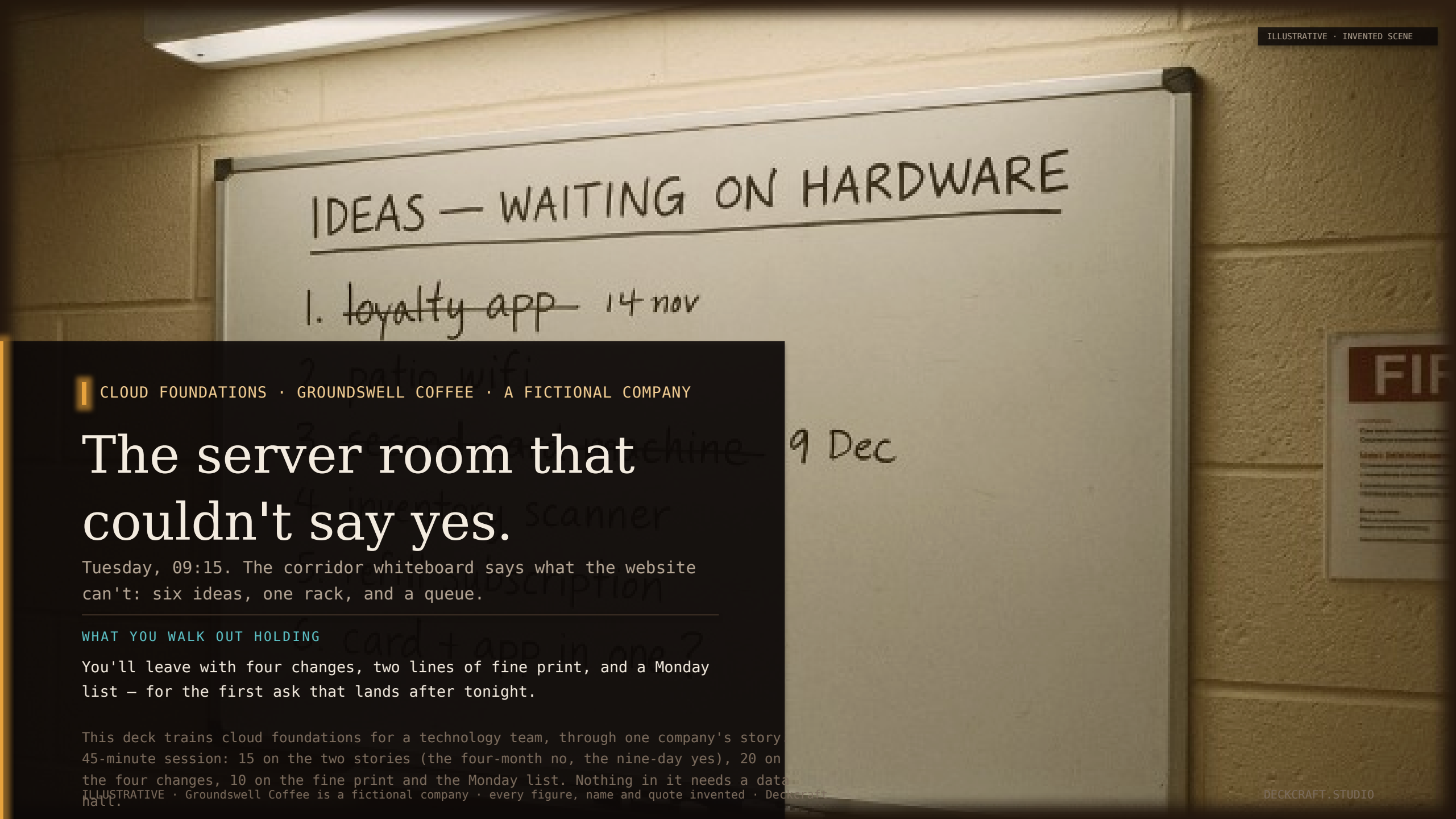


ILLUSTRATIVE · INVENTED SCENE

CLOUD FOUNDATIONS · GROUNDSWELL COFFEE · A FICTIONAL COMPANY

The server room that couldn't say yes.

Tuesday, 09:15. The corridor whiteboard says what the website can't: six ideas, one rack, and a queue.

WHAT YOU WALK OUT HOLDING

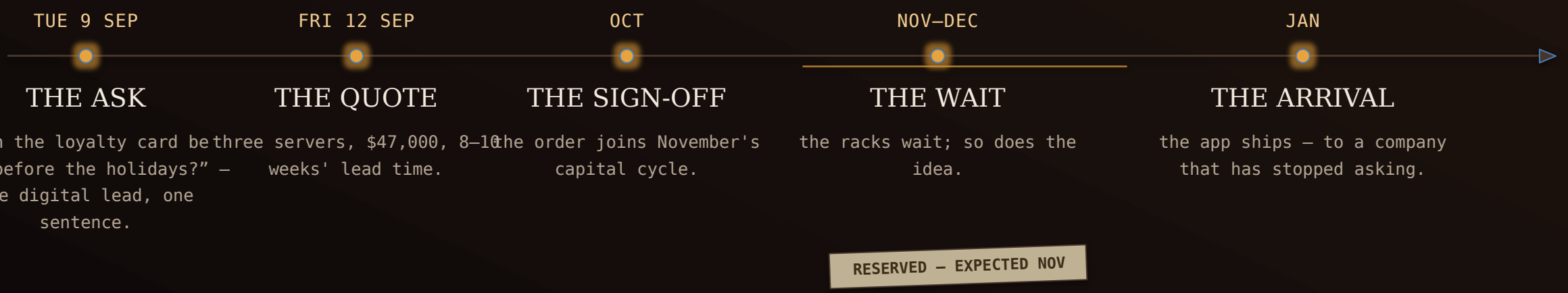
You'll leave with four changes, two lines of fine print, and a Monday list — for the first ask that lands after tonight.

This deck trains cloud foundations for a technology team, through one company's story. 45-minute session: 15 on the two stories (the four-month no, the nine-day yes), 20 on the four changes, 10 on the fine print and the Monday list. Nothing in it needs a data hall.

ILLUSTRATIVE · Groundswell Coffee is a fictional company · every figure, name and quote invented · Deckcraft

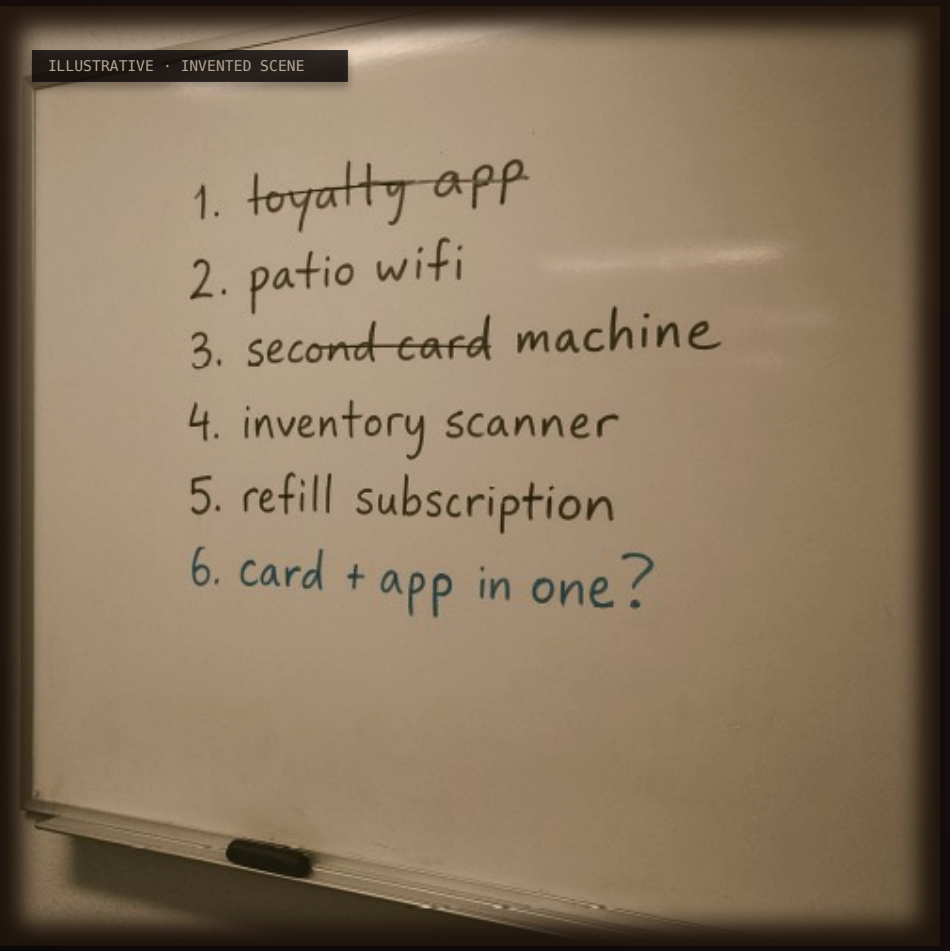
Four months and a $47,000 purchase order later, the holidays were over.

Invented timeline — built to teach. Not a real company's history.



A worked example written to fail — invented, like every figure here (footer). The room isn't careless and the idea isn't bad; the route is. Count what the route costs: money upfront, months of lead time, and the season the idea was for.

Four months, one missed season, and nobody ever said no out loud.



THE SAME BOARD, CLOSER — THE BOTTOM THIRD IS WHAT STOPPED FILLING.

Fictional quote — written for this training.

“We stopped pitching ideas we couldn't buy servers for. The rack didn't cost us launches — it cost us the next ten ideas.”

Operations director, Groundswell Coffee · fictional quote, written for this training.

> The launch was the wound you could see. The silence was the one you couldn't.

This is the principle under slide 2: ownership turns every yes into a purchase order, and purchase orders teach people not to ask. The fix isn't a better rack.

Four things change when the rack leaves the building. And one bill nobody reads.



THE MONEY 01

Buy becomes rent: a purchase order becomes a bill for what you use.

(You've already lived this one — slides 2 and 3.)



THE SHAPE 02

Fixed becomes elastic: size for the curve, not the worst hour.



THE GEOGRAPHY 03

One room becomes several: the service runs from independent places, and the queue doesn't notice a bad night.



THE RULES 04

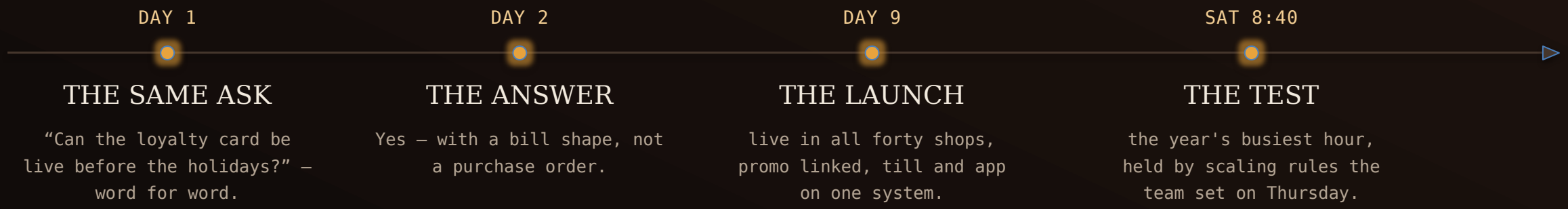
All yours becomes shared: the provider guards the building; the data and the keys stay yours.

The fine print — what it costs to get data back out, and what it costs to leave — arrives in January. Slide 9 reads it in September.

This slide is the deck's rail; it returns at the answer key and folds into the field card. Change one you've already lived — the spine names it. The next three get their own worked examples and principles.

Same idea, same company — nine days.

Invented timeline — built to teach. Not a real company's history.



Same ask, same company, same season — only the route changed. The scaling rules are the point: elasticity isn't magic; someone sets the curve's rules before the rush.

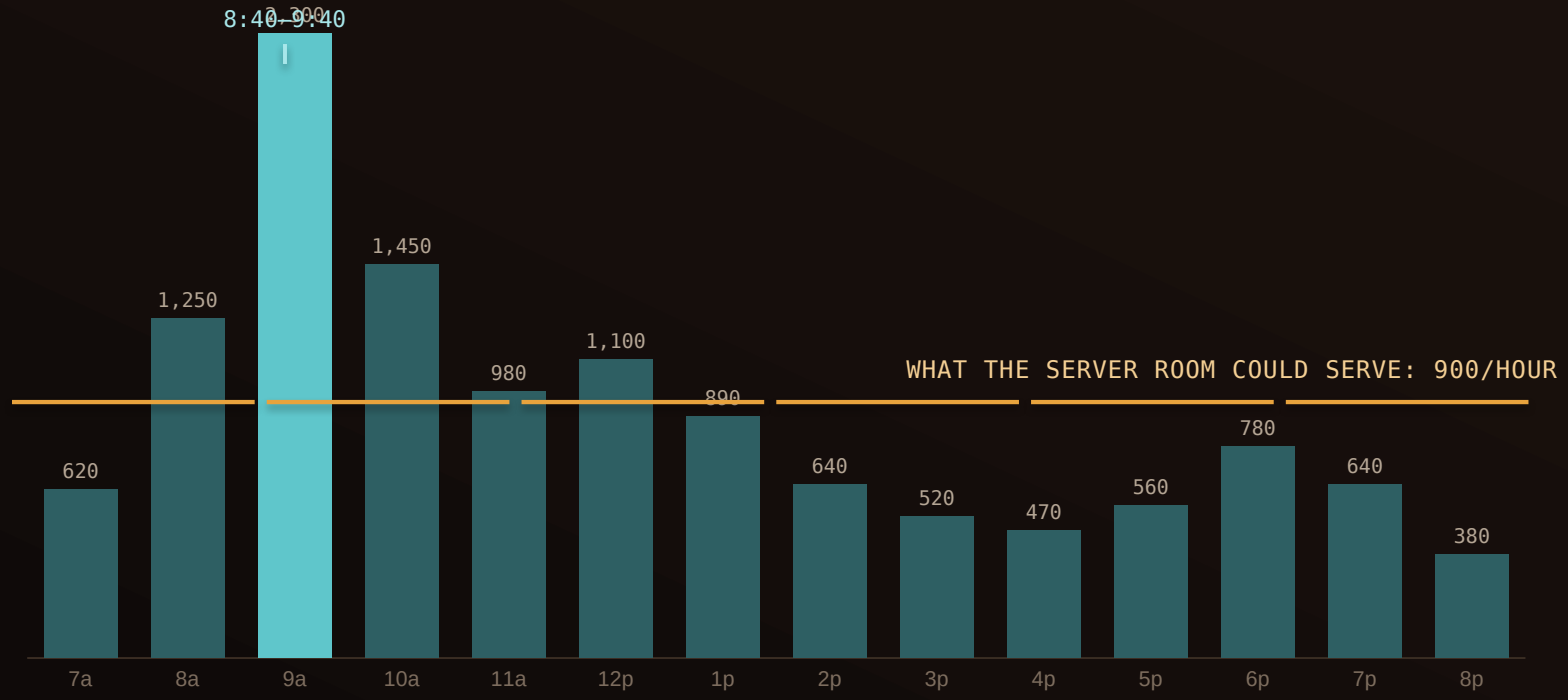
Nine days. Zero servers bought. The idea beat the hardware it used to wait for.

The old room's ceiling, not the queue, set the limit.

CHANGE 2 OF 4 · THE SHAPE

APP ORDERS PER HOUR · SATURDAY · GROUNDSWELL COFFEE

INVENTED FIGURES — SEE FOOTER



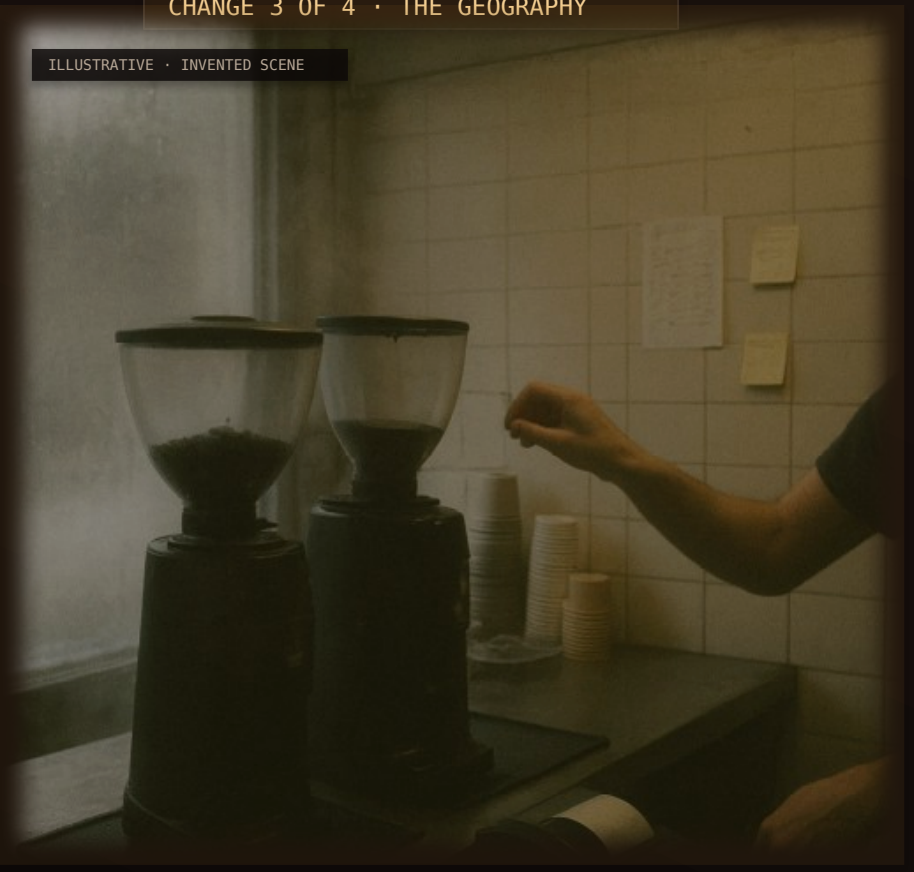
Rented capacity follows the curve and is gone by Monday. Owned capacity draws a ceiling through it — and the peak hour pays for the whole rack.

Groundswell never bought a second roastery for the Saturday rush. The machines get the same rule now.

Read the shape, not the total: demand is a curve with one sharp shoulder. The old room had to buy the peak and own it all year; rented capacity buys the shoulder and forgets it by Monday.

The shop opens at seven.
The cloud wakes up before the barista.

CHANGE 3 OF 4 · THE GEOGRAPHY



06:52 — THE TECHNOLOGY WAS WORKING BEFORE THE SHOP WAS.

ONE SERVICE · THREE INDEPENDENT PLACES

HALL A	HALL B	HALL C
CITY ONE	CITY ONE	CITY TWO
own power, own network, own staff — one bad night	independent of hall A — takes the queue	far enough apart that a bad night can't reach it

THE QUEUE · REROUTED TO HALLS B AND C ↓

CUSTOMERS SAW A SLOW SECOND, NOT A DARK SHOP.

- → Places, plural — far enough apart that one bad night doesn't reach the next; close enough that the Saturday queue doesn't notice.
- → Where it runs is your half of the fence (slide 8): the provider offers the places; you choose them.
- → The uptime promise is the provider's own, in writing — read the nines before you plan around them.

Independence is the concept: shared buildings fail together, so the places are separate — power, network, staff. What the learner chooses: how many places, how far apart, and what the contract actually promises.

The provider guards the building. You still guard the till.

CHANGE 4 OF 4 · THE RULES

THEIR HALF OF THE FENCE

- the buildings and the hardware;
- the network and the power;
- the guards and the cameras.

THE FENCE

YOUR HALF OF THE FENCE

- the app's code and its updates;
- the customer data and who can reach it;
- who holds a key, and what happens when one leaves.

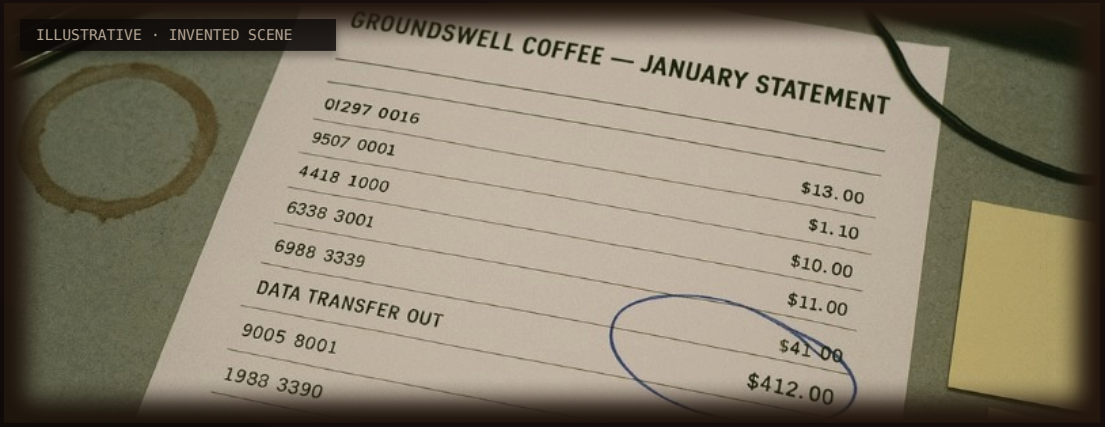
A bank builds the vault. The PIN is still yours.

The line moves per service — a rented machine leaves you more fence than a managed database. Read it per service, not once.

The model is a split, not a hand-off: nothing on your side ever transfers to theirs. The learner's job: for each service, find the line in that service's contract — and staff your half.

The fine print arrives in January — read it in September.

THE FINE PRINT



THE ONE-PAGE EXIT PLAN — SKETCH

1. WHAT LEAVES the data and the code	2. IN WHAT FORMAT open format, documented
3. RE-TESTED WHERE on a second provider	4. PRICED WHEN the project, priced once

THE BILL HAS A DIRECTION

Data in is nearly free; data out is priced. Every loyalty scan pulled the reward image — January's “transfer out” line: $412, on a bill forecast at zero.

RULE · PRICE THE WAY DATA LEAVES BEFORE YOU SIGN.

THE DOOR HAS A PRICE

The loyalty data lives in the provider's managed database; leaving means a real project — export, translate, re-test.

RULE · WRITE THE EXIT PLAN BEFORE THE ENTRANCE.

Neither line is a reason to stay out. Both are reasons to read first.

The honest slide — the trade-offs named by us before the learner meets them as surprises. Modest claims throughout: no promise that costs vanish; the promise is that nothing is hidden.

You know the four changes. Now pick them under fire.

Practice scenario.

Three situations. Pick the response you'd actually give — vote with your hand.

SITUATION 1

the summer promo must hold ten times a normal Saturday; the first quote is for four new servers.

A “Approve the servers — owning them is the safe choice.”

B “Ten Saturdays a year is a curve, not a building — set the scaling rules and rent the peak.”

C “Shrink the promo to what the room can serve.”

SITUATION 2

the auditor asks: if the loyalty database leaks, who is answerable?

A “The provider — it's their cloud.”

B “We are — the data, the code and the keys were ours the day we wrote them.”

C “Nobody — it's all encrypted.”

SITUATION 3

year two: leadership asks what a move to a second provider would take. Where do you start?

A “Move everything — providers are interchangeable.”

B “Price the exit first: what data leaves, in what format, at what cost.”

C “We shouldn't discuss leaving — it signals doubt.”

30 seconds per card, hands up per letter. Answer key next. The traps are slide 2's route wearing confidence: "safe" hardware, "their" cloud, "interchangeable" providers.

Every right answer is one of the four changes — or a line of the fine print.

Practice scenario.

1	→	B	THE SHAPE (CHANGE 2)	a peak is a curve to rent, not a building to own.
2	→	B	THE RULES (CHANGE 4)	the fence never made your half theirs.
3	→	B	THE FINE PRINT (THE FINE PRINT)	the priced exit is written before it's needed.

The traps were the old assumptions, wearing confidence.

If a reply buys hardware to meet a curve, hands the fence to the provider, or calls the door free, it fails — even when it sounds safe.

On the first Monday after tonight, the board gets its ideas back.



THE BOARD

write down every idea that died waiting on hardware. Pin it where ops can see it.

THE CURVE

pick one workload; sketch its Saturday: the peak hour, the quiet hour, what each costs.

THE LINE

for one system, write your half of the fence: code, data, keys — then read the provider's half in its contract.

THE EXIT

for the same system, draft the one-page exit: what leaves, in what format, at what price.

> The cloud doesn't make ideas good. It stops good ideas waiting for hardware.

The field card is the deck, folded (over-delivery: printable Cloud Field Card — front, the four changes; back, the two fine-print rules and this Monday list; last slot printed empty, headed "your next idea"). If one line survives the week, make it the shape rule — size for the curve, not the worst hour — because it's the one that changes what the next ask hears.