

(e.g. Ofoto) or ahead of us in terms of offering (e.g. Flickr). There were also unmet needs that we had found. As a company we had acquired many capabilities and skills, not necessarily in the online photo business as the group developed many different types of systems. We also had an internal conflict with our parent company's online photo service which we built and operated. Whilst our photo service was open to the public, the parent company's service was focused on its camera owners and we had to tread a careful game here as our own service was sometimes considered a competitor. We had two external users (our public customers and our parent company) and though not explored in the map above, they had conflicting needs. By meeting the needs of our public consumers in the public site we could diminish the value seen by our parent company in their own version. For example, making it easier for public consumers to upload images from mobile phones did not sit well with a parent company trying to sell cameras.

*Where 2* — we had anticipated that a code execution platform would become a utility (what today is called *serverless*). Remember, this was 2005 and long before systems such as AWS Lambda had appeared. We had ample skills in developing coding platforms but most importantly, we had also learned what not to do through various painful all-encompassing “*Death Star*” projects. There would be inertia to this change among product vendors that would benefit us in our land grab. To complicate matters many existing product customers would also have inertia and hence we would have to focus on startups though this required marketing to reach them. There was also a potential trade-off