	Consultant's name: Zhiliang Wang	Consulting group's name and number: Red Sun and Group 2	Peer review's comment: Dasheng Ge
1.The Article	Scott, D. (2017). What CIOs Need to Know and Do to Exploit Cloud Computing. Retrieved from Gartner: https://www.gartner.com/doc/3369117/cios-need-know-exploit-cloud		Good
2.The argument	**The argument:** Cloud computing is a foundation for digital business, but CIOs should prioritize legacy applications movement to an optimized cloud style of computing and build standards address migration between cloud computing suppliers. **Why it is important:** (1) Public cloud growth is due to new initiatives as well as migration of existing legacy systems. (2) Public cloud infrastructure is to place applications closer to customers to enable better user experience. (3) Private clouds that run on-premises, in colocation facilities or at provider facilities can offer some of the same benefits as public cloud computing. (4) Hybrid cloud computing implies significant integration between the internal and external (or two or more external) environments at the data, process, management or security layers.		Zhiliang concluded main viewpoints from this article.
3.Structure	**What does the introduction tell us about the structure of the rest of the article? Give examples.** The first paragraph is overview of topic that states the key challenges and recommendations about why and how we exploit cloud computing infrastructures. The main points in this part is talking about cloud computing is very critical for public enterprises and private usages. Then the second part is the introduction of cloud computing which tend to give a guidance to CIOs on the development of a cloud strategy and teach them how to maximize the benefits of cloud computing for your enterprise The third paragraph states an analysis of "Cloud Strategy and Investments should be Based on Your digital business strategy and you must optimize your application design		Zhiliang gives a clear analysis about the article's structure.

	when using cloud services", which means leveraging cloud computing services are variable. The next section of this part is discussing Gartner's pace-Layered application strategy and bimodal research that can be used to help guide your cloud strategy which includes differentiation, innovation and records of systems. Then the last section suggests the CIOs should be aware of lock-in to cloud services or providers and the future of new technology in this domain.	
	Describe how the conclusion is consistent (or not) with the introduction and body of the article. (1) Cloud computing technology is very useful to enterprises and private users. (2) Cloud computing should follow some rules to redesign architectures used in current applications. Although the cloud computing is so good to bettering current model, there are many challenges CIOs have to face with. (3) Based on the analysis of how to use cloud computing more properly, the author give many evidence and arguments step-by-step which are persuasive for me. (4) In the end, the author gives some recommendations of related articles that help us to know more about the details on leveraging cloud computing services.	
4.Nature of the article	This article can be seen as a scholarly source. **1. Relevance.** This article talks about the benefits of "using cloud computing services" and the reasons why CIOs need to use it. This source does provide the relevant information and detailed argument regarding this topic. **2. Expertise.** The author (Donna Scott) of this article has much experiences and is specialized in this field. **3. Viewpoints.** The article has many viewpoints that encouraging CIOs to consider public, private and hybrid cloud computing services and learn how to get time and budget benefits as much as possible with finding out the most adapted methods for their own business. **4. Intended audience.** This article aims at business world rather than the academic domain.	Good

	5. Evidence. This article uses a lot of some statistical evidences and Garter's reports to do the argumentation. **6. When Published.** This article was published in 2017 which is very fresh in this domain.	
5.Evidence	**What proof (evidence) does the author have to support her/his argument? (Quote the page nos. where the author cites evidence).** Page NO.2 to 3: "Forecast: Public Cloud Services, Worldwide, 2014-2020, 1Q16 Update" (https://www.gartner.com/document/code/302290?ref=grbody&refval=3369117) and "Forecast Analysis: IT Spending, Worldwide, 1Q16 Update" (https://www.gartner.com/document/code/296931?ref=grbody&refval=3369117); Page NO.3: Cloud Survey Results: 58% Use or Planned to Use Cloud Services by Year-End 2015; Page NO.5: Mode 2 (see "Deliver on the Promise of Bimodal". (https://www.gartner.com/document/code/299685?ref=grbody&refval=3369117);	Zhiliang gives a detailed analysis for the article.
	What scholarly sources does the author refer to? Mike J. W., David W. C. (2016). Using Enterprise Architecture to Maximize Cloud Strategy Business Outcomes. Retrieved from https://www.gartner.com/document/code/272767?ref=grbody&refval=3369117 Sid Nag, Ed A. (2016a). Survey Analysis: How Cloud Adoption Trends Differ by Geography. Retrieved from https://www.gartner.com/document/code/294427?ref=grbody&refval=3369117	
	What data did s/he collect? Page NO.1: Public cloud spending today is a relatively small 5% as a proportion of total IT spend "Forecast: Public Cloud Services, Worldwide, 2014-2020, 1Q16 Update" which is retrieved from https://www.gartner.com/document/code/302290?ref=grbody&refval=3369117 and "Forecast Analysis: IT Spending, Worldwide, 1Q16 Update" that is retreived from https://www.gartner.com/document/code/296931?ref=grbody&refval=3369117. In this part, it mentions that the public cloud services will grow at an average compound annual growth rate (CAGR) of 15.8% through 2020, which is much higher than IT budget growth.	

	Page NO.3: In the most recent 3Q15 cloud survey, 42% of the more than 6,700 responses indicated their organizations hadn't used or planned to use any form of cloud services by year-end 2015(Gartner, 2016);	
	How does s/he distinguish between fact and opinion? Give an example. If it is a fact, the author will label the reference which is very easily to identify. For example, "In the most recent 3Q15 cloud survey, 42% of the more than 6,700 responses indicated their organizations hadn't used or planned to use any form of cloud services by year-end 2015. (Gartner, 2016)" is a fact.	
	Whose interests does the author represent? (i.e. who paid them to write the article?) The author is the analyst from Gartner consultancy company. The article from her is discussing the benefits of cloud computing. At the same time, the author proposed many critical advices for CIOs. Thereby, I think the author represented CIOs, researchers, and Gartner firm itself.	
6.Is it persuasive	**Did the author persuade you to agree with her/him? Explain why/why not. Give an example.** Yes. The author offered a very strong argumentation on why CIOs should transfer the business to cloud computing. The whole process is persuasive because she uses much data and evidence to prove her opinions. I think it is a good argumentation structure.	Agreed. Although the references in the article is hard to get, the recommendations in this article is very versatile for readers which is persuasive for me.
	What recommendation would you make to the CIO based on this article? Why? As part of your cloud strategy, identify the key benefits you seek in using cloud computing. This should include proximity to customers and enabling employees to focus on a higher level of value. As input to your cloud strategy, make sure you experiment thoroughly with public, private and hybrid cloud computing to understand where you can achieve value for different types of workloads. Develop a cloud strategy that identifies where and how you will exploit cloud computing for new applications and for existing legacy applications (which may migrate to SaaS or need to be refactored or replaced). Use your cloud strategy to develop policies on public, private and hybrid cloud services that can then be automated and abstracted away from the consumer of cloud services.	

	This will reduce or eliminate the intake process for every new application development initiative.	
7.Relevance	Yes, it is related. For our client, Newtown Bank, they have many problems on architecture that are not cost-effective investment and not flexible enough to cater for future developments. Thus, the CIO in this bank can get some guidance from the author's analysis.	Agreed.
8.Your Questions	In my opinion, most scholar article can be searched in google scholar database and USYD library database, but the articles mentioned in this article are all hard to find out or downloaded by myself. I am a little confused about this situation.	I encountered the same situation when I was studying this garter analysis.
9.Reflection	**Joys:** I gained lots of knowledge on cloud computing from this article and I have broader views on new technology. **Frustrations:** The author gave readers lots of recommended articles but it's so hard to get access to them because I cannot search it on USYD library database and I do not have an account to login into Gartner database. **Learnings:** Although the new technologies are changing very quickly, not all tools or techniques are in high compatibility without any optimization. **Other comments or questions:**	