

RED Team Consulting G-Cloud 15





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1 Service Overview

This document describes Capgemini's ESM Red Team Product Offering

Capgemini ESM's 'Red Team Consulting' capability enables clients to tap into Capgemini's collective knowledge and bring highly experienced resources to bear to focus on any delivery issue, large or small. Teams of ESM experts can be deployed to investigate a huge array of topics, working across the client organisation to define solutions and resolve all types of problem or task.

Once initial requirements have been defined with key client stakeholders, ESM experts relevant to the issues being experienced will be deployed to investigate and progress to resolution. These activities are supported by work package definitions and Terms of Reference as well as an accompanying plan, to ensure that work progresses as expected, and dependencies are called out and managed and that changing requirements can be factored into planning without impacting successful delivery.

Capgemini ESM has a wide array of differentiators and accelerators to support effective resolution:

- Hundreds of years of delivery experience across our ESM resource pool
- Access to supporting experts across the whole of Capgemini
- 'Blueprint' delivery methodologies aligned with core industry methodologies (ITIL, Agile, Lean, CMMI, DevOps, AIOps, ISO 20000) that have been successfully used across a huge array of our clients
- 'Gold Build' ITSM tooling and data models to ensure the most effective configurations and data capture/supply
- Standardised review and assessment methods, that can be custom-created to fit any client engagement

2 Business Need

Many organisations face issues that compromise delivery, preventing them from improving efficiency, reducing risk and aligning with real business goals.

These issues are often around specific areas:

- Governance and the ability to manage and mature services tactically and strategically
- Operating models that are no longer fit for purpose
- Delivery processes that are ineffective or not working as required
- Tooling configuration that does not support delivery operation
- Delivery and the ability to maintain and iterate services in line with business needs and goals
- Supplier management and the ability to operate collaboratively and holistically
- Data design, modelling standards and the ability to utilise meaningful information across the operating model

Capgemini's 'Red Team' capability enables highly experienced focus on delivery and operating 'pain-points' and blockers, identifying and resolving key issues, modernising and maturing client capabilities and enabling alignment with business outcomes.

This offer supports cloud-based projects and services.

3 What we offer

We offer a range of consultancy services covering the full suite of delivery focus areas:

- Delivery process and governance
- Operating model design and transformation



- Resource mentoring and upskilling
- Delivery and Supplier governance
- Supplier relationship review and management
- Performance review and reporting
- Tooling design and operation
- Service Design
- **Delivery Process & Governance –**
 - Red to Green Reviews: Diagnose and resolve delivery issues quickly.
 - Process Reviews: Ensure alignment, collaboration, and maturity across teams.
 - Pain Point Resolution: Identify and fix critical bottlenecks or firefighting scenarios.
 - Proactive vs Reactive Analysis: Shift delivery from reactive fixes to proactive planning.
 - Data Modelling & Management: Improve delivery insights through structured data.
- **Operating Model Design and Transformation –**
 - Operating Model Redesign: Modernize outdated models for agility and scalability.
 - Delivery Organization Review: Restructure teams for efficiency.
 - Service Wrappers: Create and deploy service layers for better integration.
 - Transition & Transformation Support: Smooth migration to new models.
 - IT-to-Business Alignment: Ensure technology outcomes match business goals.
 - Bid & Pre-sales Support: Strengthen proposals with expert input.
- **Resource Mentoring and Upskilling –**
 - Delivery resource coaching/mentoring: Enhance delivery resource capabilities.
 - Client/Capgemini delivery resource knowledge transfer (processes and tooling): Share Capgemini best practices on processes and tooling.
 - Resource augmentation – role delivery, fill skill gaps and uplift of client teams
- **Delivery and Supplier Governance Consulting –**
 - Governance model review, design and deployment: Build robust frameworks for oversight.
 - Governance maturity consulting: Advance governance practices.
 - Supplier governance and collaboration: Improve multi-supplier integration.
- **Supplier Relationship Review and Management Consulting –**
 - Supplier delivery review: Assess supplier performance.
 - Contract analysis : Identify gaps and/or duplications.
 - Capgemini delivery audit/review and adjustment
 - Service Desk review and service uplift: Enhance service desk operations.
 - Contract review and realignment: Optimize agreements for better outcomes.
- **Performance Review and Reporting Consulting –**
 - Performance Reporting/Management review and reset: Redesign reporting for clarity and impact.



- Troubleshooting Performance Issues (Based on Customer Performance Metrics Data): Resolve SLA and performance issues using client metrics.
- SLA/performance analysis and troubleshooting
- **Tooling Design and Operation Consulting –**
 - ITSM toolset review (supporting delivery/data content): Evaluate and optimize tool configurations.
 - Tooling foundation and common data modelling and configuration: Standardize for consistency.
 - ITSM reporting and performance management design
 - ITSM tooling best practice consulting: Apply proven ITSM principles.
 - Request workflow design: Streamline request handling.
- **Service Design Consulting**
 - Bespoke Service Design: Tailored solutions for unique needs.
 - Service Transition : Ensure smooth onboarding and operational readiness.

This offering is backed by Capgemini's **industry-aligned methodologies** (ITIL, Agile, Lean, DevOps, AIOps, ISO 20000) and accelerators like **Gold Build ITSM tooling**, standardized review frameworks, and access to global expertise.

4 Client Success - Proof of Value

Demonstrating our success for clients:



Client successes

Client Overview

- UK water services provider – major water utilities company
- Capgemini was requested to review both client Demand Management capabilities to resolve significant capacity issues, and to investigate the possibility of aligning IT services with business service data to better enable meaningful IT strategy

Asks/Challenges

- Review demand patterns across critical services and align findings to capacity delivery
- Investigate and identify IT and business services and how they align
- The challenges identified:
 - Demand causing capacity issues and reduction in service to the business
 - Capacity planning immature
 - Lack of IT to business engagement
 - IT services not fully understood, especially in terms of impact to business services
 - Business service catalogue in place, but entirely separate from IT service planning
 - Lack of stakeholder engagement, and a default to 'blaming IT' as opposed to collaborating
 - Lack of IT Supplier engagement across critical services.



Solution

- Reviewed and established business user profiles and demand patterns across critical services
- Tie these patterns to individual IT services and mapped underpinning infrastructure
- Developed business and IT governance and advanced process to enable demand to capacity planning
- Reviewed business service catalogue and mapped to IT service provision
- Engaged business, IT and Supplier stakeholders and service owners in new methods
- Road-mapped development of IT Service Portfolio aligned to individual business services and units
- Developed 'collaboration agreement' to maintain regular and meaningful governance and ongoing planning capabilities.



Benefits

- Proactive capacity planning, tied to established business demand patterns, resulting in a significant drop in capacity issues and loss of service provision
- Engaged and active stakeholders, enabling future demand and capacity planning and a joint understanding/ownership of capacity performance
- IT services aligned to real business services, with joint stakeholder engagement
- Meaningful business-to-IT engagement and collaboration
- IT Supplier engagement and a 'one team' way of working
- Modernised process and governance across the supply chain, and tied into business governance and planning



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Client successes

Client Overview

- UK fuel management company – one of the world's leading fuel storage and management facilities
- Capgemini was onboarded as part of a wider client programme to deploy and promote Service Integration governance, and to take and resolve a wide array of transition and delivery issues to a large and immature service and a new Supplier model

Asks/Challenges

- Develop, deploy and support a fully-modernised SIAM operating model
- Review, investigate, develop and deploy solutions to delivery issues across a wide spectrum of issues and blockers
- The challenges identified:
 - Delivery cultural change
 - Full-scale knowledge uplift of client and Supplier resources
 - Migration from different technologies to a standardised ITSM and delivery suite
 - Maturity of data models and structures
 - Rescoping and delivery of a wide SLA/KPI performance measurement catalogue
 - Establishment of a 'collaboration agreement' over a range of new and incumbent Suppliers.



Solution

- Developed and deployed a wide array of modernized delivery processes
- Defined ITSM tooling configuration that aligned with real-world delivery requirements
- Captured, reviewed and resolved a wide array of transition and project issues
- Embedded and enabled collaborative multi-supplier ways of working to realise a 'One Team' approach to delivery
- Reviewed and refined 185 SLA/KPI metrics across the delivery ecosystem
- Developed, deployed and managed new Service Design capability, collaborating with all-party stakeholders to create circa 120 design packages
- Developed and deployed modernized Service Catalogue across the supply chain
- Developed and deployed revised bespoke multi-phase operating models for incoming cloud service provider.



Benefits

- Modernised SIAM operating model deployed and running
- Change to operational culture managed at a per-capability level, with full knowledge transfer
- Multi-supplier model enabled across a best-of-breed ecosystem
- Performance measurement aligned to business requirement
- Augmented project-to-delivery and support capability in place, backed by meaningful and current design packages
- All services catalogued and aligned to IT delivery
- Cloud support model operating across multiple project stages, and supplier engagement defined and managed
- Post-programme technical debt issues captured, reviewed and resolved enabling programme closure
- Client able to move forward with further modernised delivery planning.



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Client successes

Client Overview

- Major UK financial institution and financial services provider
- Capgemini was onboarded to review and promote the Service Integration model, and to investigate technical service demand and supply.

Asks/Challenges

- Investigate SIAM governance, process adherence and Supplier engagement where the model was perceived as ineffective
- Review technical service consumption vs service capacity and availability where capacity was frequently exceeded
- The challenges identified:
 - Lack of SIAM engagement and governance ownership
 - Lack of Supplier engagement with SIAM model, and of cross-supplier collaboration
 - Business culture focused on previous ways of working
 - Inability to understand the issues and thereby how to resolve them
 - Lack of understanding and planning in capacity provision vs service demand.



Solution

- Conducted a bespoke and wide-ranging service assessment, covering both SIAM effectiveness and maturity as well as specific process/governance capability maturity
- Developed per-tower and per-process improvement plan, focused on 'quick wins', medium term improvements and longer-term strategic direction
- Established mature governance structure based on Capgemini 'blueprint' standards, bringing all stakeholders collaboratively together
- Reviewed capacity throughput and demand patterns, enabling a formal Demand Management capability
- Developed demand and capacity governance structures to protect service provision
- Identified main capacity consumers and their demand patterns, enabling proactive and effective planning.



Benefits

- SIAM governance and operating model much more widely understood and engaged with
- Supplier collaboration agreement in place and a 'one team' approach to ongoing service provision and delivery
- Significant reduction in cross-capability impacts and blockers, meaning a much smoother provision of IT service to the business
- Road-map established a both tactical and strategic levels, enabling the client to deploy mature governance to more of their IT organisation
- Reduction in capacity impacts to service provision, most effectively to public end user customers
- Effective Demand Management and capacity planning capabilities meaning proactive and collaborative all-party planning and issue resolution
- Suppliers and client functions working closely as one team to deliver to the business and its customers.



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5 Foundation Principles

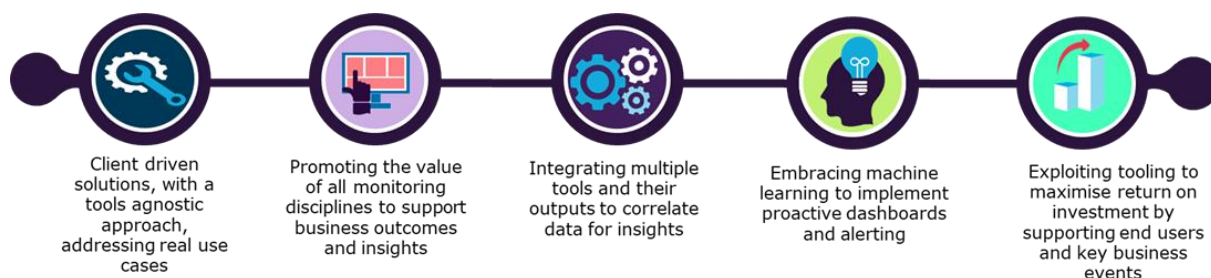
Our approach, like all of Capgemini's offerings, is based on the foundation principles of thought leadership, collaboration and iteration.

- **Thought leadership:** As experts in our field, we provide recommendations based on real world experience of what works best across all industries.
- **Collaboration:** We acknowledge our clients are the experts in their field and therefore ensure we collaborate to fully comprehend their requirements and provide solutions that drive maximum business value.



- **Iteration:** To ensure alignment along the solution journey, communication through iteration is key to success. With our clients, we will agree an iteration plan that ensures early understanding and alignment of the developing solution.

With a clear focus on;



6 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.

The key Buyer responsibilities as part of this service include the following:

- Access to Buyer stakeholders and SMEs
- Availability to review and approve iterations
- Points of contact to provide access to people, rooms, office facilities (such as printing)
- Sponsor/champion/escalation point

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

7 Service Management

Capgemini recognises that even the best technical solutions require underpinning with good process that help facilitate the tools are used and in a consistent and measurable way.

8 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. Additional requirements this may be subject to additional Charges in accordance with the SFIA Rate Card.

9 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 provide 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. .



10 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 provide 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.

11 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.



12 Sub-contractors

Where appropriate, and in agreement with each buyer, Capgemini UK may use the following sub-contractors to deliver this service:

- Capgemini Technology Services India Limited
- Capgemini Polska SP z O.O.

Where offshore resources cannot be used, Capgemini will deliver using UK-based resources.

13 Additional Associated Services



Additional associated services are available. They are:

- Enterprise Service Management/Digital SIAM: Maturity Assessment, Design, Implementation, Run and Transformation
- ServiceNow: Readiness Assessment, Planning, Platform Implementation, Upgrade Extension, Expansion and Maintenance
- Service Asset and Configuration Management (SACM).

14 Business Continuity and Disaster Recovery

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

15 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.

16 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.

17 Termination Terms

Please refer to the Supplier Terms for this service.

18 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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