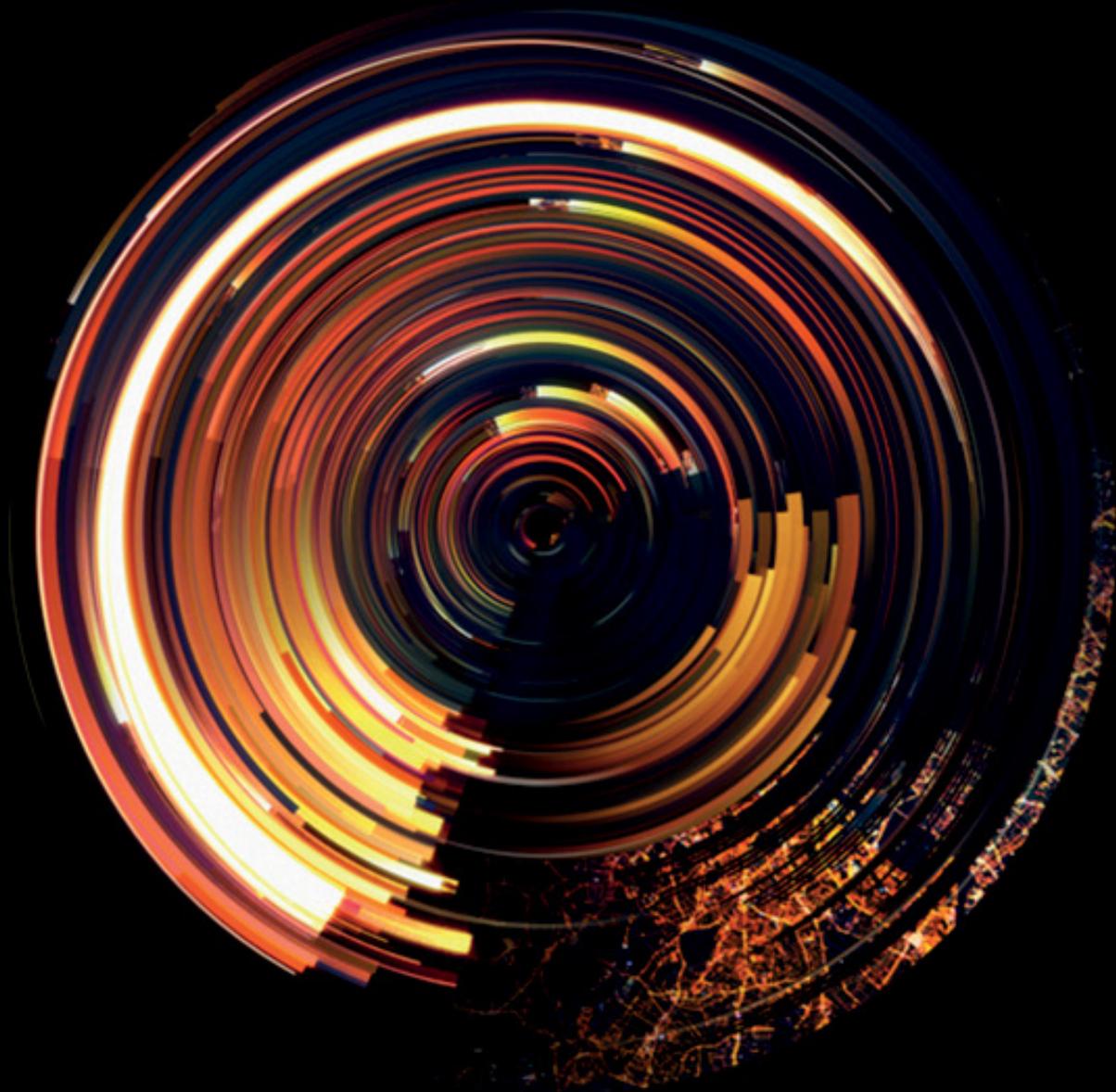


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Agile Cloud
Transformation

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Management Summary

More and more organizations are adopting cloud-based solutions, though many struggle to leverage their full potential. That is where Deloitte's Point of View (PoV) on Agile@Cloud transformation comes in. Our solution combines the scaled agile framework (SAFe) with a shared responsibility model to address two vital enterprise challenges: Developing a value-oriented organization with clear governance and gradually introducing agile methodologies to manage the organizational change that comes with cloud transformation.

Deloitte's adaptation of the shared responsibility model outlines clear roles and decision-making processes on four different layers: the cloud service provider layer, the foundation layer, the platform layer and the application layer, each responsible for a distinct set of tasks.

The key to agile transformation is implementing agile practices gradually, applying cadence and synchronization and striking the right balance of planning and delivery with the help of planning horizons. This approach simplifies the transformation process, optimizes collaboration and improves predictability in development while also helping to cultivate an agile mindset across the organization.

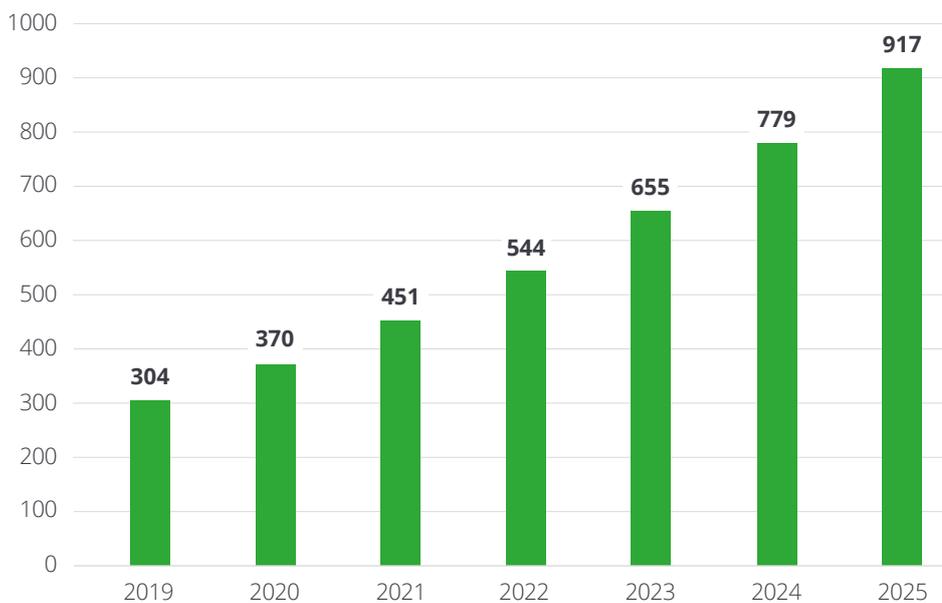
With Deloitte's PoV on Agile@Cloud transformation, you and your organization can make the most effective use of available cloud technology and develop an operating model fit for scale, safeguarding the growth and the future success of your business.

Cloud adoption is growing – how can you maximize its potential?

The cloud offers optimization potential in cost efficiency, flexibility as well as scalability, and it can also improve collaboration, global accessibility and security. No wonder so many organizations are adopting cloud technology.

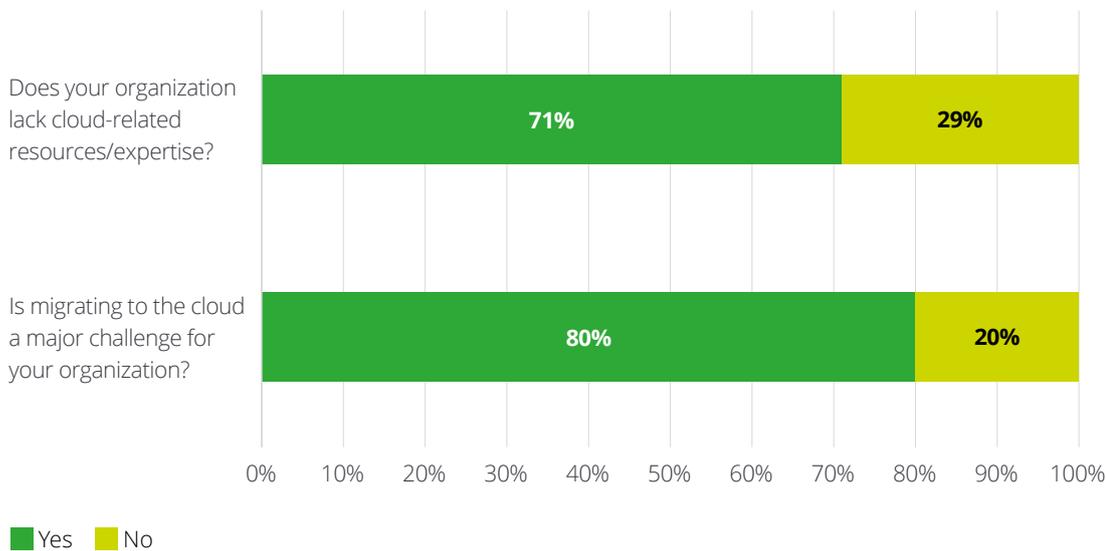
According to a recent study by Gartner, global revenues from public cloud services are expected to reach \$917 billion by 2025, which amounts to a compound annual growth rate (CAGR) of 18.4%.¹ However, many organizations have failed to maximize the cloud's full potential. We have observed that cloud transformations in organizations are taking longer or are perceived as more difficult than expected by management. This suggests that organizations are still facing major challenges in cloud adoption and implementation.

Fig. 1 – Total cloud revenue (in billion USD)¹



¹ Gartner. Press Release: Gartner Says More Than Half of Enterprise IT Spending in Key Market Segments Will Shift to the Cloud by 2025. In Statista 2023. <https://www.gartner.com/en/newsroom/press-releases/2022-02-09-gartner-says-more-than-half-of-enterprise-it-spending>

Fig. 2 – Challenges to enterprise cloud computing usage worldwide in 2019 to 2023³



Leading cloud organizations can articulate a clear "why" to their cloud strategy and offer delivery models that anchor strategic and operational decisions in a common framework. However, a majority of multinational enterprises report that they lack the skills and the talent to effectively scale their cloud transformation beyond initial migration. Compelling statistics from another survey corroborate these findings, with more than 70% of technical executives saying that cloud migration leads to significant challenges and that their organization lacks both resources and expertise in the field.²

We introduce Deloitte's Point of View (PoV) on Agile@Cloud transformation to overcome the challenges raised in the survey. The approach empowers all levels and disciplines within the organization to take full advantage of the cloud and its key features, combining Deloitte's adaption of the shared responsibility model and a tailored agile approach to accelerate change in areas such as strategy, governance, human resources, processes, technology and operations.

² Flexera Software. Challenges to enterprise cloud computing usage worldwide in 2019 to 2023. In Statista, 2023. <https://www.statista.com/statistics/511283/worldwide-survey-cloud-computing-risks/>

³ Roles as defined in <https://scaledagileframework.com/>.

Key challenges of a cloud transformation – how can you address them?

1. Value-oriented approach to overcome ineffective governance

Challenge

Cloud transformation can help your enterprise adopt a truly value-oriented and cross-functional technology strategy. However, you need the right governance approach to enable rapid development and adaptation of future business models. Without clear governance structures, your teams may not perform at their full potential or take a truly value-oriented approach. Development speed and quality could suffer as a result, reducing long-term revenue and inadvertently increasing costs.

Solution

During cloud transformation, it is critical for management to find the perfect balance between speed and quality in development projects. They need to cultivate value-oriented processes by embracing the shared responsibility model and fit-for-scale agile practices, like SAFe, as part of a comprehensive transformation strategy. This improves team interactions and makes communication more efficient, while also cultivating a business and governance culture that prioritizes both responsibility and compliance.

2. Application onboarding and enablement instead of pure lift and shift

Challenge

One crucial challenge in cloud transformation is how to reduce the complexity of your legacy stack, a root cause of high operations and maintenance costs. The specialized staff needed to manage and troubleshoot the system, high licensing fees and the cost of frequent hardware replacements or upgrades all contribute to the financial burden of complex legacy systems. They may also impact team morale, discouraging and frustrating everyone involved. Migrating to the cloud in a simple "lift & shift" would merely relocate the deeper issues and costs would remain high.

Solution

Building a diverse team of migration experts as a "migration factory" offering can be a comprehensive solution to these challenges. In addition to assistance with both automated and manual migration, our experts also help you develop a target technology strategy and do pre-migration preparation work, from version alignment and migration wave planning to mapping application dependencies. This enables the team to process separate tasks in parallel and introduce migration patterns that reduce operating costs, simplify maintenance and streamline processes. These migration efforts are a key part of the broader journey towards technological transformation, as will be elaborated later, much like the shift to agile. Our dedicated team will play a pivotal role in guiding your organization and its application landscape through the migration.

3. Gradual shift to agile methods to overcome lack of change mindset

Challenge

Technology is not the only challenge in cloud transformation; you also have to navigate the organizational transformation at the same time. Experience shows that a 'big bang' approach can overwhelm an enterprise and lead to a noticeable drop in performance. Especially where there is more of a silo mentality, the lack of synchronization may incentivize isolated divisions to optimize their own processes rather than create end-to-end, enterprise-wide value. And if you don't strike the right balance between planning and implementation early on, you could create further obstacles on the path to cloud transformation by slowing down delivery or making execution mistakes.

Solution

There are three patterns that have proven successful in the field: Firstly, you need to introduce new agile ways of working into the organization gradually, with an effective change management strategy in place. Secondly, in order to overcome the silo mentality and the associated self-optimizations, you need to align and synchronize the organization by establishing a shared 'heartbeat'. This will make collaboration much more efficient. Lastly, establishing different planning horizons ensures an optimal balance between planning and implementation, avoiding slow delivery or missteps in execution.



Deloitte's adaption of the shared responsibility model

With Deloitte's adaptation of the shared responsibility model, we offer enterprises a strategic tool for the cloud transformation process. It promotes a clear understanding of security roles, facilitates informed decision-making and ultimately helps create a robust and well-protected cloud infrastructure.

In our experience, one common mistake companies make is to put a single "cloud team" in charge of "the cloud" or the entire "landing zone". Having the same team solving issues at different levels of detail while also discussing networking specifications, ETL frameworks and AI-specific minutiae leads to delays and frustration.

When you engage with organizations under the shared responsibility model, you can leverage expertise in cloud infrastructure design, technology stack management and platform development. This process ensures smooth collaboration with cloud service providers, focuses on basic infrastructure, designs cross-functional platforms and provides guidance as well as support throughout the cloud transformation journey. It also ensures that each organization has a cloud environment tailored to their specific needs.

We recommend four distinct layers for the cloud service provider, the foundation-layer, the platform-layer and the application-layer, with each layer granting the next one as much freedom as possible and as much security as needed.

Cloud service provider layer

This layer represents the cloud service provider, e.g., AWS, Azure or Google Cloud, offering highly complex cloud platforms with a wide range of services. This layer also covers provisioning and operation of cloud infrastructure from data centers and hardware to network connectivity and security services.

Foundation (services) layer

The foundation layer provides centralized services needed for all use cases and workloads, such as connectivity, security and enablement.

With a solid, scalable and developer-friendly environment, this layer acts as the foundation for all cloud platform-related projects. There are standardized services on this layer, such as account provisioning, single sign-on, connectivity to the data center, security guardians, logging and monitoring. This allows your enterprise to design and implement the basic infrastructure while ensuring it is consistent across multiple hyperscaler partners and compatible enterprise wide.

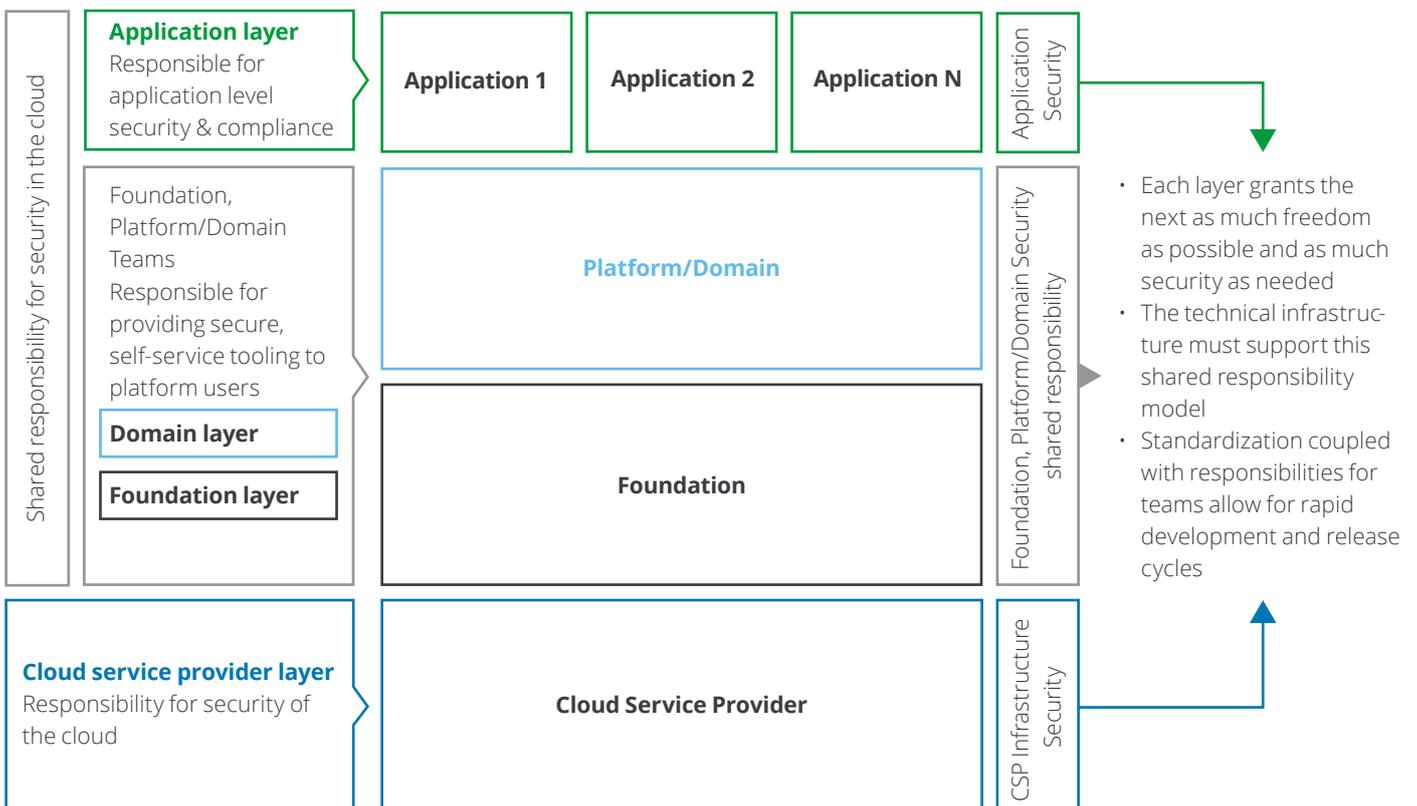
One or multiple platform layer(s)

The platform layer is built on top of the foundation layer, including domain-specific platforms tailored to specific areas from after-sales and marketing to manufacturing. Each domain may have unique requirements, whether they are compliance-related concerns, restricted access issues or Industry 4.0, digital twins and other specialized integrations. Unlike the foundation layer, which is typically designed once for the entire organization, the platform layer is domain-specific and can vary significantly in functionality and usability. Assistance is provided to develop and deploy these platforms, ensuring they are compatible with the overall cloud architecture and address the specific needs of each domain. In our view, a multi-hyperscaler strategy can be an option, but it is essential to host each domain on a specific cloud provider.

Application layer

The application layer is responsible for providing the services and tools you need to create, operate and iteratively improve the applications you develop for business end-users. It offers a diverse range of applications, use cases and workloads, ranging from microservices to machine learning and other more complex features. On this layer, the application onboarding and enablement feature is critical to ensure a compatible and consistent application landscape. This includes migrating legacy applications to the cloud, providing guidance on IT architecture and supporting cloud-native approaches. As you further develop this layer, it is good practice to identify and deploy application-specific modifications as part of the continuous optimization process in each product lifecycle.

Fig. 3 – Cloud platform concept



Agile Cloud transformation model

Tailored agile model

Deloitte's adaptation of the shared responsibility model is best implemented through an agile approach, using SAFe to create a strong, value-driven process structure.

Depending on your business and its objectives, enterprises can choose from various configurations of SAFe. This section is based on the Essential SAFe configuration with a reference size of approximately 150 full-time employees (FTEs).

In cloud transformation, the key task is to migrate and modernize the application landscape – and that requires a capable platform.



What is agile?

Agile is a project management methodology based on a set of principles and practices that emphasize iterative and incremental development, collaboration, and adaptability. It fosters customer involvement, increases productivity, and promotes quality, waste reduction, predictability, and team morale.



What is SAFe?

The Scaled Agile Framework (SAFe) is a proven set of organizational and workflow patterns with a comprehensive toolkit for implementing agile practices at an enterprise scale, especially where multiple agile teams collaborate to deliver solutions. Thanks to decentralized decision-making within predefined boundaries, SAFe ensures alignment and autonomy while following a shared rhythm of planning and executing work. The result is improved productivity and collaboration as well as successful solution implementation.



Platform release train teams

Optimize the scalability of a platform to define a common denominator as the baseline for cloud transformation. In Essential SAFe, you can find the following team roles in the featured platform organization:³

- **Agile teams:**⁴ Are cross-functional groups of up to ten individuals with all the skills necessary to define, build, test, and deliver value.
- **Product owners (PO):** Are the members of the agile team who are responsible for maximizing the value delivered by the team. The PO ensures that the team backlog is aligned with stakeholder needs.
- **Scrum masters:**⁵ Are the servant leaders and coaches for agile teams who facilitate team events and processes while helping the team deliver value.

The following team split, which is derived from the shared responsibility model, has proven to be optimal in real-world implementations:

Cloud service provider (CSP) layer

- **Account team:** provides the latest insights into the CSP's service portfolio and reference cases while also offering strategic guidance.
- **Professional services team(s):** offer(s) certified services for implementation, security assessments, technical details, and architectural design.⁶

Foundation layer

- **Cloud platform foundation DevOps team(s):** Build(s) and maintain the core infrastructure, services, and tools.

Domain layer

- **Cloud platform domain DevOps team(s):** Develop(s) and operate(s) services for a single domain and offer these services across domains if required.

Application layer

- **App onboarding team(s):** Support(s) the application teams with their migration and modernization efforts and demonstrate the possibilities within the organization by recommending the right platform landscape (relevant where there are multiple platform release trains).
- **App enablement team(s):** Provide(s) technical support for application teams with the cloud set-up provided by the foundation layer and domain layer teams.

- **App mass migration factory team(s):** Find(s) migration and modernization patterns in the application landscape and help the application teams through the process with standardized practices. The goal is to increase quality and speed while spending less than an individual application team would spend to migrate and modernize applications on their own.

- **App DevOps team(s):** Offer(s) to operate individual application modules as a service to keep costs low (especially appropriate for legacy tech stacks).

Platform release train leadership

Balances the requirements of functional application development with the platform's consolidation capabilities. Platform teams are therefore responsible for the platform used by application teams. In Essential SAFe, you can find the following leadership roles in the release train teams for the featured platform organization:⁷

- **Business owners:** Are key release train stakeholders who have the primary business and technical responsibility for return on investment, governance, and compliance.
- **Product management:** Is responsible for defining desirable, feasible, and sustainable solutions that meet customer needs while supporting development across the product lifecycle.
- **System architects:** Are responsible for defining and communicating a shared technical and architectural vision for the solutions developed by the release train.
- **Release train engineers:** Are servant leaders and release train coaches who facilitate release train events and processes while also helping teams to deliver value. They communicate with stakeholders, escalate impediments, manage risks and drive relentless improvement.

The following responsibilities, which have been derived from the shared responsibility model, have proven to be optimal in real-world implementations:

- **Platform release train leadership team:** Owns the cloud transformation vision and roadmap, with responsibility for priority setting as well as coordinating and facilitating the development and operation of functional and non-functional requirements.
- **Enterprise application teams:** Are application teams within the company that are impacted by cloud transformation. During application migration and modernization, they are temporarily part of the SAFe organization and participate in PI planning.

³ Roles as defined in <https://scaledagileframework.com/>.

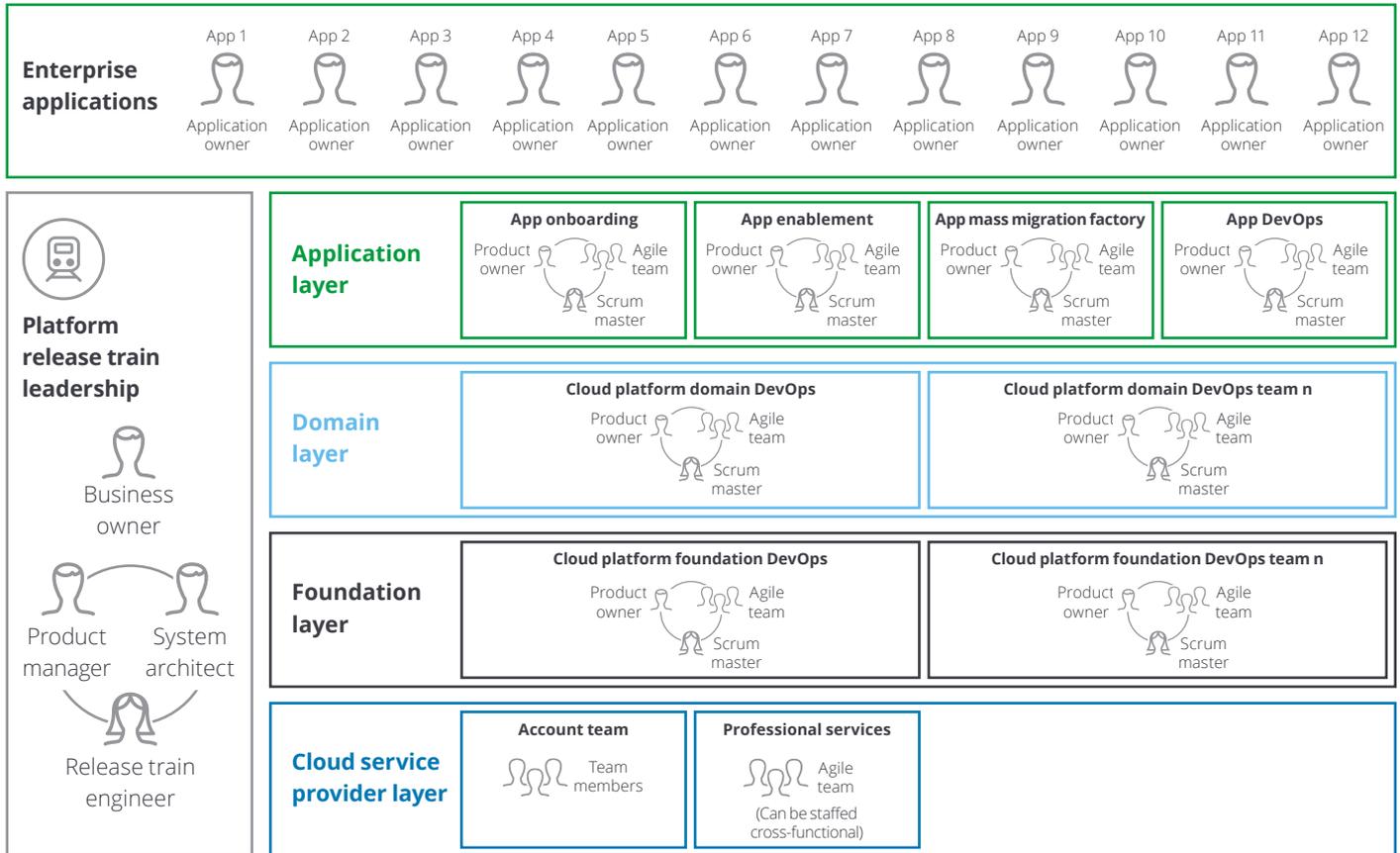
⁴ Not applicable for the cloud service provider's account team.

⁵ Not applicable for the cloud service provider's account team.

⁶ Important practical note: Professional services teams never release and operate on PROD.

⁷ Roles as defined in <https://scaledagileframework.com/>

Fig. 4 – SAFe based tailored agile model for cloud transformation





Sample case:

How our team set-up helps app owners obtain information during cloud transformation

Application owners have a lot of questions during cloud transformation, as more and more new enterprise applications attempt to join the platform. With so many requests coming into the DevOps teams on the cloud platform, they may find it difficult to focus on their core responsibilities. The more applications that join the platform, the longer the response time to those requests, which makes the prospect of onboarding to the platform less appealing. Our approach adds application layer teams to protect cloud platform developers and product owners from becoming the single point of contact. The following provides an example of how app owners can address questions to different points of contact on various teams:

For questions about compliance, the go-live date or platform requirements, the app owner asks the app onboarding team (application layer) for support.

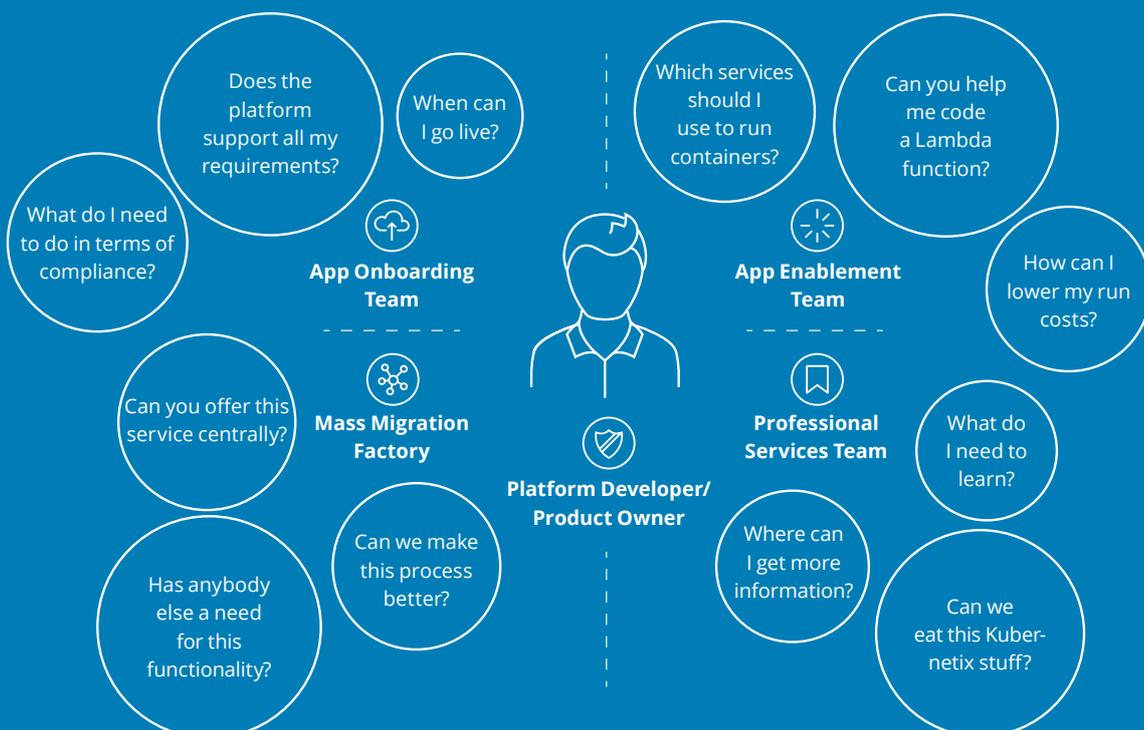
For questions about coding or how to lower run costs, the app owner asks the app enablement team (application layer) for support.

For requests regarding the migration process or centralized services, app owner asks the app mass migration factory (application layer) for support.

For more information about cloud services or the cloud service provider's learning paths, the app owner asks the professional services team (cloud service provider layer) for support.

In this situation, the enterprise application owners obtain the information they need quickly thanks to the support of the application layer and CSP layer, while the cloud platform developers are free to focus on developing the foundation layer and domain layer.

Fig. 5 – Closing organizational and technological gaps



Three success patterns to boost your transformation and foster a change mindset

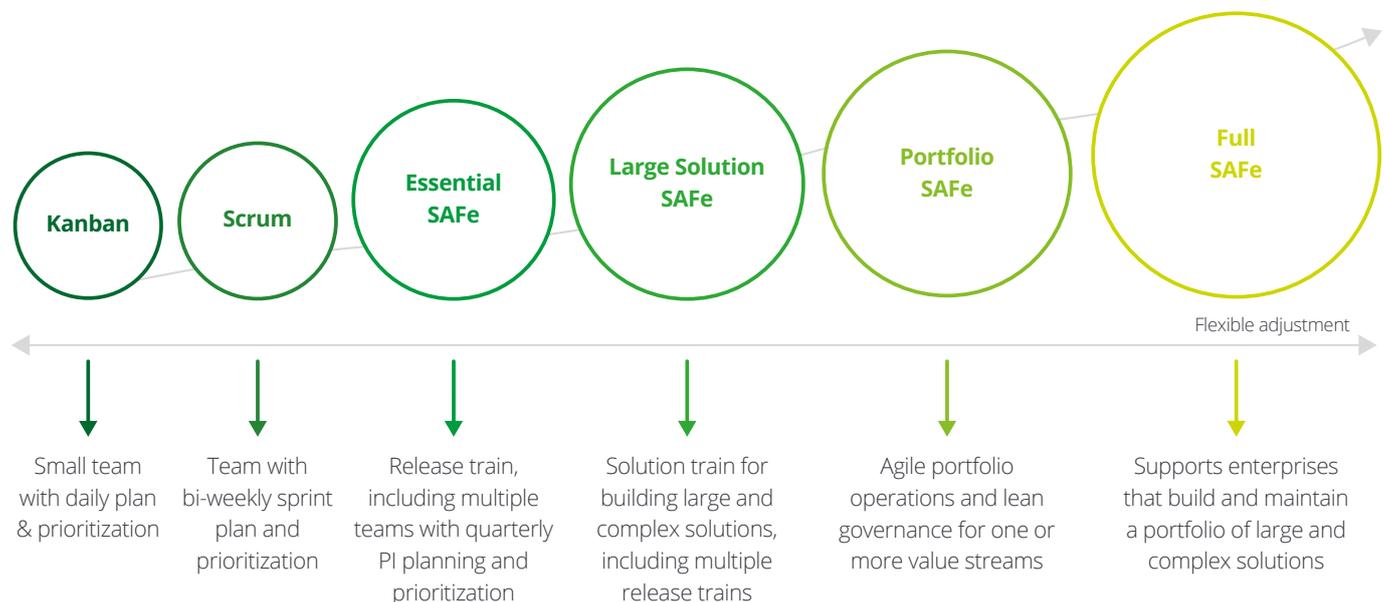
1. Step-by-step agile scaling

When it comes to agile transformation, it is important to remember that SAFe is a versatile framework that can be tailored to fit the size and specific needs of any enterprise. Building on the essential SAFe configuration described in the previous chapter, SAFe offers the flexibility to adapt and scale to the unique circumstances and scope of any initiative.

To avoid overwhelming your teams, it makes sense to introduce agile practices gradually. It is essential, however, to have a "big picture" plan right from the beginning. Scaling agile requires a balance between the current state of the enterprise and your aspirations for the target state.

Guiding an enterprise effectively through this transformation requires robust change and transformation management practices. Based on our experience here at Deloitte, you can expect the best results when you introduce agile practices gradually as part of a structured change process. This approach ensures a smoother transition and leads to sustainable improvement in both the agility and performance of the enterprise.

Fig. 6 – Step-by-step agile scaling



2. “One heartbeat” to promote cadence and synchronization.

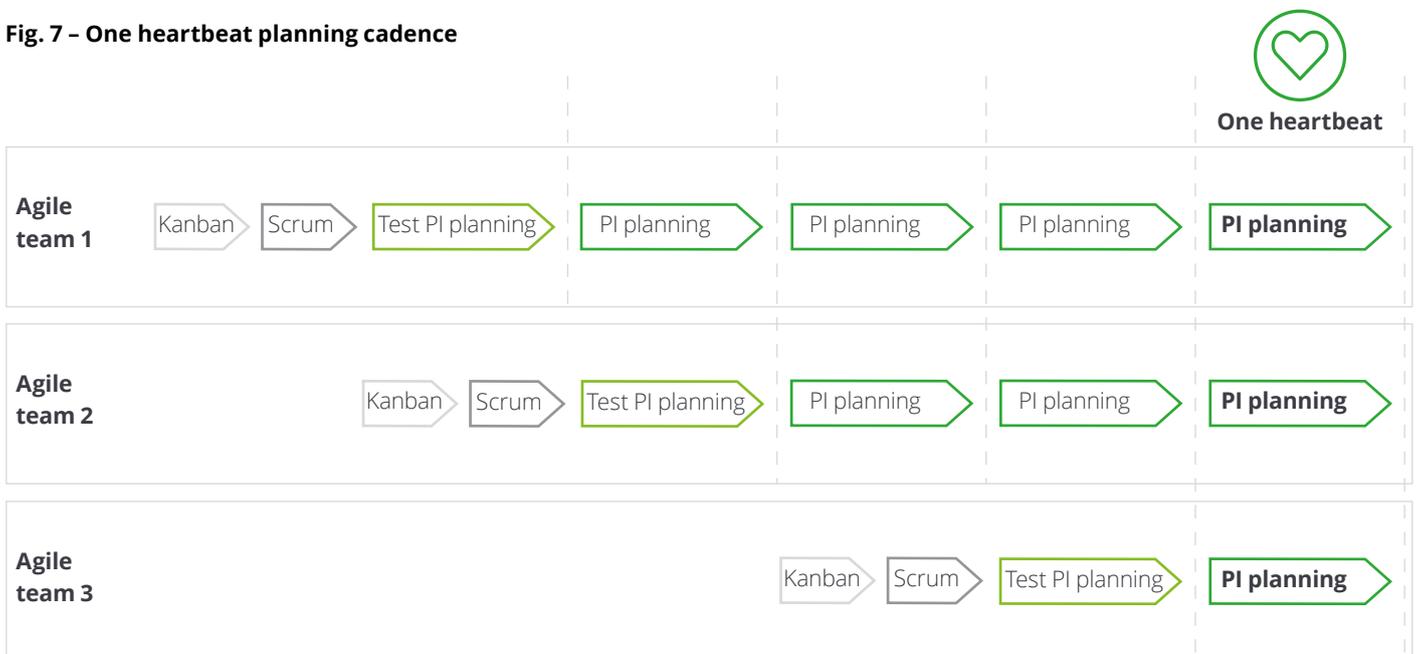
There are countless intricate dependencies between systems and teams on the path to cloud transformation. The guidelines of Deloitte’s adaption of the shared responsibility model help you navigate this complexity, offering maximal latitude on the one hand while judiciously applying governance measures on the other.

The simple fact of these complex dependencies shows just how important it is to synchronize operations among your teams, apply a shared cadence and consistently coordinate efforts. This approach not only expedites your transformation, but also makes for a more structured and methodical process. Managing dependencies effectively is a vital part of the transformation.

SAFe recommends a Program increment (PI) cadence of approximately three months. In this context, applying cadence is a cornerstone that makes the development process more predictable. Teams can understand, resolve and integrate multiple perspectives at the same time with this synchronized approach. Add to that regular cross-domain planning, and your organization will have all the tools you need to navigate the inherent uncertainties in the cloud transformation journey.

Cadence:
 Cadence is a sequence or rhythm of events that provides the steady heartbeat of the development process, making unpredictable events and wait times for new work more predictable, while also controlling the injection of new work.

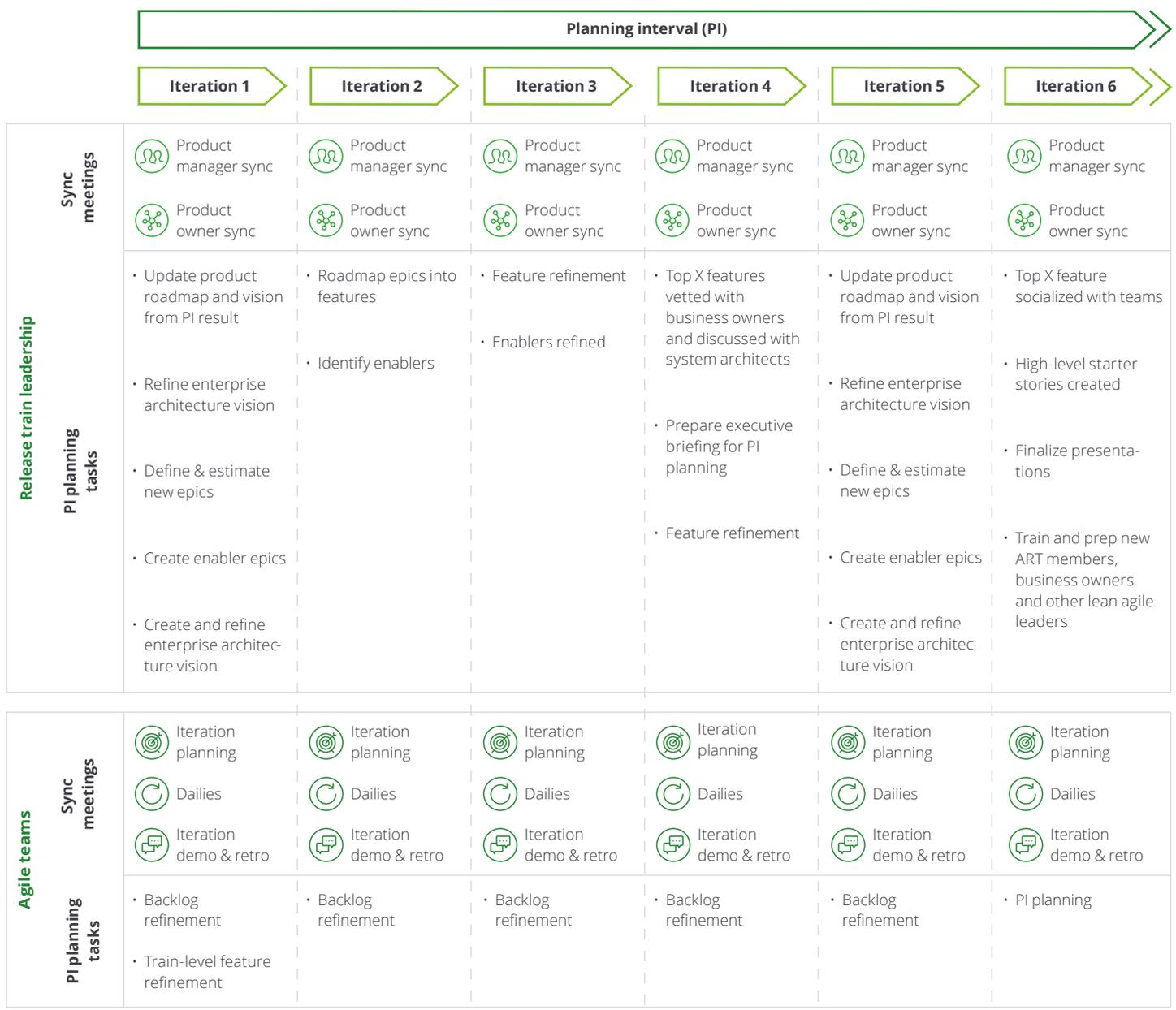
Fig. 7 – One heartbeat planning cadence



Synchronization:

Synchronization allows teams to understand, resolve and integrate multiple solution perspectives at the same time. By leveraging synchronization as a tool within the cloud transformation journey, teams are encouraged to make aligned decisions that lead to better outcomes.

Fig. 8 – Planning interval synchronization



3. Planning horizons

The success of applying synchronization and cadence shows how beneficial it is to align your enterprise's plans and roadmaps – but finding the right time horizon is the key to making those plans and roadmaps truly effective. If your planning horizon is too short, it might jeopardize organizational alignment and effective communication. If your planning horizon is too long, you risk making plans based on assumptions about an uncertain and distant future. Having multiple planning horizons will help you strike the right balance.

Fig. 9 – Planning horizons

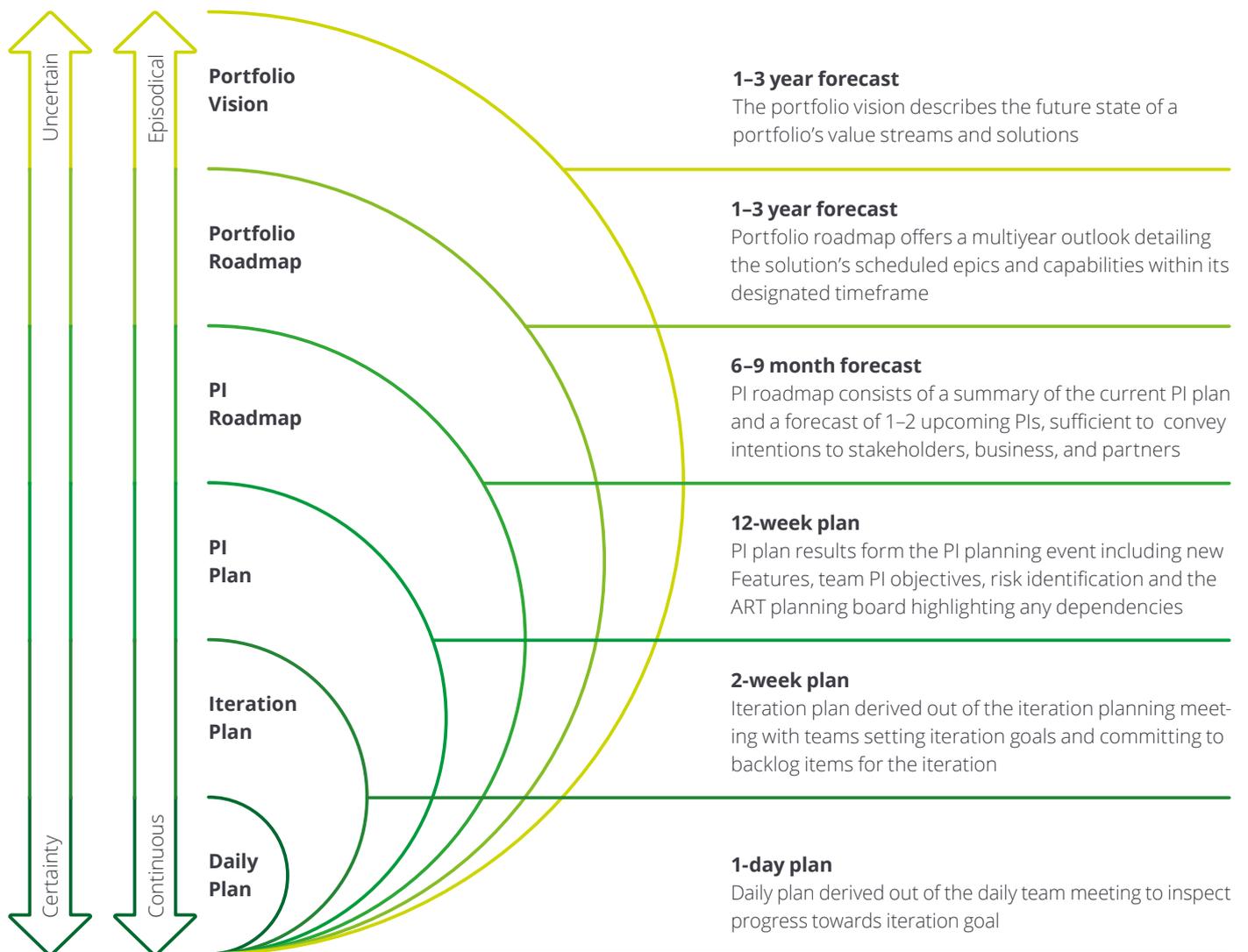
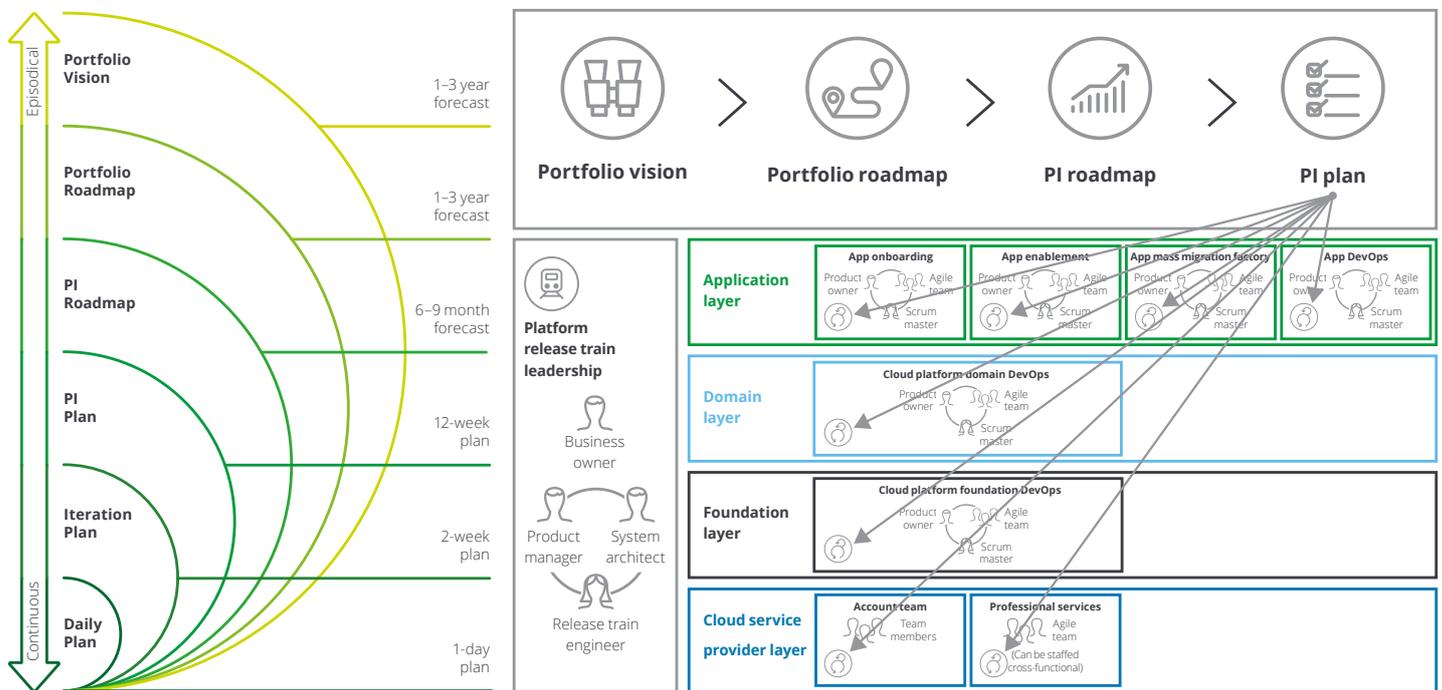


Fig. 10 – Planning horizons and it's integration to the SAFe based tailored agile model for cloud transformation





Conclusion

While cloud technology is extremely promising and rapidly growing, many organizations struggle to leverage its full potential. Deloitte's adaption of the shared responsibility model offers a proven solution to address these challenges, drawing on the best practices from SAFe and insights from our successful track record of client projects.

Our approach promotes a clear understanding of security roles, effective decision-making and enables a robust cloud infrastructure. Thanks to the distinct cloud service provider layer, foundation layer, platform layer, and application layer our framework ensures smooth collaboration with cloud service providers, tailors the cloud environment to your enterprise's unique needs and provides guidance throughout the cloud transformation journey.

We have also identified three success patterns for boosting cloud transformation in our client projects. Firstly, there is no need for you to adopt the full SAFe framework right from the outset. We recommend a gradual approach instead, which will allow your teams to adapt to the new practices and methodologies over time. Secondly, applying a common cadence and synchronization will significantly improve collaboration and overall project outcomes while also establishing "one heartbeat" within the organization. Thirdly, striking the right balance in your planning horizons is critical for achieving effective communication and your business goals, but also avoiding assumptions based on an uncertain future.

By utilizing Deloitte's PoV on Agile@Cloud transformation which has a proven track record of success in our practice, your business can achieve a streamlined, more effective cloud transformation as well as improved team morale, more effective communication, and a culture that values both accountability and compliance. Embrace the cloud with Deloitte's PoV on Agile@Cloud transformation and harness the full potential of cloud technology to drive business growth and the future success of your enterprise.

Glossary

Scaled Agile Framework (SAFe)	“Scaled Agile Framework is a set of organizational and workflow patterns for implementing agile practices at an enterprise scale. The framework is a body of knowledge that includes structured guidance on roles and responsibilities, how to plan and manage the work, and values to uphold.” ⁸
Essential SAFe	“The Essential SAFe configuration provides the minimal elements necessary for agile release trains to deliver solutions and is the simplest starting point for implementation.” ⁹
Large Solution SAFe	“The Large Solution SAFe configuration is for enterprises building large and complex solutions that do not require portfolio concerns.” ¹⁰
Portfolio SAFe	“The Portfolio SAFe configuration provides strategy and investment funding, Agile portfolio operations, and Lean governance for one or more value streams.” ¹¹
Full SAFe	“The Full SAFe Configuration is the most comprehensive version of the Framework and supports enterprises that build and maintain a portfolio of large and complex solutions.” ¹²
Scrum	“A way to get work done as a team in small pieces at a time, with continuous experimentation and feedback loops along the way to learn and improve as you go. Scrum helps people and teams deliver value incrementally in a collaborative way. As an agile framework, Scrum provides just enough structure for people and teams to integrate into how they work, while adding the right practices to optimize for their specific needs.” ¹³
Product Increment (PI) Planning	“PI Planning is a cadence-based event for the entire ART that aligns teams and stakeholders to a shared mission and vision.” ¹⁴
Release Train	“Release Trains are teams of Agile Teams that align to a shared business and technology mission. Each is a virtual organization (typically 50–125 people) that plans, commits, develops, and deploys together.” ¹⁵
Product Owner (PO) Sync	“The PO Sync manages the PI’s scope, reviews progress, adjusts priorities, and prepares for the following PI.” ¹⁶
Product Management (PM) Sync	Synchronization Meeting between the Product Management, to “ensure defining desirable, viable, feasible, and sustainable solutions that meet customer needs and support the development across the product life cycle”. ¹⁷
Planning Interval (PI)	“A Planning Interval is a cadence-based timebox in which Agile Release Trains deliver continuous value to customers in alignment with PI Objectives. PIs are typically 8–12 weeks long. The most common pattern for a PI is four development Iterations, followed by one Innovation and Planning Iteration.” ¹⁸

⁸ <https://www.atlassian.com/agile/agile-at-scale/what-is-safe>

⁹ <https://scaledagileframework.com/essential-safe/>

¹⁰ <https://scaledagileframework.com/large-solution/>

¹¹ <https://scaledagileframework.com/portfolio/>

¹² <https://scaledagileframework.com/>

¹³ <https://www.scrum.org/resources/what-scrum-module>

¹⁴ <https://scaledagileframework.com/pi-planning/#:~:text=Introduction%20to%20PI%20Planning%3A%20A,you%20are%20not%20doing%20SAFe./>

¹⁵ <https://scaledagileframework.com/agile-release-train/> ¹⁶ <https://scaledagileframework.com/essential-safe/>

¹⁷ <https://scaledagileframework.com/product-management/>

¹⁸ <https://v5.scaledagileframework.com/program-increment/>



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