



Cloud: Getting it Right!

Fiona Martin

Director, KPMG LLP UK

December 2018

kpmg.com/powerenterprise

Cloud: Getting it Right!

Abstract

For perhaps the first time since the introduction of Enterprise Application solutions in the 1990's, the move to Cloud Software as a Service (SaaS) applications offers organisations the chance to really innovate how they deliver their core business services to ensure they are more effective and provide increased business value.

Attend this session to make sure you take advantage and maximise the unique opportunity presented as you move to Cloud.

In this session I will consider the key things to consider as you plan your move to Cloud and share experience and insight on the key “get rights”. The presentation will cover full project lifecycle from aligning your business case, through implementation into the new business of usual experienced when living in the Cloud.

Remember Cloud is not a silver bullet



Cloud: Getting it Right!



“By prevailing over all obstacles and distractions, one may unfailingly arrive at his chosen goal or destination.” *Christopher Columbus*

Why Cloud Projects Fail

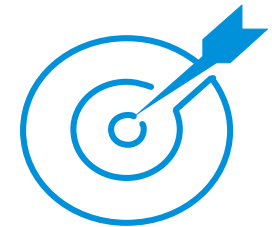


Business Outcome first, technology second

Business case: The Business Case for SaaS is no different from On-Premise!

- **Set clear goals for what you want achieve as a business**
- **Understand your business priorities**
- **What are the critical metrics for success?**
- **Understand the cost analysis & implications of deploying and managing SaaS on an ongoing basis**
- **Use the same rigor as you would for buying on premise applications**

Hint: This does not mean use the same process



Innovate, don't replicate what you had before

“There’s no good idea that cannot be improved on” ~ *Michael Eisner*

- **Prioritise innovation**
- **Gain advantage by standardising processes, roles and controls, reports and dashboards**
- **Leverage leading practice**
- **Adopt not adapt (customise) mind set**
- **Automate manual tasks = improved effectiveness**
- **Realise the benefits of the technology including underlying technology**
- **Understand Oracle roadmap of future enhancements = workarounds vs. value-adding additional functionality**



Cloud projects are business change projects

The more transformative the impact, the more people that are affected and the more disruptive the move can be for the business

Change management is needed to maximise business adoption and realisation of benefits

- Leadership alignment
- Take a 'people-centred' approach from the start
- Change management should be business led
- Identity your change agents
- Understand other in-flight changes across the organization
- New skill sets and resources will be required
- Manage resistance to change



Programme Sponsorship

“Good business leaders create a vision, articulate the vision, passionately own the vision, and relentlessly drive it to completion.” ~ Jack Welch

- **Visible leadership is not optional**
- **Ensure all senior stakeholders are aligned around:**
 - What is expected of them
 - How we will operate
 - What decisions they will be involved in and why
- **At the beginning define**
 - Ways of working
 - governance and decision making RACI



Implementation planning

CLOUD: It's quicker and easier to implement!

It's true: projects can be completed in shorter timelines, with lower implementation costs, and advantages are realised sooner

Why?

- **Focus on solution led approach**
- **Adopting not adapting standardised processes**

Considerations:

- **Organisation ability to transform at pace**
- **The longest pole**



Project Management

“If you don’t know where you are going. How can you expect to get there?” ~ Basil S. Walsh

Success: The balance between disciplined program management and pragmatism in order to achieve the business outcomes

- **One fully-integrated plan**
- **Alignment across business and technology**
- **A collaboration and communication**
- **Governance framework to provide agile, accelerated decision making**
- **Effective escalation framework**



Data Migration & Integration

Key considerations:

Data migration can be a messy, time-consuming and difficult undertaking.

Integration can drive the critical path

- **Define a coherent strategy that includes both Cloud and retained on premise applications**
- **Plan up-front**
- **Engage the business early**
- **Data quality and cleansing**
- **Consider the integration architecture**
- **Start early to de-risk the critical path**
- **A holistic testing strategy**



Your team

FACT: Cloud (done properly) will change the way you run and manage your business

Success means building sustainable capability for the program and beyond

- **Teamwork**
- **Recognition and Reward**
- **Training**
- **Coaching**
- **On the job learning**
- **Re-shaping**



Continuous Innovation

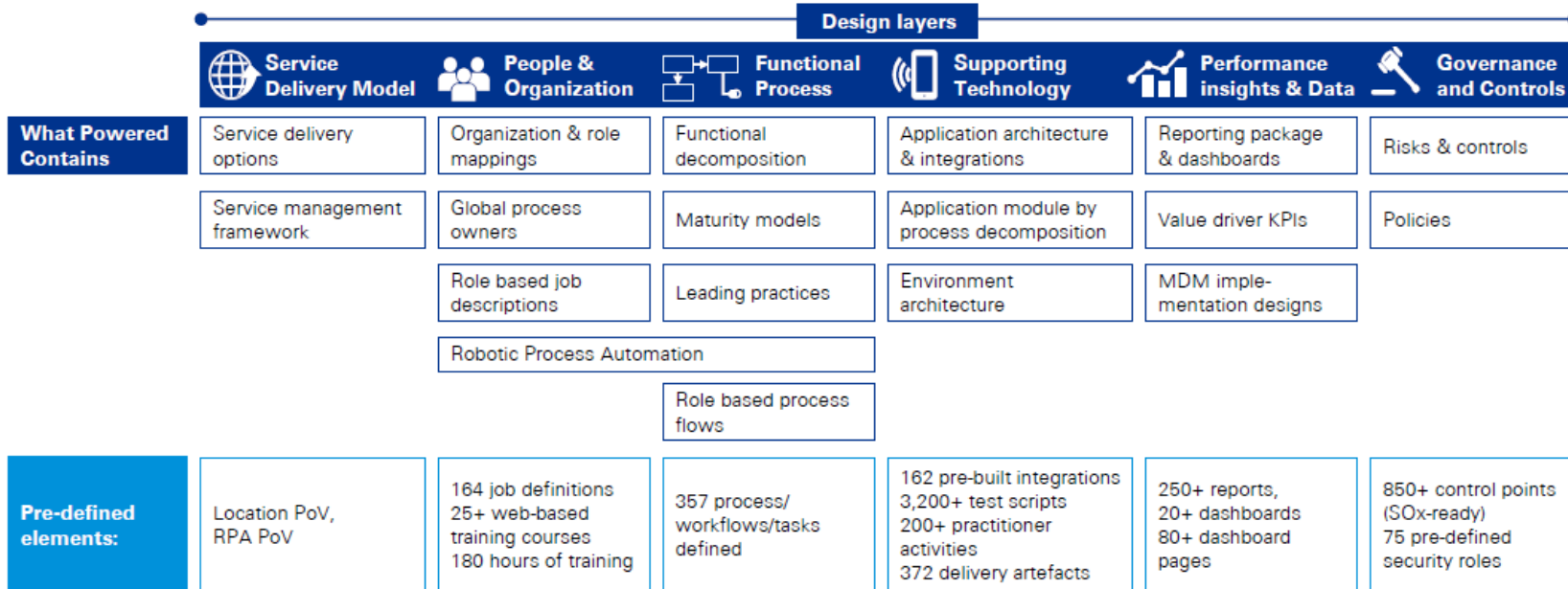
Service Delivery Model: It will change!

- **Updates and upgrades will regularly be enforced by Oracle**
- **Opportunity not threat!**
- **Governance to balance innovation, speed and risk?**
- **You will need to have a support organisation equipped to**
 - deliver continuous improvement
 - operate as a technology and business partner
 - understand the new features and the impact they will have
 - manage regression testing
- **New, changed and redundant roles**



OUR SOLUTION-LED POWERED ENTERPRISE APPROACH

KPMG Powered Enterprise brings a pre-defined operating model for a top function, developed based on standardization and leading practice, and has helped accelerate Cloud Transformation in some of the world's largest and most complex organizations



BUILT ON EXPERIENCE & INSIGHTS



Transformation
Global leading practices for Finance, Procurement, EPM, Change Management, Tax, Risk and Controls



Technology
Oracle Cloud configurations and methods based on experience and lessons learned



Innovation
Latest trends and practices leveraging KPMG Transformation Surveys

Cloud: Getting it Right!

Speaker Biography

Fiona is a Director in KPMG's Strategic Alliance Team responsible for KPMG strategic Alliance partnership with Oracle focused on delivering solutions that combine the best KPMG Consulting expertise with Oracle technology to help clients transform and deliver their business operations to become more efficient and competitive

Fiona has over 25 years' IT Industry experience in Business Applications, gained in a career spanning ERP & HCM implementation and Delivery, Service Management, Solution Selling and Alliance Management roles. She is a domain expert on all things Oracle and brings value in understanding the impact and value that can be achieved with Oracle Cloud Applications (SaaS). Her knowledge is underpinned with a significant network of professional relationships to allow her to deliver incremental business value to Oracle customers. She has a broad knowledge across all KPMG's sectors and service areas delivering KPMG and Oracle solutions which driving value for our clients



✉: Fiona.Martin@KPMG.co.uk

🐦 [@fionaemartin](https://twitter.com/fionaemartin)



kpmg.com/powerenterprise

The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavor to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.

© 2018 KPMG LLP, a UK limited liability partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative (“KPMG International”), a Swiss entity. All rights reserved.

The KPMG name and logo are registered trademarks or trademarks of KPMG International.