



LORICA PAPERS

Operational Networks

The emerging coordination layer of enterprise software

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Much of today's operational work extends beyond the boundaries of a single organization. Organizations increasingly depend on networks of contractors, suppliers, vendors, subsidiaries, strategic partners, and other external relationships to deliver products and services. Success depends not only on what an organization can accomplish itself, but on how effectively it coordinates with others.

As work increasingly crosses organizational boundaries, operational success increasingly depends on how effectively organizations coordinate beyond them. Organizations must identify capabilities, exchange information, and mobilize resources across complex operational networks. Competitive advantage increasingly depends not simply on possessing resources, but on orchestrating them.

These networks are built on trust. Organizations develop relationships over months and years, learning which people and partners consistently demonstrate the professionalism, judgment, and capabilities required for their work. Trust cannot – and should not – be replaced by software. It remains one of the most valuable assets within any operational network.

Yet much of the knowledge that makes those relationships effective still resides in institutional memory, personal networks, email inboxes, spreadsheets, phone contacts, and disconnected systems. These tools enable communication across organizational boundaries, but they do little to preserve knowledge, reduce coordination friction, or make trusted networks easier to operate as they grow in size and complexity. Coordination itself has become a strategic capability.

This creates an opportunity for a new layer of enterprise software – not one that replaces the systems organizations already use internally, but one that complements them. Traditional enterprise software manages the resources within an organization. Shared operational infrastructure manages the relationships through which organizations work together.

Trust is indispensable, but it becomes far more valuable when supported by infrastructure that makes trusted relationships easier to preserve, coordinate, and scale. By reducing the friction of coordination while preserving ownership, autonomy, and established relationships, shared operational infrastructure expands an organization's capacity to operate through trusted networks.

Private security makes this broader trend unusually visible. Operational work routinely spans multiple independent organizations, trusted relationships are fundamental to execution, and success often depends on coordinating people, information, and capabilities across organizational boundaries. While these characteristics are not unique to private security, they make it an ideal proving ground for infrastructure designed around operational networks.

Lorica is being built on this premise. We believe the next generation of enterprise software will not simply help organizations operate more efficiently within their own walls. It will help them coordinate more effectively beyond them.