

Strategy & Design: Cloud

Our **Strategy & Design: Digital** service is designed to help organizations use technology to fundamentally change how they operate, serve their customers, and compete in the market. We offer this because staying relevant in an evolving economy requires more than just implementing new tools; it demands a complete reimagining of business operations and value creation. Our goal is to align a company's business goals with a comprehensive digital transformation that drives tangible growth, efficiency, and long-term resilience. Our engagement is a structured journey that transforms vision into an actionable plan, beginning with a thorough assessment of an organization's current digital maturity to identify critical gaps. From there, we facilitate intensive leadership workshops to define a bold, future-state vision that aligns digital capabilities with overarching business strategy and market opportunities. This collaborative process allows us to identify and prioritize high-impact digital initiatives, culminating in the creation of a comprehensive and sequenced roadmap with clear steps, investments, and priorities for the transformation.

Clients who partner with us on this journey gain exceptional **clarity** through a roadmap that explicitly connects every technology investment to a specific business outcome. This strategic alignment drives significant operational **efficiency** by optimizing core processes and introducing digital workflows. More importantly, it unlocks new pathways for **growth** by identifying new business models, untapped markets, and innovative digital opportunities for revenue expansion. The transformation also builds profound organizational **resilience** by establishing better governance, sharpening risk management, and fostering the agility needed to adapt quickly to market changes. Finally, we focus on building lasting **capability** by upskilling the workforce and preparing leadership for the realities of ongoing digital evolution.

These benefits are particularly crucial in the Kingdom's current landscape, where digital is no longer just a channel; it's the core of the business model. This fundamental shift is reshaping the entire economy, a transformation that has already generated \$680.9B in non-oil GDP in Saudi Arabia. Stakeholders, from customers to investors, now expect seamless digital experiences as a baseline, viewing digital maturity as a direct measure of a company's future-readiness. Competitors are aggressively leveraging technology to automate, innovate, and capture market share, setting a high bar for digital capability that makes this transformation a matter of strategic urgency. A Digital Strategy engagement is tailored to a client's specific ambition and starting point, with complexity driven by the scope of the transformation, the organization's existing digital maturity, and its cultural readiness for change. Engagements typically range from **2 to 4 months** for a focused redesign to **5 to 9 months** for a large-scale business model transformation. A focused engagement is typically staffed by **3 to 5** experts, while larger transformations may require **6 to 15+** team members. Illustrative pricing for a functional optimization strategy ranges from **\$150,000 to \$400,000**, while a full enterprise business model transformation can range from **\$900,000 to \$3,000,000+**.

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Strategy & Design: AI & Data

Our **Strategy & Design: AI & Data** service is designed to help organizations make smarter decisions and unlock new opportunities by transforming their data into a strategic asset. We offer this because we believe data is the foundational layer for understanding business performance, customers, and markets, while Artificial Intelligence is the engine that turns that data into actionable insights for growth, efficiency, and a sustainable competitive advantage . Our approach is a holistic journey that begins with helping organizations understand and organize their data so it can be trusted and used effectively. We then design strategies to make this data available for business decision-making and build practical roadmaps for AI adoption that ensure technology investments align with real business needs. This often involves applying AI and machine learning to solve specific business problems, from improving customer engagement to automating routine tasks.

The value clients receive is multi-faceted, starting with the **clarity** that comes from a clear, data-driven view of their business operations. This leads to significant **efficiency** gains as AI and automation reduce manual work and accelerate complex processes. The insights generated unlock new avenues for **growth** by identifying new opportunities, anticipating customer needs, and finding novel ways to expand revenue. This data-centric approach builds **resilience** by dramatically improving forecasting, planning, and risk management. Finally, we focus on **capability building**, upskilling teams to use AI responsibly and embedding data into the fabric of their everyday business culture.

This transformation is critical in a market where competition is rapidly shifting from intuition to data-driven strategy. The Kingdom has made this a national priority, aiming to develop 20,000 AI specialists and ranking in the global top 10 for open data initiatives. The competitive trend is now set by this data-driven performance model, which has been proven to help exceed 257 national KPIs. An AI & Data Strategy engagement's complexity is determined less by company size and more by the organization's data readiness and the ambition of its use cases. A focused engagement, such as a strategy for a single predictive model, can take **3 to 5 months**, while an enterprise-wide transformation can last **6 to 12 months** . Teams are highly specialized, ranging from **3 to 6** experts for a focused project to **7 to 15+** for a large transformation . Illustrative pricing begins at **\$200,000 to \$500,000** for a foundational data strategy and can range from **\$1,200,000 to \$5,000,000+** for a comprehensive enterprise AI transformation strategy .

Strategy & Design: Cybersecurity

Our **Strategy & Design: Cybersecurity** service protects organizations from the critical risks that can damage trust, finances, and operations. In an environment where a single breach can cause major business disruption and reputational harm, we offer this service as a critical enabler for safe digital transformation, giving leaders the confidence to innovate securely. Our approach begins with a thorough assessment of an organization's current security risks and vulnerabilities,

benchmarking their maturity against established frameworks like the NCA ECC or NIST CSF. Based on these findings, we design a comprehensive strategy to protect critical systems, data, and customer information. This includes creating the governance model, designing core security policies, and building a multi-year roadmap for technology investments and process improvements. We ensure the strategy enables the secure adoption of new technologies, from cloud to AI, and provides robust support for complying with all relevant regulations and industry standards.

Clients who engage with this service gain **clarity** through a clear and prioritized view of their security risks, allowing them to make informed decisions to protect the business. The engagement streamlines security processes, which improves **efficiency** and reduces unnecessary complexity and cost. A strong security posture is a direct enabler of **growth**, allowing leaders to confidently expand their digital services knowing they are secure. This ultimately builds deep organizational **resilience** by minimizing potential disruptions from cyberattacks and ensuring business continuity. Finally, we focus on **capability building** by providing the awareness and training needed to help employees avoid threats and contribute to a secure culture.

These benefits are essential in a market where cybersecurity reshapes industries by making digital innovation safe. Stakeholders in the Kingdom now demand strong security to protect their capital, a factor which has helped secure \$25.6B in FDI, while regulators mandate it through frameworks like the PDPL. Competitors now use security as a competitive advantage to build trust, which has been instrumental in attracting 571 global RHQs to Saudi Arabia. The complexity of a Cybersecurity Strategy engagement is dictated by the client's risk profile and regulatory environment. A focused compliance readiness project may take **2 to 4 months**, while a full security program transformation for a low-maturity enterprise can last **5 to 9 months**. Our teams consist of a core group of **3 to 5** strategists and analysts, expanding to **6 to 12+** for complex engagements by adding specialists like compliance experts and penetration testers. Illustrative pricing for a compliance-focused strategy ranges from **\$150,000 to \$450,000**, while a comprehensive program for a high-threat entity can range from **\$1,000,000 to \$4,000,000+**.

Strategy & Design: Enterprise Architecture

Our **Strategy & Design: Enterprise Architecture** service helps organizations align their business goals with their technology, creating a clear blueprint for how the two should work in harmony. We provide this offering because, without a coherent architecture, companies risk ending up with complex, disconnected, and costly systems that hinder growth and efficiency. Our approach ensures that every technology investment is a strategic asset that directly supports business objectives. We begin with a thorough assessment of the current "as-is" state, analyzing how a company's technology, processes, and systems fit together. From there, we design a future-state "to-be" blueprint that shows how business and IT should work in harmony, simplifying systems to reduce duplication and guiding technology choices so they directly support the overarching business strategy.

The value clients receive from this engagement is first and foremost **clarity**, in the form of a clear blueprint that maps the entire business and technology landscape. This leads to greater **efficiency** by eliminating overlaps, reducing IT costs, and simplifying operations across the board. A well-designed architecture provides a solid foundation for **growth**, allowing the organization to scale into new markets or launch new services quickly and with confidence. It also builds **resilience** by reducing the risks of system failures and ensuring smoother change when adopting new technologies. Finally, it provides a crucial **capability building** function, helping leadership and their teams understand how to manage technology in a more strategic and impactful way .

This strategic alignment is critical in a market where complexity is a major barrier to speed. Enterprise Architecture reshapes industries by eliminating this complexity and enabling companies to scale more effectively. Stakeholders value the efficiency that results, a benefit seen at a national scale in the 97% of digitized Saudi government services built on integrated systems. Competitors now use streamlined architecture as a foundational advantage for rapid growth, an approach that has supported the development of an SME ecosystem contributing 21.9% to the Kingdom's GDP. The scope of an engagement is determined by the breadth of the business and its technological challenges, with timelines ranging from **3 to 5 months** for a focused project to **6 to 12 months** for a full enterprise blueprint. Teams typically consist of **3 to 5** architects for a focused engagement and **6 to 10+** for a large-scale transformation . Illustrative pricing ranges from **\$250,000 to \$600,000** for a single-domain architecture to **\$1,500,000 to \$5,000,000+** for a complete enterprise transformation blueprint.

Strategy & Design: Operating Model Design

Our **Strategy & Design: Operating Model Design** service helps organizations structure their people, processes, and technology to work together effectively and achieve strategic goals. We offer this because even the best strategies fail without the right structure for execution. A well-designed operating model is the antidote to the inefficiencies, unclear roles, and disconnected systems that often arise during periods of growth or change, ensuring every part of the organization drives toward the same objectives . Our approach begins with a diagnostic assessment of the current "as-is" operating model to identify critical pain points and establish a clear case for change. We then design the "to-be" future-state model, which includes new organizational structures, streamlined processes, and clear technology alignments. A key part of our work is defining clear roles, responsibilities, and decision-making processes, culminating in a detailed implementation roadmap and the governance frameworks needed to ensure consistent execution and accountability.

The value clients gain from this engagement is first and foremost the **clarity** of understanding exactly how their organization should operate to achieve its most important goals. This drives significant **efficiency** by eliminating duplication of effort, reducing bottlenecks, and streamlining decision-making across all functions. A well-designed operating model creates a scalable

foundation for **growth**, supporting expansion into new markets or services. It also builds organizational **resilience** by creating the flexibility needed to adapt quickly to market challenges. Finally, the process is a powerful tool for **capability building**, as it develops leadership skills and empowers teams with clear direction and purpose .

These benefits are crucial in a market where the ability to execute is the primary differentiator. Operating Model Design reshapes industries by providing the structure needed to turn strategic vision into reality. Stakeholders now see a clear model as definitive proof of a company's execution capability, a factor that was critical in keeping 85% of the Kingdom's 674 national initiatives on track. The competitive trend is clear: organizations with aligned models are more agile and efficient. An engagement's complexity is driven by the scope of the change and the organization's readiness for it, with timelines ranging from **3 to 5 months** for a functional redesign to **6 to 12 months** for an enterprise-wide transformation. Our teams are composed of **3 to 5** strategists for a focused project, growing to **6 to 12+** for larger engagements by adding specialists in change management and HR . Illustrative pricing begins at **\$300,000 to \$700,000** for a functional redesign and can range from **\$1,800,000 to \$6,000,000+** for a complete enterprise transformation following a major event like a merger.

Execution: Enterprise Solutions

Our **Execution: Enterprise Solutions** service provides organizations with the implementation of proven platforms like SAP, Oracle, and Microsoft to handle core business functions such as finance, HR, and supply chain. We offer this service because these platforms provide best-practice processes out of the box, eliminating the need for clients to build critical systems from scratch and ensuring they can operate efficiently while maintaining compliance and scalability . Our implementation approach is a comprehensive, end-to-end process. We begin by assessing which enterprise platform best fits an organization's unique needs and industry requirements. We then manage the full implementation and configuration of the solution to match the client's business processes, including the complex work of integrating the new platform with existing systems and data sources. Crucially, our offering includes training the client's teams and supporting the change management process to ensure the new system is adopted successfully and delivers its intended value.

The value clients receive from a successful implementation is a single source of truth for their business data and standardized processes across the entire organization, which provides immense **clarity**. This leads directly to enhanced **efficiency** through automated workflows, reduced manual work, and streamlined operations. These platforms are designed for **growth**, providing a scalable foundation that can support business expansion without requiring major system overhauls. They are inherently **resilient**, offering robust, enterprise-grade security and built-in compliance features. Finally, the process serves as a powerful tool for **capability building**, as teams gain valuable expertise in industry-standard platforms and best practices.

This offering is critical in a market where operational excellence is a key differentiator. Enterprise solutions reshape industries by providing proven, best-practice platforms that replace risky and expensive custom development. Stakeholders view the adoption of these platforms as a sign of organizational maturity and readiness for scale, a perception validated by their use at the Public Investment Fund to manage \$0.94 trillion in assets. The competitive benchmark is now set by the elite performance these systems enable, such as the 22% compound annual growth rate they have supported for the PIF. The complexity of an implementation is driven by the number of modules required, the deployment model, and the degree of customization and integration. A focused, single-module cloud implementation can take **4 to 7 months**, while a large, multi-module transformation can last **9 to 24+ months**. Project teams range from **5 to 10** members for a focused engagement to **15 to 50+** for a large program . Illustrative pricing for a single-module implementation ranges from **\$400,000 to \$1,000,000**, while a complex transformation program can range from **\$5,000,000 to \$20,000,000+** .

Execution: ERP

Our **Execution: ERP** service focuses on the implementation of Enterprise Resource Planning systems that integrate all core business processes—such as finance, operations, supply chain, and HR—into a single, unified platform. We offer this because the primary goal of a modern enterprise is to eliminate the data silos that hinder growth and provide real-time visibility across the entire organization, enabling better decision-making and control. Our implementation approach begins with evaluating a client's current systems and identifying integration opportunities across business functions. We then implement and configure the ERP platform to connect these core areas, managing the highly complex process of migrating data from multiple legacy systems into a unified platform while maintaining absolute data integrity. A critical final step is training teams across all departments to use the new integrated processes and shared information to drive business value.

The value clients receive from an ERP implementation is transformative, starting with the **clarity** of having a single, real-time view of business performance across all departments. This unified platform drives **efficiency** by eliminating duplicate data entry, reducing errors, and accelerating business processes. It provides a scalable foundation for **growth** with integrated planning and forecasting capabilities , and it builds **resilience** through centralized data backup, security, and compliance features. Throughout the project, we foster **capability building**, as teams learn to work with integrated data and adopt more effective cross-functional processes.

This level of integration is critical in today's competitive landscape. An ERP implementation reshapes industries by breaking down the internal silos that prevent agility. Stakeholders now value the "single source of truth" as a means of maintaining real-time control over vast and complex assets. Competitors who have integrated their data can accelerate processes and drive higher performance, a model exemplified by the PIF's 22% compound annual growth rate, which was supported by its unified systems . The complexity of an ERP project is driven by the number

of processes being integrated and the degree of business transformation required. A focused implementation may take **7 to 12 months**, while a full enterprise transformation can last **15 to 30+ months**. Project teams are large and multi-disciplinary, ranging from **10 to 20** members for a focused engagement to **30 to 100+** for a global rollout . Illustrative pricing for a core process unification ranges from **\$800,000 to \$2,500,000**, while a full enterprise transformation can range from **\$8,000,000 to \$30,000,000+** .

Operation: Cybersecurity

Our **Operation: Cybersecurity** service provides 24/7 protection and monitoring to keep organizations safe from active and emerging cyber threats. We offer this as a continuous operational service because a one-time strategy is not enough to defend against a persistent threat landscape. This offering focuses on real-time threat detection, immediate incident response, and the ongoing management of security tools to ensure business continuity . Our approach is managed by a dedicated Security Operations Center (SOC) that provides 24/7/365 monitoring of networks and systems to detect suspicious activity. When a threat is detected, our team responds immediately to contain and resolve the issue according to the contract's Service Level Agreements (SLAs). We also manage all security tools, including updates and patches to keep defenses current, and provide regular security reporting and threat intelligence to keep leadership informed and proactive.

The value clients gain from this service is the **clarity** that comes from real-time visibility into their security status and immediate alerts when issues arise. It delivers significant **efficiency** by reducing the internal security overhead required to maintain such a high level of protection. This robust security posture enables confident **growth**, as leaders can expand their digital footprint knowing their security operations can scale with business needs. The primary benefit is **resilience**, as the service minimizes downtime through rapid incident response and proactive threat prevention. Finally, it provides instant **capability**, giving clients access to specialized security expertise and the latest threat intelligence without needing to hire a large internal team .

This operational approach to security is critical in a market where threats are constant. This service reshapes how industries manage risk by moving security from a reactive, project-based discipline to a 24/7, real-time operation. Stakeholders now demand this level of constant protection to ensure business continuity and safeguard their investments, like the \$25.6B in FDI attracted to the Kingdom. The competitive trend is resilience; a secure infrastructure is a key advantage that drove a 48% year-over-year increase in business registrations in Saudi Arabia . An engagement begins with an onboarding process that typically takes **4 to 10 weeks** to go live. Clients gain access to a shared SOC team, and the service is priced as a recurring monthly fee based on the number of assets or data volume being monitored. Illustrative pricing ranges from **\$15,000 to \$40,000 per month** for endpoint monitoring to **\$100,000 to \$300,000+ per month** for a comprehensive, fully outsourced security operations function

Operation: AMS (Application Management Services)

Our **Operation: AMS (Application Management Services)** offering ensures that an organization's business-critical applications run smoothly, stay updated, and continue to meet evolving business needs. We provide this as a continuous operational service because the value of an application is realized through its ongoing performance, not just its initial deployment. This allows our clients to focus their internal resources on strategic initiatives rather than day-to-day application management, thus improving efficiency and supporting growth. Our approach includes 24/7 monitoring to prevent issues before they impact business operations, providing regular maintenance, updates, and security patches to keep systems current. We also focus on optimizing application performance to ensure fast response times and reliability, and we support end-users with help desk services and training on application features.

The value clients gain from this service is the **clarity** that comes from having clear visibility into application performance and potential issues before they impact the business. It delivers significant **efficiency** by reducing internal IT overhead while ensuring applications perform at optimal levels. This directly supports **growth** by freeing up valuable internal resources to focus on strategic initiatives rather than maintenance. The proactive monitoring and maintenance builds deep **resilience**, preventing costly downtime and business disruptions. Finally, it provides instant **capability**, giving clients access to specialized technical and functional expertise without the cost and commitment of hiring full-time staff.

This operational focus is critical in a market where system reliability is paramount. AMS reshapes industries by shifting the focus from one-time tech deployment to continuous, long-term application performance. Stakeholders now demand this reliability to prevent downtime, with application stability directly contributing to the strong private sector confidence reflected in a PMI of 58.1 in the Kingdom. Competitors use these services to free up their internal teams for innovation, giving them a strategic speed advantage. An AMS engagement begins with a transition process that typically takes **5 to 10 weeks** to go live. The service is priced as a recurring monthly fee, with illustrative pricing ranging from **\$20,000 to \$60,000 per month** for supporting a single application to **\$150,000 to \$400,000+ per month** for managing a large portfolio of complex and custom applications.

Operation: Advisory as a Service

Our **Operation: Advisory as a Service** offering provides organizations with ongoing strategic guidance and senior-level expertise without the cost and commitment of a full-time executive hire. We offer this service as a flexible way for clients to access specialized knowledge and an objective perspective exactly when needed, supporting their leadership teams with industry best practices for their most critical decisions. Our approach is to act as a seamless extension of the client's leadership team. This can involve providing strategic advice on technology investments and business challenges, offering specialized expertise for specific projects, or supporting

leadership with objective analysis and recommendations for their strategic planning and decision-making processes.

The value clients gain is the **clarity** that comes from an objective, expert perspective on complex business and technology decisions. It provides significant **efficiency**, giving them access to senior-level expertise without the full-time hiring cost. This expert guidance supports **growth** by helping to identify new opportunities and avoid costly strategic mistakes. The external perspective also builds **resilience** by challenging internal assumptions and improving the quality of key decisions. Finally, the service is a powerful tool for **capability building**, as the knowledge transfer from our senior advisors helps build the client's internal strategic thinking capabilities .

This flexible access to expertise is critical in a rapidly changing market. Advisory as a Service reshapes how industries approach leadership by providing agile, on-demand access to senior strategic guidance. Stakeholders now see this model as an effective way to de-risk major decisions, an approach that has helped ensure 93% of the Kingdom's Vision Realization Program KPIs are progressing positively. The competitive trend is to use expert guidance as a strategic accelerator, which was a critical factor in keeping 85% of 674 national initiatives on track . The scope of an advisory engagement is determined by the level of expertise required and the time commitment per month. The service is priced as a recurring monthly retainer, with typical contract lengths of **6 to 12 months**. Illustrative pricing ranges from **\$10,000 to \$25,000 per month** for a senior advisor providing project-specific guidance to **\$60,000 to \$120,000+ per month** for a top-tier expert filling a fractional executive role .

Execution: Bespoke Solutions

Our **Execution: Bespoke Solutions** service focuses on designing and building custom-fit applications and systems for a client's unique business requirements, particularly when off-the-shelf software is not a suitable fit. We offer this service because standard software can help a company keep pace, but a bespoke solution is what creates a true, sustainable competitive advantage by solving specific challenges in a way that competitors cannot replicate . Our approach follows an Agile methodology, beginning with a deep discovery and design phase to thoroughly understand the unique business requirements and user experience needs. We then design and build the custom applications, workflows, and integrations in iterative development sprints, creating user-friendly interfaces that match exactly how the business operates. Our engagement includes full quality assurance testing and deployment, as well as providing ongoing support and evolution as the client's business needs change over time.

The value clients receive from a bespoke solution is first and foremost the **clarity** of having a system that matches their exact operational needs without unnecessary complexity. This drives **efficiency** by eliminating the inefficient workarounds and manual processes that often arise from ill-fitting standard software. The primary benefit is **growth**, as these custom-built applications create unique capabilities that differentiate the organization from its competitors. This approach

also builds **resilience**, giving the client full control over their system's evolution and the ability to adapt it quickly to changing market demands. Finally, the collaborative development process serves as a key tool for **capability building**, as it develops a deep internal understanding of the custom solution and its underlying technical capabilities .

This ability to create a unique advantage is a powerful differentiator in a competitive market. Bespoke solutions reshape industries by enabling capabilities that are simply unavailable to those who rely on standard software. Stakeholders value the unique market position it creates, an approach that was used in the Kingdom to meet the national Regional Headquarters (RHQ) target six years ahead of schedule. The competitive trend is to use bespoke innovation to outpace rivals and boost global competitiveness rankings . The complexity of a bespoke project is driven by the scope of its requirements and its integration needs. A focused departmental tool can be built in **3 to 6 months**, while a large, customer-facing digital platform can take **8 to 18+ months** to develop. Projects are delivered by an agile team of **4 to 7** for a focused engagement, which can grow to **8 to 20+** members for a large platform . Illustrative pricing for a departmental solution ranges from **\$250,000 to \$750,000**, while a large-scale platform can range from **\$2,500,000 to \$10,000,000+** .