problem with SWOT isn't that it is useless but instead we apply it to landscapes we don't understand.

We have two variants — build in-house and public platform. The strength of build in-house is we're familiar with this approach within our teams and it provides the greater expected return. Its weakness is we build up our legacy position which comes with the threat of increased inertia and future inability to change. On the other hand, using a public platform play has different characteristics. Its strength is we build up experience in the future space and though it has a less expected return it provides an opportunity to develop skills and explore new opportunity. The weakness is we're unfamiliar with this and the threat is that it fails we lose face with the customer but also potentially political capital with the board. The path you decide really depends upon who you are. The *"retiring"* CEO will tend to plummet for in-house and the short term expected return whilst the *"warrior"* CEO is more likely to go for the public platform and a long term future.

At this point questions such as *"But what if those probabilities are wrong?"* and *"What if the options I'm looking at aren't right?"* should be racing through your mind. So, let us tackle that bit.

Getting probability probably sort of right

As with most things in life, there exists huge amounts of uncertainty over which outcome will occur. This is only exceeded by a willingness of people to tell you that they would have chosen a different outcome