



DIGITAL OPERATING MODEL DESIGN AND IMPLEMENTATION

G-Cloud 14 Service
Definition Document

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SERVICE OVERVIEW

We design user-focused, multi-channel customer service systems for the digital era. Our comprehensive approach includes developing effective target operating models, crafting business change strategies, and supporting clients through implementation.

Our services help governments build a comprehensive digital strategy that integrates customer interactions, products, services, business processes, information technology, organisational structures, and staffing. We design optimal customer experiences, define required IT systems, and outline organisational changes needed to operate efficiently in a digital environment. Our work identifies the programs and projects required for implementation. Crucially, we also provide strategies and support for deploying new models, ensuring adoption, managing business change, and enabling continuous improvement.

In summary, we partner with governments to craft practical digital blueprints, detailing required transformations across operations, technology, and staff. Our services enable successful deployment and ongoing optimisation.

OUR SERVICES INCLUDE:

Design driven by insights gleaned from best practice. user research, customer segmentation analysis, and data analytics:

We combine user research and user experience techniques with analytics to gain insight for designing and testing a model that demonstrably and traceably links what customers want with how the organisation will deliver it.

Conduct a capability review, maturity assessment, benchmarking, and gap analysis to assess the current state:

We evaluate the IT Enterprise organisation's current capabilities to operate according to the agreed-upon digital strategy, as well as identify gaps between the current ('as-is') and desired ('to-be') operating models.

Service delivery designed to connect seamlessly across all channels and with third-party partners:

We work closely with partners, suppliers, and intermediaries to determine how to deliver services consistently and seamlessly across all channels, while also advising on the necessary skills, processes, and tools required for support.

High-level and detailed organisation design consulting, including advising on outsourcing strategies:

The scope of work encompasses the design process from developing high-level principles through detailed specifications for delivering the digital strategy. This includes formulating options, evaluating alternatives, identifying capability gaps with quantified impacts, and assessing sourcing approaches. Operating model design will integrate internal and external service delivery, including procurement, implementation, transition planning, and quality management. Key challenges include enhancing supplier relationships and investments to improve services, as well as developing commercial models and usage-based pricing aligned to self-service delivery.

OUR SERVICES CONTINUED

Revise policies, procedures, and processes to integrate and streamline them:

The redevelopment establishes clear processes, aligns with the operating model, and enables digital service delivery. It also considers necessary management information, reporting, and KPIs.

Design of enabling technology: CRM; self-service portal; automation; mobile working:

The model's design should be based on the best and latest enabling technology while also planning for IT capabilities across all channels, recognising how the current IT architecture will support the model.

Designing models that integrate assisted digital capabilities into broader service delivery frameworks:

Rather than just adding digital inclusion as an afterthought, organisations should integrate its principles into their model in a comprehensive way. This is especially important as organisations increase their collaboration with the private and third sector.

Develop and communicate a clear plan for implementing business changes to leaders, staff, and stakeholders:

The assessment will produce a business change strategy and plan to establish and embed new ways of working. This assessment will analyse the cultural and behavioural changes needed for the new digital service delivery model. It will shape business change interventions to gain visible senior sponsorship, mitigate risks from the changes, and manage business impact.

An integrated program plan that aligns portfolio management and project delivery through a roadmap:

A programme plan should be developed to design and implement the new operating model. This plan should consider transitional structures, a capability-building roadmap, and the transition of services to the new digital model.



DETAILED SERVICE DESCRIPTION

Public sector organisations face growing pressure to modernise their service delivery models to meet the demands of the digital age. This pressure stems from new digital technologies, shifting behaviours and needs of citizens, and rising expectations shaped by experiences with private sector digital services.

While public sector organisations often operate at immense scale and complexity, adjusting their delivery models frequently impacts the broader operating model, resulting in major transformation and implementation challenges.

Implementing a digital strategy often requires creating services that differ fundamentally from current offerings, rather than merely redesigning existing operations. This may prompt questions about the overall enterprise operating model, calling for a first-principles approach to service design.

BUSINESS CONTEXT

When designing and implementing new models, organisations must confront various challenges. They typically need to consider:



To fully understand customer and end-user needs, model design should incorporate user-centric approaches that provide insights into the customer perspective.



To encourage user adoption, focus on designing digital solutions that are easy and intuitive for the intended audience to use. Rather than optimising certain channels, strive for inclusion by considering accessibility, skills training, and outreach to digitally under-served groups. Embed these strategies into implementation plans from the start.



To fully leverage new digital technologies, conduct a thorough business analysis to identify the optimal skills and methods for gaining deep insight into current operations.



Rather than designing a static "to-be" operating model that risks irrelevance or getting bogged down in enormous, lengthy transformation" programs, organisations should pursue an agile approach to operating model design and delivery. This involves iterative design with early testing, quick implementation of changes, and continuous improvement through feedback loops. The goal is to rapidly evolve the operating model to meet emerging needs.



To enable truly integrated delivery, organisations should consider how to strategically engage third parties, suppliers, and intermediaries that could play a role in the service ecosystem.



To foster a digitally confident and capable workforce, organisations must address the cultural changes needed to build digital skills and mindsets.



To drive change, it is often necessary to employ multiple strategies simultaneously since relying on just one approach rarely meets the diverse needs and expectations of all staff and stakeholders involved.



Businesses must manage transition risks to ensure uninterrupted service delivery.

OUR APPROACH

Digital transformation and implementation is a complex topic, with Harrison offering many specialised services. We will collaborate with you to refine your needs and identify the Harrison offerings that best suit them. Our approach has three core features:

First, we should consider operating models holistically, starting by identifying customers' needs, and then determine how agile approaches can fulfill those needs.

The second step is to design the organisational structure in a way that aligns with and supports the overall operating model.

Finally, our approach to change management involves aligning cultural and capability shifts with the design and rollout of new operating models.

OUR APPROACH CONTINUED

How Harrison considers operating models in a comprehensive, integrated manner and assess how they align with agile approaches:

We have developed an integrated Target Operating Model (TOM) methodology that aligns key elements of organisation design, process design, technology, and related factors. Our method questions and challenges all aspects of design, from process and organisation to technology exploitation and defining behaviours for implementation and ongoing operations. It ensures well-defined processes that enable efficient, effective, and value-adding customer service delivery.

The TOM method consists of nine architectural 'layers' tailored to fit client contexts. When taken together, these layers describe the organization holistically, as shown in the diagram later in this document.

How Harrison considers operating models in a comprehensive, integrated manner and assess how they align with agile approaches:

-  A few key design principles should be agreed upon to serve as criteria for generating and evaluating options.
-  Explaining how an agreed upon vision or strategy affects each component of the operating model.
-  Analysing the interconnections between the different layers of the operating model to ensure the model functions in an integrated manner overall.

Our operating model framework focuses on essential organisational attributes such as:

-  The **organisation** layer outlines roles, responsibilities, and accountabilities, as well as team structures, required staffing levels, spans of control, reporting lines, links to governance processes, and related elements.
-  The **capability** layer outlines the high-level process architecture and step-by-step details for all end-to-end business processes. Ideally, each process step would directly correlate to a specific role in the 'to-be' organisational design.
-  The **people** layer outlines the skills, capabilities, behaviours, ways of working, and most importantly, the organisational culture required for successful strategy execution.

OUR APPROACH CONTINUED

The design and development of operating models is being transformed by digital technology. Specifically, Agile development processes are challenging the concept of fixed target designs. In Agile environments, target models are rarely fully realised because "learning by doing" frequently shapes the end goal, and because business landscapes evolve faster than predefined endpoints can be reached.

At Harrison, we believe the following:



Rather than being mutually exclusive, Agile and waterfall methodologies can complement each other when used together appropriately - There is a need for both.



Even when organisations implement Agile in good faith, they still need an operating model design to support effective execution. This is especially true as stakeholders like the Finance and HR will expect details on business cases, program plans, and impacts on staffing and grading structures.



The key is to establish effective collaboration between Agile and TOM teams, so both can provide feedback to guide the other. Typically, we differentiate between an initial 'visionary TOM' that broadly outlines the direction, and a detailed 'TOM blueprint' later on. We believe starting with a rough sketch of the TOM can be helpful to set the general path early on. After that, customer insight, user testing, and feedback should directly inform Agile sprints, which in turn should feed into refining the TOM. However, before full-scale organisational implementation, a robust TOM is still required to mitigate implementation risks.

OUR APPROACH CONTINUED

Digital disruption is creating unprecedented challenges and changes for businesses, many of which have no known solutions. To effectively navigate this rapid transformation, organisations must build leadership skills across all levels, not just at the top. The first steps are removing structural barriers, aligning around a future vision, and empowering people regardless of their position in the hierarchy. With digital forcing the pace of change, leadership at scale is critical.

There is no singular "correct approach" for implementing business change in a digital context, which requires flexibility and responsiveness. A successful change approach depends on many factors like leadership strength, vision maturity, industry dynamics, and product offering. However, digital transformation efforts consistently require (a) aligning initiatives to a clear digital strategy and (b) visible senior leadership commitment to achieving planned outcomes.

The most effective way to implement digital transformation is through a digital platform. The most persuasive voices are those who have already embraced and can speak knowledgeably about new, digital ways of working. It is vital that the business change approach reflects the intended future ways of working, highlighting the benefits available to early adopters.

CRITICAL SUCCESS FACTORS

We have substantial experience in this field and can furnish case studies and references upon request. Our experience indicates several key factors for success, such as:



Rather than jumping straight into an operating model, clients should use their digital strategy as the foundation. Form should follow function - it's crucial to decide on the goals before considering how to achieve them.



It is crucial that the model directly connects to customers' needs by involving them in the design and validation process.



To incorporate digital expertise in the design process, we aim to have team members with experience in digital design from both the public and private sectors, ideally with backgrounds in the UK and internationally. This diversity of digital perspectives will help shape our thinking and bring fresh ideas and best practices to the project.



The transition to digital can present significant challenges for staff and requires careful engagement with external bodies like the Government Digital Service, the Cabinet Office, and NAO. Navigating these relationships dexterously and judiciously is crucial for major transformation programs to optimise stakeholder involvement and engagement strategies.



Rather than seeing current operations as a constraint, we view them as providing context. The trick is knowing when not to discard valuable aspects while still instituting enough change to signal to staff, stakeholders, and customers that the future will look very different.



It is important to determine how to prevent changes from getting absorbed into massive "transformation" programs with lengthy implementation timelines, as this can obstruct early testing and iterative refinement of the design over time.



The program plan should ensure effective collaboration with other in-flight initiatives, working within existing governance models as suitable.

WHY HARRISON?



IT consulting that isn't scripted, templated or one we did earlier

We've regularly experienced a hit and run culture of IT service providers that create an amazing sales experience. Yet still, the delivery has fallen well short, leaving the customer to pick up the pieces, often at a considerable cost.

At Harrison, our IT consulting is all tailored to the individual customer needs and desired outcomes. We utilise all of the best practice frameworks (ITIL, COBIT, SIAM, Prince2, Agile, etc.) across the full enterprise combining the best elements to ensure your goals and objectives are met.

Our interactions with clients embody a friendly and pragmatic ethos, centred around people. We take a holistic 360-degree approach to our work, deliberately avoiding silo thinking.

Choose Harrison for IT consulting with bespoke solutions, meticulously crafted to align with your unique business objectives.





CONTACT US

Please send your requirements to **info@harrisonjamesit.com**. Alternatively, if you wish to discuss your requirements in more detail, please send us the following information and we will be happy to contact you:

1. Your organisation name
2. The name of this service
3. Your name and contact details
4. A brief description of your business situation
5. Your preferred timescales for starting the work



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