

was the smooth movement of our lines of business to the SI. That supported their core aims and their needs. When I raised the idea of external investment then the problem became they couldn't keep a stake in something which they said was not core.

When I raised the idea of a management buy-out, they would always go to what they had described as an “*unrealistic*” \$200bn market figure for 2016. Surely, I would be willing to pay a hefty sum based upon this future market as a given for a fledgling startup in a fledgling market? No venture capital firm would take such an outrageous one-sided gamble. In any case, I was told the discussion could always be left until after the core revenue services were transferred to the SI. This was just short hand for “*go away*”.

The nail in the coffin was when I was told by one of the board that the members had decided to postpone the open sourcing of our platform and that they wanted me to immediately sign contracts cancelling our revenue generating services at an unspecified date to be filled in later. As the person who normally chaired the board meeting then I was annoyed at being blindsided, the choice and myself. Somehow, in my zeal to create a future focused on user needs and a meaningful direction, I had forgotten to gain the political capital I needed to pull it off. I might have created a strong purpose and built a company capable of achieving it but I had messed up big time with the board. It wasn't their fault; they were focusing on what was core to the parent company and their needs.