So one of the key benefits that I've seen in this entire idea of composable businesses that really stands out and that I think is where things are going to be exciting and interesting over the next few months is in the notion of substitutability.

Let's think about where we've seen examples of the composable business really been done so far in the wild, so to speak.

If you read the blogs and you read the articles and things that have been written about Netflix and some of these other early adopter technologies and companies that have adopted the composable business model, you see where they've been able to walk in and make some fairly radical changes to their applications in a very quick way by being able to, for instance, replace one NoSQL database with another NoSQL database.

And that implies something.

It implies that the particular aspect of the composable business you're looking at is substitutable for that same aspect from another vendor.

And I think what that requires is it requires a community around that particular aspect.

The reason we can do that for NoSQL databases is because there's been an active community around NoSQL databases for a number of years, and the databases from all the different vendors and all the different open source opportunities have really started to converge on a few common ideas, like key value stores.

Now with that, I think what we're going to see over the next several months is an evolution of other business aspects developing communities, and those communities starting to arrive at that same level of commitment that allows them to then specify and get to an architectural agreement on what those businesses are going to be in, and that's going to lead to substitutability at a number of other levels.
For instance, if you want one that wouldn’t be substitutable now, let’s talk about BPM.

If you’re doing business process management, it’s actually a fairly involved and difficult process to switch from one vendor to another.

I think as time goes on, we’re going to see that level of maturity in the industry as people start thinking more about composable business as a tool and a way of doing things that’s going to arrive at much more substitutable notions at the level of things like BPM, or perhaps things like, let’s say, vendors for CRM.

Again, switching out a CRM vendor is a difficult thing now, but given the number of CRM vendors we have on the cloud, I can see them starting to converge and arrive at a closer definition of what that means, which is going to make it easier for businesses to make this determination that they really can go with the best offering at the best price.