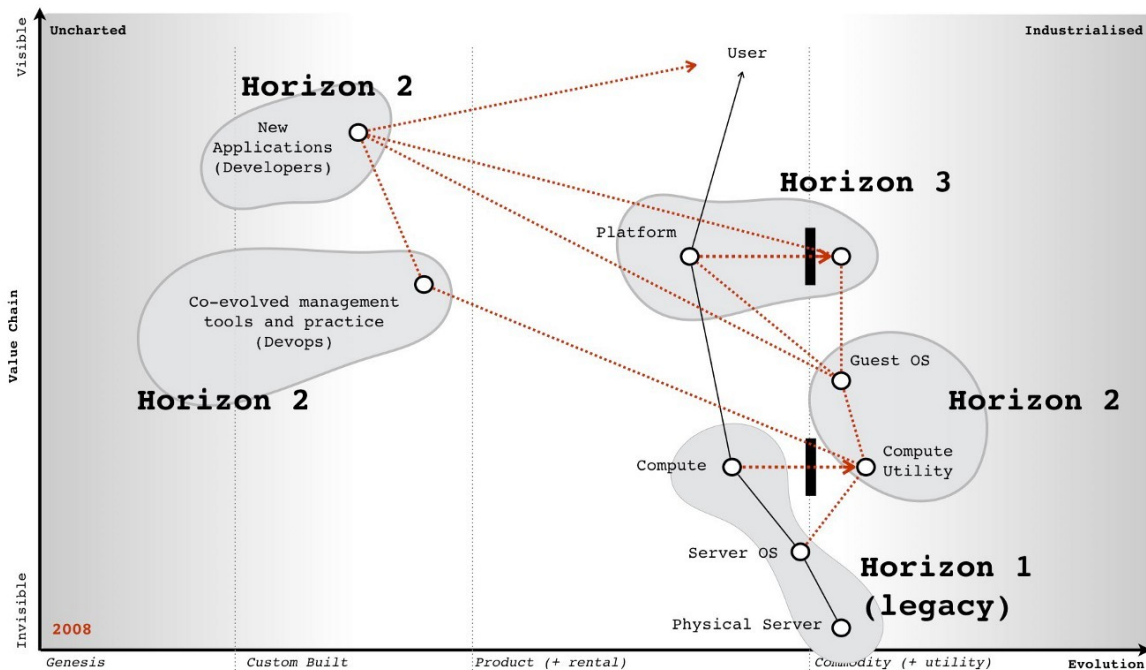from product to utility was possible. I've marked up these horizons onto figure 224.

Figure 224 — the horizons.

In terms of play, we understood that moving fast and land grabbing the guest OS territory was essential. To help in this, we also needed to support those developing applications or building tooling around those co-evolved practices. If we found examples of platforms plays in this space we also needed to be invested in this. We understood that many potential customers would have inertia hence we'd have to provide some forms of transitional or private cloud offer even if this did nothing more than get the conversation started.

We also knew our competitors had inertia. As soon as I discovered Red Hat salespeople were rewarded bonuses based upon satellite