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Initiatives: **Cloud and Edge Infrastructure**

To turn your cloud expectations into reality, it is important to collaborate with key stakeholders to set realistic goals and expectations. Peer Connect members discuss the exact identity or name they chose for their organizations, which reflects the value-add that cloud transformation can bring.

**Overview**

A Peer Connect member whose organization has witnessed a cloud transformation is keen to select an identity/name for the team that drove this cloud transformation. The peer is seeking help to select an appropriate name for the team from peers who have either witnessed this transformation or are in the process of such a transformation.

**Peer Strategies**

**Beyond the Name: Recognizing the Criticality of Cloud in IT**

In response to the thread initiator's question, a director at an organization remarks, "Many companies use cloud Center of Excellence as it is understandable and also recommended by the major cloud companies. However, what is more important than the name is how the cloud COE works. There are huge variations between organizations with significant implications on success/failure. Many ideas from the cloud companies are critical, the cloud COE cannot be an extension of the infrastructure team, or a subsidiary of the developers, etc."

A senior professional goes on to add that the name used at his organization is “Cloud Enablement Team (CET).” He further adds, “Cloud Center of Excellence is the other common name that I have come across. In addition to this team, the other team that we launched shortly after CET is Cloud Steering Committee consisting of our CIO and other senior IT Leaders.”
A peer shares that being an IT services company, cloud is very critical to internal IT as well as their go-to market. Their core cloud team is named “Enterprise Cloud Team” and the roles of the team members are diversified, wherein they play the role of the cloud COE as well as cloud ops.

To give more context to a name that the peer in question can consider, a peer describes a couple of sub-elements of their “go-cloud native” strategy:

- Cloud Infra: Transform infra-to-go cloud native (network, servers, etc.).
- Cloud Application: Move apps to SaaS.
- Cloud Office: Explore possibility to work from a virtual office.
- Cloud Engineering: Move all the software engineering activities (core business) to cloud.

### Understanding Your Organization While Adopting Cloud: Customization Versus Overcustomization

An IT professional states that this question can be answered in several ways and one of them would be to find something that your enterprise/company will recognize, and more importantly, adopt.

He adds, “I have mixed feelings about adding the word ‘cloud’ to the name of the team. It works when thinking about channeling queries, requests, assurance, and issues to the team, but I also feel it is a short-term name. For us, the cloud has become official. All of our IT teams utilize cloud services. We can’t rename them all!”

Per the peer, there cannot be a one-size-fits-all approach and below are a couple of things to ask yourself to get started:

- What is the actual purpose of the team? What does success look like?
- Will the actions of this team change the new “norm”?
- Have you considered the different disciplines/skill sets you’re going to need in these new platforms?
- Is this team going to act as a design and assurance team or will they build and deliver or both?
- Are you planning to run separate agile teams to deliver different applications/services?
- What are the operational teams required to run the applications/services after going live?

A senior IT professional adds, “The name of our organization is Enterprise Cloud Solutions. We started with Enterprise Cloud Services but have changed to the term ‘solutions’ because it describes a broader context. We are a part of the Global IT Infrastructure organization.”
He goes on to add that within the Enterprise Cloud Services, there is a specific team, called “Cloud Expertise Center,” where some employees are dedicated to getting the public cloud initiative off the ground. Eventually, it is split into two parts — a Cloud Engineering Services department with the cloud architects who help the internal customers find the right solution for their needs, and an “Automation & Reliability (A&R)” team that handles the design and automation of the core cloud infrastructure. “The CES is focused on public cloud while A&R also addresses automation of the legacy private-cloud environments,” states the peer.

Another peer adds, “We use Cloud Enablement which seems like a term being used commonly in the industry. We also use the terms Cloud Operating Committee and Cloud Steering Committee for groups approving more strategic decisions.”

Key Take-Aways

■ While the naming convention for a cloud transformation team requires a great deal of brainstorming, it is imperative to recognize the criticality of cloud in IT. Beyond the name/identity you give to your team, it is of great importance to know how the team functions.

■ To get started, it is critical to understand the actual purpose of the team, what will the team deliver or if there are additional teams required to run the applications after go-live.

■ There’s a need to check how much we are willing to customize while adopting cloud. All the teams in an organization could be utilizing cloud services. It would be challenging to rename all of them.

About Peer Connect Content

Peer Connect is a private community in which Gartner clients can exchange insight and advice on their mission-critical priorities.

Peer Connect Perspectives are summaries of opinions and points of views expressed by Peer Connect community members. See the full Peer Connect discussion from which this document was summarized.

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