

## **Managing the Integration of Smarter Products**

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Nearly 70 percent of product manufacturers today are building software control systems into their products and in effect becoming software companies. And it's companies of products that you would never think of like people that deliver sneakers or treadmills or medical devices or automobiles or fire alarms. You think about how those operate today, they're being controlled by software.

If you think about the challenges of the product manufacturers is they used to have to worry about building it and getting users to actually use it. But now they not only have to build it, get users to use it, but now they have to manage all its interactions with all these other products that they don't control, so it sets up a real environment here again where the people that produce the products need to work very closely with those that are using it and all the other products that that user is now using.

If you think about all these smarter systems that are out there today, like smart hospitals, smart traffic systems, and the energy grid and smart banks and smart office buildings, you know, those smart intelligent capabilities were built by someone in the first place and then integrated. And it's more important than ever that the people that are building the smart capabilities are working closely with those that have to manage it because it's such a dynamic environment now that they're really two different sides of the same coin.