Endorsements

PATRICK VAN DER PIJL,
CEO Business Models Inc. and author of *Design a Better Business*

Designing a business is a difficult task. Books like *Operating Model Canvas* help cut through the complexity. It helps you to go one step deeper beyond the Business Model Canvas and Value Proposition. This book could be considered as part of a family of books like *Business Model Generation*, *Value Proposition Design*, *Design a Better Business* as we need to have conversations around the How. All are landscape. All are easy to read. All are full of tools and case examples. They should all be on your book shelf or the side of your desk.

YVES PIGNEUR,
co-author *Business Model Generation* and *Value Proposition Design*

Andrew Campbell and co-authors have focused on the left-hand side of the Business Model Canvas for creating an Operating Model Canvas. Their canvas consists of components such as locations, organization structure, people models, information systems and performance management systems. The book contains illustrations and worked examples, and has a nice landscape design. Let yourself be charmed by the thoughts, practical techniques and case studies proposed by the authors.

THOMAS H. DAVENPORT,
Distinguished Professor, Babson College, and author of *Competing on Analytics* and *Only Humans Need Apply*

If you liked Osterwalder et al.'s *Business Model Canvas* and *Value Proposition Design*, you'll also want to spend time with this one. All three books have a light and engaging tone and are co-created with practitioners. But *Operating Model Canvas* picks up where the earlier books leave off, taking the thinking about activities, resources, and partners to the next level. It's critical for making a business model work.

WILLIAM ULRICH,
President, Business Architecture Guild

Operating models have been written about for many years. The Operating Model Canvas moves the needle forward in this discussion by further framing operating model concepts in a canvas. As with most tools, readers should consider the canvas and related concepts as they continue their journey of streamlining and improving their business.

JOHN WEBB, Vice President & Program Lead Mars Operating Model, Mars Incorporated

I have just led a review and redesign of the global operating model for Mars Incorporated. Andrew Campbell was a significant help to me in this, and I learned a lot from applying some of the tools and processes that are in this book. I can see that the thinking has developed even further since then and this book would have been hugely helpful as I worked through the operating model scope and critical analyses with the Executive Committee.

I will certainly use this approach next time I have similar work to do. It simplifies what can be a complex and intimidating task, helps to put the work in the right context and provides tools that ensure rigor and focus.

If you have an operating model project to do, you need this book.

JOE SPADAFORD, Chief Operations Strategy Officer, Computershare

I have led many change and transformation projects that supported an overall business strategy. These are always difficult projects both in the design and the execution. *Operating Model Canvas* is a useful and pragmatic aid to this work, full of tools and examples and helpful ways of simplifying complexity. It provides a framework to consider the change elements holistically, giving you the opportunity to create an implementation plan that will more likely be successful.

FREEK DUPPEN, Senior Manager, Operating Model Development, The LEGO Group

Many people are going to find the insights in this book really valuable. Whether you are new to the topic or a seasoned practitioner, the book offers plenty to help you on your operating model journey: a clear framework for thinking about operating models, a basket of tools, and copious examples ranging from Zara to Snapfish and from a government department to an IT function. There are alternative ways to approach the concept of operating models, but I can highly recommend the approach in this book. It is easy to read, practically relevant, and touches upon all the important aspects.

DR GRAHAM EDWARDS, retired CEO, AECI

At AECI we got a lot of use out of the Business Model Canvas. Every business or proposed new acquisition had to present its Canvas to the Exco, and managers were subjected to a fairly rigorous grilling to ensure they really did understand their business model. If we had had the Operating Model Canvas, those sessions would have been more penetrating on operating issues. This book is another important step forward in management thinking.

MARK SMALLEY, Ambassador, ASL BiSL Foundation

Andrew Campbell has produced a very useful book that can be used in its own right or in combination with the Business Model Canvas. I had the pleasure of reviewing the book and learnt a lot in the process. For most people, the term operating model is poorly defined and loosely used. *Operating Model Canvas* does a good job in pinning it down in simple but well-grounded language. The guidance is practical and attractively presented. I used the principles and structure in my work for The Open Group's IT4IT Forum to create an IT operating model and I am pleased with the results. I have no hesitation in recommending this book.

MICHEL BERTHUS, Group Vice President - Head of Quality Management, ABB

Operating Model Canvas is both simple and powerful. It provides a simple framework (the Canvas) and some powerful tools (value chain map, organization model, supplier matrix, etc.). I cannot imagine anyone involved in working on organization design or operating models or even process improvement that will not gain a great deal from this easy to read and engaging book.

STEPHEN BUNGAY, author of *The Art of Action*

My work and teaching on strategy execution is about how organizations make things happen in line with their intentions. It focuses on the 'software' – how to set direction and align people so as to create unity of effort. But every company has made commitments to doing things in a certain way that is reflected and constrained by their 'hardware'. *Operating Model Canvas* addresses the question of how to change that hardware and design an organization with the right operational capabilities. I find the simplicity of the canvas, the wealth of examples in Chapter 2 and the quality of the tools explained in Chapter 3 both practical and powerful. The authors' innovative and engaging approach turns the hard work involved into fun, and redefines what a 'how to' textbook should be. It is a great companion to *The Art of Action*.

JEROEN DE FLANDER, author of the bestsellers *Strategy Execution Heroes* and *The Execution Shortcut*
Operating Model Canvas helps you in a practical and fun way to design the best possible operating model for your strategy. Highly recommended!

PROFESSOR GUNTER MÜLLER-STEWENS, Institut für Betriebswirtschaft, Universität St.Gallen
Strategies often fail to get implemented. We already have ways to convert strategies into scorecards and KPIs, but we have fewer tools to help convert strategies into portfolios of transformation projects. *Operating Model Canvas* fills this gap. Andrew Campbell and his co-authors seem to understand both strategy and operations and have created an ideal companion to the Business Model Canvas. It is an easy and fun read. And it encourages and supports the reader in applying the ideas on real projects.

MARC LANKHORST, Managing Consultant & Chief Technology Evangelist, BIZZdesign, and developer of the ArchiMate® standard for enterprise architecture modeling
Our company BiZZdesign does many projects that involve designing the business architecture and operating activities of a business or organization. The design of business models has been very successfully addressed by Alex Osterwalder and Ives Pigneur in their famous book *Business Model Generation*. But to make your business model work, you also need an operating model, describing how the elements of your organization together deliver its value proposition. The Operating Model Canvas proposed by Andrew Campbell, Mikel Gutierrez and Mark Lancelott extends the thinking behind the Business Model Canvas to provide a practical tool for designing such operating models. This book will help anybody involved in business design, target operating models, business architecture and operational improvements.

KIRILL DEREVENSKI, Strategic Business Architect, ex-Sodexo
I have carried out a number of jobs transforming strategy into operational results in mid-sized and large companies. I wish I had had Operating Model Canvas by my side. It is comprehensive, straightforward and accessible. It is written by people who understand strategy and who know how to connect strategy with operations to drive measurable results. It contains tools and methods that are effective and easy to apply while using the language that senior managers talk. A 'must have' to get your project right from the start, and to get it to a successful finish. A perfect operational 'nuts and bolts' companion to Business Model Generation, when you need concrete guidance on operating model design.

GRAHAM DALTON, Independent Management Consultant

I have used Andrew's OD tools over a hundred times, both at PwC and as an independent management consultant. They make sense to clients and give great insight and clarity. This new contribution brings similar clarity to the complex topic of operating models. Andrew's book is very visual and easy to read; and the great client examples bring the topic to life.

This book and its Operating Model Toolbox will be invaluable to consultants and executives alike, guiding them in how to align their organization and operations with their strategic aims. I was part of a team that developed PwC's approach to operating model work and I wish I had had this book to help me.

AMY KATES, Kates Kesler Organization Consulting and author (with Jay Galbraith) of *Designing Your Organization*

As organization designers, we help leaders make smart decisions about 'organization models'. A prerequisite to this work is a clear 'operating model'. The operating model articulates the business framework and how the organization components will relate to one another. A clear operating model makes selecting among organization options much easier.

Andrew Campbell brings a designer's eye to demystifying the steps for creating an operating model. This book is filled with tools, examples, and a wide variety of case studies. It will be an essential guide for anyone working on organizations.

NAOMI STANFORD, Organization Design Practitioner, author, speaker

Andrew Campbell, more typically known for his strategy and organization work, has focused his attention on the task of turning strategy into operations. He and co-authors explain, through illustrations and examples, the six elements of the *Operating Model Canvas* - value delivery chains, organization, information systems, locations, suppliers and management systems - in a beautifully clear and fun way that takes the pain out of operating model development and implementation. It's a substantial contribution designed in an engaging way showing the working steps as they actually progress and giving helpful tips, guidance and resources along the way. A great addition to any organization designer's toolkit.