



HOW-TO GUIDE

People: The key to successful enterprise cloud migration in Southeast Asia

When disruptions caused by the COVID-19 pandemic hit, Southeast Asia organisations were already struggling with intensifying global competition—in combination, these forces put an unprecedented amount of pressure on businesses throughout the region. In response, many organisations looked to the cloud as a way to help increase business agility, amplify cost-effectiveness, and grow digital resilience. This would not be an easy endeavour, as the cloud is an inherently complex and constantly evolving platform for powerful applications and solutions. And many organisations lack the technical and security know-how to effectively implement and maintain cloud-based resources, such as an interconnected ERP solution.

Conducting a digital transformation takes a lot of work—much of which needs to occur well before the actual move to the cloud physically takes place—such as building a team of people with the right skill sets and implementing organisational change management. Also, working with a knowledgeable and experienced cloud partner enables an organisation to sidestep many of the challenges involved with moving to the cloud, while significantly increasing the likelihood of a successful transition. For organisations looking to move to a cloud-based ERP solution, here are some essential skills and change management capabilities that should be considered.

Building the right team

Executing a successful digital transformation involves bringing together both business and technical stakeholders to develop a complete set of requirements for both the near- and long-term. These business requirements should include:

- The ability to specify how business functions work with each other
- Identifying how internal applications and external entities interact
- Determining how business strategies and market dynamics will impact the move to the cloud

Success requires not just IT-specific skills, but also the right blend of business- and soft-skills. For many organisations, this might necessitate that IT leaders rethink their hiring and training strategies. According to IDG's **2021 State of the CIO survey**, the top soft skills identified for digital transformation are:

- Change management
- Strategy building
- Digital business planning¹

So, how can businesses go about developing this talent? One approach is to identify promising technical talent already within the organisation and then invest in growing their business acumen. Organisations can also turn to external training and development programs, or rely on consultants to introduce relevant best practices from outside the organisation. Simon Piff, vice president of security practice at IDC Asia-Pacific, advises organisations should make “**an honest evaluation of what can be done internally by the existing team versus what should be delivered by a business partner or external party,**” and that this should “be documented and shared with management.”²

Of course, the right technical skills are just as essential; although it might not make economic sense for an in-house IT team to acquire these skills if it's just for a one-off cloud migration. Instead, a cloud partner can offer the appropriately skilled resources around the technical part of the migration. And a cloud partner with a micro-vertical focus can take this collaboration a step further with relevant market experience and industry expertise.

Organisations should identify and map existing skill sets to vital architecture functions—such as integration, scalability, performance, and technology maintenance. This helps ensure that adequate internal resources are available to validate and test the cloud ERP deployment.

Engaging organisational change management

The accelerated pace of technology advancement and digital evolution can leave organisations off-balance. **Most digital transformation initiatives fail**, but engaging organisational change management can play a crucial role in actually achieving a successful outcome.³

The need for change management applies even when an organisation isn't overhauling everything as part of a full-fledged transformation. It's essential to also consider the impact automation and new processes will have on employees and their current roles. The good news is that change management is a time-proven concept.

With the right team in place, change management around digital transformation typically consists of the following stages:

- **Prepare:** This begins with securing needed funding, commitment, and relevant resources; business goals and strategies will need to be clearly articulated here
- **Define outcomes:** This consists of selecting the desired business outcomes and documenting the execution roadmap
- **Design:** The transformation blueprint is finalised at this stage, with tangible key performance indicators (KPIs) identified as preparation for the execution phase
- **Build and verify:** This is where the impactful changes actually take place; for a cloud-based ERP implementation, this is where the system is deployed, data is migrated, and changes verified

Here are some change management strategies to bear in mind:

Getting executive-level support

As with all major projects, getting the support—and preferably, the enthusiastic buy-in—of senior-level executives is vital. This means making a clear-cut case of the benefits that the cloud-based ERP solution will bring and its role as part of the organisation’s digital transformation vision. If there is no vision, internal cloud ERP proponents should approach the organisation’s leaders to articulate one. Cloud ERP advocates shouldn’t stop at convincing a single executive, but should continue to build a network of support. This can be done by identifying internal stakeholders and getting them involved in critical decisions that leverage the cloud to solve new problems. It’s vital to make this their project too.

Overcoming resistance

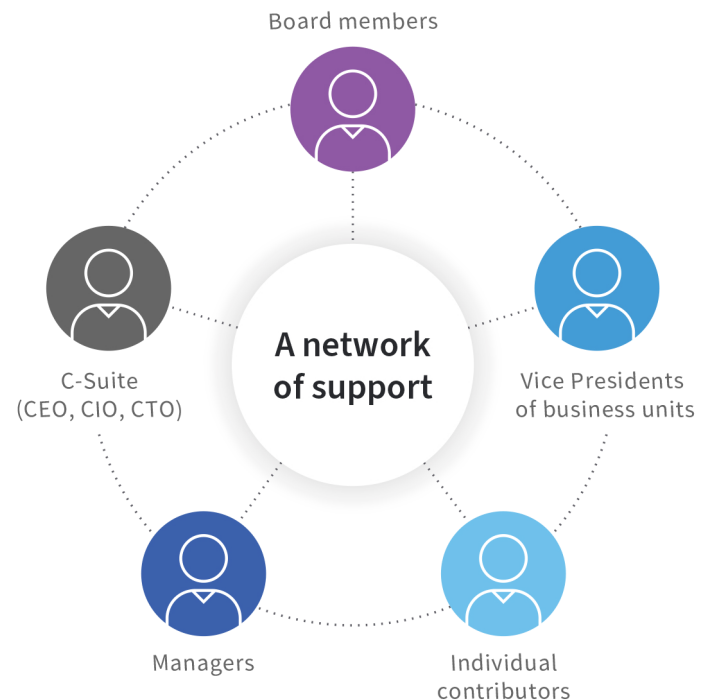
Change can be difficult for some people, so it’s best to address potential resistance early with a vision of the future. Organisations should get their end-users familiar with the proposed solution and show how it can help them be more productive.

IT professionals can sometimes be the greatest source of resistance to digital transformation initiatives; so one way to overcome this with the new system is to evolve IT’s roles beyond just day-to-day maintenance to higher-value tasks that are more aligned with business goals—such as cultivating better IT/business partnerships and redesigning business processes.

Keeping communication clear

An organisation’s people won’t know what’s happening without clear expectations for what the business is looking to achieve. Organisations need to offer clear communication that blends practical information with motivational messaging for the changemakers. It’s important not to overlook the power of small wins—leaders should amplify these achievements and offer ample praise and recognition. And to help ensure ongoing support, it’s critical to maintain a continuous flow of updates to the senior managers or executives who approved the initiative. This includes not hiding setbacks or delays, and being transparent and honest.

Building a network of support within the organisation



Getting to value faster

Moving to a cloud-based ERP solution is often driven by an organisation's need for business agility and the ability to leverage innovative capabilities that can help organisations stay ahead in a volatile and uncertain economic climate. When time is of the essence, the ability to go-live and be productive faster is crucial. That's why Infor® adopted a 60:30:10 methodology for its implementation framework that enables customers get to value faster and gain a competitive edge—60% percent of software capabilities are available “out-of-the-box,” 30% involves only minor configuration settings, and the remaining 10% percent entails customisation that meets an organisation's unique requirements.

The Infor Multi-tenant Cloud Customer Bill of Rights

The Infor Multi-tenant Cloud Customer Bill of Rights was born from building and living our customer-first culture. The Bill of Rights articulates Infor's vision for providing modern cloud solutions and building long-term relationships based on trust and shared success. It formalises our commitment to flexibility, transparency, reliability, and providing customers with peace of mind.

We know that plans can go awry, businesses grow, and needs change over time. We want to be your partner and support you—even as your business evolves differently than you expect.

[Learn more about the Infor Multi-tenant Cloud Customer Bill of Rights.](#)

¹ IDG, *2021 State of the CIO*, January, 28, 2021, p. 10.

² Charlotte Trueman and Cristina Lago, “How CIOs in Southeast Asia can close the tech skills gap,” *CIO*, December 19, 2019.

³ Brian Solis, “When digital transformation fails, focus on the why and how of change, not just technology and transactions,” *ZDNet*, August 24, 2020.

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