

BUILDING TOMORROW'S INTERCONNECTED ENTERPRISE

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Executive Summary

We live in an age of high frequency change, where information, ideas, and goods move faster around the world. The pace of innovation is accelerated by human augmentation. Shared knowledge, low-cost tools, and global supply chains open markets to more people and more competition. The rising applications of AI and machine learning technologies are doing for our cognitive powers what robotics have done for our physical capabilities.

The impact on enterprises is not just an impetus to innovate faster, but a fundamental reshaping of the enterprise itself. Organisations are shrinking, increasing revenue per head, and building agility and sustainable success through interconnectivity. Supply chains, partners, channels and even customers themselves now form an increasing part of complex enterprise operations, as leaders look to accelerate change, reduce risk, and maximise returns. The future-ready enterprise can only be understood as an ecosystem of interdependent components.

Because in today's digital society, exponential amounts of data are moving around at breakneck speed, critical decisions and transactions are being made, routinely and in

real-time. Business automation becomes key, as everything - from software to apps - pool into a single environment. And as organisations become more reliant on collaborators, partners and APIs, it is interconnection that truly enables digital business.

It is these interconnections that bring us the data we need, carry our intellectual products, and power the tools that underpin our increasingly software-driven operations. They need to be strong but also flexible, moving and changing to match our needs; extending to new members of the ecosystem as we adapt to changing customer demands and supply chain challenges.

In this report, we highlight the key drivers towards a truly interconnected enterprise, one that operates as a complex web of interactions rather than a monolithic whole. We show evidence for this shift, and highlight its benefits, and risks. And we offer guidance for leaders seeking to shift their organisations to a platform for more sustainable success, leveraging assets wherever they sit around the world or in the cloud, to maximise performance and flexibility – whilst always retaining control.

Introduction

Within this report, we'll reveal how successful enterprises have already started to make the change from monoliths to ecosystems and demonstrate how this trend will continue. We will consider how leaders seeking to secure sustainable success for their organisations must be aware of this trend and its implications, and importantly, pursue the course it defines.

While the term interconnection might be new for the enterprise, it has existed for years in the telecoms space, having long been used to describe the physical interconnection between networks and technology. Originally associated with traditional voice telephony, it's remembered fondly for facilitating long distance and international voice calls - a role it still serves, in fact, today.

Fast forward to the late 90s, when the arrival of the internet saw interconnection take on new forms - manifesting itself in both IP peering; where it enables ISPs to exchange data, and in IP transit; where traffic from an ISP or customer network is passed to the carrier to connect to the rest of the internet.

Critically, in the past decade, two things have happened which have evolved network automation. Firstly, Software Defined Networking (SDN) technology has taken centre stage and has helped enterprises address challenges that businesses face today, by removing much of the complexity, friction and costs previously associated with

interconnection. But crucially, enterprises are now interconnected with this vast ecosystem of partners and simply do not exist on their own. In this report, we'll explore the interconnected enterprise and the ecosystem that it resides in, addressing both its benefits, and its risks.

This is the path that many organisations are starting to pursue to address the need for faster adaptability, but it is not without its challenges.

Finally, we will offer best practice guidance on how to build a future-ready, interconnected enterprise. What does success look like? How can today's enterprise ensure it stays in the driving seat - and importantly, how can an organisation benchmark its maturity against this model?



About the author of this report

Tom Cheesewright is an Applied Futurist, helping people and organisations around the world to see the future more clearly, share their vision and respond with innovation.

An accomplished speaker and broadcaster, he specialises in connecting tomorrow's world to today's experience making sense of what's happening next and why.



PRINCIPLES FOR THE INTERCONNECTED ENTERPRISE

The interconnected enterprise has five critical characteristics, derived from its nature as a complex ecosystem rather than a monolithic organisation. Your organisation is likely on the journey to being an interconnected enterprise already. But these principles should offer guidance as to where you are on your journey, and to help you to focus to accelerate your transition.

1

Clearly defined functional units

Every component of the ecosystem needs to have a clearly defined function, with understood inputs, outputs and interfaces – somewhat like a Business Canvas. These definitions are critical to future flexibility and maintaining transparency. If you imagine the organisation like a box of building blocks, each has its place in the next structure you are trying to build. Without sizing these blocks, you are building blind.



Critical to each unit definition is understanding:

- **Its core capability:** What does this unit deliver for the business?
- **Its inputs:** What are the requirements for this unit to function effectively
- **Its outputs:** In what format does this unit deliver?
- **Its metrics:** How can we know at a glance how well this unit is functioning?

Answering these questions for each functional unit gives you a clear idea of the building blocks you have available, and is the starting point for asking other critical questions: could this unit have value to people outside of our organisation? Or are there other providers of this capability who could supersede our current option?

If the answers to the questions above are long and complex, or it is hard to differentiate one function from another, it is a clear sign that your organisation is earlier in the journey to becoming an interconnected enterprise.

2

Low-friction interfaces

The foundation of the interconnected enterprise is low friction interfaces. Inside the organisation, it relies on efficient communication between functions and business units. Outside the organisation it sends and receives information up through the supply chain, down through its channels to market, and out through its partners with minimal friction. Where possible it leverages APIs and machine to machine communication to automate interactions.

Not only do these interfaces allow the organisation to operate as a network without high overheads in communication, they also allow the organisation to add new components to the ecosystem rapidly – a critical part of the flexibility that is the main driver for the ecosystem model.



Key questions for your interfaces include:

- How easily does information pass into and out of your organisation?
- How easily does information flow between functions in your organisation?
- How much manual intervention is needed to process data or pass it through the chain?
- Are interfaces manual when they could be purely digital?
- How fast can interfaces be established and broken, or scaled to meet changing demand?

3

Globally and digitally distributed resources

The interconnected enterprise recognises the opportunities created by falling barriers to access the right technologies, skills and partners wherever they may be. Resources might come from inside or outside the organisation, but with low friction communications the operational differences are minimal. If it adds value, anyone or anything – anywhere – can form part of the ecosystem.



Key questions for your resources:

- Is your team open-minded about sourcing assets and skills from beyond your historical range of suppliers?
- Do your procurement rules allow you to take advantage of the most competitive and innovative suppliers based on size and location?
- Do you have the governance capabilities, skills and tools to manage the resulting complexity - e.g. fast-changing APIs?

4

Distributed power

A traditional hierarchy does not work well in an ecosystem enterprise. Instead the organisation operates with distributed decision making where possible. Power is devolved to the leaders of functional units to drive their own performance and success, with encouragement for them to operate in an entrepreneurial fashion. From there, power is further devolved to the edges of those organisations so that they can maximise responsiveness to their customers and partners.



Devolving power like this requires:

- **Skills development:** Everyone needs to have the capabilities to exercise the autonomy and responsibility they are handed
- **Clear rules:** Everyone needs to know the limits of their autonomy and responsibility
- **Support:** Clear lines of communication for when people reach those limits
- **Trust:** Every manager needs to have the confidence of, and confidence in, their subordinates

5

Accelerated decision-making

For critical strategic decisions, leaders at the core are fed with rich information, aided by the transparency of the organisation created by the low-friction interfaces. Leaders need both strong information flows and the tools to process and analyse that information effectively to drive better decision-making.



Factors leading to better decision-making:

- **Data:** Access to the most important metrics from functional units, as well as customer, financial and market information
- **Tools:** Software tools to aggregate, analyse, and present data in compelling forms that aid both decision-making and communication with peers and boards
- **Skills:** Data literacy and the skills of data manipulation, from the fundamental concepts through to the technical skills with current software
- **Time:** Leaders need the time to make good, evidence-based decisions, offloading some of the operational load to functional units



THE TRANSITION FROM MONOLITHS TO ECOSYSTEMS HAS BEGUN...

With more of the value chain handed over to partners, and each human in the workforce increasingly augmented by technology, companies are transitioning from monoliths to ecosystems.

When communication is slow and trust takes time to establish, it makes sense to keep all the critical parts of your enterprise inside walls – either physical, or legal. Hence the behemoths of old. Giant conglomerations whose relationships with partners tended to be deep, long term, and subject to complicated contracts.

Digital communications technology has changed everything. With each evolution it's demolished more barriers: geography, time zone, language. High bandwidth, low latency connections, rich communications, and open APIs, mean partners anywhere in the world can be plugged into your enterprise in a matter of moments. They can deliver supplies, software, logistics, or services.

Now leaders have a choice: maintain the certainty of their own services in-house, or trade some of that scale for agility and efficiency.

With more of the value chain handed over to partners, and each human in the workforce increasingly augmented by technology, companies have started to shrink. Even the largest organisations are now nodes on a network. The world becomes a web of interconnected enterprise.

We are still in the early stages of this transition. But the direction of travel is clear. Tomorrow's most successful businesses will be the ones that understand and adapt to this trend, adopting its benefits and addressing its risks.



Companies are smaller now

In the early 1990s, the largest company in the world was General Motors¹. According to its annual report in 1993², it held 17% of the global automotive market, selling 7,310,000 cars. In doing so it made \$132 billion in revenue, employing around 400,000 people³ between salaried and hourly workers.

Fast forward to 2019. GM made 7.7m⁴ cars and \$137 billion in revenue - just slightly more than in the earlier period⁵. But this time, it did it with only 164,000 staff⁶. How did it do this?

1993

2019

7.3 million cars



7.7 million cars

\$132 billion



\$137 billion

400,000 people



164,000 people

1. Forbes Global 500 Archive, 1993: https://archive.fortune.com/magazines/fortune/fortune500_archive/full/1993/

2. General Motors 10-K filing for year ending 31st December 1993: <http://getfilings.com/o0000040730-94-000002.html>

3. New York Times, December 1991: <https://www.nytimes.com/1991/12/19/business/general-motors-to-cut-70000-jobs-21-plants-to-shut.html>

4. General Motors 10-K filing for year ending 31st December 2019: <https://www.sec.gov/ix?doc=/Archives/edgar/data/1467858/000146785820000028/gm201910k.htm>

5. Note these revenue figures are not adjusted for inflation. If adjusted against 2020 levels, the 1993 figure would be \$238bn, leaving revenue per head and the ratio of cars produced per employee still much higher in the later period.

6. Statista, February 2020: <https://www.statista.com/statistics/239843/employees-of-general-motors/#:~:text=General%20Motors%20Company's%20number%20of,to%20around%20180%2C000%20in%202017.>

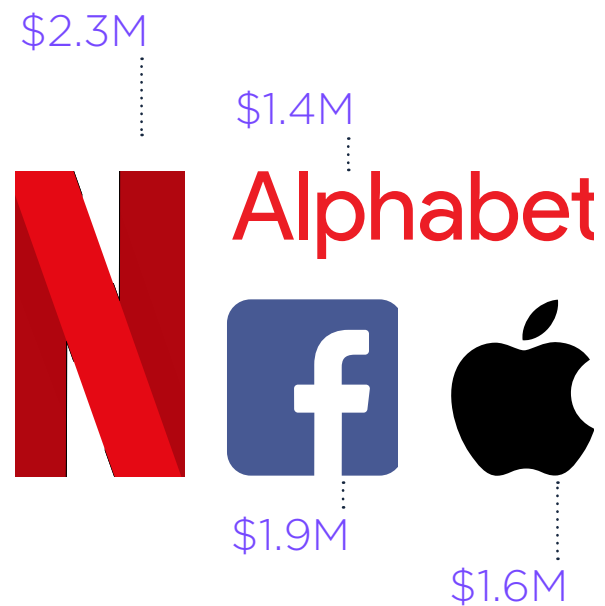
Each human in the business is more valuable

Two critical things have happened since the early 1990s. First, technology has augmented every human in the organisation, making them more valuable.

In some cases, this is physical augmentation: a fork-lift truck driver can lift more than an un-augmented human. A worker managing three production line robots can produce a lot more than they could with manual tools. While this process of physical augmentation began a long time ago, its progress has continued. Today we are starting to see the entry into the workforce of the first exoskeletons, something that was science fiction just a few years ago.

More recently, the most noticeable increase in human augmentation has been cognitive. Software systems are shifting the burden of data entry, processing, and retrieval away from the human. Increasingly, AI and machine learning platforms can do some of the 'thinking' as well, whether that is extracting key information from big data streams, processing documents, or even making and taking phone calls. Human time in the workforce is increasingly focused on the highest value activities.

The result is that there might be fewer people in each organisation but every one of them is more valuable as a result. Look at the annual revenue per employee of some of the world's most successful organisations today⁷:



These are organisations that leverage technology to maximum effect in augmenting their people. But they are also all organisations that take full advantage of global networks.

7. Statista, July 2020: <https://www.statista.com/statistics/217489/revenue-per-employee-of-selected-tech-companies/#:~:text=In%202019%2C%20Netflix%20was%20the,million%20U.S.%20dollars%20per%20employee.>

Every enterprise is global

Technology has shrunk the world, connecting global businesses from the micro to the enterprise with the minimum of friction. This has made it much easier for corporations to leverage global skills, capacity and expertise. It is now simpler than ever before to build supply chains, partnerships and channels around the world, digitally.

Companies seeking to maximise their agility, as well as manage their cost base, have taken

advantage of this, striking partnerships rather than building business units.

We can see this in the smaller company sizes noted on P11, with the organisations showing very high revenue per employee having either incredibly large and complex supply chain partnerships (Apple for products, Netflix for media) or distribution partnerships (Google and Facebook for media sales).



Digital ecosystems

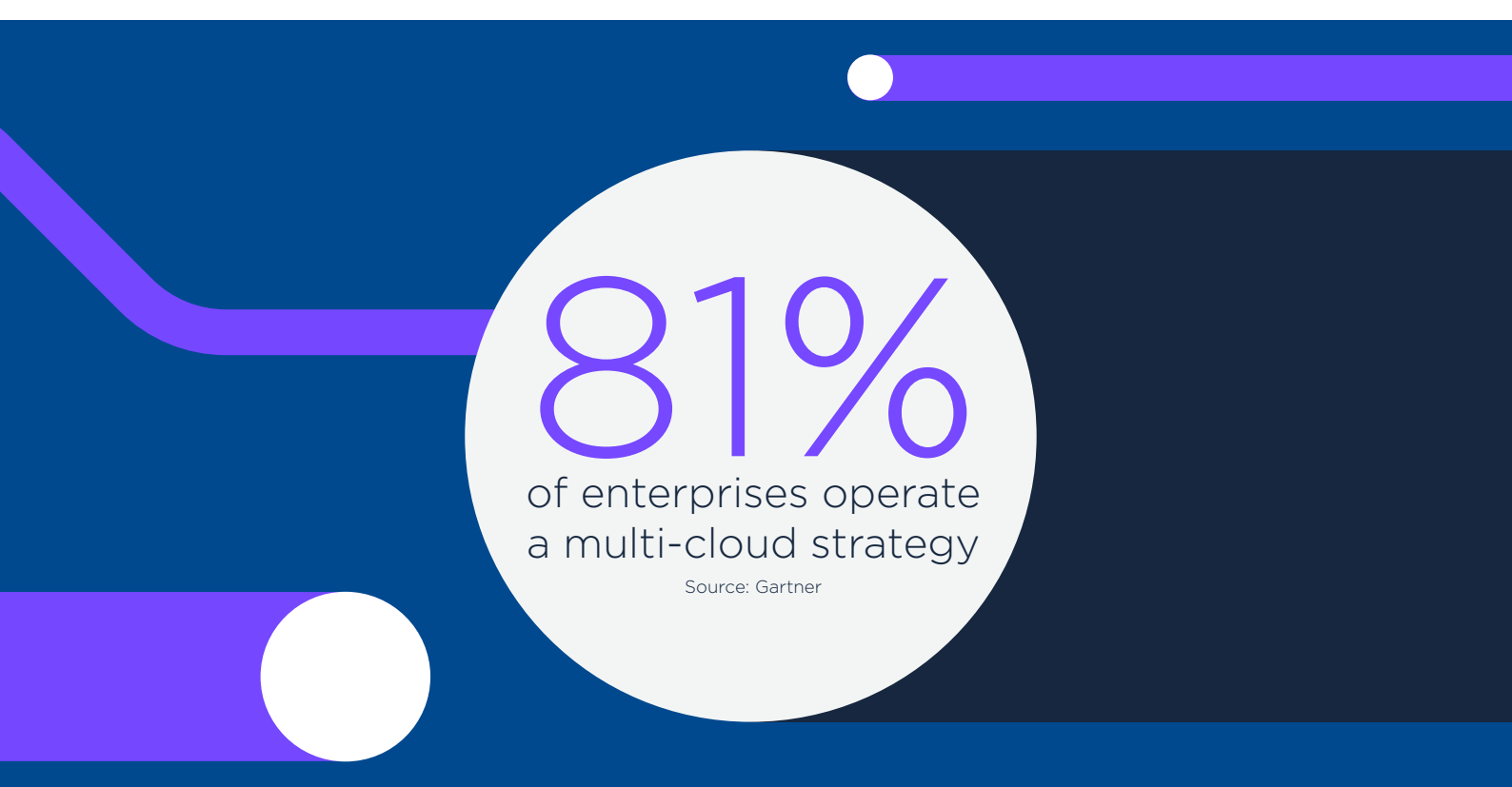
Nowhere is the supply chain more complex and diverse than in technology.

The technology that powers every organisation increasingly resides in the cloud. Freed from the friction of physical infrastructure, companies can take advantage of new technologies faster than before.

They can leverage multiple applications and clouds to find the best mix for their business.

According to Gartner, 81% of enterprises already operate a multi-cloud strategy⁸, choosing the right platform for the right task.

This freedom imbues organisations with huge power and flexibility, but as we will expand on later, it is not without its challenges. The diverse ecosystem of software and services that underpin modern organisations can get out of hand if not properly tended.



81%

of enterprises operate
a multi-cloud strategy

Source: Gartner

8. <https://www.gartner.com/smarterwithgartner/why-organizations-choose-a-multicloud-strategy/>

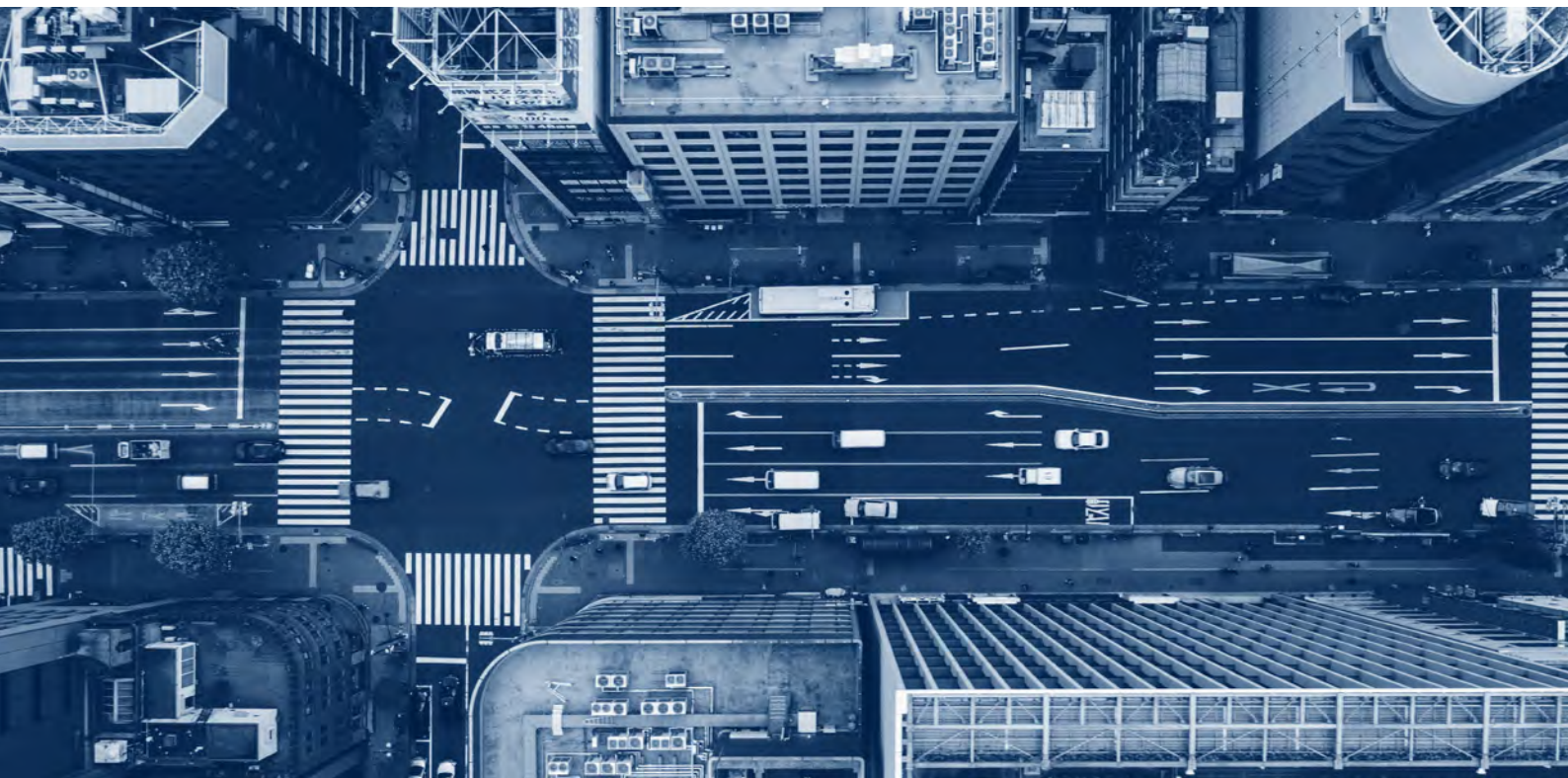
Remote, freelance, gig

The most extreme expression of the shift from monoliths to networks is seen in the rise of the freelance market – the ultimate expression of organisations' desire for flexibility.

The number of self-employed people has risen over 50% in the UK since the turn of the century⁹, and a similar picture is playing out across Europe and the US.

In the post-pandemic landscape, the difference between freelance and employed workers has diminished, with growing parts of the workforce operating on a remote-first basis.

Maintaining the interconnections at the edges of the ecosystem is now a major challenge for corporations, as they look to spread information and culture to coffee shops, back bedrooms, and even van cabs around the world.



9. [https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/articles/coronavirusandselfemploymentintheuk/2020-04-24#:~:text=By%20the%20fourth%20quarter%20\(Oct,up%20from%2012%25%20in%202000.](https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/articles/coronavirusandselfemploymentintheuk/2020-04-24#:~:text=By%20the%20fourth%20quarter%20(Oct,up%20from%2012%25%20in%202000.)

Shared services

Even where organisations are keeping all their functions in-house, the structure of these functions is changing to make them more network-like.

Shared services, where key capabilities are grouped under globally-distributed, agency-like units, is an increasingly popular approach.

Companies are collecting HR, finance, marketing, and other functions under single operating umbrellas, standardising practices

and introducing technologies such as robotic process automation (RPA) to drive efficiencies and streamline workflows.

The critical nature of these global functions and the technologies that underpin them make them particularly reliant on secure, robust interconnection.

Inside as well as outside of the enterprise, the structure is that of an ecosystem of partners, not an integrated whole.





THE STORY ACROSS SECTORS

We look at how the interconnected enterprise model is playing out across six key sectors: software, media, gaming, financial services, manufacturing and professional services.



Software

The software industry is a prime example of the shift to the interconnected enterprise. Monolithic applications have transformed into layers of interconnected applications and plugins, linked through APIs to deliver a tailored stack for each client. APIs should be the foundation of an enterprise digital strategy, according to Gartner¹⁰.

The software development process itself is now in large part an assembly function, drawing together existing libraries and third-party resources to create something new. And the delivery model has changed, from owned and operated to remote SaaS services requiring a permanent and highly robust connection both to the user and to third party integrations.

Operating in this world, either as a developer or user, requires a sophisticated capability for interconnection – especially at enterprise scale. Access to the global library of resources can dramatically accelerate development and amplify the capability of both developers and tools. But it creates headaches in the rest of the software lifecycle as APIs evolve and libraries are upgraded or deprecated.

The interconnected future of software:

The interconnected model of software applications is not going away; its advantages of speed, power and flexibility are too great to give up.

But developers and users alike will need support managing its complexities, with greater abstraction away from the challenges of maintaining currency.

Key points:

- Continuing acceleration of the move to SaaS first for users, and API-first for developers
- Industry and users alike seeking ways to mitigate complexity of interconnected software model, managing API changes and ensuring robust connections

10. <https://www.gartner.com/smarterwithgartner/the-road-to-the-api-economy/>



Media

The accessibility of digital production technologies and the rise of alternative distribution platforms have driven an explosion of complexity in the media landscape. The World Economic Forum has recognised this shift, highlighting three core challenges for the media sector:

- Personalisation & contextualisation: issues of targeting and discovery in this complex landscape
- Content fragmentation: the diversity of formats and channels
- Partnerships and industrialisation: the increasingly interconnected ecosystem of the industry and the role of AI in production

The most successful organisations in this new landscape are the ones with the most far-reaching ecosystems that can leverage the right talent or the right distribution channel at the right time. From newspapers consuming and republishing information from across the social media landscape, to OTT video companies commissioning from a global production industry, to web platforms creating an opportunity for every auteur.

The interconnected future of media:

Media organisations will continue to shrink in the years ahead, moving from large monoliths to networks of specialists and freelancers.

Organisations will be increasingly reliant on their ability to collect and curate content, and collaborate internationally on production. Interconnectivity is core to the rapid progress of this transition, with every part of the ecosystem from content producer to customer reliant on high bandwidth, low friction connections to the adjacent members of the network.

Key points:

- Media organisations to shrink as the power of individuals is increasingly amplified and economies of scale are diminished through low-friction interconnections
- Access to processing power and distribution bandwidth becomes increasingly important as production tools continue to shift online and more pathways to customers open up



Gaming

Games production, publishing and distribution is now an incredibly complex ecosystem. From the development tools and game engines, through to the production houses and many independents, to the rising number of distribution channels and platforms.

Even gaming media is now much more complex, with the traditional magazines displaced by hundreds of thousands of Twitch streamers, guide wikis and forums.

The rise of the smartphone and ubiquitous connectivity has massively grown the global marketplace for gaming, with more than three billion gamers around the world predicted by 2023 and revenues climbing 9.3% year on year.

But the scale and scope of the ecosystem creates its own challenges. Breakdowns at any of the critical interconnections can lead to expensive delays in game development and release, and lost revenue from players and streamers. And producing games that perform well across the diverse range of platform options is increasingly challenging.

The interconnected future of gaming:

Though Google's Stadia platform hasn't had the intended impact, it nonetheless points the way to an even more complex future for the gaming industry, with more target platforms.

The market is big enough to support a lot of variety though, so developers and publishers alike will be seeking to streamline access to the different niches to maximise the returns on their intellectual property. Third party tools will play an increasing role, particularly in powering procedural level generation and intelligent in-game characters.

Key points:

- Diverse platform market increasing the headache for developers
- Investment in streamlining production and porting to maximise returns on IP as a result



Financial Services

The finance ecosystem now features many more players than a decade ago. The arrival of open banking, the boom in 'fintech' investment, and the serious challenge brought by digital-first alternative banks has rapidly disrupted what was quite a staid sector.

The sector is also now more international than ever, with digital technologies lowering the cross-border barriers to entry for payment technologies, investment platforms, and of course cryptocurrencies.

The response from the smartest incumbents has been to partner, with behemoth banks turning to start-up investment and technology partnerships to help them thrive in this more diverse market. This extends the web of the interconnected enterprise, with banks linked to merchants, software platforms, payment services, and of course each other.

The interconnected future of financial services:

The next few years will see continued transformation in this sector as the true implications of open banking become apparent and new applications appear to take advantage.

The institutions that thrive will be those that can minimise the friction in their interactions, making themselves as attractive as they can to partners, and protecting their profitable niche in the network. It will be impossible for single institutions to provide a complete suite of products to compete with the best-of-breed independents, so it will be critical to offer customers slick connectivity between their financial services.

Key points:

- Consumers adopting a portfolio approach to financial services and expecting high levels of integration between them
- Aggregator apps that present a slick user interface to challenge ownership of the customer relationship



Manufacturing

Manufacturing ecosystems have been extending for 200 years as the refinement of raw materials stretched further away from the end consumers of goods. No longer is iron smelted on one side of town and turned into steam trains on the other.

Nevertheless, there has been an explosion of complexity both inside and outside manufacturers in the last thirty years.

Outside the organisation, international markets have become more accessible, creating new competition but also more opportunities. Inside, industrial internet and IoT technologies have spread across the factory floor, providing enhanced safety, intelligence and predictive analytics to maximise quality and minimise downtime.

The interconnected future of manufacturing:

From homes to high value electronics, network models of manufacturing are becoming increasingly apparent with intellectual property, specialist production and assembly increasingly stratified into different businesses.

And concerns over tariffs and trade wars have forced manufacturers to diversify their supply chains, with parallel sourcing inside and outside China further adding complexity. New technologies will allow manufacturers to plot a path through this complexity, but those that don't invest early are likely to be caught out.

Key points:

- 'Industry 4.0' technologies propagate interconnected enterprise model, as smart manufacturing allows smaller players to take part in high value networks
- Distributed manufacturing model brings production closer to the customer, allowing more rapid response to demand and lowering risks



Professional Services

The professional services industry is beginning a period of automation. Having remained resolutely human-centric until relatively recently, lawyers and accountants are beginning to recognise that software solutions can be more than manual tools. Machine Learning (ML) and Robotics Process Automation (RPA) tools are being applied to process documents, analyse arguments, and source evidence and precedents.

As these companies seek to catch up, they are naturally turning to the cloud, building their own complex ecosystems of applications, storage and compute power to drive the next wave of professional services innovation.

Human roles will be increasingly client-facing and each person in the organisation will increase in value, as the proportion of their time spent on high-value fee earning increases, and their role in the success of client projects becomes more critical.

The interconnected future of professional services:

COVID-19 and the shift to hybrid working will catalyse the rise of automation in the professional services sector, with organisations forced to systematise processes that were previously handled by colleagues sat next to each other. RPA, AI-driven document creation, and smart collaboration tools will all drive investment in more SaaS software and an increasingly complex IT estate.

But employment numbers are unlikely to return to previous levels even beyond the 2021 recession as companies emerge leaner and more automated. Low friction interconnections will make it easier for generalists to access specialist skills from partners, or for specialists to collaborate to create a competitive proposition.

Key points:

- Increasing automation through the application of hosted applications, e.g. in machine learning
- Rise in partnering and co-operation between specialist groups to compete with large generalists



RISKS AND REWARDS OF THE INTERCONNECTED ENTERPRISE

The interconnected enterprise model is a natural response to the high frequency change across industries and the evolution of network automation, as outlined earlier in this report. Enterprises are now interconnected with a vast pool of cloud partners, SaaS providers and the like, but at the same time, SDN has transformed the landscape, bringing the ability to automate networking across this ecosystem.

This new environment allows organisations to adapt more rapidly to changing conditions and opportunities. But like any model, it has its risks and challenges as well as its rewards.

Key benefits of the interconnected enterprise model:

Agility: Rapid response to changing conditions	The ecosystem model allows organisations to add – or drop – resource much more quickly, acquiring the skills, assets or tools required to innovate in the face of changing demand.
Resilience: diversifying customer bases	The reduced friction in partnership agreements can increase uncertainty for each partner or functional unit. But in the ideal ecosystem, no partner is reliant on a single customer. Even units inside organisations can diversify and begin to sell their services outside the walls of the organisation, increasing resilience.
Reduced risk profile	Though the operational costs of this more agile approach can be higher (see risks), the capital investment in innovation, product development, production and routes to market can be much lower. There are fewer legacy investments to slow the organisation's future transitions.
Access to global talent and resources	In the ecosystem enterprise, the resources you need are never more than a few keystrokes away, whoever owns them and wherever they are in the world.
Accelerated innovation	In the ecosystem economy, anyone can rapidly combine other people's processes, technologies and assets into new products and services. Innovation can be accelerated dramatically.

Key risks of the interconnected enterprise:

Managing complexity	Complexity in an interconnected enterprise can scale rapidly, as new resources are added and dropped from the ecosystem. The situation is particularly challenging in the digital sphere as the many APIs that support core applications and infrastructure can be frequently updated.
Operational overheads	The trading of owned assets for rented services naturally adds a margin to operational costs. This combined with the overhead for managing these services can put pressure on the organisation. The right tools, skills and governance are needed to keep operational overheads under control.
Maintaining control	Operating an interconnected enterprise requires a more distributed approach to decision-making, something that can be a difficult cultural shift for leaders and organisations alike. Making this transition successfully often requires training, new processes, and a degree of courage. Large strategic decisions remain at the core of the organisation, adding a new challenge: maintaining a level of transparency through an increasingly complex ecosystem.

Next Steps

The interconnected enterprise is a product of our age. The natural evolution of the enterprise in the face of globalisation, low friction digital communication and the high frequency change that emerges from the intersection of those two trends. Enterprises are already evolving in this direction. But those that do so consciously, and with the best understanding of the principles underlying that evolution, will have the greatest change of building sustainable success.

It is crucial that we embrace this change. Adapt to a new model that allows us to accelerate innovation, link with world-class partners, and build resilience in the face of uncertainty. But we also must be aware of the challenges it presents. Succeeding requires investment, in skills and processes, systems and tools, and in a change of culture.

Though there are many operational elements to perfecting the interconnected enterprise, the quality of the interfaces between functions are most important. If those interconnections are weak, inflexible, or slow, then the concept fails. Only through the ability to establish, scale, and break these connections when required can we truly claim to have an interconnected

enterprise, or an ecosystem that truly takes advantage of the best resources available. Without those capabilities, inertia will limit flexibility. Any friction in those interfaces will limit profitability.

Leaders seeking to accelerate their organisation's journey down this path today need to start by understanding their current situation.

Look at the Principles for the Interconnected Enterprise (Page 4) and ask yourself and your team those questions: do we have a clear map of our functional units? Do we understand value for each of them, their inputs and outputs? How much friction and inertia exists in the interconnections between them? Most organisations are in a hybrid state today, a blend of old and new.

From there, the challenge is all about development: how we can plot a path, unit by unit, interconnection by interconnection, to a low friction, agile, ecosystem-based future.

The power of Software Defined Interconnection®

As enterprises embrace technological change and engage with a much wider ecosystem of partners, suppliers and customers, they will also encounter more complexity at the network, infrastructure and application layer.

The interconnected enterprise model creates significant new considerations for IT professionals and system and network architects:

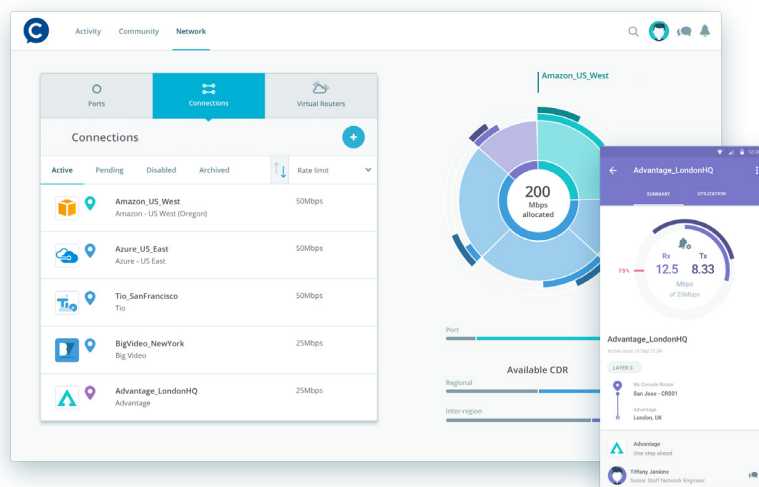
- How well do they understand new protocols and standards?
- How do they manage integration and interoperability between many partners?
- How can they keep control and visibility over a rapidly-expanding IT environment?

Software Defined Interconnection® platforms such as Console Connect by PCCW Global are helping to simplify this process for enterprise IT professionals, enabling faster, more agile

and more secure interconnections between business partners, applications and digital infrastructure.

Using an intuitive online application or API, Console Connect users can establish on-demand virtual interconnections between a vast ecosystem of pre-integrated clouds, software applications, IoT platforms and partners across a private, dedicated network with truly global reach.

“Console Connect is enabling tomorrow’s interconnected enterprise to interconnect seamlessly at the network, application and commercial settlement layer. By automating these processes and network connections, the platform is a meeting place for tomorrow’s interconnected enterprise where they can flex, turn-up and reconfigure services to meet all their business needs,” says Paul Gampe, CTO, PCCW Global.



Console Connect users can make on-demand virtual interconnections through an easy-to-use portal



TAKE CONTROL | CUT COMPLEXITY | MAKE INTERCONNECTIONS EFFORTLESS

Through our self-service portal or API your business can now experience all the benefits of Software Defined Interconnection, such as:

Connect in minutes, not weeks or months

Avoid lengthy provisioning times and long term contracts.

Reduce network and connectivity costs

Only pay for what you use. Flex on-demand.

Accelerate time to market

Spin up new services quickly across the globe and improve time to revenue.

Ensure optimal user experience

High quality uncontended, low-latency network backed with a stringent SLA.

Minimise security threats

Privately connect to your digital ecosystems, bypassing the public internet.

Simplify hybrid and multi-cloud deployment and management

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