

Zest Test your Strategic Direction

Analyse the effectiveness of your business strategy and strategy-making process

The management gurus tell us that all your decisions, all your business initiatives, are actually “strategies”. Many Small and Medium Enterprises (SME’s) have fallen into that trap and created “strategies” to follow.

With everything supposed to have such high strategic importance, it is becoming increasingly difficult to distinguish between the many priorities in organisations.

However, when your real strategic direction is clearly understood by everyone in the organisation, you are able to align all your organisation’s resources to support the achievement of strategy and the organisation begins to excel.

The OTS Management Zest Test of your Strategic Direction gives leaders of SME’s the tools, information and commitment to evaluate the competitive advantage and the focus of its people provided by the current strategies.

It makes your organisational structure and workflow move in the direction of your strategy more smoothly so that you achieve targets faster and at less cost.

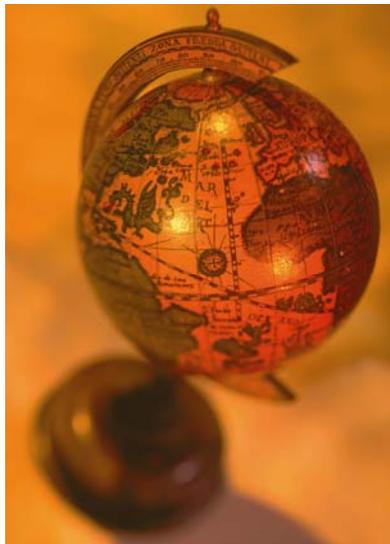
The benefits it will give you include:-

- Allowing everyone in your organisation to pull in one direction
- Understanding what core capabilities you

need to succeed and how to change

- The right organisation design and resource allocation
- Leaner, more efficient workflows designed to follow what is important in your strategic direction

This Zest Test was designed by Teik Oh, Director of OTS Management, from more than 20 years of consulting to SME’s in four continents. The common failures of strategy were collated from real-life cases, clients and consulting assignments to put together a step by step process that is cost-effective and reliable.



This Zest Test is, in effect, a Change Management program for SME’s. Large businesses enter into these programs costing hundreds of thousands to improve the way they do things and become sharply competitive. This Change Management program for you will have the same outcomes at a more value-driven investment.

The Zest Test of your Strategic Direction is done over 6 stages that may last anything from a few weeks to over a year, depending on the size, complexity and stage of development of your organisation.

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STAGE 1 - Understand the Environment

The fact is that most SME’s may not have a formal “strategic direction”. Usually it is the unwritten ideas of the owners, sometimes discussed, sometimes even written, but usually agreed to on an informal basis as the business develops.

However, the life of the business, the way you behave on a day to day level, the decisions you take, the way the team sees situations being handled, these factors create a strategic direction of your business whether you like it or not.



This stage arrives at an understanding of your environment through a series of interviews with key stakeholders and representatives of staff, customers and business associates.

It also involves competitor and industry analysis so that all the information is integrated into a report of where your organisation stands in the market place and what the formal or informal strategic direction is.

STAGE 2 - Clarify the Strategy

Once the environment is understood we workshop with you what your strategy should be, what business you are actually in, what are the Key Performance Indicators of such a business, what is the direction of the business, and what is the strategic framework for making future business decisions.

STAGE 3 - Measure viability and robustness

The strategic direction is tested for viability and robustness, including financial viability and robustness in different situations. Although some of these scenarios may rely on assumptions, these measurements provide a clear indication of how your strategic direction may need to change.

STAGE 4 - Analysis of business processes

The workflow of the organisation is broken down into key categories such as human resources, production, sales



Teik Oh, Director of OTS Management

and so on. Each process is mapped and then walked through. This analysis is then brainstormed with you to see whether your processes are assisting you in heading in your strategic direction, and if not how they can be improved.

STAGE 5 - Measurement of capabilities

Your capabilities are the core skills required to give your organisation the competitive advantage in the market, or the excellent performance required in your environment.

This capability assessment is done in 2 parts. First the capabilities needed to execute your strategy must be determined. Second your current level of capabilities must be assessed.

STAGE 5 - Organisation design and resourcing

In this stage we put together what we have learned about your environment, the strategy, the skills required to execute the strategy, and aligns these to your organisational structure and corporate culture.

STAGE 6 - Organisational assessment, integration and implementation

This stage provides an Action Plan dealing with the findings and their impact. Changes are designed and implementation and communication plans drawn up for implementation.

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*