EXECUTIVE INSIGHTS

INNOVATION is something every company talks about but only a few achieve. And yet with a combination of sound acquisition, a strong company edict that comes straight from the top, and specialized programs to support both, EMC Corporation has become an innovation leader.

TURN THE PAGE TO SEE HOW Jeffrey M. Nick, the company's Senior Vice President and Chief Technology Officer explains why innovation is such a passionate topic for the company and how it affects every person who comes in contact with EMC's products, employees, or industry.

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EXECUTIVE INSIGHTS

ONE-ON-ONE

*With Jeffrey M. Nick,
Senior Vice President and
Chief Technology Officer,
EMC Corporation*

Q Why does innovation matter to EMC?

A All of our efforts are focused on the creation of products targeted at helping customers build out and leverage their information infrastructure to solve business problems; customers who are dealing with information explosion. According to an IDC report, in 2007 there were more than 281 exebytes of digital data generated. That's more than four million times all the information recorded in books. So it makes sense that customers are struggling to find their information, secure and control it, and recover and archive it — all in accordance with government and fiduciary requirements. More importantly, deep analysis of this information provides new ideas for client products and services. Everything we do as a technology company is targeted at bringing products and services to the market to address this information challenge; to partner with our customers to develop new value. The only way to do so is to innovate — find new ways of managing information in a new light.

Q How is EMC focusing on both innovation as well as its current customers and products?

A EMC is an Information Infrastructure company. We are evolving both organically and through strategic acquisitions. Growth through acquisi-

tion is a double-edged sword, though. With an acquisition, you're getting a best-of-breed technology out and adding to your portfolio and filling gaps. The downside: this can become just another technology silo that makes it difficult to leverage into a corporate strategy. We avoid this with our Corporate Technology Review Board — a group of top senior technology leaders representing each of our core business divisions and stakeholders so we're constantly evaluating candidate companies not only from a business perspective, but also from a technology and architecture standpoint. For us, it's all about integration capabilities.

On the organic side, we're constantly developing new products and services in-house, and this is where innovation inside the company comes to bear. As the company grows, there's a need to connect the dots between different business units, between different groups and between different domains so we can accelerate the ability to deliver integrated solutions across our product portfolio. To do this, you have to plan for and deliver cross-domain collaboration across the world—especially since EMC is truly a global company with Centers of Excellence in India, China, Russia, Ireland, Israel, the U.S. This is why we're constantly thinking and being challenged to foster collaboration and information sharing across the world.

Q How are you rallying your worldwide employee base around innovation?

A Fostering innovation is as much a process challenge as it is a cultural challenge. We want to foster in people the feeling of the power to contribute. This is why in May 2007 we kicked off what we call the Innovation Network, a

global collaboration among our research and advanced technology groups enabled by social media. The Network uses blogging and wikis for sharing information and collaborating on design and new technology ideas.

Our 35,000 worldwide employees can get together and discuss different ideas, problems, and questions. One of the keys to the success of our innovation program is providing our employees with a forum where they are able to collaborate on topics and in fields which may lie outside their primary job function. Select universities in partnership with EMC will be taking online wikis one step further by opening a public portal focused on Trusted Grid Infrastructures. This will be launched and demonstrated at EMC World.

Q What effects have you seen sprouting from the Innovation Network?

A The intent of the Innovation Network is to catalog, share and foster information that will be the foundation to future technologies. With that in mind we recently had an inaugural event: the Innovation Conference. This event showcased the best ideas in the form of an internal science fair that is open to all employees globally. The competition for best ideas resulted in 410 submissions from 24 different countries (49% outside the United States). The executive judging panel selected five proposals for recognition. A sixth award was chosen by employees. Committed resources from the CTO Office incubation lab as well as EMC's R&D teams around the world are turning those ideas into proofs-of-concepts for product consideration. Leading innovations from our conference and our Innovation Network will be demonstrated at EMC World at the first ever public Innovation Showcase.