

POST-GLOBAL BRIEFING

*A Strategic Update from the
Marconi Society IR Institute*

A Strategic Update from the Marconi Society Internet Resilience Institute

Post-Global Briefing | July 10, 2025

Internet Resilience Institute

The Internet Resilience Institute advances Internet resilience by convening global experts across technical, industry, and policy domains to identify challenges, foster collaboration, and drive actionable solutions for a secure, reliable, and accessible digital future.

Marconi Society

The Marconi Society builds communities of leaders and stakeholders that are at the forefront of emerging technology so that together we can create a more connected and sustainable world. Throughout our 50-year history, we have celebrated the innovators, both established and emerging, who have shaped our connected world. Our Institutes provide platforms where a network of visionaries collaborate to ensure emerging technologies continue to benefit society.

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Learn more about the Marconi Society Internet Resilience Institute at:
<https://marconisociety.org/internet-resilience-institute/>

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Introduction

The Marconi Society’s Internet Resilience Institute: A Global Briefing was an invitation-only convening held on July 10 under the Chatham House Rule, bringing together over 60 global experts from across the Internet ecosystem. Participants included leaders from Internet infrastructure and content providers, hyperscalers, DNS operators, cybersecurity organizations, and the financial sector. The session addressed pressing global challenges in Internet resilience—such as rising system complexity, regulatory pressure, underinvestment in preventive measures, energy interdependencies, and vulnerabilities in the software supply chain—and set the stage for collaborative action through the Institute’s ongoing workstreams.

The July 10 Global Briefing marked a pivotal moment for the Marconi Society’s Internet Resilience (IR) Institute. It served both as a checkpoint for progress since the Institute’s November 2024 launch and as a call to collective action moving forward. This report provides a thematic reflection on the state of the Internet resilience narrative following the briefing and outlines the Marconi Society’s strategic contributions to shaping it.

Highlights from the Global Briefing

The July 10 session surfaced key insights that reinforce the evolving paradigm of Internet resilience:

- **Resilience is now a societal imperative**, not a niche technical concern. It underpins emergency response, economic continuity, and public trust.
- **Complex interdependencies** (between systems, sectors, and supply chains) are the source of both strength and fragility.
- **Underinvestment in prevention** remains a critical gap. Despite mounting risks, resilience work is often fragmented, reactive, and underfunded.
- **Cross-sector collaboration is non-negotiable**. No single entity can secure the Internet alone; resilience must be built collectively, across industries and borders.
- **The energy sector is a vital partner in resilience**. Toshiba America Energy Corporation's keynote emphasized the mutual dependencies between digital and power infrastructures, spotlighting the need for integrated planning across utilities and tech sectors.

These themes, echoed by participants and working group leads, affirmed that the Marconi Society's approach is well aligned with global needs and uniquely positioned to catalyze change.

Core Themes in the Resilience Narrative

1. Designing for Disruption

Resilience must be embedded into infrastructure and governance by design. It is not just about recovering from failures, but also about designing systems that withstand vulnerabilities.

2. System Complexity as a Strategic Risk

Modern digital systems are tightly coupled with third-party services, underfunded software libraries, and critical utilities. This complexity must be made visible, understood, and actively managed.

3. Interdependent Supply Chains

Resilience is no longer a localized concept. Like any supply chain, the Internet's resilience depends on identifying weak links across protocols, data centers, energy sources, and governance structures... and reinforcing them through coordination and accountability.

4. The Prevention Paradox

Although the consequences of failure are rising, investment in preventive resilience remains inadequate. Shifting from incident response to risk anticipation requires a fundamental realignment of incentives and governance.

5. Digital-Energy Convergence

Internet infrastructure and energy systems now operate in a mutually dependent loop. Power failures can create digital collapse, and vice versa. This convergence demands integrated planning at national and global levels.

Why Marconi Society's Role Matters

Since its launch, the IR Institute has established itself as a credible, convening force in the global Internet resilience dialogue. The July briefing served to reinforce this role and amplify its relevance across several dimensions:

- **Strategic Convening and Thought Leadership**
Through major engagements, including Internet Governance Forum (IGF) 2025 and the World Summit on the Information Society (WSIS)+20 High-Level Event 2025, the Marconi Society has elevated Internet resilience to a strategic governance issue rather than just a technical one.
- **Substantive Workstreams**
Two key initiatives—the *IR Supply Chain Mapping* working group and the *Hyperscalers Engagement* working group—are translating insight into operational tools. These include a data-driven Internet Resilience Map and an industry-ready Business Resilience Guide, both of which will undergo targeted expert consultation later this year.
- **Growing Global Network**
Marconi Society's outreach has built bridges with key institutions and regions, including Japan, Europe, Australia, India, the Caribbean, and Africa. From academic partnerships to potential corporate sponsors, the network is expanding and diversifying.

- **Trusted Intermediary Role**
Marconi Society is helping to overcome sectoral silos by convening actors from telecom, tech, utilities and civil society, providing a neutral platform for discussion about coordinated solutions.

Mid-Year Momentum: January to July 2025

The Global Briefing capped off a period of intensive activity and growth. Since January, the Marconi Society has:

- **Published the [2024 Internet Resilience Report](#)**, capturing the perspectives of over 30 global experts and framing nine strategic workstreams.
- **Presented key findings to global stakeholders**, including the United States Council for International Business (USCIB), the Internet Corporation for Assigned Names and Numbers (ICANN), the Caribbean Telecommunications Union (CTU), Oceania, and regional communities across Europe and Asia.
- **Launched its Advisory Council and Working Groups**, ensuring alignment between technical expertise and strategic foresight.
 - **The IR Supply Chain Mapping Working Group** focuses on developing a visualization of the Internet’s infrastructure supply chain, identifying key actors, technical dependencies, and government chokepoints. This initiative aims to clarify resilience responsibilities and inform cross-sector coordination.
 - **Hyperscalers Engagement Working Group** focuses on operational resilience through the “Always be Rolling” principle, aligning large-scale infrastructure practices with resilience by design approaches.
- **Secured a presence in major global governance spaces**, with high-profile workshops at [IGF and WSIS+20 High-Level Event](#), reinforcing the Institute’s credibility.
- **Prepared for the [November 2025 Marconi Awards Gala & Institute Forums](#)** which will serve as key platforms for shaping global resilience action.
 - **Internet Resilience Forum** - November 13, 2025
 - **Internet Resilience Experts Workshop** - November 14, 2025



Photo credit: IGF 2025

What's Next

Marconi Society's IR Institute is now moving from agenda-setting to implementation. With a growing coalition of partners, expanding visibility, and concrete outputs in development, the Institute is helping to reshape how the world understands and invests in digital resilience.

The upcoming Internet Resilience Forum on November 14, 2025, in Los Angeles will be the next milestone, bringing together technologists, academia leaders, and business leaders to accelerate this shared mission.

Call For Action

The IR Institute Working Groups aim to address resilience challenges by facilitating global cooperation and research. In 2025,

- The *Supply Chain Mapping Working Group* is exploring ways to better visualize the Internet's underlying infrastructure and interdependencies, from the user's initial action through the layers of power, software, networks, and governance. The goal is to produce a resource that clarifies where resilience responsibilities lie and where vulnerabilities may emerge. Initial findings will be shared at the Internet Resilience Forum on November 14, 2025.
- The *Hyperscalers Engagement Working Group* is examining practical strategies to help organizations across sectors maintain operations and communications during disruptions. The aim is to create adaptable guidance that can be applied across diverse industry contexts, particularly for small and medium enterprises. Initial findings will also be presented at the Internet Resilience Forum on November 14, 2025.

The IR Institute is formally accepting [applications to join](#) its Hyperscalers Engagement Working Group and IR Supply Chain Mapping Working Group. For more information about the IR Working Groups and how to apply, visit the Marconi Society's website.

As a nonprofit organization, the Internet Resilience Institute's work is made possible by the generous support of individuals and companies who believe in the importance of our mission. If you're inspired by our work and would like to support or get involved, we invite you to contact Flora Tromelin, Vice President for International Engagement, at ftromelin@marconisociety.org.

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