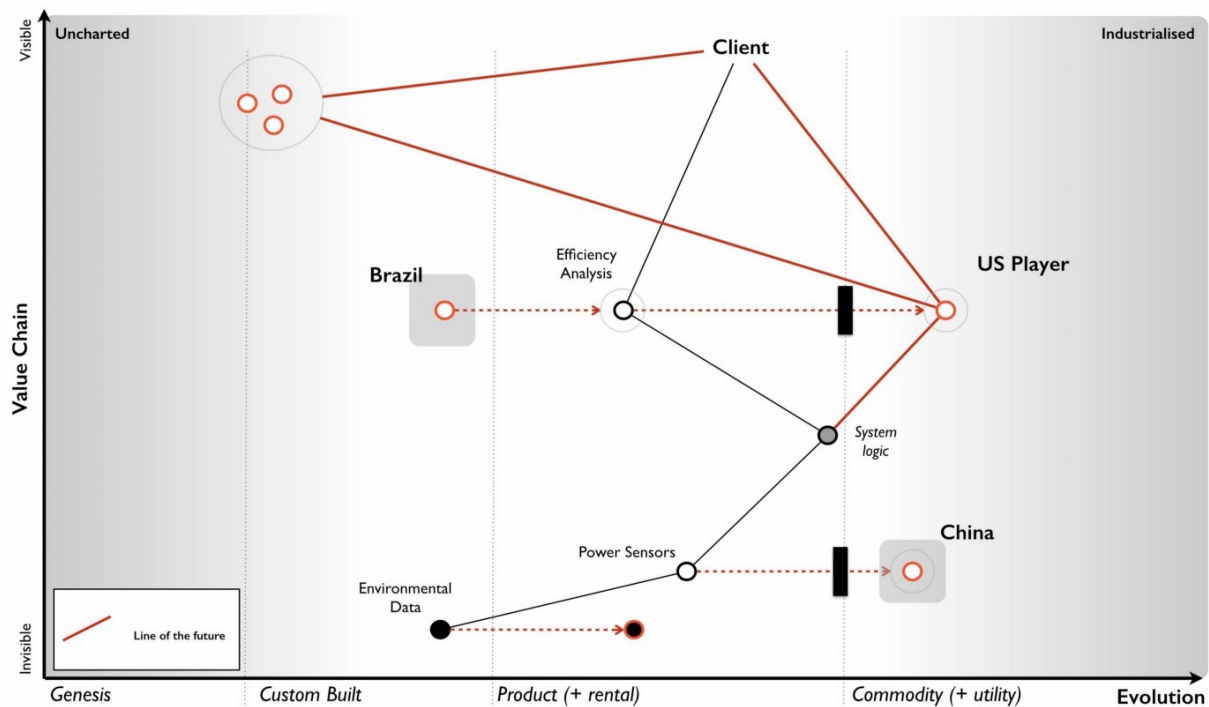


Figure 172 — the US player



The shift towards more utility versions requires four factors — concept, technology, suitability and attitude (see chapter 11 — *charting the future*). In this case concept, suitability and technology clearly exist as we have a US competitor providing the service. In terms of attitude then it's a question of whether your clients are dissatisfied with the current method of provision. It's not the 90% of customers rating Phoenix as good to high levels of satisfaction that concern me, it's the 10% who didn't. Specifically, the concern of a “*high cost of the system in the market as was noted in the customer survey*”. I'm going to assume therefore that we are firmly on the path towards utility as the factors seem to be there and a player is already making that move.

The US player claims to be “doubling in size each year” and the anticipated revenue growth from £15M to £25M is somewhat