

G-Cloud 15

Service Definition Document

Cloud Transformation &
Implementation Services

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The better the answer.
The better the world works.



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1. Service detail

1.1. Introduction to the Service

EY provides end to end business and people transformation solutions when the public sector undertakes a technology driven transformation. Our People Experience services use evidence-based methodologies, tools and accelerators to support business transformation programmes enabled by Cloud software.

We enable organisations to accelerate return on investment in technology and improve business adoption of Cloud services by managing the change effectively, taking into consideration all aspects of the migration by putting humans at the centre. We drive people transformation while ensuring that the benefits from technology and Cloud investment are realised and the migration is planned, governed, and managed effectively.

The key features of the People Experience service are:

- ▶ Purpose led, combining practical and inspirational elements
- ▶ Persona-driven change experience, training and capability development
- ▶ Immersive and tailored personal engagement to drive business outcomes
- ▶ Data-driven change based on user insight and behavioural analytics
- ▶ Robust people transition and change integration planning
- ▶ Culture, Leadership and Teaming assessment
- ▶ Culture and Leadership activation roadmap
- ▶ Digital learning using gamification and engaging learning portals
- ▶ Proven governance, metrics and collaboration structures for key parties
- ▶ Alignment with HMG DDaT capability assessment

Through this service, organisations are able to achieve the following benefits:

- ▶ Accelerated personalised engagement, driving improved buy in and adoption of new technology and ways of working
- ▶ Creation of personalised and improved employee experiences
- ▶ Accelerated delivery through rapid design and implementation of tailored solutions
- ▶ Mitigation of the impact of changes on employee ways of working
- ▶ Improved adoption, maximising the return on investment and supporting your business case
- ▶ Optimisation of new technology from day one, realising benefits earlier

1.2. People Experience Service Description

The rise of Cloud technologies is changing the way organisations design and deliver products and services – and therefore the way they work, in turn affecting the capabilities, structures, roles and resources they need. Real benefits come from the combination of people, process and technology.

Our services draw on our EY Change Experience methodology and supporting tools. This is built with agile concepts to drive a more personalised transformation as well as being applicable to waterfall delivery.

We harness our Change Experience methodology flexibly to meet individual client needs. When applied to Cloud implementation we often adapt it to support the following circumstances:

- ▶ **Fit-to-standard:** Unless there is a clear business need to innovate, we will endeavour to stay as close to best practice as possible not only to drive success, but also to lower total cost of implementation and ownership.
- ▶ **Hybrid agile approach:** Our approach uses agile concepts to accelerate design and drive change, increasing velocity of the project, limiting disruption and decreasing delivery risk.
- ▶ **Focus on the change experience:** Each change journey is unique. We've built our approach, enablers and tools to address any scale and complexity of cloud enabled transformation.

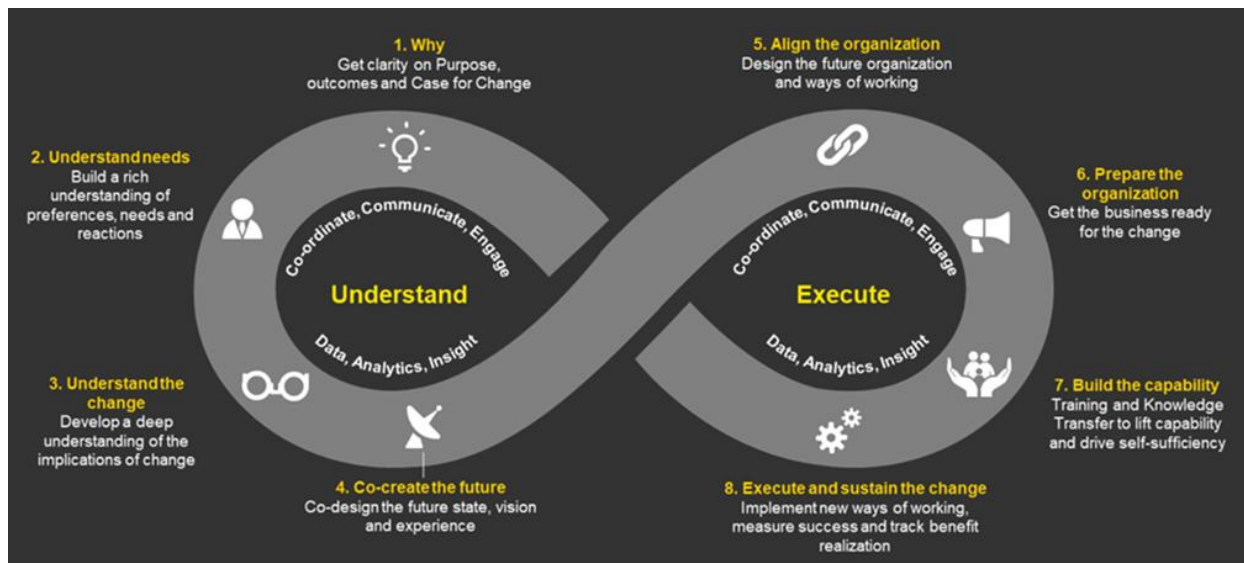


Figure 3 - EY Change Experience Methodology

Our People Experience services are focused on four key principles that create an agile, people centric and insights-driven cloud transformation across an enterprise.

- ▶ **Purposeful:** All activities are aligned to the 'why' and the delivery of tangible and sustainable business value through relentless focus on outcomes
- ▶ **Insightful:** We use a diverse data set and powerful analytics to set strategy, guide approaches and drive the right interventions throughout the change journey
- ▶ **Personalised:** We keep in mind individual needs, perspectives and expectations to customise the journey and cater to preferences to increase uptake
- ▶ **Interactive:** The way we take your people and organisation through the change experience is deliberately different, immersive and designed to accelerate business adoption and return on investment in technology.

Individual solutions under this service are set out below:

Cloud Migration Planning
Client Challenge: Embarking on a complex cloud migration, a client wants to harness their existing workforce effectively to ensure that the transformation is completed successfully.
Description: EY delivers strategic, operational and tactical workforce planning to support the shift to Cloud. It aligns the workforce around the required capacity, capability, cost and composition over the short, medium and long term. It also delivers support in building organisational capability and providing targeted people analytics services to enable evidence-based decision-making.
Key Features: ▶ Conduct bespoke people analytics using our Organisation Talent Hub tool ▶ Explore scenarios to manage workforce gaps and surplus ▶ Develop talent strategy ▶ Build people dashboard reporting capability
Key Benefits: ▶ Data driven workforce insights linked to business objectives ▶ Improved people master data management and governance ▶ Effective rostering and resource deployment ▶ Improved organisation capability to conduct people analytics

Cloud Leadership, Culture & Talent Development
Client Challenge: A client believes that they are not maximising the capabilities of their cloud technologies. They feel that they do not have a pervasive cloud mindset, that employees have not embraced the technology and that their leaders are not cultivating greater engagement.
Description: EY will assess, align and evolve your culture, leadership and talent around new cloud-enabled/digital ways of working, empowering your people to drive business outcomes. Underpinned by analysis, benchmarking and technology, this service identifies and activates the cultural and leadership shifts that will ensure employees can effectively deliver in digitally enabled organisations.
Key Features: ▶ Culture diagnostic with surveys, interviews & focus groups ▶ Leadership & teaming assessment ▶ Culture blueprint design ▶ Organisation culture benchmarking ▶ Detailed culture & leadership activation roadmap ▶ Behaviour influencer platform to identify key people to leverage to accelerate behavioural change

- ▶ Digital leadership framework and coaching

Key Benefits:

- ▶ Faster shift to desired future culture and behaviours
- ▶ Cost efficiencies from improved culture and behaviours
- ▶ Higher levels of employee engagement
- ▶ Metrics to measure impact of culture on performance

Digital Learning & Development

Client Challenge:

Undertaking a cloud transformation, a client is concerned about the relevant skills levels in their workforce. The client believes that its employees need to be supported and upskilled through an effective learning solution, tailored to accommodate different knowledge requirements across the organisation.

Description:

EY provides a range of blended learning solutions to support complex technical/cloud projects, including hosted/managed learning services. We work from concept, developing a learning development strategy, segmenting the population, designing the training needs analysis/learner journeys, then creating and curating content for learners to meet their needs.

Key Features:

- ▶ Learning & training needs analysis
- ▶ Learning & development design
- ▶ Social learning & development of professional communities
- ▶ Digital learning & gamification
- ▶ Experiential learning & simulation

Key Benefits:

- ▶ Learning tailored to increase impact
- ▶ Human centred design delivers quality learner experience
- ▶ Scalable ecosystem of partners to accelerate training delivery
- ▶ Tangible results, measured, evaluated and improved on

Cloud Change Management

Client Challenge:

A client wants to ensure strong business readiness so that their cloud transformation project is supported by high adoption rates and healthy employee engagement.

Description:

EY's Change Experience service supports implementation of change to deliver outcomes from digital strategies. Our approach drives accelerated readiness, engagement and sustainable adoption in complex programmes. Our *Change Insights*

platform provides near-real-time analytics to create an immersive, personalised and iterative change experience, driving successful adoption of cloud technologies

Key Features:

- ▶ Design thinking & behavioural analytics to personalise change
- ▶ Human-centred purpose & Persona driven change approach
- ▶ Immersive & tailored interventions to drive business outcomes
- ▶ Behaviour influencer platform to identify key people to leverage to accelerate behavioural change
- ▶ Comprehensive people transition method
- ▶ Flexible approach for Agile/hybrid/waterfall

Key Benefits:

- ▶ Accelerated personalised engagement improves adoption
- ▶ Positive employee experience of change
- ▶ Improved employee engagement scores
- ▶ Takes in to account overall change load on employees
- ▶ Increases usage on day one and realises benefits earlier

Cloud Deployment

Client Challenge:

A client is preparing for a critical cloud service rollout, and they want to guarantee not only business readiness but also service robustness and business alignment. The client also feels that post-launch support will be needed to enhance adoption, mitigate complications and make in-flight improvements.

Description:

EY helps manage the successful implementation, launch, ongoing continuous improvement and support of cloud hosted services. This includes all activities required prior to launch ('Beta' and 'Live') to ensure technical readiness, service readiness and business readiness, plus the subsequent support, user feedback and frequent iteration needed to extend the service

Key Features:

- ▶ Robust readiness approach
- ▶ Proven governance, metrics and collaboration structures
- ▶ Checklists for technical, business and services readiness
- ▶ Communication of key risks to senior stakeholders

Key Benefits:

- ▶ Readiness data to inform decision making
- ▶ Confidence service meets expectations
- ▶ Assurance business is ready for the solution
- ▶ Confidence service meets expectations
- ▶ Assurance business is ready for the solution
- ▶ Assurance the solution is ready for deployment
- ▶ Confidence solution can be maintained and upgraded post deployment

Cloud Support Implementation

Client Challenge:

A client is launching a cloud service and requires a comprehensive change support solution that assists from the early development stage through to launch and maintenance.

Description:

EY will set up the cloud service support model during Alpha and Beta and prepare the buyers DDaT function to develop and maintain cloud-based services. EY uses its established methodology for managing the changes necessary including, Discovery, detailed planning, operating model blueprints, product roadmaps, implementation tools and training and communication approaches

Key Features:

- ▶ Operating model implementation
- ▶ Data migration implementation
- ▶ Service & Process Architecture
- ▶ Training Needs Analysis
- ▶ Change Management
- ▶ Alignment with DDaT capability assessment framework

Key Benefits:

- ▶ Increased confidence in sustainability of new service
- ▶ Employees, users & support teams clear on
- ▶ Op model responds to future change & improvement
- ▶ Alignment to GDS and DDaT service standards

HR Technology and Transformation

Client Challenge:

A corporate client is transitioning its HR operations to the cloud and needs to ensure rapid adoption and operational impact.

Description:

EY takes a holistic approach to HR Transformation, from people/HR strategy, through HR operating model design, to implementation and benefits delivery. EY helps clients focus on the total workforce including employees, contingent and automated labour, to take advantage of opportunities arising from migrating to cloud-based/AI-enabled model

Key Features:

- ▶ End to End System Implementation enabled Business Transformation
- ▶ Application architecture and solution strategy, road-map definition and solution design
- ▶ HR Transformation enabled by technology (SAP SuccessFactors and/or ServiceNow)
- ▶ HR and People strategy development
- ▶ Technology architecture and solution strategy, roadmap and solution design
- ▶ HR Transformation benefits case (inclusive of operating model & technology)
- ▶ Process design leveraging experience design thinking
- ▶ HR operating model design and implementation
- ▶ Service delivery model design and implementation
- ▶ Payroll strategy, vendor selection, solution design and implementation
- ▶ SAP SuccessFactors design, implementation and ongoing support
- ▶ ServiceNow HRSD design, implementation and ongoing support

Key Benefits:

- ▶ Deliver business outcomes and generate value
- ▶ Flexible delivery model (Onshore, Nearshore, offshore, Partnering with SI)
- ▶ Enhanced stakeholder confidence and delivery certainty
- ▶ Access to subject matter experts from across our global network

SAP, SuccessFactors and HR Technology

Client Challenge:

A client is modernising its HR system with SAP's SuccessFactors solution. They require efficient implementation with strong employee engagement and tangible results.

Description:

Using precision deployment controls and proprietary acceleration tools, EY deploys SuccessFactors solutions that drive fluid HR ownership, rapid user adoption, and clear business impact. EY brings proven industry practices to SuccessFactors programme delivery to take advantage of the opportunities arising from migrating to a cloud-based model.

Key Features:

- ▶ SAP Programme management and service delivery
- ▶ Implementation leadership and management using SAP leading practice.
- ▶ Solution maintenance, upgrades and enhancement planning, implementation and testing

Key Benefits:

- ▶ Proven methodology and accelerators to agile SAP programme delivery
- ▶ Leading process implemented using SAP Solution
- ▶ Adoption of best practise and industry solutions
- ▶ Identify and transform critical business processes for quick rollout

2. Key contacts

For further information please get in touch via the email address below.



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