





# Target Operating Model

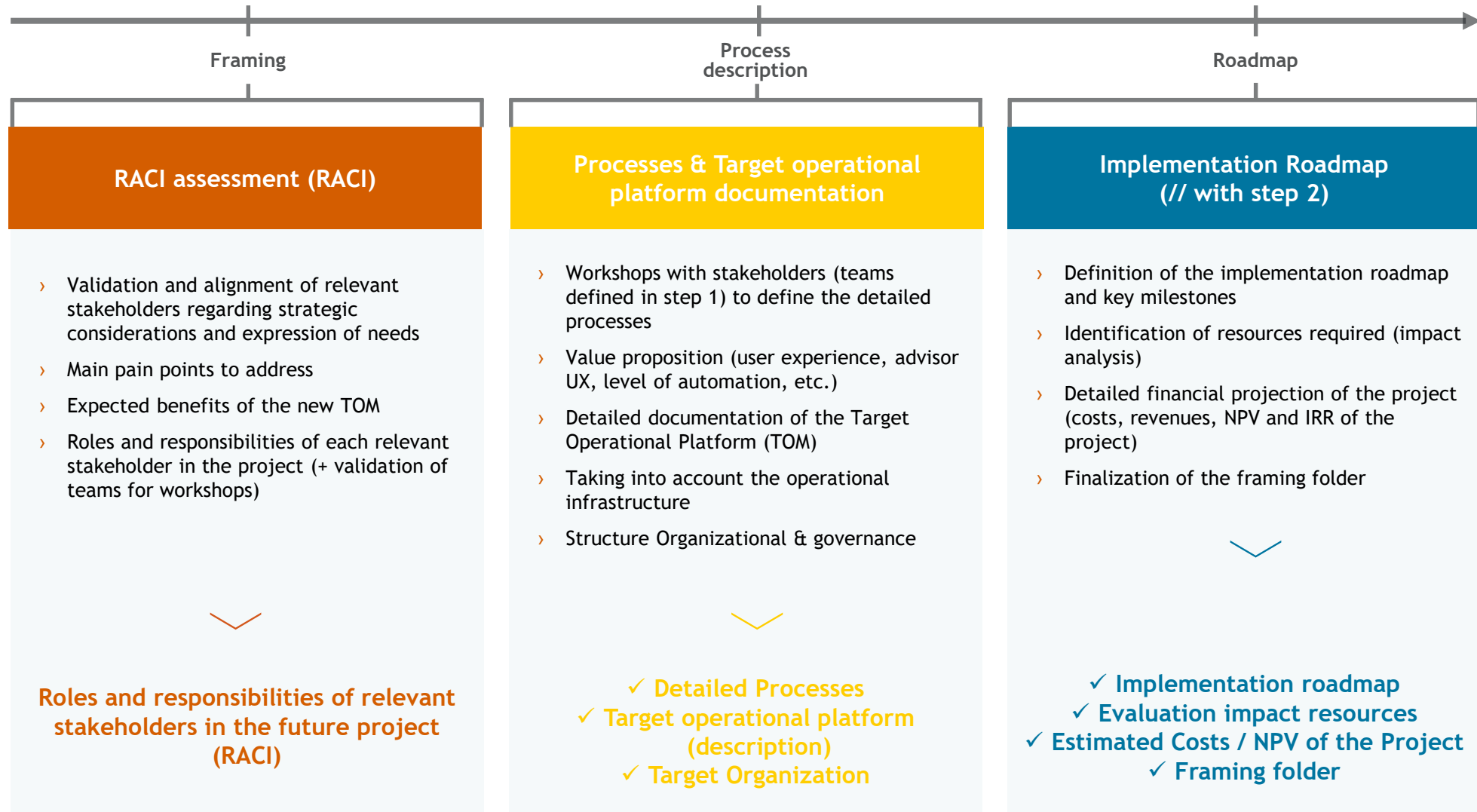
# A Target Operating Model Project has to be Well-Structured at the Very Beginning to Ensure Success

<p>1. Strategic considerations</p>	<ul style="list-style-type: none"> <li>› Expected benefits of the new Activity (Target Vision and Ambition)</li> <li>› Fit with strategic priorities (customer acquisition, cost reduction, profitability growth per customer)</li> </ul>
<p>2. Value proposition</p>	<ul style="list-style-type: none"> <li>› Target client segmentation</li> <li>› Level of integration of the value proposition</li> <li>› Level of automation / customization</li> </ul>
<p>3. Entry &amp; development strategy</p>	<ul style="list-style-type: none"> <li>› Time to Market</li> <li>› Financial rationale (pricing / costs / NPV)</li> <li>› Level of control</li> </ul>
<p>4. Target model</p>	<ul style="list-style-type: none"> <li>› Products &amp; services</li> <li>› Marketing &amp; Customer Relations</li> <li>› User experience (customer path and target business lines)</li> <li>› WM complete value chain (profiling, KYC, billing, etc.)</li> <li>› Front-Office / Back-office / Financial and interface(s)</li> <li>› Technologies / solutions, processes and people to support the TOM</li> <li>› Organizational structure</li> <li>› Roles and Responsibilities (Consultant / Platform / Client Interactions)</li> <li>› Performance Measurements and KPIs</li> </ul>
<p>5. Implementation roadmap</p>	<ul style="list-style-type: none"> <li>› Calendar and impact resources</li> <li>› Key milestones, decision-making process and governance</li> </ul>

# Key Success Factors when Launching Business Development Transformation project for a New Target Operating Model

	Key considerations	Key success factors
	<ul style="list-style-type: none"><li>› The Target Operating Model need to be consistent and efficient, reflecting Bank NDA</li></ul>	<ul style="list-style-type: none"><li>✓ It is important to spend time to design the overall target operating model and get the buy-in of all key stakeholders, to perform operating model consistency checks, to push end-to-end processes instead of tasks</li></ul>
	<ul style="list-style-type: none"><li>› Engage all the stakeholders through a strong governance</li></ul>	<ul style="list-style-type: none"><li>✓ Its important to develop a strong governance to act new processes when implementing a new Target Operating Model.</li></ul>
	<ul style="list-style-type: none"><li>› Set-up process ownership &amp; understanding of the new organization</li></ul>	<ul style="list-style-type: none"><li>✓ Stakeholders must understand the various stages of the governance model (extended team, managed services, ...); Project team will communicate the criteria to move from one step to another, establish clear RACI and kill potential redundancies</li></ul>
	<ul style="list-style-type: none"><li>› Measure the Effectiveness of the TOM</li></ul>	<ul style="list-style-type: none"><li>✓ The measurement of the performance of the operating model is an essential topic. It is important to define the most relevant metrics for measuring the effectiveness of my operating model and tools to be used for measuring and reporting</li></ul>

# Target Operating Model : an efficient and progressive approach aligning relevant stakeholders on actions to implement





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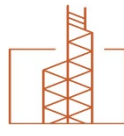
Budapest



New York



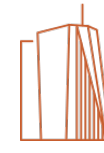
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# Thank You



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