

# AMSC



Presentation ISACA NL  
09/02/2022

Tijl Dullers

Antwerp Management School

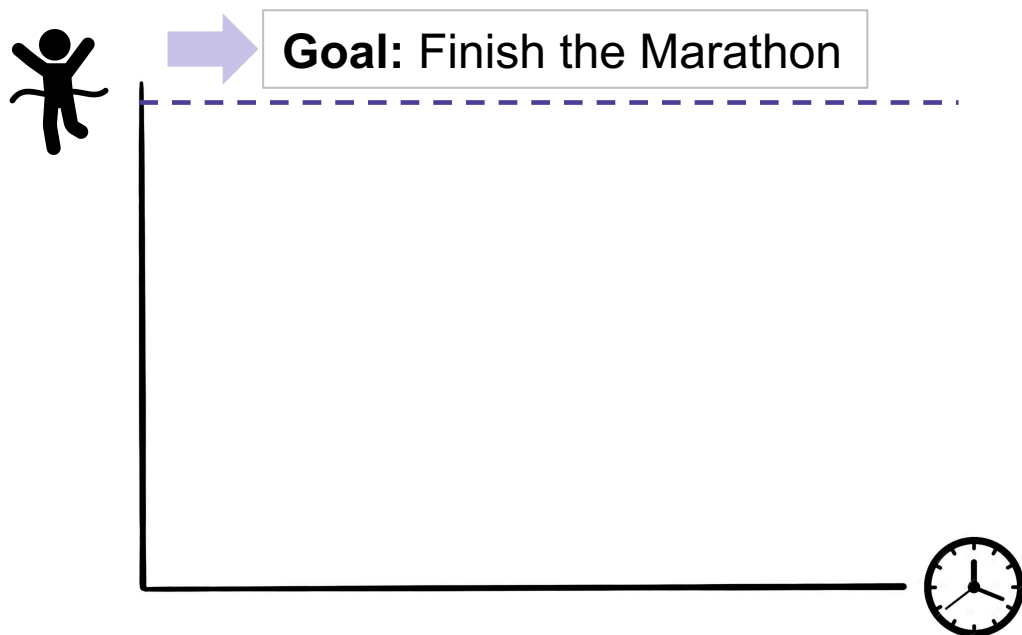
# Today's Topic

## How to Design your Cloud Strategy to maximize Business Value

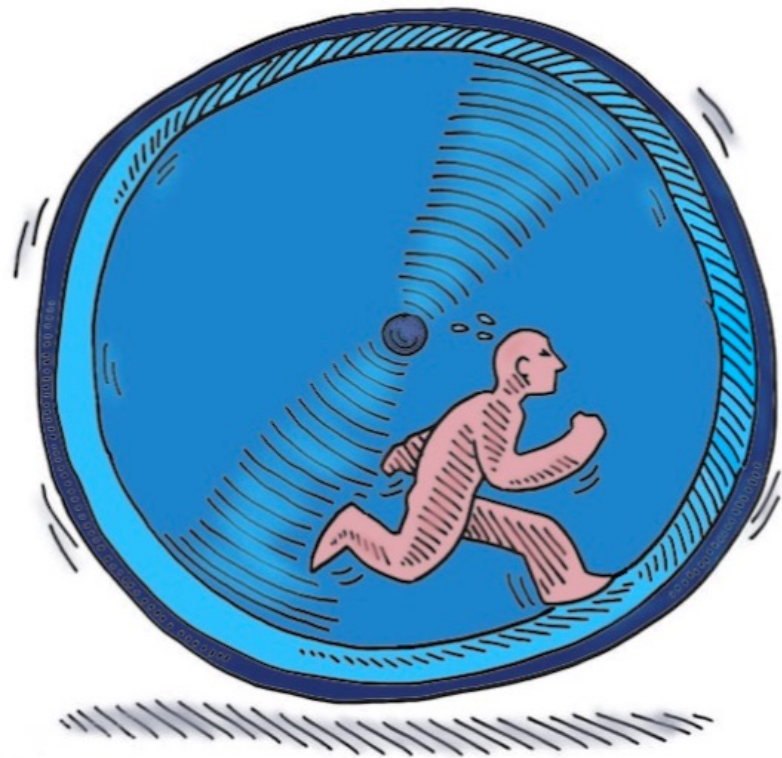
How to avoid your “Journey to the Cloud” turning into a perfect storm

# Running a Marathon

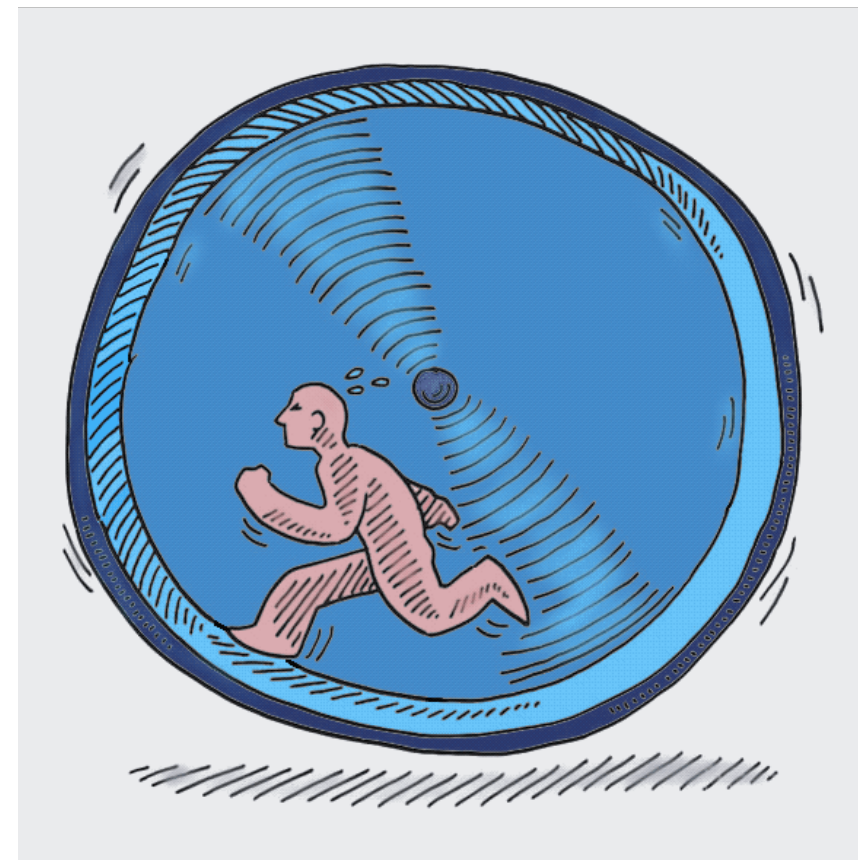
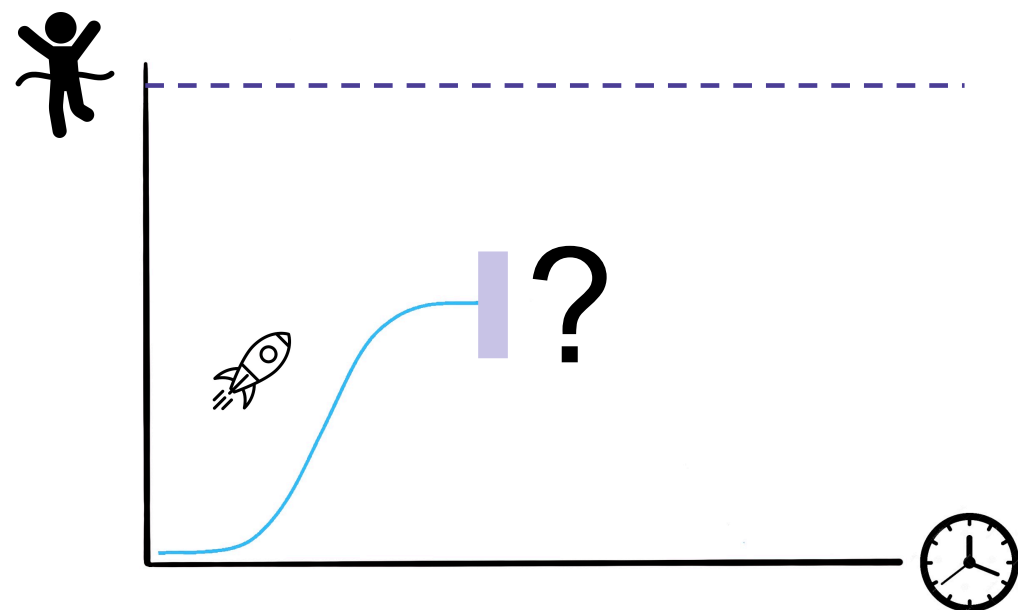
➡ **Strategy:** Run Hard and Fast



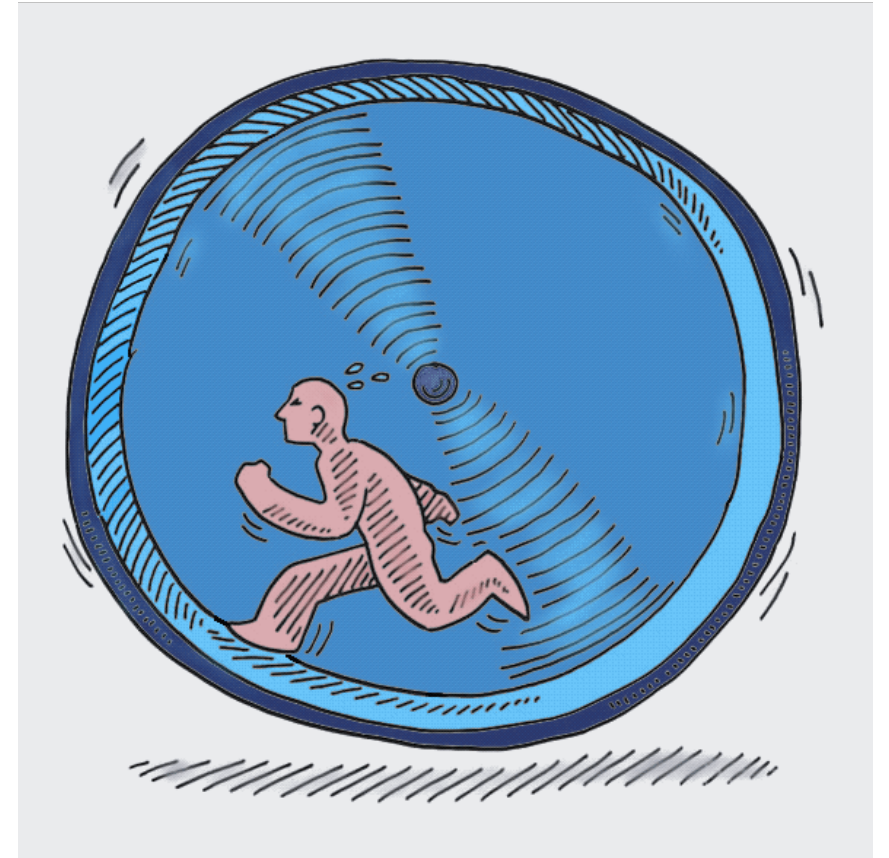
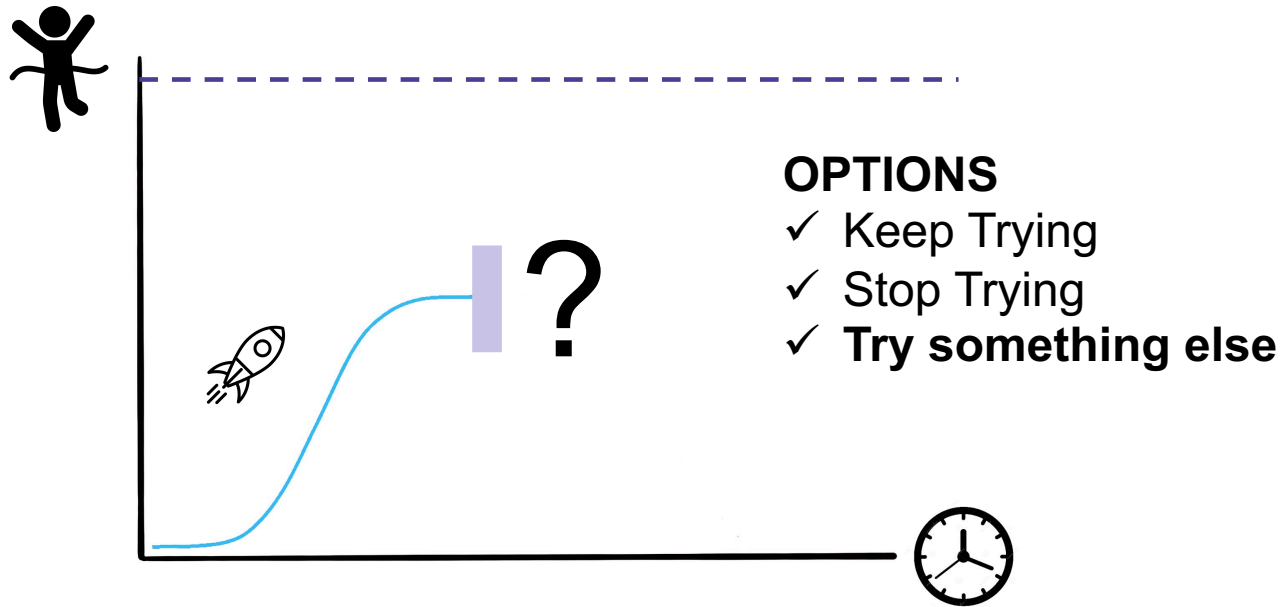
➡ **Constraint:** Finish in Time



# Running a Marathon



# Something is not going as expected



# Magic Runner Recipes

Wear these shoes and you run as fast as Usain Bolt



PAY-AS-YOU-GO



# 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



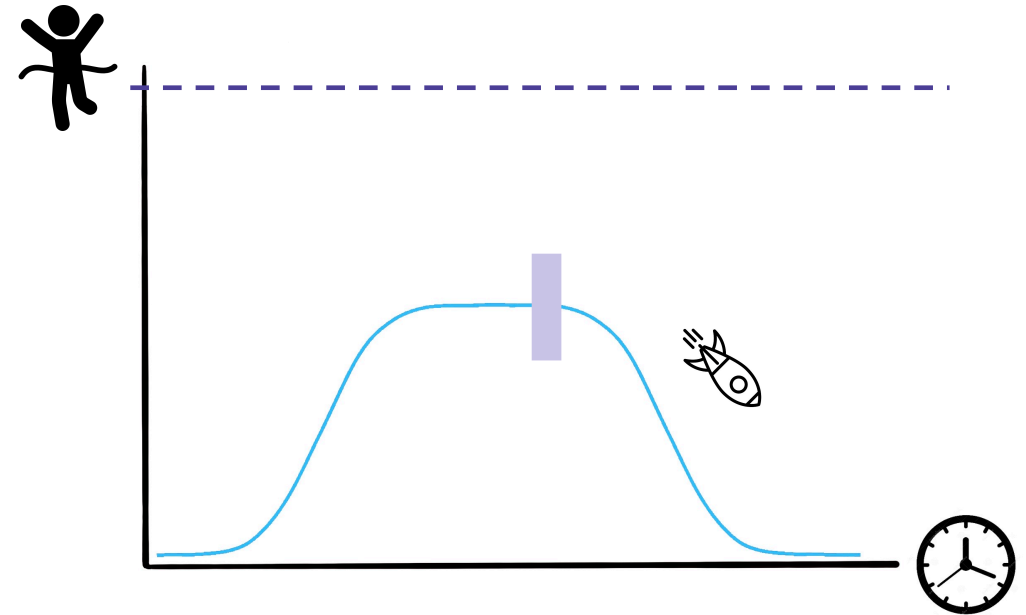
## YOUR 12-WEEK MARATHON TRAINING PLAN

	DAY 1	DAY 2	DAY 3	DAY 4	DAY 5	DAY 6	DAY 7
WEEK 1	ACTIVE RECOVERY	<b>SPEED TRAIN</b> •Warm-up: 2 miles easy •10x2-min fast, 1-min easy downhills •Cool-down: 10-20 mins easy	<b>STRENGTH TRAIN</b>	<b>HILL TRAIN</b> •Warm-up: 2 miles easy •30-min hills: 90-secs uphill hard, easy downhill •Cool-down: 10-20 mins easy	<b>5 MILES</b> Easy	<b>CROSS-TRAIN</b> 30-45 mins	<b>10 MILES</b> Easy
WEEK 2	ACTIVE RECOVERY	<b>SPEED TRAIN</b> •Warm-up: 2 miles easy •10x2-min fast, 1-min easy downhills •Cool-down: 10-20 mins easy	<b>STRENGTH TRAIN</b>	<b>HILL TRAIN</b> •Warm-up: 2 miles easy •30-min hills: 90-secs uphill hard, easy downhill •Cool-down: 10-20 mins easy	<b>5 MILES</b> Easy	<b>CROSS-TRAIN</b> 30-45 mins	<b>12 MILES</b> Easy
WEEK 3	ACTIVE RECOVERY	<b>SPEED TRAIN</b> •Warm-up: 2 miles easy •10x2-min fast, 1-min easy downhills •Cool-down: 10-20 mins easy	<b>STRENGTH TRAIN</b>	<b>HILL TRAIN</b> •Warm-up: 2 miles easy •30-min hills: 90-secs uphill hard, easy downhill •Cool-down: 10-20 mins easy	<b>6 MILES</b> Easy	<b>CROSS-TRAIN</b> 30-45 mins	<b>13 MILES</b> Easy
WEEK 4	ACTIVE RECOVERY	<b>SPEED TRAIN</b> •Warm-up: 2 miles easy •10x2-min fast, 1-min easy downhills •Cool-down: 10-20 mins easy	<b>STRENGTH TRAIN</b>	<b>TEMPO TRAIN</b> •Warm-up: 2 miles easy •25-min at 10k pace •Cool-down: 10-20 mins easy	<b>6 MILES</b> Easy	<b>CROSS-TRAIN</b> 30-45 mins	<b>15 MILES</b> Easy
WEEK 5	ACTIVE RECOVERY	<b>6 MILES</b> Easy	<b>STRENGTH TRAIN</b>	<b>6 MILES</b> Easy	<b>6 MILES</b> Easy	<b>CROSS-TRAIN</b> 30-45 mins	<b>12 MILES</b> Easy
WEEK 6	ACTIVE RECOVERY	<b>SPEED TRAIN</b> •Warm-up: 2 miles easy •4x5 mile at 5k, 2-min easy downhills •Cool-down: 10-20 mins easy	<b>STRENGTH TRAIN</b>	<b>TEMPO TRAIN</b> •Warm-up: 2 miles easy •20-min at 10k pace •Cool-down: 10-20 mins easy	<b>6 MILES</b> Easy	<b>CROSS-TRAIN</b> 30-45 mins	<b>14 MILES</b> Easy

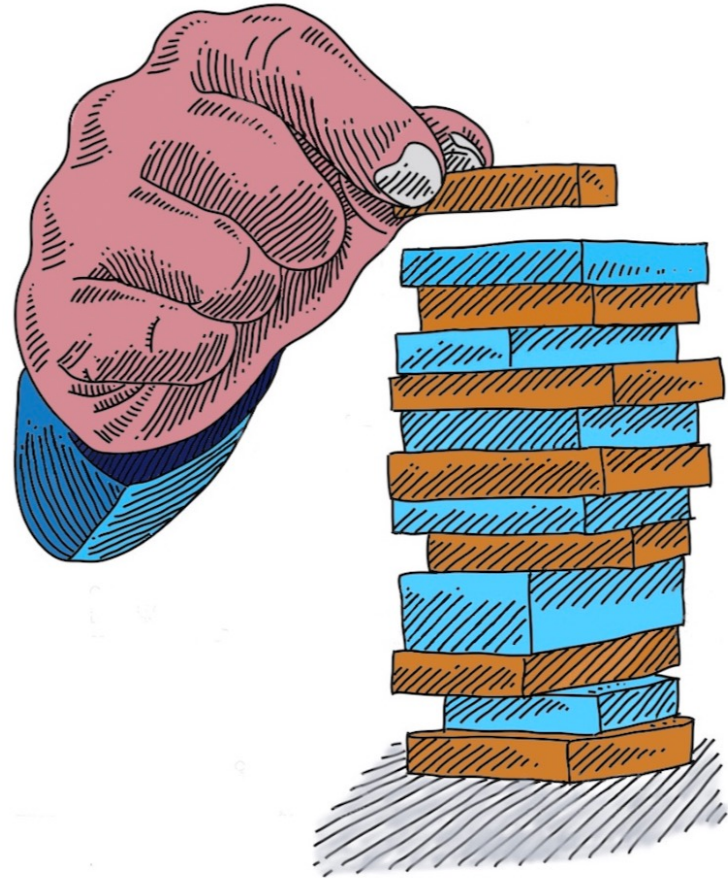
# Preparing for a Marathon needs Purpose

Thinking before running might have been a better option.

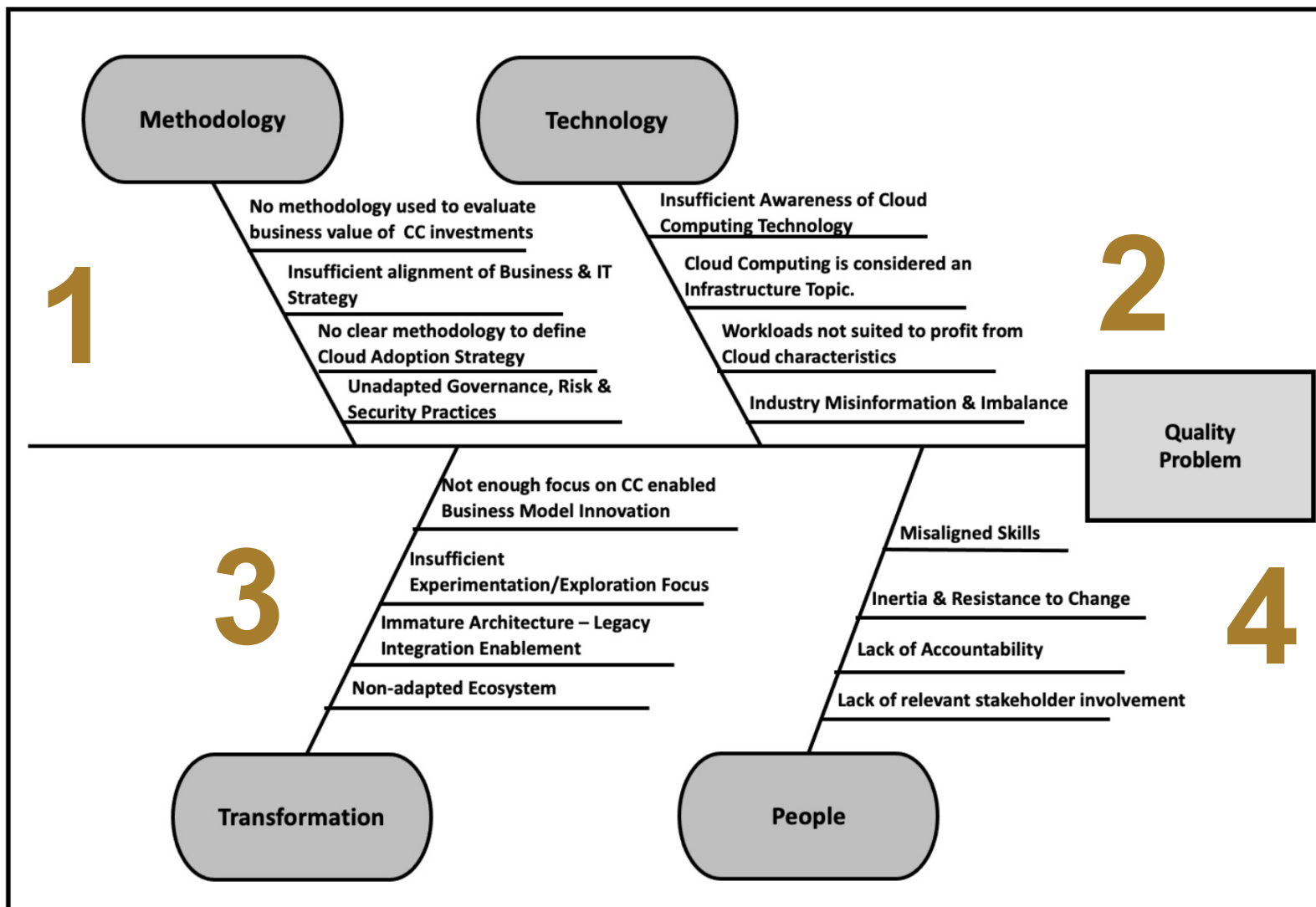
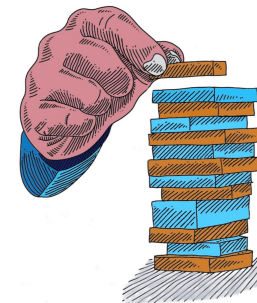
- ✓ What's my real motivation to run a marathon?
- ✓ Can I put in the time and effort to prepare?
- ✓ Am I realistic about my constraints?
- ✓ What are the benefits?
- ✓ Regular shorter runs are also an option?
- ✓ Why did the shoes, the treadmill and the "How to run a Marathon in 12 weeks"-plan did 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

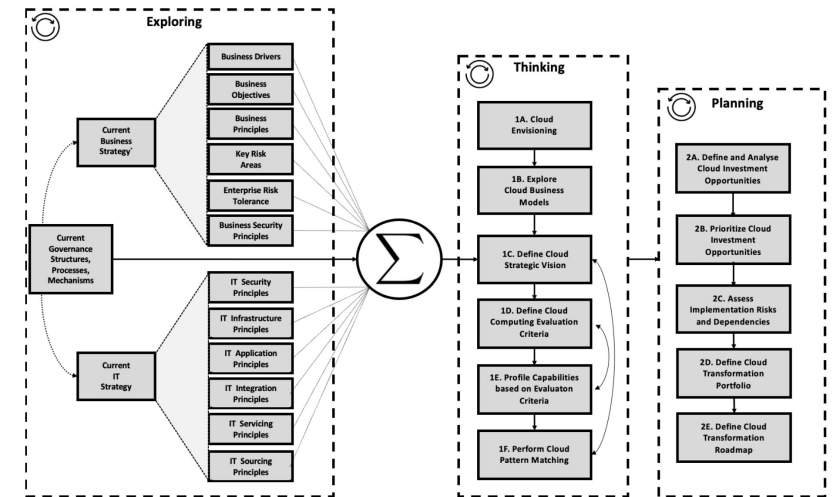


Figure 46 Value-Driven Cloud Strategy Artefact (Created by Author based on DSRM)

**Evangelist: “Someone who seeks to convert others”**



# Value-Driven Cloud Strategy Artefact

1

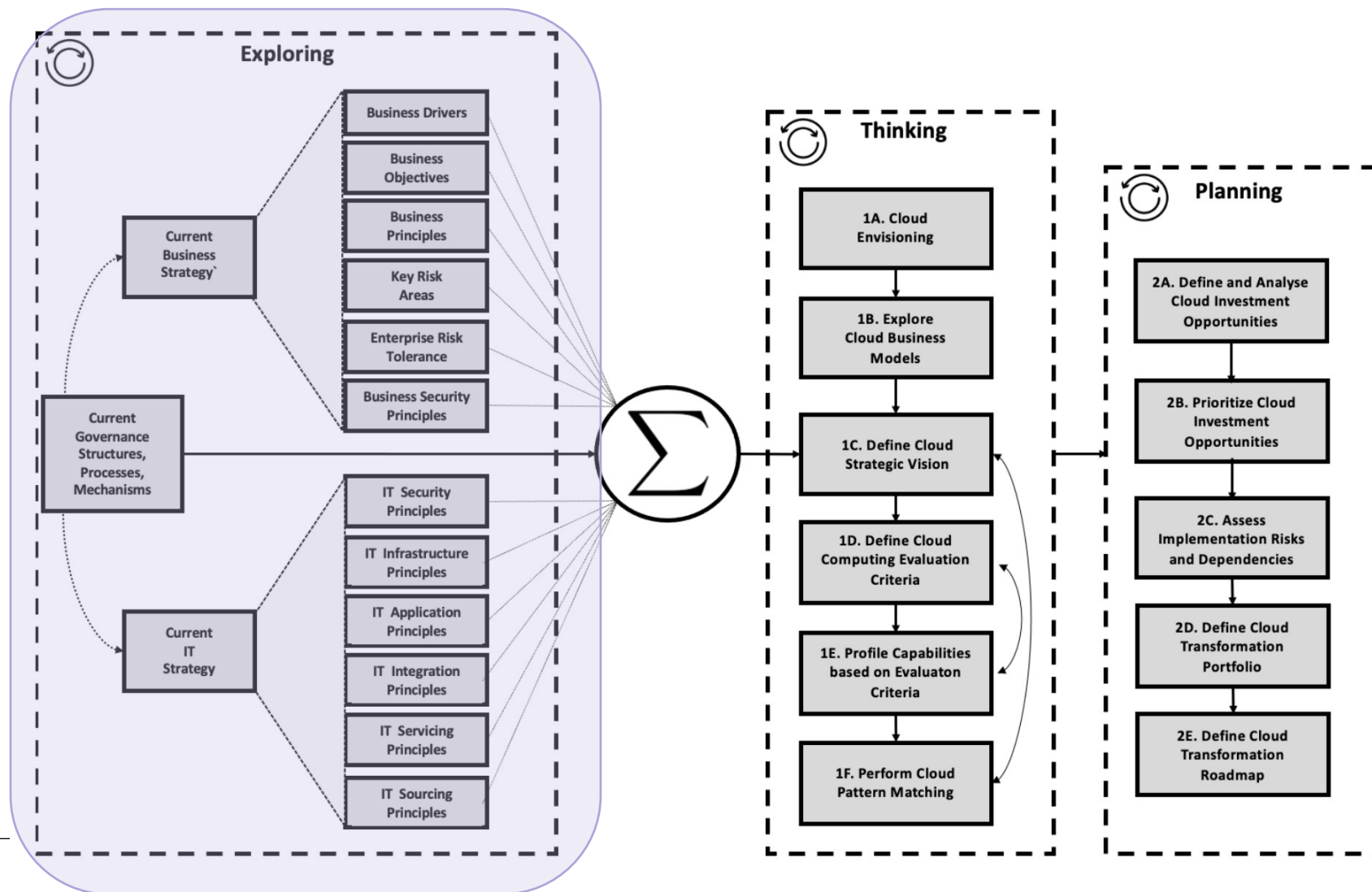
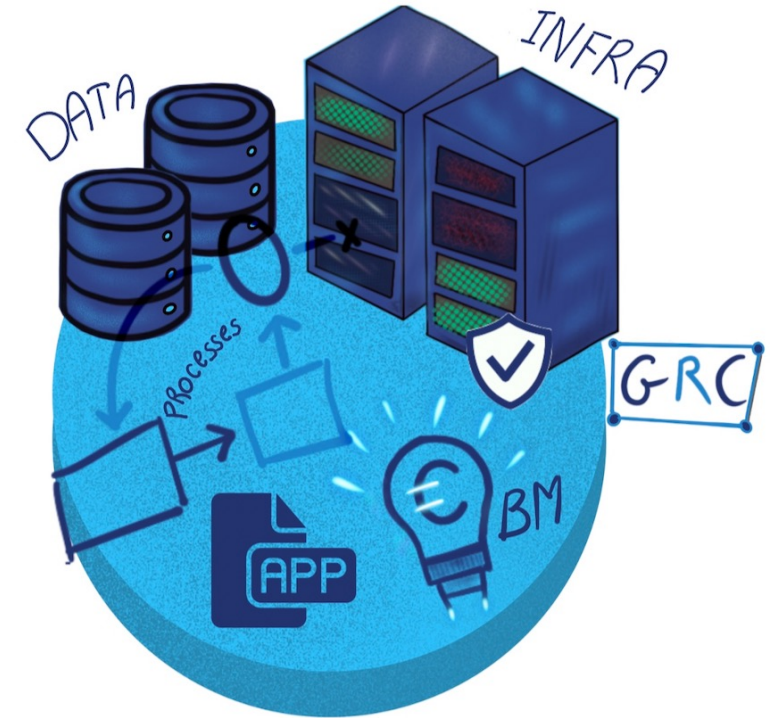
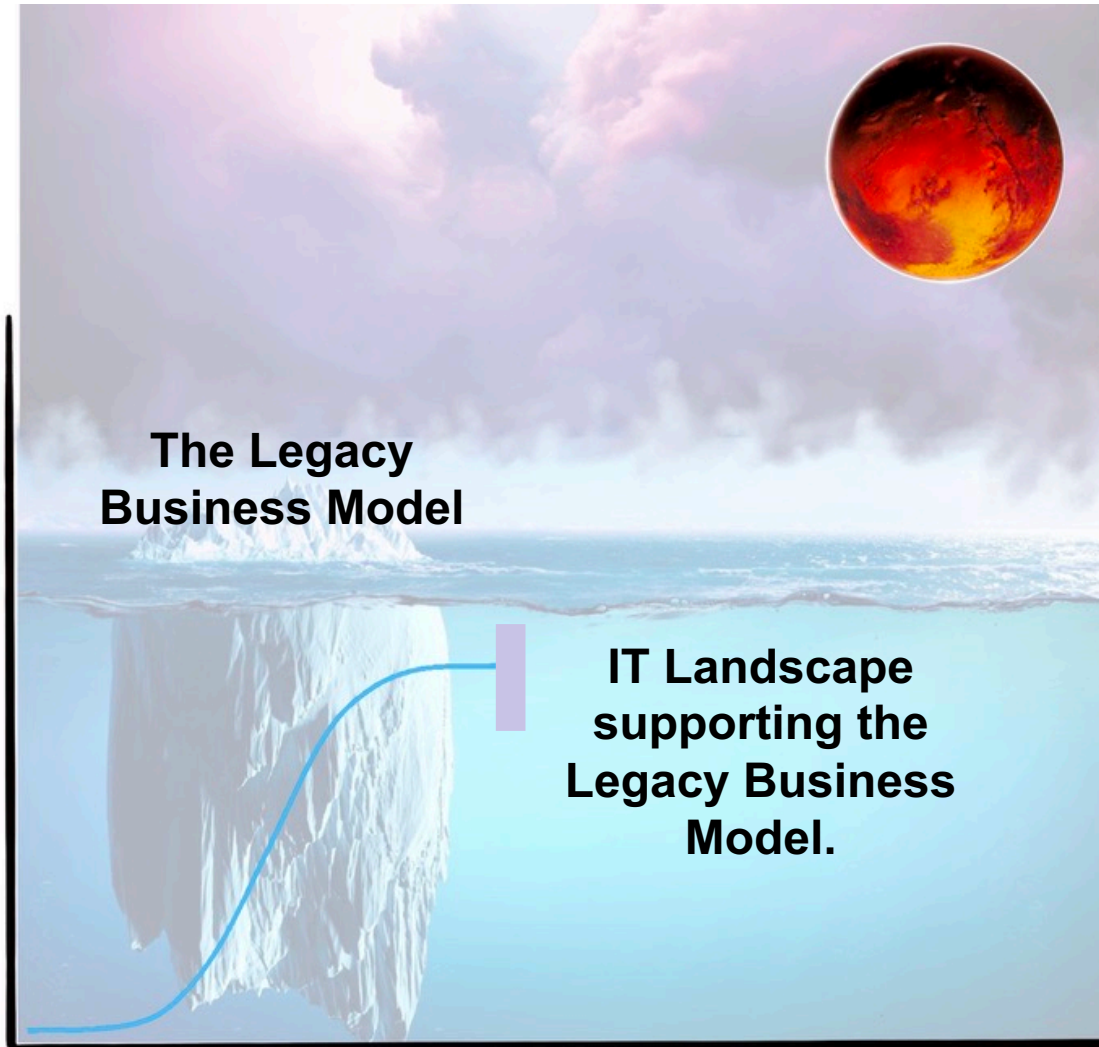


Figure 46 Value-Driven Cloud Strategy Artefact (Created by Author based on DSRM)

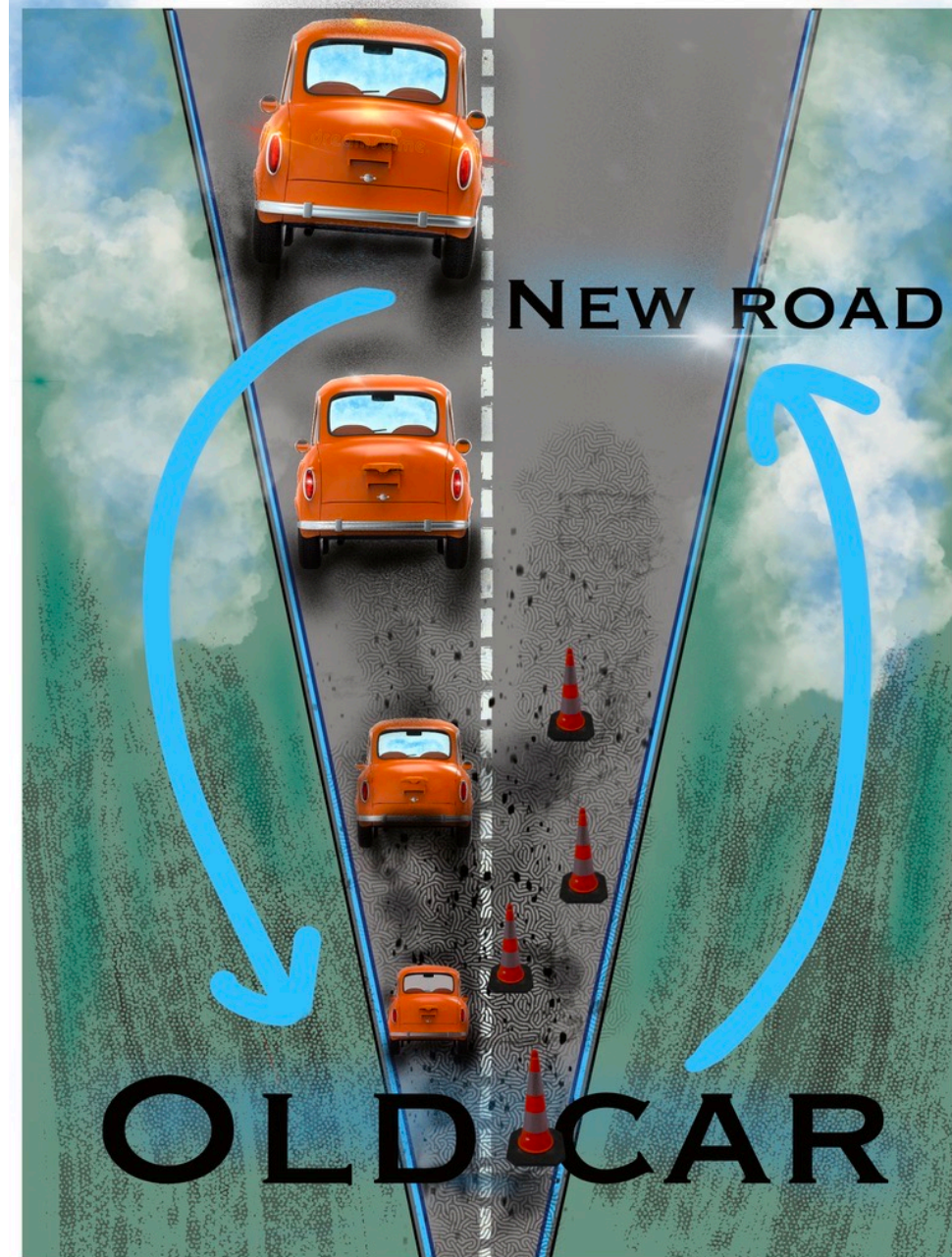
AMSC

# 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

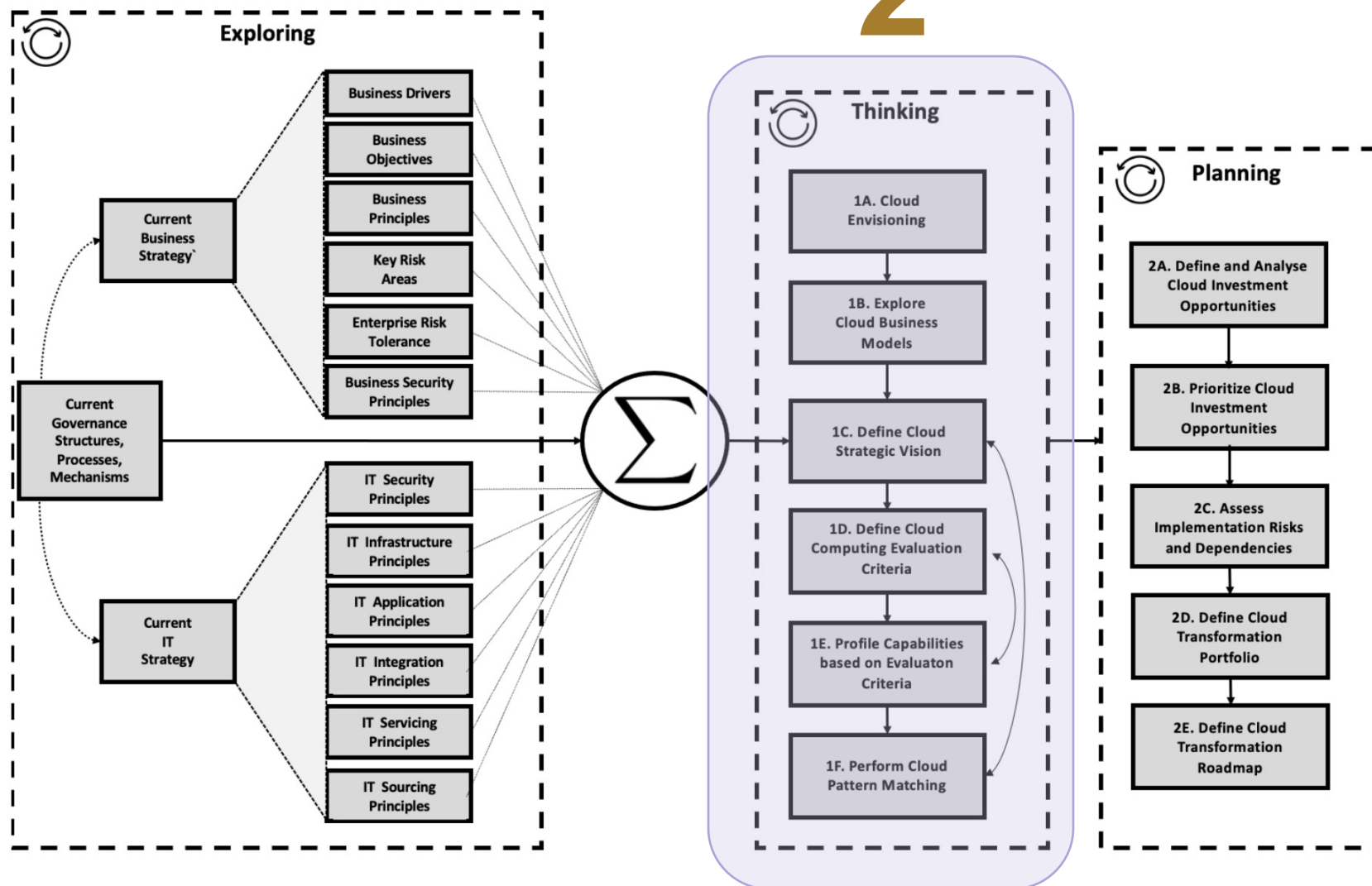
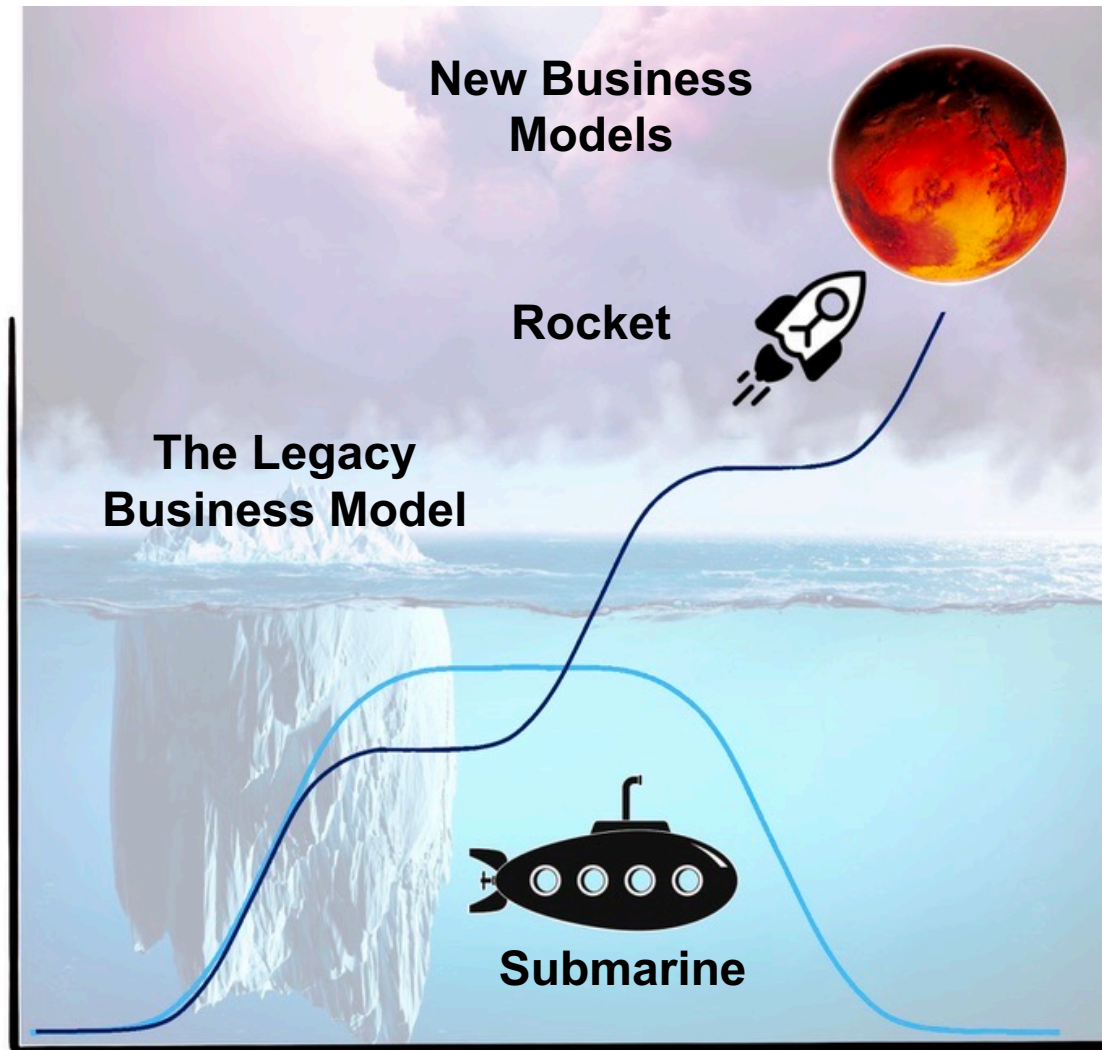


Figure 46 Value-Driven Cloud Strategy Artefact (Created by Author based on DSRM)



**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

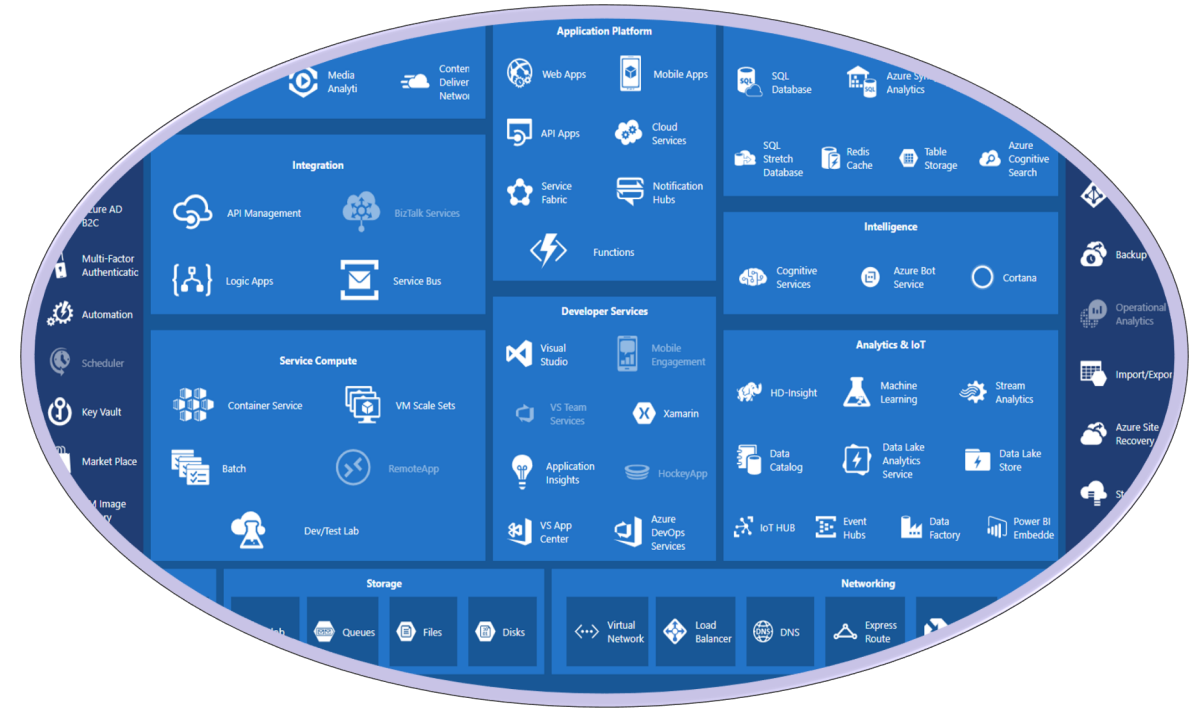
## 2. Cloud Services have no value on its own

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



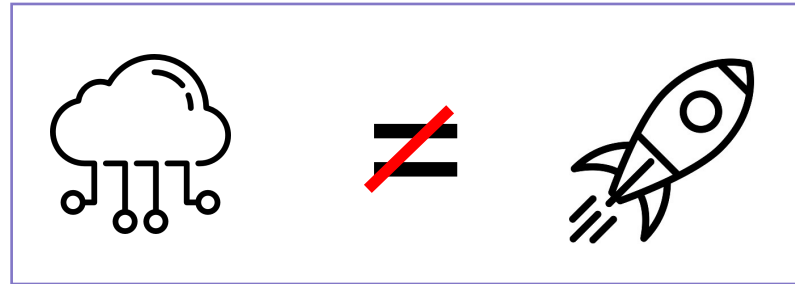
Raw Materials (Goods)

=

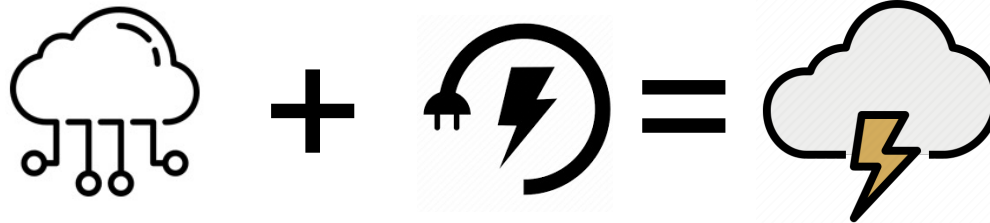


Cloud Service Catalog (Services)

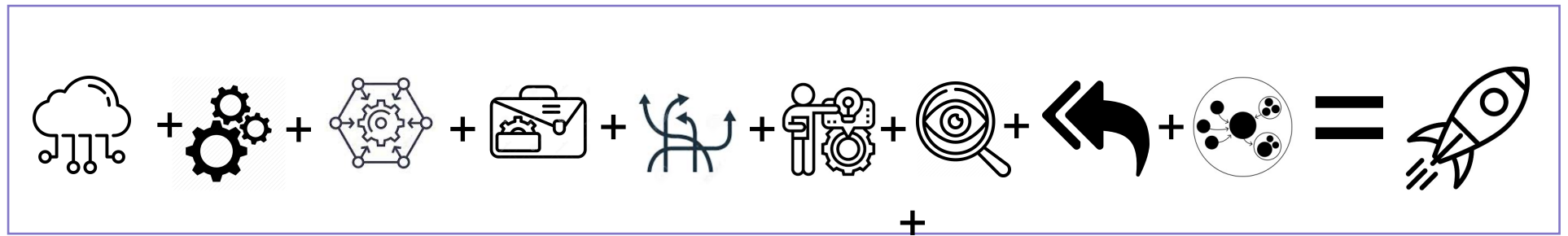
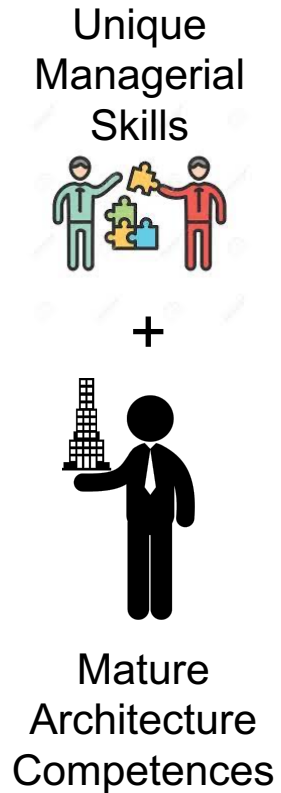
### 3. Cloud itself doesn't provide Business Value



### 3. Cloud is a Commodity



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



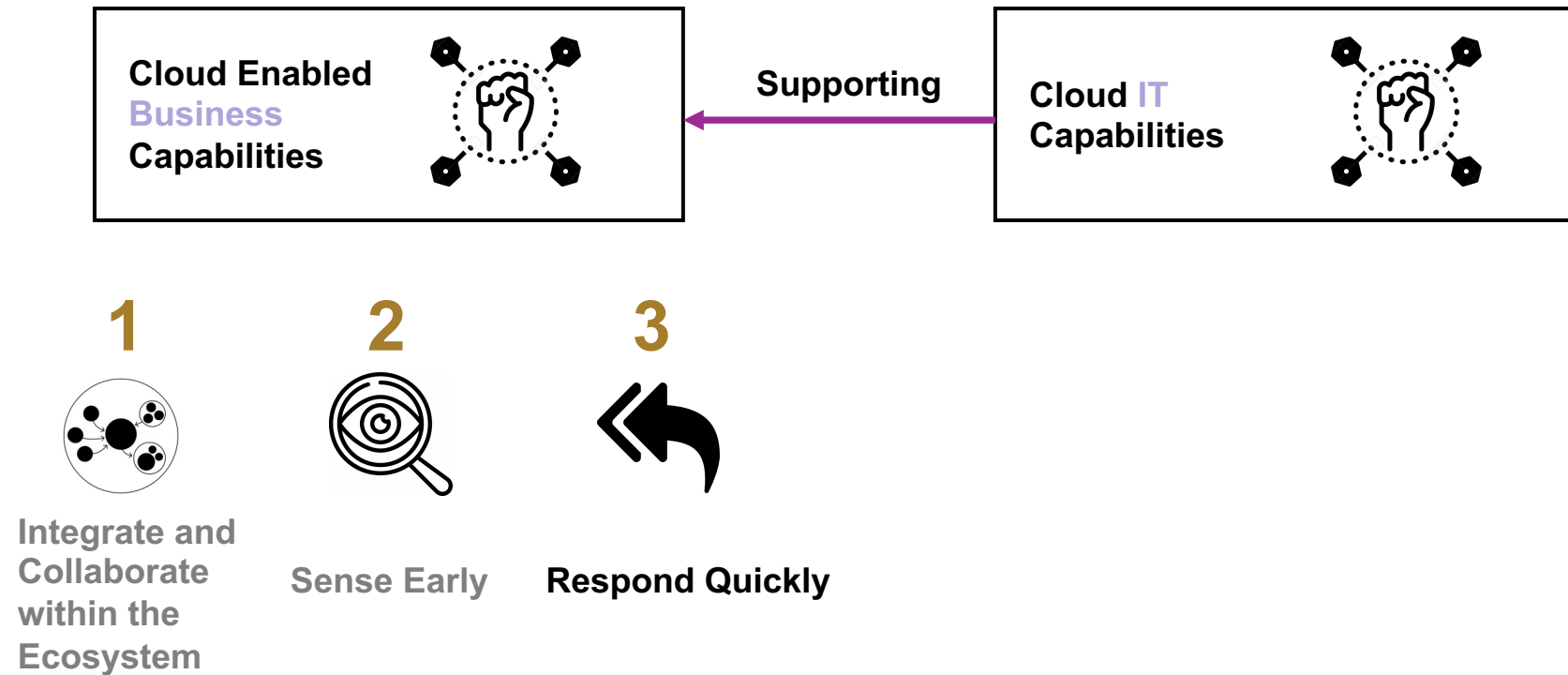
**Valuable**

**Rare**

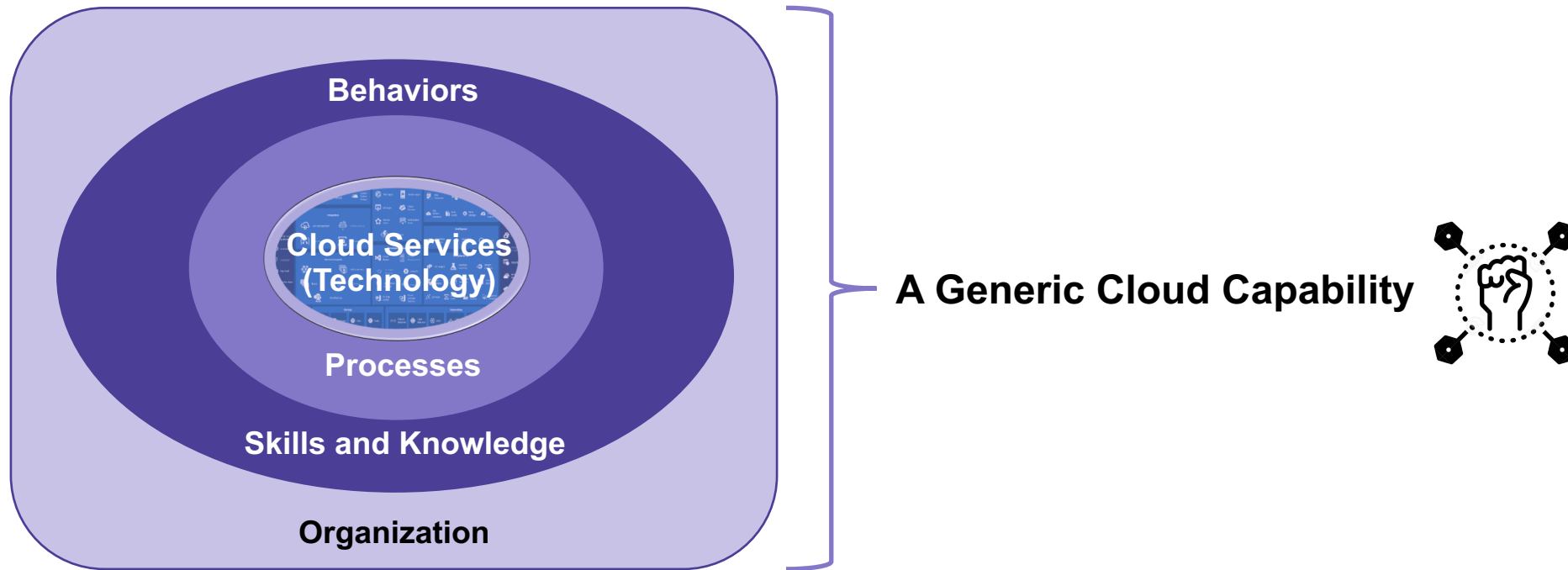
**Inimitable**

**Organized**

## 4. Think Capabilities, Think Sequence



## 4. Technology is only one chapter of the book

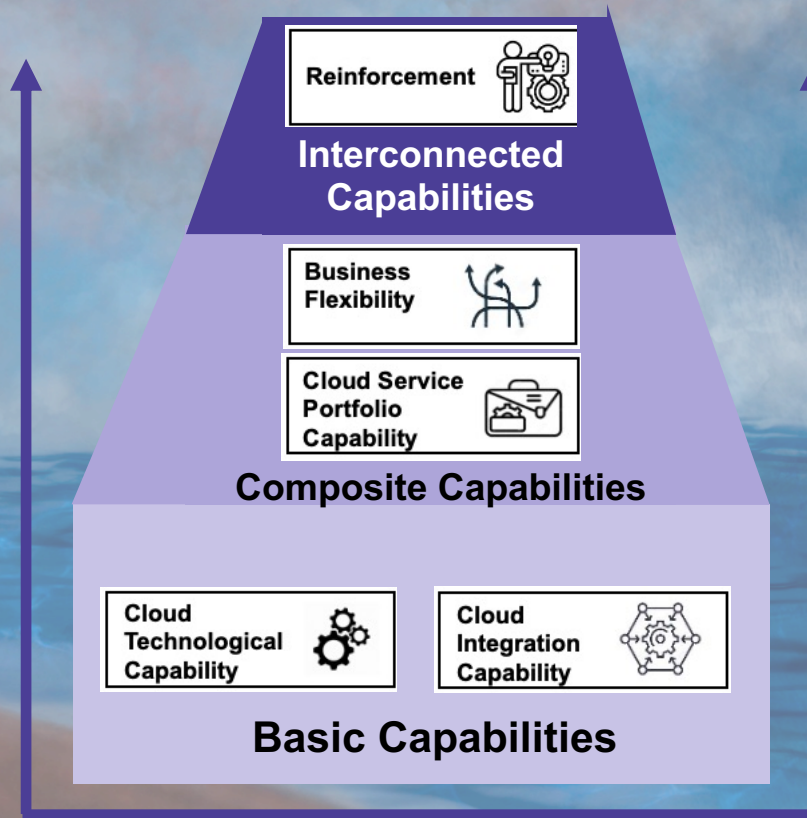




High

Difficulty to  
Acquire or  
Develop

Low



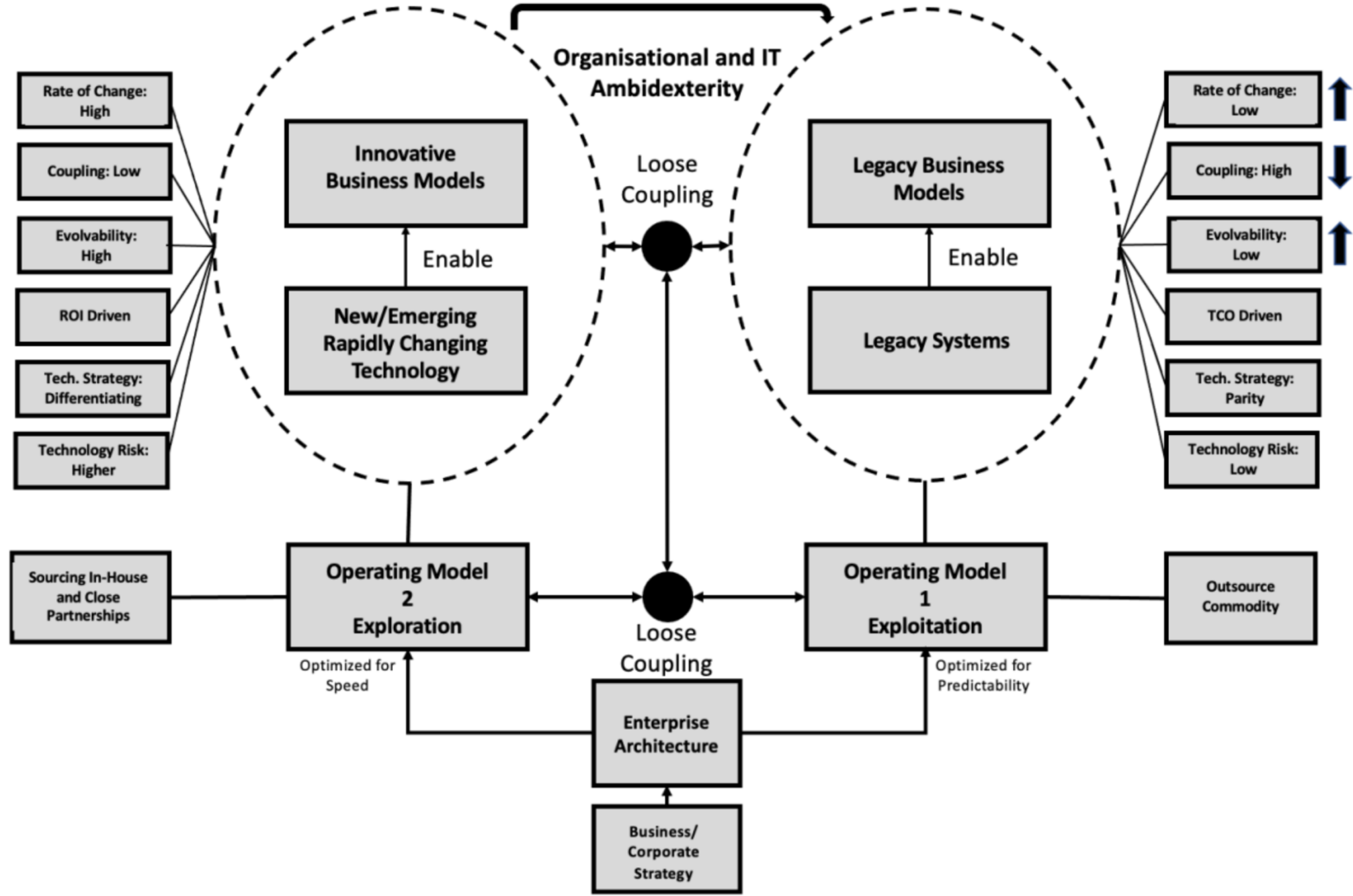
High

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.



AMC

“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 

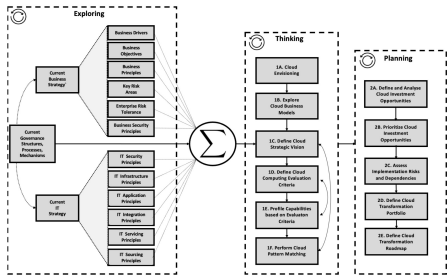
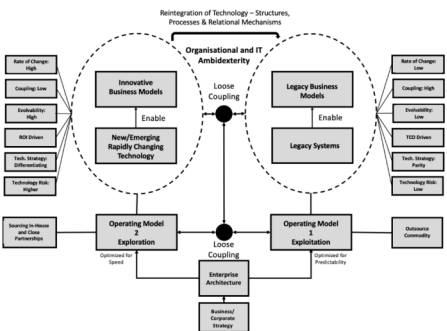


Figure 46 Value-Driven Cloud Strategy Artefact (Created by Author based on DSRM)



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



**Scan this  
or go to:  
[shorturl.at/jlpBY](https://shorturl.at/jlpBY)**



AMS



  
antwerp  
management school