

G-Cloud 14

PwC and G-Cloud: Knowledge,
Experience, Value

Enterprise Transformation: Optimise
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Transforming Business using the Cloud

We have worked with many Central and Local Government clients to support the implementation of their business objectives using cloud technology. Enabling business and enterprise transformation using cloud is a complex, strategic consideration facing many private and public sector organisations.

Cloud technology and services have the potential to reduce cost, remove technology bottlenecks, and facilitate rapid business innovation. As a result, for most organisations globally, adopting cloud technology has become a question of “when and how” rather than “if”.

Opportunities for enterprises generally include a combination of one or more of the following:

- Implementing private and/or hybrid clouds for infrastructure and applications;
- Smarter use of public cloud infrastructure for optimising existing business functions;
- Using cloud for implementing new business services or digital operations; and,
- Reducing cost by moving to consumption based pricing models that only charge for the actual IT capacity and services used.

Migration or adoption of cloud must be properly choreographed for success. We understand the realities and the business and technical risks that should be fully considered, understood and mitigated before such a move. Critical considerations include:

- Alignment of business and technology objectives. This is essential to fully realise the targeted benefits of any cloud transformation or any refinement of existing cloud services. There can be a tendency to adopt cloud systems to fit current ways of working, rather than adopt and standardise processes where possible. The trade-offs between business, customer and technology requirements must be considered to make informed design decisions;
- Availability and reliability of services. The avoidance of operational downtime to mitigate in lost revenue, unnecessary operational cost or reputational damage that can disrupt a business' operations;
- Decentralised support structures. The need to tailor and revise the approach to operational security to cover the support structures employed by cloud service providers that will have a different risk profile for sensitive information.
- Data handling practices. Data classification and data-handling practices that reflect the data flow within a cloud environment must be understood and tailored accordingly to protect customer data.
- Data privacy. Compliance with GDPR to understand where and how information can be stored or processed. The cloud model enables data to bounce swiftly around the world by using available server capacity in various geographic locations, but this must be within the bounds of what is permissible. This is ever more of a concern as organisations review their front office, back office and out of office experiences.
- Future Technology Trends. Cloud applications are the stated direction of travel for the major application vendors, but any upgrade path must also cater for the future technology needs of the organisation and seek to minimise technical debt where possible.

A careful assessment of an organisation's needs and different cloud service provider's controls is required, enabling concerns to be addressed and the correct path to the cloud is selected.

As a trusted advisor PwC provides the framework, and the wealth of private and public sector experience, to consider the combination of Business, customer experience and Technology activities outlined above. There is no single answer that covers each and every client organisation; we tailor our frameworks to client circumstances to support clients:

- As a partner through the complete lifecycle of strategy through to execution; and,
- With point business issues encountered during implementation or running the business.

Enterprise Transformation: Optimise

This section describes in more detail the service features and benefits included within this service definition document.

Enterprise Transformation: Optimise

Enterprise Transformation: Optimise supports the definition, control and delivery of transformation programmes. It is a suite of digital reporting views, based in Microsoft Power BI, that are preconfigured to align to our good practice transformation approach. It is rapidly deployable in different environments and highly configurable to each client.

Enterprise Transformation: Optimise Service Features

- Market leading transformation methodology covering strategy, design and execution
- Intuitive, user-centric design with compelling digital visualisation
- Automated digital reporting accessible across all devices
- Highly collaborative and adaptable – both scalable and modular
- Supportive of data consolidation, simplification and filtering
- Robust data integration capability as single source of data
- Ability to summarise, filter and slice high data volumes
- Ability to measure a range of transformation metrics
- Compatible with inputs from both MS Excel or Azure
- Rapidly deployable but highly tailorable to programme environment and needs

Enterprise Transformation: Optimise Service Benefits

- Enhanced transformation set up and management approach
- Improved connectivity between transformation strategy, design, and execution
- Improved management and realisation of transformation outcomes
- Increased efficiency in report production and focus on analysis
- Improved alignment of approach and standards at all levels
- Improved visibility and transparency of performance
- Improved risk management and controls processes
- Improved data quality, governance and clear data ownership
- Reduced time to manage monthly management and reporting cycle
- Greater collaboration and coordination across teams



Our view on the service features and benefits within this service definition document are presented below:


1. What is Enterprise Transformation: Optimise?






Enterprise Transformation: Optimise, is a digitised offering to support the set up and running of our largest transformation engagements. It leverages PwC's unique experience in the market and creates a clear line of sight between strategy, design and execution of the transformation. It includes a robust suite of pre-configured reports, hosted in Power BI, which can be rapidly adapted and scaled to meet the needs of the client. This is underpinned by a robust suite of input templates which can be hosted in Microsoft Azure or Microsoft Excel (dependent on client maturity) and the tool can be rapidly adapted to cater for environments with a wide range of data sources.

The solution brings leading analytics capabilities with compelling visualisations which can be filtered, sliced and diced to provide different lenses on delivery tailored to the needs of different stakeholder groups.

Unique features of the tool

The tool has a number of strengths over other reporting methods and solutions



				
Cross-Functionality	Levelling	Method Alignment	Automation	Customisation
The solution is truly pan-transformation. Whilst most delivery tools are focussed solely on PPM, Optimise is built to integrate all areas of transformation – from strategy to design to delivery to transition.	The tool is levelled to tailor to a number of different use cases, with information tiered and included by exception as required. At each level there is a common component set – driving consistency both in 'look & feel' and management approach.	The tool aligns to the wider ET Transformation method. At a high level the structure matches the three core transformation control areas of the method. At the project level the tool aligns to the 7 Step Lifecycle.	Once configured, the tool will import data and update automatically – freeing up teams to focus on analysing the data and solving problems. The report will be available online and on mobile (TBC).	The MVP represents a 'vanilla', '80%' solution that can be rapidly configured on the ground to match particular client requirements.

2. Common delivery issues

Clients who adopt Enterprise Transformation: Optimise are typically delivering large scale transformation programmes, and have previously experienced a number of common issues:

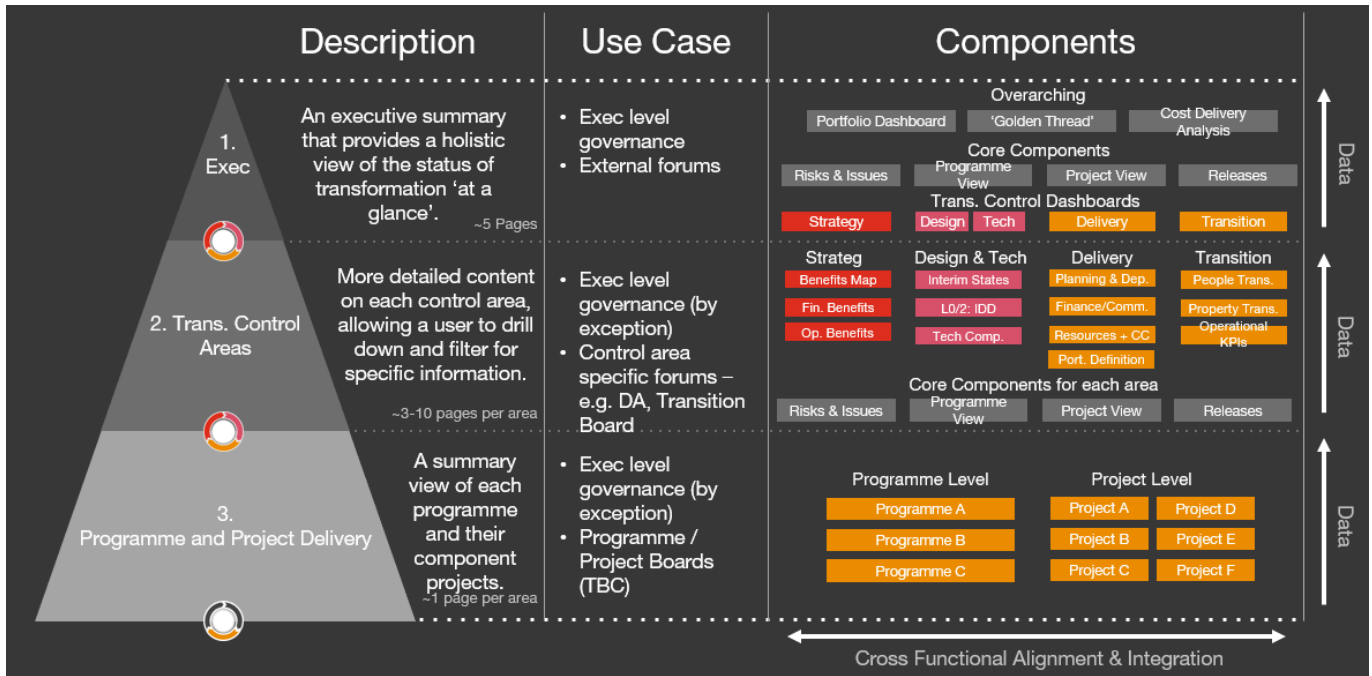
- Lack of visibility of transformation progress
- Lack of transparency and assurance for stakeholders
- No clear link through strategy, design, and execution
- Too much data, with little insight or actionable intelligence gathered from it
- No clarity on priorities for action or the critical path
- Uncertainty whether a portfolio/programme will deliver the outcomes and benefits
- Programme performance is sub-optimal, or delivery is already out of control
- Poor transformation reporting makes intervention and decision making challenging

3. How does Enterprise Transformation: Optimise work?

Enterprise Transformation: Optimise is a technology solution that aggregates transformation delivery information from a range of data inputs, and aggregates into a coherent data model that can be used to monitor, and analyse the progress of the transformation across the lifecycle of the transformation, strategy, design, and execution.

The solution can be tailored to meet the maturity, and scale of the programme it is deployed to. This includes adopting existing organisational hierarchy structures, integrating with existing enterprise systems,

and customising of front-end dashboards to meet programme needs, taking from a comprehensive suite of pre built visuals and analytics.



Alongside the technology aspects of Enterprise Transformation: Optimise we would also typically support you through a range of supportive activities (subject to preference and the needs of your programme), including:

- Provision and implementation of a comprehensive transformation framework and methodology
- Support to embed appropriate governance and assurance
- Support to define insightful metrics and measures
- Support and advisory services in delivering your transformation programme

4. How Enterprise Transformation: Optimise helps

Through adoption of Enterprise Transformation: Optimise, we support you through large scale, complex transformations by providing:

- **Insight and understanding** – focusing on the “why” and “what now” questions to positively influence delivery
- **Forward-focused reviews** – understanding current status and historical performance trends, combined with leading indicators, enables early actions to influence future delivery performance
- **Insights and factual information** – having a “single source of truth” for reporting provides confidence in actions and decisions
- **High performing team culture** – clear lines of accountability improve data quality, and transparency of information provides clarity on how individual team performance contributes to the overall project outcomes
- **Multi-functional delivery teams** – communications are improved, teams collectively understand interdependencies and work together to resolve issues

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