

direction is far more limited in scope. Beyond niche specialisation, there is no product option in a utility world. You can try to substitute the competitor's utility with your own but this is a very difficult game especially if you don't have the skill-sets and the capability to do this. If you're dominated by legacy practice, data and knowledge then it is highly unlikely that you will have that capability. Any alternative path you wish to introduce will need to be far more radical. You might think that companies can play a second curve in this position and build a future whilst exploiting the past but the mechanics are so different, the practices so alien and situational awareness often so poor that the crisis point is usually upon them when most are still debating if there even might be a future crisis point. To compound this, they have none of what they need — none of the practice, none of the data and none of the knowledge.

However, let us assume that you're a canny CEO and you know these problems. Your desire is still to build that glorious future. You want to play the second curve game and understand there is limited opportunity in the utility space as you're late to the party. Instead, you're going to create a radical new future. You'll have to completely reinvent a "*successful*" company with not only a new set of uncertain activities but also a new set of uncertain practices. This is about as radical as it gets, it's an enormous gamble even as a startup but you'll be trying to do this with an existing company with a legacy business that not only wants to fight you every step of the way but few will understand why you are embarking on this route. Talk about the Augean stables, this is not going to be an easy or pleasant task.