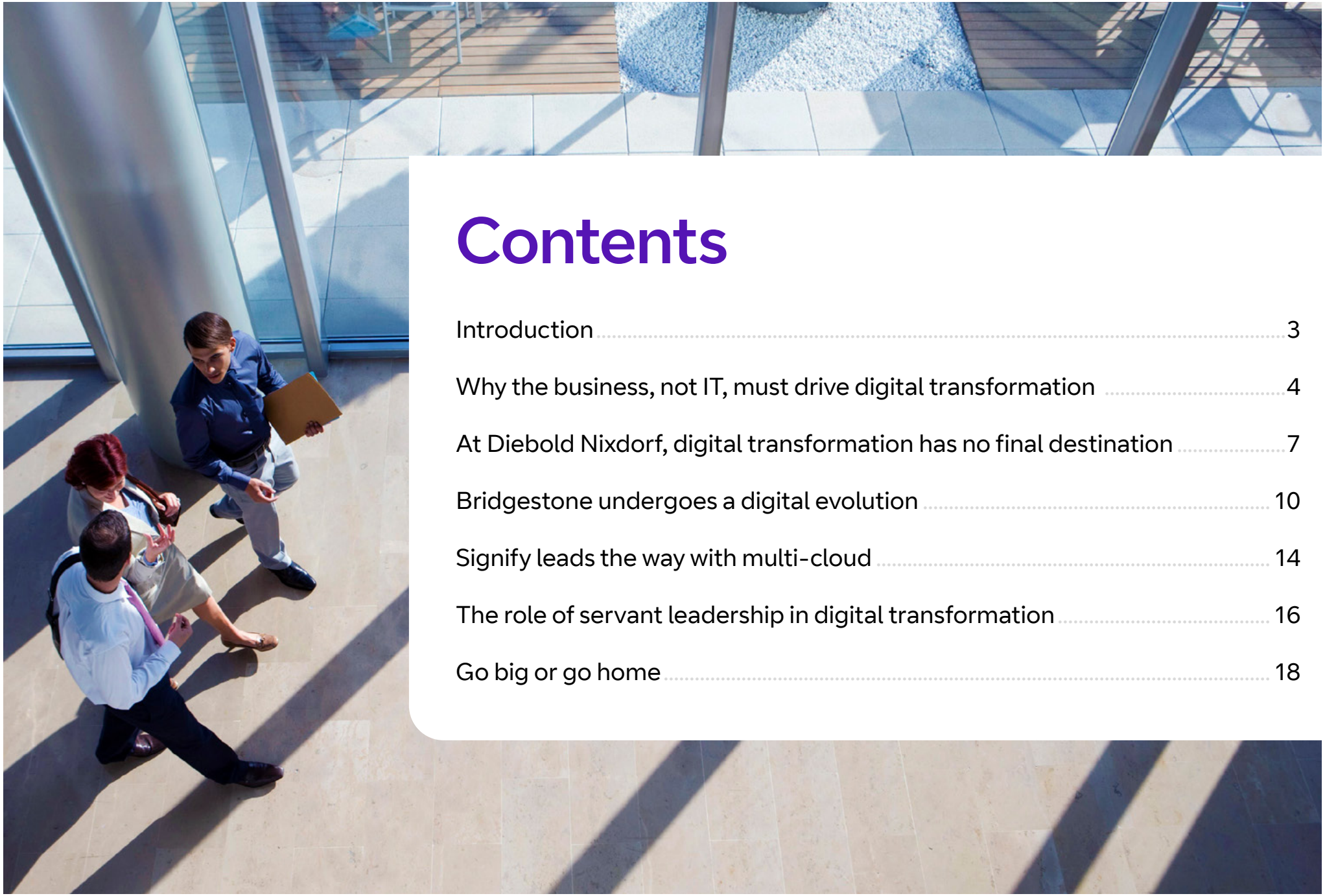
Creating business value through technology:

insights from the Leading lights boardroom



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Introduction

Joris van Oers, MD international markets

We live in an age of choice. New platforms, new applications and new software-defined ways to deliver connectivity are bringing down the borders between networks, edge and cloud. Our employees and customers become increasingly demanding and influential, as both the consumerisation of work and global megatrends are driving up speed. I had the privilege to discuss these developments and their impact on business and society with an international circle of digital leaders, in the Leading lights boardroom.

The Leading lights boardroom is an exclusive platform for digital and tech leaders and an initiative of BT and ICT Media. In 2021, we had the pleasure to welcome over 50 members through six virtual sessions. In each session we showed real-life IT projects that create value in the long term - through optimisation of resources, competencies and technology.

I was amazed by the digital shift that is going on within global organisations, the magnitude of the platform revolution and the changing role of IT leadership. In this e-book we have captured the essence of the presentations and discussions, focussing on the IT priorities for the year ahead, the things that digital leaders really need to tackle in order to create business value. I hope you'll enjoy these insights as much I have during these Leading lights boardroom sessions and that they'll help to shape your agenda for 2022.

Enjoy reading.

Why the business, not IT, must drive digital transformation

Guest speaker: **Norbert Pinske,** Former VP, Global Head of IT, Nestlé

Our first Leading lights boardroom featured insight and guidance from Norbert Pinske, the driving force behind Nestlé's digital transformation, particularly focusing on the integration of IT and OT.

Norbert led many IT renovation and innovation projects at Nestlé between 2010 and 2017, especially in ERP, hybrid cloud, and end-user computing. They nearly always concerned top-down initiatives, due to the corporation's scale that includes more than 230,000 users, 3,000+ branches, 190,000 desktops and laptops, 130,000 mobile devices and eight datacentres.

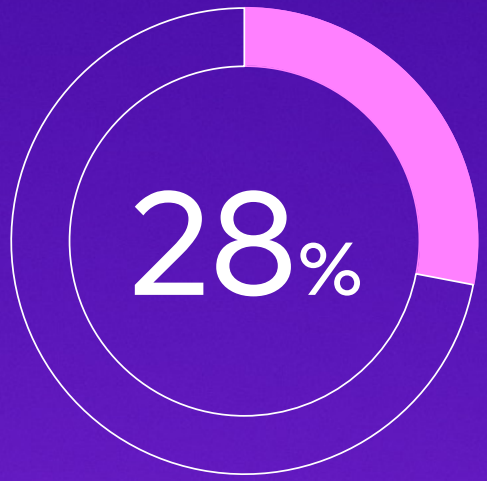
There's no one-size-fits-all for digital transformation

Our CTO, Colin Bannon, set the scene for the discussion about digital transformation by highlighting the two types of customers his teams support. The first set of customers are even busier than usual during the pandemic and don't want any downtime. The other set have time to transform now, so they're ready by the time the economy recovers.

Both types of customer face three key challenges:

- How do they get the underlying infrastructure in place when, conventionally, OT isn't connected to anything?
- How do they deal with the cybersecurity risks caused by connecting OT and IT?
- How do they collect data from the silos within OT and IT?

It's also important to recognise that a one size fits all approach won't work because, within large corporations, production sites in various countries can widely vary in terms of digital maturity.



of technology investment decisions in manufacturing are disconnected due to lack of IT / OT integration - **IDC**

Anticipate change - or be overtaken

Norbert's experience at Nestlé echoed that of many organisations today – a time of rapid change where new business, behavioural and model strategies emerged, with all new trends based on digital platforms. He made the point that to hold on to your competitive advantage in a market like this, you need to exchange a lot of data so it's essential that your supply chain is connected.

> ***"If you don't anticipate and accelerate the digital transformation, you will risk your competitive advantages in the marketplace"***
>
> **Norbert Pinske,** Former VP, Global Head of IT, Nestlé

Norbert led a significant part of the digital transformation in Nestlé IT towards a more product-driven and agile organisation. It was clear that Nestlé's IT needed to start driving digital transformation in all business functions, worldwide. All this with new digital propositions to support speed, agility and modern operating and delivery models.

Nestlé began by working out the digital capabilities it needed across areas such as data, AI / analytics, business models, and solutions to support employee deployment. It prioritised integrating these capabilities and designed them in line with its business strategy and business models. Using a proof of delivery stage, it made sure the proposed digital capabilities would work, gained valuable experience and identified gaps to address.

Blog

Unlocking the power of Industry 4.0 with 5G

As the manufacturing sector explores all the options for site transformation, discover how 5G will enhance existing Industry 4.0 deployments.

Read more >

Achieving transformation that wasn't 'IT for IT's sake'

Norbert stressed how important it was that Nestlé's digital transformation programme was driven by the needs of the customer and the business – and not by IT.

A prime example of transformation driven by operational needs not 'IT for IT's sake' was Nestlé's approach to connectivity. Nestlé needed connectivity and sufficient bandwidth everywhere, particularly in its factories, to support safety, product quality, and employee health - and to prevent blackouts and cyberattacks.

He explained how essential the right governance balance was to achieving this: "Without sponsorship from the top, the change would, with the required merging of IT and OT, be difficult to realise... we needed to see IT and OT as enablers, and not as owners of the transformation. This is why we composed the programme leadership from business stakeholders from all walks of life. We assigned owners of the digital capabilities who had to gather expertise and determine how to achieve the desired goals. On the other hand, owners of the digital big bets (such as a connected supply chain and connected factories) came from the business, so the capabilities could be aligned with the business."

Digital transformation lessons from the frontline

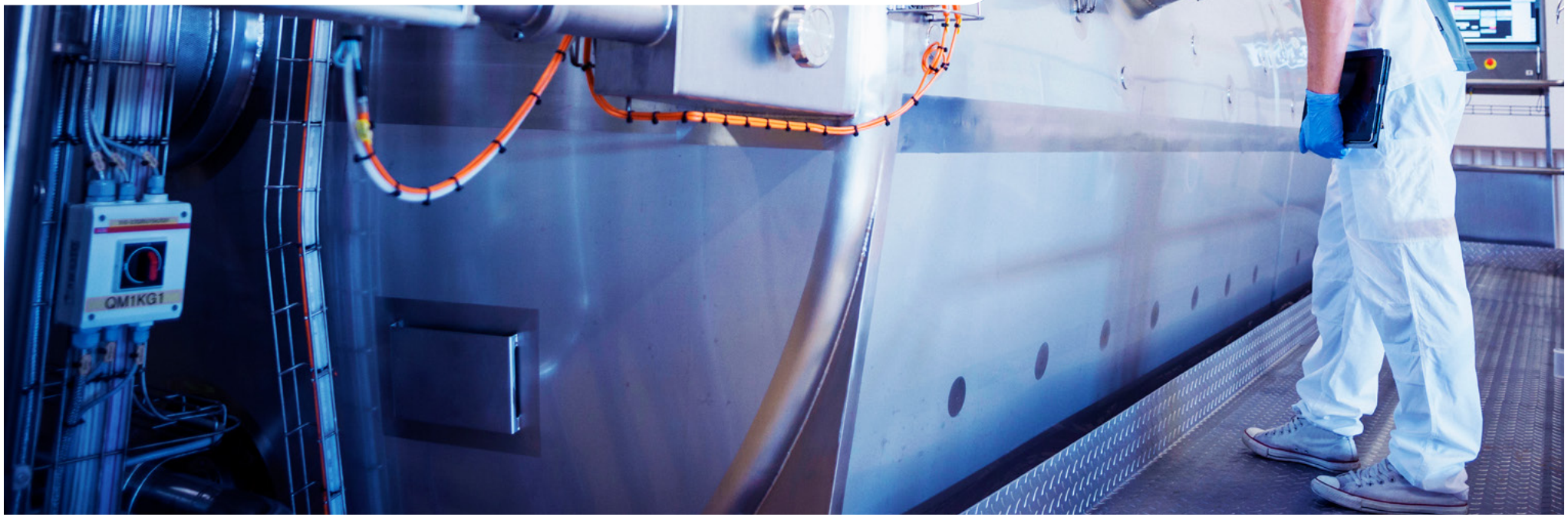
Norbert again emphasises the need to stress the digital transformation is for the business, and not just an IT exercise: "It's important to avoid having the costs borne by IT, but the benefits reaped by the business. Don't think of IT as a cost centre. Conversely, the digital core is no longer owned by IT. Both IT and OT are enablers. It takes a lot of effort to get this realisation across; it certainly doesn't work with just one speech! Don't treat supply chain owners as 'recipients' of an IT strategy but enable them to score with the help of IT".

Video

Digital manufacturing - transforming the factory floor

Norbert Pinske's key lessons from his work at Nestlé

- Avoid a multi-year rollout: plan aggressively.
- Defining personas helps to make innovations effective.
- Plan for preventing incidents and downtime.
- Involve local decision-makers in your plans.
- Involve headquarters for the right governance.
- Sponsorship from the top can prevent internal competition and shadow IT.
- Education, training and communication are essential.
- Deal with legacy islands in a nuanced manner - they are sometimes irreplaceable.
- Go for **choose your own device** (from an employer-selected list) **rather than bring your own device.**
- Improve identity management and associated tools.



At Diebold Nixdorf, digital transformation has no final destination

Guest speaker: **Pramod Madala,** Global Head of Enterprise Technology at Diebold Nixdorf

As part of our second Leading lights boardroom programme, we invited Pramod Madala to share his recent experiences in improving customer relations at leading banking and retail technology firm, Diebold Nixdorf.

Pramod is a payments industry veteran with multiple stripes on his sleeve when it comes to digital transformation, including improving the payment services at US financial services company Fiserv. And during his time as Global Head of Enterprise Technology at Diebold Nixdorf, he has taken their contact centres to the next level.

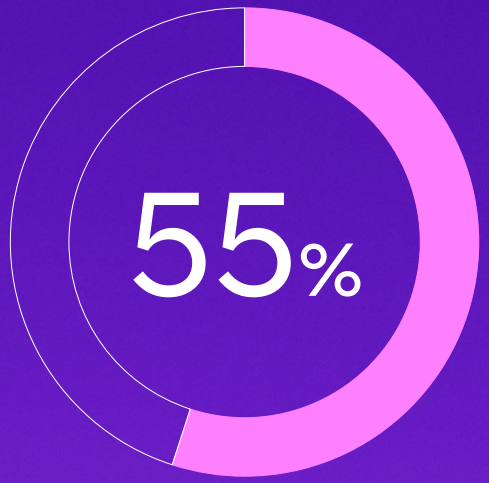
> ***"Digital transformation is a buzzword…it's any kind of technology that makes the business more efficient, effective, and productive"***
>
> **Pramod Madala,** Diebold Nixdorf

Voice is still king

In this session, we focused on trends in customer contact in the financial world and asked the key question, what does the customer want? Our CTO, Colin Bannon, kicked off the discussion, commenting that interaction with customers still takes place mainly via the telephone as it's the quickest way to solve problems.

People aren't always happy about the 'ease of transactions', repeatedly being asked for information and not being recognised quickly enough can annoy customers and lead to abandoned transactions. Businesses should see this as a call to action: integrate your systems or risk being left behind.

It's clear that the pandemic has made things harder for contact centres, as employees often struggled to work from home. There were even prolonged customer service outages at times. Bannon explained that the response has been an accelerated adoption of SaaS and an explosion in applying AI in customer service, as well as other new demands for processing natural language. AI could lead to faster recognition of the customer and their question and would allow the call to be routed to an employee with the right skills.



of customers worldwide would buy more if mobile transactions were **considered safer**

Focusing on customer needs

Pramod joined in on the discussion and described how Diebold Nixdorf, with approximately 35,000 employees operating in banking, retail, and connected commerce, is undergoing a digital transformation. “Digital transformation is a buzzword,” explained Pramod. “To me, it’s any kind of technology that makes the business more efficient, effective, and productive. At Diebold Nixdorf, this is all about customer service and therefore a better customer experience, using personalisation.”

Pramod was clear about the strategy his organisation followed - focusing on the issues experienced by the customer, his team looked at how they could better facilitate employees, optimise operations, and improve customer engagement. The next step was to draw up an execution plan. Pramod highlighted that coordination is very important in an international organisation: involving competencies, communication, cooperation, and governance.

Keeping pace with the rapid change

Customer behaviour is changing faster than organisations can innovate, observed Pramod: “There is no longer any tolerance for a poor customer experience. Personalisation is expected.” And so, this became the starting point for revamping their business model.

The team mapped out the customer journey, looking at the customers’ needs and where they experience issues. They then modified the customer journey through design thinking. To do this, it was essential to make use of the data collected for deploying AI. Pramod noted that automating as much as possible was another starting point.

Blog

Extraordinary customer attitudes in an extraordinary year

A fresh round of our Autonomous Customer research with Cisco reveals the effects of the pandemic on customer attitudes towards contacting large organisations.

Read more >

> ***“There is no longer any tolerance for a poor customer experience. Personalisation is expected”***
>
> **Pramod Madala,** Diebold Nixdorf

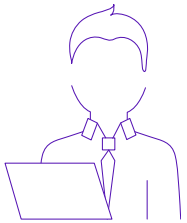
Shifting from multi to omnichannel

Elaborating on the customer experience theme, Pramod explained that the environment at Diebold Nixdorf had different channels, silos, and a non-optimal staff deployment. Working from home because of the pandemic had obviously made delivering a high level of service more challenging. It was important to provide a faster service, reduce the number of touch points, and offer personalisation: “a customer should be able to get in touch with us within 30 seconds” said Pramod.

He added, “this specifically meant a shift from multi to omnichannel: we now offer the same service via all channels, based on customer journeys, with identical processes, and a higher performance. We have consolidated our data, which means we can extract insights from it, especially for personalisation, and can deploy self-service tools based on AI. This also allows us to organise and support the work of our agents better.”

Cloud-based solutions for remote working

After thorough planning and research, Diebold Nixdorf subsequently adapted their technology in over 30 contact centres. Pramod described the process: “a diversity of tech was used, locally and in silos. We decided to shift to one type of technology, migrate to the cloud and clean up the legacy. Opting for the cloud helped us to support our employees with homeworking. The project involved finding one single vendor who could meet our requirements to provide a reliable bandwidth anywhere in the world.” It proved to be a huge operation.



Solution

Offer a seamless omnichannel experience

You want to introduce new channels so your customers can choose how they get in touch with you, but you don’t want to add complexity or increase your costs.

Read more >

The wider picture

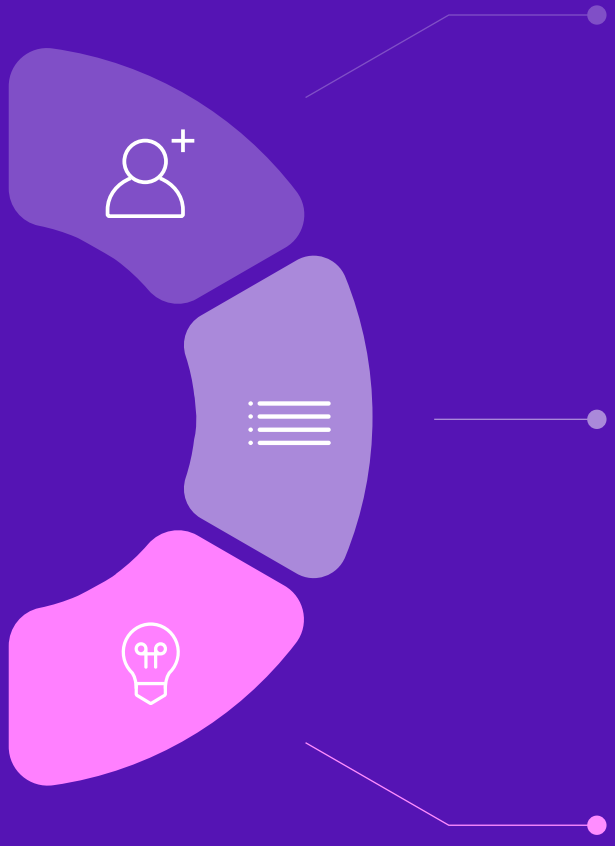
One session participant asked the question, how can you link overall business strategy with this kind of project: “In my organisation we are missing that kind of maturity.” According to Pramod, there should be a sponsor from the business such as a CEO, CHRO or COO. A steering committee is required. Diebold Nixdorf set one up with corresponding working groups and without this, there would be no alignment. José Gastey, Director Global Manufacturing of BT suggested the following alternative, “challenge your partners and suppliers to help you create a pitch and buy-in.”

The next question from our audience was raised immediately: “How do you measure whether your investments are profitable?” Pramod explained how, from a customer perspective, his organisation uses three main KPIs: shortening the time-to-service, reducing the abandonment rate, and increasing the net promoter score. “If we solve a problem in less time, we can work for less or offer a higher quality.”

A journey without a destination

To round off our session, Pramod reflected on Diebold Nixdorf’s progress: “this is indeed a journey, but one without a final destination. After all, customer expectations keep on changing. So of course, your digital transformation isn’t finite either.”

Pramod Madala’s three key lessons for CX transformation

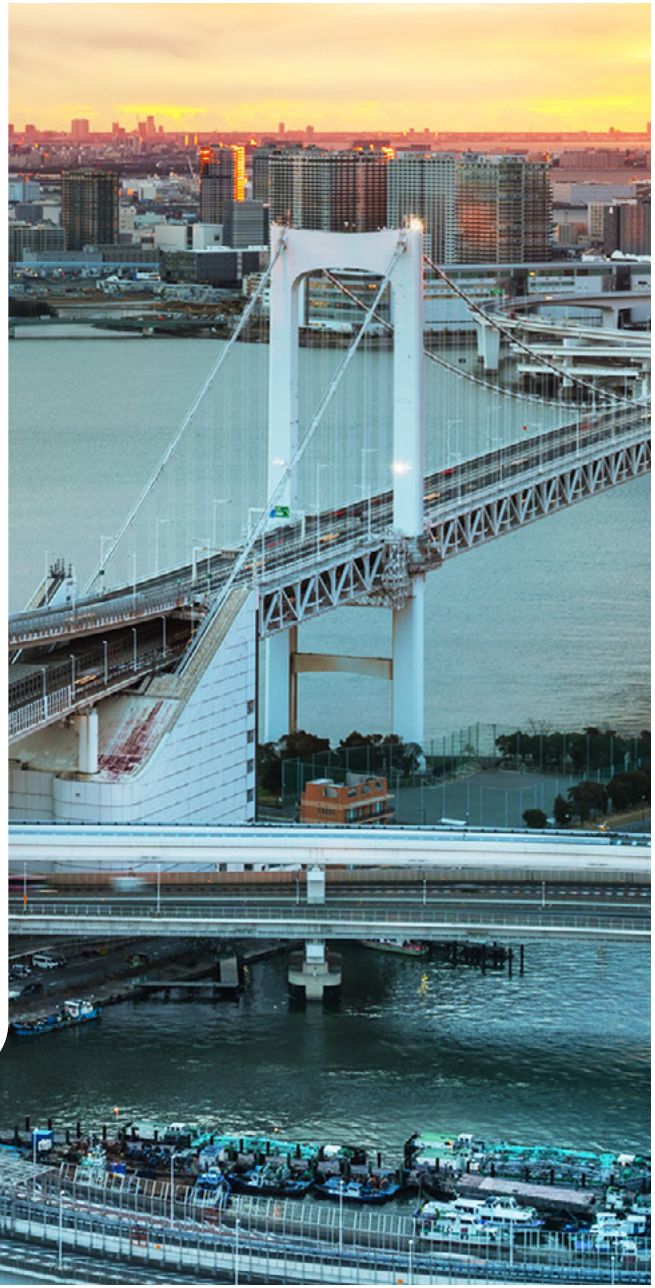


Put the customer first, and continue to do so

Provide choices and don’t just put customers on the spot by offering just one single option

Offer a frictionless experience

Bridgestone undergoes a digital evolution



Guest speaker: **Bart Kerkhofs,** Vice President IT, Bridgestone EMIA

In this session of the Leading Lights boardroom programme, organised in partnership with CIO Magazine, Bart Kerkhofs explained how the market has changed for tyre giant Bridgestone.

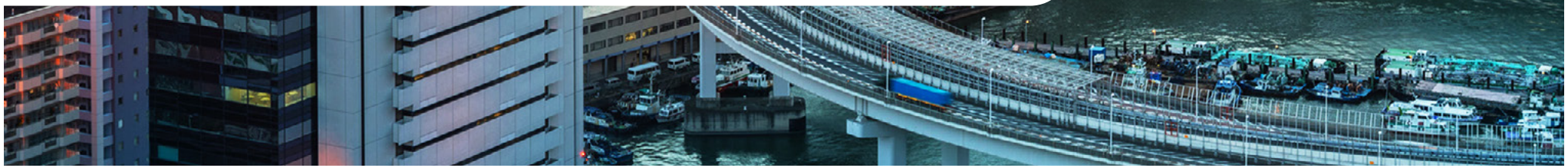
What did this ultimately mean for Bridgestone IT? A veritable evolution. Bridgestone produces tyres, rubber products such as golf balls, and provides services related to tyres and mobility. In our session, Bart discussed their step-by-step approach to modernisation and adopting agile working.

Adopting intelligent infrastructure

Our global CTO, Colin Bannon, opened the boardroom session by describing how our own organisation is going through a transformation too. He explained how we've addressed the issue of our own technical debt to be able to support our customers' target architectures:

"Digital transformation is essentially not possible without an infrastructure that keeps up with developments. Think of telemetry, networks, think of resilience, security..." According to Colin, the bottom line is that infrastructure needs to become more intelligent. "We see our infrastructure becoming part of, for instance, our customers' DevOps and test environments. That creates obligations on our side that go beyond 'we are not at fault'. We need to facilitate and even improve customer experiences."

Here, the various technologies no longer form silos, but solutions for a whole range of devices. This, for example, brings changes for customer service, which needs to be more comprehensive. As the oldest telco in the world, we also have to deal with technical debt. We have over the past few years been working on an infrastructure that is more decoupled and based on components. These components can be used for both customised contracts and the generic market.



Mobility and agility

After Colin's introduction, Bart Kerkhofs stepped in to explain how the market has changed for the tyre giant: "The market in Europe is very competitive. This prompted us not to wait, but to take the lead in transformation."

In order to respond to the developments, Bridgestone developed several propositions such as predictive maintenance and fleet management services. Such initiatives require significant investments in data analytics. The team needed to solve tricky questions, such as how do you collect and access data, how do you analyse and process it and finally, how do you harness it for innovative solutions? This all led to the establishment of the Bridgestone Mobility Solutions business unit, which now has 1.2 million connected vehicles.

Bridgestone summarised the changes in the automotive industry with the acronym CASE: connected, autonomous, shared, electric. These changes are the result of global developments such as climate change, coronavirus, digitalisation and urbanisation.

Case Study

Helping Ixom on its digital transformation journey

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Moving towards a target architecture

So, what did these innovations mean for Bridgestone IT? Bart explained: "Bridgestone had a traditional IT operation. We had a complex, decentralised IT environment, which was not agile. So, we started looking at the capabilities and platforms that we required."

The team's main focus, like a dot on the horizon, was a target architecture. The first step on the way to achieving this was to reduce technical debt. The goal was to develop solutions that were simpler and more flexible. "In order to communicate our ambitions to the board" Bart explained, "we compared the situation at the time with the desired outcome. We made it clear that the architecture and way of working at that time would lead to a downward spiral."

An evolution not a revolution

Bridgestone's digital transformation has been a major undertaking. From cybersecurity to the cloud, HR to manufacturing systems, data platforms to the digital core, many areas have been overhauled or redesigned to modern standards for the first time. This meant that the way of working - the IT operating model - also came under scrutiny.

Bart made it very clear: "The way of working was aimed at eliminating risk as much as possible. We did not want security to be affected, but we definitely wanted more agility and scalability." The operation's starting point was highly principled - to think about the role of IT organisation. Through several inspirational sessions, self-assessments and help from Gartner, it became clear which direction to take: modernisation was needed in the areas of governance, sourcing, way of working and budgeting. "In terms of maturity, we did not necessarily want to go to level five - we do not have to be Spotify," Bart quipped, "we wanted an evolution, not a revolution."

"We wanted an evolution, **not a revolution**"

Collaboration and integration

This self-examination and the subsequent evolution had a positive outcome; Bridgestone's IT organisation became more innovative and collaborative. Operational efficiency improved. A high degree of automation was essential, as was the integration of all kinds of initiatives, led by IT. The team aimed to offer an excellent customer experience without any hurdles. Bart was keen to highlight: "You often hear about introducing a start-up mentality in large companies, but we saw this differently. We wanted to use the large scale of the organisation, rather than create lots of units."

One step at a time

It was a major operation that progressed step by step. The team made sure to raise awareness among all those involved. It was essential to create a close collaboration between business and IT. They decided to learn first what agile working really meant before trying to implement it. "After all, you have to learn to crawl before you can walk, let alone run", observed Bart. They selected their new cloud competence centre as the use case for the learning process.

Bart described the current phase of transformation as crawling, but also cautiously starting to walk: "For us, the crawling phase is an internal IT programme. In the walking phase we arrive at digital IT products, and then comes the running, or realising digital business products with multi-functional teams."

In the final discussion the participating CIOs, who are often involved in major digital transformations themselves, found the Bridgestone case both recognisable and instructive. Many questions were raised, including those about the results achieved and the collaboration with the business in agile teams.

Lessons from Bart Kerkhofs

1. Begin your transformation with your people, culture, mindset and competencies
2. Prioritise data throughout the organisation
3. Embrace agility, speed and new technologies
4. Work with minimum viable products
5. Bring the right people together within the organisation
6. Build an IT backbone that enables scaling
7. Make sure you properly deploy and use your ecosystem, and especially your IT partners

Signify leads the way with multi-cloud

Guest speaker: Kurt de Ruwe, CIO Signify

In the fifth session of the Leading lights boardroom programme, enabled by CIO Magazine and BT, CIO Kurt de Ruwe described Signify's multi-cloud approach to digital transformation.

Signify, formerly Philips Lighting, provides products and services in the field of lighting for businesses and consumers. The past few years have been characterised by a transition from conventional lighting to LED, increasingly supported by intelligent platforms. The company is in the midst of a digital transformation, which as de Ruwe explained, was made possible by a corresponding cloud transformation.

Supporting accelerated cloud adoption

Our CTO, Colin Bannon, opened the session by observing how large organisations are migrating to the cloud even faster than they expected: "The internet is now the network, the cloud is the data centre, and every device is a device to work on." In addition, he noted that identity is the new perimeter, a development accelerated by working from home during the pandemic. However, when it comes to networking, even the most modern SD-WAN isn't specifically designed for the cloud, and so it is unable to provide the desired user experience.

Rehost, re-platform, rebuild

Colin outlined three movements in organisations transitioning to the cloud: rehost - optimising the infrastructure and eliminating shadow IT; re-platform - moving legacy applications to containers; and rebuild - rebuilding applications as microservices. Virtual machines are being moved to co-location, or even migrated to the native cloud, and network and security facilities are moving to carrier-neutral environments. He explained, "we are seeing the emergence of regional networks, which provide hubs to carrier-neutral facilities for SD-WAN and remote users. This bypasses the security controls in the data centre. Secure Access Service Edge, or SASE, is a concept that meets this need. It will be expanded to include CAS, web-based single sign-on for web applications."

Hybrid cloud management blueprint

Regain control of your cloud assets and applications

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Configuring instead of developing technology

Next, Kurt de Ruwe took over the discussion. He described how the team, formerly known as Philips, came to realise that the various business units would perform better separately. This led to the group's division in 2014 and the birth of Philips Lighting. Kurt explained that the IT environment at the time was characterised by more functionality than required, and so costs were higher. To deal with this, Signify took a number of transformative steps including 'application rationalisation', reduction of the number of data centres, and systematic use of the cloud as a platform for hosting and development.
Kurt maintained that Signify is now focused on the cloud in every way possible. For example, it has no WAN, but chooses the internet. It also opts for standard solutions wherever possible and works on the principle of 'configuring instead of developing'. In terms of cybersecurity, emphasis lies on protecting data and applications and no longer on the increasingly porous perimeter.

The benefits of multi-cloud

Kurt explained how and why Signify opted for a multi-cloud strategy: "Once you start using specific capabilities of a particular cloud, it's hard to get out of it. With a multi-cloud set up we can remain at a 'higher' level, which allows us to move applications between AWS and Azure quite easily." In the case of business IT, such as the Signify platforms Interact and Hue, the enormous amount of data alone would make it much harder to migrate. So, Signify use joint innovation to get more value out of the platform, looking at the volumes, and on that basis negotiating a new price. Kurt highlighted the importance of cost, noting that cloud isn't always the cheapest platform for everything.

Ongoing transformation

Signify's IT transformation doesn't stop there though. The team recently decided to adopt DevOps throughout the entire IT organisation. Together with BT, Signify are switching to SD-WAN and then also to SASE. The pace of change is evident from the number of projects in the digital sphere, which is now three times higher than last year.

Returning to the multi-cloud theme, Kurt advised leaders to determine what they wanted the cloud to be used for: for development or as a platform for running applications, and then take a good look at the architecture and data flows. "After all, you don't want any unnecessary data flows from one cloud to another, or from a data centre to a cloud in another country." What's more, cybersecurity is essential. He also emphasised that Signify's cloud journey has no final destination: "Every month we try new things and make adjustments."

Encryption and science fiction

Kurt put an interesting question to the CIOs present at the session: "End-to-end encryption in the entire network doesn't yet exist. Should this be the next step in protecting our data and applications?" He highlighted that it's a great challenge for BT's Global unit too.

This is indeed a challenge, not just from an encryption perspective. It's also a challenge in terms of guaranteeing data flows to various clouds - and therefore the user experience. After all, those data streams are to some extent shielded from the network devices by the encryption. At BT we're also looking at the emergence of quantum computers and the need to 'quantum-proof' encryption.
We're working with Toshiba on providing quantum data streams, whereby thanks to the principles of quantum mechanics we can always see when data streams have been viewed on the move. It's almost science fiction.

Infographic

SD-WAN transformation

Size: 600KB
Format: PDF

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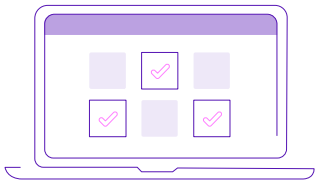

Whitepaper

Exclusive research on how the pandemic is remodelling SD-WAN adoption

Size: 618KB
Format: PDF

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The role of servant leadership in digital transformation

In this Leading lights boardroom programme, organised in conjunction with CIO Magazine, our customers debated on why digital transformations often fail.

It's clear that organisational culture needs to keep up with the accelerating fusion of digital and technology but, every year I experience many digital transformations at top level, and I can definitely see blind spots. It's therefore common for digital transformations to fail, or not go to plan. Often the reasons behind failure come down to leadership style and the way we collaborate – human dynamics is at the heart of any digital transformation after all. In this blog post, I cover the common issues that our customer community runs into and how to avoid them:

Planning and direction

Leaders don't always realise that their employees may perceive new ways of working and collaborating as a threat. This is why a transformation should always start with an inventory of perceived threats and an understanding of how they could impact the business.

Employees can also have an 'engineering mentality' - an aversion to principles such as fail fast, and they may pay less attention to the business value of new solutions. Leaders should take them on their journey, always explaining the reasons behind their decisions and the benefits for the business. It's also essential to have a well-planned technology roadmap, so that leaders can continue to steer amidst all the struggles with a constant eye on the ball: the intended business results.

Video

A secure digital blast for Orica

IT governance and transformation

The role of an IT organisation is a major factor in digital transformation. It's not uncommon for a company to already have a rich product range of innovative digital services such as apps and websites. However, these services don't always scale well, making transformation complex. To support your digital transformation, IT needs to be given the priority it deserves in the boardroom, and decisions over IT infrastructure must be made carefully and by the right people.

Having clear guidelines and policies for IT is critical as teams or individuals can make the wrong decisions without proper IT expertise and guidance. This could potentially cost the business more or compromise security. Like many companies, IT organisation is usually made up of a business layer, facilitated by data, enterprise resource planning, and infrastructure layers on which parts of the business can develop their solutions. Certain guidelines need to be followed at all levels. In these cases, IT should use a framework for their governance, but it's important to remember that the framework should be as light as possible to ensure flexibility.

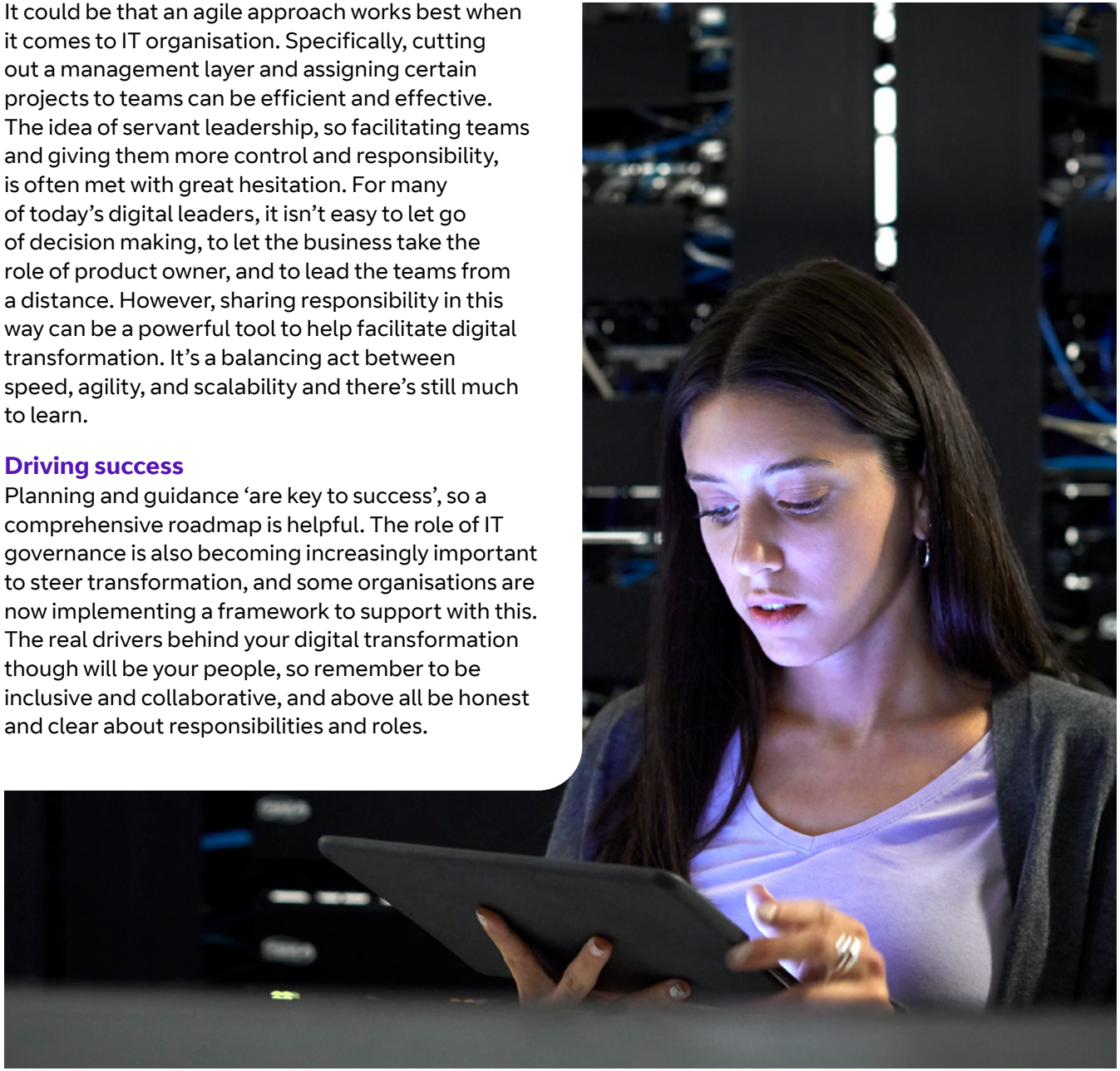
Clear communication

Another key element in digital transformation is human dynamics. It's important to be open and clear with colleagues from the start about everyone's responsibilities and flag any potential issues. You do not want the wrong decisions on how to develop IT functionality being made by certain individuals without involving the rest of the business. To ensure smooth collaboration, consider organising a series of workshops to help decide how best to manage IT governance.

It could be that an agile approach works best when it comes to IT organisation. Specifically, cutting out a management layer and assigning certain projects to teams can be efficient and effective. The idea of servant leadership, so facilitating teams and giving them more control and responsibility, is often met with great hesitation. For many of today's digital leaders, it isn't easy to let go of decision making, to let the business take the role of product owner, and to lead the teams from a distance. However, sharing responsibility in this way can be a powerful tool to help facilitate digital transformation. It's a balancing act between speed, agility, and scalability and there's still much to learn.

Driving success

Planning and guidance 'are key to success', so a comprehensive roadmap is helpful. The role of IT governance is also becoming increasingly important to steer transformation, and some organisations are now implementing a framework to support with this. The real drivers behind your digital transformation though will be your people, so remember to be inclusive and collaborative, and above all be honest and clear about responsibilities and roles.



Go big or go home

This Leading lights boardroom led a discussion exploring digital leaders' experiences of their cloud journeys.

Interestingly, the conversation quickly shifted to the challenges of moving to the cloud - even though boards in general were fully behind digitisation and, therefore, the cloud adoption that would enable further digitisation. It turns out it's not easy to draw up a coherent cloud strategy, to justify investments, to keep an overview, and to deal with a rapidly changing world full of providers and services.

So, what lessons did we learn from our digital leaders' collective experience?.

Four principles for a cloud-based environment

Our CTO, Colin Bannon started by clearly recognising that moving to the cloud could be challenging, stating that, "going to the cloud isn't for wimps!". Colin presented four principles to efficiently reflect the rapidly changing digital world in the boardroom: the internet is the network, cloud is the data centre, identity defines your network's boundaries, and you work on any device. He fully endorsed the challenges experienced by our participants such as: the skills gap, controlling costs, and dealing with multi-cloud set ups. These are challenges we can empathise with and speak from experience on, as we're also 'cloudifying' at a rapid pace in order to be a service provider that offers connectivity and security in the cloud era.

Cloud networking blueprint

Optimise user experience globally and gain a competitive edge.

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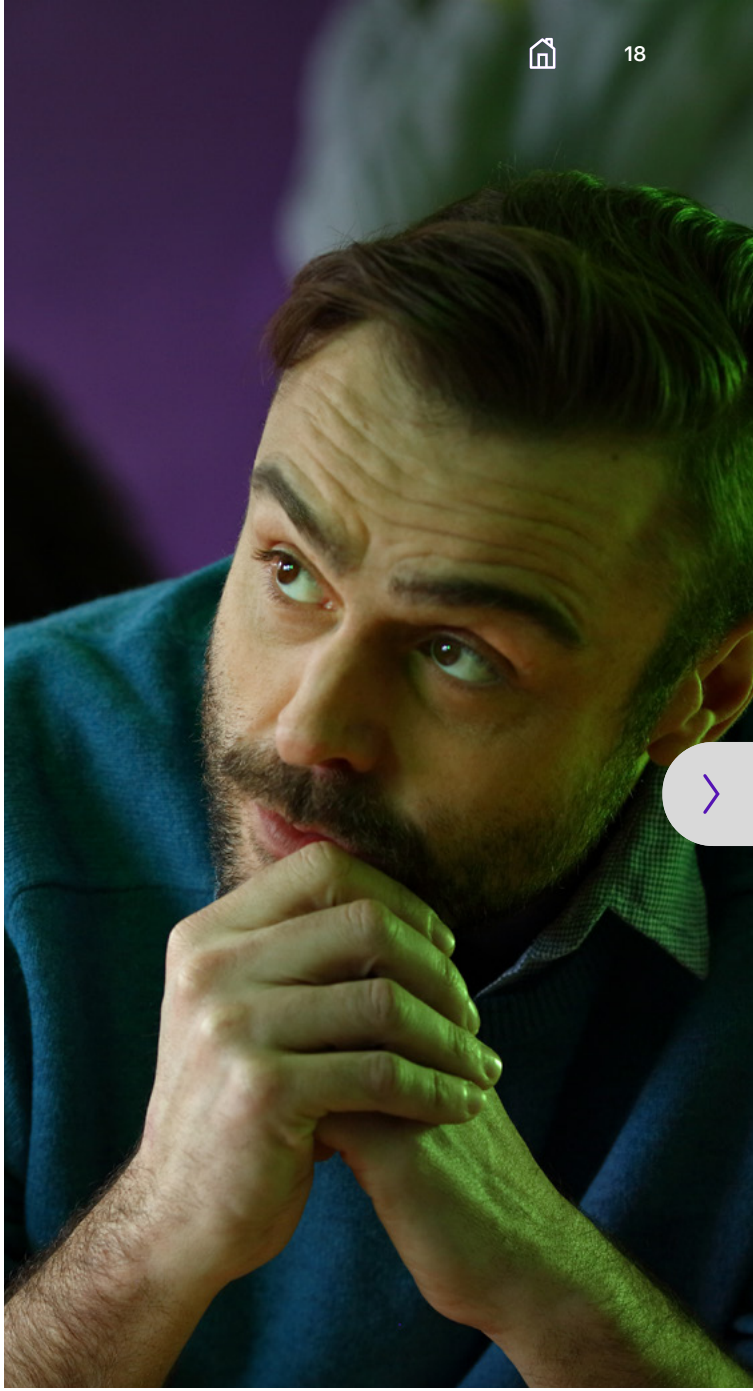
Commitment to cloud transition must be whole-hearted

Our digital leaders identified that the start of a journey from data centre to cloud often has three phases: The basic facilities, the connectivity, and the migration from the data centre. In phases one and two, MPLS is phased out and the internet becomes the network. This is how phase two pays for itself, so to speak. In the third phase, our leaders plan to have a small percentage of data centre capacity available via co-location, and most of that capacity via the well-known hyper scalers. However, sometimes own data centres are no longer even an option. One of our contributors was very clear about it: "Go big or go home" is our motto. We've sold our data centres to a co-location company and so have completely committed ourselves to the transition to the cloud."



Try everything to avoid running legacy services

Savings are also achieved by application rationalisation. Here, CIOs have to decide whether they can switch off or archive a service. If not, they may consider purchasing it in SaaS form. If that's not possible, there are the possibilities of re-hosting, re-platforming, and finally re-factoring. In the end, if none of this is possible, you reach step four - keeping the service running as a legacy. Leading global organisations are bullish about the possibilities of avoiding legacy services. "So far we haven't found any services that we can't migrate", said one of the attending executives.

Successful cloud migration needs a zero-trust environment

Designing cybersecurity today most often means adopting the principles of zero trust. "We don't trust the network, not even internally," one CIO stated. The key term he used when it comes to connectivity is 'TCaaS', Trusted Connectivity as a Service. It means you only manage the connections with the internet yourself and leave the connections to SaaS, PaaS and IaaS providers to the TCaaS service providers.

One of the measures in zero trust is zoning the network. We can use the analogy of a hotel. You may enter the lobby, but you can't leave it without the key to a certain hotel room. Then the lift will only take you to the floor where that room is located and, on that floor, you can only enter that one specified room. Identity indeed becomes the determining factor for the boundaries of your digital environment.

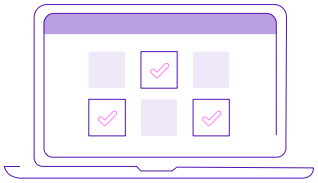
Take risk management colleagues on the cloud journey

Sometimes those responsible for risk management within the organisation are not yet completely at ease with the implications of the cloud journey. How do you respond to that? One executive reflected: "This can have something to do with the scope of the move, but also with unfamiliarity with cloud architecture. It's up to us to properly inform our colleagues in risk management and make it clear to them that we recognise the risks."

Recognise the value of the right mindset

Not every IT person wants to go through all the changes that come with the cloud journey, noted some of the executives in the session: "This requires a different mindset. Many infrastructure people have experience with hardware and find it hard to get used to this new model." However hard organisations may try to support employees on this journey, not everyone wants to make the changes. Some would rather stick with their familiar work.

The challenge then is to create the right mindset for change. We closed by summarising this critical point: "For some organisations, it really is 'go big or go home'. This most certainly requires a razor-sharp focus from the entire organisation and a clear commitment from the board. You can deploy top technology, but the key here is to get the people on board." This once again highlights how important the war for talent is. You can only retain this talent if you treat it as a customer.



Whitepaper

Cut your security risks by choosing cloud

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