



Tapping the Oracle Cloud: Transforming for business value confidently

How to launch a successful
Cloud implementation with Wipro
Zoom-to-Cloud methodology for Oracle



Enterprises are migrating their mission-critical applications to the cloud. A recent study shows that 32% of IT budgets will be allocated to the cloud within the next 12 months ¹. Gartner predicts that, “By 2023, at least 40% of recently implemented ERP initiatives will be seen as disappointing projects by business stakeholders” ² – they don’t always deliver the envisaged benefits. A well-executed cloud transformation that addresses business alignment, end user adoption, and speedy deployment increases the chances of success.

As a result, the core business solutions that require engaging business users, prioritizing the key functionality, and driving alignment, don’t find the attention they need. Additionally, instead of leveraging the quarterly innovations infused in the cloud by Oracle, enterprise IT departments tend to view them as distractions. They are not geared to consume the innovation and make cloud a business enabler – which dilutes the purpose of adopting a cloud solution that is capable of driving continuous improvement.

Understanding (and avoiding) the pitfalls

Cloud is widely viewed as the sure path to long-term innovation by enterprises keen on leveraging technologies like automation, Artificial Intelligence (AI), Internet of Things (IoT), analytics, blockchain, etc., to deliver tomorrow’s promise of resilient and antifragile businesses.

Oracle Fusion Cloud is meant to be a business solution targeted to achieve this vision. However, Oracle Fusion Cloud implementations tend to acquire oversized technical dimensions. The implementation teams get distracted into error-prone data migrations, ineffective testing, and complex functional setups. In multi-country or multi-division scenarios, where synchronization between various cloud environments is essential, the pace is determined more by technical constraints and less by business imperatives.



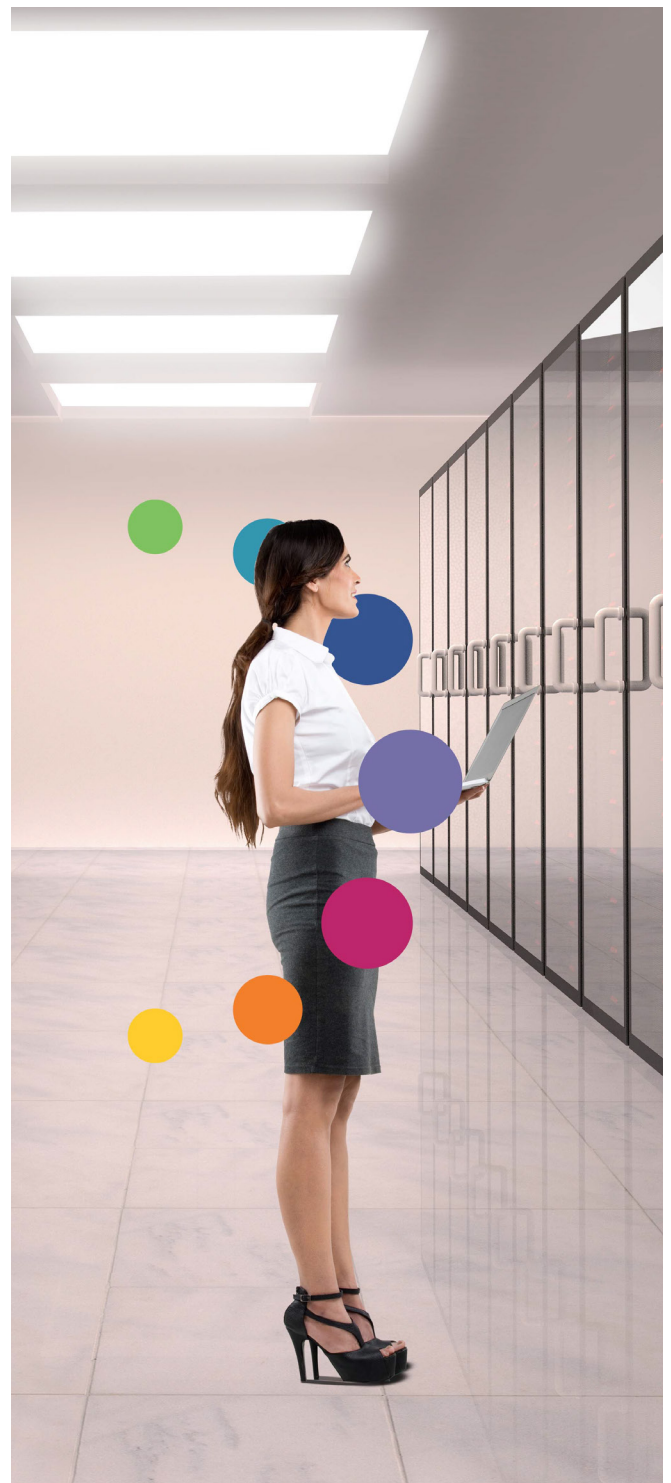
Conventional approaches to cloud implementation

There are multiple ways cloud implementers approach the Fusion Cloud implementations. Some of their implementation frameworks focus predominantly on addressing the company's business processes with "home-grown" recipes and a "one-size-fits-all" mindset. These implementers are not equipped to address the company's end-to-end cloud journey, and the implementation flounders.

A one-size-fits-all solution has a high likelihood of failure. This approach usually does not address the varied and unique aspects of the company's market-relevant business processes that underpin its differentiation. Such implementers start well but encounter difficulties when specific nuances have to be adjusted. And, they often lack the toolkits to manage the cloud's technical complexities, resulting in a considerable project slow down.

Some implementers depend entirely on the tribal knowledge of consultants to "somehow" tackle the challenges. In general, only less than 20% of an implementer's headcount are real experienced consultants, companies can feel lucky if they get access to the best talent of their cloud implementation partner.

Most implementers treat cloud programs as simplistic and fail to recognize certain key elements; for example, the company's purpose for cloud adoption, how to get data to the cloud, how to fit the cloud into the IT landscape, and how to connect the cloud to enterprise processes/applications. Such programs, too, will fall short of user expectations.



Leverage a tested, dependable and comprehensive approach

The right approach for Oracle Cloud-enabled business transformation is to use a tested and dependable methodology that achieves a comprehensive focus across the areas of an enterprise's business process design, business capability prioritization, business data, business change management, cloud functional configuration, cloud environment management, and testing.

Wipro Zoom-to-Cloud methodology helps achieve this focus. It emphasizes business solution alignment, business adoption, and implementation velocity. Wipro has distilled more than a decade of its Oracle implementation expertise into the Zoom-to-Cloud methodology, which is why it is not a "one-size-fits-all" approach. A simple one-country implementation is different from a multi-division program. Wipro's solution has a repertoire of methods, tools, and accelerators that can be selectively mixed and matched to address diverse functional needs, enabling the cloud project team to focus on the business solution.

1. Get a clearly business-aligned solution

Businesses must address three areas while adopting cloud solutions: standardize core processes but leave room to differentiate; prioritize the critical capabilities best addressed by Oracle Cloud; and do this without taxing the ever-diminishing, discretionary time of business users.

The Zoom-to-Cloud methodology comes with two specific tools that address these imperatives.



Digital Navigator Assessment

(DNA) identifies critical business processes and CXO priorities and determines how these can be powered by Oracle Cloud applications to improve competitive positioning. A set of structured company interactions lets DNA chart an implementation roadmap with clear prioritization of business capabilities.



JumpStart kit - a library of 500+ enterprise process maps like Source-to-Settle, Hire-to-Retire, and Order-to-Cash -- quickly creates the company's business process blueprint in the cloud. These process maps have evolved from industry standards (like APQC), Oracle's modern practices, and Wipro's experiences.

Analyst studies assert that companies must assess requirements, develop processes to better suit their environment, research business needs of individual departments, and update processes and procedures to match the base feature set rather than immediately try to customize it to fit the current processes. JumpStart kit is used in a show-and-tell format to address these goals while maintaining Oracle's standard functionalities.

2. Achieve better user adoption and value realization

End-user adoption is where the rubber meets the road. However, even a well-designed solution can fall short of expectations and ease-of-use for the personas that have to use it.

The Zoom-to-Cloud methodology brings in specific levers to achieve widespread solution adoption.



Organizational Change Management (OCM): This begins by defining the change approach, blending OCM into the business blueprint stage, identifying process deltas and impacts, and channeling inputs into the training and communications plan.



Experience-led design: This involves identifying pain points as perceived by end-user personas and devising user-experience elements in line with the personas. Digital transformations cause enterprise processes to span beyond the org boundaries and into client's business partners; accordingly, the Zoom-to-Cloud methodology places importance on the user experience.



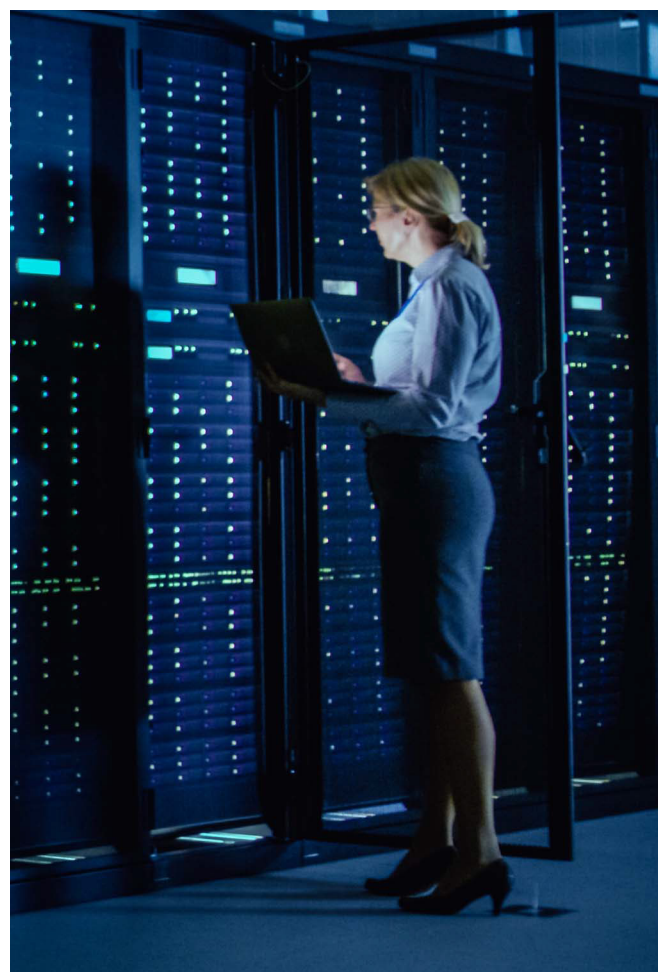
Training Aids: Training development is simplified and delivered through learning paths, interactive job aids, and contextual support inside the Oracle Cloud application.

Our experience suggests that effective adoption arises when end users are trained and well-versed with the solution before go-live, and they understand the transition to the new system as well as the application of the system to their business processes.

3. Tested approaches to speedy execution

Enterprise transformation projects like ERP cloud implementation are known for time delays. Slippages in schedule delay the realization of benefits and squander the enthusiasm across senior management.

Zoom-to-Cloud offers a set of tested and repeatable approaches that speed up execution.





QuMiC: Gartner Forecast Analysis notes, “Data migration projects are growing more complex and risky all the time due to larger numbers of systems, greater volumes of data and intricate dependencies between critical business processes”³. QuMiC is Wipro’s data migration accelerator. It helps to accurately transform, migrate, and reconcile the data, especially if there are a large number of data sources to be migrated to cloud; QuMiC reduces overall migration time by about 25%. Enterprises that need multi-country or multi-division rollouts can use QuMiC to additionally automate the cloning of Oracle Cloud functional setups.



Touchless Functional Configuration Bots: Migrations often result in mis-configuration of applications, security protocols, and access control, leading to nightmares like unauthorized access to systems and compromising sensitive data. The Zoom-to-Cloud methodology includes Touchless Functional Configuration Bots that deliver accurate configurations and help save time by managing repetitive tasks. The bots can read Functional configuration settings from Oracle Cloud Configuration workbooks, and automatically update into Fusion Cloud setups; this allows our Functional Consultants to spend more time on the business solution and speed up functional setup by 40%.



WISTA: The Zoom-to-Cloud methodology brings a set of prebuilt, ready-to-use test scripts covering the standard functionality of Oracle Cloud applications in the areas of finance, procurement, supply chain, and human capital management (HCM). This provides a quick-start to the test design phase enhancing it by using proven technologies for automated testing. WISTA helps compress the testing timeline by about 15% and the automated tests prove handy in managing the quarterly cloud product updates.

Zoom-to-Cloud: Other advantages

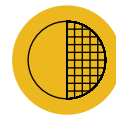
The Zoom-to-Cloud methodology brings additional advantages beyond those already mentioned, and Wipro's Zoom-to-Cloud for Oracle Cloud appeals to many businesses and organizations worldwide ⁴.

Advantage 1: Repeatability and transparency

Repeatability ensures quick and accurate implementation while Transparency is critical to tracking progress:



Repeatability: Zoom-to-Cloud comes with a repository of repeatable assets – namely reference project plans, templates, and reusable artifacts based on our learning from past implementations. The templates are used for deliverables such as reference project plans, risk tracking, test cases, project issues, etc. The templates become especially important in multi-country rollouts as they ensure a steady pace of implementation.



Transparency: Zoom-to-Cloud leverages a tool named CloudByz for cloud project management. This best-in-class tool provides status dashboards allowing clients to keep an eye on progress, can be used for traceability of business solutions to requirements, and can track application quality. Key project artifacts can be published in CloudByz, which the company can login and access. The use of this tool is optional.

Advantage 2: Acquire agility and build superior business user engagement

Getting the business users engaged is critical for successful implementations.

In general, ERP application implementations do not fit easily into an agile model. However, through years of delivering Oracle Cloud transformations, Wipro has incorporated into the Zoom-to-Cloud methodology a scaled agile approach that enables agile principles to be adopted into the Oracle Fusion cloud implementation.

Most agile projects tend to first work towards a Minimum Viable Product (MVP) and subsequently build out iteratively from there. Zoom-to-Cloud's scaled agile delivery model provides a "process classification framework" to effectively plan the

agile/sprint layout for Oracle Cloud. This enables clients to provide regular and early feedback through the course of the cloud implementation, which helps to surface any impediments before they impact the solution or timelines. Agile helps to improve predictability in terms of solution acceptance, pertinence, and schedule adherence.

Advantage 3: Leverage continuous innovation

One of the major advantages of Oracle Cloud is the infrequent of innovations and updates that Oracle infuses into the company's cloud environment every quarter. But companies are generally not well prepared to handle these functional updates or consume them to enhance their business capability.

Zoom-to-Cloud's BizDevOps framework helps to engage with business users to plan, analyze and apply these periodic innovations. It allows for approach on two major activities:



Business impact analysis: Wipro's Center of Excellence keeps track of key enhancements in specific modules that are pipelined by Oracle for release into imminent cloud updates. These are fed to Wipro's implementation teams, which then work with the company's business and IT teams to prioritize which updates are critical or pertinent and incorporate those into the release plans.



Regression test automation as a service: Zoom-to-Cloud comes with an innovative commercial model that embeds automated testing tools in a time-sliced, as-a-service model. This makes it cost effective to conduct automated regression tests whenever there is an innovation update in the Oracle Fusion cloud.

Forge a failsafe march to cloud

For enterprises making the shift to Oracle Cloud, Zoom-to-Cloud is a proven methodology to ensure deep business alignment, superior end user adoption, and faster deployment. By taking an approach that is collaborative and risk-mitigated, organizations can march to cloud with confidence and focus on the initiatives that drive their business forward.



About the author

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Siva has 20+ years of experience in building Application Practices and Solutions and helping clients drive better business outcomes with Enterprise Applications. He holds an MBA from the Indian Institute of Management, Bangalore. He has also been a speaker at global technology forums such as Oracle OpenWorld.

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