



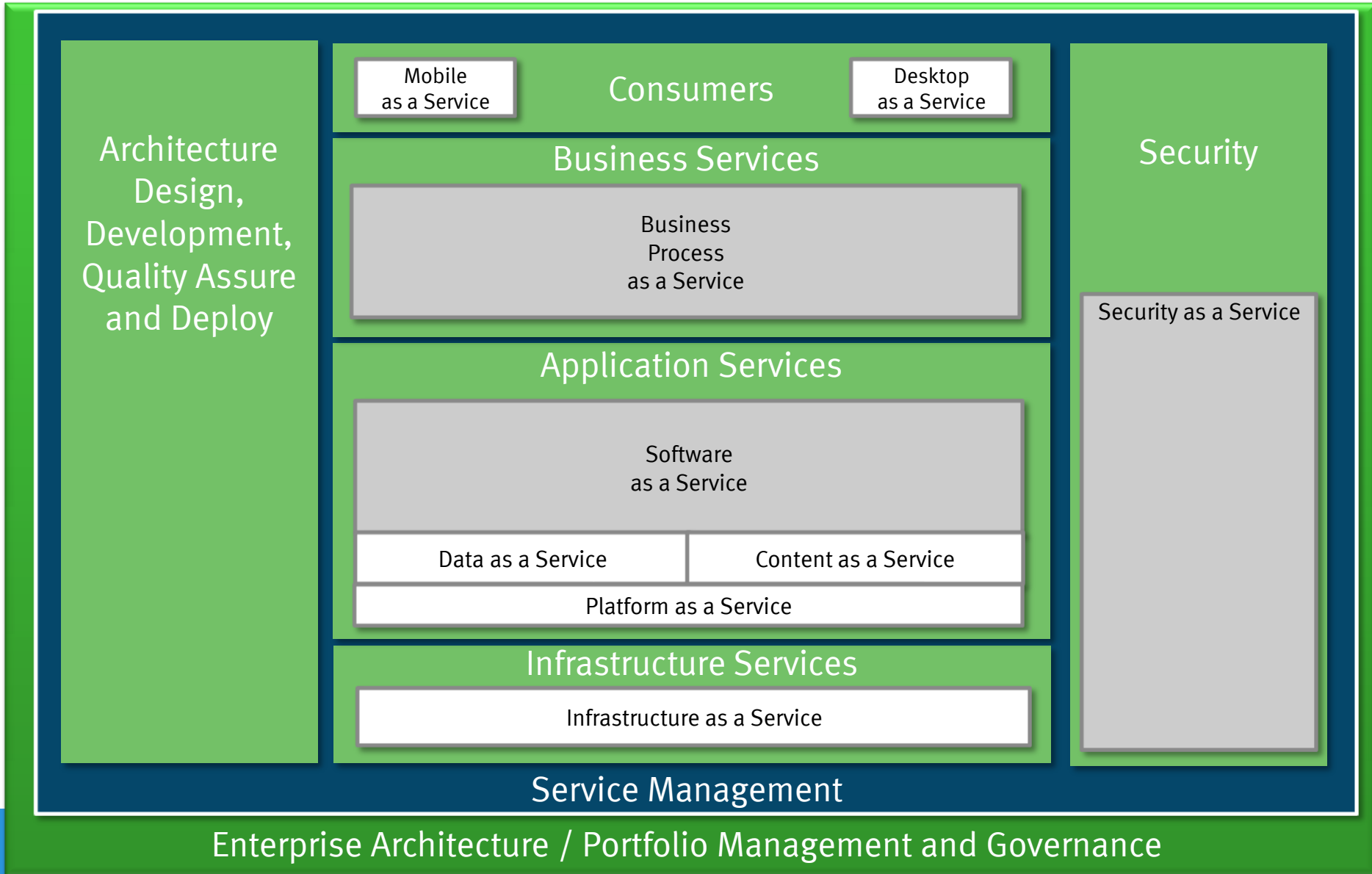
New Models for Business Alignment

Priority Discussion Topics

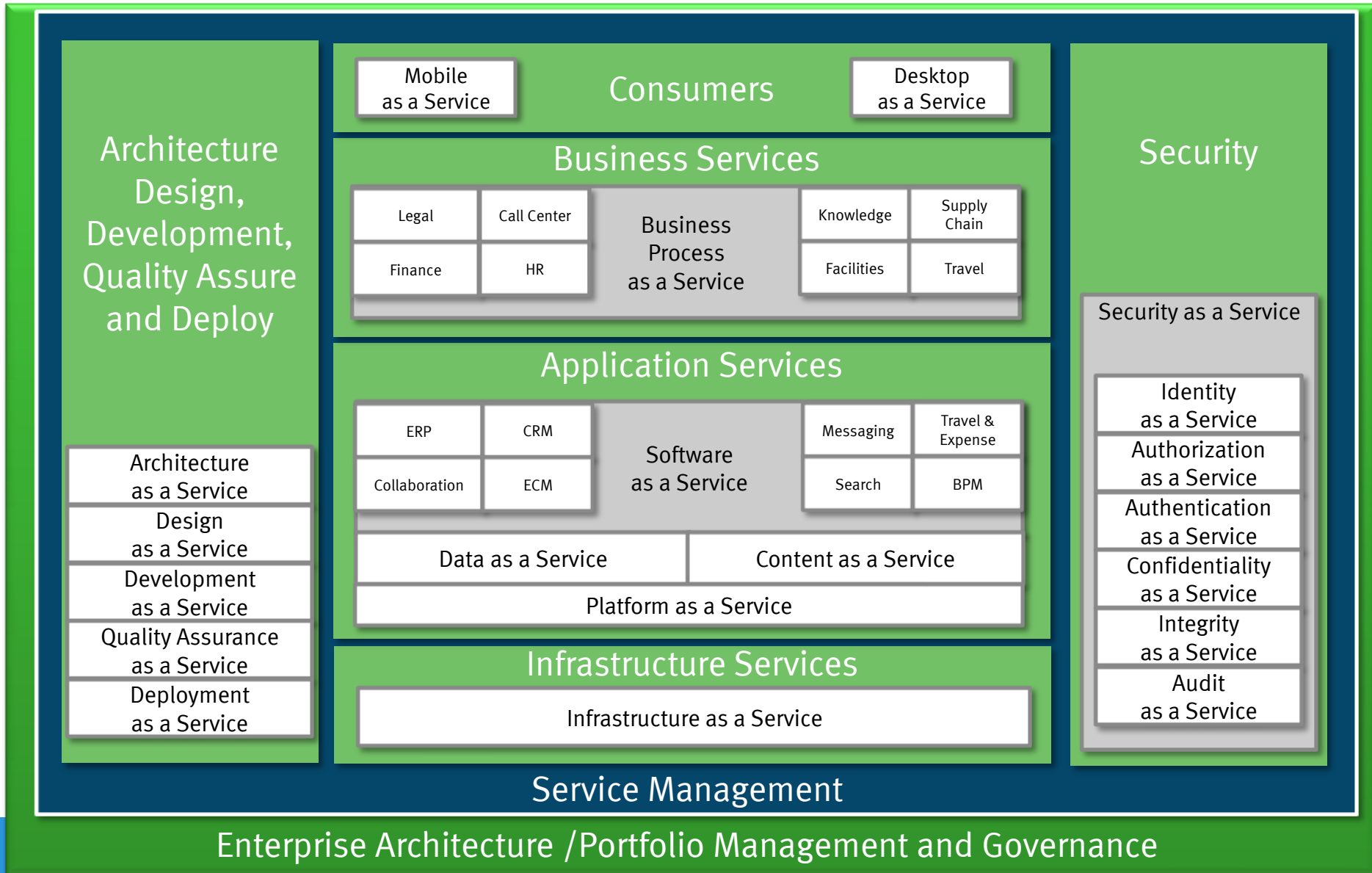


- New models for Business Alignment with ITaaS
- Re-organizing IT to maximize the ITaaS benefits
- First hand lessons learned

Everything as a Service

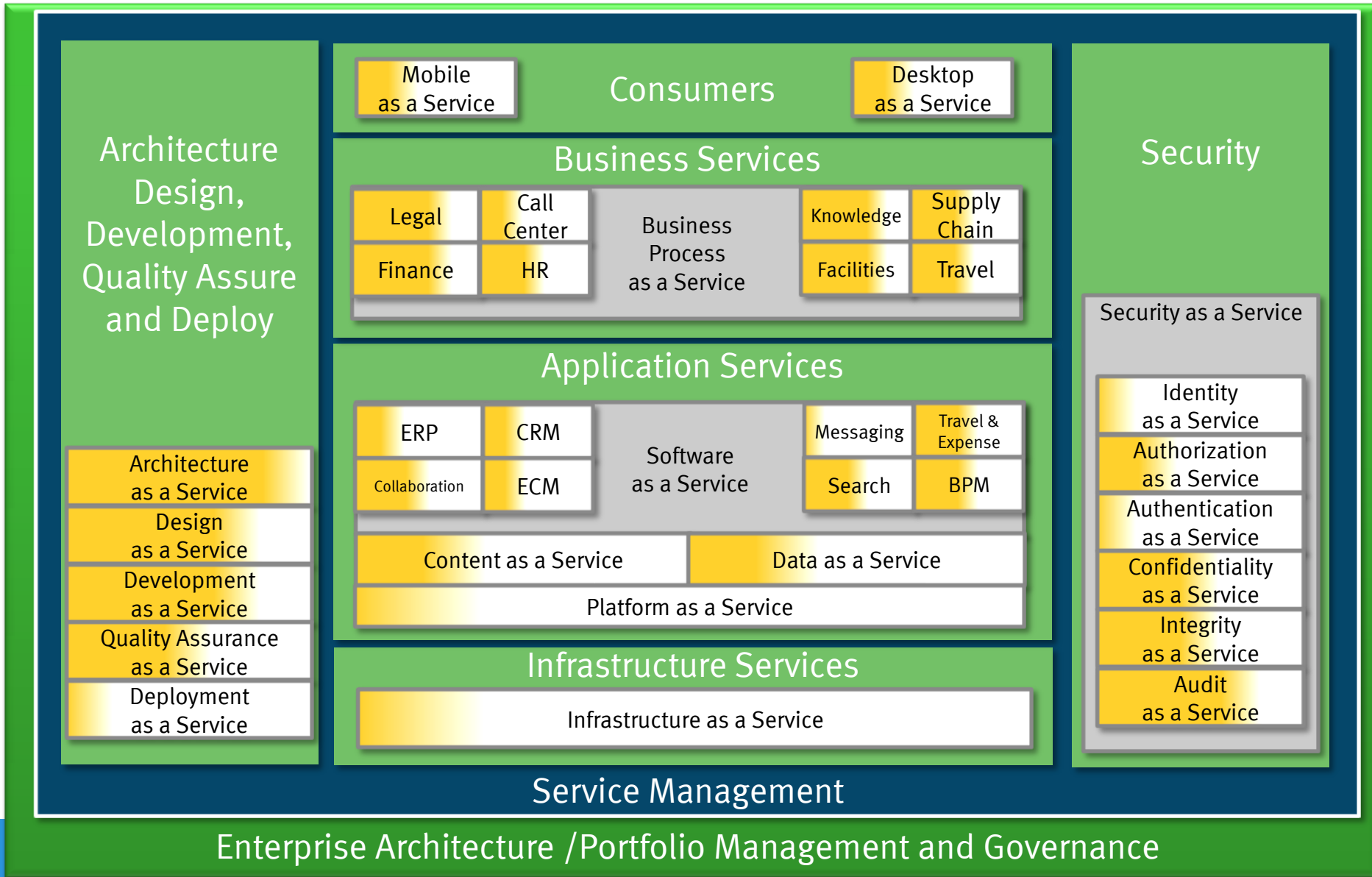


The CIO Needs to Govern Enterprise Service Strategy



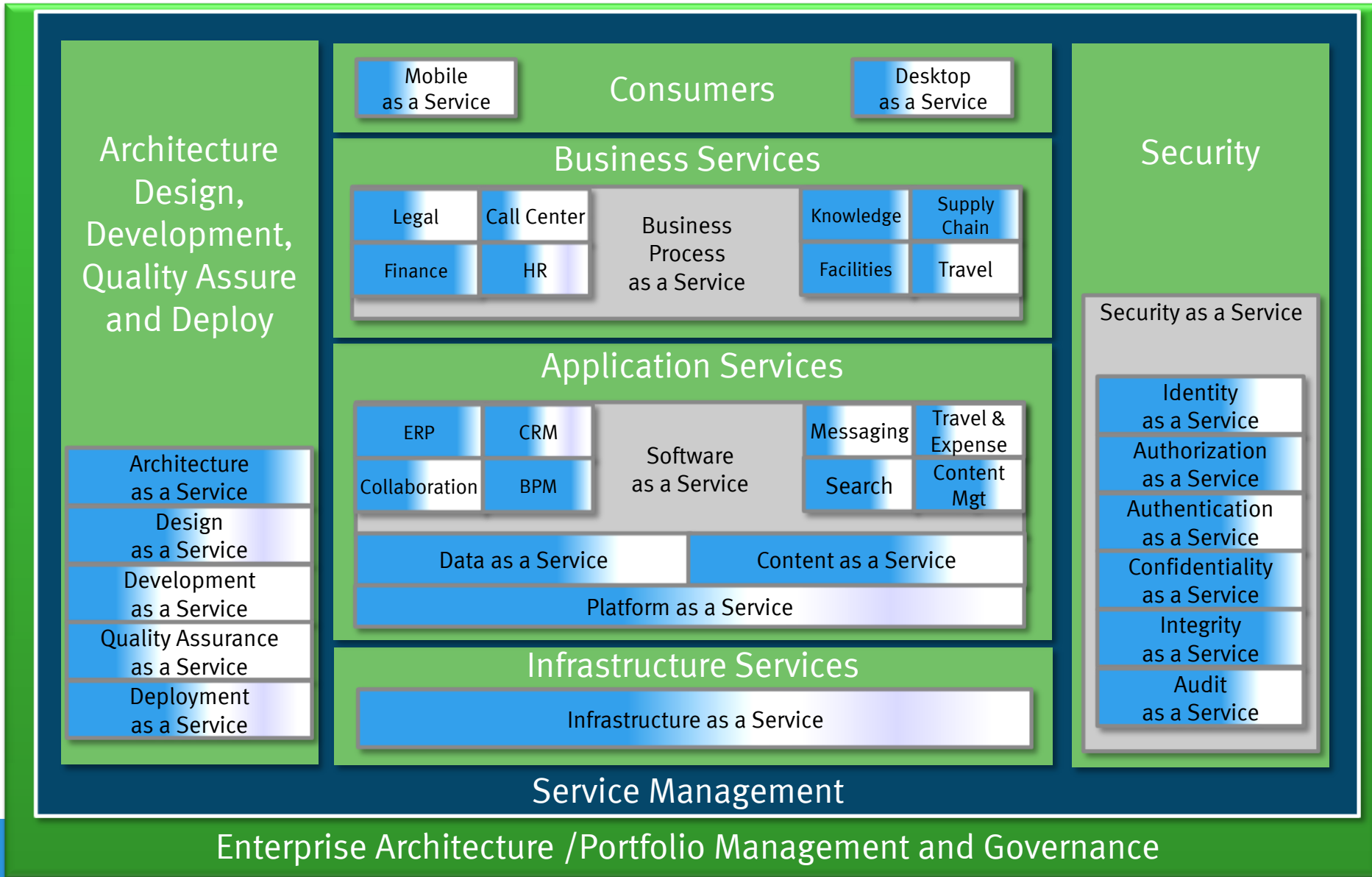
XaaS – Everything as a Service

(Example Human vs. Digital)



XaaS – Everything as a Service

(Example Fortune 1000 - Internal vs. External)



EMC's IT as a Service Framework

Service Management

Standardization

Simplification

Management and
Automation

GRC

User Interface as a Service

Virtual Desktops

Choice Computing

Mobility

Software as a Service

Business Applications

Platform as a Service

Security
Integration Layer

Application/Web Servers
Development Tools

Content Management
Business Intelligence

Database Platforms

Infrastructure as a Service

Network

Compute

Storage and Backup

Converged Infrastructure

EMC²

IT as a Service Offerings

Hosting Services Through 2011

Light-weight governance ensuring the business need is satisfied through the appropriate service offering

| | | | | | | |
|---|------------------------------|----------------------------|--|--|---|---------------------------|
| Engineering Lab Services | IT Infrastructure Services | | | | Platform Services | |
| Lab as a Service <ul style="list-style-type: none"> • Logistics • Installation • Networking • Infrastructure | Cloud Services Cloud9 | Cloud Services IaaS | Managed Storage & Remote Site <ul style="list-style-type: none"> • Network File Share • Home Directory • End User Backup • Remote Site Bundle | Managed Hosting <ul style="list-style-type: none"> • Hosting Bundle • FTP Services • Shared Web Services • Remote App Access • Application Hosting | Big Data Analytics <ul style="list-style-type: none"> • Database • Hosting/Sandbox • Data Modeling • BI Tools and Analysis • Consulting | Content Management |

Service Levels

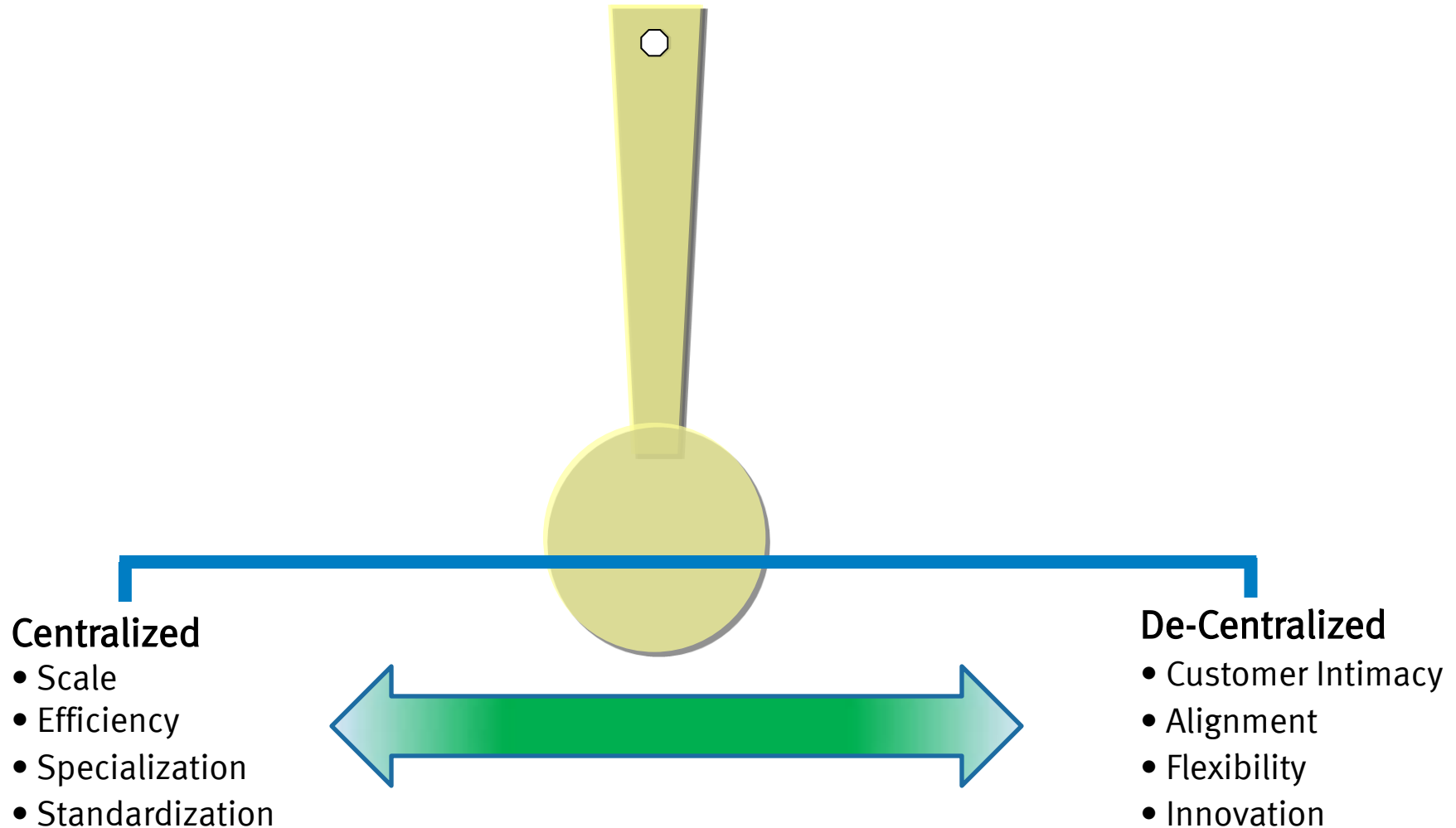
Provision time, HA/DR, RTO, RPO, Change control, Compliance, Monitoring, Cost

Service Management

Asset management, Configuration management, Ticketing, Escalation, Metering, Billing, Orchestration

Centralized / Decentralized Pendulum

IT has swung back and forth between Centralized and De-Centralized over the past 40+ years, If ITaaS is simply the next wave of Centralization, we have missed the opportunity.



ITaaS: Core Building Blocks

By combining the value provided by three supporting concepts, this model delivers on the promise of technology at the lowest cost possible for a given Service Level.

IT as a Service - Organization

Shared Services

- ▶ Focus on Efficiency, Lean
- ▶ Centralization of common functions
- ▶ Service Level Agreements
- ▶ Transparently charge for actual Service consumed
- ▶ Repeatable, process driven delivery based on Best Practices / Frameworks



Professional Services Organization Model

- ▶ Separate Demand & Supply Management
- ▶ Focus on Agile, Innovation, Alignment with Business
- ▶ Decentralize Advisory, Relationship Management & roles requiring intimate business knowledge

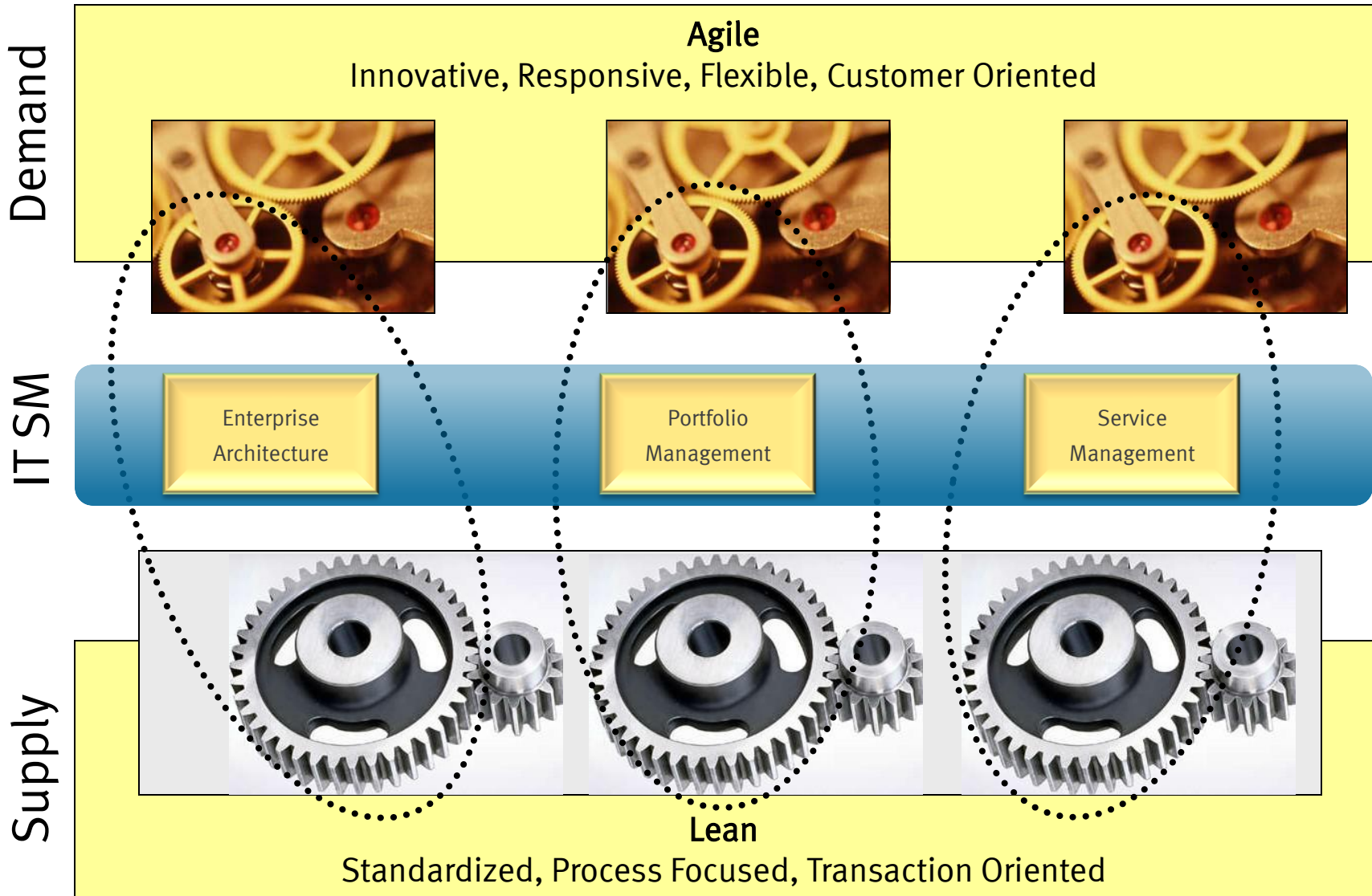


Run IT As a Business

- ▶ Manage the service as a business, not a fixed cost
- ▶ Offer services customers value, at the level they prefer
- ▶ Provide incentives for breakthrough methods, improve efficiency, invest in new services
- ▶ Competition / benchmarking ensures Market Competitive pricing



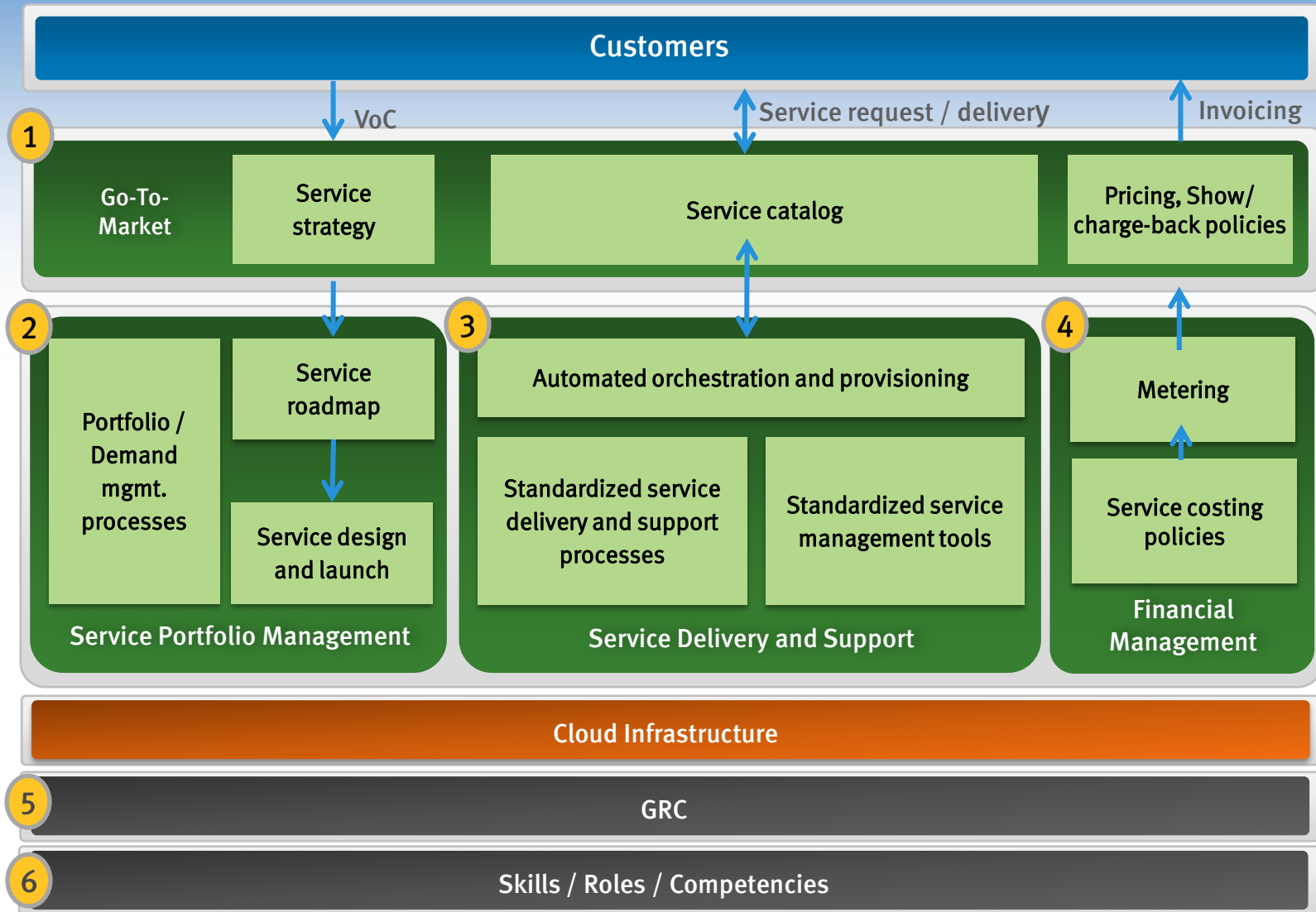
Organizing for ITaaS



Adapted from: *Winning the Three Legged Race: When Business and Technology Run Together*, Faisal Haque, et. al.



EMC's ITaaS Program Strategy



An Organizational Evolution Is Underway

Imperative

Business and financial management

IT Service Management

New focus area

Cloud service operations management

Infrastructure as a Service

Platform as a Service

Virtual Desktop as a Service

Enterprise Applications as a Service

New roles emerging

Cloud Architect, Cloud Admin
Cloud Capacity Planner
IT Automation Engineer

Virtual Infrastructure Architecture

Virtual Infrastructure Management

Traditional roles are still essential

Systems

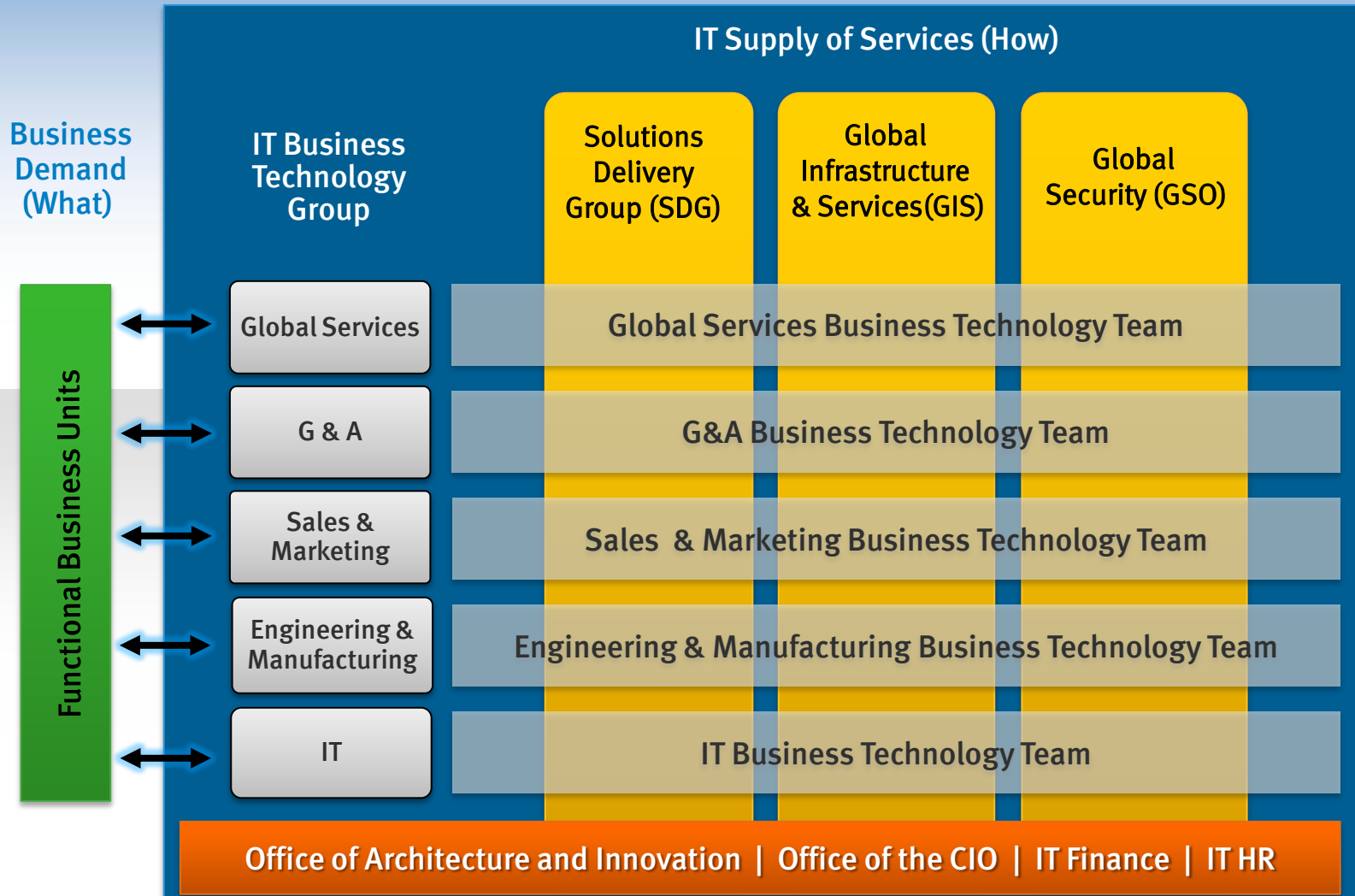
Storage

Backup and Recovery

Data Center Networks

Security

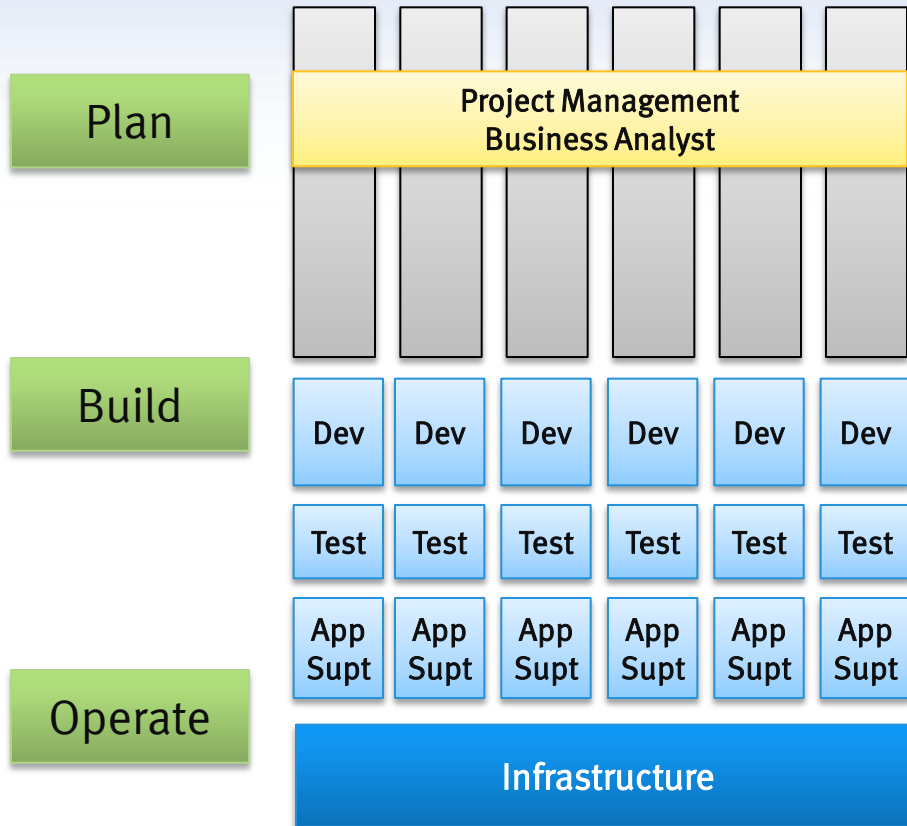
EMC IT Organizational Model



Organization Evolution from Alignment based to Business Solution Focus

BEFORE

AFTER



External and internal factors result in new and revised capabilities...and expose some gaps

New capabilities required

- Product management and product marketing-type roles within IT to assess business needs, develop and take to market IT services
- Selling and influence skills to drive adoption of standardized enterprise services and discourage unnecessary customization
- Act as “Buyer’s Agent” or “Broker” for all IT related requirements
- Process engineering skills to effectively apply IT automation to the IT process flow
- Strong business & financial acumen. Costing, pricing and invoicing capabilities

Merging of capabilities

- Service support requires individuals who understand the integration of all technologies involved in delivering the service
- Deep understanding of data flow, lineage and interdependencies

Enhancements of existing capabilities

- More robust architects to design holistic service offerings that span across IT traditional stove-pipes of storage, network and compute
- Deeper expertise in IT automation; infrastructure, database and middleware, and application

Key Learnings from EMC IT

- Establish PMO and strong governance model
- Ensure focus on change management and communication
- Plan for knowledge transfer and transition
- Set proper expectations with Business Partners
- Define clear, practical KPIs & SLO's
- Be prepared to discuss costs (\$\$) and benchmarks!!
- Complete full inventory and scoring of application portfolio
- Map Business Capabilities to IT Services

THANK YOU