

TARGET OPERATING MODEL DESIGN



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SERVICE

A detailed activity to design and shape a client's target business around People, Process, Data, Technology & Location.

Starting with their strategic objectives and business drivers, we work with them to reshape their business, to address the challenges of the future – particularly around scaling, expansion, efficiency, automation, and regulatory compliance.

Whether Companies are looking to grow their business or reduce costs, create efficiencies, align their processes, or restructure their organisation, the TOM will shape their business meeting their needs.

Our approach is technology-agnostic. We will design a target state operating model, ensuring that it will support the business and their ambitions, and that they have the structure and strategy in place to deliver it successfully.

In addition, we will look at their current operating model across the same dimensions and document this (level of detail depends on existing artefacts from the client, and initial problem statement).

Following this activity, stakeholders and sponsors will be able to approve moving into detailed design and delivery.

OUTPUTS & DOCUMENTATION

Documentation and outputs will be tailored to the requirements of the business but will include some or all of:

- Current state assessment
- Target state Business design
- Transition roadmap
- High-level requirements

USE CASES

The Target Operating Model is designed to help the client reshape their business to realise their strategic goals and initiatives.

- When they don't know how they can deliver on their strategic objectives
- Where they have identified a critical risk that goes beyond changing one process or one component of their business.
- Wanting to leverage technology but know the current state cannot support it
- When they want to create capacity without just recruiting more staff
- When their ambition to provide a modern, digital experience is constrained

KEY FEATURES

DETAILED CURRENT STATE ASSESSMENT

- F2B documented process maps identifying gaps, risks and issues
- Pain points and inefficiencies highlighted
- Recommendations for remedy

CURRENT STATE ASSESSMENT

- Review and assessment of existing business design
- Current state process mapping
- Current state technology stack assessment.
- Data review
- Identification of strengths and weaknesses
- Detailed study of key pain points and risk areas and recommendations

TARGET STATE BUSINESS DESIGN

- Target Process design
- People & Organisation Design
- Location strategy & considerations
- Technology landscape and architecture – what does the client need in the future to meet their objectives.
- Data strategy - acquisition, storage and mastering
- Customer Journey/Experience
- Documented and agreed Design Principles.

TRANSITION ROADMAP

- Prioritisation of deliverables including foundational requirements (business or system led)
- Phased plan, with critical items identified and planned.
- Governance structure set up (or aligned to client's existing governance)
- Presentation and communication of findings and design to stakeholders

TARGET STATE DESIGN

- Clear target design so the Client knows what good looks like and in an achievable timeframe
- Design principle-driven outcome.

IMPLEMENTABLE TRANSITION ROADMAP

- Achievable, practicable scope and roadmap for delivery
- Identification of and planning for essential and optimal prerequisite activities
- Prioritise focus on the most beneficial activities
- Design for target state, system-enabling op model, maximising use of out-of-the-box functionality
- Present detailed and attainable plans to stakeholders / board members

HIGH-LEVEL REQUIREMENTS

- Focused requirements on what delivers the maximum benefit
- Identification of key design decisions
- Requirements and design decisions aligned to maximise the benefits of a specific solution

PROVEN GOVERNANCE AND METHODOLOGY

- Define clear roles and governance to ensure seamless delivery
- Validate known gaps and identify likely roadblocks
- Prove assumptions and business cases
- Test and inform strategy

THE AURORA DIFFERENCE - DOMAIN EXPERTISE:

- In-depth understanding of client journeys, the lifecycle, and the roadblocks, inefficiencies and lack of standardisation or simplification, allowing us to deliver practical business solutions, aligned to industry standards if required.
- Proven experience delivering multiple Reg-tech and CLM solutions
- Extensive knowledge of different CLM solutions and how to build an organisation to make maximum use with minimal configuration
- Real-life experience to anticipate and mitigate ubiquitous critical risks
- Integrated into the CLM and Reg-tech community allowing for more rapid resolution of technical questions and challenges

TECHNOLOGY AND DATA APPROACH:

Review the full scope of technological, operational and policy change required to deliver the specific Reg-tech / CLM solution.

Follow a structured series of workshops and focus groups to review the current state and assess activity to reach the target state.

1. High level scoping, priorities and objectives
2. Programme structure, governance and oversight model
3. Delivery plan and roadmap
4. Functional structure and impacts / assumptions for delivery
5. Technological structure and impacts / assumptions for delivery
6. Processes and Customer Journeys
7. Organisational model and location strategy
8. Policies, data requirements and documentation
9. Risk assessment model
10. Data services, data mastering and document storage
11. Technology landscape and interactions
12. Through these sessions we will highlight risks and roadblocks that might impact delivery. This information forms part of the Current state assessment.
13. Capture key design decisions and update the Target Operating Model to reflect this.

Following completion of the activity, key stakeholders will have insight into how a target state operating model will work and a roadmap for delivery

This approach can be tailored to the specific requirements of the problem statement, and is flexible to allow for extension and follow on activities.

STRUCTURE AND DURATION

- Typically, Current state assessment is around 6 weeks effort, with activity normally taking place over 8-10 weeks depending on complexity and availability of client resources
- Target State and Transition Roadmap would be approximately 6-8 weeks
- Typically a team of 2-3 analysts supported by a manager and overseen by an Aurora Partner
- Team tailored to the knowledge and skillset requirement

