BUSINESS CAPABILITY MODEL CREATION

Service Definition
G-Cloud 15

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SERVICE DESCRIPTION

Our Business Capability Model creation service delivers a strategic framework to help IT teams understand the entire business, with multiple follow up use cases for high impact decision making and strategic direction.

WHAT THE SERVICE INCLUDES

The Business Capability Model is primarily used for the following reasons:

- The Business Capability Model represents **the business on a page**

- **Powerful communication tool** that can be used to drive collaboration – helping to achieve more efficient and effective planning, change and innovation

- It's a clear overview of **what the business does to operate successfully**, articulated in the language of the organisation

- It should **remain stable over time** and should therefore stand as the highest level and most **effective anchor model to map information** to e.g., systems, processes, value, people, projects to **reveal opportunity that needs to be addressed**.

- **Strengthens planning and change execution**, through a variety of use cases

Creating the Business Capability Model:

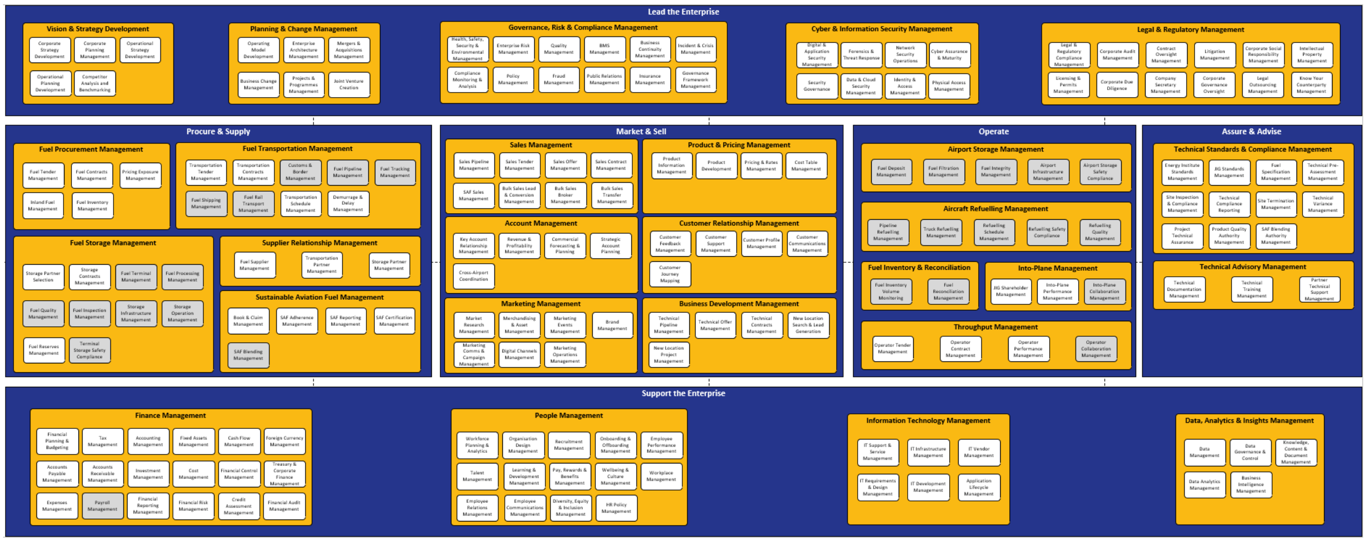
- Understanding the Vertical Value Chain (Level 1 Capabilities)
  - Short format workshops with senior leadership to understand the verticals end-to-end operations
  - Articulated the value chain building blocks for the business - these become our Level 1 capabilities
  - Reviewed and signed off with Andrew Howes and the Vertical IT Leads

- Defining High-Level Business Areas (Level 2 Capabilities)
  - Using the Level 1 capabilities as guidance we define a draft of the high-level business areas within each e.g. Marketing; CRM; Sales to create the Level 2 capabilities along with definitions.

- Refining and Validating the Model (Level 3 Capabilities)
  - Draft and define Level 3 capabilities in parallel with the Level 2 capabilities, as doing so allows us to be sure of the levelling and comprehensiveness of the overall model
  - Create a draft and review logic / completeness with relevant Leads and their team members in final workshops.
  - Refinements are made to the structure and definitions based on their feedback
  - Reviewed and signed off

Completing this exercise will produce:

1. A bespoke Business Capability Model – usually created in Visio. An ill*ustrative Business Capability Model for a Hotel business showing level 1, 2 & 3 capabilities in their full hierarchy:*



2. A Business Capability Model definitions catalogue – typically in excel, it defines all Level 2 and Level 3 capabilities

Vertical	L1 ID	L1 Capability	L2 ID	L2 Capability	L2 Definition	L3 ID	L3 Capability	L3 Definition
DH Corporate	HQ.2	Support the Enterprise	HQ.2.2	Finance Management	This capability concerns Dubai Holding's management; optimisation and execution of their finances to enable the business operation.	HQ.2.2.3	Accounting Management	This capability concerns the management of Dubai Holding's accounts. Recording financial transactions pertaining to all areas of the business. Includes summarising, analysing and reporting these transactions to oversight agencies, regulators and tax collection entities. It covers: Debt collection; P&L & balance sheets; Fixed assets projects & overheads accounting; Bankings; Accounts Payable Management; Accounts Receivable Management
DH Corporate	HQ.2	Support the Enterprise	HQ.2.2	Finance Management	This capability concerns Dubai Holding's management; optimisation and execution of their finances to enable the business operation.	HQ.2.2.4	Financial Control Management	This capability concerns Dubai Holding's ability to operate in line with controlled standards financially. It covers:; Governance & authority controls; Financial control frameworks
DH Corporate	HQ.2	Support the Enterprise	HQ.2.2	Finance Management	This capability concerns Dubai Holding's management; optimisation and execution of their finances to enable the business operation.	HQ.2.2.5	Treasury & Corporate Finance Management	This capability concerns the management of Dubai Holding's liquidity, funding, capital and the allocation of financial resources to align with their overall strategy. It covers: Capital Strategy; Cash & liquidity management; Financial trading; Debt investor relations
DH Corporate	HQ.2	Support the Enterprise	HQ.2.2	Finance Management	This capability concerns Dubai Holding's management; optimisation and execution of their finances to enable the business operation.	HQ.2.2.6	Expenses Management	This capability involvesDubai Holding's oversight and control of expenditure to ensure financial efficiency and cost-effectiveness. This capability includes developing and implementing policies for spending, budgeting, and cost allocation to maintain financial discipline. It encompasses monitoring, recording, and analysing all expenses to identify areas for cost savings and ensure that funds are used optimally. Additionally, this capability involves reviewing and approving expense reports, managing vendor relationships, and negotiating terms to achieve the best value for money spent.
DH Corporate	HQ.2	Support the Enterprise	HQ.2.2	Finance Management	This capability concerns Dubai Holding's management; optimisation and execution of their finances to enable the business operation.	HQ.2.2.7	Financial Reporting Management	Producing and sharing external and internal financial reports This capability is Dubai Holding's systematic preparation, presentation, and analysis of financial statements and reports to provide accurate and timely insights into the company's financial health - aimed at both internal and external stakeholders. This capability includes compiling data from various financial activities, ensuring compliance with accounting standards and regulatory requirements, and presenting the information in formats that meet stakeholder needs. It encompasses the generation of periodic financial statements such as income statements, balance sheets, and cash flow statements, alongside detailed management reports and performance analyses.
DH Corporate	HQ.2	Support the Enterprise	HQ.2.3	People Management	This capability concerns Dubai Holding's management; optimisation and execution of the obligations towards the people working in the organisation.	HQ.2.3.1	Organisation Design	This capability concerns the designing of Dubai Holding's organisation to align its structure; teams and culture with its business strategy. Heavily related to the operating model, it involves bringing a practical plan to life in terms of how the overall organisation; verticals and teams within are strucuted to best deliver their value proposition. It covers: Organisational Design; Team Design; Corporate culture; Diversity & Inclusion.
DH Corporate	HQ.2	Support the Enterprise	HQ.2.3	People Management	This capability concerns Dubai Holding's management; optimisation and execution of the obligations towards the people working in the organisation.	HQ.2.3.2	Recruitment Management	This capability concerns the process of identifying and acquiring skilled workers to meet Dubai Holding's organisational needs in accordance with staffing strategies. Followed by managing the entire recruitment process, interviewing candidates, coordinating internal staff; issuing offers/rejections and onboarding them. It covers: Candidate sourcing; Interview Management; Offer Management; Candidate onboarding
DH Corporate	HQ.2	Support the Enterprise	HQ.2.3	People Management	This capability concerns Dubai Holding's management; optimisation and execution of the obligations towards the people working in the organisation.	HQ.2.3.3	Employee Performance Management	This capability covers the comprehensive approach to managing employee performance, creating and delivering a structure that ensures all employees are on track to hit the goals required of them by Dubai Holding and achieve personal development. A uniform structure that is adhered to consistently and follows an annual review structure, with quarterly or monthly milestones within. It also covers the escalation pathway if employees are underperforming, including improvement plans or potential escalations.

With an agreed Business Capability Model, the following use cases can be applied to this versatile artefact. Each use case can be used in isolation, but completing multiple will provide valuable insight into the Business/Enterprise Architecture.

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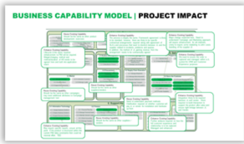

Project Impact
Evaluate the impact of planned / in-flight change. Identify areas of overlap, synergy and better plan business transformation holistically

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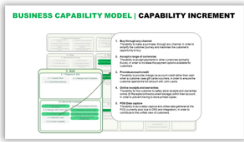

High Level Requirements
Map High Level Requirements to capabilities in order to understand the level of planned change, overlap, and to uncover the people, process and systems that are likely to be impacted

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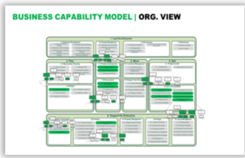

Organisational View
Map resources and teams to capabilities in order to understand which areas of the business support the capabilities, size of teams etc., and to help inform / plan / communicate change in the right way

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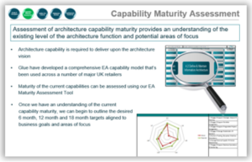

Maturity Assessment
Assess current capability maturity and level of ambition to prioritise areas of focus for investment and new change initiatives.

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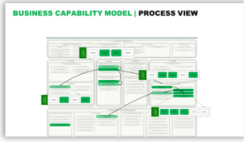

Process View
Map processes at the next level down to understand how capabilities are executed and identify linkages between capabilities and teams

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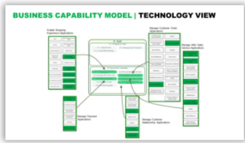

Technology View
Map systems in order to understand the technology that enables capabilities, identify potential duplication in systems, and easily scope the technology in scope of change

7

BCM Heat Maps
The BCM is a great visual to heatmap and gain quick insights from. Whether it's the number of projects impacting the same capability, financial spend, maturity etc.

8

Information / Data
Map information and data objects to capabilities to build a foundational understanding of data architecture in the business, to ensure data assets are optimised and available to support operations

Here is the most common use case, an illustrative example of applications mapped to the Business Capability Model – the entire application landscape visualised to show the business capabilities each one supports:

WHY THIS MATTERS

1. The BCM is a powerful communication tool that can be used to **drive collaboration across an organisation** – helping to achieve more **efficient and effective** planning, change and innovation
2. It becomes a central reference artefact for IT to understand the business, spot opportunities and plan for change initiatives
3. Implementing the additional use cases makes the BCM useful for thorough Enterprise Architecture management: Application, Process, People mapping all serve the purpose of shortening project initiation and initial analysis
4. **Helps to steer strategic decision making** and socialising it across the business

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 training and knowledge transfer throughout the creation of the Business Capability Model to ensure it is understood, adopted, and used effectively as a long-term strategic asset. Enablement focuses on building shared understanding of capability-based thinking and ensuring stakeholders are confident in maintaining and applying the model beyond initial delivery.

Knowledge transfer is delivered through:

- **Capability modelling walkthroughs**, explaining the purpose, structure, and levelling of the Business Capability Model, including how Level 1, 2, and 3 capabilities relate to the organisation’s value chain and strategic objectives.
- **Collaborative workshops with leadership and subject matter experts**, enabling stakeholders to actively shape capability definitions and understand the rationale behind the model structure and terminology.
- **Hands-on exposure to artefacts**, including the Business Capability Model and definitions catalogue, ensuring teams understand how to interpret, maintain, and extend the model over time.
- **Use-case enablement sessions**, demonstrating how the BCM can be applied for common scenarios such as application mapping, process alignment, change planning, and strategic decision-making.

Formal knowledge transfer is reinforced through review and sign-off sessions, where the completed model and definitions are validated and explained in detail. Supporting documentation is provided to enable ongoing reference and reuse, ensuring the model remains stable while still supporting future analysis and change.

Where required, additional enablement sessions can be delivered to support wider organisational rollout, onboarding of new stakeholders, or the application of further Enterprise Architecture use cases using the Business Capability Model as a foundational artefact.

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