

# G-Cloud 14

PwC and G-Cloud: Knowledge,  
experience, value

Oracle Applications  
Optimisation Services  
**May 2024**





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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 adapt cloud systems to fit current ways of working, rather than adopt and standardise processes where possible (“adopt not adapt”). 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 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 to be 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 them:

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

# Oracle Applications Optimisation Services

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

## Oracle Applications Optimisation Services

Maximising value from your investment in Oracle Cloud solutions, PwC offer a qualitative and quantitative analysis to identify opportunities to improve any implementation. We examine the extent to which implementation meets business requirements; Based on our findings, we then work with you to identify, qualify and prioritise opportunities for improvement.

### Oracle Applications Optimisation Services Features

- Assessment of configuration against best practice design principles
- Assessing alignment of implemented solution with original requirements
- Identifying changes to requirements not reflected in implementation design
- Ensuring critical business reports utilise clean, up to date data
- Identification of process issues due to consistent data issues
- Client collaboration to ensure integration with third party systems
- Incremental Oracle ERP, SCM, EPM, HCM build, configuration, testing & training
- Improving user adoption through knowledge transfer and/or targeted training refreshes
- Identifying opportunities for further business process optimisation
- Identifying opportunities for automation via configuration, PaaS or RPA

### Oracle Applications Optimisation Services Benefits

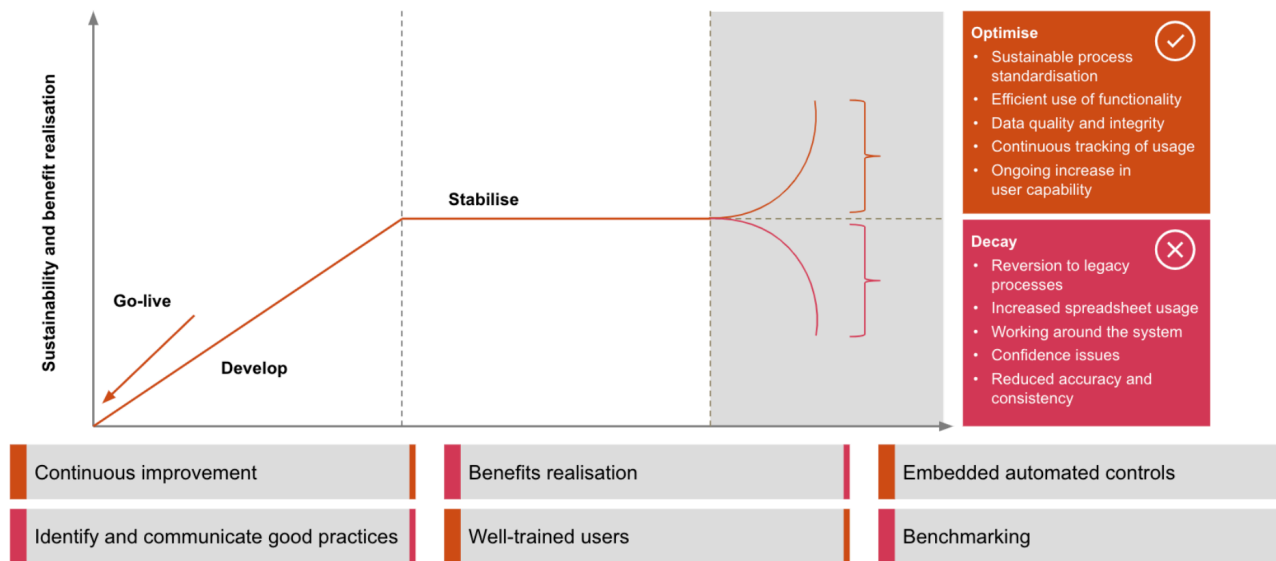
- Productivity and data quality Improvements
- Improved application governance, management and identification of security risks
- Improved user adoption and upskilling
- Sustainable process standardisation
- Continuous tracking of process/system usage
- Ongoing increase in user capability
- Avoid regression to inefficient legacy processes
- Removes the cause of spreadsheet and data proliferation
- BXT Agile methodology with alignment to Prince2 and Oracle methodology



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

## 1. Service Summary

Going live on a new Oracle ERP solution is not the measure of success. An ongoing commitment is required in order to continually optimise ROI and avoid decay.



We have a deep understanding of leading practices that are applicable to Oracle solutions for the public sector – Central Government, Police Constabularies, NHS Trusts and Local Government.

Not only are we able to offer advice on the optimum set-up for Oracle Cloud and E-Business Suite, we will work with you on a whole solution which provides on-going business benefit and value realisation.

To assess your Oracle ERP, EPM, SCM or HCM implementation, and ensure you continue to reap the benefits and embed a continuous improvement mindset, PwC can conduct a qualitative and quantitative analysis to identify potential opportunities to improve the current solution implementation. Our approach examines the extent to which the system is meeting business requirements; how the system is actually configured and any opportunities for improvement. Our approach includes assessing your current implementation across several dimensions, and seeks to answer a range of key questions, including the following:

- Business Requirements
  - Does configuration align with original requirements?
  - Are the initial requirements valid or have they changed?
- Configuration & Implementation
  - How well configured is the current system?
  - Is there new functionality that isn't being used but would address requirement gaps?
- Data
  - Do critical business reports utilise clean, up to date data?
  - Are colleagues frustrated by processes due to inconsistent data issues?
- User Adoption
  - Are colleagues aware of the new system functionality?
  - Are colleagues using the new system as intended?

Based on our findings, we provide a detailed report which summarises the findings from our analysis, evaluates benefits vs cost of implementation for any improvements identified, and work with you to develop a roadmap to support the implementation of some or all of the recommendations identified.

## 2. Our Team

Our Oracle Applications practice is one of the largest in Europe. The UK and Ireland teams offer the expertise and experience of more than 220 consultants, with process and functional skills across the broad footprint of Oracle's E-Business Suite as well as Oracle Cloud Enterprise Resource Planning (ERP),

Enterprise Performance Management (EPM), Supply Chain Management (SCM) and Human Capital Management (HCM).

Our consultants bring the insight and capabilities required:

- Oracle Cloud solutions expertise
- Oracle specific methods, tools and accelerators as well as broader methods and tools including programme and programme management and change and transition methods
- Technical infrastructure design and implementation as well as hosting and support services
- Industry knowledge
- Local tax, financial, statutory and regulatory insight enabling us to deliver the broader transformation, in line with best practice and with the pragmatic demands of the business in mind

The teams are supported by, and continue to collaborate with, PwC's global Oracle capability: a team of 2,200+ employees across the continents – 200 in EMEA, 1,100 in North America, 130 in Latin America and 850 in APAC. This global reach is augmented by our Oracle Solution Delivery Centres in India and China. Our core teams draw on the wider PwC network to bring specialist skills and experience, for example to help address the complex tax requirements specific to an industry, and provide insight into the regulatory landscape that drives the ongoing reporting requirements.

### **3. PwC Oracle Applications Capabilities**

Our capabilities span all modules across the following Oracle Application families, covering both E-Business Suite and Oracle Cloud product platforms.

- Oracle ERP
- Oracle EPM
- Oracle SCM
- Oracle HCM
- Oracle Analytics Cloud Service
- Oracle Integration Cloud Service

### **4. Our Methodology Approach**

PwC delivers its Consulting projects and Programmes using its global methodology known as 'BXT' Agile where BXT stands for Business, Experience and Technology. This overarching approach combines BXT thinking, agile practices and automation.

BXT Agile addresses clients' challenges from the Business, Experience and Technology lenses rather than falling into the common trap of siloed thinking. It is an iterative and feedback driven approach, providing a common framework and language to deliver value early and often. BXT Agile utilises leading edge Cloud technology to accelerate transformation of the business areas whether in ERP, EPM, HCM or SCM.

This methodology is used in all of our Consulting projects, whether it is to address a single element of a business solution or for a full business transformation delivered through our range of integrated solutions.

### **5. Performance Enablement**

Technical delivery is just one aspect of your Oracle implementation or upgrade. There is also the bigger picture of policy and process change and how that is managed and communicated. As part of our offering we ensure your business is ready, equipped and trained on both the new system and business processes. Performance enablement increases user adoption and ensures system benefits are fully realised.

PwC are able to provide change management expertise for Oracle Cloud clients to devise strategy, technical consulting, capability, risk, training and reviews. By explaining to each department how changes will impact them, a view of the new ways of working can be visualised. These can be signed off by the department as recognition of what will change and how it will change during the implementation of the new operating model. Our understanding and experience of change management where it pertains to Oracle Cloud allows us to implement key performance measurement reviews and apply a structured approach to project requirements.

Another key service offered is Communications Management. PwC recommends a number of key mechanisms for communicating with staff that should be defined in a communications strategy. The

strategy will also define the stakeholder groups and the type and frequency of communications that should be used to deliver messages and updates to them. Typical communications mechanisms include:

- Staff Events
- Newsletters
- Voice messages
- Webcasts

The training of staff is a fundamental part of any project, and one that some organisations underestimate. Too often training is treated as a hurried sub-task in the go-live phase. Part of what makes an implementation, enhancement or upgrade a success is people who know how to use the applications in line with the processes. The PwC methodology devotes a workstream to training. We understand that training demands foresight, experience and first-class delivery, like any other part of a project. We can deliver training as part of an ongoing project, or as a standalone activity when a system is already live. We are happy to make an assessment of what training is required within your organisation and we'll analyse the benefit that delivered training will bring in order to define the criteria for success.

PwC's way of working is collaborative. This partnering model has the practical effect of de-risking delivery – by involving client staff we ensure that the project heads towards a delivery that fulfils all expectations.

Overall benefits of a project include the ability to integrate acquisitions more quickly, lowering execution risk, and faster delivery of growth and cost synergy. It also improves controls, provides improved reporting and decision support, and reduced value leakage. Keeping things simple reduces the length of time required for an implementation.

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