Glue Reply

Service Definition Document

Strategy and Architecture and Business Change

BUSINESS OUTCOMES
DRIVEN ARCHITECTURE
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1 INTRODUCTION

1.1 BACKGROUND

Government is realising the opportunities being offered by ever changing technology to make savings, improve productivity, efficiency and effectiveness procuring the technical support necessary through the G-Cloud framework and the Digital Marketplace. This Document provides some background in Glue Reply and specific and wider capabilities and approaches, who have been engaged with G-Cloud since its inception.

1.2 GLUE REPLY

1.2.1 Glue Reply Experience & Capability

Glue Reply, Reply Ltd is an innovative UK based SME specialising in data and Information architecture, integration, storage, management, exploitation, optimisation, digital transformation, Cloud enablement and Internet First Strategies and policies. Glue Reply’s core proposition is to help organisations maximise the value from their change and technology investments by helping them define, design, implement and resource best practice solutions. Glue Reply works with blue chip and smaller companies and Government departments as a trusted advisor as well as being known for getting stuck into the nuts and bolts of an ICT problem/project to ensure the desired outcome.

Our core consultants, most SC cleared, some DV cleared, work with clients to deliver business outcomes through the exploitation of ICT. This specifically includes the applicability of Cloud services and integration of systems, applications and portals using APIs, ESB’s such as Mulesoft, Dell Boomi and other middleware solutions, OnPrem or Cloud based and integration of IoT sensors and data capture devices. Our core capabilities cover all architecture domains, data, integration, security and ICT transformation and the development of Services and Service Oriented Architecture (SOA).

Glue Reply provides high value, independent advice on the technology solutions, including traditional ICT applications as well as Social, Mobile, Big Data, Cloud, IoT and Blockchain to Machine Learning, AI and Robotic Process Automation (RPA) that support delivery of your organisation’s or objectives. We focus on your strategic objectives; developing, if required, a
Capability Led Architecture to inform an appropriate, efficient and effective Technology Solution (People+Process+Tools+Information), that is fit for your purpose.

1.2.2 Architecture

Glue Reply were included in Gartner’s Market Guide for Business Outcomes Driven Enterprise Architecture in November 2017.

We assist in the strategy definition, value justification and establishment of Enterprise Architectures at all levels of enablement - business process, data/information, applications/functionality, technical infrastructure, integration and security. We provide proven artefacts (frameworks, reference models, templates, standards, guidelines, patterns, governance models etc) to accelerate the introduction, deployment and adoption of EA best practice. We work in a pragmatic way adopting the appropriate parts of industry recognised frameworks such as TOGAF and apply Glue’s own gEAM, enterprise architecture method and gDAM, design authority method to ensure a successful implementation. We are experienced in using and providing advice on most of the leading EA tools including Troux/Metis, ARIS, Adaptive, Sparx EA and IBM’s Telelogic System Architect.

A core capability evolving over years and proven with major international companies including retail and telecoms sectors is Capability Led Architecture. Our approach is to focus on your Business Objectives or Operating Model to refine your Business Reference Model demonstrating linkage with Information, Application and Technology Reference Models as may exist or be required. This means we focus on your objectives to deliver an appropriate fit for purpose architecture addressing “People+Process+Tools”.

1.2.3 Managed Services

Glue Reply supports client in many ways from days of support as part of pour Design Authority as a Service to multi-year, multi-disciplinary Managed Services, summarised below.

![Diagram](image)

- Assistance in Demand Planning and Cost Optimisation
- On-boarding/immersion of people joining the team so they land up-to-speed
- Active Knowledge Management within the team, ensuring no single point of failure exists
- Maintenance and management of knowledge
- Cover for unplanned absences and substitution management
- Access to Glue Reply intellectual property and reach-back to our large employee base’ expertise
- Bringing in specialists as are required (eg: technical specialists)
- Monthly 360 degree performance sessions and service reviews
- Service credits in the unlikely event of a performance problem
- Short term planned absence cover
- Provide supporting training, education sessions etc.
- Providing vehicles for a ‘one team’ culture such as team-building, social events etc
- Active upskilling and capability uplift activities
- Knowledge transfer to staff

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1.2.4 Glue Reply Memberships and Accreditations

1.2.5 Value Add

- Intellectual Property – exploit opportunities to utilise existing Reply IP
- CIO and Architecture Advisory Services – agreed time to provide advisory services
- Organisation Expertise – exploiting Glue Reply’s experience in developing IT competencies, practices and services
- Innovation – Reply has invested heavily in innovation covering a wide range of areas from IoT to mobile payments
- Other Industry Expertise – recognise and exploit the fact that different industries are more advanced in some disciplines, for instance using our expertise in customer centricity to support a better Resident engagement

1.2.6 API V ESB, OnPrem V Cloud based

Glue Reply actively seeks innovation and to keep up with innovation. This requires us to understand technologies and their applications and the risks, issues and opportunities for deploying new technologies in legacy ICT estates. Being truly technology and supplier agnostic we pride ourselves on being able to provide completely objective assessments of different approaches. Few engagements start at the outset of a transformation programme and we accept that enterprises will often have made decisions and investments in technology. We accept this and ensure that we find a best practice approach to integration and implementation, whilst pointing out risks, issues and opportunities. Solutions include Mulesoft and Dell Boomi.

1.2.7 Integration and Open Source

The origin of Glue was in the emerging use of integration technology as a key part of the solution to ‘integrating the enterprise’ where good architecture practice and functionally rich
Glue provides a complete range of integration and data management services which include: assisting in the creation and evolution of Integration Centres of Excellence, in particular the concept of an Integration Factory; assisting in migration to middleware integration architectures. We have expertise in API development and a range of middleware, integration and data management technologies including Mulesoft, IBM WebSphere, SAP NetWeaver, Oracle Fusion, Microsoft BizTalk, Dell Boomi, Fuse, Service Mix, Tibco / Staffware, Sun JCAPS (SeeBeyond), Software AG (webMethods), RedHat Apache Camel and more. We have can and have developed Open Source platforms for clients and upskilled local staff to provide internal capability.

Additionally, we determine the system dependencies between your legacy or new, COTS/MOTS or bespoke systems to maximise the value of your current ICT estate through integrating that estate, often without new expense on new systems. We have SMEs in MS Dynamics CRM, SAP CRM and ERP, Oracle (including OBIEE, 11g, SOA BPM) and IBM platforms, and with various basing, including secure Cloud of course and development options.

We have a number of re-useable integration delivery management tools (e.g. patterns) that enable us to accelerate the time to delivery whilst also reducing risk and cost of ownership, even in those environments where our clients have offshore delivery partnerships in place.

1.2.8 Total Data™ (Big or Small)

Glue Reply is experienced in all aspects of data and Big Data management. We can help you understand what Big Data means to you and what it could or could not do for you, as it means different things to different people and enterprises. Our view is that data is an asset that needs to be managed as a whole; hence our trademarked approach is ‘Total Data’. This includes strategies for technical solutions but importantly emphasises the People and Process aspects, particularly Data Governance. We have methods and approaches for Master Data Management, Data Storage, ETL, Master Catalogue Services, Information and Reference Models, Canonical Data Modelling, Data Centres of Excellence, Data Automation and more.

1.2.9 Innovation

Glue Reply has invested in a number of offers that exploit today’s technology to provide business solutions to its customers. We have for example developed the concept of ‘Proximity’ in the Retail sector which is a suite of technology and business services that enables a Retailer to get closer to its customers, enabling a dialogue or conversation to continue with the customer long after they have left the store or the website. Other areas of exploitation include Social Media and Mobile Solutions which we have delivered across Government, Industrial and Commercial sectors.

1.2.10 Proven Approach & Accelerators

Glue Reply will wherever possible utilise its IP accelerators to support this engagement and to provide the customer with a set of deliverables exploiting our industry expertise. This will enable rapid deployment of the significant body of knowledge we have built up based on our experience across sectors including Retail, Finance, Government and Telecoms.
Incorporation of this Intellectual Capital will enable the Glue Reply Team to focus on the delivery of value.

1.3 Methodologies and Approaches

Glue Reply as a leading independent SME in the Information, Architecture, Integration, Exploitation and Management domain are well versed in the application of many methodologies and approaches from APM, PRINCE2 and OGC MSP to ITIL3, Agile, SAFe, Rapid Application Development, CICD, DMSD, Service Oriented Architecture (SOA) and application of TOGAF, or other widely used architectural frameworks. However our experience over the last decade in the Government and Defence, Retail and Commercial, Financial Services, Telecommunications and Media sectors has allowed us to develop our own Best Practice approaches and methodologies.

Our generic approach is to be flexible and evolutionary in our outlook but above all to focus on supporting the delivery of the enterprises objectives and vision, through optimising their exploitation and use of data and information, no matter how secure the environments.

1.4 SAFe and Agile

Many of our projects are Agile and some Scrum and we are experienced in applying the methodologies and approaches in the Public and Private sector. We understand that whilst many enterprises, public and private can see the benefits of Agile and Scrum, governance processes may not be so attuned. We provide the full range of support and service from a full Scrum team with a qualified and experienced Scrummaster with Business Analysis, Solution Architecture and development individuals of individual Scrum leadership, architects, analysts and platform, Web services, UX, UI and developers.

Successful projects combine agility with flexibility, to simple but effective controls and communication.

1.5 Project and Work Package Control

We generally apply the chosen methodology of the client; typically in government we employ PRINCE2 and MSP structures to support projects. We are ISO27001, Cyber Essentials certified and our Quality Assurance processes are based upon and compliant with our ISO 9001 accreditation. The first stage of any project or Work Package is to ensure that we and the client agree the scope, expectations and outcomes agreeing timelines, deadlines and deliverables and dependencies, against which our performance can be measured. We expect to have regular face to face meetings with the client and relevant stakeholders and for both parties to work collaboratively, flexibly and openly to achieve the desired outcomes. We can support projects with approaches such as Resourcing as a Service and Resource
and Deliverables tracker, seeking to be transparent about progress and resources used, as one of the controls we put in place, as well Supplier Performance Reviews.

1.6 Delivering Value

Glue Reply are an independent and agile SME with a great track record with our Government and Defence, Retail, Telco and Financial Services clients including the MoD, the Home Office, Sainsbury’s, Vodafone, Rolls Royce, BMW, RBS, AXA, Sony, John Lewis Partnership, BMW, Jaguar Land Rover, NHS Blood and Transplant, East Thames Group (Housing), London Borough of Hillingdon, London Underground and Waitrose. Our mix of deep capability and client focus at highly competitive prices allows us to win work through recommendation and reputation. We will be pleased to offer pricing models that align with customer constraints, which we believe, when combined with the accelerators and know-how that Glue Reply is able to deliver, represents a significant value for money option.

1.7 Value for Money and Discounts

We will be pleased to offer pricing models that align with customer constraints. We have provided a standard SFIA rate structure, which we believe when combined with the accelerators and know-how that Glue Reply is able to deliver, represents a significant value for money option. The prices quoted are the maximum we would charge by grade / skill for short engagements and we may offer discounts or rebates.
2 Service Definition – Business Outcomes Driven Architecture

2.1 G-Cloud Service Overview

Public and Private Sectors are “going digital” which means many things to many people and enterprises be they Public or Private. Going digital does not just mean using a public or private Cloud Service (which is after all a series of remotely, securely (hopefully) accessible storage and retrieval media) it means applying a People+Process+Tools+Information approach to gaining, assuring, storing, retrieving, using, managing, changing in a controlled way and disposing of information and data, in any form. Going Digital is not just technology and remote infrastructure.

Digital to us means putting IT at the heart of the enterprise, to evolve the way the enterprises operates and sees, manages, gets best value from and respects its information and data. It should encompass only that information and data that is important to the Enterprise, not every scrap of data that can be stored “because we can”. Glue Reply has invested significantly in Business and Enterprise Architecture (EA) methodologies and approaches, adding to this a demonstrable delivery track record. We have now taken the those capabilities and combined them with ICT, Service Reviews and Digital Strategy development to provide a Digital Enablement and Service Transformation capability. The Service includes elements that can be delivered alone but preferably within a defined and agreed, but flexible structure, that allows us to build upon reviews and services already complete:

- Operating Model Review and Refresh to assess the current structure and channels for delivering services to customers and developing a new Target Operating Model that meets customer needs and business imperatives while optimising internal processes and efficiencies.
- Product / Service Portfolio Review to develop an external view of the maturity and relevance of the service the portfolio and an interval view of the capabilities required to deliver and support the service portfolio.
- ICT/Business Applications Reviews to address the mix of systems, applications and software tools in your ICT estate to determine use, duplication, life and cost.
- Developing a multichannel business or Information Operating Model (component of the Business’ Operating Model).
- Determining Management Information and Business Intelligence data sets and strategy, aligned to the Enterprises Businesses Objectives.
- Determination of a minimum set of valuable KPIs and their automated reporting.
- Aligning IT strategy to business and service delivery value.
• Developing an Integrated Service Framework (including Housing, benefits and welfare, education, adult services…) supported by a streamlined Data Service.
• Assessment and or alignment of “as a Service”, service provision to optimise use and value.
• Developing and embedding IT and Service governance and assurance principles and processes for the Enterprise.
• Developing Target / To Be architectures to deliver the new digital services.

2.2 Gartner Market Guide for Business Outcomes Driven Enterprise Architecture

Glue Reply were included in Gartner’s Market Guide for Business Outcomes Driven Enterprise Architecture in November 2017.

Glue Reply Recognised by Gartner

Glue Reply are the only UK Headquartered on the List of only 22 companies. We believe this provides a demonstration of the confidence clients can have in our approach and our maintenance focus on delivering your Business Outcomes.

2.3 Glue Reply Service Based Approach to Digital Enablement and Service Transition

For many organisations, the concept of “digital” is often associated with a shift in channels (moving from face-to-face to telephone, telephone to email, email, to forms or forms to self-service portal) or an expectation that a mobile application is required. In other instances,

“digital strategy” is often focused on “sticking everything in the Cloud”, in digitising existing forms, methods or processes. These approaches, while valid within context, are necessary but not sufficient. What is needed is an integrated approach that coherently integrates the following multiple disciplines in a structured framework that enables managed transition and improvement. These disciplines are:

- Service Innovation
- Customer experience and customer journeys
- Interfaces and Channels, whether direct or in-direct, physical or digital
- Business processes
- Organisation structures and locations
- Application Portfolio
- Information and assets

### 2.4 Defining the role of Digital in the Strategy

While many organisations have responded to the digital trend by developing a “Digital Strategy”, other argue that a digital strategy is not needed, but rather that the strategy (and whole organisation) needs to be digitally aware. It is true that organisations not only need to be aware of digital, but needs to establish a digitally mature organisations with strong digital leadership and digital capabilities.

### 2.5 Understanding the Service Portfolio

The pivot element in digital service transformation is a fundamental and comprehensive understanding of the business services offered to customers. In developing this understanding, the services and identified, described, modelled and analysed in great depth. This model and assessment is then further augmented with different perspective and relevant data, including industry trends, technology and innovation trends, market pressure and conditions, user trends relevant key drivers in the ecosystem. This creates a foundational baseline, not only to scrutinise the current service portfolio, but also to define the key business imperatives for performance improvements.

### 2.6 Linking the Service Portfolio to Capabilities

Closing the gap between the front-end business service and the underlying business processes, organisation, application, data and infrastructure (or architecture) is absolutely essential.

A view of the current portfolio is only the start and in addition, the services must be deconstructed to understand their composition and realisation. Every service relies on a combination of People, Process, Tools, Information and Infrastructure and each service must deconstructed to its constituent parts to enable a controlled improved of the service. Once this is completed, the business and IT teams can work together to create or enhance the specific capabilities required to enable or improve the digital services.
2.7 Capability Led Architecture Methodology

It is not difficult to find instances of business and IT projects failing to achieve their goals. The reason (or is it excuse?) frequently cited is misalignment or disconnection to organisational strategy. Enterprise Architecture (EA) has been offered as a part of the solution but has not been wholly successful. In many cases, the way EA is done and the starting point used means that despite significant investment, EA is not delivering the value that it could.

EA is often characterised by its significant 'disconnect' or shortfall between what IT projects are delivering and what is required to achieve business goals. This disconnect needs to be corrected with a focus on the key drivers for the business and the need for transformation benefits. The contention of this paper is that a capability-led approach to architecture does that by providing a structure that enables organisations to derive and 'connect' direct business related benefits from their IT investment.

2.8 Start at the Very Beginning

When implementing EA, how do disconnections between project delivery and business goals develop? There are a number of possible reasons:

To ensure that all projects and programmes deliver quantifiable business value, an important first step is to clarify the organisation's key business drivers and goals. These are often well defined, but not necessarily structured in a way that is useful in programme delivery. Business goals and strategies determine the 'capabilities' that are required to achieve the business mission. A common mistake is to start with the 'as is' process and technology state. This constrains thinking and places limits on project boundaries.

2.9 Artists or Architects?

Often, architects are asked to describe the 'as-is' state of an organisation's technology and business processes, but this is frequently done without the original plans and designs. The result is a set of pictures and models that represent an impression of the current state rather than an accurate depiction of what the technology and processes in place were meant to achieve, so the starting position does not truly reflect the current state. The 'to-be' state is surely more important. Often too much time is spent trying to document 'what it is' rather than 'what it should be'. Unless the as-is state is close to being good enough already, spending time capturing it in detail is a bit like winning the battle but losing the war. There is much better value in accepting that 'it is what it is' and putting the effort into what 'it should be'.

2.10 Architecture or Shelf Ware?

Many architectures become shelf ware. In other words, architectures are created but the real work, which is needed to underpin this process, is not done. As a result, the architectures do
not deliver what business users are expecting and confidence is lost. It is like buying a new cinema sound system but not connecting it to your television. You will only reap the benefits when the solution has been integrated into the environment.

2.11 Lost In Translation?

The IT team usually creates architectures on behalf of the business. Despite the best efforts of the project teams, the outcome is often presented in technical terms dragging people into the details of the systems and applications, rather than focusing on organisational outcomes. This results in the team losing traction with the business – the very audience it was created to engage. Some of the more forward leaning organisations are looking to Capability Architecture as a way of driving both the business programme and the ITEA project portfolios from the common starting point of stated business goals. Capability Architecture is gaining traction, but be warned: this capability-led approach will only be successful when the IT function of an organisation works very closely and in a specific way with senior management from other areas within the business. To ensure success, the business needs to 'own' many of Capability Architecture elements not the IT function.

2.12 Capability Architecture - A Definition

Capability Architecture provides a framework to describe the world using terms that the 'business' understands. A simple representation of this is shown below:

Figure 1: Capability Architecture - Definition

By using a common language, its aim is to unite an organisation across functional boundaries, through simple statements that connect activities, approaches and outcomes. A **capability** is a description of what the business is trying to achieve. It is often derived from the organisation's overall business **goals**, which usually describe a high-level strategic vision
and direction. One Business Capability may be to improve the availability of equipment with greater visibility of items and assets.

Each business goal relies on a number of capabilities. When these are in place, the business goal can be achieved. In other words, if a business goal describes the ‘why’ in terms of what the business is trying to do, the capability describes ‘how and what with’ this goal can be reached. For example, in order to improve equipment availability (business goal), the capability to view the forward and reverse supply chain equipment flows (capability). The organisation's mission statement and business goals are the key inputs to capability architecture.

2.13 The Foundations for the Capability-Led Approach

Capability Architecture is based on a top-down distillation of the 'what, how, and why' the business should respond to customer needs and its operational environment. This differs from the bottoms-up 'art of the possible' perception of a technology-led approach. Business goals and capabilities should be specific and action-oriented, with the capability defined in a structured way. The realisation of a given capability, however, is not quite so straightforward. This is where the 'disconnect' between IT and the business begins. While IT understands the 'WHAT' in the diagram above, the 'WHY' and the 'HOW' are open to interpretation. We are talking about more than simple requirements (which are so often systems orientated), but rather an articulation of the business capability needed to be carried out in a certain way to achieve a qualitative or quantitative outcome. To complicate the situation further, capabilities may sit across several parts of the organisation causing a conflict of interest and confusion between departments and areas of the business.

For example, a well-known retailer of mobile phones and wireless services ran a sales promotion, offering a free laptop to customers signing up to its broadband package. The problem was that the company's retail outlets were physically not capable of receiving, storing and displaying the PCs. The capability required to 'realise' the goal of capturing broadband market share had not been defined, nor had plans been put in place to address deficiencies in the existing capabilities. We must therefore apply some structure and rules to the definition of capability and to the design attributes.

2.14 A Rigorous Structure, a Pragmatic Approach

Capabilities must be described ‘uniquely’ and without constraint. This means that there should be no ‘ands’ or other conjunctions in capability statements. The ability to take orders and effect delivery, for example, relates to two totally different operations and should not be lumped together in one statement. No statement of solution, in either business or technical terms, should be included at this stage either. Once the singular capability statement has been created and validated, further attributes need to be considered to inform the design process. These are related to the business goals.
We develop the portalinterface at Figure 2 for the client and to our use, which provides access to all the configuration-managed artefacts, players and stakeholders and Reference Models concerning the project.

**Figure 2: Capability Led Architecture Portal**

This portal provides additional screens such as that shown at Figure 3.
It is rare that a change programme comes from only one area of the enterprise. Often, several areas need to change if a programme is to be a success. Enterprise Architecture can be over complex, however; Capability Architecture enables us to apply more rigour and follow a much more pragmatic approach, as shown in the simple four-step process below:

- Quantified goals and objectives enabling the measurement of success and the assessment of change
- A measurement of today’s capability and what is required to support the business goals
- A simple assessment of the people, process and technology development required to deliver the required capabilities
- The building of a business driven Capability Roadmap

**Digital Enablement and Service Transformation Approach - Benefits**

Many organisations are 'doing' EA, but few are doing it well. A disconnect between business and IT strategies seems to be the common reason for the programme portfolio and IT delivery failing to achieve the right value to the business. By adopting a truly technology independent, capability-led approach connects what IT delivers and what the business expects. Our contention is that the capability-led approach will do just that, by providing the rigour and structure that will allow companies to 'do EA as originally intended' and deliver real business value. By creating the common lexicon for and by reducing complexity of the programme portfolio Capability Architecture & Capability Planning gives focus to what really delivers the business goals and makes a difference to the bottom line.

A capability-led architecture can deliver a number of benefits:

- It delivers a common language that is understood by both business and IT colleagues, as both discuss ‘capabilities’ rather than the ‘business’ talking about strategies and IT focussing on specific, lower level design details;
- Provide a standardised and repeatable framework for prioritising investments with direct connection and ‘line-of-sight’ to the business needs and strategic vision.
- The adoption of a holistic or cross-function position means that everyone can work to the same agenda and the scope and outcomes can be identified more accurately. This means that better decisions are made and IT budgets can be used more effectively;
- It helps to ensure the practical and timely delivery of EA, by linking business goals to projects;
- In considering capabilities, organisations are better informed to understand, plan and manage related risks.
- A better understanding of the risks, issues and opportunities within an Enterprise of Cloud v OnPrem, Hybrid Clouds, Private Clouds, public clouds etc.
2.15 Enterprise Architecture – Capability-Driven IT Roadmaps in Detail

The development of a Capability Based Planning approach is considered a key stage in the delivery of such a function in terms of:

- Facilitating the detailed engagement and collaboration with stakeholders that will be critical to the success of the transformation programme;
- Ensuring that investment plans are optimised and aligned with business need;
- Defining, directing and supporting the governance of all the transformation activities required.

The Enterprise Roadmap is a vital tool and development process to assist CIOs and CTOs in addressing a number of outstanding concerns and areas of uncertainty associated with capability management. For example, the delivered Enterprise Roadmap can assist in answering relevant business and portfolio management questions such as:

- What are the customer-critical needs and requirements?
- What is the status of the organisation’s business capabilities? What are the technical risks of the Programme capabilities?
- What are the plans for capability enhancement / addition?
- What business capabilities are impacted by a particular IS investment?
- Which business capabilities are receiving funding over £N,000? Is this in line with the Capability Management Plan?
- How much is the organisation investing in a particular capability (and is that investment strategic or tactical)?
- How much is the organisation spending to maintain / support a capability? Is this in line with the business strategy?
- What applications support a given capability?
- Are any investments out of line with respect to the Technical Strategies applied to each application?
- Where are these opportunities for delaying, integrating or stopping programmes?

2.16 Business Capability Reference Model

The starting point for development is the Business Capability Reference Model. An example is provided at Figure 4, below, showing how the reference model develops – this is a work in progress view. This covers:

- Service Delivery
- Delivery Support
- Resource Management
2.17 Road Map Process

Glue Reply has a proven methodology for developing IT Road Maps, much of which we describe at a high level as part of this proposal. This IP will contribute to accelerating and de-risking this phase of the project. We anticipate a number of workshops during this phase in order to:

- Present the process to senior stakeholders
- Agree any variations based on the particular customer environment
- Agree architecture principles, RACI, KPIs and integration with tools.
- Document the process and supporting material
- Implement the process through the development of the 3-Year Road Map, ensuring the artefacts are under configuration management and updating as we learn from the iterative road map development method.

2.18 Development of the 3-Year Road Map, Future State Architecture and Transition Plan

2.18.1 Introduction

The methodology is given at Figure 5, below. The development of the Road Map is positioned as the Technology Response to the capability-driven architecture drivers.
2.18.2 Preliminary task – capability assessment

A preliminary stage is to ensure the road map ties back to business drivers. Glue Reply proposes to use an industry-standard capability maturity model to confirm with key stakeholders the current assessment of the business capabilities.

The scope of the capability assessment will include the following areas:

- An assessment of the current and target maturity status of the capabilities for the organisation, to achieve its vision, goals and objectives
• Alignment with the any existing capability evolution and management plans
• Understanding of alignment with IT Services in the Service catalogue

The output of the capability assessment will include, for example, a view of the prioritised capabilities, such as the example view illustrated in Figure 6.

Figure 6: Example Capability Assessment View

### 2.18.3 Project Portfolio Review

Following completion of the capability assessment we propose to review with stakeholders the Project Portfolio with the following aims:

• Identify and model all currently running / planned programmes and capability projects scheduled to deliver against the capability management plan
• Development of a model that can track and illustrate the ROM costs associated with the full lifecycle (development, instantiation, operation and decommissioning). This will help to understand Sustainment costs against existing applications and investment budgets to give a management picture of the overall plan.

### 2.18.4 Mapping to Capability Assessment

Following completion of the review of the Portfolio we expect to confirm the mapping of the outputs of this review to the results of the capability assessment. The aim of this step is to:

• Identify those supported programmes and capability projects that are strategically delivering the required capabilities
• Identify those supported programmes and capability projects that are not delivering the required capabilities and development of an action plan to address these projects.

We expect the above to be largely in place and as such this phase is a confirmation activity.

### 2.18.5 Development of 3-Year Road Map

The Glue EA approach is iterative in nature and each phase relies reviewing and refreshing the various artefacts created or updated as progression through the each phase is achieved. Glue Reply has a set of Enterprise Architecture accelerators as implemented at Vodafone, Boeing, UK MOD, Sainsbury’s and many other clients. The following paragraphs outline the EA activities and artefacts that will be created using this process.
2.18.6 Develop the Target Architecture

Developing the target architecture is both a science and a creative activity carried out by architects using methods and also skill and judgement. Before creating the target architecture it is best practice to separate business capabilities into a number of 'architecture themes', this serves the purpose of dividing up the project into manageable chunks as areas where the scope is too large are often too difficult to tackle in one go. An architecture theme is a grouping of similar business capabilities; it will run horizontally across the project landscape so that information flows across the entire project landscape covering the complete value chain. Often, or ideally, these are driven by the business, for example Sainsbury’s key drivers for their 5-Year road map were ‘Multi-channel’, ‘Single view of customer’ and ‘Point of sale’. Labelling for an architecture theme needs to be self-documenting describing the concept e.g. customer or product. Each architecture theme is allocated a lead architect to develop the target architecture for the theme; it is good practice to have a second architect supporting and for there to be a mixture of pairings to promote cross fertilisation between the architecture themes early. On completion of the individual architectures they will be brought back together into a single roadmap.

- **Inputs**
  - Business capability catalogue
  - Service catalogue
  - Applications register
  - Enterprise requirements
  - Strategic vendor development plans
  - Analyst reports and intelligence

- **Process**
  - Create the As-Is Functional View
  - Analyse the As-Is Functional View
  - Create the Target Architecture
  - Define the Work Packages Required to Deliver the Target Architecture
  - Create the First Cut Roadmap for Each Theme or Service area
    - **Build the Roadmap**

Having created target architectures for each of the themes, the consolidation step ensures that the target architectures and their subsequent work packages are combined into a single coherent IT Roadmap. This creates the beginning of an implementation and migration strategy, consisting of a high level critical path for deployment. A key output of the consolidation is to create a view of all the work packages alongside each other, creating a visual display of the interdependencies between work packages and a view of when business drivers are delivered. An example segment is shown in Figure 7.

- **Inputs**
  - As-is architecture for each Architecture Theme
  - Target architecture for each Architecture Theme
  - Draft Architecture Theme Roadmap
  - Initial Work Package Register
• **Process**
  - Preparation for consolidation
  - Conduct consolidation workshop

• **Outputs**
  - IT Milestone Plan
  - Updated Work Packages Register

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**2.18.7 Consolidate the Application and Business Service Architectures**

Having consolidated the work packages into a single IT roadmap, the next stage is to bring the applications and business services into two consolidated architectures. The consolidated applications architecture provides a view of all of the applications across the target architectures, showing the physical application components that support each of the business components. This model highlights the decisions made about the application during the target architecture work, for example, whether the application is retired, enhanced or retained. This tool enables you to identify inconsistencies in decisions made about applications, for example, when a decision has been taken to retire an application in one area and when it has been modified and retained in another area. This architecture provides a baseline to make consistent decisions about an application's future usage.

The consolidated business services architecture provides a view of all the business services that are provided and consumed across the reference model.

• **Inputs**
  - ‘As is’ architectures (applications element only)
  - Target architectures (the applications and business service elements)
  - Existing Consolidated Target Architecture
  - Applications map/register (a catalogue of all identified applications)
  - Business services catalogue

• **Process.** The consolidation of the business services and architecture models is performed mechanically using inputs from each of the individual target architectures. Both consolidated architectures use the Enterprise Reference Model as a template.
- Outputs
  - Consolidated Applications Architecture
  - Consolidated Business Services architecture

![Consolidated Enterprise Service Architecture](image)

**Figure 8: Consolidated Business Architecture**

### 2.18.8 Update the Target and Transition Architectures

The enterprise roadmap allows viewing all work packages alongside each other, creating a visual display of interdependencies between architectural themes. After building Enterprise Roadmap each of the architecture themes need to be updated to reflect the findings of the consolidated IT roadmap.

### 2.18.9 Inputs:

- Enterprise Roadmap
- Work Packages Register
- As-Is and To-be Architectures Themes

### 2.18.10 Process

Working from the enterprise roadmap the transition architecture is updated for each architecture theme. The following aspects are produced:
• The consolidated roadmap brings the interdependencies between the work packages that reflect the order of implementation.

• IT work packages are aligned to and tracked alongside the any change programme, so that IT elements can be accelerated or delayed with the overall implementation process.

• The state of each business service and application can be determined by looking at the work packages completed during the year.

• The applications introduced and retired by completed work packages can be used to produce the transition architecture.

• The required interoperability between new applications and retiring applications can be shown on the diagram.

The transition architectures can create a service-oriented capability (people, skills, software environments) to decouple business components so that one business component can be isolated from the changes of another.

2.18.11 Outputs

• Transition architectures

• Updated work package register

2.19 Prioritised Enterprise Roadmap

The above steps culminate in the first iteration of a prioritised Enterprise Roadmap. This will be aligned with the Enterprise Planning processes that the organisation employs.

The Enterprise Roadmap will identify the following:

• The programmes and projects delivering the required capabilities and milestones

• The interdependencies between the programmes and projects
2.20 Architecture Governance

Following completion of the first iteration of the Enterprise Roadmap, it is now possible to employ this as the vehicle for governance of the architecture development of all capability programmes and projects supported by the organisation, to assure conformance against the architecture. The aim of this step is to develop the maturity of the governance processes for the Architecture team to ensure ongoing sustainment of the Enterprise Roadmap by all key stakeholders and data owners.

Architecture Governance can be run through Architecture Design Authorities which we have as 3 tiers such as the example here:

- **Enterprise Design Authority (EDA)**
- **Solution Design Authority (SDA)**
- **Programme Design Authority (PDA)**

General Responsibilities of Design Authorities are generally as follows:

- Create and maintain a High Level understanding of Business Strategy and its alignment to IT Strategy, Goals and Objectives
- Provide Leadership to John Lewis IT – in terms of Architectural Work-Products, decisions on Procurement and Selection of IT Infrastructure
- Develop Architecture Building Blocks for the Enterprise
- Commission and Approve Architecture Work
- Develop Key Reference Artefacts for Architecture Development – viz. Reference Models, Principles, Policies, Standards and Patterns
• Ensure Compliance of Architectural Design against the Key Reference Artefacts
• Define and Maintain Architecture Roadmaps
• Resolve conflicts in Architectural Decisions across Projects, Programmes or Business Units

We have delivered our ICT Programme Governance Framework, with staff preparatory training and support to clients including:

• John Lewis
• Sainsbury’s
• MHRA
• NHS Blood and Transplant
• VW (in part)
• Home Office National law Enforcement Data programme (in part)

2.21 Design Authority as a Service (DAaaS)

We provide Design Authority as a Service to provide the specialist technologists need to assure your designs and ensure effective integration between Cloud and on-prem systems applications and services, especially in an era of high complexity with multiple personal devices, operating systems, both system and mobile. Our DAaaS allows deployment of skilled resources just for the period of time required, often just a couple of days. For example to assess a design using SharePoint or 0365, Biztalk and or Azure if the enterprise has adopted the Microsoft stack across OnPrem and Cloud, On prem or Cloud.

The Service comprises those consultants who have specialist understanding and direct experience of the tools, technology stacks and clouds in the architecture and will:

• Review HLDs and LLDs for completeness
• Review designs in depth seeking to identify flaws, risks, issues but also opportunities
• Provide a report highlighting any recommended changes for local decision

The service can take from a few hours to few week, subject to the quantity of designs and depth of analysis required.
The main benefits of the Service are:

- Provide capacity where none exists or where internal capacity is extremely limited or simply too busy.
- Provide and independent in depth review.
- Provide options and recommendations where change would be beneficial.
- Provides confidence in local assurance and governance.
- Provides great value for money against employing own resources or consultants long term.
3 MDADC Method

Our Mobilise > Discover > Analyse > Define > Confirm method is derived from our Gartner listed Business Outcomes Driven Enterprise Architecture approach, discussed earlier. It provides our consultants with the steps required to assess current capabilities and architecture and designs to then develop, iterative and communicate a new architecture to technical and non-technical audiences alike. The aim being to support the delivery and enablement of the enterprise’s Business Objectives and Target Operating Model.

MDADC is an iterative approach, allowing flexibility and agility in its application. We consider both the method and the outcomes:

3.1 Components

MDADC has 3 main components:

- **Methodological Phases.** The Discover > Analyse > Define elements are iterative. This is so that possible findings are tested early and validated.
- **Work streams.** These work streams are designed to cover the complete lifecycle.
- **Approaches & Metrics.** These represent the various reference points utilised to assess the work streams against. It is too simplistic to reference against best practice, because in the context of the organisation the concept of best practice has to be relative to the situation.
3.2 Iterative steps

- **Mobilise**: scoping the assessment, based on a briefing meeting. This provides the Reply team with the business context, and identifies the best sources of information needed to support the assessment. Workshops, interviews and sources of information are identified.

- **Discover**: through a combination of interviews with relevant staff and management and review of relevant written materials, Reply will gather and document information in scope for analysis. This step gathers all the information in order to carry out the analysis.

- **Analyse**: the accumulated information is analysed and checked for completeness and reliability, further interviews may be needed to clarify or amplify specific issues. **Analysis at each logical level** – the delivery project will have used a methodology where there are different broad levels of abstraction (e.g. Conceptual Model, architecture/high level design, low level design, build, test, operations etc.). This will also determine the layering of any issues in the subject area being assessed.

- **Define**: All findings shall be ‘tested’ – either against people’s knowledge or against material evidence (documentation, code etc.) This phase shall also include documentation of the findings.

- **Confirm**: this step is the documentation and dissemination of the recommendations through a presentation or meeting to the key stakeholders.

3.3 Workstreams

The workstreams are designed to break down the solution into addressable elements to ensure that there is:

- Completeness of investigation – the streams provide a basis to ensuring that the total scope is covered
- Rigour is employed into the process in the approach to investigation
- Structure is provided to ensure that an outcome can be reached within the timeframe without going off on tangents that do not have a core relevance to the review
The team then have to execute 'look-across' activities where cross-cutting concerns are assessed as they impact the different workstreams.

There is a need to combine views from individual workstreams to ensure there is coherence across the whole review.

The Engagement Lead shall take the role of ensuring that this is happening and that the review is addressing all aspects at all levels. We consider both the method and the outcomes:

- The methodological standpoint – is there a gap in the methodology causing issues
- The actual subject area of the assessment – what are the key risks, issues, compromises and general challenges recognised

This is end-to-end from the first concept to the operational running

### 3.4 Approach and Metrics

Applying reference points to the assessment is an important factor in judging both quantitative and qualitative aspects. Reference points might be frameworks such as TOGAF, ITIL, COBIT, SDLC choice etc.; the important point is that the methodology used doesn’t need to be the same, but it does need similar broad coverage.

An experienced team will be utilised to also give their experiential perspective

### 3.5 Methodology Overlap

There is often an overlap in methodologies applied and the correct execution of these in tandem can often be part of the challenge.

Equally, organisational design challenges that cause an 'over the fence' moment
## 4 Business Architecture and Analysis

The Glue Reply Business Analysis method has developed from supporting multiple clients across Government, Aerospace, Automotive, Retail, Telecommunications and Financial Services sectors. Government departments are continuously looking for projects that have the potential to provide their organisations with both cost effective information services and a quicker and less capital intensive means of delivering business improvement and Cloud integration. This needs to be underpinned by rigorous business analysis that ensures that the maximum improvement is delivered at the most appropriate mix of cost and acceptable risk. Glue Reply is a specialist in providing business analysis services within organisations that rely heavily on information technology to deliver their services.

Glue Reply can provide help at all points within the lifecycle of a business improvement and transformation initiative from the initial identification of possible technology, including Cloud services, enabled business change through the identification of the appropriate technology to the delivery of that technology and its integration into the business. Glue Reply works with its clients to help them on this path including providing full knowledge transfer to internal staff where required.

It is imperative in our view to have a clear view of the overall value stream and the value added through this lifecycle; this can be expressed in terms of the capabilities required to make the value stream effective and the features required of the procured services that enable the creation of the required capabilities

### 4.1 Glue Reply can help with:

- Elicitation and development of key business processes from level 4 to Level 5 using various BPMN tools from Blueworks to ARIS or simpler Visio mapping and expression.
- GDSM and GDSS compliant approaches.
- Assessment of multiple Cloud Technologies including AWS, Google Cloud Platform (GCP), Azure and IBM cloud.
- Impact analysis on use of multiple Clouds, Public, Private and Hybrid clouds.
- Identification of the capabilities needed to deliver improved business performance.
- Identification of the features that information services and information technology must provide in order to create the required business capabilities.
- Identification of the appropriate information technology procurement strategy to deliver a cost effective solution; in particular making choices between procuring software, platforms or infrastructure as a service.
- Cloud v OnPrem technical and cost assessments
- Delivering the best trade-off between customisation of off-the shelf, in sourced, out sourced and Cloud services and processes and people change, to provide the required capabilities at the lowest possible cost. We take a People+Process+Tools approach to provide true business capability.
• Consolidation of fragmented IT landscapes with many different solutions to similar business problems, both within an organisation and across organisational boundaries through the use of shared services.
• Integration of self-developed, customised and off the self-information services that are hosted inside and outside of an organisation through the creation of a logical business and application architecture and the development of standard interfaces and message formats.
• Requirements management within an agile and cloud delivery paradigm, including continuous prioritisation and management of trade-offs and business change issues.
• Business Applications/IT Reviews and ICT Audits – to address the mix of systems, applications and software tools and services in your ICT estate to determine use, duplication, life and cost, offering an As Is and To Be Roadmap if required.
• Reduce ICT complexity, with reductions in business risk and improvements in productivity and confidence in ICT in providing business capability.
• Determination or review of ICT Strategy including Security Strategy, Data [quality, storage, access (cloud basing) management and quality] and Media Strategy, addressing Management Information and Business Intelligence aspects.
• Agile and SAFe Business Architecture development including Business Process development from Level 0 to Level 5.

4.2 Tackling Challenges

We tackle these challenges through the provision of business analysis services that:

• Focus on the key strategic initiatives of the organization.
• Will inform IT/ICT, Cloud, Open Source, Integration, Information and Digital Strategies, defined within the context of an enterprise capability reference model and a set of value stream models/matrices.
• Defines the business change required in terms of clearly articulated capability development requirements.
• Defines the information services required in terms of clearly defined features that are related to the capability development requirements.
• Provides support to the management a portfolio of business change and IT projects that will deliver the capabilities and features that do not currently exist.
• Provides the means of prioritising requirements based on their contribution to the strategic initiatives.
• Provides a repository of architecture models that document the existing and future business architecture and its relationship to the information services architecture.

4.3 Business Capability Led Planning

In terms of Business Capability-led Planning, a particular specialism of Glue Reply, we focus on your business’s objectives and strategy to inform all that we do guiding us in assessing what you currently do, why and with what, then to derive:
• Quantified goals and objectives enabling the measurement of success and the assessment of change
• A simple measurement of today’s capability and what is required to support the business goals; basic, good, better and best.
• A simple assessment of the systems and technology development and services required to deliver the required capabilities; out of the box, modification or replacement, including Cloud and as a Service offers and integration.
• The building of business-outcomes driven Roadmaps.
• Integration planning were we determine the system dependencies between your legacy or new, COTS/MOTS or bespoke systems to maximise the value of your current ICT estate through integrating that estate. We have SMEs in MS Dynamics CRM, Azure and Biztalk, SAP CRM and ERP, Oracle (including OBIEE, 11g, SOA BPM, Fusion) and IBM platforms.
• Assessment of the integration needs and complexities with Cloud based services, especially for ESB/middleware services.

Glue Reply Business Analysis can include the usual SWOT, PEST, PESTLE, De Bono’s 6 thinking Hats, SCRS, 5 Why’s methods and MoSCoW for requirements derivation. We apply our own Critical, Important, Desirable requirements (CIDr) approach for less complex requirements elicitation, which allows for justifications, benefits and outline testing parameters. We are equally happy using tools such as MooD and DOORS. We are pragmatic in our approaches, using methodologies to guide, allowing us to apply our Capability Led Architecture or “your Business first” approach to analysis and subsequent reporting and architecture.

We focus on your business’s objectives and strategy to inform all that we do guiding us in assessing what you currently do, why and with what, then to derive;

• Quantified goals and objectives enabling the measurement of success and the assessment of change
• A simple measurement of today’s capability and what is required to support the business goals; basic, good, better and best.
• A simple assessment of the systems and technology development required to deliver the required capabilities; out of the box, modification or replacement
• The building of a business outcomes driven Roadmaps.
  o As Is Roadmap offering a visualisation of your ICT estate and its life
  o To Be Roadmap offering a visualisation of future more efficient and effective ICT estate
  o Gap Analysis offering options and recommendations on achieving the most To Be for your enterprise.
• We can provide an Application, Technical/Infrastructure, Data and Information, Security and Solution Architectures if required, along with:
  o Master Asset Services
  o Master Data Services, and Master Data Management and Data Quality.
  o Master Catalogue Services
  o Common Information Models
4.4 Cloud Readiness

Adopting Cloud based solutions is Government, via CCS policy. It is a form of outsourcing whereby an Enterprise’s Infrastructure, Platforms, Software, Information or Data is held off premises by a 3rd party, mostly. Clouds can be hybrid, OnPrem or hosted remotely and may be private or public. We provide an assessment of the Enterprise’s ability, aptitude and maturity towards Cloud basing service development and use and implementation within their ICT estate and Digital Strategy. Cloud hosting can be advantageous but often has limits that OnPrem infrastructure does not, and can be quite expensive especially where major interfaces are require to be provided by the supplier. We have a formal approach to conducting these reviews based upon our EA and SOS maturity approaches.

4.5 Business Cases, Technology, Tool and Vendor Assessment

Glue Reply is a Technology Agnostic medium sized consultancy, we are therefore truly agnostic of technology, tools, products and vendors and can be relied upon to be completely objective. Our consultants support enterprises in:

- Technology and Tool Selection
- Procurement support providing:
  - ITT/RFQ technical annex development
  - Vendor engagement
  - Vendor response assessment and analysis
  - Options and Recommendations
- Developing a Business Case, to suit local needs, methods and assurance processes, which can include the Treasury 5 Case Model.
5 Service Definition – Portfolio, Programme and Project Management Services

5.1 G-Cloud Service Overview

The Glue Reply Portfolio, Programme and Project Management method has developed from supporting multiple clients across public and private sector organisations. Government departments are continuously looking for projects that have the potential to provide their organisations with both cost effective governance services and a quicker and less capital intensive means of delivering business improvement and Cloud integration. This needs to be underpinned by a rigorous governance framework that ensures that the maximum value is delivered at the most appropriate mix of cost and acceptable risk. Glue Reply is a specialist in providing these services within organisations that rely heavily on information technology to deliver their services.

Glue Reply can provide end-to-end Portfolio, Programme and Project Management to ensure effective and efficient delivery. Glue Reply can help with:

- **Initiation** - Services to define specific outcomes and objectives; verify strategic roadmap; Set scope and ensure coverage (e.g.: leveraging Glue Reply proven business capability models).
- **Business Case Definition** - Services to identify specific needs in relation to the strategic vision, elaborate on the benefits and mapping them to business areas with dependencies; develop case for change and associated cost models.
- **Planning and Mobilisation** - Services for estimation and scheduling, resources planning, quality planning and management.
- **Governance and Delivery Management** - Services for scope management; Stakeholder planning and management; Schedule and plan management; Financial planning, management and control; Resource planning, management and utilisation;
Vendor selection, on-boarding and management.

- **Closure** - Services for closure assessment, warranty management, BAU handover, benefits management and enabling continuous improvement

Glue Reply services have been effective in Portfolio, Programme and Project management for our clients based on the specific demand and works for all methodologies. We have a toolset to cater to the needs to all our clients across various industries

### 5.2 Service areas - Initiation

Portfolio, Programme and Project initiation services aim at setting up programme and projects of varied sizes and setting up the foundation and support to enable success. These services include:

- **Strategic fit** - Ensure that the scope is aligned to the vision of the organisation and set up processes accordingly to ensure that this is reviewed in a timely fashion; validate alignment with broader change portfolio through deployment of proven capability models.
- **Scope coverage** - Ensure that the scope is defined and prioritised ensuring coverage across all areas of the business that might be impacted. Define the expected outcomes and objectives of the program so as to able to define what success looks like on programme completion.

### 5.3 Service areas – Business Case Definition

Services to pick up a scope definition and build a Business case and evaluating it against the corporate strategy and identify the benefits that are to be realised through the programme. The service covers:

- **Cost Modelling** - Ensure that key programme cost drivers are identified and that the scope and scale of costs likely to be incurred during the course of the programmes execution are identified, defined and estimated.
- **Benefits Mapping** - Ensure that all the benefits – both tangible and intangible are listed out and mapped out against the Business areas with any risks and dependencies that might impact the realisation of these benefits.
- **Benefits Realisation Planning** - Develop a strategy and plan for the realisation of the benefits from the mapping to be able to assess at the programme closure and beyond. This will ensure that each benefit mapping have timelines and ownership against them to be able to assess the success of the Business case that is put forward.
5.4 Service areas – Planning and Mobilisation

Once the Business Case has been approved the planning and mobilisation activities are kicked-off and will vary based on the methodology of execution of the programme. The services include:

- **Programme / Project Estimation and Scheduling** - Ensure that a plan is drawn up with estimates for effort, timelines, budget that aligns to the Business objectives (aligned to strategic plan).
- **Resource Planning** - Ensure that the capability and capacity requirements of the resources are outlined in alignment with the operational needs of the organisation
- **Controls** - Ensure that the right controls are in place to manage the optimum levels of delegation and tolerances by identifying the sponsors, champions and the programme/project boards and levels of decision making expected from them; align controls to wider QMS framework.

5.5 Service areas – Governance and Delivery Management

When the program is inflight, key parameters will be defined to support the governance of Portfolio, Programme and projects by managing and tracking the different aspects that ensure successful delivery. These include:

- **Scope Management** - Manage and control the scope as defined and make sure these are updated to align to the Business objectives at all levels. This also includes having well defined change control mechanisms in place.
- **Time and Schedule Management** - Project/Programme Management office to manage the plan and track the programme centrally.
- **Cost Control** - Ensure there are rigorous process in place to effective plan, forecast and track actuals the cost on the programme.
- **Risk Management** - Track and maintain a log of Risks, Issues, Assumptions and Dependencies at all levels of the programme to be able to identify re-planning effort that might be required as an outcome of changing business needs and see that that risks are mitigated ahead of time.
- **Stakeholder Management** - Ensure that the stakeholder map is updated through the life of the programme and modified as necessary to cater to the Programme Objectives.
- **Resource/Supplier Management** - Ensure that all relationships are managed as per process and ensure performance reviews as necessary.
- **Communication Management** - Ensure that all stakeholders are updated on key decisions and progress of the programme. Ensure effective communication frequency and plan in place to drive effective change and/or transformation.

5.6 Service Areas – Closure

Effective delivery of a programme or project can be defined with a list of outcomes that have
been achieved by the business and ability to sustain the change and ensure business continuity. This service includes:

- BAU Handover - Effective hand over to the business and ICT teams after implementation of the project/programme / post early life support.
- Closure Assessment - Ensure that the programme/project has achieved what it was set out to achieve as per the Business Case.
- Warranty Management - Ensure that the Warranty agreements are in place and is adhered to and that the business has easy access to the relevant information to ensure business continuity.
- Benefits Handover - Handover the benefits realisation to the business to track and report the benefits following the implementation.
- Continuous Improvement - Ensure that the lessons learned over the course of the programme are identified retrospectively and are then used to drive planning of programmes in the future.
6 ADMINISTRATIVE AND MISCELLANEOUS

6.1 Security and Clearances

As a Specialist Cloud Service the capability being offered is not limited to specific Impact levels (as it is not infrastructure, software or a platform) and can be used, subject to personal Security Clearance levels. Glue Reply consultants are mostly NVS Security Cleared (SC), some have higher level Developed Vetting (DV) clearances. The majority of our work for both public and private sector clients is at IL2 but we work in the Official, Secret and Top Secret domains. Glue Reply has been awarded Provisional List X status, our hard and soft information security processes have been designed and approved by independent CESG CLAS accredited consultants.

6.2 ISO 27001, ISO9001 and Cyber Essentials Plus

Our Information Security processes are directly guided by our ISO 27001 accreditation. We shall adhere to local information and other security policies and will apply local Security Operating Procedures (SyOPs) as may exist. If such do not exist we shall apply our own SyOPs. Glue Reply are also ISO9001 and Cyber Essentials Plus Accredited.

6.3 Backup, Restore and Disaster Recovery

For the provision of consultancy the backup, restore and Disaster Recovery of systems, data and information is not normally applicable. We will of course address backup, restore and Disaster Recovery on projects and work packages that require such, in any way, to any degree or depth.

6.4 Intellectual Property (IP)

We have significant IP and accelerators we bring to projects and work packages, IP we bring to any project we retain; IP we develop for a client funded project or work package if different is owned by the client. Ownership of IP is addressed at the start of projects.

6.5 On-boarding and Off-boarding

Where we develop and deploy a service or capability, we will in good time with the client develop an appropriate skills transference regime with on-boarding and off-boarding approaches which may include formal training, OJT, CBT or perhaps the identification and/or selection of appropriate client resources with the right aptitude for the continued operation of the service or capability. We will expect a similar approach where we might assume
responsibility for the provision of any support, service or capability from a client or previous contractor. If required we can address TUPE transfers.

6.6 Training and Skills Transference

Where such is required, we are keen to assist clients in developing their staff and supporting self-sufficiency. We are happy to discuss how best to assist in CPD with a client. We have the capability to develop and deploy “Apps” to support and deliver training options exploiting Portable User Devices such as tablets and smartphones. This would be a costed option. Our primary methods are through workshops, mentoring and guided OJT. We can through partners deliver more formal instructor led and CBT packages and Webinars.

6.7 Service Pricing and Discounts

Pricing is covered in the separate Pricing Document, Pricing for specific work packages or projects shall be confirmed, with any discounts we may see fit to offer against the prices stated which are the maximum per grade / skill.

6.8 Ordering and Invoicing

We adhere to the G-Cloud Purchase Order process. We are happy to assist in drafting and developing the statement of the deliverables and deadlines, prices and Ts&Cs in the PO paperwork to ensure the PO passed to client’s commercial departments will be acceptable first time to both parties, where that approach is acceptable to the client.

The invoicing approach shall be determined by the length and complexity of any work package, project or programme. We can apply a Time and Materials (T&M) or a Fixed Price approach based on the Firm Prices offered in the Pricing Document. We will agree the invoicing regime with the client in the G-Cloud PO. Payment terms are covered in the Ts&Cs document, but are standard 30 day terms.

6.9 Termination Terms

6.9.1 By Consumer

We have never been in a position of terminating a contract at a client’s request, however for consultancy projects we expect a notice period to terminate, on projects of more than 3 months duration of one month and of less than 3 months duration of 2 weeks. The notice period can be discussed where it might be beneficial for the client to be longer to allow for on-boarding of replacement staff or suppliers.

6.9.2 By Supplier

We have never been in a position of terminating a contract at our request, however for consultancy projects we expect a give a notice period to terminate, on projects of more than 3 months duration of one month and of less than 3 months duration of 2 weeks. The notice period can be discussed where it might be beneficial for the client to be longer to allow for on-boarding of replacement staff or suppliers.
6.10 Consumer Responsibilities

6.10.1 Government Furnished Information (GFI)

The Consumer is responsible for the provision of such background information, including access to information systems, subject to Impact Level and personal security clearances that may be required to facilitate successful work package or project outcomes.

We include user requirements and system requirements in GFI. We can deploy various approaches to Requirements elicitation and management from lower level MoSCoW method to use of more complex DooRs and MooD based requirements. We have developed and deployed our own simple Requirements approach for small IT systems, CIDr (Critical, Important, Desirable requirements) which is configured to meet a client’s needs including, justifications, benefits, dependencies, User Acceptance and Testing and any risks, issues and opportunities we identify at that stage.

6.10.2 Government Furnished Equipment (GFE)

We do not believe there is a requirement for any GFE, however, if such is determined as needed during any Work Package or project this shall be discussed and agreed with the Consumer.

6.10.3 Access

The consumer shall provide access passes for buildings as may be required for the duration of the project or work package, we shall provide evidence of security clearances as may be required by our consultants to support the work package or project. Access passes shall be handed back to appropriate security personnel on cessation of any work package or project.

6.11 Risks, Issues and Opportunities

We shall actively participate in the identification, analysis, management and mitigation of risks and issues and realisation benefits or opportunities and expect the same of the consumer. This may require us to be given access to relevant projects risks, issues and opportunities plans and tools for the work package or project.

6.12 Stakeholder Engagement

We are happy to and expect to assist in stakeholder engagement and expectation management at any and all levels and expect the consumer to have ensured that stakeholders are aware of our being engaged for any task. We are happy to draft and agree forms of words as introductions to stakeholders and use any approved message the consumer requires us to deliver or adhere to. We will utilise various approaches to Stakeholder Management including the facilitation, management and delivery of workshops which is a core skill. Stakeholder Management can be supported by a RACI (Responsible,
Accountable, Consult, and Informed) Tool for more complex work packages, projects and programmes, which can be web enabled.

6.13 Place of Work

We will work from any stated client site or sites, including international sites, or from our Head Office at 38 Grosvenor Gardens, SW1W 0EB in Central London. We encourage Home Working where it is appropriate, the client agrees and the information we are using is unclassified. Work at a main client site is included in our quoted price. Work at other sites is normally covered by an agreed Travel and Subsistence T&S Limit of Liability (LoL). T&S rates are covered in the separate Ts&Cs Document.