



Business Plan Efficacy: Our “Tiered Approach” to Planning & Why it Works.

There are many terms used in organizations that attempt to describe “how things get done”. Phrases like, “the rubber hits the road” and “walk the talk” are two examples often used in the context of delivering on corporate and organizational goals and objectives. Without the delivery of tangible results against established goals and objectives, the most insightful and thoughtful vision and mission statements risk becoming mere slogans and or worse, far reaching statements considered beyond realities boundaries. Unfortunately and all too often, organizational mission, vision, and aligned goals and objectives are missed. I would argue the difference in achieving organizational mission and visions is often linked to the skills and abilities of those tasked not only with creating plans, but also those that are implementing, executing, monitoring, and recreating/revising plans based on changing circumstances and/or newly desired outcomes.

In this short article, I will illustrate and outline how BMCG can bring expertise, experience, skill, ability, and passion to your business through our *Tiered Business Plan Approach*. Further, I will demonstrate how our business planning process respects your successes in business while bringing new and innovative planning methods which are aimed

squarely at over-achieving the generalized goals and objectives of your company. More than anything, we are bringing a *working* team of professionals that provide business planning processes that are reliable, purposeful, and very effective as we were all successful operators before we became management consultants.

When working with your company, BMCG creates plans and objectives that directly align with your existing or amended corporate strategic plan. To accomplish this, BMCG works with your entire team, you're corporate and executive group, all functional departments, operating divisions, and units to deliver uncompromising value. In essence, we work from an operating philosophy that emphasis having the *right* people and *right* people combinations and by relying heavily on your management team and your leaders to understand the importance of supporting your new business plan, both through structured teamwork and individual performance initiatives. Finally, we will bring and incorporate the foundations of an operating philosophy that values innovative thinking and demands continuous improvement.

To achieve this end, we like to rely on a transformational systems based approach to management as created by W.E. Deming and E.M Goldratt. In combination, Demings Theory of Profound Knowledge (TPK) and Goldratt's Theory of Constraints (TOC) provide the underlying operating philosophy and framework. Additionally, we complement our operational framework through the recent work of D. Lepore and O. Cohen and their 10 step process which sought to fuse TOC and TPK. In other words, we find these operating philosophies and approaches enable organizations to manage effectively, develop focused plans and strategies, and create an atmosphere of continuous improvement¹. Importantly, these management systems and approaches have proven equally effective in any and all organizations that thrive to improve through the use of "*action based on knowledge*".

Key objectives are critical to any organization in the delivery of *best in class* results. Within the mandate provided to BMCG by its client, functional business units and associated departments would have a large part to play in supporting the overall corporate and business

¹ See Deming [Out of the Crisis](#), (1986) and [Deming and Goldratt, The Decalogue](#), by Lepore and Cohen (1999). It is important to note that I have successfully used Deming and Goldratt methodologies throughout my career.

unit initiatives. As such, key stakeholders within your organization would be required to collaborate with BMCG to create and execute business plans that support your established budgets and defined strategic action plans. Business plans would be created to reflect your business year, and subsequently presented at an annual business plan meeting, inclusive of invitees from all executive and other relevant functional areas. By developing and implementing departmental business plans or tiered plans, we strive to create close alignment in *purpose* with the overall corporate strategic action plan while also using departmental plans as operational frameworks to deliver specific and supportive mandate. This does however demands a high level of organizational *inclusiveness* and we build that dynamic into our processes which allows for alignment and cross-functional support to occur in a more natural way. This model of tiered business plans has a proven efficacy. In its simplicity, it ensures departmental implementation of agreed upon plans and actions. It provides a platform for constancy of purpose, it enhances communication and transparency, it provides additional guidance and support, and it squarely situates accountability in the hands of your key leaders, managers, and support staff. In other words, a tiered business plan strategy delivers more results. This approach would allow all your key stakeholders to “walk the talk”.

As you might imagine, this process is also quite comprehensive and takes time, resource, and commitment. Generally speaking, it is our experience that done right, the process takes on average three to four months, from the first early planning meeting through to the business plan kick off sessions. But that’s when the fun commences. Because implementation is never easy, we offer a commitment package which has BMCG working collaboratively with your entire team to execute the plan, by utilizing a *four-point planning process and by creating metrics and performance review plans* which ensure nothing is missed or overlooked. It ensures that we not only “planned the play” with you, that we also supported your company as you “played the plan”. In other words, BMCG doesn’t just give you a template; we are there with your management team throughout the entire process.

In conclusion, we find tiered business planning as critically important to any and all organizations that strive to compete in this global economy. It is a methodology and philosophy that demands actions, and provides results.