

Strategy Development Case Study

Large Manufacturing Company

OVERVIEW

A large North American manufacturer engaged VMware® Accelerate™ Advisory Services to collaborate in the development of a cloud and virtualization strategy.

Project Scope

A large North American manufacturer worked with VMware Accelerate Advisory Services to achieve the following goals:

- Define a cloud strategy
 - What are the goals?
 - What is the desired model?
- Establish the current state of virtualization
 - People
 - Process
 - Technology
- Create a cooperative vision of the end state
 - Strengths, weaknesses, opportunities, threats (SWOT) analysis
 - Gap analysis
- Build a roadmap
- Quantify the benefits of the solution

Engagement

The VMware Accelerate Advisory Services team proposed an IT-as-a-service (ITaaS) strategy project to outline the desired future state, establish and assign value to key performance indicators (KPIs) and monitor KPI progress, and provide a roadmap to identify work streams that would increase virtualization across the IT platform.

During an executive workshop facilitated by VMware Accelerate Advisory Services strategists, the manufacturing company's IT leadership articulated the future state it desired. The attributes of that state included the need to drive to agility and speed—to balance operations and proactive management. IT leadership also wanted to converge its existing and new processes with its parent company while building a virtualized environment that accomplished the following:

- Accelerated x86 virtualization from the company's current 45 percent virtualized state
- Leveraged x86 Linux virtualization opportunities from UNIX and Solaris
- Defined and expanded its virtual desktop end-user computing capabilities

In the area of virtualization management, the IT leadership team wanted to improve infrastructure and application availability. It sought to do so by addressing performance monitoring requirements, drive focused systems management by rationalizing its large set of existing management tools, deliver proactive automation to drive agility, and address capacity management, which it believed was critical to reclaiming unused and underused capacity.

IT leaders ultimately sought to transform the IT organization into a service delivery organization, providing service cost transparency and accountability in a usage-based model that would indicate the opportunity cost of capacity and service and help to manage demand. As a result, they believed the manufacturer would then be able to regularly communicate the value of IT services to service users, provide compelling performance metrics to users beyond availability (e.g., utilization, performance, archiving, failover in an interoperability dashboard), and gain proactive and positive customer feedback about performance.

ABOUT VMWARE ACCELERATE ADVISORY SERVICES

VMware Accelerate Advisory Services help organizations adopt and implement business-aligned IT strategies, increase agility, and provide measurable business value to the enterprise. VMware strategists and architects collaborate with senior executives to develop a pragmatic IT strategy and transformational roadmap, while value engineers evaluate customer IT environments, deliver benchmarks, and perform financial analyses to construct an integrated analytical snapshot of IT's strengths, weaknesses and opportunities. As former chief information officers (CIOs), chief technology officers (CTOs) and industry consultants, VMware advisors are experts at identifying hidden barriers, revealing opportunities and accelerating IT initiatives. To learn more, email accelerate@vmware.com.

Recommendations

At the end of the workshop, VMware Accelerate Advisory Services and IT leaders agreed to develop an overall strategy to maximize and leverage the manufacturer's existing investment in virtualization. Together, they would begin the process of transforming traditional IT services into ITaaS, resulting in faster, more flexible and scalable resources while providing line-of-business customers with a better compute experience. Finally, IT leaders would adopt recommendations that would enable them to drive infrastructure improvement savings to fund additional investment.

VMware strategists and consultants offered the following specific recommendations to enable the manufacturing company to achieve its IT goals:

- Upgrade the virtualization management tool set and processes to improve performance management and expand capacity management capabilities
- Establish a configuration management practice
- Develop service definitions and negotiate service-level agreements (SLAs) with stakeholders
- Leverage service catalogs, automation and improved processes
- Develop a usage-based service costing model
- Address opportunities for transitioning from UNIX and Solaris to virtualized x86 Linux
- Define end-user computing strategy for leveraging software as a service (SaaS) and virtual desktop infrastructure (VDI)
- Accelerate education about cloud methodology and policy-based workflows
- Look for opportunities to pilot the private cloud

At the conclusion of the VMware Accelerate Advisory Services engagement, the manufacturer received a list of practical next steps for continuing progress on its ITaaS journey. First, the IT team should enable virtual infrastructure expertise and best practices with a resident VMware Certified Professional because this would help drive improvements and standardization across the virtual infrastructure. Consultants recommended a VMware vSphere® plan and design. Second, the team suggested driving the capacity management capability by implementing a capacity planner process. This included launching an operational readiness project that would help develop continuous improvements to the IT service management process.

For applications, the VMware Accelerate Advisory Services team recommended application dependency mapping to rationalize applications. It also suggested improving business continuity and disaster recovery (BC/DR) through more effective automated data recovery capabilities, including adding VMware vCenter™ Site Recovery Manager™.

Finally, VMware Accelerate Advisory Services experts advised the manufacturer to run private cloud and VDI pilots to learn and develop processes, as well as work with VMware to explore challenging independent software vendor (ISV) support capabilities.

Engagement Outcome Summary

The manufacturer is now driving its virtualized environment from 45 percent to its goal of 100 percent virtualized x86 servers and is migrating all of its Sun Solaris systems to Linux on x86 virtual machines. The company is quickly moving to address all of its tier 2 and tier 3 recovery, leveraging Site Recovery Manager, and starting the migration of tier 1 application disaster recovery from an expensive outsourced supplier to a VMware virtualized solution. The company is undertaking a global cloud project and piloting a test and development environment. Underlying this, the manufacturer is adopting strategic management tools to drive visibility and performance monitoring across the virtualized environment.

