

Competing for the future is not merely about having foresight. It is about creating a virtuous cycle in the organization, where you are continuously inventing new businesses, new sources of profit, and you are also continuously increasing the capacity for leverage and profitability within existing businesses - all of which should be part of a clear corporate direction. It should not be idiosyncratic."

- CK Prahalad.

Competitive and Sustained Performance Excellence

..... *an action model for developing and implementing Competitive Business Strategies*



People || Systems || IT || Technology || Culture

Good Governance

Current Business Management Scenario

In today's economic environment, 'competing-on-contemporary global-standards' is an accepted norm for being and growing in business. It used to be only large and multinational corporations that faced global competition. Now, even small companies are being affected by the opening-up of the domestic markets to foreign competition. Progressive organizations all over the world, respond to this challenge by evolving powerful market oriented business strategies whose components include:

- Highly responsive Customer Focus on global standards
- Reduced Cycle Time to develop new products and niche markets
- Total Quality Thinking & use of Contemporary Technologies
- Value adding Work Processes & Continuous Improvement

Needed: Building Integrative Business Competencies for Competitive Excellence

Organizational Gain: Visualizing Big Pictures

This is our well founded consulting approach for helping organizations become significantly competitive in the present, while planning and designing their future markets. Using this integrative approach, organizations are able to rework their business processes by properly understanding and aligning their internal resources and people capabilities. Organizations gain in their abilities to look at their business opportunities in holistic and futuristic perspectives.

Methodology

Through a five-step methodology, we team with all levels of managerial, supervisory and operational personnel to bring about basic and lasting changes in the way in which they look at their customers, business processes and burgeoning markets. We catalyze a thinking process that invigorates radical changes in their attitudes and working Systems required to meet the complex demands of the changing market place. Combining methods of systematic, creative and experiential learning, we enable an Organizational process of consensus building and commitment to results.

What it means?

As the title goes, the approach ***Integrative Business Processes for Competitive Excellence***

infers far reaching significance for the organizational survival, success and growth.

Integrative: Having a holistic view and taking into consideration all aspects of the business with a long-term perspective. All segments of the organization - Management, Employees, Customers, Employee Associations, Subcontractors, Suppliers and Stake holders are involved appropriately in the key decisions and the larger focus of the organization.

Business: The purpose of the Business is to fully meeting the expressed and implied requirements of the Customers. The definitions of 'Customer Requirement' and 'Business' are dynamic and bound to change according to the market conditions.

Competencies: Alternative and Effective choices of managerial and technological approaches and methods of product / service creation and delivery in a most cost effective manner to sufficiently meet the contemporary market requirements. Adding value at every stage of the operations is the objective of the 'Process' orientation

Competitive: Organization's basic strength to be viable and profitable in changing market conditions.

Excellence: Being Best in the Class. Organization builds an enduring performance Culture; Successes, Standards and Practices are outstanding and worth emulation by other organizations.

Dimensions of Competitiveness

The significant character that differentiates successful businesses from others is their ability to create

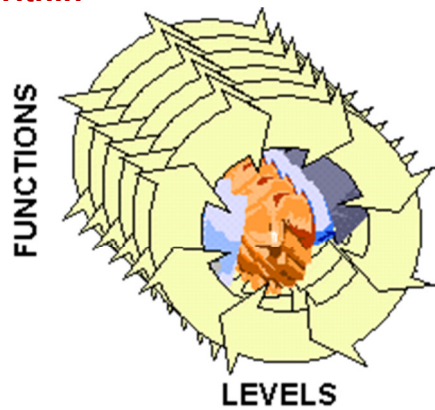


newer and newer opportunities through perpetual strategy processes. In this framework, the core dimensions of competitiveness, any progressive business needs to be concerned with are :

Through our consulting intervention, we closely work with the client organization to clearly determine their focus on these dimensions. After establishing the vision and priorities on these key elements, we help organizations chalk out challenging and implementable action plans and in implementing them

Integration Within

For the Transformation to be realizable, the change processes need to begin with developing clear and wholehearted convictions at all levels and across the functions. The convictions need to



**INTEGRATION WITHIN -
SYNERGISING INTERNAL CAPABILITIES**

be converted into commitments of actionable systems and work practices. While implementing the specific change programs, the understanding of priorities and the sequencing have to be on the same wavelength among the different levels. This calls for strengthening the systems of communication and motivation. Total and radical changes may have to be brought about in the Organizational Structure, Work Systems and Culture and may be in understanding the very purpose of the business and the organization itself.

Processes of Change



Ascent advocates a systematic five step approach to create internal synergy within the organization, so that organization gains mastery in appropriately adopting the change techniques. We work closely with the client organization in leveraging ideas and strategies, enabling it move through these essential Change Processes

Step 1: Creating an enlightened awareness and educating all levels of personnel on the need for evolving and implementing contemporary business strategies integrating the five dimensions of competitiveness with the basic business process.

Step 2: Identifying and enabling project-process teams to develop broad plans of identifying new opportunities, deploying new functions, acquiring new competencies, working out strategic alliances and supply chain linkages.

Step 3: Motivating personnel at all levels through factual information sharing and small group initiatives providing opportunities for every person to get involved totally in the ongoing change process.

Step 4: Implementing Processes of Re engineering, Organizational Restructuring, Systems modifications and institutionalizing methods for implementing the change strategies.

Step 5: Nurturing Team Leadership and developing an organizational culture that supports and reinforces continuous improvement.

Making the Change Happen

Basic Processes

Processes like Benchmarking, Business Process Re-engineering and Total Quality Management are powerful tools to bring about radical changes in business. However, these strategies can yield realistic, consistent and lasting results only when the organizations understand the essential principles and the implications of the change processes and implement them with an unswerving commitment.

- Accepting that competing-on-global-standards' is a business reality.
- Top Management conviction to organize the business based on a Long term strategic vision and getting committed to it.
- Evolving contemporary business Strategies and integrating them into Organizational working systems.
- Working within time bound programs to achieve competitive results.
- Developing competencies to create new products and businesses.
- Invigorating the entire work force towards achieving the vision and the goals of the organization.

Core Skills

Appropriately blending these change processes with the current business activities need competencies in

- Strategic Thinking and Planning Skills
- Analytical Skills
- Process Integration skills
- Organizational Leadership Skills
- Change Management Skills
- Institutionalization Skills

Top Management Strategy and Approach

Though these strategies and tools are sound and implementable, the single most determinant of the success is the top management attitude and the nature of support it provides for these initiatives. Since the change processes deal with the root causes of poor management and Organizational inefficiencies built over a period of time, the results will also take a certain time to come about. The top management needs to mutate from their penchant for quick fix results to duly regarding the underlying processes of strategic changes for long term business results. Empowering People at various operational levels with lean decision making structures and nurturing in-house talents need to be

imbibed as basic organizational values for creating highly effective, performance driven and futuristic businesses.

Getting Started

We help organisations starting with a two day sensitization workshop, for top and middle level executives with a general exploration of how the competencies building processes can be taken up. This is a customised programme to address the critical competitive issues of the organisation. Our consultants will base their discussions on the key indicators and growth trends in the particular industry.

Two Day Action Workshop on Integrative Business Competencies for Competitive Excellence (COMPEX)

Objectives

- i) Creating Awareness among all the managerial/executive personnel on the Factors that impact the competitiveness of the Enterprise in the fast changing global economic environment.
- ii) Developing the concept of Strategic Thinking, developing and integrating Value adding business/work processes.
- iii) Creating awareness on the current Performance Improvement Practices and Tools.
- iv) Identifying appropriate Project Themes and Teams for managing the process of building the business competitiveness of the Organization on a long term and consistent basis.

Contents


Day-1


- Understanding the competitive Business Situation: - Economy -industry -Organization
- Factors that affect the Competitiveness of the enterprise
- Identifying Key Customer needs : Why does the customer prefer you-your competitor?
- **Group work and Data Sharing**
 - Diagnosing the Organization:
 - Company's Market position
 - Benchmarking data of the Competitors
 - Company Work Practices (that help/hinder your competitiveness)
- **Individual Home Work:**
Identifying possible work process improvement activities/ plans at organizational and individual levels that would make this company improve its performance levels

Day-2

- Current performance Improvement Practices and Tools
- **Group work:**
Consolidating individuals' ideas of homework and arriving at clearly identifiable Project Themes and Teams
- **Group work:**
What supports/hinders Team Functioning in the Organization.
- **Group work:**
Discussing administrative issues related to the formalization of Project Teams and Themes.
- **Interface with the CEO (must) and other Top Management Personnel**
Clarifying the organizational and the management's standpoints with regard to competition, performance improvement and future growth.

Results

 This Workshop will inspire the participants to think and pro-act in terms of developing contemporary business strategies, long term plans and improvement activities to grow and succeed in the competitive market environment.

 It will enable the participants to seek newer ways of mobilizing the entire organization towards moving beyond traditional thinking, current resources, existing markets and exploring newer frontiers and future markets.

About Ascent

Ascent is a multi-disciplinary management consulting company of repute, providing clients in industry and government segments integrated solutions for Strategy, Reengineering, Process Improvement, HR and OD, Change Management, Organisation Culture, Market Research and Assessment Studies. We provide a broad range of advisory, training and outsourcing services and assist our clients find solutions for their greatest challenges of performance and growth.

We assist government organisations develop good governance practices for better service delivery, citizen centric administration and institution development. We have developed and implemented practical good governance models of service delivery and institutional management in departments such as Police, Urban Development and Municipal Administration, Rural Development, Health, State Administration, and Social Welfare

We have provided leading edge solutions to our industry clients for business growth, customer satisfaction, brand building, operations efficiency, employee productivity, technology and project management. We help these clients improve their product and service delivery capabilities for achieving high net worth. We have served a wide spectrum of clients in verticals such as manufacturing, heavy and light engineering, pharmaceuticals, biotechnology, mines, railways, gas, electronics, food, chemicals, banks, infrastructure and construction

To discuss further:

To discuss how we can partner with you and help your organisation develop strategic growth alternatives

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