



Principles for Designing A Successful Cloud Implementation

Table of Contents

Introduction.....	3
Strategize.....	6
Implement.....	14
Adopt.....	17
Scale.....	21
Conclusion.....	24



INTRODUCTION

Building the foundation for success

Moving from “cloud first” to “cloud smart”

Today, many organizations are operating across multiple clouds. In a recent survey commissioned by Dell Technologies, Vanson Bourne found that 74% of organizations had either fully completed or were in the process of making significant investments in multi-cloud environments¹.

This proliferation of cloud environments is commonly the result of activities like mergers and acquisition or investing in new vendor capabilities. It can also be created by disconnected internal forces, such as shadow IT. The outcome of cloud proliferation is often “cloud sprawl,” which negates many of the benefits organizations expected to realize from cloud in the first place. Thus, it is critical to adopt cloud in a measured, strategic manner.

What is the impact of cloud sprawl?

- IT left performing lower-value tasks, and an inability to automate activities across clouds
- Increased risk due to complex shared responsibility models across public cloud providers
- Increasing difficulty to meet service-level agreements (SLAs)
- Eroding cost efficiencies

Cloud sprawl is often the byproduct of a “cloud-first” initiative – thinking of the public cloud as the ultimate destination for all applications and data. However, the reality for organizations today is that business happens across private clouds, public clouds, and edge environments. Because of this, CIOs and cloud architects need to spearhead efforts to make cloud work for their organizations.

¹Source: [Digital Transformations Index 2020, Vanson Bourne Research Findings & Methodology, 2020](#).

Cloud Sprawl

[klawd spraal] *noun*

The uncontrolled proliferation of cloud environments, leading to operational complexities, increased risk, and rising costs.

Hybrid Cloud

[hahy-brid klawd] *noun*

Any combination of two or more public clouds, private clouds, or edge environments that offer consistent infrastructure and operations.

INTRODUCTION

Delivering cloud capabilities

Taking control of your cloud environments

This eBook is intended to help CIOs and cloud architects build an optimal cloud strategy that aligns their organization's technology footprint to their business needs.

Think of cloud as a set of capabilities, not a destination, and deliver those capabilities to more workloads in more places. Doing so enables you to establish a consistent operating model across all environments and ultimately let business requirements, not technology limitations, determine where workloads reside. When organizations achieve this, the result is known as "hybrid cloud."

In the infancy of cloud computing, the discussion surrounding the technology was about location: will your organization be in a private cloud or public cloud environment? It soon became apparent that every organization needed to be in public *and* private cloud environments, due to fundamental differences in offerings and usability. Today, your organization needs to manage multiple environments of each type – private cloud, public cloud, and edge – while providing users of each with a similar consumption experience.

In order to exercise control and extract value from these different environments, you will need a consistent set of operations across your IT landscape. Furthermore, your model will need to account for proper security postures for each environment. Finally, the infrastructure offerings you choose to deliver business services must be compatible, enabling your organization to consume workloads, data, and applications regardless of how or where they are hosted.

“

Hybrid cloud platforms enable enterprises to select the right infrastructure for the right workload, thereby enabling them to make efficient workload placement decisions that help better meet requirements while controlling costs.²

²Source: [IDC white paper, sponsored by Dell Technologies, Intel, and VMware, Optimizing Workload Placement in Your Hybrid Cloud, doc #US46637920, July 2020.](#)

INTRODUCTION

Building the foundation for success

How do you go about adopting cloud successfully?

We've seen it can be challenging to implement a coordinated cloud strategy. In fact, Dell Technologies has consulted thousands of customers on their cloud adoption journeys. Through these engagements, we have identified and refined a proven four-step approach that helps organizations better understand the tasks that are necessary to meet objectives across various lines of business. Throughout this ebook, we will discuss each of the four stages within the process, so you can take a more structured approach to architecting and delivering cloud-based services. Additionally, we will walk you through several exercises to help you better understand your own organization's needs at each stage.

While all stages of adoption are important for you to ultimately be successful, each of the downstream stages rely on the decisions made during the Strategize stage. Whether your organization is undertaking a company-wide transformation or simply revamping a limited business service, you will understand in the the importance of having a cohesive strategy that all key stakeholders agree is the best path forward.

Establishing stakeholders

A critical piece of the Strategize stage is identifying key stakeholders across your organization. These stakeholders should be invested in the project – if everyone has “skin in the game,” the odds of success improve significantly.

Spanning business units, development, and technical teams, these stakeholders will help:

- Define roles and responsibilities
- Set organizational priorities
- Estimate the impact to people and processes
- Establish success criteria
- Complete your “as-is”/“to-be” determinations

They will also help you define a decision-making formula that accounts for finance, technical requirements, and capability readiness.

Strategize



Implement



Adopt



Scale



STRATEGIZE

Align on organizational needs and design a plan that meets them

Define your “as-is” and “to-be” states

In order to ensure success on this journey, it helps to first understand the current state of your IT landscape. Capture the “as-is” current state of the environment under review to develop topology diagrams and document information on key technical systems. Furthermore, identify and categorize the issues in the environment that are currently impacting service delivery, costs, or both.

Using these insights, determine the strategic vision and guiding principles for the future ideal environment. Understand planned investments, long-term strategy decisions and organizational and financial information for the targeted environment. Build a proposed “to-be” future state blueprint and solicit feedback from all stakeholders before finalizing the vision.

Key actions



Define your multi-cloud architecture

Mock-up your multi-cloud architecture, depicting target workload deployments, the cloud services you plan on consuming from a given vendor, and how each environment connects to another.



Determine cloud suitability for your applications and data

Review your existing application and data footprint. Determine which environment they would best reside within, what deployment approach you should take with them, and which apps, if any, can be retired.



Gauge your teams’ cloud readiness

Discuss the different personas impacted by cloud adoption, and how you can shorten their learning curve by building around their strengths using familiar tools and processes where applicable.

The new age of IT

Historically, IT teams have had different priorities than developers and end users:

- **IT teams:** Process-focused with an emphasis on optimization, security, and compliance
- **Developers and end users:** Agile teams desiring innovation, speed, and value

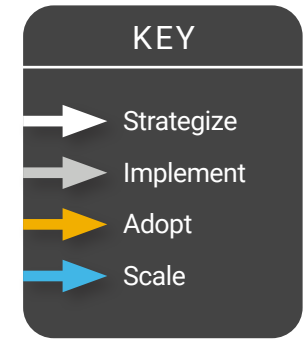
When executing your organization’s transformation, you should align these teams, so that developers gain agility and business leaders see value-related results. At the same time, this alignment will ensure IT drives collaboration and consensus among all affected teams to ensure a successful outcome that accounts for your people, processes, applications, and data.

STRATEGIZE

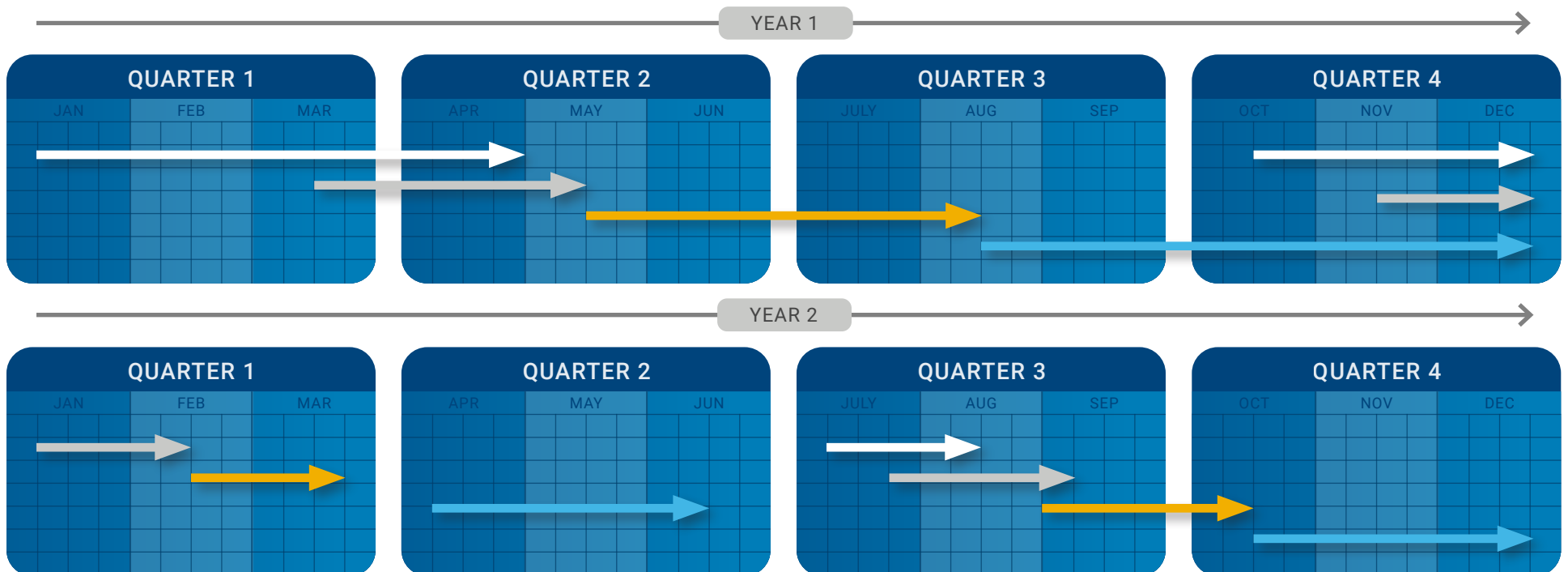
The timeline: Constructing your cloud adoption roadmap

As you begin building your cloud strategy, understand how business priorities will drive your cloud modernization and migration initiatives. You'll also need to consider how much work is required to cloud-enable these prioritized applications. Understand also the scale of modernization work that needs to be done: are you building a strategy for twenty applications or 2,000?

Many organizations introduce risk to their cloud initiatives when they think they must execute their strategy all at once, or they fail to identify and prioritize the right workloads for cloud. Instead, simplify the process by looking to business priorities and workload requirements to build a detailed cloud adoption timeline. Allow your business requirements to determine the scale and sequence of your cloud adoption, and work with all stakeholders to ensure alignment on your roadmap.



For illustrative purposes only - example customer with 1,000 applications

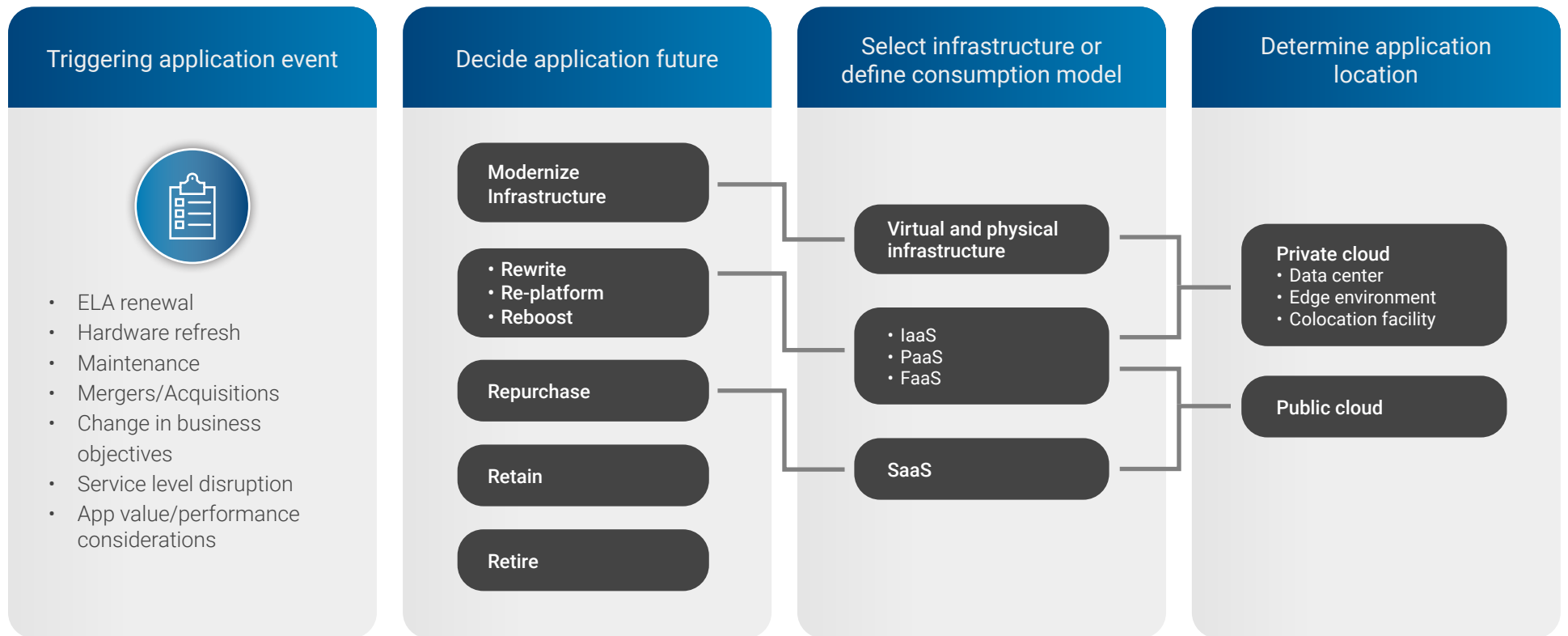


STRATEGIZE

Considerations for your applications

Taking control of your cloud environments

In the Strategize stage, align with other stakeholders on how your existing applications will fit into the new cloud environment. Below, we've laid out how you can determine cloud suitability, starting with the triggering event, then taking the appropriate actions. Going through this exercise will help reduce the complexity of your transformation and streamline your overall cloud journey.



STRATEGIZE

A deeper look at your applications

Triggering application event

It can often be difficult to know where to begin when optimizing a large application portfolio. By looking at immediate needs and any triggering events that may be occurring you can begin to see which applications should be prioritized.

In some cases, migrating to a public or private cloud makes sense because it simply increases the application's value.

Decide application future

Examine the options for your application portfolio:

- **Rewrite** the application to maximize its value
- **Re-platform**, or "containerize" to run the application more reliably across environments and boost modularity
- **Rehost**, or "lift-and-shift" the application, moving it as is
- **Re-purchase** as SaaS to offload backend maintenance and updates
- **Retain** the application and re-evaluate it later
- **Retire** the application to eliminate surplus functionality

Select infrastructure or consumption model

As you have decided the application's future, the opportunity to introduce new infrastructure and/or consumption models becomes more clear. It is a good time to familiarize yourself with their requirements, benefits, and limitations.

Determine application location

Finally, you will need to determine a location for each application. First, decide if it's best to run the application in a private or public cloud. For those in a private cloud, you can then choose to deploy in a colocation facility, edge environment, or data center.

STRATEGIZE

Understand your modernization options

It is important to understand the difference between your application modernization options. The diagram below can help you grasp the options that are available to you, as well as the level of value they offer and amount of change required. Note that value is not limited to revenue-related returns. Instead, value encapsulates the capabilities, automation, and the reduction of infrastructure investments that cloud provides to businesses.

Applications choices drive infrastructure transformation



Retain



Rehost



Repurchase

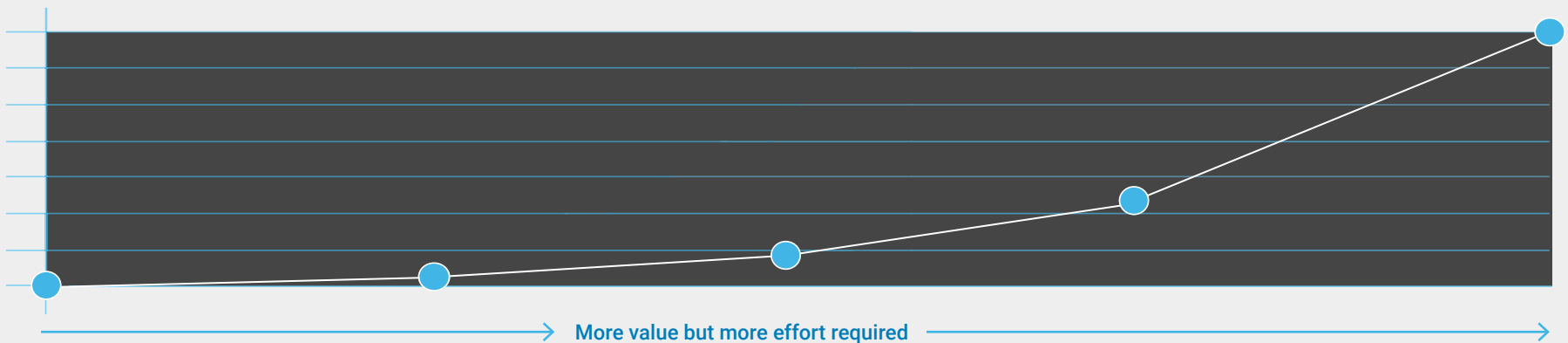


Replatform

CLOUD
NATIVE



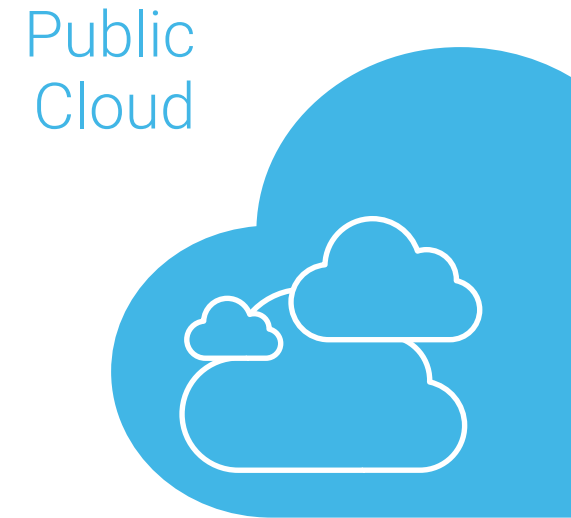
Refactor



STRATEGIZE

Understand your data needs

Similar to your applications, data is a key consideration in determining where a workload should reside. Below, we've laid out six characteristics you can use to determine a suitable environment for your workload. The sliders demonstrate which environment will deliver more value for a given characteristic.



VOLUME

The amount of data you need to move and manage, and how that impacts data gravity



MOVEMENT

The mobility of your data between environments and potential costs associated with transport including egress and access fees



VELOCITY

The speed at which data is processed and the ability to meet its real-time needs



UTILIZATION

How often you'll need to leverage data and what kind of processing power you'll need to do this efficiently, including cold storage use cases



SENSITIVITY

The level at which data should be protected, and your ability to meet data sovereignty needs



REDUNDANCY

Following best practices for backup and disaster recovery

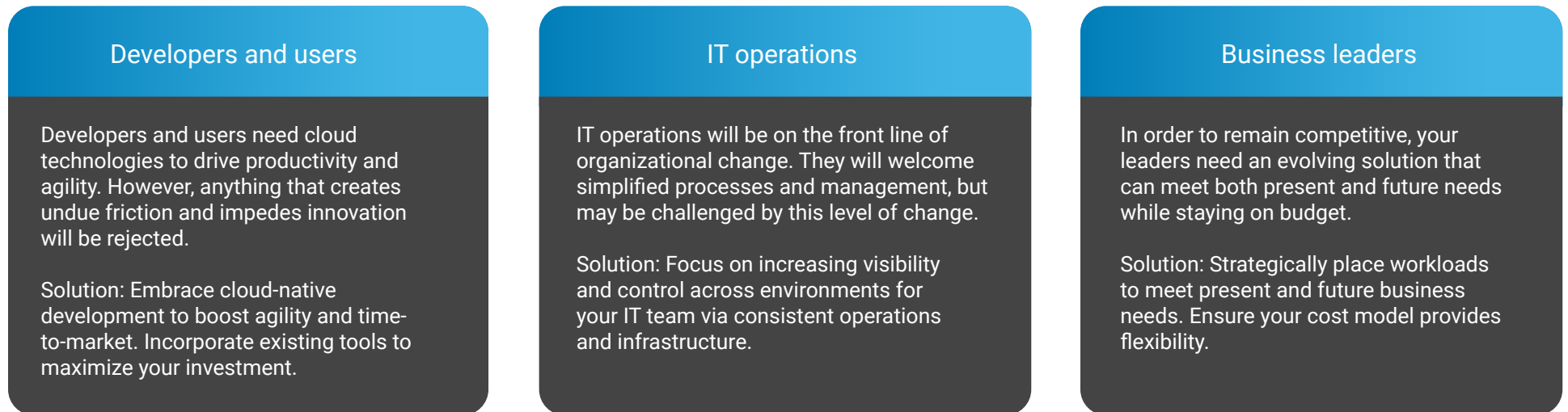


STRATEGIZE

The impact cloud may have on your people and processes

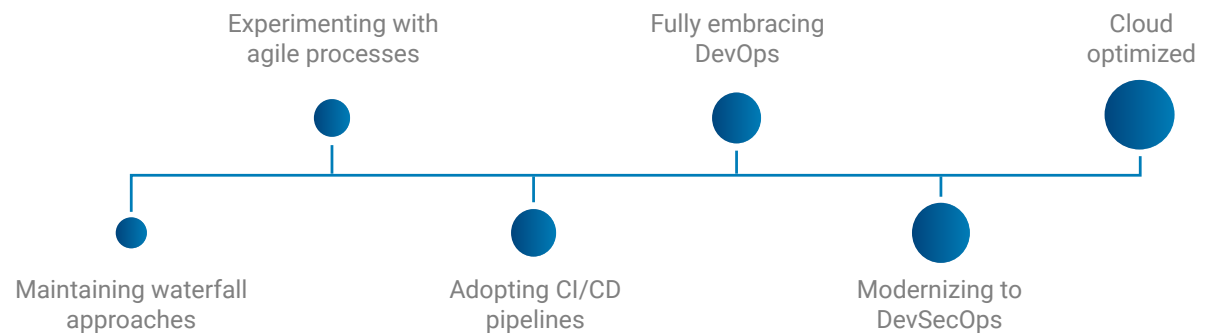
Early in developing your cloud strategy, it's important to try and understand the impact new technologies may have on your people and processes. Doing so helps you accelerate time-to-value and architect a strategy that your team can carry out.

How can I best equip my people for cloud?



Are my processes optimized for cloud environments?

Determining what development methodology you plan to use is an important part of ascertaining the cloud suitability for each of your applications – and how you will ultimately execute your cloud strategy.



STRATEGIZE

Checkpoint: Are you prepared to act on your strategy?

Before moving on to the next stage, it's important to achieve the following business and technology outcomes.

Business outcomes

- Responsibilities of business and technology teams are defined
- KPI/program success metrics are established
- Objectives for availability and recovery are identified

Technology outcomes

- Future state multi-cloud architecture is blueprinted
- Roadmap, strategic vision, and adoption plans are brainstormed
- Backlog for service and design development is prioritized
- Workload suitability for each environment is understood
- Technical, team, and capabilities readiness is assessed
- Performance and readiness metrics are benchmarked
- Financial and cost models are defined
- Technology dependencies are mapped out
- Gaps in current IT capabilities vs. objectives are understood

The outcomes in this checklist are based on common activities we've seen organizations take when successfully developing their cloud strategy. There are decisions within the Strategize stage that only you and your leadership team can make – no one outside your organization can prescribe what success looks like for your organization.



Educate

In each stage of your cloud journey, it's important to understand your workforce's current skillsets and build a training plan that is tailored to their needs and knowledge base.



Identify cloud heroes that can serve as trainers

The Strategize stage is the time to determine existing skills, identify possible cloud knowledge gaps, and build out training that meets the needs of each individual in your workforce.

IMPLEMENT

Put your strategic plan into action and begin launching your cloud architecture



After you have your cloud strategy in place and agreed upon with key stakeholders, it is time to deploy. If you've successfully completed the Strategize stage of this process, you should have some idea which workloads align to each of your public and private clouds. In the Implement stage, it is critical that you establish connections between these environments to lay the groundwork for operational consistency and workload mobility.

Why? For one, operational consistency helps you overcome the complexity of managing disparate environments and extending security policies across clouds. Secondly, you should enter your cloud journey knowing the needs of your business will change over time, and it's crucial to build in the necessary flexibility to shift workloads to a more suitable environment when the time comes.

Additionally, this phase is where you begin automating aspects of IT management to drive efficiency and minimize risk.

Key actions



Validate your cloud strategy for deployment

Work with key stakeholders to verify your proposed architecture for feasibility and alignment with organizational needs.



Integrate core IT operational systems

Build connections across cloud environments to lay the groundwork for operational consistency and workload mobility.



Begin consuming IT resources in a self-service manner

Work with your vendors to provision the IT resources you need on demand with pay-per-use models.



Educate

The Implement stage is when you will want to take what you've learned from your workforce skills assessment and finalize your detailed training plan. Once that is in place, begin "train the trainer" activities.



Identify cloud captains to serve as trainers

Pinpoint the members of your team that will be most effective in spreading knowledge through the organization – these will be your "Cloud Captains." Look for those with existing cloud knowledge and strong leadership skills.

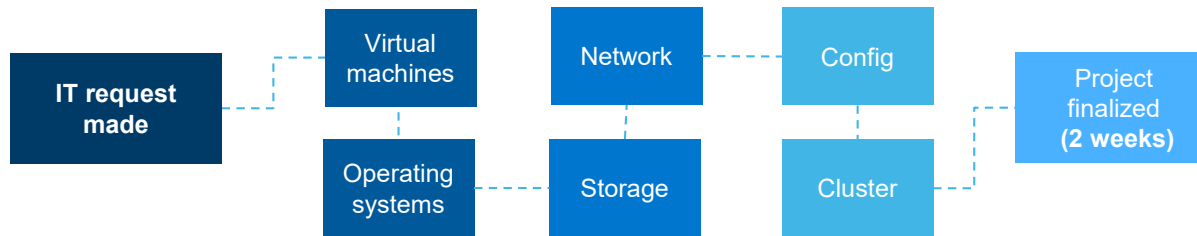
IMPLEMENT

Shifting the way IT is delivered

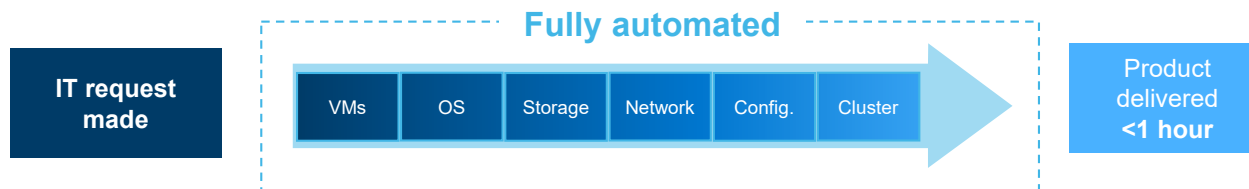
The way your organization needs to deliver IT is changing. Previously, the way organizations thought about IT was through a project mentality. Projects were assigned by IT and were manually passed off between teams in a waterfall methodology. This process has failed to keep up with the speed of business.

The new way of delivering IT is through a services mentality. Funnel work through a self-service cloud portal or equivalent APIs, and work with your IT teams to automate transformative processes. Use the power and flexibility of the cloud to enable your entire organization to automate their tasks and realize the benefits. Adopting this line of thinking is critical to success when adopting cloud.

Project mentality – manual tasks with handoffs between teams



Services mentality – deliver as-a-Service capabilities anywhere



IMPLEMENT

Checkpoint: Are you ready to ramp up cloud adoption?

Before moving beyond the Implement stage, it's important to achieve the following business and technology outcomes.

Business outcomes

- Operational readiness and requirements are in place
- Financial blueprint: CapEx/OpEx model and savings targets are established
- Implementation activities have been completed on time and the calendar is refreshed
- Defined role-based access control implemented
- Well-defined and executable business continuity plan is agreed upon

Technology outcomes

- Future state multi-cloud architecture is blueprinted
- Roadmap, strategic vision, and adoption plans are brainstormed
- Backlog for service and design development is prioritized
- Workload suitability for each environment is understood
- Technical, team, and capabilities readiness is assessed
- Performance and readiness metrics are benchmarked
- Financial and cost models are defined
- Technology dependencies are mapped out
- Gaps in current IT capabilities vs. objectives are understood

The outcomes in this checklist are based on common activities we've seen organizations take when successfully developing their cloud strategy. As with other aspects of this process, there are decisions within the Implement stage that only you and your leadership team can make – no one outside your organization can prescribe what success looks like for your organization.



ADOPT

Move applications and data to their proper environments and validate design

Now it is time to begin operating your cloud environments. Before you start migrating workloads to your clouds, implement appropriate monitoring tools. Doing so allows you to validate the performance and health of your applications – before and after migration – to ensure they were properly moved. Post-migration, these insights can inform how your applications are performing so you can optimize your cloud implementation.

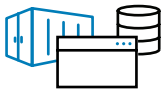
You will need to define how your people, processes, and technologies will help your organization rapidly and elastically scale resources, onboard and create new services, and secure your IT environment. Executing this step correctly requires you to understand how you will maintain ongoing governance, management, and operationalization of cloud services, as well as roles and responsibilities across teams.

Key actions



Implement operational principles

Define how and who will maintain governance, manage different areas of your environment, and operationalize cloud services.



Start running workloads

Bring your applications and data into live production environments and begin capturing results.



Measure performance and productivity

Gather telemetry data to understand application performance and health, pre- and post-migration, to validate migration success and optimize your resources.



Educate

At the Adopt stage, your detailed training plan will go into full effect. Technology-specific and process-specific curriculums go live, with resources available for both generalist roles and deep technical roles. Your advanced material may require you to utilize solution experts from a vendor or a third-party consultancy.



Schedule and execute your training plan

Group teams together by a combination of their skillset, role, and technical aptitude. Make sure you have a “Cloud Captain” within each group to lead the development.

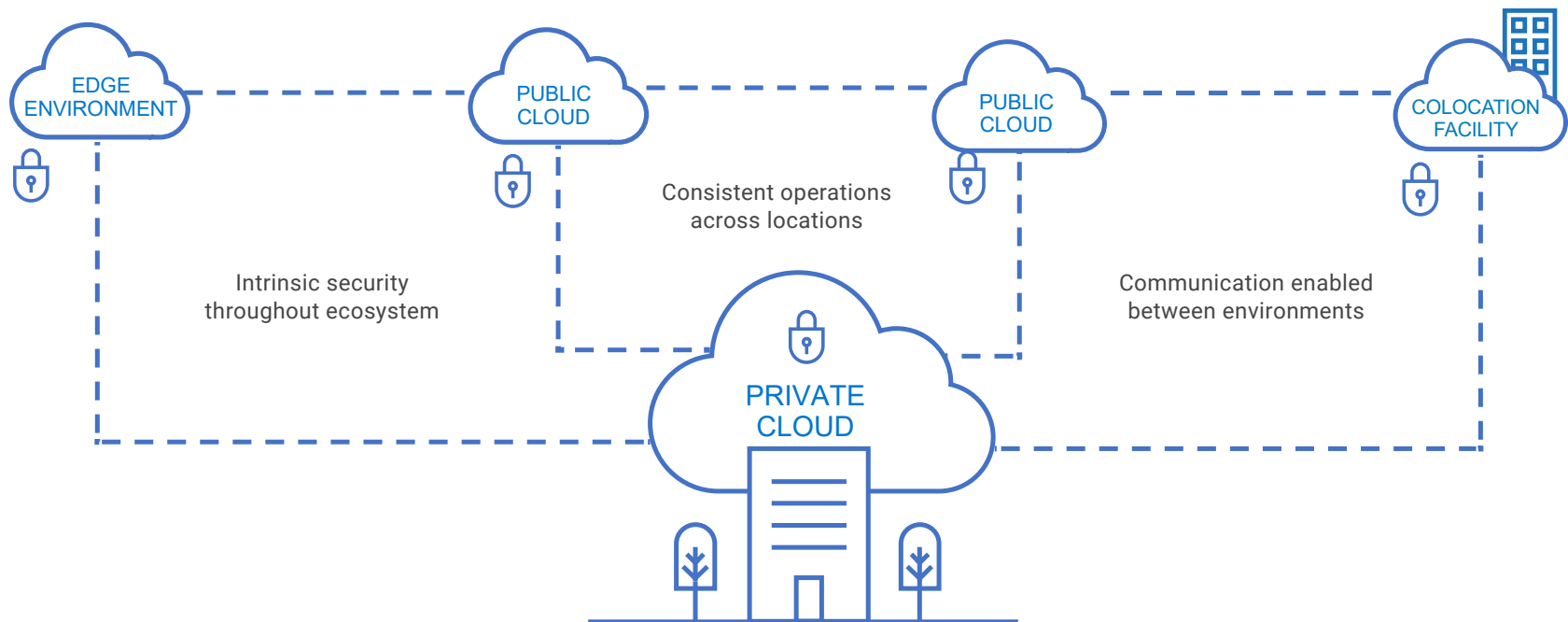
ADOPT

Realizing your hybrid cloud adoption

Your organization's cloud success is directly tied to the operating principles you put in place to manage your multiple cloud environments. If your workloads in public clouds, private clouds, and edge environments are not compatible, you will not gain the flexibility and agility you intended. It is critical that your operational strategy accounts for the individual management of each of your environments, as well as how to connect these separate locations within your larger ecosystem.

It is important that you cultivate consistency – your organization needs services, operational procedures, and infrastructure to all be compatible. With fully realized consistency throughout your organization, you will then have the freedom to place your workloads where they make the most sense for your business needs and cost models.

Your vision for your future in cloud must start with operational consistency. This will enable you to freely place workloads unbounded by operational constraints, while realizing control over every environment. Your developers will have access to the resources they need at any time, your analysts can glean insights from all your organization's data, and – most importantly – your assets will be protected by a single set of policies spanning the entire system.



ADOPT

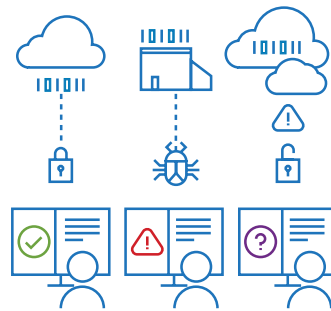
How to measure “day two” operations for success

Success will look different for every organization. However, there are some common traits that most organizations will demonstrate to signaling a successful adoption is underway. Below we’ve put together characteristics you can look for to gauge the success of your ongoing cloud operations.



Overall operations

- Operational readiness and requirements are in place
- Financial blueprint: CapEx/OpEx model and savings targets are established
- Implementation activities have been completed on time and the calendar is refreshed
- Well-defined and executable business continuity plan is agreed upon



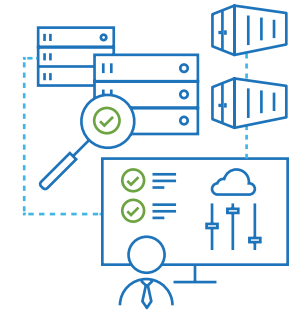
Security and compliance

- Risk profiles have been established
- Access control is defined across all roles
- Security is becoming everybody's responsibility (DevSecOps)
- Encryption solution is tested and validated



Performance

- Teams understand the performance and health of all applications and infrastructure
- You are meeting and/or exceeding SLAs for data protection and application availability
- IT is able to deliver services within the timeframe that developers require



Innovations

- Dev/Test environments have been spun up
- New code is being deployed to production daily
- Teams are consuming native cloud services
- Some applications are containerized and/or microservices based
- Developers are embracing microservices and agile methodologies

ADOPT

Checkpoint: Are you ready to scale out new environments?

Before moving beyond the Adopt stage, it's important to achieve the following business and technology outcomes.

Business outcomes

- Lifecycle management (LCM) practices are automated
- Stability and compliance have been re-establishing in an internal audit
- Developer productivity and time-to-market has improved
- Financial transparency achieved with CapEx/OpEx savings
- KPIs are managed with support from telemetry data
- Communication, training, and adoption plans are executed
- Community of sponsors and champions has been established
- Resiliency has been claimed as a competitive business advantage
- Security threats have not had an impact

Technology outcomes

- Cloud operating principles implemented
- Digital experience management platforms have been operationalized
- Policy and governance program enacted
- Confirmed that workloads (applications, models and data) are running in your hybrid environment
- Performance and productivity are being monitored
- Pathway to zero technical debt has been charted
- Migration and modernization factories have been established
- An adoption/implementation program has been implemented

The outcomes in this checklist are based on common activities we've seen organizations take when successfully developing their cloud strategy. As with other aspects of this process, there are decisions within the Adopt stage that only you and your leadership team can make – no one outside your organization can prescribe what success looks like for your organization.



SCALE

Gauge whether your resources are meeting success metrics and fine-tune accordingly

Using the monitoring solutions implemented in the Adopt stage, begin gathering telemetry data to understand whether your cloud resources are meeting or exceeding your previously-defined success metrics. Furthermore, you can use other tracking systems to gauge developer adoption, productivity, and resource usage.

In addition to optimizing the health and performance of your resources, you can use these metrics to deprovision resources that aren't needed and scale those that are meeting or exceeding expectations.

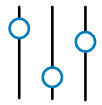
Optimization is an ongoing responsibility in your cloud journey – you will continue to fine-tune your environment to meet your evolving needs.

Key actions



Elastically scale resources based on demand

Understand how your people are leveraging your cloud environments to scale and deprovision resources based on usage.



Fine-tune resources to improve application performance

Use telemetry data to understand how applications are performing and adjust resources to ensure you're meeting or exceeding SLAs.



Continue refining

Even after your cloud strategy is executed, continue to monitor your IT landscape and optimize where appropriate as your organization's needs evolve and/or opportunities arise.



Educate

The Scale stage is your opportunity to analyze results from your initial rounds of training. With these insights, you can course-correct curriculum and materials to prepare them for new hire training.



Transition to ongoing learning and new hire training

Create self-paced training formats and introduce vendor-specific technical options as needed. Build a method to regularly revisit your training materials to ensure they remain current and applicable to each role.

SCALE

Checkpoint: Are you ready for your cloud journey business and technical review?

Before moving on to the final business and technical review of your cloud journey, it's important to achieve the following business and technology outcomes.

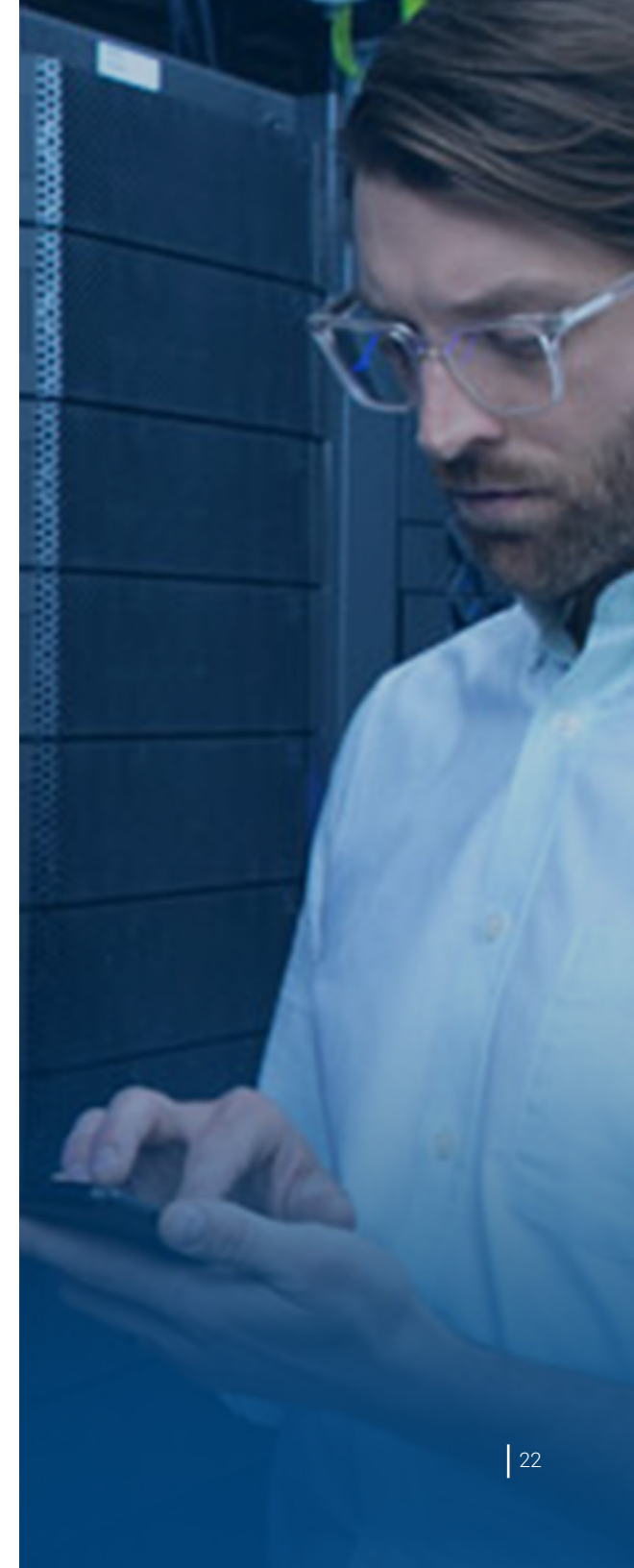
Business outcomes

- Accelerated CapEx and OpEx savings
- Adopted an integrated roadmap for Business and Technology
- Gained ability to leverage deep customer insights and rapid response times using your new capabilities
- Continued measurement and improvement of employee experience

Technology outcomes

- Confirmed performance of apps, workloads, data and models is within preset success metrics
- Confirmed planning systems are in place that are both value-based and data-driven
- Enacted a policy and governance program
- Secure anytime anywhere access has been established based on role and business need
- Confirmed performance and productivity are being properly monitored
- Migration and modernization factories have been established
- An adoption/implementation program has been implemented

The outcomes in this checklist are based on common activities we've seen organizations take when successfully developing their cloud strategy. As with other aspects of this process, there are decisions within the Scale stage that only you and your leadership team can make – no one outside your organization can prescribe what success looks like for your organization.



SCALE

Optimize your environment by reviewing performance and stakeholder feedback

After you have started operating your environment and have begun gathering data on how resources are performing, it is important to re-engage your core group of stakeholders with this information. Analyze your environment against your pre-determined success metrics and establish a plan to course correct where needed, scale out where appropriate, and implement new capabilities.

Below, we have highlighted some of the key areas to discuss in this stage of the process.



Technical Review

What to check for:

- Conduct compatibility tests – does your operational strategy enable your organization with consistent operations across all your environments?
- Assess service level agreement metrics – are you getting the performance and capacity that you need?
- Gauge overall workload performance and data integrity – are there any problem areas and do you have a plan to migrate workloads if needed?
- Ensure compliance – have you verified compliance throughout your ecosystem before expanding at scale?
- Confirm security posture – have you completed rigorous security audits and made any necessary corrections to your organization's security postures?
- Update data protection and disaster recovery – have you completed your evaluation of your data protection and DR plans and made updates where needed?



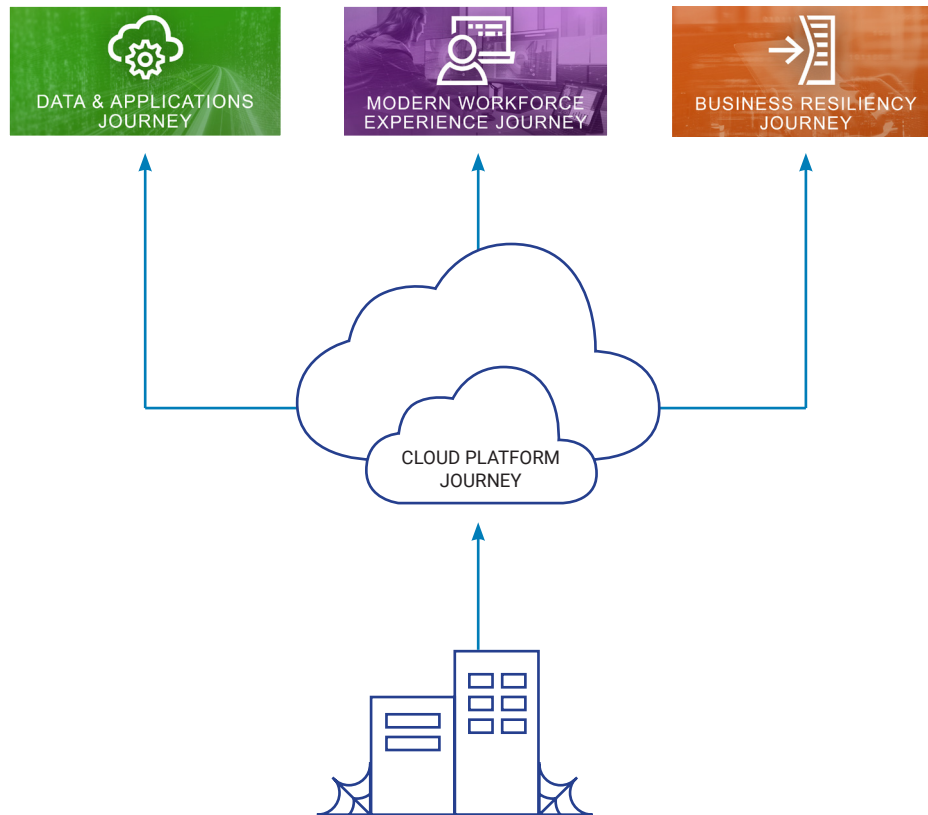
Business Review

What to check for:

- Collect feedback from employees on access, capabilities, and productivity
- Monitor Quality of Service (QoS)
- Understand app, data, and workforce KPIs, and the impact each has on business operations
- Evaluate cost data and build a plan to stabilize public cloud costs with data from current adoption levels
- Identify workloads that should move to different environments to optimize performance and costs
- Evaluate time-to-market for new products and/or product features
- Investigate customer complaints and synthesize feedback to identify solutions
- Track adoption rates of cloud workloads
- Measure your organization's understanding of roles and responsibilities relative to each public cloud's shared responsibility model
- Conduct TCO analysis to inform next wave of cloud adoption; include schedule

CONCLUSION

Make Dell Technologies Services your transformation partner



How Dell Technologies Services manages cloud journeys

A successful cloud infrastructure strategy will deliver desired business outcomes and simplify your operations. Dell Technologies deploys and manages clouds seamlessly around the world, so we understand how to deliver a successful strategy while recognizing the challenges and risks to transformation.

That's why our experts are here to share their best practices and help with your cloud journey. We can assist and manage your day-to-day cloud operations so you can focus on other priorities, but we also provide team trainings and certifications to ensure your organization has the knowledge and skills to support your cloud. No matter what you need, we're here to make your cloud transformation easier.

CONCLUSION

Finding help

Lean on our experts to assist you in any way you need

Dell Technologies Services not only provides a structured approach during each stage of your cloud journey, but the depth of our expertise ensures that no matter what your business goals, we can help you achieve them.

Below are some additional details about the variety of services we offer:

Consulting

Gain assistance with nearly any facet of cloud adoption.

Deployment

Deploy Day 0 necessities, IT service management policies, and your cloud portal.

Education

Enable your organization to be “cloud smart” right away.

Assessments

Gauge your team’s readiness to undertake a move to cloud environments.

Residency

Augment your team without having to stall your business.

Support

Scale and fine-tune your cloud operations, while setting your organization up for success as you expand your cloud adoption.

Managed Services

Reduce the burden on your organization by offloading cloud management.

Workshops

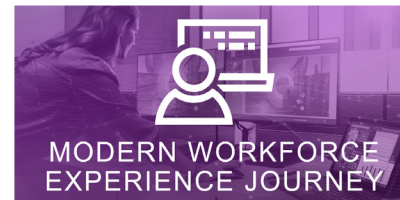
Align your different lines of business to move forward with cloud adoption.

CONCLUSION

Get started on your cloud journey today

Dell Technologies has helped thousands of customers successfully create and operate cloud environments of all shapes and sizes. We've put together several resources to help you learn more about driving successful cloud projects.

Customer Journeys



Additional Resources

[Dell Technologies Services](#)

[Dell Technologies APEX](#)

[Dell Financial Services](#)



[Contact us to set up your
strategy workshop.](#)