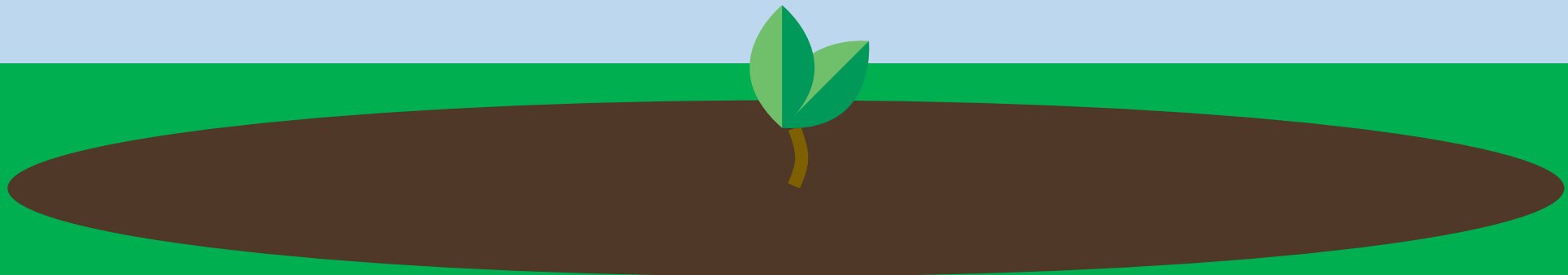


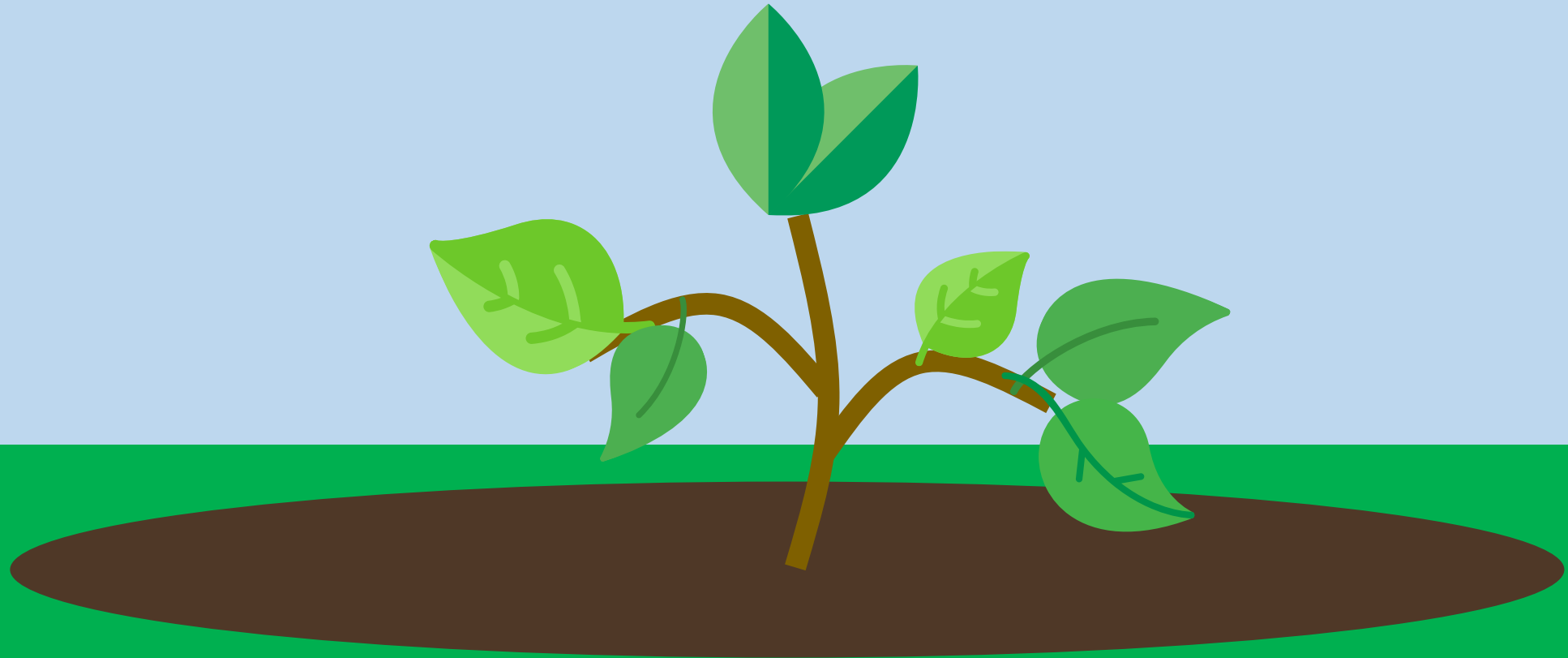
At the start of our digital journey, we start from modest beginnings, learning the basics and starting to mature our skills.



To begin with we tend to look to external businesses to support us in growing quickly. This of course comes at a price...



With time though we learn and develop skills ourselves through building up a central team of specialism. We reduce our dependency on third parties and consolidate our approaches.



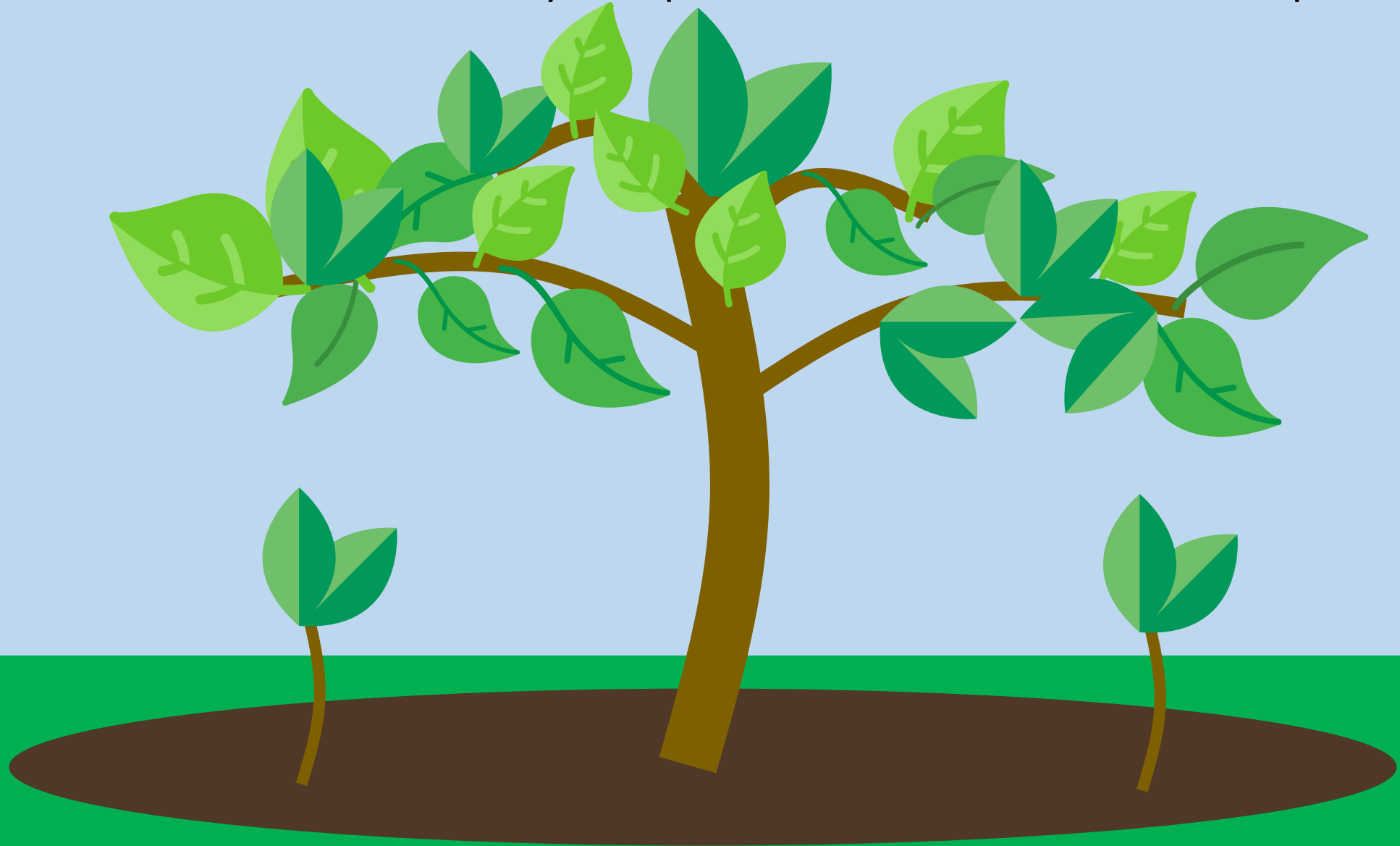
The central team becomes experts but having fully grown demand begins to outstrip available resource. Its time to democratise!



We lay the groundwork by moving skills into local teams, supporting them through the central platforms, strategy and skill.



Ownership of delivery is owned locally and the skills to mature. The more local nature of delivery helps to allow us to scale up



Eventually our democratisation journey is over and we have mature local capability strongly supported by global teams of specialists.

