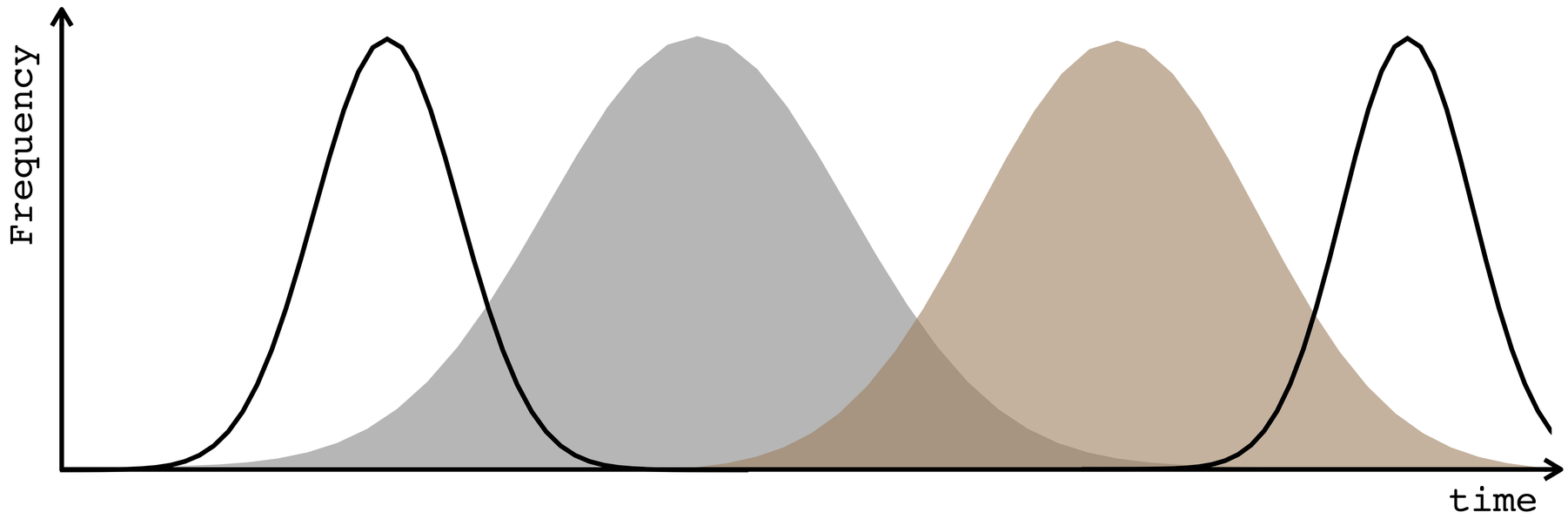
Stage	I	II
Publication Type	**Wonder**	**building, construction** and **awareness**



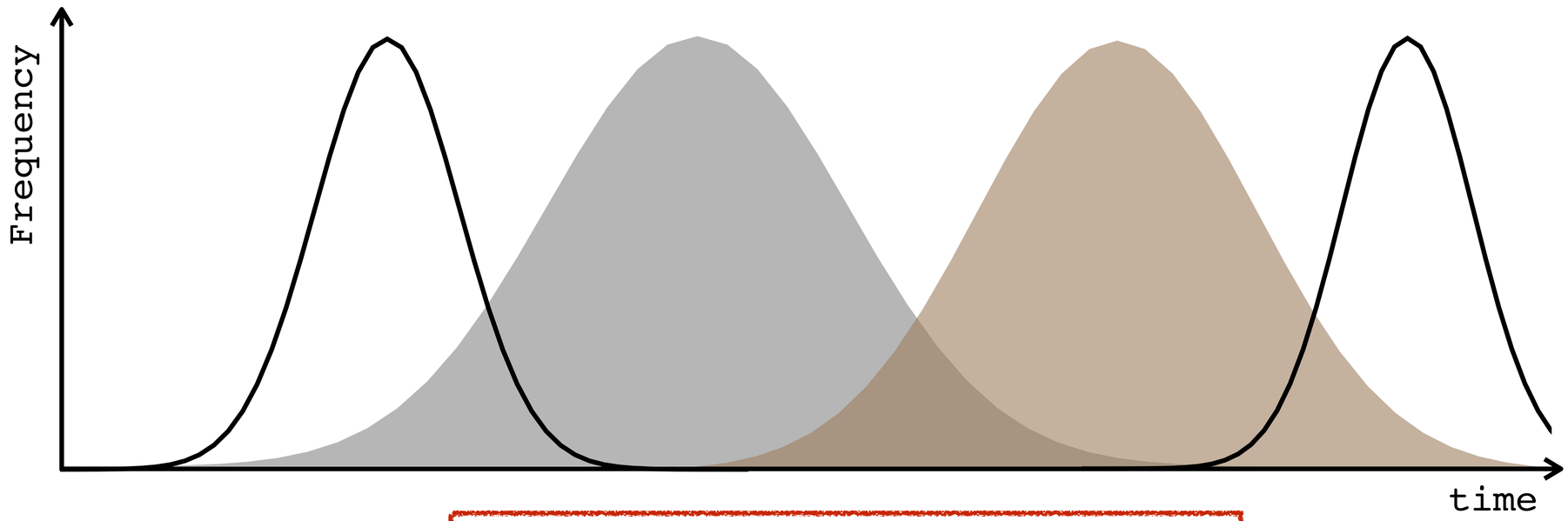
Stage	I	II	III
Publication Type	**Wonder**	**building, construction** and **awareness**	**operation, maintenance** and **feature differences**



Stage	I	II	III	IV
Publication Type	**Wonder**	**building, construction** and **awareness**	**operation, maintenance** and **feature differences**	**use**

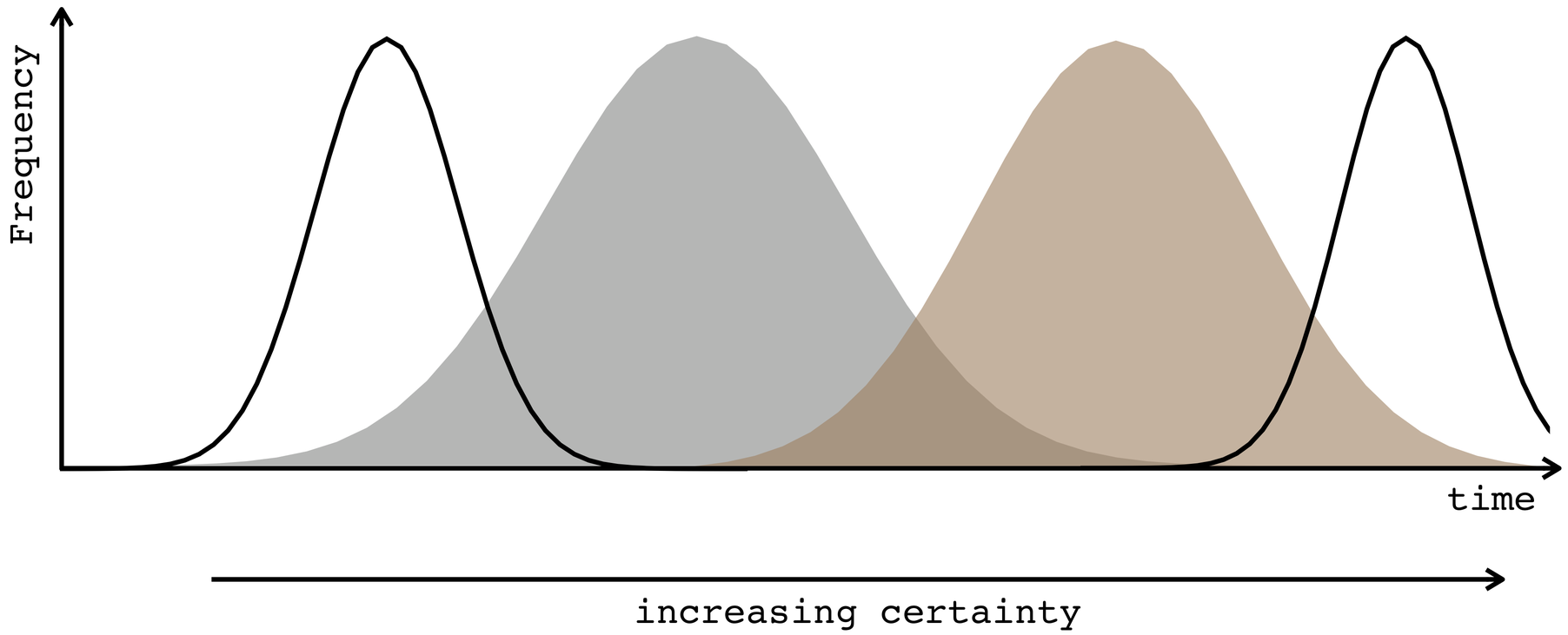


Stage	I	II	III	IV
Publication Type	**Wonder**	**building, construction** and **awareness**	**operation, maintenance** and **feature differences**	**use**

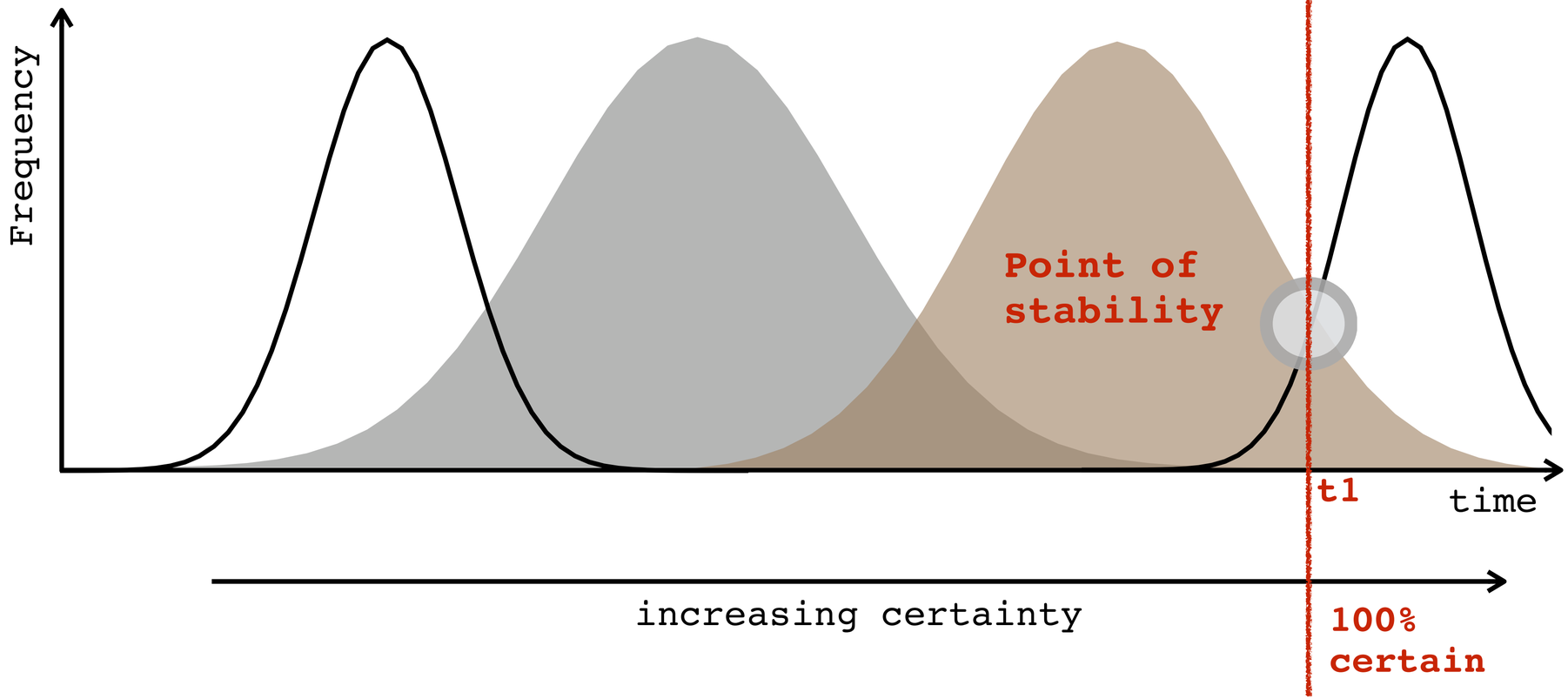


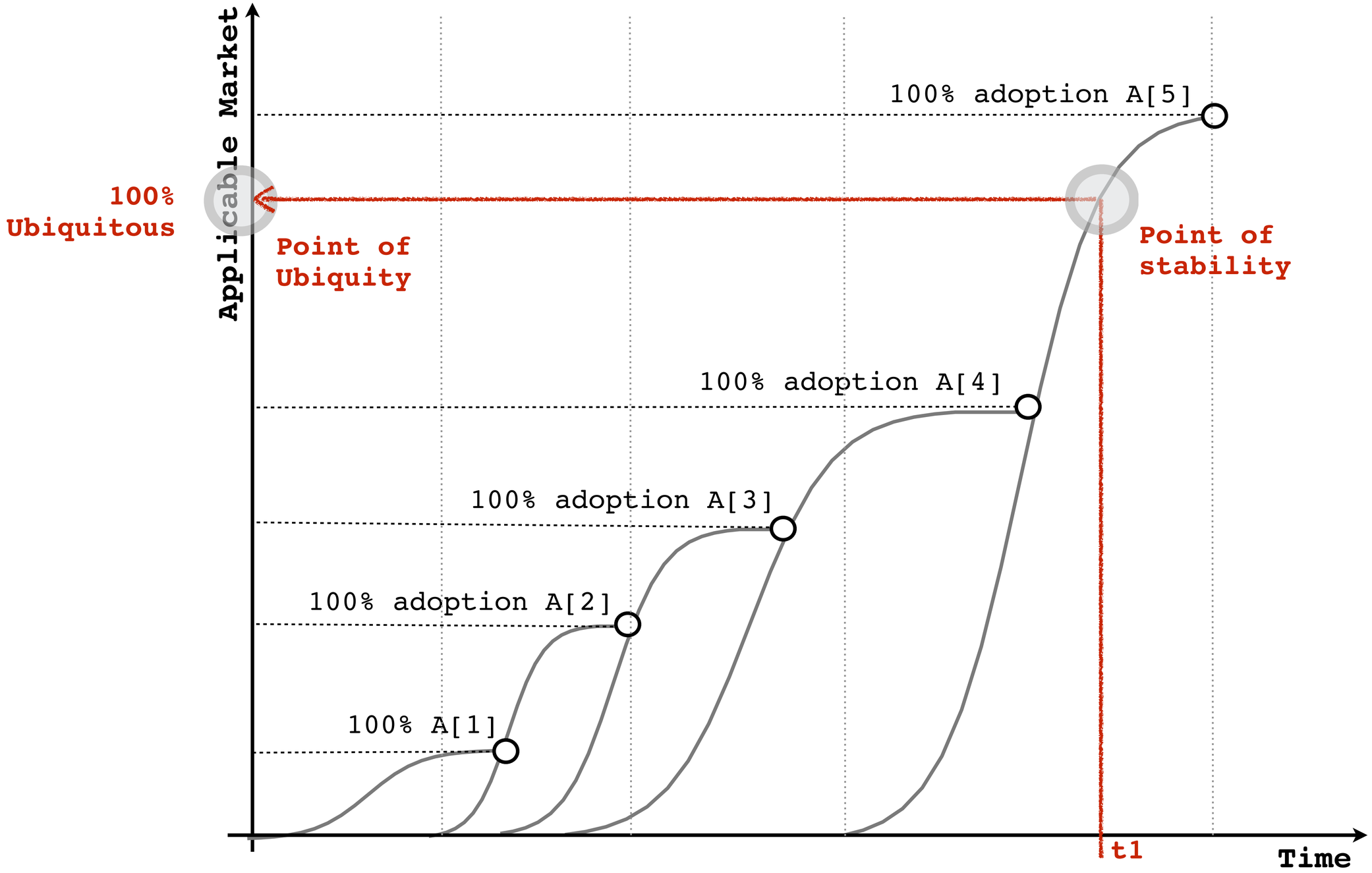
UNCERTAINTY WAS THE KEY

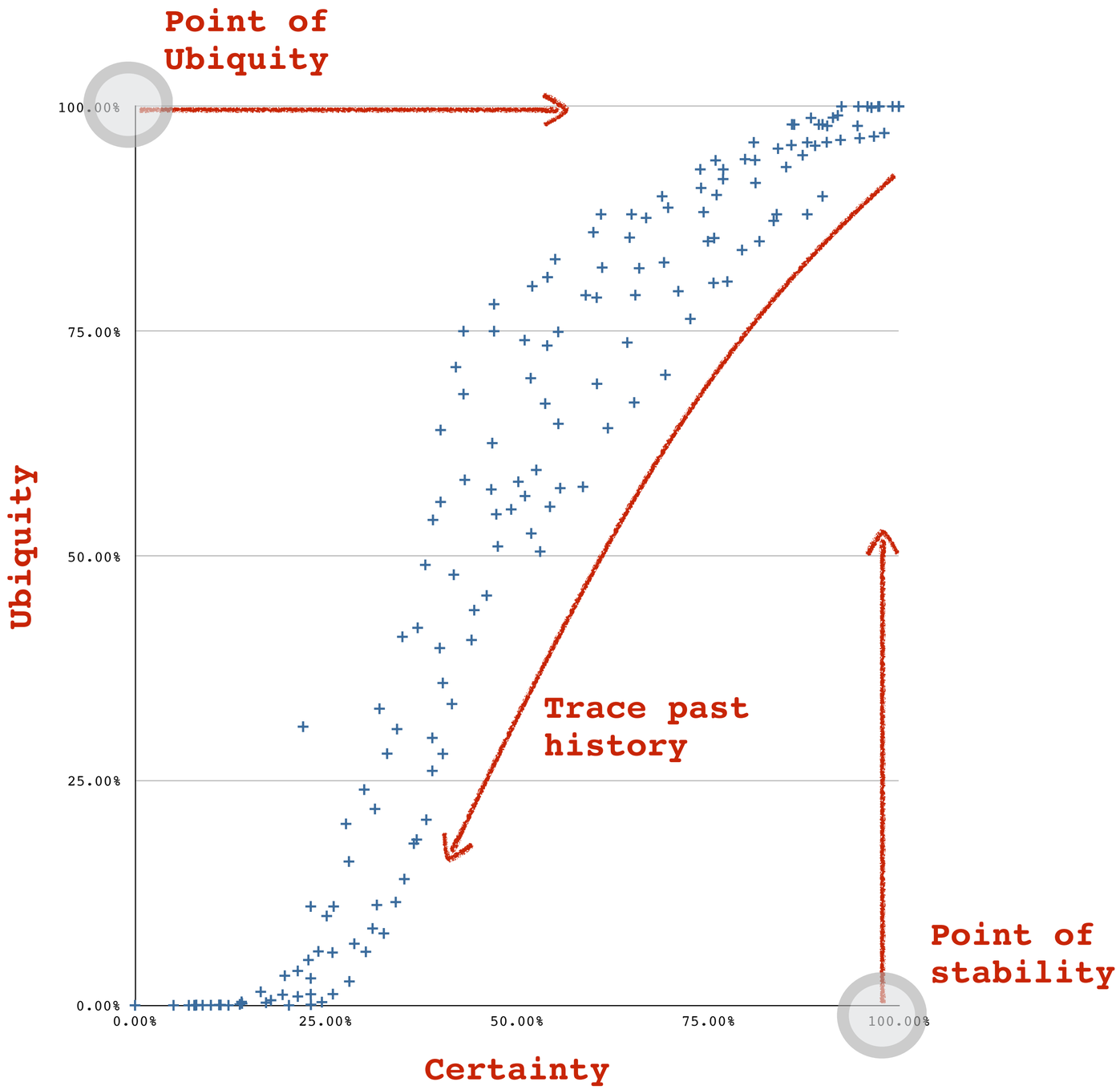
Stage	I	II (**key**)	III (**key**)	IV
Publication Type	**Wonder**	**building, construction** and **awareness**	**operation, maintenance** and **feature differences**	**use**

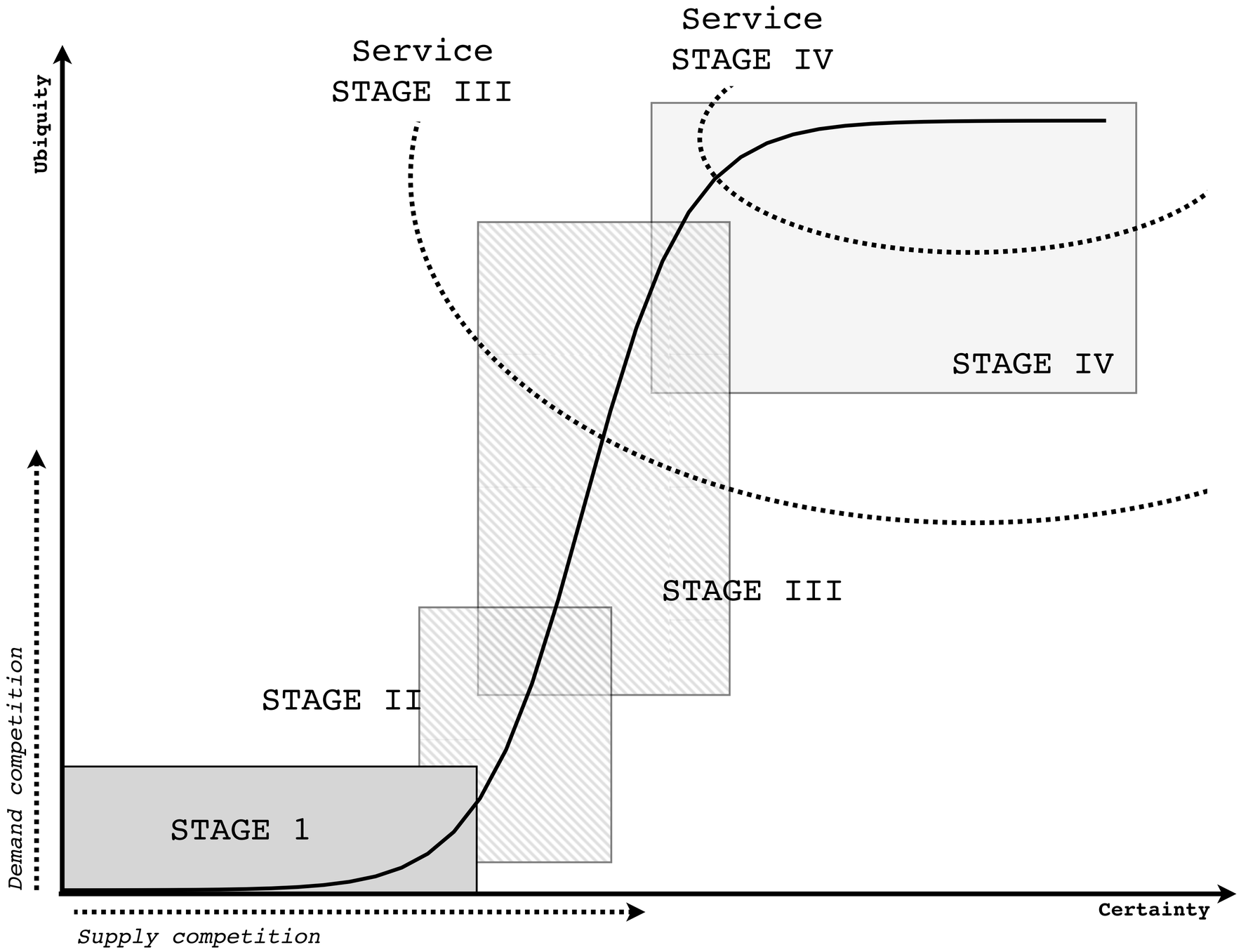


Stage	I	II (key)	III (key)	IV
Publication Type	**Wonder**	**building, construction** and **awareness**	**operation, maintenance** and **feature differences**	**use**

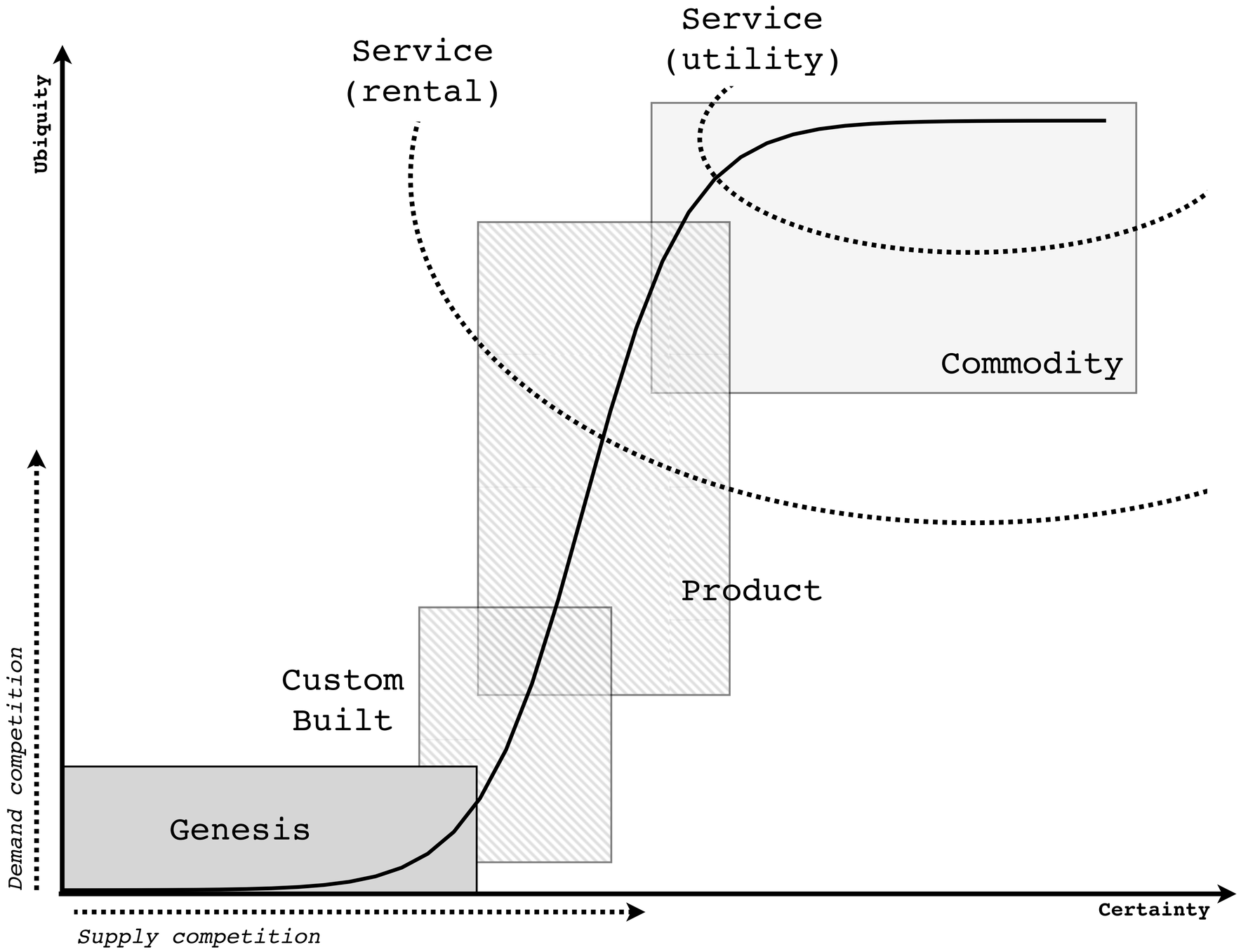


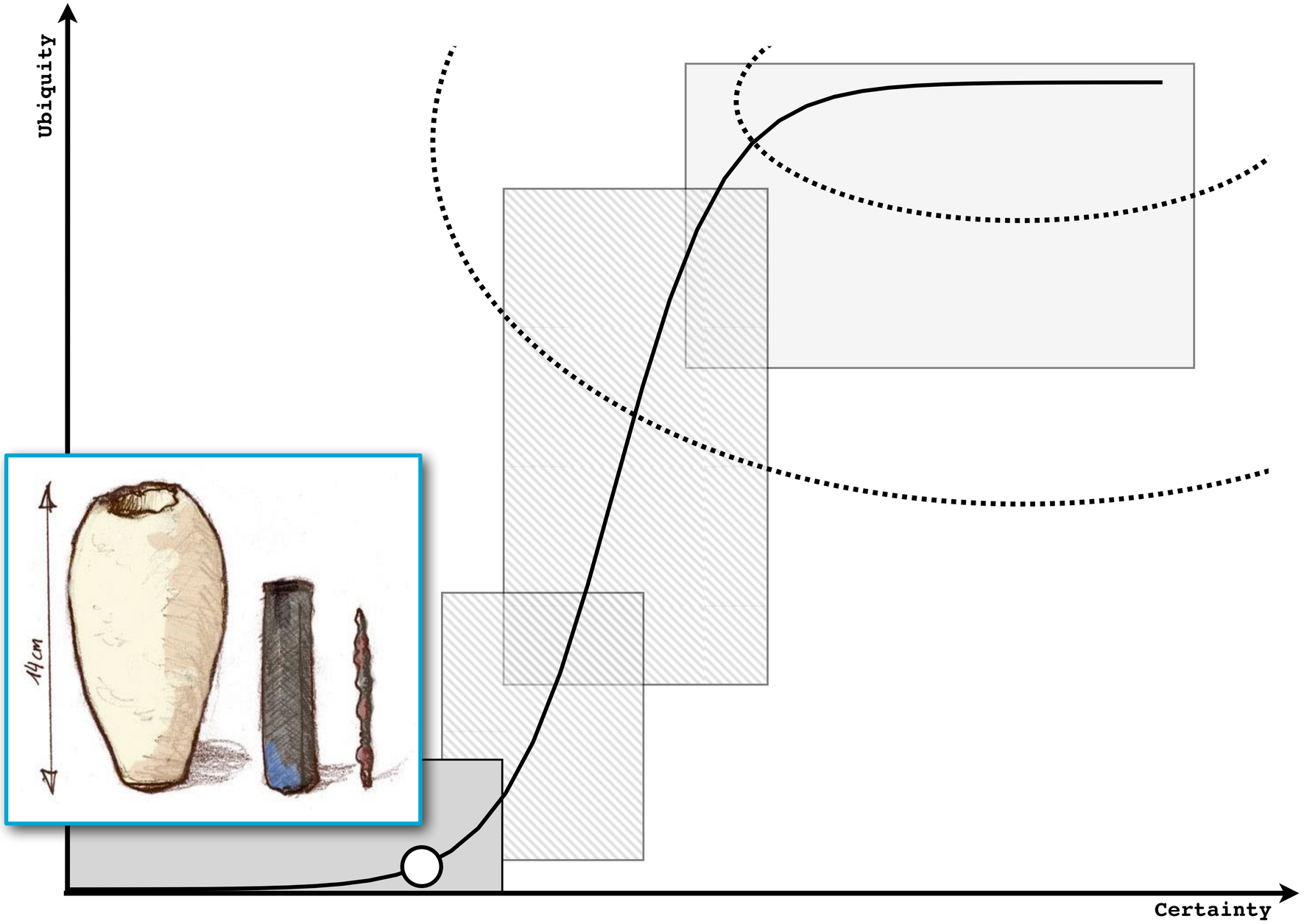

Applicable Market
100% Ubiquitous
Point of Ubiquity
100% adoption A[5]
Point of stability
100% adoption A[4]
100% adoption A[3]
100% adoption A[2]
100% A[1]
t1
Time

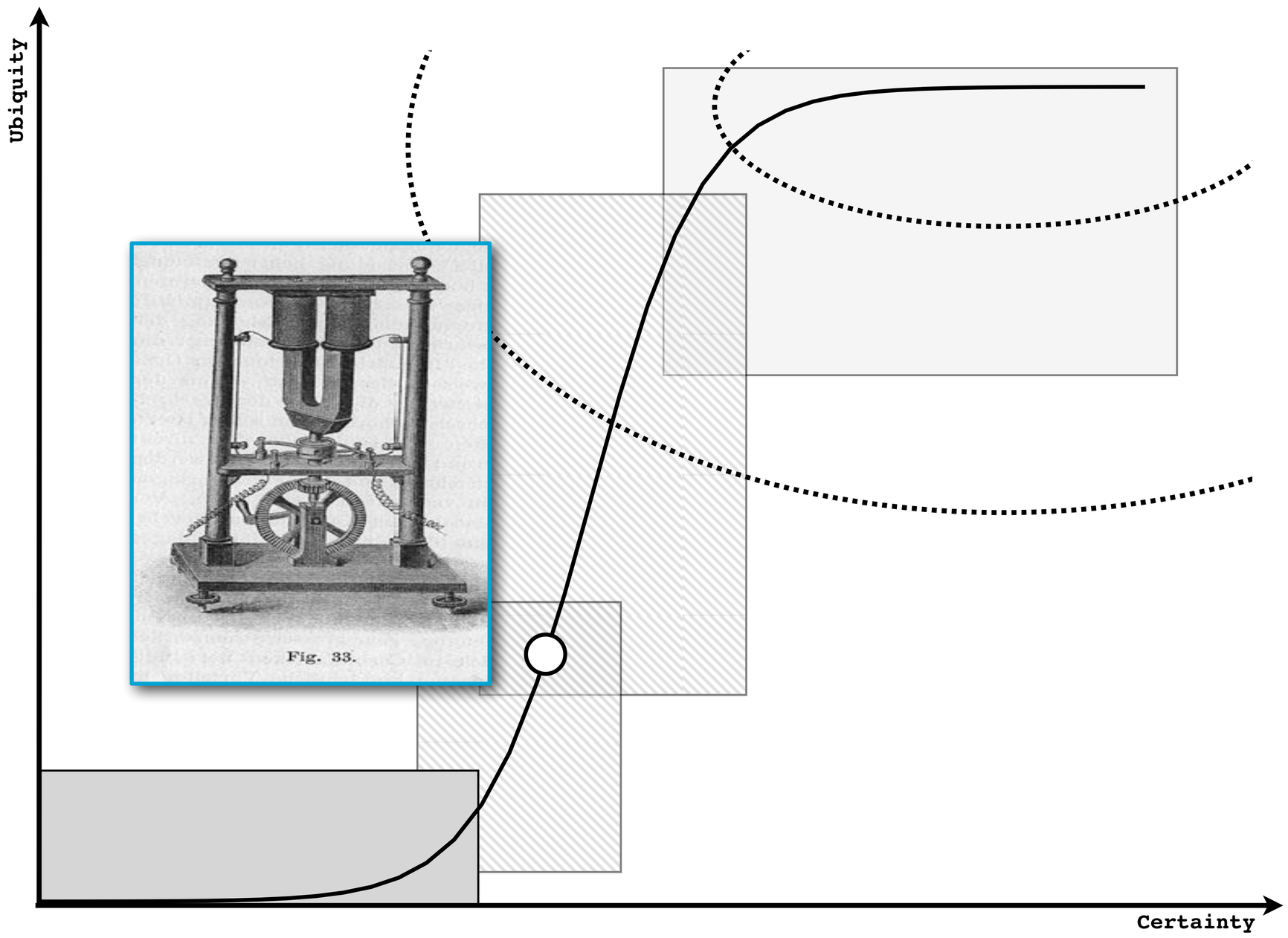

Point of Ubiquity
100.00%
75.00%
50.00%
25.00%
0.00%
Ubiquity
Trace past history
Point of stability
0.00%
25.00%
50.00%
75.00%
100.00%
Certainty

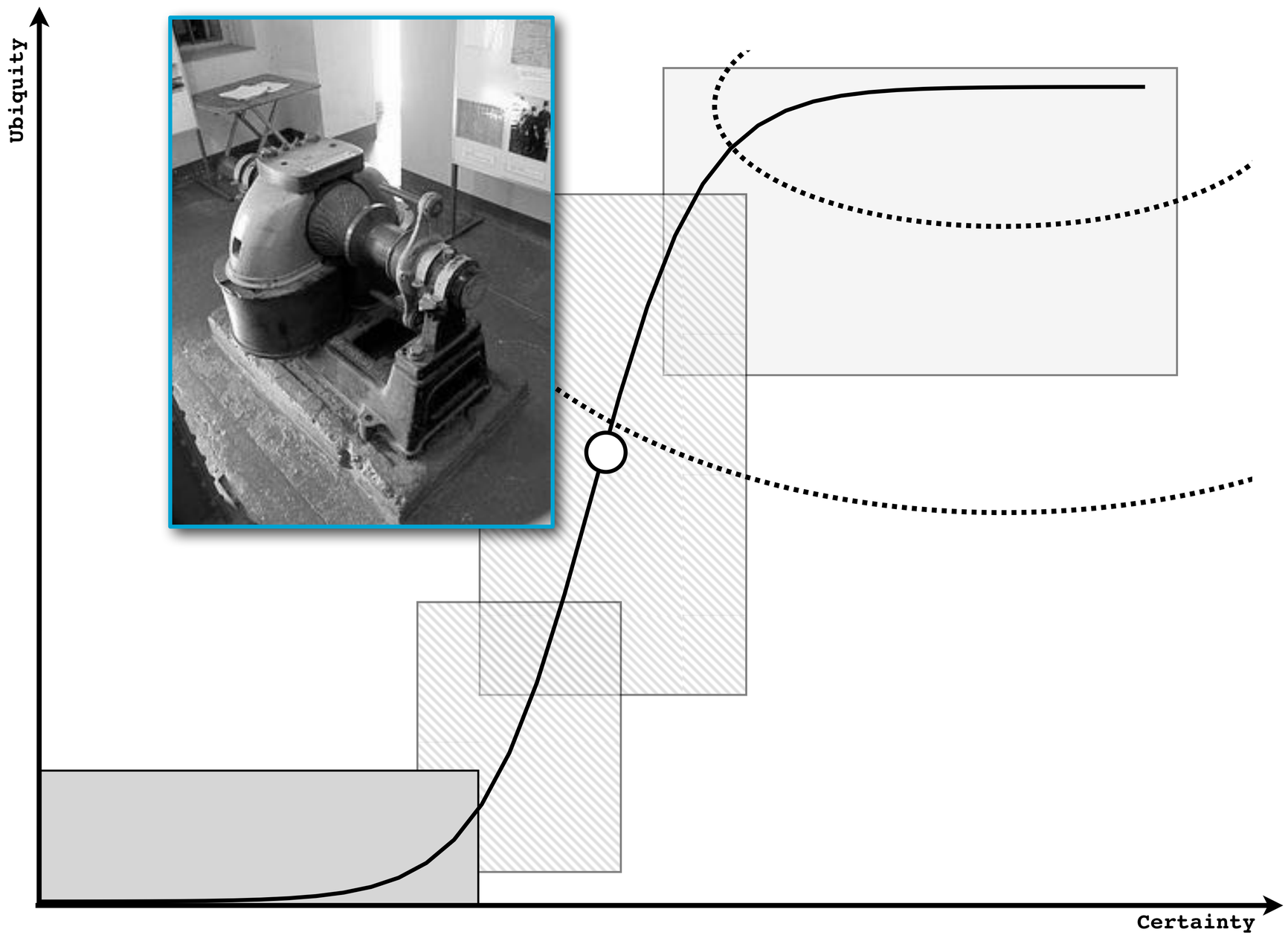

Service
STAGE III
Service
STAGE IV
Ubiquity
STAGE IV
STAGE III
STAGE II
STAGE 1
Demand competition
Supply competition
Certainty

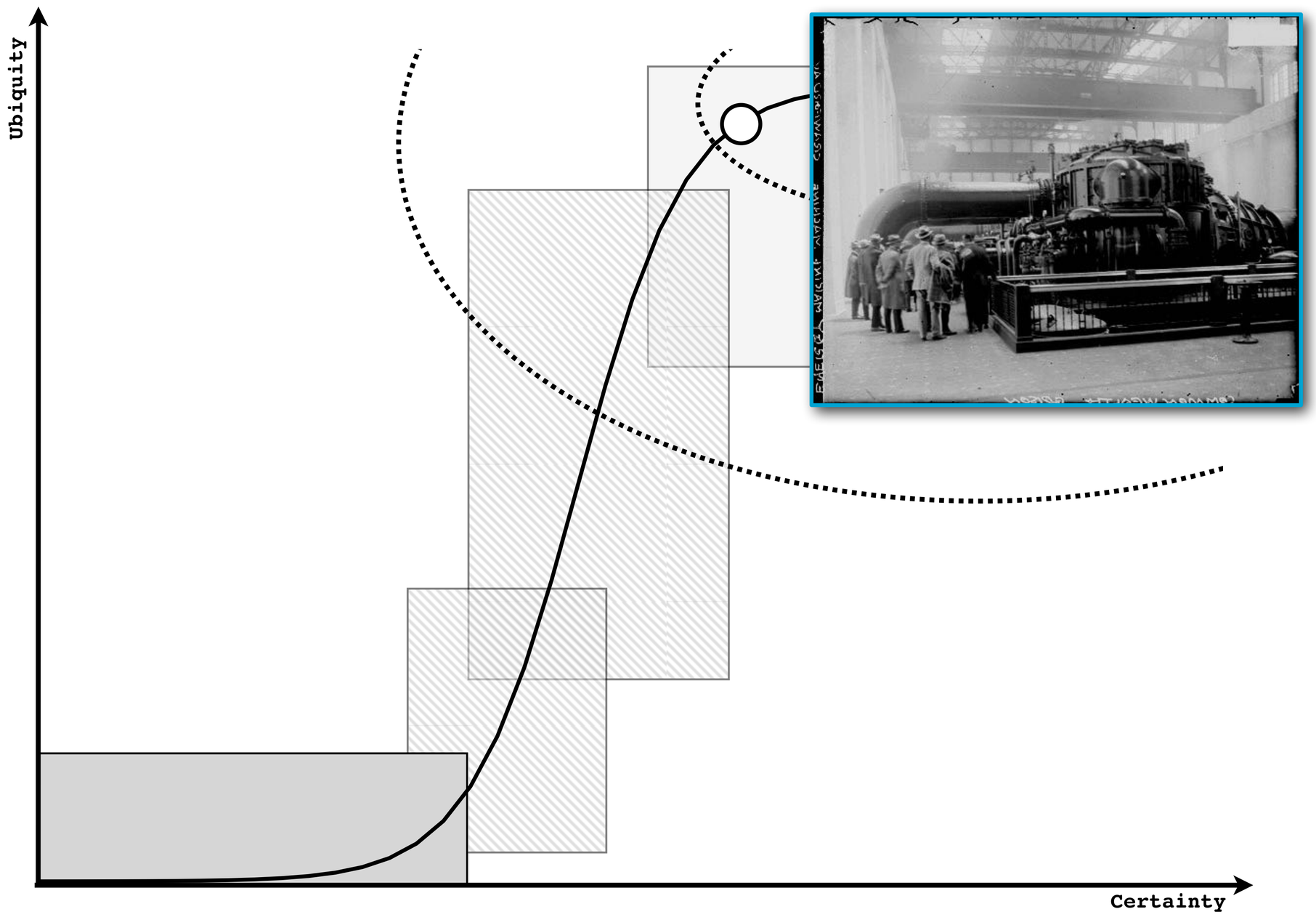
Stage of Evolution / Type of capital	I	II	III	IV
Activities	Genesis	Custom	Product + Rental Services	Commodity + Utility Services
Practices	Novel	Emerging	Good	Best
Data	Un-modelled	Divergent	Convergent	Modelled
Knowledge	Concept / Observation	Hypothesis	Theory	Accepted

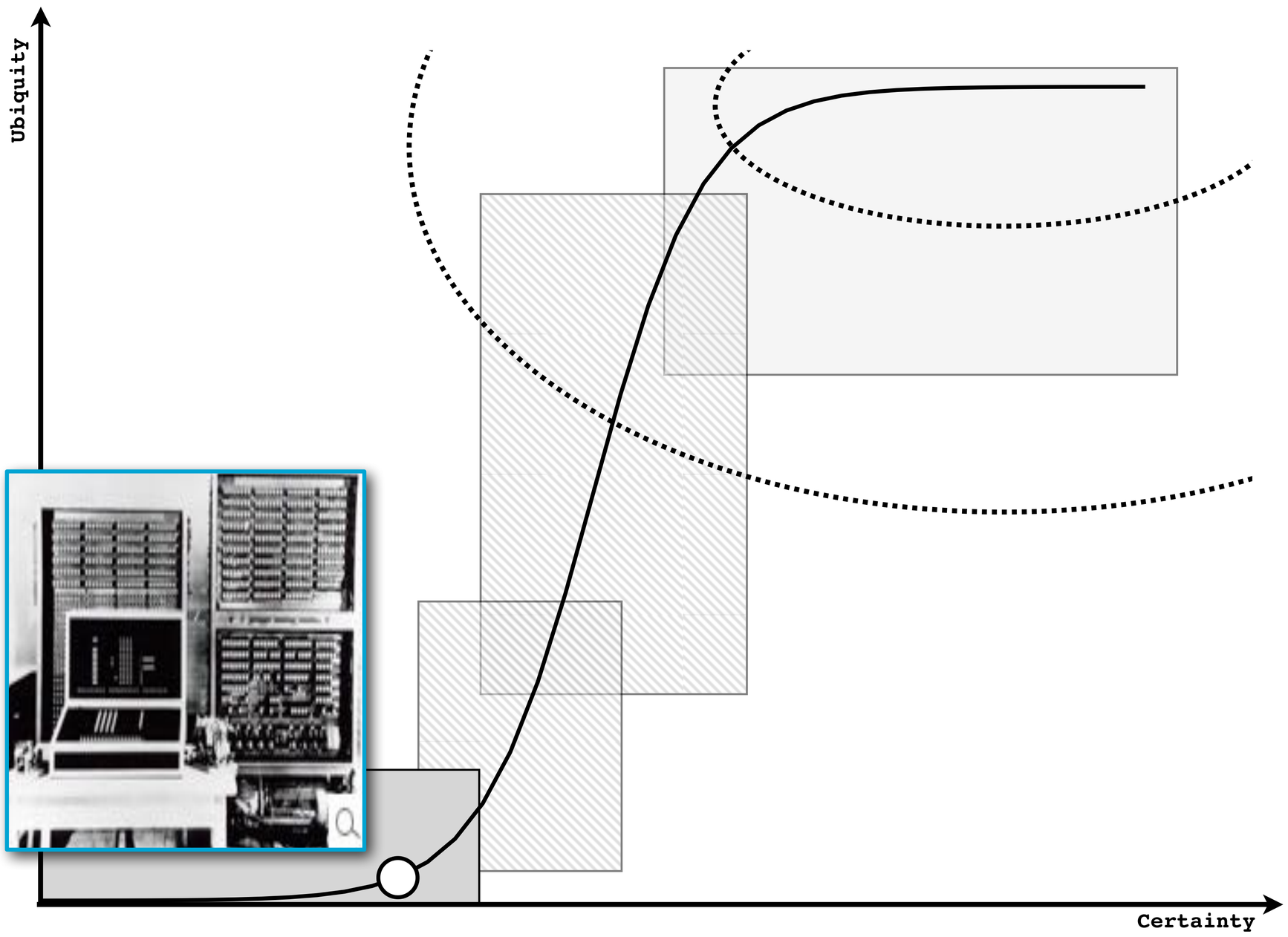

Service
(utility)
Service
(rental)
Ubiquity
Commodity
Product
Custom
Built
Genesis
Demand competition
Supply competition
Certainty

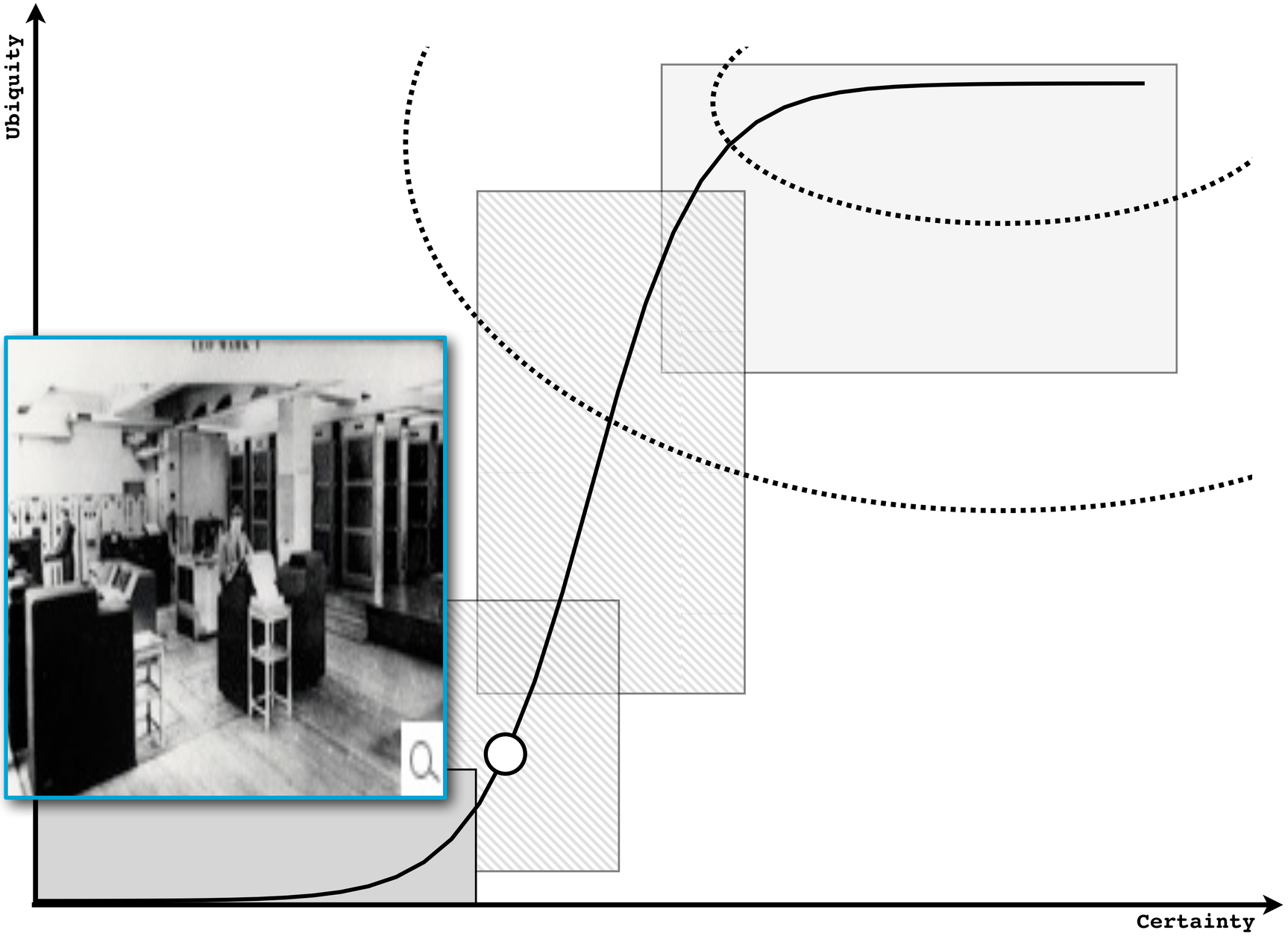

Ubiquity
14cm
Certainty

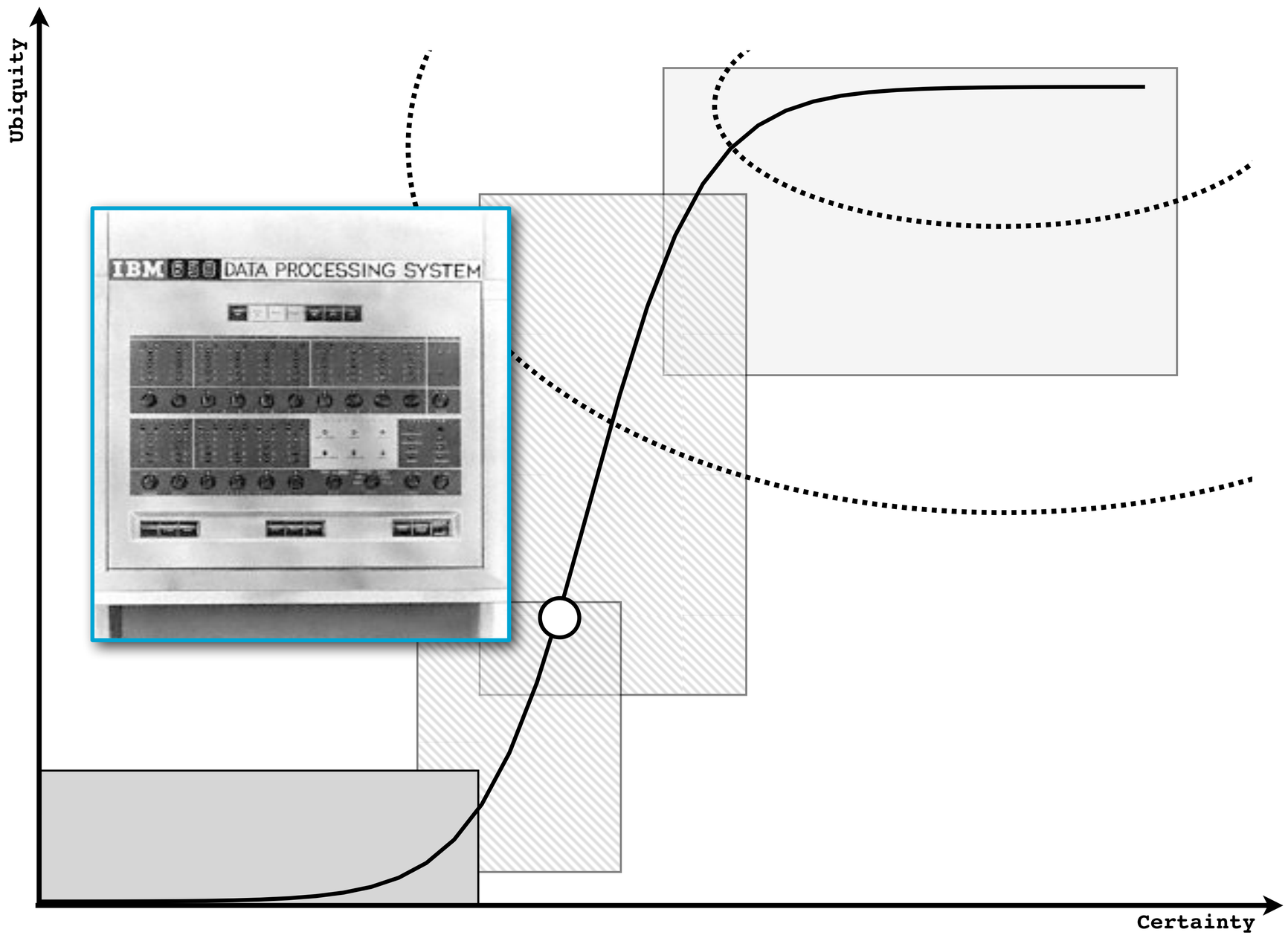

Ubiquity
Fig. 33.
Certainty

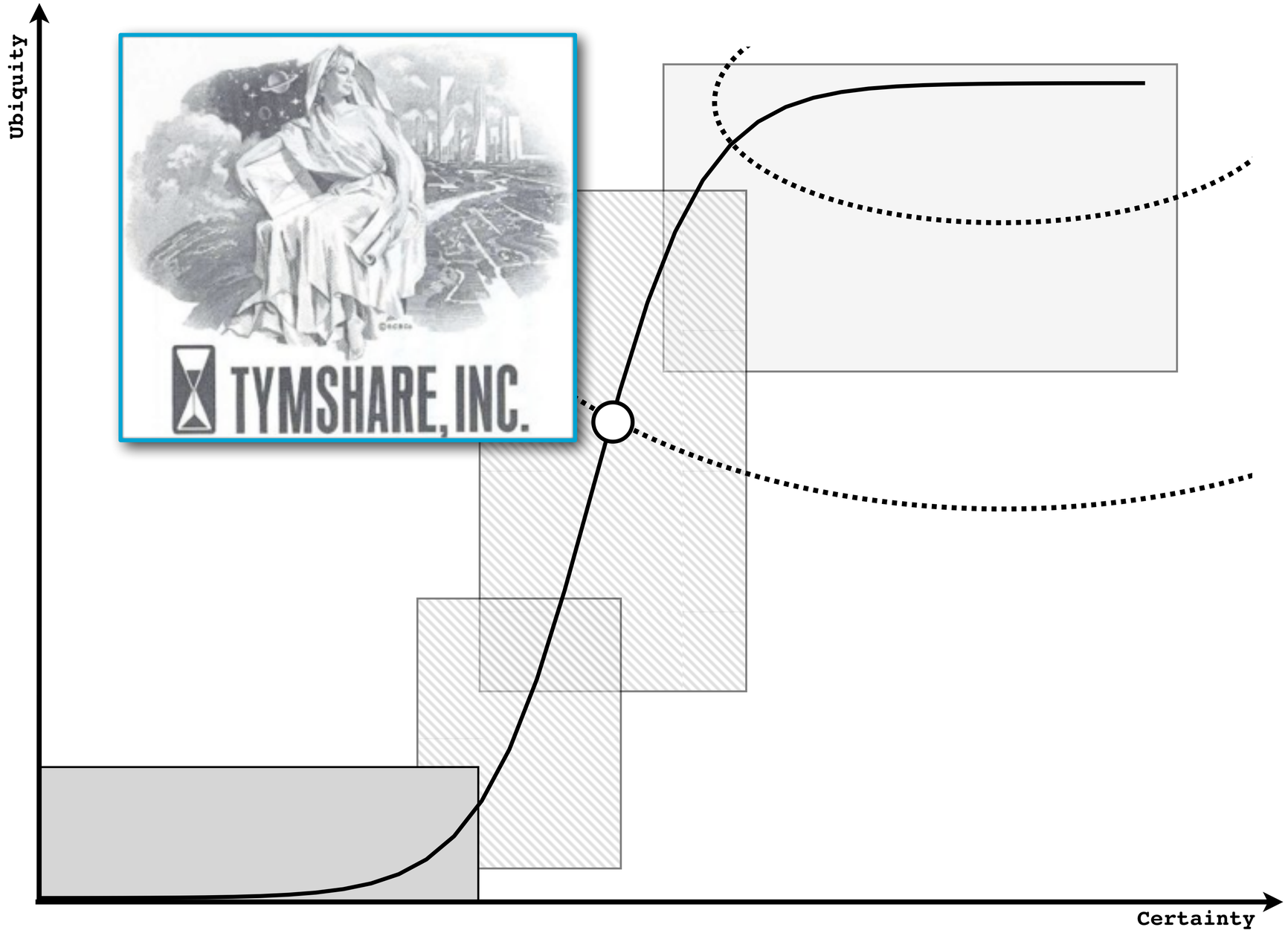

Ubiquity
Certainty

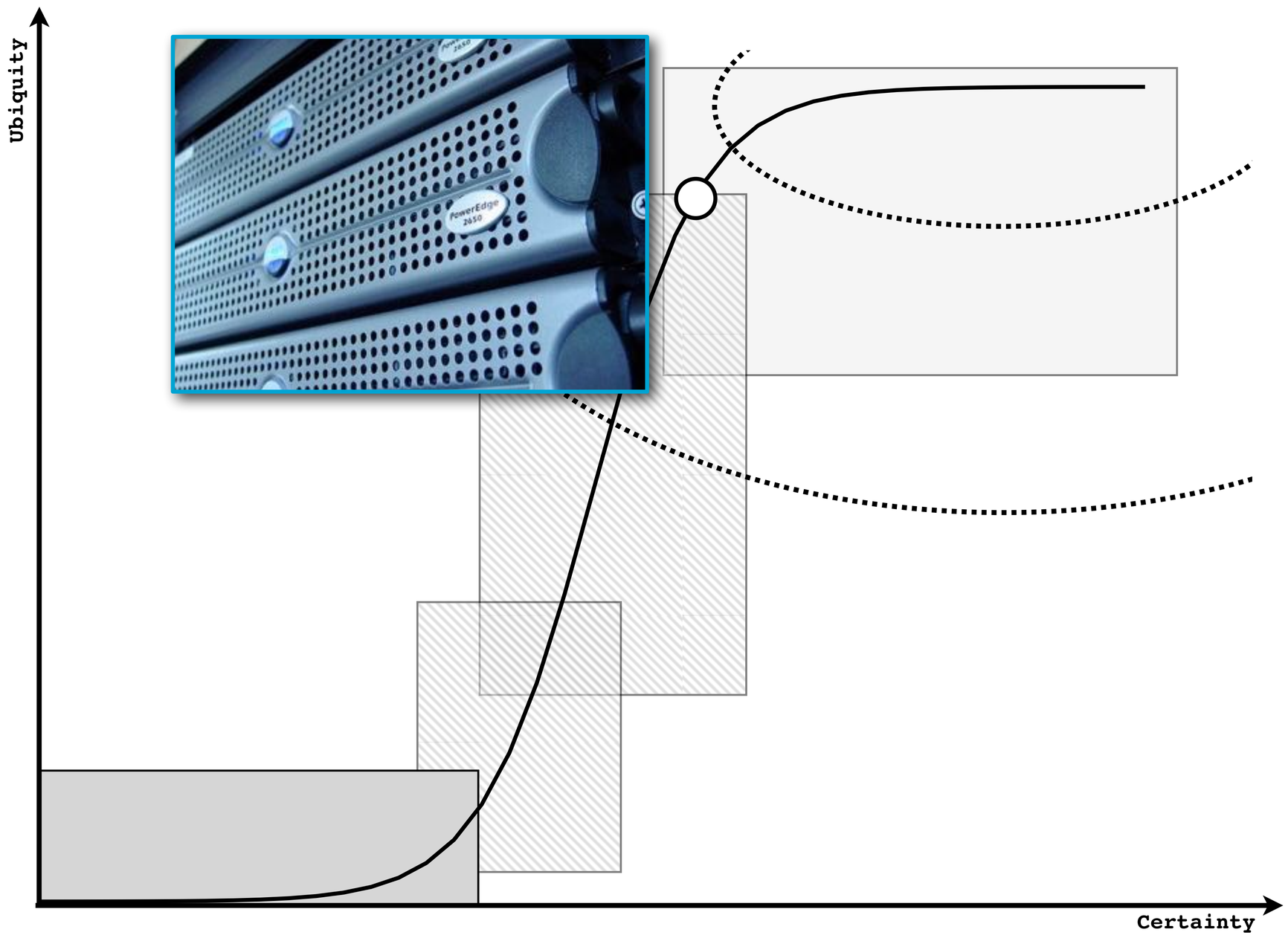

Ubiquity
Certainty

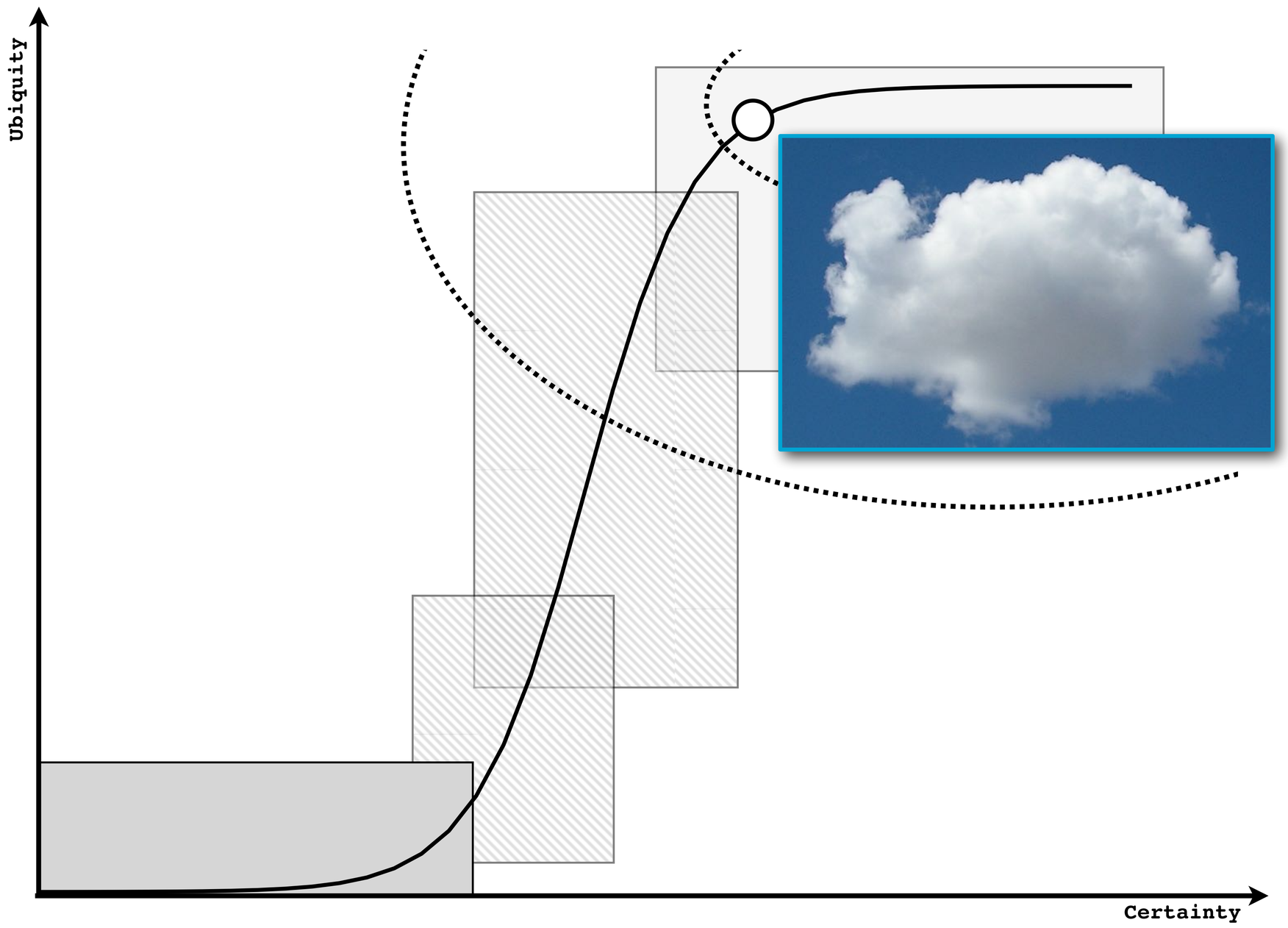

Ubiquity
Certainty

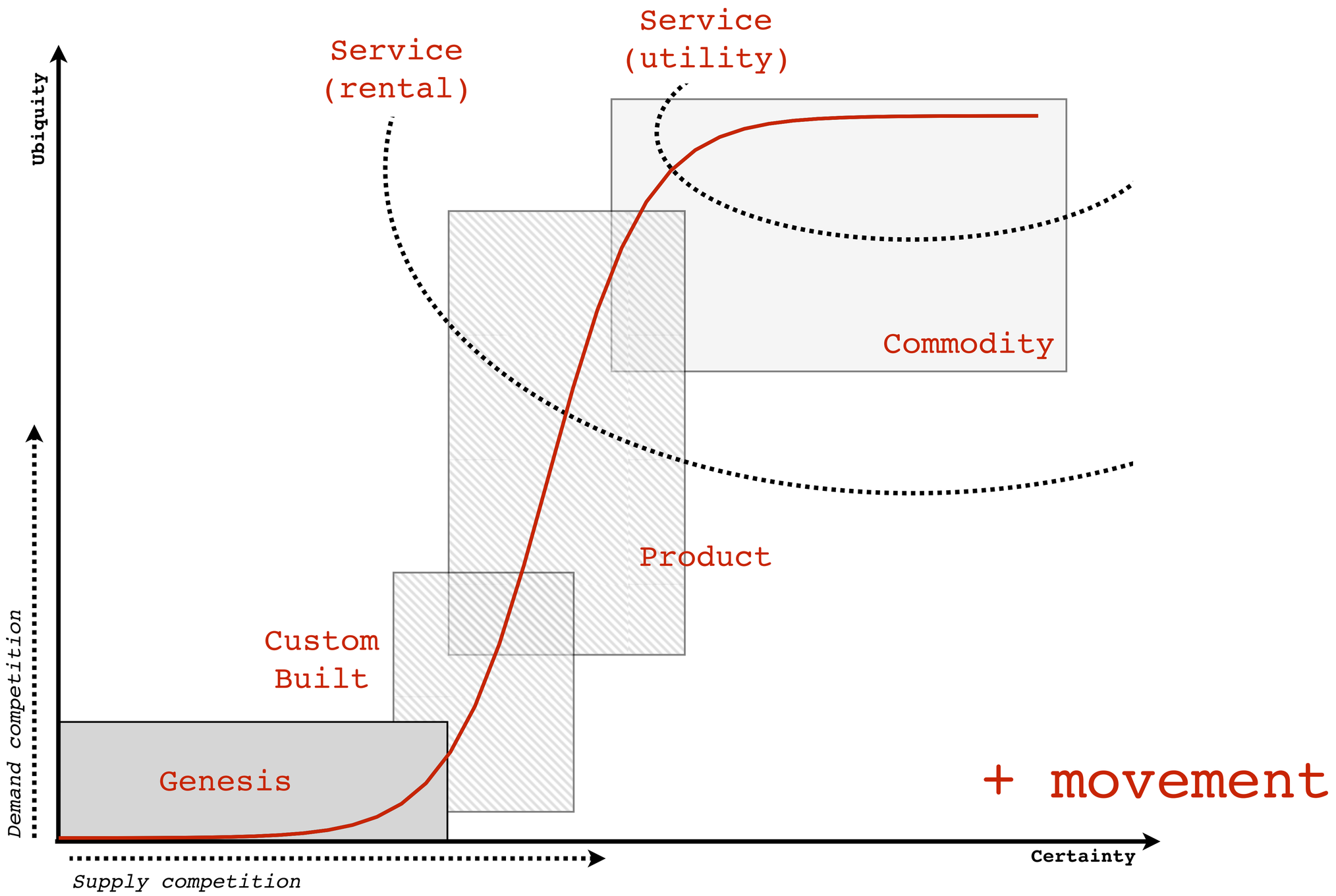

Ubiquity
Certainty

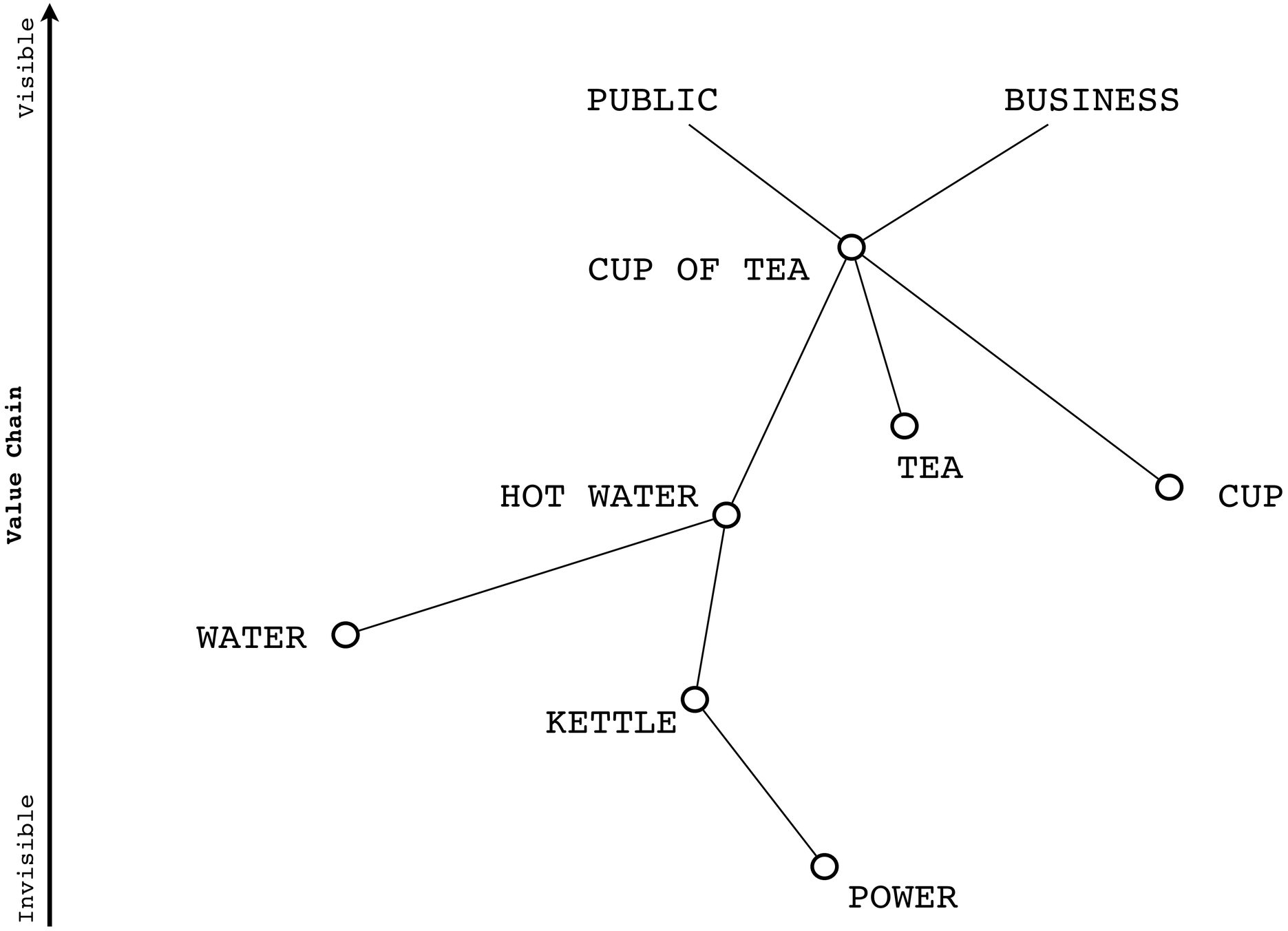

Ubiquity
IBM 650 DATA PROCESSING SYSTEM
Certainty

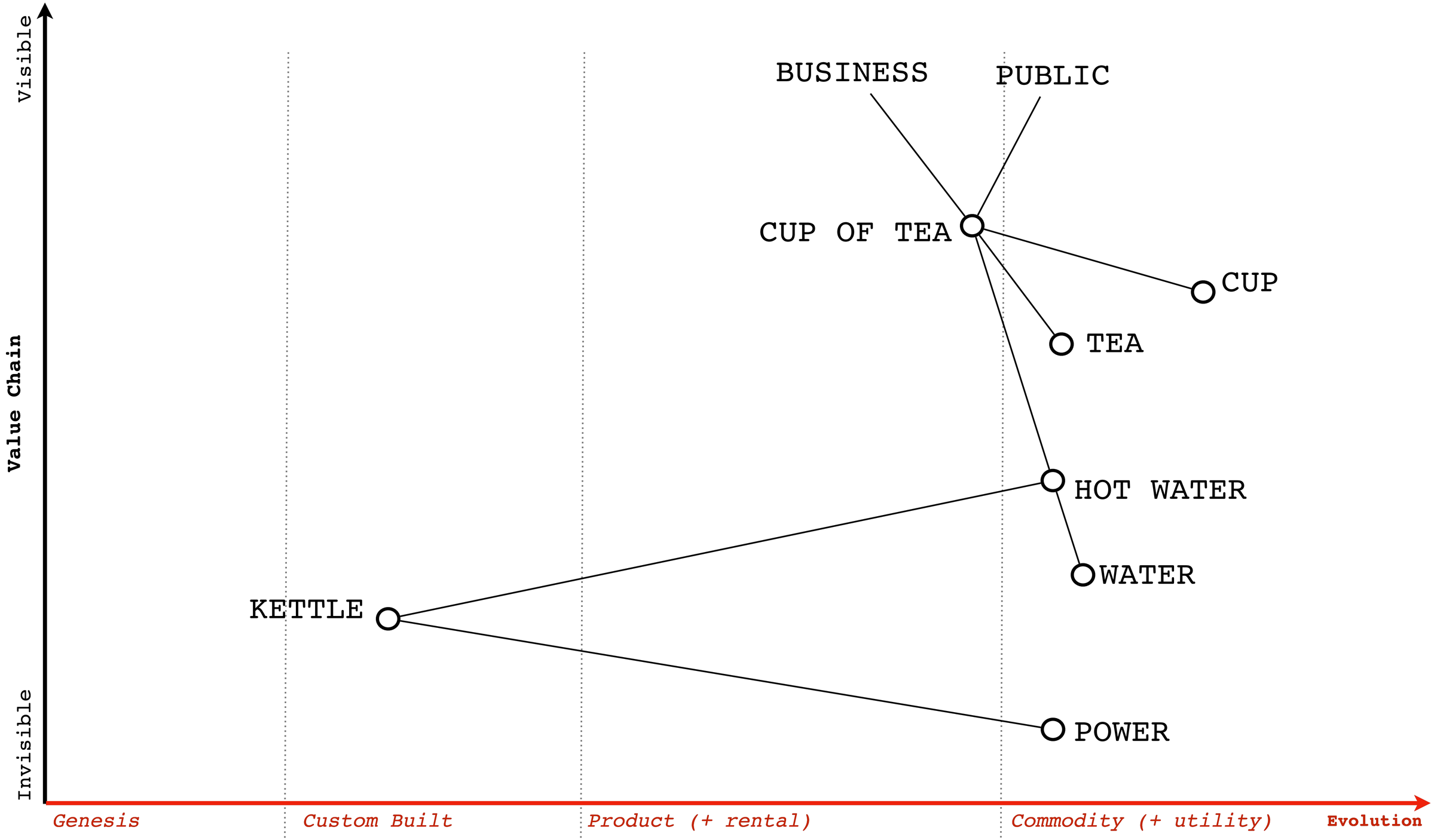

Ubiquity
TYMSHARE, INC.
Certainty

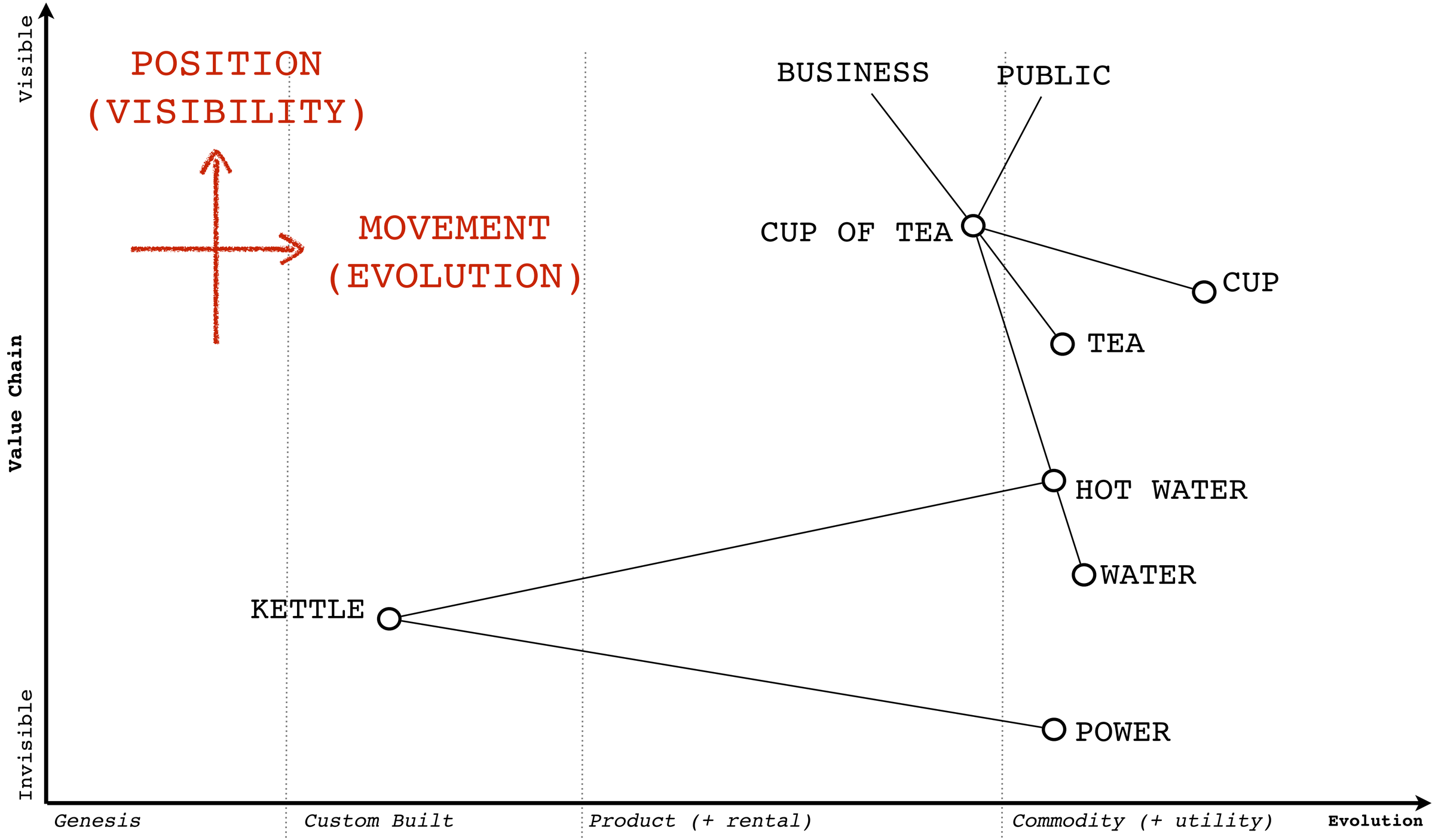

Ubiquity
PowerEdge
2650
Certainty

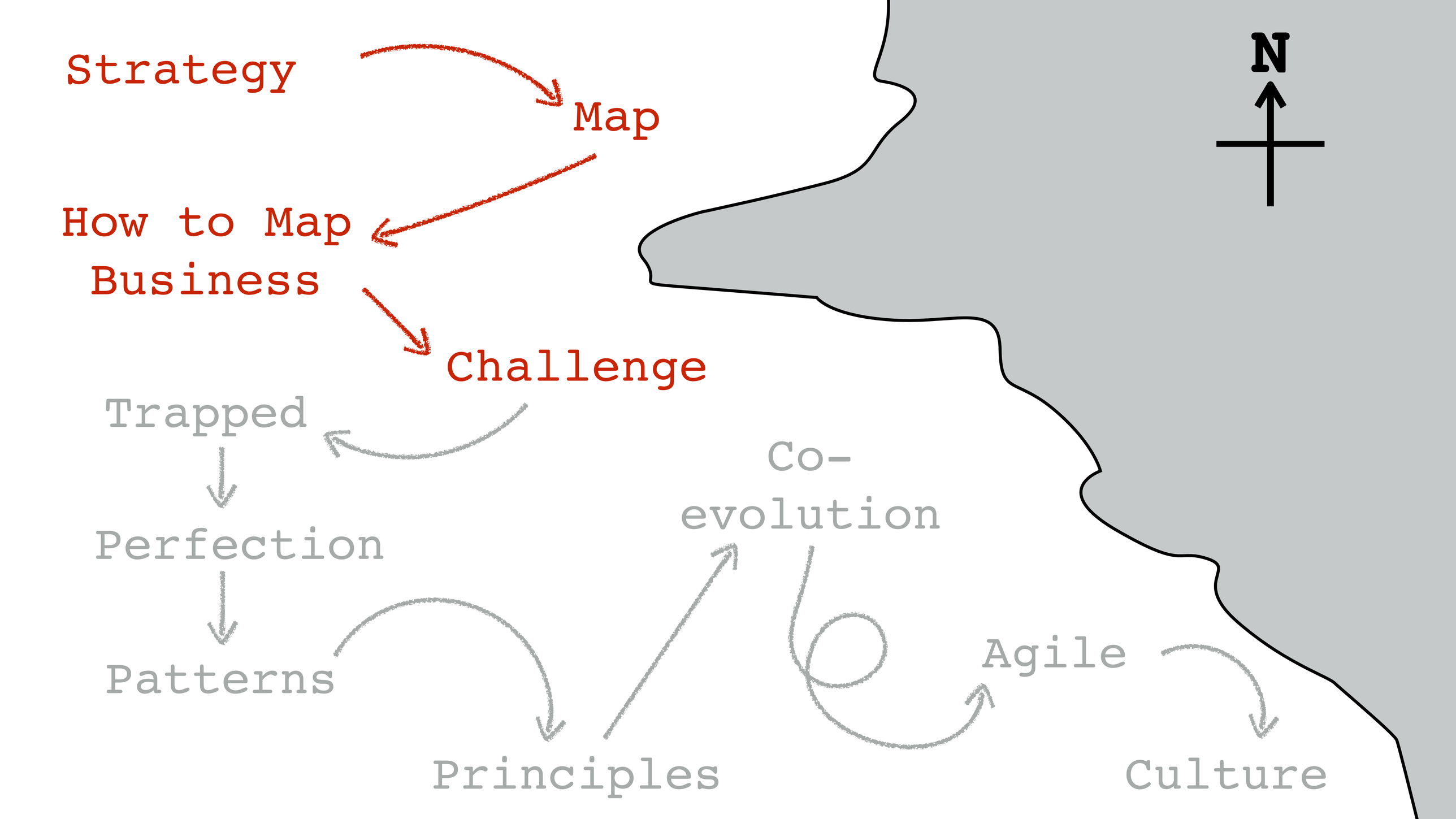

Ubiquity
Certainty

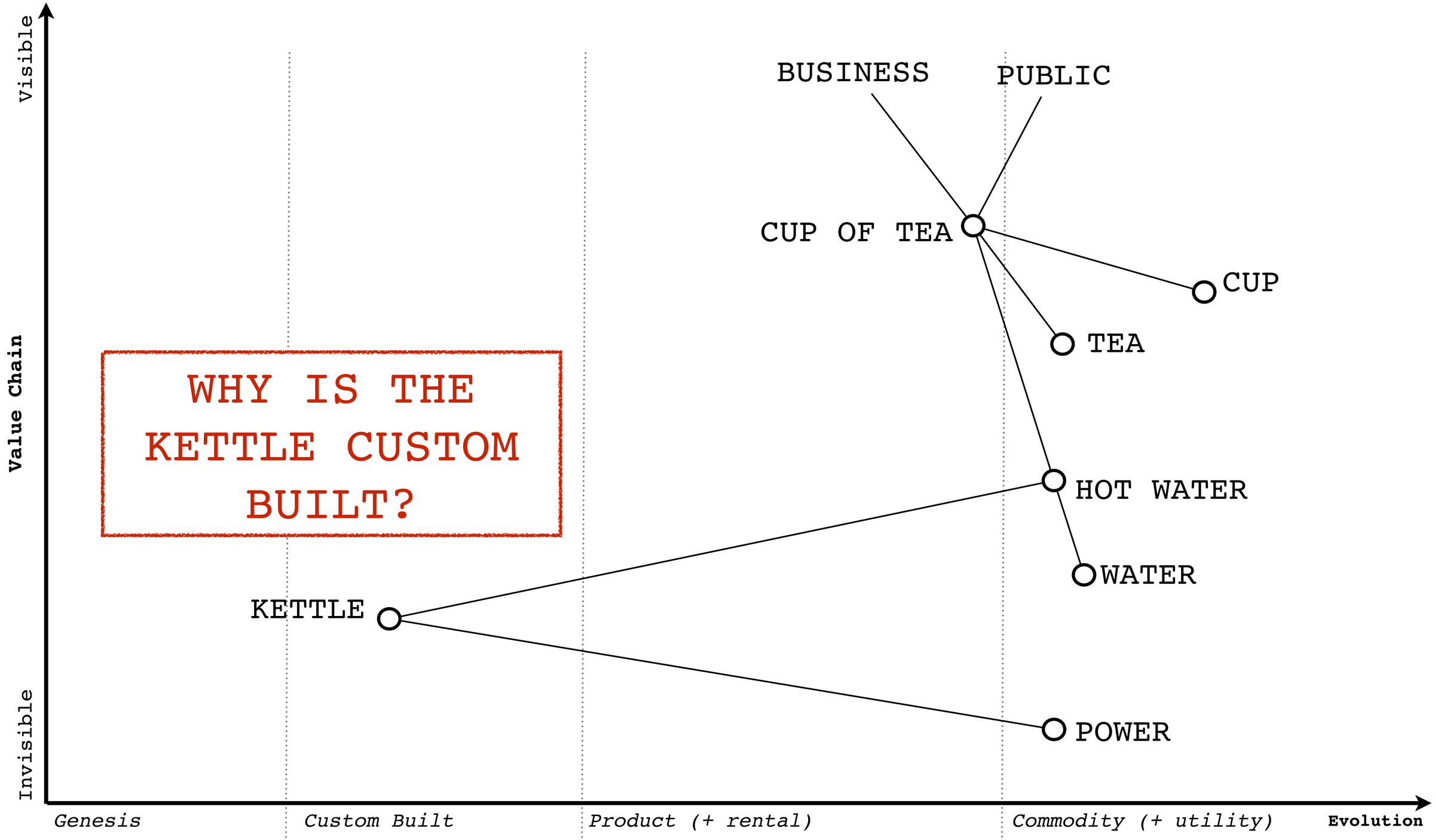

Service
(rental)
Service
(utility)
Ubiquity
Commodity
Product
Custom
Built
Genesis
Demand competition
+ movement
Supply competition
Certainty


Visible
Value Chain
Invisible
PUBLIC
BUSINESS
CUP OF TEA
TEA
CUP
HOT WATER
WATER
KETTLE
POWER


Visible
Value Chain
Invisible
BUSINESS
PUBLIC
CUP OF TEA
CUP
TEA
HOT WATER
WATER
KETTLE
POWER
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution


POSITION
(VISIBILITY)
MOVEMENT
(EVOLUTION)
Visible
Value Chain
Invisible
BUSINESS
PUBLIC
CUP OF TEA
CUP
TEA
HOT WATER
WATER
KETTLE
POWER
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution


Strategy
Map
How to Map Business
Challenge
Trapped
Perfection
Patterns
Principles
Co-evolution
Agile
Culture
N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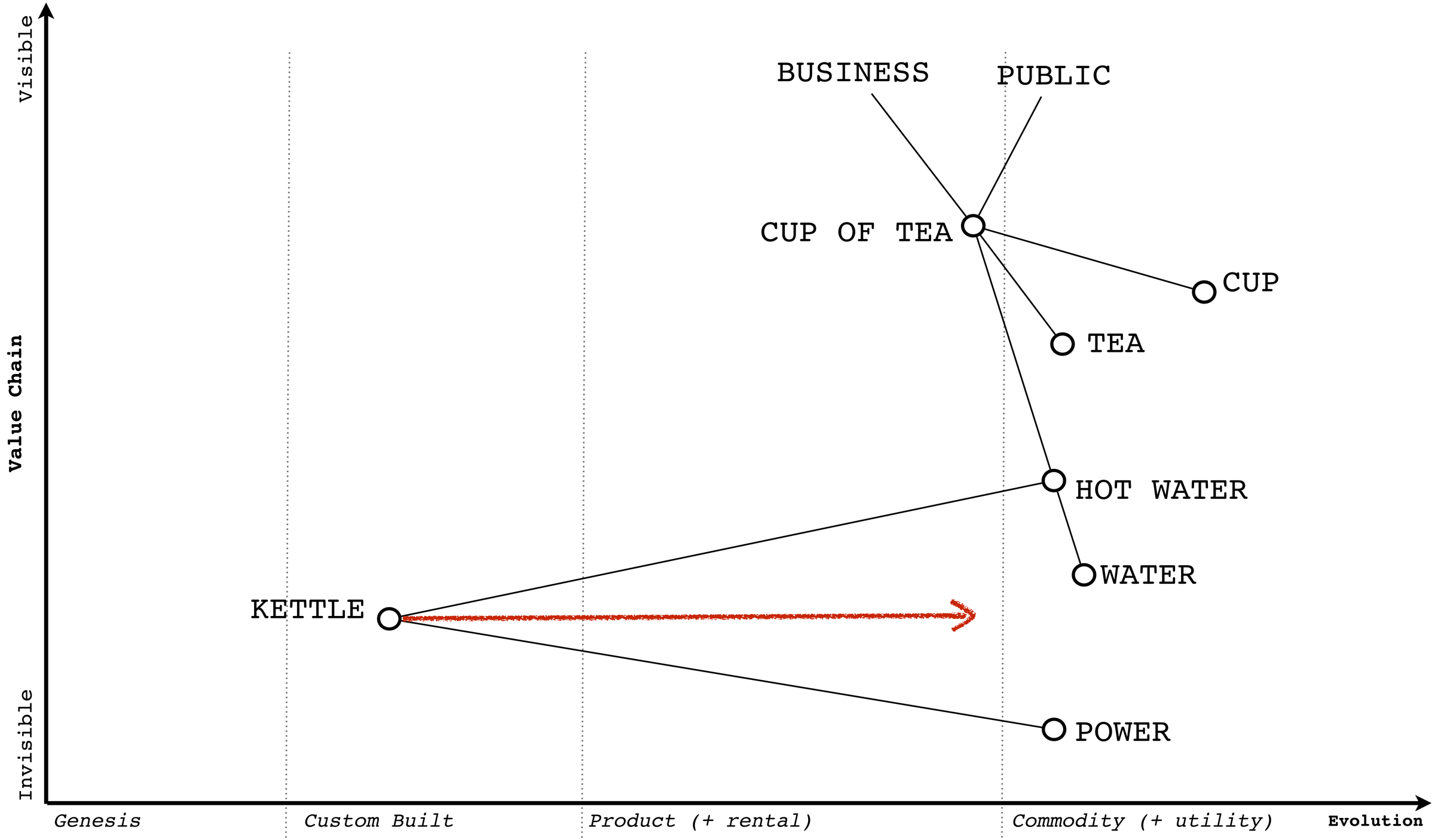
BUSINESS
PUBLIC
CUP OF TEA
CUP
TEA
HOT WATER
WATER
KETTLE
POWER
WHY IS THE KETTLE CUSTOM BUILT?
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution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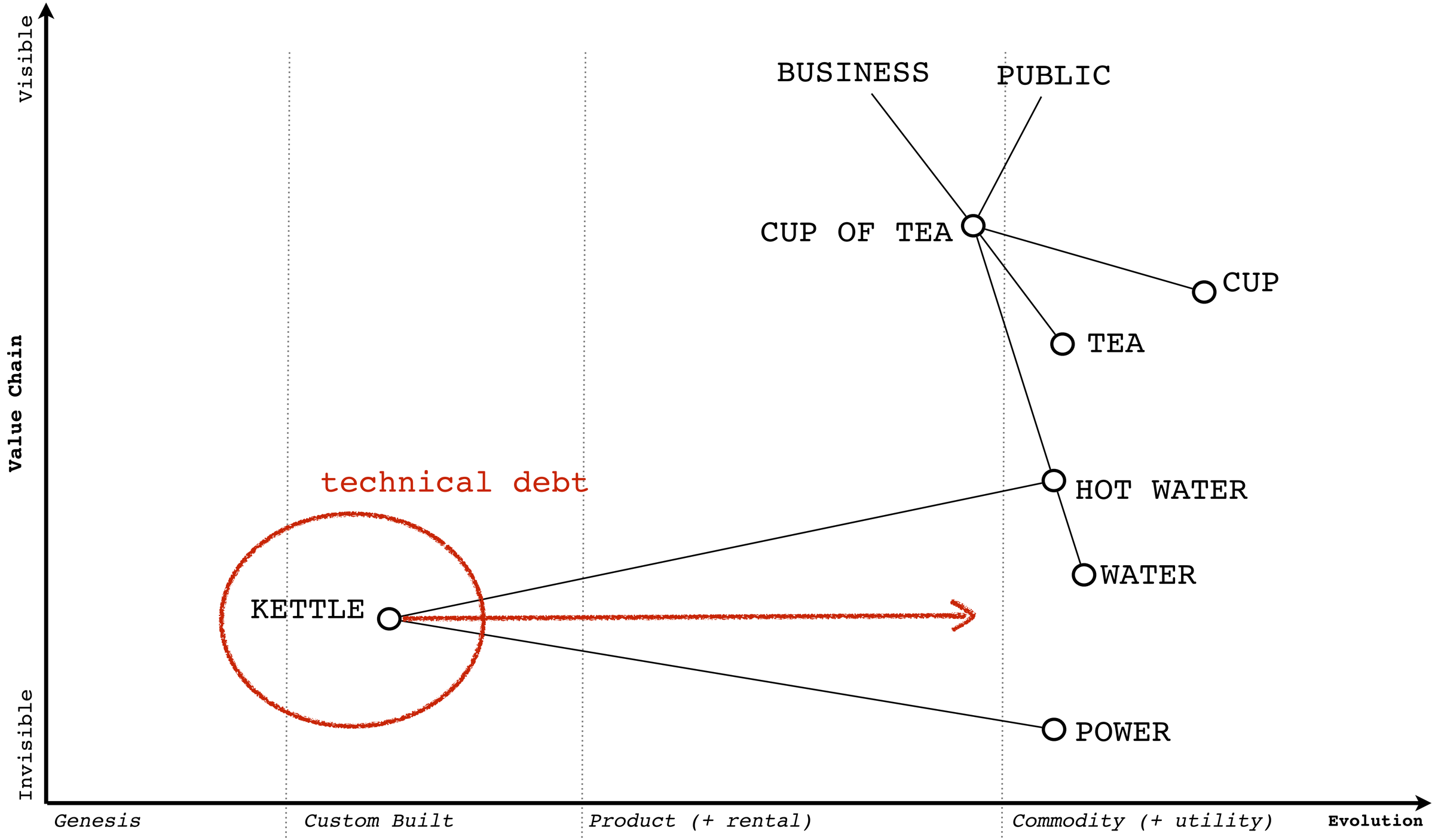
KETTLE
POWER
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution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POWER
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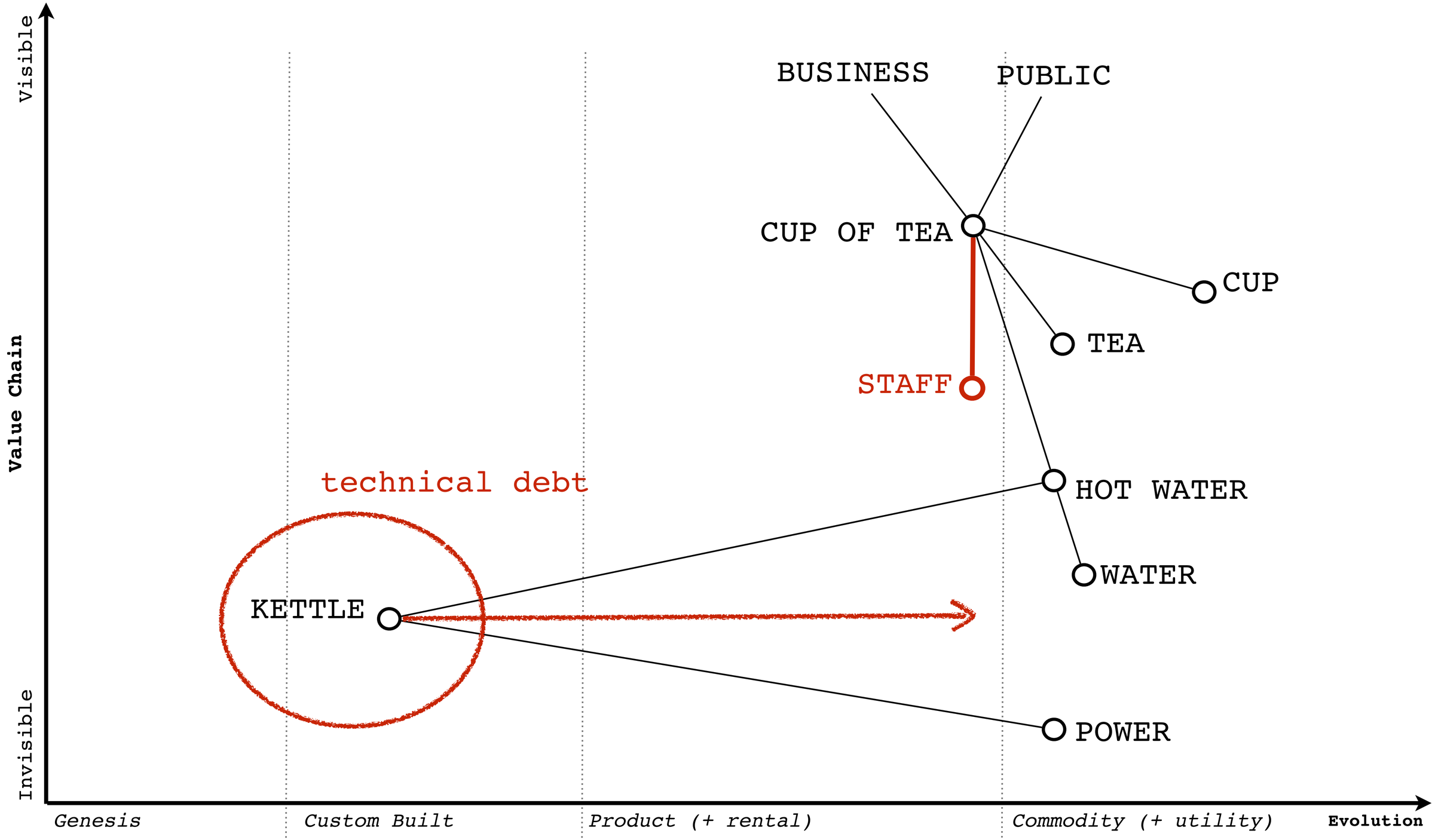
KETTLE
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution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TEA
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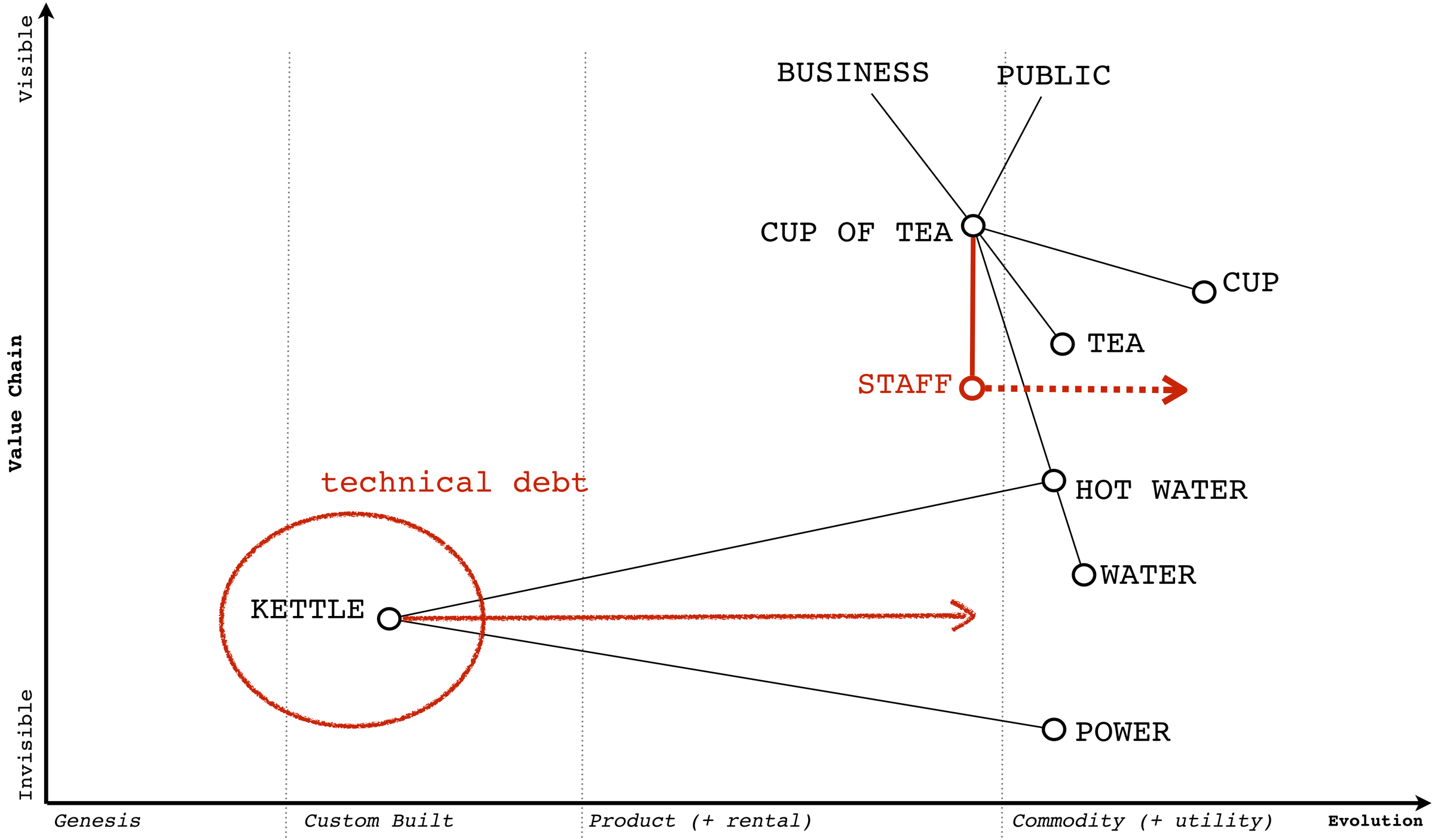
HOT WATER
WATER
technical debt
KETTLE
POWER
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution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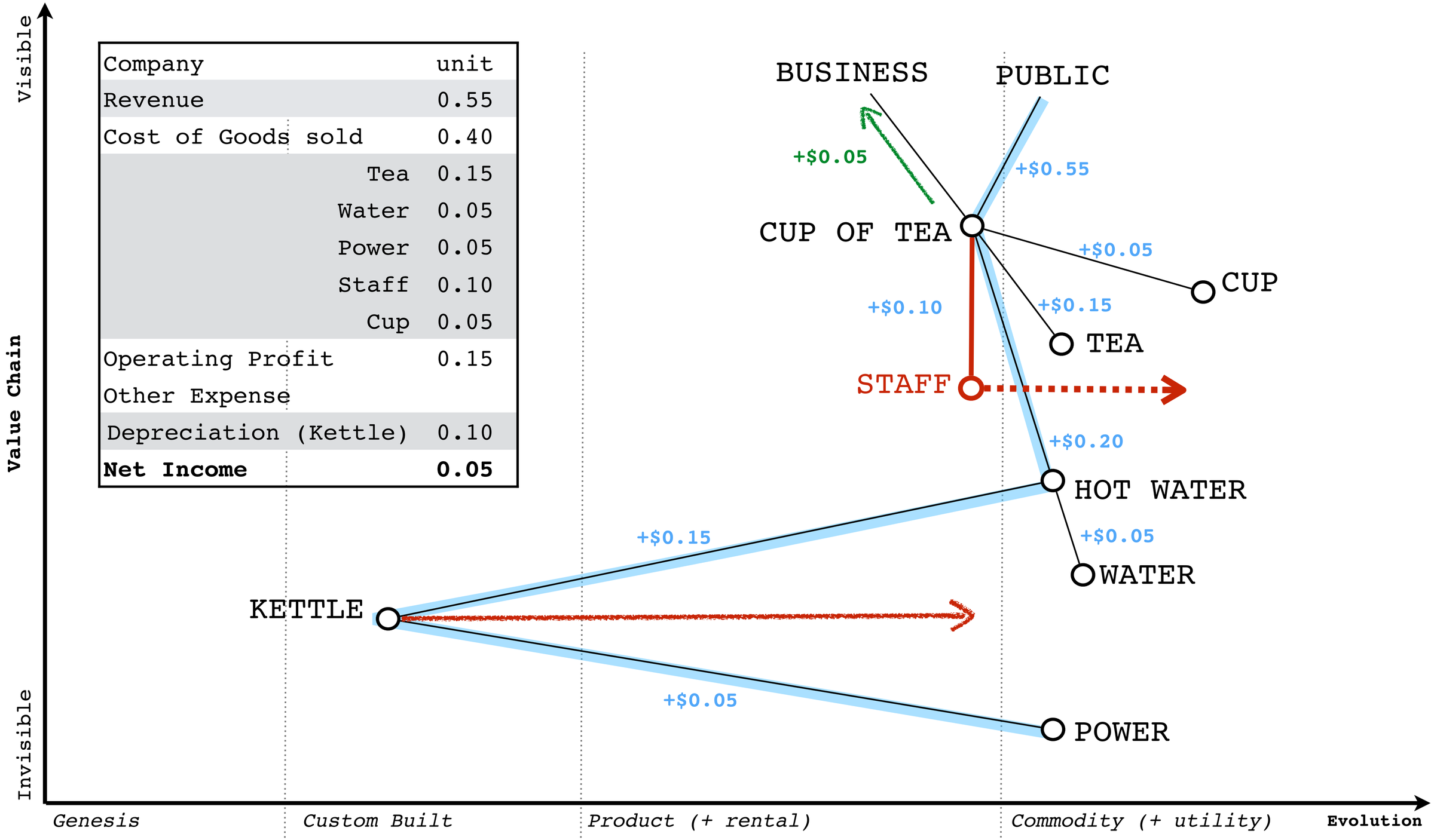
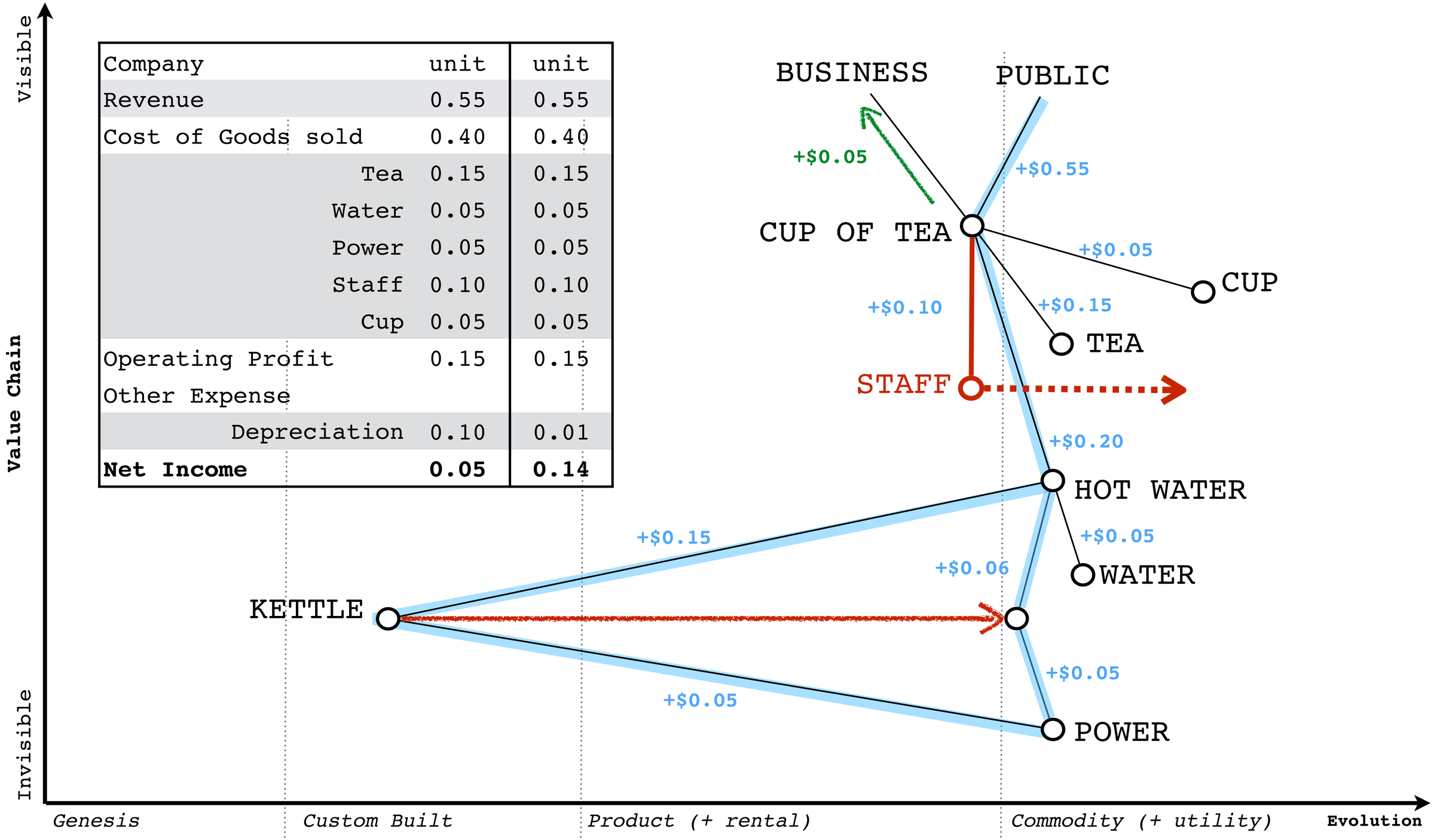
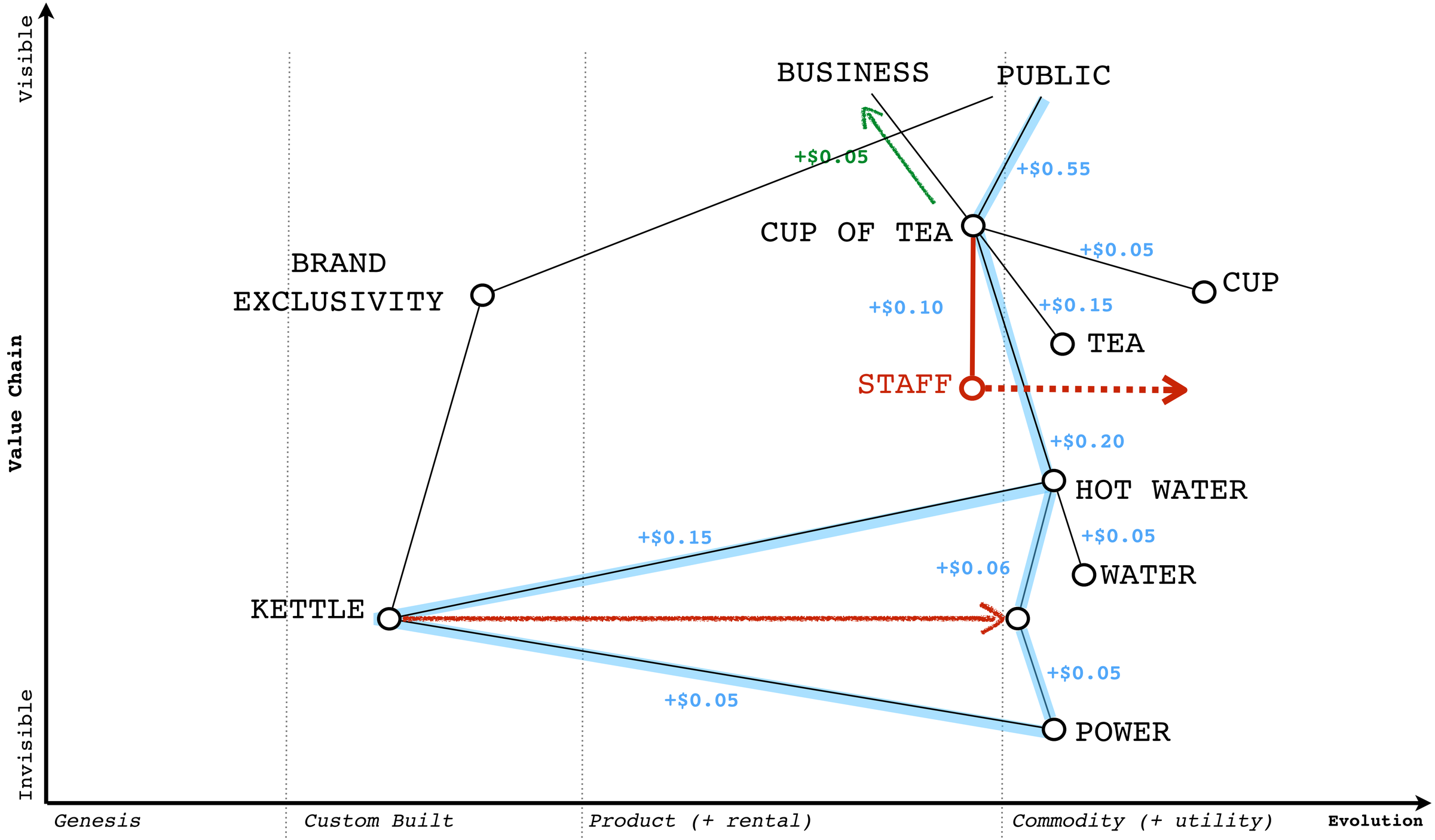
BUSINESS
PUBLIC
CUP OF TEA
CUP
TEA
STAFF
HOT WATER
WATER
technical debt
KETTLE
POWER
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution

Company	unit
Revenue	0.55
Cost of Goods sold	0.40
Tea	0.15
Water	0.05
Power	0.05
Staff	0.10
Cup	0.05
Operating Profit	0.15
Other Expense	
Depreciation (Kettle)	0.10
Net Income	**0.05**



Company	unit	unit
Revenue	0.55	0.55
Cost of Goods sold	0.40	0.40
Tea	0.15	0.15
Water	0.05	0.05
Power	0.05	0.05
Staff	0.10	0.10
Cup	0.05	0.05
Operating Profit	0.15	0.15
Other Expense		
Depreciation	0.10	0.01
Net Income	**0.05**	**0.14**

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BUSINESS
PUBLIC
+$0.05
+$0.55
CUP OF TEA
+$0.05
CUP
BRAND
EXCLUSIVITY
+$0.10
+$0.15
TEA
STAFF
+$0.20
HOT WATER
+$0.15
+$0.05
+$0.06
WATER
KETTLE
+$0.05
+$0.05
POWER
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution

Stage of Evolution / Type of capital	I	II	III	IV
Activities	Genesis	Custom	Product + Rental Services	Commodity + Utility Services
Practices	Novel	Emerging	Good	Best
Data	Un-modelled	Divergent	Convergent	Modelled
Knowledge	Concept / Observation	Hypothesis	Theory	Accepted

Stage of Evolution / Type of capital	I	II	III	IV
Activities	Genesis	Custom	Product + Rental Services	Commodity + Utility Services
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Knowledge	Concept / Observation	Hypothesis	Theory	Accepted

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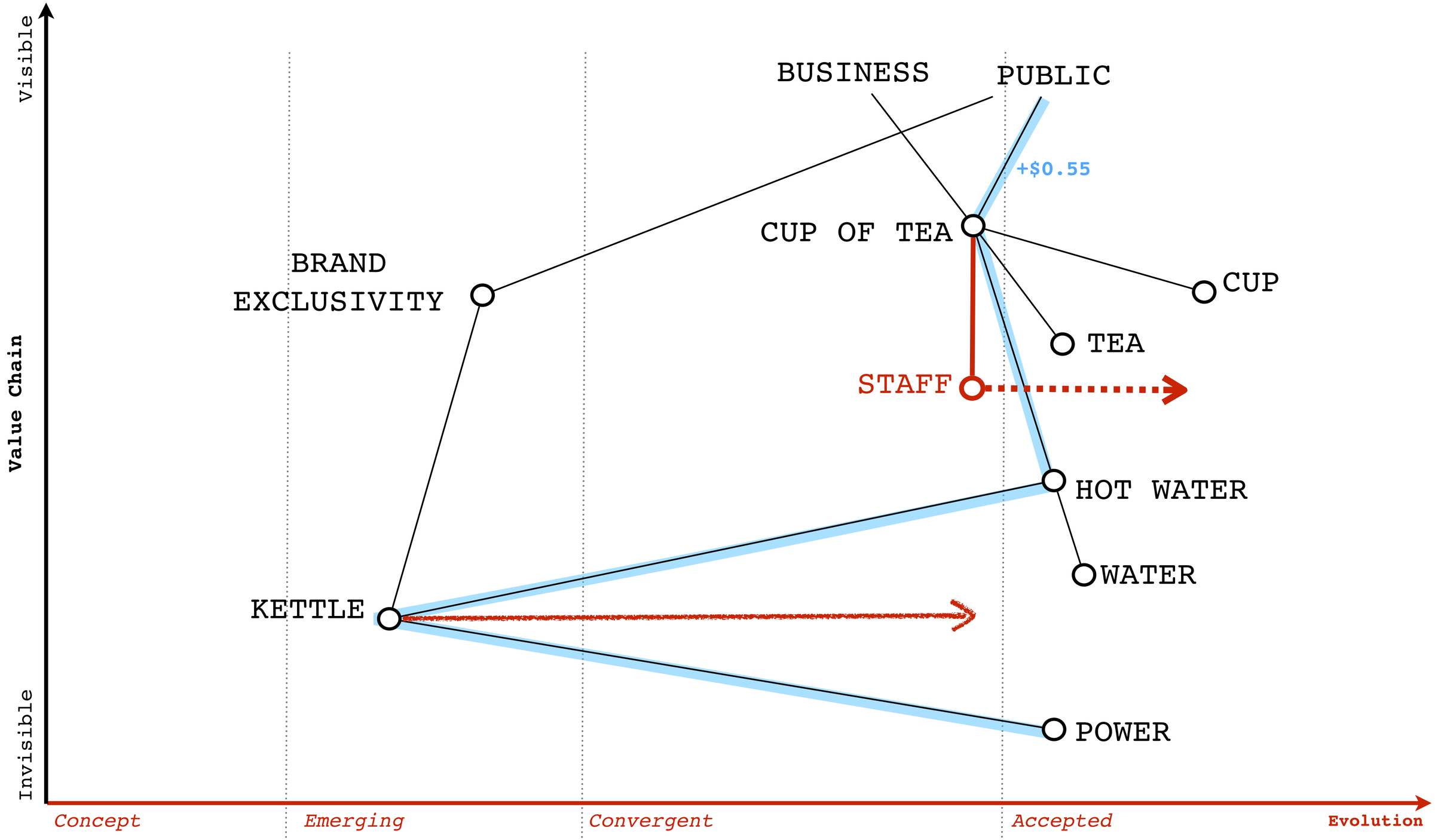
Knowledge	Concept / Observation	Hypothesis	Theory	Accepted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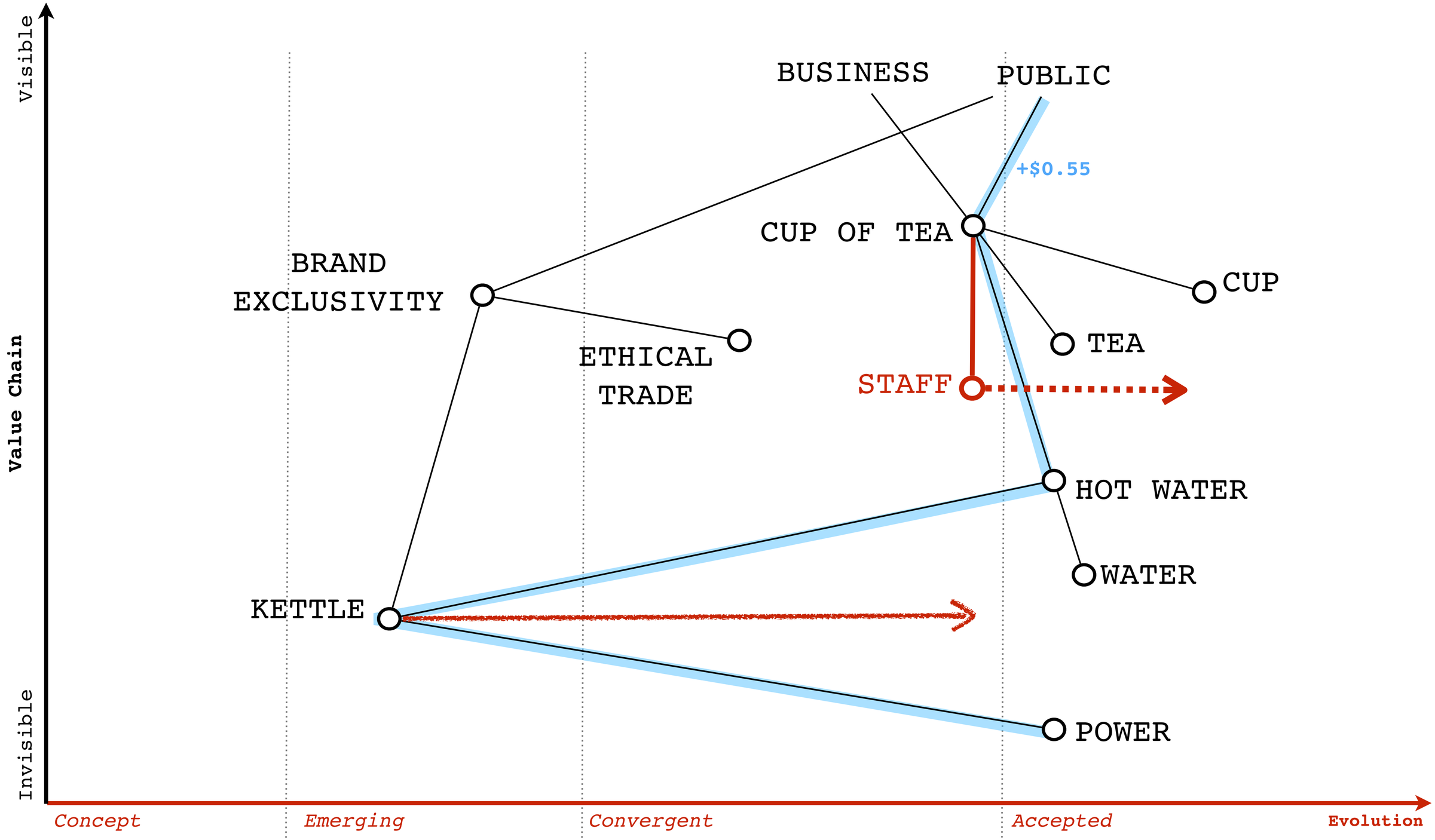
BUSINESS
PUBLIC
+$0.55
CUP OF TEA
BRAND
EXCLUSIVITY
CUP
TEA
STAFF
HOT WATER
WATER
KETTLE
POWER
Concept
Emerging
Convergent
Accepted
Evolution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CUP OF TEA
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BRAND
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STAFF
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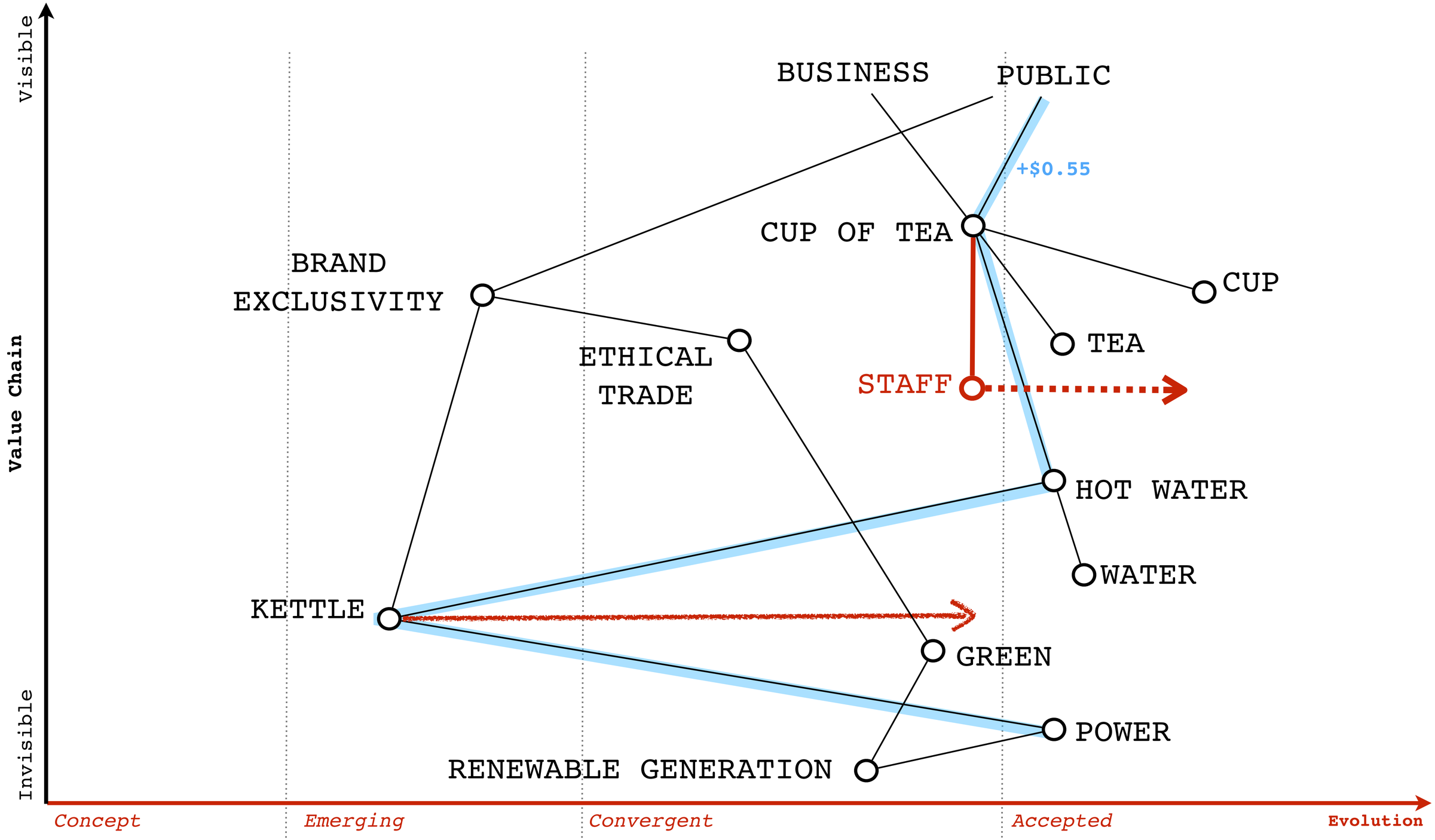
WATER
KETTLE
POWER
Concept
Emerging
Convergent
Accepted
Evolution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PUBLIC
+$0.55
CUP OF TEA
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TEA
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EXCLUSIVITY
ETHICAL
TRADE
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POWER
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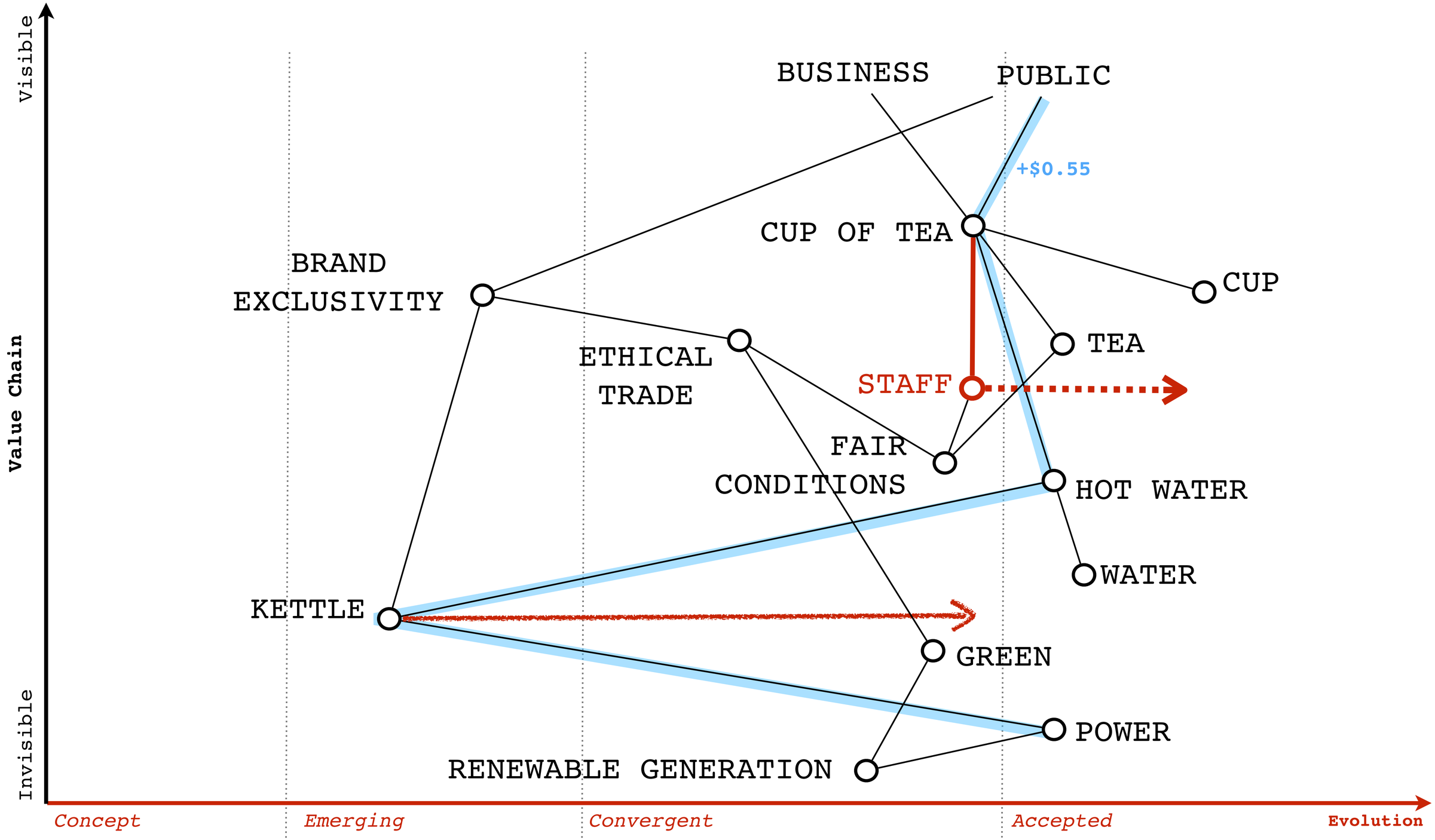
Concept
Emerging
Convergent
Accepted
Evolution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Value Chain
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BUSINESS
PUBLIC
+$0.55
CUP OF TEA
CUP
BRAND
EXCLUSIVITY
TEA
ETHICAL
TRADE
STAFF
FAIR
CONDITIONS
HOT WATER
WATER
KETTLE
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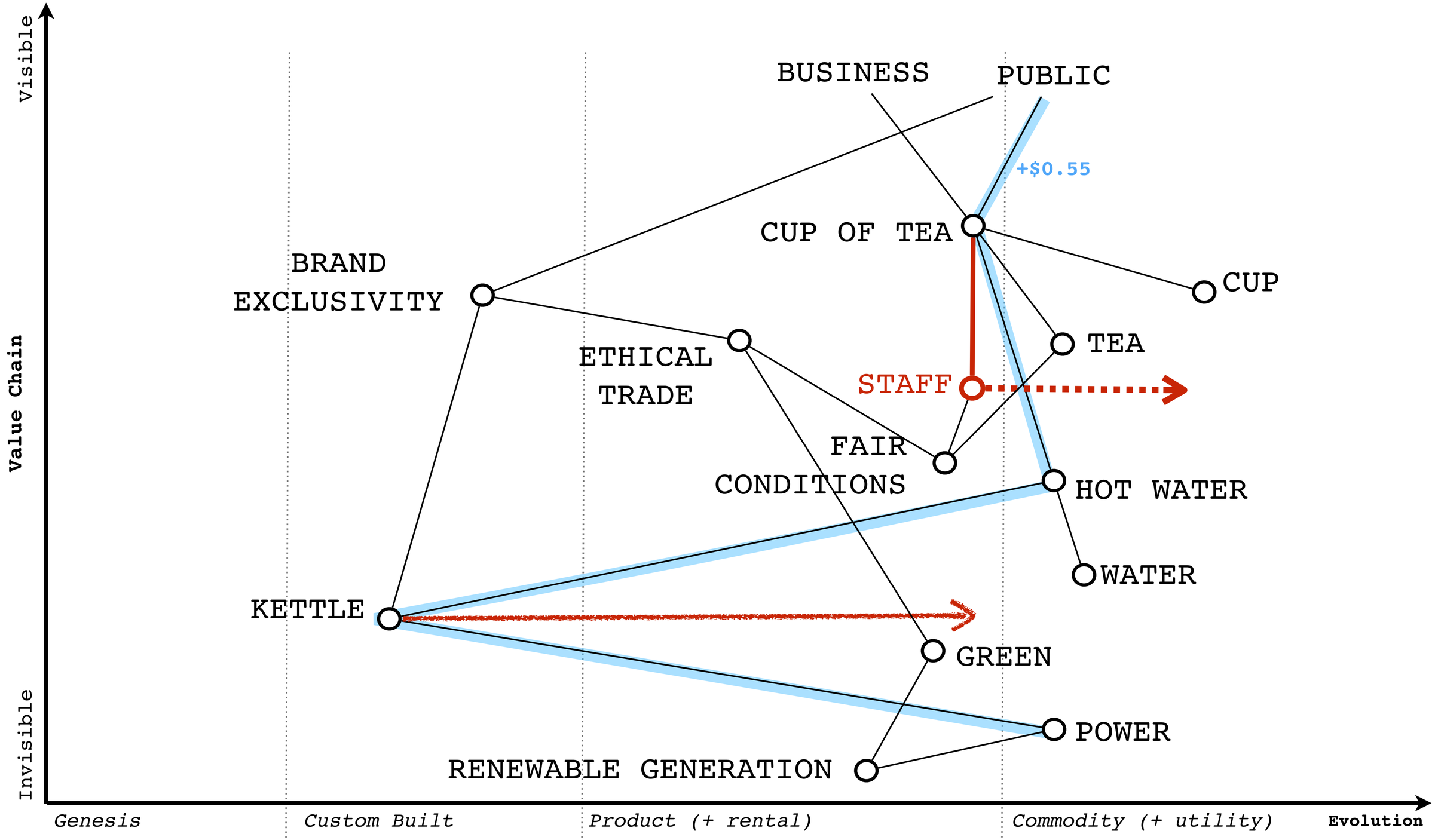
POWER
RENEWABLE GENERATION
Concept
Emerging
Convergent
Accepted
Evolution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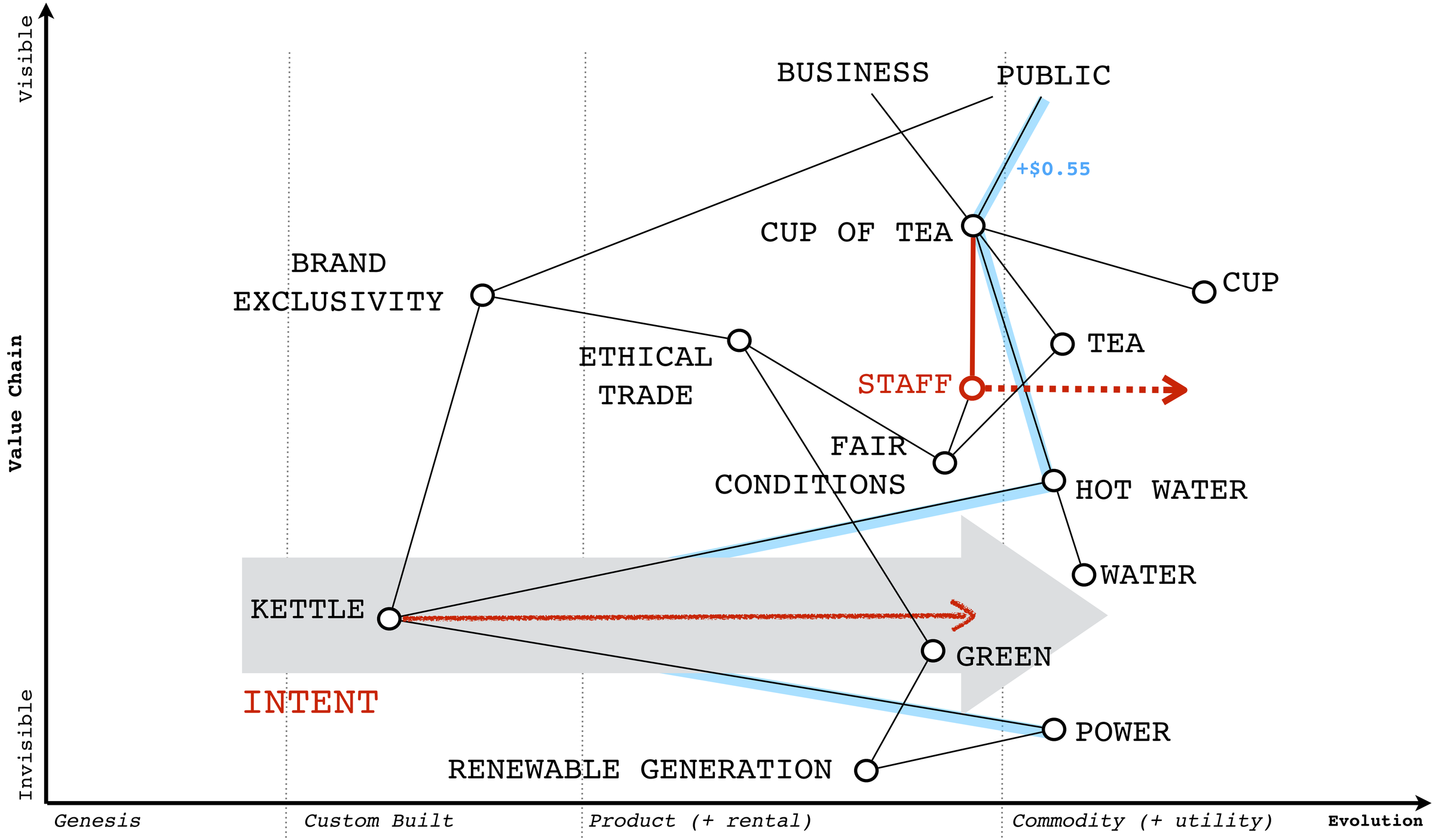
+$0.55
CUP OF TEA
CUP
BRAND
EXCLUSIVITY
TEA
ETHICAL
TRADE
STAFF
FAIR
CONDITIONS
HOT WATER
WATER
KETTLE
GREEN
POWER
RENEWABLE GENERATION
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution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Value Chain
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BUSINESS
PUBLIC
+$0.55
CUP OF TEA
CUP
BRAND
EXCLUSIVITY
TEA
ETHICAL
TRADE
STAFF
FAIR
CONDITIONS
HOT WATER
WATER
KETTLE
GREEN
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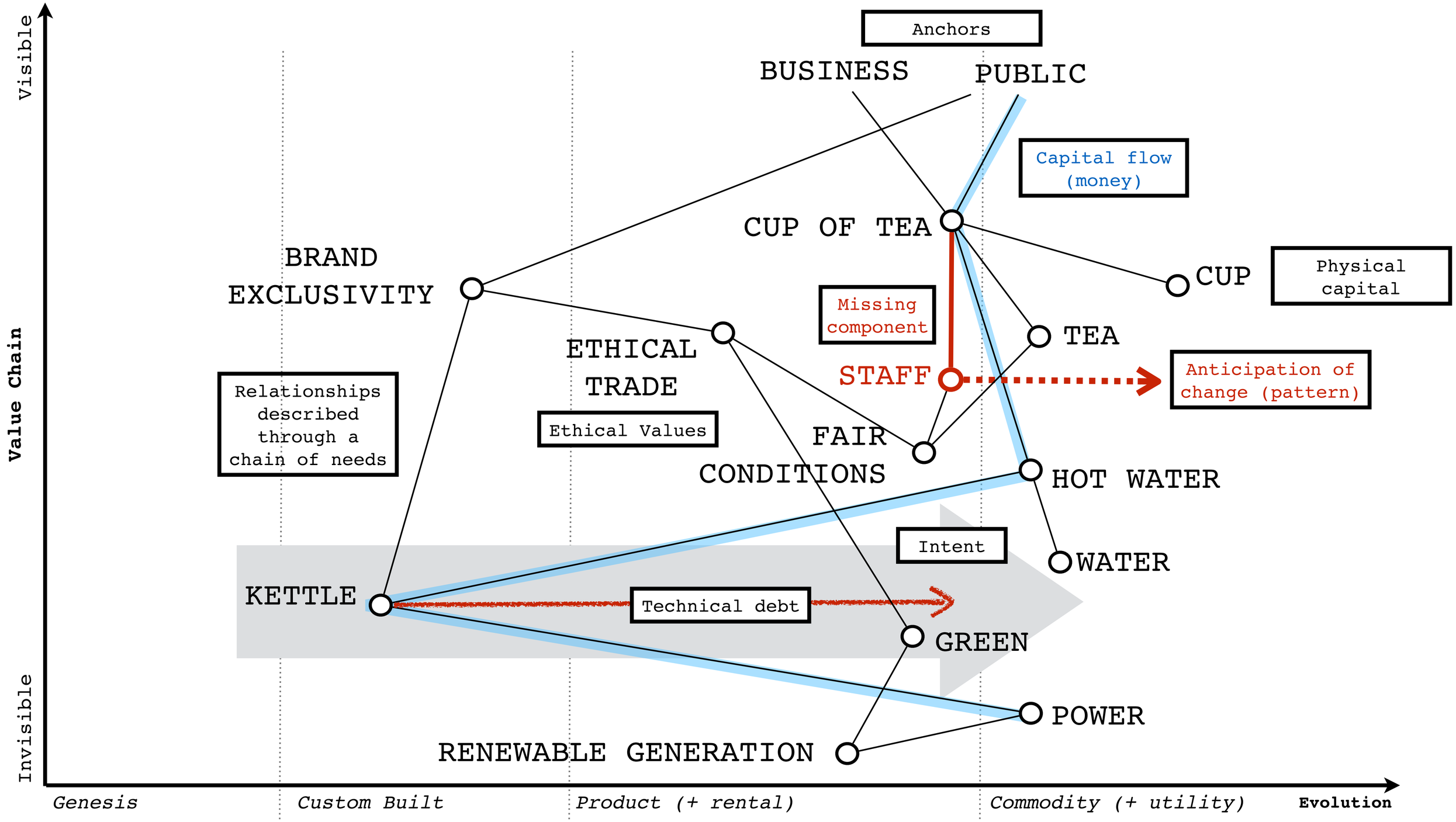
POWER
RENEWABLE GENERATION
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution


Visible
Value Chain
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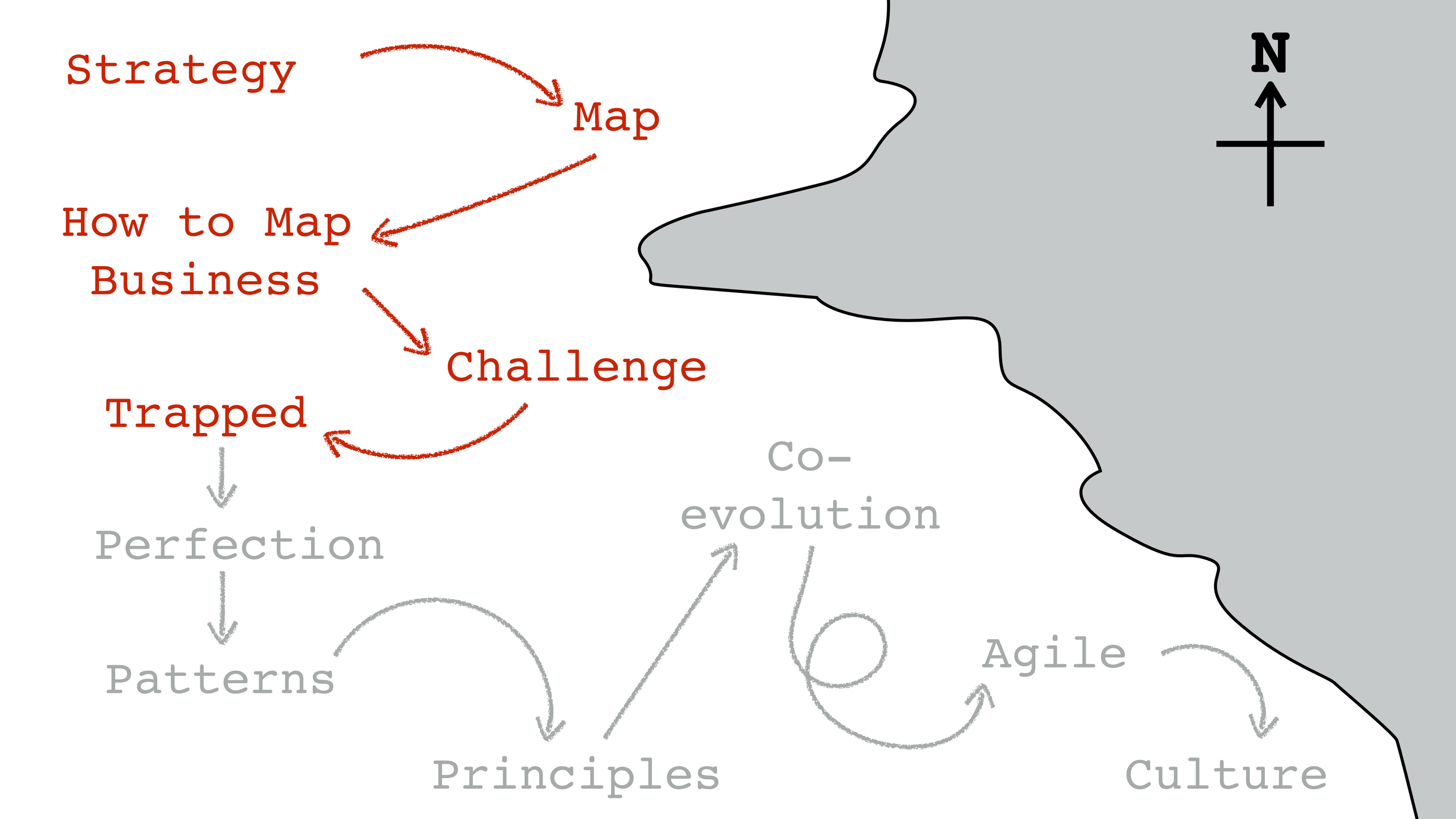
Anchors
BUSINESS
PUBLIC
Capital flow (money)
CUP OF TEA
CUP
Physical capital
BRAND EXCLUSIVITY
Missing component
TEA
ETHICAL TRADE
STAFF
Anticipation of change (pattern)
Relationships described through a chain of needs
Ethical Values
FAIR CONDITIONS
HOT WATER
Intent
WATER
KETTLE
Technical debt
GREEN
POWER
RENEWABLE GENERATION
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution


Strategy
Map
How to Map Business
Challenge
Trapped
Perfection
Patterns
Principles
Co-evolution
Agile
Culture
N

Insurance policy.
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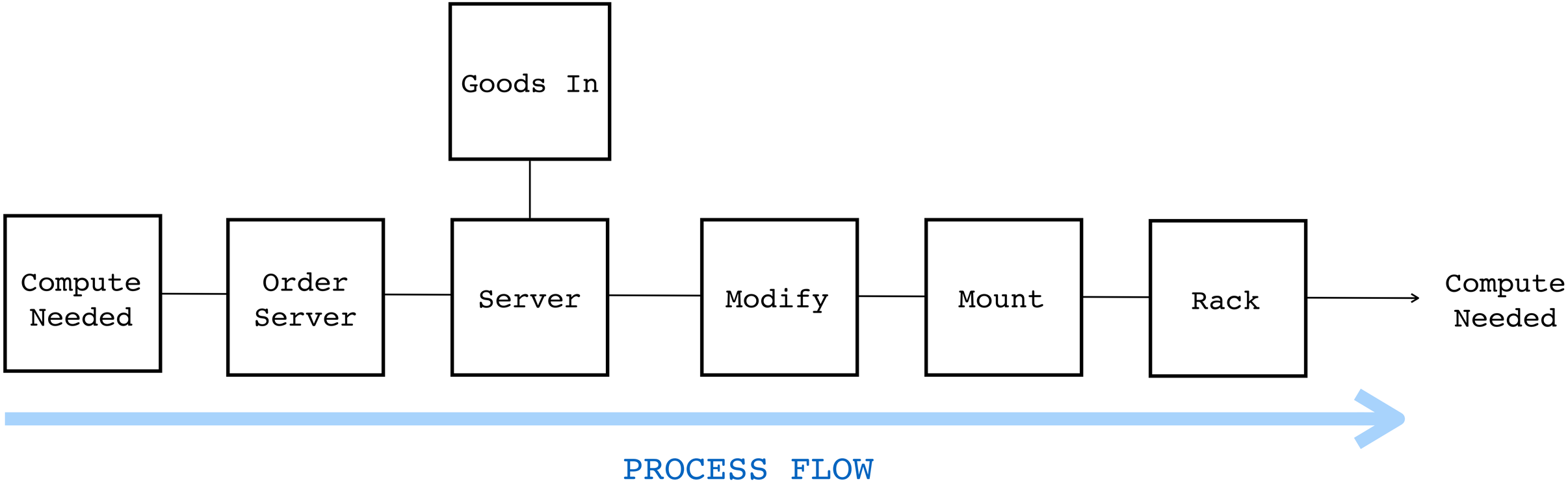
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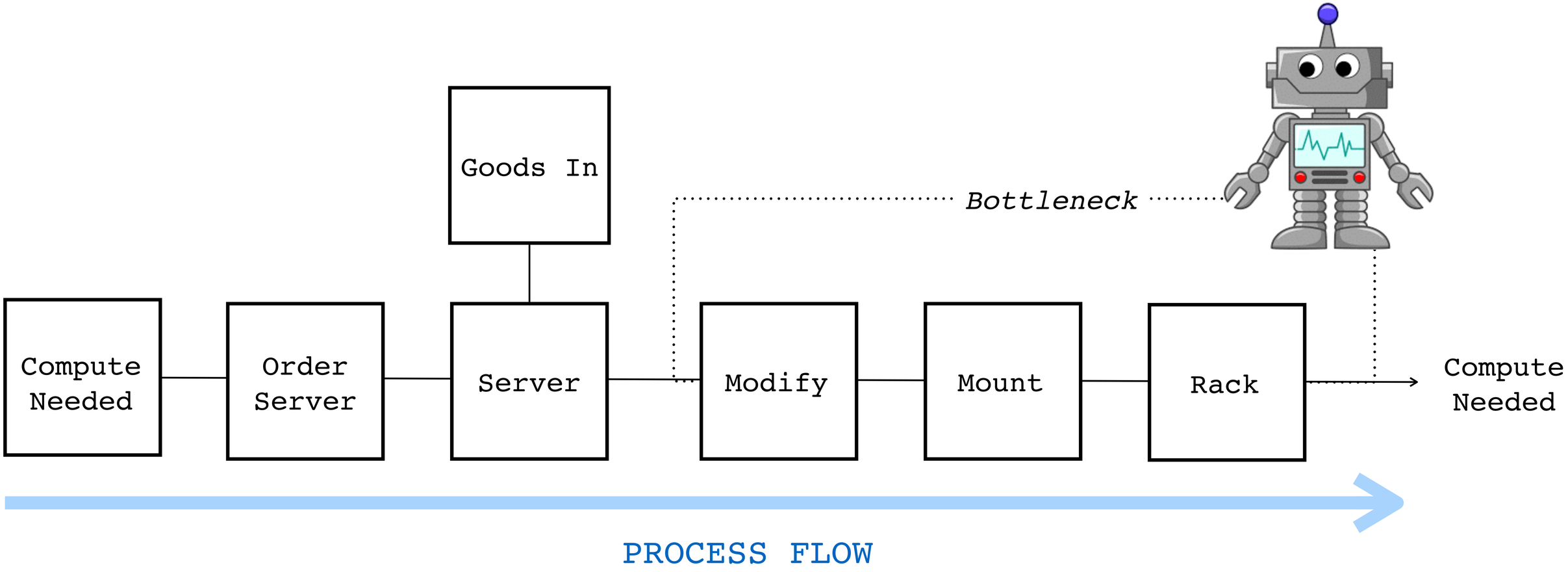
Compute Needed
Order Server
Server
Modify
Mount
Rack
Compute Needed
PROCESS FLOW


Goods In
Bottleneck
Compute Needed
Order Server
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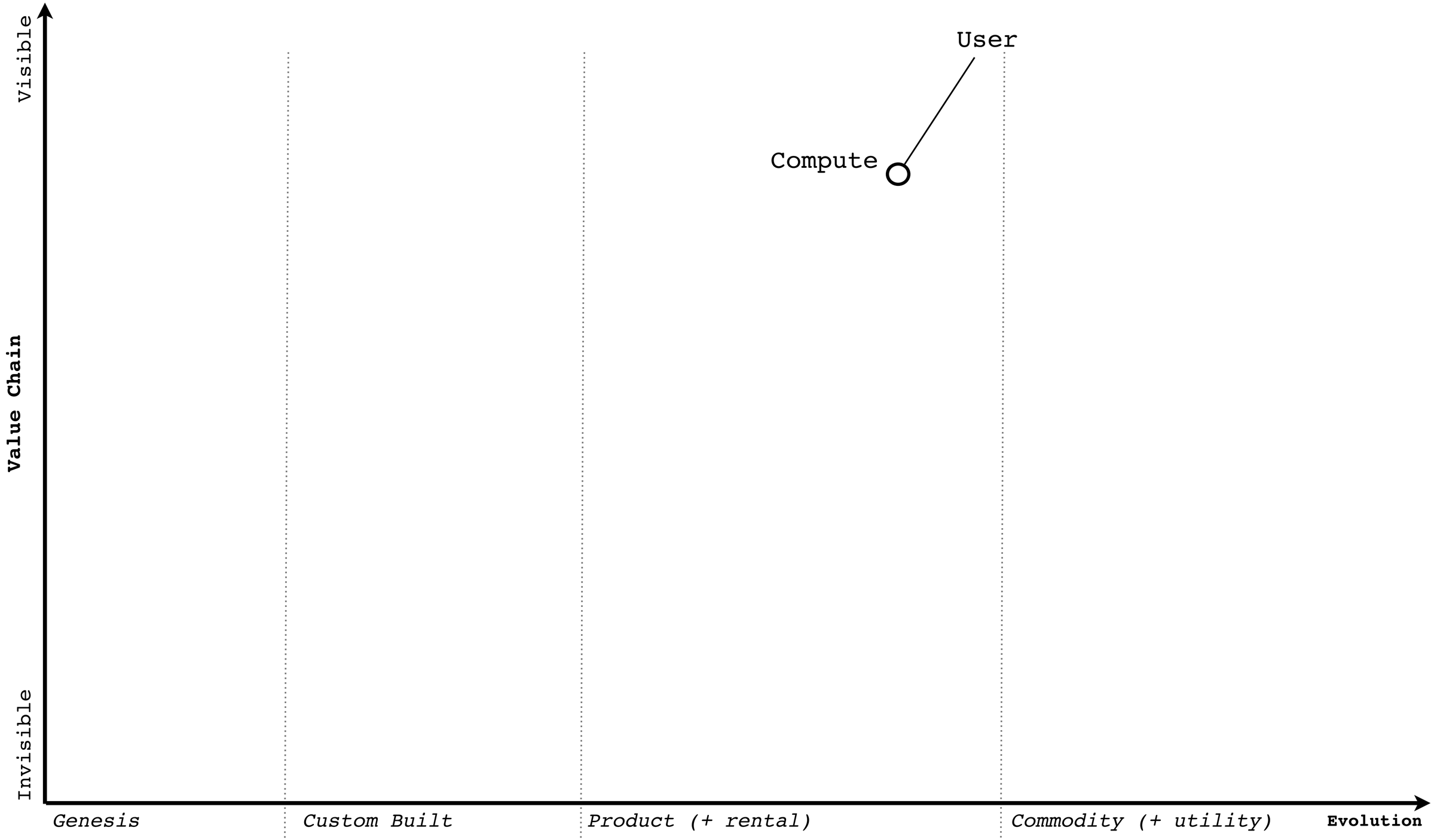
Modify
Mount
Rack
Compute Needed
PROCESS FLOW

We need robots!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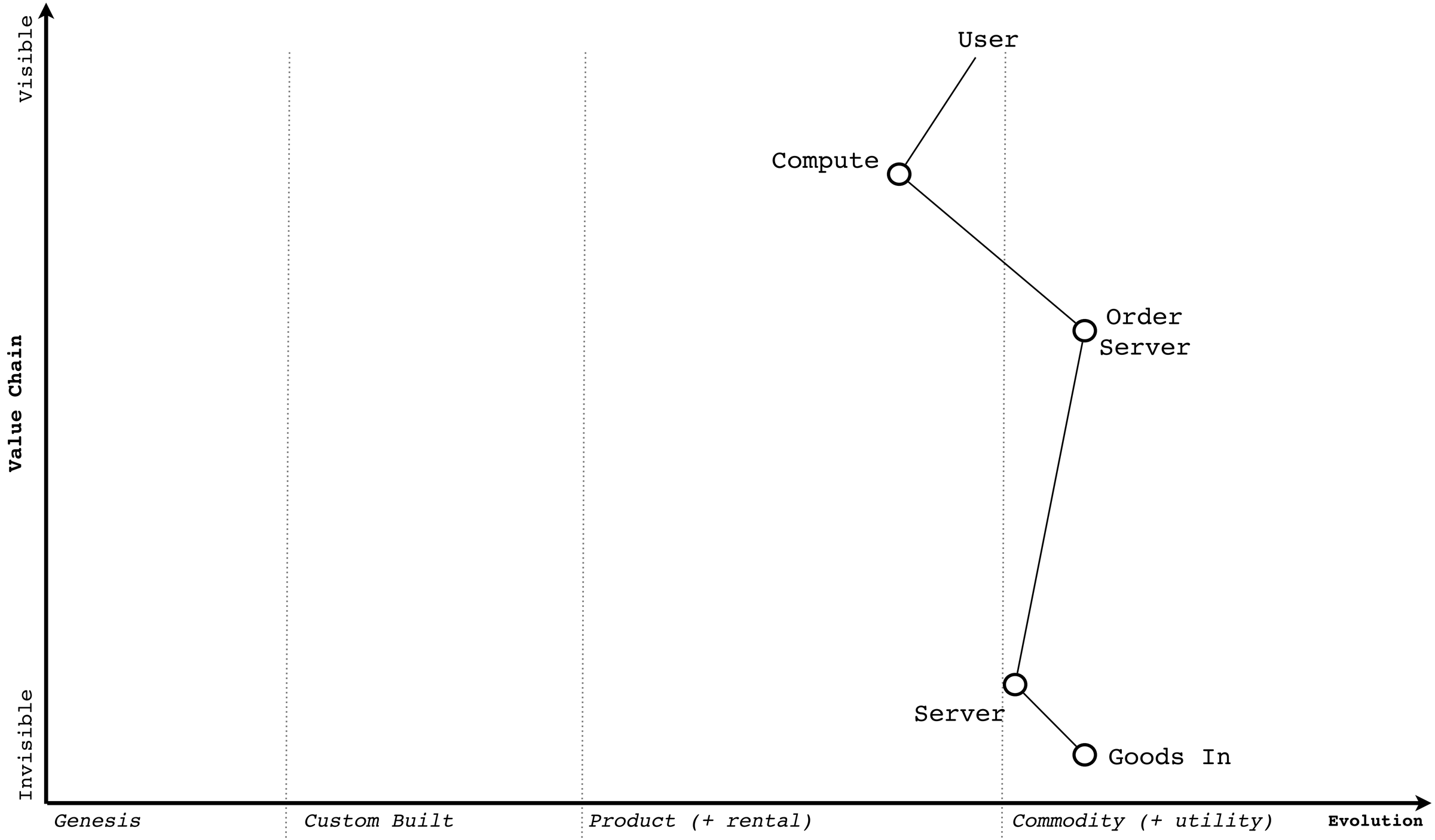
Compute
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution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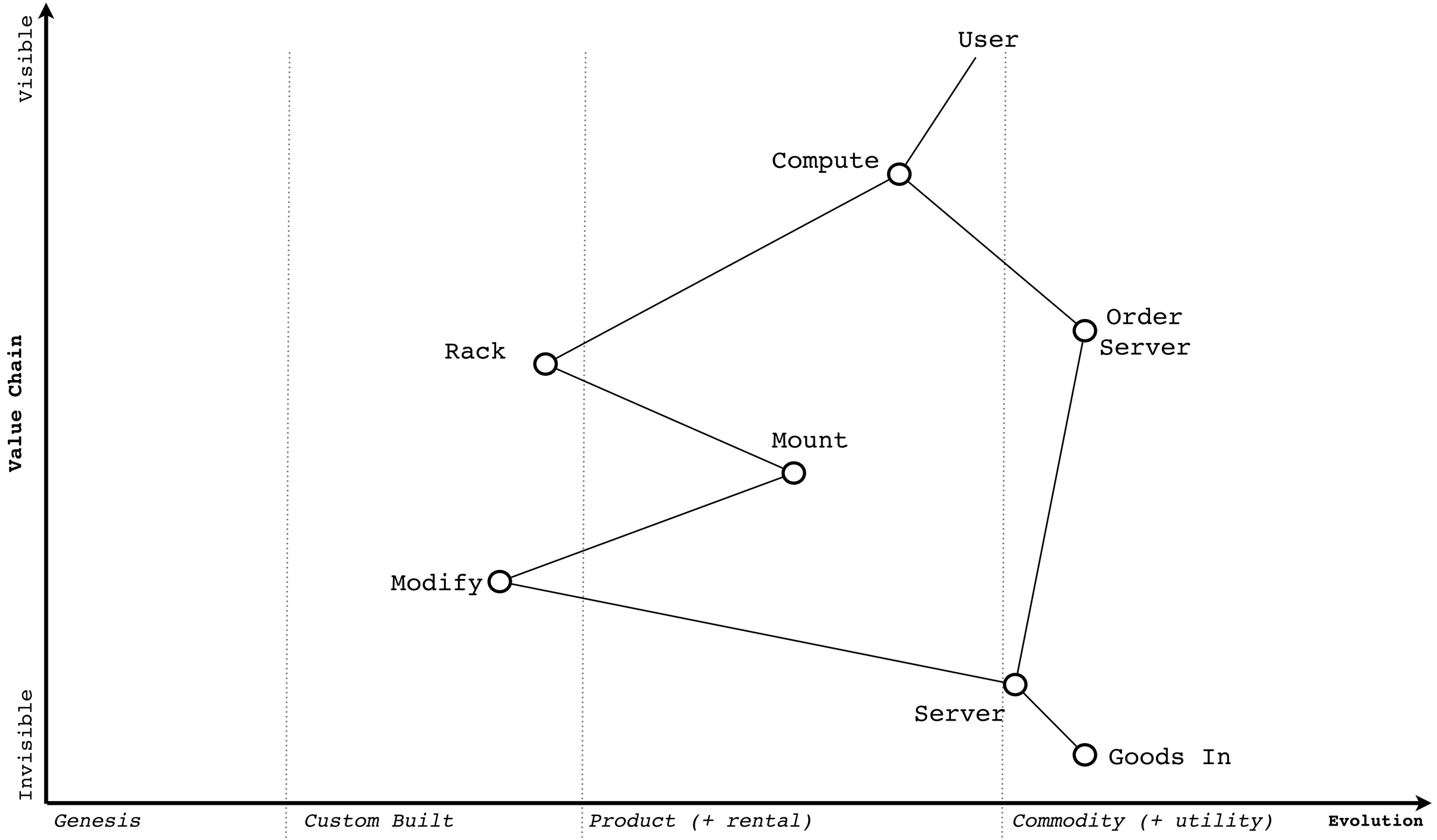
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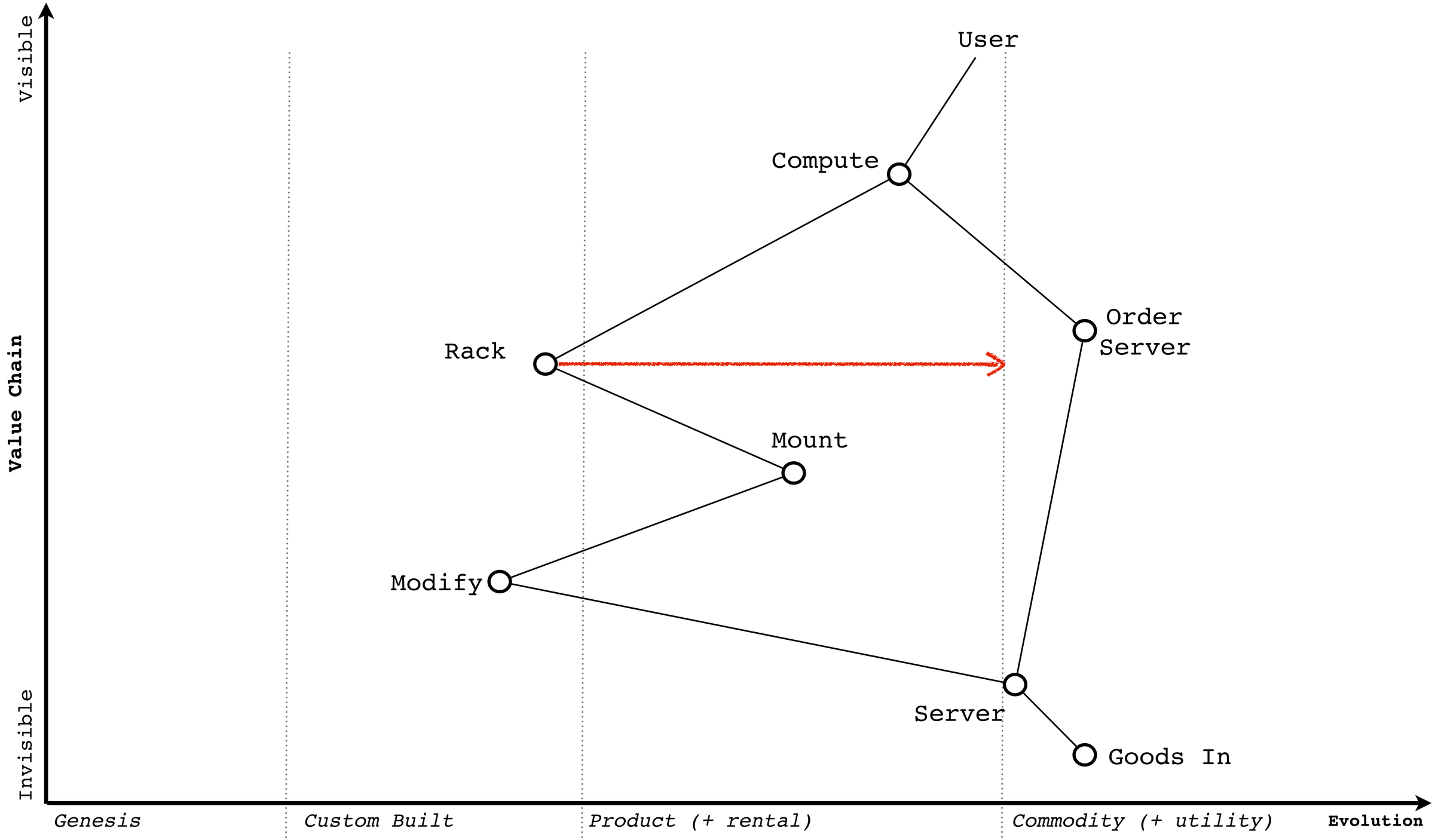
Commodity (+ utility)
Evolution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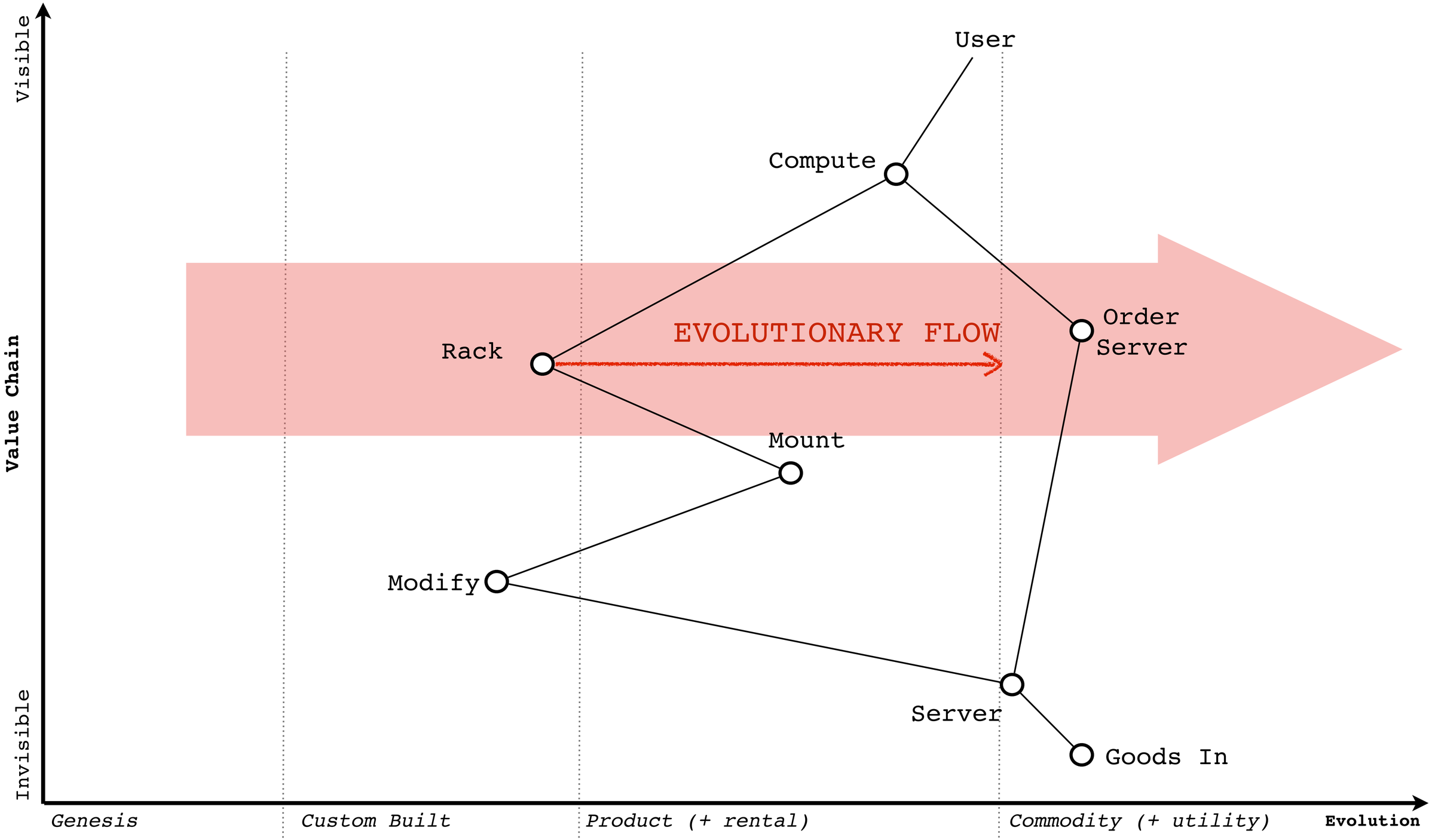
Evolution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Custom Built
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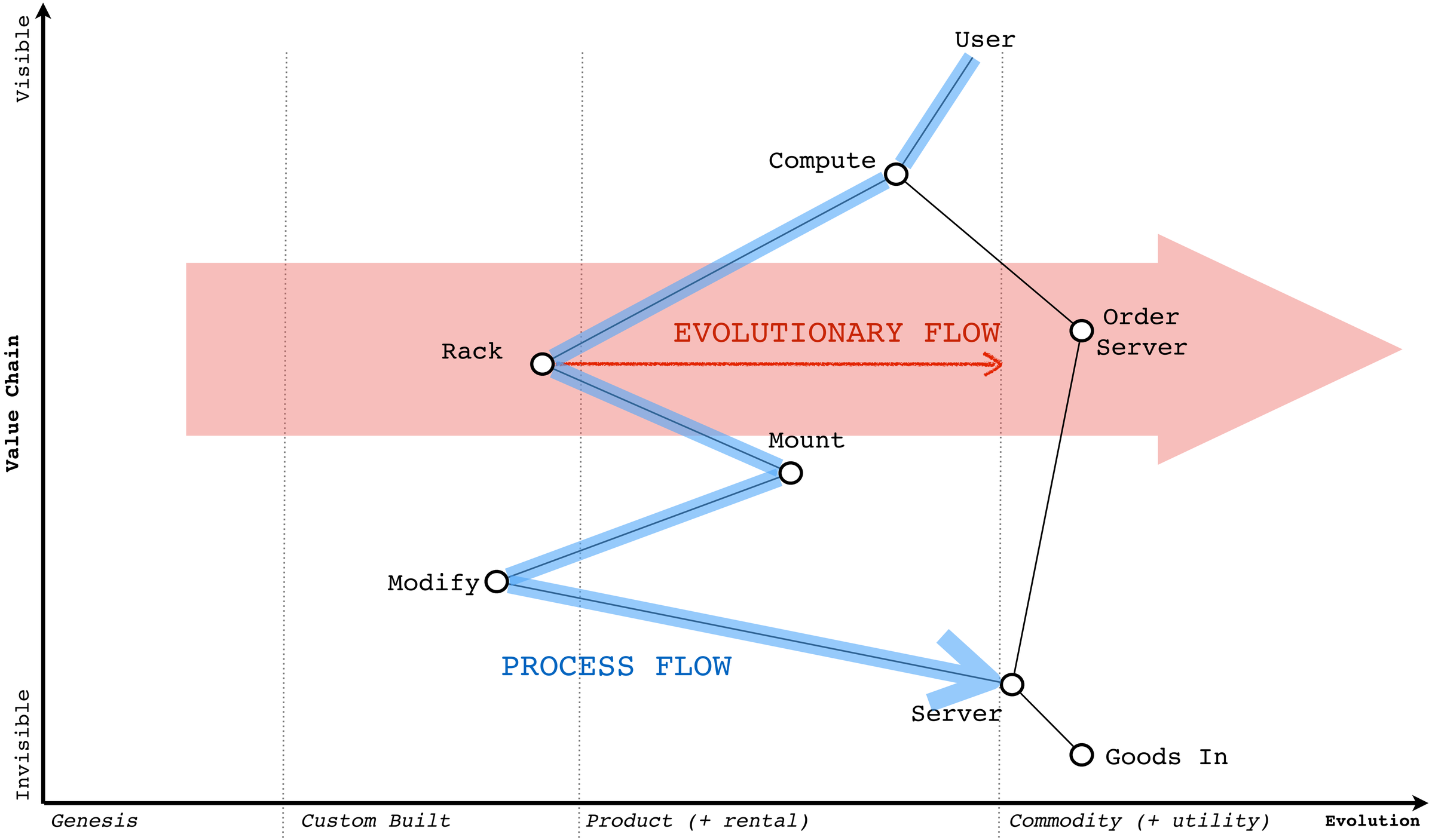
Commodity (+ utility)
Evolution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Genesis
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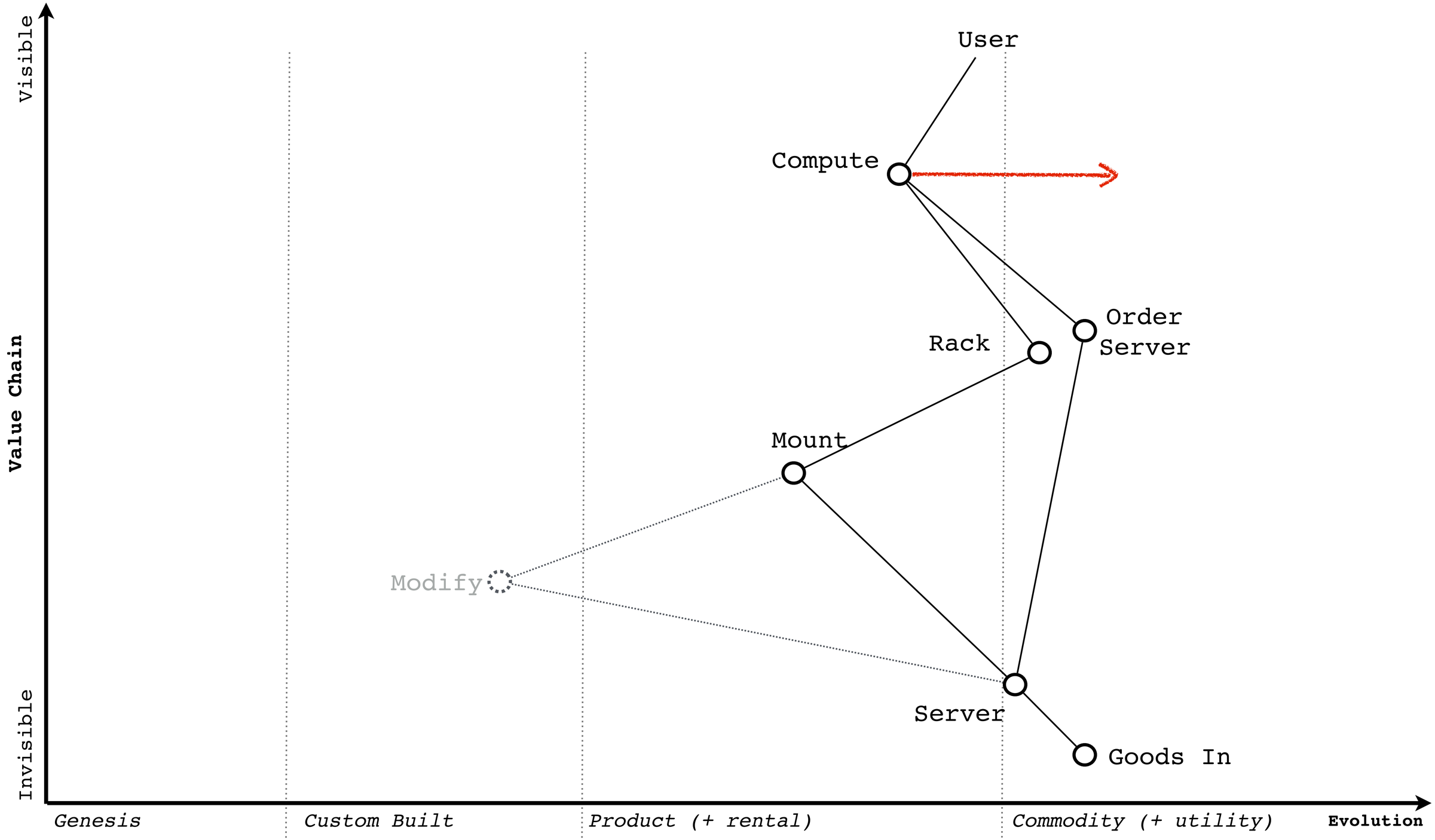
Evolution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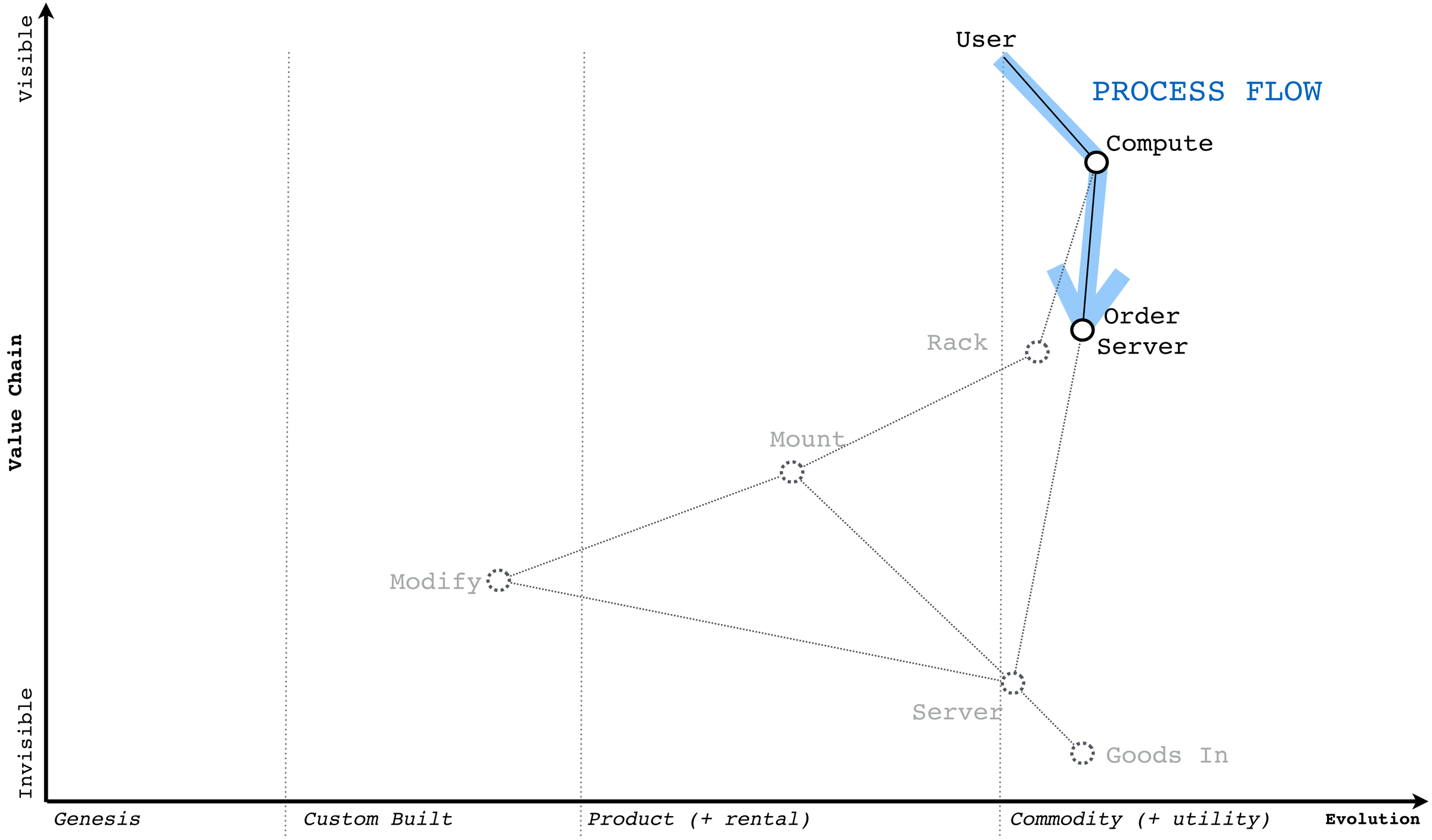
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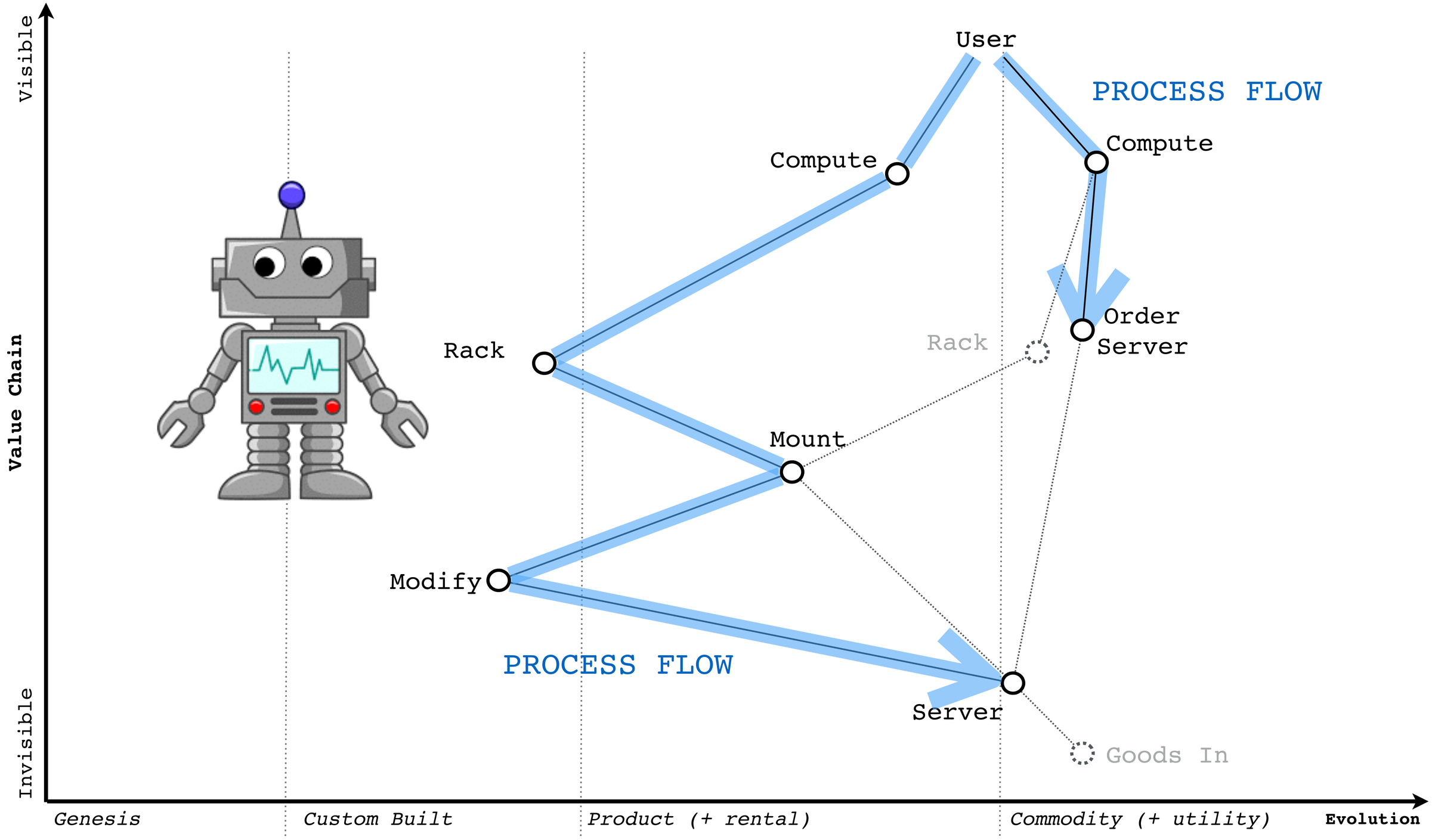
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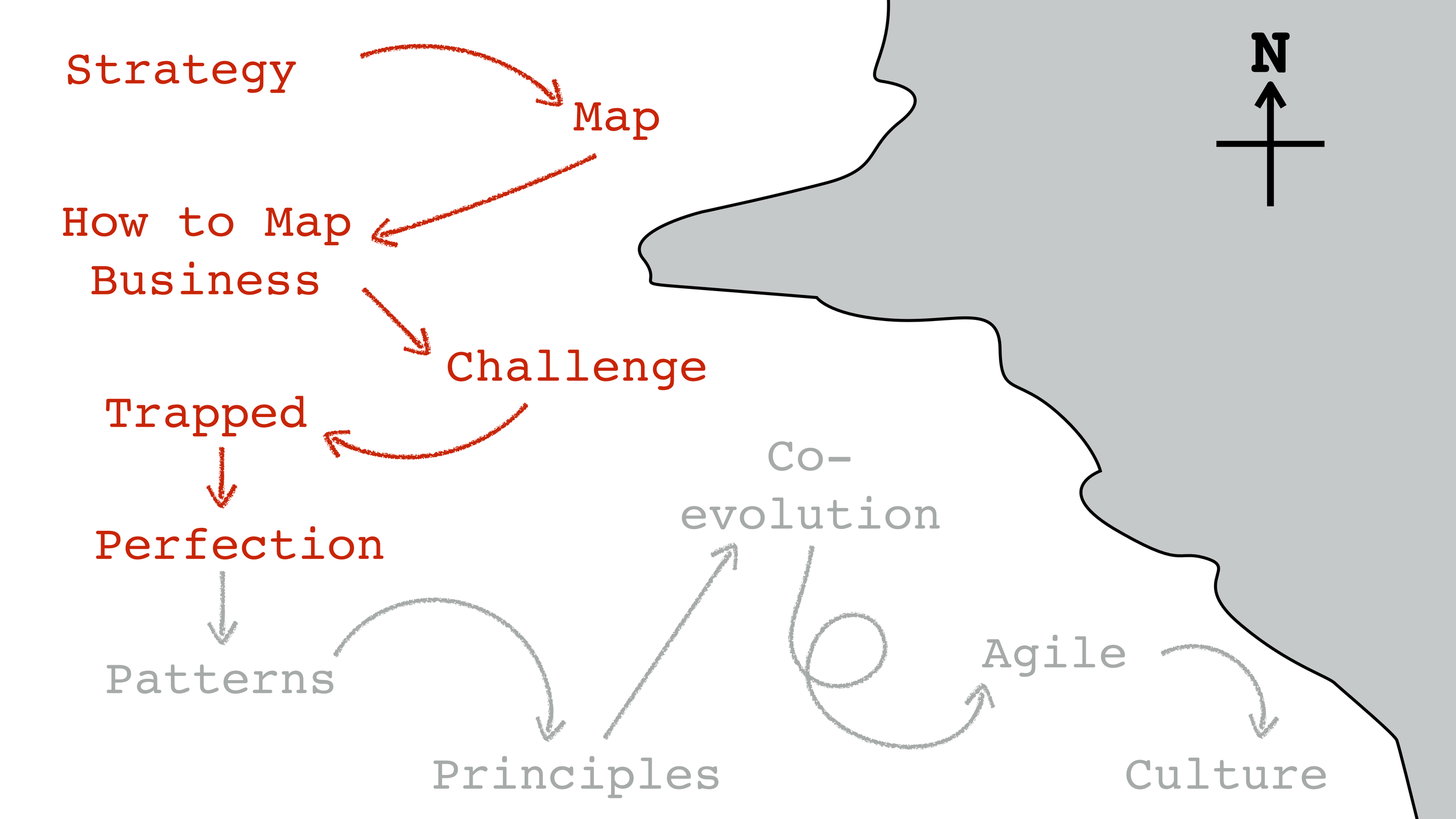
Strategy
Map
How to Map Business
Challenge
Trapped
Perfection
Patterns
Principles
Co-evolution
Agile
Culture
N

GALLIA
ANTIQUA.
OCEANUS
ALLICUS
ITALIA
BELGICA
Medimatrici
Nemetes
Catalauni
Parisii
Lexovii
Saii
Djablantes
Redones
Aulerci
Arcii
Aureliani
Lingones
Edui
Bituriges
Cubi
Pictones
Allobroges
Salyes
Aquitania
Galatia
Rutheni
Cadurci
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Rhodanus
Garumna
Sequana
Mosa
Sarnus
Tarnis
Ibera
Pyrenaeus
Mons Briganti
Mons Cebenna
Mons Jovis
Mons Vosegus
Mons Jura
Mons Cenis
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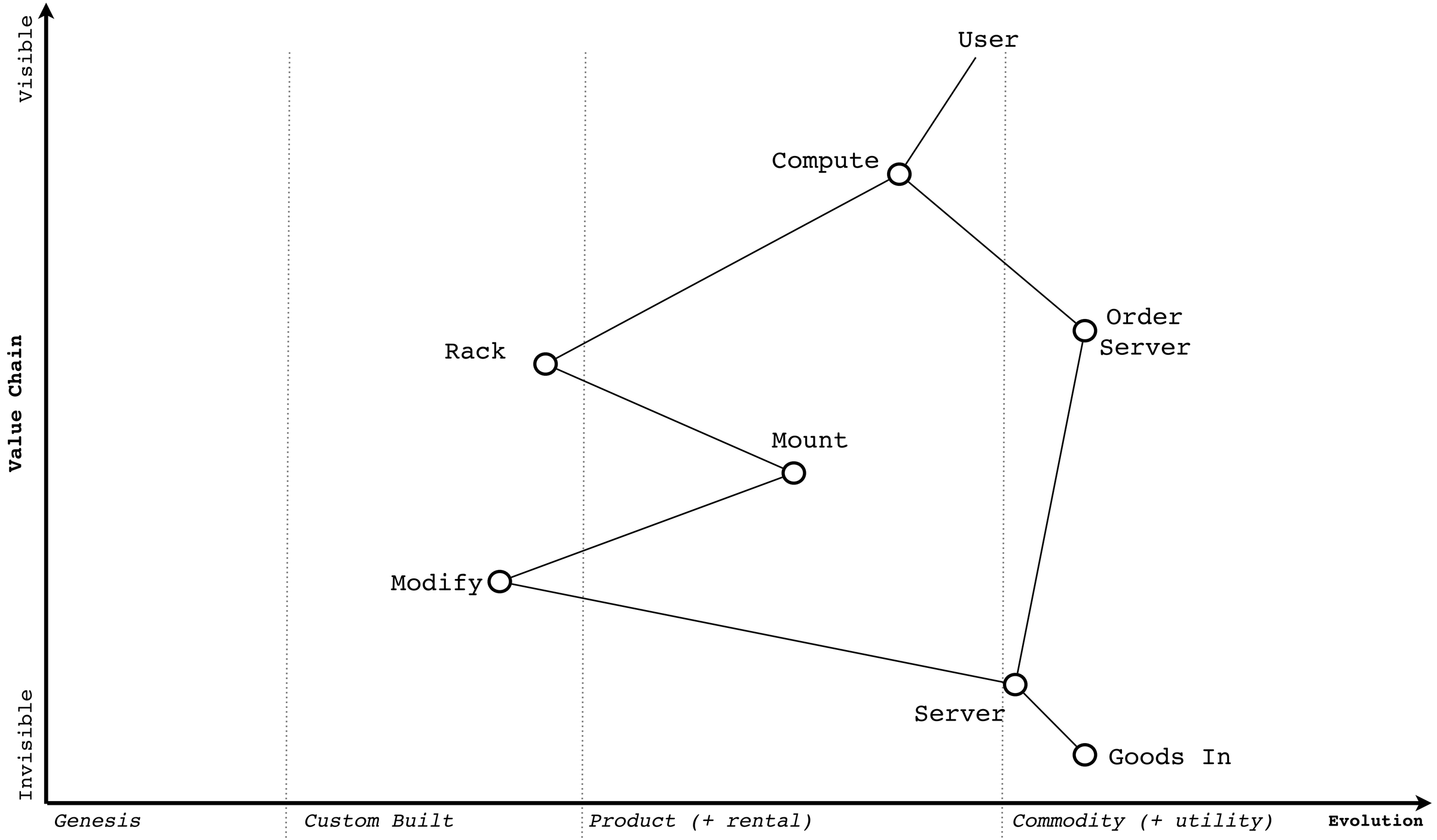
Visible
Value Chain
Invisible
User
Compute
Order
Server
Rack
Mount
Modify
Server
Goods In
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution

CALL OUTS SINCE 2 JAN 2002
7 0 5 8
TOTAL LIVES SAVED
2 9 6
CALL OUTS THIS YEAR
1 9 5
LIVES SAVED THIS YEAR
0 4
Lifeboats
Tower Lifeboat Station
2nd January 2002 to
7th May 2018
MAP CAMP
October 2018 London

FOTANGO

Top quality prints and a *FREE* online photo service

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  Easy upload for digital pictures and film rolls
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  Unlimited secure space for your pictures
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- **Share your photos** FREE
  Friends, family, workmates, share the moment
- **Buy prints and gifts**
  Turn your favourite photos into great gifts

username

password

Login

forgotten password?

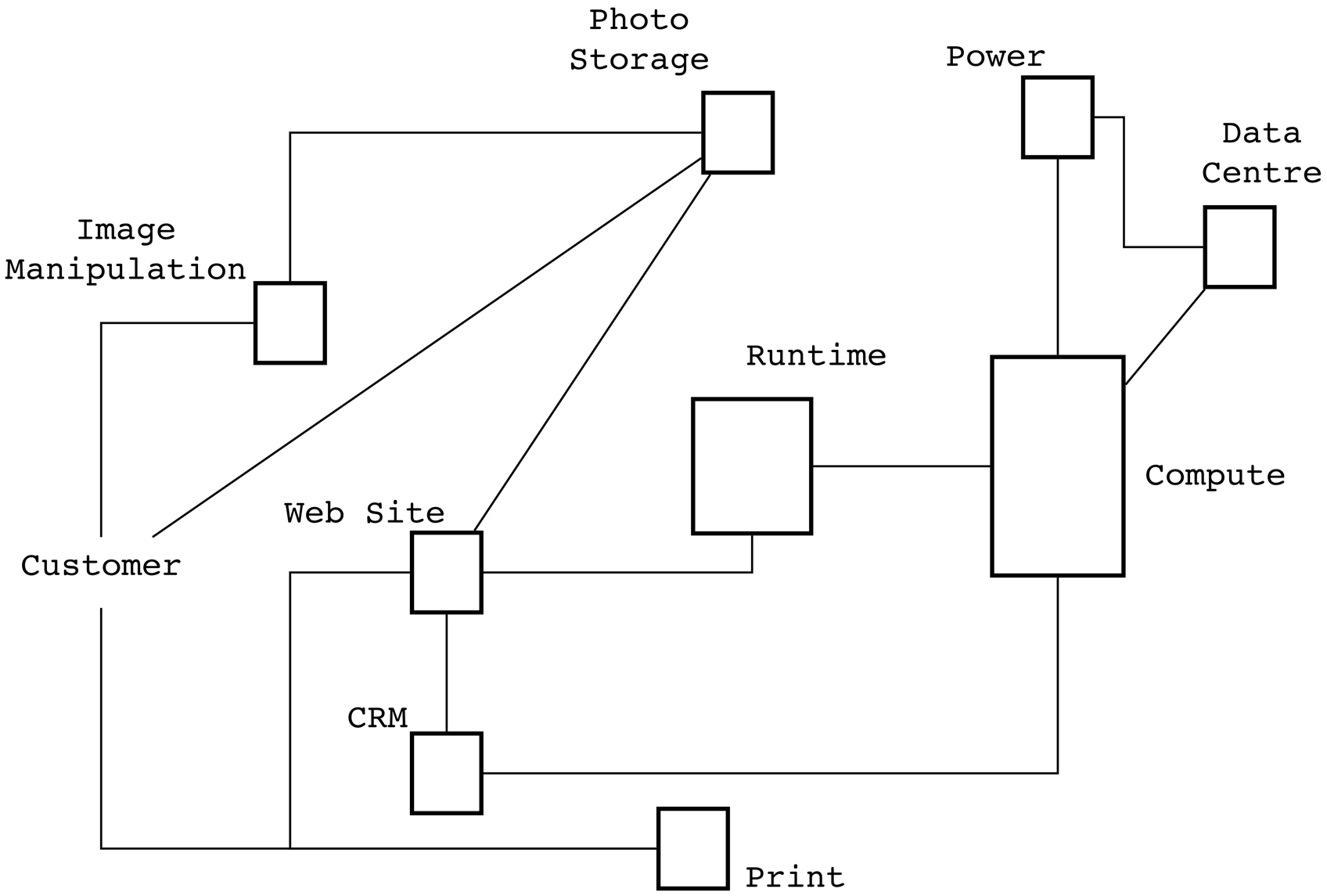
Take the Tour

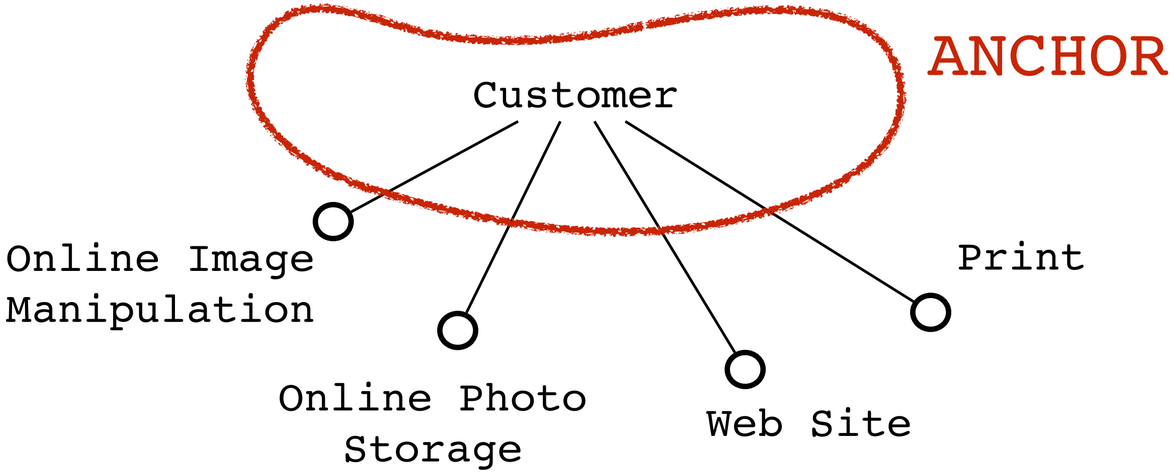
Create an account

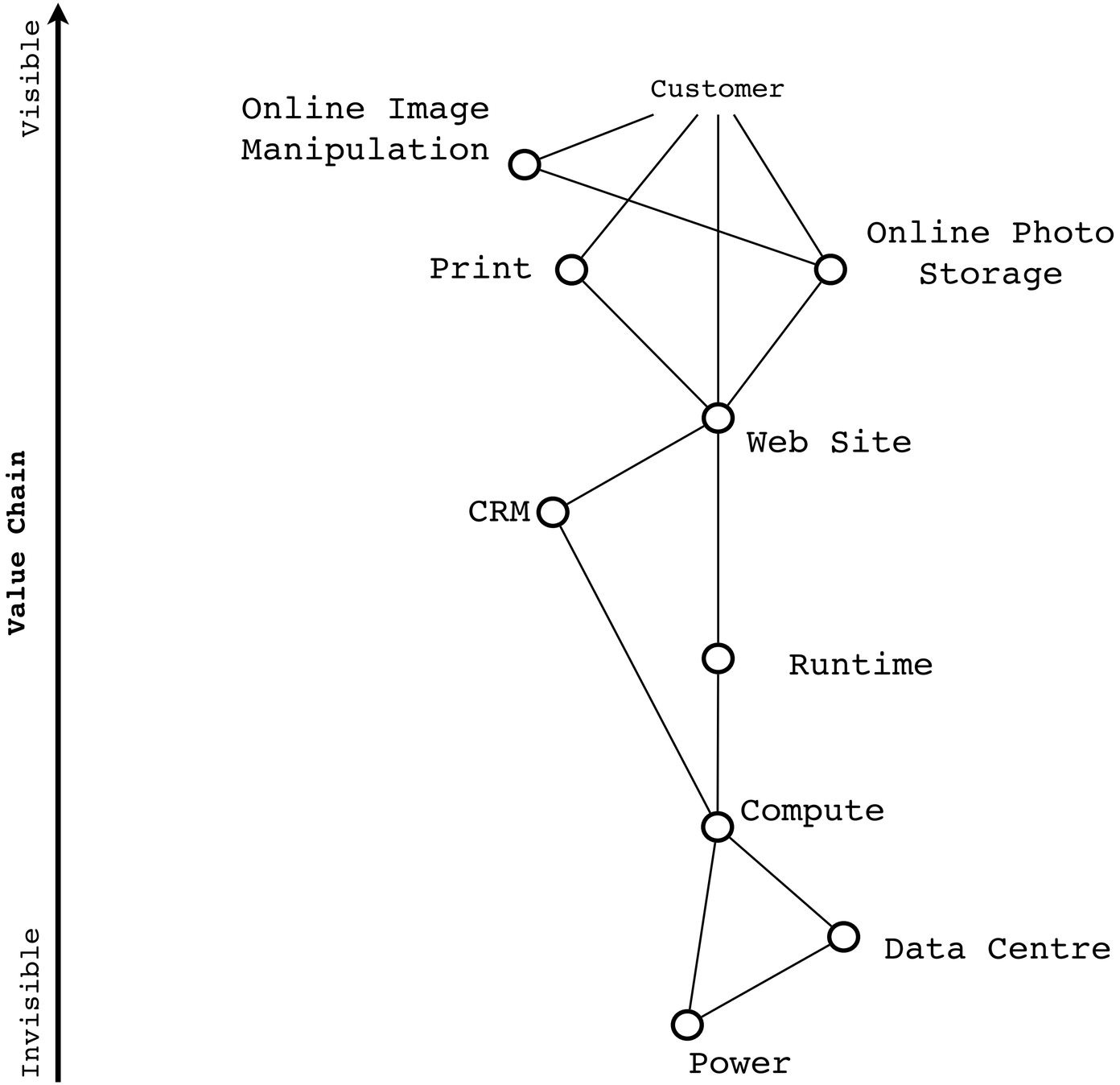
Gifts Gallery
Turn your photos into great gifts!

Promotions
Share pictures & when friend registers, you both get 3 free 6x4 prints.

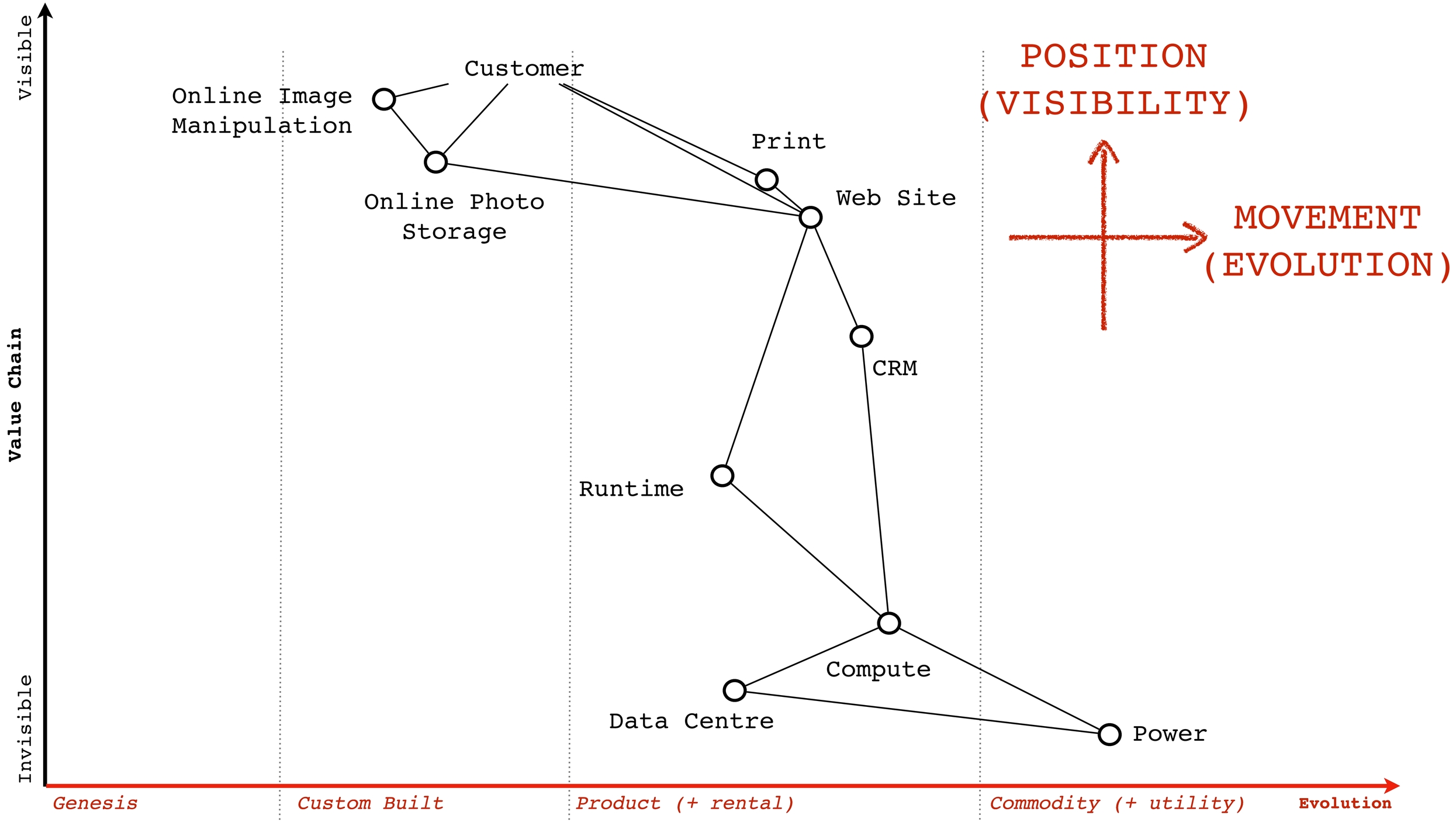
Systems Diagram

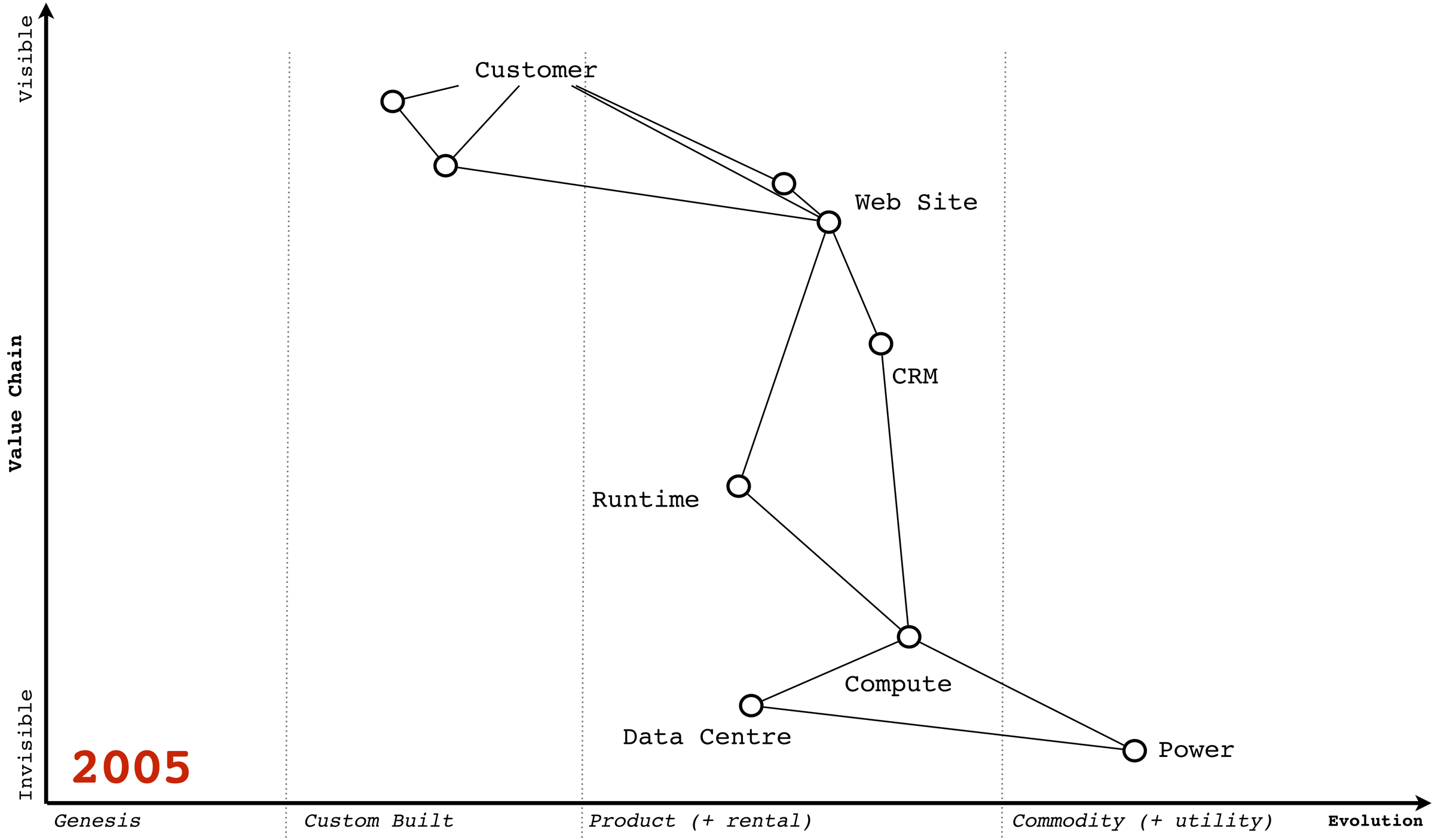


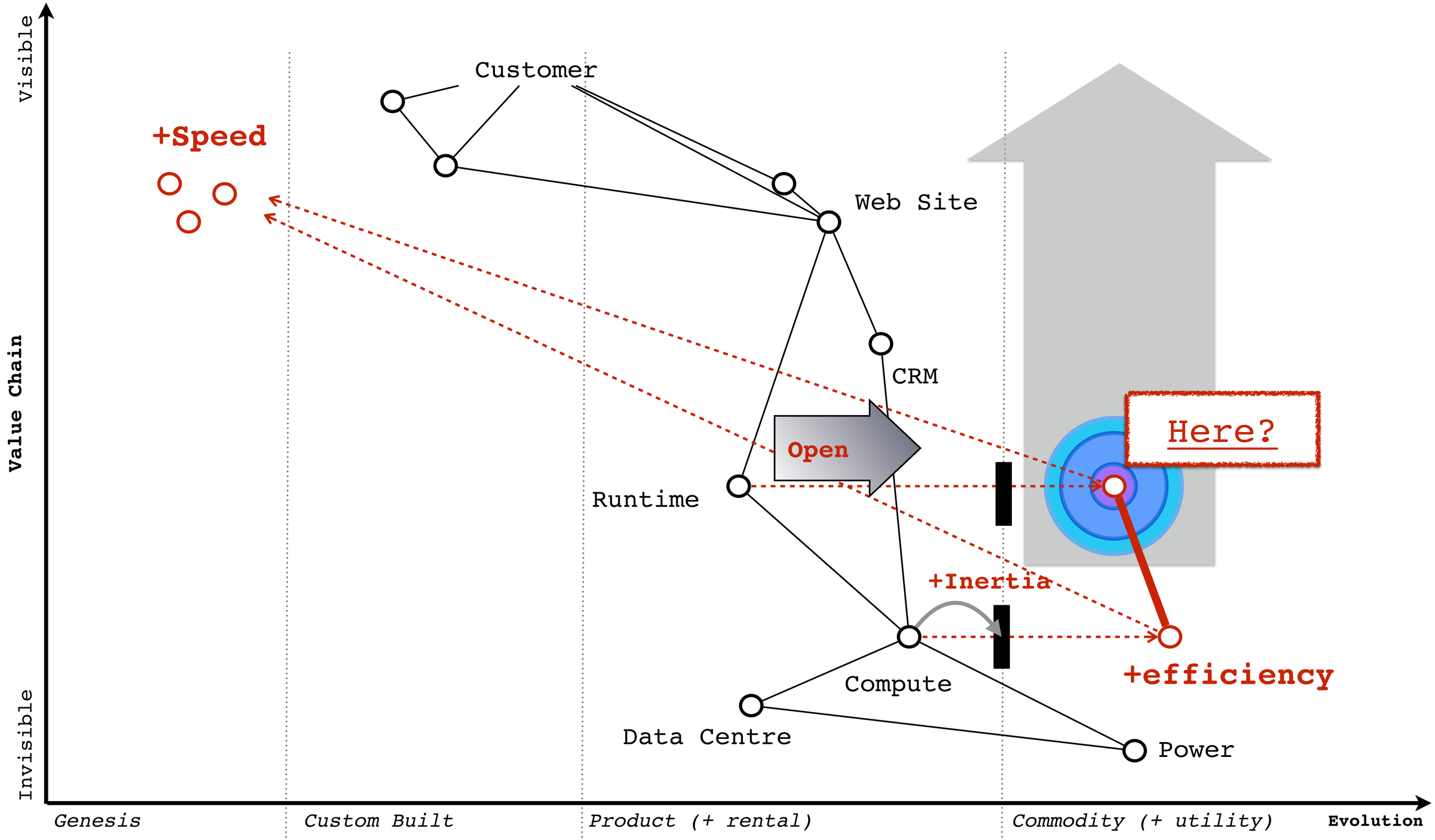

ANCHOR
Customer
Online Image Manipulation
Online Photo Storage
Web Site
Print

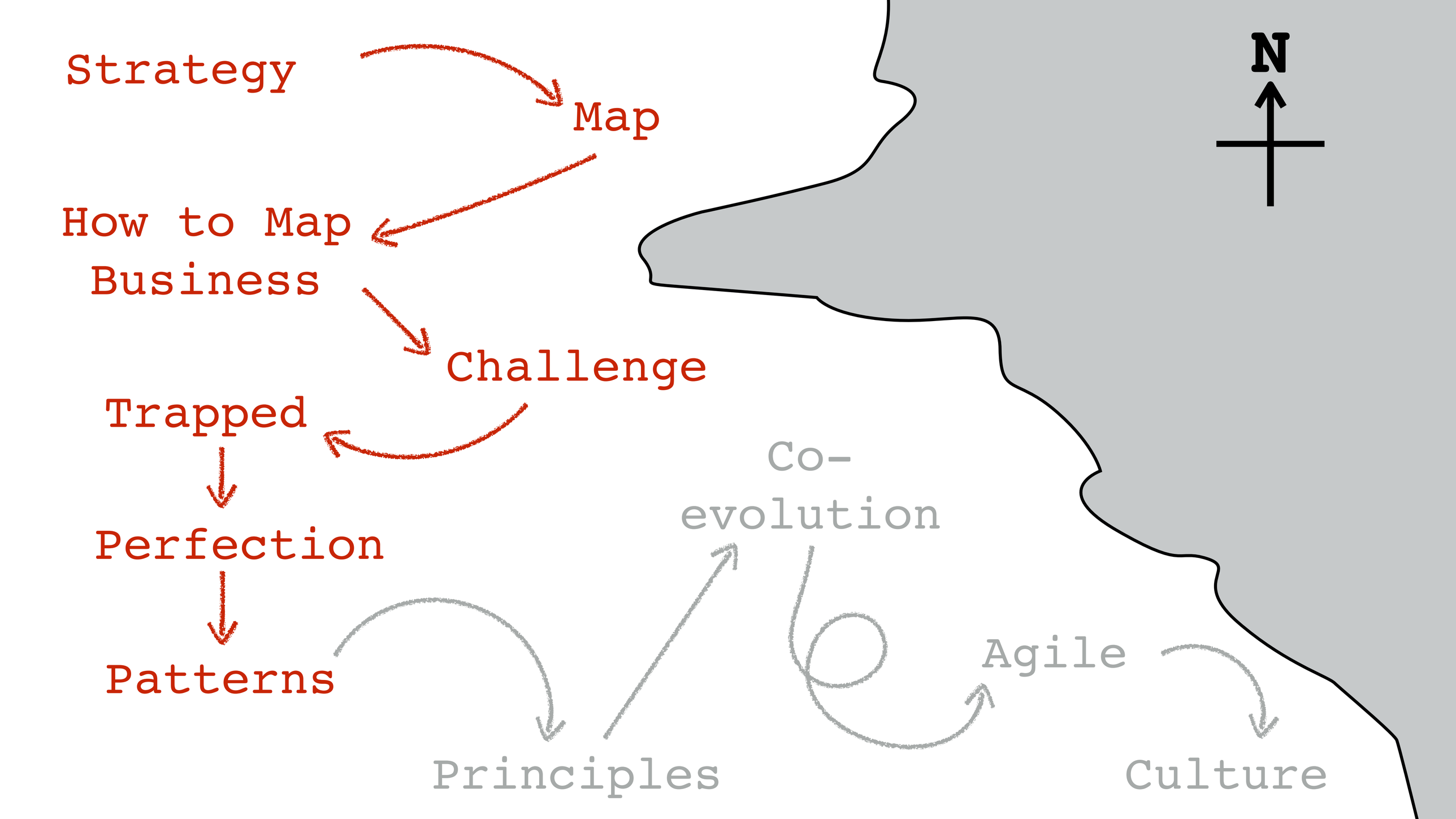


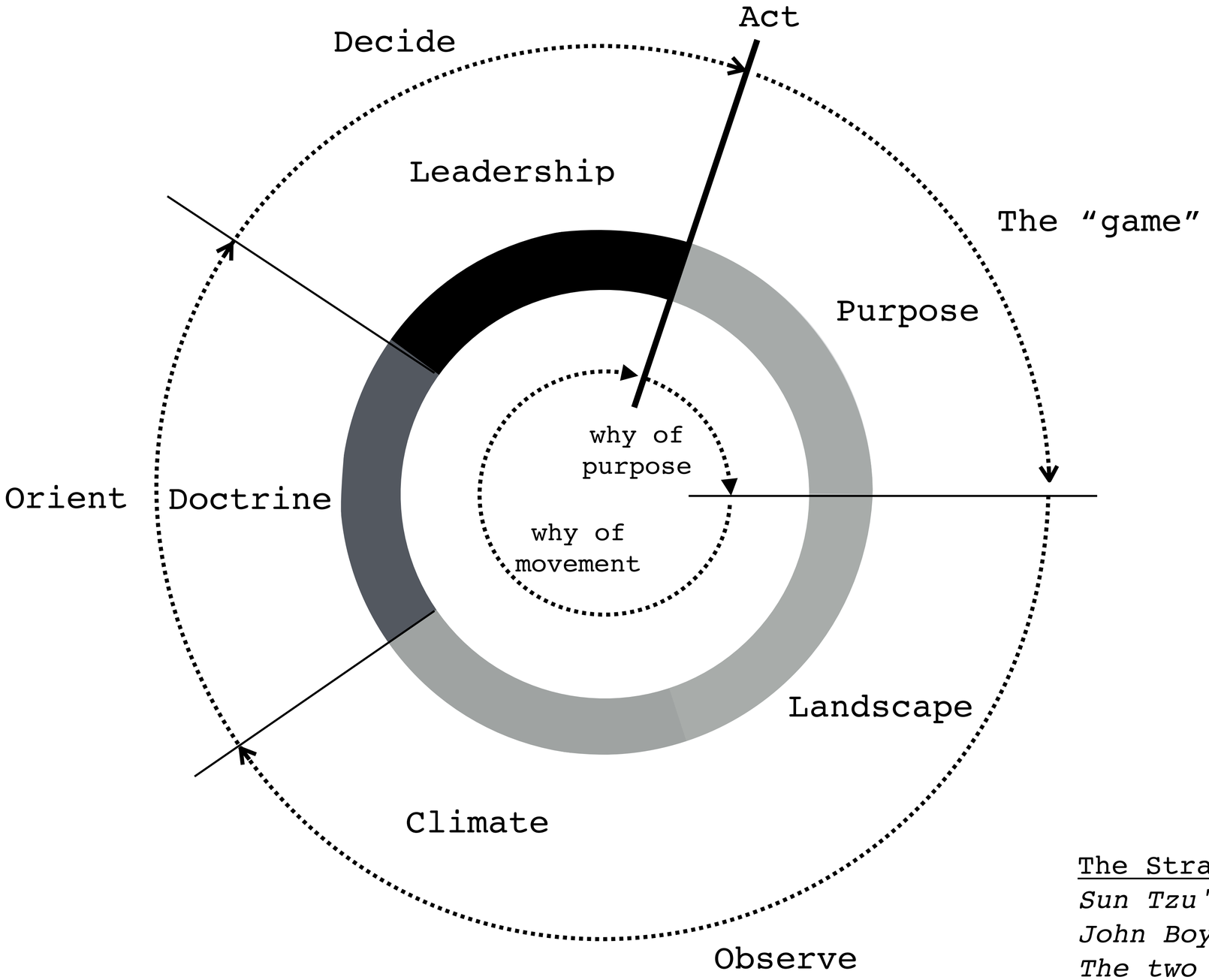
POSITION (VISIBILITY)


Visible
Value Chain
Invisible
Customer
Online Image Manipulation
Online Photo Storage
Print
Web Site
CRM
Runtime
Compute
Data Centre
Power
POSITION (VISIBILITY)
MOVEMENT (EVOLUTION)
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution


Visible
Value Chain
Invisible
Customer
Web Site
CRM
Runtime
Compute
Data Centre
Power
2005
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution


Visible
Value Chain
Invisible
+Speed
Customer
Web Site
CRM
Open
Runtime
Here?
+Inertia
Compute
+efficiency
Data Centre
Power
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution

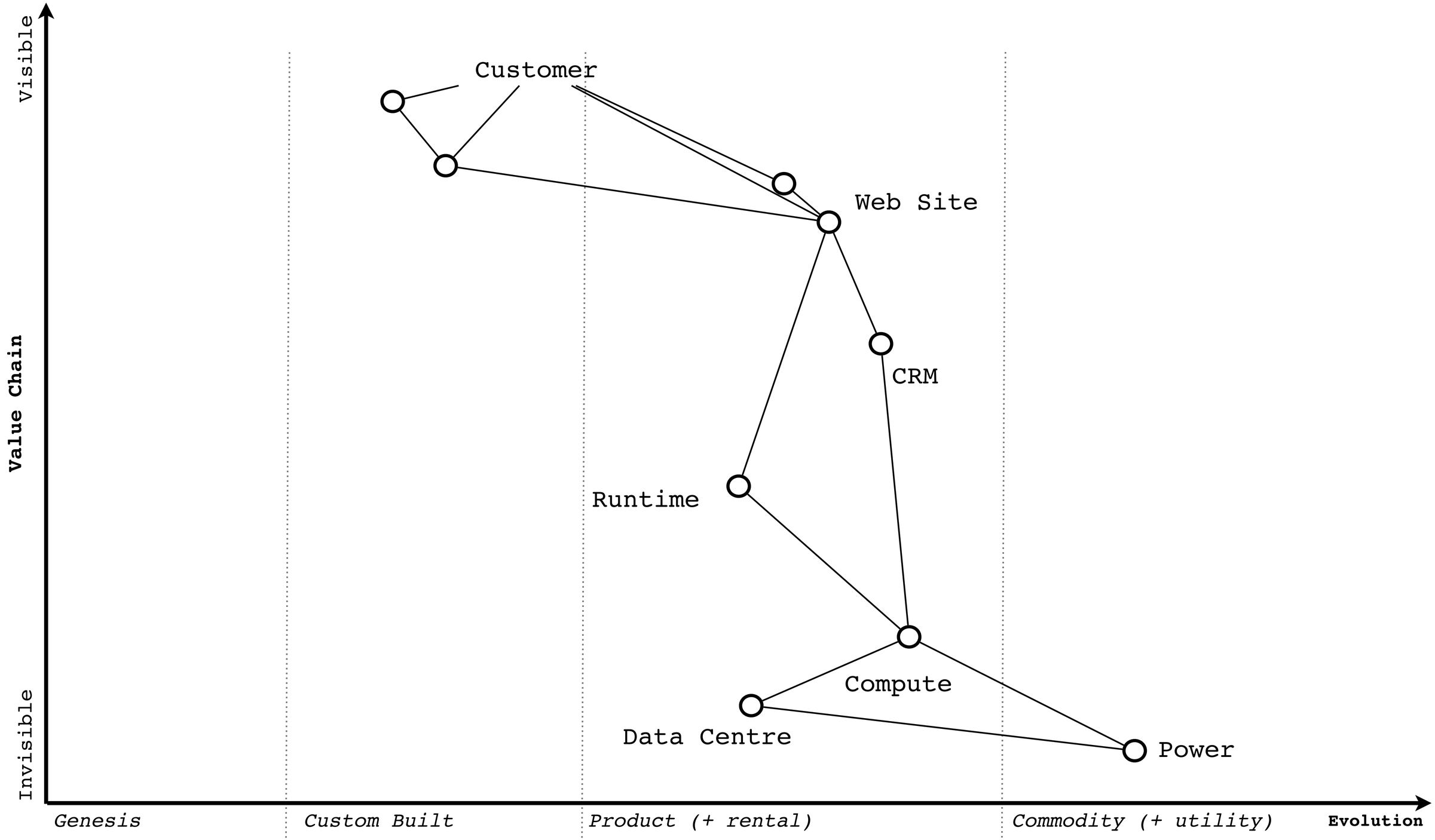

Strategy
Map
How to Map Business
Challenge
Trapped
Perfection
Patterns
Co-evolution
Agile
Principles
Culture
N

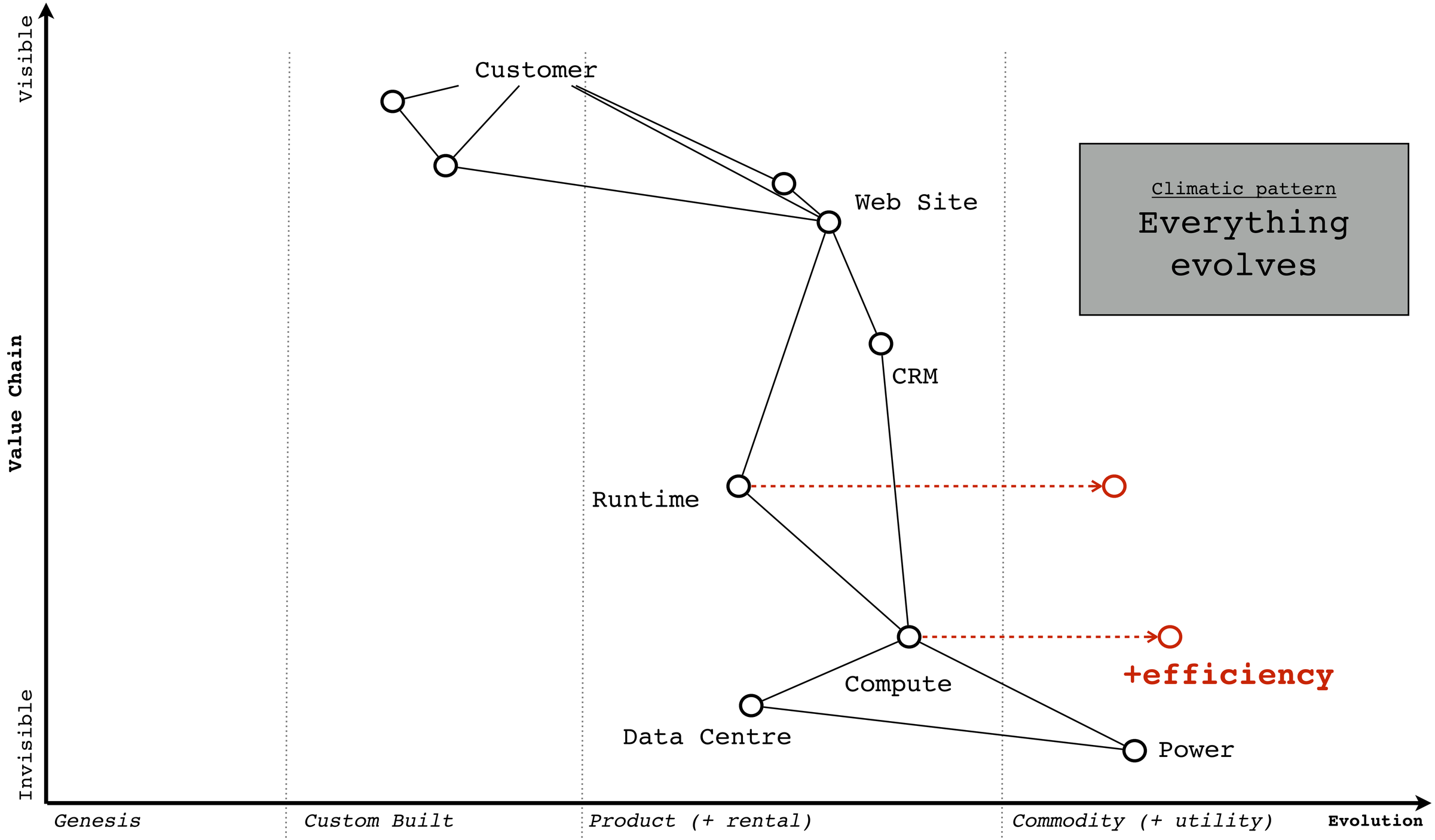


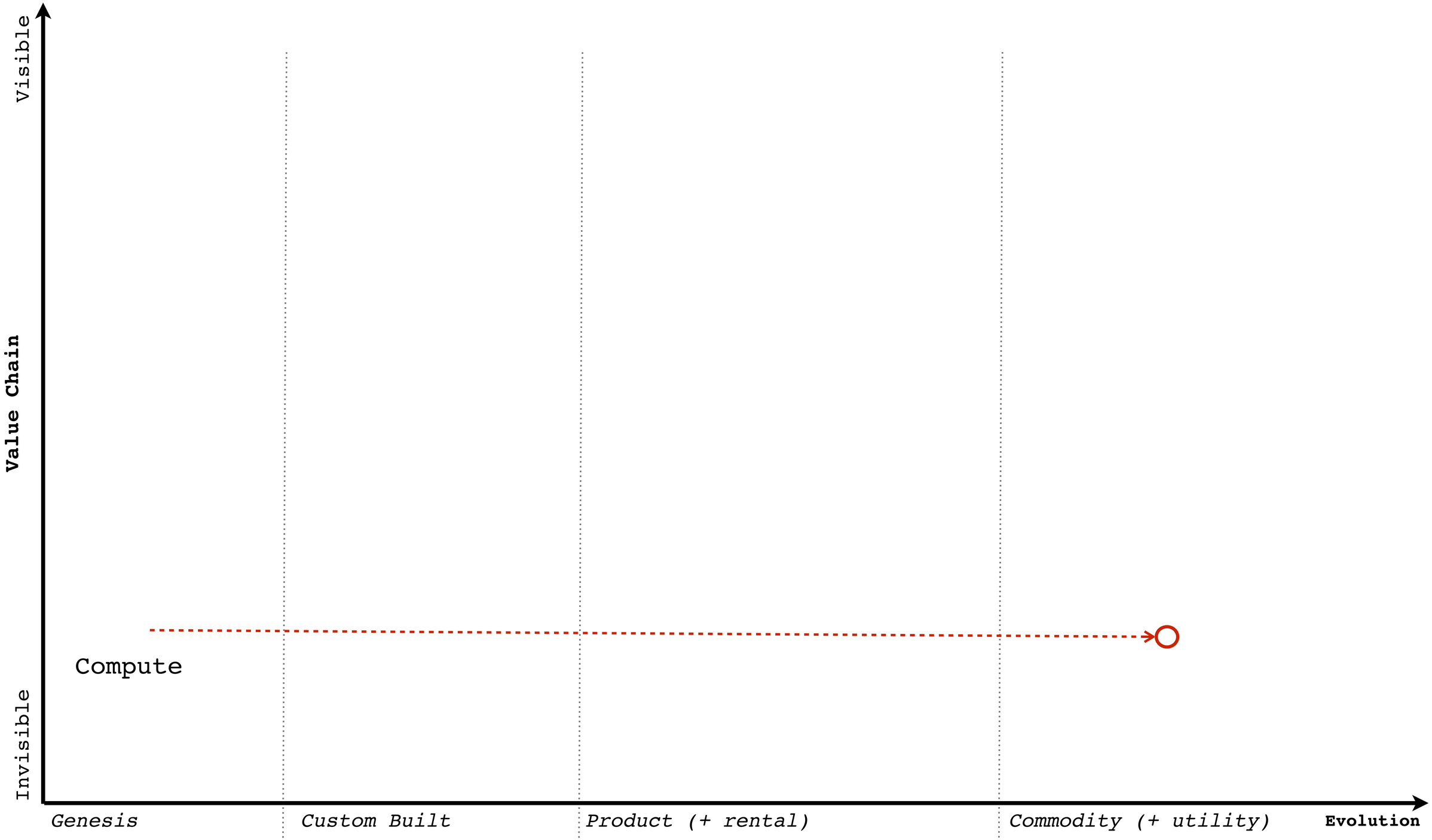
<u>The Strategy Cycle</u>
Sun Tzu's five factors
John Boyd’s OODA loop
The two types of why

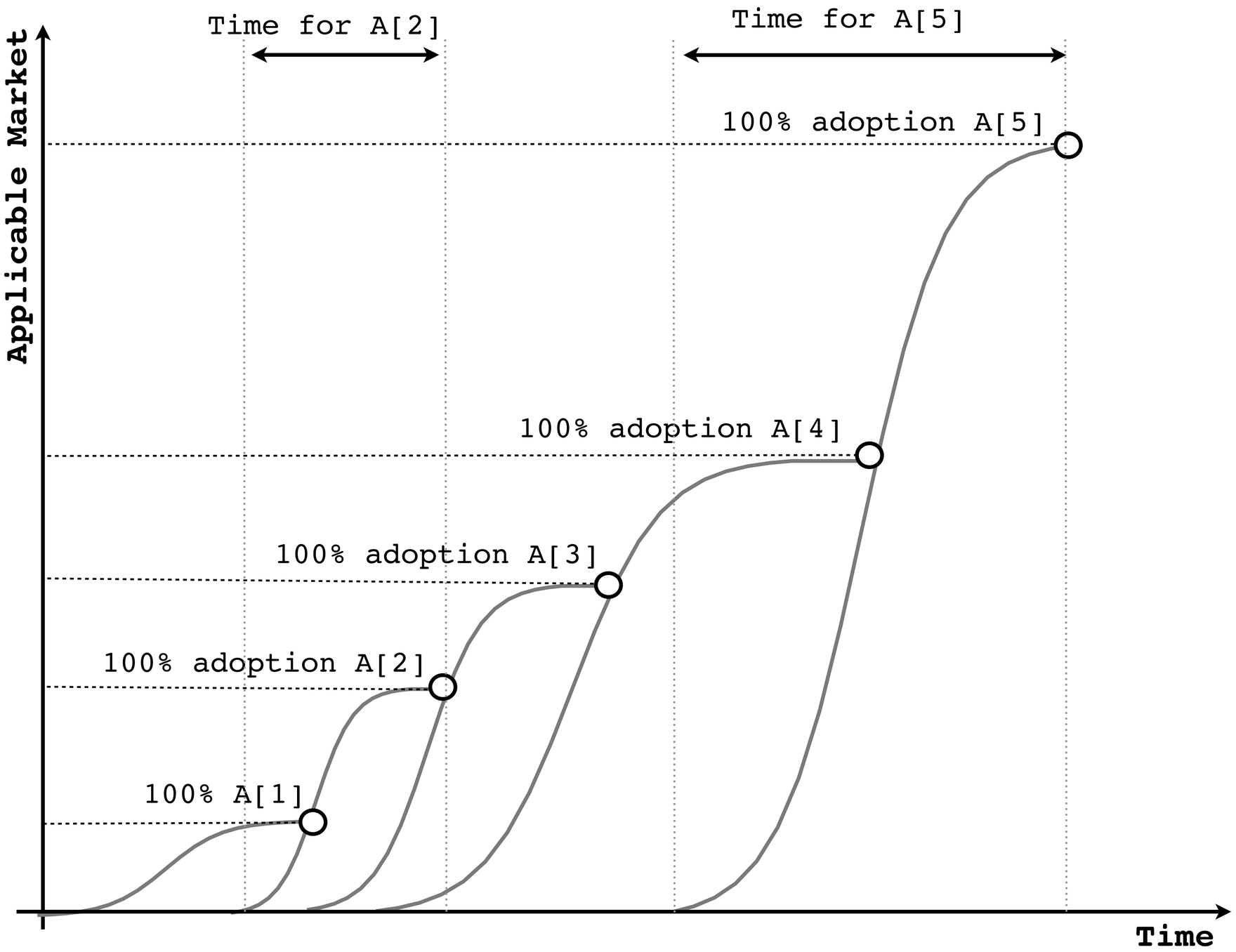
Climate

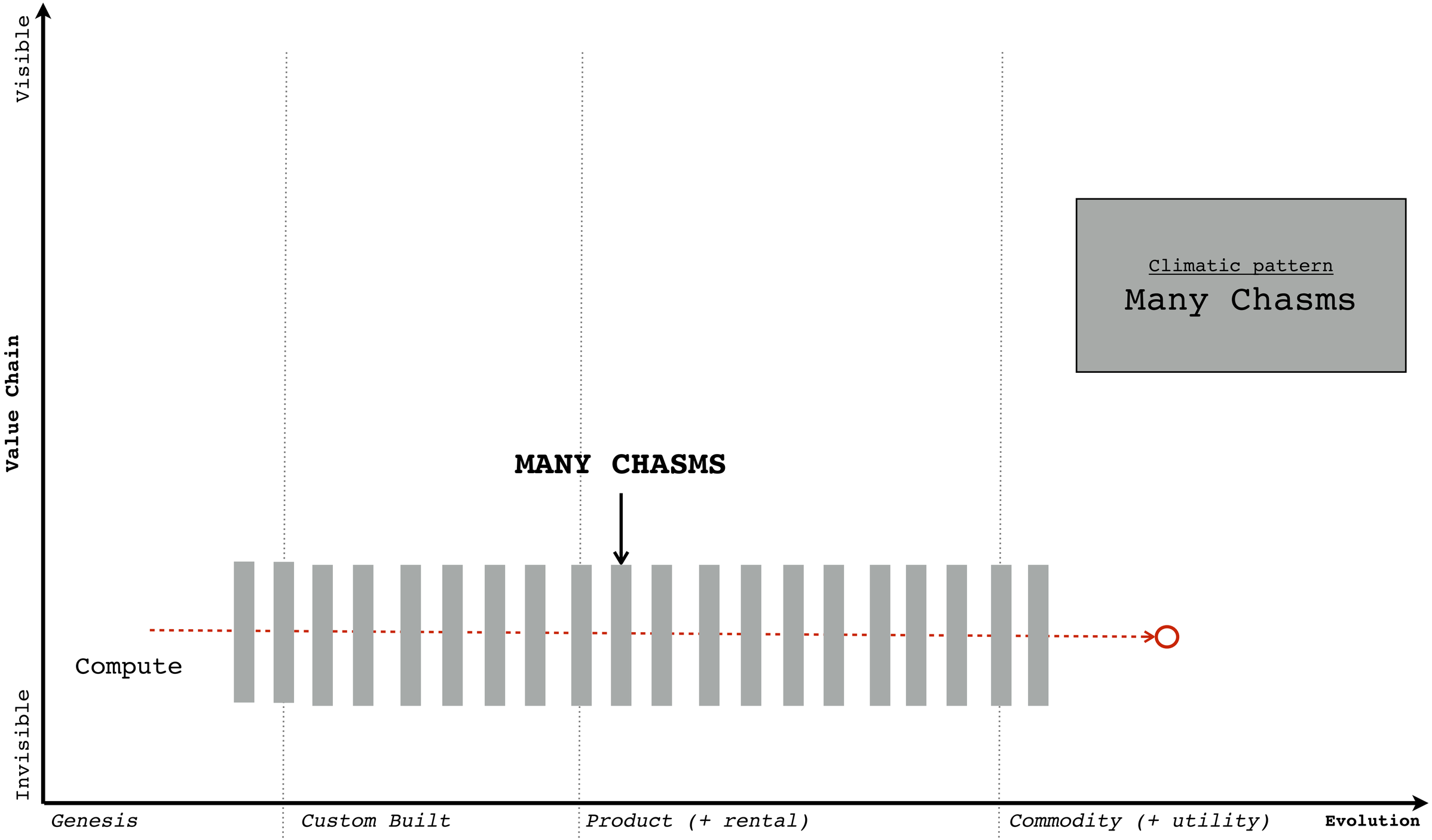
Rules that influence the game

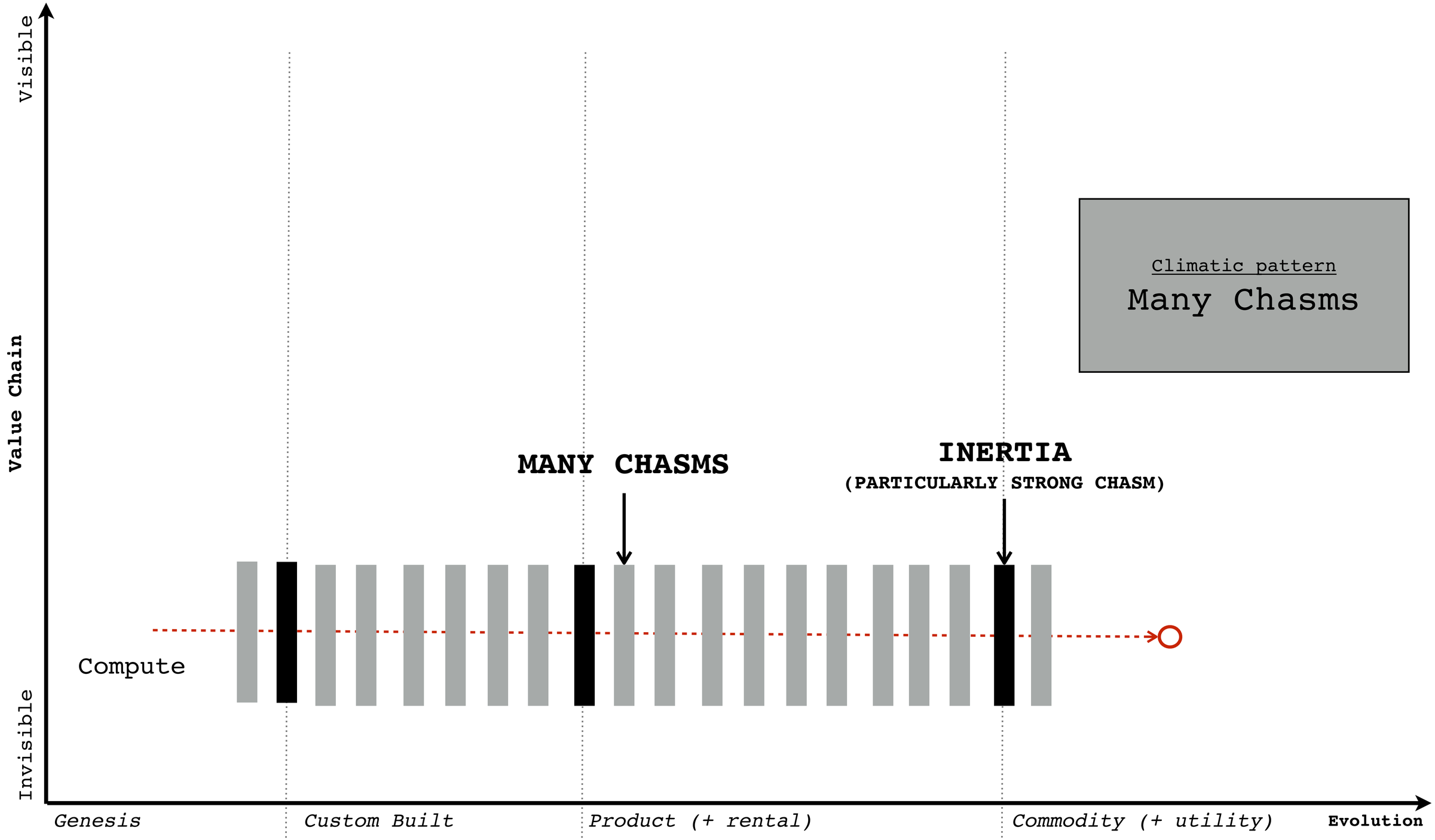

Visible
Value Chain
Invisible
Customer
Web Site
CRM
Runtime
Compute
Data Centre
Power
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution

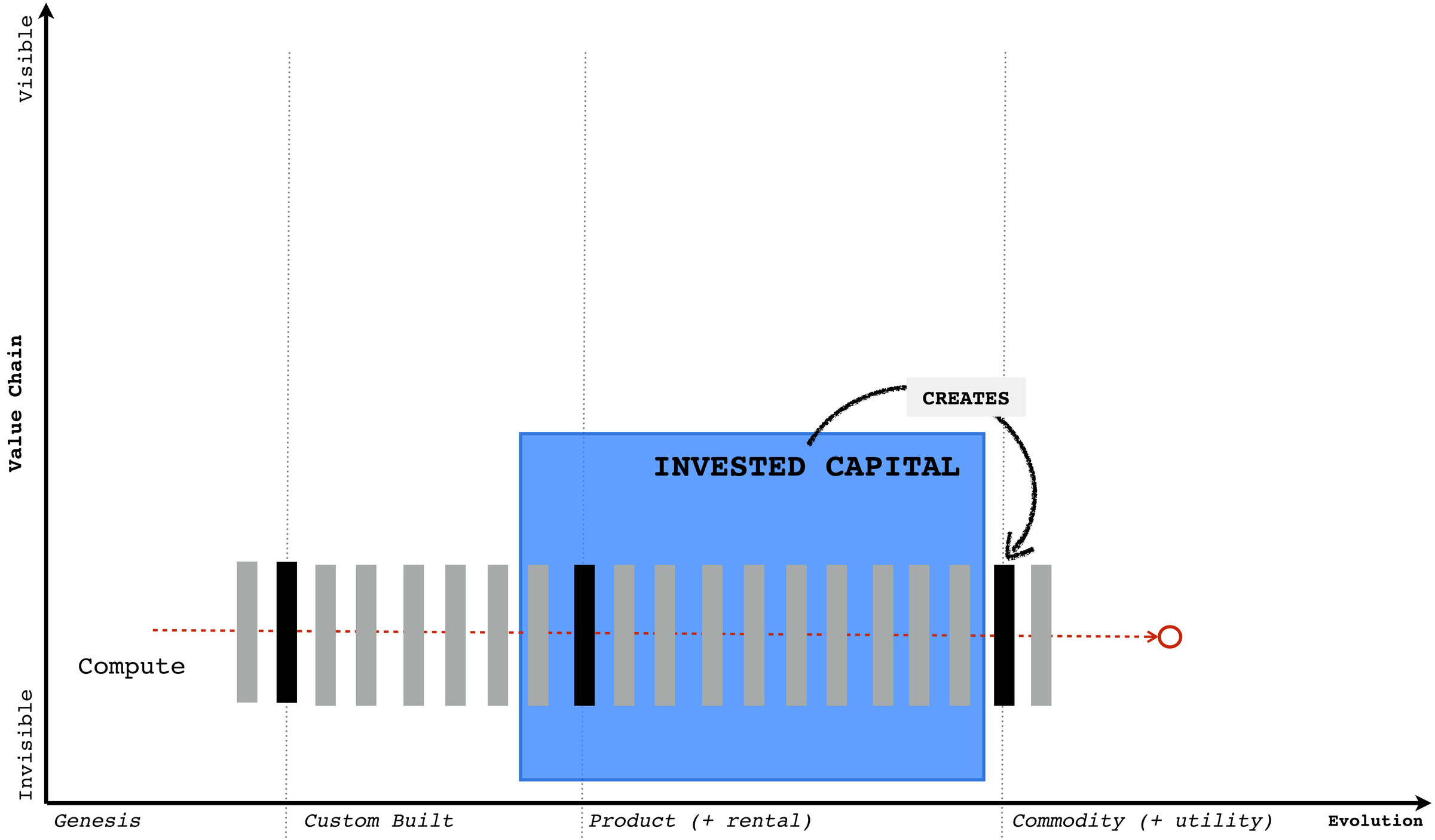

Visible
Value Chain
Invisible
Customer
Web Site
CRM
Runtime
Compute
Data Centre
Power
+efficiency
Climatic pattern
Everything evolves
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution

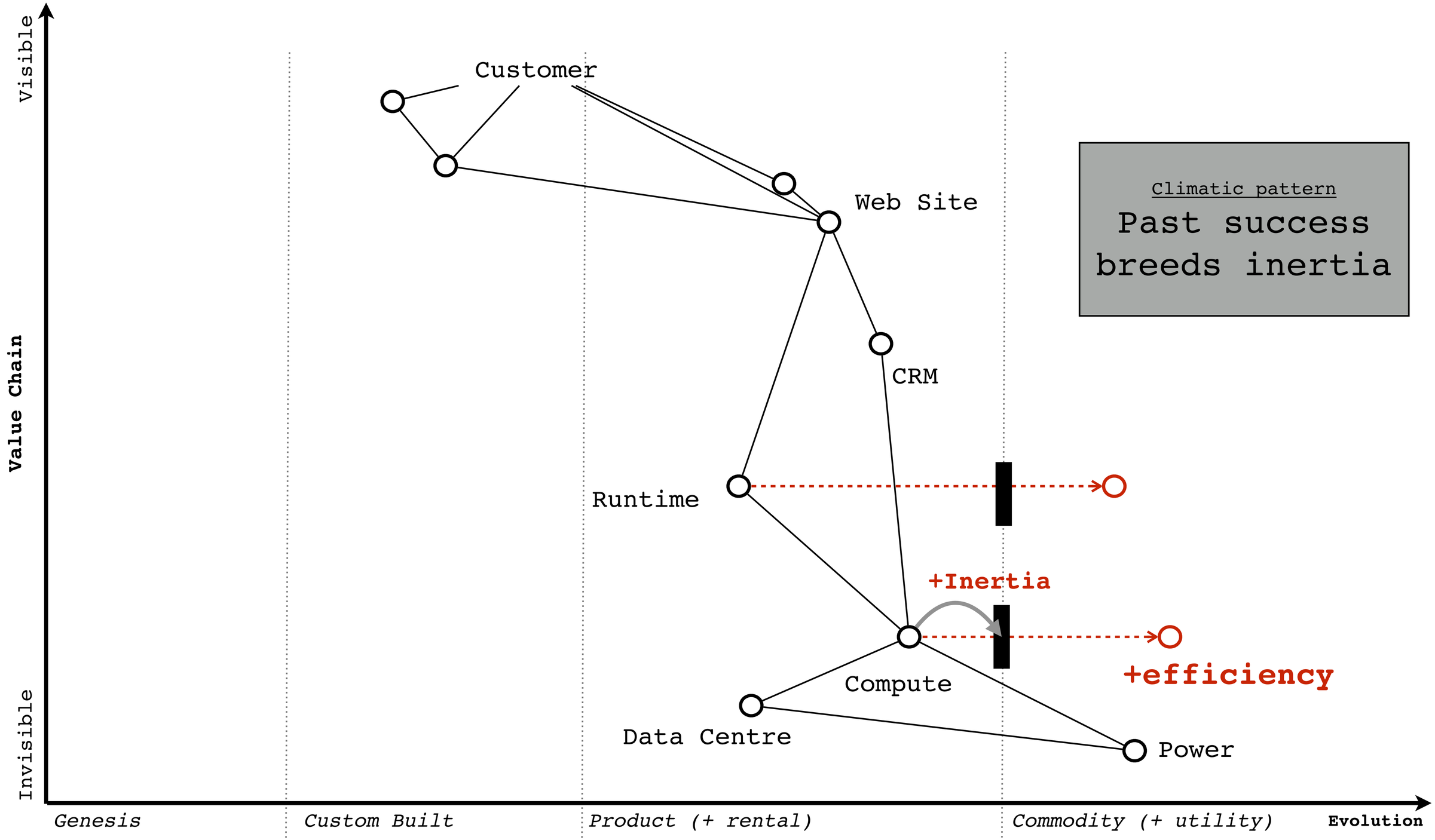

Visible
Value Chain
Invisible
Compute
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution


Time for A[2]
Time for A[5]
Applicable Market
100% adoption A[5]
100% adoption A[4]
100% adoption A[3]
100% adoption A[2]
100% A[1]
Time


Visible
Value Chain
Invisible
Climatic pattern
Many Chasms
MANY CHASMS
Compute
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution


Visible
Value Chain
Invisible
Climatic pattern
Many Chasms
MANY CHASMS
INERTIA
(PARTICULARLY STRONG CHASM)
Compute
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution

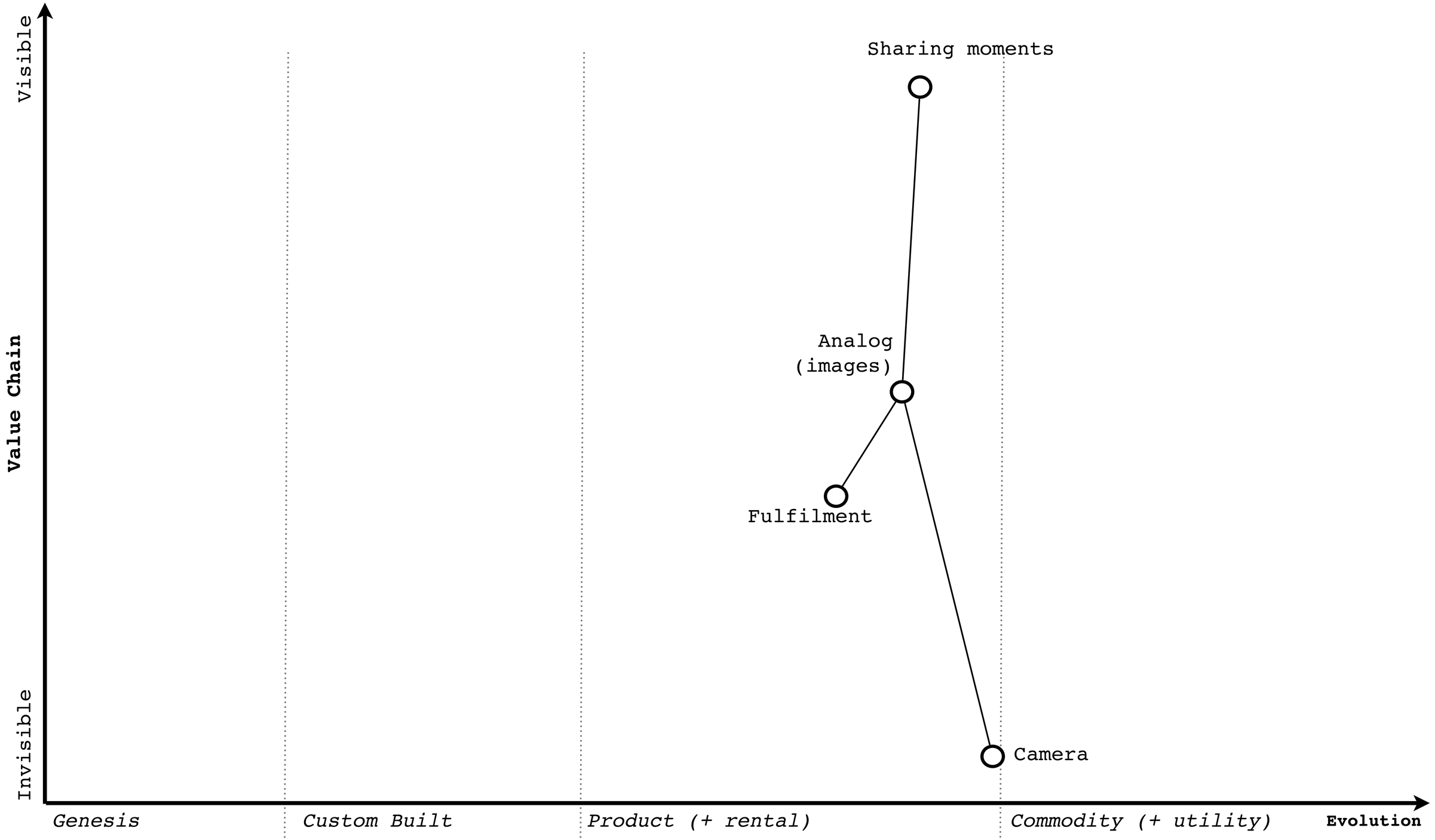

Visible
Value Chain
Invisible
CREATES
INVESTED CAPITAL
Compute
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution

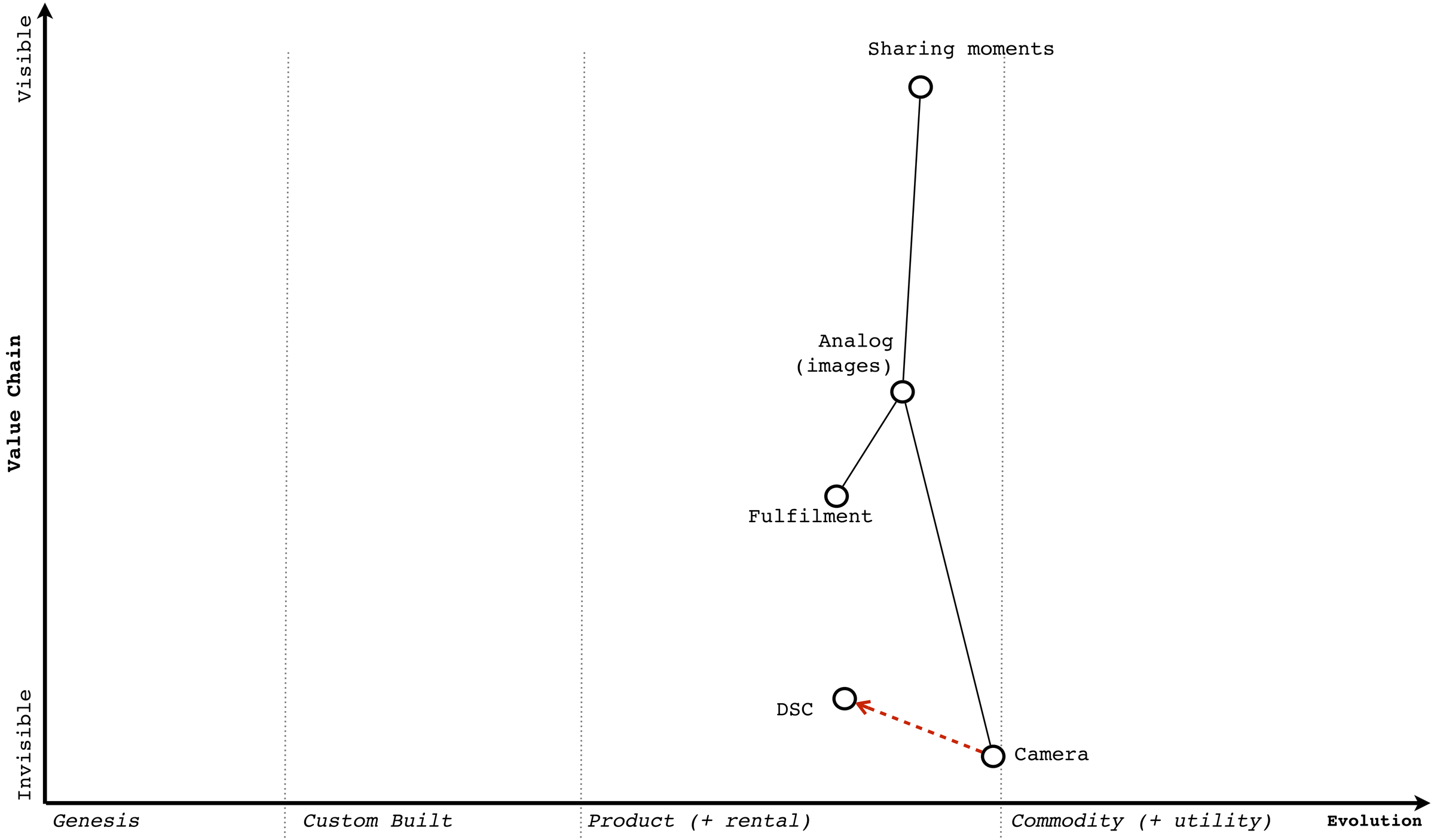

Visible
Value Chain
Invisible
Customer
Web Site
CRM
Runtime
+Inertia
Compute
+efficiency
Data Centre
Power
Climatic pattern
Past success breeds inertia
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution

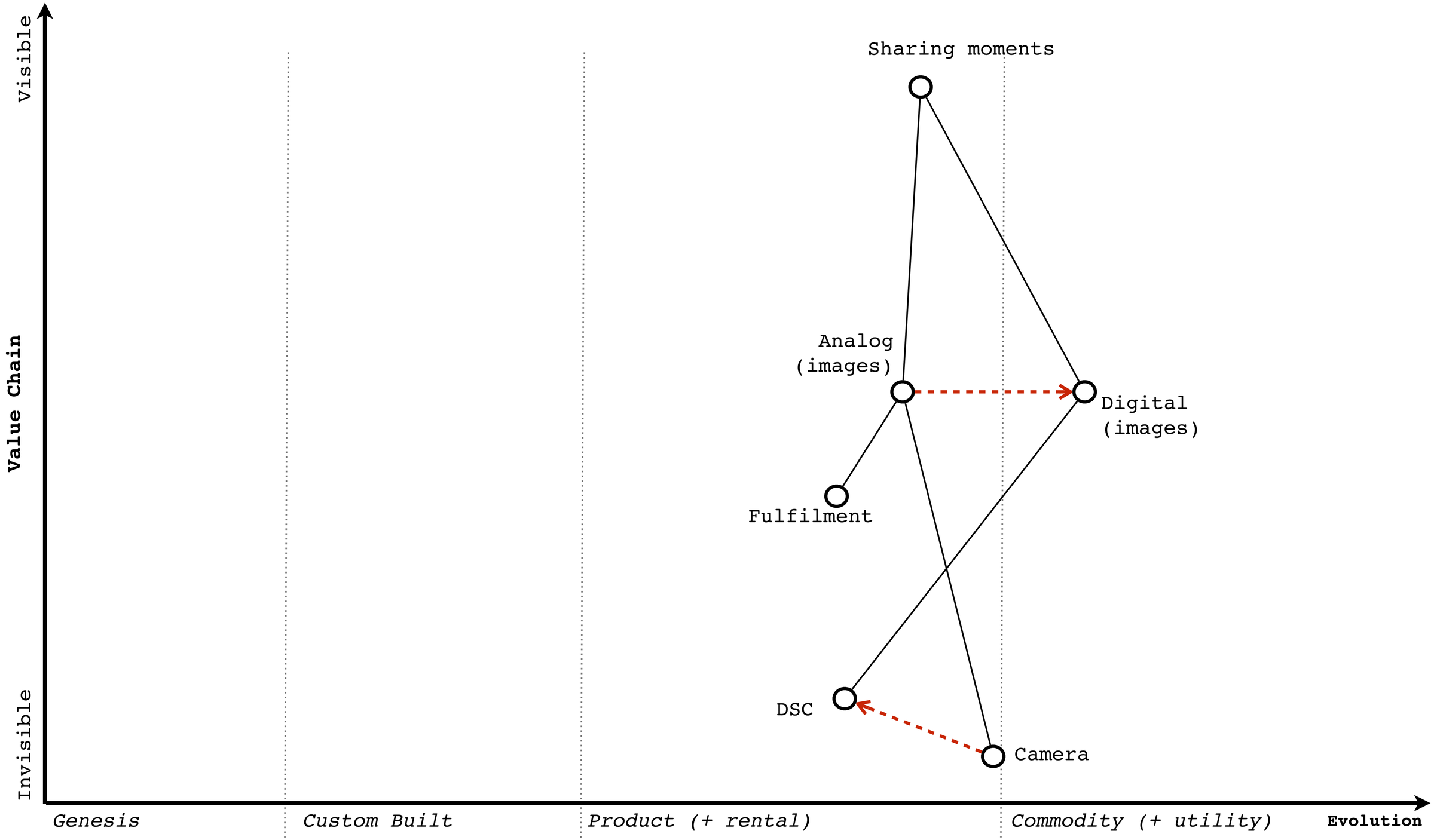
BLOCKBUSTER

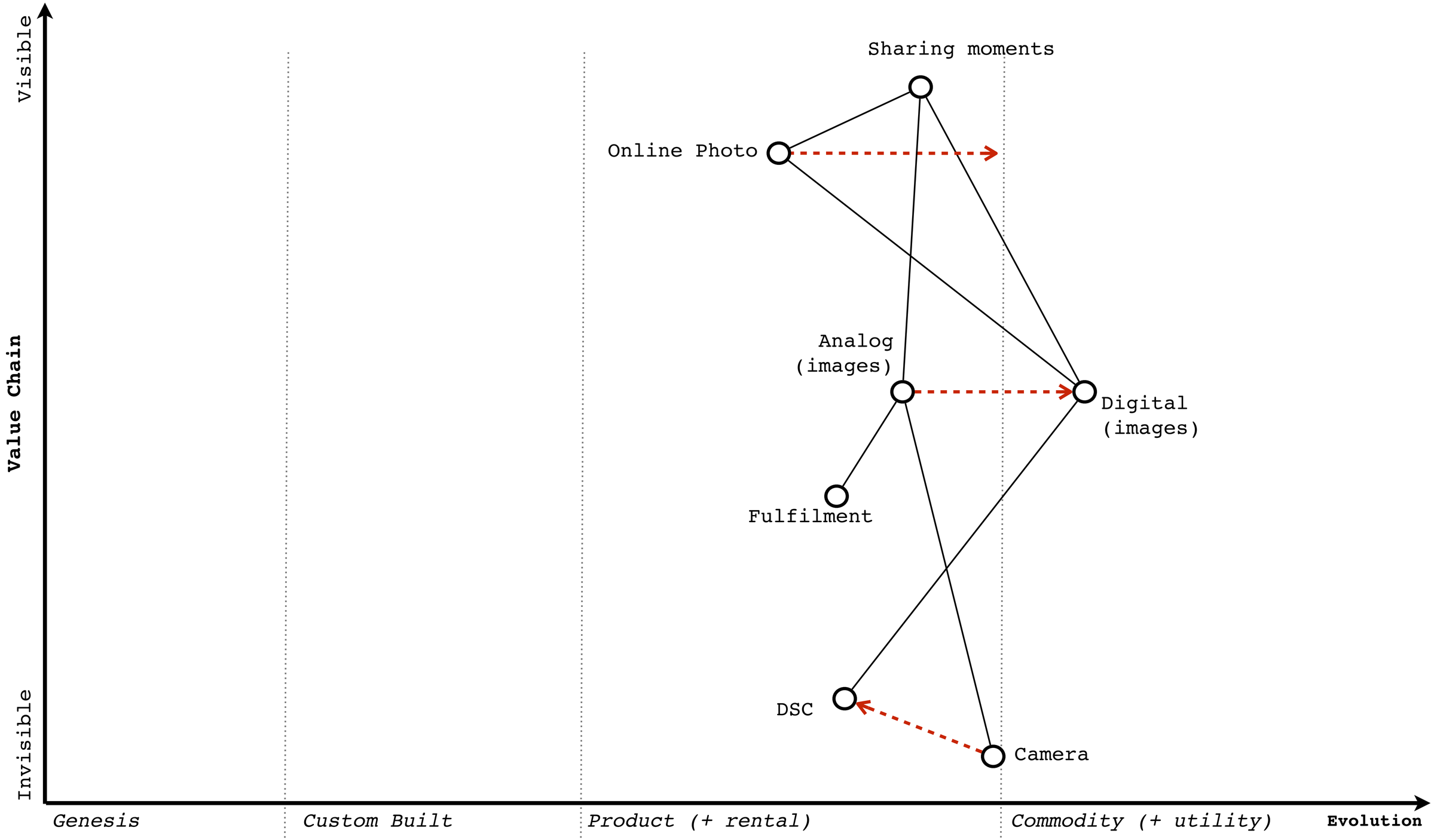
NETFLIX

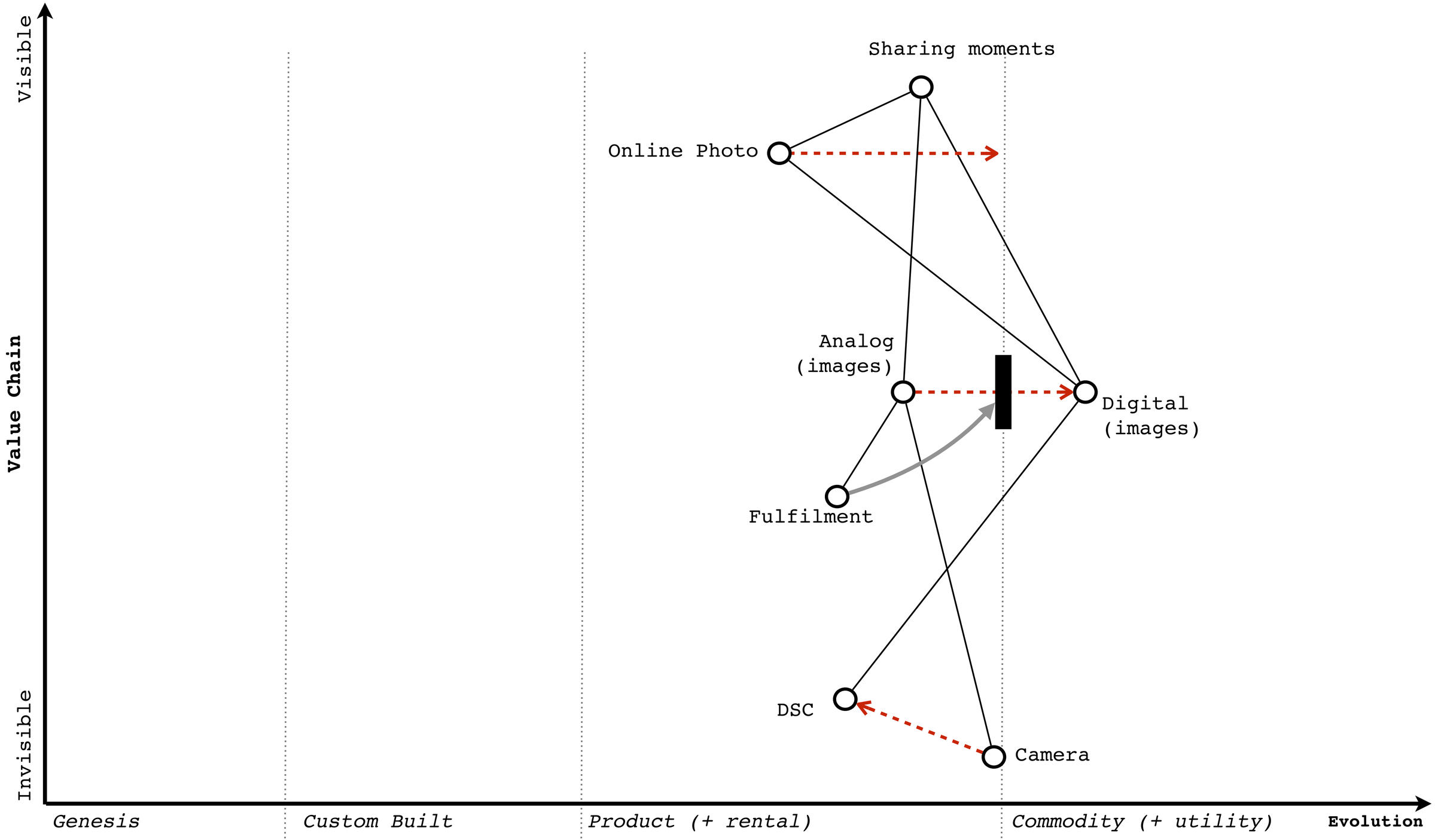
Kodak

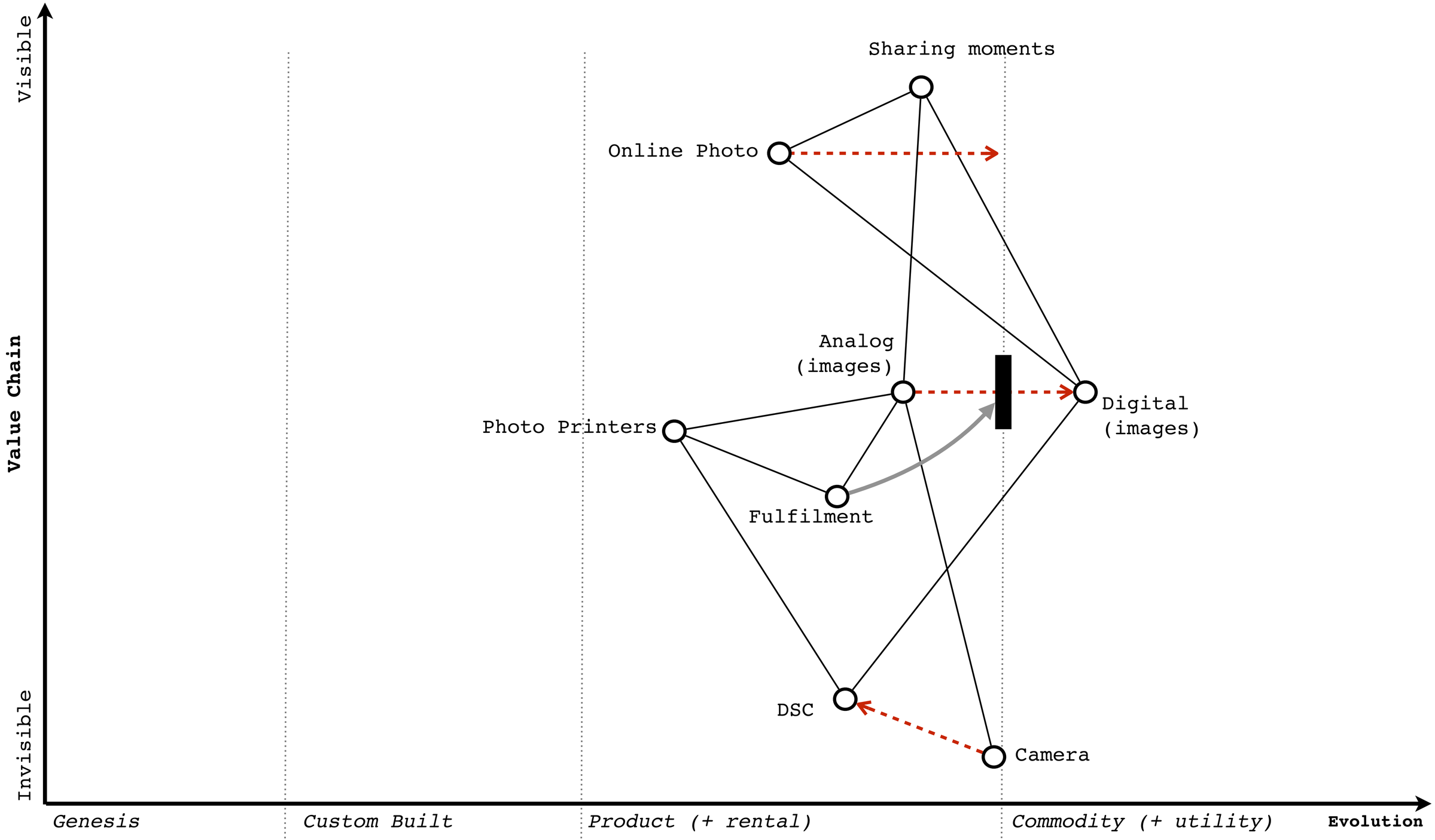

Visible
Value Chain
Invisible
Sharing moments
Analog
(images)
Fulfilment
Camera
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution

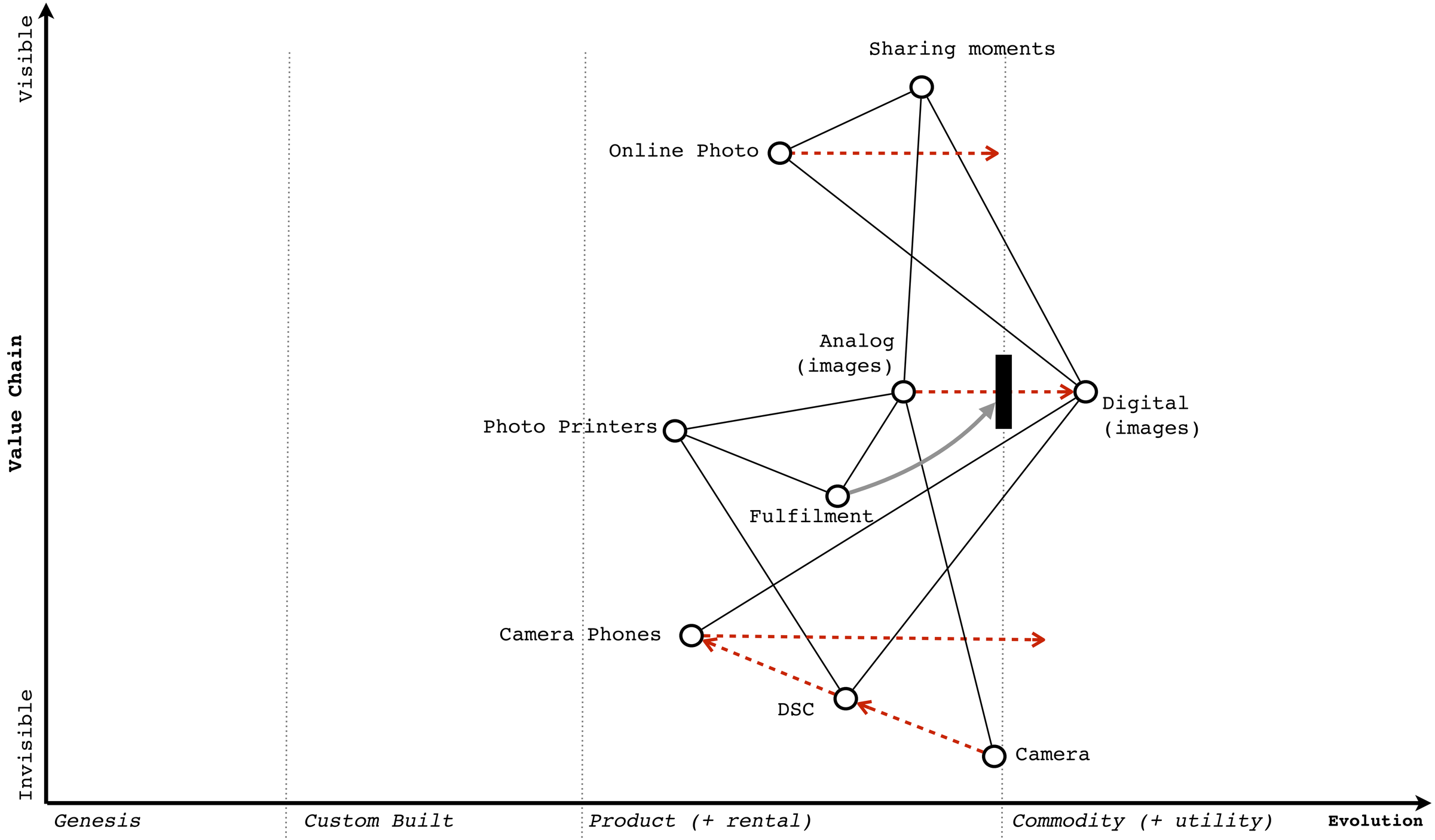

Visible
Value Chain
Invisible
Sharing moments
Analog
(images)
Fulfilment
DSC
Camera
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution

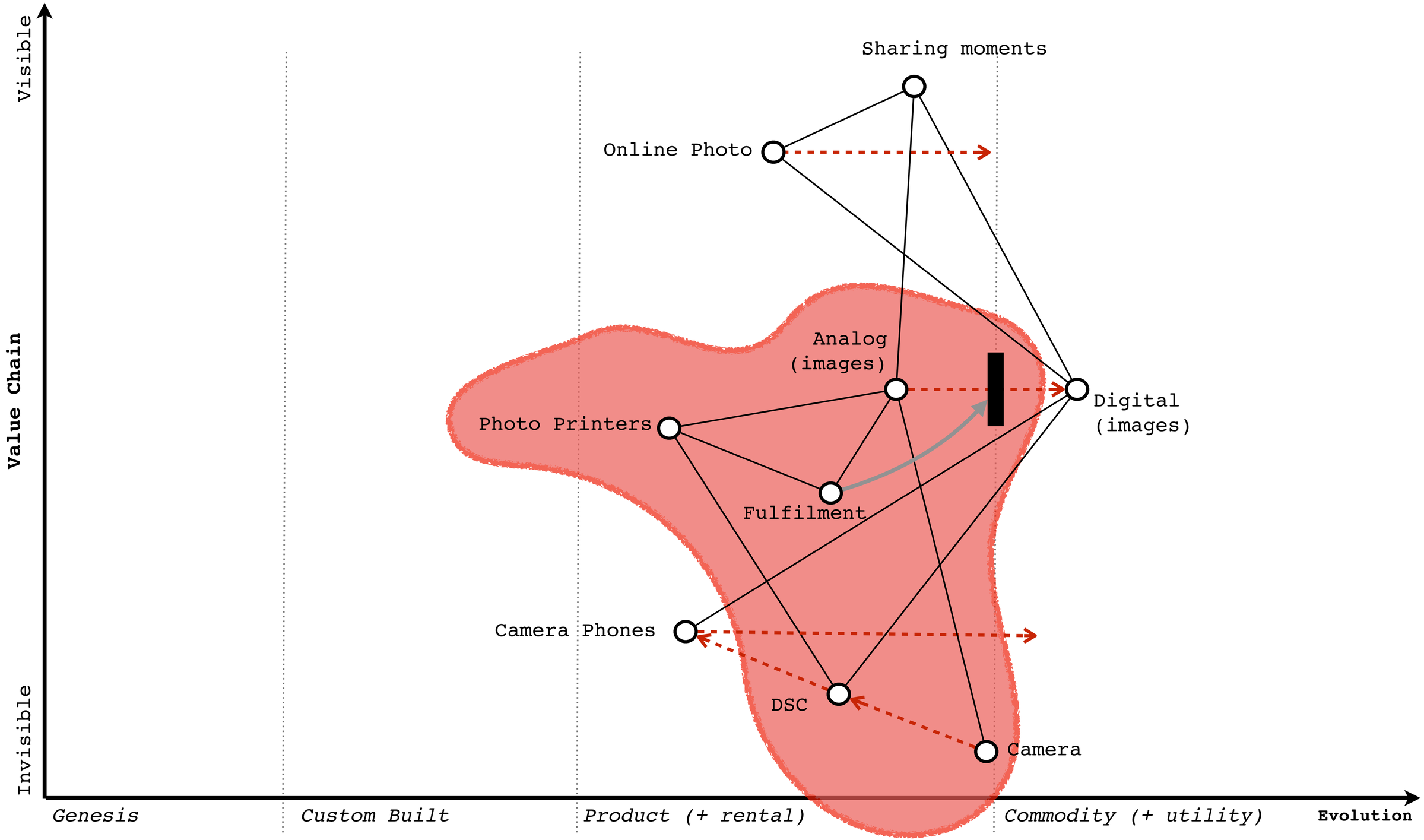

Visible
Value Chain
Invisible
Sharing moments
Analog
(images)
Digital
(images)
Fulfilment
DSC
Camera
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution

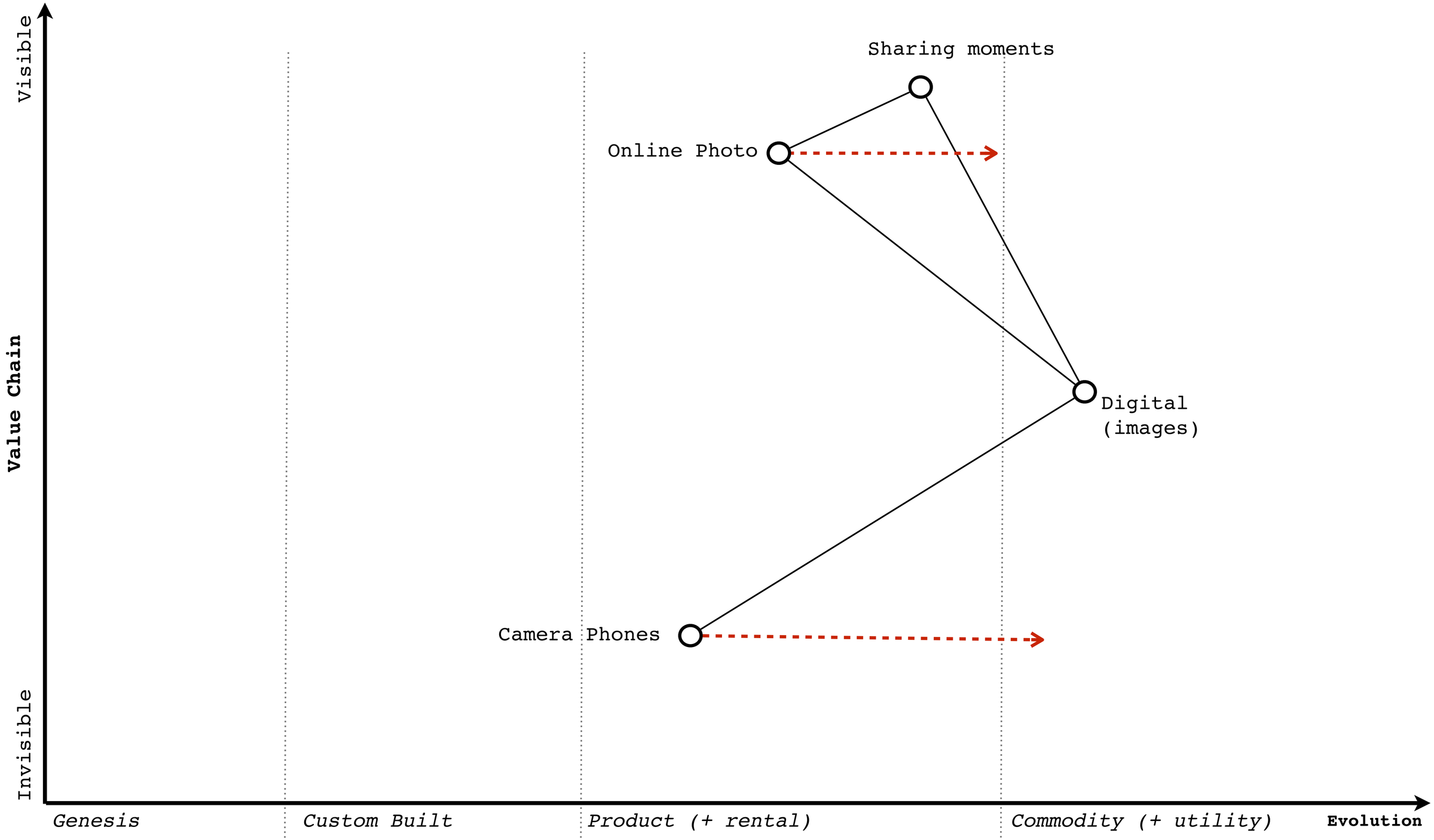

Visible
Value Chain
Invisible
Sharing moments
Online Photo
Analog
(images)
Digital
(images)
Fulfilment
DSC
Camera
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution

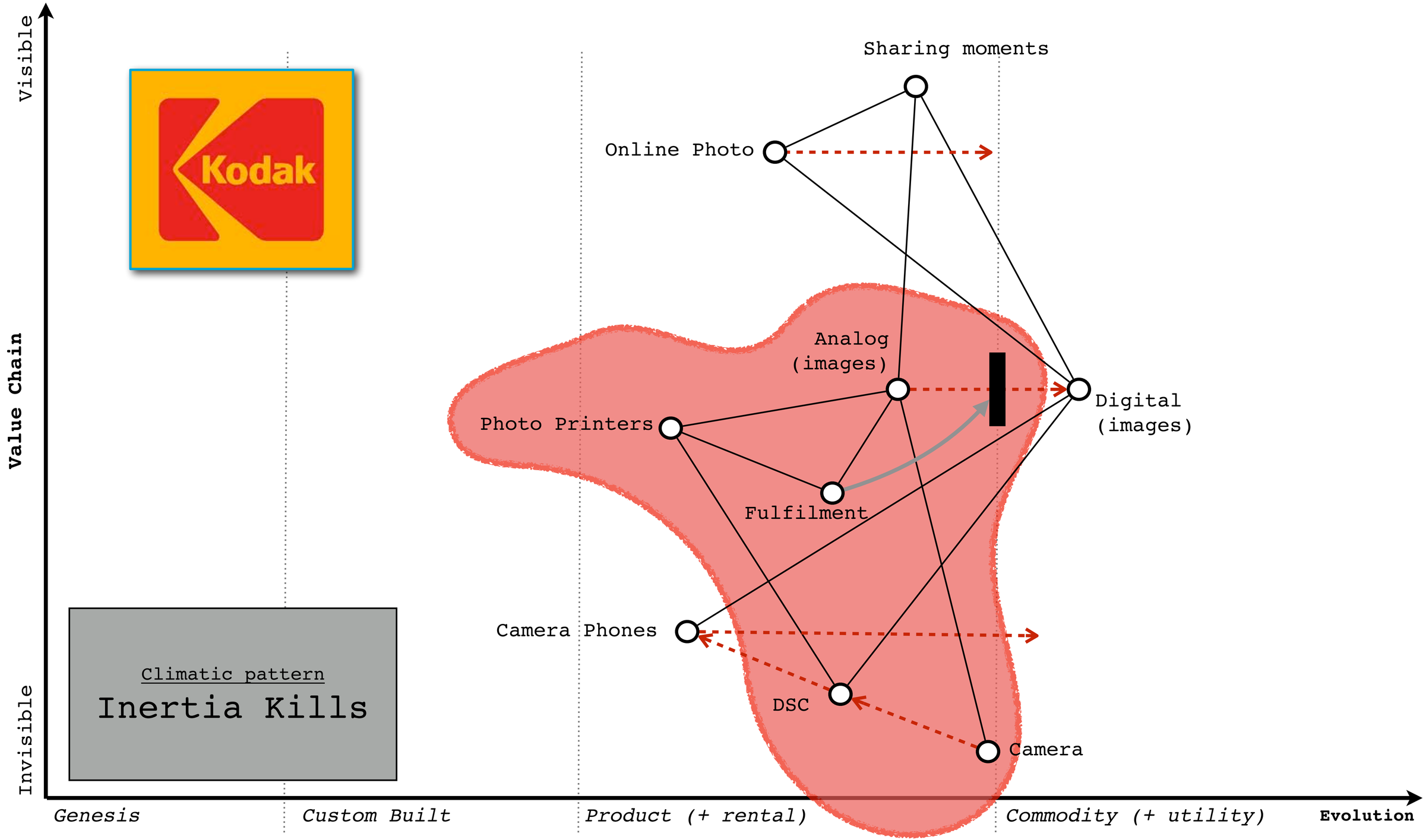

Visible
Value Chain
Invisible
Sharing moments
Online Photo
Analog
(images)
Digital
(images)
Fulfilment
DSC
Camera
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution

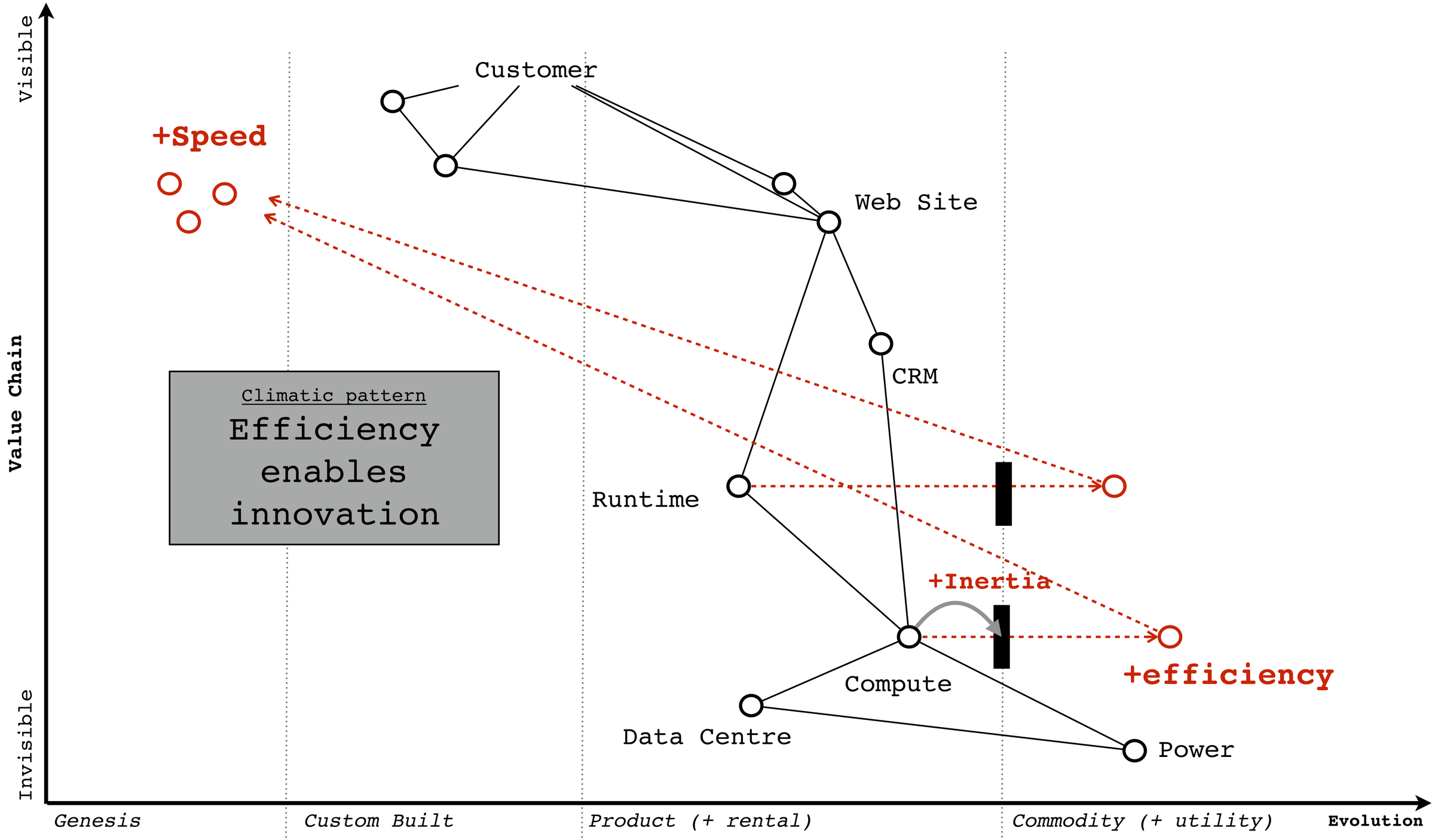

Visible
Value Chain
Invisible
Sharing moments
Online Photo
Analog
(images)
Digital
(images)
Photo Printers
Fulfilment
DSC
Camera
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution

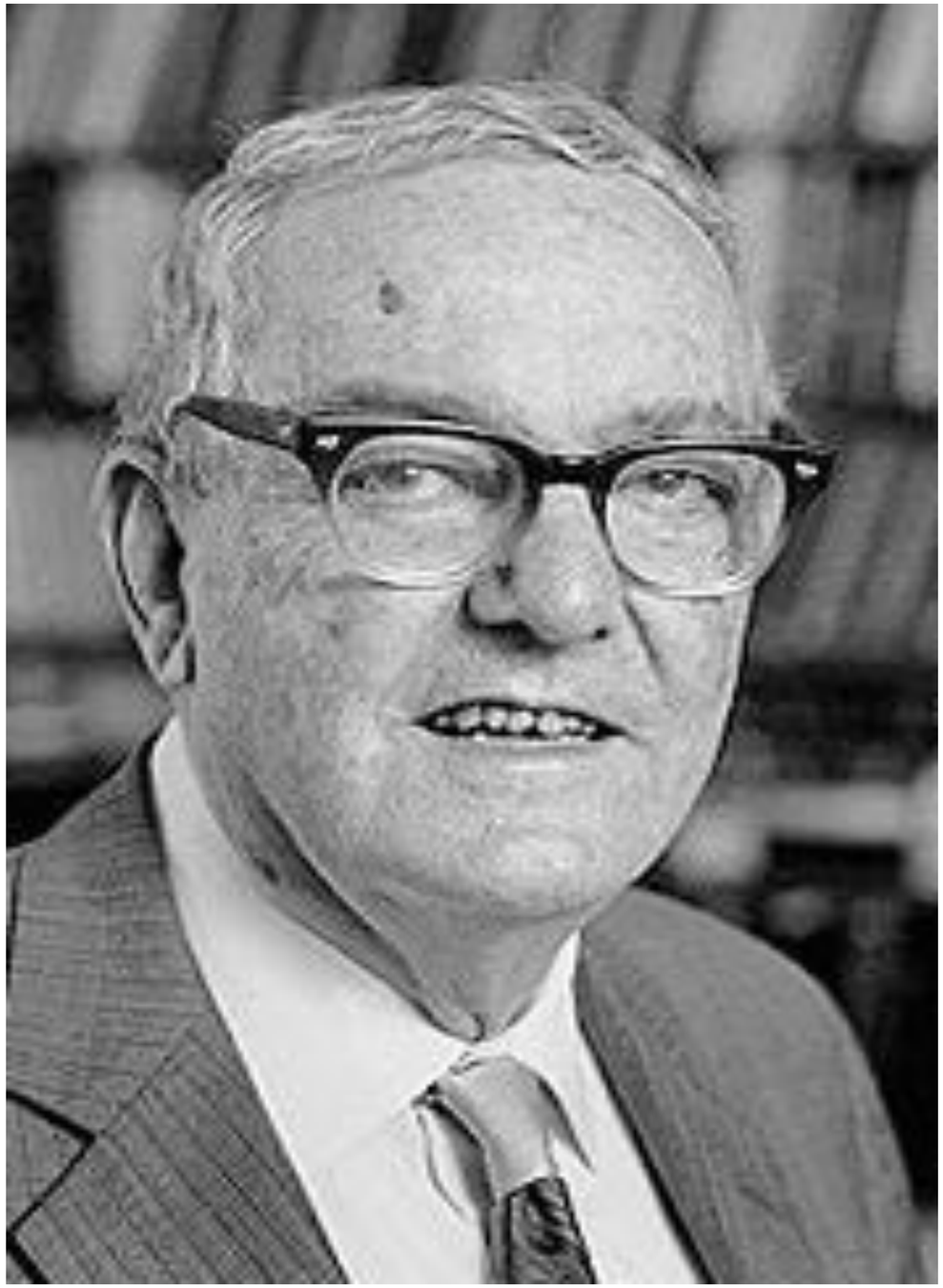

Visible
Value Chain
Invisible
Sharing moments
Online Photo
Analog
(images)
Digital
(images)
Photo Printers
Fulfilment
Camera Phones
DSC
Camera
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution


Visible
Value Chain
Invisible
Sharing moments
Online Photo
Analog
(images)
Digital
(images)
Photo Printers
Fulfilment
Camera Phones
DSC
Camera
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution


Visible
Value Chain
Invisible
Sharing moments
Online Photo
Digital
(images)
Camera Phones
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution


Visible
Value Chain
Invisible
Sharing moments
Online Photo
Analog
(images)
Digital
(images)
Photo Printers
Fulfilment
Camera Phones
DSC
Camera
Climatic pattern
Inertia Kills
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution

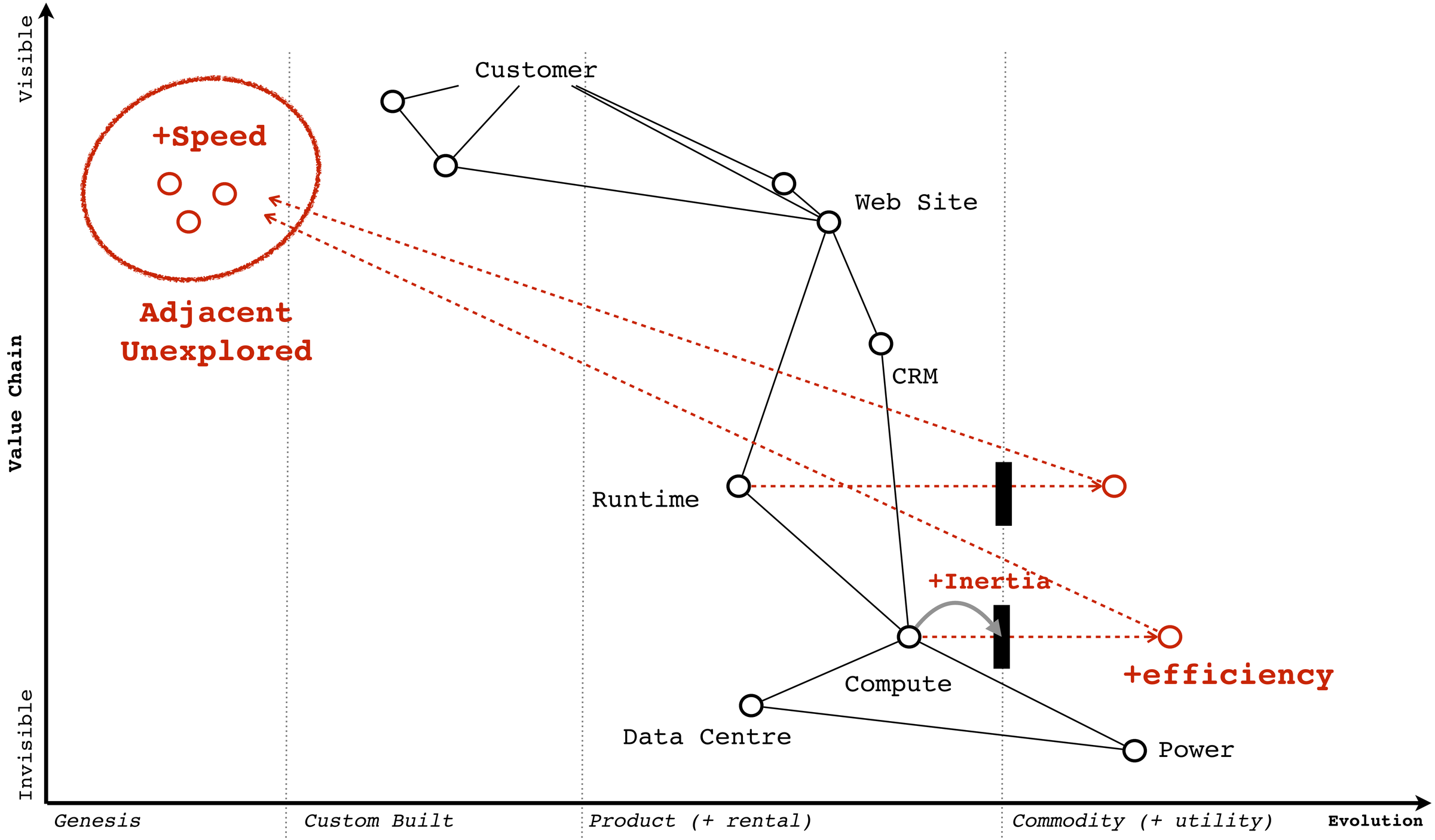

Visible
Value Chain
Invisible
+Speed
Customer
Web Site
CRM
Climatic pattern
Efficiency enables innovation
Runtime
+Inertia
+efficiency
Compute
Data Centre
Power
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution

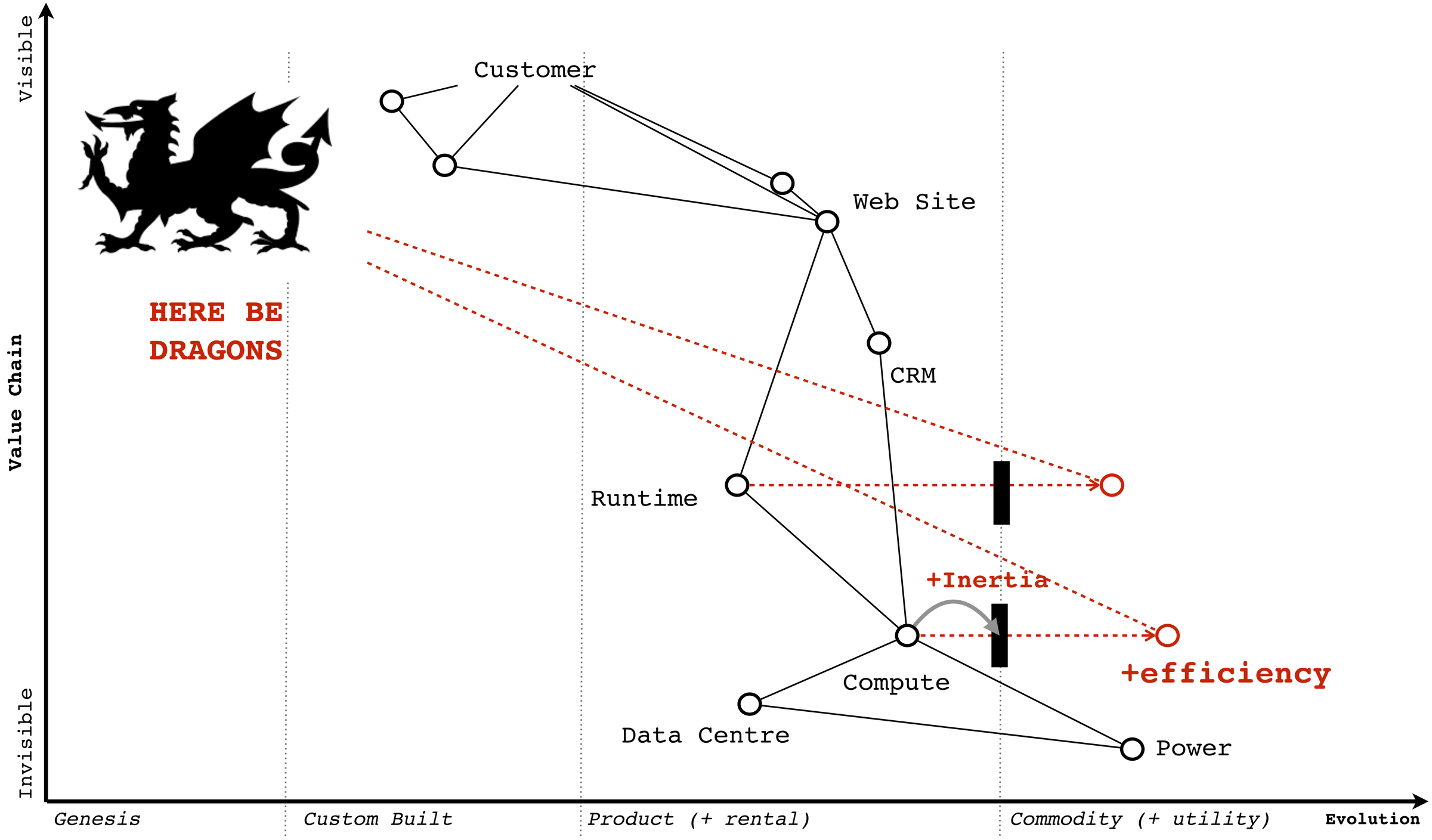


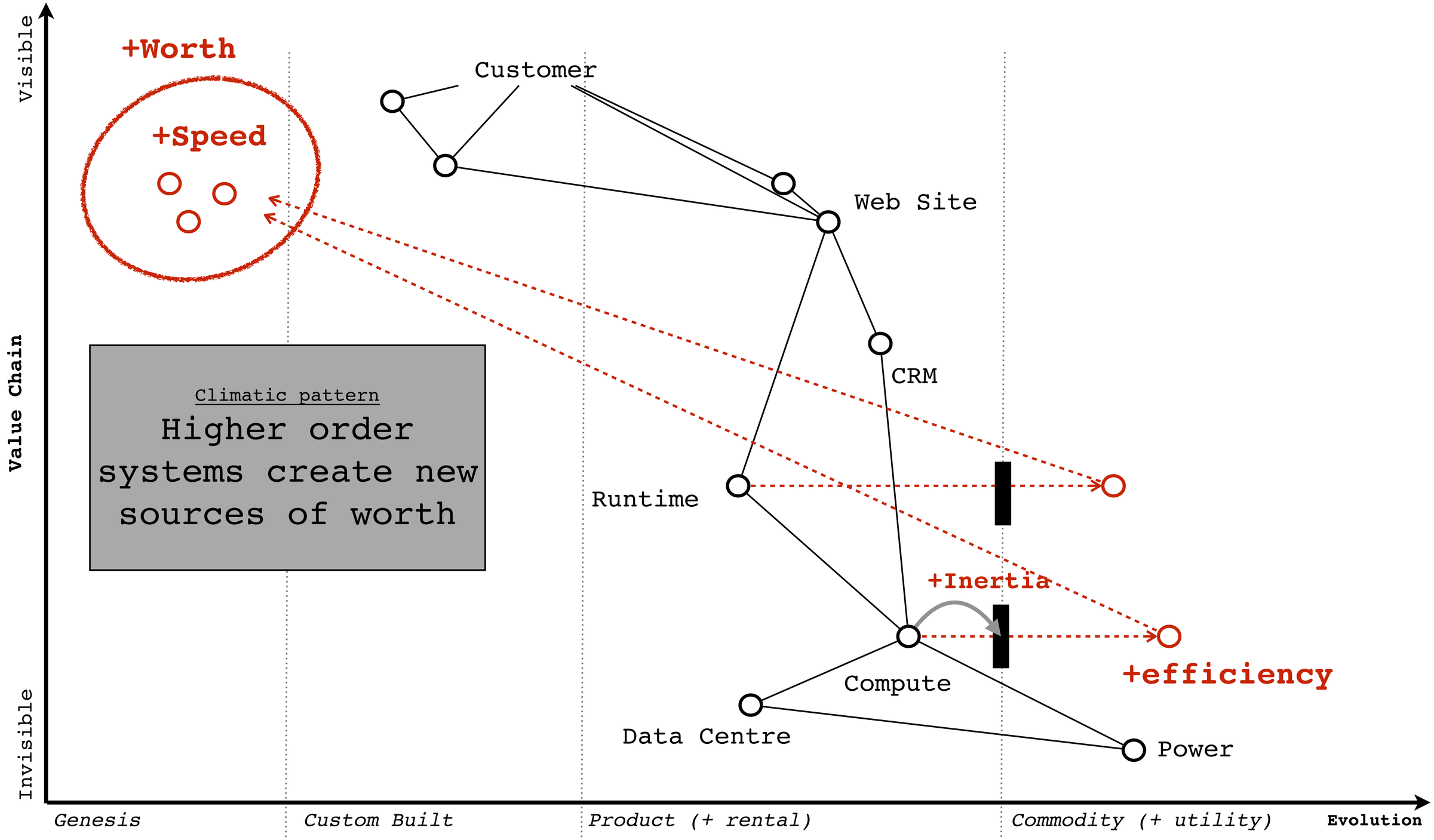
Componentisation

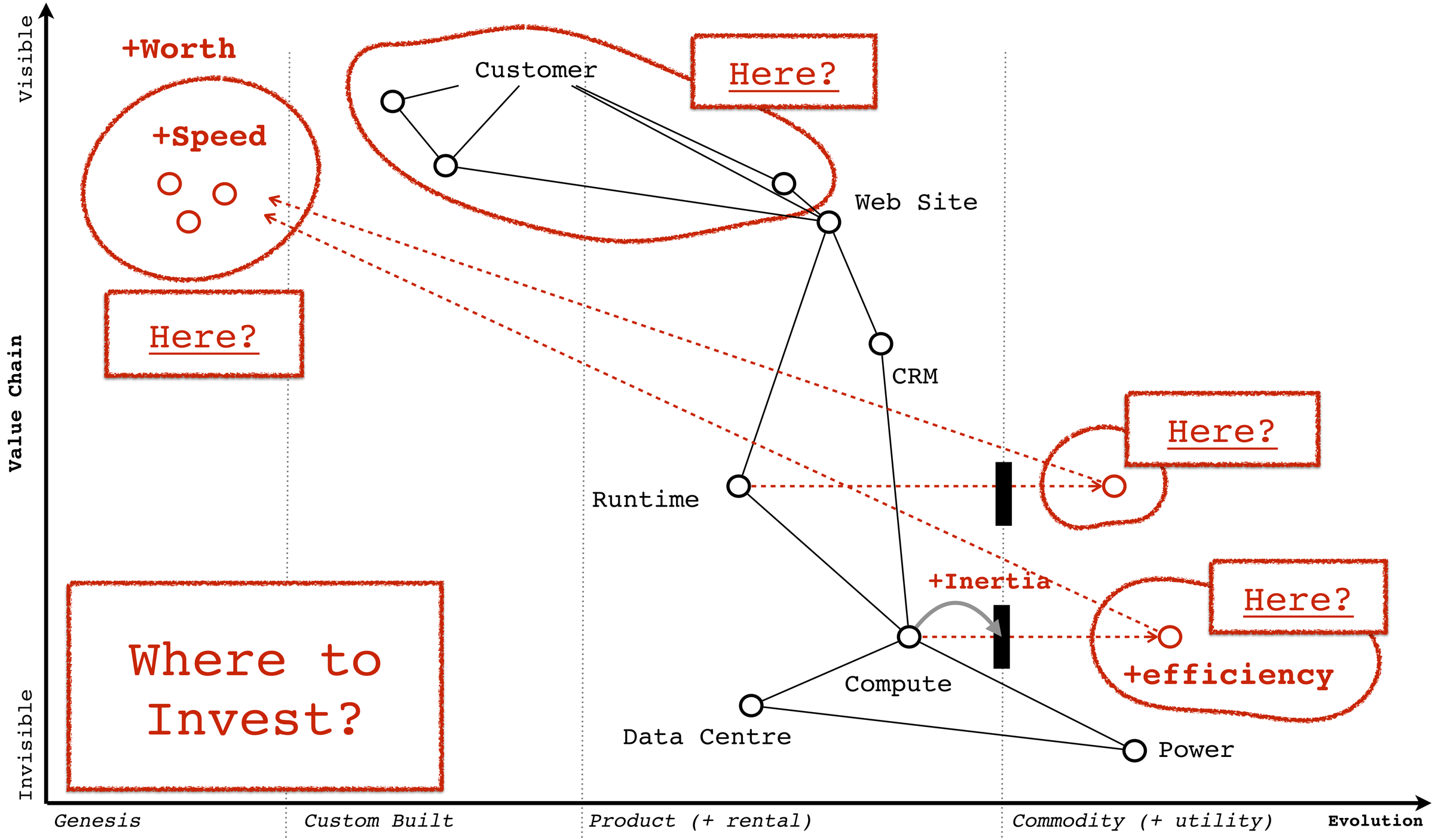
Rate of evolution of a system is dependant upon the organisation of its subsystems

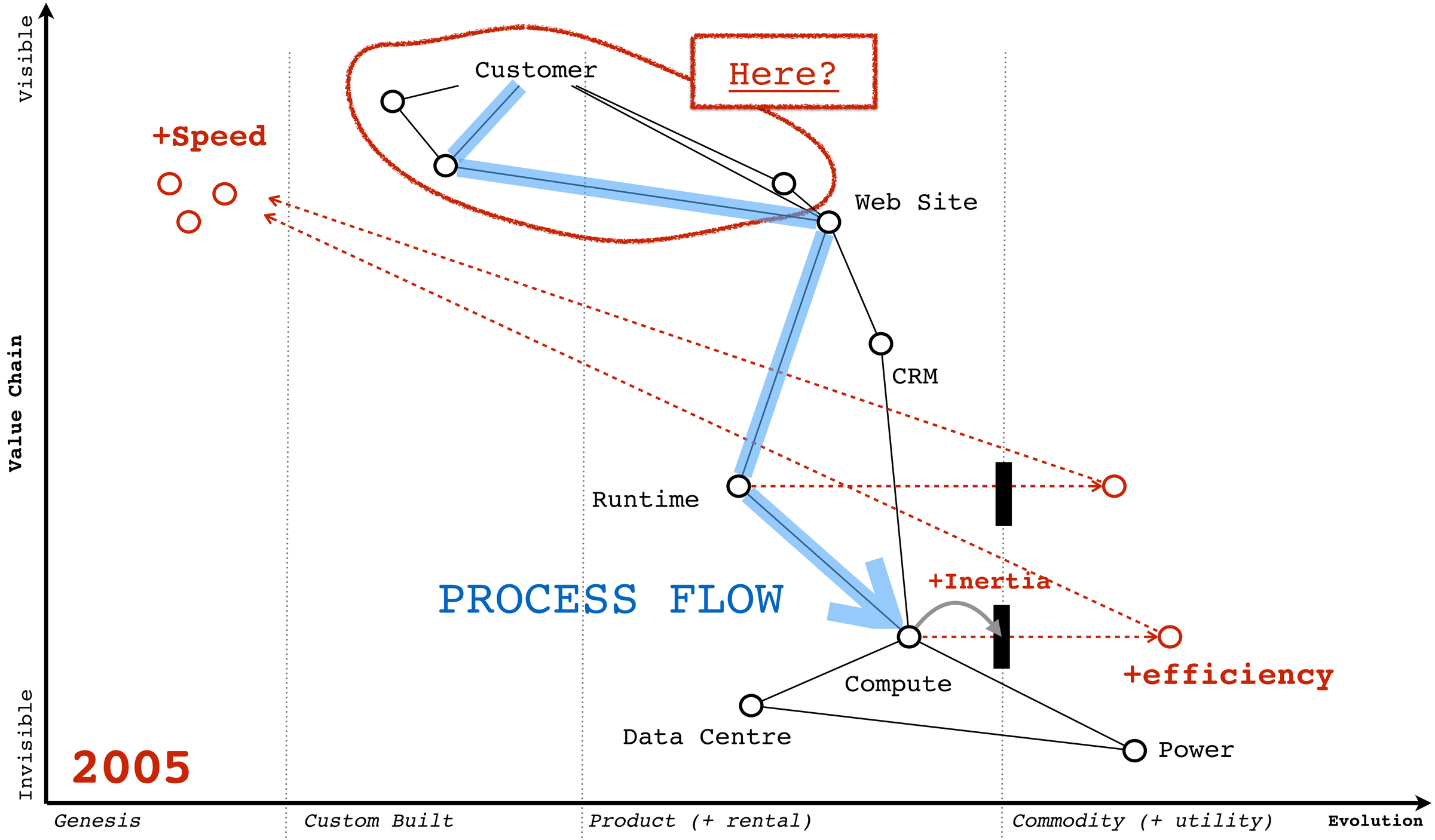
Herbert A. Simon

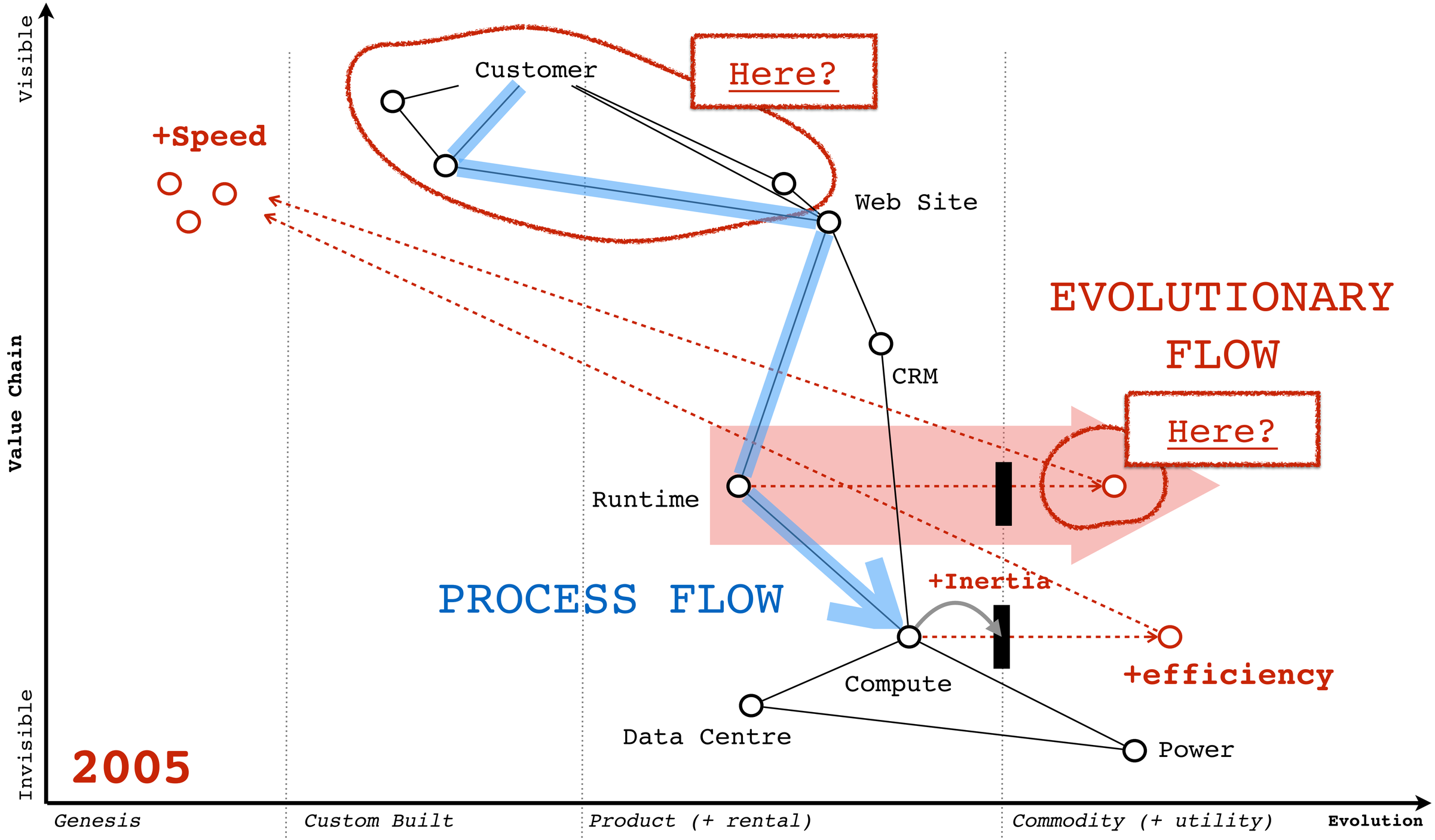

Visible
Value Chain
Invisible
+Speed
Adjacent
Unexplored
Customer
Web Site
CRM
Runtime
+Inertia
Compute
Data Centre
Power
+efficiency
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution

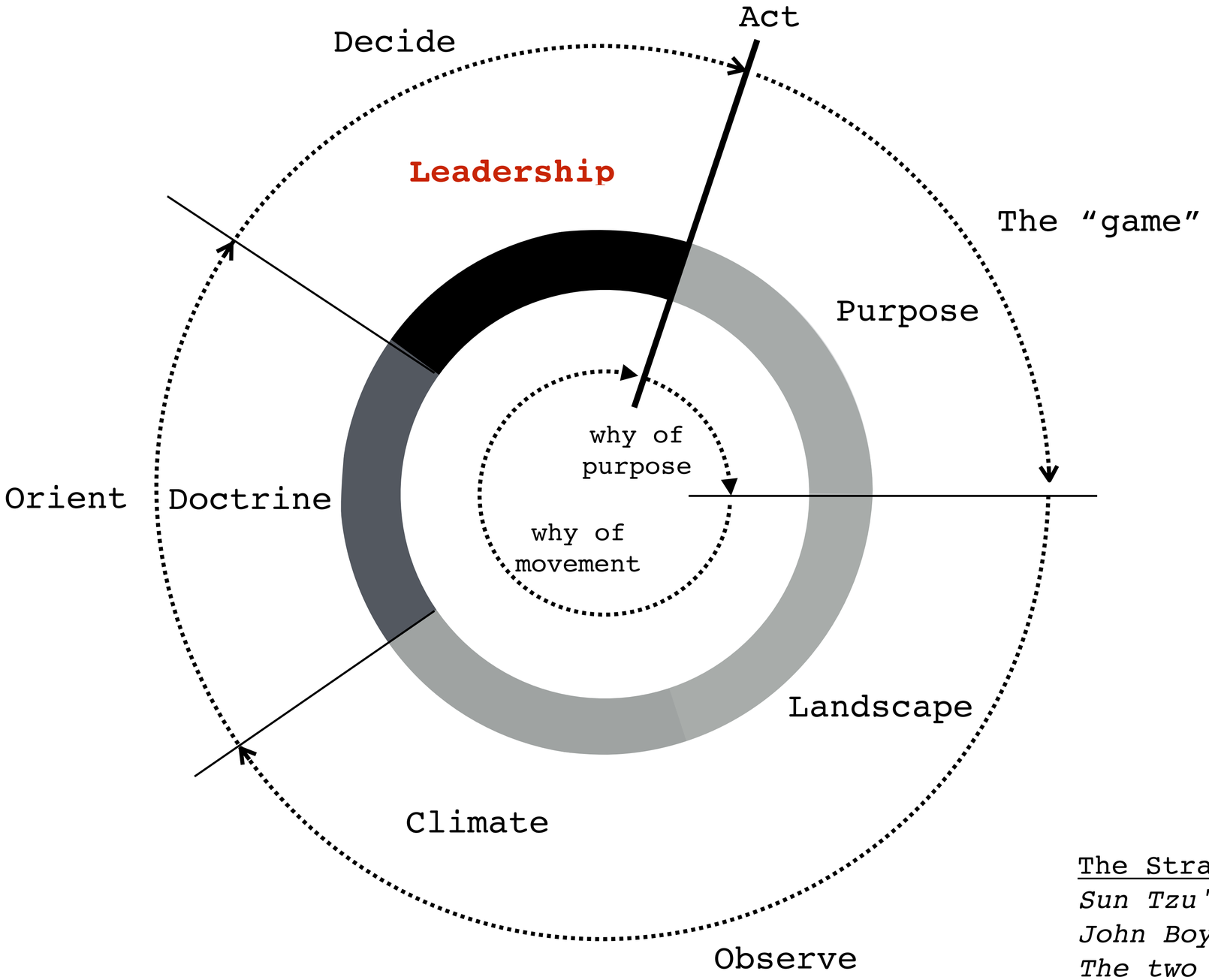

Visible
Value Chain
Invisible
HERE BE
DRAGONS
Customer
Web Site
CRM
Runtime
+Inertia
Compute
+efficiency
Data Centre
Power
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution


Visible
Value Chain
Invisible
+Worth
+Speed
Customer
Web Site
CRM
Climatic pattern
Higher order systems create new sources of worth
Runtime
+Inertia
+efficiency
Compute
Data Centre
Power
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution


Visible
Value Chain
Invisible
+Worth
+Speed
Here?
Customer
Here?
Web Site
CRM
Here?
Runtime
+Inertia
Here?
+efficiency
Compute
Data Centre
Power
Where to Invest?
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution


Visible
Value Chain
Invisible
Customer
Here?
+Speed
Web Site
CRM
Runtime
PROCESS FLOW
+Inertia
+efficiency
Compute
Data Centre
Power
2005
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution

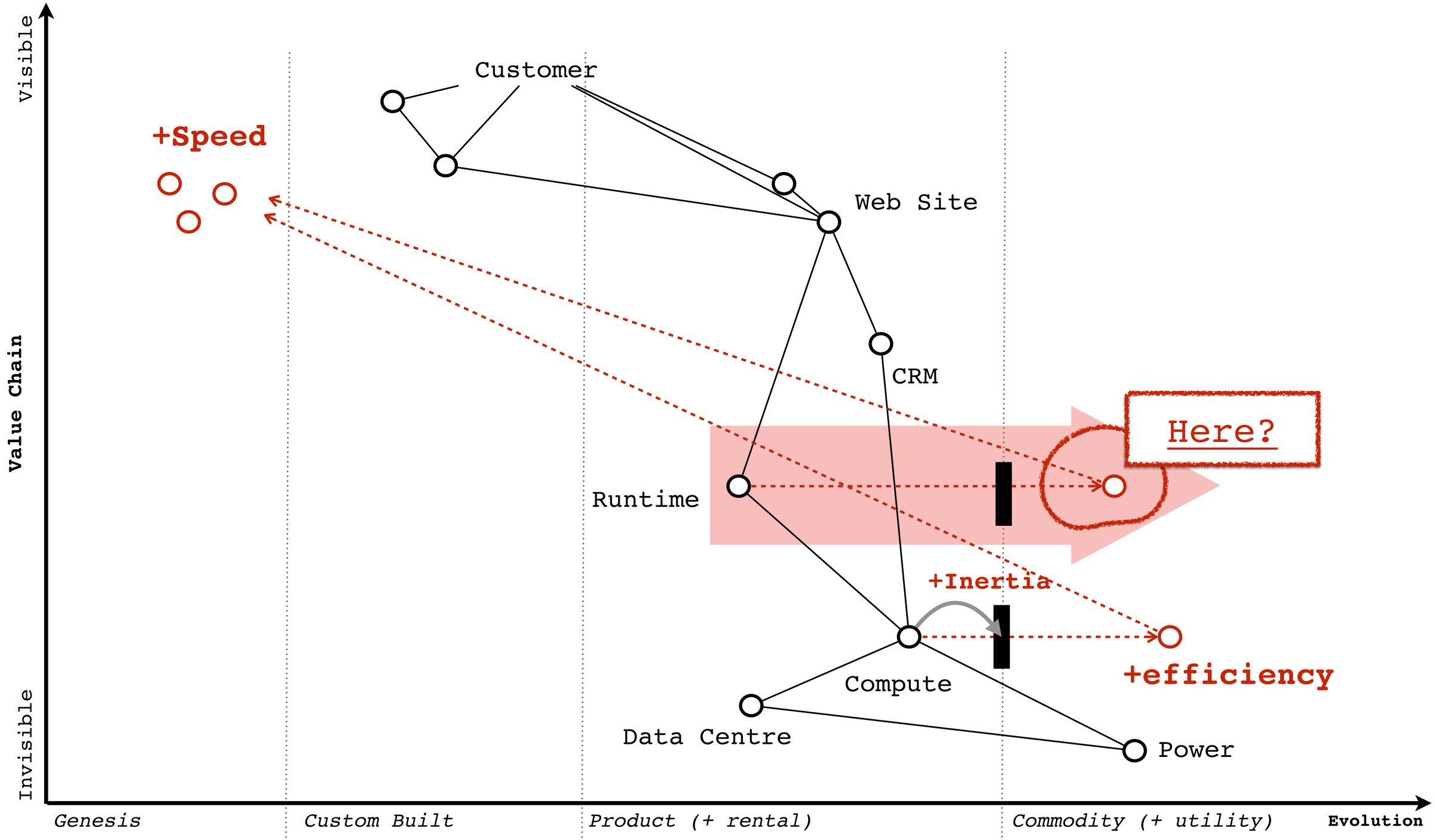

Visible
Value Chain
Invisible
+Speed
Customer
Here?
Web Site
CRM
EVOLUTIONARY
FLOW
Here?
Runtime
PROCESS FLOW
+Inertia
+efficiency
Compute
Data Centre
Power
2005
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution

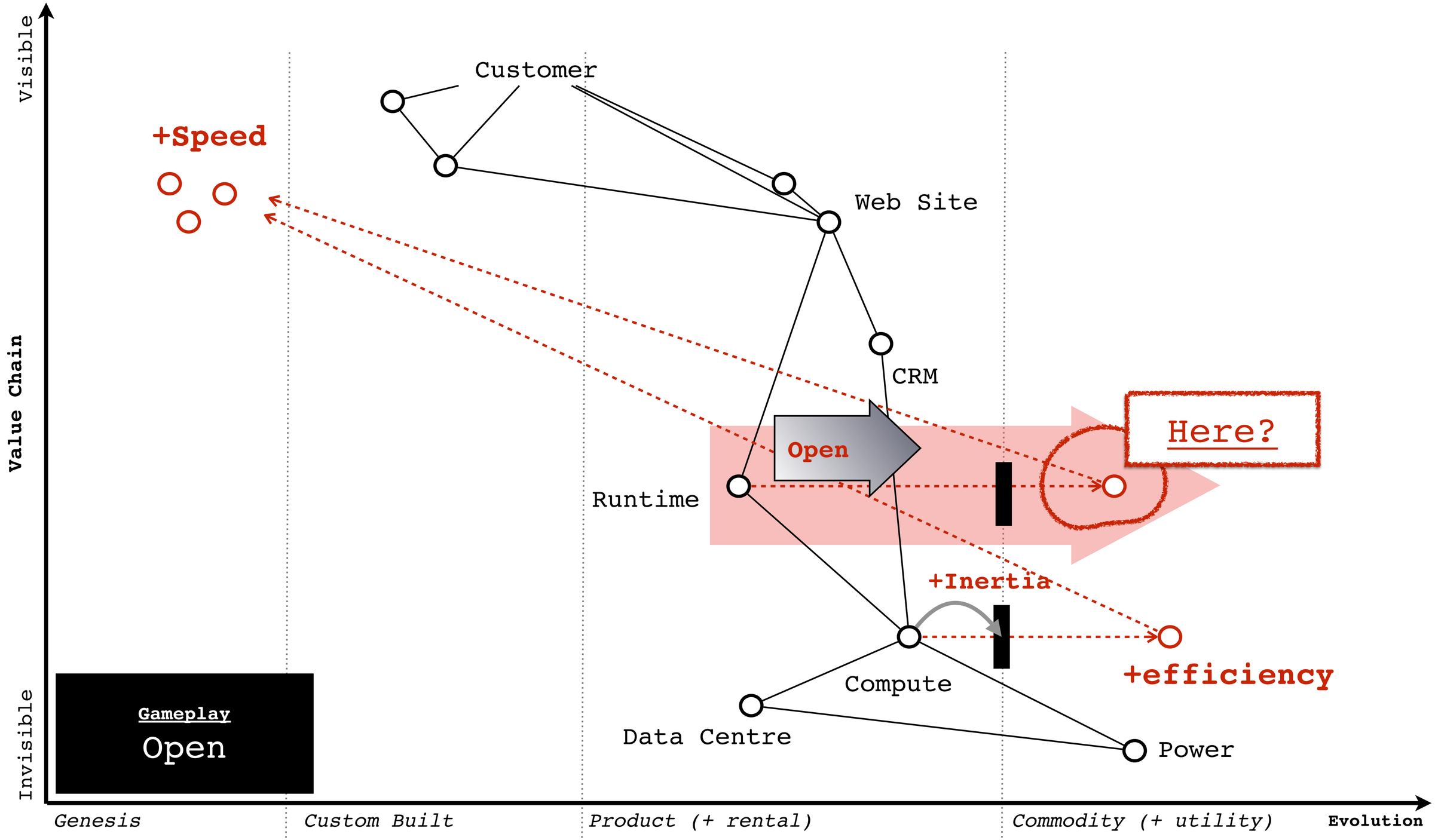


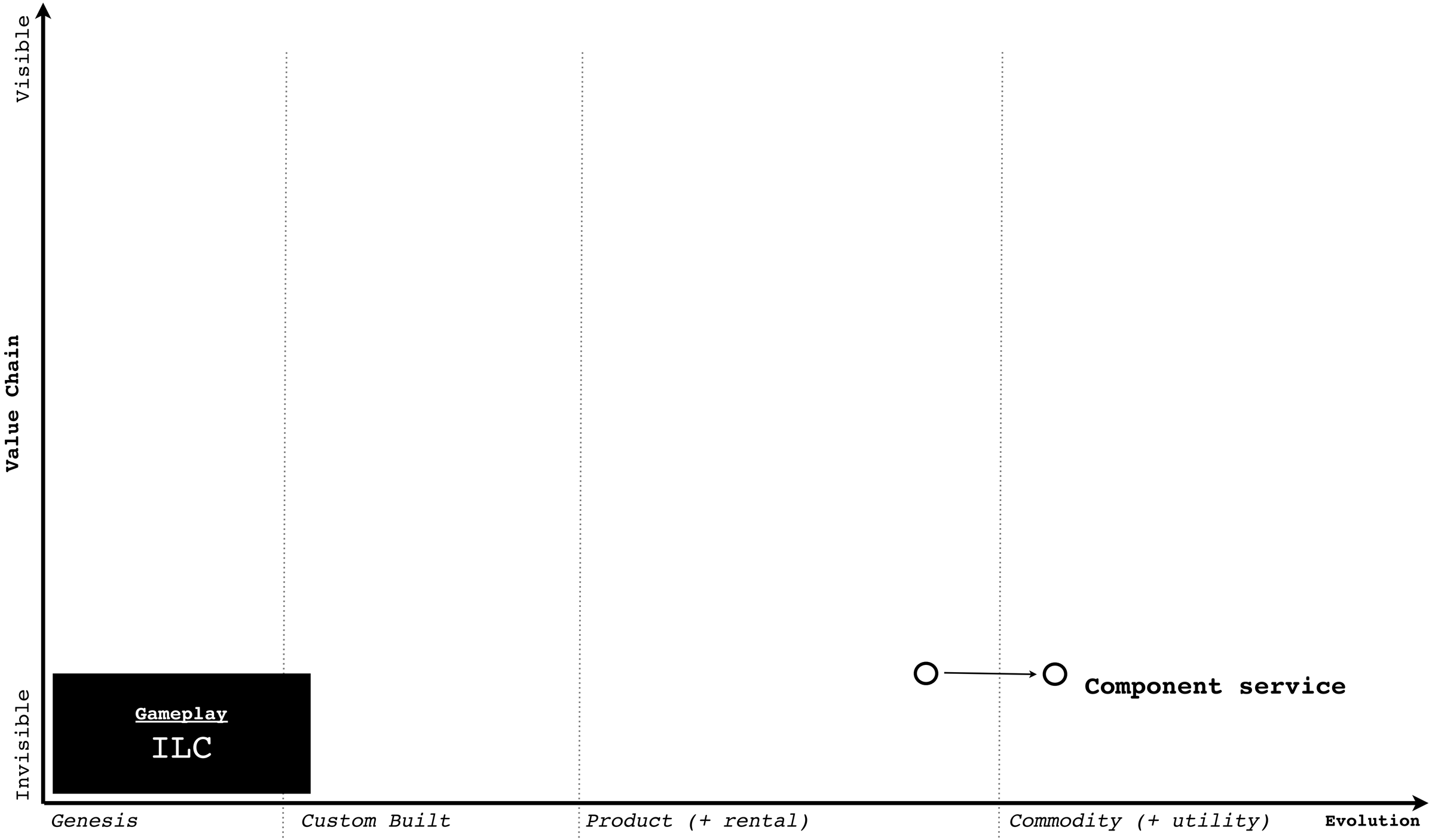
<u>The Strategy Cycle</u>
Sun Tzu's five factors
John Boyd’s OODA loop
The two types of why

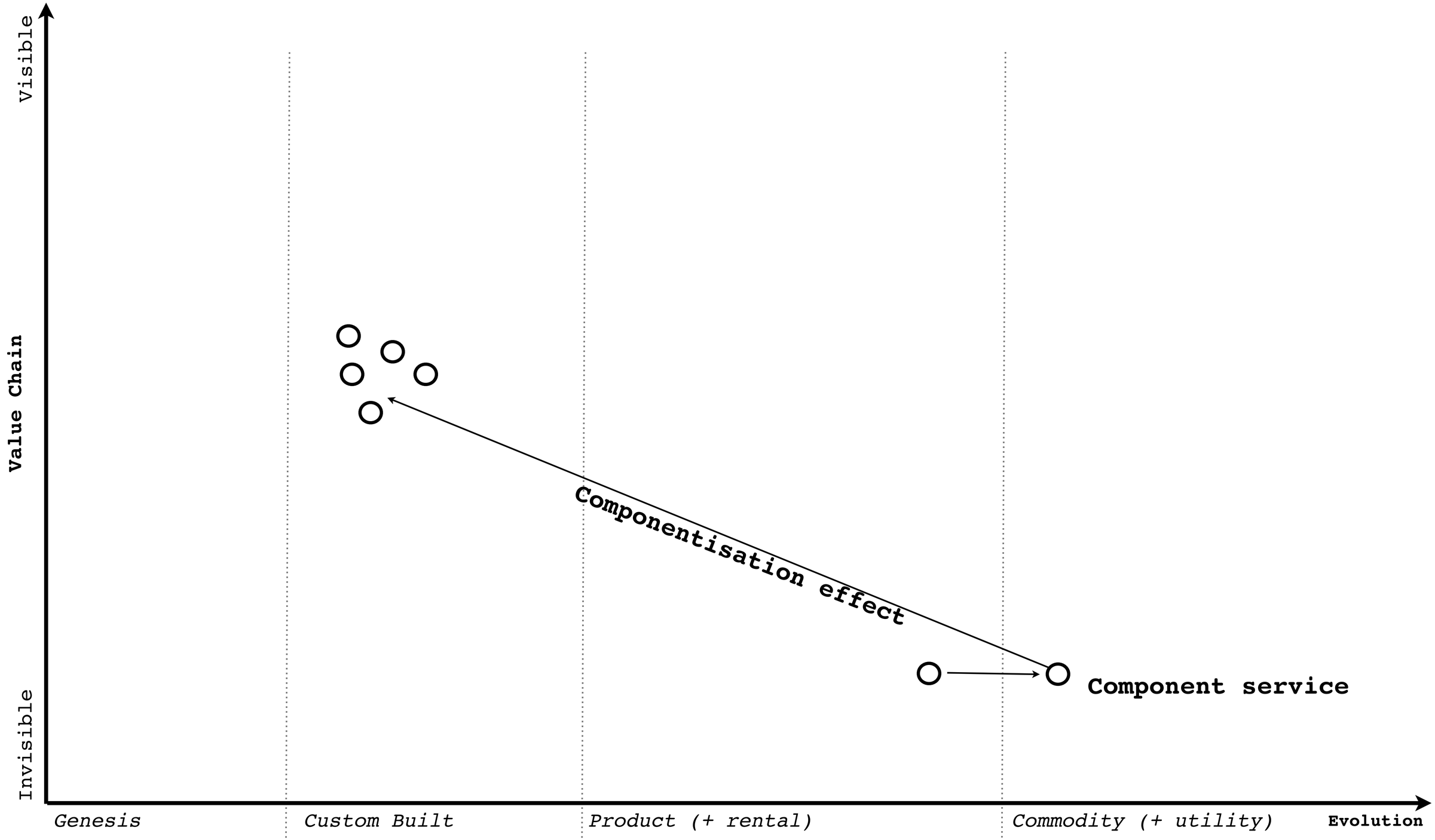
Strategy

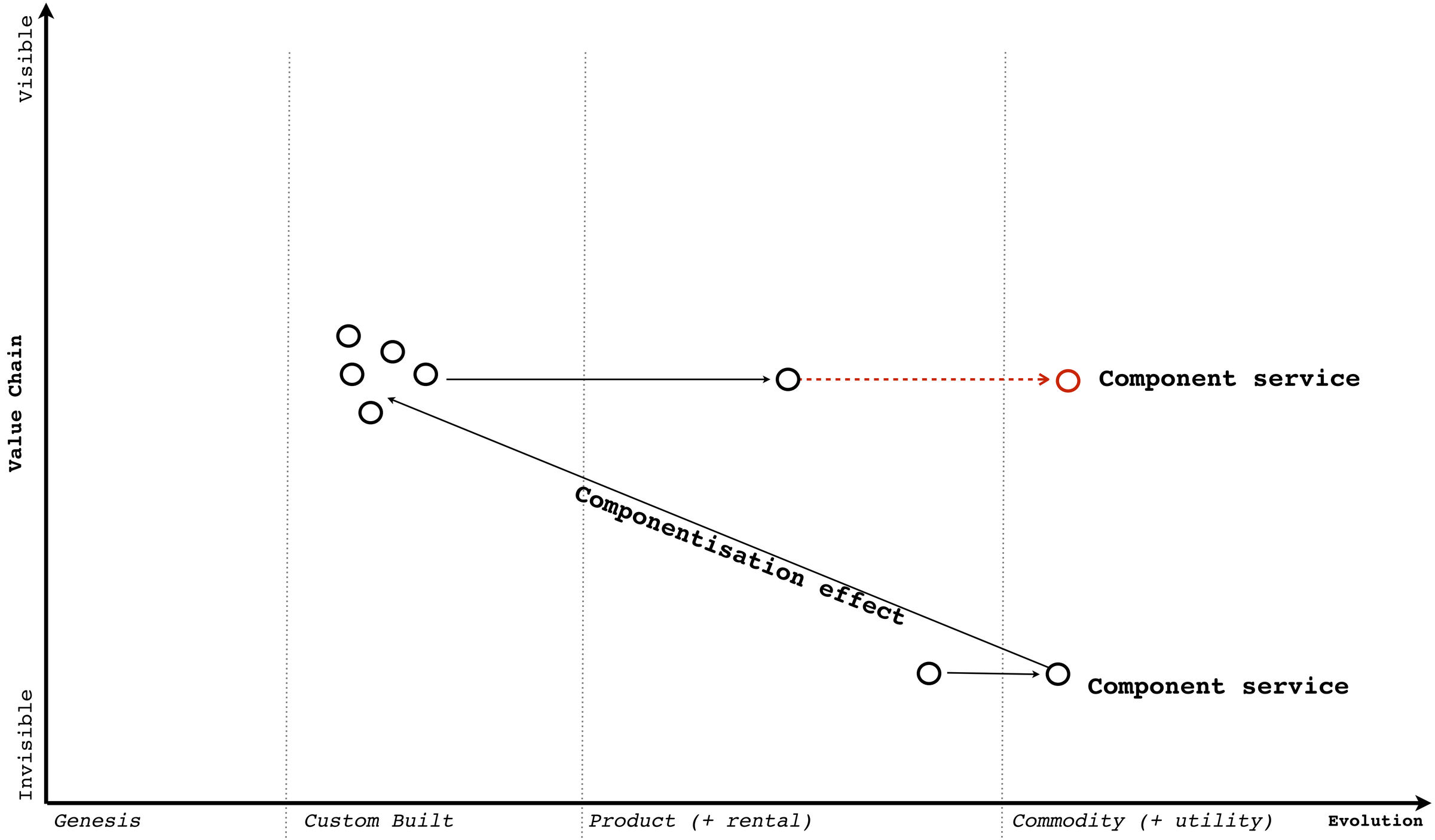
Context specific forms of gameplay

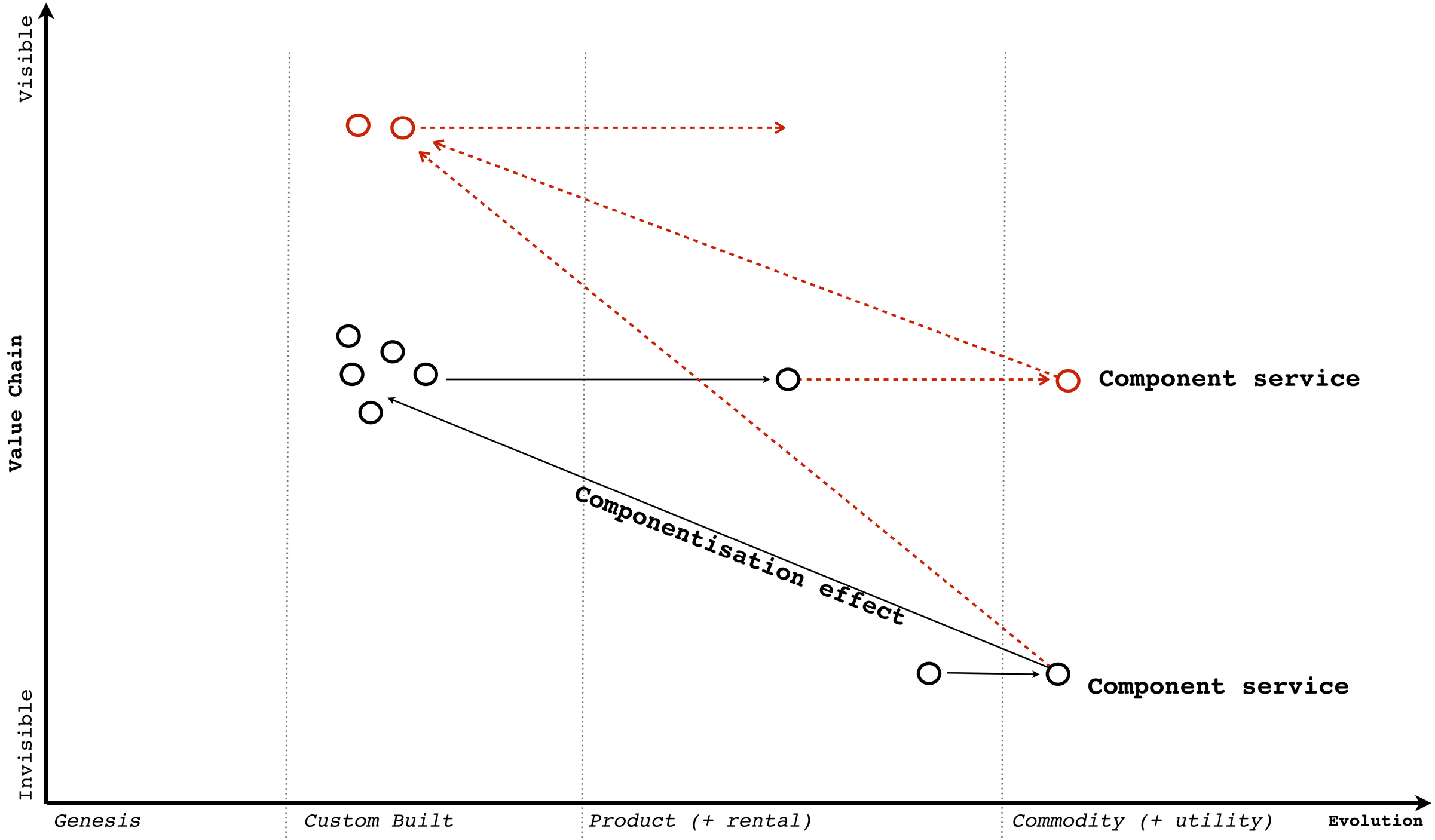

Visible
Value Chain
Invisible
+Speed
Customer
Web Site
CRM
Here?
Runtime
+Inertia
+efficiency
Compute
Data Centre
Power
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution

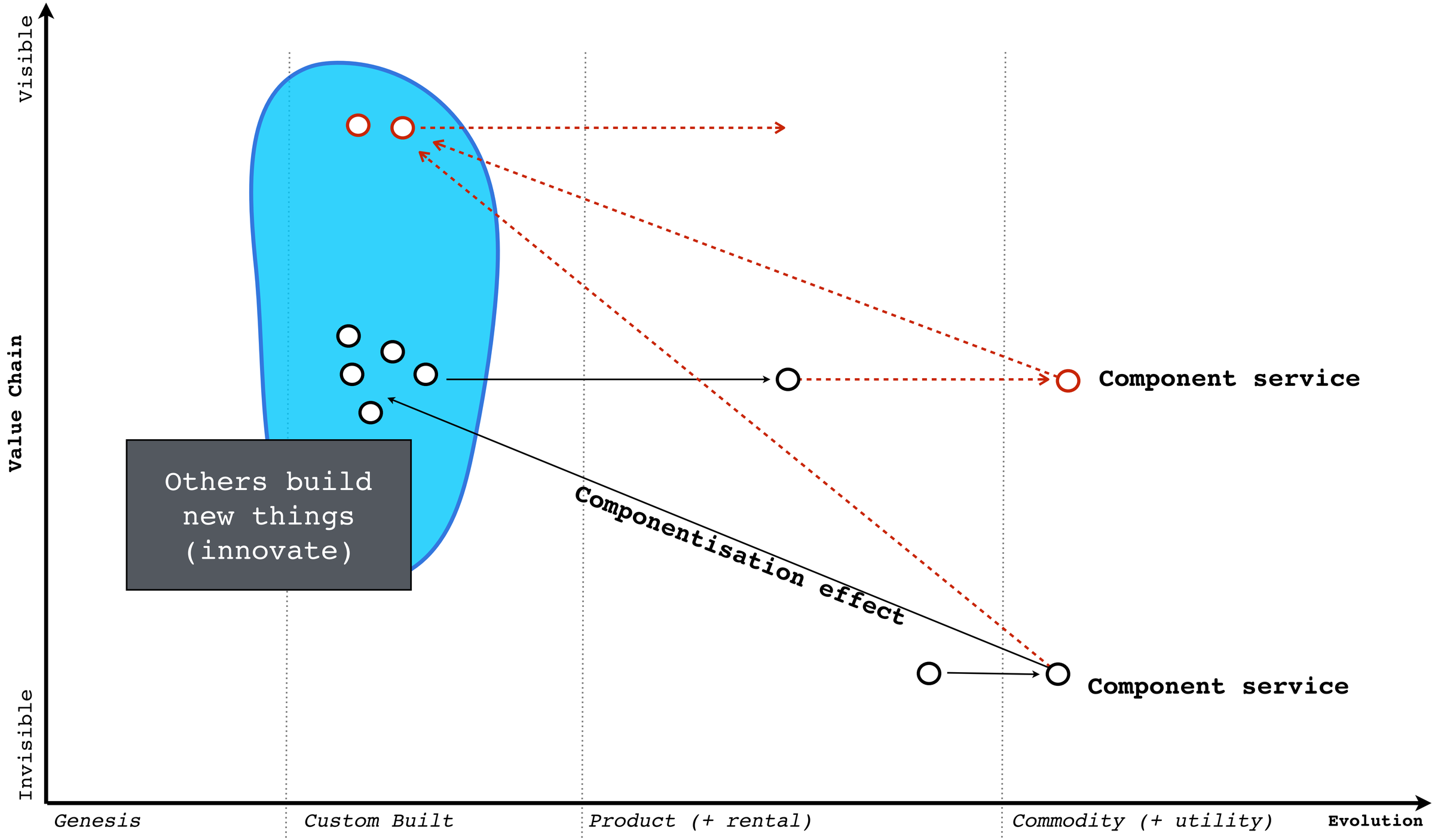

Visible
Value Chain
Invisible
Customer
+Speed
Web Site
CRM
Open
Here?
Runtime
+Inertia
+efficiency
Compute
Data Centre
Power
Gameplay
Open
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution

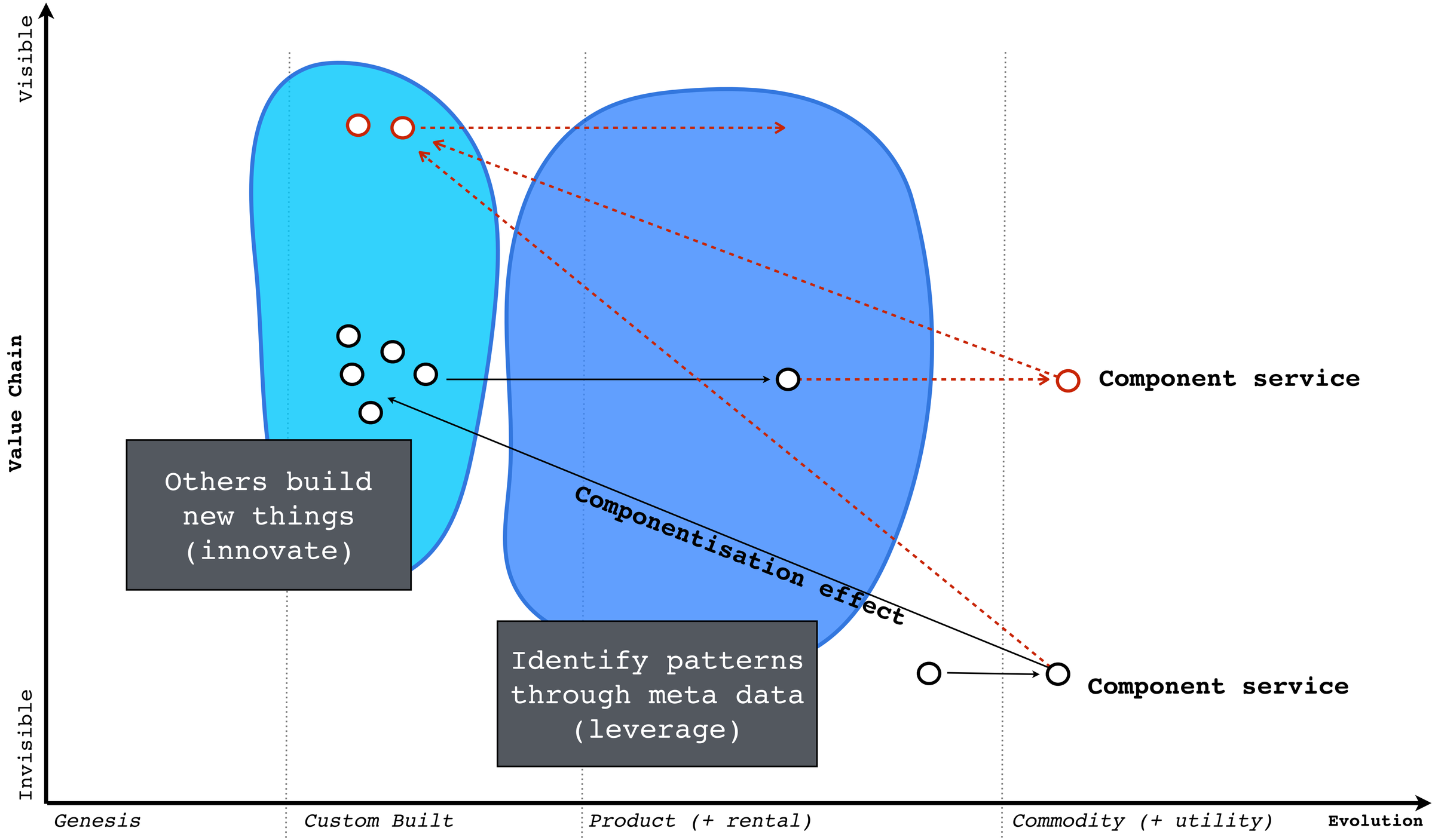

Visible
Value Chain
Invisible
Gameplay
ILC
Component service
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution

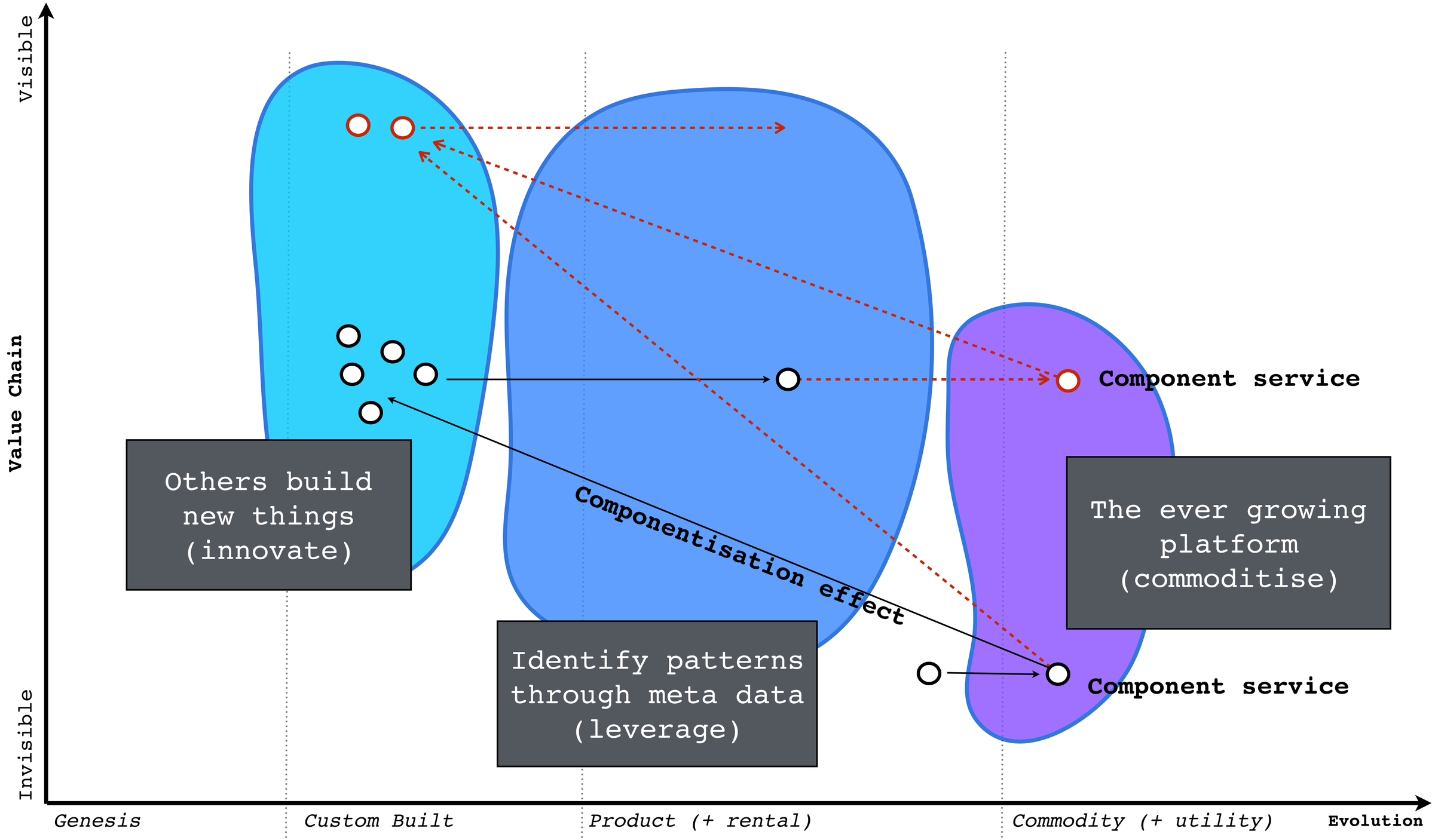

Visible
Value Chain
Invisible
Componentisation effect
Component service
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution

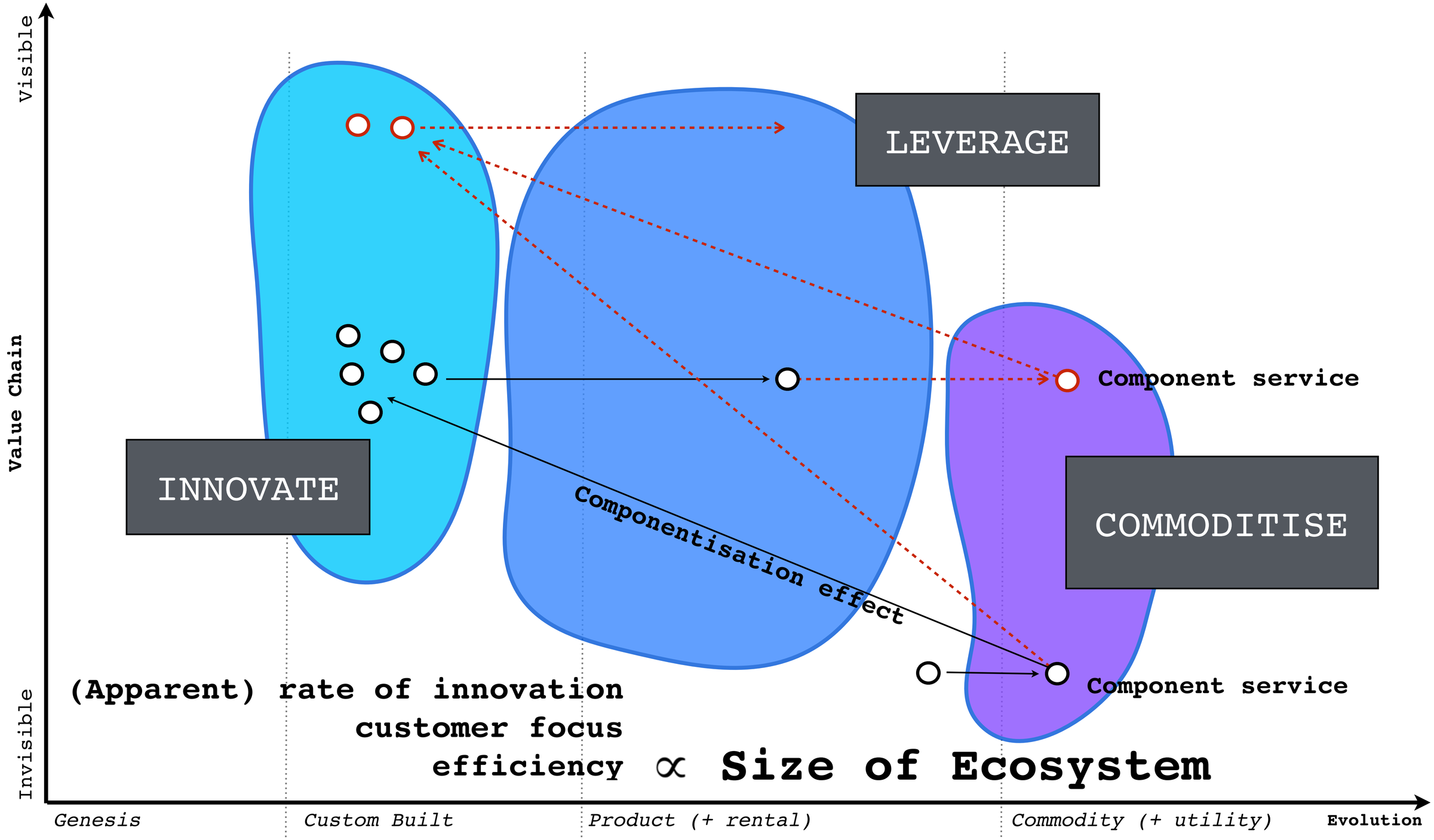

Visible
Value Chain
Invisible
Component service
Componentisation effect
Component service
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution

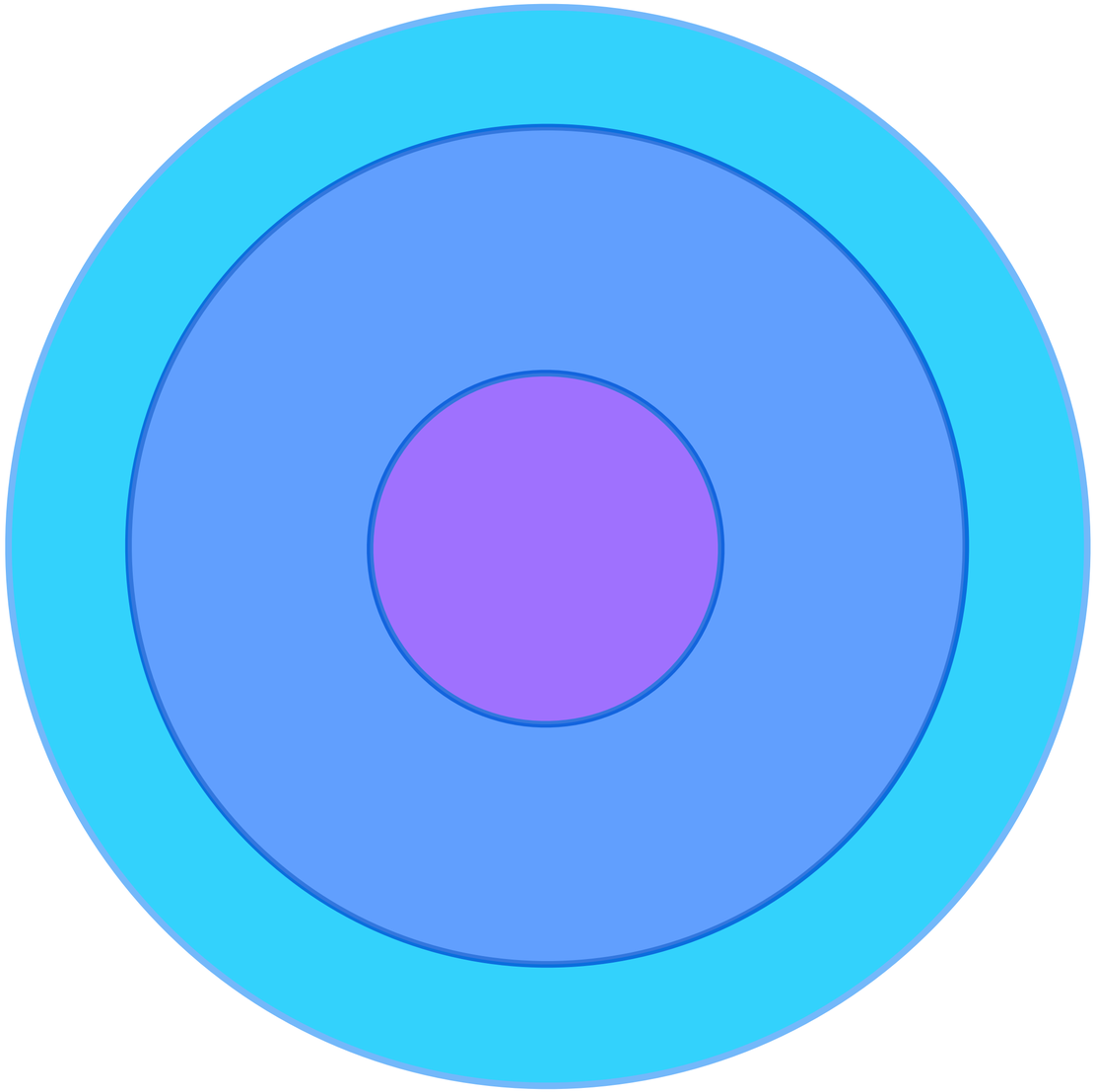

Visible
Value Chain
Invisible
Component service
Componentisation effect
Component service
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution

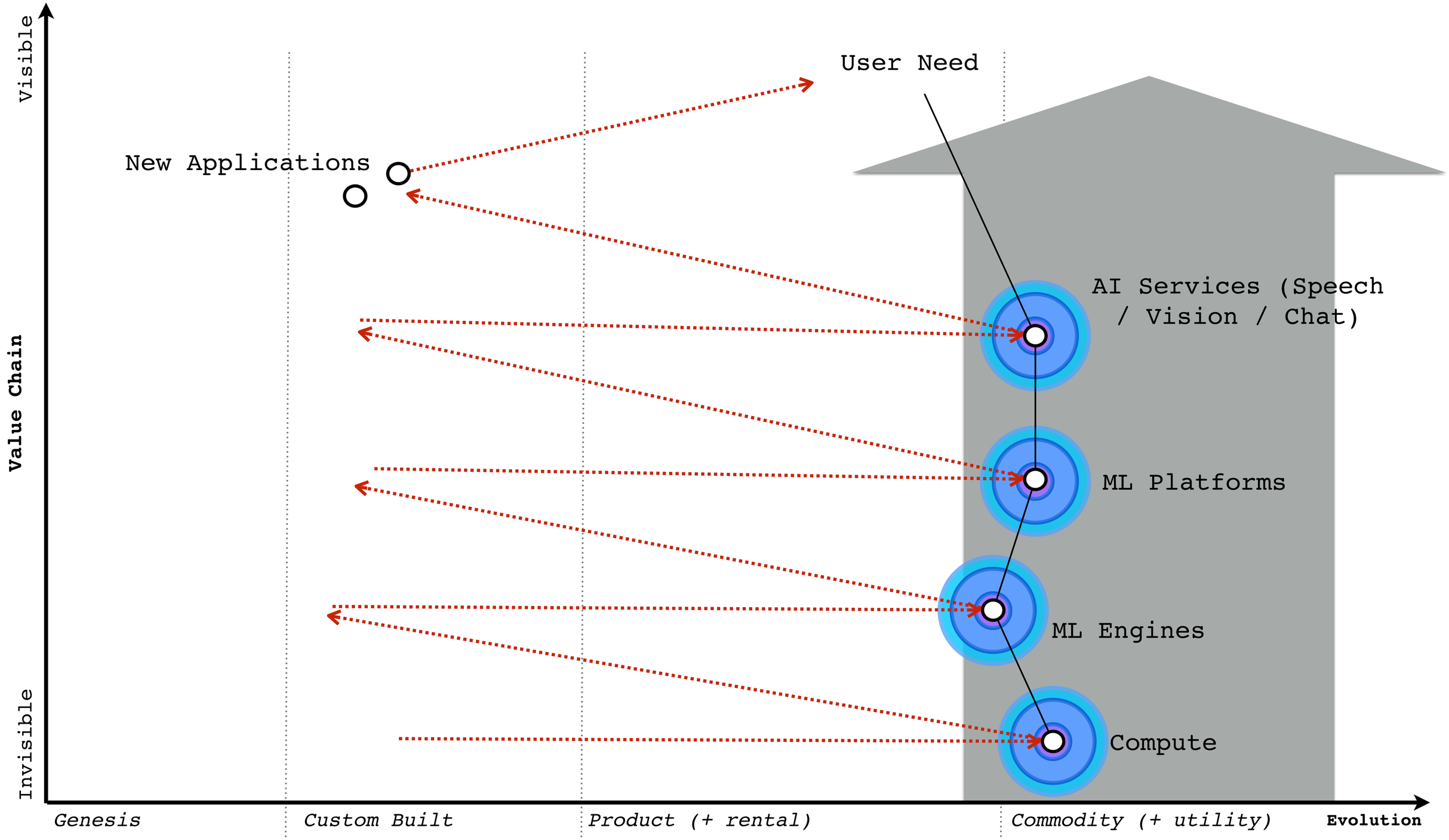

Visible
Value Chain
Invisible
Others build new things (innovate)
Componentisation effect
Component service
Component service
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution

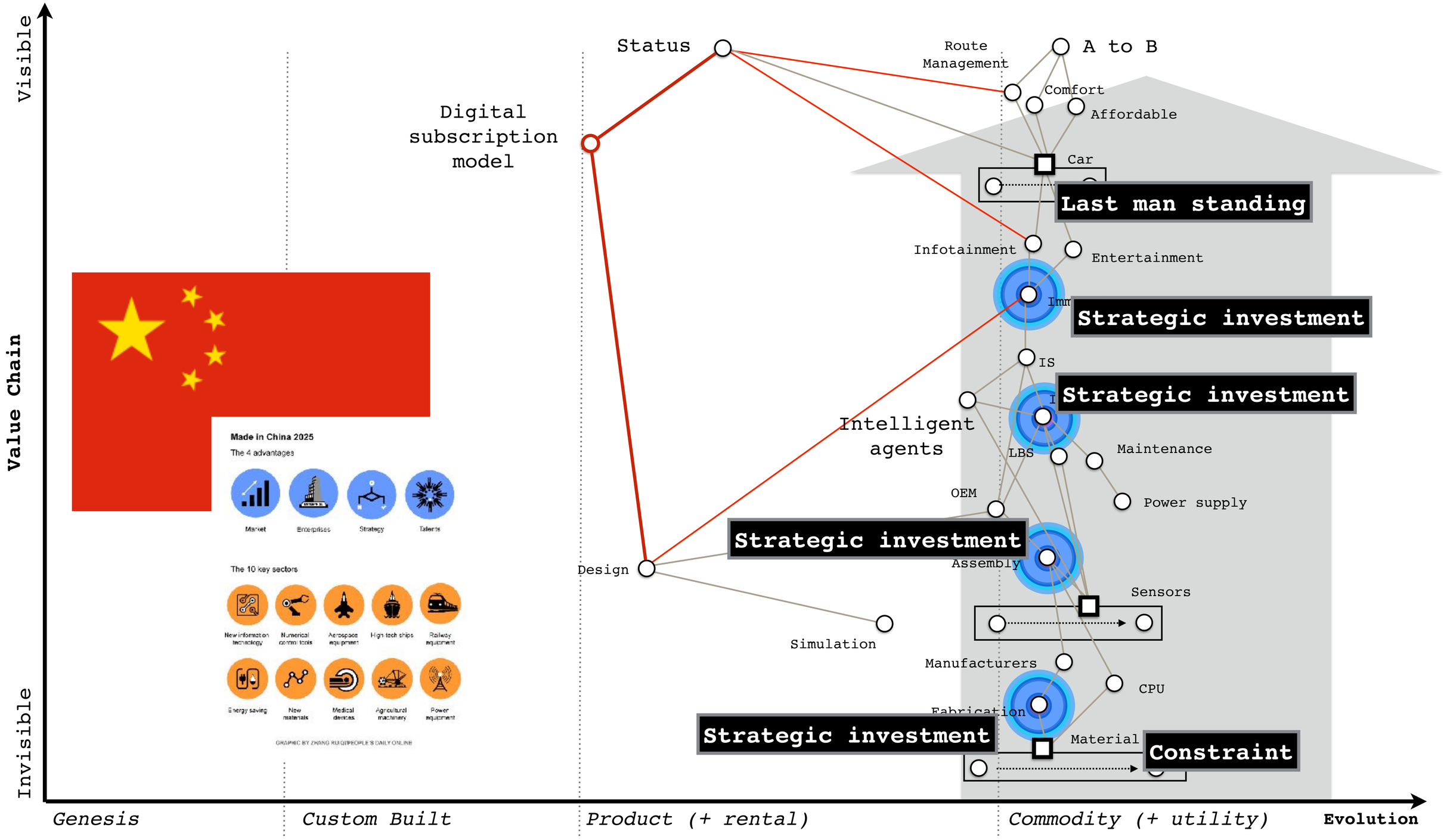

Visible
Value Chain
Invisible
Others build new things (innovate)
Identify patterns through meta data (leverage)
Componentisation effect
Component service
Component service
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution

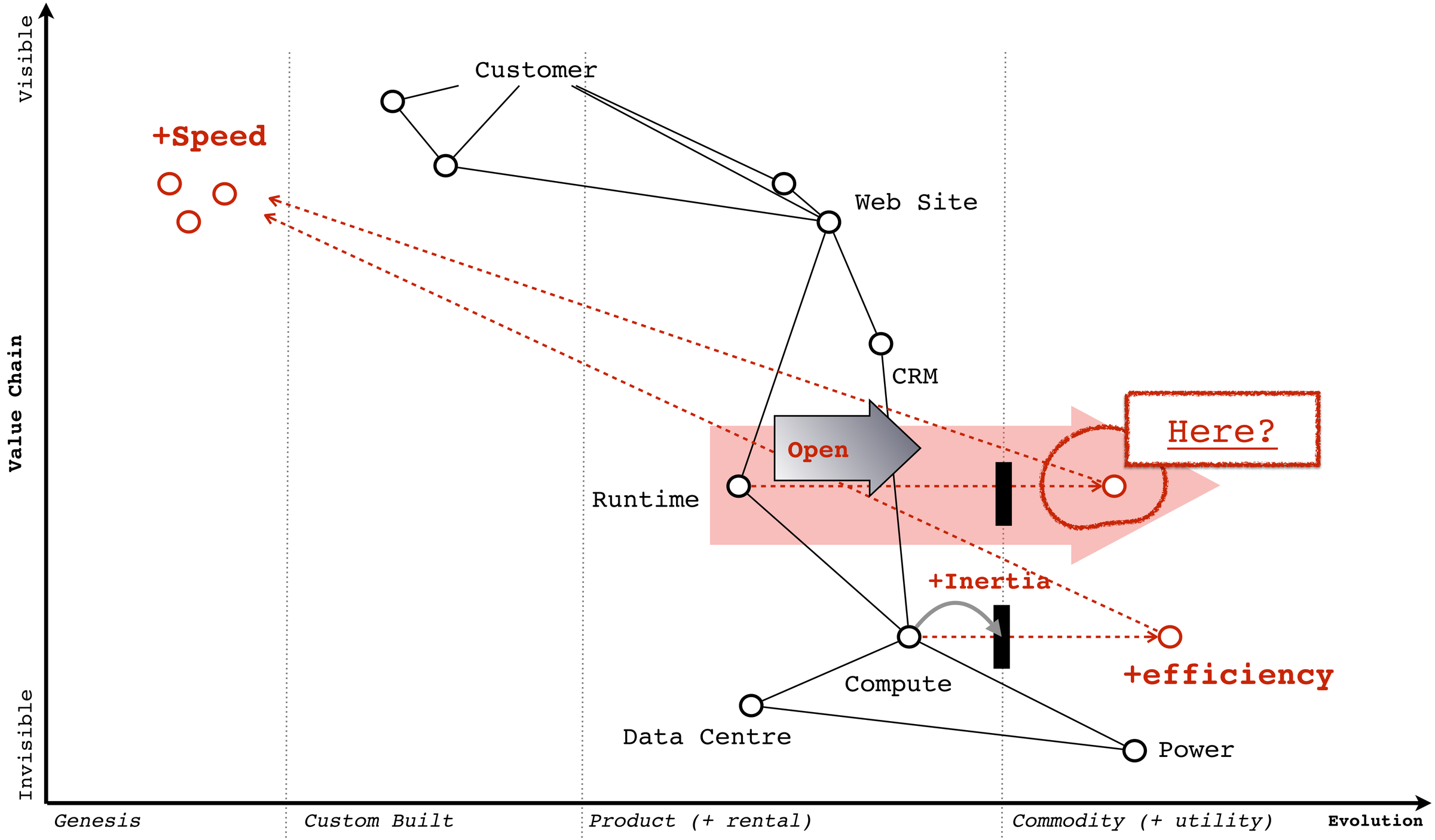

Visible
Value Chain
Invisible
Others build new things (innovate)
Identify patterns through meta data (leverage)
Componentisation effect
Component service
Component service
The ever growing platform (commoditise)
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution

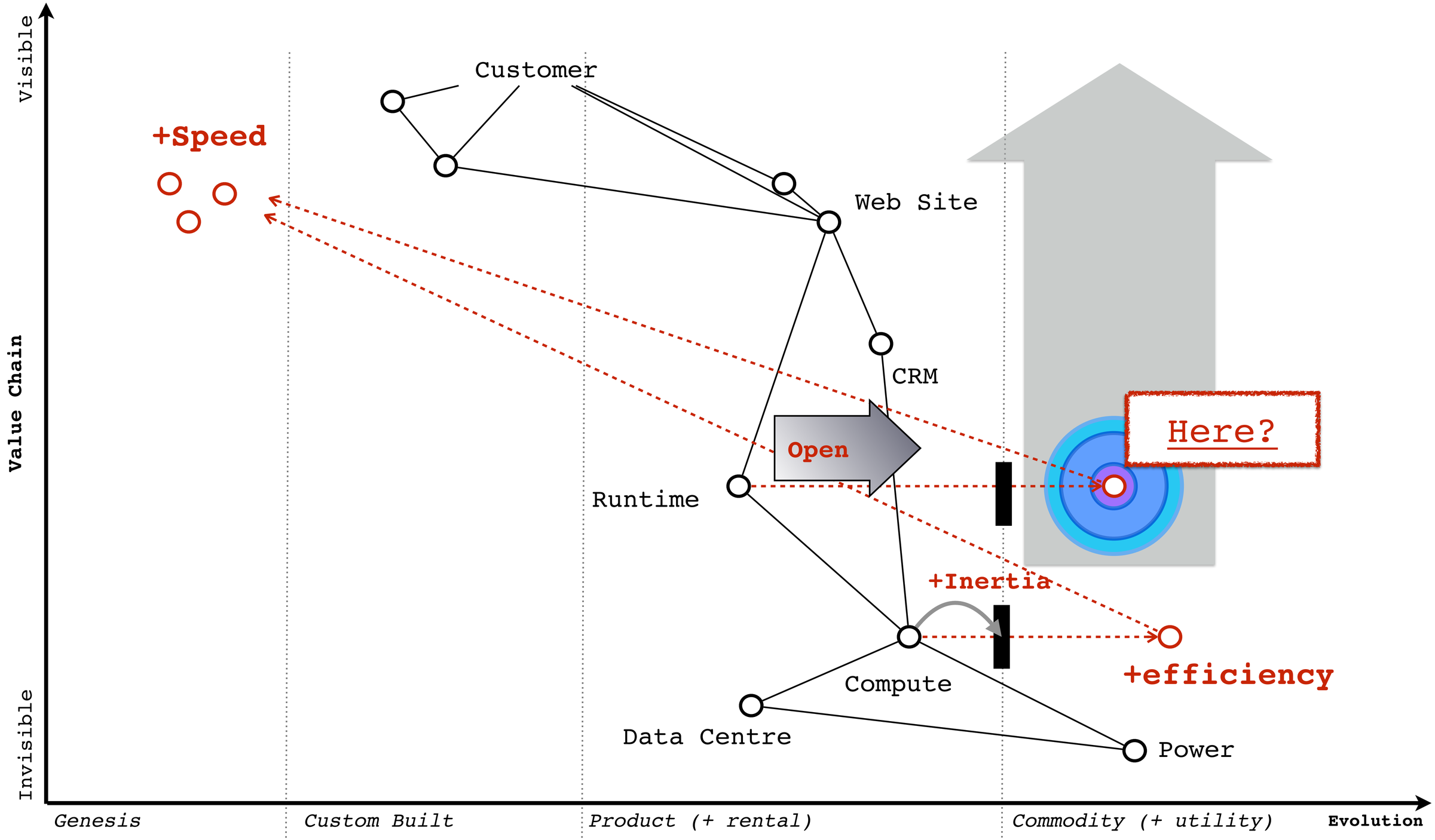

Visible
Value Chain
Invisible
LEVERAGE
INNOVATE
COMMODITISE
Componentisation effect
Component service
Component service
(Apparent) rate of innovation
customer focus
efficiency ∝ Size of Ecosystem
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution

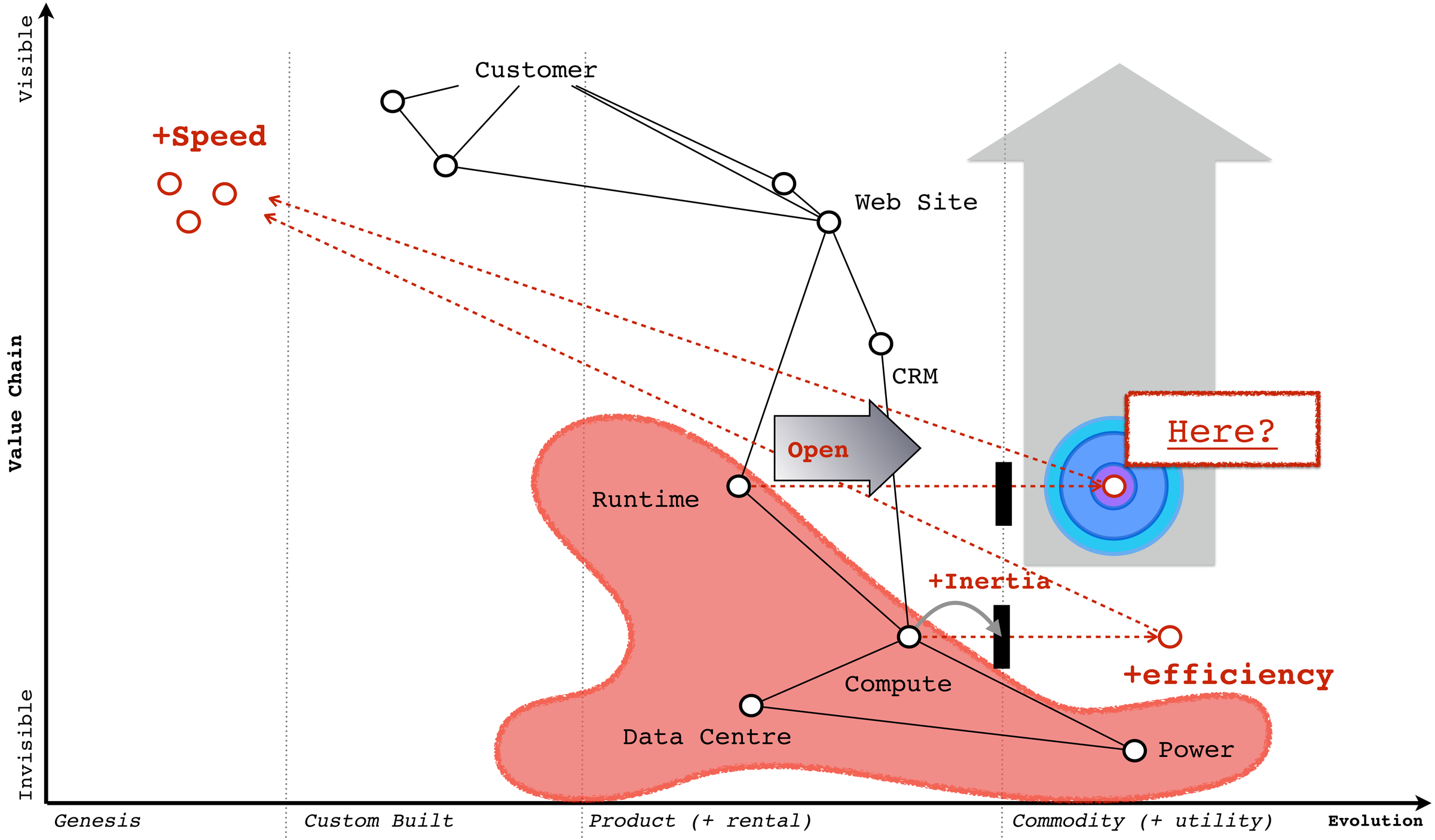


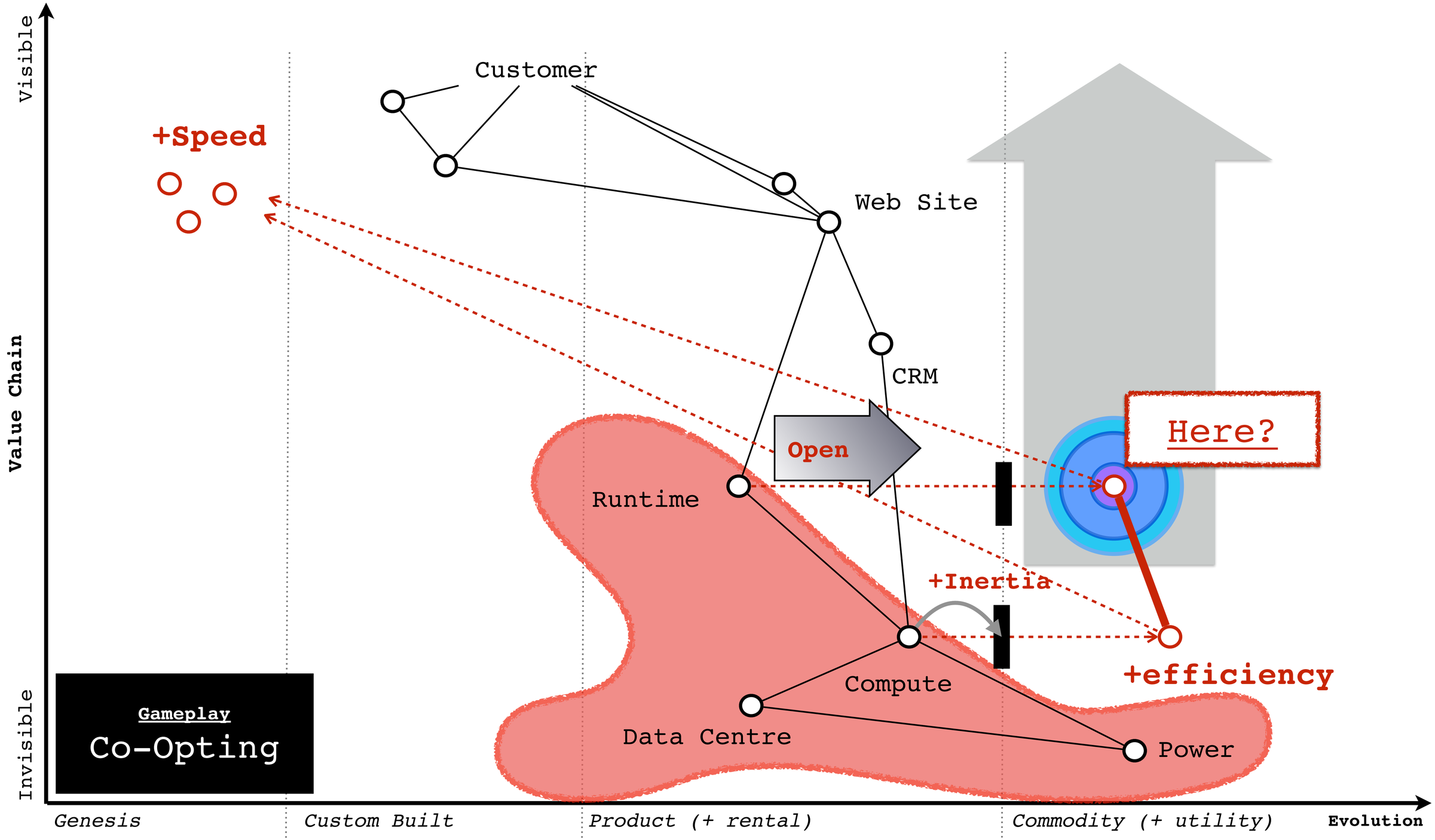

Visible
Value Chain
Invisible
User Need
New Applications
AI Services (Speech / Vision / Chat)
ML Platforms
ML Engines
Compute
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution

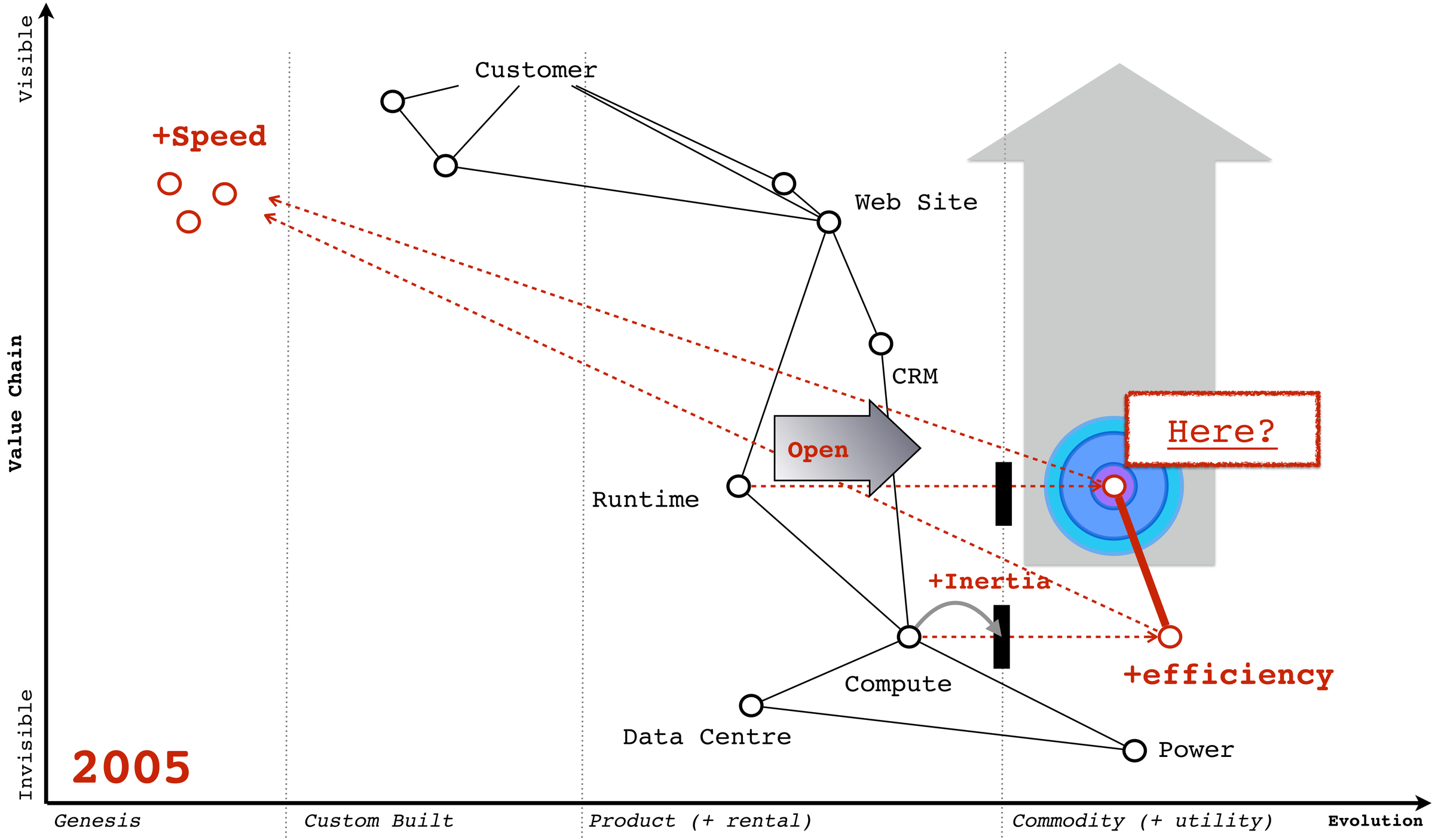

Visible
Value Chain
Invisible
Status
Digital subscription model
Route Management
A to B
Comfort
Affordable
Car
Last man standing
Infotainment
Entertainment
Strategic investment
IS
Strategic investment
Intelligent agents
LBS
Maintenance
OEM
Power supply
Strategic investment
Assembly
Design
Sensors
Simulation
Manufacturers
CPU
Fabrication
Strategic investment
Material
Constraint
Made in China 2025
The 4 advantages
Market
Enterprises
Strategy
Talents
The 10 key sectors
New information technology
Numerical control tools
Aerospace equipment
High-tech ships
Railway equipment
Energy saving
New materials
Medical devices
Agricultural machinery
Power equipment
GRAPHIC BY ZHANG RUQI/PEOPLE'S DAILY ONLINE
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution


Visible
Value Chain
Invisible
Customer
+Speed
Web Site
CRM
Open
Here?
Runtime
+Inertia
+efficiency
Compute
Data Centre
Power
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution


Visible
Value Chain
Invisible
+Speed
Customer
Web Site
CRM
Open
Runtime
Here?
+Inertia
Compute
+efficiency
Data Centre
Power
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution


Visible
Value Chain
Invisible
+Speed
Customer
Web Site
CRM
Open
Here?
Runtime
+Inertia
Compute
+efficiency
Data Centre
Power
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution


Visible
Value Chain
Invisible
Customer
+Speed
Web Site
CRM
Open
Here?
Runtime
+Inertia
Compute
+efficiency
Data Centre
Power
Gameplay
Co-Opting
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution


Visible
Value Chain
Invisible
+Speed
Customer
Web Site
CRM
Open
Runtime
Here?
+Inertia
Compute
+efficiency
Data Centre
Power
2005
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution

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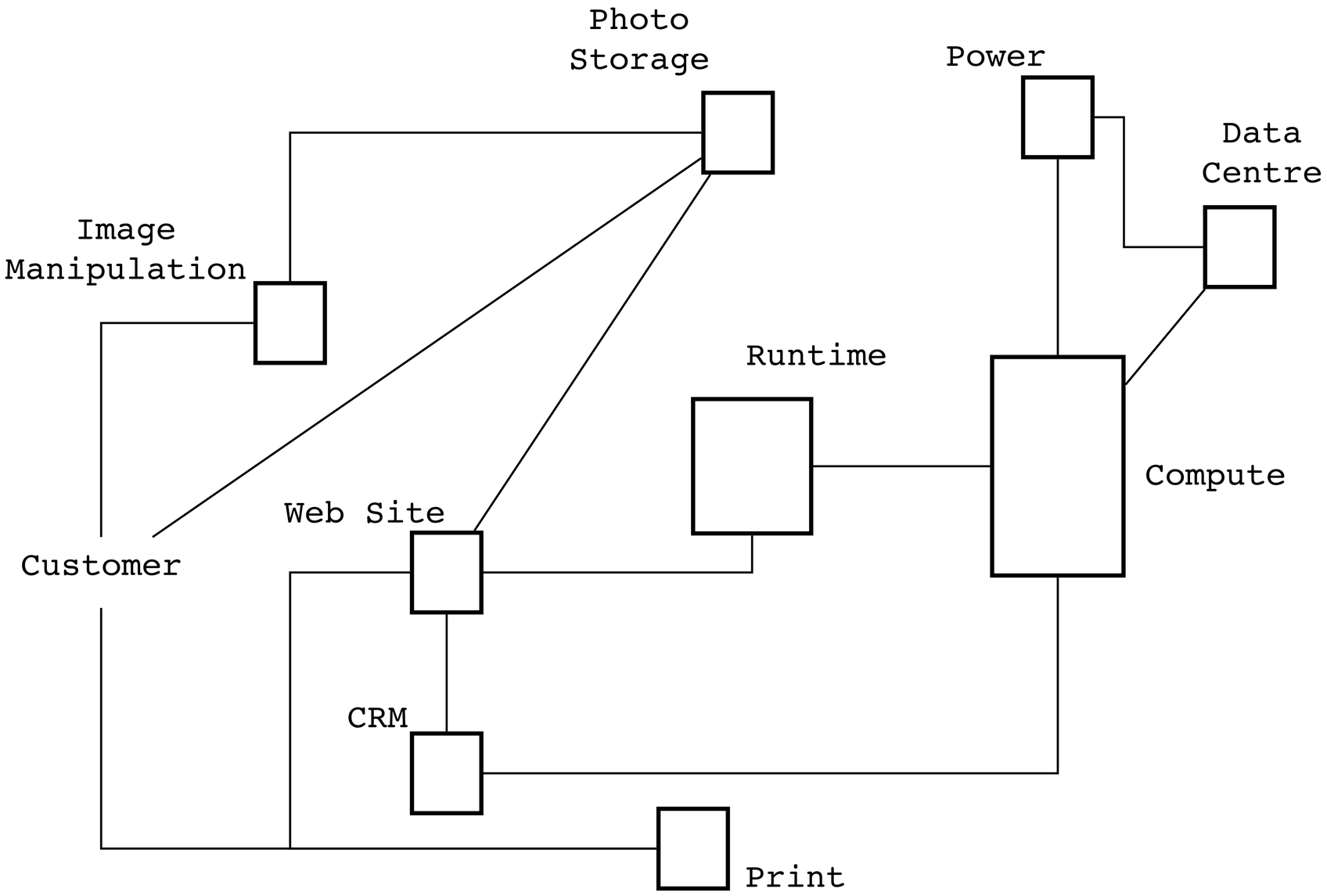
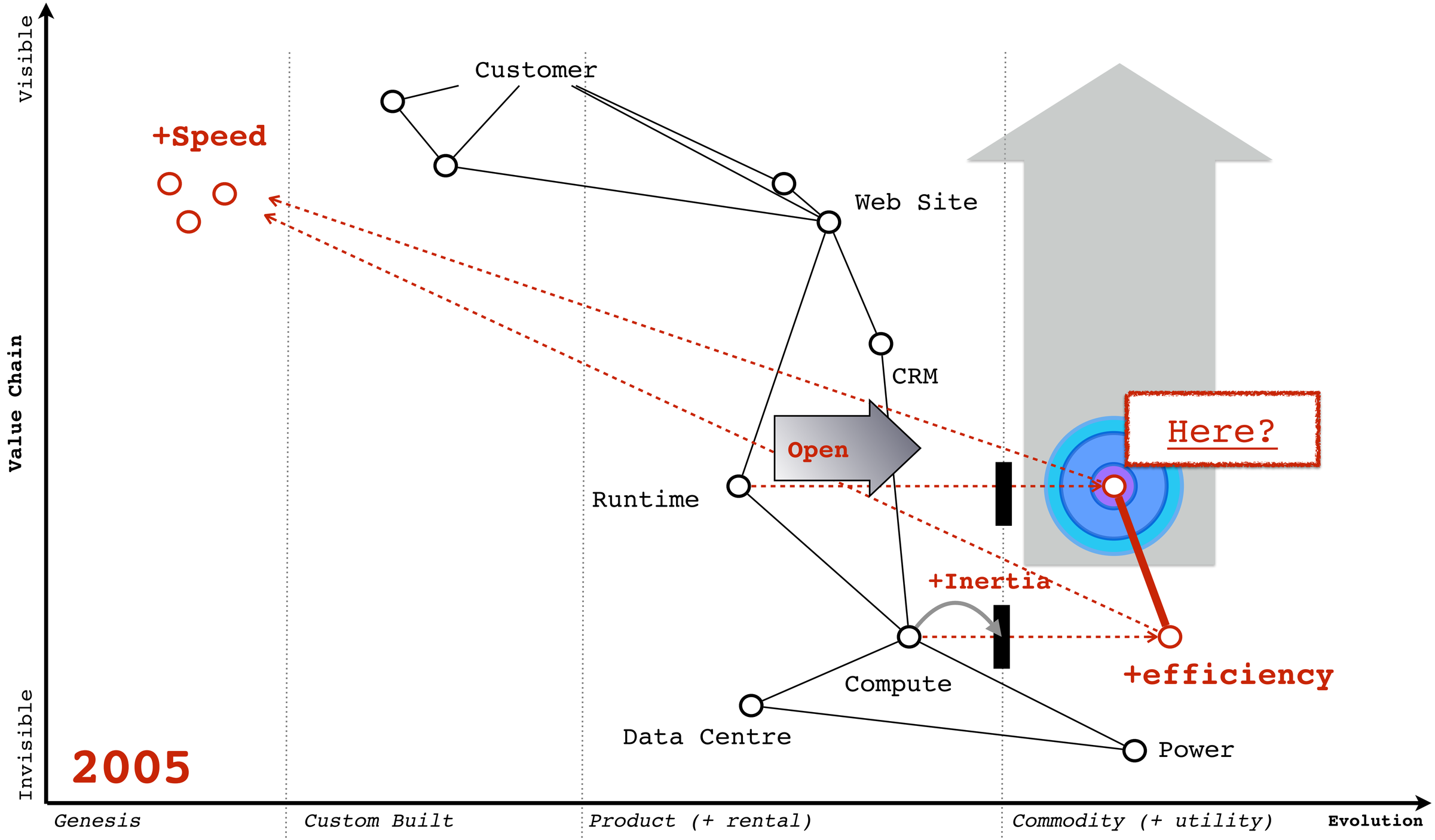
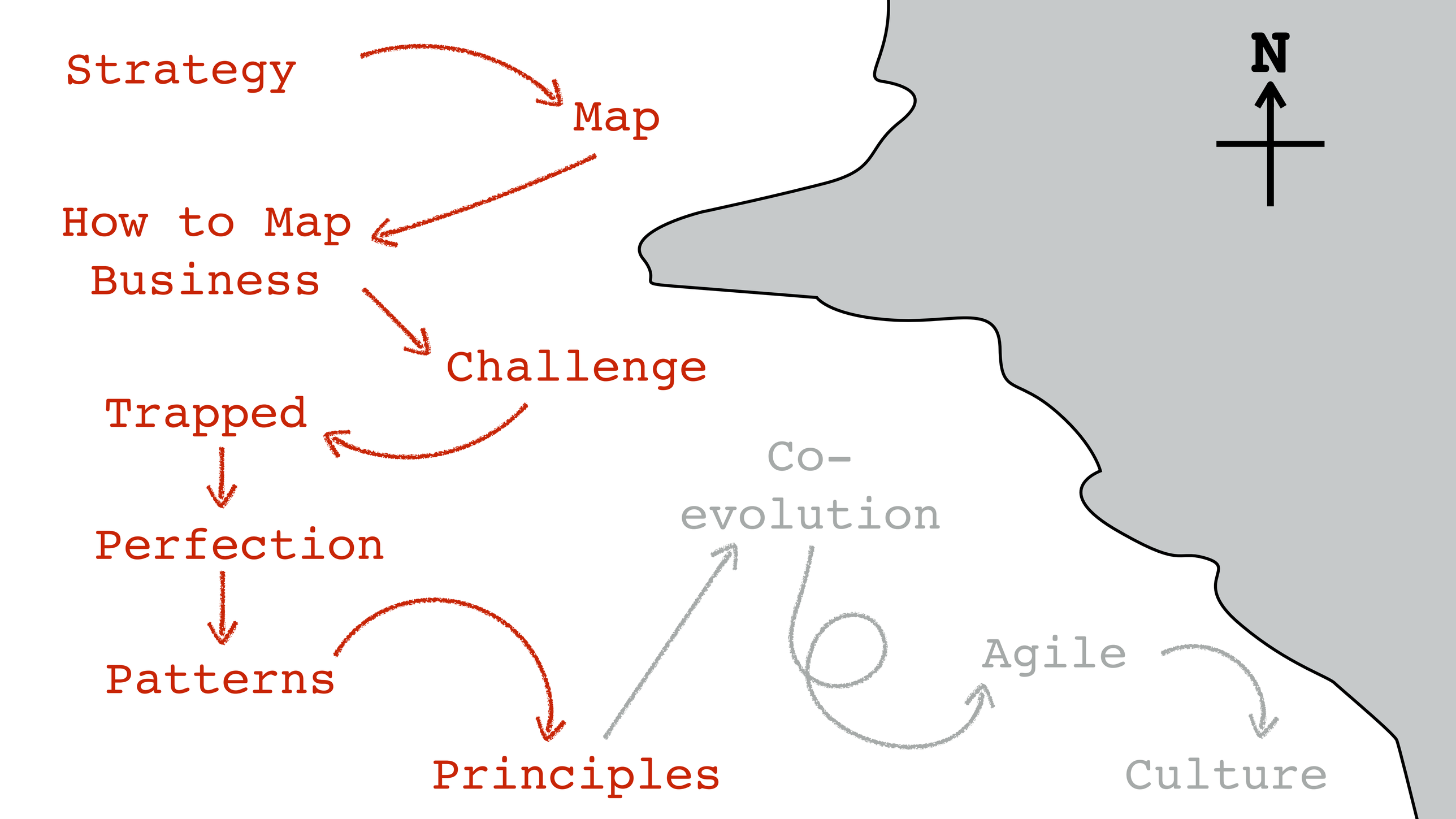
Fotango website, 2005, courtesy of CEO.

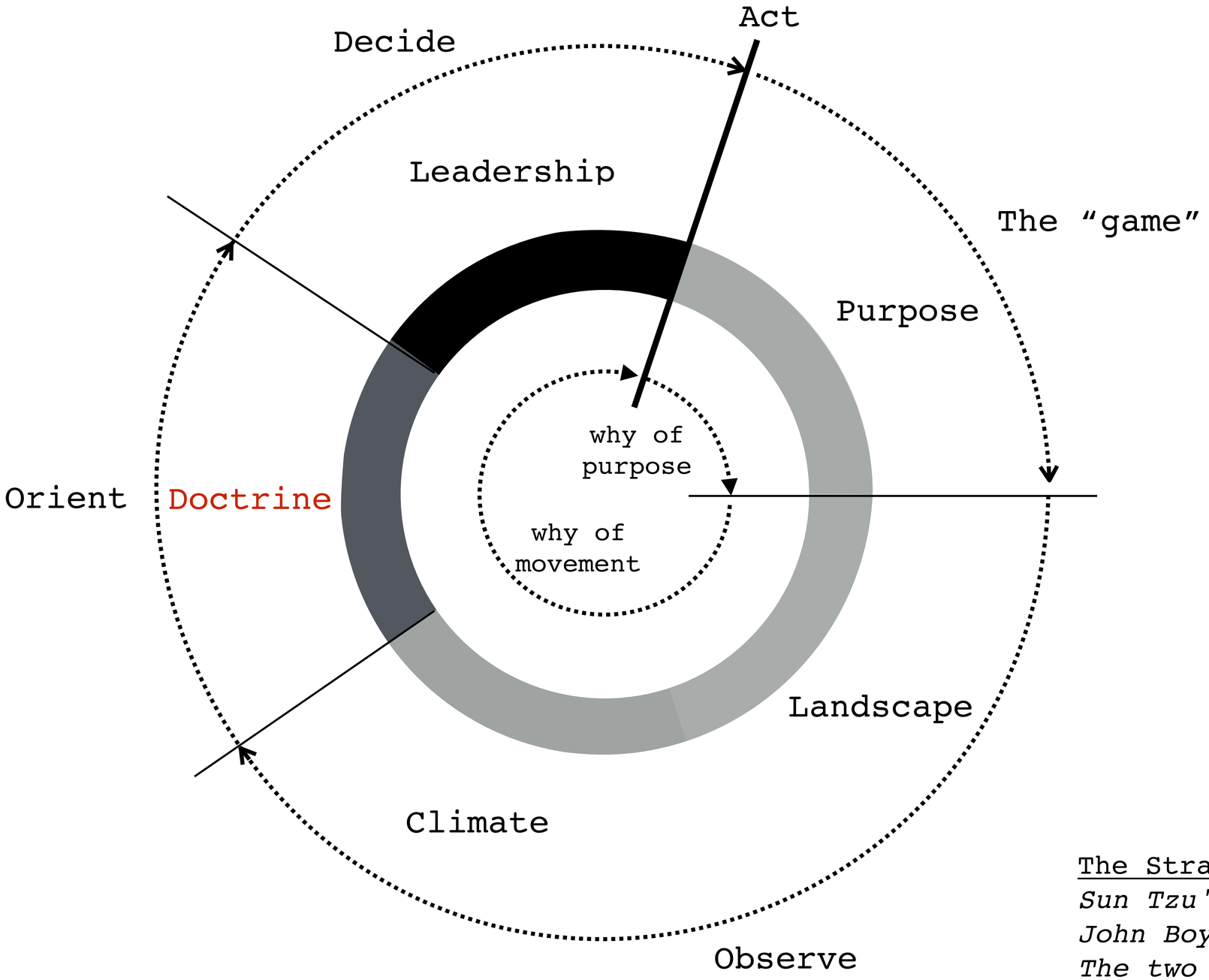
Systems Diagram



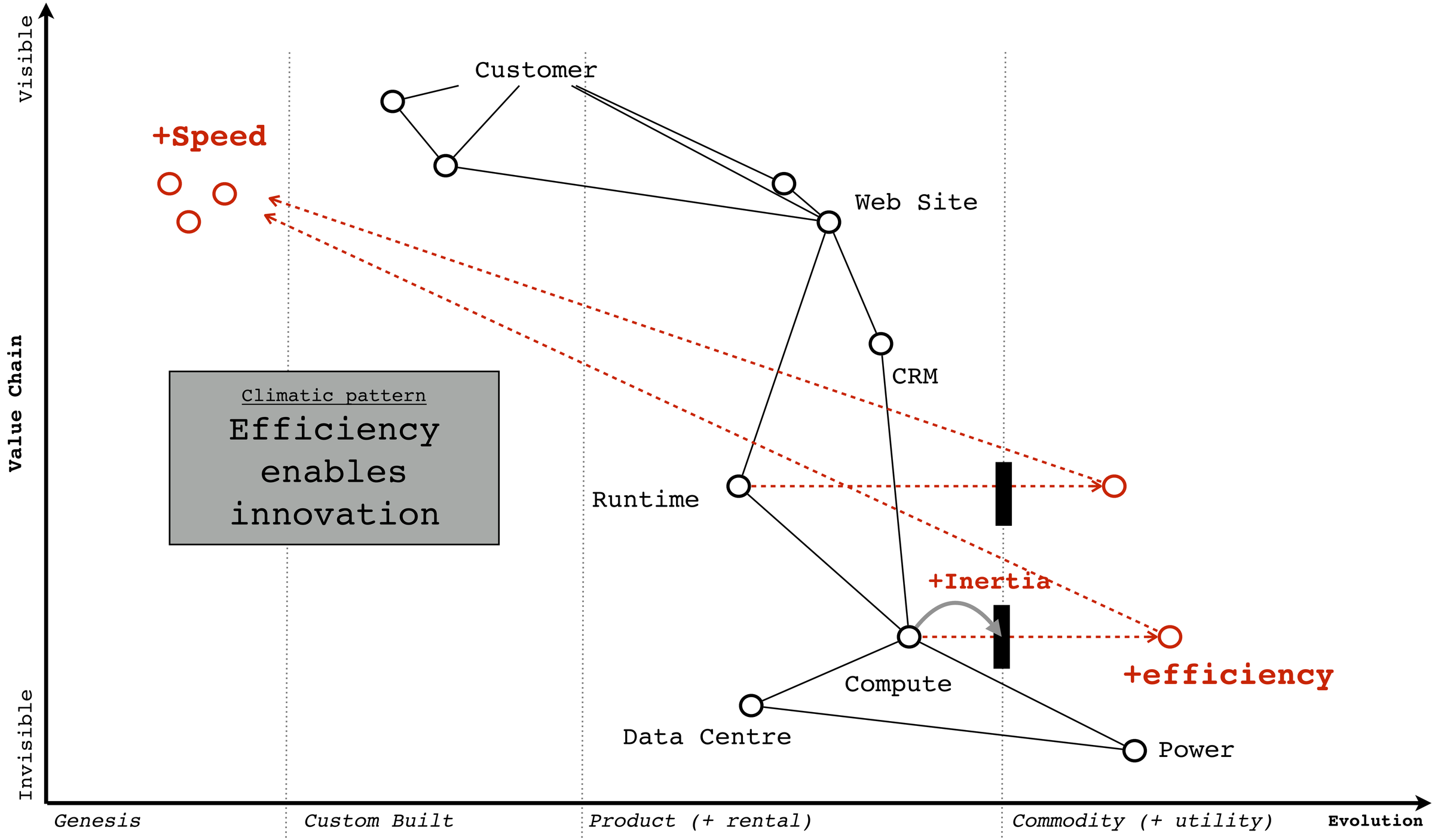

Visible
Value Chain
Invisible
+Speed
Customer
Web Site
CRM
Open
Runtime
Here?
+Inertia
Compute
+efficiency
Data Centre
Power
2005
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution

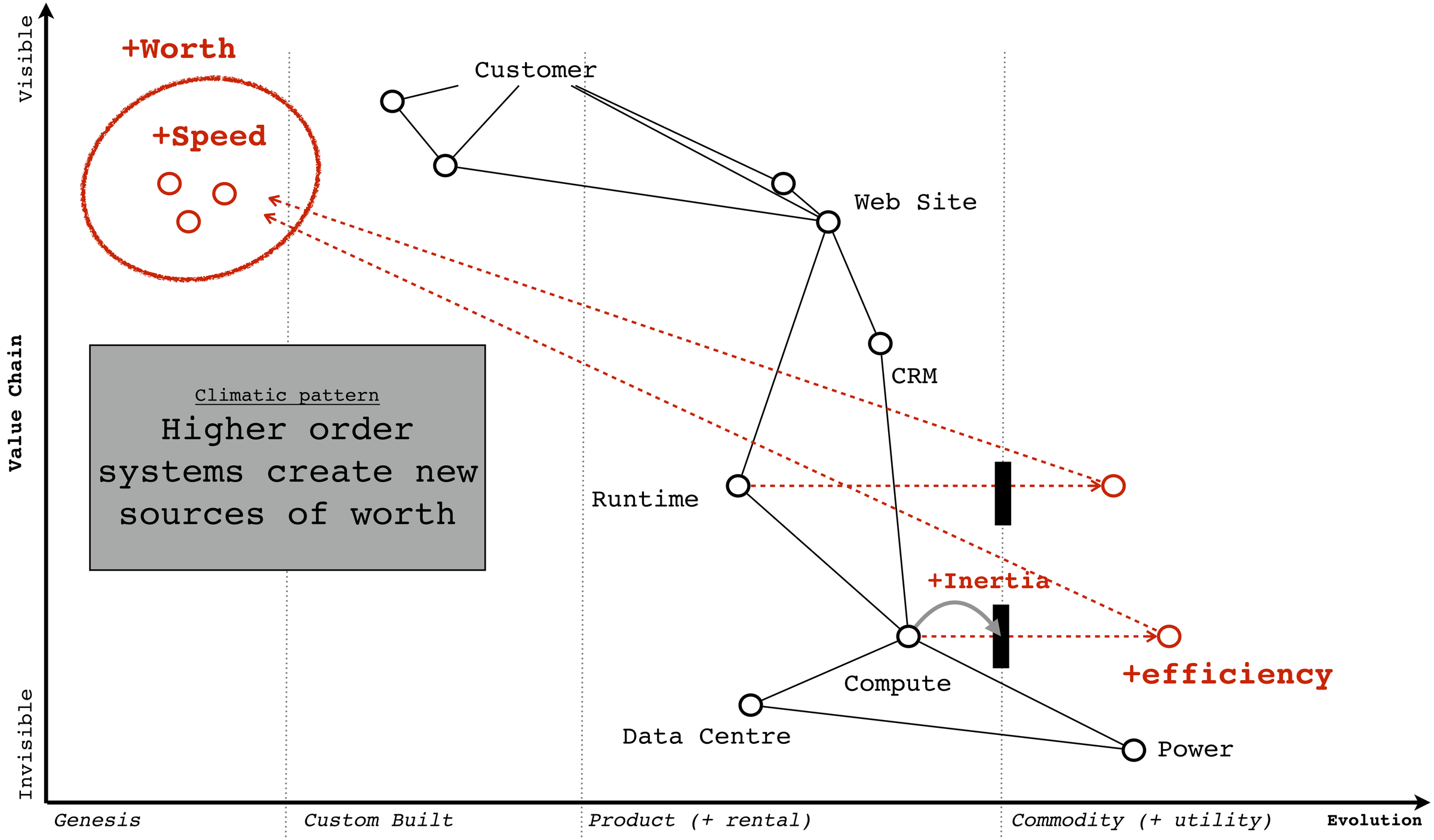
House of Lies

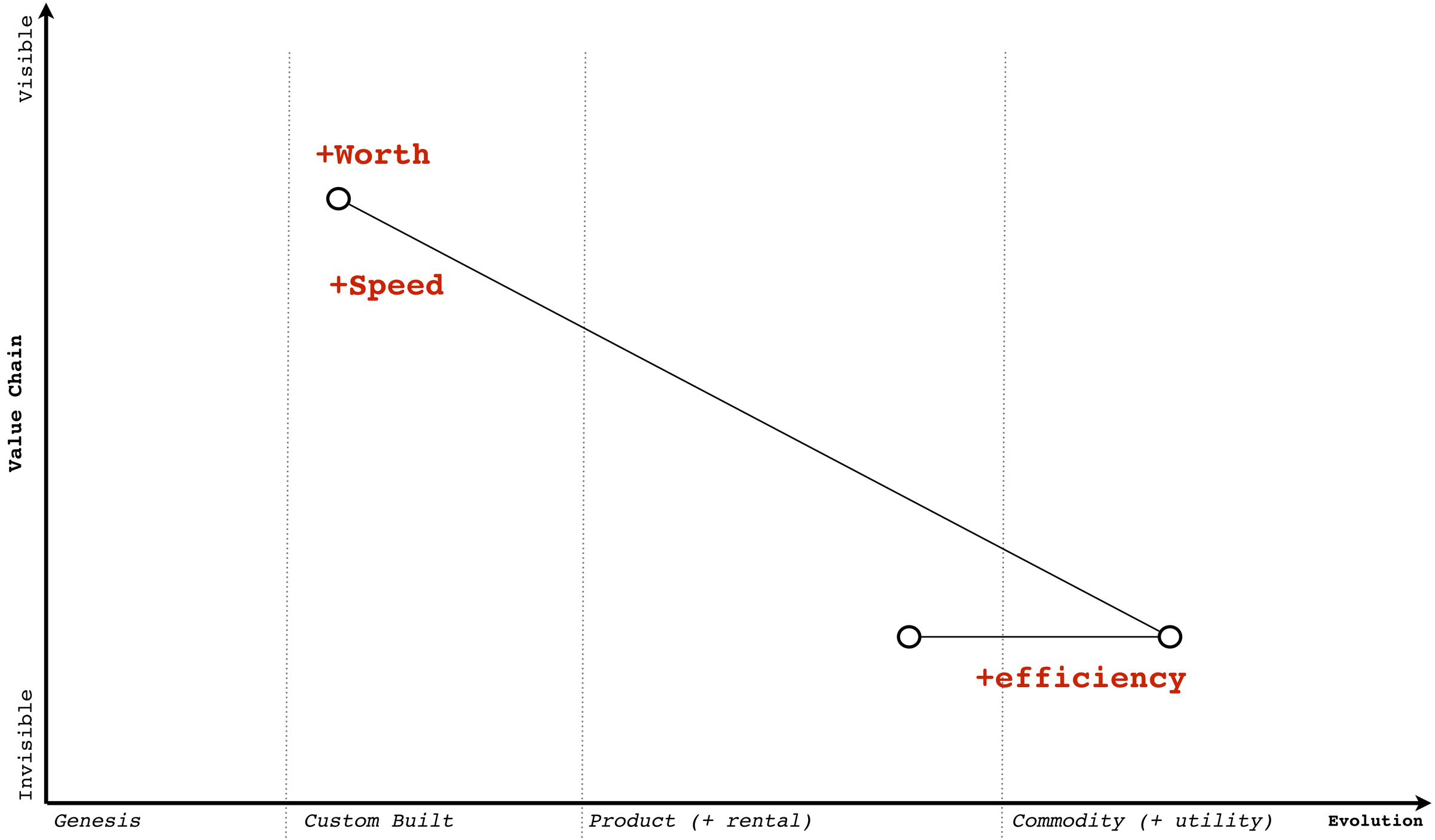

Strategy
Map
How to Map Business
Challenge
Trapped
Perfection
Patterns
Principles
Co-evolution
Agile
Culture
N

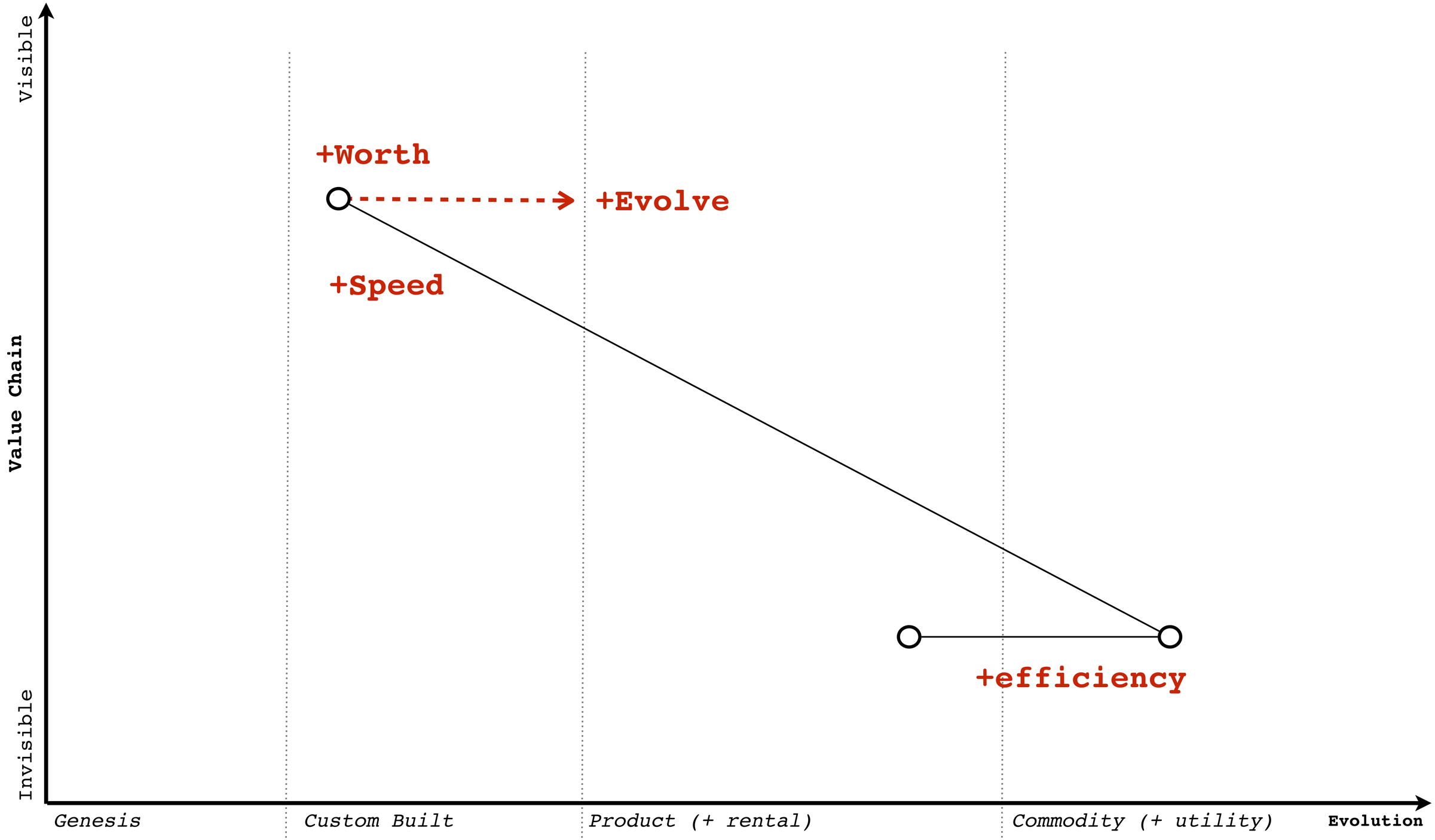


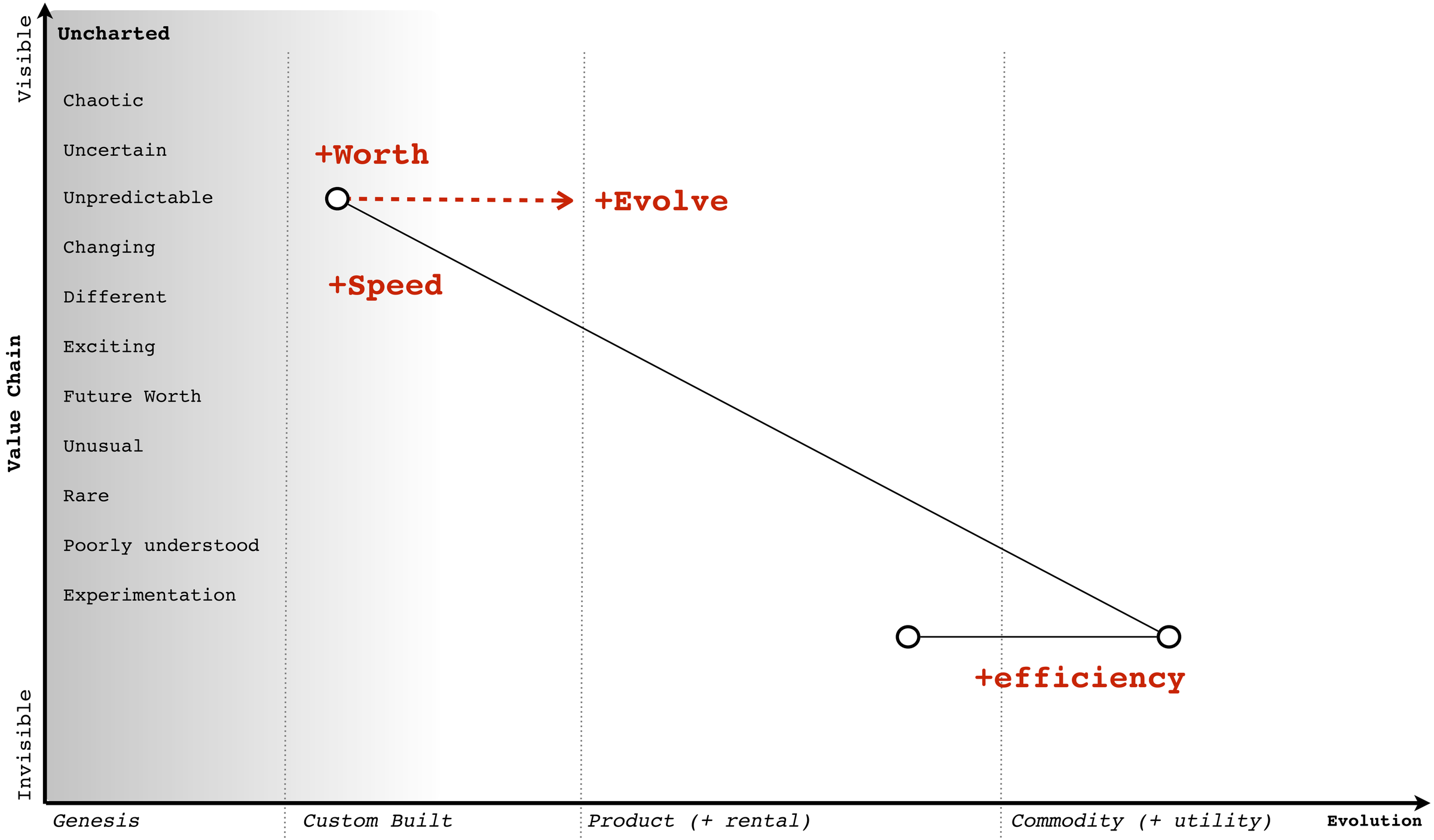
<u>The Strategy Cycle</u>
Sun Tzu's five factors
John Boyd’s OODA loop
The two types of why

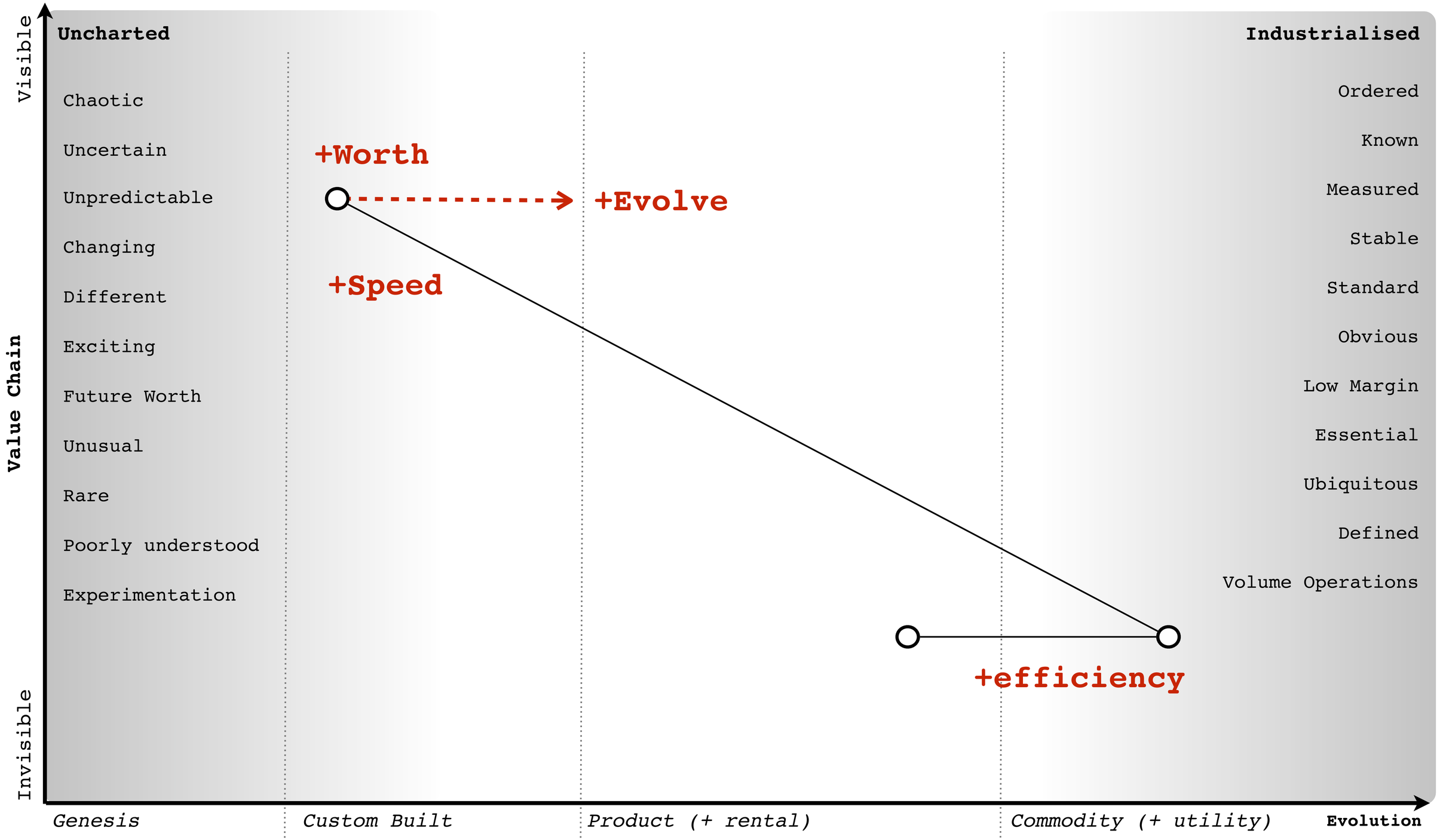

Visible
Value Chain
Invisible
+Speed
Customer
Web Site
CRM
Climatic pattern
Efficiency enables innovation
Runtime
+Inertia
+efficiency
Compute
Data Centre
Power
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution

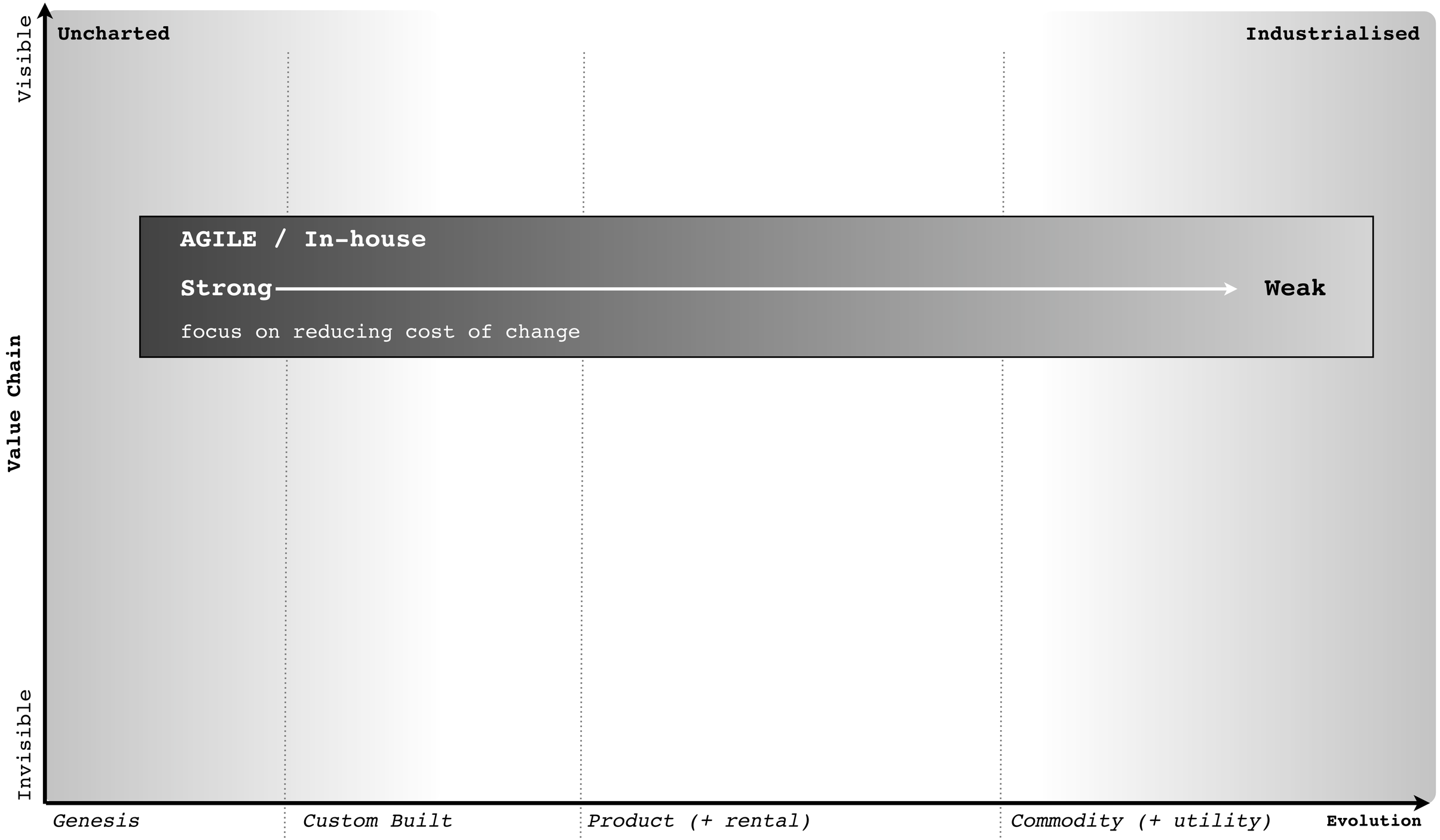

Visible
Value Chain
Invisible
+Worth
+Speed
Customer
Web Site
CRM
Climatic pattern
Higher order systems create new sources of worth
Runtime
+Inertia
+efficiency
Compute
Data Centre
Power
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution

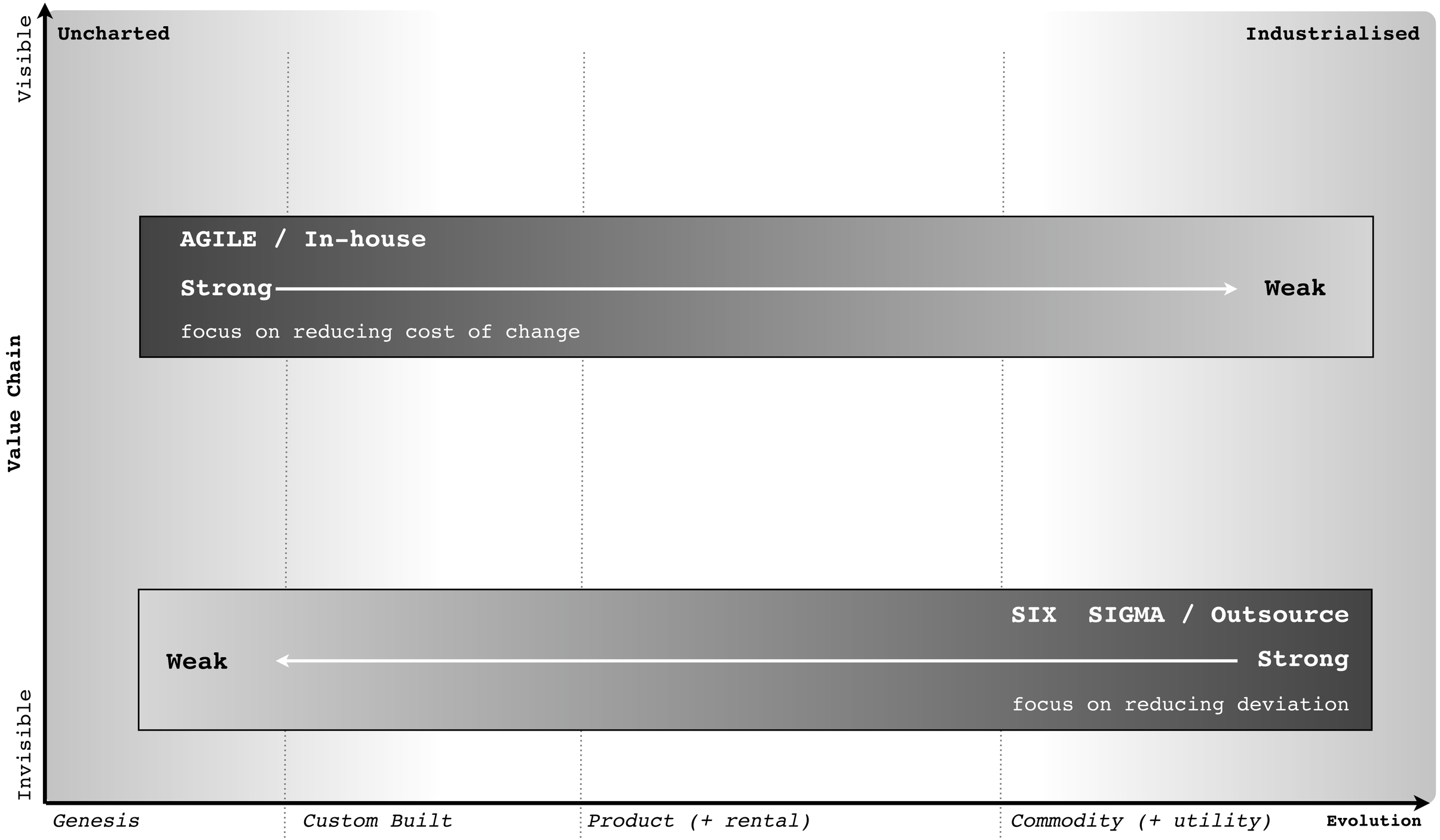

Visible
Value Chain
Invisible
+Worth
+Speed
+efficiency
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution

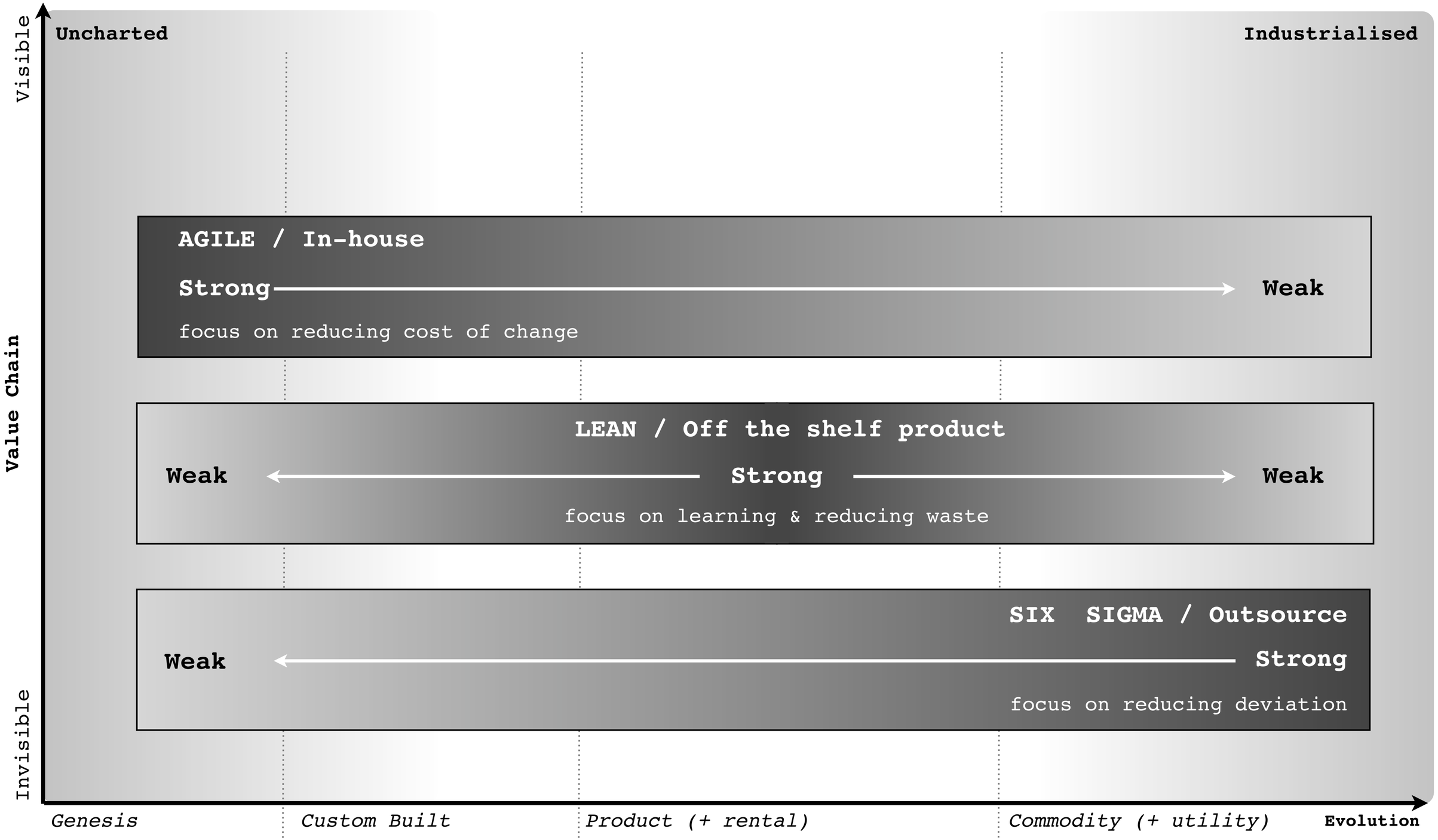

Visible
Value Chain
Invisible
+Worth
+Evolve
+Speed
+efficiency
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution

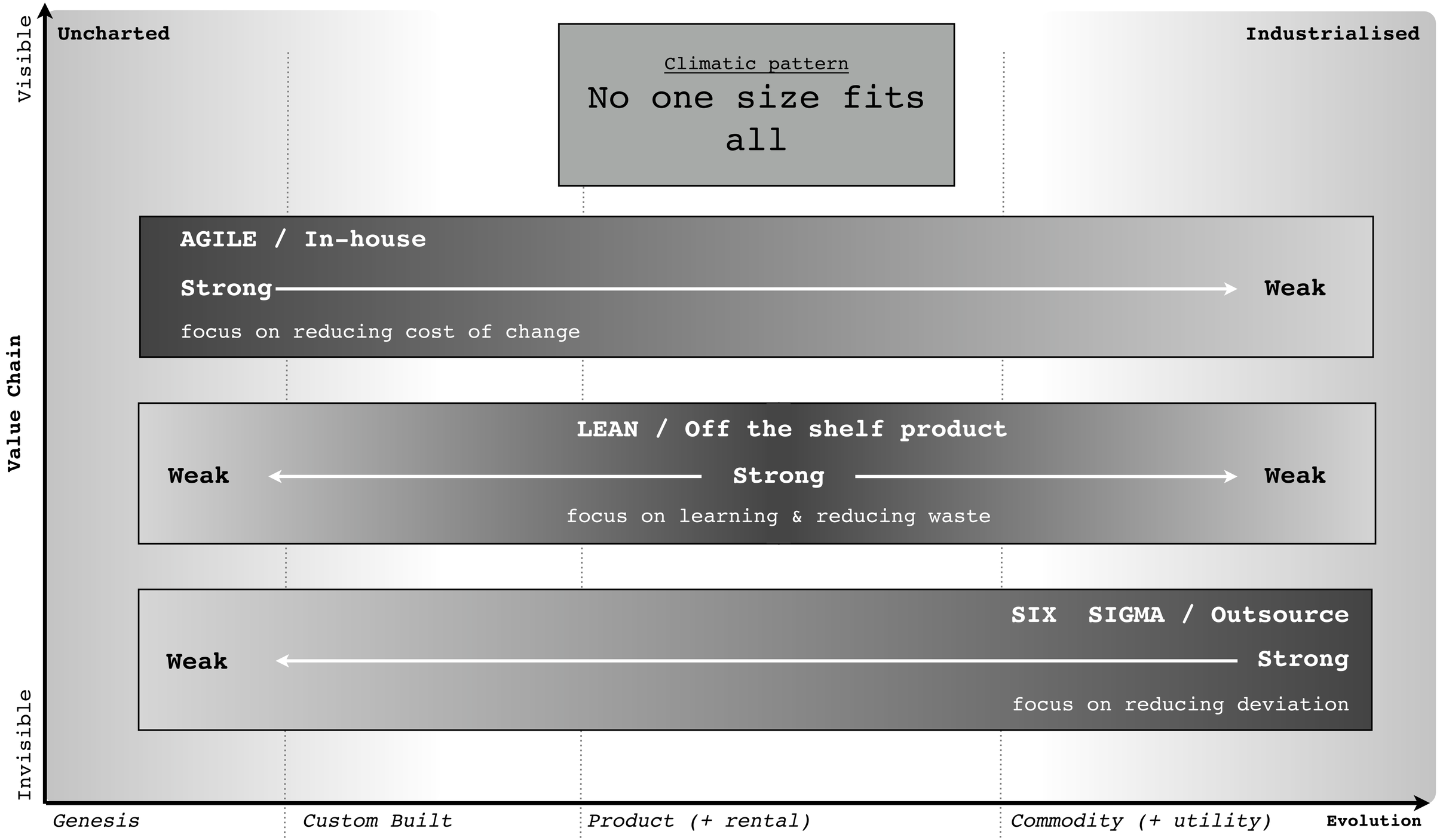

Visible
Value Chain
Invisible
Uncharted
Chaotic
Uncertain
Unpredictable
Changing
Different
Exciting
Future Worth
Unusual
Rare
Poorly understood
Experimentation
+Worth
+Evolve
+Speed
+efficiency
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution


Visible
Value Chain
Invisible
Uncharted
Industrialised
Chaotic
Uncertain
Unpredictable
Changing
Different
Exciting
Future Worth
Unusual
Rare
Poorly understood
Experimentation
Ordered
Known
Measured
Stable
Standard
Obvious
Low Margin
Essential
Ubiquitous
Defined
Volume Operations
+Worth
+Evolve
+Speed
+efficiency
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution


Visible
Uncharted
Industrialised
AGILE / In-house
Strong
Weak
focus on reducing cost of change
Value Chain
Invisible
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution

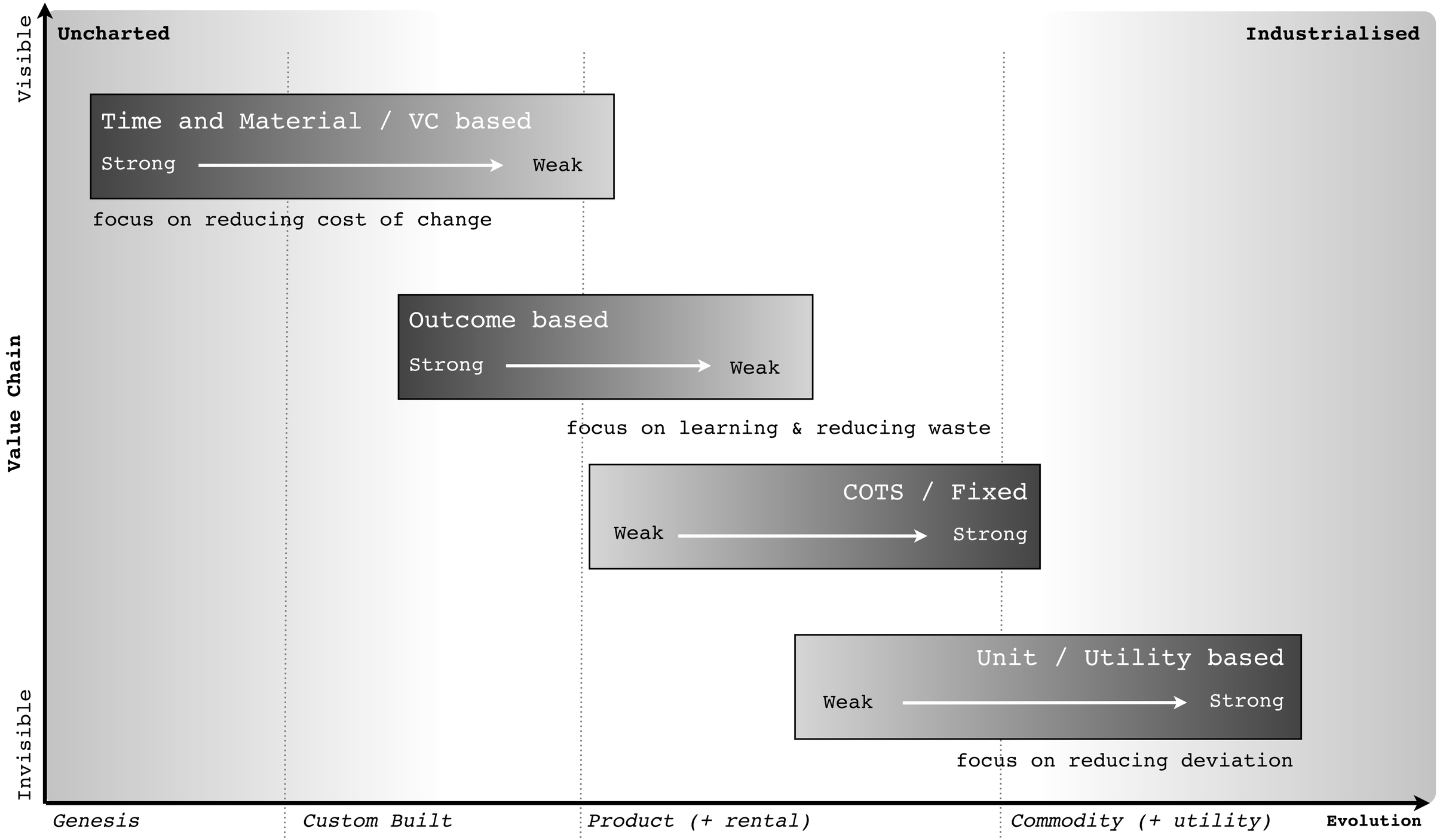

Visible
Value Chain
Invisible
Uncharted
Industrialised
AGILE / In-house
Strong
Weak
focus on reducing cost of change
SIX SIGMA / Outsource
Weak
Strong
focus on reducing deviation
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution


Visible
Value Chain
Invisible
Uncharted
Industrialised
AGILE / In-house
Strong
Weak
focus on reducing cost of change
LEAN / Off the shelf product
Weak
Strong
Weak
focus on learning & reducing waste
SIX SIGMA / Outsource
Weak
Strong
focus on reducing deviation
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution

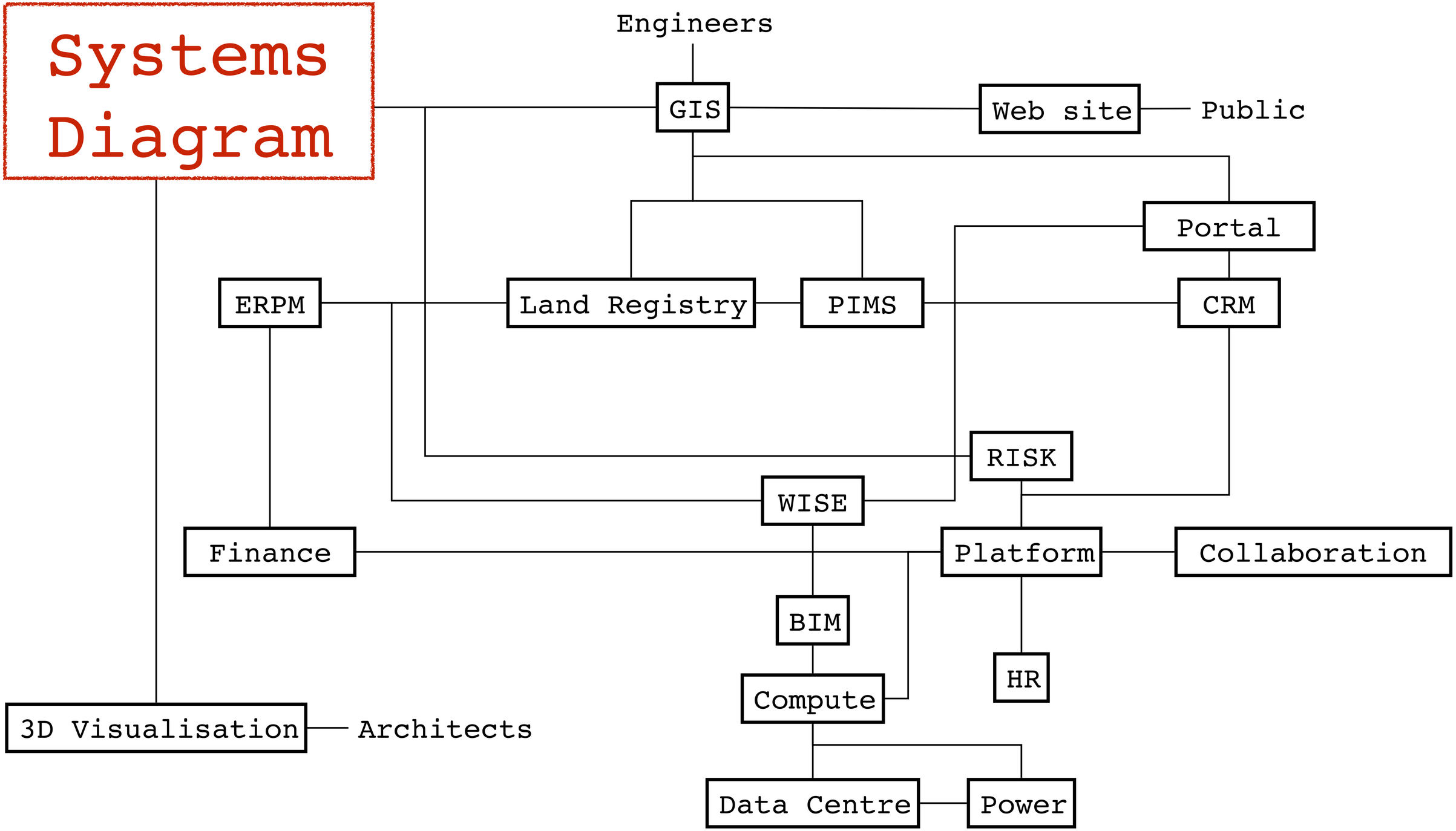

Visible
Value Chain
Invisible
Uncharted
Industrialised
Climatic pattern
No one size fits all
AGILE / In-house
Strong
Weak
focus on reducing cost of change
LEAN / Off the shelf product
Weak
Strong
Weak
focus on learning & reducing waste
SIX SIGMA / Outsource
Weak
Strong
focus on reducing deviation
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution

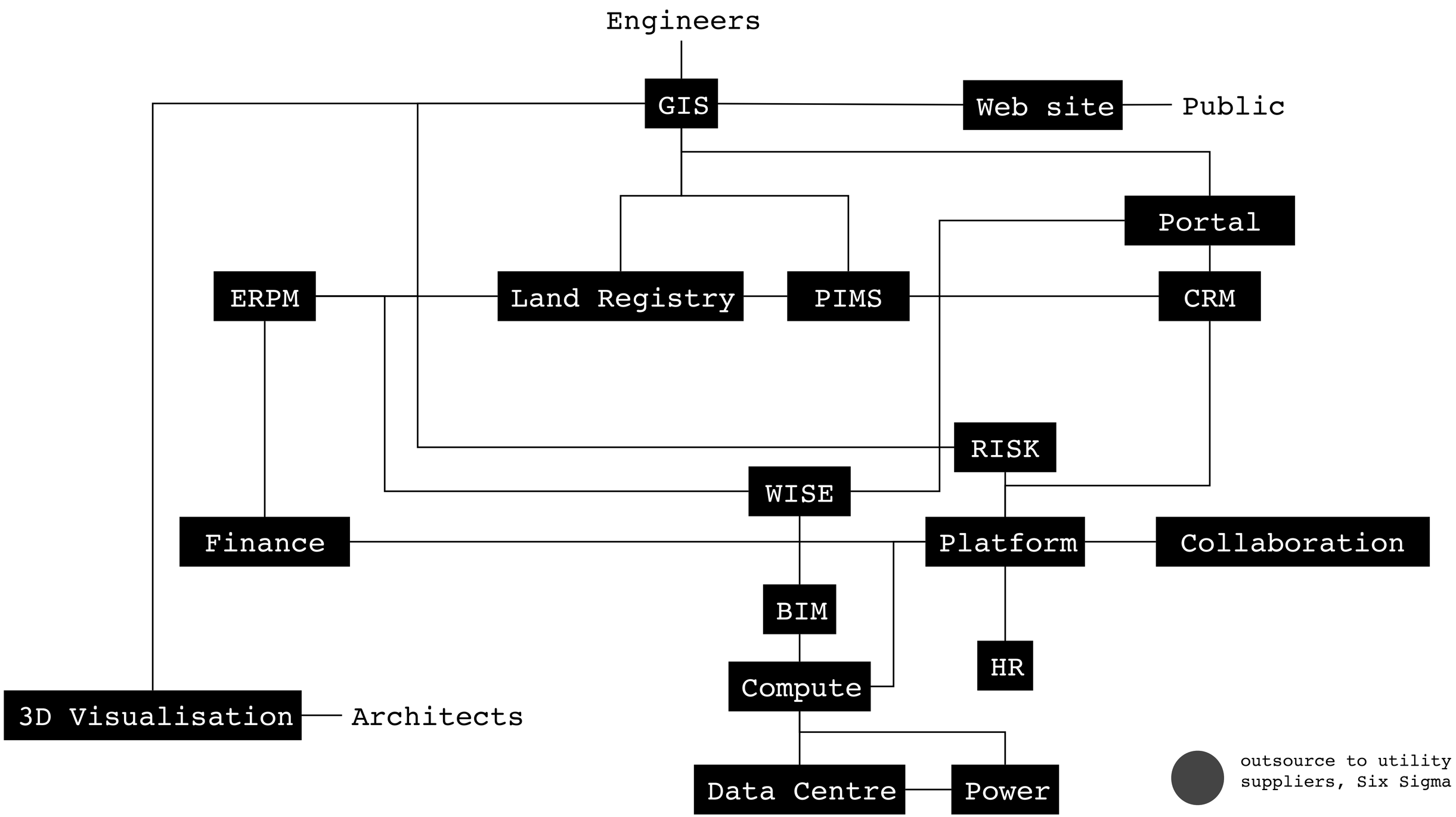
Visible
Value Chain
Invisible
Uncharted
Industrialised
AGILE / In-house
Strong
focus on reducing cost of change
Weak
Weak
Weak
& reducing waste
SIX SIGMA / Outsource
Weak
Strong
focus on reducing deviation
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution
NOT Agile everywhere?

Heretic!
Burn him!


Visible
Value Chain
Invisible
Uncharted
Industrialised
Time and Material / VC based
Strong
Weak
focus on reducing cost of change
Outcome based
Strong
Weak
focus on learning & reducing waste
COTS / Fixed
Weak
Strong
Unit / Utility based
Weak
Strong
focus on reducing deviation
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution

Systems Diagram




Engineers
GIS
Web site
Public
Portal
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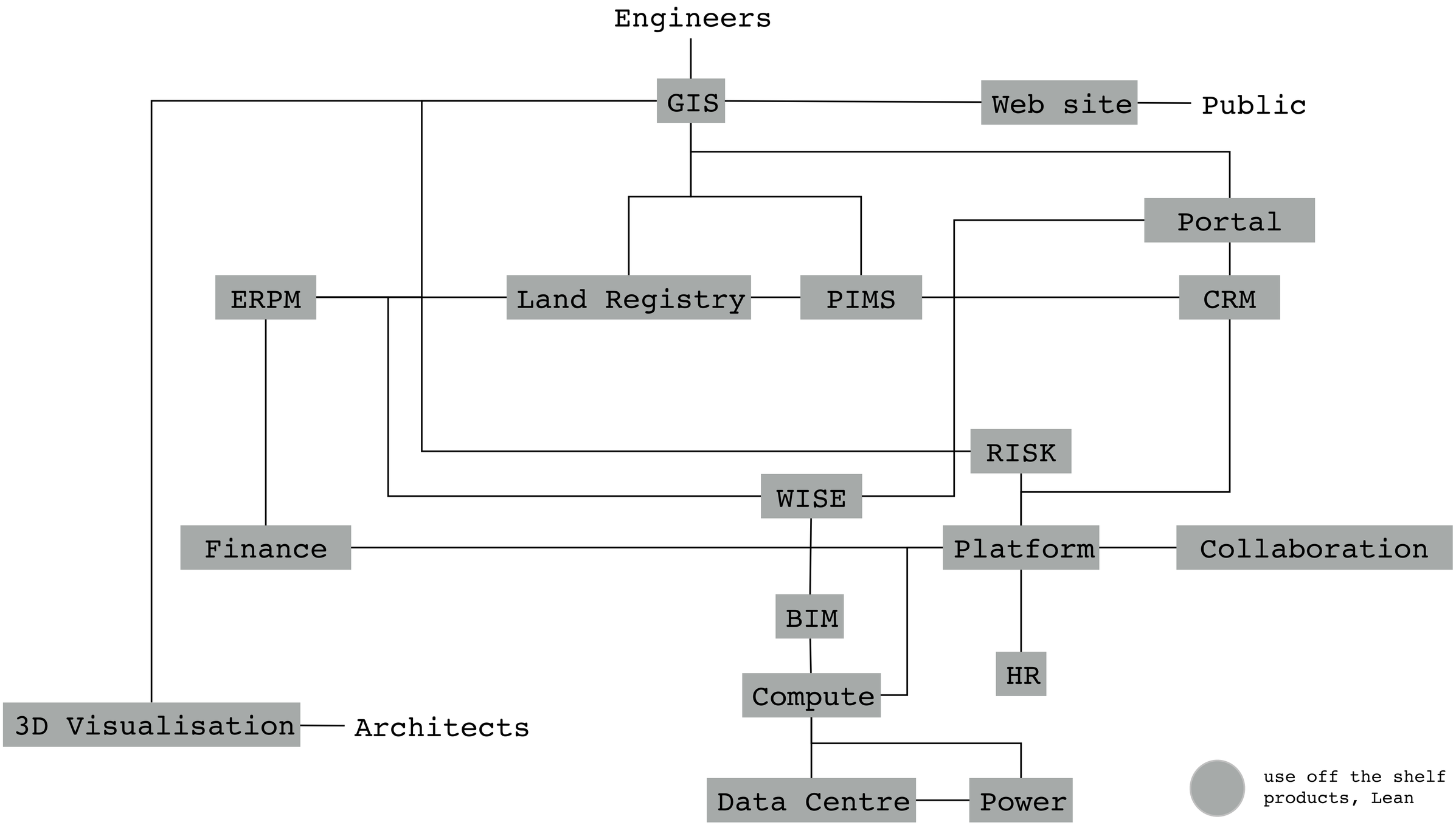
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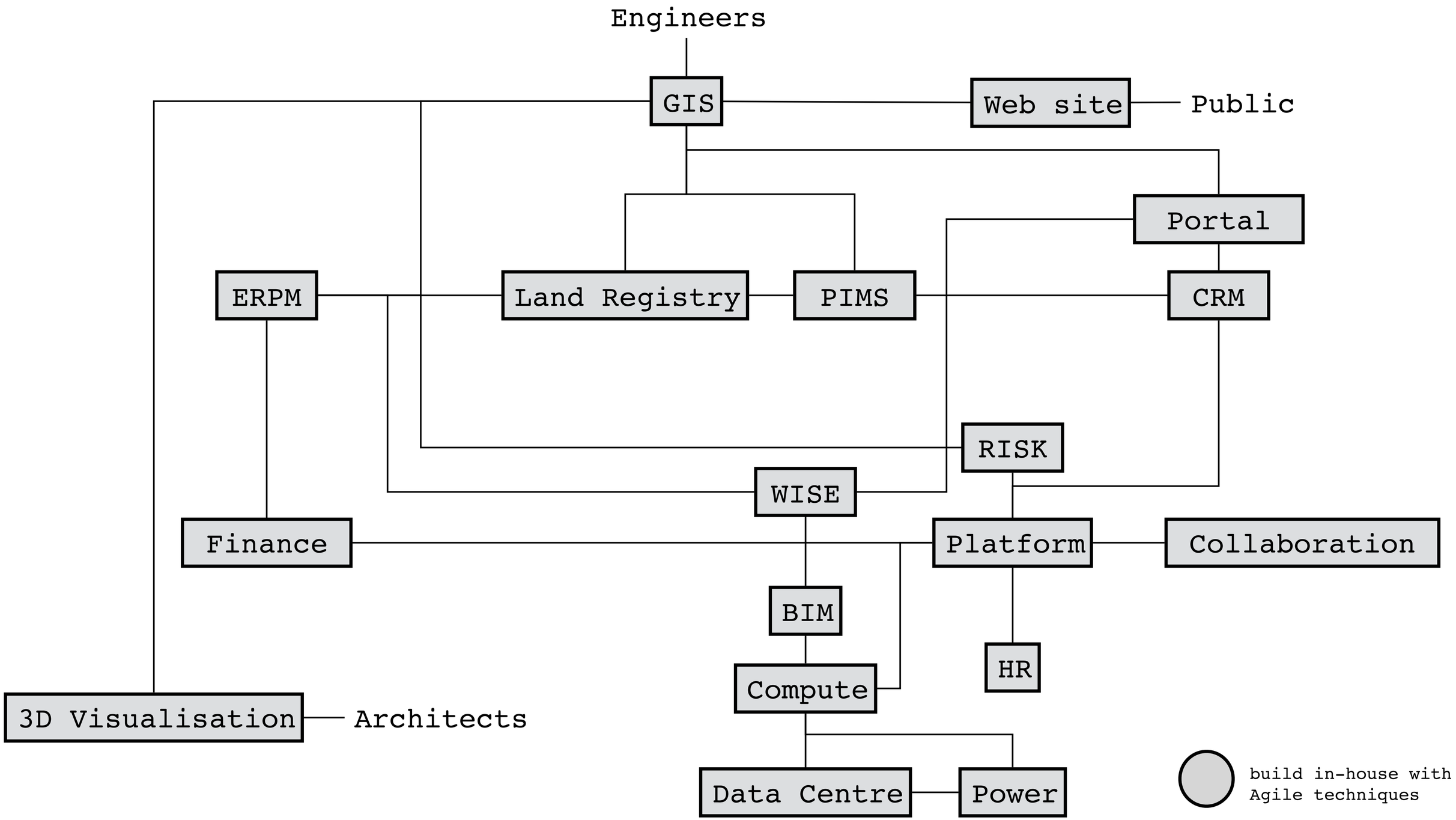
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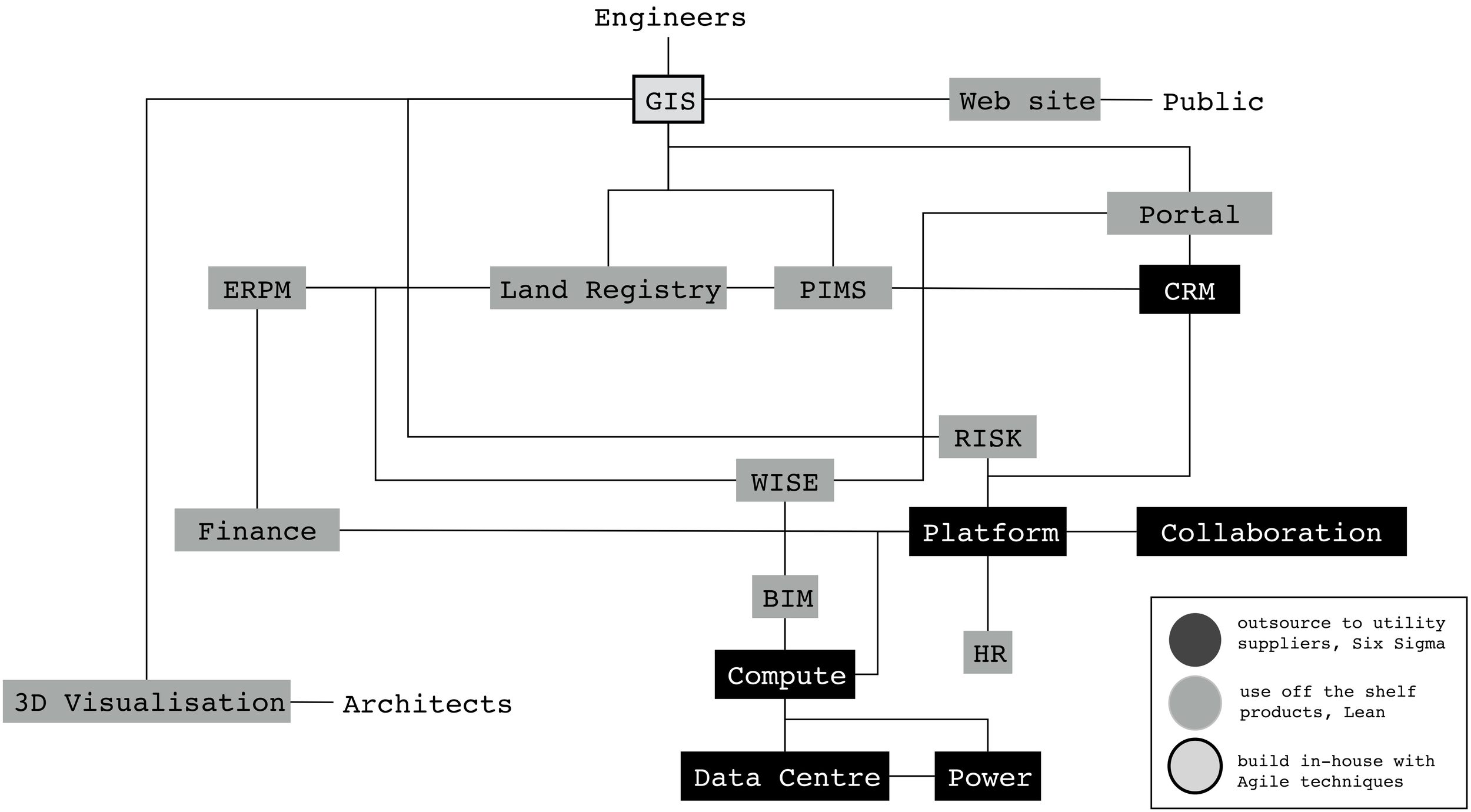
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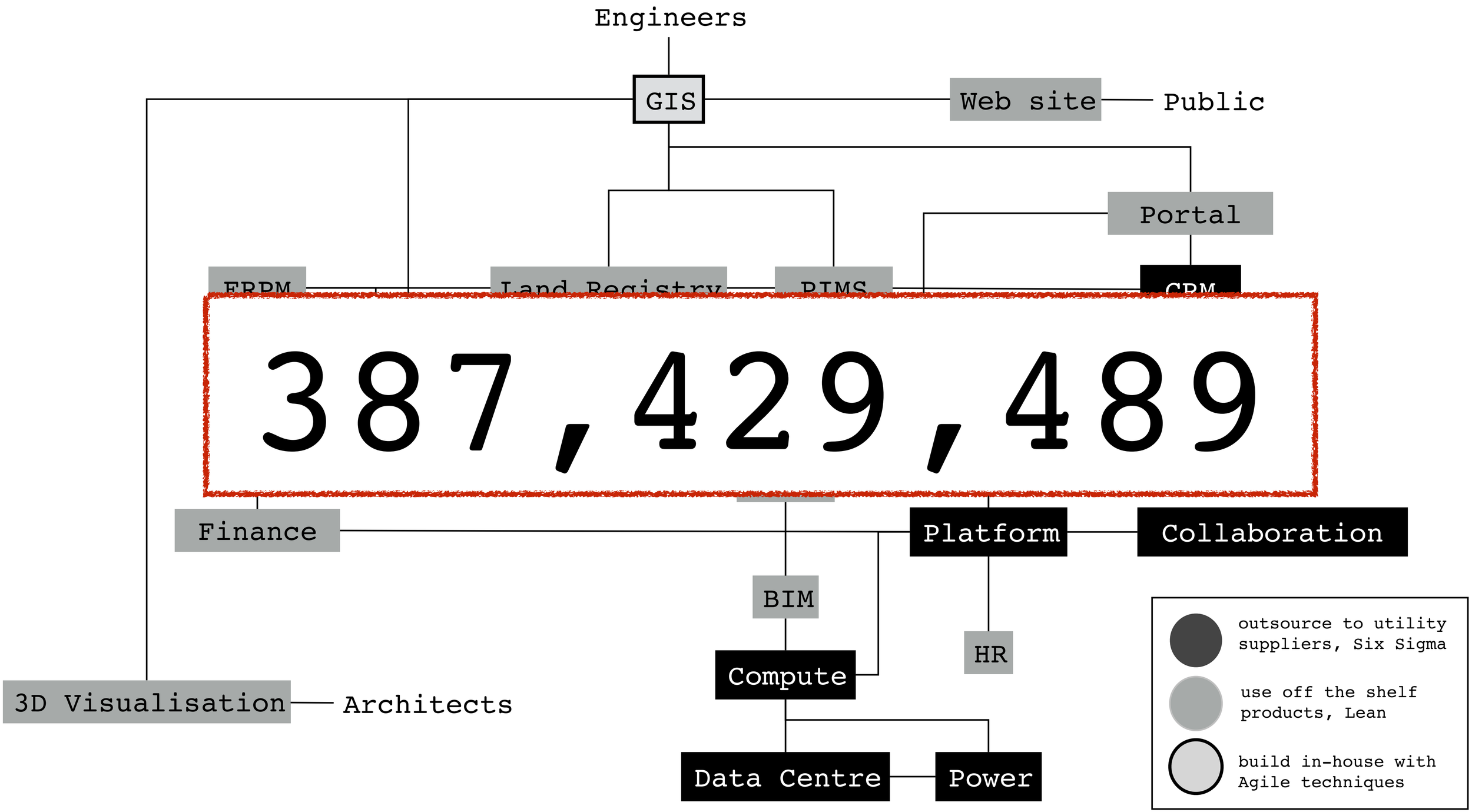
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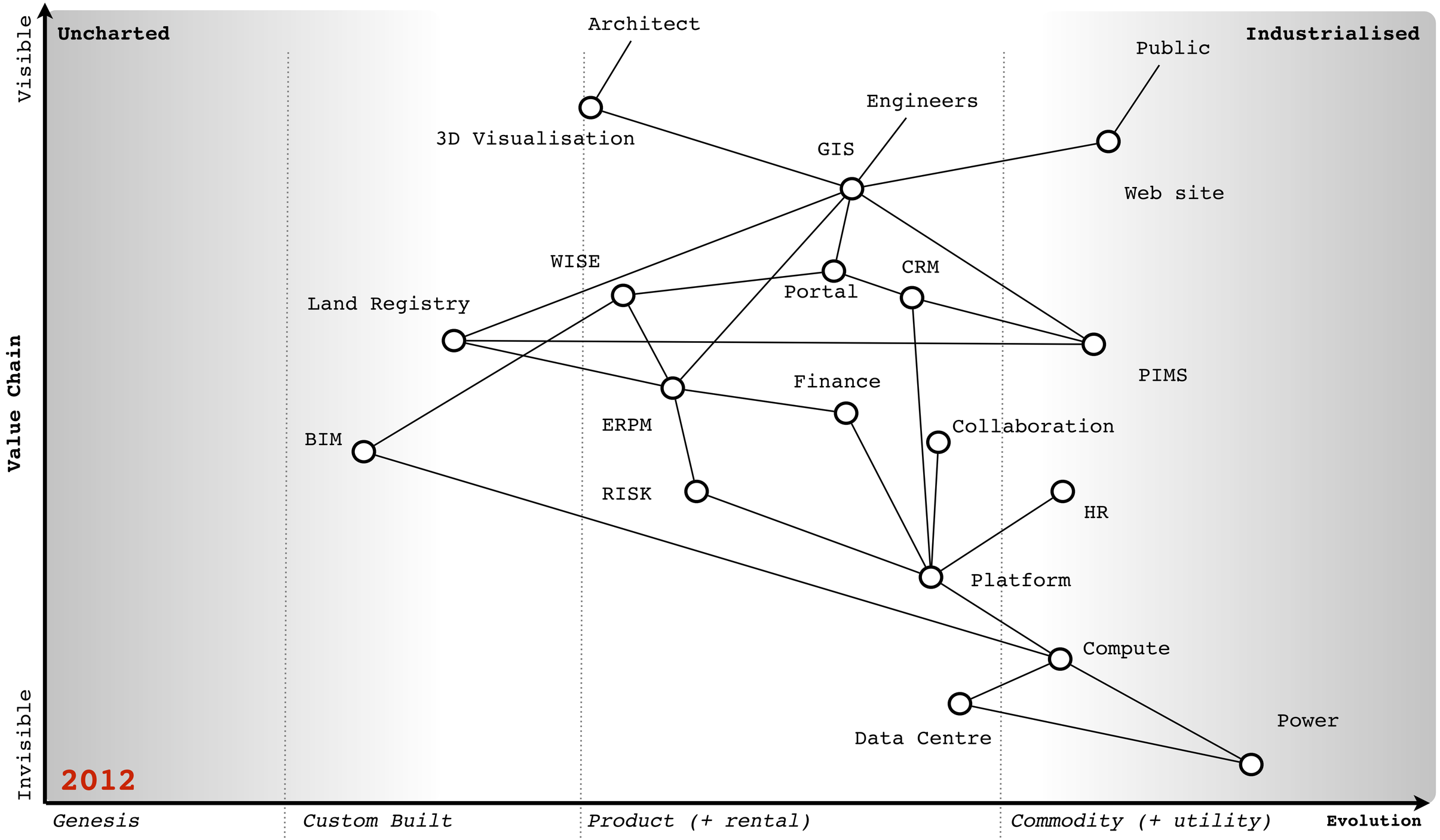
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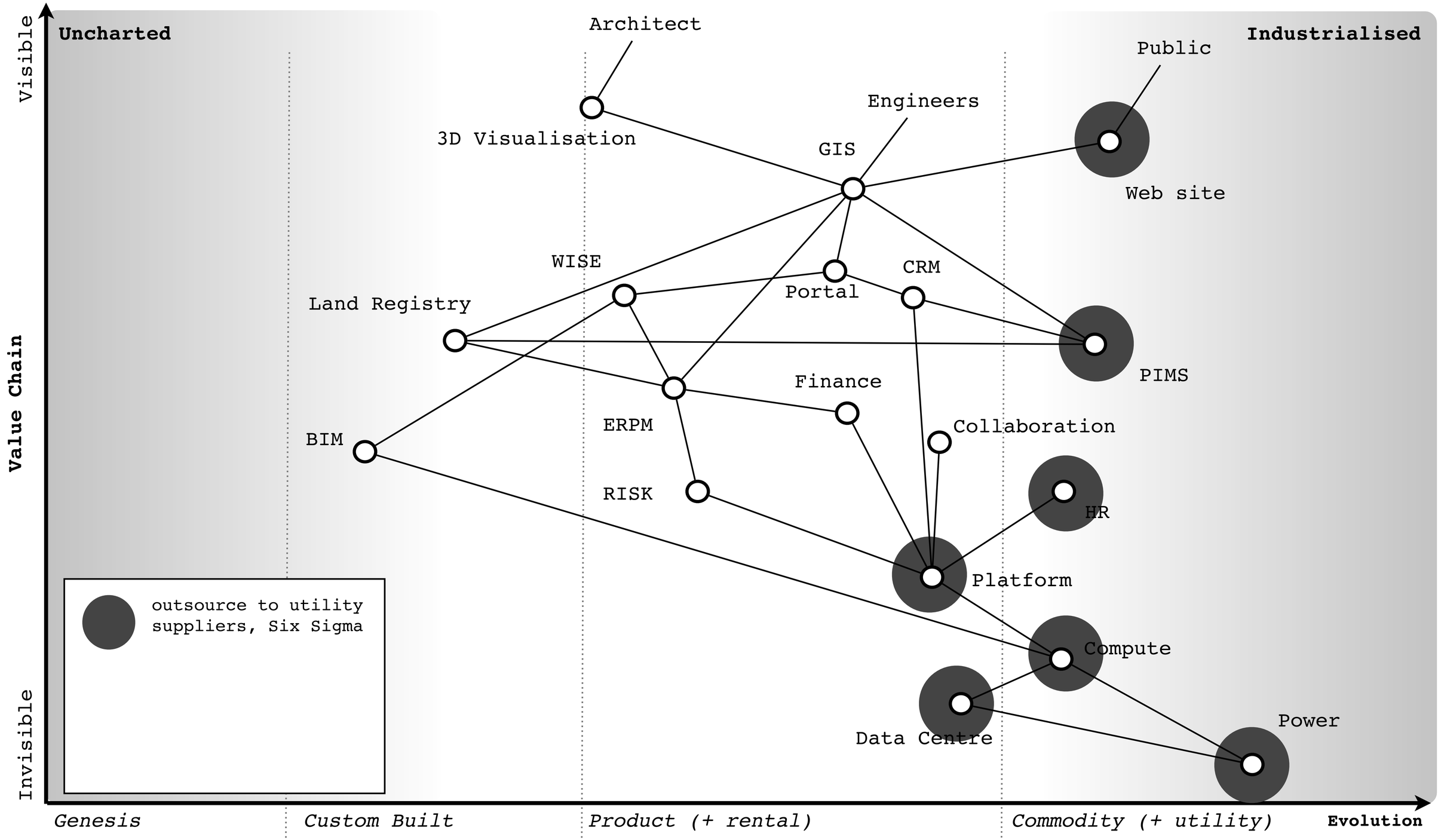
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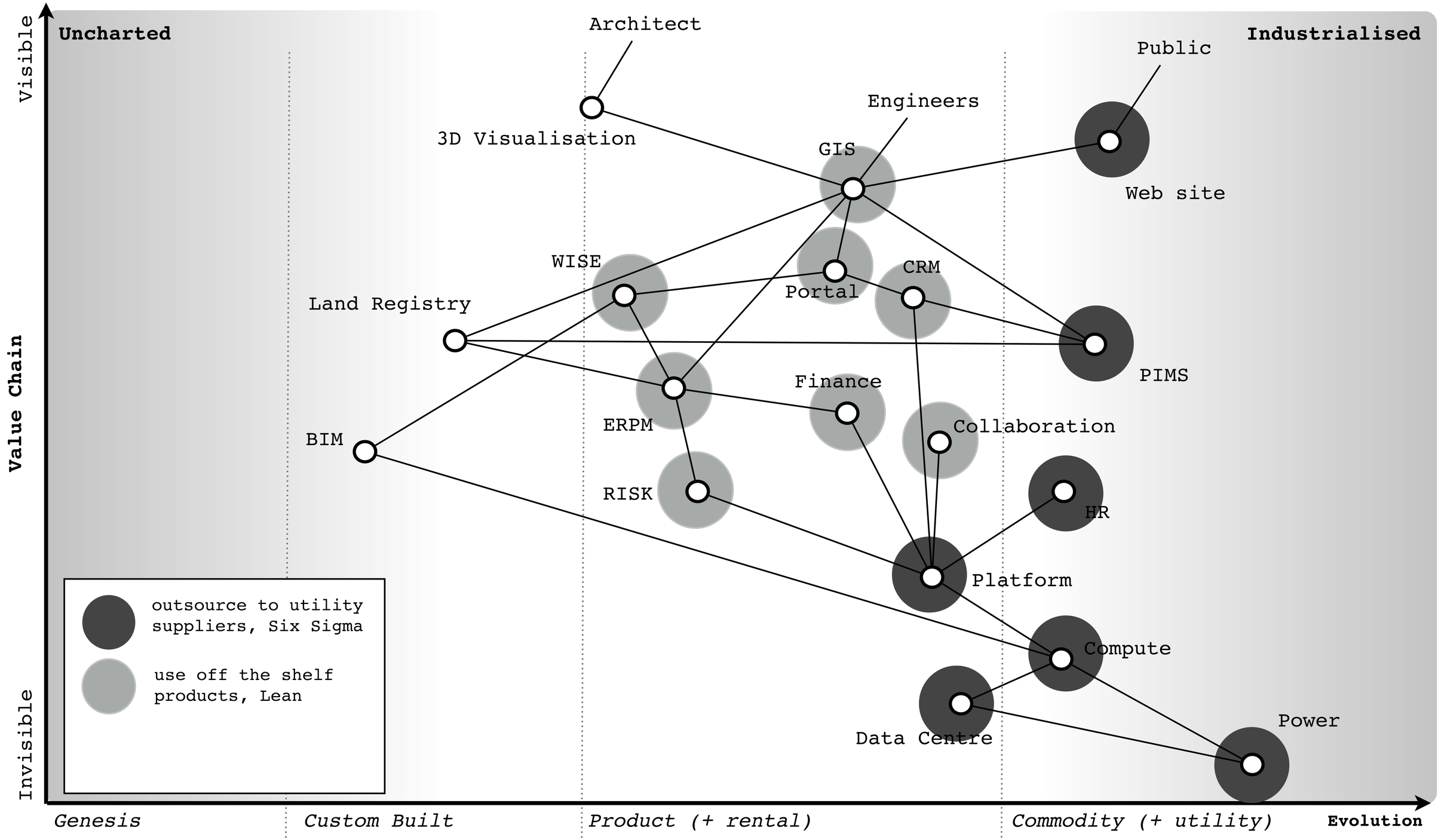
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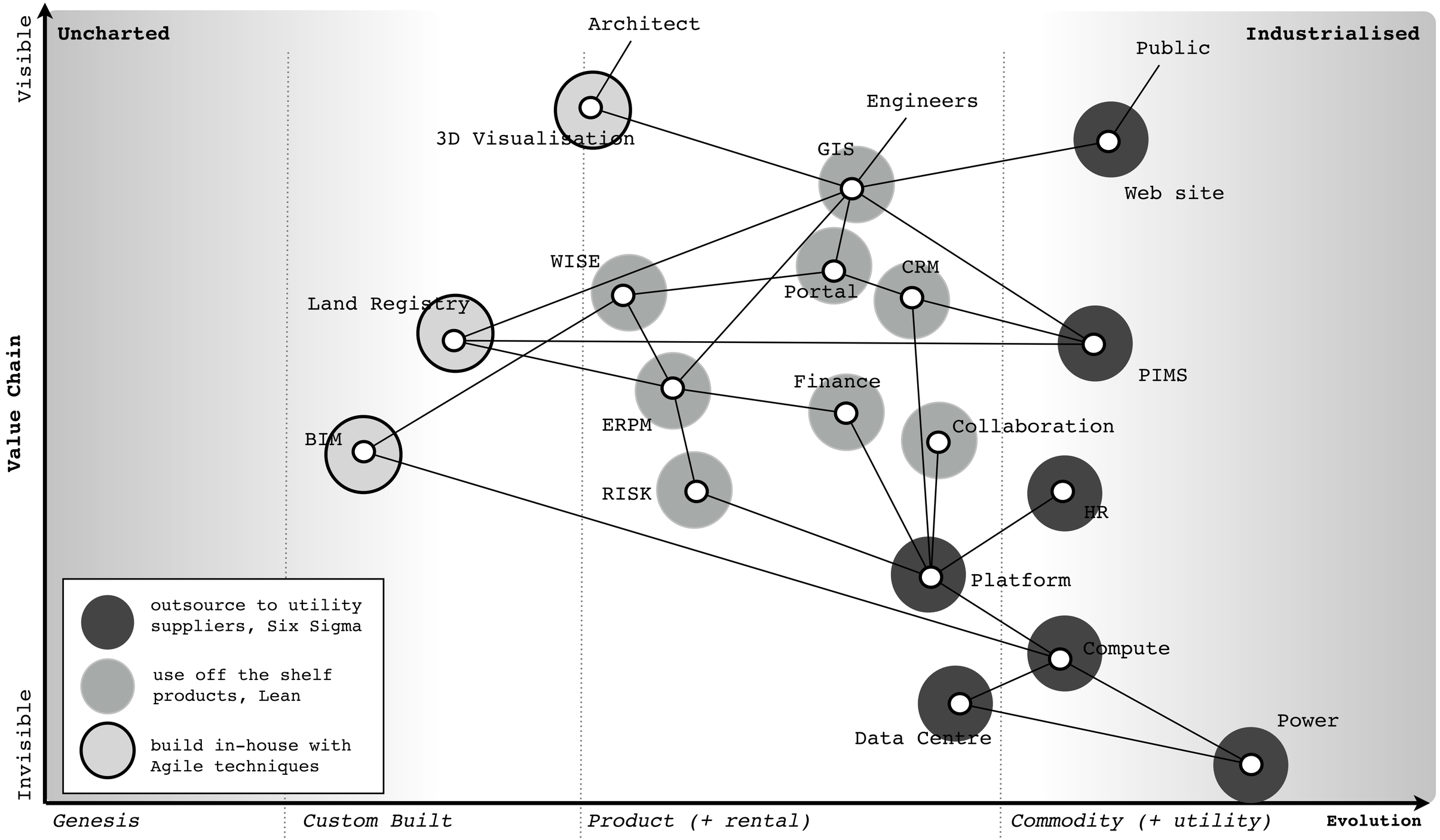
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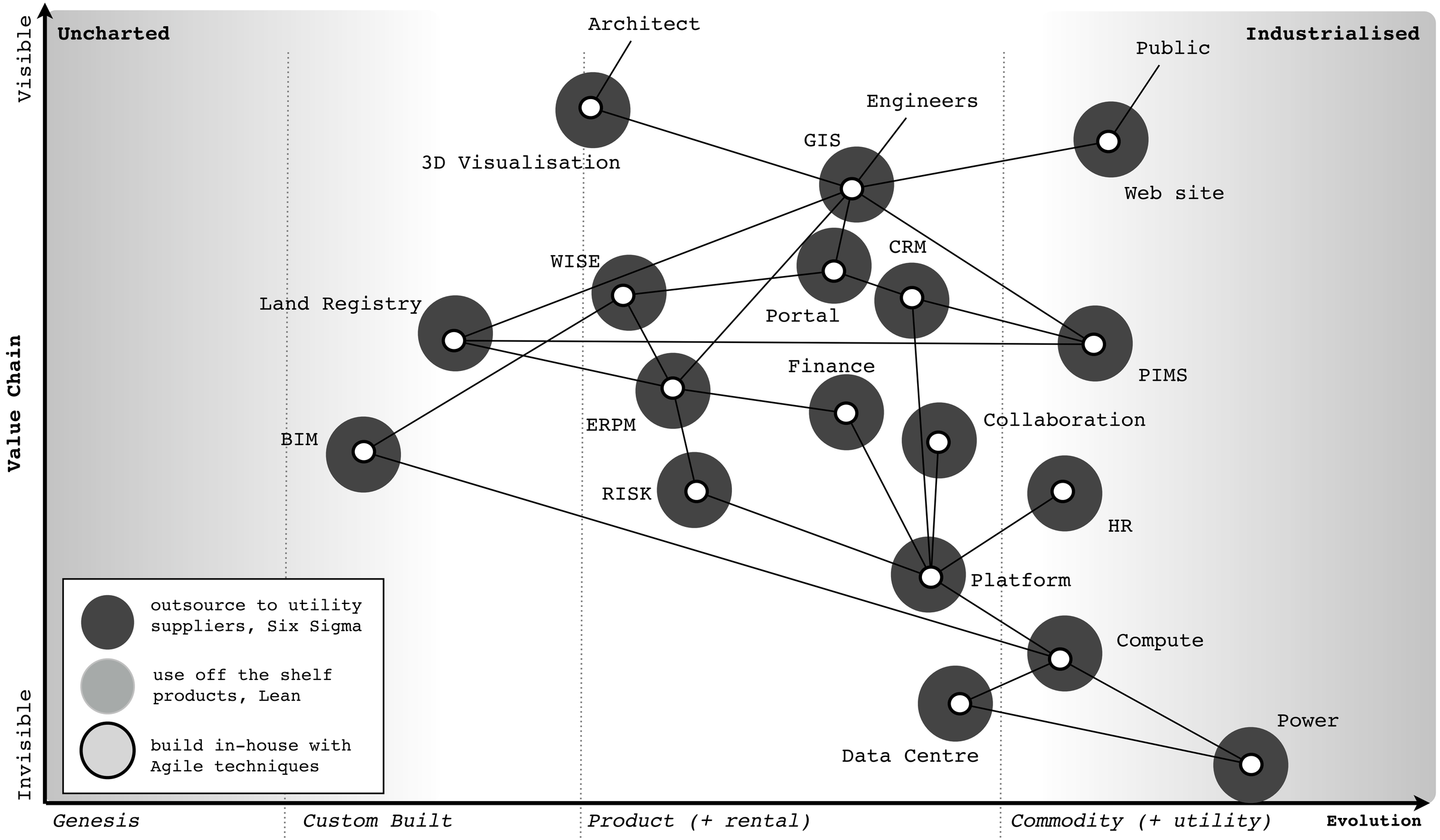
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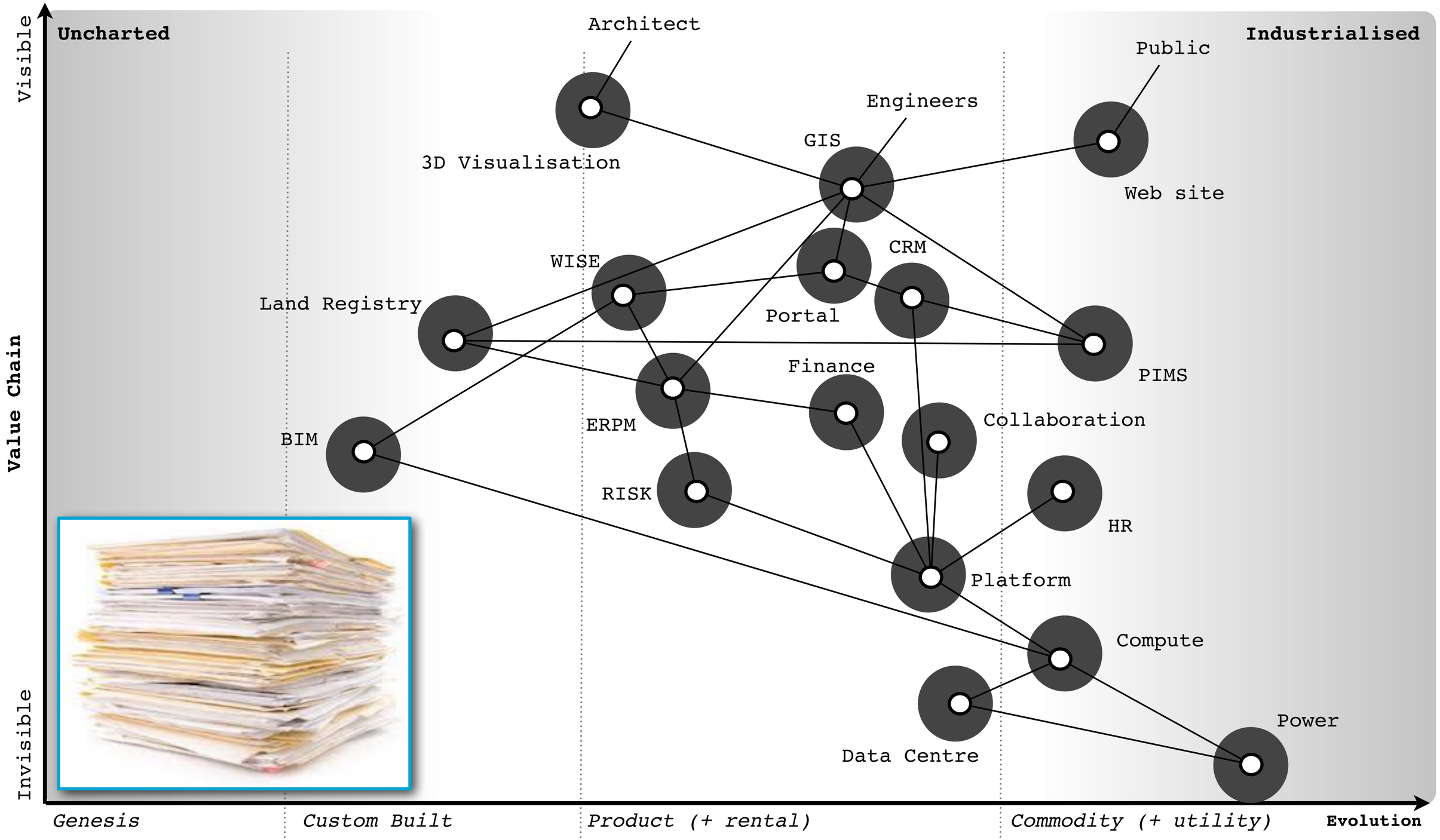
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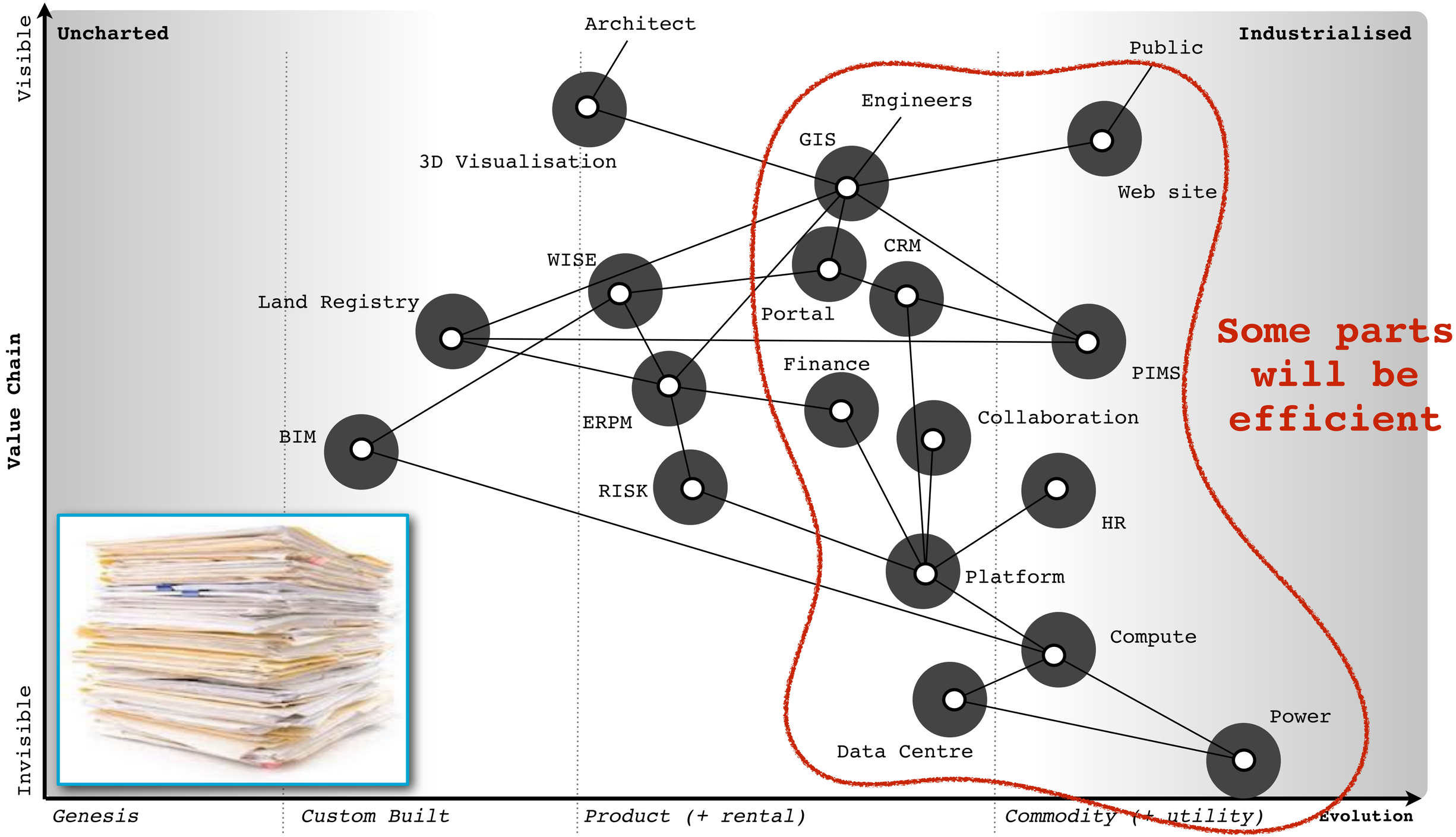
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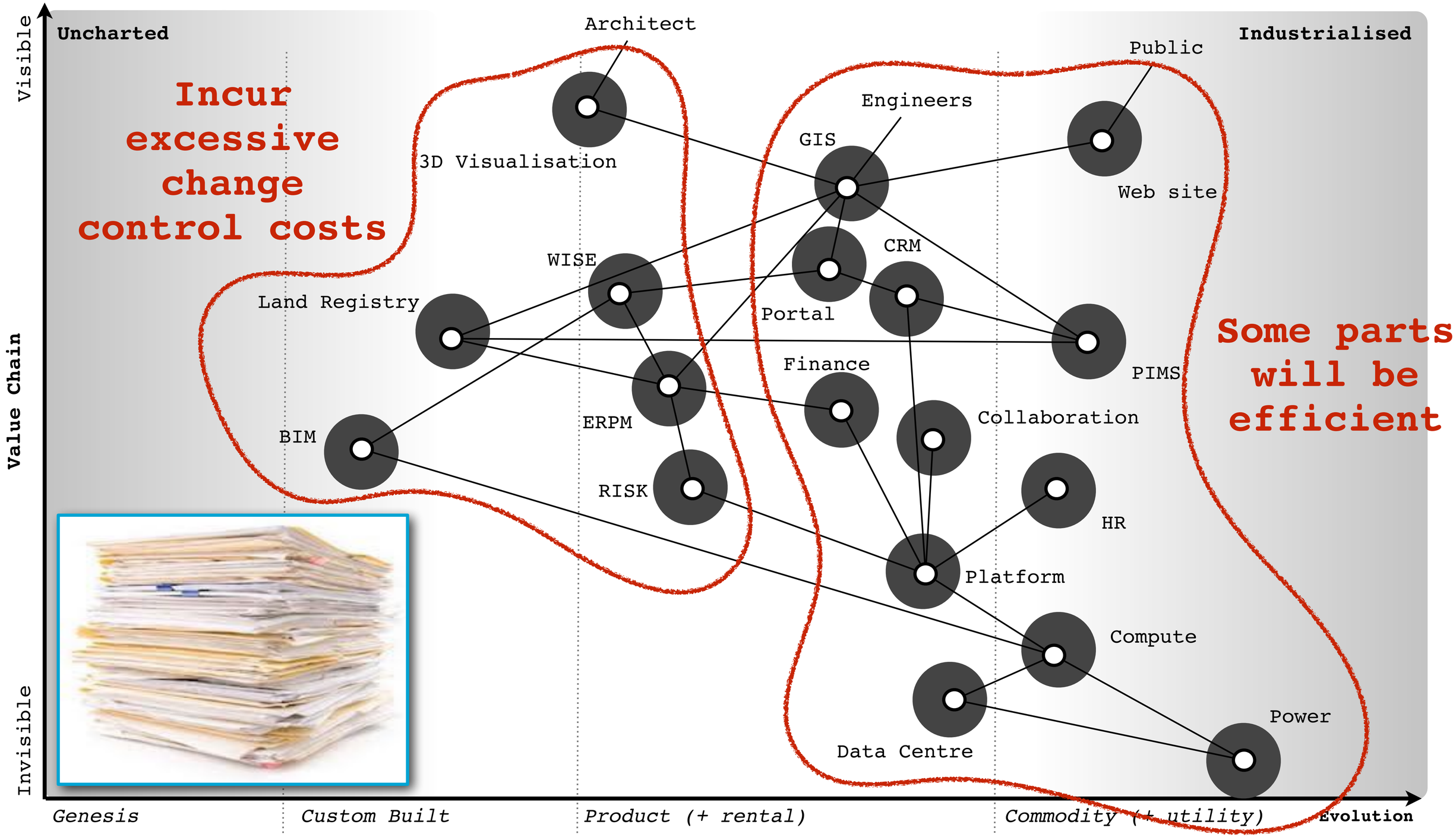
Evolution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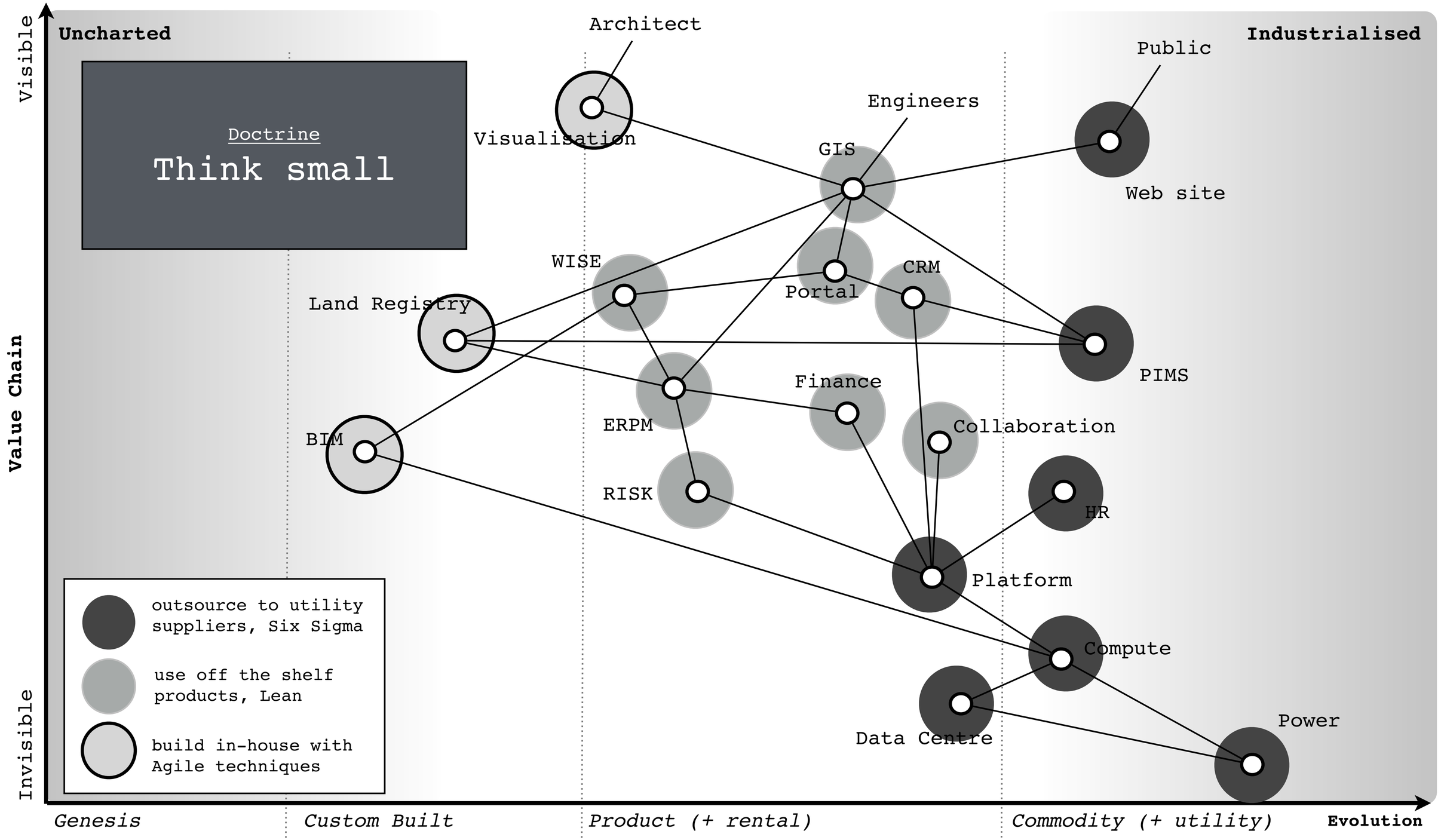
Product (+ rental)
Commodity (+ utility)
Evolution

Next time we need to specify it better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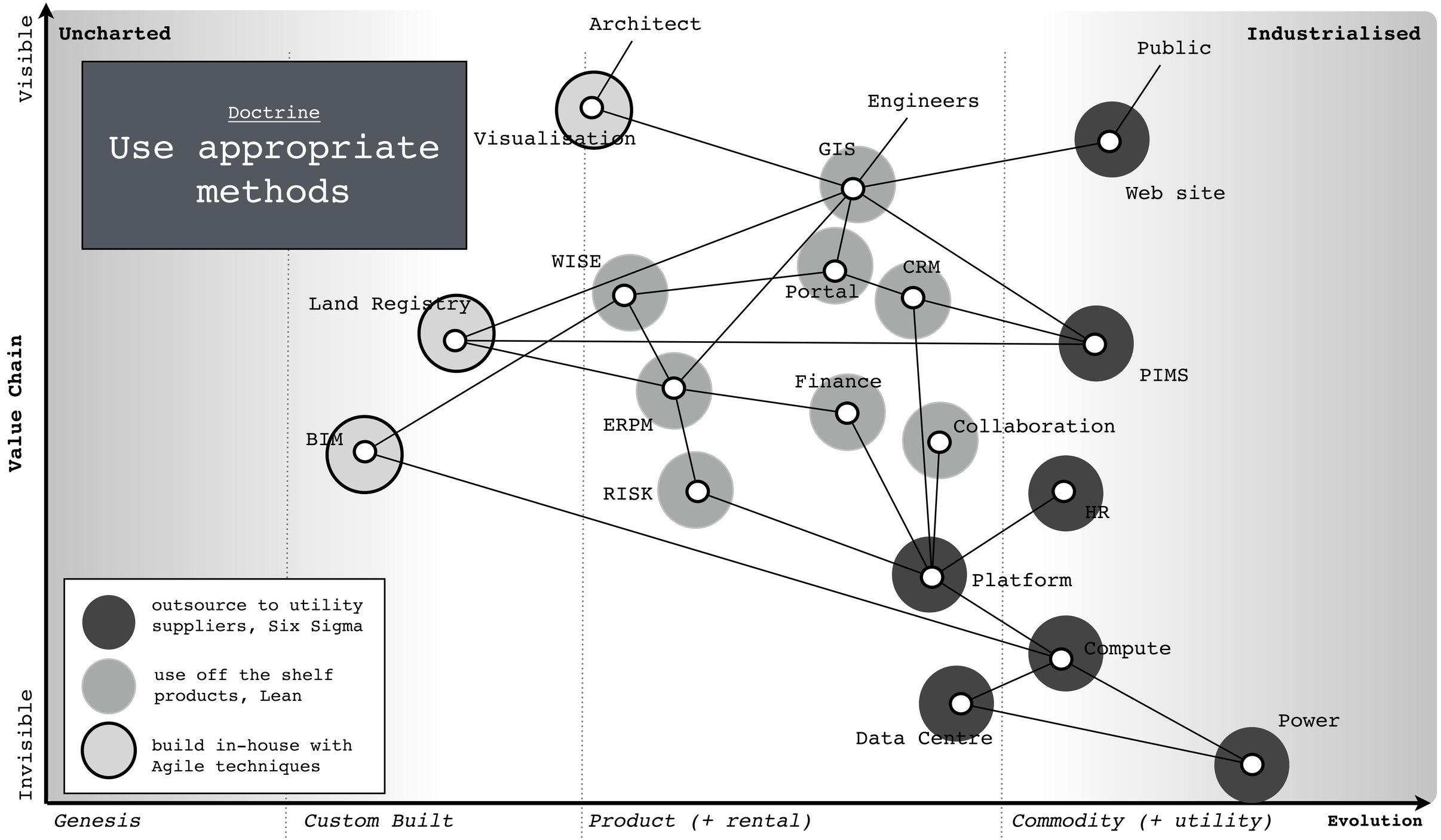
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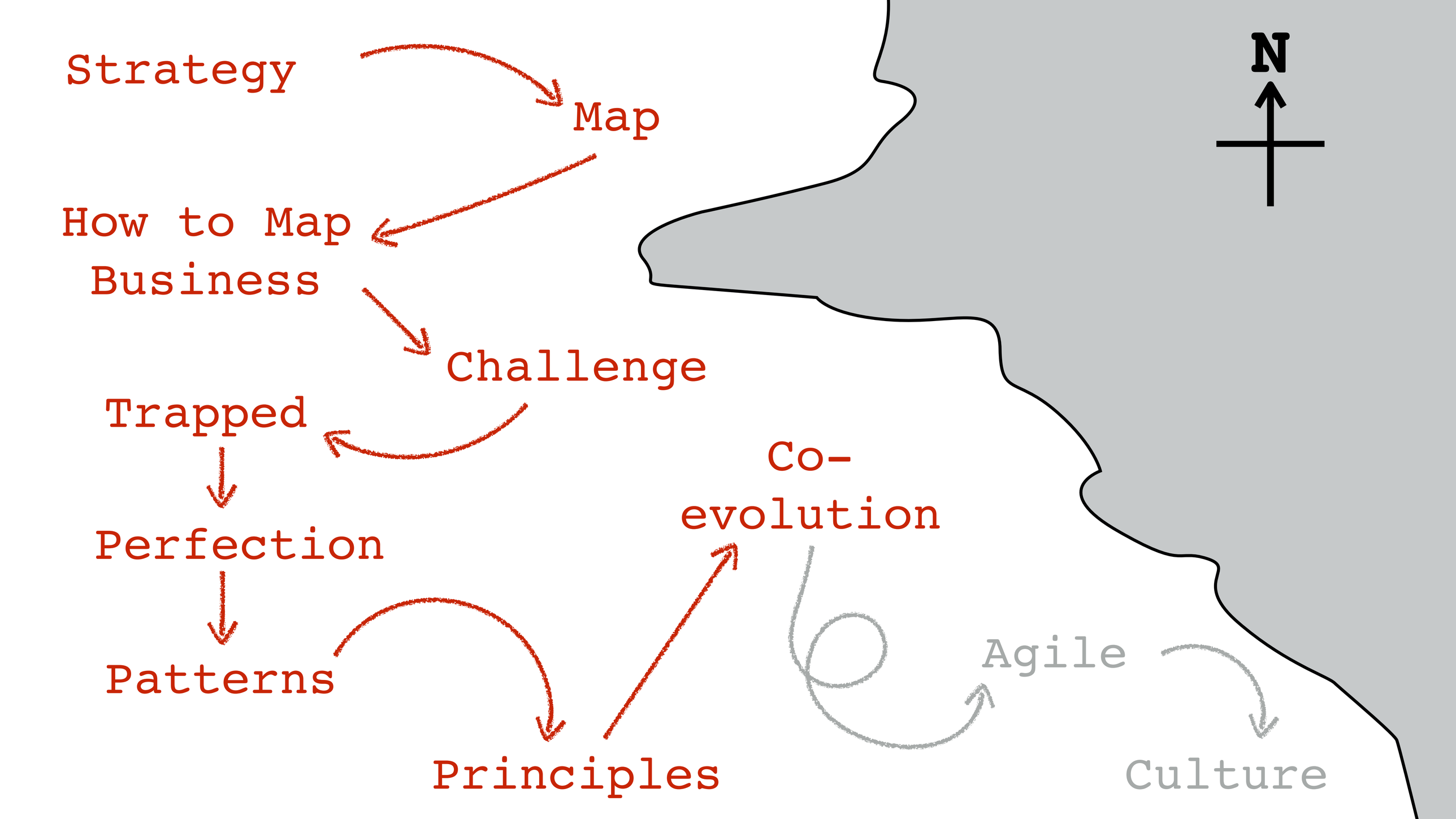
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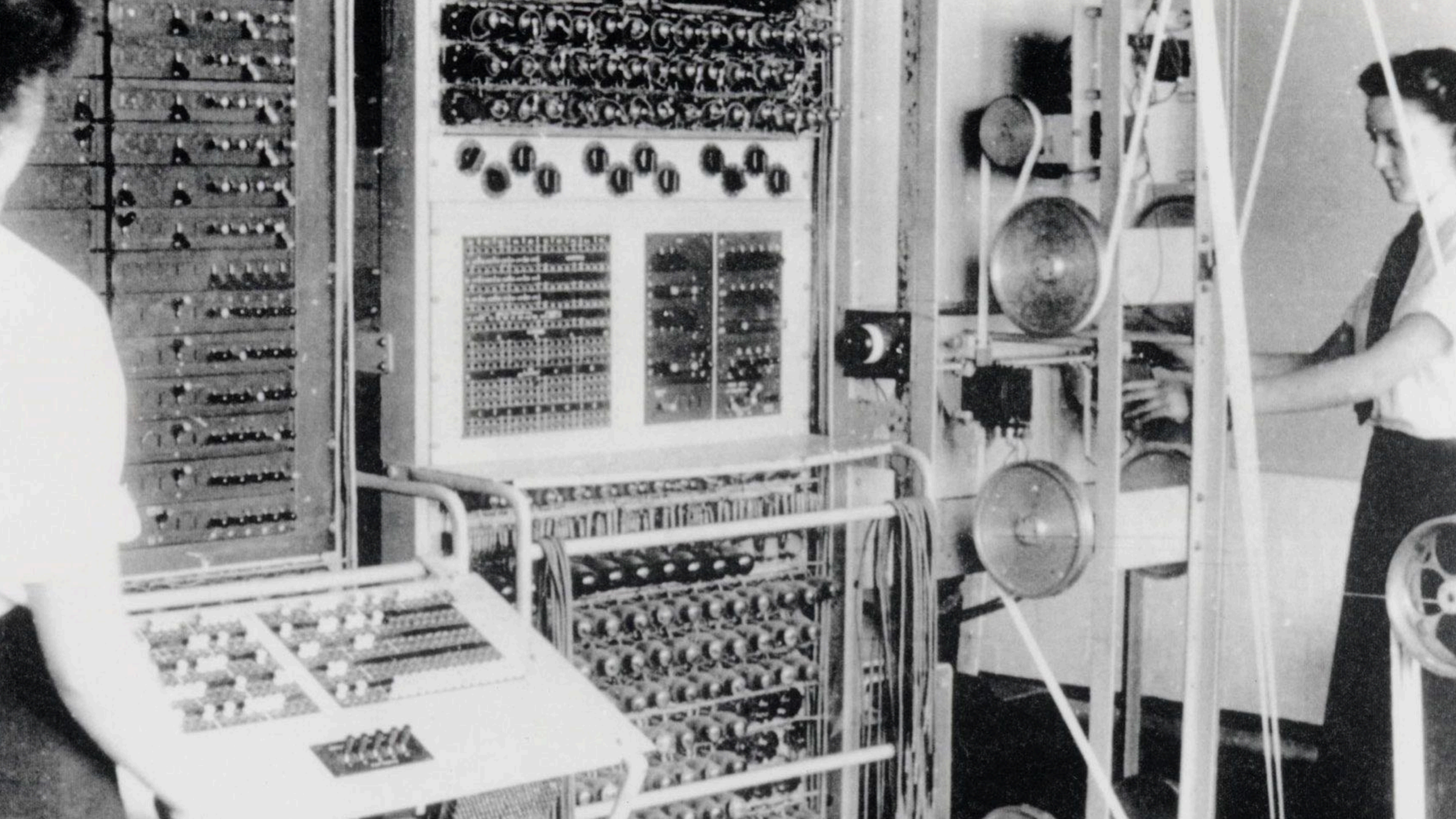

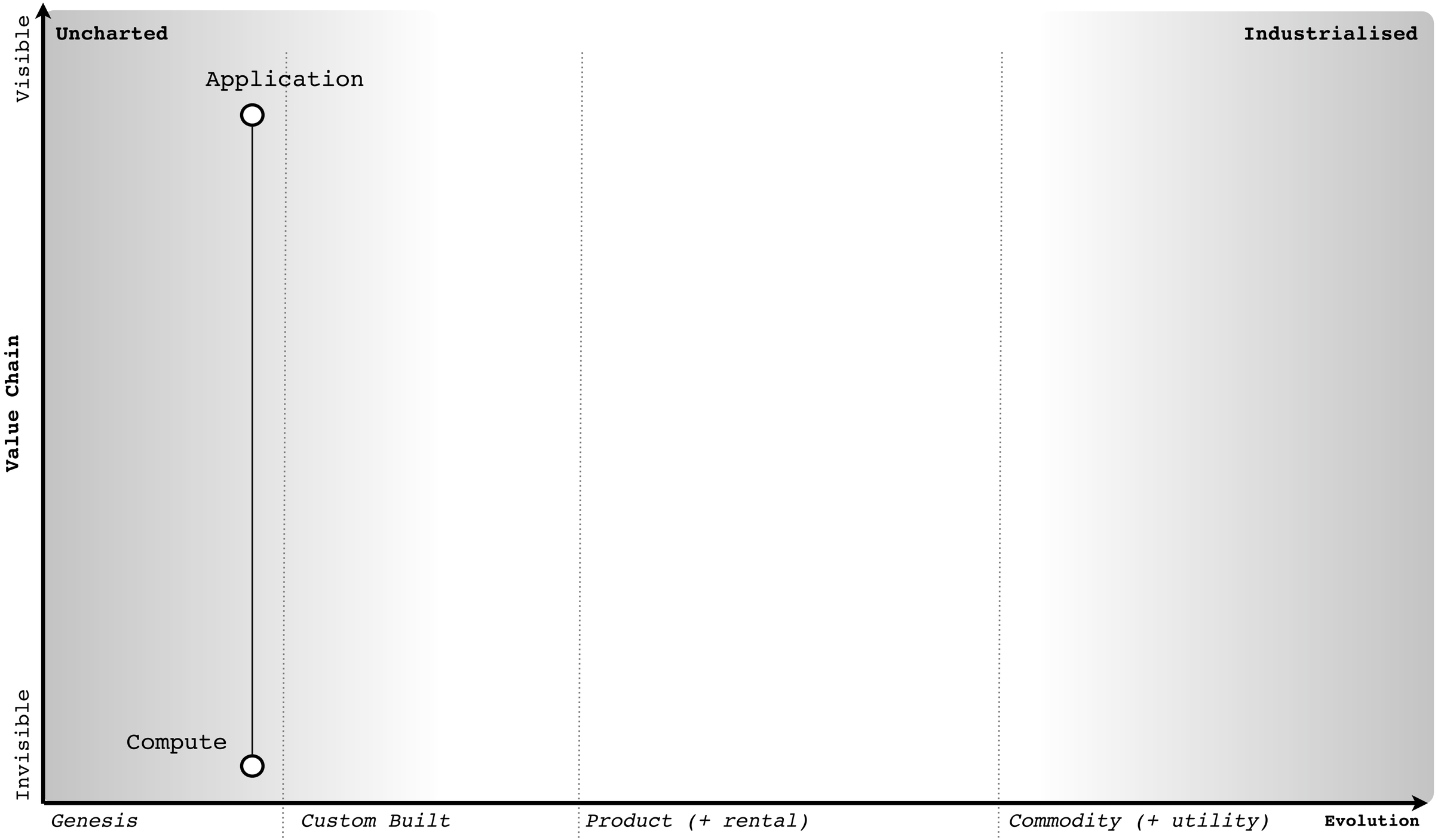
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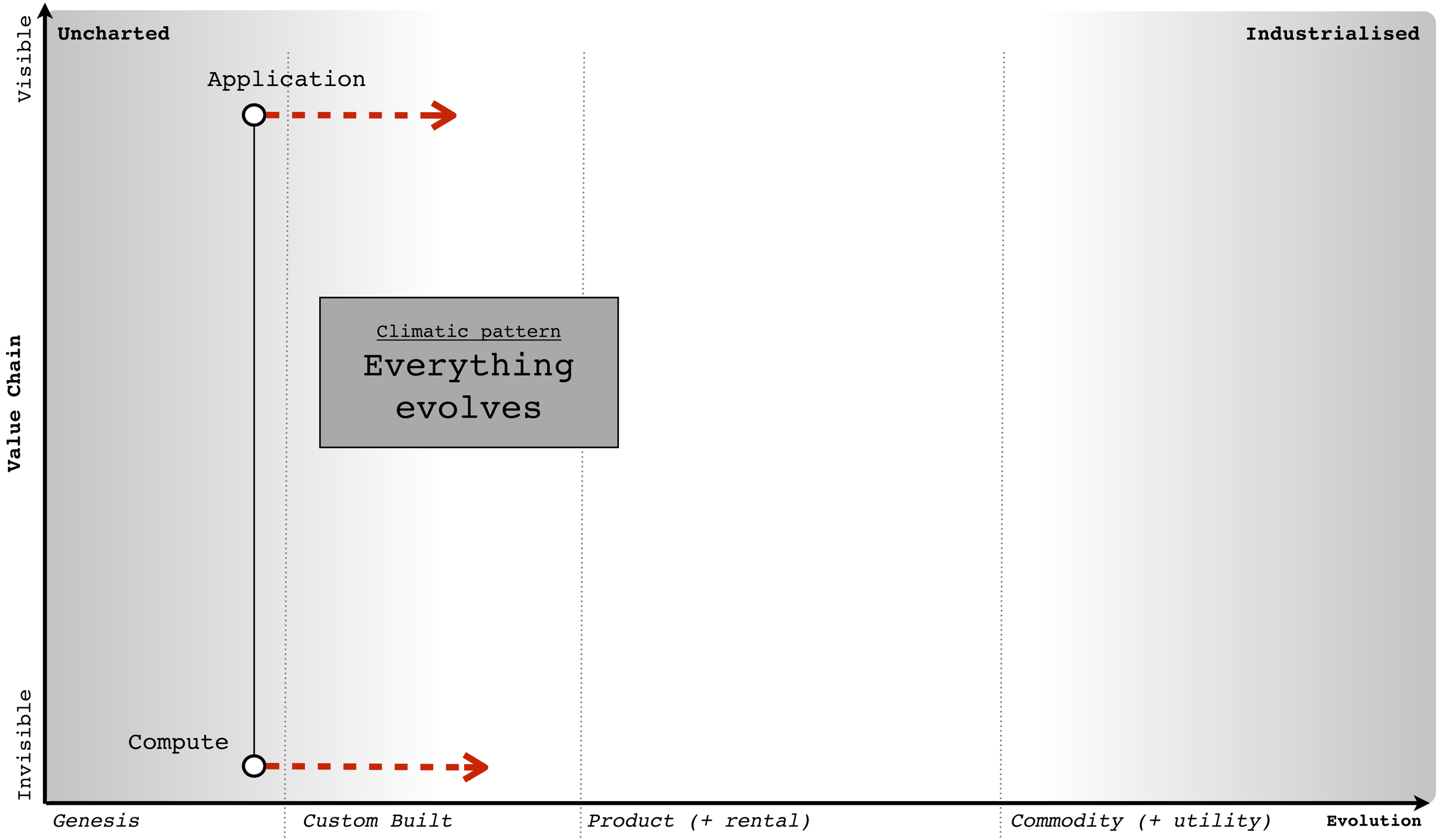
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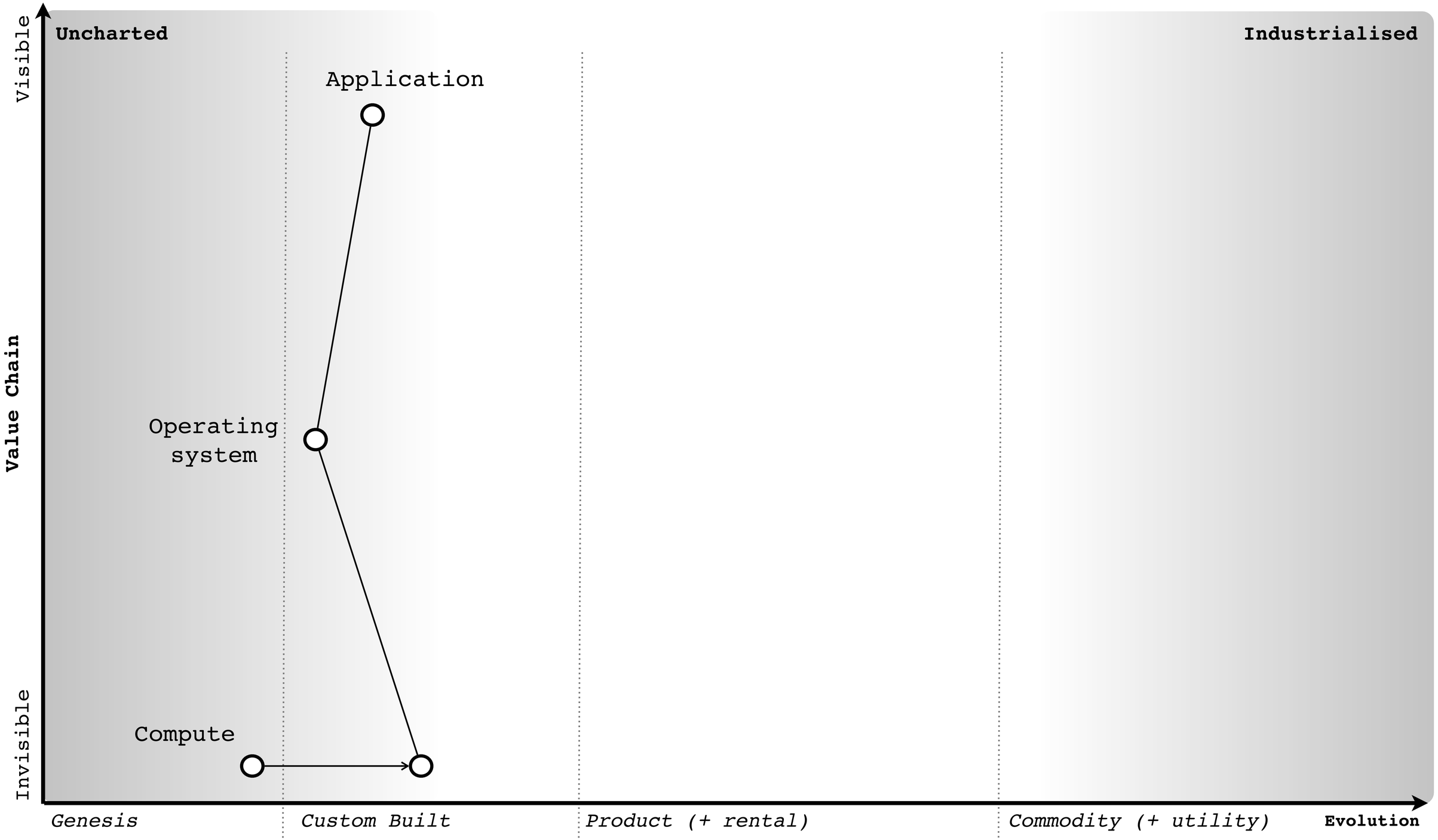
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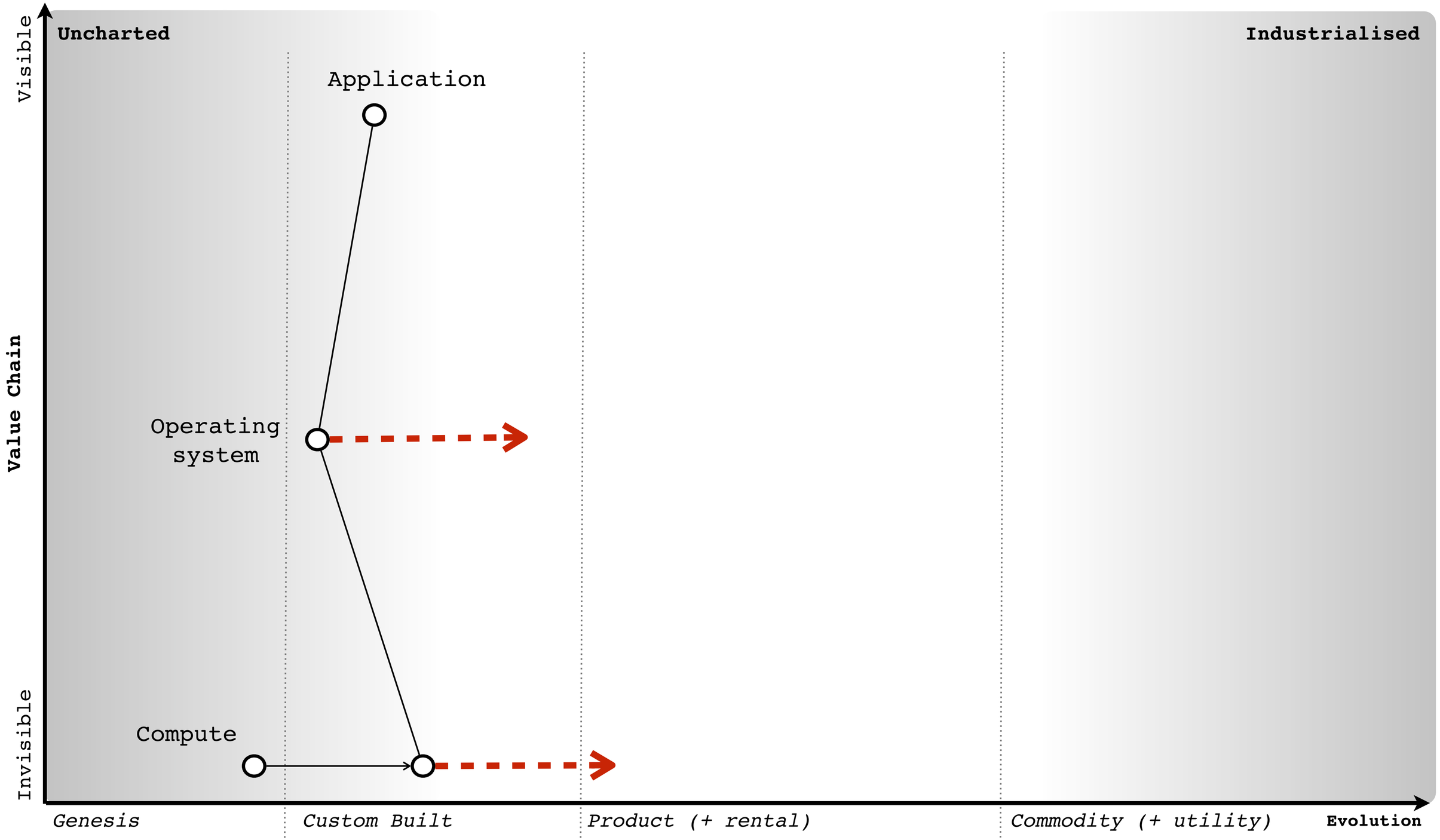
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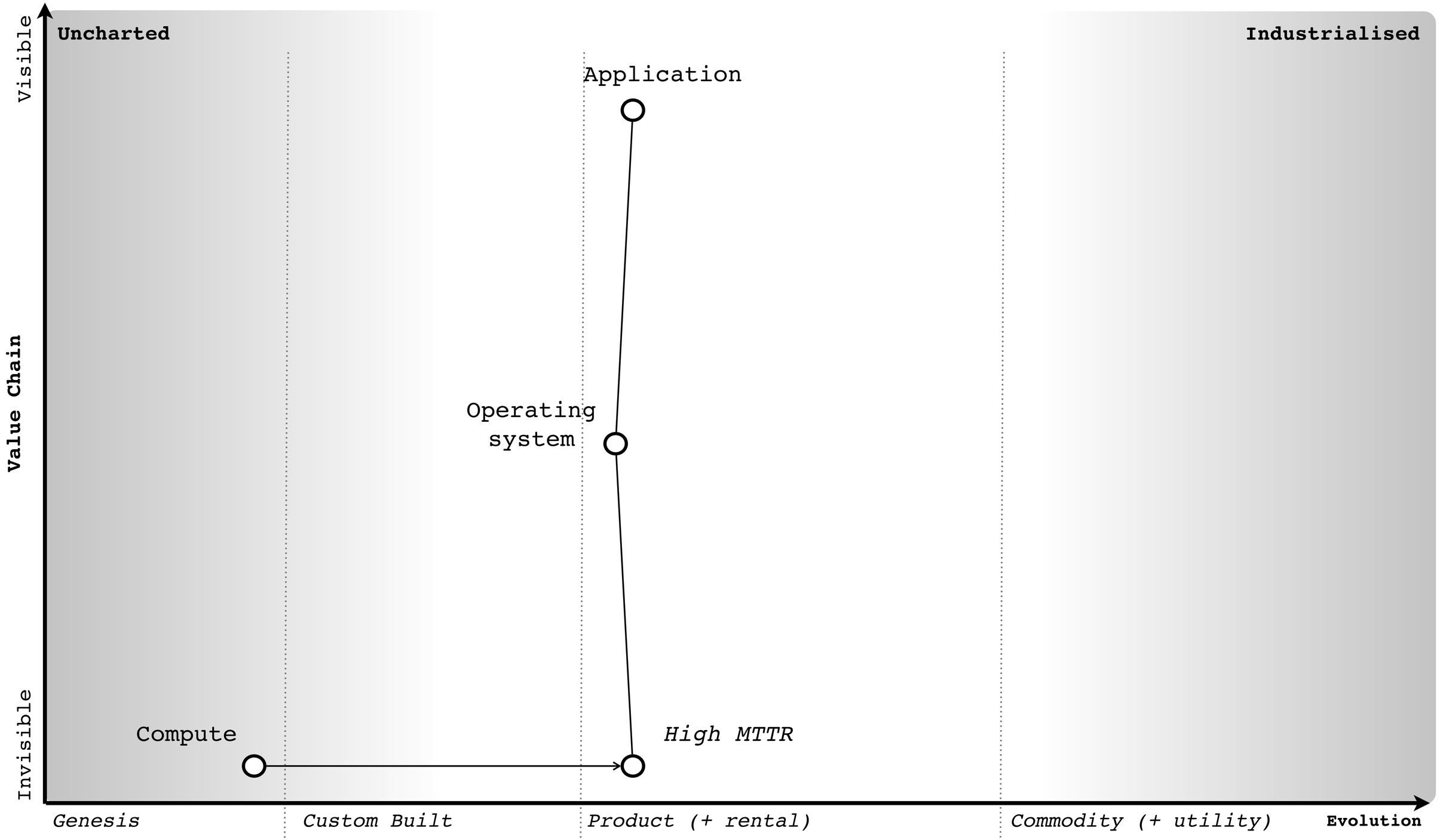
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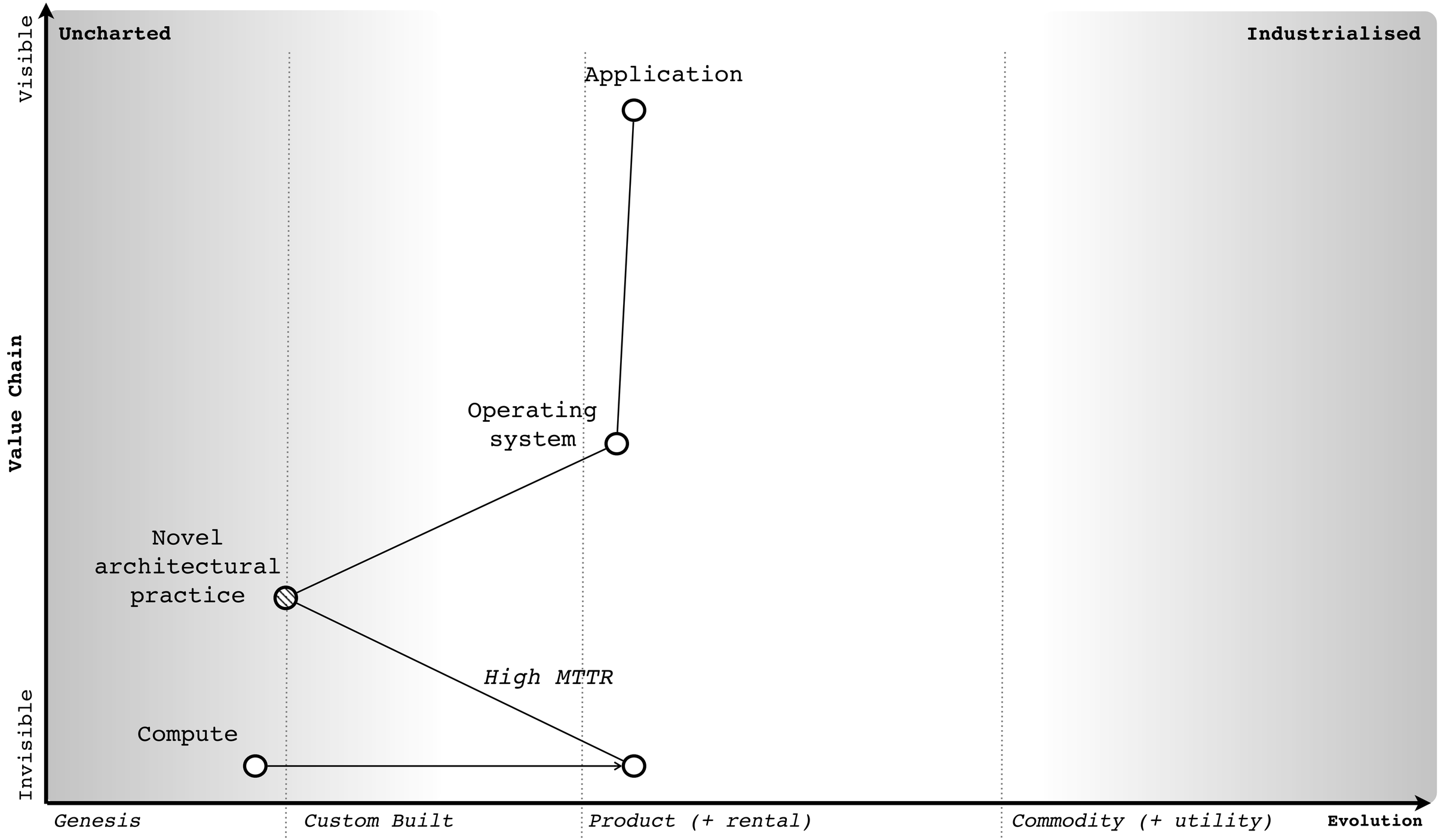
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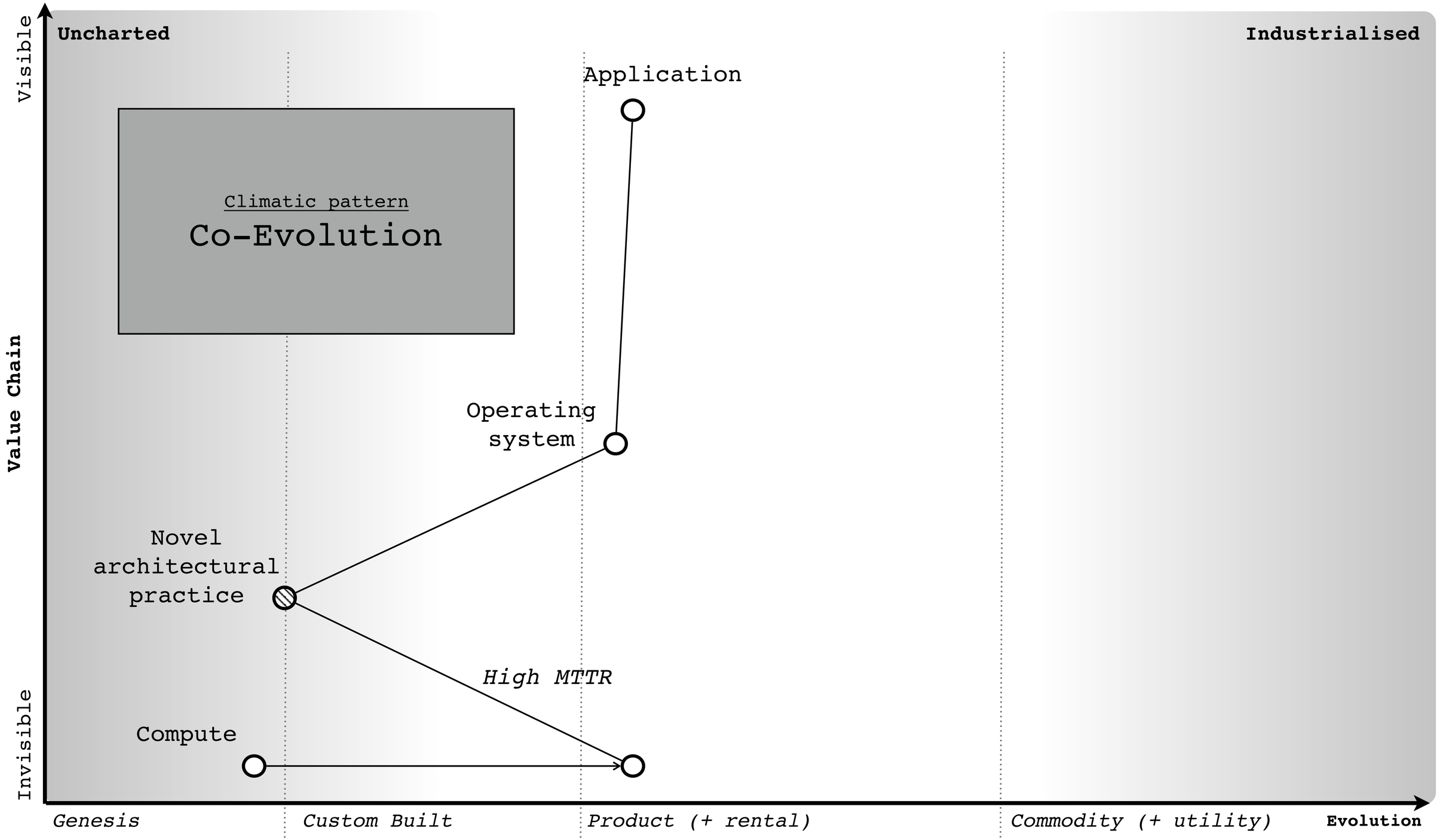
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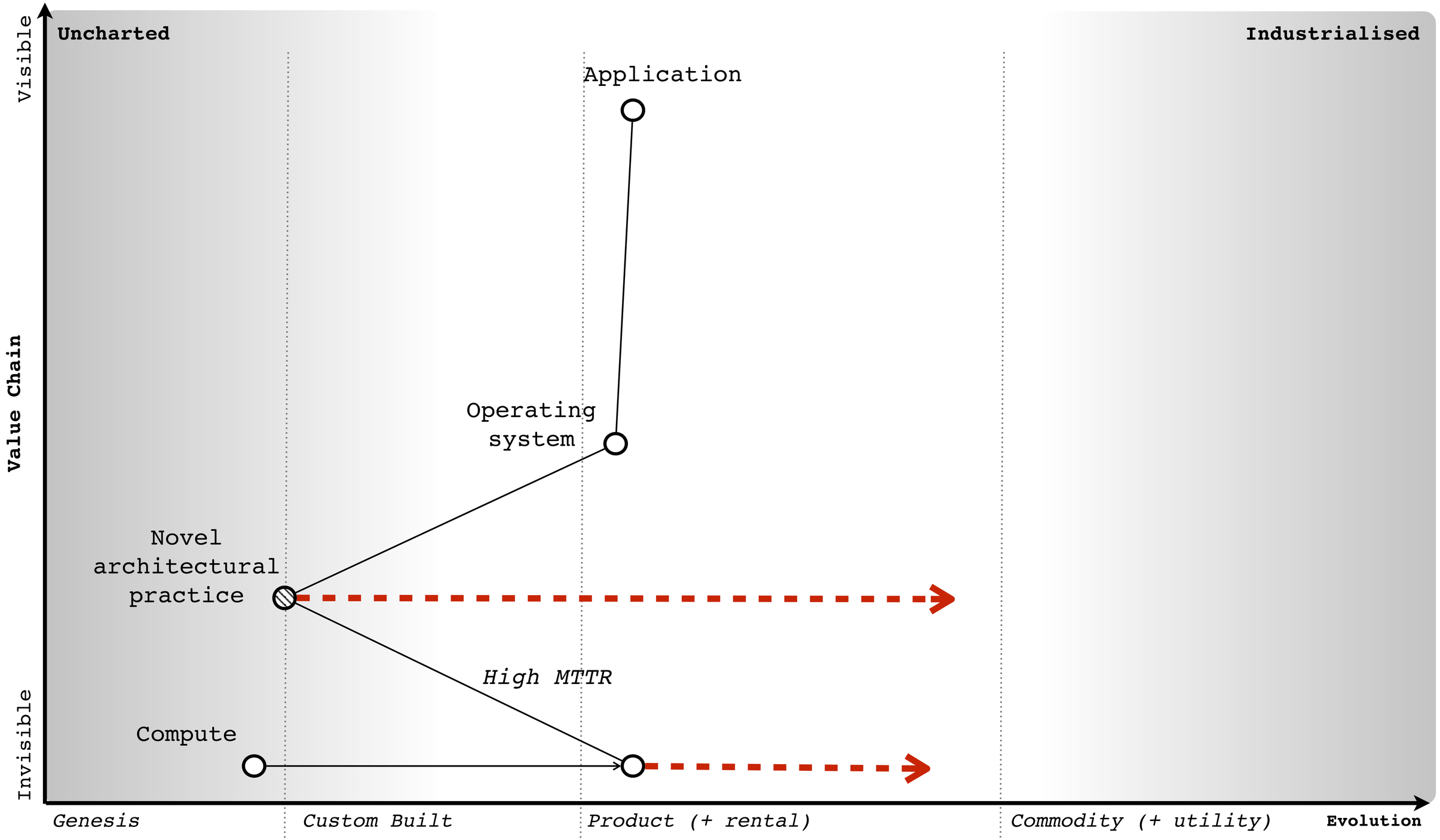
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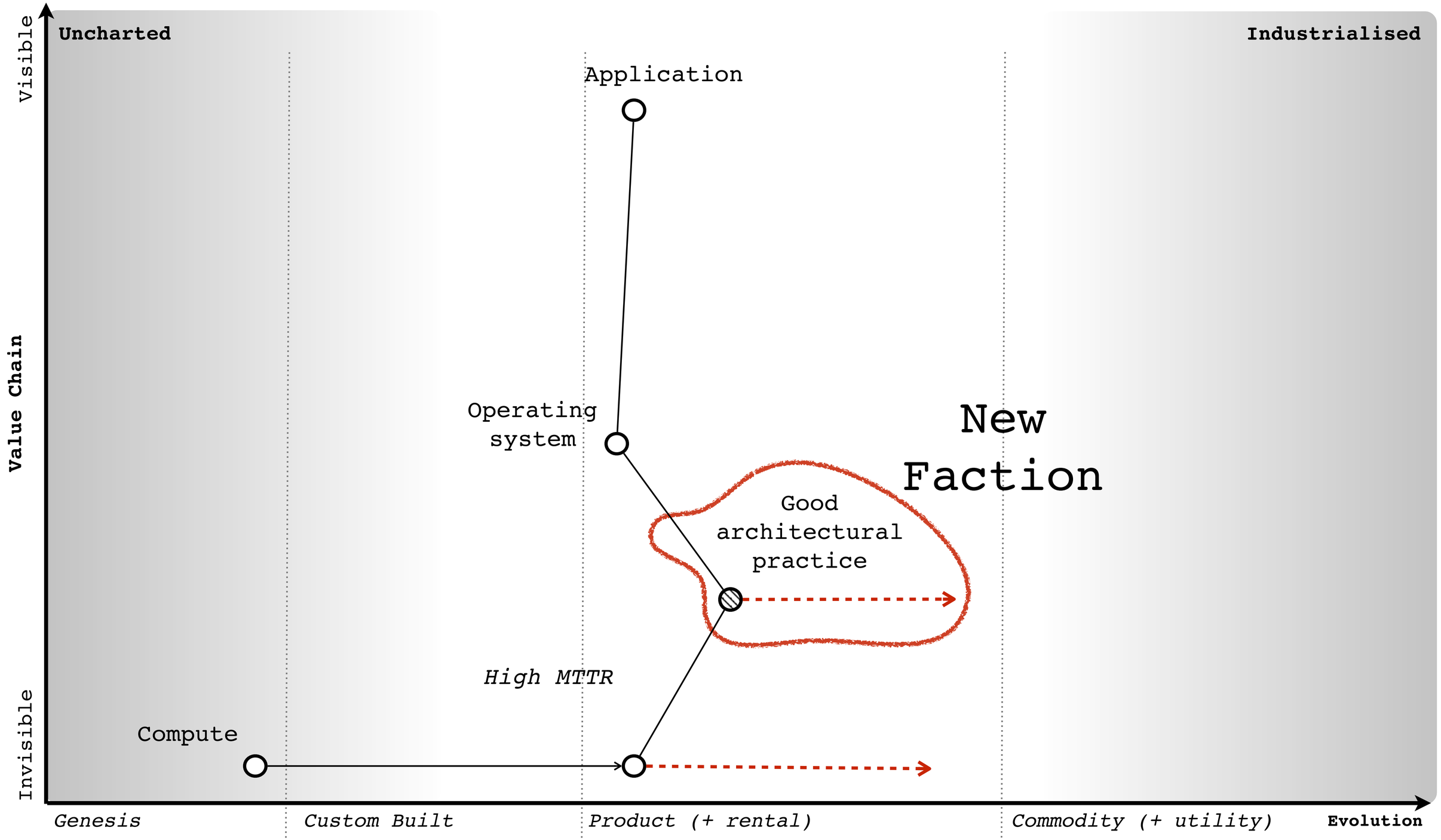
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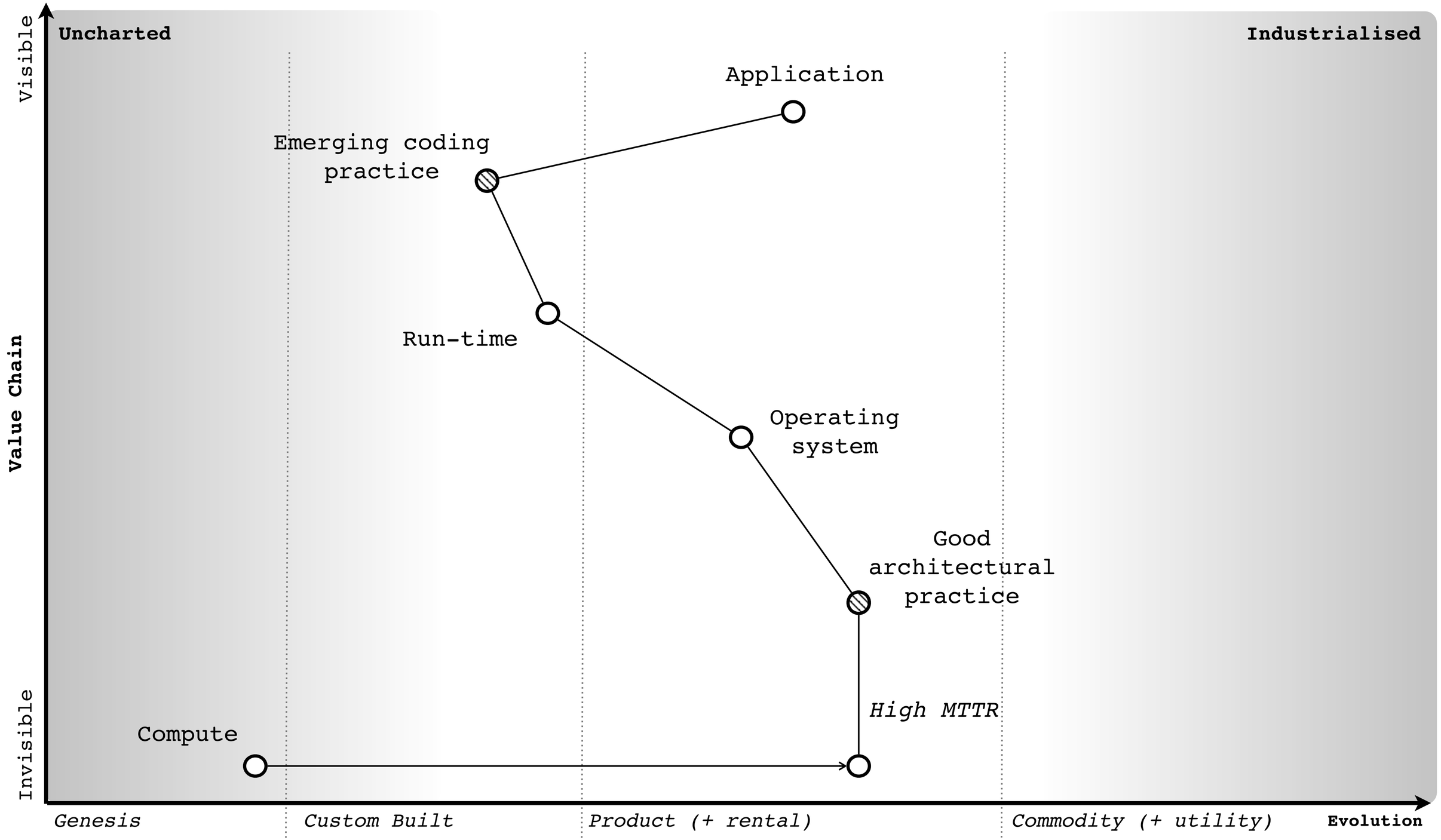
LOLs, no capacity planning!

Java™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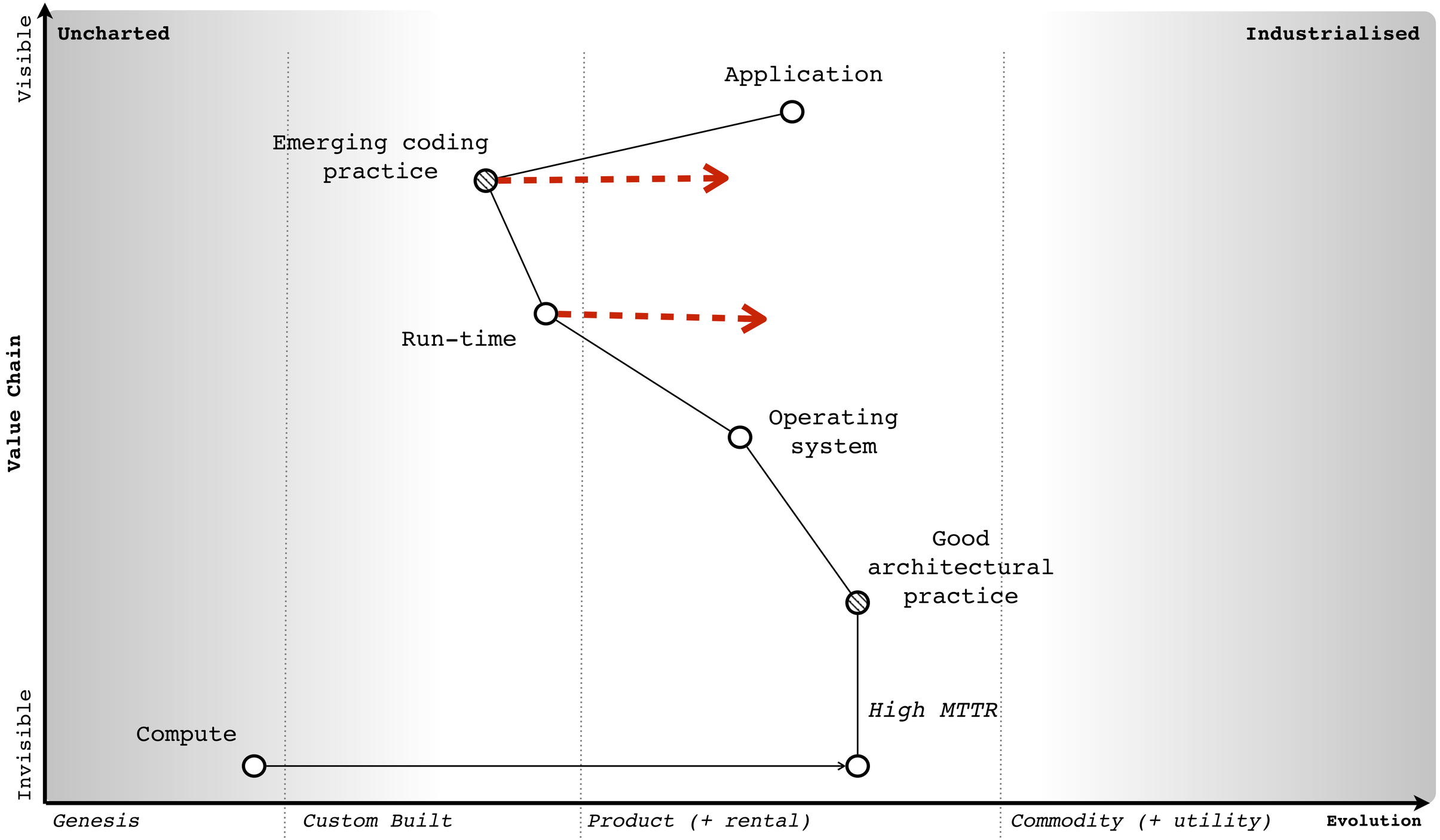
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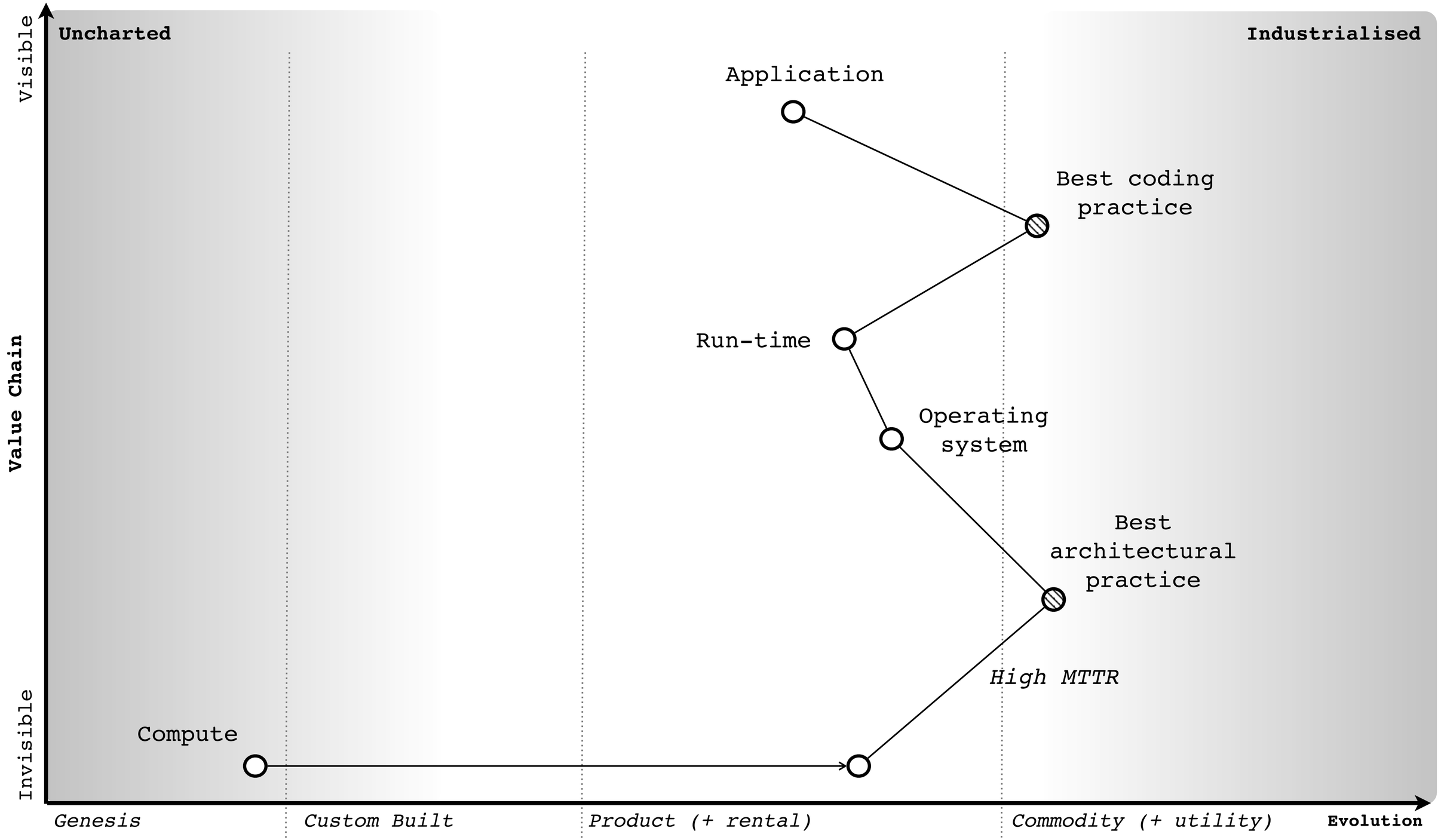
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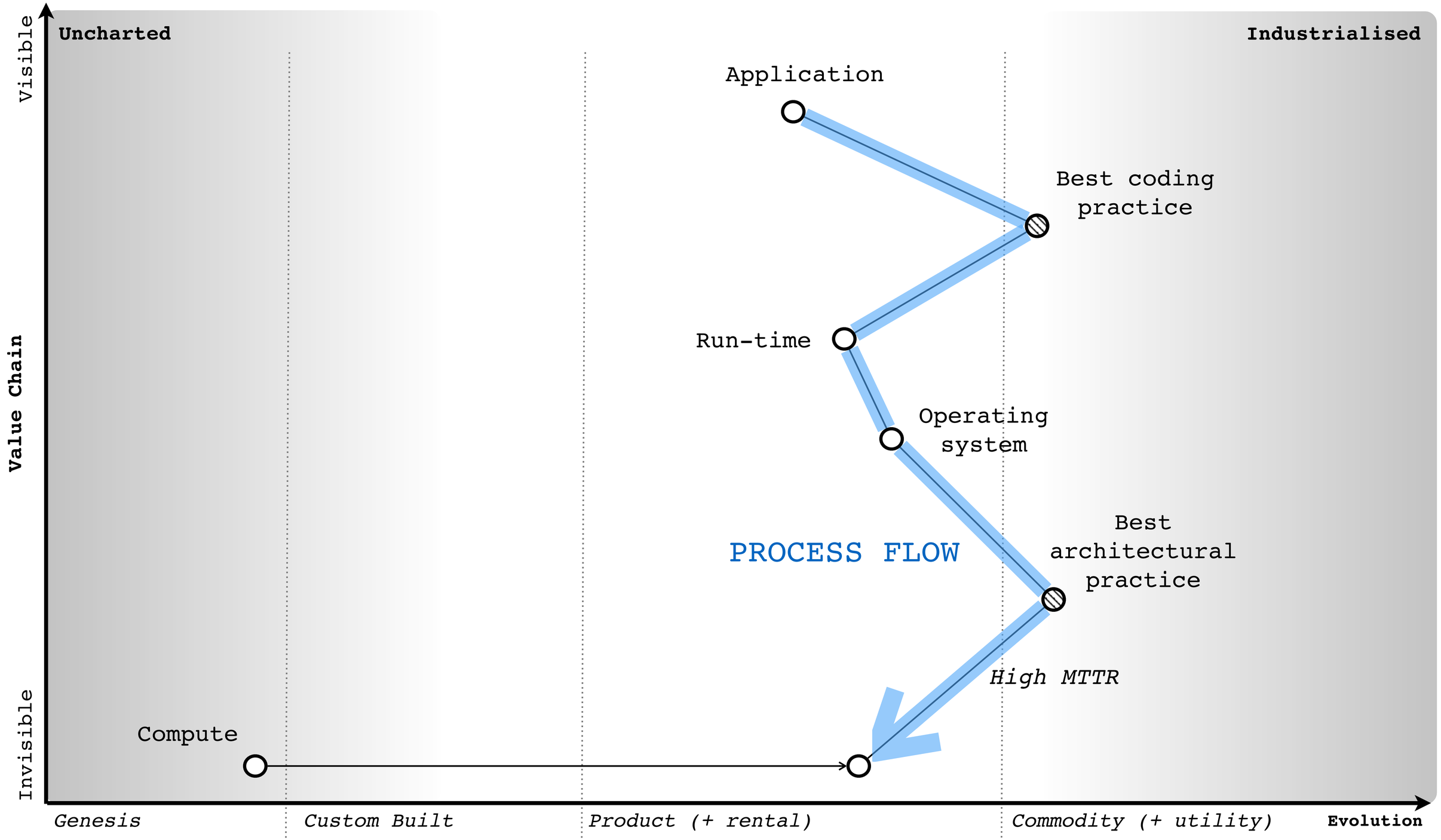
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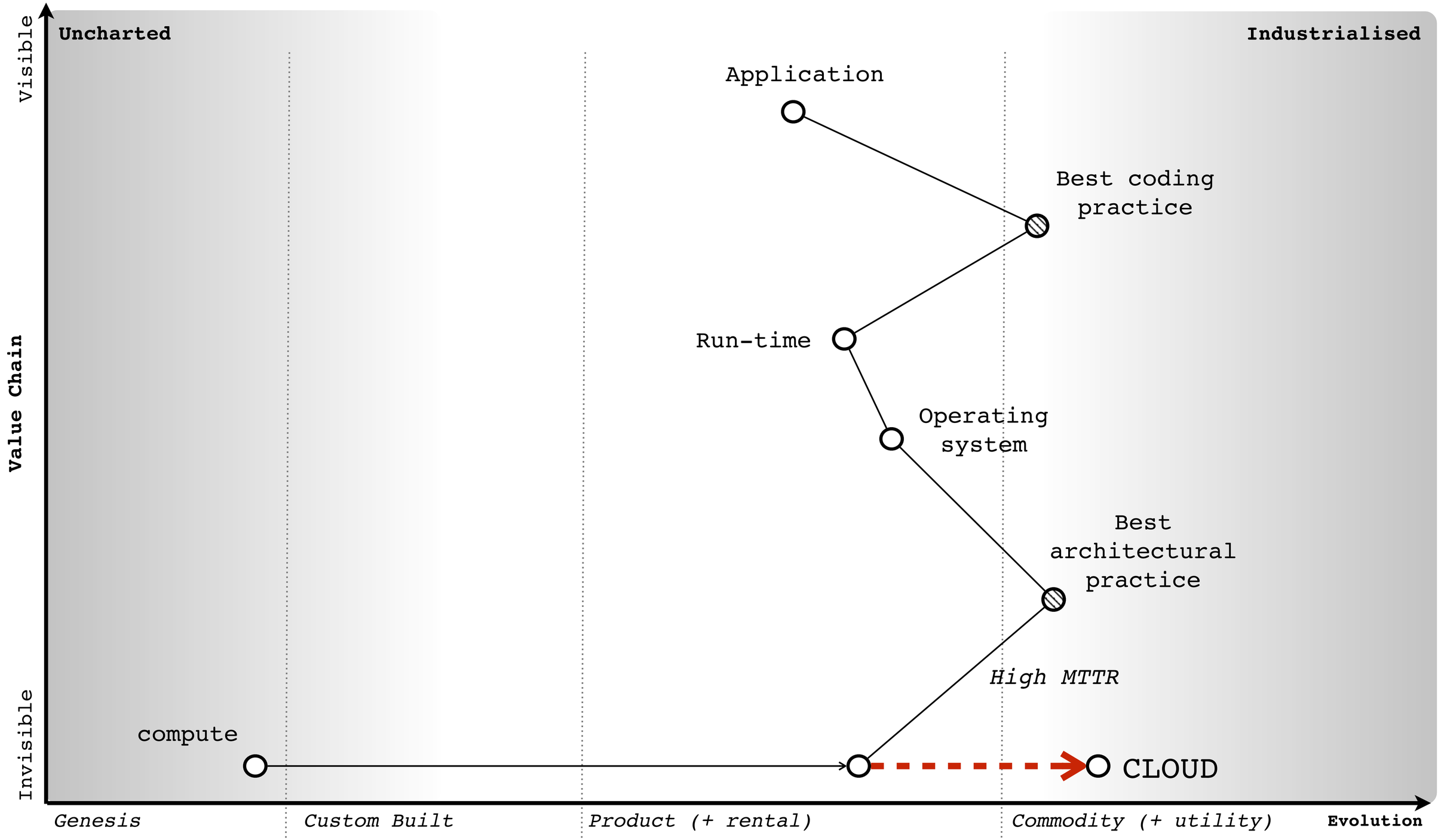
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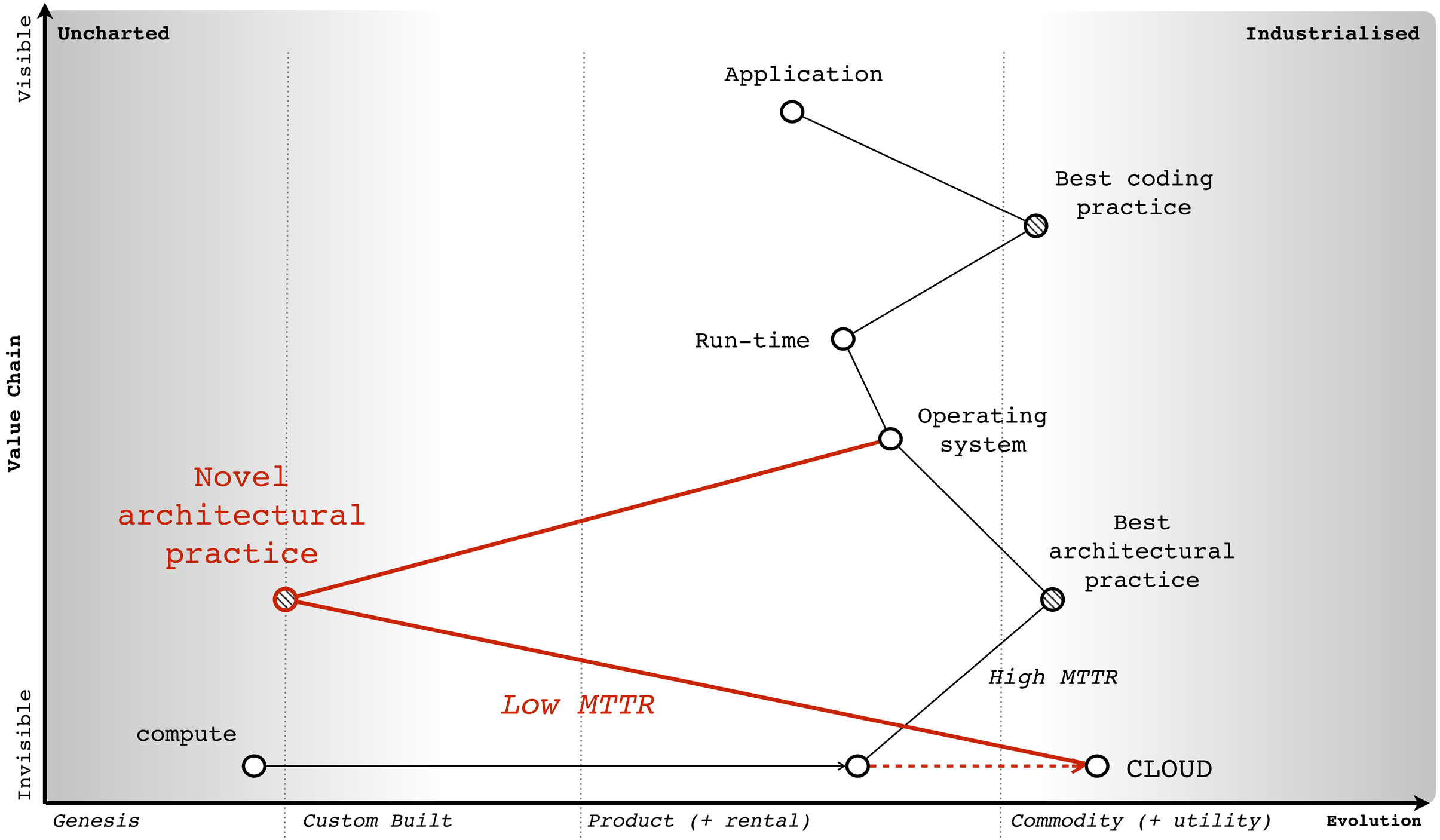
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Genesis
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Product (+ rental)
Commodity (+ utility)
Evolution

Make my stuff "cloudy"

Amazon Cloud Outage Aftermath: Questions, Concerns Linger

By Andrew R Hickey, CRN

May 11, 2011 1:33 PM ET

Amazon's cloud outage shook the cloud computing industry to its core last month, and at Interop Las Vegas 2011 a panel of cloud experts examined the fallout and the lasting impact of Amazon (NSDQ:AMZN)'s cloud outage.

Amazon's cloud services went down for several hours, and in some cases days, on April 21 after an issue with its Elastic Block Store (EBS) service got stuck in a "re-mirroring storm" in its North Virginia data center. The hiccup knocked several Amazon cloud users offline,

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Amazon's cloud outag
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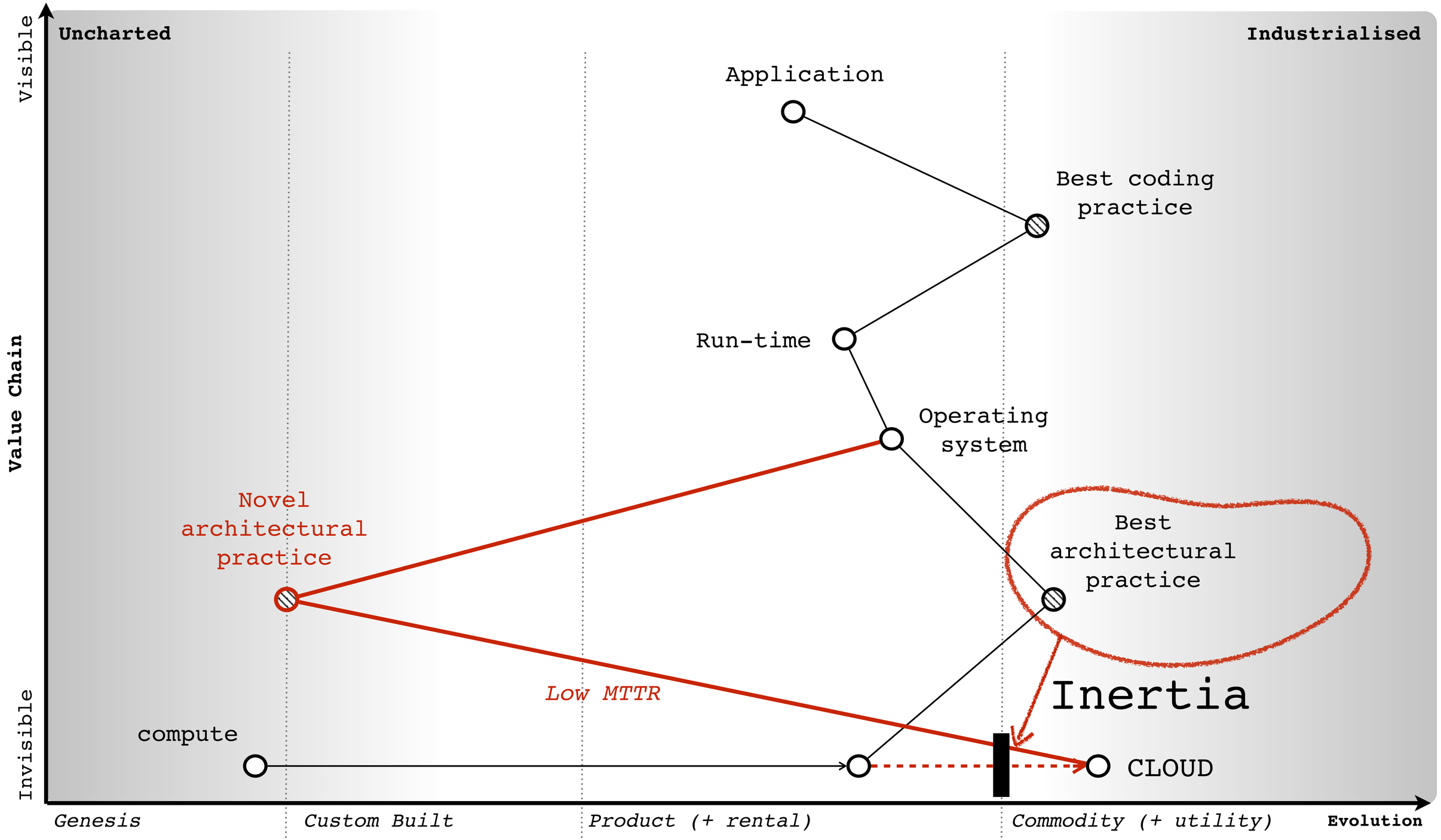
within the last year.

Amazon Cloud
Learned

The end of cloud is nigh ...

Shouldn't our architecture evolve as well?

Burn him!
Heretic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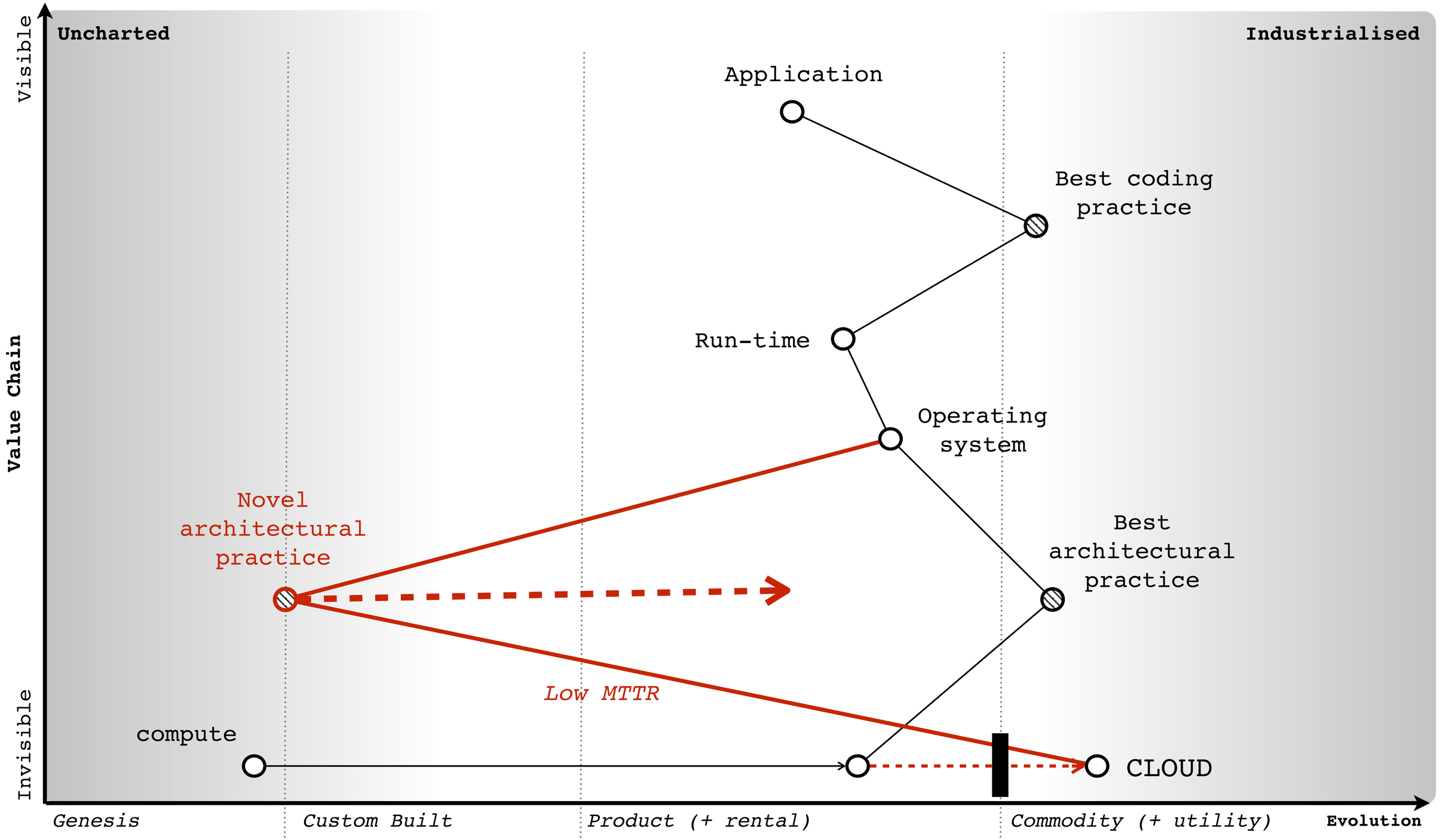
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Run-time
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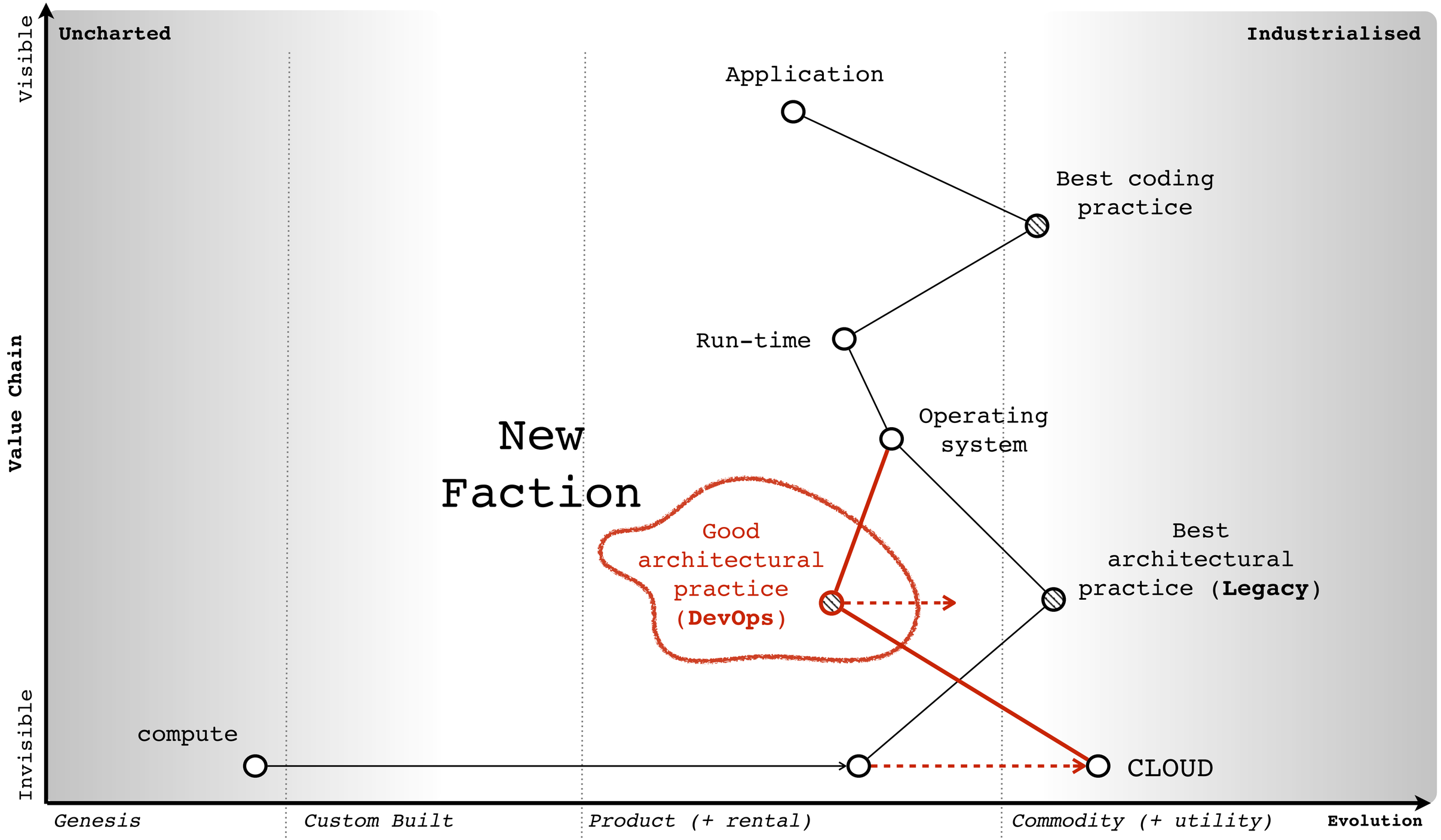
Novel architectural practice
Best architectural practice
Low MTTR
compute
CLOUD
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution

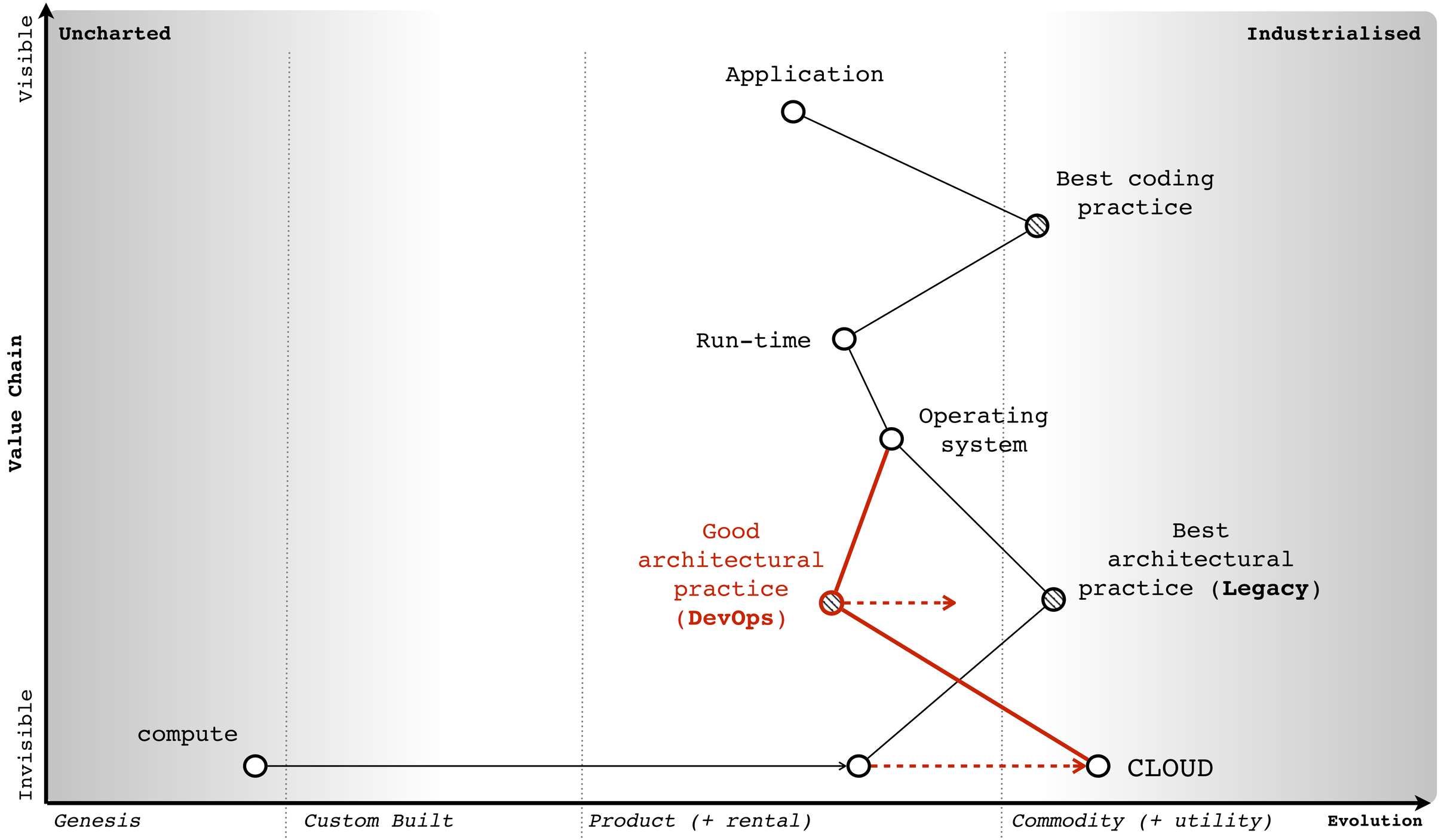

Visible
Value Chain
Invisible
Uncharted
Industrialised
Application
Best coding practice
Run-time
Operating system
New Faction
Good architectural practice (DevOps)
Best architectural practice (Legacy)
compute
CLOUD
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution

It’s all about user needs, iterative cycles, automation, collaboration, …

So was ITIL

Burn him!
Heretic

Social Practice Theory,
Professor Elizabeth Shove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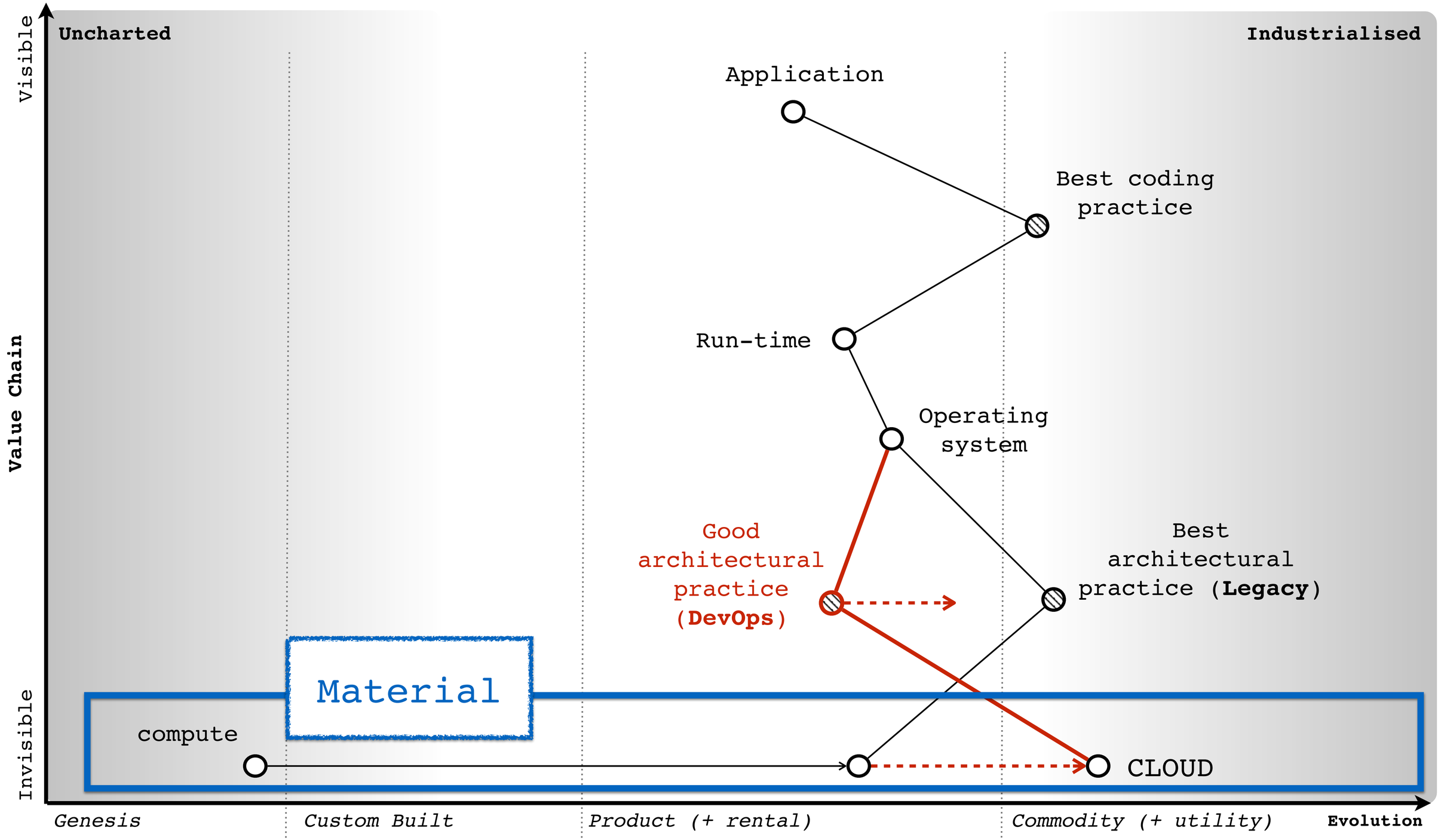
Invisible
Uncharted
Industrialised
Application
Best coding practice
Run-time
Operating system
Good architectural practice (DevOps)
Best architectural practice (Legacy)
compute
CLOUD
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution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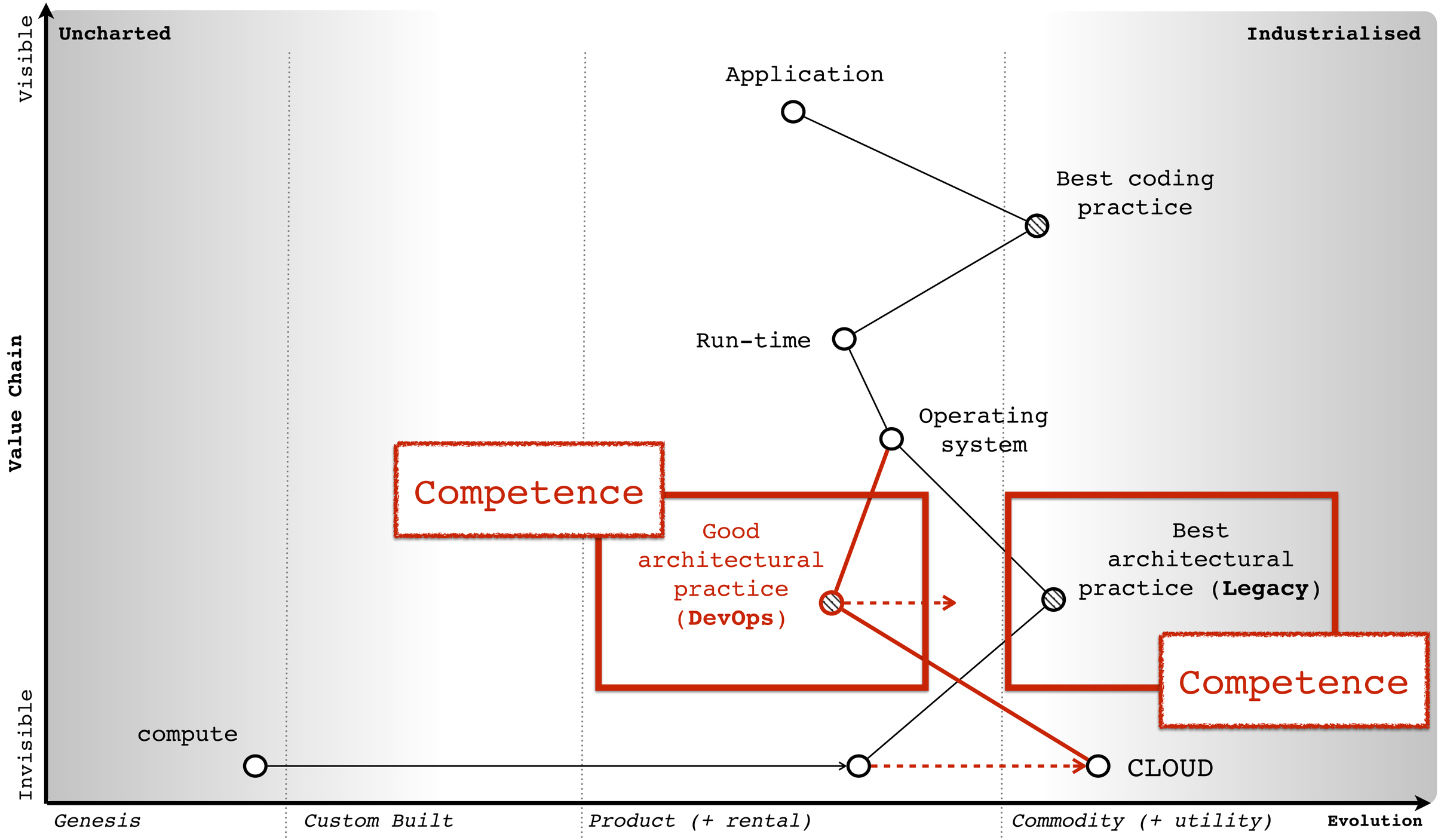
Value Chain
Invisible
Uncharted
Industrialised
Application
Best coding practice
Run-time
Operating system
Good architectural practice (DevOps)
Best architectural practice (Legacy)
Material
compute
CLOUD
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution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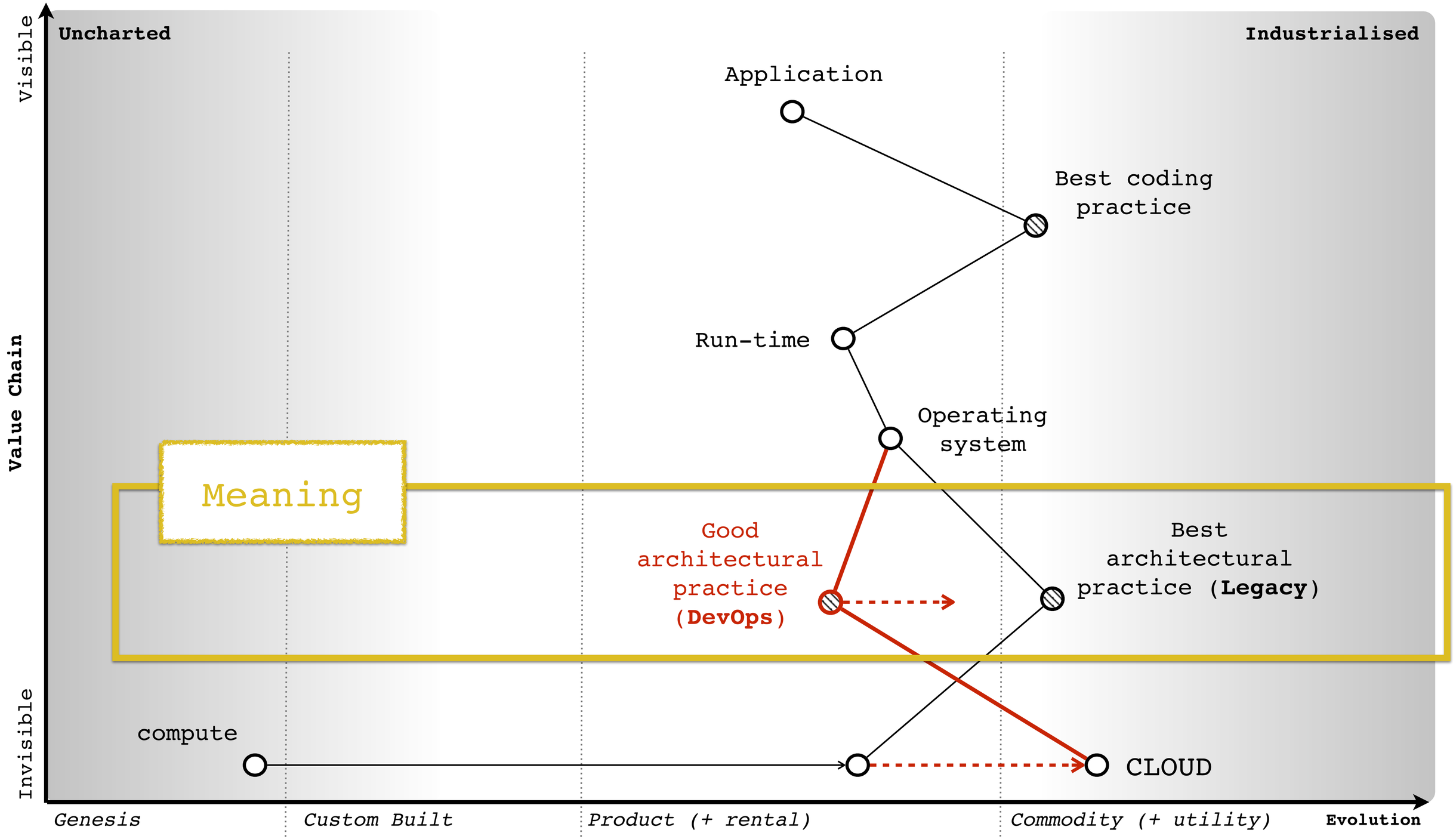
Uncharted
Industrialised
Application
Best coding practice
Run-time
Operating system
Competence
Good architectural practice (DevOps)
Best architectural practice (Legacy)
Competence
compute
CLOUD
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution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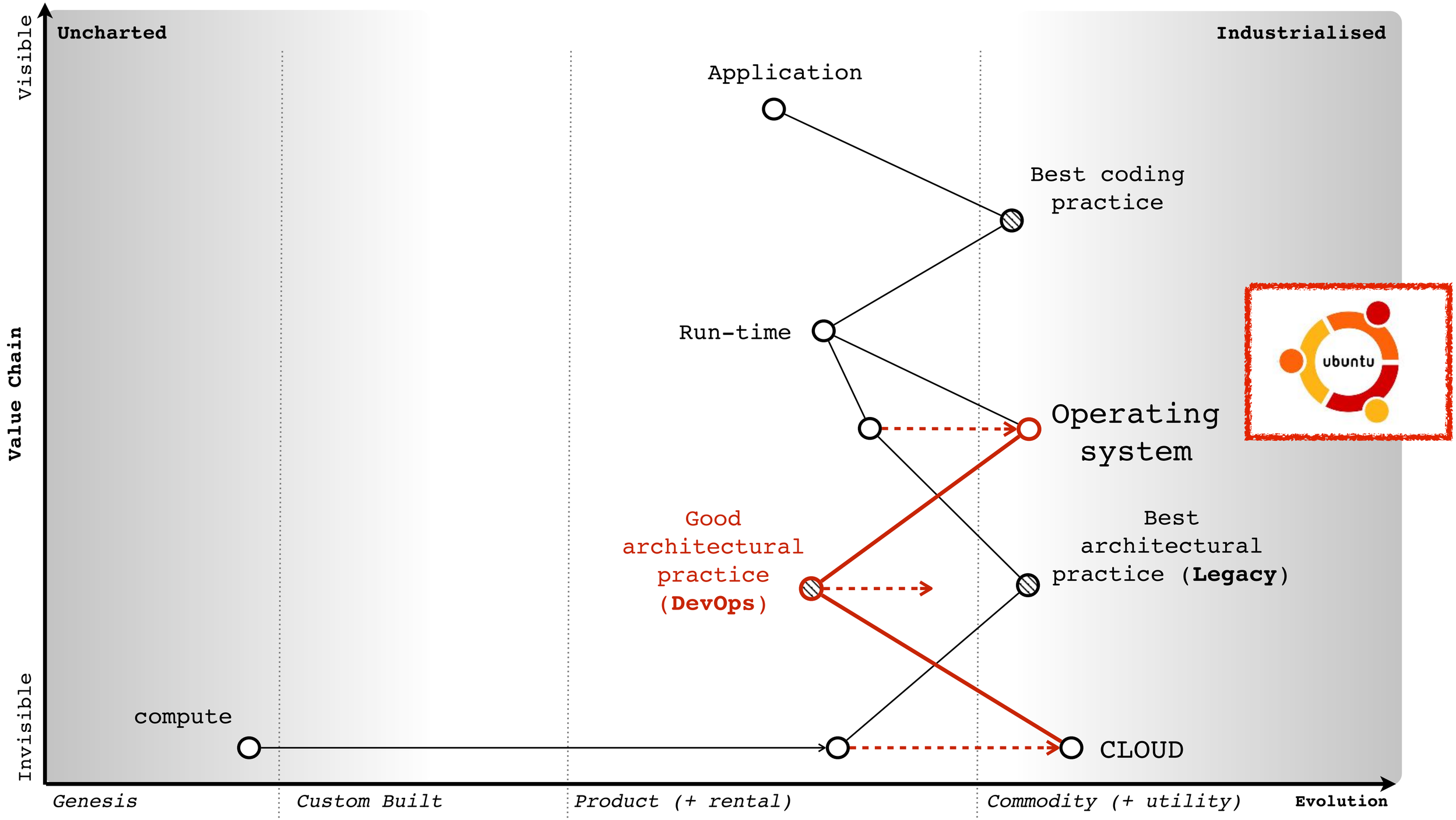
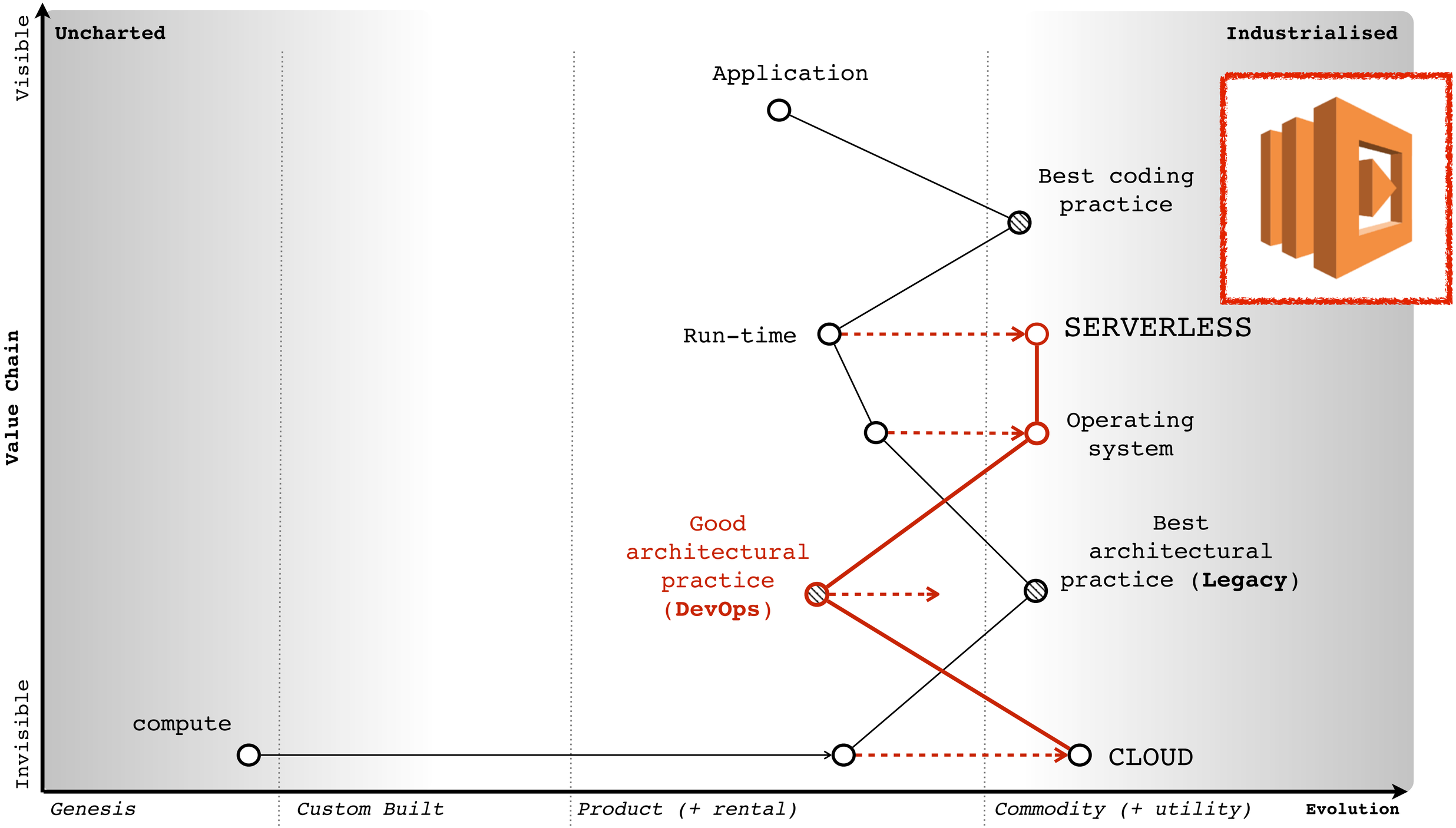
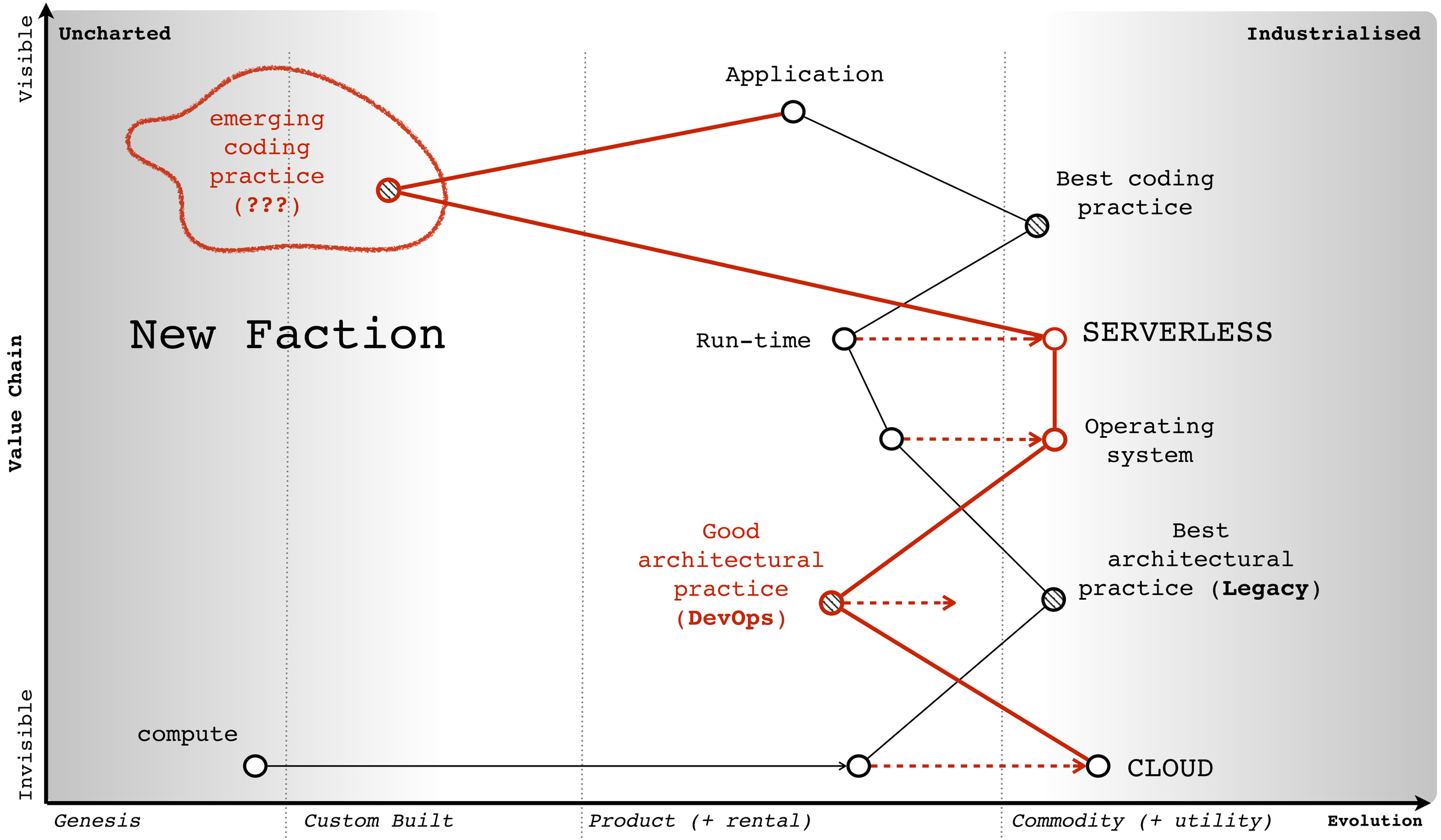
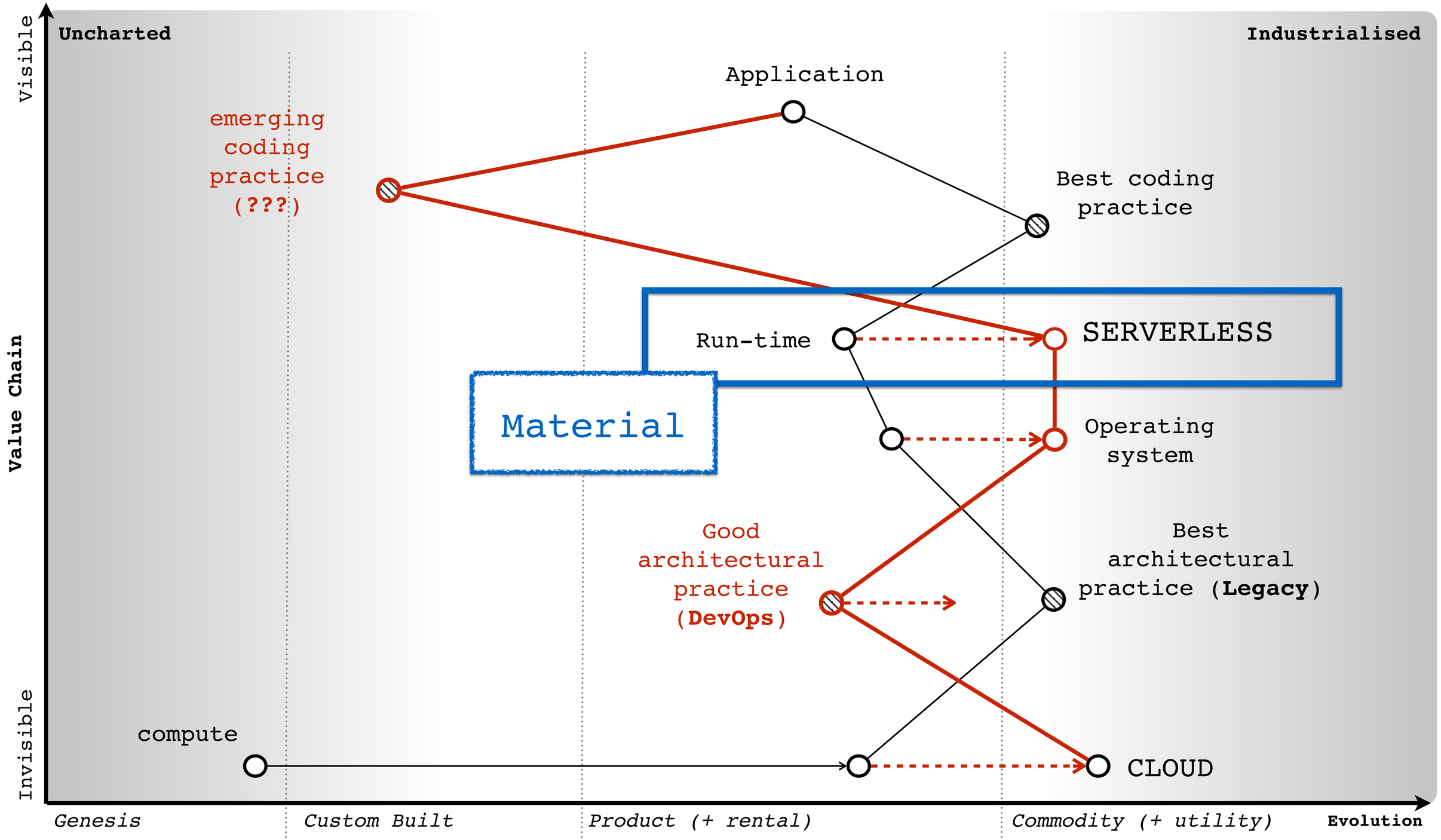
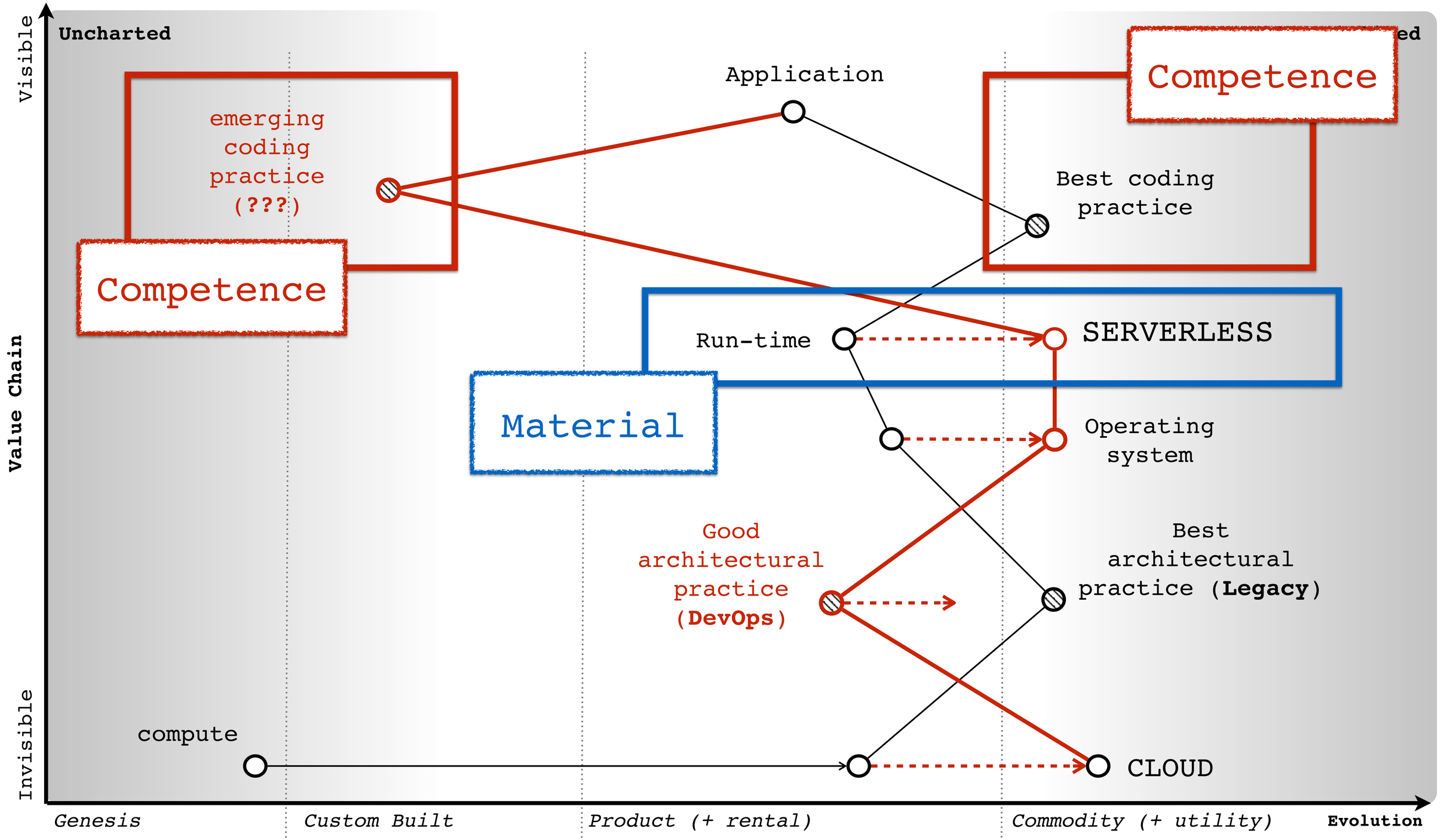
Invisible
Uncharted
Industrialised
Application
Best coding practice
Run-time
Operating system
Meaning
Good architectural practice (DevOps)
Best architectural practice (Legacy)
compute
CLOUD
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution

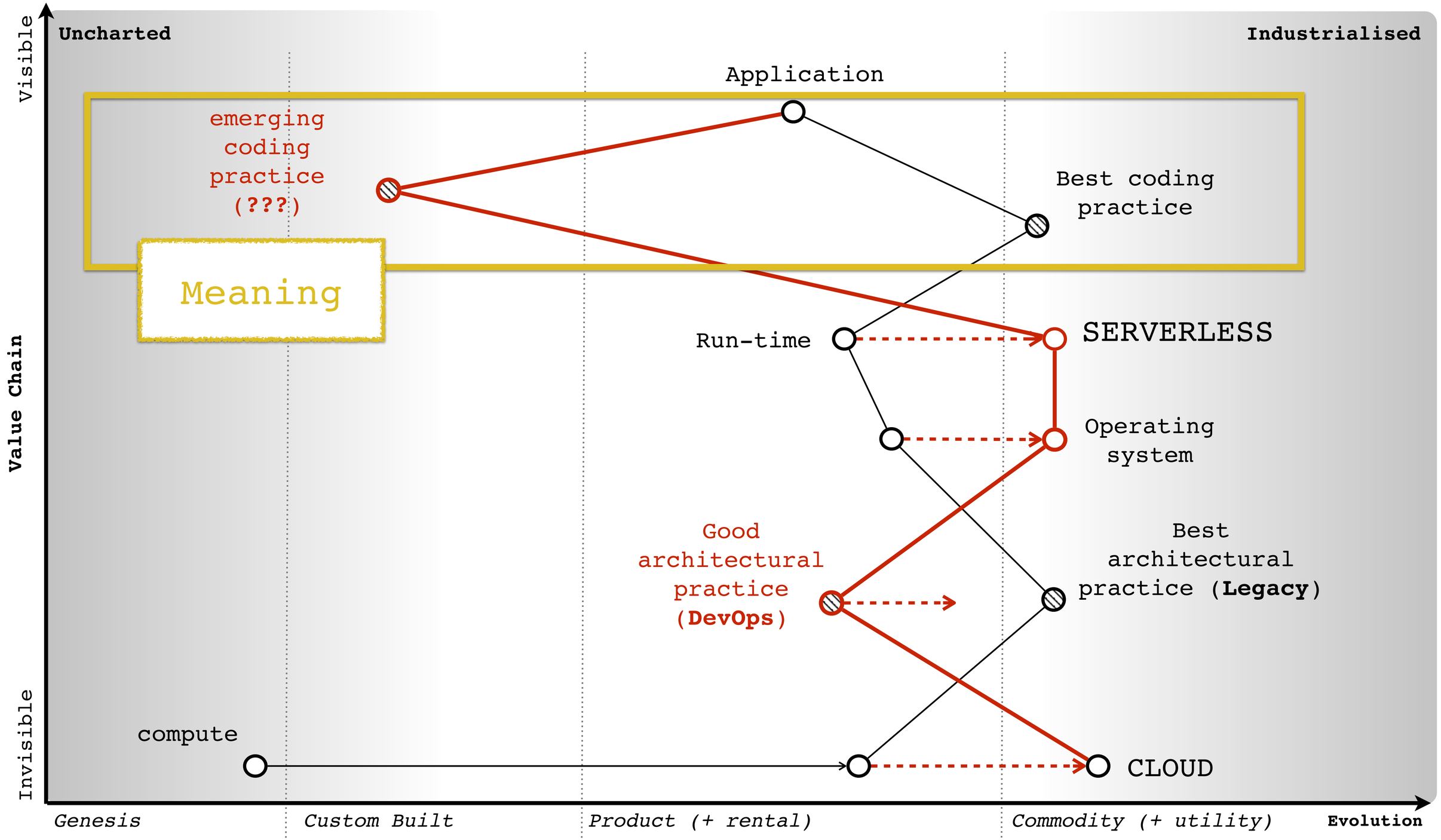

Visible
Value Chain
Invisible
Uncharted
Industrialised
Application
Best coding practice
Run-time
Operating system
ubuntu
Good architectural practice (DevOps)
Best architectural practice (Legacy)
compute
CLOUD
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution

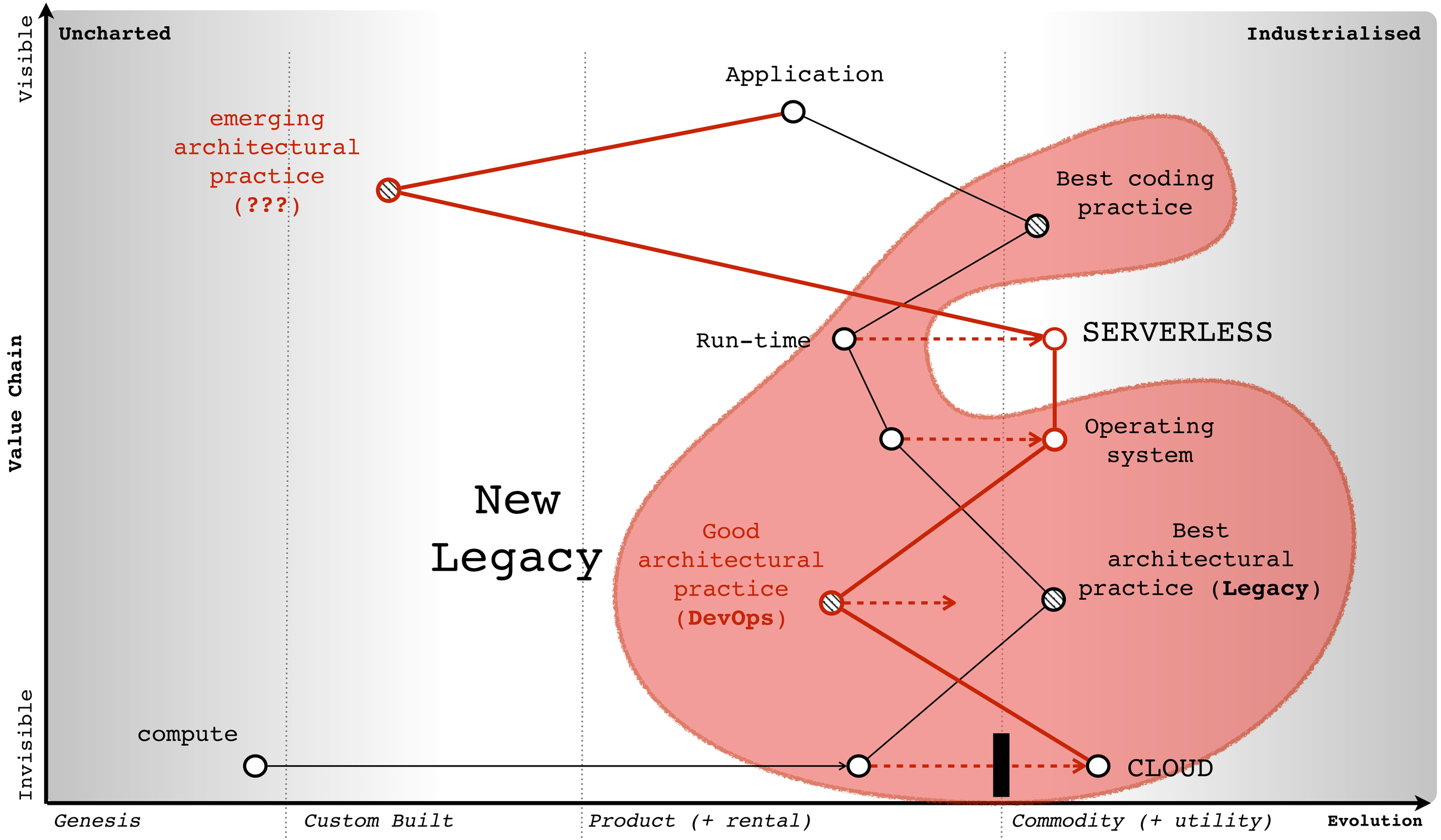

Visible
Value Chain
Invisible
Uncharted
Industrialised
Application
Best coding practice
Run-time
SERVERLESS
Operating system
Good architectural practice (DevOps)
Best architectural practice (Legacy)
compute
CLOUD
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution


Visible
Value Chain
Invisible
Uncharted
Industrialised
emerging coding practice (???)
Application
Best coding practice
New Faction
Run-time
SERVERLESS
Operating system
Good architectural practice (DevOps)
Best architectural practice (Legacy)
compute
CLOUD
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution


Visible
Value Chain
Invisible
Uncharted
Industrialised
Application
emerging coding practice (???)
Best coding practice
Run-time
SERVERLESS
Material
Operating system
Good architectural practice (DevOps)
Best architectural practice (Legacy)
compute
CLOUD
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution


Visible
Value Chain
Invisible
Uncharted
ed
Application
Competence
emerging
coding
practice
(???)
Best coding
practice
Competence
Run-time
SERVERLESS
Material
Operating
system
Good
architectural
practice
(DevOps)
Best
architectural
practice (Legacy)
compute
CLOUD
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution


Visible
Value Chain
Invisible
Uncharted
Industrialised
Application
emerging coding practice (???)
Best coding practice
Meaning
Run-time
SERVERLESS
Operating system
Good architectural practice (DevOps)
Best architectural practice (Legacy)
compute
CLOUD
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution

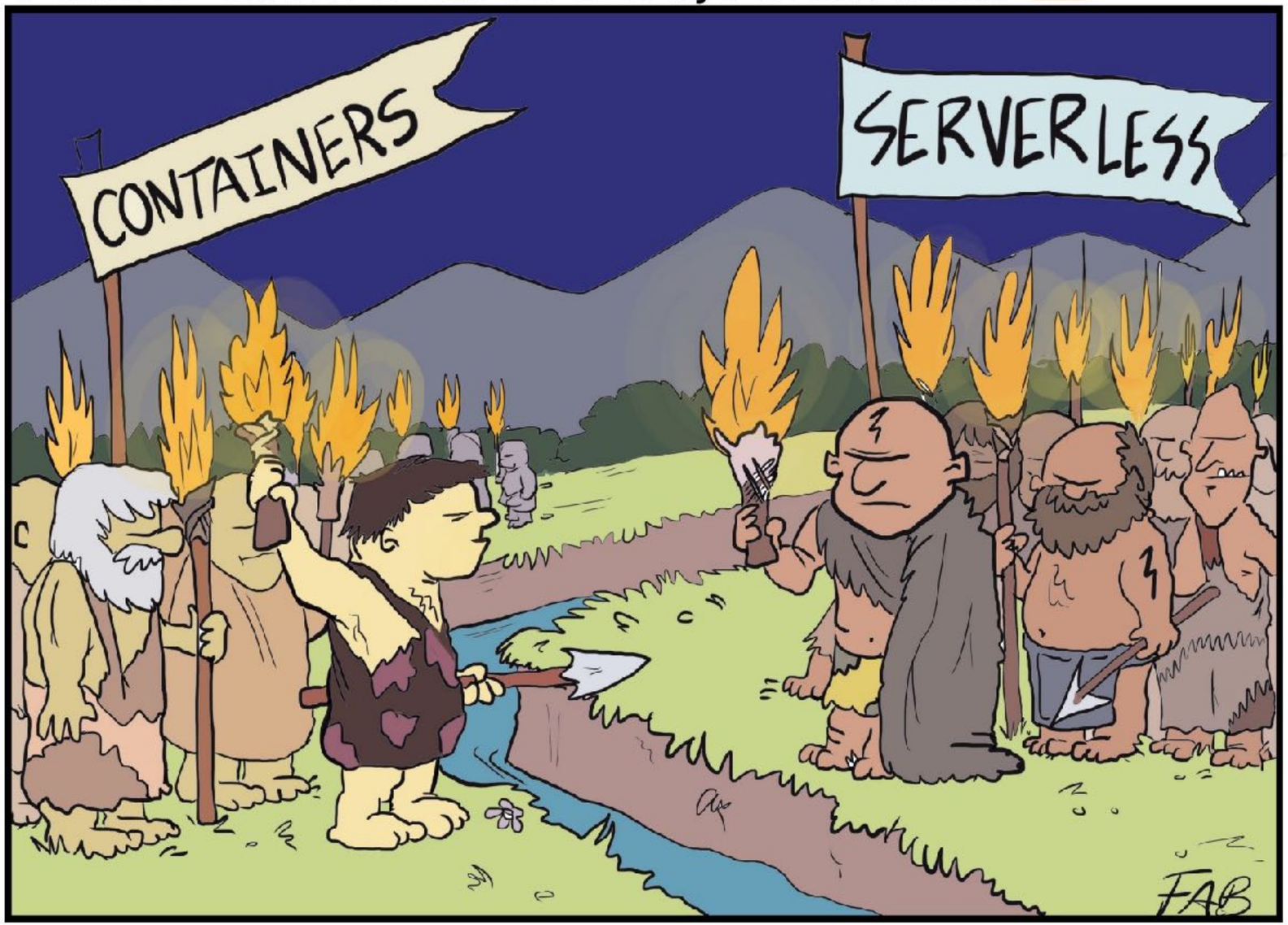

Visible
Value Chain
Invisible
Uncharted
Industrialised
Application
emerging
architectural
practice
(???)
Best coding
practice
Run-time
SERVERLESS
Operating
system
New
Legacy
Good
architectural
practice
(DevOps)
Best
architectural
practice (Legacy)
compute
CLOUD
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution

DevOps is
the new
legacy?

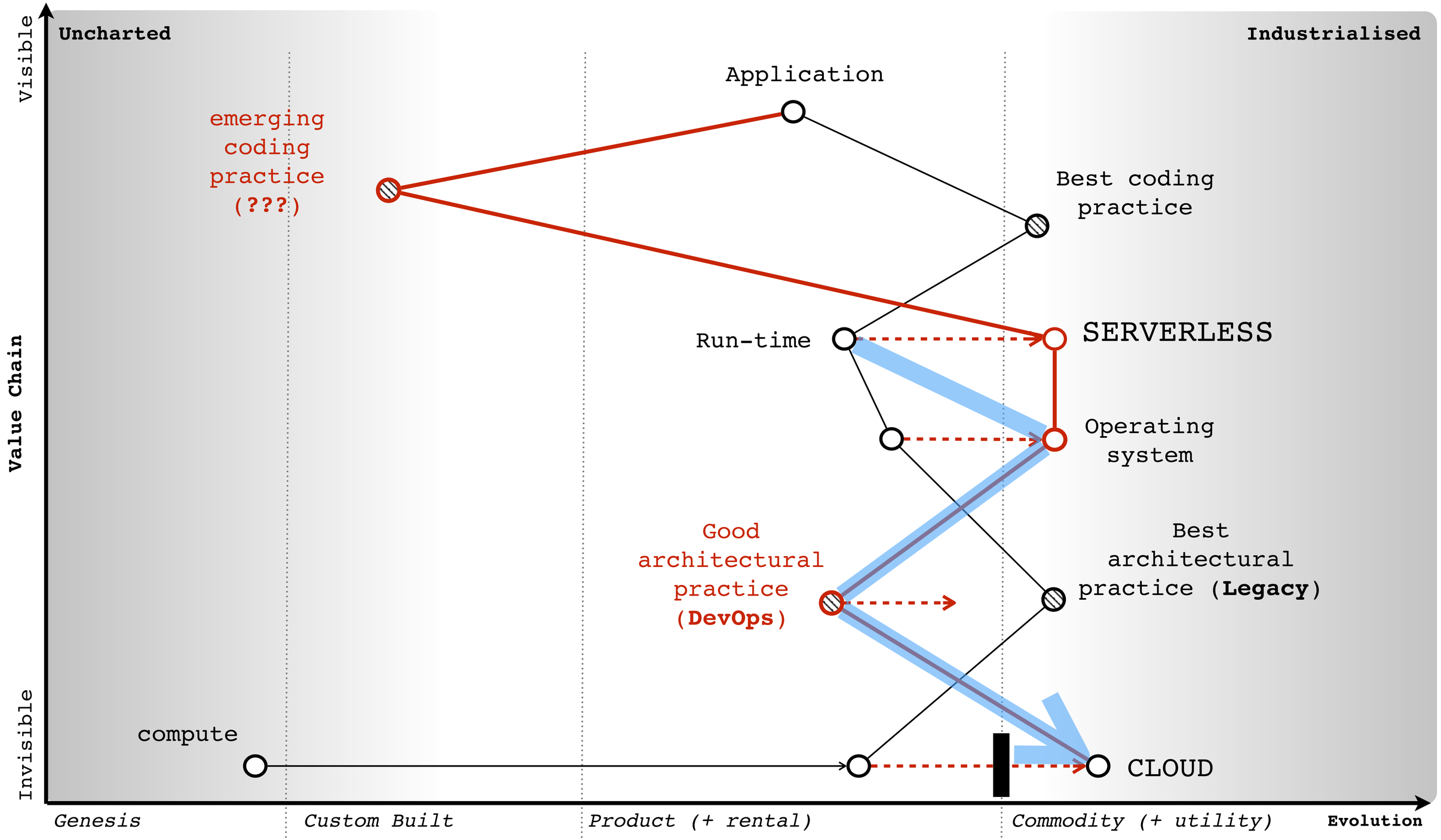
Burn him!
Heretic

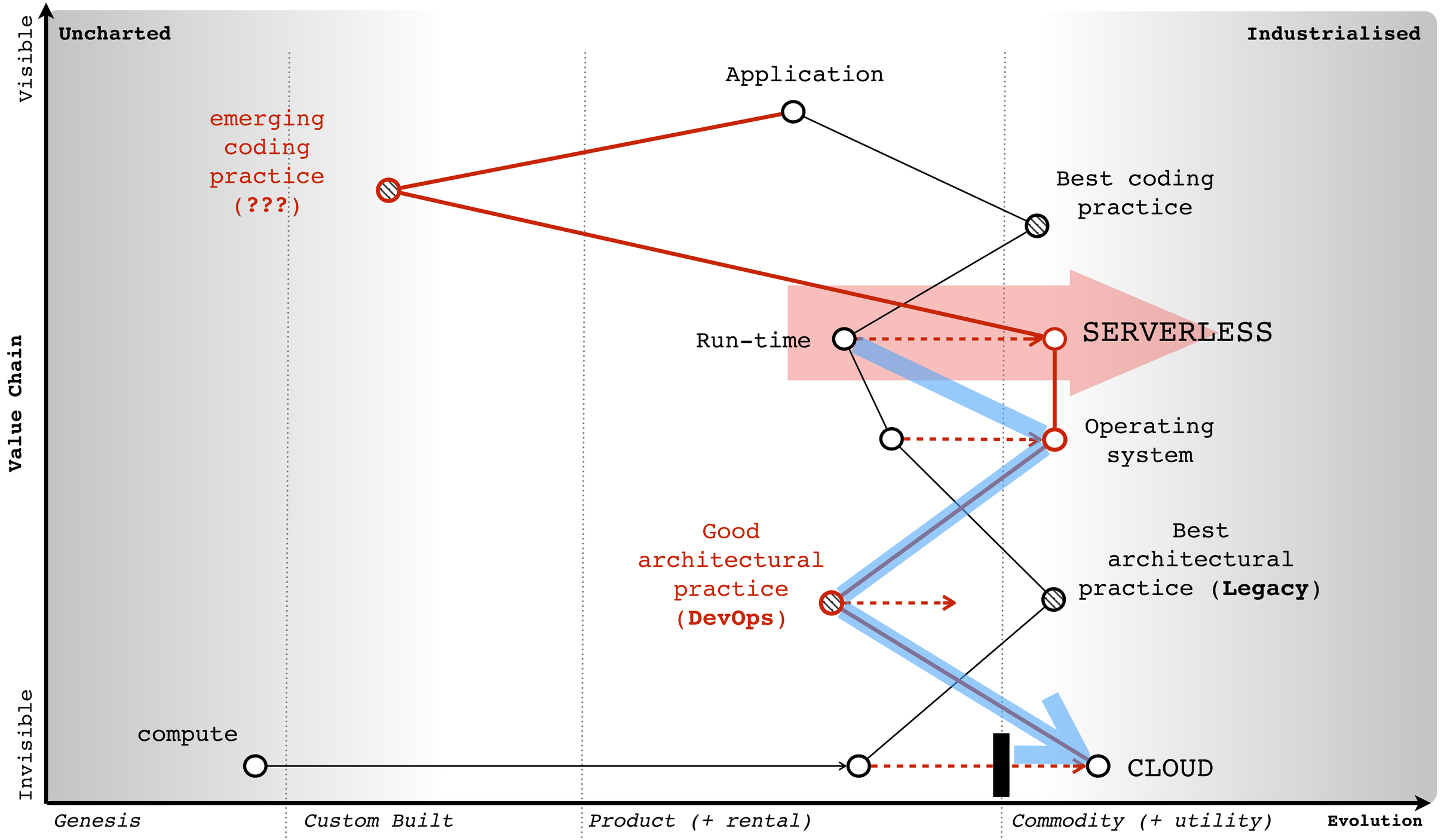
FaaS and Furious by Forrest Brazeal

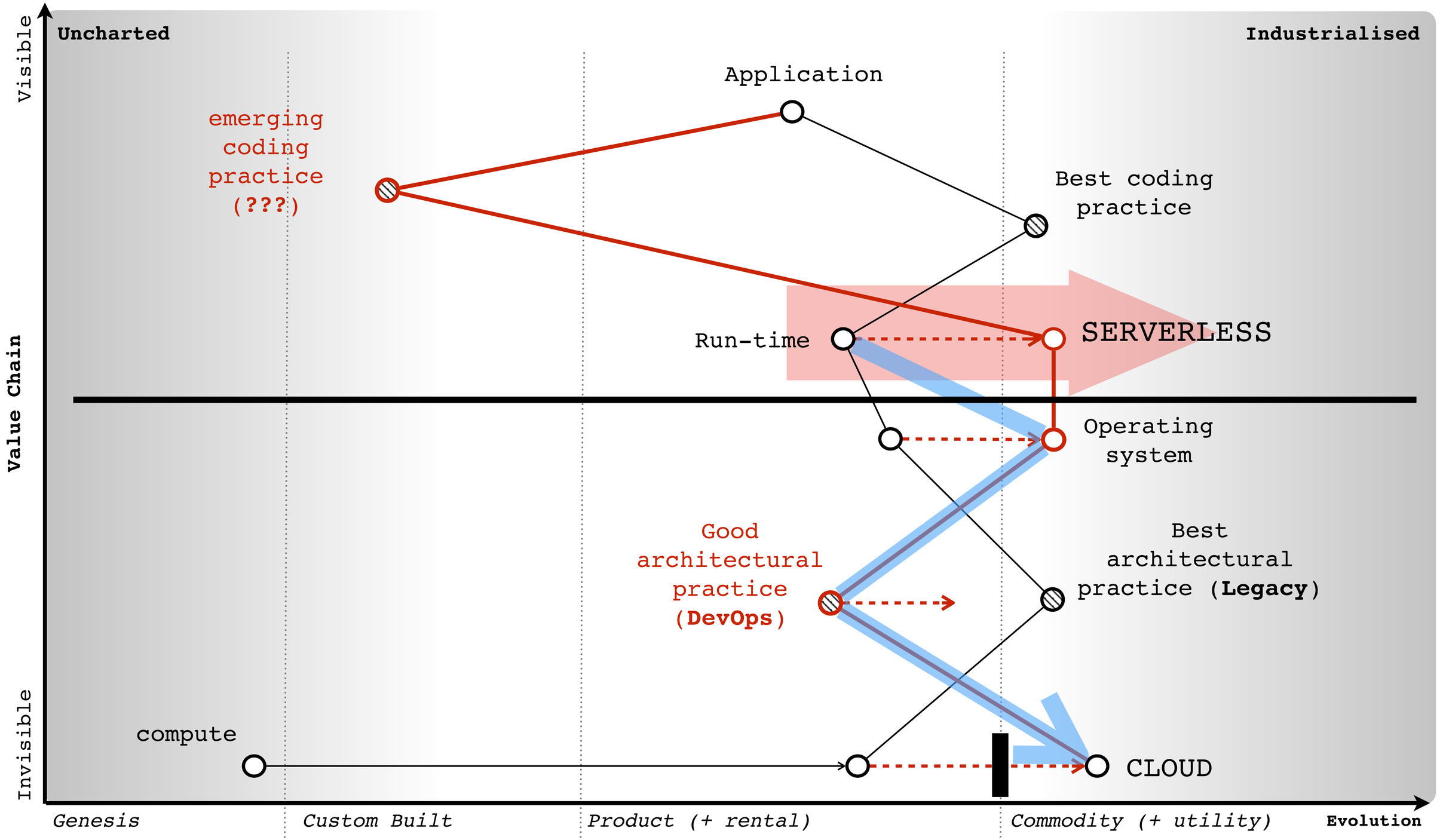
A CLOUD GURU

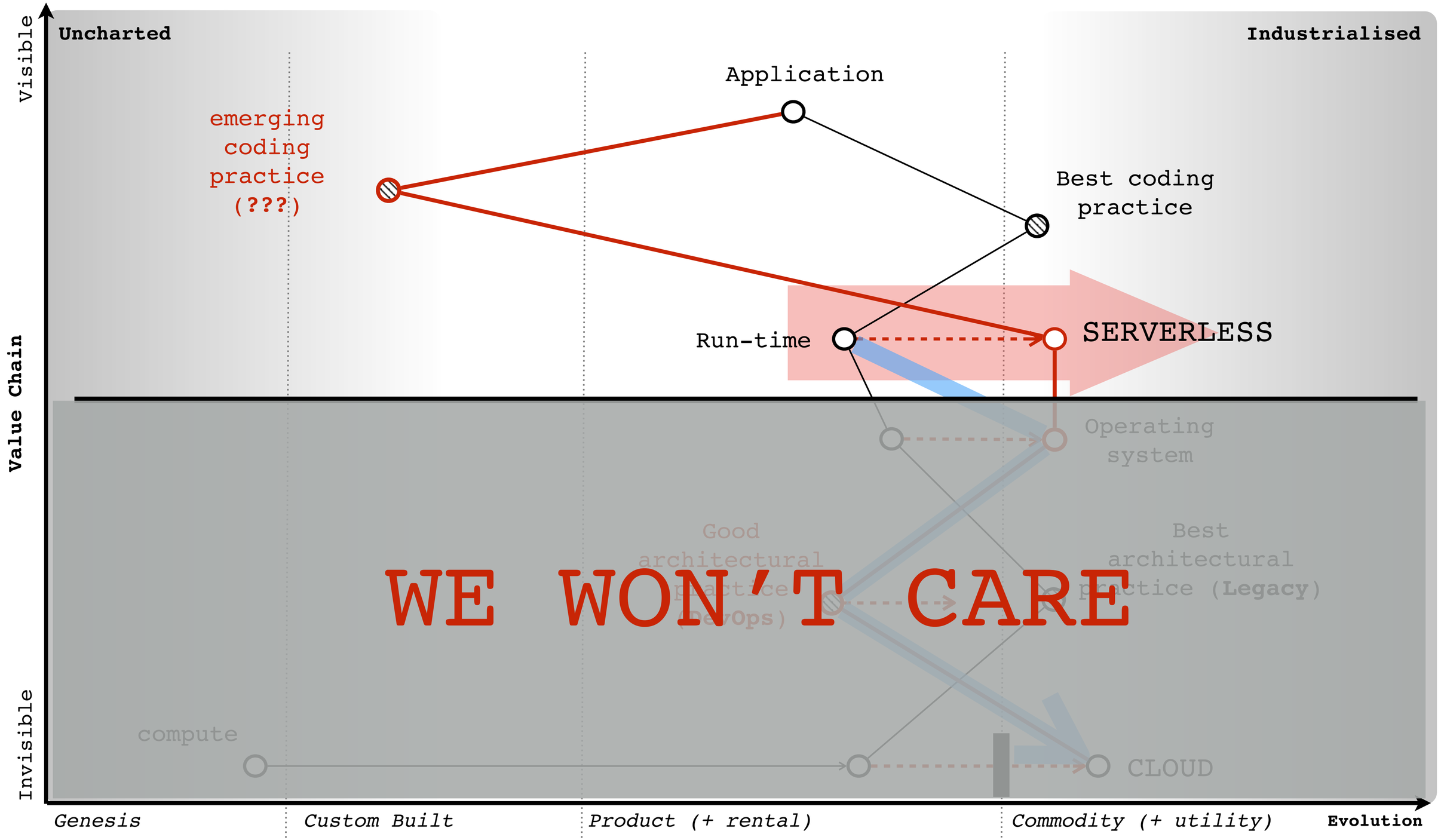


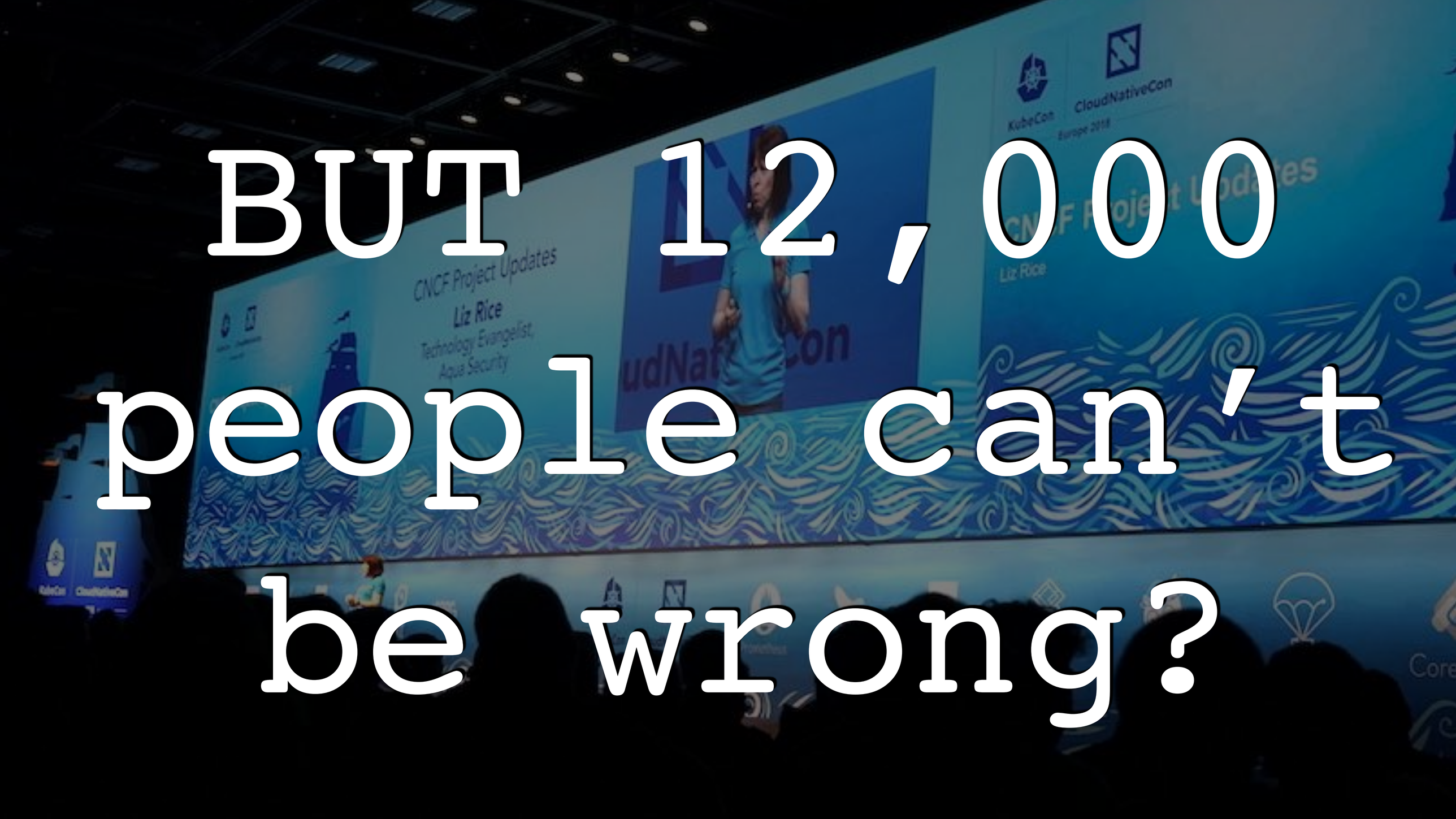
The two tribes regarded each other suspiciously in the glow of their brightly blazing production environments.


Visible
Value Chain
Invisible
Uncharted
Industrialised
Application
emerging coding practice (???)
Best coding practice
Run-time
SERVERLESS
Operating system
Good architectural practice (DevOps)
Best architectural practice (Legacy)
compute
CLOUD
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution


Visible
Value Chain
Invisible
Uncharted
Industrialised
Application
emerging coding practice (???)
Best coding practice
Run-time
SERVERLESS
Operating system
Good architectural practice (DevOps)
Best architectural practice (Legacy)
compute
CLOUD
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution

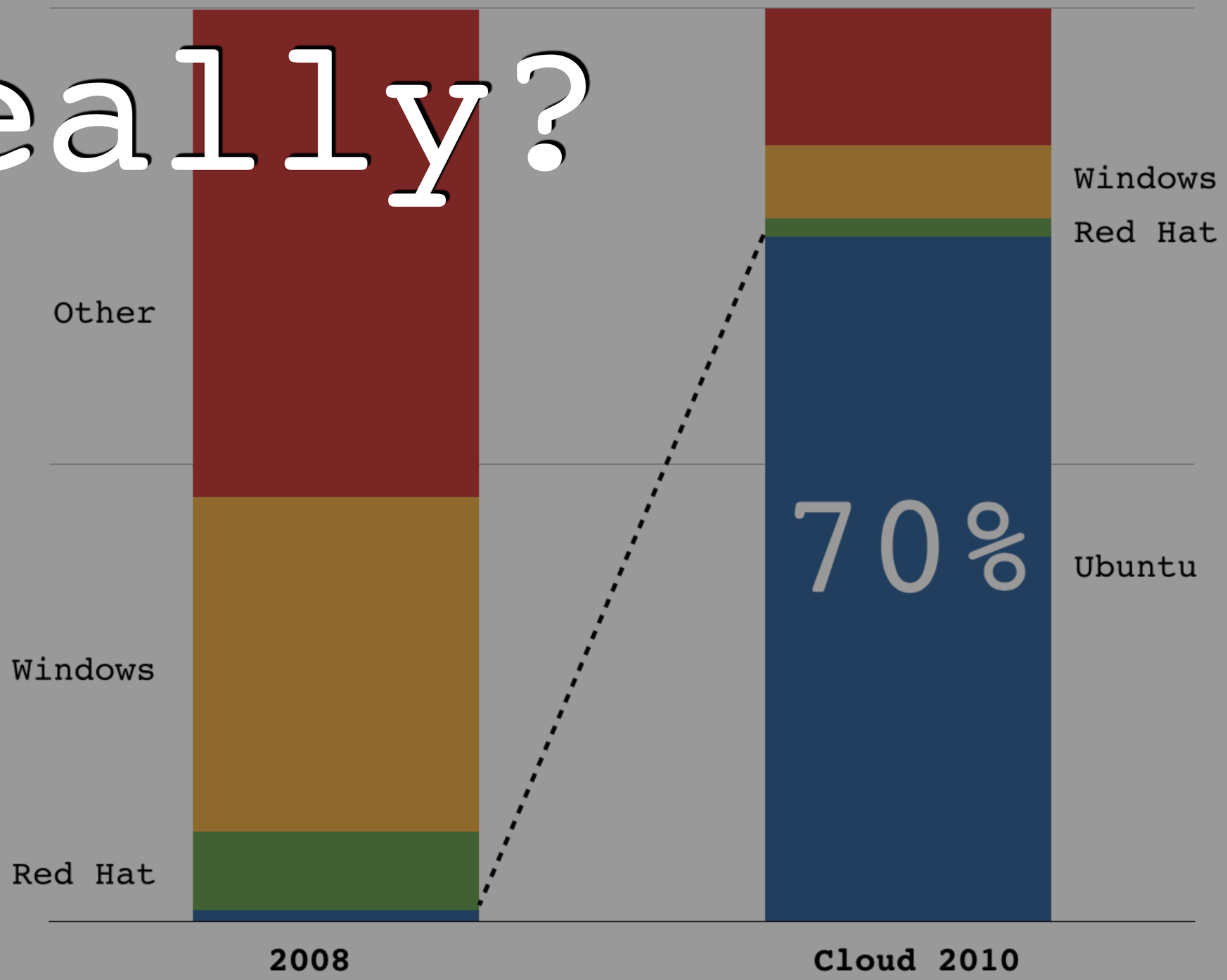

Visible
Value Chain
Invisible
Uncharted
Industrialised
Application
emerging coding practice (???)
Best coding practice
Run-time
SERVERLESS
Operating system
Good architectural practice (DevOps)
Best architectural practice (Legacy)
compute
CLOUD
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution

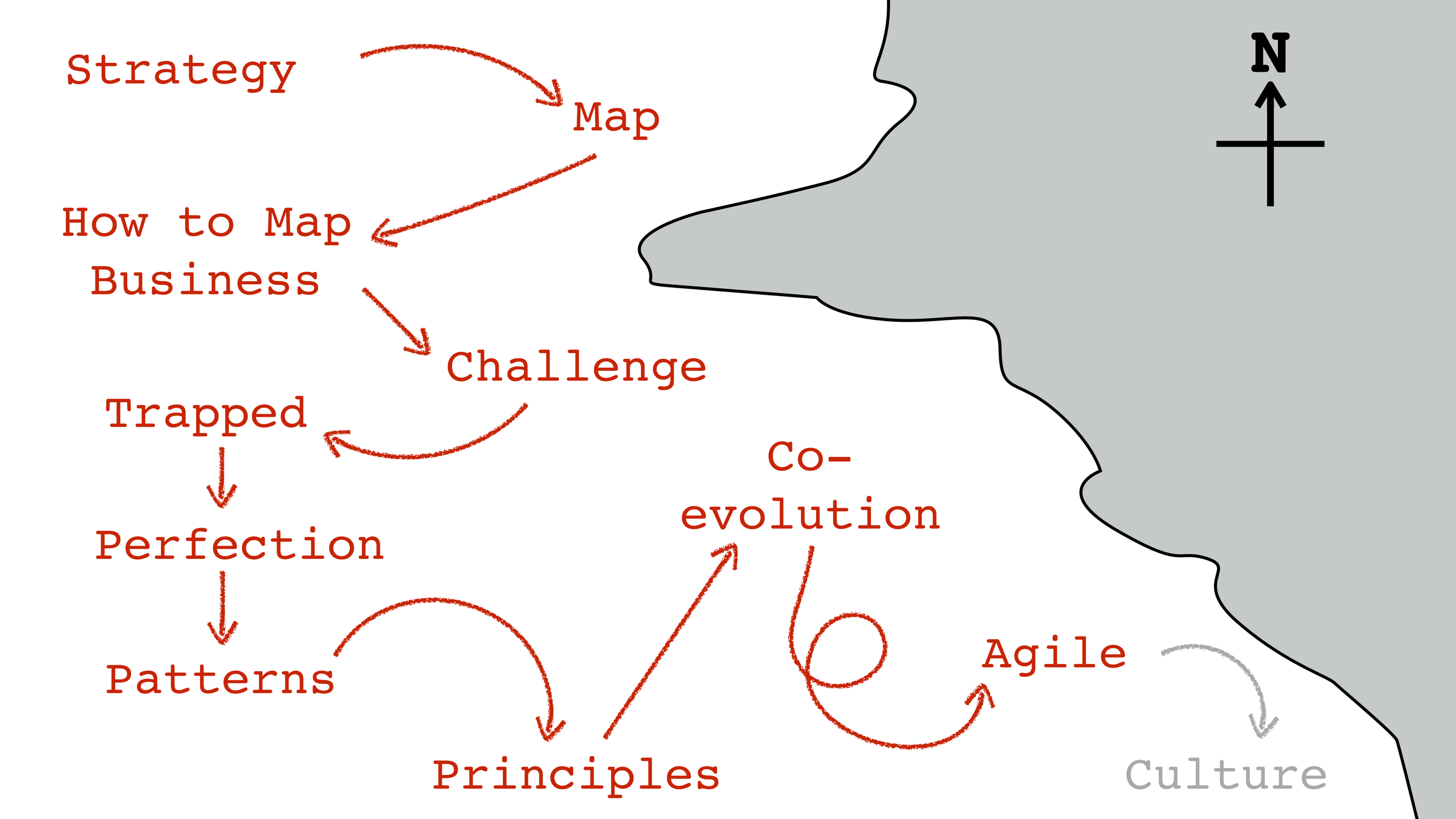

Visible
Value Chain
Invisible
Uncharted
Industrialised
Application
emerging coding practice (???)
Best coding practice
Run-time
SERVERLESS
Operating system
Good architectural practice (DevOps)
Best architectural practice (Legacy)
WE WON'T CARE
compute
CLOUD
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution

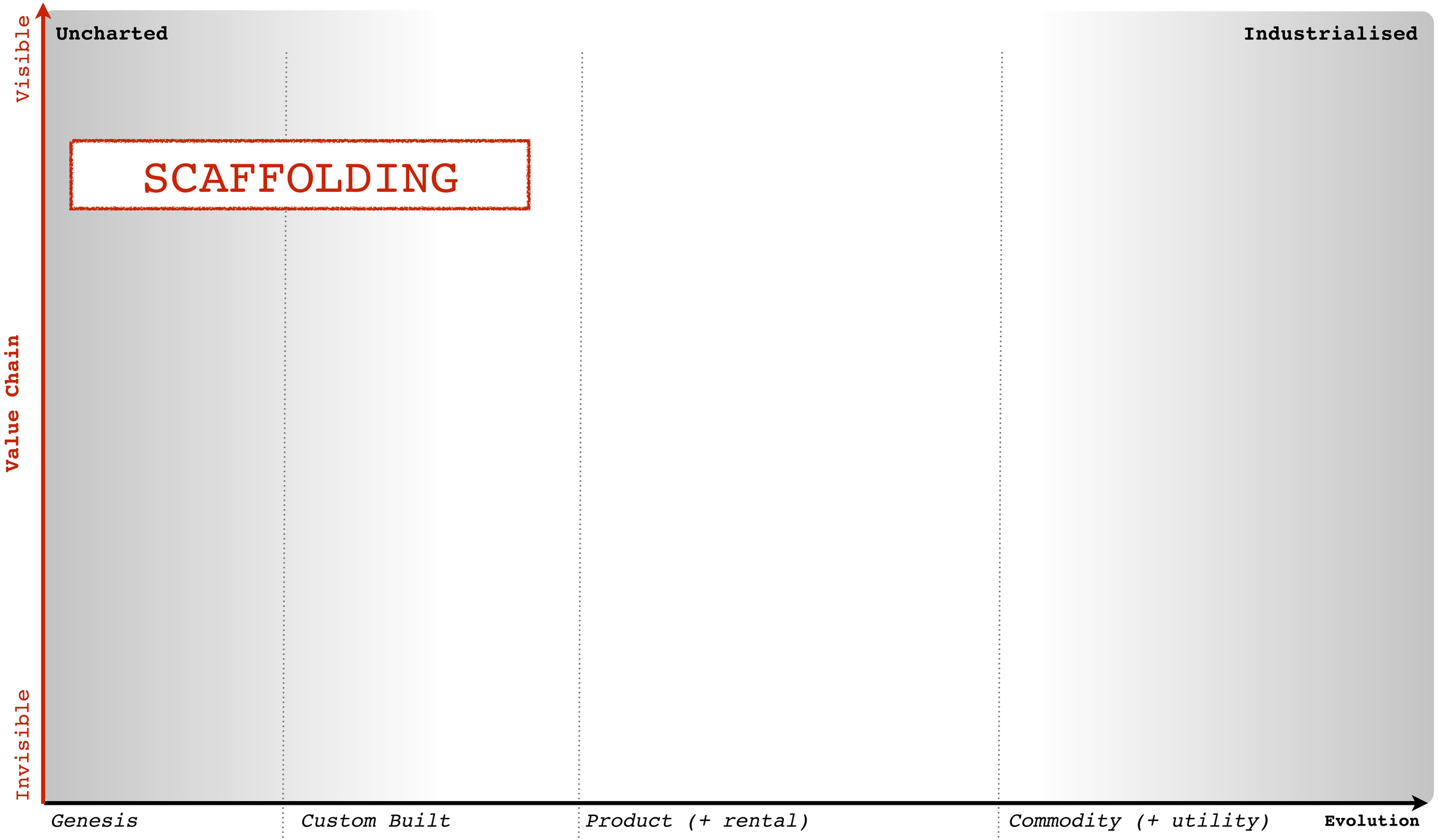


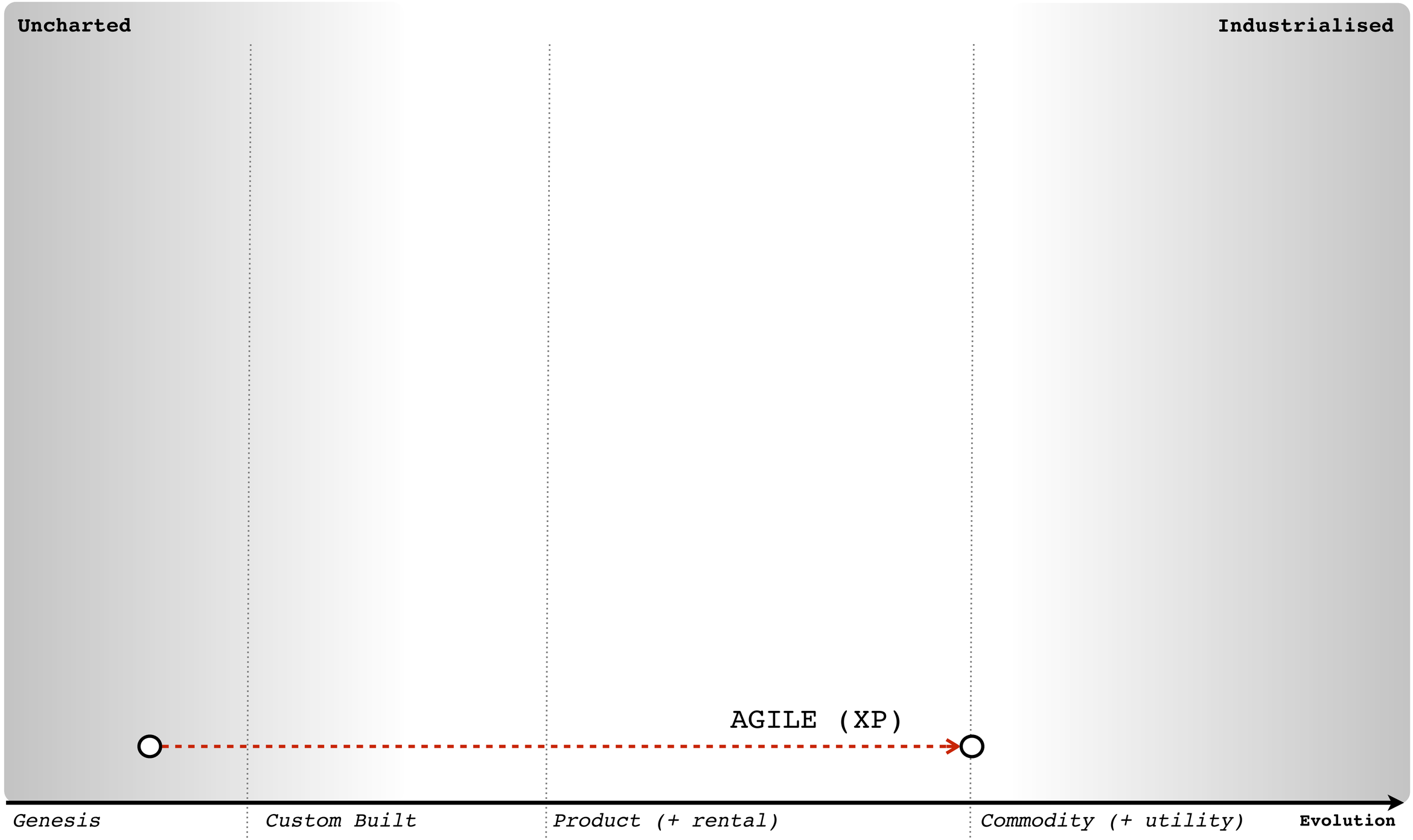
BUT 12,000 people can't be wrong?

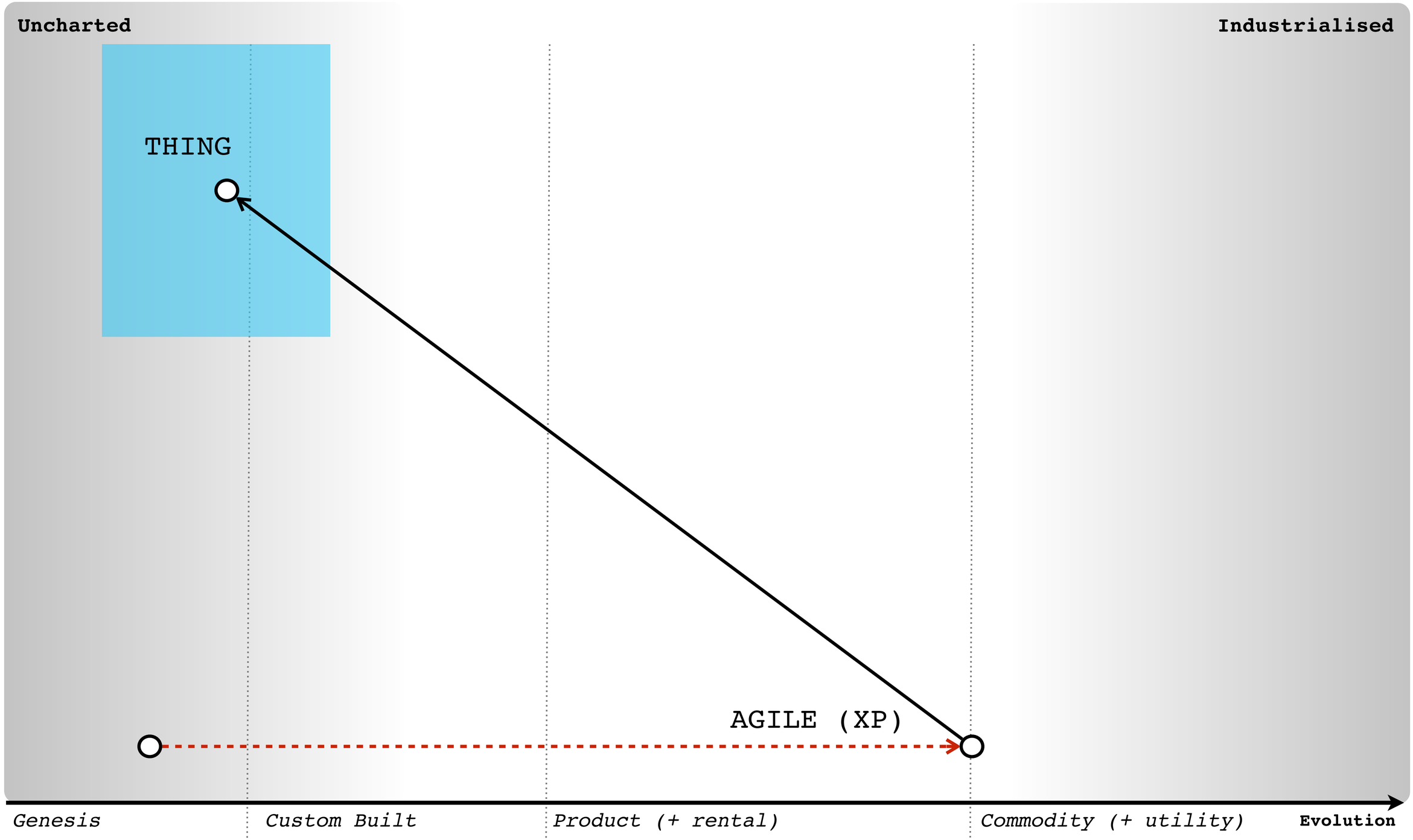
Really?

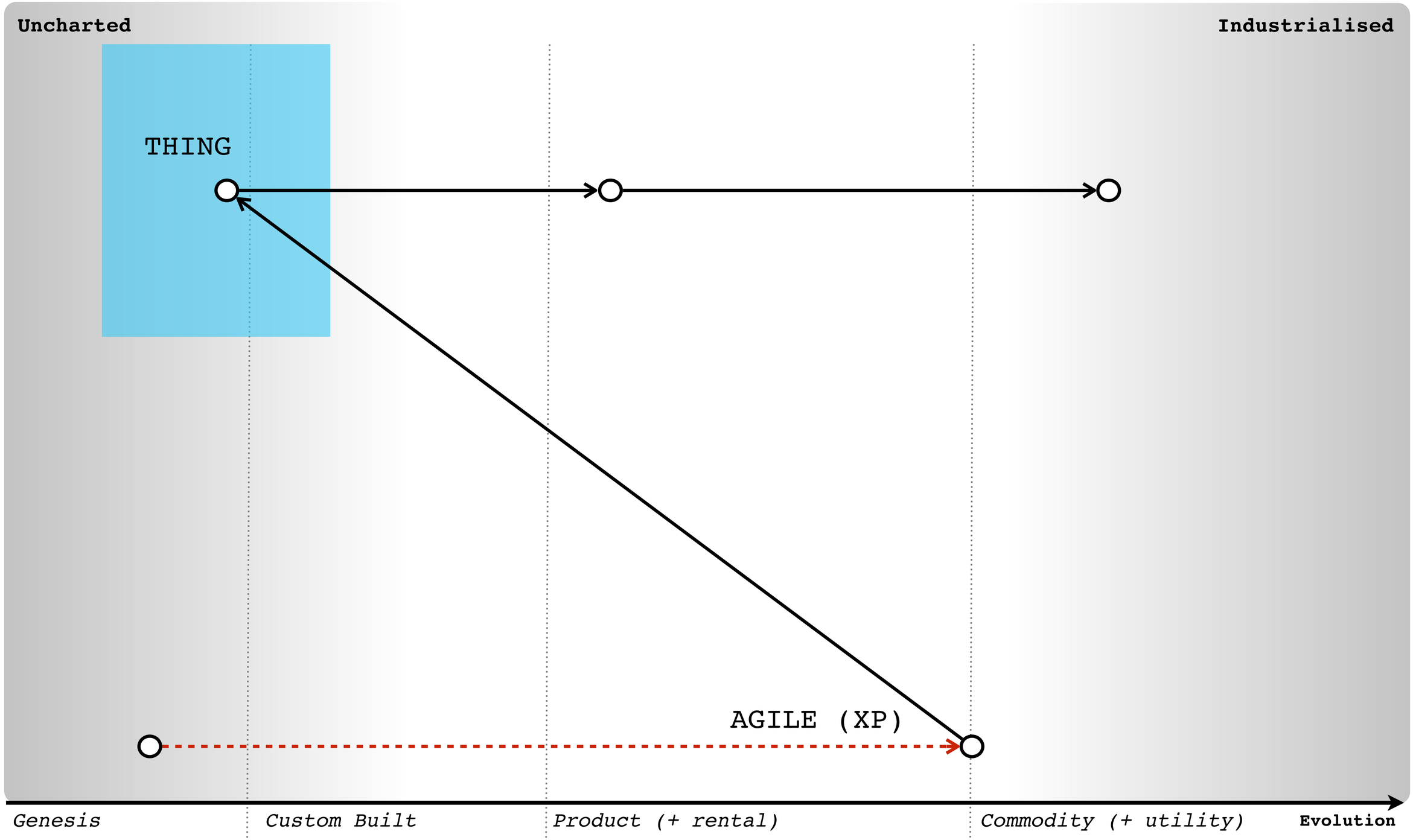

Other
Windows
Red Hat
Windows
Red Hat
70%
Ubuntu
2008
Cloud 2010

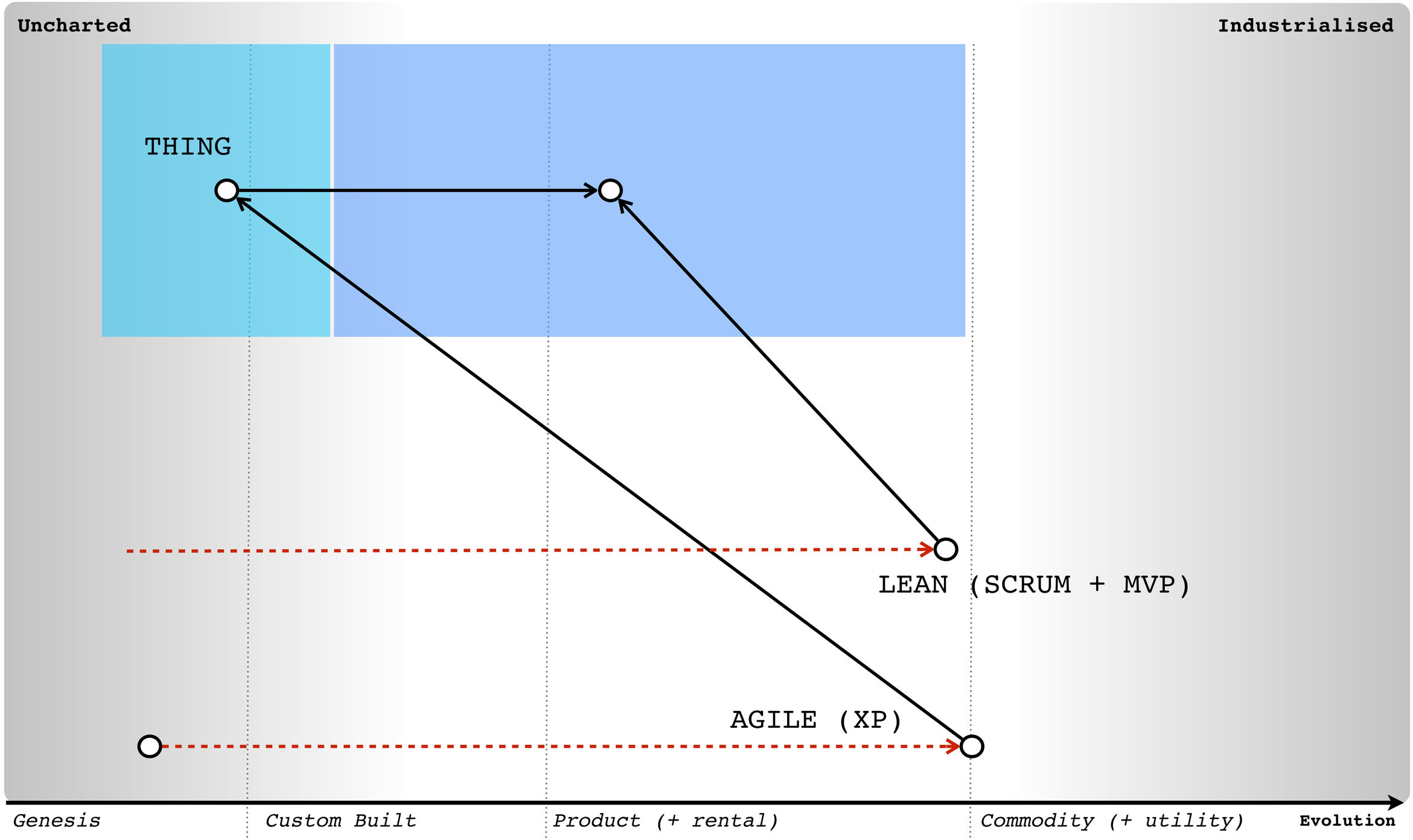

Strategy
Map
How to Map Business
Challenge
Trapped
Perfection
Patterns
Principles
Co-evolution
Agile
Culture
N

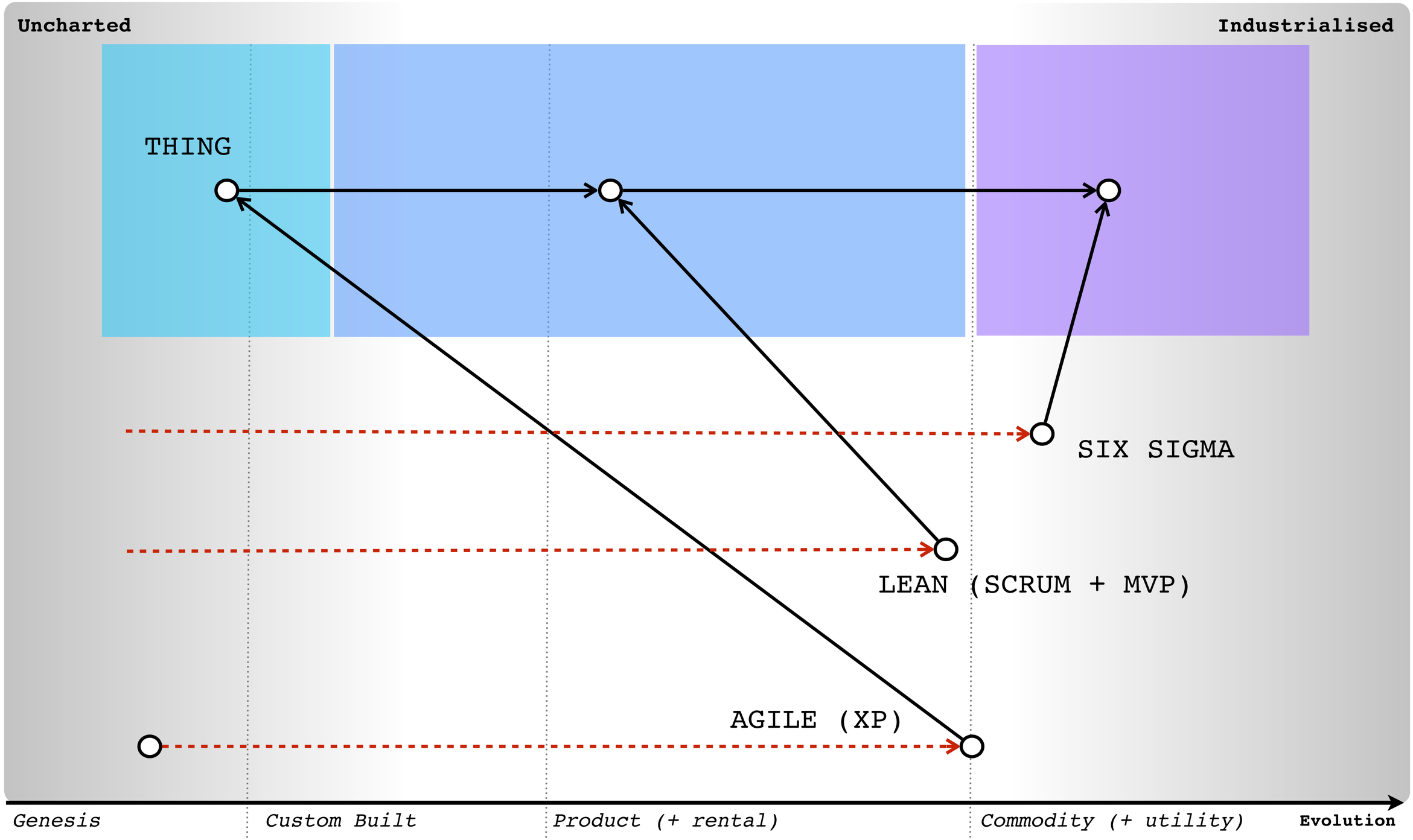

Visible
Value Chain
Invisible
Uncharted
Industrialised
SCAFFOLDING
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution

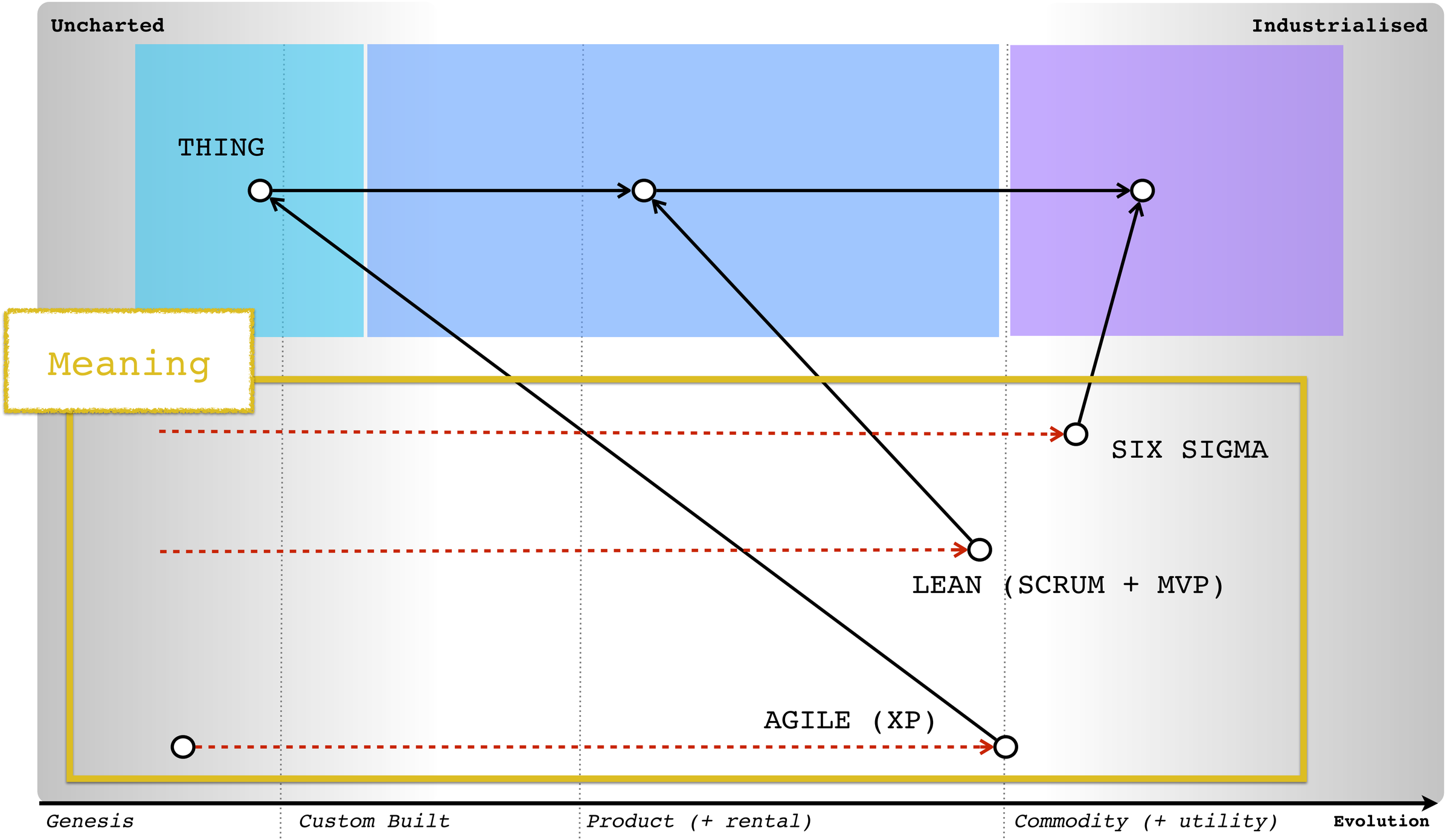

Uncharted
Industrialised
AGILE (XP)
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution

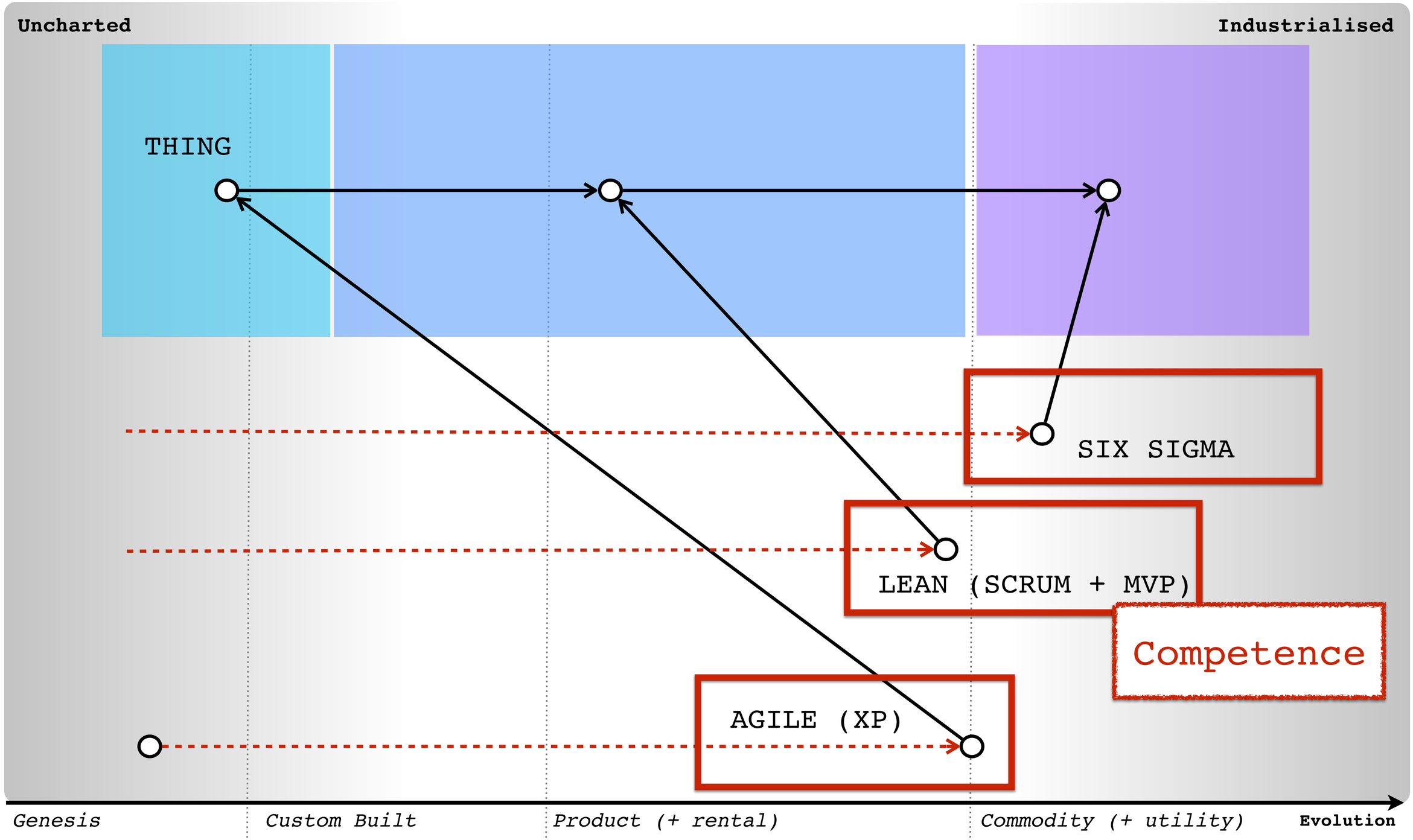

Uncharted
Industrialised
THING
AGILE (XP)
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution

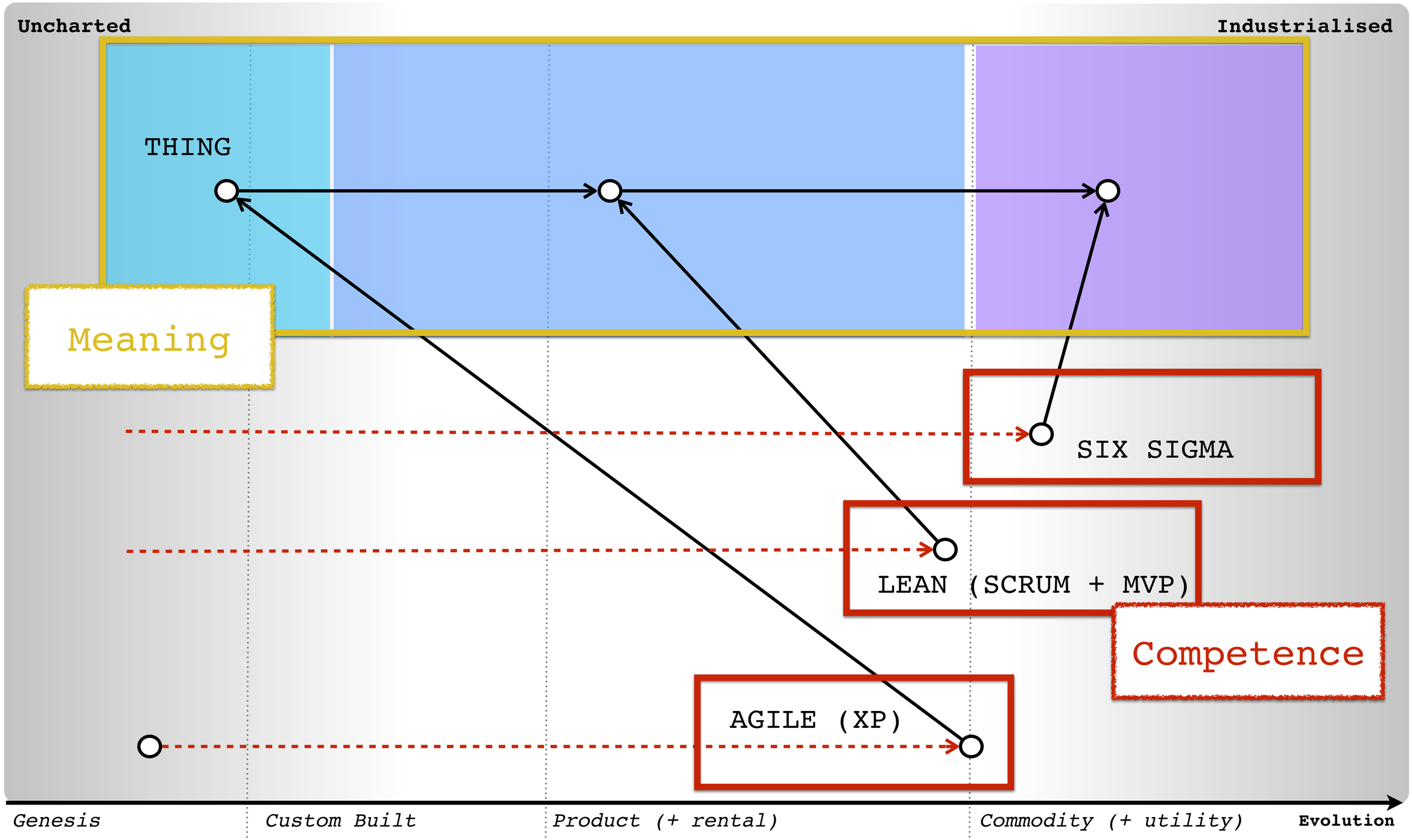

Uncharted
Industrialised
THING
AGILE (XP)
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution

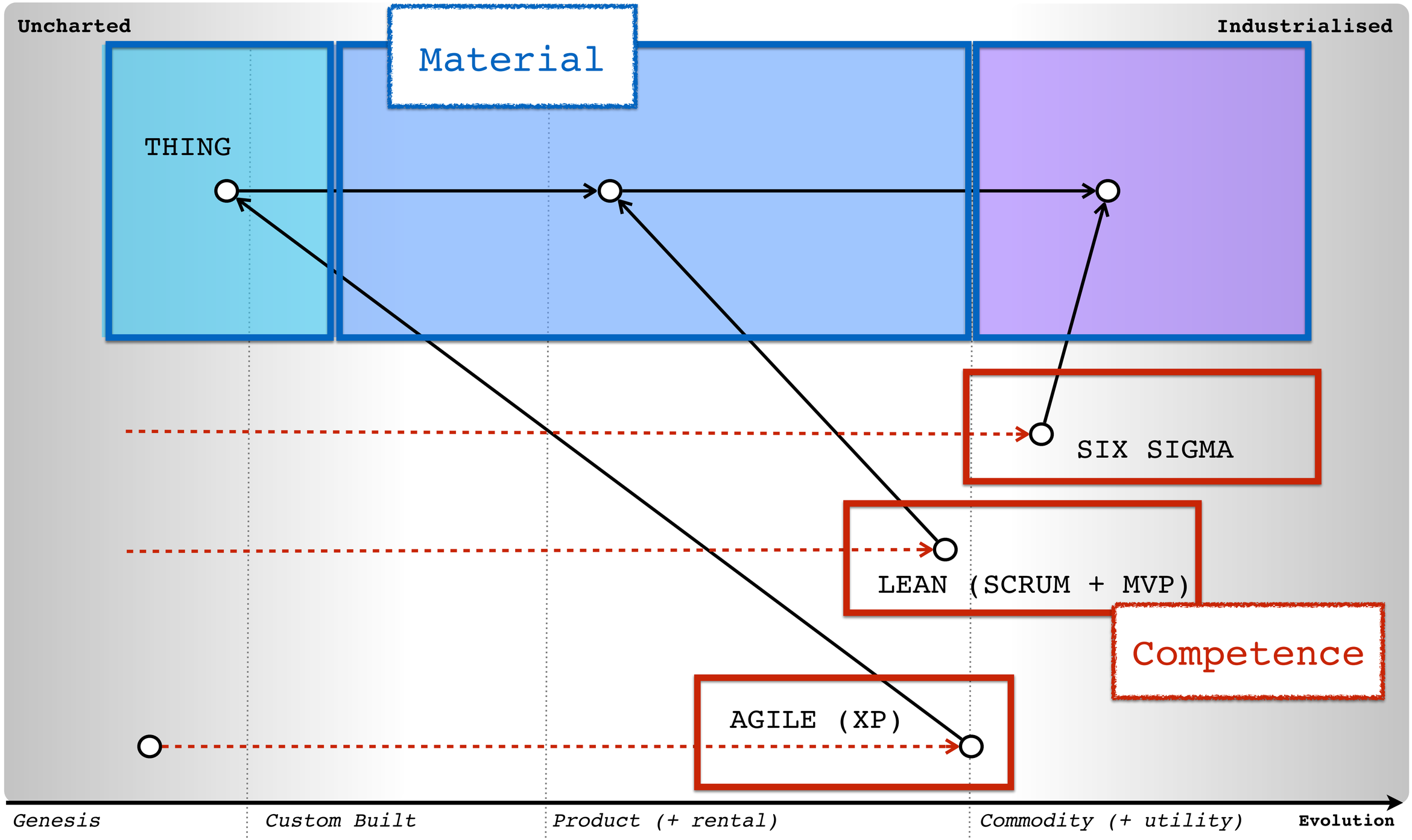

Uncharted
Industrialised
THING
LEAN (SCRUM + MVP)
AGILE (XP)
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution

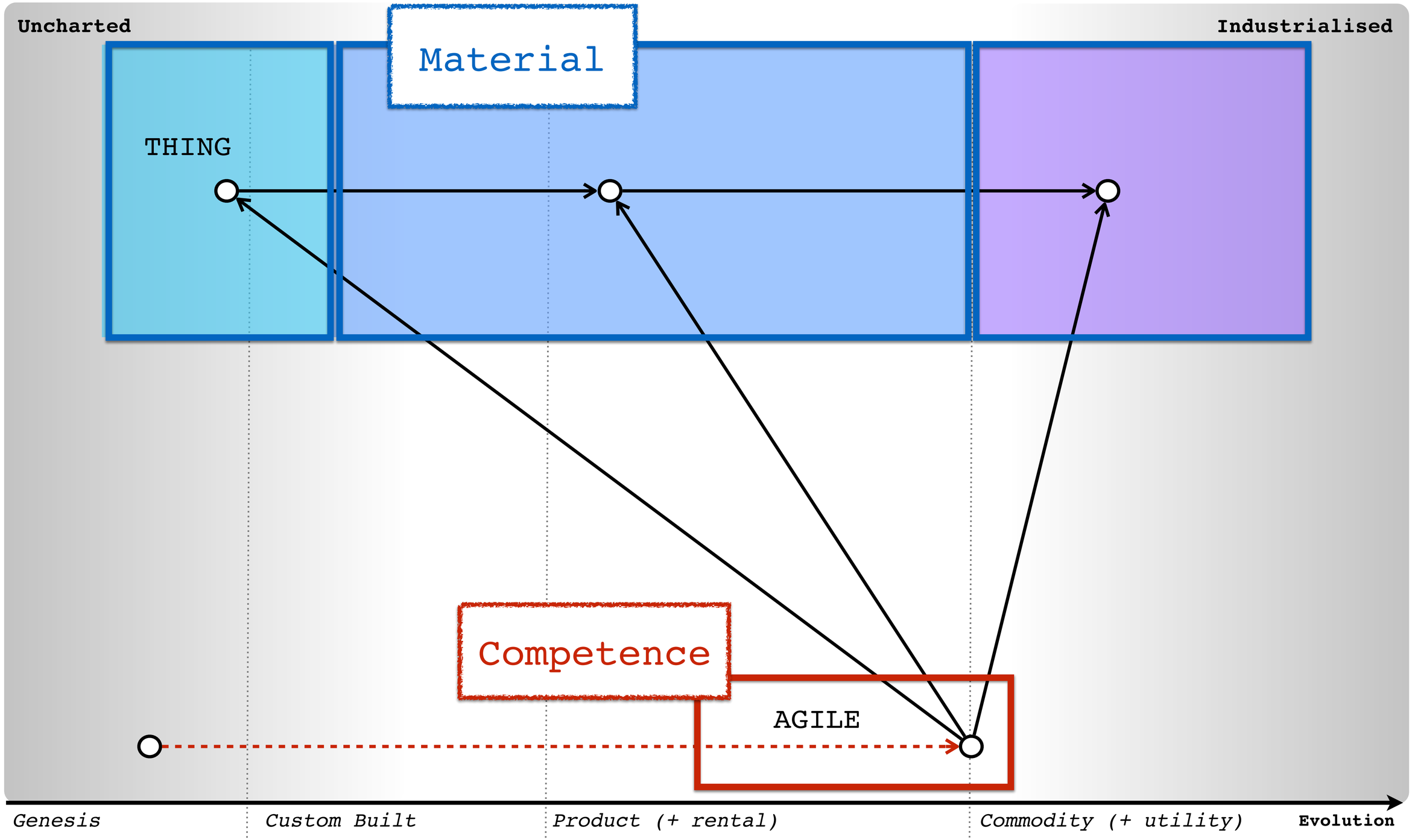

Uncharted
Industrialised
THING
SIX SIGMA
LEAN (SCRUM + MVP)
AGILE (XP)
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution

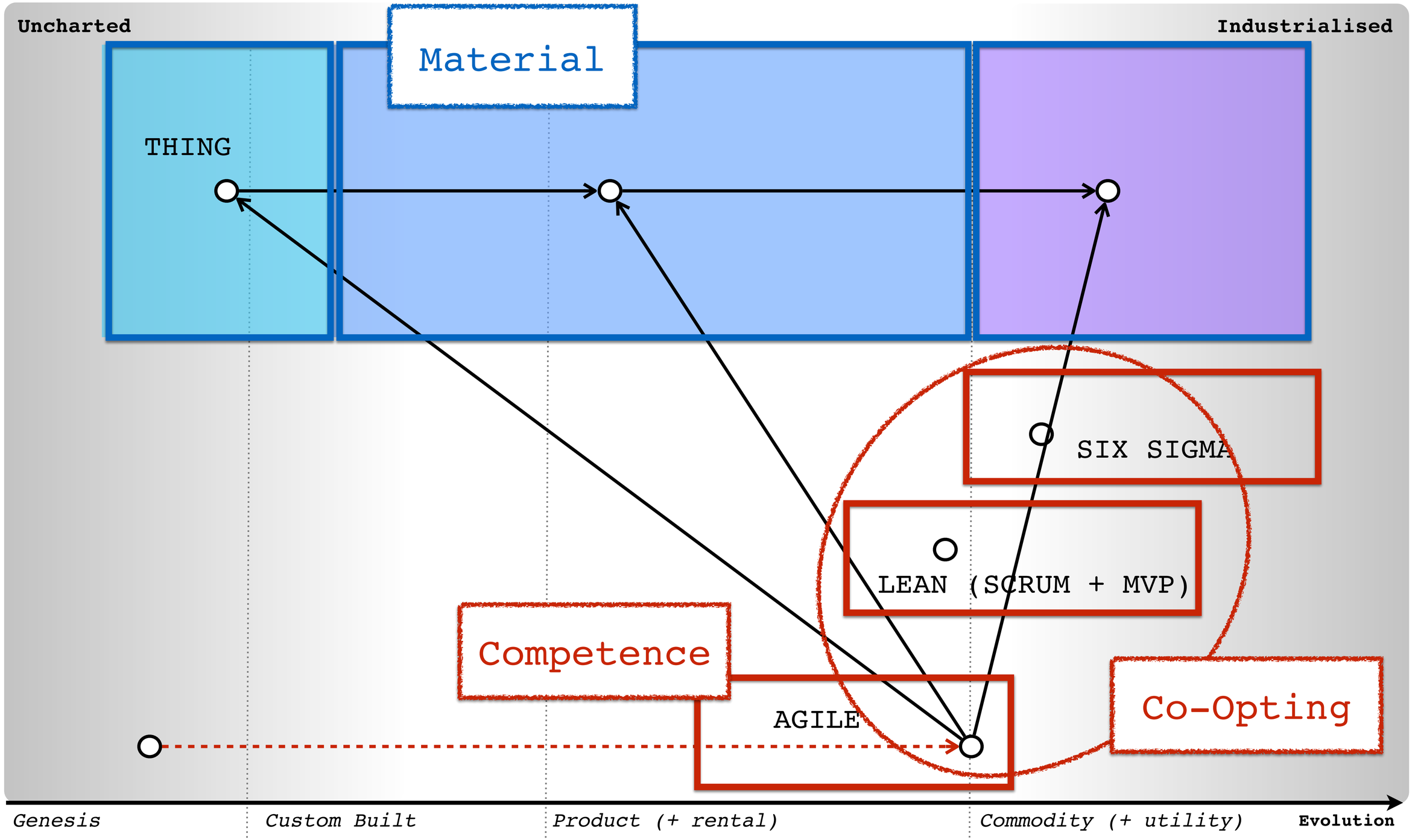

Uncharted
Industrialised
THING
Meaning
SIX SIGMA
LEAN (SCRUM + MVP)
AGILE (XP)
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution

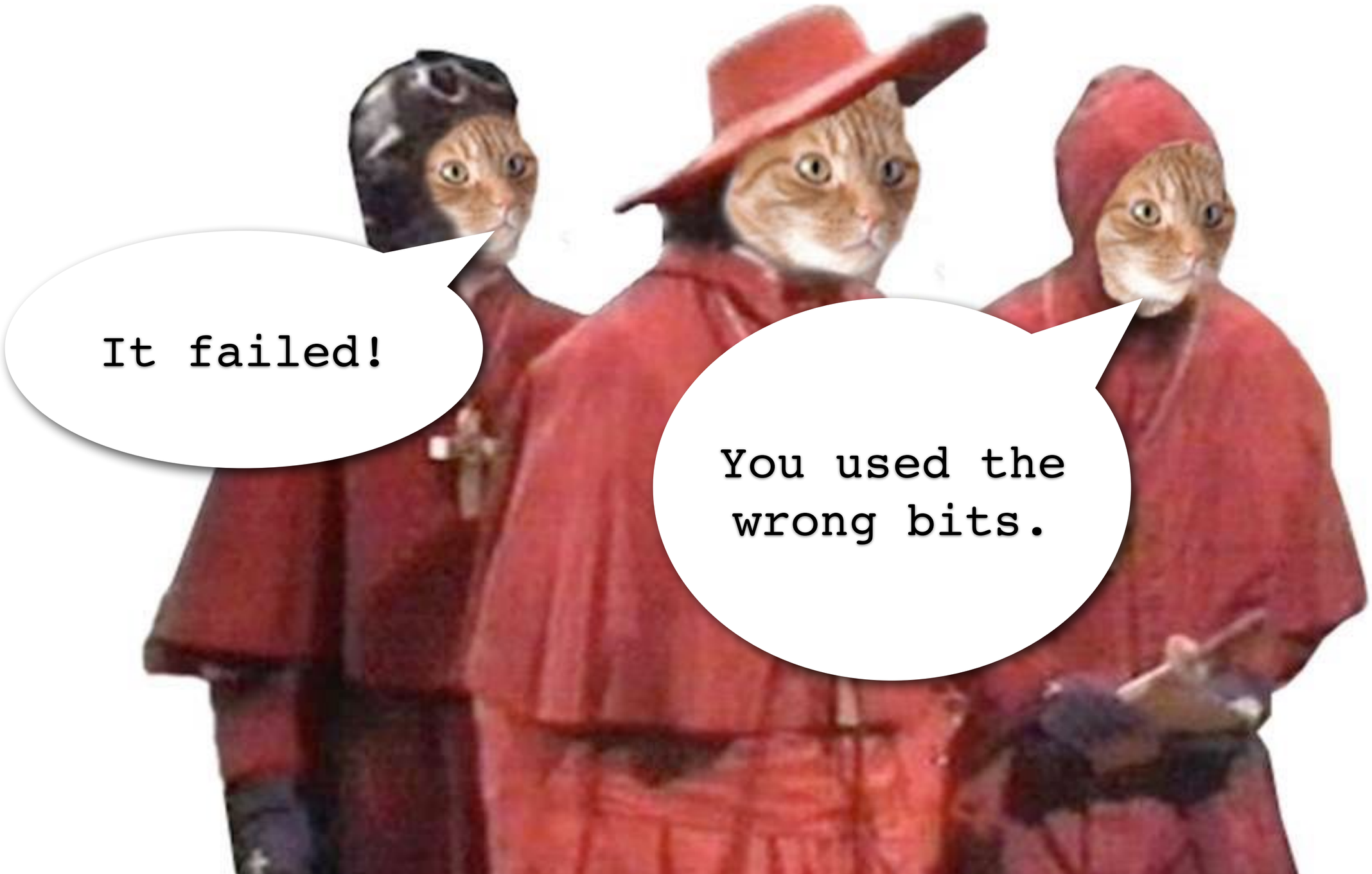

Uncharted
Industrialised
THING
SIX SIGMA
LEAN (SCRUM + MVP)
Competence
AGILE (XP)
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution


Uncharted
Industrialised
THING
Meaning
SIX SIGMA
LEAN (SCRUM + MVP)
Competence
AGILE (XP)
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution

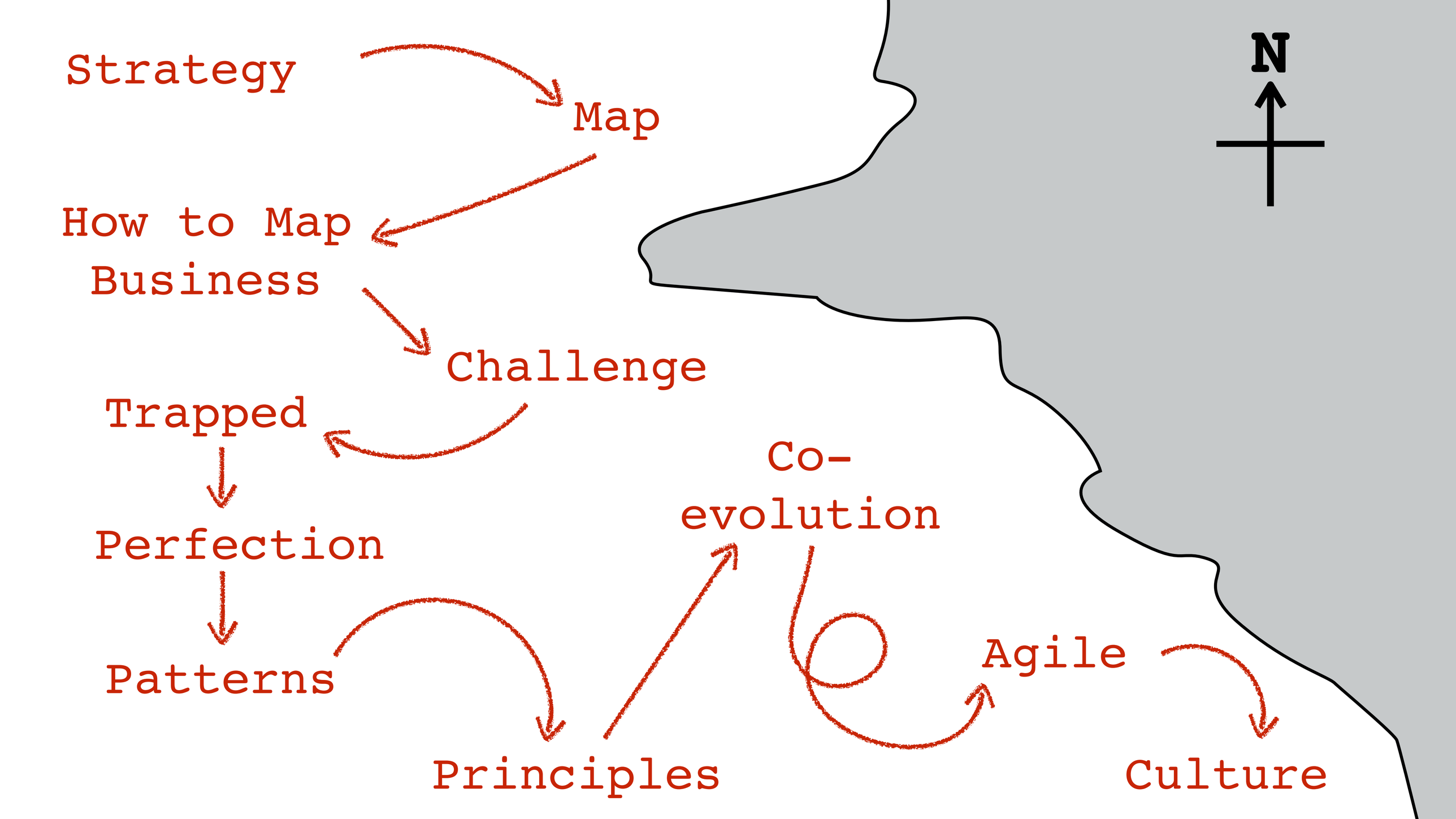

Uncharted
Industrialised
Material
THING
SIX SIGMA
LEAN (SCRUM + MVP)
Competence
AGILE (XP)
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution


Uncharted
Industrialised
Material
THING
Competence
AGILE
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution


Uncharted
Industrialised
Material
THING
SIX SIGMA
LEAN (SCRUM + MVP)
Competence
AGILE
Co-Opting
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution

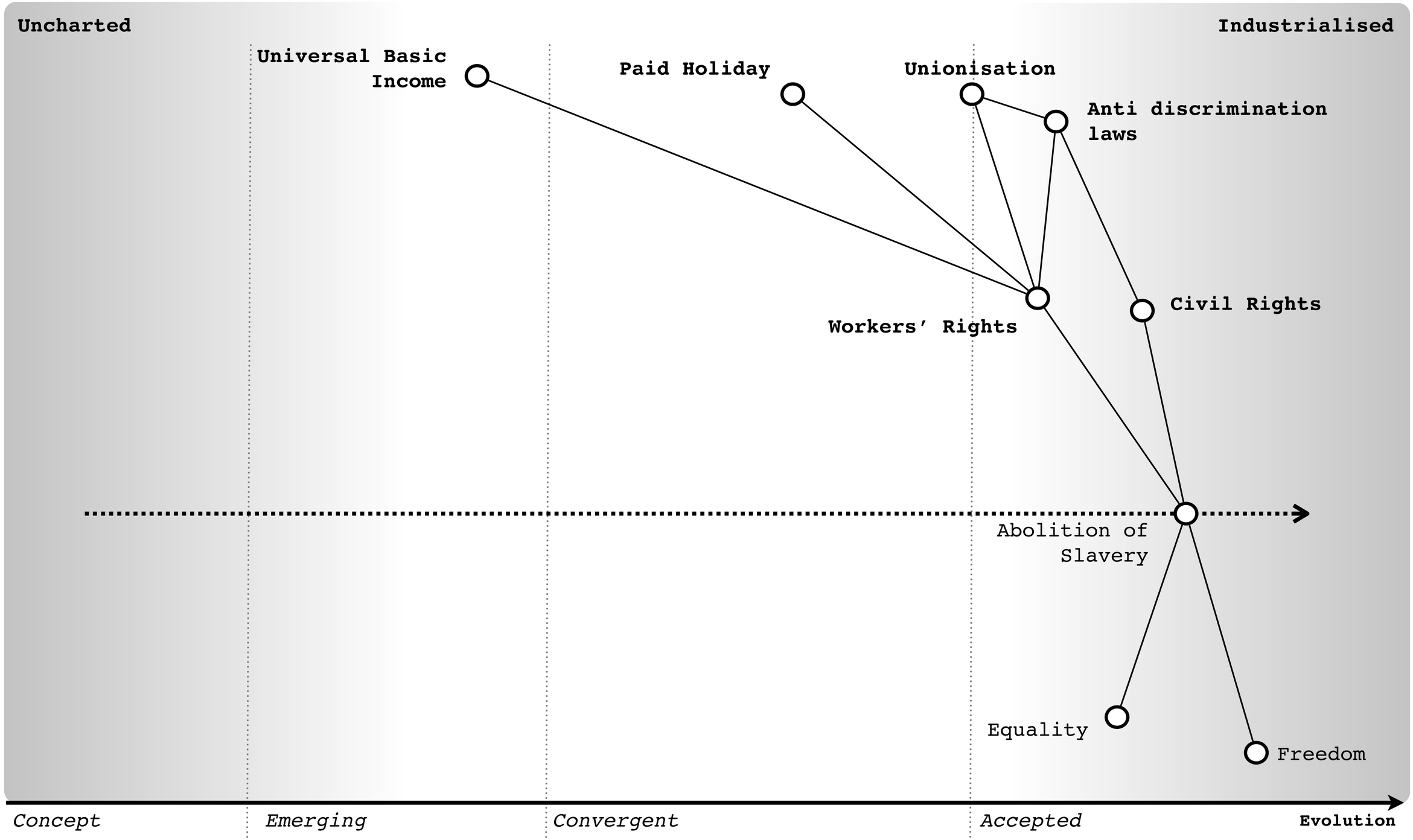

It failed!
You used the wrong bits.

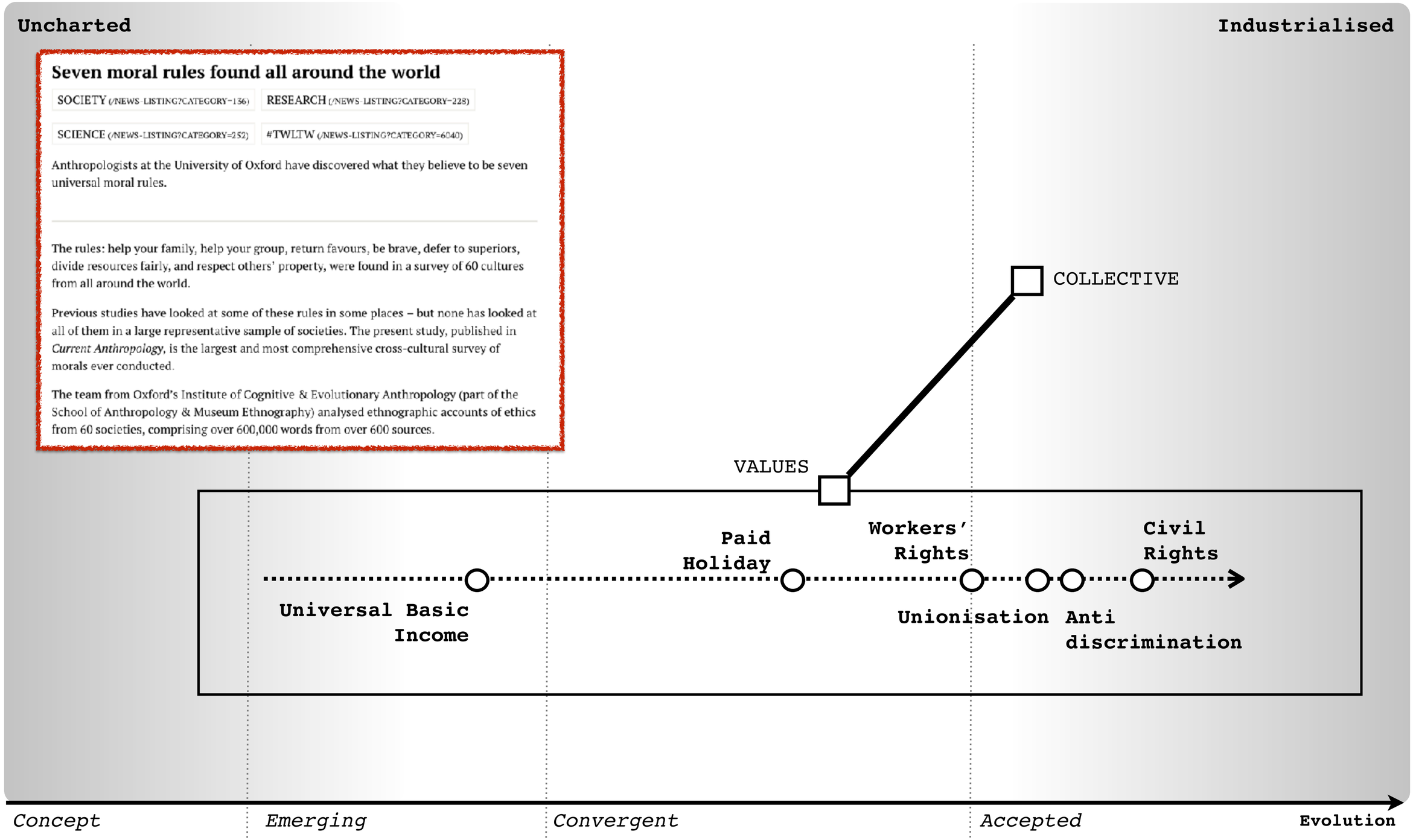
AGILE IS BECOMING ANTI-AGILE

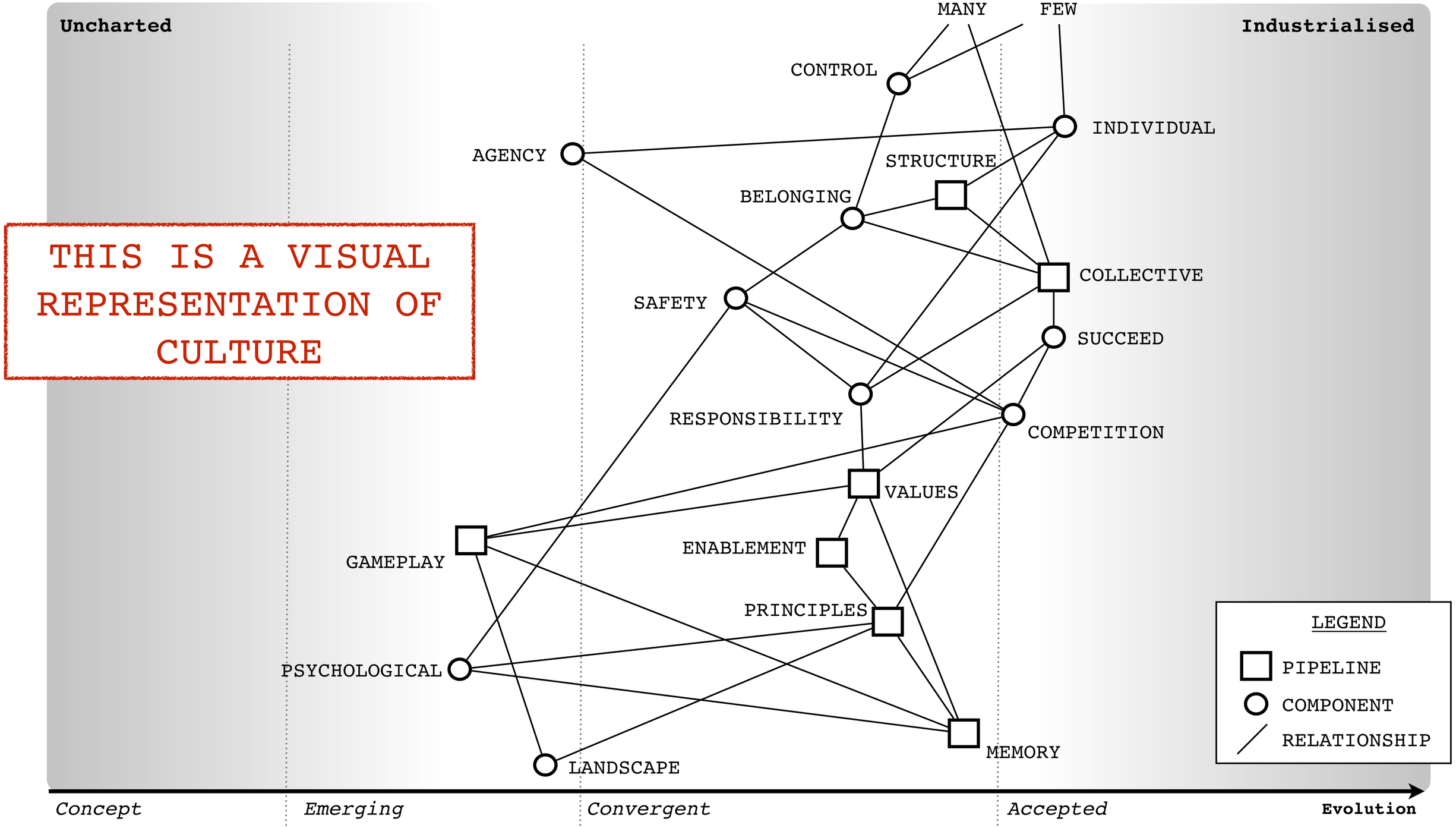

Strategy
Map
How to Map Business
Challenge
Trapped
Perfection
Patterns
Principles
Co-evolution
Agile
Culture
N

With over a century of efforts to try and define culture we have reached a position that there is no agreement among anthropologists.

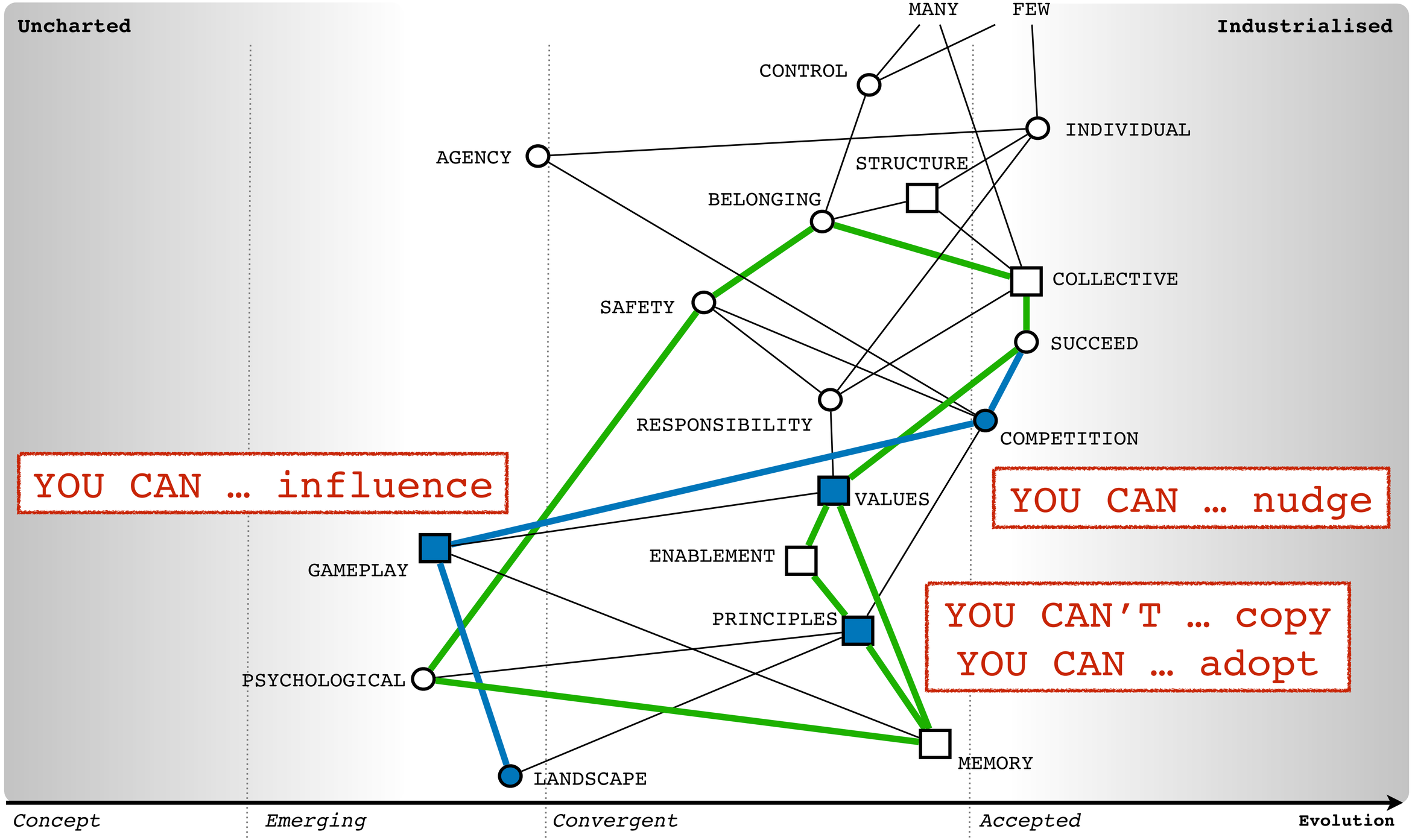
Stage of Evolution / Type of capital	I	II	III	IV
Activities	Genesis	Custom	Product + Rental Services	Commodity + Utility Services
Practices	Novel	Emerging	Good	Best
Data	Un-modelled	Divergent	Convergent	Modelled
Knowledge	Concept / Observation	Hypothesis	Theory	Accepted

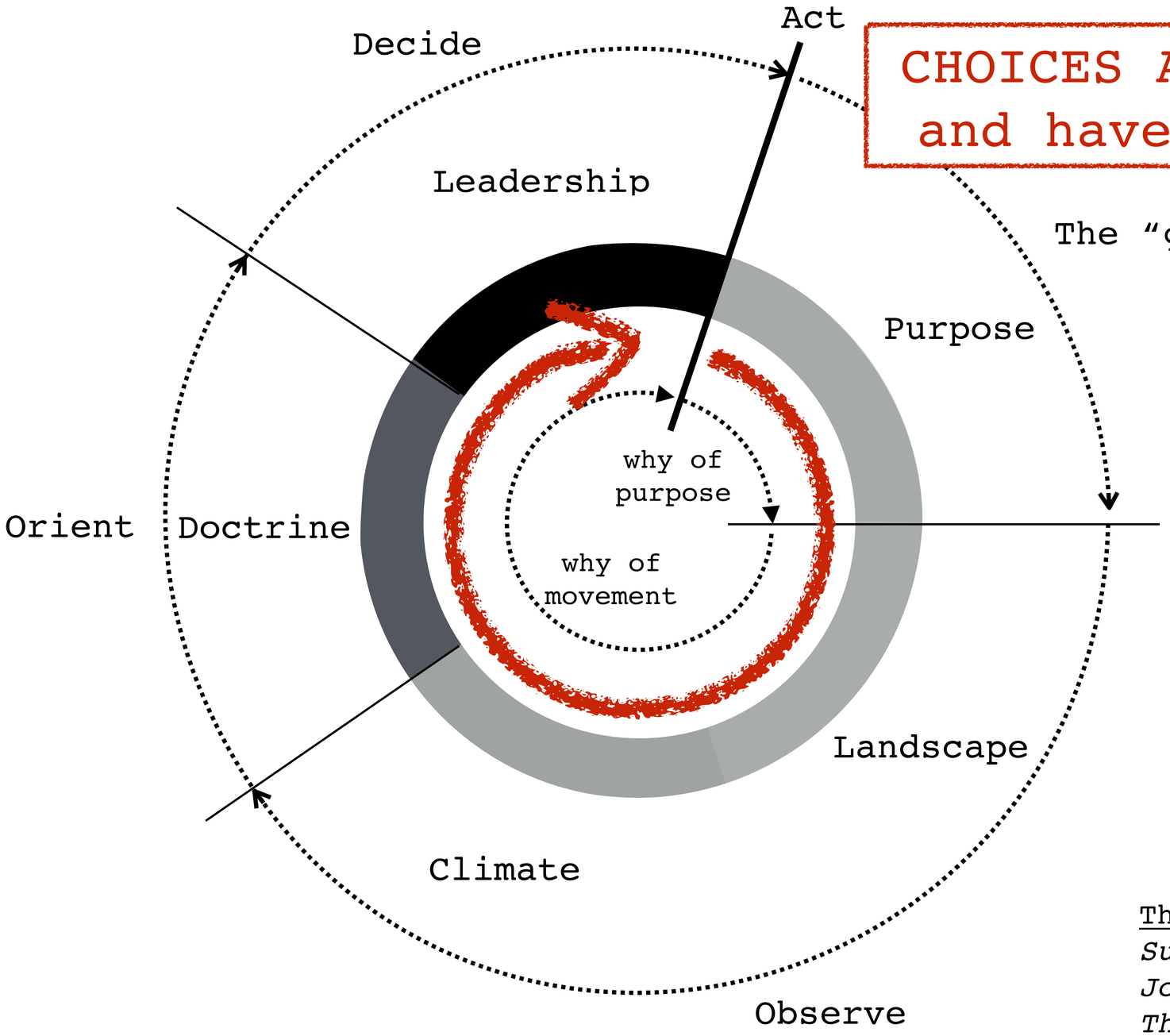

Uncharted
Industrialised
Universal Basic Income
Paid Holiday
Unionisation
Anti discrimination laws
Civil Rights
Workers' Rights
Abolition of Slavery
Equality
Freedom
Concept
Emerging
Convergent
Accepted
Evolution


Uncharted
Industrialised
Seven moral rules found all around the world
SOCIETY (/NEWS-LISTING?CATEGORY=136)
RESEARCH (/NEWS-LISTING?CATEGORY=228)
SCIENCE (/NEWS-LISTING?CATEGORY=252)
#TWLTW (/NEWS-LISTING?CATEGORY=6040)
Anthropologists at the University of Oxford have discovered what they believe to be seven universal moral rules.
The rules: help your family, help your group, return favours, be brave, defer to superiors, divide resources fairly, and respect others' property, were found in a survey of 60 cultures from all around the world.
Previous studies have looked at some of these rules in some places – but none has looked at all of them in a large representative sample of societies. The present study, published in Current Anthropology, is the largest and most comprehensive cross-cultural survey of morals ever conducted.
The team from Oxford's Institute of Cognitive & Evolutionary Anthropology (part of the School of Anthropology & Museum Ethnography) analysed ethnographic accounts of ethics from 60 societies, comprising over 600,000 words from over 600 sources.
COLLECTIVE
VALUES
Universal Basic Income
Paid Holiday
Workers' Rights
Unionisation
Anti discrimination
Civil Rights
Concept
Emerging
Convergent
Accepted
Evolution



THIS IS A VISUAL REPRESENTATION OF CULTURE


Uncharted
Industrialised
MANY
FEW
CONTROL
INDIVIDUAL
AGENCY
STRUCTURE
BELONGING
COLLECTIVE
SAFETY
SUCCEED
RESPONSIBILITY
COMPETITION
YOU CAN … influence
VALUES
YOU CAN … nudge
GAMEPLAY
ENABLEMENT
PRINCIPLES
YOU CAN'T … copy
YOU CAN … adopt
PSYCHOLOGICAL
MEMORY
LANDSCAPE
Concept
Emerging
Convergent
Accepted
Evolution

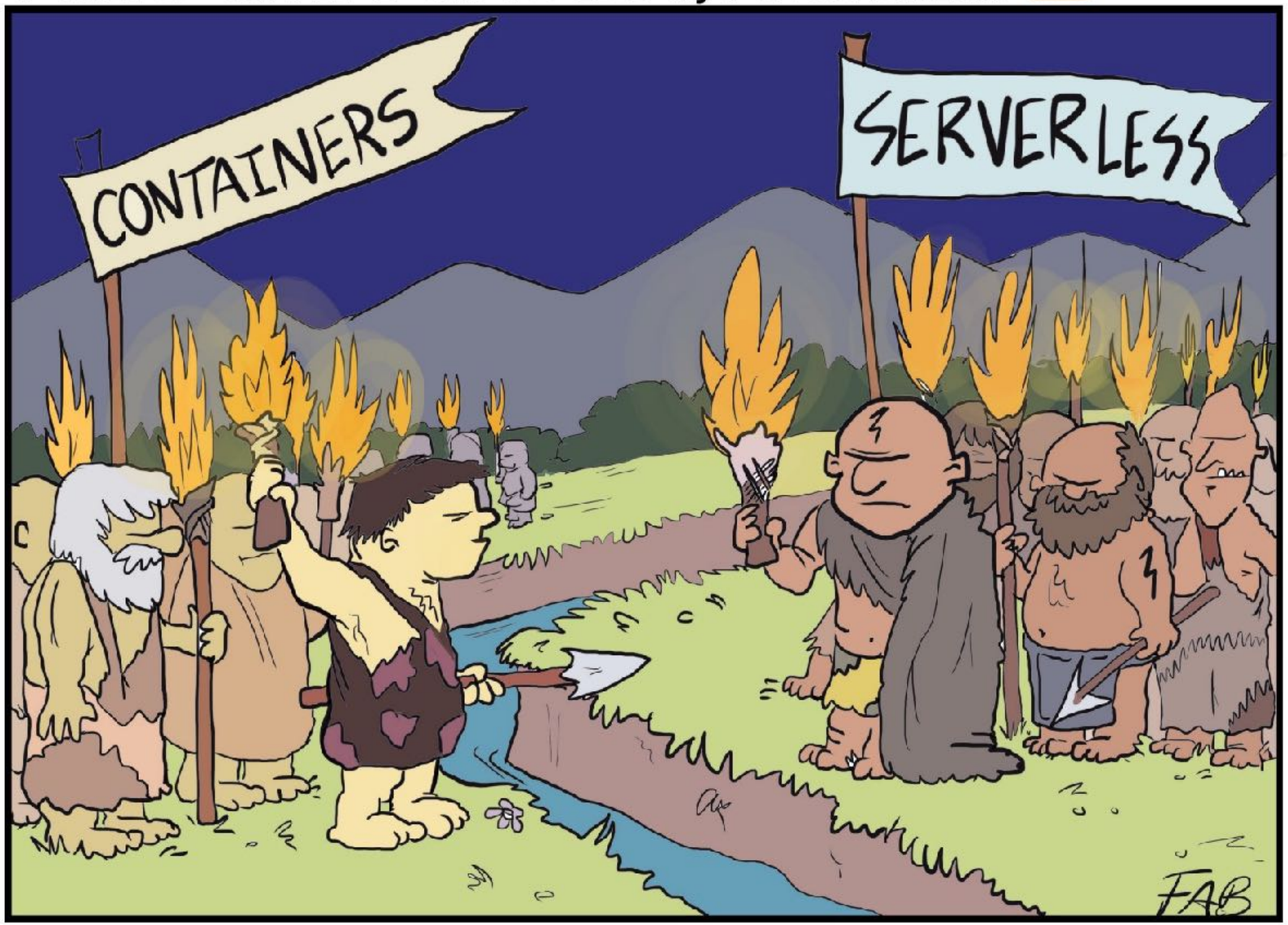


CHOICES ARE constrained and have consequences.

<u>The Strategy Cycle</u>
Sun Tzu's five factors
John Boyd's OODA loop
The two types of why

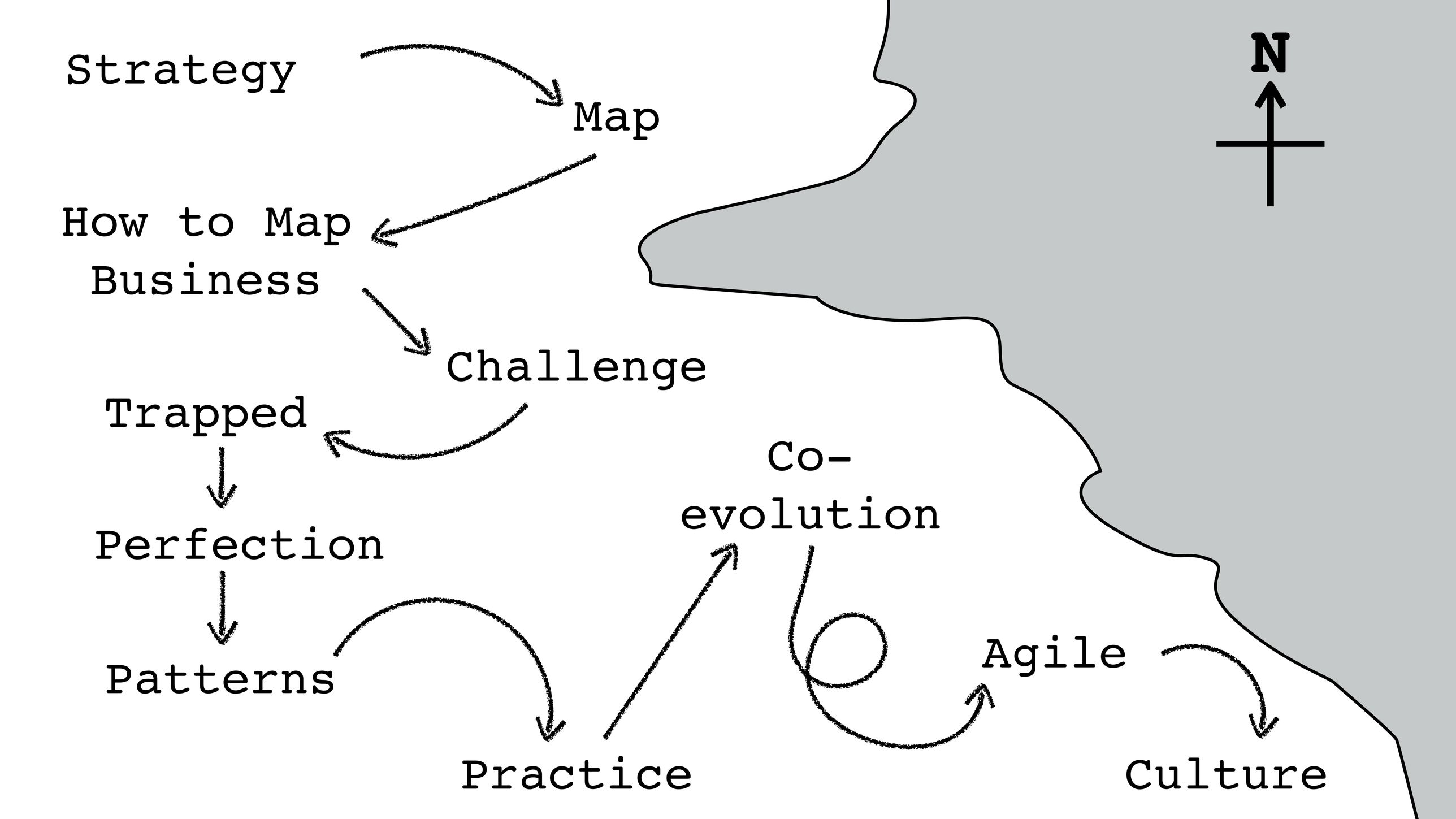
FaaS and Furious by Forrest Brazeal

A CLOUD GURU



The two tribes regarded each other suspiciously in the glow of their brightly blazing production environments.

RECAP


Strategy
Map
How to Map Business
Challenge
Trapped
Perfection
Patterns
Practice
Co-evolution
Agile
Culture
N

GALLIA
ANTIQUA.
OCEANUS
ALLICUS
ITALIA
BELGICA
Medimatrici
Nemetes
Catalauni
Parisii
Lexovii
Saii
Djablantes
Redones
Aulerci
Arcii
Aureliani
Lingones
Edui
Bituriges
Cubi
Pictones
Allobroges
Salyes
Aquitania
Galatia
Rutheni
Cadurci
Lemovices
Auscii
Tolosa
Volcae
Tectosagi
Ligeris
Sequanorum
Helvetii
Rhenus
Rhodanus
Garumna
Sequana
Mosa
Sarnus
Tarnis
Ibera
Pyrenaeus
Mons Briganti
Mons Cebenna
Mons Jovis
Mons Vosegus
Mons Jura
Mons Cenis
Mons Pelvoux
Mons Ventoux
Mons Sancti Victoris
Mons Sancti Bernardi
Mons Sancti Gotthardi
Mons Sancti Jacobi
Mons Sancti Petri
Mons Sancti Martini
Mons Sancti Michaelis
Mons Sancti Joannis
Mons Sancti Andreae
Mons Sancti Laurentii
Mons Sancti Stephani
Mons Sancti Georgii
Mons Sancti Francisci
Mons Sancti Antonii
Mons Sancti Bernardini
Mons Sancti Ambrosii
Mons Sancti Augustini
Mons Sancti Hieronymi
Mons Sancti Gregorii
Mons Sancti Petri Martyris
Mons Sancti Petri Martyris Veronensis
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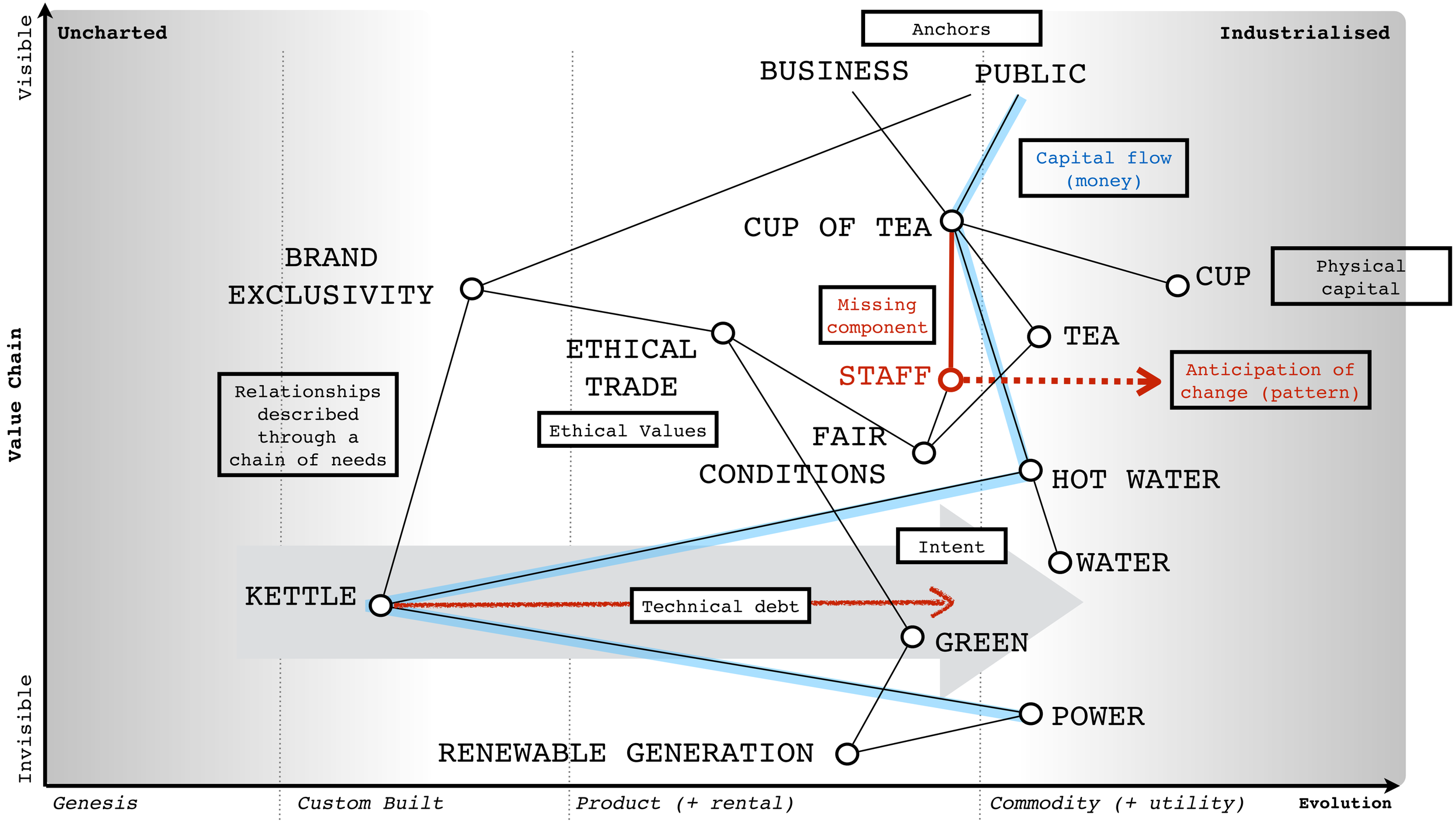
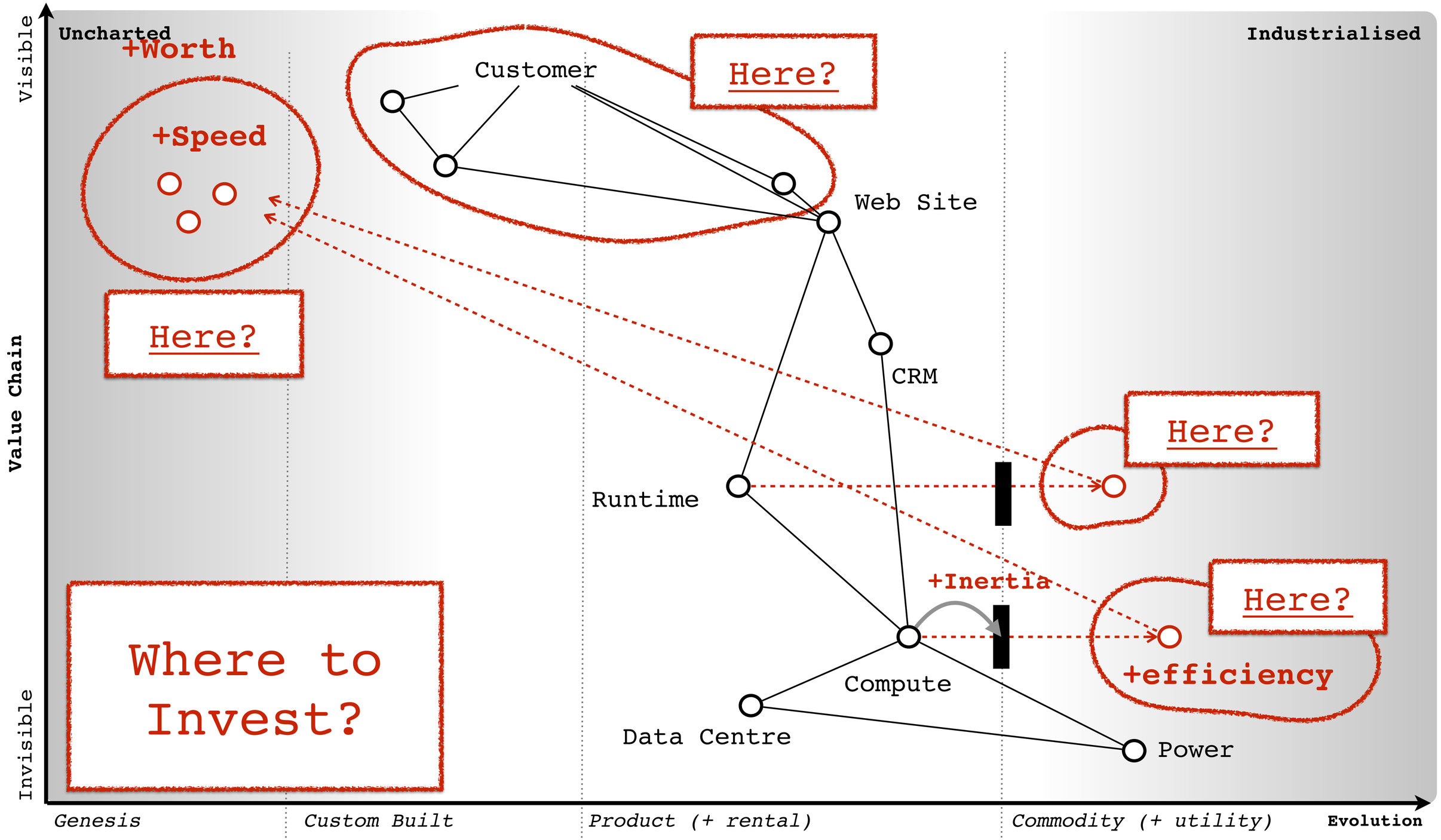
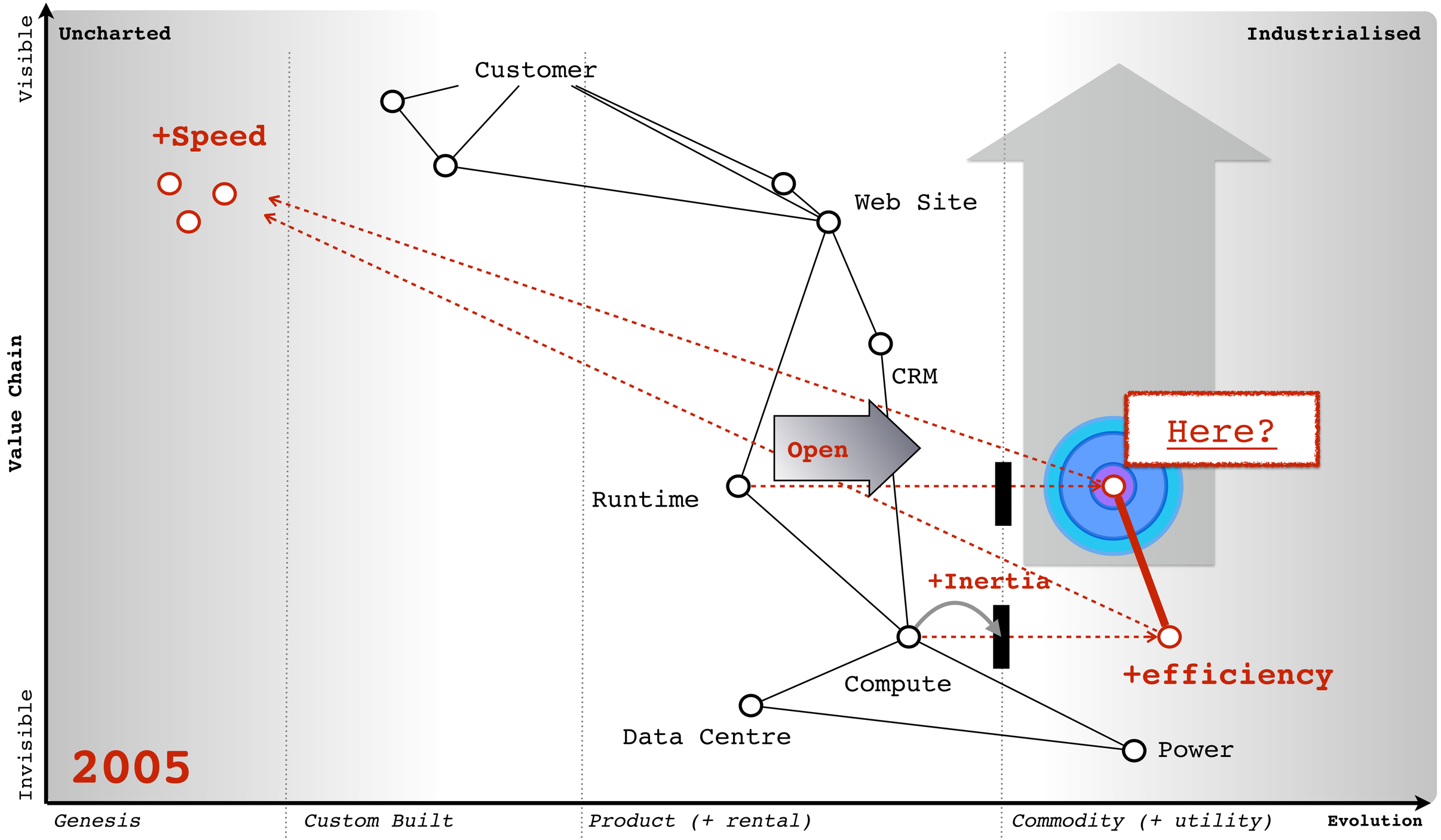
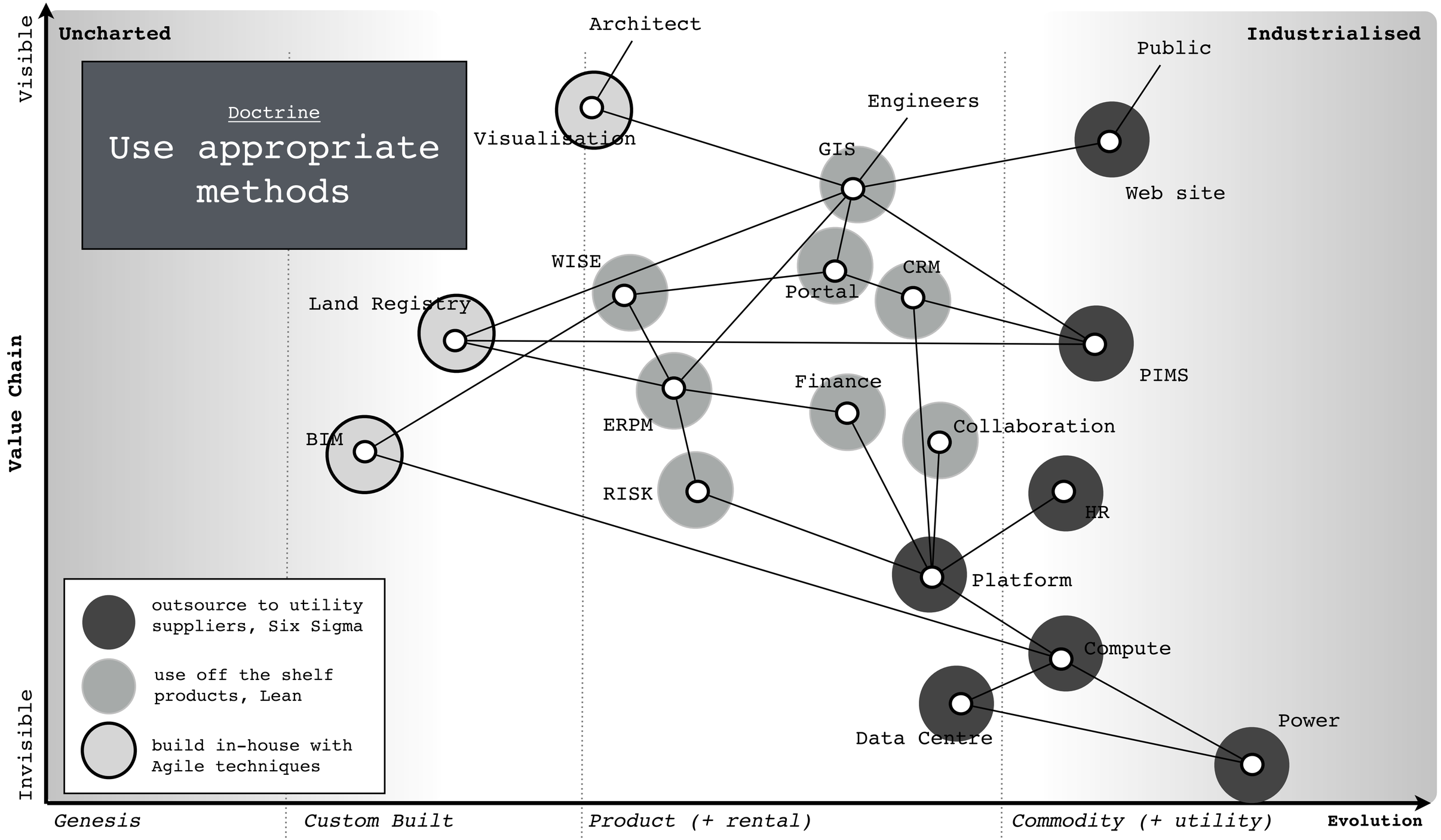
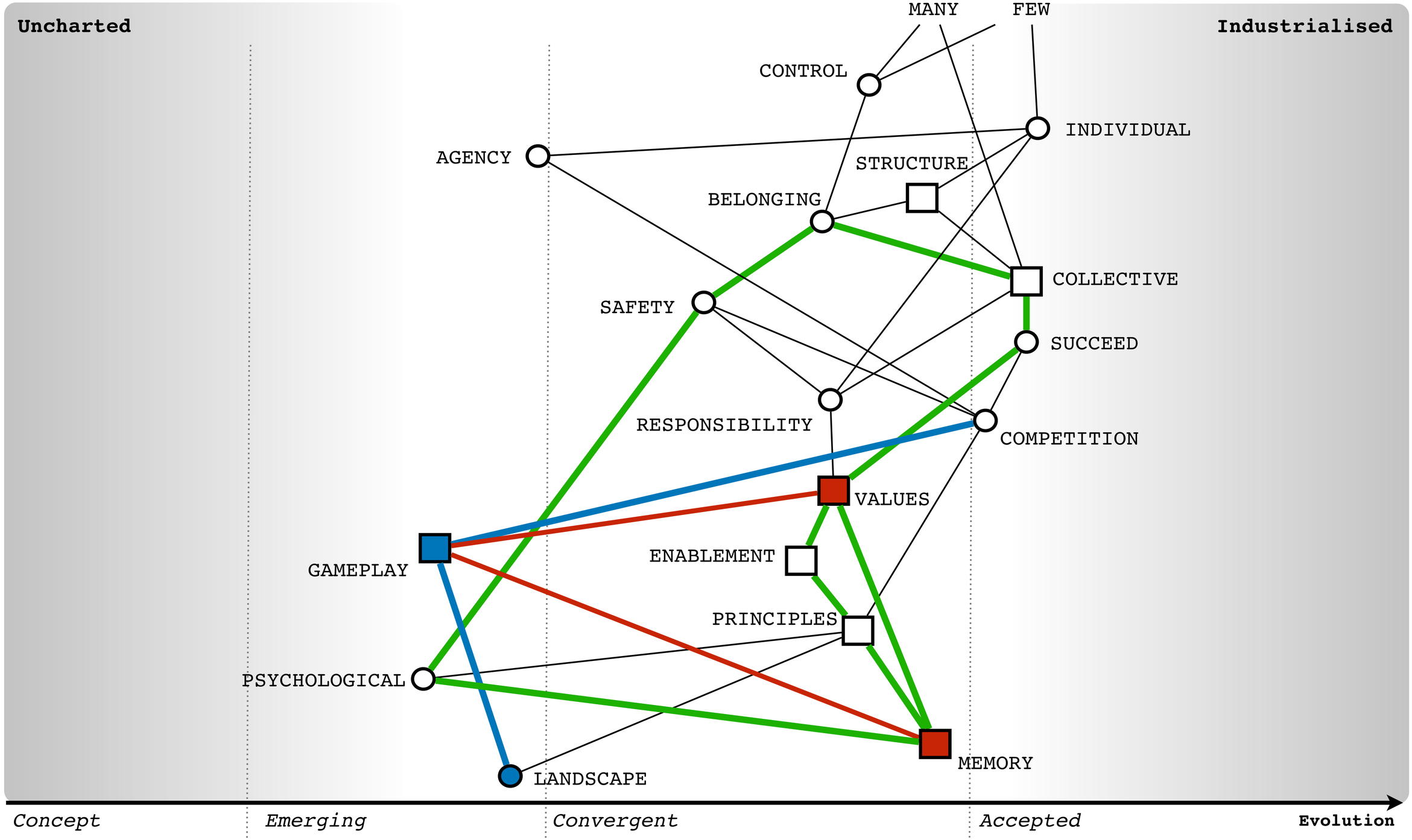

Visible
Value Chain
Invisible
Uncharted
Industrialised
Anchors
BUSINESS
PUBLIC
Capital flow (money)
CUP OF TEA
CUP
Physical capital
BRAND EXCLUSIVITY
Missing component
TEA
ETHICAL TRADE
STAFF
Anticipation of change (pattern)
Relationships described through a chain of needs
Ethical Values
FAIR CONDITIONS
HOT WATER
Intent
WATER
KETTLE
Technical debt
GREEN
POWER
RENEWABLE GENERATION
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution


Visible
Value Chain
Invisible
Uncharted
Industrialised
+Worth
+Speed
Here?
Customer
Here?
Web Site
CRM
Here?
Runtime
+Inertia
Here?
+efficiency
Compute
Data Centre
Power
Where to Invest?
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution


Visible
Value Chain
Invisible
Uncharted
Industrialised
Customer
+Speed
Web Site
CRM
Open
Here?
Runtime
+Inertia
Compute
+efficiency
Data Centre
Power
2005
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution


Visible
Value Chain
Invisible
Uncharted
Industrialised
Doctrine
Use appropriate methods
Architect
Visualisation
Engineers
GIS
Public
Web site
WISE
Portal
CRM
Land Registry
PIMS
Finance
ERPM
Collaboration
BIM
RISK
HR
Platform
Compute
Data Centre
Power
outsource to utility suppliers, Six Sigma
use off the shelf products, Lean
build in-house with Agile techniques
Genesis
Custom Built
Product (+ rental)
Commodity (+ utility)
Evolution


Uncharted
Industrialised
MANY
FEW
CONTROL
INDIVIDUAL
AGENCY
STRUCTURE
BELONGING
COLLECTIVE
SAFETY
SUCCEED
RESPONSIBILITY
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GAMEPLAY
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LANDSCAPE
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Convergent
Accepted
Evolution

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I wisely started with a map.
J.R.R. Tolkien

Thank you

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