Capgemini

Cloud Operating Model
G-Cloud 15

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1 Service Overview

Capgemini stands at the forefront of enabling organisations to harness the full potential of cloud computing through the enablement of a Cloud Operating Model (COM). With our extensive expertise and proven track record in cloud transformation initiatives for both public and private sector clients, Capgemini is well-equipped to lead and govern cloud adoption within your organisation.

Capgemini can help establish a robust Operating Model that serves as the cornerstone of your cloud strategy, facilitating the selection of optimal cloud solutions, processes, tools, and ways of working to drive transformational change. Our approach encompasses a holistic blend of people, processes, and technology tailored to your organisation's unique requirements.

By leveraging a vendor neutral COM framework, Capgemini helps to achieve effective business agility while maintaining and enhancing cloud risk and governance. Whether your IT landscape is decentralised across business units or centralised, our methodology is adaptable and scalable to suit your specific organisational dynamics.

At the heart of our COM approach is a focus on agility-driven cloud adoption, balanced with considerations for cost-efficiency and innovation. Capgemini provides comprehensive guidelines to steer decision making towards best practices while implementing guardrails to mitigate potential cloud-related risks and improve resiliency.

With Capgemini as your partner, you can be confident in establishing a state of art Cloud Operating Model (COM) that not only drives cloud-enabled transformation but also fosters sustainable growth and innovation across your organisation. Let us empower your journey to cloud excellence and unlock the full potential of your digital future.

1.1 Cloud Operating Model (COM) Types:

Capgemini's Cloud Operating Model Services are well suited to align with government organisations' unique needs in establishing and enabling a self-sustainable COM. The COM will equip organisations with the **capabilities** to navigate the cloud journey and embed cloud as a key **enabler** for businesses to meet their digital needs. These capabilities revolve around **People**, **Process** and **Technology** and yield value through agility, scalability, efficiency, resiliency, and innovation. Capgemini offers a comprehensive suite of world-class features and services designed to help teams succeed and maximise the value derived from a customised Cloud Operating Model for government organisations.

Capgemini recognises the diverse needs and objectives of public organisations when it comes to adopting Cloud Operating Models. As such, we offer a tailored approach categorised into three distinct models, each aligned with specific business objectives and dynamics:

- **SUSTAIN:** This COM is a good fit for organisations focused on IT led initiatives to obtain operational excellence for their enterprise applications with a focus on efficiency, stability and getting the Cloud foundations right. The Sustain COM includes establishing and stabilising a multitude of enterprise applications critical to business operations and leveraging a hybrid cloud setup to fulfil the business objectives. This category of cloud ecosystem will be operationalised through process driven agile/hybrid teams responsible for the stability and resiliency of applications to sustain the value provided to the business.
    - **Business Value** derived from this mode of the Cloud Operating Model would encompass: **Efficiency**, **Resiliency**, and **Agility.**
- RENOVATE: This COM is a good fit for organisations where IT-led initiatives have started to modernise applications and increase agility and scalability to meet changing customer demands. As the services provided to the public change, there is a corresponding demand for modernising certain applications or digital products with the potential to 2X to 4X growth. Designing, creating, and maintaining such products would enable organisations to quickly adapt and be reactive in terms of shaping their offering. This model

would comprise process-driven, feature factory teams responsible for modernising and incrementally improving the digital products/applications.

- **Business Value** derived from this mode of the Cloud Operating Model would encompass: **Agility**, **Scalability**, **Resiliency,** and **Efficiency.**

- **INNOVATE:** This COM will be a good fit for organisations with business-led digital initiatives that are able to build and run their own cloud products and services and explore industry defining practices to enable a personalised customer experience. In this model IT is used as a key enabler of innovation across the organisation by utilising the most modern digital products that support offering cutting edge services to the public whilst increasing automation and responsiveness. Digital products like the platforms, apps and services are able to scale >5X in usage, which allows aligns to organisational-wide objectives, and these can be independently managed by Digital department without relying on central IT team. This model would have user-centred autonomous teams to manage their own cloud resources with access to the entire range of possibilities offered by cloud solutions. The team can operate in a "you build it, you run it" model and these high-performing teams are self-sustainable and self-improvising.

    - **Business Value** derived from this mode of the Cloud Operating Model would encompass: **Agility**, **Innovation**, **Scalability**, **Resiliency,** and **Efficiency.**

Each phase of the Cloud Operating Model journey encompasses a timeline that Capgemini tailors to your unique needs and current state while providing a thorough and comprehensive approach to drive business value. Our commitment extends beyond mere consultation; we offer a collaborative, hands-on partnership model, ensuring that our experts are fully integrated with your organisation every step of the way. This intimate engagement allows us to provide tailored enablement and support, delivering a seamless transition whilst maximising the effectiveness of your cloud strategy execution.

1.2 Cloud Operating Model Capabilities:

At Capgemini, our Cloud Operating Model (COM) capabilities are designed to help government organisations strengthen and accelerate their cloud strategies. We've developed a model that adapts to broader business priorities, ensuring that cloud initiatives directly support long-term goals and operational needs.

Our Cloud Operating Model is built to align technology investments with organisational objectives. More than a technical framework, our solution acts as a strategic enabler, helping government organisations translate their vision into tangible results. COM drives efficiency, resilience, and agility, empowering government bodies to deliver on their mission with greater impact.

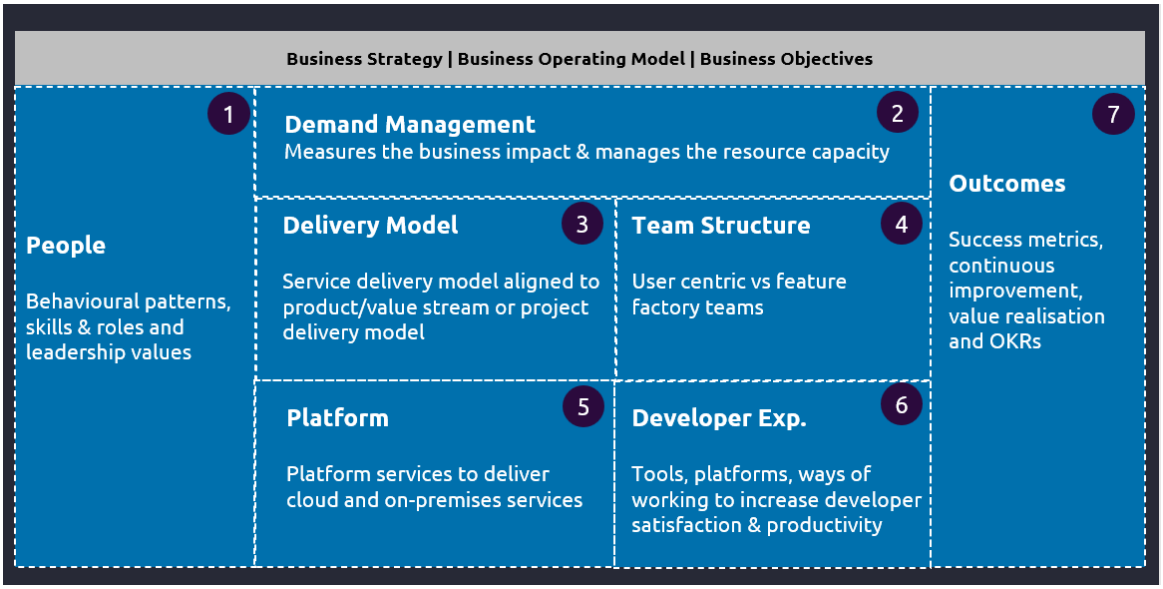

Fig1.0: The diagram provides a view of the 7 key focus areas to be aligned with the wider business operating model.

The Cloud Operating Model (COM) is built using the framework above, and the team takes an incremental approach to design and fit the organisational need. This model evolves over time as we will continue aligning with government guidelines and leading practices from the private sector. The COM transformation is beyond operational efficiency. It is a shift in how the organisation creates and delivers value, leveraging cloud capabilities to achieve meaningful outcomes.

Our approach spans the entirety of the organisation, across people, demand management, programme delivery, platforms, and developer experience to address the gap between business and technology teams.

By building a culture of collaboration and ongoing improvement, the Cloud Operating Model becomes a driver for transformation, helping the organisation deliver better value through improved efficiency, resilience, and agility.

2 Business Need

In today's dynamic environment, establishing the right Cloud Operating Model (COM) is imperative to address the following compelling organisational needs:

- Government agencies are increasingly affected by external PESTLE factors and the right COM helps navigating them: political (COM ensures consistent governance, compliance, and oversight of cloud use across all departments) , economic (enables cost-efficient cloud management, optimisation of resources, and smarter demand planning), social (delivers reliable, user-centred digital experiences, improving accessibility and service quality), technological (structured, scalable way to adopt new technologies), legal (embeds regulatory compliance and risk management), and environmental (optimised use of cloud resources, reducing waste and supporting greener operations) which influence how they operate and deliver services. At the same time, cloud has transformed the IT landscape and raised public expectations for faster, higher-quality digital services. **Dilemma of integration with innovative cloud services:** The right Cloud Operating Model (COM) helps resolve the dilemma by providing clear architecture standards, common integration frameworks, and built-in security and compliance controls. It ensures new services remain compatible with existing systems. The COM makes cloud integration faster, consistent, and sustainable across the organisation by preventing tool fragmentation and offering reusable processes and automation.
- **Achieving agility and cost optimisation:** Embracing a cloud-based platform enables organisations to move away from a fixed cost (CAPEX) model towards a more flexible spend model (OPEX) whilst embracing FinOps practices to focus on cost reduction across the estate. Through being more intentional with the application estate and aligning future planning with strategic goals organisations can deliver cost optimisation and enable the operational efficiencies offered by cloud solutions. The Cloud Operating Model supports this goal by ensuring the right building blocks are in place across people, processes and technology alongside the right foundational capabilities.
- **Cultural, governance, and process shifts:** The on-demand nature of cloud computing necessitates a foundational shift in an organisation's culture, governance, and processes. Embracing the cloud ecosystem and platform requires a mindset geared towards agility, flexibility, and adaptability, driving organisations to re-evaluate their traditional approaches and embrace a more dynamic operational model.
- **Skills gap and focus on upskilling:** The increasing complexity of cloud technologies has resulted in a skills gap, with 44% of organisations struggling to hire personnel with adequate cloud expertise. Consequently, organisations are prioritising initiatives aimed at upskilling and retaining their existing staff to meet the evolving demands of cloud adoption and implementation.
- **Tailored solutions:** As organisations embrace cloud adoption, it is important to recognise that there is no one-size-fits-all approach. Each business unit has unique needs and requirements, calling for a more nuanced approach. This is where a Cloud Operating Model (COM) comes in, providing a framework for evaluating and selecting cloud solutions that are tailored to each unit's specific needs. By maximising value and minimising inefficiencies, the COM helps organisations reap the full benefits of cloud technology.

- **Compliance and standardisation:** For organisations that have a complex variety of departments, maintaining regulatory compliance, and adopting consistent architectural and data patterns are crucial priorities. A COM offers a comprehensive solution to tackle these challenges by recommending best-in-class enterprise tools, establishing uniform processes, and implementing industry best practices to elevate compliance and streamline operations.
- **Change management and transformation readiness:** Organisations should be well-equipped to navigate the intricate process of transitioning to cloud systems. A COM plays a vital role in this by developing thorough change strategies, setting, and managing stakeholder expectations, and facilitating a smooth transition to newer, cloud-based architectures and workflows.

In addition to the factors outlined above, the Cloud Operating Model offers the following values, tailored to the specific priorities of the organisation:

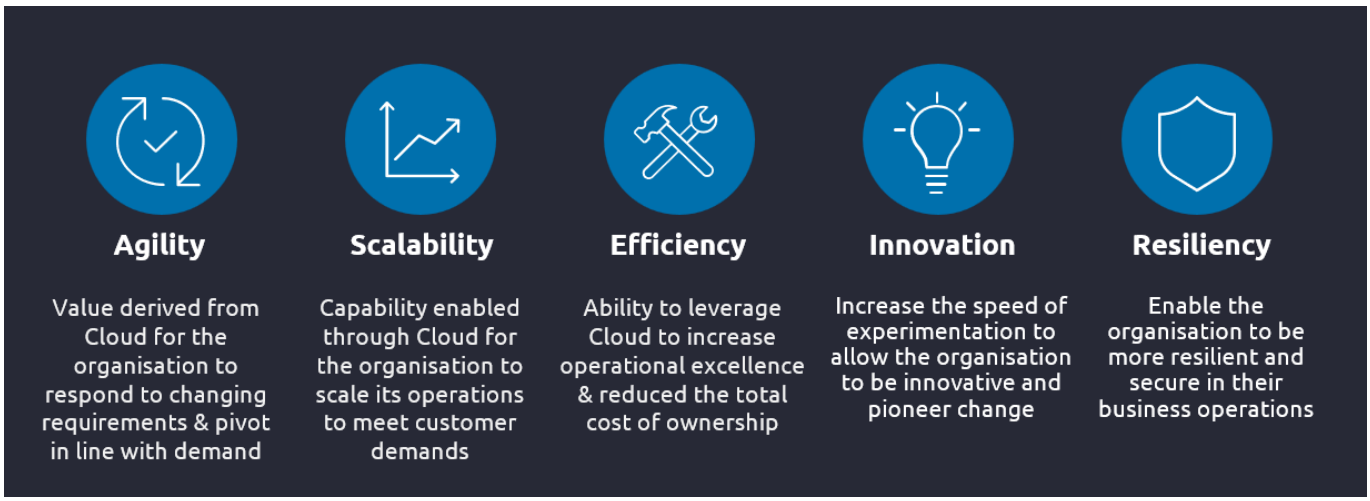

Fig 1.1: The diagram above provides a view of the 5 core values a Cloud Operating Model embeds within an organisation.

In essence, the establishment and enablement of a Cloud Operating Model addresses an organisation's critical business needs by providing a structured approach to cloud operations, risk management, solution customisation, compliance assurance, skills development, and change readiness. The convergence of these factors underscores the importance for organisations to adopt a Cloud Operating Model, enabling them to capitalise on the transformative potential of cloud computing while addressing the evolving demands and challenges of the digital era.

3 Our Approach

Capgemini's approach to establishing and enabling an effective Cloud Operating Model (COM) for government organisations is grounded in a thorough understanding of the vision, mission, and goals. We recognise the importance of aligning cloud initiatives with strategic objectives, and thus, our approach begins with a deep dive into the organisational context, to enable the involved parties to drive value and support the overarching mission.

Our team works closely with government organisation executives to gain their support for establishing a Cloud Operating Model, highlighting the strategic value of adopting and transforming with the cloud. By obtaining the endorsement of leadership, we pave the way for smooth collaboration and teamwork across departments, ultimately setting the stage for a successful implementation of COM.

We begin our approach with **guiding design principles**, while designing the Cloud Operating Model.

- **Centralisation and standardisation:** Centralisation and standardisation are foundational design principles within a Cloud Operating Model, aiming to streamline and optimise processes across the organisation. By standardising tools, processes, and practices across application teams, consistency and efficiency are promoted, leading to improved collaboration and resource utilisation. This principle helps to make a cohesive and unified cloud environment, enabling organisations to effectively leverage the full potential of cloud technologies.
- **Lean managed:** When crafting a Cloud Operating Model, the principle of being "lean managed" underscores the adoption of lean principles aimed at enhancing efficiency, minimising waste, accelerating value delivery, and elevating developer satisfaction. By prioritising streamlined processes and resource optimisation, organisations can achieve greater agility and responsiveness to evolving business needs, ultimately driving enhanced performance and stakeholder satisfaction within the cloud environment.
- **Cost optimisation:** In designing a Cloud Operating Model, the principle of cost optimisation entails vigilant governance over the utilisation of cloud services and strategic spending optimisation to maximise value. By implementing effective cost management strategies, organisations can align their cloud investments with business objectives while ensuring optimal resource allocation and budget utilisation. This principle fosters financial efficiency and transparency, enabling organisations to derive maximum value from their cloud investments and drive sustainable growth.
- **Right skilled teams:** The principle of right-skilled teams emphasises assembling versatile DevOps/cloud teams with the appropriate expertise to leverage economies of scale, even with complex technology stacks. Ensuring teams possess a diverse skill set aligned with the organisation's cloud objectives fosters efficiency and adaptability in managing complex IT infrastructure. This principle empowers teams to navigate various technologies seamlessly, optimise operations, and drive innovation while capitalising on the benefits of cloud scalability.
- **Platform product management:** In crafting a Cloud Operating Model, the principle of platform product management entails implementing a set of methodologies and tools facilitating seamless application development, deployment, and management across diverse cloud providers or on-premises environments. This principle prioritises standardisation and interoperability, empowering developers to work efficiently across various platforms while ensuring consistency and scalability in application delivery. By embracing platform product management, organisations can foster innovation and reduce complexity.
- **Automation through abstraction:** In crafting a Cloud Operating Model, the principle of automation through abstraction involves automating cloud services while shielding developers from the underlying intricacies. This principle streamlines operations by simplifying complex processes and promoting efficiency through automation. By abstracting away technical complexities, developers can focus on innovation and application development, accelerating time-to-market and enhancing overall productivity within the cloud environment.
- **Engineering driven:** In the development of a Cloud Operating Model, the principle of being engineering driven emphasises a focus on engineering-centric approaches to both development and operations. This involves leveraging engineering best practices to fully harness the capabilities of the cloud while minimising reliance on manual processes. By prioritising engineering automation, optimisation, and innovation, organisations can streamline processes and enhance the overall efficiency within their cloud technical landscape.
- **Measure and grow:** When structuring a Cloud Operating Model, the principle of measure and grow underscores the importance of consistently assessing team efficiency and cloud adoption rates to drive ongoing improvement and optimisation efforts. By regularly evaluating performance metrics and key indicators, organisations can identify areas for enhancement and implement targeted strategies to maximise returns on investment. This principle fosters a culture of continuous improvement, enabling teams to adapt and evolve in alignment with evolving business needs and technological advancements.

We understand the importance of meeting an organisation where they are and creating a solution tailored to their unique needs in adopting a Cloud Operating Model which enables us to identify pain points and the best solutions. We provide well-informed recommendations on how to design, construct, and run the operating

model based on our findings. Depending on the organisation's goals and readiness, this can entail creating a custom operating model (other than mentioned in Sec 1.1) as well. Capgemini can perform an assessment which would have the following phases:

- **Understand**: Understand business objectives, strategy, business and IT operating model. Assess the current structure, processes, culture and governance.
- **Design**: Design and define the operating model leveraging the guiding principles, define the high-level processes, governance and identify organisational change management constructs and their impact.
- **Build**: Define the team construct, roles and responsibilities. Enable teams to adopt new processes and work with leadership to provide support during the period of change. Setup governance across the capability areas.
- **Operate**: Work with change champions and process owners and incorporate their feedback. Support the governance forums, measure the impact and resolve the bottlenecks.
- **Transfer**: Transition of Cloud Operating Model execution and processes includes assets, knowledge and operational responsibilities. The change in ownership from Capgemini to the intended organisation is actively managed.

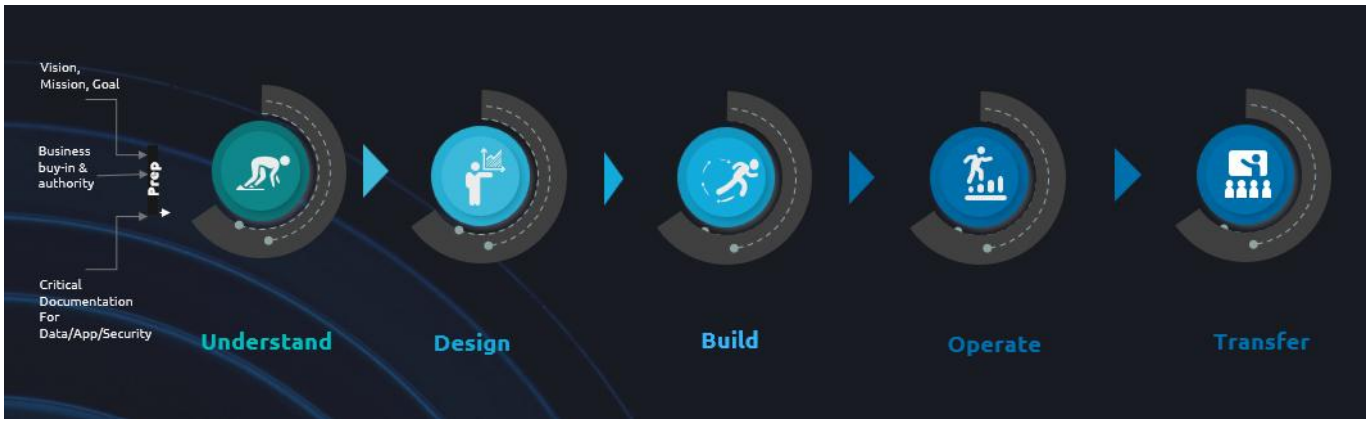

Fig 1.2: This diagram provides a view of the key phases of the Cloud Operating Model from understanding the current state to operating and transferring the service.

As technology keeps evolving, government bodies need innovation to stay effective and deliver real benefits to citizens. But without a single, unified Cloud Operating Model, cloud initiatives can become disconnected and create teams working in isolation and managing cloud systems separately.

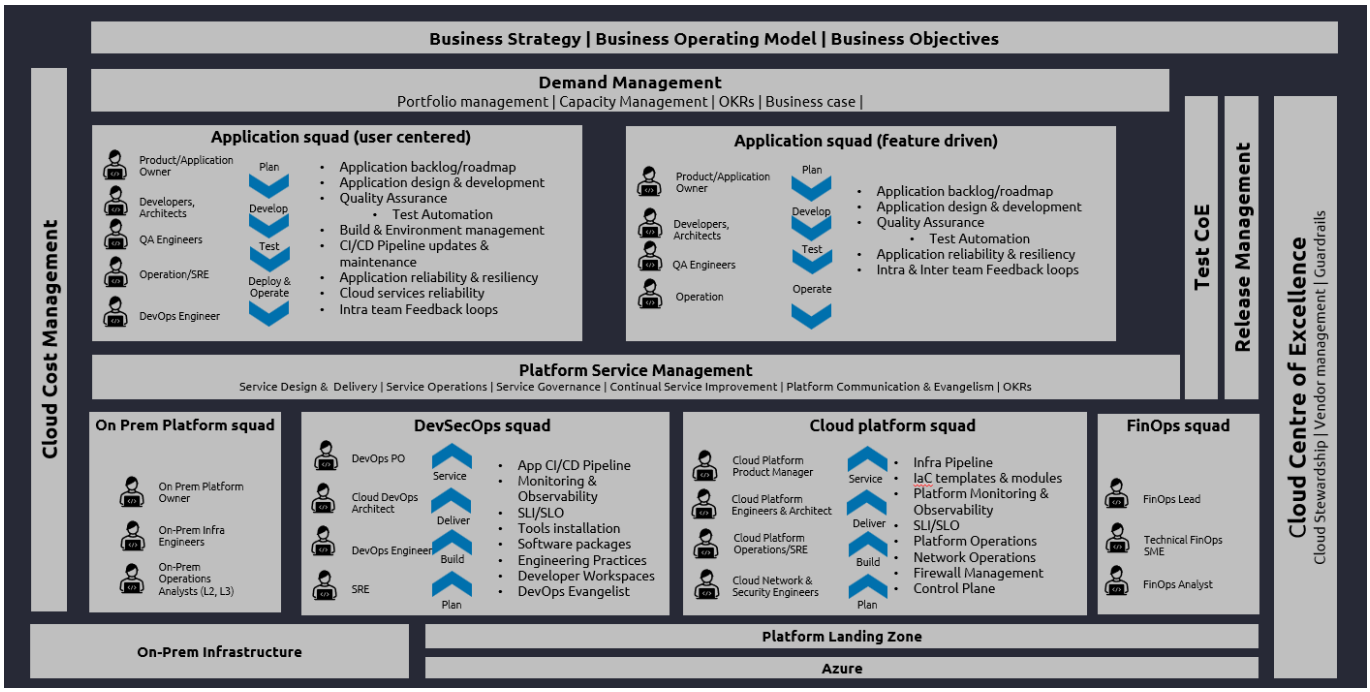

Fig 1.3 The diagram above provides an illustrative view of some of the key teams involved in the Cloud Operating Model

4 Buyer Responsibilities

Please refer to the supplier terms listed with this service on the Cloud CoE design and enablement. These may contain additional buyer obligations/costs the buyer is subject to that are not identified anywhere else in the supplier's ecosystem.

The buyer responsibilities as part of this service are as follows:

- Provide clear communication regarding project objectives, timelines, and expectations to ensure alignment and facilitate decision making process.
- Provide reasonably requested resources, stakeholders, information, and materials in a timely manner.
- Agreement on the shared vision and goals of establishing the Cloud Operating Model by all involved stakeholders.
- Provide access to the appropriate process and subject matter experts to work with Capgemini to agree the design of the solution.
- Anticipates a collaborative partnership from buyer, where both parties work together seamlessly to address challenges, resolve issues, and achieve target Cloud Operating Model.
- Employees are made available for training as appropriate.
- Ensure the buyer's stakeholders are empowered to make the decisions necessary in a quick and timely manner.
- Review and sign-off all deliverables in a timely manner based on agreed acceptance criteria.

If these responsibilities do not match your expectations, then please contact us in order that we can explore options to vary our approach.

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

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 Cloud Operating Model delivery plan 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.

In establishing a Cloud Operating Model (COM), a robust learning and development framework is imperative for fostering collaboration, upskilling, role alignment, and tracking employee experience metrics.

- **Learning and development framework:** Craft a comprehensive learning and development plan specifically designed for the Cloud Operating Model, catering to the team's specific requirements with extensive technical training covering cutting-edge cloud technologies like DevSecOps, SRE, technology automation etc. industry best practices, and advanced methodologies. Augment the program with a variety of engaging learning options including interactive workshops, online courses, industry-recognised certifications, and practiced-based labs, to cater to a diverse range of learning styles and individual preferences.
- **Collaboration - Dual delivery and upskilling:** Immersing the teams responsible for and establishing and operating within the Cloud Operating Model in a collaborative and information-rich environment by implementing dual delivery methods, allowing experienced members to guide and train newer team members. Empower cross-departmental teamwork and knowledge transfer by orchestrating frequent forums, and community gatherings centred on all things cloud.
- **Tracking employee experience metrics:** Create metrics and key performance indicators (KPIs) to assess worker development, retention, engagement, and satisfaction inside the Cloud Operating Model. Gather employee input on a regular basis via focus groups, surveys, and one-on-one conversations to evaluate their professional development, overall job satisfaction, and learning experiences.

Where appropriate, we may use a standard approach, tailored to topics, skills-gaps and individuals, 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

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.

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

Disaster recovery solution may be included in the target solution if it part of the customer's requirement.

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 and 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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