



kainos®

Digital Experience Strategy

Service Definition Document
G-Cloud 15

Status: Definitive
Security Commercial – In Confidence
Version no.1/0

THINKING
BEYOND
LIMITATIONS

We're Kainos

Formed in 1986, we set about finding the best people to tackle the most difficult digital work. We fostered a culture where people truly care for each other and the world around them.

Our reputation for software engineering and problem-solving was quickly established, and our customers started to view us more as their colleagues

We're much bigger now, helping organisations across the globe to navigate change in more ways than ever. But some things never change, like our commitment to our people, delighting our customers, and our technical ability

Some say we're leading a quiet revolution in digital, but if you ask us, we're just doing our bit to make the world a little bit better.



3,132 amazing
people



13 consecutive
years of growth



40 years
of innovation



£382m revenue
(FY2024)



13 locations
globally



FTSE 250 listed
tech company



Our core expertise

The digital revolution is already happening. We're leading from the front to help our clients **seize every digital opportunity** and be future-ready.



Cloud



Business Applications



Data and AI



Managed services



Engineering



Service and
experience design



Workday services
and products

- Test
- Audit
- Shield
- Deployment
- Optimisation
- Spark & Grow

Digital Experience Strategy

We focus on practical, paced and deliverable change, not just north star visions, but achievable steps that deliver early value and fit your organisation.

Kainos helps you understand user needs, align service goals and co-create a measurable, multi-channel strategy that reduces risk, builds capability and supports sustainable delivery.

Features

1. Run collaborative workshops to align teams and set direction
2. Research what users need and where services fall short
3. Map journeys to find problems and spot opportunities
4. Compare your service to others in and outside government
5. Assess organisational readiness for digital transformation & AI responsible adoption
6. Review current initiatives to understand what's working and what's not
7. Set a clear vision for future service experience and delivery
8. Prototype ideas to test and reduce risk before investing
9. Use data and research to guide decisions with confidence
10. Design consistent experiences across digital, phone and face-to-face channels

Benefits

1. Create smoother journeys across digital, phone and in-person services
2. Identify service problems and where to improve them
3. Offer better experiences that build trust and credibility
4. Make decisions based on insight, not assumptions
5. Use AI responsibly to improve services and operations
6. Design services that meet real user needs
7. Deliver reliable outcomes across all service channels
8. Align services with strategy, user needs and delivery goals
9. Reduce delivery risk through early testing and validation
10. Improve efficiency by reducing duplication and unnecessary effort

Overview

Digital services often fall short because of misalignment between what users need, what organisations are trying to achieve, and how teams are set up to deliver it.

This misalignment leads to inconsistent experiences, operational inefficiencies, duplicated effort and missed opportunities to improve outcomes.

Our Digital Experience Strategy service helps public sector teams to align digital experiences with your organisational goals. We work with you to understand your users, services and goals, then help you build a Digital Experience Strategy to improve experience, reduce risk and deliver long-term value.

This service combines user research, experience mapping, organisational analysis and strategic planning. It creates clear direction and a prioritised delivery plan for digital improvement underpinned by practical steps your teams can take.

Why Develop a Digital Experience Strategy?

Experience Strategy helps organisations to plan and deliver coherent, multi-channel experiences that deliver value to customers and the business. It is a time-boxed initiative that gathers evidence on which to make informed decisions on how to deliver the best experiences possible.

Why do we need a Digital Experience Strategy?

When services don't meet user needs, it can lead to rising support costs, user complaints, inconsistent experiences and high operational costs. A digital experience strategy helps diagnose the problem, understand what matters most, and focus improvement efforts where they'll have the greatest impact.

1. What are our customers' needs and are these being met?
2. What is the current experience like for customers and are there any areas that can be improved?
3. What is the value exchange for our business and our customers?
4. Where should we focus our organisation's efforts and investment to deliver the best returns?
5. What service experiences do we want to create, what should we prioritise and why?

Who does it support?

- Service owners and operational leads improving complex journeys
- Transformation and digital leaders aligning activity across programmes
- Policy and product teams defining future direction
- Delivery teams preparing for Discovery or Alpha
- AI, data and innovation teams designing ethical, usable tools
- Cross-functional teams needing a shared experience roadmap

How it works

We take a structured, collaborative approach to help public sector teams understand their current service experience, explore opportunities and co-create lasting improvements.

Our process builds insight, aligns delivery and strengthens internal capability, adaptable from rapid discovery sprints to full strategy programmes.

1. Understanding your organisation

- Understand your vision, mission, priorities, digital maturity and strategic initiatives
- Map current services, in-flight programmes, technical landscape and key dependencies
- Identify goals, success measures, risks and alignment gaps across delivery

2. Understanding Current User Experience

- Conduct user research, map journeys and analyse backstage operations
- Identify accessibility barriers, inclusion challenges and support demand
- Evaluate where content, systems or processes cause user friction

3. Benchmarking and Opportunity Framing

- Compare current experience against sector standards and exemplars

- Frame key challenges and opportunities for improvement across the service
- Explore AI potential and assess feasibility through ethical frameworks

3. Strategy Co-design and Prototyping

- Facilitate collaborative workshops to identify priorities and direction
- Define a set of testable hypotheses to underpin key assumptions
- Form testable prototypes validate strategic decisions early

4. Aligning Delivery and Enabling Change

- Align strategic recommendations to existing roadmaps, OKRs and delivery plans
- Define capability needs and support teams to prepare for change
- Help teams embed the strategy into ways of working and planning

What's delivered

We deliver a clear, evidence-based strategy supported by tangible outputs, tested ideas and delivery-ready tools.

We leave you with the insight, artefacts and alignment needed to improve services, make decisions and move into delivery with confidence.

Everything is created collaboratively with your teams and tailored to your organisation's context.

Typical Outputs

- A vision and actionable plan for delivering successful multi-channel experiences.
- Customer journey maps summarising the current touch points and experience.
- Research into customer types and their needs.
- Benchmarking against competitor offerings.
- Market research to identify trends.
- An internal digital maturity assessment.
- An evaluation of existing transformation programmes.
- A set of hypotheses for testing.
- Service prototypes that evidence and test future states and scenarios.

Engagement Outcomes

- More joined-up, accessible and enhanced user experiences across channels
- Clearer, shared direction across digital, policy and operations
- Improved service performance and reduced failure demand
- Responsible, ethical use of AI and emerging tech
- Teams upskilled in user-centred, evidence-led working
- Delivery models and metrics more aligned with user needs

How we use AI

Where relevant, we can embed responsible AI throughout the strategy process using it to speed up research, deepen analysis and inform delivery planning, while ensuring that all decisions remain human-led.

Our AI approach is supported by Kainos' Responsible AI framework, combining technical expertise, ethics and public sector experience.

How AI enhances our process

Kainos can use AI to support and accelerate key activities while keeping humans firmly in control. It helps teams by:

- Synthesising user research, documents and analytics
- Supporting facilitation, ideation and prioritisation
- Speeding up journey mapping and insight extraction
- Identifying opportunities and service patterns
- Accelerating early prototyping for stakeholder engagement

This keeps the process fast, informed and focused, to maximise efficiency and enhance the quality of outputs delivered .

Designing AI-enabled services

Our hands-on AI experience strengthens our ability to design solutions that use AI safely and effectively, shaping practical, responsible propositions grounded in real value, clear risks and public trust.

Our framework supports:

- Human-centred services that use AI safely and appropriately
- Early exploration of AI concepts such as assistants, automation or triage tools
- Responsible AI development grounded in ethics, transparency and governance
- Identification of risks, data needs and safeguards from the outset
- Designing AI-enabled services that are understandable, fair and trustworthy

Who's involved

We bring together a multidisciplinary team with deep experience in public sector delivery, digital strategy, service design and responsible AI.

We work alongside your teams to co-create, validate and prepare for delivery.

Our people combine strategic insight with hands-on delivery expertise, ensuring every aspect of the work is grounded in feasibility, inclusion and measurable value.

Typical Kainos Team Roles

- **Experience strategists** – set direction and frame outcomes
- **Service & UX designers** – model journeys, processes, interactions and improvements
- **User researchers** – generate deep user and employee insight
- **Content designers** – make services clear and usable
- **Product strategists** – align features, flows and delivery scope
- **Engineers and tech leads** – validate feasibility and pathways
- **AI and data ethicists** – identify safe, meaningful and responsible AI opportunities and outcomes
- **Agile coaches** – support embedded, iterative delivery
- **Accessibility experts** – ensure WCAG compliance and inclusion

Working With Your Team

- We embed into your team and adapt to your ways of working
- We co-design strategy and outputs with your people, or lead where needed
- We engage stakeholders to build alignment and shared direction
- We help teams navigate complexity and turn insight into action
- We upskill through hands-on collaboration and knowledge sharing
- We communicate clearly using accessible language and shared artefacts
- We leave you equipped to deliver, adapt and sustain change



Where we are

The Americas

Buenos Aires
Indianapolis
Nova Scotia
Toronto

UK and Ireland

London
Birmingham
Belfast
Derry
Dublin

Central Europe

Gdansk
Helsinki
Paris
Wommelgem



What makes us stand out



Our people



True collaboration



Innovation



Digital know-how



Common goals



Trust



Digital Services

We are **engineers**, specialists. We **overcome big challenges** for our clients, through delivery of **intelligent** digital services that use the best in **talent and technology**.



55 million UK citizens

positively impacted by
services we've delivered



**892
customers**



13 locations

And growing



99% of customers

rate our service as good,
great or excellent



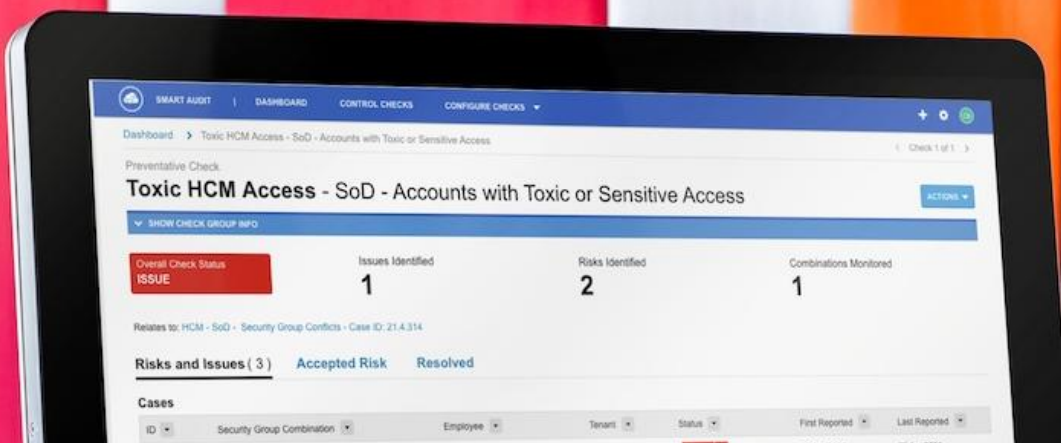
Key partners

Working closely with
Microsoft and AWS to
deliver results



Award-winning

90+ industry awards



Workday

Kainos is a Workday **phase one prime status partner** in all European, North American and Asia Pacific markets. We have worked with many public and private sector customers of various sizes and scale in over **40 countries worldwide**.



Partner Since 2011

We are the only certified Workday Services, Technology and Extend partner globally.



Workday Services

Full range provider from pre-deployment consulting, implementation and support.



650+ Customers

We have deployed to over 650 customers and are a proud Workday customer also, using HCM, Financials, Recruitment, Planning and PSA to run our business.



Workday Public Sector

We have worked with many UK Public Sector customers with their initial deployment, post-deployment support and adoption of new modules.



Kainos Smart

Our product is deployed to 500+ customers globally saving them 1000s of testing hours.

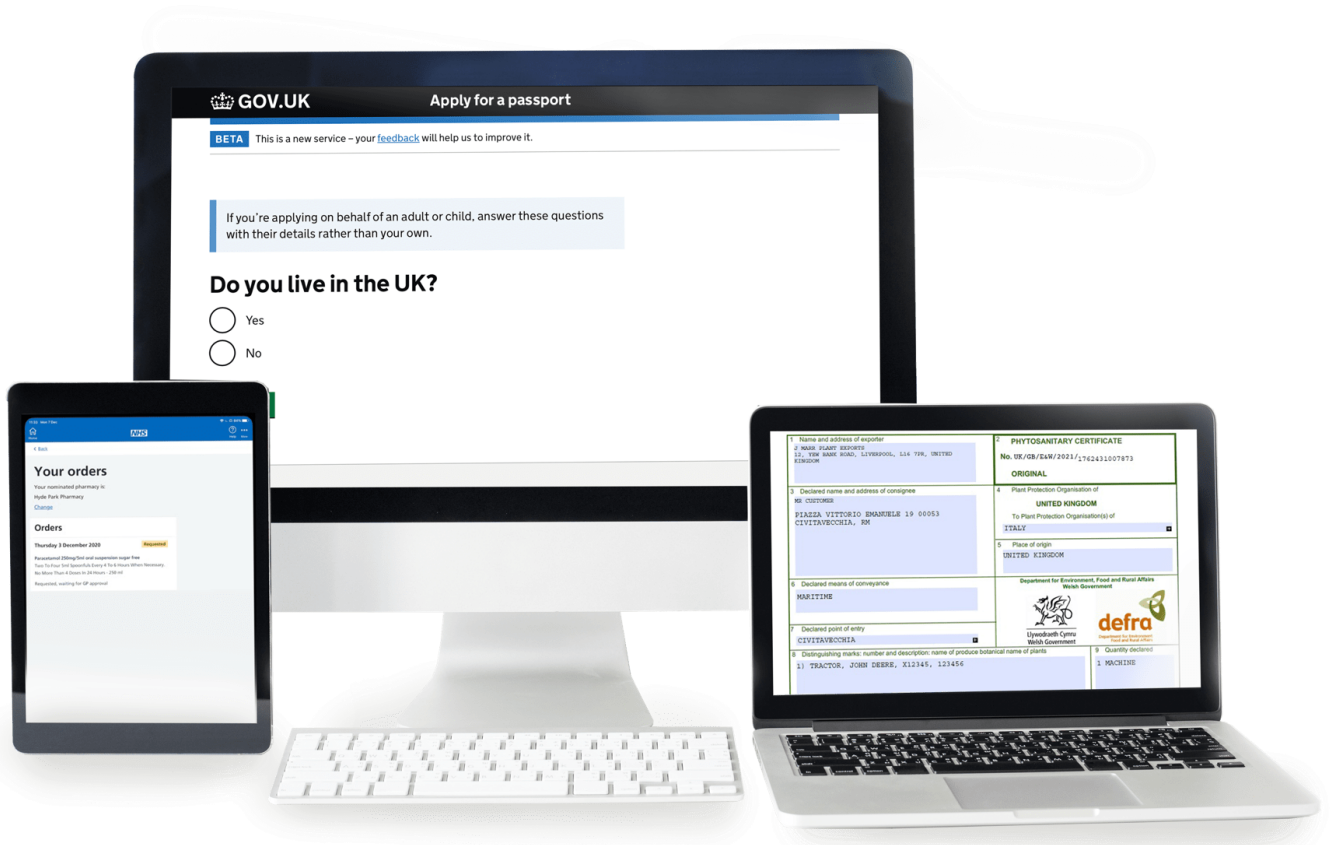


900+ Consultants

Hold over 2,700+ Workday certifications covering all areas of the platform.

65 million

citizens positively impacted
by services **built by Kainos**
for the UK Government



Every driver & every car on the road
Every piece of work to fix roads
Every court case & every prisoner
Every home helped with help-to-buy
Every passport & renewal application
Every COVID test sent out
Every COVID test result
Every user of the NHS App

Every voter registered
Every company opened & closed
Every UK civil servant trained
Every piece of produce grown in the UK
Every thing imported & exported to the EU
Every benefit fraud prevented
Every body's pension details

Our Social Values and commitment to HM Government strategy



Education & Capability Building

We empower people through technical and behavioral learning programs, academies, and outreach projects, fostering skills development and inspiring future technology leaders across communities and organisations.

Social Responsibility

Tackling workforce inequality and ensuring equal access to technical and vocational education, through our Academies, Camps and Earn as you Learn schemes.

Innovation & Future Readiness

Driving continuous improvement through technology

Health, Wellbeing & Accessibility

We support colleagues' physical, emotional, and career wellbeing through initiatives, guidance, and inclusive design, ensuring equal access, experiences, and compliance for all users with diverse needs.

Climate Action & Sustainability

With a comprehensive sustainability strategy underway, we will be a Carbon Net Zero company by 2030.

Equality, Diversity & Inclusion

Maximising service experience for citizens and civil servants by delivering projects with diverse teams, underpinned by our BAME, LGBTQIA+ and female communities.



The Code of Ethics

We are guided by our 6 ethical principles.



Wellbeing

We protect the wellbeing of our staff, customers and communities.



Equality

We improve access and inclusion and minimise bias.



Transparency

Our decisions are traceable and accountable.



Integrity

We hold ourselves and others to ethical standards.



Environment

We act responsibly towards the Earth and its resources.



Initiative

We take initiative to deliver social value and positive impacts.

BCDR and Exit Plan

Business Continuity and Disaster Recovery (BCDR)

A Business Continuity Plan can be provided if required. This shall set out the arrangements to be invoked in the event of an actual or perceived threat to business continuity, to ensure continued operation of the system and continuity of the services provided by Kainos pursuant to the Prime Agreement and shall include: the alternative processes, options and responsibilities that may be adopted in the event of a failure or disruption to the system and/or services provided by Kainos pursuant to the Prime Agreement; and the steps to be taken by Kainos upon resumption of the system and services provided by Kainos pursuant to the Prime Agreement in order to address any prevailing effect of the failure or disruption including a root cause analysis of the failure or disruption.

Exit Plan

An Exit Plan can be provided if required to detail the steps that would be carried out to ensure smooth transition of Kainos services to a new supplier. The steps outlined in the Exit Plan will help mitigate against any disruption to the service during the transition period. It is assumed that any new supplier will themselves have a procedure they wish to follow during the transition period, and as such the steps in this Exit Plan will serve as a checklist for the new supplier to ensure all key areas of the transition have been covered. The Exit Plan will therefore be subject to refinement should it be exercised.

Commercial Statement

Confidentiality and copyright

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Trademarks

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Caveats

Kainos has used all reasonable endeavours to ensure that the contents of this document are accurate but is not responsible for any errors or omissions.

All information provided prior to execution of a contract is provided 'as is' and 'subject to contract' without warranty of any kind.

This document does not constitute an offer from Kainos. In the event that the parties elect to work together, they will only be contractually bound to each other upon signature of a contract.

Corporate information

"Kainos" is the trading name of the Kainos group of companies, further information on which can be found here: <https://www.kainos.com/corporate-information/>.

Kainos Software Limited/ Kainos WorkSmart Limited, will be the contracting entity under this tender / for the provision of the service and may be assisted from time to time by other Kainos group companies.

Freedom of information

Kainos considers that the following information provided in this document is exempt from disclosure under the Freedom of Information Act 2000 (FOI):

The CVs of staff qualify under the "Personal Information Exemption (s.40)" of the Freedom of Information Act and are exempt from disclosure under the Data Protection Act 1998. The Period for which this information should be confidential is the lifetime of the Data Subject.

Rate and pricing information is confidential and commercially sensitive and covered by the 'Commercial Interests' exemption (s.43) of the FOI, as the release of this information is likely to prejudice the commercial interests of Kainos and is likely to adversely affect its (and the Customer's) future negotiating position. The period that this information should be confidential for should be 5 years.