G-Cloud 15 Service Definition Document - Business Development as a Service (BDaaS)

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1. Background

Impart is a training and consultancy organisation that specialises in providing business development consultancy and training services to public and private sector clients across multiple sectors, helping them adopt a more strategic, proactive and structured approach to their business development and commercial activity. Our experienced staff and best practice approach allow us to provide the support you need to maximise your business success.

We operate across all public sectors, including central government, local government, healthcare and emergency services, and can flex our services around customers' in-house capacity/capabilities.

2. Business Development as a Service (BDaaS) / Strategy, Process and Governance

Our BDaaS helps public sector organisations develop, implement and embed their digital/cloud strategy. Many public sector organisations utilise client managers to liaise between directorate/departmental stakeholders and DDaT. Impart's BDaaS helps DDaT departments develop and maintain strong working relationships with stakeholders to ensure business objectives are delivered effectively through digital services.

Many of our public sector customers have developed digital strategies that will help them transform their DDaT services to the next generation of cloud and software defined platforms. Impart has supported the development and implementation of these strategies, providing robust challenge and governance throughout to ensure they are aligned to business objectives and priorities.

We have then helped client management and business development teams within their organisations to understand and articulate the digital strategy to their internal "customers", aligning the messaging to stakeholder business drivers and objectives. This support is flexible but includes account development planning, stakeholder analysis, customer engagement plans and opportunity management.

We support the creation, development and ongoing operation of customer engagement teams, assessing performance and behaviours in-line with business objectives to ensure the right mix of skills and capabilities are in place to deliver the digital strategy.

Impart can develop bespoke opportunity assessment processes to support customer decision making and business case development as required. We have developed planning tools that assist with the qualification of directorate/departmental requirements, offering an objective scored assessment against an agreed set of tailored questions, which are aligned to the organisation's business priorities and strategy.

Quality assurance

Maintaining the highest level of quality assurance (QA) is a fundamental aspect of our business development services. Our robust processes and tailored tools ensure consistent and objective decision making and include:

- Our Key Opportunities Review (KOR) process and bespoke Opportunity Assessment Tool (OAT) support clients in objectively assessing opportunities against their specific business and strategic priorities. These provide a robust and objective assessment, informing which opportunities and/or programmes should be pursued to maximise the return on investment

- Opportunity qualification workshops – including facilitating meetings with the management team and customer-facing client managers to qualify opportunities and to support and review individual opportunity assessments

- Account planning and customer engagement – supporting the client management/business development teams to develop individual account plans and provide the:
    - "Single" view of each customer
    - Scope and timelines of major work programmes
    - Minor works and small project opportunities
    - Optimisation of work programmes
    - Account status summary for team members to share knowledge and ensure they are appropriately prepared for customer meetings and/or communication
    - Development and support of customer dashboards and reports
    - Review of customer satisfaction feedback and implementation of continuous improvement programmes/processes

3. Presentation support

Impart recognises the importance of presentations during the development of business cases to engage stakeholders, and when pitching business development ideas or delivering qualification workshops. As such, we have a robust and well-proven process to support public sector organisations in preparing for them. The key stages are:

- Planning workshop – Impart will facilitate a workshop with the presenting team to share best practice, practical preparation for presentations (e.g. venue, parking restrictions, rendezvous timings, multiple laptops) and:
    - Analyse each topic/question, your proposal and the specification to determine the key points to be included within the presentation, e.g. benefits, evidence, win themes, key phrases
    - Design/build the presentation structure
    - Determine the most appropriate individuals to attend the presentation
    - Agree which presentation attendees will be responsible for presenting which elements and answering questions on which topics

- Agreeing who will take the "lead" role for the presentation. This is a key role in managing presentation timings and controlling Q&A sessions, giving the subject matter experts time to gather their thoughts before responding
- Agree who will be responsible for creating the presentation content
- Agree what additional materials are required (e.g. slide handouts) and coordinate their production
- Agree who will attend/support the final presentation run-through
- Finalise the timetable for the presentation preparation including timescales for producing and reviewing draft content, and presentation/Q&A run-throughs

- Presentation preparation/review – selected individual(s) produce the presentation content (e.g. PowerPoint slides), which we incorporate into a single presentation, standardise (ensuring it is consistent and in accordance with the required communication standards) and review. This draft is then circulated to the presentation team for review and comment.

- Initial run-through – each presenter delivers their allocated content to Impart and the other presenters and then as a team undergo a Q&A session. This is repeated as many times as is necessary, with Impart and the other presenters providing constructive feedback and guidance.

- Final run-through – each presenter will present their allocated content to Impart, the other presenters and the other selected attendees and then undergo a Q&A session. Again, this is repeated as many times as is necessary, with Impart, the other presenters and the other attendees providing constructive feedback and guidance. During the final run-through we restate the practical things that can be done in preparation for the presentation.

Impart can also attend presentations and customer/stakeholder meetings as required, not only to present but to provide support and guidance through what can be long, interactive and difficult sessions with numerous attendees on both sides.

4. Training

Our in-house training courses have been designed to perfectly align with our services. They are highly interactive and focus on bridging identified skills and knowledge gaps to ensure that delegates, irrespective of sector, have the tools necessary to excel, whether that is in building strategic relationships, writing compelling content or leading critical procurements. We have delivered training to over 2,500 delegates and consistently receive exceptional scored feedback, with delegates stating the courses are "Very useful and informative", "Excellent and well worth attending" and "Of a high standard and well presented".

Our most popular courses are:

Best Practice Bid Writing

A one-day training workshop that looks at response writing from both the evaluators' and bidder's perspective.

The course introduces delegates to a methodology (process, tools and techniques) that can transform their internal process to produce significantly improved tender responses, grant applications and business cases, which are both compelling and evaluator-focused. Through the interactive nature of the day attendees have the chance to apply elements of the methodology to their own opportunities, bringing the theory to life and maximising the value they realise from it.

Areas covered during the day include:

- The evaluation team and evaluation process:
    - How organisations build an evaluation team
    - The process they go through when evaluating tenders, grant applications and business cases
    - Analysing the evaluation criteria and modelling quality/price weightings

- Evaluation activity

- Selling in tenders, grant applications and business cases:
    - Features and benefits

- Response writing methodology – overview of our best practice approach to bid writing and a look at each key element of the process:
    - Kick-off meeting
    - Question analysis – designing the optimal structure for your answer
    - Answer Guidance – a tool that assists question owners to write high quality answers
    - Writing content – hints and tips
    - Contractual considerations
    - Response checklist – ensuring responses follow best practice
    - Red Team review – an independent peer review in advance of the final submission

Business Development

A one-day training course that explores the key business development and sales skills required to build strategic and enduring relationships with customers, stakeholders and/or colleagues.

The course introduces attendees to a range of sales skills and techniques, and through the interactive nature of the day, provides an opportunity for them to immediately apply their learning to existing and potential future business development opportunities. This allows the attendees to objectively assess how they are currently placed for particular opportunities and what can be done to improve the likelihood of success.

Topics covered during the course include:

- Different approaches to business development
- Customer interaction
- How to sell your services
- When to pursue an opportunity/grant application/tender
- Customer/stakeholder analysis
- Competitive analysis
- Procurement routes
- Sales strategies

Course times

Standard course times are 9.00am-5.00pm (includes an hour break for lunch). Dates and times are flexible and can be confirmed during booking.

Location

In most instances, the course will take place at your office or at an alternative location arranged by you. The room will need to be appropriately sized for the number of attendees and include a table for them to work around, a projector and screen or large television, and a flipchart with paper. The courses can also be delivered virtually using Microsoft Teams. Whilst we believe that face-to-face sessions bring additional benefits (e.g. team bonding), it may be more practical to deliver them virtually. The courses can also be segmented into half day, or even "power hour" sessions.

After delivering the initial programme, we can provide refresher courses on a quarterly, biannual or annual basis. Some organisations ask us to deliver our Best Practice Bid Writing training course when a new tender or grant application is released so the in-house team can learn and embed the process together, ensuring team cohesion and a unified vision. Our training courses can be tailored to an organisation's specific requirements, no matter the sector or size.

5. Onboarding / offboarding support

As an "aaS" business, there is little requirement for traditional onboarding/offboarding support. However, we will work with the customer to produce a "Scope of Works" (SoW), from which the nature of our engagement will be defined, including any agreed SLAs and performance metrics.

Due to our flexible working processes, we often work with customers' SMEs in whichever way best supports their requirements/needs, including on-site face-to- face. A kick-off meeting will ensure stakeholders understand our role and responsibilities as defined in the SoW, and how we will work together over the duration of the contract. Onboarding can take place in less than a day.

Regarding offboarding support, we will ensure the customer is updated regularly about the progress of the service we are providing until completion. If we are performing a service that requires Impart to submit a document, the customer will receive a copy of the final submission, plus any earlier iterations (if requested).

If required, we will deliver the outcome of the submission to the customer, and undertake a lessons learnt workshop with them.

Implementation plan

As an "aaS" business, there is little requirement for a traditional implementation plan, however as part of our quality assurance process we will create a high-level plan for the project, including timescales (and deadlines), and roles and responsibilities, which will be presented at the kick-off meeting and shared with all stakeholders. This will ensure the seamless implementation of our service with the customer's business operations, through clear responsibilities, accountabilities and governance.

6. Business continuity

As an "aaS" business, we have secure Cloud-based systems that ensure all data is highly available, mirrored and backed up. This eliminates the risk of data loss and, should a disaster scenario occur (e.g. loss of offices), all employees can work remotely with no impact on the customer as successfully evidenced during the COVID pandemic. This information is presented in our Business Continuity Policy and our Disaster Recovery Policy, which can be provided on request.

7. Data protection

We are a controller of the personal data disclosed by or on behalf of the customer, and a processor of it for the purposes of performing the service. Impart will comply with all of the obligations imposed on a controller/processor under the applicable data protection legislation (including the Data Protection Act 2018 and GDPR), in respect of personal data. We will process personal data in accordance with our Privacy and Data Management Policy, which is available (on request).

All data gathered during the course of our involvement will be provided to the customer upon request at the exit stage. This will comply with our data protection commitments as specified above.

8. Support levels

We are readily available to support customers, answer questions and offer guidance for all of our services. We are available for calls and meetings as and when required and can work out of office hours to ensure deadlines are met without compromising quality.

We will provide every customer with a Lead who will be their primary point of contact and ensure our quality assurance process is followed.

After-sales support

We will happily provide ad-hoc advice and guidance where required outside of the scope of our services.

Hours of operation

The standard service hours will be Monday-Friday 0900-1700hrs, excluding public holidays.

Impart will, however, provide services out of hours (evening and weekends) to make the most of the time available, adapting our engagement with the customer to ensure the highest quality deliverables, including having a regular on-site presence throughout the process if required.

9. Service constraints

The services we provide have no constraints, restrictions or limitations.

We tailor our approach to each customer, providing capacity and capabilities to complement their in-house resources. Our flexible resource model and access to a pool of skilled resources means we are always able to support client demand, all underpinned by our cost-effective ”aaS” model.

10. Technical requirements

As an “aaS” supplier, we require customers to be able to produce content electronically and have access to email and a phone.

11. Outage and maintenance management

As an “aaS” supplier, we ensure all previous versions of documents are stored on our Cloud server, creating an effective audit trail. Should data need to be recovered for audit purposes, all previous versions are available.

This also allows for our employees to operate during outages or maintenance periods, with all documents available both locally and on the cloud.

12. Ordering process

Impart will issue an Engagement Letter to the customer which will operate as an invitation for the customer to issue an order (which may be a formal purchase order or an informal email). Any Engagement Letter is only valid for a period of 30 days from its date of issue. More detail can be found in our Terms and Conditions.

Invoicing process

Impart's standard terms are:

- Invoices are raised monthly in arrears for work undertaken during that period
- Full payment is due from the customer within 30 days (unless stated otherwise in the Engagement Letter) of the date of the invoice

Charges are quoted exclusive of VAT, which shall be added to each invoice at the applicable rate and paid by the customer. More detail can be found in our Terms and Conditions.