I won't be building the service in Europe but in Brazil (*point* 4). Firstly this is an untapped market but secondly, I want to keep out of the fight between Phoenix and the US player in Europe. Once the new service is established in Brazil and after my disposal of the Phoenix subsidiary then I'm going to look at expanding from Brazil into Europe and the US by exploiting the weakness of those competitors (i.e. their legacy code base based upon expensive sensors). For good measure, I'm going to look for another ILC type ecosystem play around data (*point* 5) by using an open data approach.

I'm going to be spending some time on this new subsidiary, making sure it's setup right and we don't get a repeat of Phoenix. I'd be looking for cell based structure, use of attitudes, FIRE, willingness to challenge and all that good stuff outlined in doctrine. To begin with, I need four basic teams (see figure 186) which I'm going to have to flesh out pretty quickly but I'd be hoping that the CIO will help me nab a few of the right people from the data group that Phoenix wants to remove.

Figure 186 — Team structure