

Contained Below is the Complete List of Resources that I would have included for the slide presentation. It covers:

Academic resources (lightly searched)

Industry and Trade Journals

EZines/e-Mags

Government Sources and Standards

Certification Organizations, etc.

I did consider using LinkedIn but it was too late to frame the question but it would have been one way to get additional information.

I also discussed at lunch and other verbal interviews various I.T. managers and their take on the Virtualization question, though didn't incorporate it as a source, though I probably should have, as it helped somewhat frame the discourse.

Combined List of Sources that were referenced in the investigation of this project:

Category: Expert Commentary

- 1) Dana Blankenhorn & Paula Rooney, "***Torvalds criticizes patent trolls, Microsoft, Sun, virtualization craze***", Open Source Blogs, February 4, 2008, <http://blogs.zdnet.com/open-source/?p=1968>
Referencing: <http://linux-foundation.org/weblogs/openvoices/linus-torvalds-part-ii/>
- 2) Larry Dignan @ 9:01 pm, "***VMware, SAP in virtualization support pact; Will ERP implementations become easier?***", Blog: *Between the Lines with Larry Dignan, Sam Diaz, Tom Steinert-Threlkeld*, December 10th, 2007
<<http://blogs.zdnet.com/BTL/?p=7300>>
- 3) Dan Kusnetzky & Paula Rooney, "***If Xen and KVM are free, why do VMware and Microsoft get all of the press?***", Blog: Virtually Speaking, Posted by Dan Kusnetzky @ 3:00 am, July 25, 2008, <<http://blogs.zdnet.com/virtualization/?p=489&tag=rbxccnbzd1>>
- 4) Blog Post: Jason Perlow @ 5:00 am, "***ProxMox: The high-performance virtualization server for the rest of us.***", Blog: *Between the Lines with Larry Dignan, Sam Diaz, Tom Steinert-Threlkeld*, June 24th, 2008
<<http://blogs.zdnet.com/BTL/?p=9181&tag=rbxccnbzd1>>
- 5) Corporate Blog Post: Anthony DeMarco, "***The Silver Bullet – Practice Makes Perfect***", Price Corp. True Planning Blog, October 7, 2008 <
<http://blog.pricesystems.com/blog/price-systems/0/0/the-silver-bullet---practice-makes-perfect>>
- 6) Blog Post by Dan Kusnetzky @ 3:00am, "***VMware and common performance myths***", Blog: Virtually Speaking, July 22, 2008,
<http://blogs.zdnet.com/virtualization/?p=486&tag=rbxccnbzd1>

- 7) Scott Feules, "**Q&A: How can IT overcome objections from the business regarding virtualization?**" Online posting. 21 Aug. 2007. SearchServerVirtualization KnowledgebaseAnswers Forum,
http://searchservirtualization.techtarget.com/expert/KnowledgebaseAnswer/0,28962,sid94_gci1268712,00.html
- 8) Scott Feules, "**Q&A: How do I quantify my virtualization ROI? I'm trying to measure whether or not this initiative has been successful.**" Online posting. 15 January, 2008. SearchServerVirtualization KnowledgebaseAnswers Forum,
http://searchservirtualization.techtarget.com/expert/KnowledgebaseAnswer/0,289625,sid94_gci1299678,00.html
- 9) Scott Feules, "**Q&A: Why is virtual sprawl a problem?**" Online posting. 10 January, 2008. SearchServerVirtualization KnowledgebaseAnswers Forum,
(http://searchservirtualization.techtarget.com/expert/KnowledgebaseBio/0,289623,sid94_cid1137224,00.html)
- 10) Hannah Drake, Assoc. Editor "**Can desktop virtualization alleviate high community costs?**" *SearchVMware.com on the Web* 28 Jul 2008.
http://searchvmware.techtarget.com/news/article/0,289142,sid179_gci1322929,00.html#
- 11) Jan Stafford, Site Editor, "**Server Virtualization: Figureing out costs, ROI and chargeback**" *SearchServerVirtualization.com on the Web* 02 May 2007.
http://searchservirtualization.techtarget.com/news/article/0,289142,sid94_gci1253537,00.html
- 12) Schooff, Peter, and David, Smith, PodCasts: "**Heading Off SOA Disillusionment: Progress Explained**", 11 Nov 2008, EbizQ: Podcasts, 18 Nov 2008
http://www.ebizq.net/blogs/archives/2008/11/understanding_s.php

Category: General Community References

- 1) Rodney Gedda, IDG News Service, "**Virtualization Battle Heats Up As MS, VMware Trade Blows.**" CIO Website 19 November 2008,
<http://www.cio.com/article/print/464519>
- 2) Vincent Biddlecombe, CIO, "**Virtualization How One Company Used Virtualization to Lower the Cost of Disaster Recovery**", CIO.com Website Magazine 26 June 2008,
<http://www.cio.com/article/print/412963>
- 3) Reagan, Larry, PriceSystems Sales, **Affordability Simulation Advertisement**. PRICE Systems L.L.C. 1501 Lee Highway, Suite 170, Arlington, VA 22209, Season 2008
- 4) Marketing Department, PriceSystems, **Project Management: Risks and Remedies**. PRICE Systems L.L.C. 1501 Lee Highway, Suite 170, Arlington, VA 22209, Season 2008

- 5) Alex Barrett, News Director, "*ClearCube spin-off goes for piece of Hyper-V's VDI pie*" *SearchServerVirtualization.com on the Web* 07 July 2008.
http://searchservirtualization.techtarget.com/news/article/0,289142,sid94_gci1320320,00.html

Category: Industry Press References

- 1) *Center for Business Practice, "IT Project Portfolio Cost Management"*. Sept. 1999. Price Systems Sponsored Research via CBP. July 2008 <<http://www.cbponline.com/>>.
- 2) Brocade Communications Systems Inc. "*Calculating Return on Investment for SAN-Enabled Applications*", www.brocade.com Website June 2008,
<http://www.brocade.com/education/index.page>
- 3) Bridget Botelho, News Writer, "*Automated virtualization disaster recovery tools no silver bullet, says expert*" *SearchServerVirtualization.com on the Web* 01 Dec 2008.
http://searchservirtualization.techtarget.com/news/article/0,289142,sid94_gci1340202,00.html
- 4) Alex Barret, News Director, "*VMware users explore disaster recovery options*" *SearchServerVirtualization.com on the Web* 01 May 2007.
<http://searchservirtualization.techtarget.com/news/article/0,289142,sid94_gci1253386,00.html>

Category: Academic References Sources

- 1) McGill University Network and Communications Services Department, Montreal, Quebec H3A 2T5 Canada, on the *Virtualization Services to the Campus Community. McGill University Virtualization Service Description and Service Level Agreement*, By Sylvia Franke, Chief Information Officer. 19 January 2007. 16 August 2007,
http://www.mcgill.ca/files/ncs/VM_SLA_rev2.0.pdf
- 2) *Dr. Dobb's Journal August 2000*. Ed Jason Nieh and Ozgur Can Leonard. August 2000. Columbia University, August 2000
<http://www.ncl.cs.columbia.edu/publications/drdoobbs2000.pdf>
- 3) *Knowledge at Wharton: Information Technology: Value Creator or Commodity*, Ed Mukul Pandya, 25 March 2004, Wharton School of Business, U of Pennsylvania:
<<http://knowledge.wharton.upenn.edu/article.cfm?articleid=948>>

Category: Government References Sources

- 1) United States Government Accountability Office, Applied Research and Methods. *COST ASSESSMENT GUIDE: Best Practices for Estimating and Managing Program Costs. GAO-07-1134SP* Cost Assessment Guide, August 13, 2007 - July 14, 2008,
<http://www.gao.gov/new.items/d071134sp.pdf>

Category: Vendor White Paper References Sources

- 1) *ENTERPRISE MANAGEMENT ASSOCIATES*. Report prepared for BMC Software, Jan 2008 <http://documents.bmc.com/products/documents/11/65/91165/91165.pdf>
- 2) Marketing Department, PriceSystems, *The GAO Cost Guide and Compliance – Controlling Costs and Risk*. PRICE Systems L.L.C. 1501 Lee Highway, Suite 170, Arlington, VA 22209, Season 2008
- 3) Elliot, Stephen, *Virtualization: The BIG Picture*, IDC’s Enterprise Systems Management Software Service and Industry Insights’ IT Management Service, Season 2008 http://www.bmc.com/USA/Promotions/attachments/01-Elliot_v2.6.pdf
- 4) Minkiewicz, Arlene, *The REAL costs of Developing COTS Software*, Price Systems, IEEEAC paper #1159, Version 3, 10 December 2003, ISBN: 0-7803-6599-2 < <http://ieeexplore.ieee.org/stamp/stamp.jsp?arnumber=00931307>>
- 5) Hill, John and Kochishan, Stefan, *Mainframe Tape Technology: Eight Myths, Realities and Best Practices*. Technology Brief: Best Practices for Mainframe Tape Technology, CA Associates Inc. 30 Oct 2008 < http://www.bitpipe.com/detail/RES/1225387470_22.html>
- 6) Snaith, Pam, *Preparing for the Reality of Virtualization*, PC Magazine, Jan 2, 2007, CA Associates Whitepaper. < <http://whitepapers.pcmag.com/whitepaper3550/>>
- 7) Reagan, Larry, PriceSystems Director, *Calculating a Program Office’s Return on Investment*. PRICE Systems L.L.C. 1501 Lee Highway, Suite 170, Arlington, VA 22209, Season 2008 http://www.pricystems.com/resources/white_papers/whitepaper_pmo_081504.pdf
- 8) Minkiewicz, Arlene, *The Costs and Business Impact of SOA – Is it Right for You?*, Price Systems Symposium, July 2008, http://www.pricystems.com/resources/white_papers/Costs_Business_Impacts_SOA102007.pdf
- 9) Minkiewicz, Arlene, *Why COTS Fail.*, Price Systems Symposium, July 2008, http://www.pricystems.com/resources/white_papers/Why_COTS_Fail102007.pdf
- 10) IBM Software Group, *SAP ERP software on IBM System x3950 M2 and System x3850 M2 servers*, Marketing Brief, IBM June 2008, http://download.intel.com/technology/virtualization/IBM_SAP_Solution_Brief.pdf
- 11) *Ovum Summit: Virtualization delivers IT and business benefits for SMB*. John Madden, 07 July 2008, Commissioned by VMware, 11 May 2008.

http://www.vmware.com/files/pdf/virtualization_delivers_IT_business_benefits_SMBs.pdf

- 12) Ingemi, Joseph, *Aligning IT with Business Objectives – Maintaining the Connection*, Price Systems Symposium, July 2008,
http://www.pricystems.com/resources/white_papers/Aligning%20IT%20with%20Business%20Objectives%20-%20Maintaining%20the%20Connection%20-Thought%20Leadership%2004-08.pdf
- 13) Ingemi, Joseph, *Cost Management and IT Projects*, Price Systems Symposium, July 2008
http://www.pricystems.com/resources/white_papers/Cost%20Management%20and%20IT%20Projects%20-%20The%20Truth%20Is%20out%20There%20-%20Thought%20Leadership%2002-08.pdf
- 14) Minkiewicz, Arlene, *Estimating Software from Use Cases*, Price Systems Symposium, Nov 2008,
http://www.pricystems.com/resources/white_papers/Estimating%20Software%20from%20Use%20Cases%20-%20Thought%20Leadership%2006-08.pdf
- 15) Seaver, David, *Improving IT Planning Process: A Missed Perspective*, Price Systems Symposium, Nov 2008,
http://www.pricystems.com/resources/white_papers/Improving%20IT%20Planning%20Processes%20-%20A%20Missed%20Perspective%20-%20Thought%20Leadership%2002-08%20v3.pdf
- 16) Ingemi, Joseph, *Jumpstart Your VAL IT Process*, Price Systems Symposium, July 2008,
http://www.pricystems.com/resources/white_papers/Jumpstart%20Your%20VAL%20IT%20Process%20-%20Thought%20Leadership%2008-08.pdf
- 17) Reagan, Larry, *Knowledge Retention for Acquisition Professionals*, Price Systems Symposium, Nov 2008<
http://www.pricystems.com/resources/white_papers/Knowledge%20Retention%20-%20Thought%20Leadership%2001-08%20rev1.pdf
- 18) VMware Knowledge Center, *Virtualization Overview*, VMware Knowledge Base, 26 August 2008,
<http://www.globalknowledge.com/training/whitepaperdetail.asp?pageid=502&wpid=421&country=United+States>
- 19) VMware, for IBM, “*The Roadmap to Virtual Infrastructure: Practical Implementation Strategies*”, PC Magazine, 17 August 2008,
<http://whitepapers.pcmag.com/whitepaper2097/>

- 20) Green, Diane, "*Virtualization: Transforming the IT Landscape*" VMware Website, Jun 2008, http://www.vmware.com/pdf/wp_transformingtheitlandscape.pdf
- 21) ZiffDavis Publishing, "*Virtual Desktop Infrastructure*" VMware Website, Jun 2008, http://www.vmware.com/pdf/wp_transformingtheitlandscape.pdf
- 22) VMware Knowledge Partnership, "*VMware VDM 2 Load Balancing White Paper*", 27 Jan 2008. http://www.vmware.com/files/pdf/VDM_2_lb_guide.pdf
- 23) Business Impact from Server Consolidation using VMware Infrastructure, October 2008, VMware Marketing and Technical Sales Materials, (http://download3.vmware.com/elq/pdf/Preso_Business_Impact.pdf)
- 24) Virtualization Price War: VMware's Little Bighorn, February 22, 2008, Laura DiDio, <http://www.yankeegroup.com/ResearchDocument.do?id=16691>
- 25) SMB Infrastructure Goes Virtual, January 03, 2007, Gary Chen, http://www.yankeegroup.com/ResearchDocument.do?id=14859#_Toc155597915

Miscellaneous References and Notes:

- 1) The Pros and Cons of Virtualization, (<http://www.btquarterly.com/?mc=pros-cons-virtualization&page=virt-viewresearch>)

- 2) **Vender Suggested Solution: Bridget Botelho, News Writer**
SearchServerVirtualization, 1Dec2008

Compared with old-fashioned disaster recovery (DR) strategies, using virtualization with automation tools like VMware Inc.'s Site Recovery Manager (SRM) as part of your DR strategy has a lot of benefits: greater flexibility, quicker and easier testing, and faster data recovery. But when you add virtualization to disaster recovery processes, there are potential pitfalls, so traditional backup methods should not be thrown away but used in concert with SRM, a virtualization expert advised.

- 3) **CA Technologies Suggested Solution:** John Hill Mainframe Product Management
Stefan Kochishan Mainfram Product Marketing
Mainframe tape technology continues to thrive as organizations discover new ways to leverage the media for their overall storage management strategies. However, many common myths regarding tape utilization still remain — and represent significant barriers to fully exploiting the technology for business benefits. z/OS tape users are being forced to do more with less, but expensive media and management and inefficient tape usage stands in the way. This inefficiency is exacerbated by the fact that tape capacities are increasing at the same pace as information growth, further lowering occupancy percentages and increasing associated mainframe tape costs.
General References:

4) Sun Gives Away Virtualization, September 10, 2008, 12:00 am, **Christopher Lawton**
<http://blogs.wsj.com/biztech/2008/09/10/sun-gives-away-virtualization/>

Article primarily announces a new entry into the Virtualization commodity marketplace of Sun Microsystems. Further complicating the scene for enterprises looking to effectively estimate and choose the solution that will provide the best mix of strategies. It also references the commoditization of the hypervisor, as being almost a requirement for vendors to give away, but also speaks through quotation about the inherent lack of the necessary expertise in these complex systems. The movement by Sun into this field, to principally extend its existing open source/hardware centric business model .

Combines the difficulty with using Open source AND hardware specifically designed for “virtualizing” the enterprise I.T. ecosystem.

5) WSJ.com, Virtualization Virtuosity, Posted by David Gaffen, August 13, 2007, 11:21 am

6) VMware Recognized for Excellence Fifth Consecutive Year by Redmond Magazine with 2008 Readers' Choice Award
http://www.businesswire.com/portal/site/google/?ndmViewId=news_view&newsId=20081117005485&newsLang=en

“We’re honored to be recognized by the readers of *Redmond* for five years running,” said Dan Chu, vice president of emerging products and markets at VMware. “It’s a testament to the quality, usability and innovation of VMware Server and VMware Workstation that they earn prestigious awards year in and year out. Our success stems from addressing a fundamental need of both business and government to do more with less. VMware virtualization has become a strategic platform for over 120,000 customers by reducing hardware, operational and environmental costs and increasing efficiency, flexibility and effectiveness. Moving forward, we are building on our value proposition by broadening our platform into a virtual datacenter operating system for an enterprise cloud that is highly elastic, self-managing and self-healing. We are proud of our market and innovation leadership, and dedicated to continuing to deliver increasingly transformative value to our customers.”

ExpertCommentary:

Author: Paul Zimski, Vice President of Market Strategy , Lumension Security

Published:

ABSTRACT:

It's no wonder why virtualization is sweeping its way through the enterprise at breakneck speed. Virtualized machines and virtualization technology provide numerous technical and cost advantages. As organizations virtualize servers, they are able to consolidate hardware, improve space utilization within the data center, save energy and costs. As systems become virtually migrated in real time, virtualization introduces additional value to business continuity and disaster recovery. Virtualization makes it easier to standardize a server image, speed up deployment times and expedite disaster recovery response times. It also makes it possible to run

multiple OS platforms on a single system and segregate applications that may otherwise not have played nicely together. All in all, businesses are finding greater flexibility and efficiency through virtualization.

Specific Annotated References:

- 1)
- 2)
- 3) United States Government Accountability Office, Applied Research and Methods. ***COST ASSESSMENT GUIDE: Best Practices for Estimating and Managing Program Costs.*** **GAO-07-1134SP** Cost Assessment Guide, August 13, 2007 - July 14, 2008, <http://www.gao.gov/new.items/d071134sp.pdf>
- 4) Ingemi, Joseph, ***Aligning IT with Business Objectives – Maintaining the Connection***, Price Systems Symposium, July 2008, http://www.pricystems.com/resources/white_papers/Aligning%20IT%20with%20Business%20Objectives%20-%20Maintaining%20the%20Connection%20-Thought%20Leadership%2004-08.pdf
- 5) Minkiewicz, Arlene, ***The Costs and Business Impact of SOA – Is it Right for You?***, Price Systems Symposium, July 2008, http://www.pricystems.com/resources/white_papers/Costs_Business_Impacts_SOA102007.pdf
- 6) Adams, Keith and Ageson, Ole, “***A Comparison of Software and Hardware Techniques for x86 Virtualization***”, ASPLOS’06, 25 Oct 2006, ACM 1-59593-451-0/06/0010 < http://www.vmware.com/pdf/asplos235_adams.pdf>
- 7) Green, Diane, “***Virtualization: Transforming the IT Landscape***” VMware Website, Jun 2008, http://www.vmware.com/pdf/wp_transformingtheitlandscape.pdf
- 8) Jan Stafford, Site Editor, “***Server Virtualization: Figureing out costs, ROI and chargeback***” *SearchServerVirtualization.com on the Web* 02 May 2007. http://searchservirtualization.techtarget.com/news/article/0,289142,sid94_gci1253537,00.html
- 9) VMware, for IBM, “***The Roadmap to Virtual Infrastructure: Practical Implementation Strategies***”, PC Magazine, 17 August 2008, <http://whitepapers.pcmag.com/whitepaper2097/>

- 10) Rodney Gedda, IDG News Service, " ***Virtualization Battle Heats Up As MS, VMware Trade Blows.***" CIO Website 19 November 2008, <http://www.cio.com/article/print/464519>
- 11) SMB Infrastructure Goes Virtual, January 03, 2007, Gary Chen, http://www.yankeegroup.com/ResearchDocument.do?id=14859#_Toc155597915
- 12) Stuff
- 13) VMware Knowledge Partnership, "***VMware VDM 2 Load Balancing White Paper***", 27 Jan 2008. http://www.vmware.com/files/pdf/VDM_2_lb_guide.pdf
- 14) Hill, John and Kochishan, Stefan, ***Mainframe Tape Technology: Eight Myths, Realities and Best Practices.*** Technology Brief: Best Practices for Mainframe Tape Technology, CA Associates Inc. 30 Oct 2008 < http://www.bitpipe.com/detail/RES/1225387470_22.html>
- 15) ***Dr. Dobb's Journal August 2000.*** Ed Jason Nieh and Ozgur Can Leonard. August 2000. Columbia University, August 2000 <http://www.ncl.cs.columbia.edu/publications/drdoobbs2000.pdf>
- 16) Business Impact from Server Consolidation using VMware Infrastructure, October 2008, VMware Marketing and Technical Sales Materials, (http://download3.vmware.com/elq/pdf/Preso_Business_Impact.pdf)
- 17) Stuff
- 18) Stuff
- 19) Stuff
- 20)
- 21)
- 22) Stuff