G-Cloud 14:

Cloud and Digital Strategy

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1. Who are Moorhouse Consulting

Moorhouse is a specialist transformation consultancy firm, helping FTSE100 businesses and public sector organisations to turn their strategy into action, through exceptional delivery and a commitment to establishing a culture of change.

- We are experts in **digital and cloud advisory**, including maturity assessments, developing digital operating models and helping our clients to design and implement 'future-proofed' digital capabilities that help to deliver strategic goals.

- We bring **deep sector experience** in Government & Public Services, Education, Transport, Defence and other regulated sectors, working alongside clients such as:
  - The Department for Digital, Culture, Media & Sport
  - The Department for Education
  - The Department for Work and Pensions
  - The National Health Service
  - Transport for London
  - Bank of England
  - Financial Conduct Authority
  - Ofgem
  - Ofwat
  - Office for National Statistics
  - HM Revenue and Customs
  - Cabinet Office
  - Ministry of Defence
  - Multiple Police Services

- Moorhouse have worked extensively across Government sectors and institutions including implementing Agile delivery methodology for Health Departments, managing multiple 3rd party systems integrators and defining the impact of Digital and Data strategy on the operating model.

- We have **specialist service line practices** in Digital & Data, Strategic Design and Customer, working with organisations to design digital services that meet the needs of all their stakeholders.

- We **tailor our methods to our clients'** needs, ensuring that we maximise the impact and efficiency of our support.

- We **genuinely live our values**, bringing a collaborative, facilitative way of working alongside client teams, leveraging our respective skills and experience.

Working with Moorhouse is different. We're committed to your success, not only during a project but for the long term. We help drive the change, while designing and implementing many of the new processes and programmatic frameworks needed to underpin any transformation.

Why Moorhouse

Moorhouse is recognised for delivering excellence in programme leadership and organisational transformation. We support our clients with turning strategic ambitions into deliverable portfolios and programmes, supporting delivery of complex programmes and projects and embedding a culture for the successful delivery of change.

An overview of Moorhouse:

- **Transformation focused** - With a track record of helping the UK's most highly regarded organisations turn strategic ambition into reality.

- **Execution expertise** - With a clear focus on high quality and structured execution, we draw on the best consultants with strong transformation and change credentials.

- **Highest quality consultants** - We select and develop only the best consultants; our junior consultants and consultants have outstanding industry experience, and all of our consultants at the senior grade and above have at least three years of 'upper-quartile' experience gained in a global consulting firm or industry. We are over 200 (consulting staff) strong, with additional access to 200 associate SMEs that we draw on.

- **Different way of working** - Working in small teams integrated with your people ensures that we effectively deliver the results you want. We pride ourselves in leaving a legacy of increased capability in your organisation.

- **Agility** - Our pragmatic approach, coupled with an innovative way of thinking, enables us to flex to your needs.

- **Service Lines** - Business Transformation is underpinned through Service Line expertise in Digital & Data, Customer & Strategy, Delivery & Performance and People & Change.

- **Award winners** - Moorhouse has won an industry award in every year of existence. This includes the Association for Project Management (x2), the Management Consultancies Association (x7) and Finance Monthly Management Consultancy of the Year (x7).

2. Overview of our Digital and Cloud services

Cloud enabled transformation requires a combination of designing a viable future operating model, orchestrating delivery and building capabilities across the organisation. This is all the more relevant when working with cloud-based technologies and services which help enable new delivery techniques, ways of working and agile design approaches.

At Moorhouse, we work across a large range of private and public sector organisations to help them understand and address their most pressing challenges:

- Digital change will **become constant** and it is hard to **rapidly implement** new technology
- The range of digital opportunities is **growing rapidly**, and it is critical to choose the **right technologies** to invest in
- **Emerging technologies** will **fundamentally change** the way businesses operate

We are a trusted strategic advisor and delivery partner for digital transformation. We have **extensive expertise and knowledge** across the digital and cloud technologies, operating model capabilities, and strategy. We bring cloud transformation, delivery and deep specialist implementation skills needed to help you execute each step of the journey. Our Digital and Data capabilities span the fundamentals of your transformation to the very cutting-edge of data and technology.

Digital Advisory			Data Driven Organisations
Digital Architecture & Enablement			BI, Insights & Modelling
Digital Product & Delivery			Data Science Solutions & Services

Our digital and data services	What does this entail
Digital Advisory	We offer impartial and experienced guidance to help embrace new digital technologies that enhance business operations. Working closely with your teams, we'll help you cut through the noise in the market and select the right tools to enable you to deploy innovative new solutions and set up new operating models that position you to succeed. Our offerings include: • Digital Strategy • Digital Op Model • Techn Sustainability • Tech Horizon Scanning • AI & Ethics • Tech Supplier Management • Tech Sourcing
Digital Architecture & Enablement	We support the full lifecycle of designing, building and deploying your new technology solutions. Our team can support you with cloud migrations, technology optimisation, application rationalisation, establishing cost optimisation, finOps and more. Our offerings include: • Cloud Journey • Applied AI • Tech Cost Optimisation • DevOps • Enterprise Architecture Design • Solution Architecture • Platform Engineering • Application Management • Infrastructure Migration

Our digital and data services	What does this entail
Digital Product & Delivery	We deliver the most pressing digital transformation initiatives. The team has expertise in advising and implementing digital products, delivering large-scale enterprise technologies and ensuring technology solutions are embedded into organisations' ways of working. Our offerings include: • Product Delivery • Product Advisory • Digital Tooling • Agile Delivery & Ways of Working • Digital Ethics • System Integration Management • Enterprise Tech Platform • Omnichannel SMEs • Tech Assurance • Tech Adoption
Data Driven Organisations	We help you treat data as a business asset through robust data strategies, which drives governance, quality and mitigates risk. Our support will help you build the capabilities required to efficiently extract value from data. Our offerings include: • Data Strategy • Data-Driven Operating Model • Data Management • Data Governance
BI, Insights & Modelling	We help you uncover the right information to make the right decisions at the right time. With our expertise and independent guidance, we'll help you generate valuable data insights by building and assuring tools and models, developing analytic processes and establishing capability within your organisation. Our offerings include: • Dashboard Development • Modelling • Data Analysis & Insight • Insights and Analytics • Business Analysis

Our digital and data services	What does this entail
Data Science Solutions & Services	Together we can implement cutting edge Data Science and develop your own Data Science capabilities with a focus on improving business decision making and processes. We can advise on Data Science strategy and operational enablement, as well as building and assuring data solutions, leveraging the latest tooling and techniques. Our offerings include: • Data Mining & Statistical Analysis • Data Science Strategy • Computer Vision • Intelligent Automation • Predictive Modelling • Machine Learning Ops • Natural Language Processing • Simulation

Cloud Vendor Relationships

Moorhouse is a technology agnostic transformation consultancy with experience of advising and delivering cloud implementations. Through our parent organisation Expleo, our team has access to specialist Amazon Web Services (AWS), Microsoft Azure and Google Cloud (GCP) capabilities.

Expleo is a Microsoft Gold Partner both consuming Microsoft technologies in the running of the business and the delivery of professional technology services to clients. A large proportion of Expleo client engagements now also involve the use of Microsoft Azure DevOps as an Application Lifecycle Management Solution. In addition, Expleo has partnerships granting it Google Cloud Platform Premium Partner status.

Utilising this experience, we can provide a variety of advisory and implementation support services to clients, including health-checks on the feasibility of migrating environments to cloud; streamline pre-production quality assurance by providing scalable on-demand test environments; cloud solution deployments.

3. Service Definition – Cloud and Digital Strategy

Moorhouse helps clients define their vision, business objectives and technology landscape to define and deliver actionable digital and cloud strategies. This covers an assessment of current strategy and maturity, gap analysis, vision definition, articulation of strategy and roadmap development.

Benefits and value add outcomes

- Sets direction, aligns efforts, and ensures effective decision-making for success
- Clear goal definition to enable collaboration and accelerate progress
- Identify inefficiencies and inconsistencies to drive greater utilisation of cloud
- Quantifies how cloud and digital can support your organisational strategy
- Identifies priority areas, reducing risks and improving strategic focus
- Benchmarks against maturity model, guiding strategic improvements
- Provides clear digital insights on areas which require focus
- Designs efficient IT model, optimising resource utilisation and performance
- Offers actionable recommendations, driving digital transformation and growth
- Financial benefits, including business case development for change

Features

- Setting a 'North Star' and roadmap for moving to cloud
- Definition and development of your Digital vision, governance, and strategy
- Identification of agreed priority areas for strategy and maturity assessment
- Findings baselined against a clear maturity model framework
- Understanding of organisational vision and how strategy will support it
- Clear assessment of digital strengths, weaknesses and priority change areas
- Design of the organisation's target state IT operating model
- Recommendations for developing digital vision, operating model and roadmap

Moorhouse Approach

Cloud and digital technology is evolving rapidly, and organisations are constantly looking for ways to exploit the use of emerging technology. However, organisations are struggling to keep up and face increasing pressures from disruptive start-ups that are more agile, innovative and unhindered by legacy systems and processes. Without a clear strategy, the benefits of cloud and emerging digital technologies will not be realised.
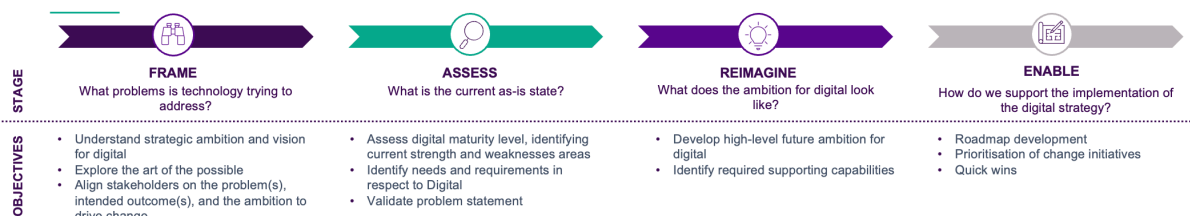
We help our clients articulate strategic objectives, identify capabilities for improvement, and then turn strategy into action by mobilising a portfolio of

transformation programmes. A cloud strategy prioritises initiatives and allows them to be delivered at pace.

Digital and Cloud Strategy Approach: Overview

Key objectives and outputs of each stage of the approach

STAGE	FRAME	ASSESS	REIMAGINE	ENABLE
	What problems is technology trying to address?	What is the current as-is state?	What does the ambition for digital look like?	How do we support the implementation of the digital strategy?
OBJECTIVES	• Understand strategic ambition and vision for digital • Explore the art of the possible • Align stakeholders on the problem(s), intended outcome(s), and the ambition to drive change	• Assess digital maturity level, identifying current strength and weaknesses areas • Identify needs and requirements in respect to Digital • Validate problem statement	• Develop high-level future ambition for digital • Identify required supporting capabilities	• Roadmap development • Prioritisation of change initiatives • Quick wins

When developing a strategy, we start by assessing the organisation's existing processes, including how it links to the overarching organisation's strategy and the extent to which it takes account of the views, needs and perspectives of users and other stakeholders. Then, we follow a flexible approach that includes the following steps:

1. Frame and Assess

In the Frame stage we understand the ambitions and vision for cloud and digital strategy, understand the current strategies in place and start developing the design principles that underpin the vision for cloud and digital.

In the assessment stage, we can provide a maturity assessment and a benchmark against similar organisations and industry standards. Based on our assessment and gap analysis, we then develop a set of options for designing a cloud and digital strategy aligned to the needs of an organisation, the 'baseline' digital operating model, and the preferred SaaS, IaaS, and PaaS cloud solutions.

2. Reimagine

We work closely with our clients to iteratively develop and refine the cloud and digital strategies. We undertake workshops with key stakeholders to validate findings and define digital strategy, review the gap between the current state and the future state and provide an overview of key capabilities required to deliver the future state digital and cloud strategy.

3. Enable

We then focus on enabling the digital and cloud strategy by supporting with the implementation. To do this effectively, we focus on:

- **Innovation** – outlining how an organisation will take a step up from running digital experiments to business wide digitalisation and cloud adoption.

- **Roadmap –** helping organisations translate a strategy into an actionable roadmap to mobilise, source, deliver and embed cloud change. The roadmap provides the changes and projects required to deliver the strategy, including processes, people skills, and requirements for technology solutions.
- **Operating model options** – cloud-enabled organisational capabilities including governance, processes, people, skills, and culture.
- **Architecture and technology options** – outlines a cloud solutions architecture required to deliver the strategy.

Validation of the strategy and the roadmap is critical to ensure that the client is comfortable with the actions required, and stakeholders across organisational functions.

To establish the affordability and deliverability of implementing the preferred cloud strategy, we define the 'route to transformation' in an implementation roadmap, identifying gaps between current and future states, prioritising, and sequencing cloud projects, and confirming resource requirements and critical risk management plans.

We can provide a simple cost model for considering different cloud investment/scope/duration options and a high-level view of proposed performance indicators against each roadmap element.

Our key deliverables are:

1. **Cloud and Digital strategy**

   - Vision and cloud strategy aligned to your strategic objectives
   - Clear articulation of strategic direction which is accessible for all stakeholders
   - Set of strategy principles which shape the roadmap and guide implementation

2. **Roadmap for change**

   - Prioritised roadmap comprising of a set of people, process and technology changes, scale of change and resources to deliver the desired change
   - Recommendations to ensure alignment with your architecture, recognising practicability and affordability constraints.
   - Identification of value from investment and plan to support mobilisation.

We believe that a robust cloud strategy is built around four capabilities for a digital enterprise – we call this the Digital Ecosystem. We use this to help implement future-viable and cost-effective operating models and enable cloud-based (Software-as-a-

Service, Platform-as-a-Service, Infrastructure-as-a-Service) solutions. In our experience, data is at the heart of the digital ecosystem, and is critical for each of the four capabilities that organisations must develop in the digital age.

The capabilities are:

- **Digital Customer**: applying emerging technologies and developing digital channels to enable a better customer experience, to engage, attract, and retain customers, to develop better insights and to deliver higher value.

- **Digital products and services**: innovatively embedding digital solutions into existing and historically non-digitised products and services to deliver new value, better insights, and engage and delight the customer.

- **Digital workforce**: providing the workforce with new ways of working and digital solutions to make their work easier, faster, more flexible, and more engaging, and ensuring the workforce embraces the digital environment.

- **Digital infrastructure and operations**: empowering organisations with digital solutions that lead to efficiency and agility and streamline their entire physical and industrial environments including supply chain, manufacturing, and operations.

Digitising the business with the right mix of cloud and emergent technologies requires transforming how the business manages its customers, products, workforce, and operations – essentially, the four elements of its ecosystem. An effective cloud strategy defines these target capabilities and new operational ways of working.

How we provide planning services for the implementation of cloud hosting or cloud software

Moorhouse can conduct a comprehensive analysis of the current maturity level and existing technologies within the organisation to identify potential opportunities, benefits, and risks associated with leveraging cloud services. This assessment allows us to develop a tailored strategy that aligns with the overarching business objectives whether advising buyers already using cloud-based services or just beginning their journey.

Following this assessment, we create a range of options and recommendations to enhance the cloud strategy based on identified gaps. These recommendations form the basis of a comprehensive vision and associated strategic documentation, which may include a business case for change, transformation roadmaps, or the design for the new IT target operating model.

Furthermore, we offer extensive support throughout the implementation process, including business analysis, business case preparation, requirements gathering, vendor and software selection, and change management across the organisation's

structure, processes, and cloud technology. Upon approval of the business case, we provide detailed support for implementation planning, designing specific cloud services, and defining the necessary skills and processes required for successful adoption.

How we help buyers migrate to the cloud or between cloud services

Moorhouse can support organisations to identify clear requirements to meet their strategic vision from selecting cloud providers and supporting them through defining their migration strategy to implementing cloud transformations.

We conduct a detailed analysis of the organisation's current infrastructure, applications, and business requirements to develop a tailored migration strategy. This strategy encompasses factors such as data migration, application compatibility, security considerations, and cost optimisation.

Following the assessment, we devise a migration plan that outlines the sequence of steps, timelines, and resources required for a smooth transition. This plan includes strategies for minimising downtime, ensuring data integrity, and mitigating risks associated with the migration.

4. Where we have done it before

Moorhouse has significant experience in turning cloud and digital strategy into action in Government and Public Services and the Private sector. This shows that Moorhouse is best placed to support you on your digital and technology journey.

	Context and what we did	The value we delivered
Ambulance provider	A critical ambulance service had limited technology and data utilisation in their operations. Moorhouse delivered a digital strategy by performing a current state assessment and analysis of processes. This was followed by leading strategic and tactical projects, including cloud solution implementations.	We identified cloud improvement initiatives to realise the clients' strategy. This provided the client with a clear vision to orient their organisation and a complex partnership towards a more digitally enabled service that provides an enhanced experience to patients.
Health institute	The client operated separate IT and Digital functions that needed integrating to maximise the value from using cloud solutions. We led the development of a joined Digital, Information and Technology strategy for the team, as well as defining the new operating model.	We completed interviews, surveys, and workshops with senior leadership, and iteratively developed a new strategy. By assessing functions and the technology stack, we provided a high-level roadmap for delivery. The strategy informed the requirements for new roles in their team that develops and operates cloud solutions.
UK Regulator	Moorhouse led development of a bold new strategy aimed at driving client value from exploitation of data and the cloud. We identified current strengths and opportunities, challenged current processes, and worked closely with the data strategy portfolio team to contextualise strategy and steer its realisation.	We created a strategy that provided a bridge between the high-level, strategic direction and the means of implementing the data strategy and cloud within the organisation.
Transport Provider	Following several acquisitions, the client invested in a data excellence function to best use group-wide data and the cloud. Moorhouse developed	We brought clarity and vision to what 'good' looks like for a central cloud-enabled data function and what the outcomes each operating business should expect. The

| | and defined the strategy with senior management for the group function, as well as the operating model for the function, including all services, engagement models, organisation roles and responsibilities and processes. | commercial data warehouse was rolled out effectively, consolidating all commercial data and reports into a single governed process and system. |