

The Service Operating Model Canvas

A service-oriented operating model, on one page. Capabilities become services that produce measured outputs contributing to outcomes.

● **Deliver** · are we getting them done well? ● **Discover** · are we getting the benefits?

STRATEGY REACHES IN: THE BOTTOM TWO RUNGS OF THE CASCADE

Purpose & Outcomes we exist to produce

DISCOVER

Who are we here to serve, and what change in their world are we accountable for?

e.g. Albertans self-sufficient and off assistance.

Strategic Choices & Design Parameters

DEFINE

What must this operating model *enable*? State it as testable parameters, not an org chart.

e.g. Empower self-sufficiency · ease of access · efficient self-serve channels.

The service spine develop capabilities → operationalise services → produce outputs → contribute to outcomes

1 · Capabilities

DEVELOP

The *what*. What must the organisation be able to do? Integrated systems of people, process, technology, information, not boxes.

e.g. Eligibility determination · enrolment · benefit administration.



2 · Services

DELIVER

The *how*. How is each capability operationalised for a client? Name the service and its type; the how is where you compete.

e.g. Provide a childcare subsidy through self-service.



3 · Valued Outputs & Service Levels

DELIVER

What does the service produce, and to what standard? The output is where the SLA attaches: **efficiency** (cost) + **quality** (responsive, accurate, available).

e.g. Paid subsidy · <\$1 online vs \$30 in person · timely, accurate, 24/7.



4 · Outcomes

DISCOVER

What change does the output contribute to? Measured by **effectiveness** (outcome achievement, take-up, reach). Closes the loop to Purpose.

e.g. Family off assistance; parent takes the job.

WHAT THE SERVICES NEED TO RUN

Stakeholders & Clients

Who each service serves, internal or external. One service's output can be another's input.

e.g. Citizens · downstream specialised services.

Channels

How clients access each service, and the cost/experience of each.

e.g. Click · Call · Come-in.

Resources & Suppliers

What the services consume and who supplies it: people, systems, partners, funded agencies.

e.g. Case system · contracted providers.

Accountabilities

Who owns each service and holds its service level? Decision rights, explicit, not implied by the chart.

e.g. Service owner per service; RACI.

The loop: outcomes close back to **Purpose** (Discover); outputs are measured against client expectations (Deliver). Two measurement points: the **output** (SLA) and the **outcome**. **If a redesign moves only the boxes, you changed the org chart, not the operating model.**

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