

# THE STORAGE NETWORKING INDUSTRY ASSOCIATION STRATEGIC THREE YEAR PLAN 2004 to 2006

## *Document History*

<b>Version</b>	<b>Date</b>	<b>Author</b>	<b>History</b>
0.1	1/29/04	SNIA Board	Minutes from planning session
0.2	2/4/04	Robin Glasgow	Transpose notes to text version
0.3	2/4/04	Sheila Childs	Added additional text; completed executive summary
0.4	2/5/04	Sheila Childs	Detailed review and modifications
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0.6	2/13/04	Vincent Franceschini	Minor cleanup. V-points, goals and objectives clarification.
0.7	3/9/04	Tony DiCenzo	Minor changes and review of introductory sections incorporated
0.8	3/9/04	SNIA Board	Collective review and edits
0.9	3/11/04	Mark Bradley	Changes and edits incorporated
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## ***Introduction by the Chairman***

On behalf of the SNIA Board of Directors, the staff, and our members in the United States and abroad, it is my honor to introduce the SNIA Three Year Strategic Plan.

This plan is the culmination of three months of work by the SNIA Board, and represents the association's first attempt at a long range strategic plan. During the time devoted to planning, we have met extensively to focus on the strengths and weaknesses of our current organization. We have held retreats, moderated discussions, brainstorming sessions and focused on who we are and what we do/do not do well. Our discussions have been at times frustrating, contentious, engaging and enlightening, but they have always focused on how best to grow the Storage Networking Industry Association into a world class organization focused on its mission: ensuring the adoption of storage networks as complete and trusted solutions.

As a result of our planning, we have decided to focus our efforts over the next three years in *three specific areas*: (1) becoming the recognized authority on all things related to data storage, (2) acting as a catalyst for the development of storage solutions, technologies and standards, and (3) establishing the SNIA as a world class association guaranteed to supply our organization with the resources and practices it needs to support its activities.

We remain committed to this vision and to our mission. Going forward, we will actively work to meet our objectives, which you will see detailed in the following pages.

Thank you for your interest in the Storage Networking Industry Association!

Sincerely,

Sheila Childs  
Chair, Storage Networking Industry Association

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## ***Executive Summary:***

In response to the rapid growth of the storage networking industry, and The Storage Networking Industry Association (the SNIA) Board of Directors has completed its inaugural three year Strategic Plan. The time frame of this document covers the SNIA's fiscal years 2004, 2005, and 2006.

The primary goal of this Strategic Plan is to provide clarity to the SNIA's members and to the industry as a whole in defining SNIA priority programs and services. It is a stated objective of the Board that any SNIA initiative must flow smoothly into one of the three Vision Statements outlined in this document. The Board also realizes that this is a "living document" and will be changed as market conditions, available resources and industry priorities change. In addition, the SNIA Board has drawn from and will continue to draw from a wide audience as they construct and modify the plan. The audience will include, but not be limited to, groups such as the SNIA Technical Council, the SNIA End-User Council, various SNIA Committees and Forums, and experts in the storage industry.

The structure of the plan includes visions, goals and objectives. Each Vision Statement ("**Vision**") is an overarching driver of this document. The Vision outlines what the SNIA would like to achieve over the next three years. Each stated **Goal** describes key components required to achieve each vision, and the associated **Objectives** represent key milestones or methods required to attain each stated goal.

***Vision #1*** states that "The SNIA will be the recognized authority on data storage". This vision statement implies that the SNIA will put in place the programs necessary to ensure that SNIA members, end-users, press, analysts, government bodies and others see the organization as the place to turn to for authoritative information related to storage. Vision #1 encompasses not only education, events, published materials, etc., but also a body of technical knowledge and visionary thinking that lead those interested in storage to look to the SNIA for answers to their questions or for starting new industry initiatives.

***Vision #2*** states that "The SNIA will be the catalyst to accelerate the development of storage technologies solutions and standards". This ensures that the SNIA retains its focus on growing technology through programs and initiatives related to data storage standards development and storage solutions development. It ensures that the end-user community will continue to see technology improvement in solutions and standards as they grow their storage infrastructures and face new business challenges.

***Vision #3*** states that "The SNIA will establish a world class business model, including resources and practices to support the goal of the SNIA". This vision ensures that the goal is established to drive operations of the association as "world class". The SNIA is a non-profit organization that has grown from a small group of companies interested in promoting storage networking technologies to a worldwide community of vendors, integrators, end-users, academics and others who are rising to the challenges inherent in their use of storage technologies as valued assets to business. The SNIA as a global

industry organization needs to ensure it has the structure and staff to meet the needs of this growing organization; it needs to ensure sound fiscal management, solid industry partnerships, nurturing of its volunteers and ethical management by the Board of Directors.

Each year, various committees, technical working groups and forums will reflect on the plan and create an annual operational plan comprised of the strategies, tactics and programs by which the SNIA will achieve the goals and objectives of this strategic plan, and ultimately its vision.

The SNIA Board of Directors will review this document on a quarterly basis, to monitor progress and measure achievement toward the objectives associated with each Vision Statement.

## ***The Storage Networking Industry Association Mission Statement and Vision Statement***

The Mission of the Storage Networking Industry Association is to advance the adoption of storage networks as complete and trusted solutions.

The Storage Networking Industry Association's Vision is

- To Be the Recognized Authority on Data Storage
- To Be the Catalyst to Accelerate the Development of Storage Technologies Solutions and Standards, and
- To Establish a World Class Business Model, Including Resources and Practices to Support the Goals of the SNIA.

## ***The Storage Networking Industry Association Three Year Strategic Plan (2004 – 2006)***

The following is an outline of specific goals and objective for the SNIA for the three years from 2004 – 2006. Each specific goal and associated set of objectives is related to one of the three Vision Statements outlined in the preceding section, and in the Executive Summary section of this document.

### **V1: THE RECOGNIZED AUTHORITY**

*SNIA VISION #1:*

*THE SNIA WILL BE THE RECOGNIZED AUTHORITY ON DATA STORAGE*

SNIA will be *the* place to go to contact industry experts in the field of storage.

With continued growth in the volume and value of data worldwide, storage infrastructures, storage networks and management of storage and data continue to become more important, and more complex. Therefore, there needs to be a trusted and authoritative body to answer questions related to storage. The SNIA believes it is currently in a position to deliver relevant and timely information to those interested in storage technologies. Within three years, the SNIA *will be the recognized body of choice for authoritative answers to questions related to storage.*

SNIA will be the place to go to contact industry experts in the field of storage. It will be the focal point for thought leadership in emerging storage technologies. It will continue to strengthen its position of being the recognized authority on data storage management. In order to achieve this vision, the SNIA's mission must be broadened to encompass more than storage networking; that is, SNIA's mission will encompass other data storage technologies above and beyond storage networks. SNIA will work with other industry groups in this field, with technology organization and groups associated with storage (such as networks, servers, applications, operating systems, etc.).

The activities required to support this Vision Statement include multiple SNIA companies coming together to develop technologies and standards, and the SNIA acting as a trusted multi-vendor solution development center, as a catalyst to build solutions through tool sets that include education and/or the delivery of standards, for example. It requires a high level of participation by respected industry gurus, and output resultant from their participation.

## **Goal #1: Seek and Secure External Validation**

“Seek and Secure External Validation” means that anything related to storage should reflect a position by the SNIA, proactively sought after by analysts, media, government, vendors, event producers, academic institutions, storage-related consortia and standards bodies.

### Objectives associated with Goal #1:

- O1.1 Expand and improve the SNIA’s core focus based on members
- O1.2 Expand alliances and linkages with analysts, with other related consortiums and with standards bodies
- O1.3 Increase subject matter expertise in storage technologies, and interpret that data to deliver clear messages to the industry
- O1.4 Be proactively sought out by analysts, media, event producers, government, storage related consortia, and standards bodies for information and commentary on anything related to storage.
- O1.5 Become as recognized, institutionalized and referenced as industry groups such as IEEE, ANSI, IETF.
- O1.6 Ensure that related to storage, the SNIA is the source of the most broad and comprehensive information and education in the world
- O1.7 Establish research projects that benefit the SNIA’s members and end-users.

*(Responsible entity to develop business plan to achieve, including actions, deliverables, measures and timelines)*

## **Goal #2: Build Awareness of Who We Are and What We Do**

“Build Awareness of Who We Are and What We Do” means that as a result of building awareness, the marketplace looks to the SNIA as the authority on data storage. Embedded in this awareness, the SNIA will be open and forthcoming with guidance, based upon its SNIA Body of Work. The marketing of documents, products and solutions with “SNIA” is interpreted as a sign of trust; industry tested and validated.

### Objectives associated with Goal #2:

- O2.1 Expand the breadth and depth of recognition our association obtains for providing content and guidance to the Storage Networking World (SNW) Conferences.

- O2.2 Expand brand identification in the marketplace. SNIA deliverables will have quantifiable brand equity.
- O2.3 Ensure that a majority of the marketplace uses and invests in SNIA developed standards and best practices
- O2.4 Ensure that the analyst community, IT press, and Storage press have an in depth understanding of the SNIA and routinely report on topical SNIA issues.
- O2.5 Regularly publish a professional journal, recognized as the definitive statement on storage technology.
- O2.6 Ensure consistency in the SNIA brand in all global regions.

*(Responsible entity to develop business plan to achieve, including actions, deliverables, measures and timelines)*

### **Goal #3: Establish the SNIA as the Thought Leader on Topics Related to Data Storage**

“Establish the SNIA as the Thought Leader on Topics Related to Data Storage” means that the SNIA will become the independent and authoritative source on new and existing topics related to data storage, including technologies and best practices.

#### Objectives associated with Goal #3:

- O3.1 Be recognized as a type of ‘international academy’ for data storage
- O3.2 Create an SNIA mark, such that the SNIA mark on documents, products, and solutions signifies trust.
- O3.3 Technical libraries purchase and archive SNIA publications
- O3.4 Increase the depth of commitment to industry education and be viewed as a leader in certification, academic outreach, and in providing technical data. Provides a continuous flow of information to the storage industry
- O3.5 Institutes a “certified fellows” program.

*(Responsible entity to develop business plan to achieve, including actions, deliverables, measures and timelines)*

## **Goal #4: Make Significant Contributions to the Industry**

“Make Significant Contributions to the Industry” means that the SNIA becomes the reference international organization for driving key storage-related technology / solution development programs and associated educational and promotional activities. These activities are in prioritized technology domains and in step with market demand.

### Objectives associated with Goal #4:

- O4.1 Publish a program and technical roadmap for the industry that attracts new participants.
- O4.2 Drive key storage related technology and solution development programs, possibly in partnership with SNIA allies.
- O4.3 Be recognized as the industry knowledge base
- O4.4 Define process for prioritizing and funneling projects into the association that have relevance to the SNIA strategic plan
- O4.5 Demonstrate competence and relevance by quickly delivering new projects and programs in FY2004, FY2005, FY2006.
- O4.6 Confirm global stature by targeting ISO for industry standard releases
- O4.7 Continue as an “umbrella” organization, empowering forums to create new industry projects, and promote themselves as industry expertise centers.
- O4.8 Identify technology, educational, etc. programs that are needed and encourage relevant industry players to fill any gaps.

*(Responsible entity to develop business plan to achieve, including actions, deliverables, measures and timelines)*

## **V2: THE CATALYST**

*SNIA VISION #2:*

*THE SNIA WILL BE THE CATALYST TO ACCELERATE THE DEVELOPMENT OF STORAGE TECHNOLOGIES SOLUTIONS AND STANDARDS*

The SNIA will identify and accelerate technologies and standards needed to satisfy the requirements of storage and its management within the storage industry on behalf of consumers of storage technologies and products.

It is critically important that the SNIA provide the venue for individuals and companies to get together to develop vendor-neutral standards, solutions and programs that move the storage industry forward. There are a number of solid programs underway within the SNIA that contribute to this vision, and there are others that need to be constructed and developed.

A Technology Roadmap is an important part of this vision. This roadmap, produced by the technical council, is a complementary document to this SNIA Three Year Strategic Plan.

In order to show success as an organization that is driving technical standards, the SNIA will continue work on programs like SMI, and add programs in other areas (e.g. a storage security standard, for example). The organization will continue to improve its interoperability programs, codify best practices, elevate and expand technical working groups, and improve the technology attraction process by channeling and refocusing volunteers.

The inputs & feedback from the SNIA End-User channels will help to prioritize the different technology development programs.

**Goal #5: Deliver Industry Value through the Storage Management Initiative (SMI)**

“Deliver Industry Value through the Storage Management Initiative (SMI)” means that SMI-S becomes recognized as the industry-wide storage standard protocol for modeling and managing storage devices and applications.

Objectives associated with Goal #5:

- O5.1 By the end of FY 2006 the SMI-S will be recognized as the industry standard protocol for modeling and managing storage devices and applications
- O5.2 Enable measurable reductions in the operational cost of managing storage.
- O5.3 Increase partner relationships through SMI programs.

- O5.4 Reduce the need for alternative vendor-specific management interfaces through delivery of increasingly comprehensive and robust versions of SMI-S.
- O5.5 Develop the ability to quantify and measure the ROI of storage management products that have implemented the SMI-S
- O5.6 Create and execute an SMI-S technology roadmap based on consumer requirements
- O5.7 Deliver a value proposition that addresses various industry stakeholders, and update this as the SMI-S technology advances.
- O5.8 Ensure storage vendors from all disciplines adopt the SMI-S into products
- O5.9 Ensure that the storage industry and IT/end users have a clear understanding of the management standards landscape and recognize SMI-S touch points with other existing and emerging standards.

*(Responsible entity to develop business plan to achieve, including actions, deliverables, measures and timelines)*

## **Goal #6: Elevate the SNIA Technical Council**

“Elevate the SNIA Technical Council” means that the SNIA will create an industry acceptance of the Technical Council as leading experts in all areas of storage. They will become the thought leaders for trends and the source for definitive technical information and direction.

### Objectives associated with Goal #6:

- O6.1 Establish the Technical Council as thought leaders for trends in the industry.
- O6.2 Create and establish a visibility plan for the Technical Council.
- O6.3 Establish the Technical Council as an advisory body to external groups
- O6.4 Develop a corps of active spokespeople from the Technical Council

*(Responsible entity to develop business plan to achieve, including actions, deliverables, measures and timelines)*

### **Goal #7: Foster and Grow the DMF Program**

“Foster and Grow the DMF Program” means that through the support of the SNIA, the Data Management Forum will become widely known as the Authority for best practices, methods, education and market leadership in the key data management fields of data protection, retention, regulatory compliance, data movement, lifecycle management and others to be determined.

#### Objectives associated with Goal #7:

- O7.1 Increase the membership of the Data Management Forum
- O7.2 Increase the volunteer base of the Data Management Forum
- O7.3 Create a working relationship between the DMF and other industry groups that are in this space
- O7.4 Foster DMF initiatives on Regulatory Compliance and Content Storage.
- O7.5 Create an easy way for end users to exchange information with the DMF.
- O7.6 Create a “best practices and methods” document deemed relevant by end users and vendor members.

*(Responsible entity to develop business plan to achieve, including actions, deliverables, measures and timelines)*

### **Goal #8: Partner with Other Industry Groups**

“Partner with Other Industry Groups” means that the SNIA will develop and execute a strategy for partnerships with relevant industry groups. The SNIA will foster and grow these partner relationships.

#### Objectives associated with Goal #8:

- O8.1 Establish an SNIA strategy for partnership, including priorities, objectives and timelines.

- O8.2 Establish and continuously update and evaluate a list of potential partners.
- O8.3 Engage the IT industry as a potential partner group.
- O8.4 Create a business development resource for this goal, with the ability to foster specialized programs and affiliations between the SNIA and relevant industry partners.
- O8.5 Create an infrastructure with clear points of entry into the SNIA, and a process for partnership that is driven by SNIA strategic priorities

*(Responsible entity to develop business plan to achieve, including actions, deliverables, measures and timelines)*

### **V3: A WORLD CLASS BUSINESS MODEL**

*SNIA VISION #3:*

*THE SNIA WILL ESTABLISH A WORLD CLASS BUSINESS MODEL, INCLUDING RESOURCES AND PRACTICES TO SUPPORT THE GOALS OF THE SNIA*

The SNIA needs to be a self-sustaining resource to the industry.

While SNIA Vision #1 and SNIA Vision #2 are outward facing, SNIA Vision #3 is necessarily inward-looking in order to ensure the success of our association. In order to grow as an organization, those in leadership positions including the Board of Directors, Technical Council, staff and Committee, Forum and Technical Work Group Chairs must ensure financial stability through sound budget management, and ensure that resources are used wisely in order to contribute to success of all projects.

As the SNIA looks to build a sustainable revenue and funding model to support the goals of the association (within its 501-C6 non-profit status), and looks as well to build a sustainable business model to support the goals of the association with respect to resourced and functioning programs, it may be necessary to develop a new business model for the organization. Vision #3 states that the SNIA business model is to be a premier example for other non-profit industry organizations to emulate.

### **Goal #9: Create and Execute a Business Strategy for the SNIA**

“Create and Execute Business Strategy for the SNIA” mandates that the organization must create a business plans to achieve specific ROI objectives, including partnership strategies and investment strategies. Once the business strategies are determined and

priorities are established, this goal ensures that the SNIA sees execution on (at least) the top three lines of business.

Objectives associated with Goal #9:

- O9.1 Create and document a business process to ensure specific ROI objectives. Process should provide for objective analysis to meet business objectives
- O9.2 Provide for a predetermined review of the SNIA business plans and hold that review at least on a quarterly basis
- O9.3 Continue our partnership with Computerworld and continue our active role in Storage Networking World
- O9.4 Develop an strategy and policies for prioritized investment in programs and initiatives of the SNIA
- O9.5 Create a business culture within the SNIA that encourages reporting of achievable revenue targets and emphasizes cost containment.
- O9.6 Prioritize potential growth areas in order to ensure financial health, including Technology Center, SNW and increased membership in all categories.
- O9.7 Fund strategic investments according to the strategic plan.
- O9.8 Work to a balanced budget, meaning no deficit without a strategic override by the Board of Directors
- O9.9 Seed small, promising areas with a small “grant” where it makes sense.
- O9.10 Evaluate potential for “spin off” businesses. If these make sense, plan and execute accordingly
- O9.11 Identify synergies between SNIA lines of business (identify potential efficiencies).
- O9.12 Identify M&A strategies including startup funding, relationships and mergers. Resource, and measure according to plan.

*(Responsible entity to develop business plan to achieve, including actions, deliverables, measures and timelines)*

## **Goal #10: Measure SNIA Projects and Take Corrective Actions**

“Measure SNIA Projects and Take Corrective Actions” means that the SNIA will empower the leadership of the association to make decisions through formalized mechanisms for tracking progress and provide a clear process for corrective action.

### Objectives associated with Goal #10:

- O10.1 Create a formalized tracking mechanism for financial performance of SNIA projects and programs.
- O10.2 Create a roadmap when corrective actions are needed and create a culture at the Board level to empower action. Eliminate losing projects. Look for advance warning and clear indicators. Eliminate losing projects (financial or otherwise).
- O10.3 Adopt Project Management Institute (PMI) best practices, or employ similar methodology for project and program management.
- O10.4 Define leadership roles and place qualified people in those roles, as evidenced by job task analysis, defined skill sets, and regular performance reviews.
- O10.5 Create a “tool kit” for new SNIA employees
- O10.6 Ensure that the Personnel Committee makes regular reports to the Board (a minimum of twice per year) on employee effectiveness.
- O10.7 Create a clear communication channel from the Board to project leaders that outlines budget, priorities, controls, requirements, and schedules. .
- O10.8 Recognize outstanding contributors.

*(Responsible entity to develop business plan to achieve, including actions, deliverables, measures and timelines)*

## **Goal #11: Foster a Culture of Board Decision Making and Prioritization**

“Foster a Culture of Board Decision Making and Prioritization” means that SNIA leadership works within an environment that allows for decision making, leading to

decisions that are justified and endorsed, and ultimately that can be supported by the membership.

Objectives associated with Goal #11:

- O11.1 Refine a Board process for decision making, and codify in the policies and procedures.
- O11.2 Refine Board policies that provides individuals with adequate time, information and analysis prior to decision-making.
- O11.3 Establish a policy at the Board level that provides for delegation of non-Board level decisions to committees, forums, TWGs or staff.
- O11.4 Create a consensus at the Board level that allows all Board members equal ability to influence thought.
- O11.5 Create a culture at the Board level that ensures that all decisions are made with the best interests of the membership at the core.

*(Responsible entity to develop business plan to achieve, including actions, deliverables, measures and time lines)*

**Goal #12: Create and Provide an Ongoing Value Proposition to SNIA Members**

Volunteers are at the heart of the Storage Networking Industry Association. Given that, the SNIA must be continually focused on retaining existing and attracting new volunteers, from the membership.

Objectives associated with Goal #12:

- O12.1 Energize volunteerism for the SNIA and increase volunteer participation in all programs.
- O12.2 Create and empower a Board level membership development committee.
- O12.3 Create an SNIA membership development plan
- O12.4 Establish a method to measure volunteer retention
- O12.5 Provide for leadership training for key volunteers and staff

O12.6 Increase the number of sponsors for SNIA projects, and fully define the value of those sponsor opportunities.

*(Responsible entity to develop business plan to achieve, including actions, deliverables, measures and time lines).*

## **Signatures**

The signatures below represent the Board's agreement that this is the Strategic plan of record for the Storage Networking Industry Association, for the fiscal years 2004 – 2006.

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Sheila Childs, Chair

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Vincent Franceschini, Vice Chair

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Phil Mills, Secretary

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Scott Carson, Treasurer

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Wayne Adams, Board Member

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Warren Smith, Board Member

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Mark Bradley, Board Member

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Lynne VanArsdale, Board Member

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Tony DiCenzo, Board Member

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Ed von Adelung, Board Member

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Ray Dunn, Board Member

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Robin Glasgow, Executive Director