

IBM i: Integrate and innovate

An executive guide to the strategy and
roadmap for the IBM i integrated operating
environment for IBM Power servers

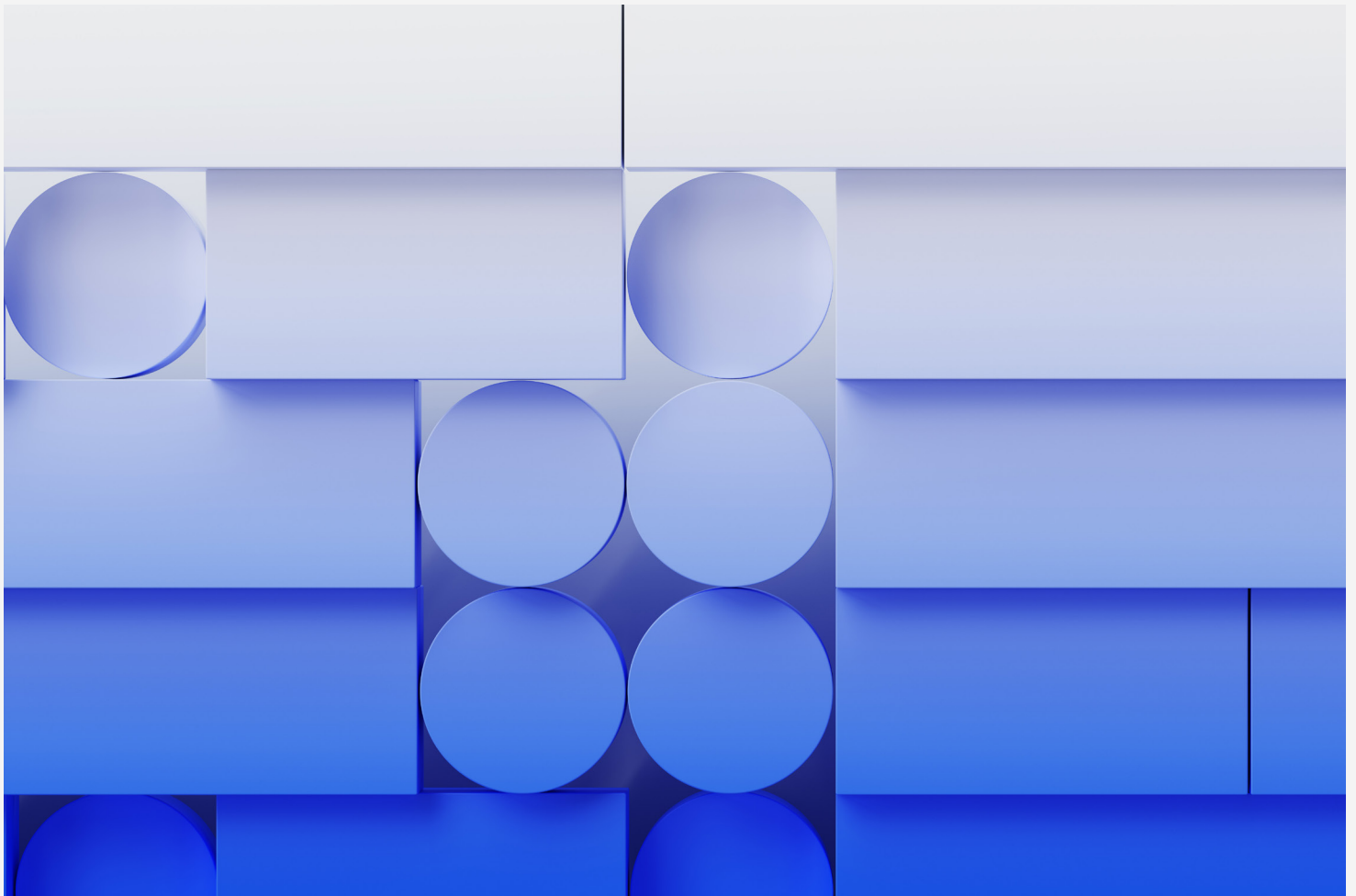


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IBM i in the marketplace

IBM is shifting our licensing model for IBM i to a simplified subscription-based model. I'm delighted to take this opportunity to reaffirm our ongoing commitment to IBM i and to thank you for the trust you've placed in our IBM Systems solutions.

August 2024

Dear clients and IBM Business Partners,

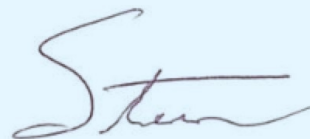
IBM is a leading innovator in server and storage solutions, with outstanding performance, resiliency and security capabilities that can scale based on clients' needs. Within the IBM® Power® portfolio, IBM i is the integrated operating environment for IBM Power servers. We continue to celebrate our amazing clients transforming their businesses with AI, IoT, open source and more, using IBM i.

One of the hallmarks of the IBM i business has been how we continue to deliver new innovations and evolve the platform to provide clients with greater return on investment and acceleration in adopting new capabilities. We will continue providing you with the most integrated, advanced and easy-to-use platform in the industry. We'll achieve this by enabling a fully virtualized platform supporting UNIX, Linux® and IBM i on a single system to provide economic efficiencies. We'll evolve the application environment with IBM PASE, increase support of open-source languages and provide support for IBM i on the IBM Cloud®. And we'll provide support for more recent innovations like IBM Db2® Mirror for i and IBM i Modernization Engine for Lifecycle Integration. Businesses today require more flexibility in how they acquire computing capacity, and with that in mind, IBM is shifting our licensing model for IBM i to a simplified subscription-based model.

With its integrated IBM Db2 database architecture, IBM i provides a cost-efficient, highly resilient and secure foundation for running a wide variety of popular industry applications. I'm delighted to take this opportunity to reaffirm our ongoing commitment to IBM i and to thank you for the trust you've placed in our IBM Systems solutions. IBM i is a critical component to our overall Power portfolio of products.

This white paper aims to help IT executives understand IBM's strategy and roadmap for the IBM i operating environment. This is an ideal time to update you on our strategy, as we just announced IBM i 7.5. It's the latest release of the operating system with many new capabilities. You'll also find details behind our strategies for exploiting a hybrid cloud environment and integrating your applications with new AI solutions.

Thank you again for your business and I trust that you'll find this white paper valuable as together we invest in the future of IBM i.



Steve Sibley
Vice President, Power Product Management
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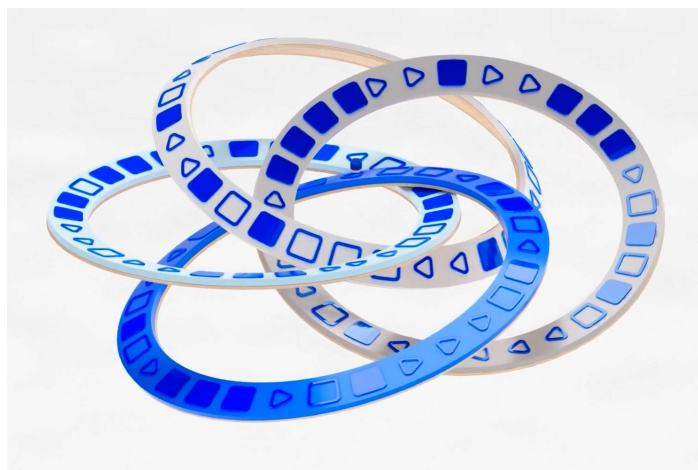
Executive summary

Reinventing the future

Digital technologies have redefined how people live. Technology is continually changing traditional industry structures and economics and is reinterpreting what it means to be a customer and a citizen. To thrive in a rapidly changing business environment, organizations will need to focus in new areas, build new expertise and devise new ways of working to offer their customers compelling new experiences. Leaders can advance this process by embracing digital transformation. They must envision possibilities, create pilots, deepen capabilities, and orchestrate new ecosystems.

Overview

This paper provides details on the strategy regarding the IBM i integrated operating environment for IBM Power. It begins with a high-level examination of the three focus areas of the strategy, followed by a look at the nature of business in the age of ongoing digital transformation. The rest of the paper focuses specifically on IBM i. Areas covered in depth include the standing of IBM i in the marketplace, the key pillars of the IBM i architecture, the roadmaps to the future of IBM i and the diverse portfolio of IBM i products. The paper concludes with a list of resources useful to the IBM i community and links to explore for further information.



A strategy for continuing innovation

Businesses today are undertaking significant digital transformations: rethinking what customers value most and creating operating models that take advantage of new possibilities for competitive differentiation. The challenge for businesses is to determine how fast and how far to go. IBM recognizes this challenge and is confident that IBM i can help clients negotiate the difficult waters of transformation. That's why our strategy for the IBM i portfolio emphasizes the expectation that digital transformation is an integral part of IT. This strategy is built on three focus areas:



Solutions as
the top priority



Open
for choice



Integrated
value

This approach allows IBM to continuously innovate and evolve the IBM i portfolio, which provides clients and IBM Business Partners with a platform for innovation. IBM is expanding innovation in areas such as analytics, virtualization, and hybrid cloud. The strategy is inclusive of what many clients are examining for the future, such as artificial intelligence (AI), machine learning (ML), the Internet of Things (IoT), and other forms of cognitive computing.

Solutions as the top priority

Solving business problems while minimizing the need for a high level of technical expertise is fast becoming the focus of all companies. However, successful business solutions require many new technologies. The popularity of IBM i is due in part to the fact that it provides a reliable, integrated platform on which business solutions can be deployed without the need to allocate additional IT resources.

IBM works with independent software vendors (ISVs) to understand the advances in software technology necessary to deliver current and future value in business solutions. IBM then invests in database enhancements, programming languages, software development tools, and software delivery methods to provide a state-of-the-art environment for the development of next-generation business applications. This allows all developers, not just ISVs, to reinvent applications to meet business and customer needs.

■ IBM i is embarking on a business transformation journey with new technology and new models for acquisition of software.

Open for choice

Transformation seldom has one path. Organizations can choose multiple paths as they move from their current environment, and transformation has many facets. Their choice is based on many factors, including requirements founded on their business strategy.

First, there are transformation decisions based on technology choices. IBM i has integrated open technology for more than 20 years and in recent years the number of available technologies which run on IBM i has increased dramatically. This is a focus area in the IBM i strategy precisely because providing these options delivers clear value to our clients, allowing them to innovate with the technology that fits their needs.

Second, business transformation could be based on how IBM i can be acquired. Following the industry trend toward subscription-based licensing, IBM i is now offered as a subscription term license, bundling together a license entitlement and support requirements. Acquiring IBM i in a subscription term model means that clients can enjoy a regular payment schedule, rather than the large initial investment previously required.

In the world of open-source languages and tools, there are many choices available. Many open-source languages that are now part of the IBM i catalog started as solution enablers, enhancements or integrators added to existing languages. Other options are available from the broad open-source community. IBM i developers and Business Partner developers actively engage in open-source communities, participating in the advancement of those languages (for example, Node.js). When it becomes clear that a language will provide value to the IBM i community, the IBM i development team migrates it to IBM i.

Bringing new talent to IBM i clients is another important aspect of this part of the IBM i strategy. Most new developers learn open-source languages and tools during their education. By ensuring that the industry standard environments are available on IBM i, IBM has enabled clients to find and hire talented programmers and help them be productive immediately.

Over the past few years, clients have reported that this strategy has been extremely effective. Evidence of the success of the program is demonstrated in the growth of the IBM i Rising Stars community. Each year, a new group of Rising Stars is recognized.



Integrated value

As IT evolves, solutions are becoming more dependent on multiple components assembled together. As with any environment, when each new technology evolves there is a period during which companies need to evaluate its potential and determine whether that technology is of value to their business. If these factors stand up to scrutiny, then the new technology will eventually become an expected component of an overall solution. IBM integrates many new technologies into the suite of IBM i products, factoring them into the architecture and simplifying their use. This allows IBM i clients to use the technologies with minimal impact to their business.

This level of continuous integration also benefits solution providers in the IBM i ecosystem, allowing them to build their business solutions on top of the latest technologies. It also provides the ISVs with the ability to grow and evolve their solutions to include these new technologies.

Business in the age of digital transformation

New challenges bring new approaches

Business leaders have long used information technology to improve productivity and efficiency, to reach new markets and to optimize supply chains. Customer expectations have evolved, also. Whether at work or in their personal lives, users today expect speed, availability, and continual access from their mobile technology choices.

Relentless technological innovation impacts industries across multiple fronts. With this transformation accelerating, IT departments are expected to drive innovation and growth, and do so with declining IT budgets. As a result, IT choices and IT infrastructure matter more than ever.

Combining multiple technologies, including cloud, cognitive, mobile and IoT, digital transformation rethinks customer and partner relationships from a need-first, use-first or aspiration-first perspective. Digital transformation helps organizations create unique, compelling experiences for their customers, partners, employees, and other stakeholders. These benefits are realized regardless of whether enablement or fulfillment of the experience involves the direct provisioning of products and services or the orchestration of products and services

from partner organizations by way of a business ecosystem. The most successful businesses have transformed to establish a platform of engagement for their customers, acting as enabler, conduit and partner.

How can businesses best respond to digital transformation? How can they take advantage of the opportunity to innovate, differentiate, and grow? How can they do all this cost-effectively while leveraging and optimizing the newest information technologies as part of their overall physical operations?

Businesses with a cohesive strategy for integrating digital and physical elements can successfully transform business models, setting new directions for entire industries. These leading companies focus on two complementary activities: reshaping customer value propositions and reconfiguring operating models, and using digital technologies for greater customer and partner interaction and collaboration. In both directions there are two major considerations—choosing the right technology and choosing the right business models. To accomplish a full transformation, companies must build a new set of capabilities that allows them to progress along all dimensions.



Organizations transforming with IBM i

For more than 30 years, IBM i has been used by organizations in every industry—from entertainment to retail, manufacturing to financial services, nonprofits to worldwide distribution. Today, these companies trust IBM i to run their most critical business applications and provide security for their most sensitive data, as they work to drive digital transformation and innovation.

The story of IBM i client JORI n.v. provides an excellent example of several parts of the IBM i strategy, in addition to serving as an example of the value that clients expect from IBM i. JORI wanted to move its custom furniture manufacturing into a new era by providing its customers a chance to see 3D simulations of furniture before it was purchased or even built. As its business processes were running on IBM i, JORI engaged a local IBM Business Partner with a young developer who knew open-source software. The developer used that open-source knowledge to build a solution on IBM i, a platform with which he was not yet familiar. The partner integrated this new code with the existing manufacturing and business software, enabling JORI to create innovation without disrupting its business.¹

JORI is just one example of IBM i innovation at work. Caixa Geral de Depósitos France wanted to integrate ML into its existing core banking software, which runs on IBM i, so the company and its partners used a hybrid cloud approach, taking advantage of the integrated capabilities of IBM i to consume services available on IBM Cloud.²

These and other clients recognize the value of IBM i—and working with partners—to take advantage of the operating system's integrated capabilities and extend the value of their IT infrastructure, using modern technologies. They're not alone.

Each year since 2015, IBM Business Partner Fortra LLC (formerly HelpSystems LLC) has conducted a survey of the IBM i community. Among the many useful questions posed, every year they ask the community if their return on investment in IBM i is superior to other operating systems. Overwhelmingly, the answer is Yes.³

IBM i: A new level of integrated simplicity

Businesses are being challenged to do more because of the constant evolution of technology. IBM i developers are building applications that are a blend of technologies from traditional business solutions being integrated with open-source solutions, either running on IBM i itself or deployed in Linux on Power. IBM i clients have a clear advantage in their ability to extend business solution choices in any of these modes. It's all about providing technical flexibility to help solve business problems and extend value.

Companies using IBM i are integrating their business applications with analytics engines, inferencing technologies, mobile interfaces, and all manner of IoT capabilities. Such technologies are exploding in use and creating new demands for core business applications. Implementing business applications using the IBM i operating system on Power servers helps companies outpace their competitors, differentiate their offerings, and turn operational costs into investment opportunities.

At its core, the IBM i operating system is a platform designed to adapt to the needs of business computing, with the expectation that both business and computing will change over time. IBM i is designed to adapt to whatever changes arise. This has allowed IBM to invest in making IBM i a platform that provides a strong foundation for continuing innovation—both for IBM and for clients. Its defining characteristic, the *integration* represented by the *i* in IBM i, allows clients to get more value from advanced technology with fewer resources and higher reliability.

The IBM i business itself is evolving and transforming. Recently, IBM has changed the way in which IBM i is taken to market. We've simplified the portfolio, including more technology in the base operating system, designed offerings that follow the market trends of subscription terms, and established IBM i as a platform on IBM Cloud. These are all evidence of the capability of IBM i to adapt to trends in the industry.

IBM i is designed to adapt to whatever changes arise, and that's allowed IBM to invest in making IBM i a platform that provides a strong foundation for continuing innovation.

IBM i in the marketplace

Traditionally, IBM i has been used in industries such as wholesale distribution, retail distribution, manufacturing, local government, and school administration. Today, the fastest growth comes from financial industries like banking and insurance, retail, and healthcare. The latest evolutions of the IBM i operating system and Power servers have changed the breadth of applications and infrastructure available to solve today's business problems for companies of all sizes across industries.

The current trend of digital transformation is taking IBM i usage into new areas of technology integration. For example, companies running their core applications on IBM i are beginning to explore new visual recognition or nontraditional data searches to enhance their applications. There are stories of IBM i companies who integrate their business applications with advanced technologies, such as robotics or even Amazon Alexa, while reshaping and increasing the efficiency of workflow. These stories can be found on the [IBM i Client Stories web page](#).



↑ 80%

of IBM i sales annually are in the traditional markets of North America, Western Europe and Japan.

70%

of unique client accounts are from an extensive small and midsized client community.



Today, large enterprises typically run IBM i for high-volume transaction processing on fewer, highly virtualized systems.

Global growth

IBM i enjoys a strong base of clients in the traditional markets of North America, Western Europe and Japan, which account for more than 80% of IBM i sales annually. Over the past several years, IBM i has seen ongoing growth in emerging markets, such as Latin America, Eastern Europe and the ASEAN region, especially in the banking and distribution sectors. While China tends to be a growth market dominated by UNIX, IBM i continues its strong presence there, especially in the banking and financial services sectors.

The IBM i market has a dual nature. Approximately 70% of unique client accounts are from an extensive small and midsized client community. The remaining unique client accounts are in the strong group of large enterprises representing organizations who have more than 1,000 employees.

IBM i usage in small and midsized companies

Thousands of companies around the world rely on IBM i as a more resilient, more secure, more cost-efficient alternative to Microsoft Windows technology-based servers for their most important business data and applications.

Midsized companies have two key requirements: to maximize their IT investments and to exploit these investments as the company's requirements grow. Unlike Windows technology-based servers, the IBM i operating environment is almost always used to run multiple business applications and databases more securely and efficiently on the same server. As a result, clients report that they have fewer servers to manage with IBM i when compared to Windows. This optimization of assets helps companies avoid the costs of acquiring and managing a new server every time the business needs to deploy another application. Comparative ease of deployment, upgrades and management gives IBM i a significant advantage when evaluating total cost of ownership (TCO).

IBM i usage in large enterprises

Dramatic advances in both server virtualization technology and storage architecture have been made in recent years. Large enterprise clients are taking advantage of these in their IBM i implementations. They see significant cost savings by consolidating their distributed servers back into the data center. Today, large enterprises typically run IBM i for high-volume transaction processing on fewer, highly virtualized systems.

Additionally, in today's implementations of storage the trend for large enterprise clients is to balance the use of traditional internal storage with a growing use of SANs, such as IBM DS8000® and IBM Storwize® V7000. Flash storage can also be attached directly to IBM i or through a SAN. The trend toward using external storage has enabled IBM i users to leverage mainstream technologies for storage and associated software like [IBM PowerHA® SystemMirror®](#), IBM FlashCopy®, IBM TotalStorage Metro Mirror and IBM TotalStorage Global Mirror.



Cloud and IBM i

Cloud is changing the computing landscape. Cloud technologies have allowed companies to make business decisions about how and where to run their compute environments. Today, some companies have no in-house infrastructure and run completely in the cloud. Infrastructure-as-a-service (IaaS) providers take many forms and IaaS is offered by IBM as well as by strategic cloud partners. Many ISVs have had cloud implementations of their software solution—software as a service, or SaaS—for many years. This allows their clients to manage business applications without needing to manage the system.

IBM has a multicloud strategy for IBM i, which is called hybrid cloud. The IBM Cloud strategy continues to look to ISVs for SaaS and to partners to provide IaaS, platform as a service (PaaS) and disaster recovery as a service (DRaaS). In addition, since 2019 IBM has made IBM i available on IBM Cloud. This enables companies to choose a single vendor for their cloud solutions, working with IBM as the provider of both their cloud technology and their operating system.

IBM i on IBM Cloud

Cloud computing provides organizations with the ability to leverage the latest innovations, which results in increased efficiencies. Many small and midsize companies are looking to reduce operating costs by moving their compute environments to a cloud provider. Large companies are evaluating the use of cloud technologies as they expand their usage and for environments that require additional compute power during peak periods to burst to the cloud.

The IBM Cloud environment provides these capabilities and more. Clients can expand their hybrid cloud journey with [IBM Power Virtual Server](#) while maintaining the security and trusted, high performance of Power and IBM i. This also allows them to modernize their infrastructure and applications at their own pace and price point, point-on and off premises. Clients can take advantage of the benefits of hybrid cloud with a consistent experience and connectivity to their own on-premises Power infrastructure.

Today, there are many IBM i customers taking advantage of Power Virtual Server and moving all or part of their workload to the cloud. Other companies are exploiting the use of the IBM Cloud linkage to Power Virtual Server and using IBM Watson® capabilities, such as natural language translation and generative artificial intelligence (gen AI).

IBM i and gen AI

AI has gone through many cycles of interest, but even to skeptics the release of the ChatGPT chatbot and virtual assistant seems to mark a turning point. IBM i clients are intrigued with how this type of technology can be used in their businesses.

Since 2018, IBM i customers have been using the various AI capabilities provided by Watson. Clients have used the natural language processing (NLP) capabilities of Watson, data analytics and more inside their applications to extend capabilities and make better-informed business decisions. Examples of these solutions can be found on the IBM i Client Stories web page. IBM i has even introduced the geospatial analytic capabilities of Watson into the integrated Db2 for i.

Now, five years after the introduction of AI capabilities in Watson, a leap forward in NLP and the ability of large language models to adapt to just about any theme has seized the popular imagination. Generative models can also learn the grammar of software code, molecules, natural images, and a variety of other data types.

While the large models, such as ChatGPT, are getting the most focus in the market today, smaller more-specific learning models might, in fact, be more applicable to specific business solutions, such as medical diagnoses. Clients in the IBM i marketplace are reviewing opportunities to integrate various AI capabilities into business applications.

Community

IBM i has a strong, passionate community of users that IBM applauds, encourages, and helps promote. A common thread running through this broad group of IBM i users is their appreciation for and commitment to the IBM i platform. Clients are sharing their stories, and these stories demonstrate how IBM i makes it possible to use the most up-to-date technology to bring value to their business and to their customers.

[IBM i Large User Group](#) (better known as [LUG](#)) is an independent organization that meets with IBM three times a year in Rochester, Minnesota. Members include many of the largest IBM i users in the world. The LUG acts as an advisor to the IBM team, providing feedback and input on the IBM i and Power strategies, which are sometimes unique to these large implementations.

The [COMMON](#) organization of international user groups has been in existence for more than 60 years. There are COMMON organizations in the US, Canada, Latin America and India. [COMMON Europe](#) has 14 member-country organizations representing the cultures and languages of Europe. [IBM Japan Users Association](#) is the IBM i user community organization in Japan. Other user community organizations exist throughout the world.

IBM meets regularly with the [COMMON Americas Advisory Council \(CAAC\)](#) and [COMMON Europe Advisory Council \(CEAC\)](#) to understand and prioritize requests for future enhancements to IBM i. Both the CAAC and the CEAC hold regular monthly calls and meet face to face twice a year.

Additionally, an extensive network of local user groups, ISV user groups, Business Partner groups, LinkedIn groups, and Facebook communities are dedicated to IBM i. The IBM i team works with these groups to gather feedback and review requirements for the platform.

Key pillars of IBM i

Overview: IBM i architecture

The adaptability of IBM i is guaranteed by an architecture that provides unique dependability, security, flexibility, and integration, all leading to a significant total cost of ownership advantage. The pillars of this architecture make IBM i unique in the industry and include:

-  Db2 designed for IBM i and single-level storage
-  Security and integrity
-  Open-source runtime and integration of technology
-  Multiworkload virtualization
-  Investment protection

Each of these pillars provides clear differentiators from other operating systems and together create the unique foundation for continuing innovation that exists today in IBM i 7.5.

1. Db2 for i and single-level storage

IBM i is unique among operating systems in how it treats data. Transactional workloads—the workloads that run the core business, such as financials, inventory control, and more—are best served by relational databases. Most operating systems today deliver only a generic file system. Customers must then acquire, install and manage a relational database. This is not the case with IBM i.

IBM i includes a fully relational, SQL-compliant database, Db2 for i, as an integrated piece of its architecture. In addition to being integrated, Db2 for i also automates many of the tasks typically performed by database administrators and storage administrators on other platforms. An example of this is rebalancing indexes over database tables. This is done in partnership with another unique part of IBM i, the single-level storage architecture. The storage location for each piece of data is determined by the operating system, which automates the analysis and placement of data to ensure high performance.

2. Security and integrity

IBM i has several attributes that provide levels of integrity and data safety beyond other operating systems, but chief among them is the object-based architecture and hardware storage protection.

Object-based architecture means that everything in IBM i comes with a predefined set of uses. For example, program objects have a predefined use that says programs may be executed, but files cannot. Security, built on top of the object-based architecture, guarantees that each thing in IBM i can be used only as its object type allows and in no other way. This key architectural design protects IBM i from Trojan horse attacks that plague other environments. A Trojan horse virus depends on a malicious piece of code masquerading as something else. For example, a program that deletes important information might appear to the user to be a photo or movie, but when that “file” is activated, the malicious program runs. This process cannot happen with IBM i objects. A program cannot masquerade as something else.

Viruses, by contrast, often reach into existing programs and change the processor instructions. To accomplish this, the virus takes a pointer to some memory location and changes it to point somewhere else, where it can insert unwanted instructions. IBM i, in conjunction with the Power processors, prevents this from happening. The unique single-level storage architecture also allows enforcement of pointer manipulation, so code from outside the operating system cannot change processor instructions. These security and integrity features, along with many others, are not just added on to the operating system; they’re built in by design.

3. Open-source runtime and integration of technology

The two preceding sections should have made sufficiently clear that the database and the security infrastructure of IBM i are integrated; however, the integration of technology in IBM i goes far beyond that.

Over time, applications have required larger numbers of increasingly complex technologies to accomplish their tasks. IBM i integrates that technology—often described as middleware—into the operating system and its related integrated offerings, without requiring clients to purchase additional software.

Web servers, application servers, program integrity tools, digital certificate management, auditing capabilities, and directory and user identity services are all part of IBM i. These capabilities are designed, built, tested, and delivered together. As these technologies have evolved over time, IBM includes the latest and greatest enhancements into the IBM i portfolio.

An integral element of IBM i is IBM Portable Application Solutions Environment (PASE) for i. Technologically, PASE takes advantage of the capability of the Power processors to run multiple flavors of operating systems at the same time, including IBM i and flavors of UNIX (IBM AIX® and Linux). Using this Power capability, IBM i has a kernel of AIX embedded inside. It’s this PASE environment that allows software compiled for AIX to be used directly by, and within, IBM i.

One of the most important uses of PASE within IBM i, however, is to bring open-source components to the platform. Most open-source development targets UNIX-flavored operating environments, so finding or creating open-source software that’s ready to run in PASE requires very little work. This dramatically increases the number of solutions and software components available to IBM i.

4. Multiworkload virtualization

Since the late 1990s, most businesses need their servers to do more than one thing. From the very beginning, IBM i was designed to allow a client to run multiple applications at one time, in the same instance. For example, a customer might choose to run an enterprise resource planning (ERP) solution on the same IBM i instance where payroll software, a customer relationship management (CRM) application, and the web server are also running. The result is a single server and a single instance of the IBM i portfolio of products and multiple applications running in one place.

The design of IBM i allows not just multiple types of workloads to run in one instance, but also allows multiple clients or departments to run the same software at the same time on the same machine while keeping each instance unique. Using the built-in work management subsystem capabilities in conjunction with the inherent security capabilities of Db2 for i can provide isolation of workloads. No client or department ever needs to interact with the data of the other. Using these built-in techniques long before cloud technology was widespread, ISVs that built solutions on IBM i were able to service multiple clients remotely on just a single instance of IBM i.

This level of virtualization means fewer systems need to be purchased and fewer licenses and support contracts need to be acquired, making IBM i a platform designed to give clients multiworkload management that drives a low total cost of ownership.

5. Investment protection

Is it possible to imagine writing a business solution once and never again having to recompile it? IBM i clients don't have to imagine it; it's what they've come to depend on through more than three decades. Application code that was written and compiled in the 1980s, which originally ran on a 48-bit, single-threaded processor, can still run today, unchanged, on the latest Power10 multi-core, multithreaded processors, and clients aren't required to change the software or even need a recompile.

This unmatched forward compatibility is enabled through another unique architectural pillar of IBM i: the Technology Independent Machine Interface (TIMI). When a software program is compiled on IBM i, it's not compiled to specific processor instructions, unlike other operating systems. Instead, it's compiled to an intermediate set of instructions called MI instructions. This intermediate layer remains constant even when the layers of technology below them change.

For example, as clients today move to IBM Power10 hardware, there's no need to recompile or retranslate application code. IBM i provides the translation of the existing MI instructions to the most current processor architecture.

An additional benefit to this unique technology is that IBM i can and does improve performance of user software over time, as the operating system engineers take advantage of the evolving capabilities of Power servers.

The architecture of IBM i has always been ahead of its time. In 1988, the architects put these key pillars in place with a vision of where computing might go in the future. As chip design, security, virtualization, mobile computing and now AI have added sophistication to computing, the architecture of IBM i has allowed companies to grow and evolve knowing that IBM i has grown with them, providing the latest advancements while protecting critical business functions.



The future of IBM i: Roadmaps

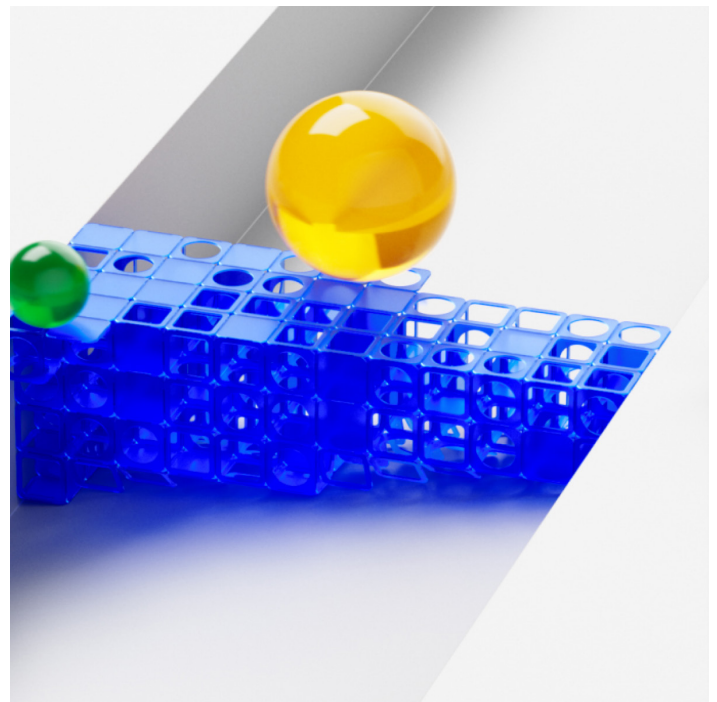
There are two roadmaps for IBM i: the IBM i product roadmap and the IBM i support roadmap. These two pieces of information are critical when understanding the investment that IBM makes in the IBM i portfolio of products and the significant length of time in the lifespan of each release.

The IBM i product roadmap

In the product roadmap, IBM documents the strategic delivery of IBM i features by two related mechanisms. First, IBM delivers major IBM i releases every 2–4 years. The roadmap (see figure 1) shows the most recent release, IBM i 7.5, in the center. On the left are the two previous major releases, and on the right are two future major releases. IBM has been delivering on this roadmap for more than a decade and continues its commitment to ongoing innovation.

Every major release of IBM i provides extensive enhancements and new functions—too many to enumerate in detail. However, a brief overview of the major releases makes clear the extensive development that goes into each one.

On 3 May 2022, it was announced that IBM i 7.5 is adding enhancements across the entire portfolio. This release focused on meeting requirements of clients and matching those with technological enhancements. The keystone enhancements centered on three main areas—security, modernization, and availability.



The first helps improve the ease with which clients can secure their critical business data and applications. IBM i has a reputation for being one of the most securable environments, and this release has added tools and services to make the tasks of securing data and applications easier.

Second, IBM has answered client requests to provide a browser-based graphical tool for application modernization. [IBM i Modernization Engine for Lifecycle Integration](#) (often referred to as *Merlin*) is a set of tools which runs in a container in Red Hat® OpenShift®. This answers clients’ requirements and introduces the notion of interoperability between IBM i and container-based functions.

The third keystone is system availability. Along with the improvements in underlying Power server technology, there are enhancements to Db2 Mirror for i, PowerHA SystemMirror for i, and backup, recovery and media services (BRMS). With the prior release of IBM i 7.4 in 2019, many new features were added to the IBM i portfolio of products. The most notable was the introduction of the then-new program product called [Db2 Mirror for i](#). This product enhanced the capability of IBM i to provide continuous availability of applications. Clients who require platforms that are always available were able to use high-speed connections, the latest Power servers, and IBM i 7.4 to achieve that result.

Another strategic aspect of the IBM i product roadmap is the ongoing delivery of new capabilities in between major releases. Since 2010, IBM has delivered IBM i enhancements several times each year, including semi-annual technology refreshes. These technology refreshes deliver significant updates related to the IBM i suite of products and the enablement of Power server technology, including virtualization, I/O and storage capabilities. Many of the services required for IBM i to participate in cloud have been enabled by capabilities added between releases. The technology refresh delivery vehicle is a clear demonstration of the ongoing continuing innovation IBM delivers in IBM i.

IBM i is an integrated operating system and has many components. In each new release and technology refresh, the breadth of components delivering new features and functions is significant. IBM invests heavily in evolving IBM i to meet the needs of the industry and, most important, to meet the needs of our community of clients. The regular drumbeat of major releases and technology refreshes demonstrates this ongoing commitment.

Although IBM doesn’t reveal information about the content or the dates of future releases, the roadmap clearly illustrates that additional releases are planned.

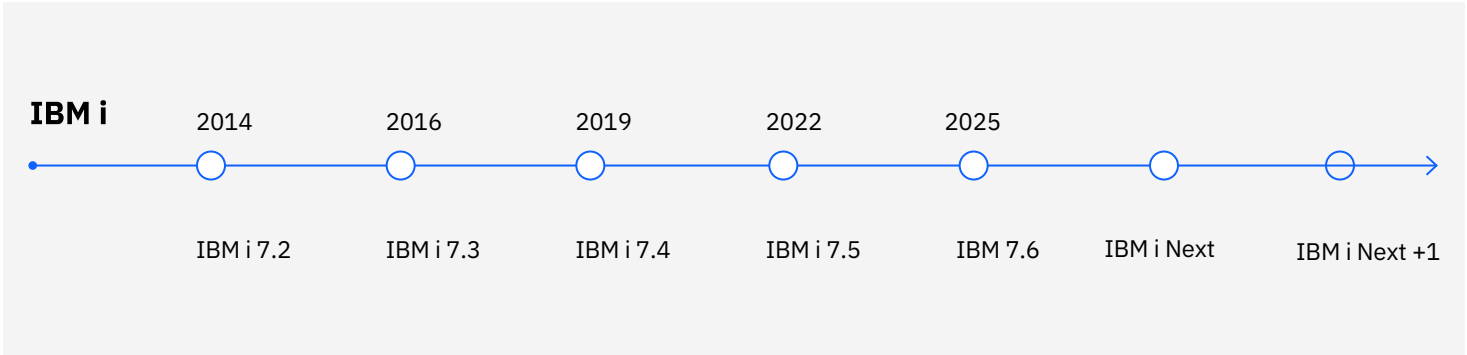


Figure 1: IBM i product roadmap

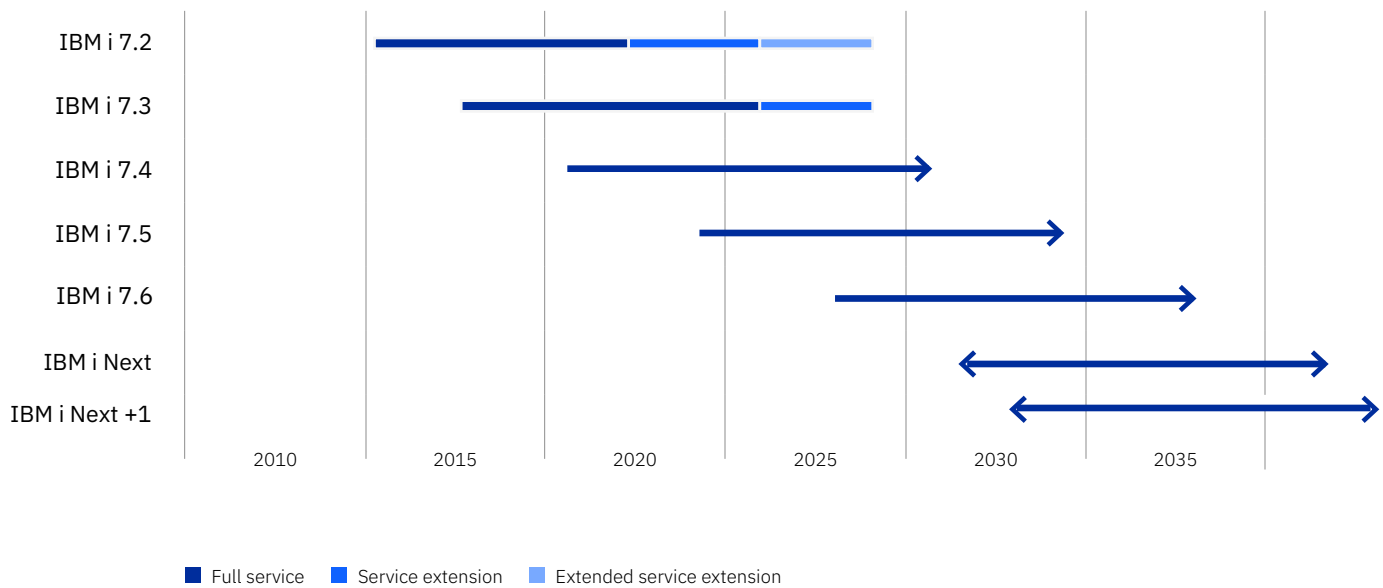


Figure 2: IBM i support roadmap

The IBM i support roadmap

IBM i clients value the high-quality, long-lasting, reliable support available for the operating system and related program products. Historically, clients cite support as one of the areas with which they're very satisfied.

The IBM i support roadmap (see figure 2) shows two important parts of that support. First, each IBM i release has a dependable period of base support. Based on historical precedent, the IBM i strategy is to deliver this base support for approximately seven years after a release becomes generally available. For clients who require a longer time to move to the current release, based on historical precedent IBM offers an extended support period, typically for three more years. Together, this provides approximately 10 years between when a release is announced and when it reaches end of life.

The second purpose of the IBM i support roadmap is that it provides some guidance regarding the unannounced releases from the product roadmap. Using the 10-year lifespan support strategy, it's possible to forecast future releases and support. For example, IBM i 7.5 debuted in 2022. Using the 7+3 support strategy, it's possible to predict that it will remain under regular and extended support until approximately 2032. As there are other unannounced releases on the product roadmap, predictions can extend well past 2035.

IBM i product portfolio

As previously described, the strategic direction for IBM i and the portfolio of associated products is focused on three tenets:

- 1. Solutions as the top priority**—providing modern business solutions by integrating the most modern technologies such as AI, cognitive, cloud, and IoT
- 2. Open for choice**—opening the IBM i operating system to include open-source components, thereby allowing new or existing applications to integrate with countless forms of cutting-edge technologies, including applications running on AIX or Linux, or both
- 3. Integrated value**—providing many new functions within the parameters of IBM i integration without compromising security, reliability or availability

With the continuous evolution of the underlying Power technology and its increasingly powerful hardware, IBM i must accommodate those technology changes and exploit the new capabilities. This is true not only of the processors and memory advancements, but also of the various peripherals that can attach to IBM Power, such as external storage devices.

Supporting these key tenets are strategies around each major functional area in the operating system and portfolio of IBM i program products, including:

- Database
- Business analytics and optimization
- Cognitive computing
- Application modernization
- Open source
- Mobile computing and mobile access
- Server virtualization and cloud technologies
- Resiliency and high availability
- Systems management
- IBM Power servers
- System storage

Database

A full implementation of Db2 for i is integrated into the IBM i operating system. Db2 for i encompasses native database-record-level access and standards-based SQL. Db2 for i, like the IBM i operating system, was built from the ground up to meet the needs and expectations of business computing. The superior architecture of the database yields business value in the form of flexibility, scalability, security, ease of use, and rock-solid stability. Historically, this has also meant that many companies can rely on IBM i to run their business with little to no investment in database administration staff, lowering their TCO.

The many capabilities and enhancements provided in Db2 for i have enabled clients to embrace both data-centric and analytics technologies. By handing over the responsibility of processing to Db2 for i, clients can focus on solving the next wave of business requirements while continuing to satisfy their performance and scaling expectations. Whether clients are modernizing from direct digital synthesis (DDS) technology to SQL data definition language (DDL), renovating their SQL DDL to accommodate very large data, becoming skilled at set-at-a-time SQL query composition, protecting business-critical data with database rules or revamping what it means to be a database engineer—Db2 for i has the right tool for the task.

Although in-memory database technology seems to be a new concept in the industry, the IBM i architecture has had an in-memory database since 1988. Single-level storage on IBM i means that the system treats memory and disk as a single address space, as if it were all memory. With the current releases, the in-memory capabilities on IBM i have taken a leap ahead of other implementations by allowing clients to pick and choose not only the tables and indexes to place in memory, but also which subsets of tables and indexes to include. Using media and memory preferences, an IBM i client has granular control of which data is positioned closest to their Power processors.

Business analytics and optimization

Studies suggest organizations that apply analytics outperform their peers. On average, those with a high *Analytics Quotient*—that is, a broad-based, analytics-driven culture—perform three times better than those without. Business analytics help organizations recognize subtle trends and patterns, allowing them to anticipate and shape events and improve outcomes. It's then possible not only to drive more top-line growth and control costs, but risks are more easily identified up front, allowing correction before derailing business plans.

The addition of the open-source language R and the data-science capabilities of Python with IBM i 7.4 provided the programmatic capability to build analytics over IBM i data

Cognitive computing

Cognitive computing is quickly emerging as a transformative technology that enables organizations to gain business advantages. Also referred to as AI, cognitive technology augments human expertise to unlock new intelligence from vast quantities of data and to develop deep, predictive insights at scale. This shift to systems that can reason and learn is especially germane to the bottom line. The cognitive era is here in large part because it makes practical business sense. It's no surprise then that demand for cognitive computing technologies is skyrocketing.

For the past three years, IBM has been introducing IBM i clients to the world of cognitive computing. This has been a journey alongside clients and Business Partners who have the desire to look at new ways of gaining competitive advantages and providing benefits to their customers.

IBM i client Caixa Geral de Depósitos France recently extended its banking application to include the ability to retrieve information from available social data, thus improving the odds of making good decisions about granting financial loans. Other companies have been using the value of AI for purposes like help desk operations, thus precluding the requirement to have a 24-hour manned help desk. Instead, Watson answers queries and services client needs.

Today, clients are looking at other opportunities to realize additional value from their applications by using nontraditional technologies such as visual recognition or text-to-voice translation. These are available from the IBM Cloud. Some ML libraries can also be run directly on IBM i, allowing clients the flexibility to create machine learning applications inside IBM i and outside. Technologies such as these can perform tasks as basic as improving a user's experience or as complex as fraud detection. Many companies today are recognizing the business benefits inherent when integrating ML, deep learning or AI with their business applications.

As the age of cognitive moves toward the world of AI and the convergence of graphics-based processing and compute-based processing, IBM i will evolve, providing the interfaces or code required to support our clients as they choose to make use of these emerging technologies.

↑ 25%–50%

Productivity gain by moving to IBM
Rational Developer for i on the desktop

Application modernization

While some IBM i clients run industry-specific applications from ISVs, many clients develop and maintain their own applications. Many more clients customize ISV applications to suit their environment. The Norwegian Air Ambulance Foundation, for example, uses IBM i and Db2 as the system and database for their HemsWX weather-camera system, which collects and distributes weather data all over Norway and Denmark to optimize rescue operations.⁴

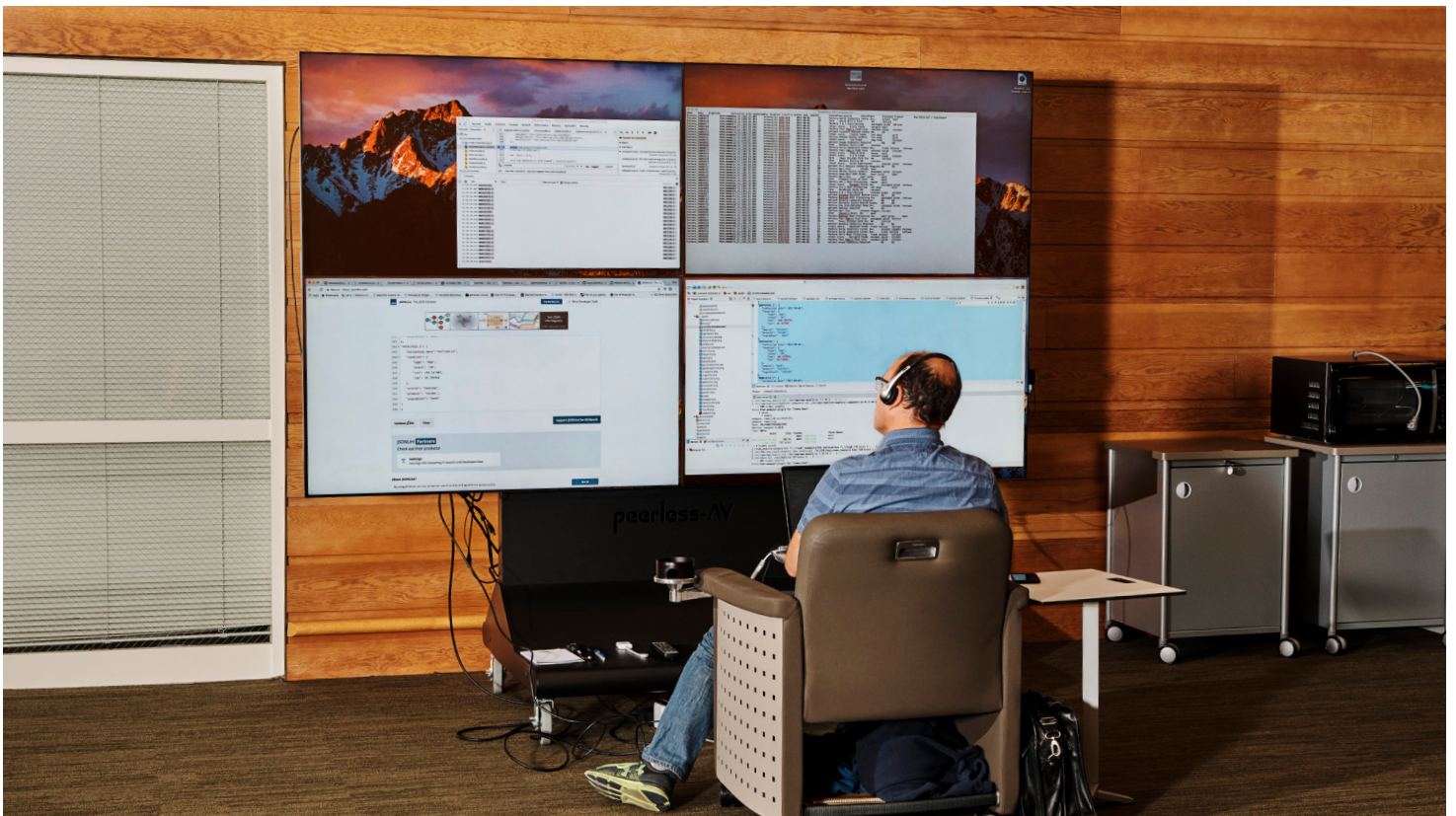
IBM i offers a broad choice of development languages, including the more traditional RPG, COBOL, C, C++, and Java languages. However, in the past eight years, at the request of users, IBM has provided a wide variety of open-source languages, tools and environments on IBM i.

In most IT development shops and for most applications, a blended approach to language use seems most common. Typically, RPG and COBOL are used for transaction processing or business logic, whereas open-source languages are used for interfacing with users, AI, and IoT devices.

The traditional languages of RPG and COBOL have undergone major changes in the past several years. IBM began shipping an open-access component to RPG IV, enabling developers to call directly from RPG to other languages and interfaces. This was driven by the requirement to support multiple user interfaces, including mobile devices. Free-form RPG was announced just a few years ago, and since that time has seen dramatic uptake within the community of RPG developers. This version of the language appeals to young developers, as it resembles the format of many other *modern* languages with which they're familiar.

The COBOL language has been used on IBM i since 1988. IBM reviews and updates the language, providing additional capabilities as they're requested by clients.

IBM provides state-of-the-art development tools and enterprise-modernization capabilities for IBM i. Based on the Eclipse standard, IBM Rational® Developer for i maximizes developer productivity. Industry experts in Rational Developer for i cite 25%–50% productivity improvement by simply moving to the integrated development environment on a desktop. IBM Rational Team Concert and IBM UrbanCode® Deploy are the IBM tools that assist in deployment and tracking of code across applications and systems.



Application-development tools for IBM i are available from industry expert vendors. Many support both traditional and open-source development and bring additional unique capabilities to assist clients in creating applications that meet today's business requirements.

IBM has included two of these vendor-modernization tools in our channel: ARCAD Converter for changing traditional RPG code into free-form RPG and ARCAD Observer for assisting in understanding and modularizing older styles of application code.

For clients extending their application portfolio to include Java or the web, IBM i is tightly integrated with the IBM WebSphere® portfolio of products. The newest modern version of WebSphere Application Server, called Liberty Profile, ships as part of IBM i, allowing easy installation, configuration, and management of web-application serving. Additionally, the IBM Integrated Application Server, imbedded in IBM i, provides an easy-to-use, high-performance environment for clients who require support for less complicated web applications.

With IBM i 7.5, IBM has announced a new product specifically focused on helping clients modernize existing IBM i applications and adopt modern paradigms of application development such as DevOps and continuous integration and continuous delivery

(CI/CD). IBM i Modernization Engine for Lifecycle Integration is the result of a joint development project with ARCAD Software and provides a set of IBM i modernization and development tools that run inside a container inside Red Hat OpenShift.

IBM i Modernization Engine for Lifecycle Integration provides a browser-based, graphical development environment in which the tools exist in a container. The solution provides the necessary connections to a specified IBM i partition and enables developers to work with and update source code from that partition.

For clients who need extra help in modernizing older, more traditional code, two of the ARCAD components referenced above (Converter and Observer) are built into the solution.

New IBM i developers who have been part of our early user program have been thrilled to see this new development environment, because it resembles other development environments they're familiar with.

This new tool for development and modernization highlights the unprecedented strength of the interoperability of the IBM i portfolio.

350+

Open-source languages, tools and environments that can run inside IBM i

Open source

More than 10 years ago, IBM brought the first open-source language, PHP, to IBM i. Since then, the implementation of open source on IBM i has grown dramatically.

Since the announcement of IBM i 7.2 in 2014, IBM has worked diligently to provide more open-source languages, tools and environments that can run inside IBM i. Today, the number of packages exceeds 350. These are delivered in the form of rapid prototyping modules (RPMs), a manner traditional to various Linux distributions, including Red Hat. This new mechanism allows IBM to deliver new versions of the many open-source offerings quickly, without waiting for traditional code delivery through versions, releases or even technology-refresh announcements.

Open source is often called the language of cognitive and IoT. Many devices that fall under the IoT have interfaces written in open source. Many cognitive services—IBM Watson and others—are most easily accessed using open-source technology. There are examples of clients using these technologies to talk to robots in a warehouse or to sensors on a manufacturing floor.

IBM i clients are also integrating IoT technologies into their overall IT strategy to bring new value to their business applications and operations. An example of a client doing this is Société Arabe Internationale de Banque (SAIB). SAIB built a “skill” for Amazon Alexa that tied into their back-end Db2 for i database where their business data and customer data lived, using Node.js and other open-source technologies. Equipped with the skill, their sales teams can simply ask Alexa for information on a customer or opportunity rather than wasting time searching through databases and spreadsheets. This has drastically improved productivity for their entire staff.

Open-source languages are the most widely taught development languages in the world. As these new developers join IBM i shops, it’s critical that the development environment evolves also, providing the most modern and up-to-date environments possible.

Mobile computing and mobile access

Providing access from mobile devices has become a key consideration for delivering applications. Mobile users demand mobile websites and mobile apps that enable them to securely transact business with a wide variety of enterprises.

IBM i has numerous enabling technologies to assist companies as they embrace mobile computing. Building on top of IBM i integrated security and the ability to easily lock down critical business data, there are many ISV tools that allow clients to expand the application user interfaces to mobile phones and tablets. Kawasaki Heavy Industries Motorcycle & Engine Company, for example, developed a new eKanban mobile solution that allows their assembly inventory specialists to scan or enter deliveries of parts at their assembly line and subsequently monitor the balance of parts at the line and on the floor.⁵

Extending the breadth of reach of the tools made available by IBM, many experienced vendors provide tools and services to assist companies building mobile interfaces to their business applications. Many of them provide code-generation capabilities targeting multiple mobile platforms. Others provide guidance and templates, letting developers tailor these to suit company requirements.

Server virtualization and cloud technologies

IBM i has a heritage of virtualization technology going back to the announcement of the IBM AS/400 in 1988. The operating system design featured subsystems that enabled multiple applications to run separately in a single system image.

In 1999, IBM also introduced the first [IBM PowerVM®](#) logical partitioning technology, enabling separate virtual machines to run on the same Power server.

PowerVM, which ships on all Power servers, provides scalable and secure server virtualization for AIX, IBM i, and Linux environments. PowerVM features micropartitioning with up to 20 partitions per core, Live Partition Mobility (LPM) between servers, dynamic or automatic movement of processor, and memory resources and a wide range of I/O virtualization capabilities. PowerVM and IBM i subsystem virtualization are used extensively by IBM i clients and, together, are a key driver of lower operations costs.

To further facilitate LPM and other virtualization capabilities, early in 2022 IBM i introduced the concept of a Virtual Serial Number (VSN). This is the ability to untie the connection

between an IBM i entitlement and the physical hardware. Clients can move their entitlements between systems under the purview of the same hardware management console (HMC). A future step will be to allow movement of entitlements between HMCs. It's IBM's hope that many IBM i ISVs will also adopt licensing which will work with this VSN concept.

Today's world is becoming increasingly about cloud. For IBM i, this is nothing new. Many ISVs have offered cloud options for their clients for years, long before the industry even called it a cloud. These SaaS models remain a growing investment area for clients and ISVs.

IBM i clients are increasingly taking advantage of the rise of IaaS and PaaS models for cloud. These models allow clients to move their infrastructure out of their enterprise and into a data center owned and operated by a third-party provider. Clients anticipate that this will relieve the requirement for them to manage the complexities of the data center themselves and may free up resources for other tasks.

IBM recently announced the availability of IBM i and AIX on IBM Cloud. This allows clients to move their workloads to an off-premises data center run by IBM. Other providers in the marketplace offer similar services to the IBM Cloud. Most of these can be found by contacting local IBM representatives or IBM Business Partners.

By deploying an effective cloud computing environment, organizations may reduce IT costs, improve service delivery and enable business innovation. By migrating to a cloud-based version of IBM i on Power, for example, family-owned wine merchant Wijnen Van Maele has been able to reach more B2C customers, innovate with blockchain solutions, and avoid capital costs.⁶

Resiliency and high availability

There are three approaches to providing high-availability and disaster-recovery (HA/DR) solutions for IBM i—continuous availability, logical replication, and hardware clustering. As with HA/DR technologies, all three solutions replicate data from a production system to another system and enable switching (also known as a *role swap*) between the two systems in the event of an outage on the production system. However, the way in which each approach is implemented is quite different.



Db2 Mirror for i is designed to address environments requiring continuous application availability: a recovery time objective (RTO) of zero and a recovery point objective (RPO) of zero.

The foundational technology is based on an integrated IBM i operating system function that enables two copies of the IBM i integrated Db2 database to synchronously replicate inserts, updates, and deletes across two systems in a tightly coupled *active-active* configuration at the database level. At the application level, applications can be deployed in an *active-active* configuration or in an *active-passive* configuration, and both options will enable a near-zero RTO.

With IBM i 7.5, Db2 Mirror has added an *active-read only* configuration. This allows clients to run their production on a single node and to use the *read-only* node for business analytics. The *read-only* node can take over in the event the primary goes down.

PowerHA SystemMirror for i provides a disk-clustering solution for IBM i. PowerHA is an easy-to-manage clustering solution that makes it simple to switch between systems, is easy to

maintain and is supported directly by IBM. As more IBM i clients transition to SANs, PowerHA also offers the advantage of a resiliency solution that is tightly integrated with both the IBM i operating system and IBM Storage servers and software.

Logical replication solutions are available from ISVs that base their software on the remote journaling capability of the IBM i operating system.

With these disk-clustering and logical-replication options, IBM i clients have a broad range of choices for their HA/DR needs.

Systems management

Systems management is a broad term used when referring to the ability to configure hardware and software, allocate resources, distribute workloads, monitor performance, maintain security and access to the system, plan capacity and execute other tasks that pertain to efficient resource allocation.

IBM i Access Client Solutions is the strategic product used by system administrators for the management of IBM i. As the name implies, it's used by clients to access system resources. Additionally, the suite of database tools and interfaces enables a database engineer to perform the kind of database configuration and monitoring required to ensure that the needs of the business are met. IBM i Access Client Solutions is updated on a regular cadence based on input from the IBM i community.

With [its] disk-clustering and logical-replication options, IBM i clients have a broad range of choices for their high-availability and disaster-recovery needs.

In September of 2021, IBM introduced the IBM Navigator for i tool. It offers an easy-to-use, web-based management solution with graphs and visualizations to help a system manager review and gain deeper understanding of the performance characteristics of their IBM i implementation. The newest enhancement includes the ability to compare environments between systems, including such things as job execution parameters, job description information or program temporary fix (PTF) levels. Systems administrators can use this information to assist with debugging of incorrect execution or to manage the distribution and installation of fix levels from location to location.

There's also a wide range of additional integrated service management tools available from IBM Software.

Power servers

Power servers are powerful, flexible servers built to deliver value for diverse workloads and mission-critical applications for AIX, IBM i and Linux environments. These servers feature Power processor technology. With an integrated set of available resources and comprehensive data management capabilities, Power servers can align technology with business demands, uncover new value in data and drive innovation, all while securely and efficiently delivering business services to help reduce costs.

Power processor technology is the foundation of the Power server design, optimized for both traditional transaction processing like financial and ERP applications and compute and data-intensive workloads like web, analytics, mobile, and AI application workloads.

IBM Power servers have security built in at all layers in the stack—processor, systems, firmware, operating system, and hypervisor. With accelerated encryption built into the chip, data is protected in motion and at rest.

IBM Power servers are optimized for the rigorous demands of enterprise computing, but IBM understands that applications and business processes have differing demands, and that one size doesn't fit all. To ensure that infrastructure technology aligns to business rather than the other way around, IBM offers a full range of Power servers, each of which delivers leadership capabilities for security, performance and scalability in its class.

IBM has the right servers to support business strategies of all types with the flexibility to make a hybrid cloud strategy a reality, featuring less downtime, lower licensing fees, and easier management than x86 servers.

System storage

IBM i clients have a variety of storage requirements based on capacity, performance and cost. These requirements can be met with internal and external storage options.

Historically, most IBM i clients deployed integrated, or internal, storage that was managed and optimized directly by the operating system. The use of high-speed redundant array of independent disks (RAID) adapters ensured that internal storage provided optimal performance, especially for high-volume transaction-processing applications. Internal storage continues to be one of the lowest-latency and among the most highly optimized storage options for IBM i.

Solid-state drives (SSDs), with their ultra-fast I/O performance, have enabled many IBM i users to significantly reduce the runtimes of their daily, weekly, and monthly batch jobs. IBM i maintains its leadership position in the intelligent management of data on SSDs, placing the most frequently accessed data onto the SSDs and managing a hierarchy of storage options.

Over time, however, more IBM i clients have adopted external storage that's managed by the operating system and an external storage server. External storage has brought features and functions to the IBM i platform that aren't available with internal storage. For example, the use of copy service functions from IBM on external storage has introduced new ways to do backups that significantly reduce downtime. PowerHA has integrated operating system function and external storage to provide robust HA/DR solutions. PowerVM takes advantage of configuration flexibility to provide capabilities like LPM. PowerVC exploits external storage to be able to provision IBM i logical partitions (LPARs) in minutes.

IBM i supports many IBM storage servers, including the DS8000 family, IBM Spectrum® virtualize-based systems and the IBM FlashSystem® data storage solutions. This range of attachment options spans from highly performance-optimized to highly virtualized, allowing for a right fit in external storage.

IBM constantly updates storage hardware and software to support the wide variety of available storage options, providing flexibility to meet client requirements.



IBM i community resources

Websites

- [IBM Power](#)
- [IBM i](#)
- [System to IBM i mapping](#)
- [IBM i release lifecycle](#)
- [IBM i Client Stories](#)

Hashtags

- #IBMi
- #Power10

Social media

- @IBMservers
- @IBMChampions
- @ITJungleNews
- @COMMONug

The community of passionate and active IBM i user groups is very large and spans the globe. There's a wide range of resources available to the IBM i community listed in the following sections.

IBM i resources

- The [“You and i”](#) blog posts by Steve Will, the Chief Architect of IBM i, discuss trends and strategies for the IBM i platform.
- Tips found in the [Db2 for i](#) blog by Kent Millgan, Senior Db2 for i Consultant, IBM Technology Expert Labs, can assist database administrators and database programmers in learning new features and functions, in addition to learning new ways to do old things.

IBM i community resources

- The [i Can](#) blog written by Dawn May shares hidden gems and best practices advice for IBM i technical professionals.
- [COMMON North America](#) provides several publications and educational offerings, including a large content database for all skill levels from basic to advanced. In addition, they run a large annual conference in the spring and a smaller focused event in the fall each year.
- [COMMON Europe](#), an industry group in Europe with more than 14 member countries, provides European companies with an opportunity to meet and share technology information. They run one large annual conference per year, with multiple country events in the other months.

1. JORI: Builds 3D configurator with IBM i, letting customers try before they buy, IBM i client story.
2. Caixa Geral de Depósitos: Speeding credit approval times with IBM i and Watson, IBM i client story.
3. 2024 IBM i Marketplace Survey Results, Fortra, 2024.
4. Norwegian Air Ambulance Foundation: Saving lives on the slopes with IBM i, IBM i client story.
5. Kawasaki: Improving manufacturing processes with mobile apps built with IBM i, IBM i client story.
6. Wijnen Van Maele: Prepares for e-commerce driven future with IBM i on IBM Power in the cloud, IBM client story.

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