



Cloud

A new way to look at ERP

The old way of selecting ERP is no longer relevant

Just as a cloud transformation can change the way your organization manages operations, identifying the right cloud platform requires changing the way you evaluate and select technology.

In the past, on-premise systems and application selection processes started with defined requirements and then underwent a very detailed, tactical selection process. It wasn't unusual for a selection team to spend months evaluating different requirements, based on current processes, simply to compare the capabilities of competing applications. This approach was necessitated by the inflexible nature of on-premise systems whose elongated upgrade cycles made it unlikely new features would be added for multiple years.

The cloud has dramatically changed this model. With a true cloud-based solution, features and functions are updated continuously and deployed multiple times a year. This continuous improvement drives a new focus, away from detailed feature bake-offs to more strategic evaluation criteria. Instead of evaluating basic functionality and use cases, it is more important to assess if these systems can meet the specific and sometimes unique business needs of your organization, now and into the future. Equally important is to understand the technology architecture, including the security model, the ease of reporting, and of course, the vendor's service-level agreements (SLAs).

With the cloud, vendor and client are mutually dependent. It's important for your team to understand how cloud vendors will support them now and in the future. As a prospective client, you'll want to know who on the vendor team will be responsible for your success. Will a client success manager be assigned? How can you be an important part of their community? How can you influence releases? The vendor whose system you select will become a key member of your team. Will it be a suitable cultural fit?

Lastly, do you have a clear picture of how the vendor will continue to innovate its solutions and the vendor's history in delivering promised features and functions. Are they transparent or hesitant to share this information.

There are many questions to be asked when evaluating ERP cloud solutions and providers. There is a lot riding on this investment. The following pages highlight some key considerations, as well as questions to ask of your vendors, as you embark on transforming your operations with cloud ERP.

Get the whole picture.

Is the solution a single system for finance, supply chain, and HR? Virtually every execution decision in the people-driven health enterprise involves both human and financial resources, so connecting those dots is a mission-critical requirement.

Organizations that recognize the value of these connections—and most importantly, act upon them—are best prepared for success in the changing landscape of healthcare.



Considerations:

- ✓ How are the applications developed? Do they require integration between the modules?
- ✓ Are people and finance transactions and processes truly in the same system?
- ✓ How easy is it to configure and manage business processes across the solution?
- ✓ What are the mobile capabilities? Is it a single mobile app or multiple?
- ✓ Are analytics native to the solution or does it require a bolt-on solution?

True cloud.

It's important to always clarify the offering. Real cloud applications deliver incredible benefits, but only if they were designed to be cloud applications and are delivered in a true cloud model.

True cloud should liberate IT, freeing CIOs and their teams from time and energy spent on non-strategic, back-office IT operations and software coding.

True cloud should result in faster deployment and quicker time to value.



Considerations:

- ✓ Is it true multi-tenant?
- ✓ Are all customers on the same release?
- ✓ Are the applications written on a single codeline or are they made up of acquisitions and different modules?
- ✓ Is there a separate release schedule for applications vs. technology platform?
- ✓ Do they offer business-driven configurability?
- ✓ What is the committed release schedule for updates and new features?
- ✓ Do they provide you complete control of your data?
- ✓ What's the level of effort for an update?



Partner for long-term success.

Customer success is a metric that eludes traditional approaches to ERP. But with cloud, customer success is a major force shaping the vendor landscape. In the old on-premise world, a customer bought a collection of software that came with complete responsibility for the new owner to install, test, monitor, tune, patch, upgrade, and make it work. With cloud, however, the vendor should assume those responsibilities and should deliver a great experience doing it.

Considerations:

- ✓ Does the vendor measure customer success?
- ✓ What is the vendor involvement during the implementation?
- ✓ What is the vendor's post go-live care model?
- ✓ What is the support model? Is it available 24x7x365? Where are their support operations?
- ✓ Does the vendor have a customer portal and knowledge base?
- ✓ How are vendor updates managed? Are you required to take everything all at once or at your own pace?
- ✓ As a customer, how do you contribute to the vendor's innovation and product enhancements?
- ✓ Does the vendor have a certified partner ecosystem?

Service levels can vary.

There is more to a service-level agreement (SLA) than simply understanding what you're getting for your money. Support offered by vendor SLAs may have different levels that come with different terms, conditions, and flexibility.

Cloud vendors must continually earn their customers' trust in order to extend the relationship. Performance over promise is what matters.



Considerations:

- ✓ Are there any clauses in the contract that allow unscheduled downtime and still allow the vendor to meet the agreed-upon SLA?
- ✓ What is the vendor's past performance?
- ✓ Will the vendor produce a schedule for downtime?
- ✓ What is the process and approximated downtime for maintenance and fixes vs. updates?
- ✓ Are all maintenance and update activities scheduled across all solutions simultaneously or are there different schedules?
- ✓ What happens at end of service? Do you get your data back?



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