

The PaaS play (what you would call Serverless today) also suited our capabilities because we had the skills required to build a low cost, large-scale distributed architecture. This would also act as a barrier to entry for others. The nagging question was who would trust this online photo service for their coding platform? By open sourcing the PaaS technology itself (Zimki) we planned to overcome many of the adoption fears and rapidly drive towards creating a standard. If we were lucky then others would set up as Zimki providers (offering their own PaaS play). This suited us because our ultimate goal was not to be a PaaS provider but to build the exchange, brokerage and assurance industries on top of this. We had used maps to extend far beyond the obvious and speculate at what was coming next. The PaaS play was simply our beach-head. Our strategy was developed from our map and our understanding of it. We would use both the landscape and our capabilities to our advantage to the best of our understanding.

We launched, and shortly after Amazon (not Google) launched an infrastructure service known as EC2. We didn't care who it was as we were over the moon. We positioned our platform to build upon Amazon's infrastructure, we rapidly grew and then we were shutdown (in 2007). The parent company's outsourcing plan overtook my own. They did not believe in this space, this purpose. The future to them was not cloud and I had miscalculated. I had enough political capital to get started but nowhere near enough to stop the outsourcing change. I tried the usual routes of management buy-out even VC funding but the asking price was either too high, the VC too focused elsewhere or just too skeptical. You have to remember, this was