



Digital Supply Networks, Cloud Planning and Implementation

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.

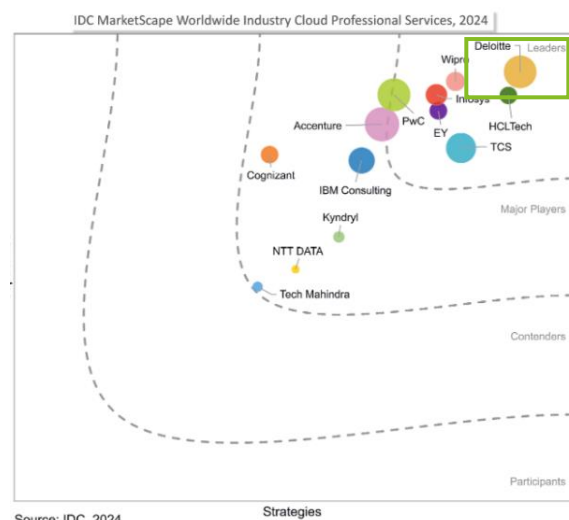


Gartner

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

The rapid emergence of new technologies and digital innovation threatens to completely disrupt the way current Supply Chains operate. Deloitte's research in this space, complemented with a structured testing and deployment methodology, enables you to understand which innovations provide the best way to drive competitive edge through your supply network in the most efficient and cost effective manner. This range of services is suitable for organisations of all sizes that are looking to develop a more agile and proactive supply chain in order to reduce logistic need. Our range of services includes understanding where digital and technological innovations could impact your supply network, conducting relevant pilots to confirm the scale of value that could be delivered, and then working with you to define a comprehensive balance of investment assessment associated with expanding the scope of the pilot to the whole supply network.

Widely regarded as a global leader in Digital Supply Chain Planning and Design Consulting (ALM Intelligence) and Digital Operations Management Consultancy (Kennedy), our team of Digital Supply Chain experts can shed light on the breadth and depth of digital and technological innovation opportunities that can help you leverage competitive advantage through the supply chain.

Features of our Digital Supply Network services include:

- Deloitte is an experienced advisor to the public and private sectors on the digital and technological opportunities that are driving logistics and wider business objectives
- Deloitte has invested significant time and effort to build an industry leading knowledge base of digital and technological offerings spanning across the end-to-end supply chain, including procurement, planning, manufacturing, warehousing, inventory management, and transport. We leverage specialist experts in each of these supply chain functions to identify opportunities that can deliver maximum possible benefit to your supply chain before embedding these technologies into your day-to-day business as usual activities
- We apply our Digital Supply Network framework, developed in collaboration with the Association of Supply Chain Management (ASCM), designed to help businesses build and evaluate digitally enabled capabilities required to transform traditionally linear supply chains into an agile, interconnected network that unlocks new value
- We support you in setting up pilots to test the digital opportunities available to your business and provide a rigorous cost-benefit and impact assessment to confirm the feasibility of rolling out the opportunity to the wider supply network
- Deloitte have a wealth of experience in delivering change programmes and implementing operational improvements. Past industry experience has demonstrated that on its own, identifying a new technological opportunity which could deliver financial and operational benefits can deliver only a fraction of what was assessed. Instead, Deloitte will support you in defining the underpinning governance, organisational and system impacts to ensure that the identified benefits are delivered in full
- Deloitte has partners and staff who are specialists in defence, health, justice, police, local government and transport, as well as a breadth of private sector industries. We have security cleared staff at BPSS level and higher

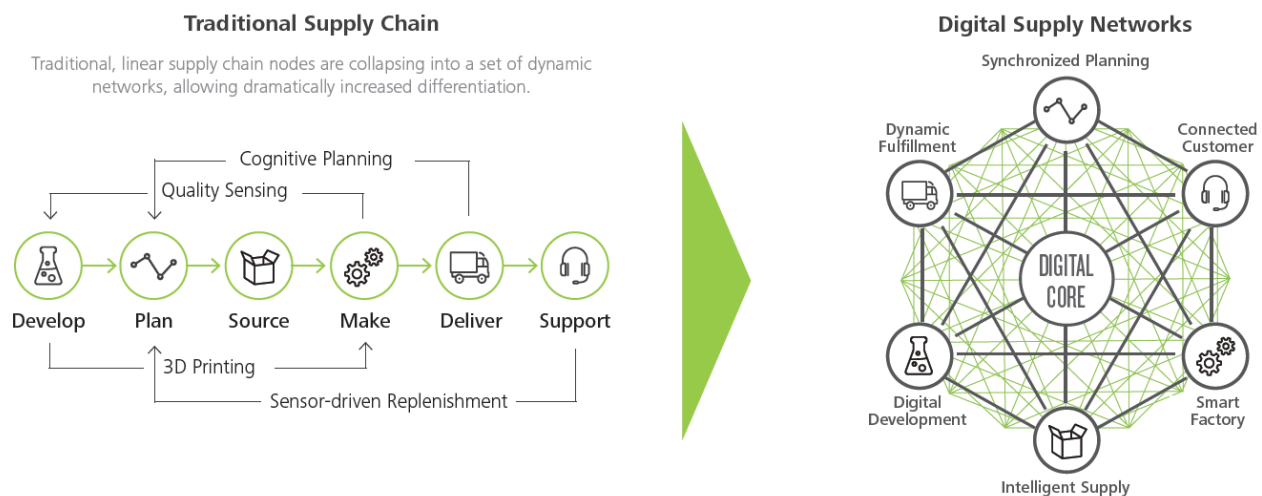
Benefits of our Digital Supply Network services include:

- Clearer decision making on digital and technological investment based on full information of all opportunities available to your business, including when to invest and how much to invest
- Accelerated delivery approach applying pre-established Digital Supply Network frameworks
- Opportunity to conduct investment decisions based on relevant, real data captured within your own business through a series of pilots
- Application of data driven analytics to enable optimisation of demand forecasts and supply planning
- Manage a more joined up, agile and automated supply network to better meet the demands of a segmented customer base with differing priorities and criticality of products
- Deliver competitive advantage through your supply network, giving your organisation a head start on technological innovation in the supply network.

3 Detailed Service Description

Our Approach

Digital innovation is increasingly becoming perceived as an opportunity to deliver enhanced competitive edge in industries battling to maintain margins in the face of increasing logistics costs. Whilst it is a known opportunity, much of the technology available is *perceived* to be in its infancy whereby organisations are looking to wait until the offering matures. In reality, these offerings already exist, and organisations that are already conducting assessments of how digital technology could impact the supply chain are likely to gain a first mover advantage and begin to reap the rewards that come with it. Deloitte's digital supply networks service looks to leverage innovative and disruptive technologies to enable supply chains to transform into digital supply networks, which can serve as a powerful competitive weapon.



These networks can be enabled and capitalised on via a “digital thread” built to flow information, goods and services through physical and digital channels:

- **Physical to digital:** Capture signals and data from the physical world to create a digital record
- **Digital to digital:** Exchange and enrich information using advanced analytics, artificial intelligence, and machine learning to drive meaningful insights
- **Digital to physical:** Deliver information in automated and more effective ways to generate actions and changes in the physical world

A number of areas of disruption are already being experienced within organisations as a result of the digital revolution, with consequences particularly recognised with regards to workforce skills and capabilities, data analytics opportunities, demand forecast optimisation, cyber security risk, reliance on a supply chain and technology partnering ecosystem and agile systems development and deployment. We are increasingly seeing widespread media coverage of mainstream digital innovations, including but not limited to: driverless vehicles technology; 3D printing (additive manufacturing); virtual/augmented reality; automated warehousing; digital asset management; and the internet of things.

All of the above could be perceived to impact your supply chain in one form or another. However, depending on your businesses supply chain operating model, only some of the above are likely to deliver the return on investment required through improved supply chain agility and information. Indeed, those listed above are just a small subset of the breadth of offerings currently on the market that could deliver greater impact to your supply chain. Only through an understanding of all that is available can an informed decision be taken on which elements of the supply chain to focus on and the level of investment required. Deloitte's tried and tested

methodology looks to provide you with the tools required to make the correct decisions to digitally enable your supply chain.

Digital Supply Network Methodology

Deloitte's agile, iterative approach enables companies to "fail fast" and achieve rapid results. It is recognised that not every pilot will deliver successful outcomes, however learning this after minimal investment is much more favourable than investing heavily in a new technology that ultimately fails to deliver the required return on investment. The approach can be dissected into four key stages, within which a number of sprints occur to meet the requirements of your organisation:

1. **Imagine:** Establish your DSN vision and prioritise opportunities
 - a. **Sprint 1:** Develop the digital supply chain vision and roadmap, with a long list of digital opportunities that could deliver an impact to your supply chain
 - b. **Sprint 2:** Refine and define the digital supply network strategy, understanding which digital technologies could potentially best deliver a competitive advantage
2. **Deliver:** Move from strategy to prototyping as quickly as possible
 - a. **Sprint 1:** Prototype Beta 1.0 is developed. This will likely not be fit for purpose, however a quick early release will enable more informed decisions on technology refinements to better serve the businesses strategic and supply strategy
 - b. **Sprint 2:** Following Prototype Beta 1.0, the lessons learned and changes are captured and updated to enable the release of Prototype Beta 2.0. This is a more refined solution that will likely meet the requirements of your organisation
 - c. **Sprint 3:** A pilot is launched in the key functions within the supply chain, with ongoing measuring and monitoring of performance improvements and benefits delivered. This is often over a short 1-2 month period
3. **Value:** Conduct a thorough balance of investment appraisal
 - a. **Sprint 1:** Assess the financial implication of expanding the pilot scope to the entire supply chain
 - b. **Sprint 2:** Assess the interdependencies within the wider supply network and organisation as a whole
 - c. **Sprint 3:** Forecast the operational and financial benefits, through improved competitive advantage, reduced logistics costs and a more agile supply chain that meets the needs of customers at the point of need
4. **Run:** Operate a scalable Digital Supply Network that drives transformation cycles
 - a. **Sprint 1:** Launch the release of successful pilots to the wider supply chain organisation
 - b. **Sprint 2:** Continuous improvement of the solution to maximise the returns on investment

Inputs

We have assumed that you will be in a position to provide certain inputs to the service, which we have listed here. If you are not in a position to provide all of these inputs then we can discuss options, as it is likely we can reach an agreement to alter our approach to accommodate your situation:

- Access to datasets (including transfer of data if appropriate) and data owners
- Process maps of as-is supply chain process and other relevant process details
- Estimated durations of process steps and the drivers to these
- Cost drivers to the process and related parameters
- Your requirements for an effective process and the desired time and cost parameters to achieve this process
- Information about the existing technology architecture, including details of digital platforms (e.g. web portals, cloud based data archives, mobile services, CRM, case management systems) and middleware platforms
- How data is currently being used and particular challenges
- Expected changes to the data landscape or types of data collected
- Your ability to host the solution. Alternatives can be explored.

Your Contribution

Our services are designed to be delivered with you rather than to you. Our service model is designed so you can utilise our toolkit to apply to your specific organisation with your specific requirements in mind. We have assumed that you will be able to make the following contribution to the work. If you are not in a position 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 solution. Examples of your required contribution are:

- Provision of access to key stakeholders
- Provision of access to the best available information about the existing situation, plans and strategies, with timely response from all stakeholders to data requests relevant to the service
- Provision of dedicated part-time resource to our joint working team. The level of resource commitment would depend on the particular service specification and would be agreed with you initially at the outset and then reviewed as work progresses
- Timely decisions and approvals required to avoid delay in project completion
- Provision of effective working space for a joint client-consultant team in a co-located space, ideally a large meeting room, which we will have exclusive use of for the duration of the project, and in which we can create wall charts and leave working papers without disruption

For some services, the client would be responsible for resourcing maintenance and upgrades. Again we can make this clear at the outset and discuss the options available for Deloitte or the client to carry forward use of tools developed, including capability, skills and knowledge transfer required.

Outputs

What will you get in terms of deliverables, outputs and outcomes from this service?

Depending on the services you choose, the outputs will vary but some examples are:

- Cloud based visualisation solution (Control Tower) to monitor and manage supply chain metrics
- Integrated Decision Support solution enabling proactive management of supply chain risk
- Underpinning Digital Supply Network governance operating model to make informed and universally agreed decisions based upon the information provided by the digitally enabled solution
- Optimised, integrated demand forecast and supply planning function with understanding of impacts on the end-to-end supply chain
- Algorithmic segmentation of inventory based on any one of value, volume, coefficient of variation, criticality, profitability, customer base
- Process mapping of business enterprise on one source, with the ability to view through a number of lenses such as actors, locations or process hierarchy
- Ready visibility of your complex supply network of business processes
- What-if analysis of supply chain processes, with predicted times and costs against these
- Knowledge of who and what is on the business' critical path
- Vulnerability analysis and suggested mitigation strategies against this

Scale and Complexity

The effort involved in delivering our service is driven partly by what we will and what you will do before we arrive and alongside us whilst we work. 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.

We can work with complexity management needs at various scales. We will work with you to define the scope of your business and tailor our proposal to suit this.

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.

Depending on the nature of the engagement, there may be certain exclusions. These will be defined and communicated when we draft our proposal.

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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