

Operating Model: Template [Empty]

	1.0	2.0	3.0	4.0	5.0	6.0	7.0	8.0
STRATEGIC	1.1 1.1.1 1.1.2 1.1.3 1.1.4	2.1 2.1.1 2.1.2 2.1.3 2.1.4	3.1 3.1.1 3.1.2 3.1.3 3.1.4	4.1 4.1.1 4.1.2 4.1.3 4.1.4	5.1 5.1.1 5.1.2 5.1.3 5.1.4	6.1 6.1.1 6.1.2 6.1.3 6.1.4	7.1 7.1.1 7.1.2 7.1.3 7.1.4	8.1 8.1.1 8.1.2 8.1.3 8.1.4
	1.2 1.2.1 1.2.2 1.2.3 1.2.4	2.2 2.2.1 2.2.2 2.2.3 2.2.4	3.2 3.2.1 3.2.2 3.2.3 3.2.4	4.2 4.2.1 4.2.2 4.2.3 4.2.4	5.2 5.2.1 5.2.2 5.2.3 5.2.4	6.2 6.2.1 6.2.2 6.2.3 6.2.4	7.2 7.2.1 7.2.2 7.2.3 7.2.4	8.2 8.2.1 8.2.2 8.2.3 8.2.4
	1.3 1.3.1 1.3.2 1.3.3 1.3.4	2.3 2.3.1 2.3.2 2.3.3 2.3.4	3.3 3.3.1 3.3.2 3.3.3 3.3.4	4.3 4.3.1 4.3.2 4.3.3 4.3.4	5.3 5.3.1 5.3.2 5.3.3 5.3.4	6.3 6.3.1 6.3.2 6.3.3 6.3.4	7.3 7.3.1 7.3.2 7.3.3 7.3.4	8.3 8.3.1 8.3.2 8.3.3 8.3.4
	1.4 1.4.1 1.4.2 1.4.3 1.4.4	2.4 2.4.1 2.4.2 2.4.3 2.4.4	3.4 3.4.1 3.4.2 3.4.3 3.4.4	4.4 4.4.1 4.4.2 4.4.3 4.4.4	5.4 5.4.1 5.4.2 5.4.3 5.4.4	6.4 6.4.1 6.4.2 6.4.3 6.4.4	7.4 7.4.1 7.4.2 7.4.3 7.4.4	8.4 8.4.1 8.4.2 8.4.3 8.4.4
TACTICAL	1.5 1.5.1 1.5.2 1.5.3 1.5.4	2.5 2.5.1 2.5.2 2.5.3 2.5.4	3.5 3.5.1 3.5.2 3.5.3 3.5.4	4.5 4.5.1 4.5.2 4.5.3 4.5.4	5.5 5.5.1 5.5.2 5.5.3 5.5.4	6.5 6.5.1 6.5.2 6.5.3 6.5.4	7.5 7.5.1 7.5.2 7.5.3 7.5.4	8.5 8.5.1 8.5.2 8.5.3 8.5.4
	1.6 1.6.1 1.6.2 1.6.3 1.6.4	2.6 2.6.1 2.6.2 2.6.3 2.6.4	3.6 3.6.1 3.6.2 3.6.3 3.6.4	4.6 4.6.1 4.6.2 4.6.3 4.6.4	5.6 5.6.1 5.6.2 5.6.3 5.6.4	6.6 6.6.1 6.6.2 6.6.3 6.6.4	7.6 7.6.1 7.6.2 7.6.3 7.6.4	8.6 8.6.1 8.6.2 8.6.3 8.6.4
	1.7 1.7.1 1.7.2 1.7.3 1.7.4	2.7 2.7.1 2.7.2 2.7.3 2.7.4	3.7 3.7.1 3.7.2 3.7.3 3.7.4	4.7 4.7.1 4.7.2 4.7.3 4.7.4	5.7 5.7.1 5.7.2 5.7.3 5.7.4	6.7 6.7.1 6.7.2 6.7.3 6.7.4	7.7 7.7.1 7.7.2 7.7.3 7.7.4	8.7 8.7.1 8.7.2 8.7.3 8.7.4
	1.8 1.8.1 1.8.2 1.8.3 1.8.4	2.8 2.8.1 2.8.2 2.8.3 2.8.4	3.8 3.8.1 3.8.2 3.8.3 3.8.4	4.8 4.8.1 4.8.2 4.8.3 4.8.4	5.8 5.8.1 5.8.2 5.8.3 5.8.4	6.8 6.8.1 6.8.2 6.8.3 6.8.4	7.8 7.8.1 7.8.2 7.8.3 7.8.4	8.8 8.8.1 8.8.2 8.8.3 8.8.4
OPERATIONAL	1.6 1.6.1 1.6.2 1.6.3 1.6.4	2.6 2.6.1 2.6.2 2.6.3 2.6.4	3.6 3.6.1 3.6.2 3.6.3 3.6.4	4.6 4.6.1 4.6.2 4.6.3 4.6.4	5.6 5.6.1 5.6.2 5.6.3 5.6.4	6.6 6.6.1 6.6.2 6.6.3 6.6.4	7.6 7.6.1 7.6.2 7.6.3 7.6.4	8.6 8.6.1 8.6.2 8.6.3 8.6.4
	1.7 1.7.1 1.7.2 1.7.3 1.7.4	2.7 2.7.1 2.7.2 2.7.3 2.7.4	3.7 3.7.1 3.7.2 3.7.3 3.7.4	4.7 4.7.1 4.7.2 4.7.3 4.7.4	5.7 5.7.1 5.7.2 5.7.3 5.7.4	6.7 6.7.1 6.7.2 6.7.3 6.7.4	7.7 7.7.1 7.7.2 7.7.3 7.7.4	8.7 8.7.1 8.7.2 8.7.3 8.7.4
	1.8 1.8.1 1.8.2 1.8.3 1.8.4	2.8 2.8.1 2.8.2 2.8.3 2.8.4	3.8 3.8.1 3.8.2 3.8.3 3.8.4	4.8 4.8.1 4.8.2 4.8.3 4.8.4	5.8 5.8.1 5.8.2 5.8.3 5.8.4	6.8 6.8.1 6.8.2 6.8.3 6.8.4	7.8 7.8.1 7.8.2 7.8.3 7.8.4	8.8 8.8.1 8.8.2 8.8.3 8.8.4
	1.8 1.8.1 1.8.2 1.8.3 1.8.4	2.8 2.8.1 2.8.2 2.8.3 2.8.4	3.8 3.8.1 3.8.2 3.8.3 3.8.4	4.8 4.8.1 4.8.2 4.8.3 4.8.4	5.8 5.8.1 5.8.2 5.8.3 5.8.4	6.8 6.8.1 6.8.2 6.8.3 6.8.4	7.8 7.8.1 7.8.2 7.8.3 7.8.4	8.8 8.8.1 8.8.2 8.8.3 8.8.4

REVENUE MODEL LEGEND

- = Revenue Opportunity
- = Core Differentiating Competency
- = Revenue Flow
- = Core Competitive Competency
- = Channel

VALUE MODEL LEGEND

- = Value Opportunity
- = Value Creation
- = ROI Opportunity
- = Value Governance
- = Value Identification

SERVICE MODEL LEGEND

- = Service Flow
- = Complex Service
- = Main/Supporting Service
- = Unique Service
- = Simple Service

COST MODEL LEGEND

- = Cost Opportunity
- = Cost Flow
- = TCO Opportunity
- = Cockpits, Dashboards & Scorecards
- = Evaluation & Audits

PERFORMANCE MODEL LEGEND

- = Performance Opportunity
- = Control & Monitoring
- = Performance Opportunity
- = Measurements
- = Reporting Flow
- = BPM (Effectiveness & Efficiency)

OPERATING MODEL LEGEND

- = Integration Opportunity
- = Standardization Opportunity
- = Governance, Policies & Guidelines
- = People Distribution
- = Maturity Level