
AWS
re:Invent
NOV. 28 – DEC. 2, 2022 | LAS VEGAS, NV

ENT219

Everybody wins: Real-world business value for CIOs and CFOs with the cloud

Chris Hennesey (he/him)

Enterprise Finance Strategist
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Jake Burns (he/him)

Enterprise Strategist
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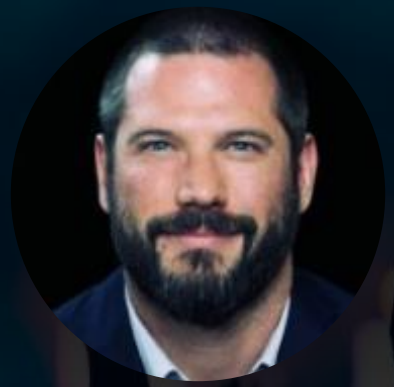
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Chris Hennesey

Enterprise Finance Strategist

Former Technology CFO,
Capital One



Jake Burns

Enterprise Strategist

Former VP Cloud Services,
Live Nation/Ticketmaster

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In this session



Where business value from the cloud really comes from



How to ensure you realize that value



How to build a successful business case that will provide a win for both finance and IT as well as your entire organization

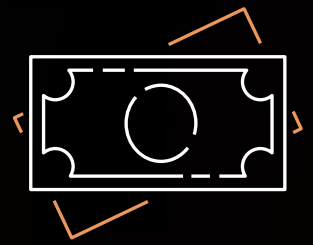
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Where business value comes from

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The AWS Cloud Value Framework (is a start)



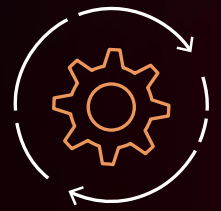
Cost savings

Infrastructure cost savings/avoidance from moving to the cloud



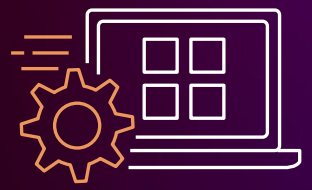
Productivity

Efficiency improvement by function on a task-by-task basis



Resilience

Benefit of improving SLAs and reducing unplanned outages



Agility

Deploying new features/ applications faster and reducing errors

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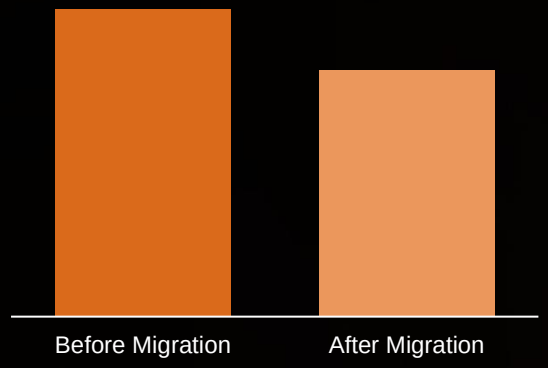
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Cloud transformation delivers value across all dimensions

Cost savings

20%
decrease

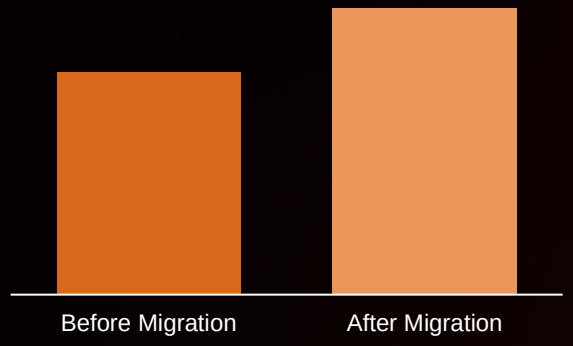
TOTAL INFRASTRUCTURE SPEND AS A % OF REVENUE



Productivity

29%
increase

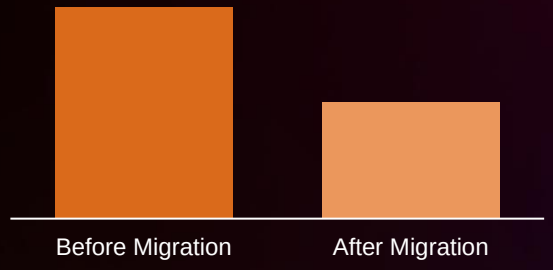
DEVELOPMENT STAFF FOCUSED ON BUILDING NEW FEATURES



Resilience

45%
decrease

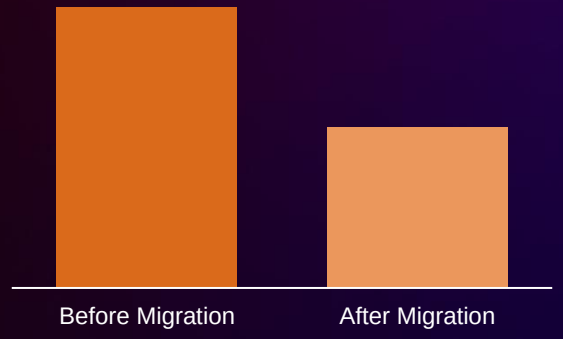
SECURITY INCIDENTS



Agility

43%
decrease

TIME TO MARKET FOR NEW FEATURES

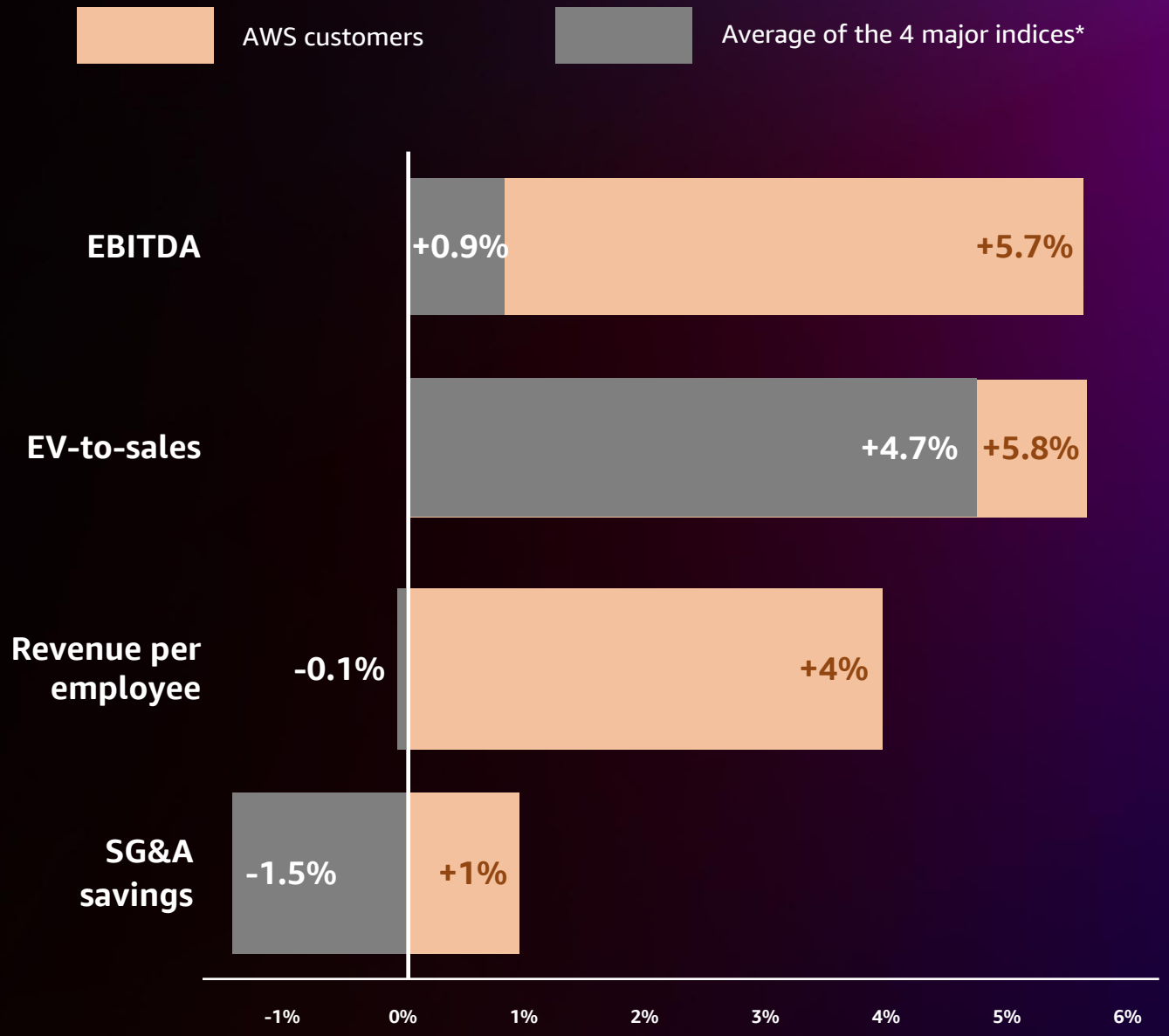


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AWS customers achieved

4.2x

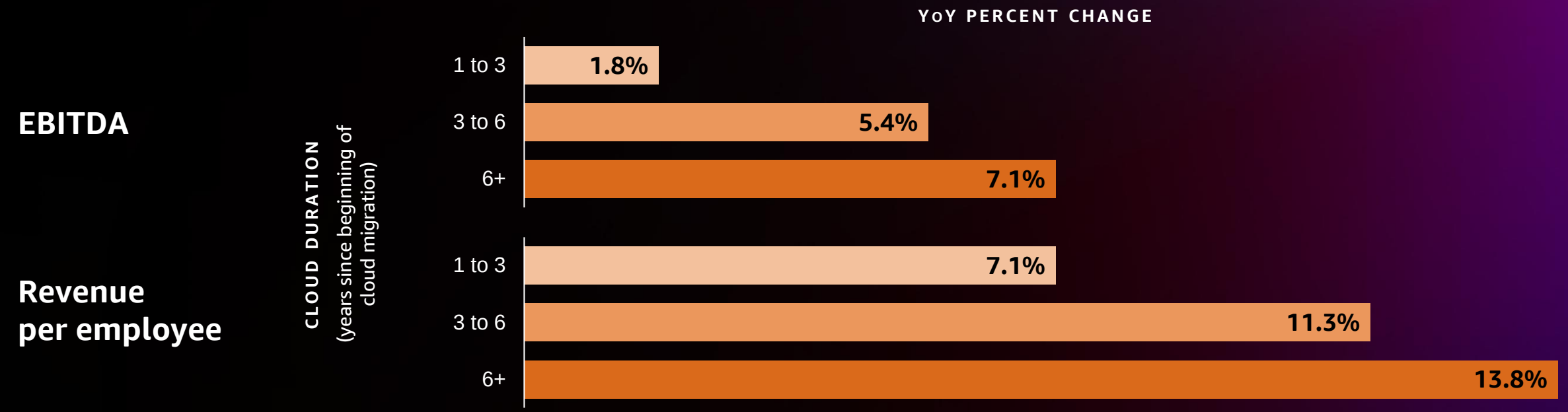
higher financial improvements vs. peers

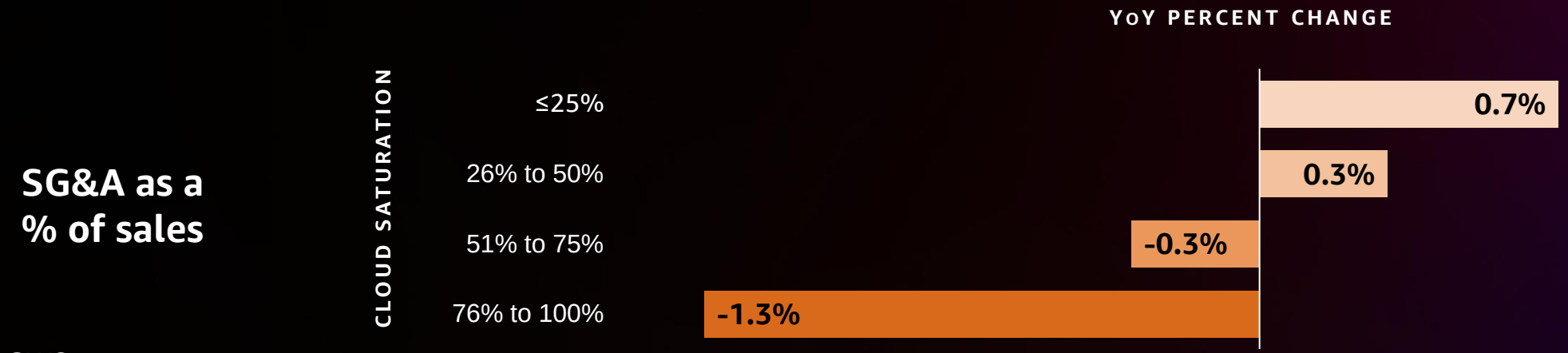


Source: "Supercharge Financial Performance With Amazon Web Services," July 2022, The Hackett Group
*S&P MidCap 400, S&P International Small Cap, MSCI Global Stock Market, iShares Global 100

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Supercharge financial performance with AWS



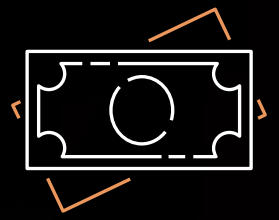


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Source: Cloud Services Study, The Hackett Group, 2022

Live Nation went all in with AWS

LIVE NATION



Cost savings

- 18% immediate reduction in TCO
- 30% reduction in cloud costs after 18 months

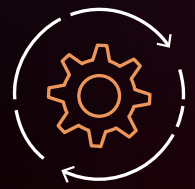
Result:
48% total reduction in TCO



Productivity

- 50% reduction in traditional IT tasks
- 10x increase in new applications*

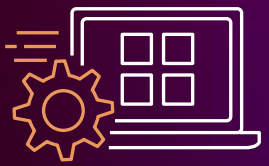
Result:
Increased quantity and quality of applications delivered



Resilience

- Improved availability from 99.9% to 99.999%
- 100% reduction in performance issues

Result:
Removed the IT blockers from the business



Agility

- Reduced app deployment time from 6 months to 72 hours
- Eliminated hardware lock-in

Result:
Increased velocity and reduced cost of failure has powered business innovation

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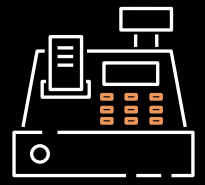
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But there is more value than what's captured here

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How do you measure the value of . . .

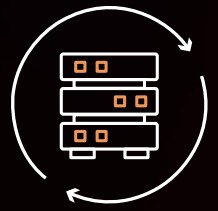
Not having to do the work you no longer need to do?



Capital purchases



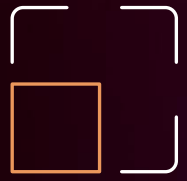
Support contracts



Hardware refreshes



Hardware failures



Capacity planning

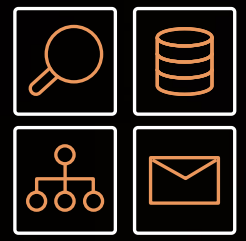


Support staff

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How do you measure the value of . . .

Being able to focus on what matters?



Developing products and services



Inventing on behalf of your customers



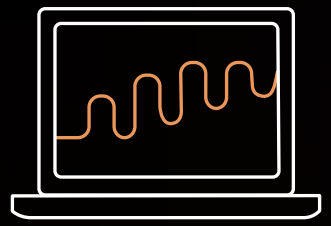
Your organization’s ability to deliver value

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How do you measure the value of . . .

Your ability to innovate?



By increasing the frequency of your organization



By having instant access to the best technology



By reducing the cost of failure so you can experiment

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Ability to innovate

INVENT NEW WAYS OF DOING THINGS

enabled by

Ability to experiment

TRY MANY DIFFERENT IDEAS



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amazon

To our shareowners (2015)

This year, Amazon became the fastest company ever to reach $100 billion annual sales. Also this year, Amazon Web Services is reaching $10 billion in annual sales.

One area where I think we are especially distinctive is failure. I believe we are the best place in the world to fail (we have plenty of practice!), and failure and invention are inseparable twins. To invent you have to experiment, and if you know in advance that it's going to work, it's not an experiment. Most large organizations embrace the idea of invention, but are not willing to suffer the string of failed experiments necessary to get there. Outsized returns often come from betting against conventional wisdom, and conventional wisdom is usually right. Given a ten percent chance of a 100 times payoff, you should take that bet every time. But you're still going to be wrong nine times out of ten. We all know that if you swing for the fences, you're going to strike out a lot, but you're also going to hit some home runs. The difference between baseball and business, however, is that baseball has a truncated outcome distribution. When you swing, no matter how well you connect with the ball, the most runs you can get is four. In business, every once in a while, when you step up to the plate, you can score 1,000 runs. This long-tailed distribution of returns is why it's important to be bold. Big winners pay for so many experiments.

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Ability to innovate

INVENT NEW WAYS OF DOING THINGS

enabled by

Ability to experiment

TRY MANY DIFFERENT IDEAS

enabled by

Low cost of failure

PAY AS CLOSE TO ZERO AS POSSIBLE IN TIME AND MONEY



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Ability to innovate

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enabled by

Agility

MOVE AND CHANGE DIRECTION QUICKLY



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Agility is . . .



Going from idea to production in days instead of months

TAKE ADVANTAGE OF MARKET OPPORTUNITIES



Abandoning unsuccessful projects/experiments without suffering sunk costs

EMPOWERING TO BE BOLD AND TRYING MANY NEW IDEAS



Having elastic capacity so you can always serve your customers

SCALE CAPACITY UP OR DOWN AS NEEDED



Trying many different ways of doing things to continually improve

LET THE BEST IDEAS WIN

Agility is an investment in your future ability to make good decisions



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Agility changes the rules of the game



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Ability to innovate

INVENT NEW WAYS OF DOING THINGS

enabled by

Ability to experiment

TRY MANY DIFFERENT IDEAS

enabled by

Low cost of failure

PAY AS CLOSE TO ZERO AS POSSIBLE IN TIME AND MONEY

enabled by

Agility

MOVE AND CHANGE DIRECTION QUICKLY

enabled by

Cloud

IMMEDIATE ACCESS TO ADVANCED SERVICES, PAYING ONLY FOR WHAT YOU USE, AND WITH NEARLY INFINITE SCALE



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How the cloud enables agility

Plan and invest (guess and be right)

Pay for consumption (adapt as needed)

Capabilities based on the technology you've chosen to invest in

Always having access to the latest technology

Having to manage undifferentiated complexity

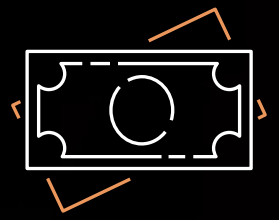
Focusing on what will make a difference

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Agility drove these benefits

LIVE NATION



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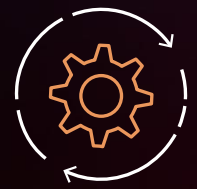
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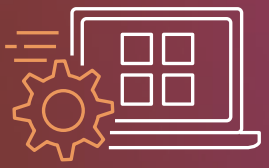
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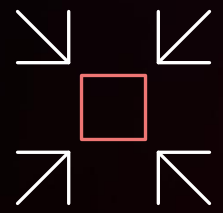
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How to ensure you realize the value

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Patterns of success

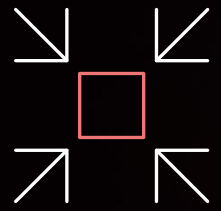


Constraints

Innovation is borne out of necessity, not out of excess resources

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Patterns of success



Constraints

Innovation is borne out of necessity, not out of excess resources

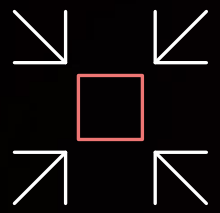


Buy-in

The why & how, incentives, and opportunity

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Patterns of success



Constraints

Innovation is borne out of necessity, not out of excess resources



Buy-in

The why & how, incentives, and opportunity



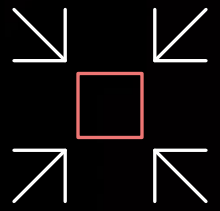
Momentum

The relationship between the motion of change and the forces acting on it

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Patterns of success



Constraints

Innovation is borne out of necessity, not out of excess resources



Buy-in

The why & how, incentives, and opportunity



Momentum

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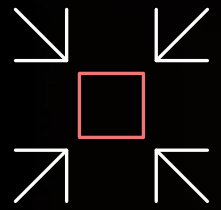


Accountability

The key to high performance and delivering results

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Constraints

Innovation is borne out of necessity,
not out of excess resources

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"I think frugality drives innovation, just like other constraints do. One of the only ways to get out of a tight box is to invent your way out."



Jeff Bezos

Founder and Executive Chair, Amazon, Inc.

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Constraints



Forced constraints



Created constraints

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Constraints

Forced	Pandemic (COVID-19)	Political unrest (war)	Acquisition/ divestiture	
Created	Time (i.e., be out of data centers in 2 years)	Headcount (i.e., no additional hiring)	Budget (i.e., fixed investment capacity)	Critical KPI (i.e., efficiency ratio of 42% in 2021)

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Creating constraints

A deadline forces you to:



Begin before
you are ready

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Creating constraints

A deadline forces you to:



Begin before
you are ready



Focus on
what matters

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Creating constraints

A deadline forces you to:



Begin before you are ready



Focus on what matters



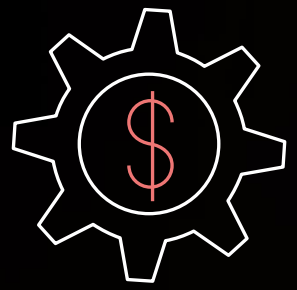
Have a goal and work backwards from it

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Creating constraints

A budget forces you to:

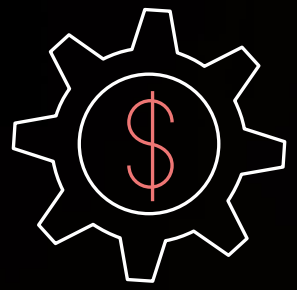


Become lean

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Creating constraints

A budget forces you to:



Become lean

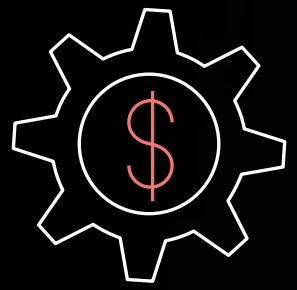


Invent and simplify

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Creating constraints

A budget forces you to:



Become lean



Invent and simplify



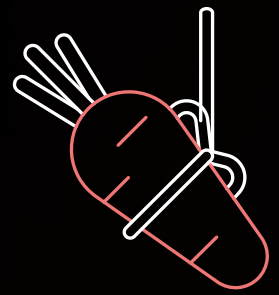
Innovate

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Creating constraints

A frozen headcount forces you to:

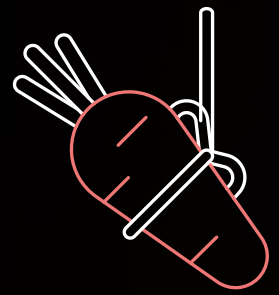


Motivate your existing team

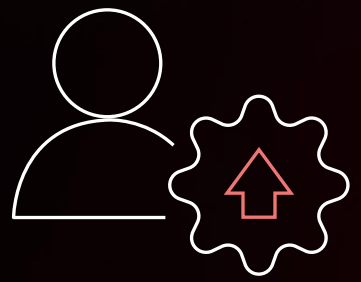
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Creating constraints

A frozen headcount forces you to:



Motivate your existing team



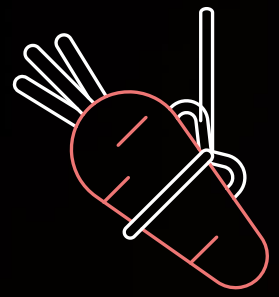
Upskill your existing team

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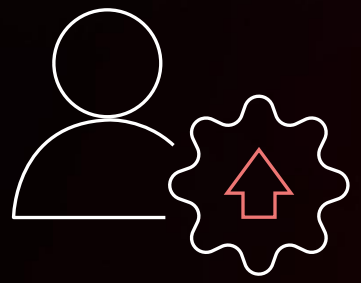
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Creating constraints

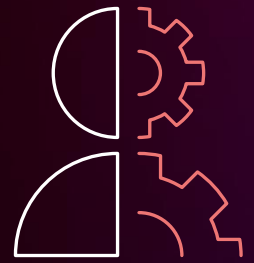
A frozen headcount forces you to:



Motivate your existing team



Upskill your existing team



Be able to create the talent you need

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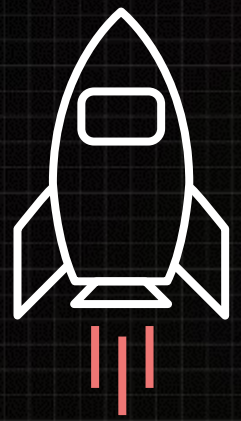


Takeaway

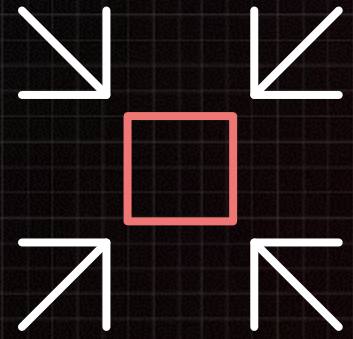
Use constraints as a forcing function

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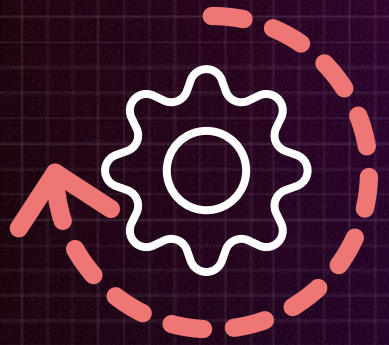
Putting constraints into practice



Begin before you feel ready to avoid getting stuck at the beginning stages of your transformation



Utilize time and resource constraints as a forcing function for innovation



Focus on motivating and upskilling the people you already have

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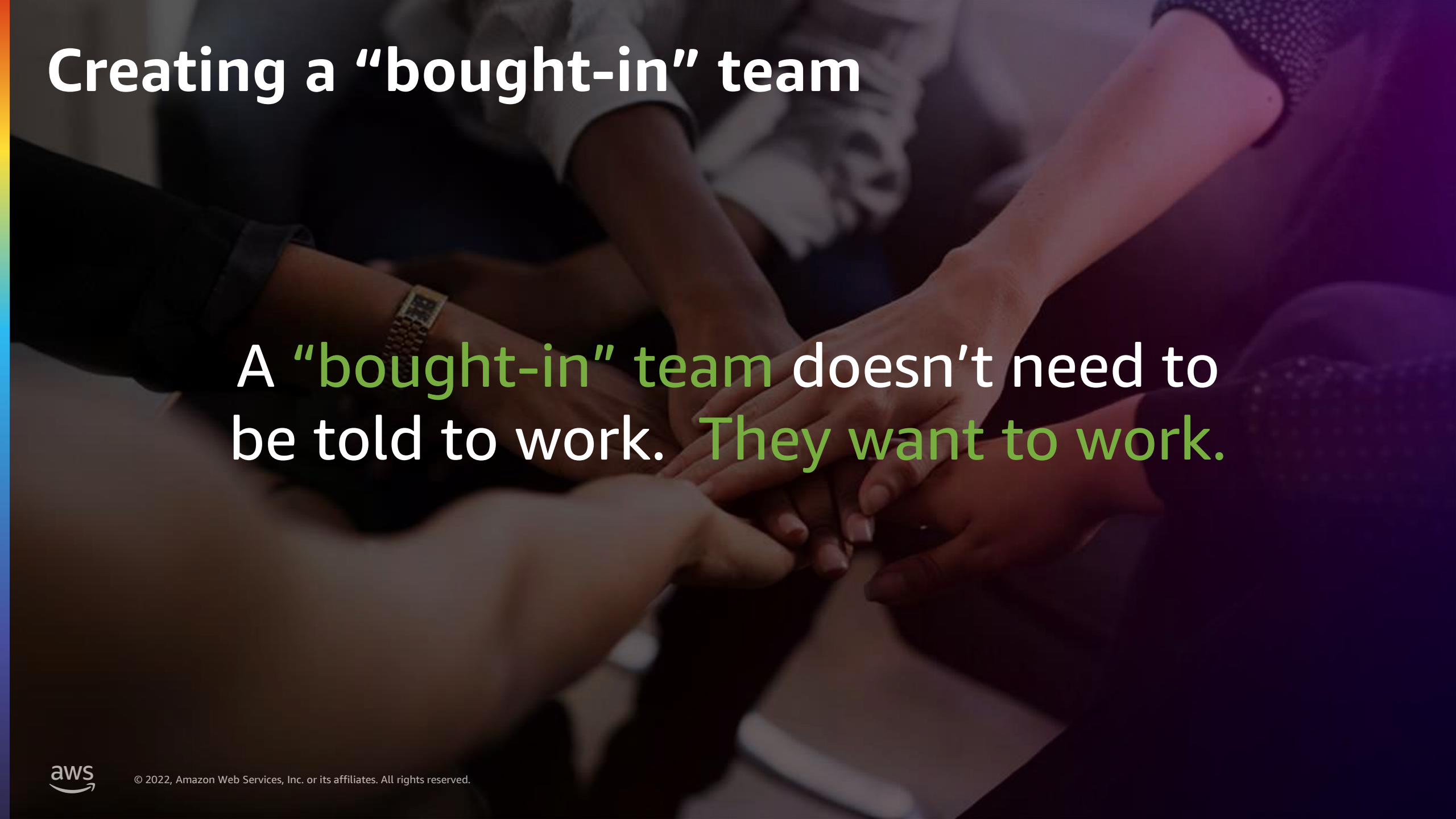


Buy-in

The why & how, incentives, and opportunity

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Creating a “bought-in” team



A “bought-in” team doesn’t need to be told to work. They want to work.

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Creating a “bought-in” team



Why we’re doing this

Give them meaning

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Creating a “bought-in” team



Why we’re doing this

Give them meaning



How we’re doing it

Give them confidence

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Creating a “bought-in” team



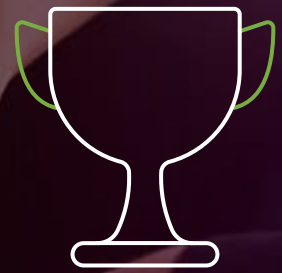
Why we’re doing this

Give them meaning



How we’re doing it

Give them confidence



What’s in it for them

Why they should care

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Creating “bought-in” stakeholders



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Creating “bought-in” stakeholders



Why we’re doing this

Give them meaning

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Creating “bought-in” stakeholders



Why we’re doing this

Give them meaning



How we’re doing it

Give them confidence

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Creating “bought-in” stakeholders



Why we’re doing this

Give them meaning



How we’re doing it

Give them confidence



What’s in it for them

Why they should care

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Creating “bought-in” stakeholders



Why we’re doing this

Give them meaning



How we’re doing it

Give them confidence



What’s in it for them

Why they should care

Communicate the benefits to them, then deliver them

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Takeaway

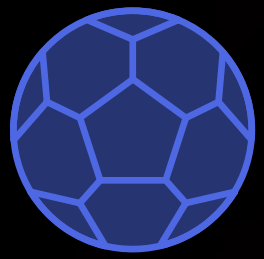
People want to be a part of something successful, and need to know what’s in it for them

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Putting buy-in into practice

- Get buy-in from your employees to overcome resistance and create enthusiasm
- Get buy-in from your stakeholders so they work with you instead of working against you
- Explain the why to give them a mission and a sense of purpose
- Share your plans and make them their plans so they're invested in making it work
- Explain what's in it for them so they can see how they will personally benefit

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. . . unless significant action is taken

Transformations that are stalled tend to stay stalled . . .

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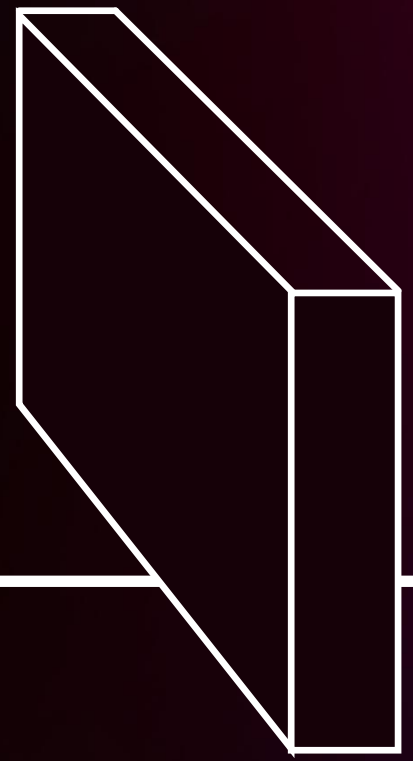


Momentum

The relationship between the motion of change and the forces acting on it

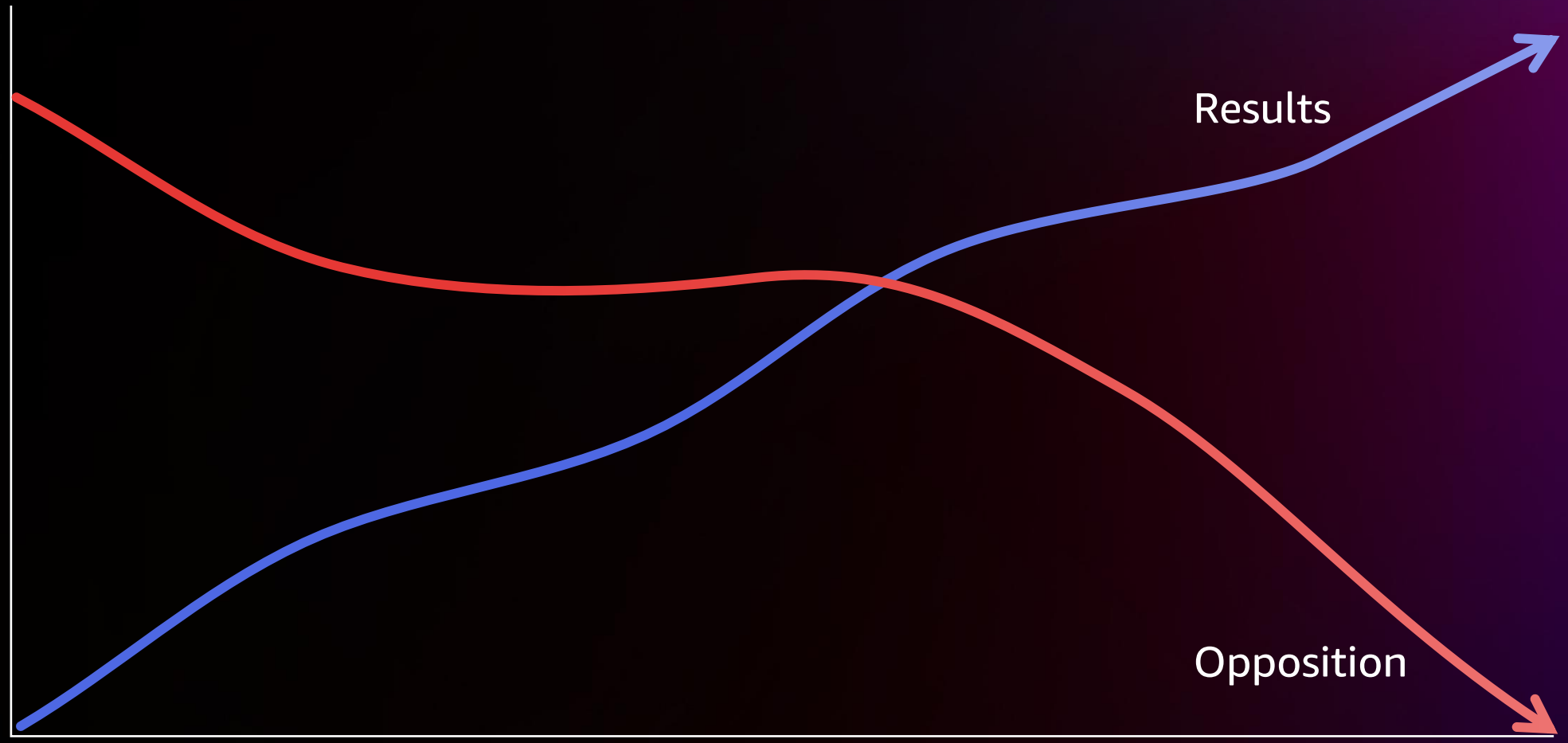
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Transcription: something that are significant to continue processing . . .



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You typically get all the support you need after you need it

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Takeaway

Start small and build a series of wins

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Putting momentum into practice

- [x] Recognize that momentum can work for you or against you
- [x] Think big, but start small
- [x] Build a series of wins in order to gain confidence and support
- [x] Realize that you likely won't get the support you need until after you need it
- [x] Share the credit, even with those that resisted in the beginning

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Accountability

The key to high performance
and delivering results

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Takeaway

Authority and accountability must be in balance

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Incentives are not “one size fits all”



High performers need to know that their contributions will be recognized



Low performers need a reason to learn new skills and to put in the effort

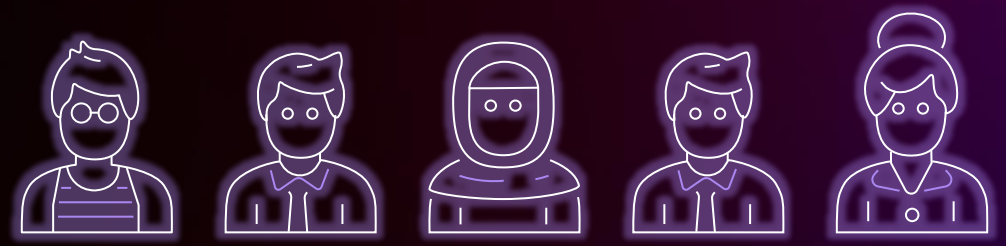
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A meritocracy improves productivity and morale

Give opportunity to everyone . . .



. . . and then give more opportunity to those that produce good results



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High performance

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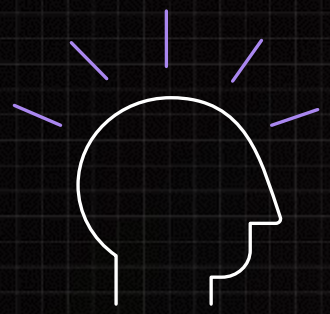


Takeaway

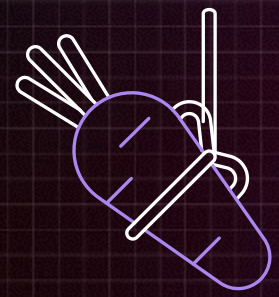
Create a meritocracy

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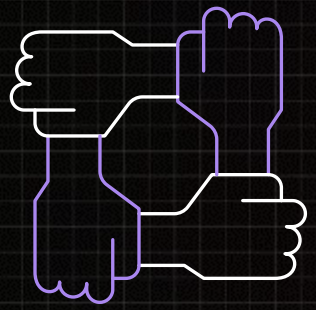
Putting accountability into practice



Put someone in charge, and
make them accountable



Utilize the right incentives
for high and low performers



Give everyone in the organization
an opportunity to contribute



Give more opportunities to
those that produce results

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How to influence leadership to drive value-creating initiatives

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A business case tells a story

What is something you wished you could have done in the past, but weren't able to execute on?

How can the cloud help solve this problem?



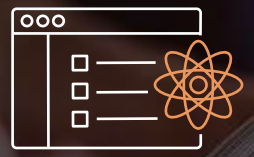
A business case tells a story

What is something you wished you could have done in the past, but weren't able to execute on?

How can the cloud help solve this problem?



IT transformation



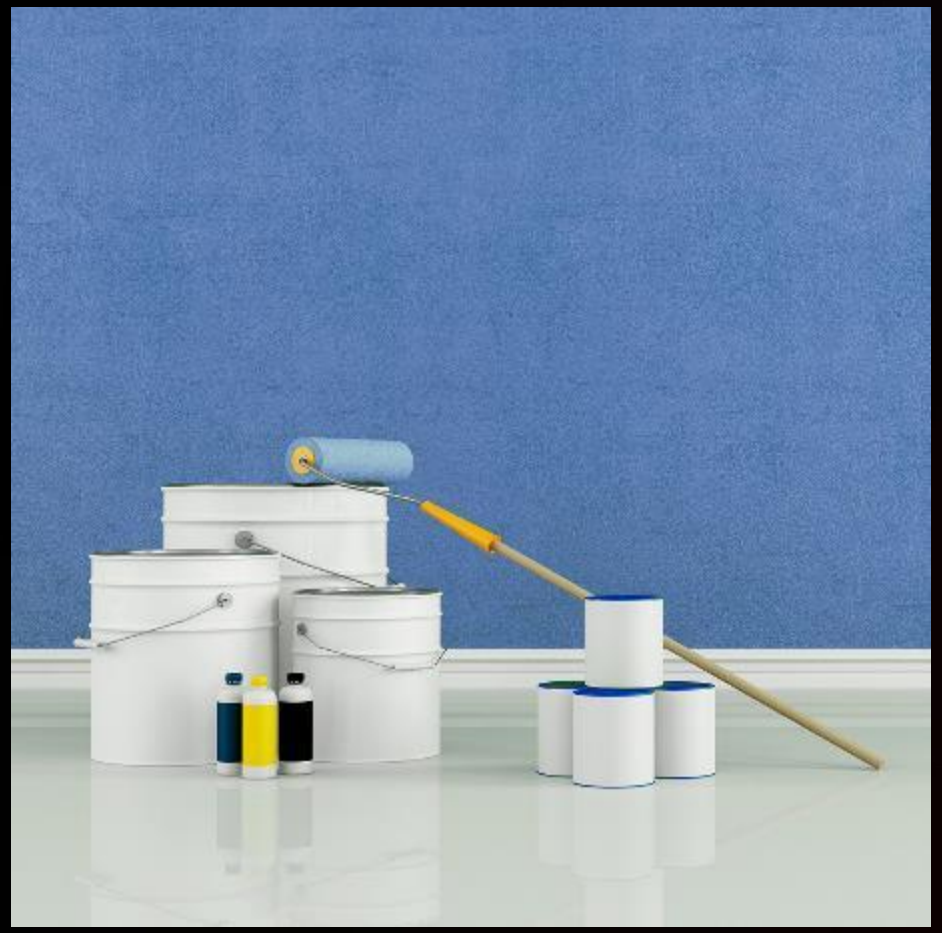
New digital capabilities



New business capabilities

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Painting ourselves OUT of a corner



Transforming is an investment in the future

Agility significantly reduces risk associated with uncertainty

Mitigates problems and enables opportunity

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Why business case



Anti-pattern

HiPPO-based decision-making

Open to interpretation

Memory and memos

Static assessment with no linkage to commitments



Successful pattern

Data-driven decisions

Clarity into underlying assumptions with ability to pressure test

Artifact to support socialization

Accountability tool for both investment profile and value delivery

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Attributes of a great business case

- Accessible – reference material available
- Transparent – assumptions, timing, cost/benefits
- Simple – don’t boil the ocean, standard for similar investment types
- Living – for material investments it is a living document/refresh cycles
- Limited use – only for material decisions (threshold determined by each organization – whatever you think it should be . . . double it)

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High-level business case development process

Define scope

What's in and out from an application/facilities standpoint

Develop assumptions (e.g., infrastructure, timing, cost)

Create baseline

Begin with a "do nothing" scenario

Understand investments required in next 3–5 years

Perform risk assessment

Develop scenarios

Define what cloud strategy will enable business objectives (e.g., all in with AWS, hybrid cloud, multi-cloud)

Narrow down to a few scenarios and sensitivities on key assumptions

Socialize and gain alignment

Quantify investment required, business value expected, and payback period

Capture qualitative benefits to complement quantitative value

Ensure business and IT alignment

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Business case framework and key questions

1/ Start with why

- What business problem are you trying to solve?
- How does this business case fit into your overall strategy?

2/ Outline the financials & return on investment

- How much will this initiative cost?
- What is the expected return on investment (ROI), e.g. benefits?
- What is the sensitivity analysis? – push on varying assumptions

3/ Articulate initiative specifics

- What will happen at the end of the initiative? What are you expecting to create or deliver once the initiative is over?
- What are the boundaries of your initiative? What exact goals, deliverables, and deadlines will you be working toward?
- Are there any dependencies with work that are currently in flight?

4/ Discuss initiative risks

- What are the risks of moving forward with this initiative? How likely is it to happen? What is the priority level of this risk?
- Have any comparable alternatives been considered? If so, what are those options?

5/ Turn it into action

- How will decisions be made? Who is responsible?
- How will progress be measured and reported?
- What is the next course of action? What are the next steps if business case is approved?

6/ Socialize and gain buy-in

- Who is the audience that you need to assemble to gain approval?
- Is there anyone that you need to pre-socialize with to help influence the outcome?

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Key takeaways

Value delivery	Think beyond traditional measures when communicating value
Constraints	Use constraints as a forcing function
Buy-In	People want to be part of something successful – what's in it for them
Momentum	Start small and build a series of wins
Accountability	Authority and accountability must be in balance
	Create a meritocracy
Influence	Use grounded data and analysis to inform
	Balance both risks and opportunities

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We are here to help

Need peer-level executive guidance?

aws Enterprise Strategy

- ✓ Mental models and strategies based on the first-hand experience of former CXOs
- ✓ Get peer-level sounding board and sparring partner

Inspire and accelerate your digital transformation

Want to build a security practice?

aws Professional Services

- ✓ Develop the confidence and technical capability to migrate your most sensitive workloads to the AWS Cloud

Jumpstart the data flywheel

Have a strategy and need help executing it?

aws AWS Partner Network (APN)

- ✓ Security and compliance consulting partners
- ✓ Security and compliance technology partners

Come with an idea, leave with a solution

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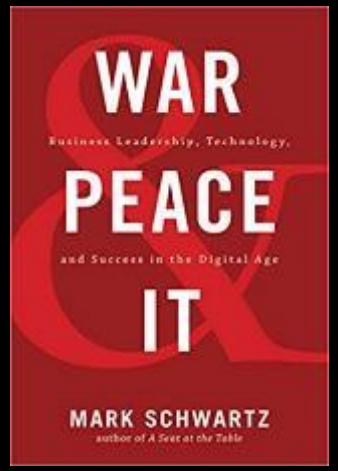
re:Invent 2022 Enterprise Strategy track

ENT217	Learning at the speed of cloud: Turning employees into entrepreneurs	Phil Le-Brun & Luc Hennekens	Nov. 29 @ 11:45 AM	Wynn – Encore Ballroom 3
ENT221	Building a smarter organization powered by machine learning	Tom Godden	Nov. 29 @ 12:30 PM	Caesars – Forum 121
ENT228	Succeeding in economies of speed: Rethinking your levers	Miriam McLemore	Nov. 30 @ 3:15 PM	Wynn – Encore Ballroom 3
ENT220	Shipping securely: How strong security can be your strategic advantage	Clarke Rodgers	Dec. 1 @ 2:00 PM	Wynn – Lafite 5
ENT231	Becoming an organization that attracts top talent (Chalk Talk)	Jake Burns	Dec. 1 @ 2:45 PM	Caesars – Alliance 305
ENT232	Accelerating your migration journey	Mary McDaniel & Jonathan Allen	Dec. 1 @ 4:15 PM	Caesars – Summit 221

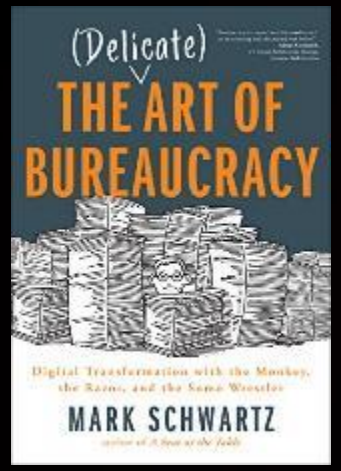
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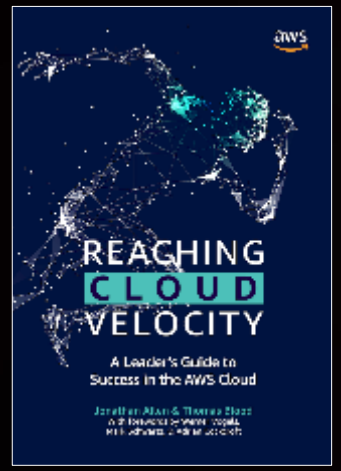
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War and Peace and IT



The Art of Bureaucracy



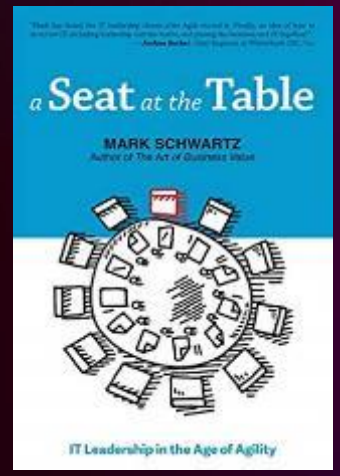
Reaching Cloud Velocity



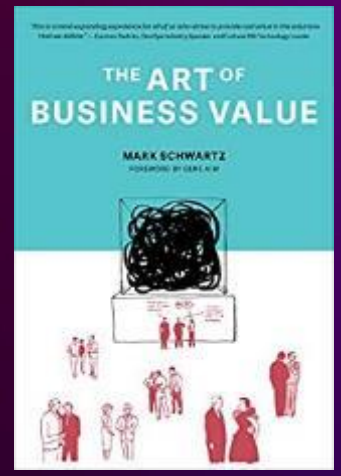
Cloud Strategy



The Software Architect Elevator



A Seat at the Table



The Art of Business Value

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Thank you!

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Jake Burns

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