Cloud:
Digital Transformation & Goverance

D. Vanderbist (14/03/2021)

Digital Transformation

Content:

- Digital Transformation What?
- Type, Success, Challenges
- Objectives
- Digital Transformation Framework
- Strategy

Digital Transformation: What?

Digital Transformation the process that uses digital technology to transform businesses fast with ever-changing technology to create new or modify existing customer experience to meet shifting business and market requirements.

Two key elements:

- Allowing for continuous changes: change build-in
- Aligning with what customer want: customer first

Trends:

- Increased remote work
- Specialized talent shortage
- Personalized AI
- Human augmentation (human + AI or tech)
- Homomorphic encryption: encryption that allows data to remain encrypted whilst being analyzed or processed
- From BYOD (Bring Your Own Device) to BYOE (Bring Your Own Enhancement)

Technology Predictions:

- Public Cloud: cloud & data center as commodity
- RPA: cheaper automatization even in difficult circumstances
- 5G: faster internet outside the office (HVAC (heating, ventilation and air-conditioning), CCTV, elevators
- Platform Governance: protecting user's privacy, false information, security
- Quantum Computing

Disruptive Technologies

- IoT
- VR & ER
- AI
- Cloud Computing
- Edge Computing
- Quantum Computing
- 5G
- Blockchain
- RPA
- Big Data

The Any* Paradigm:

- Anytime, anywhere, any service, any device

Digital Transformation: Types, Successes, Challenges

Types of digital transformation:

- Business process transformation:
  - new ways for business processes through data, AI, analytics, API's, machine learning
  - focus on finite areas of business
- Business model transformation:
  - fundamentally change of building blocks on value creation
  - focus on full business
- Domain transformation:
  - unlock complete new business opportunities beyond the current served markets.
  - focus on new markets
- Cultural/Organizational transformation:
  - agile workflows, learning, decentralized decision making
  - focus on organization

Key Success Factors:

- Digital Aptitude: right capabilities
- Digital Platform: place to run
- Digital Partnerships: collaboration to run across different sectors
- Digital Agility: to keep advancing and improving

Key Challenges:

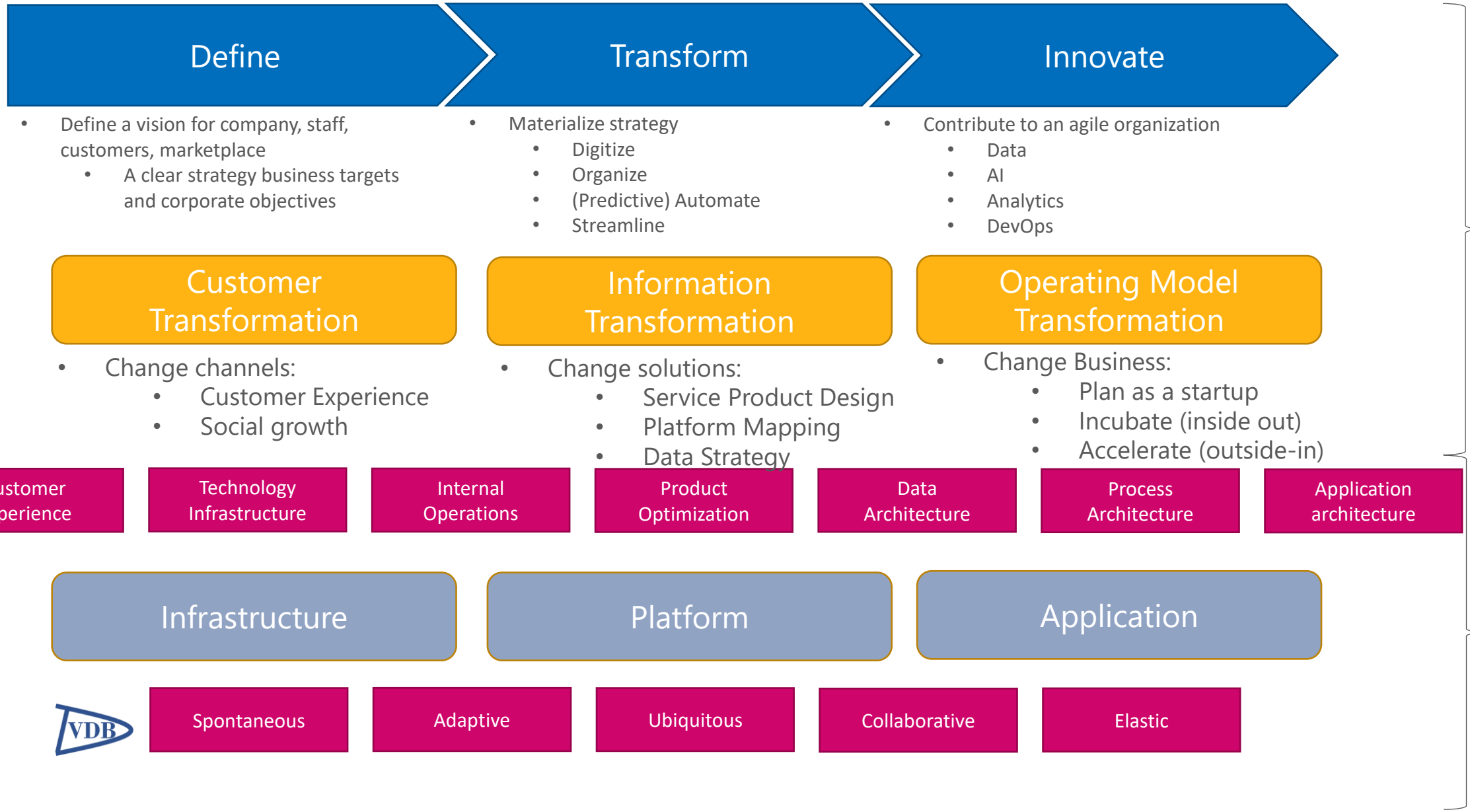
- Organizational resistance to change:
  - disruption of the way things were always done
- Lack of clear vision for a digital customer journey:
  - if a company is only focused on itself it is hard to see market disruptions
- Ineffective gathering and leveraging of customer data:
  - data is driver for decisions so good customer data is competitive advantages
- Inflexible technology stack and development processes:
  - iterate using test and learn approach, add feature regularly, if iterations are impossible feedback loops are suboptimal
- Technology stack optimized to the legacy business model:
  - old systems and processes may hinder to use agile methods and iterate

Digital Transformation: Objectives

Objectives:

- Reduction of costs:
  - optimizing business technology & operations
  - lower cost per transaction & increased sales, streamlined customer focused processes
- Better/New customer experience:
  - enabling customer to do what they want, when the want and how they want
  - data rich & personalized
  - quality is not a differentiator anymore, experience is
- Skillset improvements of staff:
  - staff will be required to update their skill to meet the changing technological environment
  - will have better knowledge and capabilities
  - empower employees to work anywhere, any time and at their comfort
- Foresting a digital culture:
  - digitalized business environments increase productivity
  - silos become visible and processes will bridge silos or replace them
  - respond rapidly to changing environment
- Improved data collection and analysis:
  - easier to monitor, collect and analysis customer data
  - better informed decisions
- Digitalization of Business Operations:
  - digital products and services
  - streamlined operational processes
  - digital operations allows for more timely and insightful decision taking
- Digitalization of Products and Services:
  - digital processes are faster than non-digital ones allowing for quicklier service to customers
  - new revenues based on digital platforms
- Staying competitive and modern
  - competition ensures adaption/learning/growing
  - survivability of a company

Digital Transformation: Framework



Digital Transformation: Strategy

Observations on Strategy:

- Strategy not technology drives digital transformation
- Digital strategy drives digital maturity
- Maturing digital organizations build skills to realize the strategy
- The digital agenda is led from the top
- C-level must understand the capabilities of technology

Four ways a digital strategy is shaped:

- Look past your competitors:
  - disruption can come from anywhere so don't look only closely to competitors; look upstream-downstream/vertical-horizontal
- Ask your customers:
  - understand their pinpoints
- Use executive influence:
  - closed loop of strategy top-down and feedback bottom-up
- Align your company culture:
  - culture eats strategy for breakfast

Cloud Computing

Content:

- Cloud What?
- Cloud Benefits, Challenges
- Cloud Adoption Framework
- Cloud Target Operating Model (CTOM)
    - Cloud Service Management (CSM)
    - Cloud Operations Management (COM)
    - Cloud Governance Framework (CGF)

Cloud Computing: What?

Cloud computing empower business to create solutions to connect to systems of engagement (SoE) and to optimize enterprise applications by moving appropriate applications into the cloud

SoX:

- System of Reference (SoR, or "Record", or System of Business SoB):
  - Backoffice/backend systems
  - Transactional, stateful, absolute consistency and transactional integrity,
- Systems of Engagement (SoE):
  - Front-end/edge systems
  - Interaction, stateless, eventual consistency, optimistic integrity
- Systems of Interaction (SoI):
  - Bridging/Interfacing
  - Service Orchestration (micro-services), API management between SoR & SoE
- Systems of Intelligence (SoIntl):
  - Event processing/AI model execution
  - Intake of events and mass data

NIST: *"Cloud computing is a model for enabling ubiquitous, convenient, on-demand network access to a shared pool of configurable computing resources that can be rapidly provisioned and released with minimal management effort or service provider interaction"*

Business Drivers:

- Experience Centric: the center of application development is no longer the ERP tool but customer engagement
- Outcome-Based: ability to measure and manage business-aligned metrics in every IT process
- Agile and Lean: IT needs to efficiently deliver at consumer cost levels
- Service-Oriented: consume everything as a service, pay as you consume, integrated services (orchestrated)
- Ecosystem Driven: integration of partners, suppliers and employees

Technology Drivers:

- Cost effective
- Organizations' Maturity
- Increased agility
- Dynamic scaling
- Speed to market
- Innovative

Cloud: Benefits & Challenges

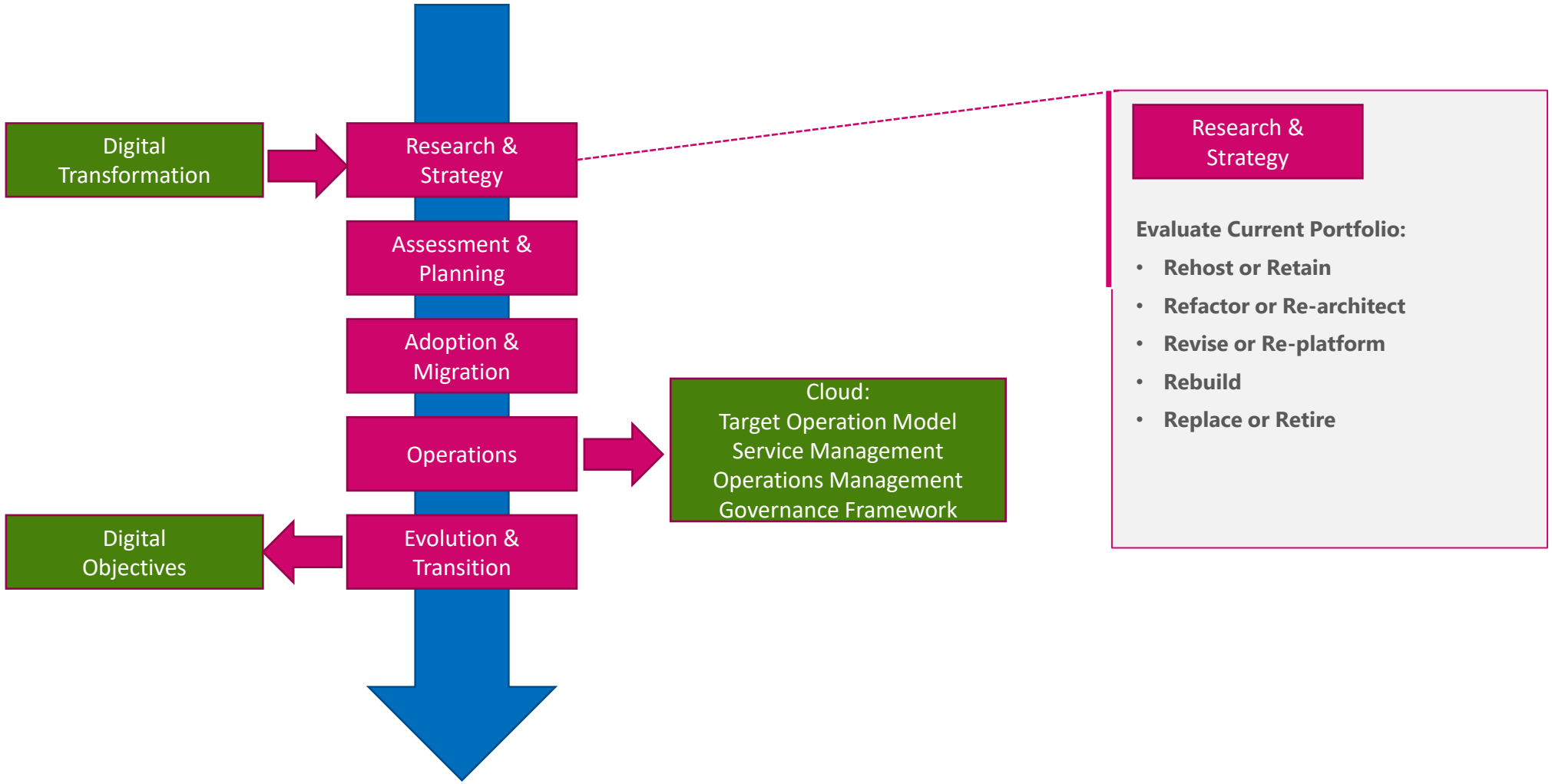
Benefits:

- Increase Agility: fast deployment and consumption no long procure/purchase/provisioning cycles
- Consumption Base Delivery: no up-front costs charged, benchmark on-prem 15% utilization of resources in cloud 65%
- Elasticity: fast scale-up and down
- TCO and OPEX Smoothing: avoid peaks and avoid CAPEX to manage peaks, right-sizing
- Accessibility: anywhere and browser, mobile, federated access
- Innovation and Currency: environments are automatically kept up to data by provider
- Sustainability: energy efficiency is organized by provider, they are forced to do so to remain profitable
- Visible and contractual SLA's: well-defined SLA's
- Portability: containerization decouples and makes thins portable
- No Maintenance Costs: no hardware or software costs only a service bill
- Availability Guaranteed: high-availability is a cloud foundation
- Cyber and physical security: providers invest massively and are responsible for the security of the platform
- Disaster Recover: cross-region replication, restore point, disaster discovery tools,
- DevOps: CI/CD
- Futureproof: seamless upgrades and patching
- More business focus: from managing IT to strategic IT focus, part of management delegated to provide so focus can be on IT as core enabler.

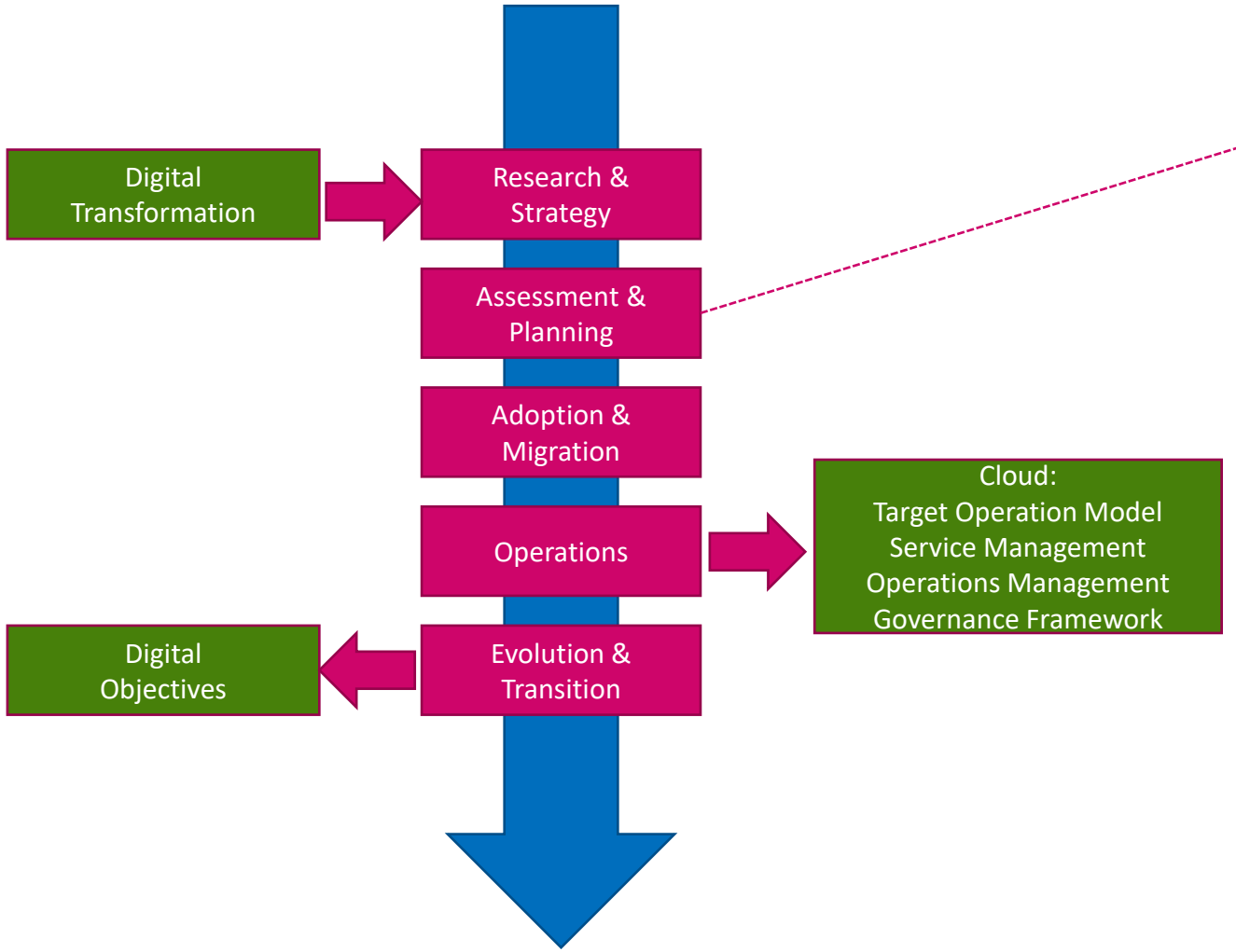
Challenges:

- Security: less controls based on trust
- Compliance: laws and regulations, but also interception and data access laws from governments to providers
- IT Operating Model: cloud requires new skills, processes, policies, service partners
- Service Assurance: SLA are fixed by provider and may not have an equivalent for an internal SLA
- Consistent Performance: challenging to guarantee performance moreover when on-premises components are used
- Financials: CAPEX to OPEX might not suit the organizational financial models
- Integrations: complex dependency might make it hard find a equivalent in combined cloud services
- Vendor Lock-In: once service consumed it might be difficult to find equivalents when changing providers is considered
- Cloud Experience: skill gap and shortage of skilled people
- Change Management: internal organizational resistance to change

Cloud Adoption: Framework



Cloud Adoption: Framework



Assessment & Planning

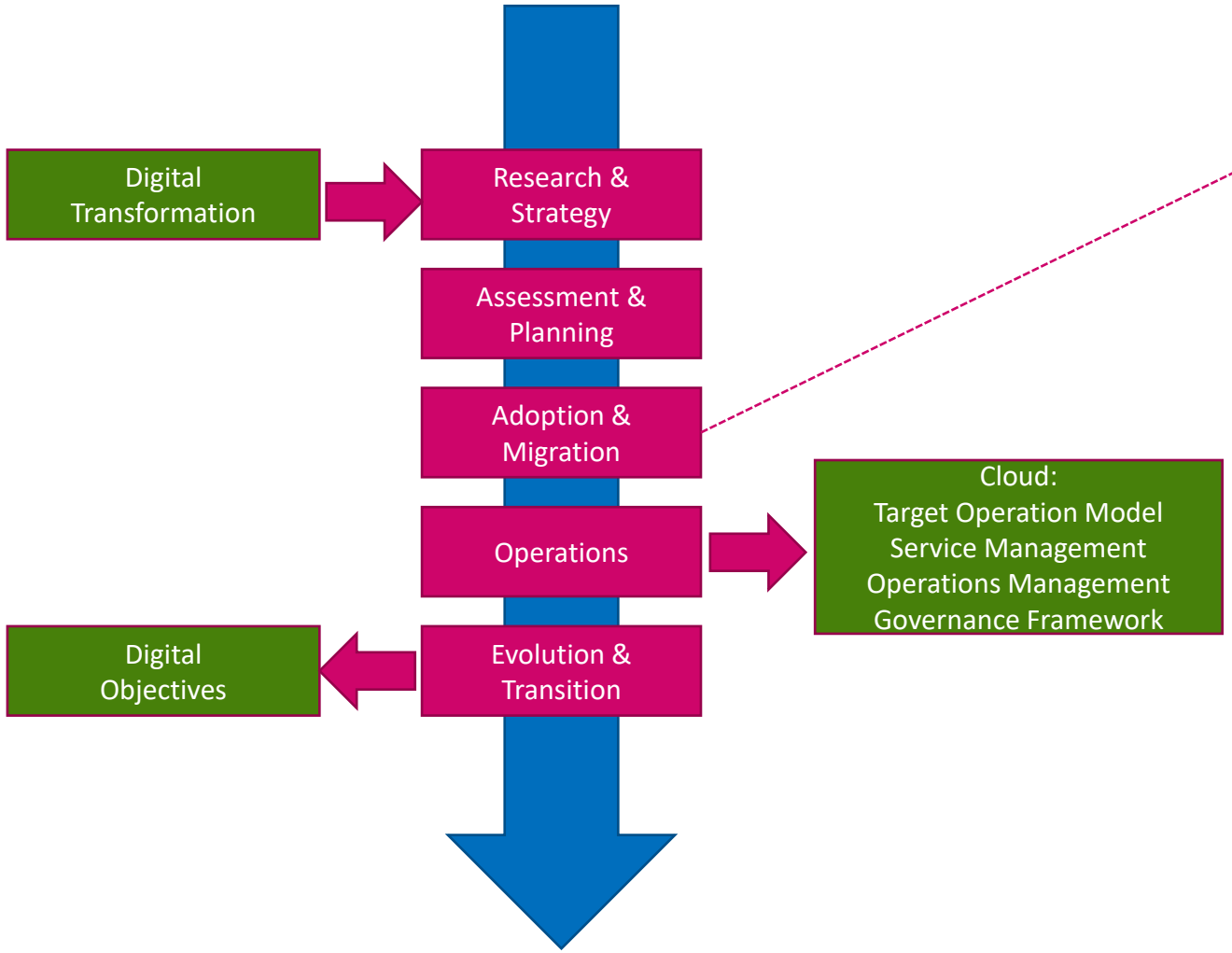
Assessment Plan:

- **Defining the cloud strategy**
- **Establishing an application portfolio**
- **Modernizing the Legacy application**
- **Defining the landing platform**
- **Creation of Operating model**

Process:

- **What?**
  - Cloud or Not?
  - Cloud, On-Premises, Hybrid
- **Platform?**
  - Private / Public
  - IaaS, PaaS, SaaS
- **Migration pattern?**
  - Retire / Consolidate
    - Re-host
    - Re-platform
  - Migrate
    - Remediate
    - Re-Write

Cloud Adoption: Framework



Adoption & Migration

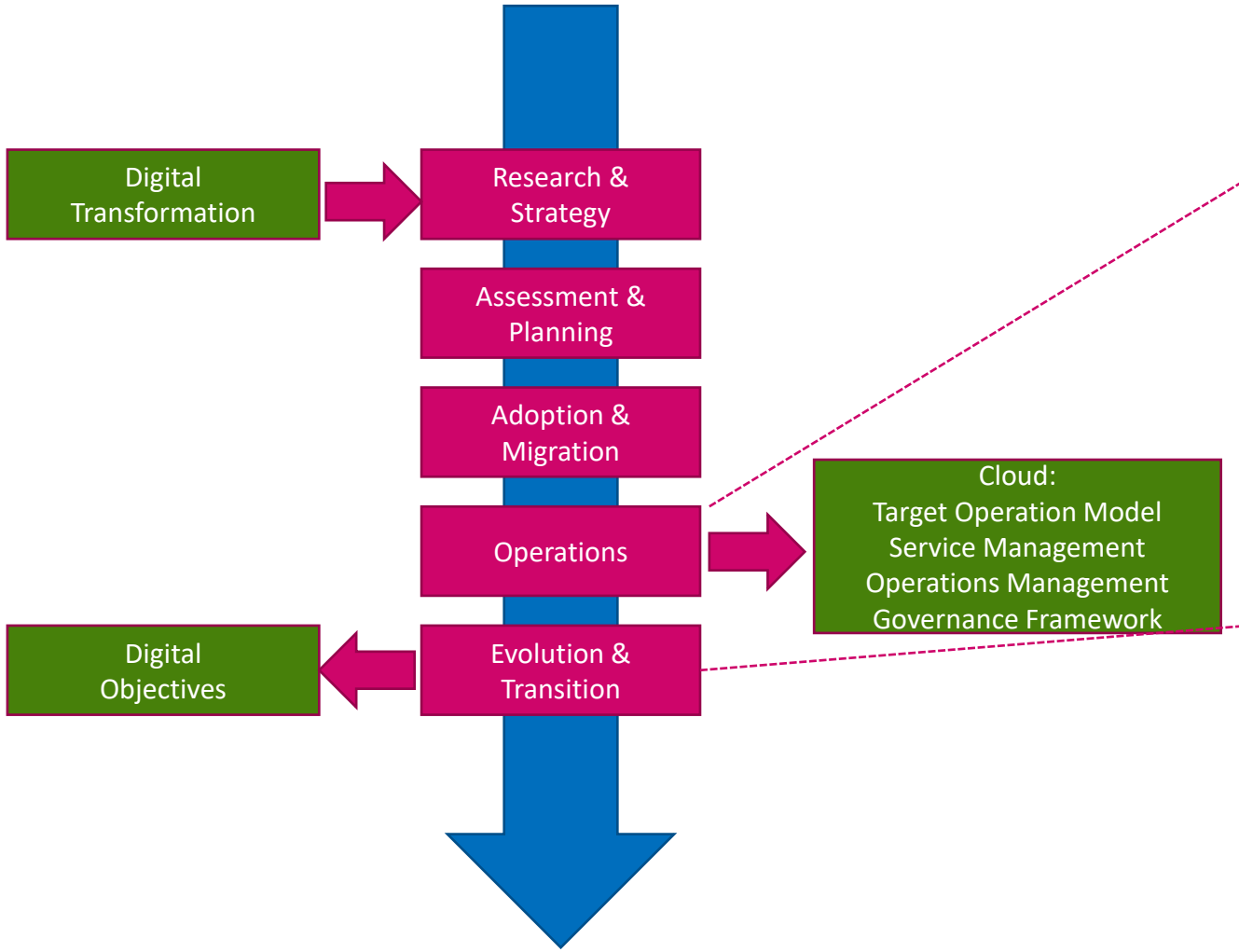
Migration Plan:

- **Choose the cloud deployment model**
  - Lift and Shift
  - Shit to SaaS
  - Application Refactoring
- **Choose your service model**
- **Set KPI's**

Process:

- **Design**
- **Rewrite**
- **Build**
- **Orchestrate: testing full environment**
- **Test**
- **Migrate to production**

Cloud Adoption: Framework



Cloud:
Target Operation Model
Service Management
Operations Management
Governance Framework

Operations

Target Operating Model (TOM):

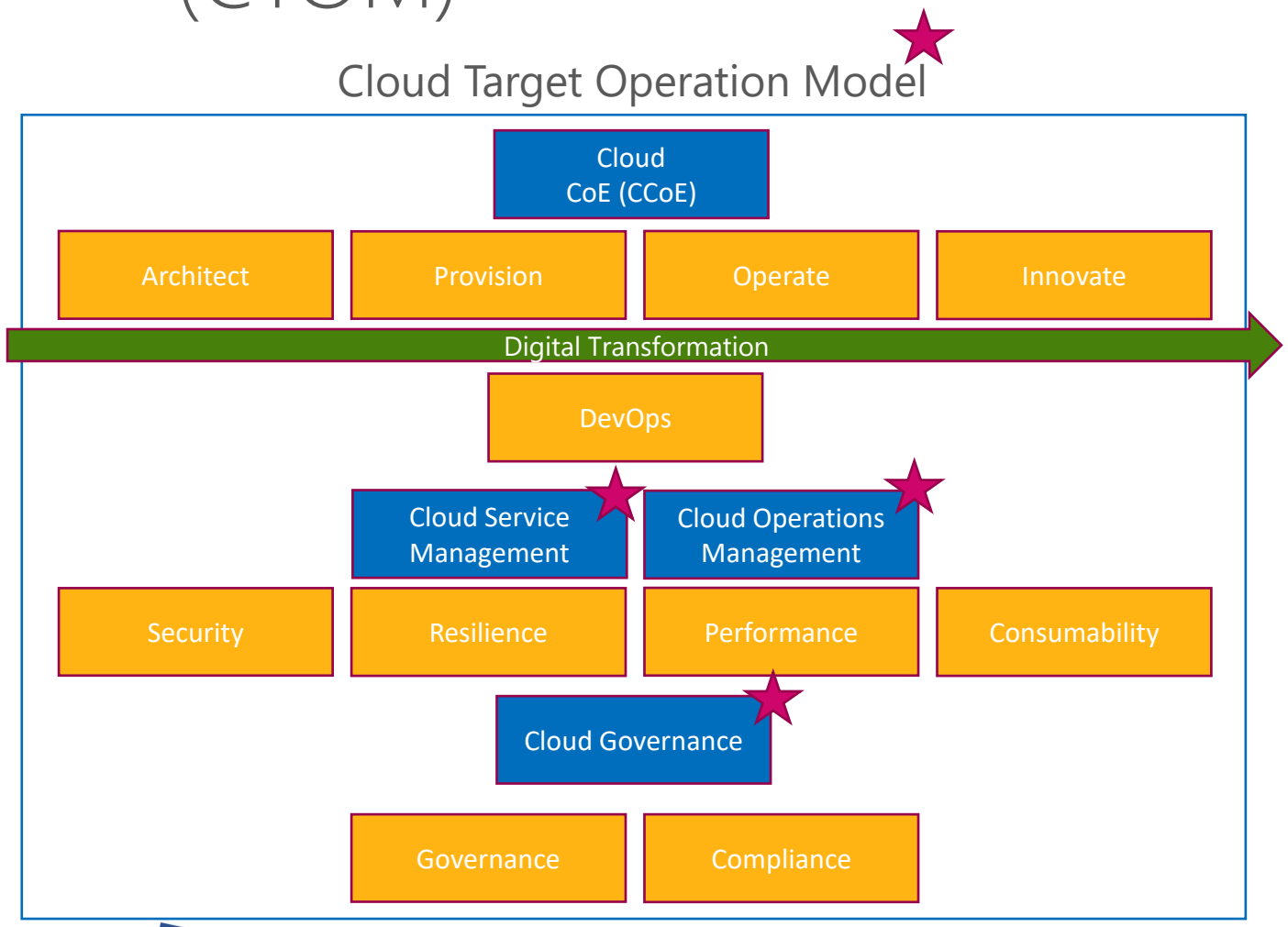
- **Cloud Operating Model (COM)**
- **Cloud Service Management (CSM)**
- **Cloud Governance Framework (CGF)**

Evolution & Transition

Business Transformation:

- **Incorporate CTOM into TOM**
- **Introduce Digital (Cloud Services) to replace Non-Digital**

Cloud Operations: Cloud Target Operation Model (CTOM)



Architect

- Design Authority
- Design Principles
- Security Model
- Integration

Operate

- Fulfilment
- Monitoring
- Metering & Billing
- Backup & Archiving

Provision

- Self-Service
- Service Catalog
- Entitlements
- Orchestration

Innovate

- Big Data & Analytics
- Financial Analysis
- Business Intelligence
- Artificial Intelligence

DevOps

- Development
- Version Control
- CI
- Quality Assurance
- Approval
- Foundation

CCoE

- Design Authority
- Governance Board
- Architecture Assurance Board
- Cloud Security and Cyber Threat Management
- Metering, Billing and Accounting

CTOM: Cloud Service Management (CSM)

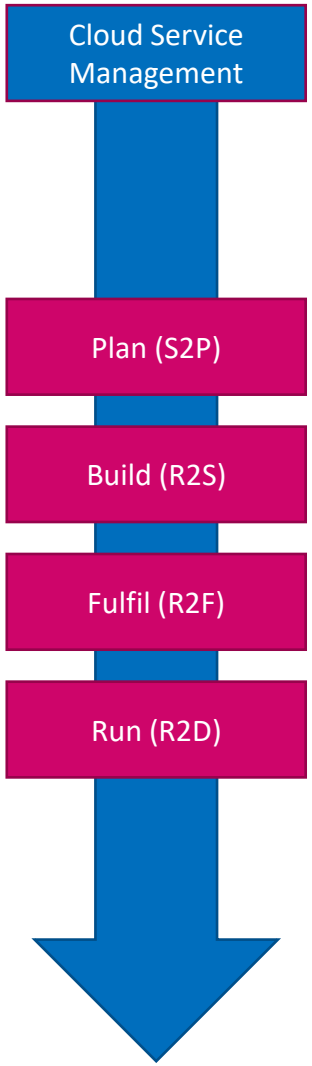
Cloud Service Management

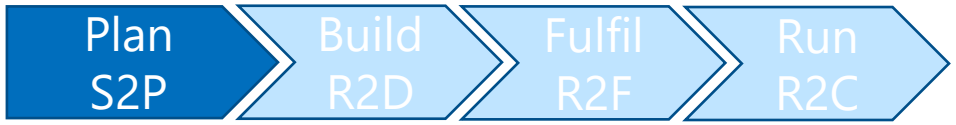
- Business Support:
  - Contract Management
  - Inventory Management = service catalog
  - Accounting and billing
  - Reporting and auditing
  - Pricing and rating
- Provisioning and Configuration:
  - Rapid provisioning
  - Resource changing
  - Monitoring and reporting
  - Metering
  - SLA management
- Portability and Interoperability

Service Value Chain:

- Plan: Strategy to Portfolio (S2P)
  - Portfolio: transition, production, retirement
  - Policy: regulatory, compliance, security, pricing and costing
  - Demand: deterministic, probabilistic usage
  - Finance: chargeback (cost) and showback (revenue)
- Build: Requirement to Deploy (R2S)
  - Defect & Test
  - SLA: from SLA to XLA (Experience Level Agreement)
  - Requirements management
  - Release & Component: lifecycle from inception to disposal
  - Capacity & Availability: auto-scale, bursting, redundancy, failover, disaster recovery, data replication to limit downtime, Component delivery lead time management
- Fulfil: Request to Fulfil (release/delivery) (R2F)
  - Offer management
  - Fulfillment: self-service portal
  - Catalog
  - Usage
- Run: Detect to Correct (R2D)
  - Incident Management: managing the lifecycle of an incident to restore regular operations as soon as possible, problem management (ITSM)
  - Event Management: service monitoring; detect, interpret and determine correct action
  - CMDB: asset management, change management
  - Runbook (automation)

CTOM: CSM





Plan: Strategy to Portfolio (S2P)

- Regulatory
- Compliance
- Security
- Organizational
- Pricing and Costing

- Budget
- Objectives

- Business Strategy
- Fixes, Change Requests

Policy Management

IT Financial Management

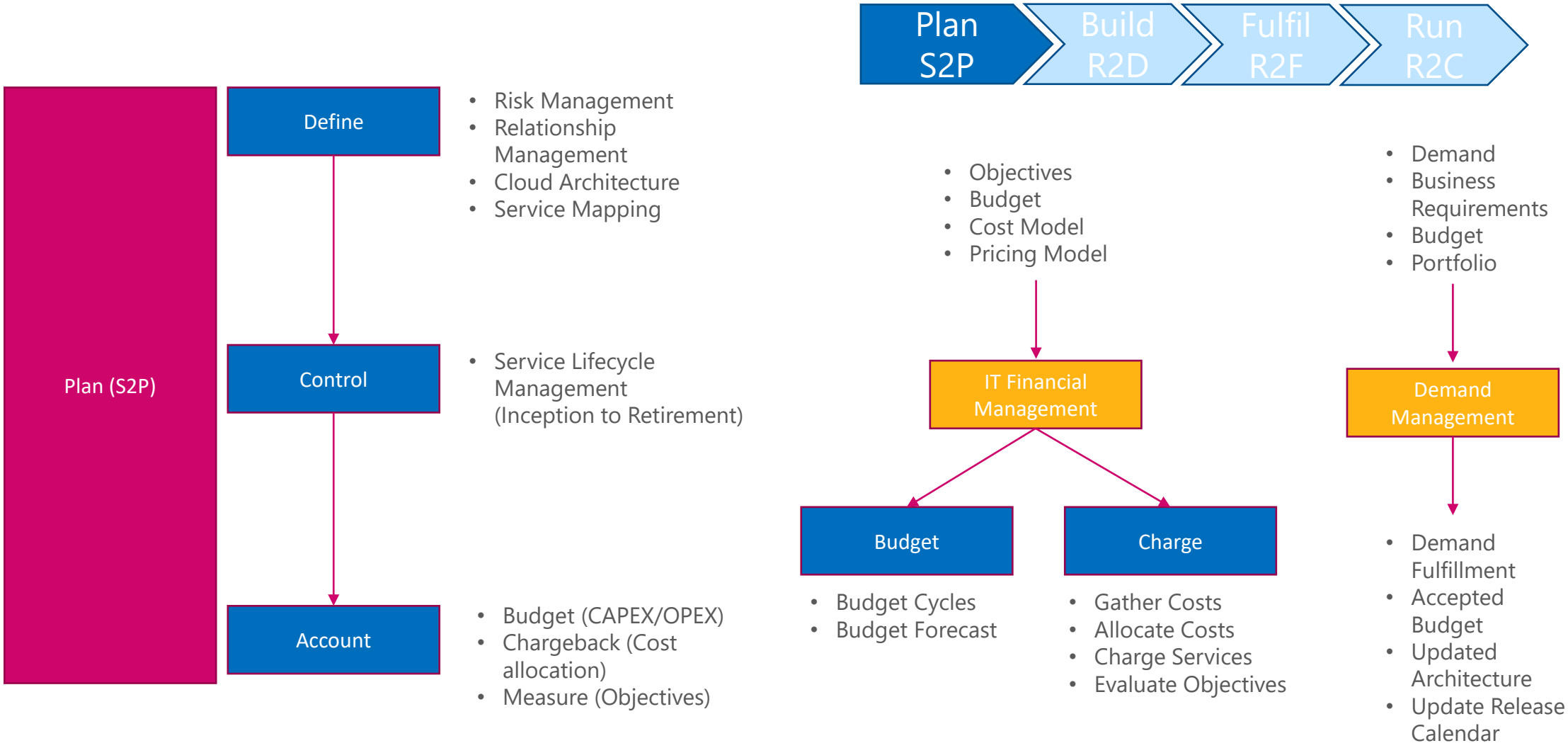
Demand Management

Plan (S2P)

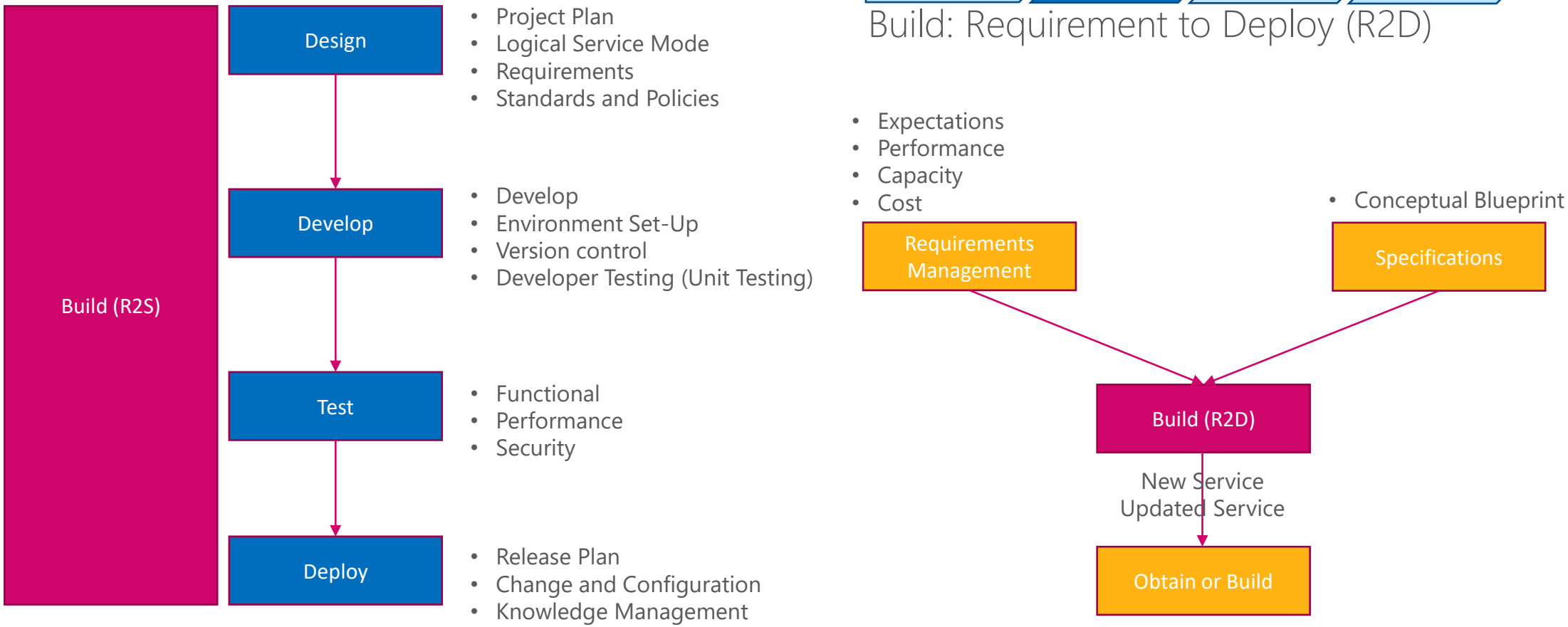
Conceptual Service Blueprint

Portfolio Management

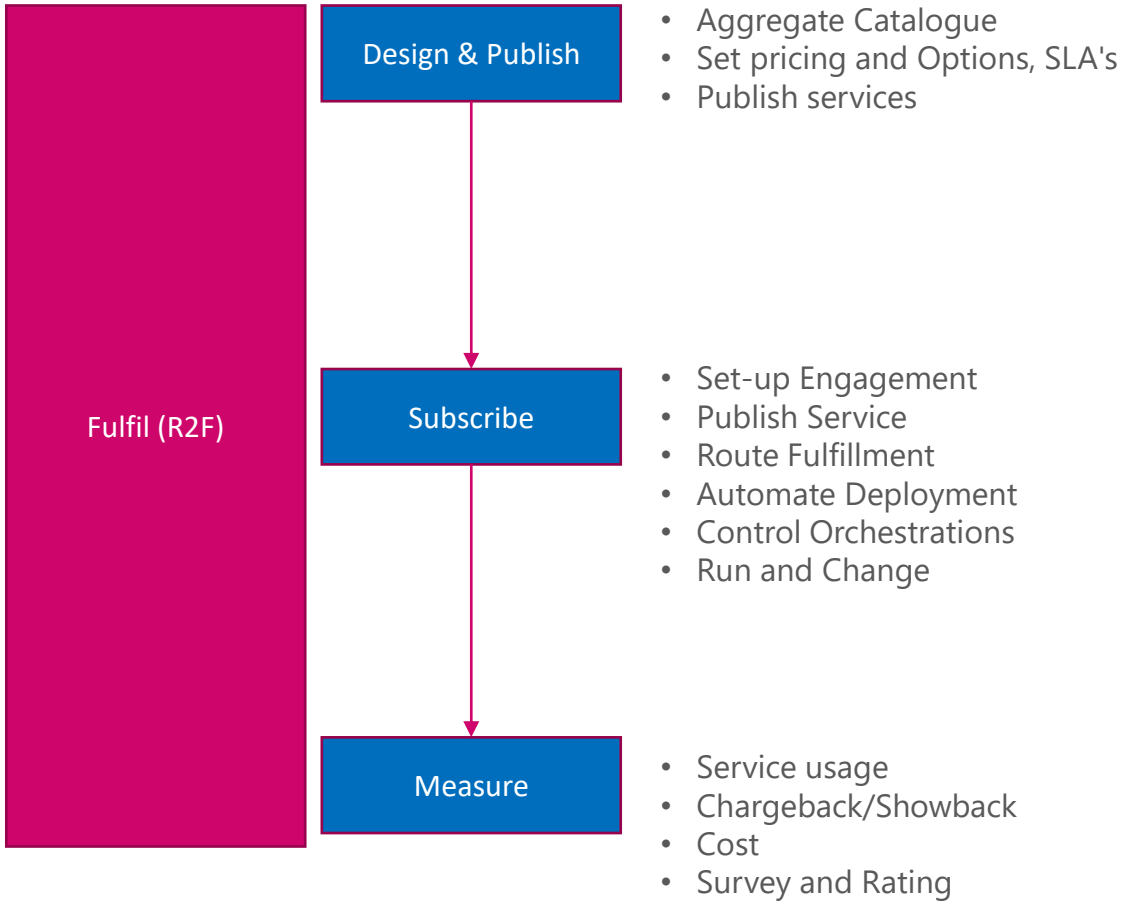
CTOM: CSM


Plan S2P
Build R2D
Fulfil R2F
Run R2C
Plan (S2P)
Define
Control
Account
• Risk Management
• Relationship Management
• Cloud Architecture
• Service Mapping
• Service Lifecycle Management (Inception to Retirement)
• Budget (CAPEX/OPEX)
• Chargeback (Cost allocation)
• Measure (Objectives)
• Objectives
• Budget
• Cost Model
• Pricing Model
IT Financial Management
Budget
Charge
• Budget Cycles
• Budget Forecast
• Gather Costs
• Allocate Costs
• Charge Services
• Evaluate Objectives
• Demand
• Business Requirements
• Budget
• Portfolio
Demand Management
• Demand Fulfillment
• Accepted Budget
• Updated Architecture
• Update Release Calendar

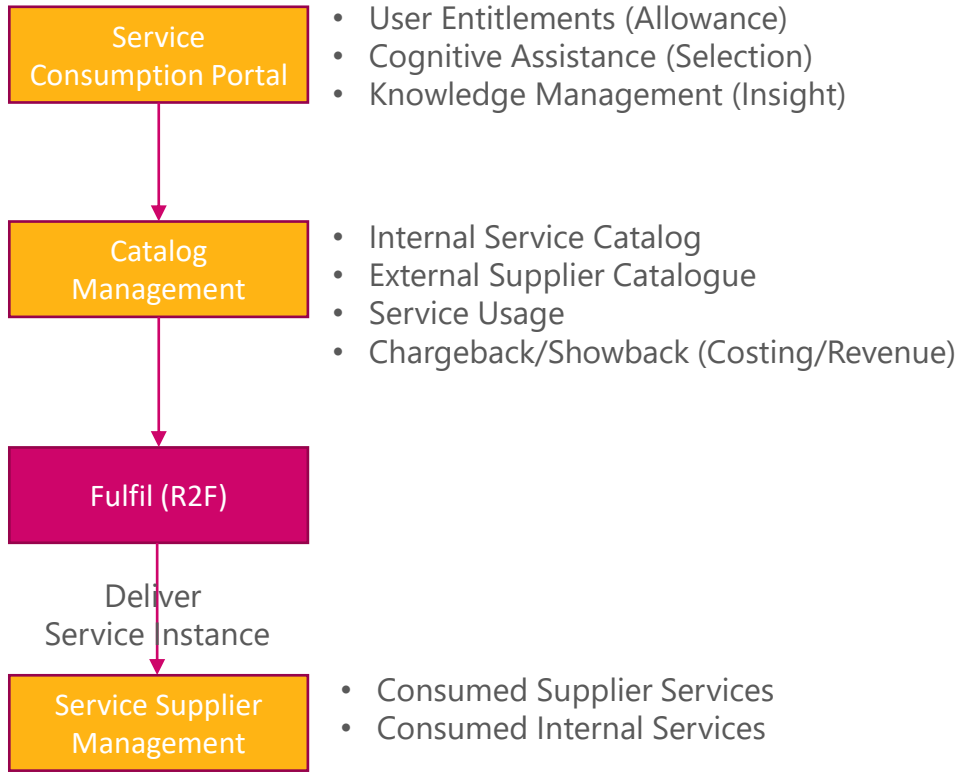
CTOM: CSM


Plan
S2P
Build
R2D
Fulfil
R2F
Run
R2C
Build: Requirement to Deploy (R2D)
Build (R2S)
Design
Develop
Test
Deploy
• Project Plan
• Logical Service Mode
• Requirements
• Standards and Policies
• Develop
• Environment Set-Up
• Version control
• Developer Testing (Unit Testing)
• Functional
• Performance
• Security
• Release Plan
• Change and Configuration
• Knowledge Management
• Application and Security Monitors
• Expectations
• Performance
• Capacity
• Cost
• Conceptual Blueprint
Requirements Management
Specifications
Build (R2D)
New Service
Updated Service
Obtain or Build

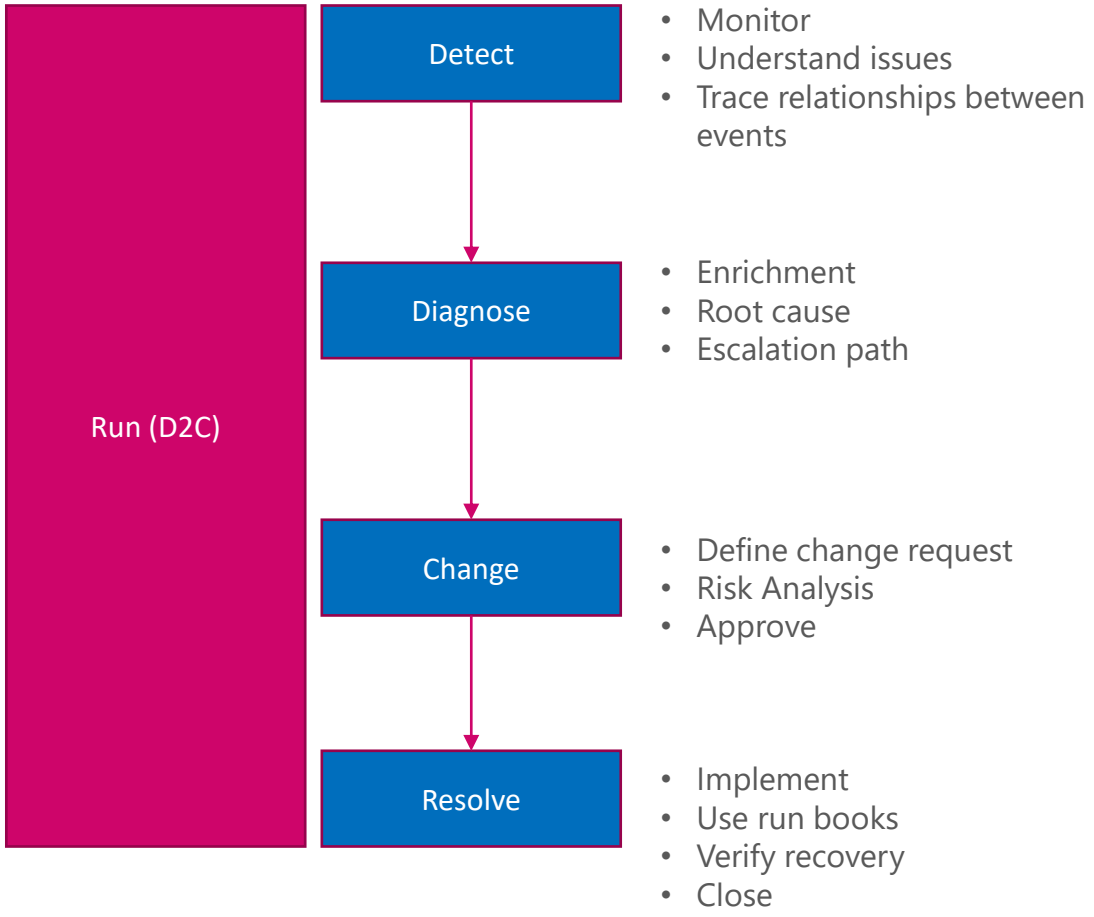
CTOM: CSM

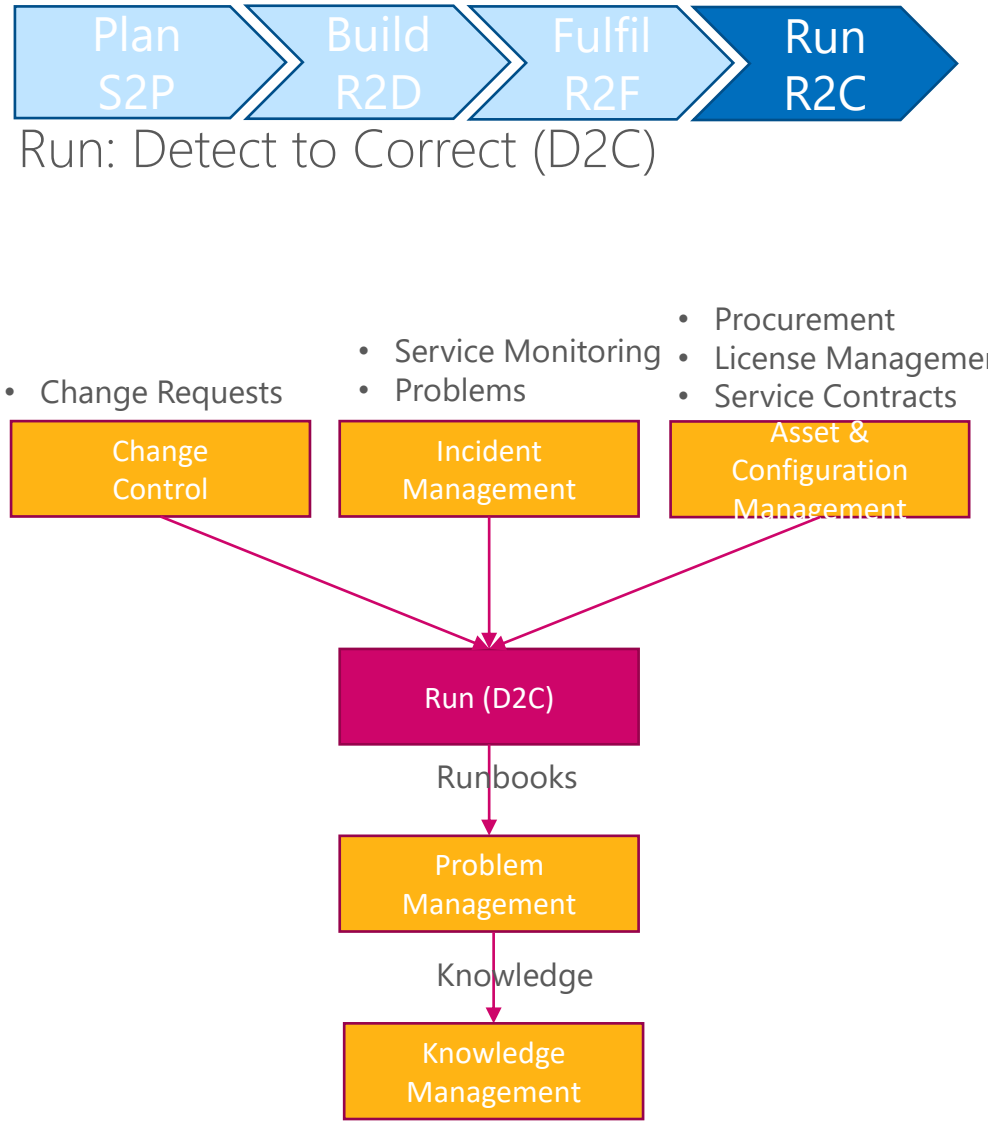


Fulfil: Requirement to Fulfil (R2F)

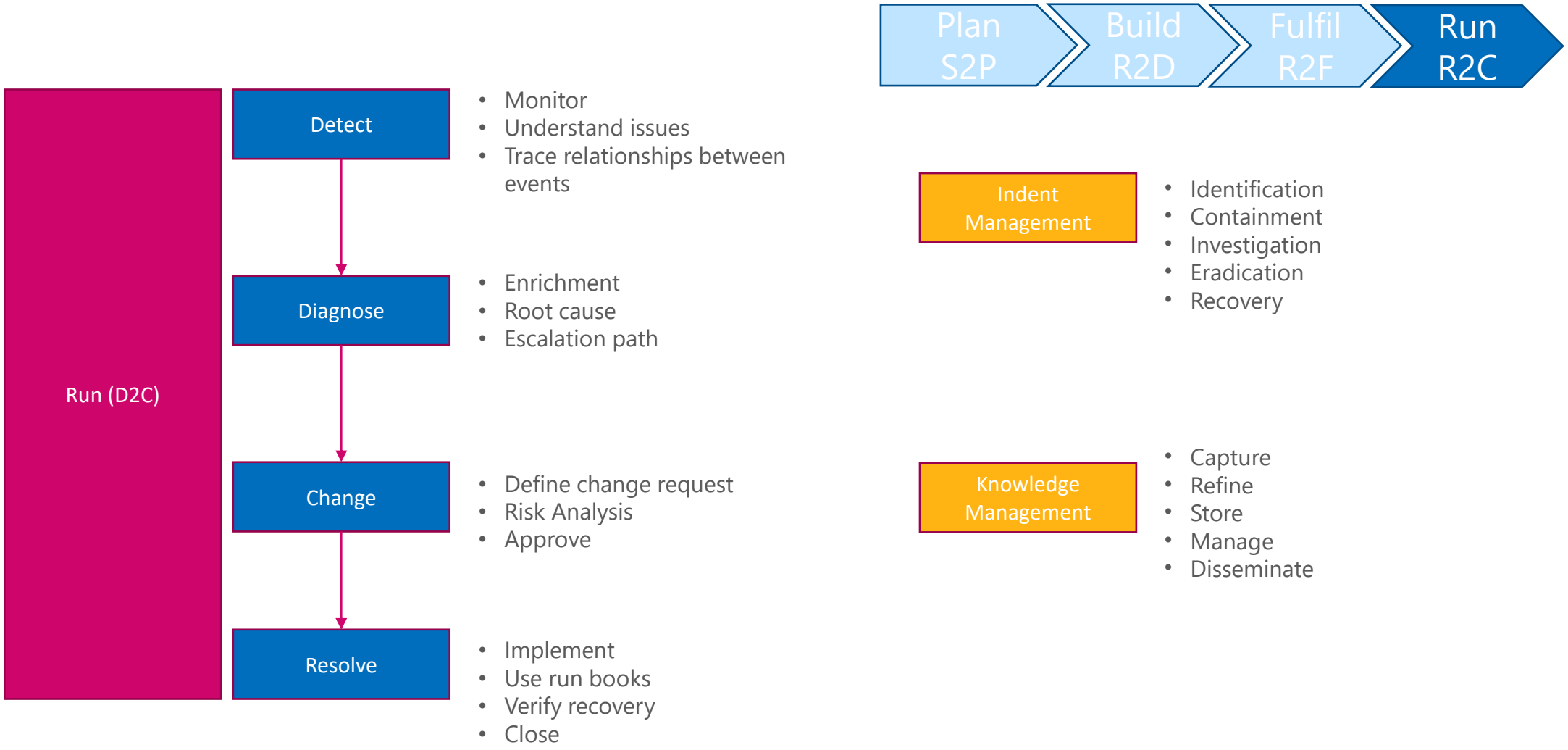


CTOM: CSM

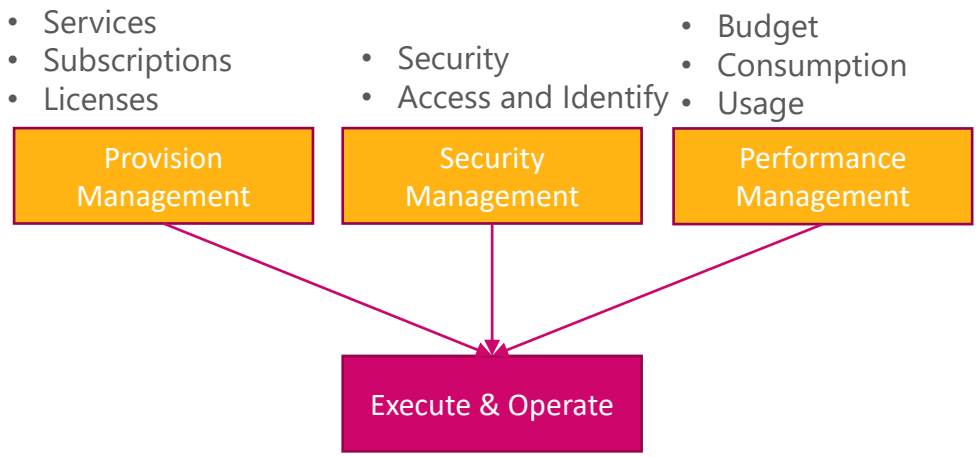

Run (D2C)
Detect
Monitor
Understand issues
Trace relationships between events
Diagnose
Enrichment
Root cause
Escalation path
Change
Define change request
Risk Analysis
Approve
Resolve
Implement
Use run books
Verify recovery
Close


Plan S2P
Build R2D
Fulfil R2F
Run R2C
Run: Detect to Correct (D2C)
Change Requests
Service Monitoring
Problems
Procurement
License Management
Service Contracts
Change Control
Incident Management
Asset & Configuration Management
Run (D2C)
Runbooks
Problem Management
Knowledge
Knowledge Management

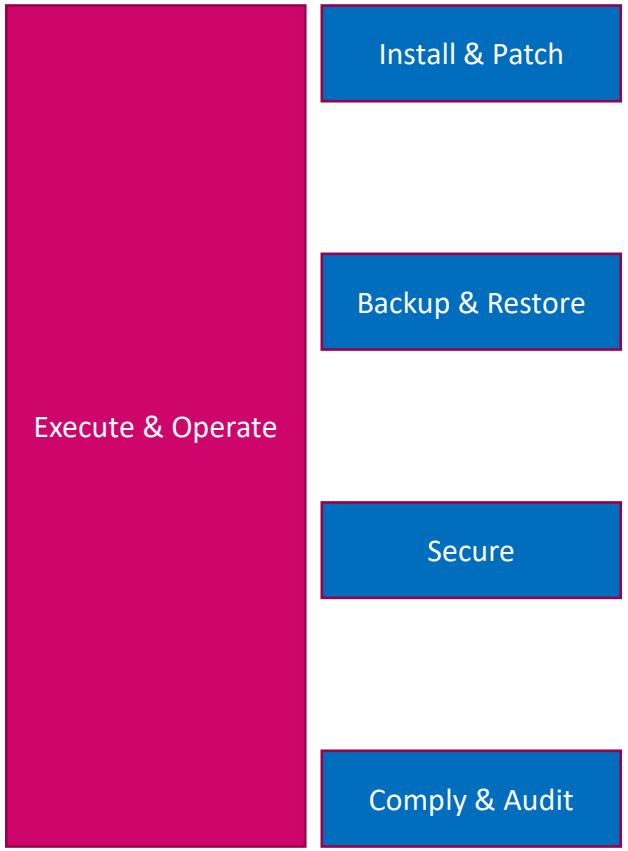
CTOM: CSM


Plan S2P
Build R2D
Fulfil R2F
Run R2C
Run (D2C)
Detect
Monitor
Understand issues
Trace relationships between events
Diagnose
Enrichment
Root cause
Escalation path
Change
Define change request
Risk Analysis
Approve
Resolve
Implement
Use run books
Verify recovery
Close
Indent Management
Identification
Containment
Investigation
Eradication
Recovery
Knowledge Management
Capture
Refine
Store
Manage
Disseminate

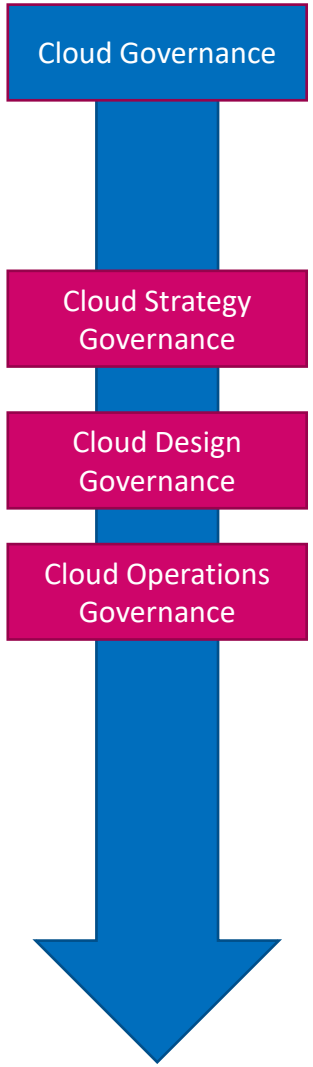
CTOM: Cloud Operations Management (COM)



CTOM: COM

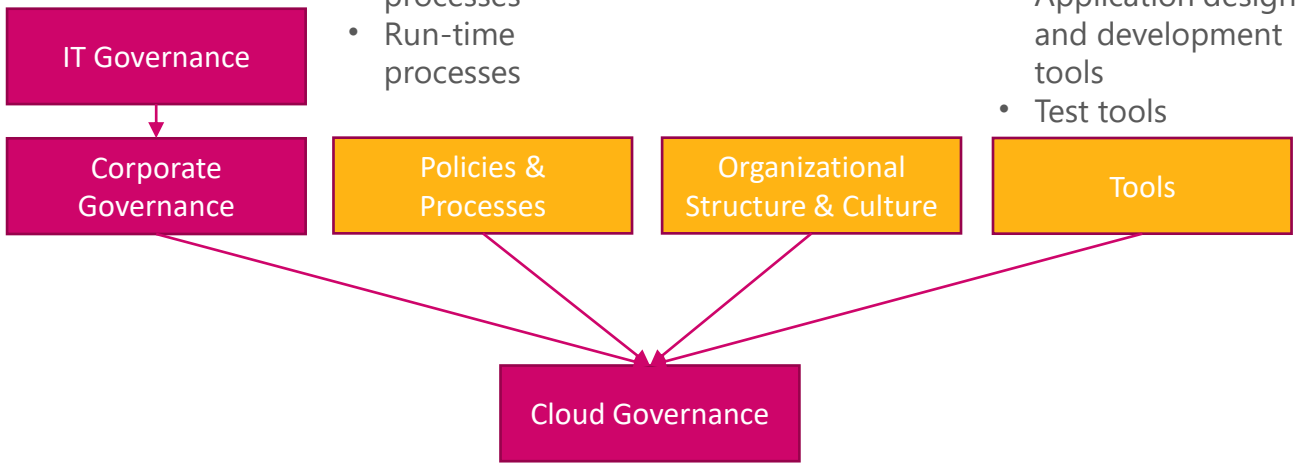

Execute & Operate
Install & Patch
Backup & Restore
Secure
Comply & Audit

CTOM: Cloud Governance Framework (CGF)

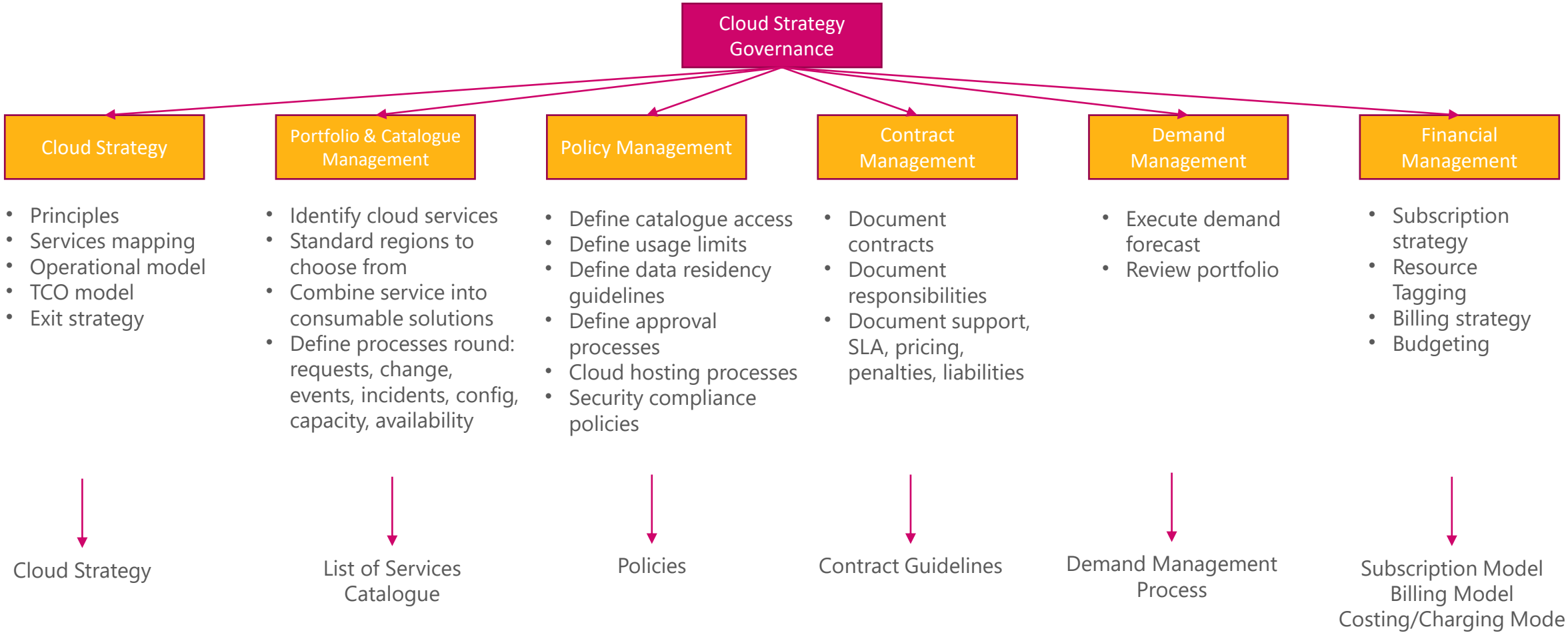


- Deployment and onboarding processes
- Access, resource management, provisioning, operational processes
- Run-time processes

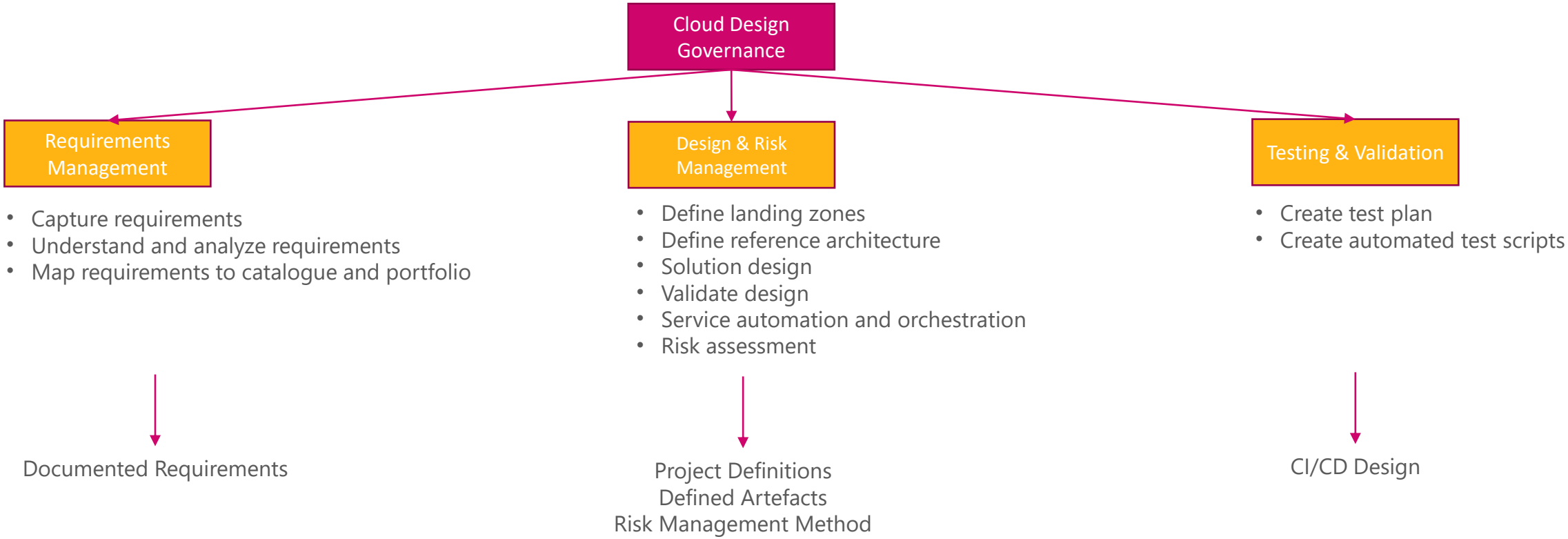
- (Self-Service) Portals
- Service catalogue
- Billing and accounting
- Lifecycle management tools
- Portfolio and contract management
- Monitoring tools
- Application design and development tools
- Test tools



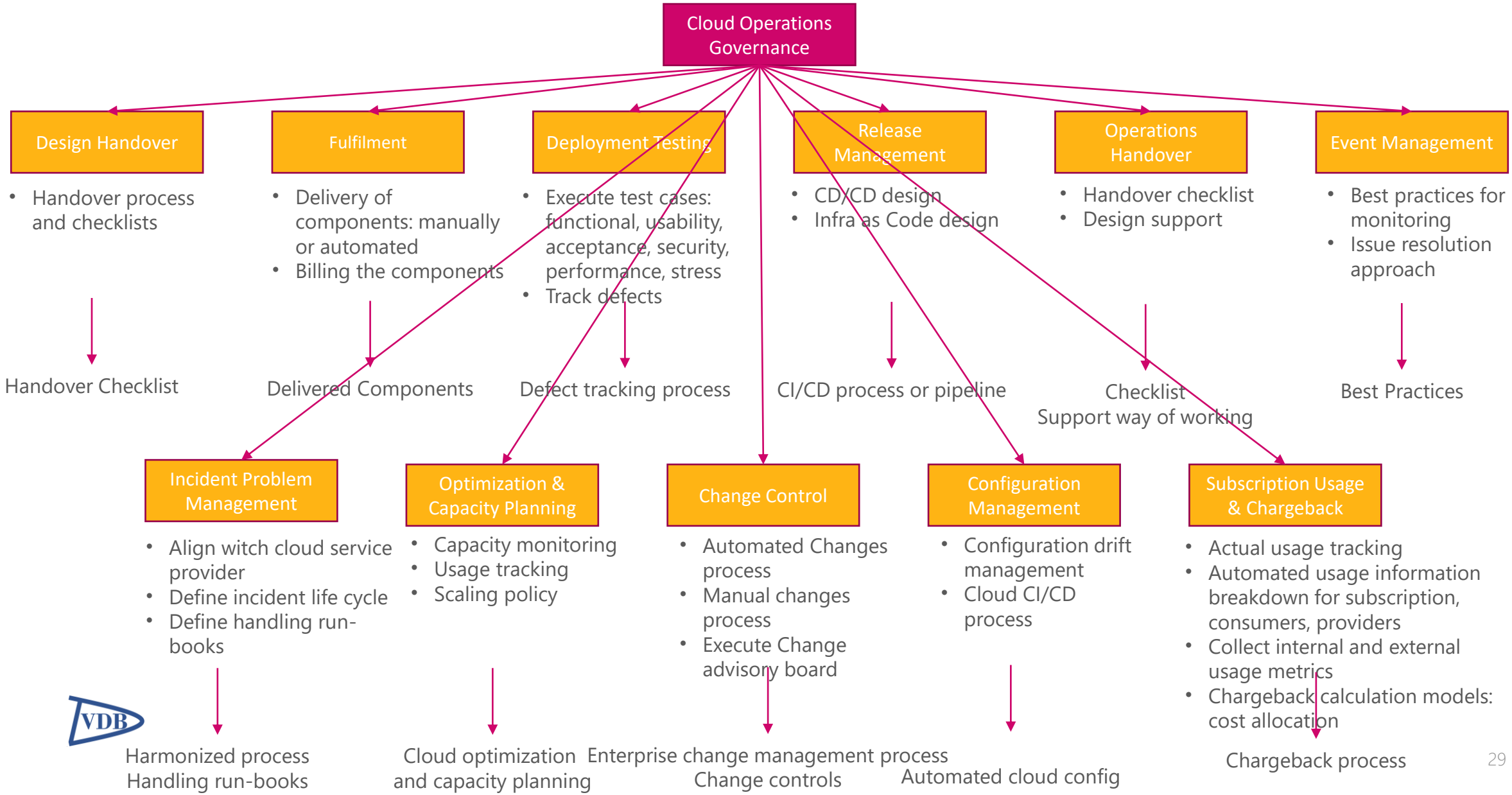
CTOM: CGF


Cloud Strategy Governance
Cloud Strategy
Portfolio & Catalogue Management
Policy Management
Contract Management
Demand Management
Financial Management
• Principles
• Services mapping
• Operational model
• TCO model
• Exit strategy
• Identify cloud services
• Standard regions to choose from
• Combine service into consumable solutions
• Define processes round: requests, change, events, incidents, config, capacity, availability
• Define catalogue access
• Define usage limits
• Define data residency guidelines
• Define approval processes
• Cloud hosting processes
• Security compliance policies
• Document contracts
• Document responsibilities
• Document support, SLA, pricing, penalties, liabilities
• Execute demand forecast
• Review portfolio
• Subscription strategy
• Resource Tagging
• Billing strategy
• Budgeting
Cloud Strategy
List of Services Catalogue
Policies
Contract Guidelines
Demand Management Process
Subscription Model
Billing Model
Costing/Charging Mode

CTOM: CGF


Cloud Design Governance
Requirements Management
Design & Risk Management
Testing & Validation
• Capture requirements
• Understand and analyze requirements
• Map requirements to catalogue and portfolio
• Define landing zones
• Define reference architecture
• Solution design
• Validate design
• Service automation and orchestration
• Risk assessment
• Create test plan
• Create automated test scripts
Documented Requirements
Project Definitions
Defined Artefacts
Risk Management Method
CI/CD Design

CTOM: CGF


Cloud Operations Governance
Design Handover
Handover process and checklists
Handover Checklist
Fulfilment
Delivery of components: manually or automated
Billing the components
Delivered Components
Deployment Testing
Execute test cases: functional, usability, acceptance, security, performance, stress
Track defects
Defect tracking process
Release Management
CD/CD design
Infra as Code design
CI/CD process or pipeline
Operations Handover
Handover checklist
Design support
Checklist
Support way of working
Event Management
Best practices for monitoring
Issue resolution approach
Best Practices
Incident Problem Management
Align witch cloud service provider
Define incident life cycle
Define handling run-books
Harmonized process
Handling run-books
Optimization & Capacity Planning
Capacity monitoring
Usage tracking
Scaling policy
Cloud optimization and capacity planning
Change Control
Automated Changes process
Manual changes process
Execute Change advisory board
Enterprise change management process
Change controls
Configuration Management
Configuration drift management
Cloud CI/CD process
Automated cloud config
Subscription Usage & Chargeback
Actual usage tracking
Automated usage information breakdown for subscription, consumers, providers
Collect internal and external usage metrics
Chargeback calculation models: cost allocation
Chargeback process

CTOM: CGF Lifecycle

Appendix

Digital Transformation: Roadmap

- Understand:
  - See the future
  - Create strategy

Implement:

- Create a roadmap:
  - Change organization
  - Digital governance
  - Digital leadership
  - Digital organization
- Change solutions:
  - Service Product Design
  - Platform Mapping
  - Data Strategy
- Change Business:
  - Plan as a startup
  - Incubate (inside out)
  - Accelerate (outside-in)
- Change channels:
  - Customer Experience
  - Social growth

Digital Darwinism

Technology & society are evolving faster than businesses can naturally adapt

- Digital Natives
  - people born in the digital age
  - selecting and consuming mobile, anytime, anywhere
- Digital Immigrants
  - reluctant adopters
  - accept technology but it feel unintuitive and hard to use for them
- Digital Settlers
  - where not born in the era of information technology
  - keep moving back & fort between real and virtual
- Digital Voyeurs
  - navigate widely in the digital world only to consume information without interactions
  - e.g. will never like something in Facebook but look at updates of others
- Analog Holdouts
  - people resisting digital change

VDB

Cloud Computing

Characteristics:

- On-Demand: self-service
- Broad Network: consume from anywhere in the internet, fast connection - limited latency, excellent QoS
- Resource Pooling: multiple customer served by same physical resources
- Rapid Elasticity: scale resources as per your need
- Measured Service: linked to billing, pay-what-you-use models

Cloud Service Models:

- SaaS
- PaaS
- IaaS
- XaaS = Anything as a Service

Deployment models:

- Private Cloud
- Pubic Cloud
- Hybrid Cloud
- Community Cloud
- Government Cloud
- Multi-Cloud

Cloud: Supply-Chain & Services

Cloud Supply-Chain

- Cloud Consumer: consumes cloud services
  <-> Cloud Carrier: connectivity and transport of cloud services
- Cloud Provider: cloud service provider CSP, makes service available
  - Primary CSP: services hosted on owned infrastructure
  - Intermediary CSP: service delivered making use of services of Primary CSP
- Cloud Broker: manages the use, performance and delivery of services, negotiates between cloud providers and cloud consumers
  - Cloud Aggregator, Cloud Integrator, Cloud Customizers
- Cloud Auditor: conduct and independent assessment of cloud service

Everything as a Service - XaaS:

- Service Chain Entity: creator, provider, supporter, integrator, orchestrator, consumer, payer
- Service Economics: cost model, chargeback, show back
- Service Function: name, function, utility, description, warranty
- Service Support: SLA, ownership, groups
- Self-Service
- Service Monitor and Control: instrumentation, monitoring boundaries
- Service Security: authentication, access control, permissions
- Service Usage and Billing: metering and billing, unit measurement, service consumption
- Service Consumption

Cloud Architecture

Cloud Toolchain

- Build Tools: configure, manage dependencies; create artefacts, run tests
- Cost Management: monitor and analyze cloud expenses
- Cloud Optimization: optimize usage to avoid over-buy
- Cloud Integration: integrating cloud-based and cloud with on-premises
- Cloud Infrastructure Management: cross-platform management tool infra for public, private and hybrid to have consistent governance and security
- Cloud Data Integration: manage data breach risks
- Cloud Configuration Management: Infrastructure as Code
- Cloud Management: monitoring, automation and governance of infrastructure and applications
- Cloud Automation: DevOps to have faster delivery and updates

Cloud Computing: Cloud First

Cloud native means container-based environments i.e. services packaged in containers, deployed as micro-services and managed on elastic infrastructure through agile DevOps processes and CI/CD workflows

Supporting Technologies:

- Password-less protection: multi-factor authentication (MFA) where one key is unlocked via bio-metrics or pin (MS Hello for business)
- Microservices: application or services broken down in smaller units and combined using standard interfaces which are modular and anile in contrast with monoliths having elongated development, testing and upgrade cycles
- Containerization: containers run one OS vs. VM's running multiple OS's, containers simplify and reduce costs
- Serverless: abstraction between application and compute resources
- IoT: network connected devices generating potentially large amounts of data. Data is business value: used in forecasting, planning and maintenance
- Edge computing: to mitigate bandwidth and latency issues between location that produces data and data centers or cloud that consumes/processes the data
- Internet of Value (IoV): electronic wallet, financial freedom and value exchange without intermediaries (Blockchain) - Economy of Things (EoT)

Cloud Adoption: Performance Metrics

Performance Metrics:

- Level of cloud adaption:
  - % of projects
  - % of cloud services
  - % subscribed users
  - Actual / Expected consumption
- Level of governance:
  - % of executed reviews
  - # of planned / actual
- Operational Efficiency:
  - Reported incidents
  - Average time to deploy
  - Average time to onboard
- Cost reduction
  - % of allocation IT budget
- Business value:
  - % of idle services
  - % SLA's met
- Service driven integration
  - % of services provide services / total number of services
  - Number of SLA's with exceptions
- Risk mitigation
  - % compliance with security policy
  - % schedule variance
  - # of incidents
  - Severity of exceptions

Cloud Adoption

Challenges:

- To many choices
- Operational complexities
- Security requirements
- Legacy technology
- Skill shortages
- Shadow IT
- Service quality
- Legal implications

Stages:

- Application transformation:
  - Lift and Shift
  - Partial Refactoring
  - Refactoring
- Network Transformation
- Security Transformation

Cloud: Managed Cloud Service Providers (MCSP)

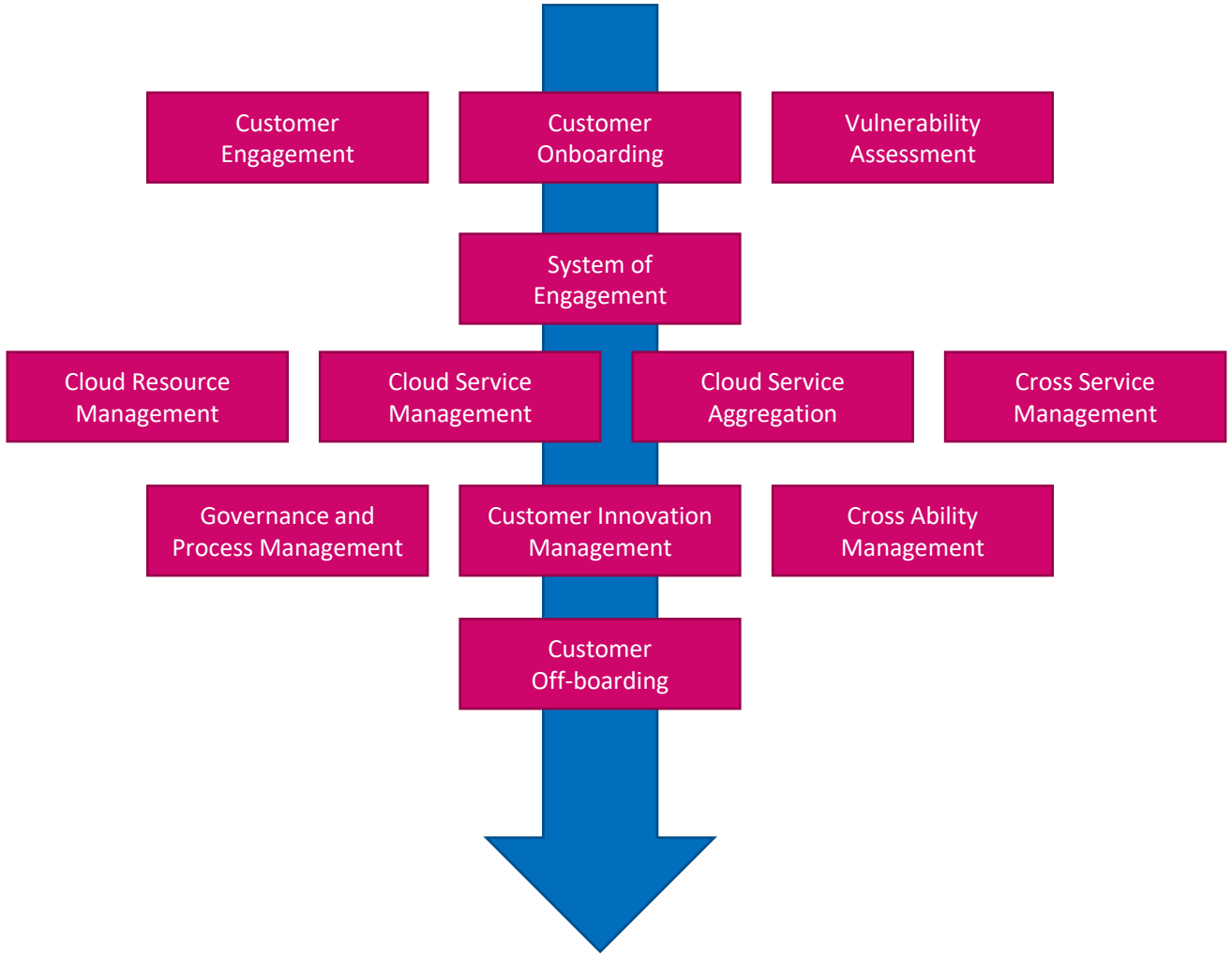
Benefits:

- Better Control: provisioning from a centralized provisioning platform
- Business Agility: SLA based business solution
- Cost Management: CAPEX to OPEX switch
- Reliability and Privacy: high-availability, resilient, redundant, virtual private cloud, encryption
- Speed to Value: no lead time and bottle necks
- Security

Capabilities:

- Cloud Target Operating Model
- Cloud and Digital Accelerators
- Billing and Consumption Transparency
- Automation and DevOps
- Ready-to-go Cloud Platform
- Fully Managed Cloud and Digital Services
- Self-Service Catalog
- Anti-lock-in: vendor neutral and cloud agnostic
- Centralized User Portal
- Cloud Workload Migration

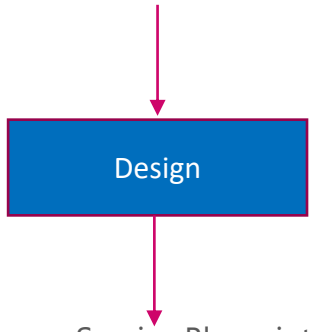
Cloud: MCSP Framework



- Customer Engagement: as-is state
  - Cloud Assessment
  - Migration Preparation
  - Migration Enablement
- Customer Onboarding:
  - Design & Development
  - Network & Port Setup
  - Infrastructure Provisioning
- Service Enablement
- Vulnerability Assessment: identify, quantify and prioritize vulnerabilities
  - System of Engagement
  - Self-Service
  - Subscription
  - Service Catalog
  - Entitlements
- Cross Service Management:
  - Support
  - Service Delivery
  - Metering
  - Prevent & Manage
- Cloud Resource management
  - SaaS
  - PaaS
  - IaaS
- Cloud Service Aggregation:
  - AWS
  - MS
  - Google
  - Alibaba
- Governance and Process Management
  - Operation Governance
  - ITSM Process Management
  - Integration Management
- Customer Innovation Management: making sure the full digital potential of the cloud is realized
  - DevOps
  - Containers
  - Integration
- Cross Ability Management:
  - Security
  - Resilience
  - Performance
  - Consumability
  - Compliances
  - Monitoring
- Customer Offboarding
  - Account Removal
  - Data Transfer
  - Security Assessment

Cloud Service Management

- Availability
- Policy
- Service Portfolio
- SLA's / OLA's



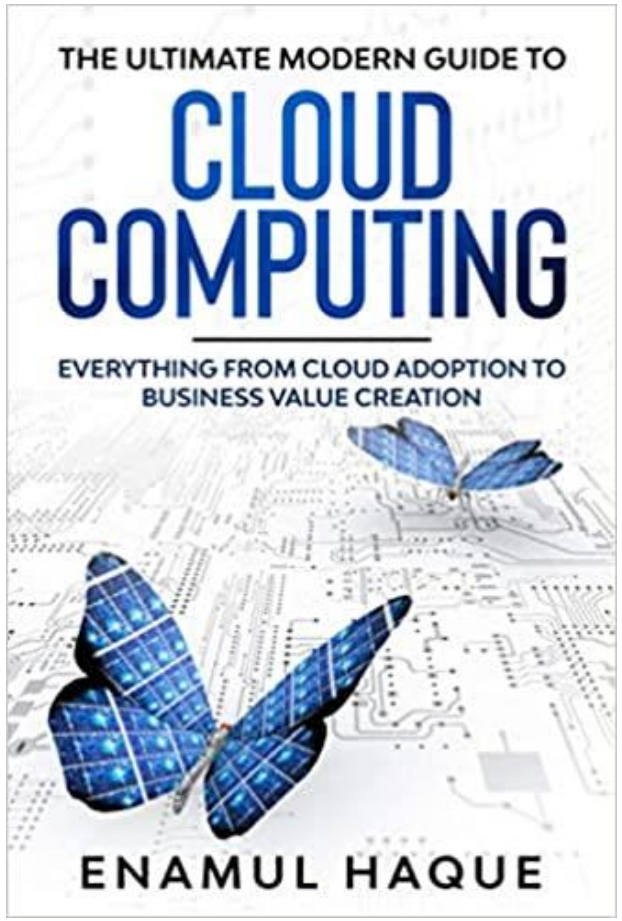
- Service Blueprint

Cloud Governance

Governance Domain

- Incident Management
- Problem Management
- Change Management
- Cloud Operation
- Reporting and Dashboarding

Sources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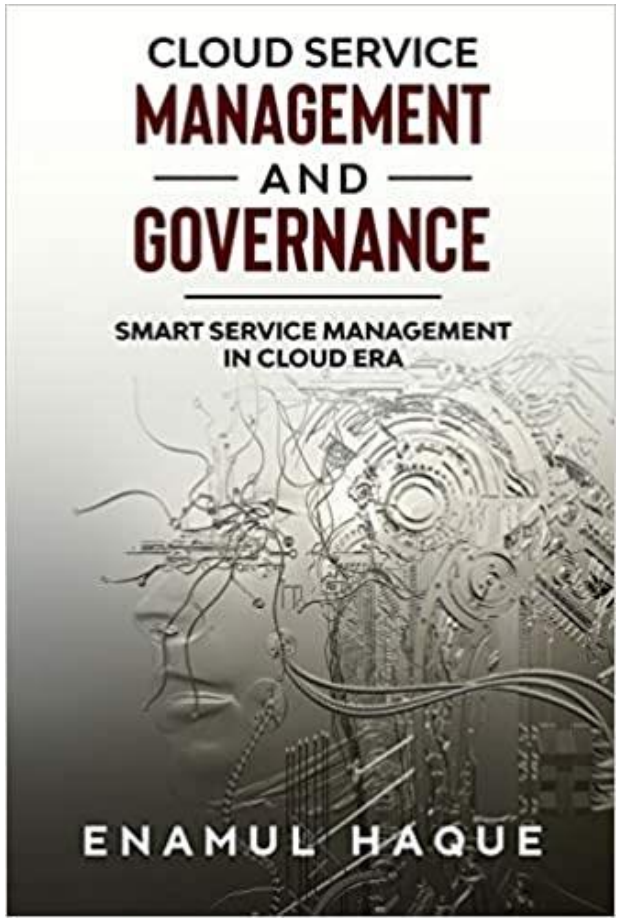
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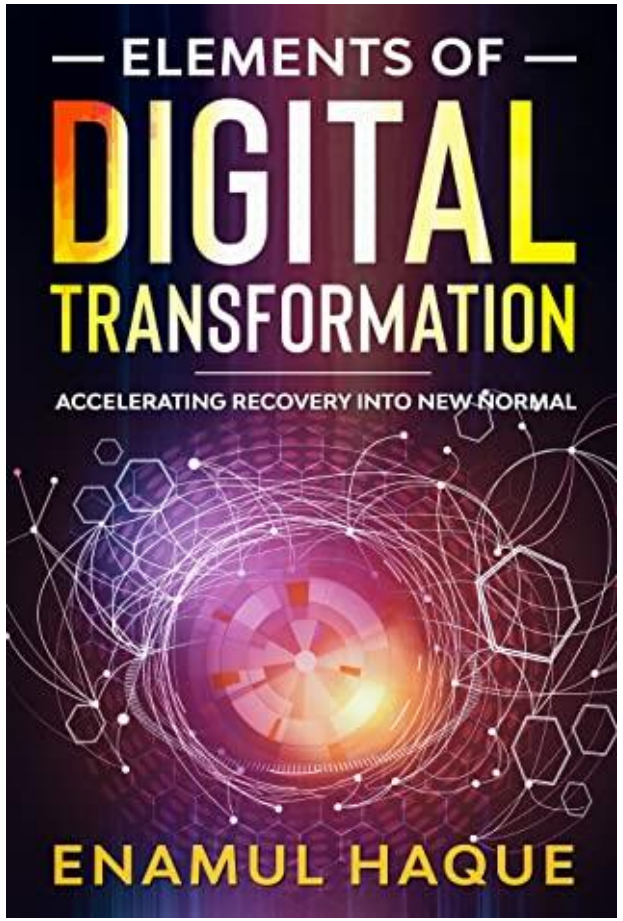
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