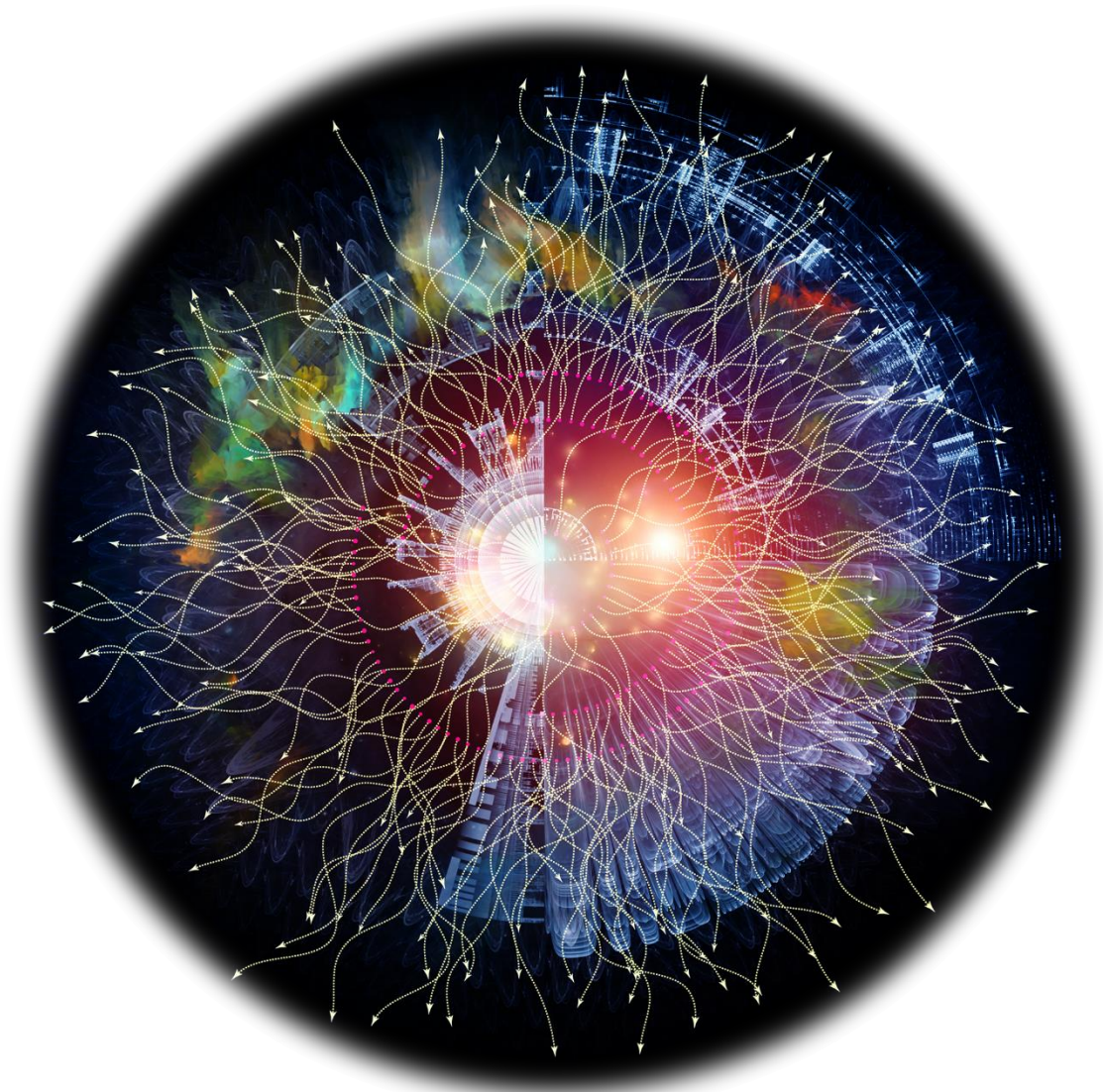




Cloud Enterprise Resource Planning (ERP)
Feasibility, Specification and Selection
G-Cloud 15 Service Definition Document
January 2026

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1 Deloitte Overview

As a leader in professional services, Deloitte LLP is committed to making an impact to our clients, our people and for society. We have over 27,000 staff based across the UK providing audit, risk advisory, tax, consulting, financial advisory and legal services to public and private clients across multiple industries. We work together to build trust, support inclusive growth, and build capability, enabled by our **breadth and depth of expertise across advisory, delivery, engineering and managed services.**

Our **public sector practice** serves Central Government, Government Agencies, Local & Regional Government, Defence, Security and Justice, Health and Social Care, Transport, Education and Housing. We also provide services to the Northern Ireland Office, Scottish Government, Welsh Government and Crown Dependencies.

Our Cloud Capability

At Deloitte, we help our clients **Imagine, Deliver and Run** the businesses of the future through the power of **Cloud**. We have deep Cloud architecture, engineering, operational, commercial, and business transformation expertise delivered by a team of more than 26,000 Cloud Practitioners globally. We have delivered over 2,000 cloud implementations over the past 5 years and have 60+ cloud centres of excellence supporting the delivery of cloud services to our clients.

In the UK, we have a team of over 100 Cloud managed service specialists plus the following certifications across AWS, Microsoft Azure, Google Cloud and Oracle Cloud Infrastructure (OCI):



We help our clients with all aspects of their journey-to-cloud and optimisation of their cloud and cloud-services investments. Our Cloud practice can support you to optimise your client investments, and to navigate your organisations cloud journey, providing specialist cloud architecture, engineering, and operational skills at all stages, with a large proportion of our team holding the clearances required to meet your specific security requirements.

Our AI Capability

Deloitte stands at the forefront of AI transformation and was recognised as a Leader in the 2025 IDC MarketScape for Artificial Intelligence (AI) services for the fourth consecutive time. Supported by a £3 billion investment in AI, Data, Automation, Cloud, and Cyber, we seamlessly integrate our deep AI expertise with our extensive cloud capabilities. Our UK team is part of 339K AI-fluent practitioners globally, and includes over 1,300 AI specialists and engineers, many of whom hold the necessary security clearances for public sector delivery.

Through the Deloitte AI Institute, our hub for cutting-edge research and innovation, and strategic alliances with leading hyperscalers, we empower public sector clients to optimise costs, streamline processes, and navigate their AI journey. We achieve this by leveraging our ReadyAI™ models, which provide end-to-end support for AI solution implementation, and our Trustworthy AI™ framework, ensuring responsible and ethical deployment.

Our alliances & ecosystems

To bring full value to our clients, Deloitte is a premier consulting partner with all the leading hyper-scale cloud vendors in the market including AWS, Google, Microsoft¹ and SAP. A selection of our partners and alliances are presented below:



What the analysts say

Don't just take our word for it. Deloitte is recognised by the analyst community as being **leaders in cloud transformation services**. This reflects the wealth of experience we have in delivering cloud services across the public sector and wider private sector combined with our out-of-the-box templates, tools and assets.

Gartner

Originating in 2021, Deloitte has been recognised as a Leader in this category for four years in a row. Deloitte was also positioned as a Leader in the **Gartner Magic Quadrant for Public Cloud Infrastructure Professional and Managed Services, Worldwide** in 2021, 2020 and 2019, the previous form of this category.

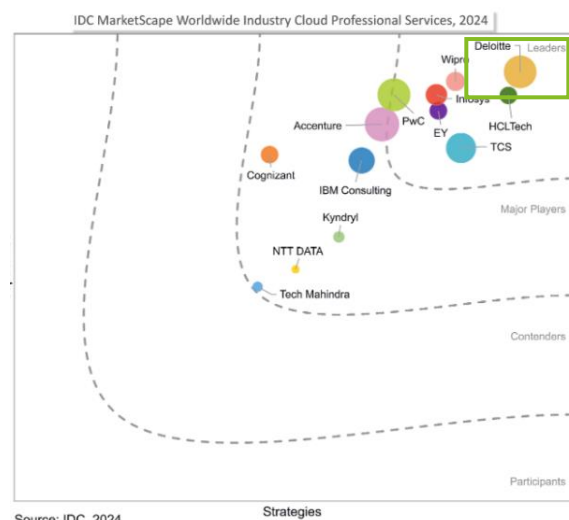


Gartner

Gartner: Magic Quadrant for Public Cloud IT Transformation Services. © Gartner inc. 2025

IDC

Deloitte has been awarded Leader status in the **IDC MarketScape: Worldwide Industry Cloud Professional Services 2024** Vendor Assessment. We have also been recognised as Leaders in **Hybrid IT Consulting & Integration Services** and **Software Engineering Services**.



Source: IDC, 2024

IDC MarketScape: Worldwide Industry Cloud Professional Services Vendor Assessment © IDC inc. 2024

Cloud Transformation

Transform Faster, Transform Smarter

Deloitte's Cloud Transformation can fast-forward your journey to the Cloud, unlocking innovation, efficiency, and growth.

[Find out more here](#)



¹ As Microsoft's Independent Auditor, Deloitte cannot have a direct or material indirect business relationship with Microsoft, such as having an alliance or being a registered partner. Nonetheless, Deloitte can provide Microsoft-related technology services and invests heavily across its global business building technical skills and capabilities to develop world-class consulting and solution delivery capabilities.

2 Service Overview

Through this service Deloitte will support you to study the feasibility, specify and select a Cloud Enterprise Resource Planning (ERP) solution for the needs of your organisation. This service is a structured selection process centred on core Cloud ERP Cloud applications of mid to top tier software vendors, such as SAP, Oracle, Workday, NetSuite, Infor, and Microsoft Dynamics. It is designed to help you select the right vendor with whom you can establish a long-term partnership to achieve your strategic objectives.

The service we offer is a robust value add selection process which can be tailored to your needs, covering:

- Vendor assessment and selection including comprehensive requirements definition, and a structured procurement process with selection based on commercial offering and business fit; and
- Application programme assistance including solutions options analysis, implementation planning and pre-implementation mobilisation and support.

Our approach has been refined through active deployment for numerous clients in both the public and private sector. It leverages Deloitte's detailed industry knowledge to best assess leading Cloud ERP applications aligned to a client's industry, challenges and needed. The approach has a number of key features

- Business involvement and ownership, we consider the business context to drive the selection process to deliver ERP for functional capabilities covering Finance, Procurement, HR, Payroll, and Reporting.
- Consider other non-functional requirements such as security, data, hosting and application management.
- Incorporate as appropriate a template driven process with scoring model to encourage collective decision making, this can be extended to consider the initial implementation programme, resource and cost estimates.
- A Flexible approach focusing on qualitative and quantitative aspects

The duration of this service can vary dependent on the scale of your organisation, maturity of existing processes and the scope of activities you would like to incorporate but typically will range from 6 to 12 months based on complexity and scope.

3 Detailed Service Description

Our Approach

Our approach is underpinned by the following principles:

- Scope will be clearly defined and agreed;
- There will be a clear governance structure and reporting mechanisms;
- There will be a joint project team with members from Deloitte and your organisation; and
- Roles and responsibilities will be clearly defined and agreed.

It is also important that guiding principles should be established up front for the Cloud ERP Specification and Selection short listing, Deloitte can support you in defining and agreeing this assessment criteria.

The methodology is a complete process, equipped with tools and accelerators for every phase of the project to support your future partner selection. The approach will enable you to select the right vendor with whom you can establish a long-term relationship by evaluating the market with considerations for functional coverage, commercial offering, relationship and previous experience.

At the outset of the project, we will work with your organisation to define a detailed project plan and refine our approach accordingly.

The services we offer cover:

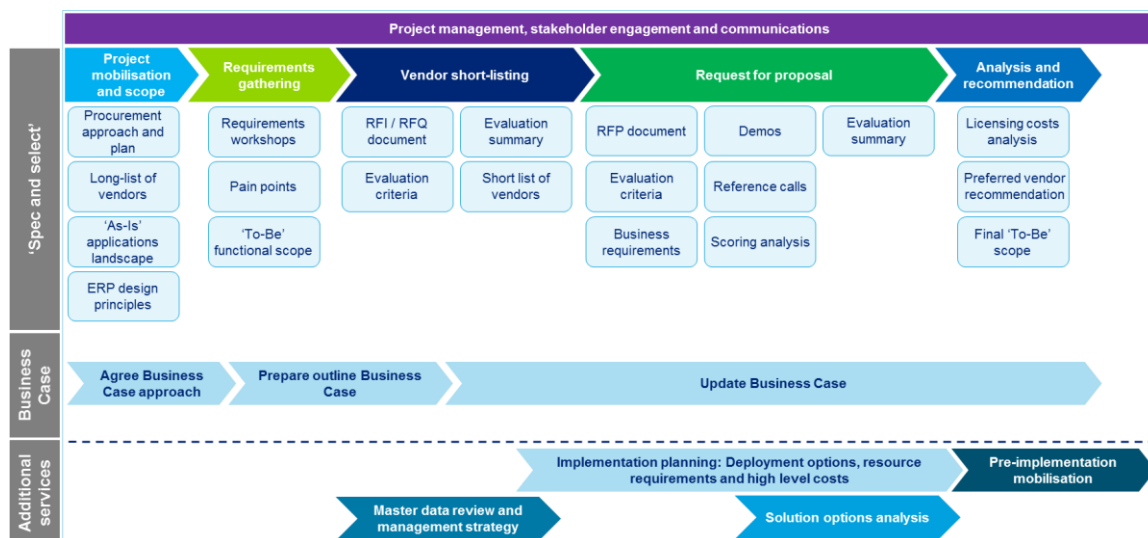
Vendor assessment and selection ('spec and select')

- A structured procurement process using a combination of RFI, RFQ and RFP stages to assess the solution and the vendor;
- Develop a view of the 'As-Is' application and 'To Be' landscape to identify pain points, establish quick wins and help formulate the scope for procurement;
- A selection process supported through vendor demos, reference calls, analysis of costs and an assessment of their ability to build a business relationship with the client; and
- An outline business case to assess the feasibility of the ERP software and implementation at the outset, which will be developed as the exercise progresses.

Application programme assistance

- Solutions options analysis: An analysis of the various application architecture options and how they align to the future strategy;
- Implementation planning: Development of an initial view of the deployment roadmap, including indicative timelines, resources and costs; and
- Pre-implementation mobilisation: Identify the key activities to help you to begin early preparation for your implementation.

The diagram below outlines the various stages of our approach. This approach incorporates both quantitative and qualitative considerations and is equipped with tools and accelerators to help inform decisions.



Inputs

We have assumed that you will be able to provide certain inputs to the service, which we have outlined below. If you are not able to provide all of these inputs then we can discuss options, as it is likely we can reach agreement to alter our approach to accommodate your situation.

Inputs:

- Circulation of relevant materials and content as is currently available (e.g. business capability functions, as-is information system map including system interfaces, reporting catalogues, etc.);
- Proposed IT/Vendor strategy if known e.g. A single, fully integrated solution which connects funding, sales, service and fulfillment; and
- Established IT Procurement strategy including vendor pricing models.

Your Contribution

Our services are designed to be delivered with you rather than to you. We have assumed that you will be able to make the following contribution to the work. If you are not able to take on these responsibilities then please get in touch to discuss options, as it is likely we can reach agreement to alter our approach to accommodate your situation.

Your contribution and guidance are vital to the success of this project, and we will strongly encourage that you:

- Ensure sufficient time is given with business representatives and decision makers for any input, review and sign-off;
- Ensure the project team is provided with the best (accurate, complete, timely) available information;
- Ensure the project will have access to business users and/or system administrators for the as-is assessment;
- Provide the appropriate level of resources to support the project throughout its lifecycle, and ensure that staff participate in project related activities such as workshops and meetings;
- Ensure review and sign-off are completed in a timely manner;
- Accept that processes and decisions which do not directly relate to the project will be considered out of scope for this piece of work; and
- Provide effective working space for the duration of the project to optimise collaboration with the business, subject to any specific ways of working agreed.

Outputs

What will you get in terms of deliverables, outputs and outcomes from this service? Outcomes from the project will be documented in the Order Form but are anticipated to include:

	Tailored functional and non-functional requirements catalogue; Can be used to help specify a priority associated to relevant requirements which then affects the weighting of each requirement later in the scoring process
	Vendor RFP Frames the current business situation, provides details of the current functions and future scope and requirements. It lays out a structured, holistic set of appropriate response categories including detailed requirements and cost capture templates to measure and compare prospective vendors capabilities to meet clients' needs
	Vendor scoring process and evaluation criteria – leading to vendor long and short lists To consolidate client stakeholders' scorings of the RFP responses, vendor demonstrations and client references. Provides a dashboard to compare the vendors' performance across different sections of the RFP, scenarios covered during the vendor demos, client references, etc.
	Vendor assessment report (including final recommendation); The Vendor Assessment Report sample provides an assessment of each short-listed vendor across the agreed evaluation criteria and identifies a recommended vendor for the client to be taken into final negotiations
	Business Case To quantify the potential benefits from a new Cloud ERP solution, considering operational and system benefits (aligned to Treasury Green Book case principles)
	Implementation and Resource Planning Development of typical plans for various implementation approaches along with Resource schedule model.

This will be supported with robust project management, with deliverables such as:

- Project plans;
- Progress reports;
- Project Board reports; and
- A project stage closure report.

Business Context

What situations is this service designed to be used in?

This service is aimed at client's looking for assistance in the specification and selection of a Cloud ERP solution using an established methodology and defined toolkits. There are many instances when it becomes a high and urgent priority for organisations to significantly improve and/or standardise their Finance, HR, Payroll, Procurement and Reporting functions via a Cloud ERP solution that will deliver value from the outset.

Common drivers for selecting a new Cloud ERP system include:

- Cost reduction/ systems rationalisation;
- Obsolete or out of scope systems;
- Expiring contracts for existing systems;
- New operating model;
- Better enable service delivery to functional and end users
- Wider transformation programmes;
- Improved governance;
- Response to other systems changes (e.g. supplier demands); and
- Enhancements to meet new regulatory or security requirements.

This service can also be combined with another of our services available through G-Cloud:

- Cloud Finance Software Services

Scale and Complexity

The effort involved in delivering our service is driven partly by what we will do (which we have described in section 4.1 above) and what you will do before we arrive and alongside us whilst we work (which we have described in sections 4.2 and 4.3 above respectively). It is also driven by the scale and complexity of your business situation.

This section describes the scale and complexity that we have designed this service to address. If your business situation is bigger or smaller than this then we can discuss options, as it is likely we can reach agreement to alter our approach to accommodate your situation.

The scale and complexity of this service offering can be impacted by one (or many) of the following factors:

- Size of organisation;
- Number of different legal entities
- Geographical spread of organisation;
- Scope of the services you offer e.g. payroll, recruitment, HR, Finance, procurement, etc.;
- Number of functional and end users; and
- Number and complexity of system interfaces (across IT estate).

Exclusions

Our service description above defines the scope of what we will deliver. For the avoidance of doubt, we have listed below any activities that (in our experience) are sometimes expected to be in our scope but which are not included within this service.

- Provision of and payment for any software subscriptions; and
- Purchasing any technology infrastructure and systems.

Service Constraints

Where service constraints exist of a general nature, they would usually be addressed in the Service Definition document. These and any other constraints would need to be discussed with the client prior to placing the Order. This includes constraints that are specific to the client or the client's situation or that need to be addressed before delivery of the service. We will rely on the client to bring to our attention, before the order is agreed, any specific constraints that need to be addressed including those that could impact on quality, service levels, costs or duration of the engagement.

We can advise on maintenance windows, level of customisation permitted, schedule for deprecation of functionality/features and other matters if relevant to the service.

4 Contact Details

Please send your requirement to publicsectorbidteam@deloitte.co.uk. Alternatively, if you wish to discuss your requirements in more detail, please send us the following information and we will be happy to contact you:

- Your organisation name
- The name of this service
- Your name and contact details
- A brief description of your business situation
- Your preferred timescales for starting the work.



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