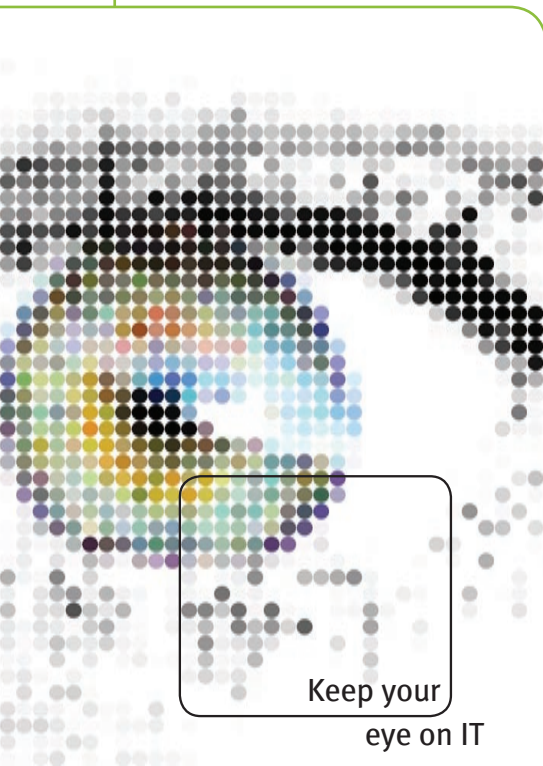


# IonixConnect

For the latest news in IT Management

US - Autumn 2009



Keep your  
eye on IT

## EMC Ionix Family Ushers in Next Generation of IT Management

**Brings Together Recent Acquisition and Unified Software Portfolio to Accelerate Customers' Journey from Physical to Virtual to Cloud.**

EMC has extended its leadership in the virtualized data center with the announcement of its EMC® Ionix™ IT management software for helping customers accelerate their migration from physical IT to virtual IT to cloud infrastructures.

Over the past five years, EMC has assembled an extensive portfolio of technologies that provide IT management across the data center – including Infra™, Smarts®, nLayers®, Voyence®, ControlCenter™ and Configuresoft®. Ionix - coined from “keeping your eye on IT” - represents a culmination of this strategy, bringing together these products under one unified family that offers customers management capabilities across their physical and virtual IT infrastructures – including servers, networks, storage, and applications.

“At every major disruption point, huge new market opportunities are created and the eventual winners tend to be the ones that

are purpose-built for the new world order – not those who bolt-on functions to last year’s model,” said Steve Duplessie, Founder and Senior Analyst, Enterprise Strategy Group. “While there are current leaders in this space, they built monolithic software to support monolithic physical infrastructures that weren’t designed to be modular. Additionally, they were built well before anyone ever heard of virtualization, let alone the cloud.

It’s obvious to me that EMC has the pieces - including the services - to disrupt the current IT management market in the same way they have done within the past, whether it be EMC Symmetrix, EMC CLARiiON, or Vmware’s infrastructure virtualization solutions.”

*Continued on Page 2...*

## Inside

- Ushering in Next Gen IT ..... 1
- Keeping ITIL relevant in a tough economy ..... 3
- Galileo Case Study ..... 4
- Analyst Research: CMDB & Application Discovery ..... 6
- ITIL ROI Calculator ..... 6
- Archer Daniels Midland Case Study ..... 7
- Time for a ‘health check?’ ..... 9

### Talking point

**Five ways to keep ITIL relevant and save money in a tough economy**

*See Page 3...*

### Demonstrate the value of ITIL

**With EMC Ionix’s Free Online ITIL ROI Calculator**

*See Page 6...*



## EMC Ionix Family Ushers in Next Generation of IT Management

Continued from Page 1...

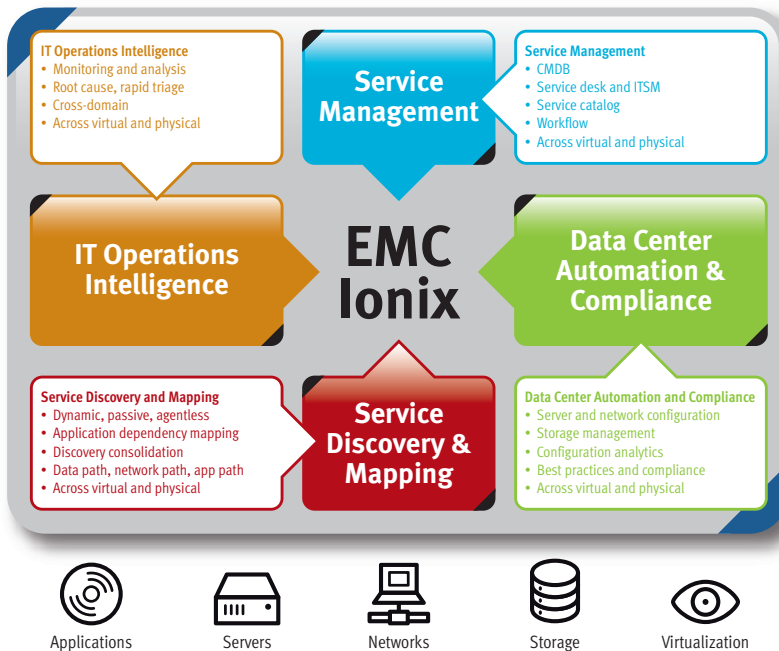
“This announcement comes at a critical time for customers who are moving aggressively to virtualize their data centers,” said EMC’s Chris Gahagan, Senior Vice President, EMC Ionix. “While virtualization holds the promise of increased efficiencies and reduced costs, its dynamic nature forces companies to think

differently about management – as companies seek new ways to automate, manage, and gain control and compliance of the virtualized data center. Customers are quickly realizing that legacy IT management tools simply cannot keep pace.”

For more information on Ionix, please visit [www.emcionix.com](http://www.emcionix.com)

Visit [www.emcionix.com](http://www.emcionix.com) for Industry Analyst views on Ionix:

- Enterprise Strategy Group founder Steve Duplessie on Ionix
- Forrester analyst discusses next-generation IT management and Ionix
- EMA whitepaper “EMC Ionix IT Management Optimized for the Virtual Data Center”



### Upcoming Events for EMC Ionix Service Management

**14th Annual International IT Service Management Conference & Exposition**

Bellagio Hotel

Las Vegas, Nevada

February 21-24, 2010

Join Pink Elephant—and EMC—for the world’s largest gathering of ITSM- and ITIL-dedicated professionals. For more information on this event, go to <http://www.pinkelephant.com/ITM10>

“Our aim is to deliver 100% network and operations support system availability to our customers. We needed an IT management solution that is flexible enough to adapt to customer requirements, that provides fast results and pro-active alarming, which is why we chose the automated solutions from EMC Ionix for IT Operations Intelligence: Our IT operations team is now able to discover, map and monitor our IT infrastructure, provide an end-to-end view into agreed services through one console and pinpoint the root-cause for service-affecting problems in real-time for fast resolution,”

Andreas Bühler, Head of Fulfillment & Assurance, Swisscom Schweiz AG

“End-to-End management of heterogeneous datacenter environments is an important consideration for customers as they accelerate their drive to operational efficiencies through expanded VMware virtualization, Complementing the strengths of VMware vSphere and VMware vCenter™ management, the EMC Ionix family of solutions provides comprehensive management across physical and virtualized resources, enabling customers to focus less on the plumbing in the datacenter and more on delivering IT as an efficient, flexible and reliable service.”

Shekar Avyar, vice president, infrastructure alliances, VMware

# Five Ways to Keep ITIL Relevant and Save Money in a Tough Economy

**ITIL's Cool - But Can It Save You Money?**

**Brian Lett, Senior Product Manager, EMC Ionix, discusses the top five ways to keep ITIL relevant.**

I recently concluded a US conference/event “tour” in Ottawa, Dallas, New York, Orlando and San Francisco. During this time, I presented, talked about, and answered questions on IT management and ITIL.

As I've always found with these things, one of the best aspects is the chance to spend some time talking with old friends and new acquaintances about their IT challenges and issues.

Not surprisingly, one of these discussions touched on coping with the current economic realities. Along those lines, a nice dialog took place on the ways to make ITIL matter under challenging economic conditions. The discussion volleyed among many interesting aspects: IT spending trends, specific processes and functions, ways to prove results to the business (and do it quickly), maturity models, the specter of increased regulation, and tinkering vs. tuning (that is, whether to redesign services or just tweak them).

So while waiting in the airport, I distilled the best of that discussion into a top-five list of ways to keep ITIL relevant and save money during tough economic conditions.

---

## 1. Rule by the Pareto Principle

The good-old 80-20 rule—which, in this context, means 80 percent of results will come from 20 percent of the effort—should be front of mind. In short, in a tough economy, prove relevance to the business by laser-focusing your ITIL efforts where you'll be able to demonstrate the best return. And if that means reprioritizing—for example, de-emphasizing or deferring portfolio management in favor of paying more attention to change management—then do it! There's no ITIL “law” prohibiting you from reallocating resources in this way so you can more easily and immediately prove to your customers that ITIL is delivering value.

---

## 2. Pick Low-Hanging Fruit

This one's close to my first point but different and important enough that I wanted to list it separately. The proverbial low-hanging fruit is what's easiest to pick—in short, minimal effort. That's an extremely important variable to consider in the mix as you're looking to demonstrate results in the immediate term—which is often the case in tough economic conditions. Important yes; paramount, no. Just because something is easy to do doesn't mean it will save money or deliver meaningful results to the business. In general, the key process “trees” to look to easily “harvest” from, based on an implementation's maturity, are incident management for early implementers, change management for those at mid-level process maturity, and service portfolio management for those at the high-end of the process-maturity scale.

---

## 3. Decide Once is Good Enough

Eliminate duplication. Use common tools, processes, and architectures. Share frameworks, approaches, and ideas across processes and functions. Standardize—and hold people to the standard so things get done consistently. Don't forget there's also a people aspect to this. Encourage and enable collaboration so you stop reinventing the wheel so many times. And make sure everyone knows they're not in the Department of Redundancy Department.

---

## 4. Automate

You're probably facing a reality of flat or shrinking budgets, hiring freezes, and turnover, while still needing to improve existing service levels and deliver the new services. In short,

you've got to do more with less. Take as much of the dull, manual, error-prone chores off people's plates, and let your IT management software handle that grunt work. Now folks have more time to focus on some of your most-critical and high-visibility initiatives—linking IT services to where business value is realized. Using automation to free up time increases efficiency and tends to decrease incident and problem rates. Some “sweet-spot” automation opportunities: change, configuration, incident, and problem management; service desk; and discovery for keeping a CMDB or CMS accurate and up-to-date.

---

## 5. Provide People with Information, Not Data

There's too much raw data in the data center already. People can easily drown in it or spin their wheels for a long time because they don't know where to start. Not much of this raw IT operations data is useful on its own. It may not even be accurate or up-to-date. To become an asset that improves processes and benefits the business, this data needs to be transformed into meaningful information that is accurate, up-to-date, relevant, and delivers insight. Admittedly, this is an indirect effort. Better information by itself doesn't save money. It's nonetheless critical for two reasons.

First, the best-defined and best-executed process or function won't deliver intended results if it's executed against a bad data set.

Second, the impact of an effort in this area could be huge: accurate, up-to-date, meaningful and relevant information—especially as it relates to a CMDB or CMS—improves every process and function (high-percentage results from low-percentage efforts—see Pareto Rules!). Automation can go a long way toward making the transformation from having data to delivering insight a reality.

## Galileo Achieves Business Goals With EMC Ionix Service Manager



### Challenges

- Consolidate disparate service desks with pan-EMEA Incident and Problem Management
- Provide improved tracking and reporting on business services to management
- Need for minimal customization

### Key Solutions

- EMC's Ionix Service Manager with Federated CMDB, Incident Management, Problem Management and Knowledge Base

### Benefits

- Common browser based platform minimized duplication of effort
- Rapid out-of-the-box implementation
- Improved first-line resolution rate
- Ease of use – new Service Desk staff training in the application in less than 2 hours

Galileo International, a subsidiary of Cendant Corporation and part of Cendant's Travel Distribution Services Division (TDS), provides electronic global distribution services for the travel industry through its computerized reservation systems and travel products.

As a leading distributor of travel inventory, Galileo International operates one of the world's largest commercial data centers, processing more than 200 million messages per day and 254 million bookings per year. Operating in 115 countries worldwide, the company has established a network of sales and marketing teams comprising of Galileo employees in company-owned offices who, along with a network of distributors, offer Galileo's travel supplier, agency and corporate customers a value-added knowledge of the local travel market.

Based in Langley, Slough (near London in the United Kingdom), Galileo International's Business Operations department has a dual role:

- Serving as regional hub for internal IT services for the TDS Division throughout Europe, the Middle East, and Africa (EMEA)
- Providing the business systems that support Galileo's European sales and marketing teams in their work with local travel agencies—including Service Management

systems for more than 100 front-line Service Desk staff, working in Galileo-owned offices across Europe, who log more than 28,000 calls per month

### Upgrading to browser-based software

In 2002, Galileo decided that there was a strong business case for upgrading its existing client/server-based system, where each office in Europe operated as a separate entity, to a browser-based product that could consolidate their Incident and Problem Management across all of Europe. Using a common browser-based platform would make it possible for Galileo to notify all offices about any general problems with the system, which when they occurred, affected most countries. Staff would also have access to each other's Incidents, which would make it easier to avoid duplication of effort.

Another key consideration was the need for improved reporting, particularly as the company was considering introducing call-based charging for certain types of support. Senior executives based in Langley wished to collate statistics from across Europe to analyze call trends in the marketplace.

Galileo already had a strong working relationship with EMC's Ionix Service Manager, dating back to 1995 when the company

selected the then client-server based Problem Management product for use in the United Kingdom, Germany, and France. When the new modular browser-based Service Management solution was released in 2001, Galileo evaluated the product.

Mandy Dulieu, Knowledge Manager for EMEA explains, “We knew that EMC’s web-based software could provide us with a comprehensive out-of-the-box solution to our growing Problem Management and reporting needs. EMC’s Ionix Service Manager could also be easily configured to meet our exact business

requirements—for instance, by customizing naming conventions and introducing new fields such as “call category” that would tell us whether the incident being reported was a fault or an information request that could perhaps be handled more effectively via the website.”

Each Service Desk typically receives many calls each day relating to simple queries (such as forgotten sign-on information and locked passwords). As part of the configuration process, EMC implemented “Quick solution” templates for Galileo, which allow for swift resolution of such routine inquiries. A pre-populated template automatically guides the Service Desk analyst to ask the appropriate

### Seamless integration with multiple systems

EMC Ionix Service Manager has also been configured to integrate data with Galileo’s hardware engineering company, which is responsible for the provision and maintenance of the hardware used by travel agents from Galileo. They can automatically populate their system with calls from the EMC system, allowing them to manage Problems relating to equipment anywhere in the field, without Galileo Service Desk staff having to manually log the calls.

“Using EMC Ionix Service Manager as a common browser-based platform enables people, wherever they are in the world, to communicate more effectively, improving service and eliminating duplication of effort,” comments Mandy Dulieu.

Dulieu continues, “From a flexibility and ease-of-use perspective, EMC Ionix Service Manager software has exceeded our expectations and the company’s service has been superb throughout. They always respond quickly to changing requirements. Even when we’ve thrown things at them at the last minute, they have turned it around for us within 24 hours.”

She concludes, “EMC understands how our business operates and we regard them as close partners and an integral part of Galileo’s future Service Management strategy.”

requirements—for instance, by customizing naming conventions and introducing new fields such as “call category” that would tell us whether the incident being reported was a fault or an information request that could perhaps be handled more effectively via the website.”

Mandy Dulieu, Knowledge Manager, Galileo

requirements—for instance, by customizing naming conventions and introducing new fields such as “call category” that would tell us whether the incident being reported was a fault or an information request that could perhaps be handled more effectively via the website.”

### Increased efficiency and faster service with EMC’s Ionix Service Manager

In just the United Kingdom, Galileo manages more than 1,100 agents. Throughout Europe, each outlet is identified by a special code that is used to pre-populate the incident-logging screen with an agency’s account information (such as address, telephone, and equipment), saving significant time and manpower. EMC’s

questions, dramatically cutting the time required to resolve and close the call.

### Service desk staff trained in just two hours

With EMC Ionix Service Manager, the system’s graphical interface was intuitive for staff to learn and use. EMC provided “train-the-trainer” courses for the upgraded EMC Ionix Service Manager platform, as well as a customized user guide.

“EMC Ionix Service Manager is such an easy product to use—you just point and click and on screen captions explain what each box does,” says Mandy Dulieu. “EMC Ionix Service Manager has revolutionized how we do our training and, with the successful use of EMC’s guide, training now takes just two hours.”

“EMC Ionix Service Manager is such an easy product to use—you just point and click and on screen captions explain what each box does,” says Mandy Dulieu. “EMC Ionix Service Manager has revolutionized how we do our training and, with the successful use of EMC’s guide, training now takes just two hours.”

Mandy Dulieu, Knowledge Manager, Galileo

### Service Management News

#### EMC Sponsors itSMF Canada

EMC is now a proud Gold sponsor of itSMF Canada (the highest level of corporate sponsorship). This sponsorship continues to extend and enhance EMC’s commitment to Service Management excellence and the Service Management community in North America. (EMC has been a Platinum sponsor of itSMF USA since 2006.)

For more information on EMC’s sponsorship of itSMF Canada, go to <http://www.itsmf.ca/sponsorship>

## CMDB and Application Discovery: Customers Speak Out!

**Bob Quillin, Senior Director Product Marketing, EMC Ionix, discusses Enterprise Management Associates research on CMDB system deployments.**

Industry analyst firm Enterprise Management Associates (EMA) just wrapped up a fascinating study titled: “CMDB System Deployments in 2009: From Philosophy to Federation” in which they focused on the trends and requirements as CMDB systems evolve towards a more federated model. The study surveyed 162 industry executives, managers and professionals and came up with some great news for EMC’s Ionix Service Manager CMDB (formerly Infra) and Ionix Discovery Manager (formerly Smarts ADM) products - plus deep insights into what the true “state of the art” is in federation and discovery.

**In their survey, EMA, uncovered a few key insights:**

- A majority of respondents recognise the cost-savings associated with CMDB deployments and point to these technologies as key to helping companies pull out of the current economic downturn.
- While overall IT spending is declining, investments in CMDB initiatives remained flat in 2009.

- The ability to automate CMDB’s was a primary concern for most respondents, as they ranked automation as the NUMBER ONE FEATURE required when choosing to adopt new solutions.
- For application dependency mapping, the survey reports primary challenges are: “administrative overhead, lack of currency, cost and lack of visibility into how the application dependency mapping tools identifies specific CIs.”

### CMDB 2.0: It’s All About Accuracy, Currency and Dependencies

While EMA did not externally publish the actual competitive, head-to-head comparison amongst vendors, they did announce that both EMC’s application dependency mapping and CMDB solutions ranked amongst the highest competitively in terms of customer satisfaction.

It appears we’ve turned the corner in CMDB and CMS deployments - CMDB 2.0 anyone? Where we are now focusing more on the value of the CIs in the CMDB and their inter-relationships.

The majority of CMDB projects I’ve seen have stalled out because: (1) the data in the CMDB was stale the minute it went in and (2) there were little or no dependencies established in the system at all. CMDB projects fail when these two problems are not addressed in the design.

### More CM, Less DB

The pairing of the EMC Ionix Service Manager CMDB and EMC Ionix Discovery Manager are a perfect match - yin and yang, hand in glove, Fred Astaire and Ginger Rogers, peanut butter and jelly - well, you get the point. They are already solving problems together for customers - and the survey results indicate how hard this problem is and how EMC is leading the way in solving it.

So, up to now, CMDB deployments have focused exclusively on the DB part - how do I build up the biggest, baddest database? All DB.

In the end, the framing characteristics of CMDB 2.0 comes down to now focusing more on the CM - the “configuration management” part and how dynamic application discovery, dependency mapping, and CMDB federation is becoming the focus as IT organizations move from early experimentation to day-to-day operations.

To hear more about EMA’s CMDB deployment research visit [www.emcionix.com/servicemanager](http://www.emcionix.com/servicemanager)

## Demonstrate the value of ITIL: Online ROI Calculator

EMC’s Online ROI Calculator will enable you to better understand and communicate the tangible benefits that can be realized from an ITIL approach. This ITIL ROI Calculator also provides visibility into the interrelationships between costs for the IT Service Management and Infrastructure Management functions in your organization.

Use this valuable tool to help you outline the many advantages of implementing an ITIL based IT Service Management Solution to kick start dialog with the leaders in your organization today!

Access this FREE tool at [www.emcionix.com/servicemanager](http://www.emcionix.com/servicemanager)



## Agricultural Giant Archer Daniels Midland Selects EMC Ionix for IT Service Management Across Its International Network



### Challenges

Implement a global service desk that:

- Enables centralized and local reporting
- Provides a flexible platform for future extensions

### Key Solutions

EMC's Ionix Service Manager with:

- Partitioning
- Time zoning
- Remote access
- Central reporting

### Benefits

Implement a global service desk that:

- Improved control and reporting
- Improved response and resolution times, improved first time resolution rate
- Rapid implementation

Archer Daniels Midland Company, formed in 1923, is a leading global agricultural company engaged in procuring, transporting, storing, processing, and merchandising agricultural commodities and products.

Based in Illinois, Archer Daniels Midland employs more than 264,000 people across six continents. The company has 268,270 domestic and international processing plants, and a worldwide transportation network.

Archer Daniels Midland staff around the world first report IT problems to their local (national) Service Desk. Although these Service Desks refer some problems on to Archer Daniels Midland's U.S. headquarters, they are otherwise self-reliant.

### Business requirement

Archer Daniels Midland had a requirement for an IT Service Management system that could be used companywide across its substantial network of international plants and offices.

The company wanted a central repository of information (that is, a single database) that could:

- Provide reporting
- Enable and promote knowledge sharing
- Accommodate time and language differences
- Allow regional Service Desks to have an uncluttered view of their own data

Archer Daniels Midland's existing support system had been developed in-house, utilizing Microsoft Outlook. In addition to operational problems (such as job tickets getting lost), the system was no longer compatible with the company's preferred IT strategy. Archer Daniels Midland also wanted a system that could be extended beyond its IT Service Desk use—in other words, a system that provided maximum flexibility into the future.

## Business solution

Archer Daniels Midland evaluated five enterprise-level service management systems, finally selecting EMC Ionix Service Manager, a fully web-based application from EMC. Rolling out a single system across such a large and dispersed number of locations was potentially a huge logistical and costly challenge.

**“We allowed five days for the initial implementation, and got it done in two.”**

Bill Weimer, Archer Daniels Midland Manager of EMC Ionix Service Manager

For this reason, EMC Ionix Service Manager’s fully web-based architecture was a key reason for its selection. The web-based architecture enabled the system to be installed on a single database in Archer Daniels Midland headquarters and run across the Internet to the company’s international locations.

Bill Weimer, Manager of EMC’s Ionix Service Manager for Archer Daniels Midland, says the other major requirement met by the system was the ability to easily obtain a high level of visibility of the entire global Service Desk operations, through centralized reporting and other management features.

The Archer Daniels Midland IT Department in Decatur, Illinois, has been using the EMC Ionix Service Manager system since the first phase of its rollout. The second phase included adding support officers in South America. This number will increase as the system is progressively deployed, with the third phase adding support officers in Europe.

## A partitioned database accommodates regional differences

Archer Daniels Midland has partitioned EMC Ionix Service Manager to protect the integrity of each international work unit’s unique data set, including client and call history, while still providing access to common problem types and knowledge.

At corporate headquarters, Bill Weimer can view and run reports on all data within the system, while service desk operators within a particular region will see only their own local data.

“We initially tested the system with four partitions,” says Weimer. “One each for the United States, South America, Europe, and a group at corporate headquarters who wanted to evaluate the system for its suitability for non-IT Service Desk purposes. The feedback was that it met each group’s needs perfectly,” says Weimer.

“We then went ahead and rolled out the live system in the U.S., then South America, with plans for a staged rolling out of the product to Europe,” Weimer adds. “We allowed five days for the initial implementation, and got it done in two. After using it for several months, we added partitions for South America and Europe.”

## Implementation in Brazil

Bill Weimer travelled to Brazil to train the local service desk on EMC Ionix Service Manager, and assist in the setup of their partition. That implementation provided the template for its subsequent expansion of the deployment to other countries.

Archer Daniels Midland’s Brazilian operation consists of a number of locations, some remote, which access EMC Ionix Service Manager via the web using a dial-up connection—a capability that has surprised and delighted the local offices, according to Weimer.

**“The bottom line is that we have a quicker response time and quicker resolution. That is ultimately what has made our users happy. This has definitely helped in creating more satisfied customers.”**

Bill Weimer, Archer Daniels Midland Manager of EMC Ionix Service Manager

Partitioning has enabled the Brazilian service desk to record regional Incident and Problem data in the Portuguese language. The HTML-based screens give them the ability to

customize the screens to show all labeling in Portuguese.

In addition, the time-zoning in the system allows Brazil to view dates and times in local time, as well as giving realistic service-level calculations.

## Central control and reporting

“It is very important for us to maintain hands-on control of our systems” says Weimer. “That was one of the application’s selling points.” As the requirements on the system grow and change, Archer Daniels Midland is able to independently create their own customizations, including custom reporting through Crystal Reports.

“We run a lot of reports out of the system, and I have come to love and depend on Crystal. The reports are mostly run at the end of month to see how many Incidents and Problems we have, what type they are, and how they are broken down by group and location. The reports have been essential in helping to identify areas where we need training, or need to update part of the network infrastructure.”

For a real-time view of current service desk activity, Weimer uses the EMC Ionix Service Manager Monitor, providing an instant graphical snapshot.

“We now have a history for every incident, and are better able to solve problems at the Tier 1 level, instead of escalating them to Tier 2,” he says.

“The bottom line is that we have a quicker response time and quicker resolution. That is ultimately what has made our users happy. This has definitely helped in creating more satisfied customers.”

## Efficiency is an organization's lifeblood. Time for a 'Health Check'?



Improving services has never mattered more, and a simple health check could help your organization to increase IT service efficiency and reduce costs.

The EMC Health Check reviews your existing ITSM tools and processes, creates baselines and identifies opportunities to increase efficiency through further process automation.

Giving you a 3, 6 and 12-month roadmap to reduce costs and improve performance.

From the industry leader in ITSM consulting, EMC's quick but thorough Health Check gets straight to the source of your pain, focusing on:

- System infrastructure and performance
- Analysis of process efficiencies and maturity
- Staff skills assessment
- Application review and optimisation
- Initial benchmarking and goals for service improvement

Many organizations also benefit from EMC's Continual Service Improvement Plan – where EMC assists with implementation of your ITSM roadmap, keeping it on track. From mapping ITIL processes to extracting maximum value from your existing technology suite, this targeted service from EMC is the practical way to ensure your ITSM investment can take the pace.

Studies have proven that incremental improvements to an organization's existing processes and technologies after project completion have the highest return on investment. In other words, a potential for cost savings too good to be ignored.

To arrange a FREE, no-obligation discussion with one of our highly experienced consultants, email EMC now on [emcionix@emc.com](mailto:emcionix@emc.com)

## Contact us

### US

5000 East Spring Street  
Suite 750, Long Beach  
CA 90815 USA

[emcionix@emc.com](mailto:emcionix@emc.com)

Phone: +1 562 384 5200

Fax: +1 562 384 5201

**EMC<sup>2</sup>**  
where information lives®

EMC<sup>2</sup>, EMC, Infra, Smarts, Configuresoft, ControlCenter, Ionix, nLayers, Voyence, and where information lives are registered trademarks of EMC Corporation in the United States and other countries. All other trademarks used herein are the property of the respective owners. © Copyright 2009 EMC Corporation. All rights reserved.