



BUSINESS PERFORMANCE REPORT

Strategic and financial
performance indicators



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SOUTH AFRICA



BUSINESS BUILDER REPORT

We used an algorithm developed by incorporating the lessons and insights gained from working with 1000s of business owners over the last 20 years.



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0110282854

Business Builder Evaluation

 Prepared for:

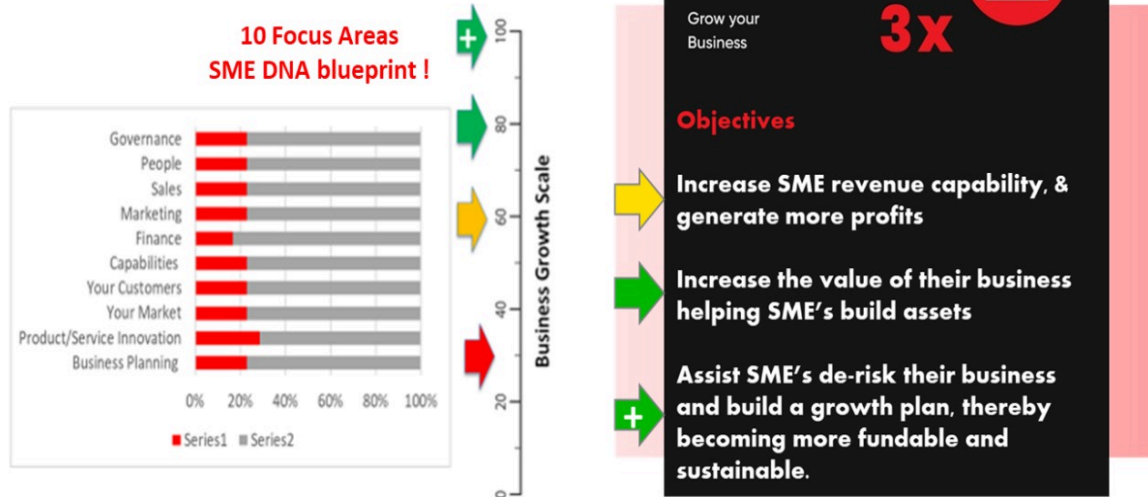
Name
Email
Business Name
Business Advisor

Steve Sutton
steve@red3-sixty.com
RED3SIXTY

-

Business Builder Main Form

Business Builder System



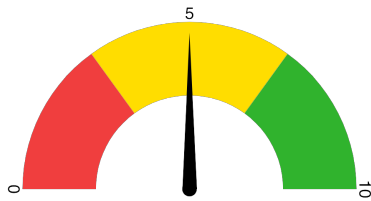
Are you running or managing a business with a high future success rate and sustainable competitive advantage? Are you ready for a plan to shift your business in the right direction? Just complete the following survey and we will show you how! The survey, whilst not complicated, will need you to focus for the next 15-20 minutes to ensure we establish the best plan for your business needs. Take your business to the next level!

Business Builder Main Form

Business Success Analysis



Overall Score (29)



Business Planning (5)



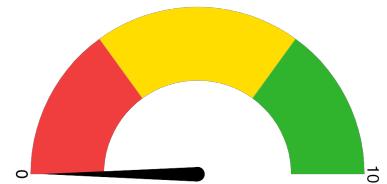
Product/Service Innovation (7)



Market Definition (3)



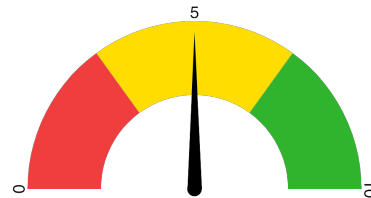
Finding And Growing Customer (2)



Capability to Deliver (0)



Finance Profitable (2)



Marketing Strategy (5)



Sales Plan Deliver (3)



Managing Optimal Team (2)



Governance and Compliance Requirements

>81

Chances are your business has sound health for the years ahead. You might want to consider strategic growth opportunities or other refinements to assist with your longer term success.

51-80

Chances are that although you are experiencing minor issues you are not positioning your business to maximise on the market opportunities nor focusing on strengthening internal capabilities and systems. Consider reviewing with your advisor to assist you with a next level growth plan.

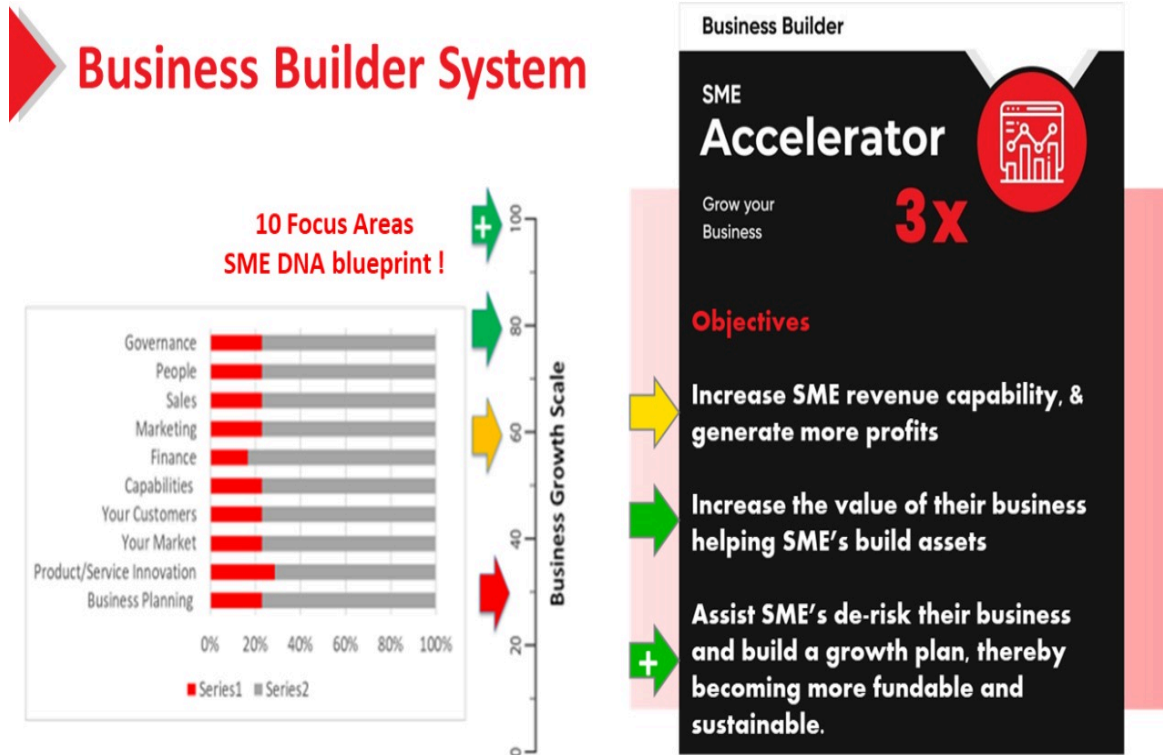
41-50

Chances are you will be experiencing some aches and pains, either internally with regards to delivery and performance, from a cash flow or financial perspective, or from other factors. Consider seeking the advice and assistance of an advisor to explore and recommend some remedies.

Below 40

Chances are its time for some significant "surgery". A performance review or other such options, including restructure, turnaround plan with focus on Financial and Sales Planning, may need to be considered.

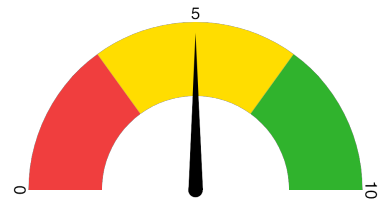
Business Builder Framework



The Business Builder framework is designed to accurately determine at what stage your business is at present while at the same time highlighting critical areas that you need to focus on to ensure your business grows and succeeds. The Business Builder uses an algorithm developed by incorporating the lessons and insights gained from working with 1000s of business owners over the last 14 years. By applying the framework you will be able to drastically increase your chance of building a sustainable business in the shortest time.

Business Planning

What are you targeting?



What is your plan? Are you clear on where you are and where you are going?

Most organizations only realize 6% of their strategies potential value due to issues in development or execution. The following are crucial aspects of target setting and performance tracking:

1. It is crucial that a 2-5 year plan is created indicating what sales are being targeted.
2. The plan should indicate the relevant monthly split ensuring all functions involved in delivering on the targets are identified.
3. The monthly performance should be tracked against the plan ensuring corrective action is taken if a variance appears.

To ensure that a gap between the strategic plan and the execution is not created, the following 7 rules should be followed to determine where the root cause of the problem exists:

1. **Keep it simple and make it concrete:** Strategy and planning should not be abstract and difficult to communicate and execute. Utilize clear, succinct language describing the course of action:
2. **Debate assumptions and forecasts:** forecasts should not be created with the hockey stick effect and should rather be kept realistic. Forecasts should drive the actual work that needs to be done.
3. **Use a framework and speak a common language:** the framework and common language should unify strategy, marketing and finance.
4. **Allocate correct resources:** discuss resource allocation early ensuring that the timing is aligned to the yearly plan.
5. **Clearly identify priorities:** a strategy is made up of many activities but only a few needs to be executed to ensure the objective is reached.
6. **Continuously monitor performance:** high-performance businesses use real-time performance tracking.
7. **Reward and develop execution capabilities:** no plan can be better than the employees that execute them. Businesses should motivate and develop their employees with this in mind.

Your average score across the questions are 5 out of 10

Perform the following activities to improve your performance planning and tracking:

1. Create a 2-5 year plan based on what the business needs to achieve and what it already has achieved. Target >15% revenue improvement on last years performance.
2. Split the plan into monthly targets and allocate the targets against the relevant functions i.e. Sales and Delivery.
3. Track progress monthly against plan and correct where needed if a variance between target and actual appears.

Do you currently track **your performance**?

0 - Our sales are great we will be okay at year-end

10 - We track performance against our plan and competition

Performance Tracking 0 to 10*
Your Score: 5

Do you have a 2 to 5year plan indicating **where you want to be**?

0 - We base our growth on last years performance

10 - We have a strategy with clear objectives to achieve it

Future Plan 0 to 10*
Your Score: 5

Have you set goals and targets **for your business**?

0 - We don't have targets

10 - We have a plan with goals that we track monthly

Business Goals 0 to 10*
Your Score: 5

Do you track your performance **against plan**?

0 - We make sure we dont miss targets or else we try again till we achieve it

10 - We track important goals and review progress weekly

Performance Targets 0 to 10*
Your Score: 5



Product/Service Innovation



Developing new products and services

To ensure continued relevance and increased sales an innovation process needs to be developed and implemented. To ensure growth and sales increase both markets and competitor trends should be monitored. Based on market demand and not lack of sales a formal innovation process should be adopted. The following strategies should be identified:

1. **Technology-push innovation:** uses emerging or breakthrough technologies, i.e. accelerating digital technologies, as the foundation for new or existing product innovation.
2. **Market-pull innovation :** strategy of orienting product innovation to serve the unmet needs of customers or market.
3. **Business model innovation :** depending upon various contextual factors, both technology-push and business-pull innovation strategies can be successful.
4. **Design thinking and human-centered innovation:** It is widely acknowledged that design thinking is at the heart of the phenomenal success of Apple and its iconic products.

The innovation and product development process will focus on market development, product development, and diversification. The innovation process is a formal process and should be measured to ensure continued growth.

Your average score across the questions are 7 out of 10

The following activities should be incorporated into your plan to improve your score:

1. Create a formal innovation and product development process.
2. Include all departments and employees in the process and not just management.
3. Track market trends and development in your monthly meetings.
4. Implement formal innovation measures across the business.

How often do you roll out new **products and services**?

0 - Our existing products/services are still good enough

10 - We have a formal product development tracking pipeline with business case

Product Plan 0 to 10*
Your Score: 8

How do you manage new **product/service** development?

0 - We plan new products/services when revenue is down

10 - We track market needs and constantly develop new products/services

Product Development 0 to 10*
Your Score: 8

Who does your **product/service** development?

0 - Only management is involved

10 - We involve the entire value chain from customers to staff

Development Responsibility 0 to 10
Your Score: 6

How do you innovate **in your business plan**

0 - We copy the market

10 - We have innovation targets tracked monthly

Innovation 0 to 10*
Your Score: 5



Your Market

Market Definition



What market are you targeting and how are you growing market share?

Market development and penetration should form the core focus of all growth activities. Growth should be actively targeted over and above the function of maintaining the current performance. Growth activities should be linked to market opportunities and not resource availability. You and your team should actively plan to develop and penetrate new markets with the aim of growing sales. Growth should be measured against specific up/cross-sell targets while at the same time tracking market share compared to competitors.

Sales and marketing strategies should be linked to formal targets driving the following strategies:

A Both sales and customer service processes need to be automated to ensure a high level of service across the entire customer journey. Companies are not capitalizing fully on their own websites and channels they control to make it easier for customers to prospect.

B Market penetration strategy- this involves selling your existing products or services into your existing markets. This strategy carries the lowest risk. One key constraint is that you cannot allow anything in your drive to grow market share to compromise your existing business. You need to be aware of what has made the product or service a success so far.

Your average score across the questions are 3 out of 10.

One of the biggest dangers of this strategy is the risk of alienating your current customers. There are five approaches you can adopt:

1. Retain and increase market share
2. Dominate growth markets
3. Drive out your competitors
4. Increase existing customer usage
5. Market development strategy

This involves selling your existing products into new markets. There are a variety of ways that this can be achieved:

1. New geographical markets
2. New product dimensions or packaging
3. New distribution channels
4. New market segments created by different pricing

The following activities should assist with your growth strategy:

1. Investigate expanding sales into existing markets through either increasing sales activities or finer segmentation of customers.
2. Investigate new market development using your existing products or services.
3. Link targets to your 2-5 year plan ensuring execution of your overall strategy.

How do you plan which market to **target sales** into?

0 - Our sales are based on demand

10 - We have a formal plan to target new markets

Target Market 0 to 10*
Your Score: 4

Are you looking for **new growth**?

0 - We focus on our existing market due to limited resources

10 - We need to grow so we regularly plan new markets

Market Mix 0 to 10*
Your Score: 4

Are you generating sales **from new markets**?

0 - All sales are from current markets

10 - We have sales targets from new markets

New Markets 0 to 10*
Your Score: 2

How well are you growing your **existing market**?

0 - We don't have a formal up/cross sell plan

10 - We track up/cross sell sales from existing markets

Market Growth 0 to 10*
Your Score: 3



Your Customers

Finding and Growing your Customer base



Where do you find, grow, and keep your customers?

In order for your business to succeed you have to ensure a consistent number of new customers are added while at the same time existing customers are retained. You need a monthly sales plan targeting the required number of new customers with relevant product or service revenues linked to the overall strategy. Sales generated per product or service needs to be profitable thus requiring you to ensure that each product or service sold has the right margins structured. Profitability and LTV need to be calculated per customer to ensure the correct ratio between customer acquisition costs and revenue generated by that customer. Both sales and customer service processes need to be automated to ensure a high level of service across the entire customer journey. Companies are not capitalizing fully on their own websites and channels they control to make it easier for customers and customer satisfaction needs to be measured in a way that the outcomes of the measurement give an indication of the revenue that can be associated with the score. The Net Promoter Score is a customer experience tool that is suited to do one thing i.e. create growth through loyalty. By understanding loyalty companies can make calculated strategies to retain more customers, upsell, and spread positive word of mouth.

With just one question the score is able to provide insight and understanding. The system helps a company to discover three simple things:

1. Identify detractors, your most important customers at risk of leaving
2. Understand customers who are promoters and what you are doing well
3. Rescuing detractors to secure revenue and activating promoters to grow business by referrals.

The survey is simple yet powerful enough to achieve the above by asking just one question: on a scale of 1 to 10 how likely are you to refer us to family or friends. The resulting score indicates number of detractors (1-6) and number of promoters (9-10)

Your average score across the questions are 2 out of 10.

The following activities needs to be incorporated into your overall customer service and sales plan:

1. Convert sales and revenue targets into number of customers that needs to be added monthly.
2. Ensure that your customer retention is high and that you are not losing any customers monthly.
3. Track profitability on product/service level ensuring that each are measured against a business case.
4. Investigate customers service and sales process automation in order to increase end to end customer service levels.
5. Measure customer service using the net promoter score system.

How do you manage **customer value**?

0 - We do not track or manage customer value

10 - We have a detailed plan focused on tracking customer lifetime value

New Business 0 to 10*
Your Score: 4

Do you manage **customer churn**?

0 - We lose some customers but get new ones regularly

10 - We closely manage customer churn and churn reasons

Product/service margins 0 to 10*
Your Score: 0

How do you use systems to improve **sales and customer service**?

0 - Our customer processes are mostly manual

10 - All our customer processes are automated and tracked

Service Automation 0 to 10*
Your Score: 2

How satisfied are **your customers**?

0 - We do not measure but get little or no complaints

10 - We measure customer service and implement improvement plans

Customer Service 0 to 10*
Your Score: 0



Capabilities

Your Capability to Deliver



What capabilities do you need to deliver on your strategy?

For the business to grow it must be able to consistently deliver high-quality products or services. In order to do this both resource management, quality and process efficiency needs to be tracked. Supplier management and supplier ability to deliver as per agreed service levels are critical. Suppliers need to be contracted and managed in line with determined service levels required by the customer delivery and support process. A system needs to be in place to ensure that resource capability and quality levels are measured before and during the process of delivery to ensure that customer complaints are not the only source of quality or service issues.

Your average score across the questions are 0 out of 10.

The following activities can be completed to improve business capability:

1. Implement a quality measurement and management process.
2. Investigate current supplier delivery and how it fits in with your service levels. A supplier contract should be in place with agreed SLAs.
3. Business automation software can improve your ability to deliver on increasing order numbers and more stringent customer requirements.

How do you ensure you deliver high-quality products or services?

0 - We track all complaints and always deliver high quality

10 - We have formal quality measures that we review monthly

Quality Control 0 to 10*
Your Score: 0

How do you improve your performance?

0 - We have a good idea of current staff capabilities

10 - We conduct and align with formal capability audits

Product/service Improvement 0 to 10*
Your Score: 0

How do you ensure quality delivery through partners and suppliers?

0 - If they fail to deliver we do not use them again

10 - We have supplier and partner SLA performance management plans in place

Partner/Channel SLAs 0 to 10*
Your Score: 0

Do you use systems to improve your business?

0 - We use Microsoft for all our needs

10 - We have an integrated workflow and delivery system

Business Systems 0 to 10*
Your Score: 0



Finance

How profitable are you?

How well are you managing cash flow, margins and profitability?



The P&L Statement summarizes revenue and expenses and reports your resulting profit and loss

1. The Statement of Cash Flow reports the net increase or decrease in cash from your revenue and expenses during a specific period.
2. The balance sheet summarizes your assets and liabilities and reports on your sources of owners equity. Your small business is designed to make a profit - even if you are not making one yet. Managing the financial aspects of profit requires special skills and powers of recognition. The following list offers tips on what to pay attention to:

- . Cash flow accounting doesn't tell you profit for the period, and accrual-basis profit accounting doesn't tell you cash flow for the period.
- . Use a compact profit model for decision-making analysis.
- . Seemingly small changes in profit factors can cause staggering differences.

As the owner or manager of a business, of course, you are very busy, but it pays to step back and plan for your financial future. Take the time to forecast, plan, and budget. Have your Controller (chief accountant) prepare the following pro forma (according to plan) financial statements:

1. **Budgeted P&L statement for the coming year:** even if this budgeted P&L is abbreviated and condensed, it plays an invaluable role. Provide your accountant your best estimates and forecasts for sales prices, costs and sales volume during the coming year.
2. **Budgeted Statement of Cash Flows:** preparing this budgeted financial statement is an excellent way to keep close tabs on your cash flow from profit (operating activities) and how you plan to use this cash flow.

Your average score across the questions are 2 out of 10.

The following activities should be incorporated to ensure financial performance and business viability:

1. Prepare your P&L, Balance Sheet and Cash Flow statements for review.
2. Analyse all expenses ensuring they are linked to profit-generating activities.
3. Analyse customer and product profitability.
4. Develop a budget for the next 12 months detailing revenue and margin targets.
5. Establish monthly meetings to review and plan around your financial statements.

How do you manage cash flow in **the business?**

0 - We track cash flow using our bank statements

10 - We have formal cash flow projections that we review monthly

Financial Management 0 to 10*
Your Score: 0

Are you able to track profitability margins for **each product/service?**

0 - We only manage the overall gross and net margins we make

10 - We track and manage margins for each product/service we sell

Improvement 0 to 10*
Your Score: 3

Do you have a formal credit management **process in place?**

0 - We track all outstanding invoices monthly

10 - We have structured credit reports in place that we track monthly

Credit Management 0 to 10*
Your Score: 3

Do you know your **current profitability?**

0 - We review all accounts at year-end

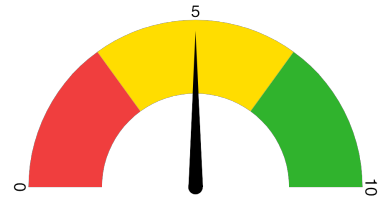
10 - We review monthly profit and loss reports

Profitability 0 to 10*
Your Score: 0



Marketing

What is your Marketing Strategy



Are you reaching your target market and are you generating sufficient leads?

In today's saturated markets differentiating your business from your competitors is a must if you are to succeed. Competing is not just about lowering your prices but more about researching and understanding your competitor's strategy and positioning your business for success. It is important to plan your marketing strategy around lead generation and brand development. The key is to ensure that it delivers measurable results i.e. actionable leads. Your marketing strategy must be integrated into your budget making available adequate funds to support marketing campaigns.

There is no silver bullet for marketing as every business is different. However, the approach and planning methods are similar. Here are a few areas to get started:

- 1. Know your customer's needs to be done:** Understanding who your customers are, what makes them tick and what they really want and value, and of course staying in touch with them long after the sale, puts you ahead of the competition.
- 2. Know who your customer is:** Anyone who is breathing is not a target market! Targeting your marketing activities fairly and squarely at the people who need and want your service or product is the secret.
- 3. Marketing is not advertising:** Don't make the mistake of thinking that advertising and websites are the only two ways to attract more business. Set sales goals and targets. Marketing is really a numbers game. Marketing efforts that won't directly or indirectly bring in new business have absolutely no point.
- 4. The four Ps of marketing:** Getting your Product, Pricing, Placement Strategy (distribution) and Promotional Strategy working together is crucial to good marketing.

Your average score across the questions are 5 out of 10.

The following activities will help you optimize your marketing strategy:

- 1. A marketing plan and a budget:** Getting a plan that will support you and clearly communicate to your team and acted on day by day - even when business is doing well.
- 2. A well developed product or service:** Make sure you do your research and listen to your customers before sending your product out to the market.
- 3. A professional brand:** A brand is much more than a logo. It encompasses everything people see, hear, think and feel about your business.
- 4. Professional marketing materials:** Your business card, sales brochures, sales letters, website, signage, uniforms and car decal speak volumes about your business. Make sure they look professional and appealing at all times.
- 5. An elevator pitch:** In the course of marketing your business you will get asked thousands of times "What do you do?" Make sure you have a fun, interesting and memorable pitch ready at all times and be able to deliver it in the time it takes to travel a few floors in an elevator.
- 6. A great website:** Your website must attract attention and give value to those who visit. Use it as a tool to retain and keep in touch with existing customers as well as for enticing new customers.
- 7. A simple database:** The backbone of all good marketing is about building a solid database of past, present and future customers (prospects) so you can keep in touch and communicate regularly via e-newsletters, emails and phone.

Do you have a digital **marketing strategy**?

0 - We have a basic website

10 - We run social media and other digital campaigns that are integrated into our CRM

Marketing Strategy 0 to 10*
Your Score: 9

How many leads does your **marketing create**?

0 - We don't generate that many leads

10 - We generate sufficient leads that convert into sales

Marketing Improvements 0 to 10*
Your Score: 6

How do you ensure you outperform **your competitors**?

0 - We provide better quality services at a competitive price

10 - We conduct market research to ensure a differentiated product/service positioning

Market Analysis 0 to 10*
Your Score: 6

How much do you spend **on marketing**?

0 - We dedicate budget when we need more sales

10 - We have a formal marketing budget that we spend yearly on campaigns

Marketing Budget 0 to 10*
Your Score: 0



Sales

Is Your Sales Plan Delivering?



Are you effectively structuring and managing your sales process?

In order to effectively deliver and manage sales you have to measure sales performance weekly/monthly. For sales to deliver on targets there has to be a business specific sales process and sales funnel. The sales funnel should be aligned with the relevant sales software. Your sales pipeline value should be 3 times the amount needed to deliver on the overall business revenue plan. Overall sales skills should also regularly be measured and developed through a customized and formalized sales training program.

Your average score across the questions are 3 out of 10.

The following reasons will help you see the importance of mapping out your sales process:

1. From the time a prospect is engaged until the time we secure the business, it is passed from department to department. In order to ensure successful execution, it is crucial that you share common definitions in terms of what marketing qualified and sales ready leads are.
2. Qualifying out early saves time as it takes on average 65% longer for sales to lose a deal than win one. Qualifying the prospect early in the deal minimizes time wasted on deals unlikely to close.
3. Gut feeling forecasting has been shown to be less than 50% accurate. Sales people have positive outlooks and therefore are optimistic about probability to close. Having a documented process indicating stage probability calculated based on progress and milestones will result in more accurate forecasts.
4. Conducting proper win/loss reviews after each sale will enable you to optimize sales process effectiveness.
5. Sales coaching needs to be done throughout the sales process. In order to establish which capabilities needs to be developed, a pipeline progress review will highlight current sales skills gaps.

The following activities can be completed to improve sales capability:

1. Ensure proper mapping of your products value proposition.
2. Develop a sales funnel indicating progression through each stage.
3. Develop a sales process and link to relevant stages and probability.
4. Your business card, sales brochures, sales letters, website, signage, uniforms and car decal speak volumes about your business. Make sure they look professional and appealing at all times.
5. Structure reports indicating sales pipeline value related to probability.
6. Link back to business plan ensuring 3x cover available through weekly/monthly tracking.
7. Provide team and individual sales coaching to the team weekly/monthly.

How do you manage **your sales**?

0 - We do not have formal sales targets but work hard to make sales every month

10 - We have yearly, monthly and weekly targets in line with our strategic goals

Sales Targets 0 to 10*
Your Score: 5

Do you have a structured **sales process**?

0 - Our sales teams follow their own processes

10 - We have a formal sales process linked to products/services flow

Sales Process 0 to 10*
Your Score: 5

Is the value of your sales pipeline greater than **your revenue targets**?

0 - Not sure what our sales pipeline is worth

10 - We ensure 3 times our company revenue targets in our pipeline as cover

Sales Pipeline 0 to 10*
Your Score: 0

How do you rate your sales teams **skills and capabilities**?

0 - We do basic sales training but don't measure sales capability

10 - We have a formal sales training and skills development plan

Sales Training 0 to 10*
Your Score: 0



People

Are you Managing an Optimal Team?



Is everyone in the team clear on the vision and what is expected from them?

The most important aspect of executing your strategy is ensuring all the resources in the business are aligned to achieving its goals. If the people in your business are not 100% aligned to the vision they will not be able to deliver effectively. Everyone in the business must have the right position and have targets aligned with the overall plan. Job descriptions must be developed and aligned to what is needed to deliver on the overall plan. Each employee must be qualified for the position and performance inline with their targets must be measured in quarterly performance reviews.

Your average score across the questions are 2 out of 10.

The following 6 areas should be managed:

- 1. Compensation and benefits:** staying current on salary trends are critical for retaining and attracting top employees. Employee compensation should be included in the overall budget and reviewed as part of the process.
- 2. Recruiting and staffing:** it is critical to know where to find the right employees for your business. The recruitment and screening process will be easier if you have clearly defined job descriptions and relevant qualification criteria.
- 3. Training and development:** training employees is key to maintaining high levels of employee performance and is an important benefit for employees. Employees need to learn the culture of the business, their specific job duties and continued development to maintaining changing job skills.
- 4. Monitoring employee satisfaction:** it is important to understand the employees perception of how well the business is managed. Employees on the frontline do the work and have the unique perspective of not only how things are done, but also how the customer views the business products and services.
- 5. Labor laws and legal compliance:** there are a lot of laws that govern how the business manages its employees. Staying compliant is important for good business management.

The following activities will ensure you optimize your resource management:

1. Develop a resource requirements plan in line with the overall strategy for your business.
2. Ensure each position has a job description and targets linked to the overall plan.
3. Link compensation and training to the relevant job descriptions.
4. Measure the performance of each employee and department monthly.

How do you align everyone with **your business targets**?

0 - We inform all staff of our business targets for the year

10 - We break down business targets into each employees performance contracts

Employee Targets 0 to 10*
Your Score: 4

How do you ensure they are the right **person for the job**?

0 - We have a formal job application form

10 - We have formal job descriptions linked to a resource plan that supports the strategy

Employee Management 0 to 10*
Your Score: 3

How do you establish employee **training & development requirements**?

0 - We don't offer any formal training programs

10 - All positions in the business are linked to a development path and training program

Training and Development 0 to 10*
Your Score: 0

How do you ensure **employee performance**?

0 - We provide adhoc feedback to employees when needed

10 - We have targets for each employee and a performance management framework that we review quarterly

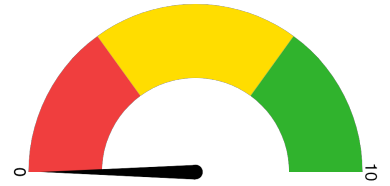
Employee Performance 0 to 10*
Your Score: 0



Governance

Are you complying to all Governance and Compliance requirements?

Are all compliance, risk reviews and control measures defined and in place?



Corporate governance is as vital to SMMEs as it is for large corporations. Implementation of cost-effective and simple mechanisms and processes will establish structure, improve operations, contribute to business growth and ensure effective compliance with the law.

Generally, individuals who are entrusted to run a business, even a small business, have a certain degree of power and control over that business. This creates ethical responsibilities and behavior that may violate or fulfill those responsibilities, such as handling business finances or paying oneself a salary. This in turn creates a need for warranting standards of ethics and integrity.

Your average score across the questions are 0 out of 10.

The following activities will ensure you optimize your resource management:

1. Develop a resource requirements plan in line with the overall strategy for your business.
2. Ensure each position has a job description and targets linked to the overall plan.
3. Link compensation and training to the relevant job descriptions.
4. Measure the performance of each employee and department monthly.

Are performance measurements of board of directors **senior management and owners** carried out?

0 - We do not measure board or management performance

10 - Monthly, quarterly and yearly reviews are in place for board, management and owners

Board Targets 0 to 10*
Your Score:0

Are there defined roles, duties, rights and expectations between **the companies governing bodies**?

0 - We don't formally track this

10 - Interactions among the Owner(s) Partners, Shareholders, the Directors of the Board, Managers and Key Employees are defined and managed

Resource Management 0 to 10*
Your Score:0

How does the business **manage risk**?

0 - We don't have a formal risk management process in place

0 - There are measures, controls and policies in place for the company to regularly assess failures and risks

Risk Management 0 to 10*
Your Score: 0

How often are Policies and Procedures updated to take into account **changes in Legislation and Regulations**?

0 - We don't have formal reviews but I am sure we are compliant

10 - Conformance to Laws, Statutory Controls, Legislation and formal Regulation are regularly reviewed and amended

Policies and Procedures 0 to 10*
Your Score: 0

Business Analysis and Valuation

We will provide you with a detailed valuation and strategic analysis to assist you with building a successful and scalable business.

Based on your Business Builder Score we are able to calculate the value of your business today and then estimate the value that we can add working together on the development plan example below. One of our consultants will review the results and possible value increase with you.

1. Valuation with score between 0 - 30	5333
2. Valuation with score between 31 - 60	13333
3. Valuation with score between 61 - 70	21333
4. Valuation with score between 71 - 80	26667
5. Valuation with score >80	32000

Based on the score you achieved we are able to determine the maximum multiple of earnings that your business would be able to get. The average multiple of earnings are normally 3 times but in SA the multiple is a bit lower due to risk and owner management structures.

Working with you we not only target the increase of the score and your overall maturity rating but also work with you to get to at least a 6 times multiple for your business. Below is an indication of what this would look like compared to where you are now.

Financial Performance

1). What was your profit before tax last year.	Net Profit:10000
2). What was your profit before tax two years ago.	Net Profit:5000
3). What was your profit before tax three years ago	Net Profit:1000
4). What was your Net Income in the last year.	100000
5). What was your total Sales in the last year.	110000
6). What was your asset value in the last year.	5000
7). What was your shareholders' equity value in the last year.	
8). What is your gross profit margin in the last year.	15%

Growth Mindset

1). How many years has the business been running	10
2). Which option are you looking to implement in the long term?	Run and grow the business
3). What was your year on year sales growth based on your last completed year?	35%
4). How much are you expecting to grow sales for the current year?	35%

Focus Areas	Actions	Month 1/2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8
		Growth Accelerator Business Builder						
Viability	Checklist Actions							
Process	Policies Updates							
Direction	Long-term Strategy							
	Investment Decisions							
	Expansion							
	Succession Planning							
Control	Stakeholder Management							
	Succession Strategy							
	Strategic Roadmap							
Relationship	Governance Expectations							
Internal Governance	Assessments & Reviews							
	Risk Management							
	Code of Conduct							
	Oversight							
	Employee performance							
	Market Position							
External Governance	Statutory Controls							
	Qualifications							
	Auditors							
	Socio-Economic activities							
Outsider Confidence	Outside Executives							
	Management Structures							
	Company responsiveness							