OPERATING MODEL CANVAS
A picture is worth a thousand words
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The Business Model Canvas of Alex Osterwalder is a well-known approach for many people to visualise the business model of an organisation in a single picture. This approach has gained in popularity by its simplicity and powerful graphical nature. As a result, Anderson MacGyver decided a few years ago, to use the canvas as one of our instruments in assignments where we develop Business/IT strategies and IT roadmaps for our clients. And we still do.

On the other hand, when we tried to extend the canvas into the IT domain, the business model canvas also appeared to have its limitations. It is our core business to develop a single visualisation which appeals to both business and IT and which is clear and easily recognised. A logical alternative to adequately represent IT landscapes and IT roadmaps would be the enterprise architecture approach. However, that immediately led us deeply into detailed models and structures, lacking the powerful communication that is required towards directors and line managers. In the end, we developed our own solution that is described in this whitepaper: The Operating Model Canvas.

We are pleased to invite you to read the complete whitepaper to explain the works of our Operating Model Canvas. But we do want to share with you in this preface that the Operating Model Canvas has now become an integral part of the Anderson MacGyver approach. Almost all our clients have A0-posters on the wall with their Operating Model Canvas. They use it to show the impact of digital transformations, to visualise IT roadmaps or project portfolios, new business models et cetera. This approach has been used so frequently that we felt it was time for a whitepaper. We hope you will be inspired as much as we are, and that it will provide you with a powerful means of visualisation for both business and IT. The canvas will help organisations to reflect on the most effective and value added use of digital technology and to help shape the IT landscape.

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Founders of Anderson MacGyver
Operating Model Canvas

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1. Introduction

Getting business operations and IT on the same page is important. A lot has been written about this topic. Each time it appears that IT is unable to deliver the services that the organisation expects. The fact that the business sometimes works around IT to obtain services (known as shadow-IT) is symptomatic. Business operations does not have the necessary sensitivity to understand all the challenges of IT in meeting their demands and expectations, like how to maintain service levels and to deliver changes on time. On the other hand, IT is lacking the necessary insight in the root causes of business problems. They strongly believe in their own skills and capabilities (an approach that excludes users from problem solving), are convinced that answers can be found in using more or different IT applications, and come up with solutions they feel are the best for the organisation. When problems arise or projects fail, this is often caused by the lack of mutual understanding and communication between business and IT.

Business speaks the language of the market sector it operates in, and IT likes to speak the language of its own profession and processes. To fully understand what is happening in the business, IT should adopt the business language of the organisation, of their business colleagues, and of the value chain.

Many times, the IT organisation has insufficient knowledge and understanding of the business operations and the context it operates in. IT strategy and plans are repeatedly defined from an IT perspective, based on technical possibilities and internal needs. Business operations and IT are not effectively working together in determining which technologies support the realisation of business objectives. Therefore, different definitions and interpretations of business reality continue to grow inside and outside the IT organisation. Increased by poor communication, a vicious circle starts to develop.

Anderson MacGyver wants to break through this circle. This whitepaper offers tools to create links between the board, directors, business units and IT organisation by placing IT directly into the business context. For this purpose Anderson MacGyver has developed a Canvas method: The Operating Model Canvas, in short: OMC.
1.1 Working with people

Communication between business operations and IT organisation is all about working together and making decisions together. Daniel Kahneman, Israeli psychologist and Nobel prize winner, has developed several theories on how people think, absorb information and how they come to decisions.

At the basis of Kahneman’s work is the separation of our thinking into System 1 and System 2. System 1 is our automatic pilot and can be described as quick, automatic, emotional, stereotypical and unconsciously. System 2 is the opposite and equals slow, occasionally, logical, calculating, consciously and demands effort and energy.

In-depth research shows that people have a strong preference to approach their daily activities from within System 1. This system takes us little effort, is fast and our automatic judgements are often right. You know the feeling that you have arrived at work for example not remembering how you got there? That is part of System 1. An important element of System 1 is that we use only the information that is directly at hand. Searching for information takes a lot of effort and is not included. System 1 is so effective that people do not realise that they are using limited information to come to a decision or judgement. People take decisions and come to conclusions based on their intuition (gut feeling). Kahneman describes this as ‘What You See Is All There Is’: WYSIATI.

People naturally tend to apply their own perspective and will not automatically place themselves in the context of others. System 2 is activated when one needs to think about an answer, such as in calculating the sum of 314 + 405. The answer is formulated by System 2: 719.

The thinking from within these 2 systems also explains the vicious circle between business operations and the IT organisation. Both sides gladly continue to communicate in System 1, in their own comfortable domain of thinking.

The IT organisation prefers to adopt an approach which ensures thoroughness, a clear scope, structure and a strong focus on the current process. Albeit with all good intentions, they still miss the point because they are insufficiently open to change, new insights, and to learning experiences and feedback from the business owners and their users. It creates a comfortable but imaginary world, that is more and more surpassed by the fast pace of the real world.

To break this vicious circle, a new and shared vision needs to be created using System 2 thinking. This will create a new model that can then
be handled by business and IT using System 1 in their daily operations, unless the next wave of change is expected. The canvas addresses exactly this issue. It helps people to break out when they are, like many times, stuck to thinking in System 1. The canvas invites people to think outside the WYSIATI circle and provides a common and shared means of communication. This approach forces participants to apply System 2 thinking.

1.2 Communication between business operations and IT organisations

One should not underestimate the importance of effective communication between business operations and the IT organisation. IT is an essential and strategic part of the business activities in any organisation. In the past IT was mainly used to automate business processes. Today IT is an increasingly important part of the product and service offerings, like electronic banking, web shops, cars and consumer equipment. In addition, IT supports organisations to become more efficient and more flexible and to develop new business models.

The IT organisation plan is often developed using information planning and architecture (section) overviews, based on for example TOGAF, ArchiMate or alternatives. These approaches are developed in the IT world and not from the perspective of the Stakeholders, the decision makers in the world of IT users. Business models are used as support to provide insight in business activities and processes and to increase the understanding of others. Architecture overviews depict the complex interaction between parts of business systems. The objective of these models is to clarify the interconnection, to develop roadmaps and action plans, including the related investments, and to subsequently execute these. The deliverables of these methods are not really suited for proper communication between decision makers and IT organisation. They are within the comfort zone of the IT organisation, but far outside that of an average business manager or user.

In other words, the IT organisation talks from within her perspective of System 1. For the receiving party, it is a complex subject that takes a lot of effort to try to understand.
2. Operating Model Canvas

The Operating Model Canvas provides the connection between the business model on the one hand, and the business processes and information, including the related IT services, on the other hand (see figure 1). The canvas has been setup from a business perspective, not from an IT perspective. This simplifies and improves the communication. The Canvas strives to visualise and describe the essence of the business on a single canvas (A0 poster). We have been inspired for this by the books The back of a Napkin and Bla Bla Bla written by Dan Roman who describes the power of visualisation in communication.

The business model guides the Canvas. The Canvas visualises the mission and vision of the board and managers on the organisation of the company based on its business activities. This business operations and IT have a single and shared model. Using the Canvas, a detailed view of the processes, information domains and the supporting IT services can be developed.

Figure 1: Positioning the Operating Model Canvas
The Canvas contains all primary and supporting activities. Customers and end users, the channels and the portfolio of an organisation. The context of the Canvas consists of the customer and supplier activities in the company chain. It shows how customers and suppliers are part of the operating of the organisation. Thus, the model lets you see the internal and external interactions as well as the information exchange between participants in the chain.

The Canvas is not all-inclusive. It does not depict the organisational structure, like locations of legal constructions and it does not show hierarchies. This is essential to ensure that the business activities and information services are subject of the discussion, without having to involve configuring the organisation or legal structures. Many reorganisations do not influence the operating model of a company. The Canvas will also remain as is. A reorganisation is often merely a different way of working within the same objectives and within the same context of the company.

2.1 Proven models as the basis of the canvas

Anderson MacGyver has used concepts and ideas that find their origin in the Business Model Canvas by Osterwalder and the Value Chain by economist Michael Porter. These models describe the activities that an organisation needs to execute to realise its goals and strategy. For the theoretical framework, we have deliberately chosen models and theories that are widely known and have been proven in practice.

2.1.1 Business Model Canvas

For the past years, the Business Model Canvas has been the commonly used method for organisations to model their business strategy. It provides a structure to develop and visualise the market proposition of a business. The result is a shared product of every person that supports the realisation of the proposition and the development of the business model. Customers and customer proposition are key. The cooperation with partners and suppliers is also important, as well as determining the key resources to realise the proposition. The business model is primarily a means of communication to ensure all involved think within the same context and the same proposition. The Business Model makes sure that everybody knows what is important and what not, that it is clear who the stakeholders are and that everybody has the same
<table>
<thead>
<tr>
<th>STRATEGIC PARTNERS</th>
<th>KEY ACTIVITIES</th>
<th>VALUE PROPOSITIONS</th>
<th>CUSTOMER RELATIONSHIPS</th>
<th>CUSTOMER SEGMENTS</th>
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<th>KEY RESOURCES</th>
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<th>COST STRUCTURE</th>
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Anderson MacGyver
goal in mind. The Canvas makes sure that everybody thinks from the same strategic business perspective, and not from a specific problem definition that often limits potential solutions. Working from the perspective of the proposition also increases the domain of possible solutions. Looking at the research of Kahneman, What You See Is All There Is (WYSIATI), this approach encourages thinking from within System 2. The Canvas stimulates, or forces, every participant to think within the same context and with the same background. It helps to eliminate differences in interpretation or background in an early stage. Those involved will better understand what is going on in their environment and are encouraged in a nice way to think about this. At the strategic level this offers additional support in making substantiated decisions.

2.2.2 Value chain model

Centrally in the development of the Canvas is the term ‘activity’ or ‘business activity’. The term activity means everything that needs to be done (execution of actions and tasks) to make the business model work. Activities can be grouped by their nature or function, like procurement, marketing or production. Porter differentiates between different types of business activities to indicate their meaning, characteristics and importance for the business execution:

• Primary activities that cover the creation of the product or service, the sales and delivery to the customer, including after sales activities.

• Support activities required for primary or other support activities that help with the delivery of services that are not specifically aimed at the customer, like resource procurement, technology and human resources.

• Firm infrastructure is not directly related to specific primary activities, but supports all activities, like administration, finance and IT infrastructure.

The primary business activities directly support the delivery of services to customers and are in that respect distinguishing in comparison to other organisations. Support activities will normally have a more generic character. They will be very similar within different organisations.

Firm infrastructure supports the whole organisation, but at the same time provides a context within which other activities take place. The firm infrastructure needs to be configured in such a way that it offers the
SUPPORT ACTIVITIES

FIRM INFRASTRUCTURE
HUMAN RESOURCES
TECHNOLOGY DEVELOPMENT
PROCUREMENT

PRIMARY ACTIVITIES

INBOUND LOGISTICS
OPERATIONS
OUTBOUND LOGISTICS
MARKETING AND SALES
SERVICE
appropriate context for the other activities to function optimally. Business activities deliver goods and/or services to other business activities in the company chain, or to the business activities of customers. In the case of consumers, it will concern a product or service directly delivered to the consumer. The business activities of the organisation are dynamic and are continuously influenced by changes in the business context or from the customer/consumer. It is important therefore to map the business context and analyse the related characteristics. These characteristics include among others the dynamics, dependency on time, dependency on location, specific requirements (e.g., legal, compliance, knowledge) and the diversity of the customer group that is being served. The processes that are executed within the business activities produce and deliver the services to the customer. A service is also a process; the delivery of the service takes place through interaction between customer and supplier, whereby the supplier offers a solution for a customer problem using systems (Grönroos, 2000). For example, when a customer withdraws money at an ATM, the delivery of the service takes place where the customer (system) meets the bank system (the ATM). It is important to note that the value of the service is in the end determined by the customer: what is the effort required, is the service adequately delivered and how is the service appreciated (see also Anderson MacGyver Whitepaper 01: ‘A perfect match – Fit for purpose service providers’).

2.3 Build up and layout of the canvas

The Canvas is developed from a generic foundation, the base layer, upon which multiple layers can be displayed using different aspects. The base layer shows the business activities and the stakeholders in the chain: customers of the company, end consumers and suppliers. The aspect layers on top of the base layer may for example show IT services or applications, data domains, project portfolio, financial data, et cetera. We will come back to this in more detail.

2.3.1 Scope of the canvas, chain and organisation

The scope, the value chain, is determined by identifying which services the organisation delivers, to which customer groups, and who the most important partners are in the chain to deliver goods or services required to deliver the final product. Potential users of services that are not a customer of
the organisation are also considered. When for example a postal organisation distributes mail, the paying customer is the sender. The end customer however, the recipient of the mail, will also have certain expectations regarding the service delivery and the postal organisation. Therefore, the value that the organisation offers by delivering products and services to customers, needs to be analysed and understood: the value system. This value will be produced by the primary business activities that deliver the value to customers.

Depending on their size many companies will have multiple and diverse value propositions. These are visualised as separate streams of primary activities. Activities that are shared, like firm infrastructure and supporting activities, will be displayed as common activities. If the scope of the Canvas also includes activities outside the organisation, these can be shown by including business activities of delivering or receiving parties. For example, when distribution is outsourced and the logistic service provider executes specific tasks like collecting returns or repairs.

2.3.2 De base layer

The core of the Canvas is developed based on the business activities. These are shown in chronological order from left to right. Unlike the Business Model Canvas, not only the core activities are displayed, but all business activities are being grouped and mapped out. The main reason for this is that:

• It creates insight into the relation and connectivity between activities, the exchange of information and the stakeholders involved;
• It creates insight into the interaction with activities of partners in the chain and of customers – the different chains are mapped and displayed;
• IT services normally interact with all business activities – it is important to create a complete inventory and to subsequently categorise the IT services based on the required characteristics;
• It creates a grouping of IT services into logical sections based on the characteristics of the business activities.

Primary activities are normally displayed on the Canvas in the central block of primary business activities. The primary activities Sales and Services are placed at the outside, thus creating a meaningful link with distribution channel and customer segments. It also creates a link between de sales activities and
the activities of the organisation that provide the service. Supporting activities are displayed separately underneath the primary activities, emphasizing their supporting nature. The position of Procurement needs proper attention since it also visualises the interaction and exchange with suppliers. Important suppliers or suppliers that provide an almost complete business activity, should be displayed on the Canvas. Some activities that provide value to the customer could be placed into the support activities. For example, providing administrative information to customers, thus adding additional service, ease of use and value to the delivery of products and services. By applying visualisation techniques, like colour, line thickness et cetera, parts of the Canvas can be made to stand out or grouped explicitly.

Just like in the Business Model Canvas, customers are segmented in the model based on their importance, like revenue, volume or added value of the segment. If 80 percent of revenue is with consumers and 20 percent with business customers, then this division is also displayed on the Canvas. Including customer segments in the model allows for showing the interaction and information exchange per segment. Activities can also be included, especially if they differ per segment. The use of social media for example can be displayed in a segment as well. Distribution and communication channels are displayed on the Canvas to show the ways of communication: by post, e-mail, direct sales, delivery, by call centre, by pickup points, and in stores. Again, the sequence is based on importance or volume. Information is shown in the channels to a limited extent. The communication channel itself usually implicitly indicates what type of activities is taking place in the channel. Other details can be provided on the Canvas, like online platforms, key services, locations et cetera.

2.3.3 More aspects on the canvas
Specific information like cost, project portfolio’s or capabilities (see TOGAF) are not displayed on the base layer of the Canvas. Costing and revenue amounts are also not included, since this information is more fluid than the other information elements on the Canvas. These are visualised with aspect layers. Using this approach secures a single foundation for communication between business operations and the IT organisation and leaves room for further specifications required. The basis for all specifications remains the same, a single and mutually supported Canvas. The IT portfolio is also not included on the

Figure 6: The Operating Model Canvas consist of a base layer supplemented with aspect layers
<table>
<thead>
<tr>
<th>ASPECT LAYERS</th>
<th>DISPLAYS</th>
<th>PURPOSE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>BASE LAYER</strong></td>
<td>The base layer displays the business activities and the stakeholders in the chain: customers, consumers and suppliers</td>
<td></td>
</tr>
<tr>
<td><strong>FOCUS AND OBJECTIVES</strong></td>
<td>• Focus and objectives related to business activities or other elements on the base layer • Primarily for strategic themes, guidelines, conditions, etc</td>
<td>• Strategy development and communication • Mapping of strategic objectives and key areas</td>
</tr>
<tr>
<td><strong>FINANCIALS</strong></td>
<td>• Business activity financials or other financials • Other key indicators like nr of employees, customers etc</td>
<td>• Financial management • Decision making and prioritising • A basis for other decisions</td>
</tr>
<tr>
<td><strong>PROJECTS AND PROGRAMMES</strong></td>
<td>• Projects and programmes linked to business activities • Project characteristics (eg size, duration, progress, etc)</td>
<td>• Project portfolio management (organisation wide) • Information planning • Change management</td>
</tr>
<tr>
<td><strong>DATA</strong></td>
<td>• Data sources and information domains for business activities • Information characteristics (eg value, quantity, quality etc)</td>
<td>• Information management • Security &amp; Compliance • Data analytics</td>
</tr>
<tr>
<td><strong>IT SERVICES OR APPLICATIONS</strong></td>
<td>• IT services and applications supporting the business activities • Application characteristics (eg lifecycle, technology etc) related to business activities</td>
<td>• Application rationalisation • Sourcing strategy • Enterprise Architecture</td>
</tr>
</tbody>
</table>
Canvas. After development of the Canvas base layer, an additional detailing of the IT Services can take place in for example an additional aspect layer of the Canvas. Existing IT services can be linked to business activities to determine if the characteristics of the IT services match with the characteristics of the business activities. If not, that could be a reason to organise IT services differently.

Using the Canvas, it is also possible to develop an outsourcing strategy by analysing which activities have a generic nature and which are specific to the organisation. Activities are specific when a company has special demands for the execution of the business activity and uses it to differentiate from other companies (see also Anderson MacGyver Whitepaper 01: ‘A perfect match – Fit for purpose service providers’).

After mapping the business activities, including the characteristics of the context they operate in, a further detailing of the business processes can take place including the information required to effectively execute them. IT services can be applied to realise this. Figure 6 contains examples of aspect layers. The types of information elements that can be designed in aspect layers on the Canvas are almost limitless.

The development approach for a Canvas is business driven, contrary to information planning techniques which are IT driven. Apart from designing aspect layers, there is a second method to visualise additional information elements on the base layer of the Canvas. Room for additional information elements at the side of the Canvas can be created by graphically decreasing the size of the base layer. More detailed information about for example a specific business activity can be displayed on the side. Or maybe even graphs or tables, to display revenues or expenses for example.
The approach for developing the Canvas is based on workshops. The workshops ensure the direct involvement and contribution of participants, that together develop the operating model and visualise it on a big A0 poster.

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Further detailing of the base layer takes place with all stakeholders that have an interest in analysing the business activities and IT service portfolio. Then the most important characteristics of the business activities can be determined, and how the interaction with customers and suppliers works, and what the context of the company or organisation looks like.

Before the start of the workshops, a first draft of the Canvas is developed using the information available. Sources are for example the strategic plan, a Business Model Canvas or architecture documents. If no information is available, the scope of the Canvas can be developed in preliminary workshops. This initial draft will be further developed with stakeholders of the business operation and IT organisation in workshops. Often a few workshops (three) suffice for a good result. This enables a high level of participation of those involved, rapid improvement of the quality of solutions through the different perspectives, and strong delivery of shared results by effective communication and
Operating Model Canvas

**PREPARATION AND KICKOFF**
- Kick-off
- Collect documentation
- Analyse documentation
- Meetings with participants (optional)
- Determine direction and key principles

**DEVELOPING THE CANVAS**
- Workshop preparations
- Execution of workshops
- Process workshop results on the Canvas
- Collecting additional information
- Selection of aspect layers on base layer of the Canvas (starting workshop two)
  - Usually about three workshops

**COMPLETION AND TRANSFER**
- Final version of the Canvas
- Demonstration and explanation of the Canvas (optional)
- Handing the Canvas over to the organisation

**Activities**
- Scope of Operating Model Canvas
- Overview of business models, channels and activities

**Result**
- (Initial) Canvas with base layer
- Aspect layers on the Canvas
- Common understanding and agreement

- Final version of the Operating Model Canvas including aspect layers
- Allocation of responsibility for maintaining the Canvas
common understanding.
The large A0 size poster is not specifically used to allow more information on the Canvas, but it a group of ten people can actively stand in front of it to discuss. In this way, the group members can effectively debate the content, providing everybody the opportunity to use the models and sketches on the Canvas to support his or her views. As such all are using the same context to communicate and discuss.

Anderson MacGyver uses these prints, posters in meetings for example with the management board. With the A0 posters we indicate where change takes place, what the consequences are, who is involved and what will be required. It strikes us every time how discussions and decisions flow more easily when one is in front of a large poster displaying the whole organisation, instead of using the more passive slide presentations. Using presentations, the overview and coherence can be easily lost by non-insiders or those indirectly involved. The A0 overviews and use of the business language display links between activities, provide concrete context and quickly facilitate discussions about the content. Common grounds and shared views develop, since all participants continue to see the complete picture. People do not get the chance to fall back into System 1 thinking, or to limit their discussion to their own domain. The complete organisation is displayed on the Canvas and that stimulates employees to think about it as such.

Based on the completed operating models the IT organisation can continue to analyse the IT aspects in more detail. Several examples are provided in the next chapter.
Operating Model Canvas

4. Application and examples

The Canvas has not only proven itself as an effective tool for different departments to talk with other stakeholders in the company. It is also a valuable tool to develop a transparent IT vision from a business perspective. This IT vision can be used to make the proper decisions about IT investments and the IT structure, both technological and organisational. The Canvas can also visualise other areas where business operations and IT interact, such as:

- **Value analysis**: which business activities add value as defined in the customer proposition and which activities are required to support business operations and/or other activities
- **Organisational context**: the Canvas shows the links between activities of the internal organisation with the activities of customers and suppliers. This provides insight and understanding of the importance of the interactions and the information exchange with customer and supplier systems, and how this should be supported and organised
- **Sourcing strategy**: For which business activities, could the IT support be sourced from service providers that offer standard IT services in the market, and for which business activities is it strategically important to keep the IT support in-house, potentially with the help of business partners
- **Portfolio management**: visualisation of projects or programmes mapped on the business activities providing insight in the focus and importance

- **Financials**: Savings, cost and investments can be displayed on the Canvas, showing directly the balance of financials across the business activities
- **Information management**: displaying the departmental plans, strategic objectives, and conditions or focus on the Canvas, clearly visualises the interdependency and consistency of these plans
- **Resource management**: The model can demonstrate which resources (capabilities, personnel, company assets, IT infrastructure, applications) are required for the execution of the business activities. For certain type of resource, a so-called landscape overview can be developed that support the analysis of for example an enterprise architecture or a sourcing strategy

There might be parts of the Canvas that are subject to intensive change. More detailed analysis could be required, whereby the Canvas is used to secure the consistency of links and interactions between the related elements.

Figure 8: Sample Canvas displaying the results of the business activity analysis of Royal FloraHolland
## FloraHolland Activiteiten

### RELATIE EN DIENSTEN
- Beheersactiviteiten
  - Relatie & accountmanagement
  - Goederencontrole
  - Diensten portefeuille

### ASSORTIMENT EN AANBOED
- Beheersactiviteiten
  - Verwerken aangeboden en aanbiedingen
  - Managen assortiment (catalogus)

### VEILIGEN
- Beheersactiviteiten
  - Orde beheer en voorraad (stock en trace)
  - Orde verwerking (administratie)

### DIRECTE STROMEN
- Beheersactiviteiten
  - Orde beheer en voorraad (stock en trace)

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## Logistiek

### Logistieke Utvorigen t.b.v. Veilen en Directe Stromen
- Beheersactiviteiten
  - Ontvingen en registreren
  - Verwerken
  - Distribueren
  - Alloceren

### Keten Logistiek t.b.v. Relaties
- Beheersactiviteiten
  - Verzenden, uitgeven en behalen van logistieke middelen
  - Verzenden
  - Supply Chain Operations
  - Supply Chain Development

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## Financieel

### Financieel Aanmodellering
- Beheersactiviteiten
  - Facturatie
  - Rechtstelling
  - Contraal Balansrock

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## Technisch

### Technisch Aanmodellering
- Beheersactiviteiten
  - ICT
    - Architectuur en inforomatie management
    - Service Management
    - End-User Computing (werkplek)
    - Telefoon en Netwerk management

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## Externe activiteiten

### Externe activiteiten
- Producten aanbieden
- Groothandel
- Couriers
- Retail
- Online winkels
- Hubways
- Tracking en tracing
- Vlotten
- Cool Monitoring
- FloraMond

### Externe activiteiten
- Aanbieden van bloemen assortiment
- Aanbieden van bloemen
- Koop boekhoud service
- Koop
- Koop
- Koop
- Koop
- Koop

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**Note:** alleen voornaamste externe activiteiten opgenomen.
5. Conclusions

Over the past few years Anderson MacGyver has used the Operating Model Canvas many times. The model has proven to be a powerful instrument to form a well-defined and coherent vision on the business models and the resulting vision on the IT service portfolio. It provides the essential information to determine the strategic IT agenda, founded on the business strategy and envisioned business operations: business drives IT and not vice versa. Working together on a joint model helps to get a comprehensive and shared view on the business model and on the improvements in business activities that required for managers to realise their business objectives.

It becomes clear to all what the company mission is and that the IT vision is subject to that mission. The IT organisation should support the business vision and ensure that IT functions as an enabler to the business. For selection of the best solutions it is important to apply an outside-in view. This creates more room for new (digital) insight and takes all links and relations with other activities and stakeholders into account.

We have seen in practice that results can be achieved rapidly. It also provides a shared understanding of the way the business model works. This is of great importance to many of our clients: finally a common representation and shared view of the actual business.

The Canvas is developed together with the employees of our clients who therefore see it as their own model of the organisation. Especially when brand style and colours of the company are used. The Canvas is a model that helps business and IT to effectively communicate with each other: it creates a common language and shared context to develop, replace and improve IT projects and services.
Anderson MacGyver: creating business value

Anderson MacGyver supports its clients in creating business value through establishing digital strategies, implementing business focused and agile IT organizations and selecting the right solutions and technology partners. We help our clients with their digital transformation.

Essential for the digital transformation is a clear and shared roadmap to a future where companies use data and technology to create competitive advantage. Anderson MacGyver challenges the business strategy of clients and helps to identify and realize innovative opportunities.

New business models
Markets are changing rapidly, existing business models are under a lot of pressure and put to the test by radical new business models delivered by new digital organizations (eg ‘Uber’ or FinTechs). During the last decade the increasing pressure on efficiency has caused IT environments to become outdated resulting into business managers dissatisfied with their internal IT organization. Smarter use of information becomes the key enabler of new business models.

“We create value for our customers by stimulating them to innovate, by improving the way they operate and by enabling the change they need.”

Partnering with the business
At Anderson MacGyver we believe that IT organizations should primarily act as a business partner and should constantly think and act in terms of added value to the business and its clients. As a result, opportunities involving technology and information will be seized more effectively. No longer ‘IT and the business’, but working together in multimodal teams towards a single vision and strategic approach to the client.
Innovate, change and operate

“We create value through IT for our clients by stimulating them to innovate, by improving the way they operate and by enabling the change they need.”

Anderson MacGyver as a team

Anderson MacGyver supports organizations with its own authentic approach to realise the envisaged goals. We initiate innovation with true passion and together with our client we establish a challenging and exciting strategic digital agenda. With the resulting modern and focused organization, the business is ready to become leading in the digital world of tomorrow. We are committed to help our clients and apply the necessary changes to their organization.

We are recognised for the seniority, drive and experience of our teams, that are committed and result driven. Applying our methodologies, based on latest scientific insights, we are passionate to initiate innovation and help our clients transform.