small leap from that to the compute utilities described by Douglas Parkhill in his 1966 book, *The Challenge of the Computer Utility.*

Climatic pattern: Characteristics change
Organisations consist of value chains that are comprised of components that are evolving from genesis to more of a commodity. It sounds fairly basic stuff but it has profound effects because that journey of evolution involves changing characteristics. For example, let us take the genesis of computer infrastructure and wind the clock back to 1943 and the Z3, the first digital computer. The activity was scarce, it was poorly understood and we were still in the process of discovering what a digital computer could do. The act was uncertain as we had little idea of what it could lead to and as such it was unpredictable and rapidly changing. But this activity had the potential to make a difference, it was a source of differential value and competitive advantage. There was however no firm market to speak of, any customers were on as much of a journey of exploration as the suppliers.

Computing infrastructure did turn out to be useful and it started to spread. Custom built systems such as LEO (Lyons Electronic Office) were built and eventually products released (such as the IBM 650) with diffusion of ever more functionally complete systems. By 2005, computing infrastructure was starting to become treated as a commodity with racks of fairly standardised servers. It was increasingly commonplace and its purpose and use was well understood by a large number of people. We were already starting to think less about what a digital computer could do and instead on what