

**BENTLEY MOORE EXECUTIVE**



**Transformation-as-a-Service Business  
Solution Service Brief**

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## 1. Introduction

Transformation-as-a-Service (CaaS) is a subscription-based consulting delivery capability under a flexible, lower-cost, pre-packaged commercial structure that enables clients to access:

- **Delivery outcomes** and defined service tiers **and/or**
- **Role-based consulting resources.**

Bentley Moore Executive's Transformation-as-a-Service provides organisations with governed, outcome-driven transformation capability available precisely when required.

It converts the complexity and cost of large-scale change programmes into a flexible, on-demand service that delivers strategy, planning, delivery management, assurance, and benefits realisation under one accountable structure.

Each engagement combines board-level expertise, programme governance, and operational discipline within a transparent commercial model governed by a Master Service Agreement (MSA). Clients gain the ability to initiate, accelerate, or recover transformation initiatives rapidly—without the overhead, delay, or inflexibility of conventional consulting or contractor arrangements.

Transformation-as-a-Service delivers the same depth of capability found in major consulting firms but through a lean, results-oriented model that prioritises pace, assurance, and measurable outcomes.

## 2. Client Ongoing Capability Delivery

Transformation-as-a-Service provides clients with a governed transformation capability that can be activated at any point in the change lifecycle—from strategy formulation through to implementation, optimisation, or recovery.

This capability functions as an extension of the client's own governance and delivery structure, ensuring executive control is retained while Bentley Moore Executive manages day-to-day execution, assurance, and reporting.

Key outcomes include:

- Predictable cost and governance through transparent rate cards and the MSA framework.
- Reliable quality via defined delivery methods, assurance checkpoints, and partner oversight.
- Rapid mobilisation of qualified transformation professionals within five working days.
- Clear accountability linking advisory recommendations directly to execution outcomes.
- Continuous insight through structured reporting, benefit-tracking, and performance dashboards.

This model gives clients a continuous, scalable transformation capability—ready when required, accountable throughout, and measurable at every stage.



# Transformation-as-a-Service Business Solutions Service Brief

## 3. Transformation-as-a-Service Core Characteristics

Characteristic	Description
<b>Outcome-Oriented</b>	Engagements are defined by business outcomes such as benefits realisation, delivery stability, risk reduction, and cost efficiency—each tracked through defined KPIs.
<b>Defined Scope and Governance</b>	Every engagement operates under a governed structure including scope statements, milestones, escalation routes, and reporting packs, ensuring transparency and predictability.
<b>Flexible and Rapidly Mobilised</b>	Capability can be scaled up, down, or re-shaped within days using Bentley Moore Executive's rapid-mobilisation network of transformation specialists.
<b>Predictable Cost Base</b>	Transparent rate cards aligned to seniority, discipline, and duration ensure clients maintain cost containment and forecast accuracy.
<b>Externally Managed Delivery</b>	Bentley Moore Executive manages performance, assurance, and reporting, allowing clients to focus on strategic control while delegating delivery oversight to an accountable partner.

These characteristics transform transformation management itself—from a static, project-bound exercise into a living, adaptable capability aligned to organisational priorities.

## 4. Transformation-as-a-Service Focus and Benefits

Transformation-as-a-Service provides clients with structured capability to plan, deliver, and sustain change across strategy, process, technology, people, and operations.

Key benefits to the client include:

- Rapid deployment of experienced transformation specialists.
- Sustained momentum across programmes and portfolios.
- Reduced delivery risk through consistent governance and quality assurance.
- Clear visibility of benefits tracking and value realisation.
- Scalability to match resource demand as priorities evolve.
- Swift recovery of initiatives that have stalled or lost direction.

This focus ensures every transformation initiative remains strategically aligned, cost-controlled, and outcome-assured from inception to closure.

## 5. Transformation – As-a-Service Offerings

Transformation-as-a-Service encompasses a comprehensive suite of modular offerings that together deliver end-to-end change capability:

- **Portfolio Management-as-a-Service** – integrated oversight of multiple projects, dependencies, and value delivery.
- **Troubleshooting-as-a-Service** – rapid diagnostic and recovery of distressed transformation, operational, service or organisational activities.

- **Programme and Project Management-as-a-Service** – governed execution of transformation programmes.
- **End-to-End Project Delivery-as-a-Service** – lifecycle management from initiation to benefits realisation.
- **Transformation Strategy Analysis and Planning-as-a-Service** – assessment and prioritisation of change strategies.
- **Supplier Exit-as-a-Service** – controlled withdrawal from incumbent suppliers with risk containment.
- **Target Operating Model (ToM)-as-a-Service** – design, implementation, and optimisation of organisational models.
- **Budget Management-as-a-Service** – forecasting and financial control across transformation portfolios.
- **Strategy Implementation-as-a-Service** – execution oversight of strategic objectives and benefit outcomes.
- **Business Change-as-a-Service** – change readiness, communication, and adoption enablement.
- **Change Management-as-a-Service** – leadership alignment and impact assurance across workstreams.
- **Service Integration and Management (SIAM)-as-a-Service** – governance and optimisation of multi-supplier operating environments.

Each component can operate independently or combine within a unified programme structure, creating a bespoke transformation ecosystem governed by Bentley Moore Executive.

## 6. Cross-Service Integration

Transformation-as-a-Service sits at the centre of Bentley Moore Executive's integrated service framework, linking strategy, delivery, and assurance functions. Illustrative integrations include:

- Transformation Strategy Analysis-as-a-Service (Transformation) combined with Strategy Consulting-as-a-Service (Consulting) to ensure corporate alignment.
- Programme Delivery-as-a-Service integrated with C-Level Advisory-as-a-Service for executive-level oversight.
- Risk Management-as-a-Service feeding assurance data into Troubleshooting-as-a-Service for proactive risk prevention.
- Teams-in-a-Box-as-a-Service (Staff Augmentation) providing scalable delivery capacity for transformation portfolios.

This interoperability allows Bentley Moore Executive to configure transformation solutions that operate seamlessly across governance, delivery, and assurance boundaries.

## 7. Client Maturity Alignment

Bentley Moore Executive aligns its transformation engagements to the client's organisational maturity, ensuring appropriate depth of support and control at every stage.

Stage	Transformation Focus	Outcome
<b>Advisory</b>	Diagnostic review, strategy design, and prioritisation	Defined transformation vision and roadmap
<b>Delivery</b>	Programme governance, project execution, and assurance	Controlled implementation and milestone realisation
<b>Managed</b>	Continuous performance improvement and optimisation	Self-sustaining transformation capability

This maturity alignment enables clients to evolve from sporadic change to continuous transformation excellence.

## 8. Engagement and Commercial Models

All Transformation-as-a-Service engagements operate under a single Master Service Agreement (MSA) that defines governance, commercial terms, and assurance standards.

Under this structure, individual transformation initiatives are activated through Call-Offs or Statements of Work, giving clients complete flexibility while maintaining contractual consistency.

The model is intentionally agile: Bentley Moore Executive maintains no standing consultant bench but instead deploys a rapid-mobilisation network of experienced transformation professionals matched precisely to client need.

This ensures the right expertise is delivered at the right time—without the overheads of permanent staffing or traditional consultancy mark-ups.

## 9. Engagement Formats

Clients may select from a range of standard engagement formats depending on scope, maturity, and risk profile:

- **Advisory** – diagnostic analysis, strategic planning, and executive guidance on demand.
- **Delivery** – programme and project execution managed under call-off or fixed-term structures.
- **Managed** – full-service delivery and assurance functions such as Portfolio Management-as-a-Service or ToM-as-a-Service.
- **Bespoke** – multi-domain transformation solutions integrating advisory, delivery, and managed components under unified governance.

Each format aligns with the client's internal reporting cadence and performance framework to ensure visibility, accountability, and control.

## 10. Commercial Model Options

Call-Off Arrangements under the Master Service Agreement (MSA).



Pre-approved rate cards and commercial terms under the MSA enable clients to activate transformation capability rapidly without repeated procurement cycles—ideal for enterprises managing multiple concurrent initiatives or supplier ecosystems.

## **10.1. Fixed-Term or Hybrid Delivery Engagements**

Time-bounded or mixed-mode engagements that combine advisory, delivery, and managed services under a single governed structure—particularly suited to transformation programmes requiring defined start- and end-points while retaining scalability.

## **10.2. Outcome-Based or Performance-Linked Contracts**

Commercial structures that tie payment directly to agreed deliverables, milestones, or benefit realisation metrics—ensuring shared accountability for value delivery.

## **10.3. Bespoke Engagements**

Tailored frameworks for complex, multi-domain environments requiring integrated specialisms across technology, process, and operations. Pricing, review cycles, and KPIs are co-designed with the client to guarantee transparency and alignment.

Together, these commercial pathways provide flexibility without compromising governance or financial discipline.

## **11. What This Looks Like in Practice**

### **11.1. Commercial Structure**

- The client holds a governing MSA with Bentley Moore Executive.
- Transformation work is initiated via Call-Offs or Statements of Work.
- Forecasts and expenditure are managed through transparent rate cards and deliverable schedules.
- Continuity and knowledge retention are maintained through centralised governance and documentation.

### **11.2. Service Management**

- A senior Bentley Moore Executive partner acts as single point of accountability.
- Advisory, Delivery, and Managed components scale independently as required.
- Standardised frameworks and reporting ensure cross-programme consistency and assurance.

### **11.3. Operational Experience for the Client**

- Work can be mobilised immediately under the MSA without further procurement.
- Functions as an embedded transformation office on demand.



- Knowledge and learning are retained within the client environment to strengthen internal capability.

## 11.4. Benefits to the Client

- **Speed:** mobilisation within five working days.
- **Control:** transparent governance and defined escalation routes.
- **Cost predictability:** fixed rate cards and clear invoicing.
- **Continuity:** senior-partner oversight across engagements.
- **Assurance:** integrated quality and performance management.

This operational model combines the agility of a managed service with the rigour of enterprise-grade transformation governance.

## 12. The Challenges Clients Face

Organisations frequently encounter transformation challenges that threaten delivery success and strategic value realisation.

Typical issues include:

- Fragmented programme governance leading to delivery drift.
- Insufficient linkage between strategy, execution, and assurance.
- Inconsistent stakeholder engagement and change adoption.
- Delivery risk arising from immature or overloaded internal teams.
- Budget volatility caused by ad-hoc consulting engagements.
- Dependency on individual contractors with limited accountability.
- Lack of cross-portfolio visibility and dependency management.
- Inadequate benefit-tracking and performance reporting.

Transformation-as-a-Service resolves these issues through a governed, modular model that embeds structure, continuity, and measurable outcomes across all transformation activity.

## 13. Client Outcomes

Transformation-as-a-Service provides clients with an integrated capability that drives change confidently, predictably, and transparently.

Clients achieve:

- End-to-end transformation oversight linking strategy to benefits.
- Sustained momentum through pre-defined engagement pathways.
- Faster start-up enabled by pre-mobilised resources and frameworks.
- Cost control through transparent pricing and contract governance.
- Reduced risk via continuous assurance and dependency management.
- Clear benefits tracking from inception to completion.
- Enhanced coordination across business, change, and technology functions.
- Improved executive visibility of progress, spend, and realised value.
- Effective stakeholder alignment and adoption.
- Scalable capability supporting multiple concurrent programmes.

Transformation-as-a-Service ensures that every stage of change, strategic, operational, or technical, is delivered under clear accountability, measurable assurance, and sustainable cost control.

## 14. Transformation-as-a-Service Outcomes

Transformation-as-a-Service gives clients access to the structure, expertise, and discipline required to plan, manage, and deliver transformation effectively.

Outcomes for clients include:

1. Unified transformation governance connecting portfolios, programmes, and initiatives.
2. Continuous delivery momentum achieved through ready-mobilised capability.
3. Predictable cost and reduced financial exposure.
4. Improved risk visibility and proactive mitigation.
5. Consistent benefit-tracking and performance assurance.
6. Coordinated delivery across interdependent workstreams.
7. Transparency for boards and executives through real-time reporting.
8. Accelerated change adoption and business readiness.
9. Scalable delivery capacity supporting enterprise-wide initiatives.
10. Organisational confidence strengthened through professional oversight.

Transformation-as-a-Service transforms large-scale change from episodic projects into a continuous, managed capability that sustains value creation and operational excellence.

## 15. How We Help

Bentley Moore Executive's Transformation-as-a-Service model is designed for organisations seeking the assurance of senior-level transformation expertise without the cost or rigidity of traditional consultancy models.

We help clients who are:

- initiating, planning, or recovering large-scale transformation programmes,
- seeking greater control, visibility, and governance across portfolios,
- requiring flexible access to qualified transformation specialists, or
- aiming to realise strategic benefits while maintaining cost discipline and delivery assurance.

Our approach embeds transformation capability as a governed, on-demand service that adapts to shifting priorities while sustaining delivery quality, financial control, and stakeholder confidence.

## 16. Our Engagement Approach

Bentley Moore Executive applies a structured and transparent engagement approach that ensures every transformation assignment is precisely scoped, governed, and aligned to measurable business outcomes.

### 16.1. Discovery and Assessment

We begin by analysing the client's strategic drivers, portfolio composition, and delivery environment. This stage identifies dependencies, risks, and capability gaps that inform the transformation roadmap.

## 16.2. **Design and Definition**

We design the optimal mix of Transformation-as-a-Service components—advisory, delivery, or managed—to achieve the client's objectives. Each engagement is defined through agreed outcomes, governance artefacts, and success metrics.

Commercial Alignment

Engagements are governed by the Master Service Agreement (MSA) and priced transparently using pre-agreed rate cards and deliverable schedules, ensuring clarity of spend and control of risk.

Integration and Handover

Transformation capability is integrated within the client's existing governance and decision-making structures to strengthen, not duplicate, control. Knowledge-transfer mechanisms ensure continuity and self-sufficiency post-engagement.

## 16.3. **Operational Delivery**

Transformation specialists deliver against the defined objectives using Bentley Moore Executive's methodologies, tools, and frameworks. Each engagement is overseen by a senior partner who ensures quality, alignment, and assurance.

## 16.4. **Performance Review and Reporting**

Structured reporting cycles track progress, risk, and benefits. Dashboards and executive summaries provide real-time visibility of status, expenditure, and value creation.

## 16.5. **Optimisation and Evolution**

As transformation priorities evolve, engagements can be scaled or re-shaped rapidly. Lessons learned are captured and applied to strengthen governance and accelerate future initiatives.

## 16.6. **Commercial Alignment**

Transformation-as-a-Service engagements are managed under a consistent commercial and governance framework:

- Governed by a single MSA defining legal, commercial, and quality terms.
- Activated via Call-Offs or Statements of Work for each initiative.
- Costed using transparent rate cards tied to defined roles and deliverables.

- Subject to regular financial and performance reviews ensuring accountability.

This structure ensures every transformation engagement remains commercially predictable, auditable, and value-focused.

## 16.7. Performance Review and Reporting

All engagements incorporate performance monitoring aligned to client governance cadences.

- Weekly or bi-weekly progress reports summarise milestones, risks, and decisions.
- Monthly assurance reviews assess progress against outcomes, budget, and benefits.
- Executive dashboards provide live visibility of portfolio health and delivery metrics.
- Lessons-learned reviews ensure continuous improvement and transfer of insight.

These practices maintain transparency, accountability, and confidence throughout delivery.

## 16.8. Optimisation and Evolution

Transformation-as-a-Service is engineered for continuous improvement.

As client priorities and external conditions shift, engagements evolve through controlled change mechanisms agreed under the MSA. Capabilities can be expanded, reduced, or refocused without remobilisation, ensuring agility while preserving governance discipline.

This adaptive capability allows clients to sustain transformation momentum, align to emerging strategic imperatives, and retain institutional learning across successive programmes.

## 17. Our Consulting Credibility

Bentley Moore Executive's consultants and programme leaders are proven practitioners who have directed complex transformation initiatives across sectors including financial services, technology, public administration, and regulated industries.

Their insight is drawn from practical delivery experience, not theory. Each consultant understands the interdependencies of governance, people, process, and technology and applies that understanding to achieve measurable outcomes.

Every engagement is governed by partner-level oversight ensuring consistency, independence, and professional accountability from initiation to close-out.

## 18. Our Value Proposition

Bentley Moore Executive delivers enterprise-grade transformation capability that is:

- Rapidly mobilised: qualified specialists available within days under the MSA.
- Governed and transparent: defined scope, deliverables, and rate-card pricing.
- Outcome-driven: success measured through tangible KPIs and benefits.
- Flexible and scalable: capability tailored to project size and complexity.
- Knowledge-transferring: learning captured and embedded within the client organisation.

The result is transformation delivered faster, governed better, and achieved at lower total cost than traditional consultancy or contractor models.

## 19. Why Clients Choose Bentley Moore Executive

Clients select Bentley Moore Executive because we combine strategic insight, delivery rigour, and transparent commercial governance in a single accountable partnership.

They benefit from:

- **One contractual gateway**—the Master Service Agreement for all transformation capability.
- **End-to-end oversight** connecting strategy, delivery, and assurance.
- **Predictable cost** through transparent rate cards and outcome-linked pricing.
- **Rapid access** to pre-qualified transformation professionals.
- **Senior-partner governance** ensuring quality, continuity, and confidence.
- **Integrated methods** that align business, technology, and operational change.
- **Structured knowledge transfer** preserving institutional learning.
- **Adaptable capability** that scales as transformation portfolios expand or contract.
- **Projects and Programmes run more smoothly** when everyone is working to the same reporting framework, cadence, and governance structure.

This partnership model delivers measurable performance, lower risk, and enduring organisational capability.

## 20. Our Philosophy

Bentley Moore Executive believes transformation should strengthen, not destabilise, the client organisation.

Every Transformation-as-a-Service engagement is designed to build maturity, embed governance, and transfer knowledge so that clients emerge more capable, more confident, and more self-sufficient.

We operate as a trusted extension of the client enterprise, independent, objective, and accountable. Partner-level oversight ensures that transformation remains aligned with strategy, delivered efficiently, and concluded with demonstrable value.

Our guiding principle is simple:

Deliver governed transformation capability on demand, rapidly mobilised, transparently priced, and outcome-assured, so clients achieve sustainable change and measurable success.



## Transformation-as-a-Service Business Solutions Service Brief

### Contact Us

Should you wish to discuss any of your requirements and how we can help you, you can contact us as follows:

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[www.bentleymoore.co.uk/services](http://www.bentleymoore.co.uk/services)

[www.linkedin.com/company/bentley-moore-executive](https://www.linkedin.com/company/bentley-moore-executive)



# Transformation-as-a-Service Business Solutions Service Brief

## Our Services



## Website Services



## Contact Details



Jason



Dave