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NEWS, ANALYSIS AND PERSPECTIVE FOR VARs AND TECHNOLOGY INTEGRATORS

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**PHOTO:** L. TO R.: MARIUS HAAS, JOYCE MULLEN AND BILL SCANNELL



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## Storage Innovation

'We're not done,' says Dell Technologies Vice Chairman Jeff Clarke of Dell EMC's storage share takeover, as he ups the ante with a soon-to-be-released midrange product line and more.



## Channel Sales Gains

The increasingly tight engineering integration between Dell EMC and VMware offerings as well as breakthroughs in product simplicity and price/performance are propelling channel partners to new sales heights.

## A Year of Strong Partnerships and Resounding Success



Dell Technologies is starting 2019 with the kind of momentum that's turning heads and writing headlines. Our partners are firing on all cylinders, delivering results we could never dream of achieving on our own. Just look at partners like Ahead, who delivered double digit storage growth and triple digit server growth Y/Y and Computacenter, who delivered triple-digit Y/Y growth rates on their Dell Technologies business! Our partners' success is our success. These remarkable achievements have powered the Dell Technologies global channel to new heights, delivering an astonishing \$49 billion in orders last year.\* As we kick off the new year, it's time to build upon this extraordinary foundation and set our sights on accelerating this momentum.

The new year is chock-full of opportunity. It's the year when 5G will come to life, edge computing will kick into high gear and Gen Z will enter the workforce. We'll see machine learning and artificial intelligence follow us to work, creating an even greater deluge of data. By next year, 2020, the volume of data created per year will reach 44 zettabytes and it's not slowing down. Dell believes that every organization needs to be a digital organization, powered by data, running in a multi-cloud world. As customers try to navigate this change and seize the opportunities, they'll turn to their most trusted advisors now more than ever. Partners will be critical in bringing the promise of these new technologies to life, and Dell Technologies will be there to help them.

During all this change, Dell Technologies' partners can count on us to remain strong and steady, continuing to deliver a partner program that is Simple. Predictable. Profitable.™ We'll continue our focus on making it easier for our partners to do more business with us; fast-tracking our partners' ability to deliver transformational solutions; and embracing and monetizing emerging technologies. These imperatives help set Dell Technologies apart from the competition, empowering partners to transform their customers' businesses with an unparalleled portfolio of solutions.

2019 is the year we've been working so hard for here at Dell Technologies; when the full strategy, planning and hard work comes together. We'll continue on our quest to be the best in the eyes of our partners, improving in the areas they've told us are most important, and continuing to deliver the areas that are working well. We're confident that we have the partners, portfolio and plans to win big this year.

At Dell Technologies, we know that strong partnerships lead to strong results for everyone. It's our honor and privilege to work with the industry's best partner community, and we can't wait to see what the new year will bring.

Joyce Mullen  
President, Global Channel, OEM & IoT, Dell Technologies  
@JoyceatDell

\* Based on trailing twelve months (TTM) order run rate as of Q3FY19

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# Advantage: Dell Technologies



**P**eering out over the IT horizon, Scott Winslow knows he's hitched his wagon to the right horse. That's because of what he calls the Dell Technologies "advantage" in a time when customers are opening their wallets and clamoring for end-to-end digital transformation solutions.

"The story of Dell Technologies makes infinite sense in today's world. Customers more and more are looking for integrated solutions from a single vendor with single support. They're trying to simplify their operations, and at the same time, that is exactly Dell's strategy," said Winslow, president of Winslow Technology Group, a Waltham, Mass.-based Dell Titanium partner and 2018 *CRN* Triple Crown Award winner.

Winslow Technology Group was able to expand its total Dell Technologies revenue by more than 40 percent in 2018 year over year thanks to the technology and channel synergies the vendor has created around Dell, Dell EMC and VMware. "They're developing a full stack of solutions that work for the customer, which is allowing us as a partner to compete really, really effectively in the market," said Winslow. "We're seeing synergies of these teams working together between Dell EMC, Dell and VMware, and we get the benefits from it."

Winslow Technology Group's Dell EMC storage business has doubled, hyper-converged infrastructure sales are up 40 percent, and Winslow said the company is now selling VMware Enterprise License Agreements (ELAs), which has skyrocketed its VMware business. But like any red-hot solution provider, the plan for 2019 is to drive sales even higher, which is why Winslow is doubling down on the Dell Technologies family of businesses. "My hope in 2019 is we'll be able to extend our successful strategy to Pivotal, Veeva and Secureworks, and do even more to leverage the products and services of Dell's companies."

That desire to build end-to-end solutions for customers is the same one that's been driving Michael Dell's vision for his namesake company for years.

In fact, the Dell Technologies founder, chairman and CEO has meticulously pulled together his strategy to solve the trillion-dollar puzzle of digital transformation by building a one-stop-shop technology provider from the edge to the core to the cloud. First, Dell took his company private in 2013 in one of the largest IT private equity buyouts in history. Then he stunned the world by buying EMC (and, by extension, VMware) in 2016 through a \$67 billion deal that forever

changed the technology landscape. Now the time has come to launch a game-changing channel program that will transform the way partners buy, sell and engage with Dell Technologies and its diverse technology portfolio.

Enter the Dell Technologies Advantage framework, which the company sees as the answer to the channel's quest to sell end-to-end digital transformation in an easier, simplified way—while at the same time making a whole lot of money by selling larger deals in a program chock-full of cross-selling incentives.

### **An Executive Trio Up To The Task**

To craft the ground-breaking channel and go-to-market strategy for the Dell Technologies Advantage framework, Michael Dell has turned to a venerable trio of top executives with a combined 60 years of Dell EMC experience to complete the audacious task of driving a coordinated channel sales and go-to-market strategy that crosses over Dell's seven business brands. The trio includes Marius Haas, a seven-year Dell veteran who played a critical role in the company's monumental storage business turnaround in 2018; Bill Scannell, a 33-year Dell EMC veteran who started as an EMC sales rep in 1986 and now drives enterprise sales; and Joyce Mullen, a 20-year Dell veteran who was hand-picked in 2017 by Michael Dell to lead his company's channel charge.

Dell himself said Mullen deserves “a lot of credit” for Dell's channel success. “We are blessed to have a fantastic channel chief here at Dell Technologies,” he said. “Joyce has done an amazing job leading the business. And I'll tell you, the enthusiasm and excitement that we have not only from the partners but from the team inside the company has been tremendous.”

Under Mullen's leadership, more than 50 percent of the company's overall sales now come via the channel with partners generating \$49 billion in orders over the past four quarters, up from \$43 billion in the previous four quarters.

“We want to make it easier to transact, engage and basically sell more of the solutions,” said Mullen, Dell's president of Global Channel, OEM and IoT. “The partners who are selling multiple lines of business are growing 20 times faster than partners who are selling one line of business with us—that's huge. ... The goal is for partners to go broader and deeper into our portfolio, and broader and deeper into their customers.”

Currently in pilot mode, the Dell Technologies Advantage framework aims to strategically and operationally align the family of businesses inside the Round Rock, Texas-based company. On top of its PCs and industry-leading server, storage and hyper-converged infrastructure businesses, Dell Technologies consists of security vendors RSA and Secureworks; cloud-native platform and application player Pivotal

Software; integration platform and workflow automation provider Boomi; enterprise cloud service provider Virtustream; as well as virtualization and multi-cloud superstar VMware.

The ultimate goal is to make it easier for partners to participate across all of the vast product categories inside Dell Technologies and provide the channel with a one-stop shop for all of their customers' digital transformation needs, said Mullen.

“Partners and customers are not sitting around thinking, ‘Boy, I wish I could do more business with more vendors.’ They're trying to figure out if they really want to adopt these new technologies, if they really want to lean into artificial intelligence, build their own businesses around technology, and do their own digital transformation,” said Mullen. “It makes sense to do it with somebody who can do it soup to nuts, and that seems to be working.”

Dell is investing heavily into building a program that aims to make it easier and more profitable to sell the full breadth of its massive portfolio, which many solution providers believe

is currently unmatched in the industry. In order to achieve this, the program includes a simplified certification process and tiering method, cross-company market development funds (MDF), Solution Badging, and training on how partners can build solutions and services around Dell's entire technology stack. The company is currently crafting internal teaming agreements across

the Dell Technologies family, as well as building operational and transactional synergies between the companies.

Expected to become fully operational in 2020, a major benefit of the Dell Technologies Advantage framework will be around certification, simplification and joint program tiering to ensure solution provider investments are maximized across the portfolio. For example, if a Pivotal partner is certified on Pivotal Ready Architecture or Kubernetes, it does not need to spend the time and money to get recertified around the technology inside the VMware program. The goal is to cut out unnecessary repetitiveness and allow partners more time in the sales field rather than the training room.

Helping partners achieve cross-tiering benefits is another Dell strategy to drive channel profitability for those that are selling multiple product lines, Mullen said.

“If you have top-tier status in VMware, it will give you access to some of the capabilities, skills and opportunities as a higher-level partner in the Dell EMC program. We're trying to figure out how to share those designations to help our partners shortcut some of the processes,” said Mullen. “For example, we're working on combining those credentials and certifications so that the investment they make one time can count multiple times.”

**‘The partners who are selling multiple lines of business are growing 20 times faster than partners who are selling one line of business with us.’**

*—Joyce Mullen*

Partners are pumped for the new Dell Technologies Advantage framework, telling *CRN* that an end-to-end cohesive story and channel delivery mechanism will undoubtedly change the customer conversation.

"It really helps to elevate the conversation into one that's more about the enterprise stack and the overall business priority," said Dan McCormick, executive vice president at St. Paul, Minn.-based Davenport Group, a Dell Technologies partner. "It gives us the latitude, grounding and a pathway in those conversations that might have otherwise been product-focused. So it allows us to be part of the vision and road map with these customers rather than just having to focus on a specific product or project."

McCormick said some synergies already in place between Dell EMC and VMware have led Davenport Group to double its hyper-converged sales over the past 12 months. "The ability for joint products to have the benefits of being tested, hardened, ready when it's plugged in to deliver time to value—as well as with the most recent innovations from both companies—that's unique to Dell EMC and VMware. It's a huge benefit for us and customers," he said. "So you can see why this program makes sense. I don't see anyone in the market that has the breadth that Dell Technologies has. It's that same breadth that's going to fuel their growth going forward."

Another cross-selling benefit is that channel partners will be able to leverage MDF across the Dell Technologies family of businesses, according to Cheryl Cook, senior vice president of Global Partner Marketing. "We've already enabled MDF to be used across the strategically aligned businesses, meaning a partner could take moneys that they earned in Dell EMC and leverage that across to VMware demand generation," she said.

There is also Solution Badging available for partners that counts toward competency training requirements in both the VMware and Dell EMC partner programs. The Dell Technologies Advantage framework initially is focused on driving synergies between Dell, Dell EMC, VMware and Pivotal, as these companies already have a natural technology and engineering connection. For example, the currently available Pivotal Ready Architecture is a purpose-built appliance for running Pivotal Cloud Foundry that includes VMware virtualization and Dell EMC hyper-converged VxRail infrastructure.

### Independent Channel Programs

In order to not disrupt Dell's massive channel community, Mullen wants to make it crystal clear that each individual company will maintain its own channel program. "VMware needs to have its own partner program. Pivotal needs to have its own partner program. Secureworks is building a partner program," she said.

"All of those need to have an independent partner program, but we're putting them together in a kind of 'one-world' type alliance and allowing our affiliates to work together."

There is currently a handful of solution providers and alliance partners already participating in the Dell Technologies Advantage pilot with expectations to add more partners throughout 2019.

### Additional Routes To Partner Profitability

In Dell's fiscal 2018, an astounding 97 percent of the company's top 500 customers purchased products and services from at least two of the company's three biggest brands: Dell, Dell EMC and VMware. On the channel front, Dell saw 11 percent year-over-year growth in the number of partners selling multiple lines of business in third-quarter 2018. Total channel revenue grew 21 percent year over year in the third quarter of 2018.

It might seem like a hard feat to continue such a channel sales onslaught in 2019, but the company has two other programs up its sleeve to drive partner profitability.

In a historic move to open the floodgates for partners to tap into thousands of commercial and enterprise Dell accounts, the company last year launched the Enterprise Partner Preferred Program and Commercial Partner Preferred Program.

For approximately 2,000 enterprise and 20,000 commercial customers Dell has

designated as underpenetrated, the company is creating joint account plans that have its inside sales and channel teams now turning toward solution providers to lead the way.

The weight of significantly expanding 2,000 Dell enterprise accounts via the channel is falling on the shoulders of Dell EMC veteran Bill Scannell, who has a clear message to partners. "We'll win or lose with our partners," said Scannell, president of Global Enterprise Sales and Customer Operations.

Scannell, who led EMC's global sales charge for years prior to its merger with Dell, understands the market-shifting impact the channel can have. His plan is to unforgivingly attack competitors in these accounts by working hand in hand with partners through the entire process, offering up any necessary resources to help partners penetrate deeper into the accounts and push rivals out.

"When you take the resources of our channel partners and the resources we have, it's the one-plus-one equals something more than three. [The Enterprise Partner Preferred Program] is the fastest-growing part of my business right now," said Scannell. "We carve out the accounts, we meet with our partners by region and say, 'These are the accounts in the Enterprise Partner Preferred Program. Here is our strategy to go after them. You're in that account. Do you want to partner with us?' Most partners say ... 'Let's partner.' Or others will say, 'No, I'm not

**'When you take the resources  
of our channel partners and  
the resources we have, it's the  
one-plus-one equals something  
more than three.'**

*—Bill Scannell*

in that account, but I want to get in there. So I'll invest some time and cycles, and you invest some time and cycles—let's go get it together.”

Partners who participate in either of the two programs are granted front-end and back-end rebates on products, deal registration protection, as well as incentives for competitive swap-outs and technology refreshes. For example, Dell EMC is granting partners 20-plus points of front-end margin when they register a storage opportunity through the Enterprise Partner Preferred Program.

“We're going to give you more money on the front end and more rebates on the back end. We're going to give you more money for competitive takeout. Money for doing technology refreshes. We want to enable partners to win and win bigger than you are today,” said Scannell.

To make sure these commercial and enterprise accounts are truly partner-led, Dell is also protecting its own sales team commissions on these accounts, meaning the sales reps will be incented to work more closely with the channel.

Andy Sontag, sales manager at IPM, a New York-based Dell Technologies partner, was one of the first solution providers to join the Enterprise Partner Preferred Program. IPM worked with Dell on a global customer account to consolidate five data centers down to two.

“We took the business away from NetApp and moved it to a VxRail solution that was replicated between New York and the West Coast. It resulted in well over \$1 million in revenue in the last 12 months from a company that hadn't bought Dell EMC here in the U.S. prior to that,” said Sontag. “[Dell] helped us order and stage the equipment, ship it in racks for easy deployment. They also provided help around Dell networking and top-of-rack switches to help grow the deal.”

IPM increased its overall annual Dell Technologies sales, which includes servers, storage and endpoint revenue, by 10 percent in 2018. Thanks in part to channel initiatives like the preferred programs, IPM is projecting its Dell Technologies annual sales to increase a whopping 50 percent in 2019.

Since Dell unveiled the Enterprise Partner Preferred Program in August, solution providers participating in the program have generated more than 685 wins in its first four months. “If you look at the 2,000 accounts, we already have 685 new wins that weren't buying our storage, our servers, and now they are. That happened in really less than two quarters,” Scannell said. “We're seeing a big uptick in business, and I don't see it slowing down.”

Winslow Technology Group is another partner taking advantage of the program. The solution provider teamed up with Dell EMC to go after a large manufacturer and successfully grow the account while at the same time swapping out a

competitor's product.

“We've been able to team up very closely with the Dell EMC team to grow that account significantly in terms of storage, servers, networking, VMware—and the program has given us the advantage of extended line of business registration, aggressive pricing and increased focus in terms of the resources we get,” said Winslow. “We have swapped out the competition. We've taken out competitive product. They're helping us grow an account for one of the largest manufacturers in the world.”

### A Commercial Success

Leading the Commercial Partner Preferred Program is Haas, who has overall responsibility for Dell's global go-to-market organization for 500,000 commercial accounts.

Haas, who spent a decade in top executive roles at Hewlett Packard Enterprise from 2001 to 2011 before joining Dell in 2012 where he is now president and chief commercial officer, said competitors simply can't keep up with Dell Technologies'

end-to-end innovation pace and digital transformation story. “The customer is going to make the decision of, ‘Who am I going to bet on for the next three, five, 10 years?’” said Haas.

“Looking at Dell Technologies and the capabilities we have, [customers] say, ‘I'm not just buying a single silo of architecture, I'm buying the future,’” he said. “I'm buying the company I'm partnering

with who has the people that are going to get me to where I need to get to in order to be competitive. Our products, even all the way down to the component level within the server portfolio—the [Dell EMC PowerEdge] 14th Generation, for example—it's all amazing products. That's the difference.”

Haas, who helped put in place the strategy that allowed Dell in 2018 to take the No. 1 share position in the worldwide storage and server markets, said the numbers show Dell's innovative storage portfolio is resonating with customers.

Quarter after quarter in 2018, Dell EMC consistently gained storage market share on a year-over-year basis. In first-quarter 2018, Dell was the global storage leader with 21.6 percent share, up from 20.3 percent year over year, according to market research firm IDC. Revenue for the quarter skyrocketed 43 percent year over year to \$2.82 billion. The second quarter saw the company's storage share jump to 19.1 percent, up from 18.3 percent in the same quarter one year ago; while Dell's third-quarter share increased from 18.8 percent in 2017 to 19.2 percent share in 2018.

Not only did Dell dominate the global storage market throughout 2018, but the server industry as well.

In the first quarter of 2018, Dell took control of the worldwide server leadership position by capturing 19.1 percent share, up from 17.6 percent year over year, thanks to a 51

**‘Our products, even all the way down to the component level within the server portfolio, it's all amazing products. That's the difference.’**

*—Marius Haas*

percent spike in server sales. Dell's server share in the second quarter jumped to 18.8 percent in 2018, up from 17.7 percent one year ago. In the third quarter of 2018, Dell's market leadership position remained intact, but share slightly dropped from 18.1 percent to 17.5 percent year over year, due in part to a large spending increase in the original design manufacturer (ODM) space during the quarter. However, Dell server sales in the third quarter ballooned to \$4.1 billion, up 33 percent year over year.

On the PC front, Dell has increased its global market share on a year-over-year basis for a remarkable 23 consecutive quarters. In the fourth quarter of 2018, Dell shipped 11,259 PCs to capture 16.5 percent market share, up from 15.7 percent share one year ago, according to IDC. For the full year 2018, Dell's PC share climbed to 17.1 percent by shipping 44,170 units this year, up from 16.1 percent share in 2017.

While Haas says there's still work to do in his server and storage business, the goal in 2019 is to better enable partners to sell more lines of business to widen the market-share gap even further.

#### **R&D Breakthroughs**

One significant Dell Technologies advantage, Haas said, is its massive \$4.5 billion R&D budget. That annual R&D budget is going to be critical to driving more technology breakthroughs across the Dell Technologies portfolio from hybrid cloud and hyper-converged infrastructure to PCs and workstations.

"That's a big number," said Haas of Dell Technologies' investment in R&D. "Clearly, that is a core driver and engine for creating net-new innovation across the board. On top of that, we've invested significantly in more team members out in the field to cover more territory, cover more partners, cover more accounts and create more demand. It's not an earth-shattering idea that if you show up, you might win. We're showing up, and with this portfolio, we're winning. With this partner ecosystem, we're winning. That's exciting. We want to make sure that every dollar we spend is as efficient and effective as possible."

Haas said Dell Technologies has no plans to reduce the R&D budget—which he sees as a clear differentiator for the company. Dell is projecting revenue for fiscal 2019, which ends Feb. 1, of approximately \$91 billion, up from \$80 billion in fiscal 2018.

Partners said that \$11 billion revenue increase shows that customers are reaping the benefits of what Michael Dell calls the "essential infrastructure company."

The journey to become such a company was no easy feat, and many industry pundits questioned the wisdom of Dell's move to buy EMC. But Michael Dell had no such qualms.

"It all looks like a beautiful picture," he said. "If you go back to October 2015, when we announced this little idea [of acquiring EMC], people were like, 'What are you doing? How's that going to work?' Well, it's worked out quite well," said Dell.

"If you look at our data center business, we are the largest and we're bigger than Cisco. Bigger than IBM. Bigger than HPE. ... So if you step back and think about it in hindsight, what we've done is we combined the leading storage company with the leading server company, which created the leading hardware infrastructure company, and we combined that with the leading software infrastructure company. So now you've got the essential infrastructure company," he said.

Even some Dell partners who have been selling technology for decades had their initial doubts.

"I've not seen anything like what Michael Dell has been able to amass in terms of the overall vision, but even more so his ability to execute against that," said Davenport Group's

McCormick, who began selling IT in 1986. "As the EMC acquisition was evolving over the 18 months leading up to the final deal, even for as long as I've been in this business, I was challenged to see how he could possibly pull off something of this magnitude. While there are lots of visionaries existing in this space with great ideas, what we've seen from Michael Dell and the team he's built is his

**'The demand is going to continue to be very strong in 2019. The momentum we have in the channel is quite strong.'**

*—Michael Dell*

unique ability to take that vision on the highest level—but also understand the mechanics and execution at the most detailed level—and follow through on it. All of these pieces really create a distinctive advantage and the reason why Michael Dell has been able to succeed at this level. It's really unrivaled."

Now, with the push to go public again complete, the company that bears his name is set to transform businesses of all kinds across the globe as the end-to-end, digital transformation leader.

That digital transformation market opportunity will add up to \$1.25 trillion this year, continuing to grow to \$2 trillion by 2022, according to IDC. With the Dell Technologies Advantage framework being finalized and Dell placing its bet on the channel to lead its digital transformation assault, Michael Dell can't help but feel bullish about the future.

"The demand is going to continue to be very strong in 2019. The momentum we have in the channel is quite strong. It's a very different company than it was five or 10 years ago. We have a whole different set of capabilities with Dell EMC, VMware and Pivotal and the rest of the family. We're in a very good spot," said Dell. "We have a leading position that we don't take for granted. We have to work hard every day to earn the trust of partners and customers, but momentum is very good." ■

# 5 Things Partners Need To Know About The Game-Changing Dell Technologies Advantage Framework

By Mark Haranas

The Dell Technologies Advantage framework is set to change the way partners interact, operate and sell within the Dell Technologies family, while making it easier for customers to consume the entire Dell technology stack.

Leading this monumental change in driving cross-selling to the next level is channel chief Joyce Mullen, who boosted channel revenue in 2018 to represent more than 50 percent of Dell Technologies' overall sales. Mullen said the Dell Technologies Advantage will without a doubt open the door for solution providers to sell fuller Dell solutions, increase their profitability and help displace competitive products.

Mullen, Dell's president of Global Channel, OEM and IoT, breaks down five key things partners need to know about the new program.

## 1. Certification Simplification

The Dell Technologies Advantage framework aims to reduce certification repetitiveness and training across the Dell Technologies family of businesses—including Dell, Dell EMC, VMware, Secureworks, Pivotal, RSA and Virtustream—to save partners money, time and energy. For example, if a VMware partner is certified in hyper-converged infrastructure capabilities, it doesn't have to take similar training under the Dell EMC partner program to sell a hyper-converged infrastructure solution.

"If you take training around VMware capabilities, you don't have to take it again to satisfy the Dell EMC program," said Mullen. "Or if you think about Pivotal Ready Architecture or Kubernetes, you might take that inside the Pivotal program, so you won't have to retake that inside the VMware program. This should make it a whole lot easier to enable partners to participate across all these products and categories."

## 2. Joint Program Tiering

Mullen said another benefit partners will reap is the ability to achieve top-tier incentives across the Dell Technologies family, regardless of a solution provider's status inside an individual business.

"So if you qualify in a certain tier, that gives you an opportunity to do more despite the fact that maybe you might not have tier status in VMware if you're already a Dell EMC Titanium partner," said Mullen. "For example, if you have top tier in VMware it will give you access to some of the capabilities, skills and opportunities as a higher-level partner in the Dell EMC

program. We're trying to figure out how to share those designations to help our partners shortcut some of the processes."

## 3. Individual Partner Programs Will Stay Intact

Each of the Dell Technologies businesses will continue to have its own individual partner program, Mullen said, adding that it will be key to avoiding confusion and complexity in the channel. "VMware needs to have its own partner program. Pivotal needs to have its own partner program. Secureworks is building a partner program. All of those need to have an independent partner program, but we're putting them together in a kind of 'one-world' type alliance and allowing our affiliates to work together," she said.

## 4. Channel Sales Will Jump To The Next Level

The ultimate goal of the new framework is to allow partners to make more money by selling more Dell lines of business and penetrating deeper into customer environments through a one-stop-shop IT provider.

"The goal in 2019 is for partners to go broader and deeper in the portfolio, and broader and deeper into their customers," Mullen said. "Partners and customers are not sitting around thinking, 'Boy, I wish I could do more business with more vendors.' ... Partners who sell three lines of business grow 20 times faster than partners who sell one with us—that's huge. Rebates get bigger. Our rebate structure is base rebates and behavioral rebates. You get more if you grow faster."

## 5. Already In Pilot Mode

There are three solution providers and three alliance partners taking part in the pilot program today, with plans to add more partners throughout the year, Mullen said. She is expecting the program to become available to the broader channel next year.

"We expect to expand it in the first half of the year and include more partners and include some from outside of the U.S. as well," she said. "We're working out a whole bunch of kinks around the operational activities associated with the program in 2019. Then we expect to be fully operational in 2020." ■



Joyce Mullen

President,  
Global  
Channel,  
OEM and  
IoT

# Dell EMC Revamps Partner Program To Make Life Easier, More Profitable For Partners

By Mark Haranas

**D**ell EMC is starting the new year with a number of updates to its channel program aimed at improving partner profitability and simplifying the way solution providers do business with the company. These include a more streamlined market development fund (MDF) process; a reduction in the number of trained individuals needed to achieve Gold status; and the addition of more products to some of its rebate programs.

“We just need to never rest on making things easier for partners to do business with us,” said Cheryl Cook, senior vice president of Global Partner Marketing, of the changes coming to the Dell EMC Partner Program. “We acknowledge that for the velocity and pace of growth that we’re experiencing together—our partner community is growing much faster than the market and competitors—we need to stay maniacally focused on the operational experience to continue that pace. How can we continue that velocity and continue to remove obstacles that make it difficult to do business?”

Dell EMC is simplifying its MDF by moving to one Dell Technologies payment process, meaning partners will no longer receive multiple payments for a single claim. The company also created an easier MDF claiming process by simplifying its proof of execution for certain activities, while also revamping its MDF Tool homepage to give partners a complete view of active funds alongside key dates for action items such as expiration dates.

In addition, MDF rates will now be aligned to product categories versus one rate for its Infrastructure Solutions Group and one rate for its Client Solutions Group. “We aligned to a simple, common way that rates are calculated. So if I’m a partner, I know that both my front end, back end, my rebates as well as my MDF are all calculated in the same fashion. It makes it easier for them to do their estimates and their calculations,” said Cook.

After hearing concerns from partners regarding the claiming process to obtain Dell EMC’s New Business Incentive (NBI) rebates when winning new business, the company has cut the claiming process altogether. The NBI rebates for winning business in a new account will now be automatically tracked and credited in an effort to simplify the engagement.

“It feels like they’re really trying to make it easier to get the money that you earned,” said Robert Keblusek, CTO of Sentinel Technologies, a Downers Grove, Ill.-based Dell Technologies partner. “The claiming process has been a challenge because it’s more we have to track. You earn this money, but you end up spending money having to track it, managing it, follow up on

things. So the more they can do to make that easier, the better.”

Dell EMC is also making a major change in the requirements needed to achieve Gold partner status, which is the entry medal level above Authorized, by reducing the number of individuals required to complete the training to obtain the Gold tier. Cook said it will enable more—as well as smaller—partners to reap the financial incentives inside the program faster. Another important reason for lowering the training requirements is to allow partners who sell other areas of the Dell Technologies family of businesses to start making more money selling Dell EMC.

“There are many partners whose profiles look like application developers and cloud architects. They previously haven’t done a lot of transactional resell of hardware, but they possess the right kind of skills and specialized capabilities that we want to reward and acknowledge as they really embrace the broader family of companies,” Cook said.

Dell EMC is also launching a Data Analytics Solutions Competency through its Partner Academy training program. Cook said Dell created a curriculum that will bolster the channel’s analytics skill sets, spur new data-driven opportunities and allow partners to build consulting practices around data analytics service offerings.

“Data analytics is a really important space right now,” said Sentinel’s Keblusek. “We are getting involved more and more in customer conversations around data analytics—some of it’s business-related analytics, some is IT system health and security related. Dell has a lot of platforms and toolsets that can help with building that out for other organizations, and the training enables us to go to market more quickly with Dell solutions.”

Other new features in the partner program include adding Dell EMC’s new PowerVault ME4 storage solution to its 2 percent Midrange StorageTech Refresh and 8 percent Competitive Swap rebate program; extending its 3X Storage/Data Protection and 1.5X Hyper-Converged Infrastructure Tier multiplier incentive programs through the entire fiscal year; and providing Dell EMC Test Drive, an in-person session with a hands-on lab for potential clients, for PowerMax, Unity and Integrated Data Protection Appliance DP4400.

“We make evolutions to the program, but not revolutions to the program. The structure is still highly consistent and really predictable,” said Cook. “We’ll continue to take the pulse and the heartbeat of our partner community from a prioritization perspective on what are those things that they value and want to have Dell help them with.” ■

# 5 Programs Dell EMC Partners Need To Leverage In 2019

*By Mark Haranas*

Dell EMC has poured millions into new programs to help its channel partners discover net-new opportunities, get deeper into customer accounts, receive hands-on training and simply make more money.

Helping to lead partners to new heights this year is Cheryl Cook, senior vice president of Global Partner Marketing at Dell EMC, who is urging the channel to take advantage of these five partner-centric programs. “My call to action for partners would be to embrace the breadth of the portfolio and make sure you’re teaming and planning with the field sales organization because we’re all aiming to grow new business and new customers in 2019,” said Cook.

## 1. Heroes Program

The Heroes Program allows for direct, ongoing access to Dell EMC pre-sales engineers, architects and senior technical leaders. A typical Heroes Program event is a regional gathering where partners can bring their technical staff for training and advising. “These face-to-face events are for the technical audience within our partner community, for their practice leads, engineers and their CTOs. We bring in technical experts and in many cases there’s hands-on opportunity,” said Cook. “We also host Heroes technical boards, which is like a technical advisory committee with many CTOs and technical engineers for our partners.”

## 2. IT Transformation Campaign

In 2018, Dell EMC launched its IT Transformation Campaign, an effort that included a \$1.5 million investment in third-party research that is now available to the channel through the company’s digital marketing platform. The research helps solution providers adopt a better consultative approach to helping customers modernize their infrastructure leveraging Dell’s portfolio.

“It has really good factual evidence with some findings about what our customers are struggling with as they look to their digital future and really working through outcome-based, workload-oriented conversations to business success,” said Cook. “It basically shows you how to position a lot of our enterprise portfolio towards those business outcomes—versus just product solutions to drive a consultative-led discussion—and dialogue for our partners so they can represent themselves as really adding value as that trusted adviser.”

## 3. Enterprise Partner Preferred Program

The company has opened up 2,000 underpenetrated Dell enterprise accounts to channel partners with its Enterprise Partner Preferred Program, launched in August. Dell is not only giving solution providers access to these accounts, but is providing special front-end pricing, incremental discounts, deal registration protection and joint account planning.

“Think of this as really an acquisition strategy of, ‘How can we do joint account planning and territory mapping with our partners to go break into net-new customers?’” said Cook. “It’s really a partner-led sales program all aimed at rapid growth, taking share and breaking more into customers.”

## 4. Commercial Partner Preferred Program

Like the enterprise program, the Commercial Partner Preferred Program, launched in October, offers similar channel incentives and joint account planning, but for 20,000 commercial Dell accounts. Dell’s inside sales and channel teams will work with partners to drive new or larger deals inside these accounts, which the company has deemed as underpenetrated.

Cook said a key feature inside the program is what the company dubs, “partner of record.” “For all the investment and effort that a partner makes to break into a new account, we’re deeming them the ‘partner of record,’ which means they will truly own that account. It protects them,” she said. “It gives them predictability on front-end discount and margins. With the deal registration, they get advantage pricing.”

## 5. DP4400 Acceleration Program

In July, Dell EMC unveiled a data protection appliance with a 2U form factor optimized for VMware environments: the DP4400, and created the DP4400 Acceleration Program.

“Our DP4400 Acceleration Program is targeted at our really strong data protection partners that have great skills,” said Cook. “We have invested in 200 seed units for those partners to perform demos at no cost, and we’re seeing an excellent return when we leverage those seed units for the partners to really resonate and accelerate their growth around our data protection.” ■



**Cheryl Cook**  
Senior Vice President,  
Global Partner Marketing

DELL CFO:

# Going Public Will Open 'Additional Velocity' For Channel In 2019

By Mark Haranas

**C**hannel partners stand to realize multiple benefits in 2019 as a result of Dell Technologies becoming a public company again late last year, said Executive Vice President and CFO Tom Sweet in an exclusive interview with *CRN*.

The improved capital structure Dell Technologies gained via its move last year to return to the public stock market will “catapult” it ahead of its competition by accelerating VMware integrations, enabling financial flexibility for future acquisitions and providing sales “velocity” for channel partners, said Sweet.

“The whole goal here is to align economics and equity and trust,” he said.

As a private company, Dell had a very complex capital structure along with multiple classes of stock and different layers of debt, he said.

“We at a Dell Technologies level own 81 percent of VMware, but yet we were sharing that VMware economic stake with that Class V tracker stock. The dynamic that it created was putting friction in the system in terms of our capability to drive integrated solutions effectively across the family of companies. Why? Just think about the fact that we can sell [customers] storage arrays, we can sell them software-defined, hyper-converged infrastructure—but depending on what solution we drove, those margin dollars moved around the company. So say ... I’m going to sell you a software-defined vSAN solution, I’m essentially not putting margin dollars at the Dell level, I’m putting them on the VMware level. Therefore, I’m sharing that margin pool then among both in the Class A VMware holders as well as the tracker holders.”

The new capital structure is going to drive more business momentum for partners, said Sweet.

“From a channel perspective, it should open up additional velocity as we think about how we more effectively go to market and position integrated solutions. Because the world of today many times is, ‘I don’t want three-tier architecture. I want a more simplified, less complex solution.’ Therefore, VMware is a pretty significant part of that solution strategy for us,” said Sweet.

Another key benefit as a public company is that Dell now has the option of leveraging its stock as currency to acquire new companies. Dell doesn’t have any huge M&A plans right

now, according to Sweet, but the \$91 billion company is now seemingly well-positioned with the option to leverage its stock or some combination of stock and cash in the future.

Although Dell is now full steam ahead driving as many public benefits as possible, the successful journey of debuting on the New York Stock Exchange was no walk in the park. Dell’s proposal to become a public company through a VMware tracking stock swap deal valued at \$109 per share met with some concerns from shareholders—including activist investor Carl Icahn, who publicly took an aggressive stance against it. Eventually Dell boosted the value of the offer to \$120 per share.

That beefed-up proposal ultimately won over the majority of DVMT shareholders, paving the way for Dell to hit the NYSE on Dec. 28, 2018, trading under the symbol “DELL” at \$46 per share, and issue approximately 150 million shares of its Class C common stock.

Financial firms and analysts have high hopes for the stock, with Goldman Sachs and Bank of America Merrill Lynch giving DELL a “buy” rating while targeting shares to climb to \$59 and \$63 per share, respectively. Investors cited cross-selling opportunities as well as strong market momentum in storage, servers and PCs as reasons to be bullish about Dell Technologies.

Scott Winslow, president of Winslow Technology Group, a Waltham, Mass.-based Dell Titanium partner and *CRN* 2018 Triple Crown Award winner, said he understands why the financial market is betting on Dell.

“As a partner, we always evaluate different OEMs based on whether we would invest in the company financially. ‘Would we invest in this company to provide solutions to our end users?’” said Winslow. “Dell passes that test with flying colors, which is why I’m very bullish on the company going public. If you look at the landscape of the major OEMs out there, we feel like Dell has got the most aggressive strategy. ... They have a great story and a full product set, an aggressive acquisition strategy, they’re very honest about fixing any weaknesses and have a great partner program. The company is going to perform very well in the public market.”

Overall, Dell Technologies plans to slingshot itself ahead of the competition in 2019. “It’s a year we should use to catapult forward,” Sweet said. “2019 should be a great year for us.” ■



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# JEFF CLARKE OVERSEEING PHASE TWO OF DELL EMC'S STORAGE SHARE TAKEOVER: 'We're Not Done'

*By Mark Haranas*

**D**ell Technologies Vice Chairman Jeff Clarke, who architected the comeback that propelled Dell EMC to the No. 1 position in the storage market last year, is upping the ante with phase two of his innovation-fueled storage master plan.

In fact, the 32-year Dell veteran, known as Michael Dell's right-hand man, is lining up all the necessary pieces to widen Dell EMC's storage lead by leveraging its now-unified development team to launch a breakthrough new midrange product.

Clarke said the company's top storage engineers are hard at work building the ultimate midrange storage product line based on a ground-breaking micro-service, container-based architecture.

The heart of the product line is a "new file system and a new modern software stack that is going to be a platform for us to go from NVMe to NVMe over Fabric to storage-class memory to persistent memory architecture over time," said Clarke, who initiated the major changes that allowed Dell EMC starting in the first quarter of last year to overtake Hewlett Packard Enterprise as the No. 1 worldwide storage revenue market-share leader.

That new modern software stack is designed to allow Dell EMC to innovate in the storage market at an unprecedented rate. "Once we get that foundation in, my ability to iterate new features and new capability is going to be absolutely faster than we've ever done," said Clarke, who as vice chairman of Products and Operations oversees Dell's global product organizations and supply chain.

Clarke has pledged that every existing Dell EMC midrange product will have a seamless data migration path to the new platform, which is slated to be available in the second half of this year.

In addition to the new micro-service, container-based architecture, Clarke is pushing the storage envelope with a massive artificial intelligence development campaign.

Partners got the first look at the artificial intelligence offensive last year with the launch of Dell EMC's new enterprise storage product line, PowerMax, which the company has dubbed the

world's fastest storage array.

Built with end-to-end NVMe and up to 10 million IOPS (Input/Output Operations Per Second, a common storage performance benchmark), the Dell EMC PowerMax features a machine-learning engine to optimize performance. "Our PowerMax makes 6 billion decisions a day," said Clarke. "It's got artificial intelligence built into it ahead of anybody else. It has the greatest AI engine in storage."

Dell EMC views AI as a way to reduce the daily tasks of storage administrators by making decisions on its own, allowing partners and customers alike to focus on game-changing digital transformation initiatives. "The data migration work that we're doing is going to have an AI engine in there so we know how to pull off our legacy arrays into the new array," said Clarke. "You'll see us apply artificial intelligence and machine learning across all of the portfolio, as well as build AI-specific workload servers like we did with the [PowerEdge] R940xa [server], for example."

Key to the Dell EMC storage phase two offensive this year is the infrastructure behemoth's \$4.5 billion annual R&D budget—the centerpiece of what Dell founder, Chairman and CEO Michael Dell has called a year of investment and innovation.

Although unable to give an exact figure, Clarke said Dell EMC will be spending more storage R&D dollars this year compared with 2018. "We're having two times as many developers working on the new things than we had just 15 months ago," said Clarke. "They're working on new innovative things and looking down the pipeline."

Partners see Clarke as a storage mastermind that has given Dell a pronounced advantage in the intensely competitive storage market. They say Clarke's landmark restructuring last year put the Dell EMC engineering teams on the same page for the first time since Dell's historic \$67 billion acquisition of EMC in 2016.

That restructuring put in place the framework for Dell EMC to overthrow Hewlett Packard Enterprise in the first quarter of 2018 to become the worldwide leader in storage revenue,

capturing 21.6 percent share, up from 20.3 percent year over year, according to research firm IDC. HPE in that quarter held 17.7 percent share. Dell continued its market-share dominance in the second quarter by winning 19.1 percent of the global market, followed by HPE at 17.3 percent share.

Dell EMC retained its global market-share leadership position in storage in the third quarter of 2018 by capturing 19.2 percent market share, followed by HPE at 16.4 percent.

Dell EMC partners say that Clarke deserves a lot of the credit for the storage share gains. They say his decision to pull together the storage development engineering teams into a single group was a game-changer. The changes focused the Dell engineering teams on a single product line for each market segment from low end to midrange to high end, as well as a separate product for the unstructured file and object storage market.

“Our storage organization was siloed and compartmentalized [before the restructuring],” said Clarke. “It was to the point where you had fierce supporters of a brand or a product inside the organization and we were not necessarily stepping back and looking at market needs, customer needs and technology trends. My view 15 months ago, I had XtremIO, ScaleIO, VMAX, Unity, VNX, SC [Series]—all competing almost

internally with one another and dividing up engineers and not sharing IP across the boundaries. It was highly fragmented and we weren’t all rowing in the same direction. Some weren’t even in the same boat.”

Fast forward to today, and Clarke has created what partners are calling a more robust and compelling product line in each segment of the market. “We have PowerMax, a new midrange product by the end of this year, and we have an entry-level product with the PowerVault ME4,” said Clarke. “We’ve become a single team and now we share IP [intellectual property], engineers, algorithms and methods that, quite honestly, we couldn’t before.”

John Byrne, president of North America Commercial Sales for Dell EMC, said Clarke has driven a storage market-share reversal in Dell EMC’s favor that is still playing out.

The hyper-competitive Byrne said the company wants any and all storage share that it lost before the storage turnaround. “For our primary storage—look, we lost some share,” he said. “We lost some share to NetApp and Pure [Storage]. We want it. We want to come back and take it.”

Part of “taking it” means getting Dell EMC partners working hand in hand with Dell sales reps to close more deals together with unmatched sales alignment and predictability, said Byrne, who headed up Dell EMC’s global channel organization in 2017 before taking over the top North America sales job. “What I’m

telling my sales team is, ‘Build out your account strategy,’” he said. “Your strategy is—you’re an executive with ‘X’ amount of customers—build it out. What partners do you want to bring in? How many lines of business do you want to work with a partner on?”

Byrne said that over 60 percent of North America partners are doing joint account planning with Dell EMC. “I would like more,” he said. “When you look at how many customers my business will touch, it’s over 200,000.”

Dan McCormick, executive vice president of Davenport Group, a St. Paul, Minn.-based Dell Technologies partner and 2018 CRN Triple Crown Award winner, said the Dell EMC team is working closely with his company to win over new customers, which is boosting storage sales.

Davenport Group’s Dell EMC storage sales increased double digits in 2018 compared with the year prior, according to McCormick, who said Clarke has created a winning storage hand that will continue to pay big dividends for all of the company’s channel partners going forward.

**‘I have just removed the barriers for us to be successful. I used my experiences of taking a highly capable and talented team to focus on fewer things.’**

*—Jeff Clarke*



“Jeff Clarke and the team around him have been able to really have a vision for both simplifying the product line, which to me means making it easier to understand the use cases and value delivery for a particular set of customer requirements, but they’re also con-

tinuing to innovate even within a traditional data center setting,” said McCormick.

“Storage solutions going forward will continue to take advantage of AI technology and get it faster by taking advantage of end-to-end NVMe. So as the demands for these products accelerate, performance will continue to deliver that back to the application. That creates a world of options for our customers in that they don’t have to think, ‘Cloud is new and innovative, and data center is old and legacy.’ The choices that are available for customers can really be driven by the economics, the opportunity, the end-user experience and the business model as opposed to having to figure out where innovation lives. Jeff Clarke and the team have really helped bring that vision in a way that I’ve not seen happen anywhere else with competitors in that space. The portfolio continues to evolve accordingly,” he said.

Clarke, for his part, said the company’s storage innovation offensive is far from complete.

“We’re not done with storage. We’ve stabilized the business. We now have a trend of share gain. We have a lot of share gain to claw back that we gave [to competitors] over the past four years,” he said. “I have just removed the barriers for us to be successful. I used my experiences of taking a highly capable and talented team to focus on fewer things. It’s working. I’m pleased. But we’re not done.” ■

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# 'Incredible' Innovation Road Map Ahead For VxRail, Dell EMC's Hyper-Converged Star

By Mark Haranas

**T**he worldwide leader in hyper-converged infrastructure doesn't plan on slowing down the innovation engine in 2019. In fact, Dell EMC's road map includes working with VMware to take offerings like VxRail to levels not yet seen in the industry.

Dell EMC's hyper-converged infrastructure leader, Ashley Gorakhpurwalla, said Dell EMC has an "incredible road map" in store for 2019 that "no other company" will be able to compete with.

"There's one company that's automating the entire stack. There's one company that's building a scalable control plane for the entire stack," said Gorakhpurwalla, president and general manager of Dell EMC's Server and Infrastructure Systems. "You really could start small with VxRail, scale up very quickly and what you have is essentially a scalable, flexible managed service capability internally at your company. You can start to integrate into multiple clouds. This is very, very powerful."

On the docket to be released this year is Dell and VMware's highly anticipated Project Dimension for on-premises and edge deployments. Currently in beta, Project Dimension extends VMware Cloud to deliver software-defined data center infrastructure and hardware as a service to the on-premises world alongside Dell with built-in technologies including vSAN and NSX SD-WAN by VeloCloud.

"We'll be able to not only start with VxRail and then put [VMware] Cloud Foundry on it, in which case you'll have [everything] managed all the way through NSX, vRealize—the entire suite is managed for you. Project Dimension will bring a little of what VMware Cloud on AWS brings, but to the data center and to the edge on VxRail so that it is delivered to you as a managed service," said Gorakhpurwalla. "It's exciting because nothing exists like this on the edge. Imagine in a simple remote or branch office where you might have a small cluster, you likely do not have the same level of IT resources to extend that management to that branch office, which may be in a closet. Now we'll have the ability to manage all the way out to those edge devices, the entire experience. That is where we see incredible levels of excitement."

Also on tap for this year are new capabilities around better utilizing VxRail customer use data to provide further insight and management to end users through artificial intelligence and machine learning.

Gorakhpurwalla, a 19-year Dell veteran, also is investing in building an integrated hyper-converged infrastructure device that automates the networking within VMware clusters. VxRail contains fully automated network configuration through Dell EMC's Networking SmartFabric Services.

"We'll be able to provide the last difficult portion of HCI [hyper-converged infrastructure] for customers—getting the networking right," he said. "Now they don't have to worry about that because we'll manage it, automate it and deploy it."

The road map also includes VMware Cloud Foundry becoming available on Dell x86 server platforms. "It will be an amazing experience, but we can also deeply integrate it into the VxRail products such that the native experience will be differentiated from any other installation," he said.

The company's flagship turnkey appliance, VxRail, is a key reason why both Dell EMC and VMware were named Leaders in Gartner's 2018 Magic Quadrant for Hyper-Converged Infrastructure.

Quarter after quarter in 2018, Dell EMC took the No. 1 spot in hyper-converged infrastructure market share, according to research firm IDC. Looking at the third-quarter 2018 figures, Dell EMC was the largest supplier of hyper-converged infrastructure systems with nearly \$500 million in sales, up 67 percent year over year, winning approximately 30 percent of the global market.

Dell partners are reaping the benefits of the company's roaring hyper-converged infrastructure innovation engine.

"Without a doubt, VxRail has jumped to a level above all the fringe players that have been out there for three, four, five years," said Andy Sontag, sales manager at IPM, a New York-based Dell Technologies partner. "We have just an amazing amount of opportunity around VxRail. It's leading to garnering more customer spend for a partner like IPM that had not traditionally been in the server market. VxRail has absolutely been added to our overall strategy." ■

# Michael Dell

## On Going Public, The Company's 'Best Year Ever' And Being 'Giddy' About 5G



*'If you look at our data center business, we are the largest and we're bigger than Cisco. Bigger than IBM. Bigger than HPE,' says Dell CEO Michael Dell.*

Michael Dell was all smiles when *CRN* met with the Dell Technologies founder, chairman and CEO inside his company's Round Rock, Texas, headquarters just days before the company returned to the public stock market in December.

Dell Technologies just finished the best fiscal year in the company's history by generating approximately \$91 billion in revenue while at the same time becoming the worldwide leader in storage, servers and hyper-converged infrastructure market share, according to research firm IDC. The company has increased its global PC share on a year-over-year basis for an astounding 23 consecutive quarters. But the longtime CEO isn't slowing down just yet, with huge plans in store for Dell in 2019.

In an interview with *CRN*, Michael Dell discusses his strategy for 2019, public cloud repatriation and why he's "giddy" about Dell's future in a 5G world.

**CRN: What does a public Dell Technologies look like, and what's the strategy for 2019?**

**Michael Dell:** For our partners, for our customers and for our team members, there's really no change. We're operating with the same approach we have been for the last five, six years. We've been very clear that we're focused on the medium and long term, and we're investing for growth. We think the demand is going to continue to be very strong in 2019. The momentum we have in the channel is quite strong. It's a very different company than it was five or 10 years ago. Obviously, we have almost 90 percent of our engineers and developers focused on software now. We have a whole different set of capabilities with Dell EMC, VMware

and Pivotal and the rest of the family. We're in a very good spot. The demand for technology infrastructure is going to remain very robust. We have a leading position that we don't take for granted. We have to work hard every day to earn the trust of partners and customers, but momentum is very good. When you look at the [third quarter of 2018] storage numbers that just came out, we're bigger than No.2, bigger than No.3, bigger than No. 4—all combined together, and we're growing faster.

**CRN: Why are businesses going to buy Dell products in 2019?**

**MD:** The end customers and many of the partners are saying, 'Why would I want to work with 20 little companies that are less capable when I can work with one company that is the leader? And, by the way, the problem I'm trying to solve is above all of this. So you guys just make all this stuff work; I'm going to do something else.' That's the way IT should work; customers shouldn't have to worry about it. What we refer to as revenue synergies, those have been way bigger than we thought. It's not that hard to think through it. It's like, 'I have EMC storage. Should I have Dell servers? Well now it's Dell EMC storage and Dell EMC servers. So of course, let's do that.' We also now work with VMware. We created VxRail, which is more than a \$1 billion business. We had another quarter of triple-digit growth in VxRail. It's been a total rocket ship and keeps going and going. vSAN from VMware is super strong, and we continue to drive that. So we're leading in every form of storage that you can think of, every form of servers you can think of, our client business continues to be very strong, and you have a robust demand environment.

**CRN: What are your thoughts on Amazon coming out with hardware in 2019 with AWS Outposts alongside VMware? It sounds like it could be a competitor to Dell.**

**MD:** Look, we've been talking about the multi-cloud, hybrid cloud for a long, long time. What this just validates is that cloud is not a place, it's an operating model. The private clouds are going to the public clouds, the public clouds are going to the private clouds—it's really a workload-dependent discussion. The VMware-AWS partnership is quite strong. There's nice growth in that partnership. We're also expressing our value with all the other public clouds as well. Customers want a two-way street there. They want to be able to move things back and forth. Sometimes it will be on our infrastructure and sometimes it will be on someone else's infrastructure—hopefully always with our software. This just shows that it is not a public cloud or private cloud, it's both.

**CRN: How much public cloud repatriation are you seeing and how important is the software-defined stack Dell offers in terms of total cost of ownership versus public cloud?**

**MD:** I've described this before, but I think customers often go through a bit of a journey on this topic. They'll often start out saying, 'I'm cloud first. Everything to the public cloud.' And they go off on that journey and find that not everything moves so well to the public cloud. Some things work great and some things don't work great. Some things are less expensive, and some things are more expensive. Then they realize that [the answer] is actually hybrid cloud. As we show up with these more modernized, automated systems like VxRail, our converged and hyper-converged systems—which is seeing triple-digit growth—customers move toward, 'Not everything is a public cloud. It's multi-cloud, hybrid cloud and workload-dependent.' Then if you think about the edge, edge computing I think will be bigger than all the clouds combined because there's just going to be way more computing, and you're going to take your compute to where the data is. You're not going to take your data to where the compute is. So if you've got robots whizzing around your factory doing things, you're going to need computing to control them.

**CRN: What is Dell's opportunity around 5G?**

**MD:** I'm giddy with excitement about 5G. The reason is that it's just going to completely turbocharge everything that is going on because it's not just so you can talk on the phone faster—it's all about data, and a thousand times faster and a thousand times less latency. The number of smart, intelligent and connected things is exploding, and with it comes way more data and way more need for organizations to reinvent themselves. When we go and talk to companies in every sector from health care, aerospace, automotive, industrial—

they're all putting intelligence in their things. Think about it yourself, you're walking around with a little data center and you have all these little connected things. For example, I have this ring on that has a couple of microprocessors in there that's tracking my heart rate and temperature. That's just one small example. There are lots of examples in this across every sector. The last several decades have been quite amazing in terms of microprocessors, the internet and all these things, but the foundation that we're building on now with AI, blockchain, 5G and the cost of making something intelligent, it's a super-exciting time.

**CRN: How is Dell driving 5G innovation and solutions around its infrastructure edge-to-core-to-cloud strategy?**

**MD:** With 5G, there is a big movement to NFV. This is basically virtualization of the network functions in the 5G network, and VMware has an incredible position and capability with NSX around NFV and is working with a large number of the leading telcos in the world. The other thing that's happening with 5G and NFV is it's moving toward what you would think of as commercial x86 architecture. So the server business, where we've had six quarters in a row of double-digit growth—30 percent-type growth—this is a big demand driver for the server business. With the amount of data being created, just think about the autonomous car, for example. It's going to be generating tons and tons of data. You're not going to have all that data going back to the center somewhere. You're going to have the 'things' talking to each other. You can see it across many, many industries. 5G is not here yet, but it's coming in the next year or two.

**CRN: How was 2018 for Dell?**

**MD:** It's been a fantastic year. Best year ever. The momentum in the business is quite strong. If you look at our data center business, we are the largest, and we're bigger than Cisco. Bigger than IBM. Bigger than HPE. If you look at the growth in the first nine months through the end of October, our data center business grew plus-22 percent. So we're the biggest and growing at 22 percent. Then you say, 'Well, what did Cisco grow?' Cisco grew like 5 [percent] or 6 percent. HPE grew 4 percent and IBM was negative. So we're larger and growing a lot faster. So if you step back and think about it in hindsight, what we've done is we combined the leading storage company with the leading server company, which created the leading hardware infrastructure company, and we combined that with the leading software infrastructure company. So now you've got the essential infrastructure company. It all looks like a beautiful picture. If you go back to October 2015, when we announced this little idea [acquiring EMC], people were like, 'What are you doing? How's that going to work?' Well, it's worked out quite well. ■

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# Marius Haas On Besting The Competition And Widening The Market-Share Gap In 2019



Dell's go-to-market guru Marius Haas is bullish on 2019 as he aims to widen the company's market-share gap even further against competitors like Hewlett Packard Enterprise.

Haas, who spent a decade in top executive roles at HPE from 2001 to 2011 before joining Dell in 2012, where he is now president and chief commercial officer, plans to advance the company's global share dominance in servers, storage and hyper-converged infrastructure by "aggressively pursuing" competitive swap-outs. *CRN* sat down with Haas to talk about Dell's strategy to best the competition in 2019.

**CRN: Can Dell continue to put distance between itself and HPE in the server market?**

**Marius Haas:** It's not close anymore. The customer is going to make the decision of 'Who am I going to bet on for the next three, five, 10 years?' I'm sorry, but for my old company [HPE] it's a hard story to say, 'Here is why you should bet on us. Here is our strategy. Here is how we're going to ensure and future-proof you.' Versus you look at Dell Technologies and the capabilities we have, [customers] say, 'I'm not just buying a single silo of architecture, I'm buying the future. I'm buying the company I'm partnering with who has the people that are going to get me to where I need to get to in order to be competitive.' Our products, even all the way down to the component level within the server portfolio—the [Dell EMC PowerEdge] 14th Generation, for example—it's all amazing products. That's the difference. Then on top of that, we invested to make sure we have a very strong relationship with our partners and customers. You have to show up. [HPE] decided to walk away from some of the hyper-scale business, saying, 'I don't know how to make money.' Well, Dell knows how to make money. We've got a pretty strong understanding as to what it takes to compete in all the different facets of the server ecosystem. We'll be aggressively pursuing them.

**CRN: Do you see the upcoming IBM-Red Hat merger as a new major competitor in 2019?**

**MH:** It's pure speculation as to what IBM and Red Hat will look like once they integrate as one company. We've worked with and have had a partnership with both companies for a long time—and remember that [Red Hat CEO Jim] Whitehurst is on

our Secureworks board—we're friends of the family. However, the momentum we're seeing with Pivotal and the ability to create that native cloud app platform environment with that Pivotal Labs collaborative, agile development ecosystem—that is taking off. Then you tie that back to our Boomi capabilities of doing data migration, so taking your information off legacy platforms and putting it into a new native cloud app environment without having to modernize your legacy applications—that's a huge difference compared to what it would have been three, four or five years ago.

**CRN: What are your thoughts on VMware teaming with Amazon to create AWS Outposts?**

**MH:** Remember, AWS Outposts is 12 to 18 months out. We usually come from the environment of announcing what's available. But that's OK. Long term, it's great that VMware is becoming an integral part of almost every cloud architecture stack, which is beautiful. We think what VMware is doing in making sure that they're part of every cloud ecosystem, able to distribute workloads, applications and data on any cloud, any device, any time seamlessly, is awesome. Of course, me on this side, I will want to be the default infrastructure provider for everything.

**CRN: What level of channel momentum are you seeing?**

**MH:** We are at \$49 billion in channel revenue orders. Alone, that would be a Fortune 60 company by itself—bigger than Facebook. Bigger than American Express. Bigger than Oracle. Even bigger than Cisco. It's phenomenal, what the team is doing. When you get to \$49 billion of channel revenue that we're now at, if you look at the trailing 12 months on an orders basis, up from \$43 billion—that's an unbelievable growth rate on a big number.

**CRN: Where will you be making channel investments?**

**MH:** We'll be aggressive about creating demand. ... There are still things we can do to improve, like our deal registration process, improve accuracy and timeliness of the rebate payments, improve our quoting and configuration and pricing on storage. We're going to take good care of it. Last but not least, we want to be aggressive about winning together. ■

## 5 Bold Statements From Fired-Up North American Sales Leader John Byrne

By Mark Haranas



**John Byrne**

President,  
North  
America  
Commercial  
Sales

John Byrne is fired up. Dell EMC's president of North America Commercial Sales is seeing rapid growth across all market segments, but that isn't enough for the company's former channel chief.

"We're not walking around the hallway high-fiving, saying, 'Hey we're at \$91 billion and our partners and customers are happy.' It's, 'How do we get to \$100 billion and continue to evolve?'" Byrne said. Here are five of the boldest statements Byrne made in a recent interview with CRN.

### 1. I Want To Be No. 1 In Every Single Line Of Business We're Selling

I want to be No. 1 in every single line of business we're selling in North America—No. 1. I want to create distance between our market share. Our client business has 23 quarters of consecutive share gain. Last quarter in North America, No. 1 in commercial PCs—No. 1 in units, revenue and profitability. Our server business, we took another 110 basis points of share, we're up to 38.3 percent, we actually have a 1,000-point basis point gap to HPE, and that gap is only going to get wider. Look at our hyper-converged business, it's growing triple digits in North America. Then look at core storage and backup, we've had three quarters of share gains. We're pivoting back on track. VMware in my business is up over 70 percent year over year.

### 2. I Want To Achieve Extraordinary Things

Since I got this North American gig, I want to achieve extraordinary things as part of this outstanding company. ... First, it's about people—world-class people with a good IQ and a creative attitude. We've had double-digit growth along all lines of business. The partners are growing, 78 percent are making more money, and they're selling more of the portfolio. But the other thing I'm doing is, we talk about our vision and purpose of impacting human lives. We've been aggressively building out our Sales Academy, our Sales Universities, we're talking about what our purpose is in what we're trying to do here as a company so people are inspired to come here. They know the purpose and the bigger impact. So it's about people. Our attrition is down and our employee surveys are all up. ... There

are four things that we look at: 'Are your people happy? Are your customers happy? Are you hitting your financials? Are you taking share in the market?'

### 3. Partners Can Make A Lot Of Money Doing The Right Things

Those partners who only want to sell metal, don't want to attach services and don't want to talk about the transformation journey—sure, we'll still deal with them for a net-new opportunity, but as I'm building out a strategy account plan with my partners and customers going across all the transformations, and you're selling one line of business? That's not a great place to be. That's why we are continually refining the partner program—refine it, refine it, refine it—so partners can make a lot of money doing the right things.

### 4. The Culture Of 'Pleased But Never Satisfied' Is Real

It's 'business as normal' as a public company. Five years ago, from when Michael took it private to where we are now—the culture of 'pleased but never satisfied' is real. We're not walking around the hallway high-fiving, saying, 'Hey we're at \$91 billion and our partners and customers are happy.' It's, 'How do we get to \$100 billion and continue to evolve? How do we continue to impact our 'why we're here?' Becoming public may help with some talent, but we're delivering from within, and we're building out a diverse and inclusive sales organization with more females in the company. If you look at North America, my diversity now is up. We have more female talent than ever before. We have more people of color than ever before. Look, anyone who is blinded by any of those prejudices is behind the curve.

### 5. You Can Lose Partner Trust In A Heartbeat

You can lose [partner] trust in a heartbeat if you do some bad things. The team is just getting better and better on the trust and we're getting more predictable. There's still work to get done. One of the good things about being the guy who ran your channel now running potentially the biggest region is the minute [current channel chief] Joyce [Mullen] calls me, something happens pretty quickly, and that permeates into the field. ■

# Dell EMC-VMware Integration Paying Off In Big Channel Sales Gains

By Mark Haranas

**V**irtuIT Systems President Michael Murphy is seeing big sales gains as a result of the increasingly tight engineering integration between Dell EMC and VMware offerings.

In fact, Murphy, a longtime Dell partner based in Nanuet, N.Y., said VirtuIT's Dell EMC networking business is up 200 percent, while his storage sales are up as much as 40 percent as a result of the Dell EMC-VMware collaboration.

"The key for us to being successful is to be that bridge for Dell EMC and VMware," said Murphy. "We bring everything together so that the customer sees us as the means to the end to get them on their way to digital transformation."

Murphy isn't alone. Other Dell partners are also seeing big sales gains as a result of the breakthroughs in product simplicity and price/performance from the Dell EMC and VMware engineering teams working side by side.

Technology collaboration between the two companies this year is set to "accelerate" across a wide variety of areas ranging from client and desktop offerings to storage and networking, said Tom Sweet, executive vice president and CFO at Dell.

"You look at the number of solution workstreams that we have going right now with VMware—whether it's around hyper-converged infrastructure or Workspace ONE in our client space or around what we're doing with vSAN and vSAN Ready Nodes—so across the spectrum you're going to see us accelerate a number of these integrated solutions. We're optimistic and excited about it," said Sweet. "VMware is a great platform in the market in terms of their position in virtualized infrastructure, but you also think about what they're doing with VMware's NSX and the network, we have a lot of activity going on in the networking space. It's pretty exciting times."

Ashley Gorakhpurwalla, president and general manager of Dell EMC's Server and Infrastructure Systems, said working hand in hand with VMware's engineering and development teams has given Dell EMC what he calls a "complete advantage" to drive technology differentiation in the intensely competitive hyper-converged market.

"Under the Dell Technologies umbrella, what we're able to put together is really co-engineering with VMware," he said.

"We have a combined team. It's not a Dell EMC or a VMware team. It is a combined team."

That means top engineers from both companies are "dedicated to the task of building the best hyper-converged infrastructure operating system and appliance," said Gorakhpurwalla.

"We gained incredible scale through our PowerEdge [server] business that allows us to unlock different levels of technology, but most importantly, we opened up one more level of deep integrated engineering because now we own everything—all the way from the silicon, fiberglass and sheet metal, all the way up to the cloud," said Gorakhpurwalla.

Another significant channel benefit from the tighter relationship is that VMware channel reps and account managers are now working alongside Dell EMC's channel teams.

"The VMware reps are in the same field offices as the Dell guys," said Murphy. "One of the first questions we're now asking our sales team is, 'Who is the VMware rep? If you don't know the VMware rep, then you're not doing the right activities in terms of sales.'"

The stepped-up 2019 Dell EMC-VMware integration offensive comes on the heels of a blizzard of product integrations including Dell Provisioning for VMware's Workspace ONE, which enables automatic device setup and extends the efficiencies of cloud management. In addition, Dell's VxRack hyper-converged system now integrates with updated versions of VMware's Cloud Foundation, NSX and vRealize Suite, as well as with VMware's multi-cloud Software-as-a-Service solution, VMware Cloud Assembly.

Looking ahead, Gorakhpurwalla said if VMware has a technology on its road map, you can bet that it will be on the Dell EMC road map as well.

"We have a commitment that when VMware offers a feature, a capability, we already know about it—we've already tested it and we'll make it available to partners and customers within that month," Gorakhpurwalla said. "If they release an express patch to a major release, we'll be there at the same time because we're co-engineering and customers are asking us to be able to provide the quickest time to market with these value-added features." ■

# Bill Scannell's Enterprise Sales Mantra: 'We'll Win Or Lose With Our Partners'

By Mark Haranas



Bill Scannell's message to the channel community is clear regarding Dell EMC's recent move that opened the door for partners to go after 2,000 enterprise accounts. "We'll win or lose with our partners," said Scannell, president of Global Enterprise Sales and Customer Operations at Dell EMC.

In August, the infrastructure giant launched its Enterprise Partner Preferred Program, which hands 2,000 underpenetrated enterprise accounts to solution providers to find new opportunities with the full backing of Dell EMC sales representatives. The program is chock-full of robust incentives to encourage partners and sales reps to work together.

Scannell, who started his 33-year career as an EMC sales representative in 1986, said 2019 will definitely be a year of channel sales execution. In an interview with *CRN*, the longtime executive breaks down the most important aspects of the Enterprise Partner Preferred Program that partners need to know.

### Rebates And Incentives Galore

To push partners to drive new sales or expand deals in these 2,000 accounts, Dell EMC is granting lavish rebates and incentives to the channel partners participating in the Enterprise Partner Preferred Program.

"We're going to give you more money on the front end and more rebates on the back end. We're going to give you more money for competitive takeout, money for doing technology refreshes. We want to enable partners to win and win bigger than you are today," said Scannell.

### Joint Account Planning

Dell doesn't simply hand over accounts to partners and leave them to fend for themselves. Scannell and his team created and fine-tuned custom game plans on a regional basis to attack each individual customer.

"We work the account plan, the strategy, the sales calls with them. We basically don't go into a call without them. They don't go into a call without us. It's really a joint effort," said Scannell. "When you take the resources of our channel partners and the resources we have, it's the one-plus-one equals something more than three. It's the fastest-growing part of my business right now."

In addition, if a partner finds an opportunity in an account where Dell EMC sells direct, the company is lending a helping

hand. "If a partner comes along to one of those accounts where we have a direct relationship, and they find an opportunity and want to register it and we're not working it—100 percent we'll accept it and work with you."

### Racking Up Channel Wins Already

Dell EMC has successfully landed 685 new wins via partners as of December through the program.

"If you look at the 2,000 accounts, we already have 685 new wins that weren't buying our storage, our servers and now they are. That happened in, really, less than two quarters," he said. "We're seeing a big uptick in business and I don't see it slowing down."

### SLAs 'In A Day'

Dell has paved the way for partners to quickly register and close deals inside the program. "We made deal registration easy again. We're hitting the SLAs we've promised on how quickly we can either accept or deny an agreement. We're doing it in a day, which is nothing. It used to drag on for three, four, five days," Scannell said. "There's no more noise coming out of the channel on deal registration."

### 'We're Hiring'

New investments slated for the program this year include the hiring of pre-sales, sales, specialty sales and channel resources to help drive more partner wins. "We've added a few hundred people already. That's more than some of my smaller competitors have in total across the globe," said Scannell.

To make sure solution providers are the true focus in the Enterprise Partner Preferred Program, Dell EMC is protecting its own sales team commissions on the accounts.

"I have 3,000 enterprise accounts around the world in about close to 10,000 locations when you look at subsidiaries. We do a really good job and have great share in the top 1,000 accounts. In the next 2,000 accounts, our share is no better than anywhere else in the world and we don't like that. We want to be No. 1 in share in that space as well. This Enterprise Preferred Partner Program says, 'Look, we have these accounts that we want to leverage our partner community to go after,'" said Scannell. "When we go in there parallel, working together, our win rate is pretty high." ■



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