

Latest information regarding the
B2E Organisation Design Service
Offering



ORGANISATION DESIGN

Fostering organisational adaptability in an
increasingly complex world

Lead Principal: Ian Busby

ORGANISATION DESIGN OVERVIEW

At B2E we help our clients to design their organisations to achieve better performance and greater sustainability.

Simply "to do well what the organisation is meant to do". We apply a rigorous, well-tested approach that we tailor to meet our client's needs.

Working with our clients to develop design solutions that resolve performance challenges - from organisation-wide scale, through to optimising the performance of specific functions and operating divisions; to meet changing market requirements. Our goal is to help ensure that the organisation is aligned with its strategy and key objectives.

Sometimes change implementation does not achieve its key goals. So we focus on identifying practical and achievable change that works for our clients.

We firmly believe that Organisation Design is much more than optimising structures and processes. It can also include:

- The effectiveness of decision taking and delegation
- Corporate culture
- Governance and assurance
- The capabilities needed to deliver key roles
- The best approaches to staff engagement and motivation
- The best use of supporting technologies
- How to apply rules and procedures to working environments;
- Communication, both internal and external
- Deploying the right performance targets and measures and effective holding to account



TYPICAL CHALLENGES

Clients' needs vary. Some will know what they need to change, but they then need help in the more detailed development of plans and programmes. Others may require a root cause analysis to identify the reasons behind performance issues.

We start by using one of our decision support tools to facilitate agreement with our clients on project scope, focusing on arriving at clear and unambiguous statements. We agree with our clients how the work should be undertaken (for example, whether to set up a joint client/B2E analysis team); and the preferred approach to project governance. We agree a project initiation document and use that as a means of measuring project progress against set targets. This in turn provides a clear project audit trail.

We collect and analyse data and information proportionately to:

- Help understand how the organisation functions
- Provide hard evidence to underpin re-design recommendations
- Enable the project to measure the potential for change
- Help set targets against which to measure achieved benefits

We also employ the extensive business experience, subject matter expertise, and management consulting skills of our team to apply well-founded insight based on their wider knowledge and background.



UNIQUE SOLUTIONS

We have a wide range of diagnostic tools available for collecting and analysing data and for supporting workshops and interviews.

Utilising such tools is very important where data collection in the organisation (such as management accounting information, operational input and output data) is not sufficient to provide the necessary insights. For example, simple-to-deploy approaches to activity analysis can provide telling insights into why processes or departments are failing to meet expectations.

In **current-state assessments**, we use our diagnostics in line with the agreed project parameters. These could cover challenges such as:

- Structural performance
- Organisational linkages
- Cultural and value alignment
- Centralisation versus dispersion
- Wastage and inefficiencies

The follow up to the current-state assessment is a prioritisation of design work. This typically leads to the development of a set of design tests that we then use with our clients to help them make choices on critical issues ranging from business unit structures through to more effective and productive engagement with staff. Ultimately, this iterative process will lead to an overall, cohesive design with the transformation work programme defined, costed and timescales set.



Ian Busby is the B2E Consulting Principal leading this area. He is a highly experienced Senior Management Consultant and Technology Company Leader. His past consulting clients are diverse and range from the Executive Office of the US President to

technology start-ups. His principle focus is on performance improvement through organisational redesign. He works across all industry sectors.

He is a former Consulting Partner in Deloitte responsible for both emerging technology and also manufacturing industry consulting services across Europe. He was also the Divisional Director responsible for leading Capita plc's professional services. He has been the CEO of a US VC funded tech start up, and a partner in the consulting arm of a London headquartered international law firm.

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 SMEs, usually with more than 10 years of relevant Organisational Design experience, to help support client initiatives.

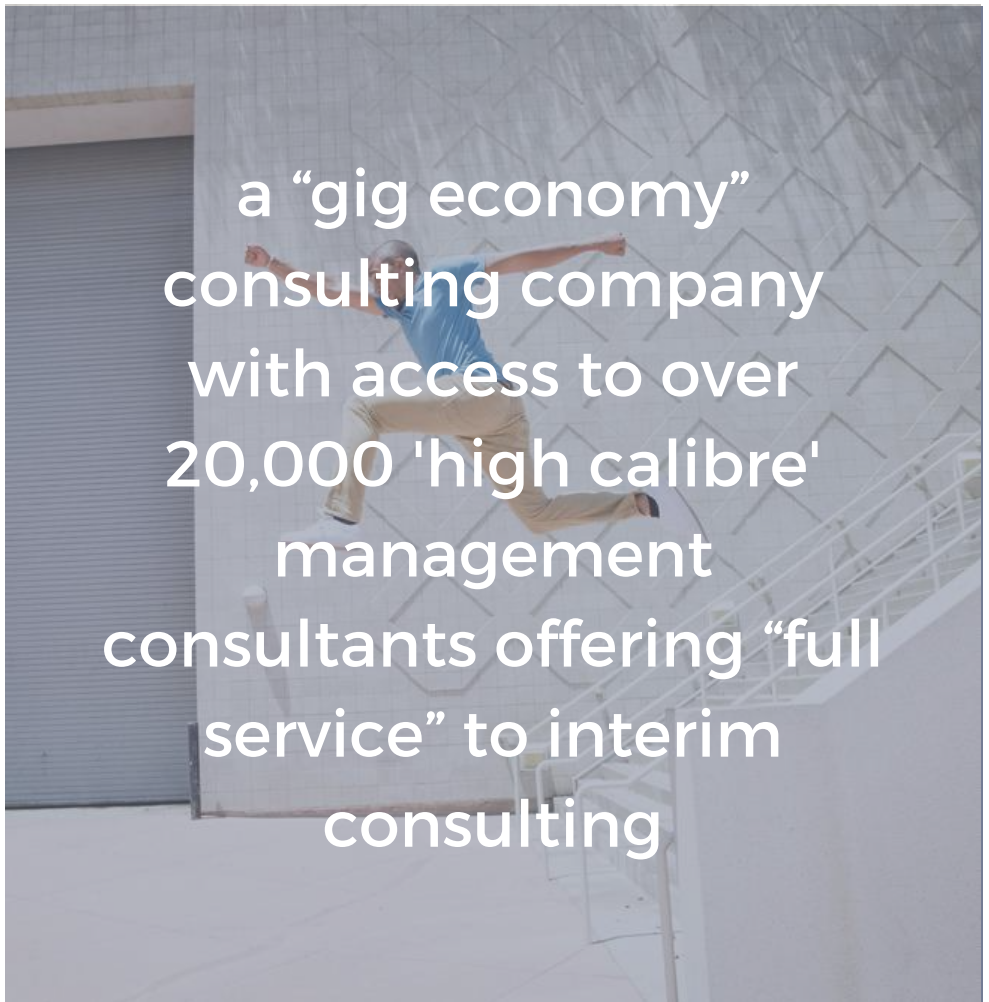
EXAMPLES OF THE BENEFITS B2E CONSULTANTS HAVE DELIVERED TO THEIR CLIENTS

- For a **leading international professional services firm**, a "Design for the 21st Century" covering all the firm's support services including issues in respect of centralisation versus dispersion and local versus centralised management.
- For an **international professional association**, support in the design of a risk-based regulation model to support better focus on main risks and the delivery of regulatory objectives.
- The root and branch redesign and implementation of the governance and senior management arrangements at a leading **London-based Higher Education Institution** to enable the achievement of taught degree awarding powers.
- For **five major UK research universities**, the design and delivery of a framework for promoting innovative research and technology propositions to major global corporates.
- For a **US based major media company**, a review and redesign of one of its EMEA functional departments, to improve the costs of decision taking in respect of legal and compliance risks.





CONSULTING
FUELLING TRANSFORMATION. POWERED BY EXPERTS

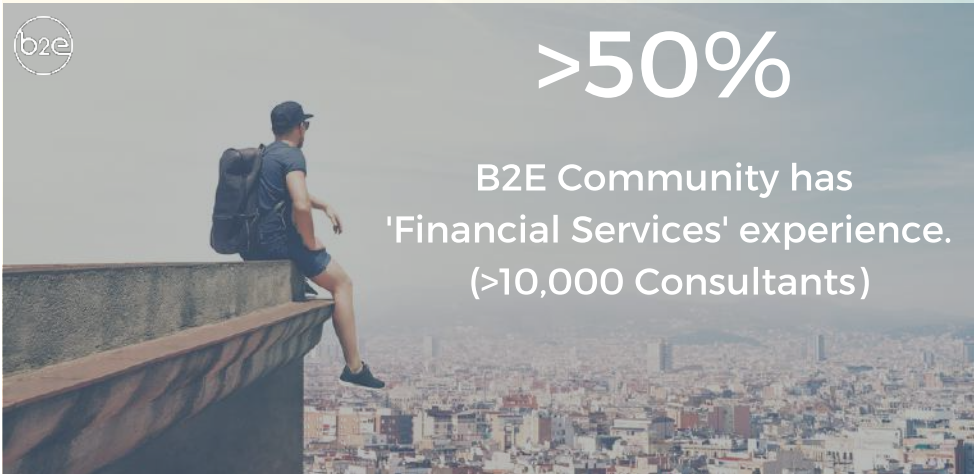


a “gig economy”
consulting company
with access to over
20,000 'high calibre'
management
consultants offering “full
service” to interim
consulting

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