

# Enterprise value protection during structural change

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Revenue continuity. Cost reset. Operating control.

Built for the space between the deal thesis and the company that has to run on Monday morning.

## POINT OF VIEW

The problem is not the transaction. It is the operating company after it.

SIGNED

**The deal thesis**

### THE GAP — WHERE RBA WORKS

Commercial continuity · account ownership ·  
organization design · decision rights · stranded cost ·  
TSA exit · partner stability

REQUIRED

**A company  
that runs**

Most value leakage happens after the model is signed and before the new company can actually operate. The plan exists. The operating system it assumes does not.

## WHAT CHANGES

# Six operational states, before and after

### Without a named owner

- Revenue disruption through the transition
- Account ownership disputed or unclear
- TSA dependency running past plan
- Duplicated organization and stranded cost
- Slow decisions, repeated rework
- Transformation owned by nobody in particular

### With RBA

- Commercial continuity held through Day 1
- Named accounts, named owners, renewal risk tracked
- TSA exit dated and sequenced
- Stranded cost removed, spans and layers reset
- Decision rights named, escalation defined
- A 100-day cadence and a clean internal handoff

## THE TRANSITION AS AN OPERATING PROBLEM

# Four moments, four different mandates

### 01 · Pre-close

#### Readiness

Pressure-test the Day 1 plan against the operating model it assumes. Price what the diligence did not.

### 02 · Day 1

#### Continuity

Hold revenue and customers steady while the structure changes underneath. Cut over without a commercial gap.

### 03 · First 100 days

#### Control

Stand up governance, decision rights and cadence. Convert the plan into weekly operating grip.

### 04 · Standalone

#### Independence

Exit transition services, remove stranded cost, and build the plan the new entity is measured against.

A transaction is a legal event on one day and an operating transition for eighteen months. The mandate changes at each stage; the accountability should not.

## VALUE LEVERS

# Three ways RBA protects enterprise value

01

### Revenue continuity

Hold customers, renewals and pipeline steady while ownership, structure or leadership changes.

**Typical work:** account ownership, renewal risk, coverage, partner conflict, sales plays, deal governance.

02

### Cost and operating reset

Remove stranded cost, simplify spans and layers, clarify decision rights and set the operating cadence.

**Typical work:** org design, capability placement, governance, shared services, TSA exit.

03

### Execution control

Turn the plan into weekly operating grip with named owners and tradeoffs actually resolved.

**Typical work:** IMO and PMO leadership, 100-day plan, sponsor reporting, escalation, handoff.

The common thread: structural change without commercial drift.

## WHERE RBA FITS

# Not another workstream — the layer that resolves them



RBA works **through** the teams, advisors and integrators already in place rather than replacing them. When a mandate needs scale, it is run with the resources the company and its sponsor already fund.

BEFORE RBA • FROM MY OPERATING CAREER

# Four technology transitions, from inside the operating business

**2015**

**Fortune 50 technology company**

Corporate separation: readiness, operating-model work and a private-cloud business exit.

**2017**

**Global enterprise software business**

Multi-billion-dollar spin-merge. Owned front-office GTM and the worldwide Day 1 migration.

**2023**

**Infrastructure software leader**

Commercial stabilization of a ~\$2B portfolio through acquisition and spin-out planning.

**2024**

**Sponsor-backed software carve-out**

\$1B+ ARR business taken standalone through its first full year of independence.

**\$250M**

Annual operating cost removed. I led the end-to-end exit of a private-cloud business — customers, contracts, assets, workforce and operating dependencies.

**\$15M**

Validated annual savings and 9 points of margin. I directed a 36-person team redesigning spans, layers and decision rights across 50+ distributed teams, lifting management span 15%.

**+25%**

Pipeline growth over three quarters through an acquisition, with win rates up 6–7%. I set global account and coverage strategy for the ~\$2B portfolio.

FROM MY OPERATING CAREER · MULTI-BILLION-DOLLAR SPIN-MERGE

# A global software spin-merge: a commercial platform built under separation pressure

## SITUATION

80+ legacy front-office applications had to become one commercial platform for a new entity, without interrupting direct or channel revenue on Day 1.

## MY MANDATE

Own the front-office GTM transformation end to end: scope, budget, a 150-person global program across internal IT, a Big Four integrator, systems integrators and test teams, and the worldwide cutover.

## DECISIONS I OWNED

- Replaced 80+ applications with 15 SaaS platforms serving 7,000+ sales and marketing users, rather than lifting and shifting the legacy estate
- Cut the partner ecosystem from 3,500 to 2,000 on revenue contribution and coverage overlap, moved 3,000+ partners to the new entity and onboarded 1,500+ without a channel gap
- Sequenced cutover so commercial operations never went dark — then secured funding to migrate the acquirer's existing \$1B+ business onto the same platform

**12 months**

Worldwide Day 1 migration, on schedule and within budget

**~40%**

Run-rate cost reduction against a finance-validated baseline

**72 → 48h**

Quote turnaround, with special-deal pricing down ~70%

**+10%**

Distributor share of wallet, revenue preserved through consolidation

FROM MY OPERATING CAREER · \$1B+ ARR CARVE-OUT

# A sponsor-backed software carve-out: holding the revenue base through year one of independence

## SITUATION

A newly independent software business carrying an aggressive growth plan, with the installed base exposed to renewal risk during the transition.

## MY MANDATE

Shape the post-spin commercial model and hold revenue steady through the first full year, across Sales, Marketing, Product and Operations.

## DECISIONS I OWNED

- Chaired a 15-member governing council for six global sales plays spanning four solution areas and two business units, making coverage and prioritization a governed decision rather than a field choice
- Built and owned an AI-driven account-prioritization and pipeline acceleration platform, driving ~57% repeat use across the seller base
- Rebuilt competitive displacement as a funded, governed play rather than opportunistic deals

**8–9%**

ARR growth in year one, with the renewal base held

**45 → 62%**

Sales-play contribution to newly created pipeline

**80%+**

Of installed-base pipeline from model-flagged accounts, at ~22% higher value

**\$18M**

Cumulative bookings from a governed competitive-displacement play

## ENGAGEMENTS

# Start with a sharply defined problem

### 4-6 WEEKS

#### Separation Readiness Sprint

Pressure-test Day 1 commercial risk, stranded cost, decision gaps, TSA exposure and operating-model readiness.

**Output:** critical-path plan with decisions, owners and dates.

### 4-6 WEEKS

#### Commercial Stabilization Sprint

Diagnose renewal risk, account ownership, partner conflict, coverage gaps, pipeline leakage and deal governance.

**Output:** immediate interventions plus a 100-day plan.

### 3-6 MONTHS

#### Interim Transformation Leadership

Embedded as separation or integration lead, transformation office lead, chief of staff to the transaction, or commercial transformation lead.

**Output:** execution ownership and a clean handoff.

For sponsors and CEOs with teams already in motion, RBA also serves as a standing operating advisor on live transformation decisions.

Commercial shape: fixed fee for a sprint, monthly for interim leadership, cancellable retainer for advisory. Scope is written before fee. Expenses at cost, approved in advance.

## WHY RBA

# Large firms bring scale. RBA brings ownership.

### When you need a large firm

Diligence breadth, systems implementation, restructuring finance, or a delivery bench measured in dozens.

### When you need RBA

One senior operator working directly with the sponsor and management team on the decisions that determine whether the company can actually run.

## STRONGEST WHEN THE PROBLEM REQUIRES

Commercial and structural judgment in one room  
A named owner across sponsor, CEO and workstreams  
Senior ownership from diagnosis through execution

Fast decisions without a large consulting footprint  
A working bridge from deal thesis to operating company  
A mandate designed to end in a clean internal handoff

RBA is not a substitute for a 30-person implementation, diligence or restructuring team. It is the senior operating layer that makes those workstreams resolve into one executable company.

## START WITH THE POINT OF LEAKAGE

# Day 1 is a deadline, not an achievement.

The work is making the company run after the deadline passes. A focused diagnostic is usually enough to tell whether RBA should own the next stage.

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