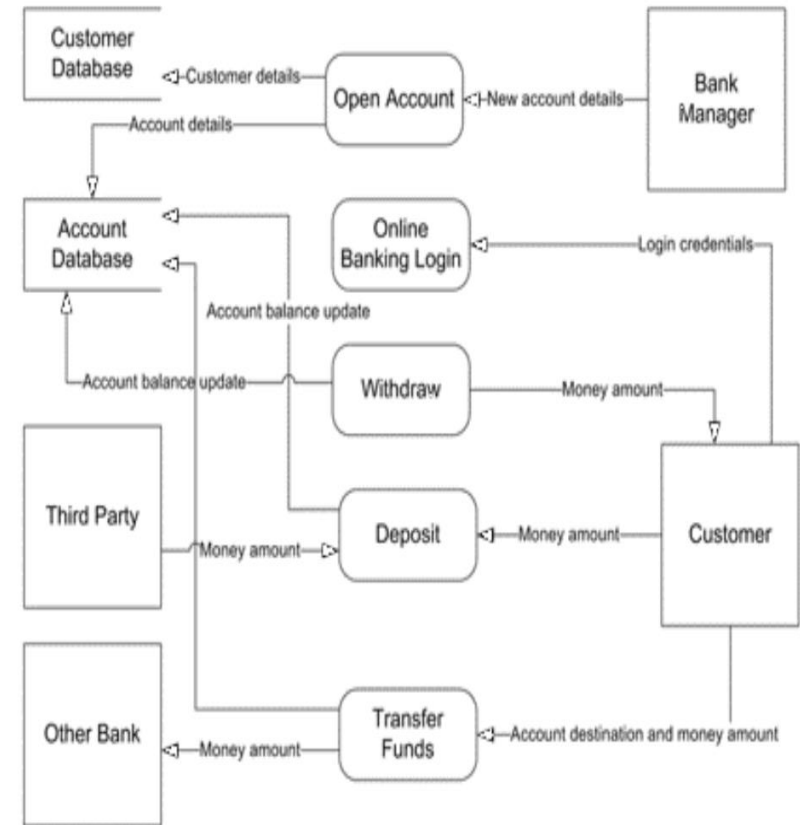


Banking Example: List Processes, Entities, and Repositories

Processes	Entities	Repositories
Open Account	Customer	Customers
Online Banking Login	Bank Manager	Accounts
Withdraw	Third Party	
Deposit	Other Bank	
Transfer		

A Banking Example



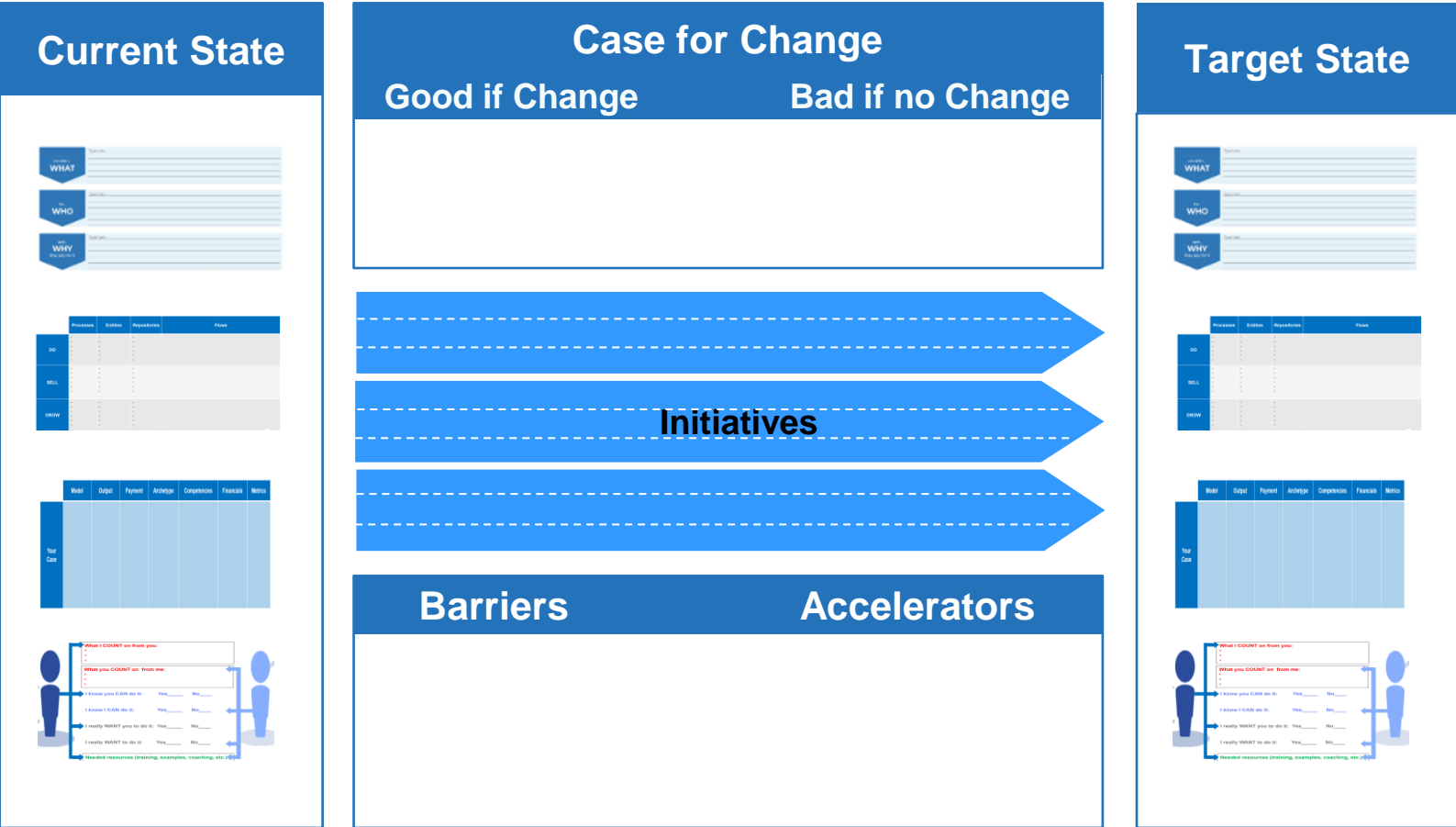
DO-SELL-GROW Process Modeling Template

Organization: _____

Date: _____

	Processes	Entities	Repositories	Flows
DO	<ul style="list-style-type: none">••••••	<ul style="list-style-type: none">••••••	<ul style="list-style-type: none">••••••	
SELL	<ul style="list-style-type: none">••••••	<ul style="list-style-type: none">••••••	<ul style="list-style-type: none">••••••	
GROW	<ul style="list-style-type: none">••••••	<ul style="list-style-type: none">••••••	<ul style="list-style-type: none">••••••	

The Enterprise Change Framework is a Template to Tell the Change Story



Which common operating model is closest to how your organization works: Product, Service, Operation, Channel, and Exchange.

Model	Description	Payment	Example
Product	Software, hardware, or information	Per copy Per unit	Hewlett Packard, Gap Microsoft
Service	Hourly or project consulting or service	Per hour Per deliverable	Deloitte, PWC, Booz Allen & Hamilton
Operation	Outsourcing Facilities Management	Per unit of time Per unit processed	CGI EDS outsourcing
Channel	Set up and administer connection between buyer and provider	Percentage of revenue	AMAZON IDIQ contractors
Exchange	Broker links between many buyers and many sellers	Subscription fee Transaction fee	NYSE Uber

NOTES:

- It is easier to mature an organization that fits one of the five basic models vs. a new one or a hybrid.
- If your organization departs from one of the five, know and understand how and why.

How might your organization work as each of the five common operating models:

WHAT: _____ WHO: _____	
WHY: _____	
Product	
Service	
Operation	
Channel	
Exchange	

Operating Model Template

Organization: _____

Date: _____

Model	Output	Payment	Example	Competencies	Financials (notional)	Metrics
Product	<ul style="list-style-type: none"> Product Hardware Information 	<ul style="list-style-type: none"> Per copy Per unit 	<ul style="list-style-type: none"> Hewlett Packard Microsoft Oracle 	<ul style="list-style-type: none"> Sales Cust. Success Product mgt and development 	<ul style="list-style-type: none"> EBIT = 20% P/E = 100x 	<ul style="list-style-type: none"> # and tenure of salespeople \$/sale \$/salesperson
Service	Hourly or project consulting or service	<ul style="list-style-type: none"> Per hour Per deliverable 	<ul style="list-style-type: none"> Accenture Deloitte 	<ul style="list-style-type: none"> Project management Client management 	<ul style="list-style-type: none"> EBIT = 15% P/E = 25x 	<ul style="list-style-type: none"> Staff utilization Average hourly rate
Operation	<ul style="list-style-type: none"> Outsourcing Facilities management 	<ul style="list-style-type: none"> Per unit of time Per unit processed 	<ul style="list-style-type: none"> CGI Utilities 	<ul style="list-style-type: none"> Efficiency of operation Drive to scale 	<ul style="list-style-type: none"> EBIT = 10% P/E = 10x 	<ul style="list-style-type: none"> Cost per unit Service levels
Channel	Set up and administer connection between buyer and provider	Percentage of revenue	<ul style="list-style-type: none"> Placement firm IDIQ contractor 	<ul style="list-style-type: none"> Contracting Administration Space Inventory 	<ul style="list-style-type: none"> EBIT = 3% P/E = 5x 	<ul style="list-style-type: none"> Contract order backlog Commitment level
Exchange	Broker links between many buyers and many sellers	<ul style="list-style-type: none"> Subscription fee Transaction fee 	<ul style="list-style-type: none"> NYSE UBER 	<ul style="list-style-type: none"> Domain competence Efficiency of operation 	<ul style="list-style-type: none"> EBIT < 0 P/E = n/a 	<ul style="list-style-type: none"> # subscribers # transactions
Your Case						