

G-Cloud 15

End to End Service 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 END TO END SERVICE TRANSFORMATION SERVICE?

Our *End-to-End Service Transformation* offering is part of a suite of cloud services by BCG and BCG X. It will help you either rapidly build and deploy new services or transform existing ones, providing greater value for citizens in cost effective ways through innovative use of artificial intelligence and other methods. It will help you identify issues and root causes across usability, efficiency, and accessibility of your services, rapidly design and prototype new solutions, then implement change. We do this using a Build, Operate, Transfer approach, to develop your organisational capabilities in parallel and enable continuous improvement in a sustainable way.

Depending on the scope and phase of the transformation, the project can last 3-20 weeks and variable timeframes for implementation phases. It will answer questions such as:

- How can we create a more cost-effective service, that delights citizens and achieves policy outcomes?
- Where and how can we create value through Predictive and Generative AI solutions?
- How can we rapidly test assumptions through prototypes to de-risk delivery?
- How can we accelerate large-scale delivery efforts, and ensure value is released iteratively rather than after multi-year efforts?
- How can we ensure the changes are adopted by citizens and public servants?
- How can we reform and embed systems to enable service improvements at pace?

We typically work in partnership with clients to produce five key deliverables:

	Service baseline	Define a performance framework, assess services to identify improvement levers and action plan (Discovery)
	End-to-end service redesign	Re-design services across user and operational journeys to improve usability, reduce cost and achieve policy outcomes
	Rapid prototyping	Rapidly design and prototype solutions, from analytics and AI solutions through to lean process improvements (Alpha)
	Scalable AI & software delivery	Build robust and scalable software, tested iteratively with users to ensure intended outcomes (Beta/Live)
	Reform systems and build capability	Embed capabilities to enable change, covering operating model, tech, people, policy, funding and commercials

3 WHAT IS OUR APPROACH?

A typical engagement covers 3 phases spanning 9-20 weeks. Timeframes for larger transformation and delivery engagements in phase 3 can vary.

Phase 1: Discovery

3-6 weeks



Service baseline

Interviews, surveys, data analysis and workshops to identify opportunities to reduce cost and improve the service for citizens and create actionable plans. We may employ BCG proprietary tools (i.e. Digital Acceleration Index, DevOps Assessment¹) depending on context.

Phase 2: Alpha-Beta

6-14 weeks



Rapid prototyping and service re-design

Through iterative 2-week sprints, embed multi-functional teams and adopt a human-centred design approach to rapidly design, test and prototype solutions to meet requirements identified in discovery. This is done collaboratively alongside internal teams, ensuring solutions are desirable, viable and feasible. This may include:

- Incremental re-design to optimise and improve existing journeys.
- Radical re-imagination of existing services to close significant gaps and enable policy success.
- Rapidly building prototypes (or full production ready solutions) to test desirability, viability and feasibility. This includes AI prototypes to rapidly validate use case opportunities.
- Develop longer term technical and product roadmaps to support broader transformation efforts.

Phase 3: Beta-Live and transformation enablers

Varies



Scalable AI & Software delivery

Through iterative agile sprints, build, launch and scale solutions with multi-functional teams to improve end-to-end services. This may include taking full accountability for the build or working alongside existing teams to de-risk and accelerate delivery. This typically falls within Beta & Live phases.



Reform systems and build capability

Through a series of iterative workshops, identify core issues impeding service improvements, then design and trial improvements. This may include people (e.g. EVP to attract the right talent), technology (e.g. common components re-usable across services), operating model (e.g. improve agile ways of working), or commercial and funding (e.g. iterative funding models).

¹ Digital Acceleration Index (DAI) helps organisations assess their digital maturity, DevOps Assessment helps clients diagnose their current state of software delivery along the key DevOps practices

4 WHERE HAVE WE DELIVERED VALUE ELSEWHERE?

BCG have delivered over 50 projects in the last 3 years helping clients with **End to End Service Transformation**. A selection of projects from our work follows:

Client context and summary: This client is a central governmental organisation that enables digital, data and technology transformation across all government departments. The client has a mandate to accelerate digital transformation and improve performance across the top services. We worked with the client to embed a performance framework, baseline top services, run direct interventions to deliver improvements for 6x services, and design system reforms.



The work delivered or identified significant citizen impact, including over £3bn of efficiencies across several major government departments. Impact from the 10-week interventions included:

- GenAI tool developed to transform the way operational teams interpret complex information, achieving 10% efficiency on path to 20-30%.
- Radical re-imagination of an attraction and application process in social care, targeting a £600m p/a financial opportunity.
- Data aggregation tool to identify non-compliant Landlords and auto engage them, enabling 5 MtCO2e and £800m energy cost reductions.
- Automation, optimisation and journey-redesign for an application process, achieving £7m+ efficiencies in call volume and processing.
- Re-designed and optimisation of a complex financial journey, including an AI-assisted copy tool, targeting £0.5m short-term efficiencies.
- A strategy and prototype to reimagine a recruitment journey, with recommendations identifying a £370-500m financial opportunity.

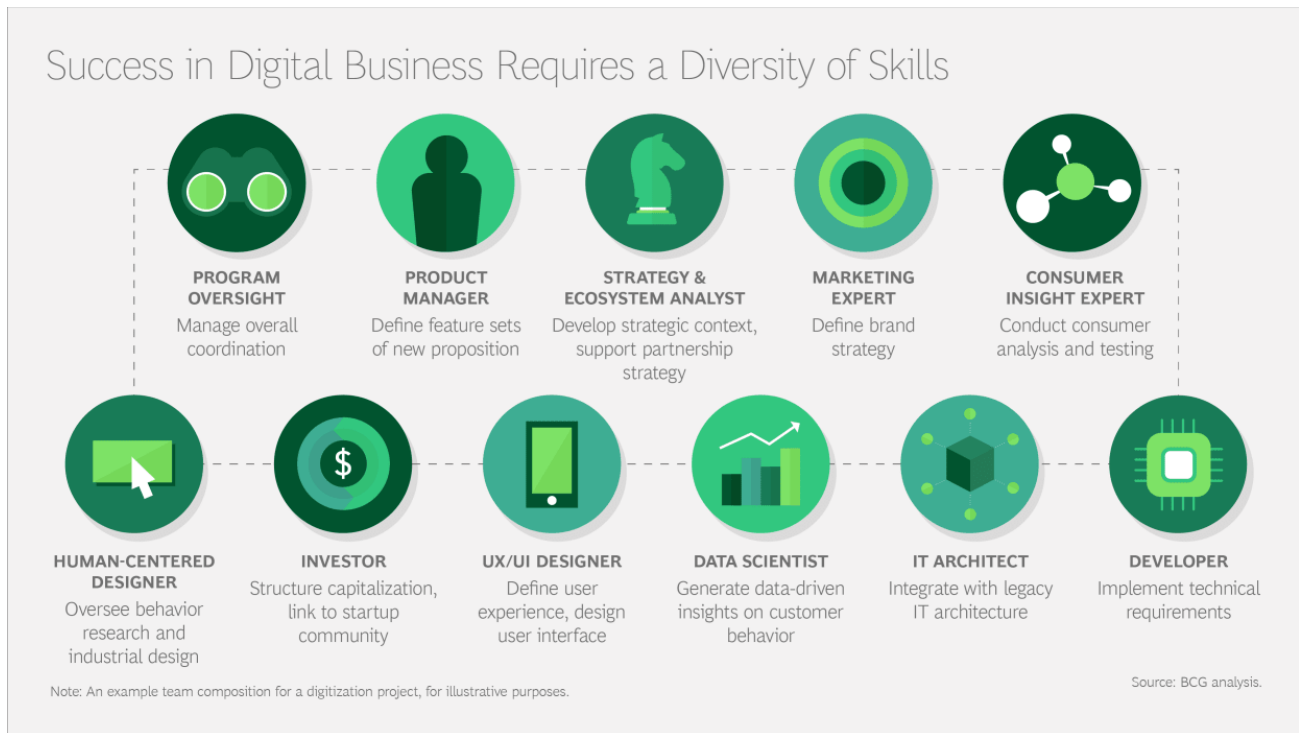
Client context and summary: The client faced challenges in meeting the diverse needs of individual job seekers due to a tendency to standardise services and focus on those easier to place. They had limited resources with one caseworker for ~150 job seekers, and high effort on administrative tasks. They sought assistance to identify strategies to enhance outcomes for job seekers.



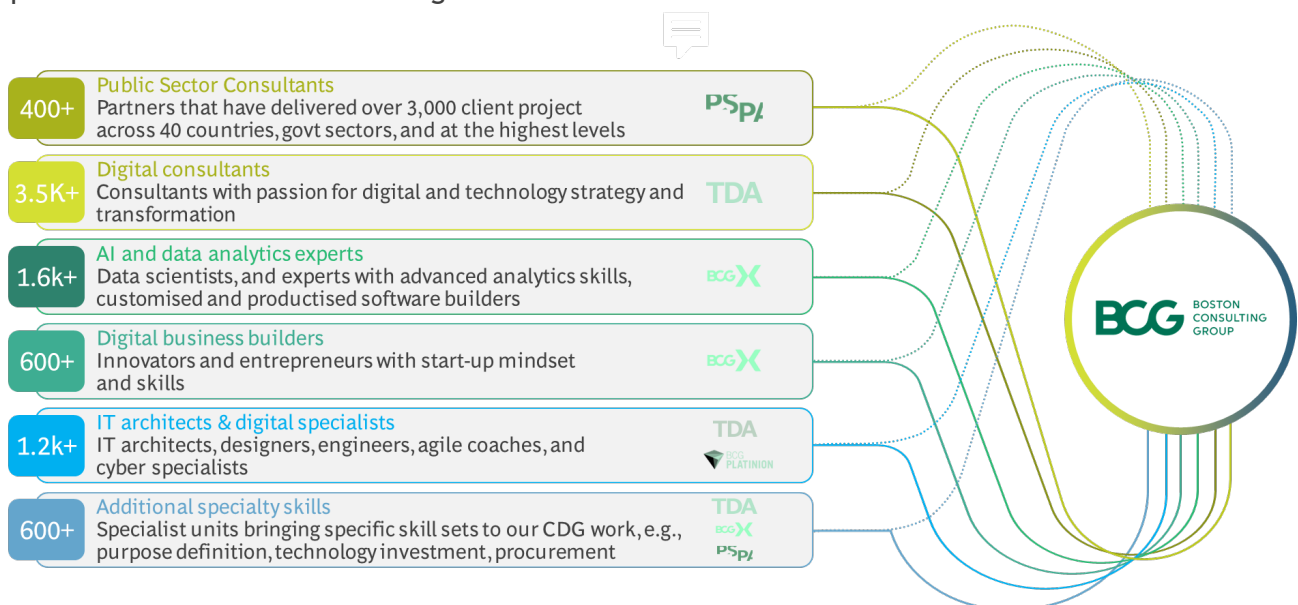
- Demonstrated ability of AI, journey transformation and digital & data platforms to increase personalisation and jobs outcomes
- Average jobseeker caseload projected to reduce from 1:150 to 1:75

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

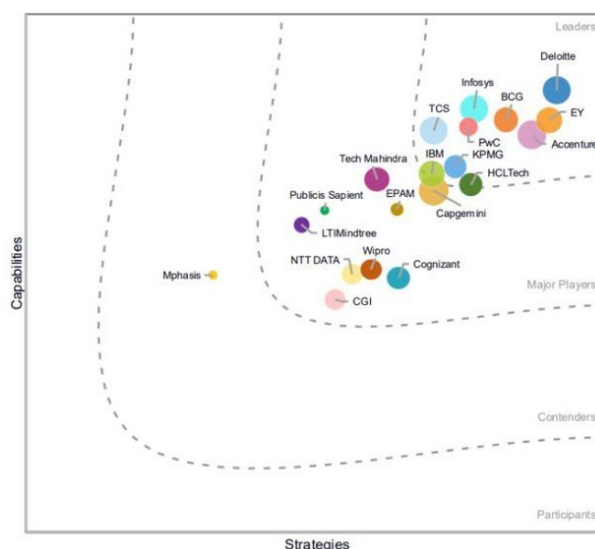
In the second half of 2025, Boston Consulting Group (BCG) was recognized as a Leader in several key analyst reports:

- 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:

- [The New Frontier in Customer Service Transformation | BCG](#)
- [How to Create a Transformation That Lasts | BCG](#)
- [Cloud Transformation Without the Risk | BCG](#)
- [Keeping Government Digitization on-Time & on-Budget | BCG](#)
- [Keeping Government Digitization on-Time & on-Budget | BCG](#)

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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