here as any platform would ultimately be built on some form of utility infrastructure similar to our own Borg system (a private utility compute environment that we operated providing virtual machines on-demand, based on Xen) and this would reduce our capital investment. Our company had mandates from the parent to remain profitable each and every month and to keep headcount fixed hence I had no room to expand and any investment made would have to come out of existing monthly profit despite the reserves built up in the bank. A platform play offered the potential to reduce the cost of our other systems and increase the speed of development of our other revenue generating projects hence freeing up more valuable time until a point where the platform itself was self-sustaining.

Where 3 — we had anticipated that a utility infrastructure would appear. We had experience of doing this but we lacked any significant investment capability. I was also mindful that in some circles of the parent company we were considered a development shop on the end of a demand pipeline and the parent was heavily engaged with an external hosting company. In this case, the parental company needs (many of which could be described as political) were potentially in conflict with our business needs. Unfortunately I had painted ourselves into this corner with my previous efforts to simply *"survive"*. If we made this move then in essence many of these problems were no different from the platform space except the agility benefits of platform were considered to be higher. The biggest potential challenge to us would not be from existing product (e.g. server manufacturers) or rental vendors (e.g. hosting companies) but the likes of Google