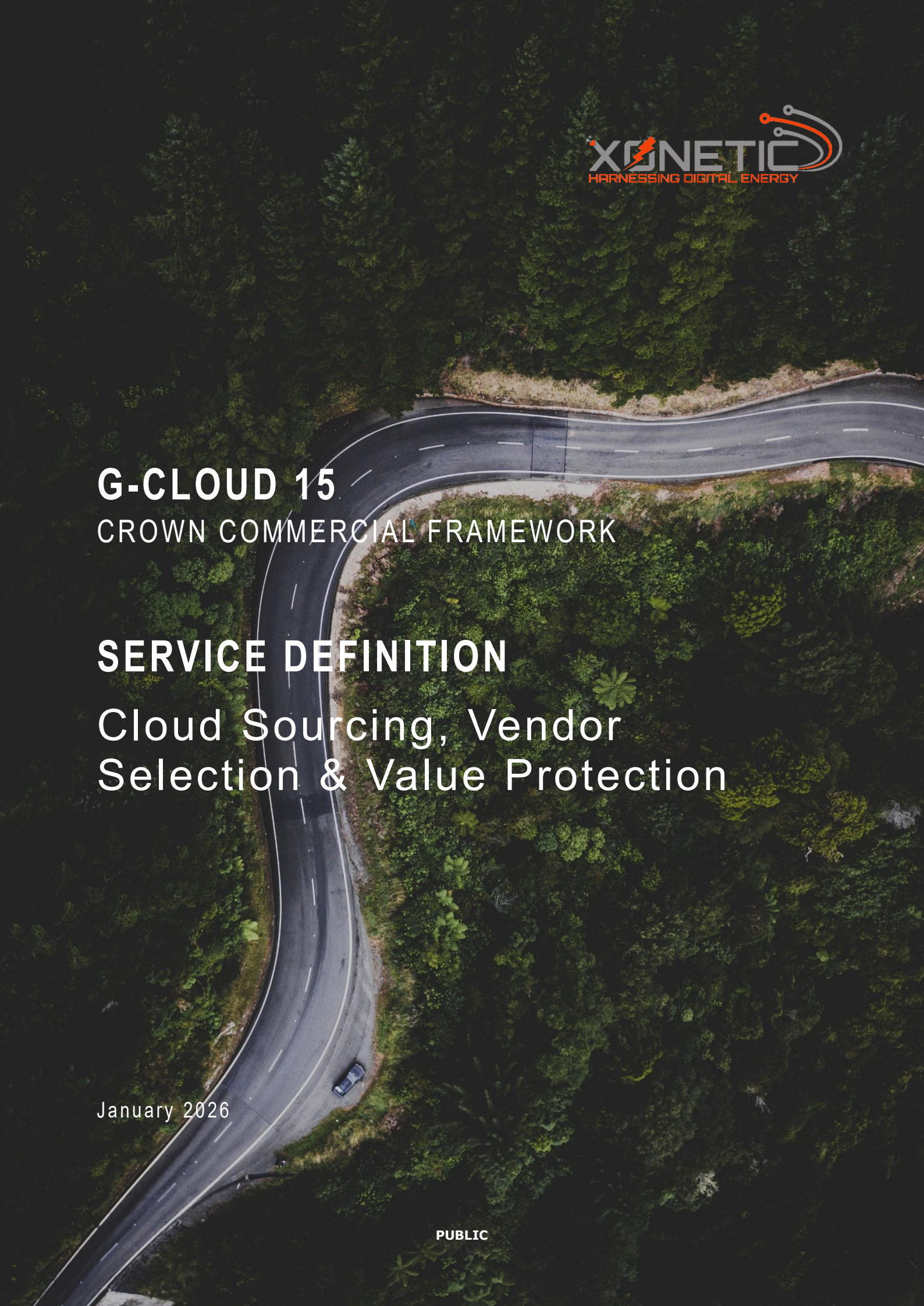


XONETIC
HARNESSING DIGITAL ENERGY

G-CLOUD 15

CROWN COMMERCIAL FRAMEWORK

SERVICE DEFINITION

Cloud Sourcing, Vendor Selection & Value Protection

January 2026

PUBLIC

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Executive Summary – Cloud Sourcing, Vendor Selection & Value Protection

Independent cloud sourcing, vendor selection and value protection for public sector organisations operating in complex, regulated environments.

Across the UK public sector, cloud adoption is maturing, but turning that adoption into sustained value remains the challenge. Cloud estates are becoming more complex, shaped by legacy services, multi-supplier delivery, evolving regulation and increasing pressure to enable AI safely and at pace. Without strong client-side control, architectural coherence and value visibility, cloud initiatives often lose momentum, fragment or underperform over time.

Xonetic exists to address this challenge. We provide **independent, client-side cloud advisory** focused on helping clients make confident, defensible decisions and protect value across the cloud lifecycle. We operate at a deliberately focused scale, **prioritising long-term client relationships** where our **success is directly tied to yours.** This creates a natural incentive to invest in **deep organisational understanding** and to deliver outcomes that endure beyond individual programmes.

Our role is **intentionally independent**: we do not resell technology, provide managed services or act as a systems integrator. This allows us to challenge assumptions, vendor proposals and delivery decisions objectively, with a single focus on buyer outcomes. Our approach is **business-led, maintains architectural intent** across fragmented, multi-supplier environments, and prioritises **end-to-end value protection** from early decision-making through delivery and live service.

Xonetic is the sole **UK and Ireland partner applying the Business Technology Standard (BTS),** an open-source framework that aligns technology investment to business outcomes across the full service lifecycle. This approach is embedded within our delivery methods and has been **adopted across UK higher education** and at **the British Business Bank** under regulatory scrutiny.

Xonetic's **Cloud Sourcing, Vendor Selection & Value Protection** service supports public sector organisations that need to move from cloud strategy into the market with **confidence, control and commercial clarity**.

This service is designed for organisations facing critical sourcing decisions where cloud, SaaS, data or AI platforms must be procured in a way that withstands scrutiny from **procurement, commercial, governance, audit and delivery stakeholders**. It is most commonly used where buyers need to resolve uncertainty around **build vs buy**, reduce supplier dependency, avoid over-specification or ensure that commercial outcomes remain aligned to long-term architectural intent.

Xonetic provides **independent, client-side sourcing and commercial advisory**, working without bias toward specific vendors, systems integrators or managed service providers. Our focus is on ensuring that sourcing decisions, contracts and delivery models **protect long-term value**, rather than locking organisations into costly or inflexible arrangements.

Through this service, buyers typically use Xonetic to:

- translate cloud and architectural intent into **clear, procurement-ready requirements**;
- challenge and validate **build vs buy decisions** and solution options;
- support **vendor evaluation, down-selection and commercial negotiation**;
- align contracts, commercials and delivery models to **measurable outcomes**; and
- reduce delivery and commercial risk by maintaining **strong client-side oversight**.

Xonetic brings deep experience working alongside public sector procurement and commercial teams, where sourcing decisions must balance **speed, compliance, delivery risk and long-term**

sustainability. Our role is to help organisations engage the market intelligently, select the right partners and **retain control of outcomes**, not just contracts.

How to use this document

This service definition is structured to allow buyers to quickly access the level of detail they need:

- **For the broader context and challenges** driving the need for this service, see **Section 2 – Our Point of View**
- **For Xonetic's delivery philosophy, independence and differentiation**, see **Section 3 – Our Approach & Differentiation**
- **For the detailed definition of this service**, including scope, activities, deliverables and engagement model, see **Section 4 – Cloud Sourcing, Vendor Selection & Value Protection (Service Definition)**
- **For relevant experience and case studies**, see **Section 5 – Relevant Experience & Case Studies**
- **For why clients work with us and how to contact us**, see **Section 6 – Why Xonetic & Getting in Touch**
- This document is intended to support **early understanding and selection of the service**. Contractual terms, pricing and data processing arrangements are agreed separately at call-off in line with G-Cloud guidance.

- For why clients engage Xonetic, see **Section 6 – Why Xonetic**

This document is intended to support **early understanding and selection of the service**. Contractual terms, pricing and data processing arrangements are agreed separately at call-off in line with G-Cloud guidance.

Section 2 Our Point of View: From Cloud Adoption to Cloud Value Realisation

Many public sector cloud adoptions have reached maturity; the next challenge is **value realisation**.

Cloud-hosted platforms are now very common across the public sector. The opportunity ahead is to translate this foundation into improved service quality, stronger resilience, better cost control and faster delivery. In many cases, cloud has been introduced first as a hosting solution, with transformation benefits still to be unlocked across processes, data and operating models. Across central government, NHS, local government and arm's-length bodies, we consistently observe similar patterns as organisations progress through this next phase:

- Cloud strategies that define intent but require further translation into delivery-ready direction
- Early migrations that prioritised speed and continuity, leaving scope for modernisation
- Vendor propositions that need stronger alignment to business outcomes
- Complex delivery landscapes where architectural coherence becomes harder to maintain
- Limited visibility of cost, value and exit options once services are live
- Pressure of new technologies, which require guidance and foresight to adopt, has increased greatly with the advent of AI.

These are not shortcomings of cloud technology in itself; they reflect the **natural evolution from adoption to optimisation** and the need for stronger integration across the lifecycle.

Why Cloud Value Can Be Slow to Emerge in Practice

As cloud estates scale, a small number of structural dynamics tend to emerge. When addressed deliberately, they become powerful levers for unlocking value.

Growing and diverse demand: Cloud demand arises from many directions: policy initiatives, operational pressures, regulatory change and innovation opportunities. Without a consistent way to shape and prioritise this demand, organisations can accumulate overlapping initiatives and competing priorities. With the right structure, this same demand becomes a source of innovation and improvement.

Parallel programmes requiring coordination: Cloud, data and SaaS initiatives often run in parallel. Coordinated effectively, this creates momentum; without coordination, it can dilute architectural intent and stretch internal capability. Strong client-side integration helps align these efforts toward a shared outcome.

Transitions between strategy, sourcing, delivery and live service: Each phase of the cloud lifecycle introduces new decisions and stakeholders. Where these transitions are not tightly connected, intent can weaken over time. When they are integrated, organisations retain clarity from strategy through to live operation, with stronger outcomes and lower risk.

Supplier-supported capability growth: External suppliers play a vital role in enabling delivery. Over time, however, organisations benefit most when this support is combined with deliberate knowledge transfer, architectural ownership and internal capability development reducing long-term dependency while increasing confidence.

These dynamics are common in complex, federated environments. They are not problems to be avoided, but **signals that an organisation is ready for its next stage of cloud maturity**.

Xonetic's Perspective: Our perspective is straightforward: **cloud value is realised when technology decisions are treated as business decisions, consistently governed across the lifecycle**.

That means:

- establishing **clear business aligned architectural intent** before engaging the market
- grounding **build-versus-buy decisions** in capability and outcomes
- shaping commercial models that **preserve flexibility and exit options**
- providing client-side leadership to maintain **intent through delivery**
- extending **financial and security governance** beyond go-live
- aligning **adoption and ways of working** to how services are actually delivered

In a fragmented public sector landscape, where organisations operate independently and delivery involves multiple suppliers, this level of integration does not happen automatically. Independent, client-side challenge and shared decision frameworks help organisations maintain coherence while retaining autonomy.

This is why Xonetic operates independently of vendors, systems integrators and managed service providers. Our role is to **enable confident decision-making, protect long-term value, and help organisations move from cloud adoption to sustained, defensible outcomes**.

Our services are designed to meet clients wherever they are on that journey whether they are:

- clarifying direction,
- preparing to engage the market,
- strengthening control during delivery, or
- improving value from live cloud estates.

The result is faster, more confident decisions; stronger delivery, commercial control; and cloud investments that deliver **measurable public value not just technical compliance**.

Section 3 Our Approach: Turning Cloud Decisions into Sustained Public Value

Xonetic's approach is designed for one purpose: **to help public sector organisations make confident technology decisions and ensure those decisions translate into lasting value**.

We operate at the intersection of strategy, architecture, sourcing, delivery and adoption across areas where cloud initiatives most often lose alignment, pace or control. We help to strengthen decision-making, maintain coherence in complexity, and protect value throughout the cloud lifecycle.

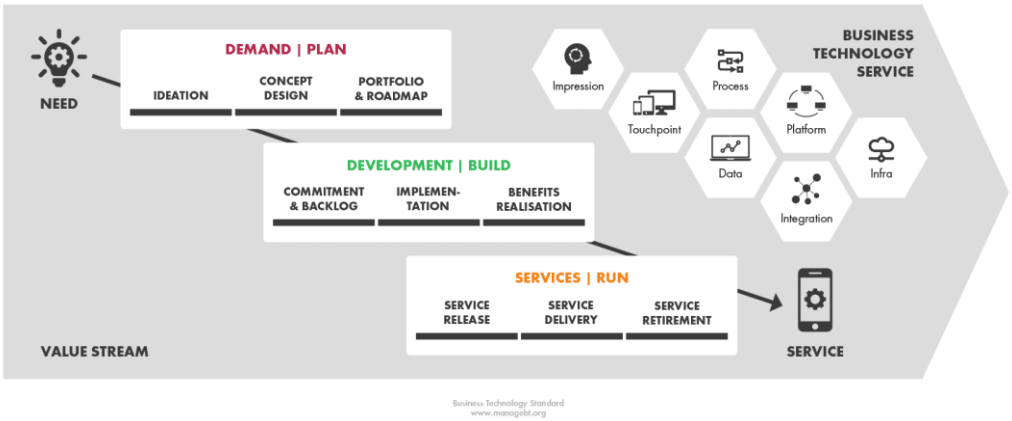


Figure 1 – Value focus across the Cloud Lifecycle

1. Independence by Design

Xonetic is deliberately independent, we do not resell cloud software or hosting, provide managed services, act as systems integrators, or embed proprietary tooling or delivery models.

This independence allows us to act as a trusted, client-side authority focused solely on buyer outcomes. We challenge assumptions, vendor proposals and delivery decisions objectively — without commercial bias toward any platform, supplier or operating model.

For public sector buyers, this means clearer choices, stronger commercial positions, and decisions that remain defensible long after contracts are signed.

2. Business-Led, Not Vendor-Led

Our work starts with **business capability and outcomes**, not platforms. Before technology decisions are made, we help organisations:

- clarify the capabilities required to deliver services and policy outcomes
- understand where cloud genuinely adds value and where it does not
- determine when to build, buy, extend or retire systems
- design operating models that can sustain value beyond go-live

Technology is selected after intent is clear, not the other way around. This avoids premature vendor lock-in and ensures cloud becomes a catalyst for service improvement, not simply a more modern way of running legacy processes.

This business-first lens requires a clear distinction between customer-facing change and the underlying technology backbone that supports it.

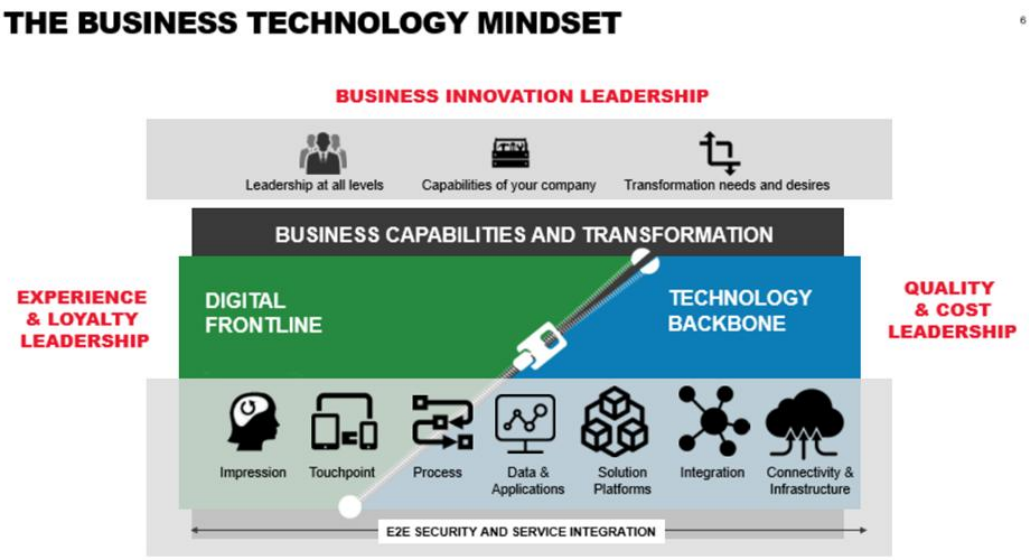


Figure 2 – The Business Technology Mindset: Separating fast-moving digital and service change from the stable technology backbone, enabling innovation without sacrificing control, resilience or value.

3. Architectural Coherence Across Fragmented Landscapes

Public sector cloud delivery typically involves multiple suppliers, parallel initiatives, mixed legacy and modern platforms, and devolved ownership across teams and organisations.

Xonetic specialises in maintaining **architectural coherence across this complexity**.

We provide:

- clear architectural intent that survives procurement
- client-side design authority to challenge drift early
- consistent decision frameworks across suppliers
- governance that balances pace with control

To maintain coherence across this complexity, Xonetic applies a structured architectural view that connects enterprise, cloud, data, service and application decisions.

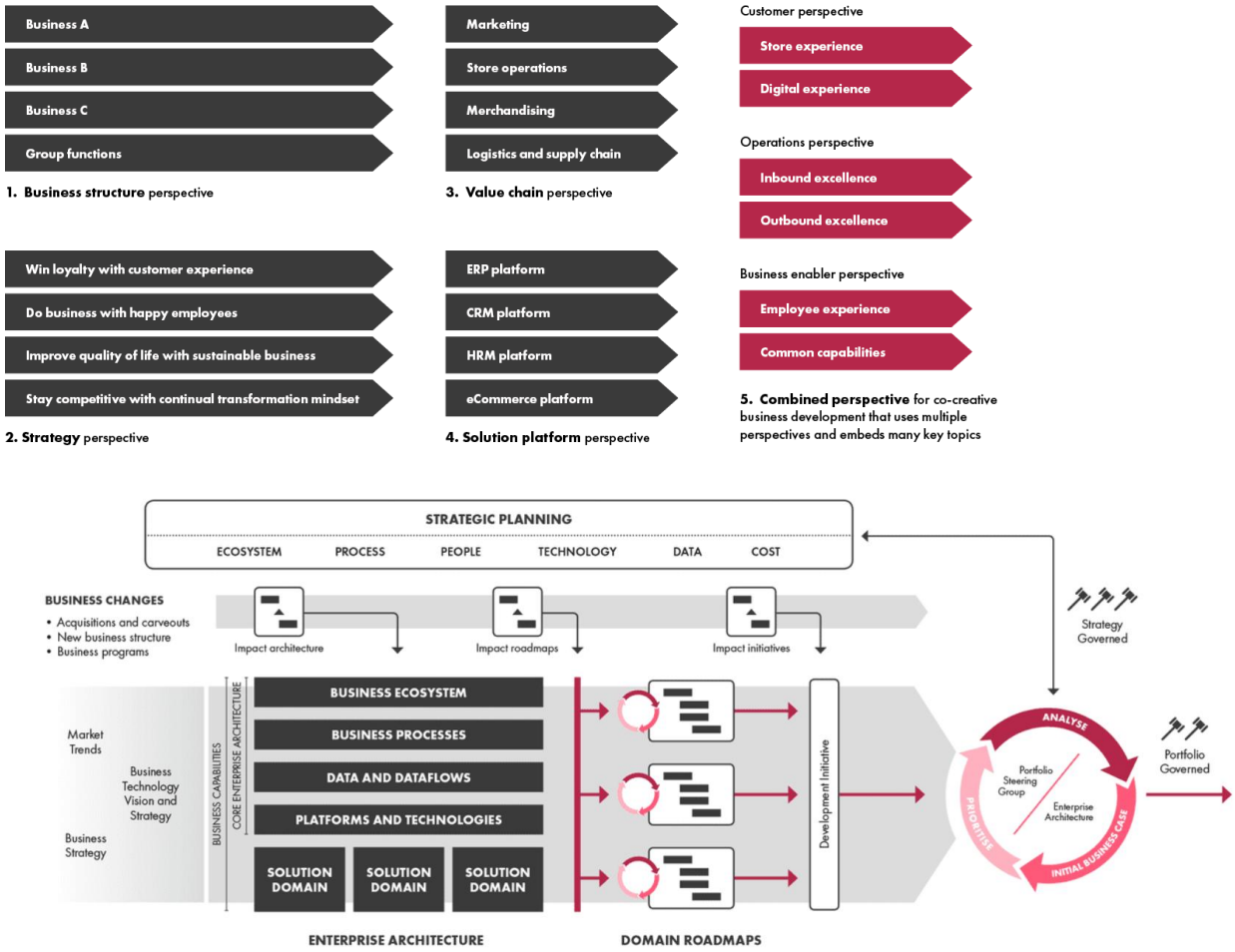


Figure 3: Business Technology Architecture overview (Enterprise / Cloud / Data / Service / Application): This ensures cloud programmes evolve toward a coherent target state, rather than fragmenting into disconnected solutions shaped by local optimisation or vendor incentives.

4. Systematic Demand, Solution and Service Thinking

A recurring challenge in public sector cloud delivery is not lack of ambition, but **how demand is shaped and sustained**.

Xonetic helps organisations move from unstructured demand and parallel initiatives to a more systematic model that:

- captures and prioritises change demand transparently
- shapes solutions consistently against agreed architectural intent
- ensures services are operable, supportable and cost-controlled post go-live
- builds internal capability rather than increasing long-term dependency

This approach strengthens the link between strategy, sourcing, delivery and live service, reducing rework and improving continuity of value. This ensures initiatives are shaped, delivered and sustained in a way that improves outcomes, efficiency and internal capability over time. To address this, Xonetic applies a systematic view of demand, delivery and live service that treats cloud change as a continuous value cycle rather than a one-off project.

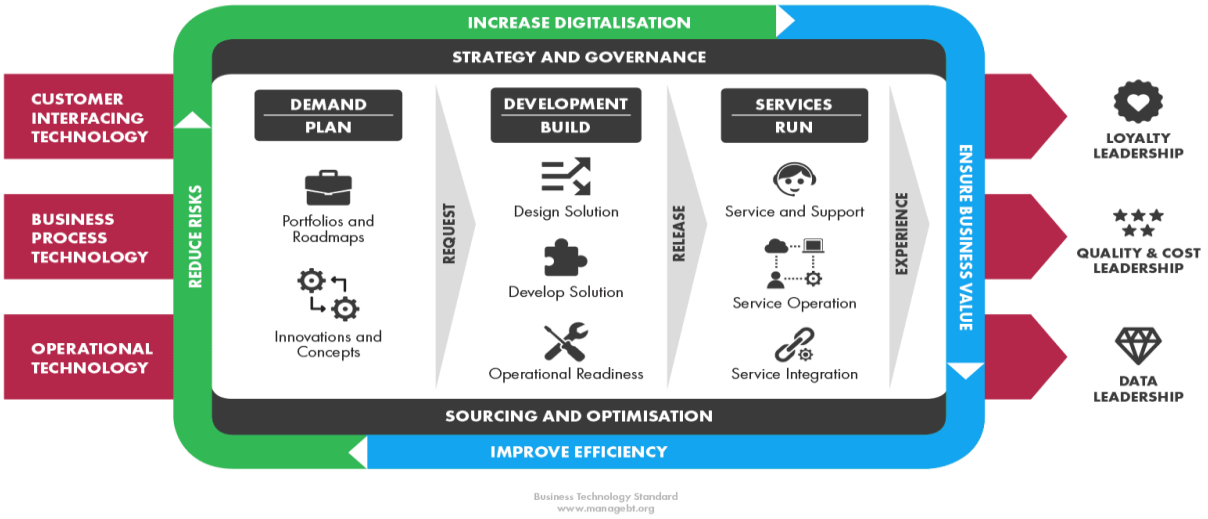


Figure 4 – Business Technology Architecture: Demand, Build and Run as a Continuous Value Cycle: How cloud initiatives are shaped, delivered and sustained through integrated demand management, delivery governance and live service control.

5. The Business Technology Standard: A Practical Management Framework

Xonetic is the sole UKI Implementation partner applying the **Business Technology Standard (BTS)** an open-source management framework designed to align technology investment to business outcomes across the full lifecycle. We combine BTS with our own proven methodology and practices to create a very powerful suite of capabilities that transforms the way change is delivered.

Xonetic's approach compliments and enhances existing delivery methods such as Agile, SAFe, ITIL and DevOps. We do this by providing a unifying management layer that connects:

- strategy to delivery
- architecture to operating models
- investment decisions to measurable value

Our approach is to define capabilities before selecting solutions, create a shared language across business silos, technology and suppliers, and, to enable interoperability across fragmented organisational landscapes.

Breadth of Knowledge / Capability Model: The Business Technology Standard provides a unifying management layer that aligns capabilities, operating models and delivery approaches across the lifecycle.

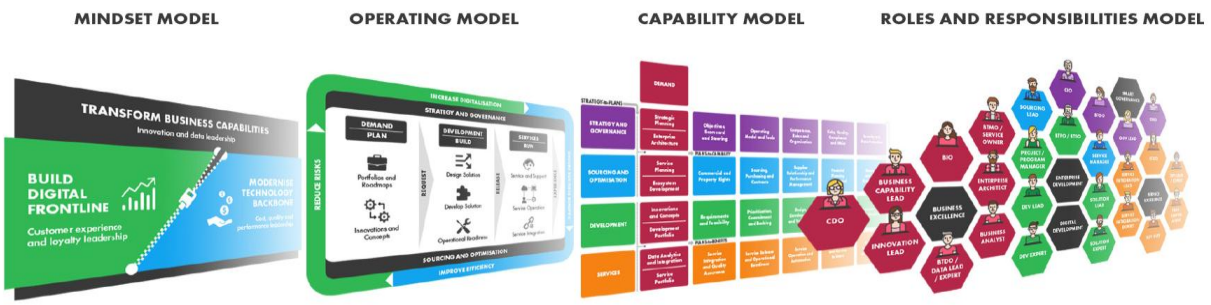


Figure 3.4 – Business Technology Standard: Capability, Operating Model and Role Alignment
Illustrating how the BTS aligns business capabilities, operating models, delivery methods and accountability across the full technology lifecycle.

The framework is openly published at **managebt.org** and has been adopted across UK higher education through sector collaboration, demonstrating its ability to drive alignment without centralised authority.

6. Proven in High-Growth, High-Scrutiny Environments

Our approach is currently being applied within the **British Business Bank**, where Xonetic is supporting the bank to achieve modernisation and operational excellence to enable sustained growth and operational scale under the recently announced Five Year Plan.

Working with senior leadership, we are:

- shaping IT strategy and operating models aligned to business growth objectives
- strengthening architectural coherence across platforms and data
- improving vendor and commercial management
- enabling data-led decision-making and AI readiness

This reflects the reality facing many public sector organisations: rising demand, increasing scrutiny, complex delivery environments and the need to modernise without increasing risk or dependency.

7. Value Protection Across the Cloud Lifecycle

Value erosion rarely occurs at a single point. It accumulates gradually through unclear intent, misaligned sourcing, delivery drift, weak commercial control, and limited adoption or cost visibility.

Xonetic's approach deliberately spans the full cloud lifecycle from **early strategy through sourcing, delivery, assurance, financial governance and adoption**, ensuring value is protected continuously, not just at go-live.

The result is more confident decision-making, stronger control across delivery, reduced long-term dependency, and cloud investments that deliver measurable, sustainable public value.

Section 4 Cloud Sourcing, Vendor Selection & Value Protection

Service description:

Xonetic helps organisations move from cloud strategy to confident market engagement. We provide independent sourcing, vendor selection and commercial challenge to validate build-versus-buy decisions, avoid analysis paralysis, and ensure suppliers, contracts and delivery models are aligned to long-term value, outcomes and reduced dependency.

Service category:

Cloud Migration Planning (Other)

Set up and Migration (ALL)

Service constraints

Advisory, procurement support and challenge only. Xonetic does not run procurement processes independently, we typically work alongside client procurement leads, we do not act as a buying agent or resell software.

Service features

1. Build-versus-buy decision validation
2. Cloud and SaaS vendor options evaluation
3. Sourcing and procurement strategy support
4. Commercial and value-case challenge
5. Contract and delivery model risk assessment
6. Supplier dependency and exit risk mitigation

Service benefits

1. Accelerates confident supplier selection
2. Improves value-for-money outcomes
3. Reduces long-term vendor dependency
4. Prevents misaligned contracts and incentives
5. Protects value before delivery begins

Service context

This service is engaged once intent for cloud sourcing activity is established, or, if support for the creation of intent is necessary, and before the client organisation commits to suppliers or contracts.

Typical triggers include:

- A clear cloud strategy but uncertainty over which vendors to select
- Conflicting internal views on preferred suppliers or solutions
- Concern about lock-in, exit risk or long-term commercial exposure
- Pressure to move to market quickly without compromising assurance
- Existing supplier contracts are due for renewal or review

This service is typically used to:

- Translate strategy into a robust sourcing approach
- Validate vendor shortlists and solution proposals
- Strengthen commercial positions before contracts are signed

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- Ensure delivery models incentivise outcomes, not activity

It is often the **bridge between strategy and delivery**, preventing weak commercial decisions that undermine delivery later.
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Typical engagement shape:

- **Enterprise Architect or Solution Architect (Lead)**
- **Senior Commercial / Programme Delivery Manager**
- *Optional (part-time):* Business Architect or Security Architect
</td><td>

Typical activities/Outputs:

- Build-versus-buy validation and options refinement
- Vendor and solution option assessment
- Commercial and contract risk review
- Dependency, exit and delivery model assessment
</td></tr>
</table>

Section 5: Relevant Experience & Case Studies

Xonetic's experience spans central government, higher education, regulated financial services, healthcare and multi-supplier environments. Our engagements consistently focus on **client-side leadership, architectural coherence, vendor challenge and value protection**, rather than systems integration.

The case studies below illustrate how our services are applied in practice across the cloud lifecycle.

<table>
<tr><td colspan="2">Case study 1: British Business Bank – Cloud Strategy, Operating Model & Vendor Optimisation</td></tr>
<tr><td colspan="2">Context
The Bank, now a permanent public financial institution with a £25bn+ capital base, is modernising its technology and data capabilities to support £12.5bn+ of annual SME funding. Growth ambitions required scalable platforms, stronger data governance, improved vendor performance and a sustainable IT operating model.</td></tr>
<tr><td>Xonetic's RoleXonetic supports the COO and technology leadership with independent advisory across:
Cloud and digital strategy alignment to growth objectives
IT and data operating model design
Vendor landscape assessment and sourcing strategy</td><td>Outcomes Enabled
Clear target operating model aligned to strategic growth
Improved vendor performance and commercial clarity
Stronger foundations for data, analytics and AI adoption
Reduced dependency on incumbent suppliers through client-side capability</td></tr>
</table>

<table>
<tr><td colspan="2">Case study 2: UK SME Bank – Cloud-First Transformation & Design Authority</td></tr>
<tr><td colspan="2">Context
A UK SME bank, newly divested from its European parent, launched a multi-year "Human Digital" transformation to modernise legacy platforms, improve customer journeys and scale lending.</td></tr>
<tr><td>Xonetic's Role

Over five years, Xonetic provided:
Cloud and enterprise architecture leadership
Client-side design authority across digital, data, security and compliance
Vendor sourcing and optimisation
Agile operating model and change adoption support</td><td>Outcomes Enabled
Lending growth from £1.8bn to £4bn+
Improved onboarding and decision times
Stronger regulatory alignment and operational resilience
Sustained reduction in delivery friction across multiple suppliers</td></tr>
</table>

Case study 3: European Retail Outlet Group – Cloud Data Platform Sourcing & Delivery	
Context A pan-European retail outlet operator sought to unlock value from customer and loyalty data while reducing reliance on third-party analytics providers.	
Xonetic's Role • Defined target data and analytics architecture • Led RFI/RFP and vendor down-selection • Provided client-side delivery governance and assurance • Embedded internal data capability	**Outcomes Enabled** • In-house customer intelligence capability established • Reduced dependency on external analytics vendors • Data-driven insight supporting double-digit sales growth • Scalable cloud data platform aligned to future needs

Case study 4: King's College London – Business Technology Standard Adoption	
Context The University needed to reposition IT as a strategic enabler, reduce duplication across systems and improve transparency of cost and value.	
Xonetic's Role As the UK's sole partner for the Business Technology Standard, Xonetic: • Embedded the BTS across the IT function • Rationalised overlapping platforms • Introduced activity-based costing and value tracking • Supported adoption of modern delivery practices	**Outcomes Enabled** • Clear alignment between technology investment and institutional priorities • Improved financial transparency and decision-making • Faster delivery cycles and reduced system duplication • Sector leadership, prompting wider adoption across higher education

Case study 5: NHS Healthcare Provider – Cloud Security & Resilience	
Context An NHS provider required improved cyber resilience and GDPR compliance without disrupting frontline clinical operations.	
Xonetic's Role • Security strategy and gap analysis • Secure cloud configuration design • Accreditation readiness support (Cyber Essentials) • Independent assurance of rollout approach	**Outcomes Enabled** • Improved protection of sensitive patient and staff data • Regulatory confidence and audit readiness • Secure access for frontline staff without productivity loss

Case study 6: Nordic Bank – Cloud Sourcing & Operating Model Transformation	
Context Following regulatory scrutiny, a Nordic bank needed to redesign its IT operating model and sourcing strategy while preparing for a core banking replacement.	
Xonetic's Role • Designed cloud-aligned sourcing and vendor strategy • Analysed cost, capability and regulatory constraints • Supported adoption of scaled agile delivery • Provided architectural and delivery assurance	**Outcomes Enabled** • €78m+ annualised savings • Improved regulatory compliance and transparency • Better vendor governance and delivery predictability

What These Examples Demonstrate

Across sectors and contexts, Xonetic consistently delivers:

- **Independent client-side leadership**
- **Reduced supplier dependency and lock-in**
- **Preserved architectural intent across delivery**
- **Improved commercial, delivery and governance outcomes**
- **Capability transfer that leaves organisations stronger post-engagement**

These case studies reflect how buyers typically engage Xonetic: teams of senior practitioners providing high-impact advisory, assurance and integration across complex cloud environments.

Section 6 Why Xonetic

Xonetic is an independent cloud advisory supplier focused on protecting public sector value and enabling confident decision-making.

We do **not** sell cloud software or hosting, deliver managed services, or act as a systems integrator. This independence allows us to provide objective challenge across strategy, sourcing, delivery and assurance without commercial bias.

Our services are designed to:

- Reduce vendor dependency
- Maintain architectural coherence
- Accelerate time to realised value
- Enable internal capability growth, not substitution

Xonetic is the **sole UK implementation partner of the Business Technology Standard (BTS)**, an open-source framework adopted across UK higher education and applied in live public sector transformation, including the British Business Bank.

Public sector organisations engage Xonetic when they need:

- Independent challenge before committing to major cloud investment
- Confidence in sourcing, vendor selection and commercial alignment
- Client-side leadership to govern complex multi-supplier delivery
- Assurance that delivery remains aligned to strategy, architecture and value
- Support embedding cloud capabilities while reducing reliance on externals

Buyers may engage individual services independently or combine them across the cloud lifecycle

How to Contact Us

For enquiries relating to service scope, suitability, or engagement discussions:

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