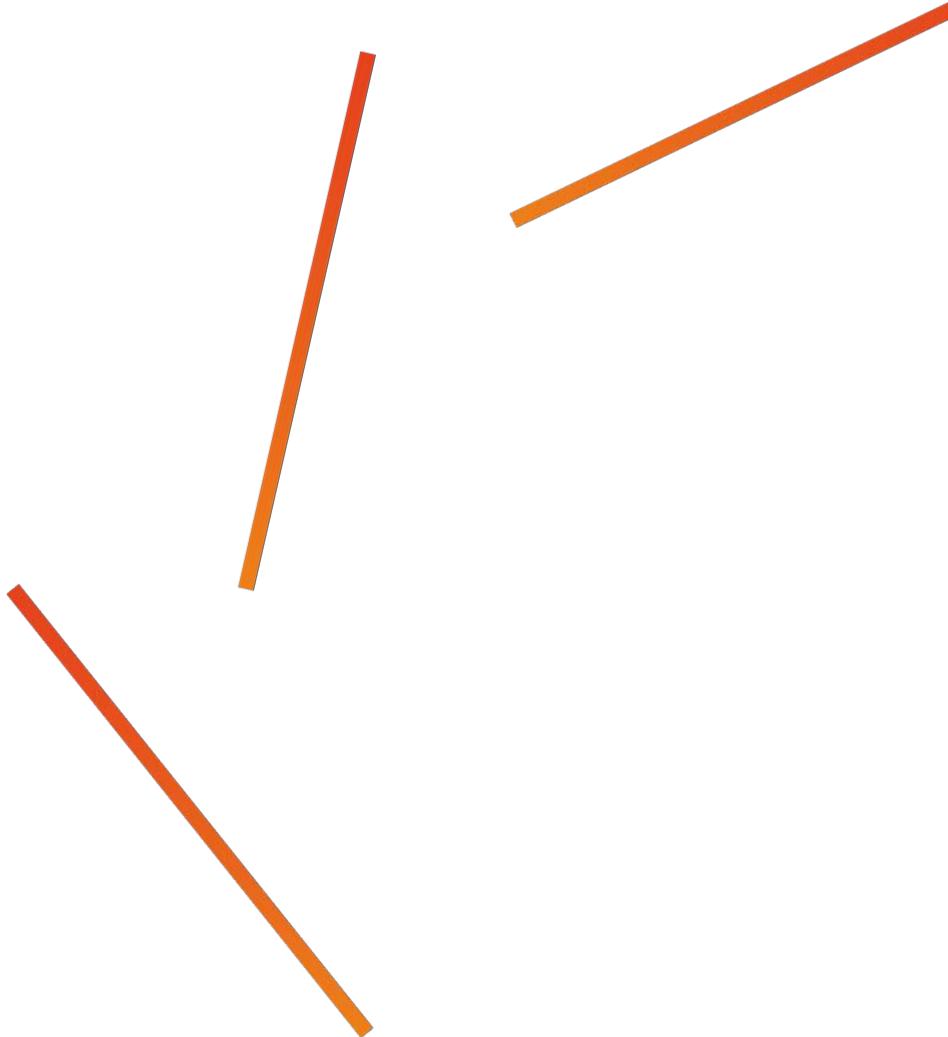




# Target Operating Model (TOM) and Organisational Design

Service Definition Document

Sopra Steria



# About Sopra Steria Next

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Sopra Steria Next is the consulting arm of Sopra Steria, a European leader in technology and transformation with over 45,000 employees in 25 countries.

We believe that success comes when you put people first. We help organisations to meet their goals by focussing obsessively on the needs of their customers: to perform better by empowering employees; and to win trust by being responsible corporate citizens.

We're driven by what's next. Technology offers opportunities to address our most important challenges. We enable large, complex organisations to innovate with next generation technology and data-driven insight.

For our clients, we blend business and technology expertise to deliver end-to-end transformation. Our consulting insight accelerates the pace of implementation. That's because our advice is grounded in Sopra Steria's experience of what it takes to run cutting edge services at scale.

Across government, financial services, security, transport, health and commerce: we re-imagine the organisations that shape everyday life in the UK.

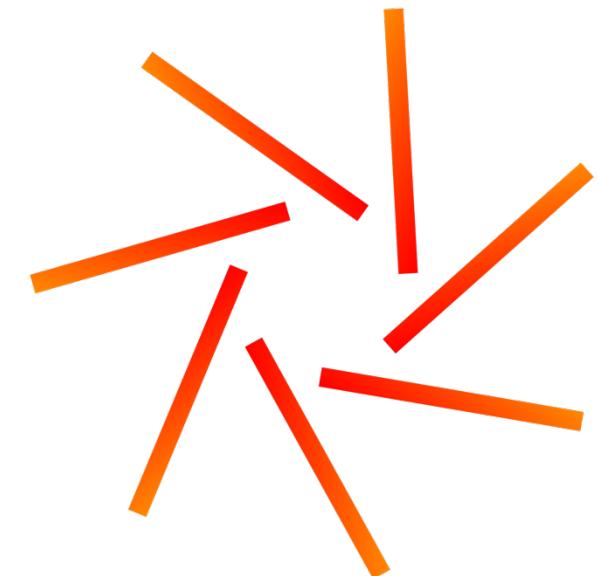


# About Business Transformation

Our Business Transformation practice creates people-centred organisations that align what's valuable for users and customers with what works for employees.

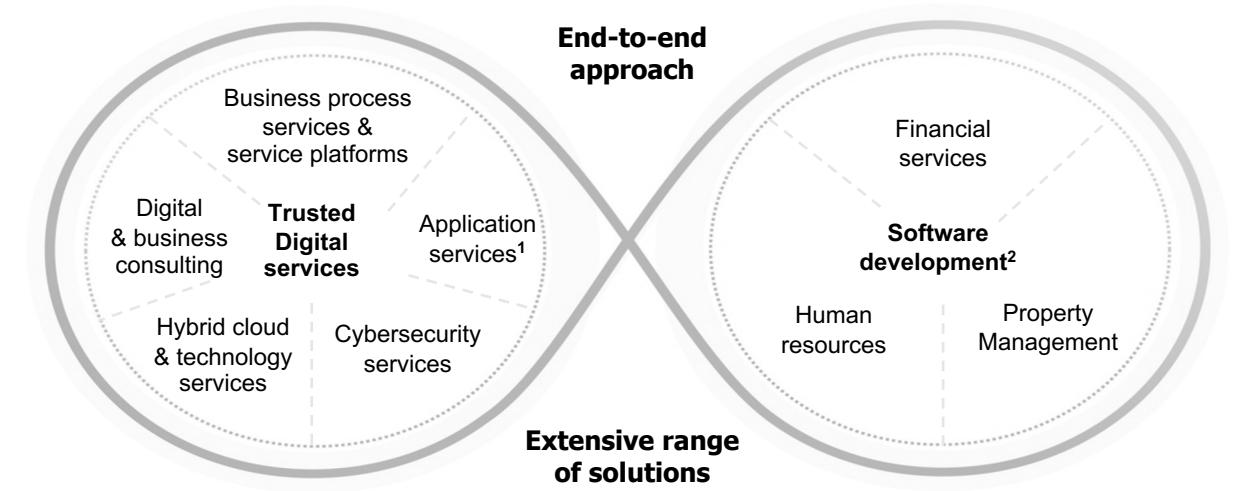
We work with clients from start to finish, to ensure we solve the right problem and achieve lasting transformation.

From benchmarking and maturity assessments to process transformations; we'll help you understand your organisation's culture, improve leadership practices and develop target operating models to help you successfully navigate and embrace change.



# A major tech player in Europe

As part of Sopra Steria, we benefit from the expertise of a major European player in the tech sector and its ecosystem of partners.



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**Top 5**  
European digital services  
companies



**55,000+**  
employees worldwide



**€ 5.1 billion**  
turnover in 2022



**30**  
countries

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## Our service offering

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# Target Operating Model (TOM) and Organisational Design

With our proven people-centred TOM and Organisational Design assessments, Sopra Steria Next will help you identify and bridge the gaps between strategy and execution.

We explore opportunities across Organisation, People, Process, Technology, Data and Customer Experience to deliver a TOM assessment and recommendations; we'll work together to deliver and embed change.

## Service features

- User-centred, sustainable organisational redesign covering all modules
- Prepare: Understand and define your vision, strategy, and priorities
- Discover: Together we conduct research through interviews and workshops
- Define: Analyse current model, identify gaps and next steps
- Design: Work with teams to co-create and validate solutions
- Deliver: Implement new operating model with agility and pace
- Embed: Embed the new operating model and measure success
- Ongoing support: Providing support and guidance to embrace change.

## Service benefits

- Supports the open data, digital ethics, sustainability and efficiency agenda
- Enables line of sight into your supply chain and extended enterprise
- Supporting Technology code of Practice and Social Value Themes compliance
- Enabling Risk Management analysis outputs to drive projects forward
- Identification of effective Risk Management common blockers and solutions
- Ensuring risks are relevant, proportionate, appropriate, considering output impacts
- Identify qualitative and quantitative risk
- Enabling a Risk Management culture
- Establishing principles that underpin a successful risk mitigation strategy
- Assurance of understanding risk strategy and communication requirements

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## Our experience

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# NHS

## Supporting implementation of a Coordinated Care Solution

The NHS is facing many operational and procedural problems, which severely limit its ability to successfully book and utilise its theatre capacity across the Group.

Currently, there is no unified view providing a “single source of truth” for administrators, who must review multiple systems to get a holistic view of the patient.

Teams also often work in silo, both within their clinical specialties and their respective hospitals. Inefficient allocation of staff has also resulted in single points of failure within Trusts.

This means teams are not empowered with the information to make optimised decisions, and the processes which support them are inefficient resulting in a lack of accountability.

We worked closely with both Palantir and Royal Free London Trust to support them through the proposed change in implementing a new care solution, Foundry.

Through significant stakeholder mapping, we identified relevant teams across Trust senior leadership, senior operations, clinical specialty, clinical management, patient bookings, theatre management, and data quality staff.

We led a deep dive of current processes, running engagement exercises to understand how a member of staff would complete each task across the full patient pathway journey.

From these insights we developed an end-to-end patient journey map, detailing how and when staff members interact with this journey and the systems which support them.

We then developed a pilot plan, to test the key elements of the proposed solution, and the interactions between different departments processing the patient pathway.

Findings from this pilot were used to create a detailed training & engagement plan, providing Palantir with a clear route for future rollout of the solution.

Whilst the Foundry solution seeks to address identified pain-points, work so far has focussed on implementing the technology, rather than fundamental underlying issues at the Trust that would cause ongoing issues.

The team identified a number of pain points that could be alleviated by implementing CCS and benefits, including consolidating systems and providing a ‘single source of truth’. The team recommended a programme of change management and service improvement to ensure the success of the pilot.

# Scottish Government

## Implementing a standardised solution

Scottish Government needed to replace its ageing HR and Finance systems and in 2022 selected IBM to implement Oracle Fusion (Cloud modules covering HCM, ERP and EPM) across their estate.

Implementation of a standardised solution aligned to Government best practice required significant changes to ways of working, across a complex user landscape; 38 wider customer organisations in addition to the Government.

And devolved responsibility for processes meant that systems across these organisations were highly customised; giving limited visibility of the size of the challenge.

Sopra Steria helped the Government act as an intelligent customer throughout this key corporate transformation programme, supporting the people and process change required to successfully implement the new solution.

We provided holistic oversight and governance across the programme and its workstreams to serve both customers and users effectively.

We were able to surface complex customer, stakeholder and user landscapes and establish a programme-wide change network, including change champions, super users, to enable and reinforce ownership, engagement and cascade necessary information to end users.

Using Sopra Steria and PROSCI methodologies, we delivered a Business Change Strategy and change framework to shape Business change activities within the programme plan.

We undertook change impact assessments to identify and mitigate changes arising from new ways of working; and established a communication and user engagement strategy.

We also provided a Business Readiness Assessment tool for the new solution.

We provided dedicated, impartial, experienced Transformational Change professionals to prioritise client interests and deliver best practice and tools for sustained success.

Our team coached senior leaders to support, champion and embed business change approach throughout the programme and into BAU.

We leveraged our experience gained operating the UK's largest shared service platform (through SSCL - Sopra Steria's joint venture with the Cabinet Office), successfully transforming the programme, moving from a technology led to a people focused approach to support strategic objectives.

The new Oracle system and service wrapper are designed to enable streamlined shared corporate services to be rolled out right across the Scottish public sector.

# Scottish Government

## Business system design

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The Scottish Government needed to ensure that its existing Finance and HR capability was protected, while delivering new business requirements that would support a shared service across 31 Scottish public sector bodies.

They needed to unify the historically separate processes and datasets, while ensuring that the solution design was future proofed and would support the wider shared services roadmap.

However, the programme faced immediate challenges. Limited resourcing, poor scoping of requirements at tender stage and lack of a clear, comprehensive, implementation strategy meant that critical decisions were behind schedule, leading to an overrun on the project plan and associated costs.

To ensure successful outcomes, we quickly completed “blueprint” design workshops with relevant staff, and led a gap analysis, ensuring the proposed solution met original business requirements and could proceed rapidly.

We provided advice on sustainable business system design, leveraging our real-world experience of SSCL shared service delivery and deploying experts to support Design Validation workshops and design of the Chart of Accounts.

We created a set of Business Process Maps to describe on- and off-system user activities in the new environment; and analysed designs and processes to feed into Business Change activities.

We established the programme’s Business Design Authority; presenting opportunities and risks and mapping back to business case benefits. We produced a Future Roadmap to identify, evaluate and plan system enhancements over time, for the benefit of the user community.

We were able to effectively prepare the client in advance of the System Integrator coming on board.

Our early “blueprint” design activity effectively prepared the teams for the upcoming integration. We were able to help the team design their Chart of Accounts and produce a project plan to clearly outline the project, ensure alignment to GSS standards and reduce time and cost.

Our provision of resources was invaluable to the client, allowing them to fast forward their detailed solution design activity.

We helped business stakeholders grow their Business Design Authority capability and speedily resolve key design decisions.

Overall, we were able to effectively design a HCM solution, enabling as much self-service as possible.

# Contact us

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Please contact us if you would like to know more about this service or any of our listings on G-Cloud.

 [soprasteria-gcloud@soprasteria.com](mailto:soprasteria-gcloud@soprasteria.com)

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- Your name, your organisation name and contact details
- Which service you are enquiring about
- A brief summary of your requirements or problem statements that you would like support to address.

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