



DRIVING THE DIGITAL ENTERPRISE TRANSFORMATION

2018-2019 Intel IT Annual Performance Report

CONTENTS

Our Digital Transformation Journey.....	4
Innovation Begins with IT's Transformation.....	5
Our Data and AI Efforts Pave the Way for Greater Insights	7
Collaborating with Our Business Partners on Intel's Transformation.....	9
Building on Our Successes: Maintaining the Momentum	11
Delivering the Future—Today.....	12



INSIGHTS FROM OUR CIO

IT must adapt, learn new skills, and work in a state of perpetual disruption.

For 50 years, Intel has invented at the boundaries of technology to create amazing experiences for businesses, society, and every person on earth. Innovation is the core of Intel's success, and we are disrupting industries and solving global challenges as we experience one of the most significant transformations in corporate history. Data fuels Intel's transformation from a PC-centric to a data-centric company. Data also powers the capability of the cloud, the proliferation of the Internet of Things (IoT), the advances in memory and programmable solutions at the edge, and the promise of always-on 5G connectivity.

Intel IT is uniquely positioned to help transform our company into a digital powerhouse, and as such, we've proactively transformed ourselves to be an even more strategic partner to the business, which [Forbes Insights also recently pointed](#) out as critical for IT shops. As an organization with cross-enterprise insights and visibility to help drive the right partnerships that lead to the most effective business decisions, Intel IT has a wealth of expertise in the latest technology best practices to keep Intel at the leading edge. We work hand-in-hand with our business partners to execute our corporate strategy, innovating and collaborating on advancing technologies that make Intel better. We also work with our market-facing businesses to bring solutions to market that address customers' needs, generate new revenue streams, and identify more growth opportunities for Intel.

Like most of my fellow CIOs, I understand that digital transformation presents both challenges and opportunities for the industry, as noted in a [May 2018 Equinix Blog](#). It's not enough to be a technologist: IT must adapt, learn new skills, and work in a state of perpetual disruption. Coupled with a new operating model and a sweeping modernization of our services and solutions, we've built a firm foundation on Agile DevOps; capitalized on the flexibility of hybrid cloud; and unleashed the power of enhanced data and advanced analytics with machine learning (ML) and artificial intelligence (AI) to transform Intel's critical business operations, and our products and services to our customers.

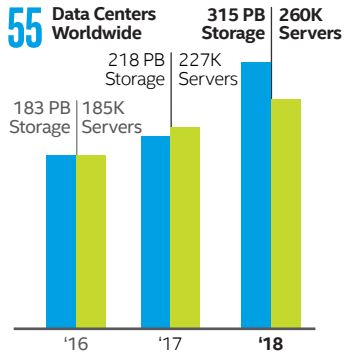
Our vision for Intel IT is simple: Accelerate Intel's growth through best-in-class IT solutions and services. As we lead Intel's digital transformation, we are continually challenging ourselves to help the company build on its strong legacy as a technology leader in this rapidly changing competitive landscape and position ourselves for continued success for Intel's next 50 years.

Please share your insights and reactions with me on [LinkedIn](#), follow me on [Twitter](#), or learn more at [intel.com/IT](#).

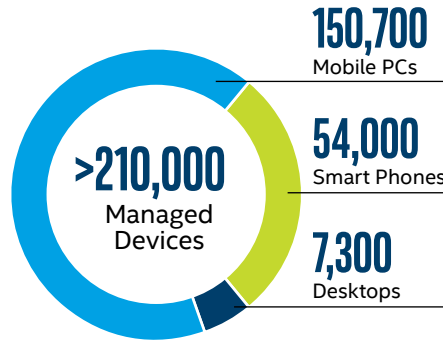
Paula Tolliver
Chief Information Officer, Intel Corporation

5,422 AT **22** SUPPORT **~107K** AT **147** IN **56**
 Intel IT Employees Intel IT Sites Intel Employees Intel Sites Countries

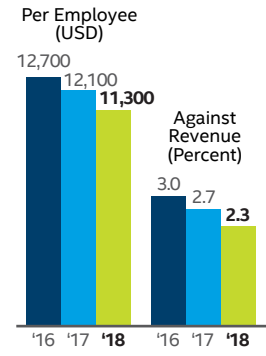
IT Storage and Servers



IT Device Management

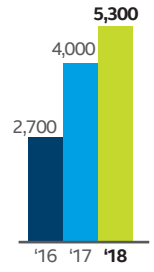


IT Spending¹



IT Supporting

Collaboration Rooms with Intel Unite® Solution



INTEL IT INNOVATION TRANSFORMS BUSINESS VALUE



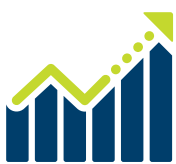
933,000 HOURS
SAVED PER QUARTER

Improved productivity by reducing client build times, increased conference call quality, extensive deployment of Intel Unite® solution, one-click video meetings, grab-n-go PC lockers, self-healing VPN, mobile capabilities for frequently used enterprise apps.

IMPROVED TIME TO MARKET
~52 WEEKS



Machine learning and smart analytics have accelerated our time to market for key Intel® platforms and SOC designs.



2.85 BILLION
IN ADDED TOP-LINE REVENUE

Intel IT helped influence an increase of USD 2.85 billion toward Intel's revenue through our strategic business unit partnerships and significant engagements across marketing, sales, and product development.

BUSINESS VALUE OF
1.25 BILLION



In 2018 we delivered USD 1.25 billion in business value across 24 projects in design, manufacturing, and supply chain.

¹ Financials restated to include wholly owned subsidiaries that have since been integrated and exclude divested entities. Employee count represents an average of beginning and end of year.

OUR DIGITAL TRANSFORMATION JOURNEY

“A corporation is a living organism; it has to continue to shed its skin. Methods have to change. Focus has to change. Values have to change. The sum total of those changes is transformation.”

– Andy Grove,
former Intel CEO

Digital transformation is not the latest industry catchphrase. It's a movement—a significant shift in how companies operate, compete, and grow. This movement was catalyzed by the convergence of technology advancements like the cloud, AI, and IoT that together have the power to completely transform a company and unlock significant value.

ACCELERATE INTEL'S GROWTH THROUGH BEST-IN-CLASS IT SOLUTIONS & SERVICES

- 1 Advance Intel's Products & Services
- 2 Transform How Intel Runs & Grows
- 3 Increase Workplace Productivity
- 4 Secure Intel & Deliver Op-Ex
- 5 Instill a Culture of Excellence

Bringing the Future to Life

Intel IT has crafted our strategy to enable Intel's digital transformation, so we can accelerate Intel's business growth and competitive advantage. Guided by our vision and five strategic objectives, we are capable of adding significantly more value to the top and bottom line and to make the once impossible, possible!

Driving transformation requires stronger IT leadership, innovation, risk taking, and an enhanced strategic and collaborative partnership with Intel's businesses. We're committed to driving digital transformation by adhering to the following principles:

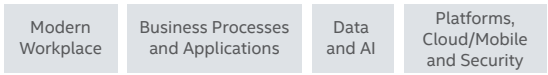
- Creating a more modern workplace with digitally literate employees
- Simplifying business processes and changing how we deliver applications and capabilities
- Tapping into the power of data and AI/ML to radically improve our capabilities and competitive advantage
- Modernizing and transforming our architecture and platforms with secure cloud-enabled mobile solutions

These digital transformation enablers will lead to enhanced business outcomes for Intel. We'll have a more productive workforce that is empowered by self-service tools and insights. We'll engage

new and existing customers more effectively while making it easier for them to do business with us. We'll reimagine and optimize our decision making and operations. And with more connected data and insights, we'll have the power to deliver new, innovative products and services.

Our vision of digital transformation is already coming into focus. We've identified and are implementing new IT solutions and are scaling our data and AI innovation in collaboration with our Intel business partners—and we'll continue to do so. Together, we're already making great progress in many of our core value chain capabilities like product design, product validation, supply chain, and customer engagement, which will be detailed later in this report.

Intel Enterprise Digital Transformation Underway



Productive Workforce



Engage Customers



Reimagine and Optimize Decision Making and Operations



New Products and Services

Share this Report



INNOVATION BEGINS WITH IT'S TRANSFORMATION

Shaping Our Culture to Drive Transformation

To succeed, Intel's digital transformation must be built on a sturdy foundation of connected data and advanced analytics. Both allow us to amplify efficiency and effectiveness within and across end-to-end business processes. But to drive that change for Intel, we recognized that our IT organization also needed to be transformed. That's why we embarked on a journey in 2017, to strengthen our own foundational capabilities and modernize our IT skills, services, and operations. As we head into 2019, we're confident that these efforts will significantly improve our ability to deliver innovative solutions with more business impact and value.

Maturing Our IT Model: An Approach to Increase Speed, Agility, and Efficiency

Large-scale transformations are complex to orchestrate and change is difficult to manage successfully. We are managing our IT transformation as a structured and integrated program, removing both structural and cultural barriers, to help focus on our key metrics. It's important that our transformation moves rapidly so that IT has the capabilities in place to help Intel be more innovative and competitive.

As we discussed in our [2016-2017 annual performance report](#), we've been focusing on strengthening our IT basics and operational excellence by using Agile and DevOps maturity, enterprise architectures and governance, portfolio and investment discipline, and enhanced security.

By the time 2018 arrived, we were ready to implement a new modern operating model aimed at modernizing and improving our IT solution and service delivery. Basic elements of this operating model include the following:

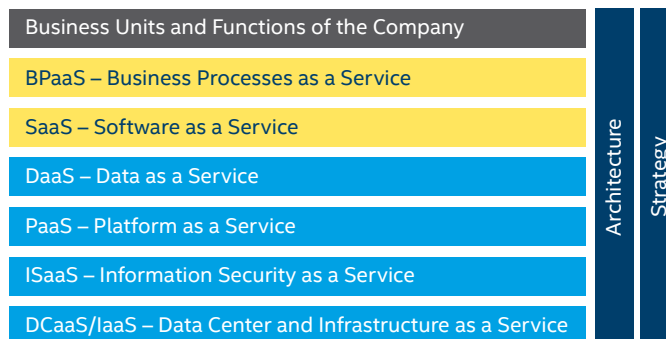
- A matrixed organization with vertical and horizontal solution stacks with focused and leverageable expertise
- End-to-end value streams that allow us to enhance our business knowledge and engagement, and optimize and connect our business solutions, data, and value delivery
- Enablers that continuously evolve, support, and connect our operating model capabilities and delivery
- Interaction models that clarify how work gets done, handoffs between players, and the roles and responsibilities of each player (based on the [RAPID* framework](#))

Building on the strong culture that has made Intel an industry leader for 50 years, we established our strategy to lead Intel's digital transformation and structured our IT organization for success. We are now at the point in our journey where we, along with the rest of Intel, must make the right shifts in our culture to align with our winning strategy and structure. This is a key milestone for us as we seek to execute on our vision to be best-in-class.

We have learned that it's not just enough to have the right strategy and structure; we must also align our culture. If we stick to our old ways of working and thinking, it creates a headwind to progress on our journey.

We're reshaping our culture at all levels to help us develop personally, as a team, and as an organization. In 2018, our IT leaders began training on how to align our cultural behaviors with our organizational change. As we enter into 2019, we will begin to roll out our culture program across IT through communications, videos, peer-to-peer training forums, and most important, by leadership role modeling.

Operating Model



Scaling Pervasive Agile and DevOps Practices

To ensure our new operating model delivers faster learning, shorter times to market, higher quality and productivity, and leaner operations for our IT teams, we formed a task force dedicated to scaling Agile and DevOps practices across IT. Their efforts began with training more than 4,700 employees on Agile methodology and creating more than 500 Agile Persistent Teams (APTs).

Why do APTs matter? To answer that, consider that employees in APTs used to be part of short-lived teams that were formed and disbanded on a regular basis. They expected their managers to prioritize work and provide guidance on next steps. But APTs change all that. APTs stay together longer. Product or capability owners, rather than managers, drive prioritization, and APTs are primarily self-directed. And because managers no longer assign day-to-day work, they can instead be servant leaders who optimize resources across APTs, coordinate development with architectural standards, and help remove barriers. Managers can now also play a more significant role in their employees' development and career growth.

At the end of 2017, 97 percent of these APTs met the criteria for Level-3 Agile maturity (Project Excellence). Building on this momentum, in 2018 we continued to drive Agile adoption and maturity by focusing on leadership, management support, and empowerment of the APTs. We also adopted an industry-standard framework for scaling Agile practices to an enterprise/program level. We have trained hundreds of employees on this framework, and over 3,000 more employees on Agile practices in general. Our new scaling framework has created a significant pull in the organization to fully commit to the Agile and DevOps transformation.

During 2019, we will continue to work on automating the development cycle (build, test, release), focusing primarily on testing. Currently, about 22 percent of our testing is automated; we plan to achieve 60 percent testing automation by the end of 2019—which will enable us to reach our goal of 50 percent reduction in time to delivery.

Reducing Technical Debt to Focus on Innovation

Innovation is a big part of Intel's DNA. Generating new ideas and developing new methods, processes, and products spark our imaginations and fuel the company's growth. That's why we want to maximize the time and resources we devote to innovation.

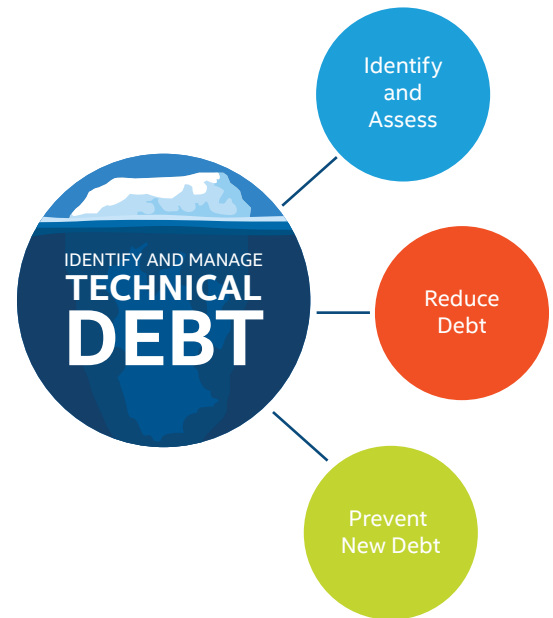
Technical Debt Defined

We view technical debt as deficiencies in code, technical documentation, development environments, third-party tools, application redundancies, and development practices that make change difficult and impede efficiency.

Learn More

Paper: [The Battle Against Technical Debt on the Journey to IT Transformation](#)

Paper: [Framework for Technical Debt Reduction: Take the First Step Toward Digital Transformation](#)



To do that, we needed to remove one of our most critical barriers: years of accumulated technical debt.

How are we tackling it? To start, we knew taking an ad hoc approach would not be sufficient nor fast enough. To accelerate technical debt reduction, we first looked at industry-standard methodologies from the National Institute of Standards and Technology (NIST). We then developed our own unique Intel IT Enterprise Technical Debt Framework, which has allowed us to methodically modernize our enterprise architecture, freeing up resources for investment and enabling more industry-leading innovation. This framework will not only guide us in reducing technical debt but will also help us prevent it as we move forward. Starting with IT, then expanding to all of Intel, our technical debt management framework consists of the following steps:

- 1. Identify and assess.** We use Gartner's TIME model (tolerate, invest, migrate, or eliminate) to examine each of the more than 5,600 applications in use at Intel.
- 2. Reduce debt.** Since we began our reduction process, we have been able to eliminate over 665 applications
- 3. Prevent new debt.** We have defined a strong governance model that helps prevent technical debt from recurring.



OUR DATA AND AI EFFORTS PAVE THE WAY FOR GREATER INSIGHTS

Guiding Intel to Adopt a Data-First Mindset

If an organization wants to truly make digital transformation a reality, its data architecture, operating model, compliance, and security must be integrated. An ideal way to bring them all together is a sound enterprise data strategy that accomplishes the following:

1. Clearly articulate a vision for being data-centric to both internal and external stakeholders
2. Promote a data-oriented culture across the company
3. Create “data as a service” to let employees easily get the quality data they need

Without such a data strategy in place, an IT organization will be faced with continually organizing “data chaos.” One thing that can contribute to this chaos is the “data puddles” that Intel and many companies of a similar size and scope have. These isolated systems deliver information for a specific business function, and while the business processes inside them may be optimized, transferring and sharing data across processes requires a lot of human intervention. That typically means copying data to meet a specific need of another business unit.

For example, business analysts must access and analyze data from multiple systems to make decisions, leading to errors and deficiencies in quality and timeliness. Applying AI and ML—or producing enterprise data dashboards and metrics—is very difficult because the data these algorithms need are in multiple data puddles throughout the enterprise. What’s more, without a solid data strategy in place, the enterprise as a whole can miss time-to-market opportunities for new processes and business insights, increasing the risk of data loss and noncompliance with laws such as the General Data Protection Regulation (GDPR) and other global privacy and data protection laws.

Intel’s data strategy includes channeling data puddles into relevant data lakes, where trusted, connected, and secure “gold copy” data is defined and integrated properly. Our goal is to make this data available across all Intel lines of business and business processes. This will allow it to be effortlessly analyzed and shared across systems through well-defined application programming interfaces (APIs), resulting in new business processes that can be readily changed and integrated. Additionally, analysts can easily apply AI and ML techniques to the data to shorten the time from data access to data insights. Data risk and loss exposure will also be minimized because the data is managed and monitored across the enterprise.

The Corporate Data Office: The Force Behind a Data-Centric Company

At Intel, digital transformation enables our significant growth plan across a new, more diversified portfolio of businesses. These businesses have required us to develop an entirely new set of organizational capabilities, spanning both the business and technical realms, which will be systematically built and scaled over time. We will do this while also reimagining several years’ worth of existing capabilities. Some, such as scalable infrastructure, tools, and new and improved data architectures, will be foundational. Others, like becoming a magnet for the best talent in data science, will differentiate us in the marketplace.

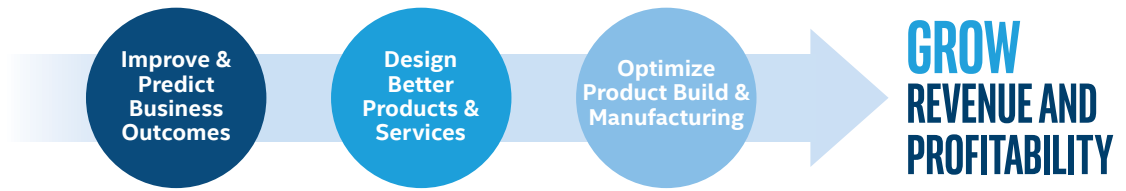
These efforts and others require adopting a framework to identify, prioritize, execute, and continuously monitor and review data maturity, including establishing a Corporate Data Office (CDO). In early 2017, we launched the Intel CDO, a “one-stop data shop” that is continuing to cultivate a data-first mindset for each of Intel’s businesses. It was initially established to improve the management of Intel’s data assets (315 petabytes

Transforming the World through IT

Traffickers can't hide from data

Twitter, Snapchat, and dating sites were designed to promote social connections, yet sometimes they’re used to lure unsuspecting victims into an underground world of crime, including forced labor and prostitution. Trying to pinpoint connections between perpetrators and victims can be a challenge due to the vast amount of data that local police must examine.

The Intel Inside Safer Children Outside team, featuring employees across IT, helped police meet this challenge. They delivered several algorithms that analyze enormous amounts of raw data to quickly establish and correlate strong evidence to prosecute human traffickers.



and counting). In support of that charter, the CDO collaborates with business partners, information security, legal, and human resources (HR) to provide policies, procedures, and standards for regulatory compliance, enterprise data management, dataset acquisition, and big data infrastructure.

Along with our business unit partners, the CDO empowered a community of practice (COP) called the Data Scientist Working Group, to promote innovations that unify and structure all existing and future Intel data assets.

Key CDO accomplishments thus far include:

- Generating USD 1.25 billion in business value by using advanced analytics for sales and marketing, product design and enhancement, and more.
- Implementing and managing a state-of-the-art data and analytics platform across Intel for data science, computing, connectivity, and storage.
- Creating novel (and patentable) algorithms to reduce time to market in pre-silicon validation, improve the performance of our products, and make our sales and marketing channels more effective.
- Developing ways of generating incremental business value (“CDO as a Business”) and delivering insights to decision makers (“CDO as an Innovator”). This aligns with Intel’s emerging data strategy, allowing the CDO to bring new revenue opportunities to market, based on the convergence of our data science capability, insights from internal and/or external data, and new strategic relationships with external companies.

Looking ahead, the CDO has strong momentum to expand and accelerate the connection between advanced analytics, ML, and AI to improve Intel’s products and business operations, and drive new business models and services. This value proposition builds on several years of our pathfinding and advanced analytics teams’ successes and breakthroughs.

AI Everywhere

To lead Intel’s digital transformation, Intel IT is focusing on expanding our partnerships with Intel’s business units to develop innovative AI use cases. We are scaling out our current AI solutions and strengths as well as expanding our emerging capabilities. We also know that it is important to embed and enable AI within our own most

critical business processes. Our approach is set apart by the fact that we aren’t only focusing on implementing AI at the fringes. We’re instead focused on embedding AI into Intel’s critical value chain, including supply chain, product life cycle management, product design and production, and sales channels. We’ve used a maturity model to assess AI readiness to scale for value generation following key metrics:

- **Pathfinding.** Exploring breakthrough ideas and potential models
- **Growing.** Implementing and proving out AI models in targeted areas
- **Scaling.** Ramping across an entire business function to get value return

By capitalizing on the power of AI, we can achieve three primary objectives:

- **Improve and predict business outcomes.** By rigorously analyzing and validating vast amounts of data, AI will efficiently provide us insights that aid human judgement, and help to identify the new markets, products, and product features. It will also allow us to optimize pricing, demand, and supply—for increased forecasting accuracy and, of course, greater revenue. All of these AI efforts are aimed at improving our customer’s experiences while providing us with the perspectives to expand our relationships with existing customers and find new ones.
- **Design better products and services.** AI enables us to deliver better power, performance, design efficiency, and overall quality. We can leverage it to improve the hardware implementation of Intel’s products (including both back- and front-end design), tasks like design layout (e.g., clock gating), product functionality projections, and more.
- **Optimize product build and manufacturing.** Using AI insights will not only help us to reduce product cost and time to market, but also make product milestones more predictable.

We are beginning to fulfill these objectives by working with line-of-business partners who grasp the opportunities AI can provide. We’ve collaborated with them to prove concepts with clear, validated business value that has led to scaling current solutions. As a result, we have rapidly expanded our AI efforts across businesses with visibility and sponsorship at the top.



20% EFFICIENCY INCREASE

We expect to improve efficiency by at least 20 percent across the validation cycle by embedding AI into critical validation processes.

Learn More

[Paper: Artificial Intelligence Reduces Costs and Accelerates Time to Market](#)

[Paper: Improving Sales Account Coverage with Artificial Intelligence](#)

Share this Report





COLLABORATING WITH OUR BUSINESS PARTNERS ON INTEL'S TRANSFORMATION

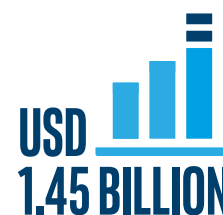
Cultivating More Strategic Partnerships

During the past few years, Intel IT has been diligently working to form more strategic relationships with Intel's business and product groups. The Digital Business Solutions (DBS) group and our Value Stream owners work across our IT organization to more strongly represent Intel's customers' needs when shaping IT and business strategies, priorities, and solutions and services at Intel. This is allowing us to improve products, create IT value-driven services and solutions, and more proactively drive Intel's digital transformation. The following are a few examples of recent partnerships.

Streamlining the Supply Chain

Intel's supply chain includes 600 facilities in 63 countries, 19,000 suppliers, and 2,000 customers. Each year, we fulfill one million orders and ship one billion units. It's no easy feat to stay on top of a supply chain this vast and complex, yet we're using AI to do even more than that. Our solutions help Intel to keep one step ahead of supply and demand—and to plan as far as 10 years into the future. How do we do it? Here are three ways AI and advanced analytics are transforming Intel's supply chain:

- **Optimized parts inventory.** We met the challenge of disparate stocking methods and systems with big data technologies and advanced analytical algorithms. Our solution has provided seamless cross-functionality across organizations and suppliers, both internal and external. Forecast modeling consolidates demand signals and an automated forecasting process now measures and improves forecast accuracy. The intelligent, automated system reduced time to decision from six months to one week and increased savings by USD 58 million.
- **Reduced bill of materials (BOM) costs.** When Intel engineers design new systems and boards, BOM costs can rise dramatically. Yet we used big data, dashboards, and ML to provide information and insights that allow for decision making earlier in the design process. During the pilot project alone, our solution generated USD 23 million in savings in 2018.
- **More accurate space planning.** Although Intel's worldwide, complex supply chain made space planning difficult in the past, it was no match for AI-based insights. We used an ML algorithm with training, input, and output data to deliver 95 percent forecast accuracy. In the process, we generated tremendous bargaining power during carrier negotiations.



By working closely with sales, IT@Intel helped influence an increase of USD 1.45 billion toward Intel's revenue in 2018.

Supply Chain Transformation with AI

INVENTORY OPTIMIZATION

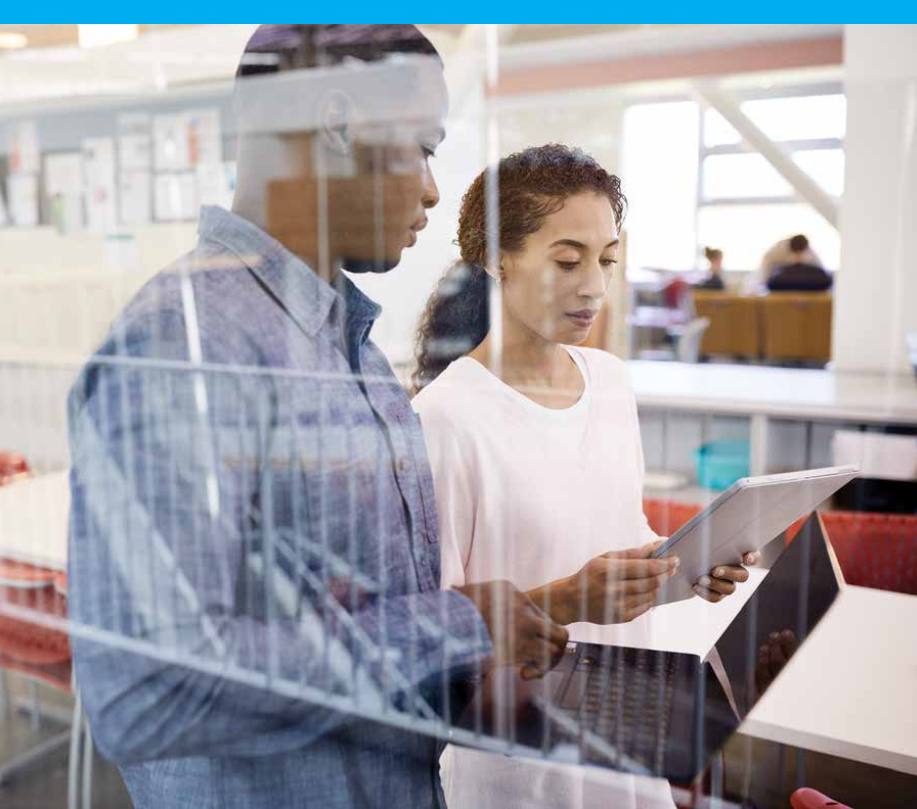


\$58 MILLION USD
IN SAVINGS

WAREHOUSE PLANNING



95% FORECAST
ACCURACY



both customer and market activities. In fact, it collects and analyzes data related to thousands of customers, crawling several million web pages and capturing more than 30,000 social media posts per day. This data is then used to present insights, or “assists,” about customer activities. In just the first quarter of the program, feedback indicated that 87 percent of these insights helped account managers more effectively engage with their customers.

The pilot's success led us to deploy Sales Assist globally in 2018, supporting hundreds of online sales professionals who cover thousands of accounts. The application made a USD 46 million positive impact on sales in 2018. We'll keep building upon this program, providing new capabilities and more support for sales reps in the field, as well as offering intelligent autonomous coverage for potential customers and for accounts that currently do not have account managers. These are just a few examples of how we are transforming our business process and capabilities through innovation.

TOP 10

Gartner

Intel has been named to Gartner's Top Ten Supply Chain list six years in a row.

Intel has been named to [Gartner's Top Ten Supply Chain](#) list six years in a row, and by continuing to deliver AI-based solutions, we're on track to retain our leadership in the future.

Tightening Up Product Validation

Our work with AI in the product validation process has produced some powerful automation tools, demonstrating that AI can dramatically improve processes that were previously performed manually. And when expert engineers are no longer tethered to tedious manual tasks, their time and minds are liberated to focus on innovation.

AI is also enabling some remarkable results in each stage of the product validation process, such as:

- 50 percent more issues identified—with half the budget
- 200x the testing coverage
- 50 percent less debug duplication
- 70 percent less regression testing

And we're just getting started. By 2020, we estimate that AI will provide a 20 percent increase in overall efficiency and quality in our validation process.

Expansive Sales: Enabling Unlimited Scaling

Sales account managers are always looking for more opportunities, and our Sales Assist pilot program was designed to deliver them. Based on our Sales AI platform, this program simplifies account management and recommends actions based on

Transforming the World through IT

AI that delivers hope

How do people with medical conditions connect with the newest treatments more easily? And how can researchers make trials more effective in the shortest time possible? These have been some of the biggest issues in the pharmaceutical industry.

Enter Intel IT's Algorithms Pathfinding for Business team. Previously, this team had collaborated with a company that was a leading provider of retail consumer insights to develop algorithms and models for transforming retail data into valuable insight. The CEO of the retail firm saw the possibilities this work posed for the health science industry and introduced the team to a colleague in that industry. The team repurposed the algorithms to match willing patients to clinical trials, and developed a scoring mechanism to find ideal patients for these trials. More importantly, the team is now exploring how these algorithms can optimize clinical trial design by eliminating testing criteria that increases testing time but has a minimal impact on the overall effectiveness of what is being tested.

Now, through this joint collaboration, patients have an increased chance of participating in a trial from which they can benefit. And in the future, trial design will be optimized to provide maximum benefit for a particular condition, the length of the trial can be decreased, and solutions can get to market faster.



BUILDING ON OUR SUCCESSES: MAINTAINING THE MOMENTUM

More Intelligence = More Opportunities

AI is expanding across Intel, and Intel IT is at the center of these efforts as we continue to enable and champion the possibilities of AI and partner with Intel's business units to provide tangible examples of how it can drive business growth and efficiencies. We've recently launched a machine- and deep-learning training capability with plans that include standing up a third compute stack for cognitive learning. In the immediate future, we'll also deliver an industrial AI platform in our smart factories. From creating data lakes to optimizing pricing, we'll be providing more use cases throughout the year that demonstrate Intel IT's efforts to incorporate AI everywhere.

Approaching the Cloud with Confidence

Our hybrid cloud strategy offers the flexibility, scalability, availability, and performance we need to truly enable digital transformation at Intel. We're also ensuring that this approach is tightly aligned with our security policies.

Intel IT automates the selection of a hosting location, verifying that it meets security and latency needs. While line-of-business application owners are accountable for verifying that their data is secure, they also collaborate with IT to ensure the appropriate controls are in place and maintained.

We also recognize that to successfully enable secure cloud solutions, we need to focus on:

- Investing in the technologies that fuel security, providing data protection, discovery capabilities, access control, logging and monitoring, and network and endpoint protection.
- Adhering to a well-defined service provider evaluation process, as well as processes for

compliance monitoring, incident response, and audits.

- Running our own competitive on-premises data centers where needed.

As a result of this hybrid cloud strategy and rigorous security processes, we're able to place the right workload at the right location with the right controls. That leads to greater efficiency, which gives us the freedom to focus more of our energies on innovation.

Building Tomorrow's Workplace

There's only one way to maintain the momentum we've been building to achieve digital transformation at Intel, propelling us into the future: Our employees must be engaged. If they aren't, they won't be efficient or innovative, preventing them (and Intel) from reaching their potential. That's why creating an even more empowered workplace is a major focus for Intel in 2019.

Research conducted in 2018 revealed that employees want more than what we've been offering. They perceived a gap between the cutting-edge technology Intel provides customers and the technology IT offers employees. We can do better! Our vision is to close this gap, further modernizing our workplace to increase employee attraction, retention, and engagement, which will in turn increase Intel's digital competitiveness and collaboration.

For IT's part, we'll be enabling even better employee experiences by first focusing on the essentials, then we'll turn our energies toward delivering fully personalized experiences that remove barriers to employees' creativity and productivity.

Transforming the World through IT

Technology to the rescue

In summer 2018, the Intel Employee Service Corps (IESC) and Intel IT collaborated to help rebuild communities in Puerto Rico—one year after Hurricanes Irma and Maria left broad swaths of the island without power.

Intel IT and the IESC focused on developing, testing, and deploying technology pods to help restore power and connectivity. In short, the pods can help locals do the basics—connect to the internet, charge devices, and request FEMA assistance.

During the initial trip to Puerto Rico, the group focused on essential legwork—canvassing locations, testing satellite uplinks and Wi-Fi, and building working relationships with local government officials. The team's goal is to iterate and improve on the technology pod design through 2019.

Learn More

Paper: [Intel IT's Multi-Cloud Strategy: Focused on the Business](#)

Paper: [Data Center Strategy Leading Intel's Business Transformation](#)



DELIVERING THE FUTURE—TODAY

“Intel IT is uniquely positioned to help transform our company into a digital powerhouse.”

*— Paula Tolliver,
Intel CIO*

It's an exciting time to be at Intel. We are rapidly growing and transforming our company and Intel IT is well positioned to provide leadership to rapidly actualize its transformation through innovative solutions and services. With our new, modernized operating model, we have been engaging more strategically with our business partners, and are much better positioned to provide them with solutions and services more quickly and reliably. Our focus on data, AI, and ML is allowing us to develop innovative solutions that provide greater value to Intel. And by aiming to develop and

deliver better employee experiences, we're focused on making digital experiences more personal. As Intel's growth and transformation journey continues, IT will continue to mature the improvements we've made to our capabilities shared in this update but will be shifting more of our focus and time to working on Intel's business and product transformation and innovation. What are your own goals, and what type of future are you driving toward? Let's [start a discussion](#) and [stay connected](#).

STAY UPDATED READ MORE

Keep an eye on the future by joining us on our journey at intel.com/IT.

Read more from our IT leaders and subject matter experts on the [IT Peer Network](#).

THE INFORMATION PROVIDED IN THIS PAPER IS INTENDED TO BE GENERAL IN NATURE AND IS NOT SPECIFIC GUIDANCE. RECOMMENDATIONS (INCLUDING POTENTIAL COST SAVINGS) ARE BASED UPON INTEL'S EXPERIENCE AND ARE ESTIMATES ONLY. INTEL DOES NOT GUARANTEE OR WARRANT OTHERS WILL OBTAIN SIMILAR RESULTS. INFORMATION IN THIS DOCUMENT IS PROVIDED IN CONNECTION WITH INTEL PRODUCTS AND SERVICES. NO LICENSE, EXPRESS OR IMPLIED, BY ESTOPPEL OR OTHERWISE, TO ANY INTELLECTUAL PROPERTY RIGHTS IS GRANTED BY THIS DOCUMENT. EXCEPT AS PROVIDED IN INTEL'S TERMS AND CONDITIONS OF SALE FOR SUCH PRODUCTS, INTEL ASSUMES NO LIABILITY WHATSOEVER AND INTEL DISCLAIMS ANY EXPRESS OR IMPLIED WARRANTY, RELATING TO SALE AND/OR USE OF INTEL PRODUCTS AND SERVICES INCLUDING LIABILITY OR WARRANTIES RELATING TO FITNESS FOR A PARTICULAR PURPOSE, MERCHANTABILITY, OR INFRINGEMENT OF ANY PATENT, COPYRIGHT OR OTHER INTELLECTUAL PROPERTY RIGHT.

Intel technologies' features and benefits depend on system configuration and may require enabled hardware, software or service activation.

Cost reduction scenarios described are intended as examples of how a given Intel-based product, in the specified circumstances and configurations, may affect future costs and provide cost savings. Circumstances will vary. Intel does not guarantee any costs or cost reduction. Performance varies depending on system configuration. No computer system can be absolutely secure. Check with your system manufacturer or retailer or learn more at support.intel.com.

Intel, the Intel logo, and Unite are trademarks of Intel Corporation in the U.S. and other countries.

*Other names and brands may be claimed as the property of others.

Copyright © 2019 Intel Corporation. All rights reserved.

 Please Recycle

0319/WWES/KC/PDF

337540-001US

