



All possibilities live in technology

Cloud Adoption Framework (CAF)

Cloud Strategy Methodology and Approach

Cloud Solutions Group

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Cloud Adoption Framework

Cloud Strategy Methodology and Approach

-  Why Cloud
-  What is CAF
-  Who is Trace3
-  Why Trace3 and CAF
-  How We Can Help
-  Where to Start

Cloud Adoption Framework

Cloud Strategy Methodology and Approach

Cloud has become a critical component of organizational IT strategy, due to its scalability, potential to decrease cost and risk, increase agility, and the increasing digitization of technology.

Why Cloud

 What is CAF

 Who is Trace3

 Why Trace3 and CAF

 How We Can Help

 Where to Start?



Strengthen Position

Optimize your organization and infrastructure through an elastic IT resource model for future application scalability, service-focused model and cost efficiency realization.



Increased Agility

Enable flexibility (financial, operational and technological) through the increasing suite of cloud-native services and resources while increasing transparency through data, tools, and analytics designed to empower management and inform leadership



Long-term Endurance

Alignment with technology and innovation expansion in the cloud (digital services, SaaS solutions...) requires building core capabilities and strategic planning.

Cloud Adoption Framework

Cloud Strategy Methodology and Approach

The significant growth and expansion of cloud computing is set to continue in the short-to-medium term (3-5 years). Utilizing cloud across your entire environment opens both a world of potential and marked competitive advantage for your IT growth model.

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Cloud Computing Models



IaaS – IT infrastructure rental model (servers, VMs, storage..) from on a pay-as-you-go basis

PaaS – on-demand environment for software applications without operational ownership of underlying infrastructure

Serverless –highly scalable virtual and event-driven architectures, able to consume resources on occurrence

SaaS – delivering software applications over the Internet, on demand and typically on a subscription basis

Cloud Services

- Op Intl. & Mgmt. Tools
 - DevOps Pipelines
- Integration (API, ETL, etc.)
- Container Frameworks/Registry
- Developer/Engineering Toolkits
 - Security and Compliance
 - Network Administration
 - Analytics/ML/AI
 - ...

Cloud Implementation Models



Private Cloud –single organization architecture may exist on or off premises (often on)

Public Cloud – open use by the general public and exists on the premises of the cloud provider (Amazon, Microsoft Azure, GCP)

Multi-Cloud – two or more distinct clouds (private or public) architected for extensibility through enabling technology to allow data and application portability

Hybrid-Cloud – combination of on-premises, private and public cloud with orchestration between these platforms.

Cloud Adoption Framework

Cloud Strategy Methodology and Approach

Companies that successfully migrate to the cloud initially take the time to understand if they are equipped to handle the complexity involved in a cloud-first or hybrid environment. This is where the utilization of an adoption framework can add structure for the overwhelmed.

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Minimum Cloud Foundation

A cloud environment setup with enough security and governance to host at least one application.

Key Factors:

- Initial step to define foundation for future maturity
- Great for companies with the ability to organically develop cloud capabilities
- Engages all required stakeholders

Cloud Adjacent (Hybrid Cloud)

Applications' compute and/or data are run in the cloud that reside adjacent to cloud or software providers to promote ease of resource sharing

Key Factors:

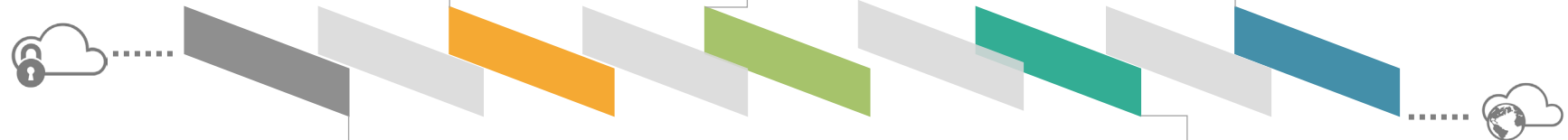
- Large existing capital expenditures on infrastructure
- Less need for agility and velocity
- More cost efficient to run most applications on owned infrastructure

Cloud Native

All IT capabilities are designed, built, optimized and operated specifically for the cloud

Key Factors:

- "Born in the cloud"
- Little to no capital expenditures on infrastructure
- Places a strategic imperative on agility and velocity



Cloud Based Disaster Recovery

Data is backed up to the cloud

Key Factors:

- Existing capital expenditures on infrastructure
- Adds additional availability and resiliency to applications hosted on-premises
- Geo-replication

Cloud First

Prioritization and preference is to leverage cloud resources, services or ascension

Key Factors:

- Places a strategic imperative on agility and velocity
- Specific need to host some applications on-premises
- Already existing capital expenditure on infrastructure

Cloud Adoption Framework

Cloud Strategy Methodology and Approach

CAF Defined

Guidance designed to help create and implement the business and technology strategies necessary to succeed in the cloud.

CAF Goal

Enable your organization through the development of an actionable plan toward unobstructed cloud adoption.

CAF Objectives

Provide an overview of CAF areas and facilitate conversation, discussion, and Q&A.

CAF Methodology

- Discovery
- Strategy Design
- Synthesize Roadmap

CAF Key Deliverables

- Traceability
- Target State Vision
- Cloud Adoption Roadmap

Illuminating CAF



Why Cloud



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Why Trace3 and CAF



How We Can Help



Where to Start?

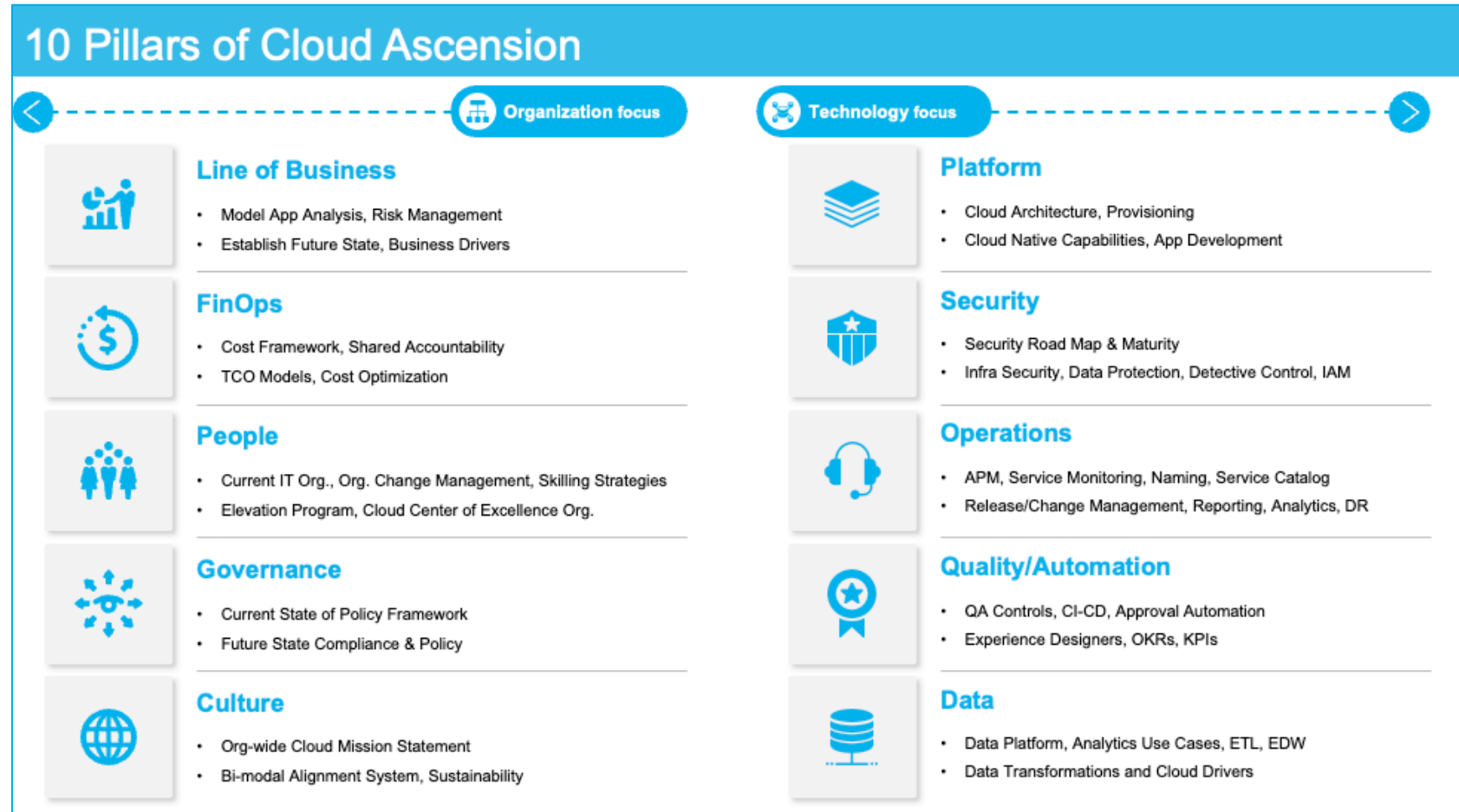
Cloud Adoption Framework

Cloud Strategy Methodology and Approach



The CAF contains ten pillars across both business and technical domains. Understanding the complexities involved and applying the information revealed are where Trace3 can help.

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Cloud Maturity Assessment Summary

SAMPLE

Key Gap: People

- **Experienced cloud architect:** To guide a successful foundation buildout Memorial Hermann will need to supplement internal knowledge with someone who has multiple years of cloud experience (been there, knows success and has the scars – hire or partner)
- **Cloud Training Program:** Prioritize defining program around AWS training courses and services, leverage local and industry groups for knowledge/experience, and require key personnel to attend role specific courses and conferences (training partner, e.g. acloud.guru)

Key Gap: Governance

- **Define Cloud Governance program:** CCoE Launch Team will need to define a review process, committee and framework to define new policies/controls to be established → Utilize [AWS Migration Acceleration Program](#) guidance and checklists
- **Get the AWS Org Model correct:** Consolidate best practices from AWS, partners, industry peers and others to create a comprehensive view and context to assess the appropriate model upfront

Key Gap: Security

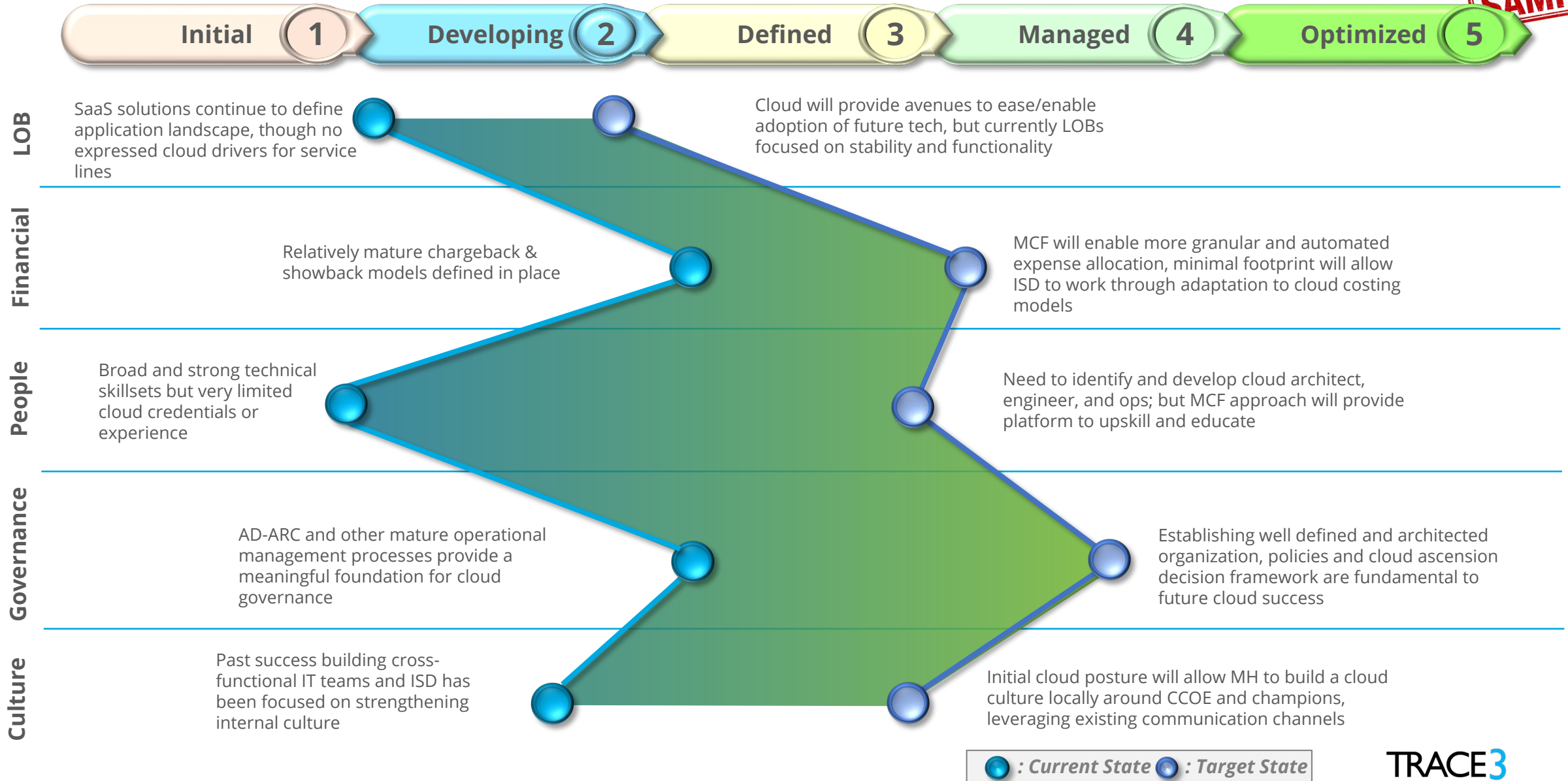
- **Expansive view of cloud security from the start:** Define a comprehensive security program for the cloud assuming a broader future cloud footprint to ensure a successful foundation that mitigates potential vulnerabilities
- **Lean into AWS security services:** Providers native capabilities and frameworks (esp. for HIPPA/HITRUST) are considerable and simplify implementation as well as being cost efficient

Cloud Adoption Framework

Cloud Strategy Methodology and Approach

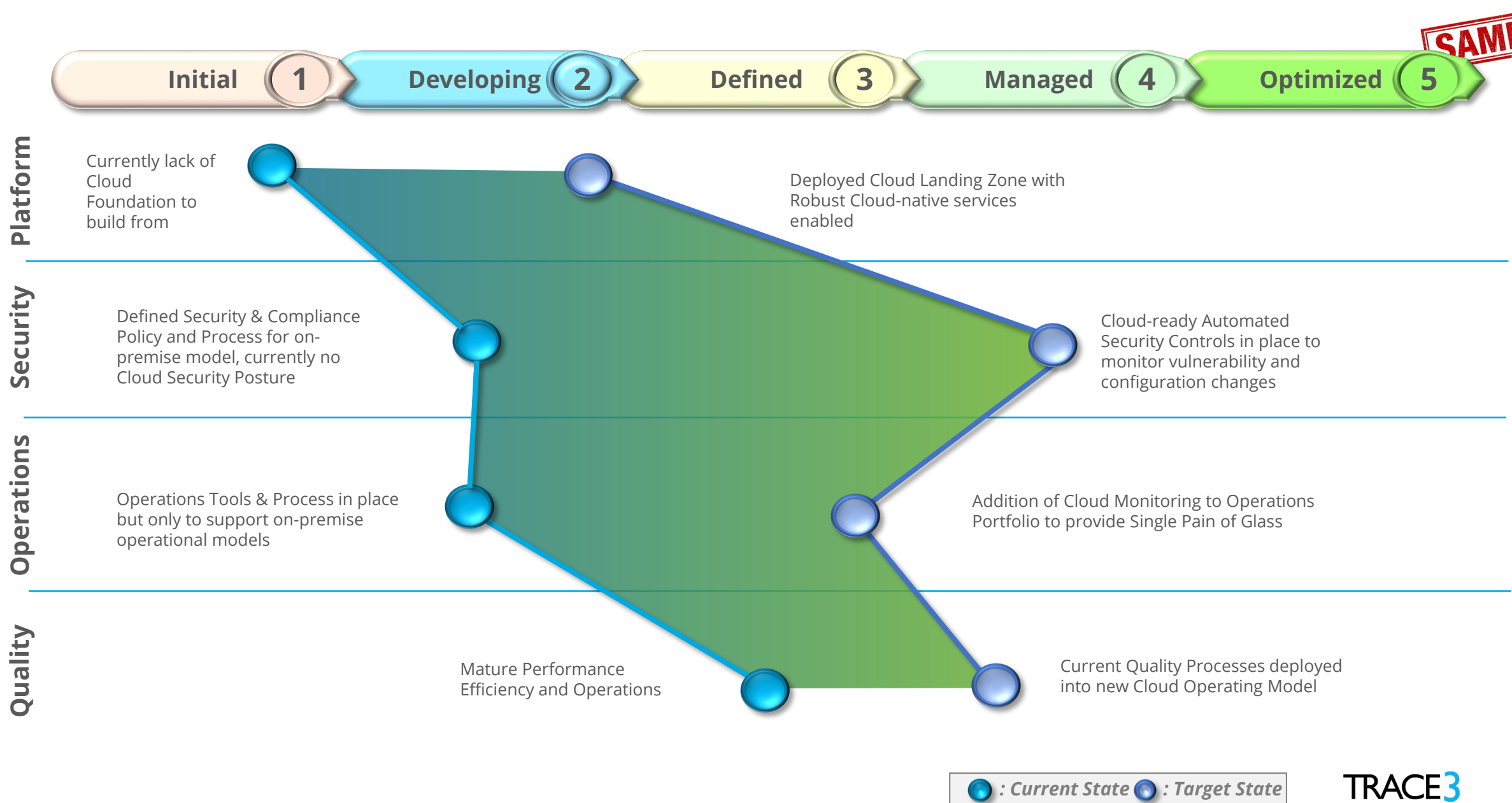
Cloud Organizational Maturity: Current vs. Target (MCF)

SAMPLE



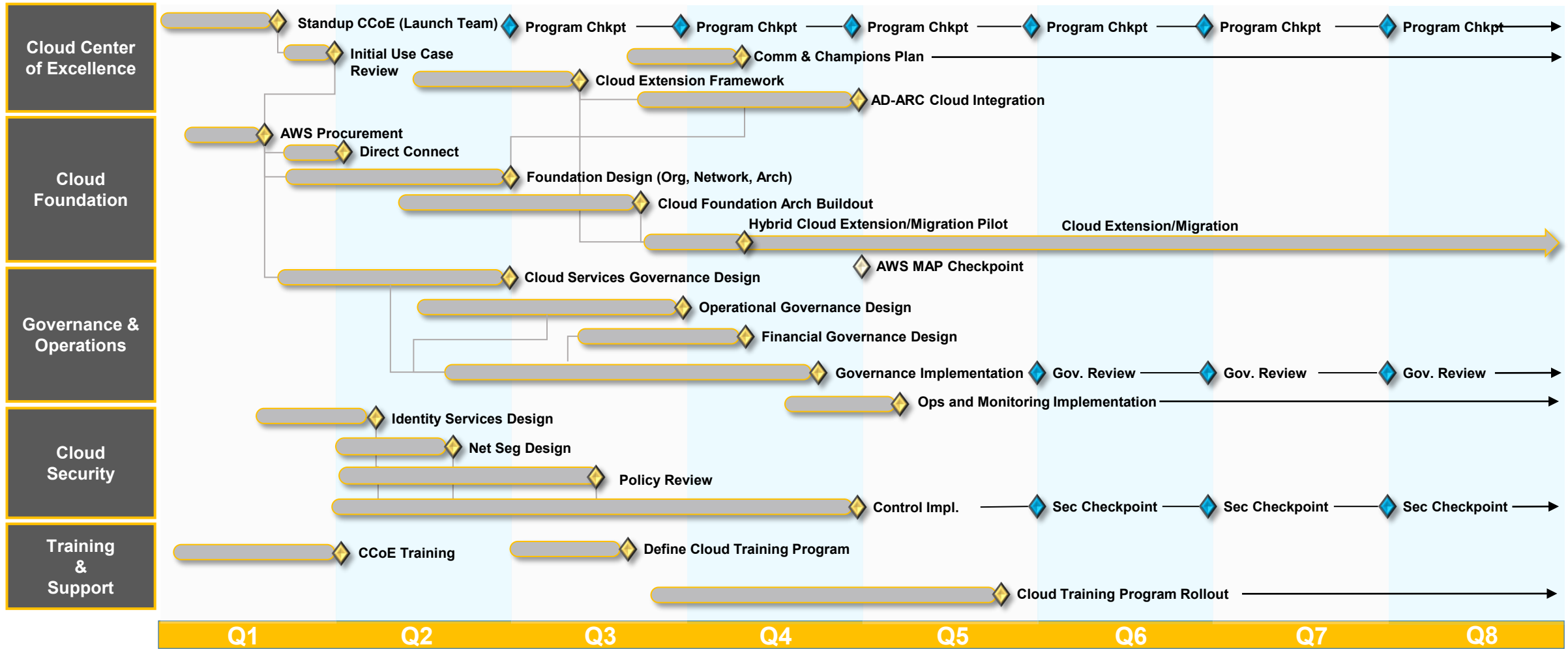
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SAMPLE



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● : Current State ● : Target State



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Trace3 Value: Findings Across the Organization

Pillar	Commentator	Category	Strategic Impact (So what)	Description	Mat. Score
LOB - P1	TBD	[See right]	How does this impact the recommendation/roadmap		1 --- 5
LOB - P1	Anastasia Egorova	Priority	GBI's primary focal points	Ability to consume/intake any type of data and not be restricted by volume and source; Cleanliness of data is ideal	
LOB - P1	Anastasia Egorova	Priority	GBI's cloud drivers	Agility, timeliness, accuracy, data completeness; Agility and ease of access to data are top priorities	
LOB - P1	Anastasia Egorova	Dependency	Potential impact to cloud recommendation timeline	Moving on-prem Data Warehouse to Snowflake by End of Summer 2021	
LOB - P1	Anastasia Egorova	Dependency	Potential impact to cloud recommendation timeline	Migrate MicroStrategy (BI and Analytics platform) to cloud by EOY 2021	
LOB - P1	Anastasia Egorova	Consideration	Focus on data capture and analytical capabilities	Plan and anticipate for new business capabilities and their corresponding data output; For example, retail POS, order management system, international expansion	
LOB - P1	Anastasia Egorova	Dependency	Potential impact to cloud recommendation timeline	Existing legacy transactional systems are transitioning to cloud-based solutions; Keep front of mind the data capture and analytical capabilities	
LOB - P1	Matthew Kennedy	Issue/Risk	Incoming request process can be improved	When business needs something, they find the best current solution, but may not always be the best long-term solution	3.5
LOB - P1	Devon Trueit	Opportunity	Can provide internal advisory for on-prem vs. SaaS	Provide an internal "Venn Diagram" document of Skechers vs. 3rd party vendor (Automate updates, app ownership and support, etc.)	1.5
LOB - P1	Anastasia Egorova	Issue/Risk	Data platform is still being built	Cloud team not ready to handle the massive volume; GBI has additional upstream and downstream considerations	
LOB - P2	Cass Wackerly	Issue/Risk	Hybrid POS integration rollout	Has double duty support for in-store POS system that points to both local servers and other POS that point to cloud-based applications	
LOB - P2	Cass Wackerly	Priority	Vendor dependency on POS system rollout	1) Getting out of the "side-by-side" hybrid POS situation, 2) POS Cloud based solution needs to be fully functional, reliable, and meets all the retail requirements (dependent on vendor)	
LOB - P2	Cass Wackerly	Priority	Desire for automated/streamlined processes	Transitioning end users (retail operations: create promotions, tax rate adjustments, merchandise pricing, etc.) to a self-servicing model	
LOB - P2	Cass Wackerly	Priority	Business value proposition	Better operational and analytical reporting	
LOB - P2	Cass Wackerly	Consideration	Opportunity for heavy cloud adoption	3rd party cloud services management vs. bringing it in-house	
LOB - P2	Cass Wackerly	Dependency	Factor POS Pilot program into the roadmap	Key concern/constraint for POS system rollout plan; Reduce risk by factoring in an initial pilot rollout	
LOB - P2	Antoinette Hunter	Priority	Accounts recognition and reconciliation process is critical	Going live with e-Commerce; From finance perspective, engineering the accounts recognition and reconciliation process is critical	
LOB - P2	Jay Tomkins	Priority	Focus on data consolidation	1) Technology consolidation of data appliances (hosted solutions, Teradata, etc.) to the new data platform, and 2) Start hydrating the data lakes and warehouses (all cloud-based)	
LOB - P2	Jay Tomkins	Constraints	Pipeline initiative limitations	Limited number of resources; project initiatives pipeline limitation	
LOB - P2	David Corbitt	Priority	Enterprise Application objectives	Focused on system level remediation services for integration concerns.	
LOB - P2	Skechers Team	Priority	Common LOB objective	1) Desire for alerting and monitoring system, and 2) robust application integrations	
LOB - P3	Jeff L Jones	Priority	Digital LOB key drivers	Scalability, 2) Agility, and 3) Stability	
LOB - P3	Jeff L Jones	Issue/Risk	Key concerns to address	1) Security breach, 2) Enterprise architecture structure	
LOB - P3	Eric Cheng	Consideration	Key concerns to consider	1) POC expedition, 2) Team resource constraints	
LOB - P3	Devon Trueit	Consideration	Role and responsibility ownership	Eddie Figueroa will be leading the Cloud and DevOps program; Release management is targeted to be owned by IT	
LOB - P3	Jeff L Jones	Note	Current SaaS footprint	Digital Team has been transitioning to a SaaS heavy footprint; Currently, approximately 80-85% SaaS	
LOB - P3	Jeff L Jones	Consideration	Factor in the 2021 International Expansion initiative	All the in-flight digital context to be extended to 19 global regions	
LOB - P3	Jeff L Jones	Dependency	Vendors pipeline and integration considerations	3rd party vendors: 1) Astound, is assisting with the migration on the international front, 2) Pixel is assisting with the migration of the US reference codebase (RefApp) and the CI/CD deployment process	
LOB - P3	Jeff L Jones	Challenge	Will need to manage 20+ regions' code branches	Challenge with managing 20+ territories of code branches justifies the need to bring back ownership of the technology stack	
LOB - P3	Jeff L Jones	Consideration	Factor in pipeline consolidations into the roadmap	3rd party vendors own their own CI/CD pipeline (Bamboo) and using Skecher's repository; Moving forward, will need to consolidate and bring the pipeline in-house to Jenkins	
LOB - P3	Jeff L Jones	Note	Installing a multisite instance	All orders (including international) will be running through Manhattan OMS, therefore installing multisite instance	
LOB - P3	Jeff L Jones	Dependency	Dependent on release management being in place	RefApp internal team needs to be expanded; Team is exploring adding 2 FTE (Scrum Master and Developer) for QA2 environment; Targeting to complete RefApp transition by EOY	
LOB - P3	Jeff L Jones	Note	In-house mobile shopping enablement (SaaS)	Custom E2E codebase to: 1) expedite strategic execution (omnichannel), and 2) leverage innovative technology (AR, fit technology, etc.)	
Financial	Chris Coye	Consideration	IT budget tracking can impact cloud strategy spend	2021 expenses and adoption progress will assist with 2022's strategic direction	
Financial	Chris Coye	Note	Potential IT budgetary implications	2021 is the first year Skechers IT has a formalized budget that is being tracked against	
Financial	Jeff Zabel	Note	Current SaaS footprint	Current SaaS solutions include: O365, HRS system, POS, omnichannel products, etc.	
Financial	Chris Coye	Priority	Team can articulate and socialize internally	Would like to have more details (components, trade-offs, value proposition, etc.) supporting the cloud framework	
Financial	Chris Coye	Priority	Strong cloud foundation is critical	Good foundational framework and launch pad to effectively expand the cloud footprint	
Financial	Chris Coye	Note	Cloud decision makers	1) Chris Coye, 2) Andy Dreyer, 3) Devon Trueit, 4) Jeff Zabel; Andy is the IT budgetary owner	
Financial	Chris Coye	Priority	Key drivers for cloud (not CapEx to OpEx)	1) Simplicity, 2) ability to manage, and 3) ease of application shutdown	
Financial	Chris Coye	Note	Budgeting process still immature	SaaS footprint and AWS data is still being collected and assessed; Fairly immature budgeting process	
Financial	Chris Coye	Note	Potential uptick in spend with virtual desktop provision	Azure current spend <\$50K/yr; Consumption will increase on the virtual desktop front	
Financial	Devon Trueit	Opportunity	Long-Term AWS commitment model opportunity	AWS is currently leveraged via Spot model for the dynamic workloads (data engineering, Databrick processes, etc.)	
Financial	Chris Coye	Challenge	Difficulty with selecting the pricing model	Difficult to go wholesale reserved capacity in advance due to insufficient data points and analytics to support the pricing structure	
People	Devon Trueit	Priority	Additional emphasis to standing up CCoE	CCoE (Cloud Center of Excellence) is an area identified as a necessity to drive the cloud strategic initiative	
People	Devon Trueit	Note	May need to provide detailed CCoE stand up guidance	COE has not been leveraged at Skechers in the past	
People	Jeff Zabel	Issue/Risk	System Engineering IT team has insufficient cloud skills	Current Cloud Team assessment: early in the people maturity evolution cycle	

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Trace3 Value: Broad Stakeholder & Leadership Access

LOB	Financial	People	Governance	Platform	Security	Operations	Quality
– Mike Romero	– Mike Romero	– Amanda Hammel	– Mike Romero	– Amanda Hammel	– Mike Romero	– Mike Romero	– Mike Romero
– Michael Little	– Amanda Hammel	– Mike Romero	– Harlan Lane	– Mike Romero	– Amanda Hammel	– Mike Clark	– Brandon Hall
– Todd Hill	– Tiffany Mikolajewski	– Brandon Hall	– Brandon Hall	– Mike Clark	– Stephanie Angelle	– Paul Brown	– Harlan Lane
– Brandon Hall	– Melissa Moran	– Amy Hwang	– Amanda Hammel	– Ty Hall	– Brandon Hall	– Ty Hall	– Zachary Phillippe
– Harlan Lane	– Brenda Allen	– Phebie Taylor	– Mike Clark	– Harlan Lane	– Clint Elston	– Johnny Fontenot	– Shinika Elder
– Gina Tripp	– Aparna Desai	– Sarah Hayzlett	– Randy Yates	– Clint Elston	– Ty Hall	– Brandon Hall	– Michael Little
– Michael Bryan	– Karla Glessman	– Randy Yates	– Michael Little	– Michael Little	– Harlan Lane	– Harlan Lane	– Roopa Rameneni
– Ini Thomas	– Brandon hall	– Harlan Lane	– Michael Comfort	– Alexander Ludwinek	– Michael Little	– Michael Little	– Brian Granier
– Umair Siddiqui	– Stephanie Hanberry	– Ann Miller	– Todd Hill	– Zachary Phillippe	– Alexander Ludwinek	– Alexander Ludwinek	– Michael Little
– Dr Okafor	– Michael Little	Culture	– Alexander Ludwinek	– Jeremy Sspell	– Zachary Phillippe	– Zachary Phillippe	– Zach Phillippe
– Mike Clark	– Harlan Lane		– Zachary Phillippe	– Randy Yates	– Jeremy Spell	– Jeremy Spell	– Ty Hall
– Randy Yates	– Randy Yates		– Clint Elston		– Todd Hill		– Michael Comfort
			– Mike Romero		– Randy Yates		– Montoya Hudson
			– Michael Bryan				– Thomas Kuklenski
			– Brandon Hall				
			– Amy Hwang				
			– Randy Yates				
			– Michael Comfort				
			– Mike Clark				







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Cloud Adoption Framework

Cloud Strategy Methodology and Approach

While partnering with external entities can be essential to your cloud adoption, not all partners are created equal. Too often sales groups will steer your organization toward their own native solution rather than weighing all the benefits the market has to offer.

-  Why Cloud
-  What is CAF
-  Who is Trace3
-  **Why Trace3 and CAF**
-  How We Can Help
-  Where to Start?



Alignment: Facilitate conversations between key stakeholders of your organization (Business, Technical and Operational)

Exploration: Gather, assess, and analyze across nine (9) pillars of cloud ascension

Definition: Synthesize your goals, technology, and organizational maturity into an actionable strategic roadmap, informed through gap analysis for each pillar

Momentum: Collaborative process to articulate a clear vision and an approved roadmap to achieve success

Unburdened by the self-interest of cloud providers and possessing an unrivaled level of agnostic cloud expertise, Trace3 is free to identify the best adoption strategy for your enterprise context after fully understanding your business objectives, culture, and technology philosophy through conversation, discussion, and Q&A between Trace3 SMEs and key organization stakeholders.

Trace3 CAF Methodology



Why Cloud



What is CAF



Who is Trace3



Why Trace3 and CAF



How We Can Help



Where to Start?

Discovery

Set of workshops to jointly align vision and outcomes, preparedness to address common obstacles, and proactively avoid pitfalls found during the stages of cloud adoption.

- Strategic Context
- Financial Framework
- Nine Pillars of Cloud Ascension
- Technology Baseline
- Capability Assessment

Strategy & Design

Synthesis and refinement of gathered information, target design, and execution considerations into a coherent technical and operational cloud vision.

- Gap Analysis
- High-Level Architecture
- Design Reviews
- Cloud Operating Model
- Ascension Approach

Roadmap

Iterative development, sequencing and review to define an actionable roadmap to presents a clear path forward.

- Prioritization/Milestones
- Program Delivery Model
- Dependencies
- Resourcing
- Financial Elements
- Timeline Projections

Examples of Client Success

Delivered CAFs / Strategy

MEMORIAL
HERMANN

Renown
HEALTH

MAXIMUS

 **MERCK**

 **MATTEL**

In Progress CAFs

 **scan**
HEALTH PLAN

SKECHERS

 **ConcertoHealth**

Pursuing CAFs

TCW

ORLANDO
HEALTH

 **Sony**
Interactive
Entertainment



Why Cloud



What is CAF



Who is Trace3



Why Trace3 and CAF



How We Can Help



Where to Start?



Why Cloud



What is CAF



Who is Trace3



Why Trace3 and CAF



How We Can Help



Where to Start?

CAF Value Statement

Once implemented, your Trace3-guided cloud strategy will optimize your organization and infrastructure through an elastic IT resource model for future application scalability, cost efficiency realization, increased agility, and long-term endurance.

CAF Pre-sales & Delivery Resources

Cloud BU & Management Consulting Key Contacts:
Chris Nicholas, Mark Arranz, John Wellen (Cloud BU)
Alex Bianchi, Adam Engelman (Management Consulting BU)

CAF Opportunity Qualification

1. Engage in-region Cloud Solutions Architect, intro T3 capabilities
2. Provide Client context, history with T3, stakeholder relationship
3. Net new strategy, or refine existing strategy?
4. Competition details, expected timeline, desired outcomes known?
5. Engage Cloud BU & MC BU key contacts

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Practice Areas



Advanced Consulting Partner



Why Cloud



What is CAF



Who is Trace3



Why Trace3 and CAF

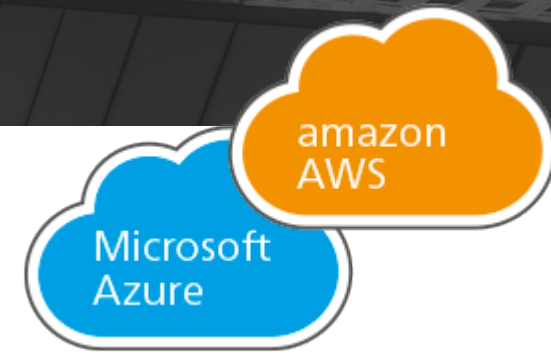


How We Can Help

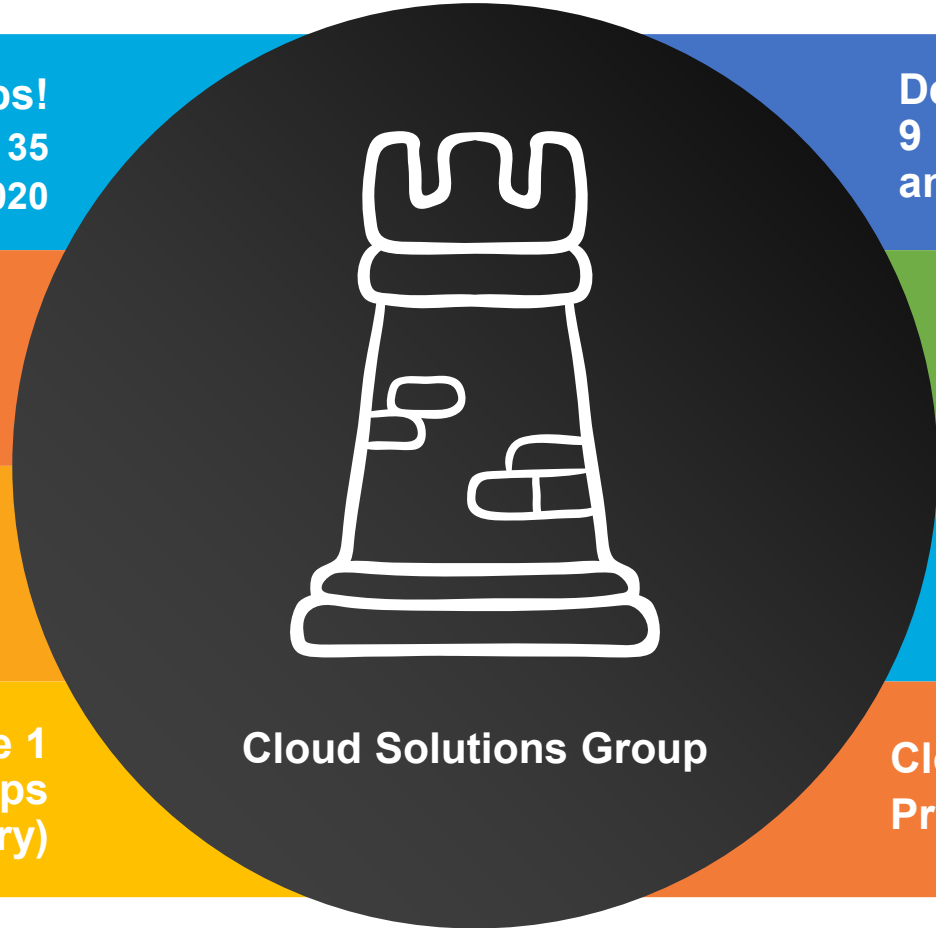


Where to Start?





Starting Conversations...



Let's talk about Apps!
T3 CSG architected 35 Enterprise Apps in 2020

Define Cloud Strategy – 9 Pillars, Best of Azure and AWS CAFs (C-Suite) NEW

Build Foundation, IaC, Repeatable Environments (Landing Zones)

Flexible, Agile Sprint-Based Engagement Model, Weekly DVS

Align to Security Frameworks, Regulatory, Incident Response, M365

Well Architected Framework Assessments, Cloud Cost Management

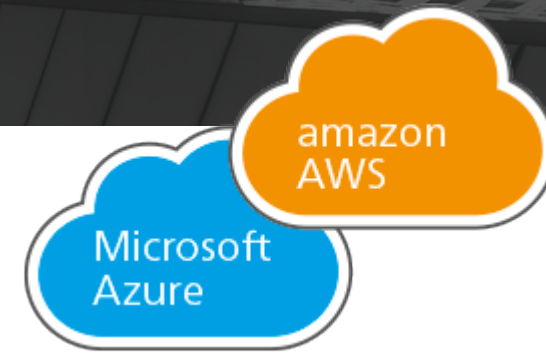
Programs to Migrate 1 (Model) or Many Apps (Migration Factory)

Cloud Hiring / Staffing Program

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Core Solutions Designed Across Cloud Maturity



CLOUD ADOPTION FRAMEWORK

develop strategic enterprise vision for cloud adoption across 9 pillars

CLOUD ASSESSMENT

assess existing environments against the Well Architected Framework, or as another variant, produce a cost management recommendations report

CLOUD APP MIGRATION

model application, migration planning, app migration factory, application rationalization

CLOUD ACCELERATION SERVICES

agile delivery, weekly DVS, flexible retainer model across multiple objectives

CLOUD FOUNDATION

design the foundation, develop reference architecture, build repeatable landing zones

CLOUD SECURITY ENABLEMENT

compliance alignment, extend GRC, incident response, M365 / EMS security program

CLOUD APP MODERNIZATION

refactor, re-platform, CI/CD builds & best practices, code review, code rewrite

ARCHITECT-AS-A-SERVICE

cloud hiring program, scale out model, staff augmentation



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BU - Sales Support

NATIONAL & REGIONAL FEDERATION

National

 Chris Nicholas Azure	 Steve Allen Azure	 Darren Patterson* AWS	 John Wellen* AWS
 Jon Schaumloeffel* Azure	 Mark Arranz* Azure, DevOps	 Joe Langley AWS	 4 roles - Strategy Azure, AWS, DevOps

- Federating CSAs within regions solves for:
- Maintained client intimacy
 - Support for larger ascension programs
 - Product & software follow through









Shalene Careau
CSG Partner
Manager



Gina Ramirez
CSG Hiring
Manager

Regional

 Joe Titra East Majors	 James Chandler Team SAT	 Robert Lockheed MSR
 TBD Southwest	 TBD OTOV	 TBD Additional Regions

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BU - Services Delivery

Principal Cloud Architect



Paul Scuba
• San Diego

Principal Cloud Architect



Chris Calzaretta
• Denver

Principal Cloud Solutions Architect



John Wellen
• Orange County

Senior Cloud Architect



Cang Dao
• Orange County

Senior Cloud Architect



Roger Uhde
• Denver

Prin Cloud Solutions Arch



Jon Schaumloeffel
• Orange County

Senior Cloud Architect



Erich Borchert
• Denver

Senior Cloud Architect



Chris Gordon
• Michigan

Cloud Architect



Joe OBrien
• San Diego

Senior Cloud Engineer



Chi Leung
• San Diego

Senior Cloud Engineer



Farjad Habib
• Orange County

Senior Cloud Solutions Architect



Mark Arranz
• Orange County

Growth plan for 11+ Architects, Engineering, 7 immediate roles

Bootstrapping GCP pre and post roles

On-boarded new partners Effectual for AWS, Insentra for Azure

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FEATURED RELATIONSHIPS

CLUMIO

ternary

turbot

RapidAPI

CloudBees

CHEF

ermetic

CloudChomp

GitLab

ClusterControl
severalnines

OPENSIFT

yotascale™

HashiCorp Terraform

HashiCorp Vault

harness

Azure

aws

CloudHealth
by vmware®

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2021 INITIATIVES – TOP THREE

Microsoft Azure



01. Maintain 6x GOLD Partner

02. 10 Marketplace Offerings

03. DPOR → CPOR, PAL, CSP

Amazon Web Services



01. Achieve Premier Partner

02. Well Architected Review

03. AWS Migration Competency

We will help our clients build their cloud future-state

2021
CLOUD SOLUTIONS GROUP
Our Promise to You



Relationship Focused

we will honor, respect and uphold our joined client / enterprise relationships

Accountability Partners

we will keep promises, take ownership of engagements and will stand up to be counted on

Investing Together







we understand the long game and we will make investments to pursue strategic relationships and programs with you

Value Driven

we will be relentless in our pursuit of identifying, delivering and memorializing value

Excellence

we hold ourselves to incredibly high standards and make a habit of going the extra mile

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Q&A