



# Les facteurs-clés d'une migration réussie dans le Cloud

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# Agenda

- **Team presentation**
- **Why Fusion Cloud**
- **Our footprint**
- **Governance**
- **Finance transformation**
- **Life in the Cloud**
- **Lessons learned**



## A Group team with 2 expertises

# 1

### Finance as a Service

SaaS eliminates costly features in favor of standard solutions. It pushes the teams to be force of proposals to use the intelligence of the solutions. In run mode, a greater autonomy of the users with the new functionalities improves the uses (social network, mobility ...)

- Internal resources with a strong expertise on each stream

- External workforce depending on the workload

**Skilled teams in the optimal use and set up of each solution.**

*\* In 2021, IT colleagues joined FaaS*

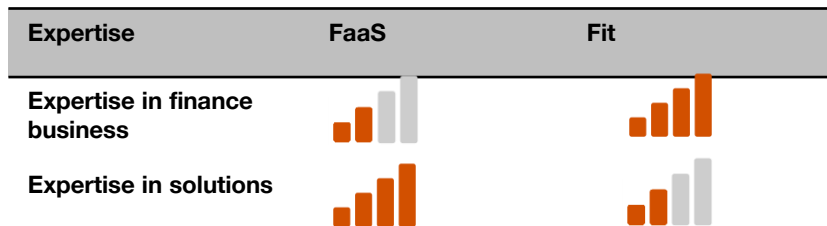
# 2

### Finance Innovation & Transformation

Support to business teams around the transformation of data and processes ensures a fluid dialogue between innovative vision and practice on the field and helps to change practices.

In run mode, this support team facilitates the change of uses (training, communities, etc.) and capitalization for the benefit of other Group entities.

**Skilled team in Finance processes, with a thorough knowledge of finance activities and solutions.**





# Mission FAAS – ERP et applications transverses

## ERP et applications transverses

### Build

- Déploiement et setup de la solution “standard” groupe en accord avec le pays si ERP actuel obsolète/coûteux (réduction des coûts)
- Définition de l’architecture fonctionnelle
- Mutualisation du PaaS
- Gestion de l’écosystème core (outil de référentiel, interfaceur groupe amont/aval)
- Stratégie de déploiement
- Analyse des besoins et proposition de standardisation
- Formation des key users

- Adapte ou développe les rapports Core : besoins réglementaires pays

### Run

- Réaliser le hand over vers les équipes métiers (support niveau 1 ou 2 du pays) lors du Go Live
- Support niveau 2/3 sur sollicitation de l’équipe de support local
- Structuration et organisation des tests de non régression
- Expertise sur les différents domaines
- Supervision globale des performances et garant de la disponibilité de l’architecture Core
- Déploiement des nouvelles fonctionnalités fournies par l’éditeur et partage avec les pays

- Focus sur homogénéisation et standardisation au maximum

- Gestion des releases et upgrade logiciel (en lien avec les équipes IT et MOE, tests de non régression, intégration dans l’écosystème, validation avec les métiers...)
- Relation éditeurs (veille technologique, mutualisation contrat de support groupe...)
- Animation du users club Fusion (interne Orange) pour partage d’expérience et des bonnes pratiques
- Témoignages et clubs utilisateurs externes





# Why OFusion? The transformation journey

## Go Standard

- One group ERP » through a standard solution with optimized and homogeneous business process based on best practices
- Increase data quality with shared repository
- Standardization, simplification and optimization of processes



## Promote HR

- Keep our talents
- Work on a new User Interface
- Increase collaboration with business and within finance/procurement/supply chain teams



## Re-think IT

- Work in SaaS mode and receive regular updates
- Manage a service rather than an application
- The IT spend breakdown is deeply modified
- Optimize IT architecture
- Decrease customizations
- Optimize operational model



How will my day to day activities look like?

What does digital mean for me?





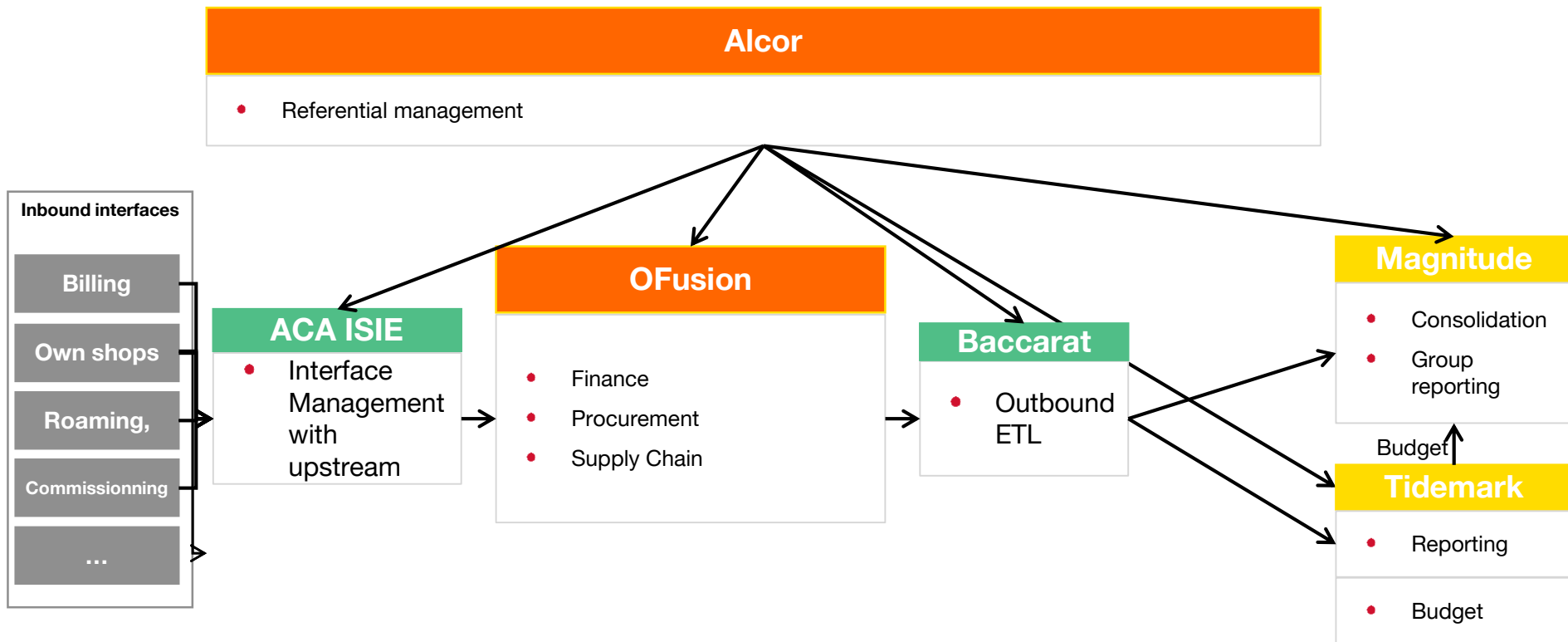
**In the continuity of Novae, Ofusion cloud solution has been adopted by the Group in 2015 for finances & procurement processes, based on ...**

- 1 « One group ERP » through a standard solution with optimized and homogeneous business process and regular updates by editor**
- 2 A common language thanks to a shared repository and data available in real time for all stakeholders**
- 3 Native Social network and BI functionalities for collaboration**
- 4 A significant reduction in IT costs**





# Overview of Fusion architecture





# What was our developments approach?

1

In the past, we used to have approx 500 developments in our EBS R12 solution



Our approach is to forget the past, not to run an upgrade process and handle a transformation program

2

What is a specific program?



- Reports: we created or adapted the standard ones
- Webservices: yes, for automation purposes
- PaaS: couple of programs there, mainly our night batch
- Outside ERP apps: couple of them, mainly on the assets process

3

What is our conclusion on developments?



- Minimize them as much as we can, to control our spend
- Transform the processes, the organization rather than running dev
- We divided number of specific by 100



# Roadmap Fusion – live

## France

- Orange SA: GL in 2016, 07; P2P & Capex in 2017, 07
- More than 80 subsidiaries

## Belgium

- OBE: GL in 2016, 08; P2P Opex in 2017, 03; Capex in Q1 2018
- 7 subsidiaries

## Polska

- OPL: GL in 2017, 01; Financials in 2018, 07
- One subsidiary in 2021, March



# Roadmap Fusion – in progress

## Romania

- Finance, Procurement, SCM

## Orange Bank

- Finance, Procurement

## France

- Orange SA: Supply Chain
- New subsidiaries

## Luxemburg

- Finance, Procurement



# OFusion within Orange footprint - Project Governance

1

## A business centric project organisation

A unified business project leadership, with strong involvement of all parties & sponsors:

- Entity (1 project leader and all departments involved),
- FaaS, GPS (Purchase), SCM teams (experts in solutions),
- FIT team (experts in process, referential, accounting/controlling activities)
- IT Group & local team



2

## A structured project governance

A **monthly steerco** to define project ambition and path, and arbitration when necessary

A **weekly operational committee** to ensure project progress and main arbitrations

3

## Following some basic rules

Promote and build end to end process (involve all actors, share all options of the solution, find the best compromise between all domains)

A logic of simplification and automation (Leverage tool best practices, use the 80/20 rule to prioritize work...)



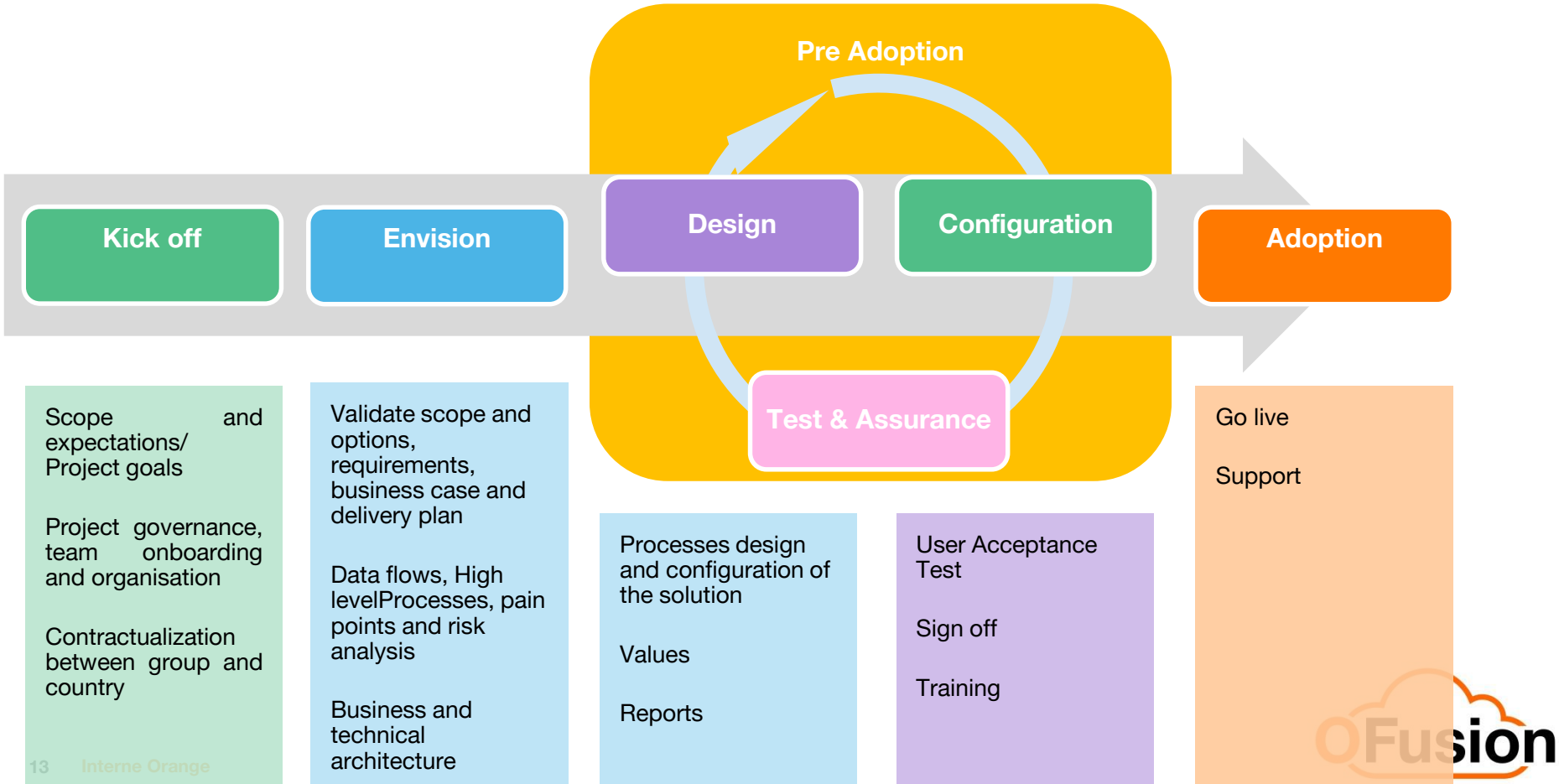


## Adopt the solution

- ✓ Adopt the solution rather than adapt the solution
- ✓ Rethink each end to end process, the roles and responsibilities
- ✓ Constant search for simplification (organization, methods...)
- ✓ Measure the reality or the volume of exceptions



# An agile approach to deliver the scope



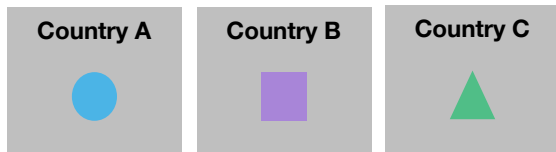


# OFusion within Orange footprint

## Our implementation strategy, among 3 possible models

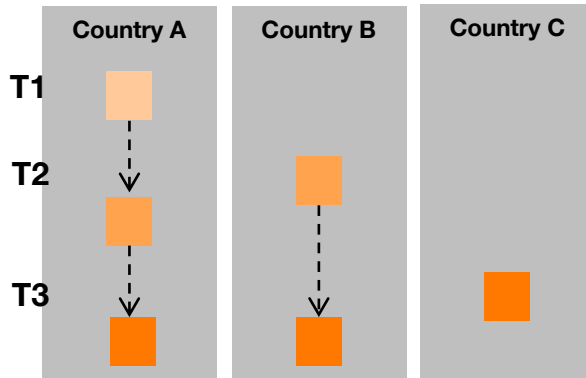
### ✗ Taylor made

Each country designs its own solution  
No cross fertilization



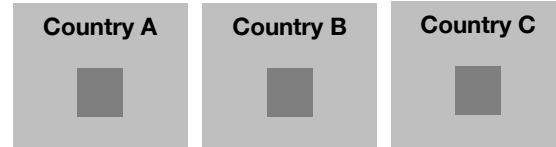
### ✓ High standard ready to wear

A dynamic model based on cross-fertilization. Each implementation enriches the Group model



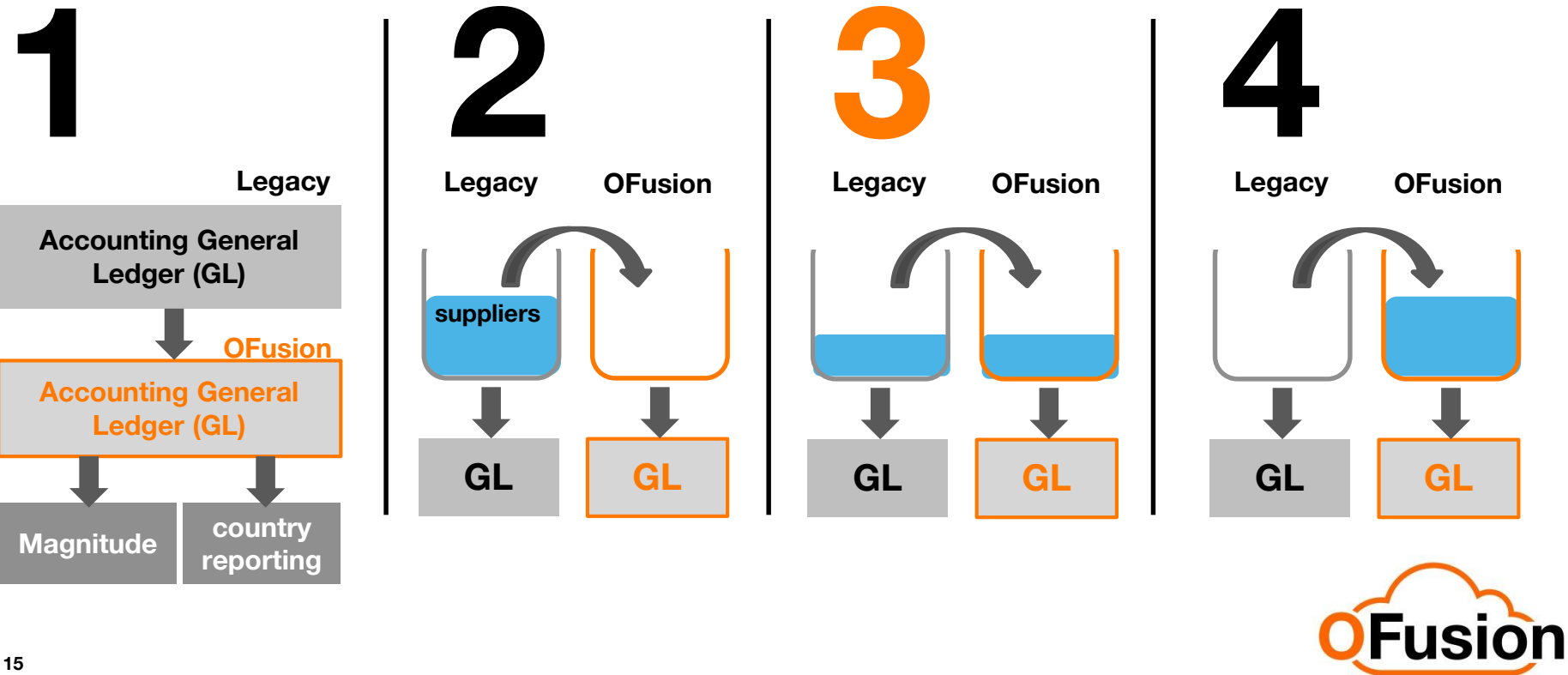
### ✗ Ready to wear

One core model implemented in all Group countries





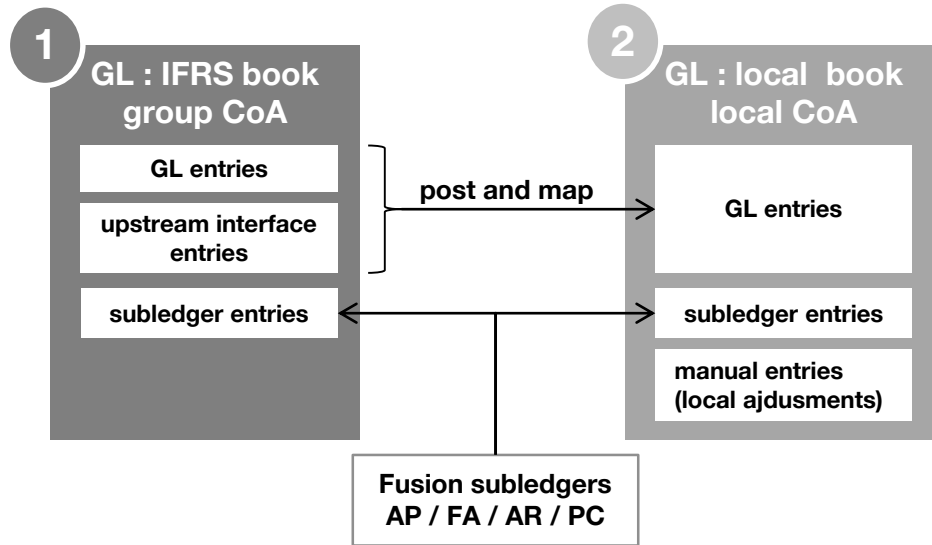
# Roll-out approach





# Local & legal requirements vs IFRS

🔄 A primary book to deal with IFRS and a secondary one that relates to local gaap 



**1 - GL entries are booked in IFRS ledger first, and then transferred to local ledger (group accounts mapped to local accounts)**

**2 - Upstreams are imported to IFRS ledger first and then transferred to local ledger (group accounts mapped to local accounts)**

**3 - Fusion subledgers are transferred in parallel both to IFRS and local ledgers. Also upstreams in case of double interface (IFRS and local)**

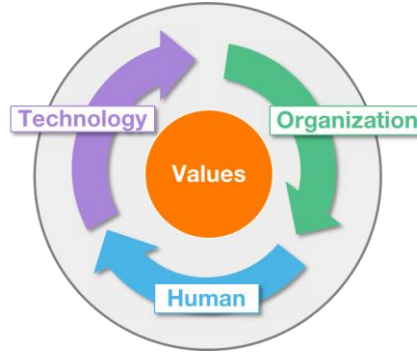


# A step by step approach...

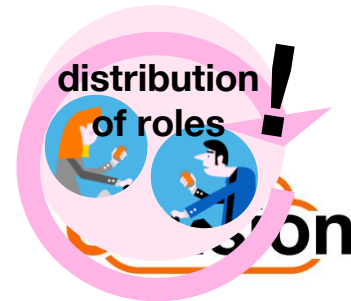
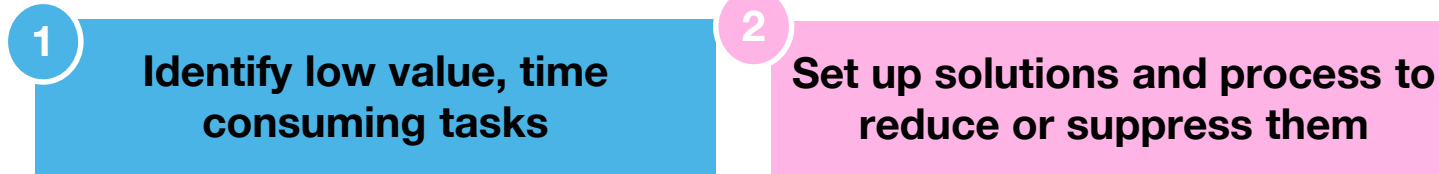
Transform business data processing on the whole process



Playing step by step on 3 dimensions

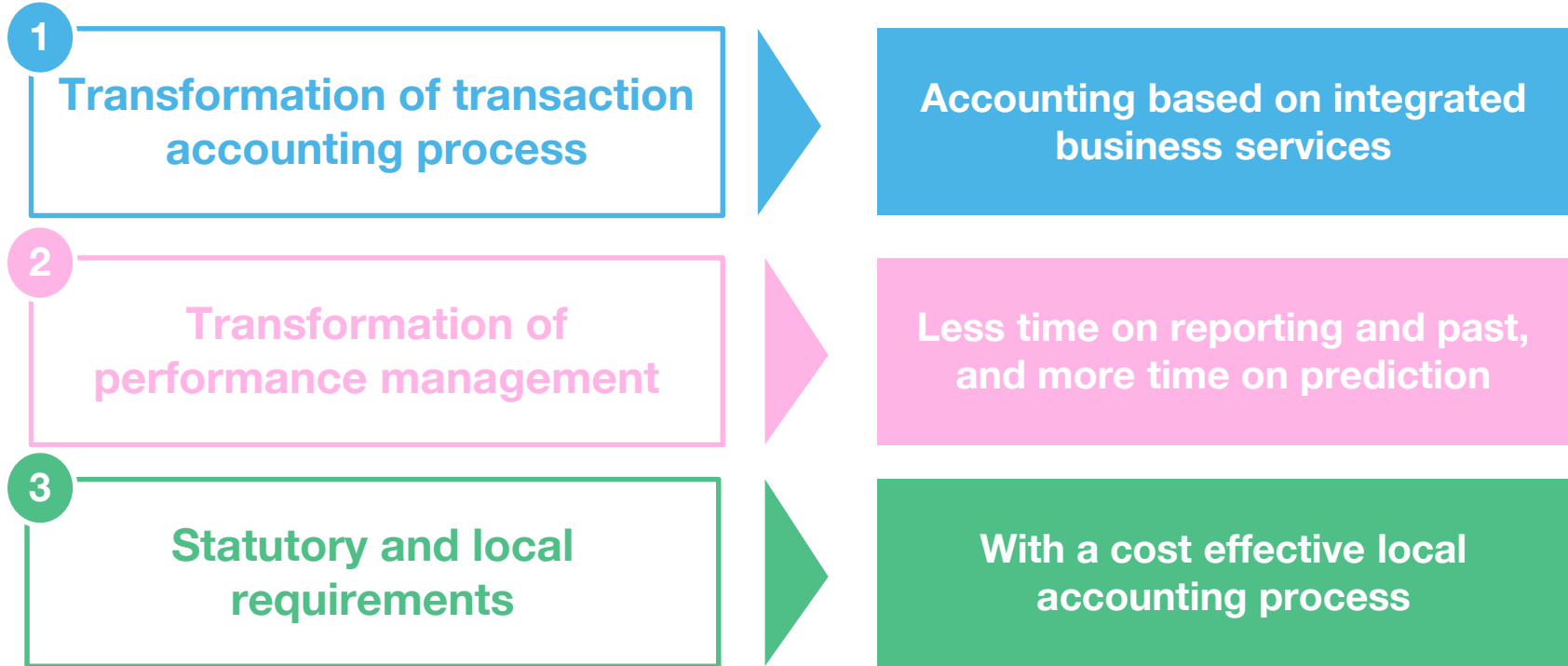


To achieve a gradual change of work methods





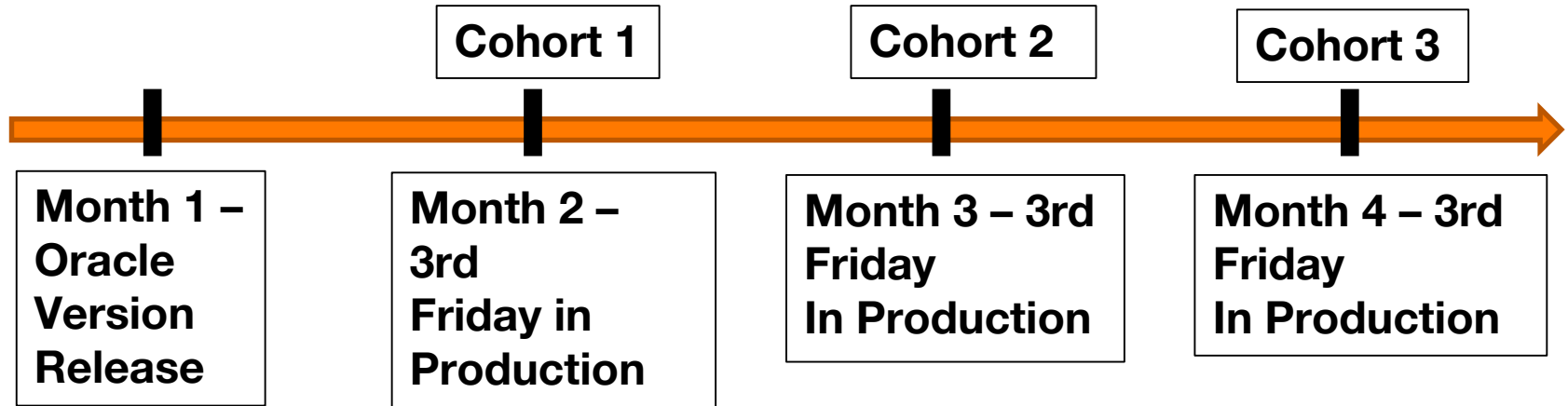
## ...focused in 3 dimensions





## Quarterly updates scheduling options

**All Oracle clients have 3 scheduling choices to get the new version**



- **Cohorte 1: February, May, August, November**
- **Cohorte 2: March, June, September, December**
- **Cohorte 3: April, July, October, January (Y+1)**





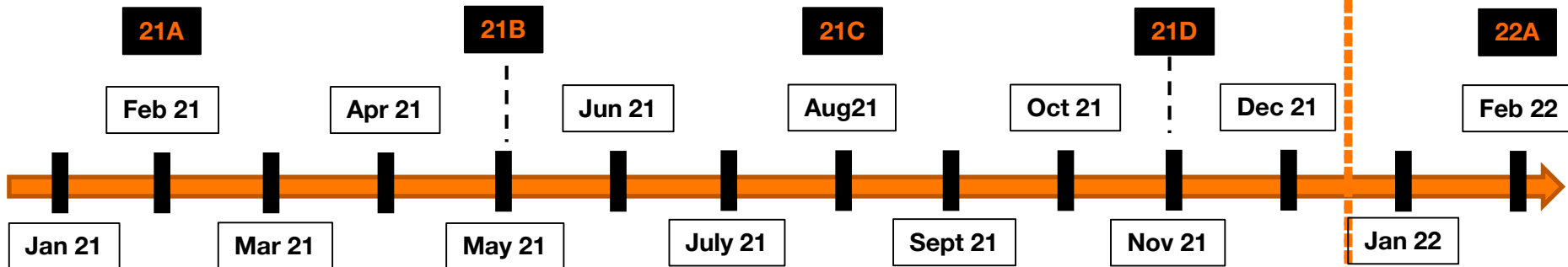
# Quarterly upgrades and Patching

## Example for Cohort 1

Quarterly  
Version  
update

2021

2022



Monthly  
Patching

Quarterly updates and monthly patching schedule:

- 1st Friday of the month on test instances
- 3rd Friday of the month in production

Weekly  
patching\*

Weekly patching schedule:

- Every Friday on test instances
- Next Friday in production





# Automatisation des tests de non régression – Mise en place

## Journée d'explication du projet, démo Ofusion AP

- Définition de l'attendu



## Choix des contrôles à automatiser, et pour chacun :

- Elaboration d'un pas à pas de chacune des actions de chaque contrôle
- Production de vidéos détaillant les contrôles



## Codification de l'automate

- Echanges et propositions
- Points plusieurs fois par semaine



## Livraison de l'automate et test

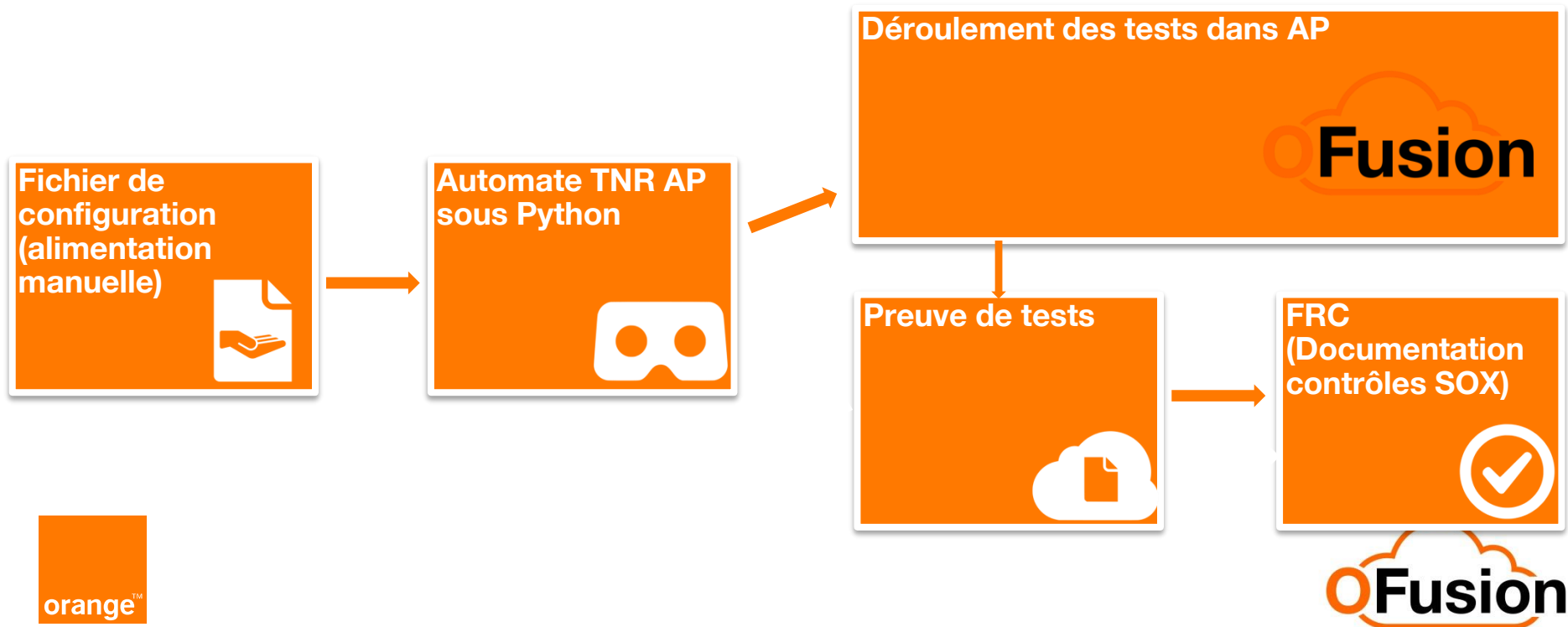


## Installation sur les postes





# Automatisation des tests de non régression - Illustration





## Domaines et Tests couverts par les automates

Domaine	Nombre de tests automatisés
AP – Accounts Payables	40
FA – Fixed Assets	28
PO – Procurement	36
Total	104



# Orange Group feedback, lessons learned & key success factors

## Challenges:

- use standard system and processes taking advantage of Orange best practices and of a solution successfully deployed within the Group.
- from business perspective it's clearly a change in the mindset to adopt an approach aiming at simplifying and streamlining end to end processes and accepting best compromise for all domains while reconsidering current practices.

## Key success factors :

- it's a business project for the end users who must be on board as off the kick off, dedicate time to the project and be plainly part of the "One team"
- A strong sponsorship at country level and a clear involvement of all the stakeholders (business, IT)
- Build a strong partnership with Oracle: Development, Support.
- Share best practices between countries

## Gains:

- from technical perspective: the SaaS model providing updates every 3 months and the use of a standard application with no customizations
- from business perspective: Finances & Purchase team are working on the same application and data, and tomorrow the supply chain team too in France

**New features:** working with Oracle and their development teams in order to improve the solution. It's a strong involvement on Oracle side





# Thank you

# Merci

