The ENTRECODE approach to producing RESULTS beyond EXPECTATIONS

1. Results Beyond Expectations

The Entrecode approach produces results on average **6 times** beyond client expectations. The bonus is that it is not a one-off improvement but a permanent benefit to the P and L. So over a 5 year period, organisations exceed their expectations more than **30 fold**! (5 years x 6 times)

2. Project Facilitation Role

Experienced Entrecode facilitators operate from a clearly defined set of business values:

- Whatever we do should be based upon the needs of this business, not the latest management fad

- There is no magic formula for success (we wish there was…)

- The wisdom to make the organisation a success resides with the management team in the business – not external "experts"

- Managers find it helpful to have processes (head) and stories from successful businesses (heart) in order to develop their business

The role is to facilitate the innovation process in collaboration with the internal champion. The facilitator also plays a key part in managing key stakeholders throughout the process.

Entrecode facilitators work in partnership with a carefully selected internal champion in order to drive the project.

3. **Stages in the project process -** how the Entrecode
team help businesses to achieve results. The stages are
cumulative i.e. picking entrepreneurs (Stage 2) enables the
achievement culture to be built (Stage 3) and they will naturally
seek new perspectives (Stage 4) because they synthesise they
will create superior opportunities (Stage 5).

Stage 1 - Commitment and Focus

Most consulting interventions fail because not enough attention is paid to this stage of the process. The aims at this stage are to:

- Identify and project that will have a significant impact on the businesses priorities.

- Get buy in from all concerned to the project.

- Buy in and sponsorship of the project from the top team/CEO

- A clear focus for the project e.g. new product development, customer service improvement, improving buying effectiveness etc.

- Clear agreement and expectations, needs and responsibilities between client and the Entrecode team prior to commencement of the project.

- A number of toolkits have been developed to enable this stage to be completed successfully. A series of Masterclasses on Entrepreneurship and innovation are run in order to develop a shared language and common understanding of the Entrecode process.

If the business team does not have an issue they want to address, a problem seeking workshop helps to uncover business issues which may not be currently on the Manager's radar.

Keepmoat did not recognise the profit improvement potential of their supply chain until it was identified at a problem system workshop.

ICI Synetix did not recognise the possibility of boosting sales until they attending the Entrecode Masterclass.

Stage 2 - The Innovation Team

In using the word innovation, the Entrecode team mean change, business development, entrepreneurship, as well as pure innovation. It is the same process.

A key element in the Entrecode approach is to carefully select the Project Champion from within the business. Once selected, the Champion is then tasked with selecting an Entrepreneurial project team from within the business. This normally consists of 4-6 people from different parts of the business and different levels.

They need to have entrepreneurial instincts. Normally 10% of people in organisations have these instincts and it is critical in this process to find them.

A psychometric test and a diagnostic process are available to help.

At ICI Synetix only 2 out of 18 people had natural entrepreneurial talent. These were the people who eventually created the new superior opportunities.

In the EWS project we were unable to select entrepreneurs and the project really lacked the entrepreneurial energy and insights.

Stage 3 Achievement culture

The reason that 95% of the world's innovations over the past 100 years have come from businesses employing fewer than 20 people is to do with the culture - "the way we do things around here".

The challenge is to create an entrepreneurial achievement culture within the team. This is achieved by firstly selecting entrepreneurs who naturally prefer an achievement culture and then taking the team into a new work environment, agreeing ground rules, about the way they want to operate.

The Entrecode facilitator and the internal Champion then models the achievement culture through out the project. We can use a range of unique Entrecode tools to help with this stage, including Entrecoaching for the champion, and an Entrenet and toolkits for the team.

Keepmoat agreed ground rules with the team and met in a different environment. The culture became so achievement orientated that other members of the business commented on the new energy and buzz the team members had developed.

The Yorkshire Post project met over lunch and had a great deal of fun. Again their energy and commitment was noticed by other people in the business.

Stage 4 New Perspectives

"If you always do what you have always done,
you always get what you always got"

The task in this stage is to provide new perspectives on the project issue. New perspectives can come from within the business, comparison with competitors or industry norms, or from outside the business completely. The process requires the creation of several new perspectives and to encourage the team to consider synthesising different components within the new perspectives together to create a new opportunity.

New perspectives = new opportunities

The role of the facilitator is to encourage the search for new perspectives and to support the team through a period of ambiguity until the opportunity is discovered. The Seek and Solve knowledge sharing process is used during this stage.

Keepmoat used the experiences of Wal-Mart to create new perspectives on their supply chain.

Hanson's sales people worked in the customers environments in order to spot new sales opportunities.

Lloyds TSB used Seek and Solve to create new perspectives on their customer service.

Stage 5 Superior Opportunities

Superior opportunities are those which produce results beyond expectations. There are a number of process maps which have been developed for a range of opportunity development needs:

- Problem-seeking-problem-solving is the process used for developing new products and for business development
- Fixing system slippage boosts margins, cash flow, sales levels and efficiency
- Becoming the customer creates new sales opportunities
- Signposted networking builds new sales prospects

We have developed a range of process maps that create Superior Opportunities in different contexts.

The role of the facilitator is to encourage the process of synthesising new insights into a prototype for testing with as many iterations of trial and error that are required. Keeping the team in the zone during this process is also critical to success.

The Yorkshire Post used the system Slippage Toolkit to reduce debtors by £1m.

ICI Synetix used Problem Seeking, Problem Solving to boost sales by £65 million.

Stage 6 Success or Learning

This is a three-step process:

1. Scale up – this is the process of leveraging Superior Opportunities in order to produce the results.

2. Managing the Key Stakeholders – at this stage the prevailing command and control culture can leak back into the process and this can reduce the results potential. The Entrecode team help the project team to manage the key stakeholders' expectations, in order to prevent dilution of the results.

3. Leveraging learning across the business – the Entrecode team help the project team to review and capture the lessons from the project and ensure this learning is factored into future business ventures.

Keepmoat needed help in managing some of their key stakeholders who were not involved in the process.

A critical factor in the ICI Synetix process was keeping the CEO on-side.