

Three stories of innovative organizations getting the most out of cloud

## Introduction

Despite exploding interest and investment in the cloud, only 35% of IT executives report fully achieving expected cloud benefits.<sup>1</sup> What separates the cloud success stories from the failed migrations and over-budget ventures? People.

Everyone has access to the same cloud tools; cloud transformation starts with people. It's why comprehensively trained organizations are far more likely to realize the benefits of cloud, including achieving faster adoption and ROI and overcoming governance and security concerns.<sup>2</sup>

This trio of case studies highlights three unique organizations tackling common challenges with innovative approaches. Their stories highlight how skills gaps can be conquered by transforming an organization's existing talent.

Start with Thomson Reuters and see how the multinational media conglomerate fast-tracked its cloud migration by paving the road for users, rather than aggressively policing them. For a look at the other side of the cloud talent pipeline, see how Miami Dade College is getting students cloud certified to advance students' careers and meet overwhelming demand for cloud talent in South Florida. And if organizationwide cloud fluency is your goal, see how CloudCheckr got both its technical teams and sales teams up to cloud speed, and how they're pushing forward with continuous learning in a remote work environment.

#### Sources:

- 1. Accenture, Perspectives on Cloud Outcomes: Expectation vs Reality, A Global Survey of IT Executives
- 2. IDC, Train to Accelerate Your Cloud Strategy, 2017
- 3. Flexera, 2020 State of the Cloud Report
- 4. Snow Software, How the 'New Normal' is Changing Cloud Usage and Strategy
- 5. Logicworks, Challenges in Cloud Transformation, Survey Report 2020

#### 98%

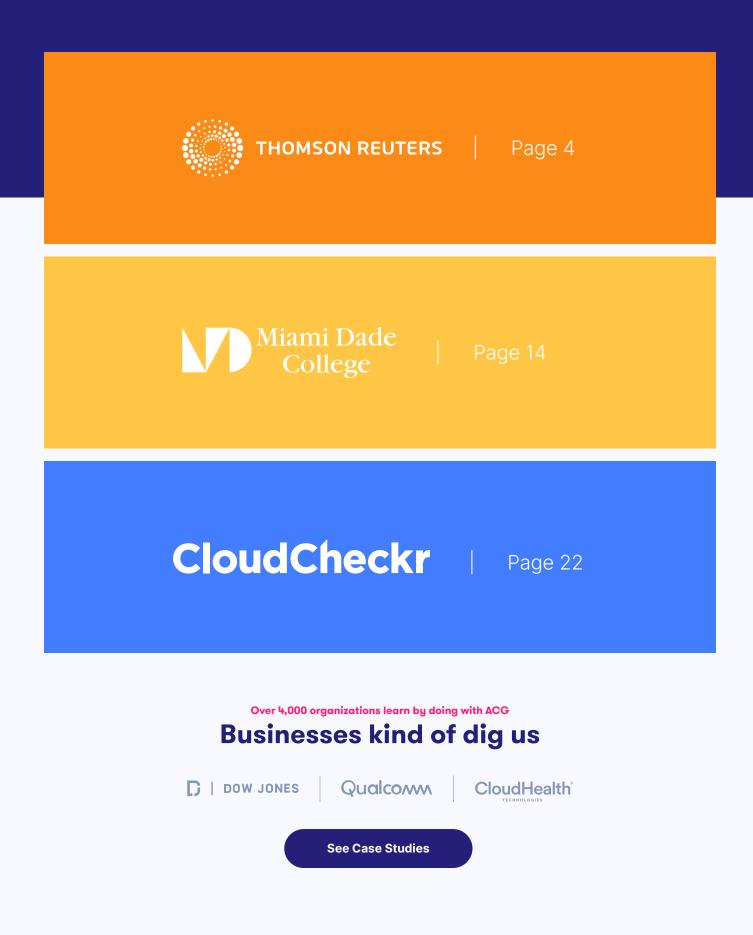
of orgs are using at least one cloud<sup>3</sup>

82% of orgs have ramped up cloud investments in response to the pandemic<sup>4</sup>

#### 86%

of IT leaders say a lack of talent will stall cloud projects in 2020<sup>5</sup>

#### **Case Studies**



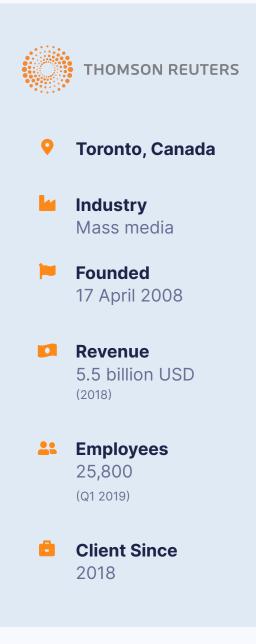
**Case Study Thomson Reuters** 

## T-shaped skills, cloud-shaped victories



### About Thomson Reuters

Thomson Reuters is a multinational software and media company headquartered in Toronto, Canada. Every day, more than 1 billion people read or see Reuters news, and Thomson Reuters' tax and legal products serve governments, educational institutions, and industries around the world.



### From data centers to the cloud

Like many established companies, Thomson Reuters has been running their own data centers for years. But now they're ready for a new challenge.

*"It's time for us to invest in the public cloud," says Thomson Reuters lead software engineer Dan Mohrland.* 

Time-to-market is critically important for Thomson Reuters, and data centers can't always keep up. New products and services can't sit for months, waiting for new capacity to be provisioned. "For example," Mohrland explains, "we have regionspecific regulations, such as GDPR, around the location of personally-identifiable information (PII). And we need to store data locally in those regions." Until recently, this would entail spinning up a data center, or at minimum purchasing additional storage capacity. Not any longer.

The cloud lets us scale up to store that data much more quickly and cost-effectively than buying and cooling all that hardware ourselves.

**But** it's a catch-22 when you're stuck maintaining data centers and cloud environments at the same time. So we need to complete the push to cloud as quickly as we can."

## Paving the way for cloud

That push to cloud is being spearheaded by Mike Berg, Director of Service Development at Thomson Reuters. His team provisions accounts, guards against DDoS attacks, and defines CI/CD and monitoring standards for around 2,000 engineers across the company. In guiding other business units toward the public cloud, Berg stresses the need to find a happy medium between overbearing control and a possibly chaotic free-for-all.

"We're not a police state with checkpoints all over the road," he explains. "That doesn't scale."

Instead, Berg continues, "we want to pave the road to cloud for our teams, show them the way, but also give them some guardrails so they don't veer into the ditch."

Guiding teams to the cloud involves more than paving the road, however. Berg's team is also providing driver's ed for the cloud, making sure that teams gain the skills they need to follow the path that's been set out for them.

#### Service Development

at Thomson Reuters



**Provisions** Accounts

Guards Against



Defines CI/CD and monitoring standards



**Provides** Cloud training



For 2,000 Engineers



The only way for us to succeed in cloud is to skill up teams to do their own migrations.

Mike Berg, Director of Service Development at Thomson Reuters



## Cloud fluency: a T-shaped skill

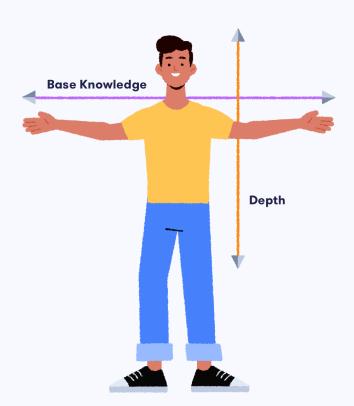
Berg uses a "T-shaped" process to train up his organization on cloud. What does this mean, exactly? Think of the horizontal top of the "T" as breadth, and the vertical stem as depth.

Breadth involves basic-but-widespread training to teach as many people to speak the language of cloud as possible. Berg builds this "cloud fluency" through internal training resources that promote basic cloud competence, as well as an understanding of Thomson Reuters' approach to cloud in particular.

This broad-based approach is great for establishing cloud fluency across the organization, but key teams and team members need to go deeper. And that's where the depth portion of the T-shaped process comes into play.

Berg uses A Cloud Guru to help teams and team members drill deep on their specific areas of expertise. Networking and machine learning are popular areas of focus, with Thomson Reuters' research scientists especially keen on ACG's AI/ML learning path, but security training is just as important.

"Security has always been job 1 for us; that hasn't changed in the cloud," Berg explains. "But the cloud gives us new, cutting-edge tools to make sure our customers' data is secure. Whether it's DDoS and WAF protection, encryption at rest and in transit, or VPC flow logs -- ACG helps us ensure our engineers are up to speed."



Just as importantly, engineers can train on AWS or Azure as needed, with a broad array of certification courses, advanced deep dives, labs, and projects. Weekly "what's new" series also keep Thomson Reuters engineers up to speed with all the latest cloud releases and updates.





ACG's multicloud course library is huge for us, because we have so many different products and technology stacks across our organization.











### Building cloud gurus, one course at a time

Thomson Reuters found that even experienced engineers benefit from the concentrated cloud education. "We've been deploying applications to data centers for decades, and we have developers who've been dealing with on-prem for a long time who are now going deep into AWS through A Cloud Guru's courses and certification paths," says Mohrland.

While cloud entails a fundamental shift in mindset and approach, a lot of data center skills transfer to building in the cloud. For Thomson Reuters' experienced engineers, it's something like a pilot qualifying on a new aircraft. Or rather, a pilot going from flying a jet to flying a rocketship.

"These engineers know their programming languages and have deep knowledge about their apps, but now they're moving that app to the cloud and they have to think about autoscaling groups and load balancers in a whole new way. ACG has been invaluable in bringing them up to speed."

Mohrland adds that once A Cloud Guru training was introduced, the effect on teams who adopted it was noticeable in a surprising area: support tickets. "Before instituting comprehensive training, we would get a large volume of basic questions, like 'how do I create an S3 bucket," he explains. "We can tell when teams have adopted the A Cloud Guru training because the questions get more complex. All of a sudden they'll be asking us about key rotation, or something totally beyond the basics."

Berg says the shift in support tickets is a leading indicator of a broader transformation within the organization. Cloud fluency is growing. Employees are becoming better equipped to drive down the road Berg's team is paving to the cloud. There's less of a strain on the core cloud team to answer simple questions, giving them the opportunity to explore, innovate, and pave the next stretch of road to the cloud.

#### 66

Like a pilot going from flying a jet to flying a rocketship, even experienced engineers benefit

from concentrated cloud education.

## To the cloud and beyond

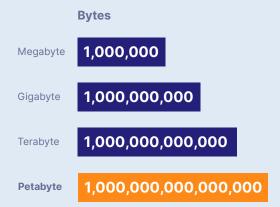
More than 250 engineers at Thomson Reuters have now achieved cloud certification, and the results speak for themselves. Since partnering with A Cloud Guru in 2018, they have migrated hundreds of applications and petabytes of data to the cloud. This year, they expect to move more than 2 billion documents to cloud storage, and they're just getting started.

Going forward, Berg has set a goal to get at least 50% of his own team certified, as well as key decision-makers throughout the organization. Mohrland requires ACG training as part of onboarding for all his new hires.

IDC research indicates that comprehensively trained organizations are 80% faster to adopt cloud and 14x more likely to overcome operational control concerns relating to cloud migration, and Thomson Reuters' progress to date bears out the value of comprehensive cloud training.

"Studies show that when just 10% of people are committed to a new idea, it creates an unstoppable ripple effect across the organization," says A Cloud Guru SVP of Cloud Transformation Drew Firment. "And Thomson Reuters shows no signs of slowing down in their rush to cloud success."

## How big is a Petabyte?



#### Comprehensive training makes organizations

#### 80% faster

to adopt cloud and

#### 14× more likely

to overcome operational control concerns relating to cloud migration



## Accelerate cloud fluency

Successful cloud strategy hinges on cloud fluency: getting people and teams across an organization speaking the same language. Why? A single cloud expert can't carry a team, and a single team of cloud pros can't carry an enterprise.

Get teams across your organization speaking the same language and ahead of the cloud curve with the most effective, hands-on, and comprehensive platform for cloud learning at scale. Pave a path to cloud success with ACG for Business.



**96%** of ACG business customers see results in 6 months

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**Case Study Miami Dade College** 

## Upskilling students to meet cloud talent needs



### About Miami Dade College

Opened in 1960 as Dade County Junior College, Miami Dade College (MDC) is the nation's most diverse institution with 89% of students identifying as Hispanic or Black.

Miami Dade College is committed to staying on the forefront of technology and innovation, and to fulfill that commitment, the college partners with Amazon Web Services (AWS) and A Cloud Guru (ACG).

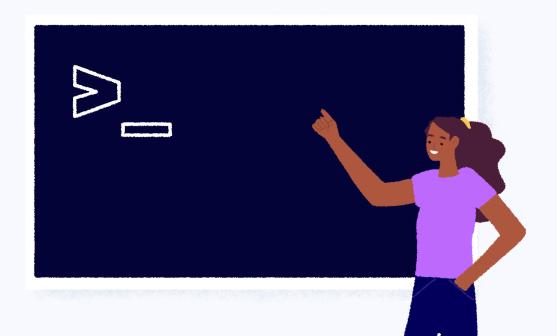


## Cloud in the classroom

MDC is one of the largest and most diverse institutions of higher education in the United States with eight campuses across South Florida.

Antonio Delgado, Dean of Engineering, Technology, and Design, says the college is focused on creating emerging technology education based on demands in the job market and input from area businesses. With cloud computing being the most in-demand hard skill according to LinkedIn for five of the last six years, adding cloud to the curriculum only made sense.

"We're always looking for ways to create new programs that help our students gain skills that make them more marketable in the modern workforce," Dean Delgado says.



## A new school of thought

As Miami Dade College began to develop cloud computing degree programs and its Cloud Computing Center, the college began looking for a way to accelerate learning for students and faculty in AWS and other modern tech skills. The college needed a way to go beyond theory to actually preparing students for careers in cloud — giving them real-world experience and earning certifications. That's when they turned to A Cloud Guru.

"We set out to do something new," Dean Delgado says. "For the first time, we're seeing a new wave of students coming out of college or university with skills in cloud computing. If we don't help them get a certification, they're not competitive enough."

#### About the Cloud Computing Center

This Center serves as a cloud computing hub where technology leaders, industry experts, and students can engage and collaborate. It will house the only College Credit Certificate and Associate of Science degrees in Enterprise Cloud Computing in the state of Florida. It will expose students and existing IT professionals to industryleading cloud platforms and industry certifications needed to fill increasing demand for IT cloud jobs. The Center also hosts cloud computing accelerated training programs, summer camps, forums, speakers, and events, as Miami Dade College continues to serve the community.

## Those who can and teach

The first step was getting college faculty up to speed. Cloud and Cybersecurity faculty member Dr. Diego Tibaquirá used A Cloud Guru on his own to get certified before he began advocating for the college to partner with ACG.

"ACG is just the best," Dr. Tibaquirá says. "I said, "We've got to bring A Cloud Guru to the classroom. If I'm teaching this class, this is what I want as one of my tools.""

Dean Delgado agreed. Working with A Cloud Guru, Miami Dade College now has eight certified Solutions Architects on faculty.

"Faculty really benefit from getting this type of training to teach the students the skills they need to have for the workplace," Dean Delgado says. "Our students learn from faculty who really know the content."

## A cloud syllabus

Dr. Tibaquirá requires students to complete A Cloud Guru courses as a percentage of their grade to increase their chances of getting certified. His classes include a combination of lectures in the classroom and hands-on training as homework, and the final exam is the related certification.

"We want the students to get the grade, pass the class, get a degree, and have the certifications because that's going to make them that much more employable when they get out into the real world," Dr. Tibaquirá says. "It ensures that this isn't just another class; it's something they can put on their résumé."



### No more pencils, no more books

Traditionally, the education sector can move at a glacial pace out of step with the ever-changing world of cloud. But Miami Dade College is always looking for ways to stay ahead of the curve and ensure students aren't being left behind.

By partnering with A Cloud Guru, instructors and students get access to constantly updated content and no longer have to worry about outdated textbooks or lessons. In addition, faculty and students can further develop skills or get a refresher with ondemand, interactive learning, including more than 1,500 Hands-On Labs designed for teaching a new concept in as little as 15 minutes.

## To the cloud and beyond

As employers are typically looking for candidates with at least 2–4 years of experience, Dean Delgado says getting on-the-job experience in cloud can be a catch-22 for newcomers.

"My job has been to educate local companies that are looking for cloud talent that they need to create entrylevel positions, so we can match our students with someone who can give them that experience," he says.

What started with a discussion with all area employers with at least five open cloud positions has resulted in an internship program to develop talent locally with South Florida AWS partners. The plan includes grant money to pay 50% of interns' salaries, making it even more attractive to area employers.

This pipeline of skilled cloud workers is mutually beneficial to the school's burgeoning cloud talent and employers. Interns gain valuable on-the-job experience and get a potential "in" for landing a full-time job. And employers are able to build rather than buy talent, a task that can range from prohibitively expensive to basically impossible given the high demand for cloud skills.

## Why build talent rather than buy it?

The demand for cloud talent outpaces the supply. It can cost more than **\$30,000 USD** to recruit and hire a mid-career cloud engineer, and **63% of IT leaders** say it's harder to find a qualified engineer than it is to find Bigfoot.

### The student becomes the master

Students like Elias Marcet have benefited from learning with A Cloud Guru and are already entering the workforce with cloud skills.

Marcet started on an IT career path a year ago, and is now the president of his campus's Cybersecurity Club and is an AWS Certified Cloud Practitioner and Certified Solutions Architect - Associate. He's also made big leaps in his career in a short amount of time by upskilling. Marcet was previously working in operations for the City of Miami Parking Department, but using his newly acquired cloud skills, he was able to move to a new role in the IT department.

"It was incredible," Dr. Tibaquirá says." He wasn't deep in technology at first, but he showed his employer he's a valuable asset."

Marcet says A Cloud Guru's instructors make complicated topics easy to follow and the learning platform has helped him develop new skills through a learn-by-doing approach.

"One of the key things that I found with A Cloud Guru was that it wasn't just for passing the exam. It gives you hands-on experience as well, which is something that other platforms try to do. But they're not as in-depth or easy to follow," Marcet says. "That hands-on experience — the fact that you can actually do it — helps you when you're looking for a job."





[A Cloud Guru] wasn't just for passing the exam. It gives you hands-on experience as well, which is something that other platforms try to do. But they're not as in-depth or easy to follow.

Elias Marcet, Student at Miami Dade College



AWS Certified AWS Certified DevOps Engineer -Professional Level

## Progress report

Today, Miami Dade College has three cloud-focused courses offered across multiple campuses. And after 18 months, more than 100 students have been AWS certified.

"That for me is the biggest accomplishment, and pretty much all of those students have been using A Cloud Guru," Dean Delgado says. "A Cloud Guru really helps our college students. They're more marketable now for those full-time jobs that we want them to have."

The reception from students has been overwhelmingly positive.

"It's a great platform. My students probably like A Cloud Guru more than they like me," Dr. Tibaquirá joked.

While the program is still young, Dr. Tibaquirá says it's been a success — he is especially proud that one student has received a job offer from AWS. And he's excited to see how the courses continue to develop as the college looks to expand offerings to focus on Linux, security, data analytics, DevOps, and other highly sought-after skills.

Dr. Tibaquirá says he hopes other schools take note of Miami Dade College's approach. "You want to do cloud? We've got a solution that will help you get your curriculum to the next level and help your students get better prepared for certifications and jobs."

## Get schooled on hands-on learning

Even if you're not an institution of higher learning, there's plenty to be learned from Miami Dade College's success. Getting hands on with cloud is hands down the only way to master new cloud skills.

That's why A Cloud Guru's in-depth technical content is seamlessly paired with hands-on learning. This approach helps people pick up real skills in real (and safe) environments — all without real risks, like surprise bills or security concerns.

**85%** of ACG learners say they retain more by doing

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**Case Study CloudCheckr** 

## Continuous learning, continuous improvement

CloudCheckr

### About CloudCheckr

CloudCheckr is a cloud optimization and governance platform. In their words, they "deliver total visibility across multiple public clouds and hybrid workloads — making immediate cost savings achievable from the most complex cloud infrastructure." Their SaaS solution, CloudCheckr CMx, allows customers from government agencies to large enterprise and managed service providers to secure, manage, and govern some of the world's most sensitive environments.

### CloudCheckr



## Cloud Knowledge is Table Stakes

Within many organizations, the critical need for cloud knowledge tends to focus on the technical teams, the ones actually developing and implementing cloud solutions. At CloudCheckr, there is a second, equally important focal point — the sales team.

"We've adopted a true solution-selling model, seeking to become trusted advisors to the customers we work with," explains Alana Fitts, Director of Sales Strategy at CloudCheckr. "Having that technical know-how and being able to advance conversations with customers about their underlying infrastructure — it's invaluable."

CloudCheckr's salespeople need to not only understand the principles of cloud cost optimization and security management, from rightsizing EC2 instances to identifying Security Group vulnerabilities, they also need to understand those capabilities in the context of what a specific customer is doing.

"Many of our customers are somewhat new to the cloud and look to us as experts," says Fitts. "Of course, we also have customers who are veteran cloud users. They expect anybody they're dealing with in a sales capacity to be a pro who knows just as much as them, if not more."

For CloudCheckr, a knowledgeable sales team isn't a nice-to-have. It's a necessity.

"Cloud training is absolutely table stakes for any sales organization in the cloud space," Fitts emphasizes. "If you're not pursuing a base level of foundational certifications, you're not serious. It's that simple."

While CloudCheckr's sales team needs to know cloud to talk with customers, its developers and engineers need ongoing learning opportunities to stay on top of the latest cloud innovations and incorporate them into their platform.

"Our platform is architected on AWS," explains Fitts. "We've been in the process of tackling a lot of performance enhancement projects — picking more efficient services, selecting the right database engine, balancing between compute or microservices. That's where not just the skills, but having access to the latest information is critical to facilitate our continuous improvement."

## The First Push: 60 in 60

With two critical — but different — needs for cloud learning, Fitts and the CloudCheckr team focused on certification as a proxy for cloud skills.

"It's really the training and pursuit of those certifications that's especially invaluable for our team."

Rather than simply telling people to get certified, CloudCheckr organizes what it calls "pushes", short, concentrated bursts where a number of their employees all seek to achieve a certification.

"In the fall of 2018, we did what we call 60 in 60," Fitts told us. "60 certs in 60 days. At the time, we had around 130 people, so it was a pretty lofty goal to push about half the company through this program." CloudCheckr had a somewhat easier time of it with 60-in-60, as most of the people they wanted to get certified at that point were pursuing the foundational AWS Certified Cloud Practitioner cert.

"With that one we were able to take advantage of free AWS resources," recalls Fitts. "It's a little easier to selfstudy for that one."



The push proved successful, with employees racking up **80 certifications and an 85% pass rate.** 

## Taking it to the next level

In the ramp up to their next push, this time focused more on technical associate and specialty-level certifications, Fitts and the CloudCheckr team realized they would need to go beyond ad-hoc prep and work with a true learning partner.

"Especially for the sales teams who aren't using AWS every single day," says Fitts, "we realized that we really need a solution to support this second round of our cert program."

#### Enter A Cloud Guru.

#### CloudCheckr chose to partner with ACG for three main reasons.

"One of the reasons we chose ACG is that we have a lot of employees with tremendous IT backgrounds, but a lot without. And ACG is great at building the conceptual foundations. They make really difficult concepts easy to understand by chunking them out into soundbytes. They go sufficiently deep to give you all the information you need without going into the weeds just to go into the weeds. So it's great from the standpoint of someone learning, rather than someone just reviewing details of what they already know."

The second reason — our instructors. "They're really entertaining and engaging," says Fitts. "I trust them. They all come across as really knowledgeable and approachable."

The third reason was the effort ACG puts into keeping its learning materials fresh and current.

"The pace at which the cloud providers push out changes is hideous to keep up with," explains Fitts. "We're no strangers to feeling the pain of that pace of innovation, so we really recognized the excellent job ACG does of keeping content current and releasing updates at a really breakneck pace."

Our AWS This Week, Azure This Week, and GCP This Month series also stood out.

"Those series are a really digestible way for our employees to keep up with all the changes. And for us it's crucial, because it often informs how our platform is built. We need to ensure our data processing pipelines are correct, and sometimes these changes can be platform-breaking, so staying current is crucial."

CloudCheckr started with ACG in the fall of 2019, and is considering surging their license count because it's been so well-received and highly utilized.

"As it turns out, everyone wants access," Fitts told us.

### Push #2: 80 certs in 80 days

CloudCheckr was preparing to roll out its next certification push — this time increasing from 60 certs in 60 days to 80 certs in 80 days — when the COVID-19 pandemic upended everything.

"Once it got into late April, there was no indication this was going anywhere, so we decided to pull the trigger."

With everyone working remotely, there was no opportunity for people to meet in the office and consume material together. But the nature of ACG's fully online, learn anywhere platform enabled them to move forward without missing a step.

"It's built for remote employees," says Fitts. "It doesn't require people to be in the same room working on the same thing."

This second push represents a far more ambitious undertaking than the first. In addition to shooting for 80 certifications, rather than 60, the certification targets are weighted heavily toward the more technical associate and specialty levels.

As of this writing, Cloudcheckr is about halfway through its 80 in 80 push, and the results are already impressive. Even at this midway point, Fitts reports that the teams are tracking better than they were with the 60 in 60 push. Not only that — the employees are performing better on harder exams. "With 60 in 60, we had about an 85% pass rate, mostly on the easier Certified Cloud Practitioner exam," explains Fitts. "So far, we're at a 100% pass rate this time out. And that's across the much harder associate and specialty exams like CSA, Dev, and SysOps."

"One really interesting thing to note is that we're seeing people who failed their CCP exams last time around passing far more challenging associate exams this time out."

Fitts credits a lot of the improvement to the effectiveness of A Cloud Guru's learning platform.

"The proof's right there in the pudding."

### From knowledge to outcomes

While it's been racking up wins with the 80 in 80 push, CloudCheckr has also found A Cloud Guru to be a crucial resource in its platform development.

"We recently released a new platform," Fitts says. "We took something that was built in a really monolithic fashion and turned it into something modern, leveraging the latest and greatest AWS has to offer. And we wouldn't have been able to do something like this as fast as we have without having access to more information about serverless, containers, and other services that we've started to use."

Beyond access to current information and deep dive courses, ACG's Cloud Playground has given CloudCheckr engineers a leg up, allowing them a safe place to test new features and hone their skills before they break something in production.

Frank Ashcraft, Director of Software Engineering at CloudCheckr, agrees.

"A Cloud Guru's Cloud Playground and Hands-on Labs made it easy for us to play around and learn in a protected environment where no one had to be worried about breaking something in our app or incurring unintentional costs."

Ashcraft has also found the ability to choose courses and lessons and tailor learning to specific needs rather valuable. "We were able to choose lessons and focus our onboarding for new developers with projects leveraging new technologies. We were able to develop the new solution faster and limit the need to have other engineers teach the new employees how to work with the underlying AWS technology we are using"

"Our engineers have a ton of experience, but they're coming from a world of using EC2, RDS, and S3," Fitts elaborates. "Now we're graduating into that next level of AWS usage. Access to current information and the opportunity to get hands on with the technology have been critical to our re-architecture and support our goal of continuous improvement."



A Cloud Guru's Cloud **Playground and Hands-on** Labs made it easy for us to play around and learn in a protected environment where no one had to be worried about breaking something in our app or incurring unintentional costs.

Frank Ashcraft, Director of Software Engineering at CloudCheckr



## A future of continuous learning

What's next for CloudCheckr? For a company focused on helping its customers become the best consumers of cloud they can, trust and expertise are key.

"The best way to generate that trust and credibility is being effective cloud users ourselves," says Fitts. "Pursuing continued learning to do just that is a primary goal of the sales team."

One priority for the coming year is to develop the same level of competence in Azure and Google Cloud Platform that they've developed in AWS.

"We've spent a lot of time deepening our knowledge in AWS, and we'd be remiss if we didn't do the same with Azure and Google, especially as our customer base starts moving in the direction of multi- and hybrid cloud."

And when CloudCheckr dives into multi-cloud, A Cloud Guru will be there to support them on their journey. "It's just awesome to see the kind of out-of-the-gate success CloudCheckr's had with ACG," observes Drew Firment, SVP of Cloud Transformation at A Cloud Guru. "Not only are they establishing cloud fluency throughout their organization, they're already seeing benefits in sales effectiveness and platform development. Companies with strong learning cultures like CloudCheckr tend to be more productive, more innovative, less prone to errors, and faster at recovering from them."





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