

# Inner Business

## The scope of our consultancy work

(a few examples to demonstrate the range of our activities)

In essence what we do is **facilitate**. For us facilitation goes far beyond standing in front of a group writing things down on a flip chart and managing an agenda. We use very powerful models and processes, which we have developed over a period of nearly twenty years, to help our clients to meet all sorts of challenges, to make changes, to achieve goals and to do things which are new and different.

This gives us the ability to take on a wide variety of projects in all sorts of businesses, for example :

## Invention & Creativity

We have conducted a huge number of invention & creativity events for clients over the years. The scope of our workshops ranges from large, conference scale events to small, intimate workshops. Where appropriate we can involve you customers / consumers in a variety of formats. Examples include :

**mind2mind** workshops : a unique process of invention / and feedback where you work directly with your customers/consumers. We have used this process on behalf of a wide variety of clients in a broad range of industry sectors. To invent new products, services and strategy.

**Naming / name invention.** We have conducted a number of name creation workshops for different clients over the years.

- a. Product areas range from household cleaners to confectionary
- b. We hold *closed workshops*, only involving company personnel and *open workshops* using our **mind2mind** process which involves customers / consumers

**Invention & Design.** A host of different workshops for different clients.

Some specific examples are :

- a. Technical/Engineering : Invention and design of new abrasion / polishing methods for use in the automotive industry
- b. Finance : We have worked with a number of different financial organisations helping them to invent new products and services.
- c. Expanding / making more of a premium product range. Working with the marketing division of a Supermarket chain. Inventing new ways for them to exploit their premium product range.
- d. Commercial Graphics. Invention of new display systems for short term advertising on



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the sides of commercial vehicles

- e. Inventing novel applications for propriety technology.
  - i. A project for a major FMCG company operating in a number of different sectors.
  - ii. They were aware that they held huge resources of intellectual property and unique technology in diverse areas. Little or no cross fertilisation occurred between those areas
  - iii. We invented a process which allowed them to translate their data set into a user friendly format and then to work with it to come up with inventions which exploited combinations of the different technologies.
- f. Magnetic Media. Invention of a strap line for an advertising and promotional programme. NOTE : this workshop involved consumers in the invention process

## Culture Change

1. Establishing a culture of creativity, innovation and entrepreneurial spirit in a large, traditional, Dublin based, financial organisation.
2. Improving the level of creativity and helping to provide truly original thinking. For a London based promotions and advertising agency.
3. Creating the first ever coordinated, international strategic plan for a US based multinational pharmaceutical group. And making it work. Managing the implementation process through the company.
  - a. Working with the Chief Executives and senior managements teams of the US, British, Italian, Spanish and (other)International companies which made up the group.
  - b. Historically they had worked completely independently. This project brought them together, won willing commitment to the strategy and invented the plan.
  - c. Having set the whole thing in motion we went on to do teamwork / team building projects in one of the subsidiary companies. This company had been poorly managed for some time and the management team had become dysfunctional. We helped to turn them round and give them a profitable future.
4. Working with a large public body to make an *inevitable* change happen. This organisation had been committed to making a change. An act of parliament had set the deadline, so it was a matter of law that *it would happen*. However the preferred motivational and action strategies of the chief executive, and some of the senior managers of the operational part of the organisation meant that nothing was happening. We helped them to identify their operational styles and understand how they were affecting their progress. We got them back on track so that they were able to meet their deadline



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## Business Strategy

### Business expansion.

- a. Building a strategy to widen the market and to radically increase the profitability of a major player in the European automotive market.

### Preparing for Europeanisation.

- b. Working with a cross national marketing task force to prepare for the move from local/national based operations to a fully integrated European business.
- c. We worked with a task force to define the new European Marketing Strategy.
- d. One particular challenge was to reconcile local (national) interests with broader (European) needs.

### Discovering / inventing opportunities for strategic alliances and licensing agreements

- e. For an FMCG company who own hundreds of brands.
- f. Taking an alternative look at all of their brands to invent opportunities to exploit the brand equity and technology in areas outside of their usual markets.

### Defining operational design and winning commitment to undertaking the construction of a major public facility.

- g. We were heavily involved in the design stages of Terminal 5 at Heathrow. Our involvement (over several years) can be broadly divided into three areas :
  - i. The *Terminal for Tomorrow* conference. A large event (100 + people) involving airport and airline staff. This event was used to invent original improvements to how an airport *of the future* should operate and to build support and commitment to the project among staff.
  - ii. Problem solving workshops with stakeholders. Ad hoc workshops convened to deal with issues as they arose.
  - iii. A series of **mind2mind** workshops which enabled the ultimate customers of the facility, the passengers, contribute to the functional design of the workshop. These workshops explored all aspects of the function of the facility which directly impact on the passengers experience.

## Other Projects

### Resolving conflict. We have been involved in a number of projects of different scales, including :

- a. A major construction project employing new technology. The project involved a number of different teams from different companies (and different countries) collaborating. They all depended on each other to be able to make progress.
  - i. There were teething troubles with the new technology, deadlines were missed. Disagreement and conflict resulted.
  - ii. For some of the *it had become personal*
  - iii. We helped them get over their personal problems, to identify the core issues and to find ways to resolve them.
  - iv. For some individuals relationships had deteriorated so far that reconciliation



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was not an option. We helped the team through a process of problem solving and *damage limitation* which enabled the project to reach successful completion.

- b. Publishing.
  - i. Resolving the differences between the partners in a publishing and book distribution business.
  - ii. Creating a strategy for the business which would secure its future.

**Mergers and Takeovers.** Again we have been involved in a number of different projects in a range of circumstances ranging from internal mergers of different department within a company to mergers of two separate organisations, to dealing with the results of a hostile takeover.

- c. Our intervention can cover :
  - i. Planning - to make it successful and as painless as possible
  - ii. Teamwork and team building
  - iii. Dealing with problems and consequential issues
  - iv. Damage limitation and survivorship

**Individual Coaching.** A number of different coaching assignments over the years including helping :

- d. A senior manager in a big high street retailer to *raise his game*.
- e. Marketing managers in the brewing and leisure industry make more of their talents
- f. A saleswoman become more confident and more effective
- g. An individual make a complete life change and go into business for himself (successfully !)

**Supporting Six-Sigma.** Six-sigma has become an important business tool in recent years. We were engaged to support the process in the British part of a multinational. They had recognised that while the analytical procedures and processes of six sigma gave enormous value they were experiencing some issues with respect to :

- h. fostering innovation and creativity
- i. people orientated ( *softer* ) facilitation skills

We were engaged to provide the six-sigma team with skills in those two areas.



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