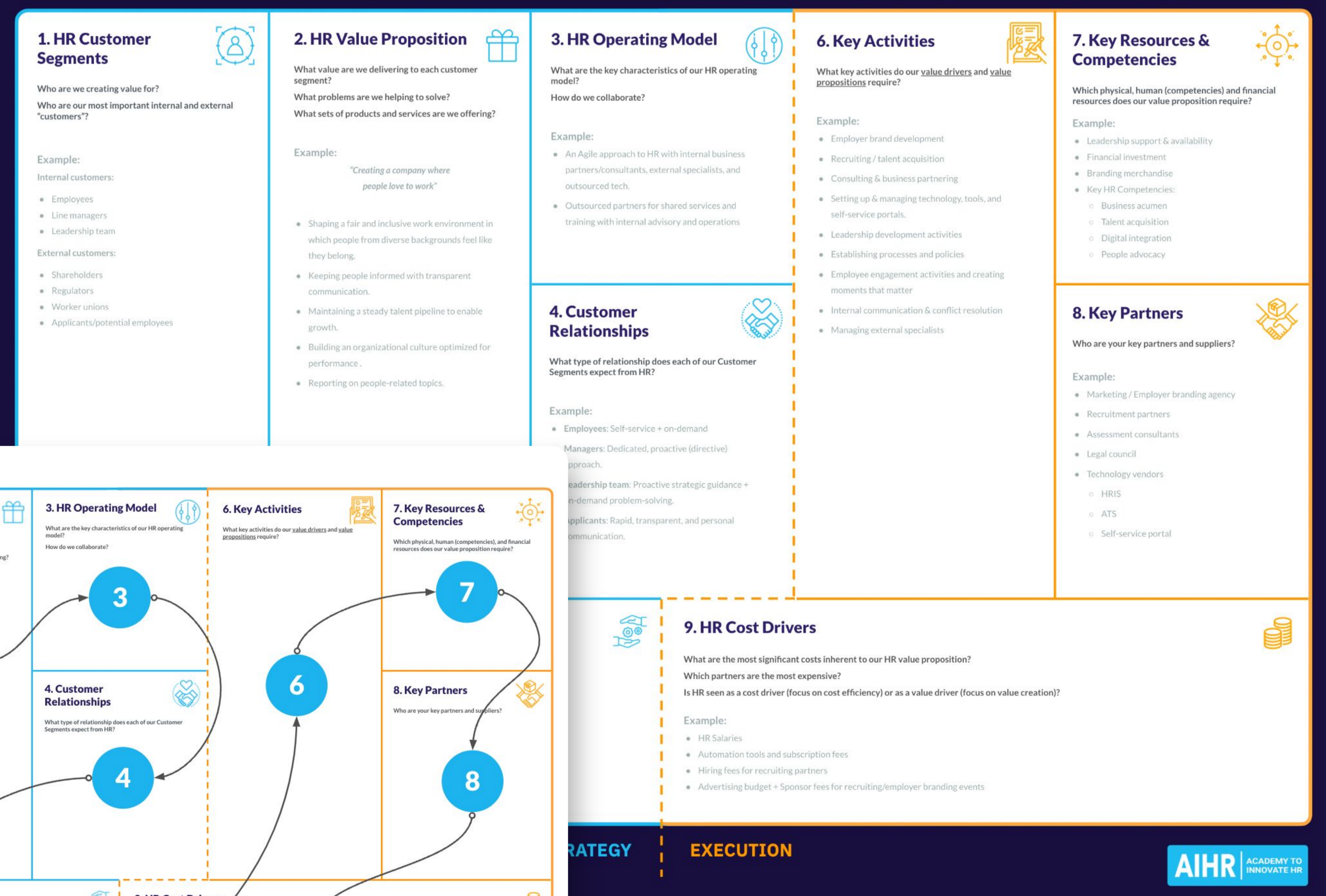
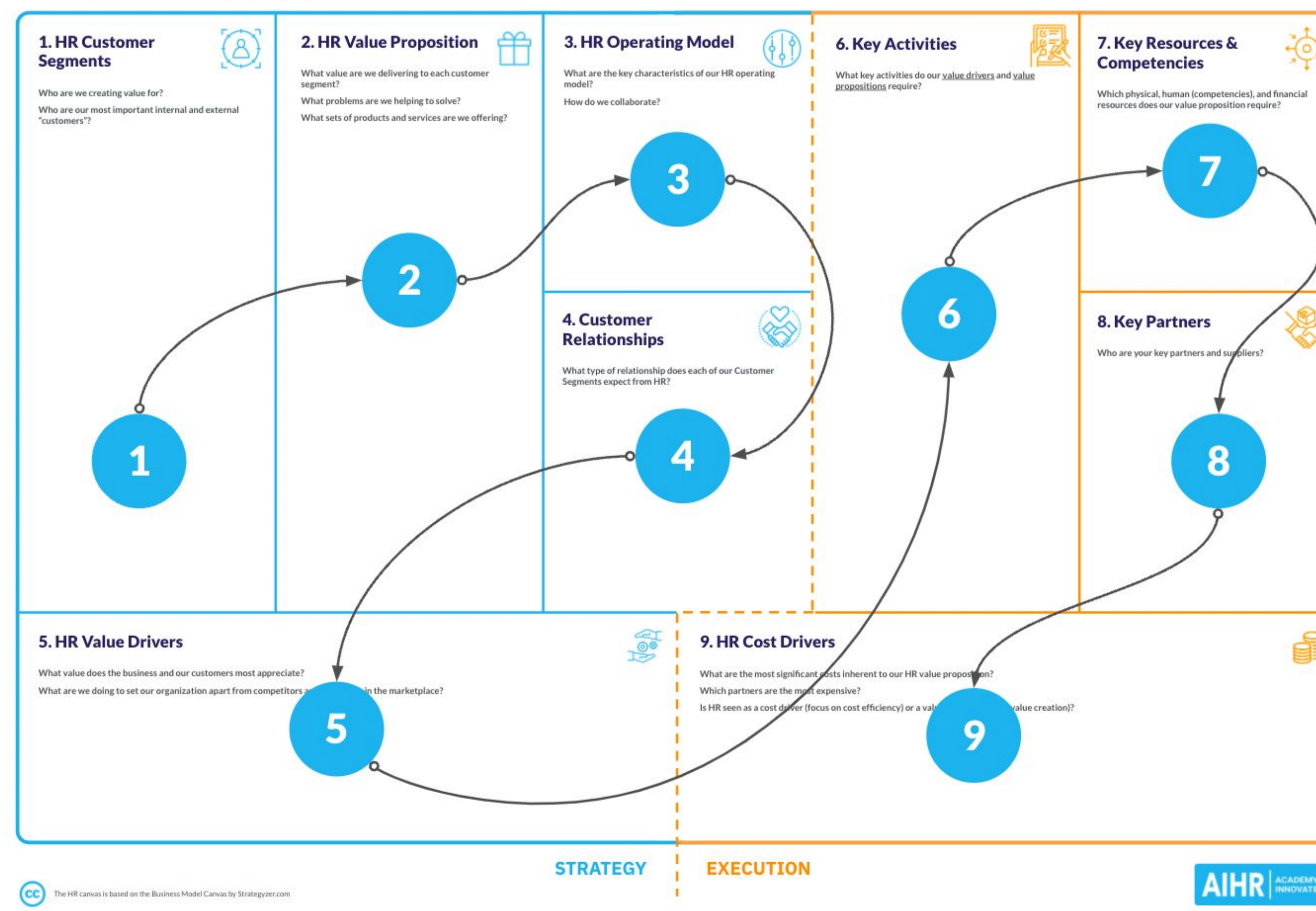


The HR Service Delivery Model Canvas

The HR Service Delivery Model Canvas



Fill out in this order



HR Service Delivery Model Canvas - EXAMPLE

1. HR Customer Segments



Who are we creating value for?
Who are our most important internal and external "customers"?

Example:

Internal:

- Employees
- Line managers
- Leadership team

External:

- Shareholders
- Regulators
- Worker unions
- Applicants/potential employees

2. HR Value Proposition



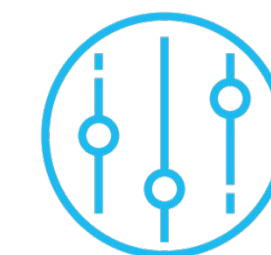
What value are we delivering to each customer segment?
What problems are we helping to solve?
What sets of products and services are we offering?

Example:

"Creating a company where people love to work"

- Shaping a fair and inclusive work environment in which people from diverse backgrounds feel like they belong.
- Keeping people informed with transparent communication.
- Maintaining a steady talent pipeline to enable growth.
- Building an organizational culture optimized for performance.
- Reporting on people-related topics.

3. HR Operating Model



What are the key characteristics of our HR operating model?
How do we collaborate?

Example:

- An Agile approach to HR with internal business partners/consultants, external specialists, and outsourced tech.
- Outsourced partners for shared services and training with internal advisory and operations

4. Customer Relationships



What type of relationship does each of our Customer Segments expect from HR?

Example:

- **Employees:** Self-service + on-demand
- **Managers:** Dedicated, proactive (directive) approach.
- **Leadership team:** Proactive strategic guidance + on-demand problem-solving.
- **Applicants:** Rapid, transparent, and personal communication.

6. Key Activities

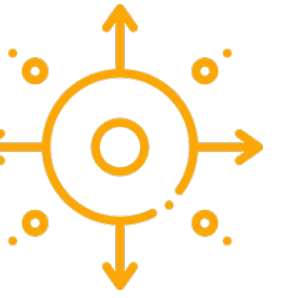


What key activities do our value drivers and value propositions require?

Example:

- Employer brand development
- Recruiting / talent acquisition
- Consulting & business partnering
- Setting up & managing technology, tools, and self-service portals.
- Leadership development activities
- Establishing processes and policies
- Employee engagement activities and creating moments that matter
- Internal communication & conflict resolution
- Managing external specialists

7. Key Resources & Competencies

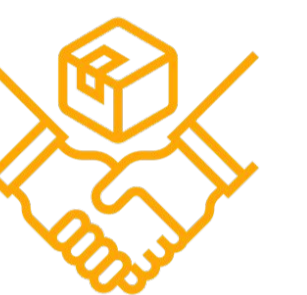


Which physical, human (competencies), and financial resources does our value proposition require?

Example:

- Leadership support & availability
- Financial investment
- Branding merchandise
- Key HR Competencies:
 - Business acumen
 - Talent acquisition
 - Digital integration
 - People advocacy

8. Key Partners



Who are your key partners and suppliers?

Example:

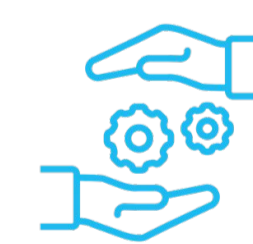
- Marketing / Employer branding agency
- Recruitment partners
- Assessment consultants
- Legal counsel
- Technology vendors
 - HRIS
 - ATS
 - Self-service portal

5. HR Value Drivers

What value do the business and our customers most appreciate?
What are we doing to set our organization apart from competitors and help it win in the marketplace?

Example:

- Right talent, right time, right position
- Recognizable and admirable employer brand
- Trusted employer that always has your back



9. HR Cost Drivers



What are the most significant costs inherent to our HR value proposition?
Which partners are the most expensive?
Is HR seen as a cost driver (focus on cost efficiency) or a value driver (focus on value creation)?

Example:

- HR Salaries
- Automation tools and subscription fees
- Hiring fees for recruiting partners
- Advertising budget + Sponsor fees for recruiting/employer branding events

STRATEGY

EXECUTION



The HR canvas is based on the Business Model Canvas by Strategyzer.com

Fill out in this order

1. HR Customer Segments



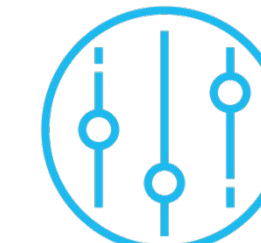
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3. HR Operating Model



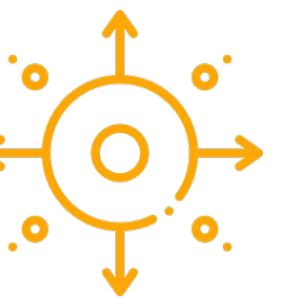
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6. Key Activities



What key activities do our value drivers and value propositions require?

7. Key Resources & Competencies



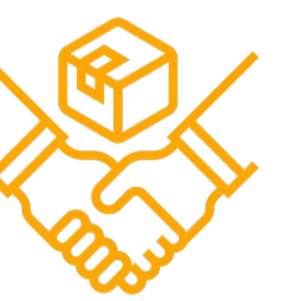
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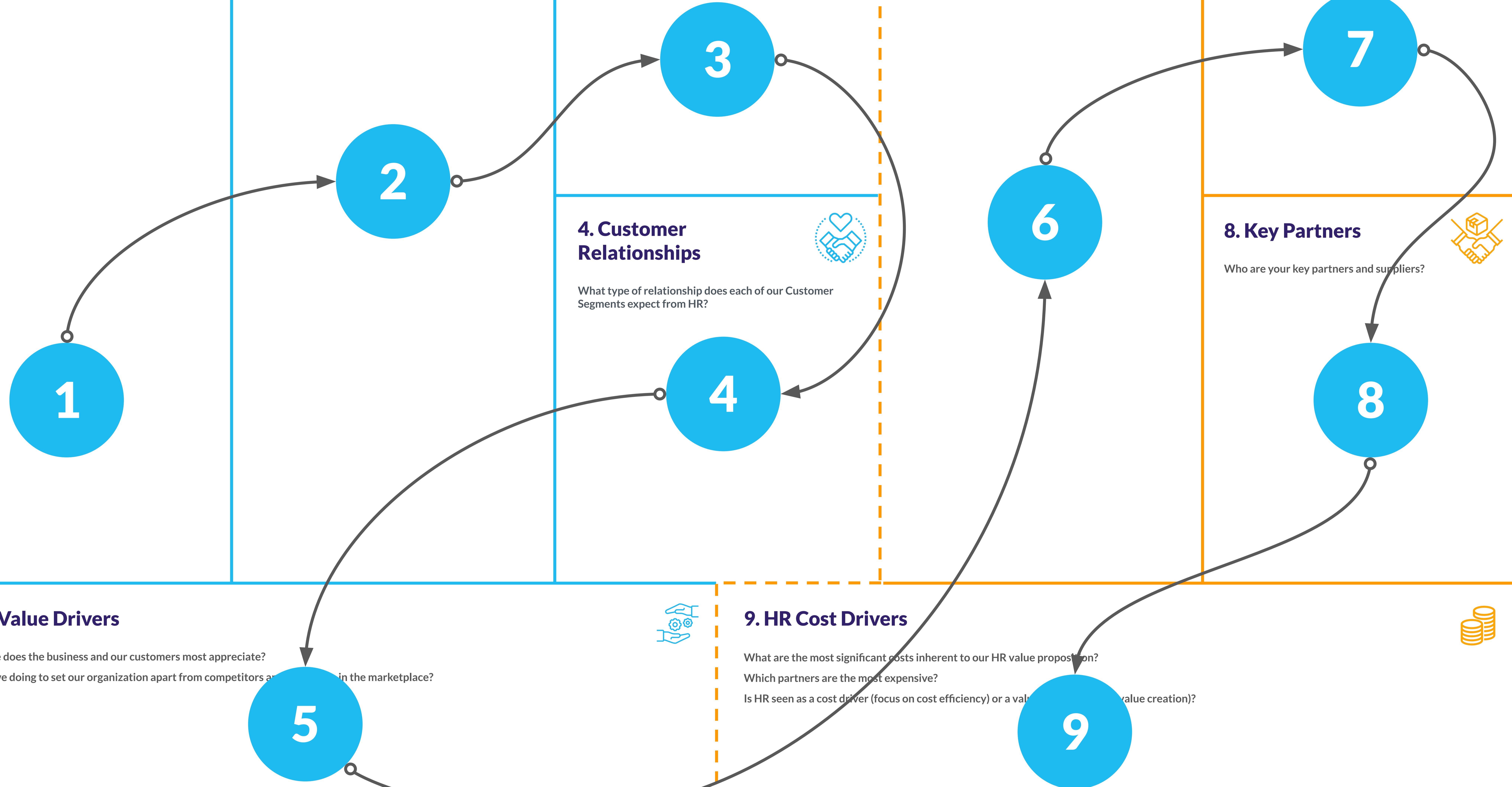
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HR Service Delivery Model Canvas

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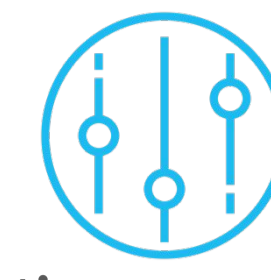
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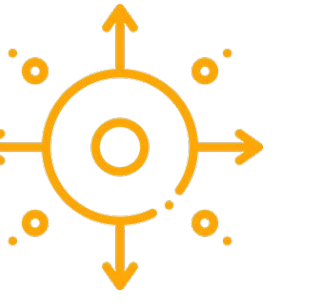
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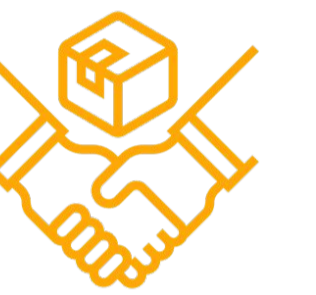
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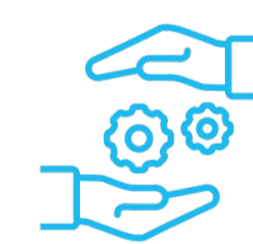
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