G-Cloud 15

PwC Dynamic Strategic and Scenario Planning 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 infrastructure and applications
- Smarter use of public cloud infrastructure for optimising existing business functions, including the use of AI
- 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 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. One of example of this is the integration of AI functionality, which is increasingly part of standard Cloud application packages.

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

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

Dynamic Strategic and Scenario Planning Services

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

Dynamic Strategic and Scenario Planning Services

PwC helps clients be more agile in modelling impact of macroeconomic and social scenarios/events on strategic objectives and financial performance. The service links strategic objectives with external/ internal drivers, builds models in Oracle/SAP/Anaplan/OneStream/Workday and unlocks capability to perform rapid what-if analysis and top-down scenario planning.

Dynamic Strategic and Scenario Planning Services Features

- Identify key internal and external drivers for your strategic objectives
- Link external/internal drivers to KPIs for performance management
- Support selection of cloud-based technologies for scenario modelling (if required)
- Design and build scenario model in technology of your choice
- Exec-level dashboard of KPIs flagging issues and deviances across scenarios
- Roadmap for evolving models in the AI-driven future Cloud-based analytics platform to optimise strategic financial planning – performance with strategy

Dynamic Strategic and Scenario Planning Services Benefits

- Plan for business, economic and societal changes ahead of time
- Model ad-hoc scenarios rapidly with predictive analytics and driver-based planning capabilities (e.g. volatile political and economic landscape, technology disruption, disasters and pandemic, etc.)
- Report your strategic view of the future with intuitive dashboards with AI functionality
- Perform strategic planning or top-down planning with agility
- Build capability within your team to evolve scenario models

Build and compare scenarios with plans/budgets on expedited timeframes

Dynamic Strategic and Scenario Planning

As the current scenario continues to cast a long shadow on societies, economies and businesses worldwide, firms have rapidly shifted their focus to business continuity, customer and employee support. On the whole government and businesses have responded well, enabling remote work and addressing immediate capital questions.

However, it has highlighted some key capability gaps. One such area has been around Strategic Scenario Planning – specifically the need to rapidly model short- and longer-term business scenarios based on a changing business environment. Many organisations have found their existing bottom-up planning process and tools lack the agility to turn around these scenarios at speed, while spreadsheet solutions lack the functionality and rigour to properly model changing business events.

Questions are emerging from strategic planning discussions, which support teams are struggling to answer at the speed and frequency required. These include:

Pace and volume of planning	The baseline has changed	The story is shifting	Strategy to be aligned with actions
How can we quickly run, adjust and rerun scenarios based on changing social/economic dynamics?	How can we develop a new mechanism to drive rapid and agile plans?	How do we communicate the new strategy to our stakeholders with clarity on the path forward and actions to succeed?	What is the impact of near-term actions on long-term fundamentals?

Our Approach

We bring a combination of strategy, industry and technology skills and expertise to work collaboratively with you. A key enabler for our rapid deployment approach is leveraging our prebuilt scenario models as an accelerator.

Strategy Led	Technology Enabled	In Collaboration with you
Our team consists of experts who have a deep understanding of working in public sector, can appreciate challenges you are facing, bring a point of view on what leading practice looks like and work collaboratively with you to distil all that information into scenarios that matter most to you	We bring experts who have developed these models for large multinationals in similar crisis situations. They understand not only how to build these models at pace but also how to future proof them so that your organisation could evolve these models as a response to future circumstances, starting with integrating AI	We will be working closely with you. Your key team will be part of developing scenarios, value driver trees and building models. Our endeavour is to make your team self-sufficient in this process so they can take complete ownership of the evolution of the solution

Keys to success

Collaboration with you	Identifying right KPIs and granularity	Rapid deployment of the solution leveraging model offices	Development of capability within your team to enhance the model