

Latest information regarding the  
B2E Business Strategy Development and  
Execution Service Offering Overview



# **BUSINESS STRATEGY DEVELOPMENT AND EXECUTION**

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the success of all businesses.

**Principal: Chris Fox**

# BUSINESS STRATEGY DEVELOPMENT AND EXECUTION

**A sound business strategy is at the core of the success of all businesses.**

A sound business strategy should be:

- evidence-based
- future-oriented
- results-driven and
- compelling communicated.



When clearly defined, it provides disparate teams with the focus and motivation they need to work together towards common goals. When executed with discipline, it drives tangible results and secures the business in an increasingly rapidly changing and uncertain operating environment.

The way we approach strategy has evolved. Gone are the days of 5-year plans, cast in stone, and usually collecting dust on executives' bookshelves. Business strategy is no longer an event. It is a continuous process of sensing, anticipating, responding, reviewing and adjusting. It is a way of thinking and acting to increase focus and alignment. It provides a framework and structure within which all other organisational disciplines can operate more effectively and with the confidence that what they do is working towards common goals.

Many organisations have responded by retreating too far. They articulate high-level visions, missions and values which provide a sense of ambition. These are critical to the success of any organisation and business strategy. But they do little to help their teams to understand what they should do to achieve those ambitions, or how the outcomes will be measured. It is little wonder then that so many employees feel let down by 'business strategy' and why so many 'business strategies' never get delivered.

B2E Consulting has a wealth of practical experience of helping organisations to develop and execute business strategy that work because they are both theoretically sound and practicable in their execution.

No two organisations are alike. And, therefore, no two business strategies are alike either. B2E Consulting does not peddle the same business strategies from one client to the next. Each engagement is bespoke and based on developing a deep understanding of the organisation and the industry in which operates.

**Our consultants have experience right across the spectrum, from industry, market and business analysis, to option development, evaluation, prioritisation and sequencing, to execution, programme and change management across most industries, and types and sizes of organisation.**



# TYPICAL CHALLENGES

Businesses currently face unprecedented levels of change and uncertainty across all fronts: political, economic, socio-economic, demographic, technological and environmental. This is likely to get worse rather than better. And yet business leaders are still expected to make long-term investment decisions whilst keeping operating costs down.

Strategy consultants provide a pressure release valve. They bring the skills, knowledge and experience, extra capacity and objectivity needed to help organisations to overcome specific strategic challenges, or to exploit specific strategic opportunities, without undue disruption to the ongoing operation of the business.

Requirements can range from helping an organisation to execute an existing strategy more effectively, to assessing the impact of actual performance and changing circumstances on an existing strategy and proposing adjustments, to developing a new strategy from scratch.



## Some examples:

- The incoming CEO of a large not-for-profit engaged us to develop a new strategy for the fund's executive arm. His board was unhappy that key strategic decisions had not been resolved for some years. We were tasked with getting a 50%+1 board majority to break the long-standing deadlock. We develop a range of scenarios and options for responding to them, crafted an evidence-based narrative and an interactive board strategy day. The result was a unanimous endorsement of the new strategy.
- The distribution director of an established business came to use for help in developing a strategy to enter a new area of the market. His existing team had already presented him with various pieces of analysis and proposals. However, he was not comfortable that these accurately reflected emerging trends in the market. We interviewed the internal stakeholders, conducted a detailed desk-based review and interviewed a number of market participants. We were then able to present an evidence-based analysis and new proposals. This confirmed that the internal team's work had been out of date and would not have been successful.
- The CEO of a group subsidiary engaged us because the business was losing market share. It had lost 23% market share in the previous year. The parent company's board had already rejected the strategy proposed by another consulting firm twice. The CEO feared the subsidiary might be sold or closed. We developed a more phased strategy with detailed financial plans and forecasts which significantly de-risked the parent board's decision. The board approved the new plan. New business improved by 51% within the following year.

# UNIQUE SOLUTIONS

B2E Consulting places strong emphasis on evidence-based future-oriented and results-driven business strategies delivered through compelling narratives and with strong stakeholder engagement.

B2E Consulting is able to work closely with client teams, leveraging their experience and knowledge of the business, and also delivering results which are co-created, and therefore more bought into, rather than externally imposed. To this collaborative approach, B2E consultants bring best practice frameworks and processes, broad industry expertise, and rigorous, critical and objective analysis.

Where required, B2E Consulting can also help organisations to improve their own ongoing strategy development and execution capability through organisation design (covering people, governance, processes and technology) and leadership coaching.

Service Offerings at B2E Consulting are supported by our community of over 20,000 high calibre, expert consultants, usually with more than 10 years of relevant Business Strategy Development and Execution experience, ensuring we fully understand a client's goals, content and context.

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



Chris Fox is a business strategy development and execution consultant with over 30 years of experience across industry and consulting

Chris rose to the rank of Head of Group Strategy and Branding at FTSE 100 multinational Old Mutual plc before switching to consulting in 2007, giving him experience on 'both sides of the fence'.

Chris has degrees in accounting and in information systems, as well as an MBA from the University of Cape Town.

He is also the founder of StratNavApp.com a SaaS platform for collaborative business strategy development and execution which combines his skills in technology with his experience as a strategy consultant.



**CONSULTING**  
FUELLING TRANSFORMATION. POWERED BY EXPERTS

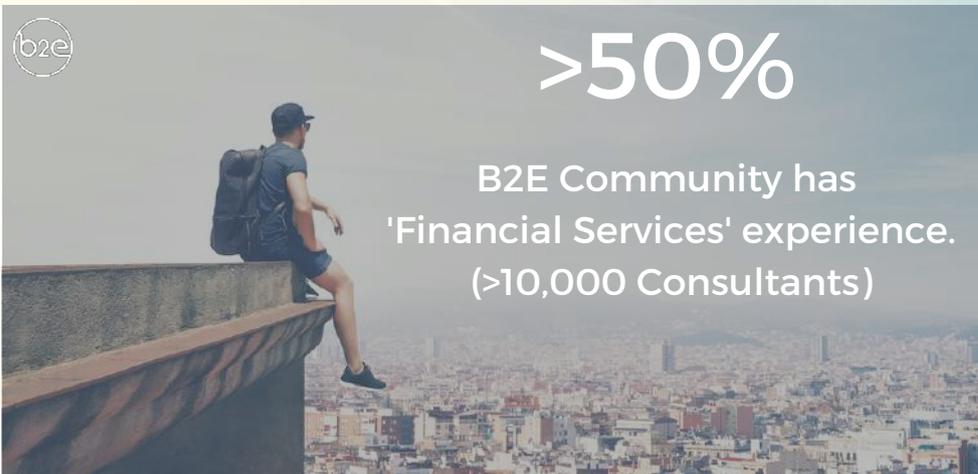


a “gig economy” consulting company with access to over 20,000 'high calibre' management consultants offering “full service” to interim consulting

## 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