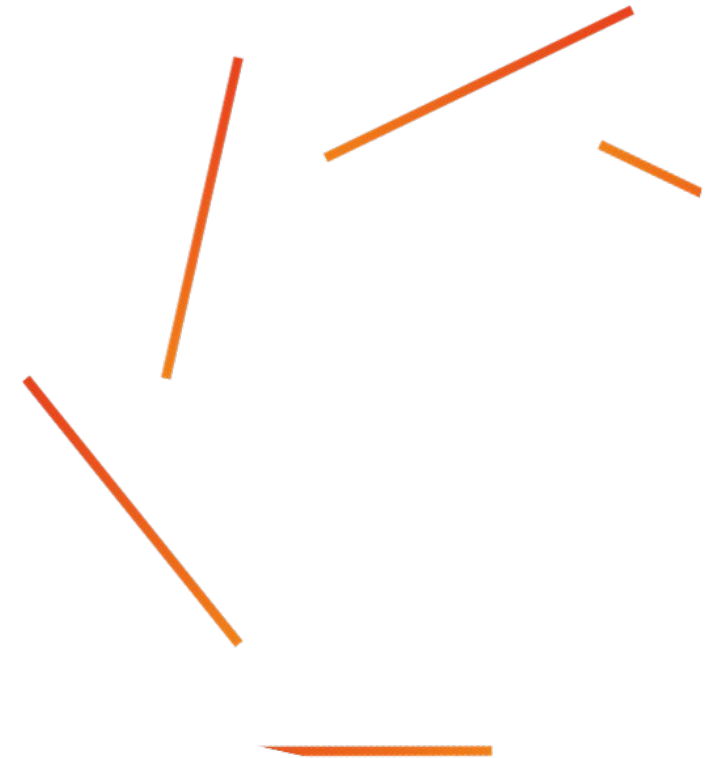


Strategic Design Service Offerings

Pre-Discovery: Scoping and Alignment
Service Definition Document

Sopra Steria



About Sopra Steria

Sopra Steria, a major Tech player in Europe with 50,000 employees in nearly 30 countries, is recognised for its consulting, digital services and solutions. It helps its clients drive their digital transformation and obtain tangible and sustainable benefits. The Group provides end-to-end solutions to make large companies and organisations more competitive by combining in-depth knowledge of a wide range of business sectors and innovative technologies with a collaborative approach. Sopra Steria places people at the heart of everything it does and is committed to putting digital to work for its clients in order to build a positive future for all. In 2024, the Group generated revenues of €5.8 billion.

The world is how we shape it

Sopra Steria (SOP) is listed on Euronext Paris (Compartment A) –
ISIN: FR0000050809

For more information, visit us at www.soprasteria.com

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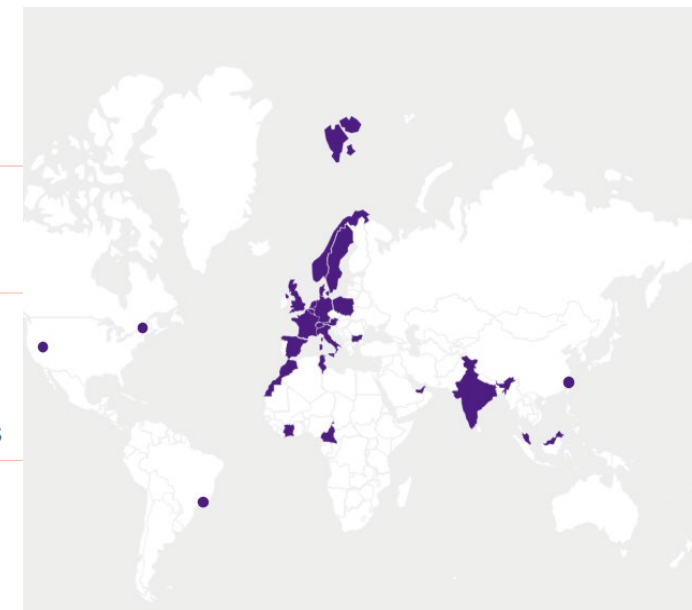
Top 5

European digital
services companies

In nearly

30

countries



About Sopra Steria Next

Some of our Clients



Home Office



Sopra Steria Next is the consulting arm of Sopra Steria, a European leader in technology and transformation with over 55,000 employees in 30 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 draws on the user centered design capability of [CXPartners](#) and is grounded in Sopra Steria's experience of what it takes to run cutting edge services at scale.

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

"It was so evident the genuine care you had for this piece of work. You all offer a strong set of skills alongside passion, creativity, relatability and just being super on top of everything! It's been a pleasure working with you all."

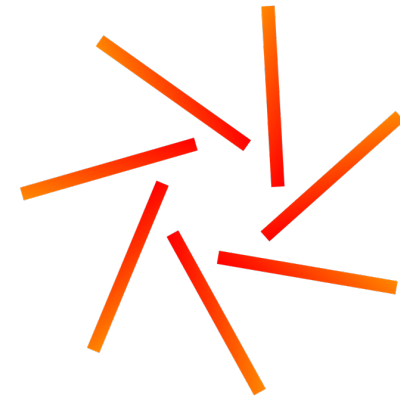
Emily Moimoi,
Commissioning
Support Officer,
GambleAware

About Strategic Design

Our Strategic Design practice helps organisations rethink services, products and systems so they work better for the people who rely on them — whether they are citizens, customers, civil servants, colleagues or employees.

We design experiences that create meaningful outcomes for individuals, organisations and society, while helping leaders build cultures that are more human centered, adaptive and ready for the next generation of technology.

And through our specialist consultancy, [CXPartners](#), we bring world class expertise and two decades of deep public sector experience to accelerate meaningful, sustainable change.



We are open to innovative engagement models and – subject to project context – would welcome the opportunity to work with you to identify output or performance based risk/reward mechanisms for aspects of our services.

Please refer to the Pricing Document for this Service.

Pre-Discovery: Scoping and alignment

Using specialist skills to de-risk Cloud programmes during pre- discovery

Organisations often enter Discovery without shared clarity on the problem, scope, or readiness.

We help teams prepare for Discovery by aligning stakeholders, refining the problem space, and gathering early user and organisational insight. This ensures Discovery starts with focus, clear objectives, and a credible case for further investment.



Service features

- Refinement of broad or complex problem spaces into clear focus-areas
- Stakeholder engagement to understand current services, challenges, and priorities
- Exploratory user research and early proposition validation
- Review of existing services, products, features, and functionality
- Facilitated ideation and co-design workshops
- Early technical and business investigation to identify constraints and opportunities
- Development of an initial business case and delivery roadmap
- Maturity assessment across data, AI-readiness, people, culture, processes, and technology
- Multidisciplinary, agile delivery approach
- Review of regulatory requirements, business rules, and policy considerations.

Service benefits

- Clear scope and rationale for change
- Shared understanding of priority user groups and needs
- Stronger organisational alignment and stakeholder buy-in
- Early evidence of opportunity, value, and impact
- Reduced risk and increased confidence going into Discovery
- Clear entry criteria and success measures for Discovery
- Better prioritisation of effort and investment
- Early visibility of technical, policy, and organisational constraints
- Improved readiness of teams and governance for agile delivery.

Civil Aviation Authority

Building foundations for better customer experiences

The Civil Aviation Authority (CAA) regulates the UK aviation industry. Their responsibilities include ensuring that industry members (airlines and airports) meet safety and security standards. They also make sure consumers are treated fairly.

Yet consumers were complaining about the quality of CAA's services. Complaints reached the Secretary of State for Transport, and scrutiny was increasing. An independent review panel was set up, and the government planned a public body review.

Customer experience became a board priority.

But becoming more customer-centred wasn't going to be easy. As a regulator, the CAA is naturally risk-averse. And, because they lack competitors, many staff didn't think that they even have customers.

“

I have really enjoyed [...] working with CX Partners on my first discovery! I have learnt a lot from all of you and it has definitely given me a different perspective and mindset to use moving forward. It has been a really enjoyable team to be a part of and I know the wider project team feel the same.

Julia George, Project Manager, CAA

- We delivered three parallel research projects to show them the value of customer-centred ways of working.
- We defined how to measure Customer Experience. We made a dashboard, connected to survey and complaints data, enabling them to track improvements.
- We created a set of 'Service Standards' (adapted from the Government Service Standards), to guide the design of services.
- We created an online 'customer experience toolkit', including topics such as 'how to run a Discovery phase'.
- We created a plan for a dedicated Customer Experience team. This described the roles needed, and how they should work with the rest of the CAA.
- We created a roadmap, including recommendations from our research projects, and strategic initiatives, including steps to build the Customer Experience team.

Through our work, the CAA now:

- See the value of customer-centred design.
- Know how to build a customer experience team
- Have tools to help them design customer centred services
- Know what to do next, and how to track their improvements

And we've shifted their culture. From "I'm not sure customer experience is right for us" to "I've put customer experience into my objectives".

Despite the CAA's risk-averse culture, we've strengthened their commitment to customer experience, from board-level, down.

Scottish Government

Delivering digital transformation

For the last three years Sopra Steria has partnered with the Scottish Government Digital Transformation Service, supporting 20 different departments and executive agencies to introduce new and enhanced citizen-centred services.

In response to a growing demand for its services and expertise, the Scottish Government Digital Transformation Service (DTS) named Sopra Steria as its strategic partner in late 2019, to provide additional capacity and capabilities to support digital transformation programmes across public sector bodies in Scotland.

Since then, Sopra Steria has provided expert guidance, as an extension of the DTS team, to around 60 digital transformation projects for a diverse range of organisations, such as NHS Scotland, The Scottish Exchequer and Transport Scotland.

“

With its specialist expertise and broad public sector experience, Sopra Steria has helped us expand the service we provide and support more digital transformation programmes, which has ultimately enhanced the experience of those accessing public services in Scotland.

Liz Craig, Service Owner, Scottish Government Digital Transformation Service

With Sopra Steria embedded as its digital partner, DTS has been able to increase the critical support it provides across the public sector, helping government organisations to identify more efficient ways of working, utilise innovation and evidence-based decision making, and deliver user-centred services in line with the Digital Scotland Service Standard – a set of 14 criteria that all organisations delivering public services should work towards.

‘Discovery’ is the first phase of a digital transformation programme and part of a development lifecycle that ensures an agile and user-centred approach. This includes subsequent phases, defined as ‘alpha’, ‘beta’ and ‘live’. Sopra Steria, alongside DTS, has supported numerous organisations with a variety of these stages, but predominantly at the beginning of their transformation journeys.

This has included work with Marine Scotland to explore how it could provide a new grant application experience as it transitioned out of the European Union; supporting Education Scotland to discover how digital learning will affect the future of education; and helping the Scottish Government to improve access to public services by providing safe and easy ways for citizens to prove their identity.

The partnership between Sopra Steria and DTS also enabled a quick response to urgent and often unplanned cross-public sector needs, for example, COVID-19 and welcoming Ukrainian refugees to Scotland.

All work has adopted the Scottish Approach to Service Design (SAtdS), a framework that encourages the people of Scotland to be active participants in the definition, design and delivery of their public services.