G-Cloud 14

Service Definition Document

Customer Data Platforms (CDP)

May 2024

EY

Building a better
working world

Contents

1. Introduction

EY is delighted to participate in the latest release of the G-Cloud framework. We have been a supplier through G-Cloud since its inception and, in line with digital trends, have evolved our services over this time.

Digitalisation strategies and adoption of cloud technologies are a core enabler in tackling today's challenges such as energy transition and net zero, cyber-security and data loss, workforce skills gap, and ethical and regulatory changes. With enterprise technology evolving at an unprecedented pace, it is critical to work with a partner that can help you navigate these challenges and that brings an in depth understanding of how to leverage the broader technology ecosystem (e.g. ServiceNow, Microsoft, SAP) and emerging technologies (e.g. AI, Augmented Reality) in the context of cloud solutions to do so.

With 135,000 consultants globally, of which 17,000+ are cloud professionals providing services across Azure, AWS, GCP, IBM and Alibaba Cloud, we support all aspects of digital business transformations pivoting around cloud. We deliver end to end services from cloud strategy and migration to solving specific business challenges through building cloud native digital solutions. These technology-driven services are supplemented by our business and people capabilities allowing for holistic transformational change and adoption.

EY offers a range of cloud services that help organisations globally to modernise their business core, build data centricity and connect distributed ecosystems (see Figure 1):

Data modernisation through cloud - Migrate data to cloud, transform data foundations with intelligent cloud data platforms and infuse AI to accelerate and optimise operations and workflows such as our Advanced Analytics and Data Science service;

Distributed cloud - Develop, deploy and manage distributed architectures across multiple public clouds and edge, building resiliency, security and compliance such as our Cloud Strategy and Architecture service.

Industry cloud - Accelerate speed to market with EY industry clouds, through sector-specific use cases and opportunities to co-create solutions with industry specialists and ecosystem partners such as Microsoft, SAP and ServiceNow.

Sustainability cloud - Design cloud solutions that reduce carbon emissions and embed energy-efficient architecture and methods into cloud-based solutions such as our Microsoft Sustainability Manager solution.

Figure 1 - EY Global Cloud Services

Trusted cloud - Embed strong governance into cloud architecture that helps you comply with rapidly evolving legal and regulatory requirements.

Cloud economics - Create transparency on your cloud consumption and strengthen governance of costs and controls, enabling data-driven decisions and optimisations.
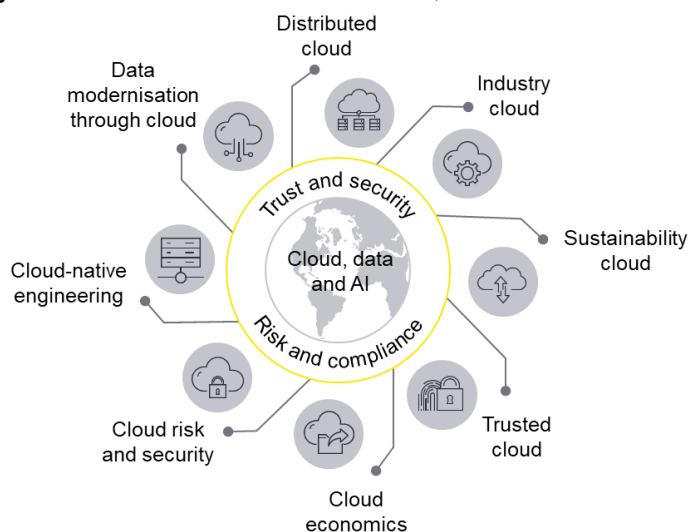
Cloud risk and security - Secure trust in critical business applications and data platforms hosted in multi-cloud environments from the onset, enabling innovation and transformational change.

Cloud-native engineering - Develop and deploy data and insights-driven microservices and composable architectures, enabled by industrialised DevOps.

For G-Cloud 14, we have curated a range of services grouped into themes (see Figure 2) which align to our Global Cloud Services and that can be procured separately or together to meet your specific requirements.
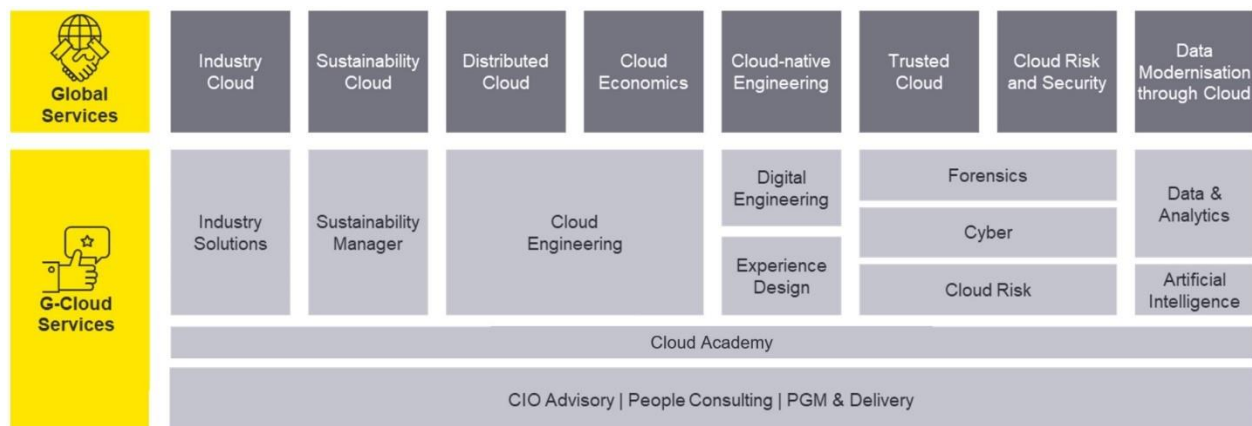
Figure 2 - EY G-Cloud 14 Service Themes

EY has been recognised as a:

- ✓ Leader in the Gartner Magic Quadrant for completeness of vision and ability to execute and have scored highest in Strategy and Consulting, Data Management and Governance Use Cases.
- ✓ Leader in Cloud Security and Microsoft Implementation Services by IDC Markets cape
- ✓ Top cloud professional services provider, based on an analysis of our capabilities and strategies by IDC MarketScape
- ✓ Leader in the 2023 Cloud Services in Insurance PEAK Matrix by Everest Group

2.   Approach

To deliver impactful designed and engineered cloud native MVPs, implemented at scale and at speed, we follow a four-phase delivery approach, underpinned by leading practices such as SAFe and TOGAF. We align to the GDS service manual and methodology of Discovery, Alpha, Beta and Live.

From initial concepts to delivering functionally rich sites and applications, we follow a four-phased approach from Discovery through Alpha and Beta to a Live fully functioning product or service (see diagram below)
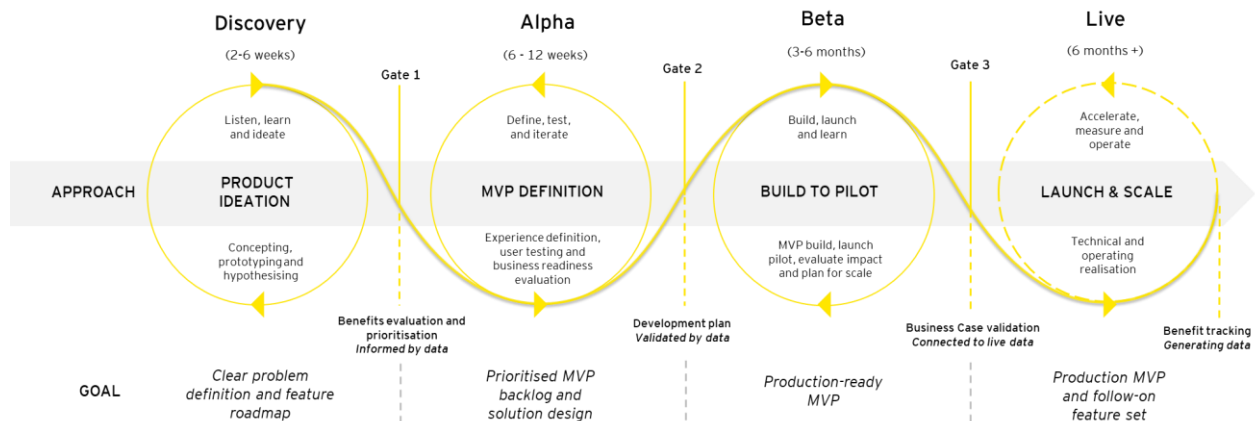

Figure 3 - EY's four-phased delivery approach

Our approach is inherently iterative, reinforcing stakeholder trust with each cycle. At every milestone, we meticulously evaluate outcomes and base our decision-making on evidence measured against a set criteria framework. This rigorous approach guides us from initial ambiguity to clear product definition, and ultimately to detailed design and execution.

As the product or service matures, certainty and confidence grows in tandem. We methodically manage effort, results and efficiency at each step, ensuring the highest levels of product integrity and performance.

EY typically delivers digital design & engineering services following agile methodologies, though we can adapt to client-led approaches, or advise on best practice and optimised ways of working based on our experience. We believe in an MVP-first mindset to demonstrate incremental value.

We believe in creating a collaborative One Team ethos.

We create a 'One Team' ethos, working as an integrated and collaborative partner with you and your supplier ecosystem.

We follow five core principles underpinned by tangible activities:

1.	Achieve allegiance to the mission.	► Ensure a compelling product vision is in place for the team ► Facilitate customer empathy sessions for all team members, to foster the team's understanding our consumers' lived experiences. ► Agree team success metrics to regularly review

2.	Seek culture alignment, build on chemistry, and establish trust.	► Ask each team member to create a persona document of themselves, to help establish team ways of working and optimally blend teams. ► Buddy team members to drive closer and deeper connections. ► Develop an Esprit de Corps, having fun in the process is a core ingredient to successful teaming
3.	Form cross-functional, cross-organisation teams, with no name badges.	► Manage the teams transparently using a joint team-sheet that articulates skillsets and strengths. ► Use a shared and transparent Kanbans to help all team members and key stakeholders to understand progress and unblock issues. ► Align the teams around core artefacts e.g. journey maps
4.	Agree ways of working and governance.	► Clarify the desire for early escalation of risks and issues as part of developing a 'One Team' ethos. ► Implement leading practice for ways of working e.g., hypothesis framing to establish a group consensus for problems
5.	Use technology to unify and collaborate.	► Establish preferred tools and methods for collaboration and run regular Retros to check how the team are collaborating and propose improvements.

We focus on outcomes

Our product delivery teams focus on outcomes, not outputs ensuring value is delivered. Managing by outcomes gives delivery teams the autonomy, responsibility, and ownership to chart their own path. Instead of asking them to deliver a fixed roadmap of features by a specific date in time, we empower them to solve customer problems or to address business needs. The key distinction with this strategy over traditional roadmaps is that we are giving the team the autonomy to find the best solution. As the team is cross-functional and self-sufficient, they have a depth of customer and technology knowledge, giving them an advantage when it comes to making decisions about how to solve specific problems.

3. Our Team

With **650+ BPSS and SC cleared resources in the UK and Ireland** (Fig 4) and the option to call upon nearshore and offshore teams for further scale, we can support large full scale digital projects and implementations. Across People, Business and Technology Consulting, we can bring the whole of EY to meet your needs and help you transform, grow, protect and optimise your cloud-based digital services.

Figure 4 - EY office locations across the UK and Ireland

We can work with you to define the optimal team profile for your project. Our digital design and engineering teams typically comprise the following skillsets:

Strategists who consult and define, with skills in:

- ► Technology Strategy
- ► Enterprise Architecture
- ► Cloud Architecture
- ► Product Management
- ► Business Analytics
- ► Service Design

Architects, Designers & Engineers who design and build, with skills in:

- ► Technology Architecture
- ► Solution Architecture
- ► Cloud Architecture
- ► Cloud Engineering
- ► Full stack Engineering
- ► Web development
- ► QA Testing & Analytics
- ► User Research & Testing
- ► Experience & Interaction Design
- ► Visual Design & Animation

Product, Programme and Delivery Managers who plan, manage and communicate, with skills in:

- ► Product Management
- ► Delivery Management
- ► Agile & Scrum
- ► Programme Management
- ► Project Management

4. Our Services

EY offers a comprehensive range of digital cloud-based services tailored to government and industry. Our services encompass the entire software development lifecycle from research and design to development, delivery and ongoing support of innovative, customer-focussed digital offerings.

Our Designers, Engineers and DevOps teams follow industry best practice and government standards to ensure solutions are robustly designed and executed to deliver optimal outcomes and digital transformation success.

EY's cloud services

We look forward to adding value to your organisation through any of the following service offerings which are detailed on the following pages:

- ► Enterprise and Solution Architecture
- ► Full-stack Web Applications
- ► Mobile Applications
- ► API Integrations and Middleware
- ► DevOps and DevSecOps Services
- ► Marketing Automation Platforms
- ► Customer Data Platforms (CDP)
- ► Customer Relationship Platforms (CRM)
- ► Content Management Services (CMS)
- ► Product Management
- ► Agile Delivery Management
- ► Agile Delivery Platforms
- ► Digital Operating Model Transformation
- ► Digital Partnerships

Ways we can add value

- ► Design, build and launch new digital products & services
- ► Accelerate speed to market for digital products & services
- ► Innovate on top of legacy systems
- ► Improve user experience
- ► Increase operational efficiency
- ► Streamline business processes
- ► Reduce cost-to-serve through digitalisation
- ► Improve site speed & performance
- ► Test, learn and iterate through rapid prototyping
- ► Accelerate development with COTS products, component libraries and design systems
- ► Raise technical quality
- ► Make digital products more sustainable and accessible

4.1. Enterprise and Solution Architecture

EY's Enterprise and Solution Architecture services align technology and business goals. Our Enterprise and Solution Architecture aligns to GDS standards and uses robust frameworks, e.g. TOGAF, enhancing agility, efficiency, structure, governance and innovation. We design, build and implement enterprise and solution architectures that enables you achieve your ideal future state.

FEATURES

► Agile strategic vendor selection for optimal technology alignment
► DevOps-informed roadmap curating future agile enterprise services
► Streamlined program delivery focused agile benefit-driven releases
► Detailed requirements definition for customised technology solution design
► Comprehensive data and solution architecture and design for business integration
► Tailored enterprise application implementation across key business functions
► Expert, agile configuration and development ensuring solution efficacy
► Systematic development and integration for smooth operational continuity
► Rigorous testing routines for robust, data-centric system performance
► Enhanced security and controls to protect business operations

BENEFITS

► Streamlines strategic application set-up, migration, deployment, boosts efficiency and reusability
► Accelerates vendor selection, ensures agility and modular architecture for adaptability
► Testing and Security considered up front to ensure reliability, security, stability, and performance
► Resource optimisation ensures cost-efficient product delivery, streamlines programme and release management
► Boosts productivity with effective process management, fostering streamlined workflows
► Tailored solutions fit government-sector needs, reducing time to market
► Comprehensive controls, enhanced security, reduce maintenance, strengthen risk management
► Encourages innovation, agility in new product launches, guides service strategy
► Promotes scalable business growth with modular enterprise application implementation
► Preparatory services ensure alignment, readiness, and quicker market entry

4.2. Full Stack Web Applications

EY offers comprehensive full-stack web design and engineering services - designing, developing, deploying and supporting web solutions utilising our full stack engineering skills and industrialised methods. We design and build custom full stack web experiences leveraging rapid deployment of products and functionalities using agile methodologies and GDS protocols.

FEATURES

► Full stack software development for bespoke web applications
► End-to-end journey mapping, user experience, customer experience
► Integrations with third party services and legacy systems
► Inclusive & accessible design for better user experience
► Manual and automated quality assurance services to ensure quality delivery
► Modular, scalable, and maintainable code practices ensuring reusability
► Development of RESTful APIs to support Front End-Back End integrations
► Rapid deployment, scaling of GDS experienced resources across SFIA levels
► Integrated DevOps services to streamline the development process
► Data architecture, data modelling, data transformation, data migration services

BENEFITS

► Access to EY's assets and accelerators for rapid development.
► Flexibility to scale up/down based on project needs
► Access to EY's subject matter resources on Government and Infrastructure
► Program management and governance support to complement the delivery team
► Support in knowledge transition and handovers
► Enhanced agility for swift adaptation to changing technology landscapes.
► Cost-effective solutions maximising ROI
► Efficient and streamlined processes for accelerated project completion
► Solutions compliant to GDS Service Manual

4.3. Mobile Applications

EY's mobile app design and engineering expertise encompasses the entire development lifecycle - conception, interactive design, development, deployment, & support. We craft tailored user-friendly mobile (iOS, Android, ReactNative) app experiences, engineered for high performance across all devices. We utilise modern technologies and agile methodologies to drive innovation within your ecosystem.

FEATURES

► Responsive design for optimal performance across varying screen sizes
► Cross-platform development for iOS and Android using React Native
► Scalability and support across mobile devices and platforms
► Inclusive & accessible design for better user experience
► Manual and automated quality assurance services to ensure quality delivery
► Modular, scalable, and maintainable code practices ensuring reusability
► Analytics driven strategy definition for iOS and Android app development
► Rapid deployment, scaling of GDS experienced resources across SFIA levels
► Rapid mobile solution deployment on multiple platforms using Power Apps
► Data architecture, data modelling, data transformation, data migration services

BENEFITS

► Extensive talent pool of specialised mobile developers and designers
► Access to EY's mobile engineering tools, frameworks, assets and accelerators
► Flexibility to scale up/down based on project needs
► Access to EY's subject matter resource pool on Government and Infrastructure
► Program management and governance support to complement the delivery team
► Support in knowledge transition and handovers
► Enhanced agility for swift adaptation to changing technology landscapes
► Cost-effective mobile solutions maximising ROI
► Efficient and streamlined processes for accelerated project completion
► Solutions compliant to GDS Service Manual

4.4. API Development, Integrations and Middleware

EY's API Development, Integrations and Middleware capability spans all major cloud platforms (Azure, AWS, GCP, IBM), iPaaS, and, API vendor-specific tools & technologies (MuleSoft, Boomi, Redhat), and open-source platforms (Apache Camel, Spring Cloud Gateway, Spring Integration), ensuring seamless API construction, integration and management. Our API services cater to a diverse array of scenarios, including on-premises integration, cloud-native application deployment & integration, and migration of Integrations and integration platforms.

FEATURES

- ► Strategic consulting for technology roadmap development based on integration
- ► API capability mapping, gap analysis, and conceptual solution design
- ► Process optimisation integrating business functions
- ► Middleware technology/platform selection to align with organisational needs
- ► Design, configure, build, and deploy API solutions
- ► Assess business needs to tailor integration and middleware implementation.
- ► Modular, scalable, and maintainable code practices ensuring reusability
- ► Provision of security protocols to protect the integrity of data
- ► Data transformation and migration from legacy applications/Integrations
- ► Aggregation of information from multiple systems for user consumption

BENEFITS

- ► Build trust with users through reliable, responsive, and secure services
- ► Accelerate product development by supporting modularity and reusability
- ► Better control over data, applying policies on access and data exchange mechanism
- ► Provide an integrated view of data and facilitate data centric decisions
- ► Streamline service delivery to reduce costs and optimise resource utilisation
- ► Enable ideation, iteration, and rapid development, reducing time to market
- ► Provide the framework for development of applications that support growth
- ► Cost-effective solutions maximising ROI
- ► Solutions compliant to GDS Service Manual

4.5. DevOps and DevSecOps Services

EY offers DevOps and DevSecOps services and solutions designed to enhance the efficiency, productivity and quality of software delivery. Leveraging the latest in cloud and AI-powered Integrated Development Environments (IDEs), we elevate the developer experience, providing DevOps and DevSecOps guidance, enforcing architectural principles, and optimal DevOps and DevSecOps practices.

FEATURES

- ► AI-driven IDEs boost coding efficiency and standard compliance
- ► CI/CD pipelines automate for rapid, reliable code deployment
- ► Curated reusable components library accelerates project development
- ► Marketplace for sharing, adopting vetted development components
- ► Standardised tools enhance development consistency
- ► Agile governance ensures lean, adaptive oversight
- ► Decision-making framework for architectural best practices
- ► Scalable reference architectures for reliable solutions
- ► Distributed teams structured as PODs and Squads to foster collaboration
- ► Security-first approach embedded in DevSecOps practices

BENEFITS

- ► Enhanced developer productivity through intelligent tooling
- ► Quicker time-to-market with automated deployments
- ► Cost savings from using shared, proven components
- ► Community-driven insights enhance component quality
- ► Consistent development experiences across projects
- ► Agile adaptation with streamlined governance
- ► Best practices embedded in scalable solutions
- ► Improved team agility and collaboration
- ► Built-in security fortifies the development lifecycle
- ► Left-shift of quality through continuous testing and tool automation

4.6. Marketing Automation

EY offers advanced Marketing Automation services to increase customer engagement, streamline campaign management, enhance marketing efficiency, and boost ROI. We have strong capabilities in the leading marketing automation platforms - HubSpot, Adobe, Salesforce, Selligent. We design, develop, and implement the right marketing automation technology solution, aligned with your organisational goals.

FEATURES

► Strategic Marketing Automation vision and roadmap development
► Current state mapping, gap analysis and solution design
► Strategic vendor selection that aligns with organisational requirements
► Multi-channel marketing process optimisation
► Design, build, and customise bespoke Marketing automation solutions
► Capability model building and Integration with digital Marketing ecosystem
► Performance analytics and tailor-made dashboards for reporting
► Hyper-personalisation of multi-channel customer journeys
► Data security and compliance management capability
► Comprehensive team training and Marketing Automation support

BENEFITS

► Increase the ROI on marketing spend by accelerating speed to market through optimisation
► Improve efficiency by automating manual and repetitive tasks
► Boost customer engagement by delivering personalised experiences
► Enhance the scale and scope of marketing campaigns seamlessly
► Drive innovation and unlock hidden customer needs through actionable insights
► Clear, future-focused marketing action plans
► Align marketing automation to strategic business objectives and goals
► Measure performance of marketing campaigns across channels
► Secure customer data and uphold industry compliance standards
► Empower staff with marketing automation skills through tailored coaching

4.7. Customer Data Platforms (CDPs)

EY offers a Customer Data Platforms (CDPs) design & implementation service to help you harness the transformative power of CDPs. We work with you to assess the data strategy, drive omnichannel priorities, identify benefits, evaluate technological fit, then implement and deliver solutions, ensuring alignment with your strategic business goals.

FEATURES

► A thorough assessment of business requirements and objectives to identify how a CDP can deliver value to the organisation
► Development of a detailed rollout plan, outlining phases, milestones, and timelines for CDP deployment
► Crafting a scalable and secure data strategy and data infrastructure that facilitates the integration and management of customer data sources
► Guidance on choosing the right CDP technology from leading vendors such as Adobe RT-CDP and Lytics, matched to specific business needs
► Seamless integration of the CDP with existing marketing tech stacks, CRMs, and data systems, and configuring the platform for optimal performance
► Comprehensive training programs and materials to ensure users across the organisation can effectively utilise the CDP
► Ensuring the CDP meets industry standards and regulations for data privacy and protection
► Incorporation of advanced analytics and customised reporting to extract actionable insights from customer data
► Regular system evaluations, technical support, and updates to keep the CDP at peak performance
► Structured change management practices to facilitate organisational adaptation to the new CDP capabilities and processes

BENEFITS

► Achieve a 360-degree view of the customer by integrating data from multiple sources, leading to unified customer profile that improves customer understanding and targeting
► Utilise the comprehensive data within the CDP to deliver personalised marketing campaigns and improve the customer experiences
► Make informed strategic decisions and drive omnichannel priorities, based on unified and reliable customer data analytics provided by the CDP
► Streamline marketing efforts through automation and better segmentation, increasing the efficiency of marketing spend and campaigns
► As the business grows, the CDP can scale to accommodate increasing volumes of data and complexity, future-proofing your data infrastructure
► Stay compliant with data privacy laws such as GDPR and CCPA through features designed to handle consent management and data security
► Provide security against changing regulation against 3rd party cookies and make your organisation future-proof against the dynamic regulatory landscape
► Reduce the costs associated with disparate data systems and inefficient processes by centralising customer data management
► Deliver cohesive and seamless customer experiences across all channels and touchpoints by leveraging centralised data

► Gain deep insights into customer behaviours and preferences, enabling more strategic and targeted customer engagement strategies

4.8. Customer Relationship Management Platforms (CRMs)

EY offers transformative Customer Relationship Management (CRM) advisory and implementation services to revolutionise customer engagement, optimise processes and CRM migration. We design, develop, and deploy CRM solutions aligning with CRM strategy, delivering delightful user experiences. We are experienced in all leading CRM platforms including Microsoft, Salesforce and SAP.

FEATURES

- ► Strategic consulting for CRM vision and roadmap development
- ► CRM capability mapping, gap analysis, and conceptual solution design
- ► Process optimisation integrating all business functions for customer services
- ► CRM technology/platform selection to align with organisational needs
- ► Design, configure, build, and deploy CRM solutions
- ► Historical data migration and analytics for informed CRM insights
- ► CRM user adoption and training for seamless transitions
- ► Ongoing CRM support and maintenance ensuring continuous improvement
- ► System upgrades and enhancements for CRM evolution
- ► Cross-platform CRM integration for creating a unified technology ecosystem

BENEFITS

- ► Build trust with users through reliable, responsive, and secure services
- ► Centralise data management for user information access with 360-degree view
- ► Improve data security and regulatory compliance for protecting sensitive information
- ► Enhance user insights for targeted marketing and communication strategies
- ► Streamline service delivery to reduce costs and optimise resource utilisation
- ► Enrich service delivery with data-driven insights and personalisation
- ► Enhance capability for accepting and managing user feedback and timely response
- ► Improve efficiency and reduce errors through automation of repetitive tasks
- ► Promote cross-team collaboration facilitated by integrated CRM processes
- ► Increased transparency with traceable interactions and accountability

4.9. Content Management Systems (CMS)

EY offers comprehensive CMS services which include streamlining content management processes, implementing leading CMS platforms to facilitate seamless content delivery and assuring data security and compliance. These services enable clients to efficiently manage content and assets across their digital platforms and empower clients to remain competitive and agile in today's dynamic digital environment.

FEATURES

► Strategic consulting for CMS strategy and roadmap development
► CMS capability mapping, gap analysis, and conceptual solution design
► Workflow and processes optimisation for end-to-end content lifecycle management
► CMS technology/platform evaluation and selection to align with client's objectives
► Design, configure, build, deploy, enhance, and maintain CMS solutions
► Multi-platform content delivery implementation
► Digital asset management including data security and compliance
► CMS user adoption and training for seamless transitions
► Ongoing CMS support and maintenance ensuring continuous improvement
► System upgrades and enhancements for CMS evolution

BENEFITS

► Enhance user experience and engagement throughout content lifecycle management
► Streamline content management processes and workflows promoting collaboration
► Accelerate content delivery to market through automated real-time content publishing
► Facilitate content distribution across platforms promoting consistency in brand identity
► Enable better search engine optimisation (SEO) leading to top-of-funnel growth
► Enable content personalisation for targeted marketing and increase in conversion rate
► Centralise content storage for easier retrieval, archiving and management
► Increase data and network security and compliance measures
► Improve performance management and advanced analytics for data-driven decisions
► Improve content classification and digital asset management

4.10.   Product Management

EY offers comprehensive Product Management services across the entire Product Lifecycle including vision, design, build, test, and continuous improvement to meet user needs. We can rapidly mobilise 150+ certified Cloud and Agile delivery practitioners to deliver these digital products and services to realise business value at pace and scale.

FEATURES

- ► Digital Product Management Maturity Assessment
- ► Identifying the right business model and value proposition
- ► Support with Benefits Case, Business Case and Business Model Canvas
- ► Establishing the product vision, mission, and roadmap with stakeholders
- ► Identifying product opportunities and prioritising around strategic themes
- ► Aligning product opportunities to the business mission, strategy, and goals
- ► Adopting Design Thinking techniques end-to-end
- ► Defining Objectives and Key Results (OKRs) and KPIs
- ► Support with delivery and execution of the prioritised product opportunities
- ► Support to Change Management, Business Readiness and Stakeholder Management

BENEFITS

- ► Compliance with GDS Service Manual and DDaT Service Standards
- ► Access to subject matter experts from across our global network
- ► Product Management services aligned to SCRUM, SAFe, Kanban, DevOps
- ► Flexible delivery model (on-shore, near-shore, off-shore, partnering)
- ► Experience with core product development stacks (Jira, Azure DevOps, ServiceNow)
- ► Focus on delivering outcomes which generate business value at scale
- ► Ongoing governance, quality, and risk/issue management
- ► Enhanced stakeholder confidence and delivery certainty
- ► Knowledge transfer, coaching, and upskilling to build sustainable capabilities

4.11.   Agile Delivery Management

EY offers comprehensive Agile Delivery Management services, utilising SCRUM, SAFe, Kanban, DevOps, and Lean Portfolio/Programme/Project Management to launch and manage digital platforms and innovative digital services in an agile way; helping customers quickly adapt to change and deliver successful digital transformations and business outcomes at scale.

FEATURES

► Agile Delivery Management Maturity Assessment
► Lean Portfolio Management, Programme Management, Project Management (PPM)
► Agile Delivery services across Software Delivery Lifecycle (SDLC) Management
► Support with Benefits Case, Business Case and Business Model Canvas
► Establishing the product vision, mission, and roadmap with stakeholders
► Adopting Design Thinking techniques end-to-end
► Defining Objectives and Key Results (OKRs) and KPIs
► Support to Change Management, Business Readiness and Stakeholder Management

BENEFITS

► Compliance with GDS Service Manual and DDaT Service Standards
► Access to subject matter experts from across our global network
► Agile Delivery services aligned to SCRUM, SAFe, Kanban, DevOps
► Flexible delivery model (on-shore, near-shore, off-shore, partnering)
► Experience with core product development stacks (Jira, Azure DevOps, ServiceNow)
► Focus on delivering outcomes which generate business value at scale
► Ongoing governance, quality, and risk/issue management
► Enhanced stakeholder confidence and delivery certainty
► Knowledge transfer, coaching, and upskilling to build sustainable capabilities

4.12.   Agile Delivery Platforms

EY offers comprehensive Agile Delivery Platform services, utilising SCRUM, SAFe, Kanban, DevOps, and Lean Portfolio/Programme/Project Management to launch and manage digital platforms and innovative digital services in an agile way; helping customers quickly adapt to change and deliver successful digital transformations and business outcomes at scale.

FEATURES

► Agile Delivery Platforms Maturity Assessment
► Identifying core re-usable platforms and components to leverage
► Lean Portfolio Management, Programme Management, Project Management (PPM)
► Agile Delivery services across Software Delivery Lifecycle (SDLC) Management
► Support with Benefits Case, Business Case and Business Model Canvas
► Establishing the product vision, mission, and roadmap with stakeholders
► Defining Objectives and Key Results (OKRs) and KPIs
► Mapping current and future digital platform architectures and services
► Support to Change Management, Business Readiness and Stakeholder Management

BENEFITS

► Compliance with GDS Service Manual and DDaT Service Standards
► Access to subject matter experts from across our global network
► Agile Delivery Platform aligned to SCRUM, SAFe, Kanban, DevOps
► Flexible delivery model (on-shore, near-shore, off-shore, partnering)
► Experience with core product development stacks (Jira, Azure DevOps, ServiceNow)
► Focus on delivering outcomes which generate business value at scale
► Ongoing governance, quality, and risk/issue management
► Enhanced stakeholder confidence and delivery certainty
► Knowledge transfer, coaching, and upskilling to build sustainable capabilities

4.13. Digital Operating Model Transformation

EY supports clients to transform their end-to-end digital operating models, coordinating people, infrastructure, tools, processes, and activities to effectively produce products and services that deliver value, realise their digital strategy, and achieve successful digital transformation and successful business outcomes at scale.

FEATURES

► Digital Operating Model Maturity Assessment
► Lean Portfolio Management, Programme Management, Project Management (PPM)
► Support to establish the business mission, strategy, and objectives
► Reviewing the current Operating Model including design, structure, portfolio taxonomy
► Identifying the future state Operating Model to execute strategy
► Defining change strategy including people, process, technology, and data
► Building transition states and phased implementation
► Support to implement future state Operating Model and change transformation
► Support to Change Management, Business Readiness and Stakeholder Management

BENEFITS

► Compliance with GDS Service Manual and DDaT Service Standards
► Access to subject matter experts from across our global network
► Flexible operating models (on-shore, near-shore, off-shore, partnering)
► Experience with core product development stacks (Jira, Azure DevOps, ServiceNow)
► Focus on delivering outcomes which generate business value at scale
► Increased alignment across organisation structure with strategic priorities
► Ongoing governance, quality, and risk/issue management
► Enhanced stakeholder confidence and delivery certainty
► Knowledge transfer, coaching, and upskilling to build sustainable capabilities

4.14.   Digital Partnerships

EY offers a Digital Partnership service for Government change programmes/projects across all GDS phases. Our multi-disciplinary teams deliver specialist Cloud, in addition to design, engineering, testing and DevOps capability for products and services across all Cloud platforms, leveraging our alliances to accelerate and improve the quality of outcomes.

FEATURES

► Multi-disciplinary teams of designers, engineers and Cloud technologists
► Cloud specialism across all platforms and multi-Cloud solutions
► Technology vendor alliances (Microsoft, ServiceNow, SAP, Adobe)
► Experience across GDS phases (Discovery, Alpha, Beta, Live)
► User-centricity and design thinking methodology
► Data and AI embedded in operations and delivery
► Rapid prototyping and proof-of-concept development
► Business case support
► Automated release and deployment pipelines
► Regular performance metrics feedback loops and performance improvement
► Change Management, Business Readiness and Stakeholder Management support

BENEFITS

► Access to multi-disciplinary design and engineering teams (React, React Native)
► Compliance with GDS Service Standard and Technology Code of Conduct
► Access to technologists across all Cloud Platforms
► Access to EY's network of technology alliances (Microsoft, ServiceNow, SAP)
► Heightened level of collaboration between IT, business, and stakeholders/customers
► Data-led continuous improvement
► Support with adoption of agile ways of working
► Early value realisation through MVP (minimum viable product)
► Culture of transparency and knowledge sharing
► Value for money capability scaling based on business demand

5.   Our Experience

We have extensive experience of working on large-scale Government and Government-related digital initiatives. Here are a few examples of recent work.

EY was appointed by the UK Cabinet Office as a delivery partner to transform crisis management, with the creation of National Situation Centre.

Outcomes we delivered:

- ✓ Curated a library of re-usable assets for monitoring of risks and crisis response; leading to rapid insight for quicker and better decision making in the face of complex National crisis
- ✓ Engineering pipelines automated, and connecting to Government and Open data sources catering for different levels of data and an online user-centred tool to help analysts quickly understand risk and data infrastructure
- ✓ Governance, ethics and legal framework to ensure that data is continuously managed
- ✓ Through impactful storytelling and immersive visualisations, we improved data literacy of key decision makers

EY supported in the mapping and re-design of a large ecosystem of end-to-end services to create a seamless experience for the end user**.**

Outcomes we delivered:

- ✓ Established a gold standard for service ownership, passing two, full GDS Discovery assessments. This provided the programme with confidence for Alpha delivery
- ✓ Awarded Best Support for a Transformation Project at HMRC Supplier Event 2023
- ✓ Uplifted client capability across competencies, building a community of knowledge transfer and buddying. This helped HMRC to take ownership of new capability, including service ownership, with 300+ records of attendance at key learning sessions

EY acted as a delivery partner for culture change and leadership capability programme.

Outcomes we delivered:

- ✓ Completed over 21,000 hours of learning development Facilitated 1,151 workshops to give leaders the self-awareness, skills and confidence to shift behaviours, with an average of 85% attendance
- ✓ Trained and accredited 100+ staff and officers, with 87% of participants strongly agreeing they are 'effective and engaging in delivering workshops'

- ✓ 72% of leaders were actively engaged with the cultural change through coaching sessions
- ✓ As a result of our human-centred approach, engagement increased by 14%. A more engaged workforce is likely to improve operational performance and leads to a better service to the community

EY helped in the innovation and creation of a digital product (RailHub) to increase track working safety.

Outcomes we delivered:

- ✓ Discovery to Beta in around 6 months, launching with 400 Users. National roll out took 11 months to 22,000+ users, after successful national consultation with trade unions
- ✓ Reduced near misses, accidents and incidents through implementation of safe systems of work
- ✓ 18% decrease in Safe Work Pack errors – attributed to the introduction of RailHub
- ✓ Increased compliance to 019 Safety Standard and improved safety behaviour and culture

Department for Science, Innovation & Technology is developing the DVS Register as part of the Data Protection and Digital Information Bill to enable individuals and businesses to verify digital identities. The system includes a public portal for DIPs' submissions, an admin portal protected for processing applications, and a public DVS Register of approved providers

Outcomes we delivered:

- ✓ EY has structured the development of the Gov UK applications into three stages: Alpha, Beta, and Live. The Alpha phase concluded last year, and the Beta phase is currently in progress.
- ✓ In the Beta phase, EY has carried out a detailed analysis of the technology stack and developed proof of concepts (POCs). Collaborating with the Data Barracks team of AWS specialists, EY established a customised CI/CD pipeline suited for the .NET Core application.
- ✓ The chosen technical stack has been approved by the client and the Beta phase of the application development is currently in progress.

6. Key contacts

We look forward to working with you. To discuss your needs further or for further information please get in touch via the email address below:

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EY | Building a better working world

About EY

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