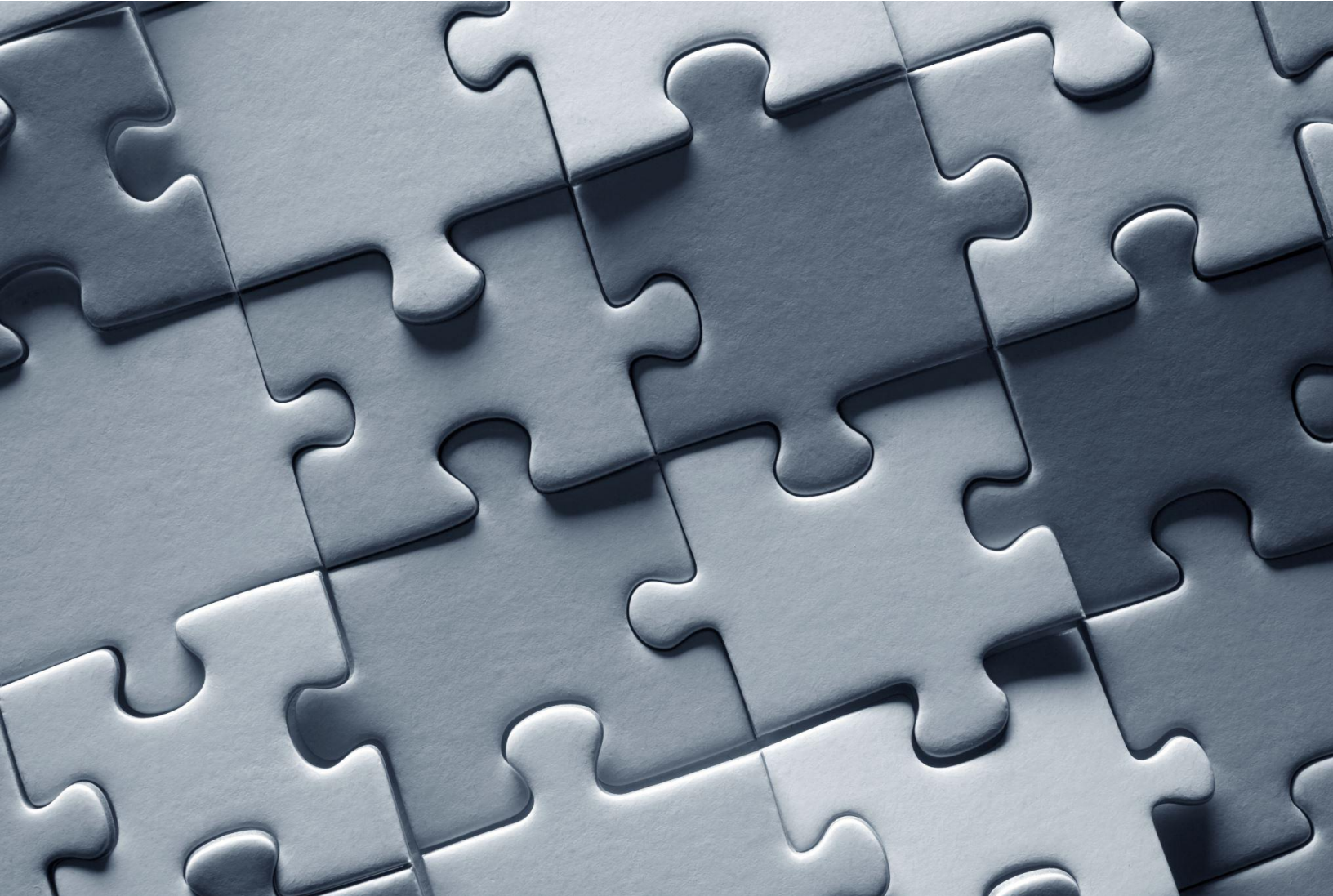




Why Operating Models Matter in Transactions and Transformations



Why Operating Models Matter in Transactions and Transformations

Executive Summary

Strategy defines what an organization intends to achieve. The operating model defines how those outcomes are actually delivered.

Across transactions and transformations, value is rarely lost due to poor strategy alone. More often, it erodes because the organization lacks a clear, aligned, and executable operating model; one that translates strategic intent into day-to-day decisions, processes, capabilities, governance, and behaviors.

An operating model approach provides the missing link between ambition and execution. It establishes the blueprint for how people, processes, technology, assets, and partners work together to deliver results—at scale, sustainably, and with accountability.

The Core Problem: Strategy Without an Operating Model

Organizations undertaking transactions or transformations focus on:

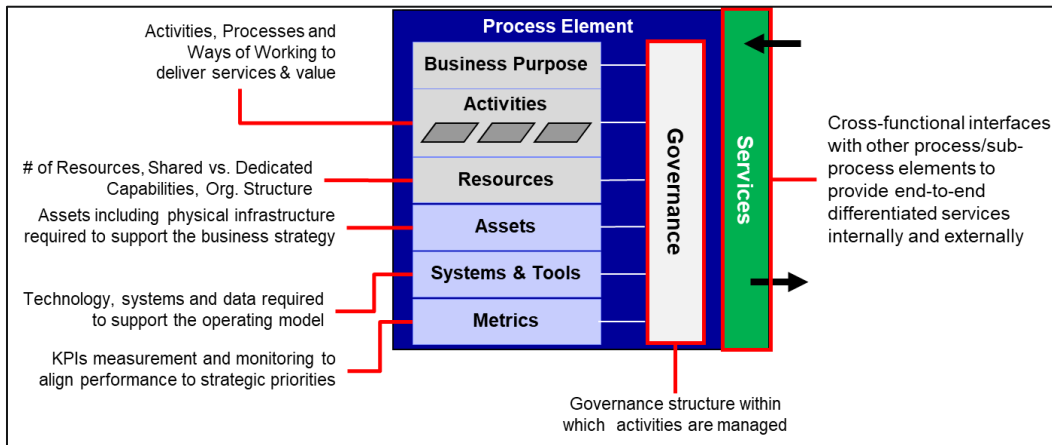
- Strategic rationale and business cases
- Synergies, cost take-out targets, and growth plans
- Technology or functional redesign in isolation

What is frequently missing is a coherent end-to-end operating model that answers fundamental execution questions:

- Who owns which decisions, and at what level?
- How is work coordinated across functions, regions, and business units?
- Which capabilities must be centralized, standardized, differentiated, or localized?
- How are performance, incentives, and governance aligned to value creation?
- How does the organization actually operate on Day 1, Day 100, and beyond during an M&A?

What is an Operating Model?

An operating model is the enterprise blueprint that defines how strategy is executed, and at its core it aligns a set of integrated dimensions.



An effective operating model ensures these elements reinforce; not contradict each other.

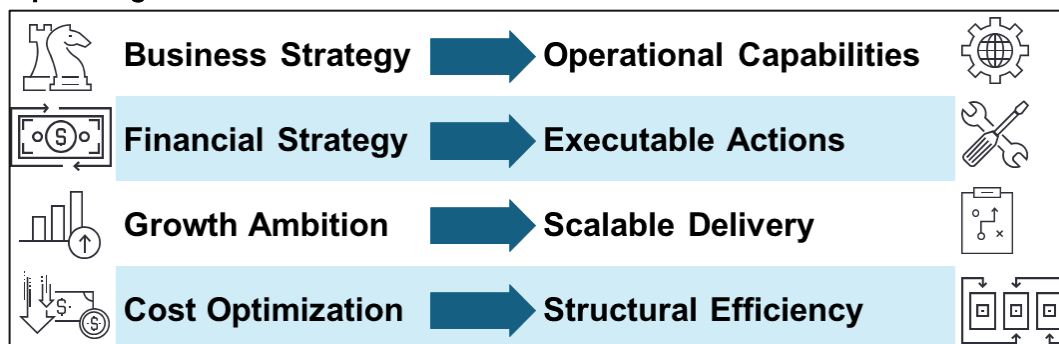
Why Operating Models are Critical in Transactions & Transformations

Transactions introduce structural disruption: new ownership, new scope, new boundaries, and new economics. Operating models provide clarity and stability during this disruption. Transformations aim to change how the organization performs; but often struggle to change how it actually operates.

In transactions, operating models enable	Operating models ensure transformations
<ul style="list-style-type: none"> • Clear Day-1 readiness and TSA design • Rapid separation or integration of processes and systems • Explicit definition of what must be standalone vs. shared • Faster synergy realization with reduced execution risk • Clear accountability across corporate, business unit, and functional layers 	<ul style="list-style-type: none"> • Move beyond isolated initiatives to systemic change • Balance efficiency, agility, and control • Align incentives and behaviors with new ways of working • Scale improvements across regions, products, or business units • Sustain performance after initial momentum fades

Operating Models as the Bridge Between Strategy and Results

Operating models translate:



The Value of an Operating Model Mindset

Organizations that take an operating model approach consistently achieve:

- Faster time-to-value in transactions
- Higher transformation ROI
- Clearer accountability and decision-making
- Improved cross-functional collaboration
- Greater resilience in periods of change

Most importantly it builds the “muscle memory”, they create organizations that can execute strategy repeatedly; not just once.

Strategy Alone Is No Longer Sufficient

In an environment defined by constant change; M&A, digital disruption, cost pressure, and growth expectations, strategy alone is no longer sufficient. Operating models are the mechanism through which intent becomes action, and ambition becomes results.

Organizations that treat operating model design as a core capability, not a one-time exercise; are better positioned to win in both transactions and transformations.

In short, operating models turn transactions and transformations into repeatable, scalable execution engines.

For more information, please reach out to:

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Kian Solutions at a glance

Kian Solutions is a premier Consulting firm composed of seasoned industry professionals with deep expertise across Transactions & Transformations. We specialize in driving measurable Performance Improvement. With our hands-on approach and continuous focus on delivering tangible results, we partner with organizations to achieve operational excellence, enhanced productivity, and sustainable long-term growth.

Discover more at www.kiansolutions.com