

GETRONICS: A BALANCED CLOUD POSITION

Getronics

a KPN company

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IN DISCUSSIONS WITH OUR CLIENTS, CLOUD STRATEGY IS REGULARLY TOP OF THE AGENDA. BUT CLOUD CAN BE A DILEMMA FOR SENIOR ENTERPRISE ICT DECISION-MAKERS FOR NUMEROUS REASONS. FOREMOST AMONG THESE IS THE NEED TO BALANCE THE PROMISE OF ZERO CAPEX, SCALABILITY AND CHANGING USER BEHAVIOUR WITH THE ONGOING NEED TO MANAGE ENTERPRISE-WIDE COMPLIANCE, COST-EFFECTIVENESS AND SERVICE LEVEL CONTROL.

In this short paper, Getronics sets out its own position. With over 20 years' experience as a provider of infrastructure services, Getronics has been actively involved in cloud from its earliest instances. We ourselves are already providing online services: these span our online IP contact centre and Workspace Online offers, and include a range of online security services such as Clean Internet Traffic and Managed PKI. In addition, Getronics clients are already taking advantage of private cloud approaches with our utility platform.

Being part of the KPN Group is also a notable influence on our cloud position, especially in relation to the consumer experience and to software online, and to our joint focus on the New Way of Working. Finally, our clients themselves are an essential source of information and inspiration. We especially value their formal participation in the co-creation of the Explore groups which fuel our Roadmap & Innovation Council.

We have written this paper to help anybody interested in the enterprise impact of cloud gain a balanced perspective on the issues.

THE CLOUDSCAPE

Although you can date the cloud back to the very start of the Internet, it really only began to feature on the enterprise radar in around 2007, when internet-based business services began to gain measurable commercial success.

Since then, a broad consensus on classification and terminology has emerged. We have adopted the definitions and terminology from the American NIST (National Institute of Science and Technology) which are clear, to the point, and widely accepted:

- There are three service models - SaaS, PaaS and IaaS - software, platform and infrastructure as a service.
- There are numerous deployment models, each leaning towards different cultural, business and security practice - private, community, public and hybrid.

Core cloud characteristics are now also widely recognized: cloud means on-demand service, agility and scalability, and the price transparency of pay-per-use.

There are, however, concerns and risks too. Security is top of the list, with the identity and authentication issues associated with access control under particular scrutiny - especially when sharing directory information. Data security is also critical, especially when traditional data location detail is substituted with the cloud. Network-dependence can be seen as a constraint for any enterprise customer, and the ability to set and monitor service levels for cloud-based services can also be seen as an issue.

THE CLOUD AND THE ENTERPRISE

A more performance-based employment culture coupled with greater attention on the work/life balance has had an effect on enterprise attitudes to ICT in general and to the cloud in particular. The proportion of employees now able to divide their working time between home and office, for example, shows how new ICT models both serve and encourage cultural change in business.

In addition to changes in workforce behavior other macro trends put pressure on ICT decision-makers to consider bringing cloud approaches into the mix:

- **Consumerization** - the impact of digital technology on consumer lifestyles will be one of the key characteristics of our age. It changes behaviour everywhere. People shop differently; they play differently; they travel and learn differently. These differences are only just starting to spill over into the workplace.
- **Globalization** - with the arrival of the online economy, competition can come from anywhere. This is both an opportunity and a threat. As more and more companies compete and collaborate internationally, higher degrees of agility and scalability become critical. Abandoning the need to control local physical infrastructure (which cloud can promise to do), becomes a compelling incentive for adoption.
- **The Green Agenda** - with some experts stating that the world's ICT carbon footprint is already set to overtake that of the airline industry, ICT energy usage now becomes highly actionable. The shift in favor of thin client technology, energy-efficient servers, virtualized and centralized resources and minimized business travel all lean towards the cloud.

COST FOCUS

In any enterprise, hard focus on cost is never far away. Increased workforce productivity, greater agility and reduced carbon footprint are all real and genuine goals, but cost is always close to the heart of the argument.

This is not just about the final entry on the balance sheet, however. It is also about models of payment and effective budgeting.

Because cloud promises OpEx-only and metered payment according to usage, purchasing and financial decision-makers are eager to ask “If not - why not?” with regard to cloud. The continual pressure to drive out cost can ultimately make the financial implications of cloud adoption the defining business driver: getting the cost right can often outweigh all other discussion.

CLOUD AND THE ICT AGENDA

For the enterprise ICT decision-makers, although cloud is becoming a critical issue, it is however only one of many themes. In setting the enterprise ICT agenda, it is important to ask how the cloud interacts with other recurring concerns.

We have identified five themes, for which we believe attention paid to the implications of the cloud can pay real dividends. This is not necessarily about making simple “cloud vs non-cloud” decisions: it is about looking at each individual enterprise and making cloud part of the strategic discussion.

- **Business and ICT alignment** - this is about understanding what makes each element of the business successful, standing back, and asking what delivery model/s is/are most fit for purpose.
- **ICT maturity** - examine culture and ICT governance within the enterprise. Perhaps, surprisingly, the most heavily regulated environments may be best positioned to benefit from cloud.
- **Virtualization status** - virtualization can be seen as a useful proving ground for cloud adoption. Examine experience to date and review what has been learned so far.
- **“External” obligations** - every industry and market has specific compliance and regulatory obligations. How do these affect ICT services, auditing, security and governance?
- **Work-styles** - how people work differs greatly from sector to sector and country to country. How will the cloud help shape the workspace?

In addition, risk management will become integral to all cloud considerations. Organizations will need to assess:

- Policy and organizational risk - particularly regarding new models of governance, and the impact on reputation caused by cloud service variability
- The technical risk associated with service availability and capacity, and

- The legal risk resulting from the need to satisfy data privacy and e-discovery

VISION

Getronics is an ICT services company, and as a member of the KPN Group, we are acutely aware of everything that affects the enterprise workspace, its connectivity and its supporting infrastructure.

Because the nature of ICT service is continually evolving, our own business survival and success always hinges on our ability to ask what the market needs, and how this impacts our own skills-base and strategy. For this reason, forward-thinking has become an integral and essential part of our business make-up.

Our vision for the cloud does not regard it in isolation. We envisage:

- The continuing co-existence of cloud, non-cloud and hybrid approaches in most enterprise environments, for at least the next five to ten years.
- Most enterprises actively seeking to identify and reap cloud benefits.
- The emergence of highly-tailored approaches, designed to meet individual business culture and need, combining public, shared, private and hybrid cloud usage.
- Adoption will be accelerated in those organizations whose employees and clients are “web-intensive” in their private lives and purchasing habits.
- The cloud will increasingly be regarded as a catalyst for both ICT and operational innovation.
- The cloud will have a significant impact on the focus and composition of enterprise ICT resources, in terms of skills, investments and cost models.

Underpinning our vision, is our constant focus on what the individual members of any workforce need to increase productivity, to collaborate, and to build value. From this perspective we are acutely aware of the relationships between cloud-based services and related key trends in business ICT use. If we look, for example, at virtualization, we see many organizations which have made significant commitments in recent years and we see these very much as a stepping stone towards wider cloud usage.

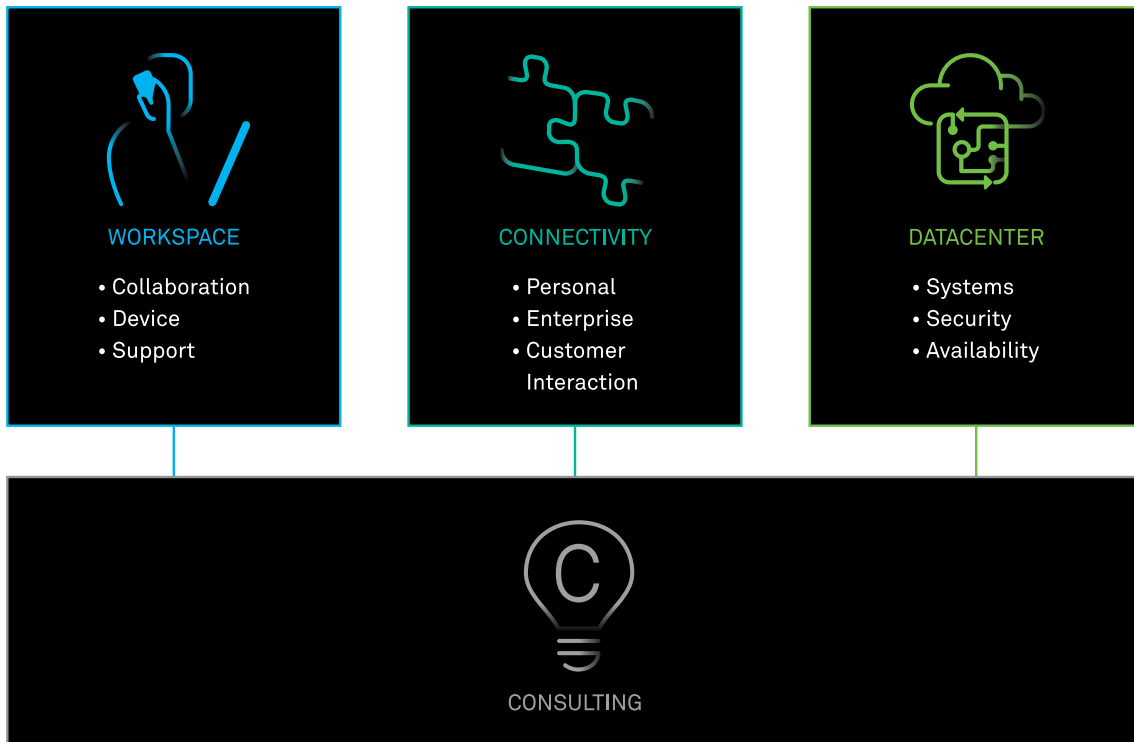
The increase in digital collaboration and mobility also pre-empt more formal cloud-based strategies. With, for example, inter-continental virtual business meetings becoming the norm for many, often with mobile access from out-of-office workers, business is already approaching a cloud mentality in all but name. In combination, these existing uses of ICT will continue to transform the way in which enterprises work, and the way in which enterprise employees think about work, and with this, the shift to cloud becomes increasingly definite.

CLOUD POSITION AND STRATEGY

Our strategy is built on what we know best, and on where we have built our reputation. Cloud developments have a direct impact on Getronics' strategy and positioning.

As a business, we are primarily focused on three areas of key competence:

With cloud, as with every other instance of enterprise ICT strategy, all organizations have individual needs and approaches (even though the similarities massively outweigh the differences). For this reason, Getronics views each client scenario on a case-by-case basis, working to identify the balance between cloud and non-cloud approaches which is most suited to each customer.



In each of these three areas of specialization, we believe there will be an incremental increase in the enterprise adoption of cloud-based approaches. The mix between cloud and non-cloud services will vary, dictated to some extent by the need to support both offline and online working environments, but as penetration increases all organizations will need:

- To determine the criteria for cloud adoption, quantifying business, technology and financial benefit
- To analyze and prepare for the ongoing development and integration of cloud and non-cloud services
- To determine a governance and compliance framework spanning cloud and non-cloud practice
- To manage sourcing and provision of multiple cloud-based services, ensuring that adequate service and support structures are in place

Getronics' strategy and position is evolving naturally so that it can respond credibly to these essential demands. It is a change - but not a revolution. ICT service is a continuum and we see the latest developments from that perspective: over the last twenty years, for example, we have already been in pole position for the transition to client/server architectures, to server consolidation, to mass virtualization, and through to the online provision of application hosting and storage.

In the most recent change to the service landscape, however, there are two new skill-sets which Getronics believes will become highly-valued by our enterprise clients:

- Extended service aggregation - in effect, we are positioning ourselves as an online service store, and
- The dynamic management of hybrid cloud/non-cloud enterprise environments

It is precisely Getronics' heritage as a provider of extended infrastructure services which leads us to a natural position as a service aggregator. The provisioning and integration of services from multiple suppliers and partners in order to deliver end-to-end infrastructure services has always been part of our service management competence.

With this position and strategy, Getronics has adopted a simple guiding principle:

CENTRALIZE RESOURCES AND EXPLOIT VIRTUAL/CLOUD-BASED SERVICES UNLESS THERE IS AN OVERARCHING REASON NOT TO

This is clearly reflected in the proposed action plan which Getronics is using with its clients to analyze opportunity, quantify cloud benefits, and prepare executable roadmaps for individually crafted cloud environments.

HOW GETRONICS ADDS VALUE THROUGH THE CLOUD

Getronics will continue to develop its core position as a specialist in providing and managing workspace and infrastructure services to the enterprise. As cloud-based services and provisioning now

become a part of the mix, we embrace it fully. Getronics will increasingly use cloud-based models in the delivery of its own core services, and at the same time will extend its position as a service aggregator. In this way, its own service portfolio is extended as it acts as a single point of contact and co-ordinated delivery for multiple web-based services. From the perspective of our enterprise clients, Getronics will essentially become an online store for all workspace and infrastructure services, and will promote the value of this position in terms of the consistency of the personalized user-experience it delivers.

Infrastructure as a Service initially forms the core of the Getronics proposition, but this is already complemented by both Platform as a Service and Software as a Service capabilities, where we act mainly as a conduit and service manager for products from third parties. In each of these three areas, future direction builds on existing core competencies and as a result, there is a strong focus on all issues relating to:

- Integration with existing resources in hybrid environments
- Overall IT governance
- Workforce productivity

INFRASTRUCTURE AS A SERVICE

Getronics has developed a menu-driven approach to enterprise hardware which spans provisioning, connectivity and management. For ease-of-management, services can be aggregated with clear and transparent single billing. Examples of service menu choices are given in the table below.

CONTRACT AND RELATIONSHIP MANAGEMENT	Metering for Billing and Contract Management
	Single Invoice, Asset Management nline
	Request Management
	Provisioning
	Service Automation
GOVERNANCE AND CHANGE MANAGEMENT	Asset Lifecycle Management
	Configuration Management
	Audit and Compliance Management
	Integration Management
	Incident, Problem & Change Management
PERFORMANCE MANAGEMENT	Availability/Continuity Management
	Capacity & Performance Management
	Monitoring & Event Management
SECURITY AND CONTROL	Security Management
	Access Management



PLATFORM AS A SERVICE

With Getronics PaaS, we will provide and manage access for our clients' ICT professionals to new and existing development environments such as Google and Azure. By using Getronics as the gateway to such services, enterprises retain a clear view of usage and cost in relation to total ICT spend and are assured that related services can be tuned efficiently as usage changes.

SOFTWARE AS A SERVICE

Using exactly the same approach, Getronics will act as a single point of online reference for software use and management. Getronics is not a software company, but acts as a co-ordinator and manager for access, use and cost-management of third party products. This activity covers both generic and bespoke applications and offers a choice of hosting and delivery options to meet specific need. Again, our approach will support a hybrid environment, according to the needs and practices of the individual client. Typically this will combine both public cloud services such as Microsoft BPOS with custom and company-specific application packages delivered over either shared or private cloud. These can be hosted in either Getronics' or the client's own data centres: SAP would be typical of a Getronics-hosted client application.

As with all Getronics cloud-based initiatives, we are positioned to manage hybrid solutions in which the cloud and non-cloud application load is balanced according to individual enterprise requirement.

SIGN-OFF

To find out more about how Getronics can aid your organization in determining how, where and when the cloud makes sense, contact XYZ and request an ABC.

MORE INFORMATION

To find out more about how Getronics can aid your organization in determining cloud strategy, and to learn more about our own cloud position, please contact Maurice Remmé at maurice.remmé@getronics.com or look at www.getronics.com.

