

During the process, CxOs need to foster the understanding among their non-technical colleagues that this investment can barely be cut down.

- **Assess personnel demand and complexity with a sense of realism.** History is full of CxOs who overestimated the learning speed of their personnel. Cloud technology stacks are the first ones built to be run not by an enterprise but by an IaaS vendor with totally different scale and automation. This scenario doesn't fit even the largest enterprise, so CxOs need to keep an active eye on managed-service offerings, ideally ones offered directly by the cloud technology vendor (because service providers struggle with improving skills as well).
- **Assess personal and enterprise-wide comfort levels.** There is both a personal and an enterprise comfort level to be weighed with any of the five vendors. Both need to be in sync to a close-enough degree, as a disconnect between the two will not work when things are getting rough. Decision makers as well as the overall enterprise need to be comfortable with a vendor selection. Plan for rough patches, so comfort levels at selection time are key to make it through those challenges.
- **Get going.** It is clear by now, with all vendors offering almost all or slices of their technology stack, that on-premises computing is here to stay. Legal requirements, especially in the area of privacy and data residency, will become more frequent. Performance requirements are real because network speeds are not going to pick up dramatically in the near future (5G being the possible exception). And senior-management/board-level comfort with public cloud is not going to be at a super-comfortable level any time soon. Therefore, CxOs need to plan for a next-generation computing architecture. If nothing major can happen in the next 12 months, CxOs should at least invest in instrumentation/single pane of glass and improving the skills of their people.

ENDNOTES

¹ For a Constellation ShortList™ on IaaS vendors, see: Holger Mueller, “Constellation ShortList™ Global IaaS for Next-Gen Applications,” August 15, 2018. <https://www.constellationr.com/research/constellation-shortlist-global-iaas-next-gen-applications-1>

² Holger Mueller, “The Era of Infinite Computing Triggers Next-Generation Applications,” June 1, 2018. <https://www.constellationr.com/research/era-infinite-computing-triggers-next-generation-applications>

³ For the people-leader perspective on the skills shortage and the need for enterprise acceleration, see: Holger Mueller, “Why People Leaders Must Embrace Enterprise Acceleration,” July 3, 2018. <https://www.constellationr.com/research/why-people-leaders-must-embrace-enterprise-acceleration>

⁴ For more best-practice considerations for PaaS offerings, see: Holger Mueller, “As PaaS Turns Strategic, So Do Implementation Considerations,” May 9, 2018. <https://www.constellationr.com/research/paas-turns-strategic-so-do-implementation-considerations>

⁵ For more on next-gen applications and PaaS offerings, see: Holger Mueller, “Why Next-Gen Apps Start with a Next-Gen Platform as a Service,” April 5, 2018. <https://www.constellationr.com/research/why-next-gen-apps-start-next-gen-platform-service>

⁶ For a Constellation ShortList™ on PaaS vendors, see: Holger Mueller, “Constellation ShortList™ PaaS Tool Suites for Next-Gen Apps,” August 22, 2018. <https://www.constellationr.com/research/constellation-shortlist-paas-tool-suites-next-gen-apps>

Also: Holger Mueller, “Constellation ShortList™ PaaS Suites for Next Gen Apps,” August 22, 2018, <https://www.constellationr.com/research/constellation-shortlist-paas-suites-next-gen-apps>

⁷ For additional IaaS and PaaS selection criteria, see: R “Ray” Wang and Holger Mueller, “Key Questions for Every Public Cloud IaaS/PaaS Decision Matrix,” January 24, 2018. <https://www.constellationr.com/research/key-questions-every-public-cloud-iaaspaas-decision-matrix>

⁸ For an example of digital transformation, see: Holger Mueller, “Lufthansa Digitally Transforms the Workplace for Flight Managers,” February 27, 2018. <https://www.constellationr.com/research/lufthansa-digitally-transforms-workplace-flight-managers>

ANALYST BIO

Holger Mueller

Vice President and Principal Analyst

Holger Mueller is vice president and principal analyst at Constellation Research, providing guidance for the fundamental enablers of the cloud, IaaS, PaaS, with forays up the tech stack into big data, analytics and SaaS. Holger provides strategy and counsel to key clients, including chief information officers (CIO), chief technology officers (CTO), chief product officers (CPO), investment analysts, venture capitalists, sell-side firms and technology buyers.

Prior to joining Constellation Research, Holger was VP of products for *NorthgateArinso*, a KKR company. He led the transformation of products to the cloud and laid the foundation for new business-process-as-a-service (BPaaS) capabilities. Previously, he was the chief application architect with *SAP* and was also VP of products for *FICO*. Before that, he worked for *Oracle* in various management functions—both on the application development (CRM, Fusion) and business development sides. Holger started his career with *Kiefer & Veitinger*, which he helped grow from a startup to Europe's largest CRM vendor from 1995 onwards. Holger has a Diplom Kaufmann from University of Mannheim, with a focus on Information Science, Marketing, International Management and Chemical Technology. As a native European, Mueller speaks six languages.

 [@holgermu](https://twitter.com/holgermu)  constellationr.com/users/holger-mueller  linkedin.com/in/holgermueller

ABOUT CONSTELLATION RESEARCH

Constellation Research is an award-winning, Silicon Valley-based research and advisory firm that helps organizations navigate the challenges of digital disruption through business models transformation and the judicious application of disruptive technologies. Unlike the legacy analyst firms, Constellation Research is disrupting how research is accessed, what topics are covered and how clients can partner with a research firm to achieve success. Over 350 clients have joined from an ecosystem of buyers, partners, solution providers, C-suite, boards of directors and vendor clients. Our mission is to identify, validate and share insights with our clients.

Organizational Highlights

- Named Institute of Industry Analyst Relations (IIAR) New Analyst Firm of the Year in 2011 and #1 Independent Analyst Firm for 2014 and 2015.
- Experienced research team with an average of 25 years of practitioner, management and industry experience.
- Organizers of the Constellation Connected Enterprise—an innovation summit and best practices knowledge-sharing retreat for business leaders.
- Founders of Constellation Executive Network, a membership organization for digital leaders seeking to learn from market leaders and fast followers.

 www.ConstellationR.com

 [@ConstellationR](https://twitter.com/ConstellationR)

 info@ConstellationR.com

 sales@ConstellationR.com

Unauthorized reproduction or distribution in whole or in part in any form, including photocopying, faxing, image scanning, e-mailing, digitization, or making available for electronic downloading is prohibited without written permission from Constellation Research, Inc. Prior to photocopying, scanning, and digitizing items for internal or personal use, please contact Constellation Research, Inc. All trade names, trademarks, or registered trademarks are trade names, trademarks, or registered trademarks of their respective owners.

Information contained in this publication has been compiled from sources believed to be reliable, but the accuracy of this information is not guaranteed. Constellation Research, Inc. disclaims all warranties and conditions with regard to the content, express or implied, including warranties of merchantability and fitness for a particular purpose, nor assumes any legal liability for the accuracy, completeness, or usefulness of any information contained herein. Any reference to a commercial product, process, or service does not imply or constitute an endorsement of the same by Constellation Research, Inc.

This publication is designed to provide accurate and authoritative information in regard to the subject matter covered. It is sold or distributed with the understanding that Constellation Research, Inc. is not engaged in rendering legal, accounting, or other professional service. If legal advice or other expert assistance is required, the services of a competent professional person should be sought. Constellation Research, Inc. assumes no liability for how this information is used or applied nor makes any express warranties on outcomes. (Modified from the Declaration of Principles jointly adopted by the American Bar Association and a Committee of Publishers and Associations.)

Your trust is important to us, and as such, we believe in being open and transparent about our financial relationships. With our clients' permission, we publish their names on our website.

San Francisco | Belfast | Boston | Colorado Springs | Cupertino | Denver | London | New York | Northern Virginia
Palo Alto | Pune | Sacramento | Santa Monica | Sydney | Toronto | Washington, D.C.