

those four factors (concept, suitability, technology and attitude) to exist in the market. I even double check by asking people. The problem here is that people who work in that space often have inertia to this idea and will tell you endless reasons why it won't work and this or that thing can't become a commodity. You want that inertia to exist because then all your competitors will have that inertia and equally dismiss the change but you also wanted to get to the truth of the matter. The question becomes how do I find out whether it's really suitable for a shift to commodity when almost everyone in the field will tell me it isn't because of inertia? To find out if something is viable, I cheat. I find a group of people familiar with the field and ask them to imagine we have already built such a service. I then ask them to write down exactly what it looks like and what it would need. The modern way of doing this is to get them to write the press release. If they can do this clearly, precisely and without recourse to hand waving then we've got something widespread and ubiquitous enough to be suitable for an industrialised play.

Whichever method you use, aim to make this a stepping stone to a further play. For example, in the case of Zimki then:-

- creating a utility service in the platform space and exposing it through APIs was a stepping stone towards running an ILC (ecosystem) like game.
- open sourcing Zimki was simply a stepping stone to achieving an exchange with many providers.