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Cloud Powers The New Platform Economy.

Vision: The Cloud Computing Playbook.

# Cloud Powers The New Platform Economy.

## Vision: The Cloud Computing Playbook.

### THE ONLY QUESTION LEFT IS WHAT TYPE OF CLOUD.

Eight in ten Australian organisations are already implementing a multi-cloud strategy<sup>1</sup> to free time, money and talent and make new things possible. While many in the industry talk about a generic 'journey to the cloud', no two companies start from the same place or have the same goals, so no two multi-cloud solutions should be the same either. In this exclusive complementary paper, the Forrester team outline:

- How cloud solutions are disrupting old business models
- How right-sourcing is central to your cloud success
- How to launch a cloud design agile enough for constant innovation

### IT'S ABOUT TECHNOLOGY. AND PEOPLE.

While the agility and efficiencies of moving to the cloud are well established, every organization has a unique IT environment and faces specific regulatory, compliance and systemic factors that determine the right multi-cloud solution for them. Fewer than 1 in 5 organisations will save money simply migrating existing implementations to the cloud and over a third pay for public cloud features they do not use<sup>2</sup>. The answer isn't websites, portals and API's. It's a tailored solution developed with a name local team who act as an extension of yours.

### IT'S NOT ABOUT IF, IT'S ABOUT HOW.

Comparing cloud solutions can be challenging. At Macquarie Cloud Services, we're committed to being everything others providers aren't. We design for you, not us. We're over here, not over there. We're hiring, not firing. We work with our own enterprise-scale Australian Data Centres, over 100 NV1 Australian engineers and inhouse Telco and security capabilities. We're hundreds of people with thousands of solutions. And we're deeply certified with independent standards including PCI, ISO, ISM, CCSL and more. It's why we serve over 42% of all federal government agencies and organisations from Westpac to News Corp and what's made us Australia's most-recommended Colocation, Hybrid and Private Cloud provider<sup>3</sup>. We're pleased to work with the Forrester team in presenting this insight paper and look forward to discussing making new things possible for you.

#### IN THIS DOCUMENT

% It's a hybrid IT world. Make it work for you.

' Research from Forrester: Vision: The Cloud Computing Playbook.

18 About Macquarie Cloud Services

1. Dell EMC Forum keynote; RightScale 2018 State of the Cloud Report, August 2018

2. <https://www.businessinsider.com.au/companies-waste-62-billion-on-the-cloud-by-paying-for-storage-they-dont-need-according-to-a-report-2017-11?r=US&IR=T>

3. Net promoter score +84; <https://macquariecloudservices.com/customer-experience/>; independently audited Maritz CX Mar18

# Cloud Powers The New Platform Economy

## Vision: The Cloud Computing Playbook

by Dave Bartoletti and Liz Herbert

October 12, 2018

### Why Read This Report

Cloud is no longer a tactical solution but rather a strategic enabler of connected economies. Technology leaders will orchestrate cloud ecosystems that connect employees, customers, partners, vendors, and devices to serve rising customer expectations. Firms will shift from being mere cloud adopters to becoming cloud platform companies themselves — stewards of their own cloud ecosystems. This report highlights the transformation taking place as we move to a world of connected cloud ecosystems and describes how this evolution should change infrastructure and operations (I&O) professionals' thinking about cloud.

This is an update of a previously published report; Forrester reviews and revises it periodically for continued relevance and accuracy.

### Key Takeaways

#### **The Cloud Economy Disrupts Business Models**

Adapting to market changes is hugely important to your enterprise's survival. Businesses functioning at cloud speed and fluidity will dominate their markets. These new powerhouse "tech companies" will take aim at competitors with focused cloud, crushing traditional businesses.

#### **Rightsourcing Is A Key Challenge To Cloud Success**

A supply chain is crucial not only to physical products and logistics but also to the cloud economy. Choose your partners wisely, and invest in capabilities to alter your supply chain quickly and easily. Such rightsourcing is a strategic asset in any economy, but especially in cloud, where new suppliers emerge constantly.

#### **You Will Orchestrate The Cloud, And The Cloud Will Orchestrate You**

In a cloud economy, you consume cloud, and others consume your cloud services in the broader ecosystem. Effective service creation, marketing, and product management is key to your success. You must automate, integrate, and orchestrate all the moving parts of your cloud to keep up with the pace of innovation the cloud economy demands.

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by [Dave Bartoletti](#) and [Liz Herbert](#)  
with [Glenn O'Donnell](#), Amanda Lipson, and Diane Lynch  
October 12, 2018

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### Related Research Documents

- [Earn Your Place In The Platform Economy](#)
- [Take The Wheel: Build Your Cloud Computing Strategic Plan Now](#)
- [Understanding The Cloud Services Provider Landscape](#)



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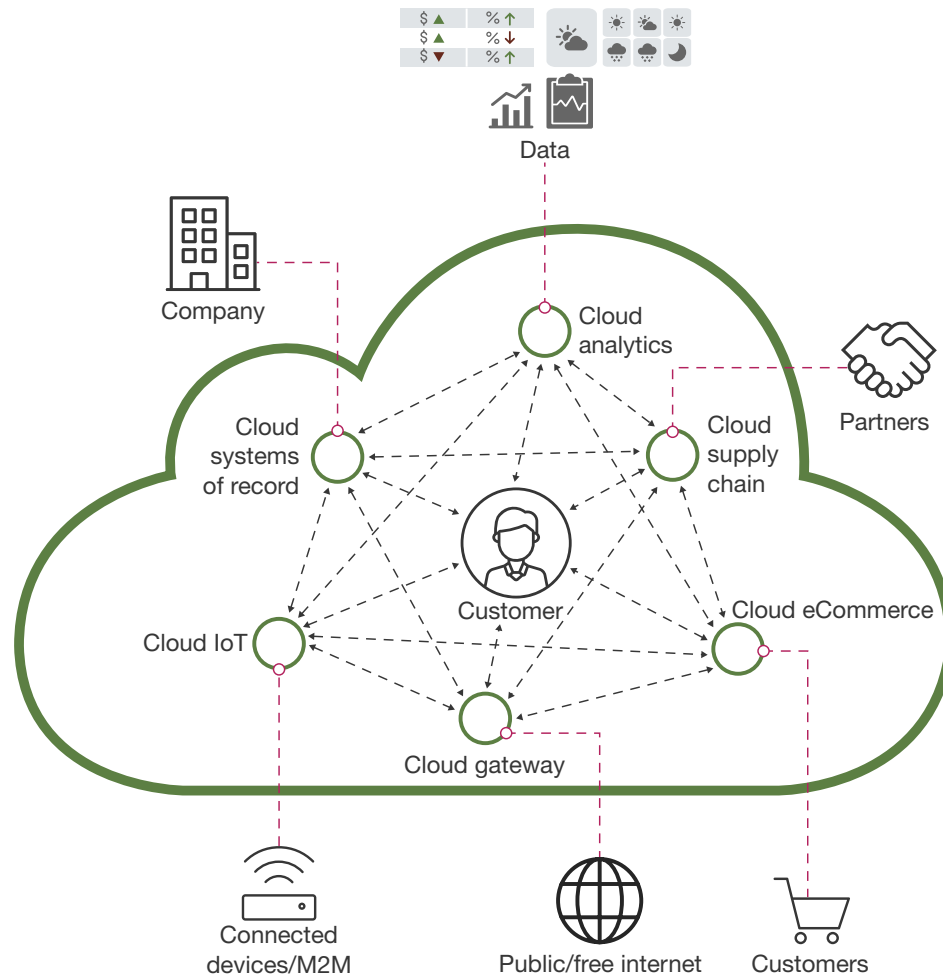
## Cloud Is The Foundation Of New Digital Business Models

The new metric for cloud success isn't cost efficiency or even business agility but rather the speed of business transformation. Cloud is more than just a technology transformation driver — it's a business transformation accelerator. I&O leaders are using the cloud to connect employees, partners, customers, and internet-of-things (IoT) touchpoints in real time (see Figure 1). They're also working with business colleagues to launch new business models based on these cloud ecosystems. For example, a major appliance manufacturer uses a cloud ecosystem to connect smart washing machines, customers, service technicians, and parts dealers for predictive customer service. These cloud ecosystems already:

- › **Simplify real-time engagement with employees, partners, customers, and “things.”** Cloud models simplify engagement inside and outside your company's four walls because any customer or business partner can connect to the same real-time cloud system with a simple API call, web browser, or mobile device. This enhances collaboration across parties and can deliver a better (and stickier) customer experience. For example, in B2B models such as car dealerships, customers, dealers, automotive manufacturers, and even the (connected) cars themselves can engage in a real-time network for sales and service needs.
- › **Enable new platform business models and create new sources of value.** Business models are in flux across all industries as digital disruption threatens established customer-facing processes and enables upstarts. Your connected cloud ecosystem can be a launchpad for these next-generation business models, including anything-as-a-service (XaaS). Adobe, Dropbox, General Electric, Slack, and SupplyOn are all creating platform businesses using cloud to improve the economics of integration and service delivery.<sup>1</sup> For example, through its new cloud ecosystem connecting devices, patients, and hospitals, a leading medical device manufacturer can now sell patient services, such as heart-monitoring-as-a-service, in addition to its core business of selling devices to hospitals.
- › **Aggregate information to enable smarter processes and unique analytics.** Cloud ecosystems offer much more than simply a new deployment model. The power of a cloud ecosystem is that it can generate analytics of aggregated information and use the network for smarter processes. For example, a cloud ecosystem connecting multiple patients, drugs, devices, and healthcare providers is exponentially more beneficial than one-to-one patient-provider relationships because the network can detect and analyze patterns across the entire population and thus has more-complete data on patients. The network could alert the whole ecosystem in real time if a manufacturer issues a drug recall. And digital marketing agencies and their customers can share richer databases of customer preferences and easily augment them with other cloud-based weather, demographic, or location data.

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**FIGURE 1** Customer-Centric Cloud Ecosystems Connect Everyone To Apps, Data, And Devices**The cloud ecosystem drives customer focus****A Winning Cloud Ecosystem Requires Bold Action**

Cloud is a given. Stop asking *whether* you should use the cloud and instead focus on *how* you should use it. Leading technology executives no longer question whether cloud is cheaper than their own data centers, whether cloud services are better than software they already have, or even whether cloud is “safe.” Instead, they ask, “Where do I start?” and “What do I do next?” Many leading cloud software and platform vendors have a decade-plus track record at this point, so they’ve already proven that cloud is viable. Moreover, the companies causing the most industry disruption — from financial

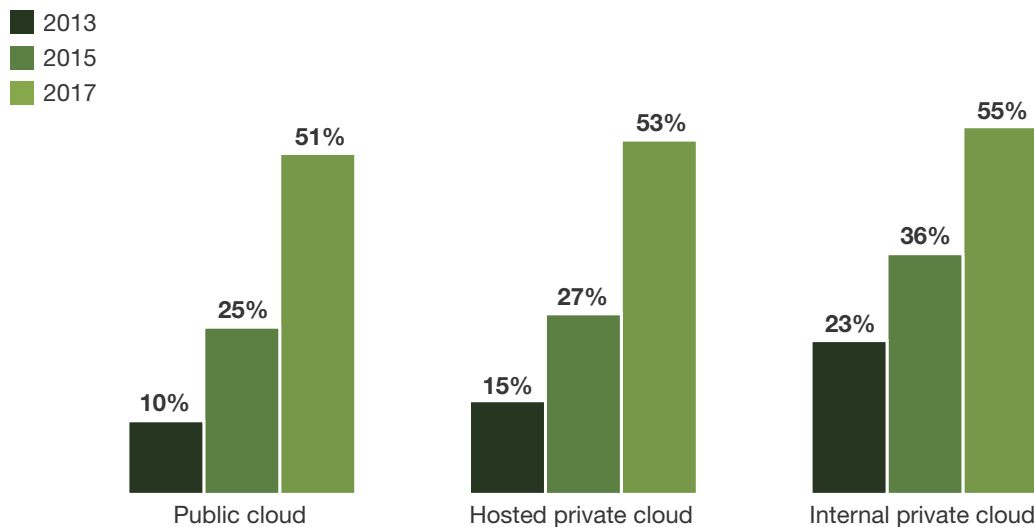
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services to manufacturing — are creating new ecosystems faster than slow-moving stalwarts can respond. The fivefold increase in public cloud adoption over the past five years alone shows that early adopters are now being joined in the cloud by the competitors they've been disrupting (see Figure 2).

**FIGURE 2** Cloud Service Usage Continues To Grow**“What are your firm’s plans to adopt the following cloud platform (includes IaaS and PaaS) deployment models?”**

(Percentages include the following three answers: are implementing, have implemented, or have implemented and are expanding/upgrading implementation)



Base: 1,253 to 3,923 global infrastructure decision makers

Source: Forrester Analytics Global Business Technographics® Infrastructure Survey, 2017; Forrester Analytics Global Business Technographics Infrastructure Survey, 2015; and Forrester Analytics Forrsights Hardware Survey, Q3 2013

**Don't Let The Sins Of The Past Wreak Havoc Down The Road**

Much of cloud adoption to date has been in silos; line-of-business execs have gone out and self-provisioned apps and services from cloud providers like Amazon Web Services, Microsoft Azure, Salesforce, or SuccessFactors. Development teams have created their own cloud accounts and provisioned servers, storage, databases, and middleware. For example, one leading construction firm told us it had more than 20 instances of a single software-as-a-service (SaaS) app; others find

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hundreds of sanctioned and unsanctioned cloud services with a simple network scan. Unfortunately, the ease of deployment and the pay-as-you-go pricing of cloud have left many I&O pros with a tangled web to unweave. Here are four key steps in the clean-up process:

- › **Get a handle on what you already use and how you're using it.** You need to put together an inventory of cloud services in use across your company. This won't be easy, so leverage technologies that can automate the discovery of such usage and then discuss the purpose behind these services with the leaders of the respective organizations. This dialogue is important to understanding the business purpose of each service. You can't play a role in the cloud economy until you gain this understanding.<sup>2</sup>
- › **Stop the bleeding — make it easier for the business to go through the right channels.** Start work on your cloud-based app store, service catalog, or usage policy guidelines today. The right strategy will depend on the role your technology management organization plays in sourcing and on the maturity of any existing service catalogs. A perception that technology management teams are simply too slow or unresponsive causes most direct cloud consumption by the business. If you give your cloud consumers what they need with low friction, you'll gain their trust.<sup>3</sup>
- › **Establish usage policies that encourage rather than discourage cloud expansion.** By all means, start with policies that encourage cloud use for the most common business problems your business partners face. Too often, technology managers start by shutting services down or setting up roadblocks. Your policies should begin by describing the fastest way to get access to approved services. Make business partners want to engage your organization as you build your cloud economy together. That philosophical partnership is the explosive power of cloud-based business domination. And there's a fringe benefit: Such innovative businesses also draw customers.<sup>4</sup>
- › **Be willing to throw solutions out, even if you have to pay out the contract remainder.** Cost savings on technology — even significant cost savings — are useless if your whole business is declining. The cheapest solution, or the one you're already using, isn't necessarily the best tool going forward. Given that many enterprises have made cloud decisions in siloes without an eye to broader business goals, expect to toss some of these out. Better to have some wasted expenditure now than to throw good money after bad and keep using systems that don't align with your future goals.

**Invoke A Dynamic “Goldilocks Philosophy” To Achieve Balanced Governance**

Your main goal here is to balance low-friction business adoption of cloud services with the right level of governance over cloud usage in your enterprise. Cloud undeniably enables adaptation by orders of magnitude, but don't expose the enterprise to excessive risk. Find your Goldilocks point of governance — not too little and not too much, but just right. Also, note that Goldilocks herself changed over time, so continually reassess your governance, using feedback from the business key performance indicators (KPIs) that are important to your CEO and board of directors.<sup>5</sup> Be sure to educate business and technology leaders on the direction of the investments you're making and help them understand why everyone benefits by aligning with these new directions.



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**Cloud Adoption Is Entering A New Era Driven By Ecosystems And Platforms**

As specific cloud apps and services — including SaaS enterprise resource planning (ERP), SaaS CRM, database, compute, analytics, and IoT — continue to grow in popularity, leading firms are now thinking holistically and considering broader platforms and ecosystems in their strategies. Many attempt to consolidate around a few major SaaS and/or cloud platforms providers and standardize as much as possible on apps and add-ons within those ecosystems, a land-and-expand approach to gaining more value from any one provider. This ultimately creates more agility and flexibility by reducing friction while saving costs and reducing risk. Evolve to a more platform- and ecosystem-centric approach, such as Microsoft Azure plus Office365, Oracle SaaS plus Oracle Cloud, or Salesforce CRM plus AppExchange, if you:

- › **Understand the need and how it fits into future strategy, not just the immediate desire.** Your employees, customers, and business partners likely don't know their technology options, and they may not even truly know what business capabilities they need. Worse, they rarely understand the bigger picture. At times, the business has trouble framing its technology needs beyond the as-is state of technology; it sometimes feels that it must replicate the existing process in any new technology or expresses frustration with the current system. Best practice is to translate desires into needs collaboratively via dialogue with the stakeholders and expose them to the ecosystems and cloud platforms on offer.
- › **Match the cloud tool to the job — but reduce disconnected, one-off purchasing.** The real needs will expose which XaaS options will be best — but you must consider these in the context of broader platform and ecosystem choices. Picking yet another one-off SaaS vendor is dangerous because it limits your opportunity for discounts on all sides, exposes you to a new (and possibly small) vendor, and creates additional due diligence and contract work. Make sure that first, your business needs and second, your technology strategy are driving decisions.
- › **Resist paranoia over vendor lock-in.** Lock-in is a pervasive fear. Some caution makes sense because lock-in guides your governance, but fear is irrational, as it can impede your organization and even paralyze it. The paranoia springs from decades of undelivered promises by traditional vendors, but that's not the case with today's cloud providers, which innovate at a pace unheard of just a few years ago; however, every decision comes with some lock-in. Still, unresponsive cloud providers have short life expectancies. If you and other customers get value from a vendor, lock-in isn't just acceptable, it's desirable. At that point, the vendor is more than a mere vendor — it's a partner. Partners remain viable because you *want* to do business with them.<sup>6</sup>
- › **Think public-cloud-first when modernizing business processes.** Your success in the cloud economy requires more than just various iterations of cloud. While multiple flavors of application deployment will persist for years to come, public cloud offers unmatched capabilities and potential for innovation, collaboration, and agility. For example, you can develop something on the Oracle NetSuite SuiteScript or Salesforce App Cloud and share the code with other customers (such as

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your partners) seamlessly, due to the one-version nature of those solutions. And you can benefit from having the wisdom of the crowd that drives new functionality automatically available to you rather than needing to weigh what upgrades or add-ons to deploy.<sup>7</sup>

## Cloud Engineering, Automation, And Sourcing Skills Are Critical

As you build your new cloud ecosystem, the makeup of your technology organization must change. As cloud solutions remove lower-level, nondifferentiated tasks from your technology team's plate, shift your focus from administration to cloud service curation, integration, orchestration, and platform engineering. Your business will take multiple paths to cloud at once, starting most often by modernizing customer-facing applications. But as you move on to modernizing complex legacy apps, adding more cloud development platforms, integrating more participants and services into your ecosystem, and transforming entire business processes, your technology team will be responsible for paving multiple simultaneous paths to cloud — and setting up guardrails (see Figure 3). Their ultimate goal is governance, not control. Control implies an unrealistic ability to mandate behavior based on strict rules, whereas governance is more flexible and based on rational guidelines. To effectively deliver and govern your cloud ecosystem, you must:

- › **Invest in and partner for next-generation skills.** The people who will establish your pace in the cloud economy will be developers, architects, service designers, automation engineers, and business relationship managers. You should upskill your existing staff where it makes sense and hire or partner to fill gaps. In some firms, where an aging technology department is getting close to retirement, you can augment the existing skills by filling open positions with new types of skills, such as cloud-savvy architects or mobile specialists. But be sure to explore service providers as well. Your cloud ecosystem requires partnering with third-party sources of talent, even communities that effectively participate at little cost to you.<sup>8</sup> For example, companies will often get better results using third-party partners for functions like data scientists or designers.<sup>9</sup>
- › **Keep an eye on the evolving tools market for orchestration and integration.** With the XaaS market still very fragmented and few full-suite solutions geared toward large enterprises, you may find it difficult and overwhelming to manage integration, often across dozens or hundreds of XaaS solutions. But third-party integration tools are available to alleviate this challenge; some ship with thousands of prebuilt integrations across common XaaS tools. Examples of pure cloud integration vendors are Cast Iron (from IBM), Dell Boomi, MuleSoft, and SnapLogic as well as various cloud broker tools such as Accenture Cloud Platform.<sup>10</sup> Hybrid cloud management solutions are maturing rapidly as well, and they can help manage the entire cloud application and infrastructure life cycle, from request to retirement. A wide range of vendors offers hybrid and multicloud management tools, including BMC, Cisco, Google, IBM, Microsoft, Red Hat, RightScale, Scalr, and VMware.<sup>11</sup>

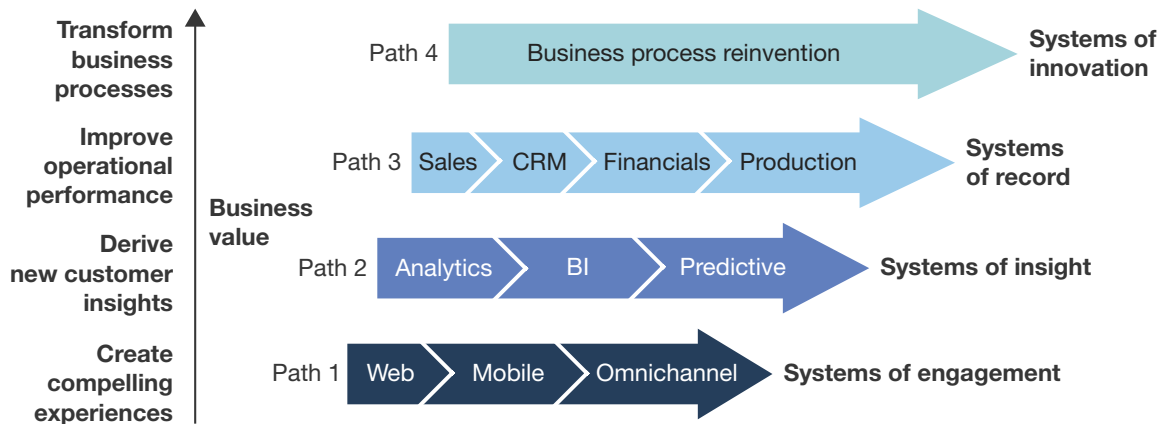
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- › **Design a modern, connected technology infrastructure around cloud exchanges.** The success of your cloud ecosystem doesn't depend just on selecting the right mix of cloud applications — the applications must connect to one another and to your data center via high-performance, low-latency networks. Emerging colocation and interconnection solutions do much of the hard work for you by providing private, dedicated connections into public clouds, and the providers leading the way are creating ecosystems of their own. These “cloud exchanges” are similar to app marketplaces but offer instead a range of interconnects and cross-connects to multiple cloud providers, all under one virtual roof.<sup>12</sup>
- › **Create a development platform engineering and support team.** Your software now drives your business. The development platforms you use to build software are now as — if not more — important as your infrastructure was before the rise of ubiquitous IaaS. Interest in and reliance on modern development platforms (e.g., platform-as-a-service [PaaS], container platforms, event-based functional programming platforms, and low-code platforms) is rising very quickly, and many customers prefer to build software on-premises for deployment to cloud ecosystems. That means you must create a development platform engineering team to implement and operate these critical components of your cloud ecosystem to support an expanding range of developer types and levels of abstraction.<sup>13</sup>
- › **Apply systems thinking to the highest levels of business processes.** Treat all cloud services as cogs in the business machine, but optimize the machine to make your business superior. In any complex system, as in your cloud economy, the parts themselves may not be very potent, but they interact in ways that yield profound benefits. This is the very definition of ecosystem.<sup>14</sup> In your cloud economy, the individual cloud services may not be very interesting, but the business capability they collectively produce can be revolutionary. Such systems thinking is why you need to design and engineer your ecosystem. It takes special strategic and systems engineering talent that you may not yet have in your organization.

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**FIGURE 3** Enterprises Take Multiple Paths To Cloud Value As They Build Customer-Focused Cloud Ecosystems**Taking multiple simultaneous paths to cloud accelerates digital business**

## Cloud Ecosystems Become The New Customer Experience

Software is now your brand, and your cloud strategy will be a fundamental part of your brand strategy and customer experience. If you can master your place in the cloud economy, your firm becomes a go-to choice in that broader economy, able to deliver unique and delightful customer experiences, from incremental advances like predictive maintenance to entirely new services based on many-to-many collaboration in the cloud. But this shift has plenty of implications for business and operations strategy.

- › **Vendors will deliver new customer solutions as-a-service.** Products and services are converging in the new cloud economy. Your services are your products now, and vice versa. Cloud ecosystems provide a foundation for companies in every industry to deliver everything-as-a-service. For example, healthcare providers are starting to deliver medical-care-as-a-service (e.g., nurses or x-ray technicians). Going a step further, some manufacturers are thinking about how to sell products-as-a-service, such as appliances-as-a-service or airplanes-as-a-service. For example, Boeing could sell planes to air carriers on an as-a-service basis, where the carrier pays only a recurring fee based on metrics like plane uptime and plane usage time. From on-demand insurance-as-a-service to meals-as-a-service, no industry segment is immune from “aaS” disruption.
- › **Your business is under threat – from upstarts and companies from adjacent sectors.** Cloud economies mean that new competition can come from outside your industry just as frequently as inside. For example, in healthcare, winners could be providers (Kaiser Permanente), medical device companies (Abbott), pharma (F. Hoffmann-La Roche), technology suppliers (Accenture and IBM’s Watson for Healthcare), or others. In reality, there won’t be just one winner. Multiple cloud ecosystems will thrive – and the most successful ones will be open and connected. Upstarts that

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start in the cloud and create every product as-a-service are the most existential threat because they design business processes around connected cloud services from the beginning (like Airbnb, Amazon, Uber, and many others), without the transformation cost and risk that incumbents face.

- › **To avoid jeopardizing your brand, you must operate like a cloud provider.** Your brand is on the line. As you create an ecosystem, remember: You build it, you run it. Make sure you have the right cloud security, cost, performance, and governance frameworks and the technologies to support them. Forrester's cloud maturity assessment tool can help you identify gaps in your cloud strategy and assess your cloud readiness.<sup>15</sup> And make sure your cloud services live up to acceptable standards of performance and service.<sup>16</sup>

**What It Means**

## In The Cloud Economy, You're The Cloud

Cloud has come to define services that businesses consume, but the full model of an economy based on cloud means your business and “the cloud” become inseparable. As an I&O leader, you'll create or source, connect, and support your company's presence in the cloud economy. Your fellow business leaders will either celebrate your prowess or castigate your incompetence. There's often little middle ground between these two extremes, so make sure you spend time crafting a comprehensive cloud strategy, seek broad support, and then execute against near-term, measurable milestones. First and foremost, that means explaining your role as creator and steward of a new economy based on self-service, on-demand access to a range of connected cloud services that your team curates. Thus, you'll become a cloud provider to your customers. In the cloud economy, the cloud is no longer a place. It's now everywhere and everything — and *you* personify it.

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## Supplemental Material

### Survey Methodology

The Forrester Analytics Global Business Technographics® Infrastructure Survey, 2017, was fielded in July and August 2017. This online survey included 3,923 respondents in Australia, Brazil, Canada, China, France, Germany, India, New Zealand, the UK, and the US from companies with two or more employees.

Forrester Analytics' Business Technographics ensures that the final survey population contains only those with significant involvement in the planning, funding, and purchasing of business and technology products and services. Research Now fielded this survey on behalf of Forrester. Survey respondent incentives include points redeemable for gift certificates.

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## Endnotes

- <sup>1</sup> Platform businesses are transforming the retail, transportation, hospitality, media, communications, and software industries, with more on the way. Your company can adopt platforms, participate in platform ecosystems, or become a platform business. See the Forrester report [“Earn Your Place In The Platform Economy.”](#)
- <sup>2</sup> To identify cloud migration tools that can help with the application discovery process, see the Forrester report [“Now Tech: Cloud Migration Technology, Q3 2018.”](#)
- <sup>3</sup> The service app store represents the convergence of portals, software marketplaces, and service catalogs but is not yet truly a distinct product category. Many companies offer self-service portals and catalogs together with cost management and governance tools via hybrid cloud management solution. See the Forrester report [“Now Tech: Hybrid Cloud Management, Q1 2018.”](#)
- <sup>4</sup> Update your current IT governance and compliance policies to encourage cloud adoption without burdening users with cumbersome security controls. To create frictionless governance, see the Forrester report [“Adapt Your Governance Framework For Cloud.”](#)
- <sup>5</sup> Cloud is a great opportunity for CIOs. Your business partners want to build and deploy applications faster, and they need a cloud ecosystem that can keep up with them. They don’t want to operate the clouds they use (i.e., secure them, back them up, maintain them, or fix performance problems). To master the key skills that you need to balance speed with frictionless control and review vendor solutions that can help, see the Forrester report [“The Forrester Wave™: Hybrid Cloud Management, Q2 2018.”](#)
- <sup>6</sup> The trick is to balance your need for speed with the potential for lock-in. Fast always means making a bet on an app or a platform, at least for a short time, and getting on with it. The potential for lock-in, however, does increase as markets consolidate. We analyzed cloud platforms to help CIOs and other business buyers balance the risks and rewards of the coming consolidation in many areas of cloud services. See the Forrester report [“The Coming Consolidation Of Cloud.”](#)
- <sup>7</sup> SaaS vendors now offer powerful, easy-to-learn tools for extending SaaS solutions. This will affect your build-versus-buy software-sourcing decisions as well. See the Forrester report [“Buy Then Build: The New World Of SaaS Development.”](#)
- <sup>8</sup> Communities (especially open source communities) are rich with experts who altruistically contribute their intellectual capital to the world. They generally work in an open model that costs you nothing, but good use of communities means you must dedicate someone to represent your interests in the community and effectively use these open technologies. See the Forrester report [“The I&O Pro’s Guide To Enterprise Open Source Cloud Adoption, Q1 2018.”](#)
- <sup>9</sup> Your existing technology management team can make or break your cloud ecosystem strategy. Fail to motivate them properly and they’ll slow your progress; fail to offer them an opportunity to reskill, and those willing to change will look elsewhere. To start creating a nimble, collaborative, multidisciplinary cloud computing team that’s focused on customer experience, speed, and innovation, see the Forrester report [“Optimize Your Cloud Organization For Speed And Customer Delight.”](#)
- <sup>10</sup> For a full breakdown of integrators, see the Forrester report [“Now Tech: iPaaS And Hybrid Integration Platforms, Q3 2018.”](#)
- <sup>11</sup> For a detailed review of the leading hybrid cloud management solutions on the market today, see the Forrester report [“The Forrester Wave™: Hybrid Cloud Management, Q2 2018.”](#)
- <sup>12</sup> As enterprise data centers continue to expand into and connect with multiple types of clouds, managing integrations and orchestrating resources across multiple environments is only going to get more complex. Due to the latency sensitivity of the workloads driving the need for private connections, organizations should evaluate network connectivity partners based on peering location, required bandwidth, and accessibility of additional resources. See the Forrester report [“Adapt Your Network Strategy To Thrive In A Shifting Ecosystem.”](#)

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- <sup>13</sup> The pressure to create differentiating software is intense, and development teams look for speed advantages wherever they can find them. Technology managers must help developers find the right platforms, then deliver and support them. To understand the rapidly expanding market for cloud development platforms, from PaaS to container orchestration to event-based functional programming, see the Forrester report “[The Three Faces Of Platform-As-A-Service.](#)”
- <sup>14</sup> Interacting systems are pervasive in nature (e.g., weather or ant colonies). Highly evolved business ecosystems exhibit almost all of the same behaviors and play by the same rules. Apply systems thinking to your cloud economy if you want truly formidable results. A remarkable — though heavily academic — landmark book on systems thinking is this one. Source: Donella H. Meadows, *Thinking in Systems: A Primer*, Chelsea Green Publishing, 2008.
- <sup>15</sup> As CIOs build out enterprise cloud strategies and mature their cloud implementations, there’s an increased need to evaluate usage and strategy against other enterprises and market best practices. Forrester’s Cloud Computing Maturity Assessment for CIOs provides a rundown of the key elements, people, and practices that will ensure continued cloud success. To run your own maturity assessment, see the Forrester report “[Forrester’s Preparedness Assessment For Cloud Computing Adoption.](#)”
- <sup>16</sup> Clients are moving to cloud for more and more mission-critical areas of their business: CRM, HR, collaboration, and even IT applications and ERP. But for many organizations, cloud sourcing and cloud contract strategy are still immature. You’ll need to learn how to contract cloud effectively. See the Forrester report “[Smart Cloud Contract Negotiation Strategies.](#)”



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B2C Marketing  
Customer Experience  
Customer Insights  
eBusiness & Channel Strategy

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Application Development & Delivery  
Enterprise Architecture  
› Infrastructure & Operations  
Security & Risk  
Sourcing & Vendor Management

##### **Technology Industry Professionals**

Analyst Relations

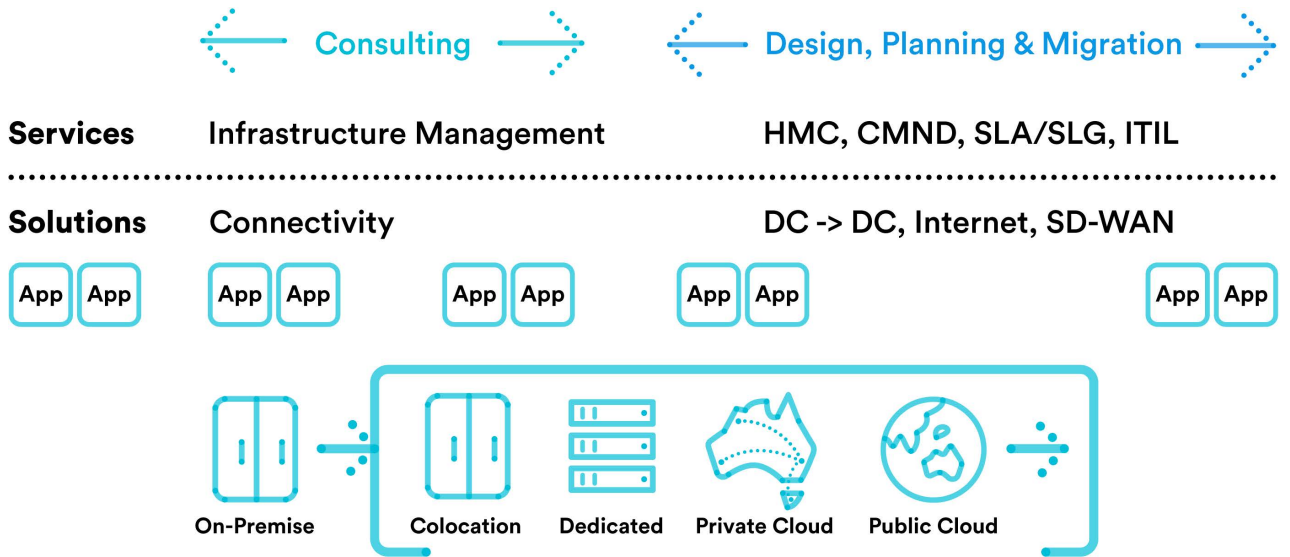
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