2020 Agenda: Are You Ready?™

Digital Changes Everything

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Digital Changes Everything

The pace of business has accelerated. There have been more changes in the past twenty years than in the previous 100. In a world where everything is touched by technology, the enterprise has never had such an incredible opportunity to reinvent itself—to more closely align business with technology, deliver significant customer value, and make transformational business impact.

Changes that are taking place in business today are reminiscent of the seventies when technology promised increased competitive advantage through automation and greater efficiencies. Business models were radically transformed again in the nineties as technology and commerce intersected on the Internet. The technologies of today—social, mobile, and cloud computing—are causing seismic shifts in many industries, from publishing to entertainment to government. Entire sectors and old business models are being swept away as people find new ways to access information, news, entertainment, products, and services to meet their daily needs.

Based on the progress of the past and the present rate of change, how will digital technology transform business models to meet the needs of the workplace, the supply chain, and marketing channels in the future? What will the enterprise look like in 2020?

By 2020 all of the major operating functions of the enterprise will be digital. Digital business involves a complete transformation. Organizations will need to digitize every process and re-configure their businesses to ensure competitiveness and effectiveness. To keep pace with evolving consumer and business needs, the enterprise of today will have to transform itself into the digital enterprise of tomorrow.

The capacity of digital technology to expedite communication has influenced the ways that people interact with each other, with information, and with businesses. The ability to securely manage the exchange of information—in a multitude of formats, many of which have not yet been conceived—will be crucial in the digital enterprise of 2020.

Information lies at the heart of digital transformation. In the digital age, information is the new currency, playing a crucial role in enabling innovation, growth, and opportunity. Information leads to greater insights, better business decisions, higher customer satisfaction, greater agility, and optimized business performance. But how can the enterprise unlock the potential of information without compromising productivity and security? Enterprise Information Management (EIM) is the key transformative technology. This paper explores the future of digital technologies, their impact on the enterprise, and how EIM equips the enterprise as it transforms itself into the digital enterprise to brace for change and opportunity in the year 2020.
2020: Digital Disruption

The year 2020 will see a convergence of forces into a nexus that the enterprise can capitalize on to create opportunities for growth and innovation. There are three major forces that contribute to digital disruption: disruptive technologies, the “Generation Z” workforce, and digitalization on a mass scale. When combined, these factors create a powerful platform for change.

**FIGURE 1:**
Digital Disruption is Cheaper, Faster, and Stronger

![Diagram showing 10x, 1/10th, 100x]  

- Cheaper, Faster, Stronger
- What gives digital disruptions even greater impact is the speed of development and the magnitude of innovation involved in their creation. Unlike the disruptions introduced by the Web in the nineties, this digital disruption is cheaper, faster, and stronger.

1. Disruptive Technologies

New technologies that will impact the enterprise are being developed at lightning speed. Many of these technologies will be mainstream by 2020. Examples include 5th generation (5G) mobile networks, holographic TVs, nanobots, wearable technologies (like Google Glass®), three-dimensional (3D) printing, and The Internet of Things (IoT).
In 2020, **5G wireless** networks will support 1,000-fold gains in capacity, connections for at least 100 billion devices, and a 10 gigabyte individual user experience capable of extremely low latency and response times. Deployment of these networks will emerge between 2020 and 2030. 5G radio access will be built upon new radio access technologies (RAT) and evolve based on existing wireless. Breakthroughs in wireless network innovation will also drive economic and societal growth in entirely new ways. 5G will realize networks capable of providing zero-distance connectivity between people and connected machines.¹

In 2020, the boundaries between technology and people will blur, heightened by **holographic TVs, 3D printing, and wearable technologies**. Texting by thought will replace texting by smartphone. The ability to scan a 3D object, send the digital file, and print a 3D replica, for example, will be mainstream. Although they will still be considered a luxury item in 2020, holographic images will be used to fill entire rooms. **Nanobots** will be able to sense stimuli, perform complex calculations and computations, communicate, and collaborate. Whole industries will be affected by the consolidation of information from diverse systems, including mobile devices, Global Positioning System (GPS), and video surveillance.

All of these inputs will be connected and placed onto networks to contribute to **The Internet of Things (IoT)**. The Internet of Things has been called “the world’s new digital nervous system”.² The IoT brings together wireless technologies, Micro-Electromechanical Systems (MEMS) and Internet technology to connect many disparate machines to exchange information. According to Gartner there will be nearly 26 billion devices on the Internet of Things by 2020.³

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³ “Gartner Says the Internet of Things Installed Base Will Grow to 26 Billion Units By 2020”, Gartner Inc., December 12, 2013.
The IoT will automatically integrate data, people, and processes in new and varying ways. By the year 2020, there will be 5 billion users on the Internet. Hyper-mobile connectivity is already becoming more affordable and widespread. With enhanced communications and innovations like the IoT, the world is becoming a smaller place.

This will result in the creation of new products and services. The ability to tap into the broad network created by the IoT will be critical to the digital enterprise in 2020.

2. The “Generation Z” Workforce

By 2020, more than 50 percent of the workforce will be “digital natives” and expect to be connected to the way they want to work, 24/7. Meet “Generation Z”, made up of a generation that has grown up with easy access to and knowledge of the Internet and its applications. This technically savvy generation will expect unlimited access to information and be driven by the immediacy of real-time insight and action. Generation Z presents the greatest generational shift the workplace has ever seen, challenging leaders, managers, and Human Resources (HR) in all sectors to radically change the way they attract, retain, and support the workforce.

3. Mass Digitalization

The growth in Internet users will result in more people gathering, transmitting, and exchanging information online. The Internet will continue to grow as a channel for distribution, revamping value chains in many industries. In the year 2020, the delivery of software, video, audio, games, and other media content will be almost entirely digital, without requiring the use of physical media. The transformation from analog to digital is well underway. This is already in evidence today, as email and texting render the postal industry obsolete; newspapers are replaced by online websites and user-generated content; and record labels and outlets are subverted by the artists distributing music themselves and through online stores like iTunes.

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2020: Information is the New Currency

The recent innovations in technologies discussed are challenging the established rules of business. What all these technologies have in common is that they enable a new way of using information. Information is no longer just a cost factor, but rather the basis for innovation, growth, and competitiveness. Information is becoming the core component of a corporate strategy. Information is the currency of the digital economy. In 2020, information will drive competitive advantage in the digital enterprise. One of the biggest business challenges related to digital transformation will be how to effectively manage growing volumes of information to optimize its value while reducing risk. IDC predicts that by 2020 the world will generate 50 times the amount of information it does currently. New technologies, skills, and analysis will be required to mitigate the cost of creating, capturing, managing, and storing information.

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Organizations are collecting increasingly detailed amounts of information. The value of managing enterprise information is being realized as a recent study found that 95 percent of organizations correlate strong information management with business success.” For the strategic CIO, managing and harnessing information is essential to driving the 2020 agenda for innovation and growth.

2020: Digital Transformation

Digital technologies are a major driver of business strategy. “From big data to cloud computing, executives see digital technologies as transforming business—more than half (52%) see them as driving either a “complete transformation” or “significant change”. Enabling 2020 is a multi-year journey. To empower the digital enterprise, the strategic CIO will need to embrace future trends in technology. In 2020, the enterprise will either evolve or it will get disrupted. Business technology leaders of the future will apply the technologies described above to re-engineer and digitize old business models to support:

- Employees
- Customers
- Supply Chain
- Innovation
- Governance
- Information Technology (IT)

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2020 Employees: The Digital Workplace

As they enter the workforce, Generation Z will introduce the globalization of talent. While it works to support the existing workforce, the enterprise will also have to support Generation Z and the way that they like to work. This generation will expect to use the same tools in the workplace that they use at home to communicate, collaborate, and share information. The enterprise will need to adapt to attract, retain, and motivate a workforce that is digital, social rather than hierarchical, mobile, and highly collaborative. The good news is that, if they are empowered, this highly-agile workforce will help the enterprise on its journey to digital transformation.

2020 Customers: Digital Marketing

In 2020, digital will become the direct route to market. Businesses will connect directly with their customers through omni-channel experiences to provide highly personalized products and services in real time. Customers will expect immediacy and experiences that satisfy. The sales funnel will be replaced by multiple interactions to create a lifetime of customer value and brands will be built and maintained in consumer communities rather than by marketing departments and advertising.

In 2020, “customer obsession” and new markets will create a more complex business environment. In the “age of the customer”, technology-led disruption is eroding traditional competitive barriers such as manufacturing strength, distribution power, and information mastery. For example, empowered buyers have information at their fingertips to check a price, read a product review, or access peers for advice. In 2020, a sustainable competitive advantage will be knowledge of and engagement with the customer.\textsuperscript{10}

The key to sales and marketing success in 2020 will depend on an organization’s ability to leverage all available data and use it to better understand the customer and deliver compelling messages. Targeted experiences will be created by presenting customers with personalized content through multiple channels, seamlessly connecting with a broad network of external sites to complete the consumer experience. The digital enterprise will tap into the wisdom of the crowd through online consumer communities to source new markets, products, and services. Organizations will replace traditional advertising with user-generated content, empowering customers to share positive experiences as brand evangelists. Digital marketing technologies will need to be intuitive, mobile, accessible, responsive, and secure.

2020 Suppliers: The Digital Supply Chain

By 2020, consumers will drive interactions with suppliers. Buyer-driven platforms will continue to infuse the digital world with dynamic and real-time results, expanding on Just-In-Time (JIT) manufacturing to optimize supply chains and meet customer demand. The purchase of goods, such as perishables, cars, and real estate will grow. Consumers will expect immediate delivery following purchase. The rapid delivery of goods will impact the enterprise’s value chain and drive an unprecedented need for supply-chain optimization through real-time, Business-to-Business (B2B) integration. Pioneered by JIT manufacturing and fed by 3D printing, many products will be built to order, which will require a great deal of agility and accuracy from the supply chain. In addition, the Internet of Things (through machine-to-machine interaction) will add big data, predictive analytics, multi-layer transparency, and hyper-connectivity to production. In 2020, off-shoring will become near-shoring, next-day delivery will become next-hour delivery, and sustainability will be a primary requirement.

As information flows from employee to consumer to supplier in the digital enterprise, in order to be optimized and efficient, it will need be managed according to governance policies and regulations to minimize risk.
2020 Innovation: Accelerated

The development of new products and services will evolve from sprints to “hyper-connected dashes” in 2020. Product features will be crowdsourced and collective. Feedback about consumer experience with products and services will be collected to upgrade features, improve delivery, and serve niche markets—in real time—removing the developer “safety net”. Data-based product ideas will be shared across yottabytes (one trillion terabytes) of data and millions of people as innovation cycles are faster, compressed, and even approach the spontaneous. By 2020, 3D printing, holograms, and simulations will completely change product expectations.

2020 Governance: Secure and Trusted

In 2020, the need for information security will be crucial. With increasing amounts of data, there is also the growing complexity of legal and regulatory requirements in all sectors. Establishing a single source of the truth across multiple sources will involve managing structured data, unstructured content, and emerging data types, such as social media, securely as records—both inside the firewall and in the cloud.

In all countries, countless government regulations, industry standards, and company procedures exist. Non-compliance can lead to poor performance, financial penalties, and even criminal charges. In 2020, growing regulatory and competitive pressures will require the digital enterprise to rethink and reprioritize their security and governance strategies for enterprise information. These requirements will be driven by new, global regulations, increasing amounts of Internet users and privacy-related issues, emerging sustainability metrics, open data, big data, and protection against Intellectual Property (IP) loss.

Every business and every department is subject to laws, rules, and regulations that require strict compliance to protect corporate assets. As the enterprise moves from governing systems of record to enabling new systems of engagement, the strategic CIO will need to articulate a digital strategy that balances innovation and growth with security and risk.

2020 IT: Systems of Engagement

Enterprises are evolving from systems of record to systems of engagement. Systems of record are the Enterprise Resource Planning (ERP) systems that run an organization’s business (financials, CRM, HR, etc.). As records, data has to be accurate, accessible, and integrated. Systems of engagement are systems that engage employees, such as email, social networks, collaborative technologies, and learning systems. Systems of engagement are digital and interactive, and will support the digital enterprise in 2020.

This shift is demonstrated by a change in focus from customer transactions to customer interactions; from hierarchical command-and-control systems of governance to flat, globally-enabled collaboration; from facts and commitments to ideas and even nuances. With systems of engagement, discovery and dialogue influence the single source of the truth and conversations are communal, replacing documents as primary record types. Usability is intuitive, accessibility is ad hoc and open, and retention is transient. Finally, policy moves from concentrating on security mechanisms for corporate assets to protecting the privacy of enterprise users.
2020: The Strategic CIO

In the year 2020, the attention of the strategic CIO will shift to systems of engagement to sustain strategies for growth and innovation. Over the last 30 years, CIOs have been focused on automating processes and transactions in systems of record with ERP systems. For the next 30 years, CIOs will concentrate on automating processes and transactions for unstructured information in systems of engagement (emails, social media, presentations, videos, and more) with Enterprise Information Management (EIM). Unstructured information is today’s untapped resource. Being able to capture, preserve, manage, and build information-oriented applications is the next frontier of competitive business. To create effective, new applications in 2020, the CIO will work with business managers to help them achieve their goals, aligning technology with business function as part of an overall digital strategy that outlines clear corporate goals.

Corporate goals will include improving time to market. The strategic CIO will partner with the heads of Research and Development (R&D) and Marketing to create an environment that fosters innovation across geographically distributed teams. Innovation begins with market research and discovery and is developed through collaborative ideation and rapid development processes to targeted demand creation. A partnership with Marketing will facilitate objectives in terms of awareness, demand generation, and field enablement.

Decreasing time to revenue is another important corporate goal which is particularly critical for Product Manufacturing functions such as operations, assembly, and production. In 2020, the strategic CIO will partner with line-of-business managers to focus on operational excellence, quality, and cost by optimizing the supply chain and manufacturing processes.

Improving time to satisfaction requires the strategic CIO to partner with the heads of Sales and Services to deliver a seamless and engaging customer experience from purchase through to follow-on services. The goal is to transform customers into repeat buyers over an extended lifetime of value. As previously discussed, engagement is delivered through personalized, compelling, and consistent customer experience across all channels.

All of these corporate goals can be achieved through the implementation of an EIM strategy and supporting technologies. The decisive strength of EIM is its ability to cross departments, applications, and repositories to integrate with existing ERP systems across value chains and make information available for daily use. EIM embeds information management and security directly into processes, combining structured data with unstructured data to align operations with strategic vision. EIM arms the enterprise with the technology and approaches it needs to transform itself into a digital enterprise.
OpenText Agenda 2020: Building the Digital Enterprise

How does an organization transform itself into a digital enterprise that embraces digital disruption and harnesses information for increased competitiveness, innovation, and growth?

THE DIGITAL ENTERPRISE: RE-CONCEPTUALIZE THE FUTURE

For the digital enterprise, Enterprise Information Management (EIM) provides the foundation for digital transformation. As the set of technologies and practices that maximize the value of information while minimizing its risks, EIM supports the strategic CIO to:

- Digitize all information assets and processes
- Build applications that drive the top-line results, such as revenue, customer satisfaction, innovation, and growth
- Integrate structured and unstructured data into a single source of the truth
- Facilitate social collaboration to foster engagement, idea sharing, and innovation
- Mobilize information and processes across any device, without compromising security
- Deliver a proven framework for information governance across all functions and applications
- Consolidate IT platforms and applications to manage information flows
- Protect the enterprise with robust, multi-layered security
- Capitalize on opportunity and expand into global markets
EIM encompasses the full range of technologies required to integrate information and expand its use beyond simple, isolated tasks to help drive value as information moves throughout the digital enterprise. These technology suites include Enterprise Content Management (ECM), Business Process Management (BPM), Customer Experience Management (CEM), Information Exchange, and Discovery—each of which is described below. These are the pillars of the digital enterprise.

**Content Suite**
Enterprise Content Management (ECM) solutions manage information throughout its lifecycle to improve business productivity, while mitigating compliance and legal risk, and controlling the costs of growing volumes of content. Content Suite accelerates time to governance by providing a common and consistent information governance infrastructure that enables secure and dependable adherence to laws, rules, and regulations, without compromising user adoption and productivity.

A global oil and gas company uses Content Suite to improve materials management and collaboration with suppliers and engineers.

**Process Suite**
Business Process Management (BPM) solutions empower employees, customers, and partners with the processes and information they need to produce signature experiences and significant business results. Process Suite accelerates time to results by optimizing business processes with a highly adaptable suite of tools to drive productivity and operational excellence.

A technology giant has consolidated 1,500 disparate customer service and ERP processes down to 100 with Process Suite.
Experience Suite

Customer Experience Management (CEM) solutions help organizations exceed customer expectations, reach new markets, and provide superior experiences across all digital touchpoints. Experience Suite accelerates **time to market** using digital experience tools to deliver media rich, personalized, and targeted communications across all marketing channels—from paper to web to mobile.

A major sports association is maintaining brand consistency and optimizing user experience to support six million fans with Experience Suite, through the management and distribution of assets, including 160,000 articles and 58,000 videos.

Information Exchange Suite

Information Exchange solutions facilitate efficient, secure, and compliant data exchange inside and outside the enterprise. The Information Exchange Suite accelerates **time to revenue** with supply chain solutions that extend information management strategies to a trading network of partners.

A global car manufacturer is streamlining its supply-chain using Information Exchange Suite powered Electronic Data Interchange (EDI).

Discovery Suite

Discovery solutions organize and visualize all relevant enterprise information to make it possible for business users to quickly find answers to questions and optimize the business impact of their decisions. Discovery Suite accelerates **time to innovation** by setting up a corporate engine for innovation, based on social collaboration and information discovery solutions.

A government federal agency is managing over nine million emails every day to meet regulatory compliance and e-discovery requirements—securely, in the cloud—with Discovery Suite.

The Trading Grid, Developer Tools, Ecosystem Solutions, and Cloud Deployment

To address the unique requirements of the digital enterprise, EIM is both extensive and expansive. EIM seamlessly integrates information management with existing IT infrastructure and business applications. It can be extended to incorporate partners and suppliers in the world’s largest trading community to drive the engine of commerce across all industries. This is called the Trading Grid.

In addition to the core information management capabilities delivered by each of the five product suites, EIM offers AppWorks. AppWorks is a modern, flexible development platform with tools for creating customized EIM applications. Developers can use AppWorks to pull data from EIM suites and develop apps suited to specific needs and usage scenarios. These apps can be developed and run across mobile devices and desktop platforms.

With both AppWorks and the Trading Grid, EIM capabilities are available across all devices, on premise or in the cloud, or as a combination of both, for optimal and flexible deployment capabilities.
2020: Change Creates Opportunity

Gartner Research captures the challenge CIOs face today: “CIOs require a new agenda that incorporates hunting for new digital innovations and opportunities, and harvesting value from products, services, and operations.” Often, the culture of an organization determines its success or failure. All of the great innovators of today have embraced digital innovation. Disruptive technologies, by their very nature, shake up the status quo. At the early stage of adoption and implementation, the full scope of their influence is difficult to predict. Based on the fast pace of innovation today, it is safe to assume that future digital technologies will either bring down the enterprise or help to transform it into a digital enterprise.

The message is clear. To successfully provide products and services to digital consumers, the enterprise must reinvent itself. With change comes tremendous opportunity: the opportunity for the enterprise to form deeper connections with its customers, partners, and employees; to create social, mobile and flexible workplaces that are conducive to higher levels of productivity and innovation; to deliver products and services according to individual need and specification; to streamline the production and delivery of supply chains on a global scale. With opportunity comes risk, and the greatest risk lies in not embracing disruption in an increasingly digital society.

In 2020, the strategic CIO will build the digital enterprise according to a digital strategy that focuses on information as a key competitive differentiator in creating opportunity and mitigating risk. EIM is the transformative technology.

A 2020 Agenda is a multi-year blueprint to re-conceptualize the future. Developed by OpenText, it is a guide for digital transformation to support:

1. The Digital Enterprise
2. Generation Z Workforce
3. Omni-channel Experiences
4. On-demand Supply Chain
5. Accelerated Innovation
6. Secure and Trusted Governance
7. Systems of Engagement

Are you ready?

Follow the 2020 Agenda at opentext.com/campaigns/2020-agenda.htm.
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  - Peterborough, ON
  - Kingston, ON
  - Calgary, AB

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  - Tucson, AZ
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  - Irvine, CA
  - Tallahassee, FL
  - Chicago, IL
  - New York City, NY
  - Rockville, MD
  - Columbus, OH
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  - Hamburg, DE
  - Bad Homburg, DE
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**United Arab Emirates:**
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**APJ**

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  - Bangalore, IN

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  - Melbourne, AU
  - Canberra, AU

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  - Osaka, JP

- **Singapore:**
  - Singapore, SG

- **Hong Kong:**
  - Hong Kong, CN

- **Korea:**
  - Seoul, KR

- **New Zealand:**
  - Auckland, NZ

- **Phillipines:**
  - Manila, PH
About OpenText

OpenText is leading the charge with a practical roadmap to help today’s C-suites advance how they interact with employees, customers and the supply chain to be fully prepared for 2020. For over two decades, OpenText has been a core contributor to the most successful businesses in the world. Ninety percent of Fortune 500 companies today are using EIM to transform their enterprise into a digital enterprise.

OpenText provides Enterprise Information Management software that helps companies of all sizes and industries to manage, secure and leverage their unstructured business information, either in their data center or in the cloud. Over 50,000 companies already use OpenText solutions to unleash the power of their information. To learn more about OpenText (NASDAQ: OTEX; TSX: OTC), please visit: www.opentext.com.

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