

GOSP Managed Cloud Cost Accounting & Optimization Service (CCAO)

MULTI-CLOUD FINOPS

From Material Cost Cutting to Cultural Change

November 9th, 2023



g@sp

INTRODUCING OURSELVES



**MATHIAS
LUESTRAETEN**

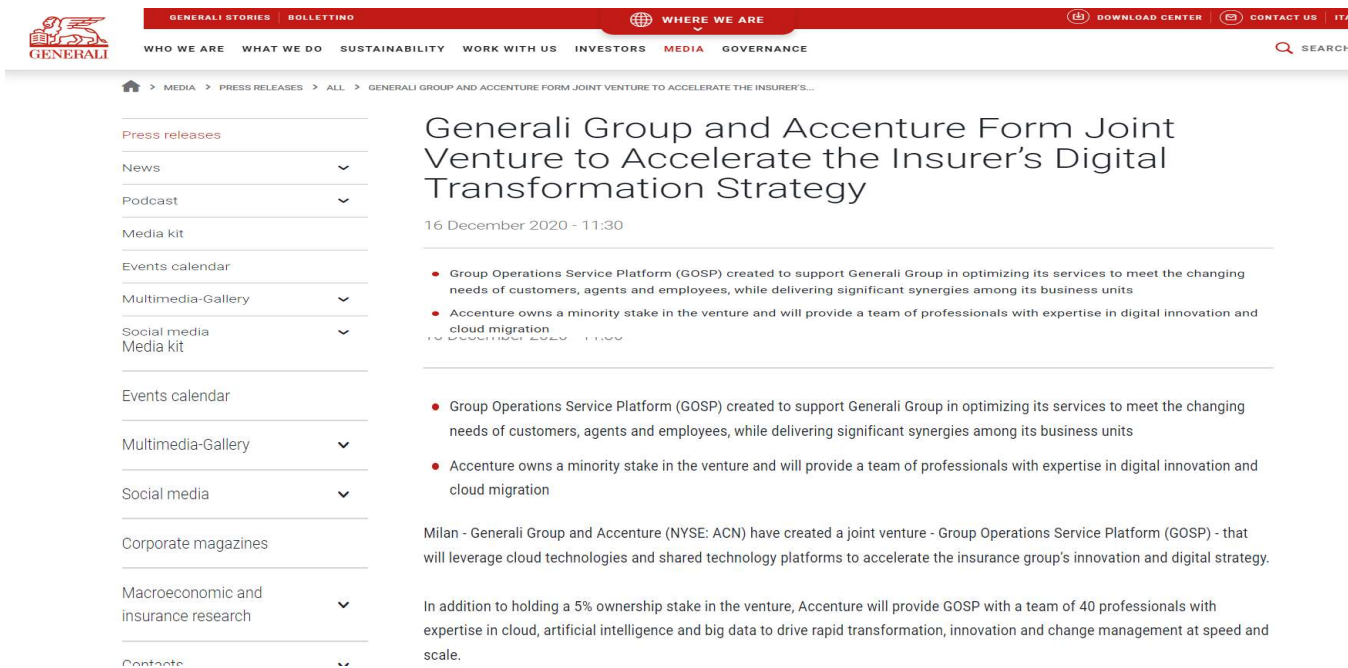
Head of Cloud & Automation
Cloud Cost Optimization Initiative Leader



**KONRAD
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Cloud Advisory Senior Manager
Program Mgr. Cloud Cost Optimization

GOSP: JOINT VENTURE OF GENERALI AND ACCENTURE



The screenshot shows the Generali website's press release page for the announcement of the Group Operations Service Platform (GOSP) joint venture with Accenture. The page features a red navigation bar with links for 'GENERALI STORIES', 'BOLLETTINO', 'WHERE WE ARE', 'DOWNLOAD CENTER', 'CONTACT US', and 'ITA'. Below the navigation bar, there is a breadcrumb trail: 'HOME > MEDIA > PRESS RELEASES > ALL > GENERALI GROUP AND ACCENTURE FORM JOINT VENTURE TO ACCELERATE THE INSURER'S...'. The main content area displays the title 'Generali Group and Accenture Form Joint Venture to Accelerate the Insurer's Digital Transformation Strategy' and the date '16 December 2020 - 11:30'. The text of the press release is partially visible, mentioning the creation of GOSP to support Generali Group's digital transformation and Accenture's role in providing expertise in digital innovation and cloud migration.

- Provide infrastructure, shared application platforms and procurement for Generali Group
- Leverage cloud and shared technology platforms to accelerate digital strategy
- Create synergies and increase service levels
- Strong governance: GOSP CEO is Group CIO
- 40 seconded people from Accenture, concentrated in cloud and transformation topics



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FINOPS AS STRATEGIC EFFICIENCY INITIATIVE

DESIGN CLOUD COST ACCOUNTING & OPTIMIZATION SERVICE TO ACCELERATE COST REDUCTION

Situation

Complex multi-cloud / country governance

Multi-million spend with 20% growth annually

Cloud optimization not always priority

Goal & Mandate

- Launch Managed FinOps Service
- Achieve 15% savings vs budget baseline
- Interlock in strategic efficiency program on Group level

4 VALUE PROMISES

PROMOTING A CULTURE OF FINANCIAL ACCOUNTABILITY

1

Realize 15% savings

- Rate Reduction
- Usage Reduction

2

Accelerate & Professionalize

- Central driving team
- Tool based discovery
- Clear process and reporting line

3

Satisfy financial processes

- Provider contracting
- Controlling, budgeting, forecasting
- Chargeback

4

Real-time cost governance

- Real time visibility
- Spot and act on cost anomalies

Generali Personas

Group COO & CIO

Country CIOs

Business/Project Leads

Workload Owners

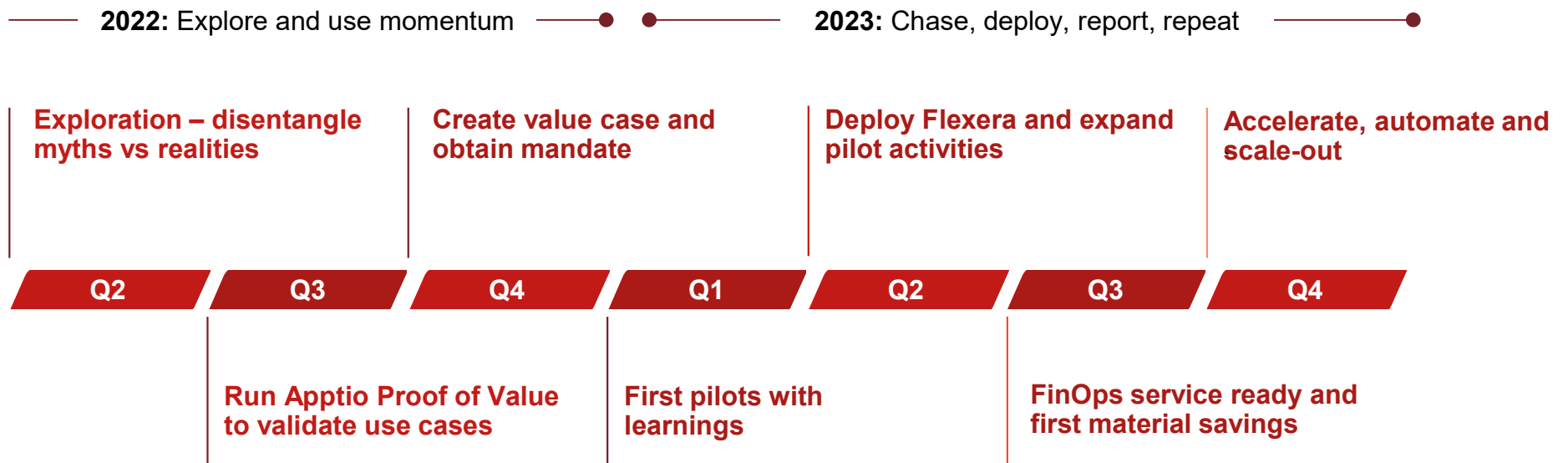
Finance/Procurement



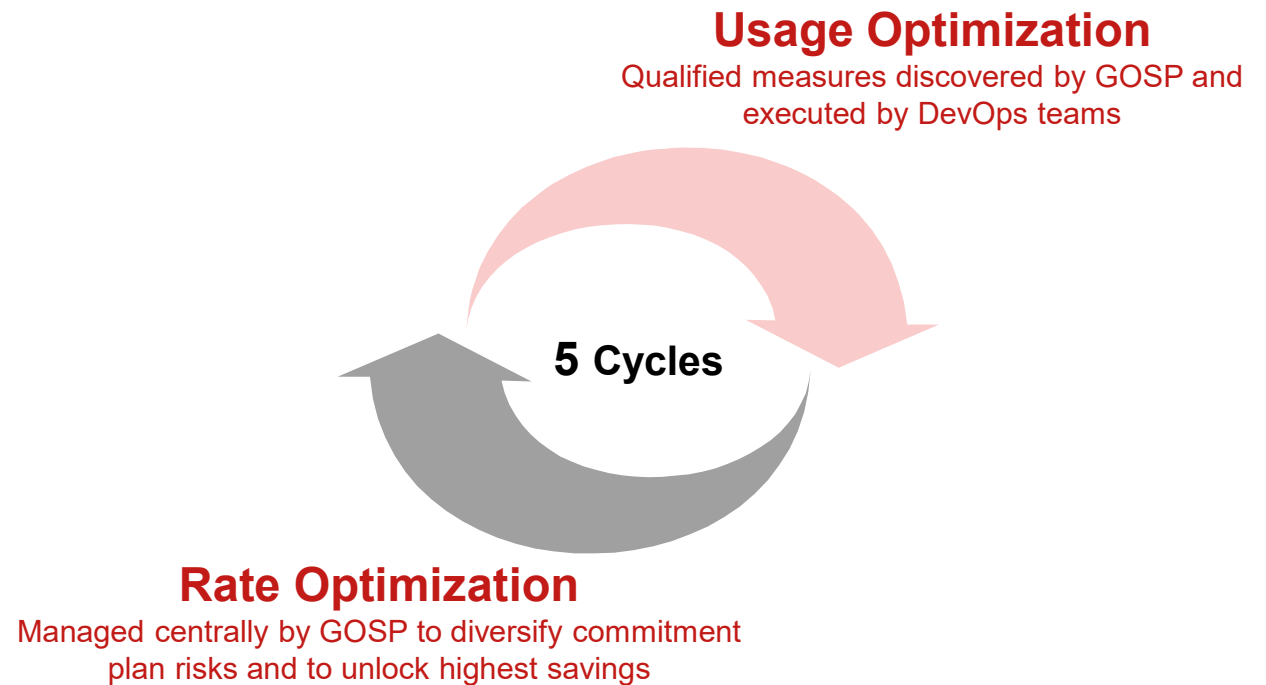
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OUR FINOPS JOURNEY UNTIL TODAY

FROM PRE-CRAWL TO FAST WALK



CHOSEN OPTIMIZATION FRAMEWORK



RATIONALE FOR THIRD-PARTY AND NATIVE TOOLS

USE CASES DRIVEN TOOLING DECISION AND SCOPE

| | flexera | aws |  |  |
|-------------------------------------------------------------------------------|---------|-----|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| 1 Single pane of glass for multi-cloud cost and optimization tactics analysis | ✓ | | | |
| 2 Multi-cloud parity in terms of optimization tactics | ✓ | | | |
| 3 Number of optimization tactics and degree of quality | ✓ | + | + | + |
| 4 Flexibility to customize thresholds for optimization tactics | ✓ | | | |
| 5 Possibility to support savings realization tracking, measurement, reporting | — | | | |
| 6 Possibility to create persona-driven dashboards | ✓ | | | |
| 7 Fine-grained data segmentation and access control by legal entities | ✓ | | | |
| 8 Data accuracy in terms of savings estimation | ✓ | + | + | + |
| 9 Flexibility to create/report custom allocation logics (going beyond tags) | ✓ | + | + | + |

✓ Expectations met

✓ Expectations met partially

— Expectations not met

+ Native assets to fill gaps

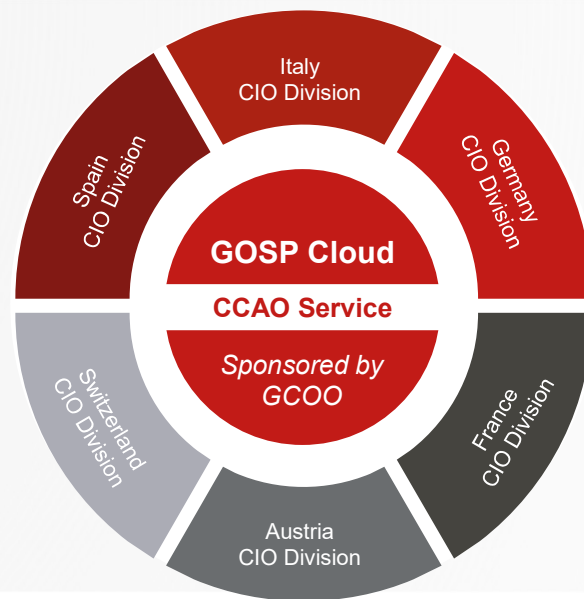


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FROM COST CUTTING TO CULTURAL CHANGE

From chasing savings ...

- Centrally deploy and manage reservations/savings plans
- Drive usage-reduction optimizations with workload owners
- Report to Group COO and CIO monthly savings development



... to get chased.

- Onboard local Finance teams to FinOps platform to get cost visibility
- Run an optimization check on our American subsidiary
- Help us to develop unit economics for our business to convince of rightsizing

>20% Savings
achieved

>10% Costs
avoided

>90 Workloads
approached

>8k measures
investigated

1 Central + 5 Native
FinOps tools



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LOOKING AHEAD IN 2024

SCALE OUT WHILE IMPROVING PROCESS MATURITY



Scale out scope

- Onboard legal entities within and outside Europe



Automate key processes

- Automate and simplify executive reporting
- Workflow based processes for tracking
- Automate charge back procedures
- Automate optimization tactics



Educate and excite

- Provide recorded trainings
- Launch central portal with info and accelerators
- Onboard more non-technical stakeholders