D.4.5. Go-to-the-Cloud service evaluation report

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Executive Summary

This report aims to set the indicators to evaluate the success of the Go-to-The-Cloud service and establish the framework for future sustainability.

"Go-to-the-Cloud" Service is the online support service for information sharing and dissemination, coaching and consulting to EU startups, SMEs and other key stakeholders interested in the development and implementation of Cloud solutions.

It is part of Task 4.4 Monitoring and Evaluation, to set the indicators to evaluate the success of the proposed services and helping establish the framework for future sustainability. Based on the indicators defined, the monitoring task will assess the effectiveness of the methodology proposed by the Cloud Accelerator Toolbox (T3.4) and the Go-To-The- Cloud support service (T4.2).

The result of this task will be used to implement all the necessary adjustments in the methodologies. In order to avoid having to change all the process after the bootcamps, a continuous monitoring will be implemented.

Three perspectives will be analysed in the report:
- Go-to-the-cloud service evaluation – "as is": main concept, content and improvement possibilities, KPIs
- Potential competition – main players description and benchmarking exercise with key competitors
- Further exploitation possibilities – freemium and advertisement models

1 Introduction to the deliverable and scope

1.1 Objectives and scope

WP4 – "Go-to-the-Cloud" service development and implementation – aims to implement a support service for information sharing and dissemination, coaching and consulting to EU startups, SMEs and other key stakeholders interested in the development and implementation of cloud solutions.

The selected techno-economic tools for planning, designing and evaluating Cloud technologies will be adapted and made available for on-line or off-line utilization, as considered more appropriate.
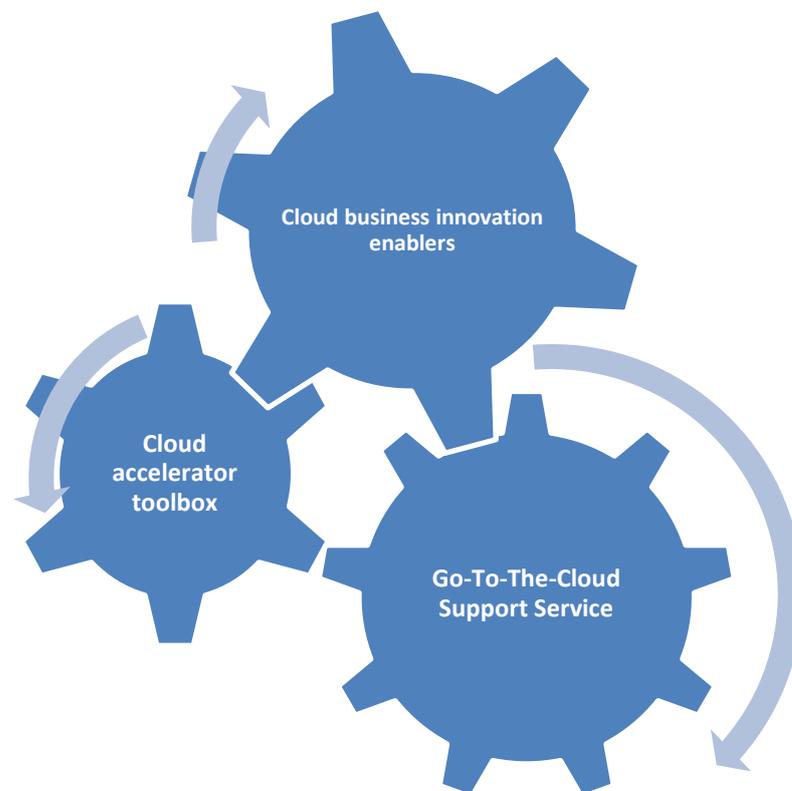
Fig. 1 - CloudCatalyst key instruments

"Go-to-the-Cloud" service will target the needs of key European and national actors by providing to them the necessary input on the most adequate technologies, best practices and use cases according to their specific situation. The service will be deployed and executed from an "end-user centric" and "problem-solving" approach.

The purpose of this service is to:

- Stimulate the local stakeholders to define their strategies, leading to successful cloud deployments (e.g. value for money, in budget, on time, sustainable).
- Contribute for the dissemination of best practices in terms of Cloud Computing implementation and operation.

1.2 Interrelation with other WPs

During WP2 – "Cloud business model innovation" and WP3 – "Cloud accelerator toolbox" a set of recommendations and tools were produced that are shared in "Go-to-the-Cloud" service. This service is one of the outputs that was disseminated in the project events and workshops. It is also one of the most relevant results to be analysed in T5.3 Exploitation and sustainability strategy.

2 Evaluation framework

The focus of this chapter is to describe and explain the evaluation framework of the go-to-the-cloud service, defining objectives, scope and results achieved. This will support the consortium on the definition of a successful formula for future services to be launched after the end of the project.

2.1 Main concept

At this time, the Go-To-the-Cloud Service is the entry point for the unique content developed during the project and is a platform where consortium members can upload new content for our audience (the cloud industry, the entrepreneurial and the R&D European community, and especially with startups) to see it, engage with it by comment on it and ultimately by download it and use it by themselves (for startups, other cloud companies, companies that want to use cloud systems) or in their bootcamps (accelerators, incubators). All the content is free to use.

Go-to-the-cloud service has been created to respond to a common need of cloud stakeholders: have access to tools to accelerate cloud expansion. The consortium experience at drafting various cloud strategies for internal customers and partners forms the foundation of the Go-to-the-cloud service. It, therefore, provides a solid targeted roadmap for providers' cloud journey.

Go-to-the-cloud most relevant benefits are:

- The online service captures and assesses the current state of cloud in EU sectors with the highest potential to gain more from adopting cloud solutions

- It describes the most relevant technical challenges that need to be addressed to realise the full potential of cloud

- It provides cloud accelerator tools assisting in choosing the business models and proven patterns for cloud expansion

2.2 Go-to-the-cloud content and improvement possibilities

The website is organized in three main areas:

Tools	The Cloud Accelerator Toolbox (CAT) includes tools and best practices for the developers' community, entrepreneurs, technical transfer units, start-up incubators and other stakeholders that have an important role in stimulating cloud-related business. Each tool is presented in the following way: 1) Tool description: basic information about the tool; 2) Tool manual (pdf): information about the required process for successful tool implementation; 3) Tool examples: actual examples of results obtained by tool usage and company references.
Trends	Cloud computing offers many possibilities and benefits for organizations in all industries. The following key EU sectors have the highest potential to gain more from adopting cloud solutions: Education, Media, Retail, Banking, Healthcare, Government. The GTCS details the state of cloud in each sector, main trends and market players.
Challenges	Today's entrepreneurs have a powerful resource available at minimal cost – cloud computing. Thanks to cloud computing and social networking resources, the barriers to entry for many innovators are now much lower. Nevertheless, there are still important technical challenges that need to be addressed to realise the full potential of cloud. These are also opportunities for companies developing innovative solutions in these areas. We hope these topics inspire you!

As mentioned in the Exploitation Strategy (D5.12), in a second phase of CloudCatalyst, these contents can be revised to launch a **Catalyst 2.0 Programme**. This aims to create a programme for entrepreneurs focused on specific technological domains, providing great conditions for the conception, creation and acceleration of businesses, with a high level of technological input, using the work developed during the project and combining the skills of all partners.

Under Catalyst 2.0 programme, the content included in the Go-to-the-Cloud service can be used in the following manner:

Virtual business incubator	Creation of virtual business incubator / accelerator in at least 3 EU countries to encourage startups in the field of ICT - namely cloud computing, big data and IoT - creating new products and services.
Bootcamps	Organise biannually the Catalyst Pre-Incubation Programme (bootcamps) in specific locations, such as the already existing in Porto and Ljubliana, and a third one to be chosen in the near future.
Networking and mentoring	Promote cooperative initiatives among young entrepreneurs and networking with experts in a wide range of ICT technical and business fields (entrepreneurship, creativity, art, education, research, industry, entertainment, tourism, etc.).
Online / phone support	Experts will be available online to shape a business idea. Want to know more about HR policies? Highly efficient sales pitch? How to launch a product? Experts are reachable through a transparent pricing model and rating.

2.3 Key Performance Indicators

Several key performance indicators have been defined to measure the efficiency of the GTCS and allow the consortium to create a framework easily replicated in future actions:

INDICATOR	DESCRIPTION	GTCS ANALYSIS
HIGH QUALITY CONTENT	GTCS should have content which is of the highest quality to the target audience	At this time the GTCS has all the content build by the consortium. Although the content available as a high value for the Cloud ecosystem, there is other cloud content that is being created by other European projects (CloudForEurope, cloudingsmes.eu) that could also be added to the GTCS. This could benefit not just the GTCS but also for these European projects to reach more users.
COMMUNITY	The success of GTCS depends greatly on the building of communities on the web. By building communities around these topic-specific websites, the sites will generate more traffic	The community around the project was develop mostly offline in the bootcamps. In order to build the community online we should increase our exposure by inviting companies to register and follow GTCS on different social channels
CREDIBILITY	Since GTCS developed is specialized in cloud computing fields and targeted towards researchers, entrepreneurs and multipliers, credibility is a key success factor.	GTCS gather information from several players in the Cloud area but their names and profiles should be visible in the portal to increase the credibility of the information.
USABILITY	Providing products and services people want, even if it's free, only works if the users can easily find what they're looking for.	GTCS was developed using a recent technology called Meteor that has decreases development time and increases user experience

	Ensuring the usability of the websites adds to the likelihood of GTCS success	so the user feels like he/she is using a native application. It does that by using extensible the "WebSockets" technology.
SUSTAINABILITY	Business sustainability reflect the measures taken to assure that businesses create economic value, addressing economic efficiency (innovation, prosperity, productivity)	The GTCS gather valuable information for our target audience that at this time is free. In other to be sustainable the GTCS should evolve to a freemium based model and/or having advertisements on the platform.

3 Competition map

The Go-To-The-Cloud Service as a portal with high value information for the cloud area gathered by the consortium and competes with:

- Cloud news portals like **Journal of Cloud Computing** or **Cloud Strategy Magazine**,
- Generic IT news portals like **CIO.com** or **Computerworld.com**
- Technology research companies like Gartner or Forrester.

These portals and research companies have a broader reach and most of them have paid content. All content in the GTCS is free at this time.

	GTCS	Cloud News Portals	IT News Portals	Research Companies
Target Audience	Cloud	Cloud	IT	Generic (IT and other industries)
Content: type	Free	Free	Free	Free/Paid
Content: Tools	X			X
Content: Trends	X	X	X	X
Content: Challenges	X	X	X	X

Comparing GTCS with these players we can see for the Cloud Industry, the GTCS is the only one that includes tools and best practices for the developers' community, entrepreneurs, technical transfer units, start-up incubators and other stakeholders that have an important role in stimulating cloud-related business
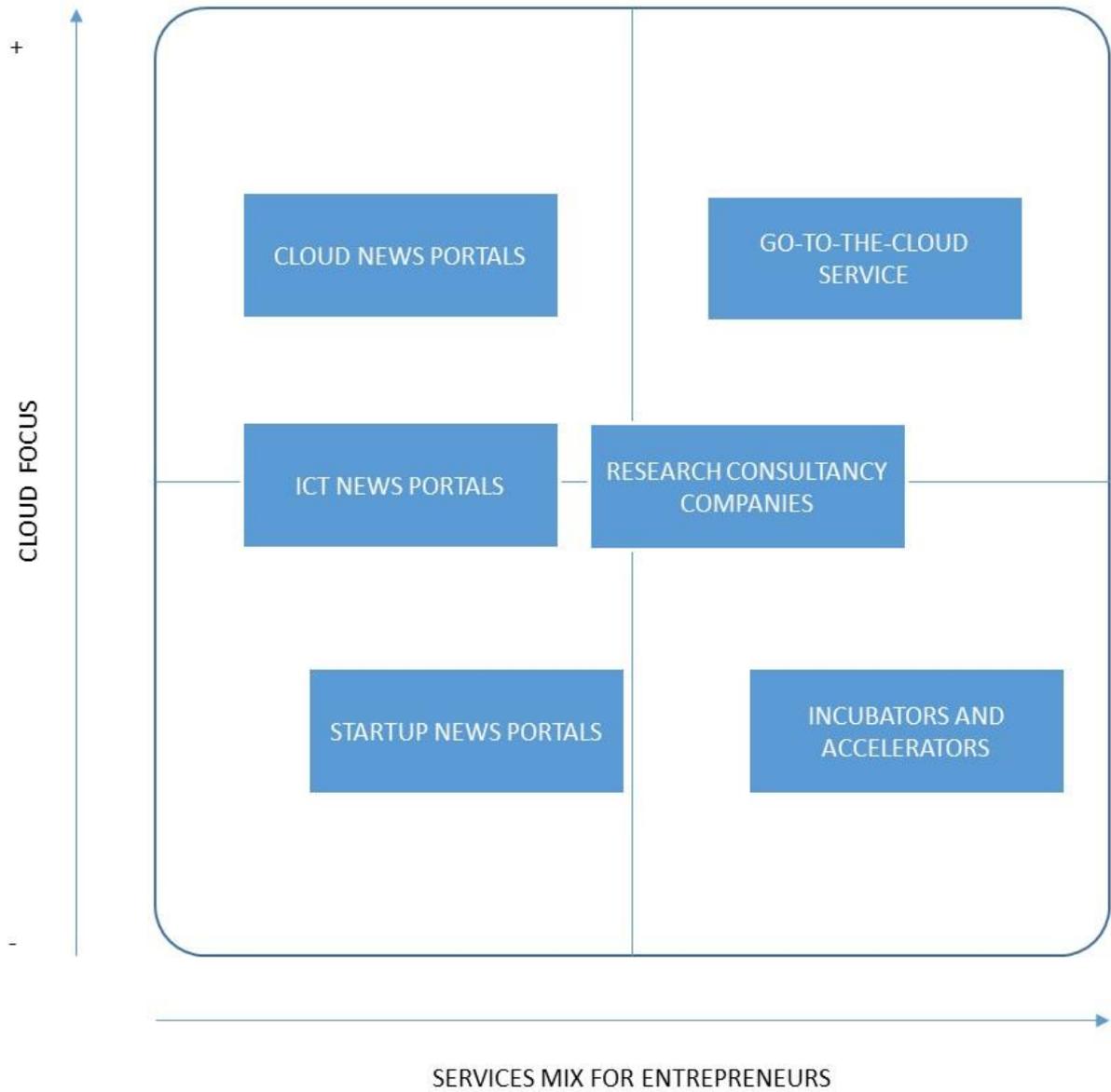
Fig. 2 - Competition matrix

4 Further exploitation possibilities

Under Catalyst 2.0 vision presented in the Exploitation Plan, there are several future growth opportunities to be explored by the consortium members. Based on the feedback gathered during the project from consortium partners and external stakeholders involved in the project activities, we have defined several possibilities of products and services that can be launched in the beginning of 2016 as part of a global initiative of the consortium or local initiatives taken by specific partners according to the individual exploitation plans detailed in 5.4.

Although GTCS service serves the purpose of the current project, in order to maintain its sustainability, the Go-To-The-Cloud Service needs to be improved to freemium and/or advertisement models.

4.1 Freemium model

Freemium based model of the website allowing registered users to access free information (a small set of the content) and a paid subscription that allow registered users to access all the content that was developed.

There are several ways to charge:

- Per document: Allow users to see a small portion of the paid document and pay to see the full document - similar to what Gardner does).
- Per downloaded document: Allow users to see all the content in the website and have ads to support the free content and a paid option to download the content (for instance to read offline or to use in bootcamps) - similar to what Harvard Business Review does.
- Per bundle: Allow users to buy a bundle of several documents (for instance all tools can be a bundle that bootcamps or incubators can buy.
- Per month: Subscription based model where the user pays a fee per month and has access to all documents - similar do what Safari books does).

The Go-To-The-Cloud Service can also evolve to a more full fledge platform with courses that our users can enroll and where we show in detail how to use a specific tool (for instance the Value Proposition Canvas).

There are several players in this area of selling premium content (like Gardner for trends, Harvard Business Review for tools, Coursera for courses), but these players don't address directly our target market needs but instead are for more general use and reach a wider spectrum of users.

The best way to promote Go To the Cloud Service is by using a content marketing strategy that is a "strategic marketing approach focused on creating and distributing valuable, relevant, and consistent content to attract and retain a clearly-defined audience and, ultimately, to drive profitable customer action (http://contentmarketinginstitute.com/what-is-content-marketing/).

The Go-To-The-Cloud Service already has the content available. All it needs to do is to attract our audience by given some of the content for free.

In order to transform Go-To-The-Cloud Service to a freemium based model, the following technical improvements need to be made:

1. Allow user to register. These register feature should allow users of register by email or using their preferred social account (facebook, twitter, google, etc.) and in this manner increase the reach of the Go To the Cloud Service.
2. Create user account for free and paid accounts (allowing the user to manage it - reset password, change name or email, delete account).
3. Allow users to check its account balance (check bills and see its paid content).
4. Implement a way for users to pay for the paid content (by using a payment gateway).
5. Allow users to share content using their preferred social account (facebook, twitter, google, etc.).
6. Integrate the Go To the Cloud Service with CRM systems so the consortium can send target marketing campaigns to its users.
7. Integrate the Go To the Cloud Service with Customer support systems so the consortium can help its users.
8. Create admin profile to manage all user accounts (disable/enable accounts, etc.).

Also the consortium needs to guarantee that it has an administrator to manage this platform and a community manager to engage with users.

4.2 Advertisement model

Advertisement model of the website with:

1. Targeted ads (banners, popups, text ads, etc.) on the website.
2. Send emails with targeted ads for registered users.

The Advertisement model most be further developed defining which type of ads the website should have, if they are "geo-targeted", how to implement "remarketing/retargeting" , add "A/B" split testing, etc.

In order to transform Go-To-The-Cloud Service to a advertisement based model, the following technical improvements need to be made:

1. Allow admin users to manage ads in the website.
2. Allow admin users to send advertisement emails to registered users.