



G-Cloud 14

Cyber Security

Lot 3: Cloud Support Services

September 2024

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1 BCG'S CLOUD SERVICES

We understand the challenges of moving to Cloud.

Cloud services are essential to every modern private and public sector organisation: they support public service delivery, enable collaboration and productivity, and allow organisations to adapt, scale and transform their operations orders of magnitude faster than traditional “on premise” infrastructure. These well-understood benefits mean that transition to the cloud is far from a new phenomenon, and most organisations now have experience of using software, platforms or infrastructure as a service. That said, public sector organisations can do much more to unlock the full value of the cloud. We typically see four main challenges holding back organisations from releasing this value:

Challenge

How we can help



Overcoming preconceptions

“The Public Cloud is insecure”...
“Traditional technology vendors are not innovative”... “Moving to the cloud always has a good business case”...

Our extensive experience in Cloud Transformation means we understand where constraints and opportunities truly are, and how to design projects to address them.



Analysing a highly complex start point

Aggregation of data across vendors/ systems is difficult, and analytics for each supplier are often unique. Not to mention that businesses often do not have a clear picture of their application landscape and estimating the potential of a cloud project is difficult.

We use our proprietary tools to diagnose readiness, including the use of our code-scanning SaaS CAST software to identify risks, costs and cloud readiness of the application estate.



Designing a future organisation

Cloud breaks new ground across an organisation; CapEx moving to OpEx, new technical, operational and vendor management processes, new security...

We have worked extensively with organisations to design business and IT functions that support cloud ways of working.













Planning a seamless transition




Often, end-state architecture and application migration plans are not defined.






Our experienced architects in DigitalBCG can support you in producing a realistic and ambitious target state that recognises the reality of needing to “keep the lights on” during transition.

We have a suite of best-in-class services designed to address these challenges.

Our work encompasses the full range of cloud advisory and support services, across the full lifecycle of a cloud project. Each service can operate as a standalone project, can be combined with other services, or be modified to meet your specific requirements.

 STRATEGY Diagnose (true) problem(s) Understand the opportunity and value Set the ambition and defined roadmap	 SOURCING Explore market Set up procurement for success Select partners	 TOM and ORG Set baseline Design TOM and Org Set the implementation plan and support delivery	 IMPLEMENTATION Design target state architecture Outline detailed implementation plan Support delivery	 E2E SERVICE TRx Baseline services Prototype and scale solutions Reform systems and capability
 CYBER Assess cyber culture, awareness, risk, maturity and resilience Set the ambition and define roadmap	 ANALYTICS Identify and prioritise use cases Deliver proof of concept Scale up highest value use cases on Cloud	 DE-RISKING Diagnose issues Plan resolution roadmap Provide ongoing QA support to high value projects	 COST REDUCTION Assess IT complexity and digital readiness Design and deliver cost reduction initiatives	 ERP TRx Business and IT design authority Benefits delivery PMO and programme governance

Service	Your situation	Illustrative outputs
 Strategy for Cloud-based transformation	You are considering how to approach your cloud project, how to secure investment, what the benefits will be, how long the project will take, and what the high-level target state will look like.	<ul style="list-style-type: none"> • Technology baseline • Business case • Target state definition • High level TOM • Initial sourcing strategy • Implementation plan
 Sourcing and procurement advisory for Cloud	You are considering who within the market can provide your desired cloud services, how to approach them, and how to extract the best possible value from a procurement.	<ul style="list-style-type: none"> • Sourcing strategy • Preparation of RfP • Vendor evaluation & selection • Contract terms & structure • Contract negotiations
 TOM & org design for Cloud	You are considering how your organisation will need to change to support a new cloud service or services.	<ul style="list-style-type: none"> • Op model & org baseline • TOM design • Gap assessment • Implementation plan

 Cloud implementation planning and support	<p>You are considering how to execute a cloud project, whether that be migration of existing apps, implementation of a new service, or improving the functionality of an existing service.</p>	<ul style="list-style-type: none"> • Business case • Architecture target state • Implementation plan • Execution support
 Cyber security	<p>You want to review the security of your cloud services and organisation, want to build your cyber capabilities or standards, or build a roadmap to improved cyber security.</p>	<ul style="list-style-type: none"> • Immersive cyber-attack simulation • Cyber culture, awareness, maturity & resilience assessment • Quantified cyber risk • Cyber improvement roadmap
 Analytics on the Cloud	<p>You are considering where advanced analytics or AI can be applied to drive value, want to build a proof of concept, and / or are considering how these use cases can be scaled using the cloud.</p>	<ul style="list-style-type: none"> • List of potential AI and advanced analytics use cases, with estimate of value • Proof of concept delivery • Architecture target state • Implementation plan • Execution support
 De-risking a Cloud project	<p>Your cloud project is failing and you want to design specific interventions to bring it back on track; you want to ensure that a new project is set up for success; or you want to supplement your teams' expertise with an independent expert advisory function to ensure a project stays on track.</p>	<ul style="list-style-type: none"> • Embedded BCG "activist PMO" in large projects • Embedded BCG QA function for medium projects • Light BCG QA function for medium projects with specific expertise needs • Project health check and remediation plans for small projects
 Cost reduction to support Cloud services	<p>You are looking to reduce costs in your IT organisation to support a transition to cloud services.</p>	<ul style="list-style-type: none"> • IT complexity and digital readiness assessment • Cost and risk driver report • Cost reduction initiative design and delivery



E2E Service Transformation

You would like to either build or improve a internal or customer service running on the cloud. You want to run a discovery on either the key requirements for that service or the key issues in an existing service, and rapidly design and build the new or transformed service.

- Service baseline
- End-to-end service redesign
- Rapid prototyping
- Scaled AI and Software solutions
- Reforms to systems and capabilities



ERP Transformation

You are embarking on, or delivering an ERP transformation, and want to improve control over benefits delivery, transparency over performance and programme decisions, and simplify and accelerate delivery.

- Business and IT design authority
- Simplified DDP architecture
- Readiness measures and resource demand visibility
- Substantiating value

2 WHAT IS OUR CYBER SECURITY SERVICE?

Cybersecurity is top of mind for regulators and business leaders across the globe, with a recent study estimating the global cost of cybercrime to exceed a staggering \$6 trillion annually by 2021¹. This concern is growing even stronger against the backdrop of increasing utilization of cloud and hybrid delivery models, which bring new value potential, yet also result in a changed attack surface and risk profile. Despite this, cybersecurity is still often wrongly seen as merely a technical issue; a BCG study found that only 28% of data breaches were caused by inadequate security technology.

BCG takes a holistic approach to cybersecurity comprising people/organisation, process, and of course, technology. Informed by experience from a vast number of projects (200 cyber projects in the past 24 months alone), we provide services in four key areas

- Cyber resilience maturity assessments and evidence based cyber strategy design
- Cyber risk analytics and management support
- Cyber capability build
- Cyber industry and ecosystem advisory

Some of the key tools in our cloud cybersecurity arsenal include:



Cyberattack simulations

Immersive cyberattack simulation for senior leadership based on real-world cases



Culture and Awareness Assessment

Cyber culture and awareness survey co-developed with MIT to measure employee perceptions and behaviours with respect to security, to enable targeted improvement plans



Risk Quantification

Scenario-based risk workshop sessions to explore an organisation's cloud cyber risk profile, and quantification of value at risk and an organisational risk tolerance



Maturity and Resilience Assessment

Comprehensive health check of cybersecurity capabilities and gap analysis (including cloud) with recommended remediation initiatives



Strategy and roadmap

Post-assessment program design and blueprint to bring cybersecurity to target maturity, integrating cloud aspects



Ecosystem advisory

Assist public organisations with developing cybersecurity standards, ecosystem building, and questions around ecosystem related risks

Digital transformation without integrated cybersecurity carries huge risks - our deep and global bench of cybersecurity experts are ready to help you towards a safer journey.

¹ Mastering Cybersecurity with BCG, 2019

3 WHAT IS OUR APPROACH?

Depending on the scope of your requirement, our approach encompasses assessment, target state design, and support in implementing changes.

Phase 1: Baselining



Maturity Assessment

Collect and review data and documentation describing the current state of the organisation and technology, run assessment sessions with key stakeholders (from top management to operational experts) to assess the current resilience state and gaps relative to the client ambition level and risk appetite.

Phase 2: Designing target landscape



Develop cloud security strategy

Defining a cloud security strategy, drawing on industry standard frameworks, from appropriate controls and existing best practices mapped into a single consolidated control view in congruence with assessment results.



Design new cloud security operating model

Creation of new cloud security governance and operating model aligned with business line cyber security requirements, and consistent with cloud regulations. A blueprint of the technical architecture necessary for securing cloud workloads is constructed, and aspects of (the commonly found) hybrid cloud environments are taken into account if and as needed.

Phase 3: Rollout



Implementation roadmap

Drawing on BCG best practice and expert experience, create a roadmap of the cloud security transformation programme required to close the gaps and move towards the target state, informed by requirements and resource and budget constraints.



Ensure sustainability

Develop guidance for maintaining and updating the cloud security framework established and build the organisational capabilities for operating reliably at the required cloud security maturity level.

4 WHERE HAVE WE DELIVERED VALUE ELSEWHERE?

BCG has delivered cybersecurity strategy projects to clients across the globe both in the public and private sectors. An illustrative selection of these is below:

Government Agency

A Government Agency was deeply concerned about frequent breaches and sought our advice to improve their cyber-resilience and security awareness.

Impact realised

- Significantly decreased the likely impact of future cyber-attacks with the creation of a new cybersecurity rapid response function
- Set course to continue improving national cyber resilience with new operating model for cybersecurity center of excellence and forensic lab

Global Insurance Company

The rapid pace of execution of a cloud-based tech platform created gaps in the client's current cloud security environment. These identified gaps need to be addressed quickly as they could pose substantial technology and cybersecurity risks to the client.

Impact realised

- Aligned existing security op model with cloud governance and planning
- Codified processes in playbooks and actionable self-service checklists
- Refined micro-segmentation architecture approach
- Provided positive incentives for engaging in security activities for all participants

Global Industrial Goods Manufacturer

The client lacked a strong understanding of their cyber risk exposure and security maturity profile. They recently launched new digital products leveraging cloud technology and wanted BCG's help in order to get a foundational understanding of their changed risk profile, and sustainable ways to address the new cyber risk situation.

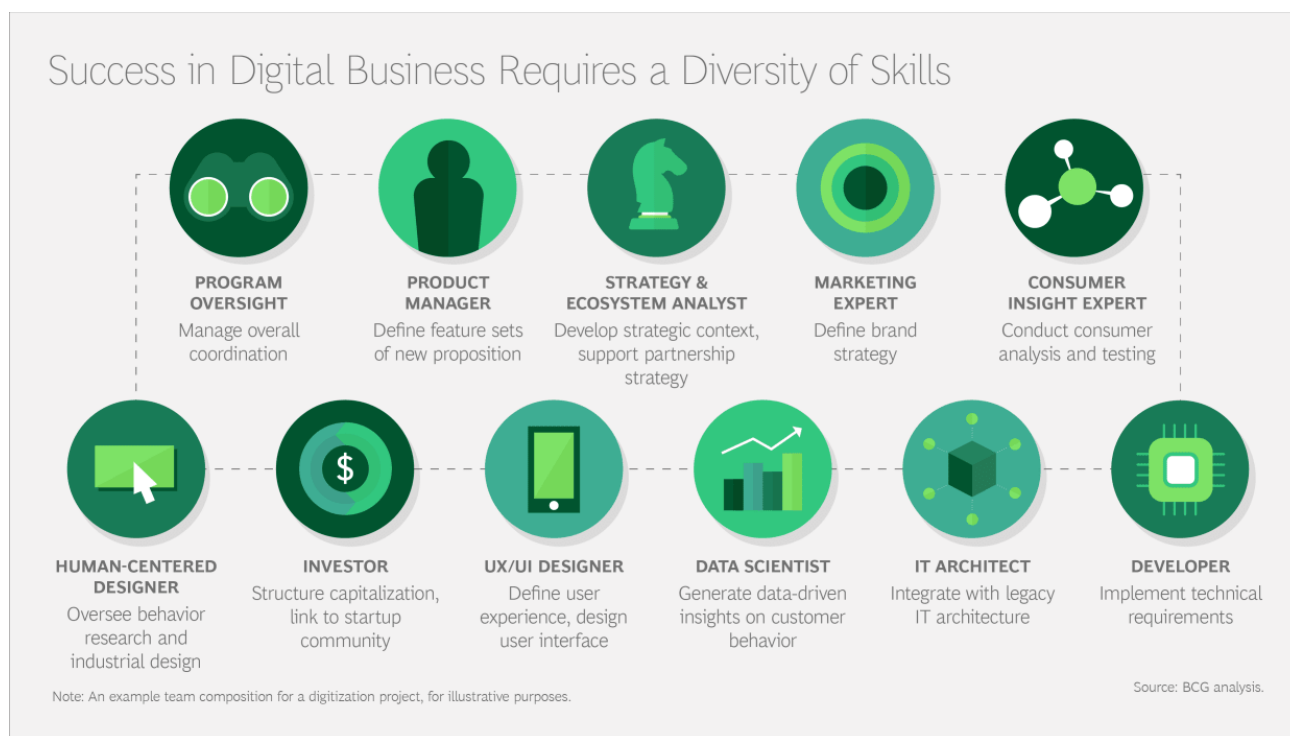
Impact realised

- Discovered key gaps, assessed current maturity, and required level of cyber security capabilities
- Instituted cyber de-risking approach pilot and began de-risking digital projects
- Planned and are supporting execution of 40+ cyber transformation initiatives to transform cyber maturity level from ~1 to ~3 (on a 0-5 scale)

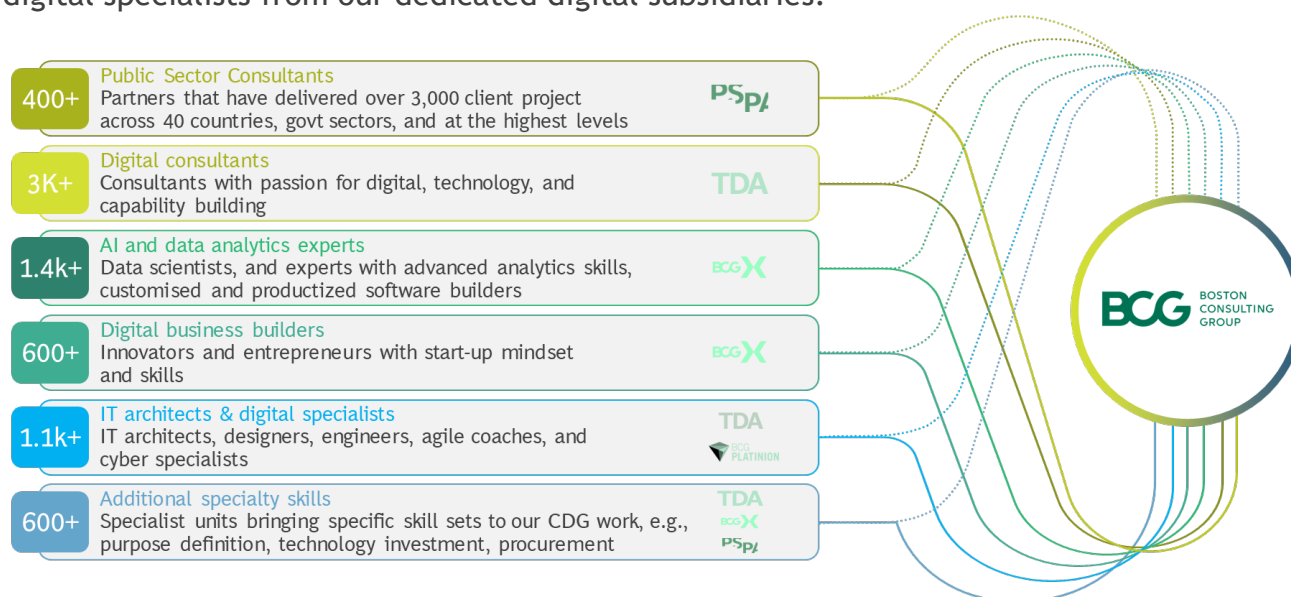
5 WHY BCG?

Digital technologies are transforming every aspect of business—and no turnkey solution will equip you to keep pace. BCG engagements are designed to deliver immediate value, while also building the capabilities, processes, and mind-sets necessary to sustain your digital transformation.

Governments and public sector agencies that are succeeding in the digital world are those who embrace digital diversity: diverse perspectives, skills and capabilities.



BCG reflect this diversity, combining digital-savvy consultants with a full spectrum of digital specialists from our dedicated digital subsidiaries.

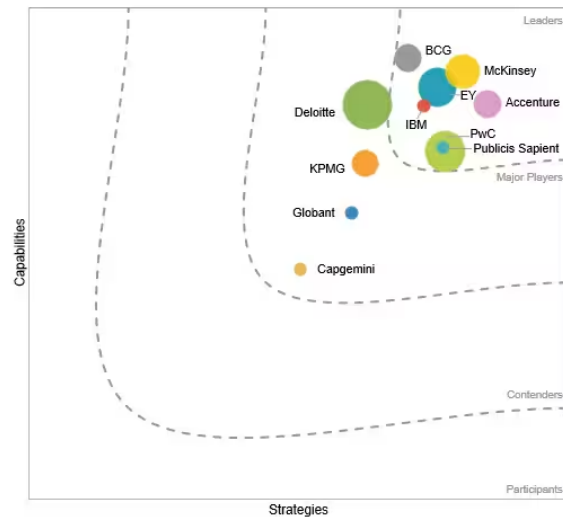


BCG has offices in more than 100 cities in over 50 countries and has more than 30,000 employees, 1,400 partners, and 22,000 alumni. BCG combine this strategic heritage with cutting-edge capabilities in data science, digital business building, and deep expertise in IT. We are externally recognised for our leadership and capabilities:

BCG ranked as **LEADERS** by
THE FORRESTER WAVE™: DIGITAL
TRANSFORMATION SERVICES, Q4 2023



BCG ranked as **LEADERS** by
IDC MARKETSCAPE: WORLDWIDE DIGITAL
STRATEGY CONSULTING SERVICES



We have delivered 200+ digital government cases in the past 5 years, spanning all sectors and regions of the world. We are a global thought leader, and in the past two years alone, have published >100 pieces of research and articles related to cloud and digital transformation topics, including:

- [Cloud Prices Surge with the Rise of GenAI | BCG](#)
- [The Four Trends Shaping the Cloud Industry | BCG](#)
- [The CEO's Guide to the Generative AI Revolution | BCG](#)
- [The Dawn of a New Era of Technology Function | BCG](#)

Finally, our team are supported by a vast ecosystem of partners and proprietary tools. Both ensure that we bring the very best to your cloud project and capitalise on our collective global experience.

6 HOW TO CONTACT US

Through executing a project with BCG, you are gaining access to the world leading strategy consultancy's resources, expertise and thought leaders. We always ensure we are bringing the "best of BCG" on our projects and teams, whether through inclusion of international experts in their field, delivery partners, or our extensive Senior Advisor network.

Contact us to find out how we can help you overcome your digital and cloud challenges.

For the quickest response, please direct queries to PublicSectorUK@bcg.com.

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