

entering the space. This we expected to happen in the near future and we certainly lacked the financial muscle to compete if it did. It seemed more prudent to prepare to exploit any future move they made. However, that said it was an attractive option and worth considering. One fly in the ointment was concerns that had been raised by various members of the team on issues of security and potential misuse of our systems by others. It seemed we would have our own inertia to combat due to our own past success with using products (i.e. servers) and despite the existence of Borg. Fighting multiple forms of inertia and the parent company whilst competing against a likely service from Google seemed a bad deal.

*Where 4* — we could instead build something novel and new based upon any utility environments (either infrastructure or platform) that appeared. We understood that using utility systems would reduce our cost of investment i.e. the gamble in the space. However, any novel thing would still be a gamble and we'd be up against many other companies. Fortunately, we were very adept at agile development and we had many crazy ideas we could pursue generated by the regular hack days we ran. It might be a gamble in the dark but not one we should dismiss out of hand. It had the benefit of *“just wait and see”*, we could continue building and wait for market to launch services we could exploit. Alas, I'm not the sort of person who wants to sit back and watch others create the field before I exploit it.

Looking at the map, we had four clear “wheres” we could attack. We could discuss the map, the pros and cons of each move in a manner which wasn't just *“does this have an ROI and is it core?”* Instead we