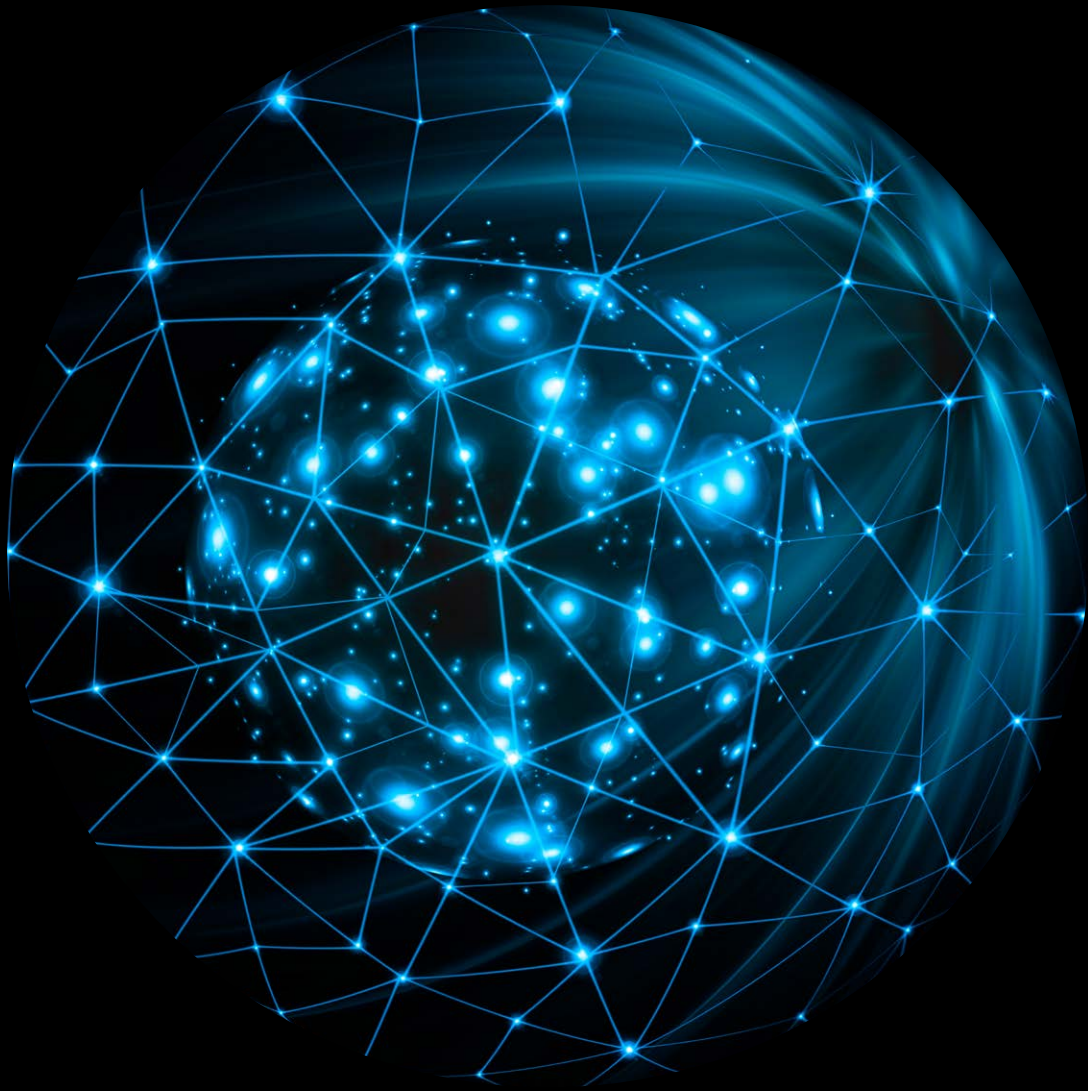


**Deloitte.**



Cloud 3.0

Why CEOs must  
take the lead



MAKING AN  
IMPACT THAT  
MATTERS  
*since 1845*

# Contents

Introduction	03
I. From a technological to a business-led discussion	04
II. CEOs must take the lead	13
III. It is a journey	16

# Introduction

Cloud adoption has grown steadily for the past 10 years. However, it is only recently that the conjunction of **technological evolutions** (e.g., ubiquitous digital, data cloudification, artificial intelligence (AI), etc.) and **business evolutions** (e.g., corporate agility, ecosystems, workforce digital skills, higher speed for innovation, etc.) are creating a paradigm shift, whereby the impact of the cloud is moving from **technology transformation to business transformation**.

Illustrating the disruptive nature of this transformation, AI guru Kai-Fu Lee posits that **40% of all jobs will be automated** through AI within the next 15 years. Similarly, Microsoft CEO Satya Nadella predicts that by 2030 **technology spend will double to reach 10% of GDP** worldwide, thereby further digitising the remaining 90% of GDP.

This paper will share our view of the cloud journey and **why CEOs must take the lead** going forward.

# I. From a technological to a business-led discussion

Technology, and cloud more specifically, is becoming ubiquitous and is increasingly becoming an essential lever for how any organisation operates as it offloads commodity capabilities to cloud providers (e.g., instantaneous worldwide computing power, security, reusable mini-applications, etc.). Thanks to cloud, companies can turn their focus to their core business and key competitive differentiators. Even more, they can now learn how to mobilise new cloud capabilities in a way that empowers management to make fundamentally better business decisions, and how to accelerate their transformation or increase their ability to innovate.

Cloud is not merely a binary technological modus operandi. Rather, it has evolved significantly over the years from **Cloud 1.0**, to the emergence of **Cloud 3.0** today which provides multi-faceted benefits. While cloud allows for externally-facing competitive advantages, it also helps strengthen the organisation internally, making it more resilient, more agile and easier to transform.

As such, cloud is both a revenue- and a cost lever. It generates new revenues from innovative offerings enabling 'as-a-service' business models, while saving costs by transforming internal operations using cloud platforms as an operational expenditure.



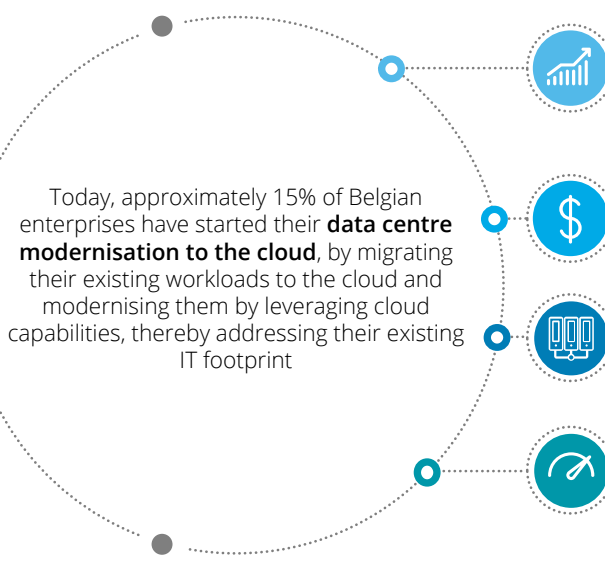
The Cloud conversation is shifting towards the C-suite and boardrooms as it becomes both an internal and external lever in the organisation.



### The evolution from Cloud 1.0 to Cloud 3.0

Like one would move from a house to an apartment building in order to share common facilities (heating, electricity, concierge, etc.), Cloud 1.0 provides flexibility at an infrastructure level by running existing applications in the cloud. While its benefits are both with the IT organisation (infrastructure TCO savings, IT capabilities, etc.) and the business (agility, scalability, etc.), it is typically a CIO-led initiative as its execution is driven by the IT organisation, requiring IT operating model changes.

## Cloud 1.0 Example: Datacenter Modernization to the Cloud



#### Cloud migration market acceleration

Modernizing to the Cloud is moving from **early adopters to early majority** as the cloud migration services market reached \$119bn in 2019 and **will grow 29% per year** between 2020 and 2025\*



#### 25-30% cost savings

While data center modernization to the cloud potential savings vary a lot, the average is **25-30Y infrastructure TCO reduction**.



#### IT capabilities

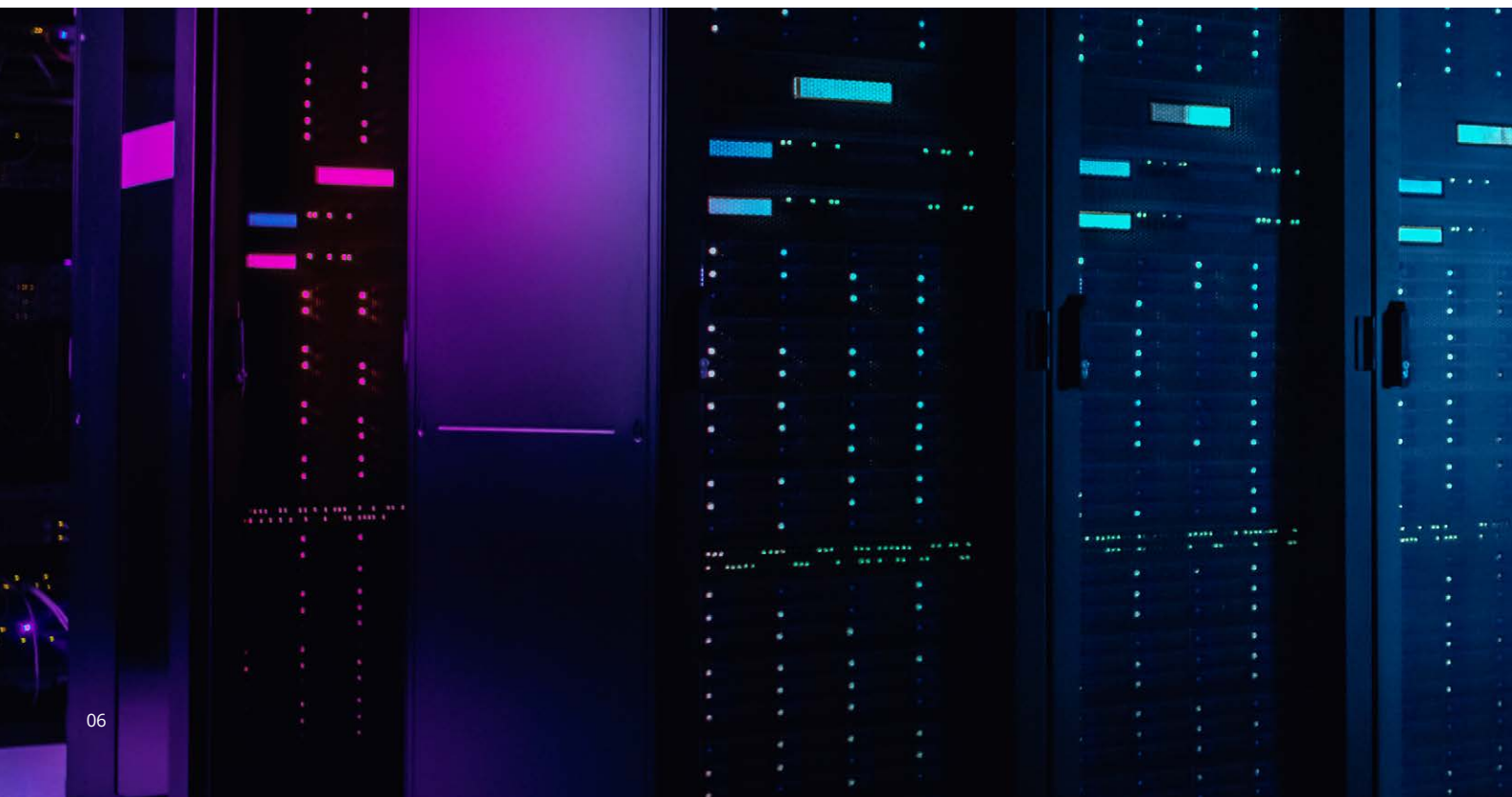
Instantaneous and virtually infinite IT infrastructure capacity in the cloud with a **99.95% SLA** and on average, a **30% reduction in security incidents**



#### Business transformation enablement

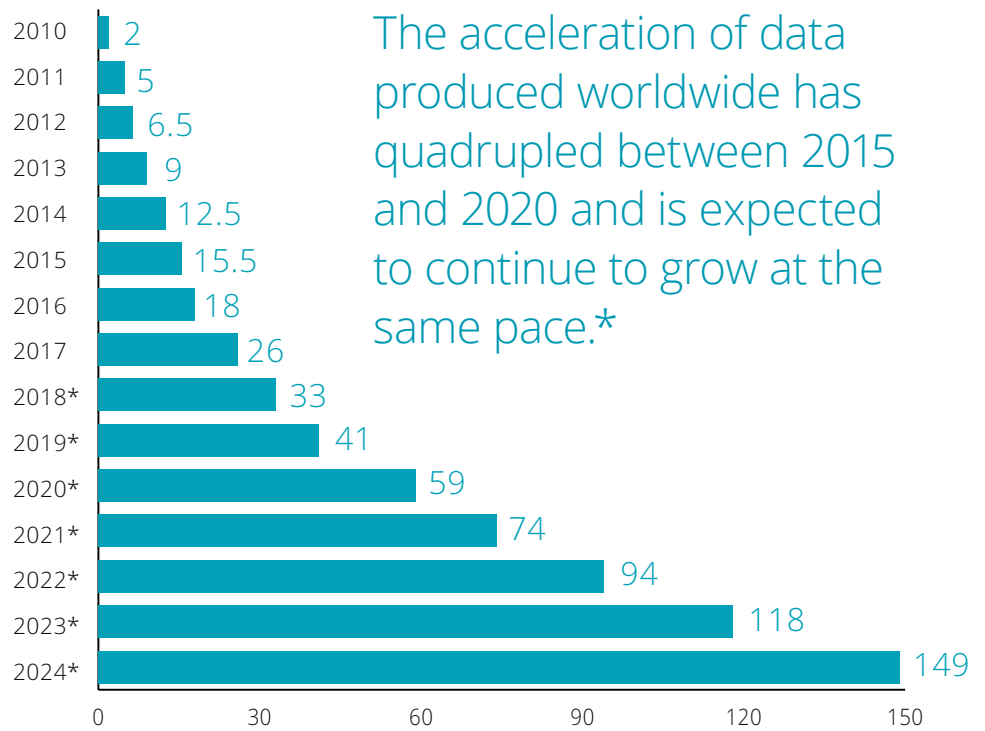
Once applications and data are hosted in the cloud (Cloud 1.0), it enables the journey towards Cloud 3.0 as they can now leverage **600+ reusable platform services**.

\* Source: Mordor Intelligence (Cloud Migration Market - Growth, Trends, Forecasts 2020 - 2025)



Over time, companies became more interested in data, leveraging external data, transforming data into information, getting more information about operations thanks to IoT, etc. In parallel, the increased formalisation of business processes in different functional domains accelerated the amount of data produced.

When combined with the evolution of cloud-based artificial intelligence capabilities and the success of SaaS providers (Salesforce for CRM, Workday for HR etc.), it creates Cloud 2.0 that is designed to provide more flexibility at a data level, but also to extract more intelligence from data. As a result, many organisations establish a Chief Digital Officer position to lead this initiative, thereby breaking function-based data silos and enabling management across the firm to take better business decisions.



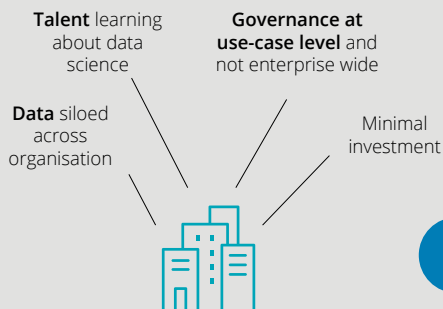
The acceleration of data produced worldwide has quadrupled between 2015 and 2020 and is expected to continue to grow at the same pace.\*

\* Source: Statista, Volume of data/information created worldwide from 2010 to 2024



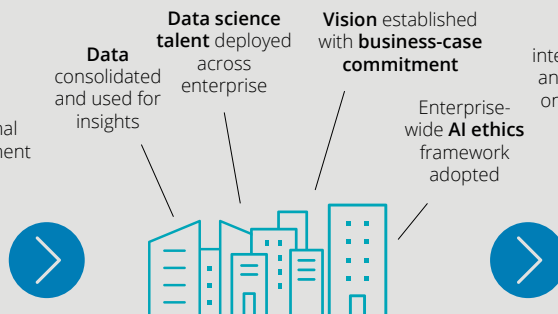
## Cloud 2.0: An increasing number of companies are moving from experimentation to AI at scale, increasing the lead versus late adopters

### AI EXPERIMENTATION



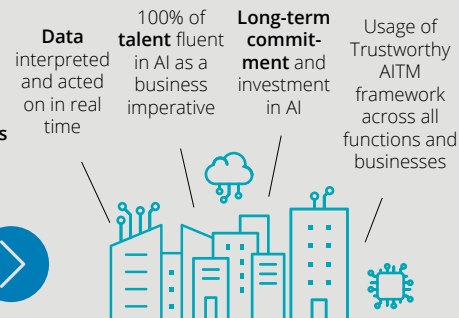
Siloed application of AI capabilities, building expertise and executing data modernisation initiatives

### AI AT SCALE



Implementing high impact "AI at scale" use cases, defining ROI clarity and establishing governance for large-scale AI deployment

### AI-FUELED ORGANISATION



Enterprise adoption of AI which can lead to insight-driven decision making and autonomous intelligence derived from machines, bots, and systems

## Cloud 2.0: An AI-fueled organisation employs data as an asset to deploy AI across the enterprise in a human-centered and ethical way

Utilises **data as an asset** for **autonomous decision making** through real-time processing, learning and acting

Employs a **diverse talent ecosystem** enabled by a **culture of innovation** that rewards ingenuity and risk-taking to leverage future of work insights and **reimagine work**

Utilises a **holistic ethical AI framework** to **generate trust** across stakeholders



Creates **human-centered** digital experiences, enabling **seamless human with machine interactions**

Utilises **partnerships and ecosystems** to drive **innovation and growth**

Deploys **AI across every core business process** with a **reimagined operating model** to fully capture the potential of AI

### Potential outcomes



Rapid decision making



Rapid, productive and fulfilled workforce



Supercharged performance



Enhanced customer experience



Faster innovation



While Internet of Things (IoT) enables major business transformations across industries, it is key to adopt a human-centric design approach



**Human-centric design**

Responsible and human-centric design will become a key differentiator. Finding the right balance between what information should be available to whom, when and how it should be delivered will be key for the success of IoT solutions in every industry business or other environment. Yet ignoring the end user's well-being means these products have become devoid of features to help mitigate the negative outcomes of technology.

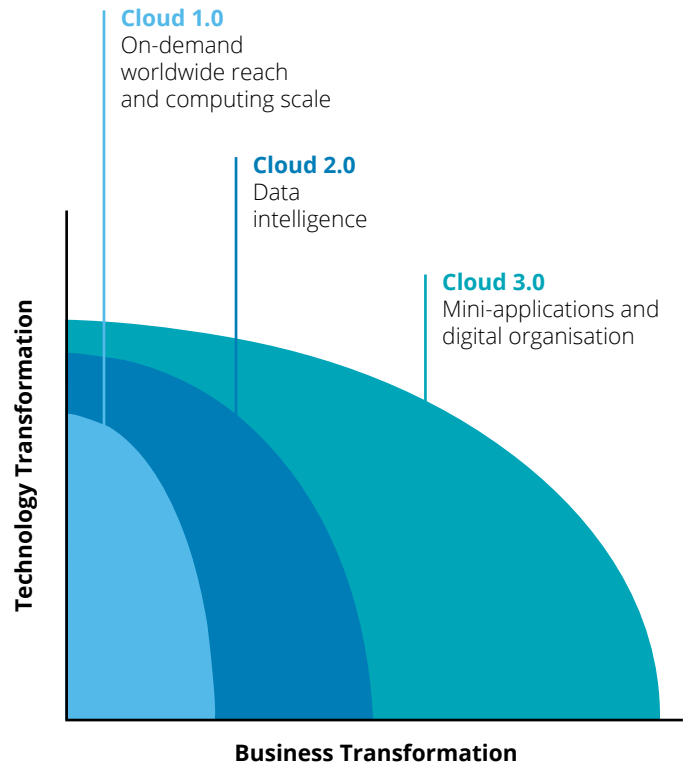
	 <b>Manufacturing</b>	 <b>Healthcare</b>	 <b>Finance/insurance</b>	 <b>Workplace</b>
<b>Opportunities</b>	 <ul style="list-style-type: none"> <li>Calculate optimal process parameters and setpoints based on sensor data and targets</li> <li>Predict or auto-detect quality issues</li> <li>Trigger actions for operators in case of deviations or detected quality issues</li> </ul>	 <ul style="list-style-type: none"> <li>Capturing real-world evidence to allow for early symptom insights and disease recognition</li> <li>Remote &amp; tailored care</li> <li>Encourage behaviour changes during recovery or treatment</li> </ul>	 <ul style="list-style-type: none"> <li>Automatic e-wallet payments</li> <li>Propose situational-aware deals</li> <li>Insurance plans based on installed home sensors &amp; driver behaviour</li> </ul>	 <ul style="list-style-type: none"> <li>Cultivation of healthy habits (technology use, exercise, stress management)</li> <li>Smart management of conference rooms, hot-desks, and parking spots through real-time information about occupancy</li> </ul>
<b>Risks</b>	 <ul style="list-style-type: none"> <li>Overload of information generated by different solutions creating overall aversion</li> <li>Inability to distinguish important from non-important information</li> </ul>	 <ul style="list-style-type: none"> <li>Neglecting emotional requirements of patient during treatment</li> <li>New insights can create anxiety amongst patients</li> <li>Non-human approach can discourage patients in recovery</li> </ul>	 <ul style="list-style-type: none"> <li>Losing control of own financials</li> <li>Overwhelmed with information &amp; advice</li> <li>Aversion because of privacy concerns</li> </ul>	 <ul style="list-style-type: none"> <li>Overload of information, alerts &amp; notifications hijacks attention, negatively affects productivity and wellbeing (the overwhelmed employee)</li> <li>Aversion because of privacy concerns</li> </ul>
	 <b>Human-centric design</b>	 <b>Human-centric design</b>	 <b>Human-centric design</b>	 <b>Human-centric design</b>

As Cloud providers start offering cloud mini-applications and are continuously growing their capabilities (e.g. from hand-written text recognition, to natural language understanding, to off-the-shelf chatbots), the role of Cloud providers is increasingly extending towards automated IT services for business applications.

Simultaneously, the increasing maturity of these thousands of mini-applications and reusable components developed by Cloud providers enable enterprises to focus on business differentiators instead of building IT commodities.

Together with the emergence of digitally-skilled and agile organisations, this evolution results in a **Cloud 3.0** paradigm shift whereby cloud is becoming foremost a business-led discussion.

While both **Cloud 1.0** and **2.0** have a significant impact on an organisation's technological capabilities, Cloud 3.0 shifts the focus towards overall business transformation across the entire organisation.



## SAP transformations are benefitting from the Cloud 3.0

Businesses that leverage SAP platform capabilities are inherently in a hybrid cloud model: to maximise the value from SAP, CXOs need to **define a cloud strategy** and **mobilise on an execution roadmap** to accelerate business impacts across organisations.

### Growth

Aging core platforms are a hindrance to growth and innovation; modernising the core is a must

### Flexibility

On-premises applications, architecture and staff entail long-term commitments that handicap the ability to evolve and adapt

### Architecture

Capabilities for process, information and insights are hard-bound by architecture investments that are not infinitely scalable

### Cost

On-premise legacy technology is increasingly expensive to maintain and operate

### People

Lack of front-end user enablement resulting in lack of innovative time spend

### Security

Managing own patching, controls; updates are cumbersome and expensive

### Key Benefits of Cloud-enabled SAP Transformation

Leverage SAP and cloud platforms to develop **Microservice-based cloud-native applications**

**Quickly set up SAP environment** on cloud using automation templates

Leverage pre-built APIs to **reduce integration effort by up to 40%**

Enable **advanced cloud threat detection** security services and fulfil ever-increasing cybersecurity challenges

Leverage **high-volume system monitoring**, and analytics using AI/ML/LoT










## II. CEOs must take the lead

While the Cloud journey was primarily the purview of CIOs and CDOs, the emergence of **Cloud 3.0** creates a paradigm shift as it is not only an enabler for innovation, it is a disruption creating a level playing field for new entrants dramatically lowering the entry cost for innovation. In addition, it is blurring industries' borders as we see unprecedented cross-industry collaboration and competition.

### Key business transformation use cases per industry

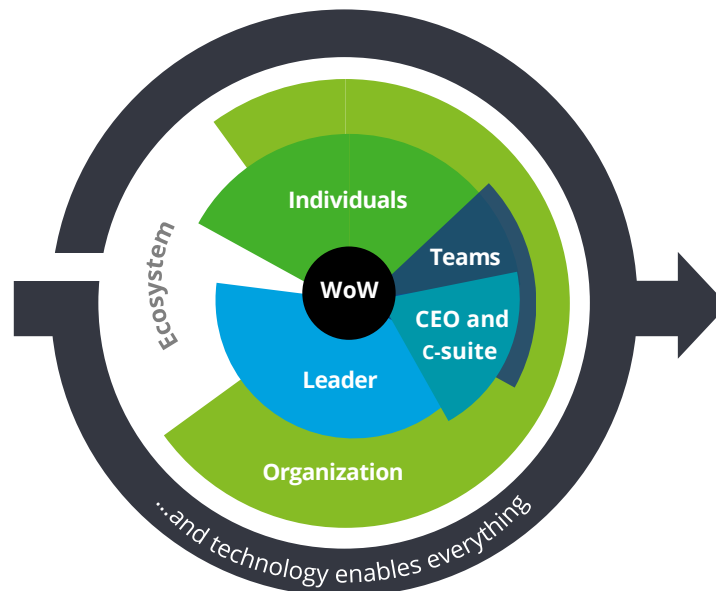
Cloud use cases by industry	REVENUE LEVERS	STRATEGIC ENABLERS	COST LEVERS
<b>Non-exhaustive</b>  Financial Services	<b>Alternative risk modelling</b> Leveraging public and private cloud information in combination with machine learning algorithms to perform better credit risk modelling	<b>Digital banking assistant</b> Digital assistants use advanced artificial intelligence (AI), natural language processing and machine learning to provide a personalised, conversational experience	<b>Digital channels</b> Migrate digital banking or insurance channels to cloud providers, giving banks and insurers access to scalable and pay-per-use solutions
 Consumer	<b>Smart products</b> Connected client-facing products to improve multi-channel customer experience from manufacturing to sales and service	<b>Store performance</b> Real-time, in-store insight on inventory, promotional compliance and overall performance for field sales rep visit planning	<b>Factory of the future</b> Data generated by connected equipment for advanced analytics that enable higher quality and productivity (e.g. predictive maintenance)
 Life sciences	<b>Patient engagement</b> Patient engagement platform to enhance compliance, adherence, and patient-outcome monitoring	<b>Real-world evidence</b> Platform to capture patient data, clinical trial evidence and develop AI-enabled prediction models for disease states	<b>Telemedicine</b> Remote, real-time consultation with a physician, independent of the patient's location
 Telecom	<b>Edge computing</b> Offer personalised content anywhere/anytime/anydevice to customers without the need for a set up box	<b>Network functions virtualisation</b> Network architecture concept that virtualises entire classes of network node functions into building blocks that may connect or chain together to create communication services	<b>Call centre of the future</b> AI-driven, customisable solution that offers self-service and advanced analytics for superior customer satisfaction/experience
 Manufacturing	<b>Added value services</b> Providing added value services using data from connected devices towards asset managers (e.g., fleet manager) and/or improve end-user experience (e.g., driver coaching)	<b>Digital twin</b> Virtual representation of a real-world product or asset to improve performance, effectiveness and quality of manufacturing machines, lines and plants	<b>Manufacturing control centre</b> Applying business intelligence to manufacturing data from a wide range of technologies to get a holistic view of all factory operations

To capture Cloud 3.0's full potential, and mitigate the new competition risks, companies need to forcefully adopt a Cloud strategy that has to be led by CEOs and cannot be delegated:

- Revisiting the company's vision and purpose, taking into account the Cloud 3.0 paradigm shift, and creating the organization's buy-in and awareness on the "Cloud possible"
- Breaking silos as the most impactful innovations intersect across all C-suite functions (ranging from customers to products to operations)
- Creating a culture where teams feel empowered to challenge the "business as usual", leveraging the bottom-up capabilities that Cloud 3.0 offers

To achieve this, it is key that CEOs create a symphonic C-suite, that will resonate throughout the organization:

**Mapping out how to capture the benefits of cloud across the enterprise (CEO and symphonic C-suite level)**



**Cloud Strategy and how it directs your culture and strategy**

The enterprise purpose, cloud strategy and culture must capture together the value of cloud through an integrated transformation approach

**Ways of working (WoW) And how it ties everything together**

Ways of working are continuously optimised and synchronised across all levers and technologies available. Use momentum to make work better for humans and humans better @ work, maximise peoples' enduring human capabilities and augment outcomes

**Ecosystem and how it connects**

- A purpose-driven ecosystem that delivers work through partnerships/alliances, integrating customers and augmenting talent where necessary toward high scalability and performance

**Organisation and how it governs**

- An enterprise that organises, governs and operates cross-functional teams focused on customer missions, working collaboratively on and offline with shared knowledge and data for a more fluid orchestration of all teams

**Leaders and how they empower**

- CEO and C-suite must enable a cultural innovation where adaptable and scalable business models can thrive.
- Leaders are empathetic role models who are held accountable to empower and enable high-performing teams, both in-person or virtually

**Teams and how they work**

- Inclusive teams starting with C-suite that show up with pride and purpose and are empowered to build capabilities and work with agility to meet collective objectives/OKRs.
- Embedding AI to support superteams to enhance value and performance while enabling purpose












**Individuals and how they are enabled**

- Engaged individuals are enabled by talent management and learning, including performance management and compensation practices that incentivise behaviours toward embracing the organisational culture of cloud

Next to these premises that have to be driven by CEOs, each board member should be empowered to start adopting a Cloud Strategy and address some of their existing challenges such as:

- **Chief Marketing Officer:** experiment with products for a greater number of segments with accelerated time-to-market
- **Chief Operating Officer:** reduce downtime and automate processes, driving higher levels of efficiency
- **Chief Financial Officer:** going asset-light and free capital locked in IT
- **Chief Talent Officer:** increasingly agile organizations and remote-working culture
- **Chief Risk Officer:** manage cloud security rather than consider it a new risk

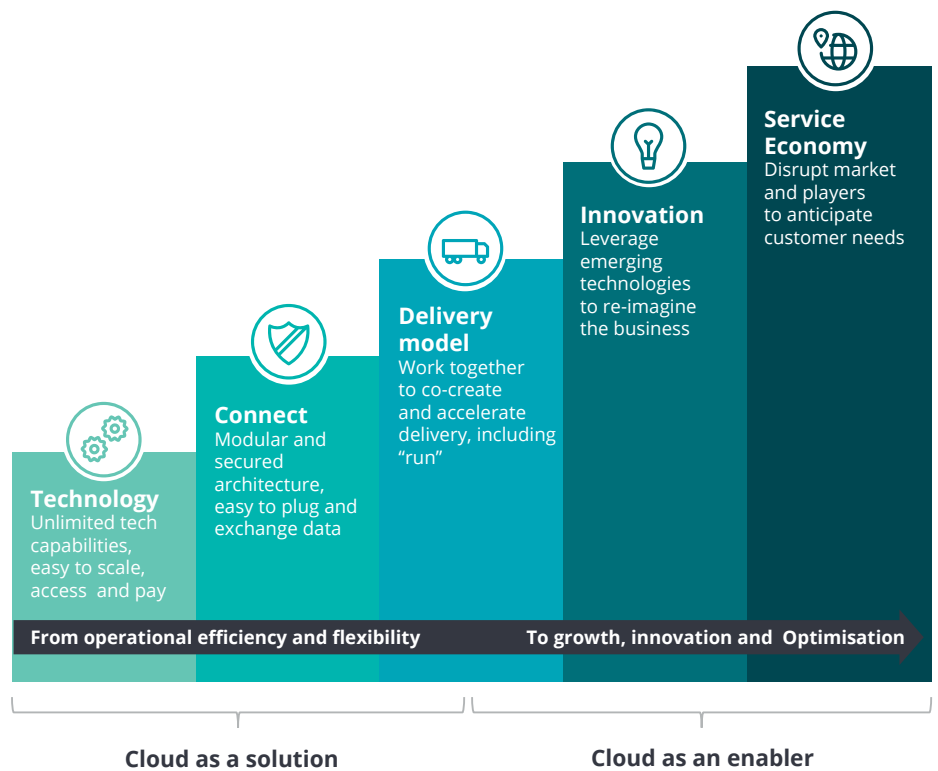
Examples of cloud-enabled innovations per function

Product	Operations	
 <p><b>Accelerated Speed to Market</b> e.g. Salesforce partnered with AWS to expand internationally without building its own data centres and while complying with local data laws</p>	 <p><b>Reduced downtime and fewer accidents</b> e.g. An oil company empowered frontline workers to complete highly-complex repairs on oil rigs through AR glasses, making repairs faster than if a technical engineer had to travel to the site</p>	
 <p><b>Enhanced product testing and development</b> e.g. Researchers developed a way to test new drug compounds digitally before testing them physically</p>	 <p><b>Lower time and process costs</b> e.g. An insurance company used computer vision and text analysis to process routine claims automatically by algorithmically analysing customer-submitted photos and descriptions of the claim</p>	
	 <p><b>Higher return on assets</b> e.g. A wind turbines manufacturing company used IoT, cloud, and real-time analytics to tune their wind turbines to the environment in real-time, leading to a double-digit increase in energy output</p>	
Finance	Marketing	Talent
 <p><b>Dynamic pricing</b> e.g. A construction machinery manufacturing company implemented cloud-based dynamic pricing tools to improve dealer relationships, profits and sales volume</p>	 <p><b>Better customer segmentation</b> e.g. A healthcare company offered hyper-personalised healthcare by connecting databases and IoT devices in the cloud and looking for trends in that data, including data from FitBits, meal delivery services, genetics testing and traditional medical records</p>	 <p><b>Improved employee performance</b> e.g. A US bank used AI algorithms to advise their sales team members in real time of the sequencing of product offers to increase the likelihood of closing a deal</p>
 <p><b>Focused allocation of financial and human capital</b> e.g. An agricultural machinery manufacturing allowed farmers to only apply herbicide to weeds rather than applying it to an entire field, reducing the capital required for herbicide applications by up to 85%</p>	 <p><b>Extended customer reach</b> e.g. A private equity fund moved cattle auctions online and hosted cattle data in the cloud using computer vision and herd health data. They're automating video analysis of individual cattle health, rather than relying on in-person evaluations and auctioneering</p>	 <p><b>Reduced siloes and collaboration barriers</b> e.g. A Life Sciences company connected their global research departments and allowed them to collaborate on the same data sets by storing that data in the cloud</p>

# III. It is a journey

Today, it is estimated that approximately 90%\* of companies are using some type of cloud services (Cloud 1.0 and 2.0) . However, very few have embarked on the **Cloud 3.0 journey**.

While companies have different cloud maturity levels, reaching Cloud 3.0 typically requires five fundamental shifts – from technology to service economy – as Cloud is a solution of unlimited tech capabilities that provides connectivity within and beyond the enterprise. But cloud is also an enabler for new delivery models, helping to reimagine the possible, and to become part of the services economy and ecosystems. Simply moving data and applications to the cloud isn't enough. Disruption comes when you reimagine core operational processes, reconfigure key resources, and redeploy human capital through the lens of cloud.



Given the breadth and depth of these five shifts across an organisation, it is crucial that it is approached as one comprehensive transformation programme, beginning with the reinvention of an organisation's vision and ending with a pragmatic and measurable cloud strategy. This program would cover essential considerations such as Risks and mitigations, Legal & regulatory, Tax,...

It is also critical that the CEO is driving the agenda. CEOs should develop an integrated vision and transformation roadmap. All parts of the organisation should be mobilised and people should get the opportunity to develop new skills in order to cope with these new challenges. CEOs should be heavily involved, including asking these questions: "Thanks to all data now available, tell us what we can see today that we weren't able to see yesterday? What we can learn from it in order to stay market relevant and/or approach new markets?"

\* Source; [https://451research.com/images/Marketing/press\\_releases/Pre\\_Re-Invent\\_2018\\_press\\_release\\_final\\_11\\_22.pdf](https://451research.com/images/Marketing/press_releases/Pre_Re-Invent_2018_press_release_final_11_22.pdf)



## Key risks and mitigation considerations



### Governance

#### Risks

**We need to deliver our cloud strategy at pace but governance is slowing adoption:** clients typically make few changes to their existing project management approaches. As such, the unique challenges for cloud services are often not considered. This hinders the ability of programmes to develop both at pace and with control. Additionally clients are struggling to integrate security and privacy into their cloud strategy, including datacentre location, when delivering at pace.

#### How to mitigate

**Transforming risk governance:** adopt governance approach including key controls, responsibilities, pipeline management, risk appetite, external service controls, approach, training of resources, vendor management.



### Skills

#### Risks

**We want to design and assure cloud controls but don't have the skills:** our clients report a shortage of cloud risk and control skills and experience across industries, hindering the timely design, assurance and execution of cloud controls. The pace of cloud adoption is placing considerable challenges on all lines of defence to adapt and provide timely risk-based input into programmes.

#### How to mitigate

**Risk and control frameworks:** define baselined control patterns for cloud platforms and build functional requirements into programmes.



### Operating model

#### Risks

**Our operating model is struggling to cope with the changes of cloud:** cloud programme teams are deploying cloud services often using Agile or DevOps methodologies which are in contrast with the operating models of existing risk management teams. Lines of defence struggle to adapt their methodologies to this and to develop approaches for consistent assurance and risk management for these programmes. The Shared Responsibility Model between businesses and cloud service providers is also causing confusion as to the adequacy of their actions and how this can help mitigate inherent risk positions.

#### How to mitigate

**Embedding risk and control across the cloud adoption lifecycle:** development of an overarching framework, embedding controls into each cloud programme.



### Cyber security

#### Risks

**We don't understand the complex global cyber threat landscape:** cloud introduces unique security challenges to our clients who are often unfamiliar with what these may be or unequipped to prepare for them. The increasing pace of migration to the cloud and consumption of cloud resources is exacerbating wider security concerns, with clients struggling to rapidly adapt cyber and privacy to evolving risks, whilst still receiving the rewards of being in the cloud.

#### How to mitigate

**Protecting from cyber threats:** including post-implementation security reviews or mapping security requirements and standards.



### Controls

#### Risks

**We aren't set up to assess cloud risks and controls at pace and don't have the capability to challenge our cloud adoption:** businesses often do not have the capabilities or resources to adapt to the rapidly-changing risk environment. They are unable to suitably benchmark their implementation of cloud connectivity and address the risks it may pose.

#### How to mitigate

**Controls-as-a-Service:** combined controls design uplift and testing as a fully managed service throughout pre- and post implementation, as well as into live production.

## Key legal & regulatory considerations

**General legal and regulatory (L&R) requirements, as well as sector specific rules, impact cloud-based business models. Technical capabilities should match L&R requirements.**

Having access to data is not the same as owning data. In order to set up a business model around (e.g., machine generated) data, make sure to have sufficient rights, either licensed or owned. Only then may the full potential be reached. Operating in multiple jurisdictions, may lead to different data transferability rules: data transfers from the EU to the US is complex under GDPR, in certain countries government bodies may access data (CLOUD Act). Choosing the right location for data is essential.

Identify and mitigate red flag risks in (non-negotiable) contracts with cloud service providers (vendor lock-in, data portability, etc.)

**Cloud Contracts**

**Data Ownership and Localisation**

**Confidentiality and Intellectual Property Rights**

**Know Your Sector**

Depending on the sector, specific rules and requirements may apply (e.g., financial services industry: perform risk assessment when outsourcing critical operational functions to cloud service providers in line with National Bank recommendations; life sciences and healthcare: implement specific IT and security measures when operating connected medical devices).

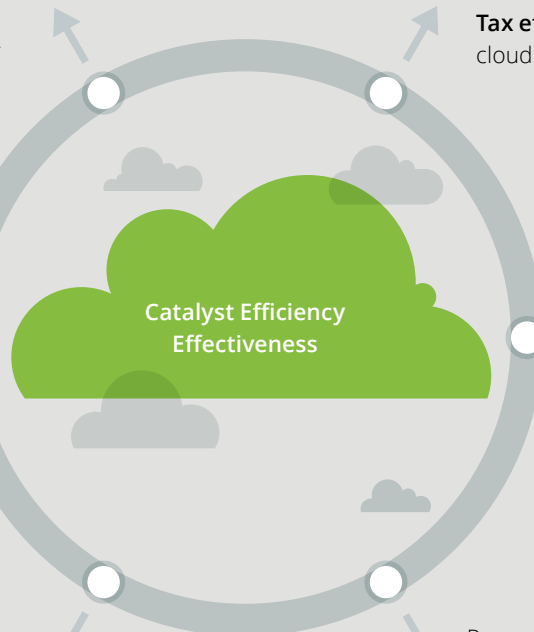
When storing data in the cloud, some of the most valuable intangibles are moved to third party-controlled locations. Add additional security layers to confidential information and intellectual property rights when moving to cloud, and check contracts with partners to understand whether confidential information may be transferred to the cloud.

## Key tax considerations, leveraging cloud-based transformations to rethink your tax strategy

Is your tax and transfer pricing **strategy fit for purpose** and future proof in view of cloud business models and organisation?

**Tax efficient capital expenditure** for cloud investments

Early identification of tax opportunities and mitigation of potential future exposures is **critical**



Have you considered **locations to hold IP** resulting from cloud transformation in view of **tax and transfer pricing set-up?**

**Innovation incentives and grants** can provide funding for cloud transformation

Recognition of the impact on **tax compliance and risk** associated with a migration to the cloud is key

In this journey, the first key step is to create a common **Cloud 3.0** vision to generate the required buy-in within the C-suite. It is essential to have the right capabilities around the table to support this discussion:

- **Industry and domain expertise:** deep tech coupled with industry and domain expertise to translate the potential of cloud
- **Holistic cloud capabilities:** multidisciplinary capabilities such as cyber, finance, tax, human capital to enable end-to-end transformation
- **Applied tech:** hands-on experience with the latest tech such as AI, IoT, blockchain to drive tangible outcomes
- **Network & alliances:** relationships across the ecosystem of technology vendors, government, academia, data providers, lighthouse companies to leverage where needed
- **From imagine to deliver to run:** experience ranging from ideation to delivery and run, to realise business impact.

### How to get started?

An ideal way to achieve this is by having a one-day **Cloud 3.0** Lab with your leadership. Not only will it create awareness of what is possible with **Cloud 3.0**, it will also allow your leaders to reflect on your firm’s future DNA and create a common vision of your cloud journey. At the end of the offsite workshop, your organisation will have a 30/60/90-day mobilisation plan to launch a **Cloud 3.0** journey, sponsored and supported by the CEO and the board.

### Cloud 3.0 Lab: what is possible?



**Innovation by cloud**

#### Who

- Full suite of your **business leadership**
- Facilitated by **experts**, bringing together the right mix of **industry, legal and technology experts**
- Relevant **technology alliance partners**

#### Why

- Create a **level-set understanding of what is cloud**
- Insights into **trends and evolutions** that will **reshape your industry** on the long- and short-term
- Translate these evolutions so they are **relevant to your business**
- Explore a **world of new possibilities** and **prioritise a set of concrete innovation opportunities**
- Walk away with a **clear action plan and ownership** to follow-through on the identified opportunities

- **Lab design session** to make sure the experience is designed to your needs and maturity

#### What

##### Induction into Cloud

**2 hours**

A crash course on what cloud technology is and how it is transforming your industry, with a special focus to explore a set of use cases relevant to your business

##### Ideation around Cloud

**3 hours**

Session with your leadership and our business and technology strategists to identify and prioritise opportunities, in line with your strategic objectives, to win the customer and/or further digitise the core

##### Transformation by Cloud

**2 hours**

Explore the impact of these opportunities on your business and operating model—e.g., market readiness, required capabilities, partnership options, pricing models, cloud maturity, organisational transformation, legal considerations—to define concrete next steps

- **Lab debrief** for feedback and action going forward (**1 hour**)

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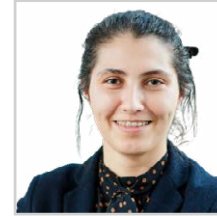
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