

Transformation Management G-Cloud 15





Table of Contents

1	Service Overview	3
2	Business Need	3
3	Our Approach.....	4
4	Buyer Responsibilities	7
5	Service Management	7
6	Protection of Data	7
7	On-boarding and Off-boarding	7
8	Skills and Knowledge Transfer	8
9	Vendor Accreditations/Awards	8
10	Sub-contractors	9
11	Business Continuity and Disaster Recovery	9
12	Pricing	9
13	Ordering and Invoicing	9
14	Termination Terms	9
15	Further Information	10



1 Service Overview

Capgemini's Transformation Management service provides Strategy, Portfolio Management, Design, and Delivery support for the design and implementation of Cloud based services for public and private sector clients.

Capgemini's experience of technology-enabled cloud transformation has been captured in Capgemini's Transformation Management Framework that establishes the basis for Capgemini to work with and guide our clients through their cloud transformation journey to realise long-term value.

Through the combination of the Capgemini Transformation Management Framework, research in combination with the Massachusetts Institute of Technology and the in-depth experience of Capgemini's consultants built through previous effective client deliveries, Capgemini can provide a strong management basis for our client's cloud transformation programmes and support significant and long-lasting results.

The Transformation Management service can take our clients through three broad stages:

- 1. Strategic Analysis and Design:** Driving top-down ownership of strategic transformation execution to promote a unified movement towards realisation of our client's strategic vision, objectives, and North Star KPIs. Taking the time to analyse our clients' current state and understand their transformation requirements to build a tailored solution that prioritises the right blend of capability, knowledge and achievable goals.
- 2. Enabling the Transformation:** Model and implement a strategy-level transformation office to prioritise value realisation through effective and efficient governance structures, alongside transformational leadership guidance, to align rapid decision-making with strategic objectives. Capgemini will focus not only on the clients' structures but also building the right culture to empower the delivery team to drive benefit realisation.
- 3. Designing and Delivering the Transformation:** Assess organisational readiness across a holistic set of measures (including agile maturity) and drive ability to undertake major cloud transformations and focus on benefit and value realisation outlined by the organisation's cloud strategy. During this phase the target change interventions can be organised into iterative management projects and programmes and then the changes executed, whilst managing risks & issues, variations and emerging new priorities. In parallel, Capgemini can upskill and empower the organisation's transformation leadership through coaching, accelerators, and tool provision to enable continuous improvement across the organisation's cloud transformation capability.

2 Business Need

Organisations and government departments are struggling to respond to the increased pace and complexity of change driven by new customer expectations, market opportunities, evolving industry dynamics and new technology disruptions. Keeping up with this rate of change can require several large-scale organisational transformations that are key to maximise value and return on investment. These organisational transformations can include:

- Digitally Transforming the organisational model.
- Implementing a new target operating model.
- Implementing new technology across the organisation.
- Post-merger integration.
- New market entry or customer proposition.
- Major growth initiatives.
- Value chain optimisation.
- Performance management.
- Adherence to new regulation and policy — or recovery from a failure to do so.



There are several common challenges that prevent organisations from realising the targeted benefits from their organisational transformations and these typically result in **siloed working, duplicated effort, and slow, costly programme delivery**. These challenges include **lack of defined vision and objectives that clearly translates into outcomes and priorities for delivery, lack of transparency and value realisation frameworks, existing cultures, and a lack of distributed transformational leadership** across the organisation that hinder change.

In practice organisations may have some of the skills and experience to overcome some of these challenges but may not have the breadth and depth of resources needed to meet all of their cloud transformation objectives. **Capgemini has successfully met this need in a range of clients in the public and private sector through utilising its substantial base of experts with experience of major cloud transformations to work side by side with managers in the client organisation to deliver effective transformation management**. This capability is managed through Capgemini's purpose-built frameworks and tools and is underpinned by a culture that emphasises working together with our clients to meet their transformation objectives and fosters a constructive approach to knowledge transfer.

3 Our Approach

Capgemini's Transformation Management Framework consists of three broad stages: Strategic Analysis and Design, Enabling the Transformation, and Designing and Delivering the Transformation.

1. Strategic Analysis and Design

Putting strategy and purpose at the core of our client's transformation portfolio and governance structures and building clear accountability within executive leadership for the realisation of their transformational objectives. As strategic transformation experts, Capgemini can engage, understand, and coach CxO-level clients on the specific steps needed for them to drive every delivery initiative within their organisation and move them closer to realising all their strategic goals.

Key Objectives

- Foster executive awareness and accountability for strategic delivery.
- Drive consistency and transparency of key strategic indicators to actively manage executive buy-in, capacity, and capability for delivery accountability.
- Enable clear definition of strategy and purpose from a transformation and delivery perspective.
- Target active, rapid, and informed decision-making to place strategy at the core of all transformations.

Key Activities

- Create a clear accountability matrix and resource map for improving executive ownership of delivery.
- Enable executives to adopt strategic delivery action plans and drive effective transformational leadership alignment.
- Build a set of enterprise-wide objectives, outcomes, and KPIs to drive strategic transformation initiatives.
- Create proactive and transparent communications plan to cascade consistent messaging.

Key stages

Scan: Rapid review of environment to view, validate, and connect all important existing strategic information sources.

- Strategy Documentation (What and Why).
- Delivery Portfolio (When and How).
- Stakeholder Positions (Who and Why).
- Known and common challenges review.



Focus: Co-creation of solution including analysis playback and co-development of key improvement actions and focus areas.

- Challenge misalignment and perceptions of shared understanding.
- Co-creation of clear strategic delivery metrics.
- Agree leadership accountability and key resource alignment structures.

Act: Enterprise-wide action and understanding to implement phased action plan to drive alignment with solution.

- Map strategic objectives and metrics on to existing and planned delivery portfolio.
- Build effective rapid reporting structures.
- Drive buy-in through empowered stakeholders and transparent comms.

2. Enabling the Transformation

Offering a dedicated control framework to manage alignment of strategic intent to transformation outcomes. It consists of a structured model to extend organisational goals and drive a value-mindset throughout entire programmes, with the ultimate objective to optimise the value delivered.

Key Objectives

- Implementing strategy-based governance.
- Building value-centric tracking structures and enable rapid decision making.
- Proactive portfolio management.

Key Activities

- Identify strategy-specific outcomes and respective dependencies.
- Review of transformation roadmap.
- Refine and align governance guidelines against strategic ambitions.
- Establish portfolio-wide value realisation framework to initiate value tracking and return on investment.

Key stages

Assess

To set-up the strategy-level transformation office, an **initial assessment** of the current landscape and scope will be required to identify strategy-specific outcomes and any dependencies. **The Transformation Roadmap will be reviewed** along with the existing governance model: tools, processes and supporting functions.

This can be supported with a **Transformation Leadership Maturity Assessment** to identify strengths and recommendations for training and development programmes to enable leadership throughout all transformation phases.

Plan

Based on initial findings, **refinement and alignment** of governance guidelines versus strategic ambitions will be initiated to support the design of an effective prioritisation model.

In parallel, Capgemini will work with supporting functions **to deliver an effective and streamlined Value-Tracking system** based on recommended tools and processes.

Leadership can also start an upskilling phase following on from the outcomes of the Maturity Assessment to build Transformation Leadership Capability through Capgemini's Change Management and Leadership Development capabilities.



Execute

Establish the **organisation value realisation framework** including success metrics, measurement mechanisms and KPI dashboard which will be delivered to track value in real-time through integrated methods, tools, and pre-defined metrics.

Run and Iterate

Continuously monitor value realisation to inform updates to the strategic roadmap. **Monitor benefits** for the enablement of rapid decision making and continuous improvement. Capgemini can also foster long-term Transformation Leadership development by providing the tools and accelerators to efficiently drive change with the **Transformation Leaders Toolbox**.

3. Designing and Delivering the Transformation

Capgemini will assess the organisation's holistic ability to execute their strategic transformations, by providing targeted and tailored improvement plans to address the key issues holding the organisation back from achieving their strategy. Capgemini's objectives will be to understand strengths and weaknesses, suggest key areas of improvement, to deliver targeted and tailored action plans, and to drive executive accountability.

Key Objectives

- Enhance value realisation from internal capabilities and increase cross-transformation alignment.
- Identify potential hindrances to transformation delivery.
- Provide tailored improvement plans to maximise transformation delivery efficiency.
- Implement appropriate iterative delivery and governance mechanisms.

Key Activities

- Identify and align key stakeholders/SMEs (Subject Matter Experts) to drive holistic alignment.
- Work with stakeholders to assess current internal capabilities (people, structures, processes) and identify key strengths and weaknesses.
- Assess agile maturity of the organisation.
- Produce tailored improvement plans to increase holistic alignment and enhance transformation delivery.

Key stages

Identify: Mobilisation and Engagement

Mobilise the team, set ways of working, identify key stakeholders and engage kick-off workshops for initial analysis of existing capability.

Refine: Iteration

Refine initial capability assessment via SME interviews with representation for different organisation areas to enable the delivery of the transformation strategy across the organisation. Drive clients' decisions at pace as a critical success factor for full alignment with the broader operating environment.

Analyse: Data Analysis

Review with stakeholder groups and deep dives into findings to build a clear understanding of the strengths and challenges of clients' transformation structures. Use analysis to provide factual proof of underlying problems/challenges/bottlenecks as well as previous successes.

Plan: Recommendations

Provide capability maturity assessment report alongside best practice recommendations and prioritised improvement plan focused on key factors. Leverage our extensive experience of enabling transformational change with our previous clients to operate as one, high-performing team.



Capgemini's Transformation Management framework is available as an end-to-end solution involving all three service areas or available on a service-by-service basis dependent on client's needs.

Example of how Transformation Management services can be used to meet different transformation needs are illustrated below.

Engagement Type	 Strategic Analysis & Design	 Enabling the Transformation	 Designing and Delivering the Transformation	 Value Realisation
Capgemini Deliverables	- Visioning & Strategy - Human-centric design - Agree accountability - Support Offerings/Tools	- Capability Assessment - Strategic Roadmap - Strategic Alignment - Support Offerings/Tools	- Acceleration Tools - Benefits Maximisation - Support Offerings/Tools	- Metric and prioritisation framework - Value focused Culture - Organisational Change Management - Support Offerings/Tools
Typical Client Needs	- Unclear organisational Strategy and direction - Need strategic assurance during inception stages - Lack of proven model for transformational change	- Lack of cross-function organisational alignment - Low visibility on causes of failure and success - Low people engagement and confidence rates	- Disparate and siloed control structures - Lack of organisational success metrics - Separation between strategy and delivery	- Poor value realisation rates and metrics - Separation between change and BAU teams - Current major transformation in distress
Client Outcomes	A co-designed vision and strategy that will determine the transformational changes required to deliver the clients needs	A holistic current-state assessment of in-place transformation capability and co-designed future-state model with gap analysis and realisation roadmap	The creation of strategic transformation governance and change management functions to steer and accelerate the client's transformation objectives	Driving value realisation throughout all stages of the transformation delivery lifecycle from design to embedding the change

3 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.

4 Service Management

This service can be delivered as a defined project or on a day rate basis.

Transformation Management Service can be delivered as an end-to-end solution or on an individual service by service basis depending on the needs of the client.

5 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.

6 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 (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.

7 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.

8 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.

9 Sub-contractors

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

- Capgemini Technology Services India Limited.

10 Business Continuity and Disaster Recovery

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

11 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.

Transformation Management Service can be provided as an end-to-end solution or on an individual service by service basis depending on the needs of the client.

All prices are in GBP and exclude VAT.

12 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.

13 Termination Terms

Please refer to the Supplier Terms for this service.



14 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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