

Achieving value in Switzerland with a multi-cloud strategy

How Swiss organisations can use cloud adoption to generate resilience, flexibility, and business value

Swiss organisations are under pressure to modernise technology environments while maintaining control over security, compliance, and cost. Cloud offers a strategic foundation in this area. But the challenge in 2026 is no longer whether to use cloud; rather, it is how to structure cloud environments in a way that supports business priorities without creating unnecessary complexity.

Many organisations in Switzerland now operate across more than one cloud environment, whether by design or as a result of different business needs, software decisions, or regional requirements. Deloitte's research suggests that multi-cloud will remain dominant for the foreseeable future. But Deloitte Switzerland believes organisations should be selective, integrating cloud

environments where the use case is clear rather than assuming that more abstraction automatically means better outcomes.

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Context for Switzerland

A single cloud provider may not be the best fit for every workload, business function, or regulatory requirement. Multi-cloud can help organisations combine specialised services, improve negotiating leverage, and reduce overdependence on one provider. But it also introduces serious integration, governance, and operational challenges that can easily be underestimated.

In Switzerland these trade-offs matter even more. The revised Federal Act on Data Protection has been in force since September 2023, and regulated sectors such as financial services face continued scrutiny around outsourcing, cyber risk, and third-party dependency. Data protection, operational resilience and trust are central to technology decisions.

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Why multi-cloud matters

The 2024 Frost & Sullivan report¹ reaffirms that organisations overwhelmingly continue to view multi-cloud as the best route to access best-of-breed services and maintain commercial flexibility. It expands the rationale for multi-cloud beyond choice and negotiation leverage to include workload-specific optimization, notably support for AI/ML and GPU-intensive workloads, data-locality and latency

requirements, and resilience against provider outages. At the same time, greater emphasis on the need for stronger cross-cloud interoperability and a unified control plane to avoid integration friction as estates grow more complex..

These benefits are important for Swiss organisations that want to modernise without locking every critical

workload into a single operating model. At the same time, Deloitte Switzerland cautions that many companies are already in multi-cloud environments without a clear strategy for handling security, redundancy, or integration, which means the value of multi-cloud depends heavily on governance and execution.

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Swiss market perspective

Deloitte Switzerland's current position is not that organisations should avoid multi-cloud altogether. Our view is more nuanced. For most companies, full consolidation under one cloud provider is unlikely to be feasible. But introducing broad metacloud or multi-cloud management layers too early may add complexity before the organisation is

ready for the management challenge involved.

Instead, Deloitte Switzerland recommends a selective, use-case-based model. That means choosing a primary cloud for the core estate while using additional cloud environments for specific needs such as SaaS, AI, IoT, or niche regulatory and business requirements.

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Security, resilience, and regulation

Security remains one of the strongest rationales for disciplined cloud transformation, but in Switzerland it must be considered alongside sovereignty, outsourcing oversight, and resilience. FINMA has highlighted cyber risk and outsourcing as continuing supervisory concerns, particularly where financial institutions become dependent on a small number of critical external technology providers.

The implication for multi-cloud is clear: complexity should not be mistaken for resilience. A Switzerland-ready multi-cloud strategy should improve visibility, standardise controls, and support clearer workload placement decisions, rather than simply spreading systems across providers without a consistent architecture.

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Cost and operating model

The 2024 Frost & Sullivan report¹ reiterates the warning that cloud value can erode if estates become fragmented, hard to govern, or costly to operate. While many organisations still report cost optimisation from cloud investment, the report highlights evolving causes of erosion: unpredictable AI/accelerator compute costs, opaque pricing for specialised services,

recurring migration and integration overheads, and weak FinOps practices that fail to track ROI across multiple providers. The 2024 findings therefore place stronger emphasis on centralised cost governance, observability, and rightsizing across clouds to protect value.

For Swiss organisations this makes FinOps and platform governance

central to the business case. A successful multi-cloud strategy should align technical decisions with financial accountability, simplicity in the operating model, and measurable business outcomes.

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¹ The State of the Cloud, 2024 by Frost & Sullivan



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A pragmatic path forward

Not every organisation needs a broad multi-cloud platform immediately. Organisations should define a cloud strategy around business goals first, then decide where multi-cloud genuinely creates value through resilience, best-fit services, regulatory alignment, or innovation enablement.

In practice, this usually points to five initial steps:

- Define a primary cloud strategy before expanding to broader multi-cloud
- orchestration.
- Use secondary cloud environments only when they solve a clear business, technical, or regulatory need.
- Standardise governance, identity, security controls, and operating principles across environments.
- Build cost transparency and FinOps discipline into the model from the start.
- Treat concentration risk, outsourcing risk, and resilience planning as
- board-level issues in regulated sectors.

When approached in this way, multi-cloud becomes a serious business architecture choice, not a mere following of technology fashion. Deloitte sees this approach – selective, strategic, grounded in practical control, and avoiding complexity for its own sake – as the best way to advance in cloud strategy.

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