Number	T - 05		
Name	Cloud Computing and Servitization of IT		
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Descripton	Cloud computing services are reaching a stage of productivity. Various industrial reports have shown increasing acceptance and usage of cloud-based application services, platform services, and infrastructure services and predicted that by 2016 the majority of global IT spending will be cloud related. While Asian and Northern-American organizations have been leading the cloud adoption wave, companies in Europe are gradually catching up, which has strong policy implications for the IT industry in this economic region. Cloud computing services are defined by the National Institution of Standards and Technology (NIST) as "a model for enabling 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." Cloud adoption can have various impacts at user organizations, such as lowering cost, increasing productivity, realizing new business models, and enabling IT elasticity. On the supply side, traditional IT providers are facing a paradigm shift towards servitization, which is and will continue to transform the business models associated with IT delivery and the dynamics of interacting with customers. Cloud computing and its predecessors of second-generation IT outsourcing have predominantly been researched from IS adoption perspectives. While we now have a fair understanding of the different strategic and operational motivations to source services via the cloud, there is little certainty about the effects and impacts of cloud adoption on user organizations. For example, under which conditions do cloud-based services enable superior payoffs in total cost as opposed to traditional models of IT delivery? How can cloud-based service models enhance a company's value proposition and translate into business benefits? And, ultimately, how does the adoption of cloud-based services change the role and governance principles of the IT function? A phenomenon that is regaining ground with the organizational adoption of cloud is shadow IT, i.e., the use of cloud-based and other IT solutions outside the radar of corporate IT functions. The increasing dispersion of information systems authority across business units—while having its merits—may certainly hamper the integratability of cloud-based IT solutions into the large corporate IT architectures that have grown over the past decades and today are managed with high degrees of professionalization. At the same time, the future IT supply itself will be composed of multiple cloud-based services and delivered along entire value chains of IT service provision, rather than by a single entity. The perceived privacy and security paradoxes around cloud computing remain largely unresolved: although privacy and security remain the biggest concerns in organizational cloud adoption, the move to cloud is still accelerating. Vice versa, although cloud providers should have greater scale and better means to take risk mitigation measures and secure their customers' information assets, security concerns persist firmly in the minds of IT decision		

	makers. Industry specific approaches may help shed light into the criticality and 'cloudify-ability' of business information assets, e.g., by looking at the concerns related to cloud-based storing across verticals such as telecommunication, banking, or healthcare. Worth noting, the frontrunner in cloud adoption have been solutions for managing customer data—the most valuable asset of a company. Thus, differentiating along different types of business applications—or potentially along IT artifacts—may be another viable path to explore. As many have argued, the current transformation in the IT industry conforms to a broader shift of the economy from a goods-dominant-logic to a service-dominant logic, a trend which has been picked up by the emerging discipline of Service Science. The shift from the traditional model of delivering fixed asset IT solutions to a cloud computing model with consumption-based pricing schemes can also be viewed as an evolution from a one-way process that focuses on value exchange to a collaborative process that involves pooling of resources, knowledge, and skills to achieve value co-creation. Cloud providers such as Salesforce.com, Amazon, and SAP are operating under such premise by building up entire service ecosystems. Various types of players engage in resource generation and integration, which results in value creation and co-creation for each party as well as for the overall system posing new questions related to their strategic capabilities, business models, and coopetition in platform markets. Potential topics include, but are not limited to: • Adoption, diffusion and implementation of cloud services • National comparisons of cloud adoption and government policy • New cloud-service enabled business models • Servitization of the IT industry • Cloud services implementation and organizational change • Cloud governance and shadow IT • Cloud computing and enterprise architecture • Integration of cloud-based services • Coordination of IT service value chains • Privacy, security, and compliance of cloud services • Valuation of information assets and information governance • Industry-specific views on cloud computing • Application-specific views on cloud computing • Service science and cloud services • Licensing and pricing of cloud services • Value co-creation in the cloud context • Innovative cloud services • Cloud ecosystems and platform business models • Strategic capabilities of cloud vendors
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