G-Cloud 15

Cloud Application Assurance Services

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Contents

Transforming Business using the Cloud 3

Cloud Application Assurance Services 5

G-Cloud Cloud Application Assurance Services Description 5

1. Cloud Application Security and Controls 6

2. Cloud ERP Readiness Assessment 6

3. Process and Controls Performance Analytics 7

4. Digital process integration and controls 7

5. Digital roadmap and solution selection assurance 8

6. Enterprise architecture assurance 8

7. Cross platform segregation of duties and transaction monitoring 9

8. Digital customer journey assurance 9

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 infrastructure and applications
- 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.

Cloud migration or adoption must be properly choreographed for success. We understand the realities and the business and technical risks that need to 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 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

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

Cloud Application Assurance Services

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

G-Cloud Cloud Application Assurance Services Description

Cloud Application Assurance Services support clients to have confidence in their integrated digital platforms and solutions by providing assurance that end-to-end business, process and control risks are effectively managed through the implementation of technology and that automated processes deliver outcomes within the envelope of a client's accepted risk profile.

Cloud Application Assurance Services Features	Cloud Application Assurance Services Benefits
• Cloud ERP Security and Controls • Cloud ERP Readiness Assessment • Processes and Controls Performance Analytics, Process Mining and Review • Digital Process Integration and Controls • Application Testing and Data Migration Services • Digital Roadmap and Solution Selection Assurance • Enterprise Architecture Assurance • Cross Platform Segregation of Duties (SoD) and Transaction Monitoring • Digital Customer Journey Assurance • Oracle, SAP, Netsuite, Unit4, Microsoft D365, Sage Intacct, Salesforce expertise.	• Efficient and standardised processes operating across the organisation • Early identification and standardisation of controls during Cloud ERP journey • Speed and accuracy of transaction processing resulting in cost savings • Benchmarked process and controls performance to improve operational efficiency • Supports reduced cost and greater return on Cloud ERP investments • Management and identification of security risks, including cross-platform SoD • Ensuring alignment, governance and quality of digital roadmap/journey • Confidence that new Cloud applications will work as intended • Identification of transition related cost savings • Integrity of management information.

Our view on the service features and benefits in this service definition document are presented below.

1. Cloud Application Security and Controls

As traditional ERPs move into the Cloud, they expose organisations to a vastly different risk profile. Cloud ERP systems provide simplified processes, helping organisations cut out complexity and improve business performance. To get benefits from this, it's important that controls and security are simplified alongside the processes.

PwC's Digital Integration team of security and controls assurance experts provide specialist advice in SAP S/4HANA, Oracle Cloud ERP/Fusion, NetSuite, Workday, Microsoft Dynamics, Sage Intacct, Salesforce, JDE, Unit4 (Agresso) and several other off the shelf business system providers. We help you define your processes and controls that support and define the gaps that need to be filled.

Using our tools and accelerators, we help organisations get business processes, controls and compliance right from day one. PwC has proprietary security and control evaluation tools that can analyse the security configuration, privileged access, and SoD conflicts in several systems including Oracle Cloud and SAP HANA, and others.

Our governance, risk and control (GRC) expertise supplements this capability and has informed our approach to assessing business process control configuration and helping organisation to implement GRC solutions to monitor and assess compliance of both business and IT controls on an ongoing basis – this can be effectively deployed to supports clients to remediate issues where found, as required.

We frequently advise on what the best practises are and highlight areas where security and access need improvement and support our clients to implement agreed controls. But critically, we also help get the right balance, securing things only where they need to be secured, and helping an organisation's business processes to operate efficiently.

2. Cloud ERP Readiness Assessment

The move to Cloud is a question of 'when' rather than 'if' for most organisations. The major technology providers are now focussed on providing Cloud-based business applications, with all the benefits of efficiency and cost-saving made possible by software-as-a-service (SaaS).

As enterprise technologies have evolved, it has become clear that most business processes are common across organisations and industries. Cloud applications are built on this principle. Most organisations will have to adjust, to some degree, to reap the benefits. Questions we often find organisations ask are:

- How will the shift towards standardisation affect our business model?
- Will the Cloud meet the requirements we had fulfilled by customising our on-premise applications?

- How do we quantify the cost reductions enabled by Cloud, no longer having to own and run servers, or maintain customisations, or undertake major version upgrades?
- How much will the transition cost, and how should we go about it?

PwC have developed a comprehensive Cloud Readiness Assessment, focused on the advantages to an organisation rather than the demands of the technology. It has been developed to clarify and define the benefits, opportunities, and challenges organisations will face when moving from on-premise to a Cloud platform.

PwC's Cloud Readiness Assessment methodology incorporates a business-focused holistic approach which highlights the critical change impact on people, processes and technology and the long-term benefits of a Cloud transformation programme. Early visibility of these factors helps set up the subsequent implementation for success in delivering the Cloud solution and gaining optimal user adoption leading to delivery of the benefits of the business case. This early visibility is provided by our Cloud Readiness Assessment.

3. Process and Controls Performance Analytics

PwC offers solutions that extract and analyse transaction, configuration and access data held within the Cloud ERP environment. This information allows us to establish what is happening and why, at each of the different stages of an organisation's ERP lifecycle.

Through the course of our work, we illuminate root causes of poor performance and identify opportunities for process and controls improvement. This analysis, supported by quantifiable facts, provides a compelling case for change, providing organisations with a roadmap for remediation and insight to make better decisions to manage business operations.

Using a tailored set of KPIs for an organisation, PwC can help:

- Identify opportunities to improve the use of the ERP within specific business functions, ultimately reducing costs
- Improve the quality of data processed within the ERP system
- Improve and optimise controls across a business process and demonstrate progress over time
- Benchmark ERP use across the organisation as well as against other industry peers.

4. Digital process integration and controls

Many organisations have struggled to build sustainable controls, often leading to manual, inconsistent, high-cost control environments. One of the principal reasons for this is the lack of an integrated control process that is embedded within the digital integration change journey.

Good business controls in and around an organisation's Cloud ERP systems are critical for the organisation to get value from their investments, and sustain effective, reliable control.

We support organisations through the different stages of controls design and implementation as described below:

- **Assess:** Establish strategy and approach documents and work with project team and external stakeholders to define risks
- **Design:** Understand detailed process design to document and agree on controls. Design processes and define functional requirements for supporting Governance, Risk and Compliance technology
- **Construct:** Perform functional testing for automated controls. Build and customize supporting GRC technology
- **Implement:** Perform user acceptance testing for business process and automated controls along with GRC technology, and undertake localisation and transition activities (including training support)
- **Operate and review:** Ongoing monitoring, post implementation reviews and transition of knowledge

5. Digital roadmap and solution selection assurance

Nearly every organisation will encounter some form of digital transformation in the next 10 years, e.g. consolidation of legacy infrastructure and systems, cloud transition, mobile devices etc. which presents an inherently increased risk.

PwC's Digital Roadmap and Solution Selection Assurance services provides experienced advice at the beginning and throughout the digital update and consolidations. To save time and money our services allow organisations to make a business-based and informed decision for best-of-breed solutions and investments.

6. Enterprise architecture assurance

With the end of the dominance of the single application environment (i.e. wall-to-wall ERP), the need for a coherent set of rules to govern the integration of applications and data has never been higher. PwC both provides architecture services to set out these rules, and/or provide independent assurance over an organisation's attempts to define the rules. Every organisation setting out on a digital transformation or a move to use Cloud application services require a robust enterprise architecture if they want to be successful.

To enable an organisation's integrated applications and data to successfully operate in a seamless environment for its customers, suppliers and staff, organisations require a strong set of enterprise architecture rules. This may appear simple, however without experience this is a real challenge. PwC provides that experience, a methodology and a number of standards to accelerate the development of an organisation's enterprise architecture, setting them on a road to success for their digital transformation.

7. Cross platform segregation of duties and transaction monitoring

As organisations move their enterprise environment to the Cloud and have specific application solutions for different parts of their business, it is more important than ever to be able to manage access and security risk across the whole enterprise. PwC assists clients in analysing and managing Cross Platform access and SoD seamlessly and ensures this is integrated into an organisation's broader control environment monitoring. PwC also help organisations analyse and monitor transactions that are performed in their key applications using our tools and monitoring techniques.

Cross platform access and SoD monitoring is a significant challenge for organisations to manage. PwC's Digital Integration Services help manage this risk through either a one-off project where we help build the capability within the organisation or through an ongoing service contract. We also help organisations make better decisions around provisioning of access which leads to a reduction in risk and efficiency gains. In addition, our transaction monitoring services helps clients analyse where their staff spend their time, identify areas for process efficiency and help them make better, more informed business decisions.

8. Digital customer journey assurance

As an organisation's customers use more digital channels and devices in their interactions with brands, there is an exponential need for the digital customer experience to be tailored, seamless and aligned to its strategic objectives. It is important to ensure that the customer experience incorporates both digital and manual / physical experiences.

As technology underpins everything customers need from our clients, organisations often need assurance that the customer experience is defined correctly, incorporates all digital touchpoints and delivers on its stated outcomes.

Delivering a tailored digital customer experience is no longer about differentiation to competitors. It is a business imperative just to remain relevant to customers and keep the business agile to deliver to customers in a digital world. Although it is a business imperative and mandatory for an organisation to survive, if done very well, it can support profitable growth.

PwC's Digital Customer Journey assurance provides confidence that the customer experience is delivering on its objectives, and that client feedback is continuously fed back into the digital customer experience.