



Take an existing product that is relatively well defined and commonplace and turn it into an industrialised utility (*Point A1 to A2*). This utility should be exposed as an easy to use API. Then encourage and enable other companies to innovate by building on top of your utility (*Point B1*). You can do this by increasing their agility and reducing their cost of failure, both of which a utility will provide. These companies building on top of your utility are your “outside” pioneers or what we commonly call an “ecosystem”.

The more companies you have building on top of your utility (i.e. the larger your ecosystem) then the more things your “outside” pioneers will be building and the wider the scope of new innovations. Your “outside” ecosystem is in fact your future sensing engine. By monitoring meta data such as the consumption of your utility services then you can determine what is becoming successful. It’s important to