

G-Cloud 14

PwC and G-Cloud: Knowledge,
Experience, Value

Connected Digital Enterprise -
Transforming Businesses by Leveraging
Digital Assets Across People, Process
and Automation
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Transforming Business using the Cloud

We have worked with many Central and Local Government clients to support the implementation of their business objectives using cloud technology. Enabling business and enterprise transformation using cloud is a complex, strategic consideration facing many private and public sector organisations.

Cloud technology and services have the potential to reduce cost, remove technology bottlenecks, and facilitate rapid business innovation. As a result, for most organisations globally, adopting cloud technology has become a question of “when and how” rather than “if”.

Opportunities for enterprises generally include a combination of one or more of the following:

- Implementing private and/or hybrid clouds for infrastructure and applications;
- Smarter use of public cloud infrastructure for optimising existing business functions;
- Using cloud for implementing new business services or digital operations; and,
- Reducing cost by moving to consumption based pricing models that only charge for the actual IT capacity and services used.

Migration or adoption of cloud must be properly choreographed for success. We understand the realities and the business and technical risks that should be fully considered, understood and mitigated before such a move. Critical considerations include:

- Alignment of business and technology objectives. This is essential to fully realise the targeted benefits of any cloud transformation or any refinement of existing cloud services. There can be a tendency to adopt cloud systems to fit current ways of working, rather than adopt and standardise processes where possible. The trade-offs between business, customer and technology requirements must be considered to make informed design decisions;
- Availability and reliability of services. The avoidance of operational downtime to mitigate in lost revenue, unnecessary operational cost or reputational damage that can disrupt a business' operations;
- Decentralised support structures. The need to tailor and revise the approach to operational security to cover the support structures employed by cloud service providers that will have a different risk profile for sensitive information.
- Data handling practices. Data classification and data-handling practices that reflect the data flow within a cloud environment must be understood and tailored accordingly to protect customer data.
- Data privacy. Compliance with GDPR to understand where and how information can be stored or processed. The cloud model enables data to bounce swiftly around the world by using available server capacity in various geographic locations, but this must be within the bounds of what is permissible. This is ever more of a concern as organisations review their front office, back office and out of office experiences.
- Future Technology Trends. Cloud applications are the stated direction of travel for the major application vendors, but any upgrade path must also cater for the future technology needs of the organisation and seek to minimise technical debt where possible.

A careful assessment of an organisation's needs and different cloud service provider's controls is required, enabling concerns to be addressed and the correct path to the cloud is selected.

As a trusted advisor PwC provides the framework, and the wealth of private and public sector experience, to consider the combination of Business, customer experience and Technology activities outlined above. There is no single answer that covers each and every client organisation; we tailor our frameworks to client circumstances to support clients:

- As a partner through the complete lifecycle of strategy through to execution; and,
- With point business issues encountered during implementation or running the business.

Connected Digital Enterprise - Transforming Businesses by Leveraging Digital Assets Across People, Process and Automation Services

This section describes in more detail the service features and benefits included within this service definition document.

Connected Digital Enterprise - Transforming Businesses by Leveraging Digital Assets Across People, Process and Automation Services

CDE is our transformation methodology focused on outcomes that brings together digital assets and capabilities across people, process, and automation delivering benefits in weeks and months. Insight generators, such as the Digital Twin, allow us to build a case for change whilst informing the most effective combination of transformation solutions.

Connected Digital Enterprise Service Features

- Brings together people, process, and automation through a digital platform
- An integrated delivery approach which is aligned to benefits
- Backed by a catalogue of PwC offerings and assets
- Focuses on the end-to-end transformation journey
- Access to our award winning Perform Plus platform
- Simulate benefits of solutions through a "Digital Twin"

Connected Digital Enterprise Service Benefits

- Uplifts both digital capability and productivity
- Identifies and addresses value opportunities at scale
- Builds the right digital foundations to scale
- Improved data quality, governance and clear data ownership
- A self-funding programme with benefits within weeks/months
- Rapid prioritisation of solutions to our clients problems
- Data insight into processes using process intelligence tools



Building a Connected Digital Enterprise

CDE is a joined-up change methodology supported by a connected set of capabilities, assets, and accelerators that come together to transform performance and create organisation-wide value.

Everything's connected: Our clients' organisations are akin to ecosystems, one entity made up of many moving parts (people, processes, robots, systems) which perform at their peak when all parts work well and are working together. In any ecosystem, changing one of these moving parts to achieve an outcome will have a knock-on impact elsewhere, therefore we believe it is crucial to have a joined-up approach to transforming performance.

'Connected digital enterprise' is the name we use when we bring our capabilities across people, process, and automation together, and the digital assets that underpin them. The components of 'connected digital enterprise' aren't new, but it's a bigger story of how we connect together, because we know that achieving a transformational impact on performance takes more than pulling one functional 'lever' or deploying a point solution.

If you pull the right combination of change levers you will see transformational change. That's when you achieve a chain reaction and multiplier benefits

Our **connected digital enterprise** approach pulls a multitude of levers across people, process, and automation to deliver a multiplier effect on transformation outcomes:

- Accelerate **Performance**
- Streamline **Processes**
- Orchestrate **Workflow**
- Deploy **Digital Workers**
- Enhance **Delivery Models**
- Develop **People & Capability**

With the expectation that multiple GREAT benefits will be realised:

Growth, Resilience, Efficiency, Adaptability, Transformation

Our view on the service features and benefits within this service definition document are presented below:

What challenges are we seeing in transformation?

- **Benefits deficit:** Organisations are implementing transformation programmes that aren't delivering the anticipated benefits case, limiting further discretionary change budget
- **Long lead time:** When benefits do come to fruition, it often takes multiple years
- **Sub-scale:** Proof of concepts can land well but there is an inability to create repeatability and scalability across an enterprise, such as RPA deployments failing due to processes not being standardised and/or large numbers of exceptions

What is our CDE approach?

1. **Discovery** – Uncover value: set the ambition, identify high value areas and prioritise the scope.
2. **Diagnose** – Quantify value: size the opportunity, and select and sequence your change stack in line with ambition.
3. **Deploy** – Deliver value: integrated execution of people, process and automation solutions in iterative sprints, delivering sustainable results at pace.
4. **Operate** – Sustain value: embed a sustainability infrastructure to support new ways of working and technology applications in BAU
5. **Establish an Enterprise of Excellence** – Scale value: create a core discipline to accelerate and scale change across the organisation

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