

The Decision-Maker's Guide to Cloud Strategy and Governance

EDITED BY EVIE SERVENTI



The Decision-Maker's Guide to Cloud Strategy and Governance

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Executive summary

TODAY'S IT landscape is transforming. Business models are changing and at a time where organisations are prioritising cost savings and revaluing resources, cloud computing is gaining ground. Some say cloud is the most exciting development in business computing since the internet. And you know it's big when the Sunday newspapers are covering it and analysts such as Gartner have an entire hype cycle dedicated solely to it.

Increasingly, key decision makers are realising the business benefits cloud can provide, with convenience and functionality the main drawing cards. Gone are the days of the technology-indifferent c-level executives, who are now tasked with coming up with positioning cloud in their organisation's overall business strategy.

Cloud as a term has evolved over recent years to mean almost any form of computing you purchase on an on-demand/pay-as-you-use basis, with some form of scalability and elasticity baked in, normally provided by a third party. But the breadth of the stack also causes major issues for people new to cloud and understanding what you are buying is critical to success – because cloud can bring game-changing benefits when used right. But how do you get yourself a piece of the cloud revolution? The most important thing to understand is, what is cloud and how do you use it successfully?

This report provides a comprehensive description of the different types of cloud models available and the key steps an organisation must take to develop a customised cloud strategy, as well as guidance on choosing the right type of cloud for the business.

Chapter 1 describes how cloud has developed and continues to grow into a variety of service offerings. The author explains the business benefits of a number of the main deployment models and discusses the importance of distinguishing two main categories of benefits: those inherent to cloud technology and those dependent on the particular set of business requirements or scenario.

Chapter 2 presents a roadmap for building the delicate business case for cloud, for decision makers and your organisation. Key steps are outlined, along with the main challenges involved in incorporating cloud into your business plan, the goal being to choose a complementary and customised model that will be cost-effective, well-grasped by all employees within your organisation and that offers flexibility.

Chapter 3 expands on Chapter 2 by explaining how to align cloud governance with your organisation's IT and business strategies; and how cloud-specific governance becomes an integral element of overall IT and business governance models. The author analyses organisational structure, explaining how to incorporate a cloud governance council into your organisation's existing IT governance council and what this means strategically and operationally for your business.

Chapter 4 provides insightful analysis on the regulation of cloud and the key differences and issues to be aware of between traditional and non-traditional outsourcing – and what this means in terms of regulation. A case study discussing a cloud-based service provision in the financial services sector is presented, along with the important commercial legal principles involved in securing a cloud solution. The author provides a checklist for successful contract negotiation and discusses privacy and data protection points that evolve once data is put into the cloud.

An in-depth discussion of cloud security and risk management is provided in Chapter 5. The author examines the key operational risks to consider, including privacy, compliance, security, sustainability, availability and performance; and the challenge of hackers. Main legal risks are also discussed, including contractual issues (expanding on Chapter 4), employee use of cloud services, intellectual property, jurisdiction and governing law, as well as data protection.

Chapter 6 examines the future of cloud, discussing where the fast-growing and fluid technology is heading, what sort of infrastructure support is needed to sustain the adoption of cloud services and the relationship between cloud and internet usage. The author discusses opportunities for gaining market share, the shift in perspective on cloud adoption from technical to business, interoperability and standards, and the development of e-governments.

The report concludes with a case study provided by the law firm Morgan Cole LLP, which explains how cloud was implemented to consolidate the

firm's e-mail management to a single provider. The firm's goal was to reduce infrastructure, maintenance and administrative costs; and provide a fit-for-purpose archiving solution and a reliable disaster recovery solution. The author outlines the business benefits of employing cloud services, from a technology and technology governance perspective, as well as a business governance, productivity perspective and financial perspective.

About the authors

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Steve Kuncewicz is a solicitor in the intellectual property and media team at Gateley LLP in Manchester, handling mainly contentious matters for local, national and multinational businesses. Steve specialises in social media and is a leading commentator on the subject, having published his first book, *Legal Issues of Web 2.0 and Social Media*, in June 2010. He speaks regularly on the subject at national and international conferences and is regarded as one of the leading members of Manchester's Twitterati.

Steve is described by clients as "bringing tact, discretion and common sense to business dealings", "a one-off specialist in his field" with "a fairly unique understanding of IP law [who] in particular...has been able to apply that to the online environment with great ease and foresight".

Steve is also heavily involved in business development, developing Web 2.0 and social media strategy; and won a commendation at the 2009 Golden Twit awards for best business-to-business use of Twitter. Steve is a board member of Pro-Manchester, honorary solicitor to the Manchester Publicity Association, a council member of Manchester Law Society and an ambassador for Forever Manchester.

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Martin Male is the chief operating officer and consulting director of Bluefish Communications, one of the fastest growing private technology companies in the UK. He specialises in building consulting practices to assist customers to leverage the greatest business value from mainstream technologies. He has built consulting practices in Alcatel, Deloitte and Perot Systems Europe. He consults in both the public and private sectors and is currently assisting a number of

organisations to deploy or exploit technologies delivered from the cloud. He sits on the National Outsourcing Association's cloud steering committee.

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Mark O'Conor is a partner and location head of the intellectual property and technology group in DLA Piper's London office. Mark specialises in the negotiation of outsourcing, offshoring and procurement projects for clients in the public and private sectors, most notably in the financial services space. Mark is at the forefront of cloud computing legal developments, acting for telcos and cloud providers, as well as organisations seeking to embrace the cloud (such as in the pharma, banking and public sectors). Mark has for the last 18 months been part of the commercial workstream for the UK Government Cabinet Office's G-Cloud programme, helping to develop guidance and public sector cloud terms.

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Justin Pirie

Justin Pirie is a leading SaaS and cloud specialist. He authors an influential blog and runs the largest SaaS community in the world, with over 30,000 members. A EuroCloud UK board member, Justin is the cloud strategist at Mimecast, one of the largest European SaaS companies, where he helps organisations adopt cloud successfully.

Justin has been in IT for over ten years, gravitating towards SaaS over the last five years. Before Mimecast, Justin was an officer at Endeavors Technology, the inventors of application virtualisation, after running IT services for seven years.

Maurice Rémé

Maurice Rémé, global practice manager, marketing alliances portfolio and strategy at Getronics, is responsible for Getronics data center and cloud initiatives worldwide; and has a primary focus on vision, strategy and portfolio development. Maurice has over ten years' experience in the ICT and information security industry and is actively involved in the development and implementation of KPN Getronics' services aggregator strategy.

Getronics has a number of governance experts specifically focused on the impact of cloud and if you are interested in discussing any of the ideas raised in Chapter 3, please contact Maurice at: maurice.remme@getronics.com.

Maurice van der Woude

As strategic advisor and general director of EuroCloud Europe, Maurice van der Woude has over 20 years' consulting experience in major change management in national and international organisations, with extensive expertise in ICT, business development and strategy. He is a senior strategy consultant in the following areas:

- Business advisory on strategic and marketing development (go-to-market strategies);
- Developing business models;
- Process management;
- Developing programme and project management for organisations;
- Cloud computing, SaaS and contract management; and
- Developing and implementing strategy maps.

Maurice has been closely involved in the establishment of Eurocloud Netherlands, writing the association's business model and later appointed general director of Eurocloud Europe. He also publishes expert opinions in various Dutch publications on SaaS and cloud and is a frequent speaker on the subject.

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Jeff Wright is a partner at Morgan Cole LLP and one of the firm's senior management team with responsibility for facilities, information services and IT. Having joined Morgan Cole in 1992 as a trainee, he became a litigator, defending personal injury claims before establishing a unit of lawyer-business analysts who streamline legal processes, automate documents and develop e-business ideas.

Since 2004, Jeff has had responsibility for IT and has both good and bad experience of cloud computing. He is an active member of LITIG (<http://www.litig.com>).

About the authors

litig.org) and a regular speaker at conferences on subjects such as the benefits of cloud computing and due diligence to take before committing to the cloud.

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