

Latest information regarding the
B2E Innovation & Agility Service
Offering



INNOVATION & AGILITY

Fostering organisational adaptability in an
increasingly complex world

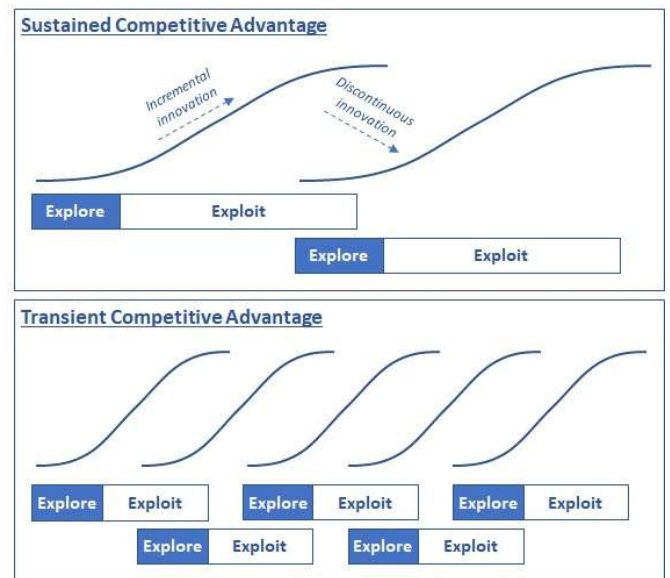
Lead Principal: Peter Hawkins

INNOVATION & AGILITY OVERVIEW

As the complexities of business, technology, economy and society increase, it isn't good enough just to be able to change; organisations need to become **adaptable**. In short, we need to develop our capabilities for **innovation** and **agility** so that we have the capacity for continuous change.

Increased complexity drives higher uncertainty and accelerates the rate of change across the global economy. Organisations designed to **exploit** well-understood competitive advantages over the long term, following relatively brief periods of **exploration**, must now explore and exploit pretty much in parallel to survive and thrive. Such situations require organisations to go beyond **transformation** to develop their **adaptive** capabilities.

The need for radical change and reinvention is top of mind for many executives. Some are finding that organic models borrowed from biology – embodying ideas such as **holistic purpose, self-management and evolutionary change** – are often more helpful than the mechanistic metaphors on which traditional industrial enterprises are based. This service offering from B2E employs these organic models to foster innovation and agility at scale.



TYPICAL CHALLENGES

Although innovation and agility are considerations for many leaders across most sectors faced with increasing complexity and uncertainty, we believe the most typical challenges will be those in knowledge-rich sectors (e.g. Telecoms & Technology, Life Sciences, Engineering and Fintech) or functions (e.g. research, development, digital/IT).

Some examples of such challenges include those triggered by:

- **Digital disruption**, including those resulting from developments in Big Data, AI and Blockchain, and the associated need for rapid and ongoing business transformation
- Multiple cycles of **post-merger integration** (or indeed post-divestment separation), with the often urgent need to drive renewed organisational effectiveness and efficiency to achieve the expected returns
- Pressures to retain and develop **talent**, including leadership, as workforce diversity, employment models and individual aspirations evolve;
- Ever-changing **customer expectations** from millennials and other demographic groups
- Start-ups seeking to lay the foundations for **innovating at scale**

As you might expect, given the nature of these typical challenges, our Innovation & Agility service offering complements and extends across many of B2E's other service offerings, when strategic imperatives and cultural aspirations are aligned.

UNIQUE SOLUTIONS

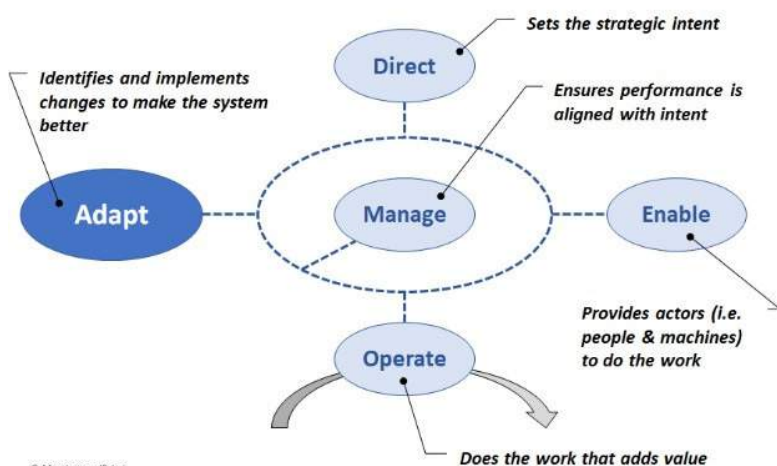
Our unique, holistic viewpoint sees both people and technology working together to enable adaptability. So, unlike many of our competitors who either specialise in technology or in people and organisational development, we bring these together to help you establish and grow an integrated adaptive capability.

B2E's experienced experts can help by informing, challenging, assessing, advising, coaching, deploying or otherwise helping to orchestrate your team's endeavours to foster **adaptability**.

Our approach combines tools & techniques from innovation strategy, Agile project & change management, evolutionary organisation design, polycentric governance, systemic intelligence, digital facilitation, gamification and Complex Adaptive Systems modelling. Some specific examples:

- An **options-oriented** approach to strategic innovation, enabling rapid and practical decision making as the innovation portfolio evolves
- An **evolutionary algorithm** for incremental innovation, which has been used in situations simultaneously cooperative and competitive, to improve and sustain performance over multiple KPIs for several years
- **Agent-Based Modelling** and other simulation tools & techniques to explore existing situations and test potential innovations in virtual environments before committing significant funding

Pattern for Adaptive Systems



- A unique, patented **adaptive systems** design pattern for self-organising capabilities and enterprises (see diagram above)
- A **polycentric governance** model, consistent with Agile principles, which provides a framework to enable effective and timely decision making
- A **digital facilitation platform** that enables the engagement of large groups of people in support of change, through a collaborative environment which is both fun and effective.both fun and effective



Consulting Principal **Peter Hawkins** leads B2E's Innovation & Agility Service Offering. As a former partner with Accenture and VP with MetLife, Peter has extensive experience of shaping and delivering business and technology transformation in

Telecoms and Technology, Manufacturing, Life Sciences and Financial Services – increasingly in the context of orchestrating clients' innovation and agility capabilities. As an inventor with patents in the fields of **systemic intelligence** and **parallel computing architectures**, Peter is uniquely placed to bring together business and technology perspectives to help create holistic capabilities. As a writer and speaker, as well as a practitioner, Peter seeks to provoke, inspire and catalyse action to improve adaptability in individuals, teams, organisations and society at large.

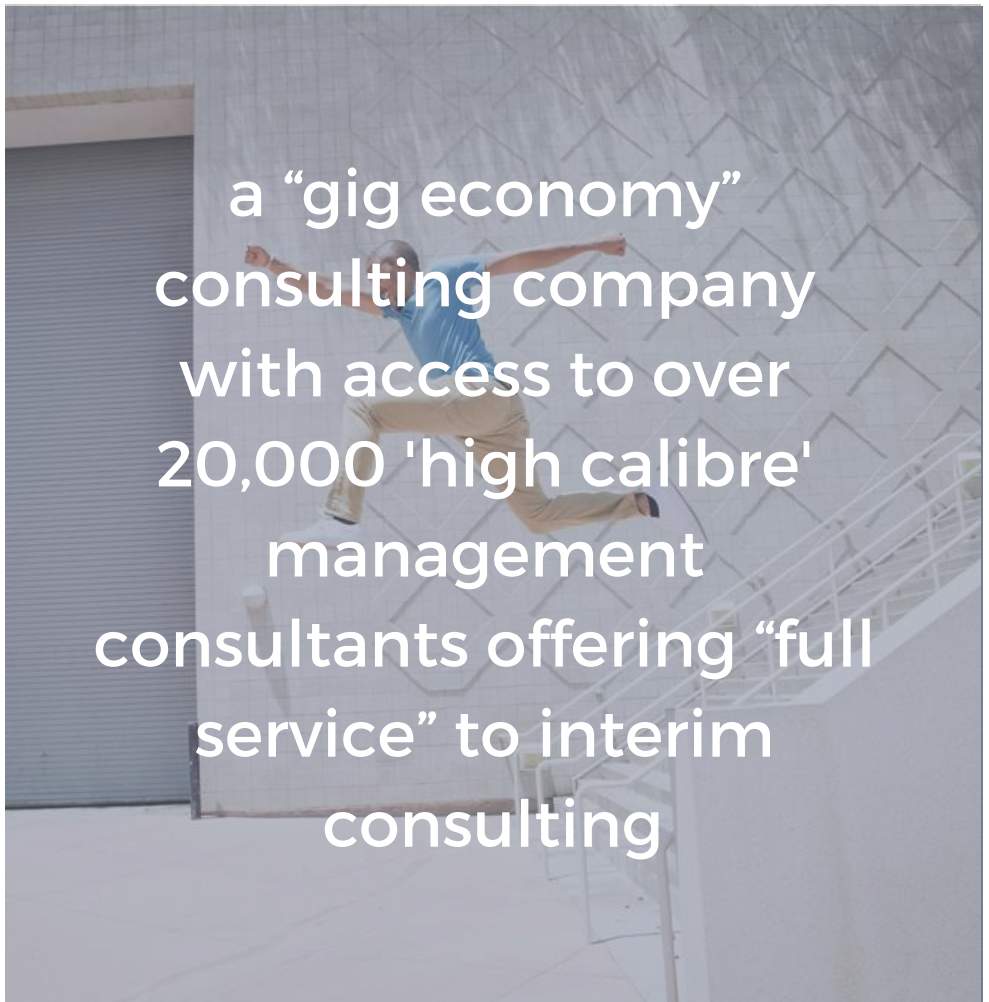
Service Offerings at B2E Consulting are supported by our community of over 20,000 high calibre, expert consultants

Our scale means that we are able to build teams of genuine experts, usually with more than 10 years relevant experience, to help support client initiatives.

We usually expect to partner with the client to develop solutions that will be truly effective, different and memorable whilst leveraging our unique business model to ensure quality and value for money.



CONSULTING
FUELLING TRANSFORMATION. POWERED BY EXPERTS

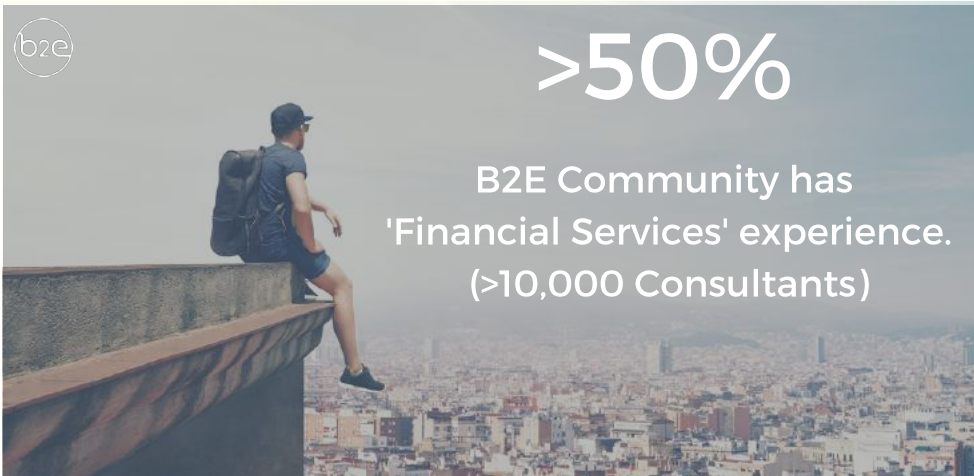


a “gig economy”
consulting company
with access to over
20,000 'high calibre'
management
consultants offering “full
service” to interim
consulting

Why B2E?

1. Immediate access to quality consultants at significantly lower cost
2. Specialist delivery through a consulting community of >20,000 experts
3. We understand transformation - our B2E team share >200 years top tier consultancy experience

The majority of our
B2E Community
have come from the
top 10 global
consultancy firms



>50%

B2E Community has
'Financial Services' experience.
(>10,000 Consultants)

Since 2002, our
Consultants have
worked on ~700
business
transformation
assignments across a
range of areas,
technologies and
business challenges