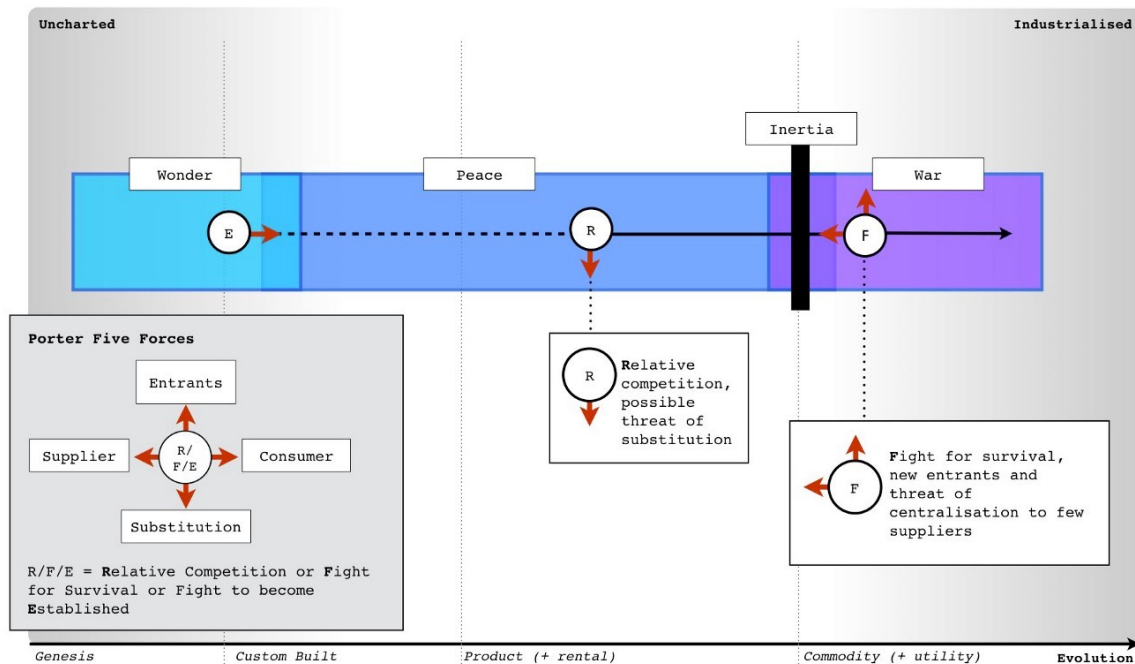


The point to remember with Porter's forces is the balance between these forces tends to change as any component evolves. It also isn't static within a stage of evolution — for example the yo-yo between centralisation and decentralisation with a corresponding yo-yo between Supplier and Consumer bargaining power. However as a general guide, I've provided in figure 222 the most dominant forces you're likely to encounter.

Figure 222 — Porter's forces and evolution



Examining Canonical

With a basic understanding of horizons, Porter's forces and legacy then we can now examine the business of Canonical. The horizon one (core business) was related to selling support on the server OS (operating system). However, compute was evolving to more utility provision. Hence, with the exception of large cloud providers then the server OS