HYBRID CLOUD:
WHY WASN'T IT CONSULTED?

*Ensuring that you have
a voice at the table*

EBOOK

2

SPEAKING THE SAME LANGUAGE

Business can't afford to consider IT as an afterthought. A connected, digitally mobilized world means that infrastructure has a significant role to play in reaching your customers.

If you're going to put your cloud expertise to use, then you'll need to develop the ability to communicate with other business units. You must be able to talk with them about their objectives while still being able to direct your own team in technical terms. Only then will you become a critical player in organizational decisions.

What do business leaders think of IT?

PREVIOUS   NEXT

CLOSE | X

Two-thirds of leading business leaders view IT as strategic partners for successfully deploying cloud solutions.[1]

[1]According to a 2014 global IBM cloud study.

AKING THE LANGUAGE

o consider IT as an d, digitally mobilized ucture has a significant your customers.

d expertise to use, then ity to communicate with t be able to talk with them ill being able to direct your Only then will you become nal decisions.

What do business leaders think of IT?

PREVIOUS | NEXT

This shift transforms your role from reactive IT manager to that of a trusted technology adviser, focused on the long-term operation and success of your business. In doing so, you'll help break down organizational silos to get to a much more collaborative way of working.

This guide will provide you with a way in, as we discuss hybrid cloud relevance to four core business units: finance, marketing, operations and human resources. No matter what your exact situation, you'll gain a deeper understanding of the challenges within each line of business.

⬆ PREVIOUS   NEXT ⬇
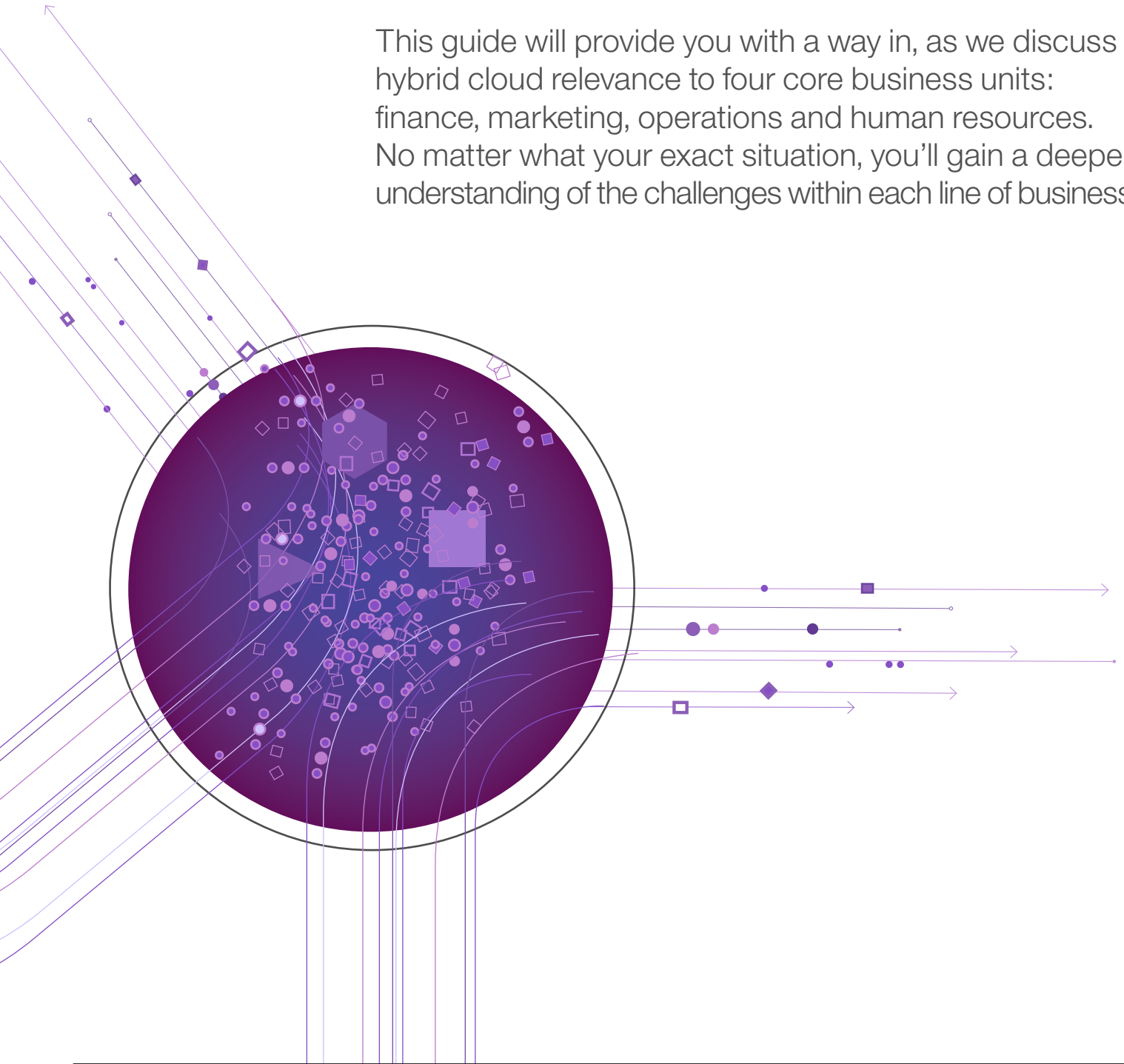
TALKING TO FINANCE

Financial leaders are always looking for ways to drive down costs and boost efficiencies. The challenge is in doing so strategically so they're not jeopardizing long-term success just to save a few pennies.

Part of their responsibility is to make better use of the infrastructure they already have in place. You'll have to convince them that a hybrid cloud solution drills down on both efficiency and optimization in a way that not only makes better use of current resources, but also ensures a more flexible way to manage spending as demand changes.

WHAT WILL IT COST ME?

One of the first concerns you'll need to address is that your financial team will want to have a clear understanding of the cost of ownership.

Draw out the advantages of a hybrid cloud as compared to extending your traditional infrastructure. Consider the incremental acquisition costs, maintenance costs, energy costs and opportunity costs to estimate the total cost of ownership. Deploying a hybrid cloud should emerge as the most cost-effective way to build on your existing infrastructure investment.

HOW YOU RESPOND

⬆ PREVIOUS   NEXT ⬇

WILL IT
T ME?

need to
am will want
f the cost

d as compared
e. Consider the
ce costs, energy
he total cost of
uld emerge as
ur existing

CLOSE | X

MAKING TOTAL SENSE

The total cost of ownership is something you can pin down with the right infrastructure and with a cloud service provider (CSP). A CSP will make the terms of the agreement and associated costs very clear. Whether using an on-site cloud, or brokering an agreement with a CSP, the cost will be based on resources consumed in a pay-as-you-go model.

This means that if you experience a spike in application usage – perhaps one that is seasonal – you can pay to allocate more resources for as long as you need them.

A hybrid cloud also means that you can manage resource spending on dedicated developers and managers overseeing the infrastructure. Since you'll share maintenance responsibility with your CSP, your company can run with leaner, more agile teams internally that achieve greater overall efficiency.

CAN WE TRUST OUR FINANCIAL DATA ON THE CLOUD?

Many financial leaders will be wary of hosting sensitive information in a hybrid environment.

They'll want to know how much confidence they can have in a system that the company doesn't have complete control over.

HOW YOU RESPOND

CLOSE | X

REST ASSURED – IT'S SAFE

For reasons covered in **Should we fear the cloud? It may be the key to security,** the straight answer is that a hybrid cloud can be every bit as secure as a traditional, purely on-site infrastructure. Exact security protocols can be worked out with your CSP, but the advantage of this environment is that you'll improve accessibility to financial data (whether on-site or off-site) across your organization.

Realistically, IT will have to assist with the transition. Some financial applications will need to be updated, and the learning curve will vary between employees. IT leaders can help by offering training so the financial group can leverage the full functionality of these applications on the cloud.
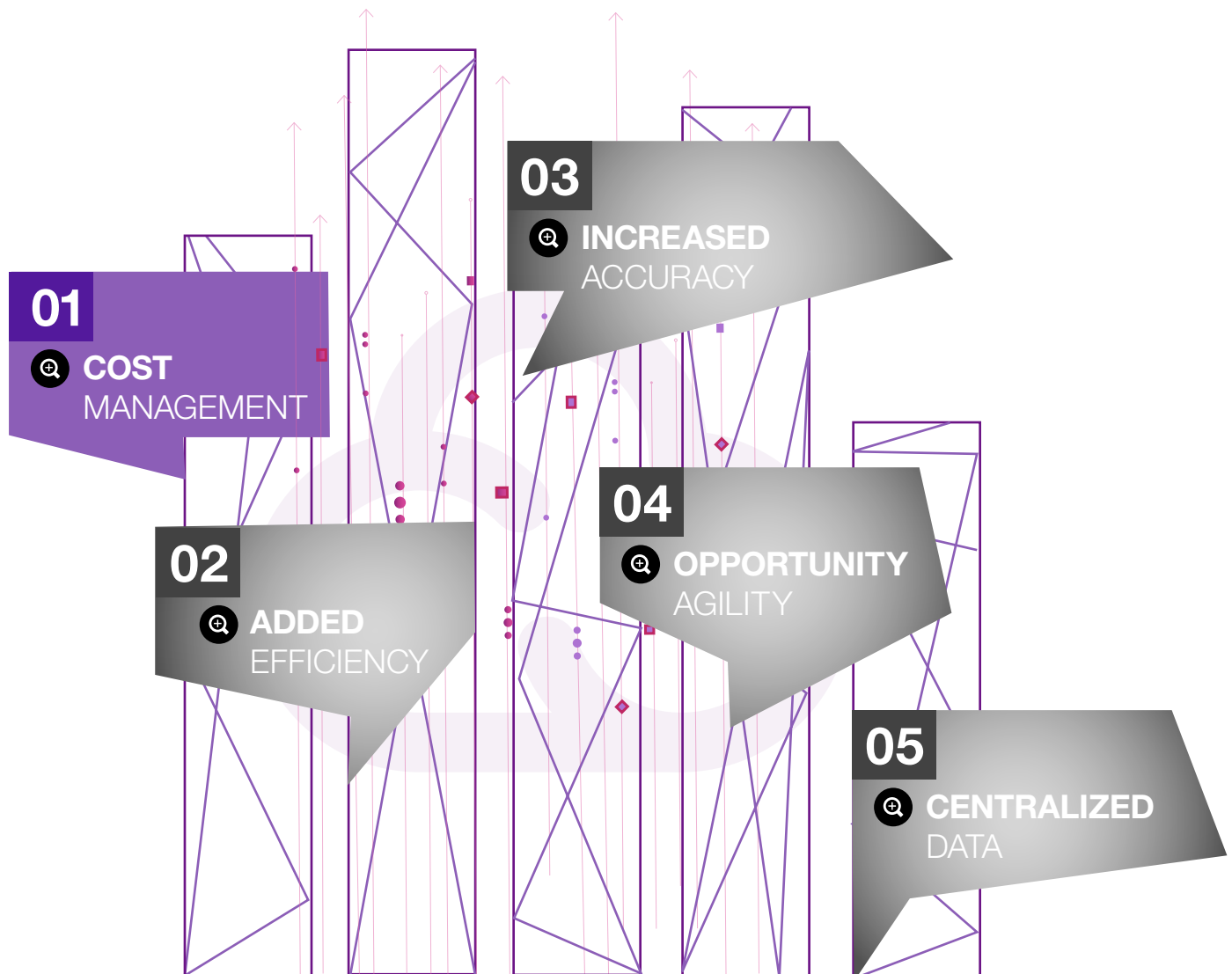
TRUST
DATA
LOUD?

of hosting
vironment.

ce they
oesn't have

↑ PREVIOUS **NEXT ↓**

5 financial benefits of a hybrid cloud

01 COST MANAGEMENT

02 ADDED EFFICIENCY

03 INCREASED ACCURACY

04 OPPORTUNITY AGILITY
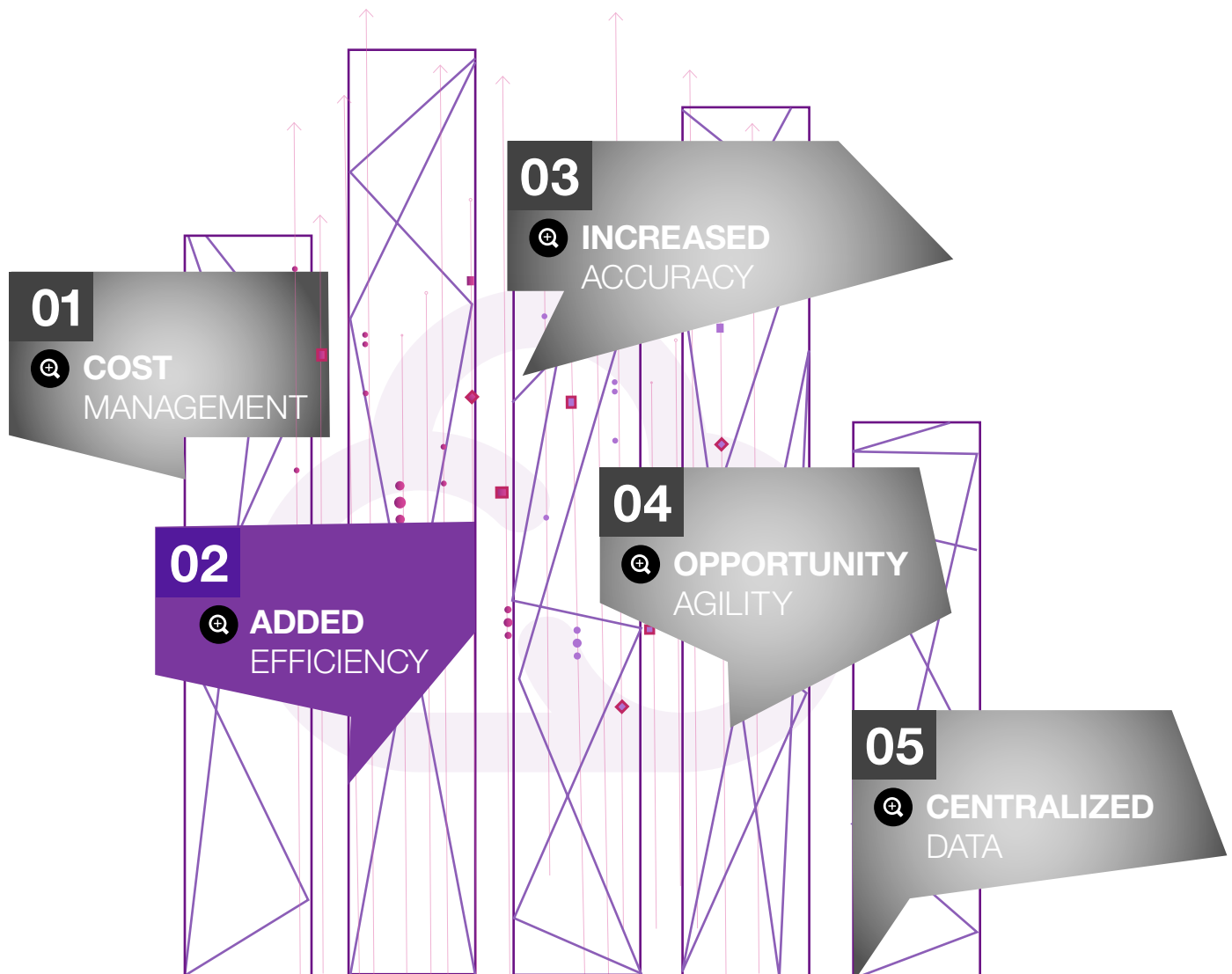
05 CENTRALIZED DATA

01

COST MANAGEMENT
Lean on the cloud to find insights

Allows finance to find actionable insights in real time. With integrated data and analytics, they can manage costs for application and infrastructure usage.

⬆ PREVIOUS   NEXT ⬇

5 financial benefits of a hybrid cloud

01
COST
MANAGEMENT

02
ADDED
EFFICIENCY

03
INCREASED
ACCURACY

04
OPPORTUNITY
AGILITY

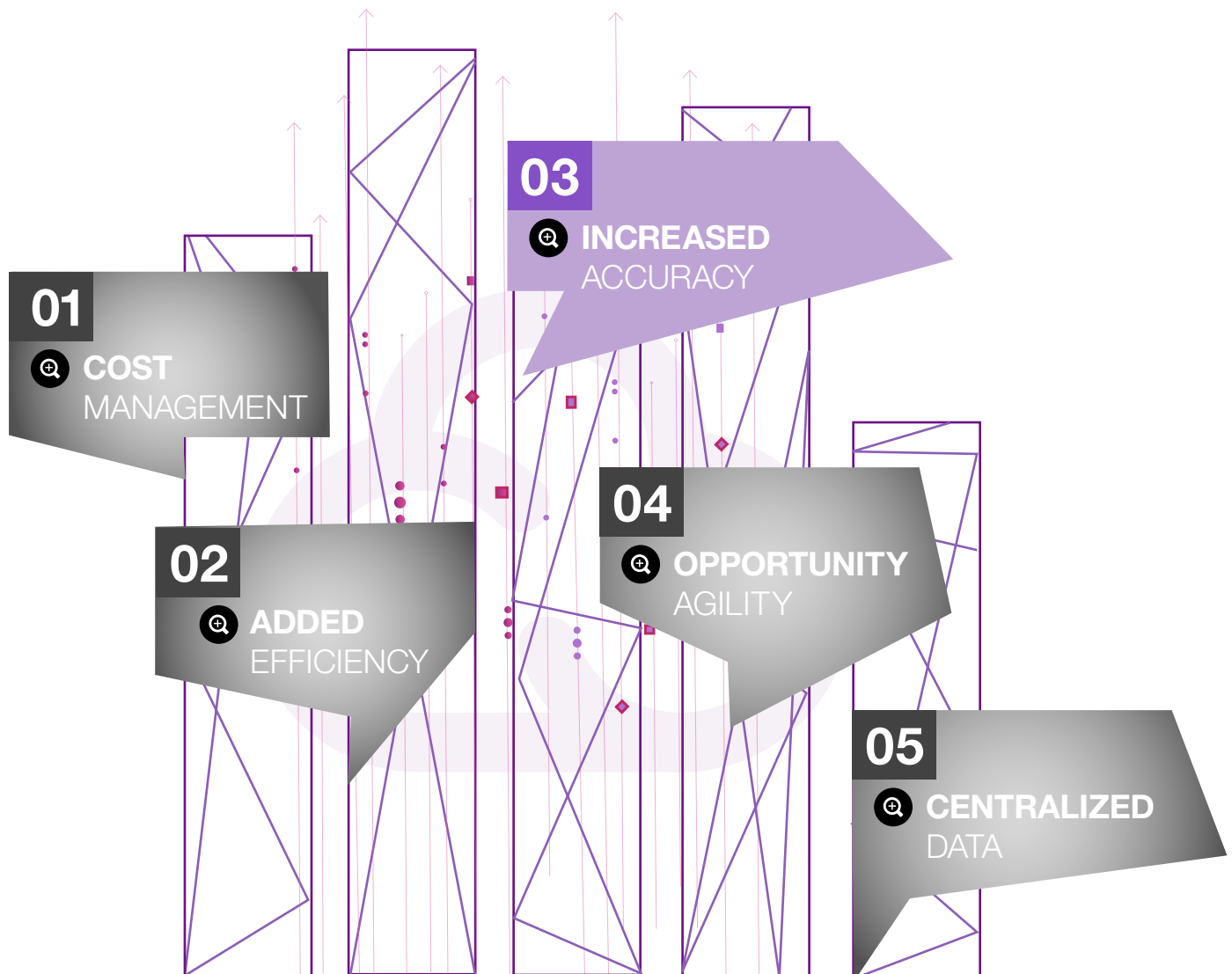**05**
CENTRALIZED
DATA

02
ADDED EFFICIENCY
Keep your infrastructure in check

Gives the finance the ability to moderate operational costs through more efficient hardware, software and service purchases without creating any redundancies or losing existing infrastructure investments.
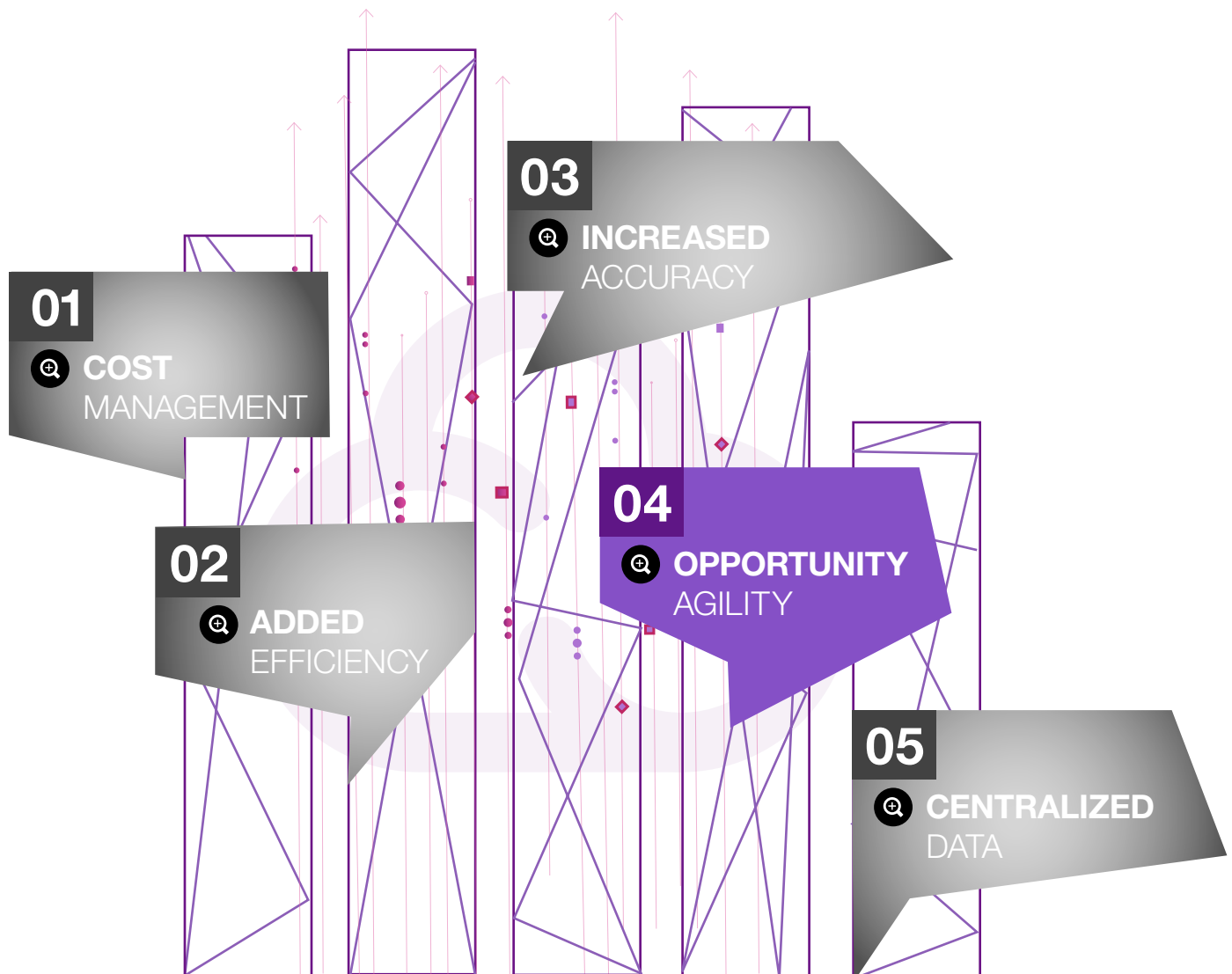
↑ **PREVIOUS**   **NEXT** ↓

5 financial benefits of a hybrid cloud

01
COST
MANAGEMENT

02
ADDED
EFFICIENCY

03
INCREASED
ACCURACY

04
OPPORTUNITY
AGILITY

05
CENTRALIZED
DATA

03 INCREASED ACCURACY
Look into the future

Provides finance with more accurate information for forecasting and strategic planning.

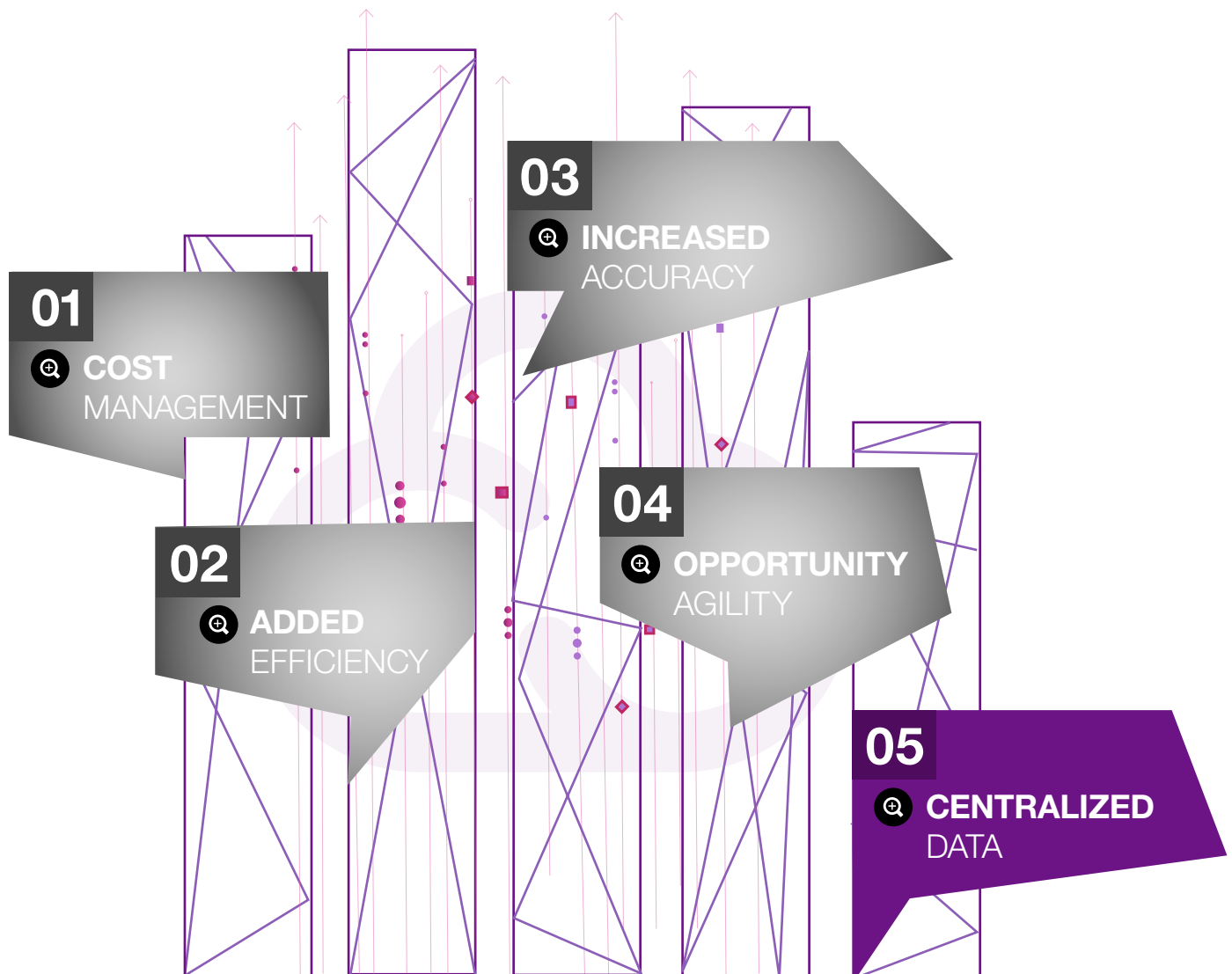# 5 financial benefits of a hybrid cloud

01
🔍 **COST** MANAGEMENT

02
🔍 **ADDED** EFFICIENCY

03
🔍 **INCREASED** ACCURACY

04
🔍 **OPPORTUNITY** AGILITY

05
🔍 **CENTRALIZED** DATA

04 OPPORTUNITY AGILITY
Use the speed of the cloud

Helps the company react more nimbly to new business opportunities, pricing needs, customer service issues and other challenges that may impact budgets and growth initiatives.

↑ PREVIOUS   NEXT ↓

5 financial benefits of a hybrid cloud

01
⊕ **COST**
MANAGEMENT

02
⊕ **ADDED**
EFFICIENCY

03
⊕ **INCREASED**
ACCURACY

04
⊕ **OPPORTUNITY**
AGILITY

05
⊕ **CENTRALIZED**
DATA

05 CENTRALIZED DATA
Enable growth with the right figures

Provides the company with centralized data for greater, more efficient collaboration across geographies and departments, with access to the most up-to-date information.

⬆ **PREVIOUS** **NEXT** ⬇

TEAMING UP WITH MARKETING

The conversation shifts when you're talking about hybrid cloud benefits with your marketing leaders.

For this group, the qualities of a hybrid cloud aren't nearly as important as its real capabilities in helping them target, understand and engage with customers. In many instances, their product is an application or piece of information technology. Having the right infrastructure to support their products is critical.

Is IT on the rise?

CLOSE | X

72% of line-of-business (LOB) respondents say cloud computing will be extremely important to their business success within the next three years.[2]
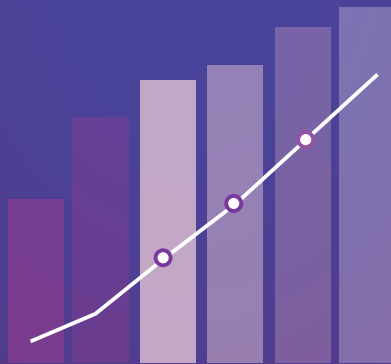
[2]Source: IBM Center for Applied Insights. 11/01/2013. Under cloud cover—How leaders are accelerating competitive differentiation.

NG UP WITH MARKETING

fts when you're talking enefits with your

s of a hybrid cloud aren't eal capabilities in helping them age with customers. In many n application or piece of ving the right infrastructure critical.

Is IT on the rise?

WHAT ARE THE BARRIERS TO COOPERATION?

Because of the speed of the marketplace, marketing leaders have often felt the need to "go rogue" and circumvent IT whenever possible.

Armed with their own plans and tech purchases, marketing leaders will only reach out to IT managers to demand that they produce whatever custom application the marketing team has conceived – born outside of a deeper understanding of technical capabilities. More often than not, an IT team working with a traditional infrastructure to build that kind of app without the necessary time and/or developers will result in a mediocre product. The fail rate of this model creates doubts about whether you can deliver results, and whether you understand business needs.

HOW YOU RESPOND

WHAT ARE THE ~~BARRIE~~RS TO ~~ADOPT~~ATION?

CLOSE | X

AVOID A STAGGERED START

Insist that your IT team be involved early in the campaign development process so that you can offer strategic advice on solutions before the eleventh hour. In a hybrid cloud environment, the constraints on your own team will be far less time consuming.

This should free you up to spend more time understanding what the marketing needs are, and help you take a proactive approach to matching your technology capabilities to those needs.

This will require continual alignment with your marketing leaders. You're going to want to have an open dialog about what is going on with their customers, business partners and channels. Ultimately, you'll have a clearer picture of what your business is hoping to achieve. Follow that up by demonstrating pilots of your capabilities as proof points to show how a hybrid cloud environment can speed up your ability to execute campaigns in an efficient and timely manner.

~~m~~arketplace, ~~t~~he need to ~~whene~~ver possible.

~~p~~hases, marketing ~~lead~~ers to demand ~~app~~lication the ~~up~~side of a deeper ~~one. M~~ore often than ~~not, infrastructure to ~~~~the necess~~ary time and/or ~~prod~~uct. The fail rate ~~whet~~her you can ~~meet your~~ business needs.

⬆ PREVIOUS | NEXT ⬇

HITTING A MOVING TARGET

Marketing leaders are constantly chasing trends and opportunities – often in a race against the competition.

Explain how a hybrid cloud environment can help them stay balanced against market fluctuation.

HOW YOU RESPOND

PREVIOUS   NEXT

CLOSE | X

READY FOR WHATEVER

Meeting the needs of the customer can break down when an infrastructure is not prepared to meet unexpected spikes in demand – say because of some viral application adoption or unusually high seasonal buying patterns. If a server crashes, so does your customer experience. If you're not delivering what customers need, the moment they need it, they are likely to go elsewhere to get it. A hybrid cloud environment (with the right combination of on-site and off-site infrastructure) accelerates access to data and insight, meaning you can scale rapidly to meet fluctuations in demand without having your system crash.

You will also have an environment in which developers can create, test and iterate your social, customer support, campaign automation and e-commerce applications very quickly because you don't have to manually provision it. With the right infrastructure and CSP, hybrid clouds provide the agility you need to get to market quickly and scale as customer demand evolves.
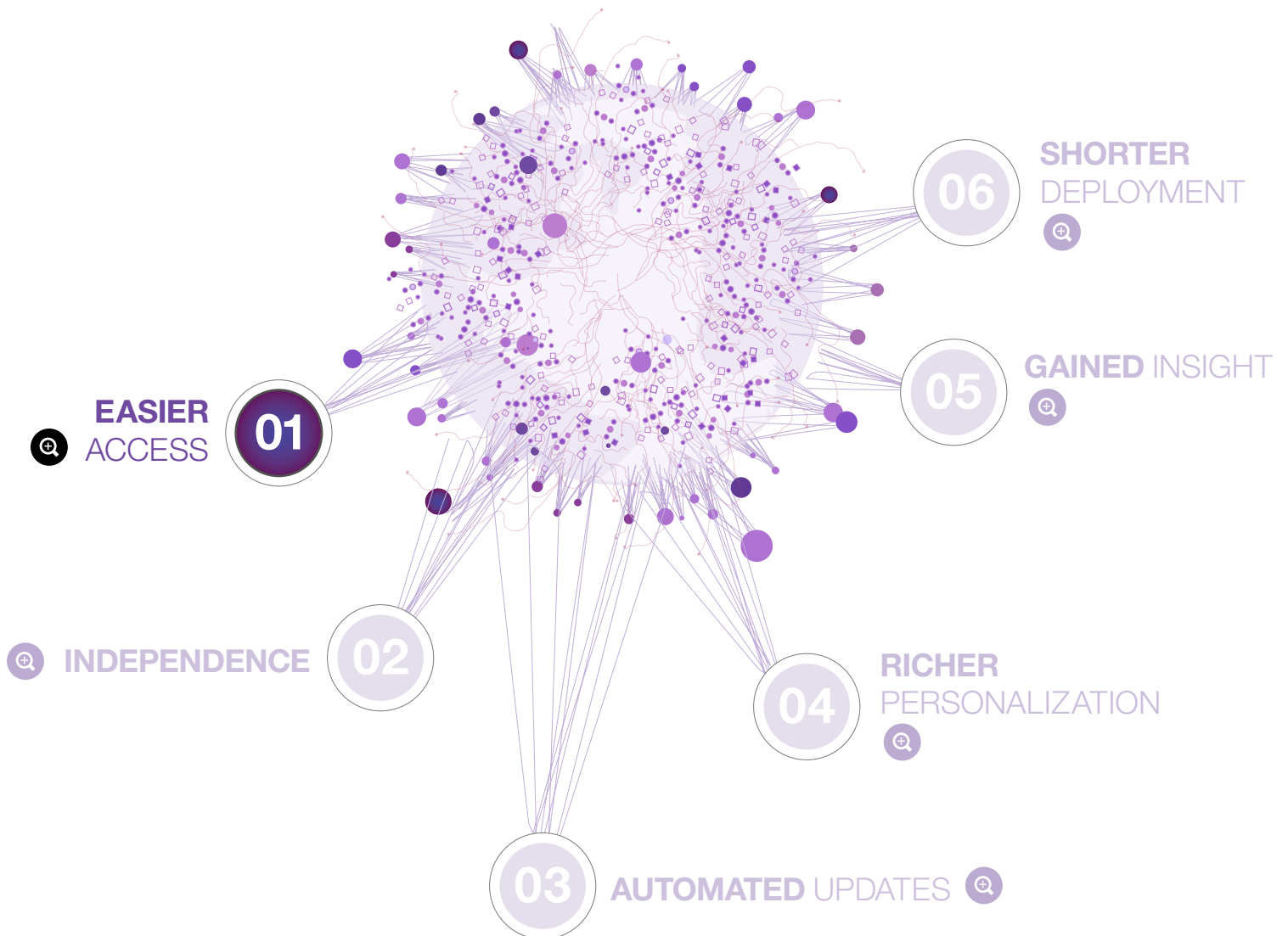
6 marketing benefits of a hybrid cloud

SHORTER DEPLOYMENT
06

GAINED INSIGHT
05

EASIER ACCESS
01

INDEPENDENCE
02

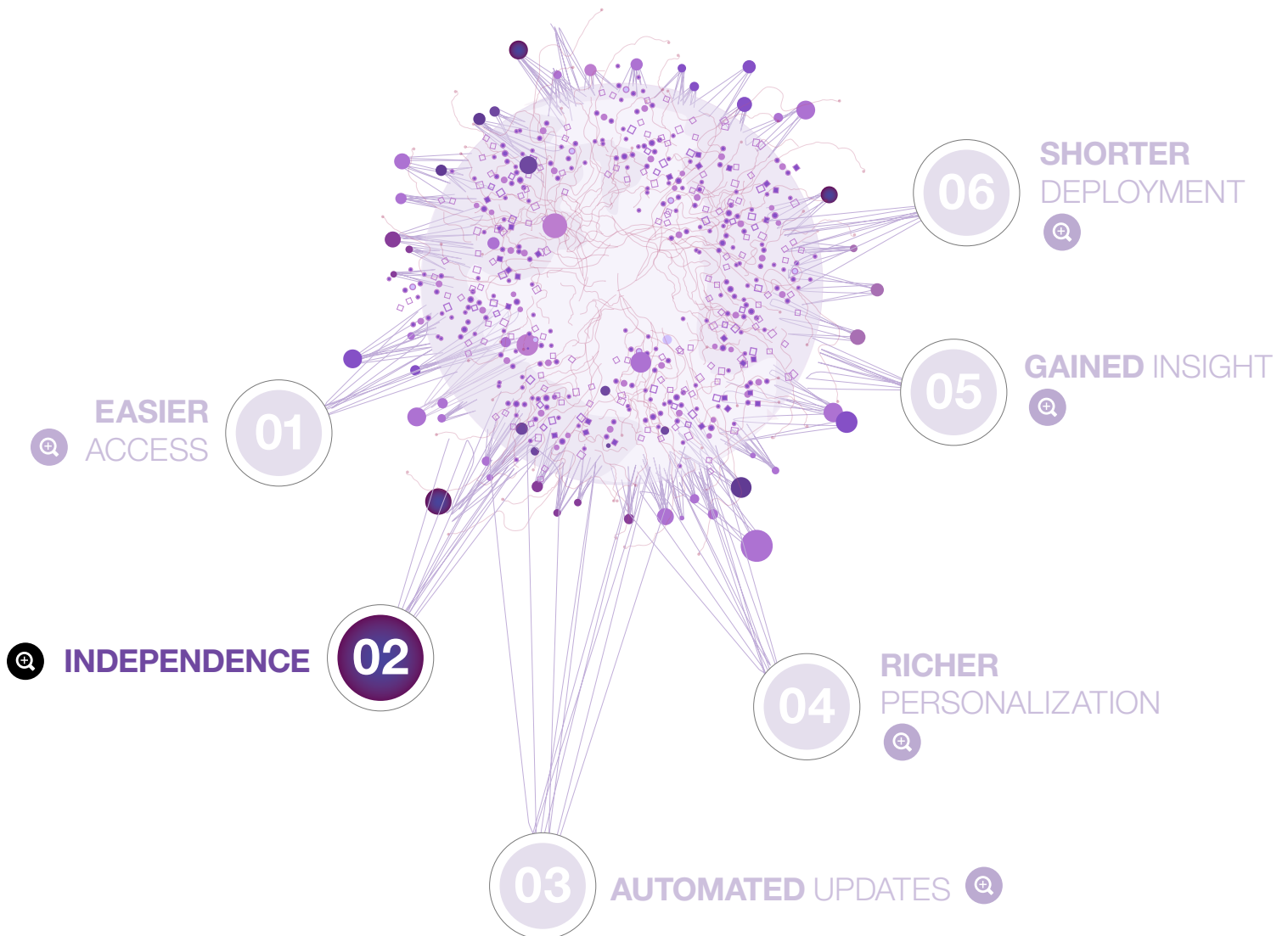**RICHER** PERSONALIZATION
04

AUTOMATED UPDATES
03

01 EASIER ACCESS
Collaborate on your campaign

Provides marketing leaders with easier access to marketing assets, with customizable portals for different users.
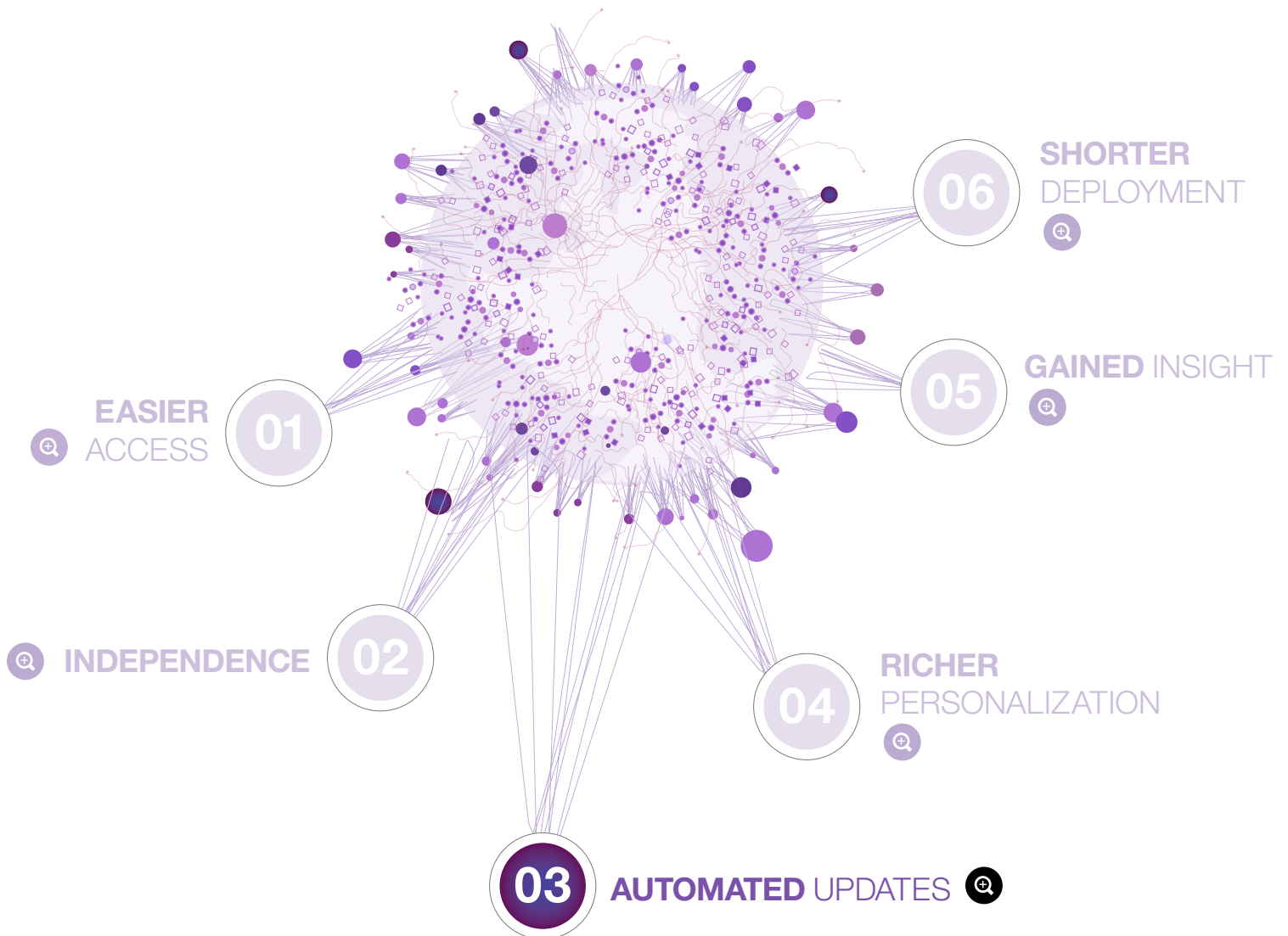
↑ **PREVIOUS**   **NEXT** ↓

6 marketing benefits of a hybrid cloud

SHORTER DEPLOYMENT

06

GAINED INSIGHT

05

EASIER
ACCESS

01

INDEPENDENCE

02

RICHER
PERSONALIZATION

04

AUTOMATED UPDATES

03

02 INDEPENDENCE
Skip the middle step

Simplifies processes so the marketing team isn't reliant on IT for updating or editing assets in real time. The team can fully own their campaigns.
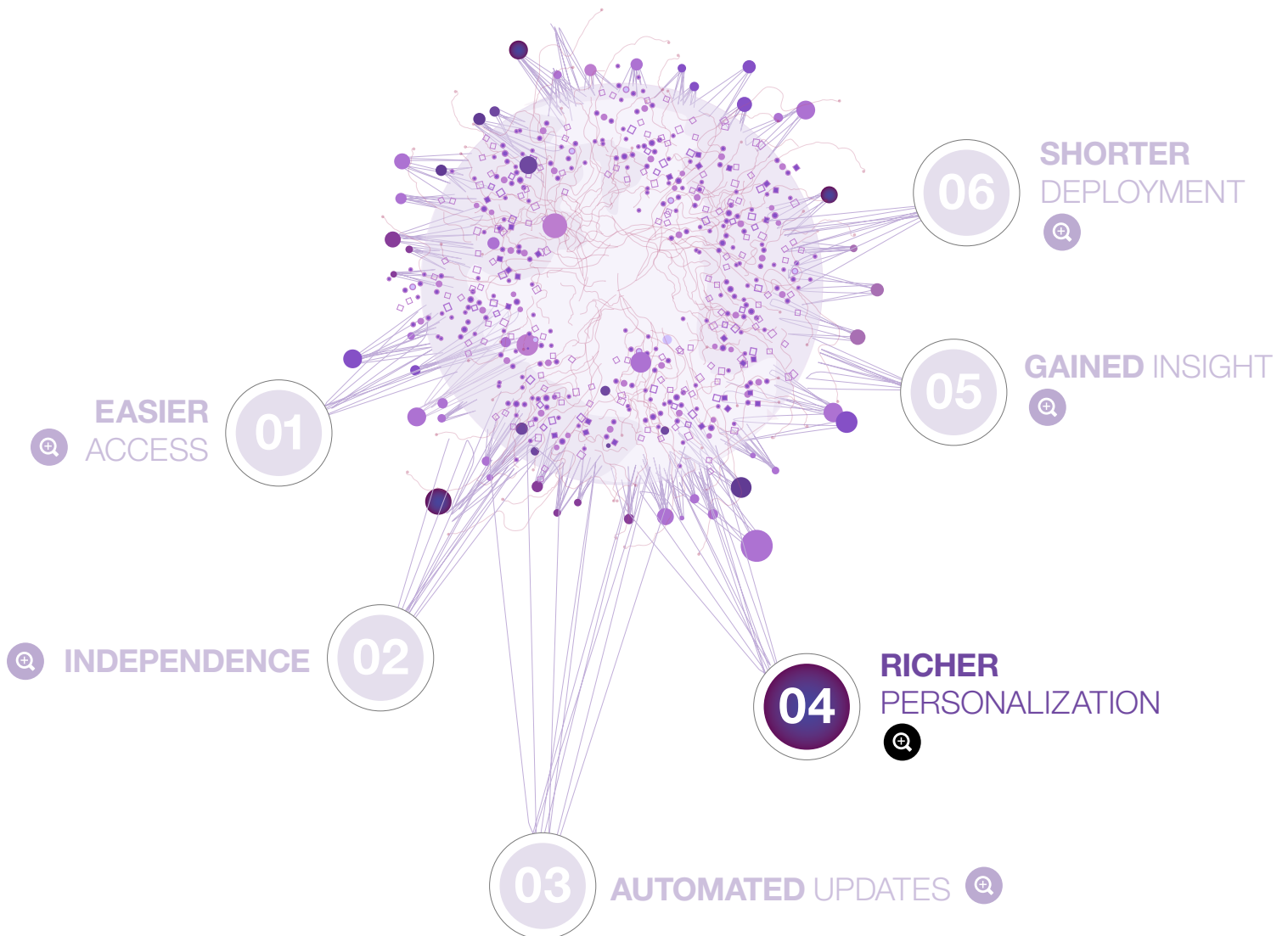
PREVIOUS   NEXT

6 marketing benefits of a hybrid cloud

EASIER ACCESS 01

INDEPENDENCE 02

03 **AUTOMATED** UPDATES

SHORTER DEPLOYMENT 06

GAINED INSIGHT 05

RICHER PERSONALIZATION 04

03 AUTOMATED UPDATES
Ripple out any changes

Editing centralized content can automatically update extensions across other sites, channels, and partners.
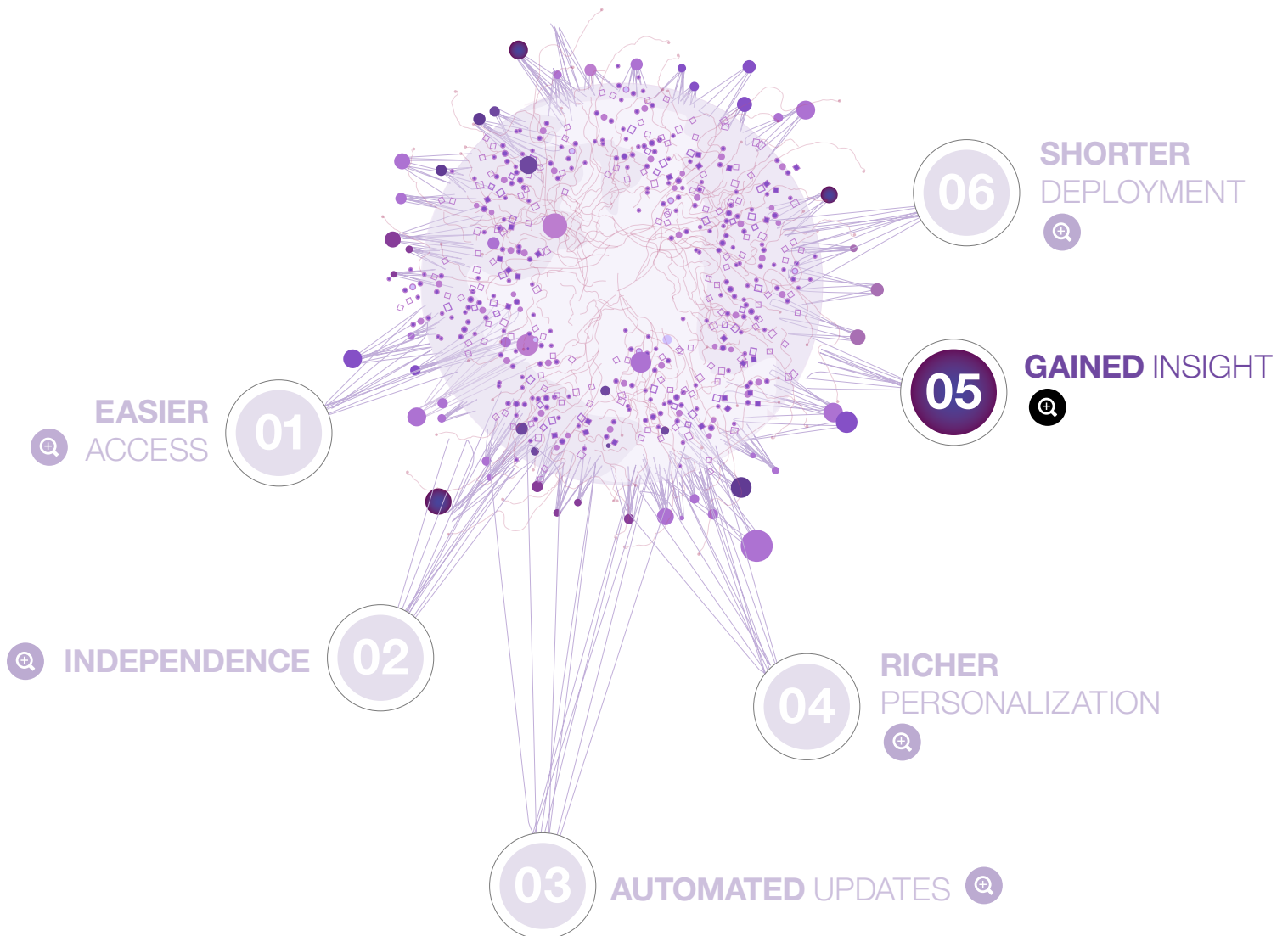
↑ PREVIOUS   **NEXT ↓**

6 marketing benefits of a hybrid cloud

SHORTER
DEPLOYMENT

06

GAINED INSIGHT

05

EASIER
ACCESS

01

INDEPENDENCE

02

RICHER
PERSONALIZATION

04

AUTOMATED UPDATES

03

04 RICHER PERSONALIZATION
Tailor fit your content

Customer information locked in legacy, on-site systems can merge with campaign automation systems – allowing for more comprehensive and personalized engagement.
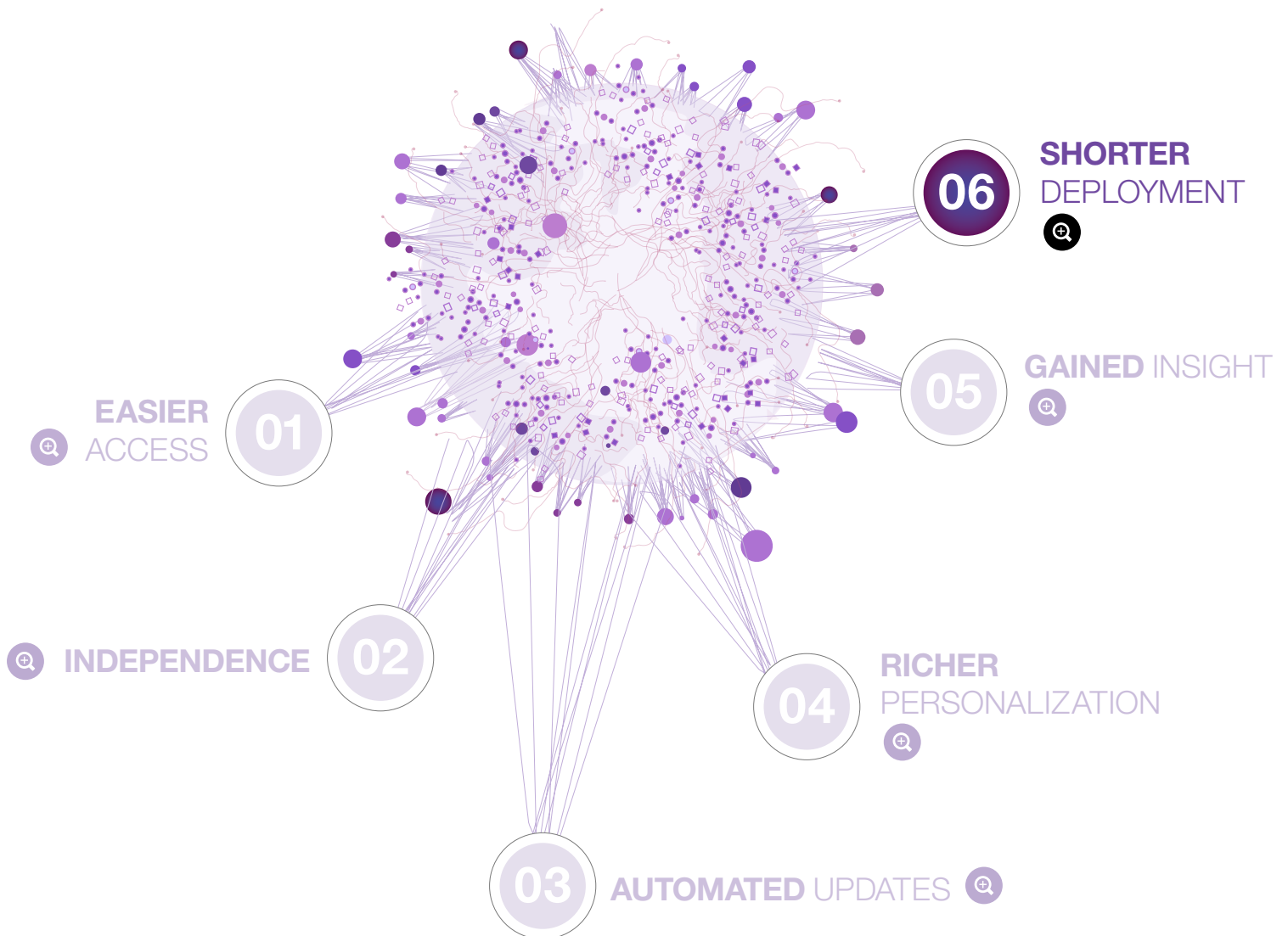
6 marketing benefits of a hybrid cloud

SHORTER DEPLOYMENT
06

GAINED INSIGHT
05

EASIER
ACCESS
01

INDEPENDENCE
02

RICHER
PERSONALIZATION
04

03 **AUTOMATED** UPDATES

05

GAINED INSIGHT
Learn from your feedback loop

Gives marketing leaders the ability to gain insight from customer data, including Web and social interactions, to form more meaningful experiences and to drive loyalty.
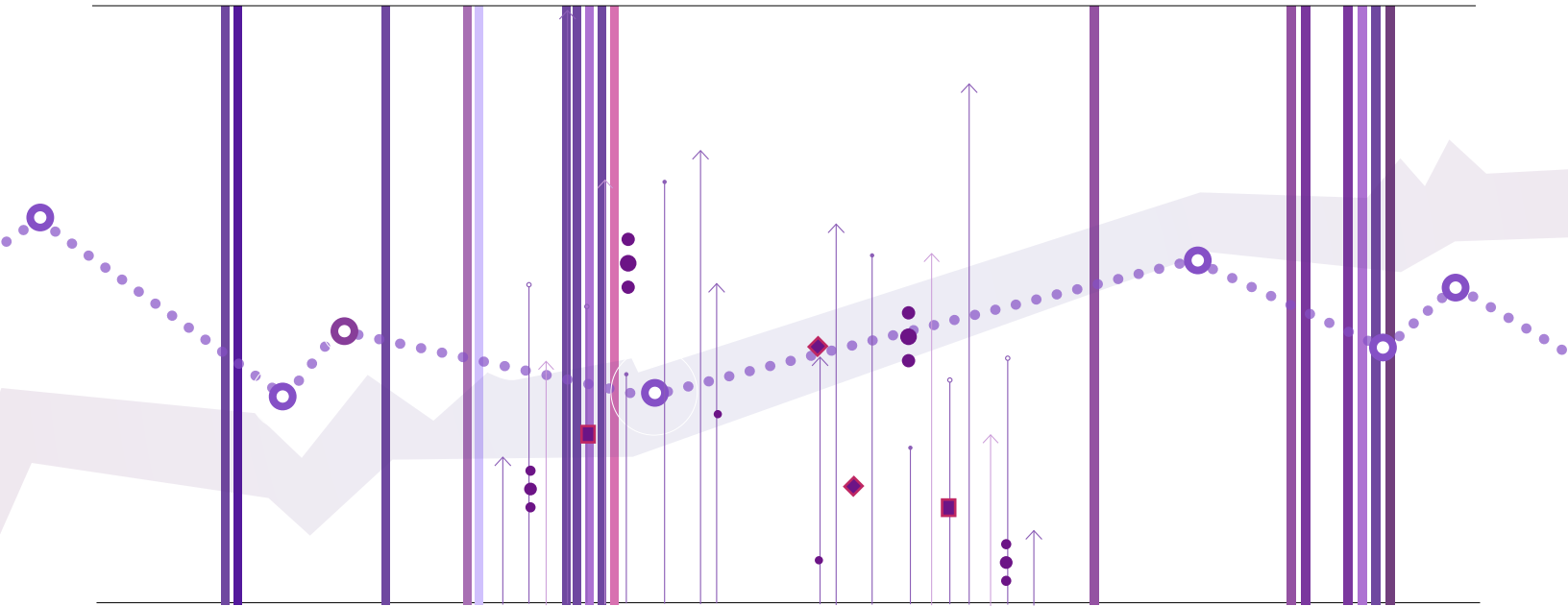
↑ PREVIOUS **NEXT ↓**

6 marketing benefits of a hybrid cloud

EASIER ACCESS
01

INDEPENDENCE
02

03 **AUTOMATED** UPDATES

04 **RICHER** PERSONALIZATION

05 **GAINED** INSIGHT

06 **SHORTER** DEPLOYMENT

06 SHORTER DEPLOYMENT
Get things out the door

Allows the marketing team to get to market faster, especially when developing mobile applications.

↑ PREVIOUS   **NEXT ↓**

CONCERNING OPERATIONS

On the operations side of your organization, the main concern is matching as closely as possible available resources with what is actually being used by the business.

In this way, the discussion becomes somewhat similar to the discussion of use you'll have with finance. Approaching operations about adopting a hybrid cloud solution then boils down to talking about how the technology can achieve two things: increased efficiency and increased productivity.

BUT WE'VE ALREADY SPENT ALL OF THIS MONEY

Your operations team may be hesitant about moving away from large investments in existing, on-site systems.

Justify the shift to a hybrid cloud environment in terms of moving or reducing workloads.

HOW YOU RESPOND

PREVIOUS   NEXT

WE'VE
NT ALL
MONEY

esitant
nvestments

ment in terms

CLOSE | X

LOAD OFF YOUR BACK

This is about optimizing investments in existing, on-site systems. You can take a look at your critical applications and business processes to determine the right environment for running each workload. Identify which workloads are best suited for a private infrastructure and which can be outsourced to a CSP.

Whichever workloads appear inefficient to keep in-house should be the first to move to a CSP. Delegating appropriately will help you achieve greater efficiency overall. Ultimately, both environments will be tightly integrated.

Additionally, you can distribute this shared resource on a much more granular level than was previously possible. This allows you to be precise about how the organization uses and tightens resources.

INSPIRING PRODUCTIVITY

Your operations team might acknowledge that your existing technology has deepened silos within your organization.

Having separate units operating on different platforms means that information isn't always readily available when it's needed. Explain how a hybrid cloud environment will help open up your collective knowledge so that you can get more work done.

HOW YOU RESPOND

⬆ PREVIOUS   NEXT ⬇

INSPIRING
PRODUCTIVITY

...knowledge
...as
...anization.

...ent platforms
...ly available
...loud environ-
...owledge so that

CLOSE | X

THE CONNECTING THREAD

Multiple lines of business can operate in a shared hybrid cloud environment. You can run the entire organization on the same type of database, the same type of operating system, the same type of platform, etc.

Having everyone use the same infrastructure can create a much more cooperative way of working because each can benefit from the others' use of the system. An integrated system of engagement will lead to much more informed decisions throughout.

5 operational benefits of a hybrid cloud

05 | **REAL-TIME** COLLABORATION

01 | **DATA** UNIFORMITY

04 | **REMOTE** ACCESSIBILITY

02 | **REDUCED** COSTS

03 | **IMPROVED** EFFICIENCY

01

DATA UNIFORMITY

Make use of structured and unstructured data

A hybrid cloud brings together disparate sets of data so that leaders can anticipate supply chain issues, predict stock and delivery needs, and understand customer demands.
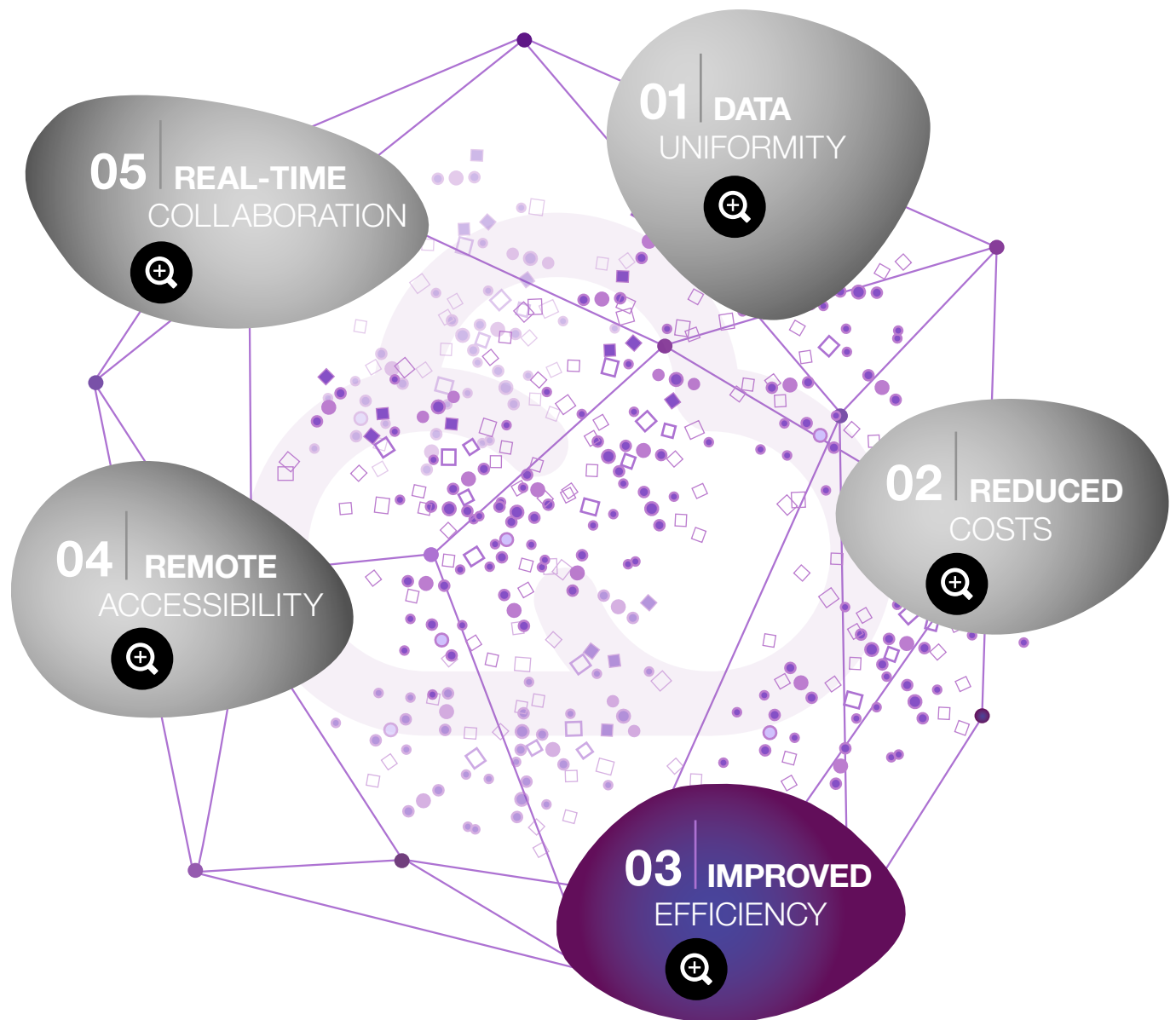
↑ **PREVIOUS** | **NEXT** ↓

5 operational benefits of a hybrid cloud

05 | **REAL-TIME** COLLABORATION

01 | **DATA** UNIFORMITY

04 | **REMOTE** ACCESSIBILITY

02 | **REDUCED** COSTS

03 | **IMPROVED** EFFICIENCY
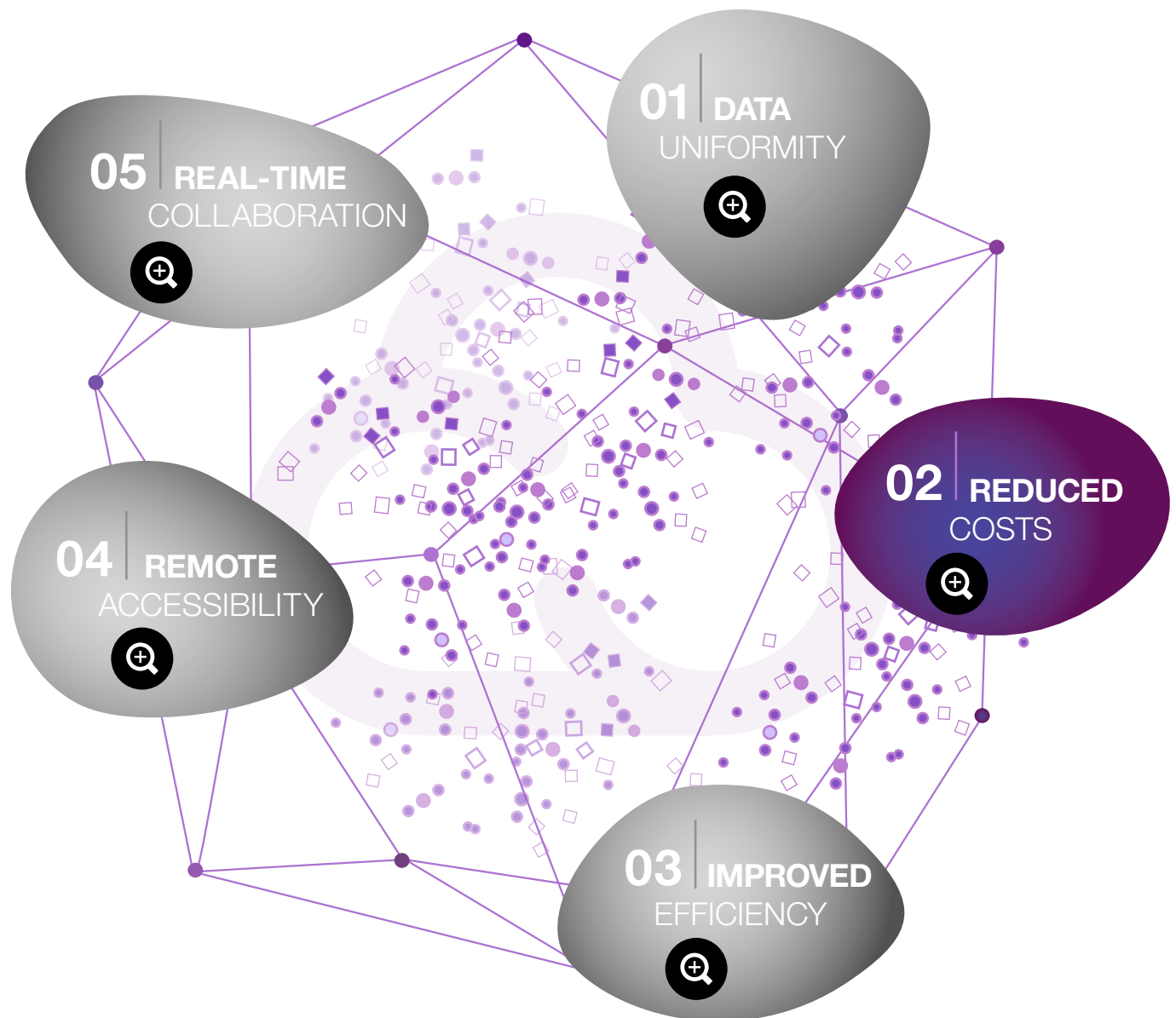
02

REDUCED COSTS
Let nothing go to waste

Minimizes operational costs, since the company is only paying for the resources it is actively consuming. Additionally, the company isn't paying to maintain or power unused hardware.

⬆ **PREVIOUS**   **NEXT** ⬇

5 operational benefits of a hybrid cloud

05 | **REAL-TIME** COLLABORATION

01 | **DATA** UNIFORMITY

04 | **REMOTE** ACCESSIBILITY

02 | **REDUCED** COSTS

03 | **IMPROVED** EFFICIENCY

---

03 IMPROVED EFFICIENCY
Fix the leaky faucet

Adds greater visibility of operations to allow leaders to spot and fix inefficiencies in real time.

5 operational benefits of a hybrid cloud

05 | **REAL-TIME** COLLABORATION

01 | **DATA** UNIFORMITY

02 | **REDUCED** COSTS

04 | **REMOTE** ACCESSIBILITY

03 | **IMPROVED** EFFICIENCY

04
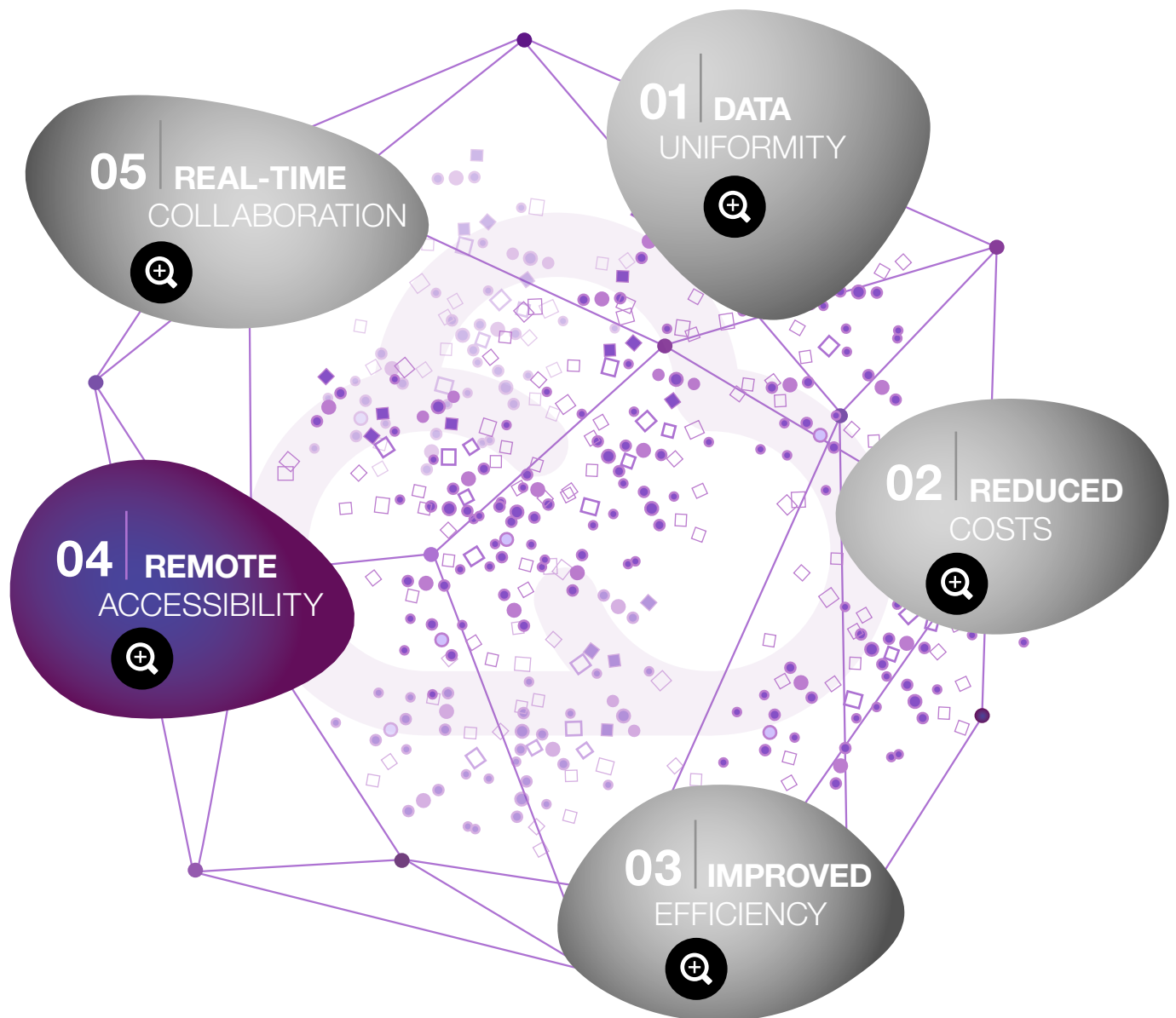
REMOTE ACCESSIBILITY
Empower your full workforce

Collects and transmits data from people in the field. This gives the company a way to ensure that critical information gets into the right hands when it's needed.

↑ PREVIOUS **NEXT ↓**

5 operational benefits of a hybrid cloud
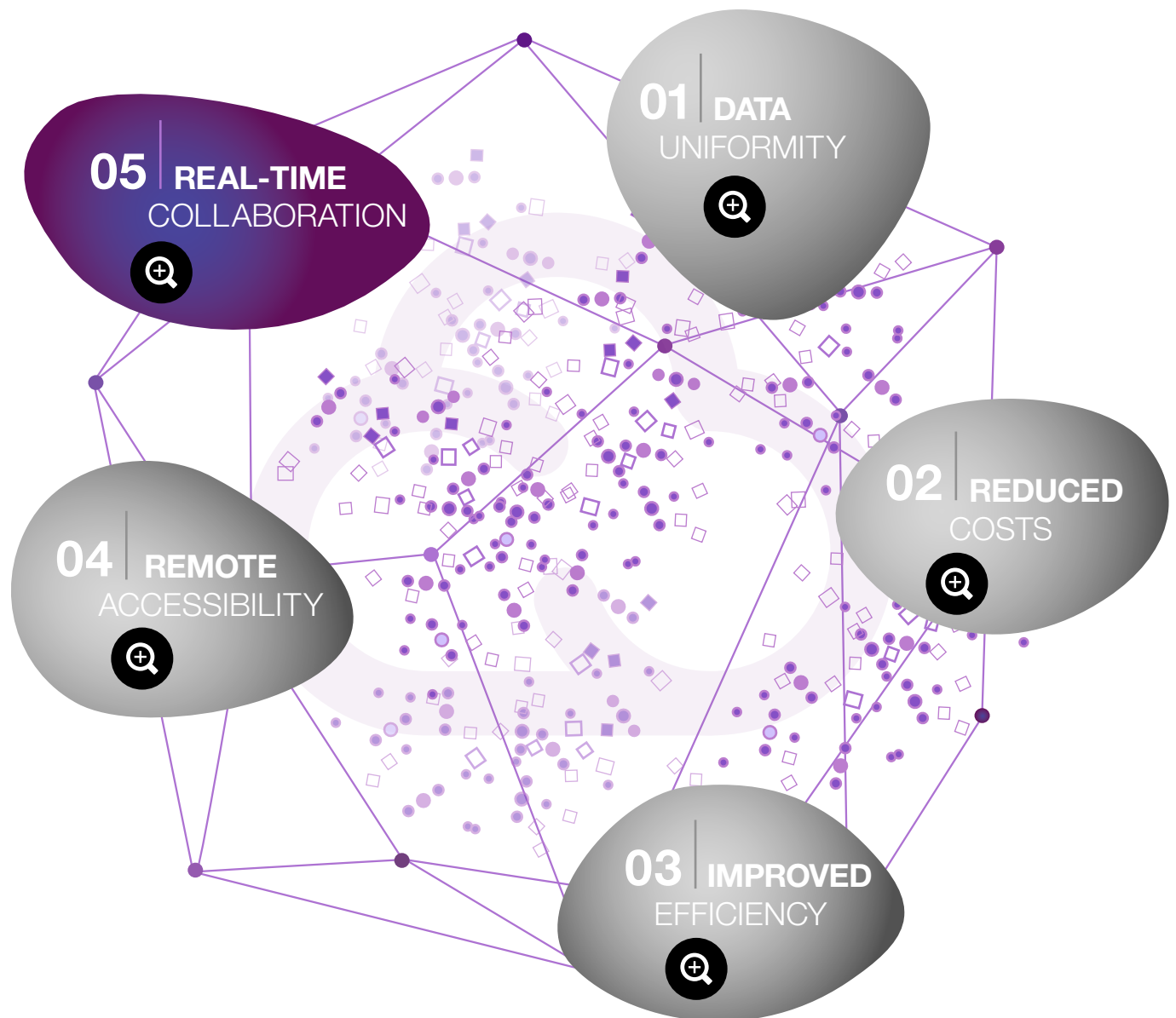
05 REAL-TIME COLLABORATION
Bring everyone to the table

Gives broader accessibility to connect your workforce mobilized around the globe.

PREVIOUS   NEXT

CHATTING WITH HUMAN RESOURCES

Finally, we come to HR. Understand that this group is tasked with identifying, recruiting, onboarding and retaining talent within the organization.

A hybrid cloud is a lot more useful to them for its internal capabilities. In this business function, the workforce is the customer. But the better your people, the better the products and services that you are putting out into the world. It's important to spend time getting this part of business right.
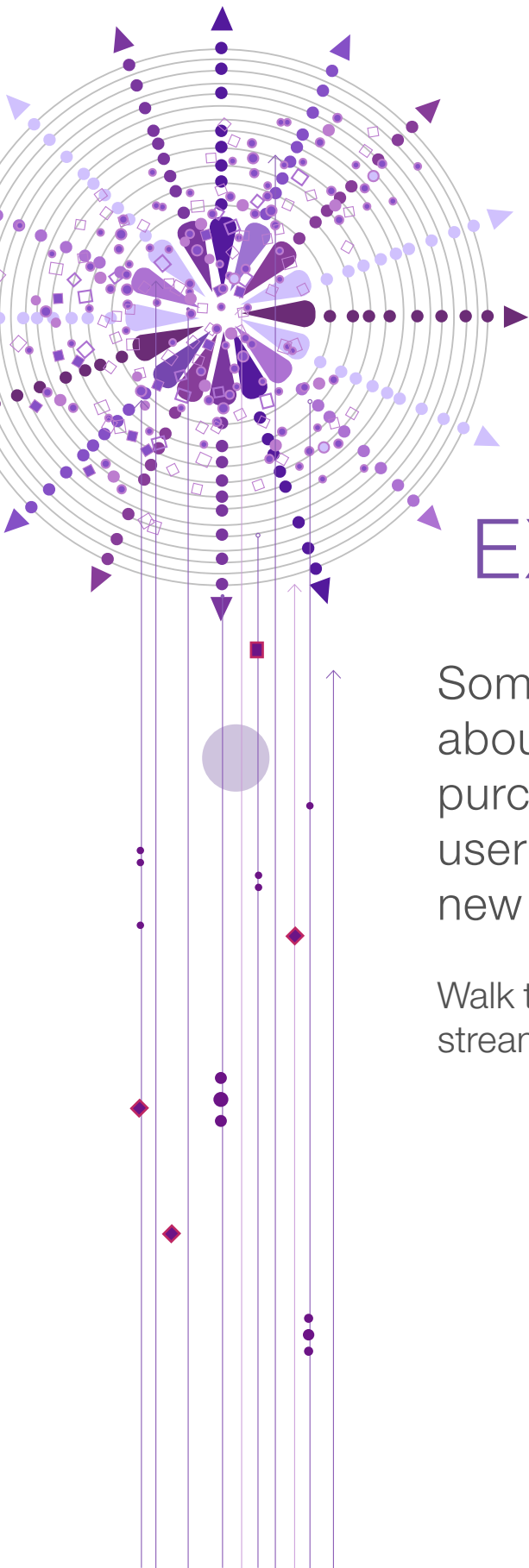
HOW DOES THIS FIT IN WITH MY EXISTING INITIATIVES?

Some HR leaders might be concerned about adding to their string of software purchases, and how that might discourage users from wanting to learn yet another new platform.

Walk them through how a hybrid solution can actually streamline their daily workloads..

HOW YOU RESPOND

HOW DOES THIS FIT IN WITH MY ~~TIVES?~~

cerned
oftware
discourage
another

can actually

CLOSE | X

WORK SMARTER, NOT HARDER

The beauty of a hybrid cloud environment is that it aligns systems of record and systems of engagement. The former covers your personnel data, time sheets and more, while the latter covers applications for internal communication and employee reporting.

A hybrid solution will streamline access to these tools by bringing them under a single, manageable pane of glass. Not unlike your financial applications, there will be a bit of a learning curve here too. But having automated maintenance, centralized data and interconnectivity will make things easier for employees and HR leaders in the long run.

PREVIOUS   NEXT

AN OBLIGATION TO BE DISCREET

Employees share a lot of sensitive information with HR leaders.

This kind of information in the wrong hands could lead to identity theft, strained work relationships, fraud and so on. As a result, many countries have strict governance standards about how and where this data is stored. Your HR leaders will want to know how compliance is handled on the cloud, where on-site and off-site data and systems are connected.

HOW YOU RESPOND

⬆ PREVIOUS   NEXT ⬇

AN OBLIGATION TO BE DISCREET

information

CLOSE | X

UNDER LOCK AND KEY

The IT team will help write the necessary protocols for governance and data encryption. You will also assume responsibility for maintaining those standards as new compliance guidelines are introduced.

But you can share this responsibility with a CSP, who can speed up the time it takes to make these kinds of updates to the infrastructure. Either you or a CSP can do these things in real time, without interruption. The benefit of handing this task off to a CSP is that you're not using up your own team's bandwidth.

ds could lead to
os, fraud and so
rict governance
a is stored. Your
iance is handled
ta and systems

8 human resources benefits of a hybrid cloud
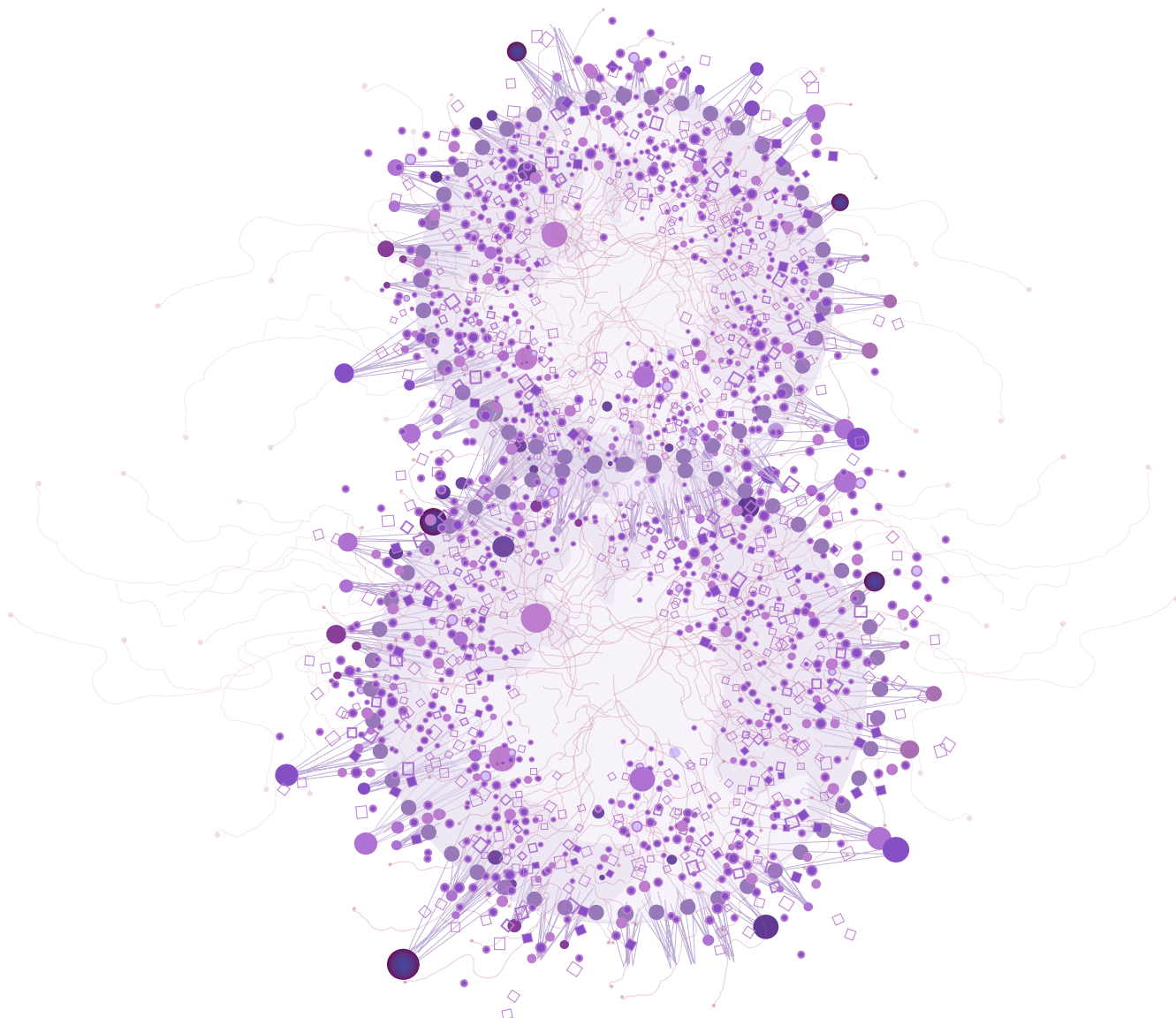
01 RECORD ACCESS
Keep everything in order

HR leaders will have improved accessibility to employee record portals, such as time reporting, health and safety compliance, personal information and training. This is especially convenient for employees using these applications remotely.

⬆ PREVIOUS   NEXT ⬇

02 RAPID DEVELOPMENT
Build your own custom tools

The company will be able to implement new HR applications faster, particularly those on mobile.

03 AUTOMATED COMPLIANCE
Dot the i's and cross the t's

The company will have a streamlined compliance process in which CSPs take responsibility for keeping applications up-to-date with new or changing regulations.

04 DAILY REPORTING
Keep tabs on the day-to-day

Daily reporting will provide the management team with an easier way to track employee performance.

05 CENTRALIZED DATA
Eliminate getting lost in the shuffle

Centralized data will reduce the chance of errors as documents are passed amongst relevant parties.

06 SOCIAL COLLABORATION
Get people talking to each other

The workforce will be able to collaborate and share knowledge through integrated social applications.

07 MANAGEMENT SHIFT
Rip away the red tape

HR leaders will be able to focus on line management and core functions, rather than on staff functions and administrative duties.

08 TALENT MANAGEMENT
Find the right fits

HR will be able to take a data-driven approach to recruiting and to developing employees, resulting in a more cohesive and engaged workforce.

THE INTERSECTION OF IT AND BUSINESS

Across the board, IT needs to act more like a cloud services broker for all internal departments and lines of business.

Your new role as a technology adviser means that you should be helping to identify, source and deliver the right cloud solution for customer needs. Understanding the unique requirements of each line of business will put in you in a position to deliver a responsive, secure solution where the cloud architecture is transparent to the end user.

In most of these conversations with the various lines of business, it's important to emphasize that having you involved early in decision making will prevent gaps between needs and capabilities down the line. Being strategic about approaching these departments can help add value to your role within the business. If you can win them over, you will be setting your organization up for more meaningful collaboration and greater long-term success.

FOR MORE INFORMATION ON OTHER CLOUD TOPICS, VISIT:

The Steps to Cloud Expertise Series at
ibm.com/cloud/expertise (→)

PREVIOUS