

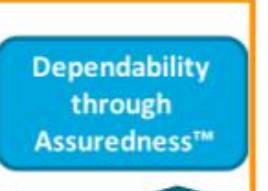







The EA Forum is a networking event sponsored by The Open Group in South Africa. It started in 2004 and is hosted every second month or so, with events in Durban, Johannesburg and Cape Town. At the EA Forum, industry leaders share their experiences and knowledge of architecture and related topics. Real-world case studies highlight how business problems are solved using the discipline and practice of architecture. The event is also an opportunity for the architecture community members to network and collaborate. For more information or to submit your presentation topics please contact

[Stuart Macgregor](#)



 ArchiMate® Forum	 Architecture Forum	 Open Process Automation™ Forum	 IT4IT™ Forum	 Real-Time & Embedded Systems Forum
 Open Trusted Technology Forum	 Security Forum	 Open Platform 3.0® Forum	 Platform Forum	 Open Subsurface Data Universe Forum
Working Groups for Digital Practitioner, Service-Oriented Architecture				



Enterprise Architecture: Some 2019 Achievements

- Digital Practitioner Body of Knowledge (DPBoK™) Standard
- Snapshot of O-AAF™ Standard
- White Paper: Using Agile Practices in Enterprise Architecture
- Guide: Capability-Based Planning Supporting Project/Portfolio and Digital Capabilities Mapping Using the TOGAF® and ArchiMate® Standards
- Translations: 2 TOGAF® Series Guides (Chinese), TOGAF® 9.2 Glossaries and Pocket Guides (Polish, Turkish, French, Chinese, Portuguese), Case Studies (Spanish)

2019 Certification Highlights

1. TOGAF® 9 Certification: >90,000 people, 71 Accredited Courses, and 9 certified tools
2. ArchiMate® Certification: >10,500 people, 23 Accredited Courses, and 9 certified tools
3. IT4IT™ Certification: >700 people, 16 Accredited Courses
4. FACE™ Certification: 18 registered software products
5. Open FAIR® Certification: >1500 people, 2 Accredited Courses



Agile Architecture

4 - 7 November, 2019 Amsterdam, The Netherlands

Highlights include:

ArchiMate® Standard - Learn about how the ArchiMate® Modeling Language can be used in an Agile environment

TOGAF® and ArchiMate® User Group - On Wednesday, November 6th, 2019, please join us for this FREE to attend meeting where users can share information, best practices, and learn from each other

Process Automation - Presentations by Members of The Open Group Open Process Automation™ Forum on developing a standards-based, open, secure, interoperable process control architecture

Agile Architecture - Plenary and track sessions on Agile Architecture methods including case studies from organizations such as Capgemini, IAG and ING

Open Subsurface Data Universe™ (OSDU) - Learn about how The Open Group Open Subsurface Data Universe™ Forum is developing a standard data platform for the oil and gas industry, which will reduce silos and put data at the center of the subsurface community

IT Management Professionals Day - On Wednesday, November 6th, 2019, find out how organizations are using the IT4IT™ Reference Architecture standard as an outstanding planning mechanism to help with digital transformation

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EA Forum

The Game Plan Canvas

At this month's EA Forum, The Foschini Group's Suren Naidoo, will set the context for, and take us through the Game Plan Canvas to show how it can be leveraged for different scenarios.

Suren Naidoo is Chief Enterprise Architect and Chief Information Security Officer at The Foschini Retail Group. He has over 27 years of both local and international experience across various industries, and was selected as the first Chief Enterprise Architect for the International Monetary Fund. Suren holds a BSc in Computer Science and an MBA.



The Game Plan Canvas

A simple tool and framework for crafting strategies across your IT Value Chain

Created by Suren Naidoo

Disclaimer

The opinions expressed in this session are entirely mine and do not represent my employer!

Outline



- Copyright and Use
- About the Game Plan Canvas
- Positioning the Game Plan Canvas
- Game Plan Canvas compared to the Business Model Canvas
- DNA of the Game Plan Canvas
- Leveraging the Game Plan Canvas
- Approach
- Case Study
- Extensibility
- Bibliography

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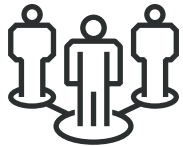
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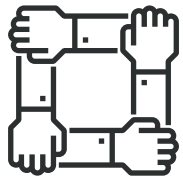
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Who is this for?

This guide is for anyone interested in crafting strategies within the Enterprise IT space. It can be used by the following stakeholders;



Enterprise IT Leaders



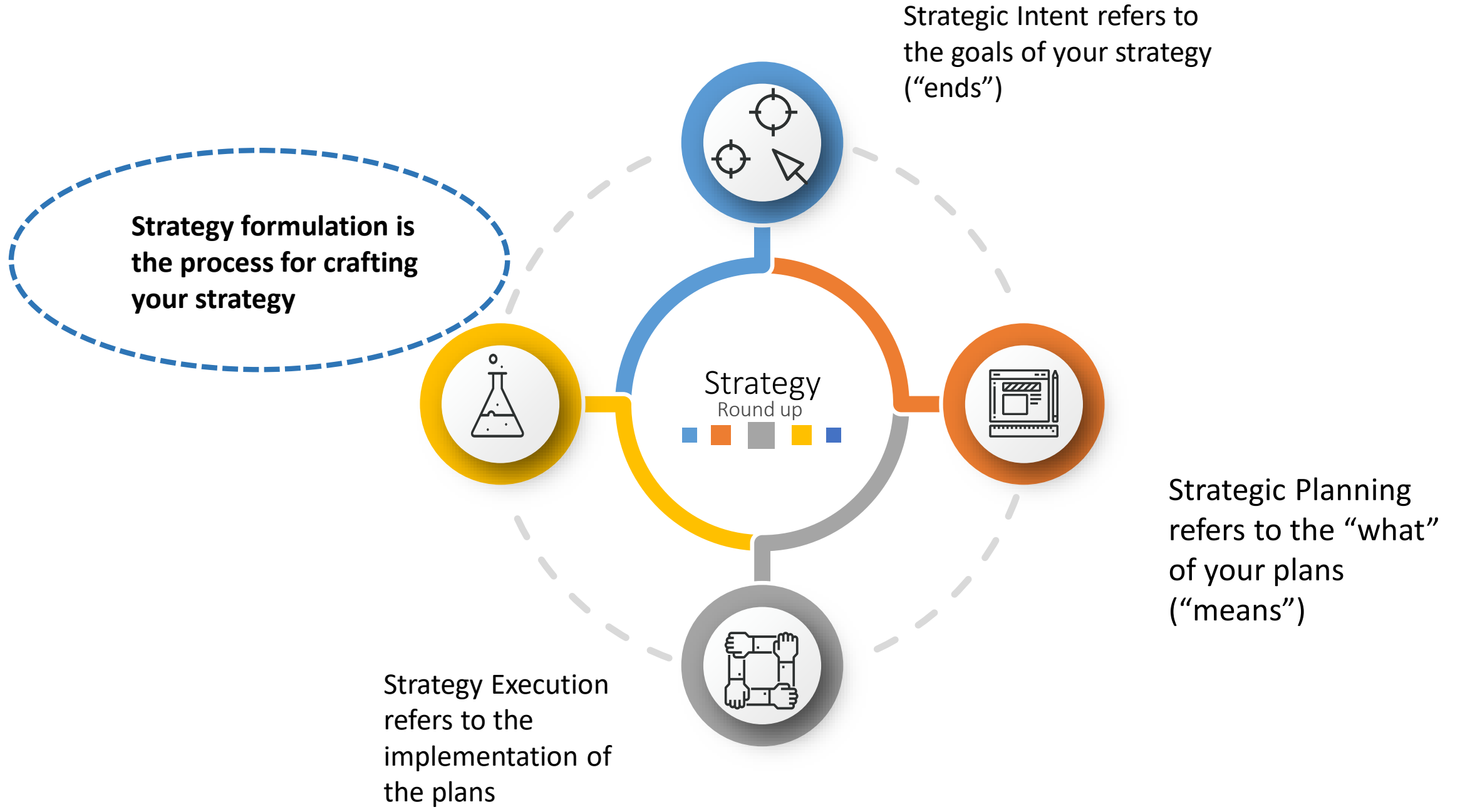
Consultants



Basically anyone that has an interest in developing strategies within the Enterprise IT space

Section 01

Introduction



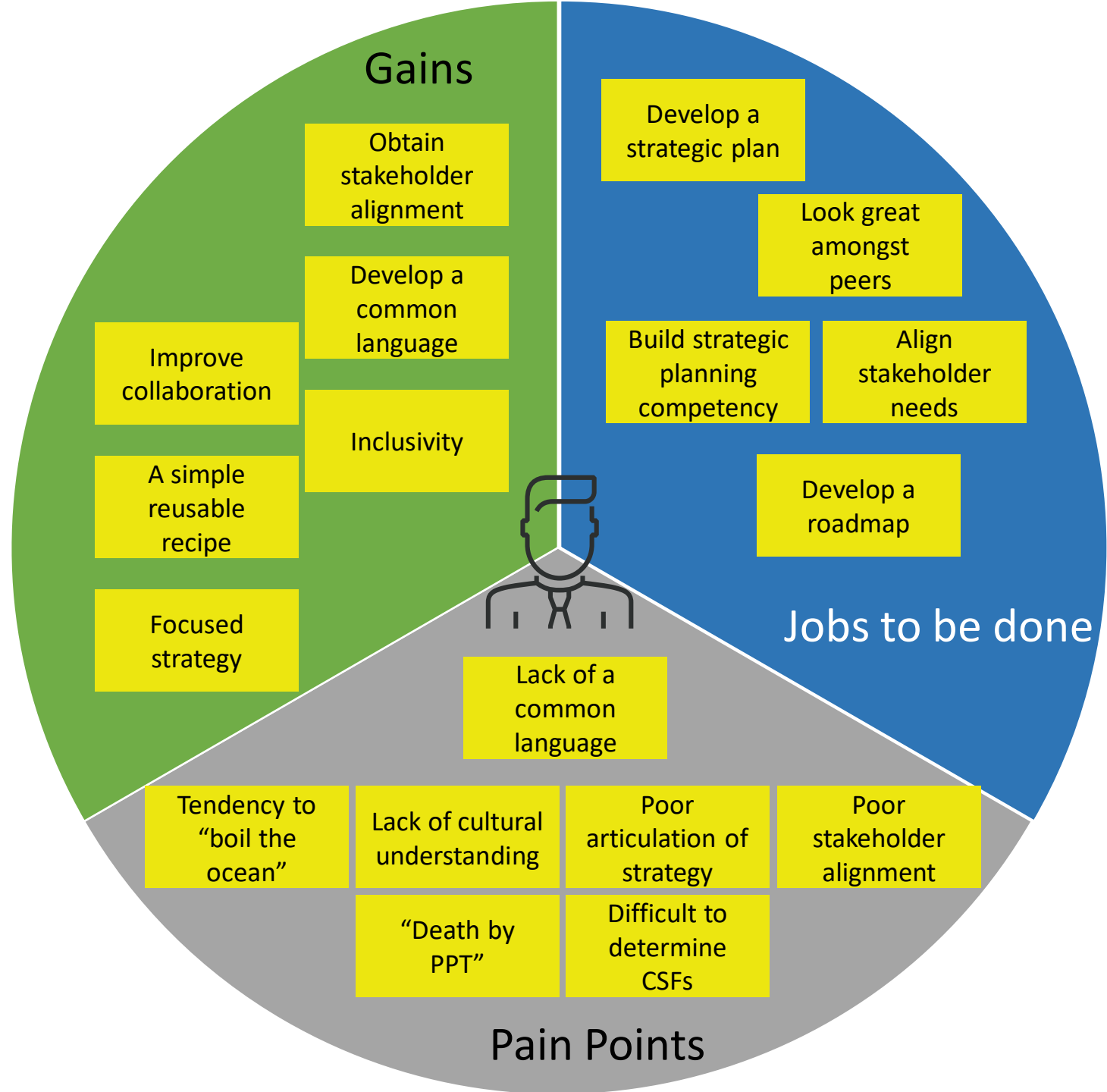
Strategic Intent refers to the goals of your strategy ("ends")

Strategy formulation is the process for crafting your strategy

Strategic Planning refers to the "what" of your plans ("means")

Strategy Execution refers to the implementation of the plans

Strategy Round up

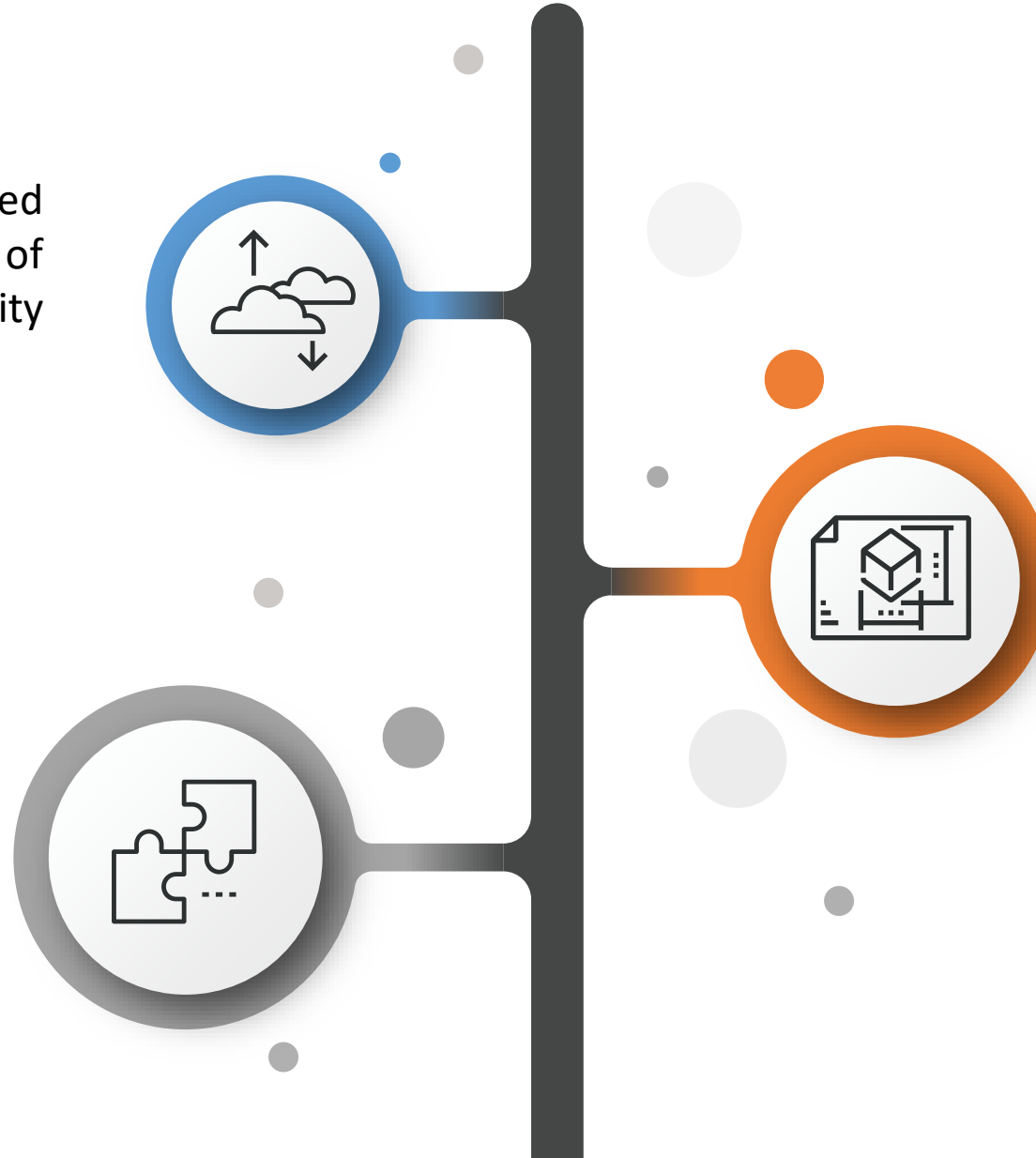


About the Game Plan Canvas

The Game Plan Canvas started out with the simple objective of building out a cloud security strategy.

Driven by “lean” principles of

1. Identify value
2. Map the value stream
3. Create flow
4. Establish pull
5. Continuous improvement



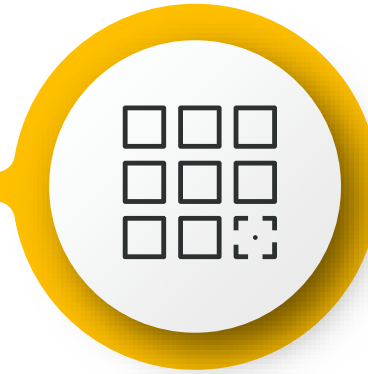
Why another canvas?

1. Identify basic building blocks for strategy within IT
2. Common language
3. Consistency
4. Repeatable

Simplistic tool and framework for crafting strategies within and across the Enterprise IT value chain.



Iterative development of your strategy. Baseline and continuously improve with a feedback loop

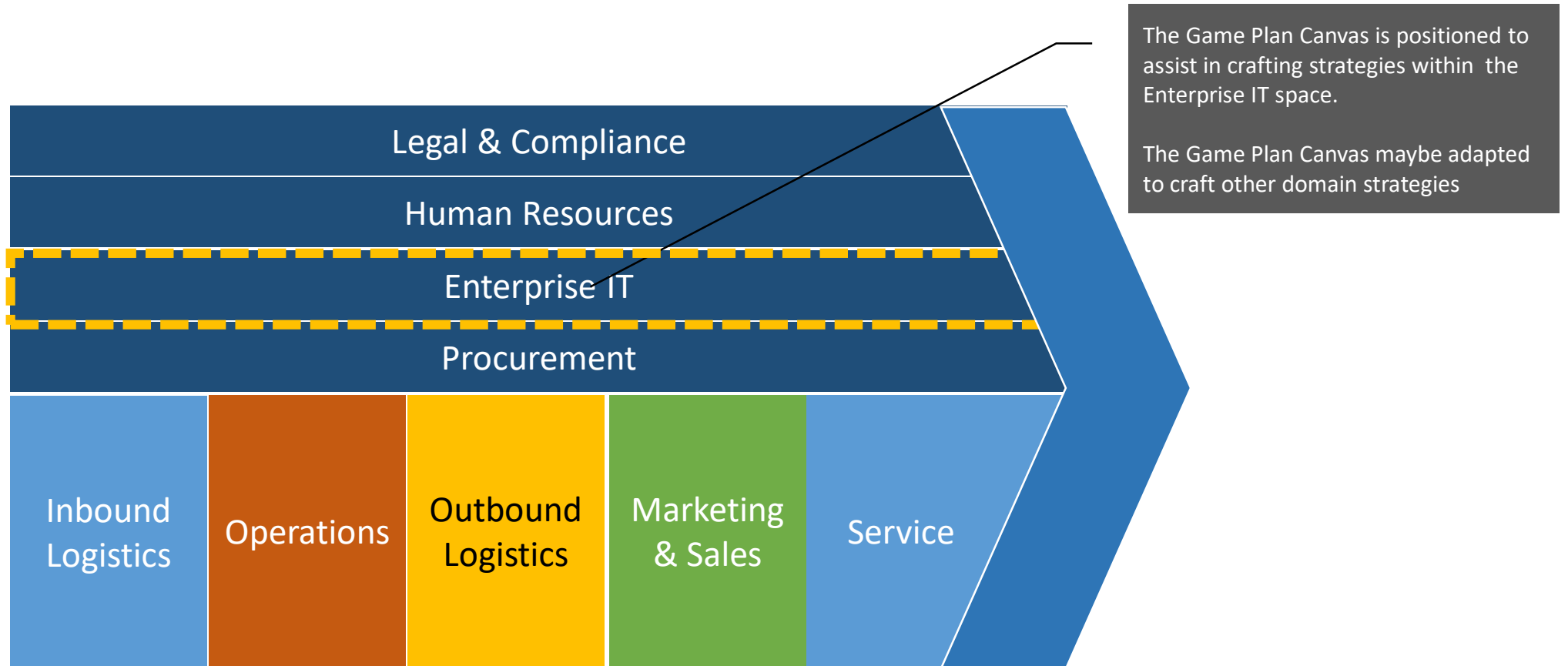


The Game Plan Canvas is based on the popular Business Model Canvas from strategyzer.com.

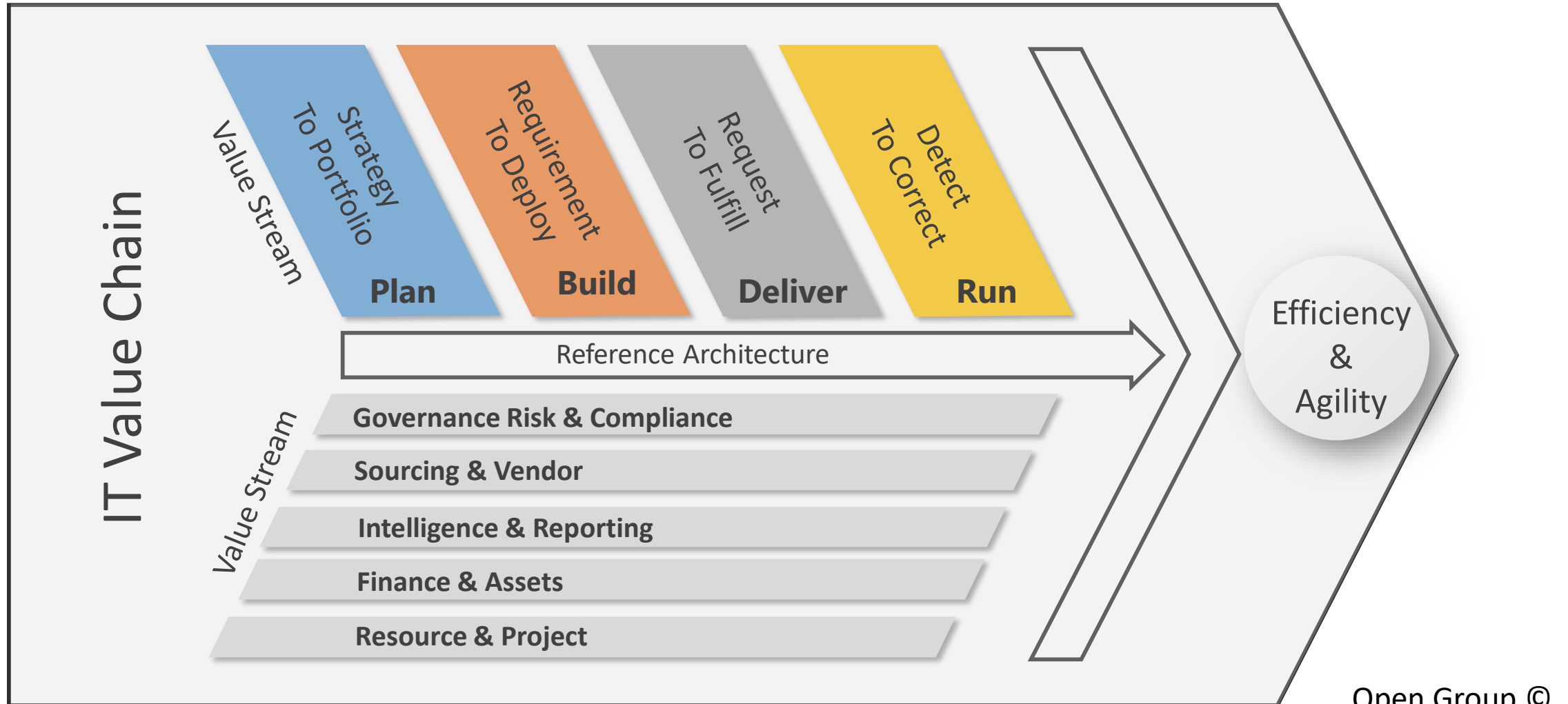


It is a visual thinking tool

Positioning the Game Plan Canvas



Scope



Business Model Canvas versus Game Plan Canvas

Business Model Canvas

Game Plan Canvas

Customer Segments	<i>Stakeholders include customers as well as internal partners and external partners</i>	Stakeholders
Customer Relationship	<i>There is no equivalent. People change and culture</i>	Change Management
Channels	<i>There is no equivalent. Key factors influencing strategy</i>	Drivers of Change
Value Proposition	<i>The collection of services and solutions to meet the needs of internal partners and ultimately the needs of customers</i>	New Services and Solutions Offerings
Key Resources		Current Solutions and Service Offerings
Key Activities	<i>There is no equivalent. Identify barriers</i>	Pain Points
Cost Management	<i>Exactly the same objective</i>	Cost Management
Key Partners	<i>There is no equivalent. Goal oriented</i>	Goals
Revenue Management	<i>There is no equivalent. Measure progress</i>	Scorecard

Section 02

DNA of the Game Plan Canvas

Insert the title here

Game Plan Canvas

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<p>Drivers for Change</p> <p><i>Objective: Identify the key business and IT drivers to ensure alignment</i></p> <p>Business Drivers What is the business context? What is the business strategy? Consider the business model Consider your Digital Transformation strategy Consider Compliance and Regulation Opportunities for transformation and or optimisation</p> <p>Technology Drivers Consider the IT business model Opportunities for transformation and or optimisation</p>	<p>Stakeholders</p> <p><i>Objective: Identify all the key stakeholders that can influence the strategy</i></p> <p>Consider The value chain in scope</p>	<p>Current Services and Solutions</p> <p><i>Objective: Identify all existing services and enabling solutions mapped to an investment strategy</i></p> <p>Considerations: What are the existing services that you offer? What are the existing security technical capabilities that you offer? Have you considered Gartner's TIME model or similar? What solutions can be leveraged for your new strategy?</p>	<p>Change Management</p> <p><i>Objective: Identify the changes that are critical to the enablement and outcomes desired, then identify waves of change that are required to incrementally deliver value. The focus here is to provide a clear intent on executing your strategy and the major deliverables required.</i></p> <p>Considerations What are the changes that need to take place to transition? Consider your business value chain? Consider your IT value chain Consider your partner strategy Consider People, Process, Technology, Information, Governance, and Architecture Remember that IT or security enablers are the "means"</p> <p>Framework for change PROSCI ADKAR John Kotter's 8 step process</p> <p>Quick Wins What can we do to fast-track?</p> <p>Once-off changes Consider enabling changes that assist in developing the services and products. They may also be prerequisites for sustaining changes.</p> <p>Sustaining Changes Long-term changes What are the key activities required to support or enable the services or products? Consider sustaining changes, which are going to be permanent e.g. work practices, processes, relationships. Are your existing principles still relevant? Do they need to be refactored?</p> <p>Best Practices Identify best practices from leading vendors and enterprises Review cloud adoption frameworks and security best practices from the leading cloud service providers</p> <p>Consideration: 1. Map to an established maturity model, like the SEI\ ISACA CMM models; 2. Alternatively review one of the cloud service providers</p>
<p>Scorecard</p>		<p>Goals</p>	
<p><i>Objective: Identify the desired benefits and metrics that must align to the drivers of change. Note: Ensure that the various parts of the your scorecard are in alignment to achieve the success that you desire</i></p> <p>Consider tangible versus intangible benefits What are the key security benefits to be realised? Rationalisation of security fabric, improved productivity Elimination of technical debt</p> <p>Utilise the Balanced Scorecard method as a guide (Financial, stakeholders, Services and enablers, and finally organisation and team) What are the key measures of success as you progress on your journey? Consider key milestones on your journey. Consider critical success factors. Remember a critical success factor is something, if removed will cause your strategy and execution to fail.</p>	<p><i>Objective: Identify the core jobs that needs to be achieved from your key stakeholders perspective</i></p> <p>Considerations for jobs to be done: Firstly identify your core stakeholder groups or segments What are the core jobs your core stakeholders want done? What are the related jobs to be achieved? What are the functional jobs? Note: do include emotional and social jobs</p> <p>* Remember The job is not the solution, it is the outcome desired</p> <p>To construct your job statements; The key components of a job statement are an action verb, the object of the action, and clarification of the context in which the job is performed; e.g. <i>keep my business secure in the cloud</i></p>	<p>Pain Points</p> <p><i>Objective: Identify all impediments that may impact the execution of the strategy</i></p> <p>What are the pain points for the key stakeholders in achieving their needs and jobs to be done? What are your pain points in achieving the desired outcomes?</p> <p>Consider Strategy Partnerships People Governance, risk and compliance Process Financial Architectural fit Technology fit (debt, gaps, non-performing, lack of fit) Demand for cloud exploration and exploitation</p>	<p>Transformation</p>

<p>Services and Solutions to be offered</p>	
<p><i>Objective: Identify the portfolio of services to be offered and enabling solutions to underpin the services. Note that your services must map to your stakeholders "jobs to be done"</i></p> <p>Consider creating an inventory of solutions to address the jobs to be done List all the services to be offered Are there existing solutions that you can reuse? Can you refactor an existing solution to meet your stakeholder needs? Are there new solutions that you have to introduce? Can we leverage best practices and guidance from industry experts?</p>	<p>Service Offerings</p>

<p>Financial Management</p>	
<p><i>Objective: Identify the fixed costs required for once-off, and recurring enablers and changes required</i></p> <p>Fixed Costs Consulting costs IT Audit and compliance costs Tooling costs Skills Development, Employee costs – new roles and additional headcount</p>	<p><i>Objective: Identify the variable costs required for once-off, and recurring enablers and changes required</i></p> <p>Financial Resources Testing – feasibility – experimentation costs Compliance costs Management costs</p>

Drivers for change

Objective

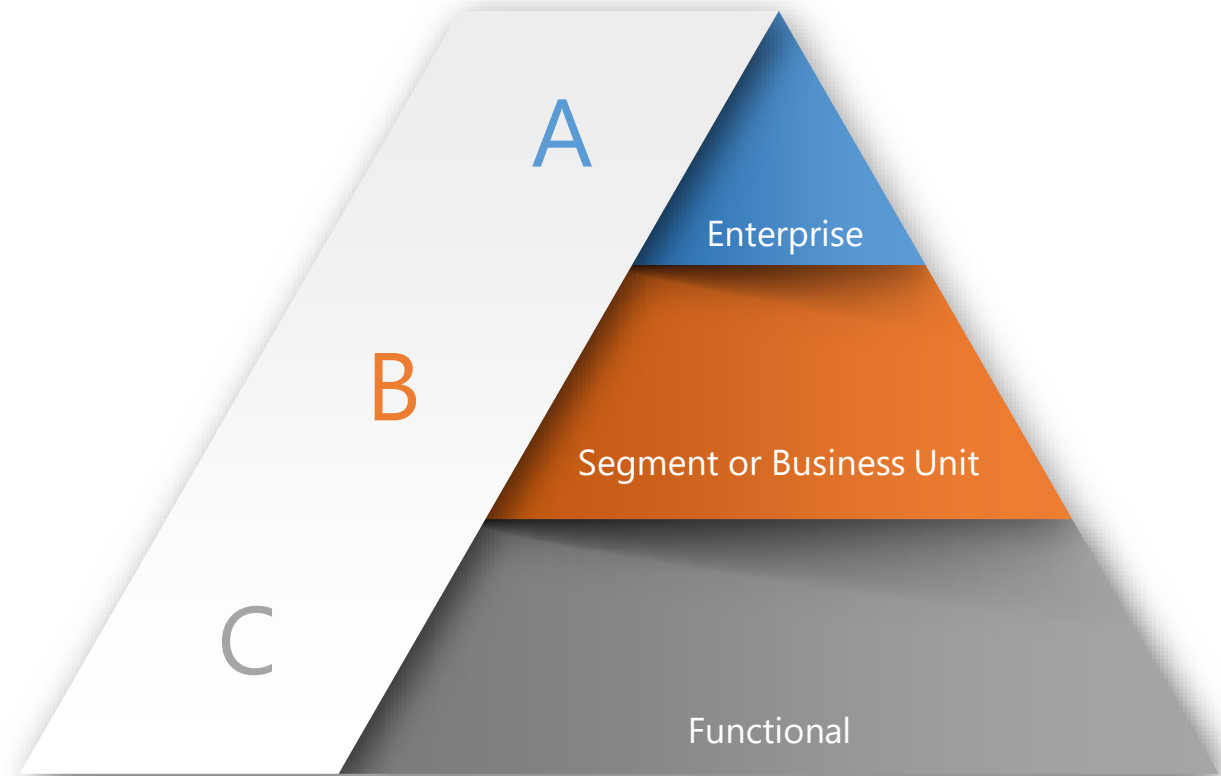
The objective is to identify the key factors that are driving the Enterprise strategy, business unit strategy, and IT strategy.

What is a driver for change?

A driver is a key internal or external factor that influences the strategy. *Examples of drivers are Resources, Capabilities, Technology.* Note that Porter's 5 forces may assist with understanding the industry drivers.

Scope

The scope of the game plan that you want to develop will drive the type of alignment that you would like to achieve. Example: If you want to develop a cloud security strategy, you will need to align to the enterprise, business unit, IT and cloud strategies respectively.



Goals

Objective

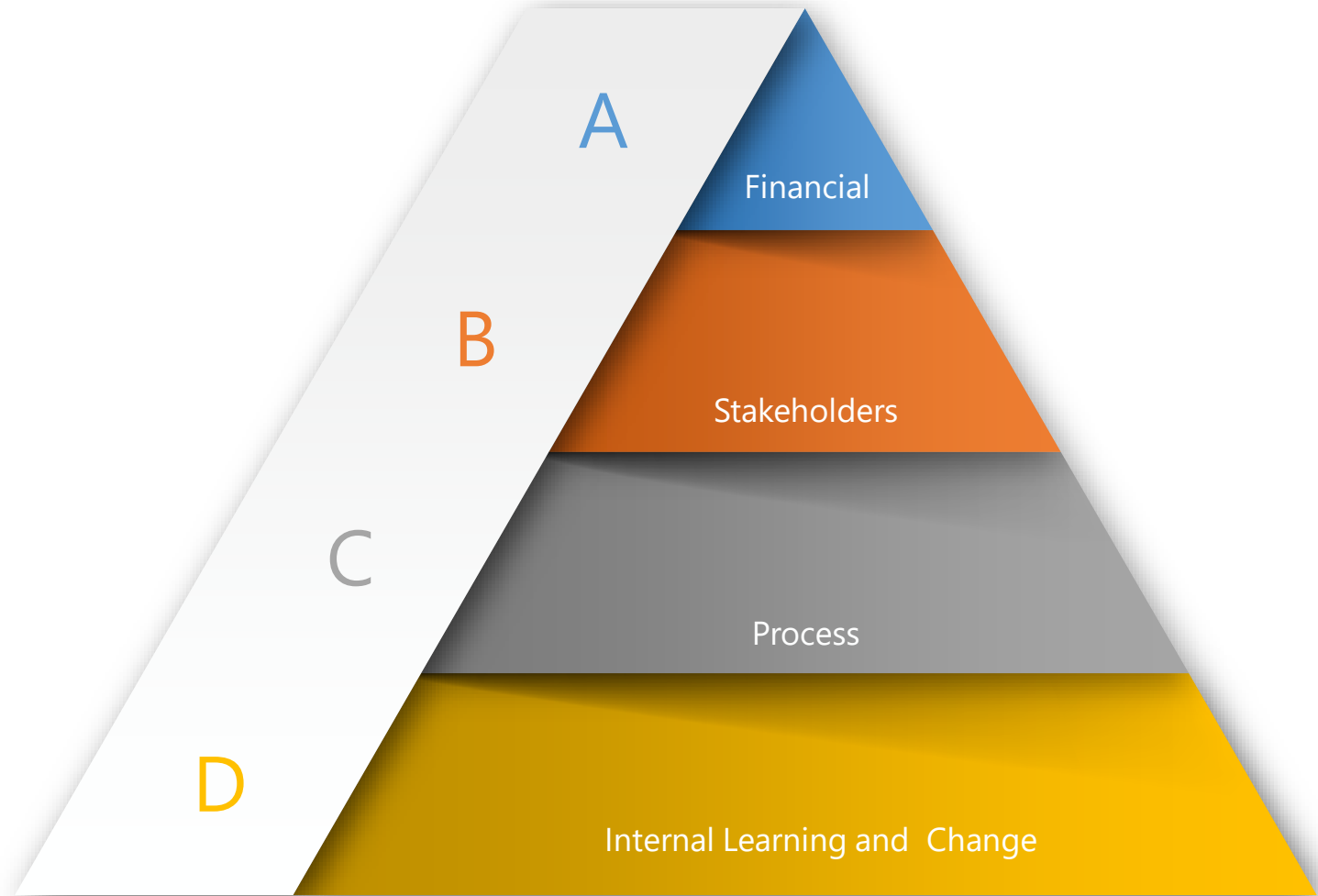
To define the goals of the key stakeholders with respect to the game plan

What is a goal?

There is no simple definition for goals, as there are multiple definitions. In this context a “goal” is a description of a specific destination or end state that you would like to achieve. *Example, I require a competent cloud security team.*

Scope

The goals are a key input to the scorecard, hence the goal maybe composed of multiple SMART objectives, which may be used to track your achievement over multiple iterations as you progress towards your goal or end state. (SMART is an acronym for Specific, Measurable, Achievable, Realistic and Time boxed)



Pain points

Objective

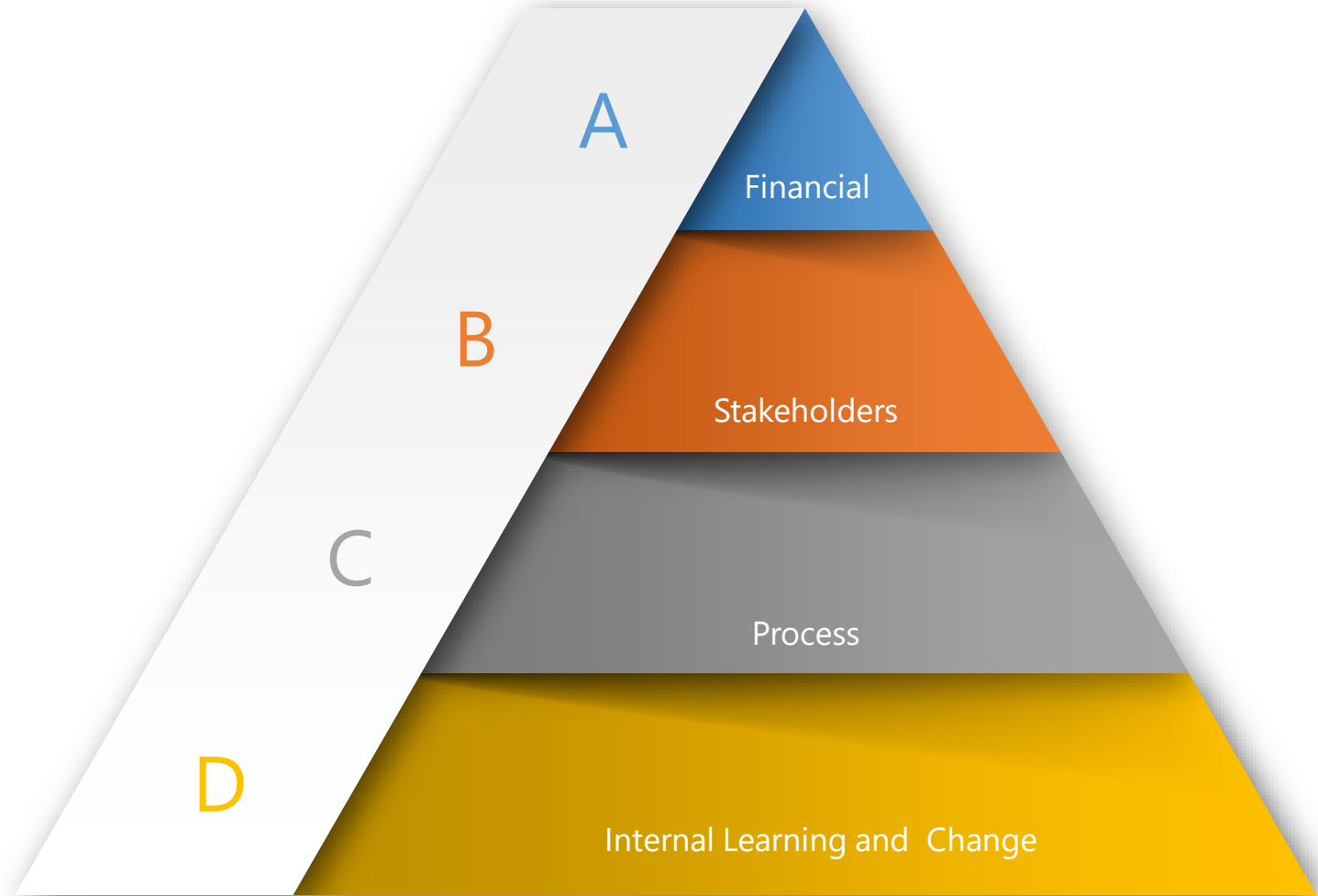
To identify the barriers that may have an impact on your game plan. A barrier may be a risk, issue or concern.

What is a pain point?

A pain point is some key risk, issue or concern that the business has to address. *Example: Risk of new entries into your industry. A vendor lock-in for a specific technology.*

Scope

A barrier may be a combination of social, technological, economic, environmental, political or legal.



Current Services and Solutions

Objective

To identify the current state of the services and solutions that you offer.

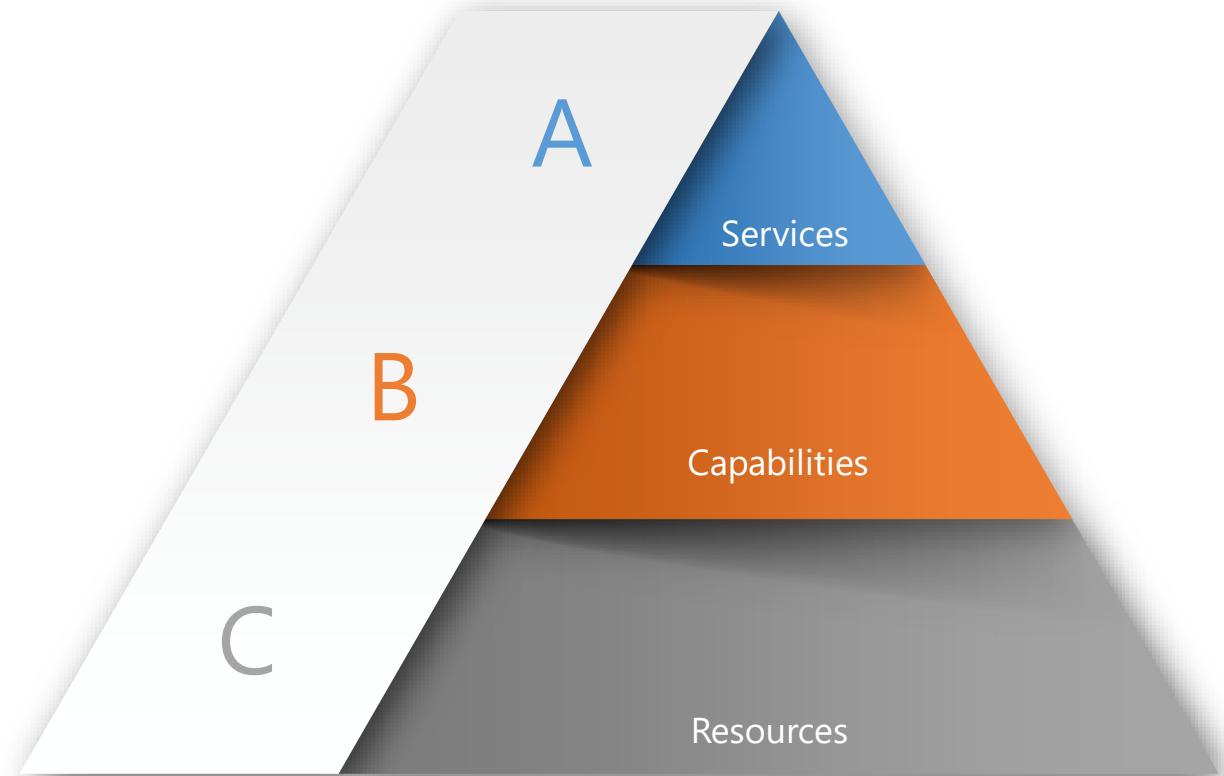
What is a Service and Solution?

A service refers to an action to deliver a specific outcome. Example, the assessment of a new ecommerce solution to meet business needs. (Action, object, outcome)

A solution may be composed of the people, process, technology and information required to meet the outcome required by the specific stakeholder. *Example, A loyalty platform for coffee.*

Scope

The scope of services and solutions under review and assessment must be aligned to the scope of your game plan. Generally services are composed of a number of capabilities, which are enabled by people, process, technology, and information resources.



Change Management

Objective

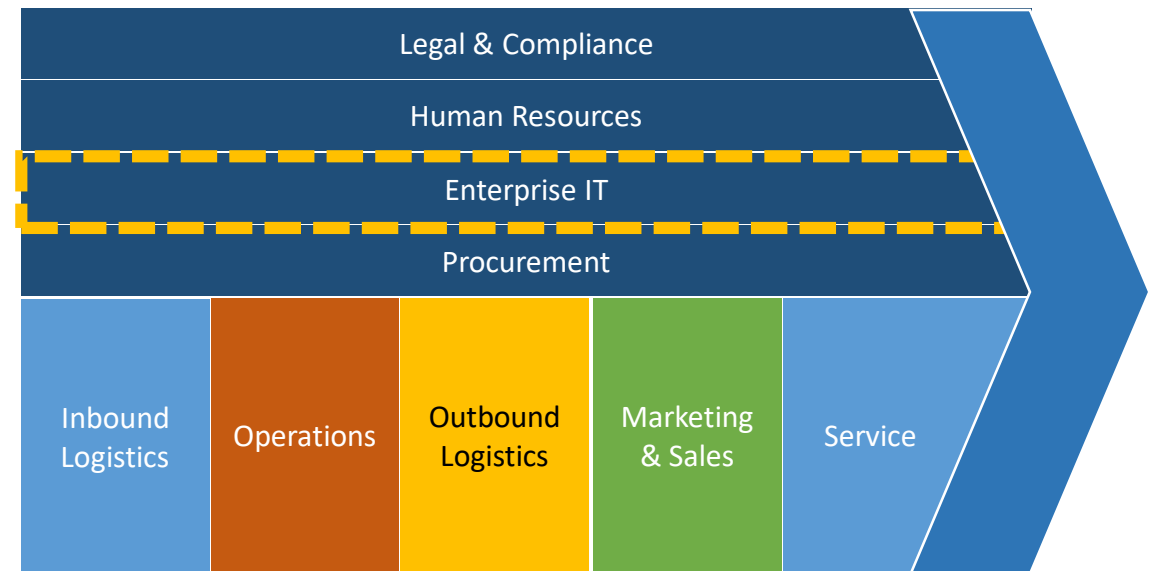
To identify the changes that are critical to transforming the organisation aligned to the stakeholder drivers and goals.

What is Change Management?

There are many definitions. In this context, change management is focused on the structured process to assist an organisation to transition from the current state to the future state. *Example, you want to introduce business capability modelling into your organisation. What are your tactics to create an awareness, desire, knowledge, ability and reinforce the successful adoption of business capability modelling?*

Scope

Consider the business value chain and how the key components like people, process and technology enablers need to change in-order to meet the goals.



New Services and Solutions Offerings

Objective

To identify the new portfolio of services and solutions to enable the new strategy and ultimately deliver the outcomes required by your stakeholders.

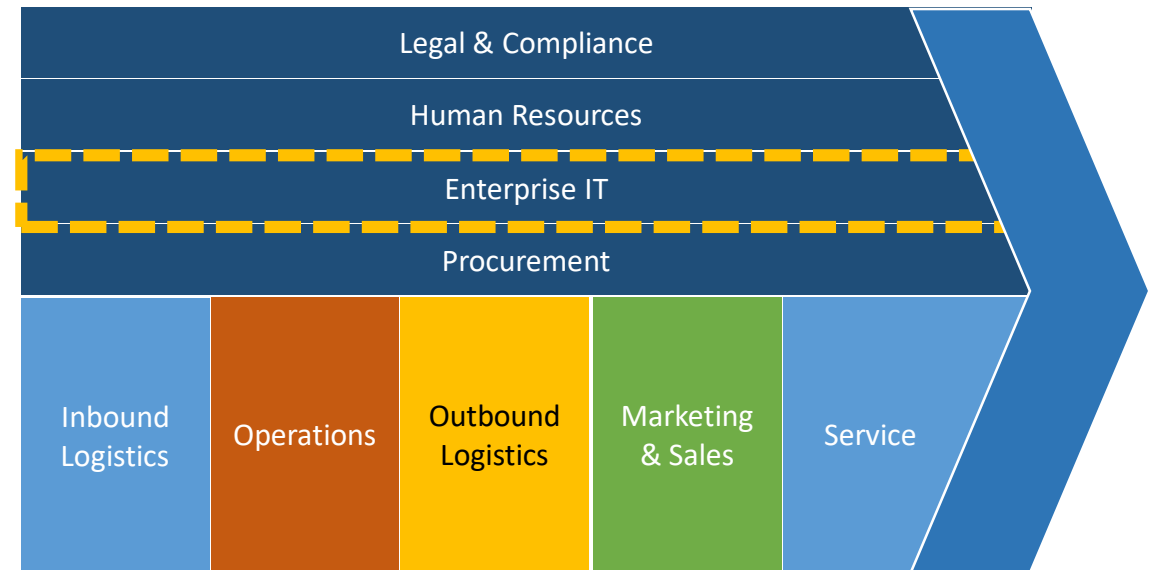
What is a Service and Solution?

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A solution may be composed of the people, process, technology and information required to meet the outcome required by the specific stakeholder. *Example, A loyalty platform for coffee.*

Scope

The scope of services and solutions under review and assessment must be aligned to the scope of your game plan. Generally services are composed of a number of capabilities, which are enables by people, process, technology, and information resources.



Cost Management

Objective

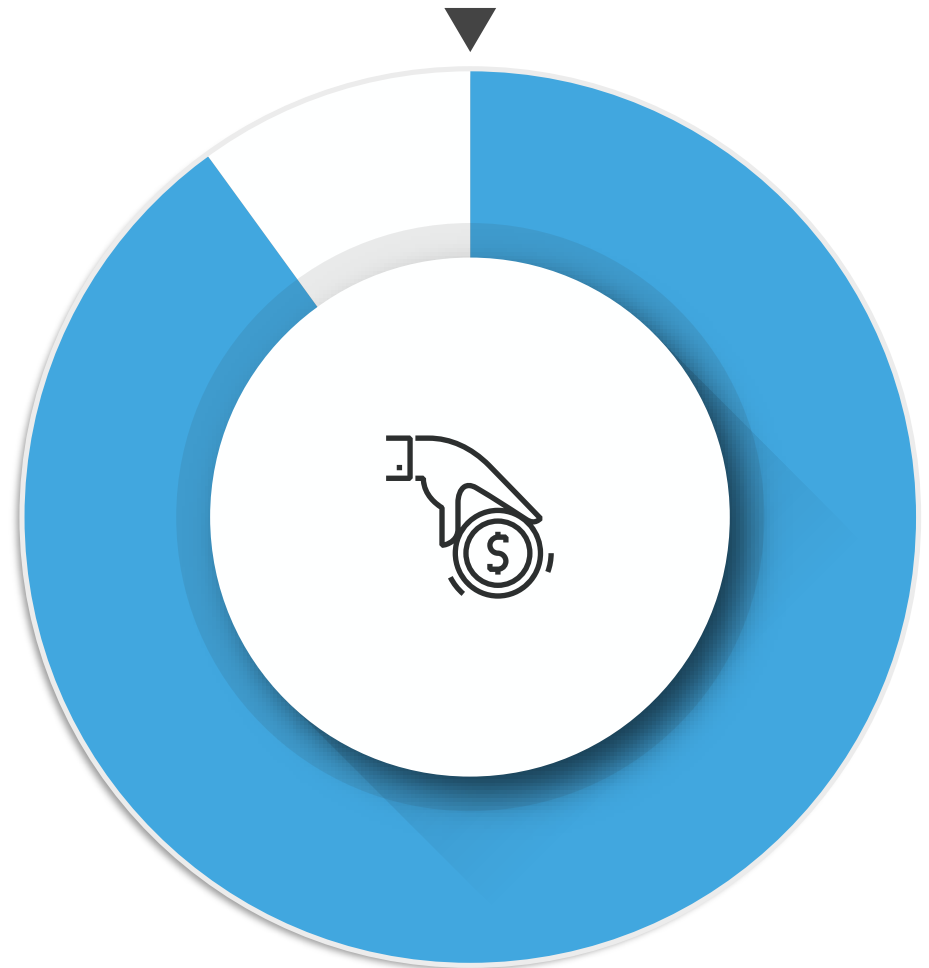
To identify the key fixed and variable costs that needs to be managed.

What is Cost Management?

Cost Management is the process of planning and controlling the budget to execute your strategy, hence it is generally an ongoing process. *Example, bandwidth costs*

Scope

Consider your value chain within scope to ensure that there is alignment. Remember to include all partners within your supply chain to deliver the services and solutions.



Scorecard

Objective

To define a scorecard to ensure that all key components are in alignment and that you can manage performance and stakeholder expectations.

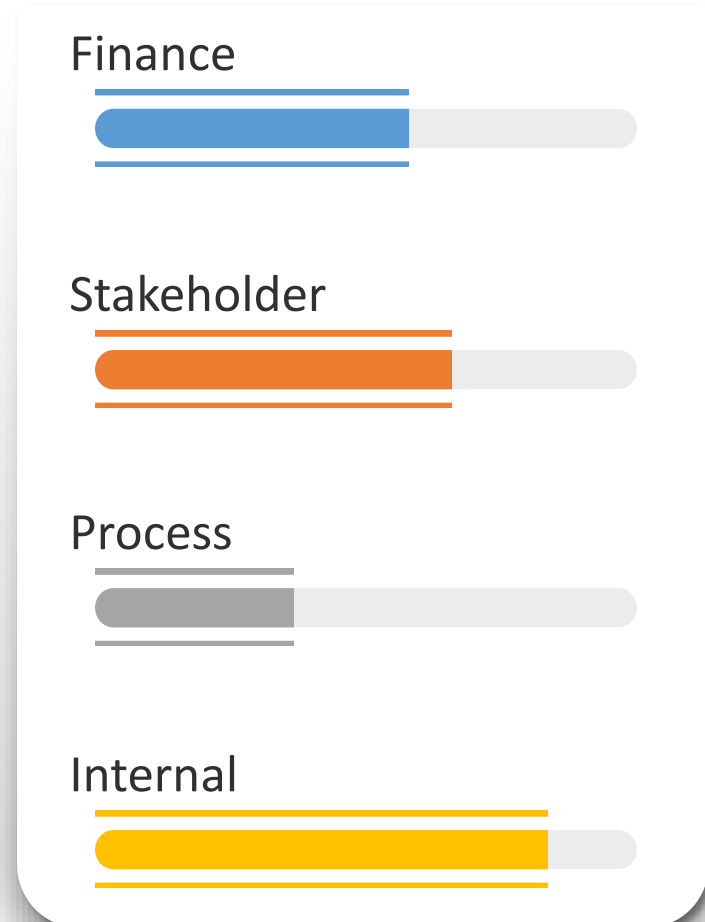
What is a scorecard?

A tool used to measure your progress as you execute your strategy. It has discrete metrics or targets that have to be achieved.

Recommendation is to model your scorecard utilising the Balanced Scorecard. *An example is illustrated as part of the “Bean in a Cup” case study.*

Scope

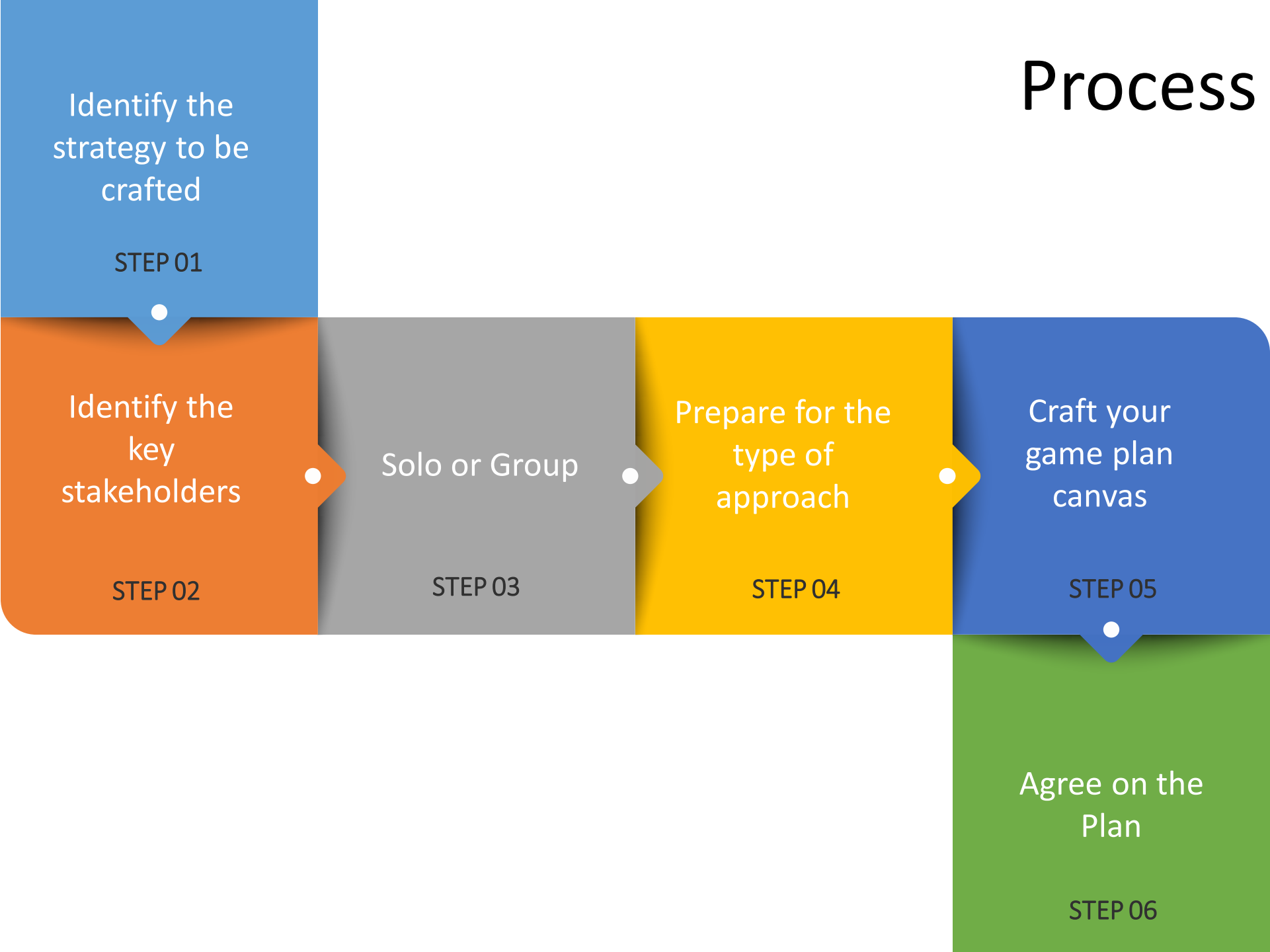
It is recommended to use the Balanced scorecard from Kaplan and Norton to measure your progress with the 4 perspectives of financial, customer or stakeholder, process and internal learning and change.



Section 03

Determine your approach and
execute

Process



01

Objective

Identify a strategy that you would like to develop.

Scope

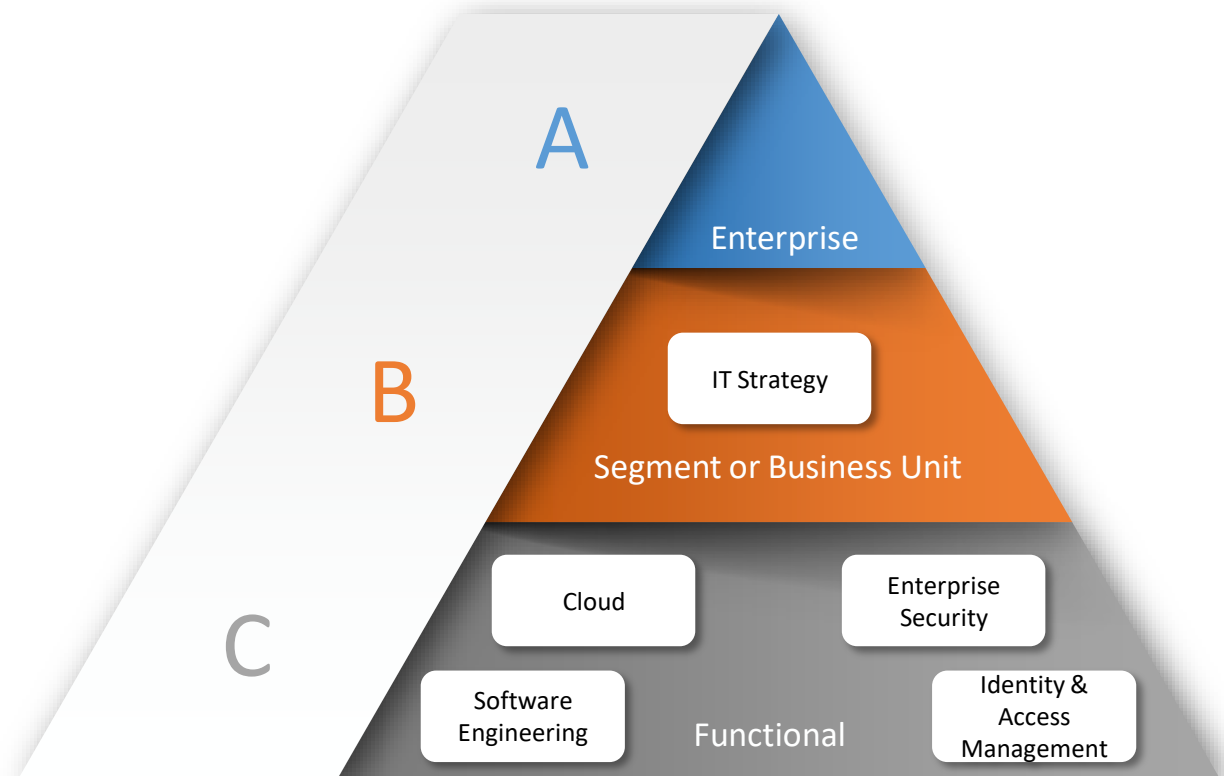
Establish the area of concern utilising the Scope Pyramid. Depending on the size and organisational structure, you may have a number of options in determining the scope.

Examples

1. IT Strategy
2. Cloud strategy
3. Software Engineering strategy
4. Enterprise Security Strategy
5. Identity and Access Management Strategy

Notes

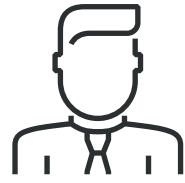
Generally the IT strategy would be composed of a number of functional strategies that would support its scope. Determine your hierarchy of strategies, so that there is a clear relationship and coherence in managing the various strategies.



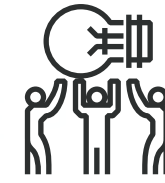
Identify the strategy to be crafted

02

Identify the stakeholders



Decision makers



Influencers



Ecosystem Partners



Core Practitioners



Customers



Internal Partners

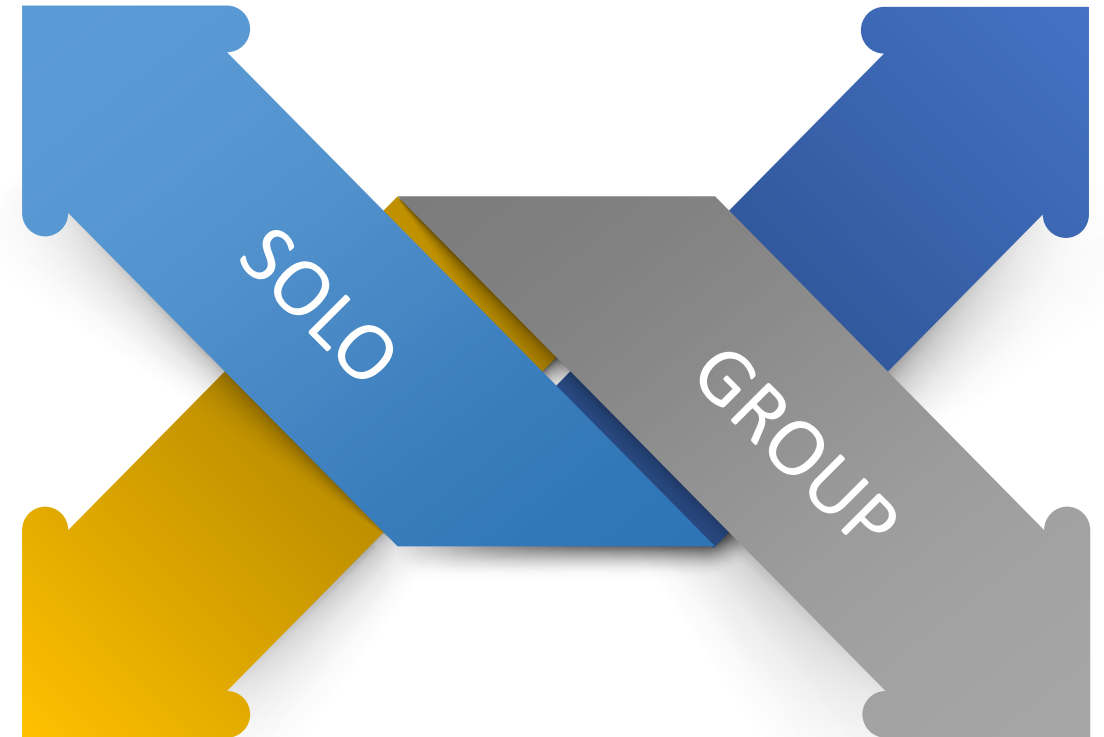


Overview

There are 2 major ways in which you can leverage the game plan canvas either in solo mode or in group mode.

In solo mode you can complete the canvas alone, by following the guidelines, which can be completed in about 2 hours.

In group mode you have to setup a workshop, which will require at least 8 hours, depending on the scope. To support groups refer to the “Journey Map” on the next page for details to plan your strategy planning approach.



Design Thinking



Overview

Design Thinking has been popularised by Ideo and the Stanford d.school. It is human centred, and allows for diversity in stakeholders.

IT is a problem solving approach undertake in the following steps;

1. Empathise
2. Define
3. Ideate
4. Prototype
5. Test

A number of additional tools can be utilised to simplify and guide the design thinking process for example, empathy maps, SCAMPER, and several other well known tools can be leveraged.

04

Craft your
game plan
canvas

Craft your Game Plan Canvas

Insert the name for the Game Plan Canvas

Insert the title here

Game Plan Canvas

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<p>1 Drivers for Change</p> <p><i>Objective: Identify the key business and IT drivers to ensure alignment</i></p> <p>Business Drivers What is the business context? What is the business strategy? Consider the business model Consider your Digital Transformation strategy Consider Compliance and Regulation Opportunities for transformation and or optimisation</p> <p>Technology Drivers Consider the IT business model Opportunities for transformation and or optimisation</p>	<p>2 Stakeholders</p> <p><i>Objective: Identify all the key stakeholders that can influence the strategy</i></p> <p>Consider The value chain in scope</p>	<p>4 Current Services and Solutions</p> <p><i>Objective: Identify all existing services and enabling solutions mapped to an investment strategy</i></p> <p>Considerations: What are the existing services that you offer? What are the existing security technical capabilities that you offer? Have you considered Gartner's TIME model or similar? What solutions can be leveraged for your new strategy?</p>	<p>6 Change Management</p> <p><i>Objective: Identify the changes that are critical to the enablement and outcomes desired, then identify waves of change that are required to incrementally deliver value. The focus here is to provide a clear intent on executing your strategy and the major deliverables required.</i></p> <p>Considerations What are the changes that need to take place to transition? Consider your business value chain? Consider your IT value chain Consider your partner strategy Consider People, Process, Technology, Information, Governance, and Architecture Remember that IT or security enablers are the "means"</p> <p>Framework for change management PROSCI ADKAR John Kotter's 8 step process</p> <p>Quick Wins What can we do to fast-track our cloud security journey?</p>
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<p>7 Services and Solutions to be offered</p> <p><i>Objective: Identify the portfolio of services to be offered and enabling solutions to underpin the services. Note that your services must map to your stakeholders "jobs to be done"</i></p> <p>Consider creating an inventory of solutions to address the jobs to be done List all the services to be offered Are there existing solutions that you can reuse? Can you refactor an existing solution to meet your stakeholders needs? Are there new solutions that you have to introduce? Can we leverage best practices and guidance from industry experts?</p>		<p>Financial Management</p> <p><i>Objective: Identify the fixed costs required for once-off, and recurring enablers and changes required</i></p> <p>Fixed Costs Consulting costs IT Audit and compliance costs Tooling costs Skills Development, Employee costs – new roles and additional headcount</p>	<p><i>Objective: Identify the variable costs required for once-off, and recurring enablers and changes required</i></p> <p>Variable costs Consulting costs "Pop up store" testing – feasibility – experimentation costs IT Audit and compliance costs Contract Management costs</p>

Complete the building blocks in order of the numbers indicated

Review the guideline and considerations as you complete the building blocks

Section 04

Case study illustrating the crafting of your game plan canvas



BEAN IN A CUP THE STORY BEHIND YOUR CUP OF COFFEE

A TALE OF COFFEE BEANS THAT CROSSED THE SEA

EST. 2000



LOCATIONS



400

75



EXPANDING

Ireland ...

... Dubai

... Kenya

... Zambia

Namibia ...

... Australia

100 FRANCHISE IN
Namibia
Kenya
Zambia
Dubai
Ireland
Australia in 12 months
with

800 STORES
over the next 5 years.

4 MILLION



MOBILE REWARDS CUSTOMERS

POS



ERP

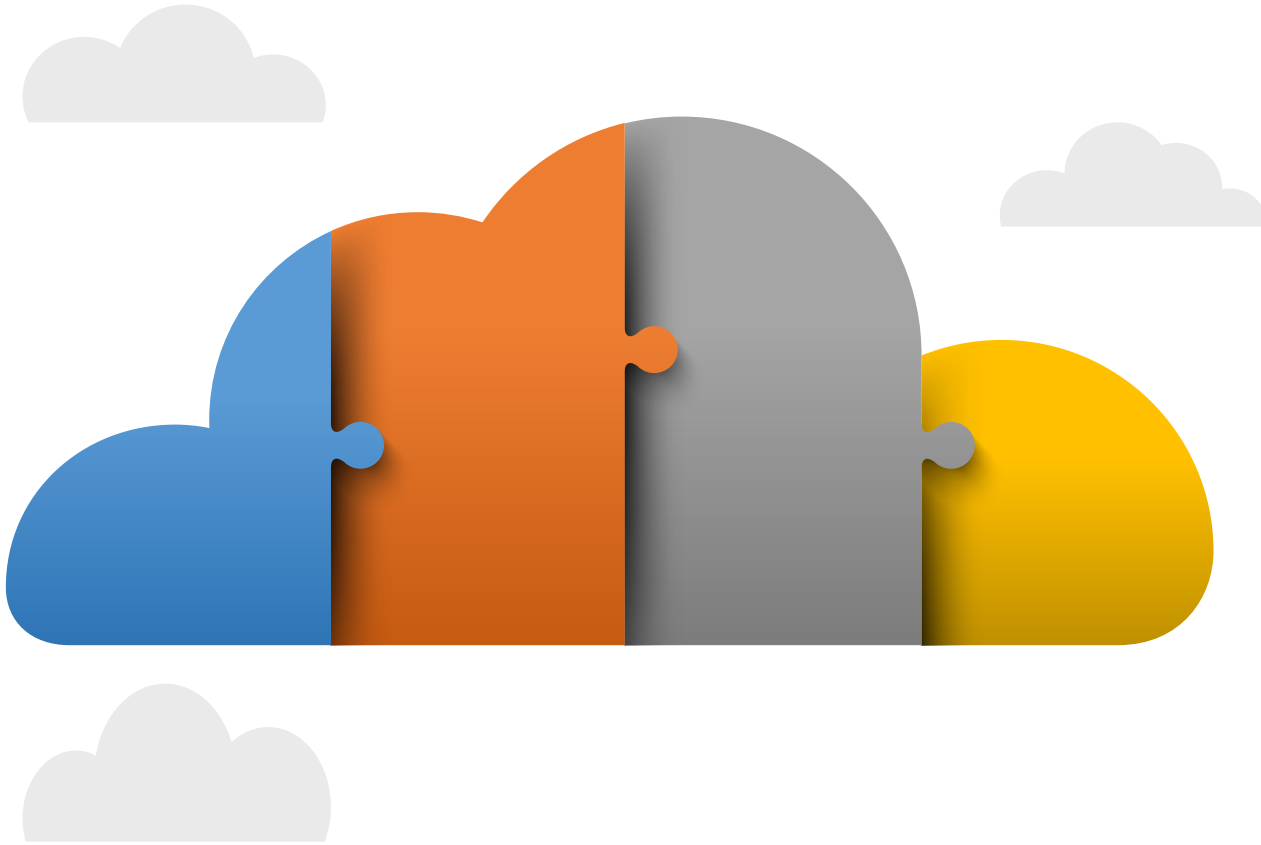


Case Study

Overview

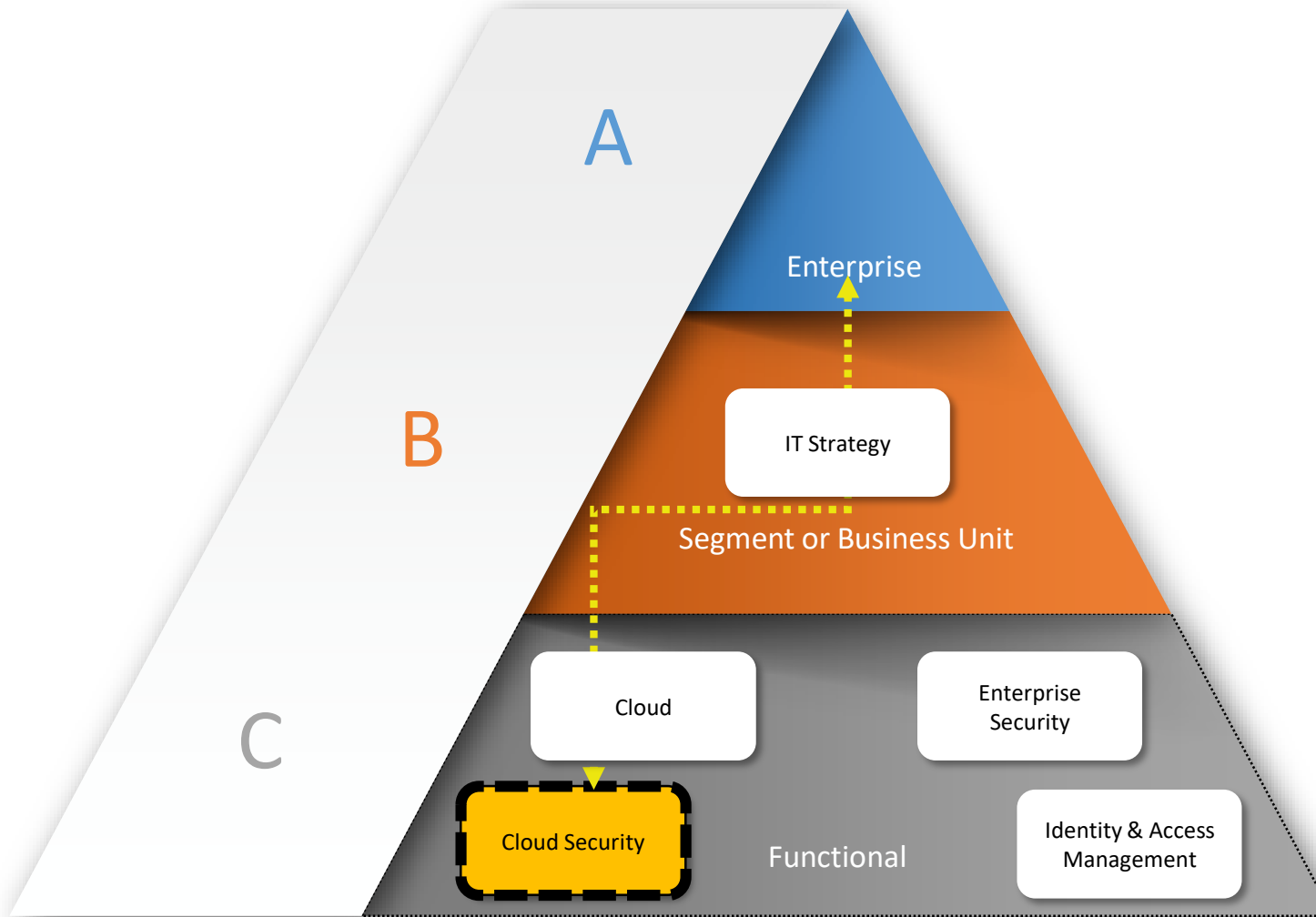
The case study is based in a fictitious company called “Bean in a Cup”, established by 3 friends in 2000. It has grown to 400 outlets, of which 75 are franchised stores. They have a new business strategy, with an expansion of 100 franchise stores into a number of countries in Africa, Ireland, Dubai and Australia. They currently have 4 million customers benefiting from a mobile rewards programme.

There is currently an on-premise ERP and POS solution, with a variety of other systems that are managed by Outsauce.co. A new CIO was appointed, and the core IT team is 16 people, with a small development team of 4 software engineers. Their objective is to become a cloud first company. The CIO wants to develop a cloud security strategy first, given the regulations and increased concern from the Board with regards to cyber risk.

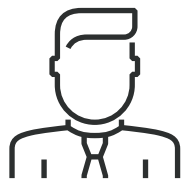


01

Identify the strategy to be crafted



Identify the stakeholders



Decision makers:

- 1. CISO
- 2. CEA
- 3. CIO



Influencers

- 1. IT EXCO
- 2. GRC
- 3. Audit
- 4. EA



Ecosystem Partners:

- 1. Cloud Vendor



Core Practitioners:
1. Security



Customers:
Not required



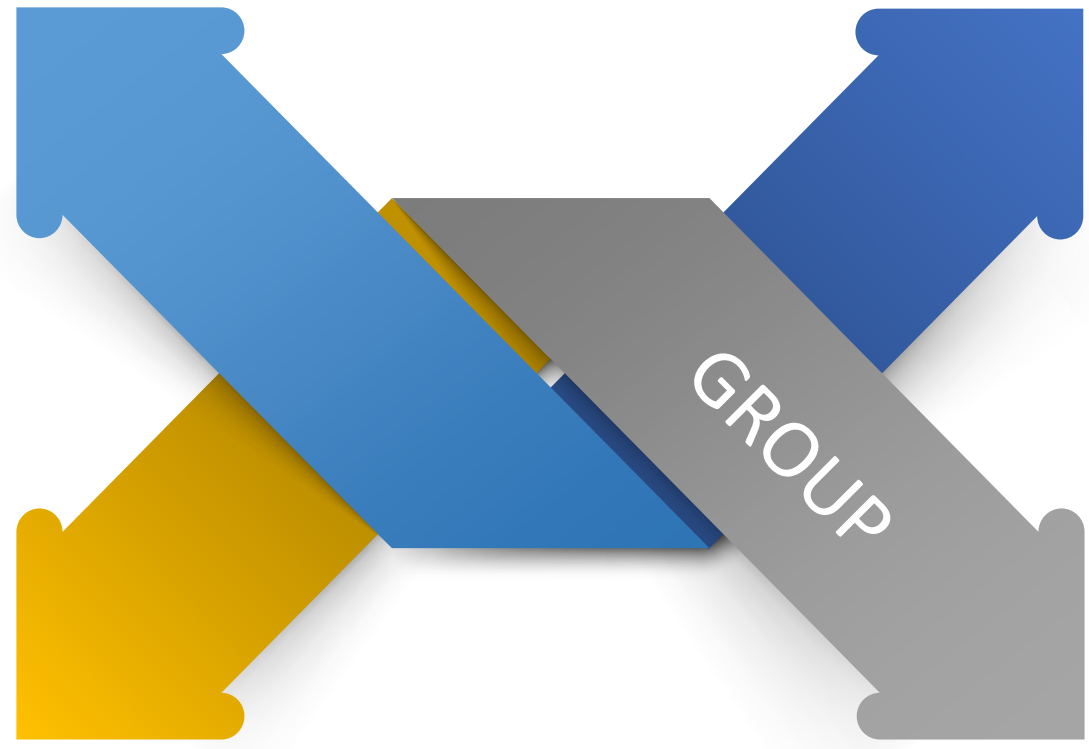
Internal Partners:

- 1. SW Engineering
- 2. PM/SM



03

Go solo or
Group



Insert Game Plan Canvas Title – Experience Map

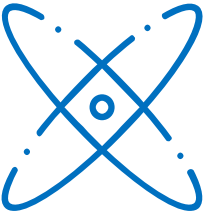
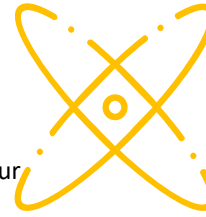

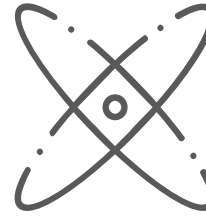
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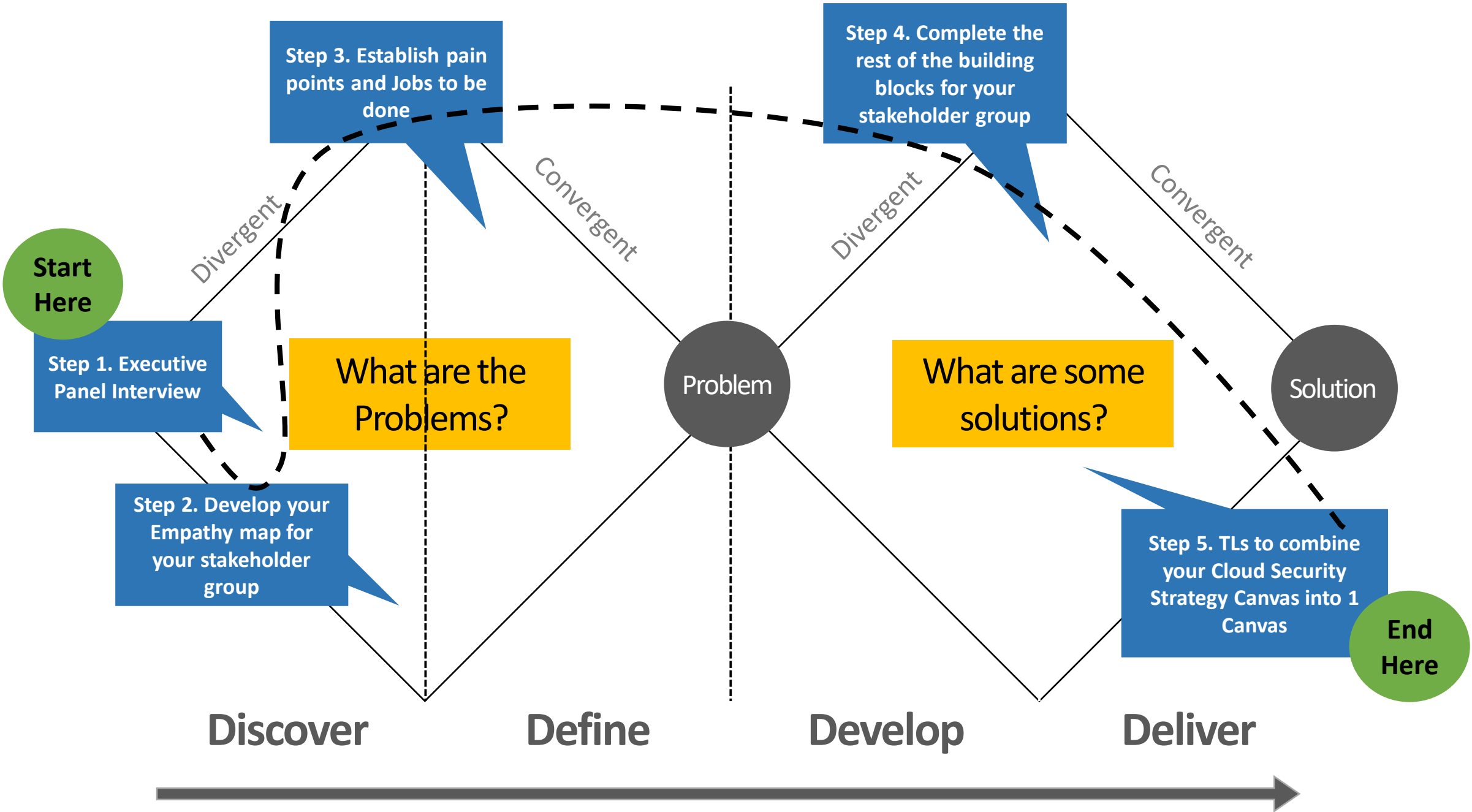
Scenario

Objective

We are immature in our cloud enablement and adoption. We have experimented with a number of solutions over the last few years however we need to fast track our cloud strategy to address our digital transformation aspirations

Enable a secure hybrid cloud platform

	Stage 1: Prepare	Stage 2: Workshop	Stage 3: Articulate	Stage 4: Execute
Stage	<p>4. Invite attendees</p>  <p>3. Prepare</p> <p>1. Determine Objectives</p> <p>2. Determine Approach</p>	<p>4. Debrief</p>  <p>3. Craft your strategy</p> <p>1. Set engagement rules</p> <p>2. Establish viewpoints</p>	<p>4. Prioritise</p>  <p>3. Agree next steps</p> <p>1. Draft actionable plan</p> <p>2. Present</p>	<p>4. Iterate</p>  <p>3. Adjust plans</p> <p>1. Execute Quick wins</p> <p>2. Measure & Monitor</p>
Timeline	<ul style="list-style-type: none"> 2 days 	<ul style="list-style-type: none"> 1 day 	<ul style="list-style-type: none"> 1 day 	<ul style="list-style-type: none"> Map to anchor projects if required
Goals	<ul style="list-style-type: none"> Create a sense of urgency Establish the stakeholder profiles including experiences, skills, education and level of involvement in cloud projects Establish high-level barriers to cloud 	<ul style="list-style-type: none"> Create a strong coalition Give everybody an opportunity to speak their minds and share their ideas Acknowledge the current state Co-create the vision for change 	<ul style="list-style-type: none"> Communicate the vision using the change we seek using the canvas Eliminate pain points Establish quick wins Co-develop the roadmap for execution 	<ul style="list-style-type: none"> Keep the passion – build momentum Anchor the changes in your corporate culture
Doing	<ul style="list-style-type: none"> Undertake a cloud security strategy survey Define the approach – “Design Thinking” style Establish the workshop objectives Establish the artefacts to be used to deliver the outcomes that you collectively seek Cloud Security Strategy Canvas Interview a few industry experts 	<ul style="list-style-type: none"> Workshop IT EXCO team panel discussion on the drivers for change Complete the cloud strategy canvas 	<ul style="list-style-type: none"> Journey maps for key stakeholders Assignment of deliverables Prioritisation of deliverables 	<ul style="list-style-type: none"> Execute, execute, execute... Measure progress Lessons learned iterate
Thinking & Feeling	<ul style="list-style-type: none"> It feels “top down” in approach Siloed approach Lack of collaboration No strategy Painful experiences to deliver cloud solutions Lack of stakeholder alignment Lack of capacity to undertake projects in the cloud Lack of experience and skills 	<ul style="list-style-type: none"> Love the collaboration An appreciation of different viewpoints Co-creation of the strategy Inclusivity More workshops required “Buy-in and support achieved” 	<ul style="list-style-type: none"> Ownership Part of the journey Love the workshops I would like to leverage the framework 	
Ideas to improve Experience	<ul style="list-style-type: none"> Make it inclusive – increase the diversity of attendees 	<ul style="list-style-type: none"> Add an ice-breaker Allow people to share their feelings and acknowledge it 	<ul style="list-style-type: none"> Gamify the experience Make it fun 	

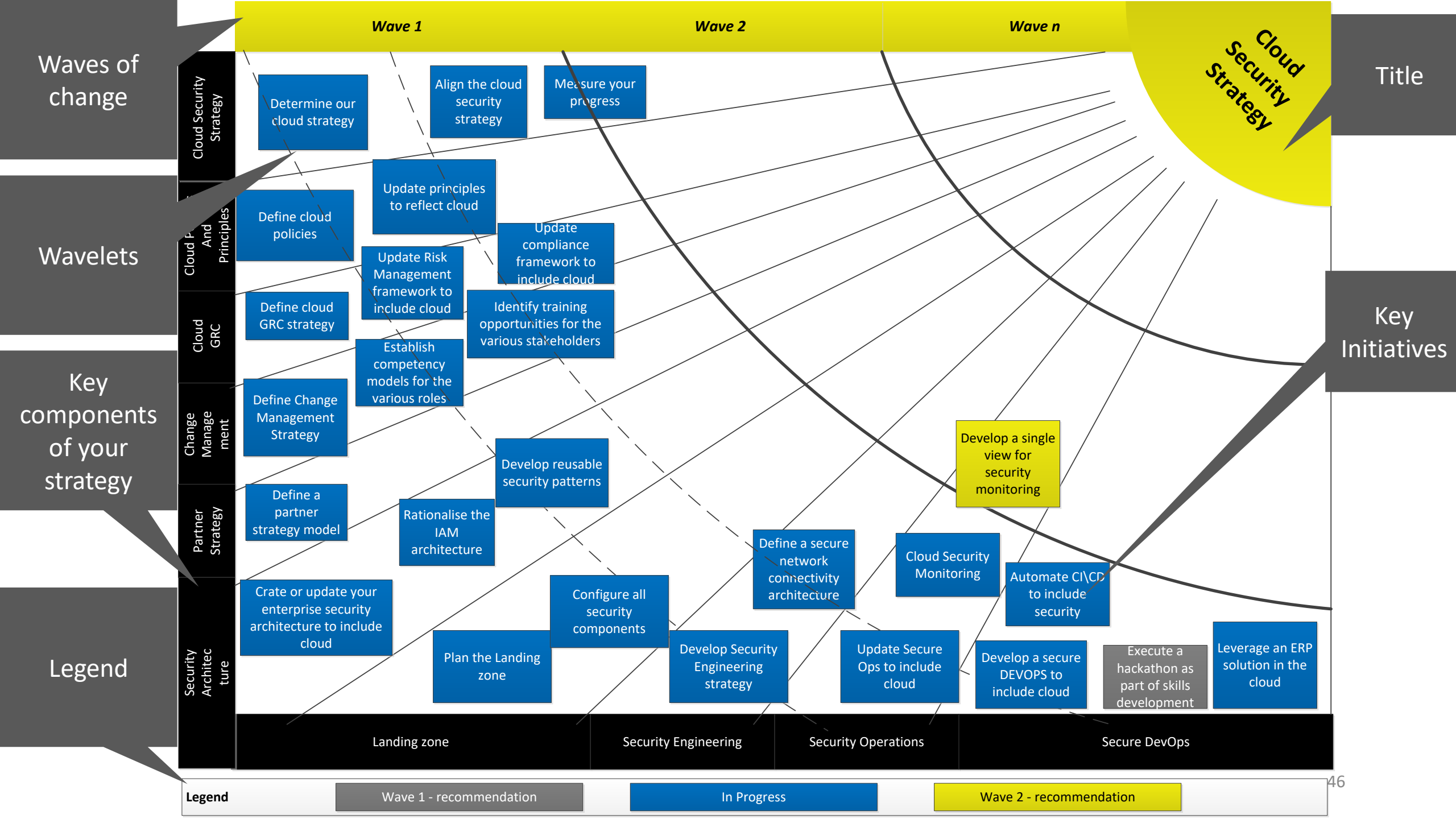


Cloud Security Game Plan Canvas

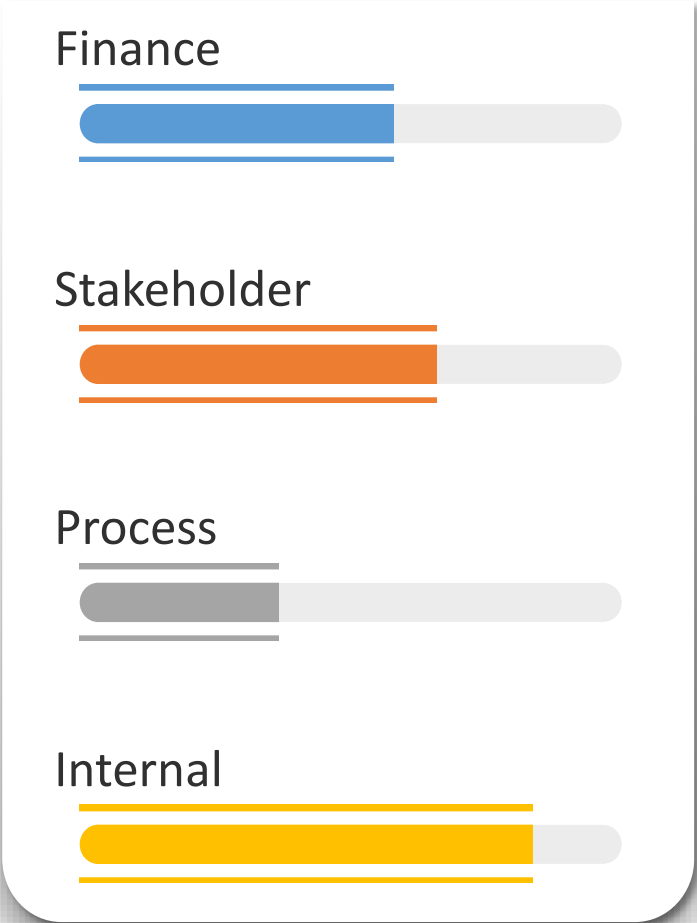
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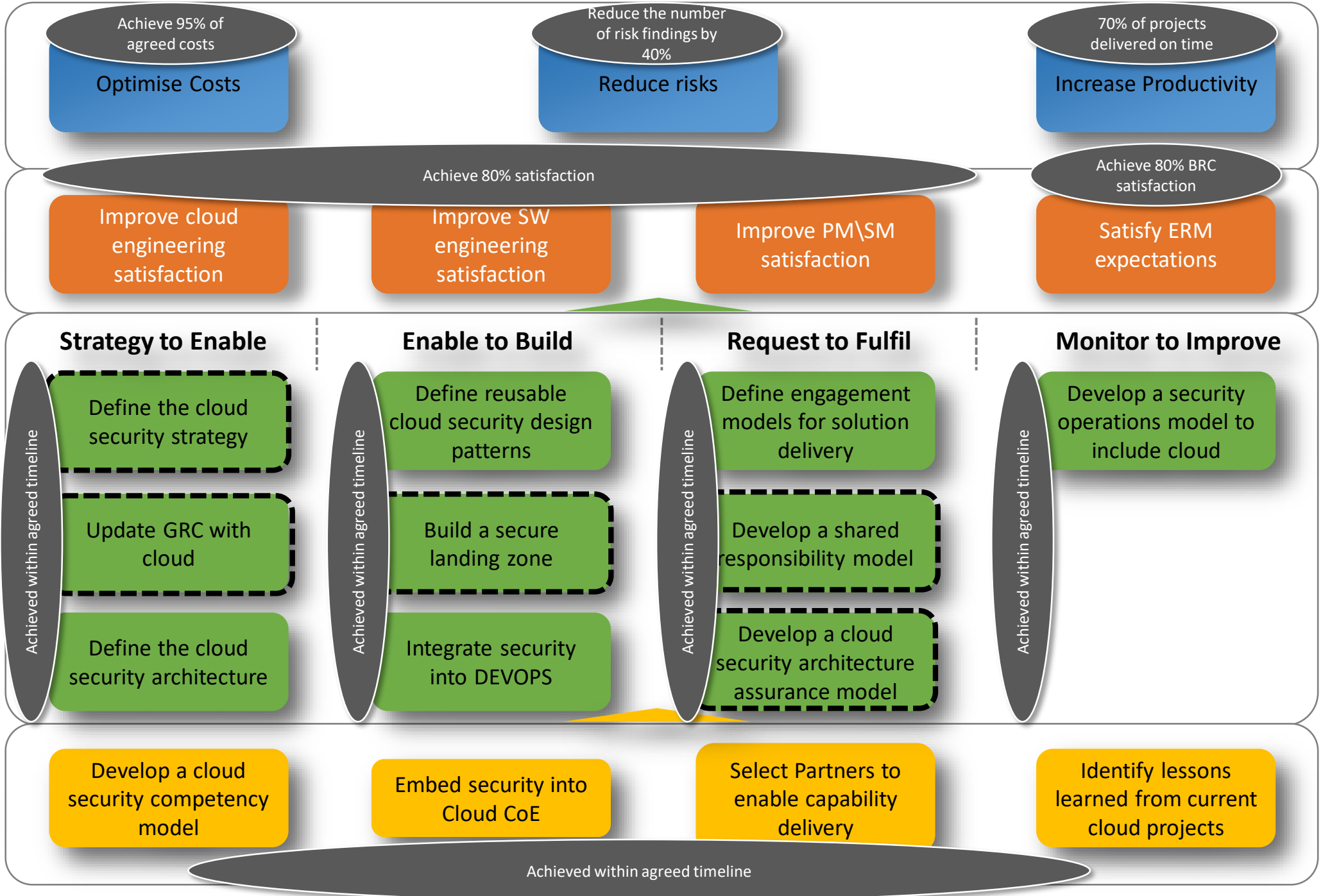
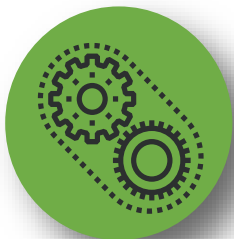
Drivers for Change	Goals	Current Services & Solutions	Change Management
<div style="display: flex; flex-wrap: wrap;"> <div style="width: 50%;">Grow and transform the business</div> <div style="width: 50%;">Expansion into new markets through franchising to 1300 stores in the next 6 years</div> <div style="width: 50%;">Reduce risk to acceptable levels</div> <div style="width: 50%;">Move the business into the cloud "Cloud only" strategy</div> <div style="width: 50%;">Meet all regulation and legislation requirements</div> <div style="width: 50%;">Optimise costs</div> </div>	<div style="display: flex; flex-wrap: wrap;"> <div style="width: 50%;">Secure the business</div> <div style="width: 50%;">Meet compliance requirements in local territories with respect to privacy</div> <div style="width: 50%;">Meet PCI regulatory requirements</div> <div style="width: 50%;">Transform into a "cloud only" business</div> <div style="width: 50%;">Build a cloud competency</div> <div style="width: 50%;">CIO has been incentivised: To be appointed as a Board member once the transformation has been deemed successful</div> </div>	<div style="display: flex; flex-wrap: wrap;"> <div style="width: 50%;">ERP-Express on premise</div> <div style="width: 50%;">Rewards "mobile app"</div> <div style="width: 50%;">POS in local data centre</div> <div style="width: 50%;">IT Governance framework</div> <div style="width: 50%;">Security Capability Model</div> <div style="width: 50%;">Outsourcing of infrastructure services</div> <div style="width: 50%;">Outsourcing of solution development and support</div> </div>	<div style="display: flex; flex-wrap: wrap;"> <div style="width: 50%;">Establish a Cloud Centre of Excellence</div> <div style="width: 50%;">Identify a cloud security champion</div> <div style="width: 50%;">Establish competency models for the various roles</div> <div style="width: 50%;">Establish the "shared responsibility model" for the various flavours of cloud adoption</div> <div style="width: 50%;">Create a compelling vision</div> <div style="width: 50%;">Communicate the vision to all key stakeholders</div> <div style="width: 50%;">Establish the cloud strategy</div> <div style="width: 50%;">Identify projects that can be used to test and validate the cloud security foundation architecture, whilst delivering business value</div> </div>
Scorecard	Stakeholders	Pain Points	
<div style="display: grid; grid-template-columns: repeat(3, 1fr); gap: 5px;"> <div>Optimise costs</div> <div>Reduce Risk</div> <div>Increase Productivity</div> <div>Improve Cloud Engineering Team satisfaction</div> <div>Improve SW Engineering Team satisfaction</div> <div>Improve Board Satisfaction</div> <div>Optimise cloud engineering processes</div> <div>Integrated Secure DEVOPS</div> <div>Security Monitoring</div> <div>Educate and train engineering and operational teams on cloud</div> <div>Develop an updated security architecture to include cloud</div> <div>Develop a cloud community of practice</div> </div>	<div style="display: grid; grid-template-columns: repeat(3, 1fr); gap: 5px;"> <div>IT Executive</div> <div>Networks</div> <div>Servers</div> <div>Desktops</div> <div>Legal & Compliance</div> <div>Software Engineer</div> <div>Infosec Manager</div> <div>QA</div> <div>PM</div> <div>IT Operations</div> </div>	<div style="display: grid; grid-template-columns: repeat(3, 1fr); gap: 5px;"> <div>Local and global shortage of skills</div> <div>Lack of skilled internal resources</div> <div>Lack of experience as a team</div> <div>Lack of a cloud security strategy</div> <div>Budget constraints</div> <div>Expensive consultants</div> <div>Traditional on-premise IT mindset</div> <div>Supply chain risks</div> <div>Technical debt of existing solutions</div> <div>Technology vendor messaging</div> </div>	
Solutions to be offered		Financial Management	
<div style="display: grid; grid-template-columns: repeat(4, 1fr); gap: 5px;"> <div>Planning Services for on-board new projects</div> <div>A new Governance, risk and compliance framework</div> <div>Manage Portfolio of Capabilities</div> <div>Vulnerability Management Services</div> <div>Acquire Services</div> <div>Manage Vendors</div> <div>Secure DEVOPS</div> <div>Manage Procurement</div> <div>Security Architecture and Design Services</div> <div>Security Monitoring Services</div> </div>		<div style="display: grid; grid-template-columns: repeat(4, 1fr); gap: 5px;"> <div>On going core team costs</div> <div>On going skills development</div> <div>Bandwidth costs</div> <div>Security Monitoring tools</div> <div>On-going compliance costs</div> <div>Partner costs</div> <div>On going contractual management costs</div> <div>Audit of service providers based on risk</div> <div>Testing and feasibility costs</div> <div>Partner costs to address specific programme requirements</div> <div>Audit of service providers based on risk</div> <div>Once-off project costs for consultants</div> </div>	

Recommendation: The waves of
change



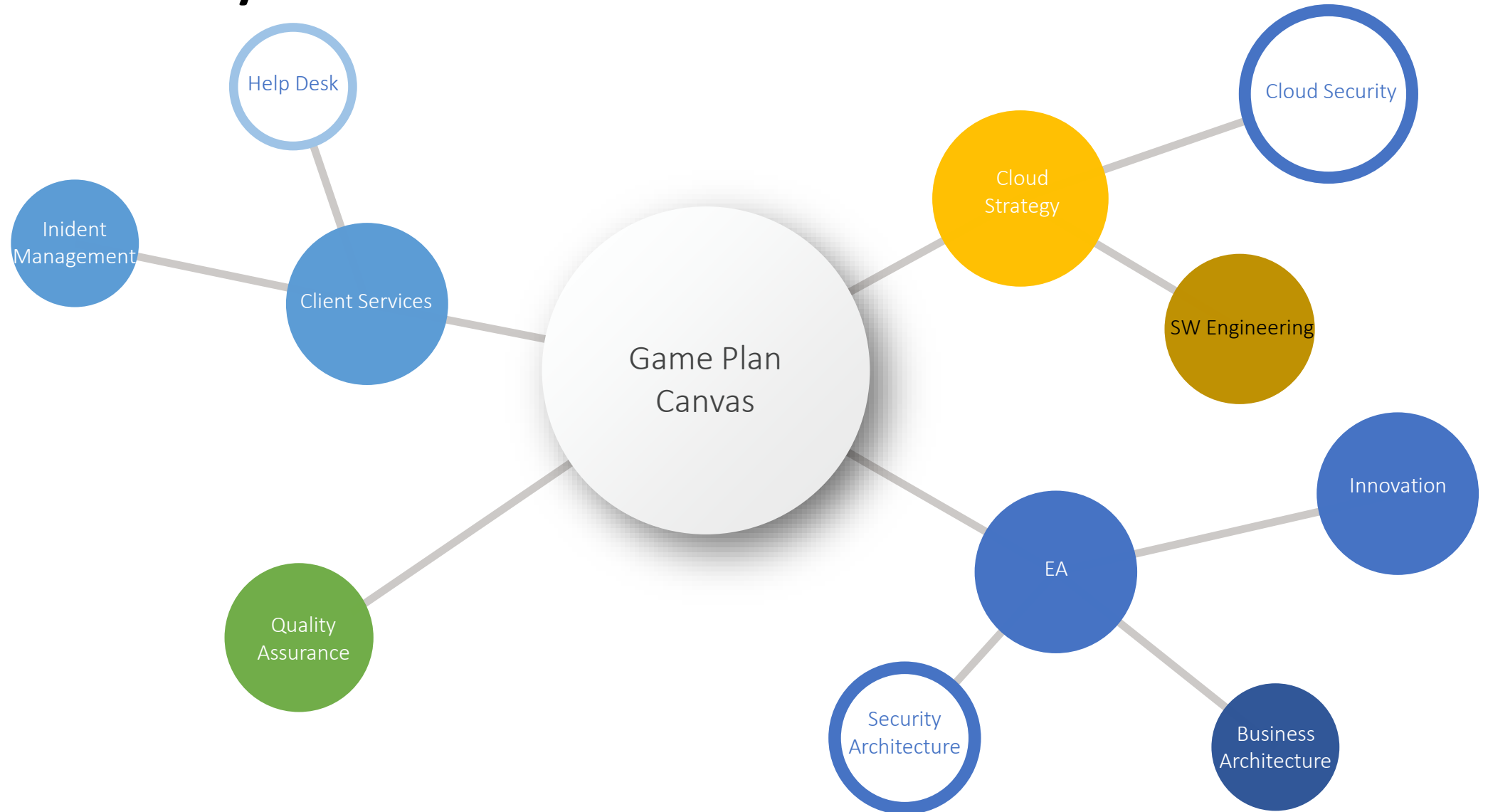
Scorecard





Extensibility of the Game Plan Canvas

Extensibility

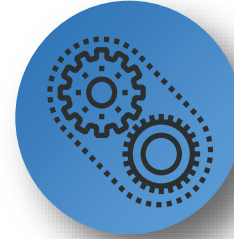


What did we learn?



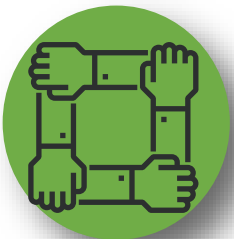
People and culture

- **Inclusiveness**
- **Collaboration**
- Middle out
- Diversity of views
- Complex
- **Better understanding Culture**



Process

- Design Thinking
- **Co-creation**
- **Emergent versus deliberate strategy**
- **Vocabulary**



Partners

- Informed
- Shared understanding of our strategy
- Co-creation
- Assessment of partners
- Consultants versus trusted advisors



Framework

- **Concise**
- **Visual**
- Extensible

Insert the title here

Game Plan Canvas

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For a copy of the presentation

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Or

<https://www.linkedin.com/in/suren-naidoo/>



Thank You!

