

STKI SUMMIT 2014

Dr Jimmy Schwarzkopf

STKI "IT Knowledge Integrators" jimmy@stki.info

Inviting you to my office

and to my library.....



Since 1992

22th META Group STKI Summit



Thank you to the great STKI team





Thank you to all these companies (expo outside)





















































































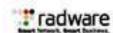
































Thank you to all of you for "being here"





What are you getting:









First day in the "new" position: Mrs. Israela Israeli





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Now she goes to the "board meeting"

CIO steps for 2014-2015

Medium-term Trends Long-term Trends

Israel Country Profile

National Relevant Data

Characteristics of IT Market

2

IT Industry Markets
IT Industry Growth Forecast
IT Product Market
Product Market Segmentation
Product Growth Rates Forecast

Vendor Landscape



Major Hardware Providers
Major Software Providers
Major IT Services Providers







From:

IT user

To:

IT consumer

"APIs" and "filters"



" <u>DECISION</u> is a sharp knife that cuts clean and straight;

<u>INDECISION</u>, a dull one that hacks and tears and leaves ragged edges behind it."

<u>Gordon Graham</u>

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Era of great "HEAD SCRATCHING"





Well to start:

Political

Government intrusion:

data and



- S
- mobile
- cloud
- byo-everything
- internet of things
- advanced analytics

Economic (People)

have less

Social

social networks

i+ies

mption

Business needs are emerging so rapidly that tools don't exist

to support them

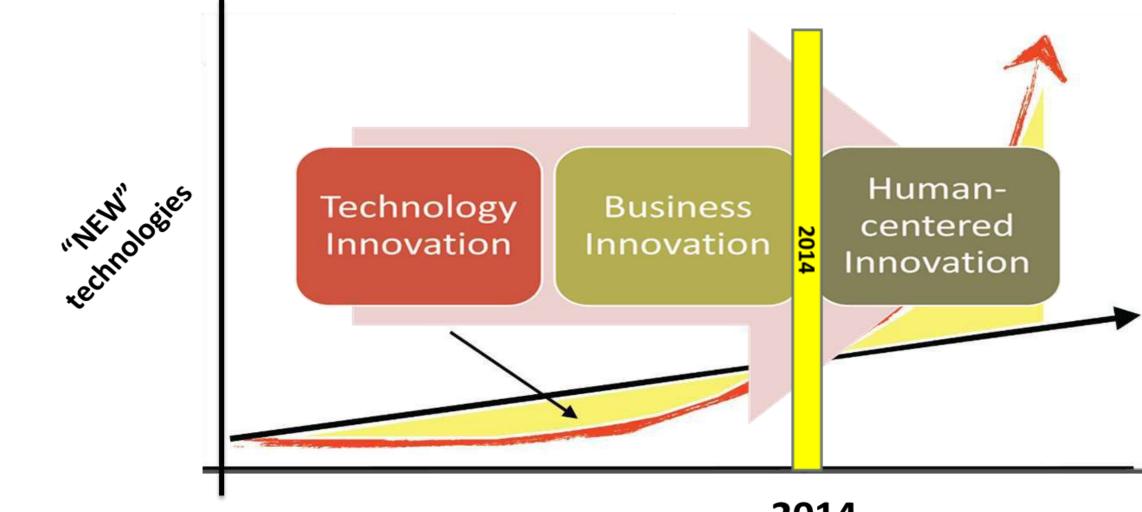
responsibility

• (green) sustainability

Regulation



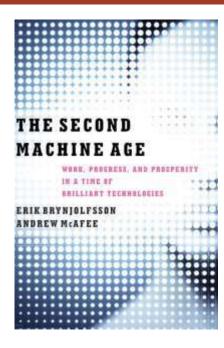
2014: "BOOM" For New Technologies' Implementations





2014

Technology and Human Centered Innovation



SundayReview | OP-ED COLUMNIST

If I Had a Hammer

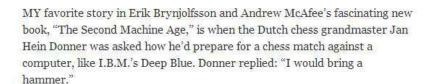
JAN. 11, 2014



Thomas L. Friedman

The future of jobs The onrushing wave Previous technological innovation has always delivered more long-run employment, not less. But things can change # Line 4 = | Tweet: 1.005 Jan 189: 2014 | From the port edition IN 1930, when the world was "suffering from a baid attack of economic pessimism", John Maynard Keynes wrote a broadly optimistic essay, "Economic Possibilities for our Grandchildren". It imagined a middle way between revolution and stagnation that would leave the said grandchildren a great deal richer than their grandparents. But the path was not without dangers.

Economist World politics Business & finance Economics Science & technology Culture



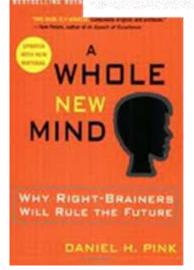


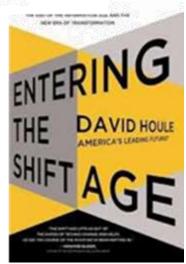
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Reshaping the Future of People, Nations and Business





Second Machine Age

First Machine Age (Industrial Revolution; 1700s.)

- This period was all about <u>power systems to augment human muscle</u>, and each new invention delivered more and more power. But they all required humans to make decisions about them.
- Inventions of this era actually **made human control and labor more valuable** and important.

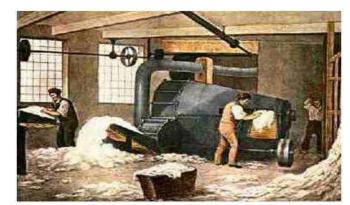
Labor and machines were complementary

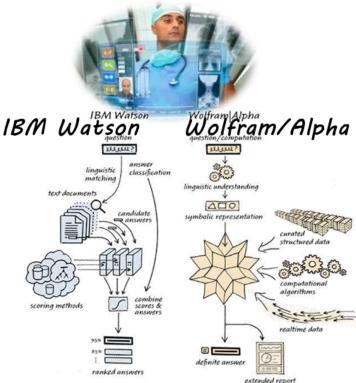
Second Machine Age (starting 2006-8)

- We <u>automate a lot more cognitive tasks</u> and machines can make <u>better decisions than humans</u>.
- Three advances:
 - **Exponential:** relentless increase of digital inventions
 - **<u>Digital</u>**: the internet, the APP and API economies
 - **Combinatorial:** take Google Maps and combine them with an app like Waze
- Our generation can <u>rely on fewer people and more technology</u>.

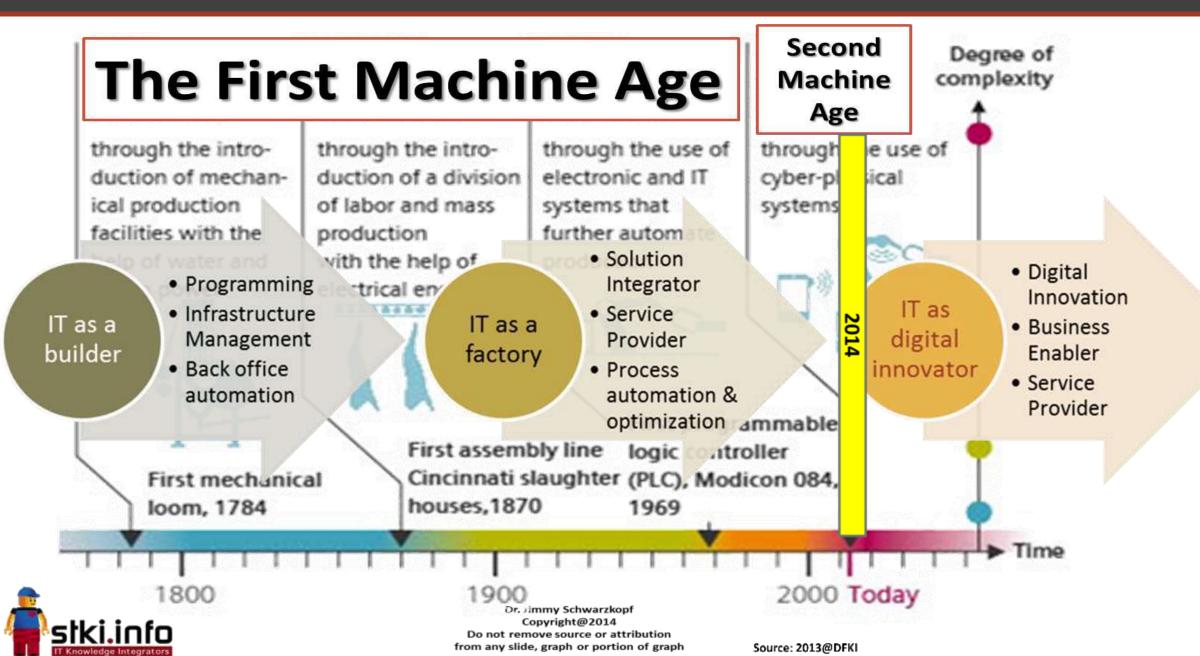
Humans and software-driven machines may increasingly be substitutes, not complements







Entering SECOND Machine Age



18

Why??????

Moore's Law.

• Digital stuff gets 30% to 40% cheaper every year—at the same performance point.

Andy and Bill's Law. "What Andy giveth, Bill taketh away."

• When Andy Grove (Intel) brought a new chip to market then Bill Gates (Microsoft) would upgrade his software and soak up the new chip's power. *Moore's Law constantly enables new software*.

Metcalfe's Law.

• <u>usefulness</u> of a network/application <u>improves</u> by the <u>square of the number of nodes (consumers)</u> on the network.

Gilder's Law:

- The best business models waste the era's cheapest resources in order to conserve the era's most expensive resources.
- Today the *cheapest resources are "computer power and bandwidth"* and the *most expensive "people"*

Drucker's Law:

- drop the word "achievement" and replace it with "contribution,"
- Contribution puts the focus where it should be—on your customers, employees and shareholders.

Ogilvy's Law.

• If each of us hires people who are smaller than we are, we shall become a <u>company of dwarfs</u>. But if each of us <u>hires</u> <u>people who are bigger</u> than we are, we shall become a <u>company of giants</u>



Why??????

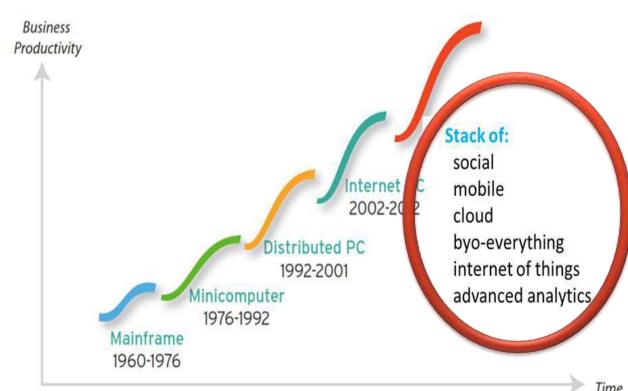
For IT, tech change today is nearly unsustainable





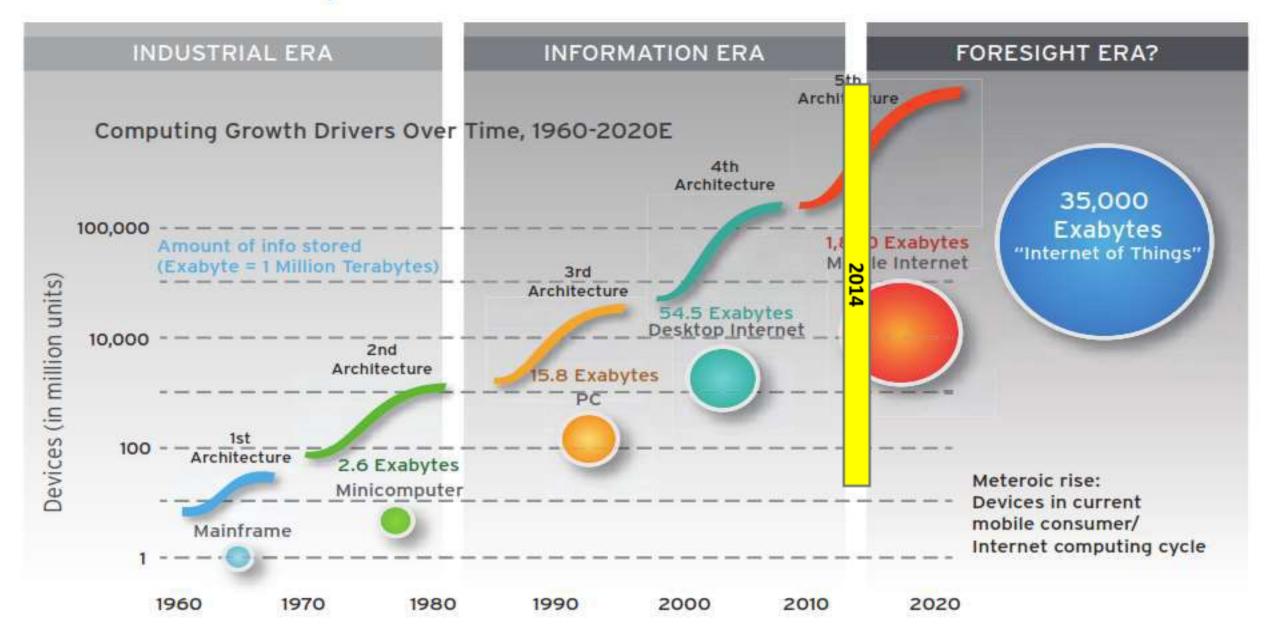
The fifth wave of corporate IT

- The GOOGLE effect: separation of humans and information
- <u>The WHATSAPP effect:</u> Free communications, death of distance
- The FACEBOOK effect: Virtualization of human relationships
- The LINKEDIN effect: Virtualization of specialized knowledge
- <u>The AMAZON effect</u>: Virtualization of customer experience
- The WAZE effect: Virtualization and crowdsourcing of travel





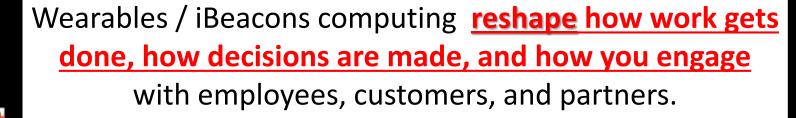
2020: When Computers Outnumber Humans 10 to 1



Source: Cognizant

22

Wearables and iBeacons



Wearables / iBeacons <u>introduce technology to</u> <u>previously prohibitive scenarios</u>

While <u>consumer</u> are in the spotlight today, STKI expects <u>business to drive acceptance and transformative</u> products



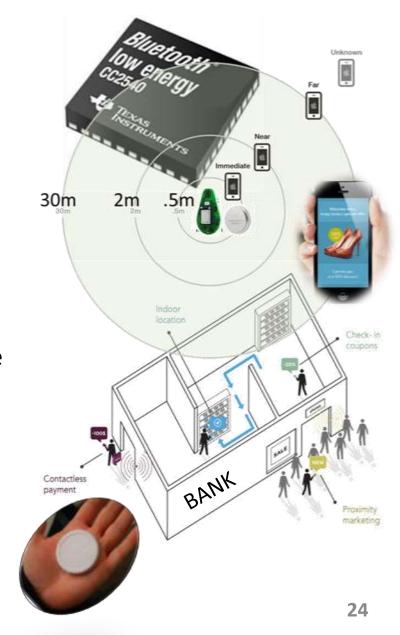
iBeacon: What is it, and what can we expect from it?

- * <u>iBeacon</u>: iPhones <u>do not include NFC</u> (near field communications)
 - phone is able to pick the transmissions (Bluetooth Low Energy)
 - work a GPS in indoor locations (high degree of accuracy)
 - triggering (in the phone) more than a simple 'You are here' signal, it can be pretty much anything at all.

EXAMPLES:

- ❖ Get a request for payment in a <u>wallet APP</u>, use your fingerprint and/or a PIN to authorize payment on one of your preloaded cards and receive your receipt electronically.
- ❖ In a iBeacon-equipped underground parking garage, park your car and have an *APP* direct you back to your exact parking space.
- ❖ Passbook-like <u>APP</u> which user loads up with cards for the companies he <u>wants to hear</u> from, and <u>only those</u> companies can send offers.
 - ❖ Walking past a store and receive a discount coupon valid for that day.
 - CeBIT 2014, they're sending out critical messages such as "free coffee."





Internet of Things: using "artificial intelligence"

















Internet of Things: using "artificial intelligence"





M-commerce is moving at light-speed: shopping-by-camera







E-commerce 2014

allows companies to provide their shoppers with the ability to find and buy the things that inspire them simply by snapping a photo







CarPlay: iOS-based "infotainment" system for the car







New client/cloud winner? Android/chrome everywhere?





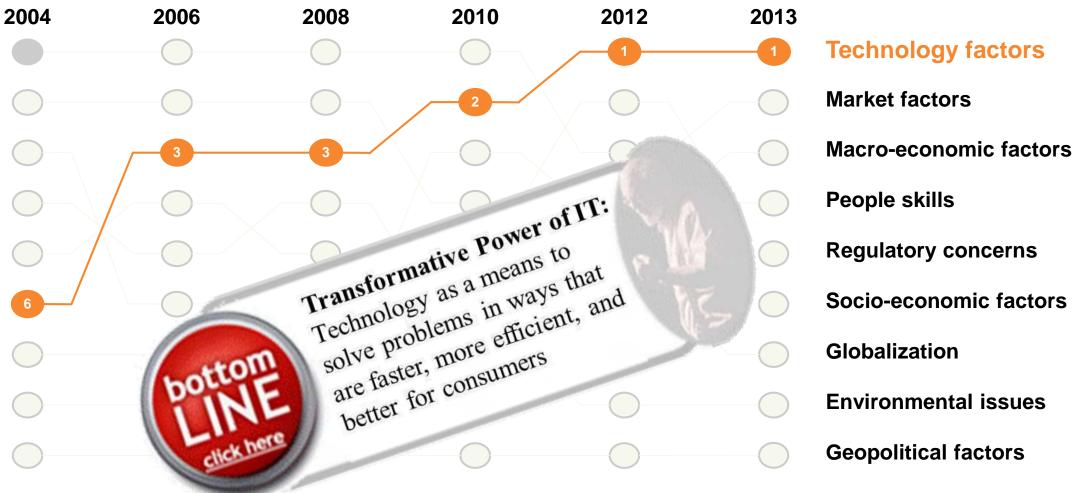




CEOs consider TECHNOLOGY the most important force

CEO Studies 2004–2013

What are the most important external forces that will impact the enterprise over the next 3 to 5 years?





Source: 2013 IBM global C-suite Study

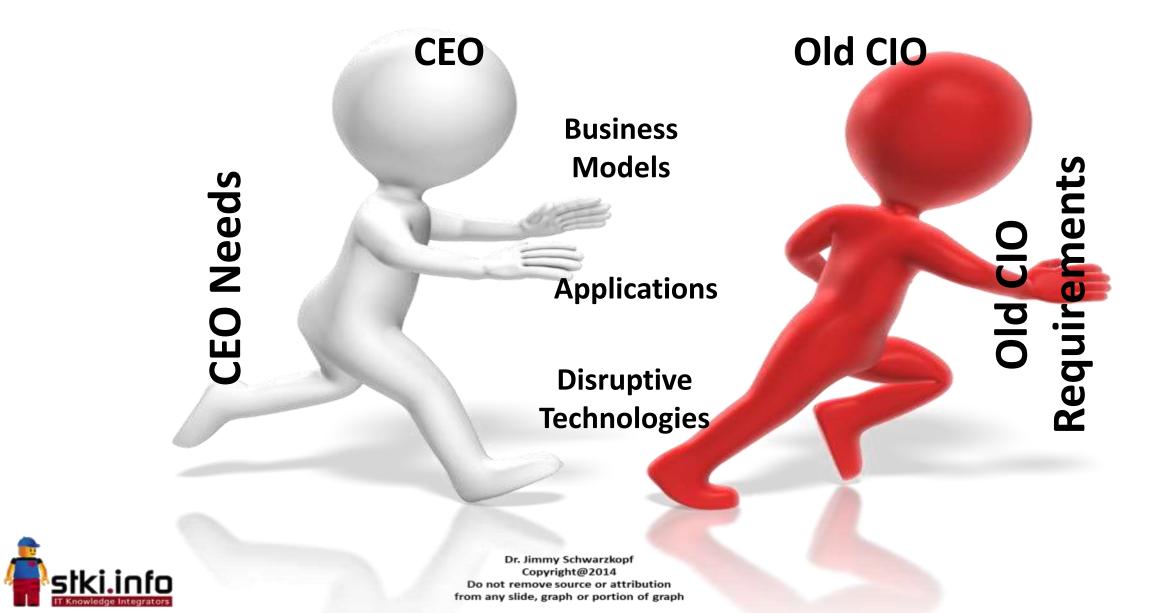
What are the 5 things CEOs want to do in 2014



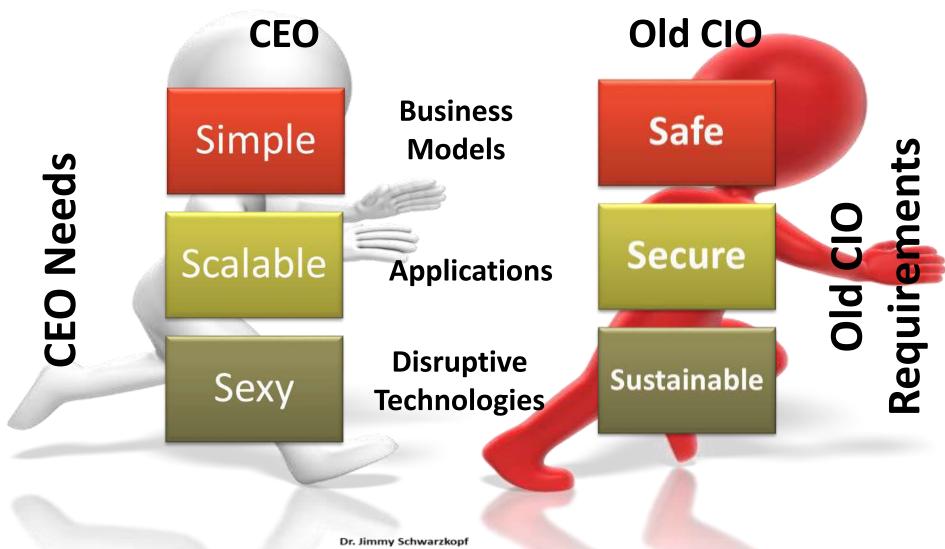


13th annual State of the CIO survey, http://www.cio.com/

What does the CEO mean with simplify IT and change CIO ??



What does the CEO mean with simplify IT and change CIO ??





The new CIO





External Focused



Internal Focused

CIO Role As We Know It Is Under Attack

Burdens of legacy technology

The difficulty lies not so much in <u>developing new ideas</u> as in <u>escaping from old ones</u>
John Maynard Keynes

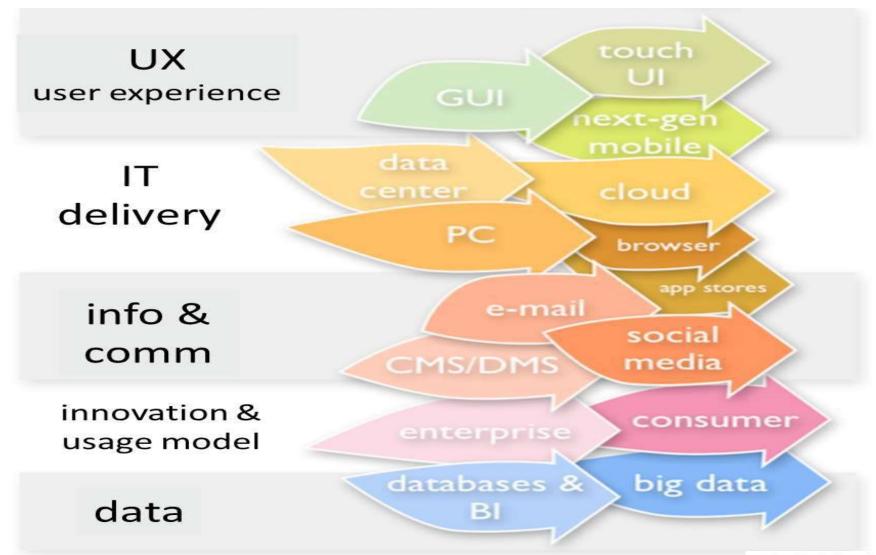
IT is expected to give competitive advantage

IT is expected to design "Next Gen Business Models"

Technology advancements outpace ability to adopt change



An entire generation of technology is shifting...

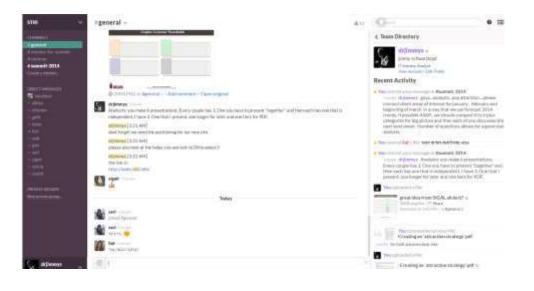




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Example of change: no more "enterprise" e-mail?



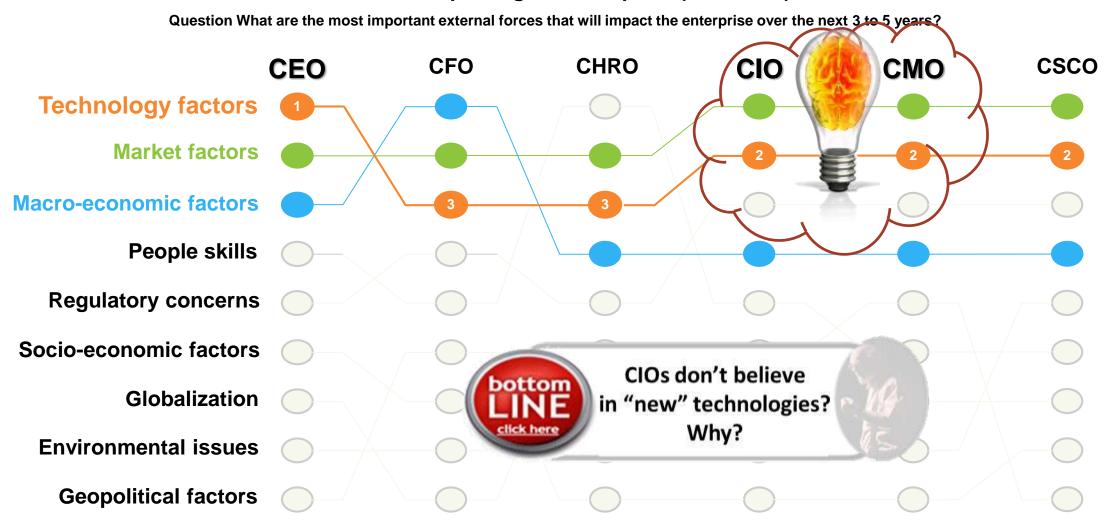


Slack brings:

- All communication, messages and files together in one place (real-time messaging, archiving and search)
- Content integrated from twitter, DROPBOX, google docs and others services.
- Build for team work.

CIOs ranking technology as number two?

External forces impacting the enterprise (3–5 Years)





Dr. Jimmy Schwarzkopf

Source: 2013 IBM global C-suite Study

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What should we do?

Rethinking tech adoption

- Ignoring technology change isn't the answer
- Maintaining backlogs isn't the answer
- Giving up isn't the answer
- Proceeding in the same direction isn't the answer
- Letting everyone do whatever they want isn't the answer
- Should we look at new models for IT?





CIOs rules and tools

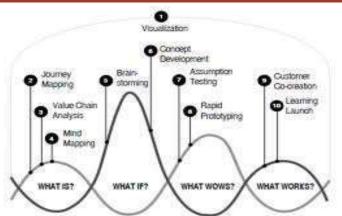
• Provide <u>"everyone" with simple rules and tools</u> for <u>social, mobile, big data and cloud</u>

 Establish foundation and tools for managing and governing 10x-100x more IT and data

- Throw out <u>"traditional" IT</u> playbook and go <u>"emergent" technologies</u>
- Become a <u>"change" agent</u> and an <u>IT</u> <u>"revolutionary"</u>
- IT & Business must become "DESIGN THINKERS"



IT has become a "right-brain" science



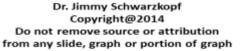


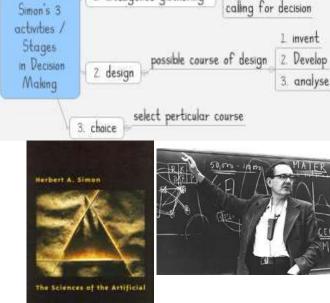




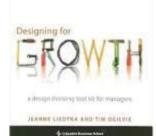








1 intelligence gathering



Design Thinking

Business Analysis

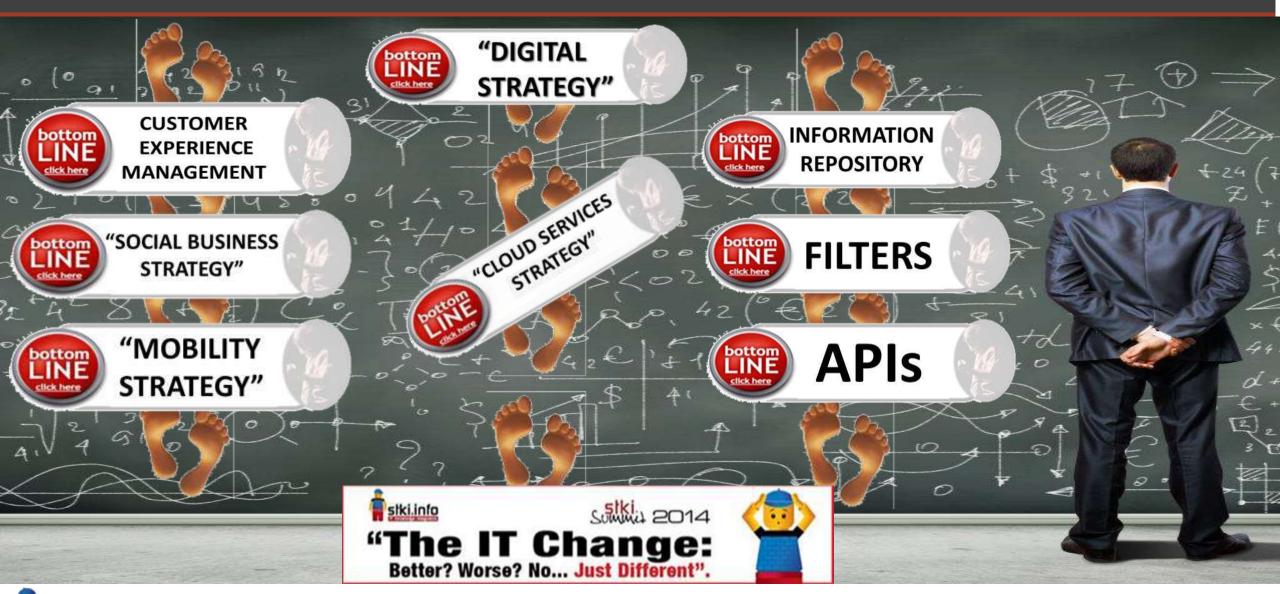
District.

search environment

calling for decision

for condition

CIO steps for 2014-2015





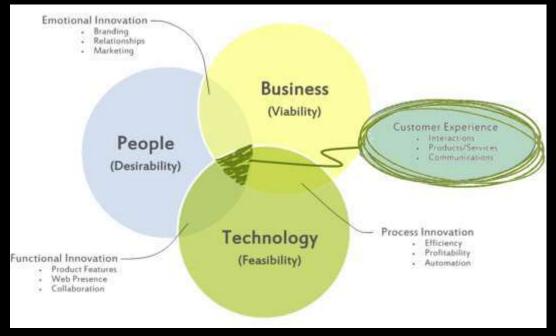
View of digital strategy today (2014)



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Customer Experience Management



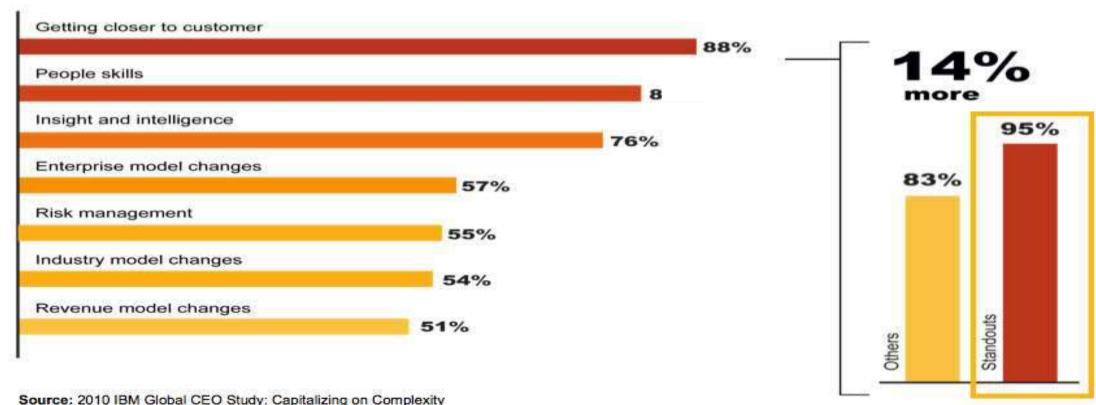


CEO's are taking notice

Almost every CEO (95%) obsesses on customer intimacy

Customer-Intimacy: Key CEO Focus

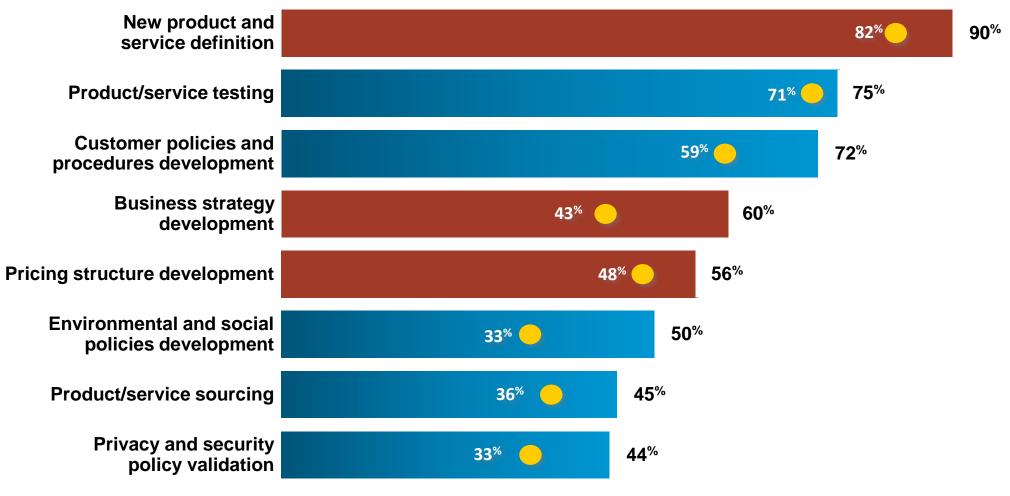
Top focus areas in next five year





CEOs want to share control with customers





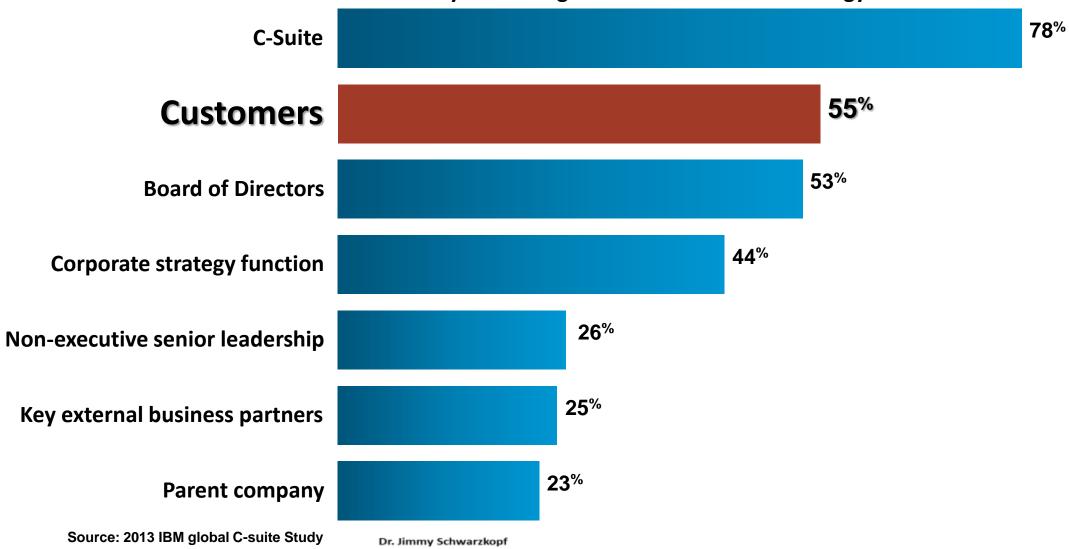


Source: 2013 IBM global C-suite Study



CEOs say customers come second only to the C-suite

Voice in the board: key influencers on business strategy Who has the most influence on your strategic vision and business strategy?





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Chief Customer Officer (CCO): in charge of "Experience"

It is the **customer**:

- who is put on stage
- he is the main actor
- the production, services, even bureocracy takes place with his **active participation**
- all in order to create memorable experiences.

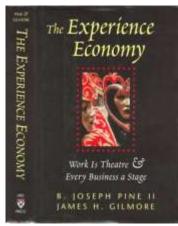


Chief Customer Officer:

in the organization, taking views and messages from the market and spreading them internally.

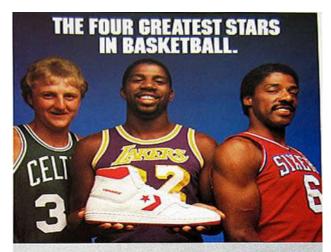








From Products to Information Platforms



Larry Bird, Dr. J. Magic Johnson and the only basketball shoe that lives up to their standards. The Converse StarTech."

The StarTech's unique unisaddle, designed in cooperation with our experienced bio-

mechanics team, provides unparalleled midfoot, heel and ankle support. The upper is double stitched for added durability, and the out-

sole tread design has flex bars for increased flexibility. The superior shock absorbent sole is unbeatable for providing sustained comfort during

extended play.

61965 Converse Inc.

Unique Uni-Saddle for Unparalelled Support

Double-Stached Upper For Durability

Padded Colar for Comfort and Support

Flex Bars For Increased Flexibility. Superior Shock Absorbert Sole Provides
 Sustained Comfort

The Converse StarTech is designed with the dedication to biomechanics we put into all our shoes. That's why it's number one with basketball's greatest stars. It's why it will be number one with you, too. CONVERSE



Reach for the stars.

Products '80s





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The framework is the commodity, the experience is personal

- We can't commoditize <u>the experience</u> that's the differentiating part – <u>it's personal</u>
- It is an <u>emotional connection</u> between the person, the interaction, and the brand
- Technology can only <u>provide the framework</u> (as a commodity) to <u>enable</u> the experience to happen

-"You've gotta start with the customer experience and <u>work</u> <u>backwards</u> to the technology"
Steve Jobs



-"We need to become part of people's lives and digital allows us to do that"-

Simon Pestridge, Nike



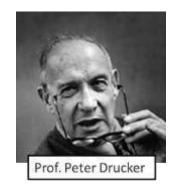
CCO or CMO or CIO

"...the world is changing, it is <u>not about us doing</u> something and customers agreeing, it is about the customer expecting us to do things differently

and us delivering..."



CCO (client spokesman)
not always
CMO (company spokesman)



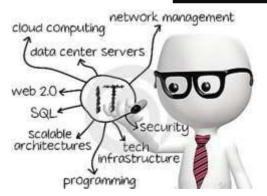
Prof. Peter Drucker wrote that a company has only two key functions:

marketing and innovation



WE ARE MOVING FROM

company-centric where CIOs & CMOs rule



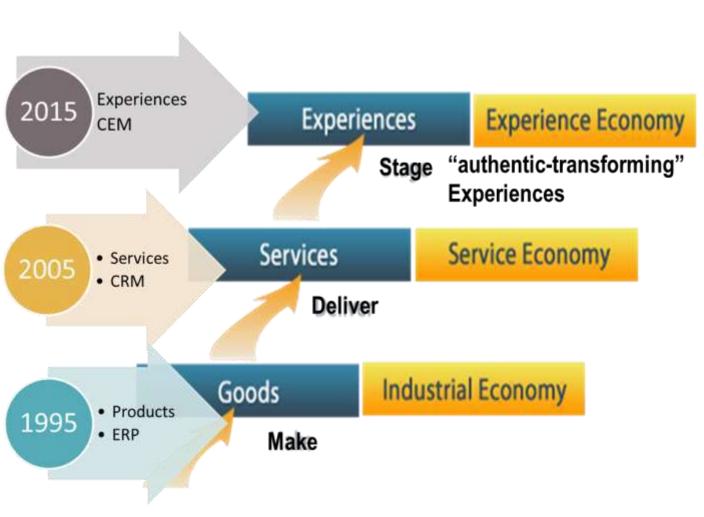
to customer-centric where *CCOs* rule





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Everything is about "authentic-transforming" RIGHT BRAIN experiences



Customer Experience Transformation

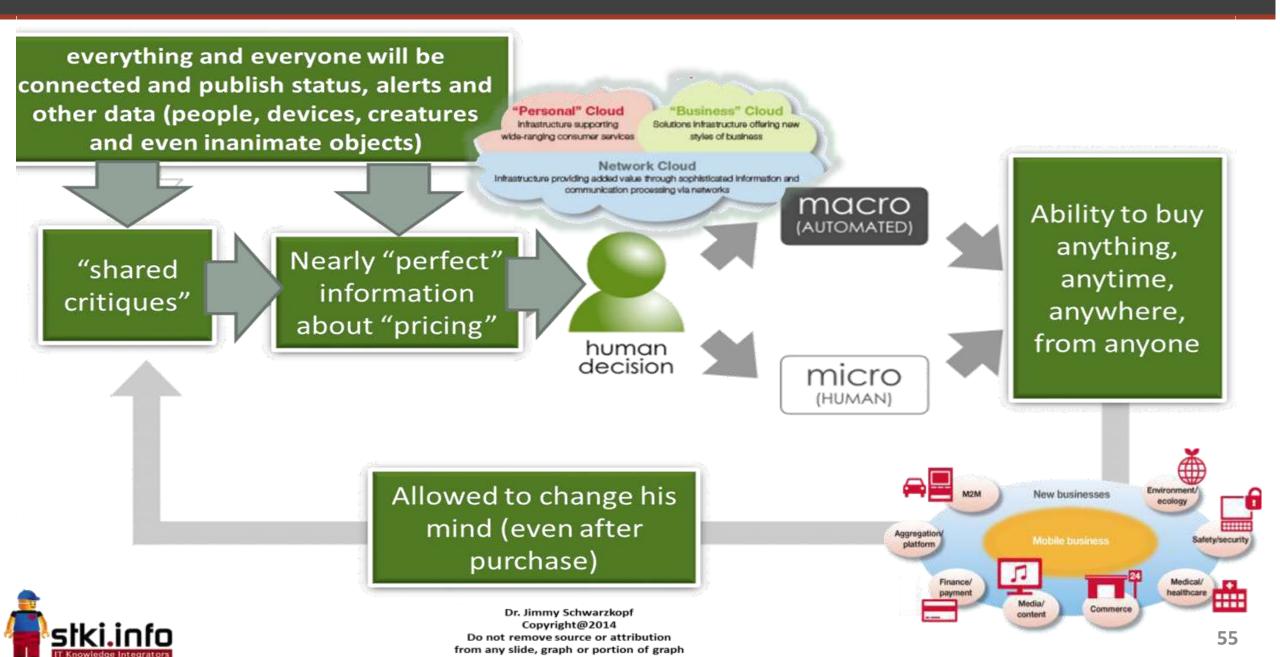
For When CRM Is Not Enough





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Today's customer is VERY powerful (personal cloud)

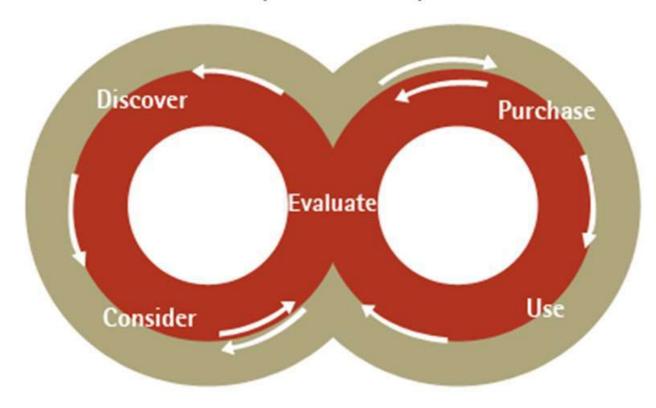


Non-stop Customer: so what changes

traditional funnel



Nonstop-Customer Experience Model







Digital Disruption

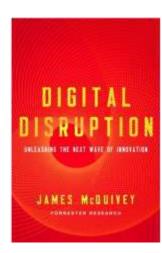
This shift has profound implications:

- how <u>customers</u> will **interact** with the <u>marketplace</u> at large?
- how <u>customers</u> will <u>interact</u> with <u>specific</u> organizations?
- how employees will deliver goods and services?
- how IT will support both of these groups?



"To build the next generation of product experiences, you must digitally disrupt your own business."

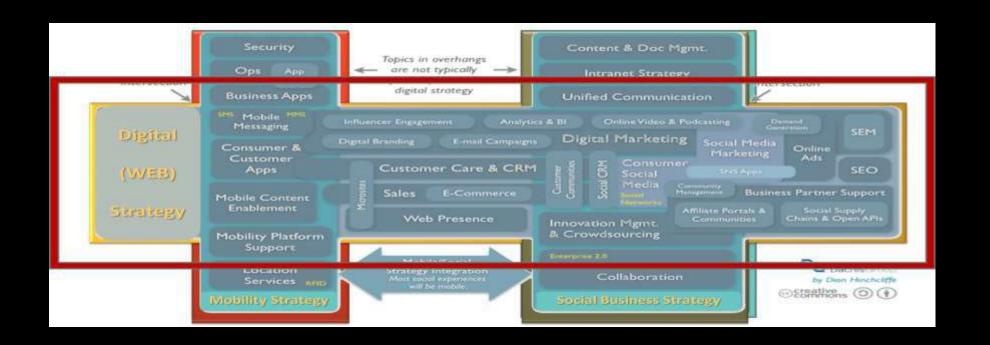
James McQuivey, Ph.D.





Digital Strategy





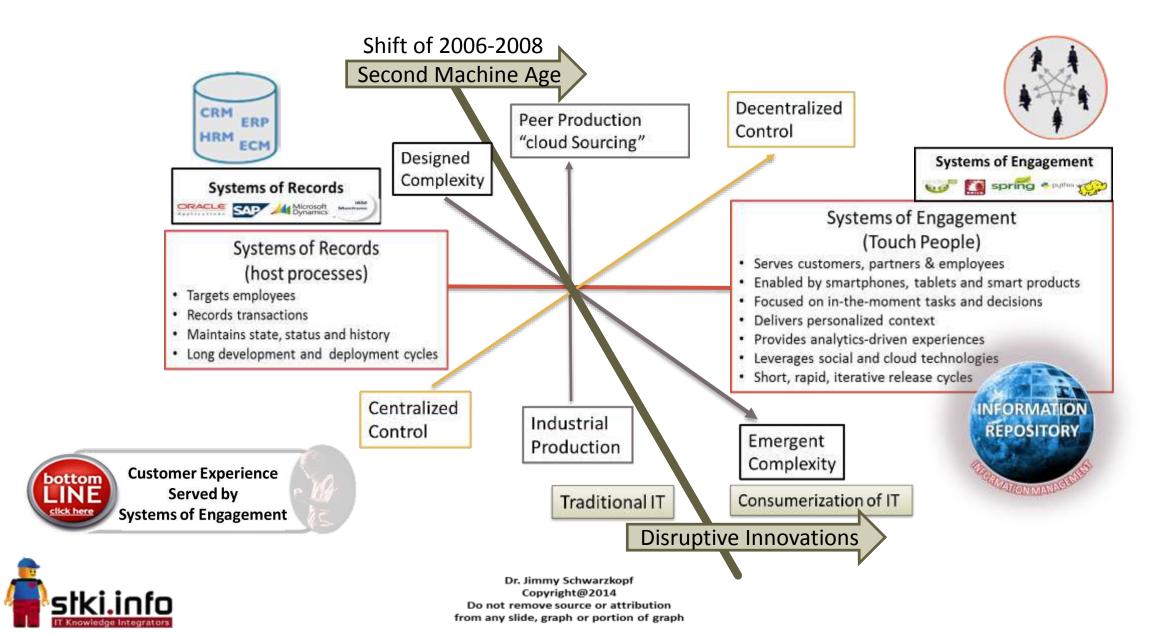
So. What is changing?

	2013	2020
Lifespan of S&P 500 Company	~15 years	~9 years
Portion of Digital Natives in Workforce	35%	75%
Speed at which data in world doubles	~2 years	3 months
Core Focus of IT	Systems of record	Systems of engagement
Percentage of IT under CIO control	66%	10%

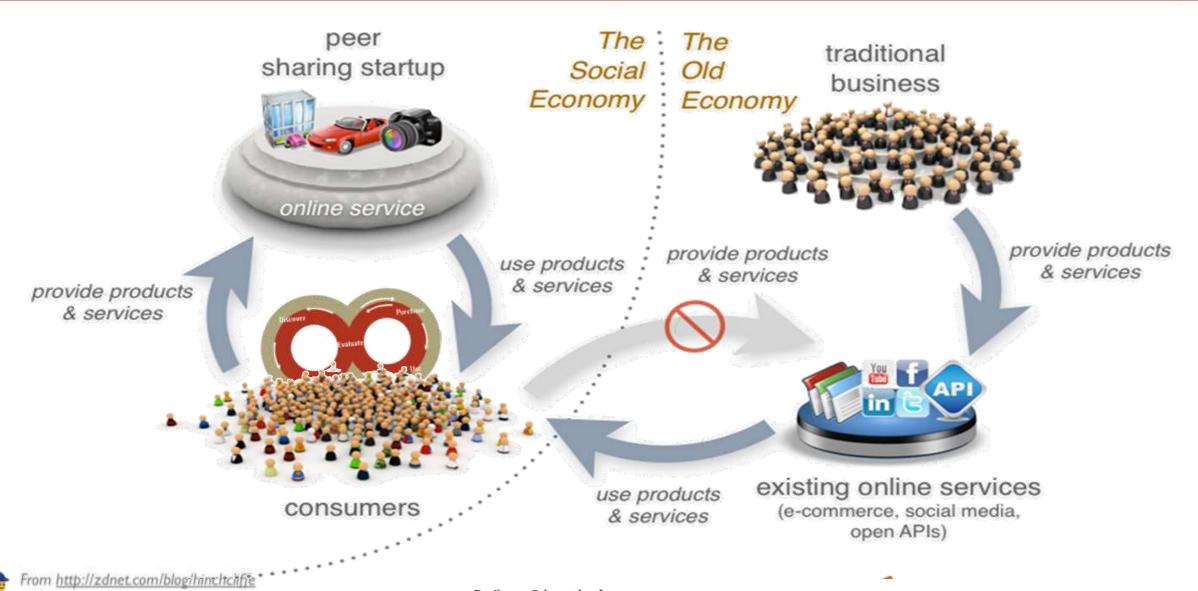
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Sow What is changing?

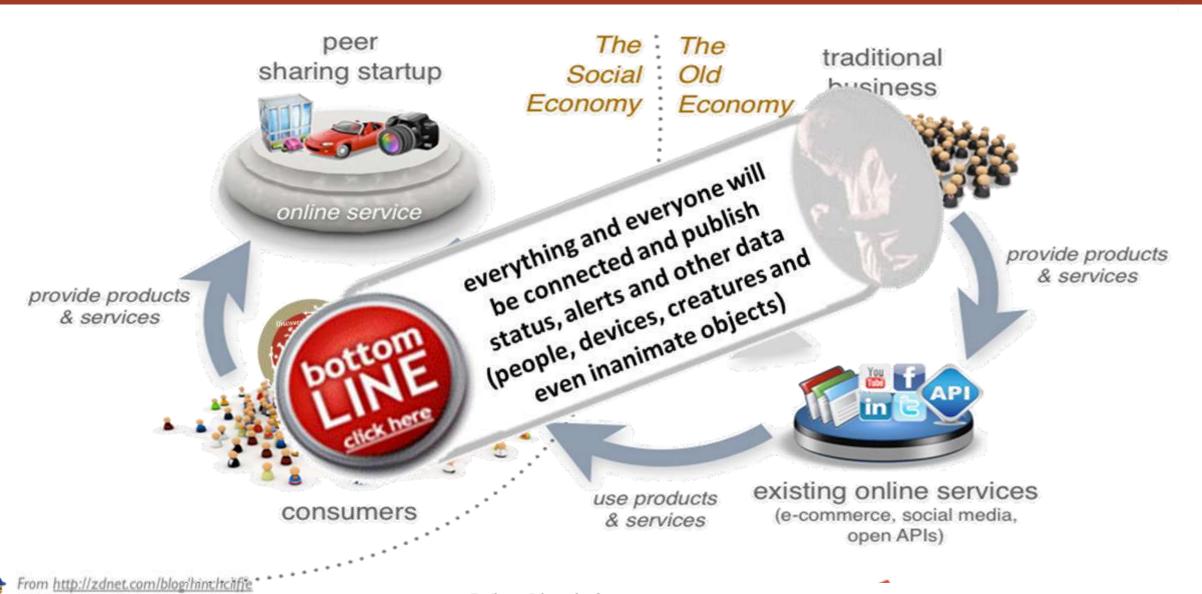


Non-stop customer in the NEW Social Economy



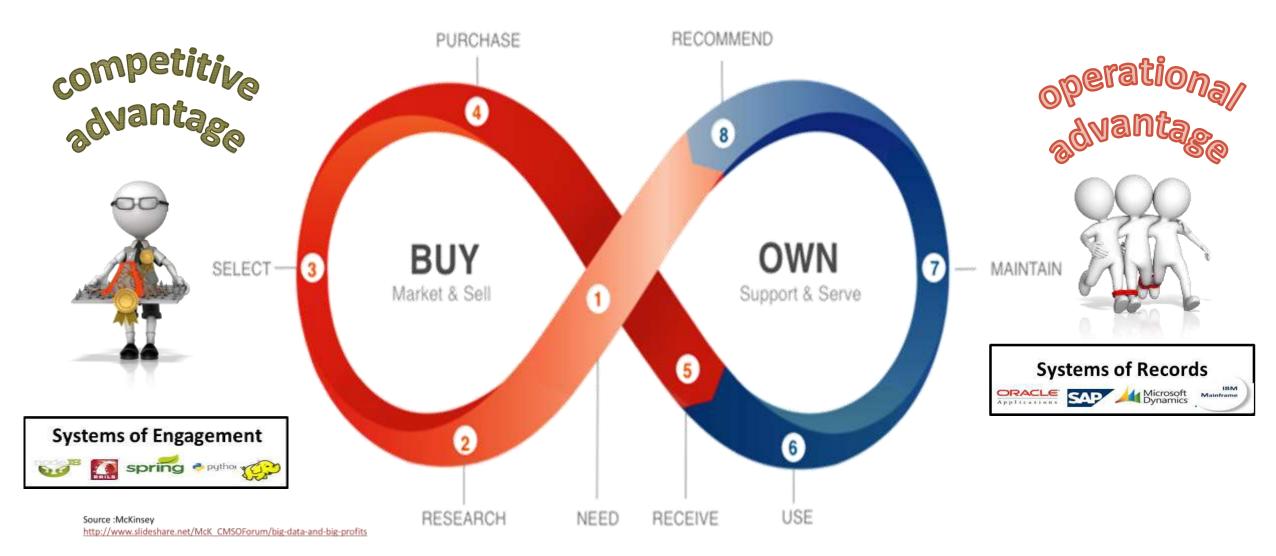
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Non-stop customer in the NEW Social Economy



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emergence of the experience continuum





CIO has 2 faces

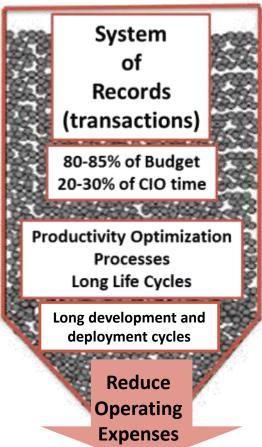




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IT is divided into two distinct "worlds"









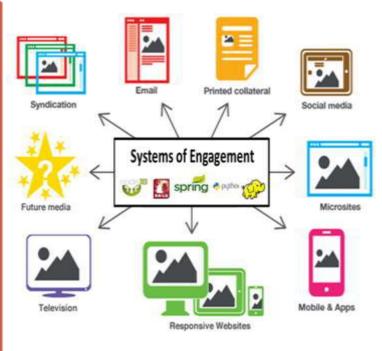


Systems of Engagement: "Engaging and influencing "



Systems of Engagement (Touch People)

- Serves customers, partners & employees
- Enabled by smartphones, tablets and smart products
- Focused on in-the-moment tasks and decisions
- Delivers personalized context
- Provides analytics-driven experiences
- Leverages social and cloud technologies
- Short, rapid, iterative release cycles





Why APIs and Filters ???



Operational CRM Suites

Sales, Marketing, Service

Ecommerce Suites

Payment, Order, Fulfillment, Catalogue, Pricing, PIM Social Listening Platforms

Sentiment Analysis

BPM + BPA

Process definition & Execution

APIs & Filters

Alerts & Events

Persona lization

Analytic filters, NBA

Cross & Up-sell

Aggregation frameworks

Digital Analytics

Channels

Web

Mobile

Social

Face-to-

Contact Center

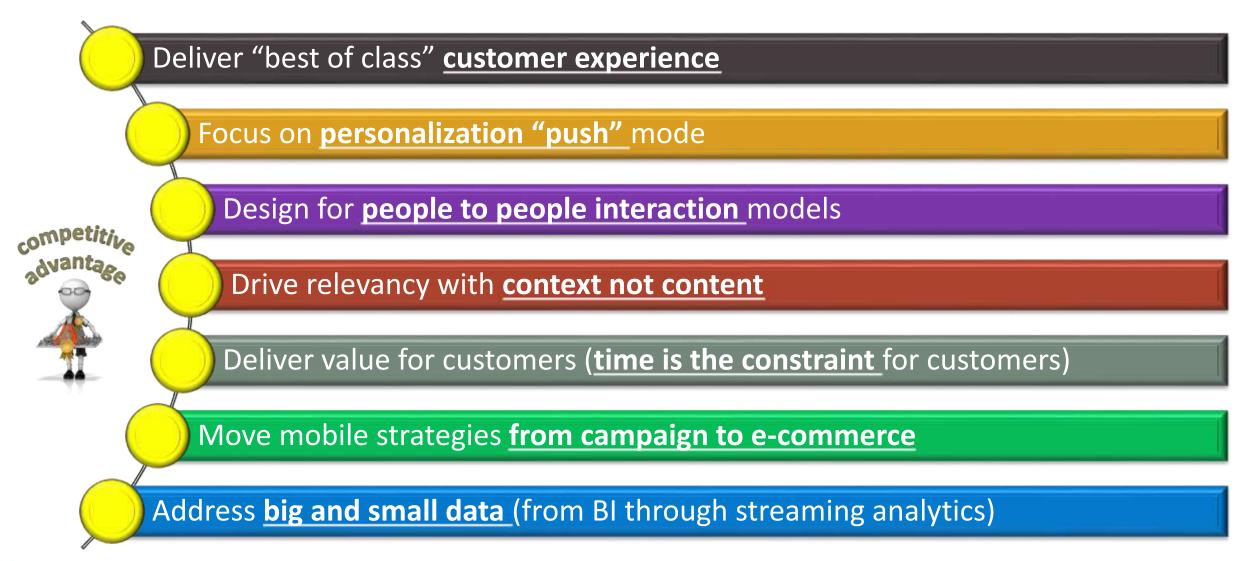
Doc.
Output
(coupons etc.)

Customer experience analytics

UX & the customer journey



Goals of the "engagement systems"



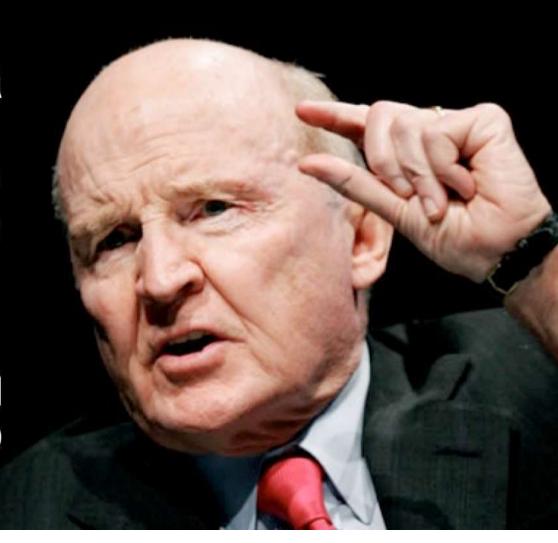


Engagement systems = competitive advantages

"If you don't have a competitive advantage, don't compete."

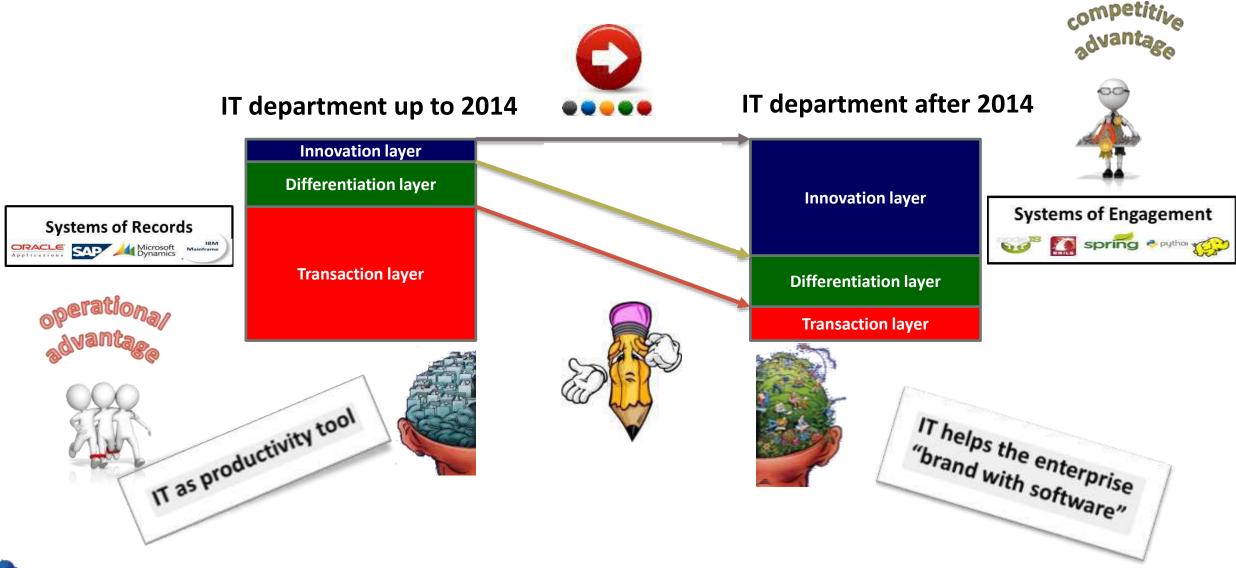
JACK WELCH

legendary CEO





CIO's priorities have to change !!!!!!!





Mobility





inter

ction

"MOBILITY STRATEGY"

Security

Business Apps

Consumer &

Apps

Mobile Content

Mobility Platform Support



Topics in overhangs are not typically

ects of traditional

mer Care & CRM

Veb Presence

gital strategy



Content & Doc Mgmt.

Intranet Strategy

Unified Communication

Workforce

Digital Marketing

Innovation Mgmt. & Crowdsourcing

CUSTOMER EXPERIENCE MANAGEMENT

ntersection

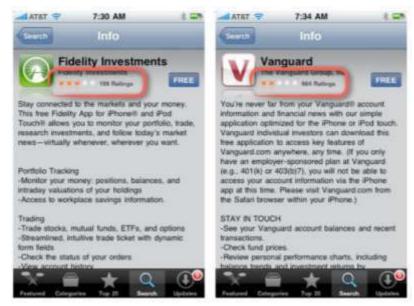


CUSTOMER EXPERIENCE based on "inaction" in mobile APPs 3

If
Mobility is
The future of
Service
Delivery?



Why CIOs think that MOBILITY is not important?



Smart mobile out-shipped PCs in 2011. Tablets alone will outsell PCs this year.



CUSTOMER EXPERIENCE based on "inaction" in mobile APPs 3

If
Mobility is
The future of
Service
Delivery?



Smart mobile out-shipped PCs in 2011. Tablets alone will outsell PCs this year.



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Why CIOs think that MOBILITY is not important?





customers always have an experience

(good, bad, or indifferent)

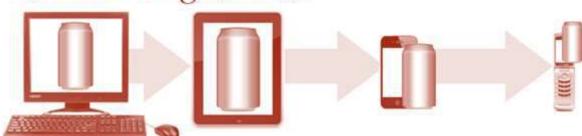




Mobile isn't the future, it's the present!



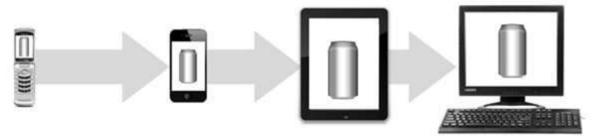




In **GRACEFUL DEGRADATION** we start with:

- 1. Desktop site that takes advantage of every possible technology
- 2. We start finding workarounds and alternatives for scaling down for mobile APPs.

Progressive Enhacement



In **PROGRESSIVE ENHANCEMENT** we start with:

- 1. minimal design for "mobile-phones"
- 2. make really impressive smartphone APPs
- 3. add technologies and platforms on an as-needed basis until we build a "full feature" desktop site

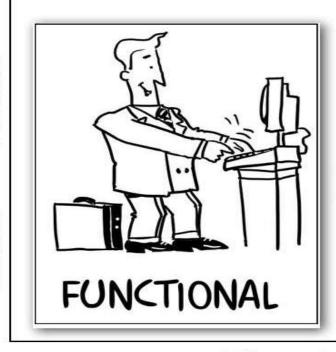


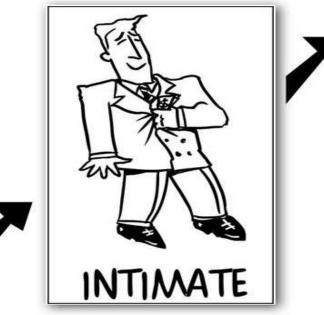
Goals of "MOBILITY" applications

Other-Oriented **Customer Reactions**

Personal

General





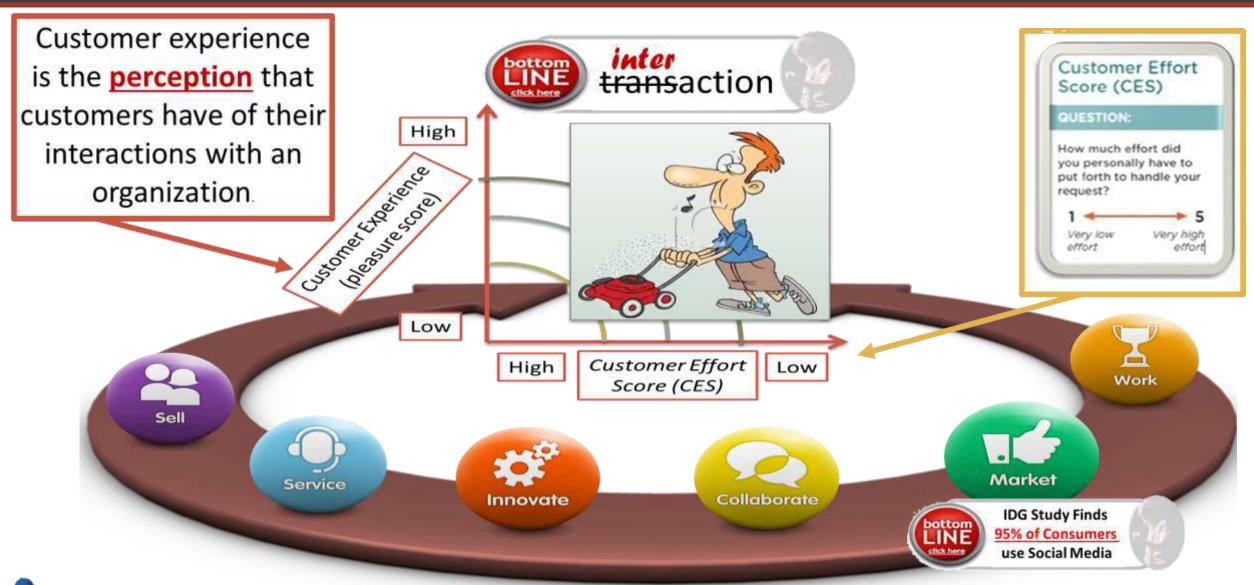




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How can you "Engage and influence" if you don't ask

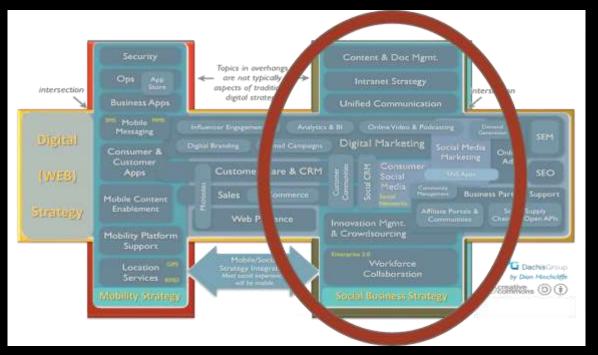




Social Business







Social World

Email



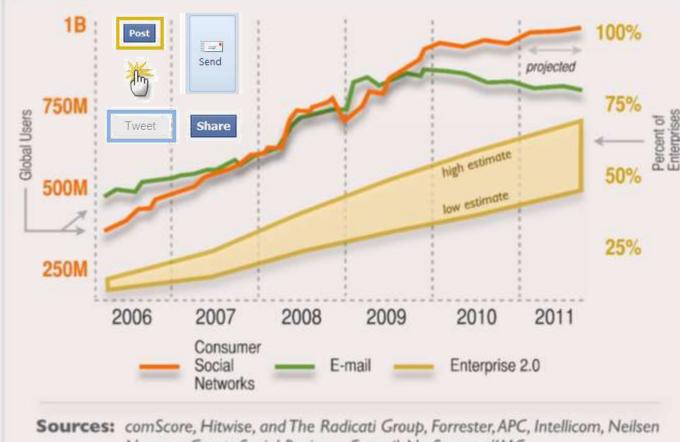
Social Media

"SOCIAL" is the **dominant** form of "internet communication"





The Adoption Rates of E-mail, Social Networks, and E2.0



Norman Group, Social Business Council, NetStrategy/JMC

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Social Economy & Crowd-sourcing

The application of Open Source principles to fields outside of software

(act of taking a job traditionally performed by a designated agent and outsourcing it to an undefined, generally large group of people in the form of an open call)

DESTROY

something that has or can have both favorable and unfavorable consequences

Social Economy & Crowd-sourcing

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DANGER ?? Share secretly

Secret - Speak Freely

By Secret, Inc.

Open iTunes to buy and download apps.



Share with friends anonymously.





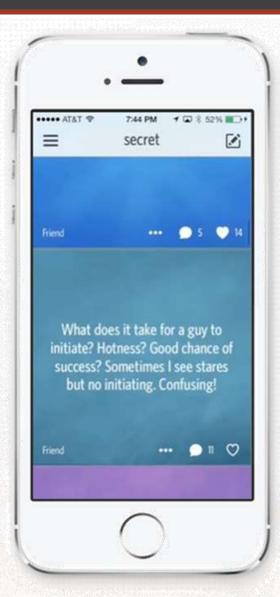
Be yourself.

ret is a space to openly share what you're king and feeling with your friends. Speak freely, share anything.



Write beautifully.

Make your words stand out by adding a photo or color backdrop. Swipe to adjust until it feels right. Every post is unique.





No names or profiles.

It's not about who you are — it's about what you say. It's not about bragging — it's about sharing, free of judgment.





Great ideas spread.

The more people love your posts, the further they spread. Your thoughts can travel worldwide.

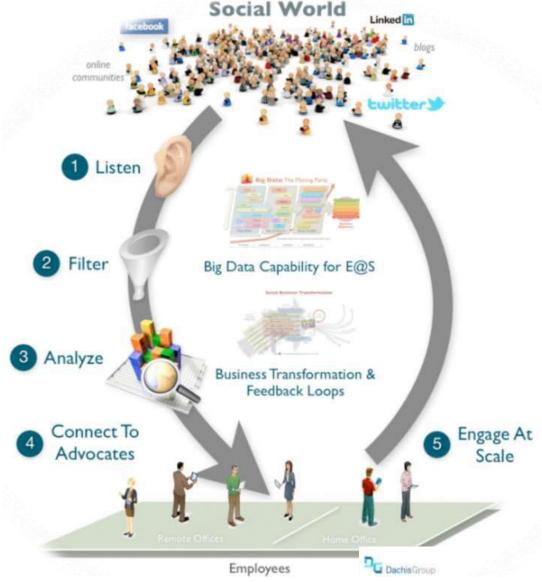


Biggest challenge: engage at scale

-"social enterprises" show higher
(20%++) revenues and profit"

- McKinsey and Frost & Sullivan



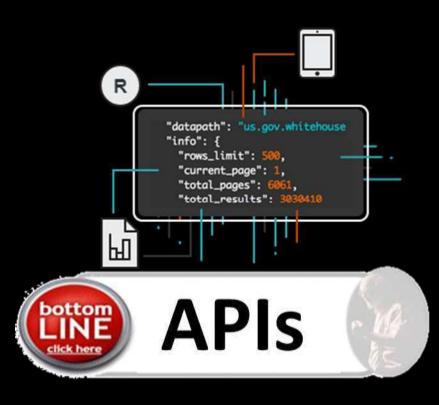














"When something online is free, you're not the customer, you're the product."

"When something online is free, you're not the customer, you're the product."







(<u>advertisers are the clients</u>, and the users enjoying free content are what's being sold)



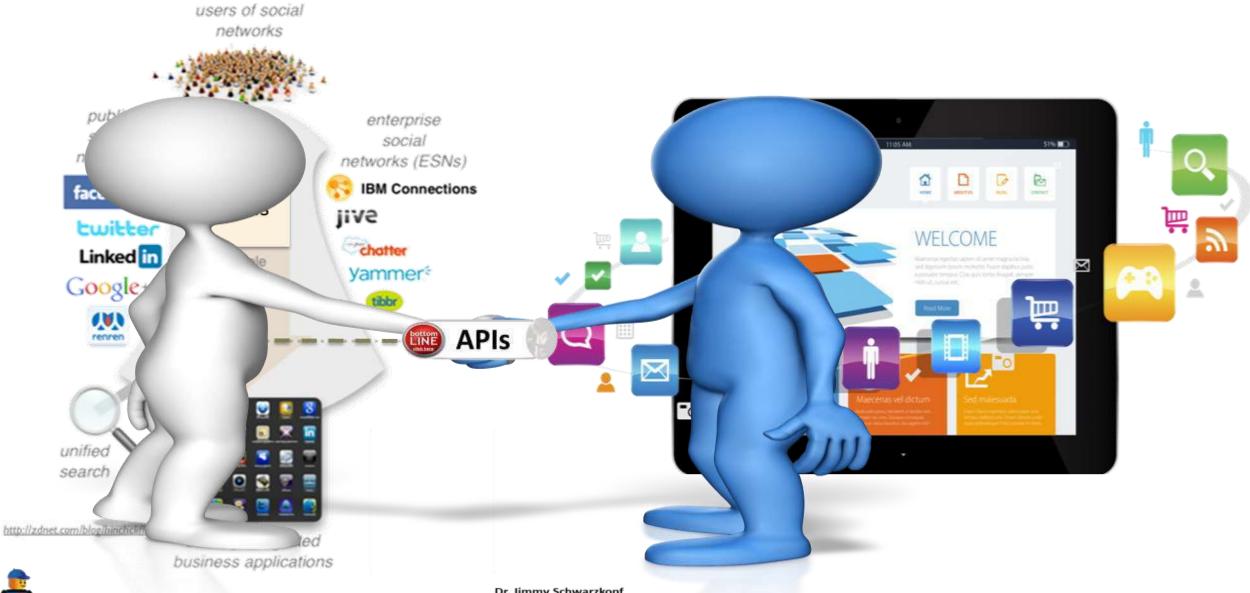
Online free services usually <u>make money by extracting lots of</u> <u>data</u> from users — and then <u>selling that data</u>, <u>or using it</u> for targeted availability of those users for advertising, to advertisers.





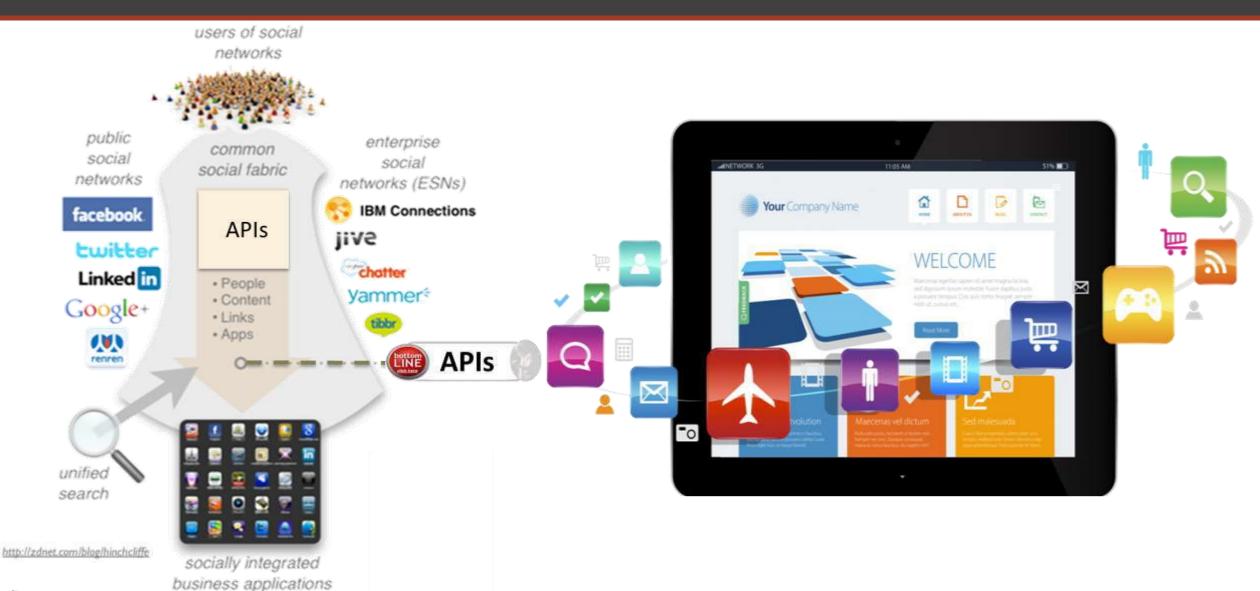


APIs, APIs, APIs (an example)



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APIs, APIs, APIs, (an example)





Information Repository why?

A <u>monetization strategy</u> looks at the ability to leverage the information repository developed or owned by an enterprise, and builds solutions around information for interested internal and external parties.



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DATA as an ASSET (CAPEX)

ALL organizations create information assets

Take data from being siloed and unmanaged to become an

Information Repository managed end-to-end through a Data Supply Chain



DATA is a <u>premier IT asset</u>

INFORMATION is a premier <u>business asset</u>



DATA transformed to INFORMATION

"What's the difference between information and data?

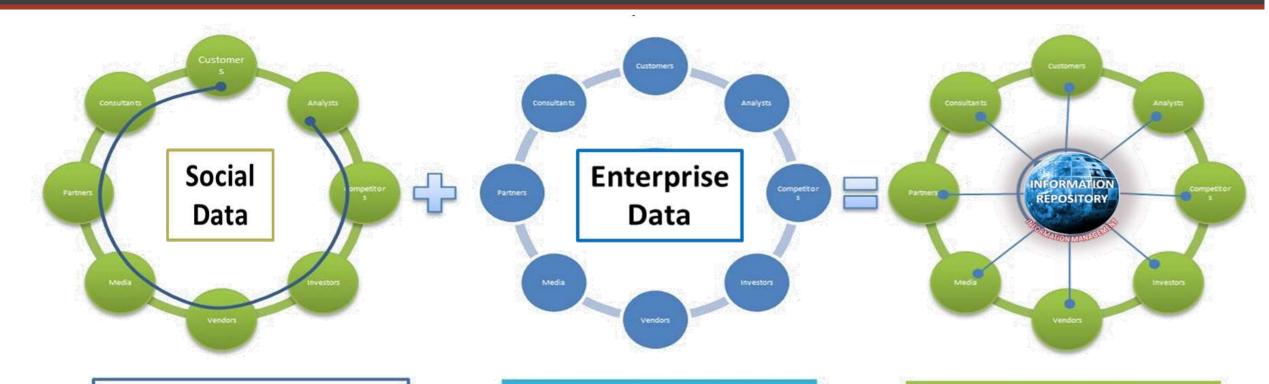
It's like the difference between knowing Julia Roberts' phone number and Knowing Julia Roberts"

- Woody Allen





Social + Enterprise = Information Repository (Big Data)



Unstructured content including Text, Audio, Video, Images on the Web, Social Media and other public channels



Structured within the Enterprise that helps run business today e.g. Client, Product, Trade or Transaction



Tying together your Enterprise Data Models with the value that lies in the Unstructured Data around your firm

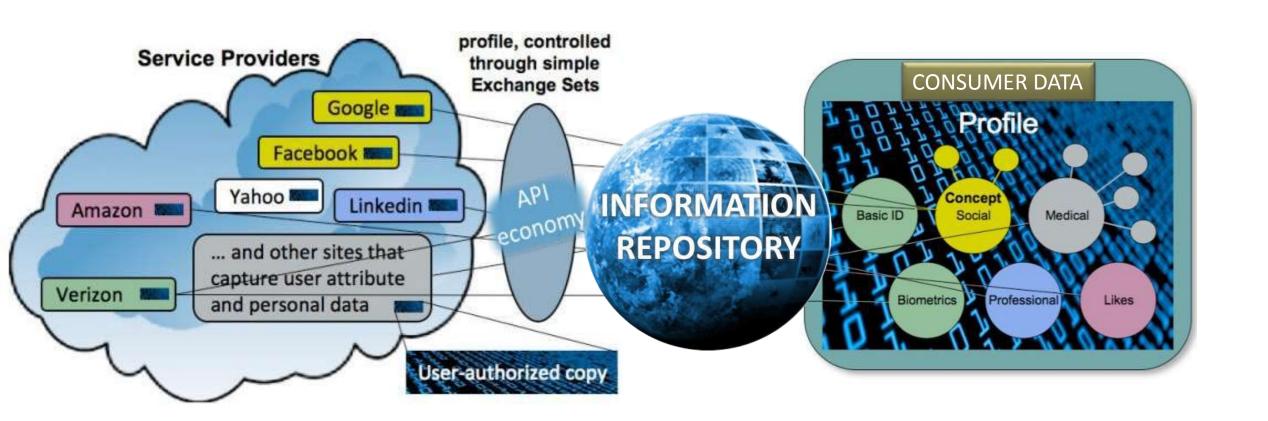


Building an Information Repository



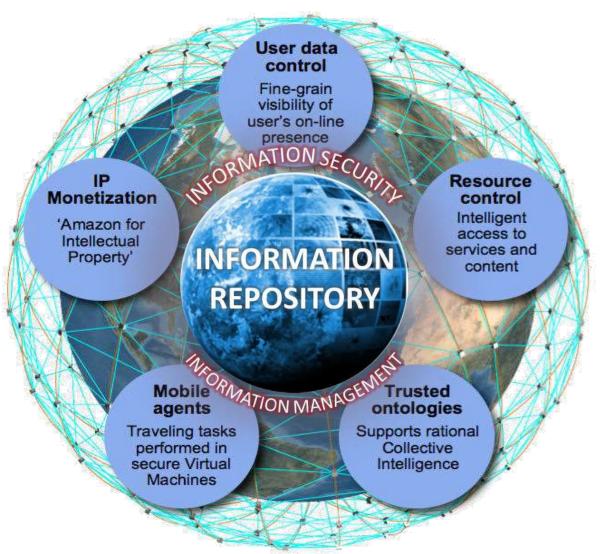


API economy enables the context aware internet



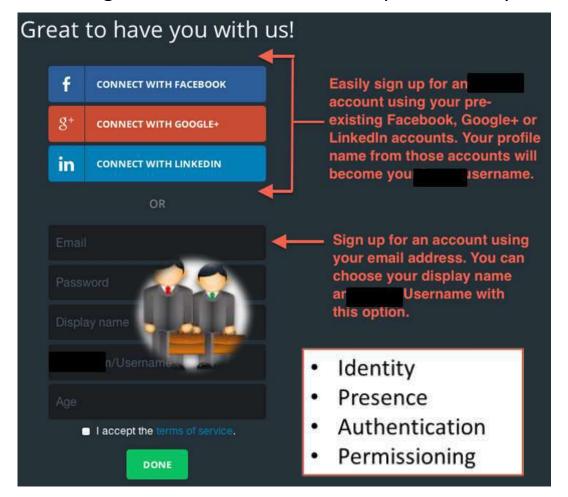


Context-aware internet based on "Bring your own ID" (BYOID)



Bring Your Own ID (BYOID)

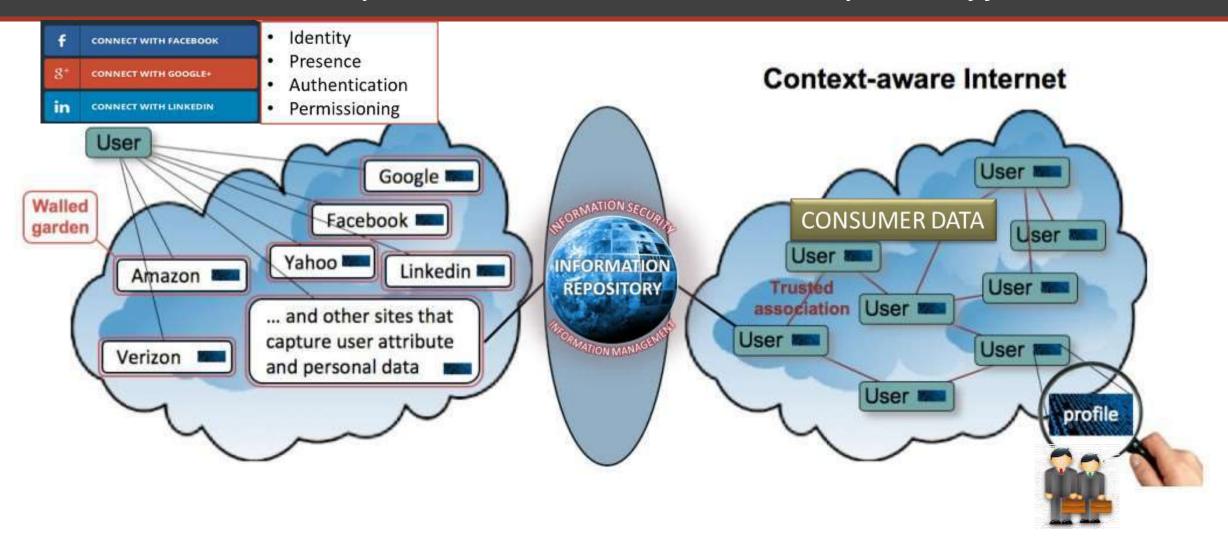
will bring consumerization into enterprise security





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Context-aware (based on a Information Repository) internet





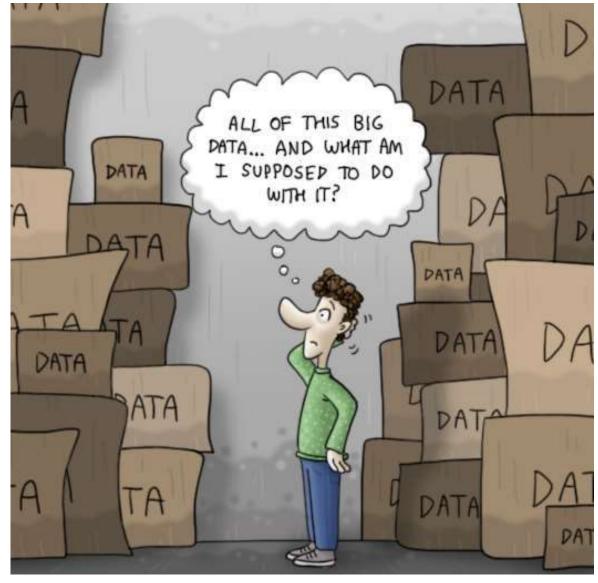
Consumer Data





"Consumer data will be the biggest differentiator in the next two to three years. Whoever unlocks the reams of data and uses it strategically will win."

Angela Ahrendts, CEO of Burberry





Fire hose effect: in "information repository"

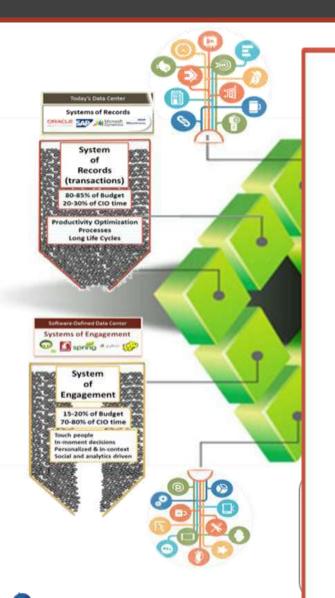
"Information overload is not the problem. It's filter failure." - Clay Shirky







What do we do with the "Information Repository"



"To <u>attain knowledge</u>, <u>add</u> things everyday. To <u>attain wisdom</u>, <u>remove</u> things every day."

> Lao Tzu *Laozi*

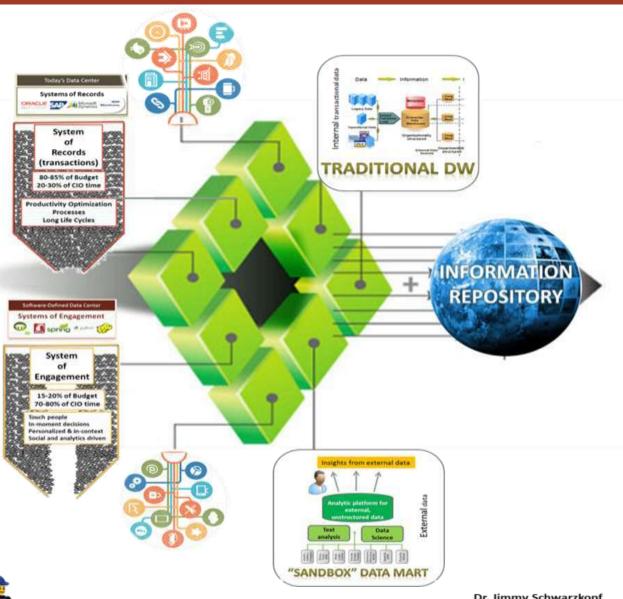


What do we do with the "Information Repository"





What do we do with the "Information Repository"



Tools

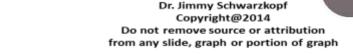
- Publishing
- Search
- Fulfillment
- conversation

Engagement Systems

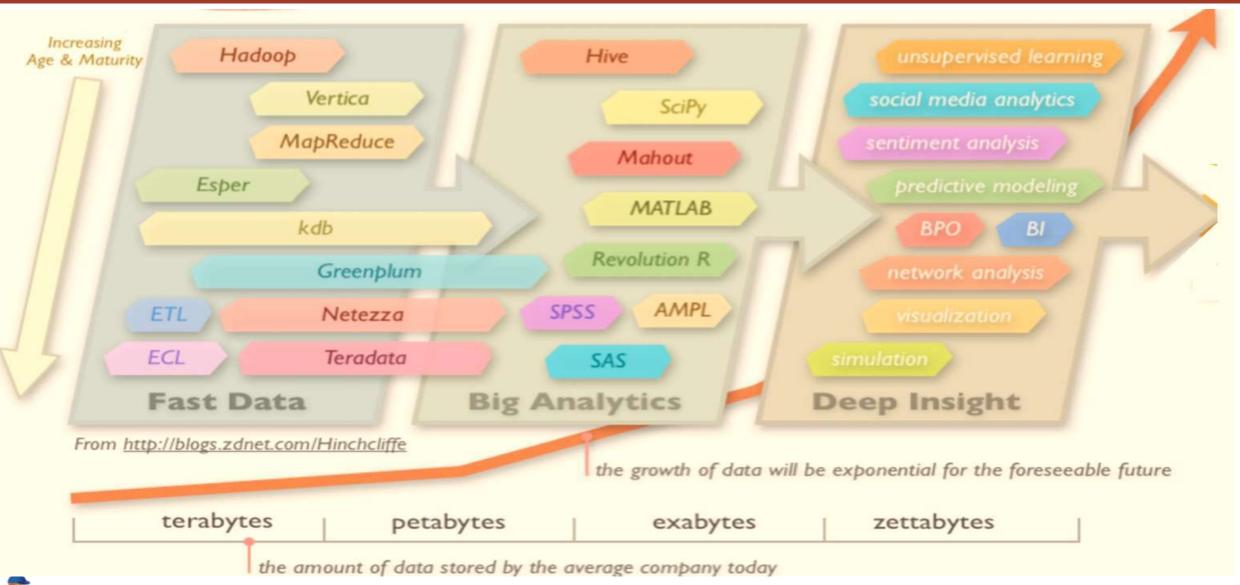
- Portals
- Mobile
- Web
- others

Analytical Systems

- BI
- Data Mining
- others

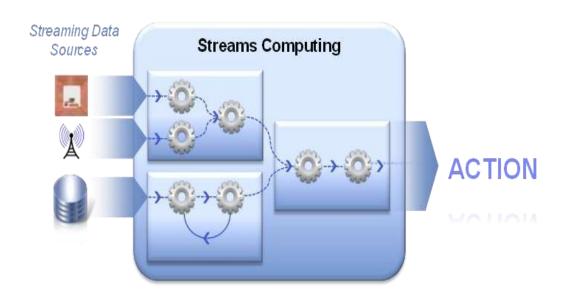


BIG DATA: the Moving Parts





Streaming Analytics with Big Data Technology



Streaming analytics tools
harness the natural
resource of streaming data
and turn it into actionable
insight.

Many sources of <u>streaming data</u>, but <u>unable</u> to take full advantage of them:

- simply too much data to collect and store before analyzing it
- timing by the time they store data on disk, analyze it, and respond it's too late.

The **benefits** of streaming analytics are:

- cost savings by analyzing all the data and only storing what is necessary
- ability to detect and make <u>real-time</u> <u>decisions</u>



CLOUD





"CLOUD SERVICES STRATEGY"





New Platforms are client/cloud models

Terminals V 2 WEB/Browser client

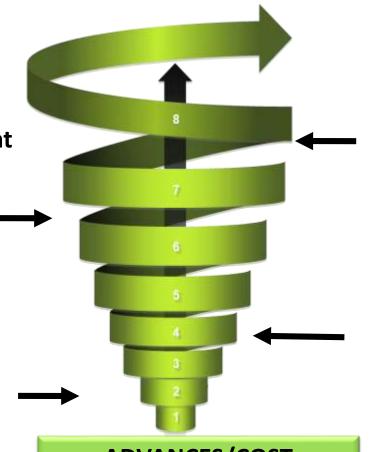
2 types of applications:

1. **Off-line:** processing and storage local *(not apps)*

2. **Always connected:** browser based applications

Terminals V1

Always connected I/O only at the local



ADVANCES/COST

- 1. Communications/networking
- 2. Processor/storage
- 3. Power /battery

Client/Cloud

- User most of the time connected
- **APP server** is on the **cloud**
- APP used by multiple clients devices
- **APP client installed on all devices**
- ❖ Some work off line
- ❖ Move from <u>APP</u> to <u>SERVICE</u>

Client/Server

2 types of applications:

- 1. Off-line: processing and storage local
- **2.** Always connected: data moves; processing@server; GUI@client



Personalization and "personal" cloud





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New Computer Services Form?

Every decade a <u>new, lower priced computer</u> class forms with new programming platform, network, and interface <u>resulting in new usage and industry</u>.



Gordon Bell

What's new in the "cloud" model?

Acquisition Model:

Based on purchasing of services

Business Model:

Based on pay for use

Access Model:

Over the Internet to ANY device

Technical Model:

Scalable, elastic, dynamic, multi-tenant, & sharable



5 XXXX as a Service

Physical Infrastructure Managed and Unmanaged Hosting Data Center Collocation as-a-Service Virtual servers Infrastructure Logical and virtual disks DBMS, middleware and other infrastructure services as-a-Service **Systems Management Development Platform Software Platform Testing Platform** as-a-Service **Managed Infrastructure Services APPs & APIs components APPs** that can integrate into mashups as-a-Service APIs from specific services / sources (API Economy) Web Sites ,Collaboration, e-mail and Office **Software Applications** Service Desk as-a-Service **Applications (ERP and vertical core systems)** Engagement Systems (CRM, call center, MBaaS...)

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Level of

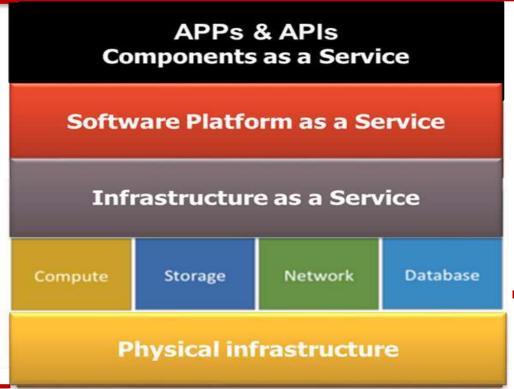
Where IT's Cloud Focus? Infrastructure/Platform Capabilities

End users

Software as a Service

Existing end user services market, delivered from the cloud





Three cloud services that are difficult to separate

Traditional data center services market, such as collocation or managed hosting



Cloud Deployment Models

The cloud infrastructure is operated within the consumer's organization.

Internal (private) cloud

The cloud infrastructure is jointly owned by several organizations and supports a specific community that has shared concerns (e.g., mission, security requirements, policy, and compliance considerations)..

Community cloud

The cloud infrastructure is owned by an organization selling cloud services to the general public or to a large industry group.

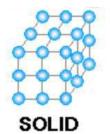
Public cloud

The cloud infrastructure is a composition of two or more clouds (internal, community, or public) that remain unique entities but are bound together by standardized or proprietary technology that enables data and application portability.

Hybrid cloud



INSTANCES of "hybrid services"



Hybrid Services always together

capacity/performance instances and defined service combinations



Composition of Hybrid Services

based on pre-defined events and service combinations



GAS

Hybrid Services

Composition of

based on runtime dynamic processing needs and pricing



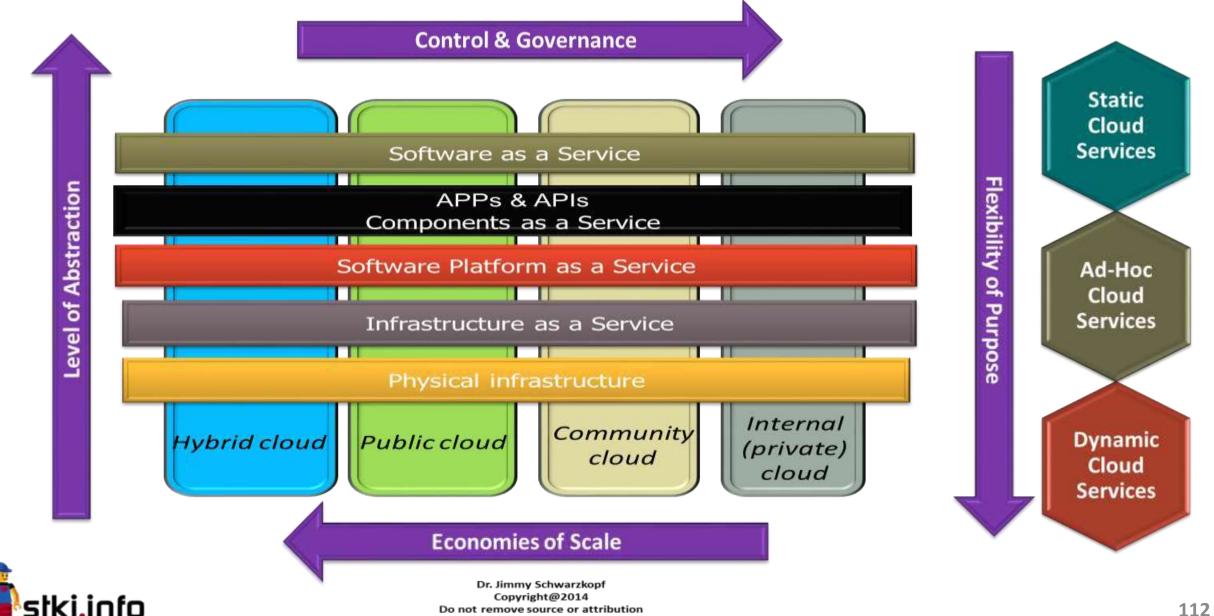
Ad-Hoc Cloud Services

Ad-Hoc Cloud Services **Oynamic Cloud Services**

Dynamic Cloud Services



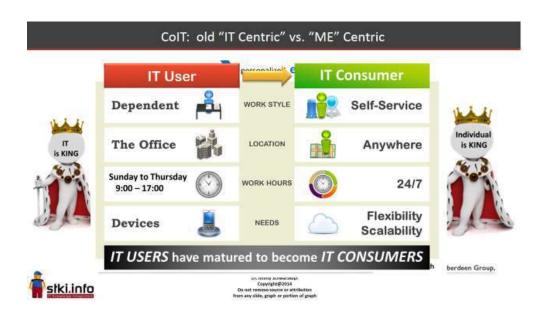
Cloud Computing Service Models



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From STKI Summit 2013 (last year)









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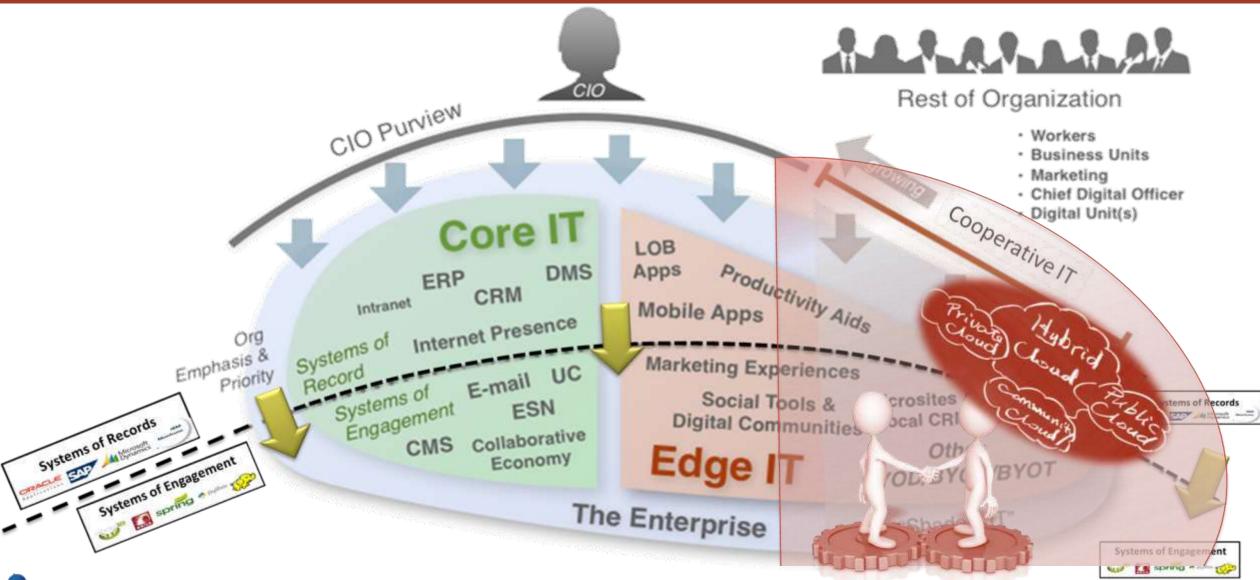
IT Consumer





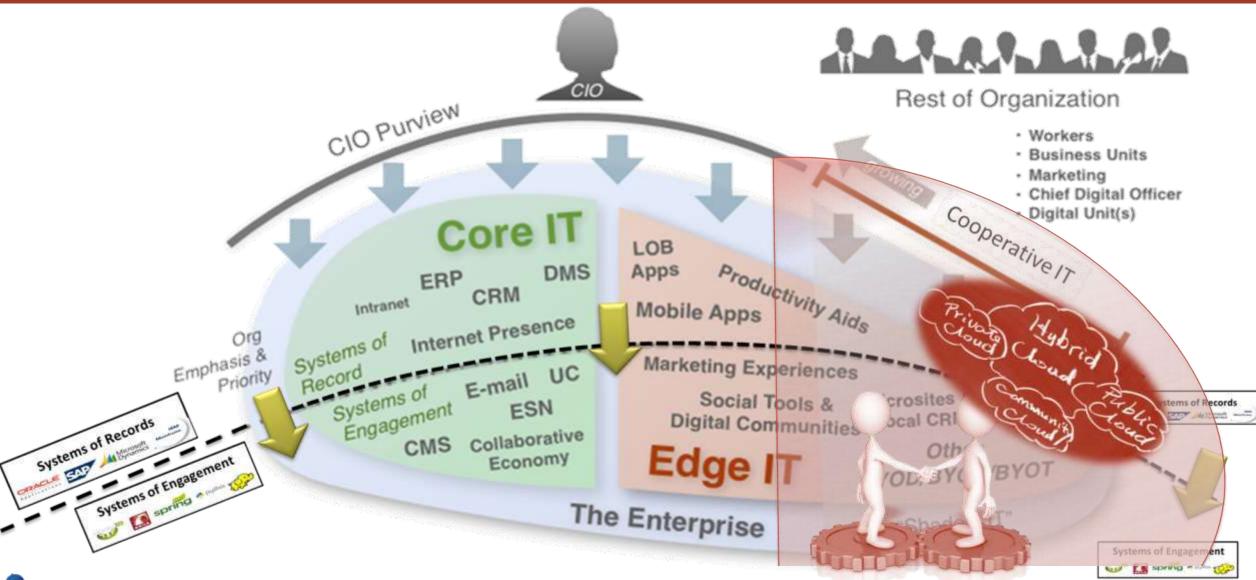


Shadow IT should move to Cooperative IT (mostly in the cloud)





Shadow IT should move to Cooperative IT (mostly in the cloud)





Modern IT Department

