

G-Cloud 15: Digital Innovation

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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.

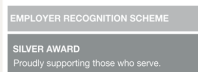
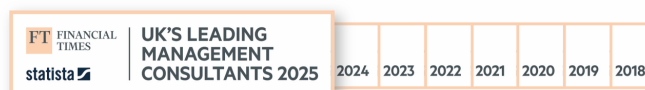
- We are **experts in AI, data, digital and cloud advisory**, including maturity assessments, developing operating models and helping our clients to design and implement 'future-proofed' digital, data and AI capabilities that help to deliver strategic goals.
- We bring **deep sector experience** in Government & 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.



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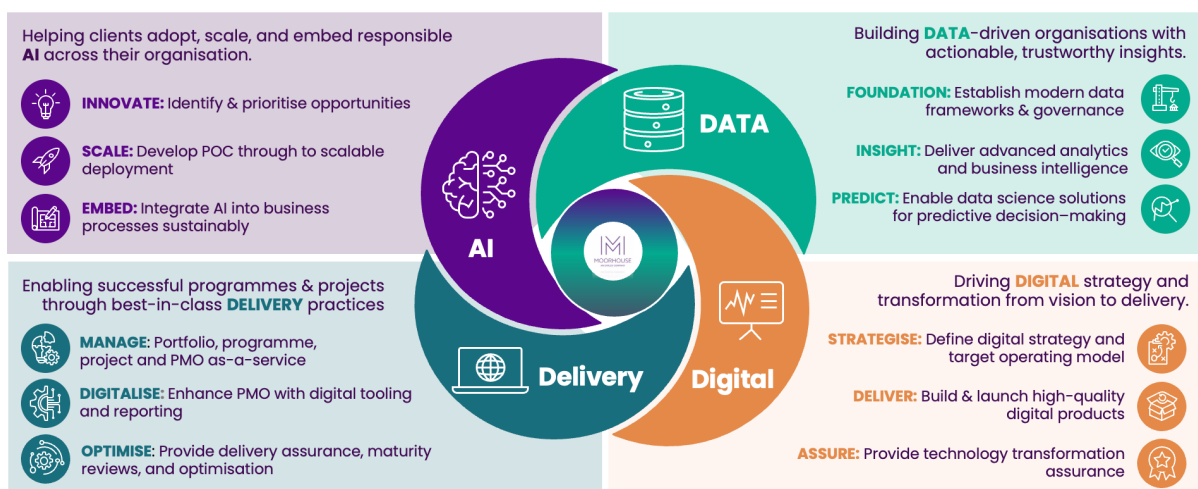
2. Overview of our AI, Data, and Digital Cloud services

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 – Digital Innovation

Our innovation approach

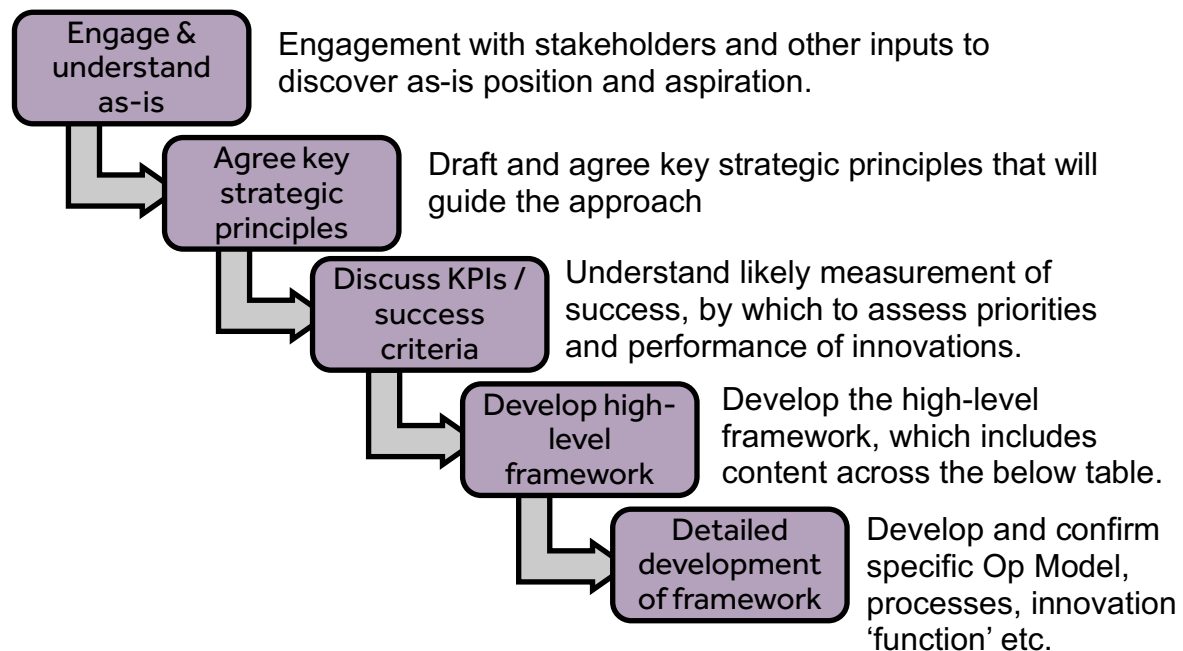
As disruptive propositions become the norm and customer expectations increase, there is great pressure on organisations to innovate so they can stay relevant and competitive. We help our clients to meet this challenge by helping them to shape, build and manage innovation activity, then support them to make it a sustainable part of what they do.

At Moorhouse, we have 3 Innovation services. Often, we help our clients with one or more of the following:

Innovation cloud strategy

- Provide an as-is view of innovation within the organisation
- Define what innovation means for the organisation covering a range of emerging technologies from AI to edge computing
- Define the guiding principles and operating model to put cloud innovation at the heart of an organisation's activity
- Create a roadmap and support the cultural change required to be a more innovative organisation that leverages the latest cloud technologies

Our approach to Innovation strategy



Innovation Strategy Framework

A holistic framework will address the following aspects. We will select from these to form the initial high-level Innovation Strategy Framework.

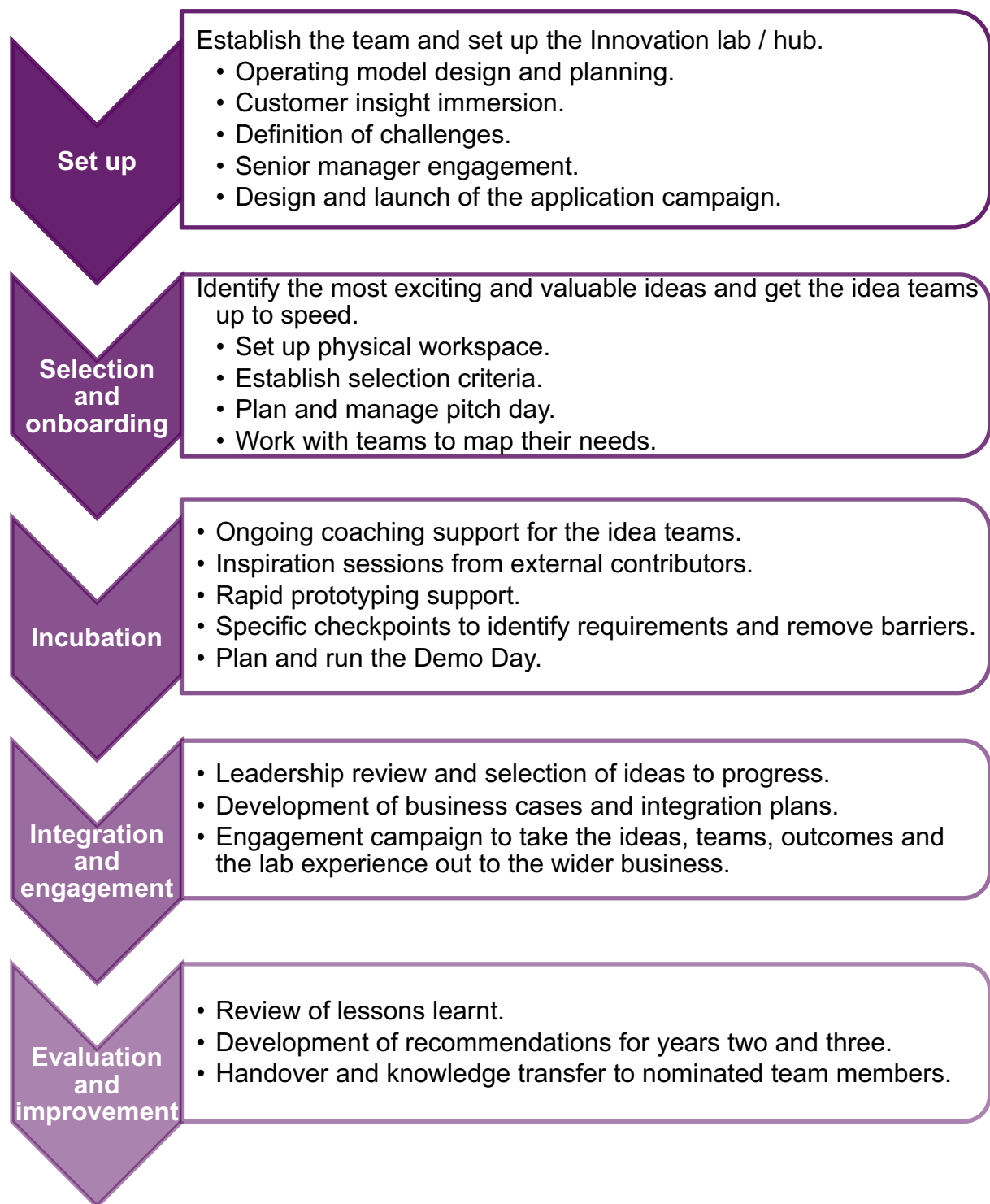
	Vision, Purpose, and Strategic Alignment	Clarity on innovation strategy and how it will support delivery of strategic objectives. Supported by key principles that the organisation buys into.
	Governance	The governance and decision making around innovation, including investment. This needs to fit wider governance and investment accountabilities.
	Organisation Structure	The organisation structure, roles, and responsibilities for innovation. This usually works best in the form of innovation 'champions' that are passionate about the success of innovation.
	Engagement and Communications	How the organisation, suppliers, community, and wider stakeholders will be engaged and communicated with to a) bring them up to speed, b) ensure they input, and c) are kept up to date with progress.
	Processes	Detailed portfolio lifecycle processes required to manage innovation ideas from inception through stage-gates to reality.

Develop and operationalise an Innovation hub

- Set up an innovation hub with relevant processes and tools
- Help drive ideation to prototype projects
- Help run strategic hub programmes to drive the best outcomes and ensure cloud technologies are driving the organisations objectives
- Provide assurance over our clients' hub and ensure it is driving the best results
- Improve the performance of a hub if it isn't driving the value required

Our approach to mobilising innovation hubs

We have five key stages to mobilise innovation hubs.

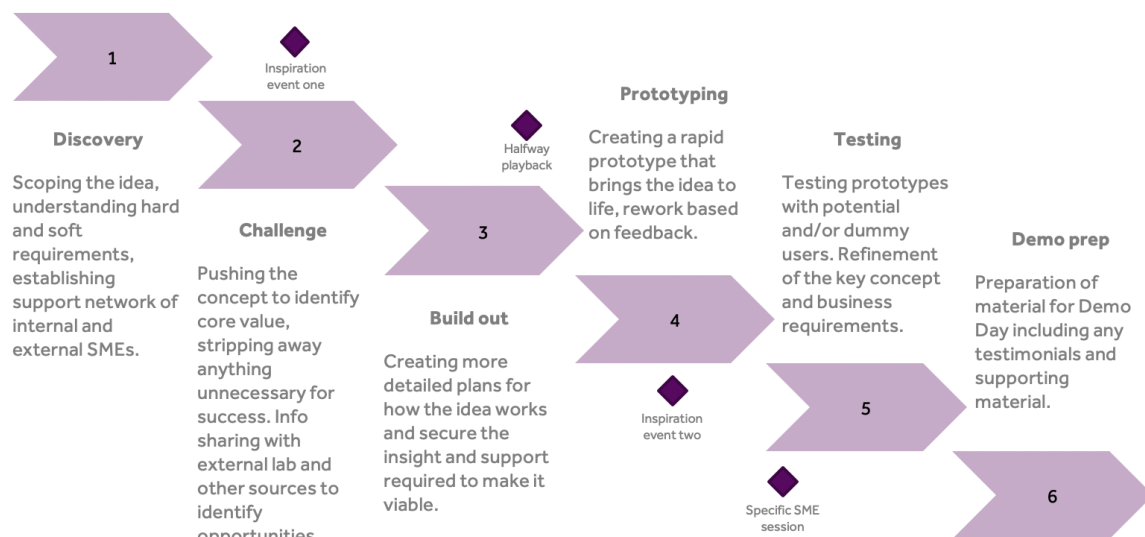


Launching live cloud products

- Move an idea or concept into something tangible quickly through agile techniques
- Create a start-up or start up culture to enable more agile governance and decision making
- Ensure integration of innovative products and services within a business-as-usual environment and architecture.

Help drive ideation to prototype projects

- We start by referring back to the innovation strategy and principles and ensure any ideas meet those requirements
- We develop insights into what the objective of ideation is (e.g. is it for marketing and engagement or is it to help achieve the organisations strategic goals)
- Depending on the above we may set up an ideation platform (if we want ideation to cover a wide range of people) or a workshop with targeted experts (if we want to drive strategic objectives)
 - In the building and prototype phases we look to build a prototype quickly. Test it and let it fail quickly. Apply the 80/20 rule to drive the best results
 - Demonstrate tangible results quickly - Agile technology delivery, including UI, prototyping, testing. These are then subject to review where we run collaborative workshops with key stakeholders to test the prototype
 - Benefits of the prototype are assessed and if successful the innovation is rolled across the organisation



4. Where we have done it before

	Context and what we did	The value we delivered
Grocery Retailers	The client had recognised that it was not doing enough to put the customer at the heart of decisions on operations and new product/service launches. A key challenge was the poor integration of customer specialists with business teams. As part of a major restructuring, the client brought it's physical and digital customer experience teams together into a single unit and asked Moorhouse to help the new combined team to be more effective, respected, and strategically aligned. We outlined our understanding of core design, innovation, and agile methodology, while understanding their challenges at both an individual and team level and then spent time with the internal business customers to understand their views.	Moorhouse were able to create a unified team that were aligned and motivated by the new ways of working that were implemented. Moorhouse implemented initiatives and innovations that were more compelling to customers such as an AI – enabled, checkout free stores proposition
Leading Aviation Organisation	The client was looking at innovative ideas which were highly diverse and difficult to quantify in terms of where incubation investment should be applied. This required a more effective way of selecting ideas, quantifying value, growth, and driving these ideas through to implementation, or killing them off at the right point. We assessed the clients' innovation capabilities, highlighting gaps,	Moorhouses' work redefined the client's innovation strategy, created an innovation hub for the clients' expansion programme and wider business, and embedded innovation culture and capabilities within the business. Moorhouse also managed several innovation trials and events in year one, including an investigation process to solve a major engineering issue which led to circa £20m cost savings.

	opportunities for improvement, and prioritising areas of largest potential business value. We then designed a vision, strategic principles, and operating model for a new Innovation Hub.	
Energy Provider	One of the clients' energy teams objectives was to create something to help individuals understand, reduce, and offset their carbon footprint. Working alongside the energy and commercial teams, Moorhouse created a simple and lightweight innovation framework based on core principles of Flow, Agile and Jobs to-be-Done. We then defined a series of sprints to deliver an MVP.	Moorhouse established a new, strategically aligned, innovation framework and cultural shift. As part of this we pivoted from the initial idea following partner engagement, shifting focus from corporates to individual users. This helped bring diverse teams together from across the business in a blended, rather than competitive way.