KPMG cognizant

Bootstrapping Cloud Platforms - Engineering sustainable business agility

Vasileios Konofaos & Nandkishor Gaikwad

The team with you today...

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Head of delivery Platform Services

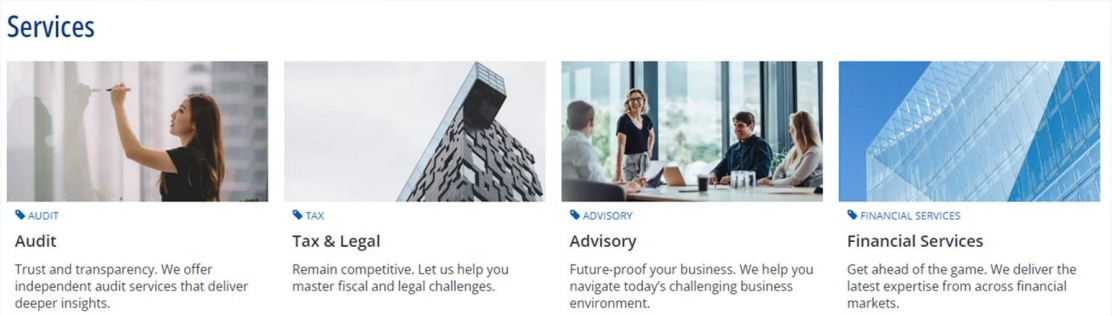
KPMG Switzerland

Nandkishor Gaikwad

Head of Cloud Center of Enablement (CCoE)

KPMG Switzerland (Cognizant Technology Solutions)

The **professional services** industry encompasses a wide range of specialized knowledge and expertise offered by professionals, including consulting, legal, accounting, and technical services, aimed at providing customized solutions to clients' needs.



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Agenda

- Sustainable Business Agility
- Out strategic Pursuit
- Why…How
- Cloud strategy – define & align
- Functional pillars - service oriented construct
- Speed & stability- automation with IaC
- Challenges & mitigation

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KPMG Switzerland – rooted in rich history of 114 years

Inspires confidence, empowers change and dares to do

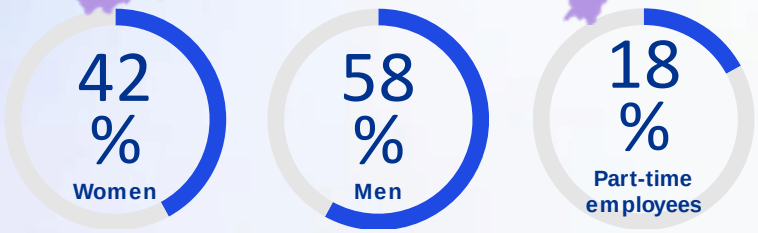
2600 +
Employees

145
Partners

59
Nationalities

34
Average age

11
Locations



Global Organizational Network

>70

Strategic alliances include Microsoft, Google, ServiceNow, SAP, Salesforce, IBM and SailPoint

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Our strategic pursuit – Sustainable Business Agility

Sustainable Business Agility

- Business value driven technology priorities
- Improved risk management
- Long term cost efficiency
- Global strategy alignment

Business Value Driven

Outcome driven, lifecycle based value generation

Service Oriented

Focus on quality of services management

Agility Centric

Responding to dynamic business changes

Organizational change 01

Operating Model

Decentralized governance

Talent transformation

Lean, Agile & DevOps 02

Cross-functional teams

Value stream management

Continuous delivery

Cloud & Architecture 03

Platform technology standards

Enterprise capabilities (content, security)

Automation-led efficiency & reliability

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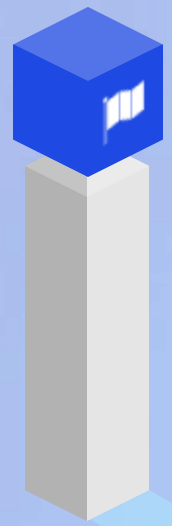
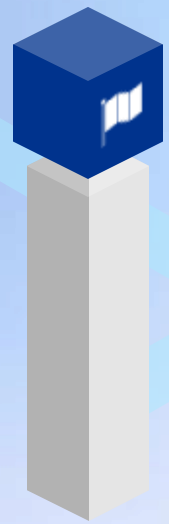
Why...How...



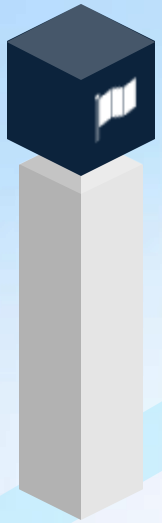
Primary objectives

- improve by using **latest technologies**
- optimize **infrastructure cost**



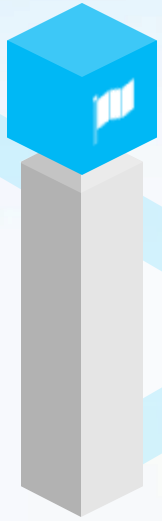
Proposed solution

- adopt a **public cloud**



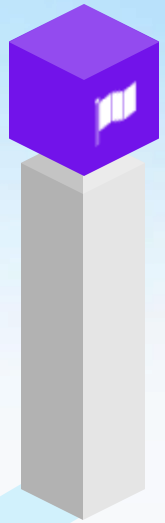
Cloud strategy

- **streamline technology**
- **CCoE** to support **transformation journey**



CCoE's functional pillars

- **Platform**
- **Automation**
- **Adoption**
- **Governance**



CCoE's mission

- **speed & stability** achieve business & technical **agility**

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Cloud strategy – define & align

Cloud Strategy Key Considerations

- Transformation Guidelines
- Innovation acceleration
- Data Center exit
- Increase security & compliance
- Increase resiliency
- Positioning of SaaS
- Reduction of infra cost
- Reduction of carbon footprint
- Integration B2C, B2B,..

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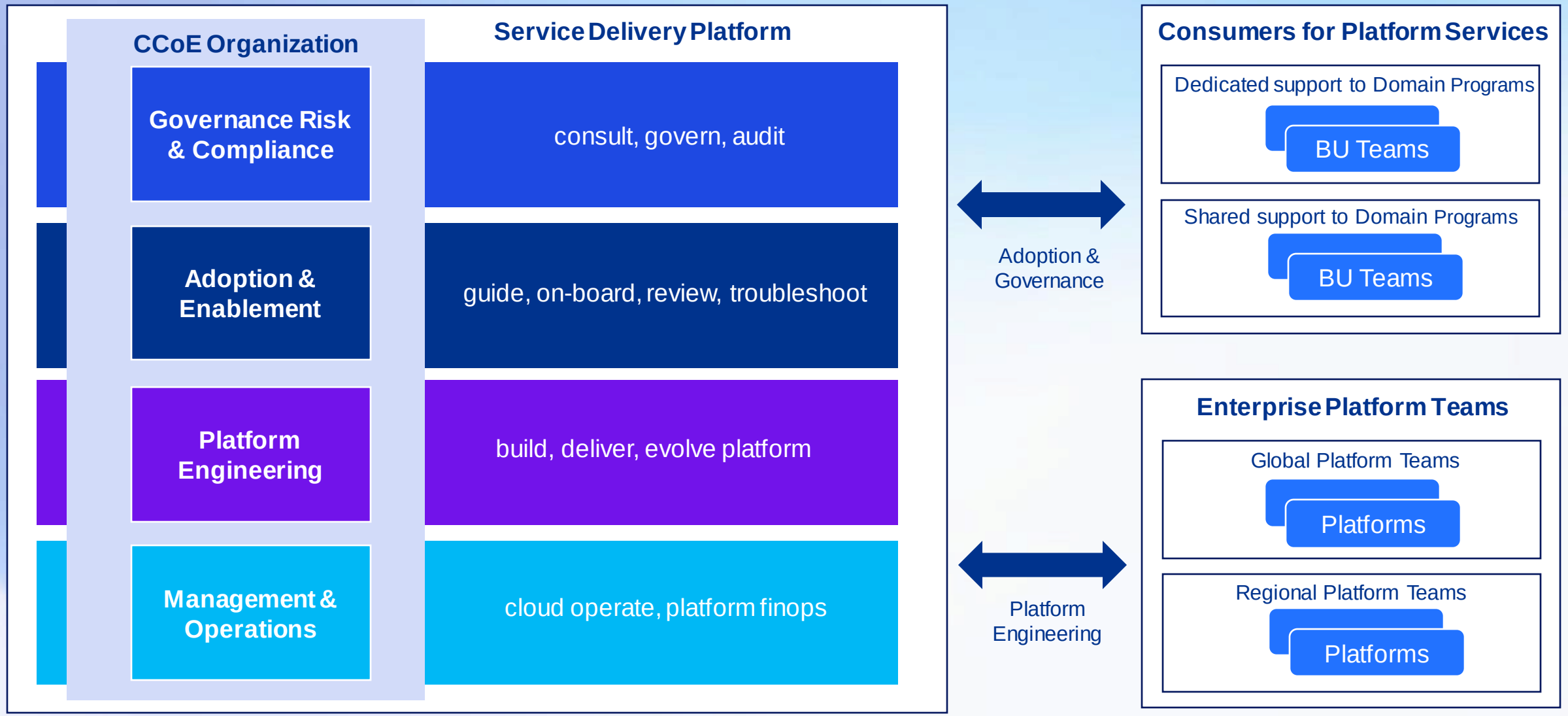
Functional pillars - service oriented construct



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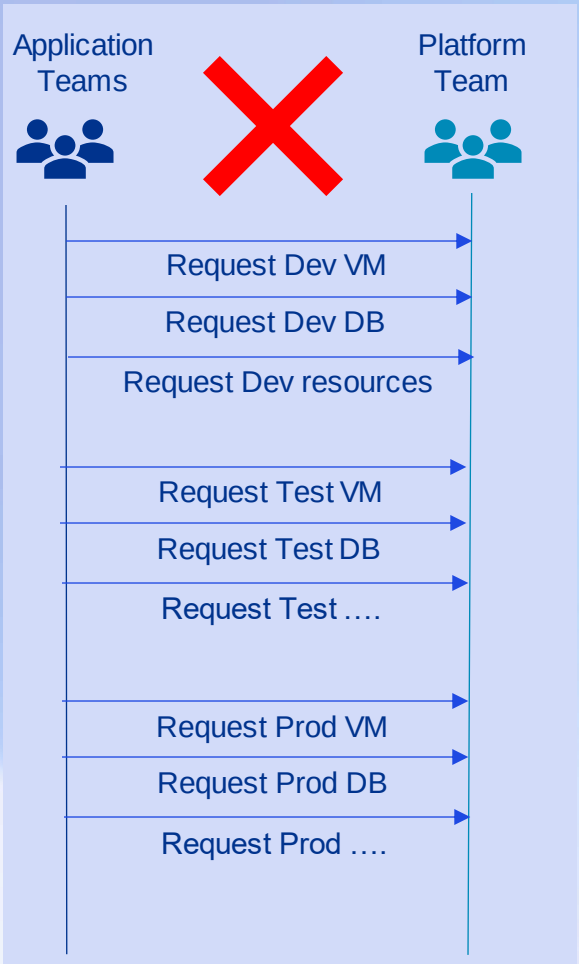
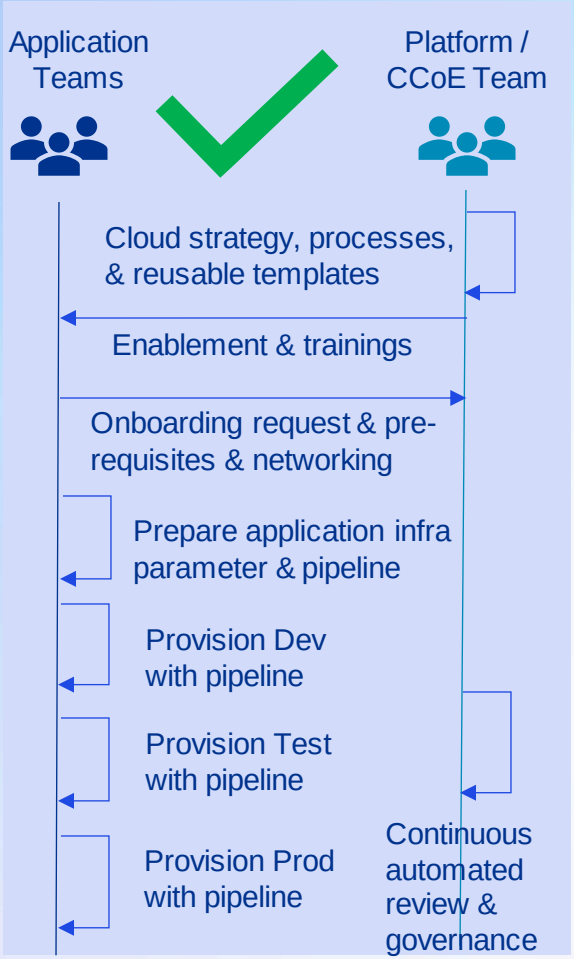
Speed & stability- automation with IaC

Traditional Approach



IaC Approach



Strategy, Processes & Foundation

Design & Implement templates & policies	User Guides & Sample	SAST, Guardrail Validation & Publish

Platform / CCoE Team — ~ 75%

Onboarding pre-requisite & Networking

Joint workshop for infra architecture	Identify & implement networking	Provide guidance & enablement

Platform / CCoE Team — ~ 10%

Application Infra Provision

Application infra architecture	Prepare IaC parameter & pipeline	Identify inbound and outbound firewall requests

Application Team — ~ 15%

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Challenges & mitigation

	Challenges	Mitigation
Processes	• Delay due to traditional processes • Manual Security processes • Ticket oriented processes • CMDB in Good Quality	• Lean governance process • Security posture optimization by automation and tools • Increase team collaboration • Repeated reviews of CMDB
People	• Lack of cloud skills & delay in upskilling • “Infra not my scope” culture • Cross team collaboration challenges	• Cloud enabling approach and team • Focus on team upskilling through org level mandate • Team topologies adoption
Technology	• Challenges in audit and compliance • Security on cloud • Manual governance • Legacy systems with monolithic approach	• Compliance by design • IaC template based infra automation • Policy based automated governance • Sample application cluster for reference

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To improve is to change; to be perfect is to change often.
Winston Churchill
Connect and Reflect
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