

AMMS



Presentation ISACA NL
09/02/2022

Tijl Dullers

Antwerp Management School

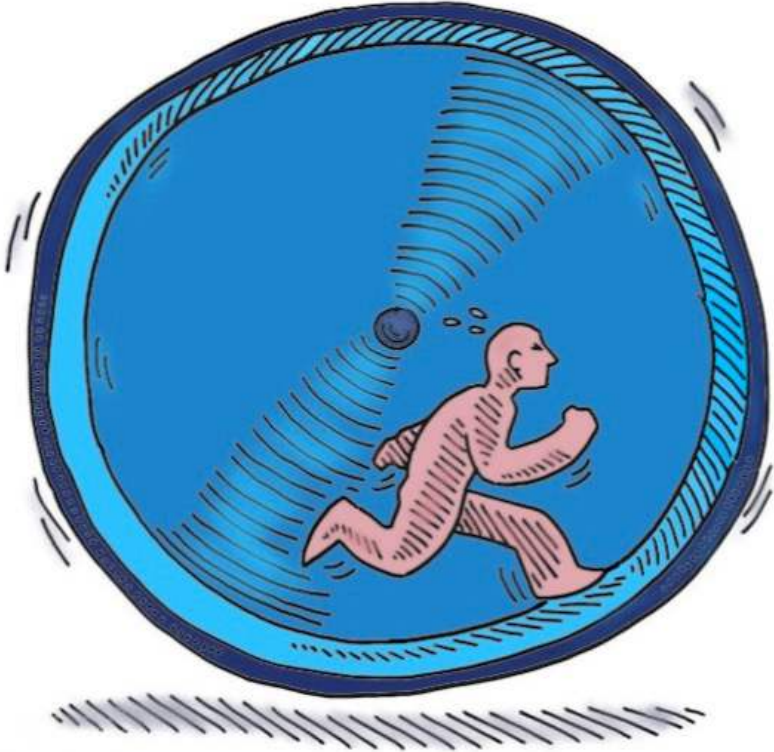
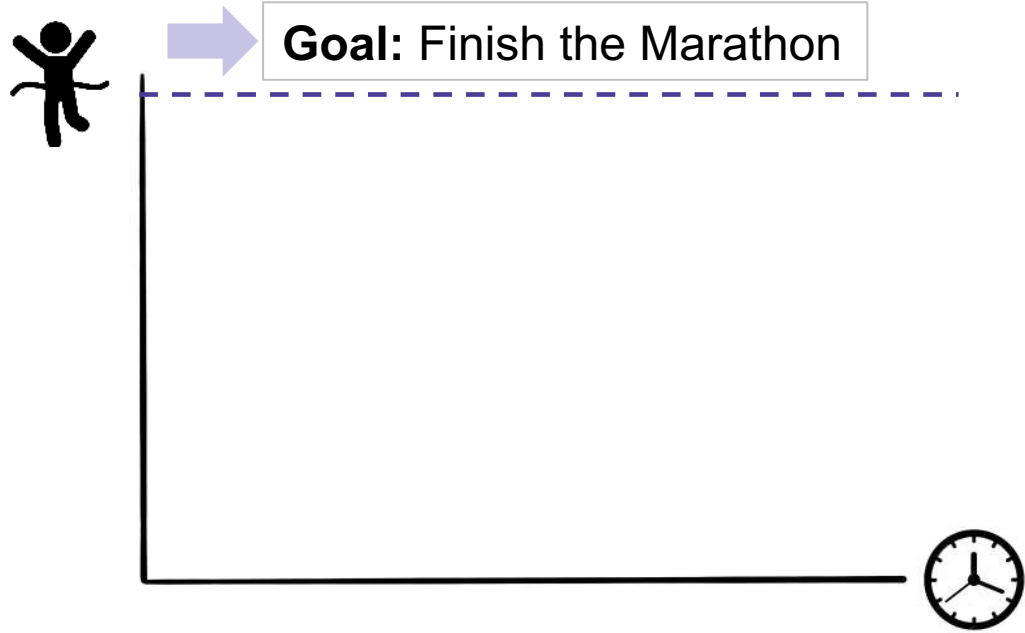
Today's Topic

How to Design your Cloud Strategy to maximize Business Value

How to avoid your "Journey to the Cloud" turning into a perfect storm

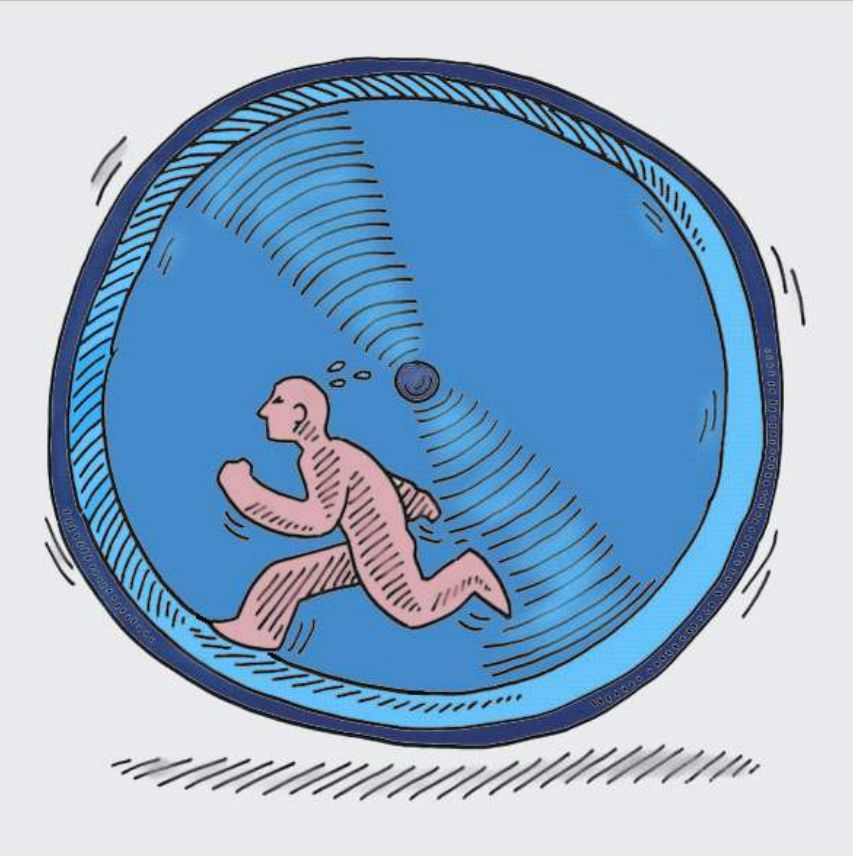
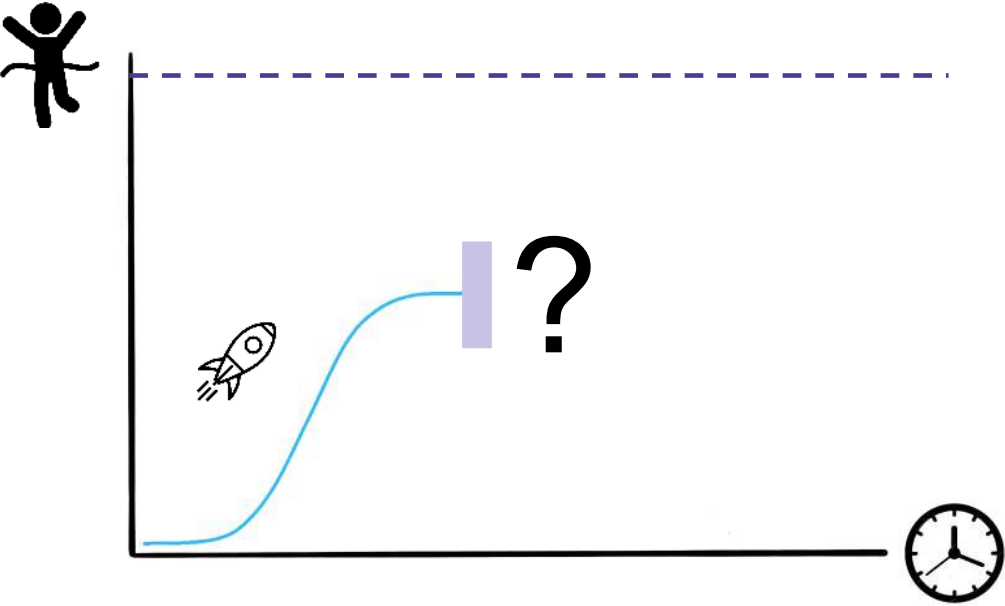
Running a Marathon

➔ **Strategy:** Run Hard and Fast

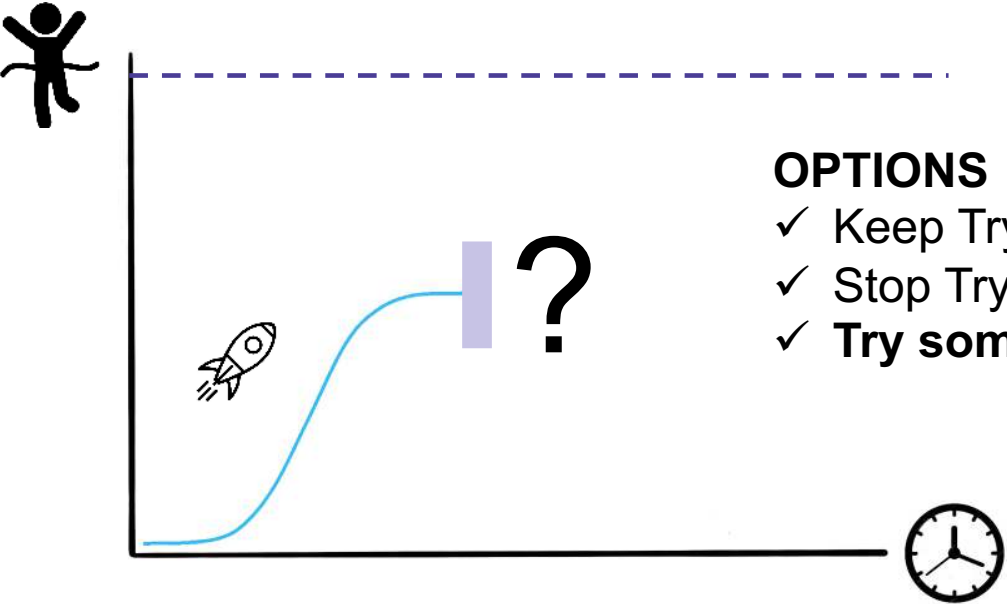


➔ **Constraint:** Finish in Time

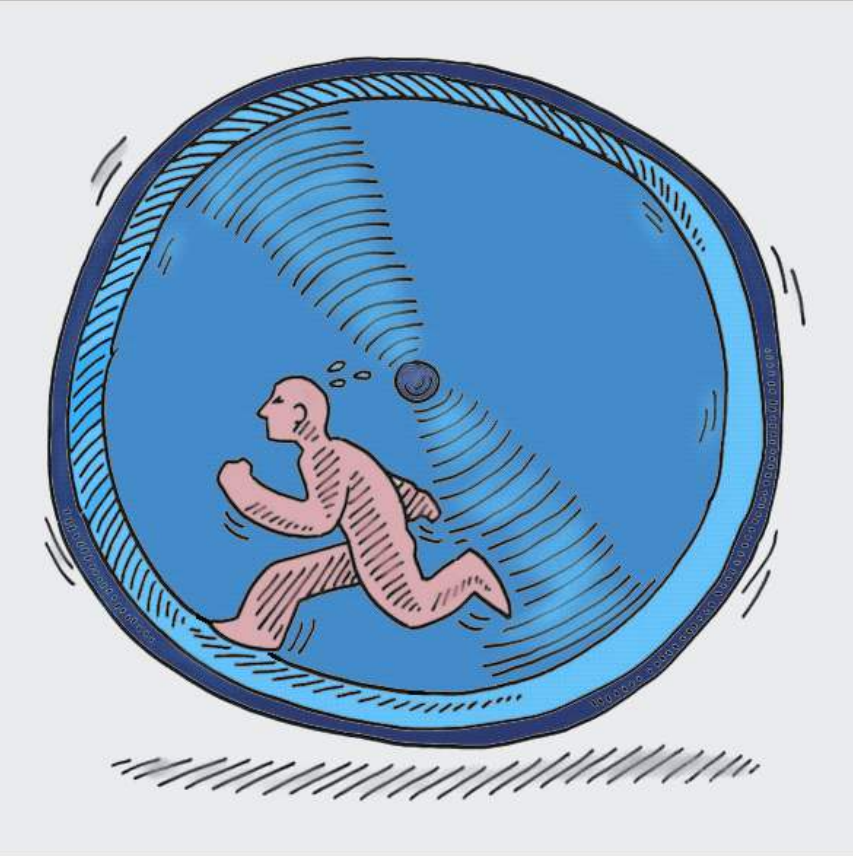
Running a Marathon



Something is not going as expected



- OPTIONS**
- ✓ Keep Trying
 - ✓ Stop Trying
 - ✓ **Try something else**



Magic Runner Recipes

Wear these shoes and you run as fast as Usain Bolt



Magic Runner Recipes

Lambda TreadMill – For Ultimate Elasticity



Running a Marathon needs Planning

What works for you might not work for me.

Running Evangelists – Most Valuable Runners



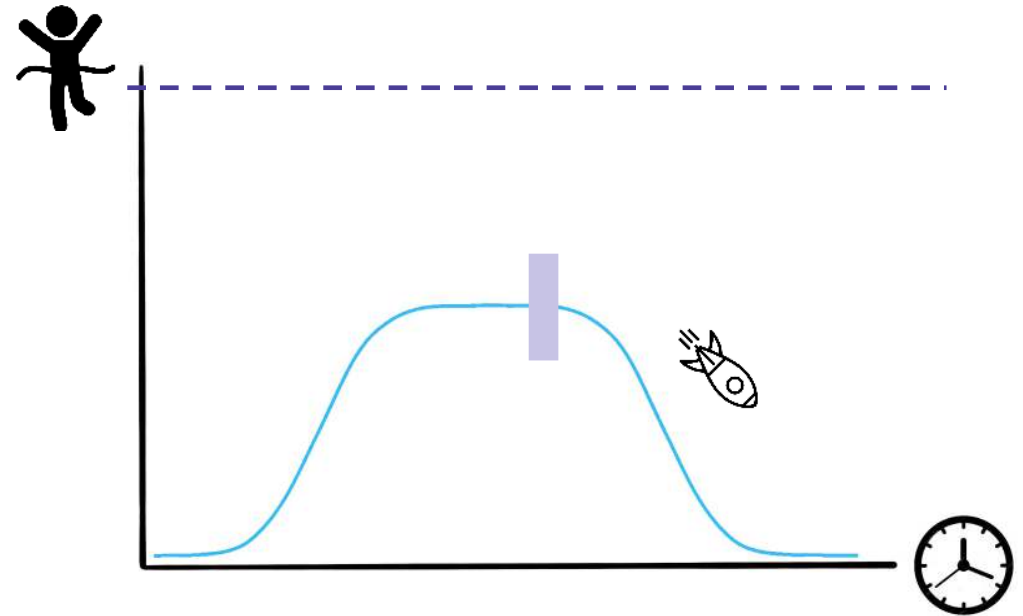
YOUR 12-WEEK MARATHON TRAINING PLAN

	DAY 1	DAY 2	DAY 3	DAY 4	DAY 5	DAY 6	DAY 7
WEEK 1	ACTIVE RECOVERY	SPEED TRAIN Warm-up: 2 miles easy 10x2-min fast, 1-min easy between reps Cool-down: 10-20 mins easy	STRENGTH TRAIN	HILL TRAIN Warm-up: 2 miles easy 30-min hills: 90-sec uphill hard, easy downhill Cool-down: 10-20 mins easy	5 MILES Easy	CROSS-TRAIN 30-45 mins	10 MILES Easy
WEEK 2	ACTIVE RECOVERY	SPEED TRAIN Warm-up: 2 miles easy 10x2-min fast, 1-min easy between reps Cool-down: 10-20 mins easy	STRENGTH TRAIN	HILL TRAIN Warm-up: 2 miles easy 30-min hills: 90-sec uphill hard, easy downhill Cool-down: 10-20 mins easy	5 MILES Easy	CROSS-TRAIN 30-45 mins	12 MILES Easy
WEEK 3	ACTIVE RECOVERY	SPEED TRAIN Warm-up: 2 miles easy 10x2-min fast, 1-min easy between reps Cool-down: 10-20 mins easy	STRENGTH TRAIN	HILL TRAIN Warm-up: 2 miles easy 30-min hills: 90-sec uphill hard, easy downhill Cool-down: 10-20 mins easy	6 MILES Easy	CROSS-TRAIN 30-45 mins	13 MILES Easy
WEEK 4	ACTIVE RECOVERY	SPEED TRAIN Warm-up: 2 miles easy 10x2-min fast, 1-min easy between reps Cool-down: 10-20 mins easy	STRENGTH TRAIN	TEMPO TRAIN Warm-up: 2 miles easy 30-min at 1/2 pace Cool-down: 10-20 mins easy	6 MILES Easy	CROSS-TRAIN 30-45 mins	15 MILES Easy
WEEK 5	ACTIVE RECOVERY	6 MILES Easy	STRENGTH TRAIN	6 MILES Easy	6 MILES Easy	CROSS-TRAIN 30-45 mins	12 MILES Easy
WEEK 6	ACTIVE RECOVERY	SPEED TRAIN Warm-up: 2 miles easy 6x1-mile at 1/2 pace, 2-min easy between reps Cool-down: 10-20 mins easy	STRENGTH TRAIN	TEMPO TRAIN Warm-up: 2 miles easy 30-min at 1/2 pace Cool-down: 10-20 mins easy	6 MILES Easy	CROSS-TRAIN 30-45 mins	14 MILES Easy

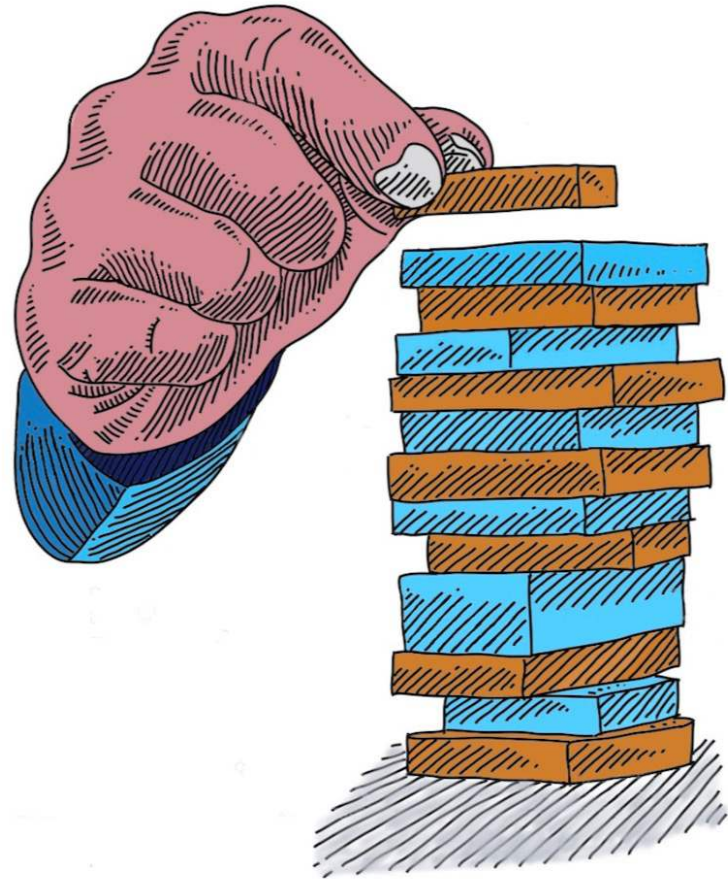
Preparing for a Marathon needs Purpose

Thinking before running might have been a better option.

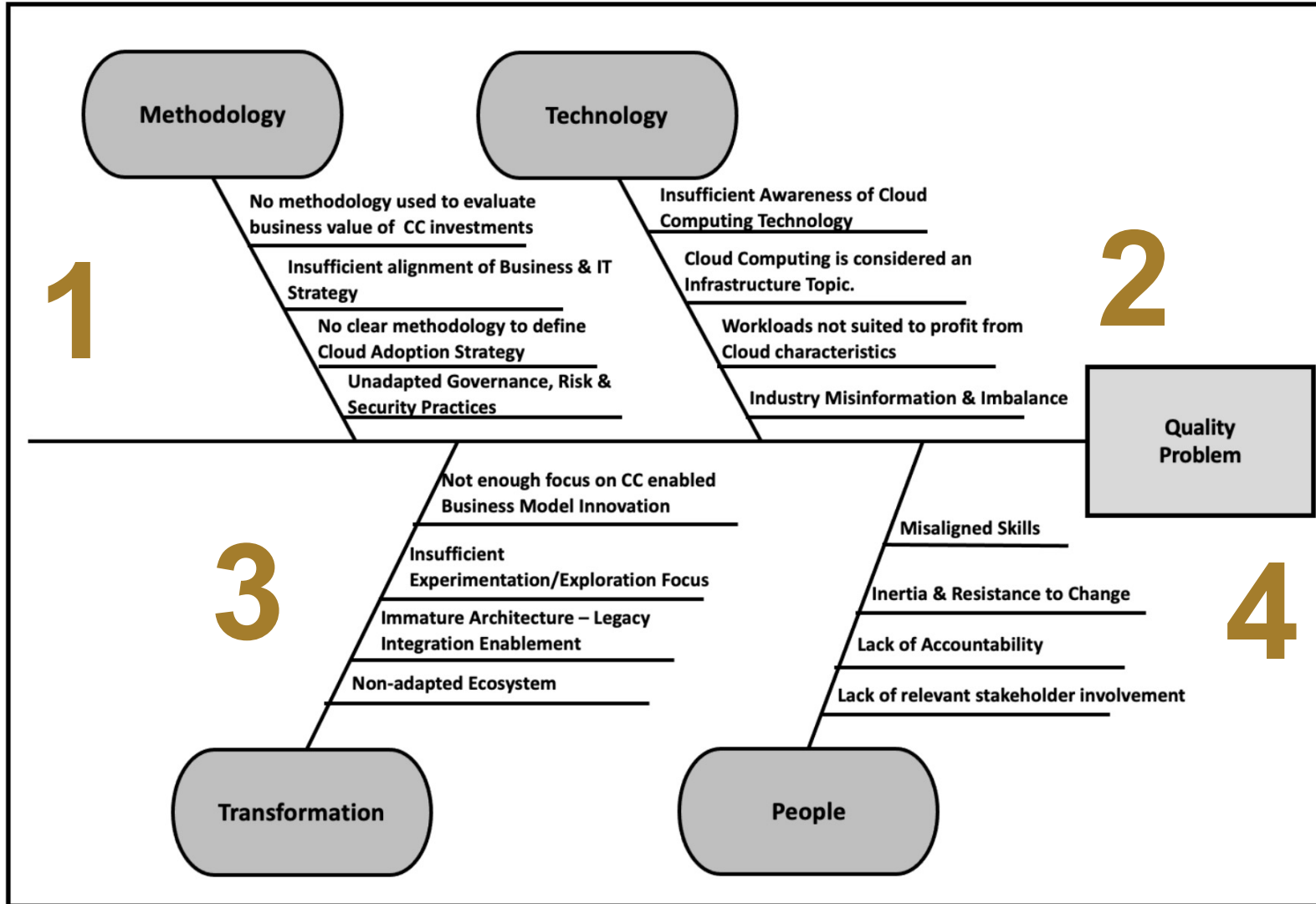
- ✓ What's my real motivation to run a marathon?
- ✓ Can I put in the time and effort to prepare?
- ✓ Am I realistic about my constraints?
- ✓ What are the benefits?
- ✓ Regular shorter runs are also an option?
- ✓ Why did the shoes, the treadmill and the "How to run a Marathon in 12 weeks"-plan did not work?



**Organizations
struggle to
capture the
Business Value
derived from
Cloud-related
investments**



Organizations struggle to capture the business value derived from Cloud-related investments



Root-cause Ishikawa diagram (Inspired on: Johannesson and Perjons, 2014)

A map for the Cloud Evangelist

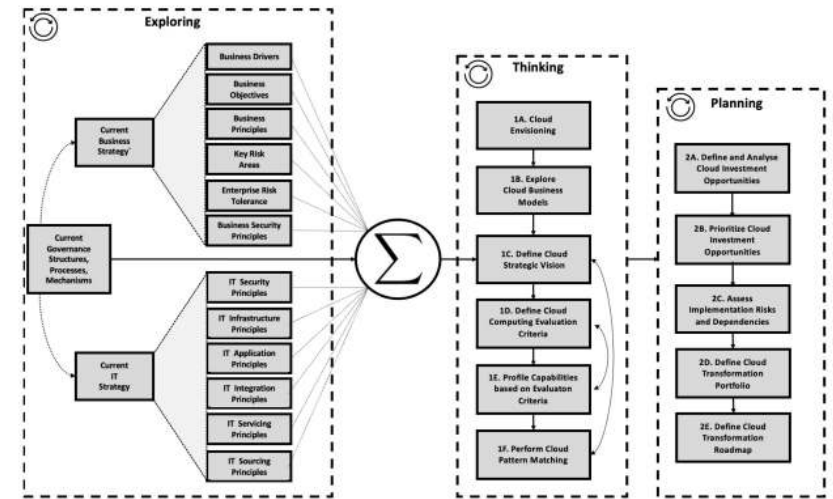
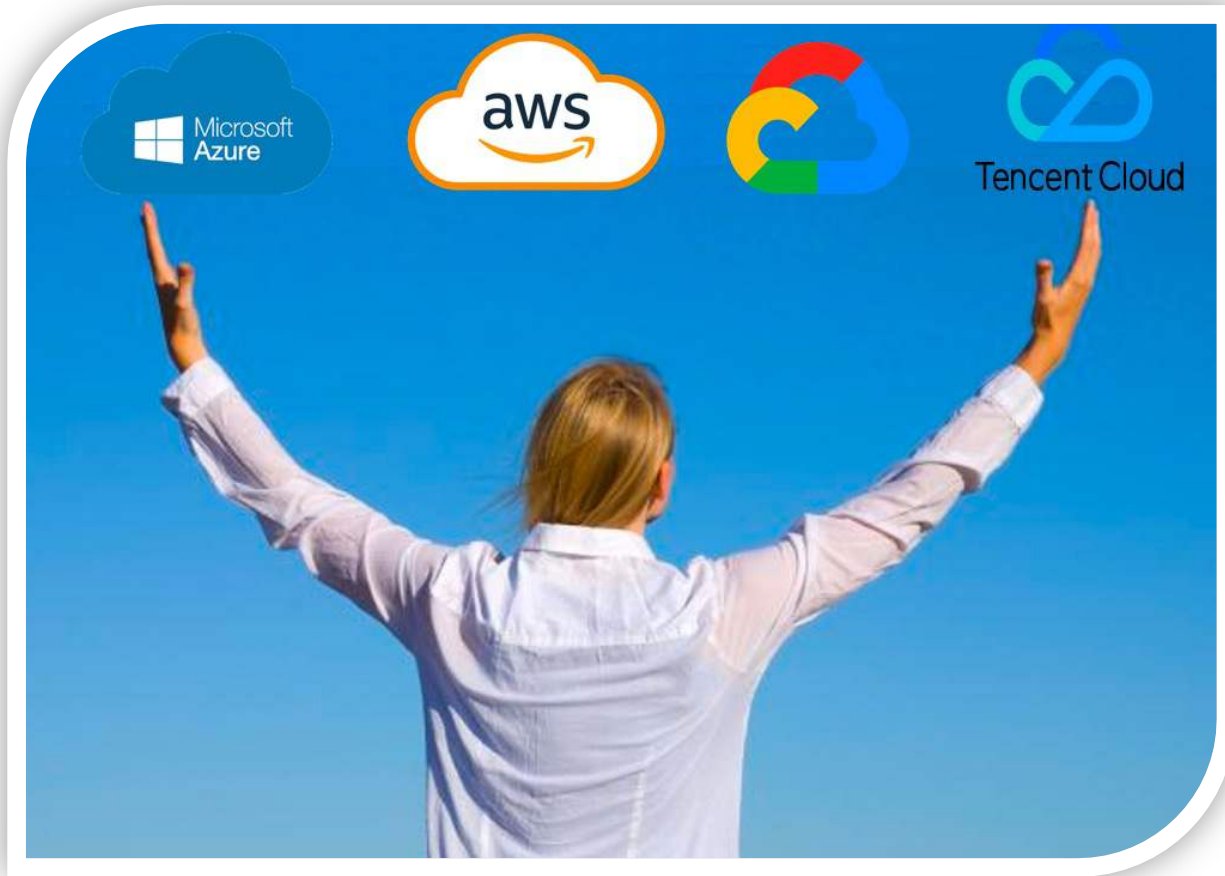


Figure 46 Value-Driven Cloud Strategy Artefact (Created by Author based on DSRM)

Evangelist: “Someone who seeks to convert others”



Value-Driven Cloud Strategy Artefact

1

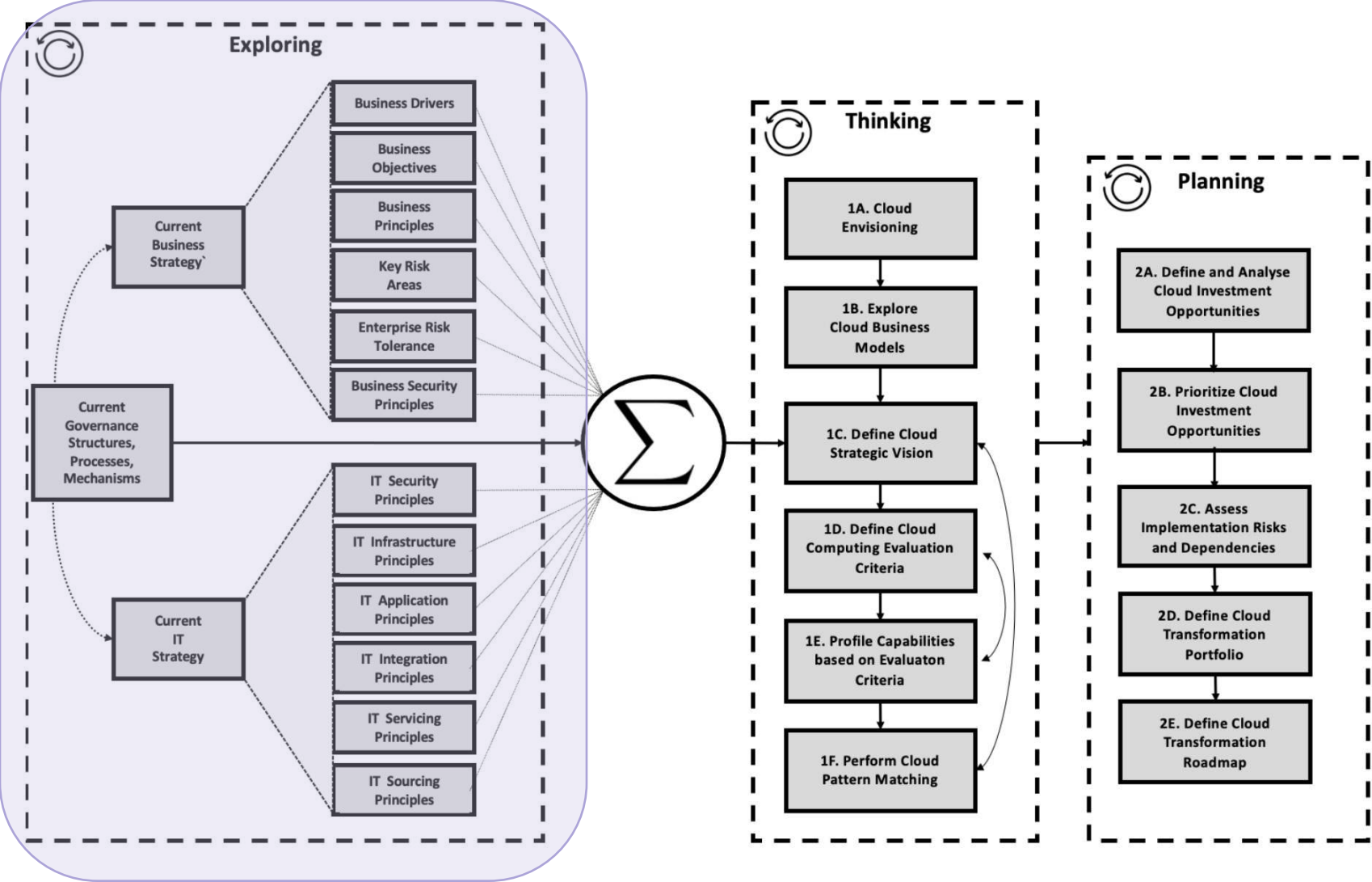
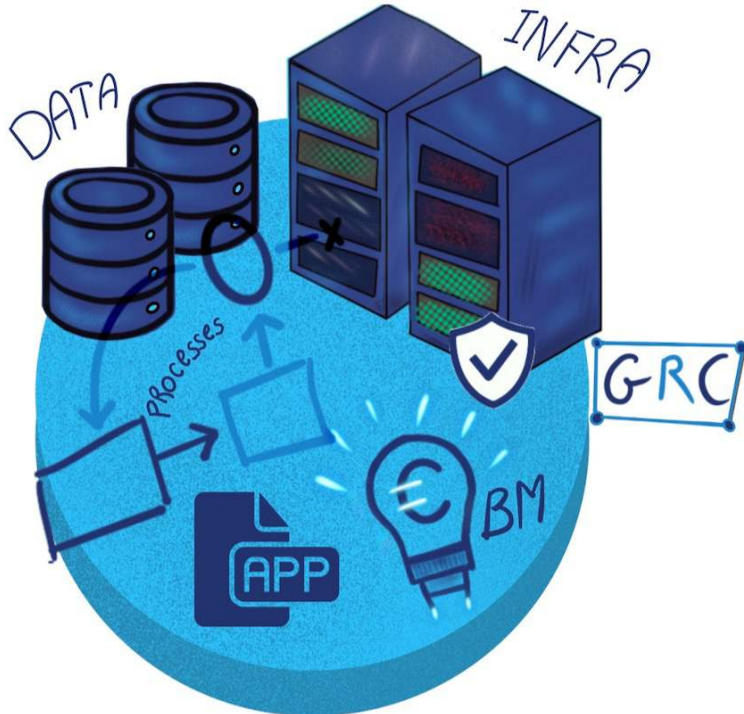


Figure 46 Value-Driven Cloud Strategy Artefact (Created by Author based on DSRM)



Explore the Current Business & IT Strategy



Cloud as a new Place to run your Legacy Infrastructure & Applications.

- ✓ A lot of work, under the waterline
- ✓ IT Systems supporting the Legacy Business Model, often don't benefit from the strengths of the Cloud.
- ✓ A lot of valuable skills and time invested into "Running IT Infrastructure".
- ✓ This is not what "the Business" means with "Business Value"
- ✓ What are you doing, that no-one else is doing?





Value-Driven Cloud Strategy Artefact

2

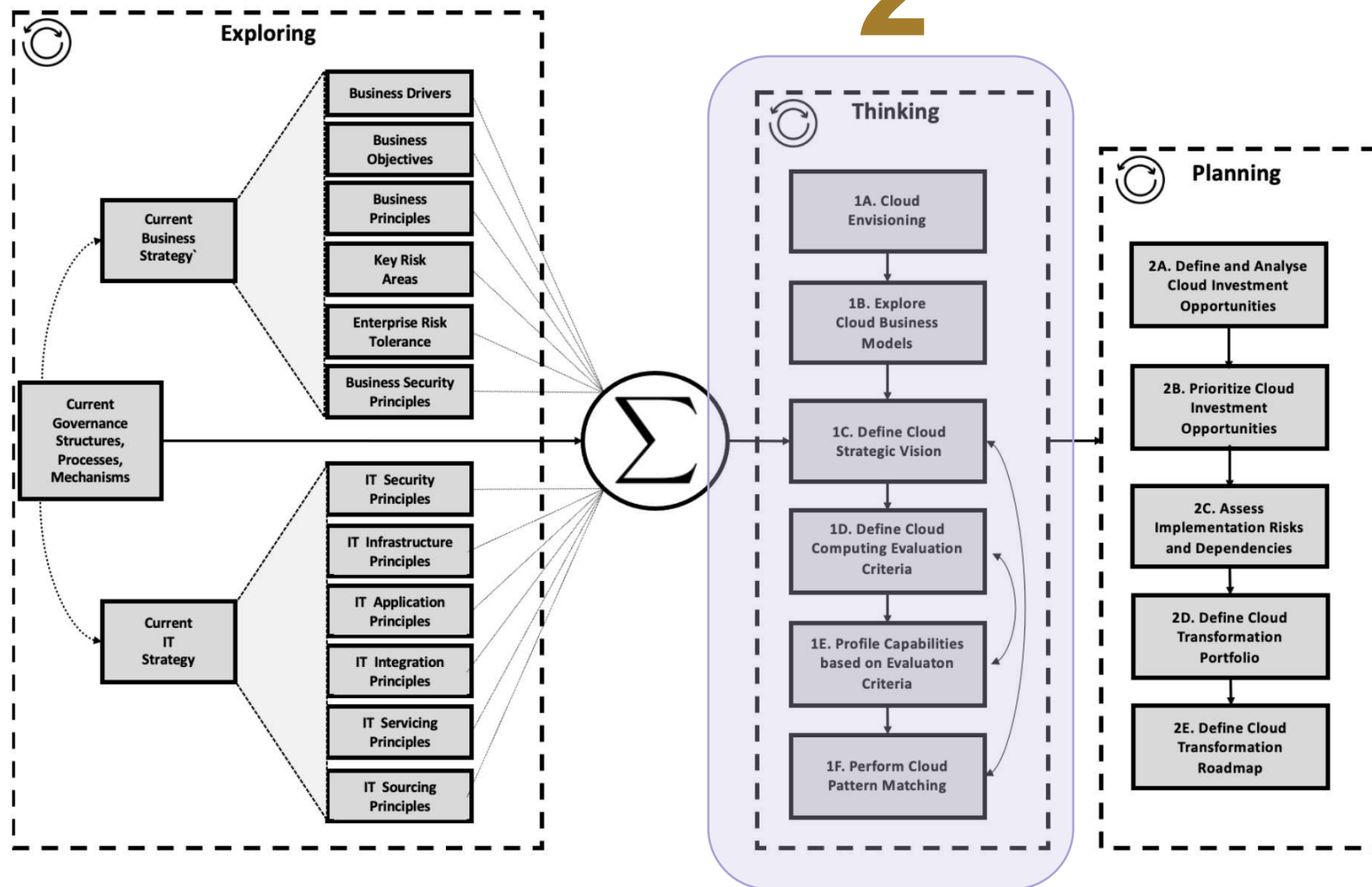
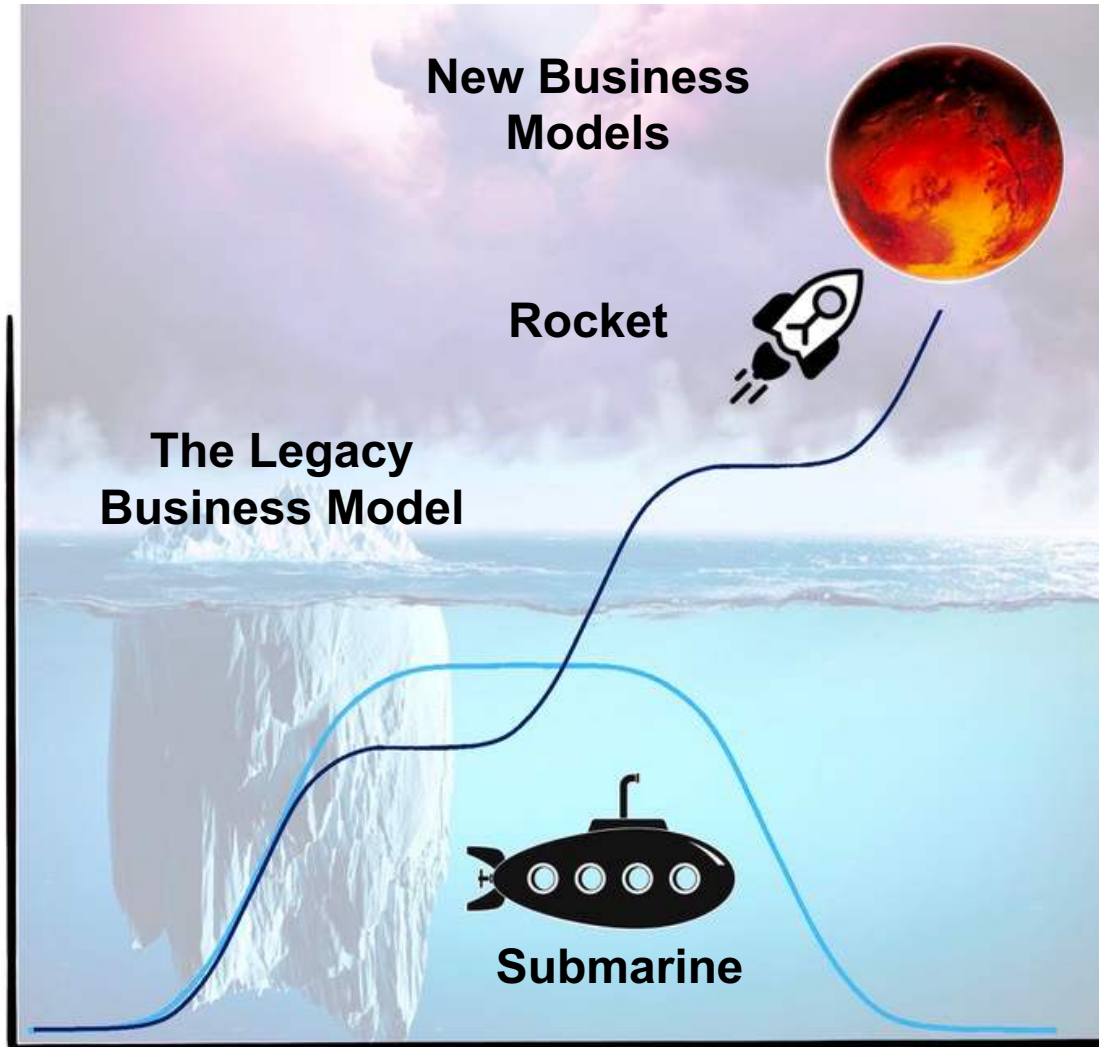


Figure 46 Value-Driven Cloud Strategy Artefact (Created by Author based on DSRM)



Star Fish S.A.



Dinosaur Inc.



Rocket versus SubMarine



- Business Driven, IT Enabled.
- Avoids to use their IT skills for work under the waterline.
- Actively fosters Exploring & Learning. New talent and existing skills reinforce each other.
- Uses Cloud to build things **not possible** with Legacy systems. Solves Business problems instead of IT challenges.
- Builds solutions to easily integrate and re-combine products and data within their company and ecosystem (customers, suppliers).
- Intentionally separates the Legacy and Innovative approaches, but ensures consistent (re-)integration between both worlds.
- Knows Cloud is hard before they start. Have a clear and **specific purpose**.



- Cloud is a topic for IT
- Migrates AS-IS to Cloud, “Optimizes later”
- Get’s stuck under the waterline.
- Focuses on optimizing the Legacy Business Model and IT Systems.
- Doesn’t adapt the organization, and tries to ‘upskill’ instead of ‘reskill’.
- *Learns Cloud is hard only after they start.*
- *Don’t have a **concrete goal**: Agility, Cost Optimization, Flexibility, or something with AI.*

What explains the difference in
Approach?

1. Public Cloud is a Canvas, you are the Painter.



Lego Bricks



Castle

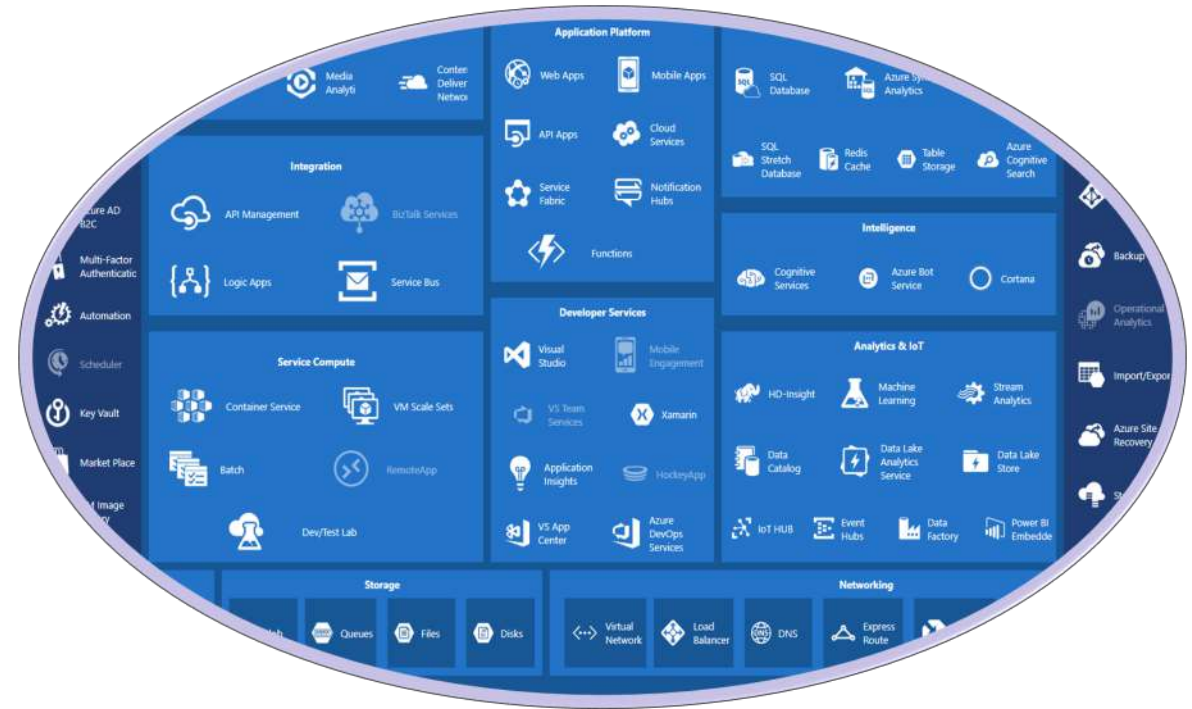
2. Cloud Services have no value on its own

Turning them into **Business Value** requires hard work



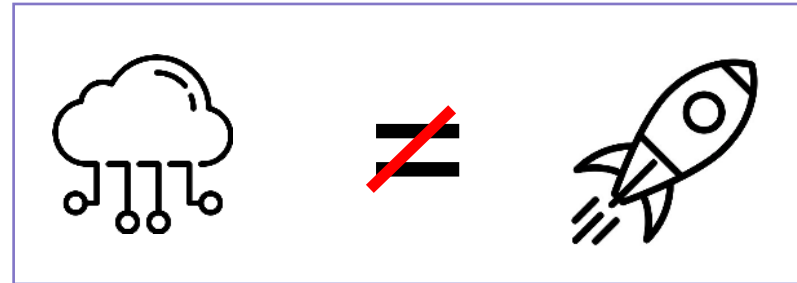
Raw Materials (Goods)

=

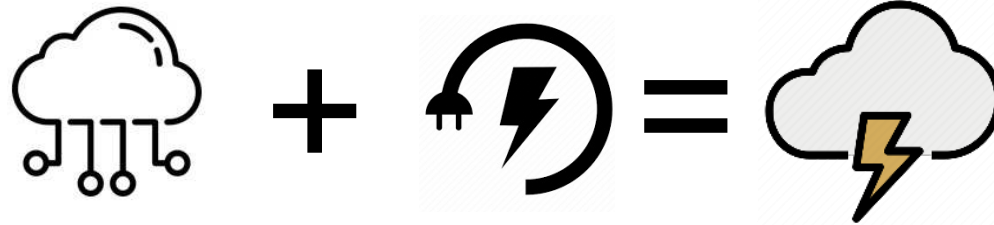


Cloud Service Catalog (Services)

3. Cloud itself doesn't provide Business Value



3. Cloud is a Commodity



3. Cloud + A whole lot of other ingredients = Business Value

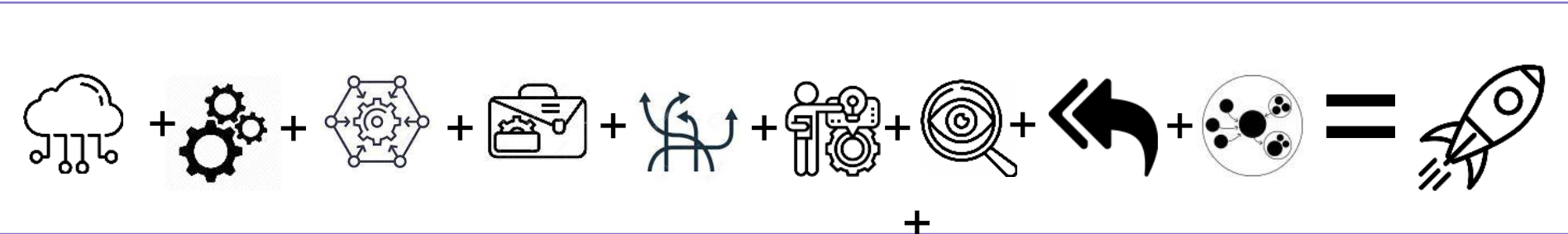
Unique
Managerial
Skills



+



Mature
Architecture
Competences



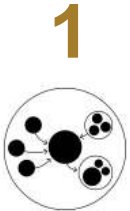
Valuable

Rare

Inimitable

Organized

4. Think Capabilities, Think Sequence



Integrate and Collaborate within the Ecosystem

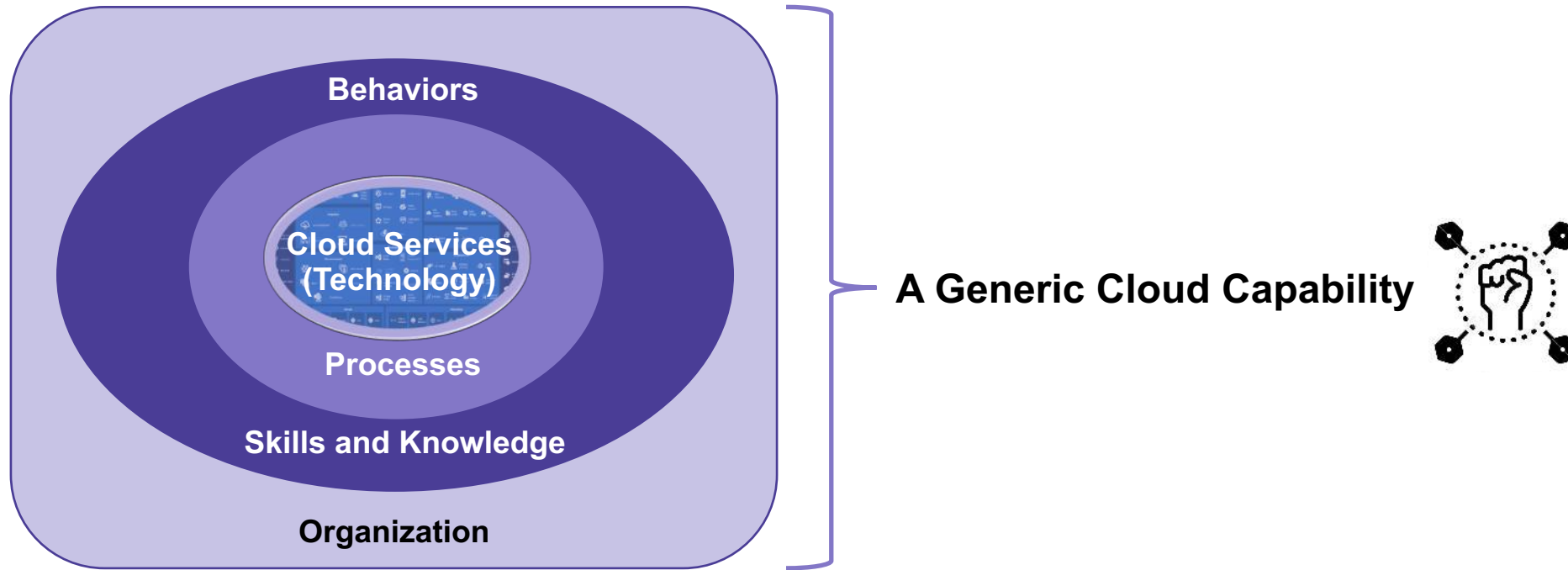


Sense Early



Respond Quickly

4. Technology is only one chapter of the book





High

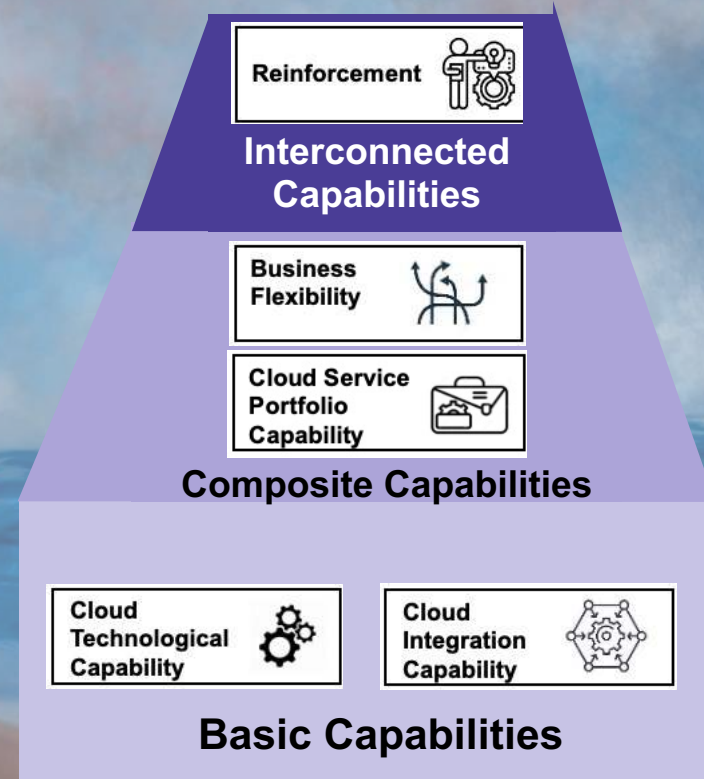
Difficulty to Acquire or Develop

Low

High

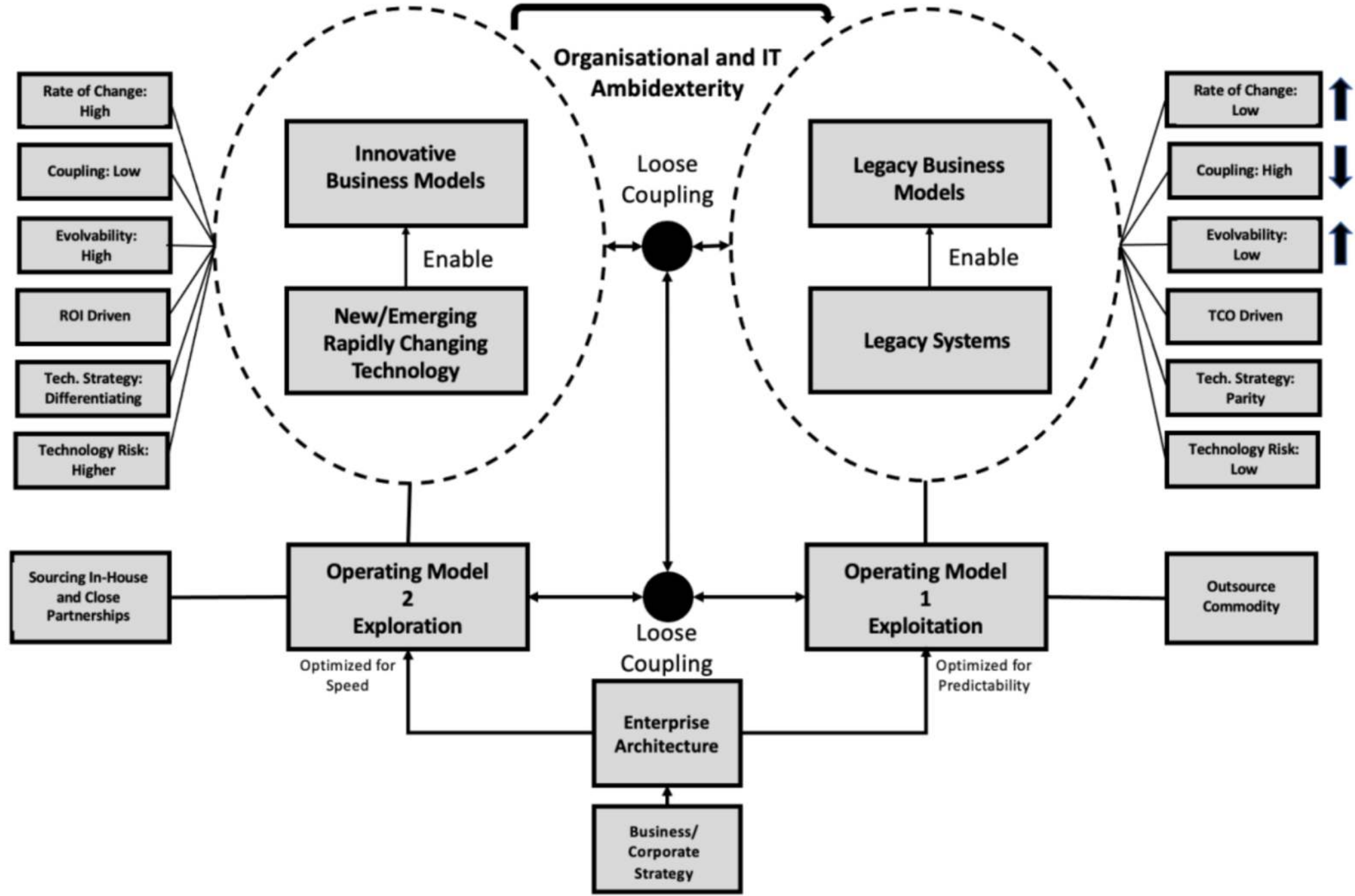
Business Value

Low



5. Best of both Worlds

Reintegration of Technology – Structures, Processes & Relational Mechanisms



6. It's not a bad idea to have options in a complex world.



AMSC

“Authority will shift back to the *clouds*, but not to those of the gods. It will shift to the clouds of Google, Amazon and Microsoft.” – **Yuval Noah Harari**



Thank You

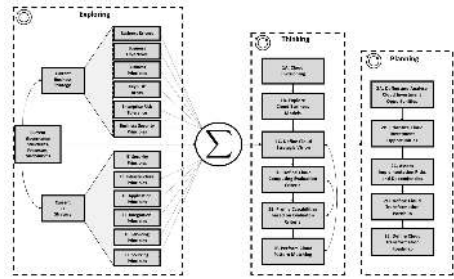
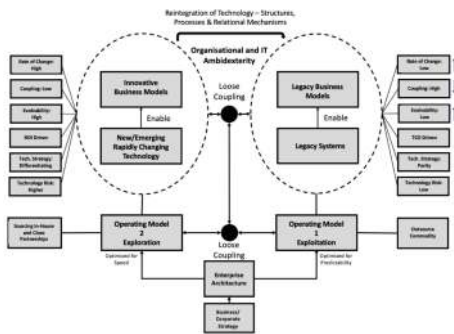


Figure 47. Value Chain "Local Strategic Actions" (based on Ristic based on [139]).



Interested in a handout which applies the research to two real case companies?



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