Hi. Today we are now going deeply into the first phase of P1 which is ensuring that the strategy of the organisation for a transformational journey is clear. The first is to go into the research. So we have heard by talking to different stakeholders before, of what they're looking for for the future. Now we've got to check it. Now we use the tool of a structured questionnaire and just by way of background, there's this created in conjunction with Cornell University so as to come up with a tool that felt non-confrontational, friendly discussion but gave us analysis and deep assessment. So the first stage is to look at what are the essential items we need to calibrate as we go forward from the very top, individual strategic stakeholders through the organisation, middle management, lower management, supervisors, frontline, clients.

So let me give you some examples of these things. So we may need to work out, do they understand strategy and transformation and what level of understanding and resistance towards transformation runs through the organisation. We may want to assess client focus as to where is the client focus and depth of that client focus through all the different eyes through it and 01:48 client's sides what they think about it. We also need to look at things like operational efficiency, the commitment to change, taking responsibility, ? managing risk. There are many different parameters we can choose that are things we are going to need to know, where they're strong, where they're weak throughout the organisation on this journey.

So we form the questionnaire and then we stop. Initially we ran it through a 100% of the senior strategic stakeholders so we talked to them all. One on one individually and we're able to then cross compare the different dreams they've got.

As we go down into the organisation, we tend to try and give 2 deep dives, either 2 operational or 1 function and 1 operation depending on the client. Now as we go down, we're not obviously not going to interview everybody. So interview maybe 20% of middle management or less and then you have a lesser percentage as you go down because obviously there's more people but enough to get clarity as you go down through the deep dives.

When you are at the lower level where you're talking to frontline staff, one on one is too confronting so we tend to do group sessions at the lower levels of the organisation. And then also going out and talking to clients and then clients were looking at 2 areas. One area is the path the client that has direct contact with our client frontline. What is that point of direct contact and then also behind that the decision making strategic side of how do they view our client.

So that is then gathered together and that is put through because of the way it works is that there's actual deep calibration there so we can do cross analysis within that. We now have got a clear picture of where are they today and what are their aspirations for the future. We then bring in our AI, Artificial Intelligence tool. Now just to quickly explain what's behind this. This comes from an organisation that we worked with for a long time and what they do is they have got the series of algorithms to get the load of noise and identify influencing factors. So get underneath the chat and what is giving rise to that chat, focus on the customer experience so we're able to use that tool to go in there and say about this client, what is it that their customers think about them today and what their customers want in the future.

So then we got all this information we bring together and we're ready to move on to the next phase which is pulling together all the strategic people to create a single point of truth. So we're now ready to enter the next phase which is where we're going to determine where this organisation's going and remember wherever they dream they want to go, we will deliver. That is our commitment to them, to take them further, faster and safer. Thank you.