

G-Cloud 15

Strategy for Cloud-based Transformation
Lot 3: Cloud Support Services

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1 BCG'S CLOUD SERVICES

We understand the complexity of adopting cloud-enabled AI services.

Cloud services are essential to every modern private and public sector organisation: they support public service delivery, enable collaboration and productivity, and allow organisations to adapt, scale and transform their operations orders of magnitude faster than traditional “on premise” infrastructure. These well-understood benefits mean that transition to the cloud is far from a new phenomenon, and most organisations now have experience of using software, platforms or infrastructure as a service. That said, public sector organisations can do much more to unlock the full value of the cloud. We typically see four main challenges holding back organisations from releasing this value:

Common challenges in adopting cloud services and how we help address them

Challenge	How we can help
 Overcoming preconceptions “The Public Cloud is insecure”... “Traditional technology vendors are not innovative”... “Moving to the cloud always has a good business case”...	Our extensive experience in Cloud Transformation means we understand where constraints and opportunities truly are, and how to design projects to address them.
 Analysing a highly complex start point Aggregation of data across vendors/ systems is difficult, and analytics for each supplier are often unique. Not to mention that businesses often do not have a clear picture of their application landscape and estimating the potential of a cloud project is difficult.	We use our proprietary tools to diagnose readiness, including the use of our code-scanning SaaS CAST software to identify risks, costs and cloud readiness of the application estate.
 Designing a future organisation Cloud breaks new ground across an organisation; CapEx moving to OpEx, new technical, operational and vendor management processes, new security...	We have worked extensively with organisations to design business and IT functions that support cloud ways of working.
 Planning a seamless transition Often, end-state architecture and application migration plans are not defined.	Our experienced architects in BCG X can support you in producing a realistic and ambitious target state that recognises the reality of needing to “keep the lights on” during transition.

We have a suite of best-in-class services designed to address these challenges.

Our work encompasses the full range of cloud advisory and support services, across the full lifecycle of a cloud project. Each service can operate as a standalone project, can be combined with other services, or be modified to meet your specific requirements.

 STRATEGY Diagnose (true) problem(s) Understand the opportunity and value Set the ambition and defined roadmap	 SOURCING Explore market Set up procurement for success Select partners	 TOM and ORG Set baseline Design TOM and Org Set the implementation plan and support delivery	 IMPLEMENTATION Design target state architecture Outline detailed implementation plan Support delivery	 AI STRATEGY & ENABLEMENT Prioritise use-cases Define strategy, governance and roadmap Build readiness & capability	 E2E SERVICE TRx Baseline and diagnose current services Redesign journeys to improve usability / impact Prototype and scale solutions Scale digital delivery across services Reform systems and capability Embed agile governance and performance models
 CYBER Assess cyber culture, awareness, risk, maturity and resilience Set the ambition and define roadmap	 ANALYTICS Identify and prioritise use cases Deliver proof of concept Scale up highest value use cases on Cloud	 DE-RISKING Diagnose issues Plan resolution roadmap Provide ongoing QA support to high value projects	 COST REDUCTION Assess IT complexity and digital readiness Design and deliver cost reduction initiatives	 ERP TRx Business and IT design authority Benefits delivery PMO and programme governance	

Service	Your situation	Illustrative outputs
 Strategy for Cloud-based transformation	You are considering how to approach your cloud project, how to secure investment, what the benefits will be, how long the project will take, and what the high-level target state will look like.	• Technology baseline • Business case • Target state definition • High level TOM • Initial sourcing strategy • Implementation plan
 Sourcing and procurement advisory for Cloud	You are considering who within the market can provide your desired cloud services, how to approach them, and how to extract the best possible value from a procurement.	• Sourcing strategy • Preparation of RfP • Vendor evaluation & selection • Contract terms & structure • Contract negotiations
 TOM & org design for Cloud	You are considering how your organisation will need to change to support a new cloud service or services.	• Op model & org baseline • TOM design • Gap assessment • Implementation plan
 Cloud implementation planning	You are considering how to execute a cloud project, whether that be migration of existing apps, implementation of a new service, or improving the functionality of an existing service.	• Business case • Architecture target state • Implementation plan • Execution support

 Cyber security	You want to review the security of your cloud services and organisation, want to build your cyber capabilities or standards, or build a roadmap to improved cyber security.	• Immersive cyber-attack simulation • Cyber culture, awareness, maturity & resilience assessment • Quantified cyber risk • Cyber improvement roadmap
 Analytics on the Cloud	You are considering where advanced analytics or AI can be applied to drive value, want to build a proof of concept, and / or are considering how these use cases can be scaled using the cloud.	• List of potential AI and advanced analytics use cases, with estimate of value • Proof of concept delivery • Architecture target state • Implementation plan • Execution support
 De-risking a Cloud project	Your cloud project is failing and you want to design specific interventions to bring it back on track; you want to ensure that a new project is set up for success; or you want to supplement your teams' expertise with an independent expert advisory function to ensure a project stays on track.	• Embedded BCG "activist PMO" in large projects • Embedded BCG QA function for medium projects • Light BCG QA function for medium projects with specific expertise needs • Project health check and remediation plans
 Cost reduction to support Cloud services	You are looking to reduce costs in your IT organisation to support a transition to cloud services.	• IT complexity and digital readiness assessment • Cost and risk driver report • Cost reduction initiative design and delivery
 E2E Service Transformation	You would like to either build or improve a internal or customer service running on the cloud. You want to run a discovery on either the key requirements for that service or the key issues in an existing service, and rapidly design and build the new or transformed service.	• Service baseline • End-to-end service redesign • Rapid prototyping • Scaled AI and Software solutions • Reforms to systems and capabilities
 ERP Transformation	You are embarking on, or delivering an ERP transformation, and want to improve control over benefits delivery, transparency over performance and programme decisions, and simplify and accelerate delivery.	• Business and IT design authority • Simplified DDP architecture • Readiness measures and resource demand visibility • Substantiating value



AI Strategy and Enablement Support

You are exploring how to apply Artificial Intelligence and Generative AI to improve services, operations, or policymaking.

You want to identify practical, high-impact use cases, define a responsible AI strategy, and plan the roadmap for cloud-based scaling — including governance, skills, and data readiness.

- Prioritised AI/GenAI use cases aligned to value
- Responsible strategy and governance model
- Operating model, risk and policy guardrails
- Capability uplift and change roadmap
- Implementation and sourcing planning

2 WHAT IS OUR STRATEGY FOR CLOUD-BASED TRANSFORMATION SERVICE?

Our *Strategy for Cloud-based Transformation* service is part of a suite of cloud services by BCG, and is the first step towards your cloud transformation. It will help you consider your business case for moving to, or improving on your current cloud environment, the type of hosting model that is most appropriate, and a plan for how to implement the target state.

Depending on the scope of your organisation and intended transformation, the project will last 10-15 weeks, and will cover questions such as:

- What is our compelling case for change?
- What are the business, technical and financial benefits and costs?
- What is the right infrastructure to move to, i.e. hybrid, public or private?
- How can we address security and privacy concerns?
- How will we need to change internally to support this transformation?

We typically work in partnership with clients to produce six key deliverables. These can be adapted to suit your requirements:

	Technology baseline	Clear articulation of the current state, including applications and hosting provisions, challenges, gaps and issues
	Business case	Case for change, financial and business benefits and costs. Can form the basis of your SOC, OBC or FBC ¹ if required.
	Target state definition	Scope definition (which services and applications) and platform selection (public, private, hybrid cloud)
	High level TOM	Required target operating model changes to support the target state, including high level organisation implications
	Initial sourcing strategy	Market analysis to prepare for further procurement and contracting
	Implementation roadmap	Clear plan (including milestones, owners and support required) to achieve the target state

¹ SOC = Strategic Outline Case, OBC = Outline Business Case, FBC = Full Business Case. Typical stages of a public sector business case.

3 WHAT IS OUR APPROACH?

A typical engagement would follow three phases over 10 - 15 weeks.

Phase 1: Draft target state

3-5 weeks



Outline digital ambition

Translate cloud ambitions into business capabilities and use cases



Data and tech architecture use cases

Define data domain maps and prioritised data sets based on business ambitions. Outline North Star tech architecture to meet cloud ambitions.



Target operating model and governance

Outline unconstrained organisational setup, geographies, and industry, vs region and skills. Define steering mechanisms, data and tech governance structures and business-IT collaboration methods

Phase 2: Define steps

3-5 weeks



Detail use cases

Refine cloud use cases into epics and prioritise by business impact



Data and technology initiatives

Identify data availability and data quality gaps. Define short-term and longer-term solutions to identified data issues. Technology gap analysis: define key initiatives for short and medium/long term value, MVP options.



Outline key transition steps and enablement mechanisms

Identify upskilling or org transformation needs and key initiatives. Set up PMO, draft KPIs dashboard, and refine steering mechanisms with key stakeholders.

Phase 3: Construct the roadmap

4-5 weeks



Develop holistic roadmap

Define core initiatives, consolidation into overall set of initiatives sequenced for value. Define evolution steps for org structure, talent build-up, and ways of working. Define repeatable maturity framework to track progress across all functions. Create detailed business case, including investments required.



Syndication

Secure alignment with supervisory board and facilitate Townhall style meetings with departmental / organisation leadership.

4 WHERE HAVE WE DELIVERED VALUE ELSEWHERE?

BCG have delivered over 50 projects in the last 3 years helping clients with **Strategy for Cloud-based Transformation**. A selection of projects from our work follows:

Client context and summary: This Government Body were faced with doubling demand on their services, and a service landscape that would not scale efficiently. BCG helped to write a full end-to-end digital transformation business case (FBC) including cloud strategy, to improve integration of their current technology landscape, improve customer services, and increase ownership, security and quality of data.



- Predicted 200m+ GBP in cost savings, allowing efficiency scaling of the organisation to meet demand, and improvement of public services

Client context and summary: Following appointment of a new CIO, the client wanted to establish a fresh direction for their technology and IT strategy, including a new Cloud strategy. The client had initiated a Cloud transition programme which lacked cohesive overarching design and a clear focus on value.



- New Cloud strategy, emphasising on delivering value by business domain
- Potential cost reduction of ~30% vs previous plan
- CEO buy-in for Cloud vision, and request to accelerate move-to-cloud initiatives

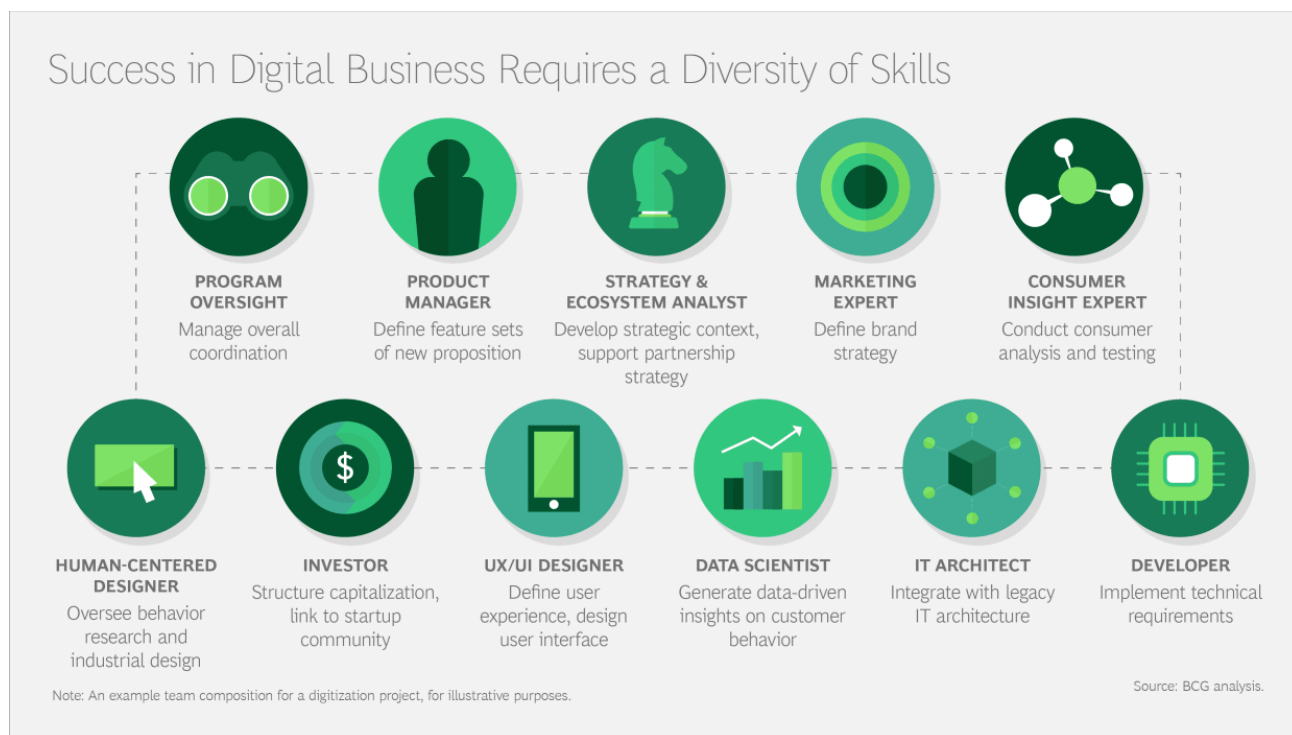
Client context and summary: A state agency with a remit to support development of digital technologies required support to understand the country's current state, identify disruptive trends and define the national Cloud strategy and ambition.



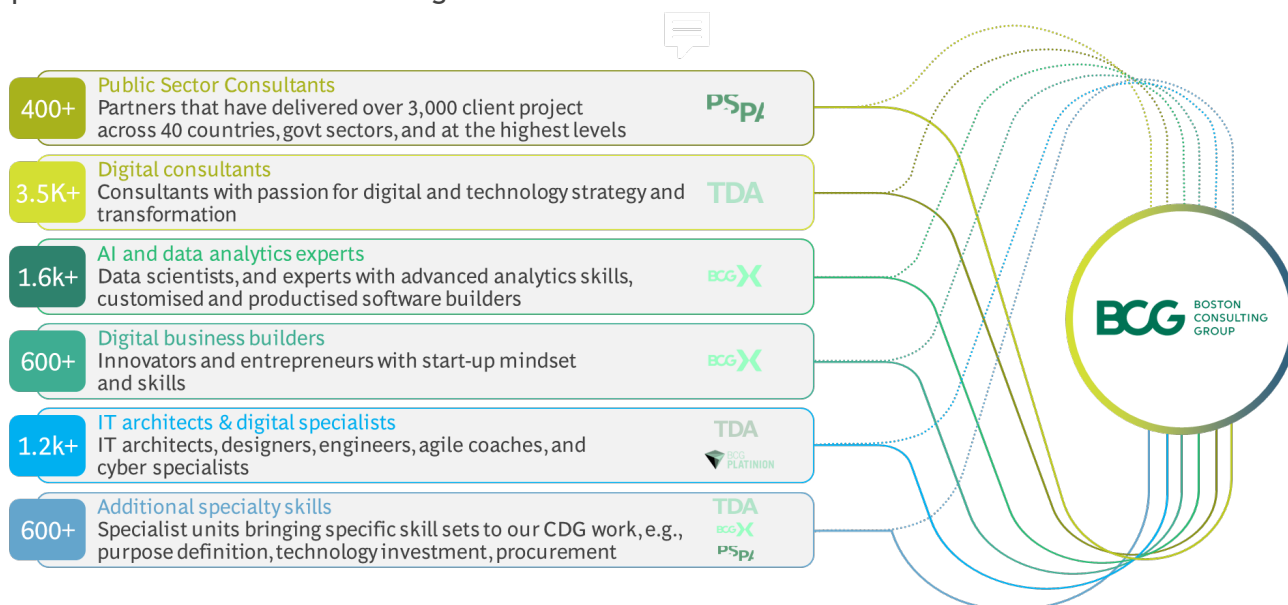
- Est. economic impact to 2030 of >100k new jobs and >790bn in cumulative GDP
- Achieved validation of the national Cloud strategy by Ministers
- Accelerated digital technology adoption in the country, developed the start-up ecosystem and strengthened data sovereignty

5 WHY BCG?

Digital and AI technologies are transforming every aspect of business, and no turnkey solution will equip you to keep pace. BCG engagements are designed to deliver immediate value, while also building the capabilities, processes, and mind-sets necessary to sustain your digital transformation. Governments and public sector agencies that are succeeding in the digital world are those who embrace digital diversity: diverse perspectives, skills and capabilities.



BCG reflect this diversity, combining digital-savvy consultants with a full spectrum of digital specialists from our dedicated digital subsidiaries.



BCG has offices in more than 100 cities in over 50 countries and has more than 30,000 employees, 1,500 partners, and 23,000 alumni. BCG combine this strategic heritage with cutting-edge capabilities in data science, digital business building, and deep expertise in IT.

We are externally recognised for our leadership and capabilities

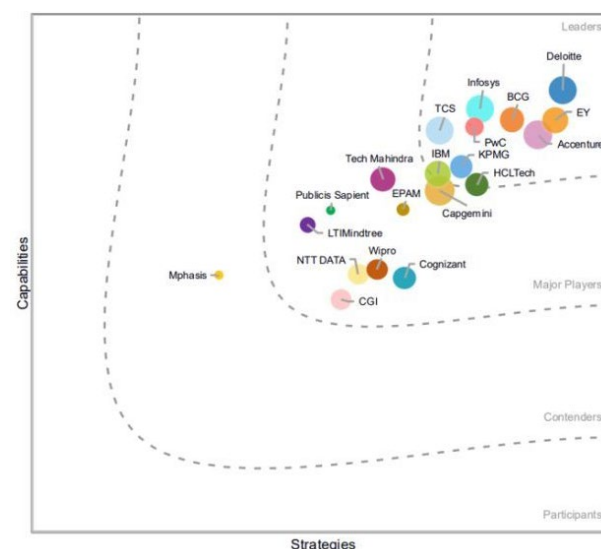
In the second half of 2025, Boston Consulting Group (BCG) was recognized as a Leader in several key analyst reports:

- IDC MarketScape: Worldwide Artificial Intelligence Services 2025 Vendor Assessment
- IDC MarketScape: Worldwide Digital Business Strategy Consulting Services 2025 Vendor Assessment
- IDC MarketScape: Worldwide Experience Design Services 2025 Vendor Assessment
- The Forrester Wave™: Digital Transformation Services, Q3 2025.

BCG ranked as LEADERS by THE FORRESTER WAVE™: Digital Transformation Services Q3 2025



BCG ranked as LEADERS by IDC MARKETSCAPE: AI Services 2025



We have delivered 150+ AI and digital government cases in the past 5 years, spanning all sectors and regions of the world. We are a global thought leader, and in the past two years alone, have published >100 pieces of research and articles related to cloud, AI and digital transformation:

- [There's No Such Things as a Cloud Strategy | BCG](#)
- [How to Create a Transformation That Lasts | BCG](#)
- [A Roadmap to Sustainable Cloud Optimization | BCG X](#)

Finally, our team are supported by a vast ecosystem of partners and proprietary tools. Both ensure that we bring the very best to your cloud project and capitalise on our global experience.

6 HOW TO CONTACT US

Through executing a project with BCG, you are gaining access to the world leading strategy consultancy's resources, expertise and thought leaders. We always ensure we are bringing the "best of BCG" on our projects and teams, whether through inclusion of international experts in their field, delivery partners, or our extensive Senior Advisor network.

Contact us to find out how we can help you overcome your AI, digital and cloud challenges. For the quickest response, please direct queries to PublicSectorUK@bcg.com. For any other queries about our UK public sector and cloud services:



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