



*Point 1 : Creation of a digital “cloud based” service for provision of the software.* By the time our cloud service hits the market in 2020, we’re likely to be a minnow against a giant with a well developed ecosystem model. If they’re running an ILC model which seems possible then they will be out innovating us, more efficient, more customer focused and larger. They will be far ahead of us and our cloud effort doesn’t even mention building an API or running any form of ecosystem game. To cap it all off, we’re even bringing an old licensing model with us and a system logic that is likely to become legacy and replaced by co-evolved practice. In terms of getting it wrong, this is a fabulous way of wasting £45 million.

*Point 2 : Investigating the use of the data conversion product that is available in order to improve efficiencies and reduce cost.* A fairly