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Example – an actual company

A brief management report prepared by:

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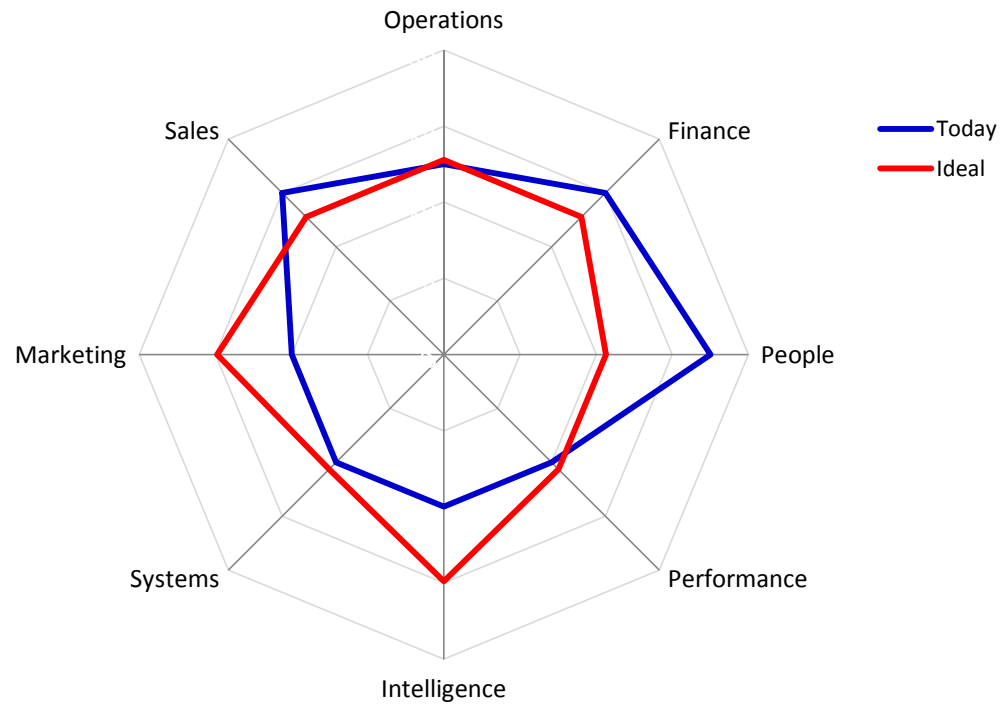
21st May 2010

<i>Example Company</i>	21 st May 2010	
Questions		
<i>Please score from 1 (Poor, not at all) to 7 (Excellent, highly) how your organisation rates for the following aspects:</i>		
	Today	Ideal
Operations - Is the organisation flexible in its approach to customers and open to positive change	5	6
Financial management - is reporting accurate, timely, correctly analysed and useful	6	6
Marketing - do you know clearly the reasons customers buy from you and not from someone else	4	7
Sales - are sales targets met (income), and margins maintained	6	6
Competitor Intelligence - do you know what the competition are up to and how to counter	4	7
Systems - do your systems provide adequate feedback to justify modifications to product or service	4	5
People - do managers have clear direction and people the scope to make decisions	7	5
Performance - do you regularly set SMART objectives, and monitor and develop people appropriately	4	5

Experience has shown that for a business to be successful it must focus its efforts and cannot be all things to all people, so whilst it is tempting to give a score of 7 to all categories under *Ideal* this would be counter productive as no well managed organisation has the resources to manage all business functions simultaneously. So in order to focus attention **there are maximum allowable scores:**

Number of 7s allowed: 2 2
Number of 6s allowed: 3 3

Business balance, now and ideally.



Brief Management Report for Example Company prepared on 21st May 2010

Addressing the balance between 'hard' (measurable) management activities and the 'soft' activities which are difficult to measure

Less numbers focused, more 'soft' issues focused

In business there are two key elements: the 'hard' elements that have traditionally been used to manage: "If you can't measure it, you can't manage it", for example income or margins. More recently the more successful companies are recognising the 'soft' elements - those things that are difficult to measure yet very evident when they go wrong, elements such as leadership or communication. In the case of Example Company the balance today needs to be shifted away from close measurement towards more active leadership and communication in order to get the best from your people and better serve your market

Considering how customer focused Example Company is

Less focus on internal matters, more market focus

In all organisations, the business focus may sit between a very customer-focused organisation where business needs are subordinated to customer demand, and a business focused organisation where internal needs are paramount - for example where compliance is a major requirement. In the case of Example Company the balance is more towards your internal management and measurement systems; perhaps risking a loss of market confidence if customers feel they are being sidelined. There may be benefit in focusing additional effort and training on marketing needs and alternative sales opportunities

Exploring the balance between maximising short-term delivery or planning for sustainability

Good strategic/tactical balance

In managing the business of today it is very easy to lose sight of the changing market and unfolding external pressures; similarly, if concentrating too much on the future it is possible to ignore the pressures of today. In the case of Example Company there appears to be a good balance between delivery and future planning with the company heading in the right direction; now might be the right time to give additional thought to hiring staff, engaging specialists or considering one of the schemes to introduce young people to the workplace.