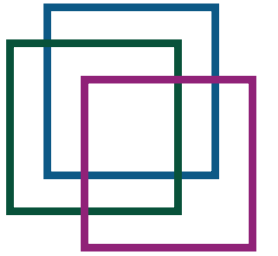


Case Study

Designing the Right Target Operating Model for Your University



SUMS group

Who We Worked With

A mid-sized modern university in the midlands

The Situation

In order to deliver on its commitment to excellence for students, staff and their region, the University had developed a 2025 Strategy. In 2020 they looked for support with an ambitious transformation programme that would help deliver this strategy. The two key components of the programme were data-informed insight, followed by the development of an operating model design which included in-scope all areas of professional services.

What Happened

The SUMS consultants collaborated with key stakeholders across the university. They co-created a vision, strategy and design principles

in support of a future-proofed operating model for professional services. This was informed by diagnostic work which included:

- > quantitative statistical data analysis of the University's performance in comparison with a group of benchmark institutions, broken down to a function-by-function level and visualised through interactive Tableau dashboards
- > in-depth interviews with the Executive Board and professional services directors
- > widespread engagement with university staff
- > best practice principles from other universities (both UK and overseas), the commercial sector, and insight from other SUMS assignments

In developing the Target Operating Model (TOM), the team considered the university's existing services

and customers, its systems and technology landscape, its channels of delivery and the cost benefit of provision. The TOM identified, captured and defined all existing capabilities in professional services and also identified those that would need to stop or change, or which required further investment, in order to translate strategic ambitions into on-the-ground reality.



"The SUMS team was energetic, professional and insightful from the onset of the engagement. Their knowledge of the sector meant we wasted no time briefing them on potential pitfalls and they immediately struck up productive relationships across our senior management cohort. They were keen to inject challenge but responsive to our own requests. We're now taking our operating model forward as part of a broad package of measures to help us thrive in the years ahead."

CHIEF PERFORMANCE OFFICER

UNIVERSITY EXECUTIVE BOARD



Specialists in Higher Education



The consultants delivered a visual representation of how a high performing professional services could function at the university in the future, in addition to a transition plan which, upon implementation, would lead the institution from its current position to its desired future state.

The Difference It Made

SUMS identified and evidenced the potential for multi-million pound cash savings, reduced layers of management hierarchy, improved decision-making (especially through investments in data quality and automation) and more agile organisational structures that sit under appropriate professional leadership. The model identifies all current and future capabilities that need to be present within a modern and flexible professional services base which can meet the demands of the rapidly changing UK HE landscape. The University is taking the proposals forward as part of its broader package of business improvement initiatives.