

Latest information regarding the  
**B2E Operating Model Services**  
Overview



## OPERATING MODEL SERVICES

Informing your choices and enabling your outcomes as you journey to your strategic destination.

**Principal: Nathan Allchin**

# OPERATING MODEL SERVICES OVERVIEW

**In an uncertain market, businesses must learn to pivot with dexterity to changing conditions. Those that develop and nurture this ability will be best positioned to realise their goals.**

All of the components of how you do business must work together to execute where your business is today, and then be recast as you seek to execute your strategy.

B2E Consulting has a wealth of expertise gained over many years with Blue Chip companies on how to achieve this. No matter where you currently are or where you wish to go, we will work with you in establishing the most appropriate path to get there.

This can range from coaching your leadership teams on how to align corporate objectives to their functional areas, to the specific steps that need to be made to make the business vision a reality. We will be there to support you, each step of the way



## TYPICAL CHALLENGES

**Businesses know that they must constantly strive to adapt and improve to remain both competitive in the market and relevant to their customers.**

Unfortunately, as a business, you are rarely given the opportunity to stop how you operate today whilst you build the runway for tomorrow. Your Operating Model needs to be able to transition between the two as you segue to new horizons. Equally, change in one part of your business will both impact and rely upon change in the other parts of that business.

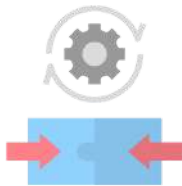
The consequences of changing one cog to the others are not always obvious, and this can lead to some unwelcome surprises that serve to frustrate progress and undermine your case for change.

Below are some of the examples where we have found a particular case for change will lead to questions around your Operating Model.



### New Product/Service

Launching new products or services typically requires new capabilities within your Operating Model.



### M&A and JVs

Successful changes to your corporate structure or Go to Market strategy typically require changes to your Operating Model.



### Business Model Change

Changes to business strategy will typically lead to change in how your Operating Models underpins that business.



### Performance Issues

Where business unit performance is behind expectations, this typically is down to misalignment in your Operating Model.



## UNIQUE SOLUTIONS

- We will partner with you in addressing the challenge that is most important to you. This may include insight to inform choices that you wish to make, support in the articulation of the value that will derive from this, as well as the hidden costs to the business of taking no action at all.
- Our experience shows that the impact of this type of strategic change will cascade throughout your business, and it needs to; the real benefit of your investment will be realised if it is cross-functional. Mapping how this change will positively affect your customers and its linkage to any wider corporate strategy is often crucial in achieving buy-in with the Board and your peers.
- Our advice is usually to start small, show value, and then look to scale. This approach will let the proof of your outcomes generate confidence across the organisation and act as your guide when it comes to the optimum cadence of future steps.

- B2E Consulting believes in providing you with a capability for change, thereby mitigating risk to future investments that come from 'point-in-time' initiatives. Initially, we will look to provide you with the niche skills and expertise you will require to address your immediate needs. As you look to scale, we will typically switch our focus to creating a Centre of Excellence (CoE), within your organisation that will provide you with the capability to better manage this.

## Examples of our Approach

### Business Unit Outsource

1. Tier 1 SI needed guidance on outsourcing its business unit to a competitor in the face of internal opposition.
2. We aligned the commercial agreement with the strategy through a joint roadmap towards a Target Operating Model.
3. We then mentored the leaders of the retained org to act as change champions as part of a CoE for the wider company.

### Business Wide Transformation

1. Tier 1 Telco funded by Group to undertake business wide transformation over 5 years
2. We coached their leadership team on how they could map their business strategy to a set of tangible and measurable objectives and outcomes.
3. We then mapped these to their €3 billion Transformation Portfolio to generate the route-map for strategy execution, and the design for the next 18 months.
4. These capabilities would then be added to an existing CoE to enable ongoing management by the client.

### Innovation Insource

1. Our client wanted Innovation to be core to its business.
2. We engaged Group and the UK Firm to establish the options, and facilitated our sponsor in obtaining a decision from the Exec.
3. This enabled engagement teams to leverage CoE capabilities across Group and UK Firm.
4. The remaining capabilities were then insourced from their existing function into those market sectors that were the growth engines for the next cycle.



Nathan Allchin is the B2E Consulting Principal leading the Operating Model Service Offering. Nathan has over 10 years experience in Operating Model

design and execution, ranging from business unit outsourcing, M&A, joint ventures, start-ups, large enterprises, LLPs and national capabilities. This breadth of experience includes the application of a range of industry best practices and tools that he can draw upon and tailor to the specific outcome you are looking to achieve. As a former innovation leader at Deloitte, he fully understands the importance of nurturing stakeholder relationships to create a route-map to consensus and success.

**Service Offerings at B2E Consulting are supported by our community of over 20,000 high calibre, expert consultants, many with extensive Operating Model skills.**

This scale enables you to have the flexibility to determine the style of engagement that best suits you and your challenge. For our part, it allows us to select the most appropriate experts to map to your needs, ensuring value for money.



## 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

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

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

Trusted by...



>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