Capgemini

Operating Model Service
# G-Cloud 14

November 2024

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1 Service Overview

Capgemini's Operating Model service provides Design, Consultation and Business Analysis in support of the design and implementation of Cloud based services.

Capgemini has a strong track-record of supporting public and private sector organisations to develop new operating models in order to enable value for their service delivery. Our proven methodologies and tools can guide your organisation through the stages of high-level Operating Model design through to detailed design and implementation. Our Operating Model Framework centres around 8 core dimensions:

1. **Business processes** – Defining the order in which activities are carried out to deliver business output and outcomes.

2. **Governance & decision making** – How business areas are directed and controlled, including processes for decision making, accountability and management.

3. **KPIs** – The key performance indicators / metrics used within the organisation to measure business performance.

4. **Leadership & culture** – Understanding and defining the desired culture, ways of working, values and leadership behaviours.

5. **Location strategy** – The property, facilities and equipment / assets needed to deliver business activities.

6. **Organisation structure** – Defining where the different functions and capabilities are placed, including organisation chart, roles and responsibilities.

7. **Data & information** – Data that the business captures through observations and measurements, which in turn is analysed and provides business insight.

8. **Technology & systems** – The systems, IT applications and infrastructure used to deliver the products and services to customers.
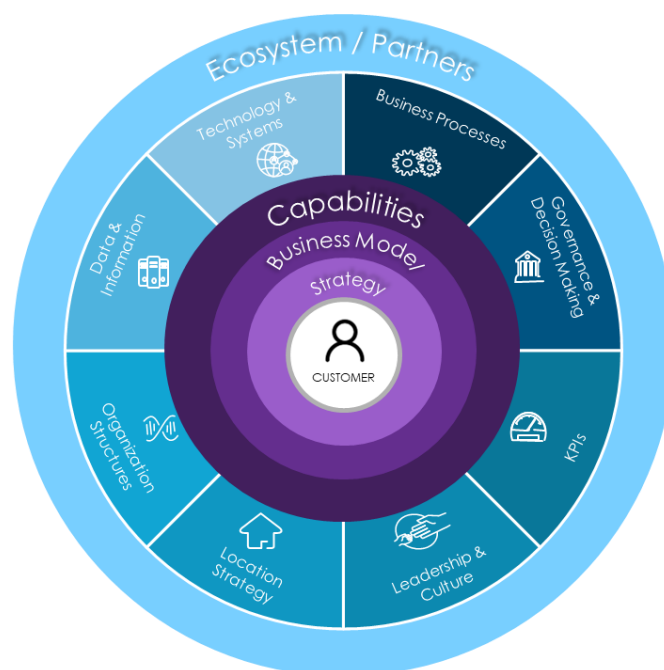
The Capgemini operating model framework outlined above provides a baseline approach for structuring the details of each dimension so that they link together, rather than being siloed. Using this framework as a baseline, Capgemini can tailor the delivery to suit the requirements of the government department/organisation.

Capgemini has an out of the box approach built using reference models and previous experience to accelerate delivery, covering the following 'lenses':

1. **Cloud:** Capgemini can help establish a robust Operating Model that serves as the cornerstone of your cloud strategy, facilitating the selection of optimal cloud solutions, processes, tools, and ways of working to drive transformational change. Our approach encompasses a holistic blend of people, processes, and technology elements tailored to your organisation's unique requirements.

2. **Agile:** Aligned to the SAFe implementation approach, Capgemini translate the Agile values into tangible changes for the operation to drive agility and customer centricity. There is a clear focus on the structure of the organisation, recognising that not all functions are suited to the agile values, and use leavers such as performance metrics and coaching to support the transformation towards a nimble organisation.

3. **Cost Reduction:** Utilising the principles of lean six sigma, Capgemini will identify the core value generating activities across your customer journeys, and target areas of waste in order to eliminate inefficiencies. Utilising the Capgemini best in practice industry processes to standardise procedures where possible and drive a culture of continuous learning by introducing lean six sigma values.

4. **Customer Centricity:** Working with your organisation to deep dive into the key strategic choices around the customers you're looking to target and how you're looking to gain a competitive advantage with them. Capgemini will conduct customer research analysis, utilising both our industry experience and information collected from your frontline staff to build out a clear picture on the relevant customer personas and their experience with your operation. That analysis will feed a number of recommendations and implementation steps to drive customer centricity into your organisation processes and culture.

5. **Regulation:** Working with both your organisation and the industry regulator to understand the detail of how changes to existing regulation will impact your operation. Capgemini has extensive experience utlising agile delivery methods to iteratively develop new processes/technology and test the outcomes with the regulator to help your organisation achieve compliance e.g. GDPR.

6. **Digital:** We have a detailed delivery approach for supporting your organisation to identify and develop an operating model that is fit for purpose in the digital age. Capgemini's digital operating model framework structures the transformation around the digital customer and employee journeys required to deliver your strategic ambitions. Capgemini helps our clients to deliver technology implementations that aren't siloed and are working towards enabling the processes and customer experiences that will drive value for your organisation.

2   Business Need

The pace of technological change is faster than ever before, causing a revolution in the way businesses engage customers and how they function internally. The public expect around the clock access across channels and have instant access to more information than ever before. Organisations in both the public and private sector are struggling to keep up, but Government needs to meet the pace of change to continue to provide high-quality public service. Operating Model is a crucial part in achieving this, allowing Government organisations to structure themselves around the public need and demand in an efficient, cost effective way.

The other key issue is pace. In a time of rapid change, Operating Models need to be built and deployed quickly to enable them to answer the issues of today and tomorrow, not yesterday. To make digital part of the lifeblood of the organisation not only requires strong vision and investment, it also requires accelerated deployment across the business. Out fast and flexible approach can enable the key value drivers to be deployed during the lifecycle of the project and create value immediately.

Our team has experience in delivering Operating Model projects across a number of Government departments. Our collaborative approach can allow us to leverage knowledge throughout your organisation whether you want to drive out further efficiency by fully understanding your current Operating Model or realise your key strategies

through an Operating Model redesign. Whatever the requirement we can work alongside you to create a robust, dynamic Operating Model suited to working in a digital world.

3   Our Approach

Capgemini can leverage extensive experience with clients in both the public and private sector to deliver an operating model that fits an organisation's vision and strategic aims.

The Capgemini Operating Model approach is designed to meet the needs of rapidly changing business environments. Responding to drivers (Customer Centricity; Pace, Integration and Agility; Big Data and Business and Technical Alignment) that we have seen across all the industries in which we work we have built on our established Operating Model capability and experience.

This methodology can enable clients to quickly begin to see how the operational elements will form and fit together to enable their new strategy and earlier realisation of business benefits.

Operating Model Delivery Methodology
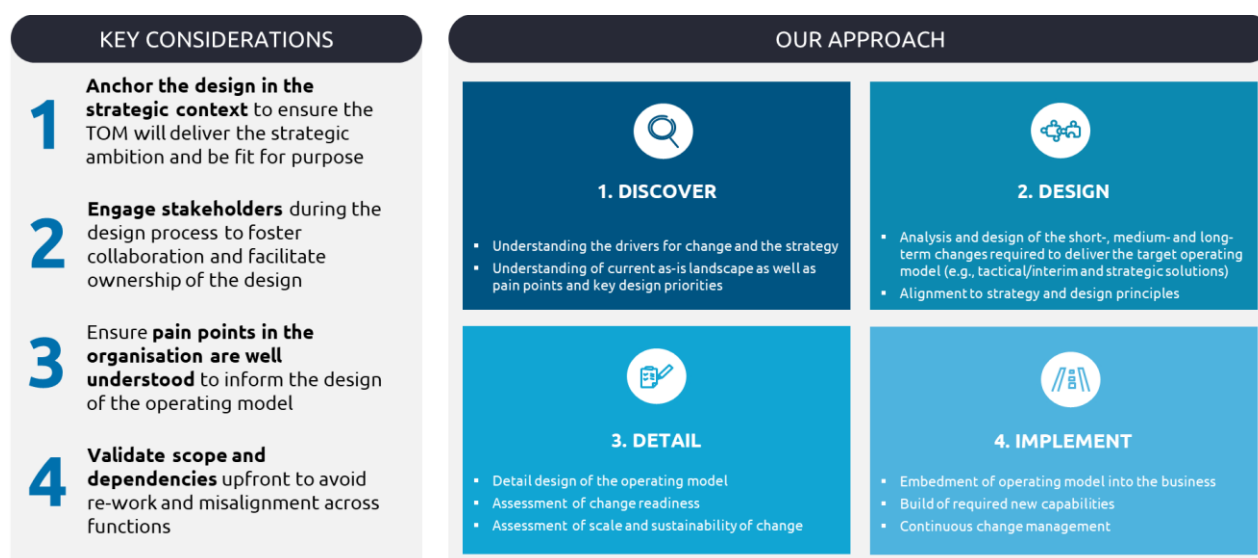
Capgemini is experienced in delivering the different lenses and levels of Operating Model design across Government Departments.

Our Operating Model design approach is split into four core phases: Discover, Design, Detail and Implement:

1. **Discover:** During this phase Capgemini will gain a rapid understanding of the drivers for change and the current as-is landscape through three distinct lenses:

- **Inside out** – through stakeholder interviews and analysis

- **Outside in** – by benchmarking vs best-in-class

- **Strategy** – alignment with your strategy and vision, assessing buy-in and support

Our Discover phase will identify focus areas across the existing operating model and will generate a series of "Big Questions" that will need to be answered through the design of the Operating Model.

2. **Design:** Capgemini will work with your organisation to identify and assess the appropriate Operating Model design options and consider the extent to which they will support your strategic aims. We will use the following key criteria to evaluate and prioritise the potential design options:

- Design Decisions
- Target Maturity Levels
- Alignment to Strategy
- Value Unlock
- Sustainability Value

This prioritisation will provide a qualified short list of options, from which the Operating Model design will be chosen to progress to the detailed design Phase.

3. **Detail:** In the Detail phase Capgemini will support you to develop and iterate the detailed design of the operating model option selected in the Design phase. The Capgemini team will develop the structure, accountabilities, governance, and process/ technology changes required to enable the key capabilities that will support your strategic ambitions. The eight Operating Model dimensions outlined at the start of this service description will form the basis of the detailed design work e.g. process maps, organisation structures, data models etc. and will be designed in parallel to drive links between each dimension.

4. **Implement:** Capgemini will create a transformation roadmap and transition plan to support you in standing up and running the projects required to deliver the future Operating Model. In order to review the progress and benefits generated through the implementation Capgemini will:

- Present recommendations & updates regularly to programme sponsors and any other key stakeholders.
- Revise key artifacts based on stakeholder feedback.
- Progress updates through any necessary governance mechanisms identified to track implementation whilst identifying & mitigating risks/issues throughout the lifecycle of the project.

It is important to enable value at each stage of implementation, our methodology focuses on designing and iterating Operating Model components based on their value. Capgemini starts with the components that are anticipated to drive the most value for the organisation, design and pilot it, iterating it based on real world data and then continuing this process across other components. The result of this methodology is an Operating Model that is aligned to the organisation's key value drivers. Furthermore, implementing Operating Models in this way enables value to be realised by clients throughout the project lifecycle, not solely at the conclusion.

4 Buyer Responsibilities

Please refer to the Supplier Terms listed with this service on the Platform. These may contain additional Buyer obligations/costs the Buyer is subject to that are not identified anywhere else in the Supplier's Application or on the Platform.

5 Service Management

This service can be delivered as a defined project or on a day rate basis.

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6   Protection of Data

This service is based on a security classification of 'Official', however should you have a requirement for a different security classification that you would like us to consider, please contact us to discuss.

7   On-boarding and Off-boarding

Prior to the execution of the Order, the Supplier and the Buyer will agree the scope of the exit plan for the Services and a timescale for delivering an exit plan to ensure continuity of service.

Capgemini shall undertake on-boarding and off-boarding activities agreed within the Order Form and an exit plan in line with the Call-Off Contract terms which will be charged for in accordance with the Pricing section for this service.

8   Skills and Knowledge Transfer

Capgemini recognises that skills and knowledge transfer is a critical element in the provision of G-Cloud services to public sector clients. Where possible and applicable, this forms part of the delivery plan for the service agreed at the start of the engagement. Our consultants and engineers are experienced in providing skills and knowledge transfer for major private and public sector clients.

Where appropriate, we may use a standard approach, tailored to topic, skills-gap and individual, to ensure consistency and effectiveness. The approach, Capgemini's Assess-Plan-Implement framework, has been used repeatedly by our teams to structure the work involved in transferring skills and creating new teams capable of driving and sustaining change long after the end of the formal programme. The framework can be applied throughout a project to understand knowledge transfer objectives, plan training delivery methods and materials, and deliver and evaluate success.

9   Vendor Accreditations/Awards

For the 12th year in a row, Capgemini has been recognized as one of the World's Most Ethical Companies® by the Ethisphere® Institute. This is an acknowledgment of our ethical culture that makes us an employer of choice and responsible player in the eyes of our clients, shareholders, and the wider community.

10 Sub-contractors

Capgemini UK may use the following subcontractors to deliver this service:

▪ Capgemini Technology Services India Limited.

11 Business Continuity and Disaster Recovery

No disaster recovery plan is provided as part of these Services.

12 Pricing

This service is priced in accordance with the SFIA Rate Card attached. Capgemini can also provide offshore resources at reduced rates where appropriate. Projects can be priced either on a Time & Materials or Fixed Price basis.

13 Ordering and Invoicing

Please refer to the Supplier Terms for this service.

We would be pleased to arrange a call or meeting to discuss your requirements of our service in more detail.

14 Termination Terms

Please refer to the Supplier Terms for this service.

15 Further Information

For more information about this or any of our G-Cloud services, please contact our Public Sector Team.

Phone: 0370 904 4858

Email: publicsector.opps.uk@capgemini.com including the following information:

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

About Capgemini

Capgemini is a global business and technology transformation partner, helping organizations to accelerate their dual transition to a digital and sustainable world, while creating tangible impact for enterprises and society. It is a responsible and diverse group of 340,000 team members in more than 50 countries. With its strong over 55-year heritage, Capgemini is trusted by its clients to unlock the value of technology to address the entire breadth of their business needs. It delivers end-to-end services and solutions leveraging strengths from strategy and design to engineering, all fueled by its market leading capabilities in AI, cloud and data, combined with its deep industry expertise and partner ecosystem. The Group reported 2023 global revenues of €22.5 billion.

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