

PROJECT TO PRODUCT TRANSFORMATION

Service Definition
G-Cloud 15

REPLY

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SERVICE DESCRIPTION

Shifting from traditional project led delivery to a product based operating model brings many benefits. These include stronger customer focus, clearer ownership, more predictable outcomes and an improved ability to adapt to change. Many organisations understand these advantages but find the transition difficult. Common issues include unclear product boundaries, limited experience with product roles, legacy planning and funding processes, siloed teams and a lack of shared understanding about how a product operating model should function in practice. As a result, attempts to move away from project delivery often stall, become fragmented or fail to embed lasting change.

Reply's Project to Product Transformation service tackles these challenges through a practical and structured programme of organisational support. We look closely at how work flows, how teams collaborate, how decisions are made and how value is understood across the organisation. This allows us to determine what is ready for product thinking today and what needs to evolve to support a sustainable product based approach.

The service is designed to be pragmatic and grounded in real organisational conditions. Instead of relying on abstract frameworks or generic maturity models, we translate product principles into specific actions that work within your existing environment. We provide guidance, coaching and direct support to help teams adopt new behaviours and embed product practices with confidence.

Above all, the service focuses on enabling practical change rather than introducing theoretical concepts. The final outcome is a clear and supported transition toward a product based operating model that improves adaptability, reduces waste and creates long term value for customers and the organisation.

FEATURES

- **Tailored P2P Transformation Strategy**

A strategy shaped around your organisational context and customer needs. This ensures the move to product based delivery reflects your priorities rather than predefined templates.

- **End to End Consultation and Guidance**

Support throughout the transition from early discovery to embedded ways of working. This ensures consistent direction and informed decision making throughout the journey.

- **On the Ground Product and Delivery Experts**

Experienced product managers, delivery specialists and service designers work directly with teams to demonstrate new practices and accelerate capability development.

- **Application of Modern Product Methodologies**

Practical introduction of contemporary product practices including product discovery, outcome based planning, prioritisation techniques, value measurement and continuous improvement.

- **Process Design, Feedback Loops and Continuous Improvement**

Creation of processes that support product ways of working. This includes designing clear flows of work, transparent prioritisation and effective feedback mechanisms.

- **Organisational Change Enablement**

Support for leaders and teams as they adopt new behaviours, structures and responsibilities required for a product based approach.



- **Comprehensive Transformation Toolkit**

A complete set of reusable templates, guides and playbooks that enable teams to scale product thinking consistently across the organisation.

BENEFITS

- **Customer Centric Value Delivery**

A strategy shaped around customer needs ensures teams focus on meaningful outcomes rather than output driven project milestones.

- **Increased Organisational Adaptability**

Clear product ownership and modern delivery practices make it easier for teams to respond to change and prioritise effectively.

- **Reduced Waste and Inefficiency**

Product practices help teams validate value early, reduce rework and eliminate activities that do not support customer or organisational goals.

- **Strengthened Long Term Competitiveness**

A product operating model enables ongoing improvement, faster innovation and more consistent alignment with user needs.

- **Alignment Around Shared Outcomes**

Clear goals and structured feedback loops help teams understand what they are aiming for and why it matters.

- **Enhanced Cross Functional Collaboration**

The shift to product based delivery encourages teams from across the organisation to work together more effectively.

- **Reduction in Overruns and Delays**

Consistent product practices, improved planning and better alignment reduce the typical overruns associated with project delivery.

WHAT THE SERVICE INCLUDES

1. Organisational Context and Product Ambition Alignment

We begin by understanding organisational goals, customer needs and the motivations for adopting a product-based model.

- Defining desired product outcomes and success criteria
- Exploring service and operational challenges
- Identifying constraints such as skills, structures and funding
- Aligning transformation priorities with organisational objectives



2. Product Taxonomy and Operating Model Definition

We support the creation of a clear and practical product taxonomy to establish shared understanding of product boundaries, ownership and value streams.

- Developing product groupings and families
- Clarifying ownership and accountability
- Mapping value streams and customer touchpoints
- Defining interactions between product, platform and service teams

3. Delivery Process and Workflow Assessment

We assess how work moves through the organisation and identify changes needed to support a product-based approach.

- Reviewing intake and prioritisation processes
- Identifying workflow bottlenecks and dependencies
- Reviewing measurement and feedback practices
- Comparing current processes with product-focused approaches

4. Product Ways of Working Implementation

We introduce practical product methodologies and help teams apply them in real situations.

- Product discovery methods
- Outcome-oriented roadmapping
- Experimentation and validation approaches
- Lean metrics and continuous improvement practices

5. Skills, Capability and Role Alignment

We assess current skills and role definitions, then support capability development where required.

- Defining product roles and responsibilities
- Assessing existing capabilities
- Coaching for teams, leaders and governance forums
- Embedding product leadership behaviours

6. Governance and Funding Model Evolution

We reshape governance and funding structures to support decision-making in a product environment.

- Clarifying decision rights
- Introducing outcome-driven governance
- Supporting a shift from project to product funding
- Providing visibility across the product portfolio



7. Cultural and Organisational Change Enablement

We help leaders and teams adopt new behaviours that encourage collaboration and shared ownership.

- Leadership engagement
- Communication planning
- Change impact assessment
- Establishing new rituals and practices

8. Transformation Toolkit and Enablement Resources

Organisations receive a complete set of templates, guides and artefacts that support product-based delivery at scale.

- Playbooks and operating guides
- Prioritisation and discovery templates
- Product lifecycle frameworks
- Measurement and governance resources

9. Pilot Implementation and Scaling Support

We help teams test the new model in a controlled environment and prepare for wider rollout.

- Identifying and onboarding pilot teams
- Hands-on coaching and support
- Measuring impact and refining approaches
- Defining scaling patterns for broader adoption

10. Transformation Roadmap and Implementation Plan

A clear roadmap outlining how the organisation will shift to a product-based operating model.

- Short-term actions for early progress
- Medium-term organisational changes
- Long-term capability development
- Key sequencing and decision points

WHY THIS MATTERS

Moving from project-led delivery to a product-based operating model helps organisations become more adaptable, more aligned and better able to deliver continuous value. By combining practical guidance, hands-on support and a structured transformation approach, this service provides a clear route to lasting change. Organisations gain clarity, confidence and a sustainable foundation for improvement, ensuring that value delivery becomes continuous, outcome-focused and resilient to 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 enable customer teams throughout delivery by embedding knowledge transfer alongside implementation activities. Training is aligned to organisational roles, ensuring relevance for finance users, operational staff, and system administrators.

Knowledge transfer is delivered through:

- A train-the-trainer approach to establish internal subject matter experts.
- Technical training for administrators covering configuration, security roles, and integrations.
- Walkthroughs of system design, data structures, and operational processes.
- Provision of comprehensive documentation, including user guides and runbooks.

Formal training is supported by ongoing access to expert guidance during delivery and early life support. Where required, refresher sessions or additional enablement can be provided to support organisational change or onboarding of new users.



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