

G-Cloud 15: Cloud Project and Programme Transformation

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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.

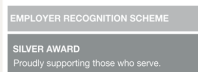
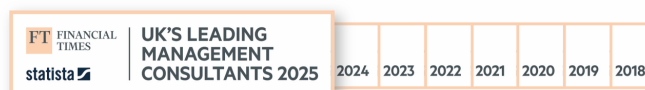
- We are **experts in AI, data, digital and cloud advisory**, including maturity assessments, developing operating models and helping our clients to design and implement 'future-proofed' digital, data and AI capabilities that help to deliver strategic goals.
- We bring **deep sector experience** in Government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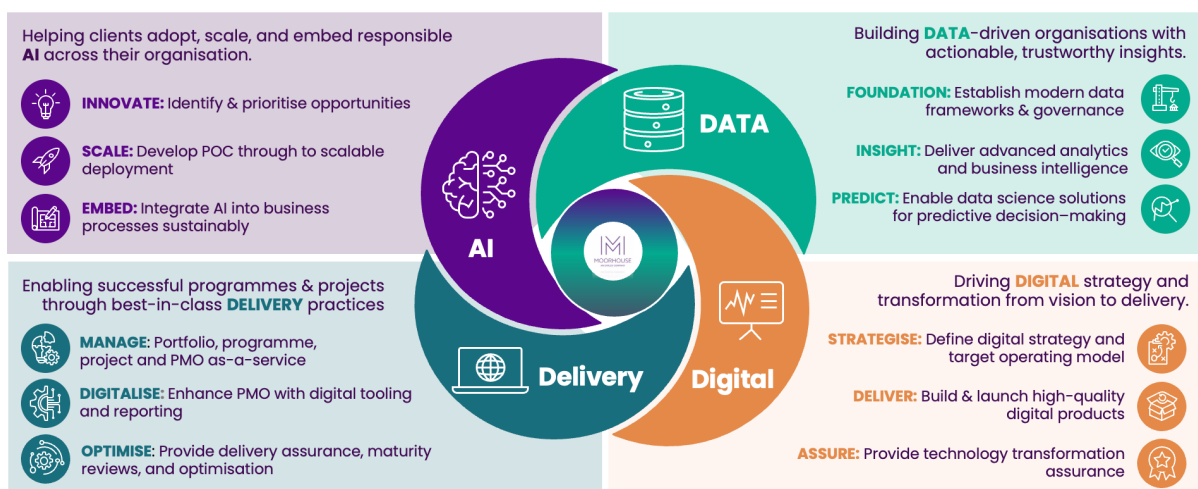
2. Overview of our AI, Data, and Digital Cloud services

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 – Programme & Project Management

We specialise in cloud project and programme transformation. Moorhouse provides project expertise through strong technical delivery experience and using best practice capabilities to deliver cloud-based services. Moorhouse designs, mobilises, leads and delivers projects, programmes, and portfolios, also designing effective governance structures to provide assurance of successful delivery of cloud-based solutions.

Benefits and Value add outcomes

- Cloud transformation projects are delivered on time and within budget
- Roles and responsibilities are clearly defined within cloud-based delivery structure
- Focused programme governance ensures issues are actively managed
- Objectives and benefits of your cloud transformation are realised
- Proactive and pragmatic management of cloud implementations risks and issues
- Structured approach for cloud delivery, from start-up to benefits realisation
- Capabilities and increased skills are proactively transferred into organisation
- Clients are set up for future success with cloud adoption

Features

- Cloud programme visibility and controls are ensured through pragmatic frameworks
- Support with cloud business case development
- Prioritisation and delivery of cloud programmes aligned with business direction
- Cloud programme benefits realisation strategy developed and implemented
- Access to the Moorhouse Change Management methodologies
- Access to a full toolset and defined methodologies for assurance.
- Strategic plans are translated into a roadmap of cloud initiatives
- Create high-level plan and planning hierarchy linking to detailed plans
- Experience in Prince2, MSP, P30, MoP, Agile within cloud environment
- Programme managers and teams experienced in multiple diverse technology engagements

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

Moorhouse works with a wide variety of organisations to play a leading role on cloud-based implementation programmes, both single and multi-supplier. Selecting appropriate suppliers and establishing workable agreements is critical to successful cloud implementations. We understand how essential it is that all parties share a

common understanding of the commercial approach, delivery methodology and individual responsibilities.

Key activities include:

- Define supplier requirements and sourcing strategy
- Create an objective supplier evaluation framework
- Guide organisations through the supplier selection process
- Define the stakeholder engagement roadmap
- Establish a multi-supplier engagement and delivery approach with clearly understood responsibilities
- Coordinate cross-supplier engagement and ensure common reporting, escalation and delivery methodology in place across all parties

Moorhouse Approach

Cloud and software services transformation projects are inherently complex and carry risk of failure or cost overruns. Strong Programme Management with an understanding of the Technology lifecycle can reduce risk and maintain control over delivery. We deploy Programme and Project management expertise and are experienced in delivery through both agile and waterfall methodologies.

Our approach is categorised by 4 key areas:

1. Shape & Mobilise

The way cloud related programmes and projects are designed makes a critical difference to their delivery. We apply our multi-sector expertise and our scalable pragmatic approach to ensure that technology delivery programmes are set up for success. Moorhouse specialises in aligning requirements to programme objectives; establishing cross functional teams specific to client requirements; sourcing suppliers; establishing robust governance and reporting mechanisms; and developing detailed programme and project plans.

2. Lead & Deliver

We have led some of the UK's most challenging implementation initiatives and understand what it takes to successfully deliver large scale Cloud transformation programmes. Our Programme & Project managers bring the stakeholder community on the change journey and ensure delivery of agreed outputs and outcomes.

3. Enable & Embed

We help our clients to transition new cloud solutions smoothly into Business As Usual. Building on best practice models and our own in-depth experience, we can help to assess existing capabilities, identify gaps and develop the right capabilities to successfully deliver strategic plans.

4. Assure & Recover

Leveraging our extensive technology implementation experience, we can provide expert assurance of solution, supplier and programme structure. Our action orientated recommendations allow clients to respond decisively to their most significant challenges.

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 through strong Programme & Project Management. 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
Energy Provider	The client embarked on a business transformation programme to consolidate disparate Finance, Procurement and Financial Reporting processes and systems across their two retail organisations. The programme would implement a single cloud-based platform using Oracle ERP and EPM solutions, migrating both organisations onto the new system, allowing retirement of legacy applications, and enabling the creation of a single core services function to support the retail business. Moorhouse led the Programme & Project Management to deliver the full technology suite across 2 releases. We managed the full delivery cycle for business case development through implementation phases and Go-Live before transitioning to Service Delivery teams.	The system successfully went live, providing a single Finance and Procurement system to the client customers organisation enabling consolidated information in a cloud based solution across organisations.
Telecoms & Media Provider	A leading streaming service embarked on a strategic initiative to merge its cloud-based technology stack with another prominent streaming platform. Our role as project managers focused on the data and marketing technology (martech) aspects, ensuring a	Over a span of two years, our project management expertise facilitated the successful merger of the two technology stacks into a unified global platform. This consolidation led to significant outcomes:

	seamless integration across both platforms. The primary challenge was to assess and integrate the diverse product features of both platforms. This involved a meticulous evaluation to determine which features could be merged with the incumbent system and identifying new functionalities that needed development. Our approach was methodical and collaborative: • Feature Assessment: Conducted comprehensive reviews of both platforms to understand and document the existing features and capabilities. • Integration Planning: Developed a detailed roadmap for merging the platforms, focusing on maximizing compatibility and retaining critical functionalities. • Migration management: Tracked and managed all migration actions, including dual-run considerations and rollback processes. • New Development: Identified gaps in the combined feature set and spearheaded the development of new features to enhance platform capabilities and user experience.	• Cost Reduction: Streamlined operations and reduced redundancies, lowering overall operational costs. • Increased Innovation: Created a robust environment for rapid development of new features, enhancing competitive edge. • Faster Development: Improved agility in product updates and feature rollouts, increasing speed to market.
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Payments Provider

The client was transforming its Finance function following a global merger. This involved the installation of a new cloud-based technology and implementation of a solution which is scalable, efficient and effective, with the capabilities to drive and create value. Following selection of the new ERP platform (Oracle), the client sought to establish the supply of programme implementation services for the Finance Transformation Programme.

Moorhouse led the procurement process through Programme & Project Management to select the delivery partner. The team established a structured procurement programme that:

- Established selection strategy and planning
- Generated RFP documents
- Developed evaluation criteria and scoring matrix
- Led prospective supplier interviews and evaluations