

# **Our Definition**



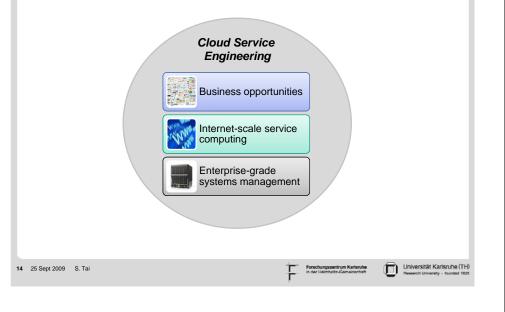
"Building on compute and storage virtualization, *cloud computing* provides scalable, network-centric, abstracted IT infrastructure, platforms, and applications as on-demand services that are billed by consumption."

"Cloud service engineering leverages cloud computing in the context of the Internet in its combined role as a platform for technical, economic, organizational and social networks."

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# To keep in mind: Three Dimensions



# Clouds vs. Grids

	Cloud Computing	Grid Computing
Objective	Provide desired computing platform via network enabled services	Resource sharing Job execution
Infrastructure	One or few data centers, heterogeneous/homogeneous resource under central control, Industry and Business	Geographically distributed, heterogeneous resource, no central control, VO Research and academic organization
Middleware	Proprietary, several reference implementations exist (e.g. Amazon)	Well developed, maintained and documented
Application	Suited for generic applications	Special application domains like High Energy Physics
User interface	Easy to use/deploy, no complex user interface required	Difficult use and deployment Need new user interface, e.g., commands, APIs, SDKs, services
Business Model	Commercial: Pay-as-you-go	Publicly funded: Use for free
Business Model Operational Model QoS	Industrialization of IT Fully automated Services	Mostly Manufacture Handcrafted Services
QoS	Possible	Little support
On-demand provisioning	Yes	No

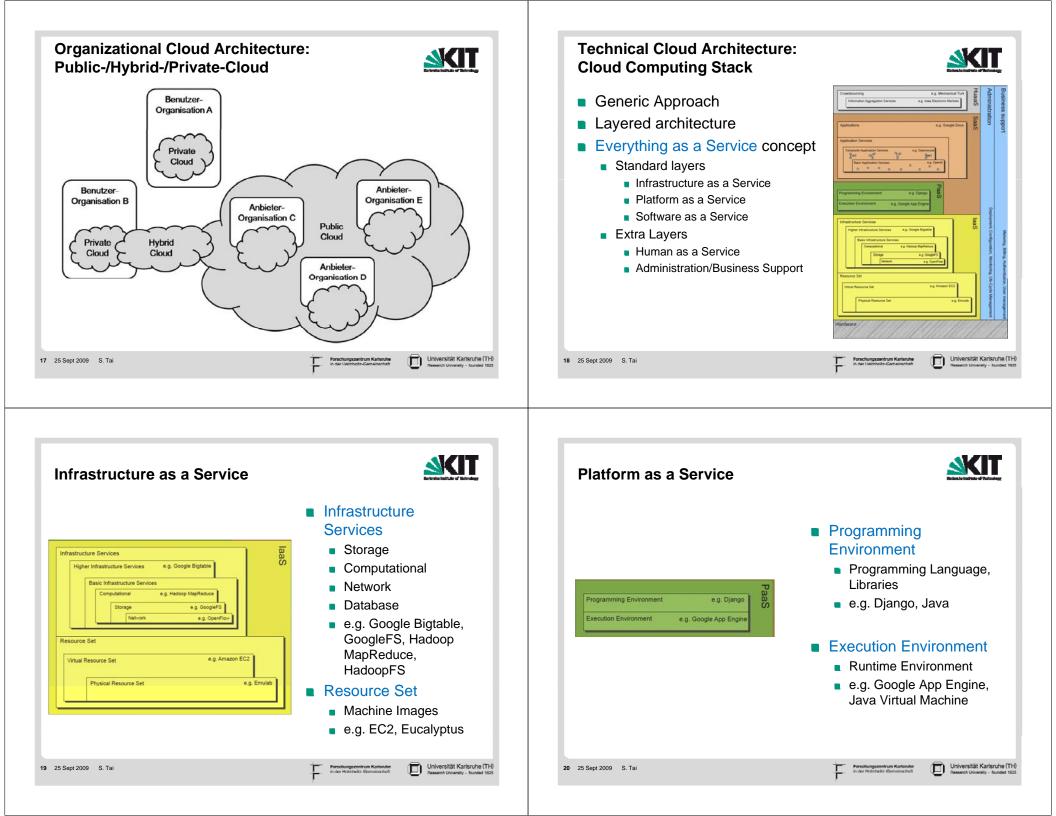


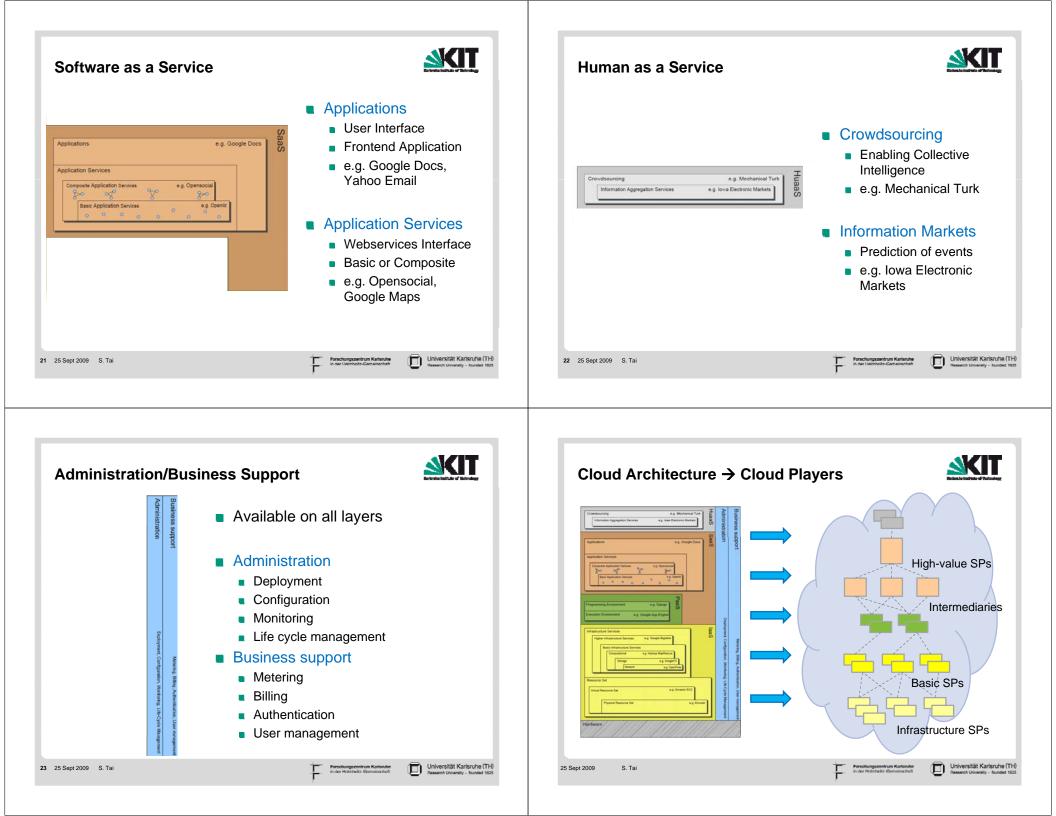


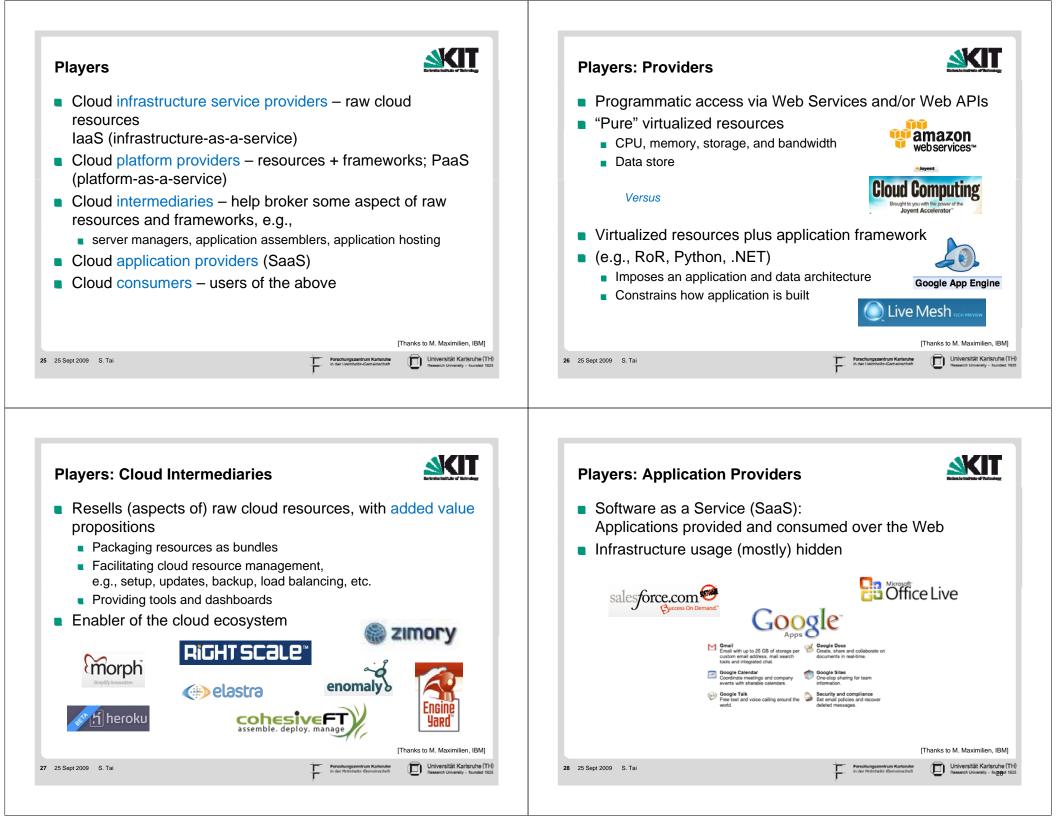
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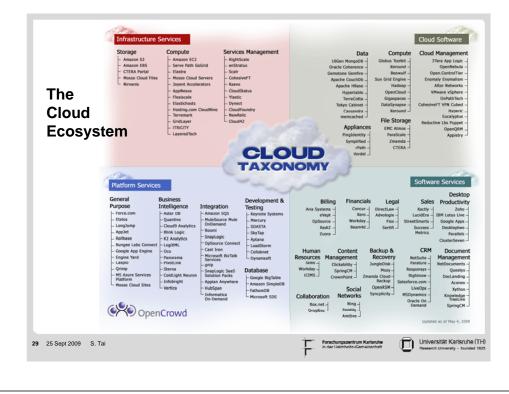
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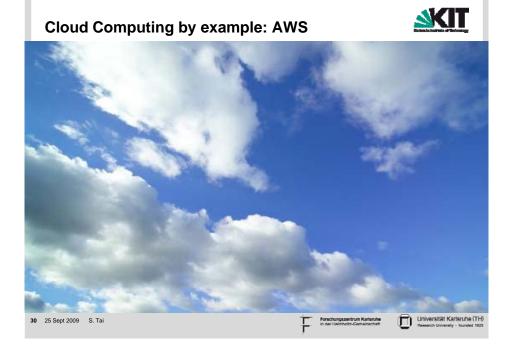
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# Cloud computing by example: AWS

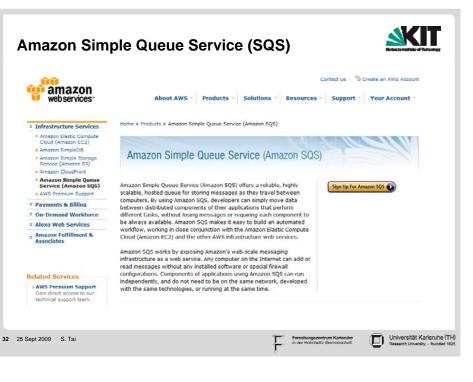


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Amazon Web Services (AWS) Cloud Offerings:

- Amazon Elastic Compute Cloud (Amazon EC2)
- Amazon Simple Storage Service (Amazon S3)
- Amazon Simple Queuing Service (Amazon SQS)
- Amazon SimpleDB
- Amazon Elastic MapReduce
- Amazon CloudFront
- Amazon DevPay
- AWS Import/Export



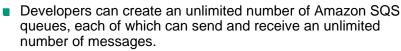
# Amazon Simple Queue Service (SQS)



- "Message queuing in the Cloud"
  - Basic message queuing model, except: queues are hosted by Amazon, and queues are accessed using Web service protocols
- Simple API
- Platform agnostic
- Basic support for access control and message locking
- Reliability
  - Runs within Amazon's high-availability data centers
  - Messages stored redundantly across multiple servers and locations
- Scalable to millions of messages a day

# **SQS** Functionality

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- New messages can be added to a queue at any time. The message body can contain up to 8 KB of text in any format.
- A computer can check a queue at any time for messages waiting to be read.
- A message is "locked" while a computer is processing it, keeping other computers from trying to process it simultaneously. If processing fails, the lock will expire and the message will again be available.
- Messages can be retained in queues for up to 4 days.
- Developers can access Amazon SQS through standards-based SOAP and Query interfaces designed to work with any Internetdevelopment toolkit.

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# SQS API

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- CreateQueue: Create queues for use with your AWS account.
- ListQueues: List your existing queues.
- DeleteQueue: Delete one of your queues.
- SendMessage: Add any data entries to a specified queue.
- ReceiveMessage: Return one or more messages from a specified queue.
- DeleteMessage: Remove a previously received message from a specified queue.
- SetQueueAttributes: Control queue settings like the amount of time that messages are locked after being read so they cannot be read again.
- GetQueueAttributes: See information about a queue like the number of messages in it.

Source: aws.amazon.com

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# **SQS** Pricing



### Pricing

Pay only for what you use. There is no minimum fee. Estimate your monthly bill using AWS Simple Monthly Calculator.

Please note that Amazon SQS introduced a new WSDL and pricing plan on February 6, 2008.

Pricing for the current WSDL (version 2008-01-01)

### Requests

\$0.01 per 10,000 Amazon SQS Requests (\$0.000001 per Request)

Amazon SQS requests are CreateQueue, ListQueues, DeleteQueue, SendMessage, ReceiveMessage, DeleteMessage, SetQueueAttributes and GetQueueAttributes

### Data Transfer

- \$0.100 per GB all data transfer in
- \$0.170 per GB first 10 TB / month data transfer out
- \$0.130 per GB next 40 TB / month data transfer out
- \$0.110 per GB next 100 TB / month data transfer out
- \$0.100 per GB data transfer out / month over 150 TB

Data transfer "in" and "out" refers to transfer into and out of Amazon SQS. Data transferred between Amazon SQS and Amazon EC2 in the U.S. is free of charge (i.e., \$0.00 per GB). Data transferred between Amazon SQS and Amazon EC2 in the E.U. will be charged at Internet Data Transfer rates on both sides of the transfer.

Source: aws.amazon.com

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Amazon Sim	ple Storage Service	(83)	Rationalis Institutes of Reducing
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webservices	About AWS * Products *	Solutions * Resources * Su	pport • Your Account
Infrastructure Services	Home > Products > Amazon Simple Storage Service	(Amazon S3)	
<ul> <li>Amazon Elastic Compute Cloud (Amazon EC2)</li> </ul>			
<ul> <li>Amazon SimpleDB</li> </ul>	Amoron Cimple Charges Co		
<ul> <li>Amazon Simple Storage Service (Amazon S3)</li> </ul>	Amazon Simple Storage Se	rvice (Amazon 53)	
Amazon CloudFront			
Amazon Simple Queue	Amazon S3 is storage for the Internet. It is desi	anad to make web scale	
Service (Amazon SQS) AWS Premium Support	computing easier for developers.	gried to make web-scale	Up For Amazon S3 💽
Payments & Billing	Amazon S3 provides a simple web services inter	face that can be used to	
On-Demand Workforce	store and retrieve any amount of data, at any ti		
Alexa Web Services	the web. It gives any developer access to the s reliable, fast, inexpensive data storage infrastru		
Amazon Fulfillment & Associates	to run its own global network of web sites. The benefits of scale and to pass those benefits on	service aims to maximize	
	This page contains the following categories of ir	formation. Click to jump down:	
ot a Developer?	Amazon S3 Functionality	↓ Amazon S3 Desi	gn Requirements
Looking for a consumer or business storage solution?	↓ Pricing	↓ Amazon S3 Desi	gn Principles
<ul> <li>Search for consumer storage solutions built on</li> </ul>	↓ Resources	↓ Intended Usage	and Restrictions

# Amazon S3



- Write, read, and delete objects containing from 1 byte to 5 gigabytes of data each. The number of objects you can store is unlimited.
- Each object is stored in a bucket and retrieved via a unique, developerassigned key.
- A bucket can be located in the United States or in Europe. All objects within the bucket will be stored in the bucket's location, but the objects can be accessed from anywhere.
- Authentication mechanisms are provided to ensure that data is kept secure from unauthorized access. Objects can be made private or public, and rights can be granted to specific users.
- Uses standards-based REST and SOAP interfaces designed to work with any Internet-development toolkit.
- Built to be flexible so that protocol or functional layers can easily be added. Default download protocol is HTTP. A BitTorrent<sup>™</sup> protocol interface is provided to lower costs for high-scale distribution. Additional interfaces will be added in the future.
- Reliability backed with the Amazon S3 Service Level Agreement.

Source: aws.amazon.com

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<b>S</b> 3	Design	Principles
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- Decentralization: Use fully decentralized techniques to remove scaling bottlenecks and single points of failure.
- Asynchrony: The system makes progress under all circumstances.
- Autonomy: The system is designed such that individual components can make decisions based on local information.
- Local responsibility: Each individual component is responsible for achieving its consistency; this is never the burden of its peers.
- Controlled concurrency: Operations are designed such that no or limited concurrency control is required.
- Failure tolerant: The system considers the failure of components to be a normal mode of operation, and continues operation with no or minimal interruption.

# S3 Design Principles (cont.)





- Controlled parallelism: Abstractions used in the system are of such granularity that parallelism can be used to improve performance and robustness of recovery or the introduction of new nodes.
- Decompose into small well-understood building blocks: Do not try to provide a single service that does everything for everyone, but instead build small components that can be used as building blocks for other services.
- Symmetry: Nodes in the system are identical in terms of functionality, and require no or minimal node-specific configuration to function.
- Simplicity: The system should be made as simple as possible (but no simpler).

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# Sample S3 REST Usage



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- Use standard HTTP requests to create, fetch, and delete buckets and objects
- A typical REST operation consists of a sending a single HTTP request to Amazon S3, followed by waiting for an HTTP response. Like any HTTP request, a request to Amazon S3 contains a request method, a URI, request headers, and sometimes a query string and request body. The response contains a status code, response headers, and sometimes a response body.
- Following is an example that shows how to get an object named "Nelson" from the "quotes" bucket.

		GET /Nelson HTTP/1.1 Host: quotes.s3.amazonaws.com Date: Wed, 01 Mar 2006 12:00:00 GMT Authorization: AWS 15B4D3461F177624206A:xQE0diMbLRepdf3YB+FIEXAMPLI	E=					
		HTTP/1.1 200 OK x-amz-id-2: gBmKRcEWBBhH6XAqsKU/eg24V3jf/kWKN9dJip1L/FpbYr9FDy7wl x-amz-request-id: F2A8CCCA26B4B26D Date: Wed, 01 Mar 2006 12:00:00 GMT ETag: %226f3dfa96f00ad9/27c383fc9ac7f Content-Length: 5 Connectin: close Server: AmazonS3	WFurf	dQOEMcY				
		ha-ha				Sour	ce: aws.amazo	n.com
pt 2009	S. Ta	ů	F	Forschungszentrum Ka in der Halmhaltz-Game	arlsruhe inschaft	Ð	Universität Karls Research University -	sruhe (' founded '

### Sample Code: Developer Community Conta amazon Solutions \* About AWS Products Resources web services<sup>®</sup> Home > ... > Amazon Simple Storage Service > Sample Code & Libraries Category: Sample Code & Libraries Want to share your code? Submit your code Documents in Category Go to Page: [1 2 3 4 5 | Next ] Sort by: Select Filter by Document Type: Select Manager for Amazon CloudFront A Windows application for uploading files to Amazon S3 and distributing them through Amazon CloudFront. Last Modified: Jan 2, 2009 2:16 PM 🛐 hS3: Haskell S3 Library hS3 is a Haskell library for accessing Amazon S3. Last Modified: Jan 2, 2009 12:00 PM F LitS3 - A Small and Fast C# Library for Amazon S3 LitS3 is a library written in C# that provides comprehensive and straightforward access to Amazon S3 for .NET developers. Last Modified: Oct 15, 2008 9:24 AM This code Sample for "Using S3, EC2, SQS, Lucene and Ruby for Web Spidering" This code sample goes along with the "Using S3, EC2, SQS, Lucene and Ruby for Web Spidering article. The article and accompanying code show how Ruby and Rais developers can use freely available tools and simple techniques to spider sites and then, Last Modified: Sep 21, 2008 1:51 PM F Programming Amazon Web Services - Example Code Example code from the book Programming Amazon Web Services. Last Modified: Sep 21, 2008 1:24 PM Command-line Access to S3 A Perl script to access S3 from the command line. Has commands to work with S3 "purely" of A Perl script to access S3 from the command line. Universität Karlsruhe (TH) 42 25 Sept 2009 S. Tai

Europe

Storage

Data Transfer

Requests



### United States

### Storage

- \$0.150 per GB first 50 TB / month of storage used
- \$0.140 per GB next 50 TB / month of storage used
- \$0.130 per GB next 400 TB /month of storage used
- \$0,120 per GB storage used / month over 500 TB

### Data Transfer

- \$0,100 per GB all data transfer in
- \$0.170 per GB first 10 TB / month data transfer out
- \$0,130 per GB next 40 TB / month data transfer out
- \$0.110 per GB next 100 TB / month data transfer out
- \$0.100 per GB data transfer out / month over 150 TB

### Requests

com

amazon

aws.

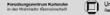
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- \$0.01 per 1,000 PUT, COPY, POST, or LIST requests
- \$0.01 per 10.000 GET and all other requests\*
- \* No charge for delete requests

Data transferred via a COPY request between locations is charged at regular rates

Data transferred between Amazon EC2 and Amazon S3 within the same region is free of charge (i.e., \$0.00 per GB). Data transferred between Amazon EC2 and Amazon S3 across regions (i.e. between US and EU), will be charged at Internet Data Transfer rates on both sides of the transfer Storage and bandwidth size includes all file overhead

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\$0.180 per GB – first 50 TB / month of storage used

\$0.170 per GB – next 50 TB / month of storage used

\$0.160 per GB – next 400 TB / month of storage used

\$0,150 per GB - storage used / month over 500 TB

\$0,170 per GB – first 10 TB / month data transfer out

\$0.130 per GB – next 40 TB / month data transfer out

\$0.110 per GB - next 100 TB / month data transfer out

\$0.100 per GB – data transfer out / month over 150 TB

\$0.012 per 1,000 PUT, COPY, POST, or LIST requests

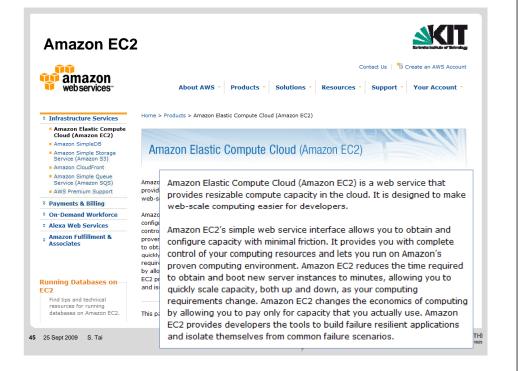
\$0.012 per 10.000 GET and all other requests\*

\* No charge for delete requests

\$0.100 per GB – all data transfer in

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Data transfer "in" and "out" refers to transfer into and out of an Amazon S3 location (i.e., US or EU) Data transferred within an Amazon S3 location via a COPY request is free of charge



# Amazon EC2

- EC2 presents a true virtual computing environment, allowing you to use web service interfaces to launch instances with a variety of operating systems, load them with your custom application environment, manage your network's access permissions, and run your image using as many or few systems as you desire.
- Create an Amazon Machine Image (AMI) containing your applications, libraries, data and associated configuration settings. Or use preconfigured, templated images to get up and running immediately.
- Upload the AMI into Amazon S3. Amazon EC2 provides tools that make storing the AMI simple. Amazon S3 provides a safe, reliable and fast repository to store your images.
- Use Amazon EC2 web service to configure security and network access.
- Choose which instance type(s) and operating system you want, then start, terminate, and monitor as many instances of your AMI as needed, using the web service APIs or the variety of management tools provided.
- Determine whether you want to run in multiple locations, utilize static IP endpoints, or attach persistent block storage to your instances.
- Pay only for the resources that you actually consume, like instance-hours or data transfer.

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# **EC2** Instance Types

### **Instance Types**

### Standard Instances

Instances of this family are well suited for most applications.

- Small Instance (Default) 1.7 GB of memory, 1 EC2 Compute Unit (1 virtual core with 1 EC2 Compute Unit), 160 GB of instance storage, 32-bit platform
- Large Instance 7.5 GB of memory, 4 EC2 Compute Units (2 virtual cores with 2 EC2 Compute Units each), 850 GB of instance storage, 64-bit platform
- Extra Large Instance 15 GB of memory, 8 EC2 Compute Units (4 virtual cores with 2 EC2 Compute Units each), 1690 GB of instance storage, 64-bit platform

### High-CPU Instances

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Instances of this family have proportionally more CPU resources than memory (RAM) and are well suited for compute-intensive applications.

- High-CPU Medium Instance 1.7 GB of memory, 5 EC2 Compute Units (2 virtual cores with 2.5 EC2 Compute Units each), 350 GB of instance storage, 32-bit platform
- High-CPU Extra Large Instance 7 GB of memory, 20 EC2 Compute Units (8 virtual cores with 2.5 EC2 Compute Units each), 1690 GB of instance storage, 64-bit platform

EC2 Compute Unit (ECU) – One EC2 Compute Unit (ECU) provides the equivalent CPU capacity of a 1.0-1.2 GHz 2007 Opteron or 2007 Xeon processor.

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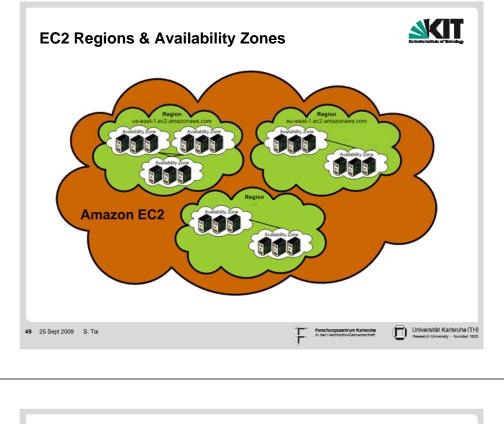
# EC2 Core Concepts

- Amazon Machine Image (AMI): an encrypted file stored in Amazon S3, containing all the information necessary to boot instances of a customer's software
  - An AMI is like a bootable root disk, which can be pre-defined or user-built.
    - Public AMIs: Pre-configured, template AMIs
    - Private AMIs: User-built AMI containing private applications, libraries, data and associated configuration settings
- Instance: The running system based on an AMI
  - All instances based on the same AMI begin executing identically. An instance can be launched in very few minutes. Any information on them is lost when the instances are terminated or if they fail.

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# **EC2 Operating Systems**

Amazon Machine Images (AMIs) are preconfigured with an ever-growing list of operating systems. We work with our partners and community to provide you with the most choice possible. You are also empowered to use our bundling tools to upload your own operating systems. The operating systems currently available to use with your Amazon EC2 instances include:

Operating Systems		
Red Hat Enterprise Linux	Windows Server 2003	Oracle Enterprise Linux
OpenSolaris	openSUSE Linux	Ubuntu Linux
Fedora	Gentoo Linux	Debian

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# **EC2 Software Appliances**

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Amazon EC2 enables our partners and customers to build and customize Amazon Machine Images (AMIs) with software based on your needs. We have hundreds of free and paid AMIs available for you to use. A small sampling of the software available for use today within Amazon EC2 includes:

Databases	Batch Processing	Web Hosting
IBM DB2	Hadoop	Apache HTTP
IBM Informix Dynamic Server	Condor	IIS/Asp.Net
MySQL Enterprise	Open MPI	<u>IBM Lotus Web Content</u> Management
Oracle 11g		IBM WebSphere Portal Server
Microsoft SQL Server Standard 2005		
Application Development Environments	Video Enco	ding & Streaming
Java Application Server	Wowza Med	ia Server Pro
JBoss Enterprise Application Platform	Windows Me	edia Server
IBM sMash	Windows Me	edia Server
Ruby on Rails		
Oracle WebLogic Server		

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<u> Mit</u>

United States	Europe		
Standard On-Dema	nd Instances	Linux/UNIX Usage	Windows Usage
Small (Default)		\$0.11 per hour	\$0.135 per hour
Large		\$0.44 per hour	\$0.54 per hour
Extra Large		\$0.88 per hour	\$1.08 per hour
High CPU On-Dema	nd Instances	Linux/UNIX Usage	Windows Usage
Medium		\$0.22 per hour	\$0.32 per hour
Extra Large		\$0.88 per hour	\$1.28 per hour

# **EC2 Pricing: Reserved Instance**



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United States	Europe			
Linux/UNIX		One-tir	ne Fee	
Standard Reserved Instances		1 yr Term	3 yr Term	Usage
Small (Default)		\$325	\$500	\$0.04 per hour
Large		\$1300	\$2000	\$0.16 per hour
Extra Large		\$2600	\$4000	\$0.32 per hour
High CPU Reserved	Instances	1 yr Term	3 yr Term	Usage
Medium		\$650	\$1000	\$0.08 per hour
Extra Large		\$2600	\$4000	\$0.32 pcr hour

Elastic Block Store (EBS)

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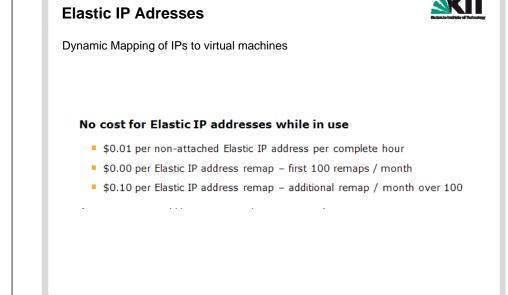
# **EC2** Data Transfer

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### **Internet Data Transfer**

The pricing below is based on data transferred "in" and "out" of Amazon EC2.

Data Transfer In			
All Data Transfer	\$0.10 per GB		
Data Transfer Out			
Data Transfer Out			
First 10 TB per Month	\$0.17 per GB		
Next 40 TB per Month	\$0.13 per GB		
Next 100TB per Month	\$0.11 per GB		
Over 150 TB per Month	\$0.10 per GB		
<ul> <li>No costs within availability zor</li> <li>\$0.01/GB between regions</li> <li>\$0.01/GB for public and elastic</li> </ul>			
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# Amazon Management Console (1): https://console.aws.amazon.com/



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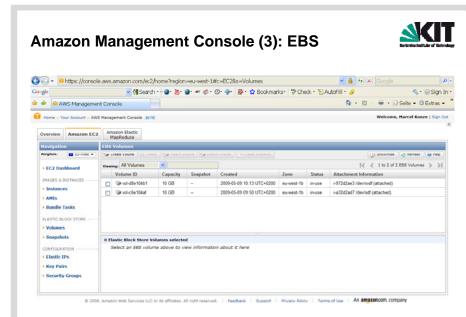
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	ed	Viewing: All Instances	¥					1<	< 1 to 3 of 3	Instances > >
EC2 Dashboard		Instance	AMI ID	Security Groups	Туре	Status	Public DNS	Key Pair Nam	ne	
IMAGES & INSTAN	VCES	🕑 🧃 i-a32d2ad7	ami-e40f2790	default, cloud	m1.small	running	ec2-79-125-10-186.eu-west-1	cloud		
Instances		🔲 👺 i-972d2ae3	ami-f8cae28c	vorlesung	m1.small	running	ec2-79-125-62-58.eu-west-1.	vorlesung		
> AMIs		🔲 🧃 i-47292e33	ami-2e0f275a	default	m1.large	running	ec2-79-125-62-52.eu-west-1.	c vorlesung		
Bundle Tasks		AMI ID:	ami-e	40f2790			Zone: o	u-west-1b		•
ELASTIC BLOCK S	TORE	Security Groups	defau	lt,cloud			Type: n	n1.small		
Volumes		Status:	runnir	10			Owner: 5	21141848536		
Snapshots		Reservation:	r-4b5	b5c3f			Ramdisk ID: a	ni-7d0d2509		
CONFIGURATION		Platform:					Key Pair Name: c	loud		
> Elastic IPs		Kernel ID:	aki-74	od250a			AMI Lounch Index: 0			
Key Pairs		Elastic IP:	-							
Security Group	105	Public DNS:		9-125-10-186.eu-we			/s.com			
- becanity and		Private DNS:	ip-10-	224-63-37.eu-west-	1.compute.i	nternal				*
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# Amazon Management Console (2): AMIs

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Amazon Management Console (4): Elastic IPs

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<u> «Kit</u>

# Amazon Management Console (5): Keys



Universität Karlsruhe (TH)

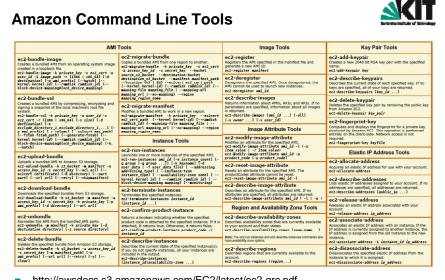
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Forschungszentrum Karlsruhe in der Holmholtz-Gemeinschaft

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# Amazon Management Console (6): Security Groups/Firewall

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- http://awsdocs.s3.amazonaws.com/EC2/latest/ec2-qrc.pdf
- http://docs.amazonwebservices.com/AWSEC2/latest/GettingStartedGuide/

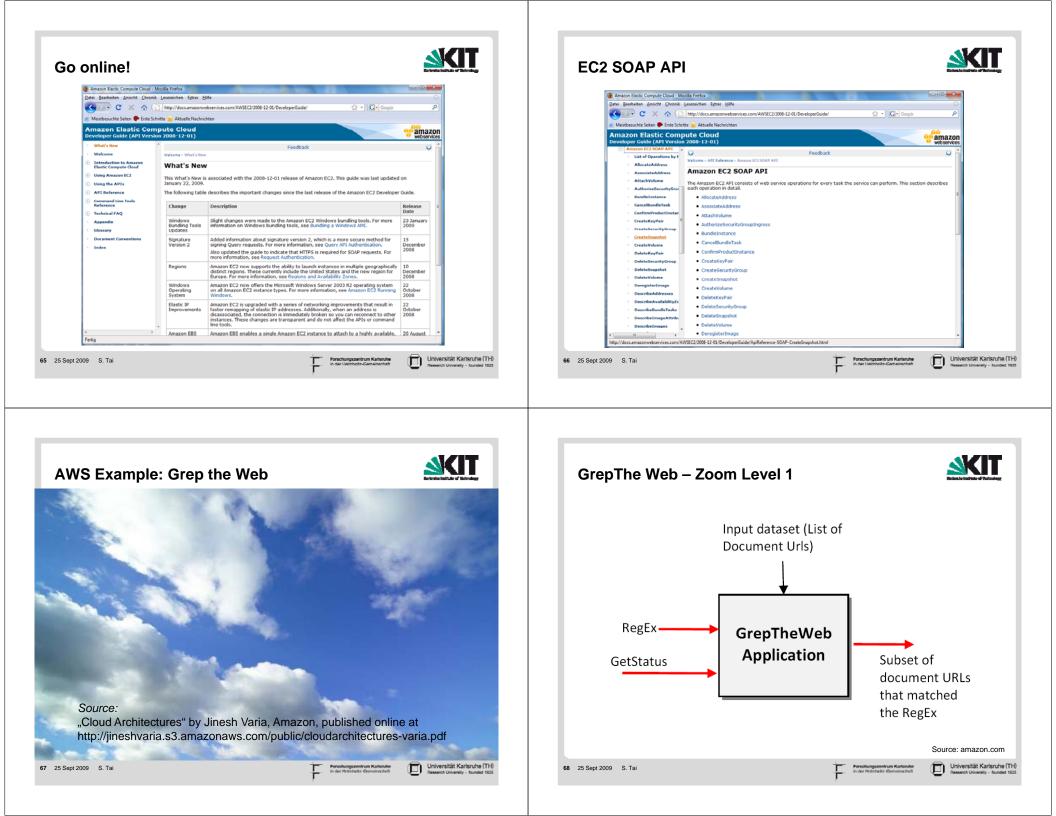
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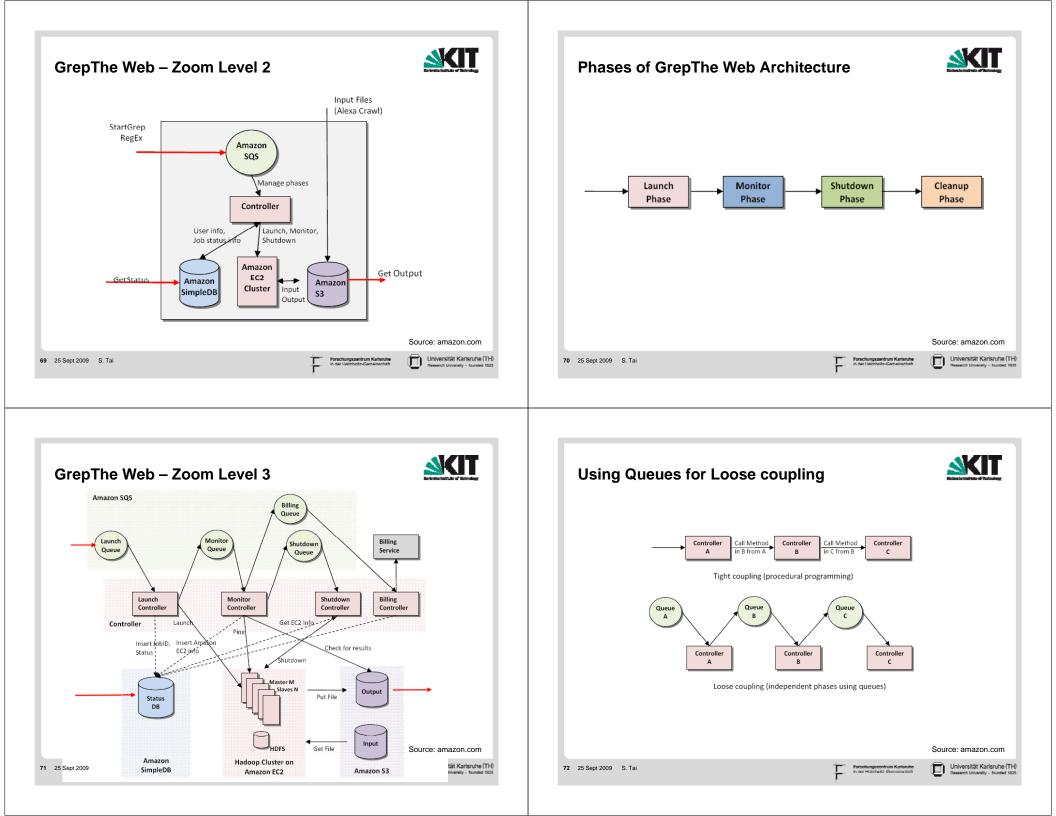
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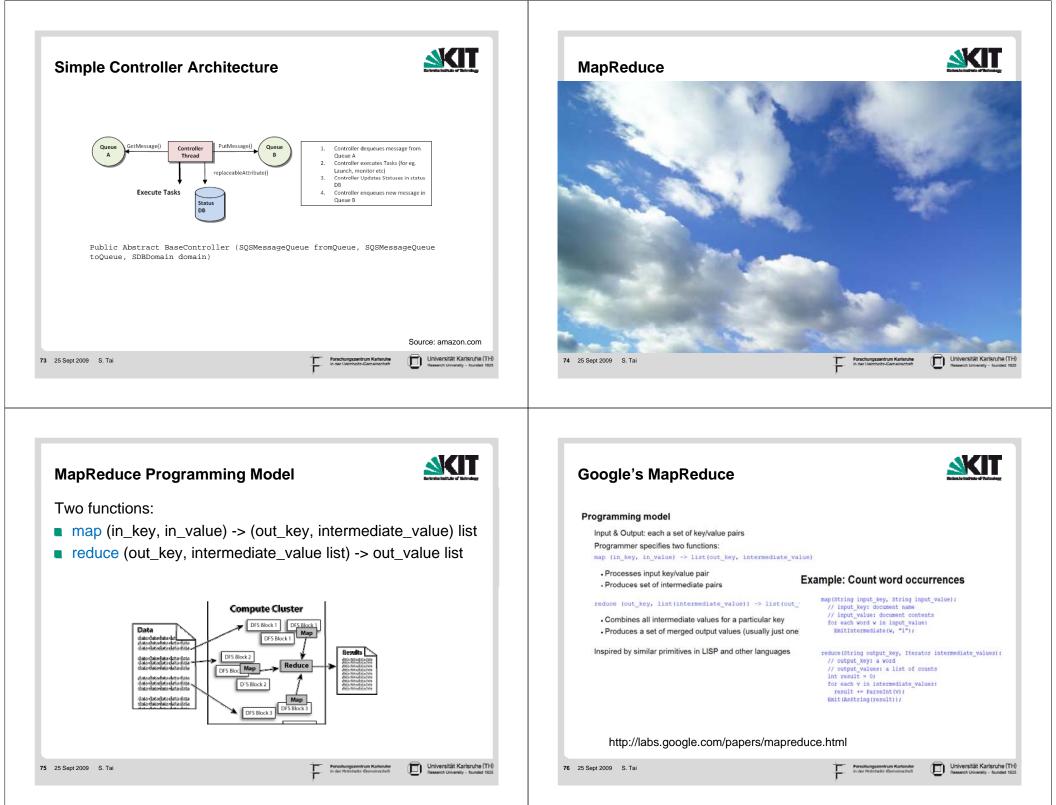
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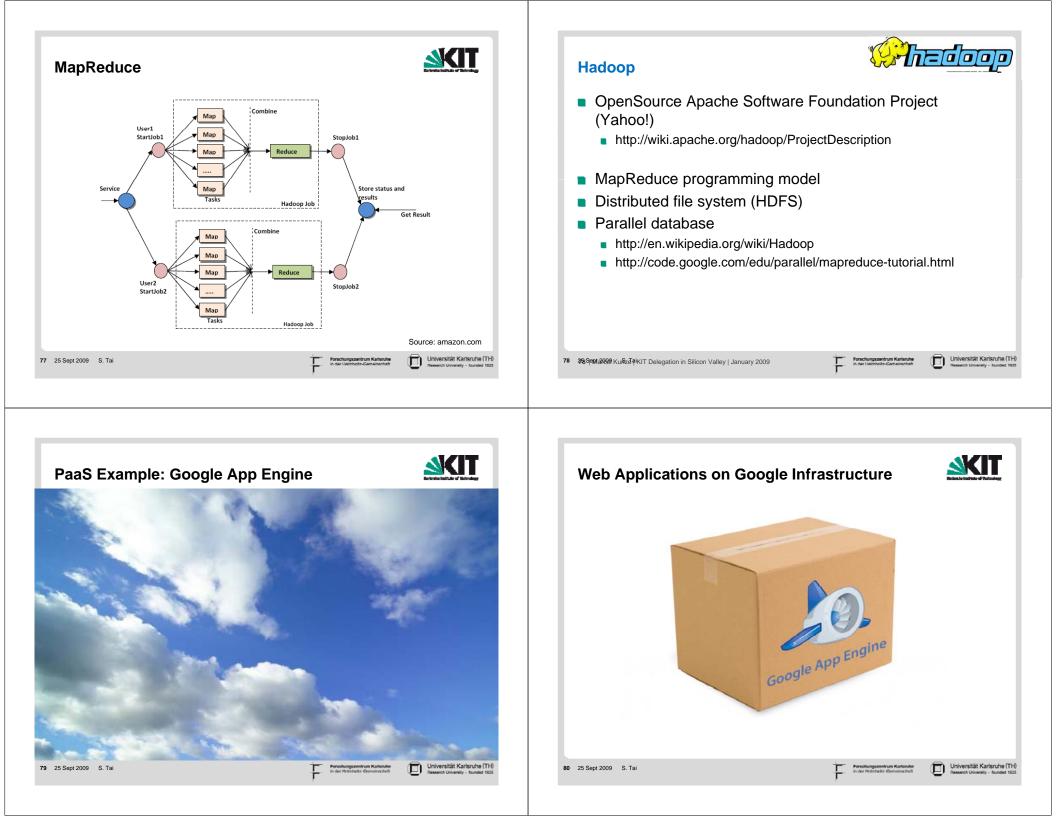


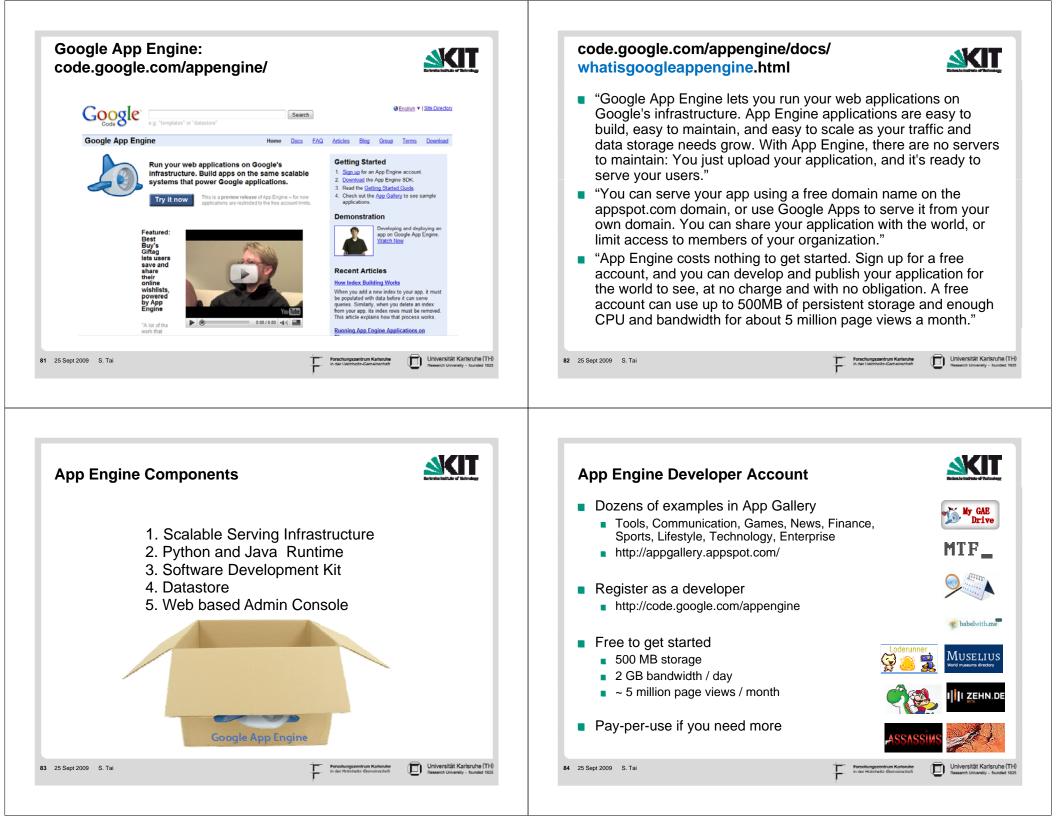
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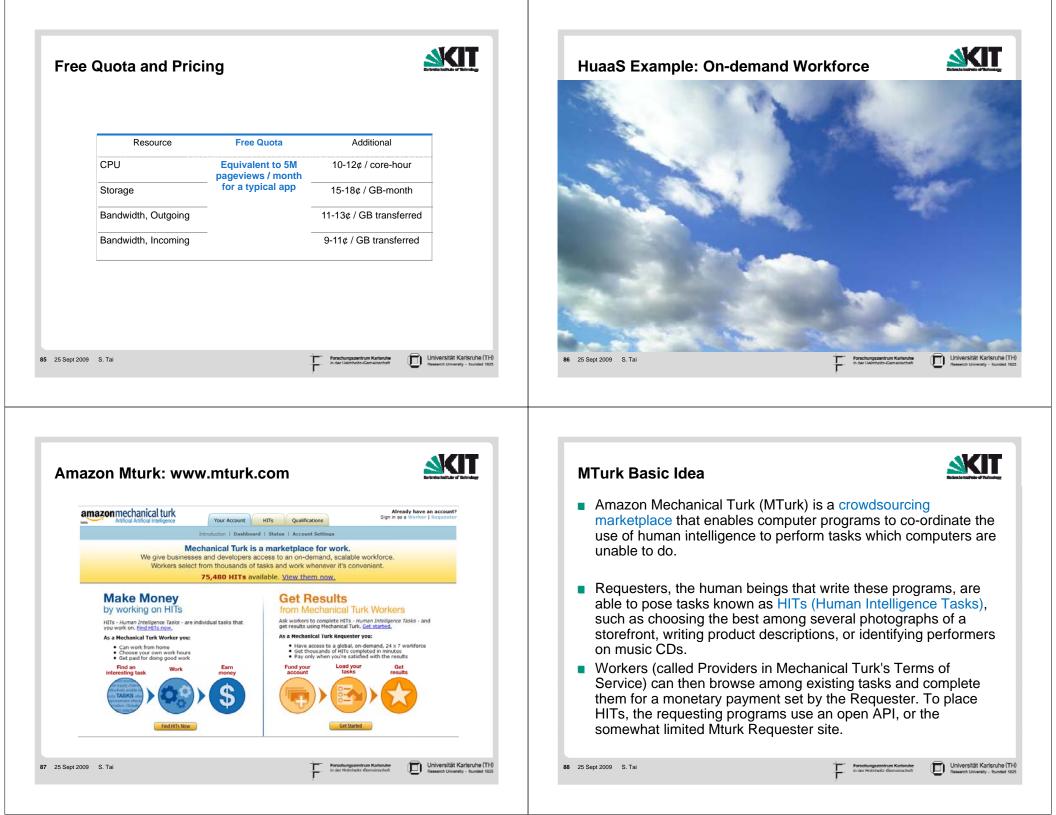












# "Human(Intelligence)-as-a-Service"

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Gartner's Hype Cycle for Cloud Computing,

July 2009

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# **Open Research Challenges and Opportunities, Select Ongoing Research Activities**





# **Cloud Computing Obstacles and Opportunities**



### expectations Cloud Computing - 'In the Cloud' Security Services Comput Infrastructure Services ublic Cloud Computing/the Cloud/Web Platforms Enterprise Portals as a Service Elasticity Cloud Storage Cloud Security Concerns Cloud-Enabled BPM Platforms Real-Time Infrastructure Cloud-Based E-Mail Services Cloud Application Development Tool Hybrid Cloud Computing -Business Process Utility Application Private Cloud Computing -DBMS in the Cloud -Platform as a Service Cloud Computing for the Enterprise Virtual Private Integration as a Service Cloud Service Cloud Computing Grid Computing Management Tools era-architectures - Cloud Advertising Cloudbursting/Overdraft -Virtualization Cloud Computing/ SaaS Integration SaaS Sales Force Automation Cloud-Driven Professional IT Services and Solutions Saas ud Services Governance IT Infrastructure Utility As of July 2009 Peak of Technology Trough of Plateau of Inflated Slope of Enlightenment Trigger Disillusi Productivity Expectations time Years to mainstream adoption: obsolete Source: Gartner (July 2009) Universität Karlsruhe (TH) 91 25 Sept 2009 S. Tai

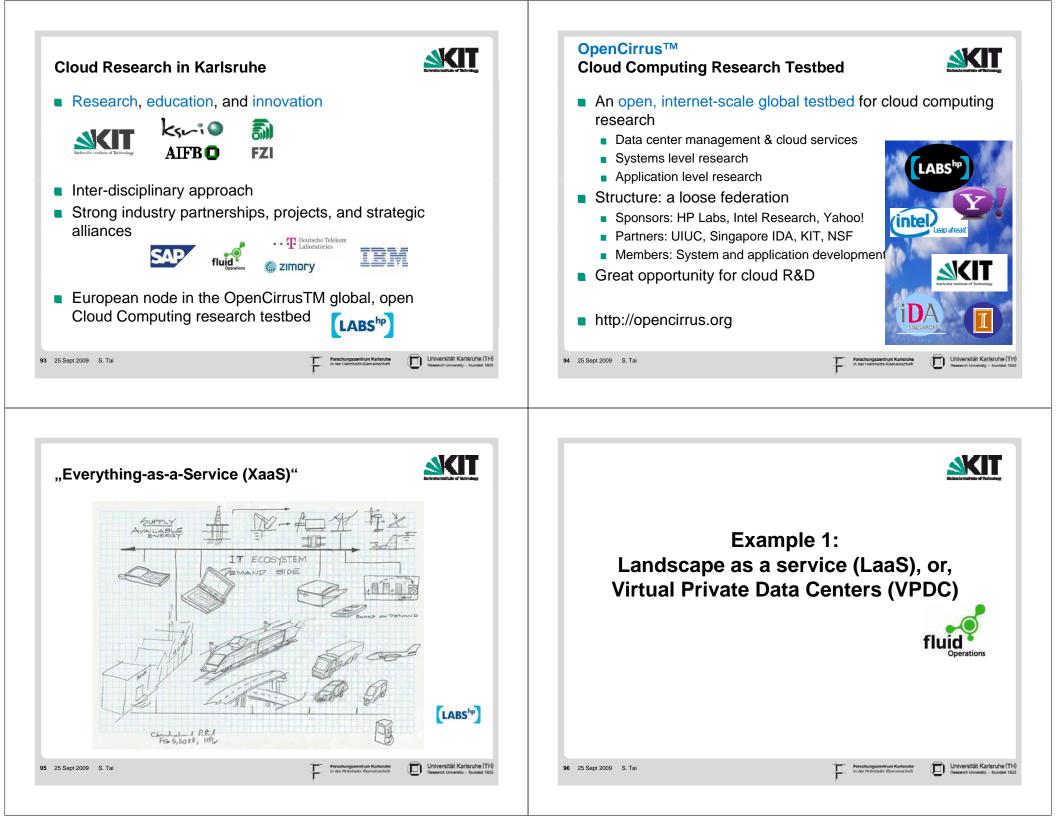
	Table 1: Quick Preview of Top 10 O	bstacles to and Opportunities for Growth of Cloud Computing.
	Obstacle	Opportunity
1	Availability of Service	Use Multiple Cloud Providers; Use Elasticity to Prevent DDOS
2	Data Lock-In	Standardize APIs; Compatible SW to enable Surge Computing
3	Data Confidentiality and Auditability	Deploy Encryption, VLANs, Firewalls; Geographical Data Storage
4	Data Transfer Bottlenecks	FedExing Disks; Data Backup/Archival; Higher BW Switches
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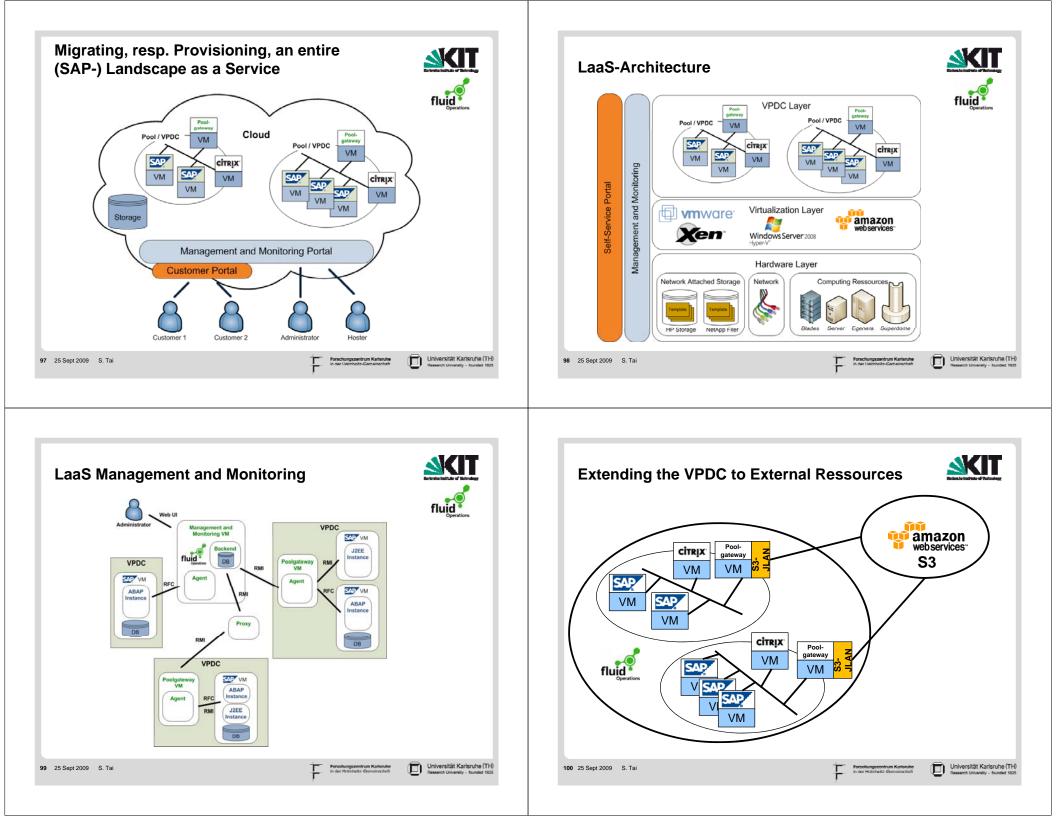
5	Performance Onpredictability	improved vivi support, Flash Memory, Gang Schedule vivis
6	Scalable Storage	Invent Scalable Store
7	Bugs in Large Distributed Systems	Invent Debugger that relies on Distributed VMs
8	Scaling Quickly	Invent Auto-Scaler that relies on ML; Snapshots for Conservation
9	Reputation Fate Sharing	Offer reputation-guarding services like those for email
10	Software Licensing	Pay-for-use licenses; Bulk use sales

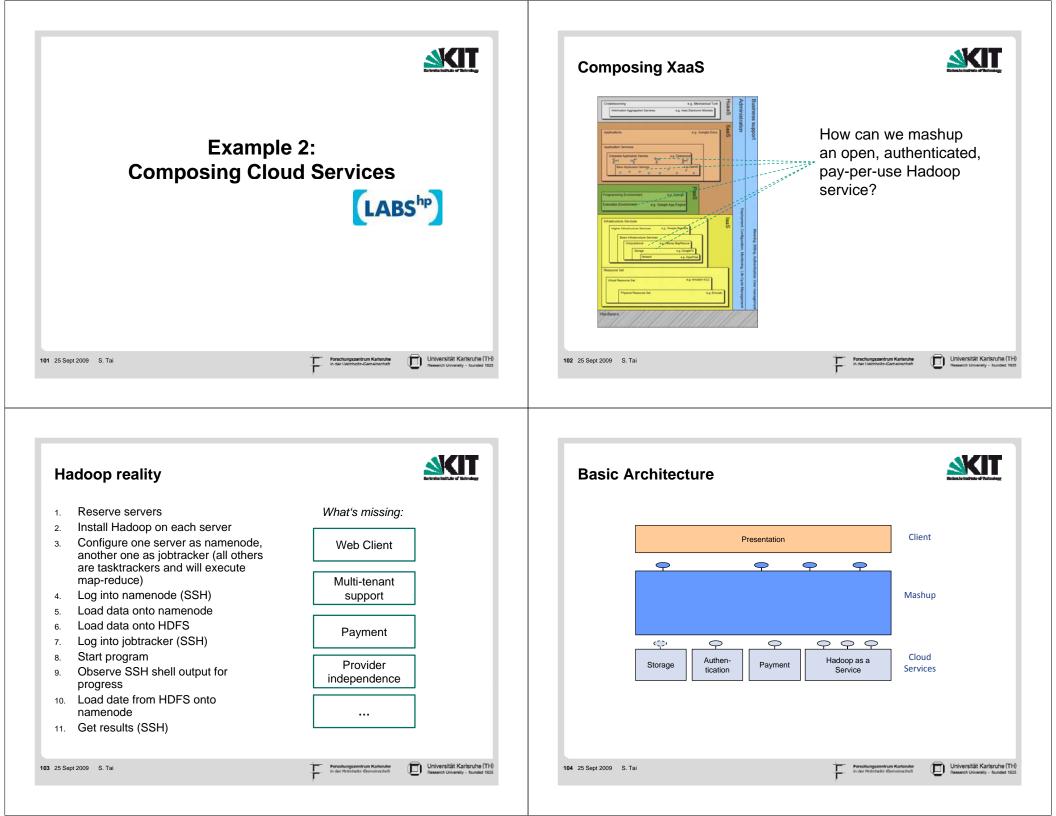
Above the Clouds: A Berkeley View of Cloud Computing. Armbrust et al., Technical Report No. UCB/EECS-2009-28. Electrical Engineering and Computer Sciences, University of California at Berkeley, USA, 2009.

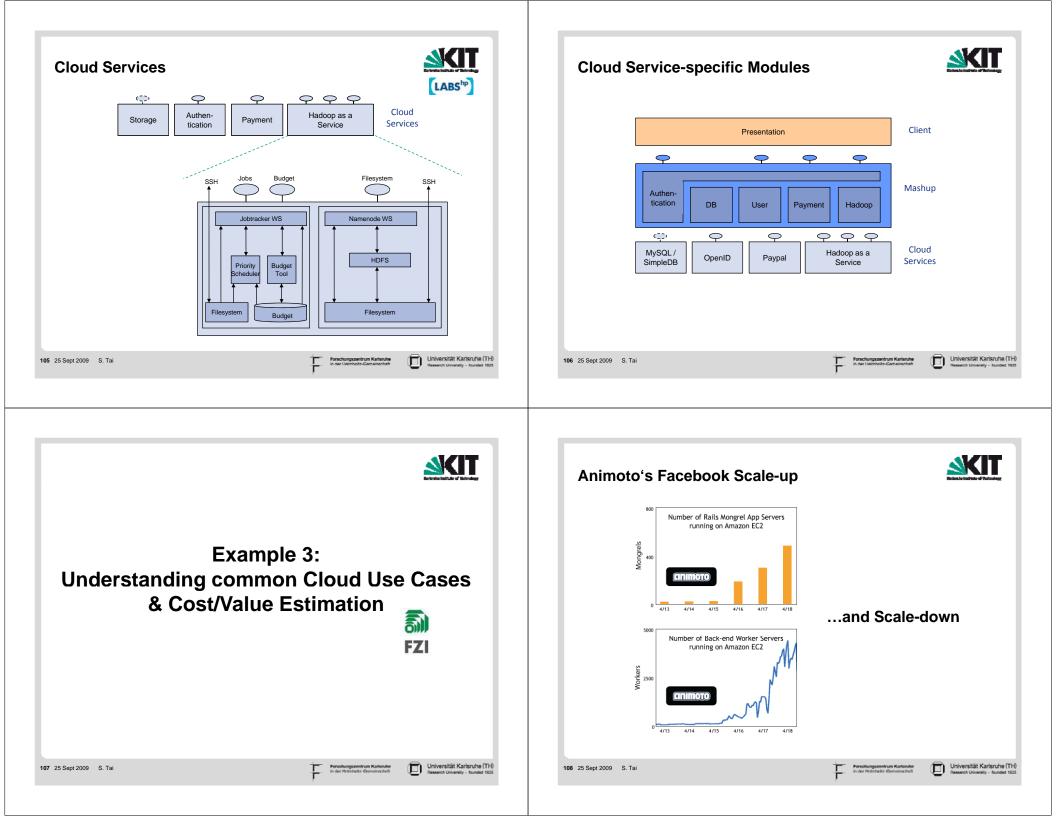
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Universität Karlsruhe (TH)



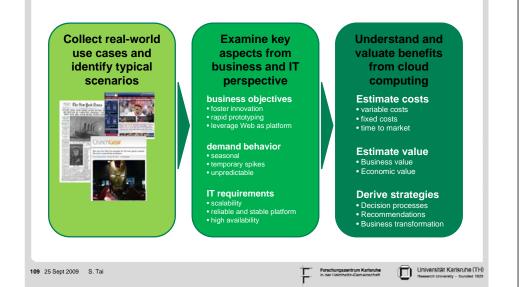




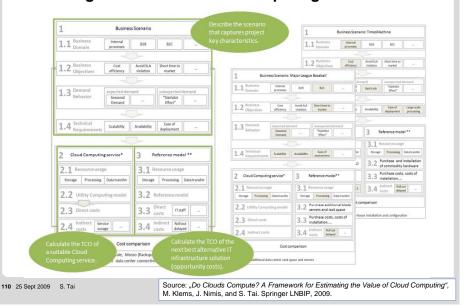


# Cloud Computing TCO (single consumer viewpoint, laaS focus)





# **Estimating the Value of Cloud Computing**



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# **Summary and Discussion**



**SKIT** 

- Cloud Computing has the potential to fundamentally change the way we design the technical architecture and the business architecture of modern enterprises
- Cloud Computing is a disruptive technology, leading to <u>creative disruption</u>

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# **Creative Disruption [Schumpeter]**

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The opening up of new markets and the organizational development [...] illustrate the process of **industrial mutation** that incessantly revolutionizes the economic structure from within, incessantly destroying the old one, incessantly creating a new one...

[The process] must be seen in its role in the perennial gale of **creative destruction**; it cannot be understood on the hypothesis that there is a perennial lull.

- Business strategy can never assume an end-state or equilibrium
- The integrity and identity of any business is to some degree dependent on the external pressures exerted on it by the competitive environment; strategic success may be the greatest threat to future strategic success



Conclusion







