



Target operating model and organisation design



Let's work together to deliver an operating model that aligns to your wider organisation strategy. Focused on developing your business capabilities to achieve strategic imperatives, we will empower you to maximise value realisation and sustain long-term change.

The challenge

In a hyper-competitive market, an effective operating model is critical to sustaining competitive advantage. However, it is easy for organisations to be sidetracked by business as usual and everyday priorities, and as a result, it's often difficult to take a holistic, strategic view of how operating models directly impact business performance.

To deliver a synthesized operating model, strategic intent needs to be translated into operational capabilities with a focus on people, process and technology. But developing in-house organisation capabilities is only part of the solution, and when developed in a siloed, scattered or shadow fashion, they can in fact inhibit value realisation and hinder an organisation's strength.

If this sounds familiar, you need a transformation partner like CGI that truly understands the critical aspects of effective operating model design.

How we can help

We understand the symptoms of inefficient and misaligned operating models, and turn negative indicators into drivers of positive organisational transformation. We will support you to identify and build the differentiating capabilities your organisation needs to deliver its strategic business outcomes, and empower you to create and sustain a competitive advantage to thrive within your industry.

Often, change is negatively perceived; but we know from experience that people are much more receptive when they are part of the change journey. That is why we put people at the heart of everything we do. We don't enforce change, instead, we engage your people from the outset, helping them to understand your organisation's strengths, weaknesses and needs, and make them vehicles for organisational transformation.



We provide actionable insight using our evidence-based **capability assessments**.



We help deliver robust and effective operating model **transition planning**.



We design detailed **change interventions**, where everyone works together to progress towards goals.



We create cycles of **sustainable change** that build momentum and long-lasting success.

Our approach

- 1 We **conduct a comprehensive capability assessment** around what does and does not work within the context of your industry (including opportunities and threats), and conduct a gap analysis to see how your organisation performs against industry benchmarks.
- 2 Using this, we take a capability-led view to **design a target operating model** that leverages your existing capabilities to deliver greater business performance, cost efficiencies and customer growth. We then have a position from which to develop your targeted capabilities.
- 3 Now having designed your desired state, we will create the actions and outcomes for a **practical transition plan**, including but not limited to:



- **Organisation design**
 - Capability assessments
 - Re-designing your organisational structure
 - Mapping job roles and descriptions to industry job families
- **Governance model**
 - Analysing your existing governance model
 - Designing a model that best aligns with your desired delivery model
 - Identifying the necessary governance interactions and processes to de-risk your organisation
- **Organisational culture**
 - Creating a culture that empowers your employees to deliver the best outcomes
 - Ensuring robust governance does not inhibit creativity and agility
- **Processes**
 - Understanding the key processes to protect during transition
 - Conducting process modelling, optimisation and re-engineering to ensure your new capabilities succeed
- **Measures and motivators**
 - Defining KPIs and reporting mechanisms
 - Analysing your incentive and reward structures for talent attraction and retention
- **Technology toolsets**
 - Assessing the alignment of your technical strategy to your business strategy
 - Fit for purpose technology rationalisation, implementation and adoption

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
After implementing a successful transition plan, we will help you instil the mechanisms to **sustain change**. We will build a continuous improvement culture that empowers and enables your people to identify and deliver initiatives that produce positive outcomes going forward.

The aim is to **embed the transformed operating model and organisation design** into business as usual across your organisation, enabling you to achieve your strategic imperatives and maximise value realisation.

The benefits

Whether you need operating model transformation at an enterprise or business unit level, or require alignment to your wider organisational strategy, our comprehensive approach delivers bespoke results.

We will start a positive cycle of change that builds momentum and enthusiasm across your organisation, facilitating the successful achievement of your goals.

 <p>Increased system and process integration.</p>	 <p>Value realisation and return on investment.</p>
 <p>Improved operational efficiencies for better business performance.</p>	 <p>An aligned business and technology strategy.</p>
 <p>A coordinated governance model enabling a de-risked organisation.</p>	 <p>Enhanced relationships with stakeholders, employees and customers.</p>
 <p>Improved capability and decision-making insights.</p>	 <p>Agility to respond to changing needs and scale growth.</p>

Why CGI?

Our Business Advisory experts provide a positive experience of change, even with complex projects.

Our clients compliment us on how we make their transition from old to new feel 'seamless'. That is because we help people into their new ways of working with care, attention to detail and a strong focus on what is important for them.

Our experience

We have real-world experience of operating model alignment and transformation, as well as organisation design principles. We have defined transition states and delivered change from small projects to large scale transformations, including across organisations and geographies.

Using our expertise, we have created an evidence-based approach that enables us to work in the context of your organisation's specific culture and needs.

About CGI

Insights you can act on

Founded in 1976, CGI is among the largest IT and business consulting services firms in the world.

We are insights-driven and outcomes-based to help accelerate returns on your investments. Across 21 industry sectors in 400 locations worldwide, our 90,000 professionals provide comprehensive, scalable and sustainable IT and business consulting services that are informed globally and delivered locally.

 [Advisory Services](#)

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