

equivalent) and ultimately some form of brokerage capability then we intended to create multiple sources of meta data. We had a lot of discussion here over whether we could go it alone but I felt we didn't have the brand name. We needed to create that marketplace and the potential was huge. I had estimated that the entire utility computing market (i.e. cloud computing) would be worth \$200bn a decade later in 2016 and we would grab small piece.

Our longer term prize was to be the market enabler and ultimately build some form of financial exchange. We would require outside help to make this happen given our constraints but we decided not to promote that message as it was *“too far in the future and too crazy”* for most.

*Point 5* — we needed to make it easy, quick and cheap for people to build entire applications on our platform. We had to ruthlessly cut away all the yak shaving (pointless, unpleasant and repeated tasks) that were involved in developing. When one of the development team built an entirely new form of wiki with client side preview and went from idea to launching live on the web in an under an hour then I knew we had something with potential. *Pre-shaved Yaks* became the catch-phrase to describe the service and something we plastered across our T-Shirts in 2005 and 2006.

*Point 6* — we anticipated that someone would provide a utility infrastructure service. We needed to exploit this by building on top of them. We had become pretty handy at building worth based services (i.e. ones we charged for on a percentage of the value they created)