

target operating model example pdf

target operating model example pdf serves as a crucial resource for organizations aiming to streamline their operations and align their business processes with strategic goals. This article delves into the essential aspects of a target operating model (TOM), illustrating how an example PDF can guide companies in designing and implementing efficient operating frameworks. By exploring the structure, components, and practical applications of a target operating model, readers gain insight into best practices and proven methodologies. Furthermore, the discussion extends to the benefits of using a PDF format for templates and examples, which facilitates easy distribution and customization. Whether a business is undergoing transformation or seeking to optimize performance, understanding a target operating model through detailed examples is invaluable. The following sections provide a comprehensive overview, including definitions, components, sample structures, and tips for utilizing target operating model example PDFs effectively.

- Understanding the Target Operating Model
- Key Components of a Target Operating Model
- Benefits of Using a Target Operating Model Example PDF
- How to Use a Target Operating Model Example PDF
- Sample Structure of a Target Operating Model Example
- Best Practices for Developing a Target Operating Model

Understanding the Target Operating Model

A target operating model (TOM) defines how an organization operates across multiple dimensions to achieve its strategic objectives. It acts as a blueprint that outlines the future state of processes, technology, people, and governance structures. The TOM bridges the gap between strategy formulation and execution, ensuring that operational capabilities are aligned with business goals. A well-designed target operating model enhances efficiency, reduces operational risks, and supports scalability. It provides clarity on roles, responsibilities, and workflows, enabling organizations to adapt quickly to market changes and technological advancements.

Definition and Purpose

The target operating model represents a detailed design of how a business will function to deliver value to customers and stakeholders. It encompasses elements such as organizational structure, business processes, technology platforms, and performance metrics. The primary purpose of a TOM is to enable organizations to transform their current state into a desired future state that supports strategic priorities. This transformation is often complex, involving cross-functional collaboration and change management initiatives.

Relationship to Business Strategy

A target operating model is intrinsically linked to the overarching business strategy. While strategy defines the "what" and "why" of an organization's goals, the TOM focuses on the "how" - the operational means by which these goals are achieved. By translating strategic objectives into actionable operational plans, the TOM ensures consistency and alignment across all levels of the organization. It also highlights gaps in capabilities and resources, guiding investments and improvements.

Key Components of a Target Operating Model

Developing an effective target operating model requires a thorough understanding of its core components. These components collectively provide a holistic view of the organization's operating environment. Each element must be carefully designed to support the desired business outcomes and enhance overall performance.

Processes and Workflows

Processes define the sequence of activities required to deliver products or services. Detailed workflows ensure that tasks are executed efficiently and consistently. In a target operating model, processes are optimized to eliminate redundancies, reduce cycle times, and improve quality. Process standardization is critical, especially for organizations operating in multiple regions or business units.

Organizational Structure

The organizational structure outlines roles, responsibilities, and reporting lines. It determines how teams are organized to support business functions and processes. A TOM typically defines centralized or decentralized structures, decision rights, and governance mechanisms. Clear organizational design facilitates accountability and enhances communication.

Technology and Infrastructure

Technology components include the systems, tools, and platforms that support business operations. The target operating model specifies the technology architecture needed to enable process automation, data management, and integration. Infrastructure considerations cover hardware, network, and security requirements. Modern TOMs often emphasize digital transformation and cloud adoption.

People and Skills

Human resources are vital to operational success. The TOM identifies required skills, competencies, and workforce models. It also addresses training, development, and talent management strategies. Aligning people capabilities with operational needs ensures the organization can execute its

processes effectively.

Governance and Performance Metrics

Governance frameworks establish decision-making protocols, compliance standards, and risk management practices. Performance metrics and key performance indicators (KPIs) enable continuous monitoring and improvement. These mechanisms ensure that the target operating model delivers measurable business value.

Benefits of Using a Target Operating Model Example PDF

Utilizing a target operating model example PDF offers numerous advantages for organizations seeking to design or refine their operating frameworks. The PDF format provides a standardized, easily accessible template that can be customized to specific organizational needs. It serves as a practical reference and a communication tool for stakeholders involved in transformation initiatives.

Accessibility and Ease of Use

PDF documents are widely compatible across devices and platforms, making it simple to share and review target operating model examples. The format preserves layout and design integrity, ensuring that visual elements such as diagrams and charts remain consistent. This consistency supports clearer understanding and better collaboration.

Detailed and Structured Templates

A target operating model example PDF typically includes structured sections covering all key components. These templates guide users through each aspect of the TOM, reducing omissions and promoting thorough analysis. Organizations can adapt the examples to their context without starting from scratch.

Supporting Change Management

Clear documentation of the target operating model facilitates stakeholder engagement and change management. It provides a tangible artifact that communicates the future state and required changes. This transparency helps manage expectations and fosters alignment across business units.

How to Use a Target Operating Model Example PDF

Effectively leveraging a target operating model example PDF involves several steps that ensure the model is relevant and actionable. The document should be integrated into a broader transformation or strategy execution plan.

Assessment of Current State

Before applying the example PDF, conduct a thorough assessment of the current operating model. Identify strengths, weaknesses, and gaps in processes, technology, and organizational capabilities. This baseline informs customization of the target model.

Customization and Adaptation

Modify the example PDF to reflect the organization's unique context, including industry specifics, regulatory requirements, and strategic goals. Adapt process flows, organizational charts, and technology components to ensure practical applicability.

Stakeholder Engagement

Use the PDF model to facilitate workshops and discussions with key stakeholders. Gathering input from various departments ensures the target operating model is comprehensive and realistic. Collaborative development increases buy-in and reduces resistance.

Implementation Planning

Incorporate the target operating model into implementation roadmaps and project plans. Define milestones, responsibilities, and resource requirements based on the model's design. Continuous monitoring and feedback loops help refine the operating model over time.

Sample Structure of a Target Operating Model Example

A well-crafted target operating model example PDF typically follows a logical structure that covers all essential areas. Below is a representative outline illustrating common sections included in such documents.

1. **Executive Summary:** Overview of the purpose, scope, and benefits of the TOM.
2. **Strategic Objectives:** Alignment of the TOM with business goals and vision.
3. **Current State Analysis:** Documentation of existing processes, organization, and technology.
4. **Target Operating Model Design:** Detailed description of future processes, structure, and systems.
5. **People and Capability Requirements:** Identification of skills and workforce plans.
6. **Governance Framework:** Guidelines for decision-making, compliance, and risk management.
7. **Implementation Roadmap:** Timeline and key activities for transitioning to the target model.

8. **Performance Measurement:** KPIs and monitoring mechanisms to ensure success.

Best Practices for Developing a Target Operating Model

Successful development of a target operating model requires adherence to best practices that enhance clarity, feasibility, and sustainability. These practices ensure the TOM effectively supports organizational transformation.

Engage Cross-Functional Teams

Involve representatives from all relevant business units, IT, and support functions. Broad engagement brings diverse perspectives and fosters ownership of the operating model.

Focus on Customer Outcomes

Design processes and structures with the end customer in mind. Understanding customer needs and expectations helps ensure the operating model drives value creation.

Maintain Flexibility

Build adaptability into the model to accommodate future changes in market conditions, technology, or strategy. Avoid overly rigid designs that limit responsiveness.

Use Data-Driven Insights

Leverage analytics and business intelligence to inform decisions about process improvements and resource allocation. Data-driven approaches increase accuracy and effectiveness.

Communicate Clearly and Consistently

Document the target operating model comprehensively and ensure consistent messaging across the organization. Clear communication reduces misunderstandings and facilitates smoother implementation.

Frequently Asked Questions

What is a Target Operating Model (TOM) example PDF?

A Target Operating Model example PDF is a document that illustrates the framework or blueprint an organization uses to align its business processes, technology, and organizational structure to achieve strategic goals. It serves as a reference for designing and implementing the desired future state of operations.

Where can I find a good Target Operating Model example PDF?

Good Target Operating Model example PDFs can be found on consulting firm websites like McKinsey, Deloitte, or PwC, as well as educational platforms like SlideShare, ResearchGate, or industry-specific blogs. Searching for 'Target Operating Model example PDF' on these platforms often yields useful templates and case studies.

What key components are typically included in a Target Operating Model example PDF?

A typical Target Operating Model example PDF includes components such as organizational structure, governance, processes, technology architecture, people and skills, performance metrics, and customer interaction models. These elements collectively describe how the organization will operate in the future state.

How can a Target Operating Model example PDF help in business transformation?

A Target Operating Model example PDF helps businesses by providing a clear visualization of the future operating state, aligning stakeholders on strategic objectives, identifying gaps in current capabilities, and guiding the implementation of changes needed for successful transformation.

Can a Target Operating Model example PDF be customized for different industries?

Yes, Target Operating Model example PDFs can be customized to suit different industries by adapting the components, processes, and technologies to fit specific industry requirements, regulatory environments, and customer expectations.

What are common challenges when using a Target Operating Model example PDF?

Common challenges include ensuring the model accurately reflects the organization's strategic goals, securing stakeholder buy-in, aligning the model with existing capabilities, and effectively communicating the model to all relevant teams for successful implementation.

Are there free Target Operating Model example PDFs available

for download?

Yes, many websites offer free Target Operating Model example PDFs for download. These can be found on educational sites, consulting firms' resource sections, or document-sharing platforms. However, it's important to evaluate the credibility and relevance of these resources before using them.

Additional Resources

1. *Target Operating Model Design: A Practical Guide*

This book offers a comprehensive framework for developing and implementing target operating models (TOM). It covers the principles of aligning business strategy with operating processes and technology. Readers will find practical examples and case studies to guide the transformation journey effectively.

2. *Mastering the Target Operating Model: Strategies for Business Transformation*

Focusing on the strategic aspects of TOM, this book helps leaders understand how to design operating models that drive competitive advantage. It includes insights on governance, organizational structure, and performance measurement to ensure sustainable transformation.

3. *Target Operating Model Examples and Best Practices*

A resource-rich guide featuring a collection of real-world target operating model examples across various industries. The book highlights best practices and common pitfalls, offering readers actionable templates to customize for their own organizations.

4. *Operating Model Canvas: Aligning Business and IT for Success*

This book introduces the Operating Model Canvas as a tool to visualize and design effective TOMs. It emphasizes the critical relationship between business capabilities and IT infrastructure, providing step-by-step instructions and illustrative PDFs for practical use.

5. *Digital Target Operating Models: Transforming Business for the Digital Age*

Exploring the impact of digital technologies on operating models, this book discusses how organizations can adapt their TOMs to thrive in the digital era. It includes frameworks for integrating automation, data analytics, and agile methodologies.

6. *The Target Operating Model Handbook: Templates and Tools*

Designed as a hands-on workbook, this book provides downloadable PDF templates and tools for creating detailed target operating models. It guides users through mapping processes, defining roles, and establishing metrics to track progress.

7. *Effective Target Operating Models for Financial Services*

Tailored to the financial sector, this book explains how to build TOMs that comply with regulatory requirements while enhancing operational efficiency. It offers industry-specific examples and discusses risk management and customer-centric design.

8. *Agile Target Operating Models: Navigating Change in Complex Environments*

This book addresses how to create flexible and adaptive TOMs that support agile business practices. It covers change management, iterative design, and continuous improvement to help organizations respond swiftly to market dynamics.

9. *Building a Target Operating Model: From Concept to Implementation*

A step-by-step guide that walks readers through the entire lifecycle of TOM development, from initial concept to full-scale deployment. The book includes practical advice, sample PDFs, and case studies to ensure successful transformation initiatives.

[Target Operating Model Example Pdf](#)

Target Operating Model Example PDF

"Designing Your Future: A Practical Guide to Target Operating Models"

Contents:

Introduction: Defining Target Operating Models (TOM) and their importance.

Chapter 1: Understanding Your Current State: Assessing your existing organizational structure, processes, and technology.

Chapter 2: Defining Your Future State: Identifying strategic goals and desired outcomes for your TOM.

Chapter 3: Designing the Target Operating Model: Mapping out the ideal organizational structure, processes, and technology. This includes considerations for people, processes, technology, and data.

Chapter 4: Implementation and Transition Planning: Developing a phased rollout plan and change management strategy.

Chapter 5: Measuring Success and Continuous Improvement: Establishing key performance indicators (KPIs) and mechanisms for ongoing monitoring and optimization.

Conclusion: Recap and next steps for successful TOM implementation.

Designing Your Future: A Practical Guide to Target Operating Models

The pursuit of organizational excellence often leads companies to explore and implement a Target Operating Model (TOM). A TOM is a blueprint for how an organization will operate in the future to achieve its strategic goals. It's not just a theoretical exercise; it's a living document that guides decisions, shapes culture, and drives tangible results. This comprehensive guide will walk you through the process of creating and implementing a successful TOM, offering practical examples and actionable advice. Download our accompanying PDF for detailed templates and case studies.

1. Understanding Your Current State: A Foundation for Future Success

Before designing your future, you must thoroughly understand your present. This critical first step

involves a comprehensive assessment of your organization's current operating model. This includes:

Organizational Structure: Analyze your existing hierarchical structure, reporting lines, and departmental silos. Identify bottlenecks, inefficiencies, and areas of overlap. Mapping out your current organizational chart is a crucial first step. Consider using tools like Visio or Lucidchart for this visualization.

Processes: Document your key business processes, identifying pain points and areas for improvement. This might involve process mapping techniques like swim lane diagrams to visualize the flow of work and identify areas of redundancy or delay. Consider using process mining tools to analyze real-world process execution data.

Technology: Evaluate your current technology infrastructure, including hardware, software, and systems integration. Assess whether your technology supports your strategic goals or hinders their achievement. Identify outdated systems or technology gaps.

People: Analyze your workforce, skills, and capabilities. Identify skills gaps and areas where training or recruitment is needed to support your future operating model. This might involve conducting skills gap analyses or using employee surveys.

Data: Assess the quality, accessibility, and usability of your organizational data. Identify data silos and areas where data integration and analytics can improve decision-making. This may involve data audits and data profiling.

This thorough assessment provides a baseline against which you can measure the success of your new TOM. It also highlights areas where immediate improvements can be made, even before the full TOM implementation.

2. Defining Your Future State: Vision and Strategy Alignment

With a clear understanding of your current state, you can now define your desired future state. This involves aligning your TOM with your overall strategic goals. Key questions to answer include:

What are your strategic goals? Clearly define your organization's short-term and long-term objectives. These goals should be SMART (Specific, Measurable, Achievable, Relevant, and Time-bound).

What key performance indicators (KPIs) will measure success? Identify the metrics that will demonstrate progress toward your strategic goals. This might include financial metrics, operational efficiency metrics, customer satisfaction metrics, or employee engagement metrics.

What are the desired outcomes of your TOM? Clearly articulate the improvements you expect to see as a result of implementing your new operating model. This might include increased efficiency, reduced costs, improved customer satisfaction, or enhanced employee engagement.

What are the key changes required? Identify the specific changes to your organizational structure, processes, and technology that are needed to achieve your desired outcomes.

What are the potential risks and challenges? Proactively identify potential obstacles and develop mitigation strategies. This might involve stakeholder analysis to identify potential resistance to change.

Defining your future state requires a collaborative effort involving key stakeholders across the organization. Workshops, brainstorming sessions, and surveys can be valuable tools in this process.

3. Designing the Target Operating Model: Blueprint for the Future

This crucial stage involves translating your future state vision into a concrete blueprint. This blueprint should encompass:

Organizational Structure: Design an organizational structure that aligns with your strategic goals and supports efficient workflow. Consider different organizational structures such as functional, divisional, matrix, or network structures.

Processes: Redesign your key business processes to be more efficient, streamlined, and effective. This may involve process re-engineering, automation, or the adoption of new technologies.

Technology: Identify the technology solutions needed to support your new operating model. This might involve implementing new software, upgrading existing systems, or improving data integration.

People: Define the roles, responsibilities, and skills required to support your new operating model. Develop a plan for talent acquisition, training, and development.

Data: Design a data strategy that ensures data quality, accessibility, and usability. This might involve implementing data governance policies, improving data integration, or investing in data analytics capabilities.

The design phase should be iterative, involving feedback from stakeholders and continuous refinement based on new insights. Consider using visual tools like process maps and organizational charts to communicate the design effectively.

4. Implementation and Transition Planning: A Phased Approach

Implementing a TOM is a complex undertaking requiring a well-defined implementation plan. This plan should:

Develop a phased rollout plan: Break down the implementation into manageable phases, focusing on high-impact areas first.

Establish clear timelines and milestones: Set realistic deadlines and track progress against key milestones.

Identify key stakeholders and their roles: Clearly define the responsibilities of each stakeholder group.

Develop a change management strategy: Address potential resistance to change and ensure that employees are engaged and supported throughout the transition. This involves clear communication, training, and ongoing support.

Develop robust communication channels: Keep stakeholders informed of progress and address any concerns proactively.

Monitor progress and make adjustments as needed: Regularly review the implementation plan and make adjustments as needed based on feedback and performance data.

Effective change management is critical for successful TOM implementation. Addressing concerns, providing training, and celebrating successes are crucial aspects of this process.

5. Measuring Success and Continuous Improvement: Monitoring and Optimization

Once implemented, the TOM requires ongoing monitoring and optimization. This involves:

Establishing key performance indicators (KPIs): Track the KPIs identified during the future state definition phase.

Regularly review performance data: Monitor progress against KPIs and identify areas for improvement.

Conduct regular reviews of the TOM: Assess the effectiveness of the TOM and identify areas where adjustments are needed.

Implement continuous improvement initiatives: Continuously seek ways to improve the efficiency and effectiveness of the TOM.

Utilize feedback mechanisms: Gather feedback from stakeholders to identify areas for improvement.

By continuously monitoring and optimizing the TOM, organizations can ensure that it remains aligned with their strategic goals and delivers long-term value.

Conclusion: Embarking on a Journey of Transformation

Implementing a Target Operating Model is a journey, not a destination. It requires careful planning, strong leadership, and a commitment to continuous improvement. By following the steps outlined in this guide, your organization can design a future state operating model that drives efficiency, innovation, and sustained success. Download our accompanying PDF for detailed templates and case studies to guide your journey.

FAQs

1. What is the difference between a Target Operating Model and a Business Process Re-engineering? A TOM is a holistic view of the entire organization, encompassing structure, processes, technology, and people, while Business Process Re-engineering focuses specifically on improving individual processes.

2. How long does it take to implement a Target Operating Model? The timeframe varies greatly depending on the size and complexity of the organization, but it can range from several months to

several years.

3. What is the role of leadership in TOM implementation? Leadership is crucial for providing vision, direction, and resources. They need to champion the change and ensure buy-in from all stakeholders.
4. What are the key challenges in TOM implementation? Common challenges include resistance to change, lack of resources, insufficient stakeholder engagement, and inadequate change management processes.
5. How can I measure the success of my TOM? Measure success by tracking the KPIs defined during the design phase, such as efficiency gains, cost reductions, and improved customer satisfaction.
6. What technology can support TOM implementation? Various technologies can support TOM implementation, including process mining tools, BPM software, and data analytics platforms.
7. How do I ensure buy-in from stakeholders? Ensure buy-in through transparent communication, active stakeholder engagement, and addressing concerns proactively.
8. What are the benefits of having a well-defined TOM? Benefits include improved efficiency, reduced costs, enhanced agility, increased customer satisfaction, and improved employee engagement.
9. Can a small business benefit from a TOM? Even small businesses can benefit from a TOM, albeit on a smaller scale, to streamline operations and improve efficiency.

Related Articles:

1. Developing a Robust Change Management Strategy for TOM Implementation: This article explores the critical role of change management in successful TOM implementation, offering practical strategies for managing resistance and ensuring employee buy-in.
2. Process Mapping Techniques for Optimizing Business Processes: This article details various process mapping techniques and their application in identifying and resolving process inefficiencies within a TOM framework.
3. The Importance of Data Analytics in a Target Operating Model: This article discusses the vital role of data analytics in informing decisions, monitoring performance, and driving continuous improvement within the TOM.
4. Choosing the Right Organizational Structure for Your TOM: This article explores different organizational structures and helps you select the structure that best aligns with your strategic goals.
5. Automating Business Processes for Enhanced Efficiency: This article focuses on automating business processes within the TOM context, detailing the benefits and implementation considerations.

6. Building a Strong Data Governance Framework for your TOM: This article explores the importance of data governance in ensuring data quality, accessibility, and security within the TOM framework.
7. Measuring and Monitoring the Success of Your TOM: This article provides a detailed guide to measuring and monitoring KPIs to track the progress and success of your TOM.
8. Overcoming Common Challenges in TOM Implementation: This article identifies common challenges and provides practical solutions to overcome obstacles during TOM implementation.
9. Case Studies: Successful TOM Implementations in Different Industries: This article presents case studies of successful TOM implementations in various industries, providing real-world examples and lessons learned.

target operating model example pdf: Operating Model Canvas (OMC) Mark Lancelott, Mikel Gutierrez, Andrew Campbell, 2017-03-16 The journey from strategy to operating success depends on creating an organization that can deliver the chosen strategy. This book, explaining the Operating Model Canvas, shows you how to do this. It teaches you how to define the main work processes, choose an organization structure, develop a high-level blueprint of the IT systems, decide where to locate and how to lay out floor plans, set up relationships with suppliers and design a management system and scorecard with which to run the new organization. The Operating Model Canvas helps you to create a target operating model aligned to your strategy. The book contains more than 20 examples ranging from large multi-nationals to government departments to small charities and from an operating model for a business to an operating model for a department of five people. The book describes more than 15 tools, including new tools such as the value chain map, the organization model and the high-level IT blueprint. Most importantly, the book contains two fully worked examples showing how the tools can be used to develop a new operating model. This book should be on the desk of every consultant, every strategist, every leader of transformation, every functional business partner, every business or enterprise architect, every Lean expert or business improvement champion, in fact everyone who wants to help their organization be successful. For trainers free additional material of this book is available. This can be found under the Training Material tab. Log in with your trainer account to access the material. Additional content can be found on the website for the Operational Model Canvas: <https://www.operatingmodelcanvas.com>

target operating model example pdf: Enterprise Architecture as Strategy Jeanne W. Ross, Peter Weill, David Robertson, 2006 Enterprise architecture defines a firm's needs for standardized tasks, job roles, systems, infrastructure, and data in core business processes. This book explains enterprise architecture's vital role in enabling - or constraining - the execution of business strategy. It provides frameworks, case examples, and more.

target operating model example pdf: Business Model Innovation Constantinos Markides, 2023-06-29 Digital technologies have allowed for the proliferation of new business models, something that has attracted the attention of academic research. Much of this research has focused on (i) understanding what a business model is and its theoretical connection to the concept of strategy, and (ii) exploring what business model innovation is and what its sources and outcomes are. Less work has gone into studying the issues that established firms face in business model innovation - such as how to respond to the arrival of a disruptive business model in one's industry, or how to compete with dual business models or how to migrate from one business model to another. This Element approaches the topic of business model innovation from the perspective of the established firm and examines the unique strategic and organizational issues that big, established companies face when a new business model enters their markets.

target operating model example pdf: The Greenhouse Gas Protocol , 2004 The GHG

Protocol Corporate Accounting and Reporting Standard helps companies and other organizations to identify, calculate, and report GHG emissions. It is designed to set the standard for accurate, complete, consistent, relevant and transparent accounting and reporting of GHG emissions.

target operating model example pdf: RESTART Sustainable Business Model Innovation Sveinung Jørgensen, Lars Jacob Tynes Pedersen, 2018-07-31 Taking the business model as point of departure, this open access book explores how companies and organizations can contribute to a more sustainable future by designing innovative models that are both sustainable and profitable. Based upon years of research, it draws together theoretical foundations and existing literature on the topic of sustainable business alongside case studies and practical solutions. After examining the theoretical foundations of sustainable business model innovation, the authors present their own framework – RESTART. Consisting of seven factors, this framework can be the basis for restarting any business model. The final section outlines a research agenda for sustainable business informed by the perspectives and frameworks put forward in this book.

target operating model example pdf: Business Process Management Design Guide: Using IBM Business Process Manager Dr. Ali Arsanjani, Nakul Bharade, Magnus Borgenstrand, Philipp Schume, J. Keith Wood, Vyacheslav Zheltonogov, IBM Redbooks, 2015-04-27 IBM® Business Process Manager (IBM BPM) is a comprehensive business process management (BPM) suite that provides visibility and management of your business processes. IBM BPM supports the whole BPM lifecycle approach: Discover and document Plan Implement Deploy Manage Optimize Process owners and business owners can use this solution to engage directly in the improvement of their business processes. IBM BPM excels in integrating role-based process design, and provides a social BPM experience. It enables asset sharing and creating versions through its Process Center. The Process Center acts as a unified repository, making it possible to manage changes to the business processes with confidence. IBM BPM supports a wide range of standards for process modeling and exchange. Built-in analytics and search capabilities help to further improve and optimize the business processes. This IBM Redbooks® publication provides valuable information for project teams and business people that are involved in projects using IBM BPM. It describes the important design decisions that you face as a team. These decisions invariably have an effect on the success of your project. These decisions range from the more business-centric decisions, such as which should be your first process, to the more technical decisions, such as solution analysis and architectural considerations.

target operating model example pdf: Business Model Pioneers Kai-Ingo Voigt, Oana Buliga, Kathrin Michl, 2016-07-28 Business model innovations are conceived and implemented by a special type of entrepreneur: business model pioneers. This book presents 14 compelling case studies of business model pioneers and their companies, who have successfully introduced new business ideas to the market. The examples range from industries such as retail, media and entertainment to services and industrial projects. For each example, the book provides information on the market environment at the time of launch and illustrates the driving forces behind these business models. Moreover, current market developments are highlighted and linked to the evolution of the business models. Lastly, the authors present the profile of a typical business model pioneer.

target operating model example pdf: Business Model Management Bernd W. Wirtz, 2020-09-30 “How are business models purposeful designed and structured? How can the models be implemented professionally and managed successfully and sustainably? In what ways can existing business models be adapted to the constantly changing conditions? In this clearly structured reference work, Bernd W. Wirtz gives an answer to all these issues and provides the reader with helpful guidance. Although, ‘Business Model Management’ is first and foremost a scientific reference book, which comprehensively addresses the theory of business models, with his book Bernd W. Wirtz also turns to practitioners. Not least, the many clearly analyzed case studies of companies in different industries contribute to this practical relevance. My conclusion: ‘Business Model Management’ is an informative and worthwhile read, both for students of business

administration as a textbook as well as for experienced strategists and decision makers in the company as a fact-rich, practical compendium." Matthias Müller, Chief Executive Officer Porsche AG (2010-2015), Chief Executive Officer (2015-2018) Volkswagen AG "In dynamic and complex markets a well thought out business model can be a critical factor for the success of a company. Bernd Wirtz vividly conveys how business models can be employed for strategic competition and success analysis. He structures and explains the major theoretical approaches in the literature and practical solutions in an easy and understandable way. Numerous examples from business practice highlight the importance of business models in the context of strategic management. The book has the potential to become a benchmark on the topic business models in the German-speaking world." Hermann-Josef Lamberti, Member of the Board Deutsche Bank AG 1999-2012/ Member of the Board of Directors, Airbus Group "The business environment has become increasingly complex. Due to changing conditions, the executive board of a company is confronted with growing challenges and increasing uncertainty. Thus, a holistic understanding of the corporate production and performance systems is becoming more and more important. At this point, Bernd W. Wirtz introduces and presents the concept of the structured discussion of the own business model. Business models present operational service processes in aggregated form. This holistic approach channels the attention of management, supports a sound understanding of relationships and facilitates the adaption of the business to changing conditions. The management of business models is thus an integrated management concept. Through the conceptual presentation of complex issues the author makes a valuable contribution to the current literature. In particular, the referenced case studies from various industries make the book clear and very applicable to practice." Dr. Lothar Steinebach, Member of the Board, Henkel AG 2007-2012/ Supervisory Board, ThyssenKrupp AG

target operating model example pdf: Target Operating Model A Complete Guide - 2020 Edition Gerardus Blokdyk, 2019-09-06 What technologies can improve customer sales? Have any weaknesses, not yet remediated, related to any of the systems part of or supporting your organization been identified by your organization? What are the most relevant metrics for measuring the effectiveness of your operating model? What partnership opportunities have been presented to you or exist in your area? How are you securing new technology adoption and managing vulnerability with your legacy technology? Defining, designing, creating, and implementing a process to solve a challenge or meet an objective is the most valuable role... In EVERY group, company, organization and department. Unless you are talking a one-time, single-use project, there should be a process. Whether that process is managed and implemented by humans, AI, or a combination of the two, it needs to be designed by someone with a complex enough perspective to ask the right questions. Someone capable of asking the right questions and step back and say, 'What are we really trying to accomplish here? And is there a different way to look at it?' This Self-Assessment empowers people to do just that - whether their title is entrepreneur, manager, consultant, (Vice-)President, CxO etc... - they are the people who rule the future. They are the person who asks the right questions to make Target Operating Model investments work better. This Target Operating Model All-Inclusive Self-Assessment enables You to be that person. All the tools you need to an in-depth Target Operating Model Self-Assessment. Featuring 947 new and updated case-based questions, organized into seven core areas of process design, this Self-Assessment will help you identify areas in which Target Operating Model improvements can be made. In using the questions you will be better able to: - diagnose Target Operating Model projects, initiatives, organizations, businesses and processes using accepted diagnostic standards and practices - implement evidence-based best practice strategies aligned with overall goals - integrate recent advances in Target Operating Model and process design strategies into practice according to best practice guidelines Using a Self-Assessment tool known as the Target Operating Model Scorecard, you will develop a clear picture of which Target Operating Model areas need attention. Your purchase includes access details to the Target Operating Model self-assessment dashboard download which gives you your dynamically prioritized projects-ready tool and shows your organization exactly what to do next. You will receive the following contents with New and Updated specific criteria: - The

latest quick edition of the book in PDF - The latest complete edition of the book in PDF, which criteria correspond to the criteria in... - The Self-Assessment Excel Dashboard - Example pre-filled Self-Assessment Excel Dashboard to get familiar with results generation - In-depth and specific Target Operating Model Checklists - Project management checklists and templates to assist with implementation INCLUDES LIFETIME SELF ASSESSMENT UPDATES Every self assessment comes with Lifetime Updates and Lifetime Free Updated Books. Lifetime Updates is an industry-first feature which allows you to receive verified self assessment updates, ensuring you always have the most accurate information at your fingertips.

target operating model example pdf: Fit for Growth Vinay Couto, John Plansky, Deniz Caglar, 2017-01-10 A practical approach to business transformation Fit for Growth* is a unique approach to business transformation that explicitly connects growth strategy with cost management and organization restructuring. Drawing on 70-plus years of strategy consulting experience and in-depth research, the experts at PwC's Strategy& lay out a winning framework that helps CEOs and senior executives transform their organizations for sustainable, profitable growth. This approach gives structure to strategy while promoting lasting change. Examples from Strategy&'s hundreds of clients illustrate successful transformation on the ground, and illuminate how senior and middle managers are able to take ownership and even thrive during difficult periods of transition. Throughout the Fit for Growth process, the focus is on maintaining consistent high-value performance while enabling fundamental change. Strategy& has helped major clients around the globe achieve significant and sustained results with its research-backed approach to restructuring and cost reduction. This book provides practical guidance for leveraging that expertise to make the choices that allow companies to: Achieve growth while reducing costs Manage transformation and transition productively Create lasting competitive advantage Deliver reliable, high-value performance Sustainable success is founded on efficiency and high performance. Companies are always looking to do more with less, but their efforts often work against them in the long run. Total business transformation requires total buy-in, and it entails a series of decisions that must not be made lightly. The Fit for Growth approach provides a clear strategy and practical framework for growth-oriented change, with expert guidance on getting it right. *Fit for Growth is a registered service mark of PwC Strategy& Inc. in the United States

target operating model example pdf: Fundamentals of Business Process Management Marlon Dumas, Marcello La Rosa, Jan Mendling, Hajo A. Reijers, 2018-03-23 This textbook covers the entire Business Process Management (BPM) lifecycle, from process identification to process monitoring, covering along the way process modelling, analysis, redesign and automation. Concepts, methods and tools from business management, computer science and industrial engineering are blended into one comprehensive and inter-disciplinary approach. The presentation is illustrated using the BPMN industry standard defined by the Object Management Group and widely endorsed by practitioners and vendors worldwide. In addition to explaining the relevant conceptual background, the book provides dozens of examples, more than 230 exercises - many with solutions - and numerous suggestions for further reading. This second edition includes extended and completely revised chapters on process identification, process discovery, qualitative process analysis, process redesign, process automation and process monitoring. A new chapter on BPM as an enterprise capability has been added, which expands the scope of the book to encompass topics such as the strategic alignment and governance of BPM initiatives. The textbook is the result of many years of combined teaching experience of the authors, both at the undergraduate and graduate levels as well as in the context of professional training. Students and professionals from both business management and computer science will benefit from the step-by-step style of the textbook and its focus on fundamental concepts and proven methods. Lecturers will appreciate the class-tested format and the additional teaching material available on the accompanying website.

target operating model example pdf: Sustainable Business Models Adam Jabłoński, 2019-01-25 This book is a printed edition of the Special Issue Sustainable Business Models that was published in Sustainability

target operating model example pdf: Discrete Choice Methods with Simulation Kenneth Train, 2009-07-06 This book describes the new generation of discrete choice methods, focusing on the many advances that are made possible by simulation. Researchers use these statistical methods to examine the choices that consumers, households, firms, and other agents make. Each of the major models is covered: logit, generalized extreme value, or GEV (including nested and cross-nested logits), probit, and mixed logit, plus a variety of specifications that build on these basics. Simulation-assisted estimation procedures are investigated and compared, including maximum simulated likelihood, method of simulated moments, and method of simulated scores. Procedures for drawing from densities are described, including variance reduction techniques such as antithetics and Halton draws. Recent advances in Bayesian procedures are explored, including the use of the Metropolis-Hastings algorithm and its variant Gibbs sampling. The second edition adds chapters on endogeneity and expectation-maximization (EM) algorithms. No other book incorporates all these fields, which have arisen in the past 25 years. The procedures are applicable in many fields, including energy, transportation, environmental studies, health, labor, and marketing.

target operating model example pdf: Why Business Models Matter Joan Magretta, Harvard Business School, 2002

target operating model example pdf: The Business Analysis Handbook Helen Winter, 2019-09-03 FINALIST: Business Book Awards 2020 - Specialist Book Category FINALIST: PMI UK National Project Awards 2019 - Project Management Literature Category The business analyst role can cover a wide range of responsibilities, including the elicitation and documenting of business requirements, upfront strategic work, design and implementation phases. Typical difficulties faced by analysts include stakeholders who disagree or don't know their requirements, handling estimates and project deadlines that conflict, and what to do if all the requirements are top priority. The Business Analysis Handbook offers practical solutions to these and other common problems which arise when uncovering requirements or conducting business analysis. Getting requirements right is difficult; this book offers guidance on delivering the right project results, avoiding extra cost and work, and increasing the benefits to the organization. The Business Analysis Handbook provides an understanding of the analyst role and the soft skills required, and outlines industry standard tools and techniques with guidelines on their use to suit the most appropriate situations. Covering numerous techniques such as Business Process Model and Notation (BPMN), use cases and user stories, this essential guide also includes standard templates to save time and ensure nothing important is missed.

target operating model example pdf: Traction Gino Wickman, 2012-04-03 OVER 1 MILLION COPIES SOLD! Do you have a grip on your business, or does your business have a grip on you? All entrepreneurs and business leaders face similar frustrations—personnel conflict, profit woes, and inadequate growth. Decisions never seem to get made, or, once made, fail to be properly implemented. But there is a solution. It's not complicated or theoretical. The Entrepreneurial Operating System® is a practical method for achieving the business success you have always envisioned. More than 80,000 companies have discovered what EOS can do. In Traction, you'll learn the secrets of strengthening the six key components of your business. You'll discover simple yet powerful ways to run your company that will give you and your leadership team more focus, more growth, and more enjoyment. Successful companies are applying Traction every day to run profitable, frustration-free businesses—and you can too. For an illustrative, real-world lesson on how to apply Traction to your business, check out its companion book, Get A Grip.

target operating model example pdf: Model Rules of Professional Conduct American Bar Association. House of Delegates, Center for Professional Responsibility (American Bar Association), 2007 The Model Rules of Professional Conduct provides an up-to-date resource for information on legal ethics. Federal, state and local courts in all jurisdictions look to the Rules for guidance in solving lawyer malpractice cases, disciplinary actions, disqualification issues, sanctions questions and much more. In this volume, black-letter Rules of Professional Conduct are followed by numbered Comments that explain each Rule's purpose and provide suggestions for its practical application.

The Rules will help you identify proper conduct in a variety of given situations, review those instances where discretionary action is possible, and define the nature of the relationship between you and your clients, colleagues and the courts.

target operating model example pdf: *Managing IT Outsourcing* Erik Beulen, Pieter Ribbers, Jan Roos, 2011 This newly revised edition of *Managing IT Outsourcing* presents the latest theory, research and practice in this fast-changing field to explore how information outsourcing partnerships can be managed successfully.

target operating model example pdf: *Leading Organizations* Scott Keller, Mary Meaney, 2017-04-24 The guide for all leaders and senior managers, offering the answers to critical questions on organizational design and management. Every year, over 10,000 business books are published-and that's before you add in the hundreds of thousands of articles, blogs, and video lectures that are produced. Leaders can't possibly hope to digest it all, and writers increasingly sensationalize and spin their ideas in order to be noticed. The result? Put quite simply, the field of management thinking is in danger of losing the plot. In this new book, Scott Keller and Mary Meaney-Senior Partners at McKinsey & Company, the world's preeminent management consultancy-cut to the chase by answering the 10 most important and timeless questions that every leader needs to answer in order to maximize the performance and health of their organization. What's more, the authors recognize that great leaders may not have time for long-winded business books. In *Leading Organizations*, answers are kept to the essentials-hard facts, counter-intuitive insights, and practical steps-all presented in an accessible and highly visual format. If there's one essential business book you should read-ever-it's this one.

target operating model example pdf: *Business Model Generation* Alexander Osterwalder, Yves Pigneur, 2013-02-01 *Business Model Generation* is a handbook for visionaries, game changers, and challengers striving to defy outmoded business models and design tomorrow's enterprises. If your organization needs to adapt to harsh new realities, but you don't yet have a strategy that will get you out in front of your competitors, you need *Business Model Generation*. Co-created by 470 *Business Model Canvas* practitioners from 45 countries, the book features a beautiful, highly visual, 4-color design that takes powerful strategic ideas and tools, and makes them easy to implement in your organization. It explains the most common *Business Model* patterns, based on concepts from leading business thinkers, and helps you reinterpret them for your own context. You will learn how to systematically understand, design, and implement a game-changing business model-or analyze and renovate an old one. Along the way, you'll understand at a much deeper level your customers, distribution channels, partners, revenue streams, costs, and your core value proposition. *Business Model Generation* features practical innovation techniques used today by leading consultants and companies worldwide, including 3M, Ericsson, Capgemini, Deloitte, and others. Designed for doers, it is for those ready to abandon outmoded thinking and embrace new models of value creation: for executives, consultants, entrepreneurs, and leaders of all organizations. If you're ready to change the rules, you belong to the business model generation!

target operating model example pdf: *Mastering Archimate Edition III* Gerben Wierda, 2017-08-24 Third edition of the much praised introduction and in-depth book that teaches the leading enterprise architecture modeling language ArchiMate 3. Includes explanations for many subjects that are modeled, such as SOA/API, ESB, Bitcoin/blockchain, Infrastructure as Code, etc. Also contains a BPMN primer. With 380 diagrams.

target operating model example pdf: *Managing Global Development Risk* James M. Hussey, Steven E. Hall, 2007-11-01 While global sourcing has expanded dramatically in terms of activities, consistent challenges remain for organizations that choose such a business decision. These challenges include maximizing the opportunity afforded by globalization, fully realizing potential gains, and managing the risks inherent to global development. In addition, while companies continue to start or expand their use of global resources, little is being done to help project managers, business analysts, architects, and others succeed in this new environment. Built upon real-world experiences, *Managing Global Development Risk* provides the tools, techniques, and knowledge

necessary to achieve project success with offshore resources. By reading and utilizing the templates within this book, you will acquire: Knowledge of project management principles and their application, Understanding of software development processes and their application, Insight into the diverse personalities within your global development team and the appropriate management and communications style to achieve success. Awareness of cultural issues and mannerisms that will enhance your ability to guide your team To fully realize the benefits of global development, a proper mix of local and offshore resources is essential. This book is an important tool that can help you gain the necessary competency and expand your skills in this critical area.

target operating model example pdf: The R Book Michael J. Crawley, 2007-06-13 The high-level language of R is recognized as one of the most powerful and flexible statistical software environments, and is rapidly becoming the standard setting for quantitative analysis, statistics and graphics. R provides free access to unrivalled coverage and cutting-edge applications, enabling the user to apply numerous statistical methods ranging from simple regression to time series or multivariate analysis. Building on the success of the author's bestselling *Statistics: An Introduction using R*, *The R Book* is packed with worked examples, providing an all inclusive guide to R, ideal for novice and more accomplished users alike. The book assumes no background in statistics or computing and introduces the advantages of the R environment, detailing its applications in a wide range of disciplines. Provides the first comprehensive reference manual for the R language, including practical guidance and full coverage of the graphics facilities. Introduces all the statistical models covered by R, beginning with simple classical tests such as chi-square and t-test. Proceeds to examine more advanced methods, from regression and analysis of variance, through to generalized linear models, generalized mixed models, time series, spatial statistics, multivariate statistics and much more. *The R Book* is aimed at undergraduates, postgraduates and professionals in science, engineering and medicine. It is also ideal for students and professionals in statistics, economics, geography and the social sciences.

target operating model example pdf: *Leading Organization Design* Gregory Kesler, Amy Kates, 2010-11-02 Praise for *Leading Organization Design* Sheds light on the challenges of organization design in a complex enterprise and more importantly provides an insightful and practical roadmap for business decisions. Randy MacDonald, SVP, human resources, IBM Designing organizations for performance can be a daunting task. Kesler and Kates have done an admirable job distilling the inherent complexity of the design process into manageable parts that can yield tangible results. *Leading Organization Design* provides an essential hands-on roadmap for any business leader who wants to master this topic. Robert Simons, Charles M. Williams Professor of Business Administration, Harvard Business School Kesler and Kates have encapsulated their wealth of knowledge and practical experience into an updated model on organizational design that will become a new primer on the subject. Neville Isdell, retired chairman and CEO, The Coca-Cola Company In today's world of global business, organizational design is a critical piece of long-term success. Kesler and Kates have captured multiple approaches to optimize global opportunities, while highlighting some of the keys to managing through organizational transition. A great read for today's global business leaders. Charles Denson, president, Nike Brand *Leading Organization Design* has some unique features that make it valuable. It is one of the few and certainly only recent books to take us through an explicit process to design modern organizations. This is accomplished with the five-milestone process. The process is not a simple cookbook. Indeed, the authors have achieved a balance between process and content. In so doing, Kesler and Kates show us what to do as well as how to do it. Jay Galbraith, from the Foreword

target operating model example pdf: Operations Strategy Nigel Slack, Michael Lewis, 2008 This book provides a treatment of operations strategy which is clear and well structured, and seeks to apply some of the ideas of operations strategy to a variety of businesses and organisations.

target operating model example pdf: An Introduction to Stochastic Modeling Howard M. Taylor, Samuel Karlin, 2014-05-10 *An Introduction to Stochastic Modeling* provides information pertinent to the standard concepts and methods of stochastic modeling. This book presents the rich

diversity of applications of stochastic processes in the sciences. Organized into nine chapters, this book begins with an overview of diverse types of stochastic models, which predicts a set of possible outcomes weighed by their likelihoods or probabilities. This text then provides exercises in the applications of simple stochastic analysis to appropriate problems. Other chapters consider the study of general functions of independent, identically distributed, nonnegative random variables representing the successive intervals between renewals. This book discusses as well the numerous examples of Markov branching processes that arise naturally in various scientific disciplines. The final chapter deals with queueing models, which aid the design process by predicting system performance. This book is a valuable resource for students of engineering and management science. Engineers will also find this book useful.

target operating model example pdf: *Applied Predictive Modeling* Max Kuhn, Kjell Johnson, 2013-05-17 *Applied Predictive Modeling* covers the overall predictive modeling process, beginning with the crucial steps of data preprocessing, data splitting and foundations of model tuning. The text then provides intuitive explanations of numerous common and modern regression and classification techniques, always with an emphasis on illustrating and solving real data problems. The text illustrates all parts of the modeling process through many hands-on, real-life examples, and every chapter contains extensive R code for each step of the process. This multi-purpose text can be used as an introduction to predictive models and the overall modeling process, a practitioner's reference handbook, or as a text for advanced undergraduate or graduate level predictive modeling courses. To that end, each chapter contains problem sets to help solidify the covered concepts and uses data available in the book's R package. This text is intended for a broad audience as both an introduction to predictive models as well as a guide to applying them. Non-mathematical readers will appreciate the intuitive explanations of the techniques while an emphasis on problem-solving with real data across a wide variety of applications will aid practitioners who wish to extend their expertise. Readers should have knowledge of basic statistical ideas, such as correlation and linear regression analysis. While the text is biased against complex equations, a mathematical background is needed for advanced topics.

target operating model example pdf: *Command Of The Air* General Giulio Douhet, 2014-08-15 In the pantheon of air power spokesmen, Giulio Douhet holds center stage. His writings, more often cited than perhaps actually read, appear as excerpts and aphorisms in the writings of numerous other air power spokesmen, advocates-and critics. Though a highly controversial figure, the very controversy that surrounds him offers to us a testimonial of the value and depth of his work, and the need for airmen today to become familiar with his thought. The progressive development of air power to the point where, today, it is more correct to refer to aerospace power has not outdated the notions of Douhet in the slightest. In fact, in many ways, the kinds of technological capabilities that we enjoy as a global air power provider attest to the breadth of his vision. Douhet, together with Hugh "Boom" Trenchard of Great Britain and William "Billy" Mitchell of the United States, is justly recognized as one of the three great spokesmen of the early air power era. This reprint is offered in the spirit of continuing the dialogue that Douhet himself so perceptively began with the first edition of this book, published in 1921. Readers may well find much that they disagree with in this book, but also much that is of enduring value. The vital necessity of Douhet's central vision-that command of the air is all important in modern warfare-has been proven throughout the history of wars in this century, from the fighting over the Somme to the air war over Kuwait and Iraq.

target operating model example pdf: *The Design of Business* Roger L. Martin, 2009 Most companies today have innovation envy. Many make genuine efforts to be innovative: they spend on R & D, bring in creative designers, hire innovation consultants; but they still get disappointing results. Roger Martin argues that to innovate and win, companies need 'design thinking'.

target operating model example pdf: *International Convergence of Capital Measurement and Capital Standards*, 2004

target operating model example pdf: *Place to Space* Peter Weill, Michael Vitale, 2001-05-28 *Place to Space* is the essential e-business playbook that will give leaders the insight and confidence

they need to operate successfully in both place and space. The book explains how traditional companies can adapt their bricks-and-mortar legacies to complement and bolster their online ventures. Based on extensive research into dozens of e-business initiatives, this book provides the first systematic, practical analysis of eight viable e-business models; an adaptable hybrid model for competing against online pure plays; and revolutionary schematic tools for analyzing current business models and evaluating promising new web initiatives. Through illuminating case studies of Lonely Planet, General Electric, CDNow, Reuters, and others, the authors show how each model works in practice--from how it makes money to the core competencies and critical factors required to implement it.

target operating model example pdf: Doing Agile Right Darrell Rigby, Sarah Elk, Steve Berez, 2020-05-26 Agile has the power to transform work--but only if it's implemented the right way. For decades business leaders have been painfully aware of a huge chasm: They aspire to create nimble, flexible enterprises. But their day-to-day reality is silos, sluggish processes, and stalled innovation. Today, agile is hailed as the essential bridge across this chasm, with the potential to transform a company and catapult it to the head of the pack. Not so fast. In this clear-eyed, indispensable book, Bain & Company thought leader Darrell Rigby and his colleagues Sarah Elk and Steve Berez provide a much-needed reality check. They dispel the myths and misconceptions that have accompanied agile's rise to prominence--the idea that it can reshape an organization all at once, for instance, or that it should be used in every function and for all types of work. They illustrate that agile teams can indeed be powerful, making people's jobs more rewarding and turbocharging innovation, but such results are possible only if the method is fully understood and implemented the right way. The key, they argue, is balance. Every organization must optimize and tightly control some of its operations, and at the same time innovate. Agile, done well, enables vigorous innovation without sacrificing the efficiency and reliability essential to traditional operations. The authors break down how agile really works, show what not to do, and explain the crucial importance of scaling agile properly in order to reap its full benefit. They then lay out a road map for leading the transition to a truly agile enterprise. Agile isn't a goal in itself; it's a means to becoming a high-performance operation. *Doing Agile Right* is a must-have guide for any company trying to make the transition--or trying to sustain high agility.

target operating model example pdf: Data-driven Organization Design Rupert Morrison, 2015-10-03 SHORTLISTED: CMI Management Book of the Year 2017 - Management Futures Category Data is changing the nature of competition. Making sense of it is tough; taking advantage of it is even tougher. There is a clear business opportunity for organizations to use data and analytics to transform business performance. *Data-driven Organization Design* provides a practical framework for HR and organization design practitioners to build a baseline of data, set objectives, carry out fixed and dynamic process design, map competencies, and right-size the organization so everyone performs to their potential and organizations have a hope of getting and sustaining a competitive edge. *Data-driven Organization Design* shows how to collect the right data on organizations, present it meaningfully and ask the right questions of it to help complex, fluid organizations constantly evolve and meet moving objectives. Through the use of case studies, practical tips, and sample exercises, it explains in detail how to use data and analytics to connect all the elements of the system so you can design an environment for people to perform, an organization which has the right people, in the right place, doing the right things, at the right time. Whether you are looking to implement a long-term transformation, large redesign, or a one-off small scale project, *Data-driven Organization Design* will guide you through making the most of organizational data and analytics to drive business performance.

target operating model example pdf: Why Startups Fail Tom Eisenmann, 2021-03-30 If you want your startup to succeed, you need to understand why startups fail. "Whether you're a first-time founder or looking to bring innovation into a corporate environment, *Why Startups Fail* is essential reading."—Eric Ries, founder and CEO, LTSE, and New York Times bestselling author of *The Lean Startup* and *The Startup Way* Why do startups fail? That question caught Harvard Business School

professor Tom Eisenmann by surprise when he realized he couldn't answer it. So he launched a multiyear research project to find out. In *Why Startups Fail*, Eisenmann reveals his findings: six distinct patterns that account for the vast majority of startup failures. • **Bad Bedfellows.** Startup success is thought to rest largely on the founder's talents and instincts. But the wrong team, investors, or partners can sink a venture just as quickly. • **False Starts.** In following the oft-cited advice to "fail fast" and to "launch before you're ready," founders risk wasting time and capital on the wrong solutions. • **False Promises.** Success with early adopters can be misleading and give founders unwarranted confidence to expand. • **Speed Traps.** Despite the pressure to "get big fast," hypergrowth can spell disaster for even the most promising ventures. • **Help Wanted.** Rapidly scaling startups need lots of capital and talent, but they can make mistakes that leave them suddenly in short supply of both. • **Cascading Miracles.** Silicon Valley exhorts entrepreneurs to dream big. But the bigger the vision, the more things that can go wrong. Drawing on fascinating stories of ventures that failed to fulfill their early promise—from a home-furnishings retailer to a concierge dog-walking service, from a dating app to the inventor of a sophisticated social robot, from a fashion brand to a startup deploying a vast network of charging stations for electric vehicles—Eisenmann offers frameworks for detecting when a venture is vulnerable to these patterns, along with a wealth of strategies and tactics for avoiding them. A must-read for founders at any stage of their entrepreneurial journey, *Why Startups Fail* is not merely a guide to preventing failure but also a roadmap charting the path to startup success.

target operating model example pdf: Process Mining in Action Lars Reinkemeyer, 2020-03-14 This book describes process mining use cases and business impact along the value chain, from corporate to local applications, representing the state of the art in domain know-how. Providing a set of industrial case studies and best practices, it complements academic publications on the topic. Further the book reveals the challenges and failures in order to offer readers practical insights and guidance on how to avoid the pitfalls and ensure successful operational deployment. The book is divided into three parts: Part I provides an introduction to the topic from fundamental principles to key success factors, and an overview of operational use cases. As a holistic description of process mining in a business environment, this part is particularly useful for readers not yet familiar with the topic. Part II presents detailed use cases written by contributors from a variety of functions and industries. Lastly, Part III provides a brief overview of the future of process mining, both from academic and operational perspectives. Based on a solid academic foundation, process mining has received increasing interest from operational businesses, with many companies already reaping the benefits. As the first book to present an overview of successful industrial applications, it is of particular interest to professionals who want to learn more about the possibilities and opportunities this new technology offers. It is also a valuable resource for researchers looking for empirical results when considering requirements for enhancements and further developments.

target operating model example pdf: Logistics Management and Strategy Alan Harrison, Heather Skipworth, Remko I. van Hoek, James Aitken, 2019

target operating model example pdf: Digitalization Cases Nils Urbach, Maximilian Röglinger, 2019 This book presents a rich compilation of real-world cases on digitalization, the goal being to share first-hand insights from respected organizations and to make digitalization more tangible. As virtually every economic and societal sector is now being challenged by emerging technologies, the digital economy is a highly volatile, uncertain, complex and ambiguous place - and one that holds substantial challenges and opportunities for established organizations. Against this backdrop, this book reports on best practices and lessons learned from organizations that have succeeded in overcoming the challenges and seizing the opportunities of the digital economy. It illustrates how twenty-one organizations have leveraged their capabilities to create disruptive innovations, to develop digital business models, and to digitally transform themselves. These cases stem from various industries (e.g. automotive, insurance, consulting, and public services) and countries, reflecting the many facets of digitalization. As all case descriptions follow a uniform schema, they are easily accessible, and provide insightful examples for practitioners as well as interesting cases

for researchers, teachers and students. Digitalization is reshaping business on a global scale, and it is evident that organizations must transform to thrive in the digital economy. Digitalization Cases provides first-hand insights into the efforts of renowned companies. The presented actions, results, and lessons learned are a great inspiration for managers, students, and academics. Anna Kopp, Head of IT Germany, Microsoft Understanding digitalization in all its facets requires knowledge about its opportunities and challenges in different contexts. Providing 21 cases from different companies all around the world, Digitalization Cases makes an important contribution toward the comprehensibility of digitalization - from a practical and a scientific point of view. Dorothy Leidner, Ferguson Professor of Information Systems, Baylor University This book is a great source of inspiration and insight on how to drive digitalization. It shows easy to understand good practice examples which illustrate opportunities, and at the same time helps to learn what needs to be done to realize them. I consider this book a must-read for every practitioner who cares about digitalization. Martin Petry, Chief Information Officer and Head of Business Excellence, Hilti .

target operating model example pdf: The Fourth Industrial Revolution Klaus Schwab, 2017-01-03 World-renowned economist Klaus Schwab, Founder and Executive Chairman of the World Economic Forum, explains that we have an opportunity to shape the fourth industrial revolution, which will fundamentally alter how we live and work. Schwab argues that this revolution is different in scale, scope and complexity from any that have come before. Characterized by a range of new technologies that are fusing the physical, digital and biological worlds, the developments are affecting all disciplines, economies, industries and governments, and even challenging ideas about what it means to be human. Artificial intelligence is already all around us, from supercomputers, drones and virtual assistants to 3D printing, DNA sequencing, smart thermostats, wearable sensors and microchips smaller than a grain of sand. But this is just the beginning: nanomaterials 200 times stronger than steel and a million times thinner than a strand of hair and the first transplant of a 3D printed liver are already in development. Imagine “smart factories” in which global systems of manufacturing are coordinated virtually, or implantable mobile phones made of biosynthetic materials. The fourth industrial revolution, says Schwab, is more significant, and its ramifications more profound, than in any prior period of human history. He outlines the key technologies driving this revolution and discusses the major impacts expected on government, business, civil society and individuals. Schwab also offers bold ideas on how to harness these changes and shape a better future—one in which technology empowers people rather than replaces them; progress serves society rather than disrupts it; and in which innovators respect moral and ethical boundaries rather than cross them. We all have the opportunity to contribute to developing new frameworks that advance progress.

target operating model example pdf: Human Resources Strategies Armin Trost, 2019-10-18 The digitalization of businesses calls for new forms of leadership and collaboration, as traditional human resources strategies are reaching their limits. Personal responsibility, networking and diversity are increasingly recognized as key prerequisites for agility, adaptability and innovativeness. This book encourages HR managers who want to be pioneers of, or support, digital transformation to rethink their HR strategies. It begins with a clear illustration of the difference between stability and agility in leadership and organization. Building on this, it then guides the reader through a broad range of relevant HR topics and how they compare to the new strategic orientation. All major aspects of HR management are addressed, including recruitment, learning, talent management, remuneration, performance management, corporate training, executive development and change management. Providing a comprehensive, practical, differentiated and non-dogmatic alternative to traditional approaches, the book is a must-read for all those who are concerned with sustainable HR management in the era of digitalization.

target operating model example pdf: What's Your Digital Business Model? Peter Weill, Stephanie Woerner, 2018-04-17 Digital transformation is not about technology--it's about change. In the rapidly changing digital economy, you can't succeed by merely tweaking management practices that led to past success. And yet, while many leaders and managers recognize the threat from

digital--and the potential opportunity--they lack a common language and compelling framework to help them assess it and guide them in responding. They don't know how to think about their digital business model. In this concise, practical book, MIT digital research leaders Peter Weill and Stephanie Woerner provide a powerful yet straightforward framework that has been field-tested globally with dozens of senior management teams. Based on years of study at the MIT Center for Information Systems Research (CISR), the authors find that digitization is moving companies' business models on two dimensions: from value chains to digital ecosystems, and from a fuzzy understanding of the needs of end customers to a sharper one. Looking at these dimensions in combination results in four distinct business models, each with different capabilities. The book then sets out six driving questions, in separate chapters, that help managers and executives clarify where they are currently in an increasingly digital business landscape and highlight what's needed to move toward a higher-value digital business model. Filled with straightforward self-assessments, motivating examples, and sharp financial analyses of where profits are made, this smart book will help you tackle the threats, leverage the opportunities, and create winning digital strategies.

Related Articles

- [sun wind and light architectural design strategies](#)
- [the hormone reset diet pdf](#)
- [taj tarik bey pdf](#)

[Back to Home](#)