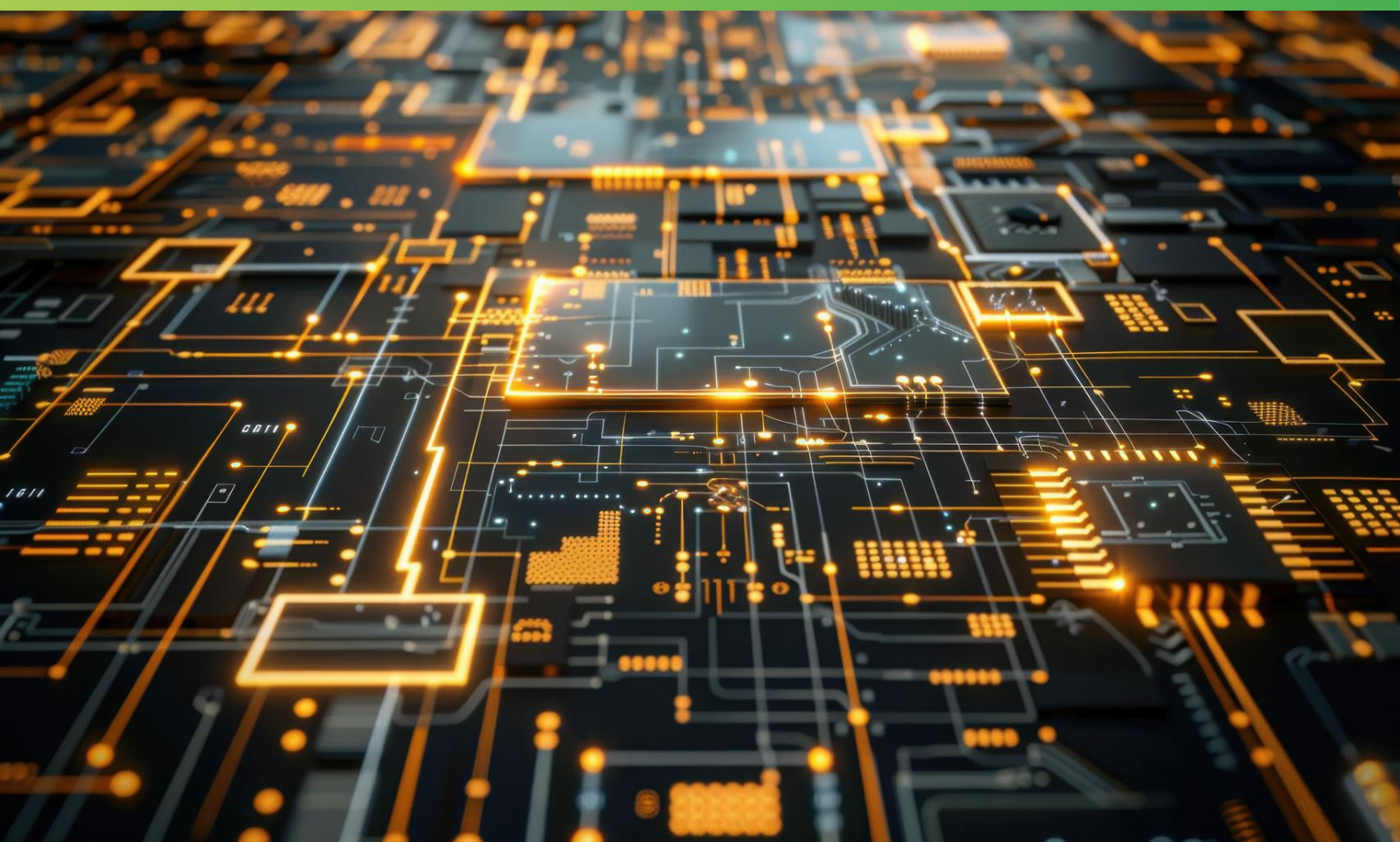


G-CLOUD 15

OPERATING MODEL ASSESSMENT, DESIGN AND DELIVERY

SERVICE DEFINITION



OPERATING MODEL ASSESSMENT, DESIGN AND DELIVERY

Service Description

Airwalk Reply's Operating Model Assessment, Design and Delivery Services help organisations assess how effectively their operating model supports strategy and delivery, design improved target models, and support implementation of change.

The service focuses on governance, roles, processes, technology and capabilities to improve accountability, performance and execution.

This service is suited to organisations undergoing transformation, scaling delivery, or addressing inefficiencies in how work is organised and governed.

Typical use cases include:

- Reviewing operating models during transformation or major change
- Redesigning organisation structures and governance
- Supporting delivery of operating model change

Problems this service addresses

Organisations often experience challenges such as:

- Operating models that no longer reflect how work is delivered
- Unclear accountability, ownership or decision rights
- Duplication of roles, functions or processes
- Governance structures that slow delivery or obscure responsibility
- Difficulty moving from operating model design into delivery

This service addresses these challenges by combining structured assessment with practical design and delivery support.

How the service is delivered

The Operating Model Assessment, Design and Delivery Services are delivered using a tailored combination of the activities below, selected based on organisational context and scope. Delivery aligns to Airwalk Reply's standard delivery and change methodology.

1. Discovery and assessment

- Review of strategic objectives, constraints and delivery context
- Assessment of current operating model, organisation design and governance
- Stakeholder engagement across leadership, delivery and operations

2. Design and definition

- Design of target operating model and organisation options
- Definition of roles, responsibilities and decision rights
- Alignment of processes, governance and technology enablement

3. Delivery and transition support

- Definition of transition and implementation approach
- Support for delivery of operating model and organisation change
- Ongoing assurance to ensure changes embed effectively

Activities are selected to ensure operating model changes are practical, achievable and aligned to delivery outcomes.

Outputs and deliverables

Typical outputs from the Operating Model Assessment, Design and Delivery Services include:

- ✓ Current-state operating model and organisation assessment
- ✓ Target operating model and organisation design options
- ✓ Defined roles, responsibilities and governance structures
- ✓ Transition and implementation approach
- ✓ Prioritised improvement and delivery roadmap
- ✓ Decision-support and assurance artefacts for leadership

Outputs vary by scope but are focused on enabling effective change, clearer accountability and improved delivery performance.

ONBOARDING

Kick-Off Meeting

When we start an engagement with a new client, we begin with a workshop introducing the team (from both Airwalk 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 Airwalk Reply and our clients expect.

Fortnightly review meeting

Alongside regular ceremonies and informal daily interaction between the Airwalk Reply project team and the client, we hold formal review meetings with key stakeholders, usually fortnightly. This includes critical client stakeholders, senior Airwalk Reply project team members, and the Airwalk 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 Plus 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.

ORDER & INVOICING PROCESS

To begin the process, please contact commercial.services.airwalk@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.

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