



Scion Advisors' Best Practices

WHY and WHEN your organization should conduct a Situation or Needs Assessment. And WHAT is this?

WHY? Once your organization is committed to why it exists and what it stands for, it is essential to have a clear-eyed view of the current situation and define how you will respond to changes in the environment – internally and externally.

WHEN? As business owners approach a new phase, it is important to step back and assess what is working/what isn't, what has been learned, and share this information among business team leaders – before planning for the future of the business.

WHAT? A situation assessment aggregates current information about an organization's strengths, weaknesses, opportunities and threats, that will determine the critical issues that the organization faces and that its strategic plan must address. It clarifies alternative and acceptable scenarios for the future; and typically details areas of alignment and agreement among owners/leaders.

Report recommendations focus on how to fill important gaps and leverage opportunities to build Go to Market strategies, competitive advantage, and profits; and manage risk.

HOW? It is typically accomplished through interviews with owners, advisors and business team members, as well as a review of financial and operating documents, marketing materials, websites, pricing, and brand positioning.

WHAT ELSE? This type of assessment documents and provides a common reference point for the rest of planning process:

- Re-aligns goals: revisits original commitment to the vision; tests individual commitment to this and starts to build unified thinking about the future.
- Identifies top 5 most strategic issues to address: what needs to be done to achieve goals, vision.
- Catalyzes group thinking: learnings from the past, as well as spotlights future opportunity.
- Addresses outlier concerns: surfaces understanding of individual appetite for risk.
- *Kicks off a strategic plan that enables the business leader to operate more independently but with full support of co-owners and family.*



OUTSIDE	<p>Trends</p> <p>Global trends, new technology, competitive disruption, customer unmet needs, etc.</p>	<p>Opportunities</p> <p>Competitor complacency, customer problems to be solved, leveraging new technology, potentially game changing business models</p>
INSIDE	<p>Strengths</p> <p>Strategic competencies or things you have always done well—Being clear on this allows you to say yes to certain opportunities. <i>E.g., leadership, knowledge, Innovation, execution, knowledge management</i></p>	<p>Weaknesses</p> <p>Strategic competencies that are weaknesses, which probably won't change—Being clear on this allows you to say "No" to opportunities that require being strong where you're not</p>
STRATEGY	<ul style="list-style-type: none"> • Winning aspiration? • Where are you going to play? • How are you going to win? • What capabilities have to be put into place? • What resources or process are required? 	

* Strategy questions from "Playing to Win" by Lafley and Martin

Scion Advisors produces a client's Needs or Situation Assessment from the perspective of having worked with over 130 wineries, at different growth phases and with different business models. Our comprehensive reports typically address a variety of issues and unlock value in their businesses. We understand what works in different situations and have access to extensive industry resources and network, to support our process with clients.