Building the Right Relationships
A VMware partner insight report
Build the Right Relationships and Solutions that Deliver Lasting Results

IT strategy and budget decision making is becoming increasingly expanded across LOB’s and technology groups. CIOs are:

- Working more closely with business units on IT strategy
- Helping to ensure IT and business needs are fully aligned
- Delegating purchasing responsibilities to technology groups

IT roles are evolving, too. As a Partner, you need to navigate these ever-changing business conditions. New, multi-cloud and hybrid infrastructures, emerging tech, containerized and cloud-native apps are among the innovations driving the need for specialists that counsel the CIO’s office and the business about where to invest their IT spend. The COVID-19 pandemic added to the mix, driving down many of your customers’ IT budgets.

Learn what is important to the new IT influencers

As businesses and IT leaders adapt to new market dynamics, selling and delivering a solution that builds long term trust is critical. Where you might have approached the CIO about all their IT requirements in the past, now you have to converse with three (or even more) different executives to sell the vision of how your solution can help.

This ebook examines the top six IT influencers typically involved in purchases of VMware solutions. Getting to know them will help you target your sales pitch more precisely, and, ultimately, boost your business success.

You will learn each influencer’s:

- Technology priorities
- Expectations from partners
- How you can add value
VP Infrastructure and Operations

I care about IT agility, performance, and efficiency.

You know me well. I’ve traditionally been your one route into my organization and while I’d like to stay involved in all IT decisions, I just can’t or won’t be anymore. As VP of Infrastructure and Operations, you understand that I manage my business’ core IT administration activities and translate its business priorities into a strategic infrastructure roadmap. I provide leadership and vision for IT infrastructure transformations and oversee adoption of emerging technologies. Ultimately, I am responsible for building and maintaining an enterprise infrastructure that ensures my business can operate with the greatest agility, performance, and efficiency.

Why partners should talk to me

I am the primary decision-maker about which workloads should be migrated to cloud, which should be modernized while staying on-premises, and which should be left alone. I also own and manage key vendor relationships.

I am seeking a transformation partner, not just a supplier.

Show me how you can help me modernize and ease the operational burdens of my entire IT environment to drive agility while reducing operational costs through efficiency gains. I want to know how you deliver consistent infrastructure and operations across on-premises and multi-cloud environments. I need your guidance about the best way to adopt new multi-cloud technologies securely and without painful disruptions to my business.

Nearly all enterprises are moving to a multi-cloud infrastructure

97% of surveyed cloud technology decision makers said they are employing multicloud strategies for mission-critical applications and nearly two-thirds are using multiple vendors for mission-critical workloads. Cycles every six weeks.

My most urgent issues

- Fulfilling our CIO’s vision for the direction of the business
- Aligning my plans for our core IT digital infrastructure with changing business needs
- Optimizing core IT and edge/IoT infrastructure
- Deciding to build new cloud-native apps versus modernizing existing apps for cloud
- Service brokering, governance, architectural, and operations transformations in multi-clouds
- Choosing technologies to monitor and manage all of our digital assets as we move to cloud
- Development of a continuous modernization process for existing infrastructure to reduce technical debt, become more agile, and optimize operations
- Guiding teams to innovate to solve conflicts between efficiency/reliability and speed/agility

How partners can get my attention

Tell me something I don’t know. Explain to me how my VMware digital foundation modernizes data centers and how I can extend the infrastructure we have to embrace multi-clouds—enabling workloads to run on our private cloud and the native infrastructure of public clouds such as Amazon Web Services (AWS), Microsoft Azure, and Google Cloud. Tell me how you can help me simplify my IT environment and reduce costs using consistent infrastructure and consistent operations with VMware solutions. I would be very interested in learning about cloud management solutions with self-driving operations that help us better understand cloud cost, usage, security, and governance. It would also be helpful to know about solutions that provide app-centric security and network visibility across hybrid and multi-cloud environments.

INSIDE LOOK: RINGCENTRAL

Most senior infrastructure and operations leaders are weighing innovation with technical debt. They want to improve service delivery and adapt faster but without impacting users. For example, Ashu Varshney, Vice President of Global Operations at Ring Central, faced internal resistance to moving workloads to the cloud in a highly competitive marketplace. He sought better automation with the ability to scale at a low cost. Now with VMware solutions, he has a self-service model of infrastructure supporting 800+ R&D developers. Automation helps boost R&D agility, allowing RingCentral to set a strong go-to-market cadence of developer release cycles every six weeks.

“We need a very solid framework to be able to keep up with the fast pace of innovation.”

Ashu Varshney,
Vice President of Global Operations, RingCentral
Chief Information Security Officer (CISO)

I care about reducing overall risk.

We don’t often interact beyond you responding to my questions during our security review and sign off. Sometimes I ask you about breach history. I’m the senior-level executive responsible for forging and enforcing the right vision, strategy, and programming to ensure that all of our digital assets and technologies are adequately protected. I direct my staff to identify develop, implement, and maintain processes that reduce overall IT risk.

Why partners should talk to me

I spend much of my time aligning our security strategy with overall business programs and objectives. Most security investments require my signature. I also oversee regulatory compliance to mitigate risk and ensure the privacy of our most sensitive data. To achieve this, I establish and enforce security-related policies and a holistic security architecture. I manage the security operations center (SOC) and oversee investigations into identified threats. I also work with other IT executives to establish disaster recovery and business continuity plans. The average cost of a data breach has risen to $3.92 million, making it not just an IT imperative, but a business one. Amid the pandemic, I am focused on upgrading our organization’s business continuity and disaster recovery capabilities as well as securely implementing bring-your-own-device (BYOD) policies for our employees working from home.
I am seeking a partner that talks more about risk than technology. Data loss and complexity are my top concerns. My employees and customers are increasingly dependent on digital technologies, and the ways that we engage—and can be attacked—are rising. Happily, my fight to be heard by our organization has been won. Yet now I have to prove the value of our security investments. If you want me to invest in VMware solutions, I need to understand precisely how they will strengthen my overall security posture. Partners must help my team and me to be better at what we do, to be faster, and to be more relevant. I want partners and suppliers that are easy to work with and solutions that integrate well—while helping me keep overall security costs under control. I am growing tired of one-off products that solve individual security challenges and looking for holistic, enterprise-wide solutions.

For example, Interfaith Medical Center’s Assistant Vice President of Information Security and Infrastructure, Christopher Frenz, wants to do more than just be compliant. He is a strong believer in testing security and empirically determining how secure an organization actually is. “We want to do everything we can to protect our network and our patient data from being compromised. That’s always a challenge with a small IT team, so we wanted to use software and automation to be more efficient.”

My most urgent issues

- Supporting BYOD and working at home while maintaining control of network security
- Reducing the complexity associated with keeping a modern enterprise secure—from development and legal to compliance and general risk categories
- Staying ahead of cyber criminals and new threats, including those using AI
- Attracting and retaining security talent and expertise
- Making sure business partners aren’t opening our business up to risk
- Tracking all the data coming in and going out of our organization—internal and external/on-premises and in the cloud—and ensuring it is safe and private as attack surfaces grow
- Getting the most from partners and vendors for the budget I’ve been allocated for protection
- Keeping up with the fast-changing regulatory landscape

INSIDE LOOK: ARQUIVA
Most CISO’s are focused on mitigating risk. They need to satisfy not only the board of directors, but make sure they don’t cripple the organization while doing it. When most breaches happen, the impact is public, according to Denis Onuoha, CISO at Arqiva. “Take our B2B business, where we are part of our customer’s supply chain. If our service goes down during a major sporting event because we haven’t secured it, that affects our customers, their advertisers, and everyone watching the event,” he says, adding, “For critical national infrastructure customers, the risk could be regulatory or shareholder value.”

“My job is to help the board understand, mitigate the risk, and be ready to react and recover if a breach occurs.”

Denis Onuoha,
Chief Information Security Officer, Arqiva
How partners can get my attention

I’ve heard the term intrinsic security and know a little about VMware, but not much. Tell me more. Explain to me how it’s different from what other security vendors are telling me. Prove to me that it will help me more effectively detect and respond to threats while expanding visibility and controls. I have particular interests in workload security

- **Workload Security**
  I understand VMware embeds security everywhere. How does this protect my workloads from advanced threats? I need to improve app security without compromising availability and performance. How does automated threat monitoring and response to changes in app behavior do this for me?

- **Cloud Security**
  I need real-time insight into cloud resources, misconfigurations, threats, and change activity. I need to prioritize findings based on risk, automatically remediate issues, and collaborate with developers.

- **Network Security**
  How do I secure east-west network traffic through micro-segmentation and virtualize my entire security stack? I must mitigate risk, ensure compliance, and lower costs while vastly simplifying the operational model of firewalls to be effective.

- **Identity and Access Management**
  I would prefer to have access control, app management, and multi-platform endpoint management integrated into a secure digital workspace.

- **Endpoint Security**
  I need to secure the endpoint through intelligent system hardening and adaptive prevention. An ideal scenario would be to consolidate multiple endpoint security capabilities and simplify my security stack for faster and more effective security operations.

“We want to do everything we can to protect our network and our patient data from being compromised. That’s always a challenge with a small IT team, so we wanted to use software and automation to be more efficient.”

Christopher Frenz, Assistant Vice President of Information Security and Infrastructure, Interfaith Medical Center
VP of End-User Computing (EUC)

I care about user experience.

You know I’m immersed in mobility and that I know quite a bit about virtual desktop infrastructure (VDI), even if I haven’t implemented it. As VP of EUC, I am responsible for our employee experience, and more often now, a contributor to customer experience conversations. I focus on enabling working from home and everywhere else while boosting the productivity of end users throughout my organization. I oversee the distribution of computing resources, mobile devices, and communication technologies as well as the management and maintenance of our organization’s EUC resources. Although security and effective resource management are important to me, I always want them deployed in a way that doesn’t impact employees’ ability to do their jobs efficiently and well.

Senior EUC leaders that had begun investing more in digital employee experience are pivoting some now, creating or adjusting strategies to enable digital-first customer experiences and employee remote-first working. At Zoom for example, the philosophy of radically simplifying the user experience—an important success factor for Zoom’s video communications platform—extends to the IT team’s approach for supporting colleagues. The goal of their digital workspace efforts is two-fold: to enable a small IT team to rapidly provision new devices and apps so employees can be productive on day one and to make security and compliance of apps and data invisible to end users.

Why partners should talk to me

I am heavily involved in business continuity issues and investing in cloud-based, integrated, and automated technologies to support all of our employees—whether remote and onsite. I am looking to reduce overall EUC costs and want to be able to measure how well key infrastructure performs to make employees as productive as possible. As such, I work closely with other business leaders in human resources, customer experience, and other lines of business to develop personalized technology solutions that enable employees to do their best work.

“We cannot expand office space fast enough to keep pace with the growth of our workforce right now.”

Gary Chan, Head of Corporate IT, Zoom
My most urgent issues

- Business continuity and enabling work from home
- Boosting employee experience through better app access and performance
- Scaling systems to meet growing numbers of users and speeding our rate of innovation
- Preventing failures and when they do happen, ensuring seamless disaster recovery
- Stopping malware and other security threats
- Managing user desktops while keeping costs low

I am seeking a partner that can help me deliver exceptional experiences.

I need a partner to help me manage an increasingly heterogeneous environment of devices, operating systems, and applications, while working with security teams to modernize our security approach so that it doesn’t hurt worker productivity. I especially need help adopting managed cloud services, using public cloud platforms, and consolidating IT infrastructure. I also want partners’ help with measuring how successful I am optimizing and improving employee experience.

How partners can get my attention

Explain to me how a digital workspace empowers employees and how virtual desktops can help address my EUC issues. I want to know how easy it is to onboard new employees, no matter what device they are using. Can VMware solutions support a remote work culture and help us build new ways of engagement? I want to know how VMware EUC solutions improve employee productivity by providing a single place to discover and launch all apps, including Web, SaaS, Win32, and legacy Windows desktops. I’m also interested in minimizing overall management costs and improving security – can you tell me how the VMware digital workspace does that?

73% of employees and HR respondents agree “The flexibility of tools (e.g. technology, apps, devices etc.) I might need to use for work, would influence my decision to apply or accept a company’s position.”

The Value of Digital Employee Experience, VMware 2020
VP / Director of Application Development

I care about speeding time to market.

I’m focused on the future. You probably don’t know me because I don’t spend much time on our existing infrastructure. As VP/Director of Application Development, I help my organization keep up in a fast-changing market. I am under pressure to get new apps and services to market faster, but am finding that IT operations has been not able to keep up with my developers. Before I came on board, the CIO directed app development and deployment from our central data center. But today, the ability to host applications on multiple clouds gives me the opportunity to develop new applications on a public, multi-cloud host much faster and cost effectively. However, key to doing this is using an Agile methodology of continuous service delivery with a DevOps development framework. I am finding this the only way to use my limited budget to extend my development footprint.

My most urgent issues

• Succeeding in building, running, and managing all apps across multi-clouds
• Truly democratizing Kubernetes, helping me driving exponential value from that investment
• Closing the gap between developers and IT while giving each team precisely the tools and capabilities needed to be successful
• Extending current skills and expertise to a new generation of applications
• Driving cultural and organizational transformations alongside innovative technologies
• How can I attain the greatest flexibility in how I deliver applications while abstracting away an increasingly complex landscape of options?

“We are constantly innovating. We’re constantly changing our code. We’re constantly updating our systems, releasing new things, and we have to constantly keep refreshing our environment.”

Vipul Nagrath, Global CIO, ADP
Why partners should talk to me

I am looking for tools and techniques to improve my team’s ability to innovate, to improve on products and services, and to shorten time to market for critical apps. Forrester Analytics shows individual enterprise developers commonly have purchase authority of at least $5,000, and a quarter (24%) of enterprise developers can spend at least $20,000 before purchase approval. If infrastructure slows down developers, they’ll find alternatives." I am especially interested in investing in technologies that will help my team build cloud-native apps using containers and Kubernetes on a microservices architecture.

I am seeking a partner that will help transform our business, not just IT.

I am looking for a partner that can provide me with a flexible platform that frees my team to execute and develop modern applications, with a focus on productivity, collaboration, and communications. I want a partner with the capabilities to help us not only build, but also run and manage our modern apps.

A case in point is the U.K.’s National Health Service (NHS), which is tasked with reducing the transmission of COVID-19. In a matter of weeks, the NHS developed an opt-in contact tracing mobile app that uses Bluetooth Low Energy as part of its wider approach of contact tracing and testing. The software and services had to empower developers to deliver better software faster, while enabling the highest level of security and operations.

How partners can get my attention

Show me all the ways you can help me accelerate the pace of innovation and realize the full potential of modern apps. Prove to me the VMware cloud portfolio truly empowers my developers to rapidly build modern apps across a multi-cloud landscape while simplifying operations.

Explain how your tools provide a consistent, enterprise-ready Kubernetes distribution for any data center, cloud, and edge environments. Can VMware solutions give my team the ability to run modern apps in the optimal environment now and shift applications among environments if and when our needs change? Help me understand all of your cloud management offerings so I have the confidence to run my modern apps across multiple clouds, teams, and clusters, and tools—in the data center, the cloud, or at the edge.
Enterprise Architect

I care about designing IT to meet business goals.

Like our VP of Application Development, I’m also focused on the future. You probably don’t know me well because I am envisioning and designing our future platforms. I do not spend much time beyond improvement ideas on our existing infrastructure. I am a senior technologist, often reporting directly to the CIO. I am responsible for analyzing, designing, planning, and implementing IT structures and processes so they align with business goals effectively and efficiently. I am also responsible for ensuring these structures and processes are agile and durable, allowing us to swiftly adapt and withstand major changes.

Why partners should talk to me

I am responsible for long-term planning and structuring of IT projects and policies—both to achieve desired business results and to stay ahead of industry trends and disruptions using industry-leading IT architecture principles and practices. Because I am also responsible for bringing legacy applications together with modern ones, you will need to understand my business’ long-term IT strategy and technological direction. As I am involved in everything from system development to IT management and decision-making to IT risk management—including eliminating errors, system failures, and security breaches—I frequently act as a bridge between IT and the business units.
My most urgent issues

- Getting transparency into our entire IT environment
- Enabling collaboration between IT and the business
- Helping business units prioritize IT investments
- Evaluating our existing architecture against our long-term goals
- Establishing efficient processes for evaluating and procuring technology
- Providing a comprehensive view of our IT architecture to the business units
- Creating a benchmarking framework to compare our results against industry peers
- Avoiding technology-enabled operational pitfalls

I am seeking a partner that gives us maximum flexibility to adapt.

I want a partner to help me create the big picture of how information, the business, and technology all flow together. This has become a priority as we move to emerging technologies such as the cloud, IoT, ML, and others that promote digital transformation. My ultimate goal: to improve the efficiency, timeliness, and reliability of business information throughout the enterprise. I am especially concerned about network complexity and transparency, and of course security. Any partner that can help in those areas would be very useful to me.

How partners can get my attention

Show me solutions that enable me to connect, better secure, and optimize the delivery of our apps and data as we move a majority of workloads outside the data center. Explain how your solutions enable me to create an end-to-end software-based network architecture that can deliver services to apps and data, wherever my users are located. Because my business’ adoption of cloud computing and support for digital business initiatives demand improved data center network agility and business continuity, help me understand your virtual cloud networking strategy—allowing us to deliver a cloud-like operating model with fault isolation domains and global policies synchronized across all locations.
Cloud Architect

I care about optimizing for cost and scale.

I’m probably a person you’re hearing about more often lately. I’m getting invited into more conversations as teams quickly adapt to address the COVID-19 crisis and beyond. I am responsible for creating an enterprise-wide cloud strategy that leverages private, hybrid, and multi-clouds. I develop cloud solutions at scale that are a mix of both in-house technology and public cloud services. I am also charged with facilitating and driving organizational change while creating a holistic cloud strategy that gives our business a competitive edge.

Why partners should talk to me

I look across IaaS, PaaS, and SaaS. As such, I am continually seeking to invest in tools and emerging technologies that help me design, deliver, document, and communicate our cloud architecture while focusing on standards, growth, performance, flexibility, reliability, scalability, and security.

My most urgent issues

• Formulating an IT strategy that maximizes cloud capabilities, services, and innovations
• Keeping up with cloud provider speed of change
• Driving and supporting our organization as it matures
• Holistically viewing cloud beyond the technology (e.g., security, compliance, process, business strategy, and organizational structure, and capability)

INSIDE LOOK: WILLIAM HILL

William Hill is one of the biggest names in gaming. So, IT looked to the cloud to continuously deliver better products to customers and support app demand during major sporting events. IT got to this ideal state quickly via a hybrid cloud solution. Using their existing skills and architectures, the company quickly and efficiently moved 30 percent of its applications from the private to hybrid cloud. And that’s just the start.
I am seeking a partner that won’t lock us in.

I need a partner with experience in multi-cloud, hybrid architectures. I want help applying both technical knowledge and business insights to create a modernization roadmap for our enterprise cloud apps to meet both business and IT needs. I need support to ensure the technical viability of new projects and successful deployments, while orchestrating key resources and infusing key Infrastructure technologies.

How partners can get my attention

Like the VP of Infrastructure and Operations, I am most interested in multi-cloud implementations. Explain the VMware digital foundation to me and how VMware modernizes data centers and helps us extend to multi-clouds—like AWS, Microsoft Azure, and Google Cloud. Tell me about your consistent infrastructure and consistent operations and how your cloud management solutions work across environments—providing insights about cloud cost, usage, security, and governance. Solutions providing app-centric security and network visibility across hybrid and multi-cloud environments would also be interesting to me.

“One of the main benefits is around elastic scale and the ability to roll out quickly and consistently across that platform. We’ve got hundreds of applications to move, and if we were to take every single application on a single path journey, we would be at this forever more. It’s all about speed to market.”

Sarah Lucas,
Head of Platforms And Infrastructure, William Hill
Elevate Your Trusted Advisor Status

Today, knowing who to sell to across the enterprise at any given point can be challenging — but when engaging with the right influencers, you can deliver exceptional value.

VMware is committed to enabling our partner’s long term success. For additional information or assistance with your accounts, please reach out to your VMware representative.

For more Partner Executive resources visit:

www.vmware.com/partners/partner-executives.html