

# OPERATING MODEL CONTEXT CANVAS

**Vision**  
Include if defined

**Mission**  
Include if defined

**Obligations**  
Include executive summary, and use risk & compliance obligations registers to understand all sources of obligations.

**Stakeholders** - take a multidimensional, vision-driven approach beyond customers and regulators

**Customers**

**Founders, Sponsors, Funders**

**Regulators**

**Employees**

**Society**

**Product Strategy & Product Lines**

**Industry Ecosystem** (or government cluster) - key entities and relationships

**Role in Ecosystem**  
What is your defined or current role in the ecosystems

**Optionality in Ecosystem Design**  
Where can you influence ecosystem structure and your role - beyond competitive position

**Future in Ecosystem**  
What is your target position in the ecosystem

**Future of Ecosystem**  
Desired changes in the ecosystem in medium to long term

**Competitive Position**

**Political Position**

**Stakeholder Concern**

**Asset Ownership**

## Operating Model Constraints

What do we already know we want to include in the operating model design

**Upstream and Supply Chain Partners**

**Operating Model Type**  
eg. Coordination, Diversification, Replication, Unification

**Industry Model Type**  
What approach to organisational design common to your industry do you take

**Revenue Model Type**  
eg. Freemium, subscription, razor/blade, etc

**Service Delivery Partners**

**Key Sustainability Dimensions**

Political and environmental

Cost structure and resource markets

Brand, engagement, and markets

**Operating Model Imperatives**  
What must you get right or risk catastrophic failure

**Key capabilities**  
Current understanding of key business capabilities and processes - and how these are managed

**Key assets**  
Where ownership, utilisation, and maintenance of assets must be factored into operations

**Key Competitors**

Competitors in same market category

**Key resource rights**  
What do we have access to that others don't - including special licences and rights under legislation

**Key differentiators**

**Compounding assets**  
Which assets become more valuable when operated

Encroaching partnerships

**Anti-fragile organisational**  
How do we ensure resilience for both known market cycles and black swan events

Disruption and substitution

**Eroding foundations**  
What foundational capabilities do we need to continue to invest in as they erode on use

**Future foundations**  
What are our future foundations that need to be built before they can be used