# G-Cloud 15

## Cloud Readiness Assessment (CRA) Services

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# Transforming Business using the Cloud

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

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 IaaS, PaaS, and SaaS infrastructure and application services across alliance partners such as AWS, Microsoft, Google, Salesforce, Oracle, SAP and many other cloud native vendors

- Smarter use of public cloud infrastructure for optimising existing business functions

- Using cloud for implementing new business services or digital operations

- 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 business realities and the 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.** Deliver cloud services that mitigate reduce unnecessary operational cost or reputational damage from legacy platform downtime that can disrupt a business’ operations

- **Decentralised support structures.** The need to tailor and revise the approach to operational 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 move 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 services is required, enabling concerns to be addressed and the correct path to the cloud is selected.

As a trusted advisor PwC brings our Cloud Adoption 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 framework to client circumstances to support them:

- As a partner supporting you through the complete lifecycle of strategy through to execution

- With point business issues encountered during implementation or running the business.

# Cloud Readiness Assessment (CRA) Services

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

## Cloud Readiness Assessment (CRA) Services

PwC's Cloud Readiness Assessment (CRA) focuses on the business impact, benefits and risks of moving to the cloud, along with establishing the technology foundations for operating securely on Cloud. It sets out the opportunities and challenges your organisation will face on the journey to the Cloud.

### Cloud Readiness Assessment (CRA) Services Features

- Cloud Readiness Programme Governance: resourcing, project management, governance structures
- Cloud Readiness Reporting and Analytics requirements: assessment, assurance, deployment options
- Cloud Readiness Blueprint and Roadmap to define future state architecture
- Cloud Readiness Security and Compliance: assessment and accreditation
- Legacy Infrastructure and Application modernisation
- Cloud Readiness Business Process and Functional Change
- Change Management and Training: impact assessment and new process adoption
- Technical and Integration: customisation and integration assessment
- Data Management: consideration of structures, master data and migration
- License Management – impact of virtualisation and re-licensing
- Establishing the Cloud Foundations to operate securely on Cloud.

### Cloud Readiness Assessment (CRA) Services Benefits

- Clarifies the path: the roadmap to Cloud
- De-risks transformation and transition to Cloud
- Supports and informs the business case for the Cloud migration
- Evidences readiness of your organisation's capability to move to Cloud
- Assesses the impact of simplifying and standardising business processes to Cloud centric solutions
- Addresses change management for people, technology and processes
- Creates the basis of an RFP or Project Initiation
- Maps business requirements to Cloud functionality, reduces risk
- Assesses feasibility and necessity of removing existing infrastructure and application customisations
- Highlights the change challenges by business area, increases transformation confidence.

Why is a Cloud Readiness Assessment necessary and what are the other benefits?

- It is important that the implications and considerations (and not just the benefits) of moving to Cloud are clearly understood by an organisation **before** embarking on a Cloud transformation.

- The beneficial disciplines required in a Cloud transformation of adopting common, good practice business processes are likely to be disruptive to the business in the short term but also open up the potential for significant efficiency benefits through the use of Artificial Intelligence (AI) and Robotic Process Automation (RPA). Through the CRA the business will be able to understand how and where it is most likely to be impacted.

- The impact on business as usual cannot be underestimated. For large and complex organisations, transforming to Cloud is most likely to be achieved via a coexistence approach, phasing out on-premise infrastructure and applications and replacing them with Cloud applications configured for consistent good practice processes. A main challenge is how to achieve such a transformation in the most cost-effective and efficient manner, whilst minimising re-work and disruption to the day-to-day business.

- The various Cloud Software providers naturally focus on the benefits of moving to the Cloud. Adopting Cloud, when carefully managed, can drive beneficial behaviours such as improved business consistency along with the adoption of good practice common processes. Combined with substantial savings in legacy infrastructure costs, relatively intuitive applications, enhanced analytics and greater self-service and automation, the ultimate benefits are achievable. However, it is the short to medium term cost along with the disruption and potentially significant business change impact in that journey to achieving those benefits which is often underestimated, and continues to trip up organisations embarking on a Cloud transformation.

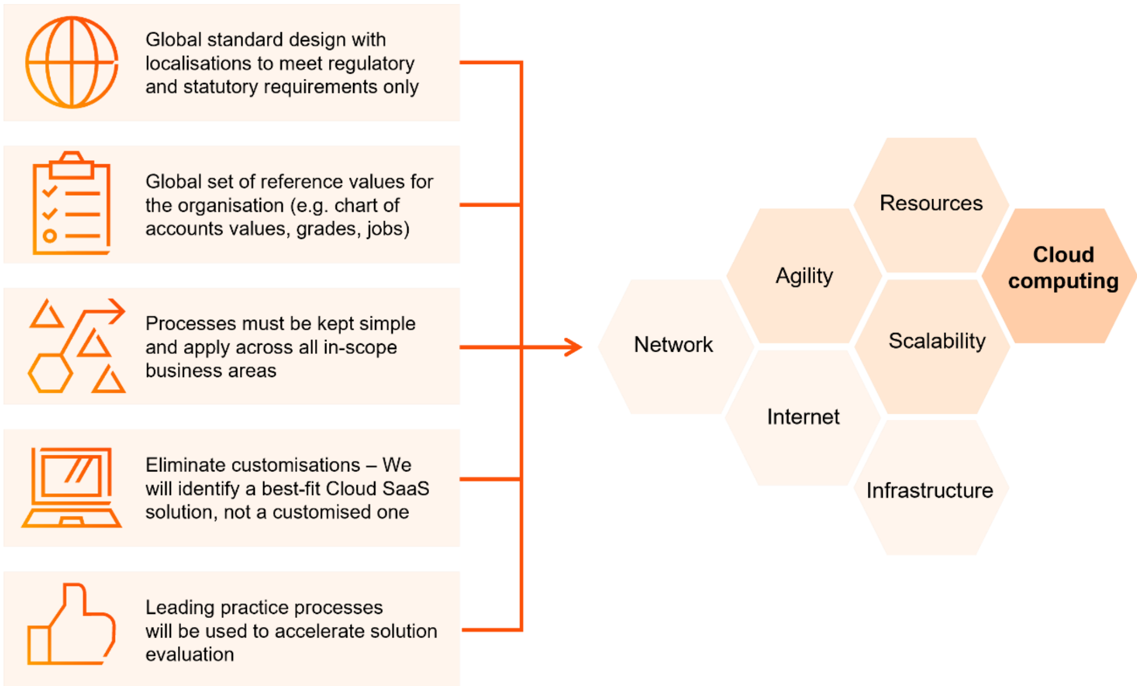
- Successfully delivering Cloud transformation requires a much greater degree of preparation and a level of organisational discipline in approach which was not required to the same extent when implementing on-premise applications. The fundamental difference being that with Cloud, unlike on-premise, it is **not possible to "customise your way out of trouble"** when faced with a critical yet unanticipated business issue once the transformation is underway.

- The PwC Cloud Readiness Assessment allows an organisation to fully understand the Cloud transformation roadmap and to support the Business Case, and tie down the scope and timetable to deliver, such that assuming a decision is made to proceed then much of the thinking will have already been completed. This allows for a more focused competitive process when assessing different potential business /system integrators and consequently a reduced risk of change control and cost overrun.

- Our Cloud Readiness Assessment **can** be carried out prior to the decision as to what the supporting technology will be. PwC's CRA has been specifically designed to accommodate this situation as the key business processes are reviewed at a level of detail (Level 3) which is not technology application specific. However, in cases where we have carried out CRAs where the technology has not been determined, the process reviews usually take longer and require more resources.

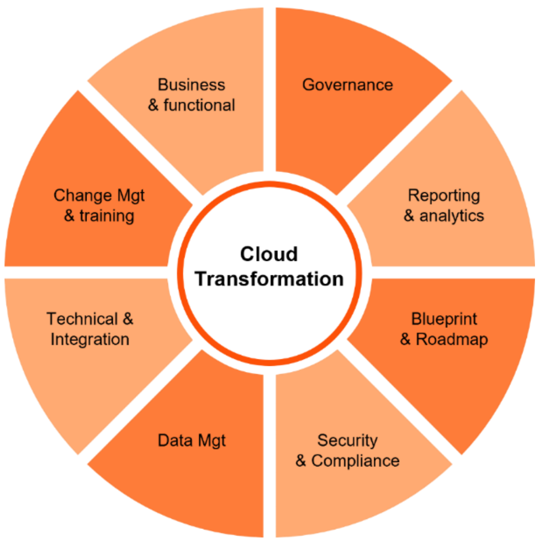
**The key to successful Cloud transformation is, in effective, preparation. This is fundamentally what a Cloud Readiness Assessment provides to an organisation**

## 1. Key Principles




## 2. PwC Cloud Readiness Assessment (CRA)

PwC's CRA is a comprehensive review delivered in three phases (Engage, Assess, Evaluate). It covers all of the eight focus areas set out to the right. The CRA can take between seven to fourteen weeks elapsed time depending on the scope as well as the size and complexity of the organisation.




The assessment is summarised in a comprehensive report covering the following areas:

- Interviews and workshops with key business process leads. This provides early business involvement in the process, drawing out the key business drivers and requirements by process area to feed into the assessment. Identification of key business challenges including future growth or competing initiatives which could impact the decision-making process

- A baseline process review of the core business areas based on good practice Cloud processes. Depending on scope, a review of the impact of Cloud applications of non-functional areas, such as security, systems administration and support

- Summary of the workshop outputs including a process-by-process fit to Cloud scoring and an associated business change impact along with a graphical presentation of the results. This provides a rationale for the fits, gaps, and potential workarounds and challenges, as well as an accompanying commentary

- An analysis of existing customisations, extensions, modifications, localisations, and integrations with a focus on the to-be process change, workarounds, or potential PaaS impact

- A blueprint, providing a high-level target architecture and plan/roadmap, or potential options of how to get to Cloud e.g. transitioning through a hybrid model or via a single go-live

- A summary of the benefits, implications, risks, considerations, and next steps