

Management Tool Kit

Operational Discipline	Key Issues To Focus On
Strategy and Business Plans	<ul style="list-style-type: none">• Successful leadership teams regularly focus on the bigger picture;• Conduct a strategic review of the business to identify where the resources and investment should be focussed;• Preparation of business plans for each part of the company to ensure that everyone contributes to the overall company strategy and goals.
Management and Financial Controls	<ul style="list-style-type: none">• Make sure you understand your cash flow and have tight controls in place;• Focus on invoicing and cash collection;• Review management information and measures to ensure that each part of your business has relevant targets;• Ensure the accountable individuals are monitoring their targets and delivering the required results.
Communication	<ul style="list-style-type: none">• Keep in regular contact with customers and suppliers to ensure that they remain confident in your products and services;• Regular staff communication – both formal and informal – is essential for keeping your staff motivated and committed;• Your bank or funder should be kept up to date as they will be able to offer advice and assistance in uncertain times.
People	<ul style="list-style-type: none">• Review management team to ensure you can deliver during tough times;• Consider using external professionals for help and advice;• Are staff structure, numbers and skills appropriate and in the right place?;• Focus on staff retention and morale to ensure you can rely on your team when you need them most.

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Process and Systems	<ul style="list-style-type: none"> • Process review to diagnose blockages and identify efficiency improvements; • Do your IT Systems support the business, and could they be outsourced?; • Supplier management to ensure control of costs, availability, delivery cycle, credit terms, supplier performance & service standards and current stock levels; • Sales process review to ensure optimum sales force effectiveness and account & territory management.
Property, Equipment and Inventory	<ul style="list-style-type: none"> • Review of business assets and identify non-core or under-utilised assets; • Review opportunity to generate cash from the assets either through financing or asset disposal; • Inventory review and analysis that pin points value.
Cost Reduction	<ul style="list-style-type: none"> • Review and set limits for all discretionary spend items across the business; • Review company overheads such as company car scheme to identify cost savings; • Headcount reduction where required should be done quickly and fairly; • Review major expenditure decisions and cancel or postpone them until business levels improve;
Performance Improvement	<ul style="list-style-type: none"> • Sales improvement initiatives including telesales linked to marketing campaigns; • Customer account profitability analysis to identify accounts to grow and ones to cut; • Rationalise product range to maximise production utilisation levels and reduce unit costs of production; • Review pricing structure and strategy.
Customers and the Market	<ul style="list-style-type: none"> • Review marketing spend to ensure that it is well targeted and value for money, but be careful not to disappear from sight; • Maintain customer focus and keep delivering great service to retain your profitable customers; • Review customer contracts to ensure that you are able to deliver what they want and that you have some protection should they decide to stop using you.