

EDGE partner



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"I've talked a great deal about the 'edge'. Edge means the stuff that happens where organizations intersect - where interactions happen.

Orthodox business is obsessed with "cores". That's the stuff that happens in boardrooms. It is about dominance, coercion, tyranny, and (myopic, valueless) profit. It's not concerned with what happens at the edges.

What happens at the edges is different, and better. Meaning, democracy, participation, collaboration - these are what power leadership. And so edgy players are more (and more) valuable, because they are more innovative."

Umair Haque, Director of the Havas Media Lab

Decision-making in times of uncertainty

The evolutions of the past years have created a new economic landscape. Whatever the success or the failure of the present network economy, companies are now able to interact directly and nearly in real-time with their customers, partners, suppliers and other external parties.

At the same time, the boundaries of the enterprise become increasingly blurred. The need for cost reduction, the speed of change and the growing complexity of the business environment drive organisations towards more outsourcing and new forms of partnerships.

Also internally, companies are searching for more innovation capability, better knowledge building and more productivity by reaching across the formal boundaries of existing divisions, departments and offices.

In this increasingly complex network of interactions decisions often have to be taken in a context of incomplete knowledge and control.

This is where we think that we can bring a little bit of added value.

The main objective of the **EDGE Partner** service is to strengthen the competence base of a company's project team or management team in a flexible and cost effective way.

The basic concept

Whatever the challenges of the new economy, it is our firm belief that companies **must keep ownership** of their strategy and all the initiatives that support that strategy.

However, keeping ownership requires that the company is able to generate itself a sufficient volume of innovative ideas to identify new, potentially interesting initiatives.

Keeping ownership also implies taking responsibility and this is only possible when the people involved have an in-depth understanding of the how's and the why's of these initiatives.

Unfortunately, in the present rapidly evolving business environment, this increasingly becomes a challenge.

Companies should therefore look beyond the boundaries of their own company, exploring the 'edge' where new innovative approaches emerge. Approaches that might not have immediate relevancy today, yet might be the starting point for important breakthroughs.

With the **EDGE Partner** service, we want to support this effort. We try doing this by being a point of contact, working and thinking together with the company, yet separate enough to be a guarantee for new and sometimes controversial insights and a more in-depth understanding of certain subjects.

Indeed, it is our belief that in most cases there isn't so much a need for an external resource that takes over certain tasks, but rather a need for an additional point of contact for the exchange of ideas. True knowledge is created through the confrontation of different ideas and opinions.

The basic concept of the **EDGE Partner** service is to provide such additional point of contact, yet with a minimal level of formal time spent, hence costs.

The approach

Under a basic **EDGE Partner** service agreement, we will act as a 'virtual employee' of the company in the context of a specific initiative, project or interest domain.

In general, the assumption is that the assignment will exist for a certain period (several months), yet with a rather limited average time allocation (a couple of days per month).

In addition, we assume that part of the work will require on-site presence (e.g. for meetings), whereas another part of the work can be done off-site (e.g. for research, analysis, a review of plans, etc.)

Being a 'virtual employee' assumes that we are involved in and informed about all relevant aspects of the initiative or project. This also means that we can be contacted at any moment by phone or e-mail for additional advice, specific questions, a second opinion, etc. This, of course, taking into account our other assignments.

Financial conditions

The standard **EDGE Partner** service is provided for a fixed cost of 1.500 € per month. This assumes a maximum total time spent of three working days and a maximum of four on-site presences per month.

Additional work is invoiced at a differentiated cost of 500 € per day (off-site activity) and 650 € per day (on-site presence).

All above prices are VAT exclusive and are valid until December 31, 2011.

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