

IBM Consulting



G-Cloud 15 IBM – Operating Model Definition and Implementation Services Service Definition Document

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Operating Model Definition and Implementation Services

Service Overview

Cloud migration and service modernisation require significant adaptations in the way teams work together to make decisions and deliver new capabilities.

As organisations migrate to cloud-based services and move from Waterfall to Agile delivery, for both IT delivery and business-as-usual activities, they need to adapt key functions, like Enterprise Architecture or Service Management, to the reality of empowered squads and to fully exploit the potential of the cloud.

IBM's Service Modernisation and Continuous Improvement Services are applicable whenever an organisation needs to substantially improve its ways of working as a result of cloud migration, the shift to agile working, changes in the external environment or in any other situations where IT and/or the Business need to quickly realign with strategy.

We use our proven operating model framework to understand the organisation's vision and strategy and how the various teams and functions will operate to delivery upon that strategy:

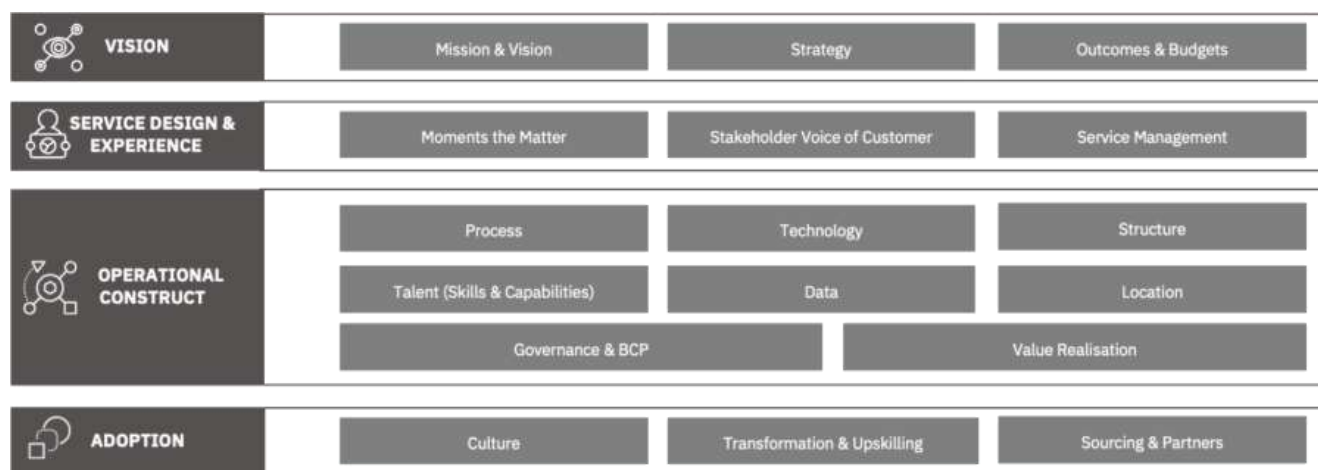


Figure 1: IBM's operating model framework

We build consensus around a set of facts and prioritised pain points, designing a new solution from the top down, across organization governance, processes, tools, metrics, incentives and culture. Starting with the “big ideas” or Operating Principles, we build consensus among executives and other stakeholders and deliver a practical roadmap for implementation.

Service Features:

- Takes a holistic view across organisation, governance, processes, workflow, data, technology, metrics
- Aligns the Target Operating Model with operational priorities and strategic imperatives
- Assesses the Operating Model impacts of cloud migration
- Deploys a collaborative approach, deploying Agile and User Centred Design techniques
- Engages a wide set of stakeholders to encourage innovation and facilitate adoption of the new operating model
- Embeds generative AI, agility and Agile ways of working into the business
- Establishes Operating Principles that provide guardrails for the Operating Model
- Creates a playbook, defining how the future organisation will operate
- Implements the Operating Model in prioritised increments
- Has a clear focus on how the Operating Model enables value realisation
- 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

- Flexible, scalable approach across all, or part of, an organisation
- Improves planning for cloud migration activities
- Strong stakeholder buy-in secured through collaborative approach
- Accelerated time-to-value through incremental and iterative delivery
- Uses established best-practices as the starting-point for the Operating Model
- Supports transformation initiatives by providing a clear target end state
- Applicable in both business units and digital/IT functions
- Encourages collaborative working across the organisation
- Brings the business and digital/IT closer together
- Aligns disparate teams around common goals
- 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
- Team members bring years of Operating Model experience, inspiring confidence that we can help organisations get to where they need to go
- IBM is the leading provider of hybrid multi-cloud services which means that we are uniquely well placed to help our clients to transform their Operating Model to fully exploit the potential of cloud computing
- Our integrated framework defines the alignment between operating model components and an organisation's Business and IT strategy and priorities
- We will 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.

Operating Model Definition and Implementation Services

Addressing Business Needs



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

Addressing strategic requirements

Public Sector organisations are increasingly having to transform their citizen-facing services as cloud-based digital interactions become the norm and citizen expectations soar.

Achieving this external transformation, which nearly always involved the effective deployment of cloud and digital technologies, requires an equivalent internal transformation to the organisation's Operating Model.

Delivering transformational change

Nearly every transformational programme or portfolio will have a significant impact on the Operating Model of an organisation. 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 the business and IT

Many organisations have embraced the principles of Agile but struggle to deliver complex change effectively using Agile delivery models. Our services can be used to define the Operating Model for Agile delivery, empowering Agile teams within clear guardrails and with appropriate governance, reporting and ways of working to ensure successful delivery

Operating Model Definition and Implementation Services

Our Approach

We will typically define a new Operating Model over a six to twelve week engagement, depending on the scale and complexity of the organisation that is in scope.

The following diagram illustrates our approach:

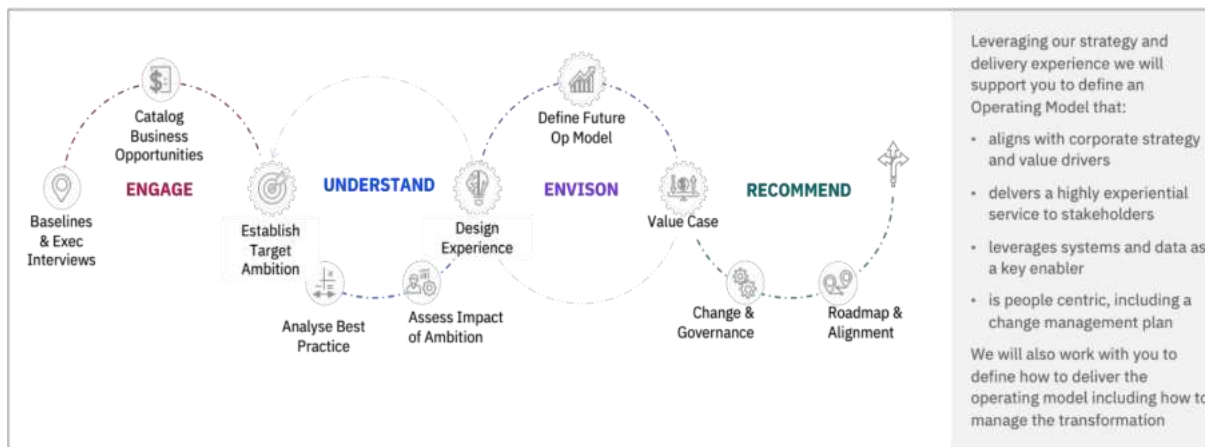


Figure 2: IBM's Operating Model definition approach

Engage Phase

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

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. We also assess the current maturity of the organisation's Operating Model and the impact of its cloud migration strategy.

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 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



Operating Model Definition and Implementation Services

About IBM

Supporting Government

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 business outcomes.

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

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 Generative AI, machine learning, AI applications, data integration and governance, Automation, IoT, cybersecurity and quantum, all 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

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**

IBM