

---

## ***Partnerships Key To EMC's "Innovation" Goals***

**Date:** November 2007  
**Author:** William P. Hurley  
**Title:** Senior Analyst

---

**Executive Summary:** EMC invited three partners to participate in evangelizing the merits of innovation during EMC's Innovation Day 2007 Partner Panel. The panel, made up of 3 technology product vendors (including EMC) and one systems integrator all agreed that product and process innovations are important but must not overshoot customer needs. Each company's representative spoke to the competitive strength drawn from these specific relationships while also driving home their own messages of excellence and competitive edge.

---

### **The News**

Executive Vice President Howard Elias, who heads EMC's 11,000 strong Global Services and Resource Management Software Group, moderated a partner panel of some of high tech's biggest and most influential companies. They were:

- Jayshree Ullal; Cisco System's Senior Vice President DataCenter Switching & Security,
- Rich Halbert; Microsoft Corporation's Director of Business Development & Operations, and
- Douglas Tuttle; Deloitte Principal and Director of Strategic Alliances.

The panel proceeded amicably, allowing each participant to highlight his or her company's capabilities and competencies in the storage and information management arena along with their strong interest in cooperating with EMC. This disposition held true even after Elias opened the floor to questions from the gallery of assembled press and analysts.

### **The Analysis**

The partner panel proved both interesting and revealing in several ways. First, the participants and the companies they represented telegraphed the message that even as much as things are new and/or innovative, they certainly carry a familiar air. That is that even the newest solutions, such as Web 2.0 and virtualization technologies, developed specifically to alleviate the complexities challenging effective implementation still require layers of experts and custom-tailoring to meet end-users' IT and business goals. The "upside" of this common condition is that EMC's partners recognize that today's solutions must truly address both business and IT issues and they have worked diligently to assure that individual products and combined solutions meet these requirements.

The panelists also discussed their commitment to not only co-market but to co-develop solutions for all markets, from sophisticated Enterprise environments to demanding but IT skills-challenged Small & Medium Businesses. The co-development programs discussed were largely technological in nature, but also included process and procedural innovations spear-headed by Deloitte integrators. One specific competency that drew on all four partners' products and abilities arose

from the rapid implementation and customization of Microsoft Office SharePoint Server. Another is the development of EMC's Invista virtualization solution on the Cisco MDS storage fabric platform.

EMC's partnership with each of the participants is, in many ways, a peerage, with each vendor, including services specialist Deloitte, a leader in their respective markets. This web of partnerships appears strong as the panelists took time to highlight their own competitive goals along with objectives held in common with EMC or other panel participants. The partnerships discussed at Innovation Day 2007 are built on the open and undeniable fact of the companies' need to balance competitiveness with cooperation.

Still, even though partnerships such as these qualify more as a sample confederation of common interests that a formal group, exploiting the respective technologies each brings to market toward more intimate levels of sales, marketing and development cooperation may be necessary. The competitive example here is IBM's four year old OPAL program, a vehicle underwritten by IBM technology that allows IHVs, ISVs and channel partners to share leads and knowledge, access common "Best Practices" tools and participate in community-based solution development.

## The Takeaways

- EMC recognizes the technological innovations are more readily adopted by cautious IT consumers when they're brought to market and supported by partners.
- The importance of systems integrators such as Deloitte can not be overlooked by technologists that seek a footprint in today's process-driven business environment.
- Cisco and Microsoft are partners who validate EMC in markets beyond the Enterprise data center.
- Partnerships buoy innovative solutions, but partnerships are not in-themselves communities.
- Partnerships equate to new routes to market, but must deliver tangible new revenues to the partner(s) if the route is to stay open.
- EMC's embrace of partners speaks to the growing maturity and complexity of the company's solution portfolio as it looks to pass \$13 billion in annual revenue.

## About **BIG**

Breakaway Information Group, Inc. is an independent, technology-focused market research and advisory firm. We deliver BIG insights and actionable guidance to stake-holders of all stripes active in the data storage and information infrastructure ecosystem. BIG analysts are impassioned yet pragmatic observers of technological innovation and its impact on adopters' business practices.