

Solution Provider Profile

BTS

August 2023



Company At-a-Glance	
Name of Product/Offered	Strategy execution, business transformation, leader readiness and development, sales transformation and commercial excellence, talent selection and succession
Headquarters	Stockholm, Sweden
Year Founded	1986
Geographic Coverage	Global
Website	www.bts.com

BTS Solution Overview and Value Proposition

For more than 30 years, BTS has helped the world’s leading companies turn strategy into results. Together with our clients, we create powerful experiences that have a profound and lasting impact on businesses and their people. BTS believes success comes from people understanding how their daily work impacts business results, so BTS provides the skills, tools and knowledge people need to take the right action at the right moment. BTS has expertise in behavior change and cares deeply about both delivering results for clients, ensuring that people do the best work of their lives. Engagements range from embedded multi-year transformation projects to brief, targeted capability development. It’s strategy made personal.

BTS’s services include:

- Strategy execution and business transformation
- Leader readiness and development
- Sales transformation and commercial excellence
- Talent selection and succession

BTS's areas of expertise include:

- Strategy execution
- Business acumen
- Leadership development
- Leadership coaching
- Executive coaching
- Assessment
- Change and transformation
- Executive and team performance
- Innovation and digital transformation
- Go-to-market advisory
- Customized academies
- Diversity, equity, and inclusion
- Digital services

BTS Solution Overview and Value Proposition

Strategy Execution and Business Transformation

Shifting from strategy to execution is challenging and risky for most organizations. In today's environment of constant change, organizations must inspire the behavioral and mindset shifts required to effectively execute their business and culture strategies. BTS's perspective is that change has changed. Traditional change management approaches can't keep up with today's business evolution. BTS helps organizations understand, adapt and thrive in new competitive landscapes and cultures, providing organizations with the business acumen necessary to execute strategies at scale.

Leader Readiness and Development

Great leaders create inclusive communities and empower teams to advance to a higher level of motivation, lifting individuals, teams, and organizational results. To be great today, BTS believes that leaders must adapt quickly in a rapidly changing world while maintaining the compassion and humility needed to relate to their teams on a human level. Focusing on mindset and the underlying shifts leaders need to make to adopt new behaviors, BTS leverages experiential learning and simulation as the most effective way to allow leaders to try out skills and behaviors in a risk-free setting while learning from their peers.

Sales Transformation and Go-to-Market Excellence

BTS helps organizations to accelerate their sales cycles and go-to-market approach. In today's market, sales, marketing, product and service teams face evolving buying cycles, fragmented markets and demanding buyers. BTS has conducted extensive research and worked with the world's best sales and marketing organizations to gain a deep understanding of the critical moments in a buyer's journey. This experience allows BTS to equip customer-facing teams with the skills and mindsets needed to accelerate results. BTS enables sales teams to close deals faster and to provide a higher level of service that ensures renewals and opportunities to expand the business.

Talent Selection and Succession

BTS believes that context matters, and that real-world experiences drive real-world results. BTS's assessments are customized to the client's specific business, built with real people in mind, and assess all types of skills and behaviors. Mirroring the dynamics of organizations' business and culture, BTS creates simulations that remove bias and give applicants a preview of the role. BTS's experiences are optimized for engagement, both scientific and practical, and create value at all levels of talent and through all stages of their career. BTS goes beyond the traditional client-vendor relationship to be an organization's total people partner.

BTS's Areas of Expertise

Strategy Execution and Business Acumen

What BTS Does

- BTS prepares a company's leaders to make better business decisions. It helps them understand their business model(s) and their company's drivers of profitable growth, and then focus on taking action to drive business results. From the individual contributor to the C-Suite, BTS builds leader readiness at all levels using powerful tools such as assessment, simulation and coaching to develop the business acumen, leadership skills and executive presence needed to accelerate strategy execution. Its technologically enabled simulation experiences allow a company's people to run the business and practice executing the strategy as if it were their own. During programs, people get to work as a team, building alignment, ownership and a deep sense of confidence in a fun and risk-free environment.

Key Differentiators

- **Deep Customization** — BTS builds solutions specifically for a company’s business context and strategy by co-creating simulations with its key stakeholders, ensuring the right focus and outcomes.
- **Learn by Doing** — Simulations allow an organization’s people to envision what change looks like in reality and give them the confidence to bring new skills back on the job.
- **Results-focused** — BTS begins with the end in mind and designs the experience based on a company’s desired business outcomes.
- **Cost-effective** — Solutions are efficient and scalable, ensuring that learning programs maximize value and ROI.
- **Global Partner** — BTS’s worldwide reach enables seamless and efficient implementation.

Leadership Development

What BTS Does

- BTS develops leaders at all levels so that they can transform organizations. BTS creates learning journeys and business simulations that are virtual, self-paced or classroom-based that live in the flow of work. This ensures continuous learning, creates business impact and leverages technology to deliver content seamlessly across any modality. Simulations combine business acumen and leadership mindsets to cultivate the alignment, mindset and capabilities employees need to effectively execute strategy.

Key Differentiators

- **Culture and Strategy First** — The BTS approach to leadership development is deeply embedded in the client’s culture and strategy.
- **Modular Curriculum Based on Mindsets** — Using proprietary mindset research, BTS works with the client to define critical moments that drive impact.
- **Moments** — BTS leverages a moments-based simulation approach to drive a practical application of the learning.

Assessment

What BTS Does

- BTS builds assessments that fit a business’ strategy and people, using the resulting data to help select the best hires or help a company’s people change how they work. The BTS team has a deep background in behavioral science, advanced degrees and decades of practical experience. The team applies its understanding of what “great” looks like in an organization to every assessment solution, ensuring the accuracy of results that a

company wants to see. The assessments provide selection and development solutions that are tailored to meet the needs of an organization and people, from first-time hires to high-potentials, to those being groomed for the C-Suite.

Key Differentiators

- **Deep Customization** — BTS creates solutions that mirror the dynamics of a company's business and culture.
- **Data-driven Talent Decisions** — BTS helps companies make more precise talent decisions using better data.
- **Results-focused** — An organization will get speedy, easy-to-interpret results without the psycho-babble, providing measurable ROI that illustrates the impact of selection and development decisions.
- **Virtual** — BTS conducts assessments on any device from anywhere in the world.
- **Cost-effective** — BTS reduces costs by providing efficient and scalable solutions.

Change and Transformation

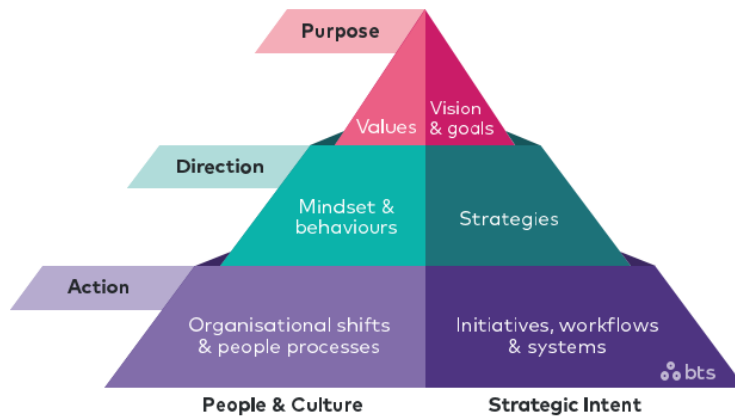
What BTS Does

- Standard “change management” produces standard results, so BTS takes a different approach. It's biased toward action because companies can never plan change perfectly. BTS helps define client outcomes and the supporting structures needed to implement change, but primarily focuses on linking change to strategy. How? BTS enables leaders to embrace change by shifting their mindsets to accomplish a new strategy and focus on new actions and behaviors.
- Companies need transformational experiences that inspire everyone in the organization to believe in the power of the strategy and to see themselves as a capable and necessary part of the future.

Figure 1: The BTS Culture and Strategy Pyramid

The BTS Culture / Strategy Pyramid™

Culture and Strategy execution are mutually reinforcing or simultaneously defeating ...



 bts

Change requires that we address them together because...

Culture shapes how people execute and deliver on the business strategy.

When culture is aligned with strategy, people are clear about:

- **where** the organisation is heading
- **why** it's pursuing that direction
- **how** to get there
- **how** to contribute to success

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Source: BTS

- Organizations and leaders are constantly moving through each of these stages of transformation (below). BTS meets clients where they are and takes them further than they thought they could go.

Figure 2: BTS Point of View on Transformation

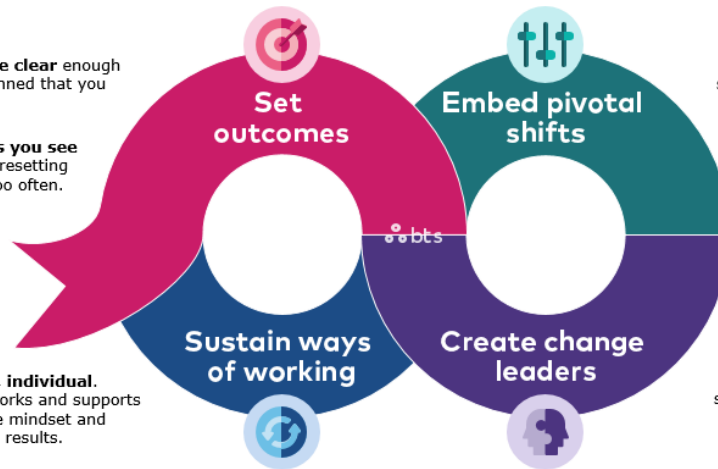
BTS Point of View on Transformation™

Our Uncommon Sense

Outcomes have to be clear enough to start but not so planned that you never act.

Outcomes change as you see results – setting and resetting is the norm, but not too often.

Change is, and isn't, individual. Create the social networks and supports that enable wholesale mindset and behaviour shift to new results.



There are mindsets and daily structures that, if changed, will have a disproportional impact achieving change. **Find them and shift them.**

All leaders are change leaders. Two inextricable, simultaneous parts of the same job. Sometimes, it's the only job.



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Source: BTS

Key Differentiators

- BTS understands that clients are leading a movement, not a project plan.
- BTS's approach is:
 - People-centric and mindset-driven.
 - Rooted and linked to execution of an organization's strategy.
- Solutions:
 - Increase capacity to change by focusing on leaders' mindsets, skills and capabilities.
 - Meet the organization where it is and build the path for moving forward by starting with the most important step — people.

Executive and Team Performance

What BTS Does

- BTS guides top executives in the C-Suite, business and functions to achieve the organization's aspirations. BTS understands what it takes to align people around a purpose, manage an array of stakeholders, work with a board, interact with shareholders, manage investors and develop a brand that makes a leader a powerful, influential face to the world. By partnering with BTS, executives and their teams become enterprise-focused, agile, decisive and able to pivot to opportunities. Leaders learn to anticipate and manage crises, navigate critical moments in the life of the organization, and achieve outstanding results. BTS provides support through Executive Advisory, C-Suite Succession and Onboarding, Team Facilitation, Leadership and Communication Programs, and ExPI™/LTPI™ Assessment.

Key Differentiators

- **Deep Expertise** — With decades of experience, BTS provides the confidential sounding board leaders need to gain perspective they can't gain elsewhere.
- **Global Approach** — BTS's experience spans top global companies and is informed by the latest global research and thinking on leadership.
- **Strategic, Yet Human-centered** — BTS's approach helps clients organize their thinking, create clarity, and move forward with confidence, all while anticipating potential opportunities and risks and becoming more agile in a disrupted, fast-paced business world.

Leadership Coaching

What BTS does

- BTS partners with a company to create bespoke coaching journeys that support strategic initiatives. Coaching services are consistently scalable, affordable to the many and simply the best tool to make strategy personal, providing a source of deep organizational insight. As a global partner for all coaching needs, BTS works with leaders at all levels, both individuals and teams, and equips leaders to become coaches themselves. While traditional coaching methods shift behaviors in about a year, BTS does it in four months, utilizing world-class technology and research to make every minute count. Leveraging these coaching capabilities and mindset research, BTS drives lasting behavioral change in critical audiences. The portfolio of just-in-time solutions allows companies to access high-quality, globally available, scalable executive or team coaching solutions on demand.

Key Differentiators

- **Extending the Reach of Leadership Coaching** — As the first mover in creating accessible leadership coaching, the BTS system offers one-on-one coaching solutions for all levels of leaders, from the executive to the front line.
- **Mindset Research** — Based on more than 100,000 coaching conversations, BTS research focuses on the changes leaders find most difficult and uncovers the tools most likely to help them make those changes.
- **Simplicity, Quality and Cost-Effectiveness** — With more than 300 coaches who deliver in 37 languages, BTS makes coaching scalable and seamless, with a global reach.
- **Strategy Alignment** — Traditional coaching focuses on individuals' agendas, but BTS drives measurable impact by tailoring coaching to the business agenda.

Innovation and Digital Transformation

What BTS Does

- BTS drives business results by helping leaders practice and internalize the shifts needed to make digital transformation and innovation work. BTS works with a company to design and define its innovation and digital transformation objectives, execute and launch solutions in the field, and everything in between. BTS begins by identifying and honoring the capabilities that already exist, those that need to be added and those that can be changed. The customized innovation simulations compress long-term, high-risk innovation projects into a few hours, giving leaders hindsight in advance — and the confidence they need to face uncertain outcomes.

Key Differentiators

- **Results-focused** — BTS understands that innovation begins with a company's user insights and ends with concepts that drive business results. Consultants always start with business outcomes and reverse-engineer solutions from there, not vice-versa.
- **Create a Culture of Innovation** — BTS's approach helps leaders practice and internalize the shifts required to create a culture in which their people feel confident and encouraged to innovate in safe, simulated environments.
- **Learn by Doing** — Simulations enable a company's leaders to recognize the daily work moments that matter for innovation, along with what great action looks like in each moment.
- **Make Innovation Fun** — BTS facilitates exciting and competitive experiences in which a company's people explore innovation behaviors in a risk-free environment, providing a memorable experience for a company's people that actually shifts mindsets and changes actions on the job.

Sales and Marketing

What BTS Does

- BTS partners with clients to drive revenue and profitability through GTM effectiveness and to develop, retain and attract top talent in sales, marketing and support. BTS crafts the right mix of sales methods, go-to-market strategies, marketing excellence, training, simulations and assessments for the go-to-market team. Engagements are tailored to fit the client's strategy and business, inspiring better decision-making and driving results. BTS content ranges from plug-and-play training modules to deeply customized simulations that allow a client's people to experience working differently, gaining the confidence and capabilities they need to change behavior on the job. Through targeted assessments, behavior change, initiative implementation, and sales and marketing transformation, BTS equips commercial teams with the skills they need for success.

Key Differentiators

- **Perspective** — **BTS's point of view on what sellers and marketers need today**, combined with **practical approaches**, help companies achieve their desired outcomes and business results faster.
- **Customization to Each Organization** — In partnership with each company, BTS identifies the right mix of ready-to-go and custom elements to help sellers and marketers become "accelerators" by personalizing value to accelerate the attainment of desired business results.
- **Global Reach** — BTS provides world-class experiences that have the international reach to support leading organizations.

Diversity, Equity and Inclusion

What BTS Does

- BTS believes in the business of caring about people so that they can thrive and do meaningful work together. Diversity, Equity and Inclusion is an investment worthy of making to ensure that all people have a safe place to belong at work. At BTS, our belief is that "DEI is not about me or you, it's about us. What impacts one of us impacts all of us." BTS's approach to DEI is individual, team and organizational — each individual is responsible for making their teams and the organization as a whole a more inclusive and equitable place for all.

Key Differentiators

The BTS perspective:

- **Inclusion is for everyone.** The real work of inclusion begins with including those who hold differing beliefs and views. BTS believes that being keenly aware of biases, stereotypes, prejudices and “isms” that are present is required work for creating workplaces that are welcoming and psychologically safe.
- **Exclusion has a high cost.** BTS closes the gap between the business and the moral case for DEI by making inclusion personal and providing experiences for participants to see the impact that exclusion and inequity has on all employees from the C-Suite to those on the front line.
- **Inclusion is relational.** In organizations, all work is impacted by the quality of interpersonal relationships and conversations between employees. Making equitable decisions and being an ally will not work if leaders do not try to get to know and understand those who are working with them. Employees will not feel seen, heard and valued when someone is not able to be empathetic to their unique experience.

Analysis by Brandon Hall Group™

Situational Analysis

Most organizations are in some stage of business transformation, a complex process that requires a clear vision and strategy, committed and inclusive leadership, robust change management, an agile and adaptable culture, effective communication, a strong technology ecosystem, collaboration, continuous evaluation and risk management.

Challenges to the Business

Addressing these challenges requires strong leadership at every level, effective communication and a focus on creating an agile and adaptable organizational culture. Large companies must establish ways to foster collaboration, streamline decision-making processes and empower employees at all levels to drive strategic implementation. Few organizations — and especially large enterprise organizations — can engineer such pervasive evolution and change without outside assistance.

Implications for the Business

Companies that don't build a culture that can adapt to the evolving business environment can be plagued by:

- Missed growth opportunities that put them at a competitive disadvantage
- Low employee engagement
- Turnover of top talent
- Wasted resources
- Declining reputation and shareholder value
- Internal conflicts and confusion
- Wasted resources

Questions to be Answered by the Business

- How do we build a culture of agility, customer-centricity and accountability?
- How do we develop leaders who combine strong people skills with sophisticated business acumen to create an empowered workforce that can deliver business results?
- How do we get strategy to align with the market, customer needs and employee needs?
- How do we help employees understand and embrace how their daily work impacts business results?

BTS as the Answer

We find that many consultancies view an organization's culture and business strategy as separate elements. BTS stands out because they believe culture and strategy are joined at the hip and that the key to a successful strategy is the people who make it happen.

Everyone we have encountered at BTS lives that value proposition every single day. For all their many areas of expertise, BTS makes a difference for their clients because their consultants are empowered to be highly collaborative while also being willing and able to hold difficult conversations that lead clients to make the tough decisions to move the organization forward. BTS believes the answers to challenging situations lie within an organization, but that they need assistance to surface those solutions.

We also have found that consultants tend to be either technology-focused or people-focused. BTS is the rare provider that excels at technology and people in balance with one another. This unique mix allows BTS to help, for example, an organization with 30,000 people, all of whom need to learn to work differently. BTS can deliver a variety of solutions — both tech-enabled and personalized — at scale and quickly. That is a huge competitive advantage.

BTS has pioneered and excelled in the use of custom simulations to drive practical learning through organizational challenges. Consultants use interviews, observation and other personalized tools to understand a client's culture and their organizational and leadership strengths and weaknesses. They distill their findings into simulations that include decision options that depict leading practices or actions that may be doing more harm than good. By building recognizable situations and showing employees a new way in a real-life business situation, BTS creates high-impact learning that can change behaviors.

BTS has built an internal culture of simulations to drive change and now is working on an approach that helps clients build a similar culture in their own organizations to accelerate the wisdom of experience through widespread practice. Through their use of AI and other innovations, BTS can build a wide range of simulations ranging from multiple days to micro-bursts that can be done in the flow of work and highly tailored to what an individual needs. This makes BTS unique.

BTS is also experimenting with AI coaching as a supplement to live coaching that already leverages world-class technology and research to drive lasting behavioral change at all leadership levels.

The bottom line is that, based on many different levels of interaction with BTS, we have found that the company lives its "strategy made personal" marketing message. BTS offers a wide range of services that they can mix and match to the needs of clients. They drive flexibility and agility through technology while driving substantive change through intensive collaboration

that includes everyone from the board room to assembly-line workers at a manufacturing plant.

Brandon Hall Group™ research shows that the three most important initiatives for businesses in 2023 are:

- Increasing leaders' ability to manage employees more holistically and inclusively
- Improving the employee work experience while improving business results
- Redefining the culture of work to align with the changing work environment and employment models

If you want a true partner to help you deliver this scope of change, BTS is the company that has mastered the art of balancing technology and personalized service to help organizations achieve breakthrough results.

- Claude Werder, Senior VP and Principal Analyst, Brandon Hall Group™

Contribution team:

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About Brandon Hall Group™

With more than 10,000 clients globally and 30 years of delivering world-class research and advisory services, Brandon Hall Group™ is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.



ORGANIZATIONAL EXCELLENCE CERTIFICATION PROGRAM

recognizes world-class HCM programs that transform their organization and achieve breakthrough results. This designation is the next step beyond the HCM Excellence Awards, which focus on a single program, and looks at the department as a whole.

SMARTCHOICE® PREFERRED PROVIDER PROGRAM

uniquely places HCM service and technology companies at the top of organizations' consideration list of vendors. It adds an unmatched level of credibility based on BHG's twenty-eight-plus years of experience in evaluating and selecting the best solution providers for leading organizations around the world.