

G-Cloud 15: Business Analysis and Requirements

Jan 2026



Table of Contents

1. Who are Moorhouse Consulting	3
2. Overview of our AI, Data, and Digital Cloud services	5
3. Service Definition – Business Analysis and Requirements Management...	9
4. Where we have done it before	13

1. Who are Moorhouse Consulting

Moorhouse is a specialist transformation consultancy firm, helping FTSE100 businesses and public sector organisations to turn their strategy into action, through exceptional delivery and a commitment to establishing a culture of change.

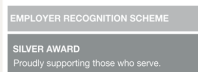
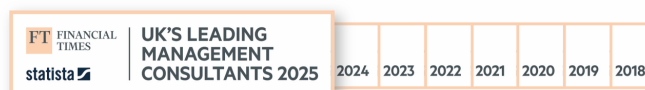
- We are **experts in AI, data, digital and cloud advisory**, including maturity assessments, developing operating models and helping our clients to design and implement 'future-proofed' digital, data and AI capabilities that help to deliver strategic goals.
- We bring **deep sector experience** in Government & Public Services, Education, Transport, Defence and other regulated sectors, working alongside clients such as:
 - HM Revenue and Customs
 - Ministry of Defence
 - The National Health Service
 - Cabinet Office
 - The Department for Work and Pensions
 - The Department for Environment, Food & Rural Affairs
 - The Department for Digital, Culture, Media & Sport
 - The Department for Education
 - Transport for London
 - Bank of England
 - Financial Conduct Authority
 - Ofgem
 - Ofwat
 - Office for National Statistics
 - Multiple Police Services
- Moorhouse have worked extensively across **Central Government Departments, Arm-Length-Bodies, and other public institutions** including implementing Agile delivery methodology for Health Departments, managing multiple 3rd party systems integrators and defining the impact of AI, Digital and Data strategy on the operating model.
- We have **specialist service line practices** below, working with organisations to design cloud services that meet the needs of all their stakeholders
 - AI, Digital and Data
 - Strategy and Operating Model
 - Organisational Design and Change Management
- We **tailor our methods** to our clients' needs, ensuring that we maximise the impact and efficiency of our support.
- We genuinely **live our values**, bringing a collaborative, facilitative way of working alongside client teams, leveraging our respective skills and experience.

Why Moorhouse

Working with Moorhouse is different. We're committed to your success, not only during a project but for the long term. We help drive the change, while designing and implementing many of the new processes and programmatic frameworks needed to underpin any transformation.

An overview of Moorhouse:

- **Transformation focused** - With a track record of helping the UK's most highly regarded organisations turn strategic ambition into reality.
- **Execution expertise** - With a clear focus on high quality and structured execution, we draw on the best consultants with strong transformation and change credentials.
- **Highest quality consultants** - We select and develop only the best consultants; our junior consultants and consultants have outstanding industry experience, and all of our consultants at the senior grade and above have at least three years of 'upper-quartile' experience gained in a global consulting firm or industry. We are over 200 (consulting staff) strong, with additional access to 200 associate SMEs that we draw on.
- **Different way of working** - Working in small teams integrated with your people ensures that we effectively deliver the results you want. We pride ourselves in leaving a legacy of increased capability in your organisation.
- **Agility** - Our pragmatic approach, coupled with an innovative way of thinking, enables us to flex to your needs.
- **Service Lines** - Business Transformation is underpinned through Service Line expertise in AI, Digital & Data, Customer & Strategy, Performance Improvement and People & Change.
- **Award winners** - Moorhouse has won an industry award in every year of existence. This includes Financial Time's UK's Leading Management Consultants, the Management Consultancies Association amongst others.



1

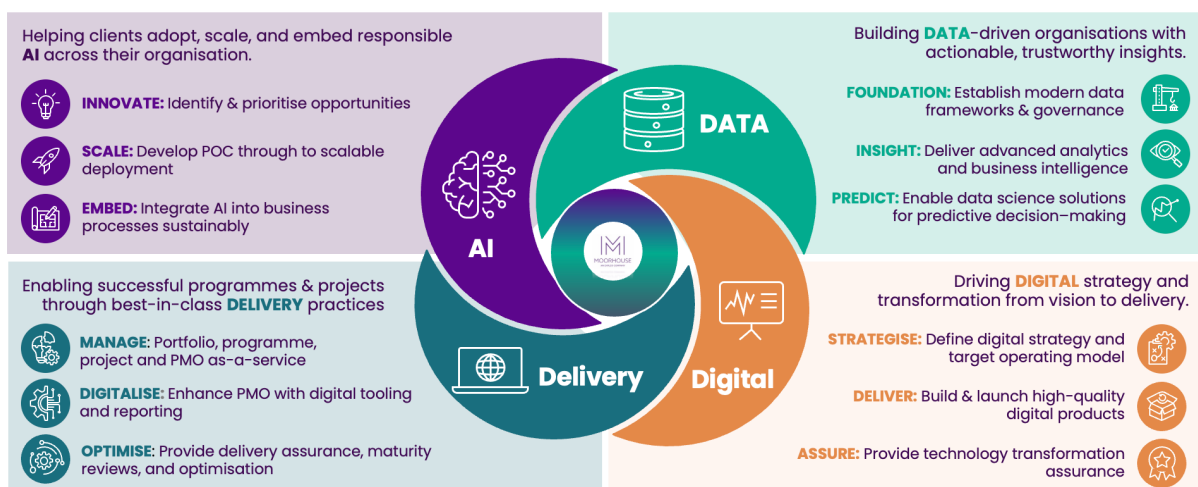
2. Overview of our AI, Data, and Digital Cloud services

Cloud enabled transformation requires a combination of designing a viable future operating model, orchestrating delivery and building capabilities across the organisation. This is all the more relevant when working with cloud-based technologies and services which help enable new delivery techniques, ways of working and agile design approaches.

At Moorhouse, we work across a large range of private and public sector organisations to help them understand and address their most pressing challenges:

- Digital change will **become constant** and it is hard to **rapidly implement** new technology
- The range of digital opportunities is **growing rapidly**, and it is critical to choose the **right technologies** to invest in
- **AI will fundamentally change** the way businesses operate

We are a trusted strategic advisor and delivery partner for digital transformation. We have **extensive expertise and knowledge** across the digital and cloud technologies underpinned by AI and data, operating model capabilities, and strategy. We bring cloud transformation, delivery and deep specialist implementation skills needed to help you execute each step of the journey. Our AI, Digital, Data and Delivery capabilities span the fundamentals of your transformation to the very cutting-edge of data and technology.



Our services	What does this entail
Artificial Intelligence (AI) Services	We help organisations Innovate, scale and embed AI to deliver measurable value, including assessing where cloud-based AI services can accelerate value. We work end-to-end from opportunity identification through to deployment and sustainable adoption, ensuring AI solutions are ethical, transparent and aligned to organisational goals. Our services include: • Cloud-based AI opportunity identification and prioritization • AI strategy, roadmap and business case development • Proof of concept (PoC) design and scaling to production incorporating cloud architecture principles • AI readiness and adoption planning • Responsible AI, governance and ethics • Integration of AI into business processes and operating models
Digital & Cloud Services	We support the definition and delivery of digital strategy and cloud transformation, from vision through to implementation. Our focus is on delivering high-quality, user-centred digital products and services that are cloud-first, scalable, secure and aligned to organisational outcomes. Our services include: • Digital strategy and target operating model design • Design, build and launch of digital products and services • Technology and platform optimisation and assurance • Cloud strategy, maturity assessment, adoption and roadmapping • Technology transformation and assurance

Our services	What does this entail
Data Services	We support organisations to become cloud-first and data-driven, treating data as a strategic asset that underpins decision-making, insight and innovation. Our services establish strong data foundations, improve trust and quality, and enable advanced analytics and data science. Our services include: • Data strategy and data-driven operating models • Modern data platforms and architecture design • Data governance, quality and management frameworks • Business intelligence, dashboards and reporting • Advanced analytics and insight generation • Development of Bespoke Products • Data science and predictive modelling to support decision-making
Delivery Services	We enable successful programmes and projects through best-in-class delivery and assurance practices. We help organisations manage complex cloud adoption transformation, improve delivery confidence and embed sustainable delivery capability. Our services include: • Portfolio, programme and project management (including PMO-as-a-Service) • Agile and hybrid delivery approaches • Digital tooling and reporting to enhance PMO capability • Delivery assurance, maturity assessments and reviews • Continuous optimisation of delivery performance

Cloud Vendor Relationships

Moorhouse is a technology-agnostic transformation consultancy with strong in-house expertise in advising on, designing, and delivering cloud solutions. We have extensive experience supporting organisations across major cloud service providers, including AWS, Microsoft Azure, Oracle Cloud, and Google Cloud Platform (GCP).

Using our domain expertise, we provide a comprehensive range of cloud advisory and implementation services, including:

- Cloud readiness and feasibility assessments
- Cloud architecture design and deployment
- Migration planning and execution
- Scalable, on-demand cloud-based test environments
- Independent cloud assurance and quality checks

Through our parent organisation, Expleo, we also benefit from access to an expanded network of cloud specialists and partner accreditations. Expleo is a Microsoft Gold Partner and holds Google Cloud Platform Premium Partner status, which enhances our overall capability to support complex cloud programmes and multi-cloud environments. This gives clients the advantage of Moorhouse's independent advisory strength, complemented by additional technical depth where appropriate.

This model ensures clients receive independent, unbiased consulting from Moorhouse, enhanced by specialist cloud engineering expertise when required, offering access to more, not reliance on a single source.

3. Service Definition – Business Analysis and Requirements Management

Moorhouse helps clients uncover business situations, elicit and document requirements, define options and assess feasibility, and implement change.

Benefits and Value add outcomes

- Compelling case for change developed, linked to business strategy
- Identification of clear ownership and sponsorship of the case and benefits
- Reduced business risks, ensuring programmes are set up for success
- Clarity on scope, requirements and delivery approach
- Clearly articulated business and user needs for cloud solutions
- Current state and impact of cloud transformation Understood
- Realised business benefits through adoption of cloud technologies
- Clearly defined and differentiated functional and non-functional requirements
- Visualised and documented business process changes aligned with cloud transformation
- Alignment of cloud solutions and services to business needs

Features

- Business case development, determination of Solution approach and scope
- Definition, analysis and validation of cloud business requirements aligned to strategy
- Definition of business needs and determination of gaps in Capabilities
- Identification of cloud opportunities, business readiness and gap analysis
- Analysis and mapping of as-is and elicitation of to-be states
- Establishment of options shortlist and assessment of proposed solutions
- Assessment of organisational readiness
- Business process mapping, assessment and improvement
- Requirements analysis, documentation, validation and management
- Benefits realisation and performance management

How we help buyers plan how they'll implement cloud hosting or software services

Cloud and digital technology is evolving rapidly, and organisations are constantly looking for ways to exploit the use of emerging technology. We help our clients articulate business needs, define requirements and enable cloud transformation programmes.

Through meticulous analysis and by working with stakeholders across IT and business that own and develop business processes, cloud solutions, and data across the organisation we assess the current state, define and track requirements to ensure cloud solutions meet business needs.

We provide clear and detailed requirements documentation that serves as a roadmap for the implementation phase, minimising risks and ensuring alignment with business objectives.

How we help buyers migrate to the cloud or between cloud services

In order to support our clients migrating to the cloud or between cloud services, we define and manage requirements to source and select cloud providers and support them throughout their transformations. This includes helping them navigate through cloud design, build, testing, migration and transition to new services.

We ensure our clients revalidate requirements at critical gates, and update business process, technology, data, and people requirements where relevant. This way cloud solutions and services are continually validated in line with business needs, processes, cloud systems, data and integration capabilities.

Moorhouse Approach

We specialise in **Business Analysis and Requirements Management**, and as part of that we help understand the case for change, uncover business situations, analyse and evaluate options.

To achieve strategic objectives with cloud services, organisations need to be clear on business needs and requirements to be delivered, aligned to strategy with focus on the value that cloud services and solutions are delivering to the business.

With the technology landscape continually evolving, organisations are being challenged to transform their systems and processes to meet continually evolving business needs. Ensuring the right solution is chosen for your organisation is fundamental to driving business success.

Moorhouse is driven to ensuring **digital and cloud** solutions meet business needs, harnessing a deep understanding of business goals and processes to conceptualise technology solutions that are strategically and tactically aligned to existing architectures.



1. Discover

We work with you to define the business outcomes driving cloud adoption, such as agility, scalability, security, productivity, cost optimisation or performance. Through engagement with business and technical stakeholders, we build a clear picture of your current context, constraints and priorities, and shape the cloud programme scope, business case and intended benefits.

2. Assess

We assess your current environment by mapping key processes, applications, infrastructure, dependencies and architectural constraints. This provides a baseline view of cloud readiness and highlights early opportunities for migration, optimisation and modernisation.

3. Define

We capture and refine the functional and non-functional requirements that proposed cloud services must meet. These requirements guide service selection, outline expectations for suppliers, and provide the basis for monitoring cloud performance, compliance and value delivery.

4. Evaluate

We evaluate cloud service and deployment model options (IaaS, PaaS, SaaS) against your requirements and readiness baseline. This includes assessing suitability, identifying gaps, refining solution options and determining the optimal approach to meet business, security and technical needs.

5. Realise

We support delivery by continually validating requirements throughout build, test and implementation. This ensures cloud solutions remain aligned to business needs, deliver intended benefits, meet compliance expectations and maintain agility as requirements evolve.

4. Where we have done it before

Moorhouse have significant experience in turning cloud and digital strategy into action in Government and Public Services and the Private sector. What this shows is that Moorhouse are best placed to support you on the digital and technology journey.

	Context and what we did	The value we delivered
Charities Community	The bespoke cloud-based Case Management System (CMS) used by approximately 100 charities to manage case work was costly and lacked resilience and scalability. A new cloud CMS off-the-shelf product and IT partner was selected to replace the legacy system. Moorhouse was engaged to provide business analysis and requirements management services.	The success of this phase of works meant that the project was able to achieve sector wide confidence, support and board sign-off of the proposal to progress into the implementation phase during which Moorhouse has been selected as a delivery partner, leading the key integration, testing and data migration workstreams.
Leading distributor	The client invested in a major cloud enabled transformation programme at the heart of which was the requirement for a major transformation IT systems landscape. Moorhouse provided support for the procurement of a strategic ERP cloud platform that would underpin the future operating model.	We defined the end to end procurement process to select vendors and a set of robust partner selection criteria. We identified requirements for the new ERP platform, helped shortlist vendors against requirements, and managed the governance for the ERP solution and implementation partner vendor selection.
Global Insurer	Faced with an increasingly competitive marketplace, and customer demand for improved digital experiences, the global insurance business undertook a global cloud transformation to embed a suite of new tools.	We defined and managed solution requirements to support delivery of two new digital channels for motor and home customers, reducing calls into the contact centre and boosting C-SAT. We have created a formal programme structure, with roles and responsibilities and workstream definitions and defined a detailed rollout plan to ensure benefits realisation in line with the business case.

Business Broadband Provider	As a relatively new entrant into the business broadband market, this client needed business analyst capability as they aimed to launch several new digital and hardware products to increase competitiveness in the market. Moorhouse provided BA's to define requirements, map customer journey's and business processes to support product development.	Moorhouse provided business analysis capabilities to support the delivery of 9 key initiatives throughout 2022, including a next generation broadband router and the onboarding of a third party reseller. These initiatives have improved customer experience, and strengthened the clients position within the market.
Streaming Content Provider	The client, looking to introduce advertising capabilities into a number of streaming devices across UK and Europe, engaged Moorhouse to collaborate with their UK BA team to ensure alignment across Group requirements, and to drive the requirements gathering process for Republic of Ireland and Italy.	Moorhouse collaborated with client BA teams to integrate best practice approaches to requirements gathering, and as a result of the engagement, the client achieved their objective of baselining requirements for all in-scope countries within the target timeframe, ensuring no programme delays from an analysis and requirements perspective.