Supporting Business Change for Successful Mergers and Acquisitions

Challenges, Implications and Solutions for IT
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Introduction

When business opportunities present themselves to an organization and the decision to act upon them is made by its management team, the entire organization must move quickly to execute. In the case of mergers and acquisitions, the success of the business initiative depends on supporting business change with timely and effective execution throughout the organization, including Information Technology (IT). IT, indeed, plays a vital role in reducing the time-to-value of these events: An organization that can immediately create combined teams is an agile enterprise, one which can realize the greatest benefit from the opportunity.

At Citrix, we believe that a strategic approach to supporting change will yield the best results, with business benefits immediately and with flexibility for change over time. This requires:

- **a foundation** that is secure by design, not by chance, to help eliminate the traditional compromise between security on the one hand and productivity and profitability on the other.

- **an application delivery infrastructure**, that eliminates the related costs, inefficiencies, and inability to support business goals that are inherent in a fragmented approach to IT operations.

- **a solution** that keeps pace with the business, to help IT execute rapidly and efficiently, reducing the need for custom integration of individual products, accommodating legacy and future technologies, and providing an architectural approach that designs for change to meet the business’s needs on demand.

This white paper examines business agility in mergers and acquisitions and the connection to IT, the consequent challenges for the IT team and its executives, and the business benefits delivered by a strategic solution.

The Quick Chaos of Surprise, Morale and Confusion

Few changes to a business can throw managers, employees, customers, partners, suppliers, and investors into chaos faster than a merger or an acquisition. For financial reasons, a merger or acquisition is almost always a surprise to the majority of these individuals, especially when one or both organizations are publicly traded entities. Because mergers and acquisitions are frequently accompanied by layoffs and other cost-cutting measures, particularly in service departments, morale can be low while confusion reigns supreme.

The challenge for IT – in both organizations – is to implement an IT structure that can accommodate potential M&A activity without breaking. If and when a merger or acquisition is announced, IT must be ready to rapidly integrate services and applications up front, so that deployment can take place swiftly after the deal is complete.

During the integration process, tasks are taking place at several phases, accommodating a diverse set of operating systems, network protocols, hardware platforms, overall IT architecture, security schemas, directory management systems, even variances in naming conventions for assets and services. Yet despite those challenges, the success of the merger or acquisition relies upon management’s having

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We proved the value of Citrix’s application virtualization solution during our acquisition of Advanced TelCom in December 2004. We leveraged Citrix to quickly deploy Eschelon applications. On Day One, all new associates had access to critical systems within our environment without an actual physical link between the two companies. By making it easy to quickly deploy applications to remote associates, Citrix has positioned us well for new acquisitions and future growth. Because the Citrix client runs on so many client platforms, we can use the same deployment method if we acquire a company that uses Macintosh or Linux.

Bob Thompson, Director of IT Network Operations, Eschelon Telecom, Inc.
rapid access and control of information and applications belonging to the acquired company, and for employees, partners, and customers of both companies to have access to applications and resources of the combined entity.

For example, after a merger or acquisition, business managers will need timely and accurate visibility into the enterprise more than ever before. Managers who have new responsibilities over parts of an organization with which they are not familiar will require access to reporting applications, data visualization software, and other systems. High-level executives, including the Chief Executive Officer, must integrate information about new parts of the organization along with the old. While software developers work to create new, composite applications that merge both companies’ intellectual property, success necessitates that teams and managers be enabled to share information productively and to take part in combined projects, no matter where they are located or the nature of the different information systems that each company might have in place.

If the merger or acquisition involves a mid-size or large company, this type of visibility often encompasses Enterprise Resource Planning (ERP), Customer Relationship Management (CRM), or Sales Force Automation (SFA), and other significant applications. It will prove to be a non-trivial project to integrate two separate implementations of those applications. Indeed, integration of disparate enterprise applications could be a multi-year effort, without a clear return on investment from that expenditure. An essential solution would enable key executives to access each of the previously independent companies’ resources directly, without back-end integration and without having to install software on each manager’s desktop – or having to set up replicated data and application servers in new business locations.

**Change, Execution, and Expecting the Unexpected**

Central to business change is business agility – a company’s ability to seize opportunities for growth and profitability. When change occurs, the success of that change might depend on the speed with which the business can adapt, taking advantage of its new opportunities, recovering swiftly from its costs, and minimizing or eliminating downtime. A company that exhibits business agility can implement change in a timely and cost-effective manner – whether or not the change was planned – because agility requires execution, as well as expecting the unexpected.

This is not to say that an agile company must be changing its business constantly. But it has to be able to change its business when needed. So when is the time for change? To some companies, business agility talks about the speed of designing, building, and deploying new software applications. To others, it means an efficient supply chain. To industry analyst Gartner, Inc., agility goes far beyond either of these views: Agility is the ability of an organization to sense environmental change and respond efficiently and effectively to that change.¹

As Michael Schrage, co-director of the eMarkets Initiative of MIT’s Media Lab, explains, “In the first and final analysis, agility is about timely and cost-effective implementation. Period. Planning is nice. Analysis

is good. Governance is groovy. But agility means action. Agility implies both the capacity and capability to act. Now. Immediately. Real-time. That doesn’t mean the enterprise has to instantaneously act or react – only that it has the power to do so.”

So Who Drives Change?

In a well-functioning enterprise, the basis for business change comes both from the top-down and from the bottom-up – but the executive suite is firmly in control of its destiny. The dog wags the tail, not the other way around. The Board of Directors, Chief Executive Officer, and President, among others, are constantly evaluating threats and opportunities as they make tactical and strategic decisions leading to change.

Accommodating Change That Might Be Long Anticipated – or Sudden

Information Technology (IT) departments play a vital role in helping their organizations accommodate change. Sometimes that change is planned and carefully considered throughout the business, as in a decision to begin outsourcing business functions or to expand into new sales territories via new branch locations. At other times, the change might appear suddenly, as with mergers and acquisitions or when there are financial implications for a publicly traded entity, both requiring that the decision-making process be confined within a small group. As a result, IT management might be heavily involved in the decision-making process itself or the IT department might have no advance indication that a change is coming.

The Impact of Business Change on the IT Infrastructure

When a mandate for change occurs, the role of the Chief Information Officer and the Director of Information Technology is to understand where business agility impacts the IT infrastructure: networking infrastructure, application development, application delivery, software purchasing and licensing, end-user management, end-user support. Depending on the nature of the change, one or more areas might require significant investment or attention and impact the role of those who manage them.

A Flexible Infrastructure Pays Off

The goal of corporate change is to drive the business forward by seizing new opportunities for growth, reducing costs, and, ultimately, increasing operational efficiency and profits. Although much of the IT effort required for business agility is consumed with infrastructure expansion, the payoff comes from having a flexible infrastructure that lets the organization respond, quickly, to changing business conditions in order to seize opportunities and react to new situations. By investing in an agile infrastructure, the business can benefit over and over again, even in ways unforeseen up front.

Behind a Short Time-to-Value

It is inappropriate to discuss business agility as if it were a binary condition: it can’t be said that one business is agile and that another is not. Agility is not an absolute condition; nearly all organizations exhibit a degree of agility in some areas, and less agility in others. So, how can an organization define
or measure its IT department's ability to support business agility? By how well the IT department can meet executives’ goals… By how quickly the IT department implements new functions, or changes existing systems… By how deftly IT controls the process, in terms of cost, downtime, training, and risk management… The better the answer, the more that business agility can play a role in decision-making and in implementing business change, helping the company shorten the time-to-value throughout its IT organization.

**Execute Well Across All Departments, but Especially Across IT**

Although an agile enterprise can execute well across all departments, the key to business agility resides in the IT organization and in an infrastructure that can swiftly accommodate change without breaking existing systems. Server and network architectures in an agile business are scalable and robust. Software and hardware can be extended outside the traditional local area network (LAN) barriers without requiring changes to applications. Large groups of new users can be added without requiring expensive build-out, support, or training, either on the part of the user or administrators. New business locations can be added without requiring costly new data centers. Growth can be smooth and controlled, not disruptive and destructive.

**IT Execution and Top-Down Change**

Although some change within a company is by necessity bottom-up, such as growth that comes from improved operational efficiency, both the introduction of successful new products and services and organic growth are top-down. Such changes can be managed through a normal process of planning, implementation, and rollout.

Where the agile enterprise requires its flexibility – and where this white paper is focused – is on executing top-down change driven by the executive suite when a merger or acquisition occurs. This business initiative involves foundational change for a company, with deep implications for the IT organization and its central role in supporting the agility to successfully change in today’s increasingly competitive business environment.

The company’s ability to move fast and sustain its pace means relentless demands on the IT organization. IT must move with corresponding speed to provision, maintain, and integrate the capabilities and services on which the company runs. The IT infrastructure must have the ability to improve time-to-value for business expansion, with accelerated delivery of information and line-of-business applications to ever-increasing numbers of sites, individuals, and devices. And the IT team must continually seek ways to reduce the cost of managing the assets and services required to operate the multiple facilities and locations inherent in the three initiatives.

At the heart of these requirements is the often overwhelming challenge that accompanies multiple facilities and locations: supporting and maintaining information and applications for their diverse set of networks and devices, large numbers, and increasing distances between sites. For example, research by Forrester estimates that the number of branch offices now ranges from 1 million to as high
As 2 million. Along the same vein, Citrix’s research indicates that an estimated 55% of enterprise employees today access all of their mission-critical business applications from a remote-office location, introducing the complexities of traveling long distances over wide area networks (WAN). And keep in mind that access devices today can range from Windows-based PCs to Macintosh computers, UNIX workstations, Windows-based PDAs, Symbian-powered mobile phones, and IP phones.

Yet, it is critical that IT provide a high level of support to every individual at each site if the business is to keep employee productivity and satisfaction high and the revenue stream uninterrupted. Plus, with the pressure on IT to continually enhance efficiency, both improving productivity and reducing costs while better supporting business initiatives, it becomes imperative to eliminate as many cost factors as possible, such as IT travel to these remote offices and locations simply to install new application or operating system software or to upgrade desktop devices. And how to measure the impact on customer satisfaction when technology suddenly hinders customers’ ability to do what they have been doing?

Further, IT organizations themselves can impact agility in executing a merger or acquisition because two separate IT organizations are involved – initially, at arms’ length prior to the close of the deal, and then more closely after the merger or acquisition is legally and financially complete. The different dynamics in these situations, including security protocols, legal restrictions, protection of intellectual property, control of data sharing, regulatory compliance, culture, and other issues, can raise roadblocks which affect business agility.

Real Metrics of Business Impact

As the global leader and most trusted name in application delivery infrastructure, Citrix since 1989 has been helping organizations to deliver any application to users anywhere with the best performance, highest security, and lowest cost.

In fact, Citrix was the first company to understand how organizations use applications to run their business, and to develop an application delivery infrastructure with solutions based on the customer’s perspective. Instead of limiting IT solely to modernizing systems and optimizing business processes for better operating efficiencies, Citrix solutions make IT relevant to the business, giving IT the flexibility to change on demand and over time across technical, physical, and organizational dimensions. Without changing the overall environment, IT gains an agile infrastructure that connects application delivery to the business value of the application, enabling IT to keep pace with the business, to handle multiple challenges concurrently, and to drive productivity and profitability initiatives across the company and across business units.

With annual revenue of $1.1 billion in 2006, Citrix today is relied upon by IT teams and their strategic executives at more than 200,000 organizations throughout the world, including 100% of the Fortune 100 companies and 98% of the Fortune Global 500. These organizations are using Citrix solutions to capture new business opportunities and competitive advantages.

“Remote Offices: Critical Links in Enterprise Architecture”, Forrester, March 24, 2005
A Foundation That Is Secure by Design

As a company and through its many products and services, Citrix’s foundational approach to security provides the right degree of protection for delivering applications and extending access to users anywhere, anytime – without compromising security. We call it secure by design, because it enables organizations of any size to treat security as an integral part of their architecture, not as an afterthought.

• **Application delivery.** Citrix is the only company that offers a service-oriented architectural approach for delivering all classes of applications with the fastest performance, highest security, and lowest cost: application virtualization and application streaming for Windows applications and application optimization for Web applications. Enabling secure use of public networks, this combination offers unique opportunities for control of the endpoint environment, application execution, and information containment.

• **Application security and control.** To deliver application security and control across IT and business initiatives, Citrix combines the power of two key security capabilities – SSL VPN and Single Sign On.

• **Policy-based controls.** Administrators can set end-to-end policies that dictate what can be accessed from each specific access scenario. Policies can take into account users, groups, device types, network locations, and end-point security.

• **Advanced authentication.** In cooperation with partners, Citrix offers authentication with strong measures such as two-factor authentication, using tokens, smart cards and biometrics. Citrix is committed to ensuring that customers have the widest range of authentication options available, from leading authentication providers.

• **Industry partnerships.** Citrix works closely with industry security leaders, to create certified tight integration with our products and services. Customers can be confident that Citrix has established the partnerships needed to tightly integrate secure-by-design capability with the security ecosystem, in areas such as authentication, identity management, and encryption.

• **Industry certification.** Citrix is continually evaluating industry and government certification programs, and ensuring that products are submitted and certified where appropriate. These programs include FIPS 140-2, Common Criteria, and Section 508 accessibility.

• **Industry standards.** Citrix is committed to both using and developing open, robust, secure standards for infrastructure security. We make use of established industry standards, such as Secure Sockets Layer (SSL) encryption, and are involved in the development of emerging standards, such as the Security Assertion Markup Language (SAML).

• **End-point security.** In partnership with industry leaders, Citrix leverages new and innovative end-point compliance-enforcement solutions, centralizing the assurance that end-points are secure and compliant before access is delivered.

• **Comprehensive reporting and auditing.** A compliance audit could require reporting that encompasses the entire information lifecycle, including interaction with end-points as well as with the datacenter. Citrix’s solutions encompass both environments, able to provide comprehensive, auditable reporting that includes the user environment as well as the datacenter.
An Infrastructure That Controls the Application Delivery Network – Instead of the Variables

Behind Citrix’s position as the global leader in application delivery infrastructure is the company’s strategic and systematic approach to developing solutions for application delivery: enabling applications to be delivered, supported, and shared on-demand with the best performance, security, and total cost of ownership.

Control the Application Delivery Network With Citrix Application Delivery Infrastructure

The Application and the Business

Businesses today are running more than ever on applications, arguably positioning the application as the main intersection point between IT and the business. Given that customer, financial, operational, and market information are the lifeblood of any enterprise, effective delivery of applications is becoming one of the most important competencies that winning businesses will need. This creates the opportunity for IT to connect application delivery to the business value of the application, making IT relevant to the business.

However, at the same time, users are being pulled further and further from applications by technical, physical and organizational distance, introducing countless variables that endlessly and rapidly change. For example:
• **technical distance** – consider the proliferation of computing endpoints; Web-based changes in application design; software as a service and managed services being adopted more readily; and a systematic decoupling of computing components with Web services known as service-oriented architecture. IT must support all of these application and user scenarios, both new and old.

• **physical distance** – IT is consolidating the complexity of distributed computing into datacenters; datacenters are being aggregated to less vulnerable places; users are more mobile, getting work done from home, office hotels, and wireless hotspots; users and governments are demanding flex working and more virtual work styles; and work is being shifted offshore to places where it’s more efficient and effective. At the same time, companies must extend applications to external users, suppliers, and partners who can be anywhere in the world.

• **organizational distance** – boundaries between organizations are falling as business processes are decoupled and outsourced; virtual organizations are becoming more prevalent, allowing business to focus on core competency; and organizational re-structuring, driven by mergers and acquisitions, is accelerating.

This introduces many challenges for IT because the degree of difficulty of application delivery is directly proportional to distance. Absent the right approach to application delivery, application distance will force businesses to live with unacceptable application performance, to compromise information security in the interest of productivity and profitability, and to endure higher operating costs when delivering applications over the network.

**Flexibility for Fast Response to Business Change**

Recognizing the inefficiency of focusing on controlling variables that will change endlessly, Citrix focuses on controlling the application delivery network instead. Leveraging the new architectural approach of service-oriented computing for application delivery, Citrix provides the loose coupling between the application point-of-origin and the user point-of-access to support an infinite number of scenarios between these two points. This approach gives business the ability to change on demand in order to seize opportunities and gain competitiveness, and is at the heart of making IT relevant to the business.

**Optimal Application Delivery and Complete Line-of-sight Control for Any Application**
Optimal Application Delivery and Complete Line-of-sight Control for all Applications

Citrix is the only technology company with a complete solution to deliver, secure, optimize, and monitor application services from point-of-origin of the application to point-of-access by the end user. Citrix application delivery infrastructure provides optimal delivery and complete line-of-sight control for each class of application, solving the application delivery challenges at the six key strategic points-of-presence:

• **Directly In front of Web applications**, where most new application development is happening today
• **Directly In front of Windows applications**, where most existing line-of-business applications are deployed today
• **Directly In front of desktops and desktop applications**, deployed in the datacenter for delivery over the network
• **At the gateway**, where users gain secure access to all of their applications.
• **At the front door of the branch office**, where more than half of all enterprise employees access their applications
• **Directly on the end point**, with full visibility into the end-user experience

A Solution That Keeps Pace with the Business

Citrix makes it easy for IT leaders and teams to cost-effectively and productively support their company in its quest to immediately, easily expand product portfolios, partner participation, and geographic reach, creating combined teams that can share information productively, yet securely, after mergers and acquisitions.
Citrix for Mergers and Acquisitions: Rapidly Combine Teams to Expand Product Portfolios, Partner Participation, and Geographic Reach

Let everyone work anywhere

Among the advantages that Citrix delivers is enabling IT groups to offer everyone – from employees to partners, consultants, suppliers, and outsourcers – the ability to work from anywhere, with secure centralized information. Plus, with Citrix, user devices can be any form factor, run any operating system, and have low processing power, because both client and server software execute on a robust server.

Accelerate all applications over any WAN, anywhere – from any datacenter, anywhere

When information and applications must travel long distances over wide area networks, the process can significantly degrade performance, impact the user experience, and force expensive bandwidth upgrades. In today’s business environment, IT is under pressure to increase security by moving application and server infrastructure out of the branch office and other physically distant locations and into centralized datacenters, which has the effect of reducing application performance. Citrix WANScaler™ optimizes the broadband connection between the branch office and the enterprise datacenter, reducing user wait times, improving productivity, and accelerating response time for all applications – all over the world and without modification of any network components or the need to tunnel traffic.

Centralize Windows applications

Citrix allows Windows applications to be centralized and hosted on servers and delivered to users at any branch office or other location. From one central point of management, Citrix Presentation Server™ can deliver the ERP solution, the office suite, the intranet, and even the Web browsers. Instead of updating each of these applications individually, say with the same patch distributed to each client and server, each patch only has to be installed once, on a single server which replicates the updates to all of the Presentation Servers. Plus IT can readily and cost-effectively support branch offices and other physically distant locations without leaving the data center because applications and data are in the data center, within easy reach of IT expertise.

Centralize updates for all branch offices and other physically distant locations

Not only can the operating system be updated easily, but also updating applications is greatly simplified with Citrix, particularly in situations in which client software does not natively support automatic or remote updates. Citrix Presentation Server addresses this particular issue by allowing all clients, wherever they might be located, to receive the latest updated software every time they log on.
Know what’s happening at the users’ end

With its focus on end-users and achieving business goals, Citrix EdgeSight™ moves IT emphasis away from the “plumbing” – the networks, servers, and infrastructure that support business – to the business itself and the conductors of that business. By measuring performance and availability from the users’ perspective, EdgeSight cuts across organizational and geographic boundaries and monitors the actual end-user experience. The result: IT organizations have the insight, data, and tools they need to ensure that all IT resources are operating at peak efficiency – so that end-users can do the same.

Accelerate performance from data center Web applications

Using Citrix solutions, IT groups can reduce cost of operation by maximizing performance for Web applications, reducing server workload with integrated static and dynamic caching, assuring continuous service during DDoS attacks with end-to-end security, and providing anytime, anywhere access to applications and content for thousands of concurrent users. Citrix® NetScaler® application delivery systems decrease bandwidth usage with high-throughput compression and increase server capacity with integrated caching.

Centralize data security with policy-driven access

Citrix gives IT groups the power to provide access to applications but to retain control over the data, including how the data are used and where they are stored. This means IT can prevent any data from leaving the data center — without impacting the productivity of any employee at any site. In addition, when data are centralized, they are easier to protect, backup, and archive for redundancy than when they are distributed.

Switch to a virtualized browser for fast action and high productivity

With Citrix, the Web browser can be centrally hosted as a virtualized application. This means there will be only one browser, installed and configured by the IT staff centrally, for all branch offices and physically distant locations. All users at any location can access the same browser and use it exactly as if it were working only for them, on their PC, but in reality, the browser remains protected and out of their reach. In addition to obvious security benefits, this also brings great efficiency: to configure the browser for any number and type of devices, the IT staff changes the parameters only once for all modifications to become effective on all clients. The result: fast action, high productivity. Plus, the business firewalls can be configured to authorize only outgoing Web traffic that comes from the Citrix server, eliminating the ability of any other browser that is installed on a PC to access the Internet.

When there are special requirements for browser security

When the nature of the business demands greater confidentiality for data accessed via the browser, Citrix provides another great benefit: the cache which usually stores visited Web pages and cookies on the client is located on the application server and therefore it is beyond the reach of any malicious hacker who might attempt to take control of the client. This is especially helpful in branch offices and other locations away from headquarters where IT lacks the budget to maintain security expertise at each location.

“Citrix is helping us in three major areas: network manageability, security and cost reduction. As we face new branch acquisitions, more mobile employees and requirements for business continuity, we expect it to help even more.”

Tim Gingrich, Senior Vice President and IT Manager, CommunityBanks
Deliver virtual desktops on demand while reducing data security risks

Through desktop virtualization, Citrix Desktop Server™ centralizes end-user desktops and data in the datacenter, thereby retaining control of the IP and reducing the security risk of data loss at the endpoint. Desktop Server revolutionizes the way Windows desktops are delivered and managed by enabling the dynamic delivery of virtual desktops – desktops that combine full PC functionality with the cost-savings, manageability, and security of thin clients. Desktop Server provides a virtual desktop delivery system that delivers the best Windows desktop experience for any office worker and reduces the costs and provisioning challenges of desktop refreshes and new desktops for office workers. For example: desktop refreshes for migration to a new operation system can be accomplished more cost-effectively by extending the life of the endpoint and IT can deliver virtual desktops that provide the right desktop to the right users at the right cost profile. Centralized delivery of software updates and patches reduces the cost and effort involved in managing desktops, regardless of end-user location.

Desktop Server and Presentation Server complement each other: IT can use Desktop Server to deliver desktops to the end user and then use Presentation Server to virtualize or stream the applications to those desktops. By centralizing both the desktop and the applications within the datacenter, IT can optimize their manageability, cost savings, and security, without compromise to the end-user experience.

Deliver desktop applications without worrying about application and system conflicts

When it comes to desktop application installation, IT typically has faced the challenge of dealing with application conflicts and operating system instability. Presentation Server provides the application delivery option of application streaming to enable IT to centrally manage and deliver Windows applications to any user, even when the user is not connected to a network. Applications are streamed to a protected isolation environment, rather than installed on the user’s device, thereby eliminating application conflicts and the need for extensive regression testing. Plus, IT can deliver Windows applications to desktops without lowering security standards, both delivering and updating applications without giving users administrative rights.

Quickly distribute patches for hundreds of servers and thousands of clients

With Citrix, Windows applications are located on centralized servers managed directly by the IT department. Instead of updating each of these applications individually, with the same patch distributed to each client and server, across each branch office and physically distant location, each patch only has to be installed once, on a single server which replicates the updates to the entire Citrix Presentation Server environment. This makes it easy to manage patches for hundreds of servers and thousands of clients, including mobile devices that cannot easily be repatriated, eliminating the headache of testing patch programs before their deployment and the need to establish specific schedules for patch programs that are incompatible with the systems in use or those that need servers to be restarted.

Using Citrix as a deployment mechanism for Documentum and SAP allowed us to have a single, real-time view of critical information from any location in the world. With Documentum, we have a single, up-to-date version of all legal documents. Similarly, if a client wants to know how much a transaction is costing, we have a real-time view of that figure because we have one view of SAP. This would not be possible without Citrix.

Simon Thompson, Director of Information Systems and Strategy, Linklaters
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About Citrix

Citrix Systems, Inc. (Nasdaq:CTXS) is the global leader and the most trusted name in application delivery infrastructure. More than 200,000 organizations worldwide rely on Citrix to deliver any application to users anywhere with the best performance, highest security, and lowest cost. Citrix customers include 100% of the Fortune 100 companies and 98% of the Fortune Global 500, as well as hundreds of thousands of small businesses and prosumers. Citrix has approximately 6,200 channel and alliance partners in more than 100 countries. Annual revenue in 2006 was $1.1 billion.

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