Dear Yu-Ting Huang,

Thank you for taking VMware’s Cloud Readiness Self-Assessment tool. Based on your responses, we have also identified key actions you should consider to more fully realize the business benefits of cloud computing.

VMware customers and partners have successfully implemented cloud computing to increase business agility and reduce costs. But in order to enjoy the benefits, IT organizations first need to develop and execute a plan that addresses both business-related and technical-related areas. The self-assessment and this report addresses the five critical business and technical domains required to make the most effective use of cloud computing.

**Results Overview**

As shown by your results, **Architecture and Technology** is your strongest point. You have taken the first steps to identify the potential limitations of your current infrastructure, the desired capabilities of the future infrastructure, and the technology gaps you need to bridge. Continue to work on documenting that into a reference architecture and developing a roadmap to transition to future state. Meanwhile, it’s important to align the capabilities of the architecture to the business goals. Specific recommended next steps are in the Results Detailed section.
Your results reflect that **People and Governance** provides the biggest opportunity for improvement. Cloud computing is changing the rules of IT. Start by understanding how traditional Key Performance Indicators (KPIs) have to be modified or replaced to align with business objectives and cost; what new policies, procedures, standards and governance bodies have to be defined and put in place; and the alignment of organizational roles, responsibilities, and skills that is needed to successfully adopting cloud. Specific recommended next steps are in Results Detailed section.

### Results Detailed

#### Strategy

When deploying any new IT initiatives, its success largely depends on how tightly are the IT capabilities aligned with business needs. To ensure your effort achieves immediate goals as well as supports the entire cloud computing journey, we recommend the following key next steps.

- **Test-drive cloud** that involves multiple constituents and services; document costs and realized benefits to feed into the development of a long-term strategy.
- **Build a business case** for cloud computing expansion beyond a few isolated projects and use cases. Involve the right stakeholders across IT and the business to articulate the longer term business value of cloud computing for your company, and gain support and budget for the initiative.
- **Identify your organization's business value chain** in order to track and measure cloud benefits beyond costs, specifically around agility; define a new set of business value indicators.
- **Involve the right stakeholders** across IT and the business to articulate the longer term business value of cloud computing for your company.

#### Process

Business and IT transformation involves new ways of doing things. Understanding the impact of the new infrastructure on service delivery, release management, services management, resolution management and other processes in the organization is critical to avoid operational issues, and achieve maximum efficiency and service quality. With that understanding, you can also adjust your existing processes to better support cloud operations. The goal is to design the right IT processes appropriate for the infrastructure to drive efficiency, scalability and reliability. At your stage, we recommend the following key next steps:

- Understand business process dependencies based on how IT services are currently delivered and consumed.
- **Document the ad hoc, silo’d processes** that arise to support project-based cloud computing initiatives, and harvest the best practices across teams to drive to more efficient central processes.
- **Identify any new processes** (e.g., financial management and capacity management) that need to be created to support cloud’s on-demand self-provisioning model, and socialize with appropriate groups.
Architecture
Once the defined strategy shows clear alignment with business and IT goals, the capabilities of the future infrastructure need to be identified. It is important to ensure the new cloud architecture aligns with the existing IT architecture to ensure maximum compatibility and re-use of existing resources. At your stage, we recommend the following key next steps:

- Formalize cloud computing architecture, whether as a standalone or part of the enterprise architecture; complete reference architecture and obtain approval.

Technology
Getting your IT infrastructure to the cloud state requires a technology review to ensure that the recommended architecture can be deployed by extending existing infrastructure and tools across cloud environments. It is critical to identify upfront what existing technologies can be leveraged or requires maintenance, and what new technologies should be acquired and integrated. At your stage, we recommend the following key next steps:

- Define and develop the stepwise evolutionary roadmap to future state, with milestones identified; obtain approval and budget for the plan.

People and Organization
Organizational barriers are a major inhibitor of successful deployment of new IT strategies – usually a result of lack of a governance model, and skills and training. To successfully adopt cloud computing, services must now be created and shared by multiple constituents across the enterprise. Successful sharing of these services and processes require a governance framework - collaboration and decision-making policies that specify accountability for each stakeholder.

Understanding and creation of roles and skills to ensure company-wide adoption to support cloud computing is an often over-looked area. IT's role is evolving with cloud computing and new skills are required in this new enterprise cloud infrastructure. At your stage, we recommend the following key next steps:

- Increase your team's basic understanding of cloud computing and industry solutions to prepare for and/or support experimentation project. Explore vendor options and capabilities.
- Consider creating a cloud steering committee that includes the project sponsor and representatives from teams impacted by the cloud experimentations. Use the group to align projects with business goals and facilitate sharing of knowledge.

How VMware Can Help
- Engage with VMware vCloud Accelerator Service to establish a working, pre-production VMware vCloud computing environment running your applications to demonstrate the value to your organization, or locate
one of VMware's vCloud Powered service providers to try public cloud services.
- Set up a workshop with VMware Professional Services for your organization to determine your readiness for cloud computing.
- Attend VMware events or webinars to learn more about VMware solution capabilities.

VMware Technology
The enterprise hybrid cloud combines the best of both cloud deployment models – the enterprise-scale security, quality of service and performance of a private cloud, with the flexibility and scalability of a public cloud. This model allows public clouds to interoperate with private cloud infrastructures to help IT function with greater agility:
- Workloads, virtual machines and applications can port easily between private and public clouds in response to changing business conditions.
- Performance isn’t subject to the whims of other cloud tenants’ requirements. Instead, compute, memory and storage resources may be guaranteed for the enterprise’s own environment, either on shared or physically separated hardware.
- A single command-and-control dashboard monitors, manages and automates the infrastructure, applications, operations and processes across different cloud environments.
- The same level of enterprise-class cloud security and management is provided across both internal and external environments.

VMware offers the technologies and services to build your hybrid cloud, your way. First, VMware's complete portfolio of cloud infrastructure and management, cloud application platform and end-user computing solutions enables you to implement, manage and secure a cloud computing architecture that is compatible across both private clouds and public clouds. Our proven solutions preserve existing investments while accelerating your ability to leverage interoperable and secure hybrid computing environments.
- VMware vCloud Director - Pool virtual infrastructure resources and deliver them as a catalog-based service
- VMware vCenter Chargeback - Model, measure and assign costs of virtual machines
- VMware vShield - Protect all elements of the private cloud - host, network, application, data and endpoint
- VMware vCenter Server - Unify and simplify virtual machine management
- VMware vSphere Enterprise Plus - Build private clouds and bridge to public clouds, creating hybrid clouds
- VMware vCloud Request Manager - Initiates pre-defined workflows to coordinate approvals, track software licenses, and adhere to policy blueprints
- VMware vCenter CapacityIQ - enables capacity modeling, insight and intelligence, reducing risk and enabling informed decision-making

To complete your hybrid cloud infrastructure, VMware also offers you the choice of using a broad array of vCloud Powered service providers, giving you freedom of choice and flexibility. When choosing a service provider for cloud computing services, there are three key requirements:

1. Compatibility and portability of your existing VMware virtual machines. You want it to be easy to put your
existing applications into the cloud with little or no changes. It should also be easy to move workloads back to your own organization to avoid getting "locked in."

2. Security and transparency of the cloud platform. You should understand the security controls and have access to logs and other information so you can conduct an audit. You should also get fine-grained control of what each user can do and be able to define a firewall and network topology for groups of cooperating virtual machines.

3. Self-service capabilities while retaining control of cloud resource consumption. You want to be able to delegate responsibility and control to individuals within your organization while setting bounds on the compute, memory and storage consumption.

With VMware you have the flexibility of an entry-level cloud with vCloud Express, or you can choose to migrate to an enterprise-class hybrid cloud environment with vCloud Datacenter Services.

- **VMware vCloud Datacenter Services**: offered through VMware-certified service providers and built on VMware cloud infrastructure with compatible management and security, deliver unparalleled security, application portability and business agility to organizations of all types. These enterprise-class, hybrid cloud services are co-branded and delivered by VMware certified service providers.

- **VMware vCloud Express**: co-branded and delivered by leading service providers, offers reliable, on-demand, pay-as-you-go infrastructure. Developers in enterprises can quickly start using vCloud Express for prototyping, test and development.

Additionally, you can choose from a list of service providers with the following service badges who offer cloud services built on VMware technology.

- **VMware Virtualized™**: A service badge for any public cloud service based on VMware vSphere.
- **VMware vCloud Powered**: A service badge for any public/hybrid cloud service based on VMware vSphere and VMware vCloud Director that exposes the VMware vCloud API and supports the Open Virtualization Format (OVF) for image upload and download. Both vCloud Datacenter Services and vCloud Express are VMware vCloud Powered.

**Locate a service provider.**

**VMware Resources**

More information about VMware’s products and services:

- [VMware Cloud Computing Solutions web page](#)
- [VMware and Cloud Computing Solution Brochure](#)
- [VMware vCloud Director Datasheet](#)
- [VMware vCloud Request Manager Datasheet](#)
- [VMware vCenter Chargeback Datasheet](#)
- [VMware vShield Product Family Brochure](#)
- [VMware vCenter CapacityIQ Datasheet](#)
Read IT Process Institute’s strategy briefs:

- IT Value Transformation Roadmap: Vision, Value and Virtualization
- Evolving Objectives: Measuring The Value of Transformation

Register for the Global Cloud Computing Adoption Trends Kit: CIO Market Pulse Report - Global Cloud Computing Adoption: Transformation Is in the Air. This four page special exclusive executive summary reviews the results of the research: how today's global enterprises are adopting cloud computing, what the key drivers are, and the critical role of IT executive leadership as the organization embarks on this new era of IT. Survey Results - CIO Global Cloud Computing Adoption. This presentation provides details of the survey methodology, questions and results, and the respondent's profile.

Read about VMware's customers' successful adoption of cloud computing:

- BlueLock and Marian College
- Teradata