

# Operating Model Redesign

An operating model is the bridge between strategy and delivery. We design how the enterprise should be structured, how work should flow, and how technology, data, and governance should support it, so the strategy the board set can actually be run. Our designs cover the full canon: value streams and processes, organisation and capability, sourcing, locations, technology, data, and decision rights, with the economics modelled and tested. And we do not stop at the diagram. We plan and govern the transition, sequence the change to protect the business along the way, and measure the model against the value it was meant to create. A target operating model that never lands is just a poster.

## The Precision Approach

### Design from strategy and value

The model is derived from the outcomes the board has committed to, tested against value streams end to end, and traceable back to the strategy at every layer.

### Prove the economics

Cost-to-serve, headcount, and benefit movements are modelled for each option before the executive chooses, so the decision is made with the price tag visible.

### Bridge to execution

Transition states, sequencing, workforce planning, and consultation obligations are planned and governed to the target state.

### Cover the whole model

Process, people, technology, data, sourcing, governance, and location decisions are designed together, because a model with a missing layer fails at the seams.

### Design with the people who run it

Leaders and operators co-design the detail, which is how the model earns legitimacy before day one.

### Model with modern tools

Simulation, data analysis, and AI-assisted process mining put evidence under design choices that used to run on anecdote.

## Key deliverables

Structured by discipline. Shaped to your programme.

### See the model as it is

- ◆ Current-state operating model assessment with evidence-based pain point map
- ◆ Process and value-stream baseline, using process mining where data allows
- ◆ Capability model and skills gap assessment (SFIA-informed for technology roles)

### Design the whole target

- ◆ Design principles and target-state design criteria endorsed by the executive
- ◆ Target operating model blueprint across all layers: process, organisation, people and capability, technology, data, sourcing, governance, location
- ◆ Value stream maps for the critical end-to-end flows, current and future
- ◆ Organisation design: structure options, spans and layers analysis, role design

### Prove the economics

- ◆ Cost-to-serve model comparing current and target states by option
- ◆ Benefits case with owners, baselines, and realisation timeline
- ◆ Operating model performance scorecard and health metrics

### Bridge to execution

- ◆ Workforce transition model: mapping, consultation inputs, and timing
- ◆ Transition roadmap with interim states, sequencing, and decision gates
- ◆ Change impact assessment by function, role, and site
- ◆ Technology and data implications brief for the architecture roadmap

### Land it and prove it

- ◆ Leadership alignment and co-design workshop series with decision records
- ◆ Post-transition review at 90 and 180 days against the benefits case

Representative artefacts; the playbooks run deeper than this page.

## The Precision Difference

### The whole model, designed together

Process, people, technology, data, sourcing, governance, and location decisions are designed as one, because a model with a missing layer fails at the seams.

### Economics before the decision

Cost-to-serve, headcount, and benefit movements are modelled for each option before the executive chooses.

### Built to leave the poster behind

We plan and govern the transition, sequence the change to protect the business along the way, and co-design the detail with the leaders and operators who will run it.

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If the operating model you have is fighting the strategy the board has set, this is the conversation to have before you redraw the organisation chart.

If it matters, we should talk.

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