

OPERATING MODEL DESIGN

Service Definition
G-Cloud 15

REPLY

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SERVICE DESCRIPTION

Many organisations recognise that their current operating model no longer supports their strategic ambitions, delivery needs, or scale. Common challenges include unclear ownership, inconsistent ways of working, slow decision-making, delivery bottlenecks, and operating models that have evolved organically rather than by design. As a result, change initiatives struggle to gain traction and improvements fail to deliver lasting impact.

Reply's Operating Model Design service for G-Cloud 15 supports organisations in defining a clear, fit-for-purpose operating model aligned to their strategy, size, and context. Building on an existing operating model assessment or an agreed set of expectations, we work closely with organisational leadership to design a target operating model that addresses current pain points and enables future delivery.

The service focuses on agile-led but right-sized methodologies, recognising that no single framework fits all organisations. We draw on proven approaches including Scaled Agile, Lean Agile, Waterfall, IT4IT, and hybrid models, tailoring structures, governance, roles, and ways of working to meet real operational needs rather than theoretical ideals.

Crucially, the service moves beyond conceptual design. Outputs are practical and implementable, including detailed organisational structures, role definitions, governance mechanisms, delivery workflows, metrics, and a clear transition roadmap. This enables organisations to move confidently from understanding the need for change to implementing an operating model that delivers measurable improvement.

FEATURES

The features below describe the core components of the Operating Model Design service and the areas addressed when defining a target operating model.

- **Review of current operational mechanisms**
Assessment of existing delivery mechanisms, governance, reporting, prioritisation, and ways of working to identify what should be retained, adapted, or replaced in the target operating model.
- **Definition of new operating principles**
Development of a clear set of operating principles that guide decision-making, behaviours, and design choices, ensuring consistency across teams and functions.
- **Agile-aligned but tailored methodology**
Design of an operating model aligned to agile principles while remaining proportionate and appropriate to organisational size, maturity, regulatory context, and delivery needs.
- **Role and responsibility definition**
Creation or refinement of role definitions, accountabilities, and responsibilities to establish clear ownership and reduce overlap or ambiguity.
- **Governance and decision design**
Design of governance structures, decision forums, escalation paths, and approval mechanisms that enable timely, informed decision-making.
- **Process and workflow redesign**
Redesign of end-to-end processes and workflows to improve flow, reduce bottlenecks, and support effective delivery and operational execution.
- **Capability and structure alignment**
Alignment of organisational structure to required capabilities, ensuring teams are organised around value delivery rather than historical silos.
- **Cross-team interaction model creation**
Definition of how teams interact across delivery, operations, governance, and support functions, including hand-offs, dependencies, and collaboration mechanisms.



- **Transition roadmap development**
Creation of a phased, realistic transition roadmap that sequences change activities while managing risk, capacity, and organisational readiness.
- **Implementation support and coaching**
Optional support to help organisations embed the new operating model through coaching, facilitation, and early-phase implementation guidance.

BENEFITS

The benefits below describe the outcomes organisations achieve by implementing a clearly defined, context-aware operating model.

- **Enables efficient organisational transformation**
Provides a structured foundation for change, reducing uncertainty and avoiding fragmented or conflicting initiatives.
- **Improves operational clarity and structure**
Clarifies how the organisation operates, how teams are structured, and how work flows across the business.
- **Strengthens agile alignment at scale**
Supports consistent, scalable agile delivery without imposing one-size-fits-all frameworks.
- **Reduces delivery bottlenecks**
Addresses systemic causes of delay and rework by redesigning workflows, governance, and decision-making.
- **Clarifies ownership and accountability**
Establishes clear roles and responsibilities, reducing duplication and reliance on informal escalation.
- **Improves decision-making and governance**
Creates governance mechanisms that balance control with autonomy, enabling faster, better-informed decisions.
- **Supports capability-led change**
Aligns organisational design to the capabilities required to deliver strategic outcomes.
- **Enhances team collaboration**
Improves collaboration across teams and functions by clarifying interactions and shared responsibilities.
- **Provides actionable change roadmap**
Delivers a clear, prioritised transition plan that organisations can act on immediately.
- **Delivers measurable operational improvement**
Enables tracking of improvement through defined metrics, benefits, and outcomes linked to the new operating model.

WHAT THE SERVICE INCLUDES

The following section describes the activities undertaken and the tangible outputs produced as part of the Operating Model Design service.

Design Scope and Objectives Definition

Confirmation of design scope, objectives, constraints, and success measures, including alignment with organisational strategy and transformation goals.

Outputs include:

- Agreed design scope and principles
- Defined target outcomes and constraints

**Leadership and Stakeholder Engagement**

Facilitated sessions and interviews with senior leaders and key stakeholders to shape the target operating model and ensure alignment.

Activities include:

- Leadership workshops
- Cross-functional design sessions
- Stakeholder alignment discussions

Target Operating Model Design

Development of a detailed target operating model tailored to the client's context.

Outputs may include:

- Target organisational structures
- Capability-aligned team models
- Delivery and operational frameworks

Roles, Responsibilities, and Governance Design

Definition of roles, decision rights, governance forums, and escalation paths.

Outputs include:

- Role profiles and accountability definitions
- Governance and decision-making frameworks

Ways of Working and Delivery Frameworks

Design of delivery approaches, ceremonies, artefacts, and workflows aligned to the target model.

Outputs include:

- Defined ceremonies and artefacts
- Delivery workflows and interaction models

Metrics, Reporting, and Value Tracking

Definition of reporting frameworks and metrics to track delivery performance, operational health, and value realisation.

Outputs include:

- Reporting and metric frameworks
- Rationale linking metrics to outcomes

Transition Roadmap and Change Plan

Creation of a phased transition roadmap to move from current to target operating model.

Outputs include:

- Phased transition roadmap
- Key risks, assumptions, issues, and dependencies

**Playback and Validation**

Formal playback sessions to validate the operating model design and secure stakeholder agreement.

Outputs include:

- Playback presentation or workshop
- Agreed next steps and ownership

WHY THIS MATTERS

Without a clearly designed operating model, organisations struggle to deliver strategy, scale delivery, and sustain change. Ambiguity around roles, governance, and ways of working leads to inefficiency, frustration, and wasted investment.

This service provides a clear, practical operating model that enables organisations to move forward with confidence. By grounding design in organisational context and proven delivery patterns, clients reduce transformation risk and establish a foundation for sustainable operational improvement.



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

Knowledge transfer is embedded throughout the service to ensure the target operating model is understood and adopted. Enablement is tailored to leadership, operational, and delivery roles.

Knowledge transfer includes:

- Walkthroughs of the target operating model, design decisions, and trade-offs
- Facilitated sessions explaining roles, governance, and ways of working
- Documentation of operating model components for ongoing reference

Where required, additional coaching and enablement can be provided to support early adoption, leadership readiness, and transition into implementation.



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