

IBM Consultancy

A glowing blue cube is positioned in the center of the image. The cube has two cloud icons on its visible faces, each composed of a pixelated pattern. The cube is surrounded by a grid of thin blue lines. The background is a dark, textured surface resembling a circuit board or a dense array of microchips.

G-Cloud 15
IBM – Operations Strategy and Operating
Model Definition Services

Service Definition Document

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Operations Strategy and Operating Model Definition

Services

Service Overview

Public sector organisations are facing unparalleled pressures - transforming operations functions is an opportunity that cannot be missed:

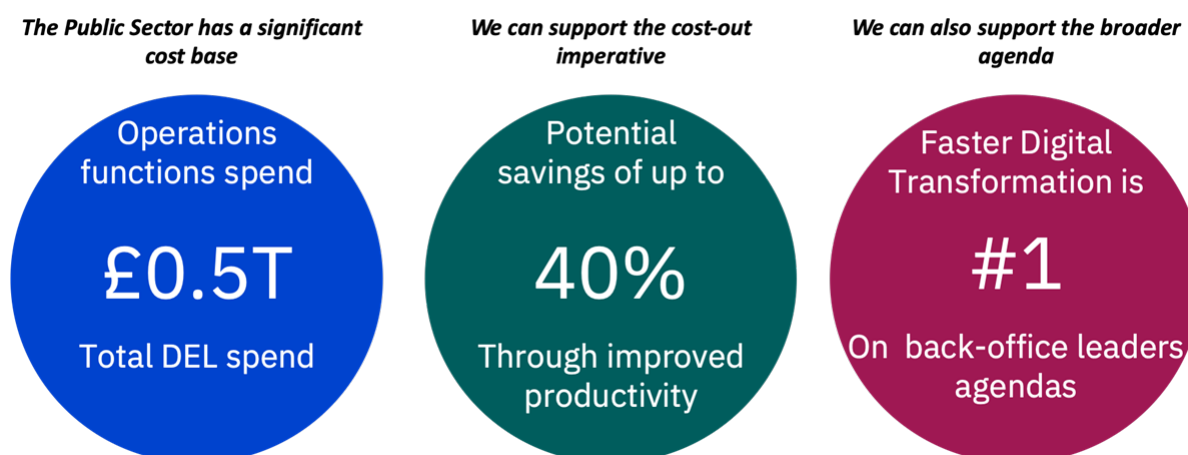


Figure 1: Scale of opportunity for back-office transformation

Operations functions have historically focused on supporting the bottom line. The market has evolved, and organisations are now looking at the quadruple bottom line as illustrated below:

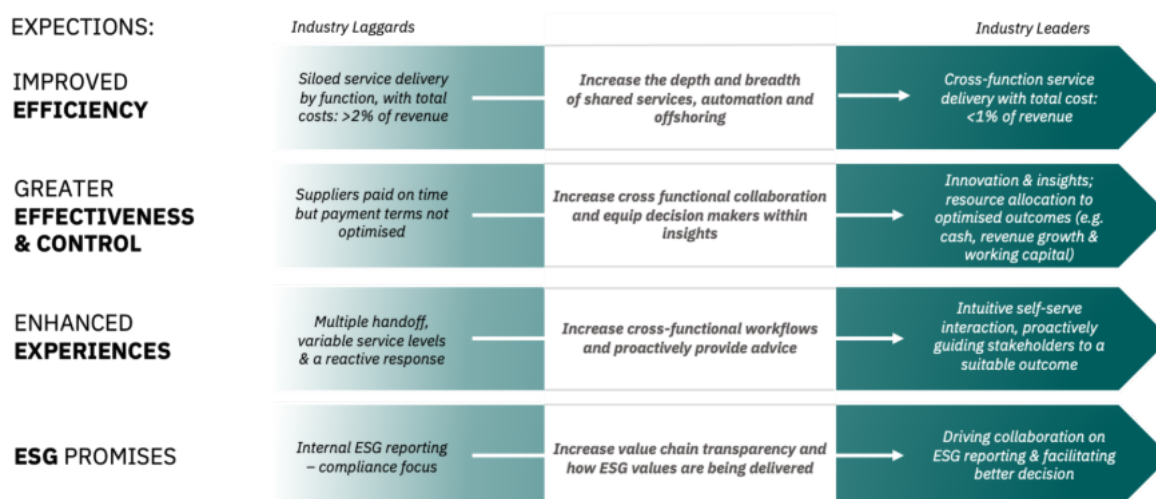


Figure 2: Quadruple bottom-line for back-office transformation

As a consequence, operations functions today play a critical role in business outcomes, operating as business partners and taking responsibility for orchestrating value:



Figure 3: The new role of the back office

The implication is that modern operational functions need to shift from being cost centres to become engines for value:

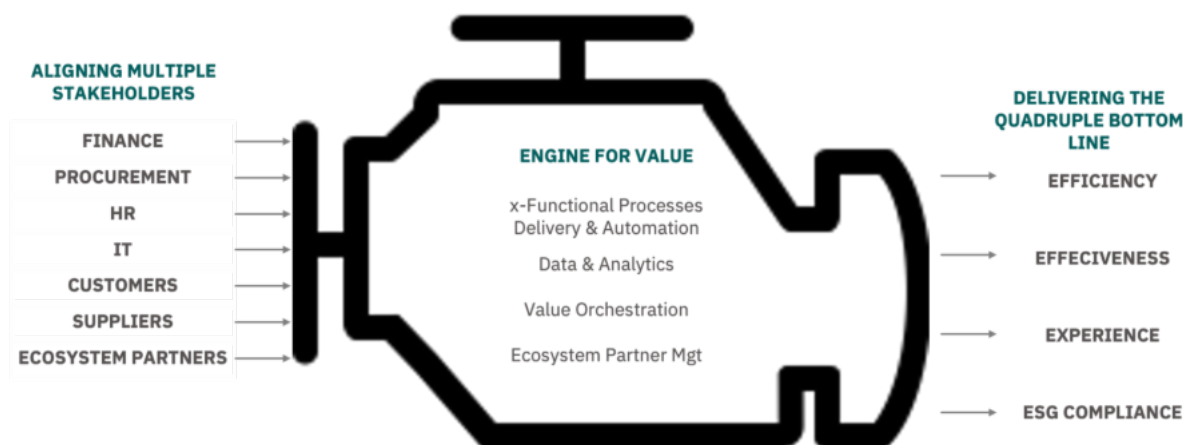


Figure 4: The back-office as an engine for value

IBM’s Operating Model and Design Services are applicable whenever an organisation needs to transform its operational functions due to the changes in the external environment described above or for any other reason.

We use our proven operating model framework to define the vision and strategy and how the functions will operate to delivery upon that strategy:



Figure 5: IBM's operating model framework

We build consensus around a set of facts and prioritised pain points, designing a new solution from the top down, across organisation governance, processes, technology, metrics, incentives and culture. We build consensus among executives and other stakeholders and deliver a practical roadmap for implementation.

Service Features

- Develops an operations strategy that exploits the latest technological developments
- Assesses the impact of cloud migration on operational functions Operating Models
- Aligns the back-office Operating Model with operational priorities and strategic imperatives
- Takes a holistic view across organisation/skills, governance, processes, technology and metrics
- Collaborative approach, deploying Agile and User Centred Design techniques
- Engages a wide set of stakeholders to encourage innovation and adoption
- Embeds agility and Agile ways of working into the business
- Robust approach, leverages prior experience and proven assets
- Deploys process mining and benchmarking techniques to identify improvement opportunities
- Establishes Operating Principles that provide guardrails for the Operating Model
- Clear focus on how the strategy will realise business value, across the quadruple bottom line of efficiency, effective, experience and ESG.
- Deploys our generative AI assets to identify use-cases where AI can have the biggest impact and the adjustments that need to be made to the Operating Model to enable AI-enabled solutions to be deployed effectively

Service Benefits

- Establishes a clear vision and strategy for back-office operations
- Positions operational functions as a transformation-enabler rather than a cost-centre
- Flexible, scalable approach across all, some, operational functions
- Strong stakeholder buy-in secured through collaborative approach
- Accelerated time-to-value through incremental and iterative delivery, , with strong and appropriate governance
- Uses established best-practices as the starting-point for the Operating Model
- Supports transformation initiatives by providing a clear target end state
- Brings the business and digital/IT closer together
- Aligns disparate teams around common goals , accelerating business change activities
- Robust approach, leverages prior experience and proven assets

Key Differentiators

- Our iterative, collaborative and analytical approach, based on the IBM Garage, delivers practical recommendations and quickly builds organisational consensus. The IBM Garage™ is our end-to-end model and approach for accelerating digital transformation. It delivers an organisation's transformation journey using an iterative framework that guides our clients from ideation, to build, to scale.
- Team members bring years of operations and Operating Model experience, inspiring confidence that we can help organisations get to where they need to go
- We deploy Celonis process mining to rapidly identify immediate improvement opportunities and to embed processing mining into the Operating Model to drive continuous improvements
- We are able to leverage substantive assets, such as proven client solutions, our proprietary Component Business Model framework and the latest best practices in designing agile operating models.
- We have a deep understanding of AI, in particular Generative AI, and we deploy this understanding, and our associated assets, to design and implement AI-enabled Operating Models for our clients.

Operations Strategy and Operating Model Definition Services

Addressing Business Needs

We work in partnership with you to address your business needs, leveraging our deep industry, functional and technical expertise, to deliver digital-ready solutions for a range of business needs.

Transforming the Shared Services Customer Experience

Public Sector organisations are increasingly having to transform their citizen-facing services as digital interactions become the norm and citizen expectations soar. Achieving this external transformation nearly always requires an equivalent internal transformation to the organisation's operational functions.



Transforming operations

Modern operational units need to shift from being cost centres to becoming engines for value and this will have a significant impact on their Operating Models. By identifying these impacts and designing and implementing a new Operating Model that supports the outcomes of the transformation, our services will greatly enhance the delivery of transformational change.

Facilitating Agility in operations

Many organisations have embraced the principles of Agile but struggle to realise the anticipated productivity improvements in their operational functions. These services can be used to define the Operating Model for Agile working in the back-office, empowering Agile teams within clear guardrails and with appropriate governance, reporting and ways of working.

Operations Strategy and Operating Model Definition Services

Our Approach

We will typically define a new operations strategy and Operating Model over an eight-to-twelve-week engagement, depending on the scale and complexity of the organisation and the functions that are in-scope.

The following diagram illustrates our approach which is based on the IBM Garage and which benefits from the experience, assets and accelerators that have been developed on thousands of digital transformational engagements:

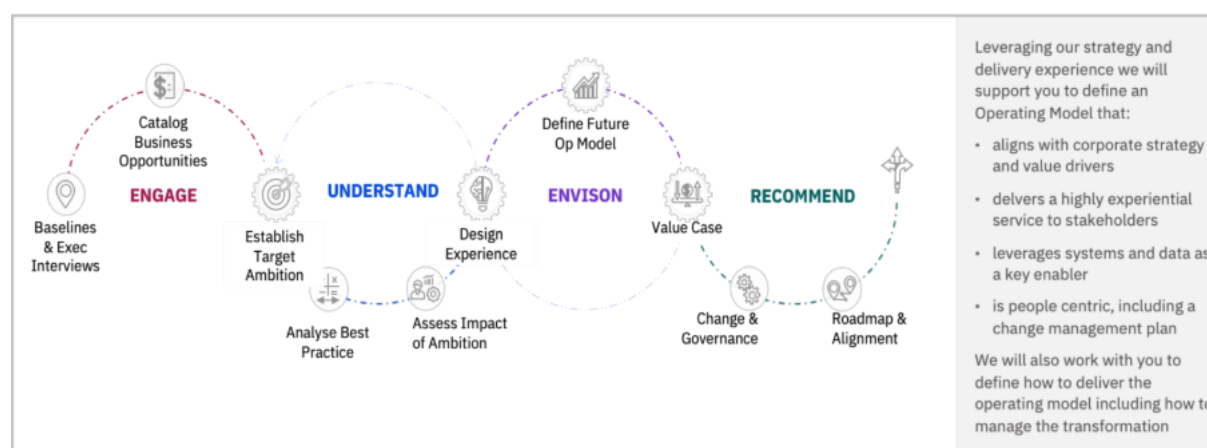


Figure 6: IBM's Operating Model definition approach

Engage Phase

During this phase, we hold a kick-off workshop, conduct interviews and analyse best practices to determine the context and the strategic ambition and target outcomes for operations.

Understand Phase

During this phase, we develop a Component Business Model, which is IBM's patented approach to decompose an organisation into its individual constituents and analyse each component to assess its maturity, strategic importance and a number of other factors. This analysis helps determine the Target End State for that component and its prioritisation on the transformational roadmap. We also develop a Value Stream Model and we align the organisation's strategic ambition with the value drivers and Component Business Model capabilities. Celonis process mining is used to evaluate process maturity and identify improvement opportunities.

Envision Phase

During this phase, we perform a number of Design Thinking workshops to assess pain points and co-create the target experience for key business processes and components. We then combine this 'bottom-up' analysis with the 'top-down' view of value streams and strategic intent to create a target set of business capabilities and assess the implications.

Recommend Phase

In this phase, we produce a roadmap of initiatives that will deliver the strategy and Target Operating Model, the associated benefits case and an assessment of the principal risks and dependencies.

We then support our clients, with our specialist knowledge and expertise as they implement the new operating model and the associated business change and value realisation activities

Operations Strategy and Operating Model Definition Services

About IBM - Supporting Government

The problems we solve for clients are complex and cannot be satisfied with technology alone. They require a partner that can also offer deep industry expertise and a relationship of trust.

IBM combines the portfolio, people and sense of purpose necessary to meet today's enterprise demands. Every day, we support and manage complex delivery for government clients where the impact of delivery has wide-reaching impact on citizens and national services.

We bring access to the industry experience, insight, and technology capability to deliver and operate secure, scalable, optimised, and available services for government.

We support you by bringing:

- Industry expertise – Professionals who understand and are passionate about delivering quality public services and can bring industry insights and apply innovation to your business processes
- Trust and security capabilities – Protecting valuable data and insights and deploying new innovations responsibly
- Innovative technology – Expertise in areas such as AI, blockchain, 5G, Automation, IoT, cybersecurity and quantum, delivered in a Hybrid Cloud environment
- Experienced Services professionals to support strategy, innovation and deliver transformation and change to processes, applications, and cloud infrastructure
- Global alliances – valuable partnerships with the world's leading vendors

We partner with clients to co-pilot their most complex digital transformations, bringing our breadth of industry expertise, depth of delivery experience and world-leading ecosystem to deliver their

Government Services Supported by IBM



Defence and Intelligence



Public Safety and Policing



Healthcare



Life Sciences



Tax and Revenue Management



National Infrastructure



Social Care



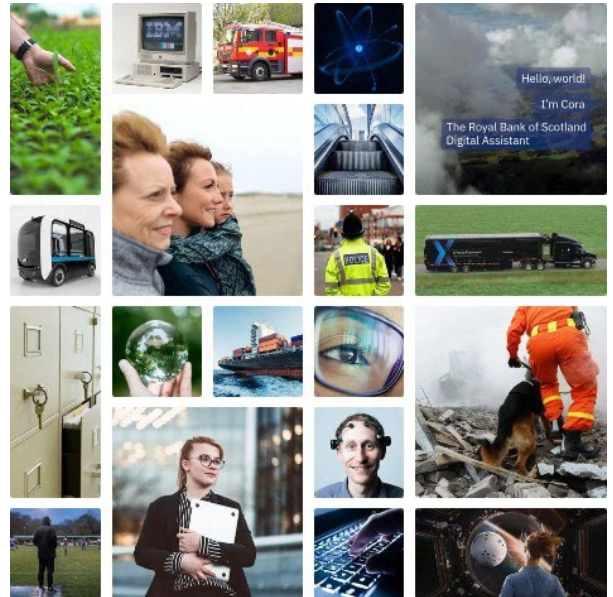
Education



Works and Pensions

This is IBM in the UK

We have worked together with organisations in the UK for over 100 years, with a rich history of joint innovation and achievements, built on trusted relationships.



Cloud

Together, IBM and Red Hat are working to deliver the world's only **next-generation hybrid multicloud platform**



Economy

IBM has been **integral to the UK economy for >100 years**, and is one of its largest tech employers



R&D

In the UK alone, IBM **invests £170 million in R&D** each year



Quantum

IBM Q, the world's most advanced quantum computing initiative for commercial use, is being used by CERN



Environment

IBM's **focus on sustainability** began in 1971 with our first environmental policy



Artificial Intelligence

IBM develops **watsonx based generative AI solution** for the Austrian federal armed forces to **provide fact-based evaluation and classification** for the ability to remain capable of acting in the light of risk scenarios.



Changing the world

IBM was awarded **World Changing Company of the Year 2019** by Fast Company



Royal recognition

29 UK IBMers received **honours from the Queen** for contributions to tech and society



Diversity

IBM **won the Global Diversity Award 2019** and the ENEI's **Gold Standard**



Graduates

IBM is committed to developing future talent – we are Target Jobs' **Graduate Employer of the Year 2019**



Volunteering

IBM dedicates **>20,000 volunteering hours every year** for a better society



Tech talent

IBM runs P-TECH schools in 18 countries, helping **>100,000 students build skills for careers of the future**



Inventors

IBM UK is home to many Master Inventors, with **>250 patents filed last year alone**

