



# G-Cloud 15

## Comprehensive Transformation

## Management

# COMPREHENSIVE TRANSFORMATION MANAGEMENT

## Service Description

This service supports organisations to plan, govern and deliver complex cloud and digital transformations. It aligns strategy, operating models, technology and change management to enable controlled delivery, risk management and sustainable adoption of new ways of working across business and IT functions.

## Key Service Features

- Programme and portfolio management for complex transformations
- Integration of business change, technology change and delivery governance
- Definition of target operating models and transformation roadmaps
- Agile, DevOps and cloud transformation leadership and coaching
- Stakeholder engagement and change communication planning
- Risk, dependency and assurance management across programmes
- Governance frameworks, metrics and reporting for decision-making
- Training and enablement for leaders and delivery teams

## Key Service Benefits

- Reduced risk and increased control over complex transformations
- Clear alignment between strategy, delivery and business outcomes
- Improved confidence in decision-making through transparent governance
- Faster and more sustainable adoption of new ways of working
- Better coordination across teams, suppliers and initiatives
- Stronger change capability retained within the organisation
- Increased likelihood of delivering intended value from cloud investment

# APPROACH - COMPREHENSIVE TRANSFORMATION MANAGEMENT

Broadstones support Public Sector organisations that wish to implement and embed Agile ways of working across their business and IT functions. Our Agile Transformation Service reduces risk by helping you transition to new ways of working, either in situations where the change is still being planned or where the journey to Agile has started, but barriers are preventing successful transformation.

Our Agile Transformation planning service deploys experienced Broadstones practitioners who are well versed in industry best practice. We utilise our experience, industry standards and your own teams' expertise via assessments and workshops to produce a tailored plan for your organisation, complete with quick wins, best practice and implementable approaches.

We consider your organisation's current workload and objectives when building your plan to minimise disruption as much as possible.

Broadstones provides a full range of project and systems integration services to implement agile methodologies into your organisation as well as using important aspects from lean and operational excellence ways of working. Our expertise ranges from initiation, through implementation, and into operation, including change management and transformation.

*This is a starting point, as it is key to ensure that as engagement progresses the approach is customised to the specifics of the area, leader, team and outcome. The AAA of Customisation that Broadstones employs is detailed below.*

# APPROACH - COMPREHENSIVE TRANSFORMATION MANAGEMENT

Key considerations and Broadstones experience:

- Introducing and coaching agile and DevOps practices; this is at the heart of the Broadstones organisation. We work directly with your teams to implement the necessary ways of working and kick start your transformation; agile ceremonies, best practice and the necessary tooling to support building and managing your workload as well as more advanced techniques for Continuous Integration and Continuous Deployment (CI/CD) for testing and pain free release management. We focus heavily on the communication required between engineers and the business for successful agile implementations. Tooling definition and implementation is imperative to ensure the best containerisation strategy, security and quality test suites and automated release processes.
- FinOps (benefits management on cloud platforms); for Broadstones this a key driver to a successful and sustainable platform, the link from value delivered by features and changes made to the drive down of unnecessary costs starts with good practice benefits management.
- End to End integrated agile tooling; such as JIRA or Azure DevOps. When working with Agile teams, Broadstones will advocate, champion and embed the use of workload management tools such as JIRA or Azure DevOps, with a view to integrating across the platform and portfolio, enabling lean PMO, reporting automation and full transparency of work alongside best practice setup and workflows to suit your needs and the governance and portfolio management of the wider organisation.
- Cloud Portfolio, Demand and Product Management; Broadstones believes that success can be achieved when Portfolio, Product and Demand Management are working together towards a common vision for the transformation.
- Collaboration with partners and suppliers; Broadstones can facilitate links from consumers of the platform and the Agile development teams. Allowing a seamless pathway from contact through construction to operate while understanding the business value being unlocked. With a focus on clarity and understanding for all involved. Working with teams and leadership to set the strategy and understand the interplay between a product roadmap and meeting business needs.

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# APPROACH - COMPREHENSIVE TRANSFORMATION MANAGEMENT

We offer a full range of planning services designed to define the client's path to Cloud, including innovative strategies to prioritise business planning and actions to maximise benefits. Broadstones can help to define your Cloud strategy, plan migrations, and manage risk as the client moves to public or private Cloud.

We will consider application dependencies, client team capabilities, risk appetite, funding constraints and desired outcomes. We use the following industry leading frameworks, complemented by our consultancy to deliver the planning:

- Strategy and Business Case development;
- Operating Model for Cloud;
- Demand Management for feature and capability growth;
- DevOps Maturity Model Assessment;
- Cloud Strategy and workload placement strategies;
- Cloud Application Assessment.

Broadstones can manage the overall cloud journey, whether that is migration, greenfield build or a combination of these. We lead transformation of the architecture and infrastructure while transitioning to a new technology operating model and culture. This can include business case/value realisation, security enablement, SaaS replacement, application modernisation/migration, Cloud native development, cloud infrastructure transformation & enablement, Cloud operations transformation, infrastructure migration, DevOps services, Cloud migration services, PaaS/IaaS Services and cultural change.

We can develop the roadmap, design & develop Target Operating Models, and end to end value flow, Workload Location Design, Policy Design, and Service Management Design. We can develop complete Release & Scheduling process to meet your needs in a controlled fashion.

Broadstones can install integrated reporting and Key Performance Indicators at all levels, allowing agile teams to understand their impact on the overall value delivered and providing transparent metrics and status to wider stakeholders as required.

We can create, setup and operate a Cloud Management Office and a Cloud Controls assessment to identify areas for improvement and focus the entity as a whole.

# APPROACH - COMPREHENSIVE TRANSFORMATION MANAGEMENT

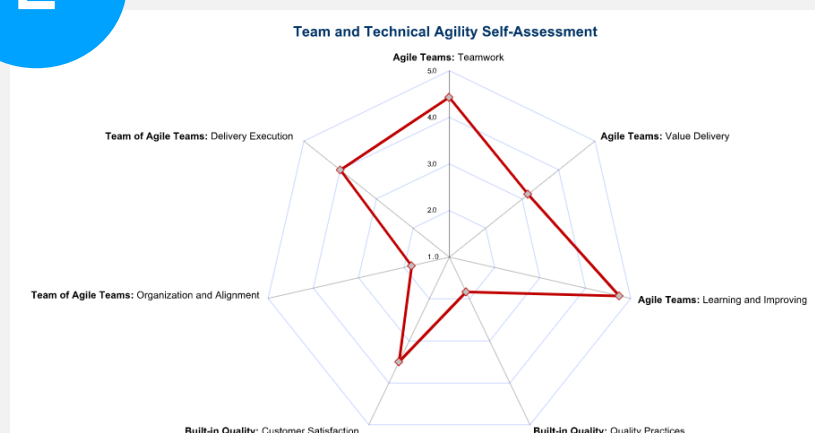
No two SAFe implementations are identical, our certified experts can lead your organisations in understanding what parts of the framework are right for you and help you succeed with your chosen model. We can bring to life in a simple way the implementation roadmap and use a combination of techniques and tools to move through the steps and stages of SAFe implementation

1



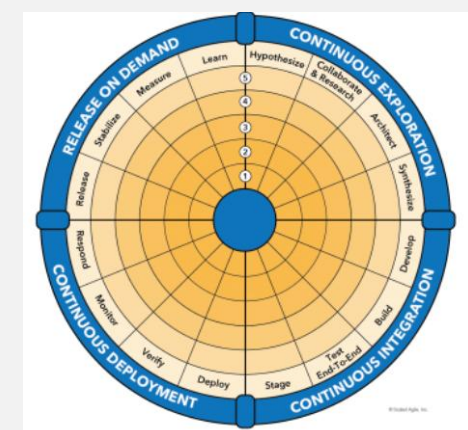
Before we start we must establish the case for change and ensure that business leadership can articulate the journey and are able to lead and motivate the organisation to embrace and support the change

2



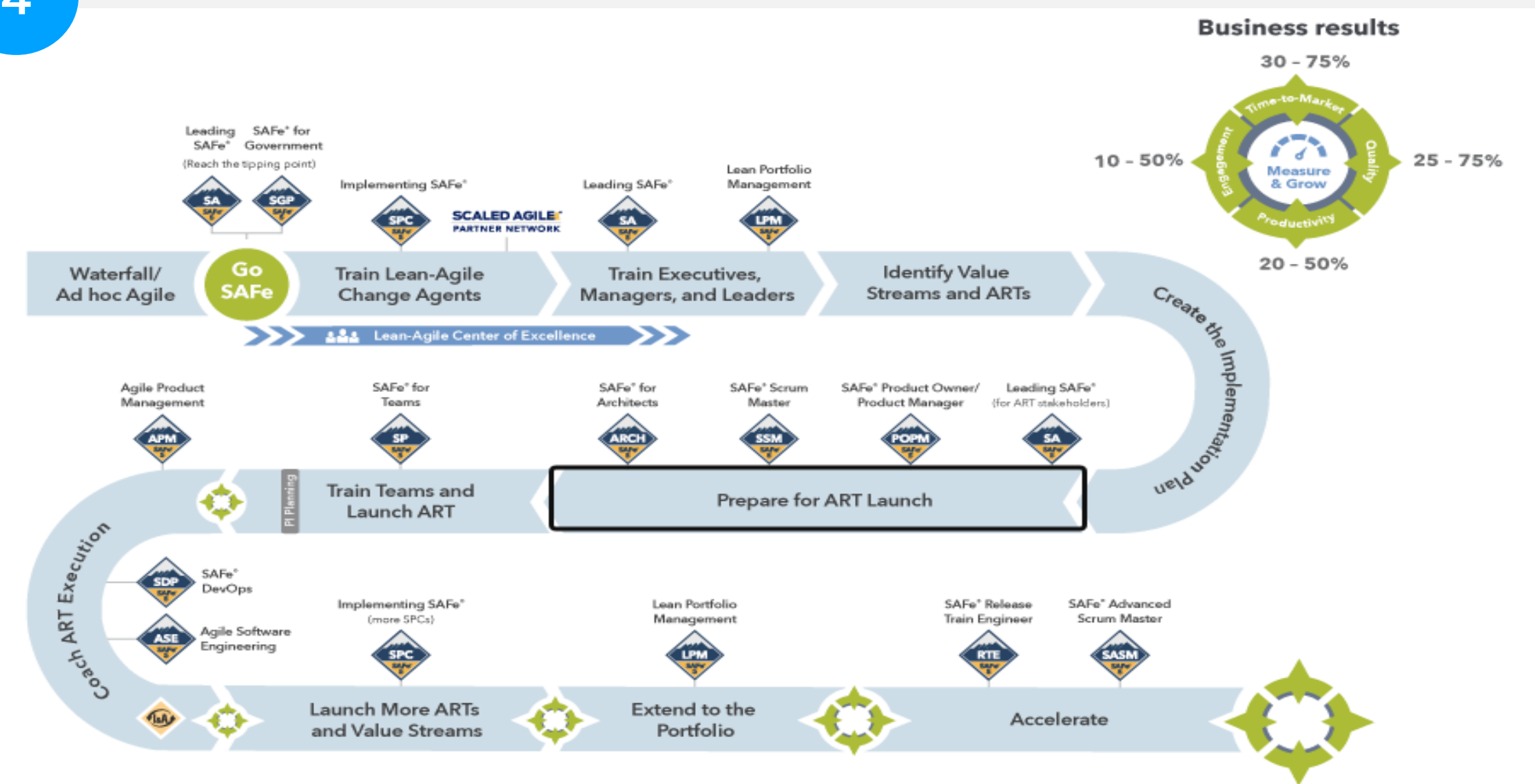
Assessing the current Agility of your Business and Technical teams is vital in defining the adoption route and building the right support package for teams

3



If you are combining DevSecOps as part of your SAFe journey this also must be considered in Team and Train design as SAFe does not fully consider site reliability within the framework

4



Framework adoption comes next. We work through a 12 step approach to tailor the SAFe framework to your needs and get you on the path to your first PI planning session. Adoptions are rarely identical but use of the Broadstones 12 step process helps businesses getting the best results for there situation

# APPROACH - COMPREHENSIVE TRANSFORMATION MANAGEMENT

The creation and delivery of a new Operating Model requires a mix of discrete analyses and on-going reviews and processes. Change takes time to put in place and even longer to embed, and the world never stops, so creating a flexible framework that can bend and evolve with the world us is critical to delivering something that will be relevant when finished and will endure. We believe this needs 7 aspects in totality.

**Future State Vision** builds a vision of an improved future state and the requirements for creating new services and systems. *(note this is covered off in a separate SDD)*

**Operating Model Design** is the high-level design principles, models and decisions made that now need to be translated into a programme of changes to be delivered in a coordinated and effective fashion *(note this is covered off in a separate SDD)*

**Governance & Management** ensures oversight, MI collation, reporting, and information sharing is completed in a standardised way to support delivery across the range of aspects, teams, timescales and benefits profiles. This are creates the dashboards to enable effective decision making and communication to all forums and impacted parties.

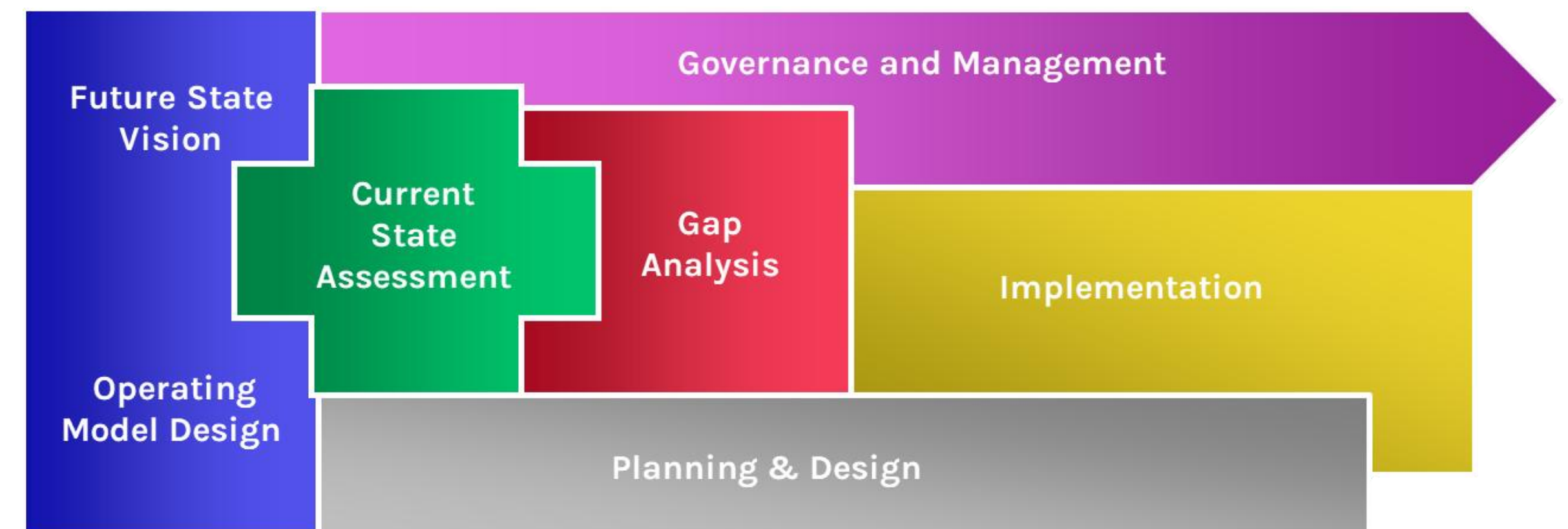
**Current State Assessment** establishes a strong understanding of your organisation's business, information and data management environment.

**Gap Analysis** analyses and quantifies gaps between the current and future state. It forms the basis of requirements.

**Planning & Design** plans how your revised business, information and data management environment will operate once the future state is implemented.

**Implementation** builds your organisation's new interoperable state into its business using common tools and solutions. It also reminds you to monitor new processes for ongoing improvements.

For the purposes of this SDD we will assume that the first 2 (purple box) have been provided as inputs, and so will cover the remaining 5 steps.



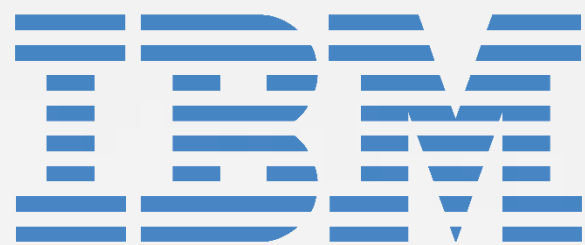
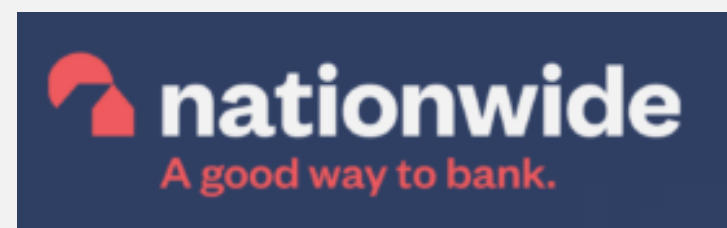
# Why Broadstones?





# Broadstones Supply To a Wide Range of Clients

broadstones<sup>tech</sup>



# Broadstones Consulting Capabilities

Technology is the cornerstone of your business and our skills in this area are unrivalled. We provide the know-how to support your vision for growth.



## DIGITAL TRANSFORMATION

Coordinating the complex journey to Cloud and maximising value from your Digital platform and product investments.



## STRATEGY & OPERATING MODEL

Innovative approaches to effective enterprise operation and growth, combining capability and talent, technologies and approach.



## CHANGE LEADERSHIP

Experienced hands to lead complex change and rally your own team, suppliers, vendors and partners behind the cause.



## GRC & CONTROLS

Ready for your regulator. Making governance risk and compliance simple with mature, proven playbooks, frameworks and operating models.



## AGILE & DEVSECOPS

Leadership in Agile adoption and scaling, maturing Scrum to DevSecOps. Agile PMO implementation and Jira and Azure DevSecOps best practice adoption.



## PORTFOLIO DESIGN & ROADMAPPING

Translating goals and strategy into easy to understand and implement activities that can be simply tracked and managed



## ENTERPRISE MATURITY ASSESSMENT

Enhancing enterprises through innovative products & people and Skills Assessments. Technology and controls implementation with WoW changes and operations.



## BUSINESS OPTIMISATION

Optimising business to get best value from technology. Through business design and operating model. Rapid workflow design and implementation. Shared Services.



## TECHNOLOGY DELIVERY, RUN & OPTIMISE

An agile, iterative approach to transforming technology operating models. Define and monitor success metrics & build new capabilities through Network, UX/UI, CI/CD, etc.

# Who Are We?

With decades of experience and exposure of seeing digital and then cloud transformation done in ways that don't deliver the abundance of business benefits promised, Broadstones is driven to change that story for its customers. Our Vision is to unlock an abundance of business potential through innovation and inspiring a team behind an idea to ignite Cloud, DevOps and Digital transformations. We do this with tailored, specific, efficient and innovative services and products delivered in a straight-talking, respectful, insightful and creative way.

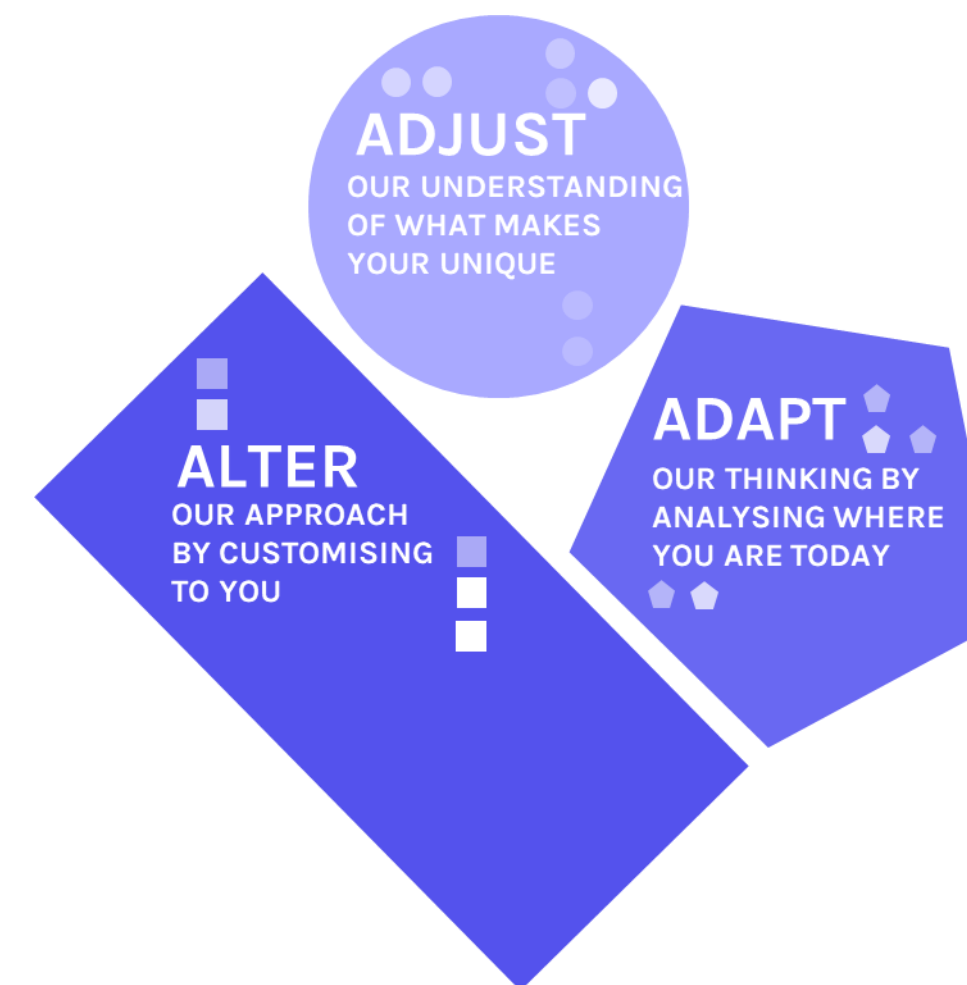
## Powered by Understanding

We get to know you better than anybody else so that our solutions directly address your unique challenges while bringing the best industry knowledge and experience to bare.



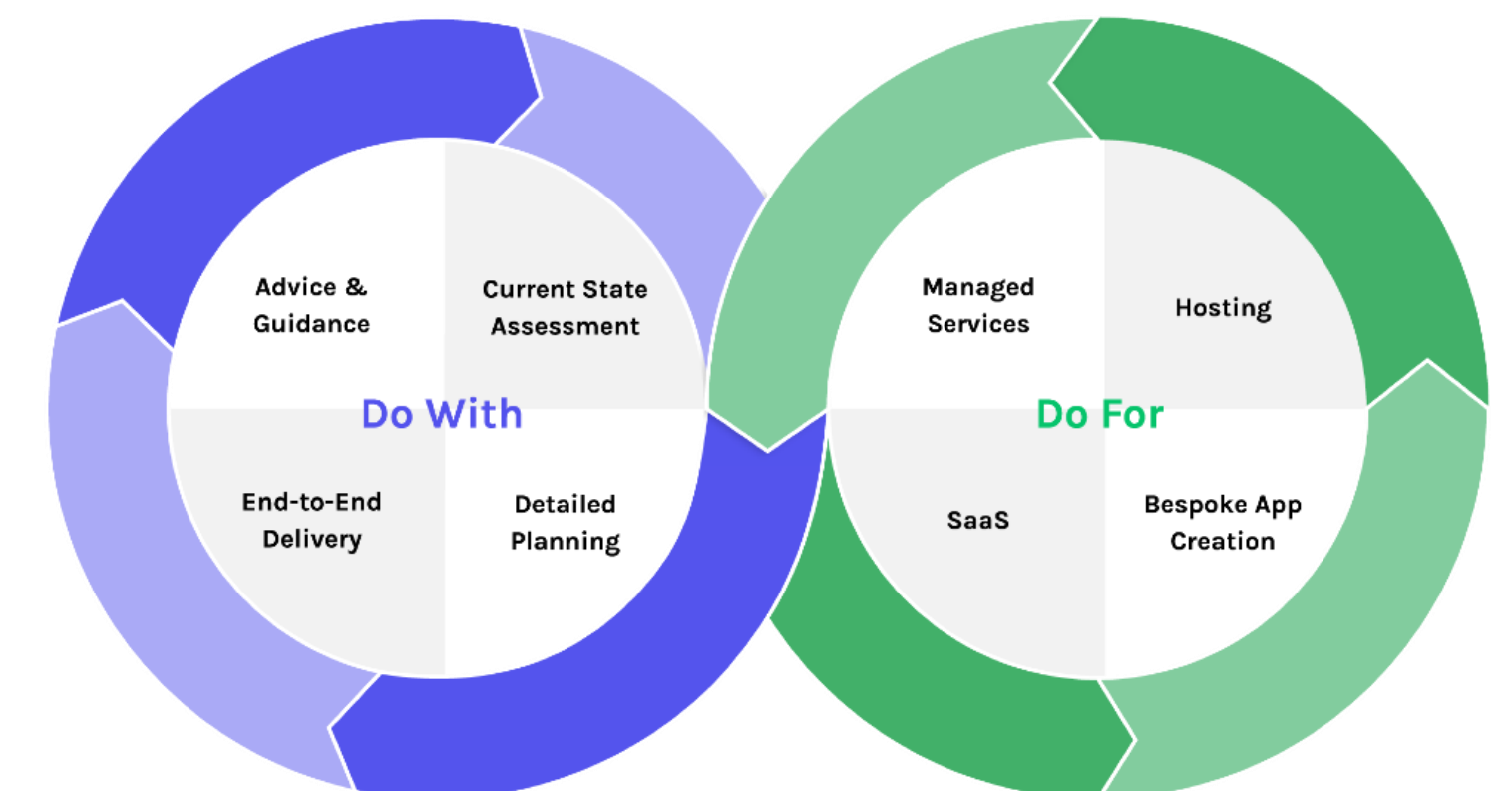
## AAA of Customisation

No two companies are the same, so no two solutions can be. We ensure that what we do is customised in every way that matters.



## Products & Services

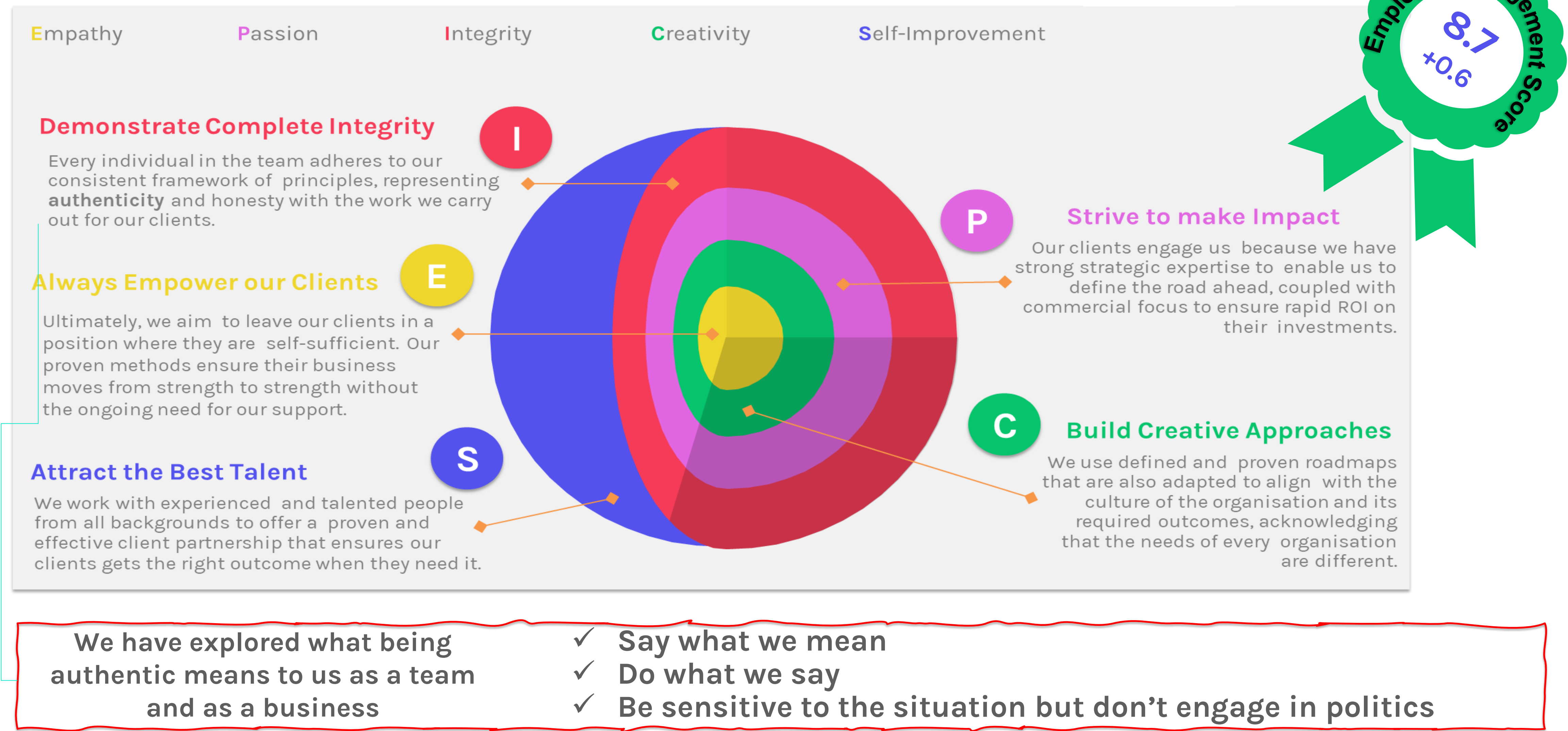
We can work with you however you need us to. We call that Doing With Services or Doing For Products. Broadstones approach your challenge as their own – providing solutions that are considered, innovative, secure, reliable and engaging.



## Client Focused

We are passionate about ensuring we get value (of all forms) for you. Here are some of the clients who we have successfully helped to transform at pace, more effectively and sustainably in support of their hard-to-reach business and technology goals. We are here to help clients get value from investment in technology or other service providers, giving the client the skills and capacity required for an effective transformation. We always leave clients better equipped to own their own journey.

# Core Values & Behaviours



# Sustainability

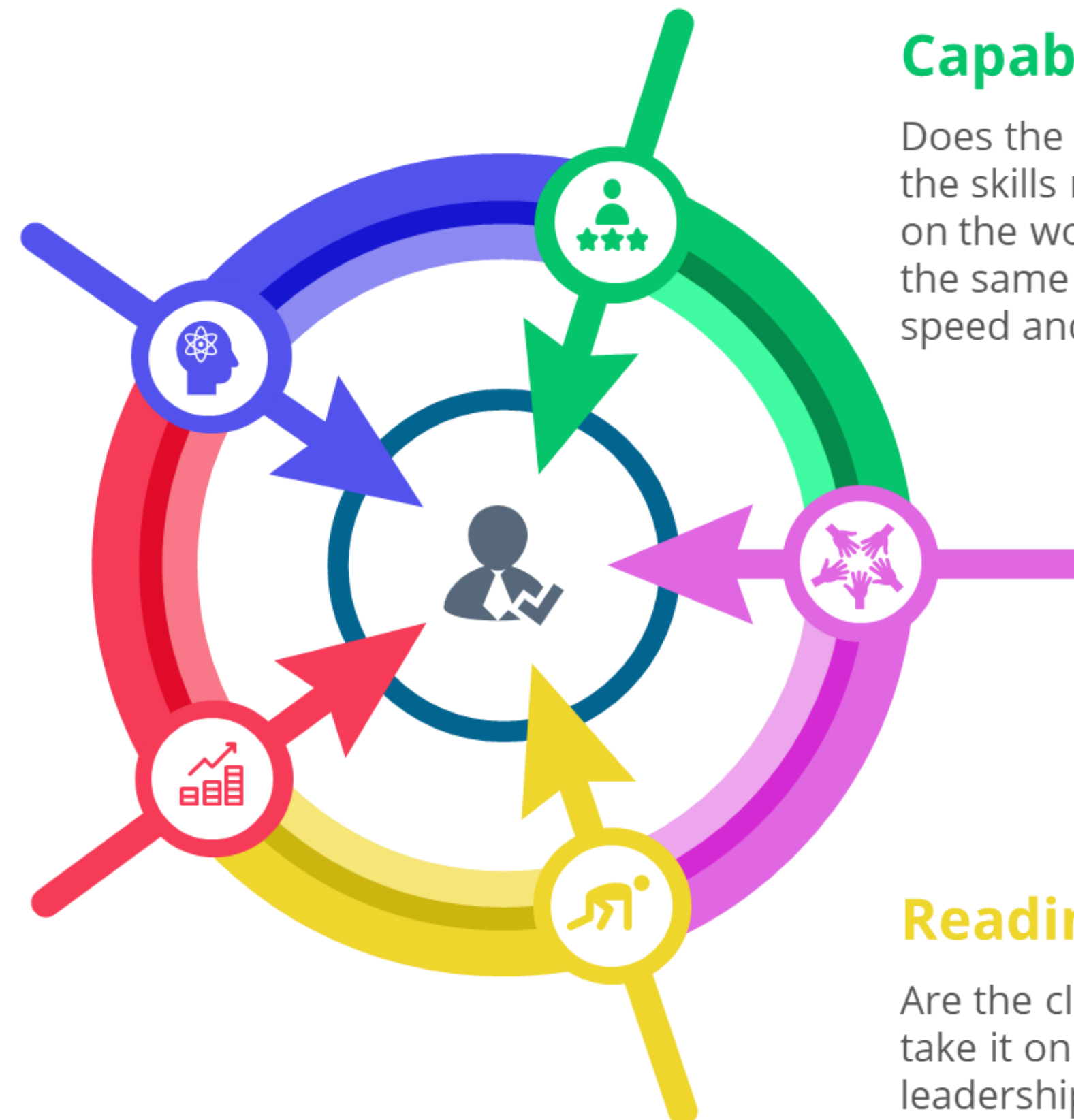
Broadstones never wants to leave a client unprepared or unaware, but we do want to leave them with sustainable solutions and clear ways forward. We believe there are 5 key areas that a client has to have in place to be able to sustainably take on the work we have been delivering with them. Eyes wide open is our belief so we provide insight into the risk profile and next steps both bottom-up and top-down that clients need to take on to continue to progress at the same pace, with the same quality and drive.

## Understanding

Does the client team have a good understanding of what is required, why and the consequences of not following through

## Investment

Does the client team have the necessary investment (trust, empowerment and funding) to progress successfully



## Capability

Does the client team have the skills necessary to take on the work and progress at the same competence, speed and quality

## Capacity

Does the client team have the capacity to take on the work – based on resourcing levels, demand and complexity

## Readiness

Are the client team ready to take it on – mindset, leadership, culture, documentation, training, access and process

We complete this review as standard in the last month of a contract to ensure our handover is informative and pertinent.

We are also willing to complete this on other suppliers or to return after a period of time to review how work has been sustained. Be that 6 or 12 months later as per planning and review cycles.

# Recent Work



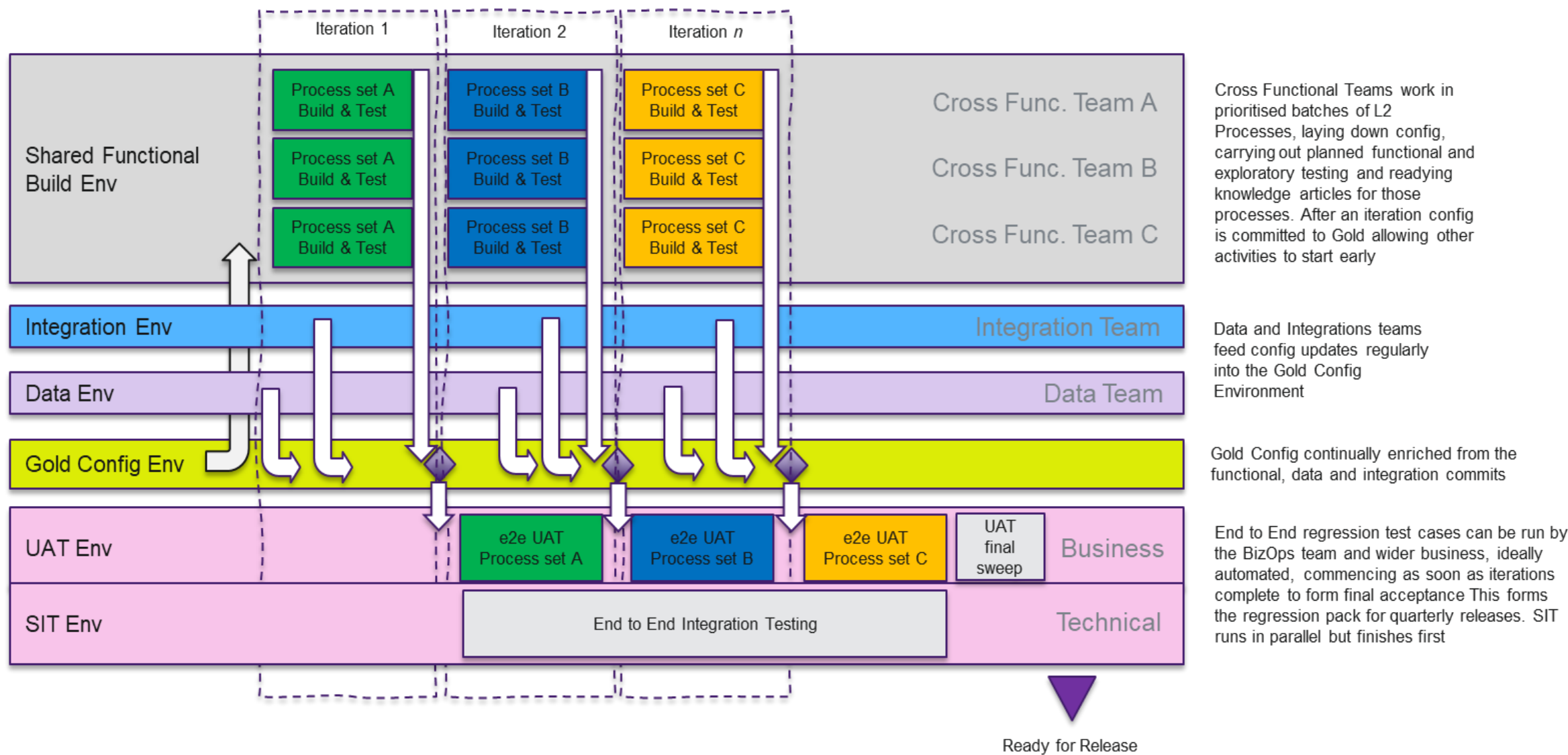
# Agile Transformation for Major Technology Change

A major client programme delivering a new ERP and HR system was in crisis due to the challenges introduced by COVID-19. We had to deliver the outcome of migrating from on premise to a new Cloud based ERP system within same timeframe, with a significantly reduced team, and with a significantly reduced budget.

Broadstones advised on agile solution options to face into this challenge and led the transition to the chosen agile model, allowing the ERP programme to continue by removing waste and increasing delivery efficiency. This was a significant challenge as this was done on the fly in response to the crisis, without loss of pace, with an entirely remote team of permanent staff and suppliers who had not worked in agile before. This was made possible by clarity of leadership, clear method, agreed ways of working, supported with consistent use of agile tooling and standards, automated reporting and clear governance information, sense of pace and a cultural shift in how the business operated.

### What we did to make transformation happen

1. Broke down the scope of the transformation into a smaller set of processes that small teams can deliver in increments and sprints mitigating risk in a single, larger release deployment
2. Defined and implemented standards for new cross functional teams delivering workable business processes in increments and the underpinning work structures in Azure DevOps to capture consistent transparent data for programme decisioning
3. Helped teams adopt the new standards and ways of working so that programme increments could be delivered reliably and consistently for timeboxed delivery
4. Automated all reporting through Azure DevOps, increase transparency of status and progress, allowing other teams to react and adjust their iterations accordingly to meet the increment goals



|                                                                                                                                                                                                                                                                                                                                                                                        | Build & Test Iteration                                                                                                                                                                        | Build & Test Iteration                                                                                                                                     | Build & Test Iteration                                                                                                                                           | SIT Iteration                                                                                                                                                                                                 |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Incremental.</b> Processes are prioritised and build and test is conducted process by process in each iteration, incrementally getting processes ready for SIT.                                                                                                                                                                                                                     | <div>Feature<ul style="list-style-type: none"><li>L2 Process<ul style="list-style-type: none"><li>Build</li><li>Systems Test</li></ul></li></ul></div>                                        | <div>Feature<ul style="list-style-type: none"><li>L2 Process<ul style="list-style-type: none"><li>Build</li><li>Systems Test</li></ul></li></ul></div>     | <div>Feature<ul style="list-style-type: none"><li>L2 Process<ul style="list-style-type: none"><li>Build</li><li>Systems Test</li></ul></li></ul></div>           | <div>Feature<ul style="list-style-type: none"><li>L2 Process<ul style="list-style-type: none"><li>Bug</li><li>Retest</li></ul></li></ul></div>                                                                |
| <b>Sequential.</b> Build and business executed smoke testing is conducted prior to a supplier led process playback that will execute by demo all Systems Test cases. As Processes based playback are accepted by the business, Systems Test Cases are approved.                                                                                                                        | <div>Feature<ul style="list-style-type: none"><li>L2 Process<ul style="list-style-type: none"><li>Build</li><li>Smoke Test</li></ul></li></ul></div>                                          | <div>Feature<ul style="list-style-type: none"><li>L2 Process<ul style="list-style-type: none"><li>Build</li><li>Smoke Test</li></ul></li></ul></div>       | <div>Feature<ul style="list-style-type: none"><li>L2 Process<ul style="list-style-type: none"><li>Oracle Playback</li><li>Systems Test</li></ul></li></ul></div> | <div>Feature<ul style="list-style-type: none"><li>L2 Process<ul style="list-style-type: none"><li>Bug</li><li>Retest</li></ul></li></ul></div>                                                                |
| <b>Mix; Incremental &amp; Waterfall.</b> Oracle based functionality is prioritised process by process and build and test is conducted in each iteration. Activates for non-oracle systems are planned and interlocked through Azure DevOps and progress represented in scrums and increment planning but are executed through the local delivery methods of those system owning teams. | <div>Feature<ul style="list-style-type: none"><li>L2 Process<ul style="list-style-type: none"><li>Oracle Build</li><li>Systems Test</li></ul></li><li>Build for other systems</li></ul></div> | <div>Feature<ul style="list-style-type: none"><li>L2 Process<ul style="list-style-type: none"><li>HAL Build</li><li>Systems Test</li></ul></li></ul></div> | <div>Feature<ul style="list-style-type: none"><li>L2 Process<ul style="list-style-type: none"><li>HAL Build</li><li>Systems Test</li></ul></li></ul></div>       | <div>Feature<ul style="list-style-type: none"><li>L2 Process<ul style="list-style-type: none"><li>Oracle Bug</li><li>Oracle Retest</li><li>Non-Oracle Bug</li><li>Non-Oracle Retest</li></ul></li></ul></div> |

Our Blueprint for Agile iterative transformation was tailored to interlock with a range of suppliers change methods in interfacing systems



# Operating Model for Cloud SaaS

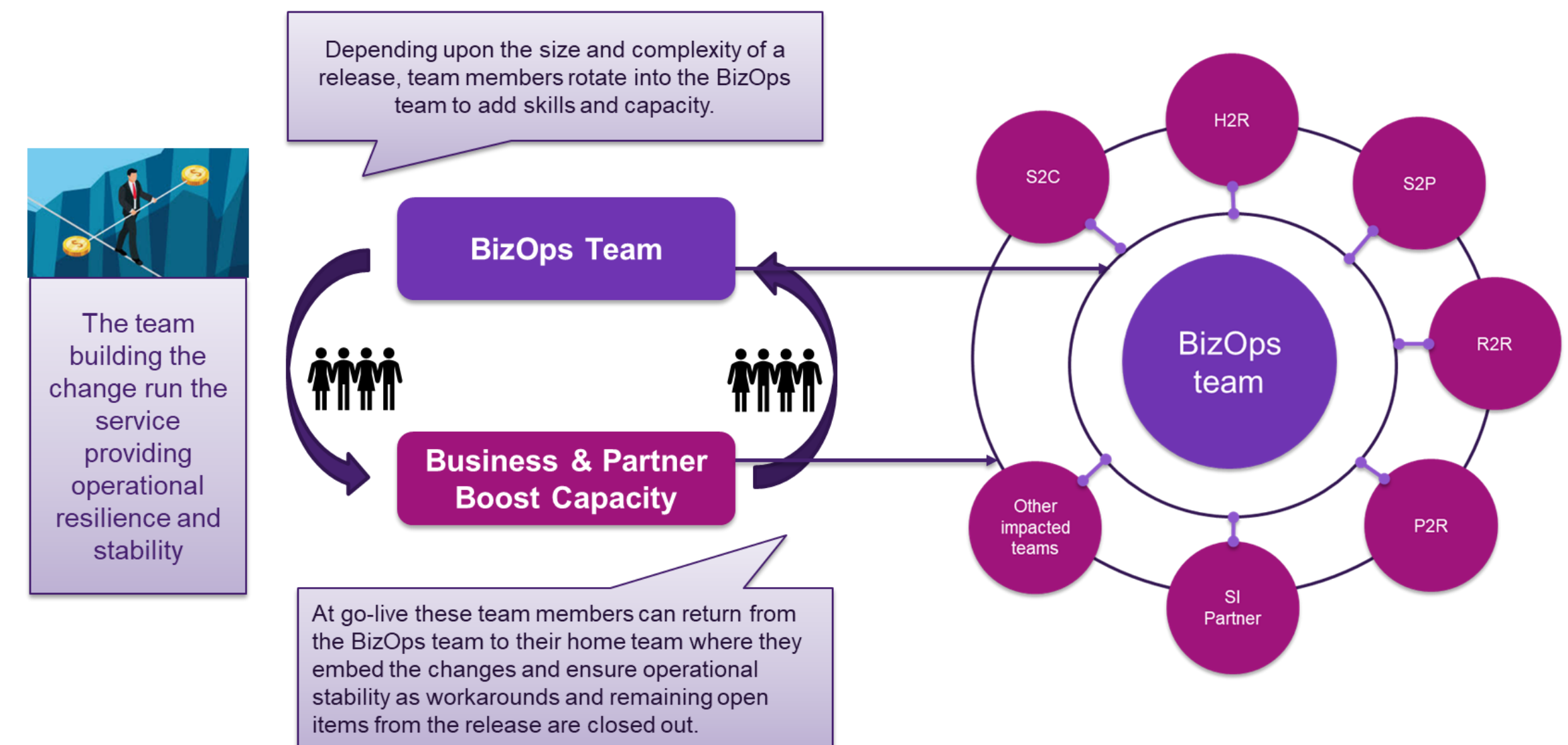
Our client adopted Oracle Fusion Cloud to help their organisation avoid large capital transformation programmes and take an evergreen approach to keeping their technology estate current and quickly realise benefit from new functionality. The challenge was that business needed to have a flexible, nimble way of working to adapt to short notice mandatory changes in the SaaS products and capitalise on new optional functionality that drive business value.

Broadstones designed and implemented an Agile Operating Model based upon DevOps principles to form a Business Operations (BizOps) team design.

This model accompanied by a practical, hands-on leadership of the change on the ground with the business, readied the business for this major change in ways of working, supported by newly crafted roles, processes and Agile tooling for portfolio management, change road mapping, change technical delivery, technical and business testing and business change.

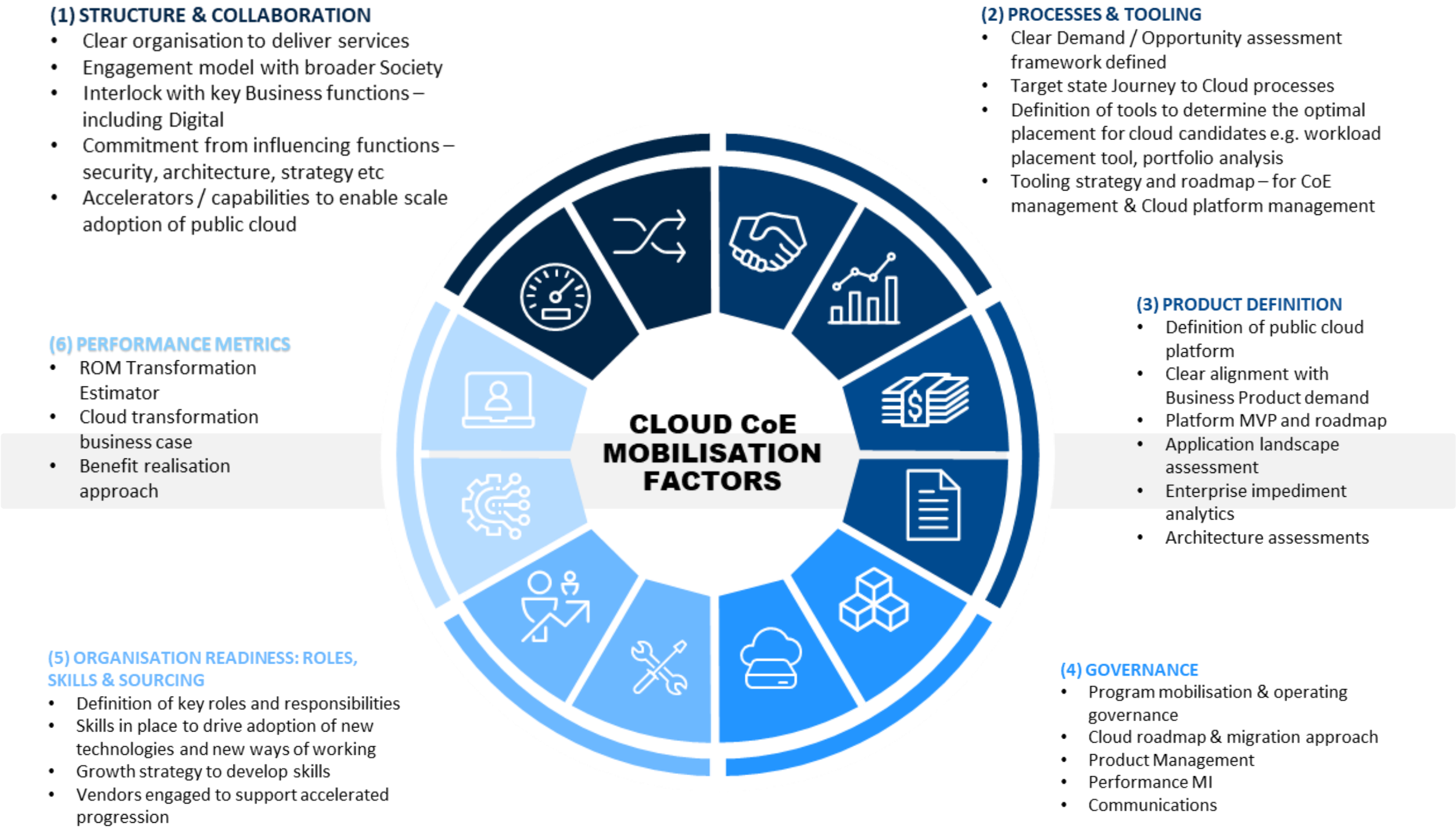


The BizOps Team has all the required skills in the team to deliver business processes and systems changes into production in a self-governed, rapid and repeatable manner. This team self-organises to optimises and extract ongoing value from the available business software stack. Agile Tooling and Agile Ways of Working were fully adopted to enable this, using Azure DevOps to plan and manage activities with Scrum used to help the team self-organising around their day to day and week to week commitments.

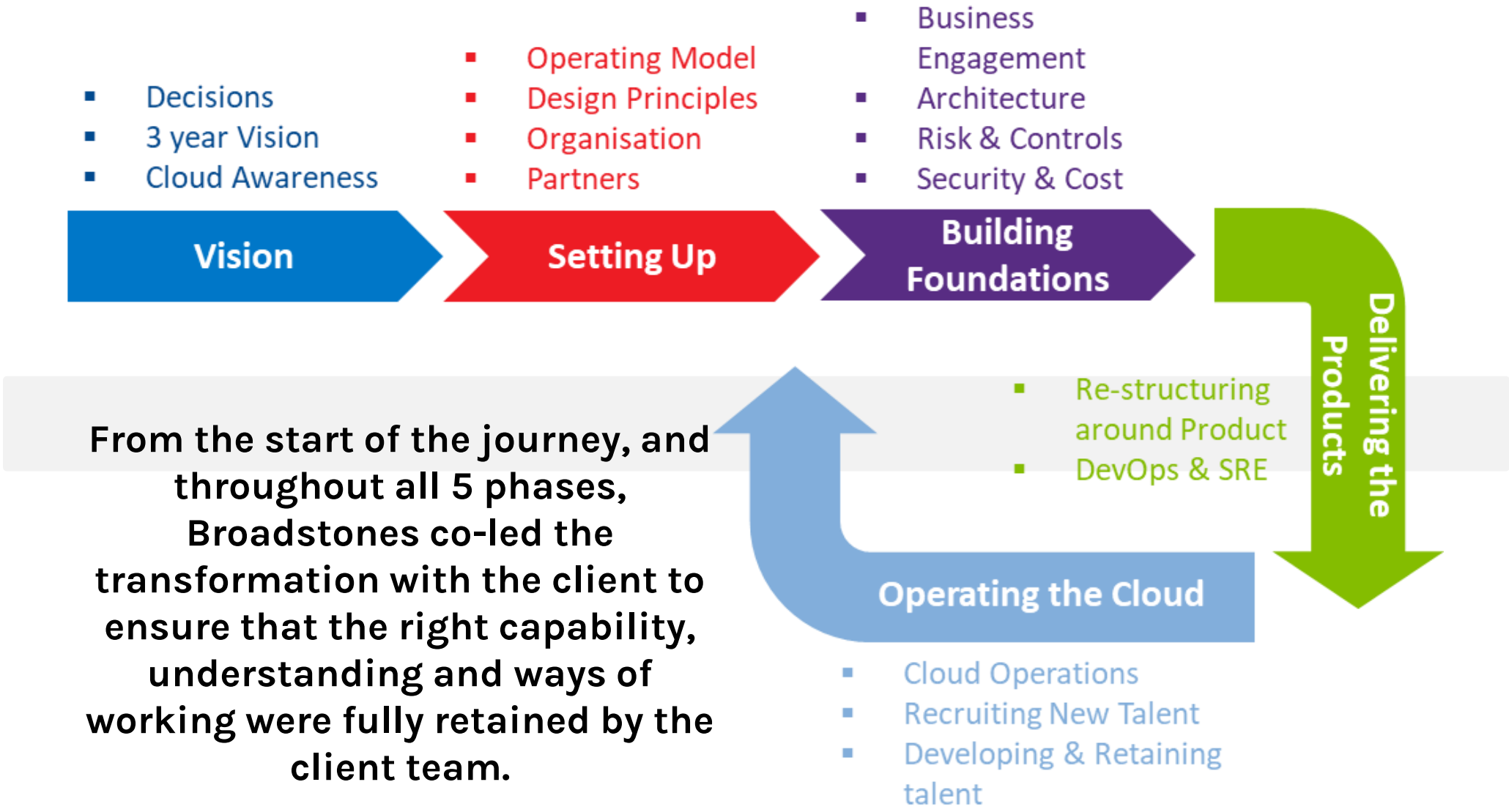


# DevOps Cloud Centre of Excellence Setup

During 2020, we were asked to create and run a Cloud based product producing factory; a Cloud Centre of Excellence. This DevOps based adoption took place over a period of 8 months culminating with the release of its first product; an enterprise class, secure, Platform as a Service (PaaS) capability built on AWS suitable for financial service workloads. A second platform utilising MS Azure fast followed on quickly in subsequent months to provide cross cloud resilience and exit strategies.



To ensure progress, we continuously assessed our maturity against industry targets



The platforms embraced many innovative concepts and featured continuous integration and delivery pipelines to ensure rapid change and automated security. The platforms were ephemeral and therefore reduced the environment provision time from months to minutes for project teams across the company building applications and services upon a common, Cloud based platform. Broadstones led the construction of a controls framework to manage risk in the Cloud product set.

The rapid pace kick-started a cultural shift within the organisation and demonstrated that it was possible to deliver enterprise class capabilities within a shorter timeframe than expected.

# Case Study

## Paysafe

Broadstones was engaged by Paysafe to develop a Cloud Operating Model to effectively manage and expand their cloud presence across AWS and Azure platforms. The objective was to create a lightweight yet comprehensive framework that outlined the vision, principles, components, and high-level design necessary for Paysafe's cloud adoption journey. The solution involved conducting a rapid architectural discovery phase to present options and recommendations, ensuring consensus on the outline shape of the Cloud Operating Model.

The outcomes included an Outline Operating Model that provided clarity on how cloud onboarding and operations would function consistently and efficiently within Paysafe's enterprise. This model was iterated into detail during full Operating Model construction and was aligned with key cloud stakeholders throughout its development stages. Ultimately, Broadstones enabled Paysafe to make informed decisions and streamline their cloud operations to support their rapid expansion in the cloud space.



### Architectural Services Deployed:

- **Enterprise Architect**
- **Solutions Architect**

# Case Study

## Canada Life

Broadstones were engaged by Canada Life Europe to set enterprise architectural direction and construct an approach to modernise their technology landscape across the group.

Broadstones deployed an experienced technology team to accelerate Canada Life Europe's modernisation of their entire estate through Cloud adoption, as well as leading business architectural initiatives regarding working practices and strategic workforce planning and service outsourcing.



## Architectural Services Deployed:

- **Enterprise Architect**
- **Solutions Architect**
- **Data Architect**

# Case Study

## Nationwide Building Society

Broadstones supported Nationwide Building Society on a journey to modernising the IT infrastructure and enhance digital capabilities. The scope of the work included conducting an in-depth architecture assessment and developing a strategy aligned with Nationwide's objectives, then executing that strategy.

We assisted in migrating critical systems to AWS and Azure, leveraging Terraform Cloud for automation, and transitioning to microservices-based architectures for improved agility and scalability. We established a dedicated SecOps team focused on cloud security, mapping the cloud technical strategy to security strategy. CI/CD pipelines were implemented to enable rapid and reliable software delivery, while security risk assessments were conducted to mitigate risks across the business. The results of this initiative were evident in the enhanced member experience, improved operational efficiency, and increased innovation and agility.



### Architectural Services Deployed:

- **Enterprise Architect**
- **Solutions Architects**
- **Security Architects**
- **Network Architect**
- **Technical Architects**

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