Barbara Cull:	Hi, I'm Barbara Cull, senior director of content strategy and operations for IDG. And I'll be your host and moderator for today's webcast, The evolution of Multi-Cloud Architecture. I have two speakers joining me today. First up is Michael Johnson, Director of Cloud Strategy and Cloud Business Development for World Wide Technology. Welcome Michael, tell us a little bit about yourself.
Michael Johnson:	Thanks Barbara, happy to be here. So as you mentioned my name is Michael Johnson. I'm director of cloud strategy with World Wide. I have been in the technology arena for a little over 15 years, with the last 10 to 12 of it being primarily focused on cloud technologies. I joined World Wide almost two years ago now to help co-lead their cloud practice, and my responsibilities here include both building and developing our multi-cloud consulting practice, and those are the individuals that really help align to customer's organizational strategies, help them define what success looks like, and then marry that back to a technology enablement plan. I also have responsibility for our partner relationships with the major cloud providers, and then lastly, a team of customer success and field advisors that help our sales teams and customers build long-term plans around how they're going to leverage multi-cloud in their environment or to achieve their business initiatives.
Barbara Cull:	All right, great. Thank you. Nice to have you. Also, joining us today is Jeremy Weinstein, director of US Cloud Solution Providers, at Intel Corporation. Welcome Jeremy, and tell us a little bit about yourself.
Jeremy Weinstei...:	Thank you and good to be here. So name again, Jeremy Weinstein, director of US Cloud Solution Providers. I've also been in the technology arena like Michael for over 15 years, and now I'm supporting Intel cloud consumption activity, across the United States. And so Intel's role in the ecosystem has typically been to optimize hardware, as well as traditional and cloud native software, and solutions to run best for our customers on Intel technology. We have thousands of engineers focused here. My specific role and the role of my team is to support our partners, and customers to accelerate data center, modernization efforts, and catalyze action installed activities, by removing key friction points. And so, our goal is to provide thought leadership, guidance, data recommendations, to increase confidence around cloud solution strategies and work with placement. And we work with partners across the ecosystem from MSPs, SIs, management platforms, and the cloud providers as well. So, great to be here.
Barbara Cull:	Excellent. Thank you. Nice to have you. So, I'd like to kick off today's webcast by sharing some of our latest IDG research findings. Our 2020 cloud survey gathered responses on a variety of topics, including cloud, multi-cloud and more. We surveyed 551 IT decision makers, of which 69% were IT executives. And specifically I'd like to focus in on our multi-cloud findings. You can see here that more than half our respondents are using multiple public clouds, for a variety of benefits. And the top five benefits are in order. Greater platform and service flexibility, improving disaster recovery and business continuity, best of breed and service options, cost savings and optimization, and avoiding vendor

lock-in. But adopting a multi-cloud approach is not without challenges, as these results show. The main downside is flexibility, affecting close to half the respondents. Followed by increased cost of training and hiring, increased costs due to cloud management and security challenges, and increased security risks. So Michael and Jeremy, what are your thoughts on these results?

Michael Johnson: So Barbara, I think from my perspective, we see a lot of similar findings and patterns with our customers. Whether they're intentionally pursuing a multi-cloud strategy, or they're faced with scrambling to consider how they're going to manage multi-cloud due to shadow IT, or acquisitions, or things of that matter. I think multi-cloud is becoming pervasive and through our customer base. I think it behooves organizations to at least understand and consider the aspects of multi-cloud, whether they intentionally plan to pursue that strategy or not, just because there are several advantages and potential challenges that arises as your last couple of slides pointed out, and having an intentional plan for when those things do come to fruition, helps organizations both be more agile in how they adjust to those changing demands, but also how they leverage them to their advantage.

Jeremy Weinstei...:   And Michael, I agree. We see the same thing that, multi-cloud is evolved organically at many organizations, based on preferences of individual business units. And we found that if not choreographed and well-thought-through, the complexity of managing can be a real issue, and restructuring can be very costly. And so, working with a partner like WWT and Intel, can help avoid some of those sort of costly[inaudible].

Michael Johnson: And Jeremy, I think from our perspective, we see a lot of that evolution occurring because, domain or technology is no longer solely the domain of IT. It's really part of every organization, every business unit within an organization, whether we're talking about finance, or HR, or sales, or marketing, and in virtually every industry. So, the organization as a whole, has to consider how technology is going to play a part, and how they're going to leverage it to their advantage. So, I think that's really driving a transformation of the organization, as they look at how IT fits into their overall portfolio.

Jeremy Weinstei...:   Yeah. Fully agree. And as IT, you want to enable that flexibility, and creativity, and innovation, throughout the business units. But you need to put some sort of boundaries around it too to make it manageable and sustainable.

Michael Johnson: And as such, as we see that transition and we see folks adopting multiple strategies to unlock that innovation and that agility, it really comes to your point I think about how IT, allows the different parts of the business to operate as they best see fit, but still guarantee that there's the right levels of control, and governance, and compliance. And so, I think that becomes really the art of multi-cloud, and how when it's done properly, you can enable both of those two pretty difficult initiatives of really driving innovation and being agile, but still ensuring that you're compliant and governed in the ways that you need to be, to run your organization.

And so, what we're seeing is that, really that drive to enable innovation and agility, is pushing organizations forward in their pursuit of technology and how they're leveraging it. I think one of the things that organizations have started to realize, is that traditional data centers, and maybe the traditional ways that IT has been leveraged previously, are not necessarily a differentiator. A lot of organizations use the same tools and kind of go about them the same way. And it's really about how do you differentiate and enable whatever your core mission, your core business is, and cloud is really providing some advantages to organizations, and how they enable that both by being more on the cutting edge of net new development, and also accelerating their time to market, and the tools, and technologies that are at there disposal.

Jeremy Weinstei...: So Michael, the rise in public cloud, Hybrid and Multi-cloud shown here, is really quite significant, sun on what we're seeing in the ecosystem. And I guess 2020, due to COVID, and the effects on the enterprises. What are you guys hearing about the pace in which customers are exploring and executing their public Hybrid and multi-cloud strategy?

Michael Johnson: So Jeremy, that's a great question. I think we see with our customers, that they're adopting a pretty traditional journey, as it comes to introducing the cloud. And as you can see in this slide, it really starts around, establishing a small center of excellence or a group to explore cloud. They usually go and experiment, and try to get their bearings, and what the technology is, and how they can benefit from it. That leads them to then, building a foundation, and start thinking about how it can play a role in their production environments, and move kind of out of just that experimental phase, which then further progresses into how they get workloads, and technologies into the cloud, and then start to iterate and mature those technologies to fit the new platform. And so, it's a very linear process we see.

And while it is advantageous to organizations because they can learn, and fail fast, and kind of cut their teeth on it, it does present some considerable challenges for them as they go through that journey. And a couple of the primary challenges we see organizations face is, enabling the broader organization. So, beyond the team that really kind of went in first, and experimented and learned, how do they then take that knowledge and that time spent and drive value with the broader organization, and enable soaps, and that's a really difficult challenge that a lot of organizations face. And then the second thing we see pretty common with our customers is, they hit a wall in their momentum. So, they've learned about cloud, they've established a foundation for that, they may have migrated the lowest hanging fruit in a lift and shift scenario, but how do they account for the more complex workloads, or things that maybe shouldn't migrate in an as-is scenario? And oftentimes we see a plateau in that adoption stage.

And then the last thing that's pretty common is, we see organizations that do move things in a lift and shift scenario, and kind of a like for like, and that really doesn't deliver the innovation that they expect. Because they're really operating

the same way they were before, just any new platform, or a new set of technologies. So, oftentimes, their targeted ROI, or what they're expecting to achieve out of enabling cloud, is just not met quite honestly. And so, the next phase we can see in the maturation process is, customers start to go down the cloud native path. So, beyond lifting shift and maybe playing with a one or two production workloads in ADR, or business continuity strategy, they really try to develop their processes to do their net new development, in a cloud native format, or what the cloud native tools.

And this certainly can accelerate your adoption of cloud, and accelerate your value of cloud, but it also introduces some additional risk. And one of those main things is now you start to become a little bit siloed in your operations, and your platforms start to look pretty independent. And while you can still achieve value by having them isolated from one another, the real value of cloud is when you can start to integrate the multiple platforms, take at best of breed approach, and then layer over some consistency or communities, that can share artifacts and share process, can share lessons learned to drive an organization's goals or achieve those outcomes. And so, that's where we really think a customer realizes a tremendous amount of value by building an intentional strategy as they start to adopt cloud.

So, not to belabor the approach and slow things down from getting in and learning, but also understanding how that's going to then blend back into the things that you're already doing, how you have substantial investments that may live in your data center, or in a co-location facility today, and a lot of talent and familiarity with a certain set of tools. By taking an intentional approach to how you adopt multi-cloud, you can oftentimes leverage a lot of the existing assets in the organization, and drive additional value from them. So, by building that strategy and vision on the front end, and being intentional about how all these platforms are going to integrate into a unified solution, we really see that organizations can really achieve a headstart in their cloud journey, and remove a lot of the plateaus or barriers to the momentum that they're building.

Jeremy Weinstei...:   So Michael, your comments around sort of customer stall out is something that we see as well. And for numerous reasons, one of the big ones is unrealistic expectations. Where they've lifted and shifted a workload, and then the cost savings that folks hope to achieve is just not seen. And then, it causes them to sort of reevaluate their entire plan, and then they totally stall out. Wonder if you see the same thing in your activities.

Michael Johnson: We do. So, and when customers stop to take a look at that, it's pretty obvious why some of those things happen. When you're architecting in kind of in a legacy model or with a traditional data center, those are often really capital intensive campaigns. You're planning your business out three, five, seven year cycles that you're depreciating assets. So, you're forecasting future demand, and you're buying future capacity in your instances. So, when you take an instance that sized for growth for five years, and you pick it up and move it out to the cloud, you're really in a lot of cases, are going to be over provisioning.

And you're really neutering one of the biggest advantages of cloud, and that's the ability to burst up or burst out kind of as demand arises.

And so, by being intentional at looking at what you have today and base lining where you're at so that you can right-size or appropriately size for the future platforms as you modernize, is really one of the key advantages to achieving a lot of that ROI. And that's an area that is pretty, I won't call it easy for customers to achieve, but I think by having an intentional plan, you absolutely can achieve it with little risk and realize some of the ROI that folks plan on when they move to the cloud.

Jeremy Weinstei...:   Yap. And so Michael, I think what you're showing here is a pretty common journey of what folks use when they move workloads into the cloud. A question for you, why multi-cloud? Why is it important to think about that in a multi-cloud way versus just a singular public cloud?

Michael Johnson: Sure, it's a great question. So I think as I mentioned earlier, whether an organization has intentions of truly driving a multi-cloud initiative and having production workloads in multiple public clouds or private clouds, while there are certain advantages to that, and I think that you can achieve a best of breed strategy with the right approach and being intentional, short of that, it's important to consider those implications and plan for those types of things because as I mentioned before, there are drivers besides your intentional strategy that may result in an organization ending up in those types of scenarios. So, whether it be geographical limitations and requirements of your business and latency requirements. So, as you may standardize on a single cloud, but grow operations into another region of the world, you may be forced into adopting a different cloud provider. One of the other very, very common scenarios that we see is organizations that are heavily focused on an M&A strategy, and are acquiring competitors or other opportunities, and oftentimes they find themselves acquiring an asset that has a presence or a footprint in another cloud.

So, having a multi-cloud perspective and planning for some of those things, whether they're realized or not is, we feel inappropriate strategy for certainly for large organizations. And so, taking that a step further with the slide we have up now, you're looking at some of the common services we see organizations consume from the public cloud. But going back to the siloed statement I made previously, you will see a lot of those technologies that are in those highlighted boxes, already exist within an organization. And they're considerations that you have to work with from a data center perspective, and from existing business critical workloads you have in your organization. So, having an intentional strategy of how those services as they are consumed from a public cloud provider are going to fit into your broader organizational makeup, and whether they're going to be siloed or integrated is one certainly, important data point. Again, taking technologies in areas there that you may already have proficiency in and have made investments in, it may make sense to extend those out into the public cloud.

So, think of third party ISVs running on top of a cloud platform. Those are the decisions that customers need to consider versus maybe taking whatever the cloud native equivalent from a given cloud provider is, and weighing the pluses and minuses of each one of those. And then you also noticed some of the boxes that aren't highlighted. And those are considerations they're are going to exist to have an enterprise class production workload running in a cloud. They're not necessarily going to be provided from the cloud provider. So, organizations are going to have to plan for those things around networking, and access, and what users need access to where, and what latency requirements may come into play, and how they account for those. And again, there's several strategies to accomplish that. There are direct connectivity into the clouds and the cloud providers, there's things like leveraging SD-LAN, several different ways that you can accomplish that goal. But it really comes down to what makes the most sense for an organization, based on their business objectives and where they already have investments made.

Same thing as we look at a security perspective. So, prior your security posture was really based on a perimeter strategy. It's, who do I let inside my four walls, and how do I let them have access inside there? But once you start introducing cloud into that perspective, all of a sudden your surface grows quite a bit, there perimeters not as clearly defined. So you have to start migrating towards things like, zero trust and it's no longer, how do I build a castle-and-moat model around my technology investments, but it's how do I then give access based on least privilege, based on zero trust, and broadening that security posture. So, all of those are considerations that you're not going to be able to achieve myopically with a single cloud provider but you're going to have to take a broader perspective as an organization.

Jeremy Weinstei...: And that's a great point. I think if you think through use of third-party ISDNS and what you currently have On-Prem, versus what's available in the cloud versus the cloud native services, the pace in which you can transform some of your workloads and analytics up into the cloud versus cloud lock in and being the holding to the analytics within one particular cloud provider. So that flexibility versus the opportunity and pace of innovation, is just something that you need to think through and plan out.

Michael Johnson: Completely agree. And Jeremy, that's one of the areas where we partner very closely with Intel. You guys are on the forefront of innovation and driving a lot of that change, whether it's advances in technologies within the data center, whether that's advances in technologies from an ISDN perspective in the cloud, or powering a lot of the cloud native capabilities that are on top of Intel's technology and Intel's innovation, it's working closely understanding that rate of change, understanding all the innovation that you guys are helping drive, and helping customers make the right decision for them based on that business outcome. So, one of the things that we are big proponents on is that in this multi-cloud world, with the rate of innovation and all the different options that are available to an organization, there is not a single reference architecture or one way to do things like you may have looked at in a traditional data center.

It really starts to become based on your objectives and what you're trying to solve as an organization. Marrying that to a technology strategy that allows you to operate the way that you see fit, not being confined by the way you have to operate given the technology. And then really taking that and formulating an intentional plan. And so, the technologies that enable your strategy start to become unique to every organization given existing investments, what they're trying to solve for. And it really becomes almost as unique as their DNA. But the real power of unlocking that, is not necessarily just the technologies you choose to implement, but it's also the way you organize around those technologies and how you start to operate to take advantage of them. And so, we do spend a lot of time with our customers understanding that aspect too, and really how you organize and operate given the new complexities and new innovations in the world.

So we spend a lot of time talking with our customers about how they're organized currently and how they operate. So, many organizations will take a traditional enterprise architecture model drive towards functional groups. They concentrate on a single domain, or a single expertise that they will then support across the broad organization. So, it's the slide you're looking at now, that's really trying to achieve that upper right-hand quadrant of consistent, integrated, almost a single process. While there are certainly advantages to that and operational efficiencies and some cost savings that you can accomplish with that model, the biggest challenge we see is that does not necessarily foster creative thinking, or innovation, or agility, because you start to become handcuffed by your own ways of doing things and you become interdependent on teams that aren't always readily available.

So, we're seeing a huge shift in the market and moving away from those kinds of siloed IT functional teams, and moving more towards solution groups that can be agile, can move at whatever rate of innovation they can sustain, have a holistic viewpoint across the organization. So really a blend of the business and technology coming together, driving towards a run what you build type model, that allows you to continually innovate. And so, it's not recreating the wheel every time, it's really driving towards communities, and shared artifacts, and things that can be repurposed, but allowing organizations and more specifically the teams within an organization, to operate as they see fit. So, it's really driving ownership and control down to a lower level of the organization, and really starting to take advantage of all the smart people and smart ideas you have in your organization, not being restricted by some of those functional groups or functional teams.

Jeremy Weinstei...: Yeah. And so, Michael, that idea of solutions teams versus the centralized control, I'm sure as you work with their customers, that that brings up a number of cultural issues that you need to try to figure out a way to work through with them before you can add successful implementations.

Michael Johnson: Absolutely. So, the next slide will represent... It can cause folks to become very territorial and really can interfere with some of the collaborative nature you're

driving for. So, the functional IT silos if you will, is this picture represents is one of the biggest challenges that we face with organizations and helping them enable multi-cloud and drive that innovation. It's really reframing the way that they think and the way that they approach things. And so, what we often suggest is instead of having kind of those specific domain focus teams like the network team, a security team, a development team, a testing and QA team, that are siloed and really don't have any cross-pollination, is taking pieces and parts and building around what I mentioned before, which is a solution team.

And by design, the thought here is taking pieces of the business, the appropriate expertise across all of those IT pieces that I just mentioned in my last comment, and building a comprehensive team that can understand all of those viewpoints, that can then leverage all the different technology options at their disposal, being private data center, private cloud, co-location and edge scenarios, public cloud, and in whatever flavor that may be IAS pass or SAS options, and owning and controlling those things, and driving the business forward at quite frankly a rate of innovation that most organizations haven't seen before and they're struggling to keep up with.

And so that brings us kind of full circle back to the conversation around, given that higher level of ownership and driving it down to teams, and letting them operate somewhat autonomously, how does an organization ensure that they're secure, ensure that they're compliant given whatever the restrictions that they may face, and how does IT retain some semblance of control of the operations? And we really think that's where automation and monitoring plays such a huge role in this new world. So, while you build comprehensive teams that are going to ideate, develop and own solutions, how do you ensure that they're meeting the restrictions that the organization needs to put in place to ensure that they're minimizing risk to the appropriate degree? And so, the analogy I like to use here is, whether you're a soccer fan or a football fan, whether it's a field or a pitch, if you can imagine establishing the sidelines, and what's inbound and outbound, and that's really the role that IT wants to play in this new modern world is, business is going to own technology.

They're going to be involved in technology and technology decisions, but if you can establish the sidelines, and tell them what is in bounds and out of bounds, you can now let those solution teams choose whatever plays that they want to run on the field. And then monitoring comes in and that's kind of like the referee in my analogy. That's where you can ensure that folks are adhering to the rules of the game and staying in bounds and on your playing field. So, when done appropriately, you now have teams that can operate as they best see fit, and have flexibility in their day to day operations. But IT still has that visibility, and still has that ultimate control to ensure governance and compliance. And so lastly, to kind of summarize that concept, it starts to look like this from a big picture perspective. So, in the left hand side of the slide, you can see all the external factors that businesses face.

So the high rate of change of technology that we've already spoken about, the personnel challenges and considerations that our organization faces, the business challenges and competition that exists in the world. So, rapidly changing external factors that really make it difficult for organizations to operate in that traditional five, seven year planning cycles, and where you're trying to make large hardware investments to meet those changing demands. But you really having to forecast long term what you think those changes are going to manifest or how they're going to manifest. And so, by adopting some of the new technologies in cloud, you're now unlocking your ability to be more agile. You're unlocking access to the latest and greatest from technology advances. And you're really fostering a mentality where you can experiment. You can fail fast, and adjust without then suffering either large capital investments and waste, or having to be as intentional with where you use or leverage your valuable resources. So, you really can build and drive teams forward at a breakneck speed. And we really think it comes in an intentional process. So, certainly the most important part in the foundation of that pyramid you're seeing is your people. And that's your most important asset as an organization.

So, that's going to then drive some of the other considerations as you move up the pyramid in the platforms and tools, the processes that are going to enable those, but it all ultimately caps with a strategy that encompasses all of those things that as you can see integrates the business and technology together, and we feel like that's where organizations are best enabled to adjust to the constant demands and rapid changes externally that they're facing in today's market.

Jeremy Weinstei...:   And Michael, I think this is one area where in the past six months, folks have had to really reevaluate their IT strategy. As many of their people, have not been able to come into the office and either require remote working or it becomes more and more difficult to manage a data center. And so, I think this acceleration of that five to seven year plan into what can we execute in the next year, year and a half, to alleviate some of the risks that may be on the ecosystem. It's something that we're hearing is that most important?

Michael Johnson: Absolutely, Jeremy. And I think we've seen a lot of the same thing. So, organizations are now having to consider parts of their business that quite honestly, they never imagined being or having a remote app aspect to them. And I think when at the beginning of this year, when these things first started to come to fruition, we saw organizations plan for how do I bridge the gap? How do I put a band-aid on this and limp along if you will, until this is over? I think one of the most interesting things that we've seen and one of the lessons learned for organizations is they've lived through this, is that conversation has changed. So, what started out as a band-aid approach was, how do I enable this to continue to drive my organization regardless of how long this pandemic may exist.

But really, leveraging some of the agility and some of the flexibility that they've had to account for to drive again, their business critical mission, or make them better at what they do. So, it's been interesting to see how that conversation has not only evolved in a short period of time, but also driven this adoption of an organizational acceleration right, or changing the way that organizations look at their business.

Jeremy Weinstei...:   Yeah, absolutely.

Michael Johnson: And so, we've certainly talked about some very big picture items and strategy can be somewhat squishy and ambiguous for organizations. So, one of the things that we pride ourselves on in World Wide, is how we help organizations build a plan that fits both their longterm viewpoints and what they're trying to drive for, but is agile and iterative enough that they can really get started today, and they can adjust on the fly. And so, we think, as I mentioned back on the cloud adoption journey slide, that we looked at several slides back. But if by having that plan and base lining where you're at today, assessing or taking an inventory of the processes and tools you already have that can accelerate that journey, and then leveraging that to really propel yourself forward, is the key. And then it becomes an iterative process to where you constantly re-inspecting constantly baseline, even as you're moving forward, so you can continue and not lose some of that momentum.

And so, as I mentioned before, it really starts with identifying the organizational strategy, and then ensuring that your technology initiative supports that organizational strategy. And that's going to lead you down, making an intentional decision around what platforms and tools that you have, whether it's ones that you already own today and are proficient in, what gaps may exist, and what opportunities you have to modernize. And then from there, layering in what that's going to, or how that's going to impact you from an organizational perspective. And then also ultimately back into what I mentioned before is your most precious asset, and that are your people, right? And so all of those things will evolve, and so here at World Wide, we've developed a seven step process to kind of build that plan. You can see most of that process on the slide here, the one thing that's not called out is once you've gotten through kind of those first six steps, that's really where you build your migration plan. So, now that I understand what I'm trying to achieve, I understand or have a good idea of what platforms and tools I think will be involved in my modernization or my transformation. And I've got process in place to account for that.

Now I can start to determine things like fit for purpose for workloads, and understand what should live where in that multi-cloud environment, what should remain in my data center or in my private cloud, what should live in a public cloud in which public cloud, and then in what manner should it transform as it makes that journey to its new destination? Because as I mentioned earlier, there are a lot of challenges with a lift and shift approach to moving things. Because you miss out on several of the advantages of technology advancement and what's readily available in the cloud. So, by looking at how something

should transform, whether it's being re-platformed, whether it's being refactored, whether it's maybe even being retired in and an organization should start consuming a cloud native service in its place, those are all the things that we help organizations consider as part of their broad strategy.

And again, that's where we partner very closely with Intel, who's driving a lot of that innovation and we've even developed joint plans to help customers in that journey. Be it migrating workloads to new platforms, transforming workload as they make that or drive towards that innovation. And that's where our two organizations really come together to add additional value for customers.

Jeremy Weinstei...:   Thank you Michael. I think in addition to the assessment discovery and migration planning work, I know one of the real differentiators for WWT is your advanced technology center. How do you guys use the ATC and helping to either educate customers, or make them aware of possible solutions that they may not have been either thinking about, or they weren't really sure how it can help them and giving them an understanding of the technology that's available?

Michael Johnson: Right Jeremy, I appreciate you calling that out. That's a great point. We see the advanced technology center as one of, if not our greatest differentiator as a partner to the customers we work with. And for the folks out there that may not be familiar, our advanced technology center is a little bit over $500 million investment we've made here in our headquarters in St. Louis Missouri. Where we've enabled virtually every technology an organization can imagine, both from Legacy Technologies, that they may still have and have to consider in their environment, to many of the most cutting edge solutions that are out there, and even a lot of things that are generally available. As we have broad partnerships with all the major cloud providers, all the major OEM providers. As I've mentioned several times, our relationship with Intel, to where we can enable all of those, we can really let customers come in and it becomes the world's greatest technology amusement park. It's probably the best way to describe it.

So, we can quickly start to simulate customers real life environments again, across Legacy Technologies that are maybe aged or maybe not even be supported by a lot of the original vendors anymore, all the way through these cutting edge technologies and help them understand how they fit together to make educated decisions. So, one of the easiest examples I think, is what we talked about previously. An organization has a lot of tough choices when they start to look at adopting cloud or what cloud could potentially do for their organization. They have to consider the advantages of cloud native and some of the ease of use that comes along with that, versus where they already have investment and capabilities. So, weighing things like third-party ISDs and how their technologies span, private cloud and public cloud, and really enable that true kind of hybrid experience. So, we can stand them up side by side in the ATC. We can help customers see the advantages and disadvantages of each similarly with a single cloud strategy versus a multi-cloud strategy.

We have connectivity from the ATC to all the major cloud providers. We can simulate what those different scenarios look like, we can show them what workloads look both in a static siloed environment in a given cloud or given platform even, versus what a dynamic application looks like. That may span multiple platforms, so that organizations can make an educated decision, as they're kind of building this foundational piece or if you're reading them this slide from the left to right approach, to how I enable my multi-cloud strategy, the ATC plays a significant part all the way across that journey.

Jeremy Weinstei...:   [inaudible] the complexity in the available within the cloud market, I think one of the problems that it causes people [inaudible] confidence in the direction that they want to move is the right one and there's nothing better out there. I think seeing the different options within the ATC, sort of powerful to give you confidence and that the direction that you're choosing to go is the right one for you and your company.

Michael Johnson: Completely agree. And so, just to summarize what we've chatted about today, multi-cloud we believe is paramount for organizations to at least understand. Again, it may not be right for everyone, but understanding what the potential pluses and minuses of it, and how you avoid some of the plateaus that we mentioned, I do think is valuable to every organization. And then, for the organizations that do decide to move down the single cloud provider path or a multi-cloud path, understanding how you can take an intentional approach and avoid some of the common pitfalls, it is a value. And we really think that both Intel and World Wide are uniquely positioned to partner together and help organizations achieve just that. Because as it states here, it's really not a technology, it's really enterprise transformation. It's going to impact not only how you budget and how you invest in revenue considerations from CapEx to OPEX models, to how you organize your teams, and maybe how you even budget internally versus large capital campaigns, versus smaller distributed teams that really kind of can own their own fate, and everything in between those two scenarios.

So, taking a holistic approach, understanding how the impact and the considerations are going to come into play, and working with an organization like World Wide and Intel, and leveraging things like the ATC. We feel like it can give organizations a considerable headstart in there journey.

Jeremy Weinstei...:   So Michael, if what we've been talking about today is resonated with any of the customers that are listening, how can they get started with WWT?

Michael Johnson: Thanks, Jeremy. Yeah, there's a couple options that I would recommend. Certainly, they can visit our platform and our consulting services page that we have out there. It has lots of information in additional articles in detail on several of the things that we've talked about. And I think there's things of value, whether a customer is really at the very beginning of their journey and are really just starting to understand cloud, or if they're well on their way and maybe experiencing some of the challenges that we talked about. If they would like to

get engaged in schedule multi-cloud briefing, or speak to someone from World Wide or Intel, they can reach out[inaudible] that you see below.

Barbara Cull: Okay. Excellent. Thank you, gentlemen. That was great. That's all we have time for today. Thank you again to my guests, Michael Johnson, of World Wide Technology, Jeremy Weinstein, of Intel Corporation. For additional information on this topic, please visit the resources section on your screen, and thanks for joining us. For IDG, World Wide Technology and Intel, I'm Barbara Cull.