

Let's Talk

E-zine edition 03
BEYOND THE CLOUD



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From the desk of Bas Burger

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Expert vision

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Welcome to the third edition of Let's Talk e-zine



This edition is mainly around cloud computing which is a controversial topic as the market does not seem to agree what cloud is all about and whether it is just the latest hype or the best invention ever.

We have some interesting interviews with Giritech's CEO Hans-Peter Ponten on the do's and don'ts of cloud, with mobility expert Jonathan Brasnett on the security risks caused by a mobile workforce.

Our Head of IT Joost Vanhest is sharing his insight on the Benelux cloud market and finally BT's visionary Chief Scientist JP Rangaswami is giving his vision on the future of cloud. I also recommend having a look at our blog where we have some interesting Whitepapers for you to download on the topic.

Since we launched the 'Let's Talk' initiative back in March, 400 members have joined us on our closed LinkedIn group and they are now benefitting from the information (whitepapers, surveys, industry reports...) that we weekly post on our blog.

If you are not a member yet and you wish to network with your peers and our experts and benefit from the free content, I invite you to join me on LinkedIn <http://www.bt.com/be/linkedin> or visit our blog <http://www.blog.bt.com/LetsTalk>.

I do hope you will find this edition of the e-zine interesting and I am looking forward to talking to you at one of our events or on LinkedIn.



Bas Burger
CEO BT Benelux

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Interview with Bas Burger, CEO BT Benelux

Bas, what's the latest news from BT Benelux?

Our strategy remains essentially the same since our last newsletter. What we're focusing on today is the execution of that strategy in our local markets. We're emphasizing the strengths and real assets that we have here -in our network, our datacenters, and our professional services capabilities- and we're trying to translate that into real value for our customers. We're listening to our customers, to understand how they communicate. And in response we're applying the lessons -sector-specific lessons- that we are learning around the world.

What is your view on cloud services? Is this something that is keeping CIOs awake at night?

From our customers' perspective I don't think that CIOs are particularly concerned with the cloud as such. The cloud is pretty hyped at the moment. But if you think about it, cloud services have been around for a long time. In principle our earlier voice services were cloud services. The internet is a cloud service too. Notwithstanding the hype, our customers are keen on some of the key benefits inherent to cloud services. At present we are still operating in an uncertain economic environment. The economy has been picking up but most of our customers are still managing on the basis of uncertainty. As such, they're looking for flexible services that do not require much upfront investment and that you can pay for on an as-you-use basis. Simultaneously, however, they're keen to invest in innovation. That's how BT can help. Our cloud services have the necessary flexibility and scalability, but at the same time we're constantly investing in the latest technology. We are also integrating self-

help functionality so that clients can pick and choose their own services. So not only in price but also in service we want to be as flexible as we can.

That is a core principle that we're integrating in our services. And it is paying off; we're seeing a lot of demand for these types of services, also in a worldwide context.

BT is in a unique position to offer cloud services on a worldwide basis and we're actively investing in that regard, expanding our range of cloud-based services. But we're obviously not there yet. You cannot yet plug into our cloud anywhere in the world, and tap into all possible applications. We have started offering cloud services in areas where we have particular strength, for example in Unified Communication and Telepresence. These services are proving very popular with large enterprises but also smaller companies are beginning to buy into these services because they're so much more flexible. With Telepresence as a service, for example, we have placed some of the more expensive components of the service into the cloud and we supply the required infrastructure on a rental basis. Companies pay a monthly price and we install the video conferencing room, the screens etc. It is all very flexible; we'll take the infrastructure away if the service isn't needed anymore, or alternatively you can add screens as needed.

Interestingly, this service is not only used for long distance communication. For example, in the Netherlands we notice that Telepresence is increasingly used for short distance communication, to connect two affiliate offices that collaborate closely together. It makes sense. Our own Telepresence link between Brussels and Amsterdam is hugely popular because we work so closely together. I think this is an important trend; connecting local offices with each other. Obviously it does mean that such communication -and the shared infrastructure

supporting that communication-needs to be secure, but fortunately at BT we have a world-leading position in security; it is one of our core competencies.

Bring your own device

Increasingly, people are taking their own devices -smartphones, laptops and now tablets- to work and asking for access to their mail, calendar and documents. This is especially true for younger people and senior managers. This is an unavoidable reality for CIOs today.

I have an iPad that I purchased privately and I have applications on it for home use, for the children etc, but I also use it at work.

This is an unstoppable trend, no doubt.

Some companies are beginning to manage this well, others are struggling with it, be it from a security perspective or in terms of service & support. Companies need to take a pragmatic approach to this challenge. You need to be able to enforce security policies and you need different types of security policies depending on the user profile and the sensitivity of the data. Obviously you cannot manage fleets of different devices, so keep it manageable. Don't support too many devices and try to stick to standard operating systems.

In the coming months...

We will be launching a number of new cloud-based services in the coming months and will be talking to our customers about all these topics. We are not doing a 'big bang' launch of numerous cloud services. On the contrary, we're launching stepwise new services in the cloud and building on our existing strengths. We don't just want to launch new products; we want to deliver solutions that meet our clients' needs, solutions that really work with proven, secure technology.

Mobility in the cloud

Let's Talk interviews Head of Global Mobility Capability, Jonathan Brasnett

BT has taken the concept of mobility and stretched it well beyond the traditional borders of technology and hardware to encompass some completely unexpected areas. Using mobility as a launching pad, BT has explored into the deep end, exploring the vast and seemingly limitless potential of its corporation and the end result is surprising. Jonathan Brasnett, Head of Mobility, discusses how mobility is actually an opportunity for redefining our office structure, a means to retain employees, and a way to utilize our younger colleagues.

Can you discuss some traditional barriers to mobility and how they have evolved, such as technology and hardware?

Instead of being a barrier, technology is now a symbol of mobility. Technology's rapid acceleration has resulted in an explosion of devices in the past few years. Standard features are quite sophisticated with smart phones offering near PC-level performance.

The evolution of technology has resulted in a wealth of hardware choices. This has driven down hardware costs while performance has increased. Access has also seen a great deal of price erosion. While cost is often seen as a barrier, this is a misconception. Consider that 60% of business voice calls originate on a mobile phone. Mobile access prices have gone down, but mobile usage is increasing, hence the perception among businesses that it is more expensive.

We suggest our service -BT managed mobility expense- which enables customers to manage and control their mobile costs through an active database, identifying high/low spenders, preventing roaming shocks, etc. So it isn't so much a barrier, as it is an issue that needs to be intelligently managed.

Prices have affected both access and hardware. Can the cost barrier have an effect in other areas of mobility?

Mobility allows you to reduce costs in a number of less traditional arenas. Company culture is changing towards greater flexibility, as corporate values focus more on results and less on tradition.

Let me explain. In a traditional office culture, you have an office building with workers all sitting at their desks. Generally, everyone is on site Monday to Friday, from 9-5.

At BT, this office culture has experienced a radical evolution from traditional to flexible, centred on the idea of mobility. We have had dramatic savings in property costs year on year because we use office space more flexibly. For us, the 'one person per desk' model doesn't make sense if that employee is only on-site three days a week, creating two days of unused space. So we introduced the idea of shared desks, from top down.

I no longer have an office or a desk that is exclusively my own. If I need a meeting space or a desk, I simply book it. For me, cohesion and collaboration across our teams occurs in other ways. Meetings and conference calls happen all the time. We have the collaboration tools to bring people virtually together without having to be co-located.

After the initial shock, it ended up being more convenient, fostered increased communication and it took costs out of the business at the same time. We both benefited; it was liberating and empowering to the employees and beneficial to the organisation's bottom line.

What role do mobility and flexibility have with productivity?

Organisations are discovering that flexible working results in an impressive productivity increase. We've had a number of internal studies showing an astounding 20% increase in our mobile, flexible workers vs. those who are at a fixed desk 9-5. The belief that it is necessary to literally see the employee at the desk, no matter what they might actually be doing, is dying. Management is now measuring and managing employees more objectively and intelligently based upon timely deliverables.

For over 10 years, BT has been doing flexible working with about 100,000 employees regarded as 'flexible'. We enable our employees with the right tools so they can work from wherever and whenever – customer premise, personal sites, airport, as well as in the office. We now offer our customers this service, helping them adopt flexible work options.

Do employees recognize BT for its flexibility?

Employees don't just recognize BT for flexibility; they demand it. Today employees themselves are breaking down barriers. To attain and attract the best employees, we have to offer more flexibility. Take our working mothers for example; we have one of the highest maternity return rates in the marketplace at over 90%. We put that down in a large part to supporting returning mothers with our flexibility. Working moms are happy, as they are able to balance the careers and family life by producing work where and when it best suits them, and we're thrilled to retain the experience and knowledge bank of a core group of our workers. Offering the ability to be flexible is mutually beneficial.

How are the benefits of flexible working applying to Generation Y workers?

Generation Y are the ones asking for flexibility the loudest as they have far less separation of life and work. They expect to have access to Facebook; they want flexibility, mobility and a good quality of life. To keep and retain these employees, not only does a company need to offer these elements but view this as a benefit. See their skills as tools for innovation, networking and brainstorming. Utilize their social networking interests to your advantage. They can help us test our own boundaries and we can allow them to flourish in an environment that fosters creativity alongside productivity. It is a win-win scenario.

While Generation Y's relationship with technology is certainly beneficial, are there any issues to be wary of?

Generation Y has grown up with mobile technology, using technology in their private life that often exceeds that of the workplace. This quickly leads to the discussion regarding company's allowing a Bring Your Own Device policy. New technology is coming from the consumer market, as opposed to being driven by enterprise. This is a complete reversal and it means that Gen Y, and others, are bringing in various devices. Consumerisation is unstoppable, but we generally advise that a company retain control over the access. The focus is on controlling the data via access, not the device. This is done through strong policy.

Can a 'Bring Your Own' Device policy be successful?

While such a policy can work in some settings, such as the US where there is a different expectation of employee benefits, a 'bring your own device' policy can be problematic. The issue is more about who is responsible for the mobile access bill, the employee or the corporation. Making the employee liable increases difficulties regarding cost, security and control. However, should a company allow this, we strongly suggest implementing policy on managing those devices. Review the issues closely to determine the best course of action for your enterprises:

- Control: A company needs to retain control and liability of their bill. There is limited control when each individual has their own device and with it, various applications, programs and platforms.
- Cost: Costs are not in hardware but are in relation to mobile access and minutes; individual rates will never be as good as what a corporation can procure.
- Security: To truly understand all that is going on in your organization, it is vital to know what apps and services are being supported on the various devices, a difficult feat with this type of policy.

If security is an issue, with BYOD, how can companies ever allow it?

A company first must make the distinction between device and access. They need to determine what the best options are for them. There are some data domains and users which require more protection, others less so. The devices and platforms used must be based upon the individual requirements. The point is to take a pragmatic approach to security policy.

If security is an issue, what do you suggest for a providing secure flexibility?

No self-respecting CIO will say that security isn't a concern, but there are some great solutions and options available. There are secure blackberry solutions, which is better for corporate email than say an android phone. Next year we will be releasing a new security solution. We are currently developing mobile device management services so our customers can derive the kind of real comfort they have come to expect in a traditional Windows environment. BT can also help with policy. This is the necessary starting point, as there are some security risks that are overemphasized and others not even recognized. Initially we advise our customers to first address the issue of security. We suggest:

- Enacting mobile security policies and managing proactively for full compliance;
- Restricting access or devices for employees handling commercially sensitive data;
- Maintain and manage policy around employee-owned devices

Why did BT Global Services sign an agreement with Big Fix ? (<http://www.bigfix.com/>)

Our mobile express portfolio and desktop management abilities now deliver a new remote working management device. Big Fix's platform is a trusted, secure and easy way for mobile users to connect. With real time continuous visibility to end points, customers can manage their use more effectively. This means being able to respond in real time to security issues, such as patch distribution, plus reducing security vulnerability in the network. It also helps enforce a compliance policy.

What does the future of mobility hold?

There will be more and more enablement for mobility in all its forms. Applications, processes and activities will all leave the confines of a fixed environment. I foresee increased mobile web use traffic, social networking to be incorporated more into enterprises, more independent security platforms and increased machine-to-machine communication – not just SIM.

A lot is driven by the consumer world and that will continue. This is changing the way

companies organise themselves and people work. Ubiquitous access and computer power is how we want to work.

If mobility can include cost, access, hardware, technology, work ethics, policy and strategy, there truly is no limit to its potential. You can see how mobility has had such an impressive effect across all aspects of our corporation from the bricks and mortar of our buildings, to how employees are made happiest and productive.

Mobility will change the way people work across all industries.



BIOGRAPHY

Jonathan Brasnett, Head of Global Mobility Capability, BT Global Services

Jonathan leads BT Global Services' Mobility Capability and is responsible for the development and delivery of BT's enterprise mobility products worldwide including mobile voice and data services, flexible working, secure remote access, mobile security, telecom expense management, machine-to-machine services and mobile applications. Jonathan has held senior roles in BT in business development, strategy, partner management and sales and spent four years heading BT Group corporate strategy development. Prior to this Jonathan was Country Manager, BT Portugal, where he led strategic and business development opportunities in Iberia, Italy and Latin America.

Up in the cloud

Let's Talk interviews Joost van Hest, Head of IT Practice BT Benelux

Cloud services are all the rage but what is the reality on the ground? Joost van Hest, head of IT Services for BT Global Services Benelux, talks about the state of the market in the Benelux.

Cloud services can mean many different things. What do cloud services mean for BT?

At BT, we focus on the infrastructure. As a telecommunications company, we have in fact been offering cloud services for decades. Think about it. A basic telephone service is a pay-as-you-use service; that simple principle is still the essence of today's cloud services. Obviously we have been moving up the value chain and today offer a range of services on that basis, from data centre services to Telepresence. Those services are more complex, obviously, but the principle remains the same: our customers can avoid capital expenditure.

How is the uptake of cloud services going in the Benelux? Are cloud services a priority for CIOs?

CIOs are not focused on cloud services as such: they are just looking for good cost-effective services and that's how they often end up using cloud services. The business case is pretty powerful. They can avoid capital expenditure and benefit from the inherent flexibility in cloud services. It's far easier to scale up cloud services; or alternatively scale them down.

Obviously those benefits may not make sense to all companies. If your company has very stable needs and is highly capitalised then cloud services may not be the best option for you. Although even for those companies there are long-term benefits to cloud services. There is a gradual shift happening to more open and flexible ICT systems.

For example, people increasingly expect to be able to connect their personal laptops and smartphones to the corporate network. Similarly, Telepresence should be accessible from laptops and smartphones; not just the fully equipped videoconferencing room. And on the application side we're all becoming accustomed to webmail. Such flexibility is much easier to achieve if your infrastructure is online. That's our focus at BT: we offer end-to-end solutions for managing your ICT infrastructure.

What in your experience are the do's and don'ts of cloud services?

DO: I don't believe in a 'big bang theory', whereby you replace your entire infrastructure in one day. Our approach is based on the principle of continuous migration. The idea is to gradually migrate your systems (as they become obsolete or are written off) one by one, stepwise, to the cloud. Professional virtual data center services consist of three parts. First, you look at which applications are suitable for the cloud. This could be anything: voice, CMS, ERP, email. Then you thoroughly assess what is possible. Finally, you optimize. This is important, because you need to assess earlier investments, too. How many virtual services do you need?

DON'T: It's important that you don't calculate your ROI in the short term. You could end up paying a little more in the first year, but you need to look at the flexibility as a benefit too. If you expect stable use, then it could still make more sense to continue working with existing infrastructure.

Look at it this way: your company's demand for cabinet space can grow very rapidly. If you buy stocks of cabinets, then you will incur pretty significant cost shocks, whereas in cloud you can buy as need. Without the write-offs.

Are cloud services a hype?

In a way, cloud services are somewhat hyped. Cloud services are nothing new really. The telco sector has been offering cloud services for 70 years. So the way cloud services are being talked about today does seem a little overdone. But on the other hand we are talking about an important trend because there is a very real shift happening toward cloud services.

The point is, there is nothing intrinsically great about the 'cloud' as such. It is simply about weighing up benefits and costs. It is in this regard that we can speak about an important shift toward on-demand, pay-as-you-go services. They make a lot of sense.

Does BT work with partners in the Benelux?

Yes, we do work with partners. As I said earlier, BT is focused on the infrastructure side of the story. We basically have three levels of cloud services: Infrastructure as a Service (e.g. VDC, MobileXpress), Communications as a Service (hosted IPT, Telepresence) and Software as a Service (e.g. BT Managed Security Services).

We do not do functional application management ourselves and hence involve partners for that. But also on the infrastructure side we obviously have a number of important partners who help us manage our datacenters.

A virtual data center can host any application. It's easy to set this up yourself. You simply create a virtual machine online, and then you choose to which extent you want to take responsibility for your own technical management.

But any application can be hosted.



BIOGRAPHY

Joost van Hest, BT Head of IT Services

Joost is committed to BT's vision to deliver services 'beyond the cloud'. With a strong background in IT infrastructure and IT applications, Joost is one of BT's key influencers in cloud strategy as well as carbon footprint reduction.

Cloud complexity

Let's talk interviews Hans-Peter Ponten, CEO Giritech Benelux

It is a little ironic but cloud services can and do create complexity. As companies access an increasing range of cloud services from different suppliers so they begin to encounter security issues and problems in the interaction between different cloud services. Hans-Peter Ponten, manager of Giritech's Benelux division, explains.

Cloud do's and don'ts

Today everybody seems to want cloud services but what impresses me is how complex it all can get if you're not careful. There are many cloud providers out there who all offer different things and rely on different security protocols. Sure, you want to offer the convenience of cloud services to your staff but simultaneously you want to retain a measure of control over your data and applications. That is the core challenge. How do you offer the right service to the right user under the right conditions? Everybody seems to look at cloud services as if they're a simple telephone service. This is indeed straightforward, but as soon as you bring in several services then you need to start integrating these services and organize security. People think that if they outsource a service then it isn't their problem anymore. They don't realize, however, that you still have responsibility for managing that contract and maintaining a degree of transparency in your processes, at the technological, operational and legal levels. So my advice would be: do not start until you are totally ready for it.

Is the mobile workforce a headache for the CIO?

I think so, yes. In IT we are often stuck in a fort mentality. IT is our fort. Inside the organization we have everything nicely managed and under control; that is the fort. But as soon as you let in the outside world, you start losing control. And that is what is happening with the proliferation of mobile devices that our mobile

workers are bringing in, from smartphones to tablets.

Our view is that we need to stop thinking in terms of forts. Stop making the distinction between the fort and the outside world. Instead, approach all your employees as cloud users. Our product departs from the assumption that the source is always insecure, whether it is an internal or external service. Essentially we are abstracting all the underlying services and creating a common authentication and integration layer. That way you do away with the complexity of multiple cloud services -requiring multiple authentications- and the distinction between cloud services and internal infrastructure. For the user, it is always a cloud experience.

So how do you avoid corporate damage?

By maintaining a measure of control over all cloud services. Many large companies are legally compelled to do so anyway. So, as a CIO, how do you organize and control all these loose components? By creating an abstraction layer between the different (cloud) services your organization offers and the people that need them. This abstraction layer is then able to provide the degree of control that is desired or necessary, whilst allowing for a precise determination of the actual use of the different services. In addition, there are many other advantages, like simplifying the identity management processes, single sign-on functionality and support for the bring-your-own-pc concept. You can't just hand all your data to Google, it isn't just that easy.



BIOGRAPHY

Hans-Peter Ponten RI, CEO, Giritech Benelux B.V.

Studied Computer Science at the University of Utrecht and Business Information Science at the University of Amsterdam. He started his career as IT consultant in an accountancy firm. In 1999, Hans-Peter became CEO of an IT consultancy organization and since 2008 of Giritech Benelux B.V.

Hans-Peter often presents at seminars and events about the technology to combine mobility and security from a user perspective.

He also writes articles and columns regarding a new network consolidation vision to create future proof IT infrastructure.

The future of the cloud

BT's Chief Scientist JP Rangaswami, has an optimistic vision on the future of the cloud, but argues for more interoperability.

The idea that the cloud is little more than time-share reinvented couldn't be more wrong. The way JP Rangaswami sees it, our lives and our world are changing ever more rapidly, and the cloud lies at the heart of this change.

Accelerating pace of change

To understand the future of the cloud and its impact on our lives you first need to understand how IT and telecommunications have evolved in the past few years. Firstly, consider the accelerating pace of change in technological development. The mobile phone dates from 1973, but it took nearly 30 years before it was totally embedded in society. The same applies to email, another technology that saw the light of day in 1973. Technology used to take the better part of 25 to 30 years to move normally. That has changed. For instance - the first touch screen user interface was introduced only a few years ago and it is already a part of our society. Look at children, when they see a screen, how they immediately assume that they can interact with it. The graphical user interface, in contrast, took decades to become normal.

Inverted adoption curve

The way technology is absorbed in society has changed dramatically. Previously, there was an extremely narrow capacity for access to emergent technology. It was available only to certain classes of people: white males aged 29-35, within certain industries such as aerospace, investment banking and high-end manufacturing. Now technology is experiencing a much broader and rapid absorption and this has significant implications for the future. The adoption curve for technology has inverted. Our kids have better technology at home than at work. For them, the cloud is normal. They don't know how to backup data, but they are familiar with password-based authentication. They are already using cloud-based services and most of their interactions - consuming music, communication- are a part of this.

Losing control over the edge

It is in this context of accelerating change that IT and Telco are losing control of the edge. Telco lost control of the edge over the last 40 years. In the past, you had to rent a telephone from your Telco provider. As a consumer you had no choice; the Telco had complete end-to-end control. They could plan all services based specifically and precisely upon the end use instrument. Today when Telco designs services, it does so with no knowledge of the device at the end. It has to be agnostic to the device.

Meanwhile IT has also lost control of the edge, although this is a more recent phenomenon. In the past you had to use the company PC. Today you're bringing your own devices to work, many of which are more powerful than anything provided by the company.

I think this loss of control is critical to understanding the future of the cloud. IT & Telco are converging, and simultaneously they're losing a measure of control.

Synchronicity and asynchronicity

An important implication of the cloud is that what used to be asynchronous is now being made synchronic, and what used to be synchronic is now being made asynchronous. IT has solved the problem of time via its ability to store and retrieve information. We're able to take something that used to be synchronic and make it asynchronous. Simultaneously, Telco is solving the problem of distance, because networks are about solving distance. It is making the asynchronous synchronic. In the past if someone left a note on my desk, I'd have to be in my office to see it. Today I can see that note immediately from anywhere. Whether I'm at the centre or the edge, I'm able to access things. And Web 2.0 is just a buzzword to describe a broadcast environment that can receive. It is just a way for the edge to update the core. This is what the cloud is doing; it is making that whole process of storing and transporting things so much more efficient and faster.

Teleportation

But let's reflect on what is being transported. In principle, if you can model something mathematically then you can virtualise it. That's what the cloud does; it teleports stuff. Telco has been doing that for decades. A phone call is a form of teleporting: it transforms an analogue something into something digital, transports it, and then reconverts it into something analogue. The same applies to a fax and more recently the 3D printer. But in the future we will be replicating the chemical structure of things. As opposed to teleporting the shape of a glass, we'll be recreating the glass, in glass. We haven't starting teleporting people or living things, but we have begun to clone life. We're moving in that direction. The future of the cloud is that you can transport anything

anywhere, and do so in an increasingly efficient and unconstrained manner.

You can already see that shift in the way we interact with music. We've moved from LPs, which were nearly impossible to travel with, to tapes which made it much easier to move with your music, to CDs which allowed you to bring an even greater selection due to their condensed size. Now all music is all digital and online, able to be consumed in the most flexible way in any location. But this example also illustrates the main danger in how industries approach these changes. My fear is that too often we end up locking ourselves in and thereby destroying value.

Organic cloud

I like to think of the cloud -and the Web- as something that is evolving in an organic sense. It is built on fundamentally frail, best effort infrastructures and it hangs together by people being clever in the things they build around and on top of what is fundamentally frail.

It is a system that consists of small pieces loosely joined, it is participatory and it is based on light, small standards. And this is also the key to its scalability, its efficiency, its capacity to create innovative value. The problem is that we have a tendency to want to 'harden' our environment so as to improve its predictability. For example, at some point in history we slowed down the keyboard to prevent blockages but now we're still stuck with QWERTY.

We slow down technology to make it work but that way we get stuck with a hardened environment. That's why I make the analogy that there are no SLAs in nature. I think that the security problem is overstated. The key issue we should be concerned about today is interoperability.

The ability to move and migrate between stacks, specifically with data, is real and priced.

It doesn't come free. But if we concentrate on federation as a mindset, people will be able to create services that are daisy chaining from different providers and taking what they want from each, rather than creating vertically integrated choice-less stacks.

I'm against the throwing away of value under the guise of a false belief in SLAs which privatise the cloud.

If we don't migrate to a participatory, shared organic place, then we won't create value and we will come to a dead end.



BIOGRAPHY

JP Rangaswami, BT's Chief Scientist and Managing Director of BT Innovate & Design

JP Rangaswami is the Chief Scientist for BT. JP has been responsible for influencing BT from within to transform it from a telco to a "softco", by exploiting new business models, highlighting the opportunities of Web 2.0 and social media and advising on new technology. He is an advocate for community-based open source development methods and practices. JP Rangaswami is chairman of Ribbit which is described as Silicon Valley's first telephone company.



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