



**INDUSTRY:** Publishing, Audit and Tax  
**OFFERING:** Cloud Enablement

**OPPORTUNITY:** Multi-National Tax, Publishing and Audit firm needed to accelerate adoption of Public Cloud as part of a migration away from a series of global outsourcing agreementstargets.

**SPONSOR:** Global CIO

**STAKEHOLDER:**

- Enterprise Architecture
- Line of Business (LOB) leadership
- IT leadership

**SOLUTION: CLOUD STRATEGY**

- Developed a Cloud Center of Excellence framework and team to promote adoption, governance, & operate a program for cloud adoption
- Align business goals with the cloud center of excellence
- Developed a solution pattern roadmap and application rationalization program

**Timeline:**

12 weeks

**Investment:**

\$280,000

**Time to Business Functionality:**

90+ % reduction

**PROJECT Savings:**

22%

**IMPACT:**

- Standardized cloud adoption and migration methods designed to accelerate the transition of business unit services away from a divesting outsourcer
- Financial models helped motivate BU transition of services
- Solution Pattern roadmap allowed BU prioritization of resources and services while reducing defects during transition

**BENEFITS:**

- 22% average potential cost reduction post-adoption
- Adoption timeframe was reduced from 4 years to 2 years through CCOE initiatives
- Significantly improved agility for key business units' posttransition
- Enabled new capabilities and tighter IT integration
- Time to service request for new infrastructure to support application deployments was reduced from 60 days to <1 day





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## SITUATION

As a leading Publishing, Audit and Tax firm, the CIO needed a cloud strategy to help move the firm away from a series of global outsourcing agreements. The CIO did not have a mandate from the global board to force the change, however was challenged to take 15% of OPEX out of the environment.

## HOW DID CLOUDLOGIC HELP?

CloudLogic worked with the IT and LOB business leadership to rapidly capture the compelling business drivers and identify early adopter teams for cloud enablement. We worked with multiple cloud service providers (CSP) to develop a series of consistent cloudregions throughout the globe, including the development of a Cloud Center of Excellence (CCOE) Without a mandate to drive behavior, IT needed a mechanism to encourage adoption.

Through a series of surveys, interviews and workshops, CloudLogic was able to gain insights to the challenges of a business unit deploying into a cloud. We also discovered that there was extensive rogue IT with over 500 email addresses belonging to the Enterprise already hosting a cloud environment of some sort.

We discovered a wide margin of maturity and differing urgency for cloud transformation between the different business groups. One size and path would not fit all.

Working with the IT leadership, we built a CCOE to curate and promote the use of repeatable templates for popular deployments.

This gave the business unit a way to quickly jumpstart innovation, while using tools and services that were sanctioned and supported by IT.

Working with several LOBs with proof-of-concept deployments, CloudLogic and the CCOE were able to provide guidance and insights regarding cloud native tools, machine learning platforms & Application Programming Interfaces (APIs), and multi-cloud Platform as a Service (PaaS) tools.

## KEY SUCCESS CRITERIA

- Securely connect the enterprise to a hybrid cloud architectural model supporting public cloud platforms and interfacing them to on-premise enterprise applications.
- Support a highly modular Identity and Access Model (IAM) for rapid acquisition and divestiture activities, with consolidated supporting shared enterprise services.
- Align business growth and operational expense. Move from “build it and they will come” to “scale and pay as we need it.”





## CHALLENGE AND SOLUTIONS

### CHALLENGE

#### GLOBAL REACH, COMMON PATTERNS

Highly distributed decisions along with complex business models required a highly adaptive model for cloud

#### ENABLING CLOUD IN SCALE

Many LOBs needed to closely align transactional unit cost to their business volume.

### SOLUTION

IT became a driver of innovation, rather than an inhibitor. This customer first mentality forced them to compete with the outsourcer to provide a better experience and capabilities.

Enabled a shift to a variable cost model to drive close cohesion between the transaction cost of scaling business growth with the income associated with that growth.

## TIMELINE OF PROJECT

Timeline of Project - 3 years

### LESSON LEARNED

- Cloud transformation begins with a culture shift that drives experimentation and shortens time to business unctional. Tackling technology without adjusting culture is a sure recipe for failure.
- By the time the Enterprise wants to pivot to cloud, many innovators internally already have.
- Developing BU consensus required significant reach and many feedback loops to ensure that they were being heard.
- A POC limits a client commitment and allows leadership to see the potential opportunity with limited risk and expense
- A tool alone does not adequately address the complexities of a rapidly moving enterprise
- Cloud Cost Optimization is an ongoing iterative process
- Accountability and incentives are an important way to drive and govern behavior across a complex enterprise

### CLIENT SITUATION TODAY

- In the end we helped the early adopters become heroes, in exchange for getting significant investment and support from the CCOE and the supporting Cloud Providers. Once migrated, the organization saved approximately 22% overall OPEX through the elimination of legacy outsourcing agreements.
- Over the 3-year period, the client has significantly improved compliance to standards, while helping BUs reduce time to market and gain cloud scale.

