

Open source seemed to accelerate competition for whatever activity it was applied to.

I had also witnessed how counter forces existed such as fear, uncertainty and doubt. This was often applied by vendors to open source projects to dissuade others by reinforcing any inertia they had to change. Open source projects were invariably accused of being not secure, open to hackers (as though that's some form of insult), of dubious pedigree and of being a risk. However, to us, and the millions of users who consumed our services then they were an essential piece of the jigsaw puzzle. By chance, the various battles around open source had increased my awareness of intellectual property. I became acutely conscience of how patents were regularly used for ring-fencing to prevent a competitor developing a product. This was the antithesis of competition and it was stifling. I started to form an opinion that certain actions would accelerate competition and drive a component towards a commodity whilst others could be used to slow its evolution. The landscape could be manipulated.

At the same, I had noticed that as certain activities became more industrialised and therefore more widespread then it often became difficult to find people with the right skills or there were shortages of underlying components. The evolution of a component could therefore be constrained by a component it depended upon such as knowledge. I've summarised these points in figure 54 by applying them to our first map.

**Figure 54 — Accelerators, decelerators and constraints**