

Zest Test Your Productivity

Performance measures to identify key areas where productivity improvements can be achieved

Zest Tests are OTS Management's series of proprietary business diagnostics, or audits, of business processes, specially designed for the Small and Medium Enterprise (SME's).

The Zest Test on your Productivity will **review your business processes**, operations and departments to **identify the key areas** where productivity improvements can be achieved, and then to **establish performance measures** or benchmarks for the future.

Increasing complexity in the modern business environment has meant that the factors that contribute to profitability and efficiency are in the spotlight. The productivity of labour and capital are critical to competitive success.

At the same time the number of variables recognised as being important to productivity improvement has expanded. Timeliness has become especially important as the rate of change in technology, legislation, and the business environment has become faster.

At its simplest, productivity is the relationship between

What is productivity?

inputs and outputs.

Productivity measures show how well raw materials, machines, people, time, paperwork and so on are used to create goods and services. Hence competitive advantage or efficiency is gained when less in-

put is used to create more output.

The results of any diagnostic testing of productivity will be used to make decisions about the organisation's actions and behaviours it is important to carry out the testing within the context of the organisation's strategy. Aligning productivity to strategy is one of the primary keys to unleashing productivity. When the organisation's Vision and Mission is not clearly understood by employees, they may focus on processes that contribute little to the organisation, thus increasing costs.

The OTS Management Zest Test of your

How we Zest Test your Productivity

Productivity is specially designed for SME's by recognising their increased need for cost-effectiveness.

The diagnostic was designed by OTS Management Director, Teik Oh, using his extensive international experience in business consulting methodology.

As a smaller organisation SME's must achieve results quickly. The OTS Management Zest Test on your Productivity is conducted over six speedy steps.

1. Planning

We meet with you and your key team members to understand your organisation and plan for the conduct of the next 5 steps.

We define with you the objectives of the diagnostic as specifically as possible. Once the goals are defined we help you decide who should be involved.

We highly recommend that members of your team be involved - not only as those being interviewed but also as part of the diagnostic team helping to analyse



Improve Productivity and measure performance



the data.

In order to decide on the business processes or departments to be analysed we use a Value Chain that analyses the contribution to margins of key processes and break down the components of the processes to be examined.

Finally we agree on dates and deliverables with you.

2. Establish Strategic Context

The aim of this step is to ensure that the Zest Test and its goals are to be conducted within the context of your overall business strategy.

We confirm the business direction with you, examine and understand you Vision, Strategic Plan and so on. In doing so we also interview senior team members and a selection of others to see if everyone is “on the same page” in regard to strategic direction.

3. Review Operations

Once we have agreed the goals of the Zest Test and the strategic direction of your organisation we begin the review of operations.

At this stage we identify objectives at various levels of the business processes. For each step in the process or work of the department, we identify their aims and objectives through examination of flowcharts, reports and so on.

4. Review Processes and Departments

Having assessed the consistency of each level’s objectives with the organisation’s overall strategy we then develop a more detailed de-

scription of each process.

All of the stages of a process as well as all inputs and outputs are identified and analysed.

Current measures are examined and tested for relevancy and these are tested against your customer’s Needs to see if they really produce what is wanted.

5. Design Performance Measures

With the appropriate information, the most appropriate Performance Measures are then designed with a view to improving the quality of the process at the most cost-effective way.

6. Implement the Change and Measure Performance

The final step is to measure performance and benchmark productivity.

A continuous monitoring and review process is established for the future.



Teik Oh, Director of OTS Management, and designer of the Zest Test of your Productivity

About OTS Management

OTS Management is a quality and value driven boutique consulting and accounting company that provides organisational development services to commercial, growth-oriented Small and Medium Enterprises who require business services, advice and coaching.

We give our clients comfort in their decision-making by providing them with our experience and independent advice that saves them time and helps them grow. Unlike other accounting services companies, our clients have significant contact with our senior people.

We meet our own high expectations in order to exceed the expectations of clients.

Our services include:

- *Change Management consulting*
- *The Zest Factor - find the zest in your organisation*
- *Strategic & Business Planning*
- *SMART Marketing workshops*
- *Team Development workshops*
- *Performance Management Systems*
- *Zest Tests - Business Diagnostics on your organisation*