



Connect

Commercially Optimising Platform Strategy

What should you run where, how and why

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The question we are all solving for

What should I run where,
how and why ?



The problem

Every “X First” policy is the same mistake

~~Virtual First~~

~~Cloud First~~

~~Container First~~

~~SaaS First~~

~~Azure First~~

~~AWS First~~

~~Red Hat First~~

Each one picks the platform before anyone has looked at the workload.

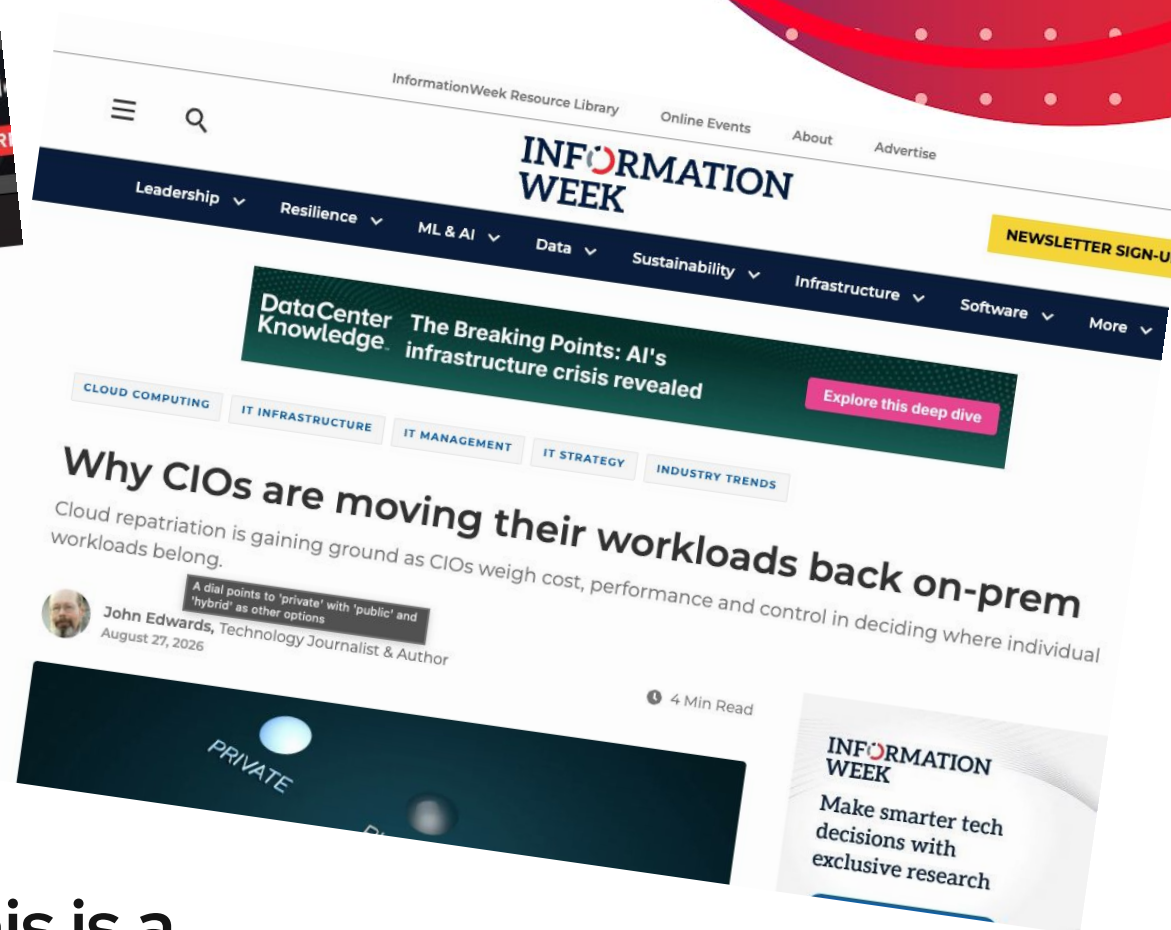


The problem



Global Survey: 66% Repatriated AI Workloads From Public Cloud

By David Ramel | 08/12/2026



This isn't '*Repatriation*' this is a re-balancing of the last X-First wave – '*Cloud First*'



Start from the workload (the **WHAT**), not the platform

Four questions, asked per workload or workload class

WHAT

should I run?

Know the portfolio
before deciding
anything

Apps, dependencies
and owners

WHERE

should I run it?

Public cloud, private
cloud, on-prem or
edge

Latency, sovereignty,
data gravity and cost

HOW

should I run it?

Physical, VM,
container, PaaS or
SaaS

Modernise only when
it pays

WHY

does it make sense?

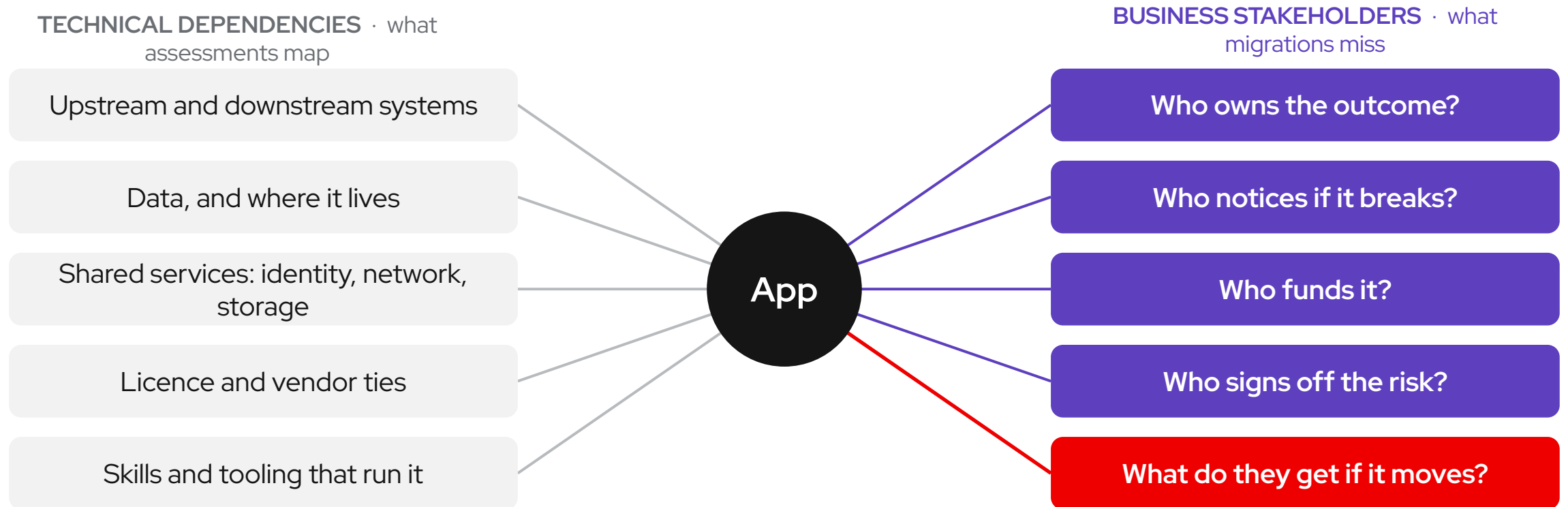
The commercial
case for each choice

Value to the business
and to IT



The application is the smallest part of the decision

Map what it depends on, and who has to want it to move

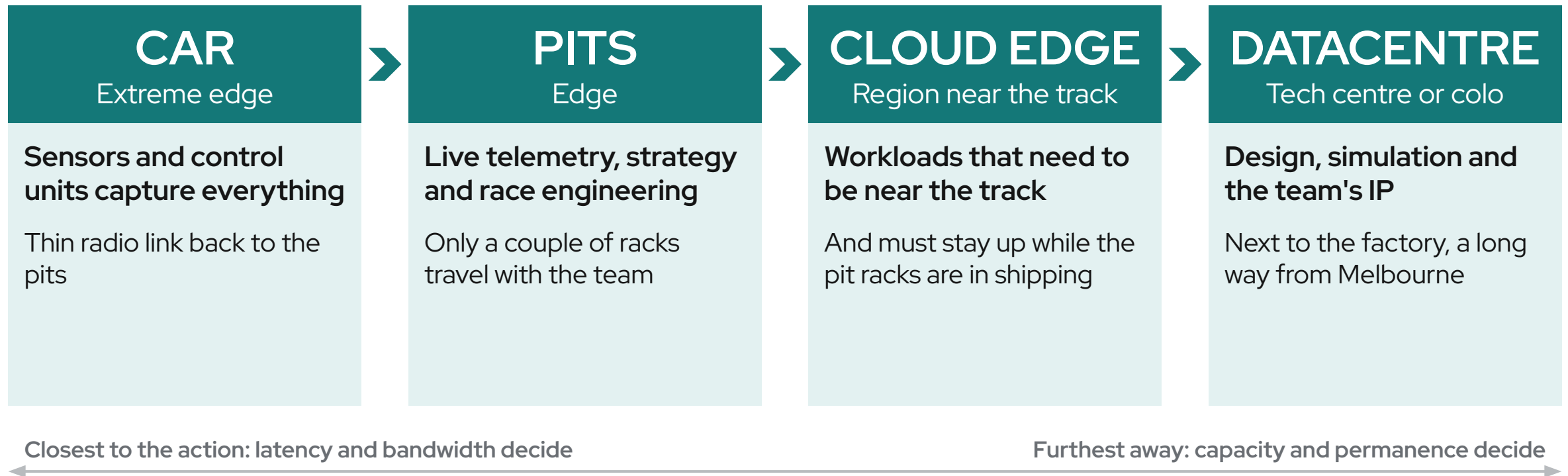


Missing out the impact on these stakeholders risks power of veto



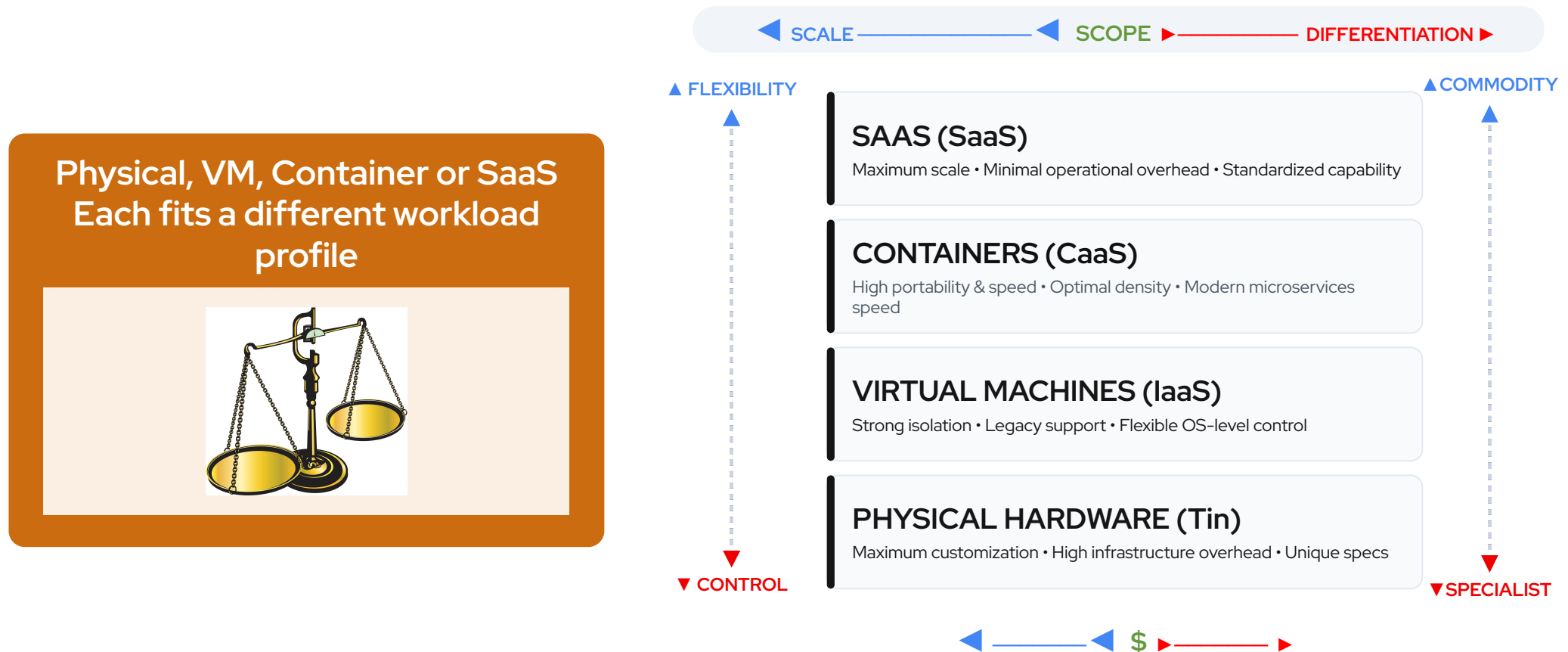
When the **WHERE** really matters

Formula 1 - Where workload placement is about competitive advantage



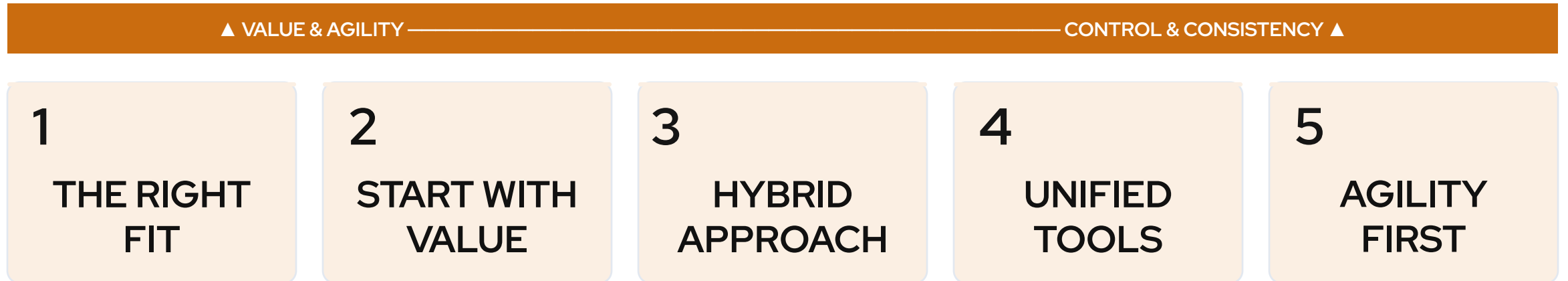
Balancing Priorities

Optimise workload placement while retaining complete operational freedom across hybrid cloud environments.



Keep the platform consistent

Optimise workload placement while retaining complete operational freedom across hybrid cloud environments.



Modernise when the value case says so, not by default





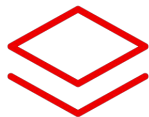
One Platform – Multiple ways to consume



Virtual server



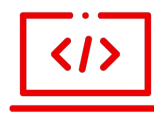
Containers



PaaS



VDI



Developer
Platform



AI/GPU
Workloads

Workload Management at Scale (ACM / ACS)

Automation At Scale (AAP)

Red Hat OpenShift Platform

ISV partners

Service Management
Operations
Storage
Network
Security



Private
Datacenter



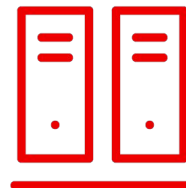
AWS
Cloud



Azure
Cloud



Google
Cloud



IBM/Z



VMware Cloud
Foundation™

Legacy
VMware

One project, valued four different ways

Example: automating patching with Ansible Automation Platform

THE BOARD

Risk, revenue, reputation

Lower cyber and regulatory risk, shareholder value, improve EBITDA position.

THE BUSINESS of BUSINESS

Customers and speed

Customer-facing services stay up, customers get new features faster. Competitive advantage in the market

THE BUSINESS OF IT

Cost and uptime

Improved uptime KPIs and lower operational cost

IT INITIATIVE

Hours and tickets

Automate patching to cut errors and free up admin time

Ensure you understand the value measures at each layer of the org



Value is measured in two currencies

The business and the business of IT judge the same decision differently

THE BUSINESS

Revenue, risk & growth

BUSINESS OF IT

Unit economics & efficiency

FULL COST SCOPE

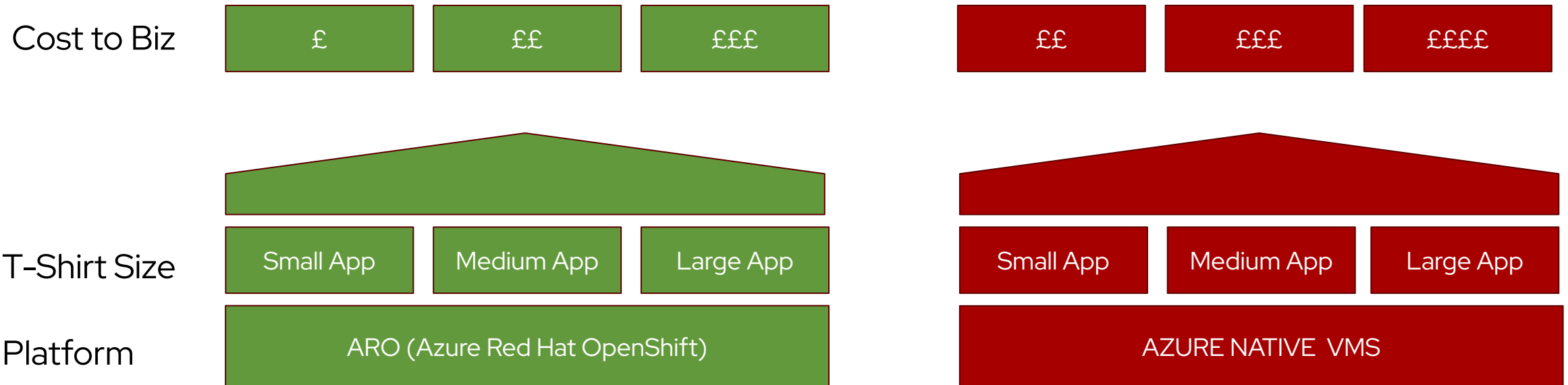
Total Cost of Ownership

A placement that wins in one currency can lose in the other.



Model the commercial choices

Help IT sell to their business based on their real world costs



How to apply this to your business

Four simple steps and the support to help you execute on it

01

Understand
app portfolio &
stakeholders
needs.

02

Build an
understanding
of commercial
cost drivers

03

Build the
business value
case for each
placement

04

Choose a
platform that
keeps every
option open

Get time with the Red Hat Business Value team to help model for your IT organisation and better sell to your business.





Connect

Thank you



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