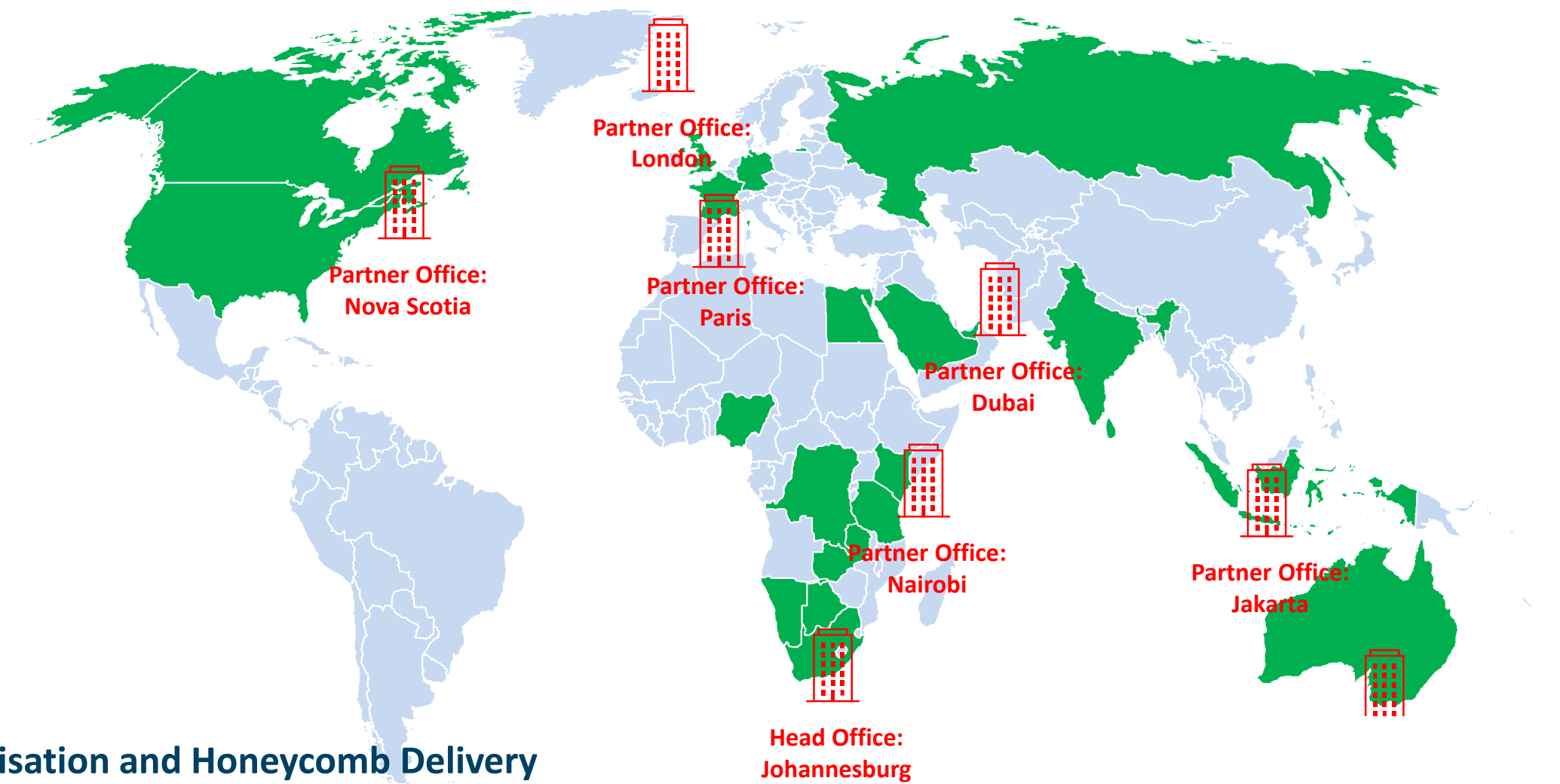# Introducing BeYond Agile

- ✓ We won the World Agility Forum Award for 2020 and 2021
- ✓ We are the first and only partner for Lewrick & Company in Sub-Saharan Africa
- ✓ We are the leading partner in Africa for Strategy-in-Action and GBTEC
- ✓ We are the only Gold Partner for House of Business Architecture (HOBA) globally
- ✓ We are the only Global Master Trainers for Strategy Tools in Africa
- ✓ We are the first and only African Accredited Delivery Partner for the Agile Business Consortium
- ✓ We are the only African partner for TomorrowX and Nividous
- ✓ We are on the Reimaging Agile Committee driven by the Agile Alliance
- ✓ We are founding experts for the Business Agility Think Tank driven by the Agile Business Consortium
- ✓ We developed the following frameworks – IMPACT™, Value Driven Organisation™, Rapid Change Agility, Elastic Organisation and Honeycomb Delivery

Where We Have Delivered Value

Partner Office: London
Partner Office: Nova Scotia
Partner Office: Paris
Partner Office: Dubai
Partner Office: Nairobi
Partner Office: Jakarta
Head Office: Johannesburg

Some of our Clients

Some of our Ecosystem Partners

2

Our Value Proposition

We developed the IMPACT™ Framework to provide our clients with an integrated reference point that aligns all strategic initiatives across the organisation
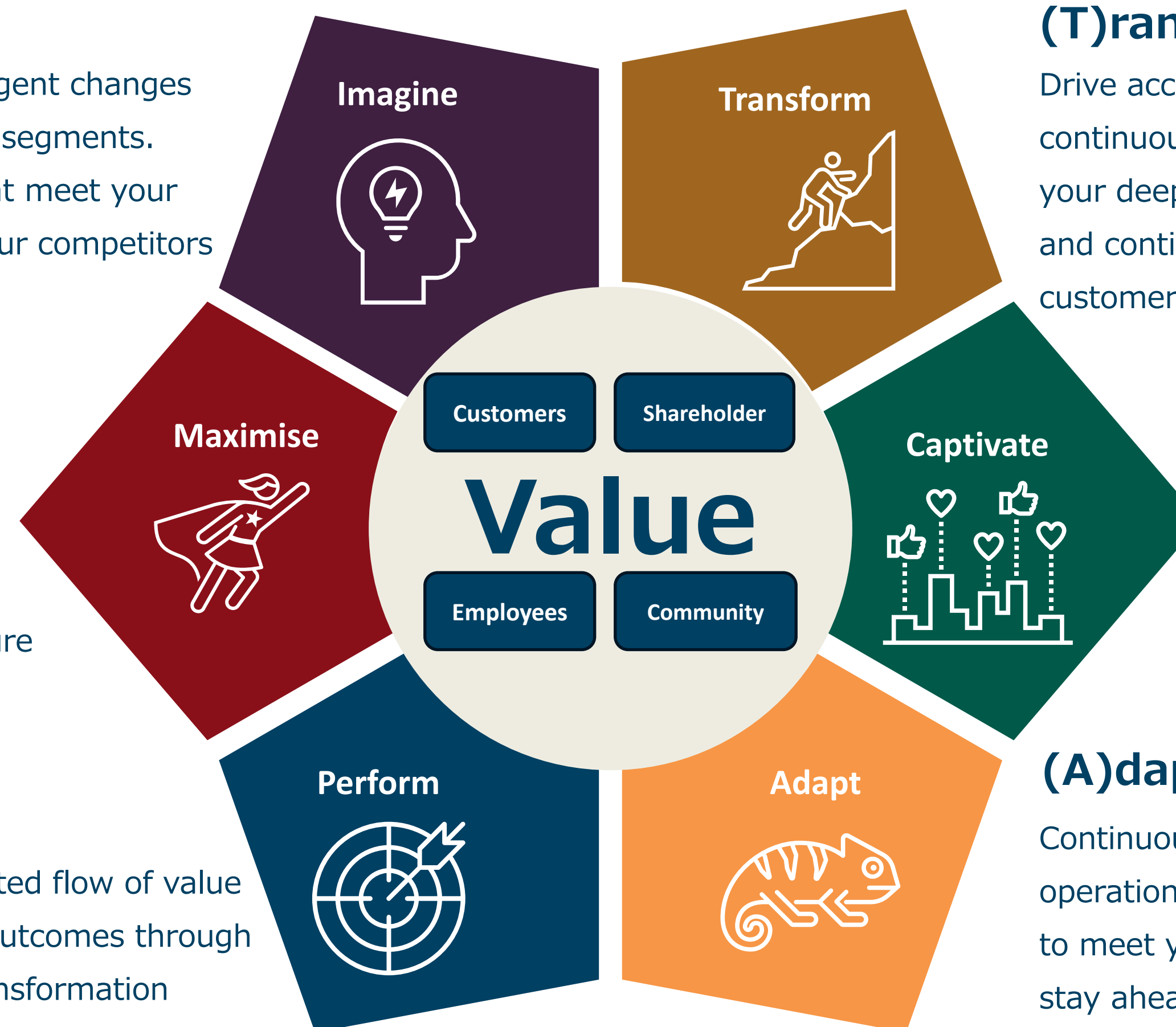
(I)magine
Anticipate, explore and imagine the emergent changes happening in your markets and customer segments. Rapidly develop products and services that meet your customer wants and needs faster than your competitors

(T)ransform
Drive accelerated growth and transformation through continuously outpacing your competitors by leveraging your deeper, nuanced understanding of the emergent and continuous shifts happening in your markets and customer segments

(M)aximise
Maximise your investments, resources and returns through prioritising and funding the strategic initiatives that deliver maximum value to your customers and organisation now, and into the future

(C)aptivate
Create and drive an authentic culture, mindset and workplace that inspires, values and liberates your talent and ecosystem to perform and disrupt optimally

(P)erform
Ensure seamless, integrated and accelerated flow of value and relentless rapid delivery of targeted outcomes through lean-agile ways of working and digital transformation
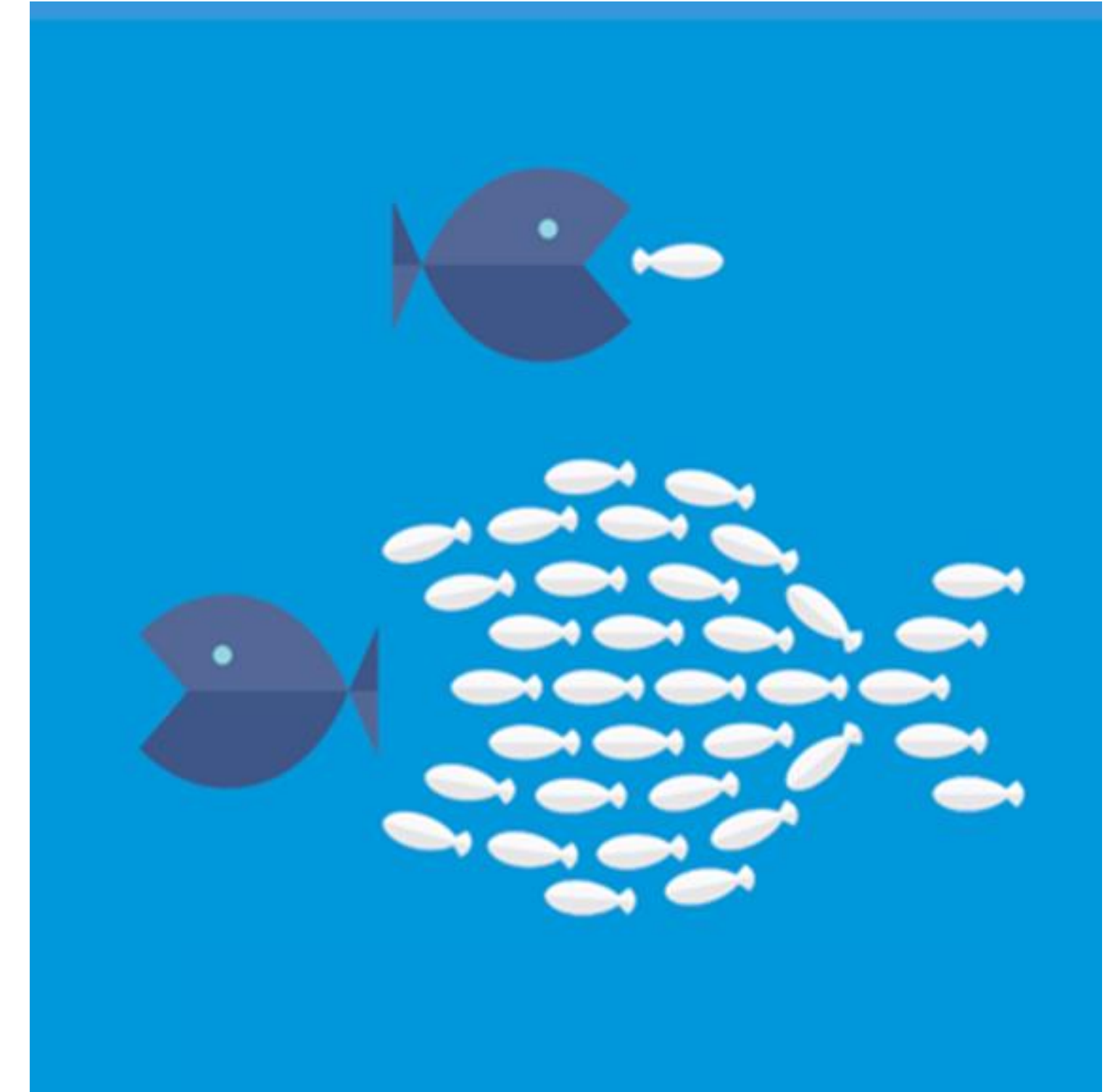
(A)dapt
Continuously review your strategies, tactics and operations and ensure that you adapt and pivot rapidly to meet your customers wants and needs as well as stay ahead of your competition

Imagine | Transform | Maximise | Captivate | Perform | Adapt

Value
Customers | Shareholder | Employees | Community

From Concept to High IMPACT™

Be Agile

3

Examining Today's Competitive Context ……

IN THE NEW WORLD, IT IS NOT THE BIG FISH WHICH EATS THE SMALL FISH, IT'S THE *FAST FISH* WHICH EATS THE SLOW FISH

KLAUS SCHWAB
FOUNDER AND EXECUTIVE CHAIRMAN
WORLD ECONOMIC FORUM

The Capability Gap is Widening

"We are working with *outdated* tools & assumptions."

Rita McGrath
Global Top 10 Management Thinkers
Columbia Business School Professor
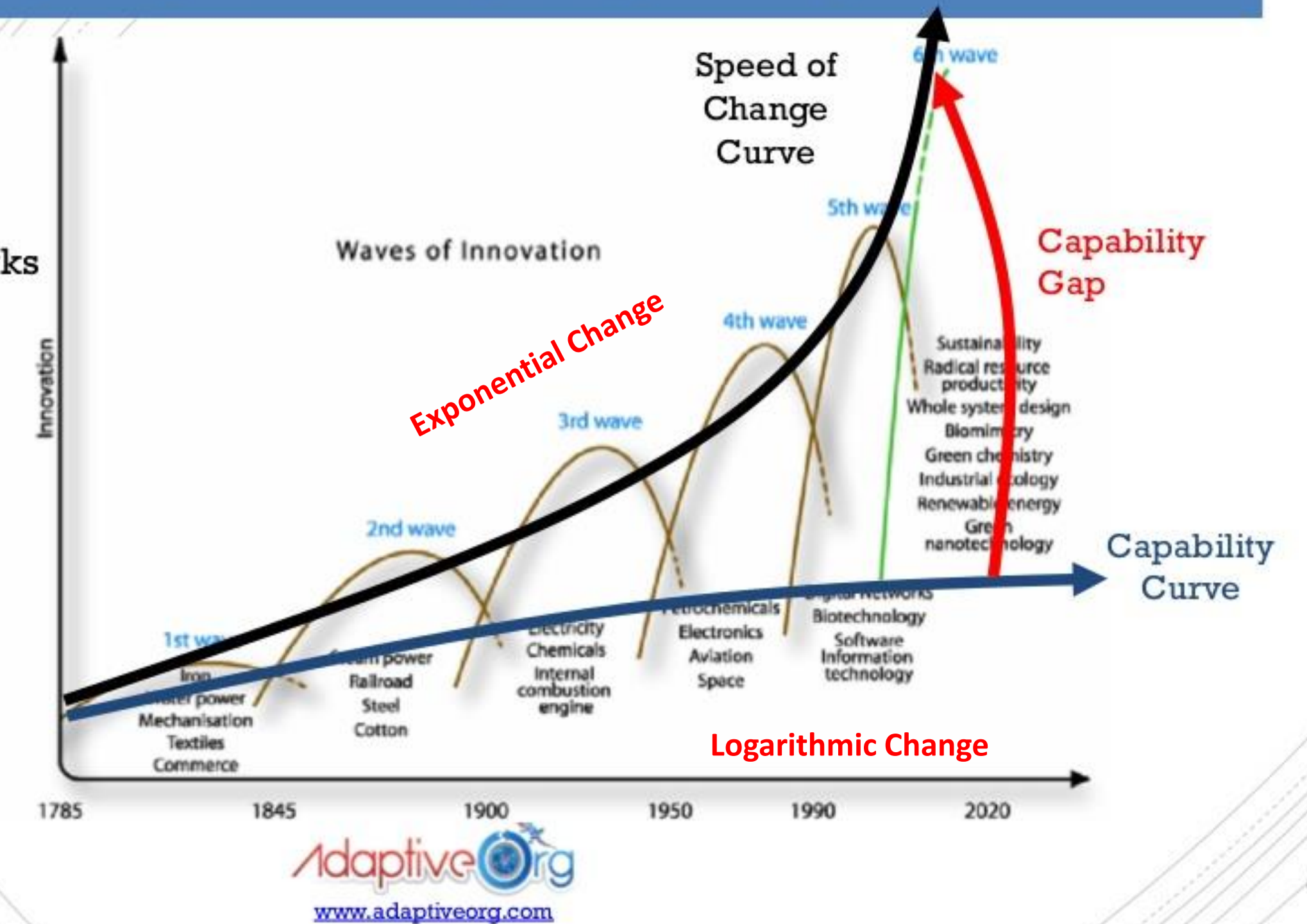

1. Speed of Change: Organizational Capability Challenge

- Digital
- Methods & Frameworks
- Data
- Ecosystems
- Geo-political
- Socio-economic
- Climate
- Cyber
- ..
- ..

www.adaptiveorg.com

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The Strategic Implications: Most Established Firms are Struggling to···

Deliver significant organic growth

Innovate at pace within legacy 20th century structures and cultures

Balance delivering results today... ...with investing in innovation for tomorrow

Adopt Improved Ways of Working, even when they suspect they need to

Find the capacity to drive the strategic change and innovation they know they need

Develop cohesive strategies to solve these collective challenges

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The Emerging "Recipe for Success": Business Agility

If Business Agility is the Recipe, the Ingredients are:

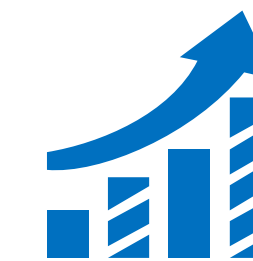**A Deeper, More Nuanced Understanding of Your Customers**

Accelerated, Experiment-Driven Innovation

Improved Prioritisation, Simplified Delivery, & Tech-Enabled Efficiency

Evolved approaches to: Leadership & Culture, Core Technology, & Agile Ways of Working

Real-Time Insights to Understand What's Working, What's Not, & Where a Pivot May Be Needed

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What is Business Agility?

The ability to anticipate and adapt to change, learn and pivot, deliver at speed and thrive in a competitive market …..
because gone are the days when **BIG** eats **SMALL**, today **FAST** eats **SLOW**.
The ability to disrupt, learn and deliver faster than competitors may be the only sustainable competitive advantage.

Evan Leybourn, Sally Elatta & Myles Hopkins

Problems We Are Solving For

Ineffective team design, cross-team dependencies	Slow time to market	Competing business priorities	Missing portfolio leadership teams
No discovery process	Focus on delivering output not outcomes	Painful enterprise planning processes	Demand and Capacity are not aligned
Feature factories with large never-ending backlogs	Tech is sprinting while org still stuck	Tech vs. Business Teams	Leaders still using command and control
Limited voice of the customer	Not measuring what matters	Teams not empowered to solve problems	Teams not aligned to business outcomes

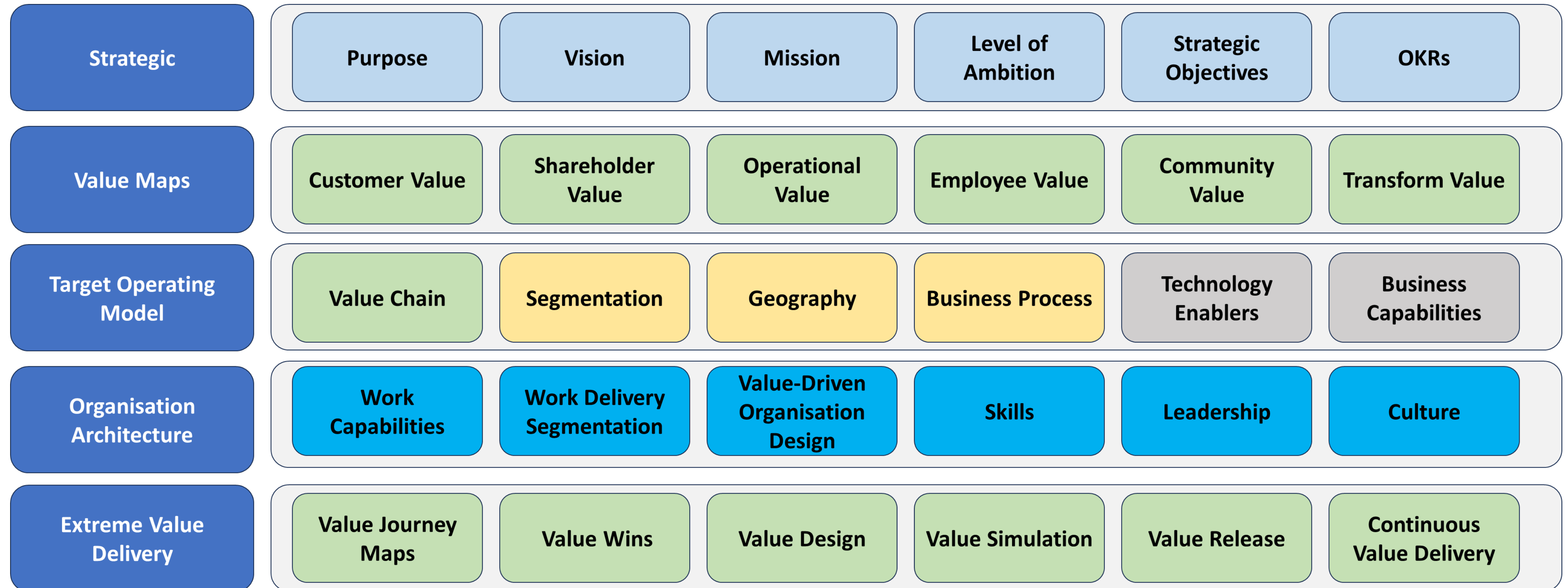Be Agile

17ᵗʰ State of Agile Report

Over two in five respondents prioritize their software development and delivery goals/objectives by end-customer satisfaction while two in five by time to delivery.

Those from other parts of the world are more likely than those from North America to say **they prioritize by product adoption increase** (24% vs. 17%) and **company adoption increase** (14% vs. 7%).

Those in small and large companies are more likely than those in medium ones to **prioritize by company adoption increase** (14% & 13% vs. 7%).

Category	Percentage
End-customer satisfaction	43%
Time to delivery	39%
Competitive advantage	34%
Product revenue increase	27%
Market expansion goals	27%
New customer acquisition	26%
Budget	26%
Total company revenue increase	25%
Product adoption increase	21%
Company adoption increase	11%
Some other way	5%
We do not currently prioritize sw development/delivery to strategic initiatives	8%
Not at all sure	8%

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Value Architecture

Strategic	Purpose	Vision	Mission	Level of Ambition	Strategic Objectives	OKRs
Value Maps	Customer Value	Shareholder Value	Operational Value	Employee Value	Community Value	Transform Value
Target Operating Model	Value Chain	Segmentation	Geography	Business Process	Technology Enablers	Business Capabilities
Organisation Architecture	Work Capabilities	Work Delivery Segmentation	Value-Driven Organisation Design	Skills	Leadership	Culture
Extreme Value Delivery	Value Journey Maps	Value Wins	Value Design	Value Simulation	Value Release	Continuous Value Delivery

LEGEND

- Value
- Strategy
- TOM
- Capabilities
- People/Work

Primary Metrics

Value (for customers, shareholders, employees & community)

Flow (the speed and efficiency with which value flows in the system)

Quality (driving continuous improvement & learning in the system)

Happiness (of customers, shareholders, employees & community)

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11

How Do We Determine Value

Strategic Alignment

How does it align to our priorities?

- Focus 2021, Strategic Intent and Vision
- Client Value/ Customer Impact
- Keep the lights on/Run the business
- Foundation for future Innovation

Financial Benefit

How Significant are the financial benefits?

- How will this generate revenue?
- How will this reduce costs?
- How will this increase our operational efficiency?
- What is the length of Payback?

Competitive Urgency

What is the sense of urgency for doing this initiative?

- Is it time critical?
- Competitive parity or market standard
- First to market to provide a competitive advantage?
- Is it a strategic theme trending in the industry?

Customer Satisfaction

What impact will this have on customer satisfaction?

- How will this delight our customers?
- Will this help drive repeat business and retention?
- Will this drive referrals?
- Will this help increase our NPS?

Opportunity Enablement

How will this drive new opportunities?

- Will this enable new business opportunities?
- Will this help us innovate and lead our market?
- Will this help us build a foundation for the future?
- What is the value of the information/learning we will gain?

Safety & Soundness

How does this help with our safety & soundness?

- Will this reduce risk?
- Will this help us maintain regulatory compliance?
- Will this improve security?

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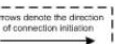12

From Digital Spaghetti To Digital Zen

We are continuously reading about how most digital transformation (DX) efforts fail. Forbes, McKinsey, BCG, KPMG and Bain have reported that the risk of failure falls somewhere between 70% and 95%.

The first thing to acknowledge is that DX is not simply about technology – it is about the alignment of strategy to operating model to organisation architecture – with people at the heart.

Through embracing lean-agile ways of working, the investments being made in DX can be optimised through radically improving:

- The delivery of value
- The flow of value
- Innovation and continuous improvement
- Happiness of clients, shareholders, employees and community

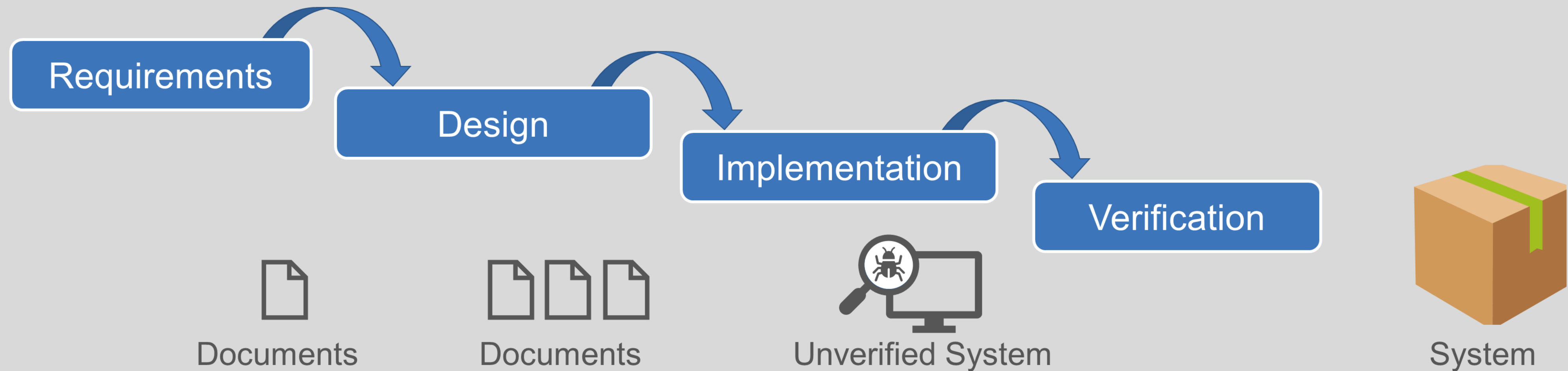# Removing the Spaghetti – A Real Example

Business Onboarding Time to Deliver	Integration Points	Team Engagements	Business Onboarding Cost to Deliver
c. 5,000+ man days	18	12	£8.2M
First Project @ c.2,500	11	8	First Project @ £1.65m

Less Hardware Required!

Agile Economics – Deliver Early & Often

Waterfall

Requirements → Design → Implementation → Verification

Documents | Documents | Unverified System | System

Incremental delivery

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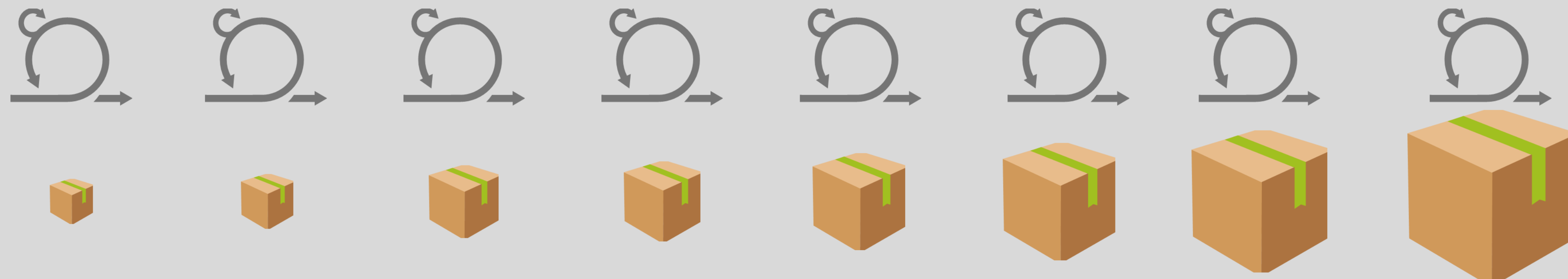
Moving To 1-Day Sprints
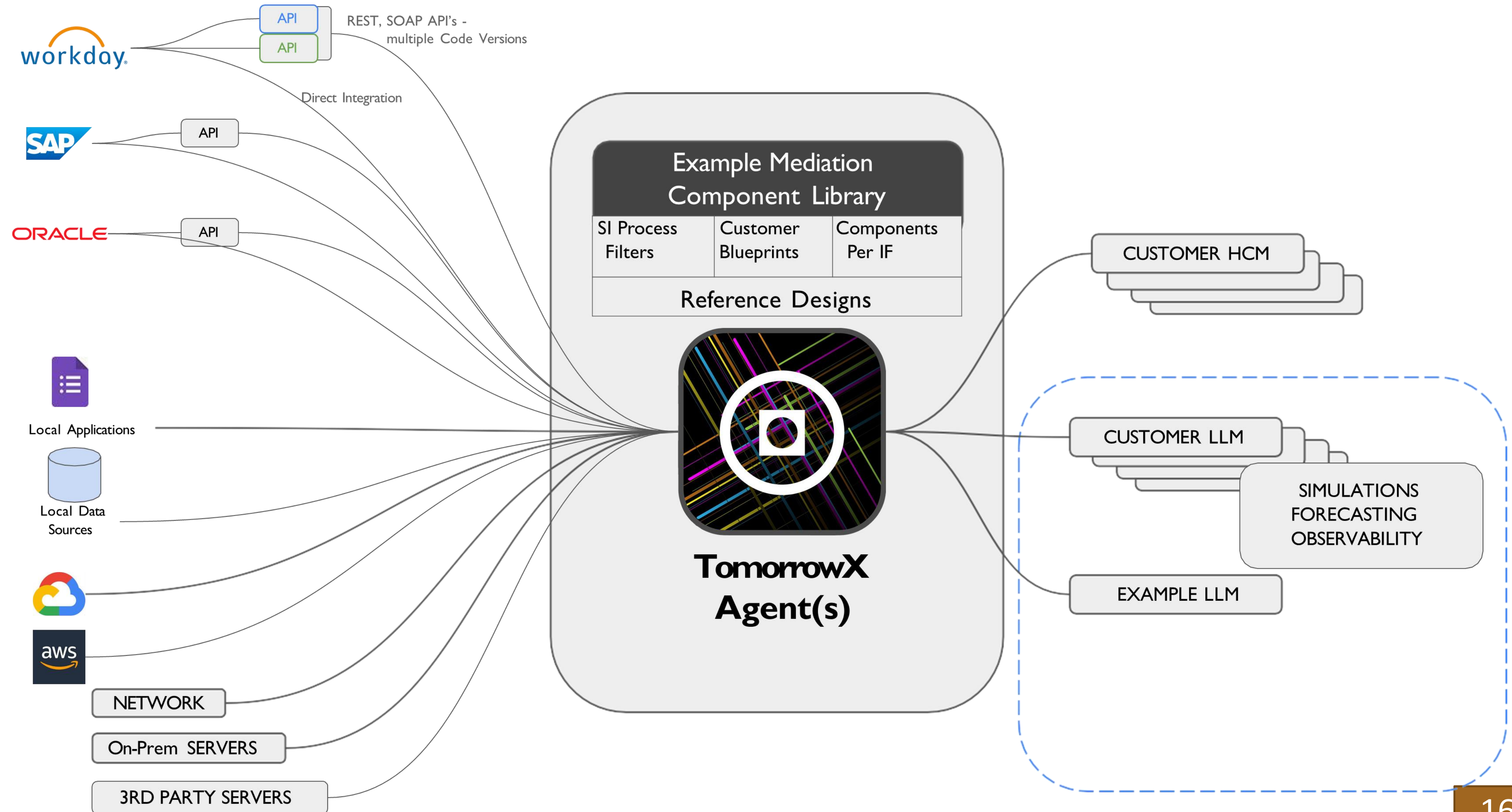
Realise Tomorrow's Business Value Today

Change the Economics of IT

Significantly Reduce Cost of IT Architecture

Accelerate Value Delivery Exponentially

Seamlessly Connect All Data Across Full Technology Stack

Maintain Security Protocols Without Compromising Value

1-Day Proof of Concept & Value

Balance Growth & Connected Customer Experiences

Enable New Capability & Functionality – Rapidly & Affordably

Proven In Highly Complex Technology Stacks

Move To Extreme Agile – 1-day Sprints

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Case Studies

| Company	Overview	Productivity Improvements	Business Results YoY
AMERICAN EXPRESS	The Account Development Team needed real-time access to a unified view of customer and transactional data to improve service for their corporate clients.	• Combined 19 screens into 1 • Call preparation time reduced by 80% • Mouse clicks during calls reduced by 90% • Reduced email communication • Improved quality of customer conversations	• Customers Contacted up 55% • Opportunity Size up 22% • Opportunities Closed-Won up 90% • Number of Opportunities up 70%
Commonwealth Bank	The Bank required a systematic enhancement for their account closure process.	• Foundational automation capability to significantly improve STP levels impacting end-to-end automation (38 days to live) • Enabled process re-engineering with gap-fixes on isolated process steps and removing "human middleware"	• Automated the entire process (beyond happy path) within 60 days • Reduction in operations headcount and cost • Reduction in errors • Improved customer experience
experian	Experian wanted to migrate clients to their enhanced Hunter Fraud Prevention Service and implement a bespoke suite of data analytical and scoring algorithms to a XML data feed prior to injecting the data into their Anti-Fraud SaaS platform.	Offered immediate and future additional services through the Hunter platform to their clients and their customers such as real-time address and driver license number validation.	• Project Delivered 17x faster than alternative • Earlier deployment of new services to market • Significant and immediate ROI • Zero Client IT impact

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Portfolio Optimization Using AI

Portfolio optimization using AI can reorganize the entire network, limiting external complexity loss while maximizing internal-complexity cost reduction.

How AI can change portfolio external and internal complexity

External complexity
Products and variants that are sold

Internal complexity
Resources required to produce and market the products
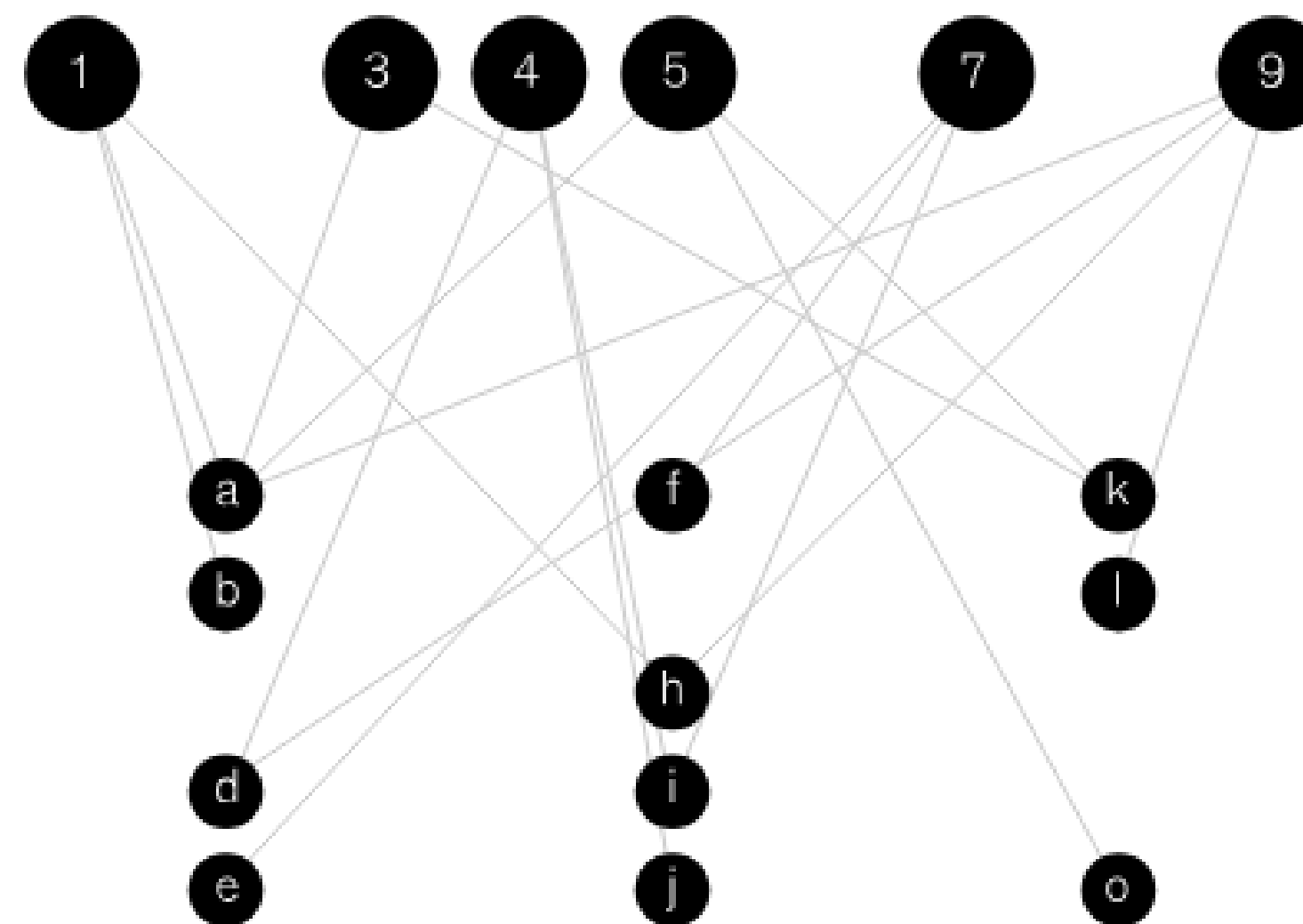
	Components: Drive volume, discounts, excess stock, and obsolescence	**Suppliers:** Drive sourcing synergies and efforts	**Technologies:** Drive sustaining research and development costs
Data sources	Product life cycle management data	Supply chain data	Sales and market research data
Functional area	R&D procurement	Manufacturing supply chain management	Marketing and sales

McKinsey & Company

The AI Revolution

The global AI market is expected to exceed $1 trillion by 2028. That's a growth of 40% annually

In 2023, the global generative AI market size reached $44.89 billion - $16.19 billion in the U.S

By 2030, the market size is expected to reach nearly $2 trillion

In 2023, the global AI market was valued at $142.3 billion

AI could add a staggering $25.6 trillion to the world's economy

25%+ of investments in US startups went to an AI companies in 2023

On average, businesses can expect a 6% - 10% revenue increase from adopting AI

ChatGPT = million users in 5 days / 100 million users in 2 months

There were 2.2 billion visits to ChatGPT in November 2023, 471 million of which were unique

33% of businesses could replace employees with AI in 2024

OpenAI currently supports access from 188 countries, regions, and territories

54% of companies have used generative AI in their business

73% of U.S. companies use AI in some aspect of their business

Over 80% of Fortune 500 companies had adopted ChatGPT

In 2023, 55% of organizations were piloting/ implementing generative AI solutions

20% of all industries use AI across service operations and corporate finance

47% of businesses consider using AI over hiring new employees

46% of American companies have saved between $25,000 and $70,000 by using ChatGPT

34% of business tasks are performed by machines

AI could increase productivity growth by 1.5% over the next decade

33% of businesses could replace employees with AI in 2024

Over 30% of financial services companies use AI in product development

AI can automate tasks that absorb between 60% to 70% of workers' time today

80% of U.S. workers could have at least 10% of their work affected by generative AI.

19% of the US workforce could see more than 50% of their work affected by generative AI

In 2023, 79% of strategists said that AI would be critical to their success in the next 2 years

55% of strategic activities can be automated. Currently, only 15% of such activities are automated

90% of data processing jobs and 80% of data collection jobs will likely become automated

300 million full-time jobs could become automated as a result of the new wave of AI systems

AI adoption could lead to at least 20% of employees needing to be reskilled

66% of jobs could be partially automated by AI

At 78%, legal occupations are the U.S. jobs most influenced by generative AI

52% of employed U.S. adults are concerned AI will replace their jobs

96% of companies hiring in 2024 say candidates with AI skills will be at an advantage

Automation in the education sector is expected to increase threefold with the use of AI
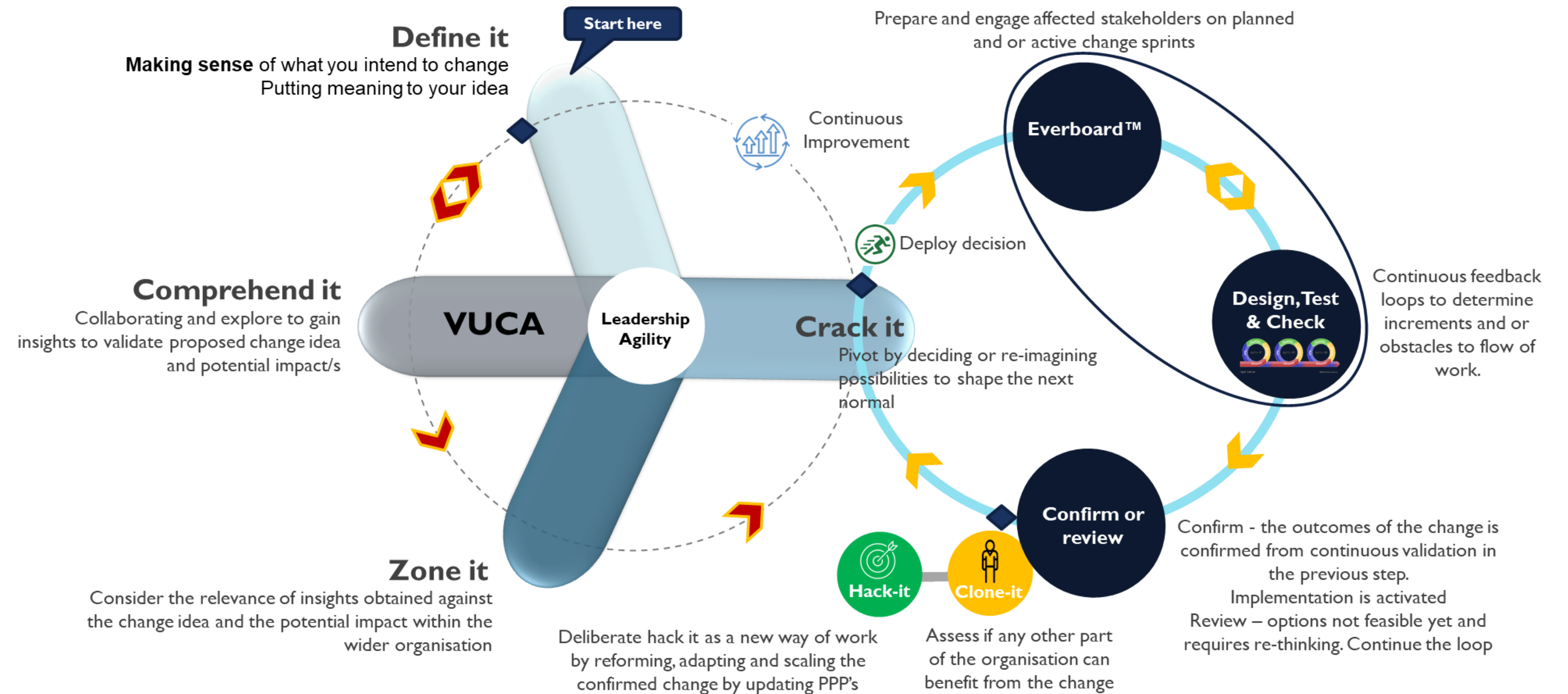
AI and Project Management
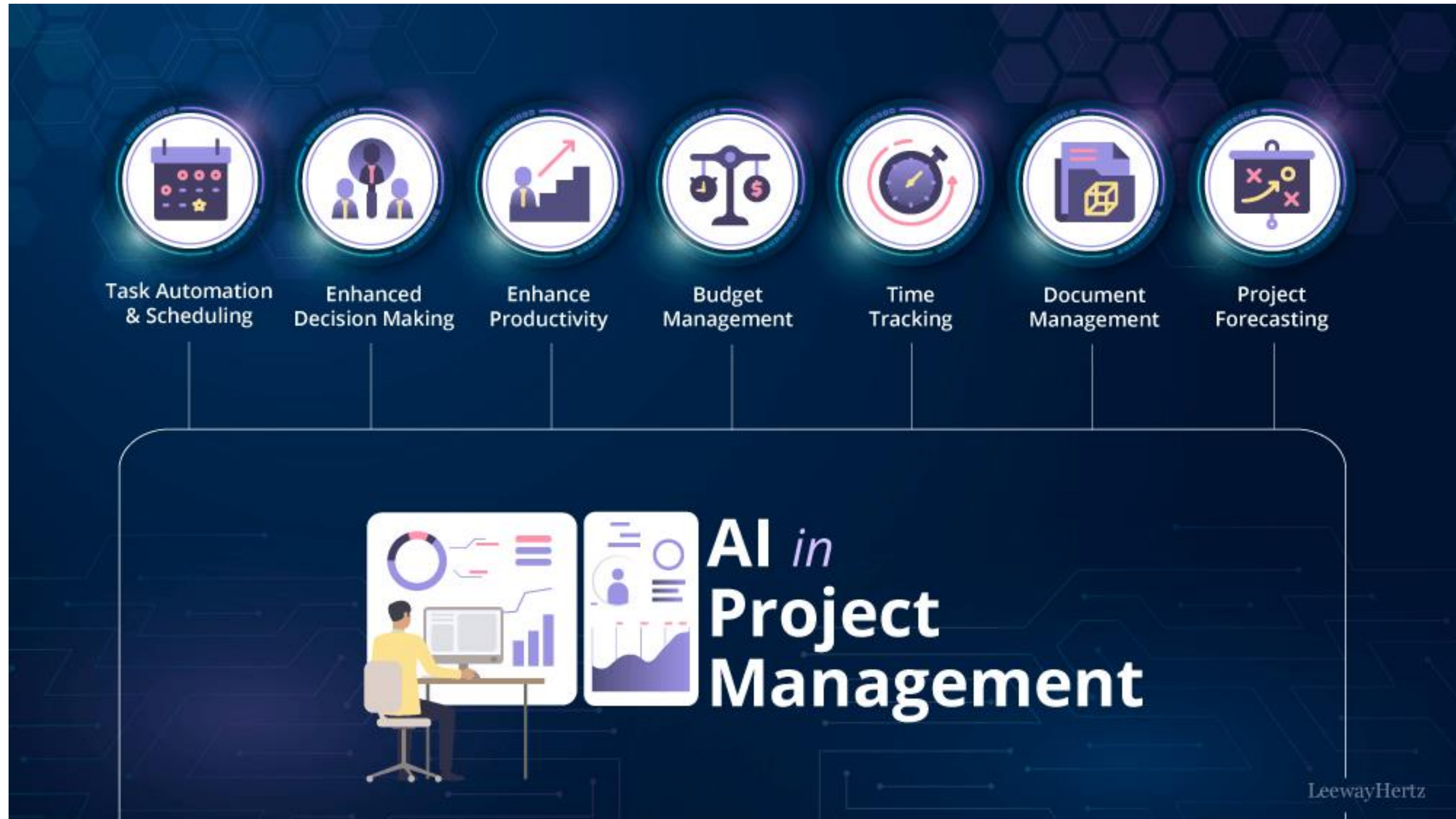
Rapid Change Agility

"THE PACE OF CHANGE HAS NEVER BEEN THIS FAST, AND YET IN THE FUTURE IT WILL NEVER BE THIS SLOW AGAIN."

- JUSTIN TRUDEAU, PRIME MINISTER OF CANADA

Define it
Making sense of what you intend to change
Putting meaning to your idea

Start here

Prepare and engage affected stakeholders on planned and or active change sprints

Continuous Improvement

Everboard™

Comprehend it
Collaborating and explore to gain insights to validate proposed change idea and potential impact/s

VUCA

Leadership Agility

Deploy decision

Design, Test & Check

Continuous feedback loops to determine increments and or obstacles to flow of work.

Crack it
Pivot by deciding or re-imagining possibilities to shape the next normal

Confirm or review

Zone it
Consider the relevance of insights obtained against the change idea and the potential impact within the wider organisation

Hack-it   Clone-it

Confirm - the outcomes of the change is confirmed from continuous validation in the previous step.
Implementation is activated
Review – options not feasible yet and requires re-thinking. Continue the loop

Deliberate hack it as a new way of work by reforming, adapting and scaling the confirmed change by updating PPP's

Assess if any other part of the organisation can benefit from the change

Be Agile

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Thank You