happened to be another Steve, did the usual rounds of introductions. That was an interesting moment. Whilst I delighted in the warmth of the people I met, the first five responses to my role of bringing Ubuntu into the cloud were negative — *"it's a fad"*, *"why are we doing that"* etc. I knew I was going to have to build a cabal pretty quickly and create some momentum. However my first official task was to look at the virtualisation strategy that had been written. It was one of those *"oh, what have I done"* moments. Fortunately it didn't take long to find others with common interests — Rick Clark, Soren Hansen, Nick Barcet and many others. Steve George (my boss) was also one of the most supportive people I've worked for, a good friend and then there was Mark. Without Mark none of this would have happened.

The problem to begin with was Canonical was focused on the server and desktop market. It was up against huge giants such as RedHat and Microsoft. It was making valiant, almost heroic efforts but Canonical was small. Many wanted to focus on the server OS, to generate revenue from support licenses and to a few then the Cloud was a distraction. The problem was one of focus and what I needed to do was change the mindset. To explain this issue and why it mattered I'm going to cover a number of concepts from the Three Horizons to Porter before returning back to Canonical.

The Three Horizons

The three horizons was a model put forward in the Alchemy of Growth, 1999. It discussed three views that any corporation had to take.