

announced the open sourcing, secured a top billing at OSCON in 2007 and the pumps were primed. But Houston, we had a problem.

What went wrong?

The problem was me. I had massively underestimated the intentions of the parent company. I should have known better given that I had spent over three years (2002–2005) trying to persuade the parent company that 3D printing would have a big future or my more recent attempts that mobile phones would dominate the camera market. The parent company had become pre-occupied with SED televisions and focusing on its core market (cameras and printers). Despite the potential that I saw, we were becoming less core to them and they had already begun removing R&D efforts in a focus on efficiency. They had brought in an outside consultancy to look at our platform and concluded that utility computing wasn't the future and the potential for cloud computing (as it became known) was unrealistic. Remember, this was 2006. Amazon had barely launched. Even in 2009, big name consultancies were still telling companies that public cloud wasn't the future or at least was a long way away.

The parent company's future involved outsourcing our lines of business to a systems integrator (SI) and as I was told *“the whole vision of Zimki was way beyond their scope”*.

I had several problems here. First, they wouldn't invest in our service because apparently a decision had been made higher up within the parent company on what was core. What they were concerned with