

DIGITAL TRANSFORMATION

Aligning IT Strategy to
Organisation Objectives





THE SPECTRE OF SHADOW IT

The origins of IT within modern organisations is not as clear cut as it used to be. With an increasing number of users, stakeholders and connected devices, IT managers are losing control over who accesses the corporate network, where, via what device and application.

The traditional model of IT specifying, purchasing and implementing IT is no longer relevant in a world where 70% of IT spend originates outside of the IT department and two thirds of businesses have embraced BYOD.

The IT landscape is further complicated by the consumerisation of business applications, the rapid adoption of video-based services, social media for business and the inexorable growth of big data and the Internet of Things (IoT).

While much of this innovation is driven by the shift towards user-centric technology, IT departments are challenged by too much, too quickly; and are faced with growing complexity, increased risk and a lack of control or oversight.

In a 2016 publication, Gartner estimated that 37% of global IT is now outside of CIO oversight. This shadow IT takes many forms, from systems access via personal devices to public Cloud applications and unlicensed file sharing and collaboration tools. (According to ESG, 70% of organisations suspect employees are using personal online file-sharing accounts without corporate approval).

This trend looks set to continue into the next decade as user-experience dominates adoption and line-of-business budget holders continue to seek business outcomes for their IT spend. This will put IT under even more pressure to deliver performance improvements and cost savings within an environment that is literally out of control.

THE ORIGINS OF IT: BEYOND OVERSIGHT

ORGANISATION NEEDS



Reduce
Fixed Costs



Increase
Business Agility



Optimise IT
Environment



Improve
Workforce Productivity



Enhance User
Experience



Drive Increased
Revenues

SPECIFIED BY LINE OF
BUSINESS WITHOUT IT

SAAS
IAAS
CLOUD

SPECIFIED AND
IMPLEMENTED BY IT

CORPORATE
IT FUNCTION

UNAUTHORISED
USER-DEFINED

BYOD
SOCIAL
APPS

IT SERVICES & APPLICATIONS



Contact
Centre



UC &
Collaboration



Enterprise
Networks



Connectivity



Back-up
and DR



Application
Development



ALIGNING IT AND ORGANISATION OBJECTIVES

Any organisation undergoing a digital transformation will inevitably need to balance the needs of IT with those of the business as a whole. Over time, the two sets of objectives will converge, so that IT enables the organisation to innovate whilst providing a stable, predictable environment that is easy to manage and delivers a long-term return on investment.

The role of IT within an organisation has changed from inhibitor to enabler. In the old world, technology would dictate business processes. For modern organisations, these roles have been reversed. You start with a business requirement and implement the technology that makes it happen.

This means the role of the IT department has changed from one of utility to service provider, from cost centre to value creation. Measurement of the effectiveness of IT has moved away from prosaic criteria such as availability, bandwidth and latency to its ability to deliver against business objectives.

Systems performance is always going to be important; but success will be measured in terms of user experience, service adoption, employee productivity and effective collaboration.

With line-of-business stakeholders having an increasing influence over IT decision making, the IT department is challenged to deliver a portfolio of business-enabling applications and services. At the same time, they need to manage an often complex legacy environment of technology that does not provide the flexibility or agility required to innovate.

Business stakeholders expect business outcomes from their investment in technology. Focussed on innovation and differentiation, they may not have an appreciation of the pressures associated with managing an increasingly complex infrastructure.

IT departments are still concerned with compliance, security, cost management and network performance. Innovators often don't know or don't care about these fundamentals.

ORGANISATION NEEDS



Reduce Fixed Costs



Increase Business Agility



Optimise IT Environment



Improve Workforce Productivity



Enhance User Experience



Drive Increased Revenues

IT FUNCTION



Supplier Management



Specification



Integration



Budgeting



System Management & Administration



Compliance and Risk Management

IT APPLICATIONS



Applications



Collaboration



Video Conferencing



Data Analytics



Storage & Compute



Security



Test & Development



Contact Centre



Connectivity



Back Up & DR



Remote Working



A NEW MODEL FOR IT

IT has more than one role to play within an organisation. It has a predictable, stable role to play in “keeping the lights on” – supporting day-to-day operations and allowing us to carry on business as usual. However, it also has a dynamic, agile role to play in facilitating business and process innovation.

This dual role is illustrated in Gartner’s bi-modal IT concept. It acknowledges that standards, oversight and cost management are a fundamental requirement of IT.

At the same time, it recognises that without the ability to innovate, businesses will stagnate.

| Mode 1 - Stability | | Mode 2 - Agility |
|------------------------------|-----------|----------------------------|
| Performance, Price | Value | Experience, Enablement |
| Sequential, Documented | Approach | Iterative, Dynamic |
| Planned, Approval-Based | Oversight | Empirical, Process-Based |
| Known, Enterprise, Long-Term | Sourcing | Unknown, Small, Short-Term |
| Process Management | Talent | Risk Management |
| IT-Centric, Abstracted | Culture | User-Centric, Connected |
| Long | Timelines | Short |

At first glance, these dual objectives seem in conflict with each other. If this was the whole picture, then it may be harder to reconcile the differences between the two. The reality is, the bi-modal model is an over-simplification of the situation. Although it has some relevance for organisations setting out on their journey to the Cloud, it becomes less relevant over time.

Often referred to as pioneers and settlers, the innovators and the custodians of IT are not the only stakeholders within an organisation. In the same way that disparate systems within an IT estate require integration, so do the two approaches to IT. Another approach is required to bridge the gap between the two modes.

The logical evolution of bi-modal IT is the tri-modal model, proposed by Simon Wardley; in which he recognises the role of the integrator or interpreter between the bi-modal stakeholders. In this new model, they fulfil the additional role of town planner; effectively using compliance and oversight to develop a framework within which the pioneers can innovate.

The bottom line for IT is that it needs to change from simply delivering access and availability to enabling and then optimising innovation, collaboration and an excellent user experience. Going forward, IT will not be 100% in control of its own destiny. This doesn't need to be a high-risk strategy. Especially if the business as a whole appreciates the need for standards, process and control.



A MANAGED APPROACH TO ADDING AGILITY

Change can be difficult. For larger organisations with sprawling legacy estates, or ingrained IT cultures, it can be the process equivalent of turning a tanker. It is neither practical nor financially viable to simply swap out the old infrastructure or radically change the way IT supports the business overnight. At the very least, operational standards, process efficiency, user adoption, security and regulatory compliance need to be maintained.

A twin-speed approach to managing IT enables organisations to manage the complexity of both a stable, risk-averse legacy environment and the fast-paced, agile environment necessary for business-led innovation.

CIOs understand the importance of introducing agility. For many, this will require a paradigm shift away from IT efficiency to IT effectiveness. On a fundamental level, this will put the onus on finding a solution that delivers most value to the business, not one that achieves a lower price point.

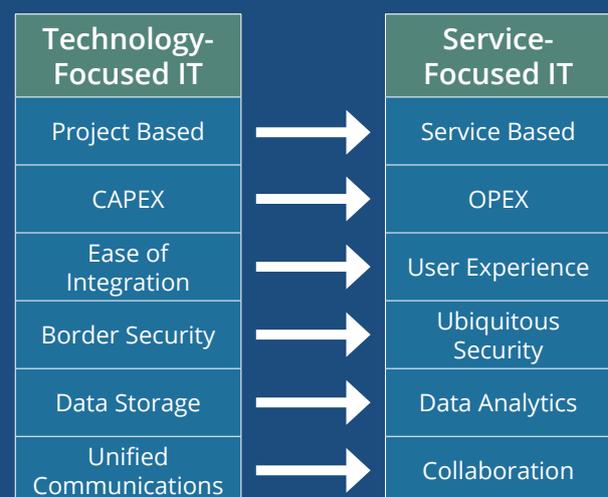
By changing the criteria against which success is measured, organisations are providing themselves with more options. Price will always be a consideration, but delivering an effective solution could mean taking a less risk-averse approach and engaging with unknown or innovative suppliers.

A CULTURAL SHIFT

Embracing agility represents an IT cultural shift; from a seller's market to a buyer's market. From supply-led to demand-led. At the same time, it is an acknowledgement that predictability and planning become less relevant. The new mantra for IT becomes "expect the unexpected".

This creates more challenges for IT as resource planning becomes impossible. How can you plan for IT services, skills, devices and capacities that you can't predict?

To address these challenges, CIOs are increasingly outsourcing agility to managed and hosted service providers, embracing the scalability, flexibility and cost-effectiveness of the Cloud.





HYBRID THEORY

Hybrid IT is about optimising your infrastructure to deliver the greatest business value, whether it be old or new, physically located in your premises or in the Cloud.

Each element of your infrastructure has a role to play, but not in isolation. Hybrid IT is also about seamless integration; combining on-premises, public and private Cloud to maximise performance, agility and cost-effectiveness.

Hybrid IT features a balance of risk and reward, agility and predictability. For many, there will always be an element of compliance or control that necessitates an on-premises solution. Rarely will any organisation choose to migrate all services to the Cloud.

In order to extract as much value as possible, on-premises data centres will be optimised, with server consolidation and virtualisation being a logical first step. The emergence of the as-a-Service approach to IT means organisations will enhance their legacy systems with colocation, or gateway services such as Cloud storage, back-up and disaster recovery as-a-Service.

Hybrid infrastructure allows organisations to maintain control of critical applications on-site whilst seamlessly scaling to accommodate changes in demand and rapidly bringing new services and applications to market. Key benefits of hybrid IT include:

- Increased agility
- Reduced costs
- Simplified management
- Increased security
- Continuous innovation
- Regulatory compliance

CLOUD COMPUTING

Barriers to Cloud computing have come tumbling down in recent years and organisations across the globe are embracing the inherent scalability and agility of as-a-Service propositions. Hybrid Cloud adoption rates are at their highest yet, up 71% year-on-year in 2016, with over 90% of all businesses using at least one Cloud service.

The adoption of Cloud and hybrid IT models is closely aligned with the bi-modal and tri-modal concepts. DevOps is trending alongside Cloud adoption as organisations travel the path of digital transformation; delivering new applications and service features faster than ever before in an agile Cloud environment.



TRANSFORMATIVE TECHNOLOGIES

HYPER-CONVERGED INFRASTRUCTURES

Converged infrastructure (pre-integrated packages of server, storage, networking and systems-management resources) has been a feature of modern data centres for a while now. They help reduce implementation and management time and make scaling computing resources quick and easy.

Hyper-convergence takes the concept one step further and leverages purpose-built components, designed specifically to work within a converged environment. Hyper-convergence allows IT to reduce complexity even further, scale effortlessly and optimise infrastructure for specific workflows.

WEB-SCALE IT

The concept of web-scale IT delivers a framework for data centre design and management that features rapid scalability, allowing you to address changing business needs. Horizontal scale-out techniques are key to web-scale IT and common within public Cloud service providers (although equally applicable for private Cloud infrastructure).

Standardisation of IT resources enables the creation of scalable, repeatable “blocks”; comprising vendor-specific computing, storage and networking components. These pre-configured blocks can be simply added to the data centre when demand requires it.

FLASH STORAGE

Solid State Drives (SSD) have always offered performance, flexibility and scalability advantages over traditional spinning disk drives, but they have not always been a cost effective option. As SSD prices fall they have become a viable alternative for common data centre applications.

Lower costs mean many IT managers are scoping flash storage alongside traditional spinning media in hybrid storage arrays. For mission critical applications, some are opting for flash-only storage as it offers greater resilience and faster recovery point objectives.

SOFTWARE-DEFINED DATA CENTRES

The software-defined data centre (SDDC) is one in which all infrastructure is virtualised – servers, storage, networking and security. Control of the entire data centre is automated via software; delivering an on-demand service that can be leveraged as and when required.

The enrolment, management and cost benefits of the SDDC are significant. Provisioning of new services and applications by business users is quick and easy. At the same time, IT managers have complete control over the environment and, according to a recent Deloitte report, organisations can realise cost savings of up to 20% on certain systems.

The SDDC is the embodiment of the tri-modal concept, enabling business users to rapidly provision computing resources within a framework of security, compliance and oversight.



WHY ONI?

ONI has a long-standing and well-earned reputation for providing quality services and support to a wide range of UK organisations. We believe that excellence of service is fundamental to our continued success and it begins with our people, our technology and our facilities.

Our customers come in all different shapes and sizes. Whilst all businesses, inevitably, share some common goals, each has a unique combination of needs, challenges and constraints. We also appreciate that your needs change over time; that's why we offer flexible solutions that are designed to meet your current requirements but are agile enough to adapt to changing demands.

All of our platforms and applications are based on industry-leading, enterprise-grade technologies underpinned by mature ITIL workflows that are wrapped around 3rd party support agreements.

Enterprise network solutions from ONI provide maximum performance and availability at minimum cost. Our team of experts can design, deploy, monitor and maintain your network to ensure it remains a business enabler, rather than an inhibitor.

ONI assume a consultative approach to network design that starts with understanding the way you work and the future objectives you have for the business. We will analyse your existing network to see where improvements can be made and where we can extend the life of your current technology to maximise the returns on your investment.

We will identify any components that are underpowered, under-utilised or unsupported and either re-use or replace anything that doesn't help deliver against your objectives.

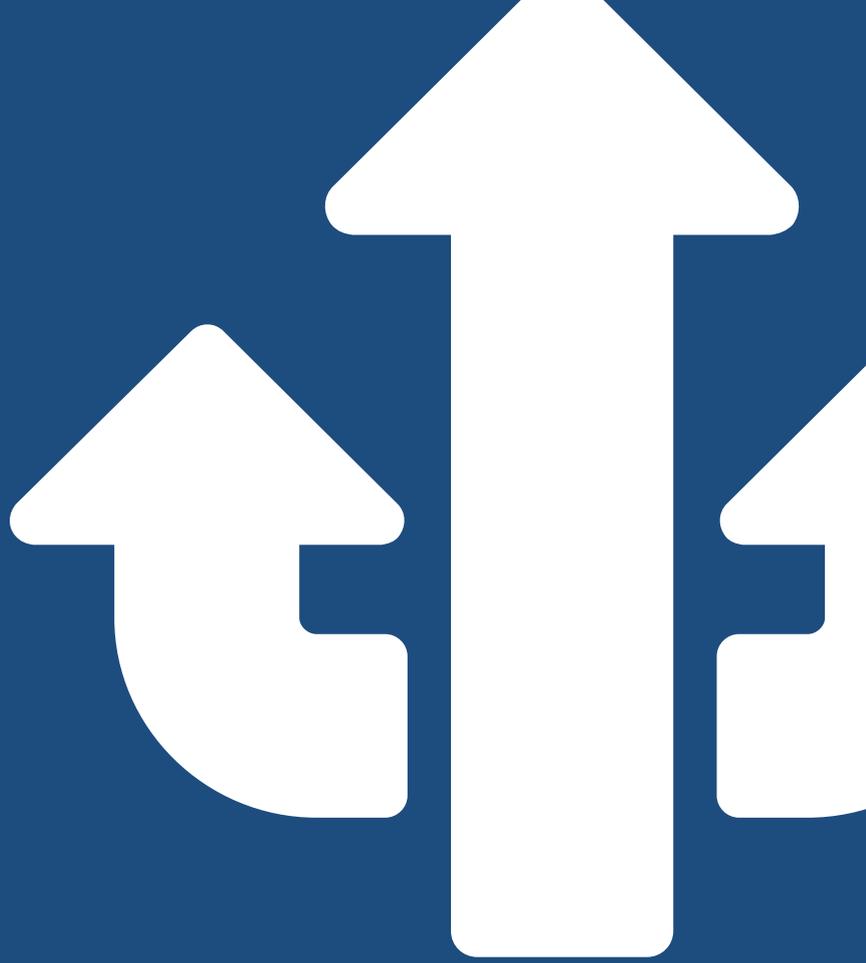
The ONI team maintain the highest levels of certification from leading hardware and software vendors and have an in-depth understanding of every facet of enterprise networks. Our experience spans both physical and virtualised environments, converged networks, unified access and emerging technologies such as software-defined networking.

ONI improves the way organisations manage their IT estate through a flexible range of Managed IT services. By offering a service that forms an integral part of your overall strategy, we are able to address some of the wider challenges facing the business, such as adding customer value and improving user acceptance and satisfaction. By raising the profile of IT within your organisation we can reposition it not as a cost centre, but as a source of revenue, with a positive impact on the bottom line.



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01582 429 999

www.oni.co.uk

marketing@oni.co.uk

16-24 Crawley Green Road, Luton, Bedfordshire LU2 0QX



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