

# Caja

## Services Brochure May 2018

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# 1. Business Transformation



# 1.1 Business Transformation

Our business transformation service enables us to provide challenge to our clients, whilst co-working to transform operating models, aligned to business strategy and objectives. Our skills include strategic facilitation, integrated operating model design, people, process and digital technology, implementation and change management, to support delivery of successful outcomes and benefits.

## Key Features

1. Current state assessment and business case development
2. Alignment of operating model to business objectives
3. Design/development and delivery of transformed model
4. Business transformation through design and delivery of cloud based solutions
5. Use of robotics and AI to support digital transformation
6. Business change management - stakeholder engagement and communication
7. Collaborative programme/project management designed to deliver successful business transformation
8. Fit-for-purpose governance model to support transformed organisations

## Key Benefits

1. Successful delivery of integrated business outcomes and ROI
2. Stakeholders able to adopt/adapt to new ways of working
3. Sustainable change embedded across the organisation
4. Minimises cost of change and implementation to the client
5. Business transformation projects delivered on time and to budget
6. Enabling innovation and change
7. Alignment of Business and IT

# 1.2. Strategy Workshops

Our strategy workshops facilitate an alignment of business operations/processes to strategic vision and objectives. Simplifying and digitally enabling 'end-to-end' processes across the organisation, focusing on creating integrated solutions, people/process/technology. We co-create an understanding of the gap between current and future, develop a roadmap to a digitally enabled future operating model.

## Key Features

1. Current state analysis and assessment against strategic plan
2. Key Stakeholder Analysis
3. Market/segment analysis and benchmarking
4. Facilitated/interactive/challenging stakeholder strategic workshops
5. Options/recommendations and high level business case
6. Risk approach and mitigation
7. Road map and high level approach and plan

## Key Benefits

1. Alignment of proposed business solutions to strategic objectives
2. Early stakeholder engagement, buy-in and ownership to digital, cloud strategy
3. Strategically integrated people/process and cloud technology business solutions
4. Innovation through factual analysis and challenge

# 1.3. Business Case Development

At Caja, we have extensive experience in developing business cases to support innovative business solutions. We ensure the rationale and benefits of a business case are aligned to the overall organisational strategy, objectives and required outcomes. We have experience in delivering to the HMT Green Book's Case Business Model'.

## Key Features

1. Alignment to business strategy and objectives
2. Factual and supported by accurate data analysis
3. Financial/organisational impact and benefits analysis – the full business case
4. Assessment of risks, issues and mitigations
5. Engagement of all stakeholders in development of business case
6. Scope/plans/costs all clearly articulated as well as benefits and ROI
7. Quality assurance and governance
8. Business case development knowledge transfer

## Key Benefits

1. Common repeatable approach to business case development
2. Early engagement of all impacted stakeholders
3. Transparency/early understanding of all risks, costs, benefits and ROI
4. Baseline to create benefits measurement approach from



# 1.4. Organisation Design

Our Caja organisational design services have a wealth of experience, expertise, methodologies and tools to enable us to engage and work collaboratively with our clients in assessing and understanding the current organisation and then facilitating the organisation design of the future operating model to align with defined business strategy.

## Key Features

1. Current state analysis and assessment
2. Design of future business architecture underpinned by technology enablement
3. Change management, communication and engagement across the organisation
4. Role design, assessments, capability development, recruitment
5. Design of integrated back office solutions and shared services
6. Delivery of integrated back office solutions and shared services
7. Support strategic goals, structures, governance and end to end processes
8. Organisation design to align and meet strategic organisation vision/goals

## Key Benefits

1. Optimal operating model design with integrated people, process and technology
2. Skilled, capable resources in place and able to operate confidently
3. Appropriate governance and decision making
4. Simplified, effective, processes/procedures and organisation aligned to the strategic goals
5. Organisation talent aligned to organisation strategy

# 1.5. Operating Model

Caja supports and facilitates our clients in assessing their current operating model and developing a future operating model, aligned to their business strategy. Simplifying and enabling 'end-to-end' processes through digitisation and technology, we importantly focus on ensuring all stakeholders can adopt/adapt to the new ways of working.

## Key Features

1. Analysis and assessment of current 'As Is' operating model
2. Develop innovative yet strategically aligned operating models
3. Integrating process/people and technology
4. Focus on customer/end and engagement with all stakeholders
5. Clearly defined principles which can be used across the organisation
6. Integrated business and technology architectures, supported by rigorous business cases

## Key Benefits

1. Fit for purpose, tested, integrated business and technical architectures
2. Integrated operations aligned to delivery of strategic business initiatives
3. Costed business case, plan and benefits, highlighting risks and issues
4. Early engagement of all impacted stakeholders

# 1.6. Governance & Assurance

At Caja, we believe that effective and appropriate governance is a key enabler to successful cloud programme/project delivery for day-to-day operation. We offer a range of governance and assurance processes and procedures, ranging from governance design and implementation to audit and assessment of current practices, capabilities, risks, issues and dependencies.

## Key Features

1. Engagement with all stakeholders impacted by governance processes and procedures
2. Straightforward, pragmatic and practical, fit-for-purpose governance structures
3. Timely and transparent decision making
4. Structured to support the successful delivery of desired business outcomes
5. Dashboard approach-tracking and reporting of progress, risks and issues
6. Board and senior management advice and coaching on successful Governance

## Key Benefits

1. Informed, timely and evidence led governance and decision making
2. Visible management of milestones and deliverables
3. Appropriate stakeholder engagement
4. Knowledge and skills transfer and development
5. Pragmatic and robust management of issues and risks
6. Strategic leadership, accountability and direction

# 1.7. Business Change Management

Robust business change management, is critical to delivering successful business outcomes. Caja co-works to engage communicate, consult, support and coach all stakeholders, internally and externally through change and ensuring all can adopt and adapt to the new ways of working and the culture and behaviours reflect the desired strategic outcomes.

## Key Features

1. Development of an integrated business change management strategy
2. Integrated people/process solutions underpinned by cloud/digital enablement
3. Engagement, communication and consultation
4. Behavioural science to support change
5. Leadership development programme to support change
6. Coaching and mentoring to lead change initiatives
7. Culture/behaviours across the organisation, aligned to strategic business objectives
8. Change management strategy in place to support successful measurable outcomes
9. Long term sustainable change embedded across the organisation
10. Experienced/agile/flexible resources in place supporting successful business outcomes

## Key Benefits

1. Better/faster adoption of overall solution
2. Stakeholders are engaged/informed, understand impact upon themselves
3. Time taken to adopt new ways of working is reduced
4. Less requirement for intervention post technology 'go live'
5. Workforce more able to balance BAU with project/change requirements
6. Stakeholders are engaged/informed, understand what is required of them
7. Time taken to adopt new ways so risks are mitigated
8. Better/faster successful delivery of benefits and ROI
9. Agile/flexible workforce adapt to continuing change within an organisation

# 1.8. Programme Management

At Caja, we have an extensive range of skills/experience in delivering large scale complex change. Providing a range of programme management capabilities to collaboratively support our clients achieve the delivery of successful outcomes – Business case development, planning and mobilisation, governance, programme office, management, reporting, coaching/mentoring and benefits realisation.

## Key Features

1. Senior, experienced programme delivery focused resources and knowledge transfer
2. Pragmatic and practical application of best practice project methodologies
3. Integrated portfolio programme management services - design, development and delivery
4. Stakeholder engagement and communication
5. Visible tracking, active management and reporting of milestones, deliverables, risks/issues
6. Timely appropriate governance, escalation and decision making facilitation and assurance
7. Standard methodologies, tools/techniques, documentation and templates

## Key Benefits

1. Single 'version of the truth' across programme and stakeholders
2. Delivery of projects on time/to budget, with performance measurement
3. Appropriate management of scope and change
4. Timely, management/escalation of risks and issues
5. Keeps programmes on track
6. Development of client team via knowledge transfer, coaching and mentoring

# 1.9. Project Management

Caja has an extensive range of skills and experience in designing and delivering projects. Providing a range of project management capabilities to co-work alongside our clients to achieve the delivery of successful outcomes – Business case development, change management, planning and mobilisation, governance, project office, management, reporting, coaching/mentoring and benefits realisation.

## Key Features

1. Experienced/knowledgeable project delivery focused resources and knowledge transfer
2. Pragmatic and practical application of best practice project methodologies
3. Project lifecycle services - design, development and delivery
4. Stakeholder engagement and communication
5. Visible tracking, active management and reporting of milestones, deliverables, risks/issues
6. Timely appropriate governance, escalation and decision making facilitation and assurance
7. Standard methodologies, tools/techniques, documentation and templates
8. Knowledge transfer and development of client staff
9. Coaching/mentoring of key client resources for a sustainable future

## Key Benefits

1. Transparent focused management of projects
2. Delivery of projects on time/to budget, with performance measurement
3. Appropriate management of scope and change
4. Timely, management/escalation of risks and issues
5. Keeps projects on track
6. Development of client team via knowledge transfer, coaching and mentoring

# 1.10. Subject Matter Expertise; HR, F&A, Proc, Payroll, IT

At Caja, we have a range of experienced subject matter experts - programme/project managers, HR/finance/procurement/payroll, change experts, IT, security, business analysts, whose focus is on developing and delivering successful integrated business solutions for clients. Our subject matter experts work collaboratively with our clients to deliver best of breed solutions.

## Key Features

1. Experienced resources able to engage all levels across the business
2. Professional/technical experience
3. Flexibility to call on appropriate subject matter experts when required
4. Experience of public and private sectors
5. Scalable and agile approach to supporting clients
6. Able to deliver integrated people, process and technology solutions
7. Able to challenge and bring innovative thinking

## Key Benefits

1. Cost effective, agile support to assure successful outcomes
2. Development of internal resources through knowledge transfer, mentoring and coaching
3. Supplements internal resourcing for short periods of time
4. Innovation and thought leadership
5. Access to best practice options
6. Based on SFIA rate card

# 1.11. Advisory Services

Caja provides strategic independent advice, challenge and consultancy support to ensure clients cloud/digital business solutions are strategically aligned, designed, developed and deployed effectively and organisations are able to achieve and deliver real benefits. We operate across organisations from board level to operations, specialising in shared services and outsourcing operating models.

## Key Features

1. Extensive experience advising clients on best of breed business solutions
2. Strategic advice and transformational change management
3. Provision of strategic options appraisal for organisations
4. Advice and guidance on delivery of programmes and projects
5. Current state review and advice against projects, plans and budgets
6. Identification and management of risks and issues
7. Experience developing and advising on governance models

## Key Benefits

1. Maximise business benefit through alignment to strategic delivery
2. Alignment to best of breed operating processes and procedures
3. Identifies and mitigates business risks and issues
4. Introduces appropriate governance and management capabilities



# 1.12. Business Analysis Service

Our business analysis capability supports clients in successfully implementing their business transformation, digital and cloud solutions. We provide business/data insight analysis of current state and facilitate the detailed analysis of business requirements, processes, technology and organisation to deliver the integrated business solution and to continually review existing processes and procedures.

## Key Features

1. Analyse and review business objectives
2. Analysis of business requirements aligned to strategy
3. Data analysis and insights to support project/programme
4. Current 'As Is' business analysis and documentation
5. Development of 'To Be' business processes and procedures
6. Evaluation of options and development of outline business case
7. Continuous business improvement review and analysis
8. Market analysis and benchmarking
9. Analysis to support options appraisal

## Key Benefits

1. Clear articulation of business requirements aligned to strategy
2. Clearly defined processes and procedures
3. Simplification and digital technology enablement identified
4. Understanding of the market place and appropriate suppliers
5. Internal resource development through knowledge transfer and sharing
6. Early engagement of all business stakeholders
7. Identification of business readiness and change requirements
8. Detailed analysis supporting option recommendations and business case

# 1.13. Business Enterprise Architecture

In partnership with the client technology provider, we create an integrated business/technology architecture to support the design of the future cloud operating model. Our subject matter experts work collaboratively with the organisation to reflect the future state vision – business, organisation and service delivery models underpinned by technical architecture.

## Key Features

1. Holistic picture of business components and technology alignment
2. Alignment of operating model to business vision and strategy
3. Early identification of gaps, mis-alignment, issues
4. Drives transformation roadmap and plan
5. Underpins the development of a robust business case

## Key Benefits

1. Alignment of technology to business architecture and requirements
2. Holistic view providing early engagement and buy-in from stakeholder communities
3. Facilitates challenge and innovation
4. Baseline to assess and manage change requirements
5. Relentless focus on outcomes

# 1.14. Service Transition Management

Caja's transition management service approach supports organisations in the successful planning, delivery and management of transition. Supporting the transition management of the people, process, technology and BAU operations. Assuring alignment to strategic goals and new operating model. We ensure stakeholders can confidently adopt and adapt to new ways of working.

## Key Features

1. Development of service transition plan-technology, data-transfer, organisation and processes
2. Testing of all capabilities prior to 'go live'
3. 'Go Live' readiness assessment
4. Review/alignment of SLA's and KPI's to new service/operation
5. Risk assessment and issue management
6. Engagement and communication with all stakeholders
7. Knowledge sharing and transfer
8. Real time management of transition and go live issues
9. Consultation services

## Key Benefits

1. Transition risk management and mitigation
2. Early engagement of all stakeholders
3. Change embedded and sustainable
4. Timely resolution/escalation of issues, minimising impact upon BAU
5. Transparency and clarity for all impacted parties
6. Manage delivery of benefits

# 1.15 Options Appraisal and Business Case Development

We have a wide range of expertise and consulting skills available within our options appraisal and business case development service. We work to understand the strategic requirements of our clients and take a pragmatic approach to finding appropriate solutions. We work with all major cloud suppliers.

## Key Features

1. Wide range of subject matter experts, skills and expertise
2. Breadth and depth of knowledge across public and private sectors
3. Wide market knowledge of digital and technical solutions
4. Ability to develop full service business solutions-people, process & technology
5. Skills and capabilities to develop complex business cases
6. Proven methodologies in developing options appraisals in complex environments

## Key Benefits

1. Ability to assess range of options available to an organisation
2. Development of integrated business cases
3. Alignment of options and business case to strategy
4. Options appraisal/business case undertaken in qualitative and timely manner
5. Transfer of knowledge to develop internal organisation skills and capabilities

# 1.16 HR Service Design

Our Caja HR service design capability offers clients access to HR subject matter experts, best of breed processes and a wealth of knowledge/experience. We work collaboratively with IT suppliers to create an integrated offering and ensuring all stakeholders can adopt and adapt to new ways of working.

## Key Features

1. Best of breed HR processes
2. Expertise in designing, developing and implementing HR operating models
3. Wealth of experience in shared service and outsource operations
4. Integrated HR operating model, people, process and technology
5. Strategic workshops and options appraisal analysis
6. Benchmarking
7. Service level and key performance indicators (SLA & KPI)
8. Organisation design
9. Communication, engagement and consultation

## Key Benefits

1. Integrated 'fit for purpose' HR operating model
2. HR aligned to strategic business model
3. HR skills and capabilities reflecting business need
4. Flexible and agile HR workforce

# 1.17 Finance Service Design

Our Caja finance service design capability offers clients access to finance subject matter experts, best of breed processes and a wealth of knowledge/experience. We work collaboratively with IT suppliers to create an integrated offering and ensuring all stakeholders can adopt and adapt to new ways of working.

## Key Features

1. Best of breed finance processes
2. Expertise in designing, developing and implementing finance operating models
3. Wealth of experience in shared service and outsource operations
4. Integrated finance operating model, people, process and technology
5. Strategic workshops and options appraisal analysis
6. Benchmarking
7. Service level and key performance indicators (SLA & KPI)
8. Organisation design
9. Communication, engagement and consultation

## Key Benefits

1. Integrated 'Fit for purpose' finance operating model
2. Finance aligned to strategic business model
3. Finance skills and capabilities reflecting business need
4. Flexible and agile finance workforce

# 1.18 Procurement Service Design

Our Caja procurement service design capability offers clients access to procurement subject matter experts, best of breed processes and a wealth of knowledge/experience. We work collaboratively with IT suppliers to create an integrated offering and ensuring all stakeholders can adopt and adapt to new ways of working.

## Key Features

1. Best of breed procurement processes
2. Expertise in designing, developing and implementing procurement operating models
3. Wealth of experience in shared service and outsource operations
4. Integrated procurement operating model, people, process and technology
5. Strategic workshops and options appraisal analysis
6. Benchmarking
7. Service level and key performance indicators (SLA & KPI)
8. Organisation design
9. Communication, engagement and consultation

## Key Benefits

1. Integrated 'fit for purpose' procurement operating model
2. Procurement aligned to strategic business model
3. Procurement skills and capabilities reflecting business need
4. Flexible and agile procurement workforce

# 1.19 Payroll Service Design

Our Caja payroll service design capability offers clients access to payroll subject matter experts, best of breed processes and a wealth of knowledge/experience. We work collaboratively with IT suppliers to create an integrated offering and ensuring all stakeholders can adopt and adapt to new ways of working.

## Key Features

1. Best of breed payroll processes
2. Expertise in designing, developing and implementing payroll operating models
3. Wealth of experience in shared service and outsource operations
4. Integrated payroll operating model, people, process and technology
5. Strategic workshops and options appraisal analysis
6. Benchmarking
7. Service level and key performance indicators (SLA & KPI)
8. Organisation design
9. Communication, engagement and consultation

## Key Benefits

1. Integrated 'Fit for purpose' payroll operating model
2. Payroll aligned to strategic business model
3. Payroll skills and capabilities reflecting business need
4. Flexible and agile payroll workforce
5. End-to-end payroll process single data entry, improved data quality



# 1.20 Learning & Development Services

The Caja learning and development services, support organisations in developing their talent and resources to align with their strategic operating model. We work closely with technology partners to create an integrated business model with resources able to confidently and competently operate in a transformed environment.

## Key Features

1. Training needs assessment
2. Learning evaluation models
3. Facilitated learning
4. Experiential learning
5. Classroom training
6. Innovative on-line learning
7. Legislative and regulatory compliance in the health, public/private sectors
8. Learning & development strategy development
9. Leadership development
10. Coaching and mentoring

## Key Benefits

1. Improved job satisfaction and employee motivation
2. Improved capacity to adopt new technologies and ways of working
3. Improved efficiency and effectiveness of employees and stakeholders
4. Reduced staff turnover
5. Appropriate leadership and accountability to support strategic business objectives

# 1.21 Employee & Organisation Transformation

Our Caja employee and organisation transformation service integrate with our overall business transformation capability to support clients in implementing strategic change. We provide organisational design, talent and workforce development to align with the strategic operating model. Key to the approach is our communication engagement and consultation approach.

## Key Features

1. Strategic alignment of employee operating model to business objectives
2. Current state assessment and business case development
3. Design/development and delivery of transformed employee model
4. Business change management - stakeholder engagement and communication
5. Collaborative programme/project management designed to deliver successful business transformation
6. Fit-for-purpose employee model to support transformed organisations

## Key Benefits

1. Successful delivery of integrated business outcomes and ROI
2. Stakeholders able to adopt/adapt to new ways of working
3. Sustainable change embedded across the organisation
4. Minimises cost of change and implementation to the client
5. Enabling innovation and change
6. Alignment of business and IT
7. Ability to attract and retain talent within the organisation

# 1.22 Commercial Evaluation Framework

A diagnostic and toolset to support Councils in becoming more commercial. Our Framework, builds on best practice and experience in advising and supporting clients on being innovative, entrepreneurial and commercial. Covering the spectrum from strategy, people, governance, risk, supplier & partnership management, funding, balance sheet and digitisation.

## Key Features

1. Commercial framework model
2. Diagnostic
3. Best practice case studies
4. Leadership development
5. Insights
6. Benchmarks
7. Innovative partnerships and contracts
8. Commercial audit
9. Commercial capability assessment
10. Options appraisal, analysis and business case development

## Key Benefits

1. Opportunities to create innovative revenue generating ideas
2. Optimised solution through innovative commercial models
3. Proactively identifying risks and providing clear mitigation plans
4. Strong governance allows for clear decision making across multiple organisations
5. Access to benchmarks across other similar organisations
6. Access to best practice ideas and solutions

# 1.23 Strategic Workforce Planning

Caja provides a Strategic Workforce Planning Solution that allows the modelling and visualisation of your employees over time based on internal and external environmental factors. The tool uses a range of collaborative techniques, standard assumptions and common processes and is configurable to existing data models, focusing.

## Key Features

1. Workforce Analysis and Planning
2. Scenario Planning
3. Business intelligence & Visualisation
4. User friendly cloud based dashboard view
5. Data upload from underlying ERP / source systems
6. Analytics
7. Graphical workflow

## Key Benefits

1. Understand the impact of economic and market trends on workforce
2. Allows modelling/planning of workforce segments using 'What-if' scenario modelling
3. Conduct current workforce analysis
4. Define future workforce demand
5. Conduct gap analysis and risk assessment
6. Develop and execute risk mitigation strategies
7. Data visualisation and work force dashboards

# 1.24 Population Health Capability Maturity Assessment

Caja provides a diagnostic to assess the maturity levels associated with the capabilities required to implement a population health management solution. The assessment reviews multi-organisation maturity, providing a set of recommendations and next steps indicating a level of readiness to implement a population based approach to health and care

## Key Features

1. Identification of key stakeholders including citizens, management, care professionals, GPs etc.
2. Review stakeholder engagement across all organisations
3. Provide a capability maturity report to demonstrate organisational maturity
4. Provide a high level strategic implementation roadmap
5. Review potential cloud based technology solutions
6. Highlight key assets and gaps/risks that need to be addressed

## Key Benefits

1. Reduces programme risk and cost of transformation
2. Provides understanding that enables your population health initiative to succeed
3. Provides an understanding of stakeholder perceptions
4. Provides an independent view on maturity to implement cloud solution
5. Assessment is across multiple domains (strategy, operations, finance, technology)
6. Assesses the potential capability gain achievable by implementing population health
7. Identify gaps in plans (funding, technology, governance and resourcing)
8. Core skills in supplier and third party management
9. Provides a framework based approach to enable comparison with others

# 1.25 Organisation Commercialisation

A diagnostic and toolset to support Councils in becoming more entrepreneurial and commercial. Our Framework, builds on best practice and experience in advising and supporting clients on being innovative, entrepreneurial and commercial. Covering the spectrum from strategy, people, governance, risk, supplier & partnership management, funding, balance sheet and digitisation.

## Key Features

1. Entrepreneurial framework
2. Diagnostic
3. Best practice case studies
4. Leadership development
5. Insights
6. Benchmarks
7. Innovative partnerships and contracts
8. Commercial audit
9. Commercial capability assessment
10. Options appraisal, analysis and business business case development

## Key Benefits

1. Opportunities to create innovative revenue generating ideas
2. Optimised solution through innovative commercial models
3. Proactively identifying risks and providing clear mitigation plans
4. Strong governance allows for clear decision making across multiple organisations
5. Access to benchmarks across other similar organisations
6. Access to best practice ideas and solutions

# 1.26 Health & Social Care Innovation

Establishment and facilitation of 'Innovation Lab' approach to integration and interoperability of people, process, infrastructure and digital technologies in health and care. Developing ideas and solutions from concept through to deployment we are able to realise the benefits of transforming how organisations work around a Place Based hub.

## Key Features

1. Innovation Lab approach to developing new concepts
2. Audit of existing processes, systems and costs
3. Articulation of future vision and case for change
4. Dealing with existing demand better
5. Channel shift demand through people, process, technology and infrastructure
6. Design proactive engagement strategies and behaviours that impact on health
7. Integration of digital technologies to promote patient activation
8. Building Transformation Capability and new ways of working

## Key Benefits

1. Improved demand management
2. Better use of community Place Based assets
3. Increased Patient activation
4. Increased use of digital technologies
5. Better use of local data for quality improvement

# 1.27 Higher Education Solutions

Caja provides digital transformation services for Higher Education institutions, using cloud platforms to create the 'Smart Campus' across the student lifecycle, academia, administrative services, and research, transforming the student and academic experience and delivering business benefits. We facilitate, strategy; support digital technology implementation, process development and organisation and change management.

## Key Features

1. Streamlined 'End to End' integrated student lifecycle
2. SMART Insight data for students
3. Effective cost efficient support services

## Key Benefits

1. Improved management of students
2. Reduced cost of administrative services
3. Effective management of processes



# 1.28 Higher Education Transformation

Caja provides digital transformation services for Universities/FE Colleges, using cloud platforms to create the 'Smart Campus' across the student lifecycle, academia, administrative services, and research, transforming the student and academic experience and delivering business benefits. We facilitate, strategy; support digital technology implementation, process development and organisation and change management.

## Key Features

1. Streamlined 'End to End' integrated student lifecycle
2. SMART Insight data for students
3. Effective cost efficient support services

## Key Benefits

1. Improved management of students
2. Reduced cost of administrative services
3. Effective management of processes

# 1.29 Further Education Solutions

Caja provides digital transformation services for Further Education Colleges, using cloud platforms to create the 'Smart Campus' across the student lifecycle, academia, administrative services, and research, transforming the student and academic experience and delivering business benefits. We facilitate, strategy; support digital technology implementation, process development and organisation and change management.

## Key Features

1. Streamlined 'End to End' integrated student lifecycle
2. SMART insight data for students
3. Effective cost efficient support services

## Key Benefits

1. Improved management of students
2. Reduced cost of administrative services
3. Effective management of processes

# 1.30 Entrepreneurial Evaluation Framework

A diagnostic framework and toolset to support Councils in becoming more entrepreneurial and commercial. Our Framework, builds on best practice and experience in advising and supporting clients on being innovative, entrepreneurial and commercial. Covering the spectrum from strategy, people, governance, risk, supplier & partnership management, funding, balance sheet and digitisation.

## Key Features

1. Entrepreneurial framework
2. Diagnostic
3. Best practice case studies
4. Leadership development
5. Insights
6. Benchmarks
7. Innovative partnerships and contracts
8. Commercial audit
9. Commercial capability assessment
10. Options appraisal, analysis and business case development

## Key Benefits

1. Opportunities to create innovative revenue generating ideas
2. Optimised solution through innovative commercial models
3. Proactively identifying risks and providing clear mitigation plans
4. Strong governance allows for clear decision making across multiple organisations
5. Access to benchmarks across other similar organisations
6. Access to best practice ideas and solutions

# 1.31 Data Insights

Providing decision and insights from data through descriptive, predictive and prescriptive analytics. Understanding requirements, designing analytical models and tools to understand historical performance and trends and projecting future trends and scenarios to help organisations predict the most appropriate options, strategies and plans.

## Key Features

1. Capture and documentation of user requirements
2. Data collection and acquisition
3. Data Extract, transform and load (ETL) into data warehouse/lake
4. Data cleansing and quality assurance
5. Data mining and exploration
6. Design and build of analytical models and algorithms
7. Design and build of predictive models and simulations
8. Scenario generation to support options appraisal process
9. Developing data reporting and visualisation

## Key Benefits

1. Integration of multiple data-sets
2. Improved data quality
3. Better understanding of performance trends and issues
4. Better decision support based on predictive insights and scenarios
5. Better visualisation of data analysis and performance

## 2. Operational Management



# 2.1 Operational Reviews

Our operational and business performance review service uses a range of best practice methodologies – BPR, Lean, Six Sigma, value stream mapping and ITIL, to understand and measure the current business performance and create value through developing more effective and efficient processes and outcomes, enabled by IT and digitisation.

## Key Features

1. 'As Is' mapping and 'To Be' requirements definition and mapping
2. Business performance improvement and measurement
3. Continuous improvement methodologies and culture development
4. Lean, six sigma, value stream mapping
5. 'As Is/To Be' gap analysis and delivery road map
6. Benchmarking
7. Current state analysis and assessment
8. Options analysis service
9. Agile, ITIL, Waterfall, Prince 2 knowledge and experience

## Key Benefits

1. Optimised business processes aligned to business operating model
2. Optimised IT/digital enablement
3. Reduced operational costs, through effective/efficient outcome based processes
4. Continuous improvement culture
5. Creation of customer focussed service culture

## 2.2 Cost Analysis

Our Caja cost analysis service uses a range of tools and techniques to establish a baseline cost across organisations and create business and benefit cases. Identifying where cost efficiencies, increases in productivity can be made, through technology enablement, cost reduction, up-skilling etc. and support the development of appropriate business/benefits cases.

### Key Features

1. Analysis and understanding of costs across the organisation
2. End to end process/cost analysis
3. Cost reduction analysis and planning
4. Management and operational dashboards
5. Business/investment case development
6. Benchmarking
7. Options analysis

### Key Benefits

1. Understanding of the cost levers across the organisation
2. Informed decision making through costs, data, MI and KPI's
3. Improved investment decision making
4. Opportunity to reduce and manage costs across the business

## 2.3 Workforce Planning, Modelling & Analysis

Our Caja workforce planning, modelling and analysis supports organisations in understanding/forecasting the optimum: - skills, number of resources required, assignment of work, measurement of work and productivity. We undertake a methodical analysis of work activities with related time and cost measures.

### Key Features

1. Resource and workforce capacity planning
2. Resource and workforce budget planning
3. FTE analysis with related time and cost measures
4. Forecasting to meet peaks and troughs
5. Transaction based pricing for outsourcing models
6. Strategic analysis of demand and supply factors
7. Use of big-data to support the modelling of workforce options

### Key Benefits

1. Supports the achievement of an agile, flexible workforce
2. Ability to manage staffing to the median through peaks/troughs
3. Underpins transaction based pricing models
4. Efficient and effective staff utilisation across the organisation
5. Provides robust sustainable workforce plan



## 2.4 Lean Consultancy

Caja's lean consultancy capability helps organisations to analyse, review and eliminate costs, build capability, and align to customer value. Our lean service integrates core components of people, process and technology to create a continuous improvement environment across organisations.

### Key Features

1. Skills and knowledge transfer
2. Customer focused, effective and efficient processes
3. Early employee involvement
4. Simplify, improve and standardise the process
5. Removal of non-value-add steps and waste
6. Removal of duplication

### Key Benefits

1. Improved customer service, delivery and quality
2. Competitive advantage through improved performance
3. Simplification and standardisation
4. Improved employee engagement
5. Cost effective processing

# 2.5 Consultancy

Caja provides a range of consultancy services to support, developing and maintaining effective and efficient support administrative services. Our capabilities range from strategic facilitation and advisory services, programme/project management and provision of subject matter expertise covering change management, HR, finance, payroll and procurement.

## Key Features

1. Strategic advice, guidance and consultation at board level
2. Alignment of operating model to strategic objectives
3. Strategic change management, communication and engagement
4. Outcomes and benefits management
5. Design of cloud based business integrated solutions
6. Development of integrated IT and business road maps
7. Provision of programme and project consulting expertise
8. A wealth of consulting subject matter experts in HR/finance/payroll/procurement
9. Provision of leadership and development and technical training
10. Business and technical architecture consultancy support

## Key Benefits

1. Creating end-to-end workflow enabled digitised processes
2. Creating cost effective, efficient, timely and qualitative processes
3. Ensuring delivery of return on investment and other benefits
4. Ensuring staff are able to operate effectively using new technology
5. Ensuring service levels are maintained and enhanced during/after change
6. Developing internal resources to deliver future change
7. Supporting senior management to lead change
8. Developing the ability to deliver significant savings
9. Removing risk from implementations
10. Bringing experience and expertise to support successful outcomes

## 2.6 Cloud Consultancy

Caja provides cloud consultancy services to support, develop and maintain effective and efficient administrative services. Our capabilities range from strategic facilitation and advisory services, programme/project management and provision of subject matter expertise covering change management, HR, finance, payroll and procurement.

### Key Features

1. Strategic advice, guidance and consultation at board level
2. Alignment of operating model to strategic objectives
3. Strategic change management, communication and engagement
4. Outcomes and benefits management
5. Design of cloud based business integrated solutions
6. Development of integrated IT and business road maps
7. Provision of programme and project consulting expertise
8. A wealth of consulting subject matter experts in HR/finance/payroll/procurement
9. Provision of leadership and development and technical training
10. Business and technical architecture consultancy support

### Key Benefits

1. Creating end-to-end workflow enabled digitised processes
2. Creating cost effective, efficient, timely and qualitative processes
3. Ensuring delivery of return on investment and other benefits
4. Ensuring staff are able to operate effectively using new technology
5. Ensuring service levels are maintained and enhanced during/after change
6. Developing internal resources to deliver future change
7. Supporting senior management to lead change
8. Developing the ability to deliver significant savings
9. Removing risk from implementations
10. Bringing experience and expertise to support successful outcomes

## 2.7 Six Sigma Process Design

Our Six Sigma approach enables us to quickly assess where organisations can reduce errors and waste. Through full stakeholder participation, we develop a high-level organisation value stream. We can then quickly map processes, technology and costs, identifying the potential to remove non-value-add steps, bottlenecks, errors, duplication and broken hand-offs.

### Key Features

1. Skills and knowledge transfer
2. Customer focused, effective and efficient processes
3. Early employee involvement
4. Simplify, improve and standardise the process
5. Removal of non-value-add steps and waste
6. Removal of duplication
7. Accredited Six Sigma practitioners

### Key Benefits

1. Improved customer service, delivery and quality
2. Competitive advantage through improved performance
3. Simplification and standardisation
4. Improved employee engagement
5. Cost effective processing

# 2.8 Relationship Management

Our relationship management service provides a broad range of experiences both commercial and contractual which we use to support our clients in developing internal/external relationship management skills. Ensuring successful outcomes whilst transferring skills and knowledge. We offer mediation services where client/supplier relationships have deteriorated.

## Key Features

1. Development of strong client/provider relationships
2. Mediation services
3. Development of statement of works, SLA's/KPI's
4. Dashboard analysis and reporting
5. Early engagement and overview of 'end to end' service
6. Commercial and legal insight
7. Appropriate governance model

## Key Benefits

1. Early resolution and escalation of issues and risks
2. Good customer/supplier relations, promoting longevity of relationship
3. Clear accountability, responsibility and ownership
4. Pragmatic outcomes that enable parties to move forward
5. Cost effective approach for the organisation

## 2.9 Benefits Management

We support the identification, quantification and realisation of benefits identified as part of strategic programmes and projects. We align benefits to business strategy, identify business owners and plan benefits realisation all as part of the upfront business case. We work alongside accountable managers to coach on achieving benefits delivery.

### Key Features

1. Business benefit identification and mapping
2. Analysis and realisation planning
3. Benefits tracking and reporting
4. Development of KPI's and dashboard reporting
5. Clear ownership, accountabilities and responsibilities
6. Comfortable with risk reward models for delivery of benefits

### Key Benefits

1. Measurable ROI and results
2. Optimised business benefits realisation
3. Clarity of required deliverables and benefits

## 2.10 Business Performance Improvement

Our business performance improvement service supports organisations in identifying and delivering measurable benefits, across their 'end to end' processes, organisation, digital and cloud technology and people. We have significant knowledge and experience in the challenges being faced by organisations in the current economic climate.

### Key Features

1. Challenging, facilitating and implementing improvements and change
2. Innovative, simplified and transformed integrated processes
3. Customer focus with full stakeholder engagement and communications
4. Focus on measurement and ROI
5. Knowledge and skills, transfer and sharing

### Key Benefits

1. Planned, managed and tracked business benefits delivery and ROI
2. Integrated performance improvement process/technology and people
3. All stakeholders can adopt/adapt to new ways of working

## 2.11 Benchmarking

Our benchmarking service provides business process benchmarking for key 'administrative support services' – HR, finance, payroll and procurement. Enabling our clients to analyse and make informed decisions regarding the efficiency, effectiveness, cost, and market competition.

### Key Features

1. Measure and assess comparable business processes
2. Cost profile assessment
3. Service level agreement performance (SLA)
4. Monitor progress/performance overtime
5. Key performance indicator (KPI)
6. Operational level agreement performance (OLA)
7. Market comparison of data

### Key Benefits

1. Identification of business processes for analysis and performance improvement
2. Enables informed decision making
3. Enables targets to be set and measured overtime



## 2.12 Commercial Services

Our Caja commercial service has a wealth of experience in advising and supporting clients on their commercial/procurement procedures, policies and processes. We cover the spectrum from strategic development, advisory, audit, management and delivery across both public and private sectors and facilitate the transition to a more commercial organisation.

### Key Features

1. Advisory services
2. Business strategy, requirements gathering and tender development and management
3. Bid management
4. Audit reviews
5. Supplier onboarding and contract management
6. Mediation services
7. Termination services
8. Commercialisation of all organisations
9. Contract reviews

### Key Benefits

1. 'End-to-End' procurement/contract management process
2. Informed, timely decision making
3. Cost effective, commercial management with qualitative outcomes
4. Knowledge transfer and sharing
5. Ability of the organisation to operate commercially

## 2.13 Service Desk Design & Consultancy

Our Caja service desk design and consultancy provides a range of advisory, consulting skills and expertise to support the design, implementation and review of service desks and optimisation of existing service desk capability. We provide ITIL compliant guidance on 1st/2nd and 3rd line technology support.

### Key Features

1. ITIL compliant
2. Customer focused optimised processes and procedures
3. Performance management, KPI's, SLA's, tracking, analysis and management
4. Continuous improvement
5. Design, development and delivery of new service desk capability
6. Benchmarking services

### Key Benefits

1. Enhanced services and customer satisfaction
2. Independent analysis, audit and assurance
3. Optimal quality and service
4. Transparent SLA/KPI reporting and dashboards

## 2.14 Business Design Service

Our Caja business design service works collaboratively with our clients to understand their strategy and desired business outcomes and then designs, blueprints and supports the implementation of integrated business service – People, Processes, Technology, facilities and organisation. We focus on customer needs and experience, whilst optimising business service delivery design.

### Key Features

1. Development of target operating model and service blueprint
2. Development of integrated business and technical architectures
3. Integrated end-to-end processes, with technology enablement, people and organisation
4. Rigorous planning and management with OD and change management
5. Full stakeholder engagement and communication
6. Alignment of business services to strategic vision

### Key Benefits

1. Early stakeholder engagement and communication improves end to end processes
2. Fully adopted new ways of operating
3. Successful benefits delivery and realisation
4. Aligned business services to strategy

### 3. Leadership/Development & Knowledge Transfer Development



# 3.1 Stakeholder Engagement & Communication

Stakeholder engagement and communication underpins all cloud programmes/projects undertaken. Early stakeholder engagement ensures that the cultural, behavioural, environmental and economic factors are fully understood and catered for in developing the integrated business solution. Our communication approach and materials are innovative, verbal and visual to reach the widest possible audience.

## Key Features

1. Stakeholder identification and mapping
2. Strategy/planning for engagement, stakeholder involvement, consultation, management, communication
3. Organising/managing engagement process, workshops, focus groups, stakeholder events
4. Producing supporting material - communications, media relations, fact-sheets, graphic design
5. Social and market research
6. Stakeholder feedback
7. Conflict management and mediation

## Key Benefits

1. Creates early consensus and buy-in to change
2. Increased likelihood - programme/project delivered successfully and benefits realised
3. Reduced conflict and greater co-operation
4. Reduced stress on employees and other stakeholders, through transparency/visibility

## 3.2 Leadership Development & Strategic Alignment

Our leadership and strategic development alignment focuses on developing high-performance organisations through great leaders and creating alignment from the top to bottom. Working with organisations helping their resources develop skills/behaviours that leaders require to effectively deliver results, innovate, drive change and deliver sustainable business improvement.

### Key Features

1. Leadership and executive development
2. Talent development and assessment centres
3. Coaching and mentoring
4. Learning pathways for capability and skills development
5. Innovative online learning tools
6. Organisation alignment to strategic goals
7. Facilitated senior executive strategy and alignment workshops

### Key Benefits

1. Development of a high performing organisation
2. Develops stronger vision and purpose
3. Improves morale and productivity across the organisation
4. Supports delivery of successful projects
5. Creates vision and alignment across an organisation

## 3.3 Coaching & Mentoring

Business change, cloud solutions or acquisition & mergers can create the need for organisations to create a balance between employees delivering organisational goals/objectives, whilst balancing the individuals' personal development needs. Our coaching and mentoring services support and develop, through 'one to one' mentoring, coaching and our buddying schemes.

### Key Features

1. Executive/leadership coaching and mentoring
2. High potential coaching
3. Programme/project manager mentoring and coaching to achieve successful outcomes
4. Board level support coaching and mentoring

### Key Benefits

1. Builds confidence, challenges thinking and stimulates creativity across the organisation
2. Provides leadership with tools and techniques for dealing with situations
3. Improved business performance
4. Accountability and responsibility to deliver change programmes
5. Builds a culture of engagement, ownership and improvement

## 3.4 Skills & Experience Development

Cloud solutions often make new demands on the workforce. Our Caja skills and experience development programmes work are aimed at developing workforce, skills and capabilities to enable sustained organisation performance. Our approach is collaborative and aligns skills and capabilities with a strategic direction of the organisation.

### Key Features

1. Capability framework development
2. Training needs analysis aligned to business goals and objectives
3. Skills audit
4. Personal development plans
5. Innovative capability development programmes
6. Knowledge and skills transfer
7. Specific change/programme and project capability development
8. Specific commercial and financial capability development
9. Innovative digital training capabilities

### Key Benefits

1. High performing workforce
2. Agile and flexible workforce
3. Effective and efficient delivery of operations and projects
4. Skills and capabilities aligned to strategic organisation goals



# 3.5 Negotiation, Mediation & Conflict Management

We recognise that organisations wish to be proactive and prevent conflict in the work environment but also need to effectively manage individuals once issues have been identified. Our conflict management, mediation and negotiation approach helps organisations with these difficult/consuming issues, aimed at de-escalating and effectively resolving issues minimising disruption.

## Key Features

1. 9 step escalation model
2. 'Having difficult conversations'
3. Effective communication
4. Mediation services
5. Negotiation skills
6. Conflict management skills
7. Leadership development

## Key Benefits

1. Effective pro-active management of disruption across the organisation
2. Clarity on acceptable behaviours within the organisation
3. Win/win strategies
4. Reduced stress levels, anxiety, absence impacting productivity/cost of absenteeism
5. Early mediation reducing cost of tribunals

## 3.6 Client & Provider Relationship Management

Our experience shows us that, the success of commercial contracts often lies in strong client relationships. Our client and provider relationship service provides advice, guidance, tools and techniques to organisations, which enable them to develop and manage strategies for long lasting client/supplier relationships.

### Key Features

1. Setting clear accountabilities, ownership and expectations
2. Communication, transparency and visibility
3. MI/dashboard across end to end operations and service delivery
4. Creating a trusting partnership
5. Creating an agile and flexible commercial relationship
6. Focus on the end customer and successful outcomes
7. Dispute mediation and resolution
8. Development of operational Governance models

### Key Benefits

1. Cost effective management of commercial relationships, benefiting the end customer
2. Early intervention when issues arise, preventing disruption and cost
3. Long lasting, repeatable relationships
4. No surprises

## 3.7 Training Services

Our training, education and coaching services portfolio provides a range of innovative e-learning, experiential and face-to-face training and coaching capabilities to support the leadership, development and rollout of digital/cloud technologies and business transformation. Ensuring all stakeholders can navigate through change and confidently adopt/adapt to new ways of working.

### Key Features

1. Training needs assessment
2. Learning evaluation models
3. Facilitated learning
4. Experiential learning
5. Classroom training
6. Innovative on-line learning
7. Legislative and regulatory compliance in the health, public/private sectors
8. Learning & development strategy development
9. Leadership development
10. Coaching and mentoring

### Key Benefits

1. Improved job satisfaction and employee motivation
2. Improved capacity to adopt new technologies and ways of working
3. Improved efficiency and effectiveness of employees and stakeholders
4. Reduced staff turnover
5. Flexibility and agility of workforce

# 4. ERP/IT & Digital Consulting



# 4.1 ERP Consulting Services

Our Caja ERP consultancy and transformation services advise clients on the design, development and implementation of the fully integrated business solution. Our subject matter experts can either advise organisations on ERP options or work alongside technology partners to create simplified, strategically aligned 'end-to-end' business processes, organisation and culture.

## Key Features

1. Development of target operating model aligned to business strategy
2. Development of simplified 'end-to-end' business processes enabled by technology
3. Capability assessment and development and training
4. Business case development and benefits delivery and measurement
5. Market place assessment and benchmarking
6. Development of organisation/job roles supporting the target operating model
7. Development of skills/capabilities supporting the target operating model
8. Development of culture/behaviour supporting the target operating model
9. SAP, Oracle, Agresso, Microsoft Dynamics and other digital business solutions
10. Options appraisal

## Key Benefits

1. Full business case benefits delivery
2. Earlier delivery of integrated people/process - technology enabled solution/benefits
3. Engagement and communication with all stakeholders
4. Integrated delivery roadmap and plan
5. Market knowledge and benchmarking
6. Technology solutions aligned to strategic business objectives

## 4.2 Digital Strategy and Road Map Development

Our Caja digital strategy and roadmap development provides consultancy, service design, enterprise architecture, transition and implementation, for a range of cloud solutions. We enable/support our customers to define digital strategy, assess the benefits of cloud-based platforms, and create appropriate solutions to ensure delivery of successful business outcomes.

### Key Features

1. Articulation of digital strategy with alignment to existing business strategy
2. Creation of a target-operating model (TOM)
3. End-to-end service and process design
4. Applications architecture – articulation of the application landscape
5. Creation and design of digital roadmap, aligned to business roadmap
6. Holistic approach incorporating people, process and technology
7. Options appraisal and business case development

### Key Benefits

1. One-stop-shop for digital enablement and business service design
2. Seamless marriage of people, process and technology
3. Robust project management methodologies; Prince 2, Agile, ITIL
4. Thought leadership, challenge and innovation
5. Cultural and behavioural change, plus service (process) re-design
6. Total cost of digital enablement lowered

## 4.3 Technical Design Authority Service

Caja's technical design authority service facilitates the creation of a 'technical' solution which aligns to business requirements and supports the delivery of strategic business objectives and outcomes. Caja's technical design authority ensures a solution meets business requirements, specifications and defined outcomes by deploying apposite architecture standards design and technical methodologies.

### Key Features

1. Modular solution design
2. Robust project and programme methodologies; e.g. Prince 2, Agile
3. Experienced in adopting different enterprise architecture approaches; e.g. MODAF, Zachman
4. Use industry standards; ITIL, SABSA
5. Service-oriented architectures/design used to design/develop system components
6. Flexibility to: incorporate changing customer requirements, different governance models
7. Software/applications partners deploy the app/software for the business requirement
8. Experience of both open-source and off the shelf technologies

### Key Benefits

1. Ensures designs are fit-for-purpose delivering the business outcome
2. Lowers cost of design acceptance
3. Incorporating all elements of the solution; systems, components and sub-systems
4. Ensures alignment to business architecture

## 4.4 Digital Council

Caja's Digital Council service enables you to accelerate digitisation through assessing and developing the capabilities required to deliver digital transformation in the public sector

### Key Features

1. Digital leader assessments
2. Individual digital readiness assessment
3. Individual and group digital readiness profile
4. Online digital readiness indicator
5. Transformative leadership development – capabilities to lead digital transformation
6. Business insight development – building better organisations through digital
7. Digital awareness development – keeping up to date with digital

### Key Benefits

1. Creates public value from digital and cloud technology
2. Helps your people think, act and react to succeed digitally
3. Enables benchmarking of your people against the digital leadership framework
4. Develops transformative leadership, business insight and digital awareness capabilities
5. Builds digital leadership at all levels



# 4.5 Digital Service Enablement

Accelerating organisation effectiveness through enabling organisations to reach their digital potential. Designing and delivering cloud-enabled digital transformation to drive up revenue, drive down costs, improve business intelligence and deliver improved customer experience. Facilitating digital strategy and creating appropriate solutions to ensure delivery of successful business outcomes.

## Key Features

1. Facilitation and co-design of digital strategy aligned to business and customer need
2. Digital maturity assessment
3. Current 'As Is' technology review
4. Cloud based digital roadmap
5. Procurement advisory service
6. Design and management of channel shift
7. Operating model alignment to digital strategy
8. Digital capability and leadership assessment
9. Customer centric, engagement and alignment

## Key Benefits

1. Alignment of initiatives to organisational and digital strategy
2. Creation of a prioritised roadmap for digital enablement
3. Digital strategy is aligned to wider organization strategy
4. Early 'buy-in' and adoption by customers
5. Creation of an agile, digital first culture and environment

## 4.6 Process Robotics and AI Enablement

Assessing business processes for automation suitability, enabling the identification, realisation and optimisation of processes through adoption of RPA and AI. Supporting the design, planning, setup and migration to a robotics solution and co-works across the organisation to ensure effective adoption by stakeholders enabling the delivery of efficiencies and cost savings.

### Key Features

1. Identification of processes that are suitable for RPA
2. Business case and benefits development for robotic process automation
3. Standardises and simplifies repetitive processes
4. Enables 24x7 processing
5. Agile and flexible deployment to meet demand
6. Transformation and transition of roles and responsibilities across 'end to end' processes

### Key Benefits

1. Automation of repetitive, transactional processes
2. Improves operational effectiveness and efficiency
3. Requires low capital investment and provides high returns
4. Quick to deploy and deliver benefits
5. Ability to scale up and down as volumes and forecasts dictate
6. Reduction in non-value adding activities

Thank you

