Deloitte.

Achieve your possible with Deloitte's Cloud Workforce & Operating Model services

Transform your workforce and operating model to realize the full value of your cloud investment

Cloud fundamentally changes the way work is done, who does it, and what tools and processes are necessary for success. However, many organizations approach cloud as just another technology project and neglect to address critical changes required to be able to realize the benefits of cloud capabilities, achieve business objectives, and create competitive differentiation.

Integrating cloud capabilities and new working styles into established teams can be difficult, but addressing operating model issues and talent gaps can help accelerate adoption.

Achieving expected ROI from cloud involves a workforce and structure that enables software automation and product-centric development methods.

Building minimum viable products automations, and continuously iterating demands the right operating model and, oftentimes, a complete shift in mindset, behavior and culture.

Understanding the skills you need and where to find, or how to train people, is critical to creating an agile organization able to smoothly deliver digital solutions.

Managing the financials of cloud investments and shifting from OpEx to Capex infrastructure model creates higher return on investment from cloud spending.

Deloitte Cloud can help you tailor your operating and talent models to meet your needs

Deloitte's Cloud Workforce and Operating Model Transformation services melds technology with human capital, so we can evaluate and address the entire spectrum – from cloud strategy to architecture, operating model, organization design, and workforce strategy – and provide an end-to-end framework for moving to public/hybrid cloud and enabling it as a driver of business value.

We help you define the right cloud operating model for your organization and integrate it with your workforce strategy to enable you to scale cloud capabilities and achieve greater business value.

Our services cover three overarching areas: operating model transformation, talent management, and roadmap implementation and include the following in-depth services.

Organization design
Describes the ecosystem of roles, teams, and reporting structure that deliver cloud services and owns cloud capabilities; while bringing the operating model to life.

Operating model design
Defines the desired future state, roadmap for execution, and the enabling governance, financials, automations, talent strategy and plan.

Cloud adoption roadmap
Identifies actions that lay the groundwork to implement tools, manage cloud migration, create lean process, and later scale it sustainably and cost-effectively.

Cloud workforce analytics
Assesses current workforce skill maturity and skill gaps, then maps employees to future cloud roles. Additionally, prioritizes pain points to address and upskilling requirements.

Workforce strategy
Defines the Future of Work and matures the workforce by addressing upskilling, culture, leadership, talent acquisition, ecosystem relationships, and workforce planning.
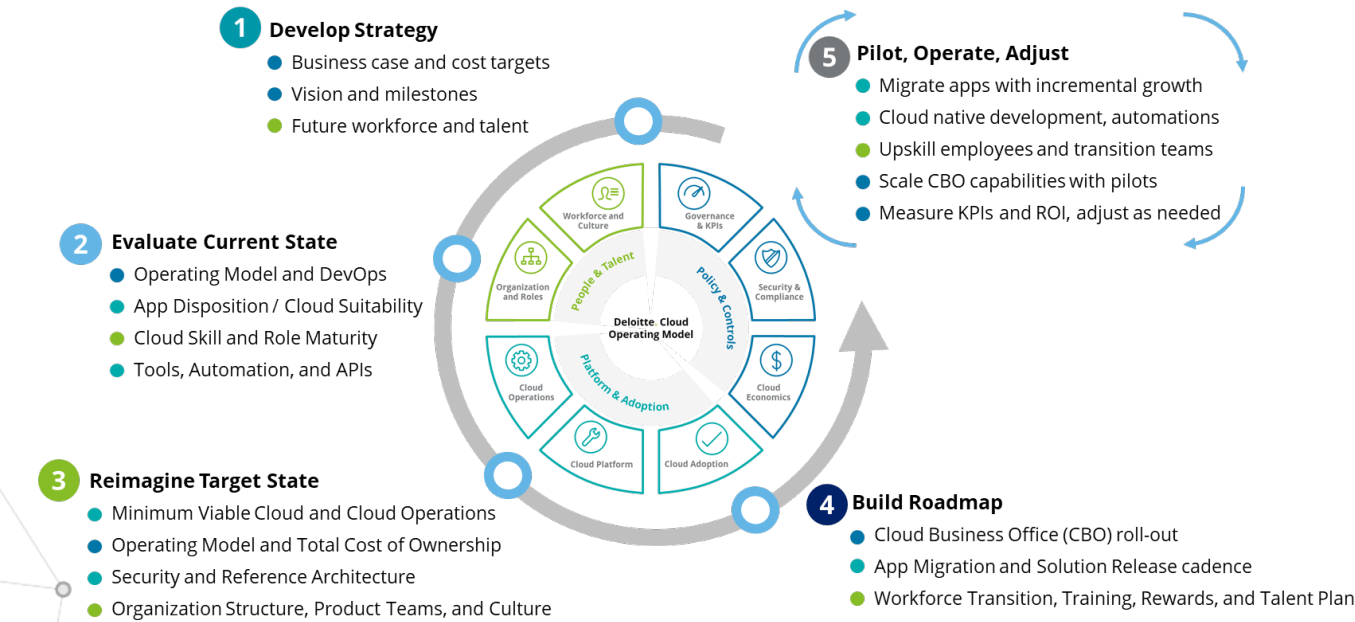
Cloud maturity assessment
Helps companies understand their strengths and opportunities for improvement as they continue to increase cloud adoption.

Deloitte Cloud

Deloitte helps transform your organization to enable the full value of your cloud investment

As organizations move to cloud, we help them understand how being cloud-enabled helps them to be truly digital by adopting not just cloud, but agile, DevOps, analytics, machine learning, and a host of other capabilities. But we don't simply tell them what they need to do, we help them throughout the journey by integrating workforce, technology and process to help truly transform the way they operate.

Journey to the cloud enabled workforce and operating model

1 Develop Strategy
- Business case and cost targets
- Vision and milestones
- Future workforce and talent

2 Evaluate Current State
- Operating Model and DevOps
- App Disposition / Cloud Suitability
- Cloud Skill and Role Maturity
- Tools, Automation, and APIs

3 Reimagine Target State
- Minimum Viable Cloud and Cloud Operations
- Operating Model and Total Cost of Ownership
- Security and Reference Architecture
- Organization Structure, Product Teams, and Culture

5 Pilot, Operate, Adjust
- Migrate apps with incremental growth
- Cloud native development, automations
- Upskill employees and transition teams
- Scale CBO capabilities with pilots
- Measure KPIs and ROI, adjust as needed

4 Build Roadmap
- Cloud Business Office (CBO) roll-out
- App Migration and Solution Release cadence
- Workforce Transition, Training, Rewards, and Talent Plan

Deloitte Cloud Operating Model — Workforce and Culture, Governance & KPIs, Security & Compliance, Cloud Economics, Cloud Adoption, Cloud Platform, Cloud Operations, Organization and Roles; People & Talent, Policy & Controls, Platform & Adoption

Key Factors to Maximizing Cloud ROI

Embrace workforce and op model shifts as equally important to technology investment

Align leadership around cloud strategy and vision before starting the journey

Prioritize talent investments early to help build a workforce that can achieve cloud ROI

Begin to migrate applications and roll-out org changes via pilots and POCs...then increase pace as lessons are learned

Embrace product teams and shift IT and the Business into effective DevOps and cloud operations

Making the difference for our clients

Large US-based retailer
- Transformed every aspect of the IT organization across applications, infrastructure and IT operating model
- Achieved its five key business objectives to drive operational excellence, accelerate speed to value, reduce operational spend and optimize capital investments, drive change and innovation, and manage information risk and compliance

Auto financial services institution
- Conducted a cloud skills assessment to identify current skill proficiency across 86 critical IT capabilities and designed a forecasting model to estimate training costs to develop skills during the transformation
- Identified four key personas across the IT organization: infrastructure management, IT management, cloud management, and application delivery and solution development
- Developed a 27-month skills development roadmap for each persona to drive cloud capabilities to target state proficiency levels.
- Developed interim and future state cloud operating models and transformation roadmaps to address roadblocks and cultural changes

Adapting your workforce and operating model to support your cloud organization can:

- **Accelerate ROI:** Achieve and scale cloud milestones more rapidly
- **Lower Risk**: Cloud adoption issues addressed before implementation
- **Create Capable Workforce:** Talent that can deliver core cloud capabilities
- **Increase Operations' Effectiveness:** Collaborative integration across IT and business
- **Improve Financials**: Nimble budget process & shifts from Capex to Opex
- **Increase Efficiency**: Automations & APIs that underpin cloud operations

Deloitte recognized as a global leader

- Deloitte named a **global leader in Public Cloud Infrastructure Professional and Managed Services** based on completeness of vision and ability to execute, *Gartner[1]*

- Deloitte named a **global leader in Communications and Change Management Consulting** based on breadth and depth of capabilities, *ALM Intelligence[2]*

- Deloitte named a **global leader in Workforce Management Consulting** based on breadth and depth of capabilities, *ALM Intelligence[3]*

- Deloitte named the **undisputed global leader in IT Operations Consulting** based on breadth and depth of capabilities, *ALM Intelligence[4]*

[1]Gartner, Magic Quadrant for Public Cloud Infrastructure Professional and Managed Services, Worldwide, 2019
[2]ALM Intelligence; Communications and Change Management Consulting 2018
[3]ALM Intelligence; Workforce Management Consulting 2019
[4]ALM Intelligence; IT Strategy Consulting 2018

Why Deloitte Cloud?

Deloitte brings significant industry experience, deep relationships with cloud providers, years of working with cloud and technology operating models such as hybrid or multi-cloud , and experience working with enterprises in all stages of their cloud journeys. From strategy to implementation to operations, we help manage an entire end-to-end transformation to cloud or focus on specific needs. Our tools and capabilities, such as our cloud competency assessment, are available to help you assess and define your cloud and workforce strategy.

Learn more about how Deloitte can help you on your cloud journey at www.deloitte.com/us/cloud

Let's talk

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