G-Cloud 14:
Cloud Project and Programme Transformation

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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 – Programme & Project Management

We specialise in cloud project and programme transformation. Moorhouse provides project expertise through strong technical delivery experience and using best practice capabilities to deliver cloud-based services. Moorhouse designs, mobilises, leads and delivers projects, programmes, and portfolios, also designing effective governance structures to provide assurance of successful delivery of cloud-based solutions.

Benefits and Value add outcomes

- Cloud transformation projects are delivered on time and within budget
- Roles and responsibilities are clearly defined within cloud-based delivery structure
- Focused programme governance ensures issues are actively managed
- Objectives and benefits of your cloud transformation are realised
- Proactive and pragmatic management of cloud implementations risks and issues
- Structured approach for cloud delivery, from start-up to benefits realisation
- Capabilities and increased skills are proactively transferred into organisation
- Clients are set up for future success with cloud adoption

Features

- Cloud programme visibility and control are ensured through pragmatic frameworks
- Support with cloud business case development
- Prioritisation and delivery of cloud programmes aligned with business direction
- Cloud programme benefits realisation strategy developed and implemented
- Access to the Moorhouse Change Management methodologies
- Access to a full toolset and defined methodologies for assurance.
- Strategic plans are translated into a roadmap of cloud initiatives
- Create high-level plan and planning hierarchy linking to detailed plans
- Experience in Prince2, MSP, P30, MoP, Agile within cloud environment
- Programme managers and teams experienced in multiple diverse technology engagements

How we help buyers plan how they'll implement cloud hosting or software services

Moorhouse works with a wide variety of organisations to play a leading role on cloud-based implementation programmes, both single and multi-supplier. Selecting appropriate suppliers and establishing workable agreements is critical to successful cloud implementations. We understand how essential it is that all parties share a

common understanding of the commercial approach, delivery methodology and individual responsibilities.

Key activities include:

- Define supplier requirements and sourcing strategy
- Create an objective supplier evaluation framework
- Guide organisations through the supplier selection process
- Define the stakeholder engagement roadmap
- Establish a multi-supplier engagement and delivery approach with clearly understood responsibilities
- Coordinate cross-supplier engagement and ensure common reporting, escalation and delivery methodology in place across all parties

Moorhouse Approach

Cloud and software services transformation projects are inherently complex and carry risk of failure or cost overruns. Strong Programme Management with an understanding of the Technology lifecycle can reduce risk and maintain control over delivery. We deploy Programme and Project management expertise and are experienced in delivery through both agile and waterfall methodologies.

Our approach is categorised by 4 key areas:

Shape & Mobilise

The way cloud related programmes and projects are designed makes a critical difference to their delivery. We apply our multi-sector expertise and our scalable pragmatic approach to ensure that technology delivery programmes are set up for success. Moorhouse specilises in aligning requirements to programme objectives; establishing cross functional teams specific to client requirements; sourcing suppliers; establishing robust governance and reporting mechasims; and developing detailed programme and project plans.

Lead & Deliver

We have led some of the UK's most challenging implementation initiatives and understand what it takes to successfully deliver large scale Cloud transformation programmes. Our Programme & Project managers bring the stakeholder community on the change journey and ensure delivery of agreed outputs and outcomes.

Enable & Embed

We help our clients to transition new cloud solutions smoothly into Business As Usual. Building on best practice models and our own in-depth experience, we can help to assess existing capabilities, identify gaps and develop the right capabilities to successfully deliver strategic plans.

Assure & Recover

Leveraging our extensive technology implementation experience, we can provide expert assurance of solution, supplier and programme structure. Our action orientated recommendations allow clients to respond decisively to their most significant challenges.

4. Where we have done it before

Moorhouse have significant experience in turning cloud and digital strategy into action in Government and Public Services and the Private sector through strong Progamme & Project Management. What this shows is that Moorhouse are best placed to support you on the digital and technology journey.

	Context and what we did	The value we delivered
Energy Provider	The client embarked on a business transformation programme to consolidate disparate Finance, Procurement and Financial Reporting processes and systems across their two retail organisations. The programme would implement a single cloud-based platform using Oracle ERP and EPM solutions, migrating both organisations onto the new system, allowing retirement of legacy applications, and enabling the creation of a single core services function to support the retail business. Moorhouse led the Programme & Project Management to deliver the full technology suite across 2 releases. We managed the full delivery cycle for business case development through implementation phases and Go-Live before transitioning to Service Delivery teams.	The system successfully went live, providing a single Finance and Procurement system to the client customers organisation enabling consolidated information in a cloud based solution across organisations.
Telecoms & Media Provider	A leading streaming service embarked on a strategic initiative to merge its cloud-	Over a span of two years, our project management expertise facilitated the successful merger of

based technology stack with another prominent streaming platform. Our role as project managers focused on the data and marketing technology (martech) aspects, ensuring a seamless integration across both platforms.

The primary challenge was to assess and integrate the diverse product features of both platforms. This involved a meticulous evaluation to determine which features could be merged with the incumbent system and identifying new functionalities that needed development.

Our approach was methodical and collaborative:

- **Feature Assessment:** Conducted comprehensive reviews of both platforms to understand and document the existing features and capabilities.
- **Integration Planning:** Developed a detailed roadmap for merging the platforms, focusing on maximizing compatibility and retaining critical functionalities.
- Migration management: Tracked and managed all migration actions, including dual-run considerations and rollback processes.
- **New Development:** Identified gaps in the combined feature set

the two technology stacks into a unified global platform. This consolidation led to significant outcomes:

- **Cost Reduction:** Streamlined operations and reduced redundancies, lowering overall operational costs.
- **Increased Innovation:** Created a robust environment for rapid development of new features, enhancing competitive edge.
- **Faster Development:** Improved agility in product updates and feature rollouts, increasing speed to market.

	and spearheaded the development of new features to enhance platform capabilities and user experience.	
Payments Provider	The client was transforming its Finance function following a global merger. This involved the installation of a new cloud-based technology and implementation of a solution which is scalable, efficient and effective, with the capabilities to drive and create value. Following selection of the new ERP platform (Oracle), the client sought to establish the supply of programme implementation services for the Finance Transformation Programme.	Moorhouse led the procurement process through Programme & Project Management to select the delivery partner. The team established a structured procurement programme that: • Established selection strategy and planning • Generated RFP documents • Developed evaluation criteria and scoring matrix • Led prospective supplier interviews and evaluations