A Gartner G-Cloud 15 Service Definition for

Cloud Consulting: Cloud Sourcing — Business Case Development

2026

Gartner G-Cloud 15 Service Definition

Service Summary

Gartner will develop a Strategic, Outline, or Full Business Cases (SOC, OBC, FBC), including cost modelling, to support value-for-money investment decisions for cloud and digital transformation programmes. Fully aligned to HM Treasury Green Book Five Case Model standards, our approach assesses costs, benefits, risks and provides assurance where required.

Service Description

Gartner will work closely with the programme or project team to develop the business case, bringing the right skills to complete each of the cases. The depth of each case will be dependent on whether it is a Strategic Outline Case (SOC), Outline Business Case (OBC) or Full Business Case (FBC).

Typically, starting with the Strategic Case, the focus will be on articulating a robust case for change alongside defining a clear strategic approach that is aligned with relevant business, digital, and data strategies. Options for delivering the scheme will then be devised and articulated in the Economic Case. The costs, risks and benefits of each option will be independently and objectively modelled and used to identify the preferred way forward. The Financial Case will consider the affordability of the scheme. The way in which goods and services will be procured from the market will be considered in the Commercial Case, with input from the procurement team. Finally, the way in which a delivery project will be managed and governed will be laid out in the Management Case. Where required, Gartner may assure components of the business case developed by the client.

Service Benefits

- Practitioners with experience developing HMT Green Book-compliant business cases
- Proven expertise provides confidence in terms of timescales/quality
- Gartner’s business case toolkits accelerate delivery timescales
- Independent/objective support quantifies risks/benefits/costs to define the preferred option
- Support is based on Gartner’s data and insights
- A flexible and agile delivery methodology
- Provides project/programme mobilisation structure
- Regular reviews/iterations reduce client re-work on final submission
- Accelerates delivery of actionable insights through proven analytical capabilities
- AI-powered analysis that augments Gartner's Insights and SME delivery experience

Service Features

- On-site or remote business case development
- Working in close collaboration with teams/stakeholders through interviews/workshops
- Compliant business cases with appropriate economic/financial modelling (spreadsheet-based)
- Use of Gartner insights, data/toolkits will support detailed analysis
- Assigns suitably skilled and experienced personnel to each case
- Weekly status reports against agreed deliverables and timeframes

- Final presentation to executive stakeholders
- Business case document and supporting documentation

Full List of Service Features

Service Features for an OBC include:

- Project Plan — Following project initiation, a plan will be proposed to cover roles and responsibilities, business stakeholders, timescales and key milestones
- Case for Change — Gartner will facilitate a working session to deep dive into the case for change, i.e., the outcomes desired from the investment under consideration and alignment with wider business, digital and data strategies. Gartner will then draft the Strategic Case working collaboratively with stakeholders
- Options Identification — Gartner will facilitate a working session designed to identify all of the possible ways of achieving the desired outcomes articulated in the case for change, known as the 'longlist'. The potential risks, benefits and costs for each will be explored. Further sessions may be required to refine this work and distil the longlist into a shortlist covering approximately four options — 'do nothing', 'do minimum', 'do moderate' and 'do maximum'
- Options Analysis and associated economic modelling, leading to the identification of the preferred option or preferred way forward. This analysis will focus on deeper dives into the risks, benefits and costs of each option
- Financial Analysis to reveal key information on capital and revenue splits, accounting for depreciation, and the impact on the income & expenditure account
- Route to market options for the procurement of required goods and services. Consideration will be given to the appropriate commercial strategy to obtain the best value-for-money deal for the client
- Business Case — The final deliverable will be the business case document

Project Approach

- Phase 0: Project initiation
- Phase 1: Strategic case, including case for change
- Phase 2: Options identification & analysis
- Phase 3: Economic modelling and the preferred way forward
- Phase 4: Financial, commercial and management
- Phase 5: Final iterations, stakeholder presentations and approvals

Project Schedule

Gartner anticipates completion of this engagement within ten weeks, but this is dependent on the following:

- The complexity and scale of the initiative that which the business case is being created, for the maturity of the commissioning authority
- Stakeholder availability