

OPERATING MODEL ASSESSMENT

Service Definition
G-Cloud 15

REPLY

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SERVICE DESCRIPTION

Many organisations experience persistent delivery challenges, slow decision-making, unclear accountability, and difficulty scaling change, but lack a clear, shared understanding of how their organisation actually operates. Fragmented structures, inconsistent ways of working, unclear governance, and misalignment between business and technology often obscure root causes, leading to repeated initiatives that address symptoms rather than systemic issues.

Reply's Operating Model Assessment service addresses these challenges by providing a structured, evidence-based view of an organisation's current operating landscape. We examine organisational structures, capabilities, processes, governance, delivery approaches, technology enablement, and value flows to understand how work is truly delivered across the organisation, either end-to-end or within defined areas of focus.

The service goes beyond high-level organisational charts or isolated reviews. Through interviews across all levels of the business, analysis of existing artefacts, and assessment against business and enterprise architecture best practice, we build a coherent picture of the current operating model. This includes identifying pain points, inefficiencies, dependencies, and areas of duplication both within teams and across organisational boundaries.

Crucially, the assessment is overlaid with Reply's deep experience of successful operating models across agile, hybrid, and waterfall environments. This enables us to provide meaningful, context-aware recommendations that are realistic, actionable, and aligned to the client's strategic objectives, maturity, and target ways of working. The outcome is a clear foundation for informed decision-making, prioritised improvement, and sustainable organisational change.

FEATURES

The features below describe the key components of the Operating Model Assessment and the areas of organisational analysis covered during delivery.

- **Enterprise-wide capability assessment**
A structured assessment of organisational capabilities across the enterprise or defined business areas. Capabilities are reviewed in context of how value is created, delivered, and supported, providing a clear view of strengths, gaps, duplication, and dependency across the operating model.
- **Alignment to business architecture best practice**
Assessment is grounded in established business and enterprise architecture principles, ensuring organisational structures, capabilities, processes, and accountabilities are evaluated consistently and at the appropriate level of abstraction.
- **Process and value-flow evaluation**
End-to-end processes and value flows are reviewed to understand how work moves across teams and functions, where hand-offs occur, and where friction, delay, or rework is introduced.
- **Organisational structure review**
Review of organisational design, roles, responsibilities, and reporting structures to assess clarity of accountability, separation of concerns, and alignment to strategic priorities and delivery needs.
- **Technology landscape assessment**
High-level review of the technology and tooling landscape to understand how systems, platforms, and integrations support (or constrain) the operating model, including identification of duplication, shadow IT, and ownership gaps.
- **Pain-point and opportunity mapping**
Identification and mapping of operational pain points, inefficiencies, and risks alongside opportunities for improvement, based on evidence gathered from interviews, artefact review, and observed ways of working.



- **Skills and capacity analysis**
Assessment of skills, capability coverage, and capacity across teams to understand whether the organisation is equipped to deliver against current and future demand.
- **Governance and decision-making review**
Evaluation of governance structures, decision forums, prioritisation mechanisms, and escalation paths to assess effectiveness, consistency, and alignment with organisational objectives.
- **Strategic recommendations synthesis**
Synthesis of findings into clear, context-aware recommendations informed by Reply's experience of successful operating models across agile, hybrid, and waterfall environments.
- **Actionable roadmap creation**
Development of a prioritised, practical roadmap that sequences improvements and change initiatives, balancing ambition with organisational readiness and constraints.

BENEFITS

The benefits outline the practical outcomes organisations achieve as a result of gaining clarity over their current operating model and the actions required to improve it.

- **Provides foundation for strategic change**
Creates a clear, evidence-based understanding of the current operating landscape, providing a reliable foundation for transformation and change initiatives.
- **Clarifies organisational strengths and weaknesses**
Surfaces what is working well and what is constraining performance, enabling leaders to build on strengths while addressing root causes of inefficiency.
- **Improves prioritisation of initiatives**
Supports more informed prioritisation by linking initiatives to capabilities, value flows, and strategic objectives rather than isolated projects or symptoms.
- **Strengthens alignment between business and IT**
Improves shared understanding of how business objectives, operating model design, and technology delivery intersect, reducing misalignment and duplication.
- **Supports investment decision-making**
Provides insight into where investment will deliver the greatest value, helping organisations avoid low-impact or misaligned spend.
- **Highlights efficiency opportunities**
Identifies inefficiencies, duplication, and unnecessary complexity across structures, processes, and tooling that can be addressed to improve operational effectiveness.
- **Improves operational clarity and transparency**
Creates a shared view of how the organisation operates today, improving transparency across teams, functions, and leadership levels.
- **Enables targeted capability uplift**
Allows organisations to focus capability development efforts where they are most needed, rather than applying broad, unfocused change.
- **Reduces organisational ambiguity**
Clarifies roles, responsibilities, ownership, and decision-making, reducing confusion and reliance on informal workarounds.
- **Provides clear, actionable next steps**
Delivers practical recommendations and a roadmap that organisations can act on immediately, rather than high-level or theoretical outputs.

WHAT THE SERVICE INCLUDES



The following section details the tangible activities, outputs, and deliverables produced during the assessment, providing a clear view of what the service delivers in practice.

Assessment Scoping and Context Definition

We confirm the scope, depth, and focus of the assessment, including organisational areas in scope, interfaces to adjacent teams, and strategic drivers influencing the operating model.

Outputs include:

- Agreed assessment scope and objectives
- Defined organisational boundaries and dependencies
- Confirmed assessment themes and approach

Stakeholder Interviews Across the Organisation

Structured interviews with stakeholders at multiple levels of the organisation, including leadership, management, delivery teams, and impacted functions. This ensures both internal and external perspectives are captured.

Activities include:

- Executive and senior leadership interviews
- Team-level and cross-functional interviews
- Engagement with upstream and downstream stakeholders

Operating Model Artefact Review

Review of existing documentation and artefacts to understand how the organisation is intended to operate versus how it operates in practice.

Artefacts reviewed may include:

- Organisation charts and role definitions
- Ways of working documentation
- Governance frameworks and decision forums
- Existing operating model, capability, or process documentation
- Previous review or audit outputs

Capability, Process, and Value-Flow Analysis

Assessment of capabilities and end-to-end processes to understand ownership, maturity, and alignment to value delivery.

Outputs include:

- Capability assessment views
- High-level process and value-flow summaries
- Identification of gaps, overlaps, and bottlenecks

Pain-Point, Risk, and Opportunity Identification

Consolidation of findings into a structured view of operational issues and opportunities, grounded in evidence from interviews and artefact analysis.

Outputs include:

- Mapped operational pain points
- Identified risks and constraints



- Opportunity areas for improvement

Operating Model Description (Current State)

Creation of a clear, structured description of the current operating model, tailored to the level of detail required by the client.

Outputs include:

- Overview of current operating model
- Description of structures, roles, governance, and delivery approach
- Supporting diagrams or summaries where appropriate

Recommendations and Improvement Roadmap

Development of practical recommendations and a phased roadmap aligned to the organisation's context, maturity, and target ways of working.

Outputs include:

- Prioritised recommendations
- High-level improvement roadmap
- Clear linkage between issues, recommendations, and outcomes

Playback and Alignment Session

Facilitated playback session to present findings, validate insights, and align stakeholders on priorities and next steps.

Outputs include:

- Playback presentation or workshop
- Agreed focus areas and next actions
- Shared understanding across leadership and teams

WHY THIS MATTERS

Organisations often struggle to scale, transform, or improve delivery because they lack a clear, shared understanding of how they operate today. Without this clarity, change initiatives address symptoms rather than root causes, leading to fragmented improvement and limited impact.

This service provides a structured, evidence-based view of the operating model, enabling organisations to make informed decisions about where and how to change. By grounding recommendations in organisational context and proven operating model principles, clients reduce transformation risk, improve operational effectiveness, and create a sustainable foundation for future change.



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 the majority of 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 knowledge transfer throughout the assessment to ensure findings, recommendations, and operating model concepts are understood and usable beyond the engagement. Enablement is tailored to leadership, operational, and delivery roles.

Knowledge transfer is delivered through:

- Walkthroughs of the assessment approach, operating model concepts, and analysis methods to build internal understanding.
- Collaborative interviews and workshops that expose teams to best practices, patterns, and anti-patterns observed across similar organisations.
- Playback sessions that explain findings, recommendations, and the rationale behind prioritisation decisions.
- Provision of assessment outputs and supporting materials, enabling ongoing reference and internal communication.

Where required, additional enablement sessions can be provided to support internal alignment, preparation for operating model change, or the initiation of follow-on transformation 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