the CEO can focus on the task at hand. I'd suggest we have another project which could possibly do with some of those un-needed IT people as well.

My real goal here is pig in a poke, I want to maximise the capital returned through the disposal of the subsidiary. Before you state that no-one in the market would buy Phoenix then print out the the scenario (chapter 12) and try it out on a group of executives. To make your life easier, I've provided a link to a pdf of the scenario. If those executives don't know how to map, they'll probably choose the cloud, Brazil and efficiency efforts around data. If you talk to them about whether they think Phoenix has potential, then most will say yes. These are the people you'd want to be selling Phoenix to.

The orange play — the Future

Whilst the grey play is all about making significant capital through a disposal of Phoenix, the orange play in the map above is all about building the future.

I do want to build that cloud service (*orange point* 1) but I want the technology based upon the emerging practice that will develop around the commodity sensors (*point* 2). I'm going to create a secret project, a separate subsidiary to do this and I'm likely to put the CIO I've just nabbed in charge. I also want to consider looking at driving these emerging practices to become more standard through an open approach (*point* 3).