→ → → BUSINESS AT THE SPEED OF AI

MARK J. BARRENECHEA → → →

BARRENECHEA, MARK J.

Business at the Speed of AI

First publication, March 2025

ISBN
978-1-989511-04-6

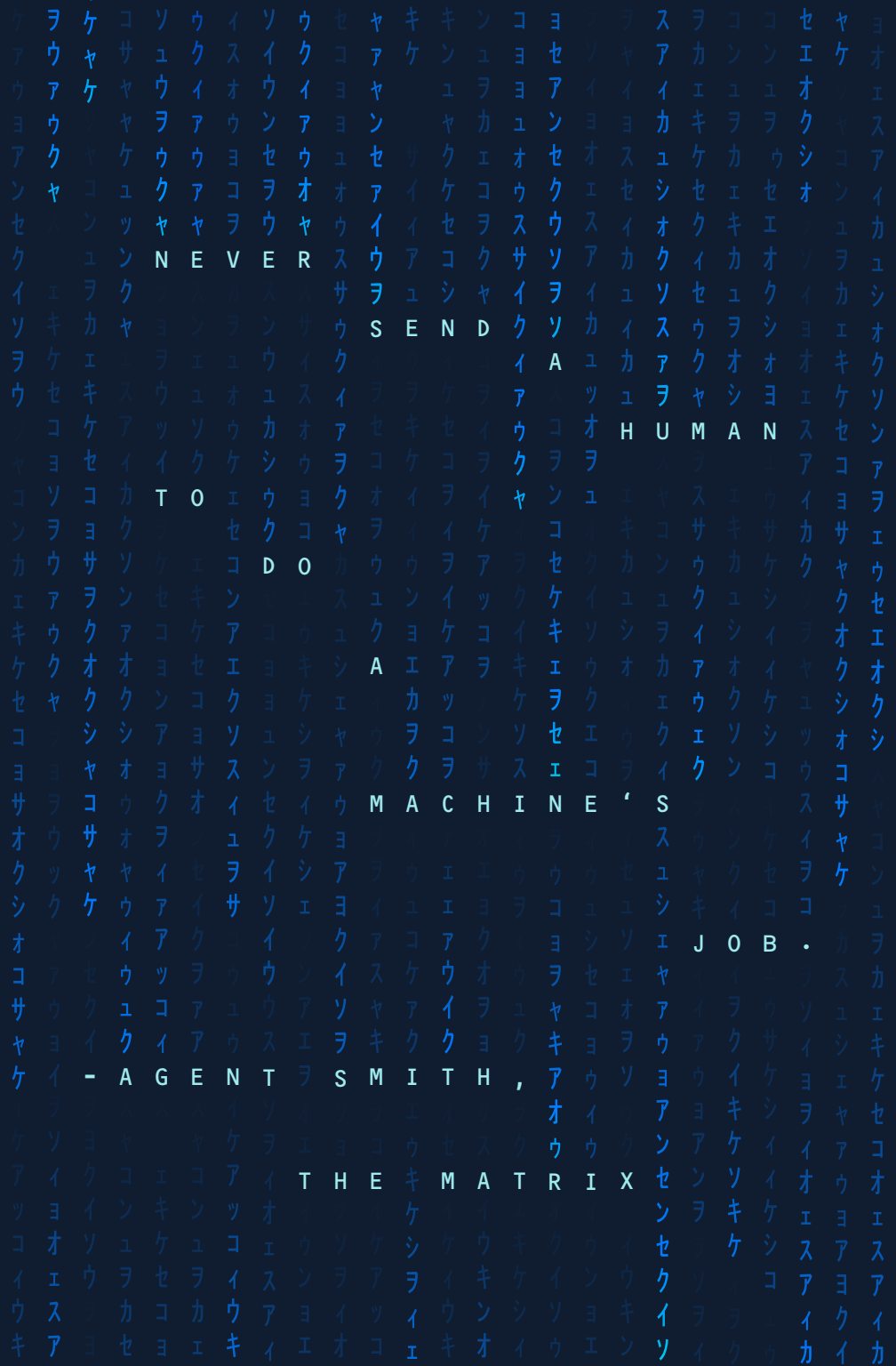
Published by
Open Text Corporation
275 Frank Tompa Drive
Waterloo, Ontario, Canada
N2L 0A1
(519) 888-7111
info@opentext.com
www.opentext.com

CONTENTS

CHAPTER

01

INTRO


NEVER
SEND
HUMAN
TO
DO
MACHINE'S
JOB.
AGENT
SMITH,
THE MATRIX

The next 10 years are going to change everything.

Business. Healthcare. Climate science. Energy. Internet. Life expectancy. Learning. We are on the verge of discoveries in every major area of human experience. Companies in all fields are bringing new ideas to market and creating new roles for employees that are fundamentally changing and challenging our status quo. The internet changed everything. With AI, everything will change again.

The knowledge workers of 2025 are nothing like the ones from decades ago. They're barely recognizable when compared to those of 2015. What we do in business—the choices leaders make to shape products, what workers will do in their careers, how companies design processes and workflows—will look completely alien to anyone trained in the twentieth century. Humans are building the digital worker.

And that's amazing. It's uncomfortable. It's revolutionary. It's scary. It's inspiring.

I opened this book with a quote from *The Matrix*, spoken by the malevolent Agent Smith. In the film, Smith is an avatar of the oppressive AI overlords that have conquered and enslaved humanity. While *The Matrix* is obviously fiction, it symbolized and wielded our technophobia, and played on a global fear that AI and technology would hold humanity back and take jobs from people who worked hard to get them.

I don't see it that way. I see the potential of AI as freeing—freeing for humans to look higher in the problem set we face in our industries. In our world.

You can make real, profound change.

And if you don't, someone else will. Every individual has a greater ability to grab more opportunity than ever before in history. So grab it. Now.

Luckily, OpenText already has a toolkit ready to help people—our employees, our partners, our customers, everyone—tackle bigger ideas than they believe they are capable of. When we take a step back to look at the technologies at our disposal, they feel outrageous. They hardly seem real. Multi-cloud connections. AI assistants that bridge immense datasets and offer plain language interfaces. Machine-led cybersecurity that can pinpoint one threat pattern hiding among billions of datapoints. Machines making multi-step, complex problem decisions with no human intervention.

We can help you change the world. Your companies and products are opening new doors. Your people are the architects of the next decade. This book is a small taste of the tools that will help you.

Work has changed

The last 100 years of work has centered around "jobs." We work at a desk, or in a shop, or a factory, or a field. We're taught a few steps or processes that lead to repeatable, monetizable results. We do this job for a few years until something changes. For a long time, nothing did, so jobs never changed.

With the vast expansion of a digital workforce, change has been thrust upon us. Work will no longer be centered simply around jobs, around tasks.

Work will be built around *skills*. And everyone has skills. Everyone can build skills. Everyone can learn to apply their skills to their passions and their challenges to achieve new things. Every worker can be a knowledge worker. And now we're adding an entirely new class of worker—the "digital worker"—where machines do the work to solve multi-step complex problems with no human intervention. We call this agentic AI. Productivity will soar, and human potential is truly unlocked.

Again, as I look back over my career, and my education, I see such amazing differences between where I came from and the graduates and young workforce of today.

Training in computer science was built around algorithms. We learned how to brute force code to bootstrap solutions that hung together more on faith than anything else.

We didn't have data. We didn't have the foundations to build on. Foundations that not only students and programmers have today, but that are available to anyone.

When I started programming, I had printf and malloc! A programmer today has hyperscaler APIs and GenAI. I programmed with a rock, developers today program with missiles.

Thanks to modern data infrastructure, thanks to the internet, thanks to years of AI models being trained on immense datasets, anyone who wants to can pull from more information in seconds than most programmers could ever dream of in decades past.

I'd say that AI and the explosion of a digital workforce was going to change everything, but the reality is, *it already has*.

You don't have to wait to discover what you can create—we've got the tools for you right now.

With the tools that OpenText has created, knowledge workers, or entrepreneurs, or C-suite executives, can do more than just keep up with technology. You can activate it at its full potential.

At *your* full potential.

We live in data

OpenText is an information company. Our business, at its heart, is about information management. Really, we invented it. We've spent more than three decades creating products and systems that help people organize, access, secure, and most importantly, discover insights from data that improve our world. Because everything is forged by data.

What we do. How we feel. What we buy. How we work. What we believe. Technology today captures and categorizes input from every device we touch, every transaction we complete, every question we ask.

It can be a deluge. An impossible storm of information. As the capability of technology to collect and organize this data has exploded exponentially, we've realized that the people at the heart of these processes were being left behind.

Companies—and workers—spend too much time simply wrangling data. Making data cooperate. Building bridges between isolated clouds of information.

So we at OpenText got ahead of the problem. We built tools to empower people over technology. To stop knowledge

workers from constantly playing catch-up or devoting all their time and energy to simply keeping up with the rapid pace of advancement.

Over the next decade, our tools will let you take control of information, data, and AI to be the architects of business and technology.

Everything that is connected to the internet will be a data source. Everything that moves can be autonomous.

The tools are there to create a safe, prosperous, healthy future.

Our complete business solutions are underpinned and powered by AI, built on clouds, and cover all aspects of operations. Knowledge management. Customer and employee experience. Business networks. Digital infrastructure. Cybersecurity. Development.

Everything in one platform.

For too long, as the tech we all use advanced, we've been in custodial modes of thinking. We worked as tactical programmers, not architects of tomorrow.

We've been working to serve our machines, not the other way around.

We shouldn't send humans to do the jobs of machines. We should leave the grunt work—the raw calculation, the coding, the testing—to AI. To the technology we built for that very purpose. We stop catering to the needs of our tools, and encourage the creation of the digital worker.

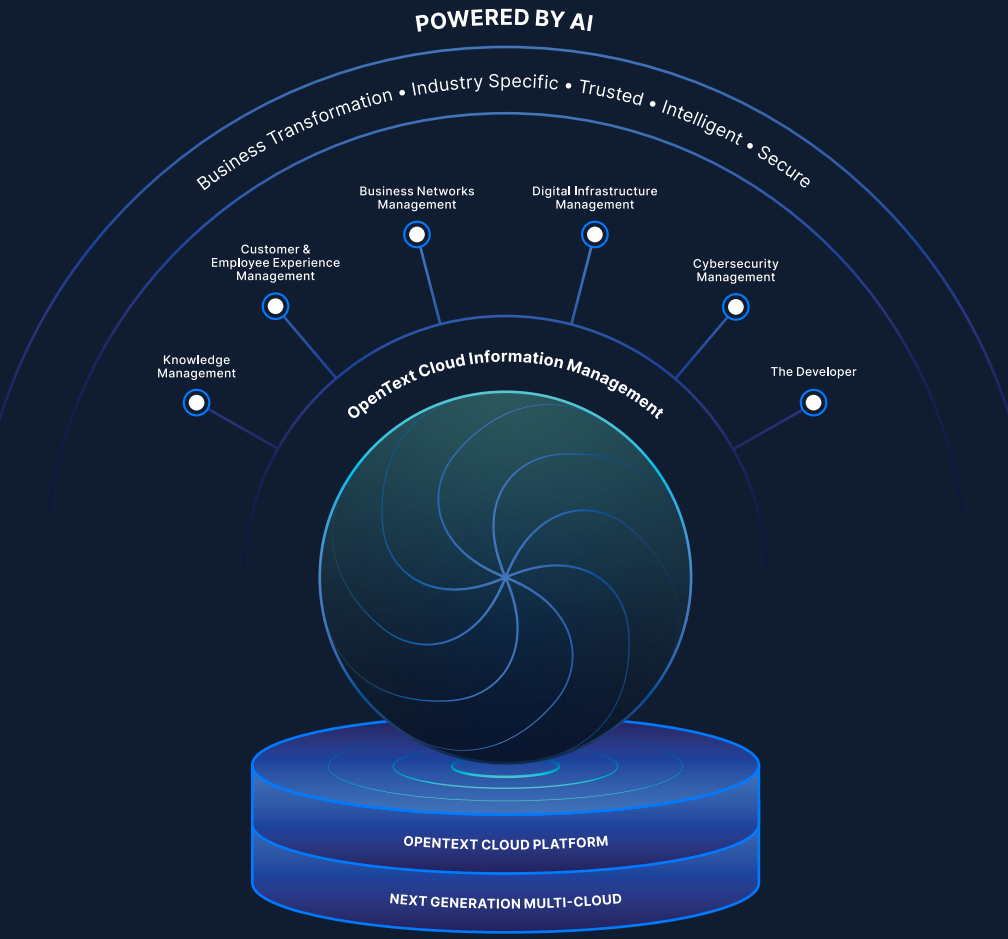
Our job is to dream. To build. To stop merely producing and start creating. To quit thinking about what we can just get away with and start making space for our big ideas to take over the world. Would you rather be creating or consuming?

Can we make 100 years of progress over the next 10?

Leaders, it's time to turn your company's vision for the future into reality. Dreamers—and I'm one of you—it's time to get up off our butts and make something.

It's our time. It's time to create. Time to go.

#GO.


POWERED BY AI
Business Transformation • Industry Specific • Trusted • Intelligent • Secure
Business Networks Management
Digital Infrastructure Management
Customer & Employee Experience Management
Cybersecurity Management
Knowledge Management
The Developer
OpenText Cloud Information Management
OPENTEXT CLOUD PLATFORM
NEXT GENERATION MULTI-CLOUD

CHAPTER

02

THE FUTURE IS AWESOME

It's time to dream really, really big.

I firmly believe that over the next decade, our world is going to smash through barriers of discovery that will provide huge leaps forward in human ingenuity.

The brain-computer interface will be solved.

Fusion power will bring infinite energy within our reach.

Lifespans extending by decades. Autonomous vehicles everywhere. The boundaries of the human mind blossoming.

New developments will open such amazing ideas that we will learn to stop negotiating for incremental steps and start creating new paradigms from whole cloth. New medicines. New ways of communicating. New learning techniques. New places to live.

The future is awesome. And it's everyone's to build.

I'm excited to see how the tools that OpenText has created will help enable that future. I see six areas where technology will enhance our lives in ever more powerful ways.

100 candles

Human beings are living longer than we ever have before. The average lifespan in North America has increased by around 20 years over the last 100.[i]

I believe that children born in 2035 could have a life expectancy of 100 years. Advancements in biotech, pharmaceuticals, healthy living, and social structures will create the conditions where centennial birthdays are the norm rather than the exception.[ii]

It's not impossible. If the average age keeps extending at the rate it has been for the past century—about three months per year—then by 2100, tens of millions of humans will live to be 100 years old.[iii]

The escalating curve of societal and technological advancement behind this started with some basics—modern medicine, antibiotics, vaccines, but also social programs, access to food and clean water.

Simple modernization accounted for a substantial leap in quality of life and life expectancy.

Still, major obstacles persist. Cancer. Heart disease. Mental health. Pandemics.

But the speed at which we can tackle these huge issues is light-years ahead of where we were a century ago.

My own health journey involved chemotherapy and radiation treatments that were unheard of mere decades before, and I am now cancer-free.

Those treatments have only improved since I needed them, and AI-enhanced medical advances are going to accelerate this progress even further. AI and biotech could add 1 billion years of life, and more generations will sit around the kitchen table because of AI and data. In fact, your data will extend your life, and the lives of those around you.

Researchers can explore and test medicines faster. Patients can access information they need to work with their doctors to build the right course of treatment. Doctors will be able to diagnose earlier, and with greater precision. Other areas where technology and research are advancing rapidly

include wearables for patient monitoring, genomics for treating genetic disease and inherited conditions, and tissue engineering for repairing damage and degradation.[iv]

And it isn't only direct medical advancements that will benefit. Governments will have more data, and more tools through AI, to analyze and design social conditions that improve access to the resources that people need to survive and to thrive.

More time to learn, to explore, to build.

Multiple generations sharing knowledge, passing along lived experience.

Richer lives, lived longer—it is possible.

A smarter society

Access to information has always been the most essential part to building an educated and thriving society.

OpenText has been in the information management business for decades, leading the way. We've long seen it as a core responsibility to make data and knowledge more accessible.

As our society evolves over the next decade, the human/digital connection will continue to grow.

I believe the brain-computer interface will be central to our advancement. We will have the means for humans to access and use information in ways that were previously the stuff of science fiction.

Optogenetics (understanding and controlling specific sets of neurons) and biointerfaces (creating synthetic connections

between living tissue and other materials or devices) will lead to augmented humans and augmented machines, each borrowing the best parts of the other to tackle vital challenges.

We will be able to enhance the lives of people with physical or cognitive disabilities. Track bioindicators in real time. Speed up access to and application of information.

The creation of digital twins where we can brainstorm and bounce ideas off a virtual personality with a similar base of knowledge and experience to our own.

Education will radically change. AI and educators will work together to design new learning plans and methods of teaching tailored to individual needs and strengths. Children and students will engage with complex material in new ways.

We will unlock the true potential of our minds. With AI, we have the chance to extend our intellectual capabilities just as industrialization and machines helped extend our physical ones.

IQs of 160 will cease to be remarkable and will be the stepping stones to new levels of human advancement.

Information will flow freely

The internet is barely four decades old. The idea of linking networks across the globe was dismissed as impractical and unnecessary until nearly 1990. And the way the internet functions and influences our lives changes as quickly as data moves through fiber optic cables or Wi-Fi networks.

Fast-forward to 2025. OpenText is making immense, proprietary clouds of data play nicely together like they should. We are enabling the “internet of clouds,” or, “we make multi-cloud work.”

Data and information are meant to interact, to enhance themselves and others, to immerse us in knowledge and possibility. Data and information are not static. They are active. They live and breathe, and we must adapt accordingly. Our systems must respect the ever-growing and changing nature of the data and information upon which our world operates.

The internet of the next decade (and beyond) will be deeply personalized and borderless.

We must embrace a world where there are no barriers to information and to our human desire to know more and do more.

We can help you bring down the walls around your data and live in a borderless world.

Infinite energy will renew industries

The next decade will see net-positive energy through fusion reactors. Mark my words.

Infinite energy will utterly upend the status quo for power generation, water, the environment, climate science, technology, and manufacturing. Any upper limit on energy needs or constraints on innovation will be gone.

The training wheels on AI—the legitimate concerns around power consumption and resource use in its current state—will come flying off. With infinite energy at our disposal, AI can be applied to any subject, in any industry, and supercharge the efficiency of the people and processes in it. We're also starting to see AI models that consume far less energy than was previously thought possible.

Our tools will help all sides of this equation—empowering the teams building clean energy and opening up possibilities to those who will create new wonders from its results. France's fusion reactor project just sustained nuclear fusion for 22 minutes—beating the old record, from a team in China, by 5 minutes.[v]

Auto everything

Autonomy and automation will flourish. We're already seeing the rapid adoption of automation in industry and technology. I believe that everything that moves will have the potential to be autonomous within the next decade.

Vehicles—self-driving and traditional—are one of the most rapidly growing areas of autonomous AI tech. Dozens of cities around the globe are piloting driverless car service programs, and driver assist AI is standard in many manufacturers' vehicles already.

Anything that moves will be connected. Not only for convenience, but for safety and to bring integration of data and personalized experiences into every aspect of our lives.

Climate and responsible technology

One of the most pressing concerns to our ongoing prosperity as a species is our climate.

Temperatures are rising. Major populated areas are experiencing severe weather events. Recent World Bank reports show more than 200 million people are at risk of being displaced due to climate change.[vi] Some estimates put that number as high as 1.2 *billion*.[vii]

Our tools are helping here too. We're an essential tool for those working on new energy solutions and technologies.

We're also huge proponents of green initiatives and responsible technology. We cannot be ignorant of the very real risks our planet faces. Our solutions support customers who are driving development of new technologies and advancements that can slow the effects of climate change.

OpenText's AI tools will drive the climate innovators of tomorrow. We are developing our institutional strategy around nature positivity, and expanding our offerings in areas such as GreenOps and GreenIT. We are putting the ingenuity and brilliance of our employees all around the world to work on these vital issues.

You can be part of it too.

See something, make something

These are six huge areas of growth that will completely change our world over the next decade.

What do you see in there that inspires you? What wicked problem do you think you can solve?

I get to see the impact that OpenText's tens of thousands of employees make every day. I see the astonishing things in technology, supply chains, security, medicine, and more that our hundreds of thousands of customers are working on.

It's awe inspiring. The future really is amazing. Awesome. Almost unbelievable.

We've got the tools here for you to make the future yours. Let's take a closer look at just a few examples now.

CHAPTER

03

AI AND THE NEW KNOWLEDGE WORKER

AI is reshaping the world as we know it. Our tools are equipping you with the ability to redesign your own business model, reshape work, and bring ideas to life.

AI is the impetus behind this era of exploding human potential. The defining technology of our time. It's bringing rapid progress and startling transformations in everything. There's the AI everyone is familiar with—image generators, customer service bots; and there's revolutionary Business AI—ChatGPT, and OpenText's AI and its agents.

With AI, humanity is setting a new trajectory. Agentic AI will be one of the driving forces behind our new course. Supported by conversational AI assistants that can handle complex tasks with plain language instructions.

Business, development, and creativity will change forever.

The way we work is in the middle of the greatest transformation, over the shortest period of time, that it has ever undergone. The AI revolution is horizontal and vertical. It is broad and it is deep. It is happening at warp speed. Every industry is forever changed.

The future of work is being defined right now. And the knowledge worker is at the center of it all.

Use your gifts

Organizations have two proprietary gifts. One is talent. The other is data. AI transforms the value of both, helping them work together in deep and meaningful ways.

Technology is the great uplifter.

And yet, today's knowledge workers have spent years being bogged down. Besieged by too much information, disparate workflows, siloed systems, and repetitive work. We're overwhelmed. We're only human, after all.

And the amount of data generated by humans and machines is growing exponentially. Unprecedented volume combined with staggering speed. Our brains were not designed for this.

Enter: AI. Or more precisely, AI agents.

AI agents are here to unleash the potential of knowledge workers and alter their roles for the better of all. Knowledge workers will be freed from the most frustrating and tedious parts of their jobs. Businesses will reap the benefits of enhanced productivity, accuracy, and decision-making. Society will enter a golden age of growth and creativity.

This is not simply process improvement—agentic AI will spark wholly new business models and create solutions that were previously impossible.

Humans may be overwhelmed by data, but AI is born of it.

It's time to let AI do the work.

A new interface

The new knowledge worker interacts directly with OpenText's AI agents as their main touchpoint with the software where they do their work. And that interaction is intuitive and easy.

It's a conversation.

[AI AGENTS AT WORK]

Through these conversations, knowledge workers can leverage the full power of AI. AI agents can find and summarize documents from within huge content repositories. They can parse volumes of information that would be impossible for one person, or even a team. They can suggest next steps, provide the right document, process, or piece of information without a time-consuming manual search, or answer questions about the content. They take meeting notes, optimize schedules, visualize huge amounts of data, write content, generate code, and create images.

These capabilities empower knowledge workers to focus on what is important. AI is automating common work tasks that take up the vast majority of employees' time. Tasks that would previously have taken hours or days are being shortened to minutes. Or even *seconds*.


EXTERNAL CUSTOMER-FACING
INTERNAL OPERATIONS
EVERYDAY AI
GAME-CHANGING AI
Customer Experiences
Sales, Marketing, Services
Innovation
Product, Service, IP
Core Operations
Operations, HR, Legal, Finance, IT
Differentiated Capabilities
R&D, Support, Supply Chain
Proposal Generation
Help Desks
Communications
Contracts
Claims Management
Case Management
Payment Processing
Avatars/ Virtual Influencers
Problem Resolution
Product Recommendation Assistant
Customer Experience
Code Conversion and Generation
Invoicing
Order Processing
Forecasting
Supplier Risk Assessment

Removing the tedium

With knowledge workers liberated from time-consuming toil, strategy and innovation will come to the forefront.

EXAMPLES OF HOW AI IS WOVEN THROUGHOUT THE ENTERPRISE:

- Internal applications streamline operations, improving productivity and efficiency within the organization.
- External applications enhance customer interactions, driving engagement and satisfaction.
- Everyday applications handle routine tasks, freeing up humans for strategic initiatives.
- Game-changing applications revolutionize processes, offering competitive advantages and opening new avenues for growth.

From predictive analytics to generative AI and autonomous decision-making, we're stepping into an era where AI agents are not just tools—they're trailblazers, unlocking human potential and transforming businesses worldwide.

AI is a megatrend. It combines with all other technologies to create an unstoppable avalanche of change. Technologies like IoT, blockchain, 3D printing, cloud, and VR. Nothing in our modern world will exist without the influence of AI shaping it and co-evolving with it. Not just technologies, but systems, institutions, our very ways of being.

To become the new knowledge workers needed in this megatrend, employees will have to learn new skills. Everyone needs to upskill and learn how to work with our new AI colleagues. Then, the two proprietary gifts of the organization—talent and data—can function synergistically.

Smarter and smarter

At first, AI agents will recommend choices and actions, supporting smarter decisions. The agent will take certain, clearly defined, next steps on its own. We see this already.

But this is only the beginning. Before long, AI will be empowered to make decisions autonomously. Starting with low-level decisions, then expanding to more complicated activities, we will trust AI agents to see many processes through end-to-end. Things like processing invoices, assessing insurance claims, deciding whether to answer an RFP (and populating a first draft!).

This is agentic AI—and it is on the horizon. Using sophisticated reasoning, agentic AI will autonomously assess and take action to solve complex, multi-step processes. No human intervention needed. It's this multi-step complexity that is the most groundbreaking aspect of agentic AI. Current technology is very good at single tasks. But when you ask AI to start chaining processes together, or make logical leaps, the cracks start to show.

The new knowledge worker will harness agentic AI to automate and augment their job, creating personalized agentic workflows. This will change the game yet again, supercharging AI's transformation of the nature of work, business models, and industries. Like a flywheel, the effect

of these changes will go faster and faster. The momentum will be incredible.

Consider the example of the claims management process. A human agent receives claims data, checks information against policies, completes internal approvals, opens a PO, and issues a check. Would you let an AI agent manage that entire loop instead?

After a customer buys your product, would you let an AI agent conduct a personalized purchase history and behavior analysis of that customer, then write and send a follow-up communication at the precisely right time to suggest a possible upsell?

Or, think of the potential in cybersecurity, where teams may need to be able to detect a threat among two billion events per day, then shut off access to a bad actor before security is compromised. Will you let your software handle that?

Right now, the answer is probably no.

But in the next 10 years, and thanks to OpenText's agentic AI, I think you will. Our human potential will soar once processes like this are the work of machines.

Taking knowledge work to the next level

We believe deeply in the power of AI to take humanity to the next level. That is why we are at the forefront of this revolution. For decades, we offered predictive analytics with AI. Now, we are reimagining the future of work with AI agents—across R&D, marketing, sales, support, G&A, customer operations, supply chains, manufacturing, corporate IT, risk and compliance, you name it.

WAVE 1

AI / ML Predictive Analytics

WAVE 2

GenAI for Search & Automation

WAVE 3

AGENTS TO UNLOCK HUMAN POTENTIAL

WAVE 4

Agentic AI & Autonomous Agents

WAVE 5

Artificial General Intelligence

It is clear that AI is for every industry, and we are embedding it everywhere. Our full-stack suite of AI technology, available throughout our technology portfolio with nearly 100 AI agents (and more coming with every release), is empowering the new knowledge worker. It's open to all models (BYO Model—Copilot, Vertex, Llama, on-prem, anything) with multi-platform, multi-LLM support.

We're also firmly committed to our AI Bill of Rights.

Your data is not our product. Your data won't be sold. Your intellectual property remains yours. These are fundamental truths to us.

And we're committed to transparency and accountability for accurate and verifiable AI results. Promoting the common good is written into our DNA.

COMMITMENT TO YOUR AI BILL OF RIGHTS:

- Your data is not our product
- Respect for your IP
- Dedicated to accurate verifiable AI results
- Promote the common good

We're here to change the game. With agentic AI, we are building the future, and delivering the technology our customers need to do the same. Together, we'll unlock the value of data. Boost the performance of talent. Work smarter. Faster.

And accelerate into a new era of human potential.

DECISIONS REIMAGINED

ARTIFICIAL INTELLIGENCE PRODUCTS

- OpenText™ Content Aviator
- OpenText™ Business Network Aviator
- OpenText™ Cybersecurity Aviator
- OpenText™ Experience Aviator
- OpenText™ IT Operations Aviator
- OpenText™ DevOps Aviator
- OpenText™ eDiscovery Aviator
- OpenText™ Aviator Platform
- OpenText™ Aviator IoT
- OpenText™ Aviator Lab
- OpenText™ Aviator Search

ANALYTICS PRODUCTS

- OpenText™ Analytics Database
- OpenText™ Data Discovery
- OpenText™ Intelligence
- OpenText™ Intelligent Classification
- OpenText™ Thrust APIs

CONTENT PLATFORMS

- OpenText™ Content Management
- OpenText™ Documentum Content Management
- OpenText™ Core Content Management

CONTENT CAPABILITIES AND SERVICES

- OpenText™ Content Aviator
- OpenText™ Capture
- OpenText™ Information Archive
- OpenText™ Process Automation

EXTENSIONS AND ADD-ONS

- For Human Resources
- For Engineering
- For Manufacturing
- For Government
- For Life Sciences
- For Healthcare
- For SAP Solutions
- For Salesforce
- For Microsoft 365

MORE PRODUCTIVITY PRODUCTS

- OpenText™ Hybrid Workspaces
- OpenText™ Filr
- OpenText™ GroupWise
- OpenText™ Open Enterprise Server
- OpenText™ Retain Unified Archiving
- OpenText™ Enterprise Messaging
- OpenText™ AppEnhancer
- OpenText™ Content Manager

CHAPTER

04

THE MULTI-CLOUD WORLD

Welcome to the multi-cloud world. OpenText's new toolkit has broken open the possibilities of what the cloud can mean. With cloud technologies, privacy and security are paramount, but challenges arise when commerce enters the picture. Cloud service providers offer great things, but some of them are by nature interested in keeping customers inside their own system and not interfacing easily with other clouds. It's antithetical to the idea of a cloud, in my opinion.

Clouds are diffuse. They spread, they comingle, they expand. They merge and form new things.

Businesses today don't want to be locked into a single platform. Their needs are too varied, too vast. They want to collaborate and innovate more freely. And the volume of information they handle is staggering. Multi-cloud strategies help them remain agile and flexible, feed data-hungry AI, and meet the unique demands of their teams. Most companies use two or more clouds, and about a quarter use at least five.[viii] The choice is no longer about picking A or B. It's about running A and B together. Then adding in C, D, and E for good measure.

The result is that any single organization can operate in a wide landscape of platforms, infrastructures, and applications. And the map will continue to expand: 85% of businesses plan to increase their number of cloud providers in the next year.[ix]

Multi-cloud is the new norm.

But all too often, these multiple clouds do not speak to each other. By design, they do not interface.

OpenText decided that wouldn't do at all.

Clouds and the blue sky

Imagine that you're standing on the white sandy beach of a tropical island. You can look across the water to other islands. It's a beautiful archipelago, an island chain with amazing opportunities on every shore. But you can't reach any of them from where you are.

The problem with islands is that they're isolated. Beautiful paradises surrounded by vast expanses of empty space.

In an organization, each technology cloud is an island.

And this slows us down. All of that disconnected data. All those ideas and possibilities. Without connection, valuable insights never surface. Employees in different divisions are stuck on their own shores, unable to collaborate. Executives miss out on AI-driven analytics that could broaden the company's outlook. And security is a storm on the horizon.

But if you can connect these islands, the potential to chart new courses grows.

The future is accelerated by integrated information. Integrated, secured, and augmented by AI. OpenText builds direct connections between disparate clouds inside a single interface.

Accelerate the future—No copying allowed

When information sources are no longer stranded, the landscape changes. Seamless data flow enables broad yet secure data access, better-informed decisions, and continuity of operations. Knowledge workers get the insights they need. Leaders see clear paths to new opportunities. Performance is elevated.

Organizations need to integrate their clouds at every level.

At the application layer, across technology providers large and small. At the infrastructure layer, across hyperscalers and cloud providers.

On supply chain and commerce platforms, and on security platforms. And they need to ensure there is a single source of truth across structured and unstructured data.

When connected, data islands transcend what any one provides alone. That is what multi-cloud is all about.

It starts with a zero-copy data approach. Don't move an invoice. Don't move an employee record. Don't move a security event. This is the dream, and it is possible with a robust framework.

Security must also be paramount, in sync with data access. (You might even say it's "Job #1"—you'll hear more about this later). User authentication and information control across the ecosystem keeps data secure while being readily available to those who need it. Threat detection and response helps security leaders get a handle on what really matters. And asset discovery and observability uncover a clear picture of the multi-cloud IT landscape.

Now keep going. What else do you want to do that you couldn't before, when clouds didn't talk to each other?

Take advantage of new solutions for workflow and search. Long gone are the days of manually sifting through heaps of data. With GenAI queries and multi-cloud, answers from varied sources are nearly instantaneous. And amplified traceability keeps the supply chain sailing smoothly across that archipelago.

Together, each of these pivots is about the right technology and the right strategy operating in unison—a future-proof, multi-cloud approach to climb beyond the competition, beyond limits, and to thrive in the data-intensive landscape of today's AI world.

The power of the ecosystem

It's time to reimagine how information is managed via technology.

We're not bound by isolated applications, infrastructures, and platforms. Multi-cloud builds bridges. Get ready for the next waves in the digital evolution.

These are some of our top focuses at OpenText—to help our customers make disparate technologies work together flawlessly, to transact with confidence, to feel protected by their security measures, and to unlock the power of AI.

OpenText makes multi-cloud work.

We've integrated our own multi-cloud environment for our internal operations. We're all-in. Just to put this in perspective, our ecosystem encompasses:

OVER **20 MILLION**
business documents

5 MILLION
contracts in our renewals business

30 BILLION
lines of code in our idea-to-product process

30 THOUSAND
assets in our digital operations

2 MILLION
interactions in customer experience

And this is just the start. We deploy what we develop. OpenText trusts OpenText. So should you.

This is a new age. Get ready for the multi-cloud world, build bridges between your islands of data. When you're connected, the future is accelerated. A new vista opens up, and human potential reaches far beyond the horizon.

CLOUD REIMAGINED

OPENTEXT CLOUDS

- OpenText™ Analytics Cloud
- OpenText™ Business Network Cloud
- OpenText™ Content Cloud
- OpenText™ Cybersecurity Cloud
- OpenText™ DevOps Cloud
- OpenText™ Experience Cloud
- OpenText™ IT Operations Cloud
- OpenText™ Private Cloud

CHAPTER

05

SECURITY IS JOB #1

I've said it already, but I'm saying it again. Security is Job #1.

Not Job #5 or #6, down at the data center. Job #1, at the executive level.

It has to be.

Cyber risks are on the rise. Compliance rules are complex and always changing. Security breaches cost dollars, sure, but they also cost something even more precious: trust.

Protecting information—one of the organization's essential proprietary gifts—is urgent and critical.

Cybercrime is growing more technologically sophisticated. Companies don't have a monopoly on AI. The tools are out there for anyone to use.

Adversaries can leverage AI to automate the discovery of vulnerabilities or mimic human behavior to bypass security.

Generative AI and LLMs are making it cheaper and easier to send large volumes of phishing messages. They're getting more individually tailored and can be highly convincing.

Social engineering schemes are outrageous. Most cyberattacks start with human error. Well-intentioned employees can easily fall victim.

With all this to contend with, it can feel like the bad guys are winning.

But it doesn't have to be this way. If the human part of the equation is at risk from malicious technologies, the solution is to deploy robust digital defenses. We should let the machines do the work.

War of the machines

The new cybersecurity battlefield isn't human vs. human or human vs. machine. It's machine vs. machine. Malicious cyberattacks target other machines at a speed that human beings can't hope to compete with. So we deploy stronger countermeasures.

While disruptive technologies present new dangers, they also offer new opportunities. AI augments human efforts to combat rising threats. It accelerates root cause analysis, enhances threat detection and response, and improves analyst productivity. In the next few years, GenAI, agentic AI, and expanded automation will benefit security domains across the business, including cloud security, email security, security operations and management, and data protection.

Extended detection and response (XDR), which provides security across all parts of an organization, will increase in use. And more organizations will adopt zero-trust architectures. Further down the road, we'll see quantum security defenses to protect against quantum attacks.

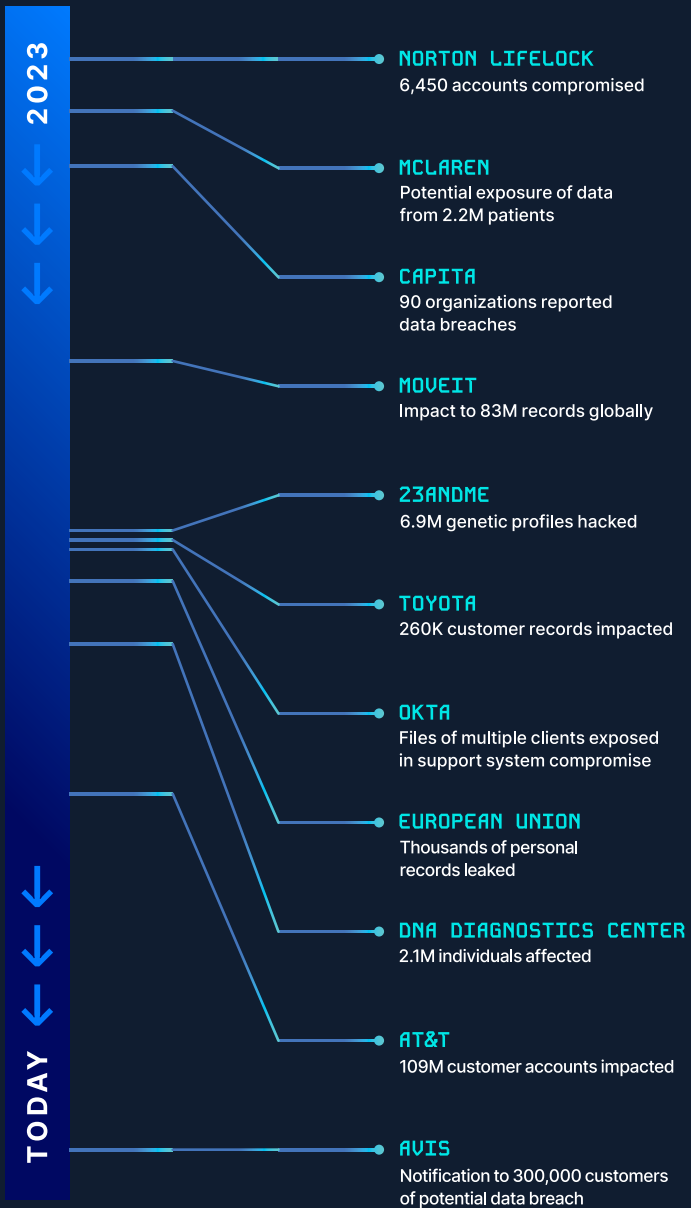
It's time to adapt to new digital antagonists, adopt technologies that will supercharge defense, and be ready for the security risks on the horizon.

An unusual place to start

Let me put it in perspective: These are some of the biggest recent data breaches in the world.

Every single one of these could have been avoided with information management.

[TOP RECENT DATA BREACHES[x]]



Like I said at the top of this chapter: Security is Job #1. Information management gets this job done.

This is not only about creating strong firewalls, but deploying technology strategies that extend to every layer of the organization. You need to identify the maneuvers that will help you get a jump on cybersecurity for the new era.

But where do you start? Don't think vast, grand scale. Think ground level.

In our study of these breaches, it starts with your help desk.

Picture this. You're a helpdesk employee. Someone calls in and claims to be an employee who needs to reset their password. How do you know if you can believe their claim? Suddenly you're in a *Choose Your Own Adventure* book.

Turn to page 32: it's a legitimate request that you help resolve. Turn to page 107: you've just given a bad actor a login to your network. The third choice? Back to page 1.

The first step has to be more employee training and deploying software to help detect suspicious activities. Stop security events *before* they happen.

Next strategy—reset passwords at scale. When was the last time you made every employee reset their password? Implement regular resets and encourage password hygiene.

Don't stop there. Deploy patch management and asset discovery to stay on top of software updates and maintain inventory of your digital assets. Store data in content management systems to ensure authorized access. Mask your data, or salt your data, to anonymize and protect it.

And start shifting to biometrics—fingerprints, retinal prints, voice patterns, and facial recognition. In a few years, passwords will be dead. Biometrics will bring cybersecurity back to life.

Needles in haystacks

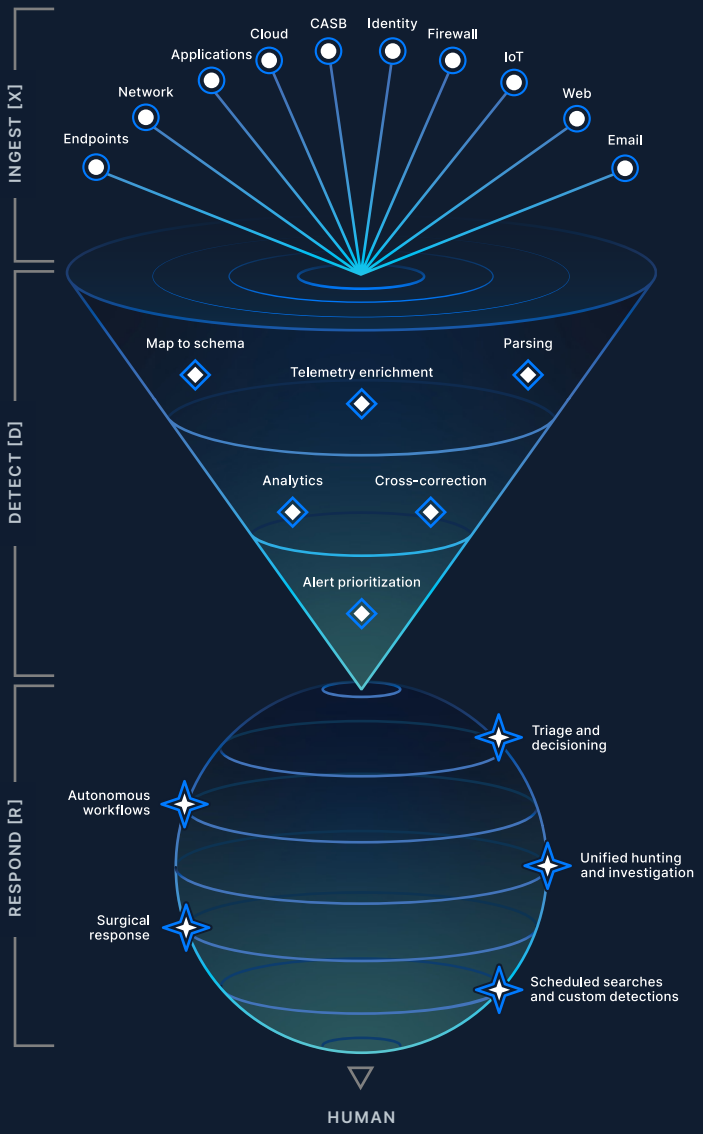
If you're going to protect your data and assets, you have to find them first. Then respond—fast. This is where extended threat detection and response (XDR) comes in. Think about it in three parts.

First, what do your systems ingest? It's a buffet of endpoints, networks, applications, clouds, identities, firewalls, IoT data. Access the entire field of vision. Once you've discovered assets, you can monitor, protect, and eventually, remediate them.

Second, how do you detect anomalies and threats? You've heard of the needle in the haystack. Imagine that the needle has been broken into several pieces and dropped into several different haystacks. It has to be found and put back together. In the same way, cybersecurity systems need to identify anomalies across millions or even billions of events per day, and piece them together to locate specific threats.

Threat detection is not reactive—it's about deploying AI and other technologies predictively. Find the bad actors before they do the damage.

[XDR: INGEST, DETECT & RESPOND]



Third, how do you respond? You need an integrated system that will let you quarantine a file, lock down a machine, and so on. Then take it further. Transform those actions into scripted playbooks that can run on your behalf.

In the future, agentic AI will detect and act on threats autonomously. This autonomy will help keep employees and data safe, enable productivity, and free up security analysts to focus on strategic preventative measures and deeper risks. Stop fighting small fires everywhere and build a system that never burns in the first place.

Game changers

Cybersecurity is not “one and done.” It’s an ongoing commitment to protect yourself in a threat field that continues to evolve.

At OpenText, we are changing the game. We’ve got tools you can use to change how security works for your company or for the world as a whole. We currently deliver, or are working on delivering in the near future, all of the strategies that I’ve written about above.

We will mask our data, beyond encryption, across everything that we do. And we will eliminate passwords, and replace them with biometrics.

We’re living in the innovation, and showing our customers how to follow us.

We recently revealed new capabilities that span every component of a comprehensive security strategy, from build, protect, detect, and respond to recovery and compliance.

Including AI-powered threat hunting for fast protection.

Trust is the new currency. As attack strategies become ever more sophisticated and multi-dimensional, organizations who can earn and be worthy of trust will come out ahead.

When we let the machines do the work, we empower companies and human teams to do what they do best—create, collaborate, and innovate. The bad guys don't win, and we shape our own story instead.

SECURITY REIMAGINED

APPLICATION SECURITY

- OpenText™ Static Application Security Testing
- OpenText™ Core Software Composition Analysis

DATA PRIVACY AND PROTECTION

- OpenText™ Core Data Discovery & Risk Insights
- OpenText™ Data Privacy and Protection

IDENTITY AND ACCESS MANAGEMENT

- OpenText™ Core Advanced Authentication
- OpenText™ Core Identity Governance

THREAT DETECTION AND RESPONSE

- OpenText™ Core Adversary Signals
- OpenText™ Endpoint Response

SMB DATA SECURITY

- OpenText™ Endpoint Protection
- OpenText™ Email Encryption powered by Zix

SMB DATA PROTECTION

- OpenText™ Cloud to Cloud Backup
- OpenText™ Server Backup

CONSUMER DIGITAL LIFE PROTECTION

Webroot by OpenText™:

- Webroot Total Protection
- Webroot Premium
- Webroot Essentials
- Webroot Security for Chromebook
- Webroot AntiVirus for PC Gamers
- Webroot PC Optimizer
- Webroot Secure VPN

CHAPTER

06

EMPLOYEE EXPERIENCE

The needs and wants of employees are changing massively. Personal satisfaction and work/life balance are key features that younger members of the workforce are demanding as non-negotiables.

Most companies are depending on technology to drive change in the workplace and in how the employee experience feels for their workforce. You can make positive change for your employees in any industry with the right technology. Information management is the key to these essential business transformations.

The ramifications are huge—when the employee experience changes, the whole organization changes.

The largest demographic in the workforce is now millennials, who make up 36% of U.S employees. Add to this the new wave of Gen Z employees flooding the workplace. They are currently almost one fifth of the U.S. labor force and increasing fast.[xi]

These generations are digital natives. And they expect the same things from their employee experience that they do from their customer experience. Instant. Self-serve. Streamlined. Unified. On-demand. Convenient. Omnichannel.

And if they don't get it, they have no problem job-hopping to the next opportunity.[xii]

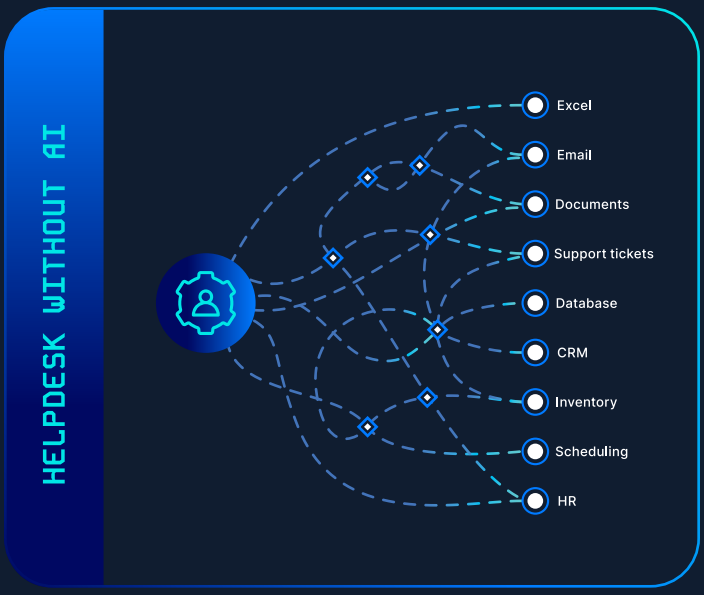
Serving digital needs

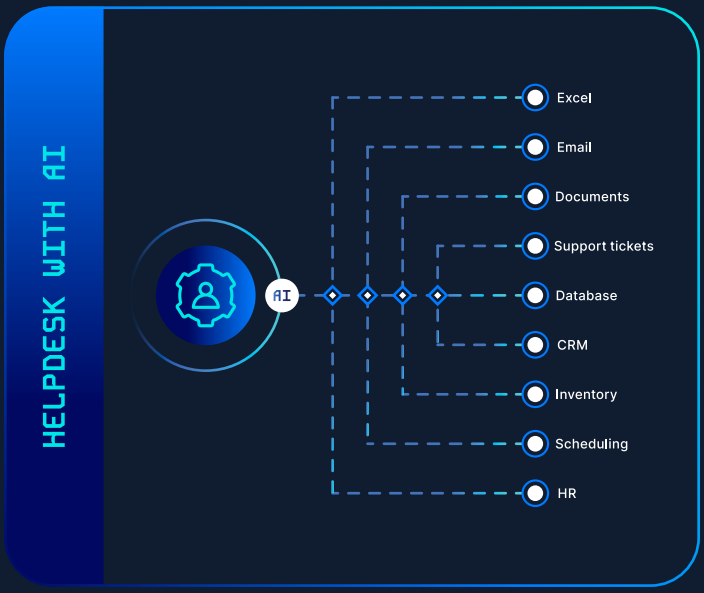
No one—especially not a digital native—wants to muck around in disparate systems to figure out how to kick off a workflow, read long manuals to search for the answer to one small question, or wait several business days for an email to help resolve a problem that's impacting them now.

Unfortunately, in many cases, that's exactly what employees are doing. IT has its own helpdesk, HR has a different one, supply chain customer support has yet another, and so on throughout the entire organization. All different experiences, different tools, different technologies.

Employees are frustrated, bogged down, and lost. They feel stuck with legacy tools, systems, interfaces, reports, and spreadsheets. Service desk agents can only do so much, overwhelmed by ticket volume, manual resolution steps, and a skills shortage.

If this kind of employee experience was a customer experience, it would be a bad one. Would you shop there?


HELPDESK WITHOUT AI
Excel
Email
Documents
Support tickets
Database
CRM
Inventory
Scheduling
HR


HELPDESK WITH AI
AI
Excel
Email
Documents
Support tickets
Database
CRM
Inventory
Scheduling
HR

These issues can be solved. Now. New technologies, AI in particular, enable the new employee experience.

It's the corporate helpdesk, reimagined. One source for internal services and on-demand help. For IT, for HR, for facilities, and everything else—a consistent internal experience that gives employees access to all different services, all data (that is, all data permitted for that user), all departments.

Need help connecting to the VPN? Getting authorization to visit a company site? Updating direct deposit information for a paycheck?

Employees don't want to waste time. They just want to get on with it and get the job done. Now they can. With conversational AI embedded in the helpdesk that knows the corporate data inside and out, all they have to do is *ask a question*. The AI does the rest.

It can populate a prebuilt workflow based on your conversation. It can quickly answer a question about something buried in the resource manuals with a link to the correct resources to read more. It can suggest next steps and resolve problems.

All in one place, without a single ticket being created.

That's how we get to the self-service, on-demand experience that employees want. And it's not an exaggeration to say that this is fast. Nearly instant. Processes that used to take 30 minutes are now 30 seconds. Troubleshooting that would have taken days now takes minutes. Questions are answered as soon as they're asked.

When this is the experience, employees can focus on their jobs instead of everything else. Breaking down these barriers of process and data lets the whole organization start thinking differently.

The new corporate helpdesk

OpenText is elevating the employee experience and transforming the corporate helpdesk with a unified self-service portal, infused with the power of AI.

Our AI agents use enterprise knowledge to help employees get the answers they need, when they need them, without compromising data privacy. These agents are subject matter experts, available 24/7, that significantly speed up service and issue resolution across the enterprise.

AI also empowers helpdesk employees by automating Tier 1 support, freeing them to work on higher value activities, providing helpful summaries and suggested solutions for incoming tickets, and even automatically creating new knowledge articles drawing from resolved incidents.

All of this cuts service management costs, integrates the experience, closes tickets faster, prevents recurring issues, and enhances productivity.

Service management for IT. Service management for HR. Service management for support. Service management for supply chain. One platform. The marrying of IT and operations management.

And of course, it all makes employees happier.

OpenText runs on OpenText. (You'll see the benefits later, in Chapter 11.) We have deployed our helpdesk solution internally, with amazing results:

OPENTEXT HELPDESK:

- Reduced operational costs by a 25% reduction in frontline staff
- 40% call deflection to self-serve
- Improved first time resolution (FTR) to > 80%
- 100% reduced manual report generation with automated real-time dashboards
- Faster updates through codeless configuration

Give employees the experience they want and take service management beyond IT with the new corporate helpdesk. A streamlined, positive experience through AI can help drive efficiency, productivity, and transform your business into a place where people are excited to do their best work.

EXPERIENCE REIMAGINED

HELPDESK PRODUCTS

- OpenText™ Service Management (SMAX)
- OpenText™ IT Operations Cloud
- OpenText™ IT Operations Aviator

CHAPTER

07

MODERN IT MANAGEMENT

The new enterprise IT landscape is enabling *awesome things*.

Information technology is not just a tool. It's a strategy that can deliver a competitive edge. Modern IT can drive productivity, improve communication and collaboration, increase responsiveness to market demands, deliver better customer experiences, and bolster innovation.

But to get that edge, the new IT landscape needs to be managed effectively. Cost, reliability, performance, scalability, and sustainability must all be optimized—across hardware, software, networks, data, and multiple clouds. It's a lot of factors across multiple streams.

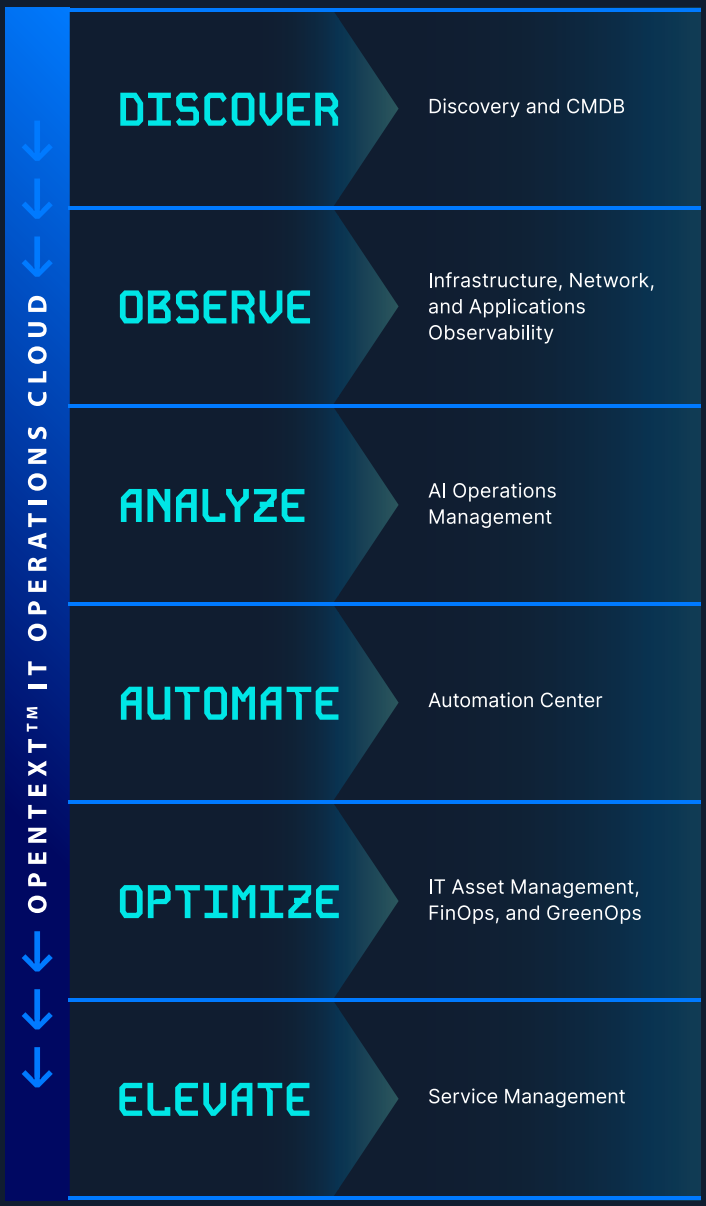
This is one area where it makes the most sense to let machines do the work.

AI can operate at a speed where no matter the size and scale of your operation, a complete picture of your IT needs is never out of reach. Millions of pieces of information across thousands of devices are manageable from one central platform.

AIOps incorporates big data analytics and machine learning to automate ITOps. It can identify patterns, augment common tasks, and resolve IT issues faster—much faster than humans. AIOps brings together service management, performance management, event management, and automation to deliver continuous insights and improvement.

In short, AIOps pushes the boundaries of what is possible.

[OPENTEXT CLOUDOPS PLATFORM]



If you want to move faster, without sacrificing things like reliability and spend, you need a complete, fully connected digital nervous system that can be autonomous, precise, efficient, and provide deep insight into the business.

Here's how to get there.

Don't be haunted by unknown unknowns

The first step is knowing what your resources are and how they work together, so you can manage and optimize them. Information about your IT assets must be up-to-date and accurate if you want to mitigate risk, troubleshoot, and predict the impact of any changes you make to the IT environment.

At OpenText, we have about half a million assets inside of our firewall and across our hyperscaler partners. It would be impossible for a human to track these!

But modern IT management has this covered. From IT to IoT, autonomous asset discovery through our software lets us see what's in our environment, how it's configured, and how it's interconnected. We can collect metadata to get a valuable overview before we drill down. We can then filter and assess by a range of parameters: Which geographic regions are these assets in? What platform are they on? Are they physical or virtual?

Once we've discovered everything, we can observe it with a complete view across the environment in real time—that's application, infrastructure, and network observability.

Observability tools gather data from all available sources, then analyze that data to gain visibility into the inner workings of a system and understand its behavior. This lets organizations identify and address any issues *before* they disrupt service for customers and employees.

The next big step

But it's not just about discovery and observability.

It's about what you do with that information to amplify your business strategy.

One of the capabilities that AI makes possible is enriching ITOps with information from data lakes, to offer vital business insight via intuitive modules and interfaces. AI builds dashboards and reports to make sense of all the complexity.

Take cost analysis, part of a robust FinOps approach. Did you know that today, one third of all cloud spend for businesses is going to waste?[xiii] AIOps solutions can draw from billing information to determine IT spend this month and predict next month's. AI analytics automatically provide a summary of the largest costs and major spending trends. CIOs and other leaders can drill down to look at the costs for storage, compute, and more, to optimize where applications are run.

Ensure that your organization's IT spending aligns with its business objectives and that cross-functional teams are all pulling in the same direction.

Now let's consider sustainability. Customers care about doing business with environmentally responsible organizations. Reducing your company's carbon footprint demands data as a foundation for reaching zero emissions and developing a nature-positive strategy. Modern ITOps dashboards can help by pulling from third-party data to provide climate-related insight.

You might discover, for example, that you've got dramatically higher emissions in one geographic area, as a result of running assets in a region where power is largely generated by coal. Empowered with this insight, you can develop a plan to switch to locations with clean sources of power. This can be part of a comprehensive GreenOps approach that enables your business to reach its environmental targets and be a better steward of the planet.

Security is job # what?

AIOps empowers better cybersecurity practices too.

Once you've discovered all your IT assets, AI-driven tools can provide insight into your systems' vulnerabilities. How many vulnerabilities do you have at any given time? How many are active vs. fixed? What percentage do you have patch or policy coverage for? These are the insights you need to act on to help protect your business. In security, knowledge is your most important asset. Knowledge truly is power.

Manual remediation—when scanning for risks is decoupled from remediation—is a huge business risk. And it takes too long.

But AIOps can automate security-related tasks. It can pinpoint problems faster and apply fixes automatically. And this capability will only become more powerful as agentic AI emerges.

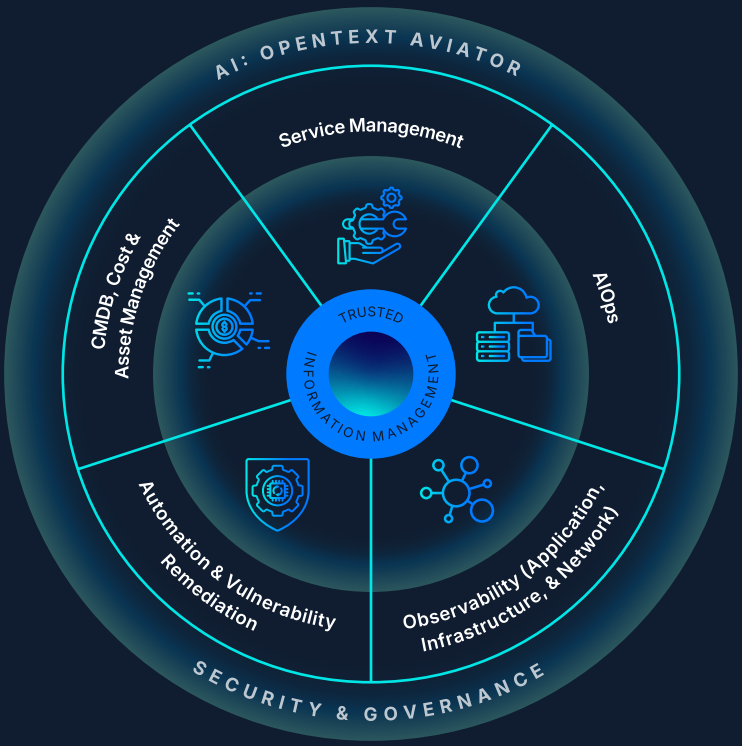
Ceiling and visibility unlimited

It's time for ITOps to enter a new era. One with deeper insight and autonomous operations.

OpenText has the solutions to help create this future—the only complete, integrated IT operations solution built with AI, automation, and cloud flexibility.

AIOps, FinOps, and GreenOps—all are integrated directly into our solution. With new features coming out all the time, such as new AI agents, automated workflows, or third-party data sources for critical metrics like carbon footprint, it's the best way to manage the IT environment, today and tomorrow.

With modern ITOps, you can cut through the complexity, measure what you manage, and deploy AI now to get the insights you need to shape strategies for an autonomous, intelligent future. Even with these huge data sets, AI can manage, curate, and secure all of your information, transform the experience of IT employees, and make your operations more effective and efficient.


AI: OPENTEXT AVIATOR
Service Management
AIOps
Observability (Application, Infrastructure, & Network)
Automation & Vulnerability Remediation
CMDB, Cost & Asset Management
TRUSTED INFORMATION MANAGEMENT
SECURITY & GOVERNANCE

PLATFORM DETAILS

SERVICE MANAGEMENT

Deliver modern experiences that today's employees expect. IT teams leverage codeless configurations, built-in analytics and AI, and ITIL-certified processes.

CMDB, COST & ASSET MANAGEMENT

Discover, map, and manage your IT and enterprise assets. Increase your IT visibility and reduce your IT service disruptions, and manage your costs and carbon emissions.

AUTOMATION & VULNERABILITY REMEDIATION

Manage vulnerabilities, automate, and orchestrate infrastructure automation and IT processes with outstanding speed, efficiency, and security.

OBSERVABILITY

Observe applications, infrastructures, and networks, across on-premises and cloud to identify issues and demonstrate SLA compliance.

AIOPS

Aggregate and correlate monitoring data. AI data analysis empowers IT teams to pinpoint problems faster and apply fixes automatically.

CLOUDOPS REIMAGINED

IT OPERATIONS PLATFORMS

- OpenText™ Service Management
- OpenText™ Network Operations Management
- OpenText™ AI Operations Management

IT OPERATIONS CAPABILITIES AND SERVICES

- OpenText™ Universal Discovery and CMDB
- OpenText™ Asset Management
- OpenText™ Automation Center
- OpenText™ FinOps
- OpenText™ Infrastructure Observability
- OpenText™ Application Observability

EXTENSIONS AND ADD-ONS

- OpenText™ Service Management with Aviator
- OpenText™ AI Operations Management with Aviator
- OpenText™ Network Operations Management with reporting
- OpenText™ AI Operations Management with reporting

CHAPTER

08

SUPPLY CHAINS

Disruption is cyclical. Every process, every industry. Even massive disruption can settle into becoming the status quo—which is ripe for change yet again.

Nowhere is this truer than in the supply chain, where preparing for and responding to disruption is a way of life. The best laid plans of a smooth supply chain are subject to the ups and downs of our world.

Enter AI. Artificial intelligence and extreme automation are helping supply chains surge forward. Rather than being at the mercy of the tides of disruption, the new supply chain controls its own destiny, and elevates its value across every area of the business.

Just open your favorite news site to read about the maelstrom of forces that can send businesses off course—cyberattacks, natural disasters, geopolitical conflicts, tariffs, rapid technology pivots, pandemics, labor action, transportation bottlenecks, and more.

Organizations that can adapt when disruption occurs—fast—come through the storm stronger than ever. This resilience requires that vital information flows smoothly and securely across trading partners, processes, platforms, customers, and teams—in potentially dozens of countries around the world.

The volume of information that supply chains need is awe-inspiring. At OpenText alone, customers on our business network exchange 2.5 *trillion* pieces of data per year.

31 BILLION
Transactions exchanged per year

2.5 TRILLION
Pieces of data exchanged per year

$11 TRILLION
Network commerce per year

Information touches everything across the business ecosystem. It is the ocean upon which supply chains sail.

But if this water gets dammed up, the flow stops. Information silos and limited visibility impede an organization's ability to perform the daily tasks that keep business moving, and to transform setbacks into opportunities.

AI turns the tide

AI's ability to synthesize large amounts of data to find patterns and insights makes it a powerhouse in supply chain visibility. Meanwhile, humans provide the broader context that is often missing from these data sets, to manage exceptions and improve performance. It's not about replacing human talent, but deeply enhancing it.

With AI, employees can have fast, natural language conversations with their data. This makes it much easier to find and summarize key documents, for example, or locate and assess a new supplier. Employees do their jobs. AI and software do the heavy lifting.

AI also enables organizations to develop and evolve tools to streamline clunky supply chain processes. By building custom applications, businesses can deploy advanced automation to improve efficiency, offer interfaces that are easier to use, and gain a whole new understanding of their operations.

The potential for time-saving is truly phenomenal. Consider the difficult, bespoke process for viewing traceability from source to finished product. First, you need to find all the relevant documents (invoices, bills of lading, forms, reports,

etc.), which may be handwritten or digital, and in multiple languages. Next, review and translate the documents, pull out the pertinent information, provide an overview, and so on. With AI-enabled applications, all relevant documents can be pulled into a single workspace, where intelligent capture and automation hasten the translation and review process, and an AI agent can deliver summaries. It can mean a task takes only minutes, rather than hours or days.

Set your own heading

Supply chain visibility isn't just about reading the state of the sea, so to speak. It's about knowing what to do once you see the waters begin to churn.

Supply chain leaders have been leveraging control tower-based technologies for over a decade, to monitor supply chain activity.

But AI is propelling a shift from control towers, where leaders simply take a reading, to command centers, where leaders get insights that drive action.

Command centers, encompassing AI and IoT, identify disruptions quickly and provide key analytics. If severe weather will disrupt delivery, the command center sees it coming and can autonomously suggest an alternative route.

If your aim is to reach zero carbon, it's easy to generate reports on fuel consumption and other data that will help make this goal a reality. If you need to better understand inventory, you can drill down into stock numbers at a partner's site and make sure supply will meet demand.

In the future, supply chains will push automation and AI analytics even further, with agentic AI making autonomous decisions around planning and procurement, production scheduling, demand prediction, and more.

Disruption doesn't wait

External forces and new technologies will continue to evolve. Crafting the right technology strategy now, and deploying AI as an accelerator, will help companies build a competitive advantage.

Fight disruption with disruption.

OpenText is reimagining the way business is done with conversational GenAI, a self-service virtual advisor that helps increase efficiency and productivity. Leaders and employees get access to the right information, right where they need it, so they can make right decisions faster. And they can ask AI agents to automate specific actions based on historical sensor information, trends, and external information sources, such as weather, news, or social feeds.

[TRADING GRID COMMAND CENTER]

RISK MONITOR

- Environmental, social, and governance (ESG)
- Financial
- Adverse media

TRACKING MONITOR

- Brand protection
- Supply chain track and trace
- Monitor shipment health

INTEGRATION MONITOR

- Partner connection
- Platform health
- Transaction quality

DISRUPTION MONITOR

- Weather
- Geopolitical events / conflicts
- Natural disasters

PERFORMANCE MONITOR

- Partner KPIs
- On-time delivery
- Quality of goods
- Invoice accuracy

COMMUNITY MONITOR

- Multi-tier visibility for supply chain
- Points of weakness

We are also empowering businesses to create sophisticated yet user-friendly applications with minimal development effort. These applications can add wind to the sails of supply chain automation and visibility.

The current is only getting faster. In the years ahead, AI will help supply chains shift from simple automation to fully autonomous systems that make multi-step, real-time decisions based on predictive analytics.

Get ready now. Don't drift along until the next crisis swells or the next wave of new technology hits. Move your supply chain to a place it has never been before—a place of possibility. You don't have a choice about whether your supply chain will change. It will. But you can turn that change of direction into opportunity. Information management can transform your business to be ready when disruption hits, and even position you to make proactive change and drive a stronger supply chain in the future.

CONNECTIONS REIMAGINED

BUSINESS NETWORK PLATFORMS

- OpenText™ Trading Grid
- OpenText™ Command Center
- OpenText™ Active Access
- OpenText™ Aviator IoT

BUSINESS NETWORK SERVICES

- OpenText™ Ready to Implement (RTI)
- OpenText™ Ready to Serve (RTS)
- OpenText™ Advisory Services

EXTENSIONS AND ADD-ONS

- OpenText™ Active Invoices with Compliance
- OpenText™ Active Orders
- OpenText™ Active Intelligence
- ERP adapters for SAP S/4HANA, Netsuite, and Microsoft Dynamics

CHAPTER

09

THE MODERN DEVELOPER

Software is eating the world. It has already transformed everything. Before, most companies focused only on making one thing. Now, on top of whatever primary product or service they offer, every company is also a software company.

Think about the modern car. It has 100 million lines of code. And rising. Companies aren't making—and people aren't buying—just a vehicle anymore. The end product is as much software and user experience as it is pistons and axles.

Pick any industry, and the software demands are increasing—finance, biotech, retail, communications, manufacturing, apparel, home appliances, space technology, healthcare. Every industry.

And as every company becomes a software company, the sheer amount of code that the world relies on grows every second of every day. AI is absolutely essential in managing how workers and consumers integrate smart and connected devices into their lives.

Into every corner

Software is enabling incredible things. In many ways, it's responsible for the livelihood and the lives of the global population. It's interwoven into the fabric of society.

It powers the stock market. It enables every single digital transaction globally (think about how many happen every second of the day). It keeps investments and pensions and banks running smoothly.

It puts products on shelves and food on tables by managing supply chains.

0
Lines of code

COMPONENT-ORIENTED, MECHANICS

- Simple wiring

50K
Lines of code

INITIAL COMPONENT ORIENTATION WITH SOFTWARE

- Control units

1-3M
Lines of code

ORIENTED TO COMPONENTS, SOFTWARE & CONNECTIVITY

- Control units
- Assistance systems

10-100M
Lines of code

FUNCTION-ORIENTED WITH HIGHEST DEGREE OF CONNECTIVITY

- Multitude of assistance systems with connectivity
- Over-the-air updates

200-300M
Lines of code
[IN THE FUTURE]

FUNCTION-ORIENTED WITH HIGHEST DEGREE OF CONNECTIVITY

- Fully connected
- Embedded in ecosystem
- Software platform for fully automated driving
- Software core competence

It literally keeps people alive, running sophisticated medical devices in hospitals and in homes. It manages billions of medical records. It helps researchers find groundbreaking new treatments.

Software takes us into the sky and to the stars. It allows us to explore space and use the internet. To forecast major weather events and work on climate solutions like decarbonization.

It is powering every aspect of our awesome future, making everything autonomous, helping us live longer and be smarter.

You get the idea.

Because of all this software embedded in every aspect of our lives, development requirements are skyrocketing. Every organization needs to be able to deliver and deploy code at scale. We need to be able to test early and often, minimize errors, pivot at a moment's notice, have airtight security (what is security again? Job #1!), and deliver fast. Insane speed. Exponential velocity.

Fortunately for the modern developer, AI is changing everything again, pushing the boundaries of what's possible.

Yes, software may be eating the world.

But AI is eating software.

Lunchtime

The way we code will never be the same. The future of DevOps—and DevSecOps—is now.

I want you to imagine codeless automation and testing. Developers can tell the system what they want to do, and AI agents will take it from there. They will take it all in—planning requirements, design, coding, predicting issues, testing, development, deployment, and maintenance—and then produce usable code.

Eat requirements, output product. The entire software development lifecycle, automated. Consistent methodology. Baked-in security.

Oh, and it will massively reduce errors, too. So many errors in our world are human driven. Now, that is being removed from the equation. AI-generated code is coming faster and faster, and it still needs to be tested. But AI can automate tests, too. High-speed testing with fast feedback loops is how we get top speeds and top quality at the same time.

Much like the new knowledge worker, the modern developer will have new opportunities unfold for them to be more creative, make better decisions, and focus on meaningful tasks instead of rote coding. Innovation will be the norm even as demands increase. The modern developer will be able to produce more, at a higher level of quality, and with greater confidence. Development, Security, and Operations will be able to work together seamlessly.

And all of it at great scale and speed.

[DEVOPS IS THE NEW REALITY[xv]]

INCREASING EFFICIENCY

of engineering teams report increased efficiency with AI in DevOps

FUELING INNOVATION

of organizations believe AI is crucial for DevOps innovation

GROWING ADOPTION

of DevOps teams have adopted AI for testing QA

Engineering, reimagined. Innovation, accelerated.

AI is significantly changing the developer experience. It's changing the way businesses plan, predict, and budget projects. It's changing the way developers develop. It's changing test and monitoring quality.

And it's changing the way we interact with code. Anyone—from engineers to non-technical stakeholders—will be able to understand what is going on. We will be able to simply ask the system questions about the code, in natural language. What does this code do? What test steps are suggested? What features are part of this software? When will this project be ready?

AI-powered DevOps is the new reality of software delivery.

It's an exciting time to be a developer. Get ready for creativity unleashed.

You don't have to wait to access the DevOps future.

OpenText is unlocking the potential of the modern developer today. Our interconnected platform offers everything we just talked about. Built-in AI, codeless automation, auto-generated test cases, faster release cycles, integrated security, and so much more.

This is how developers are elevated to build the software of the future. And this is how organizations will keep up with an increasing need for software delivery that has not yet begun to reach its top speed.

Think of everything software is already doing—and everything it will do as we design the incredible future.

ENGINEERING REIMAGINED

DEVOPS PLATFORM

- OpenText™ Core Software Delivery Platform

DEVOPS CAPABILITIES AND SERVICES

- OpenText™ Application Lifecycle Management
- OpenText™ Application Quality Management
- OpenText™ Functional Testing
- OpenText™ Core Performance Engineering
- OpenText™ Professional Performance Engineering
- OpenText™ Project and Portfolio Management
- OpenText™ Enterprise Performance Engineering
- OpenText™ Functional Testing Lab for Mobile and Web

EXTENSIONS AND ADD-ONS

- OpenText™ DevOps Aviator
- OpenText™ Performance Engineering for Developers
- OpenText™ Software Delivery with agile
- OpenText™ Software Delivery with quality
- OpenText™ Software Delivery with insights
- OpenText™ Software Delivery with strategy
- OpenText™ Software Delivery with functional testing
- OpenText™ Software Delivery with performance engineering

CHAPTER

10

DATA & CLOUD TRUST

The AI revolution is here, and business leaders are pushing their organizations to adapt. AI is radically transforming every industry, and leaders want the deep insights into their business that AI can deliver.

AI platforms need huge helpings of data to provide these insights. No data, no AI.

Enter the cloud. Put simply, the cloud is a huge data warehouse—a place to store and exchange data, to build apps, and solve problems. It's where data silos are demolished and walls are torn down. Where access is simple and centralized.

And the cloud is where we can open up the ways in which employees access information. I believe that we're moving past the era of dedicated business applications that don't play well together. The cloud allows a hugely accessible and flexible interface where all data lives together and AI can offer the experiences people need, whether spreadsheets and databases, or CRM, or word processing, all from within a single platform.

But in this scenario, data quality is an essential factor. Garbage in, garbage out. AI platforms must ingest and organize high quality data in a meaningful way. Otherwise, data will rot and wither like unharvested crops. It will be useless for shaping AI. Data and AI must talk to each other, and they must integrate with automation too.

At the same time, data is one of your organization's propriety gifts, so it must be protected. Compliance, privacy, and security depend on visibility into how AI models use data and the nature of the data itself.

This is a daunting set of challenges. But the way to address each of them, to boost AI's productivity and amplify human performance, is through information management.

If you build it...

Information is at the center of the new era of human potential, and the key enabler for information is the developer. Developers create the software that powers the world. So we elevate the developer, and we help the world run better.

We elevate programmers through APIs. APIs, or application programming interfaces, are software that connects different programs together. That bridge different applications or datasets. With the right interfaces that allow different sets of software to speak to each other, developers can more easily create the answers to real business challenges that their companies face.

Through APIs, developers can connect private cloud platforms and cloud-based SaaS applications to provide a single, secure, governed feed to take advantage of the awesome potential of AI. This type of highly secure, customized AI orchestration layer accelerates app delivery. You see results and information faster.

And organizations should be able to control what data sets AI has access to—as easily as flipping a switch. Don't just sit in the pilot's seat. Lean in and put your hands on the controls.

I shared an example earlier in this book about how customized applications can reshape supply chain management.

Let's take a look now at another example: brand protection.

Imagine you've just purchased a pair of high-end sneakers. You use your mobile phone to scan the sneakers' QR code to get more information. The app connects with OpenText APIs to confirm the product's authenticity and provide details like registration status and origin. If you have mistakenly purchased a counterfeit product, the secure QR code will let you know.

Now imagine you're a brand manager for the sneaker company. The same technology notifies you when and where an attempt to register a counterfeit product has been made. This speeds up your ability to detect fraud, so you can help keep counterfeits out of the market.

This is only one example. Across the board, APIs are vital for building better, more secure applications. They allow more agile connections between different data and programs, improving data ingest and governance, information protection, risk management, and compliance. APIs can enable information storage and capture, lifecycle management, encryption, metadata automation, and much, much more.

Custom applications in these areas can help companies thrive in a world of constant change and exponential information growth.

[API-ENABLED CAPABILITIES]

INFORMATION STORAGE	Document, image storage, video storage, data management
CAPTURE	IDP, machine learning, capture
LIFECYCLE MANAGEMENT	Data and application sovereignty management
RECORDS MANAGEMENT	Archiving, retention, disposition, security classification
DISCOVERY	Search, legal holds
ENCRYPTION	Encryption, tokenization
MESSAGING	CPaaS, SMS, fax, email, WhatsApp
KNOWLEDGE MAPPING	Business intelligence and reporting
METADATA	Metadata automation, indexing, metadata dictionary
RISK MANAGEMENT	Content identification and classification, data classification
SECURITY	Identity and access, threat detection, application security, endpoint forensics, data security
COGNITIVE FLOWS	IoT, forms, workflow, decision support, process management, signature

AI ready

Most companies don't have a crack team of AI experts on hand. Choose a technology partner that prioritizes AI and data governance, which will let you take advantage of the benefits of generative AI through a repository of tools, experts, and guidance, while knowing your data is protected.

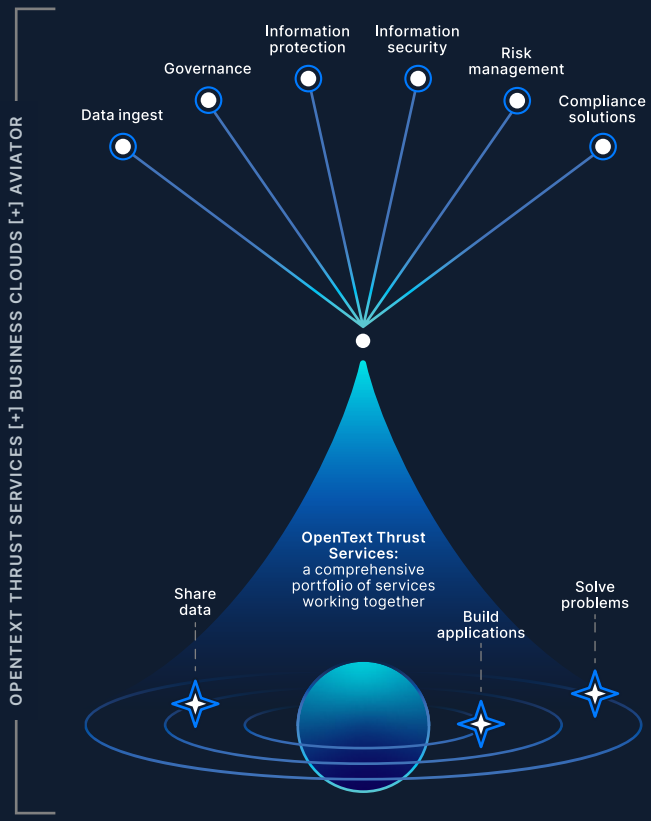
We see this in action at OpenText. Earlier in this book, I described our AI Bill of Rights, which includes our commitment that *your data is not our product*. With our toolkit, developers can leverage secure data management and risk compliance-oriented APIs for building robust applications.

The way we operate and design our programs means that for every large capability that OpenText delivers, we also make it available as an API. As a result, we have more and more customers not just using our automation, but augmenting their automation with apps. Our partners can build on these services to go to market with their own applications.

And our cloud lets developers create solutions to meet their organization's unique needs with cloud API services secured and managed by OpenText. OpenText is purposefully investing to be the most trusted, compliant cloud on the planet.

With the right APIs, in a secure environment, companies can merge structured and unstructured data from multiple locations to give AI all the data it needs, and none of the data it doesn't—without compromising data security.

Capture your data. Build an app. Solve a problem.


OPENTEXT THRUST SERVICES [+] BUSINESS CLOUDS [+] AVIATOR
Data ingest
Governance
Information protection
Information security
Risk management
Compliance solutions
OpenText Thrust Services: a comprehensive portfolio of services working together
Share data
Build applications
Solve problems

APIS REIMAGINED

DEVELOPER.OPENTEXT.COM

INFORMATION STORAGE

- OpenText™ Information Storage – Thrust API
- OpenText™ Viewing & Transformation – Thrust API

DISCOVERY

- Core Data Discovery & Risk Insight

METADATA

- OpenText™ Metadata – Thrust API

CAPTURE

- OpenText™ Capture – Thrust API

RISK MANAGEMENT

- OpenText™ Information Intelligence – Thrust API
- OpenText™ Risk Guard – Thrust API
- Core Data Discovery & Risk Insights

LIFECYCLE MANAGEMENT

- Lifecycle management – Thrust API

MESSAGING

- OpenText™ Messaging – Thrust API
- Core Communications
- Core Fax

SECURITY

- OpenText™ Threat Intelligence – Thrust API
- Core Secure Access
- Core Software Composition Analysis

IDENTITY AND PRIVILEGE

- Administration – Thrust API

RECORDS MANAGEMENT

- OpenText™ Retention – Thrust API
- Core Archive

KNOWLEDGE MAPPING

- Core Intelligence

COGNITIVE PROCESSING

- OpenText™ Process Automation – Thrust API
- OpenText™ Signature – Thrust API
- OpenText™ Forms – Thrust API
- Core Process Automation
- Core Journey

CHAPTER

11

WE WILL SAVE $1B— YOU COULD TOO

We've just seen many ways that OpenText's products can accelerate human potential and create new ways of doing business across a huge range of technological and commercial streams.

Maybe you're starting to think of new ways you can leverage some of this technology to improve your company's bottom line.

You might even be dreaming of running your entire operation on three pieces of technology—your ERP, your CRM, and OpenText. It's possible—it's not just a dream.

Maybe you're also a little bit uncertain. Sure, this all sounds great on paper, but how can you be sure that big changes will translate into results?

One reason we believe you can always rely on OpenText's solutions is that we understand what it's like to be an OpenText customer. We face the same challenges you do—software and system complexity, increasing costs, cyber risks, complex and competing data platforms and AI, and an ongoing drive for operational efficiency.

To meet these challenges, we built the best solutions.

And we are our own biggest customer.

We are Customer Zero for every product we make.

And we'll be using our own technology to save $1 billion over the next 10 years.

We have a number of tactics that will get us there:

Efficiency and productivity enhancements. System rationalization. Process improvement through automation and AI. Data center consolidation and cloud optimization.

Customer service transformation.

Let's talk about how.

One solution covering dozens of tools

We have 10,000 developers at OpenText. These developers are working with 30 billion lines of code. To do their work, these developers previously leveraged more than 50 different standalone tools across many separate environments and platforms.

With OpenText DevOps Cloud and Software Delivery Platform, we created one integrated toolset and ecosystem for everything. More efficient, more productive, more collaborative, traceable, and accountable.

Our developers can plan, build, test, deliver, and run all of OpenText's products—internally and externally—through one stream. All teams, across all business units and spread out geographically around the entire globe, can work together to go from idea to product and deliver software efficiently, quickly, and at scale.

It's an entirely new developer experience. Faster. Greater capacity. Consistent. Standardized and secure. With integrated QA.

And we know our technology can work for you because it works for us. We have a hugely diverse userbase. We bring together engineers, professional services, and CloudOps. Users of all levels of expertise, seniority, age, and geographical location can collaborate at scale.

We've onboarded the entirety of our thousands-strong

workforce 100% through our DevOps Cloud. We've improved collaboration, built in traceability, and opened up full cross-platform work for everyone at OpenText.

Most importantly, we'll save hundreds of millions in expenditures over the next decade with these tools.

Enhancing digital operations

We've deployed our own technology to improve the employee experience for our workforce of over 22,000. By improving digital operations across our entire organization, we reduce costs and increase efficiency and satisfaction.

Our team of 150 service center employees previously used dozens of legacy tools, dealt with clunky interfaces and unintuitive reports, and wasted dozens of hours in Excel.

Just as with our DevOps tool, our service management platform consolidates and streamlines everything our teams need into one interface.

In HR, we've achieved a 40% deflection of helpdesk calls to self-service, more than an 80% improvement in first-time resolution of issues, and increased user and employee satisfaction. From a cost-savings perspective, this has allowed us to reduce our frontline costs by 25%.

By driving users to self-service, we find efficiencies in resources, and we also meet our employees where they want to be.

Of our 22,000 employees, the majority are millennials and Gen Z. These demographics want convenient ways to engage with their work. That means remote work options

and self-serve HR processes, which are most often found on mobile platforms.

It's also easier for our HR team to track ticketing and resolution processes.

Digital operations impact other business units too, such as IT.

When we simplify and automate a basic IT process, like password resets, it vastly improves efficiency and experience.

Password resets account for 30% of our IT ticket volume. But now we drive that to a self-serve process. Better experience, decrease in IT tickets—win/win.

A smoother operational experience

Everyone is happy when things run smoothly. For OpenText itself, and for our hundreds of thousands of customers, our multi-cloud platform can unify global operations into one well-oiled system with consistent uptime and visibility across thousands, millions, or even billions of assets.

Our operations are powered by our own technology from end to end.

We manage two full network operations centers, 74 data centers and satellite POPs with 49 separate landing zones across five continents. We can plan, code, and deploy around 11,200 changes every month across 2,345 database instances encompassing more than 1,100 petabytes of storage.

Our in-house operations engineers—over 2,000 strong—

can support our organization as well as every service for every one of our customers from entirely within the OpenText platform.

This means greater reliability in our runtime for internal and external products.

Our recovery time, thanks to fully integrated and visible systems, improves across the board. We reduce our time to restore. With these areas improved, our ops team has more time to enhance what we offer. We want humans to innovate, while machines work.

Improved visibility into issues and into corporate and commercial assets means we can be continuously checking and updating devices across our network, automatically. We can manage an inventory of tens of thousands of devices from one central platform.

We can do all this through integration and automation. AI helps reduce costs and finds efficiencies that humans can't.

The path to $1 billion

We're driving efficiency and cost savings across our entire organization. And we're already seeing the benefits on the way to save $1 billion within the next 10 years.

How do we get there?

[SIMPLE MATH]

$1B COST REDUCTION OVER 10 YEARS • 60+ OPENTEXT PRODUCTS ADOPTED

That's more than a billion dollars in savings. Using systems we already have in place. Right now.

And there's one more factor we haven't even included in our calculation.

Future potential.

By improving the experience for OpenText employees and OpenText customers, we open the door to limitless potential and innovation. This billion dollars doesn't account for more satisfied customers bringing in more business. It doesn't factor in new innovations that we can create and new products we will roll out.

This bright and prosperous outlook still has so much room to grow, limited only by the imaginations of our people and of our customers.

Wouldn't you like to be a part of this?

We're planning to save a billion dollars. You could too. Let us help.

CHAPTER

12

WHAT'S NEXT IS UP TO YOU

If you had told me where OpenText was going when I started at this company, I like to think that my mind would have been open enough to believe you, but I'm honestly not sure.

The sheer scope of what is within our grasp with AI, with information management, feels like it's out of science fiction. Not *The Matrix*, mind you—something more benevolent.

Despite the ongoing upheaval in our world, I still let myself dream, or believe, that we're heading towards a more prosperous, equitable, green, and peaceful world. Think *Star Trek*, not *Star Wars*.

The future of technology is truly awesome. The future that technology will enable for humanity is going to be even more incredible. OpenText and our customers are done asking people to do the work of machines. We're putting human work back in human hands.

I am humbled by the idea that OpenText will play a part in that future. But I know that AI, and our technology, will offer our company and our customers the ability to do some unbelievable things.

Living the future

We're big believers in our own products. OpenText practices what it preaches. We love what we make and what we offer. Our own tech is integrated fully into our operations. We're a living, breathing, functioning example of multi-cloud, of zero-copy data, of AI integration, of the possibility of a world without passwords.

We would never ask our customers to put their faith in technology that we thought wasn't ready. AI agents are

ready for prime time. OpenText can take your tech stack into the sky.

No rules, no boundaries

This book has laid out some exciting use cases for OpenText's platform that can supercharge your organization. It's also shown how you can save a lot of money. Our tech can enable new possibilities in knowledge work, in software development, in IT management, in security, automation, supply chain, and employee experience.

If your company wants to deliver something brand new—if you have a vision that you want to make into reality, if your employees have an idea for a process that will change the world—we can get you there.

We don't want to tell you what's next. You tell us.

Don't feel limited by the examples in this book. Dream big. Expand the realm of what's possible by venturing, as Arthur C. Clarke said, a little farther than you thought you could.

Let agentic AI be your Aviator.

You've taken the first step by reading this book. Now all you need to do is ask us how you can rewrite all the rules, unlock human potential, and be the architects of the next decade of human advancement. Reach out to us today.

The next steps await.

We're ready.

THANK YOU

ACKNOWLEDGMENTS

A SPECIAL THANK YOU

Business moves fast, so the project of making this book had to move just as quickly. I couldn't have done it without the help of an amazing crew who helped build my OpenText World keynote, which was the inspiration for this book. Thank you to:

Muhi Majzoub, Shannon Bell, Sandy Ono, Paul Duggan, Todd Cione, James McGourlay, Madhu Ranganathan, Brian Sweeney, Michael Acedo, Savinay Berry, Brian Gosselin, Eric Willis, Joe Federline, John Radko, Kishore Chekuri, Lars Rossen, Michael Cybala, Mike Saleh, Sachin Chandran, Scott Richards, Stephen Ludlow, Tal Levi-Joseph, Amy Perry, Rita Jackson, Pascale Guivier, Mihaela Lucaci, Liz Kofsky, Laurie Powers, Terence Trinh, Steven Cohen, Trevor Unruh, Julie Millard, and Jenna Feldman.

I also want to thank my indispensable CEO Program Management Office and support team:

Scott Schultz, Aaron Stead, Kevin Sy, Sunnie Rothenburger, DeeDee Andrews, Mark L'Heureux, Franca Celli, and Mandi Browning.

And finally, a warm thank you to the team at Stiff in Ottawa, Ontario, for their storytelling and creative assistance:

James Hanington, Liam Dynes, Shannon Hoogwerf, and Lee Pakkala.

ENDNOTES

ENDNOTES

CHAPTER 2

i Saloni Dattani, Lucas Rodés-Guirao, Hannah Ritchie, Esteban Ortiz-Ospina and Max Roser (2023) - "Life Expectancy" https://ourworldindata.org/life-expectancy (accessed February 2025).

ii Nicholas St. Fleur, Chloe Williams, and Charlie Wood, "Can We Live to 200?" The New York Times, April 27, 2021, https://www.nytimes.com/interactive/2021/04/27/magazine/longevity-timeline.html (accessed December 2024).

iii "What Happens When We All Live To 100?" — The Atlantic, October 2024, https://www.theatlantic.com/magazine/archive/2014/10/what-happens-when-we-all-live-to-100/379338/ (accessed December 2024).

iv "The Technologies That Will Extend Life Expectancy to 120 Years" — tomorrow.bio, October 2023, https://www.tomorrow.bio/post/the-7-technologies-that-will-extend-life-expectancy-to-120-years-2023-09-5160721704-longevity (accessed December 2024).

v David Szondy, "France runs fusion reactor for record 22 minutes," New Atlas, February 18, 2025, https://newatlas.com/energy/france-tokamak-cea-west-fusion-reactor-record-plasma-duration/ (accessed February 2025).

vi "Climate Change Could Force 216 Million People to Migrate Within Their Own Countries by 2050," World Bank Group, September 13, 2021, https://www.worldbank.org/en/news/press-release/2021/09/13/climate-change-could-force-216-million-people-to-migrate-within-their-own-countries-by-2050 (accessed December 2024).

vii "Over one billion people at threat of being displaced by 2050 due to environmental change, conflict and civil unrest," Institute for Economics and Peace, September 9, 2020, https://www.economicsandpeace.org/wp-content/uploads/2020/09/Ecological-Threat-Register-Press-Release-27.08-FINAL.pdf (accessed December 2024).

ENDNOTES

CHAPTER 4

viii Mike Bechtel, "Above the Clouds: Taming Multicloud Chaos," Deloitte / WSJ, January 25, 2023, https://deloitte.wsj.com/cio/above-the-clouds-taming-multicloud-chaos-01674668271 (accessed December 2024).

ix HCLTech, "Cloud Evolution: Mandate to Modernize," September 27, 2024, https://www.hcltech.com/sites/default/files/document/global-cloud-research-report-cloud-evolution-mandate-to-modernize.pdf (accessed December 2024).

CHAPTER 5

x Zack Whittaker, "Norton LifeLock says thousands of customer accounts breached," TechCrunch, January 15, 2023, https://techcrunch.com/2023/01/15/norton-lifelock-password-manager-data/ (accessed December 2024).

Zack Whittaker, "Healthcare giant McLaren reveals data on 2.2 million patients stolen during ransomware attack," TechCrunch, November 13, 2023, https://techcrunch.com/2023/11/13/mclaren-cyberattack-millions-patients-ransomware/ (accessed December 2024).

Joe Middleton, "Capita cyber-attack: 90 organisations report data breaches," The Guardian, May 30, 2023, https://www.theguardian.com/business/2023/may/30/capita-cyber-attack-data-breaches-ico (accessed December 2024).

Alex Scroxton, "MOVEit incident spurred UK decision makers to spend big on cyber," ComputerWeekly, November 23, 2023), https://www.computerweekly.com/news/366560872/MOVEit-incident-spurred-UK-decision-makers-to-spend-big-on-cyber (accessed December 2024).

ENDNOTES

Shiona McCallum & Joe Tidy, "23andMe: Profiles of 6.9 million people hacked," BBC, December 5, 2023, https://www.bbc.com/news/technology-67624182 (accessed December 2024).

Apurva Venkat, "Cloud misconfiguration causes massive data breach at Toyota Motor," CSO, June 6, 2023, https://www.csoonline.com/article/575483/cloud-misconfiguration-causes-massive-data-breach-at-toyota-motor.html (accessed December 2024).

Noel Burns, "A Deep Dive into the Okta Data Breach," MetaCompliance, n.d., https://www.metacompliance.com/blog/cyber-security-awareness/okta-data-breach (accessed December 2024).

Antoaneta Roussi & Eddy Wax, "EU Parliament staff in uproar over breach of ID cards, personal records," Politico, May 23, 2024, https://www.politico.eu/article/eu-parliament-id-cards-personal-records-data-breach-chamber-apa-victims/ (accessed December 2024).

Kirk J. Nahra & Ali A. Jessani, "Attorneys General Bring Multistate Data Breach Settlement Against DNA Testing Lab," WilmerHale, February 23, 2023, https://www.wilmerhale.com/en/insights/blogs/wilmerhale-privacy-and-cybersecurity-law/20230222-attorneys-general-bring-multistate-data-breach-settlement-against-dna-testing-lab (accessed December 2024).

CBC, "AT&T data breach affected nearly all customers after info downloaded to 3rd-party platform," July 12, 2024, https://www.cbc.ca/news/business/data-breach-at-t-1.7262154 (accessed December 2024).

Cam Sivesind, "Avis Notifies Nearly 300,000 Customers of August Data Breach," SecureWorld, September 10, 2024, https://www.secureworld.io/industry-news/avis-notifies-data-breach (accessed December 2024).

ENDNOTES

CHAPTER 6

xi "Changes in the U.S. Labor Supply," Trendlines, Issue No. 11, U.S. Department of Labor, August 2024, https://www.dol.gov/sites/dolgov/files/ETA/opder/DASP/Trendlines/posts/2024_08/Trendlines_August_2024.html (accessed December 2024).

xii Eilene Zimmerman, "Is More Job Hopping Among Younger Workers a Good Thing?" The New York Times, August 9, 2023, https://www.nytimes.com/2023/08/09/business/job-hopping-young-workers-gen-z.html (accessed December 2024).

CHAPTER 7

xiii "What is FinOps?" OpenText, https://www.opentext.com/what-is/finops (accessed December 2024).

CHAPTER 9

xiv "Volkswagen realigns Technical Development: shorter product cycles and faster digital offerings," Volkswagen Newsroom, March 3, 2022, https://www.volkswagen-newsroom.com/en/press-releases/volkswagen-realigns-technical-development-shorter-product-cycles-and-faster-digital-offerings-7768 (accessed December 2024).

xv Hype Cycle for Software Engineering, Gartner, 2023.

Report on AI-Driven Innovation in DevOps, Forrester, 2023.

World Quality Report, Capgemini, Sogeti, and OpenText, 2023.

COPYRIGHT

Certain statements in this book may contain words considered forward-looking statements or information under applicable securities laws. These statements are based on OpenText's current expectations, estimates, forecasts and projections about the operating environment, economies and markets in which the company operates. These statements are subject to important assumptions, risks and uncertainties that are difficult to predict, and the actual outcome may be materially different. OpenText's assumptions, although considered reasonable by the company on the date of publishing, may prove to be inaccurate and consequently its actual results could differ materially from the expectations set out herein. For additional information with respect to risks and other factors which could occur, see OpenText's Annual Report on Form 10-K, Quarterly Reports on Form 10-Q and other securities filings with the SEC and other securities regulators. Unless otherwise required by applicable securities laws, OpenText disclaims any intention or obligations to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise.

ISBN 9781989511046

o3.25 | 235-000280-001