EXECUTIVE FORUM

aws SUMMIT SYDNEY

AWS Executive Forum: Build a Future Ready Business

Paul Migliorini
Managing Director
Amazon Web Services
Australia and New Zealand

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Build a Future Ready Business: 5 Perspectives

1. Stories from leading ANZ and APAC Enterprises

Ed Lenta
Managing Director, AWS APAC

2. Our role as Australian Business Leaders

Paul Bassat
Co-founder, Square Peg Capital

Formerly Seek co-founder, director at Wesfarmers

3. Positioning Transformation to the Board

Adrian Cockcroft
Vice President Cloud Architecture Strategy, Amazon Web Services

Formerly Netflix, Battery Ventures

4. Leveraging our Leading Academic Institutions

Professor Aleksandar Subic
Deputy Vice-Chancellor, R&D, Swinburne University of Technology

5. Lessons from The Coca-Cola Company

Miriam McLemore
Enterprise Strategist, Amazon Web Services

Formerly Global CIO, The Coca-Cola Company

Build a Future Ready Business with AWS

Ed Lenta
APAC Managing Director
AWS

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Patterns emerge with customers that are innovating rapidly on AWS:

- **More competitive**
- **Improve speed to market**
- **Create entirely new business models.**

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The contributing factors necessary for a company to successfully innovate

1

A Bold Vision

2

Executive Champion

3

Workforce Re-Engineering

4

Adopts Agile Practices

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Grab

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TO BE THE

BEST BANK

FOR OUR CUSTOMERS

we're making banking invisible

DBS

National Australia Bank

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Excellence in Flight

KOREAN AIR

SKYTEAM

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BAJAJ FINSERV

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Rio Tinto

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Thank you!

Ed Lenta

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It's time for Corporate Australia to Innovate

Paul Bassat
Co-Founder
Square Peg

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SquarePeg capital

It's time for corporate **Australia to innovate**

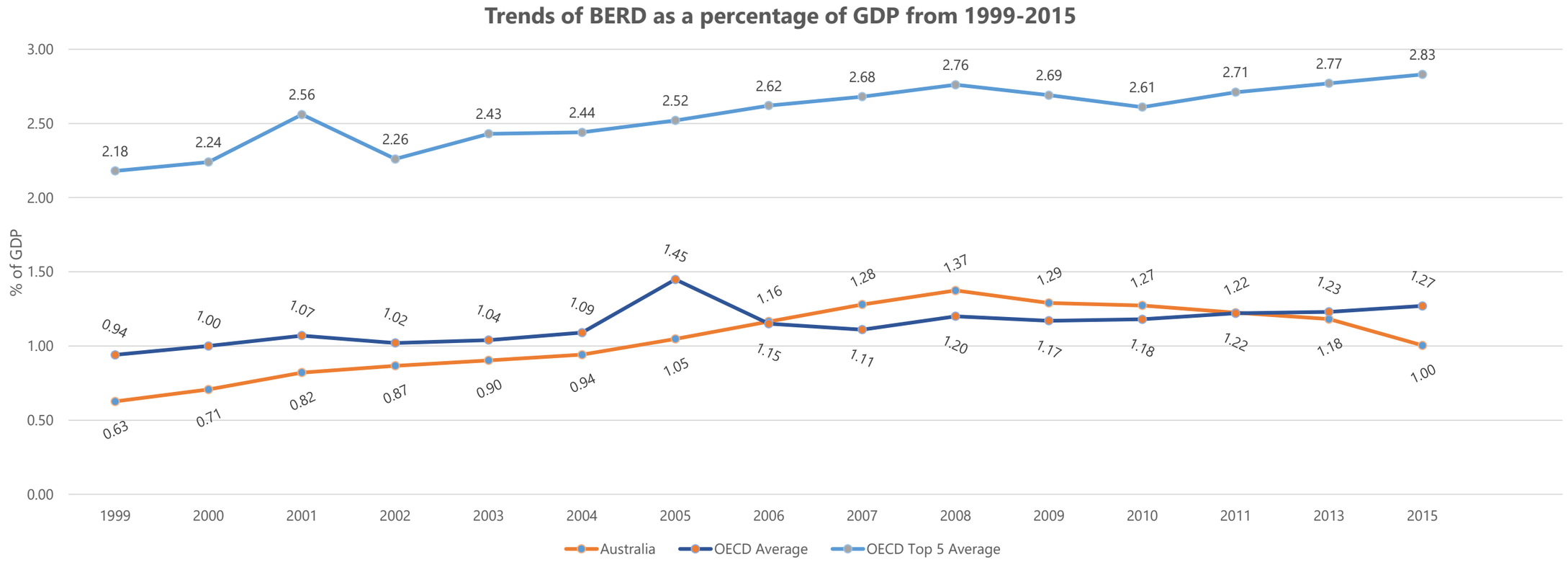
A personal
perspective

Australian companies are **not investing** in the future

- Fourteen Australian companies appear in the top 2,500 R&D global companies
- Their combined spend is 22% of the total expenditure of largest R&D investor globally

Source: 2018 Industrial R&D Scoreboard

Business expenditure on R&D in Australia is low relative to our peers and is declining



Source: Main Science and Technology Indicators (OECD)

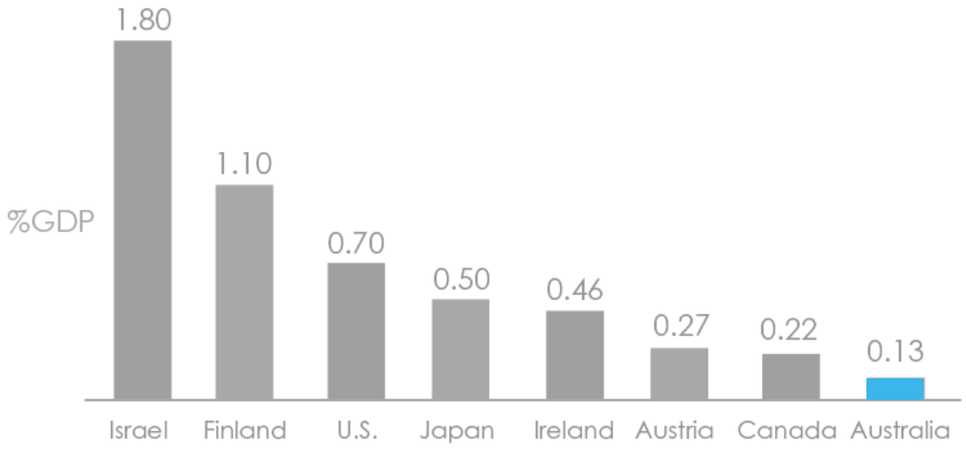
Problems were traditionally solved on a national basis

SquarePeg capital

Problems are now being solved globally not locally and by software driven businesses

WE SPEND FAR LESS ON ICT R&D THAN OUR PEERS

Business expenditure on ICT R&D as a share of revenue (2015)



Source: OECD (Stats Database)

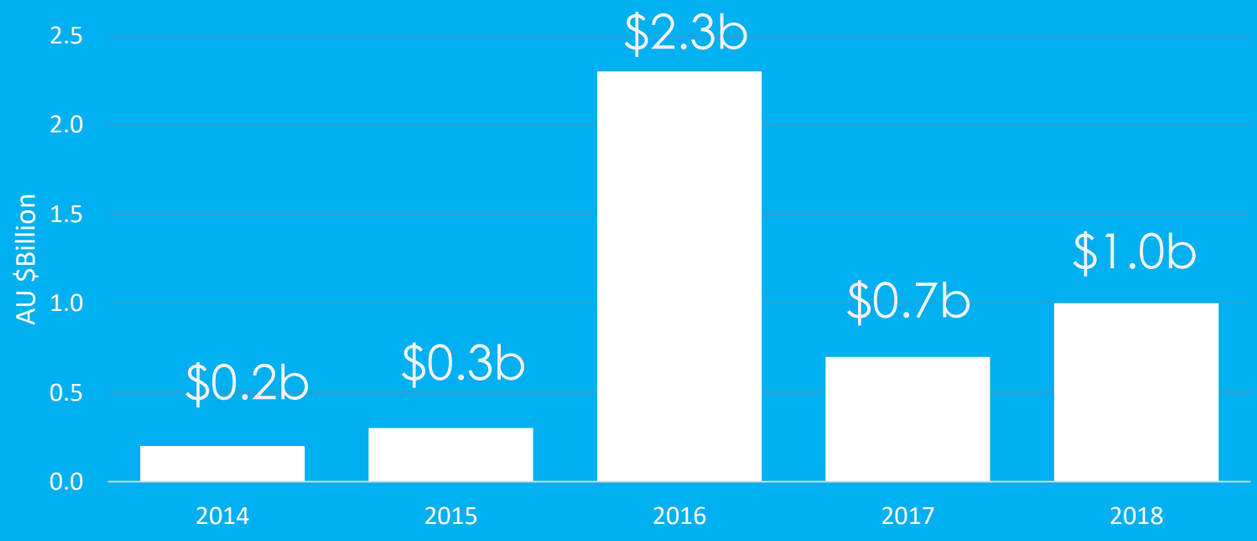
Australian companies are not well placed in an era of **technology disruption** …

- Low level of R&D spend
- Many are local leaders in a world of global winners
- Focus on profit not top line growth
- Technology executives frequently don’t have a seat at the table

… But there are some **amazing exceptions**

And some **positive** signs

New funds raised by Australian venture firms



Source: AVCAL data, Crossroads Report 2018

We have a (slow) burning platform…
…but we have the raw ingredients to become an innovation leader

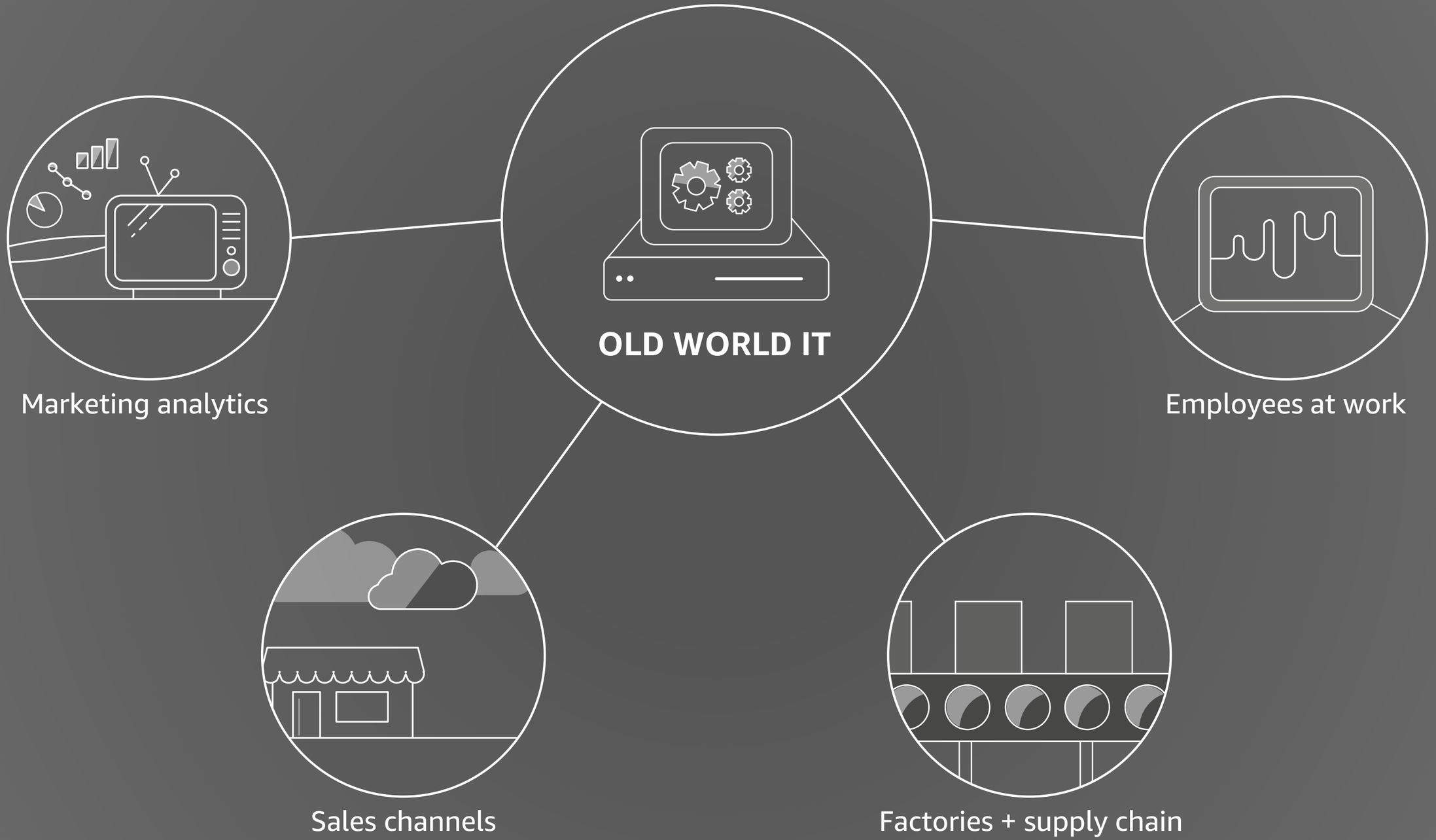
Speeding Up Innovation

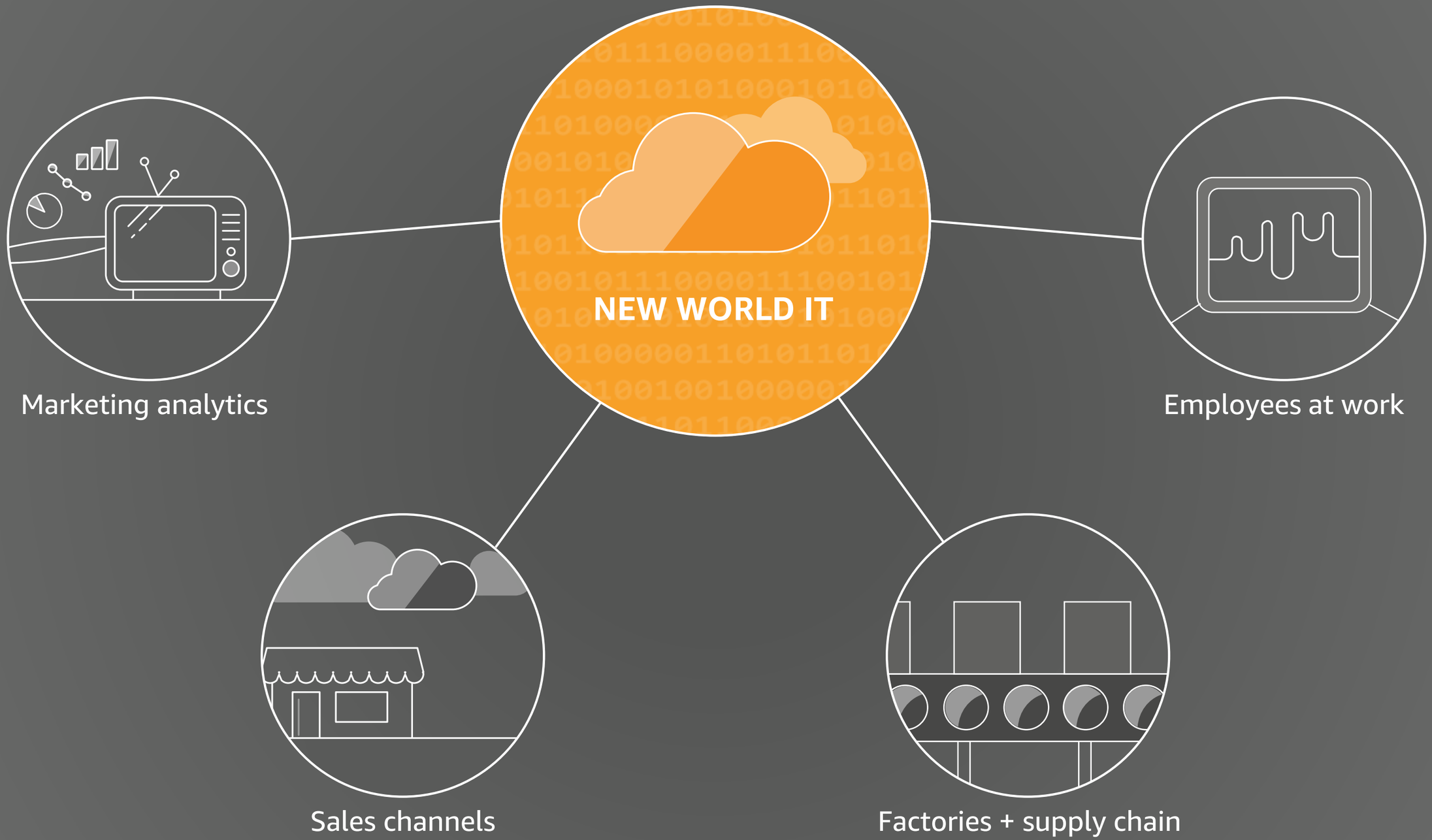
Positioning Transformation to the Board – Quick Overview

Adrian Cockcroft

AWS VP Cloud Architecture Strategy

@adrianco


OLD WORLD IT
Marketing analytics
Employees at work
Sales channels
Factories + supply chain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NEW WORLD IT
Mobile employees
Employees at work
Online marketing
Social media
IoT connected things
prime
amazon.com
Online sales + delivery
Factories + supply chain
Continuous supply tracking
Just in time production

New Needs

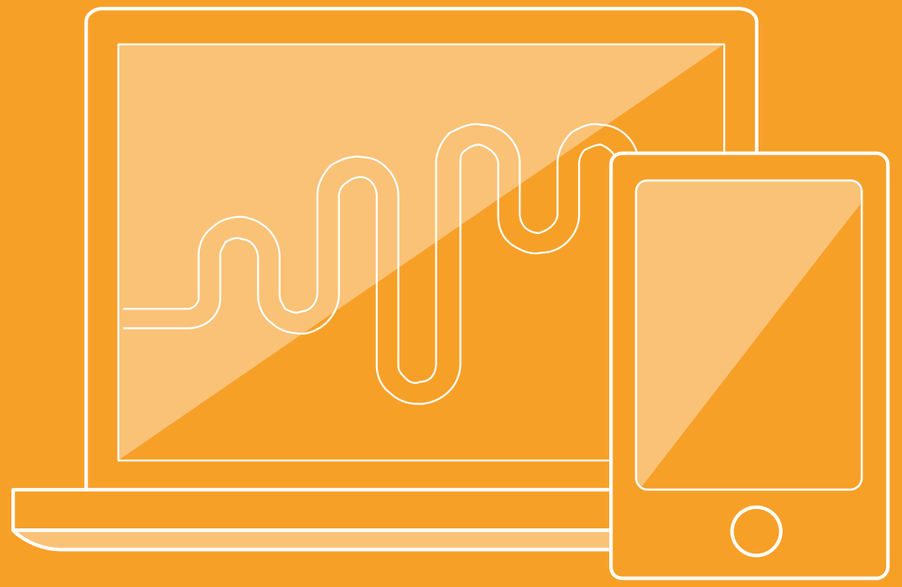
Personalisation

Customer analytics

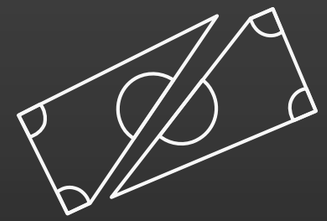
New channels direct to customer

More things, more scale, rapid change

AWS: Unblocking Innovation for Digital Transformation with Enterprise Customers



Blockers for Innovation

Culture	Skills	Organisation	Risk
			
Leadership Systems and Feedback	Training and Compensation	Silos Project to Product	Finance and Board Level Concerns

Leadership Systems and Feedback

Centralised slow decision making

Lack of trust

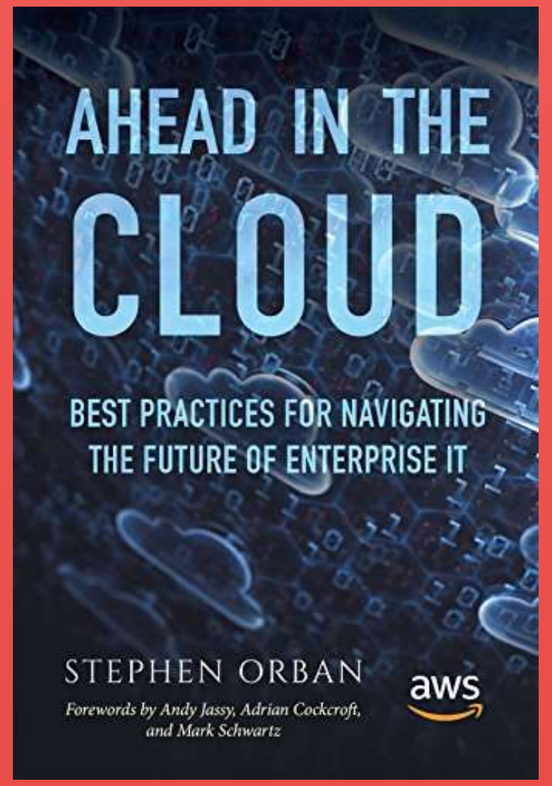
Inflexible policies and processes

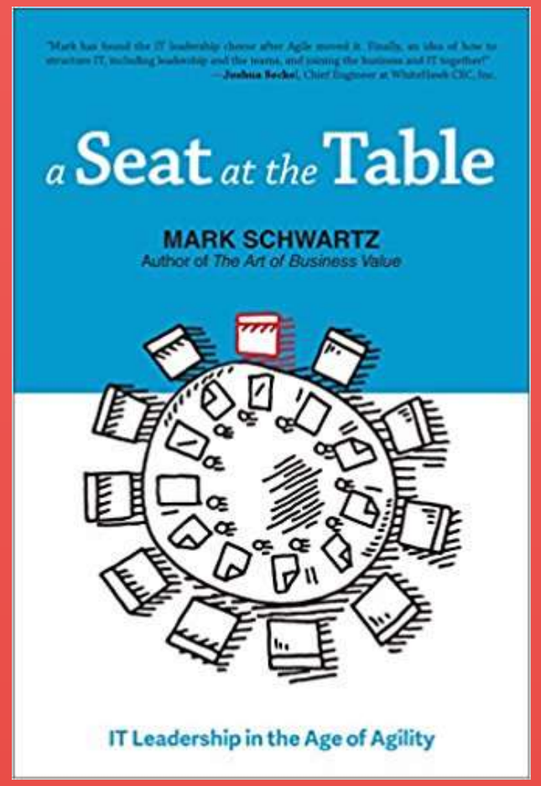
Leadership Systems and Feedback

Stephen Orban
Ahead in the Cloud

Mark Schwartz
A Seat at the Table

(coming soon, War and Peace and IT)





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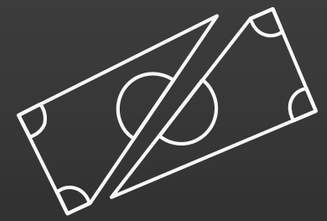
			
Leadership Systems and Feedback	Training and Compensation	Silos Project to Product	Finance and Board Level Concerns

Training and Compensation

Train existing staff on cloud tech

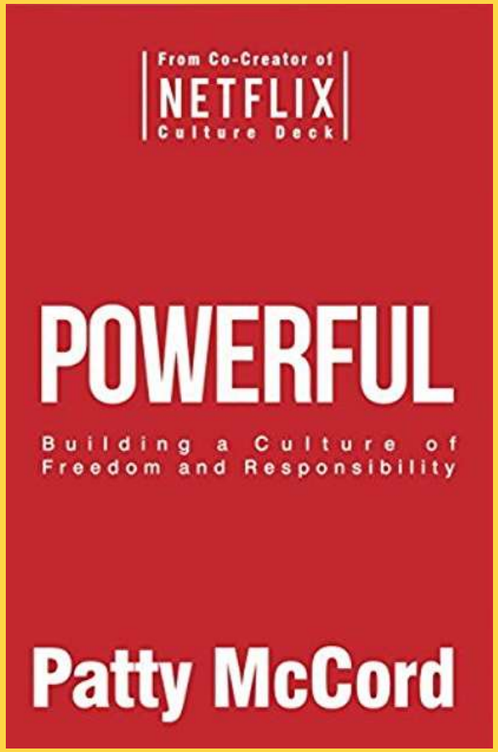
Fund pathfinder teams

Be prepared to create incentives to keep the best people after training!

Training and Compensation

Get out of the way of innovation

Read the new book “Powerful”
by Patty McCord
Netflix Chief Talent Officer



Blockers for Innovation

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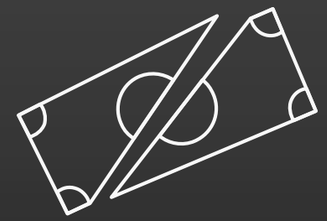
			
Leadership Systems and Feedback	Training and Compensation	Silos Project to Product	Finance and Board Level Concerns

Move from Projects to Product Teams

Long term product ownership

Continuous delivery

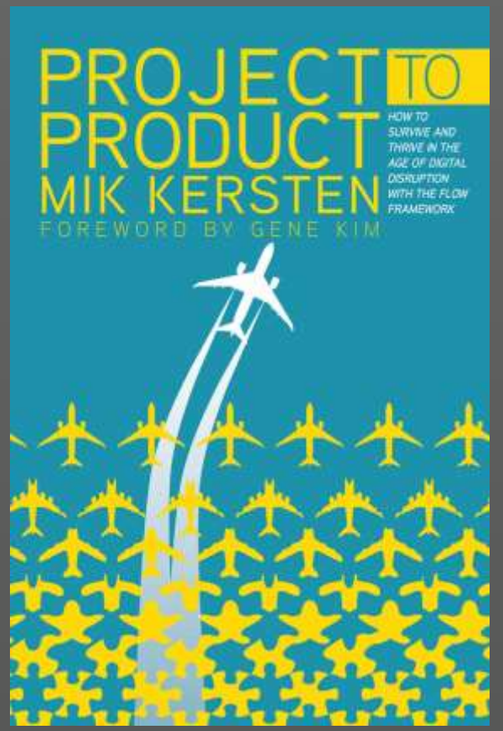
DevOps and “run what you wrote”

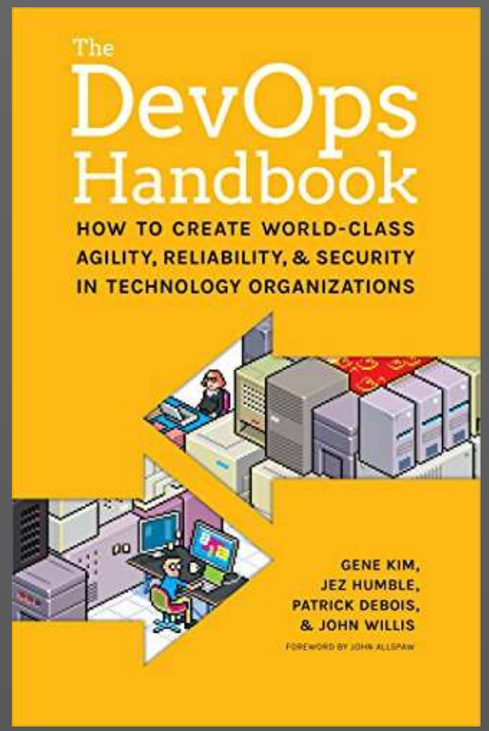
Reduce tech-debt and lock-in

Move from Projects to Product Teams

Project to Product
by Mik Kersten

The DevOps Handbook
by Gene Kim et. al.





Blockers for Innovation

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			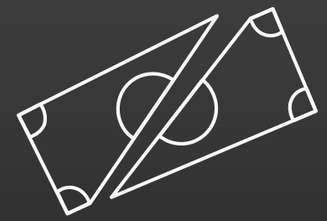
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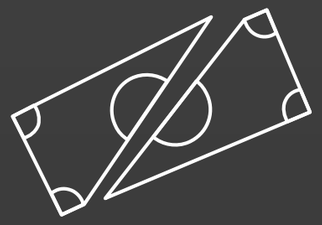


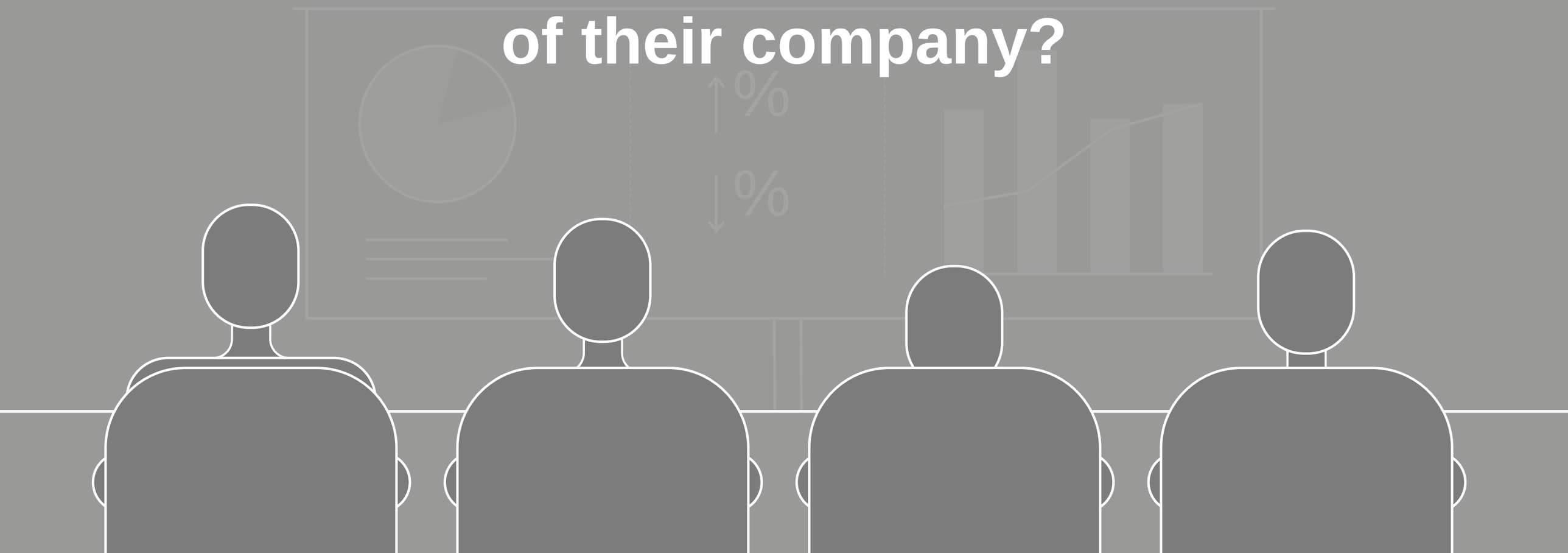
Finance - Capex Versus Opex

Capitalised datacenter to expensed cloud

Capitalised development, expensed operations, to combined DevOps

Plan ahead, don’t surprise the CFO or your shareholders!

What is the role of boards in the long-term success of their company?



Board-level concerns

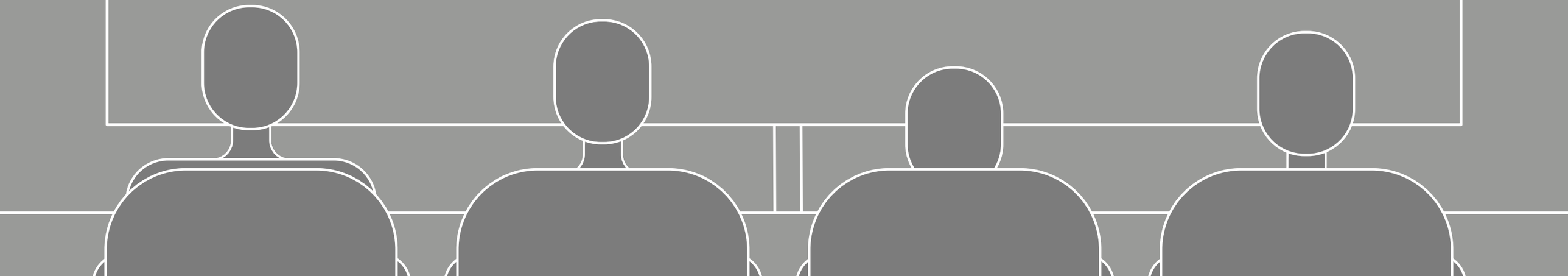
Compensation Policy

Executive Succession

Oversight of **Finance**

Oversight of **Risk**

Oversight of **Strategy**



Board-level concerns

All of these affect the ability to innovate and build long term value

Compensation Policy

Executive Succession

Oversight of **Finance**

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Board-level concerns

All of these affect the ability to innovate and build long term value

Compensation Policy

Executive Succession

Oversight of **Finance**

Oversight of **Risk**

Oversight of **Strategy**

Many board best practices **REDUCE INNOVATION**

Strategy

“Be more innovative”

Like these companies

NETFLIX amazon CapitalOne

Gartner study found that 47% of
CEOs face pressure from their board to digitally transform (2017)

Board-level concerns

Short term focus

Compensation Policy

Executive Succession

Non technical non-founder

Capitalization issues

Limited investment

Oversight of **Finance**

Oversight of **Risk**

Risk adverse

NO FAILURES

But PLEASE be more innovative

Oversight of **Strategy**

Board-level concerns

Focus on fewer, higher paid staff and more ownership

Compensation Policy

Executive Succession

Include technical competence as a must-have

Manage capex/opex expectations

Invest in differentiators

Oversight of **Finance**

Oversight of **Risk**

Smaller projects with incremental returns

Time to value

Get out of the way of innovation

Oversight of **Strategy**

Board-level concerns

“Best practices” that minimise short term risk, get in the way of successful strategic innovation

Pathway for Digital Transformation

Speed → Scale → Strategic

Time to Value

Distributed Optimised Capacity

Critical Workloads Datacenter Replacement

What are the fundamental metrics for innovation?

Time to Value

Do some work

How long?

Value to a customer

Time to Value

Do some work

Months?

Value to a customer

Time to Value

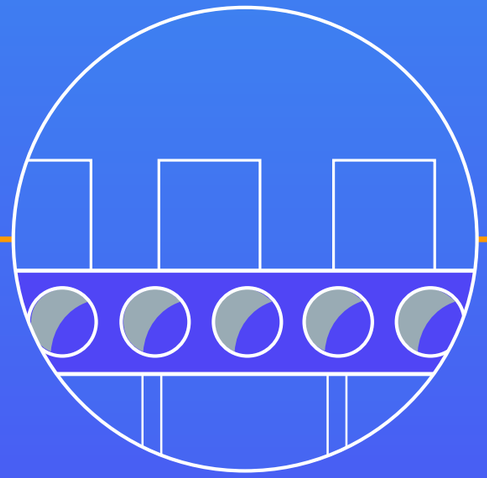
Do some work

Days?

Value to a customer

Time to Value

Do some work



Minutes?

Value to a customer

There is no economy of scale in software

Smaller changes are better

Time to Value

The best IT architecture today is:

Minimalist, messy and inconsistent

Provides guard rails for security, scalability and availability

Designed to evolve rapidly and explore new technologies

Supports low latency continuous delivery

Pathway for Digital Transformation

Speed → Scale → Strategic

Time to Value

Distributed Optimised Capacity

Critical Workloads Datacenter Replacement

Distributed Optimised Capacity

Highly Scaled

Distributed for Availability

Cost Optimised High Utilisation

Cloud Native Architecture

Cloud Native Principles

Pay as you go, afterwards

Self service—no waiting

Globally distributed by default

Cross-zone/region availability models

High utilisation—turn idle resources off

Immutable code deployments

Pathway for Digital Transformation

Speed → Scale → Strategic

Time to Value

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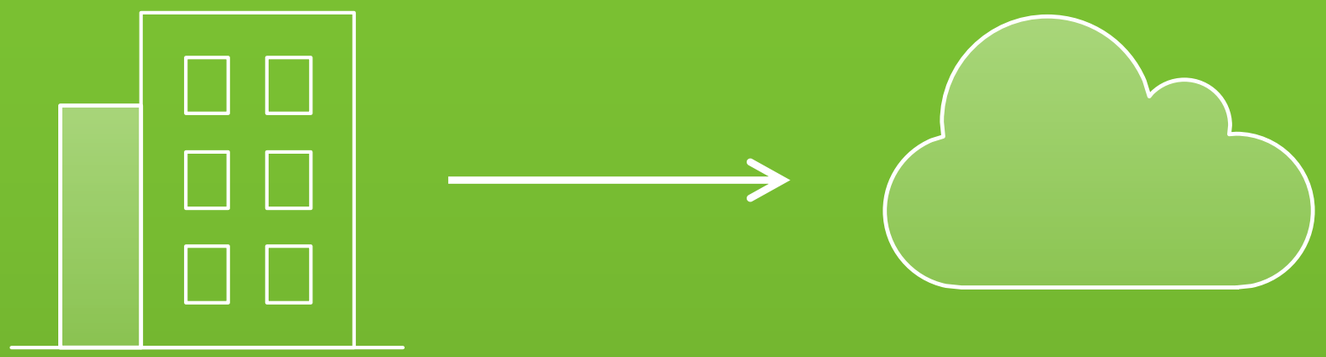
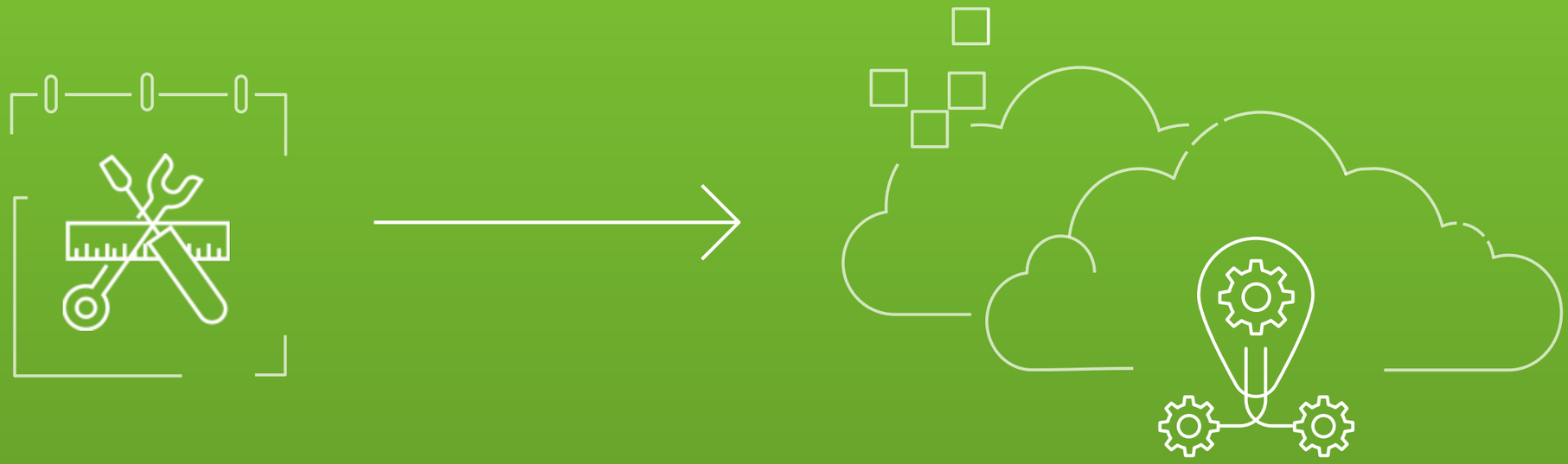


Datacenter to cloud migrations are under-way for the most business and safety critical workloads

AWS and our partners are developing patterns, solutions and services for customers in all industries including travel, finance, healthcare, manufacturing…

As datacenters migrate to cloud, fragile and manual disaster recovery processes can be standardised and automated



Testing failure mitigation will move from a scary annual experience to automated **continuously tested resilience**

Best wishes for your transformation!

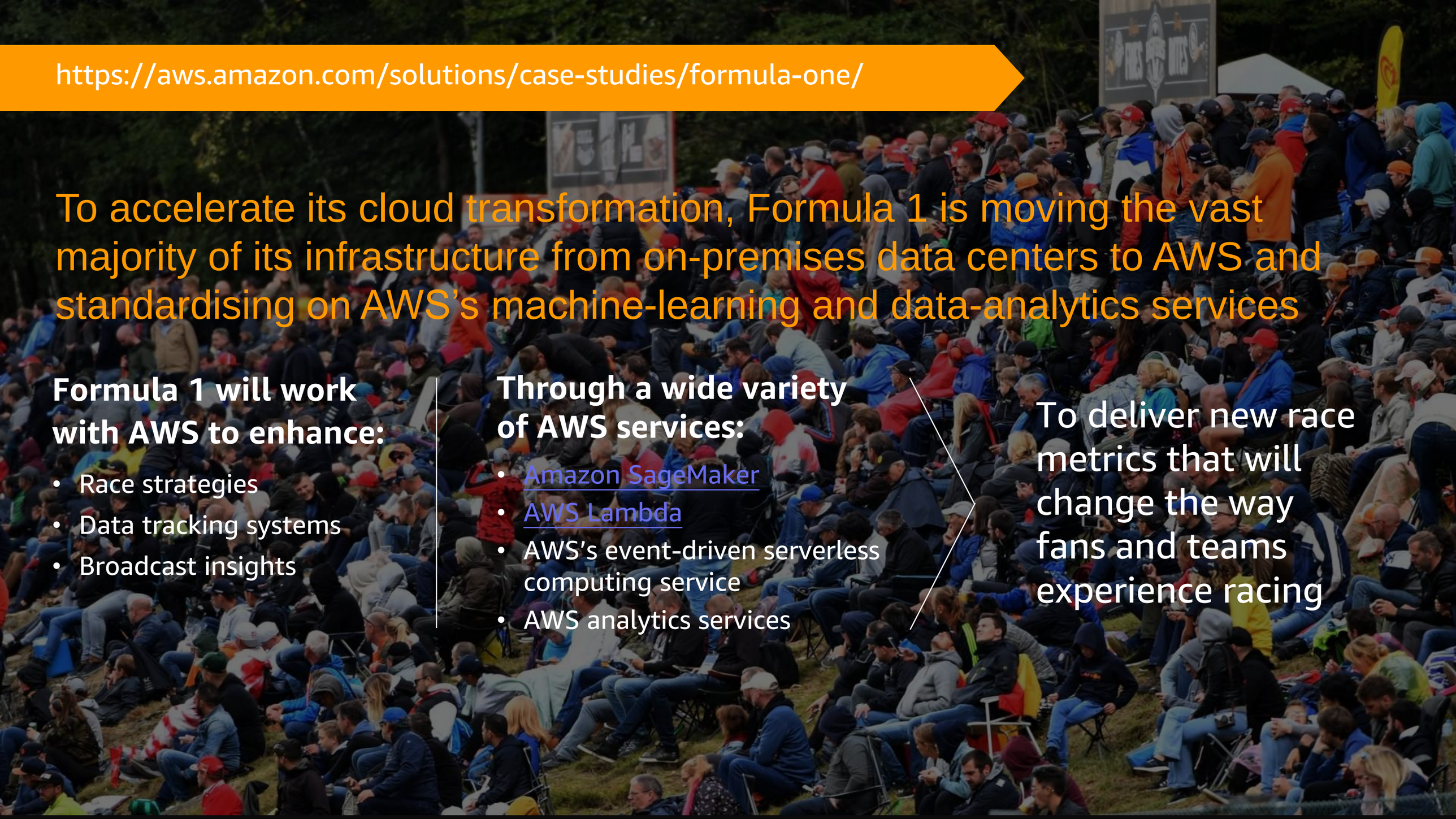
Speed → Scale → Strategic

Time to Value

Distributed Optimised Capacity

Critical Workloads Datacenter Replacement

https://aws.amazon.com/solutions/case-studies/formula-one/



To accelerate its cloud transformation, Formula 1 is moving the vast majority of its infrastructure from on-premises data centers to AWS and standardising on AWS's machine-learning and data-analytics services

Formula 1 will work with AWS to enhance:

- Race strategies
- Data tracking systems
- Broadcast insights

Through a wide variety of AWS services:

- Amazon SageMaker
- AWS Lambda
- AWS's event-driven serverless computing service
- AWS analytics services

To deliver new race metrics that will change the way fans and teams experience racing

Globally, over 500 million fans
watch F1 each year

Amongst the
most watched sports
in the world.

What can enterprises learn from the AWS + F1 partnership?

Use of analytics and AI to leverage large volumes of data and real-time streams

Continuous improvement in a competitive setting

Highly critical global logistics and reliable operations

Real-time strategic decision making

Building winning teams

Thank You

Adrian Cockcroft

Formula 1® images © Formula One World Championship Limited 2018
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Data for Social Good

powered by aws

Professor Aleksandar Subic
Deputy Vice-Chancellor (Research and Development)
Swinburne University of Technology

SWINBURNE UNIVERSITY OF TECHNOLOGY

Transforming Industries, Shaping Lives and Communities

4
CAMPUSES

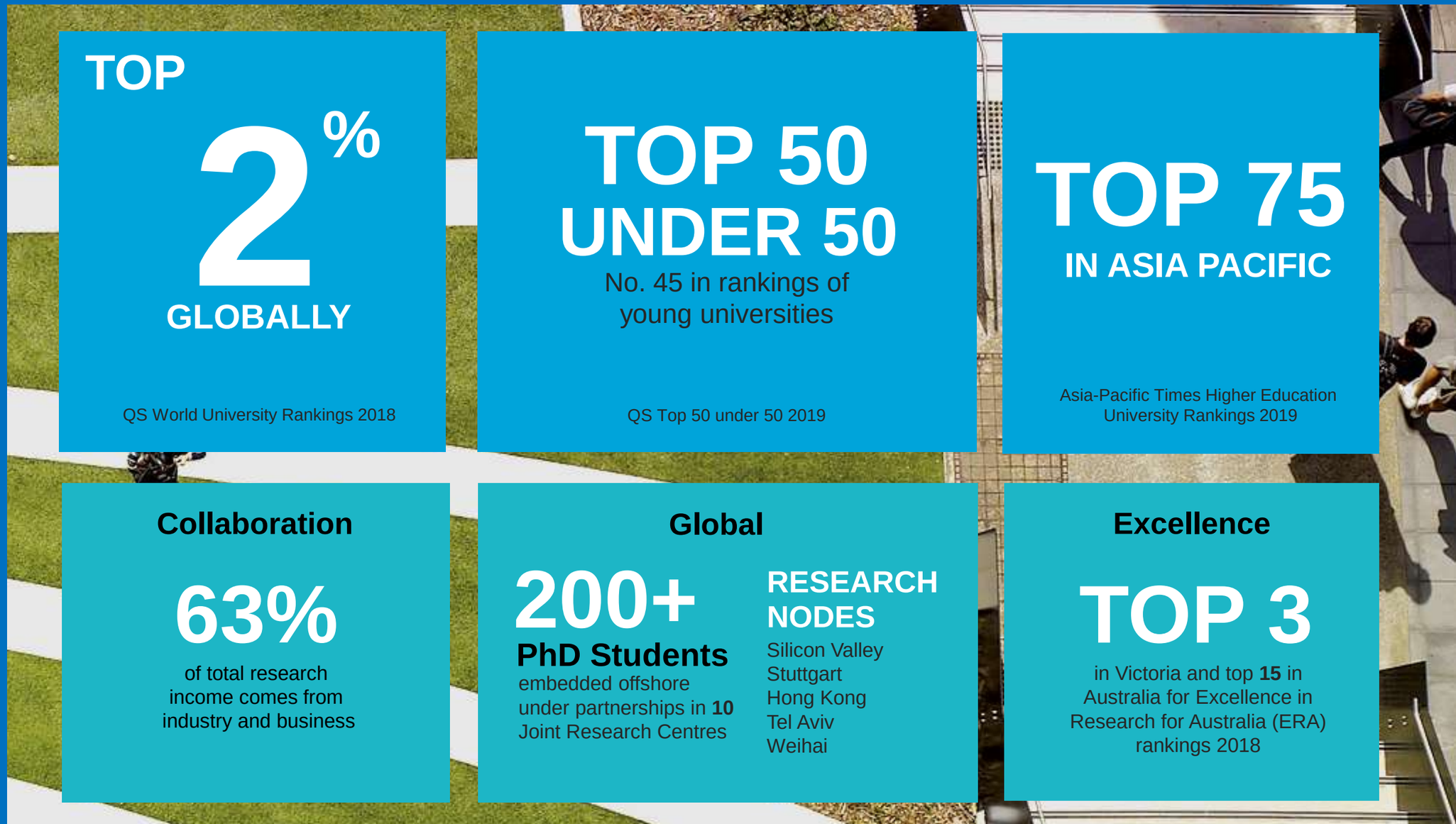
43,234
DOMESTIC STUDENTS

9,191
INTERNATIONAL STUDENTS

5
RESEARCH INSTITUTES

19
RESEARCH CENTRES

300+
INDUSTRY PARTNERS



TOP

2%

GLOBALLY

QS World University Rankings 2018

TOP 50 UNDER 50

No. 45 in rankings of young universities

QS Top 50 under 50 2019

TOP 75

IN ASIA PACIFIC

Asia-Pacific Times Higher Education University Rankings 2019

Collaboration

63%

of total research income comes from industry and business

Global

200+

PhD Students

embedded offshore under partnerships in **10** Joint Research Centres

RESEARCH NODES

Silicon Valley
Stuttgart
Hong Kong
Tel Aviv
Weihai

Excellence

TOP 3

in Victoria and top **15** in Australia for Excellence in Research for Australia (ERA) rankings 2018

RESEARCH WITH IMPACT

Transforming industries, shaping lives and communities

- Industry 4.0
- Society 4.0
- Research in the Cloud

FUTURE-READY LEARNERS

Confident and enterprising learners who create social and economic impact

- Associate VE Degree in Cloud Computing
- AWS Educate for VE curriculum

INNOVATIVE ENTERPRISE

Connected with business, industry and community

- Enterprise reporting of objectives
- Cloud computing part of our internal professional program

SWINBURNE Data for Social Good powered by aws

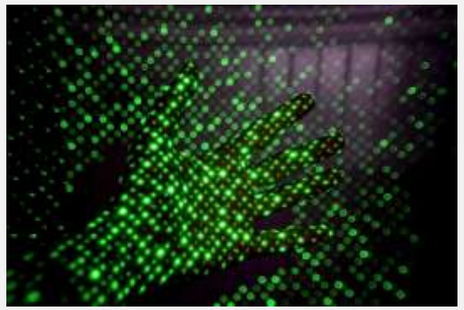
First Cloud Innovation Centre in the Southern Hemisphere

Globally connected

Data for Social Good
powered by aws

Health

Personalised healthcare
Chronic disease and disability
Digital health systems for improved healthcare



HEALTH

Digital health systems to improve health literacy and support across diverse communities

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Social Innovation

Social Connections
Families and Children
Mental Health and Wellbeing

SOCIAL INNOVATION

Working with communities and government to address Society 4.0 challenges

SWINBURNE Data for Social Good powered by aws

Smart Cities

Future Urban Decision Making
Future Urban Mobility
Future Spaces for Living

SMART CITIES

Developing citizen-centric cities through digital inclusion

OUR STUDENT EXPERIENCE

Industry experience for Future Ready Learners

1 DISCOVER

2 DEFINE

3 DESIGN

4 DELIVER

the data experience

powered by

SWINBURNE

DESIGN FACTORY MELBOURNE

12 MONTH PROFESSIONAL PLACEMENT

3 WEEKS	10 WEEKS	3 WEEKS	32 WEEKS				
Personal Development Methodology AWS Tech	CIC Public Sector Challenge(s)	Business Design Engagement	External Client Engagement	or	Prioritised Internal (Swinburne) Projects	or	Additional CIC Challenges

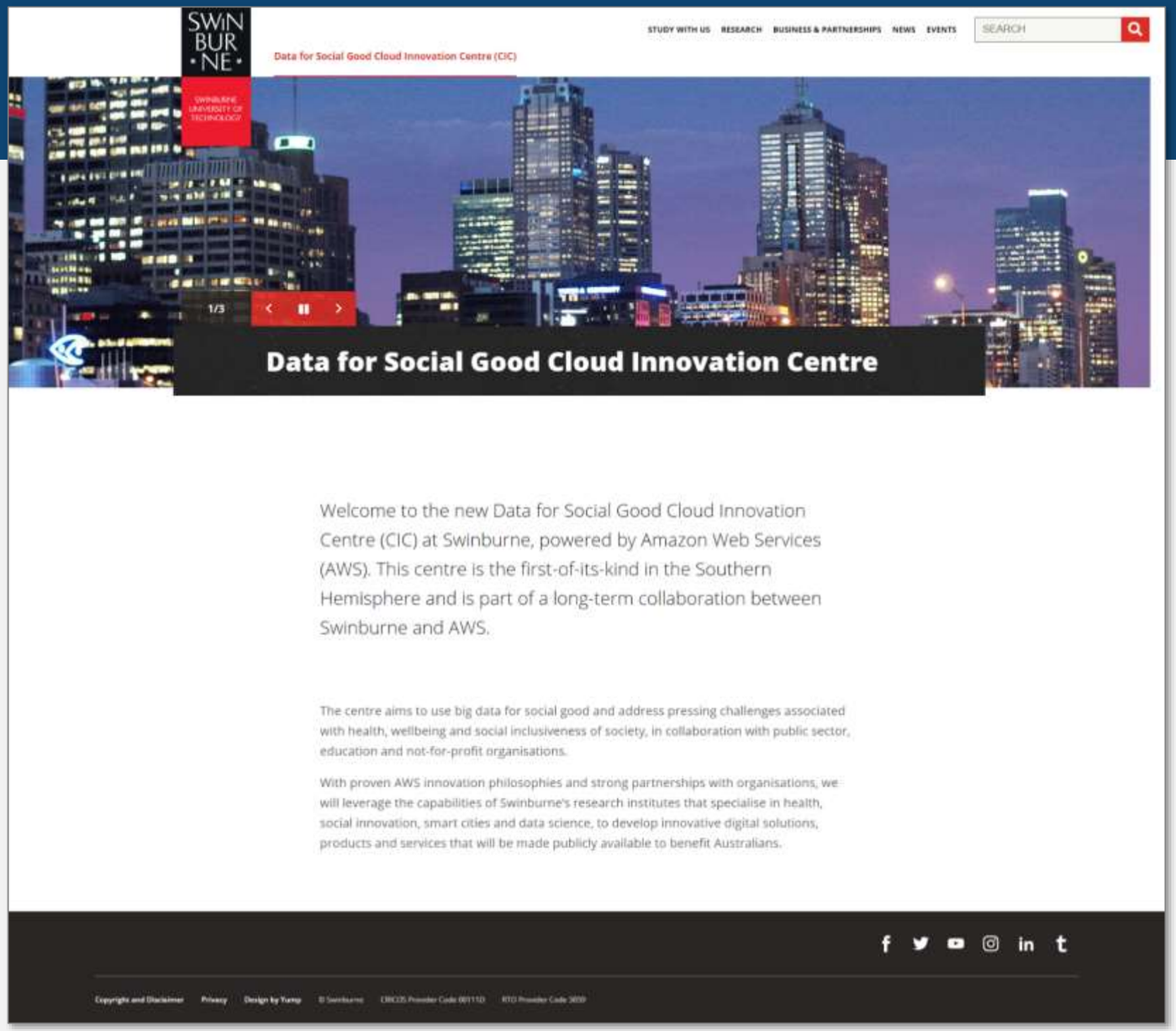
Developing enterprise skills for the future

Data for Social Good

powered by aws

We are open for business

swinburne.edu.au/dataforsocialgoodcic



My Story at Coca-Cola

Mariam McLemore
Enterprise Strategist & Evangelist
Amazon Web Services

EXECUTIVE FORUM

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MY STORY AT COCA-COLA

PICTURE IT:
THE LIGHTS GO OUT

People turned to their phone, and we couldn’t keep up

Business Need

We needed to transform

FOR AGILITY, FOR SPEED AND INNOVATION

Global IT Response

We needed to create agility to respond to opportunities and focus our resources on what differentiated Coca-Cola

WE STREAMLINED OUR APPLICATION PORTFOLIO

INVESTED IN TRAINING AND HIRED FOR SKILLS GAPS

SELECTED STRATEGIC TECHNOLOGY PARTNERS

WHAT WE DID

Started with our transformation with our digital properties

Moved all 600 Brand websites to AWS cloud

Leveraged the security tech from AWS and implemented new governance compliance practices globally

Established what we called freedom within a framework

Provided cost transparency and agility to all markets

OBSTACLES

Markets working with agencies all over the world to build experiences

Technology integrators using a wide variety of technology and development approaches created risk and inconsistencies

Lack of trust that Global IT could deliver

IT governance was to slow and too cumbersome to deliver consumer experiences at speed

HOW WE ADDRESSED THE OBSTACLES

Created an agency on-boarding process

Selected global and regional technology integrators for the agencies to partner

Drove a microservices architecture approach for web and mobile development

Built out a common content management platform to enable content reuse globally

Security and scalability is essential to the Coca-Cola brand

AWS SECURE ENVIRONMENTS

CONSISTENT TECHNOLOGY IN 209 COUNTRIES AND 30+ MAJOR MARKETS

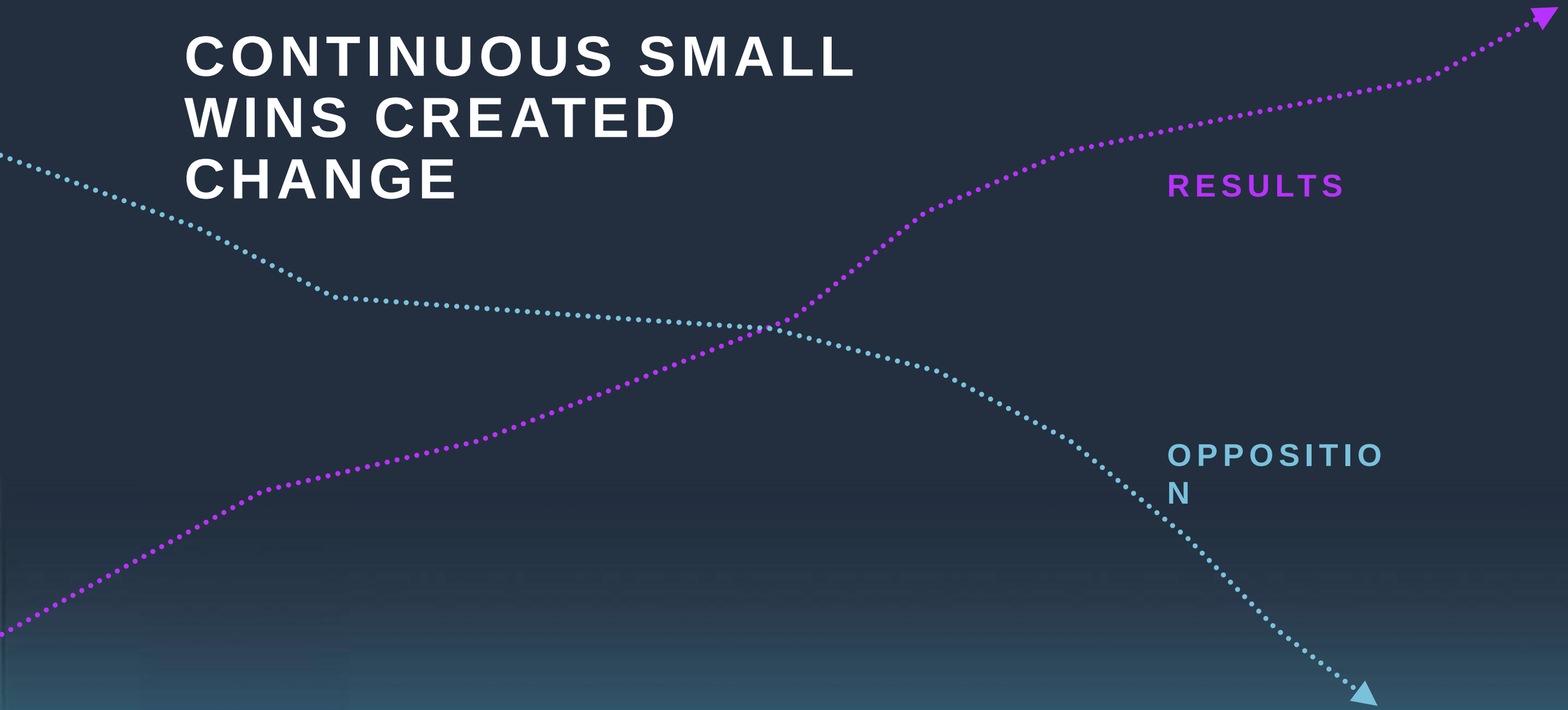
WE EMERGED WITH A NEW WAY OF
EMPOWERING THE ORGANISATION

Digital became the poster child for agility

Built trust between Marketing and Global IT

Built a strategic partnership with AWS

Leveraged what we learn to move data analytics
& later legacy apps to AWS cloud

Ultimately closed and sold our North America datacenter

CONTINUOUS SMALL WINS CREATED CHANGE