



IT STRATEGY

OCTOBER 2015

CONTENTS

1.	Service Overview	1
2.	Methodology & Approach	2
3.	Experience	6
4.	Company Overview	9

1. SERVICE OVERVIEW

Coeus offers a broad range of IT advisory and consultancy services across a variety of technology capabilities, from short strategic assessments through to transformation and benefits delivery.

Within the IT Strategy capability Coeus support our clients to enable the transformation of their business, by designing and implementing effective and efficient information technology operations.

1.1 Business Challenges for IT Strategy Development

IT organisations need to deliver business goals whilst anticipating to changes in markets and technology. An effective IT strategy should bridge the gap between the business and its technology delivery, key questions that need to be answered include;

- How can I align IT to ensure we provide value to the business?
- How can I be more responsive to changing business needs?
- How much focus should I place on new IT services and innovation?
- How mature is my IT function to deliver the services the business requires?
- Is my team suitably skilled and staffed to deliver excellent IT services?
- How can I optimise my IT costs
- How do I provide greater transparency to the business?

1.2 Coeus IT Strategy Service Offerings

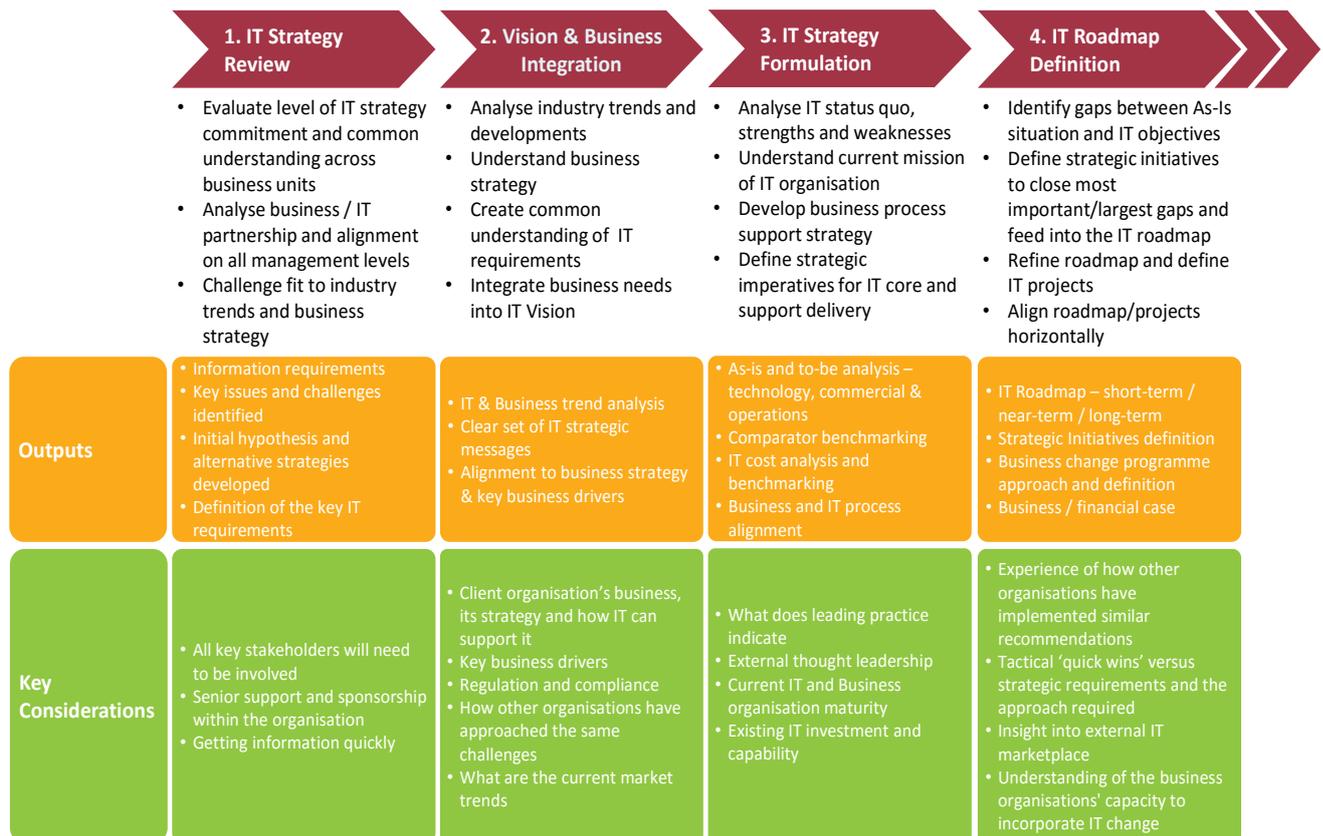
Coeus offers a number of different IT Strategy services to enable their clients to align IT to the needs of the business.

- IT Strategy and alignment – developing business led IT strategies, thought leadership in IT operating models, IT transformation planning and roadmaps
- IT Cost Optimisation – identifying cost inefficiencies and ineffectiveness within IT, financial optimisation and total cost of ownership, benchmarking
- IT Operating Model – optimised delivery model for the provision of IT services to the business, organisation maturity assessment and design, technology centre of excellence and shared service centre development
- Business of IT – demand and portfolio management through to benefits realisation
- IT in Mergers, Acquisitions and Divestments – IT due diligence, integration and separation strategies

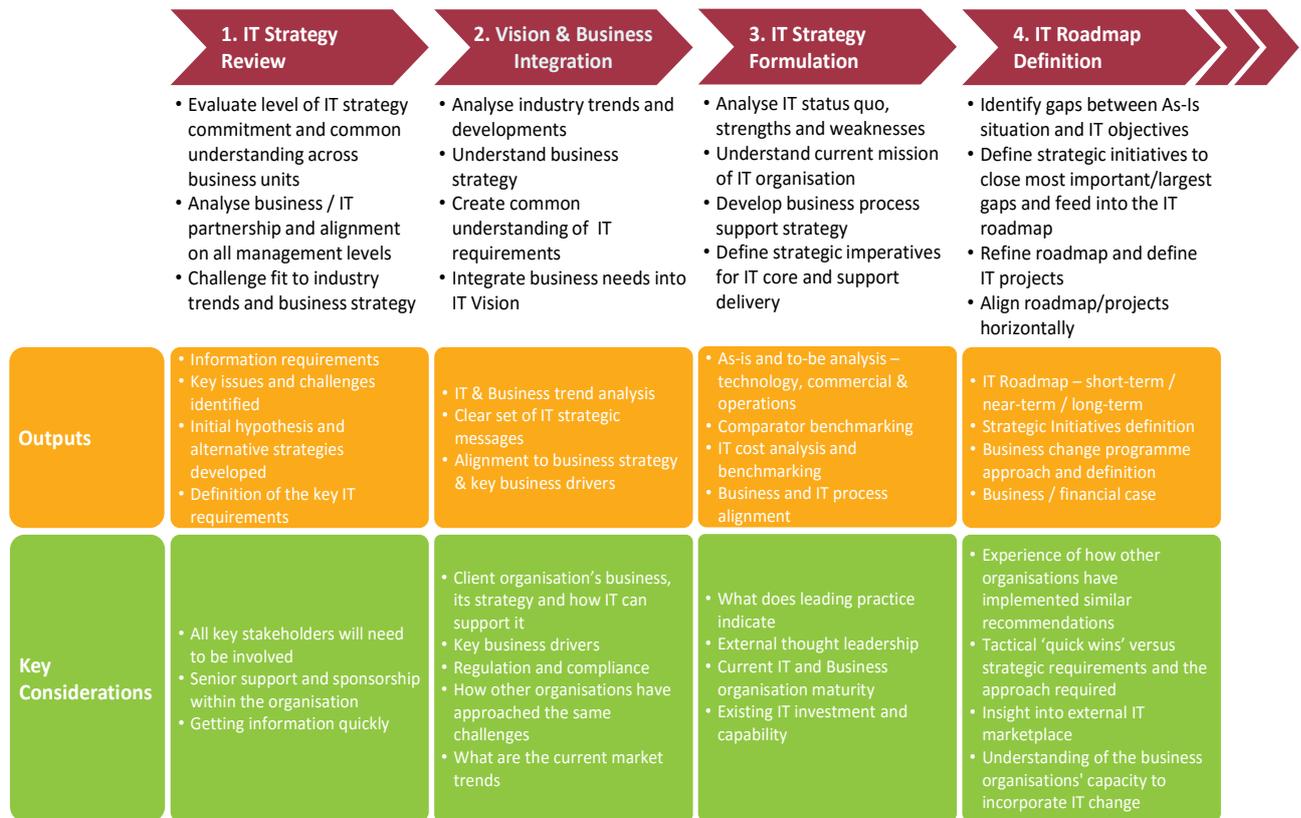
2.2 Approach

Coeus have a number of approaches for IT strategy development across our IT strategy services, which are tailored to each individual customer requirement. Three of our key approaches are outlined below;

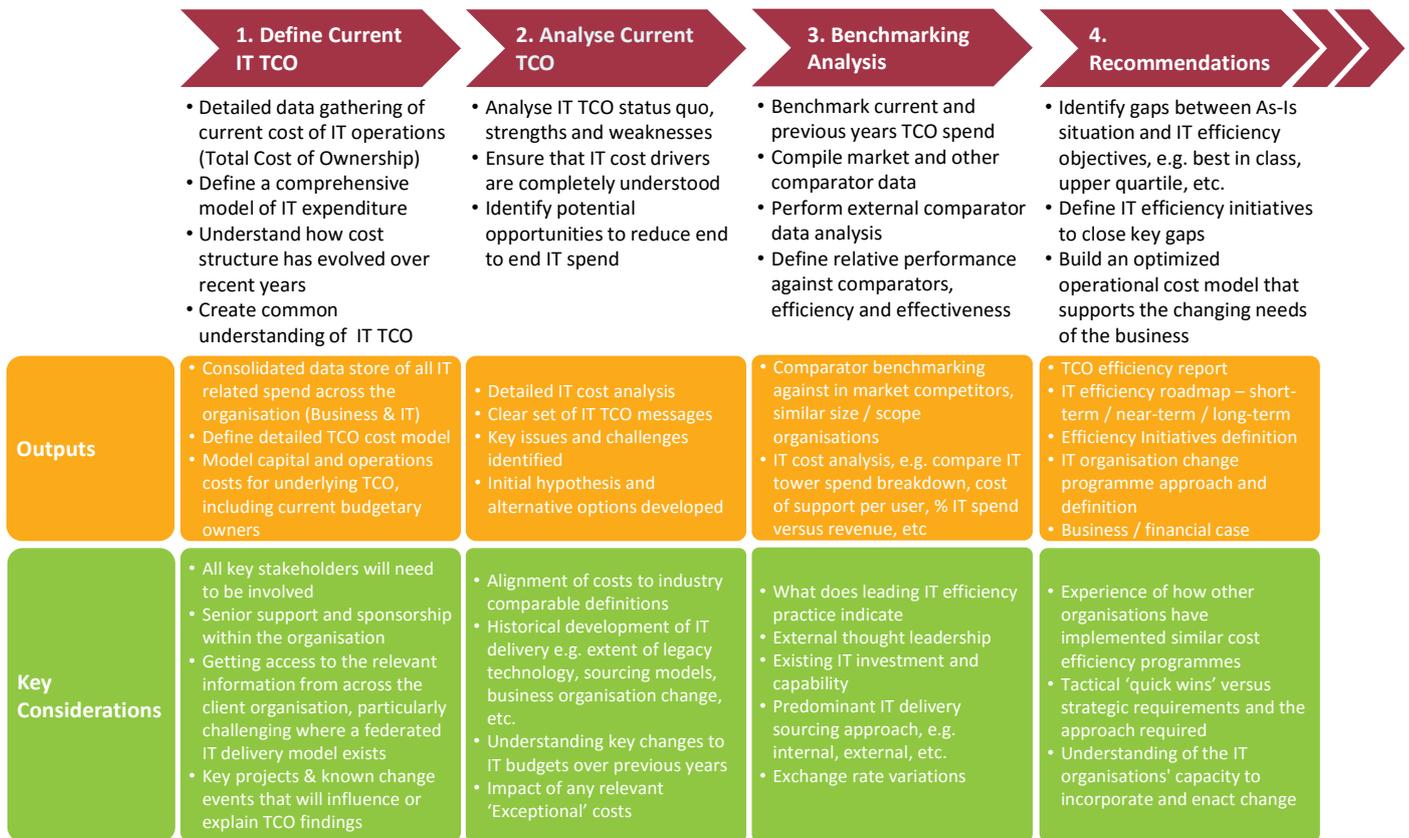
IT Strategy Development Approach



IT Operating Model Approach



IT Cost Effectiveness Approach



3. EXPERIENCE

Coeus' services and skills are tailored to address the complex challenges of today's CIO organisation. Our strengths lie in advising clients on strategic and operational change to enable the identification, sourcing and delivery of optimal technological solutions and services.

We believe that Coeus is ideally placed for the following key reasons:

- We have undertaken similar projects for our clients and our level of knowledge in these areas is second to none
- We provide trusted independent advice at all times critical to this type of engagement
- We have skilled mature staff with directly relevant recent market experience, covering both IT strategy development and commercial reviews in an outsourced environment
- Appropriate methodologies developed through experience of conducting this type of engagement for other similar organisations
- Deep knowledge and understanding of how other similar organisations are currently defining their IT organisations and the mix of internal and external resources

The two Case Studies below provide additional detail of some of the projects Coeus has recently worked on. All of these engagements were conducted on a joint team approach whereby the Coeus team worked directly with or alongside the client team. The resource split is typically 50/50 but can be tailored to meet the specific needs of the project or any client resource challenges.

3.1 IT Operating Model and Spend Analysis for Global Consumer Products Company

Background to the project

The organisation is on a journey to consolidate and globalise IT services that will take many years to complete. During this period as systems move from local to global there will be an impact on the required structure, skill set and ultimately headcount within the UK. There was a perception at senior levels within the business that the IT team was "heavy" in head count and did not deliver value for money. There had been departures within senior levels of the function and there had been little work done in recent years on the structure, skills and competences required to support the business.

Approach

Coeus was asked to quickly conduct detailed analysis of the current IT function, including:

- Review of the current operating model and organisational structure
- Analysis of the IT metrics, highlighting the Total Cost of Ownership (TCO) to understand the base IT costs and benchmark the current FTE headcount, including a review of the mix of resources (internal versus external)
- Review of the current governance, forums and boards to run the function

Outcomes and deliverables

Within the short timescales required the Coeus team rapidly delivered:

- New IT operating model, organisational structure and FTE headcount
- IT metrics detailing the base IT costs, TCO analysis and benchmark of headcount, supporting the move to the new operating model and organisation

Benefits

The benefits of working with the Coeus team were:

- The new IT operating model and organisational structure facilitated a 10% headcount reduction, saving the organisation over £2m per annum
- The model aligned the Service function into a 'tower' model bringing key skills together, supporting personal development and critically improved delivery to the business
- Identification of what impact global projects will have on the operating model, organisational structure and headcount, over time
- The new model facilitated engagement with the business and highlighted the value delivered by the IT function

3.2 UK IT Strategy & Applications Roadmap for Global Energy Company

Background to the project

The UK business strategy had been recently developed reflecting market and regulatory conditions, sales and operational challenges. There had been significant changes to the way IT was provided in the UK - a group wide IT support function and new operating model with outsourced IT infrastructure.

As a result of the business strategy and the significance of IT to the business and Digital transformation there was a need to develop the Group IT strategy further to highlight the IT strategy and application roadmap specifically for the UK business.

Approach

The UK IT strategy and application roadmap was produced by Coeus in alignment with the Group IT strategy and in support of the recently developed UK business strategy:

- It was iterative process developed over time, in the same way the UK business strategy had been developed
- Existing materials were collated and reviewed to minimise duplication and highlight gaps and areas of initial focus
- Work was conducted with applications, architecture and supplier teams to build out the strategy

Outcomes and deliverables

The Coeus team delivered a one page UK IT strategy for Board review and executive communication, and a short focused IT strategy and application roadmap, including:

- Business Demand – business context, business capabilities and IT contribution
- Mission of IT – vision, strategic direction and strategic principles
- Supply of IT – services & products, sourcing and people
- Control of IT – IT organisation, IT governance and metrics & finance
- IT Application, Digital, Infrastructure, Security & Risks – strategy, architecture & roadmaps

Benefits

The benefits of working with the Coeus team were:

- One page UK IT strategy for Board review and executive communication
- Short focused IT strategy and application roadmap, including:
- Business Demand – business context, business capabilities and IT contribution
- Mission of IT – vision, strategic direction and strategic principles

- Supply of IT – services & products, sourcing and people
- Control of IT – IT organisation, IT governance and metrics & finance
- IT Application, Digital, Infrastructure, Security & Risks – strategy, architecture & roadmaps

4. COMPANY OVERVIEW

4.1 Overview

Coeus Consulting is an independent IT management consultancy providing both advisory and consultancy services.

We specialise in the areas of IT strategy, sourcing, technology, transformation and optimisation. Our people have the right blend of skills and experience to deliver trusted advice on commercial, technological and business issues resulting in strategic benefits for our clients. We deliver our services to some of the largest corporates, financial institutions and most recognised brands in the world.

<div style="background-color: #0070C0; color: white; padding: 10px; border-radius: 10px;"> <p>Our people </p> <ul style="list-style-type: none"> • Our people – that’s what makes us different - our consultants have the right blend of knowledge and ‘real world’, hands on operational experience, to deliver the right outcomes for our clients • They have passion and commitment, are adaptable and flexible and deliver with pace and to the highest quality • The breadth and depth of our consultants expertise spans multiple disciplines, organisations, cultures and industries – ensuring their advice always addresses the bigger picture </div>	<div style="background-color: #0070C0; color: white; padding: 10px; border-radius: 10px;"> <p>The way we work </p> <ul style="list-style-type: none"> • We provide advice without bias and in the client’s best interest. • We work ‘true’ client side, we listen, we challenge and we deliver with clarity and creativity • We are transparent and honest - working to your agenda, not our own • We pride ourselves in the input and insight that we give, drawing on our experience, knowledge, methodologies and tools </div>	<div style="background-color: #0070C0; color: white; padding: 10px; border-radius: 10px;"> <p>Our business model </p> <ul style="list-style-type: none"> • We are truly independent – no strategic alliances, no commercial arrangements • Our company structure allows us to be agile, responsive and flexible to your needs • We deliver value for money to our clients and are commercially competitive across all sectors • We work closely with our clients to ensure knowledge transfer is part of every engagement </div>
---	---	--

4.2 Office

Our registered office is 48 Warwick Street, London W1B 5AW. However, based on our experience of conducting other similar engagements, in order for engagements to be efficient and effective we would expect a significant amount of the work to be completed on-site at our clients’ offices.

4.3 Contract

A copy of our standard Terms and Conditions have been submitted and are available as a download alongside this service.

4.4 Corporate Affiliations

Coeus is totally independent and does not have any strategic alliance or commercial arrangements with any supplier or software provider, enabling us to carry out commercial, outsourcing and procurement advice with the integrity our clients require.

4.5 Professional Indemnity

Our professional indemnity insurance is provided by AIG and is limited to £1 million per individual claim.

4.6 Organisational Structure

The organisation is led by the three founding Directors, Ben Barry, James Cockroft and Rob Walker. All employees report into one of the Directors.

4.7 Pricing

Coeus Consulting will deliver this service on a time and materials basis to be discussed and agreed prior to the start of any engagement.

4.8 Quality Control

All client deliverables are subject to peer review and every Coeus project is overseen by the accountable Director.

4.9 Integrated G-Cloud Service Delivery

Coeus have a number of G-Cloud service offerings, which can be delivered separately or as part of an integrated programme where required to customer service requirements.