Deloitte.

Planning and Implementing a Cloud Supply Chain Control Tower

G-Cloud 13 Service Definition Document

May 2022

Contents

1 Deloitte Overview

Deloitte LLP is a **leading professional services firm** committed to making an impact for our clients, our people and for society. We have over 20,000 staff based across the UK, providing audit, risk advisory, tax, consulting and financial advisory services to public and private clients across multiple industries.

Across Deloitte – whether as auditors, consultants, financial advisers, analysts or tax specialists – we are **working together** to build trust and confidence, support inclusive growth and develop skills so the UK can thrive. We do this through our **breadth and depth of skills**, and our experience **across industries** and business lines.

Our **public sector practice** serves Central Government, Government Agencies, Local & Regional Government, Defence, Security and Justice, Health and Social Care, Transport, Education and Housing. We also provide services to the Northern Ireland Office, Scottish Government and Welsh Government.

2 Our Cloud Capability

Deloitte Cloud

Deloitte's Cloud Engineering and Cloud-Enabled Services practices have deep business, technical, operational, commercial and transformation expertise delivered by a global team of over 20,000+ Cloud Practitioners, with over 6,500+ certified resources in AWS, Google Cloud, Microsoft Azure and Oracle Cloud. We have 26 global delivery centres, 28 digital studios and 10 Cloud Studios supporting the delivery of cloud services to our clients.

In the UK we have 500+ AWS Certified Engineers, 250+ Google Certified resources, 200+ certified Microsoft Azure resources and a dedicated Cloud Managed Service capability in Belfast. We help our clients with all aspects of their Journey-to-Cloud and optimisation of their cloud and cloud-services investments. Our Cloud practice can support you to define your strategy, build cloud-native applications, plan and implement mass migration to the cloud, remediate your legacy technology systems in readiness for the cloud, optimise your current and future cloud investments, and we provide fully managed cloud services.
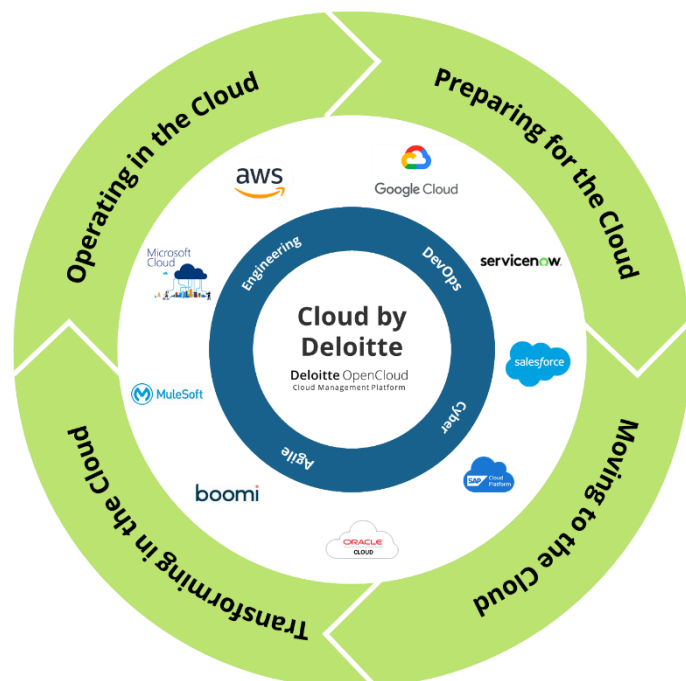
Our Cloud Capabilities

Deloitte's Cloud Capabilities encompass all of the disciplines and practices required to aid your 'journey to the cloud' and to 'optimise your benefits from working in the cloud'.
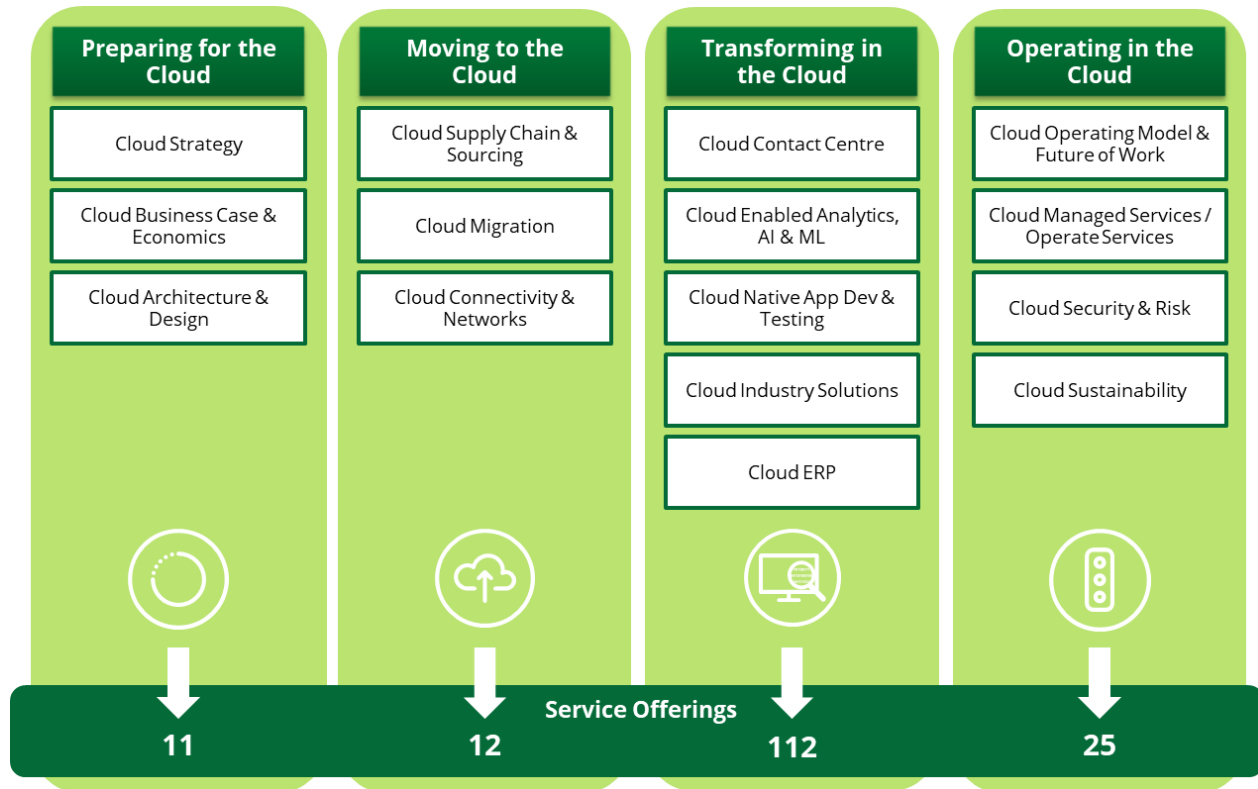
We use our industry expertise, breadth of cloud services, Hyperscaler vendor relationships, and our cloud technology insight to underpin your cloud-enabled transformation programmes and solve key business problems leveraging cloud-enabled solutions.

Our Service Offerings

Deloitte has over 150 Service Offerings listed under G-Cloud 13 covering a broad range of technologies, platforms, support services and client-specific solutions. Our Service Offerings generally fall into four categories, as identified overleaf. We can blend and merge discrete Service Offerings together to meet your specific needs.

Our Service Offerings

Preparing for the Cloud	Moving to the Cloud	Transforming in the Cloud	Operating in the Cloud
Cloud Strategy	Cloud Supply Chain & Sourcing	Cloud Contact Centre	Cloud Operating Model & Future of Work
Cloud Business Case & Economics	Cloud Migration	Cloud Enabled Analytics, AI & ML	Cloud Managed Services / Operate Services
Cloud Architecture & Design	Cloud Connectivity & Networks	Cloud Native App Dev & Testing	Cloud Security & Risk
		Cloud Industry Solutions	Cloud Sustainability
		Cloud ERP	

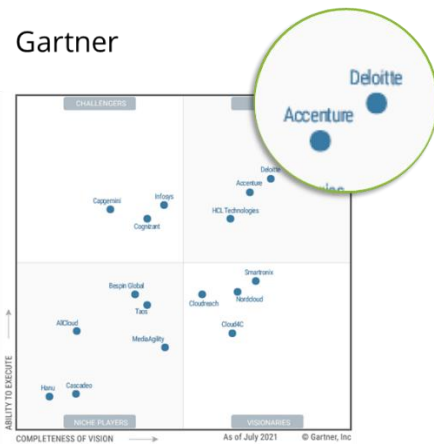Service Offerings

11	12	112	25

Our Credentials

Deloitte is consistently recognised by Gartner, IDC and Forrester as a leader in the Cloud Professional Services and Managed Services markets. We have significant experience in successfully delivering Cloud projects, both small and large scale, for public and private sector clients here in the UK and globally, covering all aspects of your journey to cloud.

We are proud to share the industry recognition we have been awarded for our world-leading experience and expertise:
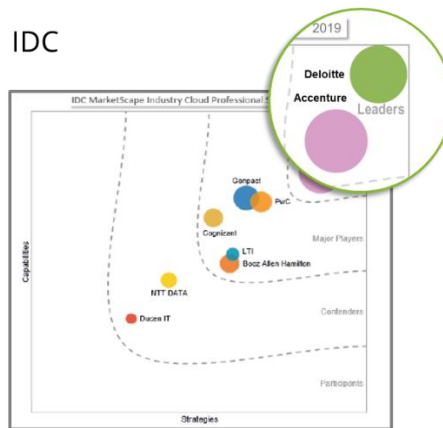
- Named overall leader in the 2021 Gartner Magic Quadrant for Public Cloud IT Transformation Services, and received the highest scores in Critical Capabilities in Public Cloud IT Transformation Services 2021

- Named as a worldwide leader in the 2020 IDC MarketScape vendor assessment for Cloud Professional Services, and recognised as a Major Player Worldwide for Microsoft Implementation Services 2021. IDC analysts remarked that *"Deloitte brings deep industry and domain knowledge to engineer and apply the potential of cloud and disruptive technologies to business opportunities and challenges"*

- Named a Leader in Application Modernisation and Migration by Forrester 2021

- Numerous External Awards for our Alliance relationships, including SAP's No. 1 Global Partner, ServiceNow's EMEA Partner of the Year, Adobe's Partner of the Year (International), and AWS's Innovation in Industry award
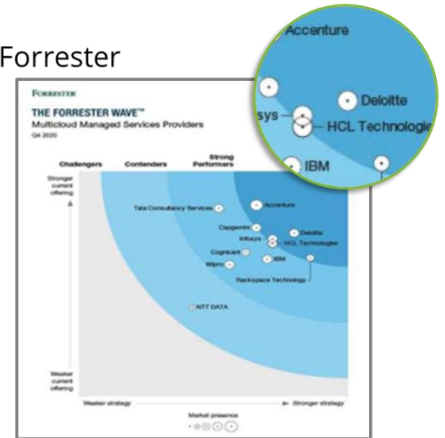
Gartner

Public Cloud Infrastructure Professional and Managed Services

IDC

Industry Cloud Professional Services

Forrester

Multi-Cloud Managed Services

Deloitte is a premier consulting partner with all the leading hyper-scale cloud vendors in the market.

aws partner network

Premier
Consulting Partner

AWS Well-Architected Partner Program

MSP Partner

Solution Provider

Public Sector Solution Provider

aws 500 **CERTIFIED**
AWS PARTNER NETWORK

Premier Partner
Google Cloud

Google Cloud

Google Cloud

Microsoft Azure
*Gold Level Equivalent

ORACLE PARTNERNETWORK

SAP Platinum Partner

Deloitte has several other strategic collaborations with technology vendors. Some examples are listed below.

SAP

"No. 1 Global Partner (2021)"

"2021 SAP Pinnacle Awards: SAP S/4HANA Partner of the year – Large Enterprise"
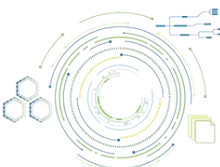
MuleSoft

"MuleSoft EMEA Practice Development Partner of the Year (2021)"

"MuleSoft Global Channels Partner of the Year (2021)"

Salesforce

"EMEA Education Sales Partner of FY21"

"Partner Innovation Awards in 3 categories (Sales, Service & Commerce) (2020)"

ServiceNow

"ServiceNow EMEA Partner of the Year (2021)"

"ServiceNow EMEA Employee Workflow Partner of the Year (2021 and 2020)"

Snowflake

"Global SI Partner of the Year (2021)"

Workday

"Partner Tier: Platinum"

"HfS Blueprint Winner's Choice (2018)"

3   Service Overview

Deloitte leverages a comprehensive suite of cloud based data hosting solutions in order to provide organisations with complete visibility of end-to-end supply chain performance. This range of services is suitable for organisations of all sizes that need to use their supply chain data effectively to identify how to improve performance, reduce costs and drive competitive advantage through the supply chain to meet business objectives. With Supply Chains typically spanning across global boundaries, cloud based data storage and interrogation is essential in order to manage an agile supply chain from any geographical location. Our range of services includes delivering a digitally enabled visual analytics software as a service to interrogate your organisation's data and identify the true root cause of performance that requires resolution. The pre-developed package is designed to tap into your organisations cloud based data storage solutions and deliver effect spanning across a complex network and process inter-dependency management landscape in a short period of time.

Our team of Supply Chain Control Tower (SCCT) experts can help you with one function of the supply chain, for example inventory, or alternatively look across the end-to-end logistics capabilities to support a truly joined up and agile supply chain.

Features of our SCCT services include:
- Deloitte is an experienced advisor to the public and private sectors on the implementation of cloud based SCCTs to drive logistics and wider business objectives
- The cloud based capability spans across the end-to-end supply chain, including procurement contractual data, planning, manufacturing, warehousing, inventory management, and transport. Our SCCT solution considers the spectrum of cloud deployment models, including private cloud, community cloud, public cloud or hybrid cloud solutions
- We are in the unique position to combine specialist experts in each of these supply chain functions with cloud computing technology experts to deliver maximum possible visibility of your supply chain performance and ensure that decisions are made on the most relevant and accurate information
- Our services are suitable for large volumes of structured and unstructured data and are scalable to organisations of all sizes, providing a team of SQL and data visualisation experts to deliver a comprehensive supply chain performance suite
- We can utilise a range of digitally enabled analytics tools for business intelligence, data-management, econometrics, geo-spatial and visualisation tools that link directly into your cloud based data centres, including but not limited to Tableau, QlikView, SAS Visual Analytics
- Results and analysis can be presented in graphical format, summary dashboards or data-sets that can be integrated into other systems
- Unlike other service providers, if requested Deloitte accompanies the supply chain performance suite with an underpinning governance process to embed the management of the end-to-end supply chain into business as usual activities and become a fully functional and intelligent cloud based SCCT
- Deloitte has partners and staff who are specialists in defence, health, justice, police, local government and transport, as well as a breath of private sector industries. We have security cleared staff at BPSS level and higher

Benefits of our SCCT services include:

- A fully functioning SCCT that is integrated seamlessly into your cloud based data solutions to provide all supply chain practitioners access to performance metric irrespective of geographic location
- Data visualisation of supply chain performance to provide accurate and timely management information for effective decision-making and provide the basis for effective management reporting, operational reporting and executive level reporting
- Structured enterprise data management solutions associated with Big Data stored in the cloud
- A proven track record of designing and implementing SCCTs in both public and private sectors
- Access is available to Deloitte's managed analytics capability and other cloud-based analytics services
- Capability transfer, knowledge transfer and skills transfer available
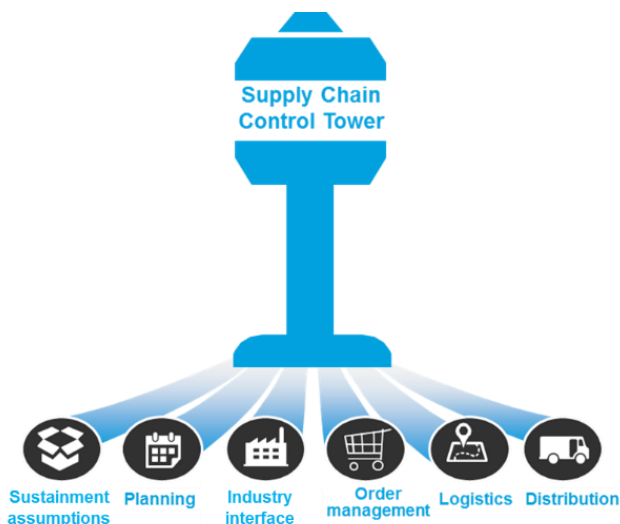
4   Detailed Service Description

4.1   Our Approach

Many organisations have been successful in their journey of standardisation, however, standardisation alone won't be able to deal with today's ever demanding customer needs and significant supply chain complexity. Companies are grappling with challenges such as:

- Fragmented supply chain in a global scale
- Inability to leverage vast quantities of data captured through cloud operating systems resulting in missed opportunities/foresight on upcoming risks
- Uncoordinated business units leading to high cost to serve
- Launch complex / combination products
- Increased customisation requests and internally generated product augmentation
- Fluctuating raw material cost

The organisations that are able to deal with the increased supply chain complexity are able to maximise new product performance in the environment of rapid innovation; minimise mid-long term operating cost in a complex supply chain and diverse product portfolio; and are able to differentiate themselves from competitors through service. Organisations must be able to quickly identify opportunities to manage their supply chain complexity to gain a competitive edge over competitors and maximise their financial performance. Supply chains are becoming increasingly digitalised, with live data tracking of operational effectiveness being sent to cloud servers for audit purposes. Sifting through the vast expanse of data can be difficult thus masking future areas of improvement. A SCCT provides a systematic cloud platform capability that processes all big data captured by your organisation to identify and propose potential solutions for burning platforms.

Deloitte can support you to embed a tailored SCCT capability "nerve centre" that orchestrates and integrates near-term execution across a company's geographically dispersed operational capabilities. It is a cloud platform that enables near-term planning and execution to support tactical decision-making and deliver rapid value. At the core of our proposition, we will look to deliver:

- A capability, not just a tool, spanning across the end-to-end supply chain (including procurement, planning, manufacturing, inventory management, warehousing and logistics)
- Able to support demand and supply exception management
- Driven by a cross-functional team of supply chain and cloud computing experts empowered to make on-the-spot decisions
- Focussed on near-term decisions whilst proactively monitor ongoing future risks
- Informed by the right analytic fact-base
- Incorporating internal data hosted on cloud servers and external data, with potential of employing cloud portability techniques to migrate all data into one consolidate source for analysis

To enable rapid decision making, the SCCT will provide an enterprise application that is component-based, scalable, complex, distributed and mission critical to your organisation. It will support visibility to performance; alerts on exceptions; root cause on key issues; and scenario planning. A Control Tower capability looks to deliver an omni-channel integrated and fully visible supply chain through which future supply chain demands are captured, stored in the cloud and monitored through an enterprise application. In support of a detailed supply chain spend analysis, Deloitte will use a range of analytical techniques and data visualisation templates. Using lessons learned from delivering Control Towers for a range of organisations, both public and private, Deloitte will support you to exploit data managed on your cloud data centres in a simple format to inform critical balance of investment decisions at board level. The ability to scale detail into the Control Tower templates from the underlying data provides the opportunity to

conduct deep dives into specific aspects across the end-to-end supply chain and understand the interdependencies throughout.

The SCCT is a tactical coordinator of the end-to-end supply chain. If requested, this can include a governance process to enable rapid decision making and a clear escalation path, with meetings held weekly or monthly based upon specific events and supply disruptions. The SCCT complements and integrates with longer-term strategic planning processes such as Sales & Operations Planning (S&OP) and Integrated Business Planning, all of which also interface directly into big data stored on cloud based solutions.

Deloitte's SCCT capability has been designed to support you in interrogating cloud stored big data to manage your supply chain across all functions, or alternatively for one specific element that requires particular focus (e.g. Inventory Control Tower). Deloitte can support your supply chain teams to upload all critical data to the cloud, and then build a seamless interface between our software and your cloud servers to leverage a standardised data set and enable you to answer the following questions applicable to one or all of the below elements:

4.1.1   SCCT Methodology

In geographically dispersed supply chains with multiple global, regional and local hubs managing an array of manufacturing sites, warehouses and customer markets, managing supply chain performance consistently can be challenging. Adopting our cloud software interface not only will enable you to monitor your performance indicators, subject to cloud data capture policies and standards, it could also provide real-time visibility of supply chain activity via geo-spatial mapping in order to support you in making intelligent decisions.

Deloitte recognise there are substantial underlying activities that need to be delivered in order to support the wider adoption of a SCCT cloud based solution. The team will use an agile methodology to allow rapid adoption of the cloud based visualisation software, using realisation sprints with specific value realisation after each sprint.

Each realisation sprint will provide incremental capability to your supply chain team by enhancing specific elements of your cloud based solutions and then supporting software adoption and upskilling over a period of time. Activities within each realisation will include functional specifications development, data visualisation interface with cloud based solutions, cloud server integration, data cleanse and conversion, testing, training, deployment and support.

4.2   Inputs

We have assumed that you will be in a position to provide certain inputs to the service, which we have listed here. If you are not in a position to provide all of these inputs then we can discuss options, as it is likely we can reach an agreement to alter our approach to accommodate your situation:

- Access to existing cloud servers and non-cloud based datasets (including transfer of data if appropriate) and data owners
- Process maps of as-is supply chain process and other relevant process details
- Estimated durations of process steps and the drivers to these
- Cost drivers to the process and related parameters
- Your requirements for an effective process and the desired time and cost parameters in which to achieve this process
- Information about the existing technology architecture, including details of digital platforms (e.g. web portals, cloud based data archives, mobile services, CRM, case management systems) and middleware platforms
- How data is currently being used and particular challenges
- Expected changes to the data landscape or types of data collected
- Your ability to host the solution. Alternatives can be explored.

4.3   Your Contribution

Our services are designed to be delivered with you rather than to you. Our service model is designed so you can utilise our complexity management toolkit to apply to your specific organisation with your specific requirements in mind. We have assumed that you will be able to make the following contribution to the work. If you are not in a position to take on these responsibilities then please get in touch to discuss options, as it is likely we can reach agreement to alter our approach to accommodate your solution. Examples of your required contribution are:

- Provision of access to key stakeholders
- Provision of access to the best available information about the existing situation, plans and strategies, with timely response from all stakeholders to data requests relevant to the service
- Provision of dedicated part-time resource to our joint working team. The level of resource commitment would depend on the particular service specification and would be agreed with you initially at the outset and then reviewed as work progresses
- Timely decisions and approvals required to avoid delay in project completion
- Provision of effective working space for a joint client-consultant team in a co-located space, ideally a large meeting room, which we will have exclusive use of for the duration of the project, and in which we can create wall charts and leave working papers without disruption

For some services, the client would be responsible for resourcing maintenance and upgrades. Again we can make this clear at the outset and discuss the options available for Deloitte or the client to carry forward use of tools developed, including capability, skills and knowledge transfer required.

4.4   Outputs

What will you get in terms of deliverables, outputs and outcomes from this service?

Depending on the services you choose, the outputs will vary but some examples are:

- Cloud based visualisation solution to monitor and manage supply chain metrics
- If requested underpinning Control Tower governance operating model to make informed and universally agreed decisions based upon the information provided by the visualisation solution
- Process mapping of business enterprise on one source, with the ability to view through a number of lenses such as actors, locations or process hierarchy
- Ready visibility of your complex supply network of business processes
- Knowledge of who and what is on the business' critical path
- Cloud vulnerability analysis and suggested mitigation strategies against this

4.5   Scale and Complexity

The effort involved in delivering our service is driven partly by what we will do (which we have described in section 2.1 above) and what you will do before we arrive and alongside us whilst we work (which we have described in sections 2.2 and 2.3 above respectively). It is also driven by the scale and complexity of your business situation.

This section describes the scale and complexity that we have designed this service to address. If your business situation is bigger or smaller than this then we can discuss options, as it is likely we can reach agreement to alter our approach to accommodate your situation.

4.6   Exclusions

Our service description in Sections 2.1 to 2.5 above defines the scope of what we will deliver. For the avoidance of doubt, we have listed below any activities that (in our experience) are sometimes expected to be in our scope but which are not included within this service.

Depending on the nature of the complexity management engagement, there may be certain exclusions. These will be defined and communicated when we draft our proposal.

5   Contact Details

Please send your requirement to publicsectorbidteam@deloitte.co.uk. Alternatively, if you wish to discuss your requirements in more detail, please send us the following information and we will be happy to contact you:

1. Your organisation name

2. The name of this service

3. Your name and contact details

4. A brief description of your business situation

5. Your preferred timescales for starting the work.

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