

Guidelines
Cloud Project Marketing
English Version
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EuroCloud Deutschland_eco e. V.
Lichtstr. 43h
50825 Cologne

Phone: +49 221 / 70 00 48 – 0
Fax: +49 221 / 70 00 48 – 111
Email: info@eurocloud.de
Web: www.eurocloud.de

Editorial responsibility:
Thomas von Bülow (Chairman of the Board)

Register:
Cologne District Court – VR 16215

Location of the association:
Cologne

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1. Foreword

Dear Reader,

The more we concentrate on the topic cloud computing, the more extensive the discernible impact is that it has on a range of business processes. The same applies to the demands made on staff and the changes in collaborative work. The EuroCloud Competence Group Cloud Acceptance has undertaken two studies looking at, among other things, the emotional acceptance and the handling of concerns and opportunities from the perspective of the user. Here, there were clearly recognizable deficits in the introduction of cloud computing projects which have led to a less than enthusiastic reception.

The Guidelines on Cloud Project Marketing offer tangible practical knowledge from specialists who have already undertaken many projects themselves. The focus is not on the technical requirements, but on the integration of all participants that stand in a direct relationship to the goals, the changes, and the general challenges.

As is often the case, the guidelines offer a guide which must then be adapted to the specific requirements. Nevertheless, the guidelines assist in the planning and in finding the motivation necessary for a constructive approach that allows the project to develop successfully. In this way, deficits that occur as a result of failures in target-group oriented communication can be avoided.

Digital transformation is a big challenge, and it begins in our heads – not in the technology.

We wish you success in your forthcoming projects and thank the team of authors for the intensive work in the compilation of these guidelines.

Cologne, 1 September 2017



Andreas Weiss
Director, EuroCloud Deutschland_eco e. V

2. Introduction

These guidelines are the result of discussions and the sharing of experiences by the members of the EuroCloud Competence Group Project Marketing, under the leadership of Jörg Mecke. Taking the disruptive effects of cloud computing for companies and projects as the starting point, they guide the reader through the area of project marketing to examples of practical applications from successful cloud projects.

2.1 Purpose of the Guidelines

These guidelines have the objective of disseminating leading practices to interested parties who are planning cloud projects. It is immaterial what particular type of cloud project is being undertaken, because in most scenarios the project will involve a change in existing and established processes, and will result in a transformation for those affected. In practice, internal resistance from affected administrators and users leads, time and again, to increased costs or the failure of the project. The methods provided in the guidelines have proven themselves in a range of customer situations and are offered as food for thought for readers' own challenges.

2.2 Competence Group Cloud Acceptance: Delineation

The EuroCloud Competence Group Cloud Acceptance, in the “Study on Acceptance of Cloud Computing”¹, dealt above all with the approaches that affect the decision-makers of companies and institutions on the topic cloud, whereas in these guidelines the CG Project Marketing looks at what happens in practice when the decision has already been made and a cloud transformation is impending.

2.3 Period of Development of the Guidelines

These guidelines were compiled by the authors in the period between summer 2014 and summer 2015. The original German-language guidelines were published in November 2015.

2.4 Overview of Scenarios

In this document, four scenarios with different characteristics are described. In the SaaS context, examples of approaches are given for both a security solution which has limited influence on end users, and a CRM system that was implemented in a corporation.

¹ “Study on Acceptance of Cloud Computing” (2014)

In the IaaS/PaaS context, we have both the simple case of the topic “Storage-Tiering in the Cloud” and the demonstration of Cloud Project Marketing in a community cloud project.

Even though the scenarios are largely anonymized in their presentation, they should nonetheless show the spectrum of applications that the discipline of Cloud Project Marketing has in the real world, and this is supplemented with explanatory commentary by the authors

2.5 Structure of the Document

This document is divided into three main sections:

- Firstly, the initial situation is outlined. This is important, as most decision-makers are not yet aware of the necessity of carrying out project marketing in cloud projects.
- In the second step, the methods and the target groups of Cloud Project Marketing are clarified.
- Finally, the paper takes a practical turn to apply the theory to practice in four separate scenarios

3. Initial situation

Cloud computing has changed a lot, as established and accepted procedures in projects are being questioned, optimized and automated. Fears range from having to step outside the “comfort zone” to worries about losing jobs. Even when the motivation is most frequently to gain in speed and flexibility, many staff members assume, based on previous experience, that cost savings are behind the changes. Countering such fears or actively avoiding them are the central tasks for the discipline of project marketing, which acts as the link between the corporate communication team and the IT team. Typically, corporate communication departments know little about technical issues and technical follow-up communication, and the IT departments find marketing-based approaches alien. These guidelines aim at lowering these barriers to successful cloud projects.

3.1 Cloud as a Disruptive Factor

3.1.1 Disruptive Innovation

Disruptive innovations are those innovations that lead to a fundamental change in established processes, procedures, and so on. Disruptive innovations, as a rule, start out small and unspectacular and are found in niches. Often, the new processes and procedures appear at first to be inferior to the established practices in important ways. However, advantages in other features lead to these processes being used in other fields, resulting in them gaining in momentum and importance.

If the innovations are then improved so that the features which are seen as important in the established process are, if not achieving the same level, at least “good enough”, then this can result in an almost overnight changeover to the new, disruptive process. The cost benefits of the new process also often play a role. The established processes then largely disappear and are only retained in niches.

The principle of disruptive innovation was first described in 1997 by Clayton Christensen in his book “The innovator's dilemma: when new technologies cause great firms to fail”².

² Christensen (1997)

3.1.2 Cloud Computing as Disruptive Innovation

Cloud computing is the use of shared IT resources by many different users. Cloud computing differs from traditional mainframe computing technology in that many small units are interconnected into a complete system. Cloud computing differs from traditional PC applications in that the applications and data are not made available locally for one user, but rather are made available from the cloud simultaneously for many users.

In the case of cloud computing and in contrast to traditional IT, the available resources can be relatively easily and flexibly adapted to the actual needs. The costs of provision are shared by many users. As a consequence, this results in a considerable reduction in total cost for many applications in comparison to traditional IT, as well as in a significant increase in flexibility. In addition, through the lower cost of provision, many IT applications that would otherwise be prohibitive become feasible, even for only a few users.

Compared to operating one's own systems, the biggest disadvantage of cloud computing, particularly in the public cloud, is the reduced control of systems by the user and the associated potential security risks and compliance problems. A further disadvantage, above all compared to locally-operated IT, is the distance between the user and the IT system, which, depending on the application, makes great demands of the network being used, in terms of availability and bandwidth.

These disadvantages led, in the first instance, to cloud computing being used in niche areas, often in the consumer area. Examples of early cloud applications are email providers (e.g. Web.de, T-Online, Hotmail), Internet search engines (Alta Vista, Google) and the rendering of animated sequences in film production (in so-called "render farms"). Criteria like bandwidth, availability and control were of secondary consideration in these areas in comparison to the opportunity to get access to the required IT resources, for an acceptable price in the first place.

Above all, the improved bandwidth and availability of Internet connections has led to the feasibility of centralized provisioning of massive IT resources in further areas, with further cost benefits. Through this, cloud computing gained the attention of classic business IT. There remain concerns regarding security and control, but these are reducing due to improvements in the security of cloud services, through encryption, legal agreements, certification etc.

For the majority of IT applications, cloud computing is now “good enough” with regard to security, data protection and control – as a result, the advantages of cloud computing (including flexible provisioning, reduced need for in-house know-how, and cost benefits) are decisive.

The result of this is the already observed and the forecast high growth rates for cloud computing in the coming years: A paradigm shift is taking place in business IT.

3.1.3 Disruptive Changes in the IT Industry and User Companies

The striking consequence of the paradigm shift in business IT towards cloud computing is that the operation of large parts of the IT no longer physically takes place in the user company itself, but instead the IT resources are made available by service providers. The broad use of cloud computing therefore corresponds to a large extent to classic IT outsourcing. As is the case with classic outsourcing, this means that the need for technical IT competence in user companies will be significantly reduced, whereas additional technical personnel will be required by the IT providers. As a result of synergy effects, the ratio is not expected to be 1:1. However, it is to be expected that additional needs will arise in other areas through new services. The resources which are being freed up are already greedily being taken up by the market: There is, at any rate, a demand for IT personnel which cannot be satisfied.

An important difference between cloud computing and classic out-sourcing is that, in the case of cloud computing, the IT as a whole is not outsourced, but only individual elements or applications. In this context, therefore, the term “out-tasking” is occasionally used. A further difference is that, above all in the area of public cloud, the services provided by the provider and the contracts are as a rule highly standardized, only configurable in the sense of prescribed options and, to a large extent, non-negotiable.

Important competencies therefore remain with the user company, including:

- the detailed analysis of the service requirements with a view to the specific needs of the company (Business Alignment),
- the choice of individual services (incl. evaluating alignment with requirements, technical tests, and contractual provisions),
- the initial configuration and changes to configuration at a higher level, as a result of changing requirements or environment (e.g. new users, changed user roles or policies),
- ensuring the interplay of individual services, including the remaining systems operated in-house, if applicable with the support of the provider,
- the supervision of the services with regard to requirements and agreed service level.

With the increasing use of cloud computing to replace in-house IT systems, the user companies will require less detailed technical knowledge (e.g. about operating systems, databases and networks). A shift towards strategic competence, legal knowledge and management skills is taking place. These competencies can also be purchased from externals in the form of consultations – in order to optimally align the IT tools used to the company requirements and to avoid vendor lock-in, these should occur independently of the contracted cloud provider.

The changes described here in user companies in connection with the use of cloud computing naturally trigger fears and concerns for the staff affected. The danger is great that a project for the introduction of a cloud service will therefore meet with resistance in the IT department of the user company. It must also be taken into account that the introduction of a cloud service will mean a change in the IT landscape of the user company – analogous to the introduction of any other IT service, completely unrelated to cloud computing. This change in the IT landscape will result in a change in processes, which can also trigger fears and concerns for the affected users.

3.2 What is Cloud Project Marketing?

Project marketing has become established in the last few years as a sub-discipline of general project management. In business practice, it is above all beneficial when it comes to the creation of acceptance and the use of new

technologies. However, as a still young discipline, there is no established delimitation of tasks and no clear accountability for the planning and implementation. In the scientific field, there are a range of approaches described for the term, each setting a different focus for project marketing. On route to a methodology for Cloud Project Marketing, the EuroCloud Competence Group has identified three relevant objectives and general definitions.

3.2.1 Overall Objectives of Cloud Project Marketing

3.2.1.1 Positive Attention for the Project

“Project marketing is understood to encapsulate the representation of a project in its environment and beyond. Project marketing and its impact is often underestimated in practice – too much energy is invested in mastering the functional requirements. As a consequence, the active “selling” of the project is forgotten, with the result that the project team may be doing good work, but this work is neither noticed nor valued. Thus, the project will tend to fall behind other projects in the competition for scarce resources or valuable attention and will need in future to cope with worse conditions than would have been the case with functioning project marketing.”³

3.2.1.2 Creation of Acceptance for the Project

“Project marketing should be understood to include all activities that serve to make a project better known in its environment and to increase the acceptance of its processes and results.”⁴

3.2.1.3 Securing Resources

“Project marketing is the presentation and promotional representation of the project within the company involved, and if applicable in the public sphere. An important objective of project marketing is securing the financial means and the resources for the execution of the project and the preparation of the subsequent promotion of the results achieved.”⁵

³ Projektmanagement Handbuch (2015)

⁴ Patzak/Rattay, (1998), p. 80

⁵ Projektmagazin: Projektmarketing (2003)

3.2.2 Differentiation from Project Communication

Project marketing is a tool for the presentation and promotional representation of the project. Its objective is to influence the project environment for the success of the project. Project communication is broader in scope and is oriented towards involving the affected target groups through dialog and possibilities to exert an influence. Project communication is thus an elemental component of all Cloud Project Management and the organizational management of the project team. Cloud Project Marketing is oriented toward attitudes of all project stakeholders and occurs in phases.

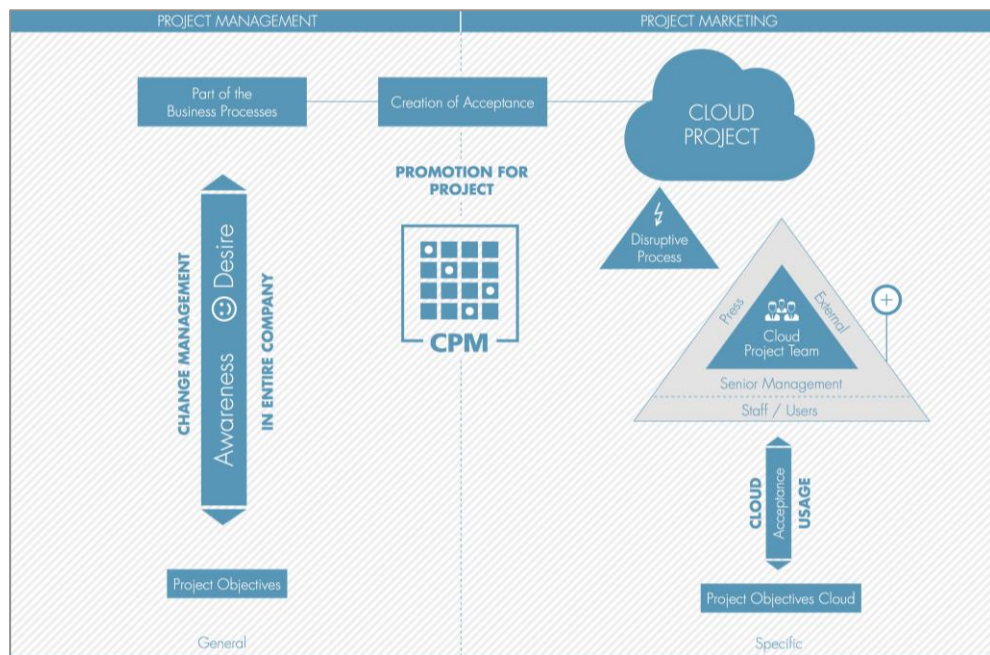


Fig. 1: Delimitation of Cloud Project and Cloud Project Marketing
Source: Own diagram

With consideration of the three overall objectives for project marketing, the CG Project Marketing developed their own definition of Cloud Project Marketing:

Cloud Project Marketing encapsulates all measures in conjunction with the cloud project that influence the project team and environment to the benefit of the project objectives and proactively accompanies the change process caused by cloud computing. In conjunction with the management of a

cloud project, project marketing undertakes promotion for the creation of acceptance for the specific project with all relevant stakeholder groups. As a persuasive component of project communication, it is oriented towards the cloud project stakeholder groups' mentalities towards innovation and communication. However, it cannot and should not replace interpersonal communication in the project; instead, it should supplement it.

If it is properly implemented and utilized, cloud computing can, as a disruptive technology, positively change the IT landscape and the company business processes based on it. Nevertheless, the public acceptance of cloud computing in Germany lags behind the actual utilization. In some cases, the term even has a negative connotation. As a result of the disruptive characteristics of cloud computing, the associated changes in companies and departments are considerably larger than in classic IT projects. In particular, the organization, provision, and mode of use of IT infrastructure, middleware and applications are changing fundamentally. Here, without active project marketing, there is a lot of room for insecurity, fears, and speculation. This public opinion is partially transmitted into the project. The project management itself is therefore often faced with acceptance challenges – both from those involved in the cloud project and from potential users within the company, as well as from further stakeholders. Correspondingly, project marketing is accorded a prominent role in cloud projects as the “ice breaker”.

How Cloud Project Marketing can be successfully planned and implemented, and what tools should be utilized in which project phases for which target groups, will be described in more depth in the following chapters

3.3 Description of Target Groups of Cloud Project Marketing

3.3.1 Cloud Target Groups According to Role

In order to choose the right tools and methods, it is constructive to take a closer look at the individual target groups. Roles should be the focus of the initial examination. In the following section, the four target group clusters will be analyzed regarding their characteristics and differences in relation to Cloud Project Marketing.

The Management already has a so-called “buy in”, meaning that the responsibilities have been defined and the project has been approved. Given this, project marketing is particularly important at the beginning, and can be re-

placed, in the course of the project, by the regular status reporting and the corresponding communication, as envisaged in the project management. Cloud Project Marketing can continue to be used in the presentation of the current status or at the conclusion of the project. The Management takes on the role of the sponsor in the context of Cloud Project Marketing (CPM).

For the *Project Team*, as the core of the cloud project, the Cloud Project Marketing Toolbox must be applied in the early stages, to gain the acceptance of all project members. The Project Team's acceptance and enthusiasm for the project is particularly important, as these serve as important multipliers for further communication and form the foundation for the further course of the project.

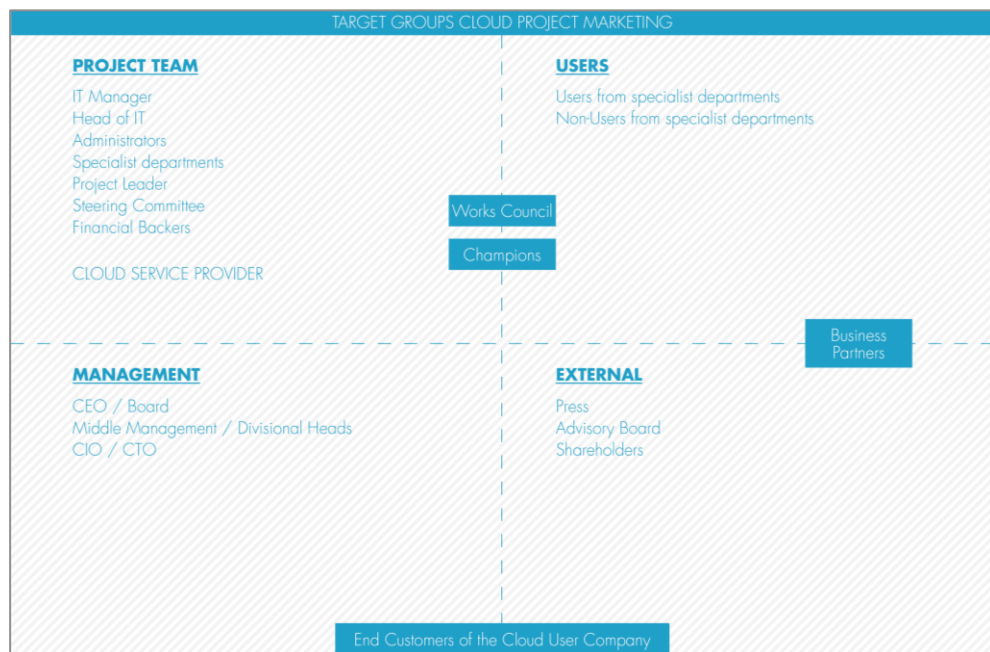


Fig. 2: Cloud Project Marketing Target Groups, Source: Own diagram

The *Users* in the specialist departments utilizing the service must be convinced of the usefulness of the solution and the associated measures. To ensure that all staff are involved, this communication should take place directly. This also ensures a connection between the Project Team and the Users. Staff members that are not directly affected by the changes should at the very least be addressed through indirect measures and be informed about the changes in

the company. This communication serves also to ensure that no misunderstandings or annoyances develop that would hinder cooperation with the affected Users.

In later phases of the project, *Externals* should also be incorporated into the communication. However, in this case it is more about presenting the advantages that the company has as a result of the solution, for example, optimization, cost benefits or proof of the company's innovativeness.

A special role in this constellation is taken by the *Works Council* and the *“Champions”*. For the Works Council, information that helps to ensure that the rights of workers are being protected is important. For example, the introduction of a communication platform such as Lync, can lead to direct, unintentional surveillance of workers.

“Champions” are members of staff that are more deeply involved in the project and its phases than others are. Here, the objective is to have these champion the project from their position as Users, in order to persuade their colleagues.

As far as necessary, *Suppliers* and *Partners* should also be included in the communication. This is particularly important if interfaces or processes change as a result of the introduction of a cloud solution and, for example, further information is necessary. These could relate to training to deal with the changes, but also to allay any security concerns arising from the cloud implementation. Here, it is also important to demonstrate the solution's benefits, if extant, for the Partners. This could include simplified processes or faster processing times.

Last, but not least, it can be sensible to include the *Cloud User Company End Customers* in the communication. This is particularly the case if they are directly affected by the change-over through, for instance, a changed portal.

3.3.2 Target Groups According to Attitudes to Communication and Innovation

Given that the role profiles of the Cloud Project Marketing target groups do not touch directly on the fundamental attitudes to technology, it is advised to undertake a subsequent examination with regard to the existing attitudes to communication and innovation.

A Cloud Project Marketing Toolbox can only have the greatest possible chance of making use of the right tools and channels when communicative expectations of the target groups are taken into account. At the same time for the content and argumentation, it is especially important to analyze the various attitudes of project stakeholders to cloud computing as an innovative and disruptive technology in the organization of the project realization.

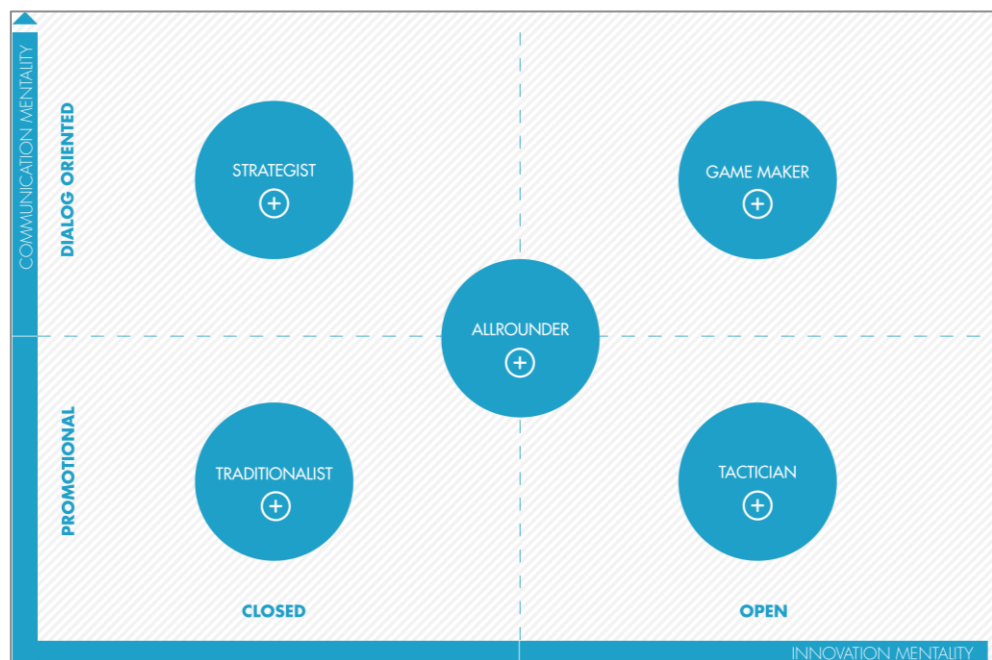


Fig. 3: Cluster of Target Groups According to Mentality Towards Innovation and Communication, Source: Own diagram

Pursuant to the current status of research into Innovation Communication, constructing a matrix out of the five user typologies is recommended.

The mentality towards innovation is plotted on the x-axis and on the y-axis, the mentality towards communication, and all existing cloud stakeholders in the company are classified. This can be undertaken as a survey in the

individual target groups or through expert interviews with the project leader and the management.

In the experience of the CG Project Marketing, a mix of the following Cloud Project Marketing target groups are often encountered in the process of introducing cloud technologies:

Strategists

Strategists view cloud computing projects rationally and assess them with regard to the advantages and disadvantages for themselves and the company. They are fundamentally open to change if they perceive more advantages to the cloud technology. Strategists communicate in a dialog-oriented manner, take other groups into consideration and can be mobilized for the cloud project through appropriate communication measures.

Traditionalists

Traditionalists initially reject cloud computing projects, either without any examination or after their own personal examination. They are generally sceptical of technical innovations and personal changes. Traditionalists will only warm to the cloud project after all other communication target groups have already been won over. They prefer classic informational, fact-oriented promotional measures and are hardly interested in discursive or dialog-oriented formats. Traditionalists are the risk group No. 1 in cloud projects for the success or failure of the project, and should without fail be addressed in a well-planned and sensitive manner, using elements from the Cloud Project Marketing Toolbox. If, in the course of the project, a Traditionalist is identified as an “obstructionist”, individual communication should immediately be developed with him or her, in order to avoid negative domino effects.

Allrounders

Allrounders have a mixture of characteristics from the Strategists, Traditionalists, Tacticians and Game Makers. They can therefore be addressed with all measures in the Cloud Project Marketing Toolbox. In terms of timing, however, this group should definitely be addressed before the Tacticians and the Traditionalists, as they can be influenced by both the positive and negative attitudes of others. During the cloud project, a special objective should be not to allow the members of this generally large group to drift into a negative attitude.

Tacticians

Tacticians are in principle open to IT innovations like cloud computing. Nevertheless, they require a lot of information and like to keep their open-mindedness to themselves. As a result, they need to be sensitized to the communication objectives early in the project, through promotional and informative means. Once convinced, Tacticians will defend the cloud project against Traditionalists, as long as the positive communication on the project predominates in the spectrum of opinion within the organization.

Game Makers

Game Makers are the ideal target group for Cloud Project Marketing. They are open to technical innovations and allow themselves to be motivated by communicative measures. For Game Makers, the advantages of a cloud solution are easy to see and they disseminate these as ambassadors for the project after appropriate activation through Cloud Project Marketing. Game Makers in the project team and the staff should be won over as early as possible as ambassadors for the project and communication objectives.

4. The Cloud Project Marketing Toolbox

On the basis of both theoretical/scientific consideration and individual application of Cloud Project Marketing, the EuroCloud Competence Group has compiled a toolbox for utilization in practice. This has already been tested in the field by the companies involved, and thus represents a best practice approach with the specific perspective of the cloud technology provider and cloud service provider. In conjunction with the change management which accompanies cloud computing in companies and project teams, it is a strategic tool whose specific use depends on the individual project scenario. It is a recommendation from EuroCloud Deutschland for cloud project managers and decision makers, and can be realized in practice either partially or completely.

4.1 The Importance of Cloud Project Marketing for Project and Change Management

Generally, a project will be classified according to the three dimensions Performance/Result, Cost and Time. The project manager has the task of managing the respective project in such a way that the objectives are achieved and the predetermined limits within the dimensions are not exceeded. However, alongside the project management team, support from senior/divisional management and the targeted implementation of change management play an important role in the successful realization of a project. This is particularly the case for projects that fundamentally change the existing processes and procedures in a company. Change management takes care of the human aspects in the project. It has the task of leading/accompanying all stakeholders through the change process through targeted measures such as communication/information and training, etc.. The greater the changes, the more important it is to inform those affected (e.g. users) early and to involve them, in order to create the necessary acceptance for the project and to guide the affected parties as best as possible through the change process. If one uses the ADKAR model from Prosci⁶ as the foundation, the change process is always divided into five phases: Awareness, Desire, Knowledge, Ability, and Reinforcement.

In the Awareness phase, the stakeholders need to be informed about the project, so that they are aware of the impact. In the next phase, the Desire phase, the stakeholders are not only aware of the changes, but they also

⁶ Prosci (2015)

want to provide positive support. This is particularly important for those phases in a project when problems or obstacles arise and resistance develops.

In the following phase (Knowledge), the relevant stakeholders (e.g. users of cloud technologies) need to be trained and given the appropriate foundations, before moving on to the Ability phase, where the accumulated knowledge is implemented in practice. In the last phase (Reinforcement), appropriate measures are used to ensure that the changes are implemented in the long term and that the affected parties do not fall back into old patterns.

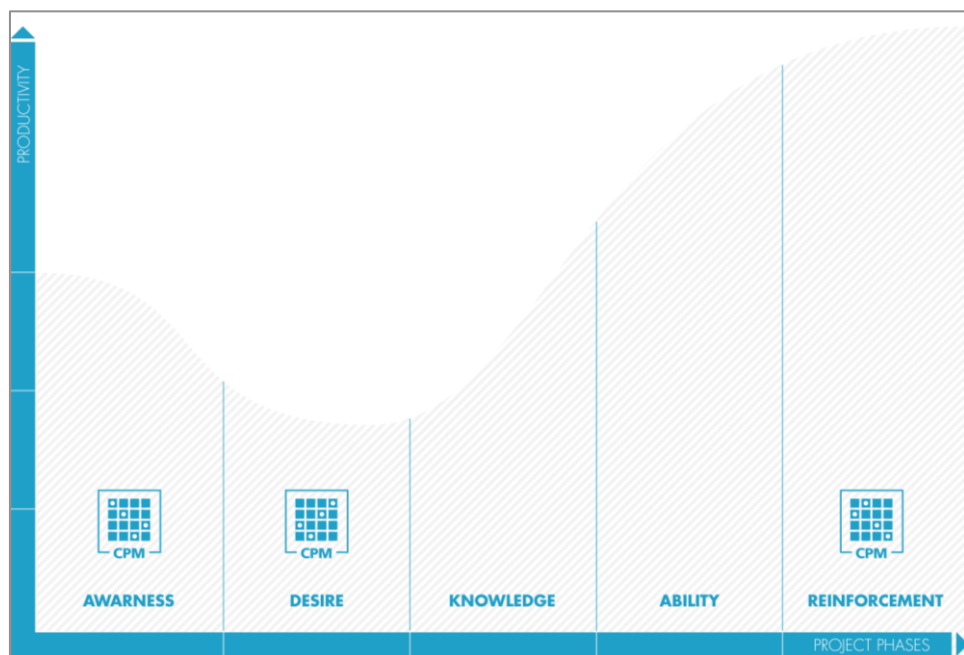


Fig. 4: The Change Management Phases in which Cloud Project Marketing is particularly useful,
Source: Own diagram based on the Prosci® ADKAR® Model

Which phase the respective stakeholders find themselves in during a project and how quickly they pass through the change process also depends in many cases on the personal characteristics of each individual. In each of the five phases, appropriate measures must be taken to lead the project participants and affected parties through the change process.

Project marketing, as a component of project communication, has the task of creating acceptance of the project and the project objectives among the relevant stakeholders. The creation of acceptance is, in turn, important for the

change management, particularly in the phases Awareness, Desire and Reinforcement. As a result, project marketing is accorded the highest importance in these phases.

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As a result of the disruptive characteristics of cloud computing, the associated changes in the company are generally larger than, for example, in classic IT projects. The organization and the mode of utilization of applications may change fundamentally. Added to this is the – particularly in Germany – rather negative attitude to cloud technology.

The creation of acceptance for cloud projects is thus considerably more difficult, which frequently leads to the desired project result not being attained, to delays, and/or to significant increases in the project costs.

It is therefore important that the project marketing is seen as an integral component of the project and change management in cloud projects. Only in this way can it be ensured that all relevant stakeholders have the necessary acceptance for the cloud project and that the project objectives are not endangered through unnecessary resistance.

4.2 The Tools in the Cloud Project Marketing Toolbox

In their analysis of Cloud Project Marketing as a component of change management in companies and IT departments, a consensus developed in the CG Project Marketing that the right mix of the marketing tools described in chapters 3.3.1 and 3.3.2 is dependent on the target group situation. There is no single solution for the acceptance and support of cloud solutions, but rather a toolbox which companies can make use of. In addition to this, depending on the maturity of the project, the iteration and the degree of the need for change can be selected in the settings for various measures.

On the basis of previous practical experience of and case studies from all members of the EuroCloud Competence Group, the project marketing toolbox is subdivided into dialog-oriented and classic promotional marketing measures. This recommendation is designed to support companies that

are introducing cloud solutions particularly in the setting of priorities, and demonstrate that it is important not to view Cloud Project Marketing as “self-propelled”, but rather as planned measures within the change management-phases of the project.

	Interview	Forums/ Social	Info Event + Q & A	Champion Sessions	Key-User- Tests	Cloud Expert Branding
Strategists						
1. Awareness Phase	++	+	+	++	+	++
2. Desire Phase	++	-	+	++	+	++
Traditionalists						
1. Awareness Phase	--	-	-	-	-	--
2. Desire Phase	-	-	+	+	-	--
Allrounders						
1. Awareness Phase	+	+	+	+	-	+
2. Desire Phase	+	+	+	+	-	+
Tactician						
1. Awareness Phase	-	-	+	+	-	-
2. Desire Phase	+	-	+	+	-	-
Game Makers						
1. Awareness Phase	+	++	+	++	-	++
2. Desire Phase	+	++	+	+	+	++

Table 1: The Cloud Project Marketing Toolbox for Dialog-Oriented Communications Measures

The rating of the Toolbox measures is subdivided into four levels⁷ :

- ++ very high benefit for the project and communication objectives in the cloud project
- + high benefit for the project and communication objectives in the cloud project
- low benefit for the project and communication objectives in the cloud project
- very low benefit for the project and communication objectives in the cloud project

⁷ Based on the overview „Kommunikationskanäle im Projektmarketing“, Projektmanagement Handbuch (2015)

	Intranet	Letter Home	Emails	Champions	Flyer	Give-aways	Info Event	Mascot	Teaser Campaign	Pres-info	Videos	Direct Mailing
Strategists												
1. Awareness Phase	-	--	-	-	-	-	-	+	++	-	-	-
2. Desire Phase	-	-	-	-	-	+	-	+	++	-	-	-
Traditionalists												
1. Awareness Phase	+	++	+	+	++	-	++	+	--	+	+	+
2. Desire Phase	+	+	+	+	++	+	+	+	--	+	+	+
Allrounders												
1. Awareness Phase	++	+	+	+	+	-	+	+	+	+	+	+
2. Desire Phase	++	+	+	+	+	+	+	+	+	+	+	+
Tacticians												
1. Awareness Phase	++	+	+	++	++	-	+	-	+	+	+	+
2. Desire Phase	++	+	+	++	+	+	+	-	+	+	+	+
Game Makers												
1. Awareness Phase	-	-	-	-	-	-	-	-	+	-	-	-
2. Desire Phase	-	--	-	-	-	+	-	-	+	-	-	-

Examples of applications for Cloud Project Marketing are set out in the use-case chapters of these guidelines. EuroCloud Deutschland_eco e. V. offers readers training in the practical application of the Cloud Project Marketing Toolbox on request by emailing info@eurocloud.de.

Table 2: The Cloud Project Marketing Toolbox for Promotional Communication Measures

4.3 Cloud Storytelling: The Content of the Project Marketing Tools

In order to motivate the cloud project stakeholders and target groups to actively use and support the technology, the content of the project marketing tools is, in the opinion of the Competence Group, decisive. Depending on the specifications of the target group matrix attitudes to the cloud project (already ascertained in workshops), the Iceberg model of communication can be a useful aid.

According to this model, which goes back to the psychoanalyst Sigmund Freud, the rational and conscious portion of the personality accounts for approx. 20 percent (facts, conscious emotions and desires). The far greater proportion of human behavioural motives, approx. 80 percent, lie in the preconscious and subconscious areas (fears, instincts, unconscious emotions and desires). It has been scientifically proven that the greatest risks for successful project management lurk here.

As a result, the way in which reservations about cloud computing and information deficits are addressed in the Cloud Project Marketing Toolbox is decisive, as is the way in which argumentation is developed for the identified target groups for the respective company.

The CG Project Marketing recommends dividing the project marketing instruments into two lines and phases of argumentation, in order to address the behavioral motives of those involved in a positive manner and to encourage acceptance, involvement and support. Ultimately, a pool of argumentation would be developed in the cloud project team by the project marketing decision makers, with questions and answers (e.g. as a set of FAQs). This should contain all lines of argumentation, including both emotional and informative arguments. This content must then be disseminated using the chosen tools from Cloud Project Marketing Toolbox both within and externally to the project team.

Phase 1:

Breaking through emotional and profound barriers to cloud computing and bringing the target group into a rational state.

- Alleviate the lack of knowledge about the technology
- Proactively address typical fears (e.g. changing job requirements, job loss, changed handling, loss of data or control)
- Take concerns seriously and avoid using suggestive statements to negate them (“None of you can have anything against cloud innovation.”)
- Recognize prejudices (“...but the NSA/data protection/scandals...”) and address these through clear statements

Phase 2:

Develop rational lines of argumentation for the advantages of cloud projects.

- Centrally bundle all facts relating to the project
- Share cloud project information (business and project objectives, project team, schedule, changes for IT staff and IT users) with all staff members at the start of the project
- Develop FAQs on the cloud project with typical questions or concerns
- Develop specific application support for staff (cloud guide, tutorials, training)

It is especially important for the cloud project manager, project sponsors and the management to initially develop an emotional narrative for the project that will enthuse the parties involved and the affected staff, and to tell this story. A recommended way of galvanizing the disruptive changes that the cloud project entails is with slogans and metaphors

- From the history of the company (“20 years ago we revolutionized our way of working with the innovation XYZ – our cloud project is just like that.”),
- From history (“With cloud computing, we can transform our IT steam engine into a real IT power station.”) or
- From consumer marketing (“With our company cloud, mobile working will be as easy as WhatsApp.”).

In this way, a positive image can be created for the target group, trust can be generated and an intuitive idea of the advantages of the cloud solution can be engendered.

In the ideal case, cloud projects can achieve the following objectives, which build on one another layer by layer like a pyramid, through further storytelling. All these aspects can be recorded and monitored via a Cloud Project Marketing Checklist in the context of the project planning:

Cloud communication objectives in the project team

1. Knowledge of all project members of the project objectives, the course of the project, and the project status
2. Alleviation of concerns and prejudices of those involved and not involved
3. Acceptance by all project members of the project objectives, the course of the project, and the project status

Cloud communication objectives external to the project team

4. Generation of interest and support for the cloud project and its results in the company
5. Use of the cloud environment by IT decision makers and staff
6. Improved image for provider and user companies with stakeholders, customers, and in the public sphere

The objectives 1–3 are obligatory for a successful and functioning cloud project without staff obstacles. The objectives 4–6 are essential for the use of the cloud solution by the stakeholders, for the best possible acceptance, and for the company's innovative image among partners and, if applicable, even in the public sphere.

5. Field Examples for Successful Project Marketing

5.1 Introduction of a Simple SaaS Solution (less complex project)

In this project, the objective was the introduction of a solution for email security from the cloud for an internationally active German automotive supplier with 8,000 IT users.

5.1.1 Initial Situation

The customer operated standard spam filter software as a plugin on the company exchange mail server. As a result of the requirements in the auto-motive area, individual users were equipped with PGP certificates to encrypt a certain amount of the email traffic. The keys were installed in the mail clients of the respective users. The mail clients were also equipped with a software extension for PGP encryption.

The performance of the spam filters was unsatisfactory, in the opinion of the decision makers, as well as causing considerable load on the mail server and constantly requiring maintenance. The actual application of the encryption lay in the responsibility of the user, and there was no systematic guarantee or even verification of the encryption.

5.1.2 Implemented solution

The customer decided to implement a cloud-based email security solution, in which all email traffic was routed over the systems of a cloud provider. The advantages from the customer perspective: Spam and other malware do not even reach the company mail server, but are already filtered out. This means that both the mail server and the network are freed up. DoS attacks (Mail Flooding) of the email infrastructure are fended off at the gateways of the cloud provider, leaving the mail server unaffected. The customer's IT administration was freed up, because monitoring and management are fixed components of the cloud solution.

In addition to email filtering, the cloud service takes care of the signatures, encryption and decryption of emails automatically, based on rules set by the customer. Through this, users are relieved of the necessity of manually activating the encryption, the installation and maintenance of the PGP certificates and software on the client system is dispensed with, and compliance with the encryption rules is ensured. In addition, the email traffic can be monitored without interruption using a management interface.

5.1.3 Changes from the Perspective of the IT Staff and End Users

For end users, the following visible changes arose which can lead to negative reactions to the new solution:

- Spam filters react in different ways – emails that one filter treats as spam may be allowed through by another filter. This is the case even when using high quality spam filters. The cause of this is varying assessments of emails: Namely, whether a particular email is seen as spam or not is often judged differently by different people. Therefore, it is not uncommon that a newly-introduced spam filter, in the eyes of some users, filters too few emails out, and in the eyes of others, too many. Through the collection of user reactions, good filters can slowly adapt, and at the same time, users become used to the specific filtering characteristics.
- Once users have been informed about the emails that have been filtered out and quarantined, then the mode of notification and the mechanism for releasing an email from quarantine changes – not necessarily fundamentally, but at least in appearance.
- For users that previously had certain emails encrypted with PGP from the mail client, the PGP software and PGP certificates were uninstalled. The removal of the necessity to encrypt certain emails is a simplification, but may possibly be perceived by the affected users as a reduction in security.

However, what is imperceptible for the user is that the new solution, in contrast to the previous filter solution, comes out of the cloud. Only the company IT staff have anything to do with the cloud character of the new solution. For them, the following changes occur:

- The customer's IT administrators no longer have direct control over the spam filter. In the case of interruptions to the service, they are dependent on the cloud provider.
- Instructions regarding the encryption of certain emails are no longer forwarded to the affected users, but are set as rules in the management interface of the cloud solution. This should be perceived as a simplification.
- Maintenance of the spam filters and the encryption solution is no longer necessary. This means a shift of competencies from the customer to the provider of the cloud solution and could trigger concerns about job security, among other things, for the IT staff.

- Monitoring the correct functioning of the systems and software is replaced by the monitoring of the agreed execution of the cloud service. This is supported through reporting and monitoring tools in the cloud solution's management interface. This means a change in the task areas for the customer's IT staff.

5.1.4 Measures for Ensuring Acceptance of the New Solution

The customer initially decided to make the change of the spam filter transparent for the end user. The filter rules from the old spam filter were, as far as possible, transferred to the new spam filter, so that noticeable changes to the mail flow were largely avoided for the end user. In place of an individual quarantine for each end user, a collective quarantine was chosen, which is monitored by the administrators.

The first level support in the case of queries about wrongly or non-filtered emails was taken over completely by the customer's helpdesk. The rights of the helpdesk personnel in the management interface were set using rights management.

The helpdesk personnel were trained by the customer's IT administrators, who had previously been trained by the cloud provider (Train the Trainer). Training videos and documentation in the form of a handbook and a set of "How Tos" for specific questions and situations were made available by the cloud provider as further support. In addition, during the transition phase, there was proactive accompaniment and support of the customer's IT administrators by the cloud provider's technical personnel.

The entire process was discussed and agreed upon in advance with the customer's Works Council.

5.1.5 Implementation of Change-Over

The change-over to the new solution took place in four steps:

1. Preparation phase (approx. two weeks):

- a. Firewall settings were agreed between the cloud provider and the customer and implemented by the customer's IT administrators

- b. Changes to settings for the mail server were prepared,
- c. Tests agreed between the cloud provider and customer were undertaken, which checked whether the mail flow was still guaranteed with the new settings,
- d. Training was carried out, initially of the IT administrators, and then of the helpdesk personnel.

2. *Re-setting of the mail traffic (approx. 15 minutes):*

- a. Adjusting the MX-Records by the customer,
- b. Adjusting the smarthost (relay) settings by the customer,
- c. Checking the mail flow in both directions.
- d. (After completion of the change-over, a 72-hour waiting time was inserted, to await the adjustment of the DNS servers worldwide.

3. *Setting up encryption:*

- a. Setting the policies by the customer's IT administrators,
- b. Transfer/import of the PGP certificates by the cloud provider's personnel.

4. *Activation of encryption:*

- a. Deletion of the PGP keys in clients via a central policy by the customer's IT administrators,
- b. Informing the users about the change-over by the customer's Works Council.

Because the change-over was undertaken transparently for the end user, the acceptance of the new solution was achieved before they were even aware of the changes. The fact that the Works Council, as the representative of staff interests, was responsible for providing information about the change-over was an additional aid to dispelling possible concerns.

In contrast, IT staff were closely involved from the very beginning in the change-over. Through training in advance and close, proactive support by the provider's technical personnel, they did not feel that they had been "left alone". Through this, existing latent insecurities were reduced and a broad acceptance of the new solution was achieved. The IT staff, including the helpdesk personnel, were therefore credible multipliers, representing the advantages of the new solution to the end users, after end users had been informed of the changes. The set up and change-over ran seamlessly – as has the operation of the new solution since then.

5.2 Successful Project Marketing in Complex Public Cloud SaaS Projects

Project marketing is an important component to ensure success in complex public cloud projects. In these projects, the “burden” of influence in the shaping of the processes is often distributed differently from historically established company processes. Frequently, objectives like standardization or reduction of costs are in the foreground, and with this, the working environment of many staff changes. This all creates fears and does not necessarily engender in the staff a high level of preparedness to change. And then the word “cloud” is introduced, which, unfortunately even today, too often instinctively half-fills the glass with risks and ignores the many opportunities.

Given that this situation is widely spread among end users, we are very happy to see that, more and more frequently, the first positive steps to active project marketing are taken very early in the piece by the senior management. In almost all projects today, we can see proactive communication of the project objectives, the connection to the company objectives, and a clear mandate for the project team from the project sponsors (often the senior management). When it begins in this way, the project team has a considerably easier job to “pick up the ball” for the further application of project marketing mechanisms, in order to deliver a positive project result.

Let’s look at the “scope” of complex public cloud projects: In many cloud projects for the establishment of a cloud service, it can, in general, be assumed that there will be a small number of processes, departments, and infrastructure elements being examined. In contrast to such projects, we assume there will be extensive re-structuring when we deal with complex public cloud projects. Projects like a re-structuring of the marketing channels (SaaS CRM), a SaaS-ERP introduction or the extensive re-structuring of logistics, SCM or HR processes at several locations can be brought in line with the positive influences of project marketing

Several further special characteristics in complex cloud projects have an influence on the communication and the success of project marketing, and are mentioned here for the purposes of completeness: Through the some-what ad-hoc provision of software from the cloud, many things can occur in parallel in both the creation of value within the project, as well as on the customer-side. Thus, it can be seen that the inclusion of near and offshore resources for the configuration, system integration or adaptation occurs considerably more frequently than in “non-cloud” projects. In the same way, the software capacity for simultaneous and distributed work makes it possible to drive forward the project

simultaneously in many, potentially international locations. In addition to this, we see significantly fewer preparatory blueprint phases; far more frequently, the work begins directly with and on the software in “agile scoping”. Iterative project steps with virtual reviews follow.

All these factors positively influence the costs and the duration of the project, but make greater demands on the project management team and the marketing with regard to how current the information is.

To determine the application of project marketing today, and the associated recommendations for action in complex cloud projects, a range of interviews were carried out with users, project leaders and consultants, and the results are summarized here:

1. ***Put the topic “cloud” into perspective for the users*** – Ultimately, this is about the results from a project and the positive influence on company success. Here, the individual cloud strategy that in the end helps to achieve these objectives should be described. Appropriate communication from senior management to all those staff members affected by the project via an intranet site or an internal social platform would be useful here.
2. ***Making affected parties into involved parties*** – In the course of project marketing activities, key users that have been involved since the beginning of the project should be given a chance to be heard, and given the chance to present their perspectives by means of interviews. In choosing key users, positive influencers should be the first choice. But a critical colleague, who, after detailed observations can see the good side of the project, is also helpful for convincing project communication. It is important to present them as project contributors and show their faces. Particularly in very large companies, we would like to understand accountability better, and if questions arise, faces help to break down communicative barriers.
3. ***Focus on clear facts and establish comprehensive project transparency in the communication*** – A healthy balance between review and forward-looking roll-out planning should be found, to keep the content continuously relevant. A project newsletter or regular postings on an intranet site or internal social platform are sensible here.

4. *Small events* for successful milestones provide recognition for the additional burden that a project causes, and they create shared experiences.

Finally, the mistakes that are most frequently made in project marketing for complex cloud projects must be mentioned. The interviews undertaken give a clear picture of these. “Individual stakeholder groups were forgotten as recipients in the project marketing” – was the mistake most frequently given by the interview partners. Here, it is interesting that the IT department is often forgotten, and that this was later recognized as a problem. Thus, it is clear: If the project is primarily driven by the specialist department, it pays to bring in the IT earlier rather than later. In the cloud age, the IT department transforms into a cloud-process enabler and will in future also play a fundamental role in questions of landscape integration

5.3 Project Marketing in the Introduction of an IaaS Solution

The IaaS area has emerged as a special case for us. Regardless of how much the cloud is loved or damned by some people, everything seems to be different in the business context.

In particular, it can be seen that company management is very open when dealing with the location of data storage or processing – as long as there are added benefits for the company. Shortly before his retirement, an arch-conservative managing director of a company with approx. 750 staff members commented to us in a personal dialog: “We don’t have our data because we find it great or we’re attached to it, but because we can earn more money on the basis of it. If someone helps me, and the data is protected and secure there, I’m open for anything!”

Unfortunately, IT departments often reject the cloud out of hand. We have determined that frequently this is as a result of the non-specificity of the offer, but also due to diffuse “existential fears”. The IT fears a loss of influence – and loses influence exactly because of this, as the next para-graph shows.

The users are often the driving force for the introduction of IaaS solutions. Thus, we experience time and again that specialist departments (Sales, Marketing, and Controlling) start off with their own solutions in the cloud. Questioned as to the “why,” they offer such answers as: “If I had asked our IT, it would have taken three months to get the project through.”

Even if this seems somewhat exaggerated, it demonstrates how open users can be to the cloud when it offers benefits. The fact that this approach can bring real long-term disadvantages for the company and for the user as a result of, for example, the lack of a unified structure, the lack of possibilities for integrated administration, and the lack of clarity of legal aspects etc., is not taken into account.

As a result, we see the main approach for the explanations to be in the IT departments. Here, we answer the following questions:

- What opportunities does the cloud offer?
- How do these opportunities help specifically in the given customer company?
- What impacts will it have on the way of working, processes and tools – and as a result on the diffuse existential fears?
- And of course: How can the IT department position itself as a “value adder” for the company through the expansion of the portfolio to include defined cloud components?

The following example demonstrates a classic project that took the regular path over the IT department and, with appropriate explanatory measures, became a success.

5.3.1 Initial Position

A company with several locations in Germany and a few sales offices outside of Germany operates nearly 100 servers, which are located in the server room at the head office in Germany. There is no back-up data center. The servers are backed-up and migrated daily to hard drive and weekly to tape.

The senior management had the nightmare scenario that the building could burn down during the night – and nobody could work anymore. The IT department was asked to find a solution that would mean that in an emergency situation, work could be recommenced within a few hours.

5.3.2 Options and Fears

In our first discussion on this topic, we presented several alternatives: simple installations at the customer premises, in our data center, or using Microsoft Azure. There was enormous scepticism among the administrators and the Head of IT with regard to the cloud. In the discussion, it was quickly clear that a German data center at an external provider was conceivable, but that the public cloud was seen as the enemy.

This defensive attitude turned out to be a mixture of concern about data security and compliance, as well as about the possible loss of personal influence.

The migration of the data to tape and its transport was presented as laborious and “unaesthetic” and as something which should be ended sooner rather than later. The requirements with regard to provision and recoverability of data were available in written form, which simplified our development of suggestions.

5.3.3 The Approach

Technically, we contrasted where the differences lie between local operation, our data center and Azure. How is data inputted? What possibilities do they have for access and administration? And how can you get your data back again? How involved is the administration?

With this open communication – also on the question of what happens when the cooperation with a cloud provider comes to an end – we were able to dispel fears associated with the cloud.

And of course, the price is also important: what does each solution cost, for purchase and for operation over its lifetime? Does the customer need their own rooms? Further servers? Licenses? And what does the housing of one’s own resources cost, versus hosting in a German data center? But also, the provision of bandwidth at the main location and destination over the life-time is an important aspect in the examination.

Fortunately, the customer supported us by giving us the costs for power usage, climate control, and rent of their own rooms etc. This joint “understanding” of the actual costs – both within the IT department and in purchasing by the senior management – considerably simplified the decision for a cloud solution. The previous assumption had been that in-house operation would be much cheaper.

As a result of very good documentation from Microsoft, we were able to offer the customer valuable help with regard to data protection and compliance. These documents were assessed by the customer’s legal department and ultimately accepted.

For the presentation of options, both the IT and commercial decision makers were among those at the table. The legal/compliance requirements were not a component of this, as the documentation had been made available to the legal department in parallel.

In a very active and constructive cooperation, the advantages and disadvantages of all solutions were intensively discussed and assessed. The result was that one solution was seen as the most appropriate, comprising a local backup with subsequent replication in the cloud in combination with Azure Site Recovery from Microsoft. This solution makes it possible, in the case of an outage, to start it on Azure on one or several servers in the cloud, and correspondingly quickly recommence working.

5.3.4 The Test Phase

With a small, clearly defined selection of servers, this solution was implemented as a pilot. The implementation took place together with the customer's IT personnel in a workshop-style format, and enabled them to have direct insight into the solution. The cloud suddenly seemed more tangible and the inhibitions fell away. A sense of the controllability was created.

5.3.5 Purchase and Implementation

After the test phase had also been successfully completed, we had both the commercial and technical backing for the purchase. The IT department recognized for themselves the advantages – the tapes are disposed of and there is no loss of control. From the commercial perspective, other scenarios would not have been cheaper – and also not as calculable. In this scenario, after the initial set-up, one pays in fact only for the resources used: the storage space in use, the virtual servers and the bandwidth.

Thus, all that remained was the decision from the senior management, with whom we, until this point, had had no contact. The Managing Director present surprised us with his great openness with regard to our cloud approach. He wanted to understand the construct roughly, to know how long his staff would not be able to work in a serious situation, and in the worst case, how much data would be lost. He clearly focussed on the result – not on the location of the data provision. The remaining argumentation was taken over by his specialist personnel (IT/legal/purchasing)

5.3.6 Improving for the Future from a Marketing Perspective

With a more offensive company-internal communication after the conclusion of the project, the IT department would have been able to present itself even better as innovative and future-oriented. The chance to position them-selves internally as “cloud brokers” arises with this newly implemented project – and bypassing IT would therefore be more difficult for other departments.

The use of the cloud in this case brings with it a massively increased level of security for the company through the higher availability. Therefore, security should not be reduced to purely data protection. All these aspects can flow into the storytelling of the next Cloud Project Marketing Toolbox.

The implementation ran seamlessly within the project plan and no further argumentation for the cloud was necessary.

5.4 A Complex Hybrid Cloud IaaS/PaaS Project

The project marketing of a complex cloud project can turn into a Herculean task: With the complexity, the intensity of the agreement process also increases proportionally – both between the experts affected and with the representatives of the future users.

5.4.1 Initial Situation

The underlying project had the objective of centralizing the similar IT infrastructure of different, legally independent customers as a multi-client environment, and through this to both realize cost benefits and increase availability. The project was not only about the provision of central processing and storage capacities, but more-so the provision of technically-mature services, so that the individual clients could largely do without IT know-how. The task of the project marketing was not to accompany the centralization, but rather to provide the right services at the right quality to the right people. What “right” should be, was the result of many discussions. In addition, the personnel from the central IT were to be involved in the journey to the cloud supplier.

5.4.2 Cloud Project Marketing Fundamentals: Market Research

One important question came up in the project: Which services will really be needed by the users in the future? For user numbers of around 200, this may still be relatively homogeneous, but when this number is a five-digit one,

it is a difficult undertaking. The danger of “disregarding market needs when producing” is great, and yet it is important to find the smallest common denominator. The service “IaaS” – the provision of a virtual machine, perhaps with operating system-templates – is not particularly helpful for the target groups themselves or for the defining of targets. This is because if the IT operations are to be centralized, one expects virtual machines that include at least the processes patch management, virus protection, and monitoring.

The standardization that a cloud offer brings with it also not only leads to the spread of the enthusiasm among the user groups. Standardization, which a service offers at the necessary price, can lead to the familiar software being abolished, and the users are forced to move out of the comfort zone and back into the learning zone. The best example is the standardization of image viewers and PDF creators: There is great diversity in the market, and the difference in use is so small from the perspective of the normal user that standardization is an obvious solution. However, the simple statement of the necessary standardization triggers a wide range of emotions, and diverse arguments for non-standardization will be presented.

5.4.3 Communication for Optimal “Expectation Management”

In the project, the problem arose that the expectations of all the people involved in the project – largely on the periphery – were very different. The functionalities desired by the employer (from IaaS to PaaS and SaaS, through to Desktop as a Service) were only described generally and specified by an expert team. The scope then needed to be communicated to all others in order to enable acceptance. As projects cannot, understandably, be decided on a democratic basis, creating interference is frequently quite simple, as a result of the informal reporting structures within companies and institutions. These should be minimized through Cloud Project Marketing. Especially the method of iterative (agile) project management, common in cloud projects, may give the observer the impression that the solution has been developed far from the real world. Thus, it was an important task of the project marketing team to present a holistic roadmap, in the sense of the overall intention, in presentations, mailings and info-material. In addition, all those not directly participating in the project were involved in the content of the individual iterations through a feedback system to provide corresponding suggestions, an activity which particularly addressed the target groups Game Makers, Strategists and Allrounders in the IT department. In addition to this, the cloud project was marketed in the context of innovation awards in Germany, and was able to achieve great success, which created a sense of identity for the entire

project team. Further, internal and external Champions were established as ambassadors for the cloud project.

5.4.4 Innovation as Means of Gaining Specialist Staff

The new operator of this central cloud infrastructure addressed a further dimension with the project marketing: Alongside the target groups among the company staff as operator and the customer as user, the market should be addressed. This is because the investment in the cloud project should not only enthrall the purchaser, but the staff of the competitors and other regional companies should also be impressed. The image as a modern employer should lead to more speculative applications, resulting in less outlay for personnel recruitment. As a result, the Cloud Project Marketing gained, in addition to a technical/functional and user-oriented dimension, a personnel marketing aspect.

5.4.5 Lessons Learned from the Project

Although the initial reaction of the decision-makers to the discipline of project marketing was somewhat condescending, it resulted in seamless progress for the project. Where other projects were dominated by considerable disquiet, lay-offs loomed as a result of a lack of information, or the new infrastructure was maligned and unused, here, the consensus was higher and the staff were involved. Some ideas were even so strongly encouraged that the service portfolio was designed more meaningfully to be closer to the everyday lives of those affected than had been planned by the IT experts and those responsible for the applications. In the end, this drastically reduced the danger of a bad investment resulting from project cancellation or project over-run.

The next test is imminent, when the decision will be taken to no longer offer individual services centrally, but to source these from the public cloud, to achieve a hybrid community cloud.

6. Conclusion

On the basis of the possibilities of Cloud Project Marketing presented in this document, company decision makers' fear of failure as a result frustrated staff should be allayed. The cloud is – and many of those affected recognize this only during the course of the project – firstly a change in the mode of operation and the processes, and only secondarily a question of technology. In some companies, the entire organization is re-assessed, processes are revised and staff receive new functions. This change process is complex and can only be accomplished with a good and well-thought-out communication strategy.

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Authors



Oliver Dehning
*CEO,
Hornetsecurity GmbH*



Mike Hahm
*Head of Business Development,
Konica Minolta Business Solutions Europe GmbH*



Jörg Mecke
*Business Unit Manager (VP) Business Productivity,
FRITZ & MACZIOL Software und Computervertrieb GmbH*



Arnulf Roth
*Cloud Business Development Manager,
Konica Minolta Business Solutions Europe GmbH*



Nils Schmidt
*Marketing Consultant,
FRITZ & MACZIOL Software und Computervertrieb GmbH*



Peter Schröder
*Geschäftsführer,
Elanity Network Partner GmbH*



Markus Stahl
*Head of Strategic Cloud Alliances EMEA & MEE,
SAP SE*



Notes:

Notes:



EuroCloud

EuroCloud Deutschland_eco e. V.

Lichtstr. 43h
50825 Cologne

Phone: +49 221 / 70 00 48 – 0
Fax: +49 221 / 70 00 48 – 111
Email: info@eurocloud.de
Web: www.eurocloud.de