

BUSINESS CAPABILITY LED PLANNING

Service Definition
G-Cloud 15

REPLY

38 Grosvenor Gardens - London SW1W 0EB - United Kingdom - tel +44 (0) 207 730 6000 - fax +44 (0) 207 259 8600
info@reply.com

www.reply.com



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SERVICE DESCRIPTION

WHAT THE SERVICE INCLUDES

A simple and pragmatic four step process for identifying, developing and planning the required projects for successful delivery of the business strategy and producing a business capability led roadmap.



The Four Step Approach explained:

Step 1: Business Goals

Focus: 4 to 10 objectives provide a clear focus and direction over a 1-3 year timeframe

Alignment & Adaptability: All capabilities, initiatives, epics etc. should contribute and be mapped to at least one strategic objective - when things change, internally or externally, we are able to quickly identify the impact and adapt

Autonomy: Business goals help to shape the ambition (*the where*) so teams can focus on the best way forward (*the what & how*)...but only if people know them and are influenced by them!

Measurability: Ensure that goals are measurable so you can track progress as you go, learn and adjust your efforts

Step 2 Business Capabilities

Business capabilities are a way of **describing what the business does**, either new or existing, in order to achieve the business goals.

They should be **written in business terms** and **exclude any mention of technology or solution**. A business capability is captured in a specific format, e.g. Business Change Mgmt, Business Development

Business capabilities are **mapped to the business goals** that they contribute towards achieving.

This serves as two-way validation that:

- Each business goal has at least one capability contributing to its achievement
- Each capability is contributing towards at least one business goal

An example capability definition: “The ability to do something, (in a particular context,) in order to achieve a specific outcome.”



We typically use a refined, impactful approach to capture Business Capabilities from key business stakeholders

- These can be finalised with a small amount time from key senior stakeholders, typically within 10-12 weeks depending on org size
- Define the Value Chain, high level building blocks of the business that become the Level 1 capabilities, e.g. *Product & Service Lifecycle Management*
- Define the high-level business areas as the Level 2 capabilities e.g. *Product Management*
- Define detailed Level 3 capabilities, e.g. *Product Development Management*. These should be easily broken down into processes, and mapped to by systems

Step 3: Architecture Response

Diving business capabilities into themes provides a high-level understanding of what we are trying to achieve across the business. Business capabilities divided into a number of high-level themes, and for each theme, a pack is normally produced which outlines the:

- ~~Proposed work packages~~ **To Be Architecture** packages to address the transition and achievement of to-be state

Themes enable:

- Clear **identification of synergies** between high level business capabilities across the business
- **Reduces** any **duplication of effort** – ie: multiple areas in the business trying to achieve a particular business requirement

For each theme, we analyse the type of impact on business capabilities – across People, Process, Data & Technology. This provides scope for **what needs to change** in order to enable the high-level business capability changes required

Step 4: Roadmap

The final phase consolidates candidates work packages to form the first cut of a business-driven roadmap. The work packages will become clear after the analysis that takes place in step 3. Following this, we should be thorough and apply due diligence to ensure these work packages are coordinated and link back to the overall goals.

- Mapping them to the business capability model will identify **overlapping work packages** and where too much change is focused on one area
- **Mapping work packages to goals** also ensures coverage and identification of any gaps (constant throughout this outcome driven road mapping process)
- **Dependencies, Constraints, Opportunities, Business Requirement priorities and Capacity for Change** are taken into account when shaping the roadmap & sequencing the work packages

The result will be a first cut roadmap where:

- Number of candidate work packages have been rationalised
- The path of change (across People/Process/Technology) is clear (together with rationale)
- Business benefit & outcomes are delivered throughout

WHY THIS MATTERS

- **Alignment on strategy and goals**



- Consensus on the business strategy and goals, based on selected drivers e.g. customer needs, profitability, revenue growth, alignment to the target state etc
- **Cost effective transformation**
 - A collective view of transformation across the organisation can reveal opportunities to **unlock value sooner and more cost effectively through identifying synergies, dependencies and duplication of effort**
- **Quick course correction**
 - Having **traceability from your strategic goals** through to product and tech development enables **adaptability to changing market factors or focus**
- **Delivery of outcomes faster and more cost effectively**
 - Shorter planning cycles and smaller work packages allow for **flexibility over sequencing**, testing and delivery
- **Tracking and managing progress**
 - Setting goals and outlining a target state provides something to measure against; having sight of the transformation against this plan allows for **progress to be tracked and adjustments made**
- **Balanced investment**
 - Roadmap planning enables organisations to balance unlocking **customer value** now to remain relevant whilst transforming **foundations for the future**



ONBOARDING

Kick-Off Meeting

When we start an engagement with a new client, we begin with a workshop introducing the team (from both Reply and the client), the project objectives, and our anticipated timelines and approach. This workshop is most impactful when most client stakeholders involved in the project are present and involved (either in person or remotely). Where this is impossible, we can hold separate sessions with teams that cannot participate in the kick-off workshop to ensure all stakeholders are engaged and bought into the project's objectives.

Account Management

Designated Account Manager

Each client has a designated Account Manager, who will be the main point of contact throughout the engagement. This individual is responsible for ensuring that delivery progresses and is executed to the standards that Reply and our clients expect.

Fortnightly review meeting

Alongside regular ceremonies and informal daily interaction between the Reply project team and the client, we hold formal review meetings with key stakeholders, usually fortnightly. This includes critical client stakeholders, senior Reply project team members, and the Reply Account Manager. Where appropriate, these meetings will consist of a review of work completed and demonstrations or walk-throughs of deliverables.

Offboarding

Where an engagement continues to completion, unless the client requests an extension or new engagement, all client IT, documents, artefacts and deliverables will be returned to the client. Our team will ensure a complete handover of data and knowledge to client staff. An ongoing support or retained advisory service may be implemented where appropriate to provide additional continuity.

Access to Data

Ensuring secure access to client data upon exit is paramount to maintaining confidentiality and integrity. We begin by conducting a comprehensive inventory of all client data stored within our systems, encrypting it both in transit and at rest using industry-standard protocols. Strict access controls and authentication mechanisms are implemented to restrict access to authorized personnel only, with permissions regularly reviewed and updated. Client data is segregated from other data within our systems, ensuring isolation and protection. Upon exit, all access rights to client data are promptly revoked, including user account deactivation and permission removal. If requested, we securely delete or anonymise client data in accordance with retention policies and regulatory requirements. Detailed documentation and audit trails of data access are maintained, providing transparency and accountability. Before exiting, we verify with the client that all necessary data access has been revoked. Finally, we adhere to legal and regulatory obligations regarding data protection and privacy, ensuring compliance with contractual agreements and applicable laws such as GDPR or HIPAA. Through these measures, we ensure that client data remains secure throughout the exit process, mitigating the risk of unauthorized access or data breaches.



SECURITY

Personnel Security

As a Specialist Cloud Service, the capability being offered is not limited to specific Impact levels (as it is not infrastructure, software or a platform) and can be used, subject to personal Security Clearance levels. Reply consultants are mostly Security Cleared (SC), some have higher-level Developed Vetting (DV) clearances. We also have a pool of NPPV3 Consultants for Policing work. The majority of our work for both public and private sector clients is at IL2 but we work in the Official, Secret and Top-Secret domains. Our hard and soft information security processes have been designed and approved by independent CESG CLAS accredited consultants.

Information Security

We are ISO27001, Cyber Essentials certified and our Quality Assurance processes are based upon and compliant with our ISO 9001 accreditation. Our Information Security processes are directly guided by our ISO27001 accreditation. We shall adhere to local information and other security policies and will apply local Security Operating Procedures (SyOPs) as may exist. If such do not exist we shall apply our own SyOPs.

Physical Security

The Main Reply Office (London, UK) is a Police Accredited Secure Facility (PASF) with access controls for each point of entry. All Laptops/Phones must be stored securely overnight. When working on a client-site our consultants adhere to client security policies.



TRAINING & KNOWLEDGE TRANSFER

We embed training and knowledge transfer throughout delivery to ensure the approach, artefacts, and outcomes can be understood, reused, and sustained by the organisation beyond the engagement. Enablement focuses on building internal capability in capability-led planning, architecture-informed decision-making, and outcome-driven roadmapping.

Knowledge transfer is delivered through:

- **Capability-led planning walkthroughs**, explaining how business goals, capabilities, architecture responses, and roadmaps connect, and how this structure supports adaptability and strategic alignment.
- **Collaborative working sessions** during each step of the four-step approach, enabling stakeholders to actively participate in defining goals, capabilities, themes, and roadmap sequencing.
- **Hands-on exposure to artefacts**, including business capability models, value chains, architecture packs, and roadmaps, ensuring teams understand how to maintain and evolve them.
- **Decision-making and prioritisation guidance**, demonstrating how to use capability mapping, dependency analysis, and capacity-for-change considerations to inform future planning cycles.

Formal knowledge transfer is reinforced through playback and validation sessions, where findings, rationale, and trade-offs are explained and discussed with leadership and delivery teams. Supporting documentation is provided to enable ongoing reference and reuse, including guidance on updating goals, refining capabilities, and adjusting roadmaps as organisational priorities change.

Where required, additional enablement sessions can be delivered to support internal rollout, onboarding of new stakeholders, or preparation for follow-on delivery, transformation, or portfolio management activities.



ORDERING AND INVOICING PROCESS

To begin the process, please contact glue.frameworks@reply.com with details of your organisation, role and high-level requirements.

Our Framework Manager will connect you to our experts and from here we will organise an introductory discussion to go into more detail and shape a proposed engagement that suits your needs.

We invoice for both fixed price and time and materials engagements one month in arrears. For fixed price engagements, this takes place upon completion of the deliverable(s), or in stages, if the size of the engagement is greater than £40,000 excluding VAT.

Payment terms are 30 days net of receipt of invoice.



CUSTOMER RESPONSIBILITIES

To deliver our responsibilities as a partner, we require the following:

- Full access to systems and data that are relevant to the specific project
- Reasonable and timely access to key stakeholders and internal SMEs for information gathering, requirements definition and other critical tasks associated with the delivery of our outputs

Technical and Client-Side Requirements

Other than the system access specified above, there are no specific technical or client-side requirements that would limit our capacity to begin work.

Outcomes and Deliverables

Our engagement's specific outcomes and deliverables will be determined during the scoping phase before beginning the project based on your goals and objectives and the level of depth you require. These will include:

- Workshop(s) to discuss and assess the existing architectural design
- Detailed assessment of design with identification of risks and opportunities
- Report with recommendations and proposed action plan



ABOUT REPLY

Reply is a company that specialises in Consulting, Systems Integration and Digital Services with a focus on the conception, design and implementation of solutions based on the new communication channels and digital media.

Reply partners with key industrial groups in defining and developing business models made possible by the new technological and communication paradigms such as Artificial Intelligence, Big Data, Cloud Computing, Digital Communication, the Internet of Things and Mobile and Social Networking. In so doing, it aims to optimise and integrate processes, applications and devices.

Reply's offer is aimed at fostering the success of its customers through the introduction of innovation along the whole economic digital chain. Given its knowledge of specific solutions and due to a consolidated experience, Reply addresses the main core issues of the various industrial sectors.

Through its network of specialist companies, Reply supports some of Europe's leading industrial groups in Telco & Media, Industry & Services, Banks & Insurance, and Public Administration to define and develop business models, suited to the new paradigms of Artificial Intelligence, Big Data, Cloud Computing, Digital Media and the Internet of Things.

We make innovation happen.

We started with a small team and a purpose: to help the digital revolution happen. Today, we are a team of more than 14,600 people in 16 different countries but we still have the same DNA, made up of agile, vertical task forces and an inner passion for innovation.

We are a decentralised network of specialised companies.

Among Replyers, you will find passionate geeks, visionary strategists, and creative minds, each with sharp skills in a specific business, who cooperate together and never stop learning from each other.

Make forward, act sustainably.

We know a sustainable future is possible and technology can be a strong asset to reach it. As leaders in digital transformation, we push for change and operate in full accordance with the highest ethical standards and with respect for the rights of future generations