

# Business Readiness Appraisal

Raising Leadership Awareness



# The Oliver Wight Business Readiness Appraisal

A Business Readiness Appraisal is an awareness-raising session for senior management. It involves talking one-on-one with your company's executive leadership team. It is followed by the Oliver Wight Business Advisor briefing the team on what current business processes and practices need to change to drive better business results.

The appraisal provides a context of industry best practices compared to your company's current practices, processes, behaviors, and metrics. The appraisal also encourages "give-and-take" discussion, facilitated by the Oliver Wight Business Advisor, that enables the organization to think through all the possibilities that would enable them to minimize unwanted impacts and/or capitalize on opportunities.

These discussions are vital to understanding the choices that can be made to improve business performance.



# Agenda

An Oliver Wight Business Advisor arrives by 8:00 a.m. The first hour is spent becoming more familiar with your products and how you bring them to market.

The business advisor then conducts brief, informal interviews with each senior management team member. The purpose of these sessions is to gain an understanding of their individual strategies, problems, issues, and concerns. These interviews should be scheduled in thirty- to forty-five-minute increments. Time constraints may create the need to combine interviews when suitable. The agenda is laid out before the briefing, permitting you to provide a schedule to those involved.

The Oliver Wight Business Advisor will assimilate the information they have gathered, incorporate it into their appraisal material as appropriate, and deliver the appraisal during the afternoon. Two to three hours should be reserved for the appraisal.

Conducting the Business Readiness Appraisal outbrief: The entire senior management team that participated in the earlier interview process should be in attendance. The format is that of a business meeting. Although portions of the session will be in “presentation” mode, dialogue between the business advisor and amongst the team is encouraged.

Following is a sample agenda:

- Solicit, capture, and discuss input from the group relative to the current “environment” (the business advisor will have heard their issues and concerns during the individual sessions and draw them out here if necessary). As a result, improvement opportunities are openly exposed and allow for discussion of the business processes/behaviors/metrics that need to change to drive better business results.
- Present and discuss the best-practice-based integrated planning, scheduling, and control processes that should be front and center as business readiness plans are established.
- Compare and contrast these integrated processes with the current environment to short-list the most urgent breakthrough and/or incremental improvements.
- Demonstrate the benefits other companies have achieved by successfully applying these best-practice-based integrated processes.
- Facilitate discussion as to the possible next steps, resulting in a short-term action plan.

## Value of a Business Readiness Appraisal

A Business Readiness Appraisal helps business leaders sort the wheat from the chaff in deciding which improvement efforts will yield the most significant business results.

The perspective provided by the Oliver Wight Business Advisor often causes business leaders to see potential they may not have been aware of.

- It also gives executives a better understanding of best practices being utilized in their industry. This awareness informs discussions on ways to improve competitive position and financial performance.



Oliver Wight has an over 50-year track record of delivering business improvement to some of the world's best-known organizations. We believe that sustainable improvement can only be made through your own people. So, unlike other consultancy firms, we transfer our knowledge to you, which means you can achieve performance levels and financial results that last.

At the leading edge of our management thinking and practice, our Integrated Business Planning (IBP) model lies at the very heart of our client's journey to outstanding business performance. Oliver Wight originated Sales and Operations Planning in the early 1980s. Integrated Business Planning can most simply be described as advanced S&OP, evolving from its production planning roots over 50

years into the fully integrated management and supply chain collaboration process it is today. Integrated Business Planning allows the senior executive to plan and manage the entire organization over a 24-month horizon, aligning tactical and strategic plans each month and allocating critical resources to satisfy customers most profitably.



**Oliver Wight Americas, Inc.**

P.O. Box 368  
New London, NH 03257, USA

Telephone: (800) 258-3862  
Facsimile: (603) 526-5809  
info@oliverwight.com

**[www.oliverwight-americas.com](http://www.oliverwight-americas.com)**

**Oliver Wight Asia/Pacific**

Ground Floor, 470 St Kilda Road  
Melbourne VIC 3004, Australia

**Oliver Wight Europe, Africa & Middle East**

Corinium House, Barnwood Point  
Corinium Ave, Gloucester GL4 3HX, UK