G-Cloud 15

Veran Performance

Product Operating Model

January 2026

CONFIDENTAL

Veran

Product Operating Model

1. Service description

Veran's Product Operating Model service enables the adoption of a Product-centric structure and discipline, transforming culture, capabilities and behaviours to deliver customer outcomes. Embedding effective continuous-improvement capability and future-proofing your department and /or organisation, enabling you to thrive in the digital age and shift from 'project' to 'product'.

Service features

1. Strategic vision and narrative to help change management
2. Target operating model/ organisation design based on best practice
3. Organisation Design
4. Robust governance with agile delivery
5. Implementation plan and support with business case
6. Aligning systems, data, processes and culture to product principles
7. Business, Organization and Cultural Change Management
8. Upskilling colleagues to succeed in product-centric roles
9. Agreement of metrics and KPIs

Service benefits

1. Delivers products or services to employees / customers quicker
2. Increased customer or user satisfaction
3. Better visibility of projects, progress and blockers
4. Increased flexibility, adaptability and responsiveness
5. Clear efficient services with accountable owners that can evolve
6. Cultural shift to Product Orientated teams rather than Project-based
7. Brings cross functional colleagues together to deliver outcomes
8. Improves spend and funding by being much more benefits-led
9. Effective continuous improvement processes, capability & governance embedded

2. Service Constraints

There are no service constraints identified.

3. Reselling

We are not resellers.

4. User Support

Email or ticketing support: You can email your Veran team at any time and we will respond within the same working day.

Phone support: You can call your Veran team for support between 9 and 5pm Monday to Friday and we will respond within the same working day.

Web Chat support: You can use Microsoft Teams or whichever instant or web chat tool we have agreed to use on our engagement between 9 and 5pm Monday to Friday and we will respond within the same working day.

Support levels: Veran is a client-side consultancy providing advice, expertise and people to bolster transformation project teams. We do not provide, host or technically support software. Every client has a dedicated account manager who is responsible for ensuring they get the service, resources and outcomes they need in line with our agreed Statement of Work milestones, timelines and commercials.

Although our official support hours are 9 - 17.30 UK time, our culture is to do what it takes to ensure clients meet project milestones so that often means working together outside of these hours. There is no limit to the number of hours or incidents of support provided and all clients have the personal phone number of their account manager to reach them at any time if needed.

5. Staff security clearance

Staff screening is performed which conforms to BS7858:2019.

6. Government security clearance

If you require it, we will ensure our staff on your contract have the relevant security clearance up to Developed Vetting.

7. Pricing

We offer discounts for educational organisations.

Civil Service Grade	Veran Grade	Maximum onshore day rate	Maximum offshore day rate
AO (Administrative Officer)	Associate Consultant	£400	£200
EO (Executive Officer)	Consultant	£720	£360
HEO (Higher Executive Officer)	Senior Consultant	£1050	£525
SEO (Senior Executive Officer)	Manager	£1300	£650
Grade 7 (G7)	Senior Manager	£1600	£800
Grade 6 (G6)	Principal Consultant	£1900	£950
Senior Civil Service (SCS 1-4)	Transformation Director	£2300	£1150

Why Veran?

Our mission and market position

Veran Performance is a transformation consultancy established in 2012 with a mission to support organisations in **achieving their ambitions to deliver tangible value and outcomes** from their transformation programmes and to be more informed buyers of technology.

Our two founders saw countless organisations invest significantly in technology, only to be ill-prepared for how much work and change their internal teams had to cope with, and disappointed when their new system did not deliver the tangible outcomes and benefits set out in their business case. Our vision is therefore that every organisation, particularly in public sector, has the choice to work with an **independent critical friend who is on their side**, to help them manage the risks, costs and outcomes associated with these complex programmes.

We offer a broad range of services that **translate your challenges and ambitions into what you need from technology vendors and configuration teams** whilst **upskilling your internal colleagues** to build long term sustainable change and capability so you can be self-sufficient, adaptable and able to continuously improve. With over 40 public sector references, we are a **credible, knowledgeable and trusted partner** to support the delivery of large-scale service and platform transformation programmes.

We also provide **expert resources to backfill your teams** so you can manage disruption to BAU operations and put forward your best people on your critical programmes.

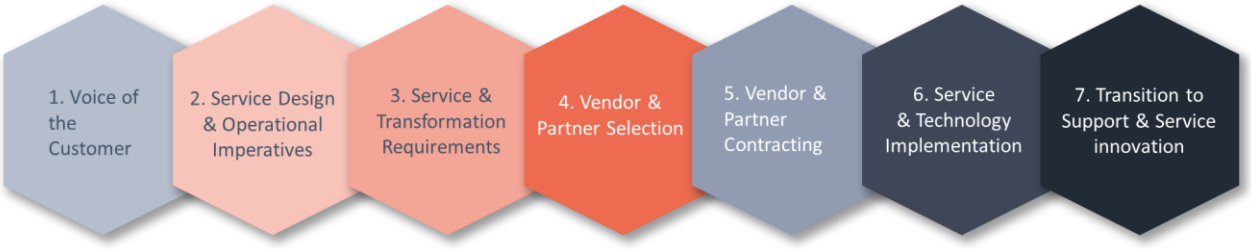
Our values, culture and ways of working

One of the key reasons public sector organisations choose to partner with us for many years is our unique culture and collaborative working style which can be summarised as follows:

In It Together	Do the Right Thing	Easy to Contract with	Make it enjoyable!
We go above and beyond to make you successful; filling capability and capacity gaps to ensure you deliver on time, and we work as one team. There is no 'you' and 'us'.	As we are agnostic and independent, we act in your best interest. We help you challenge and hold your suppliers to account	We are honest and transparent about the costs of transformation and of our support. We therefore do not charge change requests.	Transformation is difficult. Work is evolving. Our people love what they do and our clients say we help their colleagues to develop the capability and passion for change!

Our unique methodologies and toolkits

Veran is well-known in the public sector for delivering rigour, structure and high quality through our 7S™ Methodology. This tried and tested methodology and toolkit guides organisations through seven clearly defined steps, starting with the customer or end user who is at the heart of any transformation.



Veran's 7S™ draws on our 14 years' experience leading digital transformation across some of the largest and most complex public sector organisations and programmes. It encourages a 'business-led' approach to transformation, which ensures that investment in enabling technology is targeted around a clear set of business outcomes and benefits, rather than simply lifting and shifting from one technology platform to another. We bring a **tried and tested optimal blueprint for functional and enterprise service delivery and transformation** that accelerates design and encourages 'adopt not adapt' mindset and standardisation where possible. Our approach is founded on high levels of stakeholder engagement and communication, underpinned by strong programme management and governance.

Our 7S™ methodology has been successfully deployed in many areas of public sector including NHS, Higher Education, Local Government and Central Government. We have one of the UK's largest Change Management capabilities with most of our consultants being PROSCI qualified and having operational and consulting experience of delivering complex change programmes. We support our clients to deliver the business, organisational and cultural change required to deploy Cloud solutions and drive long-term change, using our SaaS Mindset™ to bring to life the changes that new technology will bring and align complex stakeholder landscapes and operating models to the delivery of tangible and long-term benefits.

Clients love that 7S™ gives them

- ✓ Upfront visibility of exactly what workshops we will run and when; with objectives, agenda and recommended attendees
- ✓ Upfront visibility of exactly what deliverables will be produced and when, and how these feed into the wider programme and other suppliers
- ✓ Increased confidence that their technology and partner selection, business case and future design will work and is aligned with best practice
- ✓ Avoidance of reinventing the wheel so their stakeholders can focus on the requirements, outcomes and decisions that are really important and will deliver the most value on the programme

Our experience in Public Sector

Veran has been supporting public sector since 2012 and as individuals, for many more years. Some of our clients include:

Our people and capabilities

Veran is a people business and we are so proud of the culture and team we have created.

Feedback is important to us so we ask for it regularly. This is what our public sector clients said recently:

> ""On behalf of the programme I would like to thank all of our Veran colleagues for their support … [the] team have been **inspirational in driving the change and engagement agenda** in a complex and fast-moving environment with a lot of stakeholders.
>
> The programme has a **high threshold in terms of the quality and cultural fit we expect from our partners** and a number of suppliers have not met that bar and not enjoyed a long relationship. **Full credit to all at Veran for continuing to deliver on both fronts**."

> "The Veran team is **affable, personable, and great to work with** – able to offer advice, support and unlimited time to explain issues. It is clear that **the project would have faltered without Veran**… to which we are very thankful."

> "With the support of the Veran team, we finally feel we are in a good place with the programme and ready to effectively move it forward. It has been a pleasure working with Veran so far and **the Council feel very valued for having what we consider the 'A-team'**."

> "The way and speed at which Veran have understood our (sometimes complex) organisation is impressive and the feedback from the HR professionals that they have engaged with is **nothing but positive**. I think this is largely down to the style of [the] team. **Seeking to understand, offering balanced views, gently nudging us** to a progressive.
>
> One quote from a member of my team that I always remember. 'They are **un-consultancy like and feel more part of our team'** This was meant in a really positive way!!"

Our excellent client feedback is partly due to the following strengths:

- 160+ **permanent transformation consultants** - trained in Veran's methodologies and a close-knit, dedicated team who have worked together to deliver a comprehensive service and set of outcomes for our clients since we were established. Many of our team have worked at Veran since the beginning.
- **Unique balance of operational and consulting experience** – many of our team have worked in industry including public sector. Some of our more experienced hires have joined Veran from reputable consultancy firms, joining Veran to deliver a more client-centric and specialist service and bringing the latest perspective of 'leading practice' and innovation. This team of blended skills has developed our **consulting pathway**, which integrates graduates each year and has produced some of our most successful delivery directors. Our Government clients tell us that this combination of resources means we **quickly build relationships with stakeholders** and draw on previous 'real life' experience to help them align on decisions, manage realistic integrated plans between departments and projects, and provide options where needed rather than a 'one size fits all' approach.
- **Five communities of practice** - Project Delivery, Technology & Data, HR & Payroll, Finance & Procurement, Business and Organisational Change. These communities are responsible for innovation, thought leadership and continuous evolution of our methodologies and toolkits.
- **20,000 strong network & talent pool** – we established a not-for-profit community connecting aspiring and inspiring professionals when we founded Veran. This network connects and coaches the UK's most ambitious People, Organisation & Service professionals and provides us with a vast, engaged talent pool that we draw upon to fulfil our client contracts. This gives us a unique way to grow our team rapidly with people we know and trust.

To see more of the Veran team, our free events and thought leadership, follow us on LinkedIn and visit our website www.veranperformance.com