



# Cloud: your platform for a changing future

**How to plan your  
finance transformation**



# The future is cloud – are you ready?

Cloud-based systems create a faster, smarter finance function and will soon become standard. You may not be ready to migrate tomorrow, but cloud needs to feature in your future plans. If not, you risk getting left behind.

Finance leaders are under growing pressure to deliver more – agile support for new business strategies, better data and insights to guide strategic decisions, and new efficiencies through tighter control of finance processes and greater process automation. Typically, business leaders want these advantages without delay.

To meet the challenge, the finance function must transform. Cloud technology is an exciting and effective enabler. Moving finance systems to the cloud helps make it easy to optimise capacity whatever shape and size the changing business takes. Bringing disparate finance systems onto a single cloud platform provides an opportunity to strengthen financial controls. It also gives the finance team access to accurate data, in near real-time, revealing fresh opportunities to enhance performance. And moving to the cloud eliminates the cost of maintaining legacy systems and software, and opens up new possibilities for automating processes and tasks.

Benefits like these mean a growing number of organisations are moving their finance systems to the cloud – or at least making exploratory moves. The trend is set to grow and any finance function that wants to keep pace with rapid change needs to be part of it. So, how can you prepare for a future in the cloud?

## Key questions for cloud futures

### When should I move?

We believe finance leaders should be incorporating cloud into their short- and medium-term planning now. Look out for a number of scenarios that can provide a natural opportunity for moving to the cloud:

- large-scale transformation – if you plan a major finance transformation, making cloud-based ERP a core component can drive and enable change.
- major corporate transactions – a cloud solution can often be the most effective way to consolidate new entities following an acquisition or merger, to separate out finance systems following a divestment.

- ‘burning IT platform’ – a legacy ledger or accounting engine soon to move out of support creates a natural point for considering wider technology changes across the function.
- cloud adoption by other functions – where other functions, like HR, are moving to the cloud, a cloud solution for finance from the same vendor enables seamless integration, reduces implementation risk and cuts time to delivery.

### What should I move?

The scale and scope of your cloud adoption will depend on what you want to achieve and your appetite for risk. A full, end-to-end implementation, spanning infrastructure and software, means you can realise all the benefits, including competitive advantage for the business, sooner. But if a ‘big bang’ implementation feels too risky or there are still benefits you can realise from your investment in legacy systems, consider a staged approach. Move some general ledger processes, such as Accounts Payable, onto the cloud for now and bring other processes over gradually.

### How should I move?

A cloud-based transformation is designed to deliver a modern, efficient finance function that provides optimum support for the business. A pre-built solution is the quickest way to achieve this and provides an opportunity to apply leading practices for your standard processes at a stroke. The alternative – building a bespoke solution – takes time and delays the point at which you can replace out-dated systems and keep up with the market. Bespoke solutions usually deliver little extra value for the time and money invested.

Making the right decisions early in the planning process is critical. Decide on the scale and scope of your transformation as early as possible and stick with these decisions – particularly on systems – throughout the implementation lifecycle.

Moving to the cloud is a complex journey. You can minimise the risks by choosing an implementation partner with a proven methodology and a track record of delivery. Your partner should be able to provide expert and impartial guidance on these vital early choices.

# Cloud checklist: maximise success



# Why KPMG?

## A tested methodology

We use KPMG Powered Finance to guide your cloud implementation. This proven methodology overlays best practice in organisation and process design onto the latest, market-leading cloud applications from leading technology providers, including Oracle, Workday and Microsoft. In this way, we build a solution tailored to your unique needs, without the heavy time and cost burden of designing from scratch.

## An accomplished track record

We have delivered more than 1000+ cloud engagements across a wide range of industries, giving us deep knowledge of the specific requirements of different sectors. We use our experience to help you get the very best from your cloud implementation.

## Exceptional change management expertise

Cloud changes everything – not just technology but people and processes too. Our change management experts guide your transformation, helping your people develop the mind set and culture that will enable them to enhance the benefits of cloud-driven change.



## Case study: Cloud-enabled transformation

A successful implementation – with expert support from KPMG – opened the eyes of one UK insurer to the transformative potential of the cloud.

Our client had set out on a bold transformation focused on creating customer value, but their back office was lagging behind. The group's complex financial management arrangements were a case in point. There was no single integrated group and management reporting solution for the group's 50+ subsidiary companies.

To create a smarter, faster finance organisation, KPMG led a transformation spanning every aspect of the group's financial management: administration of its nine million policies, management of £100+ billion worth of assets, and financial reporting under complex and evolving regulation.

The transformation was enabled by an implementation of Oracle Fusion Financials. We used our Powered Finance solution to accelerate delivery and ensure our client leveraged best practice in organisation and process design. As an Oracle Cloud Elite Partner, we provided expert support every step of the way.

The implementation has sparked a revolution in efficiency and productivity. Simpler, standardised processes have enabled more automation. As a result, the finance organisation will be able to deliver twice as much reporting, twice as often, in half the time, as required under new reporting regulations. In addition, the new solution delivers a rich data set that can be mined for fresh intelligence to inform decisions on future direction. Free from the drag of old systems and old processes, our client is ready for the next phase of their radical change agenda.

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