

Oliver Wight's Quick Guide to Assumption Management Workshop

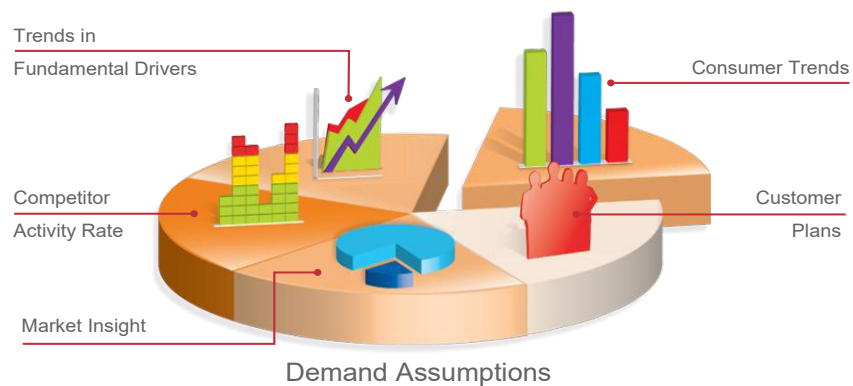
This guide provides a quick reference to Assumption Management. It also describes how our workshop will help to design and implement the process in your company. We hope you find this guide useful in introducing Assumption Management to your company's business leaders.

What is Assumption Management?

Assumption Management is a structured way for organizations to identify, document, and track key driving factors that influence demand, and anchor the resulting demand plan numbers on those assumptions. It has commonly been said: Demand plans and forecasts are not wrong. It is the underlying assumptions that prove to be inaccurate.

The challenge is how to develop and manage assumptions – and be sure they are considered when developing the demand plan. That's the purpose of our two-day workshop. It is based on our real-world experience in operating and sustaining demand management processes that reduce bias and improve accuracy.

Assumptions Are Critical



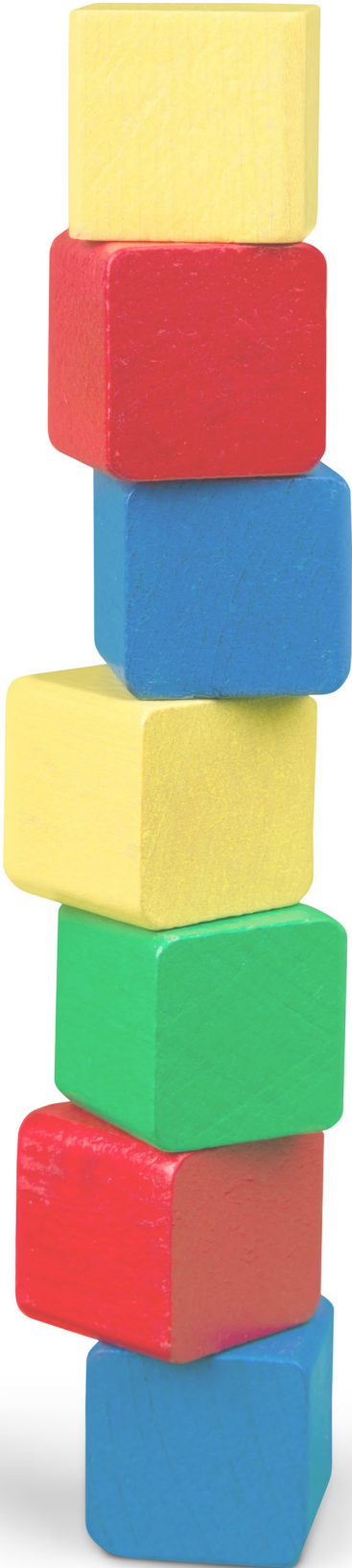
“Use assumptions to shape the future rather than as a basis for excuses about non-performance.”

Why Companies Struggle With Demand Planning

- Processes are informal, results are unpredictable, and business results are not meeting objectives.
- Consensus Demand Reviews are focused on debating which number is right. There are few or no underlying assumptions that create an understanding of the factors that drive demand.
- Significant time is spent each month explaining last month's actual sales performance. Finger-pointing and blame are common.
- Sales and marketing investments are not delivering on expectations – and it's difficult to explain why.

Oliver Wight

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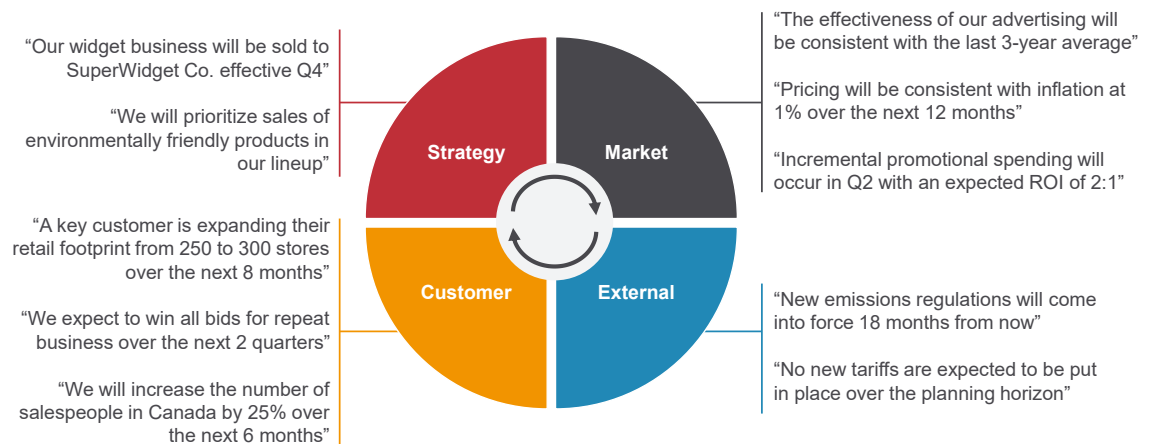


Benefits of Assumption Management

How the Assumption Management Workshop Will Improve Demand Plan Accuracy

- The workshop will design the assumption management process along with assumption templates and agreements on roles and responsibilities.
- Your team will know how to document and track assumptions, risks, and opportunities.
- You will have tools and templates to rapidly implement assumption management.
- When assumptions drive demand plans, the plans have lower bias and are more accurate.
- When assumptions are discussed and debated in the Consensus process, business decisions are optimized, which improves performance in achieving sales targets.
- We will provide followup coaching and mentoring to address issues that arise and ensure the assumption management process is delivering results.

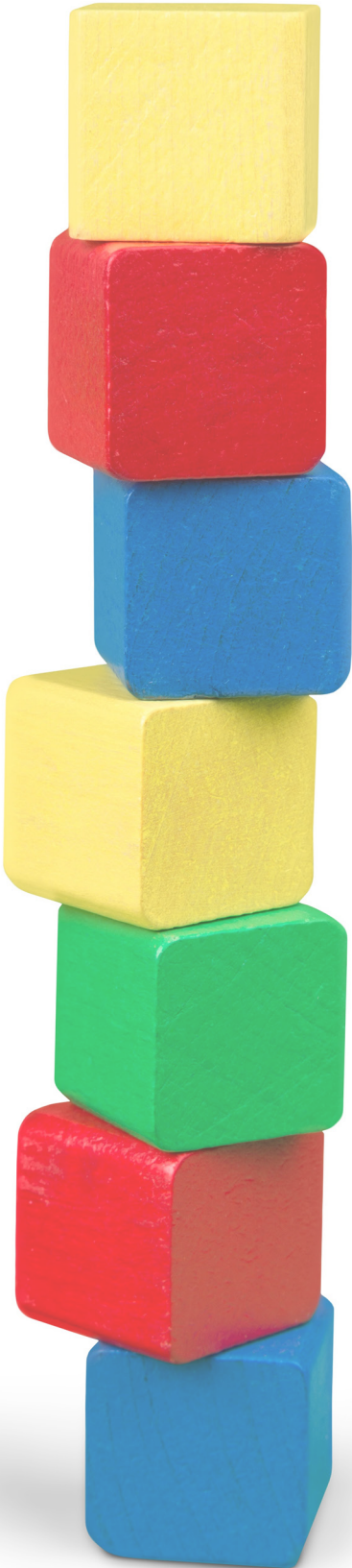
Assumptions describe the activities and expectations embedded in the Demand Plan



"Assumptions are the fabric of a Demand Plan. They describe the very things that make it a plan – the Sales and Marketing activities that will be undertaken in order to generate demand."

- Greg Spira, Oliver Wight Principal

What Is Covered During the Workshop



Day 1:

- Perspective and levels of planning
- The importance and sources of assumptions
- What do good assumptions look like?
- The building blocks in creating assumptions
- Expectations for the quality of assumptions

Day 2:

- How to document and track assumptions
- How to document and track risks and opportunities
- Tools and templates that facilitate managing assumptions
- Ways to measure the accuracy of assumptions
- How to reflect assumptions that drive the plan in the Demand Review

Followup:

- After the workshop, we will assess progress and help to address issues that arise, including people, process, and behaviors

“Assumptions drive clear communications and fact-based discussions. By debating the assumptions rather than the numbers, we drive accountability into the process, identify problems and gaps sooner, and ultimately take action to close them.”

- Greg Spira, Oliver Wight Principal