

Crear Group Ltd

Cloud Transformation 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 Transformation

Crear provide support to implement your Cloud strategy, this can range from supporting the transition of a single service to the Cloud through to transitioning multiple solutions and services requiring organisational and cultural change.

We support the integration of technology to all areas of the business with the aim of improving how organisations operate to deliver value to their users and customers. Our Cloud Transformation service focuses on enabling the client's technology services to become more accessible, scalable, flexible and secure.

We work closely with our clients and their business groups to understand their objectives and needs to build a technology roadmap to guide and inform the transformation. Moving legacy solutions and services to the Cloud is not just a simple lift and shift. Too often organisations fail to gain the full value of Cloud services because they simply move poorly performing services into the Cloud.

Our approach starts with ensuring that the proposed Cloud transition is based on and supports your Cloud strategy. We also look for opportunities to use the transformation to improve services, ensuring they deliver value to your business, value to your users and value to your customers.

We use our three-stage approach to support our clients with their Cloud transformation. 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 Transformation Activities, Outputs and Value

	Key Activities	Outputs	Value
Discover	• 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 / update Outline Business Case	• Current State Document • Stakeholder RACI / Tracker • Business Requirements Document • Draft Outline Business Case	• Defined problem statement • Defined and confirmed transformation scope • Defined current state • Defined Rough Order of Magnitude (ROM) costs
Design	• Define target state (Future Mode of Operation) • Define product roadmap	• Future State Document • Product Roadmap(s) • Solution and Service Designs • Target Operating Model	• Defined future state • Clear view of journey • Understanding of the impact of the future state

	Key Activities	Outputs	Value
	• Define transitional State(s) (Transitional Mode of Operation) • Define service design • Define test design / plan • Conduct business change impact • Conduct benefit analysis • Financial analysis / cost modelling • Finalise Outline Business Case • Initiate and finalise Full Business Case • Supplier mobilisation support • Transition and deployment planning • Procurement activities (<i>see Cloud Procurement – section 2.4</i>)	• Test Plan • Business Change Impact Assessment • Training Plan • Final Outline Business Case • Benefits Mapping • Financial / Resource Model • Outline Transition Plan • Full Business Case	- design on current mode of operation • Confirmation of business benefits • Confidence to proceed with transition and business change activities • Confidence to seek relevant authorisation and funding
Create	• Finalise transition and deployment planning • End-to-end transition management • Planning and implementation of business change activities • Test delivery and management • Deployment management • Service readiness / acceptance into service • Exit management and service decommission • Complete project closure	• End-to-end Service Transition Plan • Deployment and Cutover Plan • Test Execution Report • Project Closure Report	• Realisation of strategic benefits

Discover

During the discovery phase we focus on understanding the business, user and technical landscape. We have a team of highly experienced Business Analysts, Technical Analysts and User Researchers. Having such a diverse skill set enables us to take a holistic approach and fully understand the requirements from all perspectives across and outside your organisation. Our discovery process enables us to fully understand and document how well the current service meets your needs plus identify critical gaps.

Design

Taking the outputs from the discovery phase we then work with the client to develop a clear requirement for the transformation. Critical to this is to ensure that the future state design fully meets all stakeholders needs. This can be a tough challenge and often requires us to balance conflicting demands. Our team are well versed in the skills required to understand the difference between need and want.

Our approach typically starts with reviewing any requirements for the current service identified during the discovery phase and using our **KIND** approach to defining future requirements:

- **Keep** the requirement is still valid
- **Improve** the requirement is valid but there are opportunities to improve
- **New** a new requirement
- **Delete** the requirement is no longer valid

Using this simple but very effective approach coupled with the analysis conducted within the discovery phase allows us to effectively define the future state. This is also an opportunity to re-engineer processes to deliver more efficient and effective operations.

One area that is often overlooked is how the transformation impacts the business. No service operates in isolation, and it is critical that all interfaces are clearly understood.

Create

The transition phase can be the most complex, difficult and risky part of your journey to the Cloud. Crear has staff with extensive practical experience with project execution and the transformation to Cloud services. We adopt standards and best practice and combine this with our knowledge to ensure the transformation is delivered smoothly and within agreed timelines.

One area that is often overlooked when moving to a new Cloud service is managing the exit of any legacy suppliers and their services. A badly managed exit can have significant negative impact on delivering the new service. We work with the exiting supplier to ensure a smooth handover of responsibilities, ensuring a seamless transition to the new service.

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 Transformation 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

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