NTT DATA

Trusted Global Innovator

Service Definition Document for G-Cloud 14 Services

Cloud Change, Programme and Project Management Services

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1 Service Definition Details for Cloud Change, Programme & Project Management Services

1.1 Introduction

This is the Service Definition Document for NTT DATA UK Ltd (NTT DATA) cloud change, programme and project management services on the G-Cloud Framework. The information provided in this document is required by the G-Cloud framework and is designed to help clients determine how these services can meet their requirements.

1.2 Overview of services

The following services are designed to help clients plan and implement their cloud-based strategy:

- Business Analysis - ensures business needs are captured objectively and fully justified to support a move to cloud-based services.
- Agile Business Analysis - Manages the scope and requirements during development of cloud-based services ensuring high value cloud solutions are delivered for UKs government, its citizens and visitors.
- Business Change Management - manages the necessary people change support processes when cloud service implementations are carried out within a public sector organisation.
- Transition Management - manages the effect Cloud implementations have on new business processes, changes in organisational structure or cultural changes within a public sector organisation. This approach is beneficial when change requires people throughout an organisation to learn new behaviours and skills and adopt new ways of working.
- Business Process Improvement - the adoption of cloud technology provides an opportunity to review processes to ensure they are working in the most effective and efficient manner. This service addresses the process change required to accompany the adoption of cloud-based solutions.
- Programme Management - enables successful delivery of cloud programmes covering organisational, process and IT-enabled change.
- Programme Management Office - supports the successful delivery of cloud programmes.
- Project Management - addresses the project management of cloud service implementations. Many projects fail to deliver improvements to organisations because they focus on the adoption of the system, rather than on what that system will do for an organisation.
- Enterprise Agility - provide coaching and advisory services to organisations who want to transform their business and IT operating models through increased agility, product/value-stream solution-based thinking, to improve time to market of new products or services.

2 Service Descriptions

2.1 Business Analysis

2.1.1 Introduction

NTT DATA provides a Business Analysis service that helps clients ensure business needs are captured objectively and fully justified to support a move to cloud-based services.
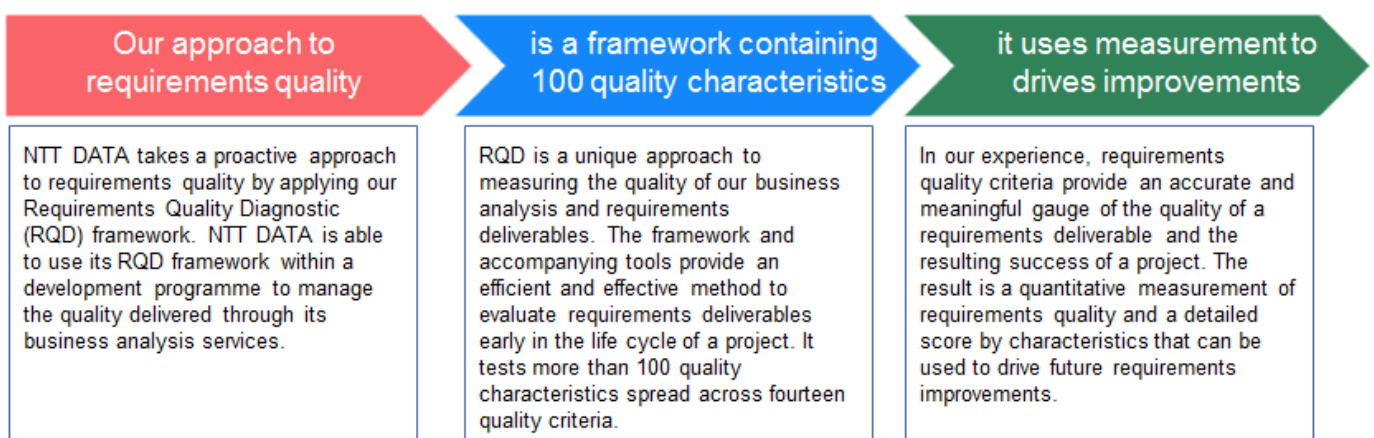
2.1.2 Scope

- Business analysis: designing and driving initiatives to deliver strategic goals through cloud services.
- Feasibility studies: qualifying the business need, identifying the most appropriate Cloud-based technical options, and ensuring that the implementation of the chosen solution is feasible.
- Scoping studies: carrying out a more detailed sizing exercise, either of a specific project, post-feasibility, or of part of the organisation's technology and business strategies, to set the scope and boundaries of the future project and define detailed terms of reference.
- Business cases: either as part of a feasibility study, or as a free-standing exercise, to establish the costs and benefits (tangible and intangible) of a proposed technical facility, to confirm that value for money will be achieved and to obtain financial approval to proceed.
- Requirements management: eliciting business needs and managing requirements through to an implemented solution.

We provide our Business Analysis services on projects and within our managed services across the public and private sectors, helping clients establish accurate business cases and deliver transformation against properly defined requirements. We run an industry standard certification programme for our analysts so that they are equipped to use analysis, modelling and design tools pertaining to all aspects of requirements engineering.

2.1.3 Approach

NTT DATA has used its experience to create a set of Business Analysis tools which act as project accelerators to save time and effort. These are compliant with industry standard approaches; BCS Business Analysis methodology and the IIBA Business Analysis Body of Knowledge.

Alongside this, our clients benefit from an approach to improving requirements quality, the NTT DATA Requirements Quality Diagnostics (RQD) framework. By using this framework, we are able to assist our clients to reduce project cost and risk, and ultimately avoid project failure.

Our approach to requirements quality	is a framework containing 100 quality characteristics	it uses measurement to drives improvements
NTT DATA takes a proactive approach to requirements quality by applying our Requirements Quality Diagnostic (RQD) framework. NTT DATA is able to use its RQD framework within a development programme to manage the quality delivered through its business analysis services.	RQD is a unique approach to measuring the quality of our business analysis and requirements deliverables. The framework and accompanying tools provide an efficient and effective method to evaluate requirements deliverables early in the life cycle of a project. It tests more than 100 quality characteristics spread across fourteen quality criteria.	In our experience, requirements quality criteria provide an accurate and meaningful gauge of the quality of a requirements deliverable and the resulting success of a project. The result is a quantitative measurement of requirements quality and a detailed score by characteristics that can be used to drive future requirements improvements.

2.1.4   Client Outcomes

We find that organisations using NTT DATA's business studies service for Cloud Services achieve the following benefits:

- Reduced waste, improved quality and respond more quickly to changing needs
- Optimised business and service delivery
- Optimised Government product and service value using citizen insights
- Increased accuracy of decision-making
- Increased impact of spend and benefits
- Improved citizen outcomes through people-centric design and delivery
- Reduced cost to serve
- Increased internal and citizen satisfaction
- Increased compliance in regulated services.

2.1.4   Client Outcomes

2.2 Agile Business Analysis

2.2.1 Introduction

This service addresses the management of scope and requirements during development of cloud-based solutions. Business needs and priorities are captured objectively and translated appropriately to engineering teams. Focusing on Product Centric Design and Agile principles this service ensures best value outputs for end users whilst considering dependencies and cost.

2.2.2 Scope

The Agile business analysis service is responsible for the product management activities associated to the day-to-day working of an Agile product team. This service often works in close collaboration with business Subject Matter Experts (SMEs) to ensure the delivery is aligned to value and strategy. Key skills services analysts bring include:
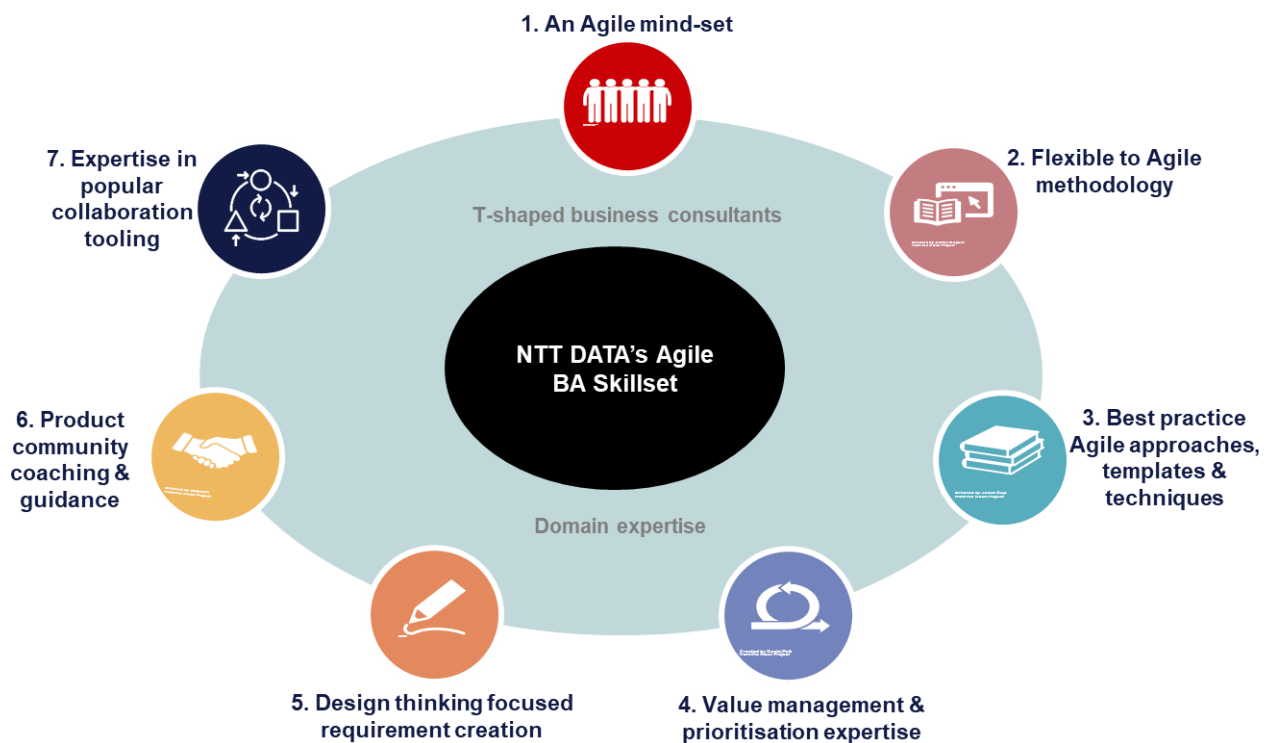
The service operates within Agile teams to manage product backlogs while ensuring value-based prioritisation approaches are used. In collaboration with Agile product teams the service manages the process of feature discoveries and user story refinement. Key services provided include:

- Clarification of acceptance criteria business logic with relevant stakeholders
- Provision of delivery option recommendations to be progressed based on their value
- Decomposition of epics/features into the stories required to achieve product vision/targets
- Prioritisation and elaboration of user stories with Agile Product team (Developers, architects UX, User Researchers, testers) to meet the Definition of Ready
- Identification of critical dependencies on other systems and backlog
- Support deployment in production, validate feature toggling works and perform functional and regression validation

Based on the scale of the cloud solution, services may include:

- Creation of product roadmap aligned to strategic themes
- Coordination of dependencies and capacity allocations between each individual Agile team
- Definition, refinement and improvement of the requirement management process, tool and techniques that are used by each team
- Definition of central non-functional requirements applicable for all Agile teams
- Quality control for product management related outputs for each team

2.2.3 Approach

NTT DATA understands that embedding effective product management capabilities within Agile cloud deliveries takes consideration and tailoring for the specific environment. New ways of working require consideration and must provide opportunities for staff to learn and adopt new behaviours. We typically follow a five step process:

1. Complete a cloud implementation Agile health or product management maturity assessment, to understand current levels (if implementation is ongoing) and agree target maturity with corresponding focus areas
2. Agree an operating model and ways of working for agile business analyst and other key product focused roles. Identify & tailor the processes, tools & templates to support the defined operating model.
3. Agree clear responsibilities for the agile business analyst to operate alongside other product focused roles, ensuring capabilities required for successful product management are covered
4. Identify team(s) to pilot the operating model, train the teams and launch
5. Evolve and sustain the service by establishing feedback loops to continuously access progress and optimise agile product management practices

2.2.4 Client Outcomes

We find that organisations using NTT DATA's Agile business analysis service for Cloud Services achieve the following benefits:

- Reduced waste, improved quality and more responsive to changing needs
- Increased likelihood of successful adoption of cloud technologies
- Increased efficiency and effectiveness of delivery team outputs
- Reduced cost to serve government objectives
- Improved end user outcomes through people-centric design and delivery
- Increased compliance in regulated services

2.3 Business Change Management

2.3.1 Introduction

NTT DATA provides a change management service that addresses the change management necessary when cloud service implementations are carried out within a public sector organisation. Senior management are now being asked to address an increasing number of initiatives, many of which can only be achieved if the organisation changes the way it behaves. Such change can be intellectually straightforward to articulate, but experience shows that it is hugely difficult to deliver. One of the key inhibiting factors is winning the hearts and minds of your staff and getting them to travel the journey with you.

Some of the people change issues that we are able to help you address are:

- Providing staff with the rationale and vision for the Cloud-based future needed to support the organisation.
- Dealing with the scale of the challenge using a clear strategy to taking staff successfully through the programme.
- Ensuring stakeholder commitment from the start and maintenance of momentum throughout.
- Identifying and leveraging local change managers, champions and other stakeholders to support and re-enforce the programme and deliver it successfully through to benefits realisation at the end of the transformation.

NTT DATA provides its business change services to organisations across both public and private sectors and our business change consultants are experienced at preparing and supporting all types of stakeholders through transitions to new technology and ways of working.
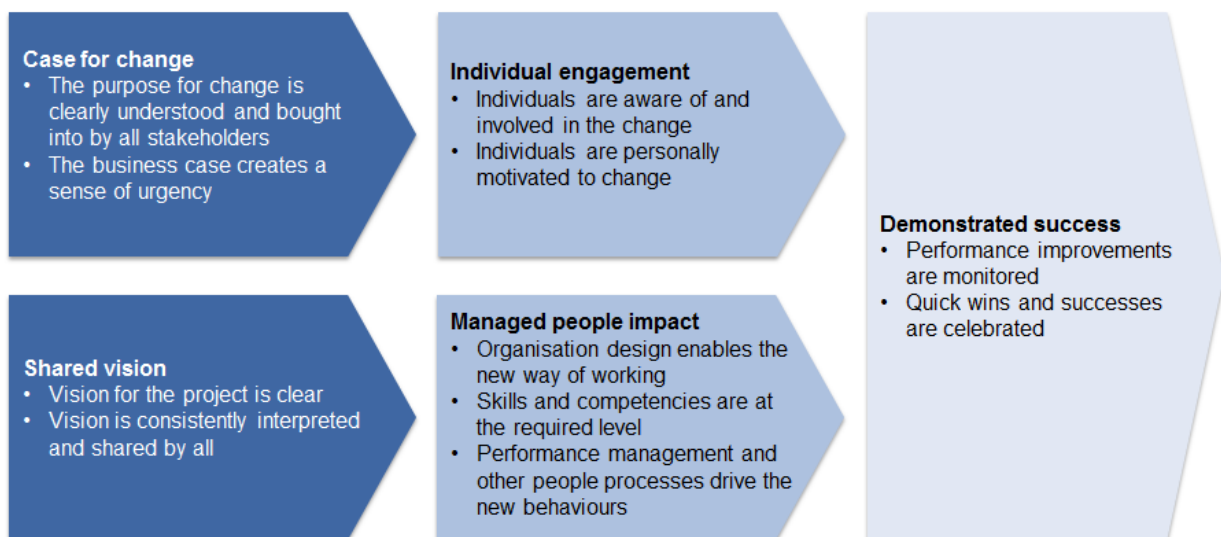
2.3.2 Approach and Scope

NTT DATA understands that embedding new ways of working requires strategic and sustained promotion of benefits and providing opportunities for staff to learn and adopt new behaviours. We typically follow a four-step process:

1. Vision and purpose: Determine your future state and translate that into a powerful vision for stakeholders.

2. Analysis and impact: Analyse the impact of the cloud change and translate it from the organisation to the person.

3. Hearts and minds: Create great first impressions and build trust with stakeholders early to build buy-in and commitment to the change, not just compliance.

4. Embedding and adoption: Help people to choose to do something differently and to continue choosing to do things differently over time. Track and measure the change and its benefits.

In step 1 we use our experience of why people typically struggle with change to understand what issues your staff will have to deal with. Typically, this can centre around; understanding the reasons for the change, understanding how the transformation fits within the overall business and its processes, understanding how it affects their role and what they will need to do differently, and finally getting the right support when systems don't appear to be working as expected.

In step 2 we aim to understand what impacts the change will have across the organisation and who they will impact, typically defined using the following lenses:

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Case for change
- The purpose for change is clearly understood and bought into by all stakeholders
- The business case creates a sense of urgency

Individual engagement
- Individuals are aware of and involved in the change
- Individuals are personally motivated to change

Demonstrated success
- Performance improvements are monitored
- Quick wins and successes are celebrated

Shared vision
- Vision for the project is clear
- Vision is consistently interpreted and shared by all

Managed people impact
- Organisation design enables the new way of working
- Skills and competencies are at the required level
- Performance management and other people processes drive the new behaviours

In step 3 we focus on engaging the impacted stakeholders, reiterating the case for change, demonstrating progress and where possible involve them in the design and development of the new cloud solution. These can include early engagement workshops, change review sessions, show and tells, and training.

In step 4 we implement a range of interventions for different stakeholder groups as required, including: early engagement workshops and one-to-one sessions, regular change review sessions, regular feedback and supportive communications, training on new ways of working, events to celebrate success.

As part of step 4, we focus on adoption and benefits management. Adoption and benefits management addresses the measurement of how well the change has been received. Measuring adoption allows us to uncover issues users could be facing which would otherwise not be identified. It answers the question 'Did the change deliver what was expected?' A small gap in adoption could easily lead to a wide spread of negative perception which can undo good work elsewhere. Therefore, adoption of the changes relies upon the effective delivery of our change management approach, supported by communications and engagement, and tailored to convey the benefits to stakeholders – 'what's in it for me'.

We measure specific adoption traits and behaviours in line with scope following launch of a new feature or a whole new cloud migration. We define the metrics during discovery, which cover usage, proficiency and satisfaction, which help establish a holistic view of change acceptance. Examples of metrics we often use are:

- Number of users – to check for growth of account and account data
- Frequency of use – to check for increasing usage
- How the solution is used – to measure proficiency
- Complaints – to identify areas for further improvement and satisfaction
- Improved user experience – to ensure the solution delivers user benefits

Our feedback loops provide us with qualitative insight into our stakeholders' adoption journey, but it is important to have the tangible data points to validate the observable outcomes. The insight gained from analysing the metrics also allow us to adapt what we measure and the KPIs for subsequent sprints. This feeds into the vision planning sessions at the start of any new phase and also impacts on the overall change planning process.

We find that although a lot of cloud programmes are now embracing the Agile approach, clients often shy away from this when it comes to business change. Partly this is due to what feels like a natural 'lag' in human psychology – it is easier to build a piece of code or redesign a business process that to change the way people think and behave – and partly this is due to lack of experience in running people

change in an Agile, iterative manner. We have developed a simple approach to delivering and measuring people change in multi-disciplinary, Agile environments. Based on the change activities above, we plan change management as a core part of the cloud programme, delivering increments of change in each sprint. To facilitate this in short timeframes, we deliver actions through two work streams:

- Business engagement: Overall business change activities across the whole lifecycle, that are centred on connecting the project with the business works to ensure value is delivered
- Business change: Tightly embedded part of each phase sprints, plans and delivers change itself. Feedback is prioritised and actioned

We then organise activities as follows:
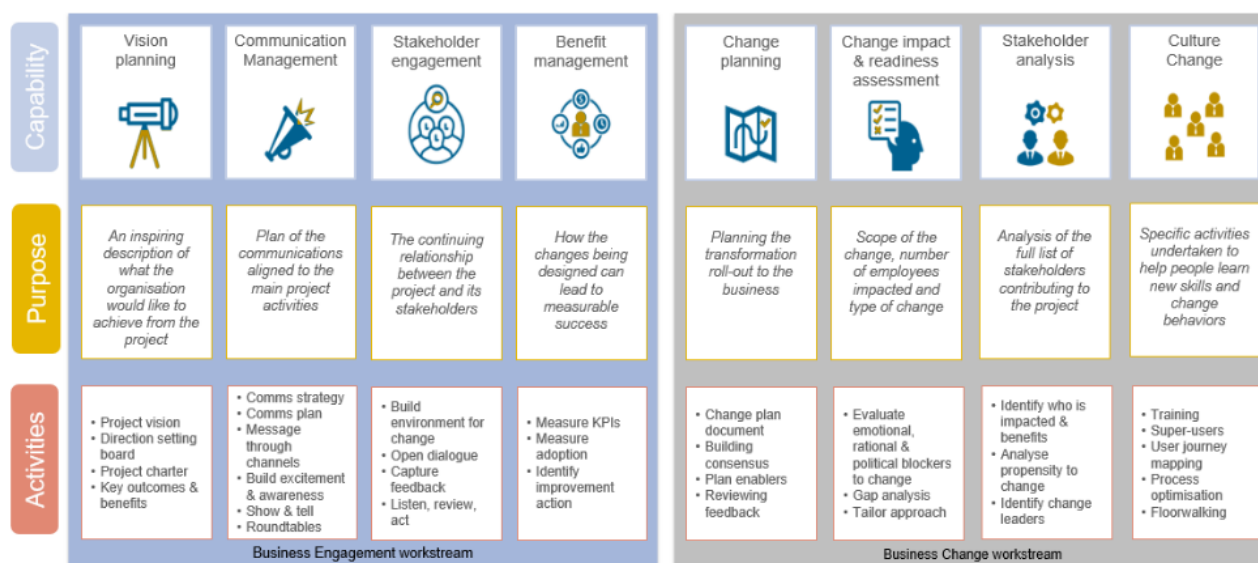
Our clients tell us that this makes the business change efforts – and the resulting impact to people and behaviours – much less daunting to approach, and much more impactful over a shorter timeframe.

2.3.3   Client Outcomes

We find that organisations using NTT DATA's change management service for Cloud Services achieve the following benefits:

- Increased likelihood of successful adoption of cloud technologies
- Increased efficiency and effectiveness of team outputs during change
- Increased impact of spend and benefits
- Improved citizen outcomes through people-centric design and delivery
- Reduced cost to serve
- Increased internal and citizen satisfaction
- Increased compliance in regulated services.

2.4 Transition Management Service

2.4.1 Introduction

NTT DATA provides a Transition Management Service for managing the transition of an on-premise solution to a Cloud solution. With this service, we manage the effect Cloud implementations have on new business processes, changes in organisational structure or cultural changes within a public sector organisation. This approach is beneficial when change requires people throughout an organisation to learn new behaviours and skills and adopt new ways of working arising from cloud adoption.

NTT DATA has helped clients transition to new systems and services across the Public and Private sectors and our Transition Managers have access to specialist consultants who can provide support on all aspects of the transition. NTT DATA has an infrastructure and application architecture team which specialises in designing traditional, Cloud and Hybrid architectures, and business change consultants with experience to support staff through the process.

2.4.2 Approach

a) Transition Management Methodology

NTT DATA proven Transition Management Methodology will ensure that the Contracting Body obtains the strategic benefit it is seeking from the implementation of a new Cloud-based system by assigning experienced Transition Manager to lead the change management function. This Transition Manager will work with your change champions to manage the change across business units affected by the change.

b) Determine the Organisational Change Impact and Assess As-Is Status

The NTT DATA Transition Manager will:

- Carry out an Organisational Risk and Readiness Assessment relating to the Cloud implementation to determine the Contracting Body's environment, business priorities, timelines and approach, and will involve confidential interviews with the project sponsor and business change champions to obtain their views of the challenges.
- Classify the impact into one of four categories - People, Technology, Processes, and Culture, and determine the impact on the Contracting Body's organisation, processes and staff. This will be fed into the Communications Plan and subsequent actions.
- Carry out a Stakeholder Assessment and Alignment Assessment. This is a checkpoint with business unit stakeholders affected by the implementation of the new system to determine their current state of mind and the concerns they perceive are associated with the planned transition to Cloud.
- Establish the Transition Governance forums, including participation from client key stakeholders
- Create, execute, and manage the agreed Transition plan.

c) Prepare for Organisational Change

The NTT DATA Transition Manager will create a Communications Plan to prepare the client for the planned Cloud transition. This will use the likely impacts of the transition and identify recommended actions to manage them successfully. The Communications Plan will comprise:

- Understanding of the environment (e.g. current culture, working practices).
- Definition of the audience (by stakeholder groups).
- Craft messages (the Vision for the To-Be state, the case for change).
- Select media (Intranet, social media, user group forums). - Disseminate messages.

d) Manage the Transition

The NTT DATA Transition Manager will track the actions throughout the life of the Cloud implementation and monitor it through regular status meetings. This will include a re-examination and update of the change impact and corresponding actions to ensure that they reflect the latest inputs obtained as part of project elaboration. Throughout the transition, the NTT DATA Transition Manager will:

- Ensure that the stakeholder engagement approach employs effective tools to increase awareness and involvement in the project; obtains regular feedback for the project to gauge its effectiveness.
- Carry out periodic Stakeholder Assessment and Alignment Assessments to monitor the feedback from impacted stakeholders, assess any resistance throughout the lifecycle of the engagement and facilitate quicker adoption of new processes and roles.

2.4.3 Customer Outcomes

By formally setting expectations, employing tools to improve communication, proactively seeking ways to reduce misinformation, and establishment of governance, stakeholders are more likely to buy into the Cloud transition initially and remain committed throughout any discomfort that may be identified throughout the transition.

2.5 Business Process Improvement

2.5.1 Introduction

The adoption of cloud technology provides an opportunity to review processes to ensure they are working in the most effective and efficient manner. This service addresses the process change required to accompany the adoption of cloud-based solutions.

Cloud implementations may require a change to business processes. NTT DATA's Business Process Improvement (BPI) Service specifically addresses the process change required to accompany cloud-based implementations. BPI is a systematic approach to help an organisation to optimise its underlying processes to achieve more efficient results. The expected results of BPI include cost reduction, quality improvements, and streamlined processes.

NTT DATA's business change consultants and business analysts support process change for organisations across both public and private sectors. We run an industry standard certification programme for our business analysts, ensuring they are equipped with the modelling and design tools to make it easier for your stakeholders to understand and validate the new processes being proposed.

2.5.2 Approach and Scope

Our clients engage us when considering a cloud initiative to perform a thorough review of current business process and recommend the best way forward to replace or improve them as part of the implementation project. To ensure this can be done in the most efficient and effective manner, we set out to understand the client's strategic goals and who its stakeholders are. By focusing on the strategic goals of the organisation and the people we can align the business processes to deliver the most value, most quickly. We also conduct assessments and improvements to validate that the business's value chain (how it takes inputs from suppliers and service user needs, provides to them with appropriate services, and delivers tangibly increased value as a result) is readied for the change that would ensue, by implementing a structured communication activity.

In the event a cloud initiative is already underway or completed, business processes may be found to be failing and in need of change. In this situation we take a similar approach, but the focus would be on the desired end state rather than a controlled migration to a new way of working.

Our business process improvement services help buyers to migrate to the cloud or between cloud services through validating that the most effective value-adding activities are being performed by the right people in the most efficient way for pre- and post-delivery and migration of cloud technology.

We use the following activities to achieve the improvements required:

- Business process review
- Business process improvement
- Business process re-engineering
- Business process optimization
- Business process automation
- AI adoption into processes
- Target operating model pilots and proofs of concept

The business process analysis approach we use is aligned to BCS and IIBA standards. At a very high level, through workshops with your stakeholders, our analysts will:

- Gather contextual inputs (voice of the customer, requirements, current operating model, case for change)
- Define the process scope
- Create a top-level diagram for 'happy paths' (activities, actors, interdependencies, triggers and hand-offs)

- Add top-level exception paths
- Expand sub-processes to show details
- Create a process summary
- Use inputs from change impact assessments to identify areas for change (especially activities and actors)
- Document new processes and work instructions

Our business process improvement services dovetail with our business analysis services and our business change management services.

2.5.3   Customer Outcomes

We find that organisations using NTT DATA's business process improvement service for Cloud Services achieve the following benefits:

- Increased likelihood of successful adoption of cloud technologies
- Increased efficiency and effectiveness of team outputs after change with cloud technology
- Increased quality of service
- Improved business-level resilience
- Reduced cost to serve
- Increased internal and citizen satisfaction
- Increased compliance in regulated services.

2.6 Programme Management

2.6.1 Introduction

NTT DATA provides a Programme Management service that addresses the management of Cloud implementation programmes. This enables successful delivery of cloud programmes covering organisational, process and IT-enabled change. This service may be combined with other NTT DATA specialist Cloud services; NTT DATA's Transition Management, Business Process Implementation, People Change Management, and Project Management services.

Our programme managers are qualified in industry standard methodologies and are experienced at helping organisations manage the delivery of large and complex programmes.

2.6.2 Approach

NTT DATA's approach to programme management for Cloud implementations is structured and thorough. It uses our Delivery Framework to provide guidance and tools to further enhance the hands-on experience of our programme managers.

Our approach combines a system of metrics and controls with information sharing and skills transfer to shape and direct the programme as the scenario develops. Our programme managers will take a holistic view across projects within your organisation. One of their objectives will be to provide assurance that projects remain focussed on the organisation's needs and strategies and will deliver the benefits that are expected. Another will be to provide standardisation of management and control across projects to provide more efficient use of the organisation's resources and greater transparency of project progress to business managers. This will be achieved through:

- Common Approaches - applying a Governance framework which is applicable and flexible enough for all Business domains and all methodologies
- Reducing the total artefact portfolio – by combining similar elements in the portfolio and reducing repetition in the project lifecycles
- Simplifying artefact portfolio – through use of common templates and formats.

Through this approach our programme manager will prevent, projects assuming a life of their own and help project managers remain focussed on the programme objectives.

2.6.3 Scope

- Programme management.
- Project management tools and techniques e.g. PRINCE, MSP.
- Risk management.
- Project assurance
- Project reviews and health checks.
- Communications strategy development.
- Familiarity with IT project issues.

2.6.4 Client Outcomes

These include:

- Ensuring that resource utilisation is optimised across the portfolio of projects.
- Ensuring that risks and interdependencies are managed across the programme.
- Managing the effects on the whole programme, of changes that occur in each project.
- Re-adjustment of priorities across related projects as circumstances change.
- Commitment to the successful completion of client programmes.
- Strong communications and reporting.

2.7 Programme Management Office (PMO)

2.7.1 Introduction

NTT DATA provides a Programme Management Office service that supports the successful delivery of Cloud programmes.

2.7.2 Approach and Scope

NTT DATA's Programme Management Office (PMO) helps to organise manage, accommodate and control the changes that are necessary to achieve the objective set by the business strategy. To achieve this, the PMO creates the programme 'infrastructure' to provide the tools and procedures whereby the programme is managed. The PMO will create tools in each of the following streams:

- Programme plan - presenting the current coordinated - high level - view of the state of progress and interdependencies between the projects. Produce all programme level MIS.
- Risk register, risk management process - to ensure all programme level risks are owned and mitigation activity undertaken. This includes aggregated project risks that need exposure at programme level.
- Issues handling, change control mechanism - to ensure the impact of external events are assessed and assimilated into the effected projects.
- Quality standards and quality assurance procedures - to ensure deliverables are fit for purpose.
- Benefits register, benefits management - maintaining a visible record of all benefits to be realised by the programme and the responsibilities of the underlying projects to enable that realisation.
- Financial control mechanisms - enabling budgets to be secured through the preparation of the programme Business Case and monitoring of monthly / yearly programme spend.
- Communications strategy - creating a branding for the ensuring that all relevant stakeholder groups are kept aware of progress and are consulted before any major changes are undertaken.
- Secretariat (PSO) - to arrange and manage all regular and ad-hoc programme meetings and satisfy all reporting requirements.

2.7.3 Client Outcomes

These include:

- The PMO will carry out tasks on behalf of the Programme Manager, allowing him to maintain his strategic focus on the programme, and to be supported by accurate and up to date information on all the constituent projects.
- The PMO will provide a consistent approach to how projects report into the programme, which will result in the projects aligning their project management practices. This alignment will facilitate greater joint working and information sharing between the projects.

2.8 Project Management

2.8.1 Introduction

NTT DATA provides a Project Management service that addresses the project management of Cloud service implementations. We rigorously apply formal project management techniques to minimise and manage project risk.

Our Technical Project Management service can be used to supplement other NTT DATA Cloud transformation services to manage additional aspects of business change (see NTT DATA's Transition Management, Business Process Implementation and People Change Management services) or be incorporated into an overall change programme.

Our project managers are qualified in PRINCE2 and are experienced at helping organisations across the Public and Private sectors to reliably manage and control their project deliveries.

2.8.2 Approach

The NTT DATA Project Management Service is a practical and pragmatic adaptation of the PRINCE project management methodology, supported by NTT DATA's own Project Management Environment:
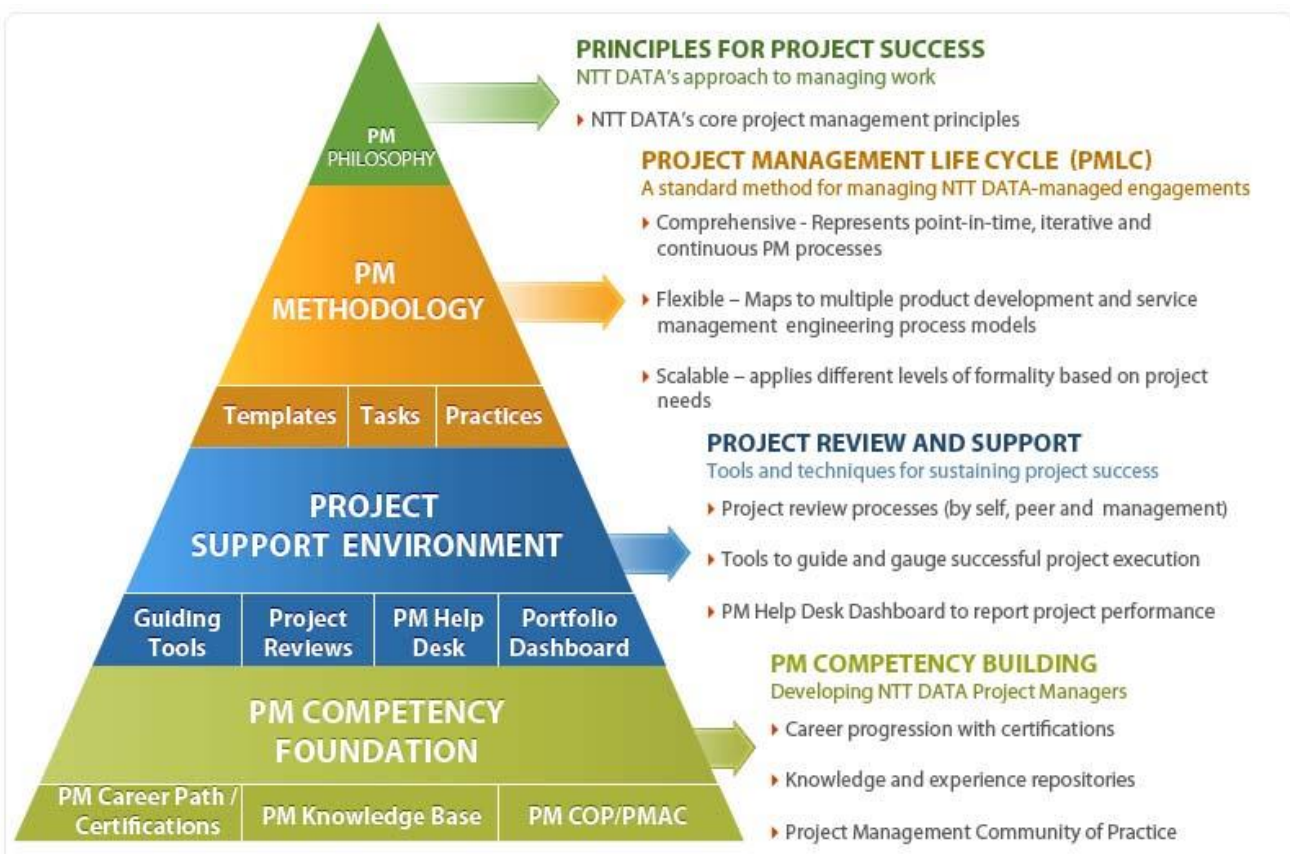
Since Cloud-based projects are unique undertakings, they have their own technical and management requirements. Our methodology is designed to be comprehensive, but is also flexible and scalable, and our project manager will map it to the required technical engineering process and establish the required level of formality based on importance of the project to the business and the degree of risk involved. It is likely our project manager would ensure that the project is divided up into a number of phases (the project lifecycle) with required sign-off gates to enable you, our client, to remain in control at key decision points.

2.8.3 Scope

- Project management tools and techniques e.g. PRINCE2.
- Risk management.
- Project assurance - project reviews and health checks.
- Stakeholder analysis.
- Business case development.
- Communications strategy development.
- Government structures and preparations for the OGC Gateway process.
- Familiarity with IT project issues and the eGov agenda.

2.8.4 Client Outcomes

Formal project management has been demonstrated to significantly improve the delivery of major change programmes and their constituent projects. This:

- Delivers to time and budget.
- Increases the credibility of the project, and of the Senior Responsible Owner.
- Demonstrates conformance with government policy.
- Ensures users are involved at the appropriate time and that they see the project as a success.

2.9 Enterprise Agility

2.9.1 Introduction

NTT DATA provides an Enterprise Agility service to address the need of an organisation that is looking to increase its business and IT agility and increase the value that they deliver to their customers.

This enables successful delivery and improved time to market of cloud programmes and product portfolios covering organisational, process and IT-enabled change.

This service may be combined with other NTT DATA specialist Cloud services; NTT DATA's Transition Management, Business Process Implementation, People Change Management and Project Management services.

Our Enterprise Agility practitioners are qualified in industry standard methodologies and approaches including Scaled Agile Framework (SAFe), and are experienced at helping organisations define, set-up, manage, improve, and coach the delivery of large and complex squads, agile release trains and solution trains, across the organisation.

2.9.2 Approach

NTT DATA's approach to Enterprise Agility for Cloud implementations is structured and thorough. It uses SAFe to provide guidance and tools to further enhance the hands-on experience of our agile practitioners.

Through this approach we help organisations:

- Align the business vision and strategy with an enabling methodology and framework for delivery
- Help redefine and organise the operating model of the business to have an increased focus on their needs and demands of their users and customers, while delivering increased business value and with the shortest sustainable lead time
- Coach and advise organisations on how to modify their mindset, skills and tools for transformation by increasing their flexibility, collaboration and ability to manage change
- Helping prioritise the available capacity and investment to target business change imperatives, focusing on the immediate demands and the medium-term direction, rather than a final destination (which is subject to change)
- Build high performing teams of Government personnel blended with partner expertise
- Adopting lean budgeting aligned to value streams and applying lean estimating, guardrails and forecasting with reviews on a regular cadence
- Building in quality and compliance whilst still adapting governance practices to support agility and to deliver the Lean flow of value.

Our approach uses a series of metrics and controls, tools for collaboration and transparency and effective skills transfer / continuous improvement, to provide the environment for a programme of work to be successful. Our layered Scaled Agile approach ensures that progress within each Squad and Sprint is linked back to a Planning Interval (PI) and a series of Strategic Goals utilising a set of agreed Guardrails for delivery that are applicable to the organisation's Strategic Themes and Portfolio Vision.

Through this approach, our Scaled Agile practitioners will ensure that key business initiatives are prioritised and supported, with early deliveries being made wherever possible to test new ideas and concepts (i.e. fail-fast), to maximise the opportunity to deliver the maximum business benefit.

2.9.3   Scope

- Customer Centricity
- Organisational Agility
- Lean Portfolio Management
- Enterprise Solution Delivery
- Agile Product Delivery
- Team and Technical Agility
- Continuous Learning Culture
- Lean Agile Leadership
- Business Agility

2.9.4   Client Outcomes

These include:

- Aligning technology development to strategic business goals
- Delivering new value on a predictable schedule against which the rest of the business can plan
- Improving the quality of the solutions delivered, providing an enhanced customer experience
- Scaling Agile practices beyond the Development Team, into the Programme, the Business and across the Enterprise, to deliver better results
- Organise people and teams around Value, so that our programmes deliver effectively and avoid delays and bottlenecks from a traditional functional structure
- Create an environment that fosters collaboration, innovation and relentless improvement for all involved
- Change the culture so that it is safe to fail: Encouraging people to take risks, think creatively, embrace continuous learning, removing impediments of change within the organisation
- Improved time-to-market, employee engagement, higher quality, higher customer satisfaction, improved economic outcomes

By applying the SAFe and Enterprise Agility values, principles and practices, the organisation can address all these points which will enable them to realise greater business benefits from their initiatives.

3   Commercial Arrangements

3.1   Parent Company Guarantee (PCG)

Please note the following details in relation to any direct award or competition under the G-Cloud framework agreement.

NTT DATA is not able to provide a Parent Company Guarantee (PCG). If your call-off order or competition requires a PCG, then NTT DATA will be forced to decline the call-off order or withdraw from the competition.

3.2   Use of subcontractors and partners

These services are delivered by NTT DATA with support from selected, specialist partners only where required, and with approval from the client in advance.

3.3   Pricing

Please see the Digital Marketplace for the NTT DATA Pricing Document and SFIA Rate Table associated with these services.

3.4   Ordering and invoicing process

Clients will be expected to follow the G-Cloud 14 ordering process as outlined in the Framework's Terms and Conditions. This will ensure that the scope, timeline, and technical requirements are understood, agreed and can be delivered.

Each assignment will then require a formal work order to be raised, which would define:

- The name and contact details of the consumer's representative
- The objective(s) of the work and the Key Performance Indicators
- The amount and type of resource required (number of roles and duration)
- Start and end dates for the project
- The scope and requirements for the project
- The specific technical or business knowledge required by NTT DATA
- Advise whether the project is expected to be carried out on the consumer's premises (in which case location is required), or at NTT DATA's premises
- Expected deliverables, quality levels and acceptance criteria for sign-off

Upon receipt of a work order, NTT DATA will evaluate the requirement and confirm a start date. Once NTT DATA accepts a work order, we will commence work upon receipt of a purchase order.

NTT DATA will operate the following invoicing process:

- For time and material projects and assignments - monthly invoices will be issued in arrears for payment within 30 days
- For fixed price projects and assignments - invoices will be based upon agreed staged payments associated with formal client sign-off of interim or final deliverables. Invoices are issued in arrears for payment within 30 days
- For managed services - Transition Charges and Managed Services Charges will be invoiced quarterly in the middle of each quarter

3.5 Consumer responsibilities

The client will provide a Project Manager responsible for the following activities:

- Ensure the organisation is aware that external support is being provided by NTT DATA and that staff and teams are clear about the project, its scope and their roles and responsibilities in it.
- Manage the client personnel and responsibilities for this project.
- Serve as the interface between NTT DATA and all the client's departments participating in the project.
- Administer the Change Control Procedure with the NTT DATA Project Manager.
- Participate in project status meetings.
- Obtain and provide information, data, and decisions within three working days of NTT DATA's request unless a different response time is agreed in writing.
- Review and approve the Milestone achievements.
- Help resolve any project issues and the client deviations from the estimated schedule, and escalate issues within the client organisation, as necessary.
- Provide staff as required to undertake the User Acceptance Testing.
- Ensure client staff are made available for any meetings, interviews, document review and presentations within the proposed timescale.
- Provide client staff able to deliver authoritative answers to questions and clarification requests in a timely manner.
- Provide NTT DATA personnel with suitable office space, other accommodation and facilities that personnel may reasonably require to perform the services required during the project.

3.6 Accreditations

For these services, NTT DATA has corporate membership of the ITSMF, SDI and MCA trade bodies and holds a number of relevant accreditations including:

- ISO 9001 Quality Assurance
- ISO 14001 Environmental Management
- ISO 27001 Information Security Management
- PRINCE2 Practitioner Project Managers
- ISO 20000-1 IT Service Management
- ISO 22301 Business Continuity
- Cyber Essentials
- Cyber Essentials+

4   About NTT DATA

4.1   Globally

NTT DATA Corporation is a global IT innovator delivering technology-enabled services and solutions to clients around the world and is the world's 6th largest global IT Services provider (reference: Gartner). It employs more than 130,000 people across 40 countries and has annual revenues of more than $22bn.

For more than 45 years, the NTT DATA Corporation has been successfully providing IT services to a wide range of clients in the automotive, electronics and high technology, energy and utilities, financial services, healthcare and life sciences, insurance, manufacturing, media and entertainment, professional services, public, retail, telecommunications and transportation and logistics sectors.

NTT DATA has significant global coverage across the Americas, Europe/Middle East and Africa (EMEA) and Asia Pacific regions. In EMEA, NTT DATA has operations in 39 cities across the region.

4.2   In the UK

NTT DATA UK Ltd (NTT DATA) is a subsidiary of the NTT DATA Corporation and is a systems integrator headquartered in the City of London and Birmingham.

NTT DATA in the UK is a £400m per annum turnover organisation that focuses on supporting clients in Public Services, Telecommunications and Media, Insurance, Manufacturing, Consumer & Travel and Energy & Utilities sectors. Its operations are underpinned by ISO registrations (ISO9001, ISO27001 and ISO14001), Cyber Essentials+ and membership of UK professional bodies.

NTT DATA has partnerships with a number of leading software vendors and works closely with NTT group companies to provide a wide range of solutions to UK clients, companies include NTT Europe, NTT Security, Itelligence, and Dimension Data.

4.3   How we help our clients?

NTT DATA provides a portfolio of services to support every aspect of its clients' business technology life cycle, including:

- Strategy to create competitive advantage
- Implementation with speed, confidence, efficiency, and surety
- On-going management to optimise your assets with the best resource mix and cost
- Evolution to create new opportunities and future-proof your enterprise

NTT DATA helps its clients by building value through the visualisation and realisation of innovation. This involves working in close partnership with clients to:

- Design innovation - create robust IT strategies geared towards optimising business processes and the use of IT and networking concepts along the customer's entire value chain. We help our clients use IT to differentiate themselves from their competitors
- Develop solutions - use our advanced systems structuring and application capabilities to develop and provide solutions that make business innovation a reality
- Drive performance and efficiency - provide constant support for our clients helping them exploit the full potential of their IT solutions and take advantage of the latest IT innovation thinking

4.4 Trade body membership and accreditations

NTT DATA has corporate membership of the MCA trade body and our activities are supported by technical and vendor accreditations:

- Snowflake Global Elite Partner
- Informatica Enterprise Premier Partner
- Google Cloud Platform Premier Partner
- Microsoft Solution Partner Designation: Business Application, Data & AI, Digital & App Innovation, Infrastructure, Security, Modern Work.
- AWS Premier Partner | AWS Partner Programs; Premier Tier Services, AWS Managed Service Provider, Authorized Commercial Reseller, AWS Public Sector Partner, AWS Solution Provider Program, AWS Public Sector Solution Provider, Authority to Operate on AWS
- AWS Competencies | Machine Learning Consulting, Telecom Services, DevOps Consulting, Government Consulting, Migration Consulting
- Salesforce Platinum Partner
- Genesys Global Gold partner
- Service Now Elite partner
- Red Hat Premier Business Partner
- Palo Alto Networks Diamond Innovator (Global)
- Check Point 5 Star Partner
- Fortinet Global Partner
- F5 Platinum Partner
- Zscaler GSI
- Cisco Gold Partner
- SAP Global Platinum Partner
- Dell Titanium Partner

4.5 Services

We support UK clients through the following digital focus areas:

- Customer Experience - engaging with customer to maximise user understanding, engagement and support
- Data & Intelligence - excel in new data model creation using gathered intelligence that can produce actionable results for organisation success
- Intelligence Automation - automate repetitive business processes for success in a digitally-dynamic environment
- Internet of Things - connecting and communicating with an ever-expanding base of devices connected to the internet
- IT Optimisation - revolutionising IT environments by delivering the agility necessary to remain effective in a rapidly changing landscape
- Cyber security - protecting against data breaches and unauthorized use of confidential information in today's connected digital world

4.6 Further information

See https://uk.nttdata.com for further information, or contact us at nttdatauk.requirements@nttdata.com