

Consulting Services  
G-Cloud – Service Definition

**Target Operating Model (TOM)  
Design**

## 1. About Us

Valcon is a full-service provider that works at the intersection between consultancy, technology, data, advanced analytics and strategy. Situated in The Netherlands, The United Kingdom, Denmark, Sweden, Germany and Croatia, Valcon forms a European community helping clients across national borders. We focus on end-to-end transformations in which we create long-lasting and sustainable value together with a human approach.

We know that every link matters in improving an organisation value chain. We support our clients in pursuing the right change in people, system, and process. Our involvement is based on deep knowledge and experience, working shoulder to shoulder with many different organisations. We do not blindly follow a methodology; we follow through on getting things done. Who have deep expertise in operationalising strategy, process design, data and analytics, technology, and change.

## 2. Service offering

Valcon will understand your current state and collaboratively formulate your future state operating model to realise your business strategy. We provide direction on the prioritisation of your change agenda and define a transformational roadmap to deliver your future state operating model which is outcome-focussed to derive maximum business benefit.

### Features

- Define business transformation objectives and design principles
- Establish design authority to govern design coherence across multiple transitions
- Customer and user centred design approach to support agile delivery
- Map current state including pain points
- Design future state TOM
- Map TOM elements of processes, organisation, technology and information
- Conduct gap analysis between current and future state
- Formulate TOM change transition roadmap
- Guide delivery of TOM change roadmap
- Provide dedicated Business Architecture design consultants

### Benefits

- Improves target vision to align the business and stakeholders
- Optimises ability to deliver and execute the organisation's strategy
- Identifies process, organisation, technology, information change impacts on the business
- Creates end-to-end structure that is responsive to the business needs
- Shortens time-to-market in launching new products
- Optimises architecture, process and people structures to deliver business objectives
- Better investment performance, from focusing on priority areas
- Greater long-term cost-effectiveness
- Ability to quickly mobilise consultants with experience and insight
- Delivery assured through Valcon Delivery Excellence model

### **3. Approach**

Valcon business architecture design consultants align the enterprise/business area architecture with the buyer's vision and strategy. They understand the business case/business transformation objectives and define operating design principles for cloud hosting or software service implementation. A holistic view is taken, and all business domains are analysed: process, organisation structure, location, data, application, and technology. A current state of the business operating model is developed and used as baseline. The future state is based on the new operating design principles, and on improvements to eliminate current pain points. The current state is compared to the target state and gaps are identified in all business domains. Capability assessments are conducted to provide a detailed visual plan of action per key capability. The business architect creates the TOM document including views (and cross views) of the different business domains. The business architects define a change roadmap based on the capability gaps, and work with Valcon Consulting's PMO to produce a detailed implementation plan. Valcon's business architecture Design consultants have experience of agile (Scrum, DevOps) delivery methodologies.

Valcon's business architecture design consultants collaborate with project management consultants for the development of the cloud migration plan. The migration plan is based on the TOM design, which in turn is informed by the migration strategy. A holistic view is taken, and all business domains are analysed: process, organisation structure, location, data, application, and technology. The target operation model (TOM) for the cloud migration includes views on all the business domains. It describes which processes/organisation structures/locations are impacted by the cloud migration, and the degree of impact (new, changed, removed and not affected). Changes to data/applications/ technology are also identified with their corresponding degree of change (new, changed, removed and not affected) as cloud servers, data services, and networks behave differently than their on-premises counterparts. Different views of the TOM are created and tailored for different audiences within the buyer's organisation (e.g. senior executives, project managers, developers). The TOM views are communicated to help staff get on-board and comfortable in the Cloud. These views are normally matrices/cross views of different business domains, e.g. which business processes per location are impacted by the Cloud change.

### **4. Effort and Cost**

Effort will be scoped between Valcon and the client based on the skills mix required. See the Pricing Document for the current rates.

Rate card prices are exclusive of VAT. Expenses are re-charged at cost. Expenses will be evidenced by receipts and will include reasonable travel, accommodation and subsistence costs. The payment schedule will follow milestone completions as agreed in the Statement of Work.

### **5. Assumptions**

The successful delivery of and engagement is dependent on the key assumptions identified through collaboration between the client and Valcon. These will be documented and agreed as a part of the Statement of Work.