



ENRD  
SEMINAR  
26 May 2016



# *Advisory Council*

## *Targeted Support for Producers*

Patrick Pasgang

*Innovation Support Center for Agriculture & Rural  
Development*

# Whats an Advisory Council ?



- Formal meeting, advisory roll
- Initiative from SME
- Mixed limited composition, variety of expertise
- Organised on regular basis
- Availability of all information needed
- Confidential (letter of trust, *confidentiality clause*)
- Goal : Advice on business strategy

# Independance



- Advisory Council does not take any final decision.
- Has no influence on the ownership structure.
- No conflicting interest.
- No interests in competing companies.
- Written agreement.

# Which Advisors ?



- Willing to share experience and insights
- Able to evaluate and adjust policy
- Interest of the company is central
- Empathy for the management/products
- Selection = bottle neck for success

# Why needed?



- *Problem transcends the management*
- *Systematic attention to long term and strategy*
- *Promoting transparency and continuity within the SME*
- *Help to monitor balance between entrepreneurial interest and family*
- 2nd opinion for SME
- Not biased



# How does it work ?

- Meeting frequency
- Yearly planning
- Items on agenda known in advance
- Full documented
- Use of KPI (if needed)
- President & secretary
- Open culture of debate
- Management report (conclusions, to do)
- *Evaluation and adjustment each year*



# Advisory Council 'De Polle'

- Started in 2012.
- Members :
  - CEO Diddens (PME food)
  - CEO Hospital
  - Ex-CEO Cheese factory
  - Ex-CEO fmcg distribution & production
- Gaining knowledge on the company
- Making strategic business plan (for discussion)
- Decision on 'action points'
  - *cost calculation and pricing*
  - *long term business & investment strategy*
- 2 working groups :
  - Financing & HR planning
  - Production planning & flow



# Testimony

