

FRONT AND CENTER

WITH LEADING EXECUTIVES

Learn perspectives on building a secure and flexible data center platform that sustains growth and innovation and delivers a serious competitive advantage.



DAN LEVIN - BOX



NORM FJELDHEIM - QUALCOMM



ARNE JOSEFSBERG - SERVICENOW





DOES YOUR DATA CENTER GIVE YOU A STRATEGIC BUSINESS ADVANTAGE?

If you had to hesitate, or you answered “no” to this question, there are industry leaders we think you should meet. We interviewed prominent C-level executives to gain their perspectives on the evolving role of the data center in the enterprise. Each executive is in a different industry, and each is facing a unique set of business challenges. Just like you, they have IT needs that are diverse and constantly growing and evolving. Whether data centers are in house, external or hybrid, today’s leading companies require a reliable and flexible data center platform that can meet the technology challenges of today, as well as tomorrow.

Read on to learn how these executives have made the commitment to align business priorities with IT demands and how they are transforming their data centers into strategic assets.

Dan Levin

Chief Operating Officer

Box

11.16.13

Norm Fjeldheim

Chief Information Officer

Qualcomm

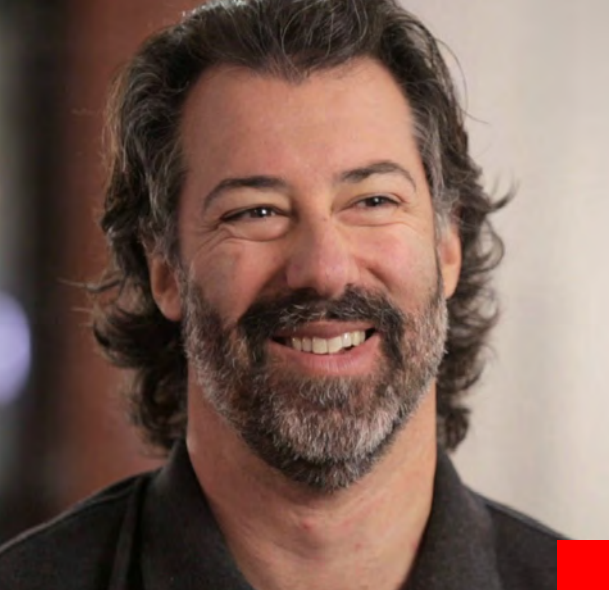
11.20.13

Arne Josefsberg

Chief Technology Officer

ServiceNow

12.02.13



Dan Levin

CHIEF OPERATING OFFICER AT BOX

When your business is online file sharing, enabling users to store, access, and manage data from anywhere, you need a partner that understands the cloud-based model. Not only that, you need a partner that is as concerned about security as you are. Dan Levin shares his insights about how the cloud/SaaS model is fundamentally changing business, and how the data center is more important than ever.

WHAT ARE PEOPLE SAYING ABOUT BOX?

Box... is compatible with a variety of mobile devices, has robust content and collaboration features, and it is enterprise ready. It integrates with 150 different business applications like Microsoft SharePoint, EMC Documentum, Salesforce, NetSuite, and LiveOffice and has partnered for security with Ping, Okta, Mobile Iron, and Good Technology among others.

PROFILE:

No one is more dedicated to delivering next-generation file-sharing applications than Levin and the Box team. Industry analysts say that the Box application offers more sophisticated collaboration features, security, administration and application integration—as well as more enterprise focus—than anyone else.

EXECUTIVE FOCUS:

- > Accelerate business performance with direct connections to cloud services
- > Preserve flexibility and vendor choice through strong partnerships with global leaders
- > Future-proof IT infrastructure



Dan Levin

CHIEF OPERATING OFFICER AT BOX

Box is no doubt at the forefront of the file-sharing revolution. The company's vision is a better pathway to the cloud, that delivers service to users while supporting collaboration through improved information access. This is only possible with a data center partner that has a global reach, extensive interconnection networks, and a business ecosystem that supports growth with access to potential customers and technology partners.

Q: How do you think file sharing has helped business and IT evolve?

A: The cloud is fundamentally changing the way businesses compete with each other and the way their cost structure works. Obviously, what Box does is just one small piece of that, but the idea that you can deploy a service through the cloud—through the Internet, hosted in a data center somewhere else—is creating businesses that are far more competitive than they ever could be in the past.

Q: When Box first started, was it a question of what made more sense: to build or outsource?

A: For a modern company, for an SaaS company, the data center is probably the core piece of infrastructure. It's the core piece of enabling back-end capability. I think for most of us, the idea of doing it ourselves is sort of an aftermath. Why would you build a data center yourself when there are people who do that for a living and can do a better job at it than we ever could?





Dan Levin

CHIEF OPERATING OFFICER AT BOX

Q: How were data centers used in the past?

A: The data center was part of a corporate infrastructure... Your data center was something that you had to build in order to get your company's real job done. It was sort of a thing you had to do but not necessarily a thing that added a lot of value or that you wanted to do—or that you were particularly good at.

Q: And when did that start to shift?

A: With the advent of software as a service, we began to think about data centers as something that we can buy as a utility or buy access to as a utility rather than having to do it ourselves. That was a pretty major change for businesses around the world.



Dan Levin

CHIEF OPERATING OFFICER AT BOX



Q: And what's the change that made that possible?
Was it a shift in thinking?

A: I think the biggest thing that happened was the availability of connectivity. It used to be that your data center had to be proximate to the people who were going to use it. But once you had high-performance internet connectivity, the separation between the data center and the consumer of the service could develop, and that created whole new ways to think about delivering technical capability.

Q: What would Box's business look like if you were continuing to build data centers?

A: If we had to build our own data centers from scratch, we would have probably 20% or 30% less capability focused on the part that we really care about—which is building a great product for our customer. We'd have a whole bunch of people doing what we would perceive as relatively low value-added work.

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Norm Fjeldheim

CHIEF INFORMATION OFFICER AT QUALCOMM

How does the No. 1 chip manufacturer for the mobile phone industry keep pace in such a rapidly changing business? Norm Fjeldheim shares how Qualcomm and his team of partners are developing the devices that are revolutionizing wireless communication. Qualcomm also licenses much of its patent portfolio to other technology providers. Learn how an evolving data center strategy from Equinix empowers the company as a whole to maintain a laser focus on innovation and reach into new markets around the globe.

WHAT ARE PEOPLE SAYING ABOUT QUALCOMM?

Qualcomm's wireless health business, Qualcomm Life, is on a mission to mobilize healthcare. The relationship between Qualcomm Life and the data center is all about getting data into the cloud so it can be accessed quickly and conveniently by doctors and patients across the entire spectrum of care.

PROFILE:

Fjeldheim oversees all aspects of Qualcomm's information technology for the company's diverse business units. Whether it's empowering new healthcare technology and devices, connecting laptops, or enabling a new kind of tablet, the company is always inventing new wireless technology and changing the way people interact.

EXECUTIVE FOCUS:

- > Leverage data centers as a strategic asset to drive innovation
- > Create a true partnership with a global partner to effectively expand into new markets



Norm Fjeldheim

CHIEF INFORMATION OFFICER AT QUALCOMM

With innovation at its core, Qualcomm engineers rely on multiple systems and tools every day. The company has two servers for every one employee. It has two computers for every employee. With that level of reliance on technology and systems to drive innovation, the data center is the lifeblood of the business. Without it, the company doesn't operate. As Qualcomm has evolved, so has its data center.



Q: How would you describe the importance of innovation to Qualcomm?

A: Really, the key DNA of Qualcomm is innovation. We're always looking for something new, inventing something new, things that we've come up with over the years... and that's just really the culture. They encourage and promote innovation just from everyone.

Q: How would you describe the importance of data centers for a company that's primarily focused on engineering and R&D and innovation?

A: For Qualcomm, without data centers, we don't operate. I mean, there is no aspect of our business that's not dependent on the data centers. The tools that the engineers use, the systems that we ship our products with, even our websites that are facing our customers and server customers are all based on the data centers that we manage for the company. So, data centers are kind of the foundation of everything we do here. They're as important as electricity for us in getting everything done.





Norm Fjeldheim

CHIEF INFORMATION OFFICER AT QUALCOMM

Q: Can you talk about how your data center strategy has evolved along with your business strategy?

A: Qualcomm has evolved, our data center strategy has evolved. So as we grew from San Diego and really grew into a global company, our data center strategy had to become a global data center strategy. So, we have multiple data centers all around the world. We think of them as one logical data center. So they're all linked. They all interoperate.

Q: Is it fair to think of your data center strategy as a constantly evolving process?

A: We constantly have to change and adapt to what the business is doing. Our data center strategy evolves and adapts depending on what the needs are of the business. We don't have a set, locked-in-stone five-year plan, three-year plan. We have our targets, we have a strategic plan, but it evolves and adapts based on the needs of the business.



Norm Fjeldheim

CHIEF INFORMATION OFFICER AT QUALCOMM



Q: Would you consider it a struggle to keep your data center capacity out of your data growth?

A: We need to be able to adapt and add capacity at a moment's notice. Literally, we've got six weeks sometimes before we have to be able to add data center capacity. So, we need to pick partners that can help us do that, and be that kind of responsive because that's a responsiveness that our customers need from us.

Q: Are there conversations that are going on now within Qualcomm that are maybe rethinking data center strategy moving forward?

A: Our data center strategy going forward is going to continue to be opportunistic. Wherever there's a need, we're going to look at what's the best way to fulfill that need, whether that's a colo or whether that's building it ourselves. It really is dependent on what is the need and what's happening and have to take accurate location. So Equinix is part of my data center strategy, it is another tool in my toolbox that I can use to meet the needs of the business.

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Arne Josefsberg

CHIEF TECHNOLOGY OFFICER

As one of the fastest-growing cloud-based software companies in the world, ServiceNow has aggressive growth goals and a fiercely loyal customer base that lives and breathes IT. The company's ServiceNow Service Automation Platform automates those mundane IT tasks that are critical but also plague IT administrators. Arne Josefsberg, chief technology officer at ServiceNow, shares his insights about enhancing cloud connections while marching forward with the company's goals for global expansion.



PROFILE:

ServiceNow is the enterprise IT cloud company. Josefsberg and his team deliver services for IT to make these departments more efficient, automated and productive. In a nutshell, ServiceNow transforms IT from the department of “no” to the department of “now.” A major differentiator of ServiceNow is time to feature. Instead of taking six months—or two years and tens of thousands of dollars to implement a new feature—a ServiceNow administrator can build a prototype and roll it out almost immediately.

EXECUTIVE FOCUS:

- > Drive strategies for the company
- > Spend time with customers to understand where ServiceNow needs to be in the market a year to two years down the road

Arne Josefsberg

CHIEF TECHNOLOGY OFFICER

ServiceNow has experienced exponential growth over the past several years. With that tremendous opportunity also comes tremendous pressure to meet time-to-market demands. Only a proven data center provider with a global footprint and reach can keep pace.

Q: Let's talk about data centers. How have they evolved over time?

A: Ten, 20 years ago, data centers were sort of run as internal resources for telecom operators and even enterprises. There weren't independent state-of-the-art data center providers. We had to go to telecom operators to ask them to lease out a space for us. So in the early days, data centers weren't used as a commercial offering. Most enterprises didn't think about data centers and data center operations as a key asset for the company.

Q: Today, could an enterprise be successful or competitive without having some kind of data center component to its business model?

A: Well, you know, today, pretty much every enterprise in the world relies on IT to do their business. Pretty much every new business opportunity has IT at its core, and, of course, IT has data centers at its core. Data centers today are kind of essential to pretty much every business in the world.





Arne Josefsberg

CHIEF TECHNOLOGY OFFICER

Q: Where do you place data centers in the ServiceNow business model?

A: As a SaaS provider, data centers are the real foundation of our business... So data centers are absolutely essential to being a SaaS provider. A great data center provider can give three things: one is scale and global reach; number two for me is partnership and flexibility; and number three is efficiency and cost. Those three have to come together.

Q: There must have been some conversation about deploying your own data center. So what were some of the decisions or some of the conversations that took place years ago?

A: Well, when you [ask] “Should you build your own data centers or should you partner with a specialist,” it’s really about scale and where your value and contributions are from an intellectual property perspective. We could never have the scale that someone like Equinix provides... scale’s important. It drives down cost. It drives consistent operations. It drives global presence. There’s just no way we can replicate what Equinix has done.



Arne Josefsberg

CHIEF TECHNOLOGY OFFICER

Q: ServiceNow has been growing so fast for so long, how do you forecast for your growth?

A: We're selling to enterprises, so it's somewhat predictable. But also, our growth has to exceed our wireless expectations. It's very, very hard to know how much capacity we're going to need down the road. So for that reason, we get our partners in the data center area that can be very flexible and not sort of hold us to forecast. Because we really don't know what it's going to look like two years from now.

Q: What's a larger opportunity for IT: cloud or big data?

A: Cloud's a game changer. It's really shifting IT from being infrastructure-centric to really solving business problems that have stemmed up from running their own data centers, their own infrastructure. It's a big impact.

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IS YOUR DATA CENTER DELIVERING?

You've heard from leading executives who are getting far more from their data center than the status quo. Executives who have partnered with Equinix not only for our capabilities, but also for the opportunities we can create for their organizations. Because with Equinix, our data center solution can become the core of an organization; a strategic asset that enables growth and reduces time to market.

**WANT TO SEE WHAT ELSE YOU SHOULD EXPECT FROM YOUR DATA CENTER?
VISIT [EQUINIX.COM](https://www.equinix.com) TO LEARN MORE.**