IP Address Management Solutions for Enterprises and Government Agencies

At BlueCat, we believe the explosive growth of connected devices requires a more intelligent network to ensure reliable, secure, always-on application access and connectivity. BlueCat IP Address Management (IPAM) solutions provide a smarter way to connect mobile devices, applications, virtual environments and clouds. With unified mobile security, address management, automation and self-service, BlueCat offers a rich source of network intelligence that can be put into action to protect your network, reduce IT costs and ensure reliable service delivery.

Enterprises and government agencies worldwide trust BlueCat to manage millions of devices and solve real business and IT challenges – from secure, risk-free BYOD to virtualization and cloud automation. Our innovative solutions and expertise enable organizations to build a network infrastructure that is more scalable, reliable and secure, as well as simplify the transition to next-generation technologies including IPv6, DNSSEC, Internet of Things and SDN.

Interview conducted by: Lynn Fosse, Senior Editor, CEOCFO Magazine

Michael Harris- *CEO*

CEOCFO: *Mr. Harris, what is the concept and focus of BlueCat?*
Mr. Harris: The way businesses connect has changed. Over the last 10-15 years, the demand for IP addresses has increased dramatically and this trend shows no signs of slowing. In the early 2000s, the majority of devices accessing the network were static. And around 2005, we started to see an exponential increase in the number of network dependent devices, due primarily to the influx of corporately owned smart phones, dependency on cloud and virtual environments and essentially a number of devices, both physical and logical. This results in tremendous changes in the way that individuals connect with an enterprise network and numerous challenges associated with how those devices connect. To meet the ever-rising expectations for business connectivity, BlueCat believes organizations need to rethink their network management strategies, which includes at the core, implementing an IPAM (Internet Protocol Address Management) platform to effectively and securely connect all devices in a manner that meets the goals of the business.

CEOCFO: *Do you find that most companies today understand that concept or are still not quite there in the mainstream?*
Mr. Harris: Everyone understands the concept, however people are still trying to deal with the exact problem that it presents. As mentioned, even five years ago it was a very static world. The number of devices that you had was quite small and they were all fixed. Now those devices have "legs". They are all walking around and the number of different devices has grown exponentially. People are not asking the right questions. What does this mean for me? What does this mean for my enterprise? How can I solve these problems? I think they understand where the market is going, they are just coming to grips with what their challenges are and what solutions they need.

CEOCFO: *What do you understand about the solutions at BlueCat that perhaps others do not?*
Mr. Harris: At the core it is all very simple. There are two aspects to what we deliver which is DNS and DHCP. That is the foundation for everything that we do. Every single time that you want to go somewhere, whether a website or an application you start with DNS and every time you want an IP address to connect the device to the network you start working with DHCP. What the customer must understand is that they need to centrally control and manage all of those core services around the entire organization, so the end-user experience is the same in Singapore verses New York verses London. You do not want various silos around the world treating the delivery of those core services to employees in different ways. Therefore, it is the centralization—the single pane of glass in the middle that is vital. That is the one clear differentiator between BlueCat and our competitors.

CEOCFO: *What are the challenges in making it work?*
Mr. Harris: Many of the challenges are in the consolidation, migration and conversion of the data. A normal implementation of a solution might involve replacing very many disparate tools; it could be some Microsoft servers, it

could be some homegrown, it could be some of our competitors, big and small and there is a lot of work involved in that. One of the advantages of implementing the BlueCat solution is not only that you put a better system and software solution into place, but the underlying structure of your data, your networks and your sub networks ends up being much cleaner and clearer when it is all said and done. It could take some work, but it is certainly worth the pain in the end.

CEOCFO: *Would you tell us about your recent agreement with the Government of Canada? What you would be providing and how you were able to win that business?*
Mr. Harris: The Canadian government is dealing with the same challenges and looking for the same solution as our enterprise customers. They require one standard to manage all of their different data centers and regional offices. And while there are a fair amount of savings involved in the consolidation of services, it's really about mitigating risk and ensuring that you have systems in place that prevent you from making errors in translating IP addresses which can result in network downtime.

CEOCFO: *What is your geographic reach today?*
Mr. Harris: We are a completely global company**.** We cover North America, EMEA and Asia Pacific. We also have offices in Latin America and the Middle East. We do business in numerous countries with our main focus on North America, Western Europe and Southeast Asia.

CEOCFO: *Are there particular industries where you tend to have a greater impact or a greater presence than others?*
Mr. Harris: BlueCat's customers are any organization with large and globally complex networks. The industries where we have the greatest impact are those which have upwards of hundreds of points of presence where devices are gaining access to the network. For example, retail companies with their various stores, banks that serve numerous branches and logistics companies with their various shipping points. We also serve the software industry; companies that are using IT more as one of their products and are looking to gradually become cloud service providers. The education industry is also big for us as students look to connect numerous different devices to the Internet.

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> **- Michael Harris**

CEOCFO: *How do you reach out to potential customers? How do people find you? Do most of these entities know what they are looking for?*
Mr. Harris: Most potential customers do not know what they are looking for and will tell you that they have concerns around their failing core services. They have network disruptions. They are concerned about the devices they have on the network. They are concerned that their service level agreement to their users is too slow and that it takes seven days to get a device connected to the network, when some of our customers are asking for forty thousand devices per hour. They have these problems and they do not know that IPAM – IP Address Management, is the solution. We connect with them by educating the marketplace. Whether we find our customers or they find us, it is through direct interaction or through our strategic alliances. It is a small market, but growing very, very quickly.

CEOCFO: *What are you providing to your clients? Is it a combination of hardware and software?*
Mr. Harris: We are a software company that provides our solutions virtually or on hardware, whichever our customer prefers. We frequently provide our software already installed on hardware servers with our supplier or OEM. Most of our customers prefer to have BlueCat installed on a specific dedicated server because of the importance and criticality of the solution. All of our customers acquire our servers in pairs; everything highly available so if one of their servers goes down the next one is ready to take on the workload. This is mission critical, enterprise software that affects everyone connected to the corporate network.

CEOCFO: *What might be different a year from now at BlueCat?*
Mr. Harris: We will continue to offer more and more value to our customers. We are always looking to grow the number of capabilities and products that we offer, adding to the infrastructure that we put into place today. Currently, we have eleven hundred customers. We are selling mainly the same products that we have been selling, but we are interested in seeing more over the coming years around analytics and security offerings and various added solutions that we can build upon. In a year from now we are going to be offering our current customer base additional products to provide more value and more solutions than we have up until now.

CEOCFO: *How is business?*
Mr. Harris: Business is great! We know we are growing very quickly. We are growing at more than 20%percent annual growth. Our company size as far as employees has grown fifty percent over the last year and a half. We are investing in putting the cash flow back into the business. We are expanding our product line. We are expanding the markets that we enter into. We are expanding the type of people that we hire and the types of customers that we go after. We are expanding our presence and our strategic alliance partnerships from systems integrators and managed service providers. We are expanding our growth into the technology partner companies that operate around us, so that we can integrate and provide greater value to our customers. We are a company that has an infrastructure that is buoyed by cloud, mobility, software defined networks, Internet of Things and security, right in the midst of biggest IT shifts, all at the same time. We are in a very timely spot.

CEOCFO: *How do you handle the challenges of high growth? Would you tell me about your management philosophy and how you make it all work smoothly?*
Mr. Harris: I think what you need to have are very realistic plans. It is all about making sure that the plans make sense, are achievable and all link up with the ultimate mission. Everyone must understand exactly what the plan is for our target customers and the problems that we are trying to solve. When various requests come our way or crises arise, we can deal with those one by one. There are so many things that you can do in a rapidly growing marketplace and the important thing is to make sure you know what you are not going to do and only target the areas you are best at. Keep it simple and make sure that you continuously review the plan. You do not want to get over your skis and you do not want to get behind your skis. You want to be in a very comfortable position where you are driving the forecast and executing against that plan.

CEOCFO: *Why should people pay attention to BlueCat?*
Mr. Harris: I think people should pay attention to BlueCat because we are a company that is in an exceptional position in an exceptional marketplace. We have intellectual property and a solution in place that is paramount to so many of the shifts occurring in the industry today. There is a short list of competitors. We are well suited. We are executing well. We are winning some of the biggest customers in the marketplace and we are going to be fundamentally changing the way that enterprises connect to the network.

BIO: Michael Harris is Chief Executive Officer (CEO) of BlueCat, the leading provider of intelligent IP Address Management solutions. Michael is a seasoned software industry executive and operational leader with over 20 years of experience in leading high-growth technology companies. Prior to joining BlueCat, he served as President and CEO of MKS Inc. (Mortice Kern Systems), a multinational independent software vendor, where he drove the growth of the company from $25m in revenue to $80m, and led the $300m sale of the company to Parametric Technology Corporation in 2011. Prior to MKS, Harris was President of the Industry Specific Applications group of divisions at Geac. In this role, he helped drive the growth in profits of his group, and also developed the leading Real Estate Management system MLXchange as part of Interealty division. This division was later sold to First American Corporation. Prior to Geac, Harris was Managing Director of Global Services at SunGard. He holds an MBA from York University and a Bachelor of Science from the University of British Columbia. He currently serves on the Board of Directors at IGLOO Software.

BlueCat
4101 Yonge Street, Suite 502
Toronto, Ontario
Canada, M2P 1N6
416.646.8400 or 866.895.6931
www.bluecatnetworks.com