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## Mapping the Organization

This mapping exercise is based on my mid-term topic–Neo-tribe definition in “braille scale” armor modeling—and maps the 1/72 armor model and after-market accessory<sup>1</sup> manufacturers based on A) Formal and B) Informal organizations. While both of these maps contain the same 20 manufacturers, by changing the criteria from objective to subjective, the relational data changes considerably. These maps represent multidimensional scaling (MDS) which Scott (2000, p. 148) states the purpose of “using the concepts of space and distance to map relational data”. Based on one dimensional proximity, the maps show the relationship between manufacturers based on the criteria of the axis. This relationship is the Euclidean distance which is the shortest distance between two points.

Map A–Formal Organizational Ecosystems–plots each manufacturer on an x,y axis. The horizontal axis represents High Choice to Low Choice<sup>2</sup> while the vertical axis represents High Detail to Low Detail<sup>3</sup>. This map is considered “formal” because the criteria can be objectively defined. The kit and accessory manufacturers show different results. For kits, it is evident that manufacturers are found in each quadrant, however extremely low detail and low choice manufacturers are absent–this makes complete sense as that undesirable combination would result in company failure. Interestingly, there are a number of manufacturers that score high on detail, but lower on choice–often a result of a manufacturer diversifying their kit offerings over numerous scales and subject markets (planes, armor, ships, cars, etc.). After-market manufacturers show that while high detail is important, choice is variable.

Map B–Informal Organizational Ecosystem–plots the manufacturers between only two points–“Love” or “Hate”<sup>4</sup>; vertical placement has no bearing on results. On this map, the manufacturers have been plotted based on subjective–informal–comments found on the braille scale discussion group<sup>5</sup> and other modeling websites.

The results of comparing these two maps reveals how subjective impression of a manufacturer can give completely different results from objective analysis. Take for example the manufacturers #1 Dragon, #5 Ace, and #2 Revell. While Dragon has the highest level of detail and third highest choice, it is closest to “Hate”. Whereas Ace plots lowest on detail and is tied for highest choice, it is middle “love”. While the plotting on Map 2 of these two manufacturers appears illogical, it is a clear example of the strong opinions, for various reasons, modelers have towards these companies–in other words, their “love/hate” impression of each manufacturer is based on the manufacturer itself, not their product. Revell on the other hand represents the most objective plotting, they offer high detail, better than average choice and, despite some minor short comings in their kits, are generally well liked by modelers. Manufacturers such as #12 Airfix and #15 S Model, even though they are low on detail, score high on “love” because of the former’s nostalgic appeal and the latter’s strategy of offering two quick build kits in one box.

### Manufacturers Key

Dragon; 2. Revell; 3. Hobby Boss; 4. Trumpeter; 5. Ace; 6. Academy; 7. Maco; 8. Esci; 9. Hasegawa;  
10. Italeri; 11. Roden; 12. Airfix; 13. Heller; 14. Fujimi; 15. S Model

### After Market Key

Aber; 17. Goffy; 18. Eduard; 19. Alby; 20. Armo

### Footnotes

After-Market Accessory most often are small and this pieces that are made of photo-etched brass, turned aluminum barrels, and resin accessories.

Choice is considered variety of subject choices which not only includes individual subjects, but also time period and, if the subject has been kitted by other manufacturers. #5 Ace, for example has defined a niche by modeling esoteric subjects that are rarely if ever done by other manufacturers. As an example of Kitted by other manufacturers, the German WWII Panther kit has been kitted by numerous manufacturers, thus scores lower on “choice” than a, for example, the Ace NKL-16/41 Aerosan which has only been kitted by them.

Detail is exactly what one would expect, the amount of small detail of the kit. Included in this is optional position parts such as open or closed crew hatches.

Love and Hate. Please see my midterm for an explanation of this criteria and the “Dragon Haters” neo-tribe.

<http://www.network54.com/Forum/47210/>

### References

Scott, J., 2000, Social Network Analysis: A Handbook, Second Edition, SAGE Publications Ltd., Thousand Oaks, CA, 208 pp.

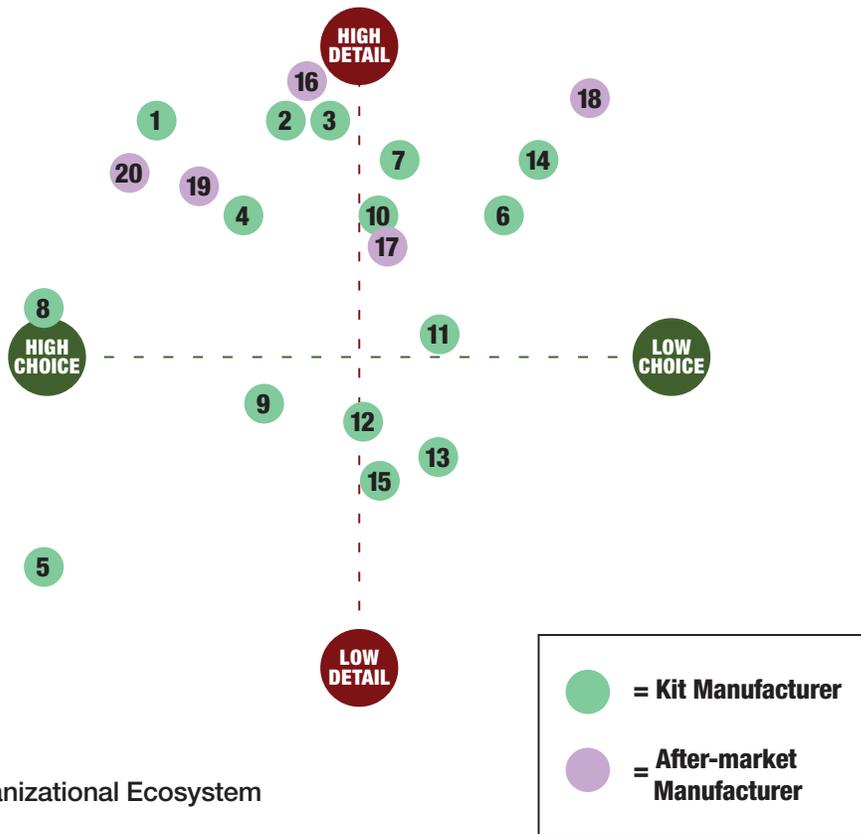


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### Formal Organizational Ecosystem



### Informal Organizational Ecosystem

