CLOUD & FINANCE

How Finance Professionals Maximize Cloud Investment Value

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QUICK NOTE

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Technology & Finance

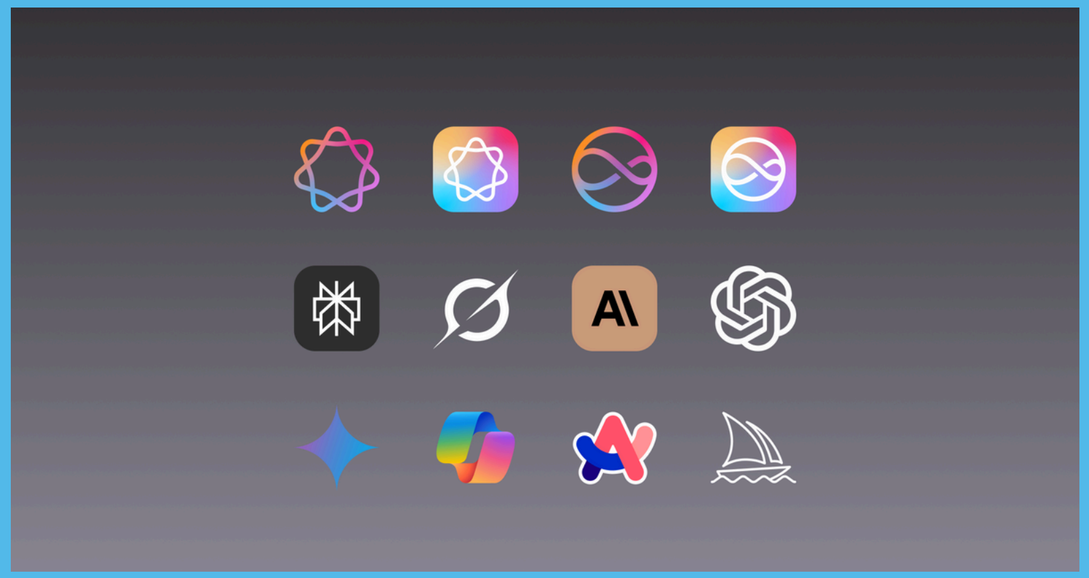
- Technology is no longer JUST an IT Issue
- It’s a CORE driver of Business Growth
- Organizations are Evaluating ROI - Like any Other Investment

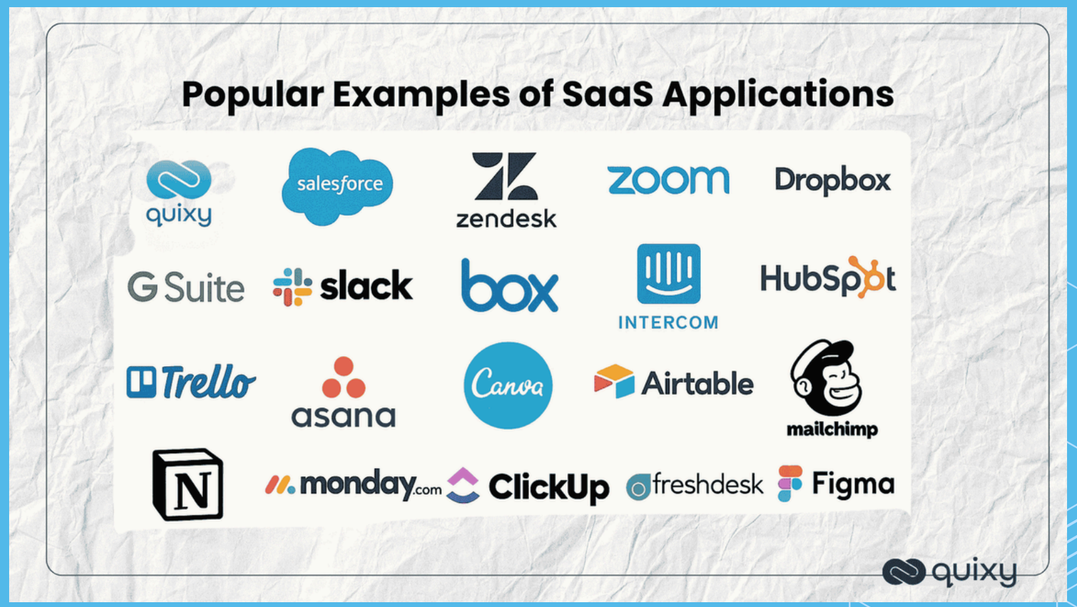
AGENDA

- Technology and Finance Trends
- Components of Cloud Services
- Driving Cloud Investment ROI
- Finance’s Role w/ Cloud Finance
- Collaborating w/ Technical Teams

TECHNOLOGY & FINANCE TRENDS

Technology Forces Reshaping Business





Middle of the Action… Right Here

Project	Purpose	Size
Red Oak Data Center	AI/Cloud Workloads	8 data centers (200k sq ft #1)/480 MW
Stack Infrastructure - Lancaster	Data Center/AI	1.5 M sq ft/220 MW
Project Orange/Labrador - Lancaster	Data Centers	250+ MW/2.5 M Sq FT
Nvidia / OpenAI (Stargate Initiative)	Data Centers - Compute	Nvidia investing $100B for AI
		Abilene
		Milam County
		Shackelford County

Formula 1 & AI

https://youtu.be/oK_jgixEM4M

CLOUD COMPUTING IS THE CENTERPIECE

Economics

Table 1. Worldwide Public Cloud Services End-User Spending Forecast, 2024-2025 (Millions of U.S. Dollars)

	2024 Spending	2024 Growth (%)	2025 Spending	2025 Growth (%)
Cloud Application Infrastructure Services (PaaS)	171,565	19.1	208,644	21.6
Cloud Application Services (SaaS)	250,804	18.1	299,071	19.2
Cloud Desktop-as-a-Service (DaaS)	3,466	7.7	3,849	11.1
Cloud System Infrastructure Services (IaaS)	169,818	21.3	211,856	24.8
Total Market	**595,652**	**19.2**	**723,421**	**21.5**

Note: Totals may not add up due to rounding.

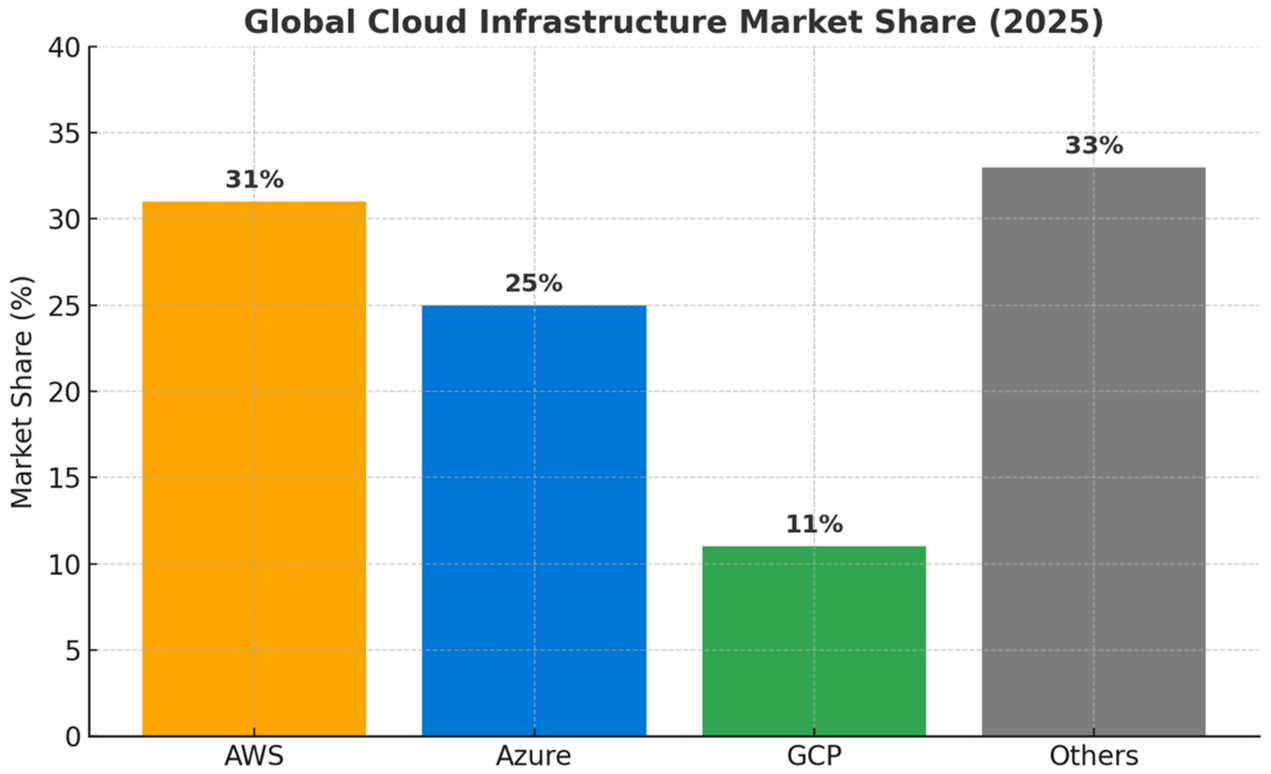
Source: Gartner (November 2024)

Big Three Public Cloud Providers

Amazon Web Services (AWS)

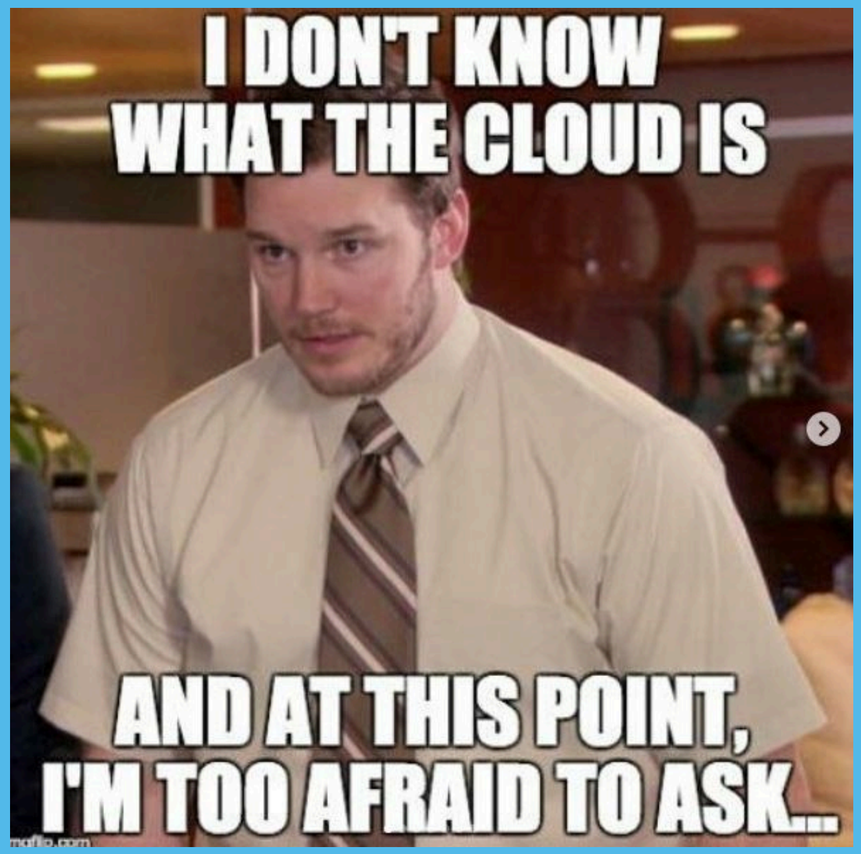
Microsoft Azure

Google Cloud Platform (GCP)



Cloud Infrastructure Market is $350 B

Let’s Pause: How We Really Feel



CLOUD COMPONENTS

What constitutes Cloud spend?

Compute (Processing Power)

Storage (Data Warehousing)

Networking (Data Movement

Licensing & Services (Add-On Platforms & Tools)

AI-Specific (Training & Usage Costs)

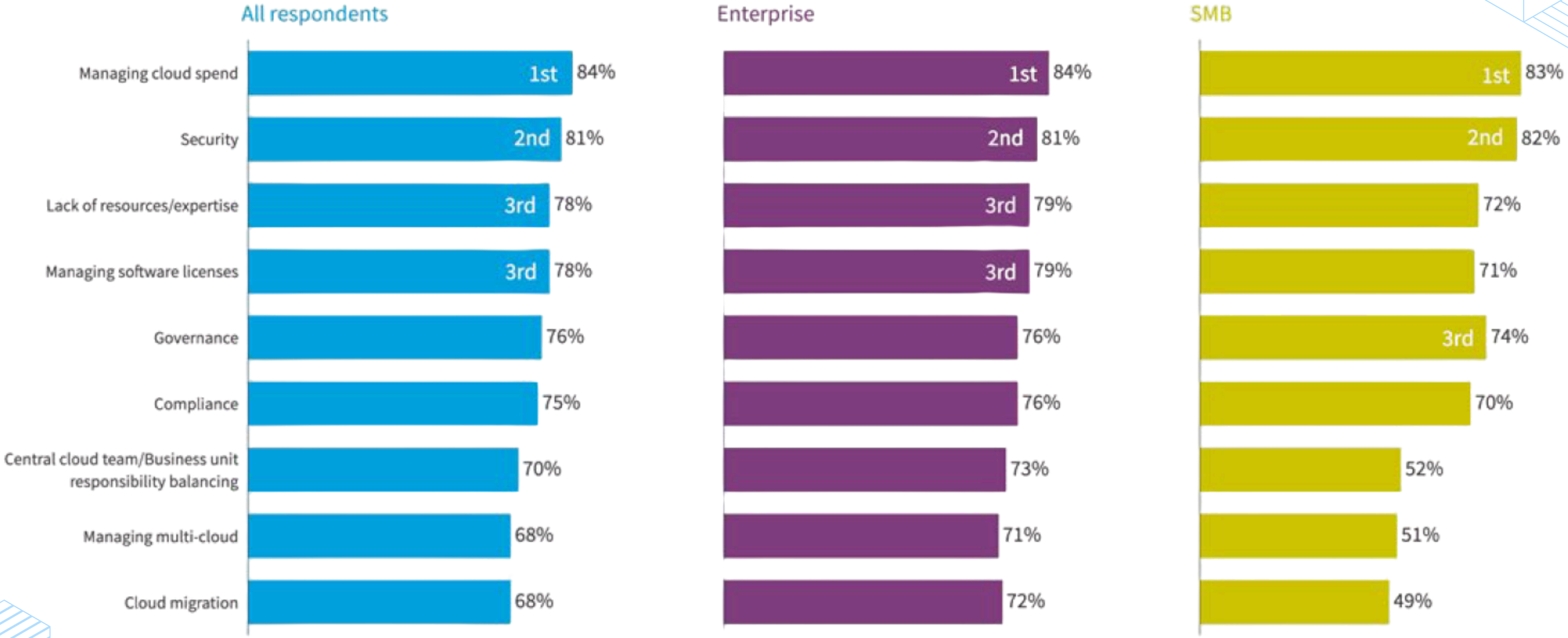
Characteristics of Cloud

- On-Demand
- Elastic
- Scalable
- Pay-as-You-Go
- Self-Service
- Global Reach
- Shared Infrastructure
- Rapid Innovation

These characteristics are cloud’s biggest strengths, but possibly its greatest weaknesses as well...

DRIVING CLOUD INVESTMENT ROI

What are the Top Cloud Challenges?



Source - Flexera 2024 State of the Cloud Report

Managing spend is up there with the most significant challenges. Organizations have mostly figured out how to manage other costs at scale. Why is it so hard with Cloud costs?

Back to this slide...

Characteristics of Cloud

- **On-Demand**
- **Elastic**
- **Scalable**
- **Pay-as-You-Go**
- **Self-Service**
- **Global Reach**
- **Shared Infrastructure**
- **Rapid Innovation**

These characteristics are cloud’s biggest strengths, but possibly its greatest weaknesses as well...

COMPLEXITIES OF CLOUD COMPARED TO TYPICAL COSTS

Instant, decentralized procurement = Governance/optimization challenge

Massive billing datasets = Visibility/understanding challenge

Finance/accounting scarcity of time = Cloud economic fluency challenge

Cloud Spend Visibility

Based on 2024 Flexera report, 30-40% of cloud spend is not allocated to a business category or team.

“Real” figures are likely higher.

Similar to if a manufacturing plant could only report based on total “manufacturing costs” and had a hard time splitting to components
-Electricity
-Labor
-Machinery
-Raw materials
-Etc.

Visibility issues → Inefficient spending decisions

30% or more of cloud spend is inefficient/waste

What is meant by waste?

Potential reasons cloud spend is “wasted”

- Paying for idle resources
  - Not turning off the lights when you leave your house
- Paying for the wrong resource type
  - Using a firehose to water a plant
- Not utilizing available provider discounts
  - Paying sticker price for a new car although salesperson has given you the 30% promo code

Solutions

How do we drive towards better ROI?

Challenges mean opportunities!

Improve Visibility

Primary tool - **Tagging**

Customizable metadata labels that can be applied to cloud resources

Structured as Key-Value Pairs

- **Tag Keys (type of coding)**
  - e.g. Department, Environment Type, Cost Allocation
- **Tag Values (“descriptor” of key)**
    - Department = Finance;
    - Environment Type = Production
    - Cost Allocation = Internal Resource

It’s like “bookkeeping” in the Cloud

Improve Visibility

Visibility (Tagging) → Historical Reporting → Forecasting

What you can do starting today:

- Have conversations with the engineers & product owners to develop a plan to start tracking (tagging) resources based on what is important to **you**

Result:

- Better influence & confidence in the qualify of inputs used for forecasting and decision-making
- Cloud costs are less nebulous to the office of CFO

Reduce Inefficient Spending

Let’s cut back on that 30% waste

- The “default” price of cloud services is “sticker” price (the **HIGHEST** RATE)
- No reason to pay this much!

Price Optimization

Paying less for the same resources, i.e. - Price Negotiation

Negotiation Methods

Savings Plans: Like a coupon for a basket of resources

Reservations: A commitment to use a specific resource

SPs/RIs yield 10-40% off the “on-demand” price
Don’t have to change anything about the environment

Enterprise-Level Programs: Available for large cloud spenders (~$ half million annual spend or more)

Usage/Technical Optimization

(TREAD LIGHTLY)

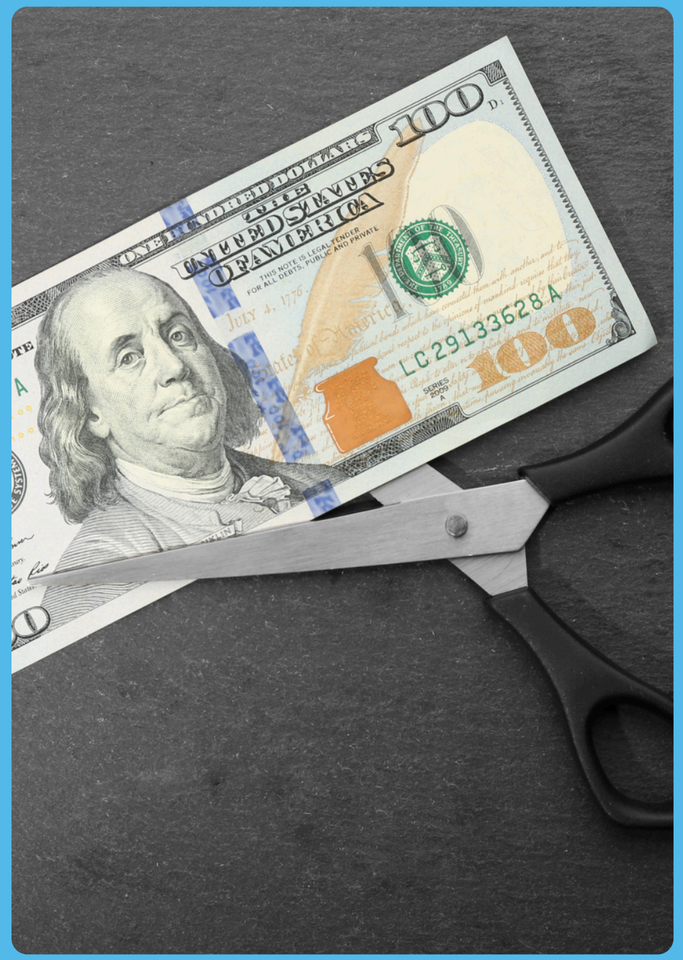
Technical” Optimization of Cost

- We change the cloud resources so they still get the job done, but at **the most efficient price point**

Idle Resources: You’re getting charged for everything, even if’s not being used. Turn off the lights!

Rightsizing: Some resource types are too large/powerful for the job. Don’t need a diesel pickup for a job commute.

Use Current Services: Cloud providers are always adding new resource types, which can often be more cost-efficient.



Reduce Inefficient Spending

Let’s cut back on that 30% waste

What you can do starting today:

- Run monthly cloud spend reports broken out by resource type
- Match the resource types to discounts available (you’ll need to do some research)
- Have conversations with team on executing the savings discount contracts

Result: Savings potential of thousands, instant return on ROI with **no disruption** to infrastructure

Tooling

Software is required to manage Cloud spend

Access to a tool will give a finance professional real-time insights

Native + third party options available

<u>What you can do starting today:</u>

- Start with native cloud cost tools
  - View-only access possible; work with your engineering team
  - Learn how to use features and generate reports centered around visibility and cost optimization
- Consider third-party options once comfortable with the “basics”

Practical Takeaways

Area	Action	Outcome
Visibility	Develop a tagging plan based on what **you** need to see	You will have the inputs necessary to influence forecasting and decision making
Rate Negotiation	Split out Cloud spend by type, learn about discount programs for each type, execute savings contracts wherever possible	You will improve investment ROI by 30+ % without changing **anything** about the infrastructure
Tooling	Gain access to a Tool, use it to support actions above	You will have access to **real-time** information to influence reporting and rate negotiation

FINANCE’S CLOUD ROLE

TECHNICAL TEAM COLLABORATION

Finance’s Role in the Cloud Era is not to say “No”….it’s to Know

Know where Cloud dollars go

Know the value Cloud dollars create (or don’t)

Know how to scale innovation strategically & responsibly

Know how to be a player w/ strategic decisions

Improve Cloud Financial Oversight

- Implement Cloud Financial Management discipline
- Budget by product, business unit, like other categories
- Establish cost allocation and chargeback models
- Create visibility into unit economics
- Implement dynamic Cloud forecasting models

Engage in Cloud Strategy

- Drive the ROI analysis & discussion
- Implement payback, IRR, and NPV models
- Consider shorter useful lives of technology projects

Invest in focused Cloud Finance training - must at least tread water

Collaborating with our Technical Counterparts

Finance + Technology: A Shared Responsibility

Finance is not an engineering priority…they want a partnership

Make cost *and* value visible

Own cloud rate negotiations

Hold monthly joint reviews of Cloud spend

THANK YOU

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