Digital Outcomes and Specialists 4 (DOS 4) for Suppliers

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Crown Commercial Service

Digital Outcomes and Specialists 4 for Suppliers

28 January 2020

Crown Commercial Service

Meet our team

Gareth Bayliss

David Elsley

Jose Socao

Steve Redhead

Matt Jenkins

Jamie Horton

Jack Sexton

Crown Commercial Service

What to expect from today?

- Updates on CCS and DOS 4

- Management Information (MI) collection

- DOS 5 procurement

- Supplier relationship management

- Supplier performance management

- Top tips - what do buyers recommend?

- New and upcoming agreements - QAT 2, AI and Automation

- Any questions?

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Updates on CCS and DOS 4

- Patrick Nolan recently appointed as Digital Future Commercial Director
- 3,475 suppliers awarded to DOS 4
- 116 suspended to date for non-signing of FA
- 94% of suppliers are SMEs
- Over £1.64 billion of spend to date through DOS and Digital Services
- Latest spend data is now live on CCS website
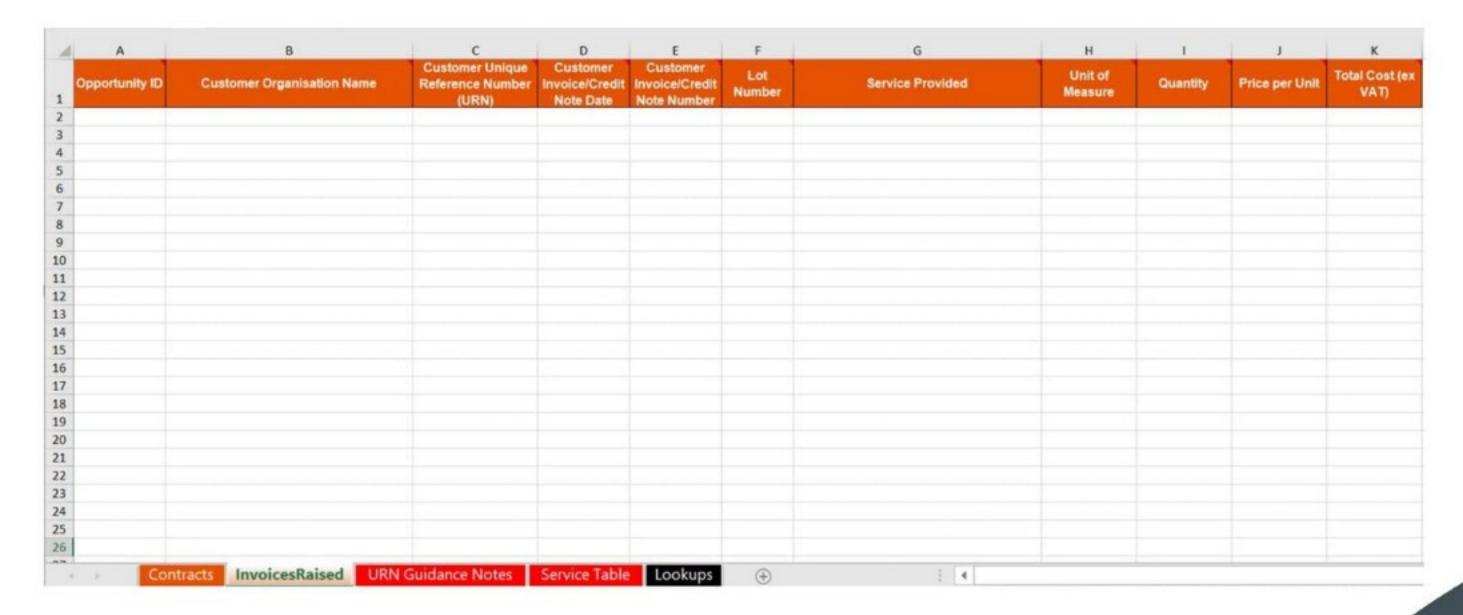
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Management Information (MI) Collection

- Submissions start 01 February 2020. The first submission covers MI data from October 2019 to January 2020.

- Ensure that your monthly MI return template is completed accurately and correctly.

- Submit your return on Report MI on or before the fifth working day of the month.

- If no contract has been awarded, confirm "no business".

- Email report-mi@crowncommercial.gov.uk for support.

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MI reporting template

Opportunity ID	Customer Organisation Name	Customer Unique Reference Number (URN)	Customer Invoice/Credit Note Date	Customer Invoice/Credit Note Number	Lot Number	Service Provided	Unit of Measure	Quantity	Price per Unit	Total Cost (ex VAT)

Sheet tabs: Contracts | **InvoicesRaised** | URN Guidance Notes | Service Table | Lookups

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DOS 5 procurement

- Pre-procurement engagement activities
  - expect to see questionnaires and a meet-up - TBC

- Provisional timescale

Applications open	Early July 2020
Clarification period	2 weeks
Applications close	Early August 2020
Notice to award	Mid September 2020
Live on Digital Marketplace	End September 2020

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Supplier Relationship Management

Introduction
- Active supplier engagement throughout the agreement lifecycle, based on the community's needs

Our Plans
- Appropriate level of action set through data-driven, per-supplier decisions
- New methods of communication - Newsletter, recorded webinars, social media-style/blogs

Feedback
- What have we missed?
- What support would you like to receive from us?

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What have we missed?

Just to recap, you will still need to apply for DOS5 even if you are currently on DOS4?

The 100 character limit is too restrictive

Tailored email notifications (frequency and opportunity type)

I had a buyer cancel a contract at the very minute, we were chosen as a last 5, did an additional proposal, submitted it and when it came to them choosing a supplier, they cancelled it. No reason was given. A reason would be good somewhere in DOS

I find the existing G-Cloud newsletter useful. Could you combine the DOS4 email newsletter with the G-Cloud one?

Happy that you will be adding copies of webinars available on demand

There should be some better support for Start ups to get ladder of bidding

Coordination of all the T&Cs across all the frameworks in particular IPR

The role of large organisation bidding in DOS

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What have we missed?

Newsletters and webinar library seem like a good idea. Worth trialling to see if beneficial.

maybe a report on spend, by organisation and supplier in a monthly/quarterly update

Menti is having problems in Chromium on Linux :-)

Often buyers will advertise an opportunity and it never closes -- we don't get any feedback on our submission

Where can we find previous presentations and this presenation after the webinar is finished?

What is going to happen to OJEU after Brexit?

pipeline information to give advanced notice of potential and actual requirements

Integral, informed feedback for candidate submissions

Managing buyers. Communication from buyers when they extend processes

What have we missed?

On occasion, several questions are asked within one question

Anne Doheny Reed Professional Services. This webinar is a great way to communicate with this community.

Will any new specialist roles be added to DOS5?

Your team seem to be all male.

Can you move from applications during the summer holidays please?

The 100 word response limit is, arguably, too little. A number of buyers have commented on this themselves. 250 words would be better and still not arduous for the buyer at the first bidding stage.

The response time is not sufficient for larger outcomes

Encouraging buyers to do more pre-market engagement

Would be great to have more basic training and information about the framework for new starters etc

158

What have we missed?

communicating meet ups and opportunities to engage CCS more

The PowerBI summaries are really useful – more of this please!

help with creating good tender responses

the process of getting responses from buyers varies greatly based on our experience so far, one buyer we never heard back from at all as to whether we'd been shortlisted or not, another gave no feedback, another contacted us direct...

Make public when you have disseminated our email addresses to consortia.

Blogs with Buyer and Supplier information /tips and tricks is also excellent tool

Stop using web based forms for applications – need off-line version

The scoring can be very objective (same answer scored differently on 2 separate responses)

Agree that stage 1 response limit of 100 words is problematic. Needs more words please.

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What have we missed?

Guidelines on the scoring procedure for candidate submission

Firefox on Linux seems to be fine.

It would be helpful to receive a notification once a DOS stage 1 response has been submitted

It would be really useful for suppliers to be able to track our progress with 100 worders. Many times they disappear with no outcome

More information on how smaller SME's can work together – is this even possible?

Guidance on competitive bids – it sometimes feels that we're making sure that people get 3 or 5 x bids, but they already have a preference

Brexit considerations for DOS5?

Regional events would be useful

Not another newsletter, please. Something more dynamic please.

158

What have we missed?

100 words per response is very restricting and seems to be a way for buyers to get incumbents back in - not a transparent process

Like to understand how CCS are monitoring counterfeit equipment being sold through the framework to Government customers ?

For new suppliers, what does a good bid look like?

The format of the Q&As in DOS4 doesn't allow us to provide evidence of where we can add value. It's a very closed approach that benefits the incumbents.

Deadlines for producing proposals following the shortlisting stage can be unreasonably short (eg 4 days) - should be a minimum limit

95% of suitable opportunities require 'experience of working with government' - how do we get past this as a new supplier?

Highlight the difference between Cloud G-11 and DOS

Is there a guaranteed spend that will go to SME's

Minimum response period of 2 weeks

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What have we missed?

Ditto - 100 Word limit, far too short

It's frustation not able to contact buyers for status and updates.

Education and popularisation of DoS to civil service managers - many of them are still unaware or afraid to use it.

More feedback on the opportunites how to win more business

Support with the tender process

the 100 character limit makes us feel like no-one is interested in what we have to say and it's just a tender for the sake of selecting an supplier already chosen

Ability to post white papers of work completed

Tailored support for smaller businesses entering the process for the first time.

turnaround times at stage 2 are often less than 5 days which is extremely challenging.

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What have we missed?

More feedback when a tender is lost.

how much of the total spend on DOS has been allocated to SMEs?

Would be good to see all our past submissions not just the ones under DOS 4 as it is live

On every opportunity, suppliers seem to ask the same questions - 'Is there an incumbent'

100 word limit is very restrictive when providing details on specialist requirements.

Interaction with buyers to provide clarification- more of a dialogue?

Could a compliance checklist be pulled together to cover what suppliers need to do to remain compliant under the framework. This will include how often we need to do it and what schedule it us under if applicable. DAS issued this, very useful.

Some buyers seem to have already decided the supplier and just put things up to fulfil an obligation. How do we make it a fairer playing ground?

100 words is not sufficient to answer most questions asked.

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What have we missed?

Initial stage 100 character limit is not enough to fully demonstrate capability.

Clarity on the application process from customers at the start

Buyers need more guidance or training on the portal - each opportunity needs the most information as possible

100 words too restrictive

Feedback from buyers when not chosen. How we can improve

we have submitted a number of offers but get unhelpful feedback, if at all

Will you be validating the quality of the buyers submitions

Would like to see some support as a smaller supplier to get some contracts

Also, stage 2: some buyers seem to stick with the standard template (2000 word limit) when the format and word limit are inappropriate. Do buyers know they can use their own templates, etc.

158

What have we missed?

Very short responses time for shortlisted suppliers

More deatils on what good looks like

A large number of the tenders that are posted are extremely high level. They are sometimes so vague that it is hard to know what you are signing up to respond to. A more strict outline which goes into specifics might be a good way to help suppliers

Instead of newsletter what about video streaming

How much of 1.64 billiion spend has gone to SMEs and how much to the other 6% of suppliers, and of those 6% how many are incumbents?

Does the submission period have to be in the middle of the holiday season?

If some dedicated support for Start ups.. it would be great then real purpose of encouraging start ups would be met

100 word limit is very challenging when the questions are multi-faceted

Regular and standardised feedback (especially at shortlisting team)

158

What have we missed?

Ability to upload supporting documentation to applications

We love the 100 word limit, it keeps our answers succinct.

Better feedback from buyers rather than vanilla answers

Have you ever considered allowing buyers to 'rate' their experience with suppliers? Too risky? A simple star rating?

100 word limit is an issue and ambiguous specifications.

Anne Doheny Reed Professional Services – reporting e.g. how many bids have been won by new suppliers where there was an incumbent in place

The buyers should also be required to disclose their current incumbent supplier

100 character limit is perfect! We can remove all the waffle!

Feedback from suppliers, notification of award and more reasonable specifications

158

What have we missed?

Ability to post images/ graphs / diagrams would be really useful in responses

I bloody love the 100 character limit :) Please keep it.

It would be helpful if we weren't locked out of the application process section by section. I like to be able to see all questions before I begin answering any.

Proof of GDS assessment of past work is frequently required, which is a client initiated event if I have understood correctly

Need to encourage client to provide feedback to bidders

There needs to be more transparency from buyers with regards to how they score responses, specific to the project, so suppliers can focus their 100 words!

Many of the criteria for a supplier seem to be too specific - almost as if they already have a supplier in mind.

Every opportunity wants previous gov experience. This causes SMEs difficulties in getting first contracts

Feedback on why a bid has been unsuccesful would be useful

158

What have we missed?

What is DPS Spark? what is the difference between DOS and Spark?

As a SMB i find the whole G CLoud and DOS4 confusing and it would be great to get more direction on how to win projects. Also, there seems to needless duplication (and such wastage) and so combining budget would help

Customer guidance and scoring against each question would be ideal and very helpful.

Exemplars of successful bids with original ads would be useful as a guide for those new to bidding

Feedback on failed bids simply states the score achieved, not much use.

Feedback given to initial proposals - more scoring needed.

FEEDBACK - essential

Are the bids real or is there a supplier already decided and we are just completing the obligation?

Further consideration from suppliers regarding data protection.

158

What have we missed?

It seems many buyers don't provide an update on an award. Isn't this mandatory?

the grading process, is not clear, questions are indicated as being worth 1 mark but it seems to be possible to score many more, based on final scores awarded?

How do we get detailed feedback to make our bids better?

If a DOS4 contract requires a software product (e.g. a portal, cms etc) to complete the scope, is there an oven-ready contractual means of incorporating that, e.g. a G-Cloud contract alongside?

CCS Hosted guidance events on writing effective 100 word answers.... Meet ups/webinars

There is no way of contacting anyone to get feedback on progress following a shortlisting application - seems that applications go into a black hole

I'm finding with many framework submissions suppliers are asked to now hold accreditations on ISO 14001 for Environmental management systems, historically this has been a nice to have, will CCS be making this mandatory for DOS & G-Cloud?

I find 100 word answers OK, but the restriction on just one example client per answer seems nonsensical.

The tooling to provide SMEs the ability to work collaboratively

158

What have we missed?

Introduce gateways for buyers submissions to ensure questions align with limited word responses

Supplier compliance checklist confirming what needs done and when by suppliers during the framework agreement - covers operational, self audits etc

Most DOS tenders require experience showing GDS compliance, which means those new to government contracts cannot win any business. How can you break this block? It stops ALL new vendors from being considered.

What are you doing to improve the capability of the buyers? The quality of tenders and 100 word Q's is very variable...

cases where Crown Commercial have helped a new company win a contract

Percentage of bids won by previous winners

Percentage opportunities that are abandoned by the buyer.

minimum 2 week turnaround for stage 2

Not just the %age of contracts passed to SME's; however, the size of contracts.

158

What have we missed?

How are DoS suppliers trained? We've had the same question score 1-3 with different buyers.

The ability to provide feedback to the buyer on tenders which aren't well explained or considered.

It would be interesting to see how many contracts are awarded to small businesses as medium is up to 250 people, its sometimes seems hardly worth small companies applying

Stats on Quality to price ratios employed

Ability to flag issues for poor practices buy buyer e.g. providing stage 2 template on day of submission

force the buyer to submit a response to all those who submitted a response

Some way of getting feedback on the progress of submission following shortlisting information being submitted. Currently uncertain of the status and when the proposal will have to be produced makes planning a response impossible

using the STAR methodology doesn't work with a lot of the questions when completing the details.

how you can influence departments not covering DOSS or Cloud at the moment to use them

158

What have we missed?

100 words is a good filter. But needs policing. Can range from 4 to 30+ answers!

Standard response times for buyers to respond to bidders – buyers can often take a long time to feedback on submissions

i see one response in favour of 100 words and about 30 against, not much of an argument in favour

I agree with the 100 word limit

Feedback provided by buyers – how many actually provide it

Constructive feedback on unsuccessful tenders would be appreciated to help inform future tenders

Would be good to have visibility of what a successful tender looks like

Detailed feedback from buyers needed – not always given and can be frustrating not knowing how we can improve

Like this Menti thing...

158

What have we missed?

nice to have should not be scored unless in direct competition with another supplier.

How is GDPR being managed through the tender and this digital programme?

Nice to have appear to be must have so little point in having them separated on all but the most complex requirement

The ability to give feedback on why we didn't apply for to the tender.

Is there anything you can do to encourage more participation by Central Government? They seem a little under-represented given my understanding of their scale / spend relative to other parts of the public sector.

158

What support would you like to receive from us?

More guidance and training for buyers so each opportunity isn't fair

I would like CCS to be pushing the suppliers to give feedback on our submissions

More information on how evaluation training is delivered across the buyers.

Feedback, could this be more frequent?

Tell us how many 'micro' businesses make successful applications and the value of those bids.

I like the 100 word limit! Please keep it.

Measure buyers frequency of supplying feedback and also the quality of that feedback

Buyer performance management would definitely be a good idea!

A way to contact buyers

Supplier Performance Management

Introduction

- Part of our relationship management - ensuring the best suppliers can provide the best solutions for each buyer, each time
- Understanding the struggles for suppliers when using our framework, to improve our service for everyone

Our Plans

- Performance assessment through framework KPIs
- Business Review Meetings

Feedback

- What KPIs or other changes would you suggest we use or adopt? Any other feedback?

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What KPIs or other changes would you suggest we use or adopt? Any other feedback?

More than 100 words per response

%age of contracts awarded to SMEs

Can you provide information on how DoS buyers are trained on evaluation? Is this uniform across the buyer network?

Have you got capacity to look at unsuccessful suppliers trends?

Dates promised in supplier submissions vs those achieved

Top of the list: comparison of 'bid price' v actual contract spend. To try to weed out suppliers who will bid low and then aim to change control further costs.

More training and guidance for buyers for posting opportunities and evualation

% of contracts that get extended

Being able to know the status of a 100 word submission or be able to chase the buyer

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What KPIs or other changes would you suggest we use or adopt? Any other feedback?

Mandatory for buyers to provide detailed feedback

Scoring criteria for applications

Team Competencies rather than just infrastructure company has

Are you considering Buyer Performance Management? They stick to process and timescales

Number of contracts awarded / cancelled / re-published

Suppliers on multiple CCS frameworks - how can SRM / SPM be more joined up?

KPIs to track buyer DOS awards vs. incumbency. At the moment it genuinely feels like DOS is used as a bench marking tool to validate a decision that has already taken place.

I disagree with the comments about 100 words – I think it enforces a discipline on suppliers to be concise and to the point

Buyer committment to complete the procurement within stated timescale

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What KPIs or other changes would you suggest we use or adopt? Any other feedback?

Communication - open channels

% of contracts awards to SME's

Contracts awarded to SME vs Large companies

It would be good to have a breakdown of how many we've submitted and how many we've been successful etc

How much of 1.64 billiion spend has gone to SMEs and how much to the other suppliers?

How reliable a buyer is. How often they pull contracts or change deadlines.

Monitor the amount of spend going to suppliers. from departments. There are suppliers who seem to be awarded multiple contracts by the same departments under DOS.

% of contracts awarded to suppliers with no prior GDS or government contract experience?

Agree with the lowball comment. We feel that we are penalized by being honest in our responses.

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What KPIs or other changes would you suggest we use or adopt? Any other feedback?

Scoring feedback is inconsistent. More detail is needed – a possible KPI for buyers.

Could you stop the absence of "Nice to have's" being grounds for exclusion from shortlists?

100 character limit is good, it keeps answer succinct and to the point.

Disagreed – 100 words are a good way to do it.

What does a good tender look like

Whatever KPIs you use – they need to be simple and easily recognisable

Important thing is that suppliers feel motivated rather than trying to deliver to or avoid 'punitive' KPIs.

buyers guidance per question including scoring breakdown – what detail is needed for a top score of 4?

Buyer performance management is a good one. Timetables often slip at short notice.

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What KPIs or other changes would you suggest we use or adopt? Any other feedback?

% of incumbents taking on specialist roles where they are in the fray

% of awards that go to incumbent

There is a barrier for new companies to DoS. Majority of outcomes require prior experience or examples. Possibly a small % of contracts are 'New Supplier Only'.

Buyer performance management would be really useful – doesn't seem like a transparent process at the moment

% of contracts awarded to incumbants or those involved with pre-market work.

Can digital specialist recruitment agencies sign up for DOS 5?

I agree with the 100 word limit.

100 word responses are good

I think 100 words is ample to get your point over

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What KPIs or other changes would you suggest we use or adopt? Any other feedback?

100 words is sufficient

how many contracts awarded to New entrants for each cycle

Agree, we need to know how buyers are performing too.

Can you ensure fairness in DOS opportunities rather than organisations who have pre-existing supplier relationships using this framework as a way to bypass the prolonged OJEU procurement-type exercises?

A useful KPI might measure supplier coordination and cooperative working when multiple suppliers working with the same buyer

Please request/mandate Buyers to provide meaningful feedback at the end of the process

What does a good tender look like?

Success, a consistent manner in monitoring the success of a delivery

why can't we include in fixed price in stage one of the tender

119

What KPIs or other changes would you suggest we use or adopt? Any other feedback?

Please keep the 100 words.

Not all contracts should have 100 words.

KPIs for buyers to encourage simpler buying processes where it is appropriate. Too many simple opportunities are submitted which are of a complexity of a full tender.

Stick to 100 words

Detailed feedback on our response

See % of tenders that are withdrawn before awarding.

100 word answers are fine if the scope asked for is clear. if multiple elements of scope are included it is almost impossible to keep to 100 words

Rate that buyers stick to published timelines for starting contracts

100 words for the initial response is enough.

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What KPIs or other changes would you suggest we use or adopt? Any other feedback?

I like the idea of buyer KPIs. How many previous opportunities has the supplier awarded vs cancelled, how many awarded to large companies?

An indicator of how many suppliers are awarded multiple contracts

a way to contact buyer if no response is received to an evidence submission. We have a few we have responded to and there's been no feedback in months. We have no way of following this up.

Information for how the smaller more niche SME's can work together for larger broader projects.

Agree with 100 word limit

Remove the essential skills of 'having GDS experience'

consistent proposal and presentation formats based on value e.g. more than 2000 proposal for a £1m + tender

% of tenders that are won by incumbent suppliers of a buyer..

Guidance on writing good responses

119

What KPIs or other changes would you suggest we use or adopt? Any other feedback?

More input on what a good response looks like – again down to what evaluation training buyers are getting.

Another vote for keeping 100 words!

% of withdrawn contracts

Need to view all our previous Dos opps not just the ones on DOS 4

How many first-time suppliers have been awarded a contract

Using the STAR methodology when completing the answers doesn't always work.

Make sure buyers understand how and when to be flexible, e.g. not rigidly using templates (guidance v rules)

More 'environment' description in relationship of work to be completed and quality of work schedule given feedback as a buyer KPI

some consistency across phase two template responses, and extra deatil provdided in the RFQ. WIldly variable between different organisations

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What KPIs or other changes would you suggest we use or adopt? Any other feedback?

How involved are CCS in supporting buyers? They need more support

100 words should be enough to get your point across

100 words are fine, enforces discipline

I agree that buyer KPIs would be an important focus

Cancellation of contracts after 2nd stage. This has a large cost on small businesses.

how are scores calculated?

% of first time winners per month

agree with buyers sticking to deadlines.

How to fill in a tender. Tips and Tricks.

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What KPIs or other changes would you suggest we use or adopt? Any other feedback?

Responses are encouraged to only provide a single example. This can make it hard to explain depth in experience which is often hugely important.

Limit on the amount of essential skills buyers can post

Can the spreadsheet used for the MI retain the information populated previously as it helps to track our spend against the PO

clarity on marking of questions, e.g. says 1 mark available per question, but total scores indicates that a much higher score is possible? What is needed to get a higher score per question?

A 100 word response is not sufficient

100 words fine if guidance provided and the buyers do not roll multiple questions into one.

%age of contracts awarded to micro businesses.

Agree with emphasis on Start Ups. Previous experience questions could be weighted differently to accommodate/encourage successful SME applicants.

Educate the Buyers in the use of what frameworks are appropriate for their needs.

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What KPIs or other changes would you suggest we use or adopt? Any other feedback?

Penalise buyers for cancelling contracts after choosing final suppliers and completing proposals.

Anne Doheny Reed Professional Services – do you qualify/review/audit the opportunities placed by buyers?

Do we need a case study everytime? This is unclear

Consistency of feedback

Advice on how to submit a good tender response would be helpful for newcomers or companies that have not been successful with applications.

Agree on barrier to entry for new companies, most require prior experience so you cant get on the ladder

100 words please!

% of first time awards

further clarity on a buyer's scoring process

119

What KPIs or other changes would you suggest we use or adopt? Any other feedback?

Can you tell us what you are using the MI for? are you checking back to the buyer as to the accuracy?

it would be great to see all round 1 scoring/feeback online and be able to compare we more often than not dont get the scores or the feedback

Having already delivered projects for public entities is often a requirement. Makes it impossible for suppliers who recently joined DOS

Better feedback on submitted answers

Some case studies showing how a job went from advert to contract would be good

the 100 words need to be a little longer but definitely have a maximum to keep precise

Feedback so we can improve our answers over time.

Please abolish the 100 word response limit – they attract lazy responses and it is difficult to effectively translate our relevant experience in such few words.

Buyers have to manipulate the Digital Marketplace to get their text in the advert to due to word limits. Make it easier for buyers by allowing greater word count or more fields.

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What KPIs or other changes would you suggest we use or adopt? Any other feedback?

The biggest issue with DOS is the inability to distinguish between genuine, open tenders and those where the incumbent has a huge advantage.

So far these 'tips' are very basic

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Top tips - what do buyers recommend?

- When the opportunity is released, spend time reading it and identify points of importance.

- Be clear with your evidence. Make sure your proposed offer precisely meets the buyer's needs.

- If ever in doubt use the Q&A section for raising questions. There are no silly questions!

- Provide specific examples of how you meet the selection criteria rather than simply stating that you do.

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Top tips - what do buyers recommend?

- Always follow the GDS Service Manual as your point of reference.
- If you can't bid under the budget, do not bid. You will be consuming valuable buyer time (and your time).
- If you can not meet the start date, do not bid.
- Check security clearance level requirements for supplier staff (e.g. UK residence, personal finance etc.)

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Top tips - what do buyers recommend?

- Ensure application is successfully submitted way ahead of closing date
- Email cloud_digital@crowncommercial.gov.uk for help on any technical issues with the platform
- Take screenshots of encountered issues

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What is Quality Assurance and Testing for IT Systems 2?

- This dynamic purchasing system (DPS) agreement is for the provision of independent quality assurance testing (QAT), including testing environments, specialists, automation and services, such as consultancy.

- QAT is required for new digital systems and services to ensure they are fit for public launch. Services offered will cover common QAT scenarios and services, such as specialists and consultancy.

- The agreement was developed with the Home Office who use it for their internal, shared, managed QAT service. Home Office also support a number of other central government departments through the provision of their managed QAT service.

- This agreement can be used by the whole of the UK Public Sector and their associated bodies & agencies.

This DPS went live 2 December 2019.

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Upcoming Agreements

- The Automation Marketplace DPS for Robotic Process Automation
https://www.crowncommercial.gov.uk/agreements/RM6173

- The Artificial Intelligence DPS
[LINK TO BE ADDED ONCE PAGE IS LIVE]

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Any questions?

Please ask them via the chat box, to the host.

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Keep in touch

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🐦 @gov_procurement

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Useful Links

- Digital Outcomes and Specialists 4

- Digital Marketplace

- Guidance on responding to buyer requirements

- Digital Outcomes and Specialists templates and legal documents

- Digital Marketplace Sales

- How to talk about being a supplier on the Digital Marketplace

- CCS case studies

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Thank you for attending

All slides and the transcript of Q&A's will be posted on the Digital Outcomes and Specialists 4 web page under the 'Documents' section

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