

Making Annual Business Planning Effective The TOCWay

Date: 2014-12-18 - 2014-12-19

Venue: Tata Management Training Centre, 1, Mangaldas Road, Pune 411001

Overview

Organizations undertake a massive exercise of Annual Business Planning (ABP) year after year where significant leadership time gets invested in deliberating over numbers, financial budgets, initiatives, KRAs, operational plans and strategy for the coming year. In some organisations, all the other work comes to a stand-still or goes on a slow mode during the ABP or AOP (Annual Operating Plan) time. Unfortunately, all this hard work, deep discussions and team's energy and cohesiveness evaporates quickly once the exercise is over and when people return to their day jobs. Occasionally, teams return with unnecessary conflicts between respective departments.

Annual planning is an important process for any organisation which provides an opportunity for reflection, helps in charting the future course of action and could act as a powerful catalyst for change. However, in the current form, most of the organisations go through rigorous ritual, but do not achieve significant results in execution. When an implementation fails, the root cause may not necessarily be in the plan but could reside in the 'conversations not had', 'issues not addressed' and hence, subsequent 'actions not taken'.

Failing to execute is just the symptom; diagnosis is key to solving the problem.

Faculty

Sanjay Ghoshal,

Director, Avenir Consulting

Deepak Nagar,

Principal Consultant, Avenir Consulting

Karn Bhatia,

Senior Practice Consultant, Tata Management Training Centre

Who Should Attend

- CEOs
 - CXOs / Function Heads
 - Business Owners
 - Corporate Strategy and Planning Heads
-

Benefits

What to Change?

There are many undesirable effects of a dysfunctional annual planning exercise

- Multiple initiatives are kicked off at the same time without thinking through availability of adequate resources for each
- Many local and counter-productive initiatives taken such as
 1. Material cost reduction initiative might have an adverse effect on the reliability of delivery and quality of products and services.
 2. Inventory reduction initiative might have an adverse effect on the availability of products in the market.
 3. Sales promotion initiative might have an adverse impact on profitability.
- People have very little visibility and understanding of how their role is linked to achieving overall company goals.
- The importance of other people's roles in overall implementation is not understood or often misunderstood.
- People are constantly struggling to balance short-term v/s long-term goals.
- Enthusiasm for the implementation of change is short lived as conflicts are left unresolved due to inconsistent decision making or simple procrastination, in the hope that problems will be resolved on their own in the long run.

What to Change to?

- Discover convergence that exists naturally in all human systems that can be leveraged.
- Deduce and identify the core problem of a business environment and find a lasting and powerful solution to remove all the undesirable effects.

- To eliminate the disabling assumptions - every conflict has underlying assumptions that project divergent point of views thus clouding the possibility of crucial conversations around common objectives. Wrong assumptions lead to apparent conflict between local functional actions and overall system performance.
 - Discover and leverage the latent enthusiasm and energy in people. People have always demonstrated willingness to embrace apparently drastic change provided the change is well thought out, is win-win and creates a huge desirable effect for them.
-

Fees

Rs. 45,000/- (Forty Five Thousand) plus 12.36% service tax per participant

Workshop fee includes refreshments and lunch during the workshop. Does not include accommodation.

Early Bird Discount - 20% (till Dec 5, 2014)

Buddy Discount - 15% (on more than 2 nominations)

Program Directors

Mr. Karn Bhatia

+91-20-66091095,

kbhatia@tata.com

Program Coordinators

Ms. Srividya Bhalerao

+91-20-66091029,

sbhalerao@tata.com