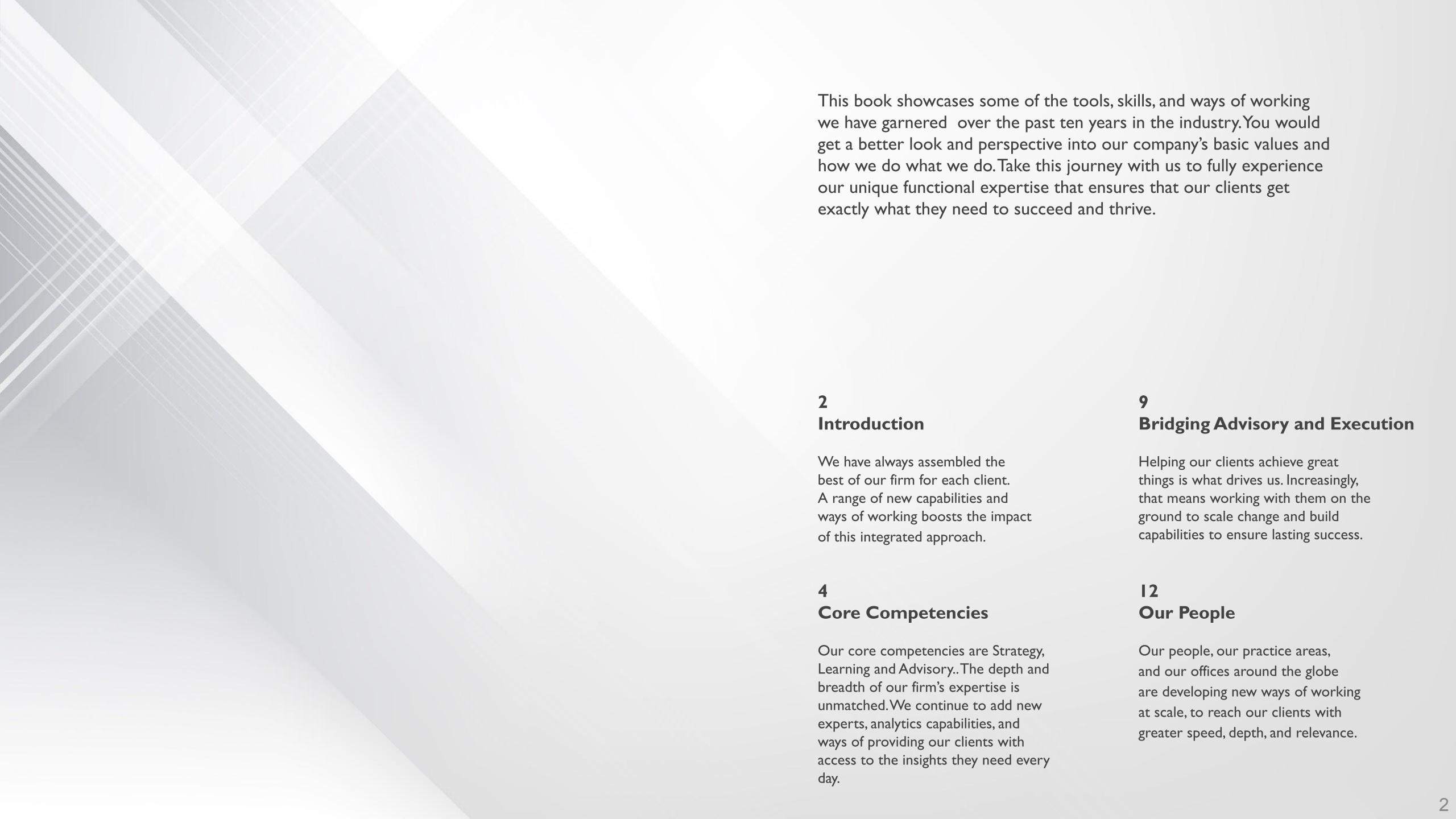




A small book about *simplifying challenges*

BlueSense®
Simplifying Challenges



This book showcases some of the tools, skills, and ways of working we have garnered over the past ten years in the industry. You would get a better look and perspective into our company's basic values and how we do what we do. Take this journey with us to fully experience our unique functional expertise that ensures that our clients get exactly what they need to succeed and thrive.

2 **Introduction**

We have always assembled the best of our firm for each client. A range of new capabilities and ways of working boosts the impact of this integrated approach.

4 **Core Competencies**

Our core competencies are Strategy, Learning and Advisory..The depth and breadth of our firm's expertise is unmatched. We continue to add new experts, analytics capabilities, and ways of providing our clients with access to the insights they need every day.

9 **Bridging Advisory and Execution**

Helping our clients achieve great things is what drives us. Increasingly, that means working with them on the ground to scale change and build capabilities to ensure lasting success.

12 **Our People**

Our people, our practice areas, and our offices around the globe are developing new ways of working at scale, to reach our clients with greater speed, depth, and relevance.

Introduction

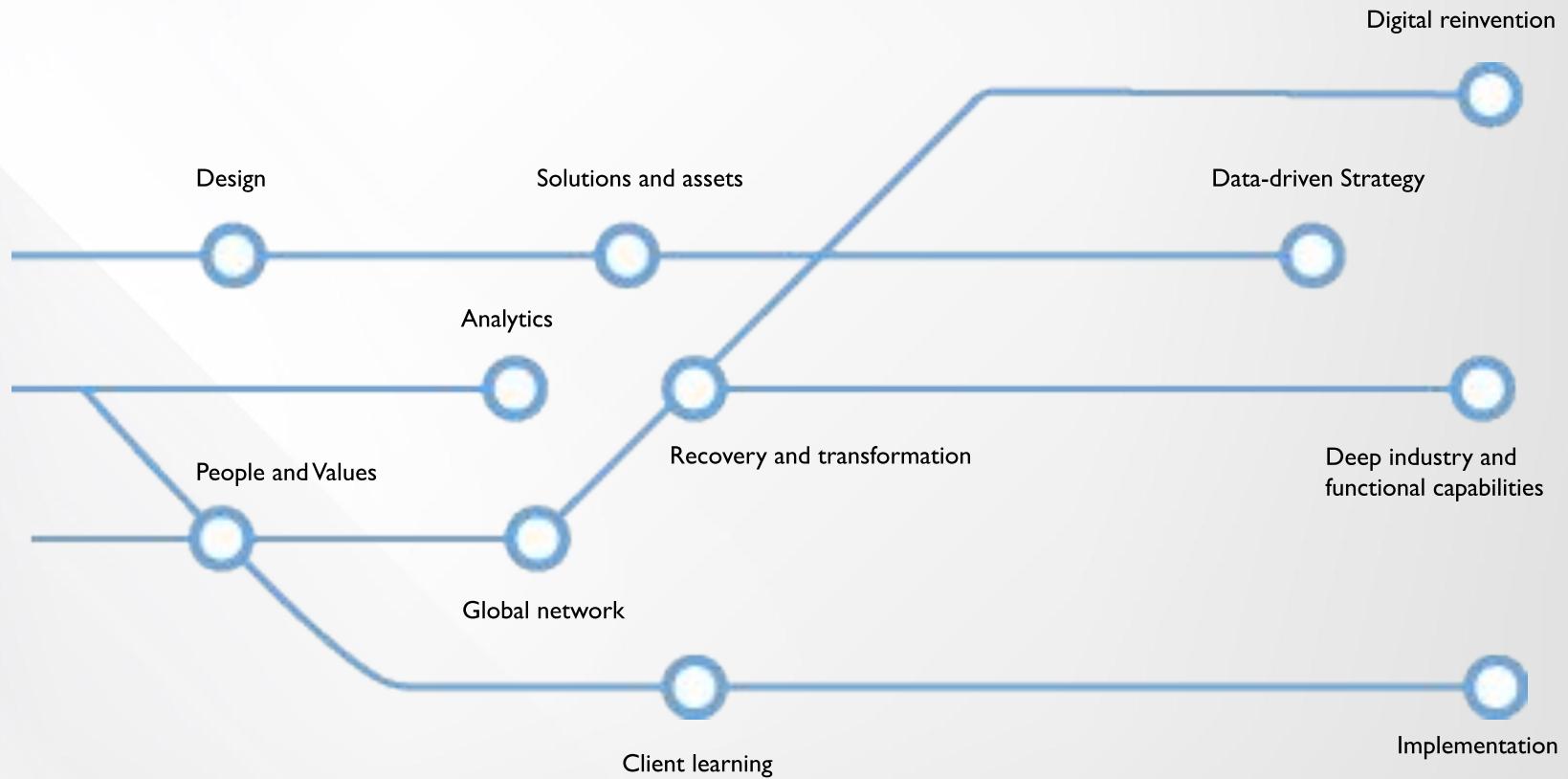
Simplifying Challenges

BlueSense & Company is the country's leading business intelligence consulting firm. We take pride in providing business solutions and simplifying challenges for startups, technology companies and institutions in public and private sectors across the globe.

At Bluesense & Company, we understand that no two company problems are the same, we help each of our clients design solutions tailored specifically to meet their needs. Our vast industry and startup expertise including predictive analytics software solutions and emerging technology, allows us to address problems in unique ways that no one else can.

We provide advisory, strategy and learning services of the highest quality to help build stronger teams, equip executives with the necessary skills to handle problems, and guide companies to reach their set goals. Our clients are fully involved in the processes since we provide personalised solutions to the problems.

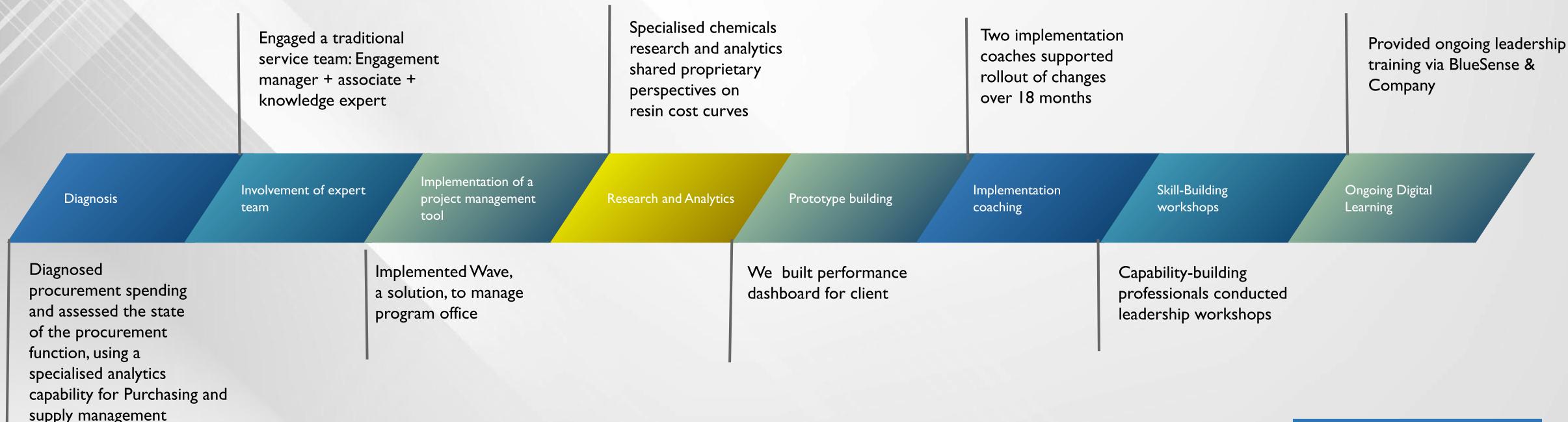
We have an enhanced capacity to implement change, build capacity, and help organisations transform themselves. Combining the full scope of our offer today with the strengths of our clients will spark and drive effective and long lasting change.



Introduction

How we simplify challenges: A client example

We put together a special blend of skills, experts and tools for each customer. The consequence is a higher effect in the short term. As our clients challenges are simplified through our intelligent processes, longer-term organisational health is also increased. Here is what that means for you as a client.



NL.4b

added to the client's bottom line in 13 months

Core Competencies

Strategy

Everyday, the amount of data in the world keeps increasing. Companies can make use of the available data and resources to improve overall output by taking advantage of our unique skills in building strategy.

Bluesense Strategy applies the latest analytics tools and state-of-the-art techniques—like machine learning, data mining, and sequential pattern analysis—to change the way companies interact with customers and to help them optimise internal processes. We continue to expand the scope of skills and experience it brings to our clients.

Our team of data analysts and researchers come from different industries and technical backgrounds. They help clients around the world translate analytical insight into real-world strategies and impact.

Once tools and models are implemented, we ensure that our clients build effective experience so that strategies become a long-term competitive advantage.

10+

analytics projects across many industries and functions in the last year



How do solutions fit into the way BlueSense serves clients?

Solutions allow us to build enduring client capabilities, rather than just answering strategic questions. For example, when we advise our retail clients on pricing, we use Pricing Solutions to analyze competitors, margins, and price sensitivities. We work side by side with the client, and when the project ends, we leave Pricing Solutions behind for the client to keep using.

What role does BlueSense play in developing these tools?

Solutions require us to do some things differently than we have in the past. When we evaluate solutions investments, we come at them like venture capitalists.

We're recruiting more like start-ups, hiring the top designers, engineers, entrepreneurs, and data scientists. All of that requires new financial models, new people models, new technology models. We are creating those models in a way that's effective for our solutions.

What's coming next for BlueSense strategy?

External alliances. We have relationships with the world's most successful and admired organizations. We're increasingly bringing our network together with technology innovators who complement our own insights and solutions in exciting ways. For example, our partnering Customer Experience Solutions team has built an end-to-end platform for evaluating and optimizing customer journeys. We believe it's the most robust, most powerful customer experience offering in the world. It draws on a combination of capabilities we built in-house and through alliances.

Can you share an example of how a strategy helped a client?

Some of the coolest examples come from our Healthcare Analytics solution. We're working with a number of government-run health insurers to help them develop analytical models that reimburse physicians based on patient outcomes, rather than fee-for-service. It's incredibly sophisticated analytical work, and it's improving patient outcomes while taking unnecessary cost out of the system.

Core Competencies

Analytics

Today's winning organisations need a combination of strategic insight, domain expertise, data, and technology; our response is simplified solutions-based consulting.

At Bluesense, our suite of solutions packages proprietary data, software, analytics, and expertise provide clients with a clear view of complex problems. Solutions are configured to solve challenges in a measurable and repeatable way, equipping clients to make better decisions for their businesses. Clients work with these tools either alongside our engagement teams or by integrating them into their own business processes.

Our solutions deliver meaningful impact through the following:
Management coaching: helping managers focus on what's essential and act more effectively

Analytics: solving business problems through advanced algorithms and tools that analyse large amounts of existing client data

Insights: providing new information on organisations, customers, competitors, and markets through unique data and analysis

5+

people across solution teams

25+

technology-based solutions



What are the biggest challenges clients face in capturing the value of analytics?

Clients face two big challenges. The first is that they often fail to understand how advanced analytics today is different from any analytics they have done in the past and, hence, how transformative it can be for their business. The second is that, at the end of the day, impact through analytics is all about people and about changing the culture of the organisation to embrace analytics.

The biggest challenge leaders face is translating analytics output into action, into something that effects change in the world. Having the right talent is an important enabler for that. Another is technology—creating a secure, scalable architecture that doesn't require a five-year data program.

How are new analytics techniques, e.g., machine learning, expanding the opportunity that analytics creates?

Massively. New techniques allow a level of accuracy—and therefore trust in the data—that was unheard of in the past, when

we were limited by having so many false positives in predictions.

They also allow us to learn in a very different way. For example, we developed a fraud algorithm that learns more about identifying fraudulent transactions with every real-life fraud investigation done. And we are more comprehensively capturing granular data about processes, resource deployment, and operating conditions, and then analysing that data at scale, often within mere seconds versus hours.

How has the new methods of Strategy helped our clients?

We can now integrate technology assets, data science, design, and software engineering talent with the scale, domain expertise, and implementation capabilities of BlueSense. The acquisition has helped us deliver a more integrated end-to-end value proposition and has enabled us to invest even more in our technology backbone.

Core Competencies

Learning

In a world where competition can come from any geography or sector, and customer loyalty can dissolve in a click, the most reliable path to growth is meeting customers' unmet needs. Bluesense learning shows companies how to fill those gaps.

We understand the importance of creating seamless and simple customer experiences. To deliver on that, we involve customers at every point of the process to understand what matters most to them through industry expertise, commercial insights, and analytical rigor.

Bluesense learning brings together expertise in technology, management, design, strategy, organisation, and analytics to help clients reinvent themselves. We partner with our clients to build, operate, and then transfer newly acquired skills, so clients can thrive over the long term.

Our talent and tools enable us to quickly invent, prototype, launch, and scale new concepts for our clients. We do this in ways that are collaborative, agile, and focused on driving sustained growth.

15+

organisations using
Bluesense Learning
training curriculums

50+

training curriculums
curated.



In today's competitive environment, unleashing the power of people-driven performance is critical to success.

In many top companies, employees create value for stakeholders, thrive professionally, and innovate to stay ahead of the pace of change. We help clients get there through Bluesense learning, our suite of tools and diagnostics developed to improve organisational effectiveness.

Bluesense learning tackles the following items on every C-suite's agenda:

Value: matches talent to value creation levers. Value helps us add ROI to your company's bottomline.

Talent: recruits, develops, and retains top people. Simplifying the hurdle of attracting the best and building the best culture for talent to thrive.

Change: driven through people and processes. We build internal systems to help simplify your problems.

Culture: creates successful work environments for your people to excel.

Design: optimises structure, processes, and people to develop systems and workflow processes.

Leadership: develops leaders at all levels to create a thriving company

Digital: increases organisational agility to adapt to change and trends in the global economy.

Powered by advanced analytics, innovative technology, decades of experience, and the human expertise of our consultants, Bluesense is paving the way for leaders to make effective organisational decisions for today and the long term.

Core Competencies

Advisory

We provide fully informed and data based research to solve our client's problems.

Organisational transformations often fall short of achieving full impact. Only one-third of transformations achieve full impact. That's because most companies do not place enough emphasis on building new skills that can be scaled to the entire organisation. Bluesense Advisory helps teams and managers build the skills needed for long-term success.

Blusense & Company was set up with the aim to support company undertakings, identify strengths and overcome weaknesses in specific areas. Our vast network of skill centers helps our clients improve their performance through hands-on learning programs.

We employ experiential learning, risk-free settings, real-work circumstances, and expert faculty that enable our clients to apply these capabilities directly. We provide advisory services in all sectors of the economy.

50+

relationships with tech startup founders, and tech companies



What should companies prioritise in a digital transformation?

Flexibility. Given how fast things change, any business investment will need to build flexibility into the process and the systems, so they can adapt. What really matters in the digital age is whether the organisation is ready to pivot.

What is digital's role in delivering a seamless customer experience?

Digital is not an end; it's a means to an end in itself. Unfortunately, many companies want to be digital rather than figuring out how to create a better business using digital. Digital should make customer experiences better, faster, and cheaper. Digital is the oil in the engine that makes the experience as friction-free as possible.

What are the top three priorities for upgrading a company's digital culture?

The first is role modeling. Employees need to see executives not just talking digital but acting digital. The second is vision. Leadership needs to provide a clear vision about why digital is important and how it will be incorporated into the DNA, not just put a digital lick of paint over everything. Last is internal disruption. Companies need to challenge their people about how digital is going to allow them to do something different, which often means disrupting their own organisation.

What might surprise a client about BlueSense?

Some might be surprised to know that we can bring top-notch capabilities through our ecosystem of alliances and partnerships. This allows us to help our clients with everything from uncovering key insights, developing strategies, and bringing a product or service to market in a way that limits risk to the business.

Bridging advisory and execution

How we come up with strategy

Strategy today is powered by rich, empirical data. This is an integral part of helping clients make bold moves to beat the odds. We have done extensive research on the economic performance of companies over long periods of time.

We've found that 60% of companies effectively produce zero economic profit, and that the odds for a mid-tier company to reach the top-quintile and earn economic profit are just one in ten.

That's a daunting picture, but through our robust research reserve, we have identified the levers companies can pull to improve those odds.

Organisations can create significant value by making more and bigger moves, backing them with appropriate resources, and constantly calibrating performance over time. A winning data-driven strategy is a journey, not a project.

70%

of our clients are currently served on strategy issues



What is different about strategy today?

The core principles of strategy aren't changing, but there are huge shifts in how we inform and deliver strategy. The increasing availability of data and creative ways to mine it are producing an empirical revolution. We can now make statistically valid claims based on our long-term tracking of corporate performance. But just as we are getting smarter, the task is getting harder, because the stage on which we are developing strategy is much less stable and more disrupted. The basic economics of strategy haven't changed, but radical cost innovations, network

effects, and the dramatic speed of development mean those economics are producing much stranger results. It means strategy needs to be bolder and faster moving.

What does the nature of a strategy project look like today?

Accompanying our empirical revolution, we are also bringing our approaches up to speed with the best thinking in adult learning and cognitive psychology. Strategy is a social game: teams need to adapt their beliefs, people are effectively competing for resources, traditional power bases are challenged, and conflicting incentives and time horizons are

at play. Given this, a really great strategy intervention is going to look more like a journey for the top team than an analytical project. It's going to be integrating a lot more lenses and viewpoints, and because we are forming new beliefs, it's going to be a little less mechanical and clean, and a bit more interactive and iterative.

How do we get more truly bold strategies?

First, knowledge is power. A lot of business leaders just don't know the empirical facts of strategy: it is almost impossible to defy a trend, and in the long run it is submarket selection at a granular level that makes the

difference. Second, we need to address the inertia of companies, which means upending the traditional approach to planning. Finally, boldness comes from achieving deep conviction. Our strategy processes need to be more demanding of us and aimed at testing our underlying assumptions.



What is different about BlueSense Implementing?

We provide a tailored approach focused on enabling companies to achieve tangible and lasting impact by doing three things: we work together with our colleagues from the start to identify implementation challenges and ensure the recommendations and insights are "born implementation ready".

Implementation Capability Excellence tool

We use proprietary tools—such as our Implementation Capability Excellence (ICE) tool—to assess implementation readiness and design a tailored approach; and we bring experienced leaders from the industry who know how to make change happen in complex situations.

Give an example of implementation engagements

We helped a telecom company develop and implement a new governance process and customized software to transform the way they budget and prioritize their multibillion-dollar annual capex investments.

The depth and breadth of the software was unique. Within four months, we co-created and delivered the solutions with the client, while running a structured training program for over 100 client staff.

What was the impact?

We trained and motivated the team across different levels (owners, knowledge managers, and super users). They now collectively own this important transformational program and are leading the implementation themselves, backed by bespoke software.

Bridging advisory and execution Implementing change

The implementation stage is the most important stage of any major change effort and stronger execution skills lead to greater financial value creation after the change effort.

Our experienced consultants work side by side with our industry and functional experts by providing informed advice to build training curriculums and map out the strategy tailored specifically to solve the client's problems..

We work directly with clients' employees at all levels to help them deliver results, build capabilities, and integrate implementation skills into business practice; an approach that helps companies sustain improvement long after a project ends.

Our clients realise rapid, significant, measurable improvements in productivity, costs, quality, and time to market. And most importantly, client teams build the skills needed to lead change over time.

₦5.2b+

impact delivered to clients' bottom lines in the past five years

5+

implementation consultants

Bridging advisory and execution Leadership development

Developing leaders is critical for building a scaling organisation. From digital courses to in-person workshops to multi client forums, we help our clients strengthen their talent with immersive learning experiences.

With technology and behavioral science, we see an opportunity to rethink corporate learning and professional development, make them measurable, and drive significant impact for the overall business. In our experience, the most effective learning comes from the interaction of peers facing similar challenges as part of a development program anchored in real day-to-day work.

At Bluesense our leadership development platform, accelerates transformations of individuals, companies, and countries by unlocking people's potential. Drawing on a decade of work with our clients and deep knowledge of their industries and specific situations, experts, consultants, and academics teach these experiential programs either in person, online, or through a blend of both.

We work alongside our clients—advising, taking leadership and line roles to drive change, negotiating with stakeholders, and implementing new processes.

12+

custom leadership development
programs per year



What is different about BlueSense Leadership Development

We provide a tailored approach focused on enabling companies to achieve tangible and lasting impact by providing: executive leadership workshops, mid-level leadership workshops and executive coaching.

Our People

Key Partners

Our team is made up of people from diverse backgrounds and fields. We joined Bluesense for the opportunity to apply talents to complex, important challenges and to build on our strengths by working with experts all over the world.



Christian Reuben
Lead Partner

Christian is a management consultant and executive coach. He helps companies in the continent simplify challenges and build productive teams. As Lead Partner for BlueSense & Company, he helps build teams to work seamlessly, analyse (through in-depth research), the best strategies for growth and advise organisations on how to effectively improve human energy.



Emmanuel Thom-manuel
Technology Partner

Emmanuel is a multiple CISCO certified IT Specialist with 8+ years experience in planning, implementing and supporting network and security infrastructure in Canada, UK and Nigeria. He currently supports BlueSense with infrastructure consulting projects when they arise.



Seye Jimoh
Creative Partner

Seye is an award winning still-life photographer and environmentalist. Inspired by nature, culture and happenings around her, she enjoys telling stories with her images. She tells these stories through photography that is as thought-provoking as it is beautiful. She is a skilled creative artist who works with vision and compassion.



Natasha Oyibo PhD
Research Partner

Natasha has a PhD in Risk Assessment Management and vast experience working in different sectors. She has a strong passion for addressing risk management issues and improving business outcomes. She has a concrete background in research with a focus on Risk Management that she deploys on client projects.

Our People

Our clients

Our work with clients has always been at the intersection of deep industry expertise and extensive functional capabilities. We will continue to develop new disciplines to ensure our clients experience results that are bigger, faster, and more sustainable than ever before.

Our clientele spans from international nonprofits to Russell Group Universities to startups. Our startup clients range from proptech to fintech startups. Here are a few companies we have a working relationship with:

Industries

Advanced Electronics
Aerospace & Defense
Automotive & Assembly
Capital Projects & Infrastructure
Chemicals
Consumer Packaged Goods
Electric Power & Natural Gas
Financial Services
Healthcare Systems & Services
High Tech
Media & Entertainment
Metals & Mining
Oil & Gas
Paper & Forest Products
Pharmaceuticals & Medical Products
Private Equity & Principal Investors
Public Sector
Retail
Semiconductors
Social Sector
Telecommunications
Travel, Transport & Logistics

Business functions

Analytics
Design
Digital BlueSense
Implementation
Learning Programs for Clients
Marketing & Sales
Operations
Organisation
Recovery & Transformation Services
Risk
Strategy & Corporate Finance
Sustainability & Resource
Productivity

Our People

Our geographic reach

We keep expanding our global network of experts, capabilities, and tools.

We continue to expand our global network of experts, capabilities, and tools by opening new offices around the world and bringing external organisations into our firm.

12+

cities

6+

countries





At BlueSense & Company, we have worked hard for years to keep pace with the changes in our clients' operating environments. In recent years, as our clients have faced more rapid transformation and disruption of their businesses and organisations, we too have accelerated our pace of change. In today's environment, we consistently hear two themes from our clients. First, they need us to bring new forms of expertise and insight to solve their most challenging issues. We are constantly upgrading the capabilities that we bring to our clients.

We are also hiring more professionals who bring expertise in areas such as digital transformation, machine learning, and corporate restructuring to augment our traditional client service staff. All told, colleagues with new capabilities in these areas account for nearly one-third of our total professional staff today. Secondly, we hear consistently that the line between advisory and execution work has blurred, and that clients want us to serve not just as consultants but as true impact partners in delivering value from our work. Through capability building, implementation consulting, digital-transformation delivery, and BlueSense Learning's leadership development programs, we work with clients to deliver impact on the ground. Our confidence in our strategy-to-action approach is reflected by the fact that 15 percent of our engagements now link our fees to faster growth, cost reductions, procurement savings, and other metrics.

This transformation in how we work is also exemplified by our recently created BlueSense Learning team, which focuses on identifying and fostering innovations and integrating them into our client service. The group provides an enhanced foundation for the culture of entrepreneurship we have always had.

While much is changing, some things about BlueSense never do—like our unrelenting commitment to put our clients' interests first, our deep investment in our exceptional people and knowledge, and our shared set of values across our global “one firm” partnership.

As we move forward, we are excited by the dual challenge of preserving our core and innovating to meet the needs of our clients. We hope this book helps explain what is new at BlueSense and our commitment to meet these new challenges head-on.

Christian Reuben

Christian Reuben
Lead Partner

In the midst of all that is changing in the world, some things are constant. We remain true to our basic company values: Simplicity, Innovation and Challenging Excellence.

These help ensure we always remain relevant and up to date to provide companies with the appropriate advice and tools to grow.

For more information, visit <https://bluesense.org>

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