

Embedded executive leadership.

For businesses building, integrating and transforming operations across Asia-Pacific.

Operating partner support for PE-backed, international and founder-led businesses.

The distance between strategy and results is execution.

High-stakes situations — post-acquisition integrations, regional expansions, and leadership transitions — rarely fail because of a flawed strategy. They fail because of a gap in operating leadership.



OUR MANDATE

Most firms advise. Kynsen operates.

THE TRADITIONAL ADVISORY MODEL

- Delivers presentations and leaves
- Operates as an external observer
- Engaged via open-ended engagements or billable hours
- Unaccountable for implementation

THE EMBEDDED OPERATOR

- **Takes an operating seat and leads teams**
- **Accountable for outcomes, not opinions**
- **Engaged via defined mandates with measurable progress**
- **Deploys faster than a permanent executive hire**

SITUATIONAL TRIGGERS

Built for high-stakes operating moments.

Kynsen is deployed in specific situations where execution determines whether an investment succeeds or stalls:

01. Post-acquisition integration
02. First 100 days after investment
03. Operating performance gaps
04. APAC market entry and regional scaling
05. Interim executive leadership gaps
06. Scaling beyond founder dependency
07. Pre-exit operational readiness



HOW TO ENGAGE

Two ways to engage. One accountable operator.

Each engagement is structured around a defined mandate, measurable outcomes, and a clear accountability framework.

TRACK 01



Operating Partner Retainer

Embedded senior operating leadership on a defined mandate — three to five owned outcomes, a six-month initial term, and a high-intensity first 90 days.

TRACK 02



Scoped Mandate

A defined programme with fixed scope, milestones and deliverables — beginning, where useful, with a four-week Operating Diagnostic.

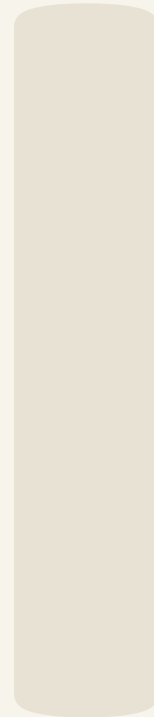
TRACK 01

Operating Partner Retainer

Embedded senior operating leadership for integration, regional build-out, value creation and executive-gap situations. The operating seat — COO, interim APAC MD, or operating-partner oversight — follows the mandate, decision rights and incumbent structure.

Scope includes:

- Portfolio operations, integration & value creation
- Embedded & interim executive leadership (CEO, COO, Regional MD)
- APAC build-out & regional expansion
- Pre-exit operational readiness and value-creation execution



TRACK 02

Scoped Mandate

A defined programme with fixed scope, milestones and deliverables — beginning, where useful, with a four-week Operating Diagnostic that lowers buyer risk and produces a decision-ready 100-day plan.

Scope includes:

- Operating Diagnostic and 100-day execution plan
- APAC entry blueprint and operating-model design
- Market operational stand-up, single or multi-market
- Integration programme leadership with milestone billing



WHO WE SERVE

For organisations where execution is the differentiator.

PE-Backed Portfolio Companies

Operating leadership for value creation, integration, and exit preparation.

International Businesses Entering APAC

Building the operating model, team, and governance to compete across Asian markets.

Regional Scale-Ups

Structured executive support for businesses moving beyond founder-led management.

Founder-Led & Family-Owned Businesses

Professionalisation, operational infrastructure, and succession-ready capability.

Boards, Investors & Leadership Teams

Execution leadership for high-stakes situations requiring immediate senior capacity.

OUR COMMITMENTS

What every client can hold us to.

Execution over advice

We take operating seats, not advisory chairs. Every engagement is built around outcomes, not opinions.

Owned outcomes

Defined mandates with clear accountability. Not unlimited availability — measurable results within a structured framework.

Visible progress

Monthly reviews, transparent reporting, and stakeholder alignment. No ambiguity about where things stand.

Premium focus

A deliberately small client roster ensures full attention and depth. Kynsen operates for impact, not volume.

No surprises

Clear scope. Clear communication. Issues are surfaced early and addressed directly.

Built for optionality

Every engagement is designed so that the client retains full flexibility — to extend, hand over, or expand.

ENGAGEMENT MODEL

A structured, low-risk engagement model.

Designed to reduce risk, demonstrate value early, and provide full optionality at every stage.

PHASE 01	PHASE 02	PHASE 03	PHASE 04	PHASE 05
Private Discovery	Operating Diagnostic	Embedded Execution	Monthly Outcome Review	Renewal or Handover
Confidential conversation to understand the situation, stakeholder landscape, and desired outcomes.	A focused 4-week assessment of the business, its operating model, team capability, and execution gaps.	Kynsen takes an operating seat with a defined mandate, clear accountability, and direct access to leadership.	Structured progress review with stakeholders. Transparent reporting against agreed metrics.	At the end of the mandate: extend, hand over to a permanent hire, or expand scope.



FOUNDER PROFILE

Miguel Latorre

Founder & Managing Partner

Operating Partner — APAC Integration, Expansion & Value Creation

Miguel bridges the gap between strategy and operational reality. He works with investors, boards, CEOs, and regional leadership teams in situations where execution risk is high — post-acquisition integration, APAC expansion, leadership gaps, and founder professionalisation.

He is engaged as an embedded operating partner: attending leadership forums, owning defined outcomes, and driving progress that is reviewed in monthly operating and board updates.

TRACK RECORD

Built on defensible, investor-backed operating experience.

01 Founder & Operator

Built a corporate services business from the ground up and exited to an international platform.

03 Eight Entities, Integrated Simultaneously

Led the simultaneous integration of eight acquired entities in Hong Kong ahead of a successful PE-backed transaction — unified into one operating platform without losing momentum.

05 Board & Stakeholder Reporting

At home with investors, boards, CEOs and regional teams where progress must be visible, measurable, and reviewed monthly.

02 Investor-Backed Experience

Operated inside sponsor-backed professional services platforms: acquisition integration, board reporting, value-creation plans, and institutional performance expectations.

04 Regional P&L Ownership

Senior regional leadership across multiple APAC markets with commercial and operational accountability. Not an advisor observing the numbers — an operator who has carried them.

06 Two Decades-Plus in Asia-Pacific

Built, scaled and transformed businesses across Hong Kong, Singapore, Indonesia, Malaysia and wider APAC. Deep local operating knowledge, not fly-in advisory.

CONTACT

Private conversations for high-stakes operating situations.

Kynsen works with a deliberately small number of clients at any given time. If you are navigating a critical operating situation across APAC, we welcome a confidential conversation.

Miguel Latorre

Founder & Managing Partner

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