

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

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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.

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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.

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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

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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.

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