Directions 2012:
Competing for 2020

Frank Gens
SVP & Chief Analyst

twitter
#directions12

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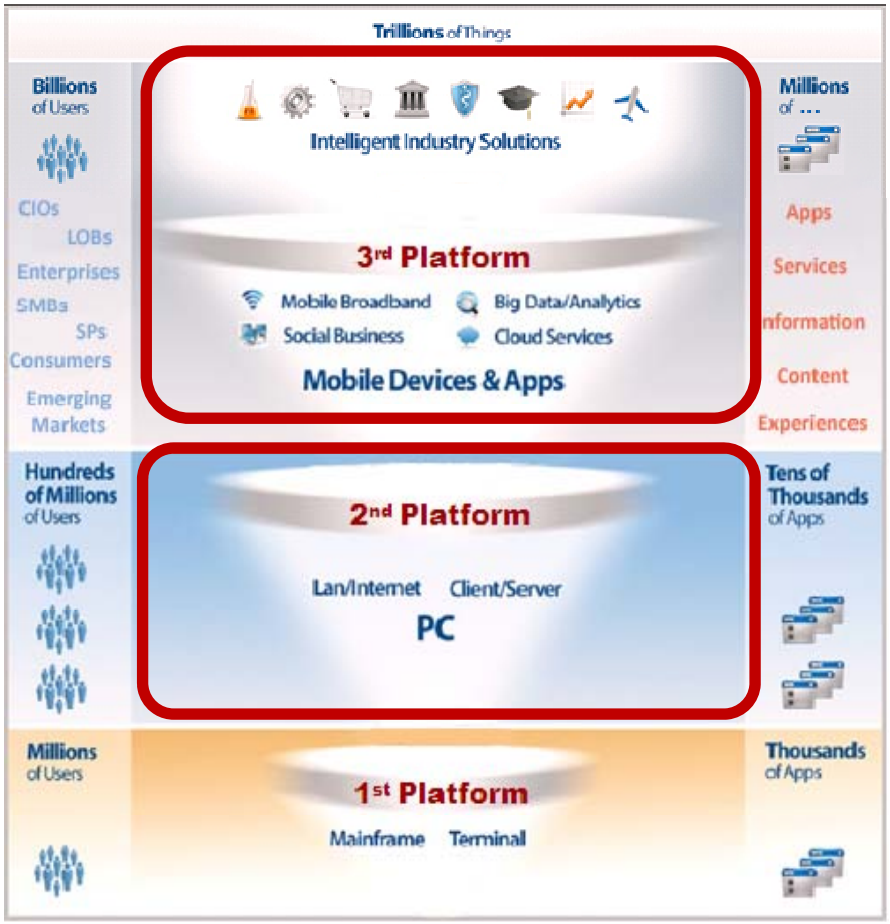
Now Where *Were* We?

Directions 2011

ICT Growth 2005-2020+

ICT Growth 1985-2005



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3rd Platform Opportunities, Strategies

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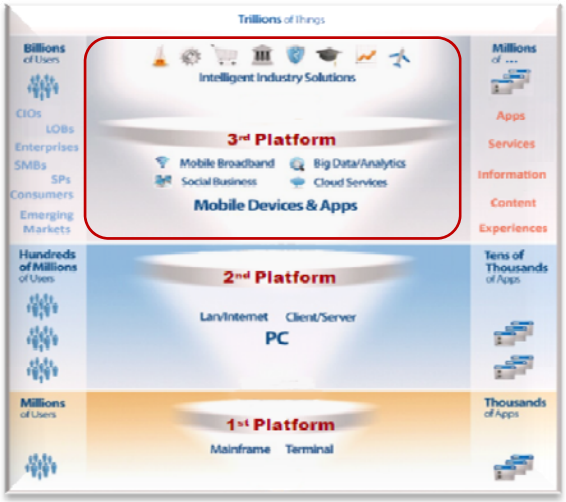
Common Themes for 3rd Platform Success

Urgency



Competencies

Scale Community Context

Competition

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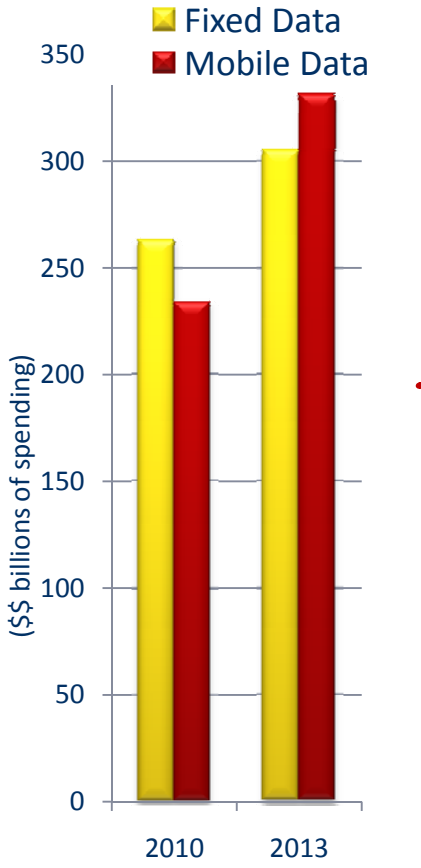
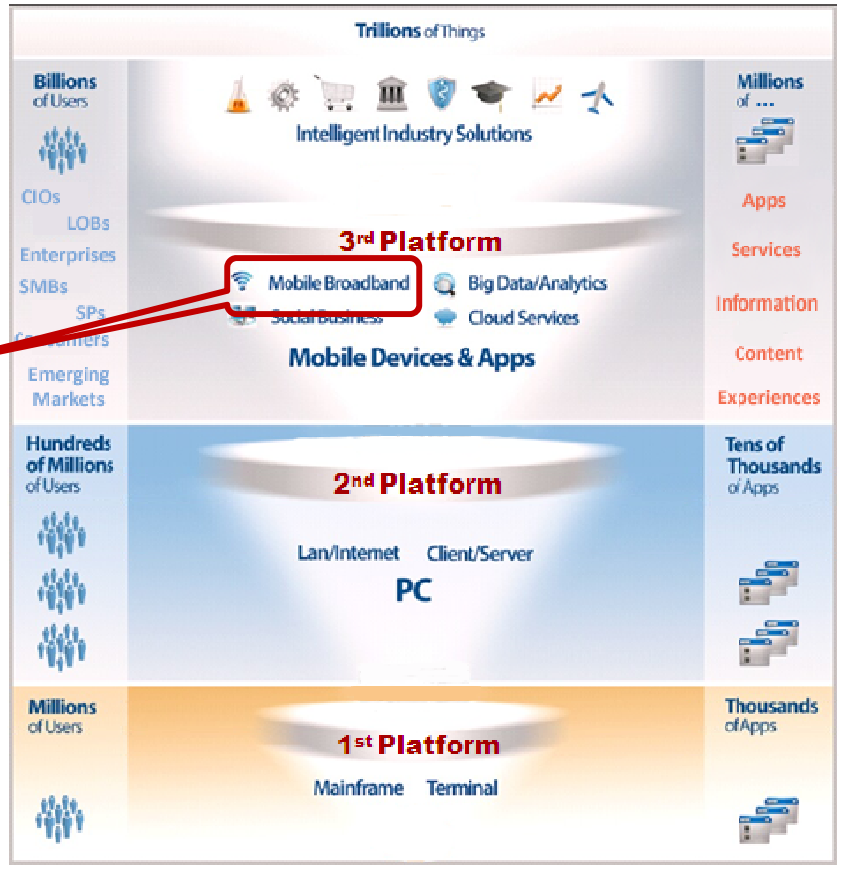
Urgency

"The future has *already arrived*. It's just not evenly distributed yet."

William Gibson

The 3rd Platform Has *Already Arrived*…





Source: IDC 2012

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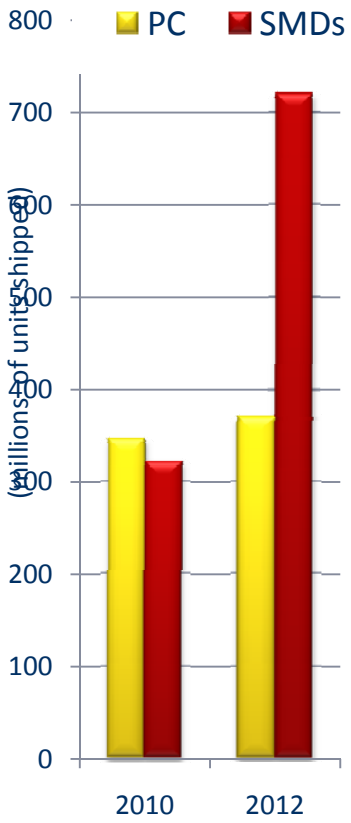
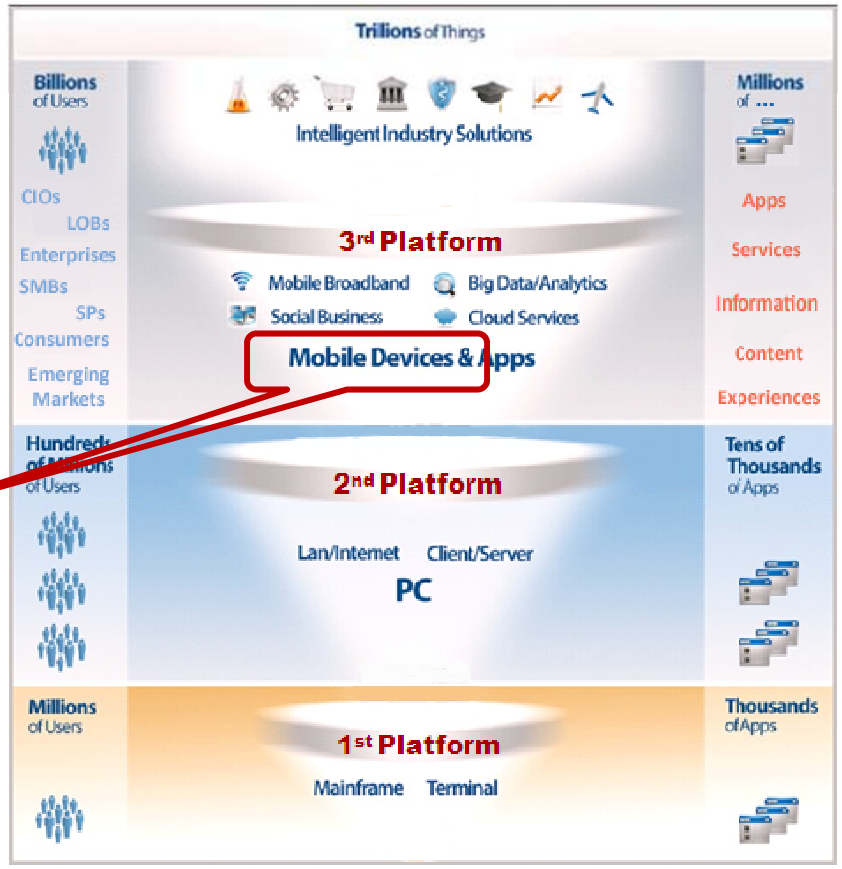
The 3rd Platform Has *Already Arrived*…





Source: IDC 2012

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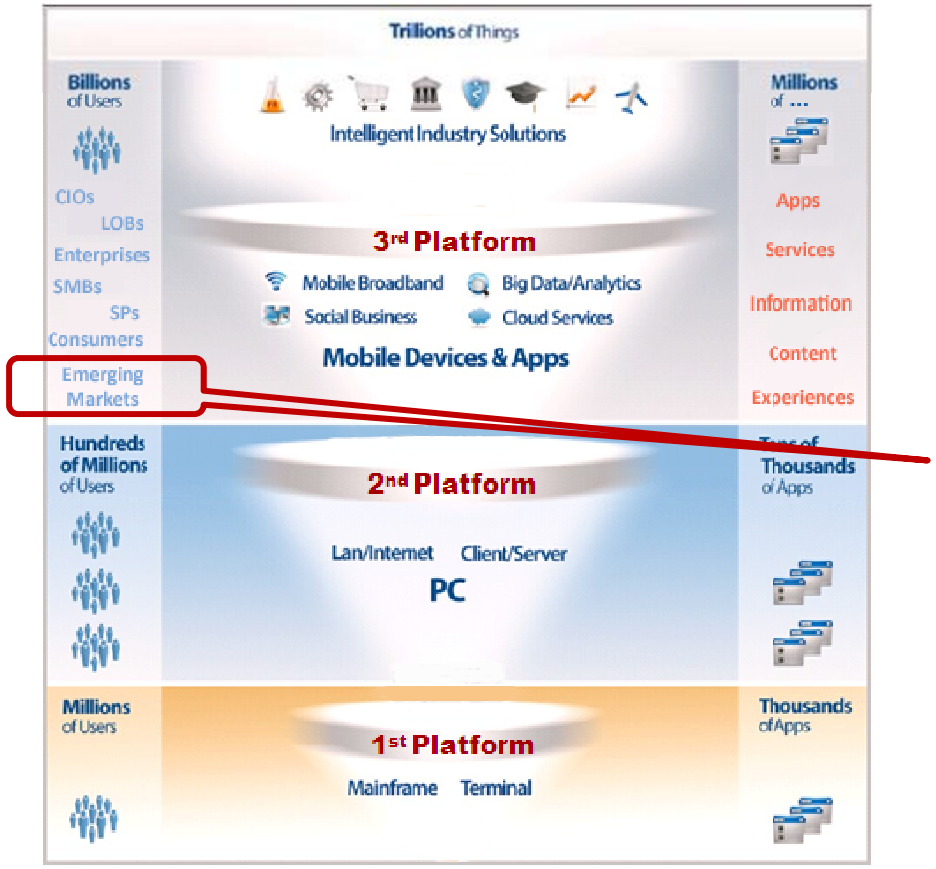
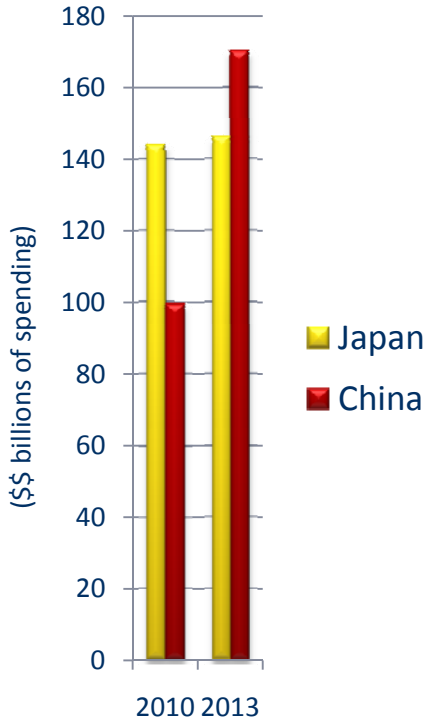
The 3rd Platform Has *Already Arrived*…





Source: IDC 2012

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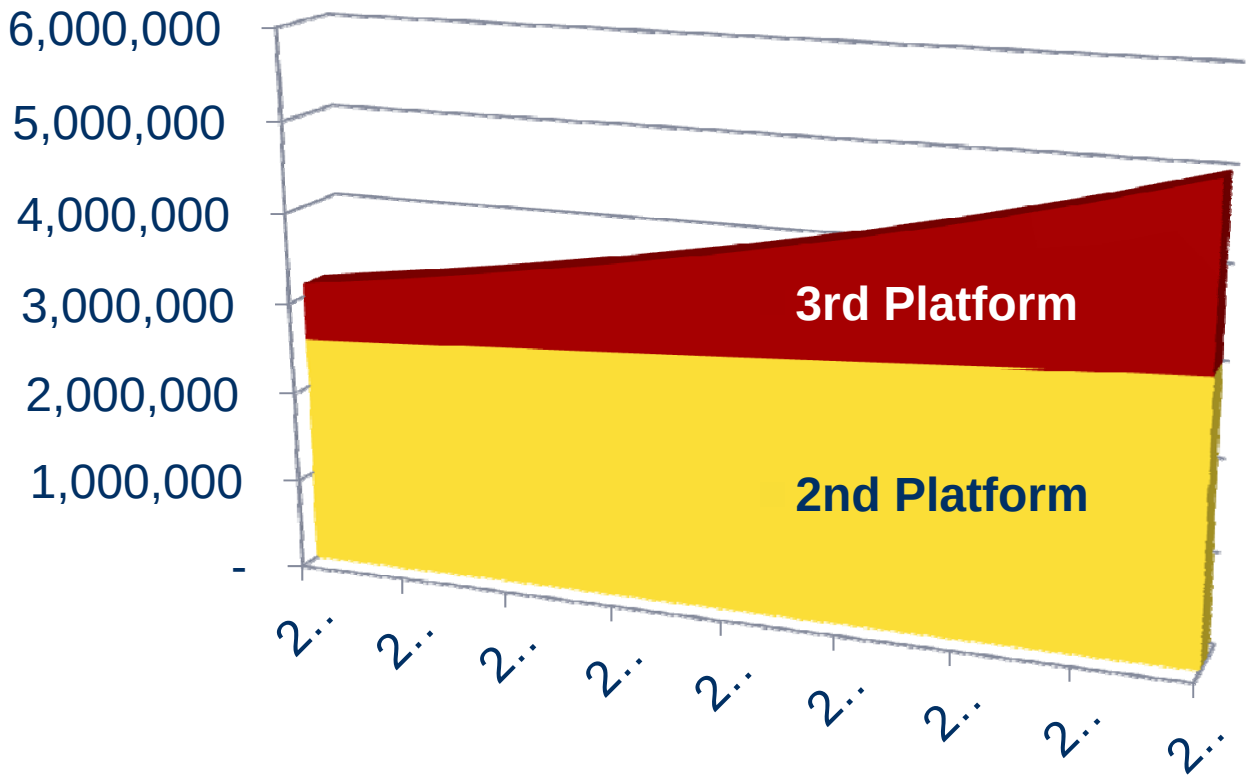
The 3rd Platform Has *Already Arrived*…

ICT Spending 2012-2020 ($000)



	CAGR	% of Cum Growth ('13-'20)
3rd Platform	15%	70.4%
2nd Platform	2.5%	29.6%

Source: IDC 2012

Competencies

Scale Community Context

"~~One million~~ 100 *billion* dollars"

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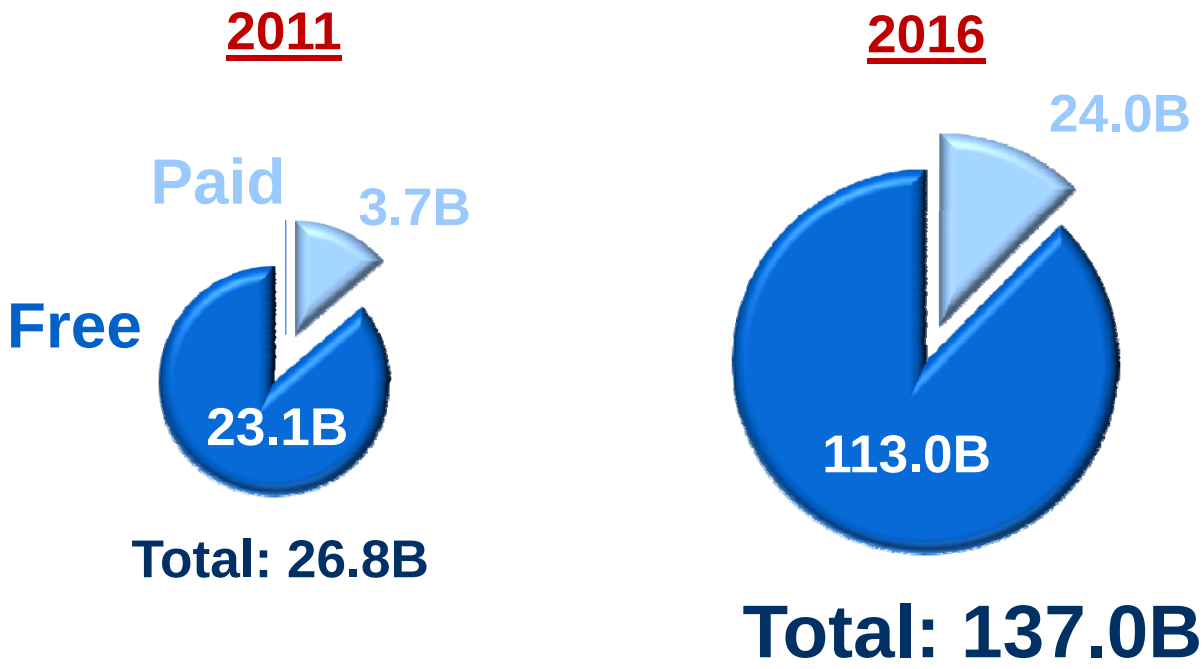
New Scale: Unit Volumes and Pricing

Mobile App Downloads (units)



Rev*:	**$5.9B**	**$19.8B**
Rev/Unit:	**$1.59**	**$0.82**

Source: IDC preliminary forecast, 2012 *Revenue from initial app purchase

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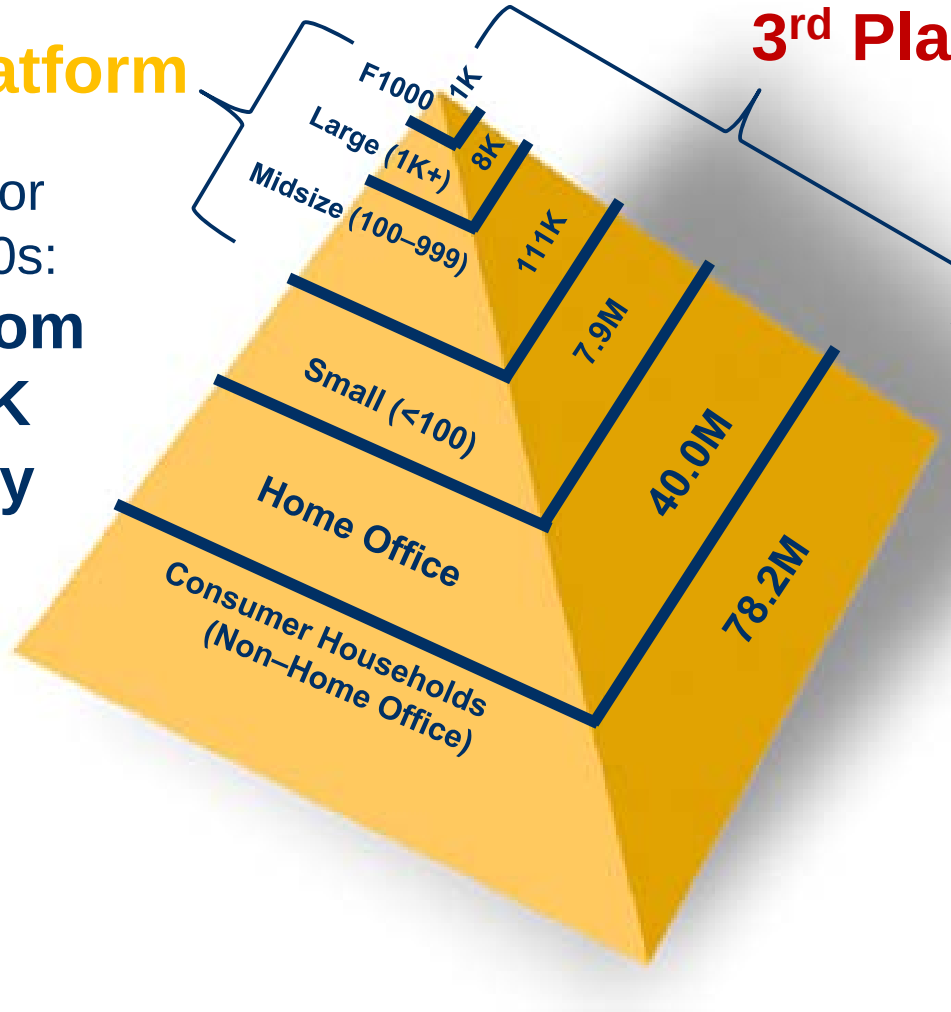
New Scale: Customer Accounts

Number of U.S. Enterprises by Size (employees)

2nd Platform

Software Vendor CEO early 2000s:
"Will grow from 20K to 100K accounts by 2010"



3rd Platform

Google CEO 2011:
"We're adding 5K firms a day"

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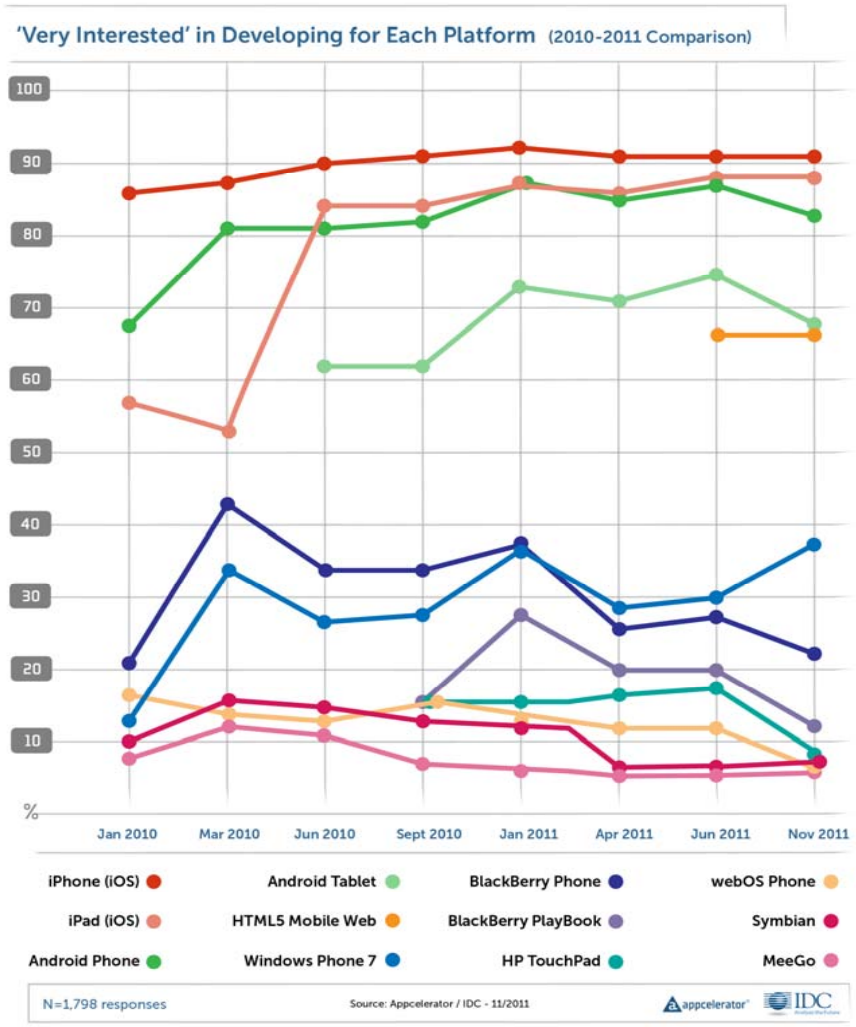
Competencies

Scale **Community** Context

"Live together or die alone"

Positioning Around "Mega Platforms"

Battles at the new Edge…

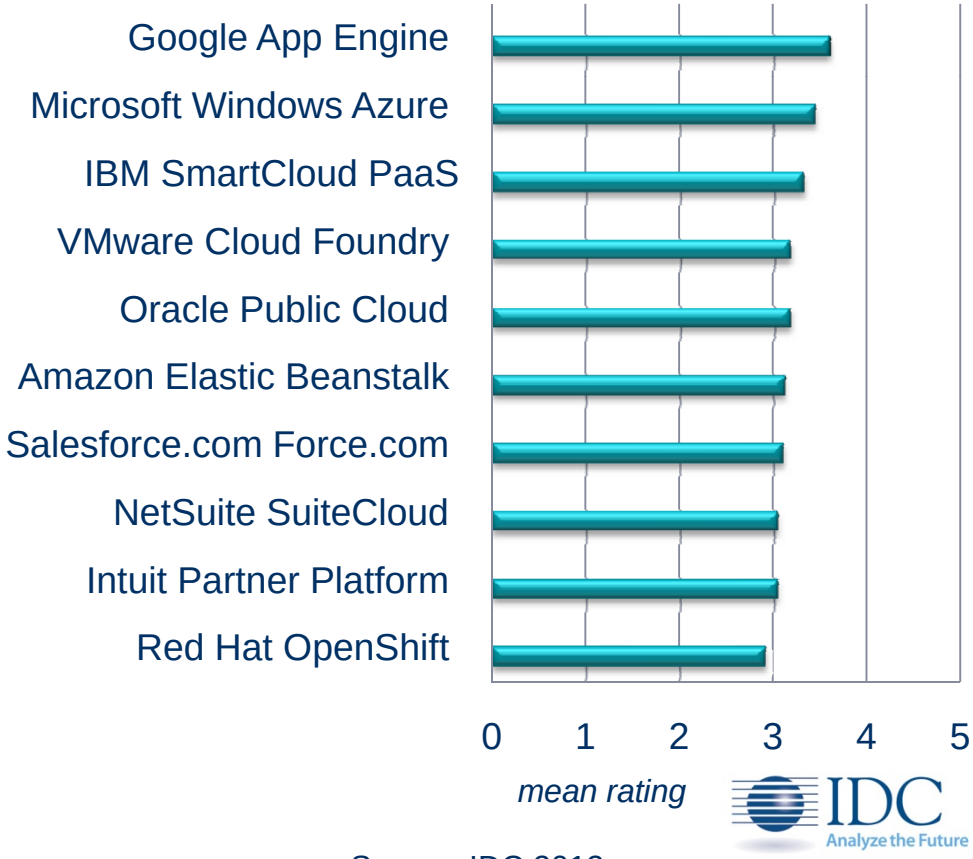


Source: IDC 2012

…and at the new Core

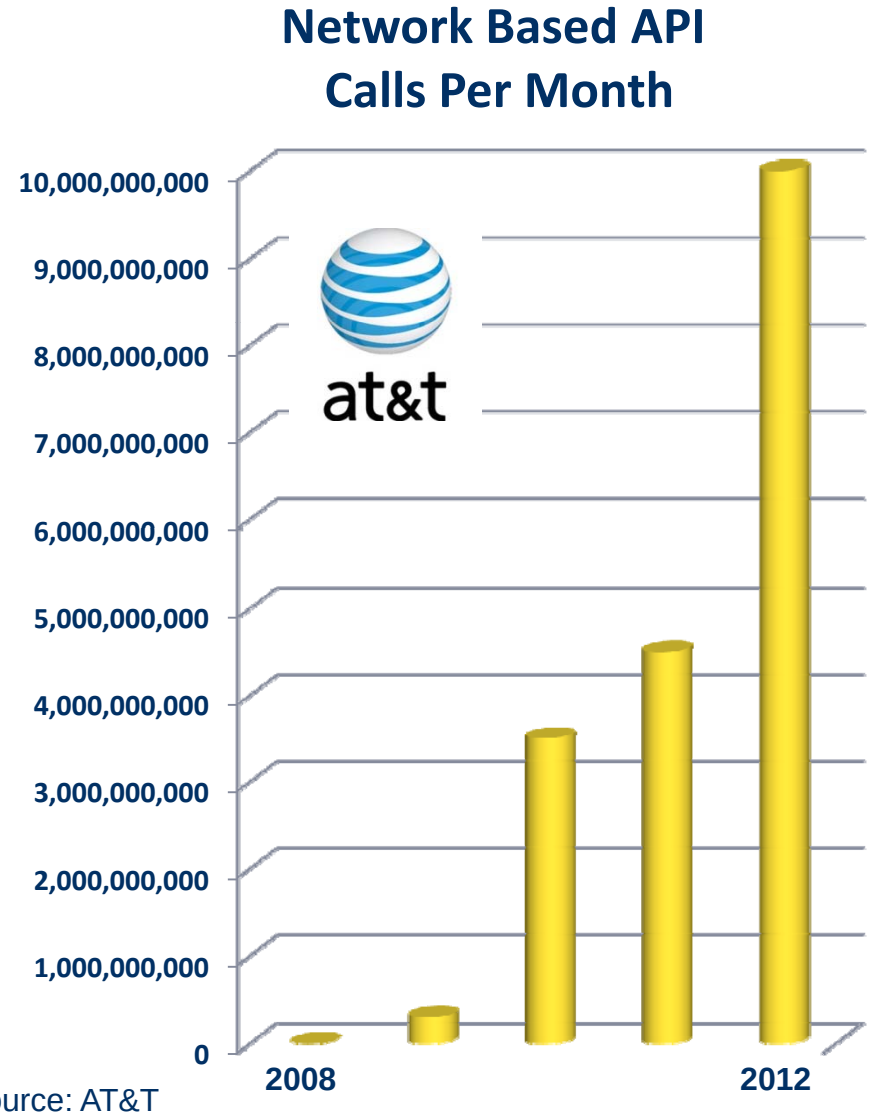
Q: How likely is that your enterprise would develop apps on and/or source cloud apps from the following Public Cloud Application Platforms?

(1=not likely at all, 5=extremely likely)



Source: IDC 2012

Turning *Yourself* Into a Platform



130 APIs

14 Service Categories

"Turning the network inside-out"

Source: AT&T

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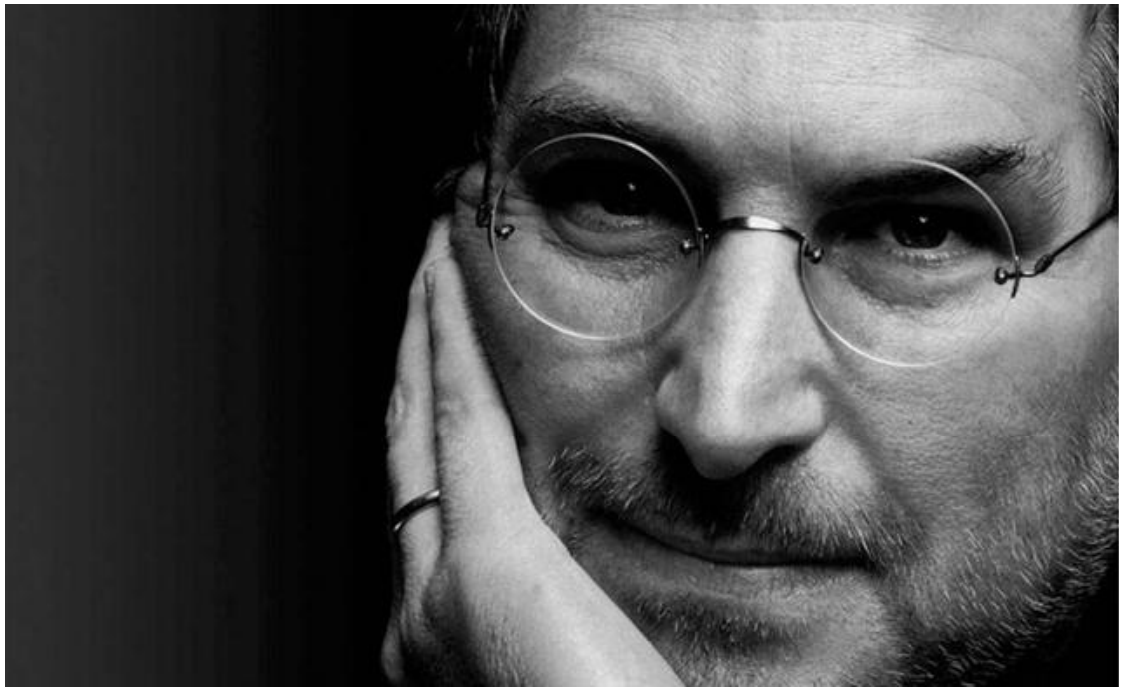
Competencies

Scale Community **Context**

"Always design a thing by considering it *in its next larger context* — a chair in a room, a room in a house, a house in an environment, an environment in a city plan."



Eero Saarinen

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See the *Whole* Customer Value Chain, and Expand Toward Value

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Highest Value Context: Industry Transformation

Public Safety

Payment Fraud Management

Connected Health

Medicine Supply Chain

Demand Response

Smart Buildings

Social Mobile Commerce

40+ "3rd Platform" solutions driving over $200B in spending in 2015

Source: IDC 2012

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Competition

"Who *are* those guys?"

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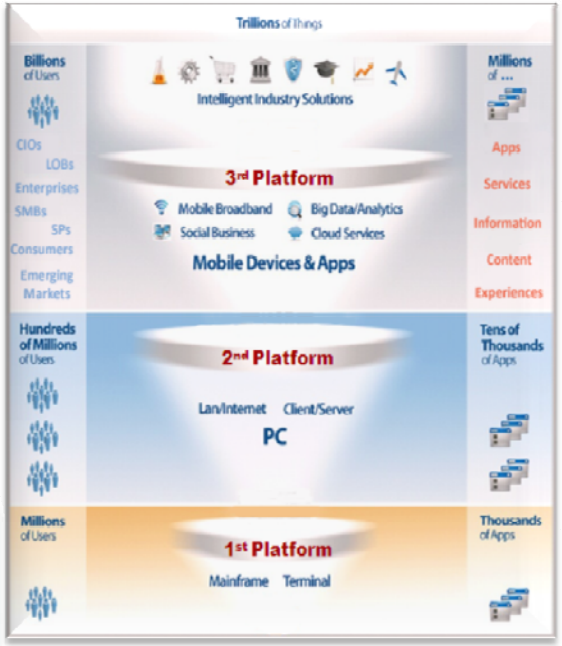
Who Will *Lead* in the 3rd Platform Era?

2nd Platform Incumbent Leaders



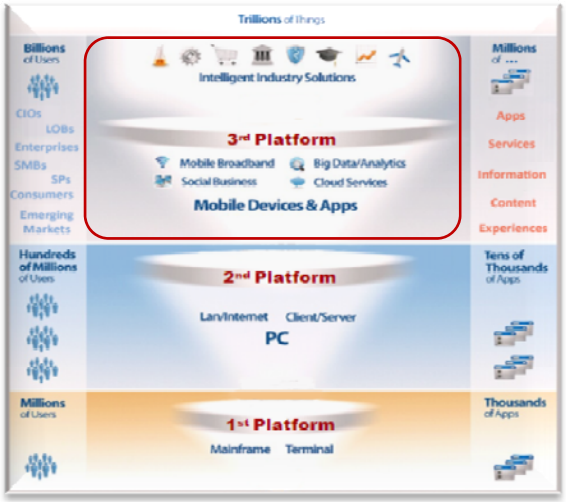
(re) Born on the 3rd Platform Upstarts

Emerging Market Local Heroes

Industry-Centric "Business-as-a-Service"

Common Themes for 3rd Platform Success

Urgency



Competencies

Scale Community Context

Competition

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Contact Information

Email me at:

fgens@idc.com

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