

Cloud Computing Roadmap: Priorities, Milestones, and Communication



- **Training promise:** one defensible roadmap linking business priorities, milestones, and stakeholder communication



- **Audience:** technology leaders, cloud programme owners, architects, platform teams, and funding stakeholders



- **Design principles:** outcomes before technology, dependency-aware sequencing, governance by guardrails



- **Roadmap anatomy:** priority themes, migration waves, milestone gates, owners, communication calendar



- **30 days:** baseline and priority alignment;
90: one proven path and visible value;
180: scale patterns

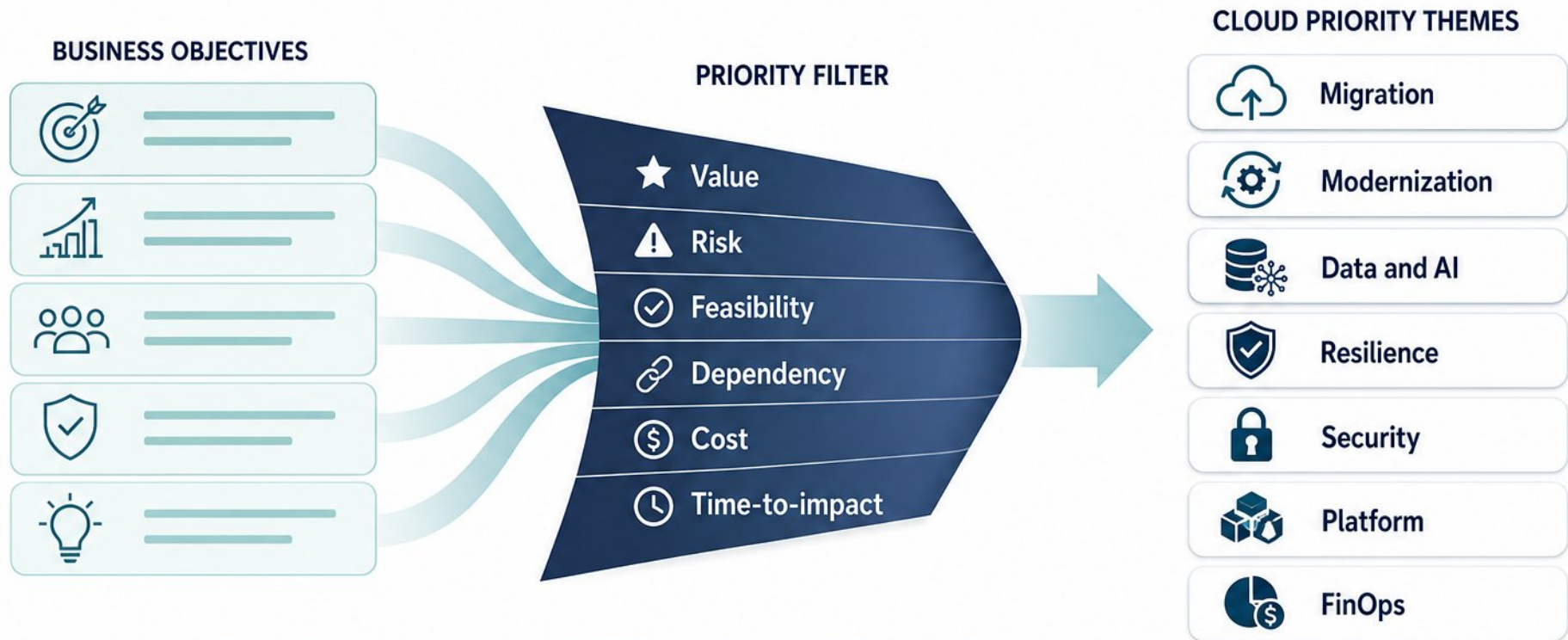


Why Cloud Roadmaps Stall

- Lift-and-shift without modernization planning; unmapped dependencies surface at cutover
- Security and compliance retrofitted after go-live; no owner once migration ends
- Post-mortems: unclear ownership, wrong KPIs, decisions lost in chat threads
- Workload counts hide cost drift, adoption gaps, degraded resilience — not value
- Passing compliance review is not operational readiness; untested DR is a hypothesis
- Mitigation is structure: named owners, dependency maps, exit criteria, review cadence



From Business Strategy to Cloud Priority Themes



- Start from business objectives; work backwards to technology choices
- Cloud strategy: a concise, living point of view — 10-20 pages
- Score priorities explicitly: value, risk, feasibility, dependency, cost, time-to-impact
- Candidate workstreams: migration, modernization, data and AI, resilience, security, platform, FinOps
- Document decisions and rationale so they survive leadership and funding changes

Cloud Operating Model, Governance, and Decision Rights



- Model choices: centralized, federated, platform-led, or product-aligned — each trades speed, control, scale



- 2026 dominant pattern: centralized enablement with federated execution; 60% centralized, 21% hub-and-spoke



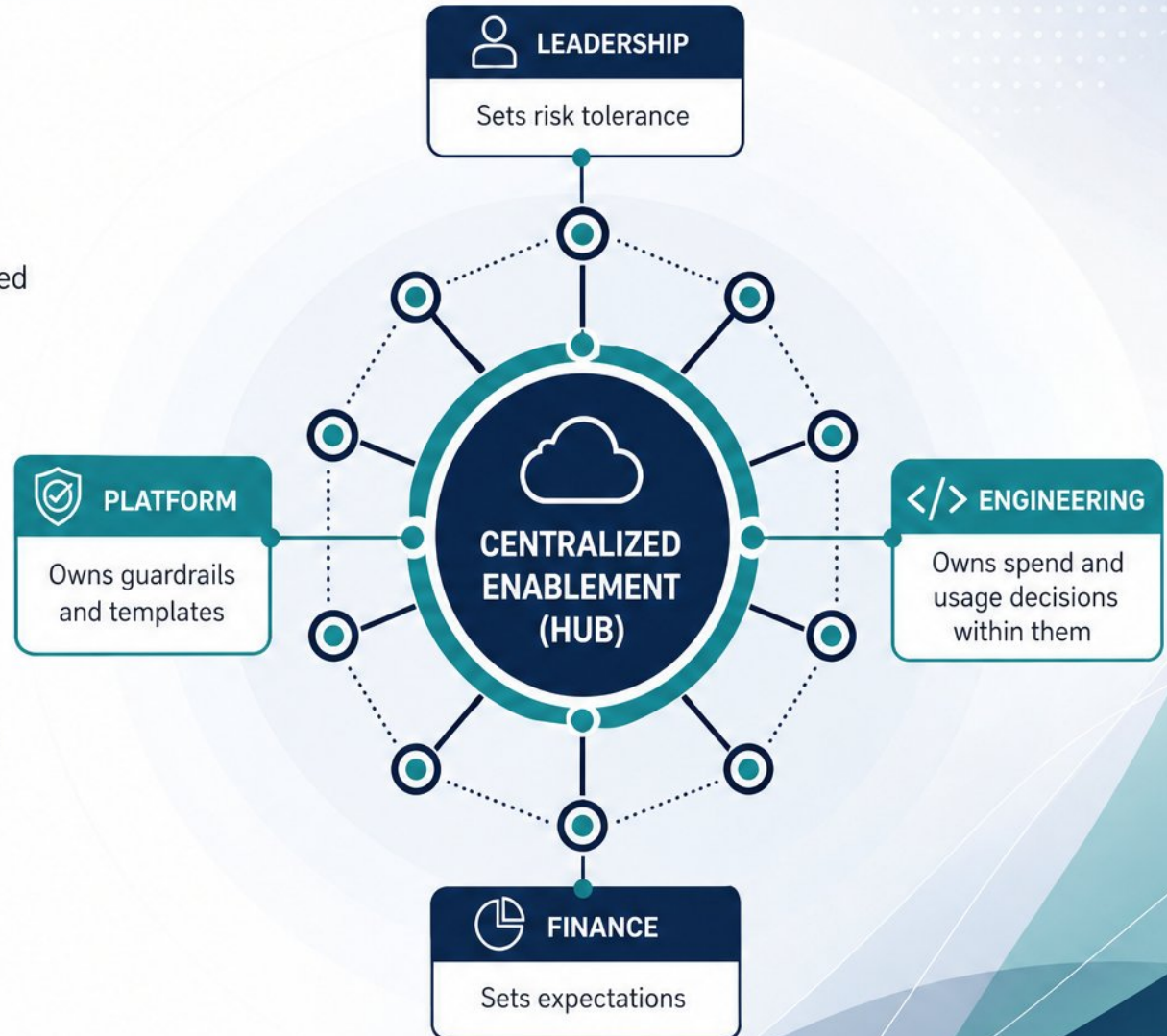
- Platform owns guardrails and templates; engineering owns spend and usage decisions within them



- Leadership sets risk tolerance; finance sets expectations; assign shared-infrastructure ownership explicitly



- Governance enables speed: policy-as-code, golden paths, embedded controls — not sequential approval gates

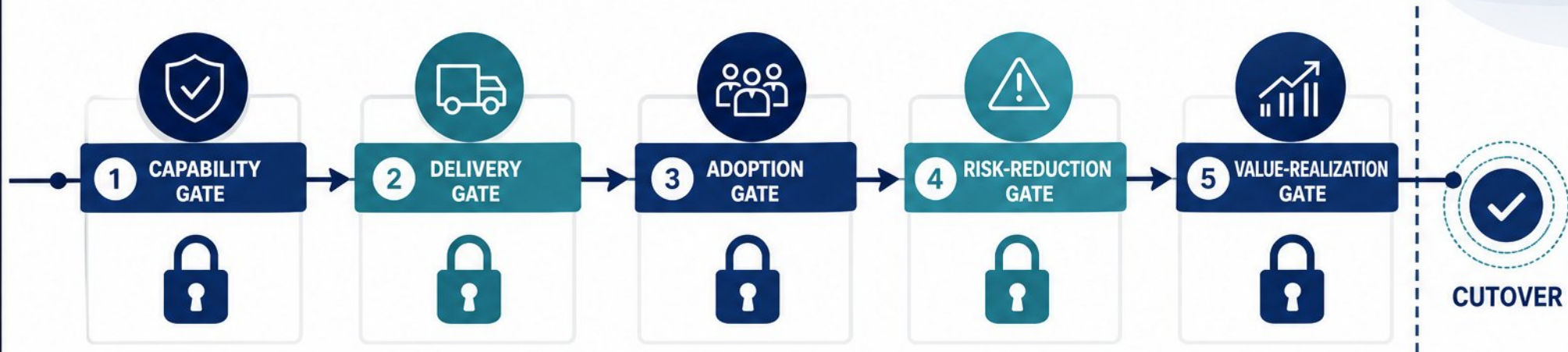


Phases, Waves, and Migration Approach Selection

- Five phases: assess and mobilize, build foundations, first-wave migration, scale, optimize — then an ongoing operating loop.
- Assign one of the 6 Rs per workload from assessment evidence, not a blanket policy.
- Sequence waves by dependency and risk: foundation wave first, then quick wins, core business, complex and legacy.
- Retirement is a value lever: 10–20% of the estate typically qualifies for decommissioning.
- Model costs before wave 1: dual-run, egress, support tiers, and unbudgeted refactoring drive overruns.



Milestone Gates and Exit Criteria



ENTRY CRITERIA

Conditions that must be true before the gate can be entered.



EXIT CRITERIA

Conditions that must be met to pass the gate and proceed.



EVIDENCE

Objective proof and documentation that criteria are satisfied.



GO/NO-GO AUTHORITY

Named authority empowered to make the go/no-go decision.



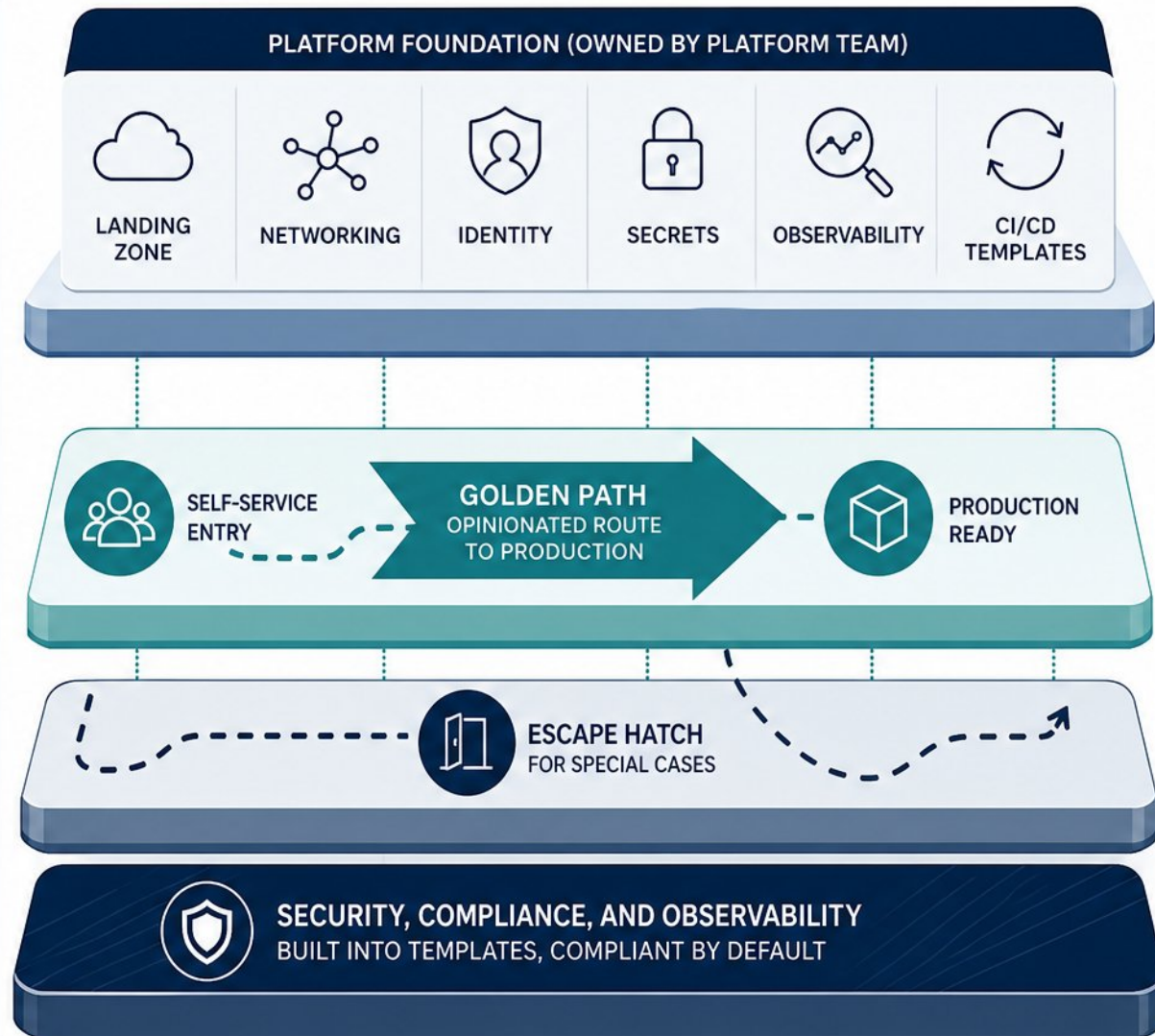
NAMED GATE OWNER:

Accountable individual responsible for the gate outcome.

- ✓ Five milestone types: capability, delivery, adoption, risk-reduction, value-realization
- ✓ Every gate: entry and exit criteria, named owner, evidence, go/no-go authority
- ✓ Non-negotiable per wave: tested rollback, validated DR, post-cutover security check
- ✓ Communication gates: T-28 commit, T-21/T-7 reminders, T-1 go/no-go, hypercare start/end
- ✓ Anti-pattern: milestone theater — a green status hiding failed exit criteria

Platform Foundations and Golden Paths

- Platform team owns landing zone, identity, networking, observability, CI/CD
- Golden paths are opinionated self-service routes to production, not mandates
- Standardize what's expensive to get wrong: identity, provisioning, pipelines, policy
- Leave application-level choices to engineering teams; provide explicit escape hatches
- Bake security, compliance, and observability into templates, compliant by default
- Track time to first deployment, adoption rate, deployment frequency, ticket volume



FinOps and Financial Controls Across the Roadmap



- Inform, Optimize, Operate run concurrently — not sequential gates



- Allocation is the gate: 70% at Crawl, 85% Walk, 90%+ Run



- Showback first; chargeback only where tagging is enforced



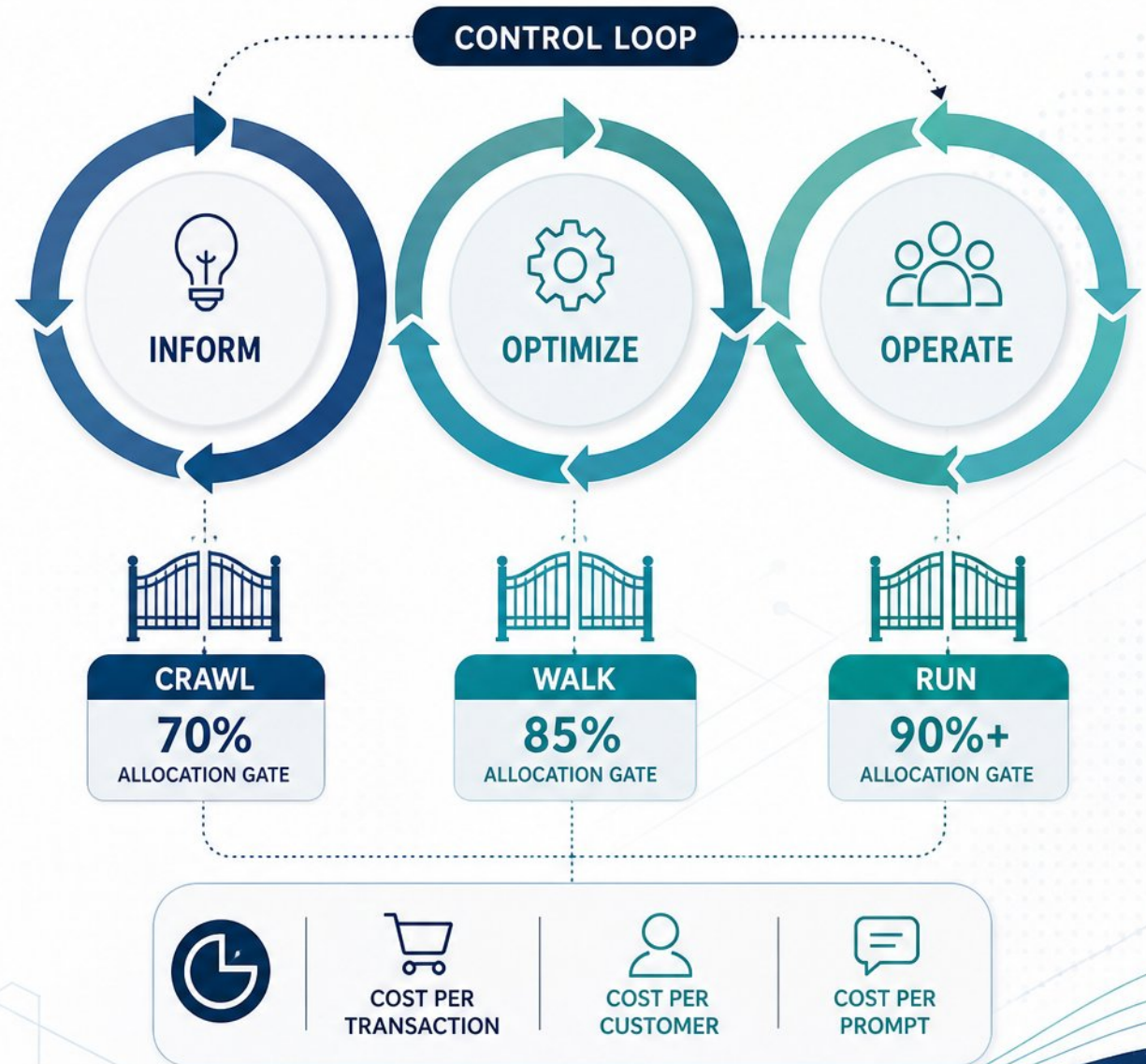
- Unit economics beat totals: cost per transaction, customer, prompt



- 2026 scope: AI/ML, SaaS, licensing, data platform spend



- Blind spots in these categories are the most common governance gap



Risk, Resilience, and Cost Authority Balance



- Budget review before architecture review makes resilience the variable that adjusts



- Cost authority inversion: platform teams own uptime, finance holds the budget veto



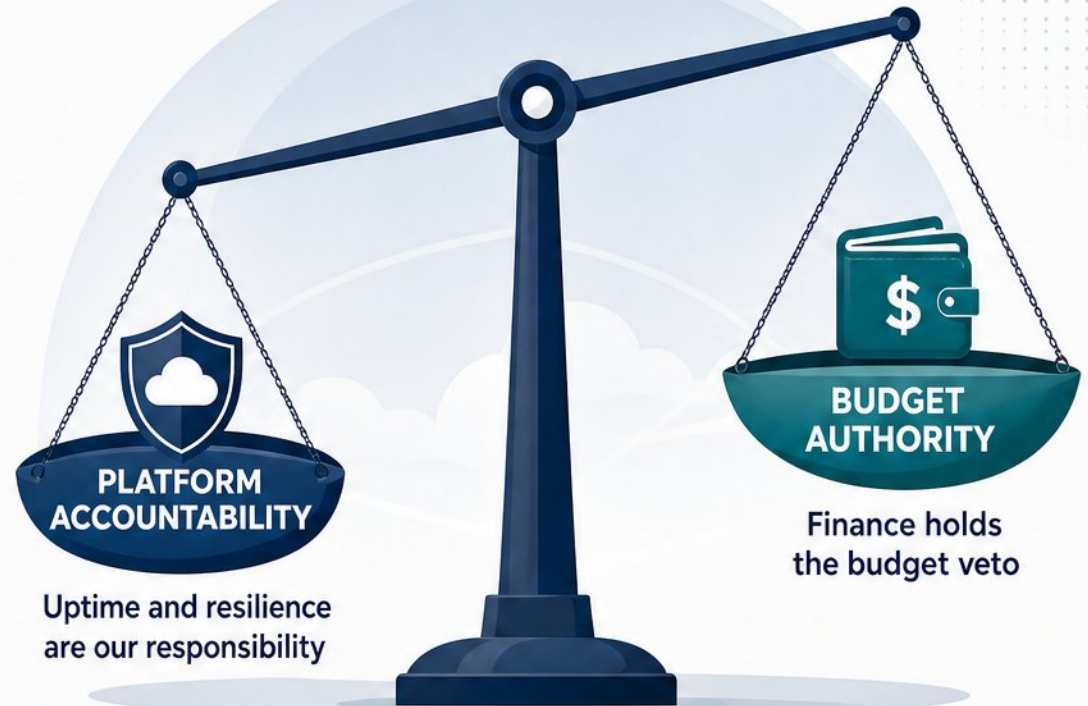
- Value resilience as line items: multi-region, RTO/RPO, tested failover



- Document exit strategy and portability; regulators increasingly expect it



- Balance mechanism: joint finance and platform review, one shared dashboard



Joint finance and platform review,
one shared dashboard

Stakeholder Mapping and Message Architecture

- Map each group by decision need, not org chart: executives, finance, security, app owners, platform teams, end users.
- Message architecture defines what each audience needs, what they decide, and when.
- Speak in business value: cost per transaction, deployment frequency, time to market, avoided risk.
- Match vehicles to habits: steering committee, dashboards, demos, office hours, written updates.
- Pre-agree narrative framing so setbacks travel the same channel and owner as good news.



Communication Cadence and Reporting Rhythm



- Match cadence to audience altitude: engineers daily, leads weekly, CTO monthly



- Anchor every message to milestone gates and phase transitions



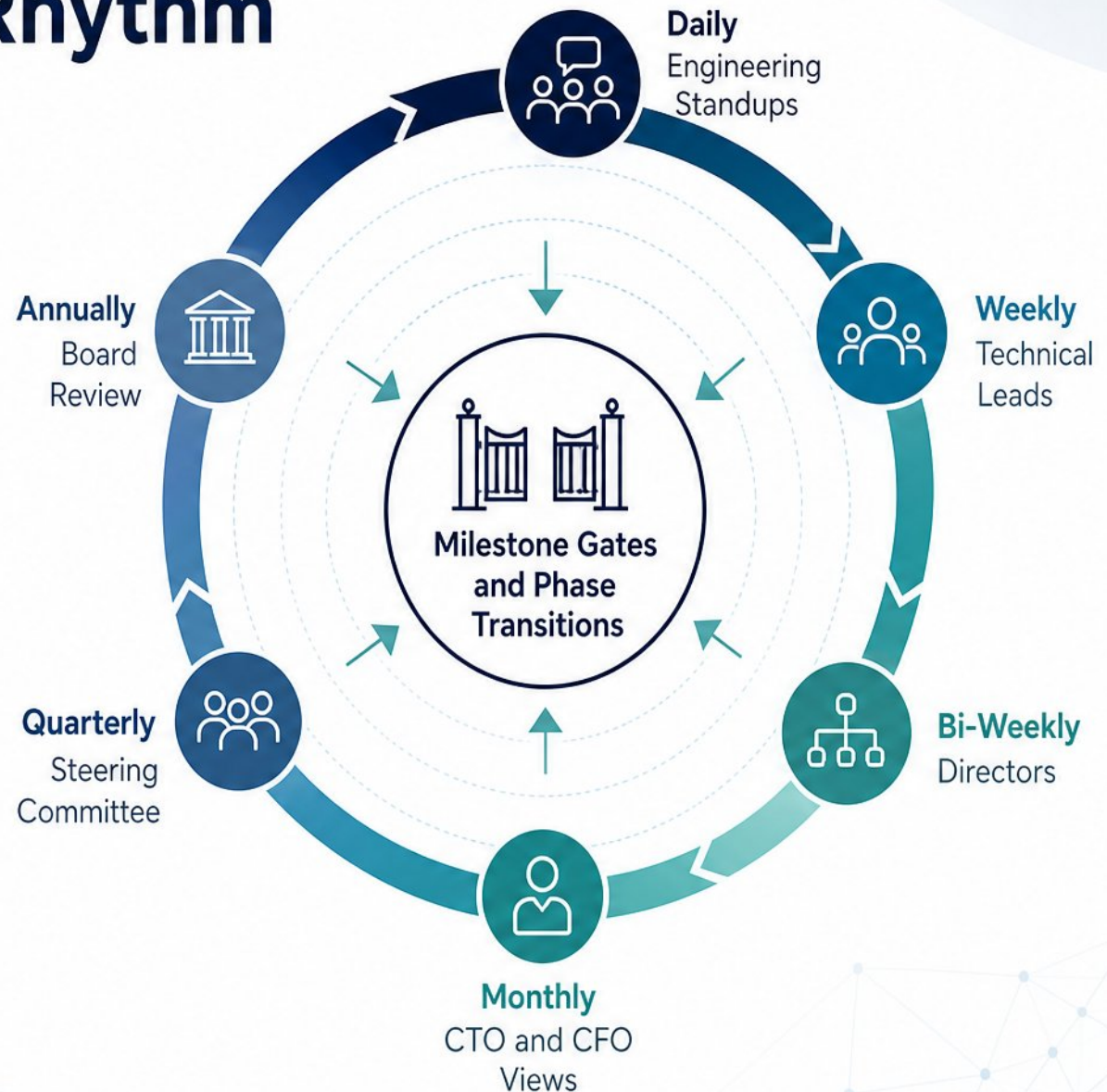
- Comparison over absolute: "spend up 12% MoM" beats raw totals



- One reporting backbone, multiple views: executive, finance, engineering



- Record asks and responses so reporting becomes a decision log



Measuring Progress: A Balanced Cloud Scorecard



- Four metric layers: activity, output, outcome, business value — point-in-time counts alone hide value



- Scorecard domains: cost, velocity, resilience, security, adoption, business outcome



- Velocity baselines differ by strategy: rehost days, replatform weeks, refactor months — track separately

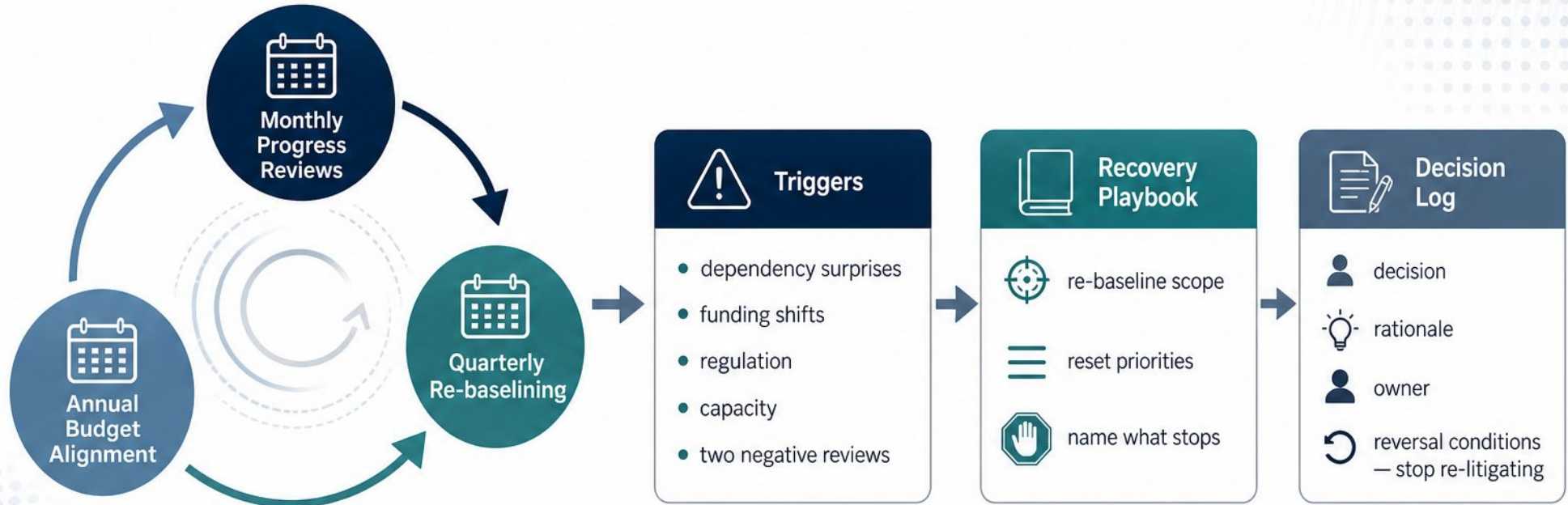


- Leading health indicators: forecast accuracy, commitment coverage, allocation %, golden path adoption, backlog burn-down



- Tighten targets as you mature: widen cost variance early, under 10% by month six; retire stale metrics

Adapting the Roadmap: Review Mechanics and Course Correction



- Monthly progress reviews; quarterly re-baselining; annual budget alignment
- Triggers: dependency surprises, funding shifts, regulation, capacity, two negative reviews
- Recovery playbook: re-baseline scope, reset priorities, name what stops
- Decision log: decision, rationale, owner, reversal conditions — stop re-litigating
- Course correction is normal; review mechanics keep strategy defensible

Action Planning Workshop: Your One-Page Cloud Roadmap



- **Artefact:** one page — priority themes, sequencing waves, milestone gates, named owners, balanced scorecard, communication calendar



- **Exercise 1** — score and sequence top priority themes using value, risk, feasibility, dependency, cost, and time-to-impact filters



- **Exercise 2** — define milestone gates and exit criteria for the next two phases: rollback trigger, gate owner, go/no-go authority



- **Exercise 3** — draft the 90-day stakeholder communication plan: audience, message, channel, cadence, owner



- **Review checklist:** is every priority owned, every milestone measurable, every audience addressed, and the first 90-day message ready to send?



ONE-PAGE CLOUD ROADMAP



PRIORITY THEMES

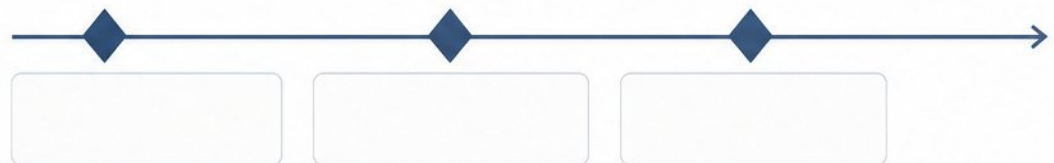
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SEQUENCING WAVES



MILESTONE GATES



NAMED OWNERS



BALANCED SCORECARD

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90-DAY STAKEHOLDER COMMUNICATION CALENDAR

Audience	Message	Channel	Cadence	Owner

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