



The Digital M&A Operating Model

M&A Has a Digital Value Problem: Here Are 12 Questions to Fix It.

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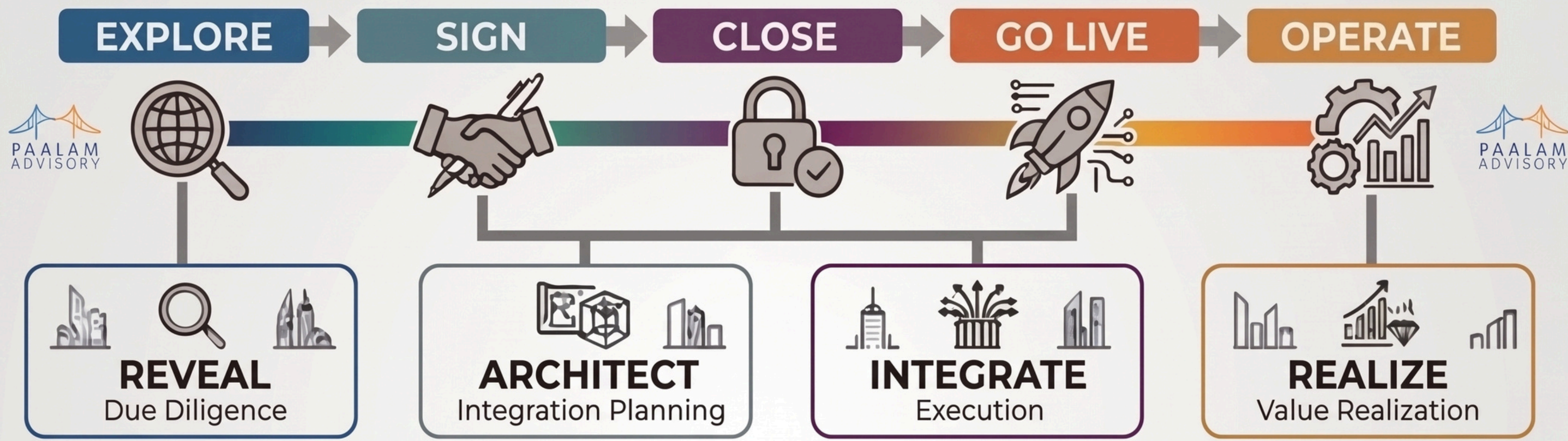


The deal may be signed in the boardroom. But its value is realized in the digital operating model.

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M&A CONTINUUM



DIGITAL OPERATING MODEL



The Digital M&A Operating Model

Two Dimensions. One Framework

The Digital M&A Executive Matrix

12 elemental questions executives should ask across the deal lifecycle



The Digital Operating Model

The M&A Continuum

REVEAL

ARCHITECT

INTEGRATE

REALIZE

STRATEGY

Q1: Unpriced Digital Capabilities — What hidden digital liabilities or assets directly impact target valuation?

Q4: Target Strategy & Capabilities — Does the digital roadmap and TSA strategy transform the business or merely transact the close?

Q7: Thesis-Driven Governance — Are the integration milestones strictly governed against Growth, EBIT, Risk, and TSA targets?

Q10: Financial Synergies & Value Capture — Are revenue commitments, cost synergies, and TSA exit milestones actually being realized?

ORGANIZATION

Q2: Clean Team Capability — Does the diligence team possess the digital acumen to evaluate complex processes, AI, and data risks?

Q5: Organization Model & Culture — Is there an aligned talent model and delivery structure to prevent cultural friction and brain drain?

Q8: Strategic IMO — Is the IMO empowered with decision rights, agile squads and federated PMO teams to drive execution velocity?

Q11: Operating Model Scale — Has the merged organization transitioned from integration survival into a scalable growth engine?

TECHNOLOGY

Q3: Backoffice Tech & TSAs — Does latent tech debt, architecture gaps, and TSA dependencies impact true deal costs?

Q6: Target-State Architecture — What combined technology blueprint will scale capabilities without compounding debt?

Q9: Systems Convergence & Cutover — Are data migrations, platforms and cutovers integrating without accumulating go-live risk?

Q12: Rationalization & Modernization — Has technology disposition eliminated run-cost redundancy and retained customer trust?

The Digital M&A Value Matrix

The executive value delivered from each of the 12 elemental questions



The Digital Operating Model

The M&A Continuum

REVEAL

ARCHITECT

INTEGRATE

REALIZE

STRATEGY

- Right-priced deal valuation
- Hidden liabilities surfaced
- Unpriced digital assets identified

- Value-aligned investment roadmap
- TSA exit roadmaps defined
- Balanced growth and close priorities

- Milestones governed against value
- Growth and EBIT targets protected
- TSA execution tightly managed

- Financial and growth KPIs delivered
- TSA exit costs optimized
- Shareholder value erosion prevented

ORGANIZATION

- Digital capabilities evaluated
- Digital antitrust risks exposed
- Regulatory blind spots eliminated

- Delivery governance established
- Talent and organization model defined
- Cultural friction anticipated

- Strategic IMO authority empowered
- Execution velocity maintained
- Cross-entity silos prevented

- Scalable operating model built
- Cross-sell growth activated
- Talent continuity sustained

TECHNOLOGY

- Technical debt quantified
- TSA dependencies mapped
- Back-office cost impacts valued

- Target-state architecture defined
- Rationalization blueprint established
- Tech debt estimated

- Platform cutovers on schedule
- Business continuity protected
- Integration risk contained

- Redundant platforms decommissioned
- Customer experience retained
- Run-cost efficiencies realized



M&A Outcomes That Stick

Fewer Surprises After Close

Technology risk is surfaced and priced before you commit — prevent costly discoveries post-close.

Faster Time-to-Integration

A clear roadmap from day one — anticipate roadblocks, risks and dependencies.

Synergies That Actually Land

Tracked, managed, and delivered against the business case that justified the deal.



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