

Business Hygiene and Rhythm (BHR)



Data is New Oil, Data is New Currency
Data is core to Transformation and Growth Journey
Being Predictive with Data is the Power and Future

Business Hygiene and Rhythm are very fundamentals to any business, irrespective of nature, size, location, sector, ... It is even true in personal life with altogether different degree; however, in brief, few questions & curiosities always give sleepless nights to business leaders

- How to run business in Auto mode?
- How to make a business Scalable?
- How to Grow and/or Diversify business?
- How Healthy is the business?
- What is Market doing and expecting?
- How to make business more Predictable than ever?
- How to enhance Productivity?
- How to maximise Profitability?
- How to achieve 'Customer Experience'?
- How to make 'All Aspects' of business look 'One' with their respective uniqueness and challenges?

What is a mantra to 'Know your business @ fingertips'.

At the outset, one may wonder what, where, and how these '?' have anything to do with BHR. How can BHR can solve some of these business challenges and concerns, which keep Business Leaders awake.

BHR is a very specialized subject, this requires a very different temperament, skills, attitude, aptitude, and behavioral aspect to build and execute BHR successfully.

With little over THREE decades of experience with Indian MNCs and MNCs performing various roles & responsibilities across levels, seeing businesses growing¹-going out of business-being likewise forever pretty much, there are two key observations

1. Focus on building, implementing, and continuous enhancement of processes as a never-ending journey, well aligned with Market. One critical observation, these processes are always owned and delivered by Business owners; not necessarily by Process owners. Process owners are primarily facilitators. 'Process owners – Business owners' working like hand-in-glove with 'Mutual Trust & Mutual Respect' is key and non-negotiable.
2. BHR, Business Hygiene and Rhythm, is like execution engine for all this to happen efficient, effectively, and seamlessly by achieving all Business Objectives (BO).

One of the key focus of Process-orientation and BHR is to shift the focus from people to process, make organisation people-independent, to achieve the scale. Business is all about Scale.

For now, let's look @ BHR with deeper insight on what it is, what does it require, how does it work, what are CSF (Critical Success Factors), how it is achieved, and similar & familiar queries & questions.

What is BHR, Business Hygiene and Rhythm?



BHR is like 'thread' that brings together various 'Pearl' in a **Mala/ Neckless**, may be of different color, different size, different shape, ... and sometime putting multiple of these together as one.



For those who love & follow 'how Music is composed', BHR owner is like Music Director who ensures the composition of song & various music players playing their respective roles

appropriately to deliver the ultimate. Key to note, each player plays one's own respective role in overall delivery of ultimate; it is Music Director help each of them play their bit when needed and as much as needed in sync with plan.

In Business context, BHR is mostly called 'Business Operations (BO)'; surely some organisation may name it differently.

First among many, BO is always part of Leadership team as 'BO Partner' across various levels of organisation spread across geographies. It is NOT a support function. BO is ears and eyes of CEO about health of the organisation like any other CXO across functions.

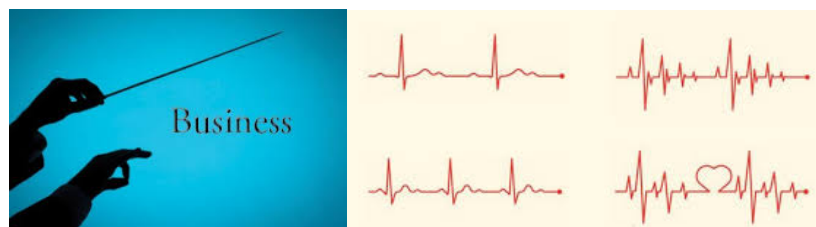
Having put the fundamentals in place, BO is primarily all about 'Actionable Data with Actionable Reporting & Actionable Reviews' to facilitate Actionable Business.

Little more about BHR

Foremost, BHR is all about Communication, Communication, and Communication. Everyone in the organisation should have access to required & desired Data at any point of time in desired template. Everyone in the organisation should have access to same Data.

BHR means periodic review. The reviews are within & across functions and within & across geographies. Reviews are typically team level, location level, company level, geography level, business level, ... these are determined by the size, state, complexity, spread, and other fundamentals of the business.

BHR ensures the Data moves Bottom-Up. The reviews are defined from top and executed bottom-up with a provision for course correction & moderation @ various levels as Data moves up through reviews. The reviews in the organisation are built and executed like shop floor such that final products is achieved by the time it reaches the reviews @ highest level in the organisation. There are serial and parallel reviews planned & executed to ensure checks & balances as the Data is built for ultimate review. Focus shall always be on identifying the potential weak link and fix it proactively, such that BHR delivers the SLA³-based end-result seamlessly.



In many organisation, data for reviews are built bottom-up, mostly by respective team basis current visibility and what one wants to showcase. Organisation invest in various IT tools like ERP, SCM, SF, ...². Hence, it is critical that all concerned shall engage with Data available in various systems; however, they shall have tools to access Data in their required & desired format.

Effective reviews⁴ has the phenomenal power to deliver pretty much all the '?' above. BHR appears very internal, however it provides 360⁰ actionable view of the organisation.

BHR is Data-led and brings the entire organisation on same page irrespective of functions, locations, and any other factors incl language, time zone, culture & color of people in case of Global organisation.

BHR has the science and art of 'Measurement' and 'Follow-up'. Every review shall clearly callout actionable next steps with ownership & timelines. The reviews shall discuss contingencies like plan B, additional support required, discuss urgency Vs important to bring focus, ...



BHR shall help identify new programs, schemes, campaign, and new initiatives to enhance focus from short-medium-long perspective.

At times, BHR can even help expand the horizon of working and operations to add to growth story.

What does BHR offer

Single Source of Truth, Enhanced Transparency, Overall Scalability, Better Predictability, Continuity throughout, Absolute Accountability, and Effective Call for Action are some of the fundamental benefits that BRH delivers to Business.

Companies who run their Business across the Globe, grow through organic & inorganic means, diversify through Acquisition & Merger, deliver consistent results in sync with the plan or beat the plan, continually Transform,

Decode BHR

BHR can be explained in the 'Sales' context for better understanding and implementation. One simple Mantra, Account Plan-led Sales for any organisation can be universally adopted. The Account may be end-customer, distributor, dealer, reseller, ... as people may be engaged in Direct and Indirect selling. Account Plan-led Sales helps map internal and external stakeholders with all kind of dependencies, short-medium-long term objectives, contingencies, proactive & reactive opportunities mapping, ...

Account Plan-led approach typically covers Opportunity plan, Customer peer competitive scenario, Past and planned Budgets, Transformational discussions with customer, Executive Coverage Plan from both prospect/ customer-end & internal within organisation, Marketing & Communication plan, New Conversations like New Projects & Programs, Risk-Mitigation plan, Competition-mapping, Investments plan,

Nuances of BHR

As BHR brings and offers so much, nothing comes without pains. Pains can be actual and/or perceived. It is natural in all facets of life, including labor pains through the pains of upbringing an infant to achieved person.

There are few challenges happen @ person & team level like people are expected to get out of Comfort Zone, can cause Fear of Exposure, may create Push Back, will bring Clarity of Roles & Responsibilities, absolutely focuses & encourages ever-enhanced Collaboration & Learning, encourages & expect shift in focus from person to process & systems, and others. The key driver for all this is 'Data' as Data is absolute and Processes.

WIIFM with BHR

There is more for individuals, teams, and organisation as a whole with BHR. BHR helps clearly understand what each person/ team is doing in terms of activities and results. BHR helps identify if one can do more and/or better and achieve more with less.

BHR can help individuals & teams recognize what more they can do more and/or what they should not do and/or should stop doing.

Effective BHR, for sure, shall provide 360⁰ Early Warning to the business to work proactively and de-risk the business in overall context.

The real 'Advantage BHR' lies in all-round Personal & Professional Growth of Individuals, Teams, and Organisation.

¹ Organically/ Unoriginally, Geographically, Diversifying, ...

² ERP (Enterprise Resource Planning), SCM (Supply Chain Management), SF (Sales Force), ...

³ Service Level Agreement

⁴ Effective reviews: Data-centered, System-led, ... and reviews as 'Zero Tolerance Zone'.