

# **INTELLIGENT ENTERPRISE UNLEASHED**

**A border services perspective  
on the Accenture Technology  
Vision 2018.**

## Accenture Technology Vision Executive Summary

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# BORDER SERVICES

**Technology is now firmly embedded throughout our everyday activities, but its reach is larger than that:**

Businesses and governments are using their products and services to reshape, reimagine, and transform how our society works, communicates, and even governs. According to the global Accenture Technology Vision 2018 Survey, 82 percent of public service business and IT executives surveyed agree that through technology, companies are weaving themselves seamlessly into the fabric of how people live today.

For the first time in a technological transformation, the change is a two-way street. People aren't just using a government's products and services, but are feeding information and access back to them. Savvy border services organizations are realizing that this level of connection—and this degree of trust—will require a new type of relationship, based not only on the products and services it provides, but its goals and values. In short: people are "reading the labels" of public services—and border agencies must define those labels for themselves, or have the labels determined for them.

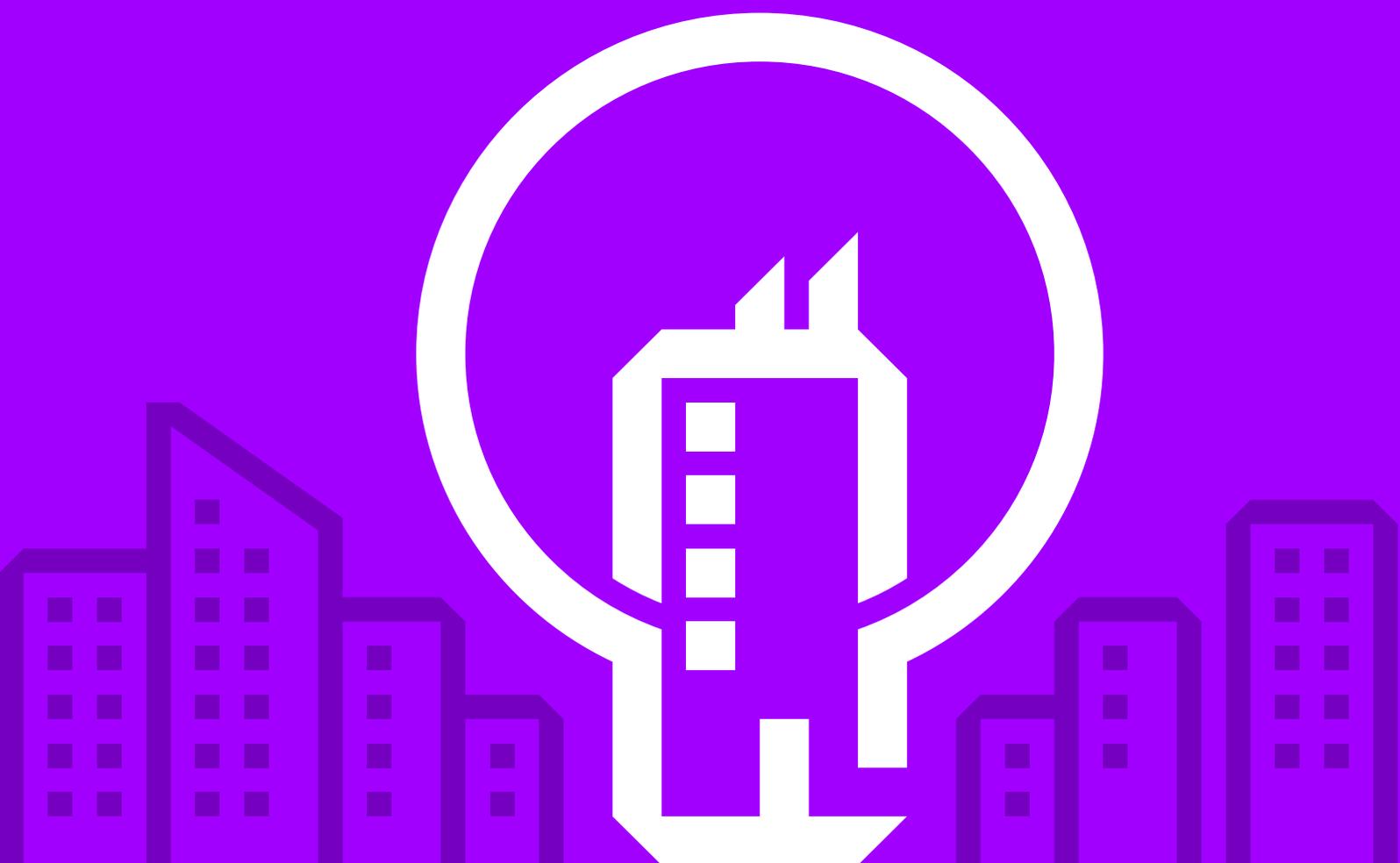
**Businesses and governments are using their products and services to reshape, reimagine, and transform how our society works, communicates, and even governs.**

## The Opportunity

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By leveraging the rapid advancements in technology, organizations can create increasingly innovative products and services. With the help of AI, learning systems are delivering personalized and adaptive lessons and courses to millions of people; virtual reality systems are helping employees gain first-hand experience with challenging or potentially dangerous situations without real-world risk; and governments are using blockchain to enable fast, secure data-sharing between their agencies, while giving citizens insights into who is accessing what data and maintaining security.<sup>1</sup>

In doing so, they are also driving unprecedented changes in the way people work and live. By embedding themselves throughout society, border agencies are blurring the lines between business and personal—and blazing a new trail for their own success.



2018 Technology Vision

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# INTELLIGENT ENTERPRISE UNLEASHED

**This year's Accenture Technology Vision highlights five emerging trends shaping the way technology is increasing public services impact across society.**

In each chapter, you will see how expectations are growing, as customers, employees, business partners, governments, and more, seek formalized partnerships with each other.



Trend 1  
**CITIZEN AI**  
**Raising AI to Benefit  
Business and Society**

As artificial intelligence grows in its capabilities—and impacts people’s lives—border agencies must move to develop and “raise” their AIs to act as responsible, productive members of society.



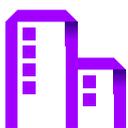
Trend 2  
**EXTENDED  
REALITY**  
**The End of Distance**

Virtual and augmented reality technologies are removing the distance to people, information, and experiences, transforming the ways border agencies will live and work.



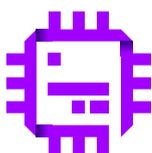
Trend 3  
**DATA  
VERACITY**  
**The Importance  
of Trust**

By transforming themselves to run on data and using a data-first mindset, border agencies may be susceptible to a new kind of vulnerability: inaccurate, manipulated, and biased data that leads to corrupted business insights, and skewed decisions with a major impact at the border and on society.



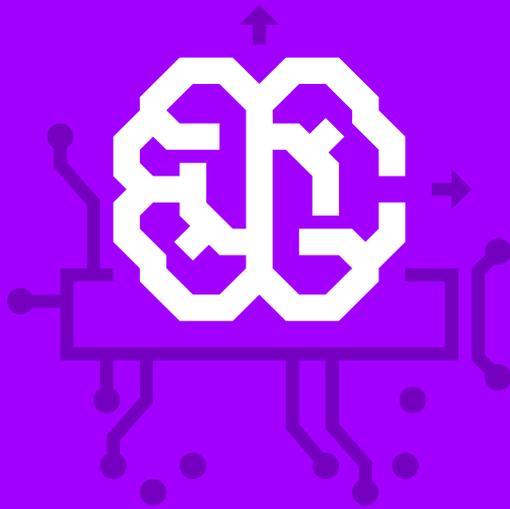
Trend 4  
**FRICTIONLESS  
BUSINESS**  
**Built to Partner  
at Scale**

Border agencies depend on partnerships for growth, more and more of which are technology based partnerships, but their own legacy systems aren’t designed to support partnerships at scale. To fully power the connected enterprise, border agencies must first re-architect themselves.



Trend 5  
**INTERNET  
OF THINKING**  
**Creating Intelligent  
Distributed Systems**

Border agencies are making big bets on intelligent environments via robotics, AI and immersive experiences. But to bring these intelligent environments to life, they must extend their infrastructures into the dynamic, real-world environments they want to reach.



## Trend 1

# CITIZEN AI

## Raising AI to Benefit Business and Society

With artificial intelligence (AI) growing in its reach throughout society, any border agency looking to capitalize on AI's potential must also acknowledge its impact.

Much more than just a technological tool, AI has grown to the point where it often has as much influence as the people putting it to use, both within and outside the organization. For border agencies, this means developing and deploying AI is no longer just about training it to perform a given task. Similar to the way parents raise their children, it's about "raising" AI to act as a responsible representative of the business, and a contributing member of society. Many border agencies still treat AI as a software program—a tool to be used. No one would expect a tool to "act" responsibly, explain its decisions, or work well with others. But with AI systems making critical decisions that affect the movement of people and trade, border agencies must teach AI to do these things, and more.

By recognizing the impact AI now has in society, and raising it accordingly, border agencies can create a collaborative and powerful new member of the workforce. Whether that is the processing of migrants and asylum seekers or advanced risk checking of shipments crossing the border, AI will be a key collaborator in the future border agency. However, collaboration will be most successful if these agencies ensure there are ways of understanding an AI system's outputs, whether by customers and employees, or other artificially intelligent systems.

Understanding for children begins with the use of symbols and signs before words—but ultimately, they must achieve the taxonomy of a language to scale their understanding of the world. Similarly, a border agency's AI starts from basic principles, but progressively build its skills from set taxonomical structures. The agencies with the best data available to train an AI how to do its job will create the most capable AI systems. However, the agency's data scientists must use care when selecting taxonomies and training data—it's not just about scale, but about actively minimizing bias in the data. Building provenance into a library of models preserves a link between models and the data used to train the model. When data inputs are well documented, organized, and properly labelled, border agencies will build a strong library of AI models ready for reuse.

Public service executives realize that efforts around building and, importantly, using AI present unique challenges. 78 percent of those surveyed say that they seek to gain citizens' trust by being transparent in their AI decisions. Regardless of the exact role an AI ends up playing in society, it represents its maker in every action that it takes. What happens if an AI-powered border agent denies entry to a prospective qualified immigration candidate, or if an AI-guided autonomous vehicle or drone runs into a worker in a customs warehouse? Border agencies using the technology must think carefully about apportioning responsibility and liability for its actions. Proactive governments are taking action and considering the applicability of AI, the ethics of AI, and the responsibilities of using AI. Recently, UAE<sup>2</sup> and UK<sup>3</sup> governments announced the setup of a new council or office for AI respectively, whose responsibility will be to define national policies and determine how AI can be incorporated into various sector.

Autonomous drones and vehicle technology will have a huge impact at the border, but, first things first, they must learn how to navigate responsibly. Drive PX, NVIDIA's AI-infused self-driving car platform, can "teach" itself to drive—but until recently, the way it did so was a mystery.<sup>4</sup> To improve the system, NVIDIA engineers prioritized opening the AI black box, and developed a way to get a Drive PX vehicle to visually explain its driving style. The platform does so by displaying a video of a recently driven streetscape, over which it then highlights areas that it gave the most weight to during navigation. By explaining how it navigates, users can have confidence that the technology is making the 'right' decisions and place their trust in it.

Border services organizations that dive head first into AI development without hesitating to consider their AIs as something that must be "raised" to maturity will be left struggling to catch up with new regulations and public demands—or worse, have strict regulatory controls placed upon the use of AI at the border for failure of the agencies to take responsibility.



## Trend 2

# EXTENDED REALITY

## The End of Distance

Virtual reality (VR) and augmented reality (AR) deliver immersive experiences that extend reality. Extended reality (XR) is the first technology to let people experience omni-present abilities, relocating them in both time and place—bringing about the end of distance.

Forays into XR are solving a tactical pain point that border agencies share: distance. Border agencies have been built around the most basic and intractable principle of “needed here, but exists there.”

Take AR-based customs compliance verification or inspection. This can be carried out in person or remotely, which has major implications for the speed and security of international freight handling, for example. International trade necessitates dealing with export/import and trade regulations which vary from country to country. A worker assisted by an AR recognition system could easily determine whether or not a particular shipment complies with the prevailing trade regulations of a specific destination simply by scanning it with a device. The AR system can also be adjusted to instantly provide translations of required trade documents and suggest changes and amendments should the need arise.<sup>5</sup>

XR is removing the hurdle of distance, increasing access to people, information, and experiences. Imagine, for example, a fully automated border where immigration checks for passengers or inspection of goods for risk can be performed centrally by skilled officers and only seldom require physical intervention at the border point in question.

Consider XR-based training: Border agencies can bring trainers “on-site” from anywhere, or have students virtually “travel” to an instructor; training scenarios can be set up at any border point, then run, re-run, and adjusted to give a first-hand experience of different situations. It’s an approach that the TSA is using in its adoption of new technology, ScreenAdapt<sup>6</sup>, that helps agents screening baggage preflight to identify potentially dangerous items or contraband. The system adapts to each user, learns about them and so is able to personalise visual training for each agent.

Another example of XR at the border is in play at Dubai Customs<sup>7</sup>. It has launched a pair of innovative smart inspection glasses, based on Google Glass technology.

The glasses instantly display the container's customs declaration, as well as its risk assessment and x-ray images on a head-mounted display, and accordingly help inspectors take proper measures. These inspection glasses have reduced the two days Dubai Customs usually needs to carry out inspections to a matter of minutes. The ability to see in new ways is also becoming possible with technology<sup>8</sup> that is designed to help physicians ‘look’ under a patient’s skin by overlaying scans. The implications for more efficient border screening of passengers are clear.

Extended reality is also closing the distance to new business insights for border services organizations. Emerging XR tools express data in 3D environments, closer to the way humans see and imagine scenarios. This clears the way for new types of visualizations—and new discoveries. Extended reality is changing the viewer’s relationship to information: how people parse, communicate, and extract value from data.

Today, extended reality is still evolving, and challenges around processing lag and content creation remain barriers to its full maturity; but thanks to its transformative potential, 72 percent of public service executives agree that it is very important for their organizations to be a pioneer in XR solutions.

Making well-planned forays into immersive experiences now will help build the capabilities needed to transform the border experience tomorrow. Extended reality is pushing public services agencies to create new solutions that bypass many of the distance-based challenges they face today—a clear advantage for leading border agencies that embrace it. As XR becomes pervasive, immersive experiences will eliminate the most important distance of all: the distance between where the border is operated today and where they want to be in the future.



Trend 3

# DATA VERACITY

## The Importance of Trust

Just 53 percent of public service executives responding to our Technology Vision report overall confidence in the integrity (truth/quality) of the sources of data their organization collects and uses.

Today, the global economy runs on live information. And organizations around the world are betting big on advances in data-hungry technologies. In 2017 alone, AI investments were projected to reach \$12.5 billion, while Internet of Things investments were expected to top \$800 billion.<sup>9</sup>

While border agencies are more data-driven than ever, inaccurate and manipulated information threatens to compromise the insights that agencies rely on to plan, operate, and grow. Left unchecked, the potential harm from bad data becomes an enterprise-level existential threat. According to our survey, 78 percent of public service agree that organizations are basing their most critical systems and strategies on data, yet many have not invested in the capabilities to verify the truth within it.

Border agencies can address this new vulnerability by building confidence in three key data-focused tenets: provenance, or verifying the history of data from its origin throughout its life cycle; context, or considering the circumstances around its use; and integrity, or securing and maintaining data.

Every border agency must build a “data intelligence” practice, drawing from existing data science, analytics, and cybersecurity capabilities. This necessitates a ramping up of existing efforts: embedding and enforcing data integrity and security throughout the organization, while adapting existing investments in cybersecurity and data science to address data veracity issues.

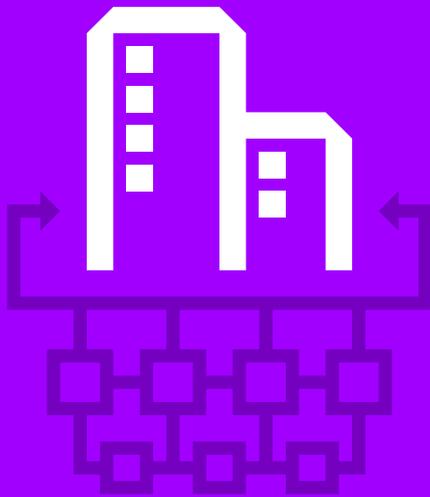
Whether it’s acceptance of customs documentation, or biometric and biographic technology verifying identify of passengers as they traverse borders,

there’s an associated behavior around all data origination. Border agencies must build the capability to track this behavior as data is recorded, used, and maintained. With this knowledge, border agencies can provide cybersecurity and risk management systems with a baseline of normal behavior.

A border agency’s data intelligence practice must also consider given data within available context—in other words, recognizing when data presents findings that don’t fit with accepted knowledge. Some agencies, Department of Homeland Security in the US for example, are beginning to monitor social networks for risk verification and vetting purposes.<sup>10</sup> This makes data science capabilities to flag data that deviates from a known broader context even more critical. And it also places responsibility on agencies like DHS to ensure that, given the nature of social media, the information they flag as ‘suspicious’ is truly so.

The presence of bad data in a system isn’t always the result of malicious intent, but may be a sign that a process isn’t working the way it was intended. Using a robust data intelligence practice to uncover these processes will allow border agencies to reduce noise in data, so that real threats stand out. Data is the lifeblood for digital border agencies, fuelling complex business decisions that drive sustained growth and outcomes. Ensuring the veracity of this data, then, becomes a cornerstone of strong leadership. Failure to do so can have grave consequences--especially as border agencies are investing heavily in autonomous data-driven systems.

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#### Trend 4

# FRICTIONLESS BUSINESS

## Built to Partner at Scale

Border agencies operate through strategic partnerships (public or private), and when these partnerships are technology-based, they can expand partner networks faster and into more ecosystems than ever before. But their legacy systems weren't built to support this kind of expansion, and soon, outdated systems will be major hindrances to growth.

To build a strong foundation for technology-based partnerships, border agencies must consider adopting microservices architectures and using blockchain and smart contracts. Those agencies that invest in these changes today will redefine how they operate in the future.

It's critical for border agency leaders to recognize that their organization's own technology will serve as the foundation for new strategic relationships—but could also be holding them back.

To spur a new wave of technology-based partnerships, border agencies must start inside their own walls. Microservices is not a single piece of technology, but rather an approach to architecture. It delivers internal benefits like application scalability and reliability, but it is also vital for building technology partnerships. A microservices architecture will push border agencies to clearly define the services they offer, allow them to discover new sources of revenue, and turn each service into a potential enabler of technology-based partnerships.

Application-programming interfaces (APIs) are the pathways by which agencies make microservices and data available to partners, but developing APIs to only expose part of an application is fraught with difficulty, from the complexity of choosing which services to expose to potential security risks.

Take Singapore Customs, for example. It's using the National Trade Platform (NTP)<sup>11</sup> as a "trade and logistics IT ecosystem connecting businesses, community systems and platforms, and government systems". The NTP is an "open innovation platform, which businesses and service providers can tap on to develop new applications to support evolving business needs." The NTP provides an environment where both business-to-business (B2B)

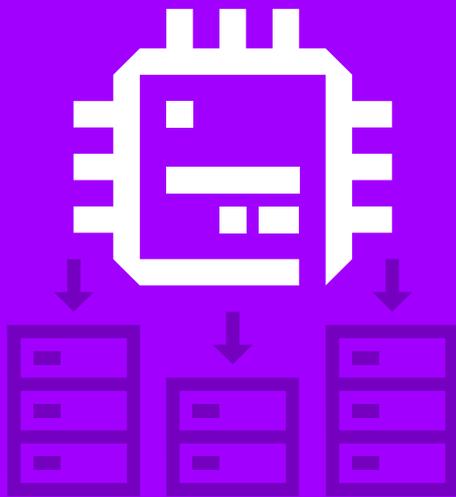
and business-to-government (B2G) interactions are set up, and where relationships can be nurtured. Using a microservices architecture, coupled with access to various data sources, NTP enables its users to create new value-added services both for the border agency and the private-sector businesses in the ecosystem.

If microservices is the key to scaling and integrating partnerships, blockchain will be critical to managing and operating them. Border agencies will be challenged to maintain a higher volume of partnerships than ever before, and even rapidly pivot between partners, without sacrificing the integrity or security of their products and services. Blockchain will address this complexity by acting as a surrogate for trusted relationships.

One start-up, Provenance.org<sup>12</sup>, is using blockchain for ethical supply chain tracking, making it easy for consumers to choose more ethical and sustainable products and services by enabling users to track the origins of anything from coffee beans to a roll of fabric. Working with companies like Provenance will also help provide more transparency for border agencies.

While many blockchain initiatives are still in early stages, 42 percent of public service executives expect blockchain to be integrated into their systems within two years, and 80 percent within three.

Border agencies should begin to re-evaluate how they architect their applications and services, moving toward microservices to set the foundation and quickly build the relationships needed for growth. For many, blockchain will become the future of how governments transact, and leaders must begin investing in the relevant skills and tools today. Tomorrow's leading border agencies will be those that enable partnerships across their complex ecosystem through technology today.



Trend 5

# INTERNET OF THINKING

## Creating Intelligent Distributed Systems

Robotics, immersive reality, artificial intelligence and connected devices are bringing a new level of technological sophistication to the physical border.

The next generation of technology demands an overhaul of existing infrastructures, with a balance of cloud and edge compute, and a renewed focus on hardware to deliver intelligence everywhere.

Current infrastructures are designed around a few basic assumptions: enough bandwidth to support any remote application, an abundance of compute in a remote cloud, and nearly infinite storage. Some agencies still rely on legacy mainframe technologies to support their core business; but the demand for immediate response times in physical-world applications defies this approach. Current predictions suggest that by 2020, smart sensors and other Internet of Things devices will generate at least 507.5 zettabytes of data. Trying to do all the computational heavy lifting offsite ultimately will become a limiting factor.<sup>13</sup> The resulting need for real-time systems puts hardware in focus: special-purpose and customizable hardware is making devices at the edge of networks more powerful and energy efficient than ever before.

Across industries, the next generation of intelligent solutions are moving into physical environments, and key strategies ride on pushing intelligence into the physical world. That's what Shanghai is doing with the creation of the world's largest automated container terminal<sup>14</sup>, for example. Using intelligent automation, they are looking to increase the safety and efficiency of the port, while also reducing their carbon footprint, thus leading them to scale at pace to become one of the world's largest shipping centers.

Now, border agencies also need to extend their infrastructures to reach into the dynamic physical environments they want to serve. Dubai airport recently unveiled its plans to replace security checkpoints with virtual aquarium tunnels, each with more than 80 cameras to verify the identity of passengers as they walkthrough.<sup>15</sup> Singapore airport has introduced the 'intelligent airport'<sup>16</sup> experience for some airlines that offers passengers a seamless journey from check-in to boarding using facial recognition to move through every stage. And staying with Singapore, border services there have introduced a trial of automatic in-car clearance systems that use a combination of robotic arms, biometrics and facial recognition to enable seamless border entry and exit.

Border agencies must act today to incorporate hardware-focused skills into their workforce—and the added challenge that this seems counterintuitive with the migration to cloud-based services. Building or leveraging custom and specialized hardware is a shift from the “one-size-fits-all-tasks” approach that proved popular in public service agencies during the last decade.

To drive AI, robotics, and other revolutionary technologies to their full potential, border agencies must make a significant effort across key areas of business processes and strategy, from service design, to infrastructure transformation, to hardware considerations. The well-earned result will be truly intelligent environments that ensure a seamless experience for passengers and trade at the border.

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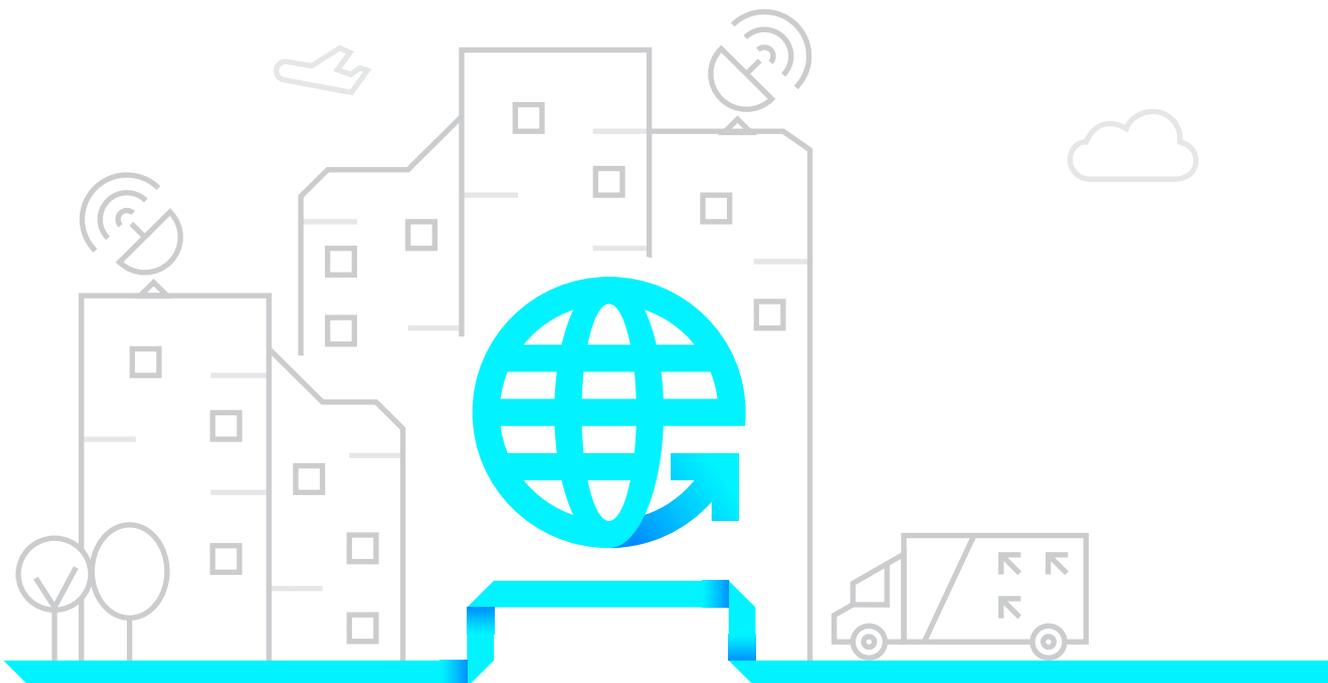
Five trends, one goal

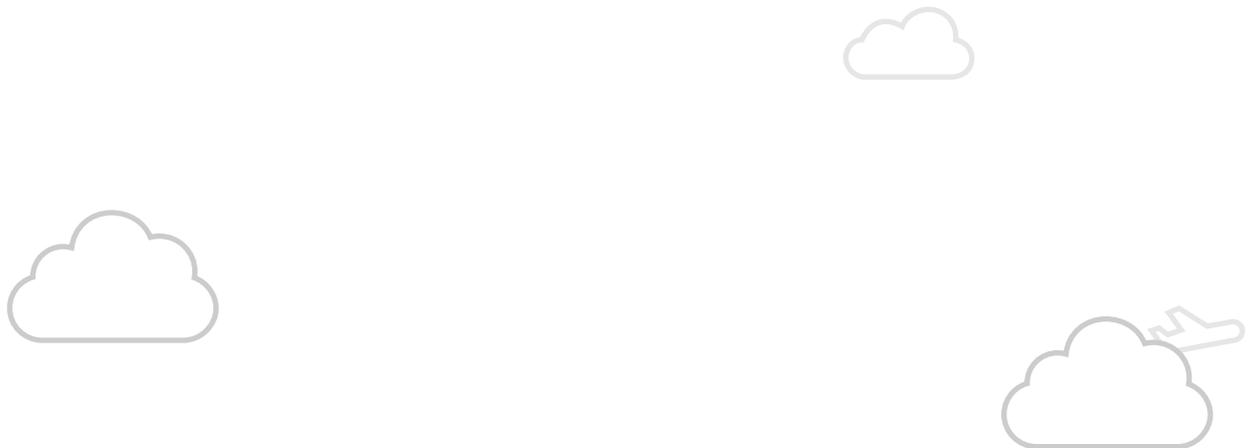
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# INTELLIGENT BORDER ORGANIZATIONS

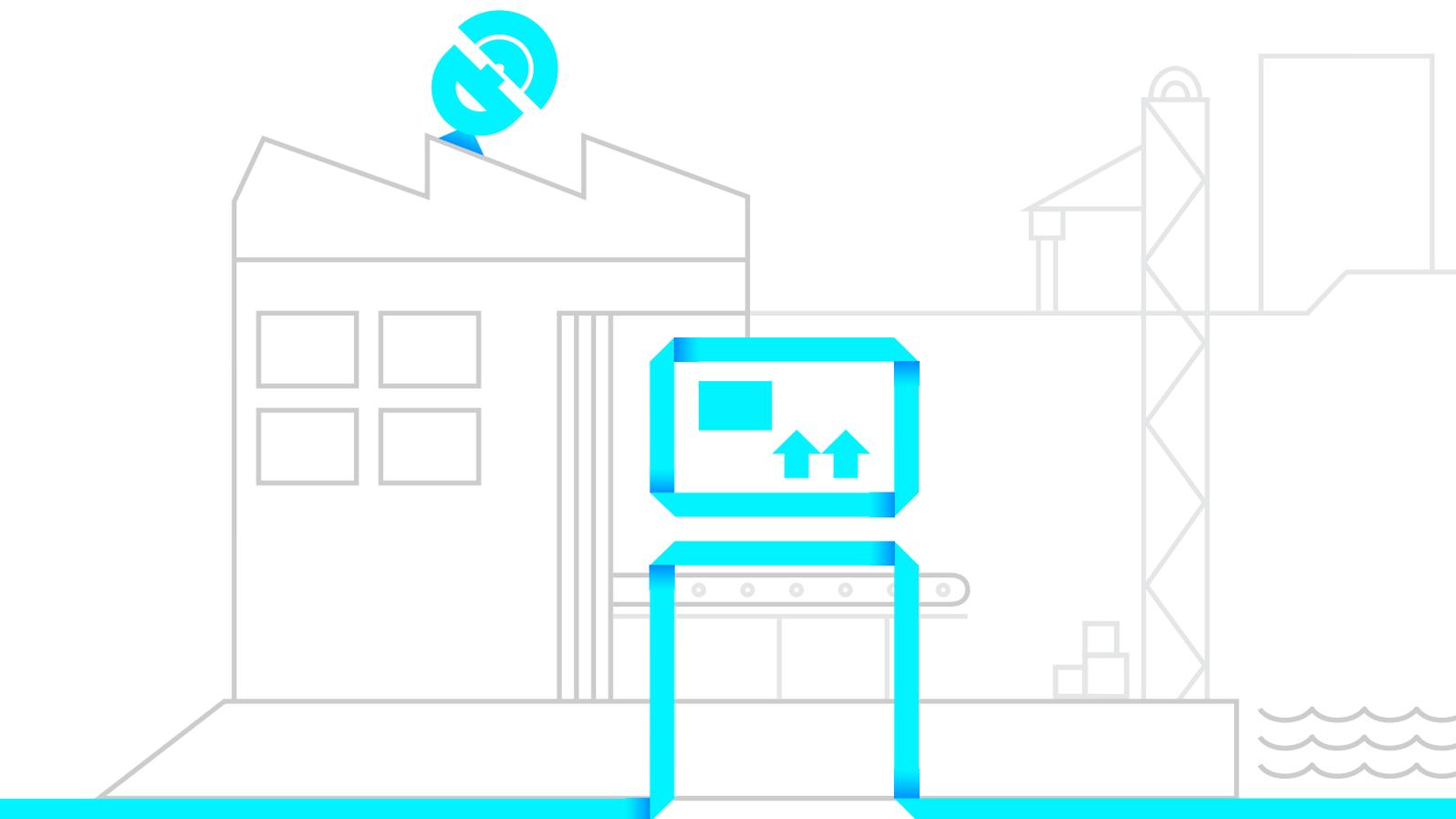
**The technology advances outlined in this year's Accenture Technology Vision all point to a future for borders that is more collaborative, connected and intelligent than ever.**

New forms of data – and the AI to make sense of them – are empowering border agencies to sense, predict and act more decisively. Positive and productive interaction between border organizations and the citizens and communities they serve will be further enriched by digital technologies that enable greater sharing and use of intelligence. Above all, it's the ability of technology to empower people to do more that will shape the future of borders and secure the mission outcomes from which everyone will benefit. It remains critical, however, that trust and legitimacy remain primary considerations among the many possibilities that will be created for border organizations as this technology revolution continues.





**Accenture Technology Vision all point to a future for borders that is more collaborative, connected and intelligent than ever.**



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#### **JAMES CANHAM**

**Managing Director,  
Global Border Services**

✉ [james.canham@accenture.com](mailto:james.canham@accenture.com)

in [linkedin.com/in/jamescanham](https://www.linkedin.com/in/jamescanham)

🐦 [@JimCanham](https://twitter.com/JimCanham)



#### **PRASANNA ELLANTI**

**Technology Lead,  
Global Border Services**

✉ [Prasanna.ellanti@accenture.com](mailto:Prasanna.ellanti@accenture.com)

in [linkedin.com/in/prasannaellanti/](https://www.linkedin.com/in/prasannaellanti/)

🐦 [@prazzledazzle](https://twitter.com/prazzledazzle)



#### **AJAY SRINIVASAN**

**Consulting Lead,  
Global Border Services**

✉ [ajay.srinivasan@accenture.com](mailto:ajay.srinivasan@accenture.com)

in [www.linkedin.com/in/ajay-srinivasan-297aa423/](https://www.linkedin.com/in/ajay-srinivasan-297aa423/)

🐦 [@AjaySri1402](https://twitter.com/AjaySri1402)

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