
Government Procurement Service

PwC and the G-Cloud:
knowledge, experience, value

PwC Service Definition 1 G-Cloud Strategy and Planning Services

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G-Cloud Procurement Vehicle

PwC is thrilled by the opportunity to be involved in the implementation of the HM Government Cloud Strategy. Having worked with several central and local government clients supporting the implementation of their cloud objectives, we want to share our expertise and experience to ensure that you successfully realise your cloud ambitions. There are some great cloud successes from private sector organisations that we also want to share.

Transforming business using the cloud

Deciding how to transform business using cloud is one of the most complex decisions enterprises are grappling with. Cloud can provide significant cost reduction, eliminate technology bottlenecks, and enable rapid business innovation. Generally we are seeing four primary cloud opportunities for enterprises:

- Implementing private and hybrid clouds for infrastructure and applications.
- Smart use of the public cloud for business function optimisation.
- Using cloud for implementing new business services.
- Reducing costs by only paying for the IT capacity, and new technologies, that you need and use.

However, cloud is disruptive for enterprises and cloud transformation must be properly choreographed for success. We understand the realities and risks that exist, and that they should be carefully considered and understood before moving to the cloud:

- Availability and reliability of services and the avoidance of operational downtime is a concern that if encountered may result in lost revenue or a blemished reputation. Even large providers have experienced well-publicised service outages which although typically last less than an hour can disrupt a business's operations.
- Decentralised support structures employed by cloud service providers may increase the risk that sensitive information is viewed by unauthorised users or even competitors. This type of incident is rare, but it has been reported on at least two occasions when a large cloud service provider inadvertently shared user documents with others who had not been granted access to them.
- Given the limited understanding of data flow in a cloud environment, data classification, and data-handling practices employed by companies is also a concern. In several incidents hackers have guessed user passwords to gain access to confidential documents stored in the cloud and then forwarded those documents to online news outlets. In other cases, cloud service providers simply lost customer data.
- Compliance with data privacy regulatory requirements is a concern as many of today's privacy regulations affect 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. Businesses now face new regulatory requirements that address where its data is physically stored and how it is accessed.
- Another valid concern is that a cloud service provider might go out of business. Recently, a cloud development provider shut its doors and gave its customers just a few months to remove all their applications and data.

A careful assessment of an organisation's needs and different cloud service provider's controls is required, ensuring all concerns are addressed and the correct path to the cloud is selected.

LOT 4 – Specialist Cloud Services

We are delighted to participate in LOT 4 of the G-Cloud Procurement Vehicle ITT and have responded with three PwC service definitions to address your requirements.

PwC Service Definition 1: G-Cloud Strategy and Planning Services	PwC Service Definition 2: G-Cloud Managing Change Services	PwC Service Definition 3: G-Cloud Delivering Change Services
Q-LOT4-5 Design Authority	Q-LOT4-5 Design Authority	Q-LOT4-5 Design Authority
Q-LOT4-6 Business Analysis	Q-LOT4-6 Business Analysis	Q-LOT4-6 Business Analysis
Q-LOT4-7 Design and Development	Q-LOT4-7 Design and Development	Q-LOT4-7 Design and Development
Q-LOT4-8 Project Specification and Selection	Q-LOT4-8 Project Specification and Selection	Q-LOT4-8 Project Specification and Selection
Q-LOT4-10 Transition Management	Q-LOT4-10 Transition Management	Q-LOT4-10 Transition Management
Q-LOT4-12 Agile: development and management	Q-LOT4-12 Agile: development and management	Q-LOT4-12 Agile: development and management
Q-LOT4-13 SIAM Enterprise Architecture	Q-LOT4-13 SIAM Enterprise Architecture	Q-LOT4-13 SIAM Enterprise Architecture
Q-LOT4-14 SIAM Project Management and Programme	Q-LOT4-14 SIAM Project Management and Programme	Q-LOT4-14 SIAM Project Management and Programme

This document provides our response to **PwC Service Definition 1: G-Cloud Strategy and Planning Services** and includes a selection of our recent success stories.

We have also provided some introductory information on our cloud capabilities for your reference.

We hope you find the information interesting and welcome the opportunity to discuss your requirements in further detail.

PwC Service Definition 1: G-Cloud Strategy and Planning Services

The following services from LOT 4 of the G-Cloud Procurement Vehicle ITT are included in this service definition document.

LOT 4 – Specialist Cloud Services

PwC Service Definition 1: G-Cloud Strategy and Planning Services

Q-LOT4-5 Design Authority

Q-LOT4-6 Business Analysis

Q-LOT4-7 Design and Development

Q-LOT4-8 Project Specification and Selection

Q-LOT4-10 Transition Management

Q-LOT4-12 Agile: development and management

Q-LOT4-13 SIAM Enterprise Architecture

Q-LOT4-14 SIAM Project Management and Programme

Our view on the LOT 4 services in this service definition document are presented below:

Q-LOT4-5 Design Authority

PwC provides service to support the strategy, design and planning of the Design Authority function. The Design Authority ensures that the solution design adheres to a common set of principles and that the transformation remains focussed on the strategic goals of the change programme. The main objective of the design authority is to develop and impose business control and governance over projects and programmes from an architecture and design perspective. This is achieved through definition and enforcement of adherence to the architecture policies, standards, methodologies, processes, tools and frameworks. The ultimate aim is to enhance overall business performance and flexibility and to provide solutions that are 'fit for purpose', increasing the likelihood and predictability of success whilst reducing the probability and cost of non-conformance and duplication.

Q-LOT4-6 Business Analysis

Business Analysis is a key activity used to gather and structure information about an organisation, the results of which can be used to: assist strategic decision making; understand the organisation's existing and potential market position (external analysis), and, get a clearer picture of the organisation's resources and capabilities (internal analysis). As part of our approach to evaluating the client's current situation and working with them to develop the best solutions we have developed an analysis methodology that begins with understanding business issues and challenges, before harmonising the identified challenges within the current agenda of the CIO,

and then looking at options to address the challenges and defining operating metrics that establish a benchmark for measuring results.

PwC provides services to support the strategy and planning of Business Analysis that is focused on gathering and analyzing work group data, defining current business processes, identifying and documenting business requirements, researching good practices and identifying and exploring business process improvements.

Q-LOT4-7 Design and Development

PwC provides services to support our clients with the strategy and planning to develop the end-to-end design, development, delivery and optimisation of complex and highly integrated business solutions across national boundaries for front and back office functions. We are skilled at helping clients make key strategic decisions by helping them understand the merits and pitfalls of technology choices in the design, development, delivery and operation of high performing, costs optimised, coherent and integrated business solutions.

We understand the impact of new and/or upgraded technology solutions or components within an established IT operation, utilising best practices for system design, development, integration, and operation. Through our approach we are able to balance functionality, agility and performance while managing costs and technology risks that come with the delivery of large and complex business transformations.

Q-LOT4-8 Project Specification and Selection

Our services for the strategy and planning of project specification and selection are provided to help you ensure that all elements of your objectives are carefully examined and considered as part of the development of specification and selection of your projects. We will ensure that embedded in your project selection process are techniques to ensure spending is in line with your strategy, and that you choose projects that will have the greatest impact on the business, the strongest return on investment, and deliver your business objectives.

Q-LOT4-10 Transition Management

PwC provide strategy and planning services to support transition management that ensure the delivery of the transformation is ultimately successfully. The size, scale and complexity of the change should be scoped and risks and activities required to support the change initiative need to be identified and understood.

The detailed design of the best-fit transition approach and integrated transition strategy is completed which describes the required transition management activities. These support the achievement of the required business outcomes and benefits of the transformation. Continual feedback and monitoring loops are used to ensure that the transition management activities are aligned with business needs and adjustments made where necessary. A broad range of transition management activities may be undertaken which address topics such as leadership mobilization and alignment, culture and behaviours, stakeholder engagement and communications, transition network, transition management knowledge transfer, transition impact and readiness assessments, monitoring and fine tuning and sustainability.

PwC also offers other key services as part of our transition management service offering:

- **Change Champion Groups** PwC supports the establishment of these groups that are used as a way of creating wide involvement across the organization and letting staff become involved in shaping the solution. Time is set aside for teams of staff focussed on different change themes to research through various sources their specific areas and identify good practice that they can bring to the programme with a set of

recommendations. The scope of the change themes should be deliberately broad allowing team members to explore areas of new thinking. A typical briefing for them would cover:

- Keep it simple & practical – small steps are very effective
 - Be clear what you want the organisation to do
 - Be ready for challenge – analysis, benchmarks, evidence
 - Be aware of the complimentary activities in other groups & programme
 - Recognise the resource available and timescales
 - Come up with three key recommendations
- **Communications Management** PwC recommends a number of key mechanisms for communicating with staff that should be defined in a communications strategy that addresses the stakeholder groups and the type and frequency of communications that should be used to deliver messages and updates to them. Typical communications mechanisms include:
 - Staff Events
 - Newsletters
 - Voice messages
 - Webcasts

PwC also recommends introducing departmental change plans. By explaining to each department how changes will impact them, a view of the new ways of working can be visualised. These can be signed off by the department as recognition of what will change and how it will change during the implementation of the new operating model.

- **Benefits Tracking and Reporting** Delivering real business benefits through change is a discipline that we have long recognised as requiring dedicated focus. Our approach to delivering project benefits ‘Making Change Stick’ is linked explicitly to our client satisfaction programme so that it is designed in at the start of any programme. Key dimensions include:
 - Keeping business benefits at the heart of change, and focusing on actions that make a difference quickly.
 - Through involvement, building a vision and hunger for success. This includes engaging the ‘frontline’ before, during and after the project.
 - Increasing the chances of sustainability by giving leaders the skills and the heart to lead and backing this up with systems, processes, and a culture that can deliver the change.

Q-LOT4-12 Agile: development & management

PwC understand the benefits and challenges of utilising Agile delivery techniques. Traditional approaches to Agile can bring many challenges, in particular limited visibility in to release dates and delivery across an enterprise solution.

We provide the strategy and planning of Agile development and management services through our “Business Integration Driven Agile” framework, which offers a balance between structure and flexibility. Our framework is designed to be accessible for the business users as it helps to describe the end-to-end roadmap, how the aspects of policy, customer, operations and transition can be considered. Key attributes include:

Business Integration Design (BID):

- An end-to-end business architecture, operational architecture, and technical architectures are created early to support the policy outcomes and the desired customer service design, and are aligned to interim transition states that together define the approach to transition;
- The creative freedom within an iteration is supported by the BID by delivering the required inputs: clarity of outcome, key design principles, customer analysis, technical and cost constraints.

Agile Iterations

- Multi-disciplinary teams aligned around the developer-focused agile teams;
- Clarity of engagement models with the policy, customer, operations, and technical teams.

Agile Programme Management

- Establishment of release plan with scope, schedule, and budget target;
- Establishment of iteration plans that define interim scope and schedule targets;
- Clarity on how and when the iterations are taken in to the live operation, ensuring business readiness.

To successfully scale agile, we combine essential agile techniques with critical breaks from agile “orthodoxy”:

Architecture – Rather than developer-driven design decisions, use strong architecture blueprint and architect collaboration to drive the development process.

Rigorous, Progressive Planning – Develop a release plan that establishes multiple delivery targets for functionality, schedule, and budget to provide a structure for story-based estimation.

Team Structure – Design an organisational structure to align with the broader enterprise and help the agile teams to remain agile with roles to coordinate enterprise systems, QA and shared services.

Q-LOT4-13 SIAM Enterprise Architecture

The strategy and planning of Service Integration & Management (SIAM) enterprise architecture forms part of our IT operating model framework services.

We recognise that organisations can gain tremendous value by ensuring that the enterprise architecture of the SIAM function, and the retained organisation, is considered when developing both business and IT strategies. Our approach involves following the development lifecycle of design and planning, transition, transformation and steady state, and combining this with our experience to help our clients understand their organisation and IT services. The key outputs of this exercise include an evolved architecture capability providing services to support visioning and target architecture design, roadmap development and planning, and ongoing management of the architecture to ensure it remains fit for purpose as business demands change and grow.

Our approach will allow the SIAM to perform the role of the empowered agent acting on the behalf of the customer, in a multi-sourced IT service model to integrate services & operationally manage the end to end services. A key consideration of creation the SIAM is the commercial aspects of the relationship, and we have extensive experience of brokering partnerial agreements between multiple parties.

Q-LOT4-14 SIAM Project Management and Programme

PwC provide strategy and planning services for SIAM project and programme management. This can include procuring services from an external supplier, developing the capability in-house and the implementation, transformation and operation of SIAM functions or services.

Our approach is to bring together our extensive experience of developing, implementing and operating or managing IT services across different functions and suppliers along with our project and programme management methodology and toolset.

As part of this service PwC assists with making the arrangements for directing, managing and controlling the programme in a way that maintains a focus on and delivers the intended benefits that have been established. This includes programme mobilisation; programme scoping and planning; establishing and implementing the governance arrangements for the programme that define how it is set up, managed and controlling how stakeholders will be involved in and make decisions; defining and implementing the Programme Management Office (PMO) and programme management arrangements, planning and completing programme assurance activities and completing programme closure activities.

Our cloud experience

PwC has completed many cloud engagements, involving strategy and implementation, project specification as well as selection and service management, in the public and private sector. We describe how our experience matches your requirements below.

Organisation Name	Q-LOT4-5 Design Authority	Q-LOT4-6 Business Analysis	Q-LOT4-7 Design and Development	Q-LOT4-8 Project Specification and Selection	Q-LOT4-10 Transition Management	Q-LOT4-12 Agile: development and management	Q-LOT4-13 SIAM Enterprise Architecture	Q-LOT4-14 SIAM Project Management and Programme
Adobe		✓	✓	✓	✓			
Apollo Group Inc.		✓	✓	✓	✓			
Bank of America				✓				
BHP Billiton	✓				✓			
Coventry City Council							✓	✓
Defra	✓	✓					✓	✓
Department of Justice Equality and Law Reform		✓	✓					
Financial Services Firm						✓		
Lehman Brothers in Administration				✓	✓			
Major Air Carrier						✓		
Northern Ireland Education & Library Boards				✓				
Schneider National		✓	✓					

Southwark Local Authority

✓

United Business Media

✓

✓

University of Copenhagen

✓

✓

Further details of our relevant cloud experience are presented below.

Adobe

PwC helped Adobe develop a comprehensive strategy for their Infrastructure-as-a-Service (“IaaS”) and IT Service Management (“ITSM”) programs. We also supported the implementation of these strategies through the following projects:

1. IaaS Platform: Application Migration Strategy
2. IaaS Program Management
3. ITSM Implementation Strategy
4. IT Service and Data Model
5. ITSM Office Set-Up and Process Implementation

Apollo Group Inc.

PwC provided a targeted Cloud Strategy, extending the University’s IT Strategy and incorporating potential opportunities available around cloud computing services. This included the following items:

- validation of the current data centre strategy, to measure the impact of the changing student enrolment demand;
- identified market and industry trends for cloud computing in the enterprise space;
- compared costs and service delivery responsibilities for public and private cloud services;
- developed high-level business cases and migration plans for inclusion in the overall IT budget;
- included a sustainable decision matrix for assessing the ‘cloud readiness’ of applications based on risk, performance and cost;
- conducted a current state assessment and a remediation roadmap, to implement a hybrid cloud services architecture;
- recommended next steps in order to transform the IT organisation to a service provider model.

Bank of America

The bank engaged PwC to develop a private cloud computing framework that integrates its disparate array of servers and data centres.

We analysed the bank’s technology ecosystem and business needs to develop a customised, private cloud architecture that satisfied current and future business requirements. Our team defined nine key areas of instrumentation: provisioning, automated configuration, resource management, resource monitoring, metering, fault monitoring, workload management, configuration management database (“CMDB”), and configuration audit.

We assessed the bank’s workflow processes and provided design

recommendations to enhance it towards optimisation in a private cloud infrastructure. PwC also proposed that the utilisation of a data centre automation tool, enabling efficient management of the server and application life cycle.

Based on its assessment, PwC also helped the bank identify, design and implement an IT transformation, including:

1. Private cloud framework;
2. Process improvement;
3. Data centre automation;
4. Customisation of data centre tool;
5. A phased implementation.

BHP Billiton

Cloud Computing Assessment for the Minerals Exploration OneEarth Program

PwC's professionals performed a Threat and Risk Assessment (TRA) on the use of Cloud Computing technologies to meet the goals of the organization. The TRA provided security guidelines to consider when architecting the use of Cloud Computing in several enterprise initiatives. The PwC team worked with the client to:

- Gain understanding of their information assets to address security concerns specific to their needs.
- Provided a framework for developing corporate policies and guidelines in using a Cloud Computing environment.
- Advised the client on key initiatives to enable their Cloud Reference Architecture.
- Advised client on fundamental considerations for establishing Cloud Provider relationships across 14 key risk areas. Within each risk area a description of the risk, actions to mitigate the risk, impact to their data, and the likelihood of occurrence was provided.
- Developed a Cloud Decision Tree to determine applications in the portfolio that were "cloud worthy" based on the security, technology, and transition cost profile.

Coventry City Council

The Council engaged PwC to support the implementation and establishment of a new IT operating model. This was part of a wider programme to transform and optimise the council services and centred on the in-sourcing of a significant component ICT services and the development of the in-house capability including service integration and management.

The project resulted in the establishment of the ICT department activity including consolidation of 5 service desks, significant annual revenue savings of over, productivity gains, the creation of visible career paths, aiding recruitment and retention, shifted focus from ICT-led to customer-led organisational culture and control on third party expenditure.

Defra

PwC were engaged by Defra to support the programme to implement the solution to deliver the Common Agricultural Policy following its reform in 2013.

This included designing the future Target Operating Model, and associated target architecture, to support the delivery of the new model. Also delivered was the design of a new delivery organisation to

support the implementation of the new solution, a key aspect of which was the enterprise architecture for the SIAM function.

We developed a model for the operation of the SIAM to help the department manage the services provided both internally and externally in conjunction with the retained organisation. Following this we developed the commercial strategy for the procurement of the SIAM and the approach to maintaining services between different suppliers.

Department of Justice Equality and Law Reform

Development and Support of Systems:

This project entailed support of existing systems, migration of systems to a new technology, and development of new systems over a 4 year period for a large government department. The engagement team included a prime contractor and three subcontractors, and incorporated centralised help desk and a large on-site team.

Implementation of an Integrated Suite of Systems:

This project included the design, development and implementation of an integrated suite of systems for a newly created division of the Department. Systems include Case Management, Document Management, File Tracking, Accommodation Management and Library Systems. Largely a custom development based on a Websphere Java platform using IBM's content management tools. A prime contractor and five subcontractors were included in the team.

Financial Services Firm

The client was embarking on a large scale transformation of their e-payments channel that included the rollout of 3 major applications and an infrastructure upgrade. Initial estimates based on waterfall methodology suggested a 24 to 26 month delivery schedule.

Our team develop a plan with iterations scheduled every four months instead of long waterfall based phases. These iterations were designed after consulting with business and technical subject matter experts.

Experienced members of the client and PwC teams were deployed as champions in each application group. Client champions performed a side by side comparison of waterfall and iterative methodology to help drive understanding.

This approach accelerated the delivery schedule from 24 to 18 months. Furthermore the iterative development cycles assisted in keeping the programme focused, allowed user feedback to be sought on a regular basis, identified risks and developed mitigations earlier in the programme lifecycle and allowed lessons learned to be incorporated during the programme.

Lehman Brothers in Administration

Selection, provision and implementation of cloud based services for reconciliations, storage and customer relationship management.

Major Air

The client had been working with a large system integrator to redesign its website. After nine months, they were unable to produce any

<p>Carrier</p>	<p>tangible deliverables, missing deadlines for formal handoffs. The system integrator suggested a three-fold increase to the overall budget in order to put the program back on schedule.</p> <p>Our team and a development supplier replaced the large system integrator and committed to the original dates (and budget) by employing an Agile framework for the customer-facing work. End-to-end releases were scheduled every 5 weeks by the customer-facing team</p> <p>The team integrated with the Waterfall back-end teams while ensuring constant communication, alignment and translation between the various parties.</p>
<p>Northern Ireland Education & Library Boards</p>	<p>PwC provided strategic, business, commercial, financial and technical advice on the re-procurement and implementation of Information and Communications Technology (ICT) contracts, transforming the delivery of ICT services to all schools in Northern Ireland. This meant moving to a more central, cloud-based delivery model. We helped the client develop the specification and design of the cloud-based strategy and services, the production of the procurement documentation, and provided support for the procurement process.</p>
<p>Schneider National</p>	<p>PwC provided assistance to help Schneider National to design, develop and implement the Oracle Identity Management Suite.</p> <p>To date Schneider National's experience with the Oracle Identity Management Suite is a textbook example of how the Oracle Suite can bring real business value to large corporations. Schneider National has implemented Oracle Identify Manager ("OIM"), Oracle Access Manager ("OAM"), Oracle Internet Directory ("OID"), Oracle Virtual Directory ("OVD"), and most recently, Oracle Role Manager ("ORM"), in ever-increasing scale and scope as a means of reducing cost, standardising, and bringing functionality to both internal associates and external customers and vendors.</p> <p>Schneider National's Identity Management Infrastructure (OIM, OAM, OID, OVD & ORM) sup-ports over 20,000 users at the moment, and is on track to scale to support 65,000 users by the end of 2008. The identity management infrastructure supports operations on three continents in a high availability configuration that is available 24*7*365. The infrastructure was implemented as part of a company-wide IT infrastructure refresh to support provisioning for all associate, customer and vendor accounts throughout the entire family of Schneider National and its subsidiaries.</p>
<p>Southwark Local Authority Schools for the Future Project</p>	<p>PwC are currently acting as the Business Partner to Southwark for this programme that aims to deliver managed ICT services. We are supporting the provision of a cloud-based learning environment to support collaboration across schools in the Borough. We are providing financial, programme management, procurement and ICT expertise to support the delivery of this programme.</p>
<p>UBM</p>	<p>PwC assisted the client with the delivery of a data centre strategy to</p>

Core IT Infrastructure Transformation

move toward a service based model utilizing cloud computing

We then assisted the client with the delivery of a series of business cases to justify the transformation of the use of data centres, networks and Active Directory by UBM's divisions to a Shared Services model from a federated one.

We also delivered a Target Architecture for IT Infrastructure across the group to inform the direction of the transformation and assisted with IT data deep dive process to inform RFP's for delivery of data centre, WAN and AD services.

In addition we assisted with the design of a new Active Directory architecture to consolidate 30+ domains into a single forest and with the delivery of a cloud based e-mail system(Office 365) integrated with the new architecture.

University of Copenhagen

PwC provided assistance to help the University of Copenhagen (UC) to design, develop and implement a university level LDAP to allow UC to leverage a centralised and federated system to manage identities and access across the University.

Initially a new common University level LDAP directory was provisioned for all academic, administrative and student end-users. Following this connections were established between UC's facilities and systems to the central LDAP directory. A centralised process for registering new users was then established and a self-service interface for end users was developed.

Why PwC?

Our global cloud computing network

PwC is one of the leading firms in business technology advisory services providing services to support cloud engagements.

- We have completed a variety of cloud engagements with several central and local government clients. We have also been involved in some excellent cloud successes made by organisations in the private sector. We are confident this experience will add value to UK government engagements.
- We have recently been accepted onto the University College Dublin (UCD) framework agreement for 'Cloud Computing Advisory & Implementation Services'. The insights and lessons learned from this ongoing collaboration will be applied to our future work with UK government clients.
- Our senior practitioners' insights are regularly published in the business press and will bring a cutting edge perspective to UK government engagements.
- PwC has helped our clients implement private / hybrid / public clouds, transform business on the cloud, and benefit from successful cloud sourcing – experiences that will be leveraged to deliver successful services to UK government clients.

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- PwC has substantive and relevant experience in cloud infrastructure, applications, outsourcing, business innovation, change management.
 - We have developed standardised cloud implementation frameworks, tools, processes.
 - Our people and memberships with industry groups means that we can bring extensive industry knowledge and a proven record for delivering business transformation with technology.

Our cloud accelerators

Our clients tell us that the most critical element of cloud transformations is mobilizing quickly, and delivering long-term business impact that is cost-efficient, timely and sustainable. With this in mind, we have developed a set of ‘cloud accelerators’ allowing us to focus on helping our clients. These ‘accelerators’ are:

- **PwC Cloud Workshop Tool** to identify and/or confirm cloud opportunities consistent with needs and direction of the enterprise.
- **PwC Cloud Transformation Assessment** to identify where opportunities exist to adopt cloud and assess the gap between the current state and future state.
- **PwC Evergreen Technology Adoption** methodology, enabling the adoption of point technical solutions.
- **PwC Cloud Reference Architecture** used to facilitate the incorporation of private, public, and integrated cloud computing concepts into enterprise architecture blueprints.
- **PwC Cloud Adoption Model** to identify where a client is relative to the adoption of cloud and provide a path maximizing business value while minimising risk.
- **PwC Transform**, our global delivery methodology used to manage enterprise transformations.

Our cloud industry participation

PwC is represented on several standard setting boards and task forces, helping to drive the future standards of reporting and controls related to cloud computing technology. It is this deep technical insight that we will know will add insight and value to UK government engagements.

- PwC is a member of the American Institute of Certified Public Accountants Task Force that develops guidance for reports on controls related to cloud computing.
- PwC is a member of the ISACA Cloud Task Force.
- PwC is a member of the Cloud Security Alliance.
- PwC is a member of the Information Security Forum.
- PwC is an Advisory Board Member on the IDC/IDG Cloud Leadership Forum.
- PwC is an Advisory Board Member of Cloudcor, Inc., the founder of CloudSlam and UP cloud conferences.
- PwC is a patron of the MIT centre for information systems research.

Our cloud thought leadership

PwC has established a cloud innovation lab, intending to be at the forefront of new cloud trends, identifying and exploring new business opportunities. PwC continues to publish a series of papers and publications on the cloud, a selection of which are provided below:

1. [10Minutes on the cloud](#) 10 minutes of your time to explore how cloud computing is helping organizations meet demands for greater agility through an increased ability to deliver solutions at the new speed of business.
2. [The View – Cloud computing gets strategic](#) PwC leaders discuss the growing momentum – and hype – around cloud computing and explain why the real story is less about technology and more about business strategy.
3. [Security among the clouds](#) As cloud computing moves from hype to a must-have service model, this paper examines how adopters must ensure their chosen cloud environment is secure enough for its essential data.
4. [Making the move to cloud-based ERP: Balancing the risks and rewards](#) This recent publication discusses cloud-based services as a strategy to not only reduce costs but also deliver business value through transformation and that not rushing into adopting cloud-based services is the best approach for this increasingly complex environment.
5. [Technology Forecast 2010, Issue 4 – Driving growth with cloud computing](#) This recent issue of the quarterly PwC Technology Forecast looks beyond the excitement that cloud computing is creating to ask key questions about real concerns within the enterprise and how cloud could address them, including interviews with leading executives and thought leaders from Amazon Web Services (AWS), EMC Corporation, Imera Systems, Zuora.
6. [PwC Alumni Paper: Cloud computing: Taking advantage of the silver lining](#) A recent PwC alumni article looks in more detail at the benefits that can be gained from cloud adoption.
7. [Clouds in the enterprise](#) This paper looks at how cloud provides opportunities to make a fundamental change in business automation and the subsequent revenue opportunities this offers.