



# Bimodal IT — Managing the Dichotomy in the Data Center

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**Gartner**<sup>®</sup>

# Strategic Planning Assumption



By 2017, **75%** of IT organizations will have a bimodal capability.

**50%** will make a mess of IT.

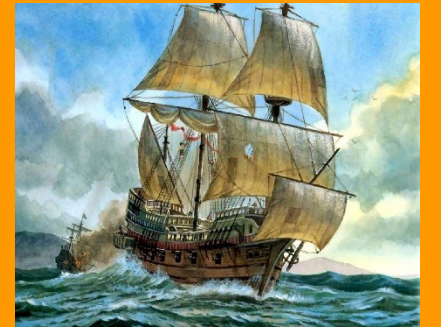


**Bimodal IT means —**  
having two modes of IT, each designed  
to address different information and  
technology goals:

**Mode 1  
is traditional**



**Mode 2  
is exploratory**



I&O leaders should care about becoming bimodal because they cannot confront the range of needs presented by digital business with a single, conventional mode of IT.



# We May be in the Fourth Generation of Computing, With More to Come

**Gen. 1**



**Mainframe**

**Gen. 2**



**Minicomputers  
and Unix**

**Gen. 3**



**PCs**

**Gen. 4**



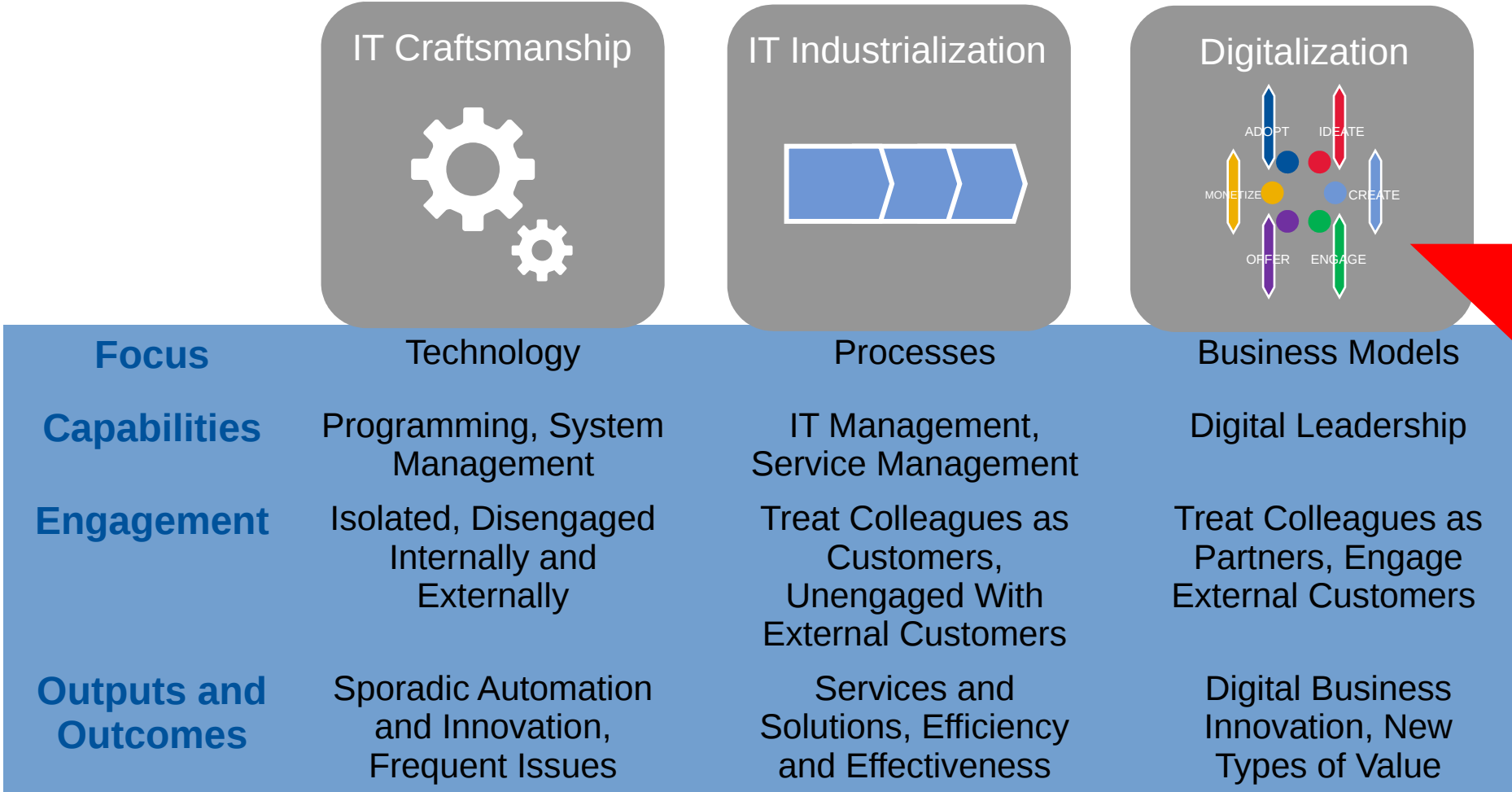
**Mobile  
and Cloud**

**Gen. 5....**



**Tomorrow?**

# But Enterprise IT is in It's Third Era



# The Industrialization Era Created Marathon Runners

IT Industrialization

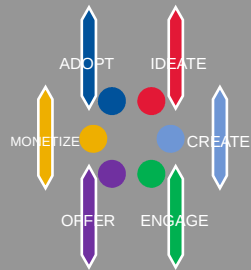


Processes  
IT Management, Service  
Management  
Treat Colleagues as  
Customers, Unengaged  
With External Customers  
Services and Solutions,  
Efficiency and  
Effectiveness



# The Digital Era Requires Sprinters

## Digitalization



Business Models  
Digital Leadership  
Treat Colleagues as  
Partners, Engage  
External Customers  
Digital Business  
Innovation, New Types  
of Value





# Bimodal IT = Marathon Runners + Sprinters. Deeply Different, Both Essential

Think  
Marathon  
Runner



Mode 1	Goal	Mode 2
Reliability	<b>Value</b>	Agility
Price for performance	<b>Approach</b>	Revenue, brand, customer experience
Waterfall, V-Model, high-ceremony IID	<b>Governance</b>	Agile, kanban, low-ceremony IID
Plan-driven, approval-based	<b>Sourcing</b>	Empirical, continuous, process-based
Enterprise suppliers, long-term deals	<b>Talent</b>	Small, new vendors, short-term deals
Good at conventional process, projects	<b>Culture</b>	Good at new and uncertain projects
IT-centric, removed from customer	<b>Cycle Times</b>	Business-centric, close to customer
Long (months)		Short (days, weeks)

Think  
Sprinter



# Bimodal IT Changes Everything – Are You Ready?

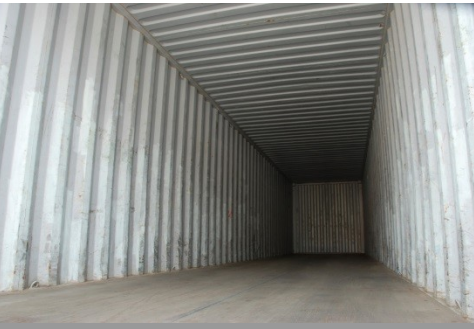
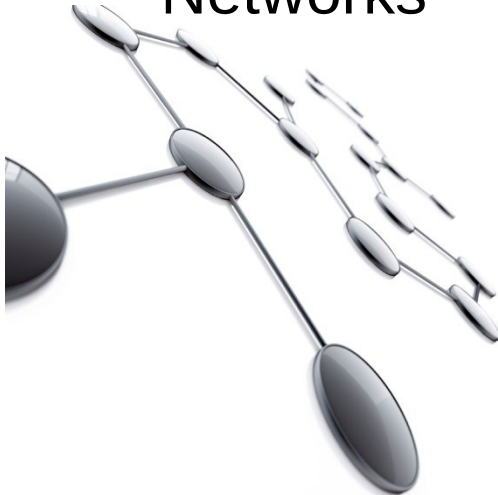
Storage



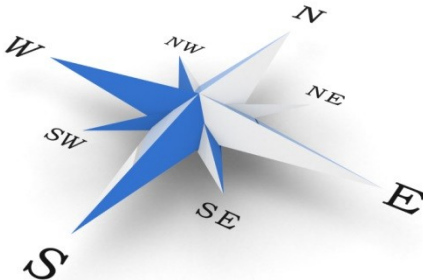
Servers



Networks



Data Centers

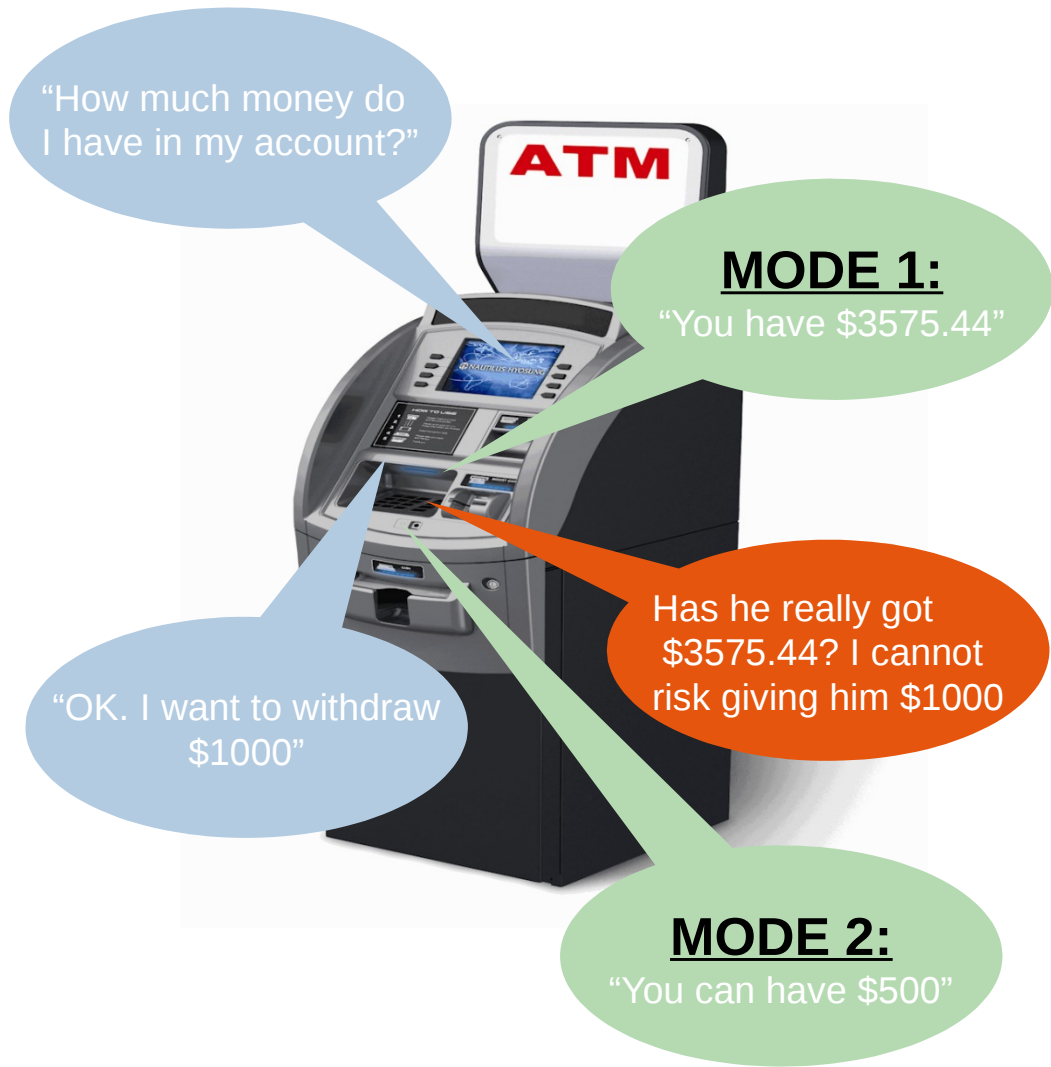


Operations



Software

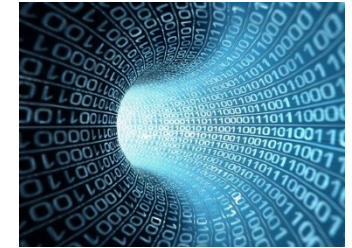
# So What Does “Mode Two” Look Like?



Workloads

People

Organizations

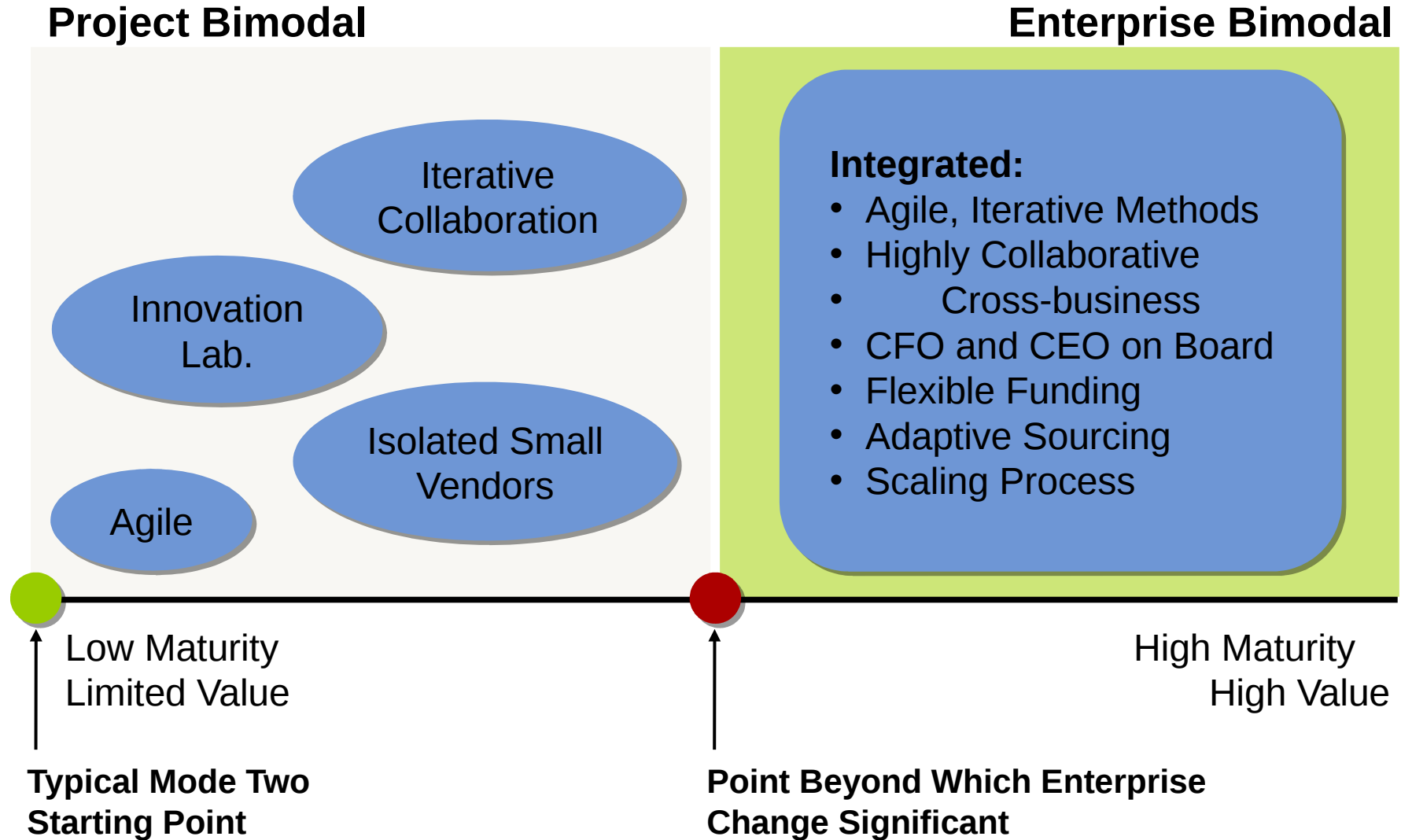


# Start With an Island Project

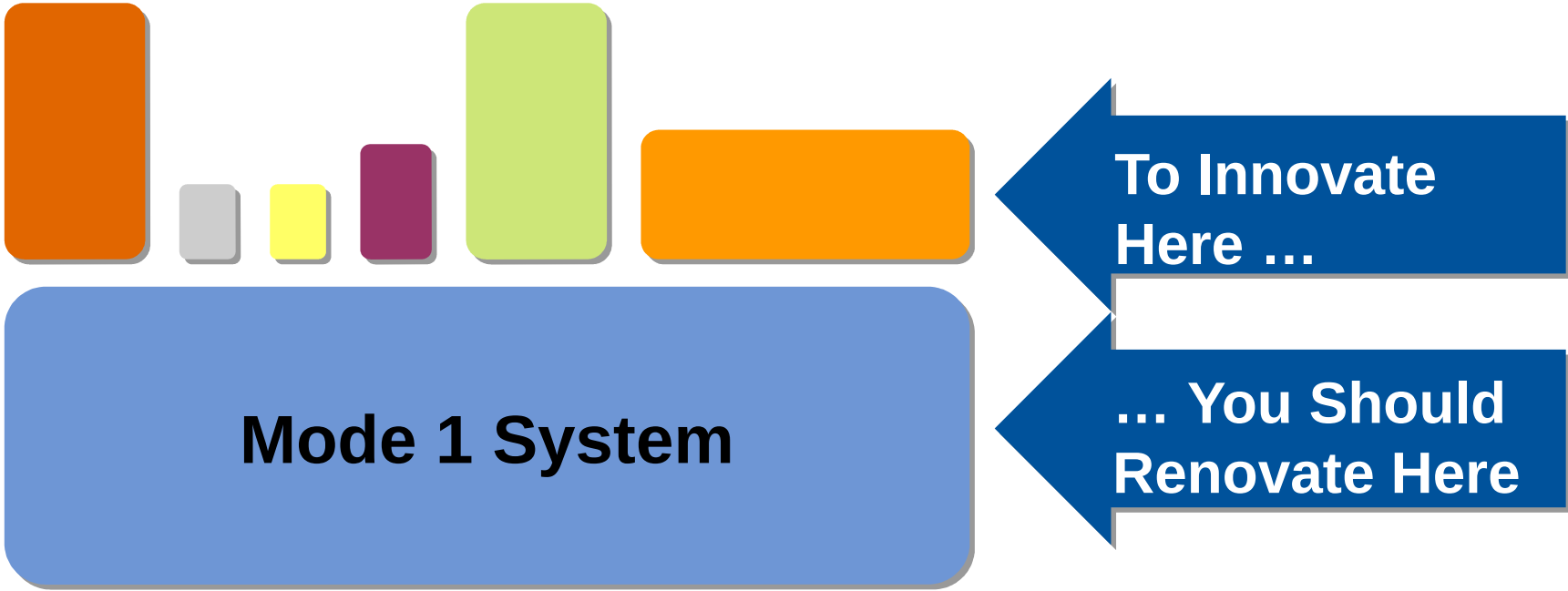




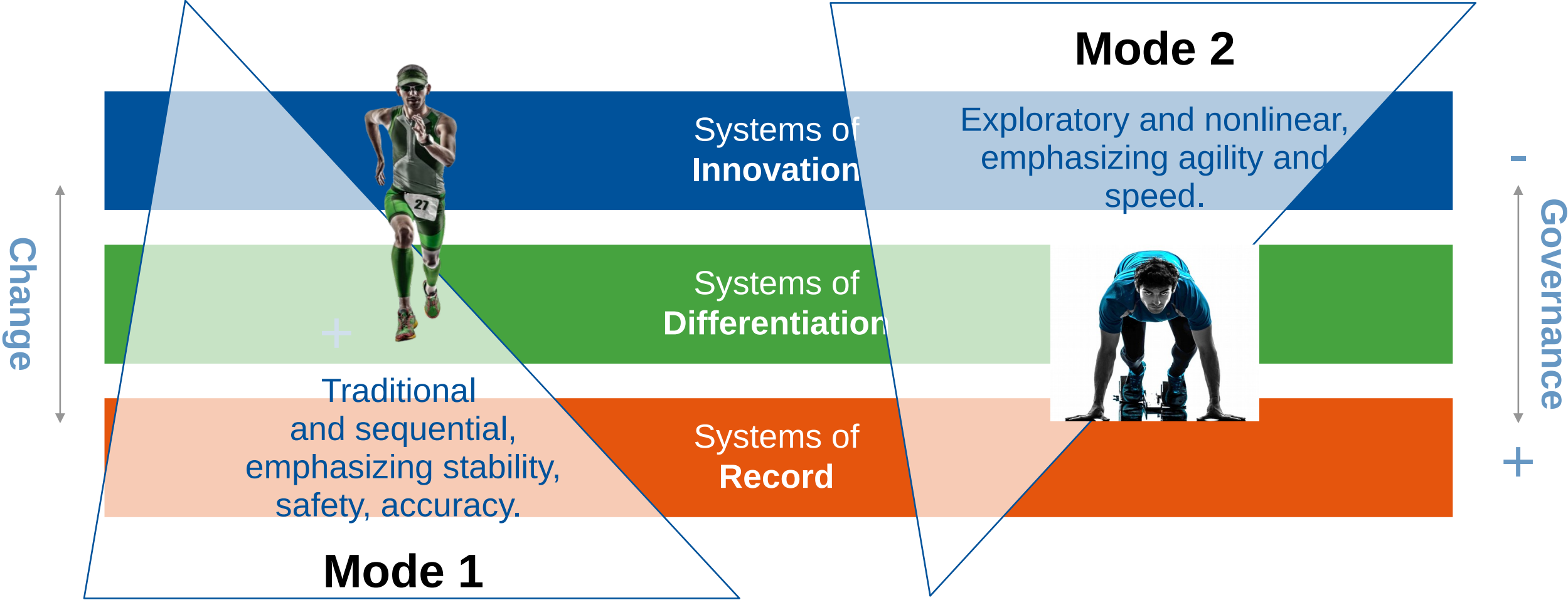
# Start Before You Think You Are Ready



# Refresh Your Digital Core



# Focus Time, Money and Effort Where it Matters Most



# Recommendations

- ✓ Start before you are ready:
  - Start with project bimodal, choose an "island" project.
  - Protect Mode 2 from Mode 1 by bifurcating the organization
- ✓ (at least initially):
  - Focus on learning and experimentation at first.
  - Ensure that Mode 1 understands their ongoing importance & relevance
  - Avoid the "timid middle" (one size fits all) until a true "bridge" exists
  - Mode 2 must learn to integrate with Mode 1; not the other way around
- ✓ Coalesce the innovation management, iterative development, adaptive sourcing capabilities, I&O capabilities into an enterprise capability:
  - Educate and coach the executive team.
  - Test and validate the bimodal relevance and capabilities of vendors and partners;
  - these will evolve over time



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# Thank You

**Gartner**<sup>®</sup>