Dynamic Portfolio Management
G-Cloud 15

Table of Contents

1 Service Overview

Capgemini's Dynamic Portfolio Management service can provide Design, Consultation and Business Analysis in support of the design and implementation of Cloud based services.

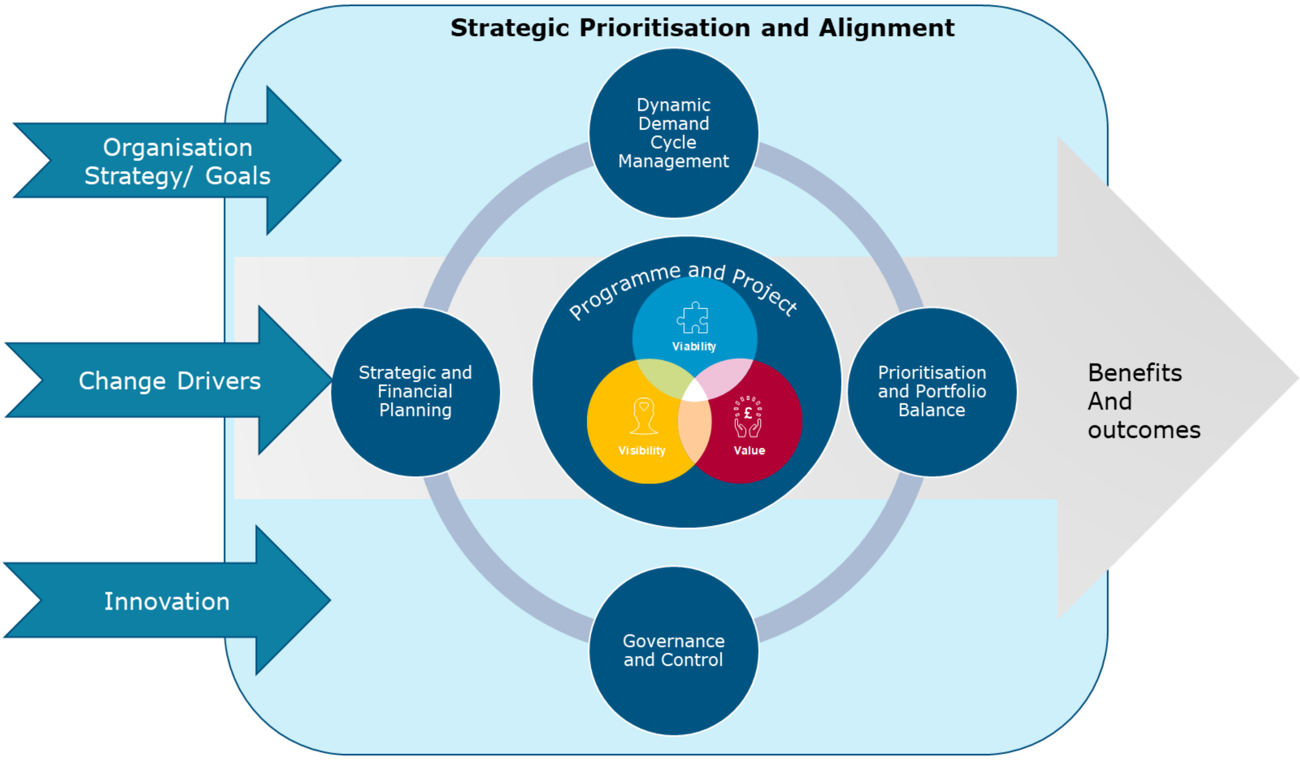
Dynamic Portfolio Management (DPM) enables businesses to maximise the value delivered by organisation-wide and functional transformation programmes.

It is a framework that assures value realisation and delivery assurance and enables executive level decision making across the organisation.

The framework can help Capgemini's clients to:

- Make decisions on prioritising different change initiatives and on the optimal allocation of scarce resources;
- Enable optimal practice to be developed and spread between programmes to optimise delivery;
- Provide an organisation-wide assurance framework, so that programme issues can be identified early and recovery put in place;
- Underpin long-term activities such as benefits tracking and knowledge management on a business-wide scale.

Capgemini has developed a Dynamic Portfolio Management framework which focuses on the three core underpinning components of Viability, Visibility and Value to drive effective portfolio management.



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Organisation Strategy and goals – Is a key input into the Dynamic Portfolio management framework and should drive the direction the portfolio takes. All benefits and value associated with each change initiative can be linked back to the original strategic intentions.

- Defining the strategy and purpose of the portfolio
- Establish the scope of the portfolio including constraints

Change Drivers – Identification and recognition of key factors which influence organisational inertia and therefore force, help or create organisational change. While a separate tenet, it is an intrinsic part of the organisational strategy and goals.

- Assess and evaluate the change momentum
- Determine the need for change, (where is the burning platform?)
- Stakeholder needs
- Innovation
- As the Buyer's organisation strives to stay ahead of the curve, a flexible portfolio should harness the latest innovation opportunities

Strategic Prioritisation and Alignment – Any activity within the portfolio should be developed, aligned and prioritised against the organisational strategy and the business goals, so that the benefits and outcomes can be realised. Key functions of the Dynamic Portfolio Management framework work together to deliver value, visibility and viability:

Value – how do initiatives make a positive difference to the organisation and how that will be measured throughout the portfolio lifecycle

1. Strategic and Financial Planning – This activity provides the metrics and mechanisms to enable the organisation to realise the benefits and outcomes of a balanced portfolio.
    - Business Case – Total cost of ownership
    - Appraise investments / business case assurance
    - Cost and Benefit Management
    - Opex/ Capex management
    - Funding mechanisms and models
    - Multi vs in year projects

Viability – certainty on these investments being the most optimal to make, and checking that they continue to be throughout the lifecycle

2. Dynamic Demand Cycle Management – This activity works closely with all other aspects of the portfolio management framework to ensure that change drivers can be realised through a thorough understanding of organisational capacity and resourcing and which are aligned to strategic goals and outcomes. Checking the viability of initiatives is an activity that should be done at specific intervals throughout delivery, not just at the outset.
    - Demand Management
    - Insights to enable management to reach consensus on the best use of resources
    - Dynamic vs Annual Planning
    - Iterative planning

Visibility – ensuring there is transparency around how initiatives are progressing and that that they are on track to deliver outputs and outcomes

3. Governance and Control – Is the rigorous underpinning of the framework which ensures that the organisational processes and policies are in place to enable effective delivery of outcomes.
    - Define the investment & prioritisation processes principles & criteria
    - Define & establish the governance structure
    - Implement standardised policies, processes, templates, tools and guidance
    - Quality measures and assurance
4. Prioritisation and Portfolio Balance – A clear set of transparent criteria to ensure demands are allocated appropriate resources, in line with expected value.

- Data Driven Portfolio Insight
- Assess Portfolio Scenarios & Impacts
- Prioritise & balance the portfolio, against the available resources
- Maintain & monitor balance of Portfolio, through regular review and re-prioritisation

Delivery – Doing things right. Ensuring the successful progress of products, project, and programmes through the lifecycle, utilising consistent methods and tools. Is the process, methodology or framework used to undertake and complete project activity. This should be aligned to both the organisations strategy and the nature of its operations.

Benefits and Outcomes – The key outcomes and benefits which are realised throughout the delivery phase or towards the end of delivery depending on framework or methodology. These are aligned to organisational strategy and goals and constantly appraised throughout the portfolio delivery cycle.

- Identify and capture benefits, based on value drivers and key outcomes
- Gaining alignment and buy-in from the business for benefits delivery
- Assure projects at stage gates, assure ongoing projects against objectives
- Manage constraints, resources, dependencies, absorbability & risks
- Report portfolio progress (financial, scenario, risk, delivery)
- Manage the process of reporting successful benefits realisation
- Manage exit from the portfolio

2 Business Need

This support may be needed by our clients when:

- There are a number of programmes in place within the same organisations and scarce resources must be allocated for the greatest effect;
- Complex dependencies between programmes need to be identified and managed;
- Their own resources do not have the right technical skills and knowledge required managing specific programmes or do not have the capacity to manage the scale of change taking place. For example, where technology functions have been extensively outsourced, and the remaining client function is not in a position to manage technology delivery by its suppliers in detail.

Typically, the benefits offered by a Dynamic Portfolio Management service can consist of one or more of the following:

- Optimum allocation of resources between programmes;
- Consistent management and reporting across programmes so that the organisation or function has a consolidated view of progress and risks across their investments;
- Knowledge sharing and spreading of optimal practice between the programmes to help create effectiveness and maximise re-use;
- Sustained focus on benefit realisation, both during client programme delivery and after transition to business as usual.

2.1 What Capgemini Can Offer

Capgemini's delivery experience makes it particularly well suited to providing DPM support. These capabilities comprise:

- Organisation Transformation strategy development;
- DPM capability maturity assessment;
- Portfolio management office design and implementation;
- Programme and project review and assurance;
- Governance and reporting design and implementation.

All of these services can be supported or hosted as part of Cloud based products and services.

3 Our Approach

Building on the Capgemini's Dynamic Portfolio Management framework, Capgemini's approach to supporting businesses to manage their transformation portfolios has three key steps:

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The way in which these are applied is defined and developed in discussion with our clients to tailor our support to meet their specific needs.

3.1 Assess

Capgemini's DPM maturity model reflects Capgemini's experience. It is a structured diagnostic framework to assess the client's DPM capability and operations against where they want to be;

The maturity assessment can be completed on the basis of structured interviews with key stakeholders and / or by simple questionnaire completion. It can provide both a top down view of DPM provision, and a bottom-up assessment from programme level of the support that is provided. This can provide an evidence-based foundation for decision by the business' leaders on the nature of DPM delivery that suits their needs:

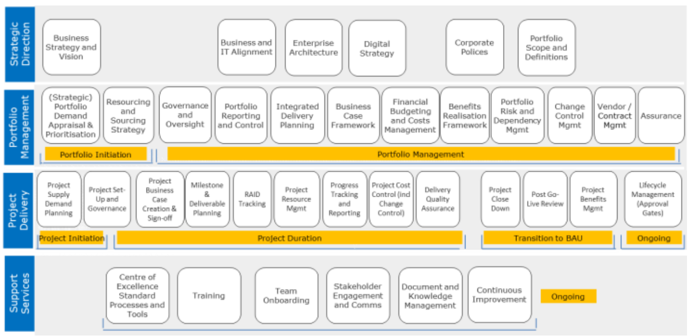
- Review of current DPM capability using our DPM framework and maturity model;
- To-Be design of the desired maturity level in each key DPM component;
- Development of the Transformation plan to address the defined gaps.

Capgemini's Project Portfolio Management Framework is a set of core capabilities. This is used to assess where there are current gaps or improvement opportunities.

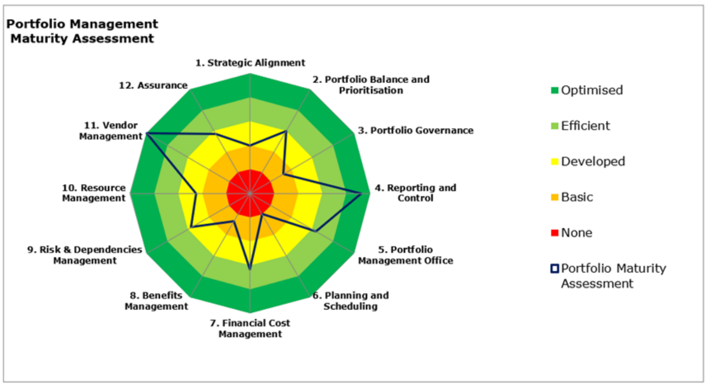
The framework is structured around:

- Strategic Direction
- Portfolio Management
- Project Delivery
- Enabling support

The Portfolio Management Maturity Assessment tool can:

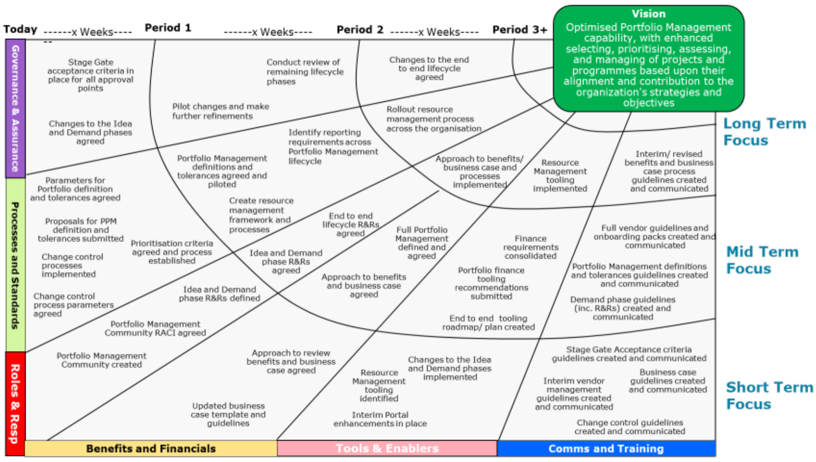


- Enable an organisation to understand where their current portfolio management strengths and weaknesses lie;
- Provide data on which aspects or portfolio management can be addressed;
- Be a way of introducing or enhancing portfolio management ways of working in the organisation by facilitating a structured conversation, to determine where they are and where they want to be.



The Portfolio Management Capability Roadmap can depict the prioritised activities for delivering concrete improvements and can:

- Describe the major results, actions and milestones required to achieve the Buyer's strategic vision
- Help identify dependencies between activities and confirm on timings
- Foster alignment with your leadership team and other key stakeholders



3.2 Build

Based on an organisations' requirements and aspirations, Capgemini can work closely with managers and staff to build the necessary DPM capability and operations. Capgemini provides accelerators, templates, tools and knowledge transfer to enable the client to reach the required DPM Capability maturity level:

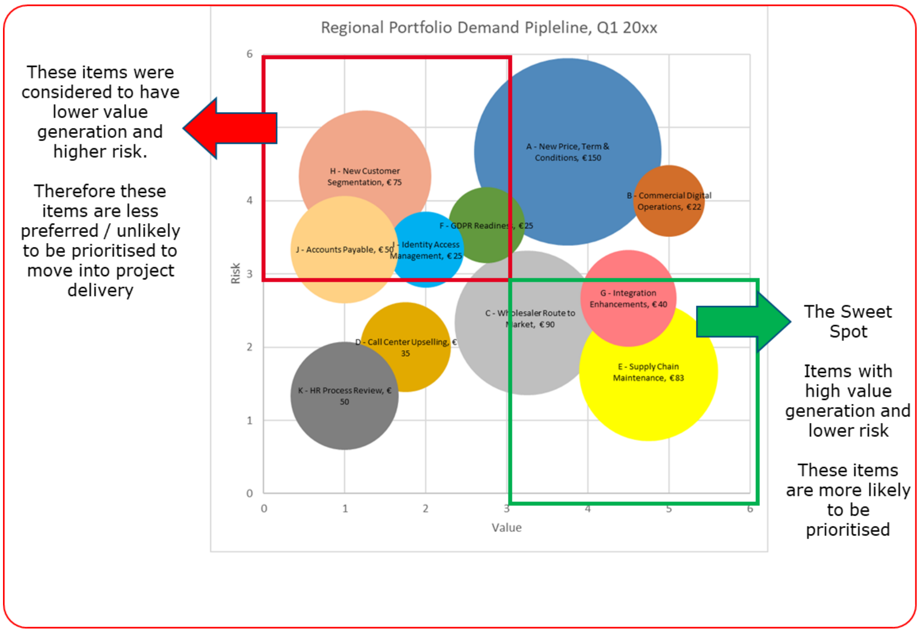
- Implementation of the agreed transformation plan.
- Provision and embedding of leading practice DPM structures tools, templates and processes.

These DPM capabilities fall into four areas. Capgemini can provide one or more of these capabilities to their clients:

- Portfolio strategy and definition – what is the overall strategy and scope of the transformation portfolio; what governance policies and processes are required; and what are the underpinning investment principles:
- Investment appraisal and prioritisation – underpinning the way in which investments in programmes within the portfolio are assessed and balanced;

The Project Evaluation Methodology and tool is used to evaluate demand items in a Portfolio Pipeline, deciding which items should be prioritised for delivery. It can be used to:

- Initiate and agree in scope of the demand pipeline items to be evaluated
- Develop and agree "risk" and "value" evaluation criteria
- Individually score each pipeline demand item against the criteria
- Develop a prioritisation report
- Review and update the prioritisation report on a regular basis



- Assurance and reporting - how programmes are managed into and out of the portfolio; how their delivery is reviewed and assured; how progress is reported and monitored; and how benefits are defined and managed;
- Portfolio support – how the portfolio office can be a partner and a support to programme delivery, providing professional support and insight, delivering economies of scale to programme reporting processes to minimise the administrative burden on programmes and projects, and enabling knowledge to be captured and shared across the portfolio.

3.3 Support

Ongoing support and knowledge transfer to enable the client's new practices to be fully embedded and sustainable.

As part of the initial set up of the programme of support, Capgemini would expect to agree the arrangements for knowledge and skill transfer. This will lay the foundation for the sustain phase of support when, having put the required structures, processes, templates and tools in place, Capgemini can work alongside client managers and staff to assist and enable them in making these portfolio management business as usual in their operation and then progressively reducing external input and support to enable the client to have a sustainable DPM capability going forward, via:

- Collaborative working;
- Skill and Knowledge transfers;
- Progressive reduction of external support to ensure a sustainable client capability.

Capgemini recognises and seeks to create a client capability as early as possible to manage value from their investment, maintaining and monitoring the balance of the portfolio and managing risks; all of which are fundamentals to a successful DPM approach

4 Buyer Responsibilities

Please refer to the Supplier Terms listed with this service on the Platform. These may contain additional Buyer obligations/costs the Buyer is subject to that are not identified anywhere else in the Supplier's Application or on the Platform.

5 Service Management

Not applicable.

6 Protection of Data

This service is based on a security classification of 'Official', however should you have a requirement for a different security classification that you would like us to consider, please contact us to discuss.

7 On-boarding and Off-boarding

Prior to the execution of the Order, the Supplier and the Buyer will agree the scope of the

exit plan for the Services and a timescale for delivering an exit plan to ensure continuity of service.

Capgemini shall undertake on-boarding and off-boarding activities agreed within the Order Form and an exit plan in line with the Call-Off Contract terms which will be charged for in accordance with the Pricing section for this service.

8 Skills and Knowledge Transfer

Capgemini recognises that skills and knowledge transfer is a critical element in the provision of G-Cloud services to public sector clients. Where possible and applicable, this forms part of the delivery plan for the service agreed at the start of the engagement. Our consultants and engineers are experienced in providing skills and knowledge transfer for major private and public sector clients.

Where appropriate, we may use a standard approach, tailored to topic, skills-gap and individual, to ensure consistency and effectiveness. The approach, Capgemini's Assess-Plan-Implement framework, has been used repeatedly by our teams to structure the work involved in transferring skills and creating new teams capable of driving and sustaining change long after the end of the formal programme. The framework can be applied throughout a project to understand knowledge transfer objectives, plan training delivery methods and materials, and deliver and evaluate success.

9 Vendor Accreditations/Awards

2025 WORLD'S MOST ETHICAL COMPANIES® ETHISPHERE 13-TIME HONOREE ™

For the 13th year in a row, Capgemini has been recognised as one of the World's Most Ethical Companies® by the Ethisphere® Institute. This is an acknowledgement of our ethical culture that makes us an employer of choice and responsible player in the eyes of our clients, shareholders, and the wider community.

bsi. ISO 9001:2015 Quality Management

ISO 9001 Quality Management for Management Consultancy and IT Implementation and services to the Public Sector

ISO 27001:2013 - Provision (Delivery) of IT services including business applications development, maintenance and Data, Digital and Cloud technologies.

NelsonHall has identified Capgemini as a Leader in its 2022 NEAT Vendor Evaluation for Learning Services due to its ability to meet future client requirements as well as its capability to deliver immediate learning benefits to them.

Capgemini is the first amongst consultancy and technology firms to be recognized six times in a row for its thought leadership reports.

2023 Ecovadis Platinum Rating: We maintained a platinum rating, recognising us as a responsible and sustainable business in the top 1% of companies assessed.

Better Society Awards: Our collaboration with Code Your Future to offer digital skills training won a Better Society Award in 2022. The awards celebrate efforts by commercial organisations to create a better society.

Inclusive Top 50 UK Employers List: We achieved second place in the Inclusive Top 50 UK Employers List 2022/23 – a list that assesses companies for best practice on diversity, equality and inclusion

UK Best Workplaces for Women: We were listed as a Best Workplace for Women by Great Place to Work®. This listing is based on responses from our team to an anonymous survey about their employee experience.

UK Best Workplaces for Wellbeing : We are listed by Great Place to Work® as a Best Workplace for Wellbeing

Great Place to Work: We were certified as a Great Place to Work® in 2023, reflecting our employees' experience of working at Capgemini in the UK.

10 Sub-contractors

Capgemini UK may use the following subcontractors to deliver this service:

- Capgemini Technology Services India Limited.

11 Business Continuity and Disaster Recovery

No disaster recovery plan is provided as part of these Services.

12 Pricing

This service is priced in accordance with the SFIA Rate Card attached. Capgemini can also provide offshore resources at reduced rates where appropriate. Projects can be priced either on a Time & Materials or Fixed Price basis.

All prices are in GBP and exclude VAT

13 Ordering and Invoicing

Please refer to the Supplier Terms for this service.

We would be pleased to arrange a call or meeting to discuss your requirements of our service in more detail.

14 Termination Terms

Please refer to the Supplier Terms for this service.

15 Further Information

For more information about this or any of our G-Cloud services, please contact our Public Sector Team.

Phone: 0370 904 4858

Email: publicsector.opps.uk@capgemini.com including the following information:

1. The name of this service.
2. The name of your organisation.
3. Your name and contact details.
4. A brief description of your business situation.
5. Your preferred timescales for starting the work.

About Capgemini

Capgemini is a global business and technology transformation partner, helping organizations to accelerate their dual transition to a digital and sustainable world, while creating tangible impact for enterprises and society. It is a responsible and diverse group of 340,000 team members in more than 50 countries. With its strong over 55-year heritage, Capgemini is trusted by its clients to unlock the value of technology to address the entire breadth of their business needs. It delivers end-to-end services and solutions leveraging strengths from strategy and design to engineering, all fueled by its market leading capabilities in AI, generative AI, cloud and data, combined with its deep industry expertise and partner ecosystem. The Group reported 2024 global revenues of €22.1 billion.

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