

15.568 – Practical Information Technology Management – Spring 2005

Class 10: EMC

Our guest will be Mike Shanno, representing the IT group at EMC Corporation.

Questions and other assignment points:

Read the assigned articles:

EMC Corporation, "EMC Overview"
Accenture, "EMC Squares Off for Future Growth", 2001

Assignment:

Review all the articles assigned in this module (Hammer, Gibson, Brynjolffsen et al, Kaplan et al) the Dow Corning cases, and the "sociotechnical model" from the last class. Review the presentation slides to be used by Mike Shanno. Read carefully the two articles posted for this class about EMC.

The short paper assignment based on this class is to write a memo to Mike which first provides a selected, focused critique of the implementation process at EMC, including some references to similar aspects at Dow Corning Corporation, and then second which makes recommendations for what you think should be high priority next steps for EMC with respect to its implementation and change process going forward. In place of the recommendations, we may come up with specific questions during the session with Mike which are to be addressed.

EMC Overview:

EMC Corporation, the world leader in information storage and management, celebrated its 25th year anniversary this past August, commemorating two and a half decades of substantial growth, innovation, and leadership. Founded in Massachusetts in August 1979 by Richard Egan and Roger Marino (the "E" and "M" in EMC), EMC has grown into one of the fastest-growing and most successful major information technology providers in the world.

EMC Corporation is the world leader in products, services, and solutions for information storage and management. Its solutions and services help organizations of all sizes and across the globe better and more cost-effectively manage, protect, and share their information. EMC's 2004 lineup of tiered storage platforms represents the industry's broadest offering, at prices spanning \$10,000 to \$2.5 million. EMC's vision is to create the ultimate information lifecycle management company—to help its customers get the maximum value from their information at the lowest total cost, at every point in the information lifecycle.

EMC customers include the world's largest banks and financial services firms, Internet service providers, manufacturers, healthcare institutions, life sciences organizations, telecommunications providers, airlines, transportation companies, educational institutions, regional and national government agencies. EMC finished 2003 with total consolidated revenues of \$6.24 billion, up from \$5.44 billion the year before. Net income for the year was \$496 million or \$0.22 per diluted share. The balance sheet, already strong at the beginning of the year, grew even stronger. Cash and investments grew to \$6.9 billion at year end, up from \$5.7 billion the year before—even after the company spent \$127 million to buy back 11.5 million shares of EMC stock.

EMC employs more than 7,000 employees in its home state of Massachusetts and more than 21,000 employees in more than 50 countries worldwide. Since 1998, EMC has acquired 15 companies.