



BUSINESS ANALYSIS CONFERENCE EUROPE

16 - 18 September 2024 • London, UK

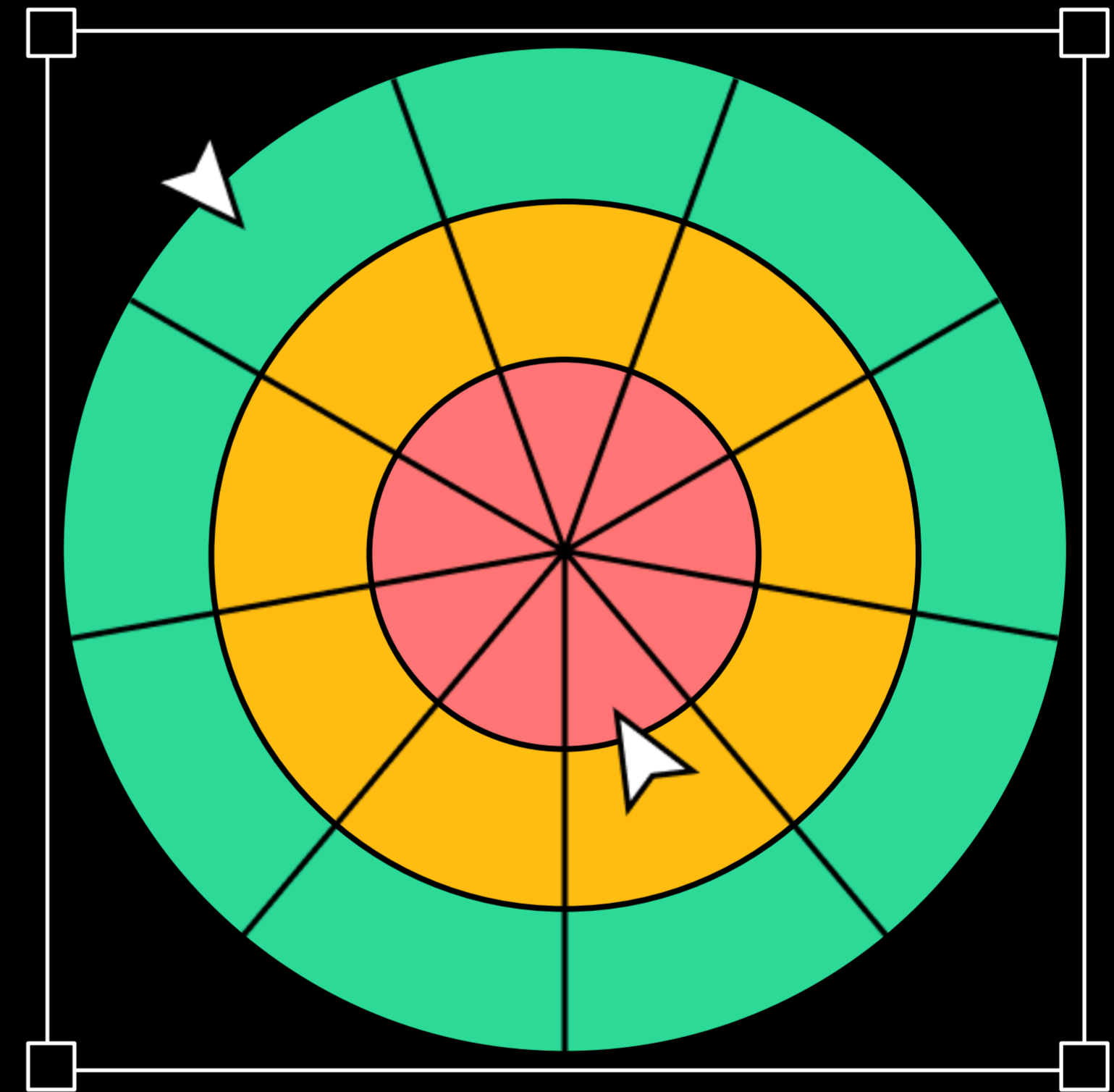
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Mastering Target Operating Models:

The Business Analysts Guide

A presentation by **Caroline Beasley**, Senior Consultant (Business Analyst Lead)



Hello...

I'm Caroline Beasley. I've been a Business Analyst for 20 years, working at different levels across various business domains.



Today's agenda

09:30

Introductions and personal experiences

10:00

Introduction to Change & how Operating models fit in

10:30

Approach to designing a target operating model
Introduction to tools & techniques
Case study introduction

11:00

BREAK (30 mins)

11:30

Case study exercise

12:00

Target state ideation & identifying key operating model components

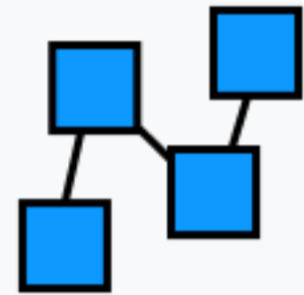
12:30

Operating model deliverables

13:00

Workshop wrap-up & Q&A

What will you take away from today's session?



An understanding of **what** an operating model is and how it fits into the Change lifecycle

An understanding of **what** it might look like.

An understanding of its **potential components**.



A **practical toolkit** for defining and implementing your own operating model.

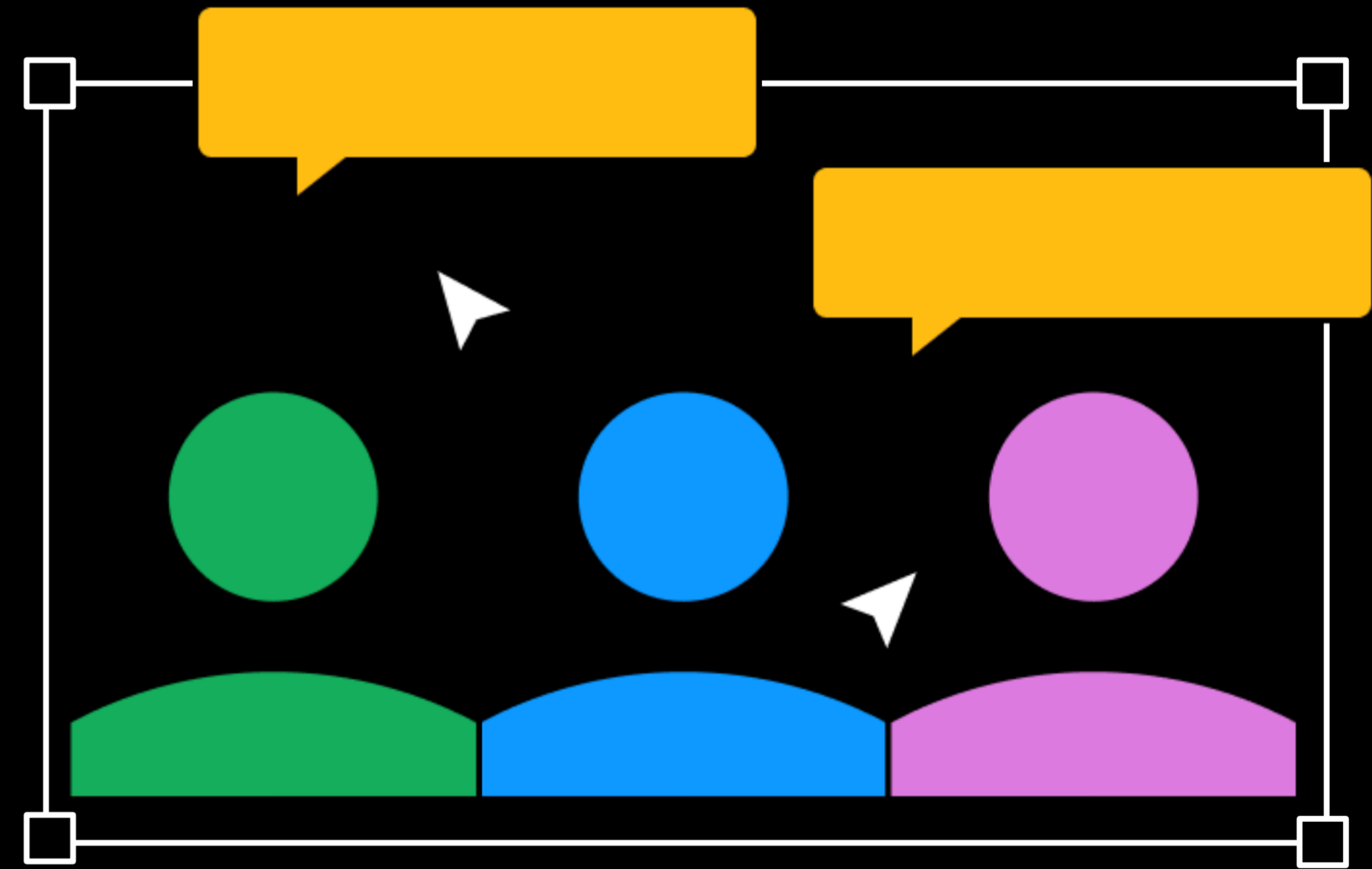


Opportunity to **apply** your learning.

Gain **confidence** to step into Operating model work.

Make some new **BA friends**.

Group exercise



Getting to know your group

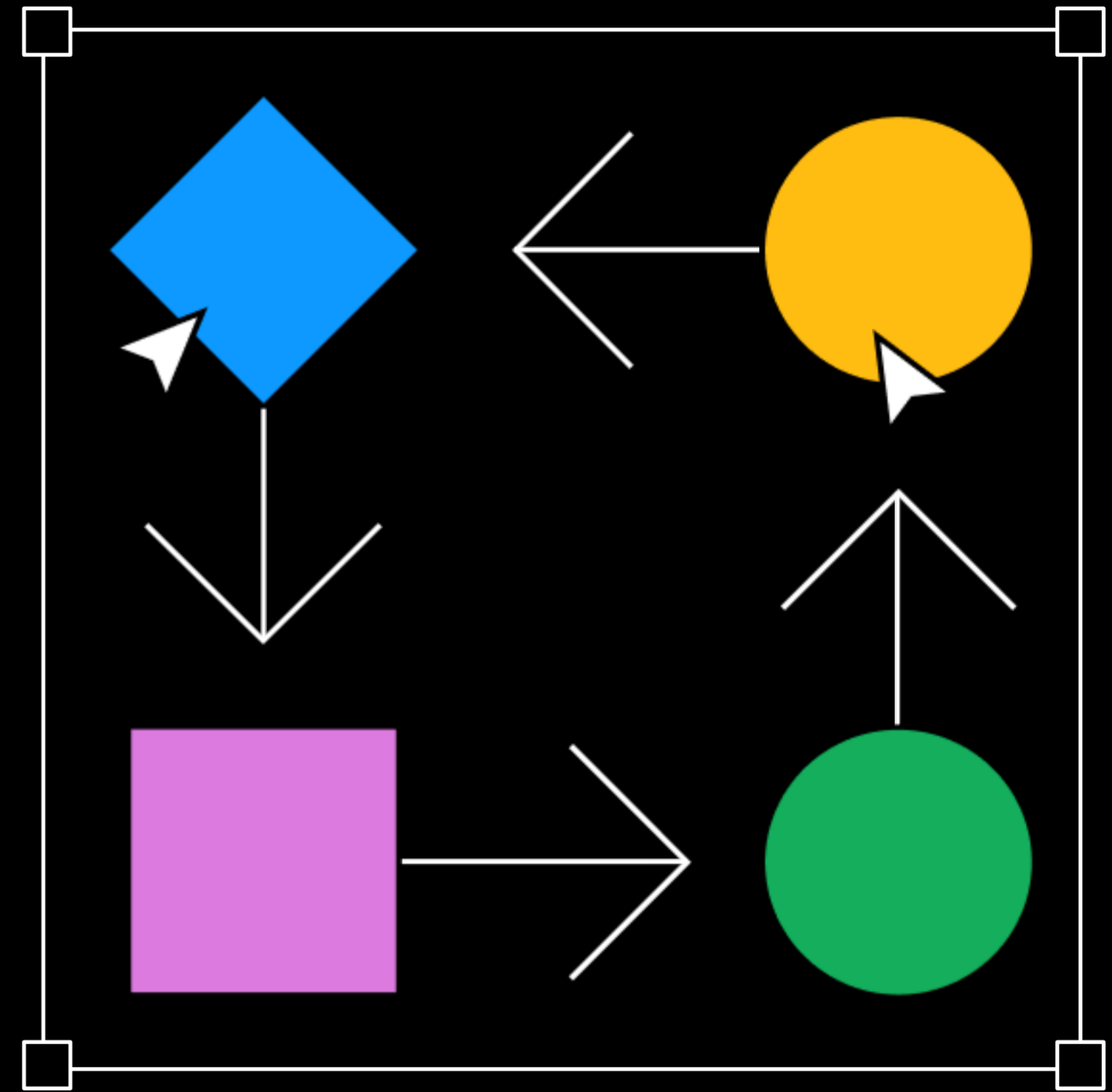
 10 mins

- Introduce yourself to the people on your table
- What is your understanding of an Operating model?
- How would you define it?
- Have you been involved designing or implementing an Operating model?
- If so, what was the experience like?

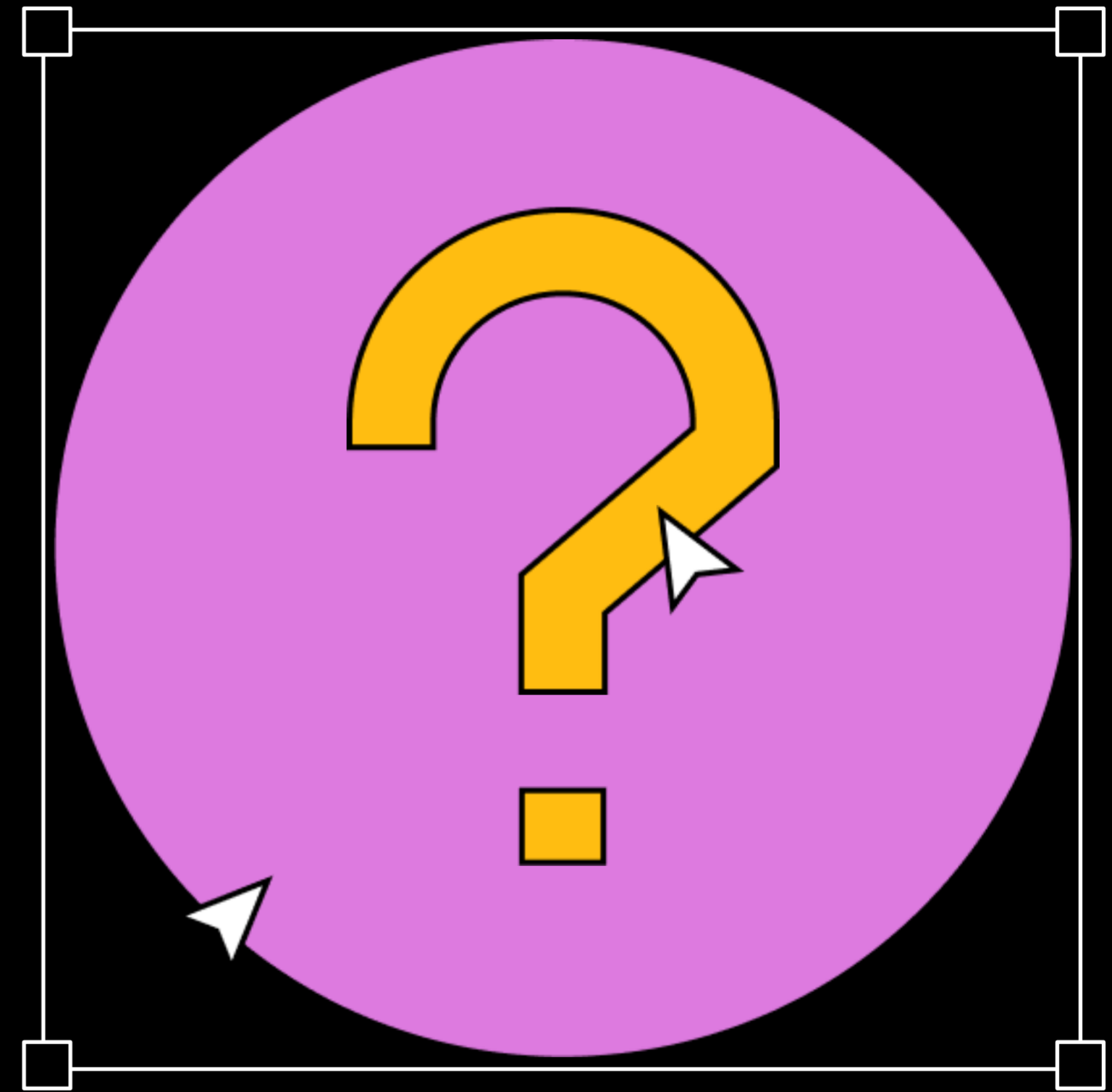
 10 mins

- Share with the room

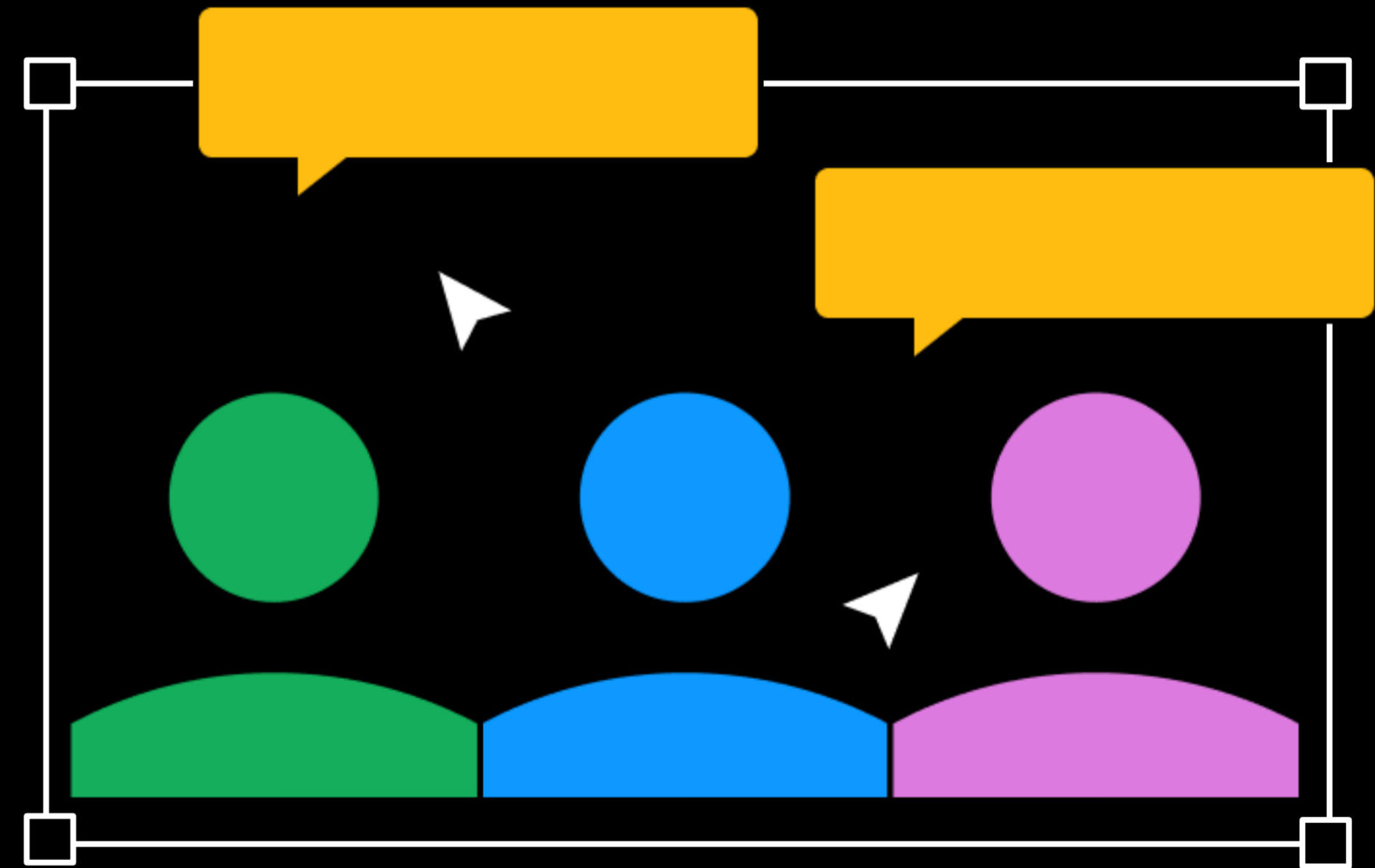
Delivering
change



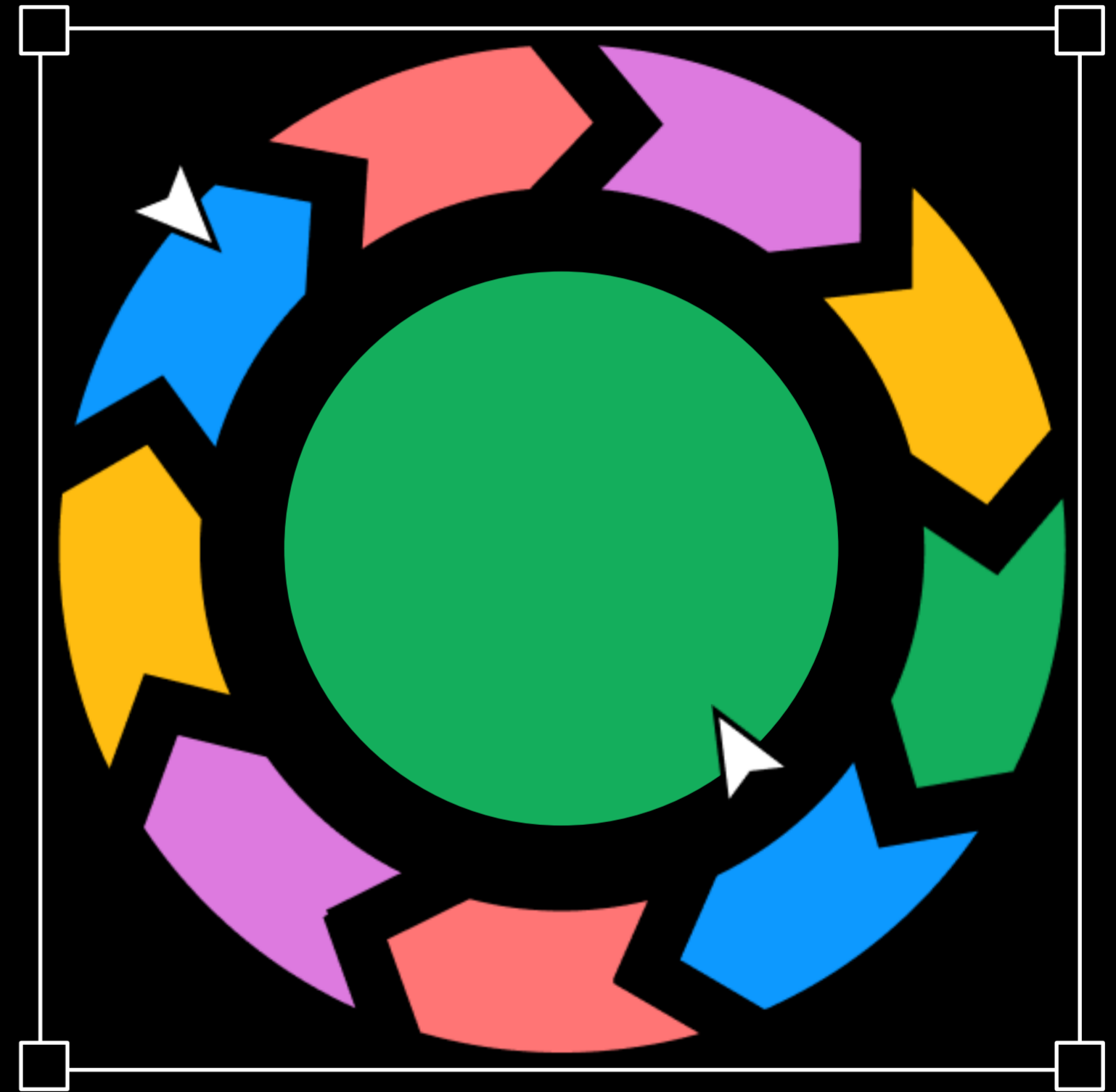
What is an
operating model?



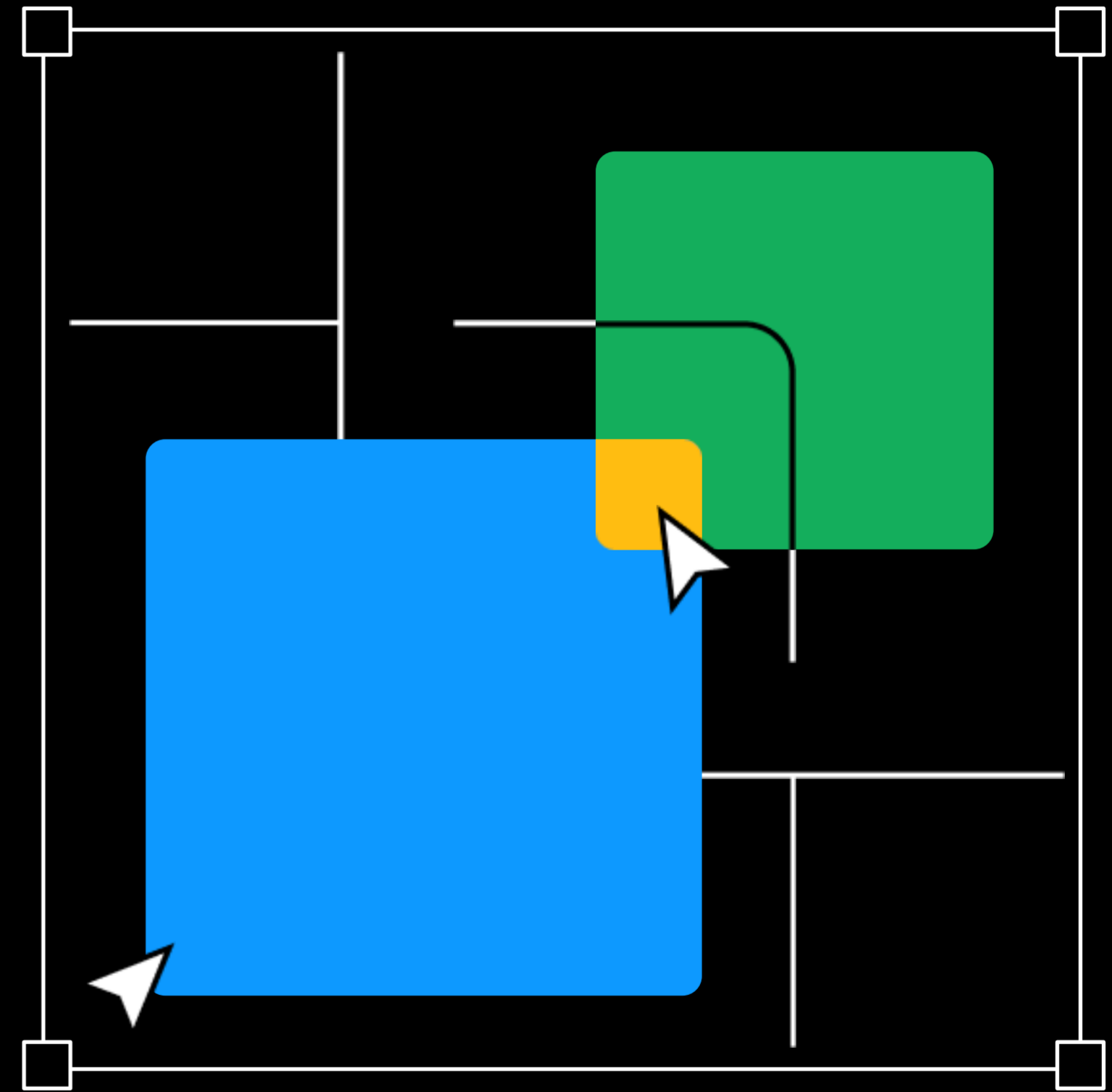
So what?
Why are Operating
models important?



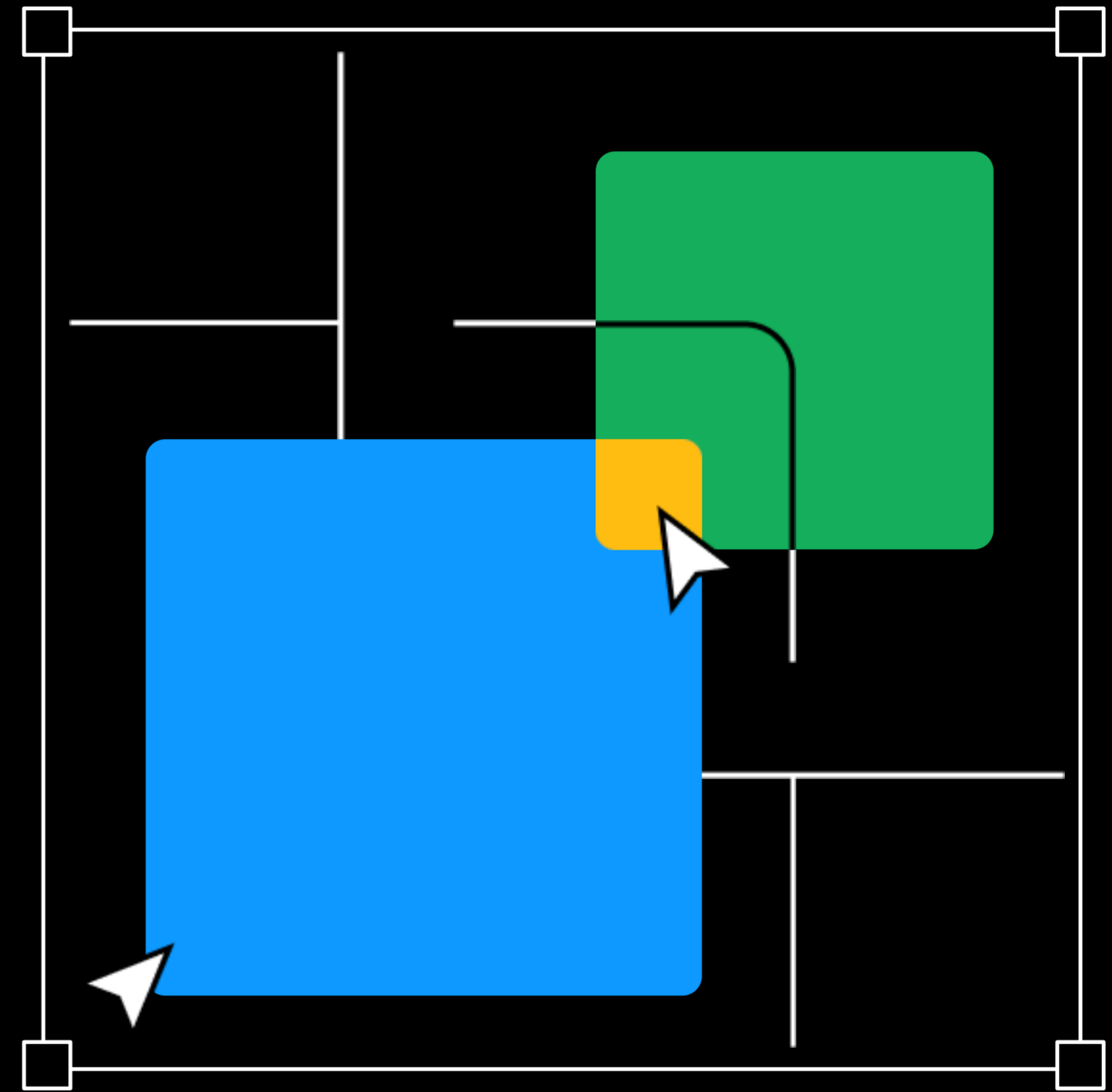
Approach to designing an operating model



Tools to help
define a target
operating model



Case study – Fashion retailer

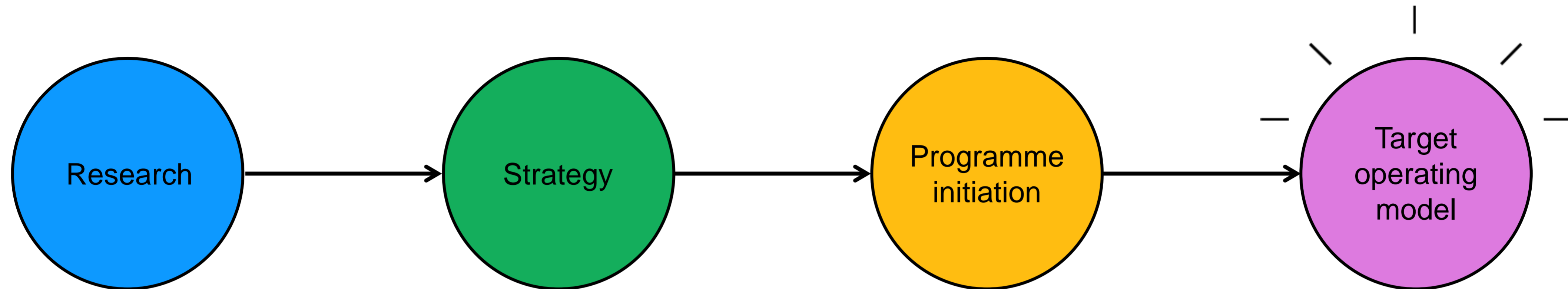


Introducing the case study



- UK fashion retailer has a new strategy to build out their sustainability capability
- Retailer sells their own clothing ranges & resells other clothing brands
- 30 UK branches
- Online delivery and 'click & collect' services available
- ~1000 employees

Introducing the case study



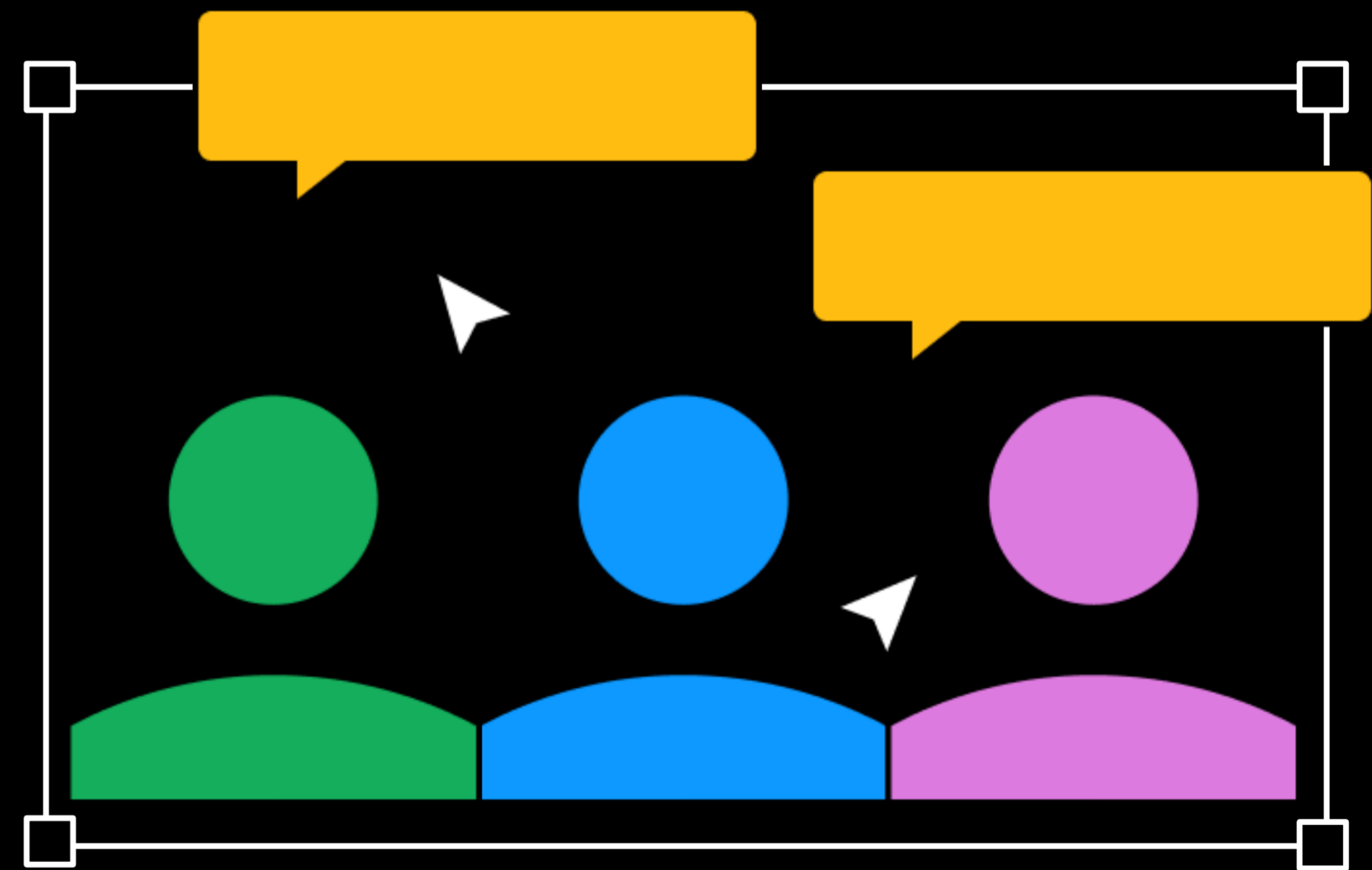
- Business Analyst has completed industry research on sustainability in fashion retail

- CEO shared a new strategy
- Reduce carbon emissions by 50% by 2030
- Eliminate unethical practices


- Sustainability programme initiated
- Workstreams defined

- You are the Business Analyst assigned to define the target operating model
- Current state analysis has already been completed


Group exercise



Designing the target state

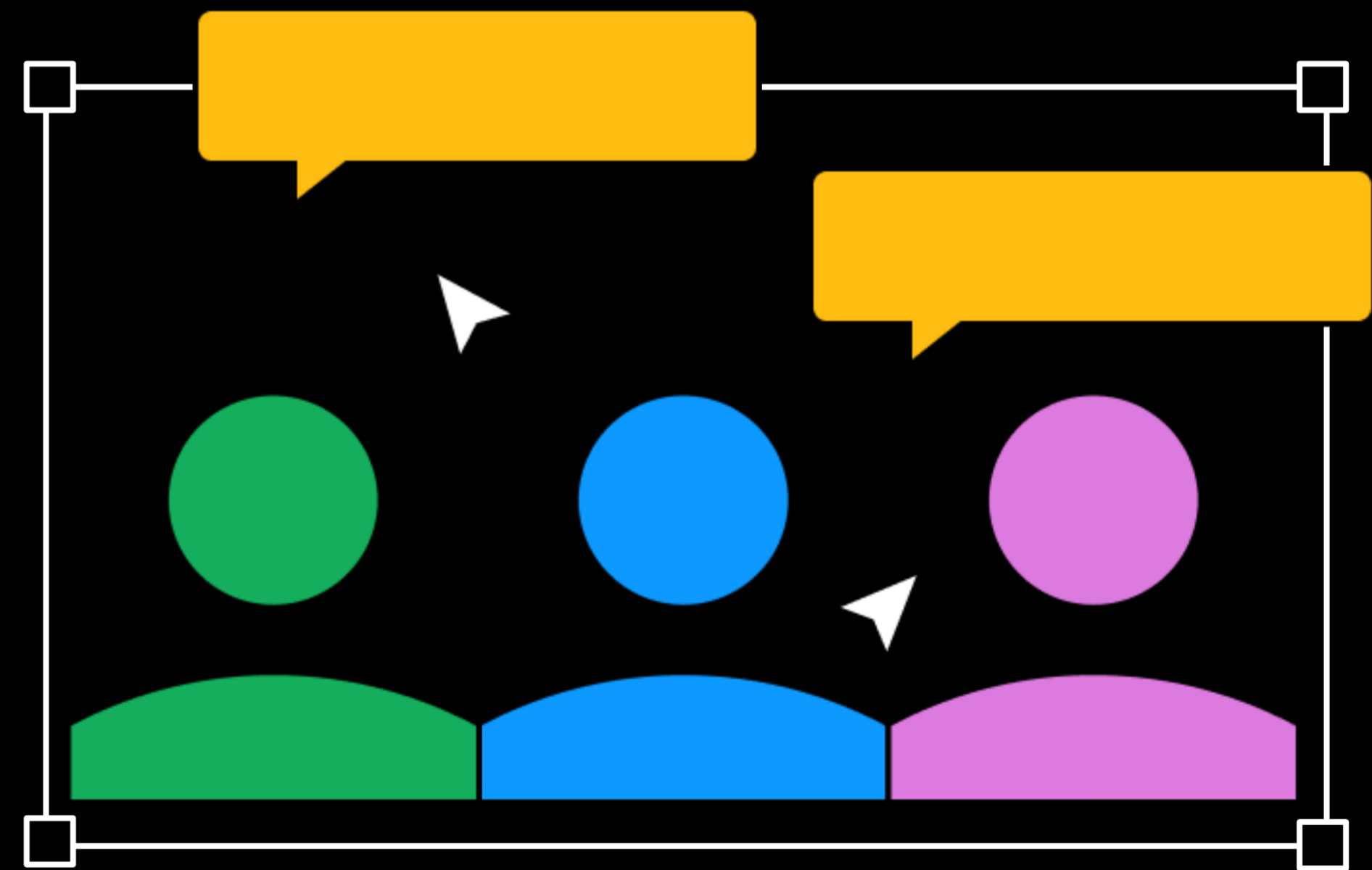
 15 mins

- Each table has a copy of the current state Operating model canvas
- Your table has been allocated one of the Operating model canvas components
- What changes to the current Operating model component do you think are needed to meet the new business strategy?
- Mark up the changes you think could be considered for the future state
 - What would you remove, add or change?
 - Why would you change them?


 10 mins

- Share with the room

Group exercise



Designing the TOM blueprint

 15 mins

- We have categorised the key operating model components for our Sustainability TOM
- Your table has been allocated one of the Operating model components
- Using your marked up Operating model canvas to help you mark up the key aspects operating model components using the TOM blueprint template
- If you have spare time think about what you would consider MvP items and what tasks or artefacts may be required

 10 mins

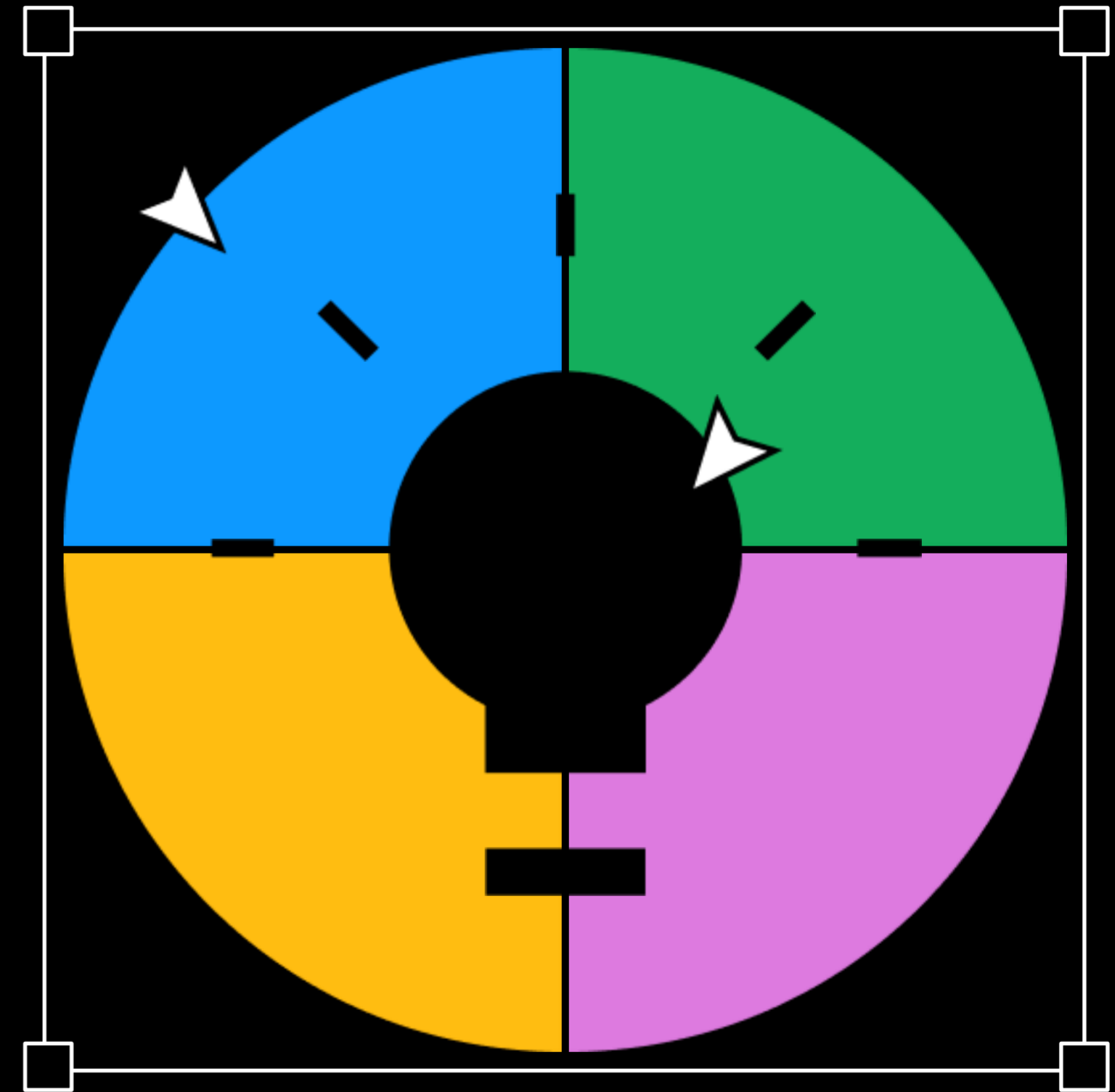
- Share with the room

Feedback on the exercise

 10 mins

- How did that go?
- What were the challenges?
- If you had more time what would you like to do?

Workshop wrap-up



Takeaways from this workshop

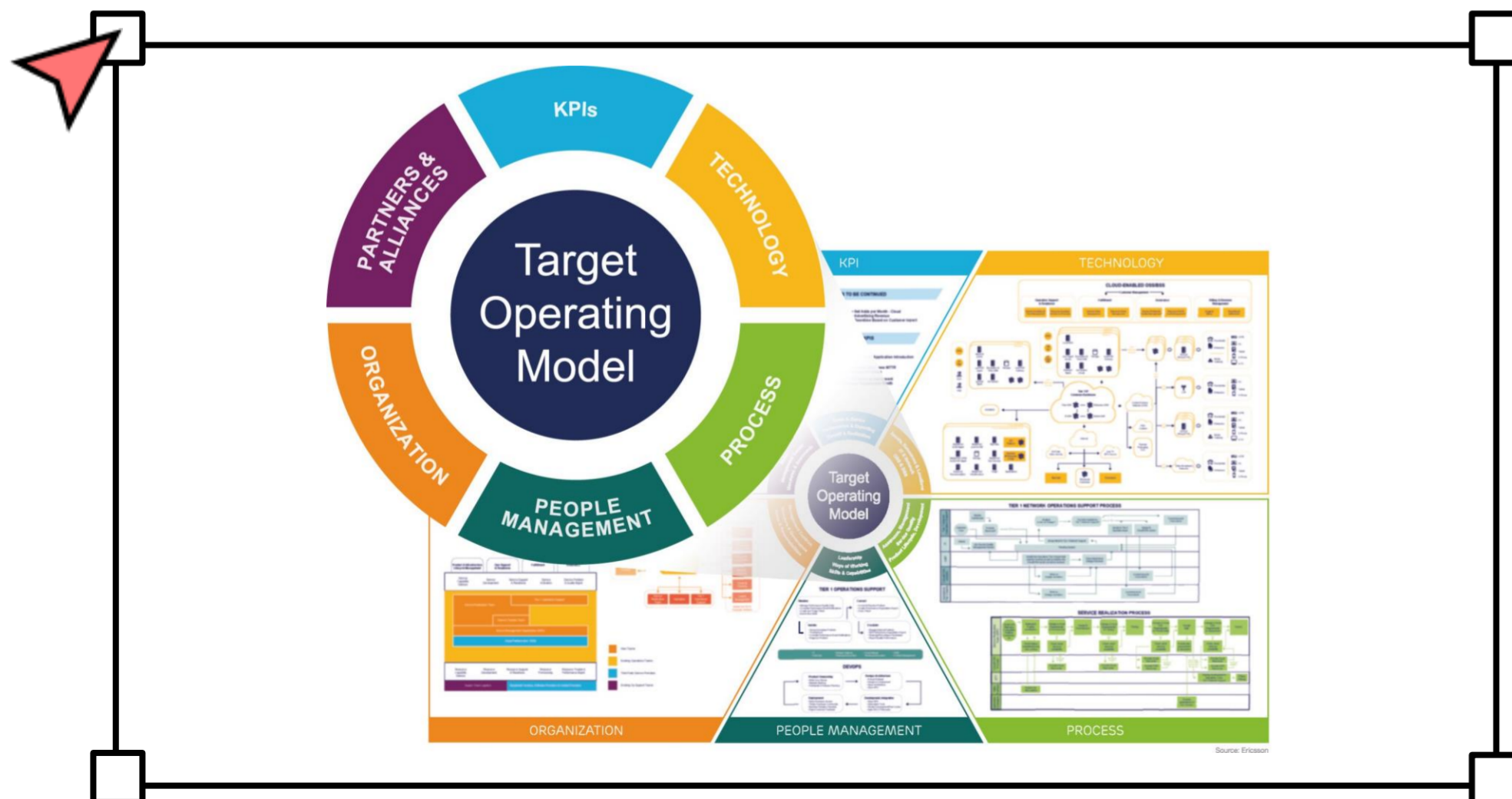
Understanding of **what** an operating model is...

abstract and **visual representation** of how an organization delivers value...how an organisation runs itself.

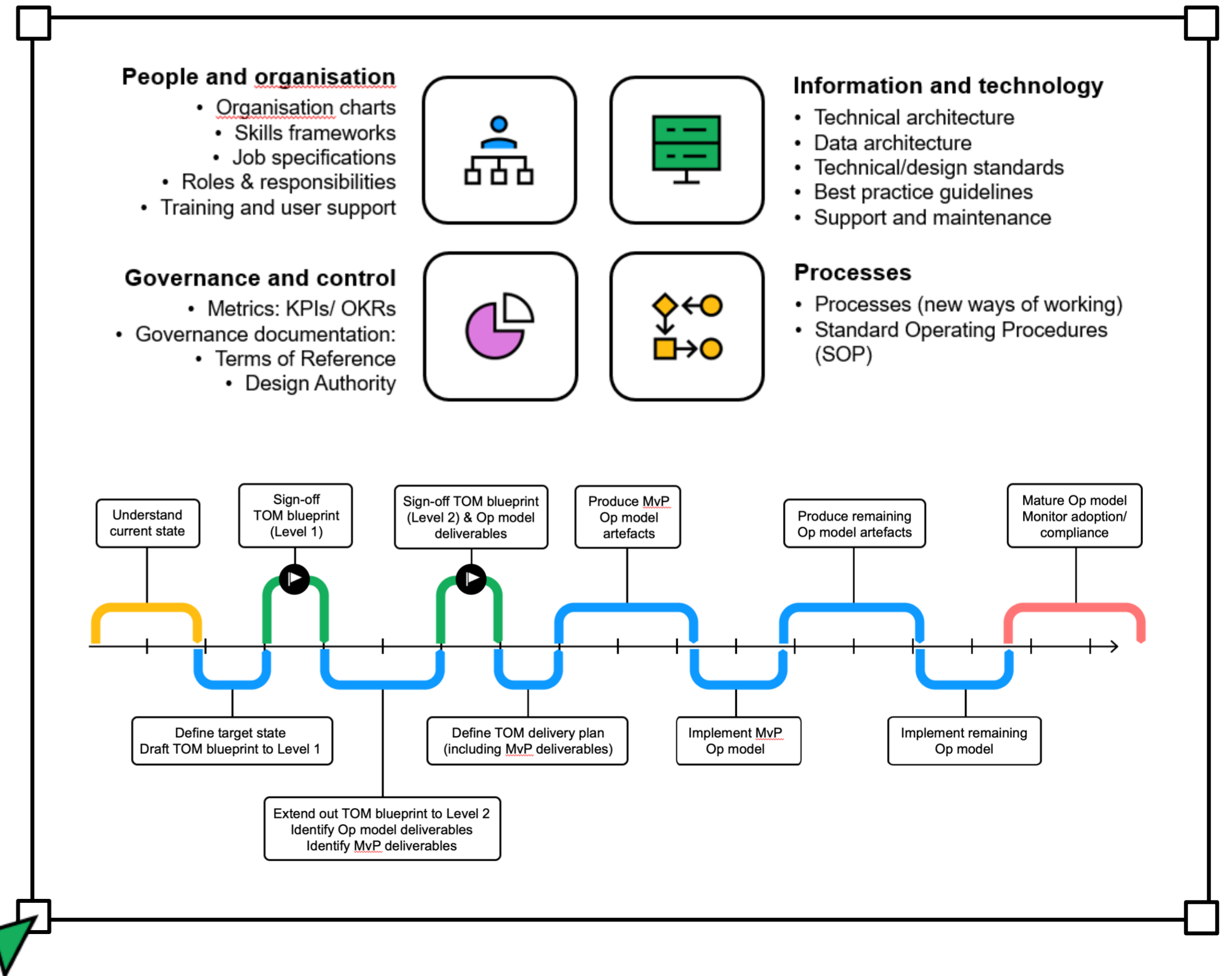
how business components work together in line with **guiding principles**.

describes **how a business functions**.

An understanding of **what** it might look like...



A **practical toolkit** for defining and implementing your own operating model...



Thank you

Any questions?

Let's connect

You can find me on LinkedIn



Caroline Beasley

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