

The strategy game starts with being honest with yourself. You're not going to improve if you believe everything is perfect despite the evidence. If you accept this, then even failure provides an opportunity to learn. Strategy is all about observing the landscape, understanding how it is changing and using what resources you have to maximise your chances of success. Obviously, you need to define what success is and that's where your purpose comes in. It's the yardstick by which you currently measure yourself. However, as this is a cycle, your very actions may also change your purpose and so don't get stuck on it. Ludicorp was once a failing online video game company that shut down its Neverending game in 2004 and became a massively successful online photo service known as Flickr. It's worth noting that after Flickr, the founder Stewart Butterfield then went on to create another online video game company — Tiny Speck. Its game, known as Glitch, was shut down in 2012. As with Ludicorp, the founder had once again singularly failed to deliver on the promise of a huge online video game but in the process of doing this for a second time, he had also created Slack which is now a massively successful company valued in the billions. If Stewart had *“stuck to his purpose”* or *“focused on the core of online video games”* then we probably wouldn't have Flickr or Slack and we'd all be the poorer for it.

Back to Fotango, I knew we had to act. We needed to free up resources and find a new path. I knew that such action would have to create a new purpose for the organisation in order for us to have a future. I didn't now how much time I really had, how much political clout I could use to hold back the wolves nor even what it was we were going