



**BUSINESS
IMPROVEMENT
REVIEW**

For
SmallCo
08/03/2007



RAPIDBI

KNOWLEDGE • UNDERSTANDING • ACTION



WELCOME TO YOUR BUSINESS IMPROVEMENT REVIEW

The following pages show the outputs from the BIR completed in **February 2007** with Mike Morrison facilitating.

The BIR is a perceptions based tool and not a factual measurement, however peoples perceptions are their reality, and for an organisation to work effectively peoples perceptions should be aligned. Often the reason for an organisation not being as successful as it could be is the fact that varying parts of the organisation are not aligned closely enough together.

While perceptions may not be fact, where groups report a similar view their is a high likelihood that the view is accurate.

The purpose of this output is to generate discussion and provide a vehicle for a business action plan. Your facilitator will guide you through understanding the outputs in this document.

If you have staff or external parties we urge you to share these graphics with those people. It generally creates useful dialogue which often leads to stronger relationships.

You have now completed the diagnosis part of the Business Improvement Review (BIR).

The RapidBI team wish you well with the implementation.

People Taking Part

SmallCo

Setting the scene for the review, who was involved.

The following Owner Manager & Managers were involved in this Review:

OWNER MANAGER

Mr Manager

MANAGERS

OTHERS

The review also includes data from: 4 Staff 0 Suppliers 0 Customers

People completing this review described their role as:

Mr Manager Owner of the company

The results from the BIR process need to be considered in the context of where the organisation wants to go.

The vision of the company according to the:

OWNER MANAGER

To sell the company for £1M

STAFF

David's pension fund

To sell more

To make money

don't know

Knowing your key relationships is an important role of any management team.

People completing this review described the following:
B = Owner Manager, M = Managers, O = Others

MAIN CUSTOMERS

Company a, Company b, Company c (B)

MAIN COMPETITORS

Local accountants, Banks (B)

STAKEHOLDERS IMPORTANT TO THE ORGANISATION

N/A (B)

The SWOT gives us an insight to where the key responders are coming from and what their thoughts are on key issues.

People completing this review described the following:
B = Owner Manager, M = Managers, O = Others

STRENGTHS

Good customer base (B)

WEAKNESSES

Old technology (B)

OPPORTUNITIES

New expanded EU market (B)

THREATS

competition from eastern EU (B)

This shows how key people think the organisation has been preparing itself for what is to come - investment in infrastructure.

When completing this section of the review, participants were asked to rate the performance of the organisation and give a reason for the score. The reasons given are presented here.

B = Owner Manager, M = Managers, O = Others

RESOURCES

Needs updating (B)

SECTOR EXPERTISE

We are specialists in the field (B)

CONTROLS

We are a small company and do not need much (B)

IDEAS & INNOVATION

Our existing products work well (B)

LEADERSHIP

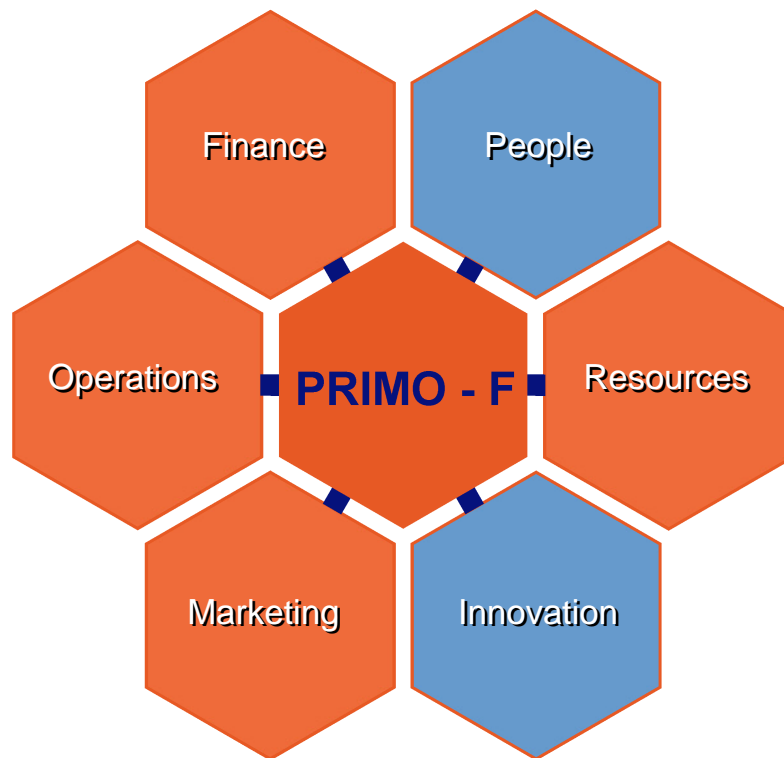
(B)

BENCHMARKING

(B)

This model provides the top level status of the organisation at the time of the BIR.

The PRIMO-F model provides you with an overview of how SmallCo is seen as of February 2007.



The PRIMO-F model can be used to identify any high priority areas for development and action planning.

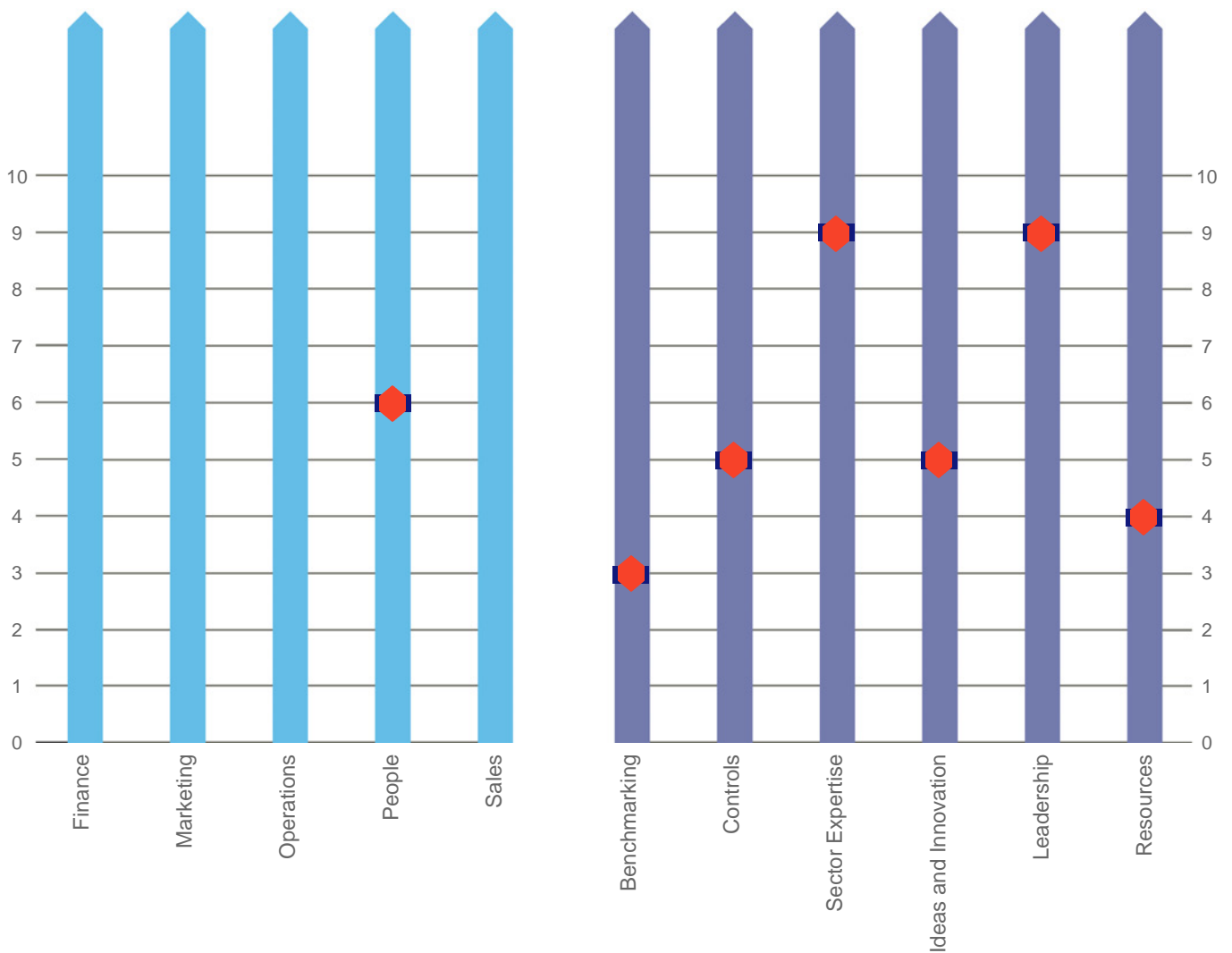
DARK BLUE = LOW PRIORITY AREAS

ORANGE = ACTION REQUIRED, MEDIUM PRIORITY

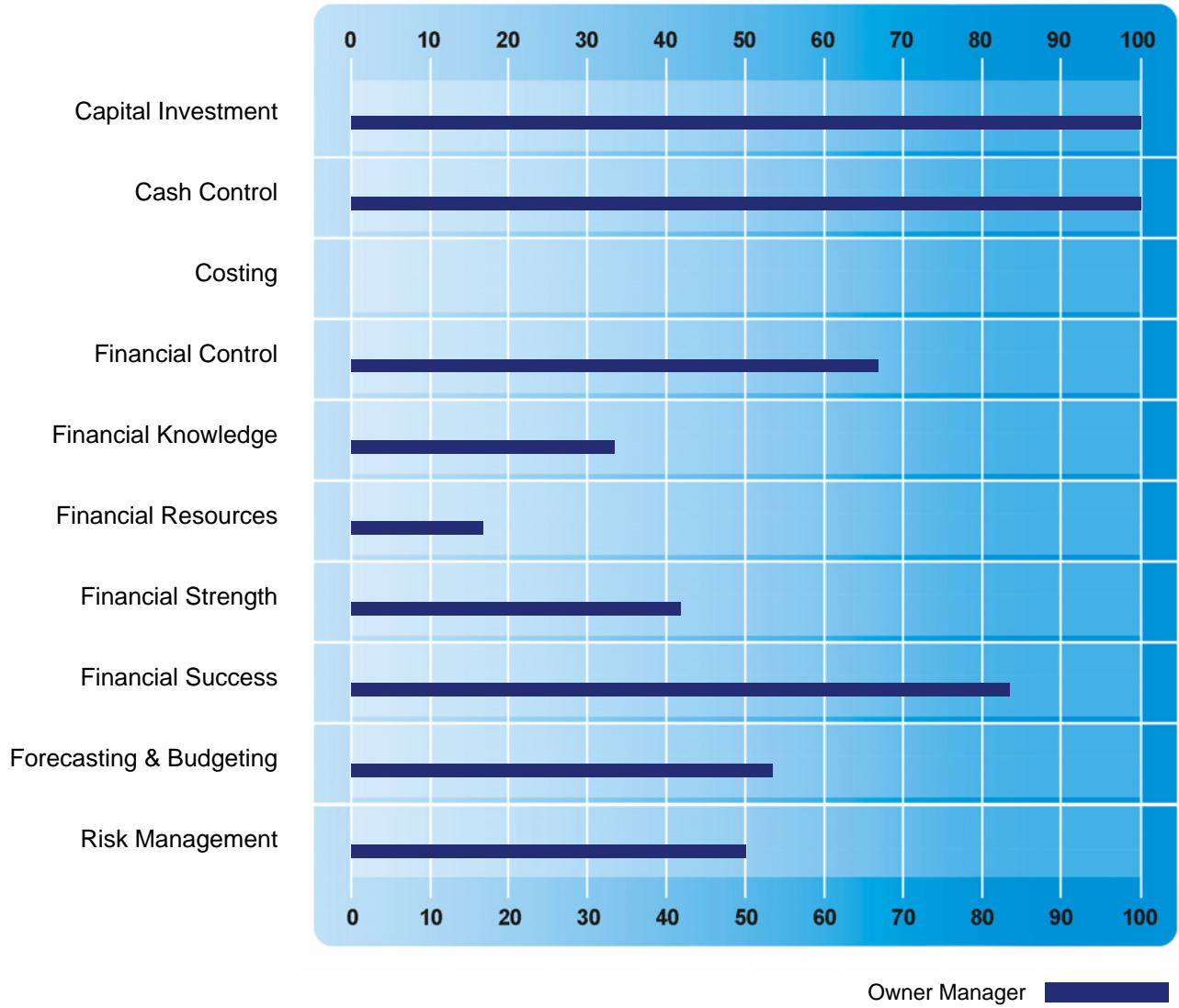
LIGHT BLUE = HIGH PRIORITY AREAS IMMEDIATE ACTION REQUIRED

This shows the extent of clarity & understanding between key personnel on important issues

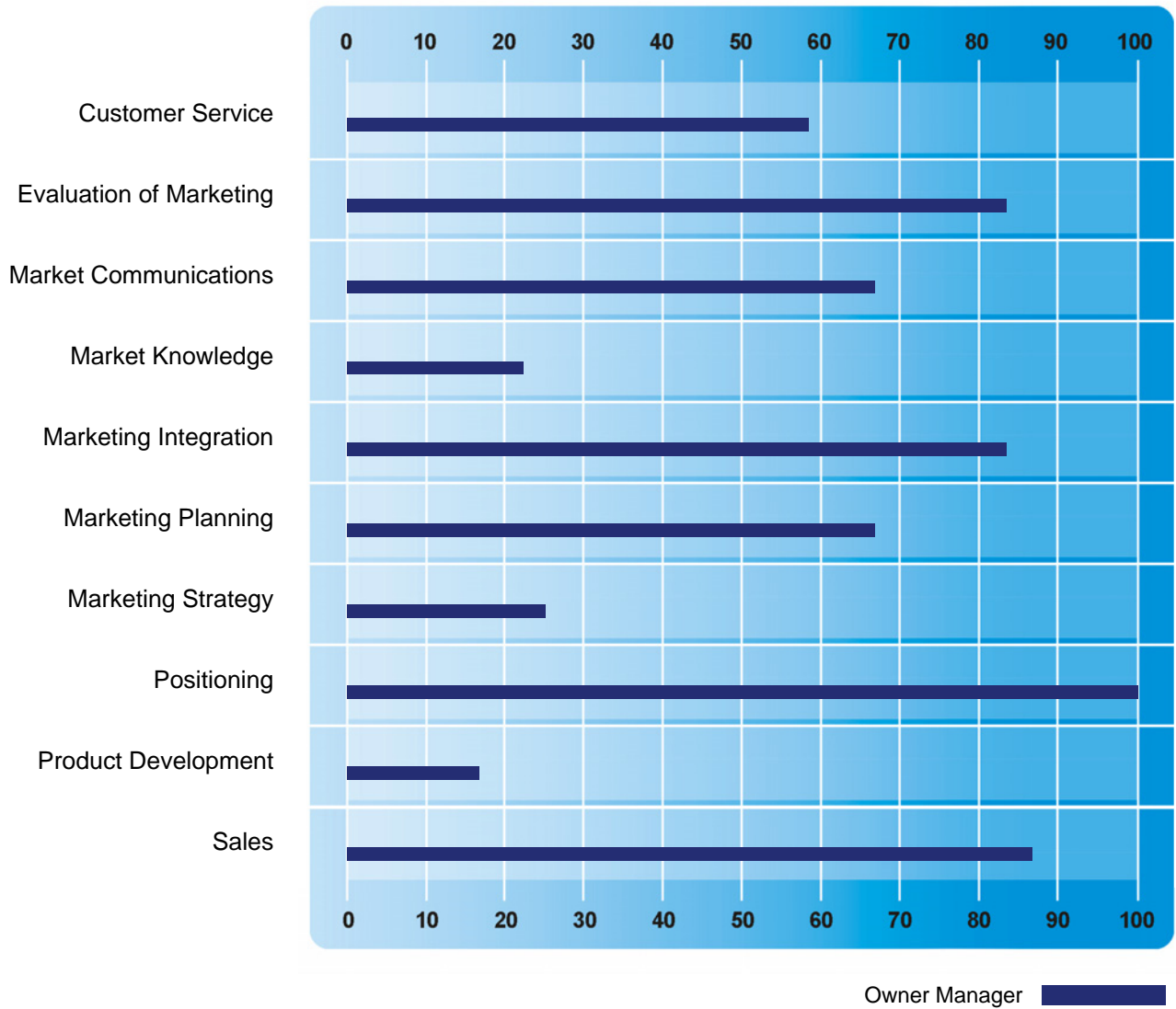
The Owner Manager of SmallCo were asked to consider a number of areas of the organisation and rate them 1-10. The graph below shows the range of scores given along with the average score for each area. You should consider the comments supplied at the time when reading this. The shorter the vertical bar the more consensus the team has. Where the bar is longer than 2, there may be a misunderstanding or lack of communication in this area. Any average under 6 suggests significant room for improvement.



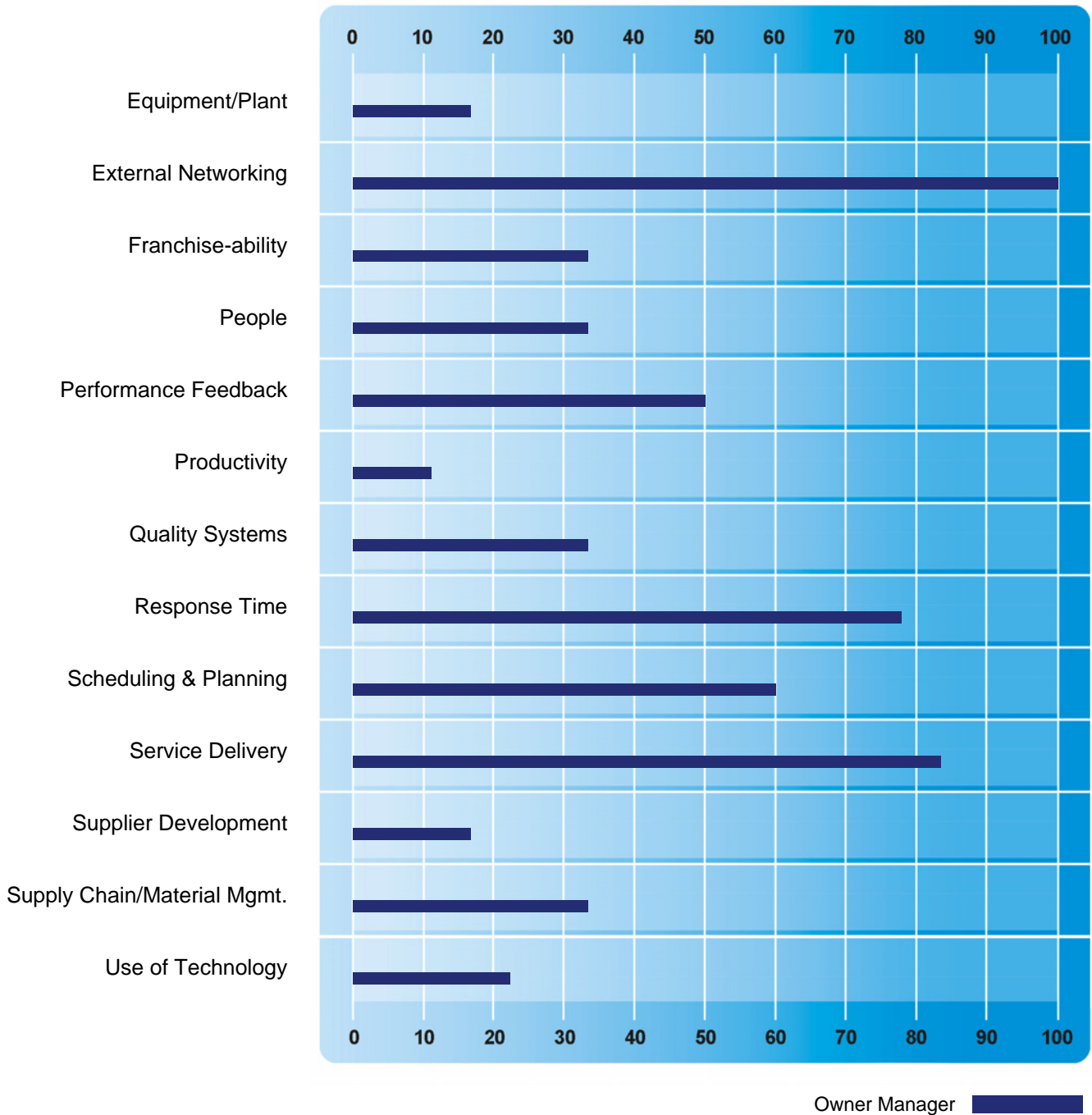
This shows how people in the organisation view financial factors.



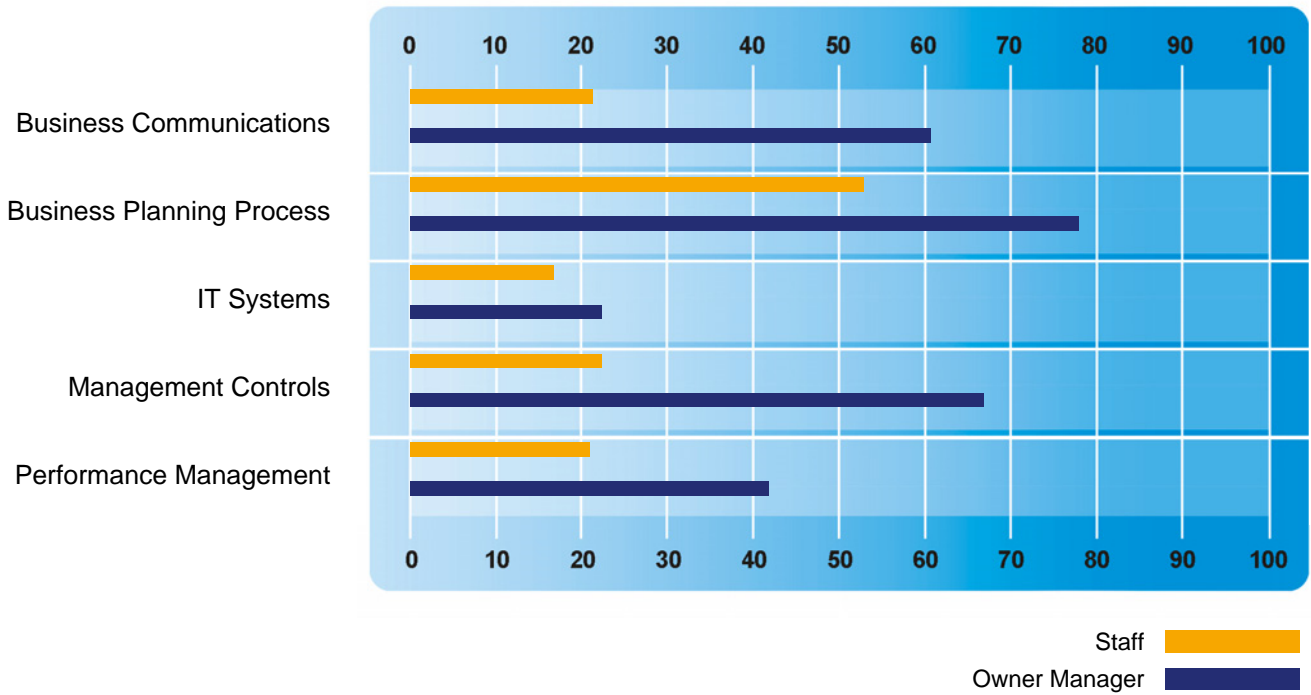
This shows how people in the organisation view marketing factors.



This shows how people in the organisation view operational factors.



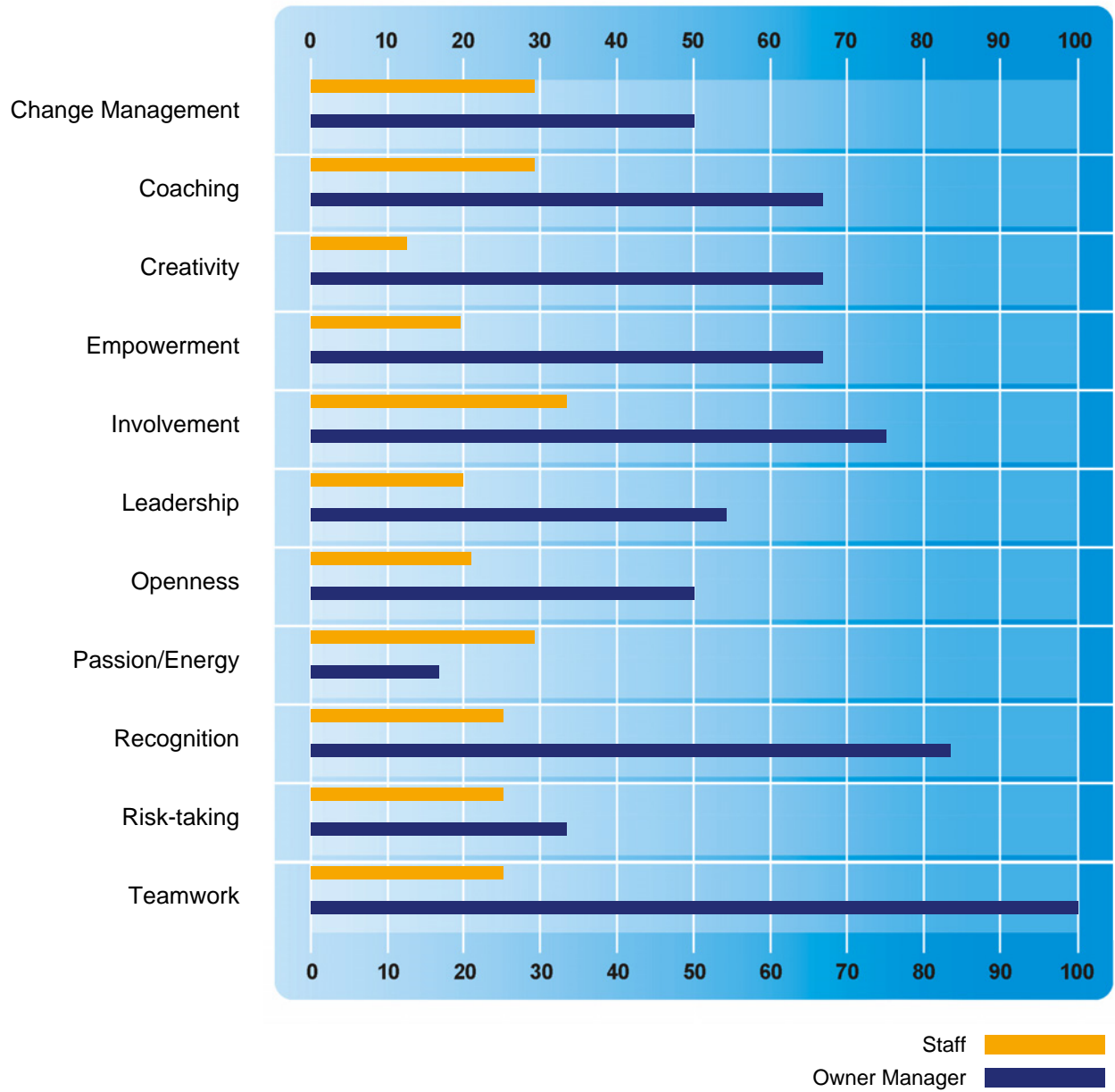
This shows how people in the organisation view the strategic management processes.



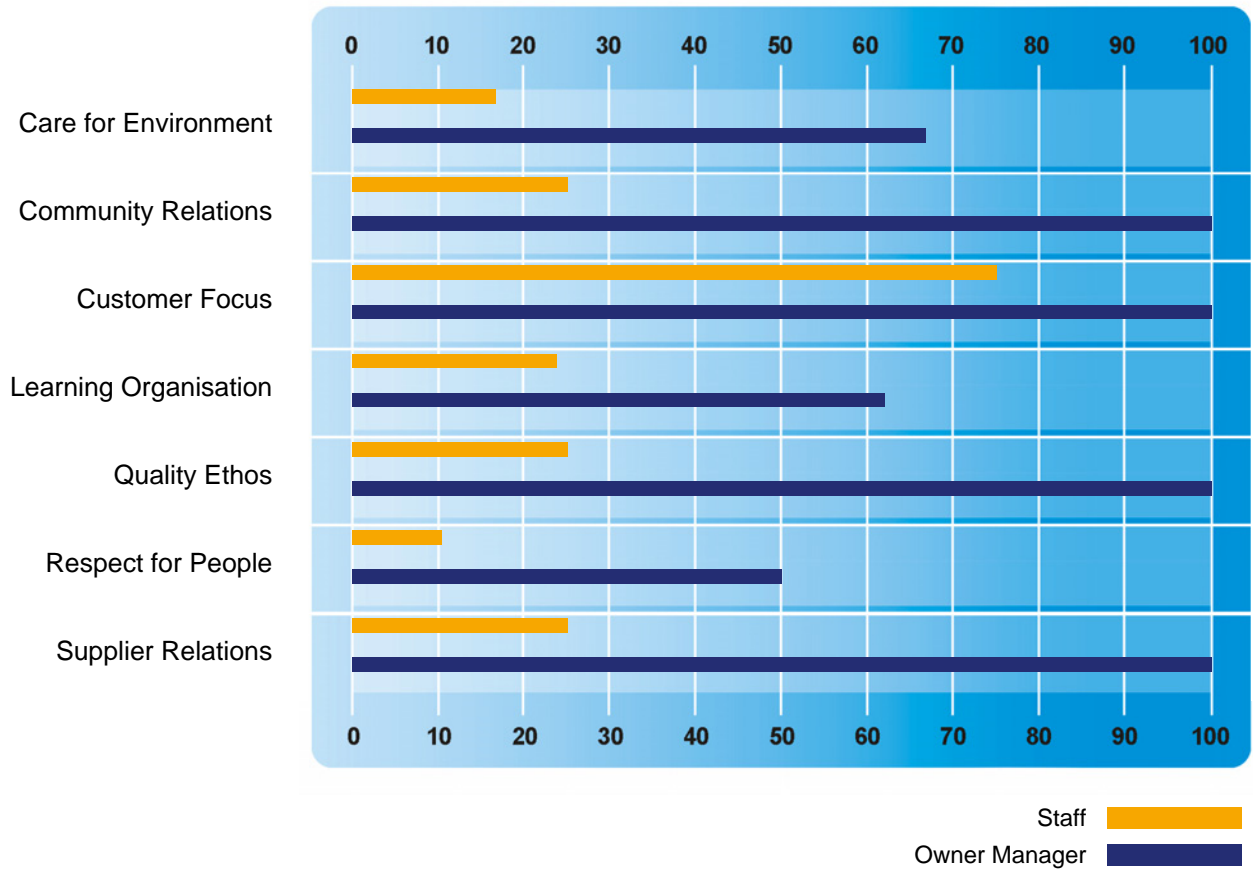
Management Style

SmallCo

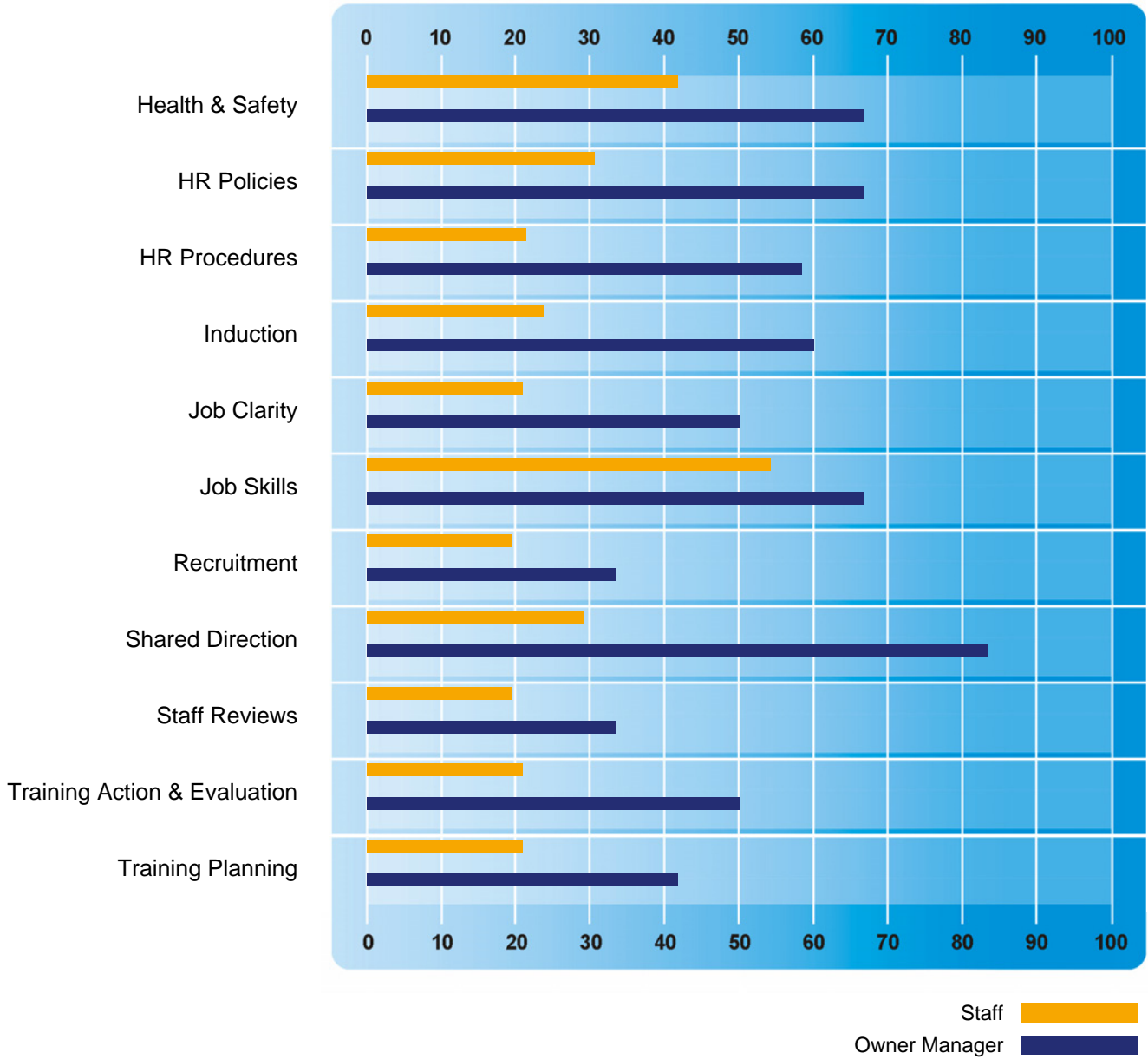
This shows how people in the organisation view the style of management.



This shows how people in the organisation view the values the organisation demonstrates.



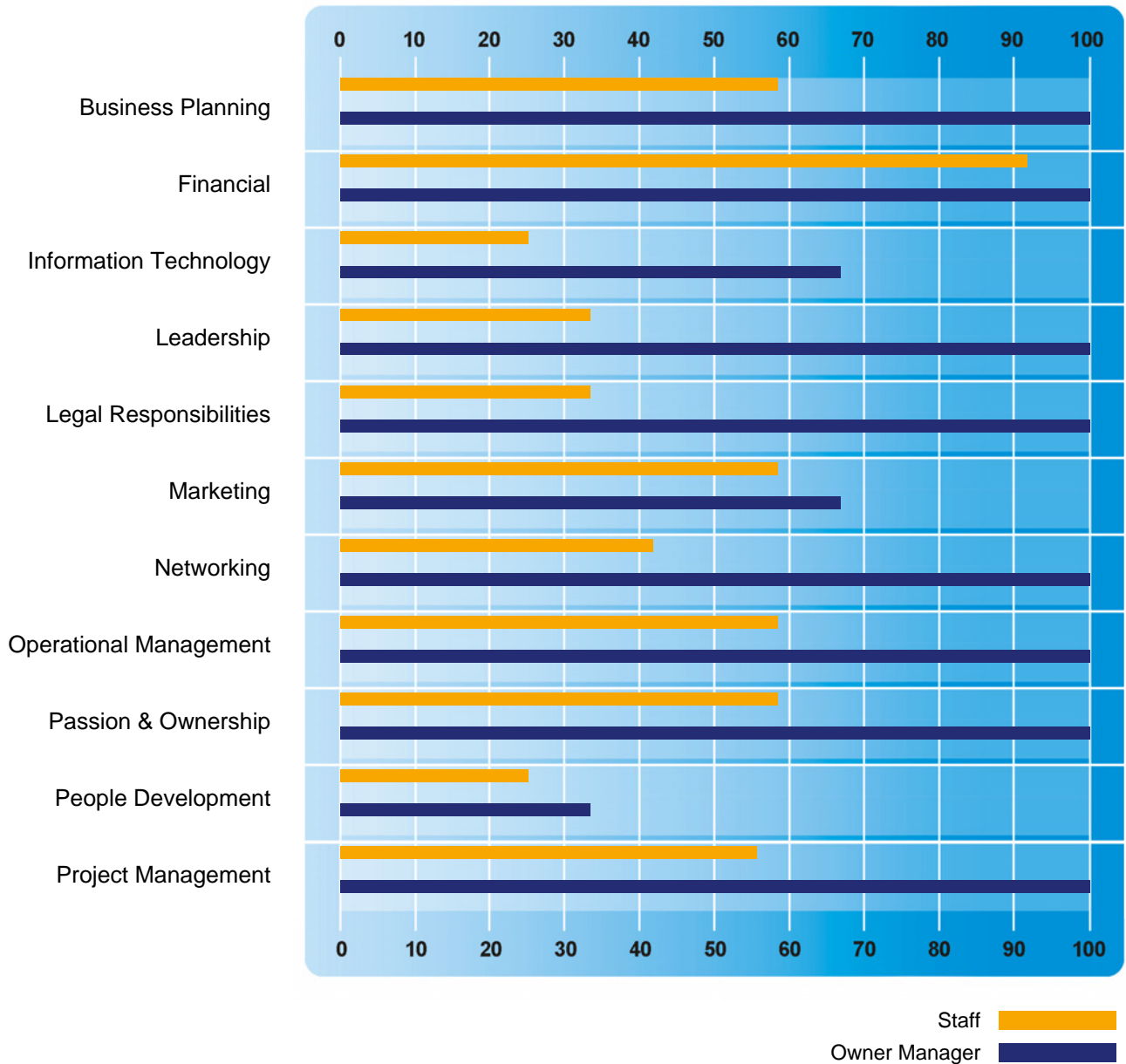
This shows how people in the organisation view people management factors.



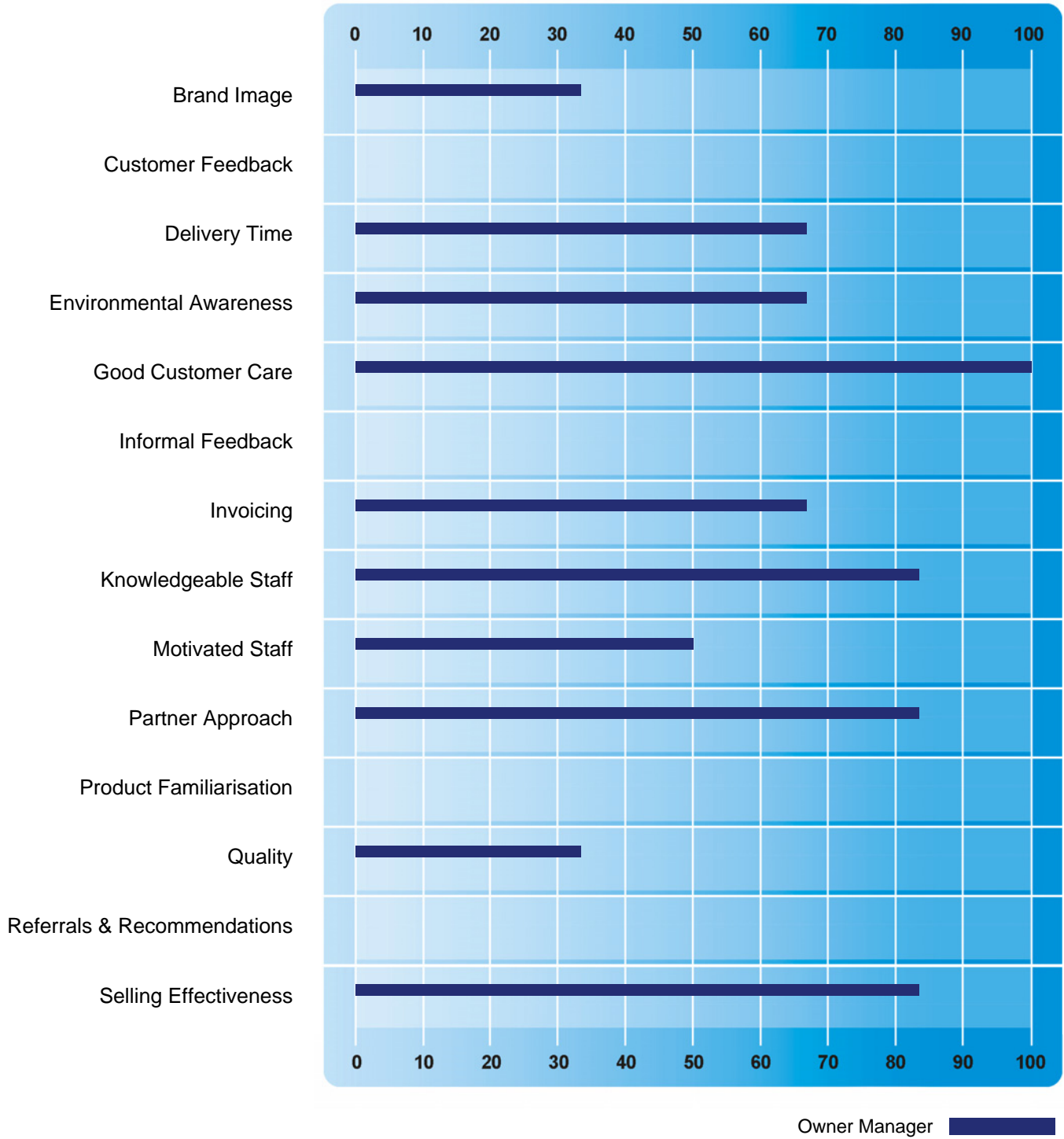
Management Skills

SmallCo

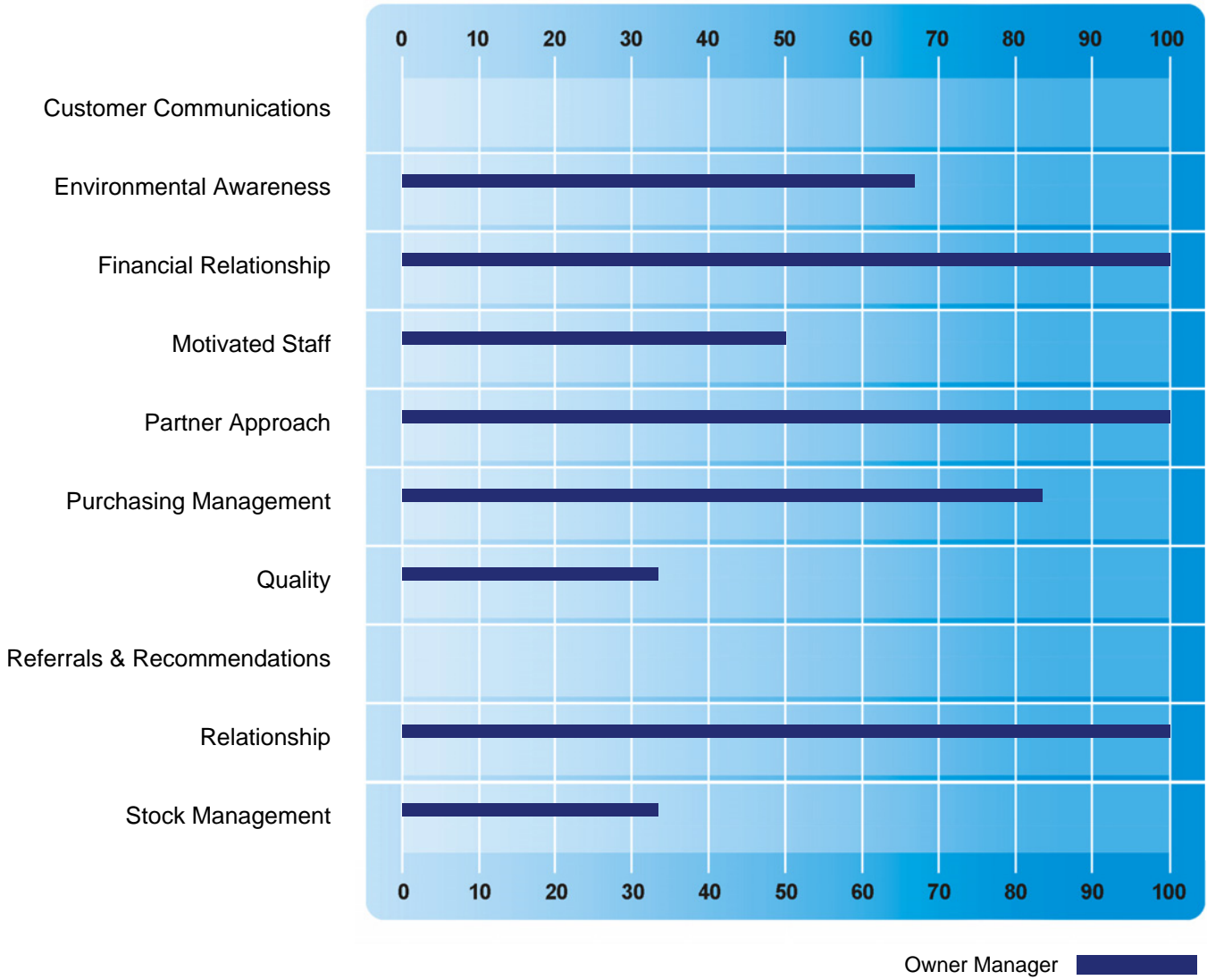
This shows how people in the organisation view the management skills of senior management.



This shows how customers view the organisation & how people in the organisation view customer relations.



This shows how suppliers view the organisation & how people in the organisation view supplier relations.

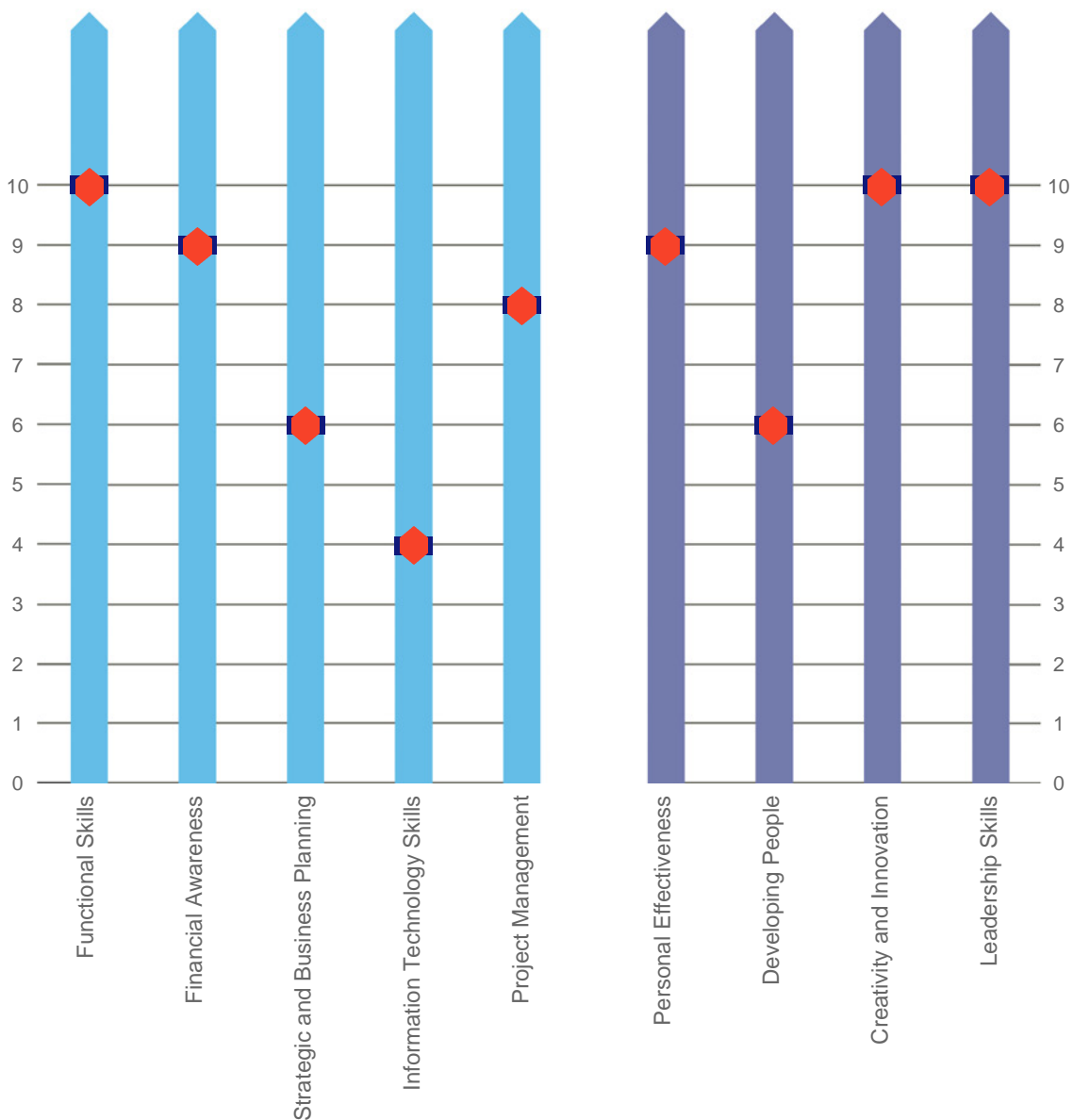


Personal Skills & Knowledge Owner Manager

SmallCo

This graphic shows how the key people rated their own ability in a range of key areas.

The Owner Manager of SmallCo were asked to consider their own abilities in a number of areas and rate themselves 1-10. The graph below shows the range of scores given along with the average score for each area. While wide ranging scores in any given area is not necessarily a problem, the important point to determine is the extent to which the team has a balance of skills and are they in the right places? Any areas where there is a low average should be considered as a training or development need for the management team.



APPENDIX

The Raw Data Action Plan Templates Additional Information

This section contains the raw data captured, Action Plan templates and additional information to help make implementation easier and sustainable. The data also shows the percentage of the participants that thought a particular score.

When you are working on your action plan it is worth considering any questions which rate low as being worth addressing. However it is important not to fall into the trap of trying to address all the individual items. It is the overall impact that is much more important.

Only select 5 - 7 key areas to work on at ANY one time

As a business you are more likely to achieve this. Working on 10+ items will look like a huge task and in our experience is more likely to act as a barrier to change.

Remember this is about Business Improvement - not a business re-design!

This shows the average score for the business values questions.

	Not True	Partly True	Mostly True	True
1. Everyone knows the impact of their actions on our customers.	—	—	40%	60%
2. Everyone knows how well the business is satisfying its customer's needs.	—	—	80%	20%
3. Everyone is encouraged to work consistently to high standards.	20%	60%	—	20%
4. Managers understand the value of external standards.	60%	40%	—	—
5. Everyone feels valued, respected & is treated fairly.	40%	40%	20%	—
6. The managers are committed to training & development all staff.	60%	40%	—	—
7. We have good relationships with all our major suppliers.	20%	60%	—	20%
8. We learn from mistakes, without casting blame.	60%	40%	—	—
9. We have good relationships with our neighbouring community.	40%	40%	—	20%
10. We respect the environment, recycle & conserve energy.	40%	40%	20%	—
11. What the business values is clear & understood.	40%	40%	—	20%

This shows the average score for the management skills questions.

	Not True	Partly True	Mostly True	True
1. Management demonstrate effective skills in finance.	—	—	20%	80%
2. Management show effective skills in using Information Technology.	20%	60%	20%	—
3. Management apply business planning skills well.	—	20%	60%	20%
4. Management have good skills in marketing & selling.	—	20%	80%	—
5. Management effectively develops & manages its entire staff.	60%	20%	—	20%
6. Management uses strong operational management skills.	—	20%	60%	20%
7. Management demonstrate effective leadership skills.	—	80%	—	20%
8. Management have the skills to manage projects well.	—	25%	50%	25%
9. Management show a passion for purpose & values of the business.	20%	—	40%	40%
10. Management show they know of their legal responsibilities.	20%	40%	20%	20%
11. Managers network well with potential & existing customers.	20%	20%	40%	20%

This shows the extent of clarity & understanding between key personnel on important issues

When completing this section of the review, participants were asked to consider a number of areas of the organisation and rate them 1-10.

The graph below shows the number of respondents per selection.

	1	2	3	4	5	6	7	8	9	10
Profitability	—	—	—	—	—	—	—	—	—	—
Funding	—	—	—	—	—	—	—	—	—	—
Cash/ Working assets	—	—	—	—	—	—	—	—	—	—
Financial Controls	—	—	—	—	—	—	—	—	—	—
Customers	—	—	—	—	—	—	—	—	—	—
Marketing Mix	—	—	—	—	—	—	—	—	—	—
External Environment	—	—	—	—	—	—	—	—	—	—
People	—	—	—	—	—	1	—	—	—	—
Selling	—	—	—	—	—	—	—	—	—	—
Benchmarking	—	—	1	—	—	—	—	—	—	—
Controls	—	—	—	—	1	—	—	—	—	—
Sector Expertise	—	—	—	—	—	—	—	—	1	—
Ideas and Innovation	—	—	—	—	1	—	—	—	—	—
Leadership	—	—	—	—	—	—	—	—	1	—
Resources	—	—	—	1	—	—	—	—	—	—
Process	—	—	—	—	—	—	—	—	—	—
Premises	—	—	—	—	—	—	—	—	—	—
Plant/ Equipment	—	—	—	—	—	—	—	—	—	—
Performance Controls	—	—	—	—	—	—	—	—	—	—

Having a common understanding of the measures of success a business uses is a key part of delivering success.

People completing this review have identified the following as key success measures:

KEY SUCCESS MEASURE IDENTIFIED:	PERCENTAGE
Customer retention	20%
Customer satisfaction	—
Increased profits	10%
Increased staff satisfaction	—
Increased Turnover	10%
Levels and types of complaints	30%
Media reports	—
More staff employed	10%
New products/ services being added	10%
Order book increasing	10%
Rates of on-time delivery	—
Reduced Staff Churn/ turnover	—
Share Price	—