



Riverbed Messaging Handbook 1.6

Incorporating our hybrid enterprise messaging into the Riverbed story

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riverbed[®]

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About the Riverbed Messaging Handbook

1.6 Update

Why the Update?

The Riverbed Messaging Handbook is the official reference guide for Riverbed corporate messaging—THE source for official messaging on everything from Riverbed’s vision to the product boilerplates. Its purpose is to help employees and partners understand and consistently communicate who Riverbed is, what we do, why we’re different, and the customer value of our solutions.

The messaging in the 1.5 version has gotten out of sync with our current company messaging, and this update is the first step to fix that.

The Riverbed Messaging Handbook 1.5 was published in May 2014. It was built around the core location-independent computing messaging that we first developed for Strategy Day in November 2013, when we announced our expanded vision, strategy, platform, and market.

Since then, our story has evolved to focus on our value in the context of what is happening *now* and what will happen *in the future*, rather than in the context of some 13 years ago when Riverbed was founded—which is how most of the world still sees us.

What’s in the Update?

In this update, you’ll find much of the messaging we developed for Riverbed FORCE™ 2014 that articulates our extended and more integrated value for visibility, control, and optimization. The feedback on that messaging (some of which we include later in this document) is that it is resonating and is highly relevant to what our customers are experiencing on their journey to the “hybrid enterprise.”

We also evolved our messaging fundamentals, including our vision, strategy, and platform and product descriptions, and we divested SteelStore. This update includes all of these changes.

What Happens to the Location-Independent Computing Messaging?

Messaging is always evolving. Our view since our founding has been that business should not be compromised by the distance over which apps and data must travel over any network—whether to and from the branch or to and from the cloud. Users should have a secure and consistent experience regardless of their location. That view remains constant, but the business and technical context have changed dramatically. So we’ve evolved our messaging to resonate more naturally in this new context.

“Location-independent computing” was a good start to uplevel and simplify our value and remains a valid way to talk about our value. But it’s a Riverbed-centric term, and a bit abstract, which makes it hard for customers to immediately understand it.

The hybrid enterprise concept, in contrast, takes little to explain because it resonates better with our customers and more accurately reflects their actual environments. In addition to the challenges of distance and location, it brings in the chaos and complexity of going hybrid as challenges that must be addressed, thus calling for a broader solution that includes visibility and control as well as optimization. It puts the cloud and software as a service (SaaS) at the forefront of our value proposition. This is critical because most prospects, analysts, and market watchers still view Riverbed as the wide area network (WAN) op company, and many perceive that the cloud and SaaS make Riverbed less relevant today. We are much more than that, and the cloud makes us *more* relevant rather than *less*, but general perception has not yet caught up with Riverbed reality.

Discussing location independence is perfectly fine within the context of the hybrid enterprise, but it should not be the concept with which we lead or on which we build our story. Our story today is this: What Riverbed did for the WAN, we are now doing for the cloud and SaaS applications.

How to Use the Handbook

The Riverbed brand is one of our most valuable assets as a company, and our corporate messaging—how we tell our story—is one of the most impactful ways we have to shape how the world views our brand and company.

As employees, we are all stewards of the Riverbed brand image. You can help to amplify awareness of Riverbed in the marketplace by using the messaging in this handbook in two ways:

1. Word for word: Copy and paste appropriate parts as a starting point when creating your own communications, and then customize and tailor them as appropriate for your specific audience and purpose.
2. In your own words: Learn the basic hybrid enterprise story, watch the videos of different people explaining aspects of it in their own words, and then deliver the story in *your* own words.

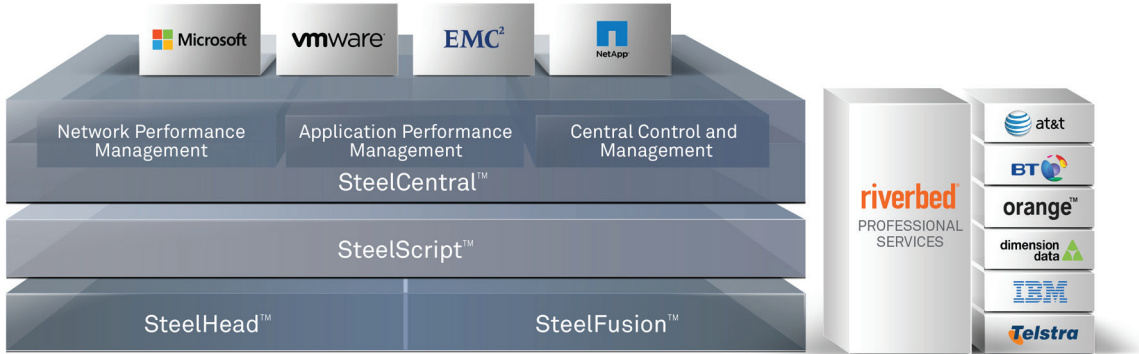
This will not only improve the consistency of our messaging, it will also make us more efficient in creating and reviewing materials by providing a common messaging foundation we can all build on as a starting point.

This is version 1.6 of the Riverbed Messaging Handbook. It is a living document that will continue to evolve. We will update the handbook periodically to reflect the latest and greatest Riverbed messaging. We plan to release Riverbed Messaging Handbook 2.0 in spring 2015. Stay tuned.

Riverbed Messaging Fundamentals

- Our Vision:** To enable hybrid enterprises to transform application performance into a competitive advantage by maximizing employee productivity and leveraging IT to create new forms of operational agility.
- Our Strategy:** To offer the most complete platform to ensure applications perform as expected, data is always available when needed, and performance issues can be proactively detected and resolved before impacting business performance.

- Who We Are:** Riverbed is the leader in application performance infrastructure.
- Our Market Category:** Application performance infrastructure is an \$11 billion market growing at about a 5% compounded annual growth rate (CAGR).
- What We Make:** The Riverbed Application Performance Platform™ gives CIOs unparalleled visibility to deliver, control, and optimize all IT resources across the hybrid enterprise.



- **Riverbed® SteelCentral™** (formerly OPNET, Cascade®, and NEOP)—the only performance management and control suite that combines user experience, application, and network performance management to provide the visibility needed to diagnose and cure issues before end users notice a problem, call the help desk to complain, or jump to another website out of frustration.
- **Riverbed® SteelHead™** (formerly Steelhead®)—the #1 WAN optimization solution that guarantees application service levels across hybrid cloud architectures, maximizing end-user productivity, enhancing IT visibility and control, and reducing costs.
- **Riverbed® SteelFusion™** (formerly Granite™)—the only branch converged infrastructure that delivers local performance, data centralization, instant recovery, and lower total cost of ownership (TCO).
- **Riverbed® SteelScript™**—open application programming interfaces (APIs) and developer tools across the Riverbed platform and partner ecosystem for customers and partners to customize and automate application performance infrastructure from Riverbed.
- **Riverbed® Professional Services**—expert life cycle consulting and technical education services to help hybrid enterprises achieve peak performance.

Customers: Riverbed has more than 25,000 customers, including 97% of both the *Fortune* 100 and the *Forbes* Global 100.

Partners: The Riverbed ecosystem spans approximately 3,000 partners worldwide, including technology resellers, distributors, service providers, and integrators. We have strategic alliances with leading companies such as Accenture, AT&T, BT, EMC, HP, IBM, Microsoft, NTT, Orange Business Services, SingTel, Verizon, and VMware.

Riverbed-Ready Technology Alliance Program boilerplate

The Riverbed-Ready™ Technology Alliance Program provides a framework for technology providers from Arista to Zscaler to extend the Riverbed Application Performance Platform, bring new capabilities to Riverbed customers, expand the value and impact of Riverbed solutions in specific industries and markets, and help customers master the technical challenges of the hybrid enterprise.

Boilerplate: Riverbed, at more than \$1 billion in annual revenue, is the leader in application performance infrastructure, delivering the most complete platform for the hybrid enterprise to ensure applications perform as expected, data is always available when needed, and performance issues can be proactively detected and resolved before impacting business performance. Riverbed enables hybrid enterprises to transform application performance into a competitive advantage by maximizing employee productivity and leveraging IT to create new forms of operational agility. Riverbed's 25,000+ customers include 97% of both the *Fortune* 100 and the *Forbes* Global 100. Learn more at www.riverbed.com.

Platform Update: Next-Generation SteelHead and Tighter Integration with SteelCentral

At Riverbed FORCE™ 2014, we announced the next generation of SteelHead™ and tighter integration between SteelHead and SteelCentral™: specifically, SteelHead 9.0 and SteelCentral AppResponse 9.5 deliver the most complete visibility, control, and optimization solution to accelerate performance of on-premises, cloud, and SaaS applications.

SteelHead 9.0 extends Riverbed's decadelong industry leadership in WAN optimization, delivering up to 100x performance improvements, with new levels of visibility, control, and optimization for hybrid enterprises.

- **Delivers visibility from data center to cloud**—SteelHead 9.0 integrates with SteelCentral AppResponse 9.5 to provide visibility across on-premises, cloud, and SaaS apps. Bringing deeper visibility into the end-user experience, SteelCentral AppResponse 9.5 is the only solution to measure end-user experience for both SteelHead-optimized and non-optimized, enterprise, Web and SaaS applications for faster, more effective monitoring and troubleshooting.
- **Simplifies application and network control**—SteelHead 9.0 makes it easy to group applications according to their type and business priority to automate service level agreement (SLA) activation for different types of apps. With path selection, SteelHead 9.0 intelligently delivers business-critical applications over the fastest networks and less critical applications over the Internet. Enterprises can now deliver applications with the appropriate SLAs to meet their business needs, using a mix of networks to balance cost and speed of apps, and data of differing priorities and value.
- **Optimizes, automates, and secures SaaS apps**—SteelHead 9.0 recognizes more than 1,100 on-premises, cloud, and SaaS applications for app-specific optimizations, and Riverbed is rapidly expanding the number and type of applications SteelHead recognizes, with a focus on SaaS apps.
- **Offers Geo IQ for Microsoft Office 365**—SteelHead 9.0 guarantees users are always connected to their native Office 365 mailboxes for optimal performance, no matter where the mailboxes or users are located.

Partner Update: The New Riverbed-Ready Technology Alliance Program

At Riverbed FORCE™ 2014, we launched the Riverbed-Ready™ Technology Alliance program to offer technology partners the opportunity to bring new capabilities to Riverbed customers, expand the value and impact of Riverbed solutions in specific industries and markets, and help customers master the technical challenges of the hybrid enterprise.

By integrating Riverbed products with their own solutions, partners can leverage Riverbed's advanced technologies and market-leading products to enhance their competitive advantage. Partners can use Riverbed open APIs and additional development tools to help with customization, integration, and automation. In addition, partners can assure customers that their Riverbed-Ready solutions are tested, verified, and supported.

Riverbed-Ready partners focus on areas such as security, cloud and virtualization, business applications, network performance management, application performance management, networking, and storage. We launched the program in November 2014 with 17 charter members.

How Riverbed Helps the Hybrid Enterprise Perform at Its Peak

The Basic Story

The hybrid enterprise messaging is built around a basic story, which is expressed in simple form below. There are strong, compelling reasons behind the global business shift to a hybrid model for applications, infrastructure, and networking, so enterprises are making a growing commitment to it. But going hybrid also brings challenges. For these challenges, we have the solutions. Solving these challenges has transformative benefits, relating to new types of competitive advantages in the new hybrid age. Problem/Solution/Benefits—that's the basic structure of the business story, and you can see this structure reflected below.

Enterprise data centers today live with one foot on premises and one in the cloud. In fact, 75% of enterprises expect to have hybrid cloud deployments by 2015.¹

Networks are going hybrid too, with private MPLS links for mission-critical apps and the public Internet for noncritical traffic. Two years ago, 30% of companies were using an Internet connection in place of a traditional WAN link in at least one location. The number rose to 50% in 2013, and was expected to reach 55% in 2014.²

It is this combination of private and public assets delivering essential business services that defines the hybrid enterprise. **The hybrid enterprise is the new normal.**

Hybrid architectures and SaaS applications bring significant benefits to organizations—agility/time to market, cost savings, flexibility—but also challenges, such as the complexity of multiple clouds, networks, service providers, and SLAs, plus end users everywhere, and hundreds of applications (including SaaS apps like Salesforce, Microsoft Azure/Office 365, and Amazon Web Services) that need to be managed and delivered across a mix of networks.

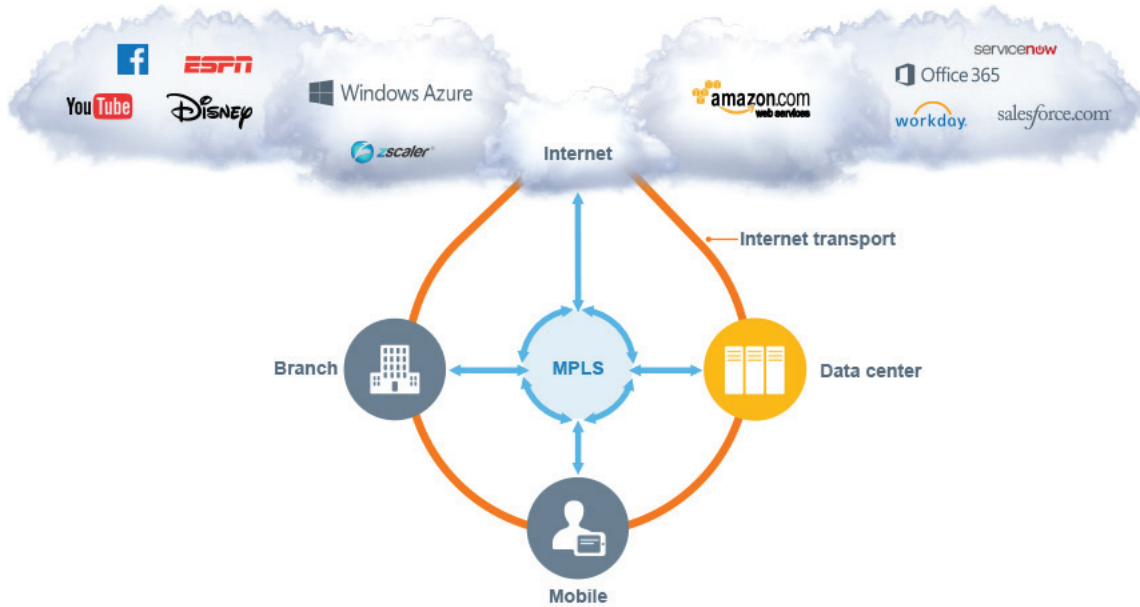
The companies that not only manage all this new complexity but *leverage* it to make their applications perform at their peak will gain a competitive advantage in the new hybrid world. To achieve this, CIOs need visibility, control, and optimization across hybrid clouds and networks to ensure that all on-premises, cloud, and SaaS applications perform to the SLAs determined by the business.

Today, this is exactly what Riverbed can uniquely offer our customers. What Riverbed did for the WAN, we are now doing for the cloud and SaaS applications. Our products and the Riverbed Application Performance Platform™ give CIOs unparalleled visibility to deliver, control, and optimize all IT resources across the hybrid enterprise.

In the following pages, we expand on this messaging with further detail and color. Customers, partners, analysts, and the press enthusiastically embraced the hybrid enterprise messaging we launched at Riverbed™ FORCE 2014. You can get some insight into how it resonated in this section, courtesy of our video teams at the conference who captured, in addition to Riverbed executives, a range of industry leaders from Intel to Shell explaining themes about the hybrid enterprise from their points of view.

¹ Gartner, "Private Cloud Matures, Hybrid Cloud Is Next," September 2013

² Jessica Scarpatti, "MPLS networks not obsolete, but Internet as WAN catches up," SearchNetworking/TechTarget.com, June 2014, <http://searchnetworking.techtarget.com/feature/MPLS-networks-not-obsolete-but-Internet-as-WAN-catches-up>



Representative mix of on-premises and cloud/SaaS app with MPLS and public Internet

The Hybrid Enterprise Defined

Enterprise data centers today live with one foot on premises and one in the cloud. Networks are going hybrid too, with private MPLS links for mission-critical apps and the public Internet for noncritical traffic. It is this combination of private and public assets delivering essential business services that defines the hybrid enterprise.

Intel CIO Kim Stevenson defines the hybrid enterprise:



[Watch the video on YouTube.](#)

Here's a transcript:

“Hybrid is a combination of two things, and that’s what’s happening with enterprise IT and, really, enterprise business systems and processes. We have great external services that we can consume through the cloud and SaaS offerings, as well as, we have our internal systems that add core differentiating value to the company. The hybrid enterprise is when those two come together in an integrated fashion to speed the velocity of the business.”

– Kim Stevenson, CIO, Intel

The Hybrid Enterprise Is Here Now

The hybrid enterprise is here today—in fact, 75% of enterprises expect to have hybrid cloud deployments by 2015, and that number is only going to get bigger. As the cloud grows, on-premises computing continues as well, and will continue for the foreseeable future. As a result, the hybrid enterprise is the new norm.

- 75% of enterprises expect to have hybrid cloud deployments by 2015.
- By 2015, end-user [spending on cloud services](#) is projected to exceed \$180 billion.
- The [global market](#) for cloud equipment will reach \$79.1 billion by 2018 according to predictions.
- Workloads in the public cloud are expected to reach 44% [annual growth](#) over the next five years versus 8.9% growth for “on-premises” computing workloads.
- More than 60% of businesses [utilize cloud](#) for performing IT-related operations.
- An average of 545 [cloud services](#) are in use by the typical organization.
- 2014 was the first year the [majority of workloads](#) (51%) were processed in the cloud.³

Geoffrey Moore, author of “Crossing the Chasm,” assesses the hybrid trend:

[Watch the video on YouTube.](#)



Here's a transcript:

“For the mid-market, SaaS is what we call ‘inside the tornado.’ If you are a mid-sized company, it’s such a huge value proposition, and you really don’t have the wherewithal to have a big on-premises installation, so it’s a big difference. The larger you are, the slower you move, because you have such deep roots in the client-server era. And so, for the larger companies, we’re probably in some version of ‘crossing the SaaS.’”

– Geoffrey Moore, managing director, Geoffrey Moore Consulting, and author of “Crossing the Chasm”

³ The statistics in the last six bullets were found conveniently compiled by Jack Woods, “20 cloud computing statistics every CIO should know,” SiliconANGLE, January 27, 2014, <http://siliconangle.com/blog/2014/01/27/20-cloud-computing-statistics-tc0114>

The Benefits of Going Hybrid

There are many compelling business reasons to leverage the cloud. According to a recent survey, 82% of companies have saved money by moving workloads to the cloud, 14% downsized their IT after cloud adoption, and 80% saw improvements within six months.⁴ Organizations with high cloud adoption are reporting 2x the revenue growth and 2.5x higher gross profit growth than peer companies that are more cautious about cloud computing.⁵

Intel CIO Kim Stevenson highlights the cloud's promise of acceleration and innovation:



[Watch the video on YouTube.](#)

Here's a transcript:

"We're at this amazing point in history. As an IT community, we're at the crosshairs of all that change. It's up to us to figure out what that hybrid enterprise looks like for our companies and to drive the acceleration and innovation into the company."

– Kim Stevenson, CIO, Intel

The Challenges of Going Hybrid

While there are compelling business reasons accelerating the widespread adoption of cloud computing and SaaS, there is also a whole new set of difficulties that arises as a result that challenge the hybrid enterprise. The complexity of multiple clouds, networks, service providers, SLAs, application sprawl, and end users everywhere all combine to limit the application and network visibility needed to ensure a consistent experience for end users, no matter their work situation, place, or device. Such a consistent end-user experience is essential for everyone to work effectively, and for the hybrid enterprise to perform at its peak and achieve its maximum business potential.

Ajay Patel, VP of Application Services at VMware, describes the challenge of losing control:

[Watch the video on YouTube.](#)



Here's a transcript:

"You no longer control all the assets. You have some of the applications coming as SaaS services from the cloud; some things running in a branch office. You have data center technologies that are legacy. How do you bring this heterogeneous collection of technology yet provide a consistent experience?"

"Riverbed and VMware partner together to leverage the strength of Riverbed's WAN acceleration products, SteelHead, as well as some of the visibility and operational control that IT needs, in terms of looking at application

performance and optimizing that, with SteelCentral, and bring the two together along with VMware's strength in high-performance, enterprise-grade, virtualization technology, really ends up delivering a delivery platform for these disparate types of applications, and delivering the end-user performance you're looking for.

"So it's really about visibility, it's about operational control, as well as optimizing the end-user experience with solid, predictable performance at every level of the application stack."

– Ajay Patel, VP, Application Services, vCloud Air, VMware

⁴ <http://blog.nskinc.com/IT-Services-Boston/bid/118077/7-Statistics-You-Didn-t-Know-About-Cloud-Computing>

⁵ https://www14.software.ibm.com/webapp/iwm/web/signup.do?source=gts-LITS-bus-conn-NA&SPKG=ov23775&cmp=103LR&ct=103LR01W&cr=google&cm=k&csr=%5Bunica_csr%5D&ccy=us&ck=benefits%20of%20ibm%20cloud&cs=b&S_TACT=103LR01W&mkwid=sbc3rGwEk-c_47279525100_4326fb30773

Geoffrey Moore explains the fundamental importance of network performance in the digital world:

[Watch the video on YouTube.](#)



Here's a partial transcript:

“How disruptive do you want to be with each investment? We've got a ton of disruptive technology in our world right now, through social, mobile, analytics, cloud—whatever. The thing the business community may not realize is that every one of those technologies is network-dependent. Ultimately, they all rest on the network. So investing in network performance is the ‘sine qua non’ [something that is absolutely needed]; if you're going to do any of these things, you've got to start there.”

– Geoffrey Moore, managing director, Geoffrey Moore Consulting, and author of “Crossing the Chasm”

All of these IT innovations are driving growth in bandwidth needs. Gartner estimates that enterprises will need 28% additional bandwidth each year through 2017 “due to the use of cloud computing, mobile devices and video. By 2017, enterprises that do not control network use risk requiring up to 3 Mbps per user of committed bandwidth, or more than 20x the average need in 2012.”⁶

The growth in bandwidth needs is in turn driving growth in hybrid networks. “Two years ago, 30% of companies were using an Internet connection in place of a traditional WAN link in at least one location, according to Nemertes Research. That number climbed to 50% in 2013, and could reach 55% this year [2014].”⁷

Jerry Kennelly, CEO of Riverbed, explains the evolution and challenges of hybrid networks:

[Watch the video on YouTube.](#)



Here's a transcript:

“You're using not only your private network, but you're also wanting to get the economics of using the broader Internet in addition to your own network. In 2004, you were probably dealing with routers and switches that were hardwired mechanical devices. Today, you're dealing with software-defined networks and software-defined data centers, network function virtualization, an entirely different world. That's the hybrid network, where you've gone from the on-premises, controlled, familiar world of a decade ago, to the current world, a very exciting world ...”

– Jerry Kennelly, CEO, Riverbed

⁶ Gartner, “How Cloud, Mobile and Video Will Increase Enterprise Bandwidth Needs Through 2017,” March 2013

⁷ Jessica Scarpatti, “MPLS networks not obsolete, but Internet as WAN catches up,” SearchNetworking/TechTarget.com, June 2014, <http://searchnetworking.techtarget.com/feature/MPLS-networks-not-obsolete-but-Internet-as-WAN-catches-up>

Shell's Jay Haines on the power of network visibility in problem-solving and long-term planning:

[Watch the video on YouTube.](#)



Here's a partial transcript:

“Via the monitoring, we're able to see the growth. Turns out it exposed a network problem where we had a threshold limit on firewalls and number of sessions. But, by having the visibility and being able to step back and not only look at the now but look at the long-term approach, gives you great advantage to understand how you're doing from a health perspective.”

– Jay Haines, landscape operations and integrations manager, Shell

The Strategic Value of Riverbed for SaaS Apps in the Hybrid Enterprise

Peter Coffee from Salesforce explains Riverbed's strategic value for the hybrid enterprise:

[Watch the video on YouTube.](#)



Here's a transcript:

“When I hear the things that are said by Riverbed customers about things like SteelHead SaaS, what I'm hearing from them is, 'Now I know that I'm not putting my destiny completely in your hands at Salesforce. I know that I'm also retaining the power to see, understand, optimize, control, and assure the kind of performance that's going to make me a leader in my industry.' It's a very important part of the mixture that's out there in the SaaS marketplace.

“At Salesforce, we know what we do. We do exactly one thing. We deliver the leverage, the economic benefits, and

the agility of a pure SaaS model to companies of every size. But, as soon as you get to companies of medium or large size, they also want to merge that value effectively into existing hybrid portfolios of IT assets. So, SteelHead and SteelCentral are vital tools for them to have the confidence that they're going to do that on their terms, and that they're the ones who will always be driving their IT roadmap.”

– Peter Coffee, VP for Strategic Research, Salesforce

Riverbed CIO Ginna Raahauge explains why it's so important to “know thy cloud”:

[Watch the video on YouTube.](#)



Here's a partial transcript:

“A lot of people have embraced SaaS, but they haven't spent the time to understand what it really means. And it's one thing to make the decision at the top line to subscribe. There are a lot of other elements of the architecture that are impacted by this. They are thinking about the shiny object, the slick user experience— ‘oh, I get it on mobile’—and that's great; but they're not really understanding the investment and the cost structure, and where that might show up down the road. A lot of times it's in support, and a lot of times it's in your data architecture. So, know thy cloud ...”

– *Ginna Raahauge, CIO, Riverbed*

More from Ginna on How Riverbed Is a Hybrid Enterprise Just Like Our Customers

Ginna has explained in many interviews that at Riverbed, we're 80% SaaS in our hybrid enterprise: “Eighty percent of our business applications are running with a combination of SaaS; I use AWS and Azure as elements of my infrastructure and platform layer to deliver my services, and we're probably at about 50% or 60% at those two layers. We use a combination of private and public assets to deliver that essential business service.” In such a hybrid world, she says, everything is a branch, including our Riverbed headquarters.

Riverbed Helps the Hybrid Enterprise Perform at Its Peak

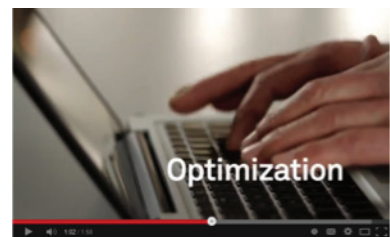
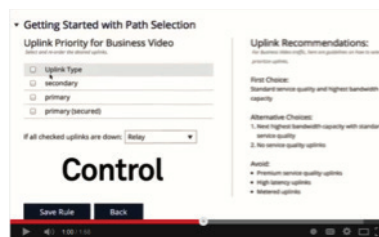
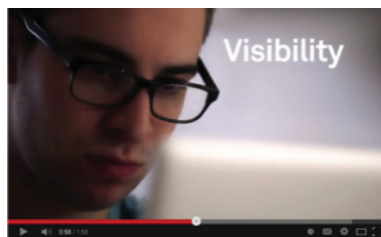
In November 2014, Riverbed announced the most complete visibility and control solution to optimize performance of any application across the hybrid enterprise.

Next-generation SteelHead™ 9.0 optimizes, automates, and secures delivery of any application over hybrid networks, and is now integrated with SteelCentral™ AppResponse 9.5, which provides the only solution to monitor and troubleshoot end-user experience for optimized SaaS apps.

[Watch the video](#) to learn how SteelHead has evolved to be not just relevant, but required, to optimize on-premises, cloud, and SaaS apps ...



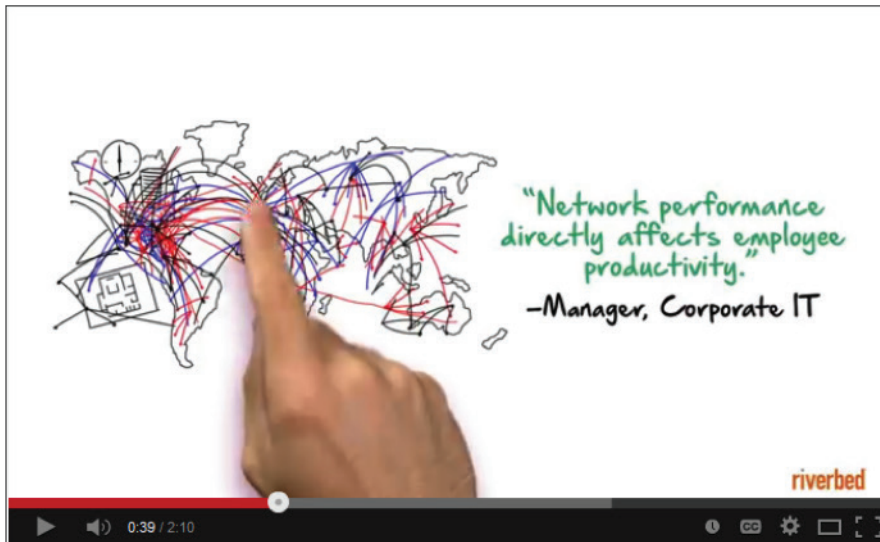
... with visibility, control, and optimization across the hybrid enterprise.



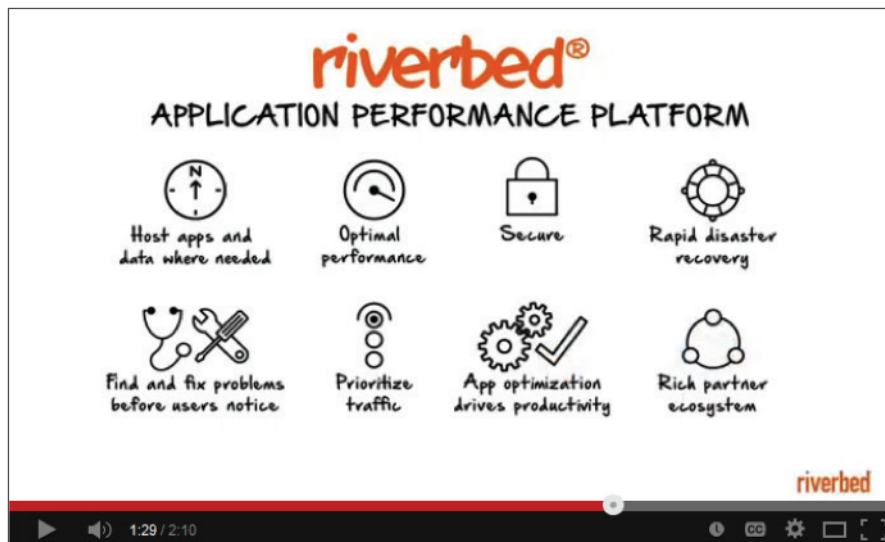
These new solutions provide optimization for any app, unmatched visibility from the data center to the cloud, and simplified control across hybrid networks with network path selection capabilities that make it easy to group applications via business-intent policies.

In addition, on an architectural level, the new innovations and tighter integration between SteelHead and SteelCentral enhance the Riverbed Application Performance Platform™—the most complete platform that gives CIOs unparalleled visibility to deliver, control, and optimize all IT resources across the hybrid enterprise.

[Watch the video](#) to learn more about the architectural challenges that enterprises face when they go hybrid ...



... and how the Riverbed Application Performance Platform ensures applications perform as expected, data is always available when needed, and performance issues can be proactively detected and resolved before impacting business performance.



How the Marketplace Is Responding to Our Hybrid Enterprise Messaging

The marketplace has been responding very positively to our hybrid enterprise messaging.

Customers

Anecdotally, as reflected in interactions with customers at Riverbed FORCE™ 2014, and as shown in the customer sessions where the presenters commented on and used the messaging, the new “hybrid enterprise” messaging we rolled out at FORCE resonates with our customers across industries, regions, and job titles. It is their reality, and this messaging gives us new relevance in their world, today and long into the future.

Many customers who attended the event were surprised to find how far Riverbed has progressed beyond pure WAN optimization and they are eager to learn more about the value that we can provide in helping to solve the challenges of going hybrid. In a post-FORCE survey, 95% of attendees rated the general session keynotes as good or better (26% excellent, 45% very good, and 22% good). Below is a sampling of attendee comments on their most important takeaways.

- “Before attending FORCE, I did not know how much work was going on with SteelCentral, nor did I understand its potential. I have completely come around, and believe SteelCentral and SteelHead will be deeply synergistic.”
- “Hybrid and public cloud infrastructure may be more disruptive sooner than I had previously expected.”
- “The emphasis on hybrid networks and how Riverbed devices can be used to enhance these solutions.”
- “I was completely unaware of the trend towards hybrid networks and many of the Riverbed offerings beyond my exposure to the SteelHeads which I currently use.”
- “Did not know details about the relationships with cloud providers (Office 365 and ServiceNow for instance) and specifically, how your technology actually worked (learned inner workings, not just marketing). Good stuff.”
- “Learned about the future of hybrid architecture and how to solve some of the issues.”
- “Yes, I learned quite a bit and will be working with my account team to focus on some of the new technologies and see if I can get them implemented.”
- “I’m already planning to invest in a shark+netprofiler, but after the conference, I will also be researching hybrid connectivity, cloud-based options, and DX for data center replication.”
- “Excellent overview in the keynotes on where Hybrid is at and where it is going and what companies are doing to keep up with the change.”
- “I’m planning a major Office 365 and Azure deployment, and am interested in talking with Riverbed about how they can help with optimization and visibility.”

We are receiving reports from the field that the messaging is working very well with major customers. For example, one of our North American sales leaders came out of a pitch with a major global consulting company, and the CIO said that our vision for and approach to the hybrid enterprise was one of the top couple they saw out of the nine companies that presented. They expected Riverbed to come in with just a WAN op story, and were very surprised with the vision and broader market in which we play.

Partners

Likewise, partners have responded enthusiastically to our messaging and to the expanded opportunity that it describes. The quote from Microsoft below and the quotes from Salesforce and EMC earlier in the messaging handbook exemplify the level of support we are getting from our partner community.

Microsoft

“Soon, more than 3 billion people will rely on ubiquitous cloud services that span work and life. Microsoft’s future is about creating these services. As a strategic partner, Riverbed helps us optimize the application performance of cloud services such as Office 365 and Azure to anyone, anywhere, over any network, at global scale. Together, Microsoft and Riverbed are delivering solutions for today’s cloud-first world.”

– Scott Guthrie, Executive VP, Cloud & Enterprise, Microsoft

Industry Analysts and Media

The industry analysts who attended the FORCE conference spoke very positively about our hybrid enterprise message, as well as the overall content. In fact, our analyst survey results indicate they were very impressed with Riverbed’s direction. Key results include:

- 100% of the analysts said they would recommend Riverbed as a technology vendor.
- 75% of the analysts are more likely to recommend Riverbed as a technology vendor based on their experience at FORCE and hearing our current messages and market direction; 25% said they were just as likely to recommend Riverbed.
- 92% of the analysts felt positively about Riverbed’s message around the hybrid enterprise, while 8% were neutral.
- More than 200 articles have appeared in publications such as *Channel Buzz.ca*, *CIO Magazine*, *ComputerWorld Italia*, *CRN*, *FX Review* (Brazil), *InformationWeek Mexico*, *Network World*, *VAR Guy*, *VAR India*, and *Wired*, resulting in over 100 million impressions across the world.

Here are a few typical quotes from industry analysts or in the press that indicate the tone of the coverage and fidelity to our messaging:



“Hybrid WANs are hot right now, but they do bring some new challenges. The new products announced at the company’s FORCE conference should allow Riverbed customers to aggressively move to a hybrid model without the risk of performance issues or problems caused by a lack of visibility.”

– Zeus Kerravala, ZK Research, “Riverbed is now a FORCE in hybrid WANs”

Also appeared in *NetworkWorld*, November 5, 2014

Read the full article: <http://www.networkworld.com/article/2843895/cisco-subnet/riverbed-is-now-a-force-in-hybrid-wans.html>.



“In that context, Riverbed’s recent announcements around its first-ever FORCE User Conference in early November 2014, articulate how it plans to enable the ‘Hybrid Enterprise’ for cloud applications, focusing on optimizing application performance while providing visibility and control that ultimately helps improve end-user experience across the enterprise.”

– Rohit Mehra and Brad Casemore, IDC



“Riverbed showcased how customers can get more from their current investments and leverage them to help solve the problems of visibility, control, and optimization in hybrid environments.”

– Tracy Corbo of EMA



“I recently attended the Riverbed FORCE user event in San Jose, CA. While Riverbed is known for networking and WAN acceleration and has planted deep roots here, they also shared the importance of networking in a hybrid IT environment.”

– Mark Bowker, ESG



“Most of the IT processes we’ve gotten used to in the past few decades have been designed to centralize control. But that’s not really possible in a hybrid cloud environment. Once you start aggregating multiple clouds with your on-premises environment, pieces of your IT processes are no longer under your control. Kim Stevenson (of Intel) and Ginna Raahauge (of Riverbed) say IT processes need to adjust to the ‘four norms of the hybrid enterprise,’ noting that CIOs must embrace them if they’re to flourish in a hybrid world.”

– Thor Olavsrud, “Why CIOs Need to Embrace New Norms of the Hybrid Cloud,” CIO Magazine, November 19, 2014

Note the great boiled-down messaging in the subhead: “The CIOs of Intel and Riverbed say that in the hybrid enterprise tech executives need to focus on creating seamless business flows that help the company operate better.”

Read the full article: <http://www.cio.com/article/2848583/cloud-computing/why-cios-need-to-embrace-new-norms-of-the-hybrid-cloud.html>.



“These three components [hybrid cloud, SaaS, and hybrid networking] and more come together with help from products like SteelHead for WAN optimization, SaaS acceleration, and hybrid networking to form a truly hybrid enterprise. I can only imagine this trend expanding as enterprises find more and more ways to efficiently spread services between public and private to get the most uptime, cost savings, and location-independence.”

James Green, “Hybrid Enterprise Is More Than Just Hybrid Cloud, Gestalt IT,” November 5, 2014

Read the full article: <http://gestaltit.com/all/jdgreen/hybrid-enterprise-hybrid-cloud>.

The Riverbed Journey at a Glance

2002 Riverbed is founded to eliminate distance and location as constraints in delivering applications.

- Many of the founding team come from Inktomi, the first company to commercialize caching.
- Key members of the founding team are still at Riverbed, including Chairman and CEO Jerry Kennelly and CTO David Wu.

2003 Riverbed ships alpha version of SteelHead.

- Thus wide area network (WAN) optimization was born from a series of innovations that include a terminating split-proxy (instead of a cache), a revolutionary data deduplication algorithm, and novel techniques such as transaction prediction and application streamlining.

2004 Riverbed ships first commercial SteelHead.

- SteelHead™ reduces bandwidth requirements for applications by as much as 95% and improves application performance as much as 100x.
- SteelHead creates a new market for WAN optimization, which it has led since the beginning.



The entire company ships the first commercial SteelHead appliance to Environment Canada in April 2004.

2005 Riverbed acquires 500 customers.

- Our customers span financial services, publishing, aerospace, pharmaceuticals, insurance, energy, semiconductors, engineering, government, manufacturing, and architecture.
- More than 4,500 SteelHead appliances are deployed.
- Riverbed grows to more than 200 employees.
- “Riverbed is probably the fastest growing storage or networking company that I’m aware of. It’s been years since I’ve seen a company with this much market traction this quickly.”

– Steve Duplessie, founder and senior analyst, Enterprise Strategy Group

2006 Riverbed goes public with a September IPO.

- Our initial public offering (IPO) opens at \$4.88 and rises to \$7.76 (up 60%) on the first day. It is the most successful IPO worldwide in 2006.



2007 SteelHead goes mobile and is named Technology of the Year.

- SteelHead Mobile, a software client version of Riverbed’s award-winning, market-leading WAN optimization technology, delivers LAN-like performance to any employee, whether on the road, working from home, or connected wirelessly in the office.
- SteelHead is named Technology of the Year for WAN optimization controllers by *InfoWorld* for the first time. SteelHead has won the award every year since (eight years straight).

2008 Riverbed partners with Microsoft.

- Being accepted in the Microsoft Protocol Optimization Licensing Program gives Riverbed access to Microsoft intellectual property and technology in order to provide application-level protocol optimization to Microsoft Windows-based apps over WANs.
- This relationship will develop into a strategic alliance and move to the cloud where, today, Riverbed is critical for successful global deployments of Microsoft Office 365 and Microsoft Azure.

2009 Riverbed expands into network performance management.

- Riverbed acquires Mazu Networks, establishing the foundation of its network performance management (NPM) product line (formerly Cascade®), which will evolve into SteelCentral™.

2010 Riverbed brings optimization to the cloud.

- Riverbed introduces solutions for the public cloud, including a cloud-intelligent WAN optimization solution and a cloud storage gateway targeting backup and improved disaster recovery. Our solutions provide a fast, secure, and cost-efficient way to eliminate tape-based data protection, reduce backup costs by 30-50%, and improve disaster recovery readiness.
- Riverbed acquires Global Protocols LLC, which adds SkipWare® technology to the company’s WAN optimization solutions for satellite networks, and CACE Technologies, Inc., which extends Riverbed’s SteelCentral (formerly performance management) offerings to include high-speed packet capture and analysis.

2011 Riverbed expands into the application delivery controller market.

- Riverbed acquires Zeus Technology Ltd. and Aptimize Ltd., which become the SteelApp™ product line (formerly Stingray™) – the #1 virtual application delivery controller (ADC) for secure and elastic delivery of enterprise, cloud, and e-commerce applications. Brocade announced its intent to acquire the SteelApp product line in February 2015. The deal is expected to close in Q1.

2012 Riverbed expands into the branch converged infrastructure and application performance management markets.

- In February, Riverbed introduces SteelFusion™ (formerly Granite™)—the only branch converged infrastructure that delivers local performance, data centralization, instant recovery, and lower TCO. SteelFusion is named product of the year by *Storage Magazine*.
- In December, Riverbed acquires OPNET Technologies, Inc., a provider of application performance solutions, establishing Riverbed as the leader in both the application performance management and NPM markets.

2013 Riverbed launches the Riverbed Application Performance Platform.

- After four years of internal development and acquisition integration, Riverbed emerges in its November Analyst Day having transformed from a single-product to a multiproduct platform company.
- Riverbed introduces the Riverbed Application Performance Platform™, which gives CIOs unparalleled visibility to deliver, control, and optimize all IT resources across the hybrid enterprise.
- The Platform today comprises three integrated software solutions for the WAN optimization (SteelHead), branch converged infrastructure (SteelFusion), and performance management (SteelCentral) markets.
- With this expanded product set, Riverbed is well-positioned to address a market more than 10x its original WAN optimization market—the application performance infrastructure market, an \$11 billion opportunity growing at a combined annual growth rate (CAGR) of over 5%.
- In 2013, Riverbed surpasses \$1 billion in annual revenue for the first time.

2014 Riverbed launches new, consistent product names across our portfolio and introduces new solutions for the hybrid enterprise.

- Riverbed crafts a new product-naming structure and execution plan to change all current and future names to make it clear to the market that Riverbed products are part of an interoperable architecture for location-independent computing.
 - All Riverbed product names now begin with a word that signifies the great strength of infrastructure, and celebrates the company's heritage and success: Steel.
 - The new Steel-based product names portray Riverbed to the market as one company selling one platform composed of multiple products, and make it easier for customers to understand what our products do and how they work together as an interoperable system.

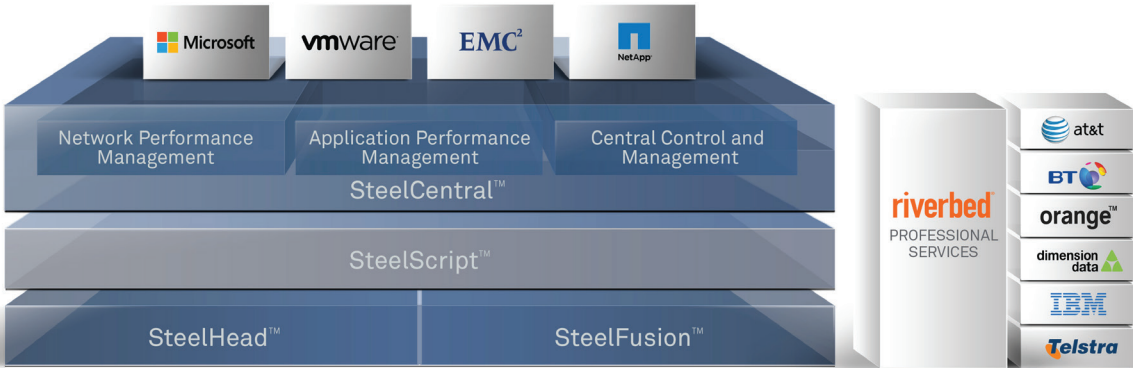
- In April, Riverbed launches SteelFusion 3.0 (formerly Granite), the first branch converged infrastructure that centralizes data in the data center and delivers local performance and instant recovery at the branch.
- In October, Riverbed sells the SteelStore™ product line to NetApp.
- In November, our new, expanded conference, Riverbed FORCE™ 2014, premieres with the theme *The Hybrid Enterprise: How to Make Yours Perform at Its Peak*.
 - At FORCE, we launch the next generation of SteelHead and tighter integration between SteelHead and SteelCentral—specifically, SteelHead 9.0 and SteelCentral AppResponse 9.5, together delivering the most complete visibility, control, and optimization solution to accelerate performance of on-premises, cloud, and SaaS applications.
 - We also launch the Riverbed-Ready™ Technology Alliance Program at FORCE, which is a program that offers technology partners the opportunity to integrate Riverbed products with their own solutions and bring new capabilities to customers, expand the value and impact of our solutions in specific industries and markets, and help customers master the technical challenges of the hybrid enterprise.
- In December, Riverbed enters into a definitive agreement to be acquired by private equity investment firm Thoma Bravo, LLC and Teachers' Private Capital, the private investor department of the Ontario Teachers' Pension Plan.

For “The Riverbed Story” section that used to appear next in the handbook, please see the “**Business Overview**” section in **Riverbed's 2014 10K** financial reporting document. The two write-ups were nearly identical, so we consolidated them into one.

Riverbed Products

The Riverbed Application Performance Platform

In a hybrid world, where applications and data and the people who use them are everywhere, Riverbed offers the most complete platform to give CIOs unparalleled visibility to deliver, control, and optimize all IT resources across the hybrid enterprise.



The Riverbed Application Performance Platform™ is a set of three software solutions: SteelCentral™, SteelHead™, and SteelFusion™. These solutions can be flexibly delivered as appliances, software, or services. In addition, open APIs and developer tools, called SteelScript™, are part of each platform component to facilitate programmability, interoperability, and intelligence across the Riverbed platform and partner ecosystem. One of the key things that SteelScript enables is the ability for customers to automate the analysis and resolution of performance issues across their IT infrastructure, customizable for their unique business needs.

Riverbed offers world-class professional services to help companies and partners accelerate and amplify the value of the Riverbed Application Performance Platform.

Riverbed also works with a broad and diverse ecosystem of partners to extend the value of our platform and deliver a range of implementation, integration, and value-added services. Key Riverbed partners include leading organizations such as Accenture, Amazon, AT&T, BT, Dimension Data, EMC, HP, IBM, Microsoft, NetApp, NTT, Orange Business Services, SingTel, Telstra, Verizon, and VMware.

Companies running on the Riverbed Application Performance Platform ensure applications perform as expected, data is always available when needed, and performance issues are diagnosed and cured before end users even notice. Riverbed eliminates the performance constraints holding back modern IT architectures by integrating performance acceleration and performance management technologies to help IT automatically detect, analyze, and mitigate application and data delivery issues.

Riverbed SteelCentral

The only performance management and control suite that combines user experience, application, and network performance management to provide the visibility needed to diagnose and cure issues before end users notice a problem, call the help desk to complain, or jump to another website out of frustration.

Riverbed SteelCentral provides enterprise-class end-user, application, and network performance management. SteelCentral delivers visibility, analytics, and insight, empowering companies to leverage IT to innovate and differentiate from the competition, and drastically reduce the time and effort required to develop, deploy, and ensure application performance. SteelCentral solutions are leveraged throughout today's rapid application life cycles and across IT operations and development teams, providing a centralized and common solution to maximize efficiency, performance, and productivity in today's application-driven hybrid world.

SteelCentral is part of the Riverbed Application Performance Platform, the most complete platform that gives CIOs unparalleled visibility to deliver, control, and optimize all IT resources across the hybrid enterprise.

To provide a holistic view of application performance, SteelCentral has three components:

- **Network Performance Management**

The health of infrastructure components supporting business-critical applications is just as important as those applications, because if the infrastructure fails, the applications fail too. Customers need to be one step ahead with real-time, actionable information to identify and diagnose problems before their business is impacted.

- The legacy approach of managing network performance only with simple up/down simple network management protocol (SNMP)-derived metrics and packet capture (PCAP) files is dead. The dramatic increase in network complexity, virtualization, and new, highly distributed application architectures, coupled with the absolute reliance on applications for business, demands a radical new approach to how IT operations look at their network. That new approach is network performance monitoring and diagnostics (NPMD).
- Network performance monitoring and diagnostics solutions enable IT operations to take an end-user and application-first viewpoint in the way they monitor, troubleshoot, and analyze network performance. This vantage point is complemented by traditional sources of performance data like packets, SNMP, and NetFlow, providing a holistic view of how the network is performing its most vital role— delivering applications to end users. This vast collection of network performance data requires modern, big-data analytics to give operations staff actionable and definitive data about the root cause and impact of performance problems. It really is a radically new approach to managing the performance of the network.
- While NPMD may seem new to many, Riverbed has been pioneering this field for several years, actually helping define and establish this market. We are honored to be named a “Leader” in the first Gartner Magic Quadrant for NPM and Diagnostics (2014).
- SteelCentral is the only application-aware NPM solution with end-to-end visibility and analytics, integrated deep troubleshooting, planning and config management, end-user experience, and application visibility.

“We went from being virtually blind to having a hawk’s-eye view of the network; able to see the whole picture yet capable of zeroing in immediately on details for troubleshooting, capacity analysis, and planning.”

– *Jean-Francois Bustarret, senior network architect, e-TF1, responsible for the website of France's most popular television channel, TF1*

- **Application Performance Management**

IT operations teams need a performance management solution that provides visibility across the entire application delivery environment. They need to monitor application performance based on end-user experience, application transactions, infrastructure, and networks continuously from their users' browsers and devices, through all tiers, and into their physical, virtual, or cloud-based data centers, ideally on a single dashboard to catch and fix slowdowns and errors before users are impacted.

- SteelCentral is the only application performance management solution with integrated end-user experience monitoring, high-definition transaction capture, and big-data analytics.

“We’re now able to look inside of the developers’ code—without having to modify the code—while it’s running in our production environment. That’s fantastic. I can’t imagine someone running a site of any real size without this capability.”

– Eric McCraw, global web systems manager for IT, National Instruments, a producer of automated test equipment and virtual instrumentation software

- **Central Control and Management**

SteelCentral provides the ability to centrally control and manage Riverbed application performance infrastructure services.

“The great thing about SteelCentral is that you have greater control over your network, and greater confidence that you are getting the optimum performance from your applications.”

– Peter Marbler, network infrastructure manager, Sappi, producer of coated, wood-free paper

Market Leadership Proof Point

Riverbed is Gartner’s best-ranked vendor in performance management and is capable of providing end-to-end visibility across the network and applications, coupled with our broad end-user experience monitoring capabilities. Riverbed is recognized by Gartner as a “Leader” in the Magic Quadrant for Network Performance Monitoring and Diagnostics (2014) and a “Visionary” in the Magic Quadrant for Application Performance Monitoring (2014).

Riverbed SteelHead

The #1 WAN optimization solution that guarantees application service levels across hybrid cloud architectures, while enhancing IT visibility and control for lower overall costs.

SteelHead is the industry’s #1 WAN optimization solution that guarantees optimal service levels of applications between data centers, branch locations, cloud networks, and end users. SteelHead allows IT to prioritize delivery of mission-critical applications over the best available network with customized, per-application SLAs. SteelHead pioneered WAN optimization in 2004 with unique innovations for application, transport, and data streamlining across the WAN and Internet to deliver the best end-user experience, regardless of location, while dramatically reducing network bandwidth costs. With SteelHead, enterprise and SaaS applications can be delivered up to 33x faster, while using 97% less bandwidth.

SteelHead is part of the Riverbed Application Performance Platform, the most complete platform that gives CIOs unparalleled visibility to deliver, control, and optimize all IT resources across the hybrid enterprise.

The SteelHead WAN optimization product family is offered in a range of editions to address the optimization, visibility, and control needs of organizations of all sizes:

- **SteelHead CX** accelerates applications and data everywhere for end users, while enhancing IT control and visibility across traditional WAN and hybrid networks. It is available in physical appliance, virtual appliance, and cloud network form factors.
 - New innovations: With integrated quality of service (QoS) and now intelligent path selection, SteelHead enables IT organizations to control network consumption, prioritizing mission-critical and latency-sensitive applications, while minimizing utilization by recreational traffic. With path selection, IT organizations can now cost-effectively deploy and manage complex hybrid networks to deliver greater application reliability and performance to users anywhere. Path selection, combined with application identification via deep packet inspection (DPI), enables IT and business units to understand usage and performance down to the specific application type and to dynamically reroute application flows in case of performance degradation. Path selection ensures the right path and service level for each application with no impact to end-user experience.

- **SteelHead DX** addresses the unique needs of data center-to-data center data replication workloads, delivering up to 60x WAN performance acceleration and up to 99% bandwidth reduction. With SteelHead DX, organizations can transfer and protect more data more often with less risk and cost and recover data far more rapidly to improve business continuity.
- **SteelHead EX**, built for branch IT, combines VMware vSphere virtualization, WAN optimization, and storage delivery to virtually run network and application services in branch offices. With SteelHead EX, customers can consolidate their sprawling IT infrastructure and get branch offices and applications running at peak performance across the WAN.
- **SteelHead SaaS** solves the compounded problems of delivering applications from the public cloud to accelerate the delivery of SaaS applications such as Microsoft Office 365 and Salesforce.com by up to 33x, while reducing bandwidth utilization by up to 99% and application protocol chattiness up to 98%.
- **SteelHead Mobile** optimizes the performance of enterprise applications delivered to people on the go.

Market Leadership Proof Points

- “Leader” in Gartner Magic Quadrant for WAN Optimization for seven consecutive years
- *InfoWorld* Technology of the Year eight years in a row
- Leads WAN op market with more than 50% market share

Riverbed SteelFusion

The only branch converged infrastructure that delivers local performance, data centralization, instant recovery, and lower TCO.

SteelFusion is a branch converged infrastructure solution that centralizes data in the data center and delivers local performance with instant recovery at the branch. SteelFusion consolidates branch servers, storage, networking, and virtualization infrastructure into a single solution. SteelFusion expedites branch office provisioning, backup, and recovery, and ensures continuous operations when disasters occur from any cause—weather, fire, or accident. With SteelFusion, businesses can restore branch operations in a matter of minutes versus days, centrally protect and secure data in the data center, and significantly lower the TCO of branch and remote offices.

Riverbed SteelFusion is part of the Riverbed Application Performance Platform, the most complete platform that gives CIOs unparalleled visibility to deliver, control, and optimize all IT resources across the hybrid enterprise.

Market Leadership Proof Point

InfoWorld Technology of the Year two years straight

Riverbed SteelScript

Riverbed has a wide range of open APIs for its application performance infrastructure solutions, including representational state transfer (RESTful) APIs that allow software developers to write applications that communicate with other systems and services. These open APIs are the foundation for Riverbed's developer tools, including SteelScript for Python and the SteelScript Application Framework, giving customers and partners the option to extend the value of Riverbed infrastructure with customization, integration, and automation.

A common use case for SteelScript

Problem: Navigating between interfaces to find IT data takes too long

Organizations have IT and business metrics coming from dozens of sources, including the Riverbed application performance infrastructure. There are many cases where IT staff have to track down metrics from many sources, either for custom reporting or analysis.

Solution: Building a custom application for your IT data and processes

SteelScript Application Framework provides the foundation for custom IT applications. Designed to query and process data from disparate sources, the SteelScript Application Framework is a customizable hub of IT metrics.

Benefit: Keep IT operations productive by automating IT processes and reporting

Leveraging APIs to dynamically pull metrics from their original sources into a customizable IT application puts hours back into the hands of IT staff to work on projects more critical to their business.

Riverbed Professional Services

Riverbed offers expert life cycle consulting and technical education services designed to help enterprises reduce risks, accelerate adoption, and discover new opportunities to improve business performance with the Riverbed Application Performance Platform. With a track record of 90% on-time, on-budget projects and client satisfaction scores that consistently measure 9.7 out of 10, enterprises around the world trust Riverbed Professional Services to help them achieve peak performance in the new hybrid world.

Service Categories

- **Advisory Services**

Enables customers to prepare for strategic IT changes with confidence, while reducing costs and risks, and includes infrastructure and technology audits, health checks, performance baselines and assessments, and predictive analysis of end-user, network, and application impacts

- **Enablement Services**

Minimizes time to value, maximizes adoption and utilization of Riverbed solutions, and includes best practice design, deployment, configuration, knowledge transfer, and management activities for every component of the Riverbed Application Performance Platform

- **Diagnostic and Response Services**

Minimizes business disruption and downtime, continuously fine-tunes performance, and includes end-to-end monitoring, reporting, alerting, and rapid response troubleshooting of application and network performance issues

- **Managed Services Enablement Program**

Enables approved partners to rapidly add Riverbed application and NPM solutions to their managed services portfolio

- **Technical Education Services and Certification Programs**

Comprehensive education curriculum with flexible delivery options to build proficiency and confidence in Riverbed solutions

For more information and customer validations, please see the **Riverbed Professional Services Messaging Handbook** published on Salesforce.com or reach out to your Riverbed Professional Services contact to obtain a copy.

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