

Fellow's Training and Development - Response to all 'Peer review comments'

Theophilus - MBCS, CISMP, MSc is an Information Technology postgraduate, certified in Information Security and member of the British Computer Society. Theophilus Is employed on a permanent contract as a Digital Transformation Lead for Scottish Enterprise and his also a Director at EITS. He has extensive experience in digital transformational projects, customer requirements focused business analysis - solution design and implementation management. **Theophilus has no plans for a PH.D. at this time.**

Theophilus' background is gained in both the private and public sector across industries (Oil and Gas, Maritime, Food and Drink, Chemical Science, public and other industries) He has a broad range of expertise and experience to readily draw upon. The table below outlines the fellow's training and development plan to complement current management and leadership skills evident from the above statement and supporting documentation in the **appendix** on historic projects and testimonials.

Objective	Action	Success Measure	Target Date
To further Develop my skills and qualities	Complete the leadership Development programme through hands-on learning	Complete an assessment survey and a peer review via feedback loops and reports	Yearly – over 4yrs
	Delegate tasks to subordinates and manage assignment progress	Formal and informal appraisal of task success	2021 and over the life of the project
Widen and build on current understanding of academic and practiced leadership	Observe and learn from more experienced leaders by networking and affiliation with mentors	Evaluate number of collaboration opportunities and networking events attending yielding fruitful partnership or mentorship	2021 - 2023
	Explore and take advantage any industry leadership development programme or opportunities	Complete an assessment survey and seek feedback	2021 - 2024
To contribute to my ability to set a vision for my company and realise this vision through achievable objectives	Communicate the company's strategic vision and objectives to subordinates	Build a team of employees; Conduct a survey among the team members	Yearly or the life of the project
	Quarterly implementation and progress report evaluation	Task on time delivery and yearly milestones achievement monitoring	Yearly
Delivering Growth	Stimulate, challenge and help the company to develop its Digital capabilities - align the culture, people and structure to support achievement of strategic objectives	Evaluation of team's productivity and enabling environment provided team member Re-evaluation and monitoring of project alignment with the company's changing needs	Quarterly of the life of the project
Behaviours	Emotional self-control Having a focus on achievement Having a positive outlook and being adaptable Setting measurable goals and anticipating obstacles to goals	Peer reviews and feedback through performance review	On demand and yearly.

Programme – Response to all peer review comments

This proposal was written before the global pandemic (COVID-19) and sets out how the fellow intends to bring digital virtual consulting to the fore in information technology consultancy. The concept seemed alien and distant at the time. COVID-19 has not only evidence the importance of this initiative, but with the global prediction (Businesswire growth by 18%) advocating the increased use of digital tools and remote working becoming the ‘new normal’ the programme is now so ever important. Technology skills gap is an issue for many companies particularly SMES for which the outcome of the programme would be invaluable.

Theo has chosen the key six areas proposed in the research as a result of direct engagement with many SMEs and large enterprises who struggle with what best practice looks like and how to quantify the return on investment from digital transformation.

The six domains are areas companies through Scottish Enterprise digital delivery service and works through EITS have consistently advised that they would benefit from if a service or solution was there to help. To address specifically, the points/comments of each of the peer reviewer, I will use Cloud Computing to demonstrate the scope of the programme and value add to companies. Each domain will follow similar approach.

The scope here is to provide easy signposting, and curated practical guidance for business operations. Driven by demand feeding through consultants and other indirect channels relating to basic practical technology/digital queries. For example:

- What collaboration tools/software/ conferencing can we use as a business

Cloud Computing adoption – target audience – 1st timers & Partial adopters

Here the Fellow and team will look at address short to long term demand for cloud services in IaaS, PaaS & SaaS for example:

Right Cloud Selection Guidance

<ul style="list-style-type: none"> • Business Context • Requirement Gathering (speed, sensitivity, location, etc.,) • Cloud Deployment Models • Service Levels • Monitoring Performance 	<ul style="list-style-type: none"> • 5 top considerations when adopting the cloud • Crucial questions to ask your cloud Service provider before entering an agreement • How to avoid a cloud disaster
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Secure Use of Commercial Cloud Services: Security Policy Implementation

<ul style="list-style-type: none"> • Risk Management Approach • Security consideration (actors, security categorisation) 	<ul style="list-style-type: none"> • Cloud Deployment Models • Why it matters to consider security from day one • Best practice governance approach
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Cloud Adoption Strategy – Future Scope

<ul style="list-style-type: none"> • Stakeholder consideration • Best approach • Cost Control 	<ul style="list-style-type: none"> • Type of data for different deployment model • Legal and compliance consideration
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Some of these materials already exist and crawling and mining of verified resources will be used as well to provide fresh up-to-date best practice guidance through the cloud based digital platform (SaaS). **Please See appendix for scenario map and example guide to feed into the automated processes (AI)**

Host Organisation – Response to all peer review comments

The host organisation is a micro SME, founded by the fellow. I believe this is in keeping with the conditions of the fellowship. The company was incorporated in 2013 but has not been actively trading. The company relaunched in 2018 and has now submitted accounts for 2019/2020 all available in company's house.

The company operations in association basis and scales up and down on a project by project basis to maintain a lean structure until such time it can afford to have permanent employees through sustained growth. The fellowship programme is designed for the fellow to manage a team of product developers to further enhance his management and leadership skills. ***Please see the appendix of this document for more information about the host organisation, current structure and partnership.***

Resources Requested – Response to all peer review comments

The fellowship programme has been designed by the fellow to leverage internal and external expertise. It is envisaged at the start that the host organisation will not have all the skills in-house to successfully execute the programme of work. The first year is designed such that the fellow will work with a leading AI partner to help build and set up the platform, whilst core members of the programme team are recruited. Year- two, this will be transferred to the internal team and the fellow responsible for the overall delivery of the planned scope and programme of work.

The fellow is currently in a permanent role plus benefits of 66k from Scottish Enterprise and additional income from EITS. This evidence the set salary over 4yrs, considering the anticipated increase in responsibility and proposed relinquish of current permanent appointment with Scottish Enterprise.

Over time the cost/resource requested is good value for money considering the market potential, high-value jobs to be created and potential to influence future research in this area of studies.

Ethics and Data Management -Response to all Peer Review Comments

The fellow has given this considerable thought and will adopt EITS current data management framework in keeping with GDPR and audited yearly in compliance with ICO registration. The EITS ethics and data management policy following the five principles of:

1. Privacy
2. Confidentiality
3. Transparency
4. Any automation or big data is implemented with gated verification and analysis
5. No institutionalisation and unfair bias.

This also model [Accenture Data Ethics Framework Across the Supply Chain](#)

The fellow will adopt the highest priority to respect the persons behind the data. Where insights derived from data could impact the human condition, the potential harm to individuals and communities will be the paramount consideration. We understand Big data can produce compelling insights into populations, but those same insights can be used to unfairly limit an individual's possibilities.

In summary, the response above gives insight and clarity regarding the comments of all the Peer review. Other details are supplied in the Appendix below to adhere to the page limit restrictions.

Appendix

Further information on the candidate previous experience and suitability

With years of experience dealing with companies providing advisory and consultancy services, Theo has now mastered how to initiate, and closeout assignments of this nature be it, workshops or digital specialist 1-2-1 support. EITS methodology on how we approach each assignment is available on request.

Any adviser(s) assigned to a project ensures documented evidence at each stage of the assignment and follows EITS's structured processes and procedures to ensure value for money and timely delivery. EITS pays attention to requirements that are regarded as being differentiators. These will be requirements that:

- i. Are vital to realise the benefits that have been identified and the associated future business processes.
- ii. Are unique to the client business or at least are critical to the sector in which the company operates.
- iii. Help the client to achieve competitive advantage.

Workshops and advisory base methodology:

- Initial conceptualisation meeting face-to-face or virtual
- Day in the client's premises for an introduction, problem identification and next steps
- Documentation of discussions and findings
- Sometimes delivery of strategy workshop, dependent on the stage and maturity of the company
- Escalation or engagement of a 3rd part
- Project/assignment close

The links here and those provided with the original submission shows the importance and size of the market:

More information on market size and performance can be found in the links below:

- <https://www.businesswire.com/news/home/20200302005611/en/Digital-Transformation-Market-2020-2024-Focus-Providing-Omnichannel>
- <https://www.marketreportsworld.com/enquiry/request-sample/14208394>

Fellow's qualifications, certification and accreditation relevant to this Programme:

- **Master of Science & Business Administration** - Information Technology Management - Robert Gordon University (RGU)
- **Bachelor of Science (BSc) Computing** – Abertay University.
- **Higher National Diploma (HND) Computer Science** – FPA.
- **National Diploma Computer Science** – FPA.
- **Certificate in Information Security Management Principles (CISMP)** – British computer Society.
- **Digital Innovation Management** - IMP³rove – European Innovation Management Academy.
- **Data Innovation** - Data Governance & management.
- **Resonance Leadership** Korn/Ferry & Hays group.
- **MBCS ID 990441034**. British computer Society.
- **Management Account** – Kaplan

Appendix – Supporting Documentation Fellow’s Technical and Professional Ability

Project executed by the fellow in the last three years relevant to the fellowship

Description	Dates	Customer/Client
<p>1. Specialist support for public cloud procurement and contracting for the National Digital Platform EITS provided NES specialist advice on service acceptance, service optimisation and cost management with the support of NSS.</p> <p>Other support provided include: Specialist commercial and contractual support which included the development of a service contract template, a bespoke set of terms and conditions for purchase/award that cover all legal and risk requirements for the project.</p> <p>The service was delivered in two phases, a contract template that captures the (pre-defined) non-negotiable elements of the cloud competitive procurement exercise. And second, a complete contract that integrates, if necessary, outcomes of the formal negotiation phase.</p>	2019/2020	NHS Education for Scotland (NES)
<p>2. Enterprise Resource Planning system -ERP Implementation BrewDog PLC has grown extremely quickly since its foundation in 2007 and as a result, there were increasing number of organisational and management challenges.</p> <p>The company had several relatively disparate systems use to manage its manufacturing, QA, sales order processing, warehousing, logistics, finance and reporting processes. Although these systems did work when the company was relatively small but were no longer scalable for future business aspirations and fell short of the necessary functionality to support continued business growth.</p> <p>Objectives of the project:</p> <ul style="list-style-type: none"> • Support the company’s growth plans as they hope to increase their turnover to £400m from 32m at the time of initiation of the project. • Increase the amount of beer shipped to 1 million from 89,000 HL) • Support the ambition of opening 100 bars from 28 <p>As outlined above, in order to achieve these ambitious strategic goals, the company needed to have thoroughly specified, scalable systems and processes in place. Supporting BrewDog with developing appropriate IT infrastructure and ERP system was agreed as a priority.</p> <p>Theo worked with BrewDog through a rigorous selection and research process to implement an ERP system which spans across most areas of its operations, business units, functions and integrated the above listed priority areas. The scope also involved ambition to improve organisational processes, communication, productivity and visibility of information across the business. They called for help right from the conceptualisation stage of the project.</p> <p>In summary, Theo worked with BrewDog to define, scope, Tender and</p>	2015 – early 2017	BrewDog Ellon

<p>monitor the implementation of their new ERP project. The scope of work involved the exploration of the best project methodology (a blend of waterfall and Agile methodology) for the project. Evaluation and support of teams and resource to ensure successful delivery.</p> <p>There was also scope for the introduction of DevOps practices with SAP to ensure timely and controlled delivery of functions that met expected outcomes with effective quality testing plan. Through Alpha, Beta and Release framework.</p> <p>3. Harnessing data for new revenue streams. At the peak of the Oil and Gas downturn, with businesses in the northeast struggling and downsizing, Sand Monitoring Services Ltd (SMS approached us to explore how they could deliver more with less. Theo having worked in the industry and continue to support businesses in the sector, assisted SMS to explore where they could cut down waste and create efficiencies. It was quickly identified that the way they delivered their reports to clients could be greatly improved if they adopted new ways of working.</p> <p>Through the development of SMS SMART Software and SMS Visibility we co-created and transformed the way sensing data is interpreted. By integrating the data from all their sensors into one interactive visualisation online platform. Easily accessible, big picture view of an asset for faster, more informed decisions.</p> <p>With Theo's help they Implemented an IT and Data strategy. The initial approach took the following form:</p> <ul style="list-style-type: none"> • Phase 1 – Detailed Requirements Analysis • Phase 2 – Formulation of 3 -year Strategy • Phase 3 – Generation of yearly strategic implementation plan • Phase 4 – implementation of individual projects in the activity list in order of priorities <p>We helped scoped SMS data visualization software and in 2018 were awarded an R&D assistance grant for the development of a subsea IoT sensing technology.</p> <p>These projects create vast opportunities for SMS. Now they offer holistic data solutions on well surveys and have expanded into the Asia market and now planning to extend the platform worldwide.</p>	<p>2015 – early 2016</p>	<p>SMS</p>
<p>4. Currently on the business Gateway framework providing specialist business advise, business support and discretionary training - delivering consultancy and advise on information technology projects varying in scope and budget.</p> <p>Example delivery area are web assets tracking, workshops, bespoke software development, disruptive innovative model, infrastructure, CRM, ERPs and Agile and lean process as well as new working practices enabled by technology.</p>	<p>2018 – 2021</p>	<p>Business Gateway</p>

Other historic projects and testimonials

Account ↑	Project Number	Project Name
Aberdeen Performing Arts	10 79	Telephony systems refresh
ACE Winches	13 07	TS Infrastructure
Aiken Group Limited	10 19	Maintenance Portal
ANM Group Ltd	0 33	IT Systems and Service Improvement
Balmoral Comtec Ltd (Balmoral Offshore Engineering	01 101	Hydrotesting Application Development
Apollo Offshore Engineering Limited	3 761	Strategy Formation
Bibby Offshore	01 12	IT Service Innovation
Brewdog	01 13	15Jun_ERPSystem_Implementation
Donald Russell Ltd	31 171	TS Ecommerce and TS Ecommerce
Macphie Ltd	30 24	ERP Preparation/Selection Project
Motive Offshore Group	12 83	Digital-S - Client Certification Portal
Mackie's of Scotland	01 114	Digital Asset Unification
Rig Control Products Ltd	12 26	Digital-S
Sand Monitoring Services Ltd	10 02	TS Infrastructure
Sand Monitoring Services Ltd	19 60	Digital reporting/Systems integration - Project created to ...

Testimonials



*To reiterate again if I may, on behalf of both Walter as GGM and I, an expression of our thanks for your invaluable assistance thus far, through each stage of the process (**John Walsh – Online Electronics**)*



I would like to thank you for the excellent inputs and advice given to a number of my clients. In particular, Genesis Personnel were very happy with the feedback on their ICT issues, and you left Moira with an excellent understanding of what areas had to be tackled in priority order. She was a little taken aback at the identified deficiencies (she was closely involved in its revamp) but has since come back to me to say how grateful she was for the appraisal and is going to initiate the improvements recommended.

*I also look forward to introducing Fraserburgh Harbour to you, as they have a number of areas where I am certain your input will be vital to their future direction (they are entering a period of significant change in what they do and how they go about their business). (**Ian Beaton – Business Gateway**)*

Your support and help meant that we were able to resource the project implementation team with the appropriate level of subject matter expertise and experience, in a cost-effective manner,



to meet the business's expectations and 'go live' schedule. six months on from 'go live' we are

beginning to realise the benefits and value of an integrated system, mainly; we now have far greater cost and compliance control and we have real time data and reporting upon which we can make informed business decisions. (Neil - Bibby Offshore)



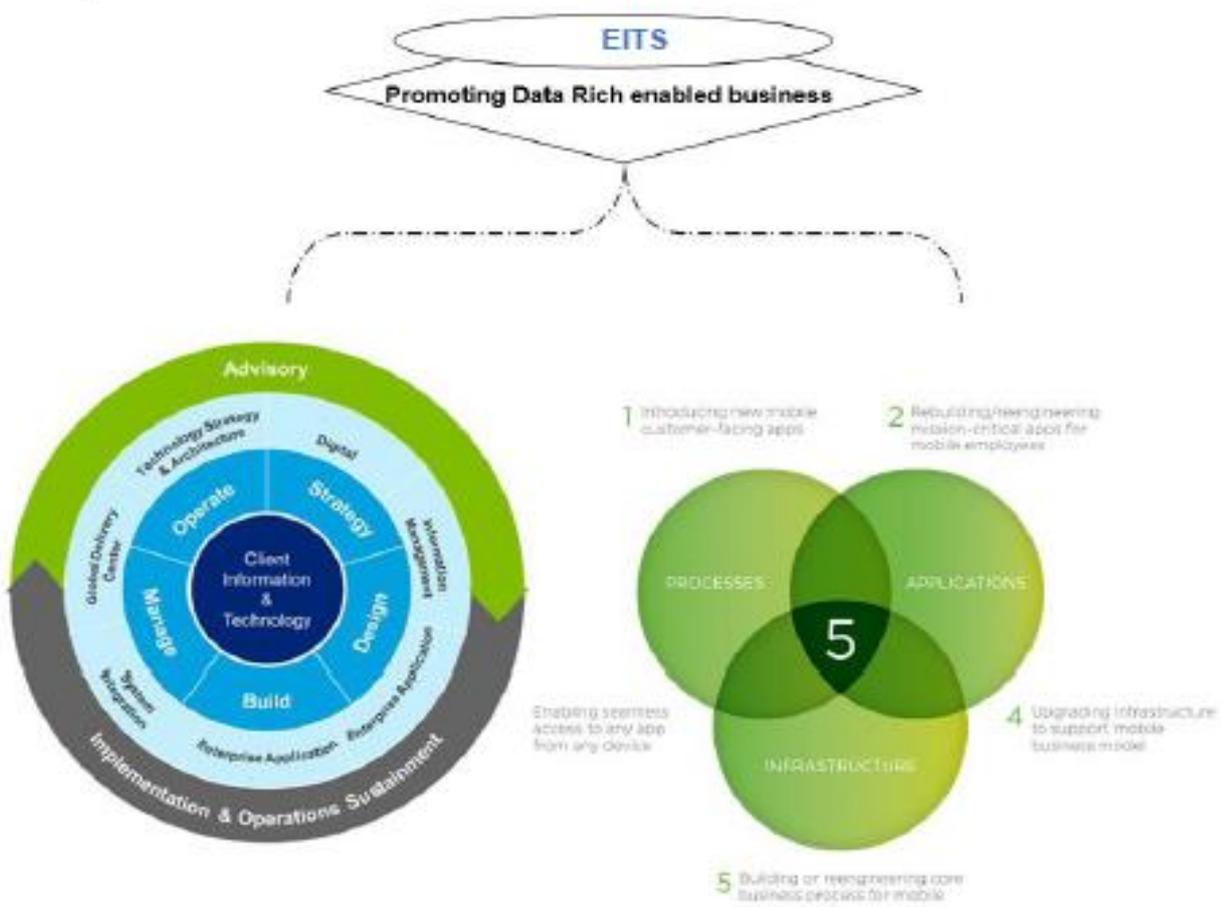
Absolute expert, great wealth of experience, imparts customers and colleagues positively. Knows how to effectively engage stakeholder and make them very responsive and appreciate inputs. (Carri Account manager)



Very useful approach and support through our ERP implementation project! Many thanks for your assistance. (Martin Dempster - BrewDog)



Proven very helpful and knowledgeable, providing suggestions to improve the productivity of our company as well as keeping the workforce in such hard times for businesses. Particularly analytical, special gift of hitting the nail on the head when it comes to assessing the situation of a company and knowing what issues need tackled, prioritising and providing all the support possible. (Sagar - Sand Monitoring Services)



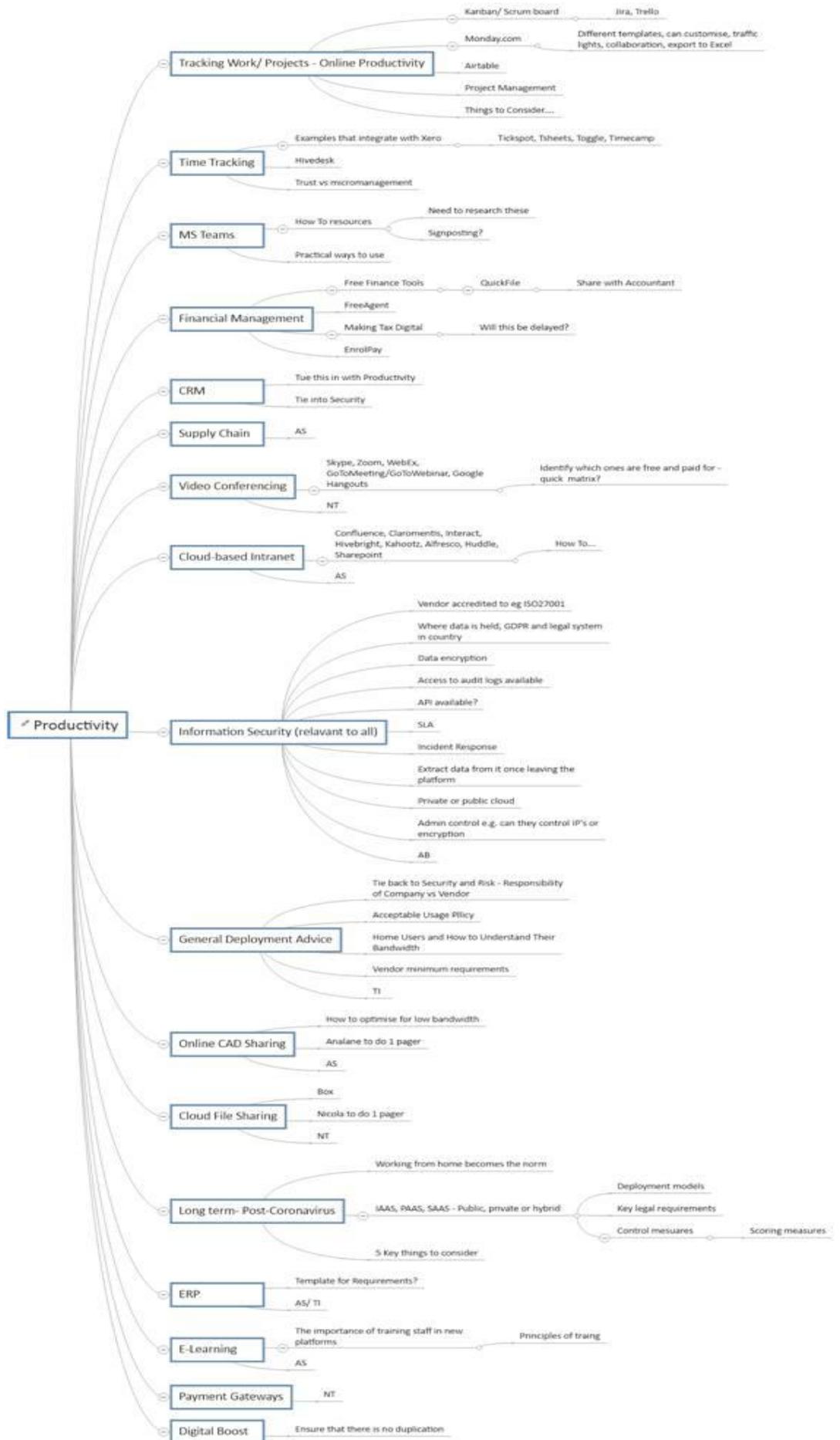
Our approach to consultancy type project is done using our facts finding methodology and Modus Operandi (MO) below to ensure full system requirements are considered to draw up an effective selection, communication, change management, project management and implementation plan.

A top-level view of EITS's

product and vendor selection methodology and associated deliverables are shown in diagrammatic form below:

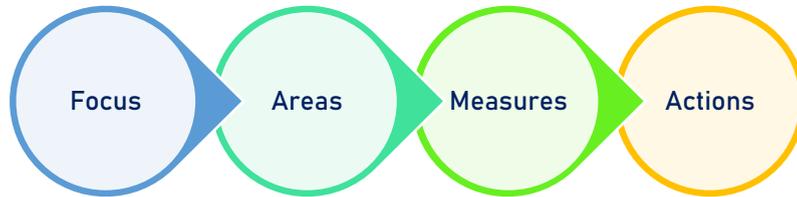


Scenario Map – Cloud Computing & Remote Working



Quick Guide – Cost Control Measures -Cloud Adoption

This guide provides useful tips and preview on how you can apply important controls to keep your cloud computing – IaaS – PaaS - SaaS cost down.



Focus

Why it matters:

The monitoring and cost-reporting tools offered by cloud providers are a reasonable starting point, they won't get you very far.

These tools are designed for basic monitoring tasks, and they generally don't offer the ability to find over-provisioned resources or to determine the source of cost variations in your cloud bill.

Believe it or not, your cloud vendor is not in the business of helping you lower your bill. As a result, you'll have to put in some extra effort to optimise your cloud costs.

You may also want to use third-party tools to help identify sources of waste within your cloud infrastructure. Below are some specific actions to take to help with cloud cost management.



Focus – possible sources of cost inefficiencies	Measures
<p>1. Unused cloud resources - letting virtual servers, databases or other cloud services continue to run even when they are no longer actively using them.</p> <p>This occurs, for example, when you spin up a virtual server in the cloud to do some testing and then forget to shut it down. Since most cloud providers charge customers based on how long a server runs - not how much work it is doing - you'd be left paying for the server even though you're no longer actively using it.</p>	<ul style="list-style-type: none"> • Design resource management policy • Close monitoring
<p>2. Overprovisioned cloud servers - Another source of wasteful spending is a cloud-based server that has too many resources allocated to it.</p>	<ul style="list-style-type: none"> • Implement resource allocation policy • Design server type allocation guide • (physical & dedicated)

<p>3. Inefficient storage tiers - public cloud providers offer a range of storage options, with features and prices that vary from tier to tier. Typically, the lower the cloud storage cost, the longer it takes to export data from a particular storage tier.</p> <p>Low-priced tiers are designed to store data that does not need to be accessed frequently, such as backups or document archives. When you choose a storage tier that offers features that you never end up using, you are wasting money.</p>	<ul style="list-style-type: none"> • Design service storage assessment need • Carryout service audit and data categorisation
<p>4. Unnecessary data transfers - In most cases, an organisation pays a fee whenever it moves data out of the cloud (egress). Also, some cloud providers charge to put data into the cloud (ingress).</p> <p>A transfer of data within the same cloud usually does not cost money - unless you move it between different regions.</p> <p>To a degree, data transfer fees are unavoidable. If you have data in the cloud, you're going to need to access it at some point. But if you download data from the cloud unnecessarily, you will end up bloating your cloud computing bill.</p>	<ul style="list-style-type: none"> • Implement best practice in your usage and policy design • Where appropriate implement controls to limit volume of download without pre-approval.

Some final things to consider...

Best Practice Check List

Use this checklist to ensure you capture lessons learned and more.

You've allocated right-size server instances?	<input type="checkbox"/>
You've shut off unused resources?	<input type="checkbox"/>
Setup configured to scale automatically?	<input type="checkbox"/>
Process to plan data transfer carefully is in place?	<input type="checkbox"/>
You have implemented policy for effective storage tiers utilisation	<input type="checkbox"/>
Check process in place to use discounted cloud instances 1 st ?	<input type="checkbox"/>
You setup conforms to an effective cloud governance?	<input type="checkbox"/>