

# Foreword

**NIGEL SLACK**, Emeritus Professor of Operations Management and Strategy, Warwick University, and author of best selling text books *Operations Strategy* and *Operations Management*.

There is an enduring dilemma that follows anyone charged with making strategy have a real impact. 'How do you think big while keeping your feet on the ground?' 'How do you translate the broad vision of where the enterprise wants to be into a set of practical and realistic plans and actions?' This is where the idea of the operating model fits in. It is a concept that has been gathering momentum in the strategy field – and for good reason. Operating models have the potential to provide a high-level design for any type of organization that both defines its structure and style and enables it to meet its business objectives. Done well, an operating model should provide a clear, 'big-picture' description of what the organization does, across both business and technology domains. It should provide a way to examining the business in terms of its key relationships, especially those between the business functions, processes and structures that are required for the organization to fulfil its mission. It should fit alongside the organization's business model in a way that helps convert strategy into a working model of how things need to be done in practice. A good operating model is a prerequisite for building effective change in the organization.

This is an important book for two reasons. First, it provides a first-class guide on how to put an effective operating model together. Andrew Campbell and his co-authors have taken the proven idea of a Business Model Canvas and created an Operating Model Canvas as a way of extending the number of operating elements that are considered from three (activities, resources, partners) to six (processes, organization, location, information, suppliers and management system). Of course there are many other ways of defining and presenting the idea of operating models. Every consultant has his or her own "model". But *Operating Model Canvas* is the first attempt, as far as I am aware, to document and share both the concept, a complete set of tools and worked examples. Second, the book is exceptionally well illustrated, with easy-to-follow steps and a wealth of engaging and insightful examples from all types of enterprise. I commend it to anyone involved in turning strategy into operational designs and choices.

**RICHARD KOCH**, author of the bestselling titles  
*Simplify* and *The 80/20 Principle*

I have followed Andrew's Campbell's work with pleasure for many years. Every time he takes on a topic, he contributes valuable new insights. This book is no exception.

Andrew and his co-authors start from a firm's value proposition – its distinctive advantages for customers – and then use their 'Operating Model Canvas' as a simple and practical way to work out *HOW* to deliver the value proposition the best way.

I see three huge advantages of this approach. One is that it actually does find the best feasible way to deliver the value proposition consistently.

The second advantage is that it helps managers in different areas get aligned so that the whole organization and its suppliers are trying to do the same thing.

And third, it provides a bridge for managers from the strategy to a portfolio of transformation projects, all pointing in the same direction – forward! Too often managers push their pet projects and huge value is lost by the firm and its customers. That will not happen with this approach.

I also love the messy look and feel of the book. The charts are drawn freehand by managers themselves, there are lots of post-it notes all over the place, the whole thing appears chaotic but is brilliantly cohesive. You can tell that the participants had a lot of fun – and you can too.