

STRICTLY CONFIDENTIAL

Business strategy and business capability reviews



Introduction

Uncertainty throughout the global economy has created a climate of uncertainty in business that is forcing companies to constantly reassess what their strategic and tactical plans should be in order to survive.

To help address this issue OMC offers the “Business Health Check Service” that enables organisations to benefit from reliable diagnostics of how well positioned the organisation is to deal with the demands imposed by today’s dynamic and challenging economic environment.

The service is designed to provide insights into the company’s current business strategy as well as the perceived strengths or weaknesses of an organisation’s current business and operational processes, policies, procedures, corporate governance and risk management standards. These insights are measured by input provided by members of the management team or an extended group of senior support staff tasked with the responsibility of managing the current strategy or applying these operational standards as a foundation for the company’s viability and reputation in the market.

Overview

Both reports are based on perception surveys conducted among members of an executive management team and / or including nominated management teams and key support staff.

Based on subjective opinions and perceptions expressed by these nominated individuals in response to a series of statements or questions posed in separate questionnaires, the primary objective of the exercise is to provide a high-level indication of what planning and other measures need to be implemented to help ensure that the team works together towards achieving clearly-defined common business objectives and does so according to standard operating procedures and other best-practice business methodologies.

The surveys are conducted among respondents based on questionnaires that are hosted online and that are quickly and easily completed by each individual and then submitted back to OMC for independent evaluation.

Based on responses received, OMC will prepare a detailed written report as well as summarised report that can be distributed to all members of the management team or to the CEO for further action to be considered before it is “published” for the benefit of all participants.

The surveys are conducted according to the highest possible standards of confidentiality. No individual responses or reports will be disclosed to any third party and not even shared among participants.

This undertaking is honoured in order to ensure that individuals participating in the exercise who wish to express frank and honest opinions that may be highly critical of colleagues, can do so without fear of causing conflict in the workplace or invite victimisation because of strongly-held critical views about any particular subject.

Methodology

The Business Review Survey questionnaire features a total of 19 statements or response requirements contained in nine (9) sections. Respondents are asked to rate the company's current status according to their independent perception or personal opinion using the following rating a scale that must be applied to each statement:

- Strongly Agree Agree Undecided Disagree Strongly Disagree
- Not Applicable

The Not Applicable option is provided to help ensure that respondents unable to rate a statement because they have no knowledge of the subject do not ignore the statement or choose instead to use the Undecided option and thereby distort overall findings.

For evaluation purposes, the ratings provided by respondents are coded as follows:

Table 1: Five-point scale coding:

Verbal label	5-Point Scale
Strongly agree	5
Agree	4
Undecided	3
Disagree	2
Strongly disagree	1

Ideally, any organisation should strive to get the highest possible average score on all measures based on all members of the management team, including other nominated participants, indicating that they “Strongly Agree” with a particular statement. Items with a high percentage of “Undecided”, “Disagree” or “Strongly Disagree” responses indicate significant room for improvement.

In most cases an “Undecided” response generally indicates that the respondent has a neutral opinion and therefore considers performance to be no better than average.

Performance benchmarks

Based on the methodology briefly described above, and after detailed analysis of all responses, the following scoring benchmarks are applied to assessing the overall “health” and performance of the company as measured by the business review perception survey:

- Average score of **3.0** or less – corrective action or critical intervention needs to be instituted as a matter of extreme urgency.
- Average score of **3.1 to 3.4** – corrective action or constructive intervention needs to be considered as a matter of significant importance.
- Average score of **3.5 to 3.9** – the organisation is in reasonable health with the opportunity to improve in specific or selected areas.
- Average score of **4.0** or more – the organisation is probably strongly positioned as a market leader in its chosen sector of operations and is ideally poised for strong, sustainable growth provided constant monitoring and evaluation is maintained and appropriate adaptive action taken in response to any given situation such as the emergence of a new competitive threat or business opportunity.

Business Capability Survey

In this survey respondents are required to “check” a box appropriate to their answer to any question or select an optional answer available to them according to a simple list of choices.

In most instances the answer to any question is based on a simple **YES** or **NO** choice. In other instances a response (such as a YES or NO) may demand a written comment in the space provided that must be limited to no more than 15 words or a maximum of a single sentence.

Respondents are requested to complete all sections without consulting or collaborating with colleagues or fellow respondents before submitting the questionnaire. Total honesty and a conviction that answers are addressed to the best knowledge of the respondent must be applied to all answers throughout the exercise.

Once completed the form is submitted directly back to OMC for evaluation and reporting purposes.

Conclusion

Based on the outcome of the respective surveys objective benchmarks will set for future performance measures to be undertaken by OMC as a totally independent and objective adjudicator based on the methodology used.