

Crear Group Ltd

Cloud Strategy Support



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1 Crear Introduction

1.1 What can Crear deliver?

Crear Group Ltd (Crear) provide a range of independent Cloud consultancy services supporting our clients with the definition, design, acquisition and transition to Cloud services. Crear's highly experienced subject matter experts (SME) are able to provide support throughout the full product lifecycle. Our team of specialists have a wealth of experience and a proven track record with supporting public and private sector clients moving legacy services to the Cloud.

The UK public sector is a global leader when it comes to leveraging the benefits the public Cloud can deliver. However, in many cases organisations exploring the Cloud as an option to provide services will look to the service providers to lead and provide guidance on the choice and design of the services available. This can lead to the transfer of control from the customer to the service provider. Crear enable the client to remain in control of the engagement, ensuring they get what they want and not what the service supplier wants to sell.

Our end-to-end service offering is client centric, designed to support the most efficient and effective service delivery and as we are not affiliated to any service provider we can provide a truly independent service. With our comprehensive range of consultancy services, we work with our clients to ensure the full benefits are realised from any outsourced Cloud service.

1.2 Our Approach

Each of our clients is unique and each of our engagements presents a distinct set of challenges and requirements. To support this, we have developed an approach based on the experience of our team, evidenced by continual and successful outcomes. Each of our services is underpinned by the following three stages:

Discover	Understand our client, the current state and their future needs
Design	Formulate a strategies, future architectures, roadmaps and outcomes
Create	Controlled delivery to realise outcomes

1.3 Our Capability

Our client focused team has extensive experience in supporting migration to enterprise-scale Cloud services within the Public Sector and we have industry recognised experts with the following skills and experience:

- Business analysis
- User research
- Technical analysis
- Service disaggregation
- Service design / architecture
- Test management
- Benefits mapping
- Requirements management
- Technical design / architecture
- Business process redesign
- Procurement / commercial
- Insource / multisource
- Service management
- Agile management

- Business case development
- Product management
- Business transformation
- DevOps
- Cyber security
- Project and programme management
- Exit management
- Continual service improvement
- Data engineering / management

Although our team has a broad range of recognised accreditations including ITIL, Prince2, Agile, Lean 6 Sigma, TOGAF, CSM and APM, we do not stick rigidly to dogma. These are our toolkits, and we use them as appropriate to deliver our services; the approach we use depends on the client's needs.

Our services are based on six core values:

Client Centric

For us, every client is unique and we don't believe in a one size fits all approach.

Taking Ownership

Never shirking responsibility.

Value Focused

All interactions with our clients are focused on delivering value.

Outcome Aligned

Client outcomes are at the core of all we do

Adaptable

We adapt to the changing needs of our clients and deliver value where its most needed.

Technology Agnostic

With no bias to a particular technology or solution provider we remain aligned solely to our client's needs.

1.4 Our Services

Many public sector organisations are moving an increasing number of their Technology services to the Cloud. However, organisations often focus on the technology components and spend less time understanding what the service needs to deliver and the interfaces between the client and service. This approach typically leads to poor performance of the service, end user dissatisfaction and operational and financial inefficiencies. The Cloud service delivers the required technology but seldom in a way that delivers the expected benefits or in a way that enables end users to effectively do their job.

Crear has extensive experience of understanding client needs, designing efficient services, and procuring Cloud services. Our approach ensures that the overall service meets those needs and delivers value to the business and end users. It ensures that services are unified and efficient across the whole organisation rather than siloed, leading to overall poor performance.

For G-Cloud 15, our capabilities are organised into three distinct but interrelated service areas:

- Cloud **Strategy**
- Cloud **Transformation**
- Cloud **Procurement**

Our unique services support the full product lifecycle including:

- Requirements discovery
- Cloud strategy development
- Business case development
- Service architecture
- Service delivery
- DevOps
- Business analysis
- Cloud rationalisation
- Procurement
- Service specification
- Service integration
- Live operations

2 Cloud Strategy

Crear provide support with the development of a client's Cloud strategy. Without a well-defined Cloud strategy, the benefits of moving to the Cloud can soon become a significant burden to the organisation. Too often organisations are tempted by the perceived benefits of the Cloud and actively initiate migration projects. However, without a clear and agreed Cloud strategy, an unstructured approach to moving services to the Cloud can lead to higher costs, poor integration, poor services and end user dissatisfaction.

Crear believe that an organisation's Cloud strategy needs to be an evolving product that supports clients to realise their Cloud ambitions. We believe that this is achieved by answering three simple questions.

1. Where are we now?
2. Where do we want to be?
3. How do we get there?

Our approach to supporting the development of a Cloud strategy helps our clients at any stage in their journey. Whether a client needs to develop their overall approach to the Cloud or develop a strategy for a specific service, Crear have the expertise and experience to achieve the outcome.

We use our three-stage approach to support our clients to develop their Cloud strategy. Table 1 outlines the key activities we typically undertake, the range of outputs we can deliver and the value they provide to the client.

Table 1 – Cloud Strategy Activities, Outputs and Value

	Key Activities	Outputs	Value
Discover	• Review existing business strategy (if available) • Conduct stakeholder mapping and analysis • Conduct user research and business analysis through business engagement • Conduct technical engagement and assess current state of services (including technical architecture and design, people, processes and tooling) • Define an outline of the strategy document	• Current State Document • Stakeholder RACI • Stakeholder Engagement Tracker • Current and Future Use-Case Analysis • Strategy Product Description	• Defined problem statement • Defined current state
Design	• Define strategic objectives linked to the product	• Future State Document • Strategic Roadmap • Product Roadmap(s)	• Defined future state enabling a strategy to be developed

	Key Activities	Outputs	Value
	• Map business objectives to the product specific strategic objectives • Define target state (Future Mode of Operation) • Define transitional state(s) (Transitional Mode of Operation) • Define product roadmap • Conduct business change impact	• Business Change Impact Assessment	• Clear view of journey • Understanding of the impact of the future state design on current mode of operation
Create	• Build a narrative for the strategy • Initiate drafting of a strategy document • Validate strategic principles with key stakeholder groups • Completing approval governance of the strategy • Assess any downstream impact of the strategy on any other existing strategy, policy or artefact. • Conduct benefit analysis • Financial analysis / cost modelling • Formulate a Strategic Outline Case • Formulate an Outline Business Case	• Strategy Document • Strategy Presentation • Reference Materials • Benefits Mapping • Financial / Resource Model • Strategic Outline Case • Outline Business Case	• Clarity and agreement on strategic direction • Confidence to seek relevant authorisation and funding

Discover

During the discovery phase our approach is to understand our client and their business; what do they want to achieve, what do they need to deliver, what are the problems they currently have, what is the business landscape. Engaging with key stakeholders across the business helps us understand what you want to deliver through your Cloud strategy and what is important to you.

Design

Taking the outputs from the discovery phase we then work with the client to develop a clear and structured approach to moving services to the Cloud.

Some of the key areas that need to be considered at this stage are:

- Service rationalisation – do you still need all the services you currently have in your portfolio?
- Service gap analysis – are there gaps in the current range of services?
- Service disaggregation – how do you want to allocate services to suppliers plus what do you want to do yourself and what do you want to outsource?
- Service risk – what are the risks to your business if you make these changes (or don't make them)?

The primary goal of this phase is to define how the customer can move from where they are now, where they want to be and the route they need to take to get there.

Create

Crear provides a tailored approach to client needs in order to achieve the desired outcome. The strategy we produce gives our clients confidence that their strategic objectives can be met through a clear roadmap.

3 Service Delivery

3.1 Service Management

Our structured approach to service management ensures we deliver on our promises. Crear uses a 3-stage process to formalise any engagement with our customer(s).

Scoping

This stage aims to understand business needs and includes understanding:

1. Project Background
2. Project Objectives
3. Desired Outcomes
4. Project Scope
5. Project Constraints such as Time and Cost.
6. Stakeholder engagement expectations including identifying 'Key' Stakeholder Groups
7. Reporting and governance requirements

Formalising

Once we understand the scope of the engagement, this stage aims to document that understanding in order to formalise the engagement with the customer. It is done through the creation of a Statement of Work.

Initiating

Once the work is formalised, Crear quickly brings together the following deliverables as a way to initiate delivery of work:

1. Project Initiation Document
2. High-Level Delivery Approach
3. High-Level Delivery Plan
4. Project Reporting Template
5. Project Logs (including RAID logs)

The aim of this approach is to ensure both Crear and the client fully understand and agree what is being delivered, when it is being delivered supported by a detailed delivery plan, together with expected product quality standards, roles and responsibilities.

Regular communication between Crear and our clients is fundamental to ensuring that all work is completed to agreed timescales and standards, and to the client's satisfaction.

3.2 Service Levels

As part of the project setup Crear will agree with the client a full Statement of Work that will define the deliverables / outcomes, associated timescales, and quality measures. This will include agreeing the scope of any specific service level requirements such as 'out of hours' activities.

3.3 Delivery Assurance and Governance

Robust project management processes underpin the delivery of all our services. Crear adopts various methods to keep our customers informed and provide them with confidence on delivery together with an early view of any blockers that might impede delivery. These methods are:

Engagement Lead

For each engagement, Crear will identify an engagement lead who will work with the client to act as a central point of contact, hold responsibility and ensure all objectives are delivered to their satisfaction and manage any escalations.

Account Level Reporting

Crear will produce regular reporting to meet the client's needs. We pride ourselves on delivering tailored dashboards to illustrate project progress at regular intervals based on the agreed Statement of Work.

Integrating with Organisational Governance

Here, at the project level, we will either integrate with the existing governance structure in place or will propose a governance structure that can provide best value to our customers. This includes proposing appropriate boards and their respective Terms of Reference. Through this, our aim is to keep all our key stakeholder groups always informed.

4 Commercials

4.1 Pricing

For the services outlined in this document the standard Crear SFIA (Skills for the Information Age) rate card will apply.

Based on the services agreed with the client and documented within the Statement of Work, Crear and the client will agree the appropriate SFIA level and target number of days required to provide the services agreed.

Price discounts are available as defined in 'Crear Group Ltd G-Cloud 15 Cloud Strategy Pricing v1.pdf'.

4.2 Terms and Conditions

All engagements undertaken via the G-Cloud 15 Framework will be subject to the Framework's standard terms and conditions. Additional terms and conditions may be mutually agreed between Crear and the client and will be documented in the agreed Statement of Work.

4.3 Ordering Process

Crear and the client will follow the process documented in the relevant Framework schedule.

As part of the ordering process Crear will work with the client to fully document the services to be provided within a Statement of Work.

4.4 Invoicing Process

Crear will issue to the Client a monthly invoice at the end of each month during which any project activity has taken place. The invoice will include details of all activities relating to the monthly charges e.g. number of days.

If required, Crear will agree with the Client other documentation to be provided in support of the invoice e.g. time sheets, confirmation of deliverables.

4.5 Termination Terms

Termination terms are based on the Framework's standard terms and conditions.

5 Client Responsibilities

Crear and the Client will define any specific Client responsibilities within the project as part of the Statement of Work. These will be project specific but may include:

- Client participation and support e.g. staff resources
- Access to Client premises and provision of facilities
- Access to Client staff and resources
- Approval of deliverables to agreed standards and timescales
- Project governance

6 Contact Details

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