Cloud Transformation Change Management Service

G-Cloud 14

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Capgemini

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1 Service Overview

Our Perspective

Cloud transformations are not just 'a technology change' – they are *business* transformations. People and process challenges should not be overlooked. Dedicated change management must be present to manage the **people-based impacts and risks** of a cloud transformation to drive **successful adoption**.

The success of cloud transformations will not rely solely on technology execution. A Public Sector organisation's ability to address key people and process challenges, while targeting a sustainable target state, is critical in realising and maximising the value of cloud investments.

Capgemini has created an approach to cloud transformation working specifically with our Public Sector Clients. We understand that to successfully execute cloud transformation, their key areas of focus must include:

- **Communicating** the 'Case for Change' to every stakeholder affected by the migration.
- **Tracking and measuring** the level of cloud adoption across the organisation.
- **Upskilling the current workforce** to develop cloud fluency and drive adoption.
- Enabling and proactively **managing the Operating Model changes** required by cloud transformation.

It is imperative to actively manage change from the start - assessing impacts on the organisation, building a robust, holistic plan that mitigates risks, and leveraging best practices.

Our Guiding Principles

Our Cloud Transformation Change Management Service known as our People Science methodology is composed of four key elements:

1. **Delivering Change Management Strategy** – developing the change vision, roadmap, and employee capability journey. Activities can include:
- Delivery of the holistic change management strategy, enabling benefits and outcomes.
- Management of the change portfolio and cumulative impacts
- Definition of value levers and employee benefits.

2. **Partnering with the Business –** providing clients with an overall compelling change narrative, drive leadership support, and stakeholder mobilisation. Activities can include:
- Stakeholder assessment
- Leadership enablement
- Change Network and Sponsor Mobilisation
- Operationalisation of cloud communities of practice.

3. **Preparing the Business and Sustaining Change –** designing the optimal organisation, identifying the impact of the change and plans to manage this and the transition to new ways of working. Activities can include:
- Design stakeholder engagement and mobilisation strategy aligned to the targeted cloud operating model.
- Assessment of role-based impacts.
- Business lead readiness assessments.
- Evaluation of stakeholder capability and readiness maturity for a cloud transformation.

- Define an early view of 'what's' changing.

- Stakeholder mobilisation and adoption KPIs.

- Knowledge management, coaching and sustaining change.

4. **Developing People and Capabilities –** enabling organisations to build lasting people capability within their cloud transformations, we develop and integrate innovative learning journeys, align new ways of working with the target culture, and build client organisation change capabilities. Activities can include:

- Business strategy aligned with a people development plan.

- Integrated role-based capability plans at the centre of transformation.

- Capability Gap Analysis.

- Learning journey mapping in collaboration with cloud experts.

Capgemini's **People Science** methodology uses a tried and tested framework of phases, activities, guidelines, and tools to develop cloud fluency and drive adoption of cloud across all parts of Public Sector organisations. The components can be integrated to bring efficiency and can help to reduce the time impact on the business. They can also be tailored to best accommodate the specific business and requirements needs of Public Sector organisations.

Capgemini's Cloud Transformation People Science Change Framework
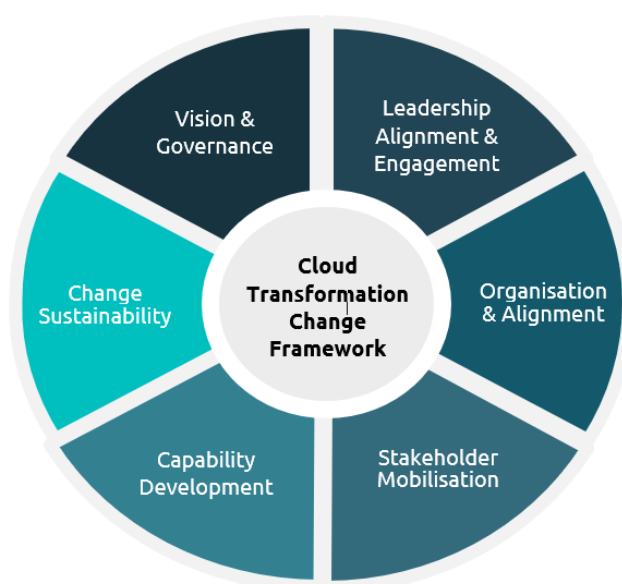
The Cloud Transformation People Science change framework covers 6 key impact areas:

1. Vision and Governance

- Develop and communicate a compelling overall change narrative for the cloud transformation that creates a sense of need and urgency for the change.

- Create a standardised approach and develop a toolset to support the project roll-out.

- *Example Activities: Vision Workshop, Change Narrative*

- *Tools and Accelerators: ASE, whiteboarding exercises, workshops, leadership engagement videos/broadcasts etc.*

2. Leadership Alignment and Engagement

▪ Drive leadership support by enabling leaders to guide their teams through the changes and equipping them with the necessary approach and tools.

▪ *Example Activities: Leadership Champion Network, role modelling, governance*

▪ *Tools and Accelerators: Digital Acceleration Navigator (DAN), role personas, dashboarding & reporting etc.*

3. Organisation and Alignment

▪ Create transparency on process changes and change impacts on different target groups.

▪ Assess change impact as an input to a transformation plan to support adoption of new processes.

▪ Monitor progress of change to proactively manage barriers and mitigate risks.

▪ *Example Activities:* s*takeholder assessment, change readiness, communication & engagement*

▪ *Tools and Accelerators: Focus interview scripts, Business change survey (manual and digital), business change maturity report, situational communications, newsletter, podcasts etc.*

4. Stakeholder Mobilisation

▪ Rationalise the transformation or change, and gain buy-in of all stakeholders.

▪ Develop a communication and engagement plan and continuously engage them to mitigate resistance to change.

▪ *Example Activities: Stakeholder Champion Network, stakeholder engagement, stakeholder monitoring*

▪ *Tools and Accelerators: Videos, townhalls, network catchups, pulse checks etc.*

5. Capability Development

▪ Identify required skills for new ways of working in the future target operating model.

▪ Enable employees to perform in a changed environment.

▪ *Key Activities: Capability gap analysis, learning journey maps*

▪ *Tools and Accelerators: Cloud Academy, badging, stakeholder drop-in sessions etc.*

6. Change Sustainability

▪ Establish a support network to facilitate the transition and prepare the handover to the line organisation.

▪ Develop capabilities and documentation to sustain the changes beyond the implementation phase.

▪ *Key Activities: Business readiness, coaching, knowledge management, and documentation*

▪ *Tools and Accelerators: Dashboard and reporting, handover and best practice templates, repositories etc.*

2 Business Need

While any significant change requires a tailored change management approach, cloud migration presents unique challenges requiring specific adaptations for Public Sector organisations. Public sector organisations globally are increasingly moving citizen services online to improve access and create more sustainable cities and communities.

At Capgemini, we partner with public sector organisations globally to design, test, iterate and run digital services that put citizens at the center, so that you can meet the needs of your users today while preparing for tomorrow: services organised around the important events in citizens' lives. This helps to build competencies at scale across the organisation, which can accelerate the adoption of technologies that unlock business transformation.

Investing in a robust change management approach during a cloud migration is critical, not just a 'nice-to-have.' Listed below are key reasons why cloud migration demands a customised People Science methodology for managing change:

Factor	Reason	Impact
Complexity and Disruption	Cloud migration often involves complex integrations with existing systems, data transfers, and process optimisation, causing significant disruption to daily operations.	Migrating legacy, complex, interconnected systems requires careful planning and tailored learning for employees accustomed to specific workflows. A change approach with phased rollouts, detailed user guides, and extensive hands-on training, specific to different roles and systems, enables smooth transitioning and minimal disruption. The current and future 'day-in-a-life' are very different.
New Ways of Working	Stakeholders and the ways of working change, requiring transition when client's move to cloud. Cloud native ways of working enable new concepts and disrupt existing working practices requiring constant adaptation and change.	To guarantee a clear understanding and address specific concerns our change management methodology delivers targeted communication strategies, tailored learning sessions, and dedicated support channels for different stakeholder groups. The methodology enables standardisation needed between the vendors and in-house practices and tool suites.
Business Continuity Impacts	Architecture and design considerations change in the Cloud. The concept of disaster recovery, availability and resilience requires new approaches including an understanding of the well architected framework and shared responsibility models. Both architects and solution providers need to be informed about the changes and brought on board.	Any downtime in systems can have severe consequences. A meticulously planned migration strategy with phased deployments, rigorous testing, and contingency plans minimises disruption and establishes operational continuity. Our dedicated change management methodology outlines the necessary learning paths and best practices to adopt a fit for purpose architecture on cloud.
Time and Effort Allocation	The focus of an organisation's personas may shift. It is crucial to prioritize improving work quality over dedicating time and resources to managing infrastructure.	In the past, to extend similar services to a new line of business, the process involved requesting, procuring, and installing infrastructure before it could be prepared for use. With cloud, the requestor/ project planner needs to have the new time and effort estimates to be more agile and drastically reduce time to market. Our change management methodology will support this shift seamlessly.

| Cost Consciousness	The introduction of cloud means the consumption pattern has changed to pay-as-you-go, strategic guidance to employees / teams is required from the start to support adoption of cost optimisation and build the right cost sensitive culture.	Stakeholders need to be trained on planning and monitoring consumption, waste consciousness and being sensitive to the impact of ineffective utilisation of cloud resources inculcated into organisational culture. Monitoring and sustaining change is delivered through our change management approach.

Capgemini's Cloud Transformation People Science methodology allows Public Sector clients to implement change management unique to cloud transformations and with proven frameworks and accelerators. This can be delivered in several tailored ways, customised with the existing landscape, but most commonly with assessments, a persona-led approach, plan for change activities and monitoring the change accelerators to measure the progress and success of the programme.

3 Our Approach

Capgemini's **People Science** methodology achieves and accelerates cloud adoption levels in concert with scaling the migration execution. Working extensively with Public Sector clients, this approach can be tailored to meet the unique organisational requirements and ambitions.

In its very essence, organisational change management is about encouraging and enabling people to use the tools in which the organisation has invested, to achieve true business value and a return on investment.

Capgemini's accelerated **People Science** methodology takes traditional change management practices and stays in lockstep with the cloud tech adoption, both becoming more disciplined and automated to accelerate over time.
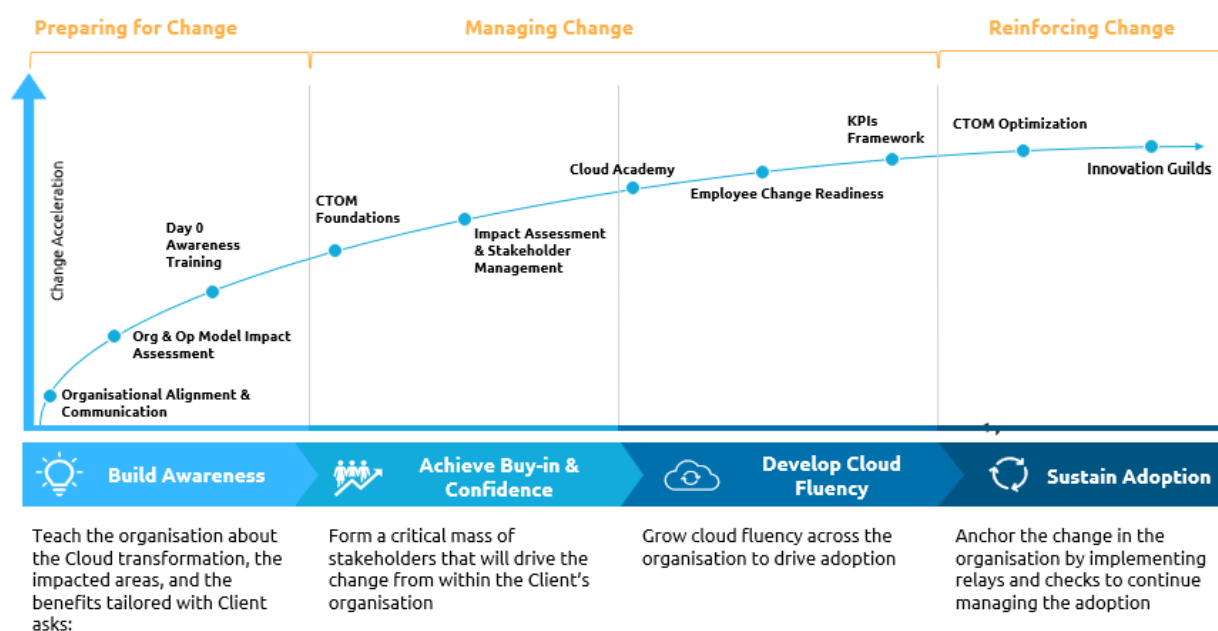
Underpinned by the pillars of people, process, technology and culture, Capgemini's Cloud Transformation Change Management has three distinct phases:

1. **Organisational alignment and Target Operating Model**: We will work with clients to enhance the cloud target operating model that exemplifies seamless scalability, optimised utilisation & costs, and innovation on cloud.

2. **Cloud Fluency and Workforce Transformation**: Our framework takes a human-first approach, providing motivated employees with paths to emerging or evolving roles. We will address all populations through tailored and multichannel educational experiences to effectively support the migration.

3. **Change Impact and Stakeholder Management:** We assess, manage, and mitigate the impact of teams going through the transformation process and minimising resistance to change through stakeholder engagement, and communication.

Benefits in our Change Management Approach:

- We work with clients, especially those in the Public Sector, to exemplify **seamless scalability**, **optimised utilisation and costs**, and **innovation on cloud.** In *Phase 1* of our approach, we provide organisational alignment and redefine the operating model. While doing so, we also assign **accountability in ownership** through well-defined KPIs and benchmarks; aligning our SMART goals, and through **achievable milestones,** providing the necessary time-preparedness for execution.

- A **human-first approach** is at the heart of our change management, providing motivated employees with paths to emerging and/or evolving roles in our *Phase 2* - Cloud Fluency. We address stakeholders through **tailored and multichannel educational experiences** to effectively support them to be prepared and effective in their evolved roles. We provide holistic role preparedness for cloud from assessing role-specific needs through to defining the personas. We tailor the content to desired job roles, and orchestrate the necessary platform(s) to support the targeted upskilling initiative.

- In *Phase 3*, Change Impact and Stakeholder Management, we focus on **minimising resistance to change** through stakeholder engagement, and communication. **Complete involvement and commitment** of all impacted stakeholder groups affected by the migration to Cloud is a key differentiator in the way we offer change management. Our partnerships with hyperscalers and preparedness in delivering hyperscaler-teamed people accelerators (such as Experience Based Accelerators-EBA by AWS), provides a unique opportunity to collaborate over joint solutions. Providing clients with the best cloud migration practices and are prepared for the right degree of role adoption.

To drive the activities, govern them and measure the progress and success of adoption, we will set up a Change Management Office that will help drive this change seamlessly. Depending on the need and exact scope mutually agreed upon, we will finalise the approach, accelerators, the ownership of programme and corresponding responsibilities. The Cloud Transformation People Science methodology is flexible by design and can be adjusted to suit specific transformation needs.

4 Buyer Responsibilities

Please refer to the Supplier Terms listed with this service on the Platform. These may contain additional Buyer obligations/costs the Buyer is subject to that are not identified anywhere else in the Supplier's Application or on the Platform.

5 Service Management

This service can be delivered as a defined project or on a day rate basis. In either case it will be a clearly defined project with agreed processes, outputs, and deliverables.

Capgemini will establish the required multi-level project governance and delivery assurance including regular reporting at the beginning of the project.

6 Protection of Data

This service is based on a security classification of 'Official', however should you have a requirement for a different security classification that you would like us to consider, please contact us to discuss.

7 On-boarding and Off-boarding

Capgemini shall undertake on-boarding and off-boarding activities agreed within the Order Form (including as a minimum an exit plan in line with the Call-Off Contract terms) which will be charged for in accordance with the Pricing section for this service.

8 Skills and Knowledge Transfer

Capgemini recognises that skills and knowledge transfer is a critical element in the provision of GCloud services to public sector clients. Where possible and applicable, this forms part of the delivery plan for the service agreed at the start of the engagement. Our consultants and engineers are experienced in providing skills and knowledge transfer for major private and public sector clients.

Where appropriate, we may use a standard approach, tailored to topic, skills-gap and individual, to support consistency and effectiveness. The approach, Capgemini's Assess-Plan-Implement framework, has been used repeatedly by our teams to structure the work involved in transferring skills and creating new teams capable of driving and sustaining change long after the end of the formal programme. The framework can be applied throughout a project to understand knowledge transfer objectives, plan training delivery methods and materials, and deliver and evaluate success.

9 Partnerships/Alliances

Any cloud transformation will have specific nuances depending on the choice of hyperscaler(s). We will leverage our global partnerships with Microsoft, Google and AWS and work in close collaboration with them to customise aspects of our approach for your organisation.

	OUR PARTNERSHIP	ACCREDITATIONS	RECENT AWARDS
Google Cloud	**Global Premier Partner, Top Tier GSI** Premier Partnership since 2015, with a dedicated partner team & executive sponsorship	Specialisations for – • Cloud Migration • Infrastructure • Data Analytics • SAP • Work Transformation Enterprise	• Industry Solution Services Partner of the Year – Government • Global Partner of the Year – Breakthrough • Google Cloud Industry Solution Services Partner of the Year
Microsoft	**25+ YEARS of solid partnership** – Microsoft's technology together with Capgemini's industry expertise has helped thousands of clients in their cloud transformation journey.	Solutions Partner for Microsoft Cloud • Infrastructure (Azure) • Data & AI (Azure) • Digital & App Innovation (Azure) • Modern Work • Security • Business Applications	• Global System Integrator (GSI) Award, Western Europe • GSI Growth Champion (Global) • SAP on Azure (Global) • Leader in 2023 ISG Microsoft Cloud Ecosystem 2023
aws	**Premier Consulting Partner**, strategic partnership, dedicated to Capgemini AWS team of 60+ FTE globally, CEO 1:1 cadence, Access to best AWS funding programs	• AWS Public Sector Partner • AWS Solution Provider Program • AWS Public Sector Solution Provider • Government Consulting Competency • Migration Consulting Competency • Authorized Training Partner	▪ AWS GSI AI/ML Partner of the Year – Global ▪ AWS GSI Partner of the Year – EMEA ▪ AWS Innovation Partner of the Year- Global ▪ AWS Sustainability Partner of the Year – GCR

10 Vendor Accreditations/Awards

For the 12th year in a row, Capgemini has been recognized as one of the World's Most Ethical Companies® by the Ethisphere® Institute. This is an acknowledgment of our ethical culture that makes us an employer of choice and responsible player in the eyes of our clients, shareholders, and the wider community.

ISO 9001 Quality Management for Management Consultancy and IT Implementation and services to the Public Sector

ISO 27001:2013 - Provision (Delivery) of IT services including business applications development, maintenance and Data, Digital and Cloud technologies.

NelsonHall has identified Capgemini as a Leader in its 2022 NEAT Vendor Evaluation for Learning Services due to its ability to meet future client requirements as well as its capability to deliver immediate learning benefits to them.

Capgemini is the first amongst consultancy and technology firms to be recognized six times in a row for its thought leadership reports.

2023 Ecovadis Platinum Rating: We maintained a platinum rating, recognising us as a responsible and sustainable business in the top 1% of companies assessed.

Better Society Awards: Our collaboration with Code Your Future to offer digital skills training won a Better Society Award in 2022. The awards celebrate efforts by commercial organisations to create a better society.

Inclusive Top 50 UK Employers List: We achieved second place in the Inclusive Top 50 UK Employers List 2022/23 – a list that assesses companies for best practice on diversity, equality and inclusion

UK Best Workplaces for Women: We were listed as a Best Workplace for Women by Great Place to Work®. This listing is based on responses from our team to an anonymous survey about their employee experience.

UK Best Workplaces for Wellbeing : We are listed by Great Place to Work® as a Best Workplace for Wellbeing

Great Place to Work: We were certified as a Great Place to Work® in 2023, reflecting our employees' experience of working at Capgemini in the UK.

11 Sub-contractors

Capgemini UK may use the following subcontractors to deliver this service:

▪ Capgemini Technology Services India Limited.

12 Business Continuity and Disaster Recovery

No disaster recovery plan is provided as part of these Services.

13 Pricing

This service is priced in accordance with the SFIA Rate Card attached. Capgemini can also provide offshore resources at reduced rates where appropriate. Projects can be priced either on a Time & Materials or Fixed Price basis.

14 Ordering and Invoicing

Please refer to the Supplier Terms for this service.

We would be pleased to arrange a call or meeting to discuss your requirements of our service in more detail.

15 Termination Terms

Please refer to the Supplier Terms for this service.

16 Further Information

For more information about this or any of our G-Cloud services, please contact our Public Sector Team.

Phone: 0370 904 4858

Email: publicsector.opps.uk@capgemini.com including the following information:

1. The name of this service.
2. The name of your organisation.
3. Your name and contact details.
4. A brief description of your business situation.
5. Your preferred timescales for starting the work.

About Capgemini

Capgemini is a global business and technology transformation partner, helping organizations to accelerate their dual transition to a digital and sustainable world, while creating tangible impact for enterprises and society. It is a responsible and diverse group of 340,000 team members in more than 50 countries. With its strong over 55-year heritage, Capgemini is trusted by its clients to unlock the value of technology to address the entire breadth of their business needs. It delivers end-to-end services and solutions leveraging strengths from strategy and design to engineering, all fueled by its market leading capabilities in AI, cloud and data, combined with its deep industry expertise and partner ecosystem. The Group reported 2023 global revenues of €22.5 billion.

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