

G-Cloud 15

AI Strategy and Enablement
Lot 3: Cloud Support Services

1

BCG's Cloud services

2

What is our AI Strategy and Enablement service?

3

What is our approach?

4

Where have we delivered value elsewhere?

5

Why BCG?

6

How to contact us

1 BCG'S CLOUD SERVICES

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

AI and Generative AI are transforming how governments engage citizens, manage operations, and deliver public value. As citizen expectations rise and budget pressures mount, AI offers a timely opportunity to redesign public services for speed, quality, and trust. BCG partners with public sector organisations to develop clear, actionable AI strategies. This service helps public bodies define and activate AI and GenAI strategies. It supports prioritising use cases, assessing readiness, and building internal capability. It excludes software builds or vendor-locked solutions.

Common challenges in adopting AI and how we help address them

Challenge	How we can help
 Navigating the AI landscape Many organisations are exploring how AI and GenAI could enhance service delivery but are still determining where to begin or which opportunities to prioritise.	We help identify and prioritise use cases using proven frameworks. Our team supports clients to move from high-level ambition to well-defined, feasible opportunities tailored to policy goals and operational needs.
 Governing AI safely and responsibly With growing interest in AI adoption, public sector organisations are seeking clear, practical models for responsible implementation, in line with ethical and regulatory expectations.	We co-develop AI governance and assurance frameworks aligned to UK guidance (e.g., CDEI). This includes roles, decision rights, and oversight structures to manage AI-related risks confidently and transparently.
 Laying the data and tech foundations AI-enabled services rely on the right data, architecture, and integration with existing systems. Organisations are often at varying stages of cloud and data maturity.	We assess existing platforms and data landscapes to inform practical, incremental changes that support secure, scalable AI adoption. We focus on cloud-native, interoperable solutions suited to public sector settings.
 Scaling AI & GenAI effectively Early experiments with AI often highlight potential – but scaling across services or departments requires careful planning, cloud integration, and user-centred design.	We support clients to move from prototypes to full deployment using agile delivery methods. We design scalable, cloud-native services that meet technical, operational and policy requirements.
 Upskilling and change As AI capabilities evolve, teams are eager to build understanding and confidence to support new ways of working and decision-making.	We embed capability-building throughout delivery; from co-design to knowledge transfer and targeted training. We also help adapt operating models and engagement plans to support successful adoption.

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 AI STRATEGY AND ENABLEMENT SUPPORT SERVICE?

This service helps public sector clients shape, validate, and activate their AI and GenAI strategies. It focuses on identifying high-impact use cases, assessing readiness, co-designing governance, and building internal capability to deliver sustainable change. It does not include custom software builds or vendor-locked solutions.

Our services answer questions such as:

- What use cases are feasible and high-value for our department?
- How do we deploy GenAI safely and responsibly in a public context?
- What skills, platforms, and data are required to scale use of AI?
- How do we manage risk, bias, and performance over time?
- How can we build public trust while transforming internal operations?



Opportunity assessment and value case

Identify high-value AI and GenAI use cases and develop a compelling value case aligned to departmental objectives and outcomes.



High-level architecture and readiness blueprint

Define the target state vision and assess cloud, data and operating model readiness to support AI adoption.



Use case definition and delivery considerations

Scope delivery pathways, resource needs, and safeguards for priority use cases, without progressing to technical build.



Implementation roadmap and capability planning

Create a phased delivery roadmap, covering skills, platform enablers, and risk-managed scaling plans.



Execution preparation (teams, skills, governance)

Support mobilisation through strategic planning for teams, governance, change and communications.

3 WHAT IS OUR APPROACH?

Our approach is grounded in practical delivery experience across the public sector. We follow a structured, people-led method that helps organisations move from ambition to action. Each phase is designed to align AI initiatives to strategic goals, ensure readiness across people and platforms, and embed responsible governance from the outset.

Phase 1: Discovery and Prioritisation

3-4 weeks



Business Case and readiness baseline

- Map current state, pain points and data landscape
- Identify and prioritise use cases
- Assess value, feasibility and readiness
- Engage staff to validate opportunities and risks.

Phase 2: Strategy and Governance Design

4-5 weeks



AI strategy, target operating model and assurance guardrails

- Define a clear AI/GenAI strategy aligned to business and policy goals
- Design AI governance model (roles, risk, assurance, ethics)
- Outline target AI operating model (people, process, tools, oversight)
- Set delivery principles, sourcing models, and success metrics
- Develop roadmap for capability, data, cloud alignment
- Review platform or partner options to support roadmap.

Phase 3: Enablement Planning

3-4 weeks



Implementation planning and capability roadmap

- Define cloud, data, and platform enablers for top use cases
- Develop team skills uplift plan (training, guidance, roles)
- Draft change management and communication approach
- Prepare cutover/migration or pilot planning (if applicable)
- Embed monitoring, metrics, and value tracking methods
- Define procurement approach and mobilisation options
- Where appropriate, support low-risk experimentation or concept testing to de-risk future implementation phases.

4 WHERE HAVE WE DELIVERED VALUE ELSEWHERE?

BCG have delivered over 50 projects in the last 3 years helping clients with **AI Strategy and Enablement Support**. A selection of projects from our work with the UK government 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-imagining 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.
- A strategy and prototype to reimagine a recruitment journey, with recommendations identifying a £370-500m financial opportunity

Client context and summary: This department was tasked with converting a £42m government AI investment into a credible, cross-government transformation programme. The challenge was urgent: delivery timelines were tight, stakeholder expectations were high, and departments were pursuing fragmented initiatives without shared direction or investment logic. BCG was engaged to shape a strategic vision, prioritise AI investments, and demonstrate early delivery potential.

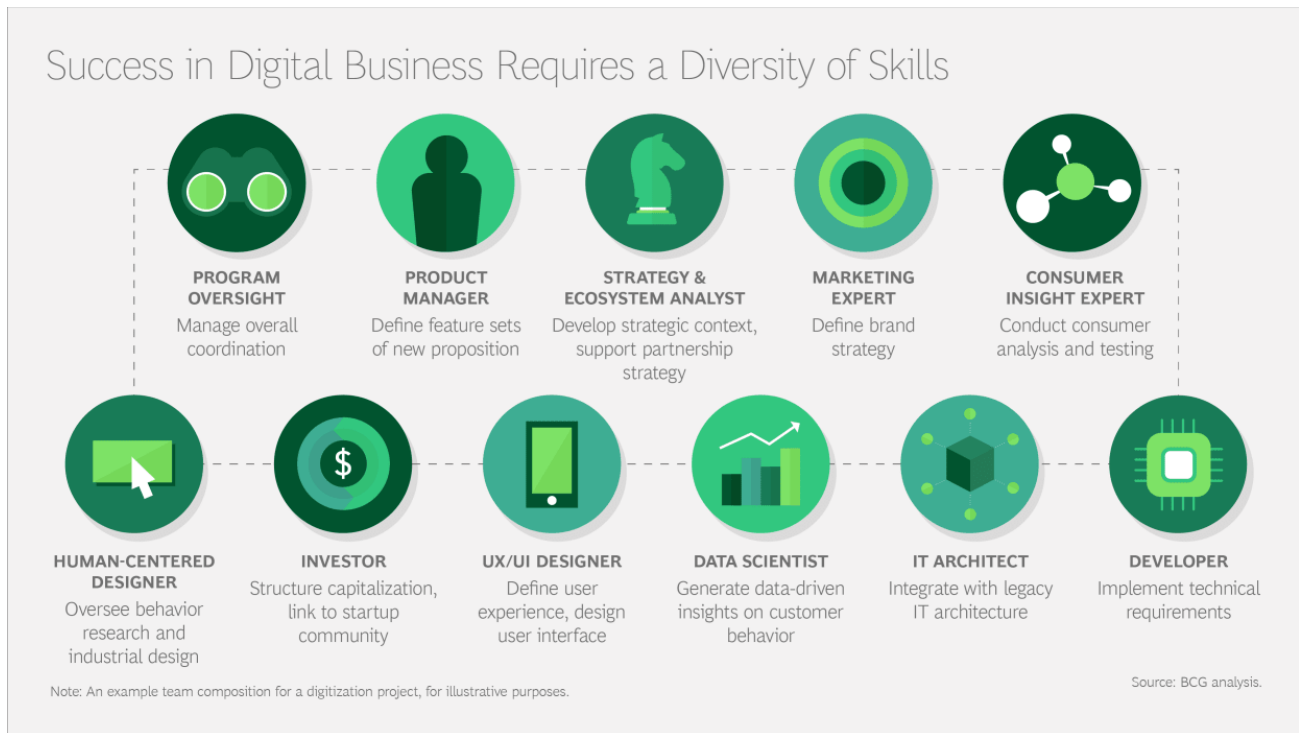


The programme delivered a clear AI strategy, prioritised investments, and secured alignment across government:

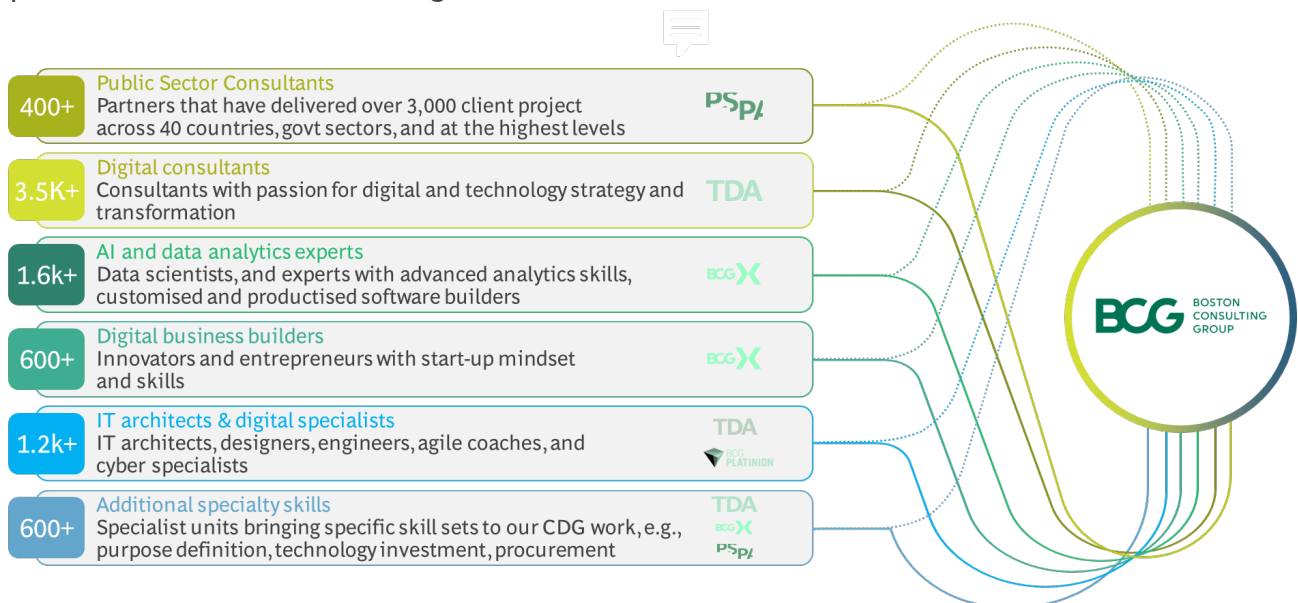
- Defined and prioritised a focused portfolio of three flagship initiatives, moving from 15 small-scale proposals to high-impact, delivery-ready projects
- Developed business case-ready models forecasting over £600m in efficiency savings from the three selected projects:
 1. AI voice assistant - a prototype voice channel to reduce contact centre demand by 30-60%, scoped as a £68m opportunity
 2. AI code assistant adoption - structured rollout to digital teams, targeting 35% productivity uplift and up to £64m in efficiency gains
 3. AI-enabled policy drafting - workflow redesign for ~4,000 policy professionals, forecasting £330m in productivity savings
- Secured alignment on a 12-month roadmap to move from strategy to delivery, including mobilisation and commercial planning
- Used rapid prototyping (e.g., the AI voice assistant) to demonstrate feasibility and build confidence among ministers and senior officials.

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.

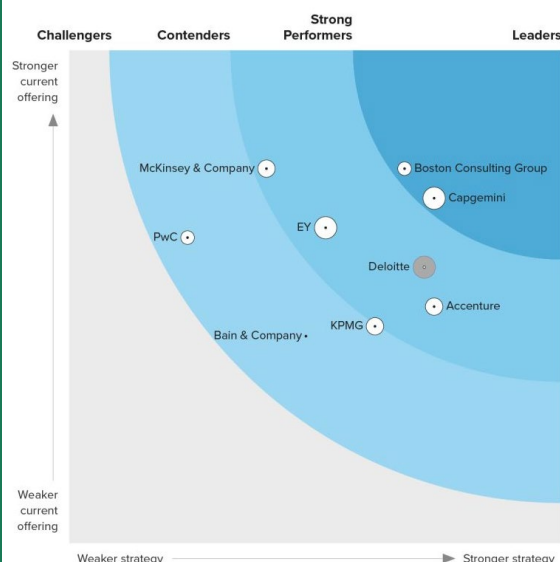


BCG has offices in more than 100 cities in over 50 countries and has more than 30,000 employees, 1,500 partners, and 23,000 alumni. BCG combine this strategic heritage with cutting-edge capabilities in data science, digital business building, and deep expertise in IT.

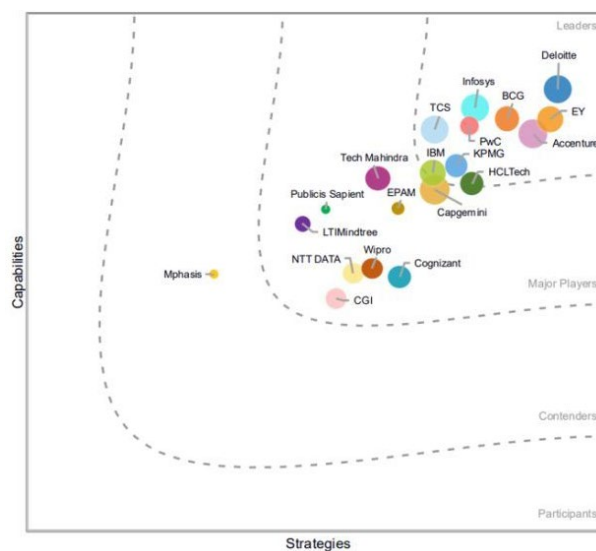
We are externally recognised for our leadership and capabilities

BCG was named a Leader in the IDC MarketScape: Worldwide Artificial Intelligence Services 2025 Vendor Assessment. The report noted that BCG “structures its AI transformation framework around three broad plays that aim to help organisations move from AI experimentation to full-scale impact: deploy (AI for productivity gains), reshape (AI-driven functional transformation), and invent (AI-powered business model innovation).”

BCG ranked as LEADERS by THE FORRESTER WAVE™: AI Services Q2 2024



BCG ranked as LEADERS by IDC MARKETSCAPE: AI Services 2025



We have delivered 200+ 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 topics, including:

- [Which Economies Are Ready for AI? | BCG](#)
- [What Does AI Mean for All of Us? |Government | BCG](#)
- [The CEO’s Guide to the Generative AI Revolution | 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.

<https://www.bcg.com/news/15september2025-bcg-named-worldwide-leader-artificial-intelligence-services>

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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