

# Globalization of software development in matrix management environment

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## **THINK GLOBAL, ACT GLOBAL**

...The **world leader** in helping customers **design, build and manage** intelligent, flexible, and secure **information infrastructure**

...The **caretaker** for more than **two-thirds** of the **world's** most essential **information**

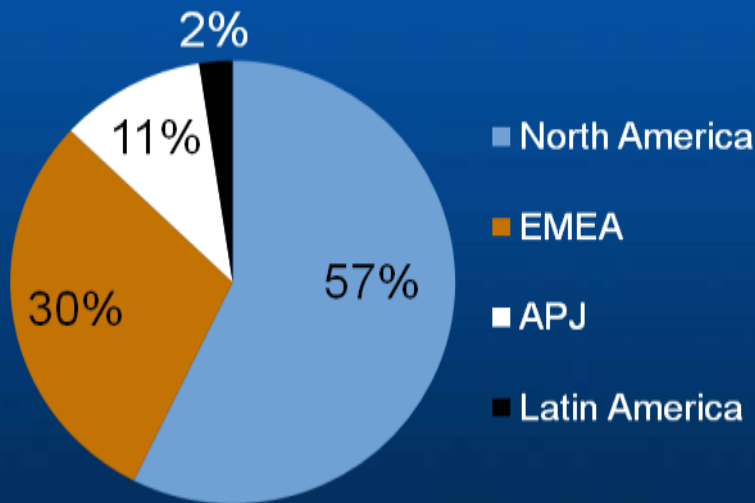
# EMC at a glance

- Founded in 1979
- Presence in 85 countries
- 38,000+ employees worldwide, 40% outside the US
- Revenues of \$13.2 billion in 2007
  - Up 19% from 2006
  - Software 40%, Services 16% , Systems 44%
- Current market capitalization of \$32 billion
- Cash & Investments of \$8 billion
- R&D investments in 2006 were \$1.4 billion

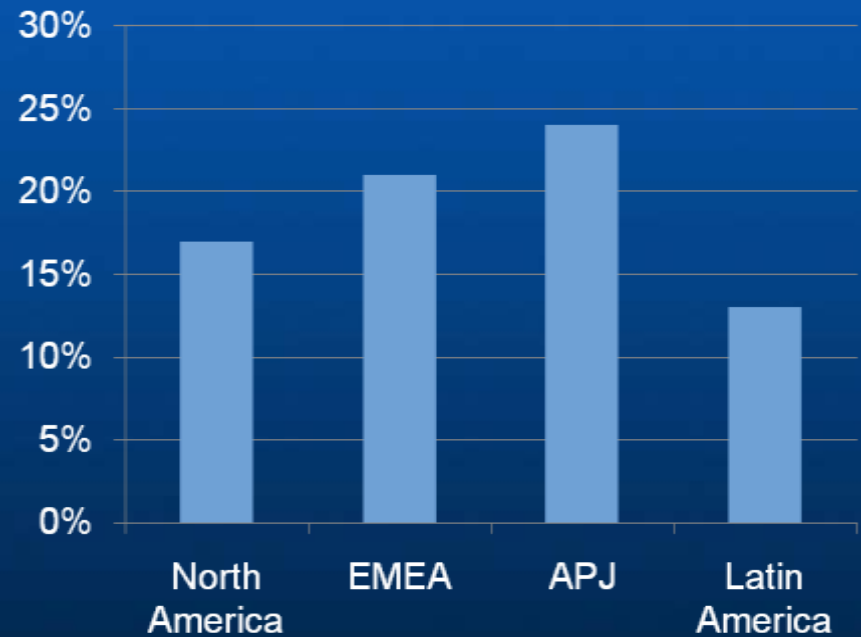


# 2007 Revenue mix and growth

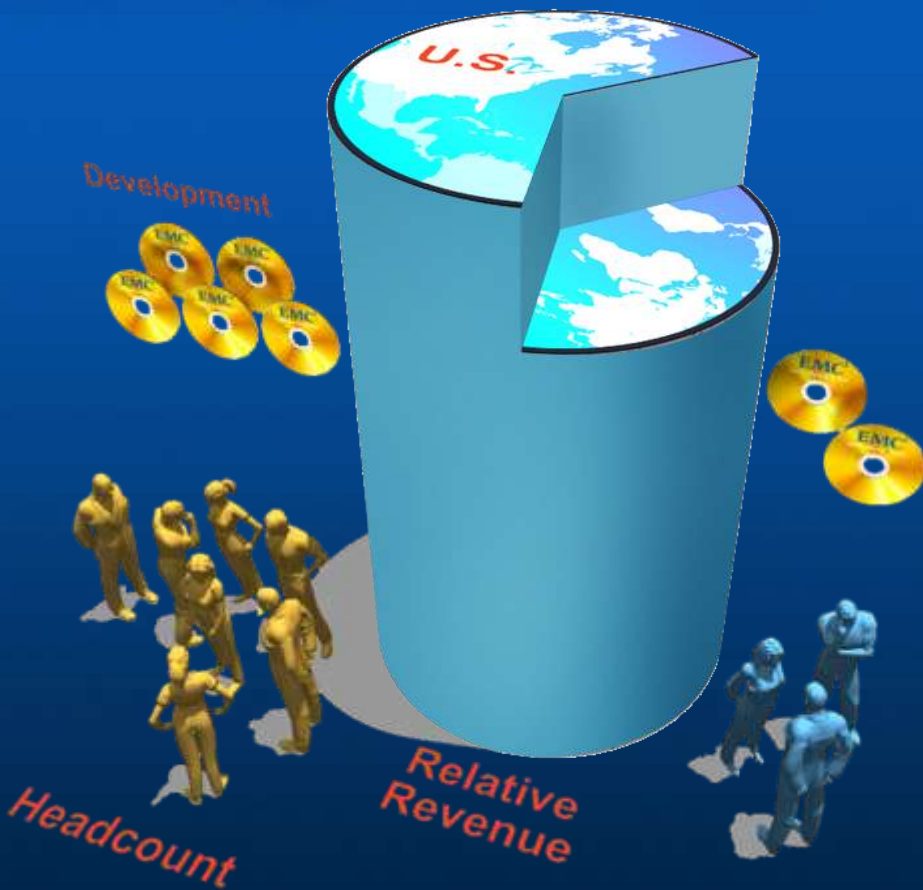
## Revenue



## Revenue Growth



# Our international opportunity has never been greater



Only 45% of EMC revenues come from the outside the U.S.

The majority of EMC's operations are still U.S.-based

Less than half of EMC employees are outside the U.S.

Current partner base U.S.-centric

# Expanding geographic presence: 65 Countries



# Well defined COEs provide structure and efficiency

*An EMC center of excellence is a **global delivery center** which is **centrally coordinated and locally managed** to create a sustainable environment that **delivers performance and innovation** with **specialized skills** and enables **local market presence***

- Delivery excellence in providing high quality products and services to EMC business unit/functions
- Corporate asset with local leadership held accountable for delivering to defined SLAs
- Strong local culture to enable successful talent acquisition and retention
- Superior financial and operating performance
- New product/features development and business process improvement
- Sourcing skill-sets matched to business requirements and processes
- Strong local market knowledge and access

- COEs provide vision and culture
- COEs provide employee opportunity and growth
  - COEs provide efficiencies with partners

# Product Ownership



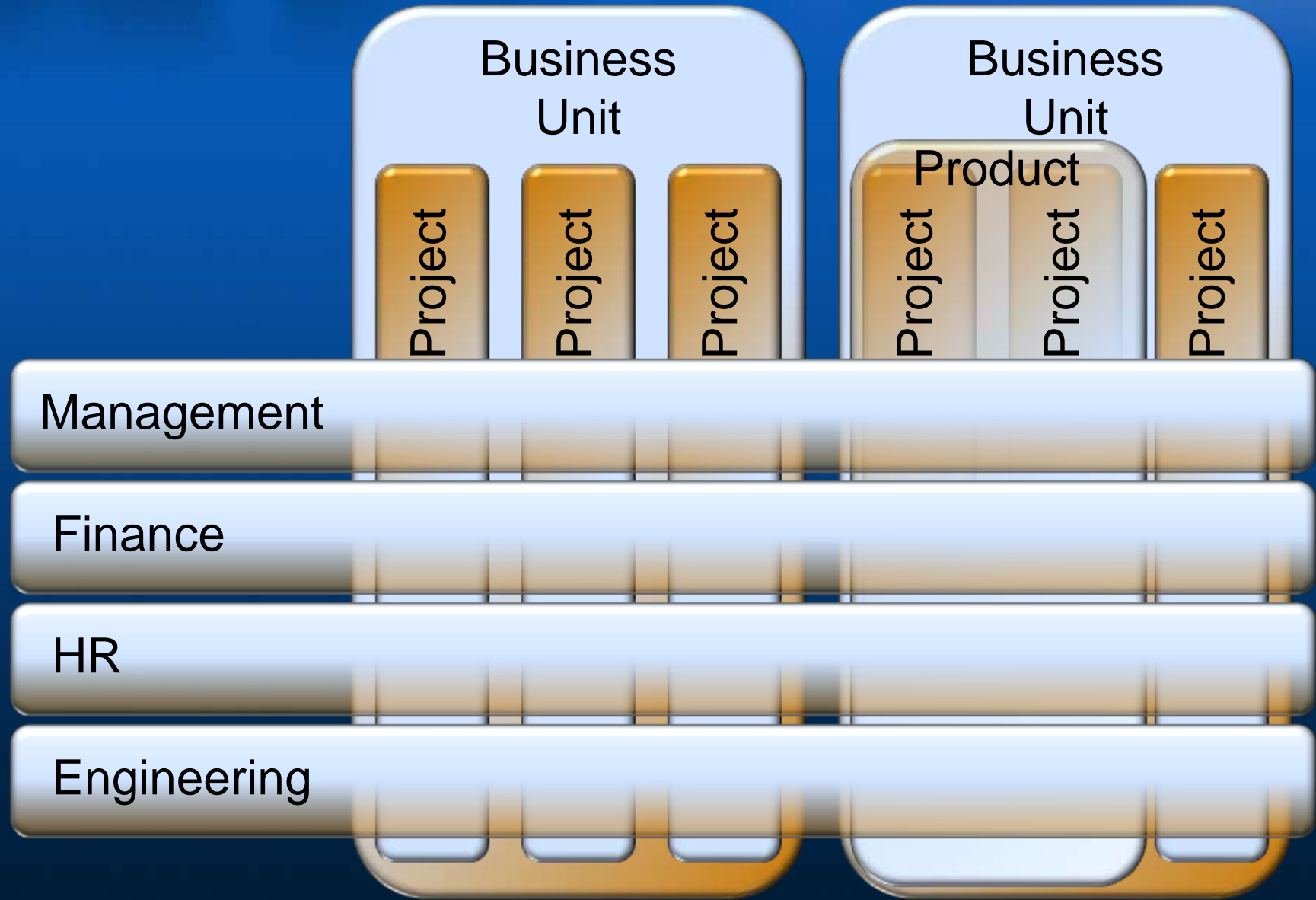
“Hotel” model



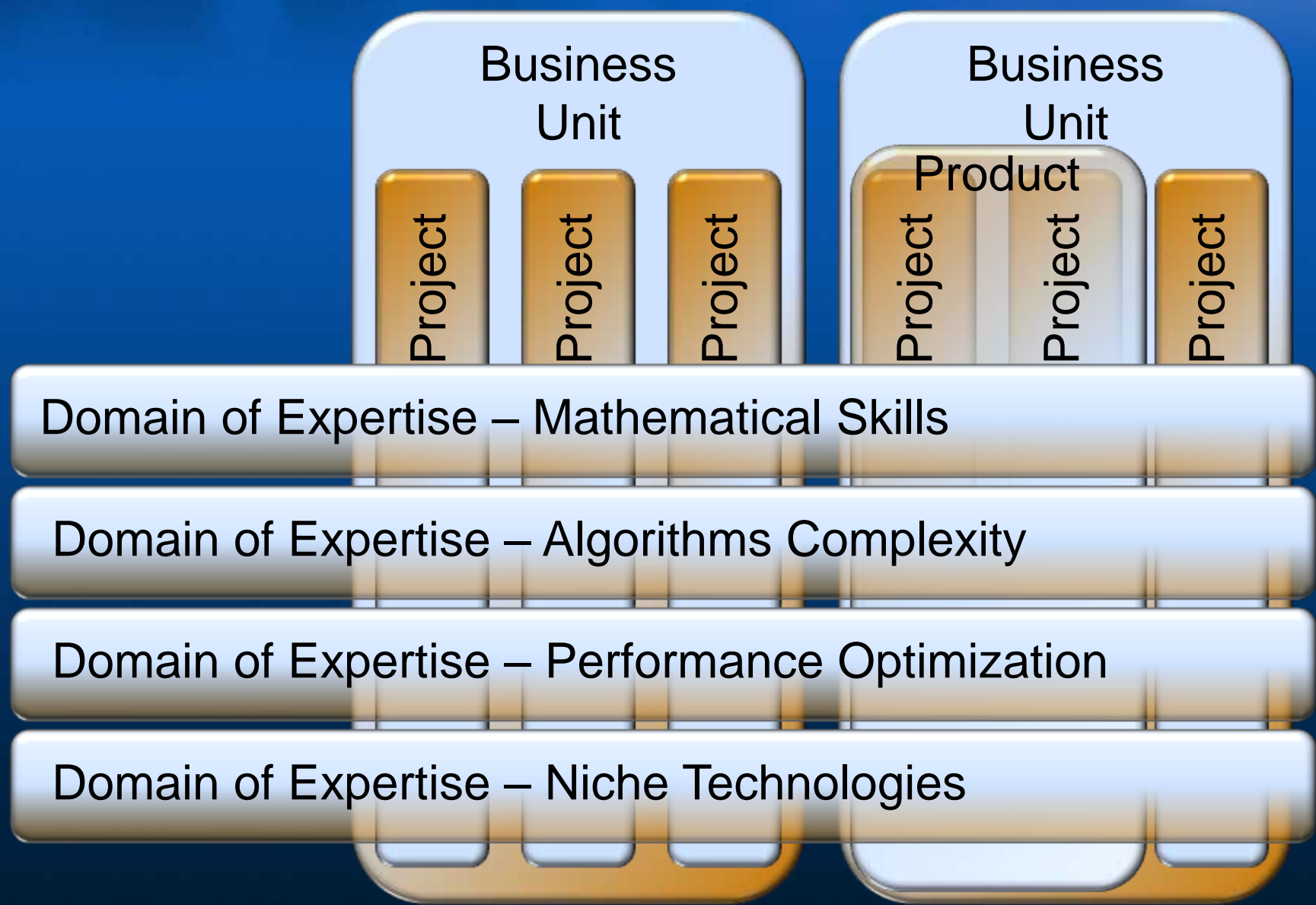
“R&D Center” model



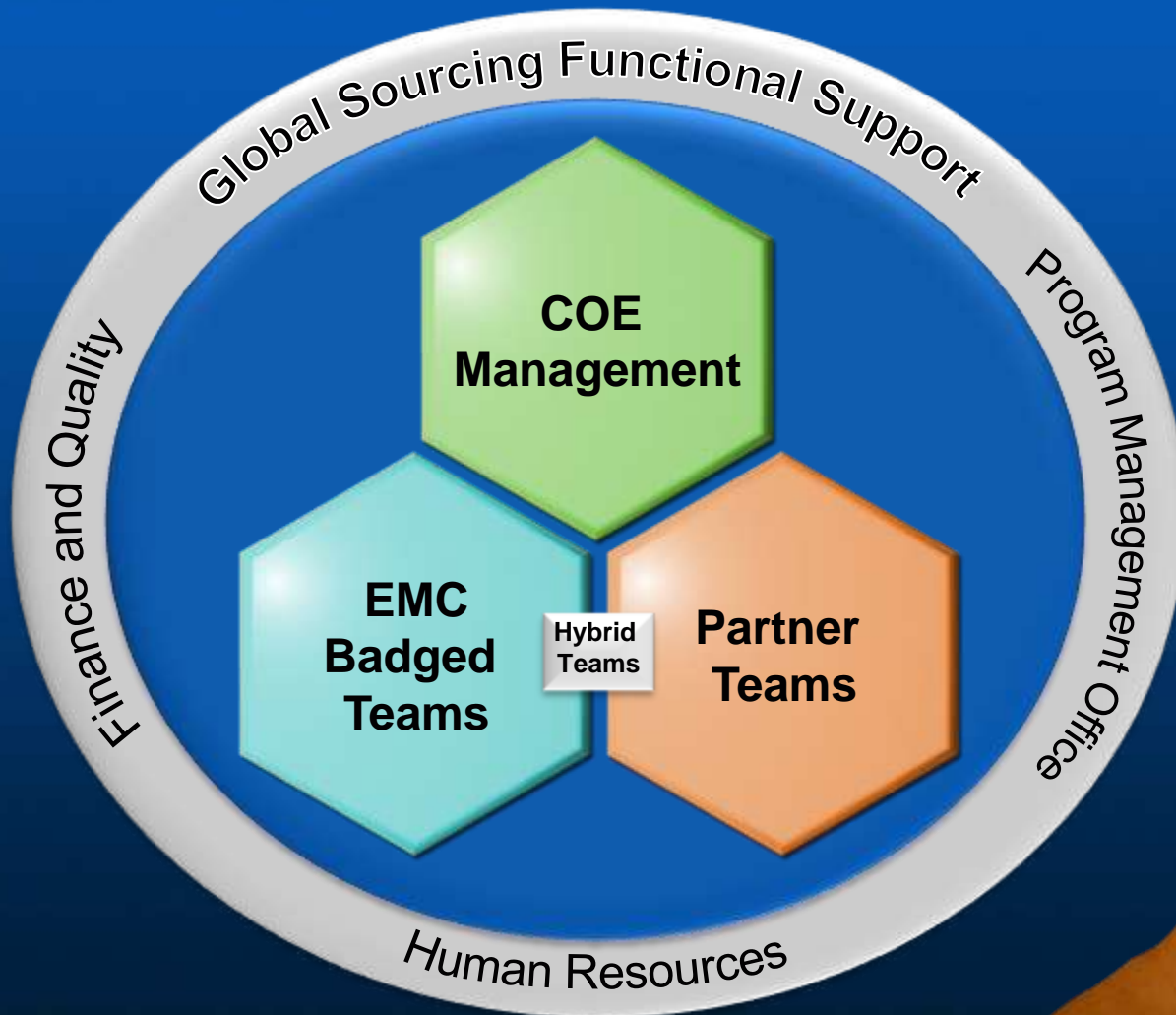
# Matrix Model – Management Perspective



# Matrix Model – Functional Perspective



# EMC Global Sourcing structure



Each COE delivers services to EMC business units

- BUs are internal customers

COEs are comprised of:

- Management staff
- Badged EMC employees
- Partner employees

COEs are supported by:

- PMO
- Human resources
- Finance
- Quality



# World-class COE infrastructure



## Russia COE

- New COE in St. Petersburg
- More than 180 software developers



## China COE

- Center in Shanghai and Beijing
- More than 400 software and hardware developers
- Focused R&D on strategic priorities of advanced and new feature development



## India COE

- More than 1500 software developers
- Customer Support
- Professional services
- Shared Services (HR, F&A)



## Israel COE

- Consolidating acquisitions in Israel
- Presence in Tel Aviv, Herzelia, Ramat Gan, Kfar Saba, Netanya

# First Steps of EMC Russia COE

## Новое открытие EMC в России

21.02.2007 12:41



**EMC<sup>2</sup>** where information lives<sup>®</sup> Корпорация EMC, мировой лидер в области решений для информационной инфраструктуры, сегодня объявила о своих планах по созданию современного центра разработки программного обеспечения в Санкт-Петербурге.



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## EMC plans \$100m expansion in Russia

By Hiawatha Bray, Globe Staff | February 21, 2007

Data storage titan [EMC Corp.](#) is planting its flag in yet another overseas bastion of information technology -- Russia. The company will invest \$100 million over the next four years in a new research and development center in St. Petersburg.

РЕГИОН

СЕВЕРО-ЗАПАД

## 50 млн – в программы

Ивановская EMC наймет 400 программистов в Петербурге

Глеб Крауцис  
Иванов – Санкт-Петербург

Ивановский центр разработки объявила американская EMC. Она собирается: - трех лет позволить в Петербурге больше 100 млн и 10 программистов. Найти это, отмечают участники рынка, ведь это уже четвертая лаборатория за последние полгода.

EMC – мировой лидер на рынке программного, сетевого и облачного для хранения информации и управления ею. Компания основана в 1979 г. в США. Основным направлением деятельности является разработка программного обеспечения, оборудование и системы сбора и обработки данных. В компании работает более 26 000 сотрудников. Представительства EMC существуют более чем в 60 странах мира, включая Россию. Историческими лидерами компании являются около 40% акций EMC. Выручка в 2006 г. составила 11,15 млрд, чистая прибыль – 1,22 млрд. Капитализация – 132,16 млрд.

Вчера журналисты российского представительства EMC объявила об открытии в Санкт-



# Grand Opening – June 1, 2007



# EMC Russia COE Facility



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