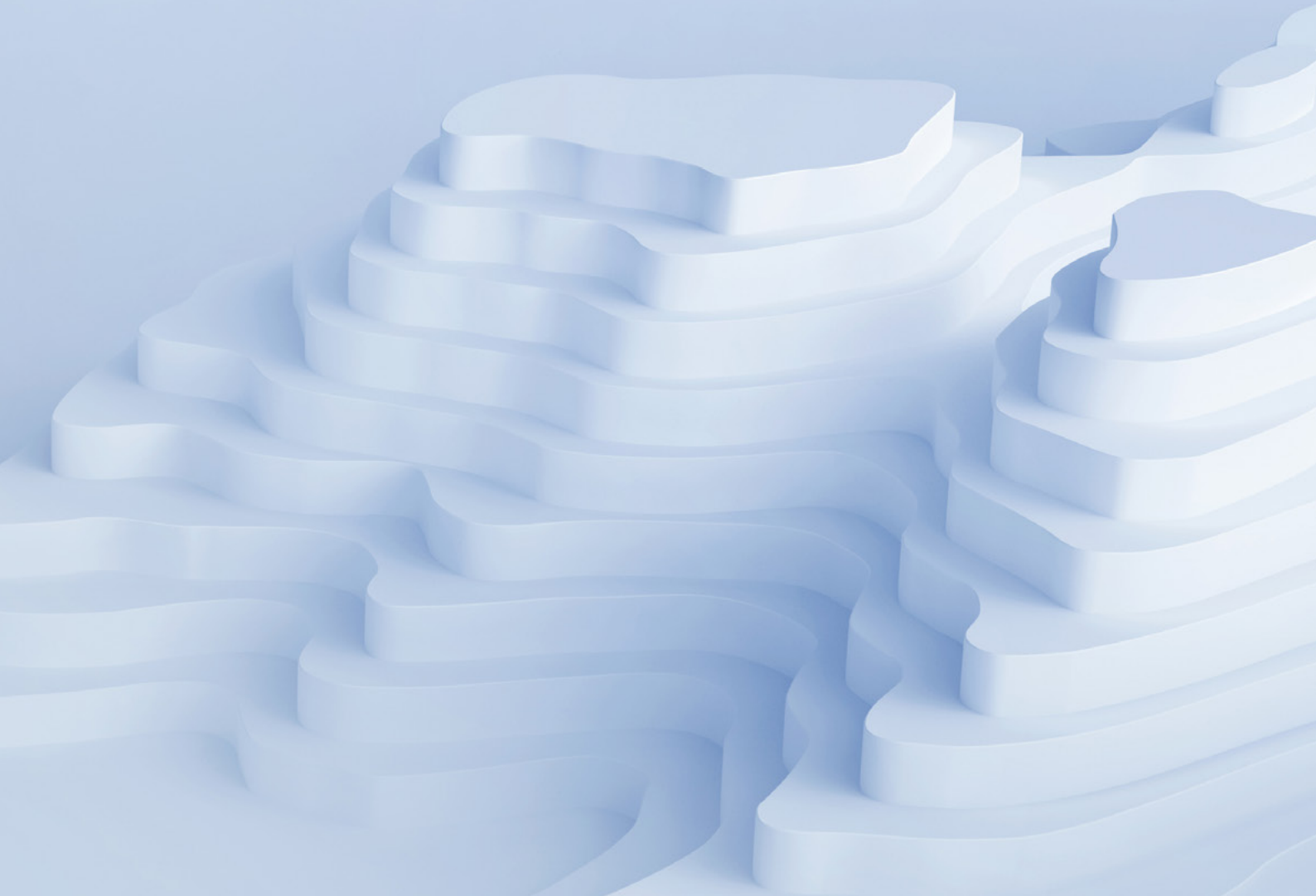




# The cloud-first CFO

**How cloud can create sustainable  
value for finance and the enterprise**



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# The cloud imperative for the chief financial officer (CFO)

## CFOs—at the epicenter of change

When COVID-19 hit, companies needed new ways of working, practically overnight. And for many, there was a pronounced mismatch between what they had on hand and what was required. Agile, responsive, and scalable technologies that could rapidly create new insights and identify next-best actions were in high demand.

As a result, the investment timelines previously planned by companies for cloud technology adoption were significantly accelerated. The priority? To scale cloud technologies and transform them into trusted, mature enterprise capabilities.

The pandemic also brought new attention and appreciation to the criticality of the CFO's role. In fact, in the most recent edition of our Global CFO Research, 79% of CFOs surveyed said that the pandemic had further accentuated their influence and role as the strategic partner to the CEO and the business.<sup>1</sup>

This has, in turn, led to increasingly complex and often competing priorities and expectations for the business. Key challenges include:

**The pace of change** keeps accelerating. Consumer needs shift continuously, and competitors are triggering new industry dynamics that require fresh thinking, business models and scenario planning.

**Control and compliance needs** are expanding, driven by regulation, risk exposure, and consumer expectations.

**Velocity and volume of data** is exploding, requiring new data and architecture strategies and capabilities.

**Lack of resilience** is introducing and amplifying the threats of cyber risk, financial risk, fraud and financial crime.

**Market valuation and social responsibility** considerations are introducing new measures and responsibilities for the CFO, such as Environmental, Social and Corporate Governance (ESG) reporting.

**Pressure to manage financial health** is increasing, balancing total liquidity, cost and profit to demonstrate constant fuel for growth.

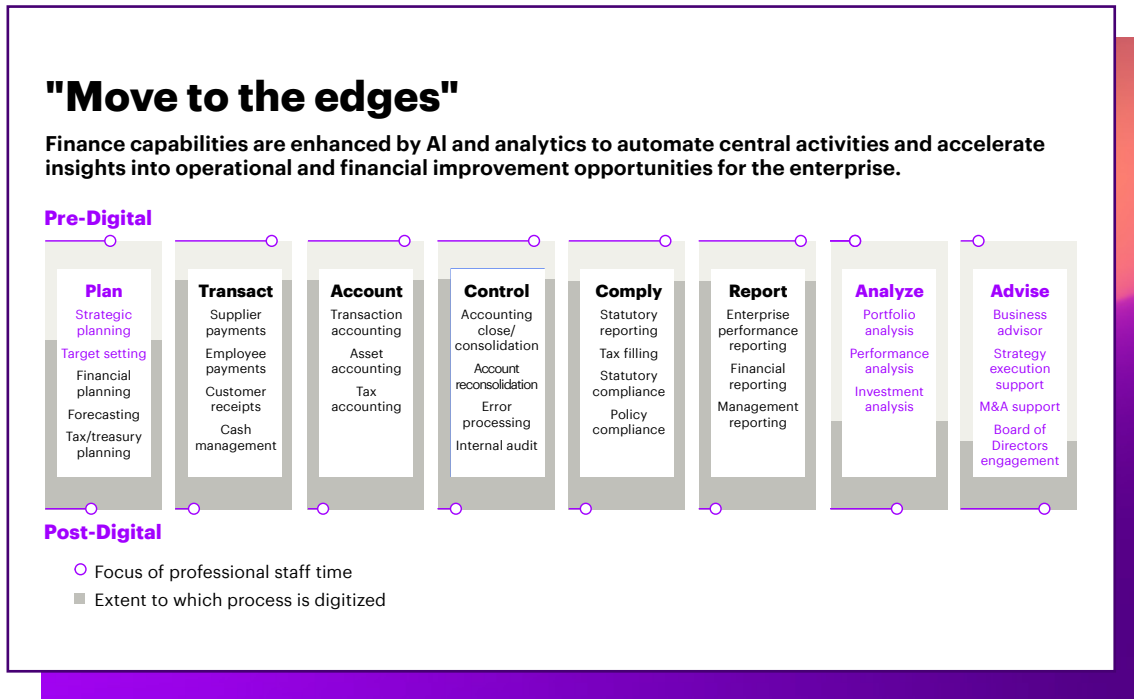
**Changes in where and how people do their work** is escalating demand for new operating models and driving a shift in workforce expectations.

**Value realization from investments** in innovative and powerful disruptive technologies.



To address many of these challenges, CFOs need to embrace the new pace of change, providing insights on selecting and implementing technologies that guide finance’s “move to the edges” (see Figure 1). It’s a move that will pivot the whole enterprise forward.

In this future, productivity is enhanced by the removal of transactional work through the intelligent automation of central activities, with artificial intelligence (AI) and analytics accelerating insights into operational and financial improvement initiatives across the enterprise.



**Figure 1: Move to the edges**

Source: Accenture analysis, 2021

The new finance model that is key to building sustainable value requires a dual emphasis on standardizing, automating and making traditional activities (Transact, Account, Control, Comply, and Report) more intelligent, while pivoting professional time to higher value-add activities (Plan, Analyze, Advise) that bring accelerated insights to the business for predictive analysis and improved decision making.

CFOs understand that they can quickly build upon their own function’s experience of digital transformation to unlock their more strategic priorities: better data-driven insights and forecasting to support the business. And now, at this moment, they are uniquely positioned to significantly influence the technology chosen to enable business strategy.

In fact, our Global CFO Research indicates that 73% of CFOs are retooling finance with the latest technology for the specific purpose of extending influence across the enterprise. That’s not all. Seven in ten (72%) of CFOs have the final say on appropriate technology direction for the enterprise, and 51% of finance executives are consulted from the beginning in shaping the digital technology agenda.<sup>2</sup>

It is therefore critical that CFOs understand how cloud and platform technology investment can accelerate their ability to maneuver the business at “breakthrough speed” and provide targeted capabilities to the workforce in a fast, efficient and proficient manner.



# The cloud journey

## A multidimensional cloud approach is key

### Cloud can optimize costs, but it is also an enabler across all the value drivers of a business

Hyperscalers, the operators of data centers that offer cloud computing services, have the scale economics to deliver IT infrastructure cost savings while supporting radical transformation across the whole enterprise. This allows companies to unlock value in three different ways:



#### **Fuel growth and innovation**

Cloud is the foundation of business reinvention. It's the platform on which most future business models and hyper-targeted customer offerings will be created.



#### **Increase operational efficiency**

Cloud helps the organization make faster and better operational decisions based on real-time data analytics.



#### **Reduce total IT costs**

Cloud can significantly reduce total cost of IT ownership, shifting capital to operating expenditure and linking IT consumption and cost much more closely to business outcomes.

The risk of being left behind while cloud-first competitors move ahead is significant and inevitable. For every organization taking a linear cost reduction and focused cloud journey, there are many more who see their future competitive advantage and disruption potential in committing to a complete cloud transformation of their business.

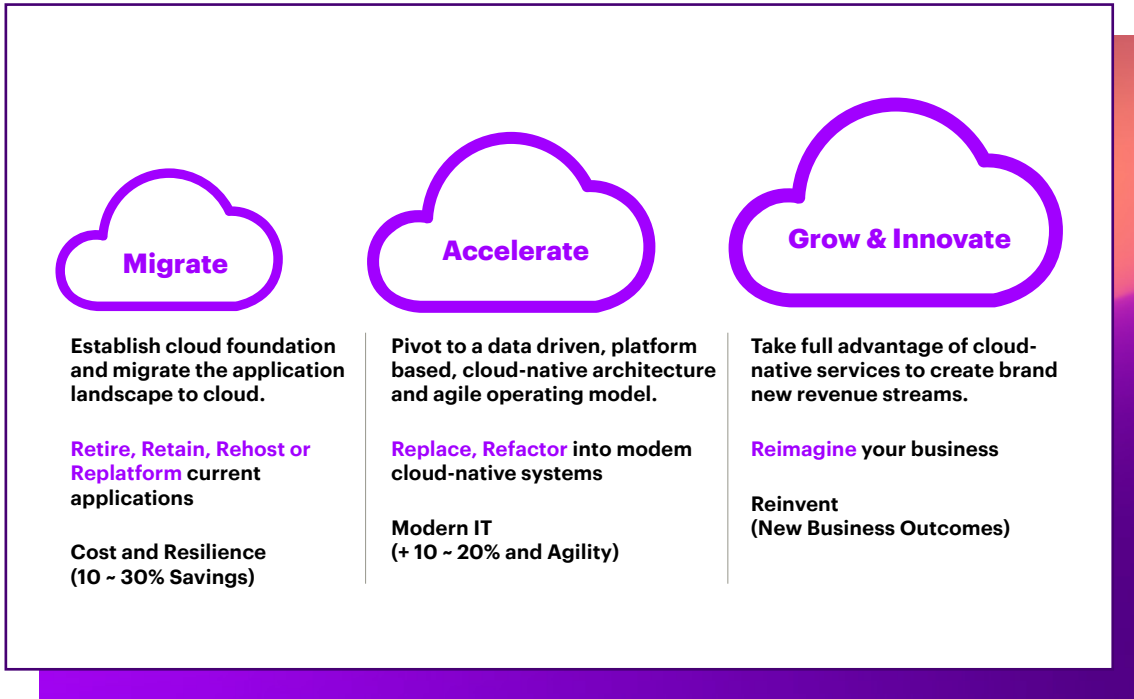
## Expand the cloud horizon

### Companies need holistic cloud-first thinking

Taking a linear approach to a cloud journey can mean it's three to five years before a company starts unlocking the full business value that comes through cloud transformation. An integrated, strategy-led approach to planning and prioritization can deliver more impact from cloud—faster. That means avoiding a static approach that looks to complete IT cost optimization before moving on to other greater sources of value. Instead, companies should be hyper-focused on the specific capabilities they need to support operational efficiencies, growth and innovation, all in parallel. This should enable self-funding of cloud decisions in near real-time versus waiting for traditional IT cost optimization to trigger investment.



Accenture has developed and recommends a dynamic approach to help companies determine the direction that the cloud journey should take, moving the business across three horizons, from Migrate to Accelerate, to Grow and Innovate (see Figure 2). There are considerations as to which capabilities to move to which horizon, and through which deployment model and service category.



**Figure 2: Journey to cloud across three horizons**

Source: Accenture 2021

## Migrate

### Horizon 1 is focused on building a stable cloud platform to enable modernization

By migrating to cloud computing, companies can disassemble and modernize aging legacy applications (such as mainframe systems) and technical/infrastructure architectures to support next-generation capabilities. Generally, applications and business logic don't change. They simply run more efficiently in an as a service environment. This migration frees up capital by moving workloads to infrastructure on the cloud. Savings can then be applied to transformation programs to get to the next milestones, Horizons 2 and 3.

But to get this right, it is critical that the business and IT are aligned on the target operating model and business objectives. Consensus over streamlining standardized processes leads to clear decisions over "what" and "when" legacy systems should be retired.

## Accenture Case Study: Del Monte® Foods

Del Monte Foods saw growth in their category slowing. To stand out in a tightening market, keep pace with evolving customer expectations and prepare for the next phase of growth, Del Monte Foods started the journey into the future by transforming IT infrastructure and transitioning to the public cloud. With Accenture's help, Del Monte Foods moved 200 servers—including 50 complex SAP® workloads—to Amazon Web Services™ (AWS) in less than four months. Del Monte Foods now has the flexibility to scale up its IT operations and can meet changes to demand across its yearly business cycle. They've also been able to move away from making significant investments in ongoing operating expenditures. As a result, they have savings that can be put toward the company's growth strategy. All of these advantages are making Del Monte Foods future-ready and laying the foundation for a new era of modern growth and IT innovation.

## Accelerate

### **Horizon 2 introduces additional services to expedite key transformational initiatives**

Data harmonization and data quality are both critical to success here. The first step in the journey to better operations, analytics and insights is understanding the current challenges for enterprise data. A solid data strategy encompassing data quality, data migration and data governance can then be developed. This needs to be done before systems are retired, rehosted or replatformed to the cloud.

With a holistic data strategy, companies start moving enterprise systems to the cloud. A company can move its enterprise business process applications such as enterprise resource planning (ERP) or customer relationship management (CRM) to versions that are offered natively in a Software as a Service (SaaS) model, such as Salesforce®, Workday®, Oracle®, and Anaplan®, or applications run on a cloud platform such as SAP S4/HANA®.

This is about more than just migrating applications. Processes can now be transformed, and automated, and applied intelligence can be leveraged, especially if enterprise data is available.

Alignment across the business and around business process, data models and integration strategy is critical to ensure a solid architecture for rapid change and continuous innovation. It's important for there to be an enterprise architecture that puts guardrails around cloud proliferation and incorporates a strong data model and integration framework.

In this stage, companies are also starting to move beyond enterprise systems on cloud to core business systems on cloud, such as Blue Yonder® for supply chain management or Finastra™ for financial technology. These are part of the move toward a more agile and integrated cloud-native architecture. The migration usually involves transforming processes and adopting new ways of working to leverage the value of applied intelligence and automation.



## Accenture Case Study: Global Retailer: SAP Migration to Microsoft® Azure® and Application & Infrastructure Management Services

Accenture worked with a major global retailer to migrate its existing SAP estate to Microsoft Azure, and to transform its application and infrastructure management services environment to drive innovation and growth. The company has gained end-to-end visibility into business operations in the finance area through significant automation enhancements. Reduced infrastructure costs in the cloud have resulted in savings that can be reinvested in growth areas for the business. The client now has a modernized, dynamic and agile platform for its enterprise solutions, as well as the capacity to rapidly scale its resources up or down as needed. These and other benefits are part of a larger digital transformation in collaboration with Accenture, bringing innovation, greater speed and more flexibility to the company's core systems.

### Grow & Innovate

#### Horizon 3 is where companies explore “Cloud Native”

With cloud native, companies can pilot and scale new business models at speed with the ability to continue to fuel rapid innovation with data-driven insights. This is where Accenture sees leading organizations reimagining their business. Very few companies are operating at Horizon 3, but many are well on their way.



June 22,  
2020

#### [Diebold Nixdorf® Extends Strategic Relationship with Accenture to Accelerate Its Digital Transformation and Cloud Migration](#)

“The companies’ collaboration will unlock approximately \$50 million of incremental savings for Diebold Nixdorf through 2023, while improving business productivity, consolidating operations and performance and enabling investment in innovation and growth opportunities. The accelerated program will leverage digital automation tools and empower a more agile and customer-focused workforce. Diebold Nixdorf’s corporate IT systems will be migrated to the cloud, and improvements will be made to the global processes and applications for the company’s 22,000 employees across more than 100 countries.”





## Leapfrogging horizons

Companies adopting an Agile approach can master change more effectively and boost speed to value. First, quick wins can be achieved by migrating smaller applications that need minimal re-platforming for a cloud environment. In parallel, companies often begin transforming key processes and mapping the respective enterprise or core business systems to the future cloud platform.

Changes in the operating model are needed because cloud infrastructure and cloud applications run differently, use different processes and require different roles, metrics and data governance rules. The degree of change will depend on the cloud strategy deployed. A revamp of the operating model for cloud is best achieved by a dedicated team focused not only on the technical aspects of cloud migration and development, but also the organizational and cultural aspects that will support new ways of working to maximize cost efficiency, enhance performance and deliver on the innovation potential of the cloud. New skillsets, mindsets and behaviors are inevitably required across the company, not just in IT.

These cloud states are not sequential, nor are they mutually exclusive. There is no silver bullet for what a post-cloud operating model should look like. Each transformation should cater to the existing context of the company and strive to build future-proof capabilities with minimal disruption to current operations. What is clear is that the value case for cloud should not simply be “lift and shift.” It should also trigger a fundamental shift in how CFOs run the finance function and steer the enterprise.

# The value of cloud now

CFOs wear many hats and assume multiple roles (see Figure 3), each carrying high expectations from the Board, the CEO, and the broader C-suite, as well as creating endless opportunities to drive top-line growth and bottom-line profitability.

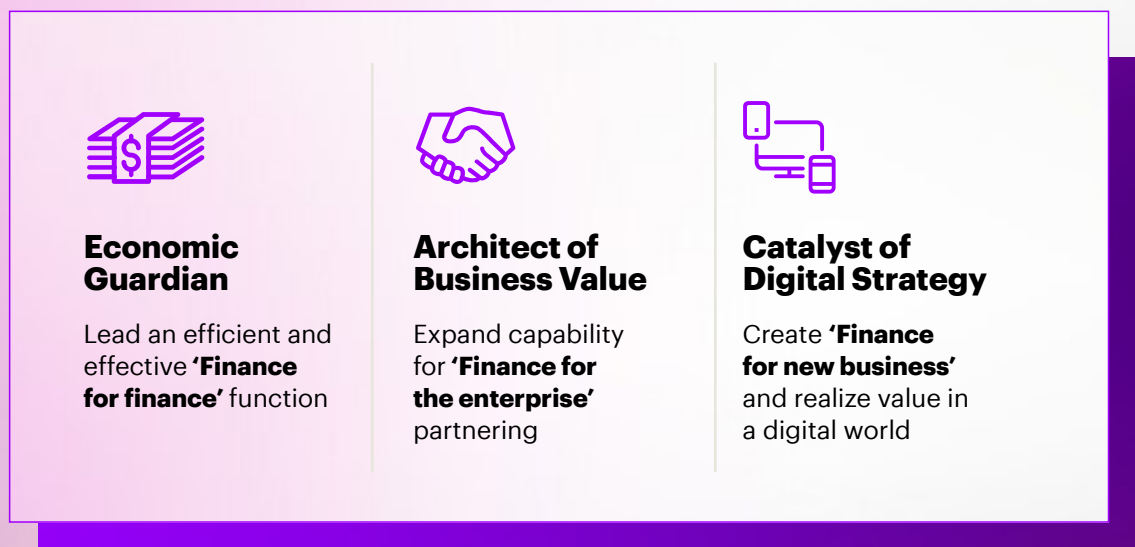


Figure 3: Three key roles for CFOs

Source: Accenture 2021

For each role, we explore the specific trends and challenges facing the CFO—and how cloud can help generate results.



## Economic guardian

### Key trends

Fundamental for every CFO? Securing the financial viability of the enterprise in a volatile and uncertain world. Financial guidance can be limited by a lack of visibility. New ways of planning may be needed, often at short notice, to deal with value-chain volatility (evidenced most recently in the pandemic). The efficiency of the finance function (cost as a percent of revenue) is under increasing scrutiny. And the cost of technology obsolescence and aging infrastructure can be a real burden. Common issues to address include:

- disparate and siloed sub-ledgers
- lengthy cycle times for reporting/action planning
- high levels of variability and uncertainty for planning/forecasting business scenarios and giving market guidance
- liquidity and capital preservation

In other words, CFOs face a data problem, a speed and agility problem, and a prediction problem—all while trying to ensure the unquestionable integrity of financial statements and rock-solid liquidity.



### How cloud helps

Cloud-based applications and data platforms can help CFOs fulfill their role as economic guardians in four ways:

01

CFOs need a holistic approach to transform the finance organization. SaaS or cloud-based ERP and financial applications bring **built-in connectivity, automation and leading practices**. And because SaaS means that software stays evergreen with the latest features and functionality, CFOs can now legitimately ask “Why not?” in terms of staying vanilla and limiting customizations—enabling an efficient and effective finance function.

02

CFOs are constantly striving to master the art of balancing efficiency and liquidity. Cloud-based systems and data platforms **drive down implementation and run costs**, while shifting the leverage from balance sheet (CAPEX) to P&L (OPEX). Significant decreases in overall storage and compute costs provide the CFO with reserves to reinvest into applications that provide better planning and insights. The shift from CAPEX to OPEX allows CFOs to preserve increased financial liquidity in the near- to medium-term because the cash outlay is spread over several years.

Companies moving to the cloud may expect, based on our experience, to lower their IT infrastructure costs from 25% to 40%. Additionally, their cost structure becomes more variabilized, and systems are better able to cost-efficiently meet peaks in demand. This has proven to be particularly important during the pandemic, when consumer and customer shifts have been seismic and demands have pushed supply chains to their limits. We know that 32% of CFO Research respondents are already using cloud to drive cost efficiencies.<sup>3</sup> In addition, high standardization means less variation in processes, and therefore lower maintenance costs.

03

The modern solution to solve for more **connected and predictive business scenario modeling** is a cloud-based planning platform. In this way, a centralized data store unlocks accessibility and visibility of massive datasets that can feed cross-functional insights, tune algorithmic models, and achieve more granular levels of forecasting.

04

To **manage cash and liquidity**, it's critical to leverage real-time data available via cloud-based, global instances of ERP to manage cash and liquidity in near real-time. This supports the use of Treasury Workstation or Treasury Management systems as well as predictive analytics and AI/machine learning to forecast cashflow and run liquidity impact scenarios.



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## Architect of business value

### Key trends

As architects of business value, CFOs are faced with the incessant impacts of disruption, including the ever-increasing size of available datasets, serial merger and acquisition (M&A) events, and expectations for growth—all while creating fuel for future investments. Challenges to overcome include:

- increased data and demands to provide performance insights across more dimensions—channels/sectors—in shorter time-periods, requiring more processing power
- increasingly complex processes and cost pressures to mitigate the loss of profits
- industry consolidation and/or blurring of industry boundaries
- unclear roles, responsibilities and gaps in analytics and workforce skills

As they are leading the discussions on how to architect business value, CFOs can bring insights that balance the pressures on both top-line and bottom-line results.



## How cloud helps

Cloud-based applications and data platforms can help CFOs fulfill their role as the architect of business value in three ways:

01

As data has proliferated across the enterprise, CFOs and their finance functions are being asked to find the “signal amid the noise” to support business value creation. Coupled with the fact that field-facing/business unit financial planning and analysis tends to be the one consistent support structure across the enterprise, CFOs are being asked to be the **sensors at the edges of the enterprise**. They need to corral these data-streams with a real-time infrastructure. And the only way to manage huge volumes of data and run the AI-based models that can help make sense of that data? By leveraging cloud—public, private or hybrid, depending on the privacy and security requirements. In fact, CFOs believe the #1 priority in response to the COVID-19 crisis has been to revisit business strategy based on insights from finance teams located in other geographies.<sup>4</sup>

02

As companies strive to deliver ever higher levels of customer experience, they should look across functional areas to see how work really gets done and where customer value is created. CFOs can lead the enterprise to turn to cloud-based process-mining solutions to directly connect to production ERP and other source systems to ingest real-time data and **visualize end-to-end value chains and business processes**. The best way to uncover the friction and root causes that are driving errors, deviations, and value leakage is to rely on a cloud-based solution that can ingest this real-time data, apply AI-based models, and provide an ongoing monitoring capability.

03

As disruption drives greater waves of M&A, as well as ventures and partnerships, cloud allows **integration to be better, faster, and cheaper**. A cloud-based ERP for the parent/acquiring entity can create a simpler plug-and-play architecture; equally a cloud-based ERP for the child/acquired entity enables a flexible two-tier architecture. Both create greater optionality for how best to integrate the businesses, depending on the business imperative. Cloud-native applications can also enable a faster integration because they permit immediate adoption of standard, leading-practice processes, while simultaneously switching on incremental storage and compute capacity. And the faster the acquired entity moves off legacy systems, the less cost will be incurred keeping the lights on for older, higher-cost systems, or paying transition service agreement costs, if applicable.



## Catalyst of digital strategy

### Key trends

In this role, CFOs can imagine (and protect) new ways to drive value in a digital world. This includes dealing with evergreen security concerns and audits (“value at risk”), the impact of new business models enabled by and generating new data and architecture strategies and revenue streams, and new measures that need to be introduced as companies embrace social corporate responsibility (such as ESG reporting), and new ways of working, like workplace elasticity.

As first-movers, CFOs have an opportunity to reimagine finance for business in a digital world, and define new ways of addressing the:

- hyperscaling of risks emanating from security threats
- need for new business models as demand dissipates in traditional channels
- increased environmental, social, and corporate governance emphasis from investors and communities



### How cloud helps

Cloud-based solutions can help CFOs fulfill their role as agitators that catalyze their organizations’ digital strategy in three ways:

01

All companies face ever-increasing security risks from data breaches, access control issues, and denial of service attacks by malicious organizations and state-sanctioned actors. And while there is no silver bullet that provides a foolproof solution, **a cloud-based strategy helps mitigate these risks** and, in some cases, improve regulatory compliance.

The hyperscale public/hybrid cloud providers have practically unrivalled physical and digital security—their investments in this core area of their business go far beyond what most companies could hope to match. In addition, cloud-based SaaS applications benefit from more frequent security patching. And lastly, in an environment where there will be increasing levels of remote work/work-from-home, companies are required to have solutions with end-to-end security in place: cloud enables any personal device to connect to a remote desktop in the cloud that has access to all necessary applications and data. As CFOs play a critical role in enterprise risk and compliance efforts, this is a natural area where they can catalyze change for the whole organization.

02

Directly taken from the [Accenture Cloud Computing blog](#) on CFOs: “Finance executives are optimally positioned to facilitate the means for their organization to **consume cloud-enabled data as the primary methods for generating profits** in the digital era.” These methods can range from directly monetizing data—which may include, for example, the opportunity to sell data to drive new revenue stream—to indirectly monetizing data’s economic value.

03

With environmental corporate strategies in mind, leveraging a **public cloud infrastructure typically lowers a company’s carbon footprint**. In fact, cloud infrastructures can be three- to four-times more energy efficient than corporate datacenters, thanks to both more energy-efficient hardware and higher utilization. And the sources of energy differ as well: almost all the cloud hyperscalers have secured renewable energy sources for their infrastructure.

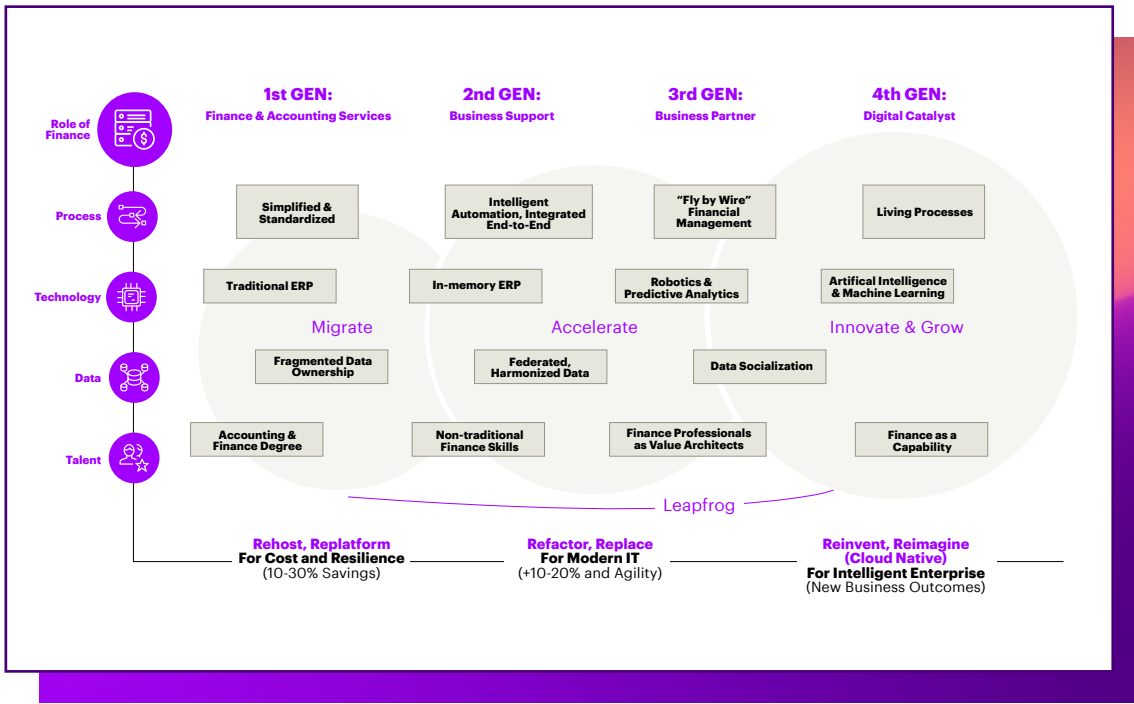
## Cloud-first finance transformation

To accelerate benefits for the enterprise, CFOs need to be “cloud first,” looking to either build or buy new services in the cloud that drive efficiency and innovation as well as cost optimization—and in three months, rather than three years. They should also set technology transformation priorities based on their desired business outcomes, and use these priorities to gradually move away from any core legacy technologies that are holding their business back.

Having the right data to deliver forward-looking insights to business leaders requires changes. CFOs that understand master data management, data quality, data integration and data federation have an advantage. A data governance model must be established, and represent the end-to-end ecosystem of the enterprise.

With transformation will come increased demand for “new finance” capabilities, such as benchmarking analysis, data visualization, and new technology acumen. New roles, such as Finance Value Architects, Robotic Process Automation Technicians, and Digital Finance Specialists, will emerge and, over the next two to three years, increasingly dominate the skills battle for talent.

In some cases, it may be necessary to leapfrog straight to cloud-enabled efficiency and innovation initiatives just to survive, especially those companies experiencing disruption and competitive pressure from new business models (see Figure 4). The value realized from such an approach will almost certainly dwarf anything that cost optimization could deliver on its own, but to be sustainable it should be delivered along with the right talent strategy, data strategy and operating model.

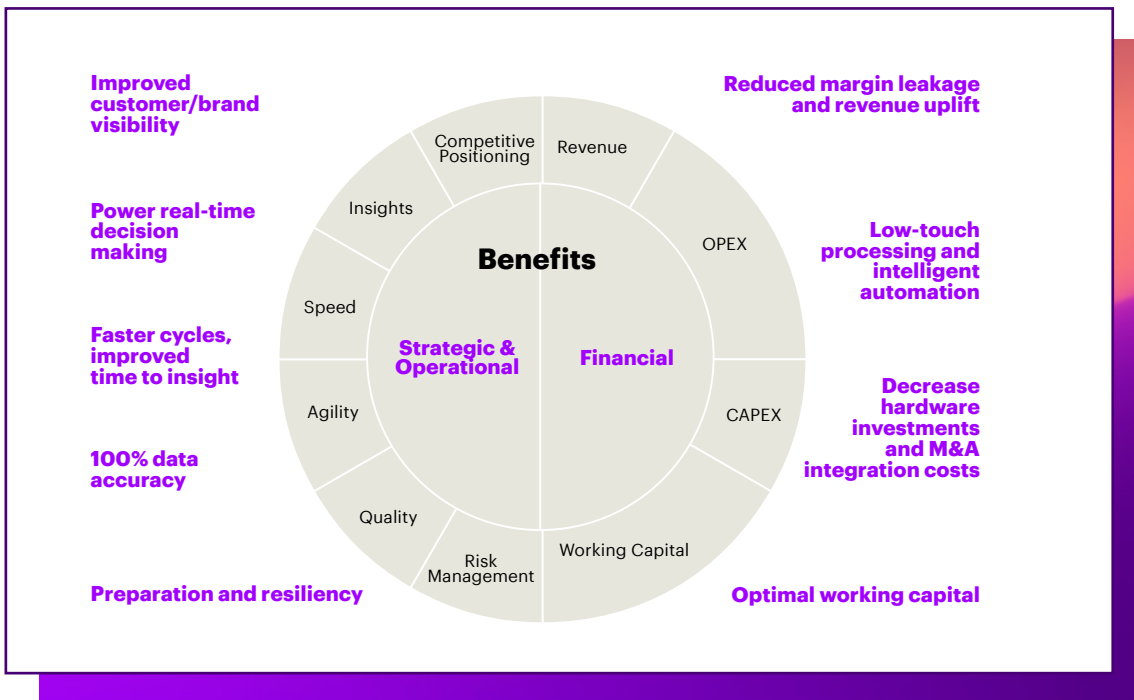


**Figure 4: Framing the transformation journey**

Source: Accenture 2021

## The value proposition for the enterprise

There is no simple business case for cloud migration. The potential impact on, and value for, an organization is determined by a host of factors. In addition to the CFO roles outlined above, these include industry trends, the nature of the legacy technology being replaced, the line of business being considered, the market-specific regulatory environment and, increasingly, the willingness of the business to commit to the investment. As the finance function is optimized by moving to cloud, there are definite benefits in scope (see Figure 5). But if the CFO can influence the broader organization, even more value can be achieved.








**Figure 5: Value of cloud for the enterprise**

Source: Accenture 2021

# The challenges ahead

## What follows are the key challenges organizations face on their journey to cloud

	Challenges	Mitigation strategies
	<b>Security</b> Compliance with regulations, data privacy and protection, integration between on-prem and off-prem controls, etc.	<ul style="list-style-type: none"><li>• Take control of regulatory compliance; this cannot be outsourced to the cloud provider</li><li>• Transition roadmap: lay out a control transition roadmap end-to-end, partnering with risk management and regulators, and align to app migrations</li><li>• Proactive testing: start with a penetration-testing model first, constantly test with each release</li></ul>
	<b>Application sprawl</b> Application architecture complexity leading to high technical debt and inefficiencies	<ul style="list-style-type: none"><li>• Take a surgical approach: don't modernize everything at once. Start with high-impact use-cases and work down the stack to core stable services, which are exposed through APIs</li></ul>
	<b>Business-IT misalignment</b> Misalignment between business and IT (cloud) objectives, leading to disparate efforts and outcomes	<ul style="list-style-type: none"><li>• Product alignment: align product owners from the business to app teams who own delivery of capabilities and the business case</li><li>• Scale Agile: contain the high-velocity portfolio before executing scaled Agile models such as the Scaled Agile Framework</li><li>• Manage vested interests: to avoid competing business cases and engage IT leaders who have built careers through expertise in on-prem technology and may resist change</li></ul>
	<b>Skills gap</b> Lack of cloud skills within the organization and weak learning/collaboration culture, leading to delays and slow progress	<ul style="list-style-type: none"><li>• Create pipeline: rethink employee lifecycle, from recruitment, onboarding to career management, etc.</li><li>• Institutionalize learning: set up mechanisms to train new technology leaders, from coaching models and online learning to classrooms, shop talks, etc.</li><li>• Change culture: re-orient the organization to foster greater collaboration, performance management, etc.</li></ul>
	<b>Legacy infrastructure</b> This can cause bottlenecks that are difficult to change or adapt for new business capabilities	<ul style="list-style-type: none"><li>• Reshape infrastructure operating model: move the organization to a more Agile delivery model</li><li>• Reshape infrastructure talent: build more software and full-stack engineering capabilities</li><li>• Modernize technology: move to a more automated, self-service style delivery of infrastructure</li><li>• Manage pace/scale of adoption, consistent with benefits to build momentum</li><li>• Evaluate risk/reward of concentration risk associated with large-scale migration</li></ul>



# Moving to **action**

To drive value and outmaneuver risk, CFOs need to move faster than the pace of business. The way to do that is by capturing the full potential that advanced technology can offer, which will, in turn, unleash insights critical to driving value across the enterprise. Leading CFOs will collaborate with their peers to get this done. With visibility to data and analytics across the enterprise, and an understanding of enterprise risk and operational resilience, CFOs are best positioned to bring together business leaders to catalyze cloud-enabled digital transformation by:

## **Spearheading development of an enterprise-wide value case and change journey.**

The CFO is uniquely positioned to recognize both the costs and growth potential from digital investments that cut across the enterprise. Early initiatives that generate significant cost savings can help fund future programs. To fully capitalize on technology investments, the CFO and chief human resources officer (CHRO) will partner to invest in creating the new behaviors and skills needed for workers to take on higher-value roles to better serve customers and suppliers.

## **Mobilizing the power of the C-suite to drive sustainable growth.**

As the single source of truth for data, the CFO can use cross-enterprise insights to unite senior stakeholders and inform strategic decision making that reflects the needs of multiple stakeholders. To stay responsive and agile, CFOs should create management rhythms that facilitate cross-functional dialogue on strategic priorities, investments, initiatives, and decision making, and that create accountability for value realization.

## **Identifying the right partners—Test, Scale, and Repeat.**

Partner with the chief information officer (CIO) to establish an ecosystem internally and externally (with cloud service providers) to create a deployment plan and rapid prototyping environments that enable the business to quickly test cloud use-cases and prove their merit. Early implementation of use-cases that create significant workload consumption can assist in securing co-investment from cloud providers to help offset migration costs.



# Three questions CFOs can ask CIOs on migrating to the cloud

1

## How do we organize around cloud?

With such a transition, a new, cloud operating model is required. It's necessary to drive collaboration across various IT and business domains that have historically been very siloed. Without the right level of senior, cross-functional engagement, organizations cannot realize cloud's full potential and will struggle to drive change.

2

## How do we drive change quickly despite complex legacy systems and technical debt?

While modernizing legacy systems is costly and highly complex, organizations do not have to be overwhelmed by tackling such a monumental challenge. A more reasonable approach is to focus on modernizing key capabilities that drive the experiences that are priorities for reinvention. CFOs should never fund large, multi-year modernization programs without significant interim milestones.

3

## Is IT ready for it?

IT workforces need to be reskilled to support the cloud transformation by managing services and taking advantage of new capabilities such as DevOps. Key skills include:

**Horizon 1**, migrating infrastructure and software to the cloud onto Infrastructure as a Service (IaaS) requires cloud engineering and generic technology skills.

**Horizon 2**, accelerating to a more robust cloud infrastructure requires cloud-native architecture skills, data and cloud product-engineering skills.

**Horizon 3**, innovating and growing with industry solutions means reimagining the full enterprise architecture—data architecture, AI skills, and business model expertise are essential.

IT policies will also need to be updated to ensure data and security protocols remain uncompromised.



## Why Accenture for cloud?

Several years ago, Accenture moved its infrastructure and apps to the cloud. A massive 95% of Accenture applications are in the cloud and supported by the platform economy. And we have helped companies around the world achieve unprecedented value from cloud—up to 50% faster migration time, up to 35% improvement in cloud management efficiency and up to 75% faster deployments on SAP, Oracle and DevOps.

Accenture's end-to-end cloud services combine value-led and technology-agnostic approaches to accelerate the delivery of cloud solutions at speed and scale. We help find new and better ways to leverage cloud to unlock value and position the CFO to enable business strategy. This allows us to help CFOs, finance, and the broader enterprise achieve the full promise of cloud, from cost control to elasticity and innovation.

Our innovative plug-and-play platforms—Accenture myNav and Accenture myWizard®—power our solutions and accelerate the ability to realize value @ speed. Finally, our relationships with strategic cloud provider partners—such as AWS, Microsoft Azure, Google Cloud Platform™ service and Alibaba™—give us the foresight to build secure solutions that meet today's and tomorrow's needs.



### MyNav

Define your cloud target state across your infrastructure, applications and data, using Accenture myNav to assess, architect and simulate best-fit cloud solutions at scale.



### MyWizard

Migrate your workloads rapidly, securely and with confidence to the cloud infrastructure best suited for your needs, whether public, private, hybrid or multi-cloud, leveraging highly automated tools such as myWizard.

As a leading strategy, delivery and alliance partner for all the leading cloud service providers, and major SaaS players, Accenture has the scale, breadth and depth of specialized services, skilled resources and cloud ecosystem relationships to help every organization navigate their cloud journey with confidence.

The journey to the cloud is a continuous transformation—one that equips companies with the know-how, tools and insights they need to adapt and meet any change or challenge head-on. With Accenture's help, that journey can start today.



## Contacts



**James Burrows**

Managing Director – Strategy & Consulting, Technology Strategy & Advisory, Cloud First lead

[james.e.burrows@accenture.com](mailto:james.e.burrows@accenture.com)



**Rob Campanile**

Managing Director – Strategy & Consulting, CFO & Enterprise Value, Cloud First lead

[robert.j.campanile@accenture.com](mailto:robert.j.campanile@accenture.com)



**David Davidson**

Senior Managing Director – Strategy & Consulting, CFO & Enterprise Value, North America lead

[david.a.davidson@accenture.com](mailto:david.a.davidson@accenture.com)



**Corinne Koppel**

Managing Director – Technology, Intelligent Platform Services (IPS), IPS CFO & Enterprise Value lead

[Corinne.koppel@accenture.com](mailto:Corinne.koppel@accenture.com)



**Paul Prendergast**

Managing Director– Strategy & Consulting, CFO & Enterprise Value, Europe lead

[paul.d.prendergast@accenture.com](mailto:paul.d.prendergast@accenture.com)



**Raghvendra Singh**

Managing Director– Strategy & Consulting, CFO & Enterprise Value, Growth Markets lead

[s.raghvendra@accenture.com](mailto:s.raghvendra@accenture.com)

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