



HITACHI

Hitachi Solutions Europe

G-Cloud 15 Service Definition Document

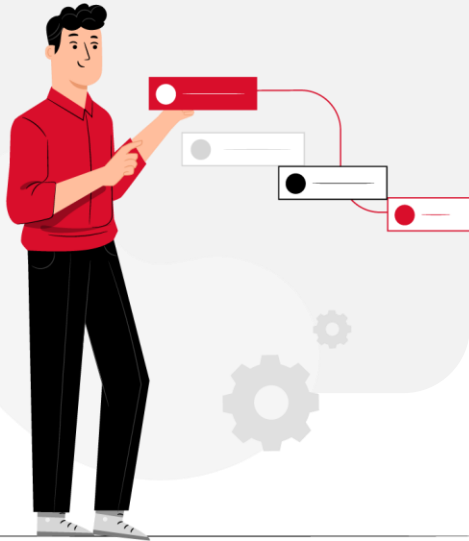
Business Case and Options
Appraisal for Transformation

Business Case and Options Appraisal for Transformation

What the service is, what you get, and the benefits

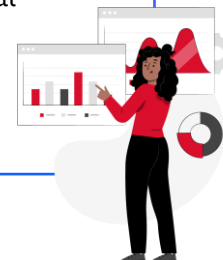
Service Description

Develop a transformation business case and options appraisal for digital, data and technology change. We clarify outcomes, costs, benefits, risks and dependencies, and compare delivery options. Outputs include a cost model, benefits plan, recommended option, implementation roadmap and evidence to support investment decisions and procurement approvals.



Service Features

- Discovery workshops to define outcomes, scope and constraints.
- Current state assessment and baseline costs and performance.
- Options definition including do nothing, improve, replace, outsource.
- Cost modelling for delivery, operations, licensing and transition.
- Benefits mapping, measures, baselines and tracking approach.
- Risk and dependency assessment with mitigation actions.
- Commercial options and procurement route analysis.
- Economic appraisal including sensitivity analysis and assumptions log.
- Roadmap, milestones and implementation approach for preferred option.
- Business case document pack and approval support.



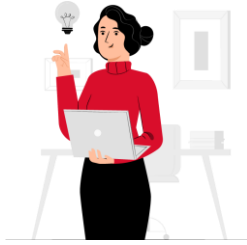
Service Benefits

- Make better investment decisions using evidence and comparisons.
- Reduce risk by identifying costs, dependencies and constraints early.
- Align stakeholders around clear outcomes, scope and priorities.
- Improve approval success with a complete business case pack.
- Compare delivery options using consistent assumptions and measures.
- Strengthen value for money through robust cost modelling.
- Track benefits effectively with baselines and measurable indicators.
- Support procurement with clear requirements and commercial options.
- Avoid scope creep by documenting decisions and assumptions.
- Accelerate mobilisation with a clear roadmap and milestones.



Business Case and Options Appraisal for Transformation

Make confident investment and procurement decisions for transformation



What this service is for

Turn ambition into an evidence-backed, approval-ready business case

Transformation programmes often start with pressure to “do something”, but without a clear view of outcomes, costs, dependencies and delivery options. That leads to weak approvals, delayed mobilisation, and rework when assumptions are challenged.

This service develops a transformation business case and options appraisal for digital, data and technology change. We clarify outcomes, scope and constraints, baseline current costs and performance, and compare options using consistent measures. You finish with the evidence and documentation needed to support investment decisions and procurement approvals.

Key outcomes: Clear outcomes and scope | Options compared consistently | Costs and benefits evidenced | Risks and dependencies understood | Approval-ready pack



Why this service is useful

Reduce approval friction and avoid costly surprises later

Business cases often fail because they are either too high level to approve or too detailed without a consistent logic. Stakeholders question assumptions, costs are incomplete, benefits are not measurable, and delivery routes are unclear.

We make the case decision-ready by baselining costs and performance, defining options including do nothing, improve, replace or outsource, and building a robust cost model for delivery, operations, licensing and transition. We map benefits to measures and baselines, assess risks and dependencies with mitigations, and produce a clear roadmap so mobilisation can start quickly once approved.

Common triggers: Funding approval needed | Conflicting stakeholder priorities | Unclear cost and licensing picture | High dependency and risk profile | Procurement route uncertainty | Benefits not measurable



Why this service is different

Evidence-led appraisal with transparent assumptions and trade-offs

We structure the work around the decisions that governance boards and finance teams need to make. Options are compared like-for-like using consistent assumptions, measures, and a visible assumptions log, so trade-offs are explicit and challenge is easier to handle.

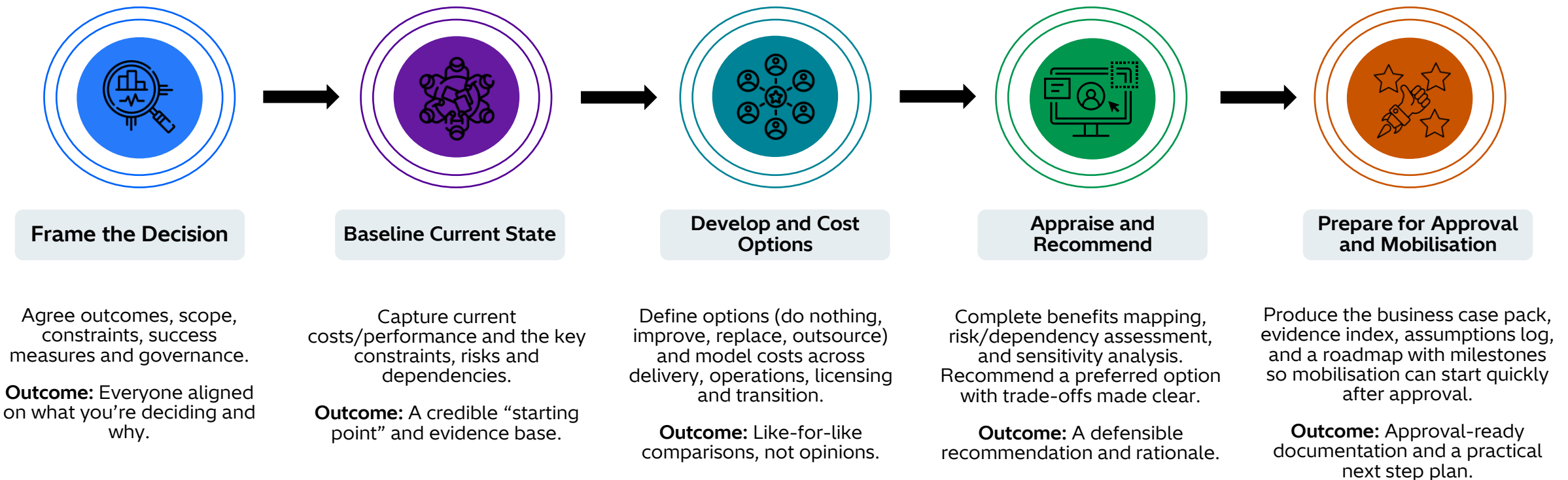
We also design the outputs to be usable beyond approval. The cost model supports value for money discussions, the benefits plan includes baselines and tracking, and the roadmap includes milestones and an implementation approach that can flow into procurement and mobilisation. Decisions and dependencies are documented to reduce scope creep and keep delivery controlled (where required).

Differentiators: Decision-led structure | Transparent assumptions and sensitivity | Cost model across lifecycle | Benefits built for tracking | Roadmap ready for mobilisation

The Hitachi Business Case and Options Appraisal Approach

We help you make a confident investment decision for digital, data and technology change. We start by framing the decision and success measures, then build an evidence-backed baseline of today's costs and performance.

We compare realistic options using a consistent cost model and measurable benefits, then produce an approval-ready pack with a recommended option and roadmap. Throughout, we keep assumptions visible and decisions traceable so approvals are faster and rework is reduced.



Frame the Decision



Clarify the decision you need to make, the outcomes you want to achieve, and the constraints you must work within. This creates a single, shared brief for the appraisal and avoids re-litigating scope later.

Key Activities

Define the decision: what is being decided, by when, and what “good” looks like. We’ll confirm what is in scope and what is explicitly out of scope so options stay comparable.

Agree outcomes and measures: capture the outcomes you want (service, operational, financial) and translate them into measurable indicators. Where baselines are missing, we agree what “good enough” evidence looks like.

Confirm constraints and non-negotiables: budget range (where available), delivery timescales, policy/assurance requirements (where required), legacy dependencies, operational constraints, and any commercial constraints that shape the options.

Map stakeholders and approvals: identify who needs to input, review, assure and sign off (service owner, finance, commercial/procurement, delivery, operations). We turn this into a lightweight governance and engagement plan.

Set the evidence plan: agree what data we need for cost modelling and benefits baselining, who owns it, how we’ll access it, and what we’ll do if it’s incomplete.

Start decision controls early: create an assumptions log (where required), decision record (where required), and an initial risks/dependencies view so the appraisal remains auditable and doesn’t drift.



OUTPUTS

- ✓ **Decision brief** (what we’re deciding, scope, constraints, success measures)
- ✓ **Agreed decision criteria** for comparing options like-for-like
- ✓ **Evidence request list for costs**, performance and benefits baselines
- ✓ **Governance and engagement plan** (who reviews what, and when)
- ✓ **Assumptions log and decision record** (where required)
- ✓ **Plan for Phases 2–5 with timings**, roles and touchpoints

Baseline



Build a credible baseline of “where we are today” so the options appraisal is grounded in evidence, not assumptions. We focus on the minimum information needed to model costs and benefits with confidence, and we make gaps explicit so approvers can see what is known, what is estimated, and why.

Key Activities

- * **Confirm the as-is service and operating picture:** what services/processes are in scope, how work flows end-to-end, where handoffs occur, and where demand and failure points sit.
- * **Baseline current costs:** gather available data on run costs, support effort, supplier/contract costs, licensing, hosting, and transition-related costs already planned. Where figures are incomplete, we use agreed estimation rules and document them (where required).
- * **Baseline current performance:** capture a small set of measures that matter to the decision, such as volumes, cycle times, defect rates, service levels, user satisfaction signals, and operational pain points.
- * **Identify constraints and dependencies:** catalogue the dependencies that will shape viability and timing (legacy systems, data quality, integration constraints, contract breakpoints, resource constraints).
- * **Surface risks early:** confirm the key delivery, operational and commercial risks, and what mitigations are realistic.
- * **Define the baseline evidence trail:** link baseline statements to sources (reports, contracts, dashboards, SME confirmation) so the business case is easier to defend.

OUTPUTS

- ✓ Current state summary (services/processes in scope and key pain points)
- ✓ Cost baseline covering delivery/run/licensing/contract components (where required)
- ✓ Performance baseline aligned to agreed success measures (where data is available)
- ✓ Dependencies and constraints log with owners and impact notes
- ✓ Updated risks and mitigations view ready to feed the appraisal
- ✓ Baseline evidence index (where required) showing sources and confidence levels



Develop Options



Turn the decision brief and baseline into a small set of realistic options that can be compared like-for-like.

We define each option clearly, then cost it consistently across delivery, operations, licensing and transition so leaders can see true trade-offs, not headline figures.

Key Activities

- * **Define the option set:** agree a manageable number of options (typically including do nothing, improve, replace, outsource) that are genuinely viable within your constraints.
- * **Set a like-for-like comparison frame:** confirm what stays constant across options (scope boundaries, service levels, demand assumptions) so comparisons are fair.
- * **Describe each option clearly:** what changes, what stays, the delivery approach, key dependencies, and what needs to be true for the option to work.
- * **Build the cost model:** model costs across:
 - * Delivery (design/build/testing, change, assurance activities where required)
 - * Operations (support, incident/change, ongoing improvement effort)
 - * Licensing and supplier costs (where required and data is available)
 - * Transition (cutover/hypercare, training, migration, decommissioning where required)
- * **Capture assumptions and ranges:** for each major cost driver we record assumptions (where required), confidence level, and sensitivity levers (e.g., volumes, service levels, rollout speed).
- * **Highlight affordability and pinch points:** identify where options break constraints (cost ceiling, time, resource availability) and what mitigations could make them feasible.



OUTPUTS

- ✓ **Options definition pack** (clear description of each option and scope)
- ✓ **Cost model** covering delivery, operations, licensing and transition
- ✓ **Assumptions log** (where required) with confidence and sensitivity levers
- ✓ **Comparison view** showing major cost drivers and trade-offs by option
- ✓ **Affordability and constraint check** highlighting feasibility risks

Appraise & Recommend



Bring the options together into a defensible appraisal that stands up to challenge. We link benefits to measurable indicators, test risks and dependencies, run sensitivity analysis on key assumptions, and produce a clear recommendation with trade-offs made explicit.

Key Activities

- * **Quantify and evidence benefits:** map benefits for each option to measurable indicators, confirm baselines (from Phase 2), and define how benefits will be tracked post-approval. Where benefits cannot be quantified, we make the evidence basis explicit.
- * **Assess risk and dependency impacts:** evaluate each option's risks and dependencies, including delivery feasibility, operational impact, supplier/commercial risk, and assurance constraints. Identify mitigations and residual risks.
- * **Run economic appraisal and sensitivity analysis:** test how option outcomes change when key assumptions move (for example, demand volumes, service level targets, rollout speed, licensing changes where relevant). Document what assumptions matter most.
- * **Evaluate delivery and procurement routes:** confirm what each option implies for sourcing, procurement approach, and timing, and what constraints must be managed (where required).
- * **Recommend a preferred option:** provide a clear rationale that ties back to the decision criteria agreed in Phase 1, with the trade-offs, costs, risks, dependencies and benefit profile made easy to understand.

OUTPUTS

- ✓ **Benefits plan** with measures, baselines, and tracking approach
- ✓ **Risk and dependency assessment** with mitigations and residual risk view
- ✓ **Sensitivity analysis** highlighting key cost/benefit drivers and uncertainty
- ✓ **Options appraisal** summary comparing options against agreed criteria
- ✓ **Recommended option** with clear rationale and trade-offs

Prepare & Mobilise



Turn the appraisal into an approval-ready pack with a clear narrative, traceable evidence, and a practical roadmap.

We make it easy for approvers to see what is being recommended, why it offers value for money, what risks remain, and what happens next after the decision.

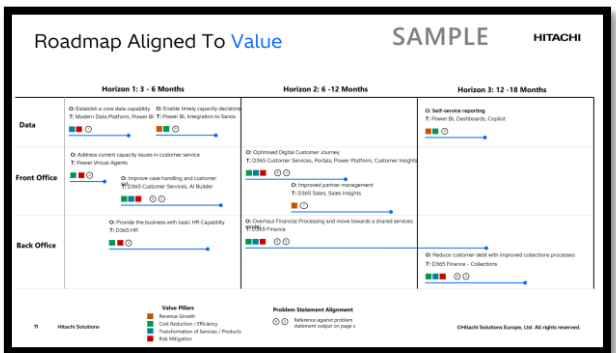
Key Activities

- ❖ **Produce the approval-ready business case pack:** bring together outcomes, baseline, options appraisal, cost model, benefits plan, risks/dependencies, sensitivity analysis, and the recommended option into a single coherent pack.
- ❖ **Create an evidence trail that stands up to challenge:** compile an evidence index and final assumptions log (where required), so reviewers can trace key figures and statements to sources, decisions, or agreed estimation rules.
- ❖ **Develop the implementation roadmap and mobilisation steps:** define milestones, sequencing, dependencies, resourcing approach (at a high level), and early actions needed to start safely once approval is granted.
- ❖ **Confirm commercial and procurement implications:** summarise procurement route recommendations and requirements, and translate the preferred option into clear scope and requirements that support procurement documentation (where required).
- ❖ **Support approval Q&A and iteration:** prepare board-ready summaries, respond to review questions, and update the pack to address challenge without changing the underlying logic.



OUTPUTS

- ✓ **Complete business case and options appraisal pack** (approval-ready)
- ✓ **Board-ready summary of the recommendation and trade-offs**
- ✓ **Evidence index and assumptions log** (where required)
- ✓ **Implementation roadmap** and milestones ready for mobilisation
- ✓ **Procurement-ready scope** and requirements summary (where required)
- ✓ **Handover pack** for mobilisation/procurement teams



The Hitachi logo is displayed in a bold, white, sans-serif font in the top right corner of the image. The background of the entire slide is a photograph of a grand, multi-story classical building with a curved facade, many windows, and a balcony with a decorative railing. A large Union Jack flag is flying from a pole attached to the building. The overall tone is professional and official.

HITACHI

Hitachi Solutions Europe

UK Government Overview

Hitachi Solutions for the UK Government

Our **vision** is to be government's partner of choice for the design and delivery of **sustainable, human-centred, Microsoft Solutions and digital services**.

Human-centred Services

Every service starts with people and how technology can make their day simpler.

+

Deep Microsoft Expertise

Hitachi Solutions is dedicated exclusively to the Microsoft ecosystem.

+

Emotionally Aware Delivery

Our former civil servants bring deep understanding and cultural alignment.

=

+

One Hitachi

Hitachi Solutions is part of Hitachi, Ltd., one of the world's largest and most respected organisations.

Sustainable government transformation.

Human-centric by default.

Powered by Microsoft.



Our Credentials

Microsoft



Microsoft global Government and Finance
Partner of the Year 2025

Microsoft Partner of the Year 2025 Finalists in
Build and Modernise AI Apps, Dynamics 365
Supply Chain, Dynamics 365 Sales and Customer
Insights, and Low Code Application Development

22 Years in **Microsoft's Inner Circle**
(including 2025)

Microsoft Solutions Partner across AI Business
Solutions, Cloud and AI Platforms and Security
with **18+ specialisations**

Industry



Keystone member of the **Government Digital
Sustainability Alliance**

Crown Commercial Service Supplier

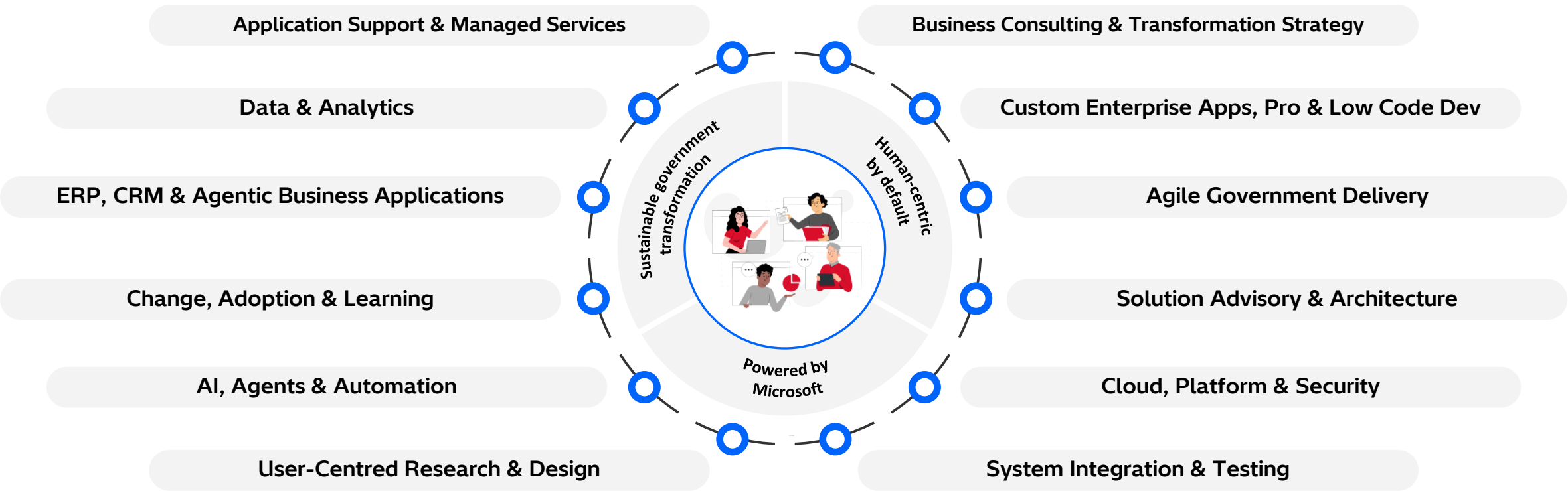
Cyber Essentials Plus Certified

ISO-certified across Quality, Environment, Service,
Business Continuity, Information Security, and
Privacy Management

Recognised in the **Smarter Working Live Awards**
for our regulatory services Customer Experience
work with the Environment Agency

Our Services and Expertise

Sustainable business transformation through tailored advisory, consulting, and technology solutions.



Our Clients



"Hitachi Solutions brings substantial digital expertise to the table, complementing our robust business experience. Their insights have been instrumental in identifying opportunities for enhancement and accelerating our initiatives."

Gillian Pratt
Deputy Director Future Regulation
at Environment Agency



"Hitachi Solutions brought in a great project team who we kept for the full duration; they engaged with The Royal Mint side of things very effectively. It really felt like they were part of our own team."

Richard Hobbs
CIO The Royal Mint



"Hitachi Solutions bring the innovation, space and expertise needed to deliver digital transformation at a pace that is needed."

Andy MacDonald
Director of Customer Services,
Aberdeen City Council



"Hitachi Solutions were really good to work with, expertly turning our processes into slick system functionality. Their patience, understanding and "one team" approach to this project facilitated a free-flowing, inclusive environment. Hitachi Solutions' expert technical teams have delivered a great user experience, employing creative thinking to deliver to our often complex requirements."

Daniel Saward
OIA Head of Digital Technology



"DHSC collaborates closely with Hitachi Solutions LTS, emphasising the significance of our enduring partnership characterised by collaborative teamwork and mutual trust. Operating with a framework of high trust and capability, Hitachi Solutions ensures the delivery of quality and excellence to DHSC. Hitachi Solutions should be very proud of their track record in DHSC."

Bryan Rayner
Head of IT Business Systems



"Right from the start, we recognised in Hitachi Solutions a potential partner that would listen to us and really recognise the value of what we were trying to achieve, the lifesaving benefits of what we were trying to build and support."

Alex Duncan
Chief Technology Officer



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