DELLTechnologies

DRIVING BUSINESS AGILITY

How Agile Is Your Enterprise?

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What Is True Business Agility?

In today's fast-moving global economy, business agility is paramount. New technologies are disrupting the business landscape. Customers, partners and regulators all have pressing priorities. Communication and collaboration are becoming ever more complex. And businesses must work harder to compete for talent. All of this requires the utmost agility. Enterprises that are slow to adapt can quickly become obsolete.

In our report "Digital Transformation Through Automation," we made the foundational point that in order to drive greater business agility, a business must automate as much of its technology and processes as possible. But this can't really be achieved without creating a flexible and scalable backbone that's based on a consistent hybrid cloud experience.

In the current environment, it's hard to overestimate the importance of agility. But what exactly does a truly agile organization look like? According to McKinsey & Company, the most agile enterprises share a common purpose and vision across the organization. They employ dynamic and passionate people. They empower their teams with clear, flat, accountable structures. They emphasize transparency, experimentation and rapid decision making. And they remain continually committed to next-generation technology.[1] Technology doesn't impede these organizations; it empowers them.

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of business leaders say organizational agility is a top or top-three priority.[1]

At Dell Technologies, we believe agile companies possess the following five characteristics:

1. **Data-driven.** The nimblest enterprises are data-driven, and they're guided by a comprehensive data strategy that helps them achieve maximum value from their information.

2. **Flexible.** Flexibility is the hallmark of agility. In the new multi-cloud world, organizations that nimbly manage multiple cloud platforms bring new products to market faster, innovate more efficiently and deliver better customer experiences.

3. **Hyper-efficient.** Business agility requires analyzing information and making decisions at breakneck speed. In today's complex and volatile marketplace, companies that make well-informed decisions in response to changing market trends—and do so rapidly—enjoy an immediate competitive advantage.

4. **Employee-focused.** As the war for talent continues, companies that focus their employees on meaningful work differentiate themselves from the competition. By automating routine tasks, enterprises free up talent to spend more time on innovation—and increase employee satisfaction, thereby productivity in the process.

5. **Customer-obsessed.** In the digital age, the customer experience is king. By investing in automation, the most agile enterprises deliver highly personalized customer interactions, strengthening customer loyalty and boosting their long-term revenue.
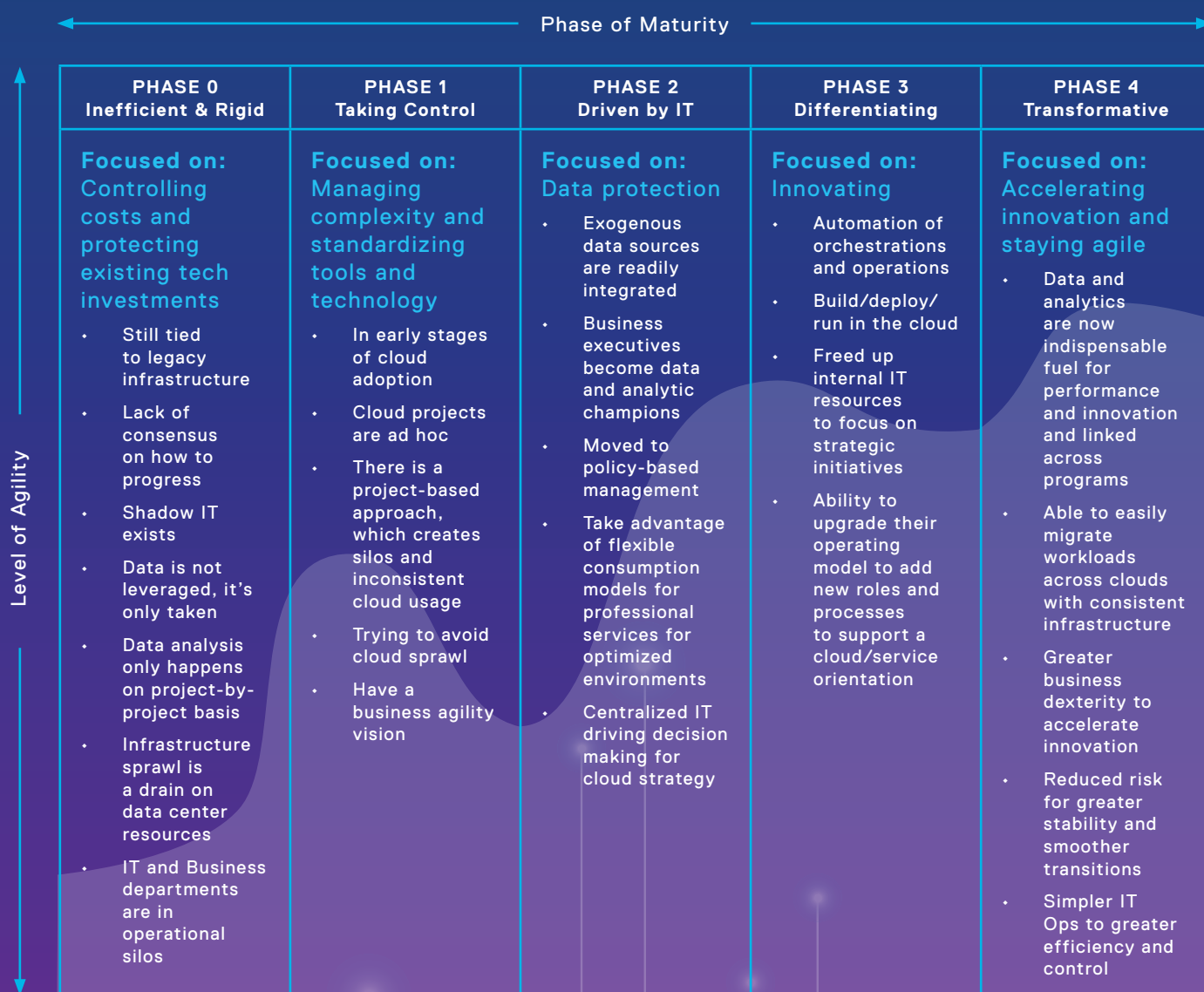
Evaluating Your Agility

Agility is key to delivering competitive advantage, and IT transformation—the modernization and automation of IT systems—is key to achieving agility. Indeed, 81 percent of enterprises agree that their companies won't be competitive if they don't embrace IT transformation, according to a survey by the Enterprise Strategy Group.[2] Yet modernizing and automating one's IT systems can be challenging, and oftentimes organizations don't know where to start.

The first step is assessing where you are. And to help organizations figure that out, Dell Technologies has created a five-phase agility curve that enterprises can use as a roadmap. Using the agility curve, companies can plot their current level of maturity while obtaining a structured roadmap for improving their agility over time.

91%
of organizations have yet to reach the "transformational" level of agility.[3]

Phase of Maturity

Level of Agility

PHASE 0 Inefficient & Rigid	PHASE 1 Taking Control	PHASE 2 Driven by IT	PHASE 3 Differentiating	PHASE 4 Transformative
Focused on: Controlling costs and protecting existing tech investments	**Focused on:** Managing complexity and standardizing tools and technology	**Focused on:** Data protection	**Focused on:** Innovating	**Focused on:** Accelerating innovation and staying agile
• Still tied to legacy infrastructure • Lack of consensus on how to progress • Shadow IT exists • Data is not leveraged, it's only taken • Data analysis only happens on project-by-project basis • Infrastructure sprawl is a drain on data center resources • IT and Business departments are in operational silos	• In early stages of cloud adoption • Cloud projects are ad hoc • There is a project-based approach, which creates silos and inconsistent cloud usage • Trying to avoid cloud sprawl • Have a business agility vision	• Exogenous data sources are readily integrated • Business executives become data and analytic champions • Moved to policy-based management • Take advantage of flexible consumption models for professional services for optimized environments • Centralized IT driving decision making for cloud strategy	• Automation of orchestrations and operations • Build/deploy/run in the cloud • Freed up internal IT resources to focus on strategic initiatives • Ability to upgrade their operating model to add new roles and processes to support a cloud/service orientation	• Data and analytics are now indispensable fuel for performance and innovation and linked across programs • Able to easily migrate workloads across clouds with consistent infrastructure • Greater business dexterity to accelerate innovation • Reduced risk for greater stability and smoother transitions • Simpler IT Ops to greater efficiency and control

Moving from "inefficient and rigid" to "transformative" is a journey with each phase building on all the previous ones. Once the transformative phase has been reached, companies can provision infrastructure in a highly agile way—consistently delivering new projects on time and on budget.

"Organizations at transformational levels of maturity enjoy increased agility, better integration with partners and suppliers, and easier use of advanced predictive and prescriptive forms of analytics. This all translates to competitive advantage and differentiation."

—NICK HEUDECKER, RESEARCH VICE PRESIDENT, GARTNER[3]

PHASE 0

Inefficient and rigid

Phase 0 begins with the acknowledgement that infrastructure sprawl is depleting data center resources, and the organization is losing money due to legacy infrastructure. The business is focused on controlling costs, but lacks policies for business continuity, which leaves the IT environment exposed.

Next steps:
- Become more process-aware by establishing key performance metrics.
- Outline operational inefficiencies that can be resolved by migrating workloads to the cloud.
- Obtain maximum flexibility by investing in a platform that straddles on-prem and the cloud.
- Qualify your requirements before moving workloads to the cloud, making sure your business requirements determine where specific workloads reside.
- Explore a shared responsibility model to determine your security and back up in the cloud.

PHASE 1

Taking control

During Phase 1, businesses start to manage complexity using standardized tools and technology. They turn to different point products and vendors to fulfill a solution, yet the process isn't efficient and the project-based approach creates silos and inconsistent cloud usage.

Next steps:
- Identify issues that block transformation and get stakeholders to agree on the severity.
- Make IT an active role in supporting cloud deployments.
- Adopt a flexible consumption model that includes metering and dashboards and that can be integrated with customer access points such as mobile devices and sales portals.
- Choose a flexible cloud subscription model that allows you to easily expand and shrink capacity based on demand, requires no ownership and offers the option to walk away.

PHASE 2

Driven by IT

This phase is focused on data protection. Priority is placed on the disaster recovery objectives for each of the organization's applications, and executives become analytics champions. The company integrates data sources and moves to centralized IT to drive decision making for its cloud strategy.

Next steps:
- Build a roadmap to chart out future IT and business workload needs.
- Prepare for automation by consolidating disparate management and ownership of clouds throughout the organization.
- Integrate and start to automate processes across the enterprise.

PHASE 3

Differentiating

Once Phase 3 is reached, the organization begins automating its operations so it can free up internal IT resources to focus on strategic initiatives. The organization now has the ability to upgrade its operating model to add new roles and processes to support a multi-cloud infrastructure.

Next steps:
- Architect for integration, design for interoperability and consider new risks.
- Start to link strategic goals to the execution of specific processes.

PHASE 4

Transformative

Phase 4 is the holy grail where data and analytics are linked across all programs to drive performance and innovation. The organization now has consistent infrastructure and can easily migrate workloads across clouds. It has simplified its IT operations for greater efficiency and control, has reduced its risk for greater stability and smoother transitions, and has achieved the dexterity needed to accelerate innovation.

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Dell Digital Way: Artfully Managing Complexity

Dell Digital's IT journey is similar to our customers' own digital and IT journeys. Over the years, we've gone from delivering packaged applications to custom applications, to now using a product-based methodology. Because we walk the road to digital transformation with kindred spirits, we are asked to share successes and lessons learned from working in the Dell Digital Way—how we partner across Dell Technologies using a direct, simplified approach to quickly design, develop and deliver new products and increase collaboration and engagements across people, process and technology for a unified experience.

With the Dell EMC integration behind us, we are now fully engaged in accelerating digital transformation. We've transformed into modernized data centers with a software-designed approach. Taking advantage of cloud-based infrastructure and solutions, along with emerging technologies such as artificial intelligence and machine learning that generate real-time insights and accelerate business agility. No longer working with our business partners on waterfall projects that last several years—our new agile approach means smaller and incremental efforts that deliver greater value.
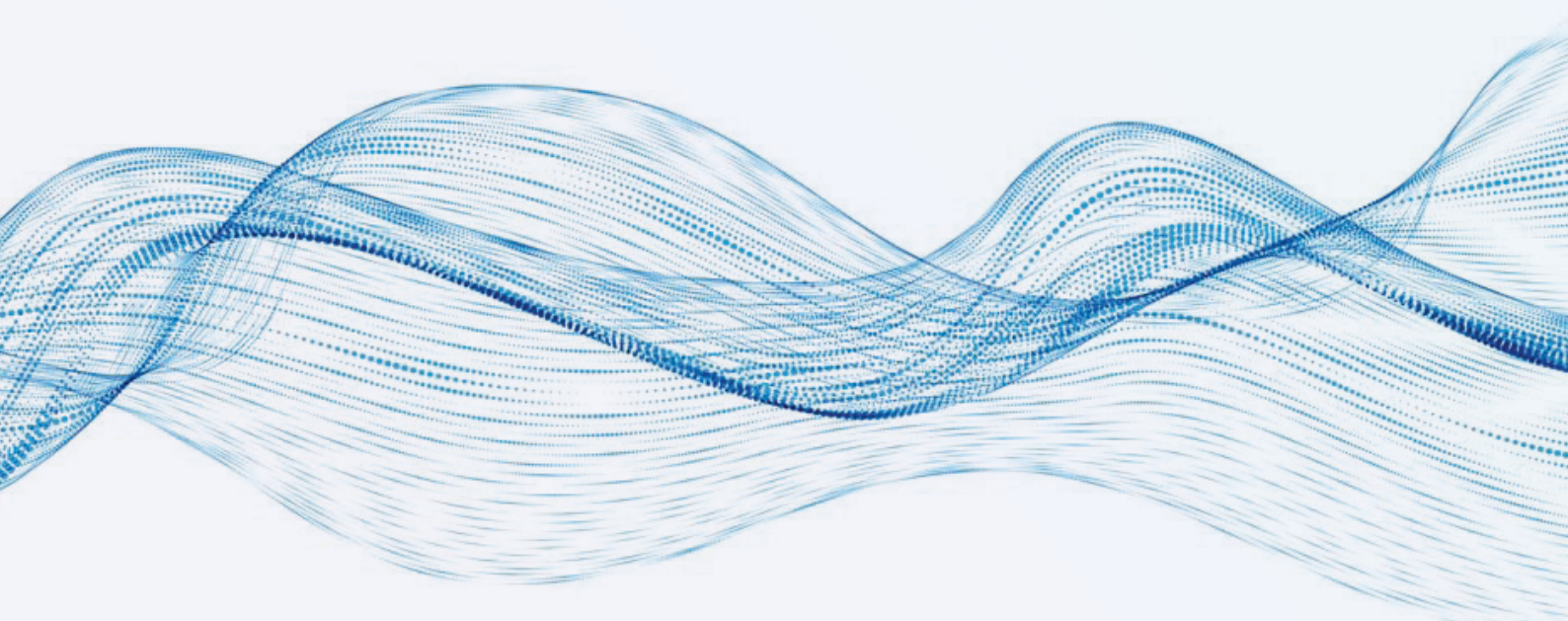
Business Agility in Action

Over time, a relentless focus on agility pays off. Organizations that automate their processes and transform their data increase efficiency, innovate faster, accelerate performance and improve their bottom line. And by adopting a consistent operational hub for their multi-cloud environments, they can accelerate their results without the multi-cloud complexity. Now that you've seen where you are on the agility curve and what to do next, let's take a look at what could be by reviewing leaders who are transforming their IT operations.

State of Illinois

Challenge: The State of Illinois had started to implement a cloud platform but lacked an overarching strategy and the right cloud provider relationships to put each workload in the best possible place.

Solution: To more intelligently manage its operations, the State of Illinois gradually replaced its aging infrastructure with a Dell Technologies hybrid cloud solution at a cost-effective price. With a comprehensive hybrid cloud strategy, the state has lowered costs and improved performance by running each application in the optimal cloud environment.

Replaces its aging infrastructure and saved

$26M

over five years.[4]

"Each of our [data] silos has a little voice that is just waiting to be heard. . . . We start to see patterns in the data that we otherwise wouldn't have known to ask. We really get to see things that make a difference in people's lives."

—JACK KING, CHIEF TECHNOLOGY OFFICER, STATE OF ILLINOIS[4]

Bank Leumi

Challenge: Bank Leumi, Israel's oldest banking corporation, operated a traditional IT environment that prevented it from efficiently bringing new services to market.

Solution: By implementing a Dell Technologies hybrid cloud model and a software-defined data center, Bank Leumi is now able to move code from development to production in hours, compared to the weeks that it took before. The bank also can bring new, innovative services to market much faster, while at the same time reducing costs.

"Moving to an IT service model enabled us to put the money where we wanted it to be— not on the maintenance, not on older legacy services, but on newer services that bring real value to the business."

—ALON KOR, CLOUD DIRECTOR, BANK LEUMI[5]

GE

Challenge: As GE developed applications for the industrial internet, it needed a comprehensive platform to centralize data collected from IoT sensors on industrial equipment.

Solution: By working with Dell Technologies, GE can now collect and analyze IoT data at both the edge and the cloud—delivering real-time insights that are helping cities, hospitals and factories improve efficiency and unleash new levels of performance.

"What we've got is intelligent street light infrastructure all over the city here. Real-time data can be coming from the Edge, the cloud and into the city's hands in milliseconds."

—DAVID GRAHAM, DEPUTY CHIEF OPERATING MANAGER, CITY OF SAN DIEGO[6]

Callaway Golf

Agility Challenges: A global manufacturer of golf equipment, Callaway Golf was finding it difficult to handle diverse application workloads, which led to bottlenecks in the development of custom-built products for its global customer base.

Solution: Callaway Golf was able to integrate disparate applications and centralize information, allowing the manufacturer to design more innovative products and do so very quickly. Callaway Golf has also streamlined costs and is now generating smarter, faster intelligence that's helping the company drive profitability.

Reduced the time it takes to design, build and ship custom products from

5 days to 1 day.[7]

"You would think that an old golf company doesn't have much technology. The amount of technology we use to put into [our] products to make the golfer perform their best is incredible."

—MICHAEL NEVLIDA, DIRECTOR, GLOBAL IT INFRASTRUCTURE & SUPPORT SERVICES, CALLAWAY GOLF[7]

Manage Your Cloud on Your Terms

There are many ways you can achieve your multi-cloud transformation.

Make sure that the partner you choose can deliver them all:

- Pre-built and tested solutions
- Cloud enabled infrastructure
- Data center utility
- Cloud on demand
- Consulting

- Managed services
- Deployment services
- Ongoing support
- Education services
- Financing, leasing and pay-as-you-go options

[**To learn more, click here**]

Get a Consistent Hybrid Cloud Experience with Dell Technologies Cloud

The Dell Technologies Cloud helps you reduce the multi-cloud complexity with a winning hybrid cloud approach that accelerates business agility. We remove cloud complexity by delivering a consistent infrastructure and operations for all your IT resources across public, private and edge clouds—backed by a broad, global network of cloud service providers. And we make your hybrid cloud environment simple to deploy and manage, while providing the flexible consumption models you need to pay for it. The result is a consistent, nondisruptive experience that empowers your organization to address your most critical business needs in real time.

Dell Technologies can deliver business agility in ways no other company can

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The Connected CIO Report:
Moving from Iteration to Innovation

CLICK
for more information on Dell
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