

Cloud Strategy and Migration Planning G-Cloud 15





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1 Service Overview

Capgemini's cloud strategy and migration planning service will deliver a comprehensive, business-aligned cloud strategy and cloud migration plan for organisations looking to move to the cloud. We will combine our deep understanding of public sector and government and our thought leadership in the industry to create cloud strategies that will enable future ready governments.

Our service will develop a comprehensive cloud strategy that will include:

- **Cloud adoption strategy aligned to business strategy**, ensuring the cloud roadmap is integrated with the organisation's wider objectives, policy priorities, and service delivery outcomes, including improvements to citizen services and operational performance.
- **Cloud migration business case demonstrating ROI and TCO impact**, providing a clear evidence base for decision-making by outlining expected cost changes, anticipated return on investment, and broader organisational benefits such as increased agility and resilience.
- **Year-on-year financial plan for cloud investments and existing assets**, giving the organisation visibility of future cloud spend, projected consumption patterns, expected savings, and the planned financial treatment of current technology assets.
- **Migration strategy including application and infrastructure disposition and treatment options**, defining the most appropriate approach for each application and infrastructure component and enabling a structured, risk-managed transition through methods such as rehost, replatform, refactor, retire, or replace.
- **Detailed migration roadmap per application and portfolio (including migration wave planning where applicable)**, setting out the sequencing of migration activities, clarifying dependencies, and providing delivery teams with a practical plan covering waves, milestones, and resource requirements.
- **Strategy for meeting security and compliance requirements on or through the cloud**, including location strategy, establishing how regulatory, data protection, and organisational security obligations are met across cloud environments, covering data residency, risk management, and alignment with relevant standards.
- **Target cloud operating model design**, defining governance structures, roles, responsibilities, service management processes, and performance measures needed to operate cloud services effectively and at scale.
- **Organisational change management**, engagement, and communication design, supporting the workforce through the transition by explaining how stakeholders are engaged, how impacts are communicated, and how readiness for cloud-enabled ways of working is achieved.
- **Cloud fluency strategy based on persona-based workforce impact assessments**, guiding targeted upskilling and training by identifying the cloud capabilities required across different roles and functions.
- **Target cloud architecture, including architecture and design principles and standards**, providing a consistent design framework that guides technical decisions, promotes secure and scalable solutions, and ensures alignment with strategic and operational objectives.

2 Business Need

Cloud transformations are not just about technology and infrastructure. A good cloud strategy has the potential to enable digital transformation, support business growth, change the way IT delivers into the business, and how the business engages with IT.

A cloud strategy that enables business transformation has to go beyond being an infrastructure and application migration plan. It needs to be comprehensive, multi-dimensional and most importantly it needs to support and closely align with business strategy.

Cloud strategies need to be –



Economically Sound - Cloud strategies need to be underpinned by a strong business case and financial plan. The strategy needs to clearly articulate how the cloud strategy will be funded, how it will achieve cost efficiency and reduce TCO in the long term.

Cognizant of existing technology investments - Cloud migration often involves complex software, hardware and service licensing hurdles and costs. The strategy needs to mitigate many of the common licensing challenges during cloud migration.

Aligned to business strategy - Cloud adoption and migration strategies need to be closely aligned to business strategy and plans. This often means that the strategy cannot be linear or sequential, but able to adapt to complex operating environments which may require multiple iterations which reflect current or emerging thinking.

Mindful of public sector constraints - Public sector organisations need to comply with different regulations and function within a number of constraints such as the security and jurisdictional integrity of government / citizen data information. This may require the adoption of private or hybrid cloud solutions that assure data sovereignty and which deliver value for money for the tax-payer. It needs to deliver in a standardised way while being mindful of potential vendor lock-in, address security and data requirements and support a future case for investment in organisational capability and skills.

People first - the key to a successful and accelerated cloud transformation is ensuring that the workforce understands the case for change, are engaged and fully motivated to enable and drive the transformation. Robust change management and communication design coupled with a cloud fluency strategy are a critical component of a cloud strategy.

Built for the future – As public services become ‘digital by default’ there is a growing need for Government departments to embrace emerging technologies e.g. automation of business operations, GenAI assisted workforce capabilities to drive efficiency, AI and Advanced Analytics to develop new citizen experiences, digital twins, blockchain and AI that enables the climate response, and data ecosystems that span government departments, industries or other countries. Cloud strategies are consistent in proposing the pragmatic adoption of advanced technologies, in part because the majority of these technologies are unique to Public Cloud platforms.

3 Our Approach

Our proven and tested cloud strategy development framework shown below will develop a comprehensive multi-dimensional cloud strategy that addresses business, technology, organisational and financial concerns.



This diagram is for illustration only and does not represent any obligation or responsibility of Capgemini.



The framework covers six key dimensions that together form a **complete, business-driven cloud strategy**:

- **Cloud target architecture** - Defines the future technical architecture required to support cloud adoption. This includes reference architectures, design principles, integration patterns, security controls, and technology standards. It provides a stable foundation for solution design and ensures that cloud services are scalable, secure, and aligned to organisational goals.
- **Cloud migration strategy, roadmap, and plan** - Sets out how applications, data, and infrastructure will transition to cloud environments. It includes application disposition decisions, migration waves, delivery sequencing, dependency analysis, and risk considerations. This provides a clear and actionable route for moving from the current state to the target cloud environment.
- **Financial plan and business case** - Details the expected investment, cost profile, and benefits of cloud adoption. It includes year-on-year financial modelling, TCO and ROI analysis, consumption forecasts, and scenarios for modernising existing assets. This gives stakeholders a transparent view of the financial impact and value of the cloud strategy.
- **Security and compliance strategy** - Establishes how the organisation will meet security, regulatory, and data protection requirements in cloud environments. It covers data residency, identity and access controls, threat management, compliance frameworks, and risk governance. This ensures cloud adoption maintains required levels of trust, protection, and regulatory alignment.
- **Target operating model** - Defines the organisational capabilities needed to operate cloud services effectively. It addresses governance, roles and responsibilities, service management processes, DevOps and automation practices, performance monitoring, and shared accountability models. This enables sustainable and efficient cloud operations at scale.
- **Organisational change and workforce impact** - Assesses how cloud adoption affects people, skills, and ways of working. It includes workforce impact analysis, persona-based capability requirements, training pathways, stakeholder engagement, and communication planning. This supports successful adoption by preparing teams for new roles, tools, and behaviours.

Capgemini's cloud strategy and migration planning methodology shown below adopts a four-step approach that does not stop at delivering a robust strategy, but also extends the service to work with your leadership to obtain the necessary executive buy-in and sponsorship.



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The Discover phase builds a clear understanding of the current business, technology, and organisational landscape. This often involves structured interviews, targeted workshops, and review of existing documentation. Automation tools may be used to assess the technology estate, including server inventories, application dependencies, utilisation patterns, and configuration baselines. The output is an accurate view of the as-is environment and the strategic drivers influencing cloud adoption.

The Analyse phase evaluates how cloud adoption aligns with the organisation's strategic priorities and constraints. This includes assessment of the application and data estate, risk and compliance requirements, workforce capabilities, operating model considerations, and financial implications. The impact of cloud adoption on business and IT roles is documented, and different strategic options are tested to understand benefits, challenges, and feasibility.



The Design phase translates insights from earlier steps into a complete cloud strategy. This includes definition of the technology architecture, financial model, migration approach, security and compliance posture, and organisational requirements. Options are reviewed with key stakeholders to ensure the strategy is practical, achievable, and aligned with expected outcomes. The result is a consolidated strategy document supported by a roadmap and implementation guidance.

The Confirm phase focuses on gaining buy-in and sponsorship from leadership across the organisation. The emerging strategy is socialised through workshops, executive briefings, and focused discussion sessions. Feedback is incorporated to ensure clarity, alignment, and shared ownership. The aim is to secure approval for next steps and prepare the organisation to transition into migration planning and delivery.

Our cloud strategy development approach will execute multiple parallel work streams across finance, business, technology and organisation as shown in the table below:

	Discover	Analyse	Design
Business	- Current business operating model strategy and future plans - Business constraints and ecosystem - Security, regulatory and compliance requirements	- Impact of business constraints and regulatory & compliance requirements on cloud strategy - Business strategy enablement possible through cloud transformation	- Business driven cloud strategy - Security, regulatory & compliance strategy - Business benefits and KPIs design
Finance	Understand current and future IT financial budgets and plans	- Analyse existing licenses and contracts - Current TCO analysis - Baseline business case - Develop migration costs - Migration Scenario Analysis	- Cloud migration business case - YoY Financial Assessment - Cost-Benefit Assessment - Financial benefits KPI design
Technology	- Define / discover disposition strategy principles - Identify constraints and requirements that impact migration paths and wave planning - Current estate discovery and assessment tool installation and configuration and run	- Current technology stacks and application architectures - Current estate information including dependencies, data flows, NFR requirements - Security and compliance requirements - Cloud readiness analysis	- Cloud target architecture - Data centre exit strategy - NFR compliance strategy - Migration strategy, patterns and roadmap - Detailed migration wave plan
Organisation	- Understand current business and IT operating models - Cloud maturity discovery across organisation - Cloud fluency diagnosis	- Change Impact Assessment - CTOM foundations and transition states - Training path analysis	- Change Management Strategy - Cloud Fluency Strategy - Target Cloud Operating Model

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This table illustrates how the cloud strategy development approach runs multiple workstreams in parallel across business, finance, technology, and organisation. Each workstream focuses on a specific dimension of the client's current state and future requirements to build a complete and actionable cloud strategy.

- **The Business workstream** examines strategic objectives, operating model direction, business constraints, and regulatory drivers. This helps ensure that the cloud strategy is anchored in real organisational needs and supports measurable business outcomes.
- **The Finance workstream** reviews current budgets, commercial commitments, cost baselines, and financial constraints. It evaluates different cloud scenarios, licence positions, and long-term expenditure profiles. This gives the client a transparent view of financial impacts and supports development of a credible business case.
- **The Technology workstream** assesses the current application and infrastructure estate, including dependencies, data flows, integration points, and technical risks. It identifies disposition paths, non-functional requirements, and architecture constraints. This enables definition of the target cloud architecture, migration patterns, and detailed wave plans.
- **The Organisation workstream** focuses on operating model readiness, workforce capabilities, cloud maturity, and change impacts. It assesses how cloud adoption will affect teams and processes, and defines the transition states, training pathways, and target cloud operating model. This prepares the organisation for operating in a cloud-enabled environment.



By progressing these four workstreams together, the approach builds a strategy that is balanced across all dimensions: business value, financial viability, technical feasibility, and organisational readiness. The client receives a strategy that is complete, realistic, and supported by a practical roadmap for cloud migration and long-term operation.

Note: Capgemini have deep expertise in helping to secure government investment, supporting the creation of Cloud migration business cases aligned to Government "Green Book" and Five Case Model standards. Our approach to these is to focus on holistic and actionable value realisation, such as operational efficiencies, direct cost savings, cost avoidance through the creation of common assets that can be used in adjacent government departments (the 'build once, deploy everywhere' approach), or creation of public services that can be packaged and sold to governments of other countries.

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

This service can be delivered as a defined project or on a day rate basis. In either case it will be a clearly defined project with agreed processes, outputs and deliverables.

Capgemini will establish the required multi-level project governance and delivery assurance including regular reporting at the beginning of the project.

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

Capgemini shall undertake on-boarding and off-boarding activities agreed within the Order Form (including as a minimum 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 Partnerships/Alliances

We will leverage and closely collaborate with our global hyperscaler partners for the project.

	OUR PARTNERSHIP	ACCREDITATIONS	RECENT AWARDS
	Global Premier Partner, Top Tier GSI Premier Partnership since 2015, with a dedicated partner team & executive sponsorship	Specialisations for – • Cloud Migration • Infrastructure • Data Analytics • SAP • Work Transformation Enterprise	• Industry Solution Services Partner of the Year – Government • Global Partner of the Year – Breakthrough • Google Cloud Industry Solution Services Partner of the Year
	25+ YEARS of solid partnership – Microsoft's technology together with Capgemini's industry expertise has helped thousands of clients in their cloud transformation journey.	Solutions Partner for Microsoft Cloud • Infrastructure (Azure) • Data & AI (Azure) • Digital & App Innovation (Azure) • Modern Work • Security • Business Applications	• Global System Integrator (GSI) Award, Western Europe • GSI Growth Champion (Global) • SAP on Azure (Global) • Leader in 2023 ISG Microsoft Cloud Ecosystem 2023
	Premier Consulting Partner , strategic partnership, dedicated to Capgemini AWS team of 60+ FTE globally, CEO 1:1 cadence, Access to best AWS funding programs	• AWS Public Sector Partner • AWS Solution Provider Program • AWS Public Sector Solution Provider • Government Consulting Competency • Migration Consulting Competency • Authorized Training Partner	• AWS GSI AI/ML Partner of the Year – Global • AWS GSI Partner of the Year – EMEA • AWS Innovation Partner of the Year – Global • AWS Sustainability Partner of the Year – GCR

10 Vendor Accreditations/Awards



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.



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.

11 Sub-contractors

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

Capgemini Technology Services India Limited.

12 Business Continuity and Disaster Recovery

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

13 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.

14 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.

15 Termination Terms

Please refer to the Supplier Terms for this service.



16 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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