



Rapid Enterprise Development Solutions

In this detailed download we share
with you the full platform functionality
including all diagnostics and reports

—
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🌐 www.red3-sixty.com



6 Detailed Benchmark Reports



KPI Definition And Tracking



6 Enterprise Diagnostics



Improvement Actions Tracking



1800 hours Training Videos



45 Custom Operations Worksheets



Estelanie van der Merwe ▾

Module Builder

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Title	Type	Status	No of SubModules
Unstoppable	Primary	Active	6
Employee Engagement Tracker	Primary	Active	1
Turnaround Strategiser	Primary	Active	1
Access to Market (ATM)	Primary	Active	11
Business Builder	Primary	Active	46
Growth Accelerator	Primary	Active	5

Page 1 of 1, showing 6 records out of 6 records

Get access to 6 best in practice business diagnostic and growth reports and tools. The platform enables you to structure your customer engagement into monthly modules providing both you and your client with instructions, tools and videos. Your customer is given a login to develop himself and track program objectives.

You charge your customer monthly for the program

Details	Goals	Content	Videos	Downloads
Goal Name				
Primary - Review Growth Planning System	Active			
Primary - Update the Business Model Survey	Active			
Secondary - Complete the STEP analysis	Active			
Secondary - SWOT Analysis	Active			
Advanced - Update GAP Analysis	Active			

Each of the diagnostic programs come with goal setting, content, videos and all the tools you will need to work with your customer on a month to month basis

Skills and Resource Layer

Previous Next

Are you maintaining and growing the value of your business?

- Level 1 - Not sure
- Level 2 - We do not know
- Level 3 - We have an idea of the value of the business
- Level 4 - We know value of the business and activities
- Level 5 - We have a formal Business Valuation done yet

Is your people culture conducive to a positive, open and inclusive environment?

- Level 1 - Not sure
- Level 2 - Our culture is not conducive to open and inclusive environments
- Level 3 - We have an inclusive culture that creates an environment where everyone feels valued and included

Each module has a specialised business diagnostic survey that ensures you have a step by step guide to develop your customers business

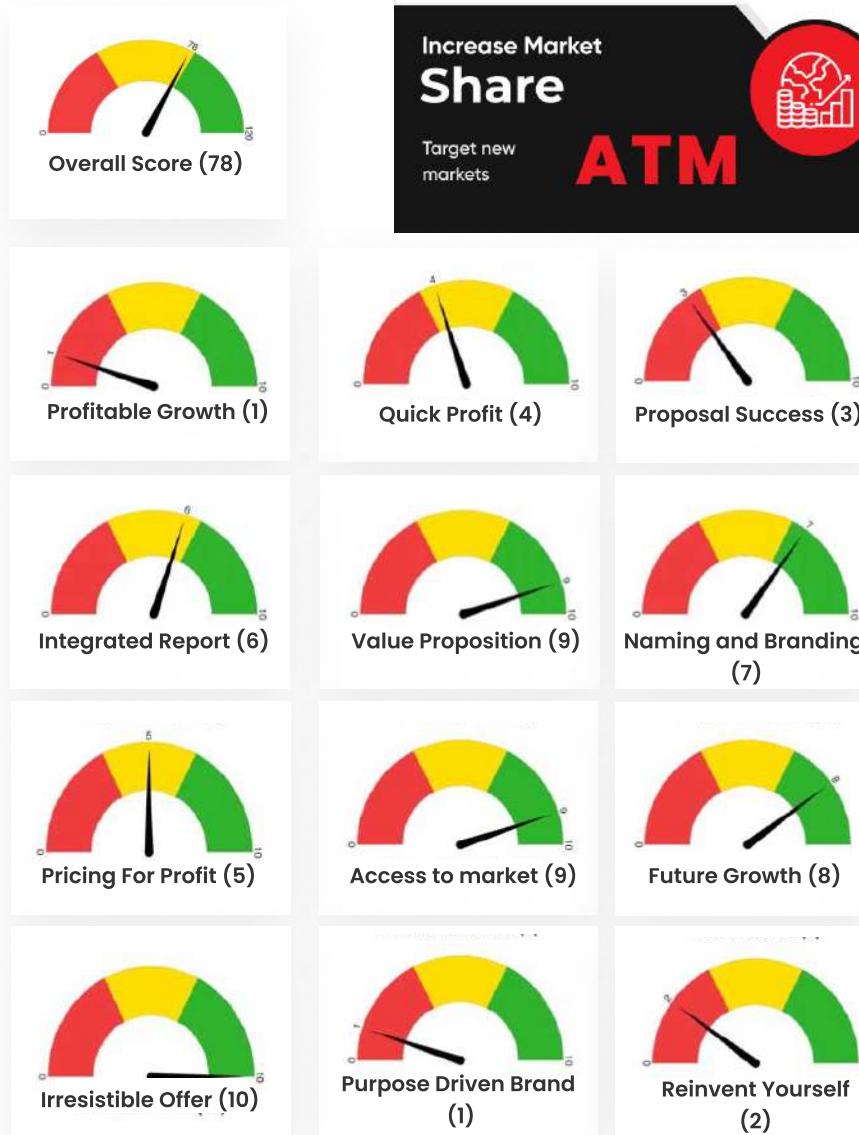
ACCESS TO MARKET (ATM)

This diagnostic helps you structure a 12 month engagement program focused on creating access to market opportunities. This is what you will deliver for your customer.

Help your customers:



12 Step Access To Market DIAGNOSTIC 1



- 1 Position your business for profitable growth and align to turn quick profits
- 2 Develop a winning brand and value proposition
- 3 Align your brand and value proposition to gain market share and access
- 4 Directly increase valuation of the business at the same time

Linked Increase	Score	Valuation
	0 - 30	666,664
Current Score	31 - 60	1,665,602
Improve Ops	61 - 70	2,662,563
Improve Ops	71 - 80	3,333,203

START OR GROW YOUR PROFESSIONAL SERVICES BUSINESS



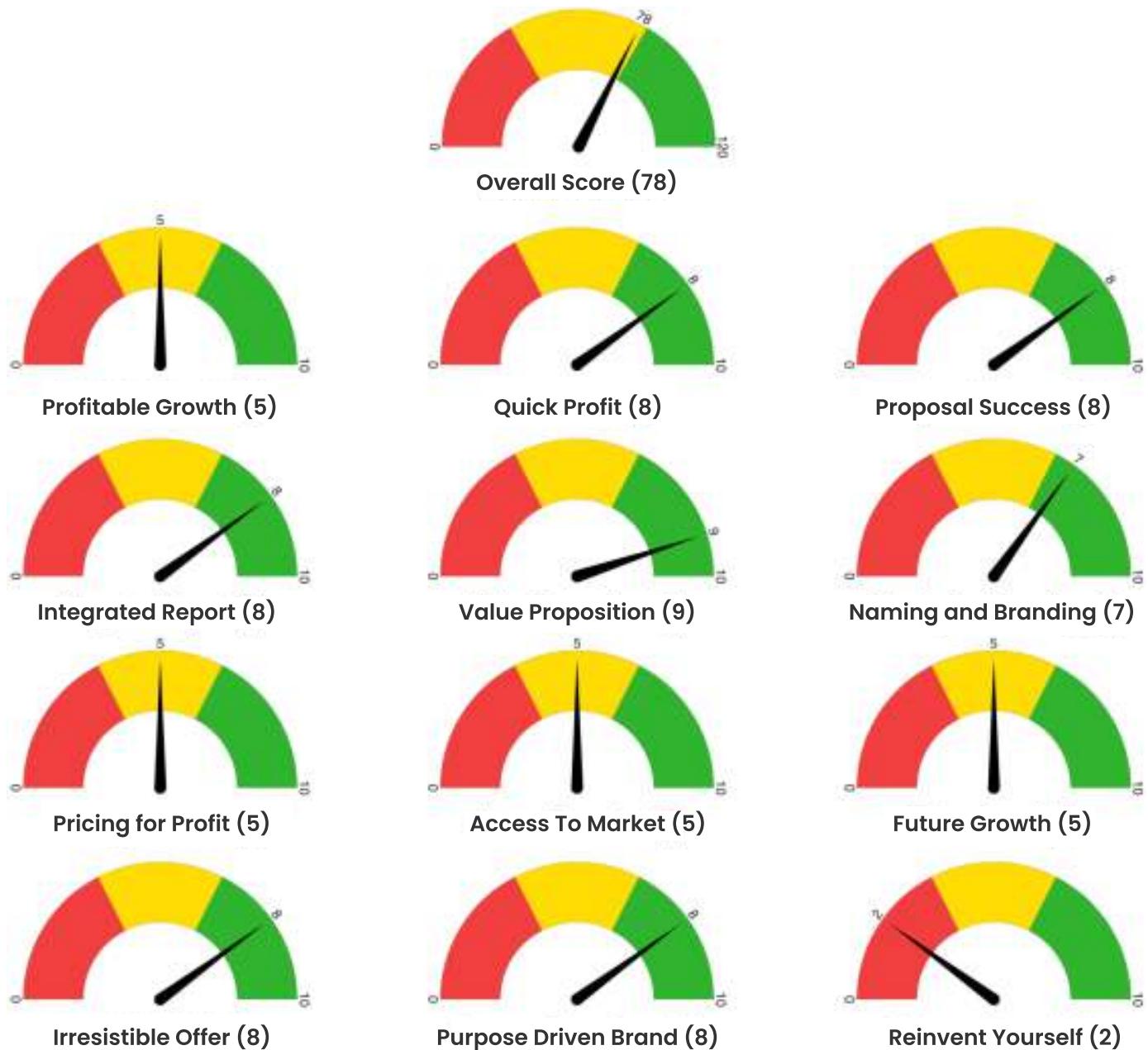
The benchmark scores the business across the 12 modules and gives it an overall score. The objective is to improve the 12 modules and thereby improve the overall score.

1.0	PLANNING FOR PROFITABLE GROWTH	7.0	PRICING FOR PROFIT
2.0	QUICK PROFIT IMPROVEMENT	8.0	ACCESS TO MARKET STRATEGIES
3.0	IMPROVING PROPOSAL SUCCESS	9.0	INNOVATION FOR FUTURE GROWTH
4.0	HOW TO ANALYSE AN INTEGRATED REPORT	10.0	HOW TO BUILD AN IRRESISTIBLE OFFER
5.0	DEVELOPING A VALUE PROPOSITION	11.0	HOW TO BUILD A PURPOSE DRIVEN BRAND
6.0	NAMING & BRANDING	12.0	REINVENT YOURSELF

BUSINESS GAP ANALYSIS

Overall Business Performance

Deliver measurable results to your customer. Shift from billing per hour to billing per measurable objectives reached. Your customer sees and understands the objectives.



1.0

PLANNING FOR PROFITABLE GROWTH

The South African economy was heading for a recession and coupled with the Covid-19 pandemic and lock down regulations, SA is having a tough time escaping it. For some businesses, the future is bleak, yet for the companies that are adjusting and planning for the "New Normal", the future is bright.

There is a saying "If you don't have Profits or Growth it's because you never planned to have Profits or Growth"

The report provides you and your customer with module by module descriptions and areas that will be focused on. Each module has its own score to improve.

In this module we will introduce you to the 10X Profitable Growth Model and its 5 Pillars:

- 1 Business Model Fit** – Introducing the Business Model Canvas
- 2 Problem / Solution Fit** – Using the Problem / Solution Canvas
- 3 Product / Market Fit** – Assessing Product Desirability, Feasibility, Viability and Scalability
- 4 Sales Conversion** – Using the Sales Funnel
- 5 Retention and Growth** – How to turn a Trial Purchase into a Re-buy or a Modified Re-buy

We trust that this module will help put your company on a fast and profitable growth path. If there is a specific topic you want us to address, please contact your Business Consultant.

Would you agree that your company has a robust plan in place to ensure that you will reach your profit and growth targets this financial year?

Your score for this module: 5

2.0 **QUICK PROFIT IMPROVEMENT**

The South African economy was heading for a recession and coupled with the Covid-19 pandemic and lock down regulations, SA is having a tough time escaping it. Some businesses may need to take immediate and , in some cases , drastic action to regain their lost sales and profitability.

There are ten actions you can take that **will immediately increase your profitability** without having to change your product/service or spending significantly more money. They are:

- 1** Improve Sales Productivity
- 2** Converting Existing Demand
- 3** Upselling Existing Clients
- 4** Changing Value Perceptions
- 5** Changing Your Sales Messaging
- 6** Increase Prices
- 7** Increasing Retention and Reducing Churn
- 8** Changing the Client or Customer Experience
- 9** Remove Costs (Process / Activities)
- 10** Improving your Profit Protection Power

We trust that this series will help put your company on a fast and profitable growth path. If there is a specific topic you want us to address, please let us know and we will gladly assist.

Have you developed a sales conversion method that will allow you to upsell your customers to a higher value product or service or to cross sell them to another product or service that you offer?

Your score for this module: 8

3.0 IMPROVING PROPOSAL SUCCESS

If you do not prepare your proposal professionally, and your proposal is not aligned with the Clients "Compelling Reason to Buy" your proposal will be pushed into the D-Zone

1 Delayed

2 Deferred

3 Derailed

4 Dismissed

5 Death

6 De-faulted to the status quo

Apart from an outright mismatch, most pitches and proposals land up in the Stall-Zone mostly because of your inability to overcome the 6 hurdles listed below, even though you may have a perfect solution for the client's needs.



4.0

HOW TO ANALYSE AN INTEGRATED REPORT

All publicly listed companies must by law publish an Annual Report of the operations and make it available to all shareholders. Forward looking companies competing for public support and investment have started augmenting their annual report with additional information on sustainability and more importantly their future plans. Using the Exxaro mining group's Integrated Report as an example – a wealth of new opportunities can be identified by companies planning to do business with them.

This module shows you how to "Mine" this report for new business opportunities.

FINANCIAL REPORT	SUSTAINABILITY REPORTS	INTEGRATED REPORTS
<input checked="" type="checkbox"/> Financial information	<input checked="" type="checkbox"/> Voluntary and mandatory	<input checked="" type="checkbox"/> Backward and forward looking
<input checked="" type="checkbox"/> Backward looking	<input checked="" type="checkbox"/> Backward and forward looking	<input checked="" type="checkbox"/> Short-medium-long term
<input checked="" type="checkbox"/> Short loan focus	<input checked="" type="checkbox"/> Long term focus	<input checked="" type="checkbox"/> Voluntary and mandatory
<input checked="" type="checkbox"/> Mandatory for publicly listed companies	<input checked="" type="checkbox"/> Global Reporting Initiative (GRI)	<input checked="" type="checkbox"/> Financial and non-financial information
<input checked="" type="checkbox"/> Financial Accounting Standards Board; General Accepted Accounting Procedures (IASB,IFRS)	<input checked="" type="checkbox"/> Primarily non-financial information	<input checked="" type="checkbox"/> International Integrated Reporting Council (IIRC), Sustainability Accounting Standards Board

5.0

DEVELOPING A VALUE PROPOSITION

A value proposition is a clear statement about the outcomes that an individual or an organization can realise from using your product, service or solution. The keyword here is outcomes, because that is the thing your customers are most concerned with.

Clients or customers do not want your product, service or solution. They want **What** your product, service or solution can do!

A strong value proposition will jolt your prospects out of their complacency and pique their curiosity about what is possible. The best Value Propositions are specific.

In this module we will show you how to construct a compelling value proposition that will get clients to act.

We trust that this module will help put your company on a fast and profitable growth path. If there is a specific topic you want us to address, please contact your Business Consultant.

Do you have a process or tool in place that will help you identify your clients or customers unmet needs, difficulties, or dissatisfaction? Once identified can you translate their unmet needs into a durable value proposition and action plan with the click of a button?

Your score for this module: 9

6.0 NAMING AND BRANDING

What is a brand? A brand is a perception or set of associations consumers have of a business. Those perceptions originate from the story you tell about your business, the vision, the values you hold, the products and services you offer, and how your customers are transformed as a result of using those products or services.

All brands are products or service services (plural), but not all products or services are brands. Companies create a corporate identity and icons. Customers turn these into brands. Products live on shelves. Brand services (plural) live as perception in customers heads.

A prerequisite to branding is the creation of a company name that is coherent and simple to understand and interpret. In this module we cover the following aspects of naming:

- 1** Make it easy to Read and Spell
- 2** Make it Pronounceable
- 3** Make it as Short as Possible
- 4** Try to get a domain name with .com url
- 5** Do not Infringe on Trademarks
- 6** Make the Name Instantly Intuitive-Audience can see what you do
- 7** If your name is not available add a Suffix a Prefix or an alternative extension such as .co.za

In this module we will show you how to avoid naming and branding mistakes. We trust that this module will help put your company on a fast and profitable growth path. If there is a specific topic you want us to address, please contact your Business Consultant.

Would you say that your company or product brand is the "Go-to-brand" in your industry?

Your score for this module: 7

7.0 PRICING FOR PROFIT

Business scholars agree that nothing can add profit to a company's bottom line as quickly as a successful price increase: a 1 percent price increase at a Fortune 500 company typically yields an 8 percent increase in profit.

Pricing methods across industries, countries, and companies usually fall into one of three buckets:

- ✓ Cost-based pricing
- ✓ Competition-based pricing, or
- ✓ Value-based pricing, which is based on
 - Perceptions of value, or
 - Service Level Demands—Such as Uber's Surge Pricing

The difference between Price Taking and Price Making, usually boils down to the customer or client's perception of value.

Customers or clients complain about price when they cannot see the value

Value-based pricing is simple. It is what the customer is prepared to pay based on what they perceive it will do for them.

We trust that this module will help put your company on a fast and profitable growth path. If there is a specific topic you want us to address, please contact your Business Consultant.

The quickest way to improve profits is to raise prices. Would you agree that you have the pricing power in your category that will allow you to increase your prices by 10% without losing sales or experiencing customer backlash?

Your score for this module: 5

8.0 ACCESS TO MARKET STRATEGY

Customers want what your products and services can do for them. For them to buy from you, you must become visible to them and they must be able to see the value you can deliver to them. In this module we will take you through the process of becoming the "Go-to-Product" for the target market you are serving. In order to do so you must know the following:

- 1** What Business are you in?
- 2** How to Segment the Total Market into a smaller Addressable Market
- 3** How to Identify the Target Audience or Target User for our offering
- 4** How to construct a Value Proposition based on the Jobs-to-be-Done, and the Pains and Gains sought by the end customer
- 5** You must know how to Position your offering, strongly as the Go-to-Solution for the customer or clients Job-to-be-Done
- 6** All that remains to be done is to put this all together in a Business Model and a Go-to-Market plan that will ensure Product/ Market Fit and delivery of your Value Proposition

We trust that this module will help put your company on a fast and profitable growth path. If there is a specific topic you want us to address, please contact your Business Consultant.

We live in a surplus society. Competitors offer similar products to similar customers at similar prices offering similar quality. Would you agree that you have an "uncopyable" product or service?

Your score for this module: 5

9.0

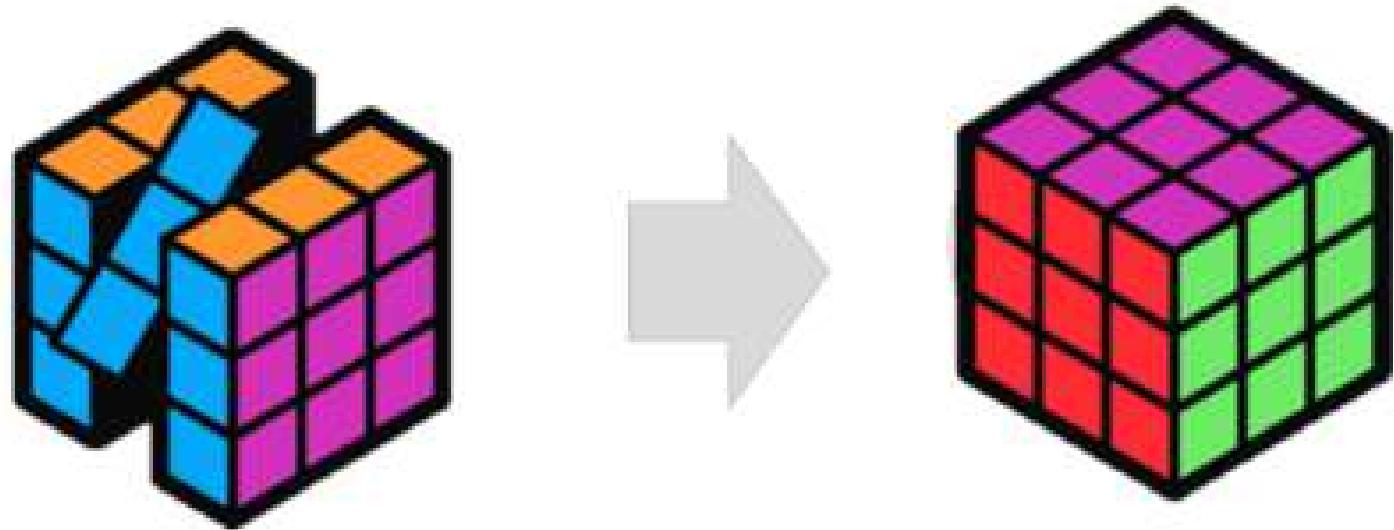
INNOVATION FOR FUTURE GROWTH

Innovation is the process of taking an existing product and service and making it better, faster, cheaper and easier to use.

- ✓ An innovation replaces an earlier convention and in time becomes a new convention.
- ✓ It is a cycle - a process in which insight inspires change.
- ✓ The process begins when external pressure or internal decay disturbs the relationship between a community and its context or environment, a relationship maintained by some convention.
- ✓ The original convention no longer "fits". Perhaps the context has changed, or the community, or even the convention, eventually someone notices the lack of fit. This "misfit" causes stress and requires adjustment.

In this module we will introduce you to the FIT Innovation Model

Just like the Rubik's Cube, the FIT toolset follows a systematic step by step method for the improvement of an existing solution, using what is already available. Inside-the-Box thinking.



10.0

HOW TO BUILD AN IRRESISTIBLE OFFER

An irresistible offer is simply a strategic structuring of your products and or services where the value-to-cost ratio is value-heavy. Meaning that the value of your offer far exceeds the cost to access the value. So much so, that when your ideal customer came across your offer, they would say to themselves "WOW, this is an absolute no-brainer, I MUST buy this right now!". The offer is so good, they cannot say "no", it's irresistible. We also call this a MUST HAVE PRODUCT or SERVICE.

Your Value Proposition should be developed in response to an Unmet Market Need / Customer Job to be Done. Start with Sustainable Differentiation and Relevance. What does it mean?

Sustainable Differentiation:

- ✓ Delivering Functional Utility
- ✓ Significant Advantage – 10X Plus
- ✓ Sustainable Advantage – Monopoly / Patent
- ✓ Recognisable Advantage – Branded

Relevance:

- ✓ Why – Symbolic and Economic Reasons
- ✓ Who – Emotional and Social Associations
- ✓ When – Occasions / Frequency of Use
- ✓ Where – Access to and Availability. For e.g. Coke – Within arm's reach

11.0

HOW TO BUILD A PURPOSE DRIVEN BRAND

Defining your unique brand purpose is the very beginning of this positive, powerful, and enriching process. However, your brand's purpose cannot feel forced. It must be something that seamlessly aligns with what your brand does. It should answer the question, "Why does the brand exist?" Keep it simple and authentic.

In this module we will show you how to create a Brand Purpose. Your Brand Purpose must be:

- ✓ **Meaningful:** Purpose must have a strong, relevant meaning if it is to resonate
- ✓ **True:** Purpose must be true to a brand's character by moving in territories only where a brand has permission to do so
- ✓ **Unique:** Purpose must be connected to something that is distinctive about a brand in its category
- ✓ **Coherent:** Purpose must be aligned not only with the brand, but the whole company
- ✓ **Business focused:** Purpose must be integrated with business goals

We trust that this module will help put your company on a fast and profitable growth path. If there is a specific topic you want us to address, please contact your Business Consultant.

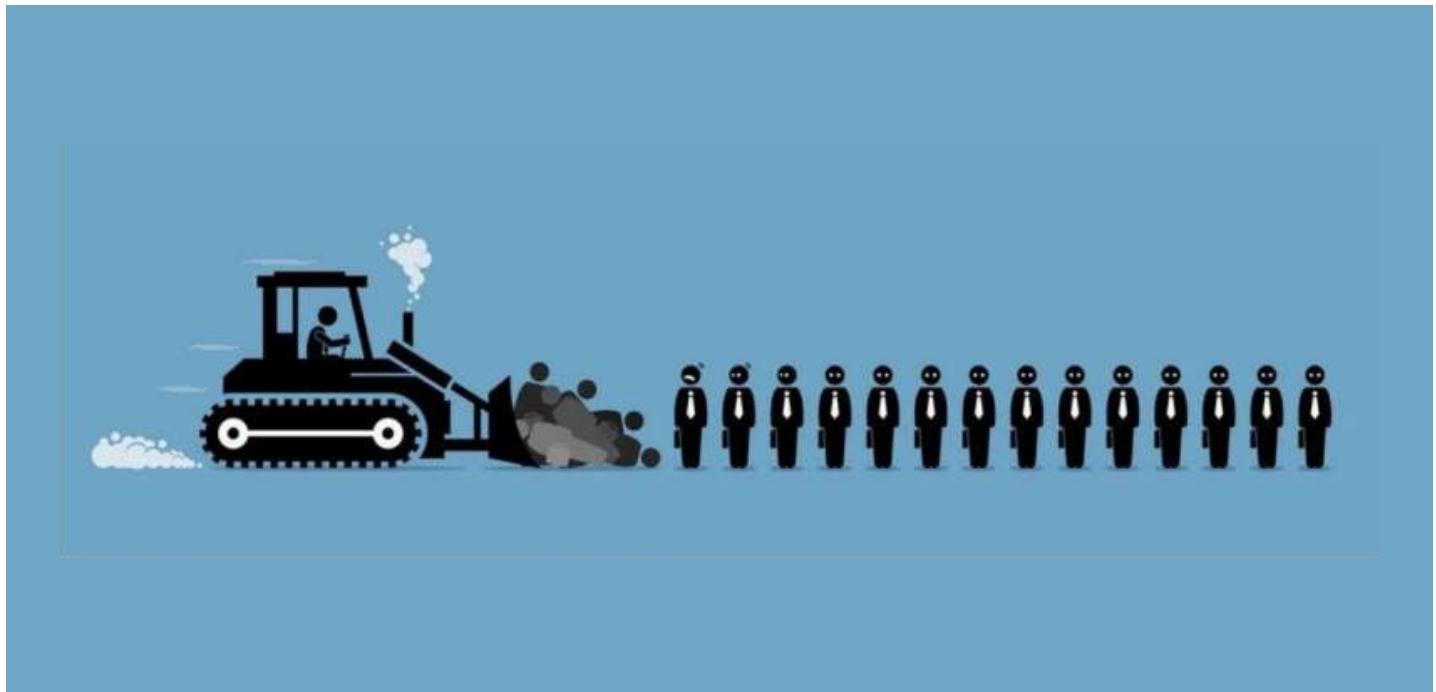
According to a Harvard Business Review study, purpose-driven companies make more money and have more engaged employees and are better at innovation and transformational changes. Does this finding describe your business?

Your score for this module: 8

12.0 REINVENT YOURSELF

WHEN WILL YOUR CURRENT CAREER FIELD EXPIRE?

- Automation. Robotics and Artificial Intelligence will destroy many routine jobs.
- Global Information Workers and Foreign Workers will compete for the remaining jobs.



Your earning ability can be:

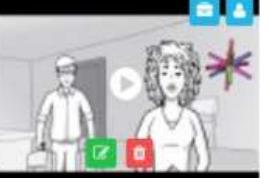
- Appreciating – Become more valuable in the market
- Depreciating – Become less valuable in the market

If you are not upgrading your value regularly you will be losing your value steadily. It does not matter where you are coming from. What matters is where you are going.

Each module provides access to report specific videos explaining what the topics are that you will be working with the customer

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 Estelanie van der Merwe ▾

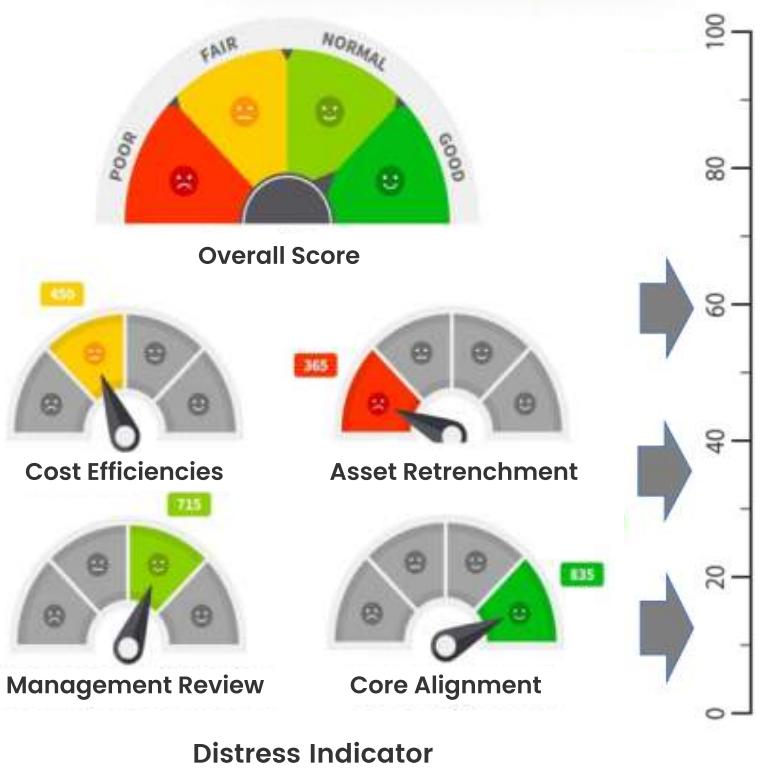
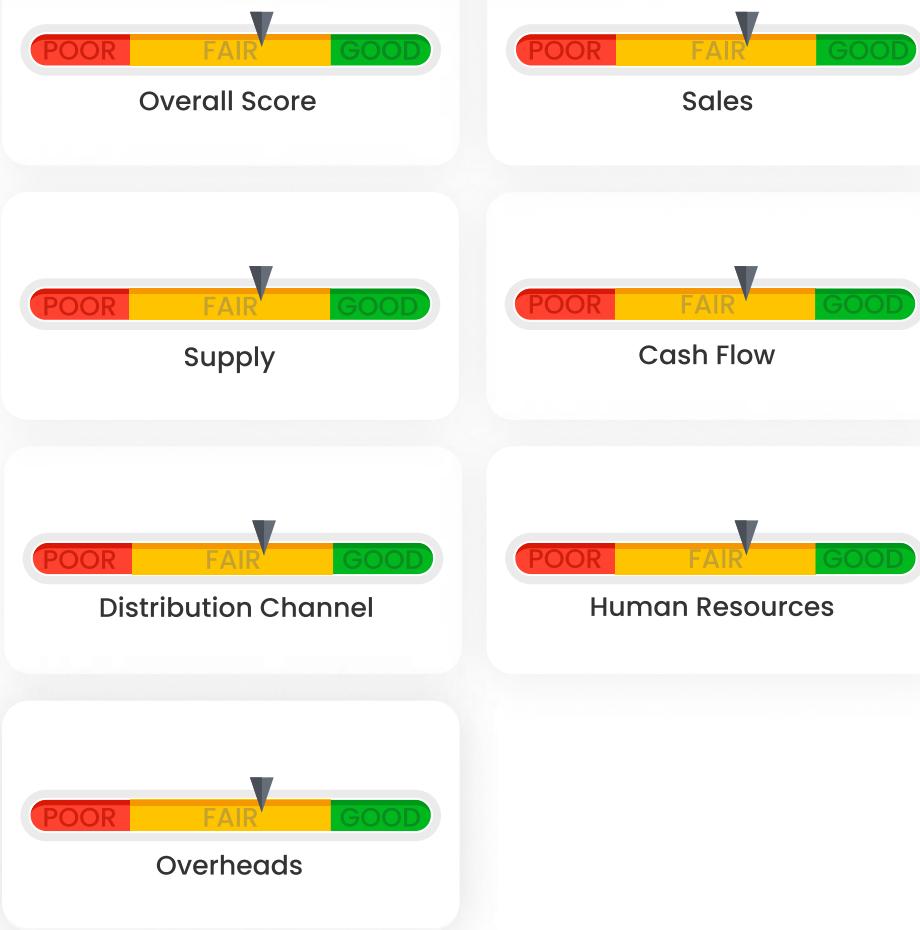
Module Builder
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▼ Access To Market(ATM)	Details	Goals	Content	Videos	Downloads	
Overall Module Module 1- Planning for Profitable Growth Module 2- Quick Profit Improvement Module 3- Improving Proposal Success Module 4- Analysing and Integrated Report Module 5- Developing a Value Proposition Module 6- Naming and Branding Module 7- Pricing for Profit Module 8- Access to Market Strategies Module 9- Innovation for Growth Module 10- Structuring the Offer Module 11- Building a Purpose Driven Brand Module 12- Reinventing Yourself	VI Planning for Profitable Growth 	Ep 1 Getting From Business idea to Business Model 	Ep 2 Visualizing Your Business Model 	Ep 3 Prototyping 	Ep 4 Navigating Your Environment 	Ep 5 Proving it 

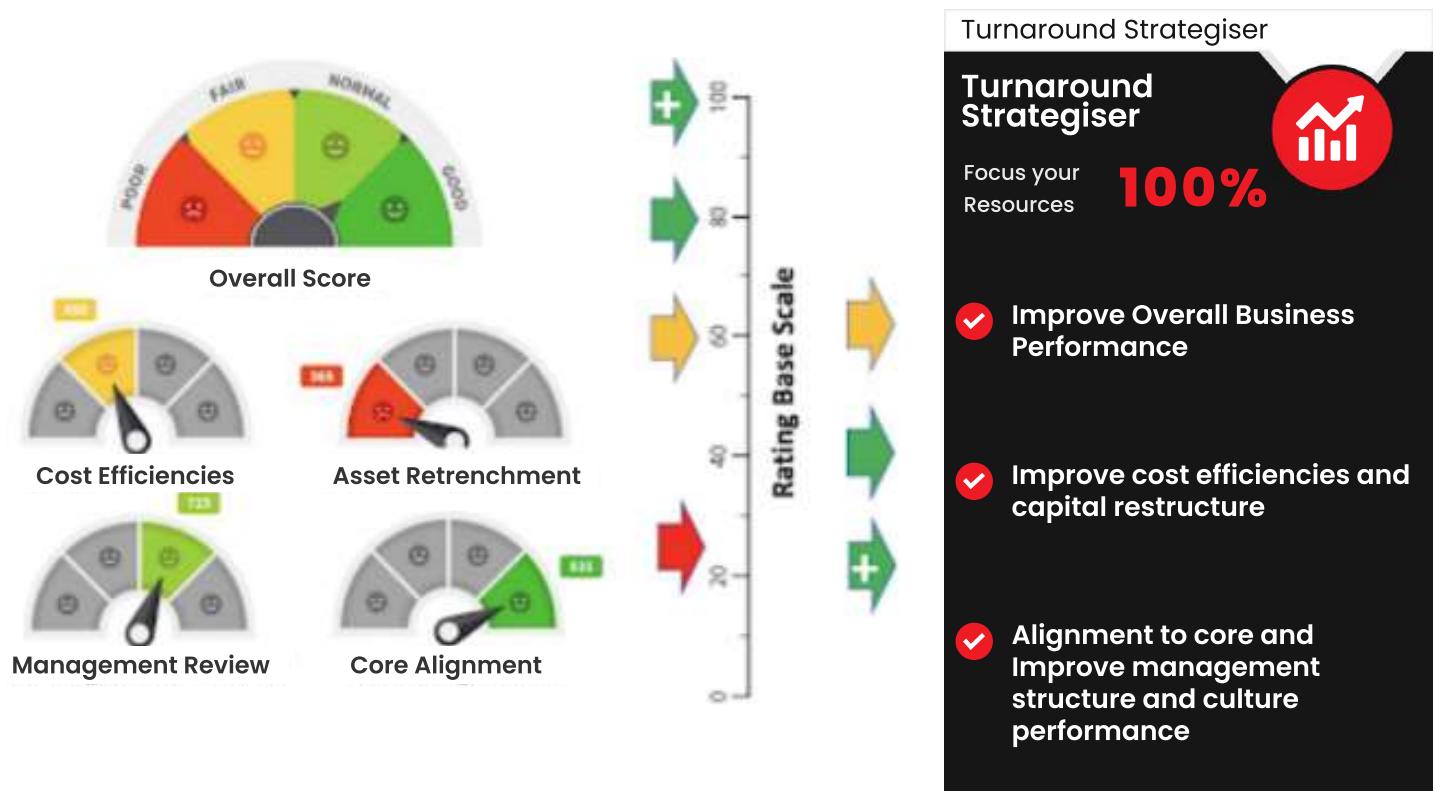
TURNAROUND STRATEGIES

This highly specialised diagnostic is aimed at discovering why your customers business might be failing. It provides a detailed benchmark with step by step guide to turn the business around.

10 Stage Business Turnaround DIAGNOSTIC 2



The survey and report are based on research gathered over the last 20 years studying more than 1300 business turnaround programs. The results will help you as a business owner to strategize and execute a successful turnaround plan. Its easy online access and 100% confidentiality ensures you can easily establish what is needed to detail actions to get your business back on track and growing above that of your industry peers.



This report and results represent a collection of existing turnaround studies aimed at leveraging best practice insights gained together with the results from your survey. The report combined your results with the insights gained by Richard Schoenberg from Cranfield University that primarily investigates business turnaround. The research investigated 1300 businesses to synthesize the lessons available for businesses operating in today's challenging economic environment.

CONTENT-ORIENTATED STRATEGIES

Cost Efficiency Strategy (9 Questions) (Total Score 29)

The most prolific turnaround strategy implemented by firms is the pursuit of cost efficiencies. Cost efficiencies include a varied range of actions, which can all be characterised as "belt-tightening" or "fire-fighting", with the aim of producing "quick-wins" in order to either stabilise finances in the short-term until more complex strategies are devised or to quickly improve cash flow. Cost efficiency measures are frequently the first step in any recovery strategy as they can be quickly implemented, may have an almost immediate effect, and generally require little or no capital or resource outlay.

The most commonly reported cost efficiencies include reducing R&D, collecting and reducing accounts receivable, cutting inventory, stretching accounts payable, reducing marketing activity, and eliminating pay increases.

These were frequently accompanied by financial restructuring such as a reworking of the firm's capital structure so as to relieve pressure from debt repayments. This included adjusting wage incentives, tighter stock control, financial and capacity controls and investment in a new plant to enable greater efficiencies and streamlined processes.

Asset Retrenchment (2 Questions) (Total Score 7)

Asset retrenchment is often pursued in concert with, or immediately following a cost-efficiency drive. An asset retrenchment strategy is where areas of the firm that are underperforming are appraised to determine if efficiencies can be made, or whether it is best to divest the asset completely rather than allowing it to continue operating at a weaker level than the rest of the firm. Some studies indicated that retrenchment was implemented only if cost efficiency strategies did not have enough impact to stabilize the firm's finances, although in the majority of cases it is the natural second step following cost efficiencies.

The usefulness of asset retrenchment as a component of a turnaround strategy depends on the firm's ability to generate cash flow from any disposal. It is often assumed that this will be the case, yet there can be significant difficulties surrounding simple disposal and cash generation due to asset specificity, liquidity in the secondhand market, and exit barriers. Similarly, where asset retrenchment involves the disposal of aging assets and their replacement with new, state-of-the-art counterparts, for example investing in new plant, equipment, or technology, careful assessment is obviously required to ensure that the efficiency savings will more than cover the investment and implementation costs.

Focus on Core Business Strategy (3 Questions) (Total Score 12)

A focus on the firm's core activities is a further turnaround strategy repeatedly identified in the literature and frequently enacted in parallel with asset retrenchment. This strategy entails determining the markets, products, and customers that have the potential to generate the greatest profits and refocusing the firm's activities in these areas. Successful turnarounds have been associated with a focus on product lines for which the firm is best known, customer segments that are particularly loyal or less price-sensitive and areas where the firm has distinct competitive strength.

The firm may also return to activities for which it was well known in the past. In conjunction with this it may be necessary for the firm to undertake a redesign or restructuring to align itself more effectively with its core purpose, entailing the rationalisation, divestment or closure of operations, products or assets that do not fit with this purpose. This retrenchment can also serve to free up scarce marketing and operational and financial resources for reinvestment in the chosen core activities, including appropriate acquisitions where specific further capability is required.

To reinforce the importance of a focus on the core, some studies explicitly warn that following a strategy with "no distinguishing characteristics, hence qualifying as a piecemeal approach" is unlikely to lead to a successful recovery. Focus allows the firm to develop a clear competitive strategy in its chosen core activities. The study found that this was frequently achieved through an increased focus on marketing, employing initiatives to improve customer understanding, build closer customer relationships, increase the number of marketing channels and optimise after-sales service and employ cost-effective advertising.

A number of reasons have been given for this view. First, the existing TMT will have had a set of beliefs on how the firm should be, which had to be incorrect since they had led the firm to its current position (Hofer, 1980). Second, senior managers may reject arguments and evidence if it highlights they have made poor prior decisions, and therefore new TESTS are necessary to enable the firm to focus on new strategies and, finally, different managers have different skills and those that delivered the firm to its present position may not be suitably skilled for leading the turnaround.

It may be necessary to effect a change in culture to challenge past beliefs and taken for granted assumptions, which may no longer be relevant to the changed environment the firm is facing; only then can historic operating routines be abandoned and new employee behaviours adopted (Stopford). When the CEO and TMT challenged past beliefs, it acted as a signal to employees that this behaviour was acceptable and led to the generation of innovative solutions that would not have otherwise been possible. Signaling was also found to be part of the culture change turnaround strategy because it indicated a transition from the old way of behaving to the new way for the firm to move forward. The collection and dissemination of up to date market information, reflecting the new realities of the marketplace, was one of the ways in which historic beliefs were challenged. Overall, the literature emphasises that in implementing turnaround strategies managers should remember that it is not just the systems or structures that need to change, but the behaviour and attitudes of the individuals too, and that acknowledging and respecting this is important for success.

BUILD FOR THE FUTURE

The literature reveals that a 'build for the future' strategy typically and logically follows the implementation of the three strategies discussed above. This phase is entered when the immediate crisis has passed, and the financial position has stabilised. Build for the Future is aligned with a recovery phase of the turnaround process. This recovery should naturally be undertaken in a cautious and considered manner and will often be embarked upon as a growth strategy from the strong core focus that the firm has developed. It is about positioning for long-term growth rather than short-term day-to-day survival.

In this phase firms tended to follow an entrepreneurial driven reconfiguration of assets, leveraging existing resources to broaden the product line or enter new geographic territories. The Build for the Future strategy has been seen as "re-complicating the business" by adding back some of the complexity removed during cost-cutting and retrenchment.

It has been argued that a turnaround is only successfully completed when the firm in question has been left with the capacity for self-renewal, so as to be agile in responding to changing circumstances in the future. It is the ability of the firm to replenish and renew and is described as the hardest stage to attain since it is difficult to maintain momentum in keeping the firm agile enough to transform and not allowing it to get "stuck" in its current position or revert to a "usual" way of operating.

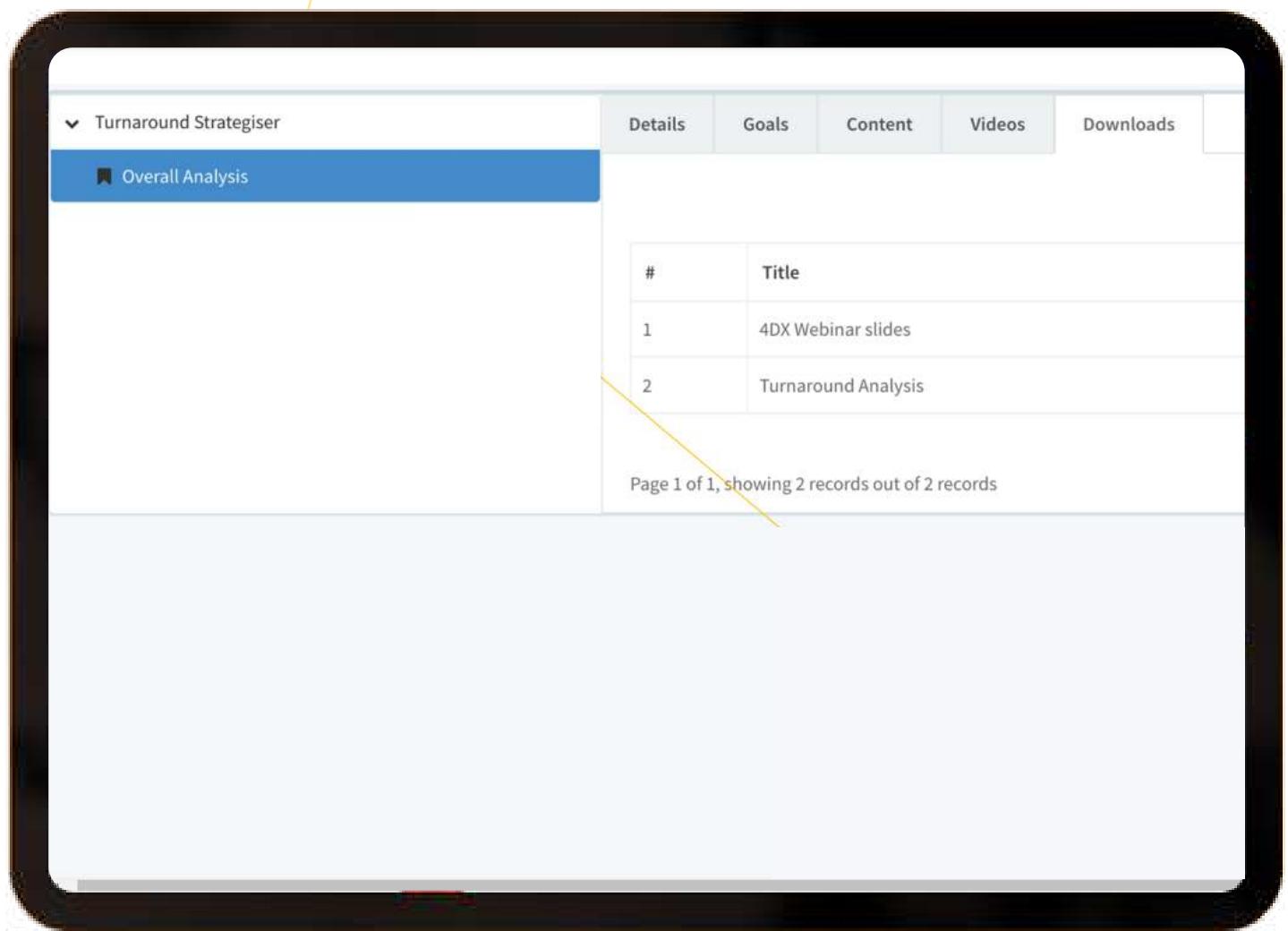
Total Score is: 40

If your score is between 0 and 25 you have many opportunities to improve performance and structure a turnaround strategy by focusing on low scoring questions. Your score indicates a high degree of success if you follow the three strategies indicated i.e. cost efficiency, asset retrenchment, focus on core, management review and Build for the Future.

If your score is between 26 and 45 you have few opportunities to improve performance and structure a turnaround strategy by focusing on low scoring questions. Your score indicates a medium degree of success if you follow the three strategies indicated i.e. retrenchment focus on core management review and Build for the Future.

If your score is greater than 45, congratulations you seem to have all the important aspects covered. If your business is still not performing as expected then we suggest a relook at your market, sales and financial performance using either the Business Builder or Growth Accelerator.

Each of the diagnostic programs come with Goal setting, content, videos and all the tools you will need to work with your customer on a month to month basis



The screenshot shows a software application window with a dark theme. At the top, there's a navigation bar with tabs: Details, Goals, Content, Videos, and Downloads. Below this, a dropdown menu is open, showing 'Turnaround Strategiser'. Underneath the dropdown, a blue-highlighted section is labeled 'Overall Analysis'. To the right of this, a table lists two items:

#	Title
1	4DX Webinar slides
2	Turnaround Analysis

At the bottom of the table area, a status message reads "Page 1 of 1, showing 2 records out of 2 records". A yellow arrow points from the text "you will need to work with your customer on a month to month basis" in the red box above to the "Turnaround Analysis" item in the table.

GROWTH ACCELERATOR

This highly strategic business diagnostic provides you and your customer with a strategic blueprint to scale the business and ensure sustainability

Target Overall Maturity +1

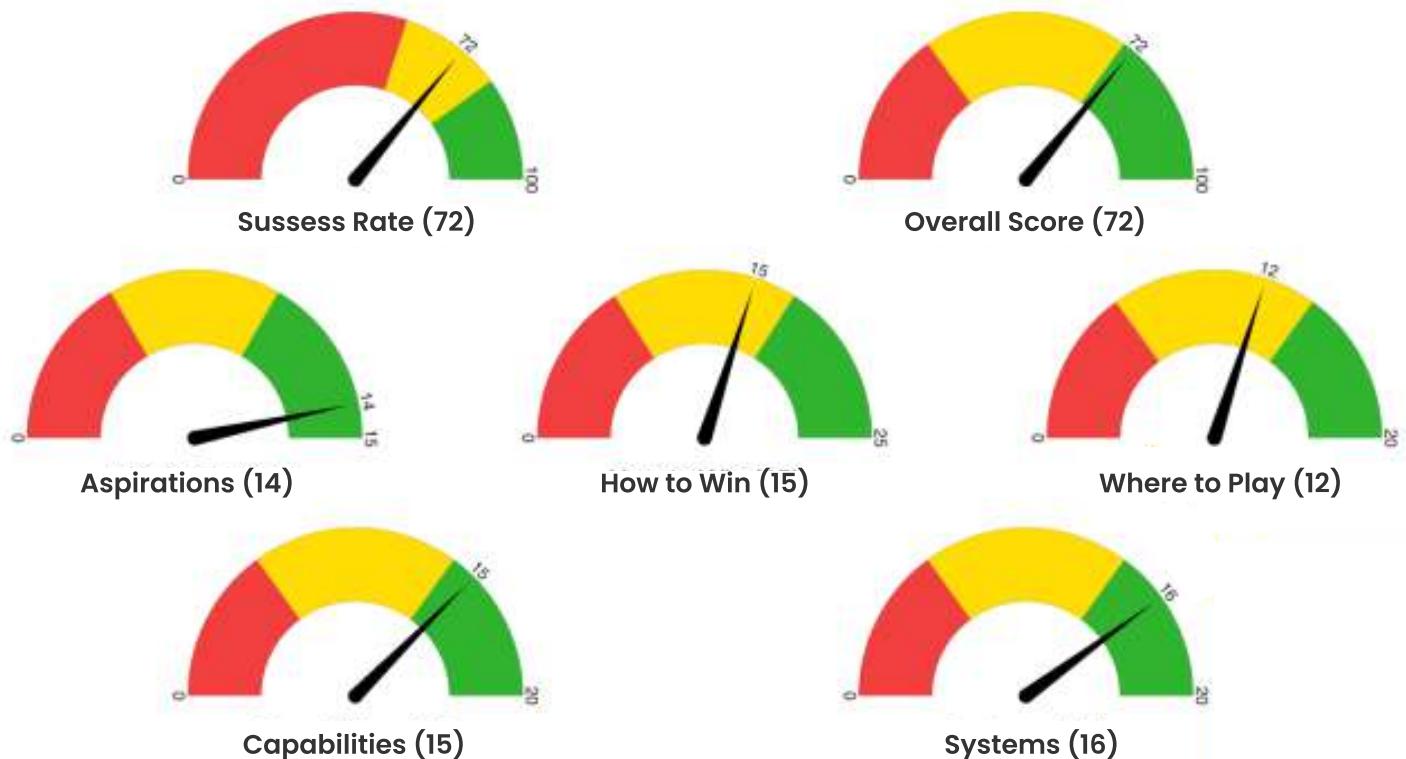
Your Success Blueprint!

5 Pillars Business Maturity DIAGNOSTIC 3



BUSINESS SUCCESS ANALYSIS

Take the guess work out of structuring development plans for your customer. The dashboard provides clear indicators of where to improve and where to leverage existing capabilities.

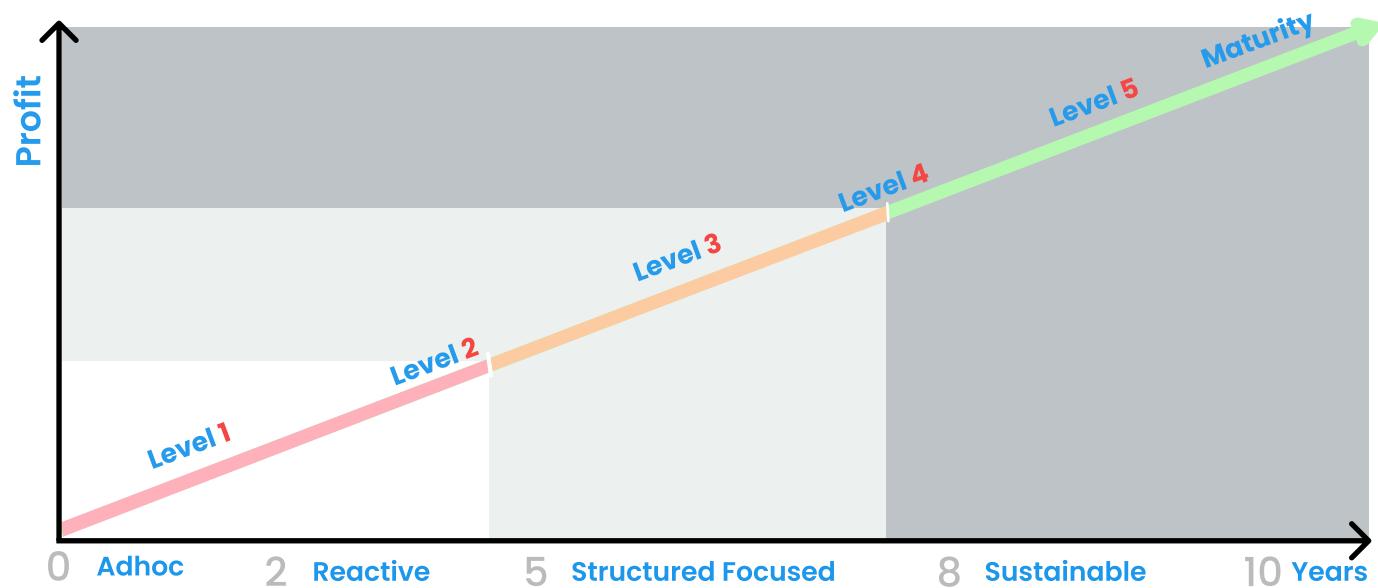


Are you running or managing a business with a high future success rate and sustainable competitive advantage? Are you looking for a plan to shift your business in the right direction? Just complete our survey via our website and we will show you how! This survey, whilst not complicated, will need you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

Are you ready to take your business to the next level ?

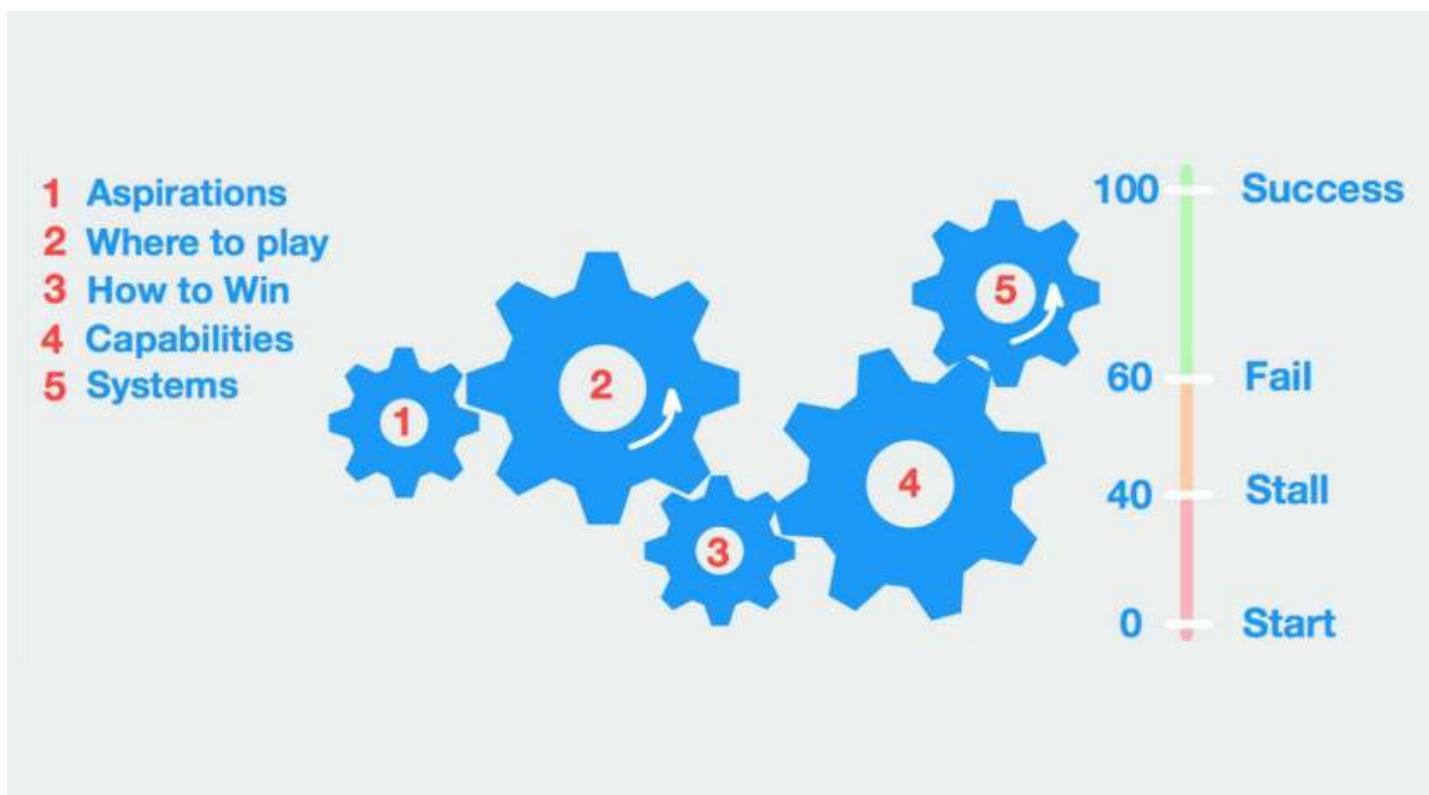
The Growth Accelerator Analysis process is aimed at accurately predicting the success of your business and what needs to be improved to increase its future success rate and performance. The analysis forms the foundation for not only a detailed assessment of all your major business competitiveness and performance areas but at the same time benchmarks and plots customised and dynamic improvement intervention stages and key results that can be achieved.

Below, the main measures we are going to ultimately evaluate your business on i.e. maturity over time related to how much profit you are generating. The objective being to increase maturity and profits while building a business capable of sustainable growth over 10 years Maturity Level.



In order to achieve this we will be evaluating the business against 5 broad focus areas that will indicate the strength of your current strategy to support the growth and development. We will be reviewing the competitiveness of your strategy and looking to see if your business is aligned to effectively execute the strategy.

The areas that drive sustainable growth can be divided into 5 focus areas i.e. Aspirations – your vision for the business, Where to play – the markets and strategy you choose, How to Win – the activities that will ensure success, Capabilities – your businesses ability to execute, and Systems – are you automating for success and growth.



Success Rate Percentage : 77%

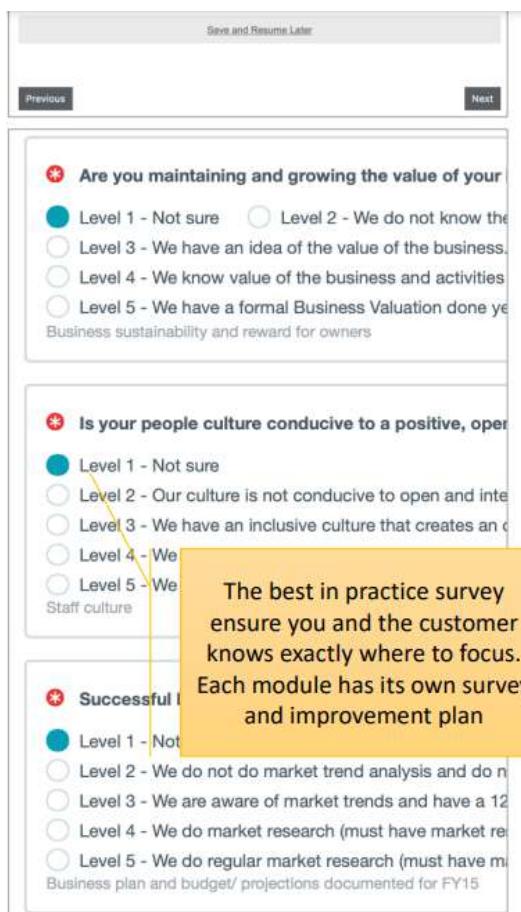
ASPIRATIONS

What is our winning aspiration? This choice refers to "the purpose of the enterprise".

Aspirations are where you want the business to go, what you want out of the business. The business needs to generate a return in the form of both returns on capital invested and remuneration. Stated aspirations in the form of a strategy or plan ensure clear communication and alignment of employees. Clarity and purpose create a culture in the business aligned with execution and delivery on business aspirations. In order to ensure this is achieved the business aspirations are translated into a business plan and linked to a budget.

The combined score for aspirations is 15 and the current score an indication of how the business is performing against all 3 areas. A higher score in this area results in better alignment and control with the ability to anticipate issues through forecasting.

The following actions are recommended to improve each of the areas:



Save and Resume Later

Previous Next

1 Are you maintaining and growing the value of your business?

- Level 1 - Not sure
- Level 2 - We do not know the value of the business.
- Level 3 - We have an idea of the value of the business.
- Level 4 - We know value of the business and activities
- Level 5 - We have a formal Business Valuation done yearly

2 Is your people culture conducive to a positive, open and inclusive environment?

- Level 1 - Not sure
- Level 2 - Our culture is not conducive to open and inclusive environments
- Level 3 - We have an inclusive culture that creates an open environment
- Level 4 - We have an open culture that creates an inclusive environment
- Level 5 - We have an open and inclusive culture

3 Is your business plan and budget/ projections documented for FY15?

- Level 1 - Not documented
- Level 2 - We do not do market trend analysis and do not have a 12-month forecast
- Level 3 - We are aware of market trends and have a 12-month forecast
- Level 4 - We do market research (must have market research documented)
- Level 5 - We do regular market research (must have market research documented)

Business sustainability and reward for owners – Requires a valuation analysis and a review of the business model. This will indicate the profitability and viability.

Staff Culture – Requires a culture analysis and diagnostic aimed at improving performance and overall resource alignment .

Business plan and budget/ projections – Requires the development of a business plan indicating forecasts and budget.

The best in practice survey ensure you and the customer knows exactly where to focus. Each module has its own survey and improvement plan

WHERE TO PLAY

Where will we play? This second choice identifies specifically where the product or company will compete.

Where to Play, focuses the business on what market the business wants to target and the customer segments you want to link your products and services to. In order to ensure effective positioning the current work in progress needs to be analyzed and optimized. A strategy needs to be developed detailing growth, innovation level and funding required. Where to Play needs to be supported by a strong marketing and sales plan that ensures detailed planning.

The following scores indicate your current ability to deliver against these objectives. Each focus area is rated out of 5 indicating the current maturity levels.

The combined score for aspirations is 20 and the current score an indication of how the business is performing against all 4 areas. A higher score in this area results in a winning strategy delivering more customers and more sales.

The following actions are recommended to improve each of the areas:

Score and Resource Later	
Previous	Next
<p>* The strength and diversity of your WIP is a measure of your current performance.</p> <ul style="list-style-type: none"> <input checked="" type="radio"/> Level 1 - Not sure <input type="radio"/> Level 2 - We do not have sufficient work in progress <input type="radio"/> Level 3 - We have sufficient work in progress and a basic analysis and plan in place to implement Lean <input type="radio"/> Level 4 - We have more than double work in progress (analysis and plan) in place to implement Lean <input type="radio"/> Level 5 - Work in progress and the order book number of work in progress 	
<p>* We have developed a marketing plan that delivers leads and customers.</p> <ul style="list-style-type: none"> <input checked="" type="radio"/> Level 1 - We do not actively market our business and have no marketing plan <input type="radio"/> Level 2 - We do some marketing and have a basic marketing plan <input type="radio"/> Level 3 - We have a basic marketing plan, website and some leads <input type="radio"/> Level 4 - We have a strategic marketing plan based on market research and leads <input type="radio"/> Level 5 - We have strategic marketing plan that aligns with our business strategy and growth 	
<p>* We have developed a high growth plan by strategy.</p> <ul style="list-style-type: none"> <input checked="" type="radio"/> Level 1 - We have experienced a growth decline year on year <input type="radio"/> Level 2 - Our revenues and growth rates are flat year on year <input type="radio"/> Level 3 - Our revenues are growing by 10% to 20% <input type="radio"/> Level 4 - Our revenues are growing above 30% and our market share is increasing <input type="radio"/> Level 5 - We are growing rapidly based on next level Growth Strategy 	

- 1 Work In Progress** – Requires WIP Analysis linked to budget LEAN Process implementation resulting in an increased WIP value and leaner operations.
- 2 Growth Strategy** – Requires development of a focused growth strategy resulting in growing revenues by more than 30% year on year.
- 3 Marketing Strategy** – Requiring the development of a marketing strategy leading to more leads and more customers.
- 4 Sales Plan** – requiring a sales performance review and improvement process together with a sales plan linked to converting marketing leads delivering improved sales, deal size and conversion rates.

CAPABILITIES

What capabilities must be in place? The task here is to define the activities and competencies that support the where-to-play and how-to-win choices.

In order to effectively deliver the business strategy, it is imperative that the businesses capabilities are optimized and aligned through effective task management i.e. Mature project management. The businesses ability to consistently deliver services and product must be optimized through business process optimization. It is critical that the delivery meets the highest standards of quality. Overall business delivery and scheduling needs to be measured with a dashboard and BSC.

The following scores indicate your current ability to deliver against these objectives. Each focus area is rated out of 5 indicating the current maturity levels.

The combined score for aspirations are 25 and the current score an indication of how the business is performing against all 5 areas. A higher score in this area results in improved operational performance and service delivery.

The following actions are recommended to improve each of the areas:

Save and Review Later	
Previous	Next
<p>1 Do you feel in control of the day-to-day activities?</p> <ul style="list-style-type: none"> <input checked="" type="radio"/> Level 1 - Organizations are characterized by a tendency to react to changes in the environment. <input type="radio"/> Level 2 - We are too busy to cope with all the daily tasks. <input type="radio"/> Level 3 - We link our activities to the strategic objectives. <input type="radio"/> Level 4 - All tasks are linked to strategic objectives. <input type="radio"/> Level 5 - We plan all initiatives in line with the strategic objectives. <p>Organisation and scheduling</p>	
<p>2 Our consistent business processes ensure regular improvements.</p> <ul style="list-style-type: none"> <input checked="" type="radio"/> Level 1 - Processes are usually ad hoc and the organization reacts to opportunities. <input type="radio"/> Level 2 - We handle each opportunity, customer request or problem individually. <input type="radio"/> Level 3 - Most High level processes are documented. <input type="radio"/> Level 4 - All our critical processes are documented. <input type="radio"/> Level 5 - Process improvements to address common causes of variation are made. We are ISO certified. All processes and SLAs are linked. <p>Consistency of business processes</p>	
<p>3 Are you actively and dynamically measuring the quality of job delivery?</p> <ul style="list-style-type: none"> <input checked="" type="radio"/> Level 1 - Not sure <input type="radio"/> Level 2 - We do not have formal processes or measures in place. <input type="radio"/> Level 3 - We track and manage all our products and services. <input type="radio"/> Level 4 - We apply TQM targeted towards meeting customer requirements. <input type="radio"/> Level 5 - We manage the totality of features and characteristics. <p>Quality of job delivery</p>	

- 1 Organization and Scheduling** – requires the development of a tracking and tracing mechanism in the form of a dashboard. We recommend incorporating the balanced scorecard. Project management maturity assessment with an improvement plan linked to ensure improved delivery and faster time to market and scheduling of projects.
- 2 Consistency of Business Processes** – to have process improvements to address common causes of process variation and measurably improve the organization, processes are identified, evaluated, and deployed.
- 3 Quality of Job Delivery** – requiring the implementation of the total quality management process aimed at defining, measuring and improving quality.
- 4 Job Management and Project Delivery** – requiring the maturity rating of the current project management with the aim to increase delivery, predictability and capability.

HOW TO WIN

How will we win? This question must be answered with a clear value proposition and a path to competitive advantage.

In order to shift your business from playing not to lose to playing to win you have to ensure that financial performance is aggressively reported and measured. The business needs to deliver on budget and as per forecast. Staff performance needs to be measured and improved in line with the business strategy.

Playing to win requires a more aggressive approach and this requires a risk profile monitored to ensure preemptive risk management. Playing to win requires the execution of the strategy and 100% alignment of customer service and delivery processes.

The following scores indicate your current ability to deliver against these objectives. Each focus area is rated out of 5 indicating the current maturity levels.

The combined score for aspirations is 25 and the current score an indication of how the business is performing against all 5 areas, A higher score in this area results in improved financial management while at the same time de-risking the business and increasing customer satisfaction.

The following actions are recommended to improve each of the areas:

Data and Resource Layer	
Business	Financial
<p>* Are your expectations regarding the financial performance?</p> <ul style="list-style-type: none"> <input checked="" type="radio"/> Level 1 - We are not able to cover all costs and do not have financial management reports available <input type="radio"/> Level 2 - We are able to cover all costs and financial management reports are available <input type="radio"/> Level 3 - We are meeting all financial obligations and financial management reports are available <input type="radio"/> Level 4 - Our financial performance is above financial management reports are available <input type="radio"/> Level 5 - We have financial management reports and financial performance 	
<p>* People are key to driving business performance</p> <ul style="list-style-type: none"> <input checked="" type="radio"/> Level 1 - Not sure <input type="radio"/> Level 2 - We do not have formalised structures or job descriptions <input type="radio"/> Level 3 - We have basic job descriptions detailing roles and responsibilities <input type="radio"/> Level 4 - Detailed Job descriptions are in place and personnel <input type="radio"/> Level 5 - Detailed Job descriptions are in place and have succession plans in place and have formal development plans 	
<p>* Do you have an active process within the business?</p> <ul style="list-style-type: none"> <input checked="" type="radio"/> Level 1 - Not sure <input type="radio"/> Level 2 - We do not perform any market analysis and have no risk management <input type="radio"/> Level 3 - We do basic market analysis and identify key risks <input type="radio"/> Level 4 - We perform quarterly internal and external market analysis <input type="radio"/> Level 5 - We perform quarterly internal and external market analysis and have a formal risk management 	

- 1 Financial Performance** – requiring a financial management model that will, in turn, improve profitability and sustainability.
- 2 Employee Performance** – requiring employee survey and alignment resulting in increased improved execution and delivery.
- 3 Risk Management** – requiring a risk review and mitigation plan improving our risk response and overall risk.
- 4 Strategy** – requiring the formulation of a strategy aimed at improving competitive positioning. This will refocus the business on taking market share and winning against competitors.
- 5 Customer Service** – requiring a customer satisfaction survey and end to end customer service process review with the aim to increase customer service and retention.

SYSTEMS

What management systems are required? Likewise, strategists must define the systems, structures and measures required to support the choices. This framework can be applied at all levels of the company, including the organization level or strategic group.

Business systems must be implemented to automate the delivery and tracking of all aspects on business. Specific focus must be given to financial systems as this will result in more free cash flow. Creditor payments need to be improved and automated. Automation and optimization need to be done, focused on the end to end order to cash process, as this is the most critical process in the business.

The following scores indicate your current ability to deliver against these objectives. Each focus area is rated out of 5 indicating the current maturity levels.

The combined score for aspirations is 20 and the current score an indication of how the business is performing against all 4 areas. A higher score in this area indicates automation level and effectiveness of billing and collection processes resulting in more free cash flow.

The following actions are recommended to improve each of the areas:

Score and Review Letter	
Previous	Next
<p>1 Are your customers meeting your payment terms</p> <ul style="list-style-type: none"> <input checked="" type="radio"/> Level 1 - Our Billing and Invoice management process <input type="radio"/> Level 2 - Our Billing and Invoice management process <input type="radio"/> Level 3 - We have streamlined our billing and invoicing process <input type="radio"/> Level 4 - Our billing and invoicing system is fully automated <input type="radio"/> Level 5 - We have an accounting department with full responsibility for Billing, invoicing and debtor management 	
<p>2 Consistent business systems ensure regularity of operations</p> <ul style="list-style-type: none"> <input checked="" type="radio"/> Level 1 - We do not have systems in place with adherence to standards <input type="radio"/> Level 2 - We have basic systems in place ensuring adherence to standards <input type="radio"/> Level 3 - We have basic systems in place ensuring full adherence to standards <input type="radio"/> Level 4 - Precise measurements, management can make informed decisions <input type="radio"/> Level 5 - Continually improving system performance and consistency of business systems 	
<p>3 Cash flow is the blood in the veins of your business</p> <ul style="list-style-type: none"> <input checked="" type="radio"/> Level 1 - We do not have enough cash flow and have to borrow to cover costs <input type="radio"/> Level 2 - We sometimes need to borrow to cover costs <input type="radio"/> Level 3 - We consistently cover all our costs and have some cash left over <input type="radio"/> Level 4 - We consistently cover costs and growth in revenue <input type="radio"/> Level 5 - We have a large reserve and actively re-invest in cash flow 	

- 1** **Billing, Invoicing, and Debtor Management** - requiring automation and reporting capabilities to ensure increased free cash flow.
- 2** **Consistency of Business Systems** - requiring analysis and automation of the order to cash process resulting in improved delivery capability.
- 3** **Cash Flow** - analysis and measuring of key ratios resulting in improved cash flow automated accounting processes.
- 4** **Creditor Payments** - requiring automation and tracking of the payment process resulting in improved supplier relationships and credit ratings.

Your Score out of 100

:56

Success Rate Percentage

:56

**Less than
30**

Chances are it's time for some significant "surgery". A performance review or other such options, including restructure, turnaround plan with focus on financials and sales planning, may need to be considered.

**Less than
29 %**

Aspirations (15) - What is our winning aspiration? This choice refers to "the purpose of the enterprise",

:0.60

**Between
30 and 60**

Chances are you'll 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.

**30% to
29 %**

Aspirations Percentage

:4.00

**Between
60 and 70**

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 next level growth planning.

**40 % to
65 %**

Where will we play (20) - This second choice identifies specifically where the product or company will compete.

:0.60

**Greater
than 70**

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

**Greater
than 65%**

Where to play Percentage

:2.50

How will we win (25) - This question must be answered with a clear value proposition and a path to competitive advantage

:0.60

How to Win Percentage

:2.40

Capabilities Percentage

:2

What management systems are required (20) - strategists must define the systems, structures and measures required to support the choices. This framework can be applied at all levels of the company, including the organization level or strategic group

:2

Business		Typical Owner Profile
Status	Playing to Win:	Promotion-Focused

Status
Playing to Win:
Typical Owner Profile

Your business is positioned for success. You might not have clear goals to create a path for gain or advancement nor detailed strategy, but you are clear on your core purpose.

You see goals as creating a path to gain or advance and concentrate on the rewards that will accrue when they are achieved. Positioning – eager and playing to win. You are comfortable taking chances, like to work quickly, dream big and think creatively .

**Score more
than 64%**

You have an opportunity to take your business to the next level by taking time to develop a rigorous strategy. Score your winning aspirations through already well aligned business processes and systems.

Unfortunately, all that chance taking, speedy working, and positive thinking makes these businesses more prone to error, less likely to think and plan things through, and usually unprepared with a plan B if things go wrong. That's a price these businesses are willing to pay. The worst thing is a chance not taken, a reward unearned, a failure to advance.

Calculated risks can be taken to ensure you maximise your product market fit, if not already invested in a business consulting initiative to define next level winning aspirations and strategy.

Systems Percentage

:2

Playing not to Lose
Prevention-Focused

Your business still faces failure as a possibility, either short or long term due to the way it is structured and the way you drive strategy.

You see goals as responsibilities and concentrate on staying safe. Management teams worry about what might go wrong if the don't work hard enough or aren't careful enough. They are vigilant and play to not lose, to hang on to what they have and to maintain the status quo. They are often more risk-averse, but their work is also more thorough, accurate, and carefully considered.

What capabilities must be in place(20) - The task is to define the activities and competencies that support the where-to-play and how-to-win choices

:2.55

Market and growth opportunities are not pursued due to low appetite for risk. If your score is 0%, your vision and core purpose is not driving your organisation.

Current Maturity levels

:3

**Score 0%
to 64%**

You need to develop a strong strategy defining what winning looks like while at the same time developing a strong marketing strategy and sales plan. Resourcing and delegation might need review as management structures can limit growth. Business systems and core capabilities need planning and alignment to the winning aspirations.

To succeed, they work slowly and meticulously. They aren't usually the most creative thinkers, but they may have excellent analytical and problem-solving skills. While the promotion minded businesses generate lots of ideas, good and bad, it often takes a more prevention-minded focus to tell the difference between the two.

Valuation with score <30

:195222

Each module has its own specialized tools that enable you to work with the customer in your monthly sessions. Each tool provides clear improvement steps for your customer to implement.

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Growth Accelerator	Details	Goals	Content	Videos	Downloads
Aspirations					
Where to Play					
Capabilities	# Title				
How to Win	1 Growth Strategy Analysis		Analysis Track		
Systems	2 Shareholder Value Analysis		Analysis Track		
Overall Score	3 5 Year Financial Plan		Analysis Track		
	4 Presentation Linking Culture to Strategy				
	5 Culture Linkage to Strategy				
	6 Management Culture Analysis		Analysis Track		
	7 Culture Analysis		Analysis Track		
Page 1 of 1, showing 7 records out of 7					

Gain access to highly specialized tools that ensure you can deliver to businesses of all sizes from small to large.

100 points are divided and allocated against the relevant statement according to how strong you feel that element represents the current "way we do things"

I rated this output low as I feel the current organizational culture does not create a personal place like an extended family.

While I feel that we state we have an entrepreneurial environment, I don't feel all our actions support that claim.

I feel that this statement closely matches the current culture therefore have allocated the highest points.

We have a fair amount of control and some degree of red tape but not more than would be expected.

Example	
Nov	Preferred
10	30
20	30
50	30
20	10
100	100

Again, points are allocated but this time you allocate more points against those statements you feel we should have more of

In this case I have increased the points as I feel we need to be more people orientated.

Same as above, I have increased to ensure we create an environment where innovation can grow.

In our case we most probably focus too much on this element and therefore I have allocated less to this statement and used points to increase the "people" statement.

Again, I have dropped the points in this case as I feel we should have some degree of governance but not so much that it blocks innovation.

The above is just an example – you can split the 100 points however you feel . We have kept it simple and not split lower than 10 for this case although you will find that other statements are harder to decide as they seem equal and in that case you can allocate 5 more than the other.

Hierarchy

Managing Acculturation	1	1	1	1	1	5
Managing the Control System	1	1	1	1	1	5
Managing Coordination	1	1	1	1	1	5

Market

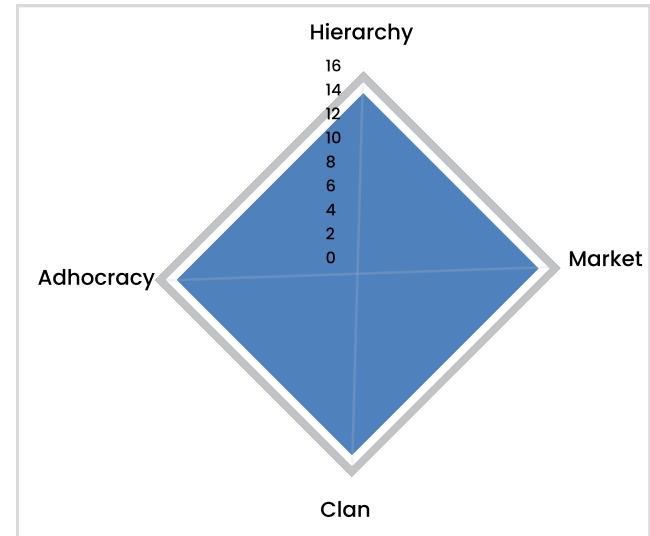
Managing Competitiveness	1	1	1	1	1	5
Energising Employees	1	1	1	1	1	5
Managing Customer Service	1	1	1	1	1	5

Clan

Managing Teams	1	1	1	1	1	5
Managing Interpersonal Relationships	1	1	1	1	1	5
Managing Development of Others	1	1	1	1	1	5

Adhocracy

Managing Innovation	1	1	1	1	1	5
Managing the Future	1	1	1	1	1	5
Managing Continuous Improvement	1	1	1	1	1	5



Your customer uses his own login details to watch videos and prepare for your monthly development sessions with him.

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User Icon
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▼ Growth Accelerator	Details	Goals	Content	Videos	Downloads
<ul style="list-style-type: none"> ■ Aspirations ■ Where to Play ■ Capabilities ■ How to Win ■ Systems ■ Overall Score 	Details	Goals	Content	Videos	Downloads
	 5 Year Plan	 Culture Survey Master	 Management Culture Analysis		
	 OCAI Culture Model				

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▼ Growth Accelerator	Details	Goals	Content	Videos	Downloads
<ul style="list-style-type: none"> ■ Aspirations ■ Where to Play ■ Capabilities ■ How to Win ■ Systems ■ Overall Score 	Details	Goals	Content	Videos	Downloads
	# Title				
	1 World Class Marketing Assessment Analysis Track				
	2 Growth Planning System				
	3 Growth Planning System Linkage				
	4 Demand Generation Maturity Assessment Analysis Track				
	5 Website Maturity Assessment Analysis Track				
	6 Lead Generation Maturity Assessment Analysis Track				



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World Class Marketing Assessment

DO NOT ENTER VALUES INTO THIS SPREADSHEET

Assessment

Criteria

Lead Generation

	Average Importance	Average Competency	GAPS
Lead Generation	3,8	1,7	●
Customer-Centricity	4,0	2,3	●
Sales Enablement & Support	4,7	3,0	●
Systems & Technology	4,7	3,2	●
Staffing & Management	4,0	3,0	●
Product Management	3,5	3,0	●
Strategy & Measurement	3,9	3,4	●
Strategic Communications	3,3	3,0	●
Average Totals	4,0	2,8	●

Customer-Centricity

Sales Enablement & Support

Systems & Technology

Staffing & Management

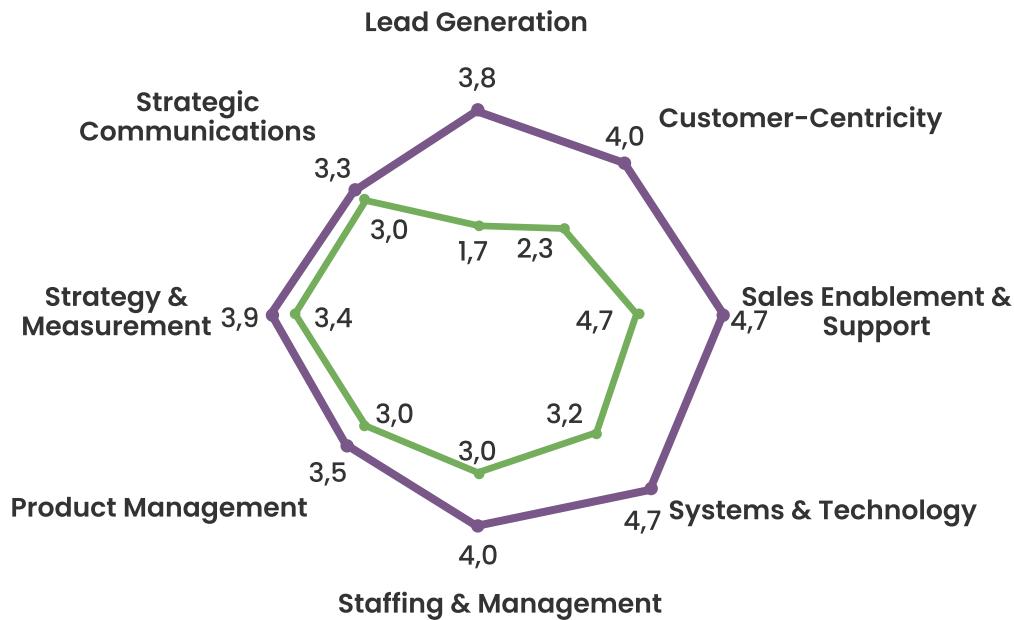
Product Management

Strategy & Measurement

Strategic Communications

Average Totals

Marketing Effectiveness Index & GAPS





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World Class Marketing Assessment

DO NOT ENTER VALUES INTO THIS SPREADSHEET

Effectiveness Drivers	Competency	Proposed Action Items	Training	Practical Resources		
Strategy & Measurement						
Marketing Plans	5	Use a methodology to document marketing strategy and product marketing plans.	Developing Marketing Strategy Workshop	Marketing Strategy Plan Methodology	Product Marketing Plan Methodology	Product Marketing Plan Training Course
Marketing Budgets	5	Use a Marketing Budget Template to develop a zero-based marketing budget.		Marketing Budget	Marketing Communications Budget	Product Development Budget
Brand Strategy	5	Use a Brand Assessment Tool to identify areas to improve your brand and document your branding strategy with a Brand Strategy Scorecard.	Brand Identity Workshop	Brand Assessment Tool	Brand Strategy Scorecard	Brand Loyalists Workshop
Dashboards, Scorecards, & Metrics	2	Use a key Marketing Metrics Dashboard to collect data on key metrics and build a marketing funnel to model and forecast.	CEO/CMO Relationship Workshop	Key Marketing Metrics Dashboard	Marketing Funnel Template	Sales & Marketing Executive Dashboard
Analytics	3	Use a Marketing Measurement Assessment to determine your capabilities to capture and analyze critical marketing & business data.	Bamers to Big Data Adoption Workshop	Marketing Measurement Assessment	Develop a Marketing Analytics Process Guide	Learning to Love Analytics Workshop
Prioritization	3	Use a prioritization tool to evaluate your projects based on strategic fit, economic impact and feasibility and do this prioritization exercise regularly.		Product Marketing Methodology	Project Management Template	Project Prioritization Tool



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Growth Accelerator	Details	Goals	Content	Videos	Downloads
Aspirations					
Where to Play					
Capabilities					
How to Win					
Systems					
Overall Score					

Page 1 of 1, showing 4 records out of 4

Growth Accelerator	Details	Goals	Content	Videos	Downloads
Aspirations					
Where to Play					
Capabilities	# Title				
How to Win	1 ISO Master Class				
Systems	2 ISO Readiness Survey				Analysis Track
Overall Score	3 ISO Readiness Presentation				
	4 Project Management Maturity Assessment				Analysis Track

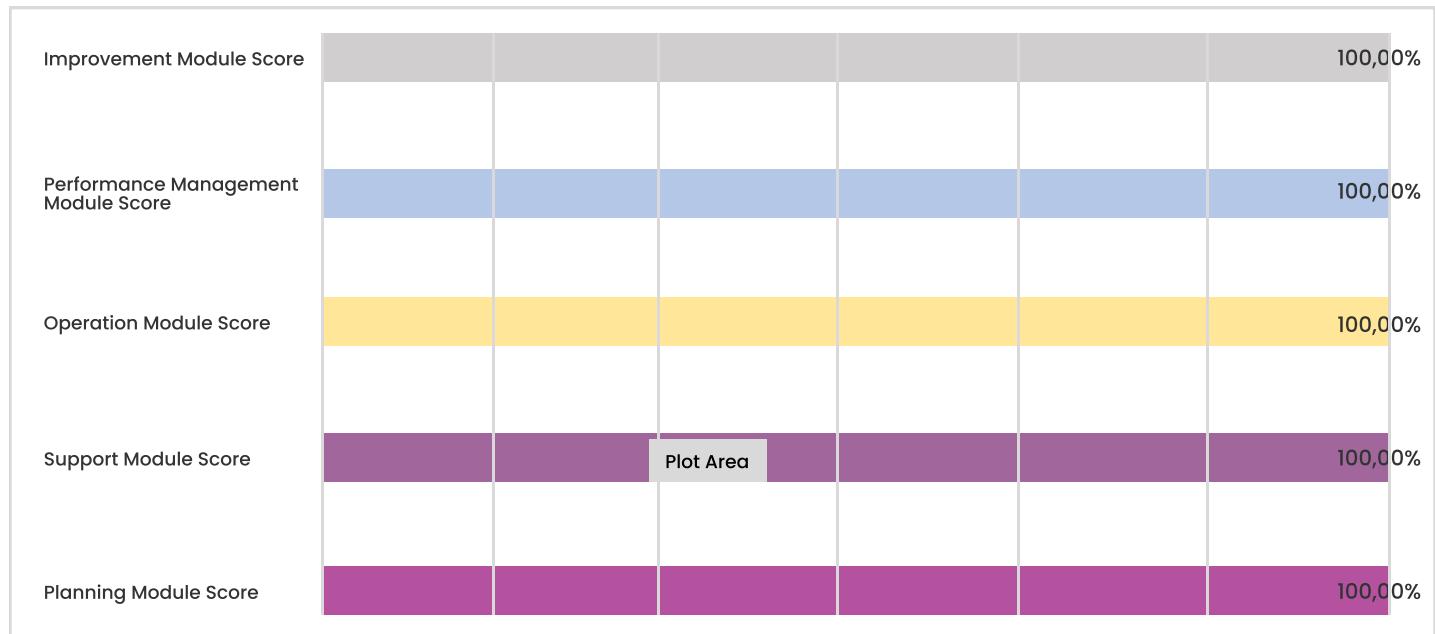
Page 1 of 1, showing 4 records out of 4



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ISO READINESS SURVEY OVERALL SCORE**100,00%**

Company Name:	Test This Survey (PTY) Ltd	RED=50% OR LESS
Contact Name:	Mr Writer	AMBER 51% -75%
Contact Number:	011-111-1111	GREEN 76% +
Date:	2022/05/20	

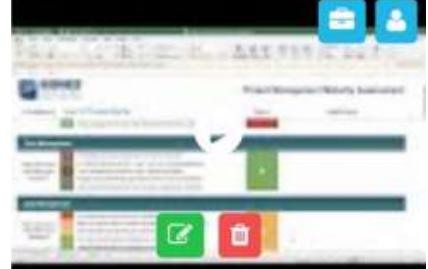
ISO READINESS SCORES

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Growth Accelerator	Details	Goals	Content	Videos	Downloads
Aspirations					
Where to Play					
Capabilities					
How to Win					
Systems					
Overall Score					


ISO Module Overview


Project Management Maturity

Page 1 of 1, showing 2 records out of 2

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⌄ Growth Accelerator	Details	Goals	Content	Videos	Downloads
└ Aspirations					
└ Where to Play	# Title				
└ Capabilities	1 10 Step Strategy Workbook				
└ How to Win	2 10 Step Strategy Agenda				
└ Systems	3 Bid Assessment			Analysis	Track
└ Overall Score	4 Win Loss Review			Analysis	Track
	5 Risk Assessment			Analysis	Track
	6 One Page Strategy				

Page 1 of 1, showing 6 records out of 6

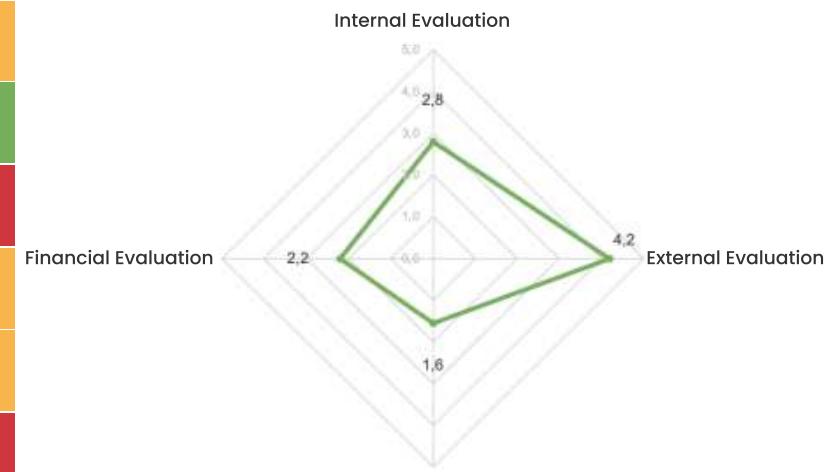
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Bid or No-Bid Assessment

DO NOT ENTER VALUES INTO THIS SPREADSHEET

Evaluations	Scores	Report Card
Internal Evaluation	2,8	Internal Evaluation
External Evaluation	4,2	External Evaluation
Risk Evaluation	1,6	Risk Evaluation
Financial Evaluation	2,2	Financial Evaluation
TOTAL SCORE (average)	2,7	
# of Deal Killers	1	



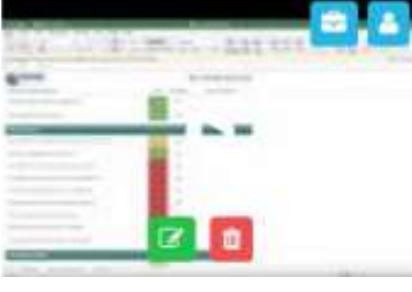
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▼ Growth AcceleratorDetailsGoalsContentVideosDownloads

- Aspirations
- Where to Play
- Capabilities
- How to Win
- Systems
- Overall Score



10 Step Strategy Framework



Win Loss, Risk Review Overview

Page 1 of 1, showing 2 records out of 2

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Growth Accelerator	Details	Goals	Content	Videos	Downloads
Aspirations					
Where to Play	# Title				
Capabilities	1 New Software Analysis				Analysis
How to Win	Track				
Systems					
Overall Score					

Page 1 of 1, showing 1 record out of 1



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Score Needs Assessment

0-5 No Need for New Software

Response shows there is minimal area for improvement available. Although certain criteria, such as the lack of support for the existing system, does warrant immediate investigation into purchasing new software.

5-10 Minimal Need for New Software

Response shows there is some level of improvement available. Further review of need assessment is recommended.

11-17 Potential Need for New Software

Response shows a strong potential for operational improvements within the organization. A full requirements analysis and ROI calculation should quickly validate this initial assessment.

18-26 Significant Need for New Software

Response shows there is a high demand for operational improvements within the organization. Further investigation should quickly show full ROI potential and a prompt investment payback.

27+ Drastic Need for New Software

Response shows the existing system is a considerable hindrance to the organization. Not only is a further investigation warranted, it is imperative to prohibit the competition from leapfrogging over the organization.



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Growth Accelerator	Details	Goals	Content	Videos	Downloads
Aspirations					
Where to Play					
Capabilities					
How to Win					
Systems					
Overall Score					



System Analysis

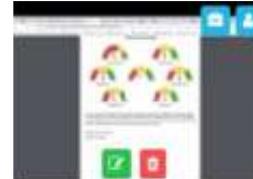
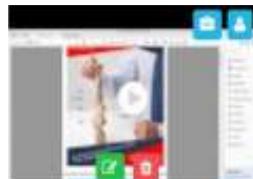
Page 1 of 1, showing 1 record out of 1

Growth Accelerator	Details	Goals	Content	Videos	Downloads
Aspirations					
Where to Play	# Title				
Capabilities	1 Business Stages Overview				
How to Win	2 Play to Win Webinar				
Systems	3 Growth Accelerator Sample Report				
Overall Score	4 Play to Win Framework				
	5 Growth Accelerator Marketing Positioning				

Page 1 of 1, showing 5 records out of 5

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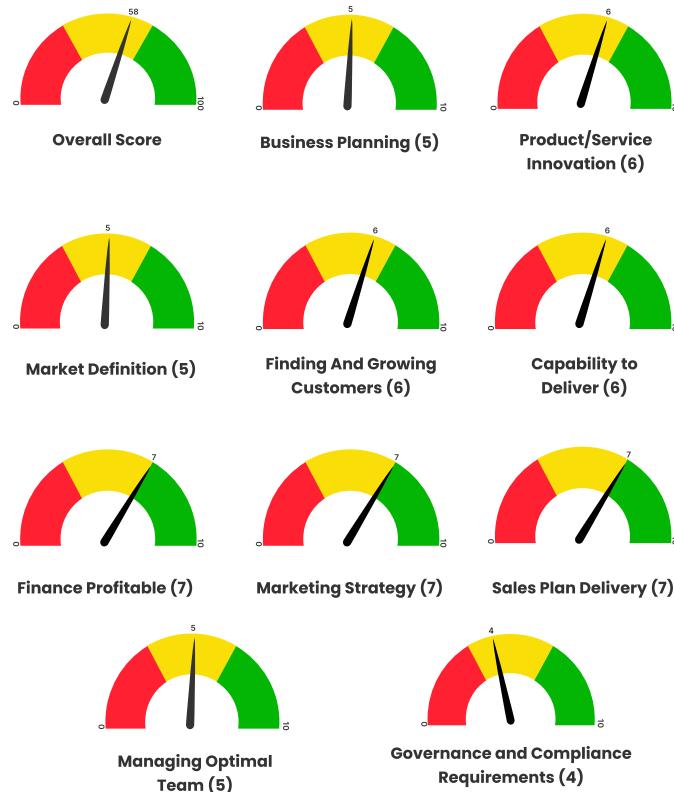
▼ Growth Accelerator	Details	Goals	Content	Videos	Downloads
<ul style="list-style-type: none"> █ Aspirations █ Where to Play █ Capabilities █ How to Win █ Systems █ Overall Score 	+ Add Video				
		GA Positioning Webinar	Portal and Module Overview	Growth Accelerator Survey Review	
					
		Play to Win Framework	Market Positioning Overview		

Page 1 of 1, showing 5 records out of 5

Business Builder

The Business Builder analysis provides you and your customer with a current status update and clear building blocks to improve and grow to their business.

10 Building Blocks DIAGNOSTIC 4



Business Builder

SME Accelerator

Grow your Business

3x

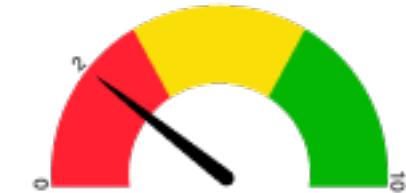
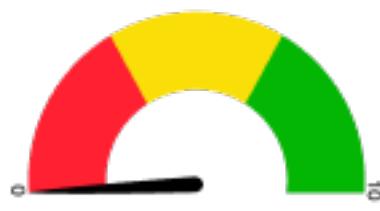
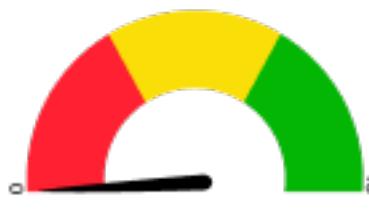


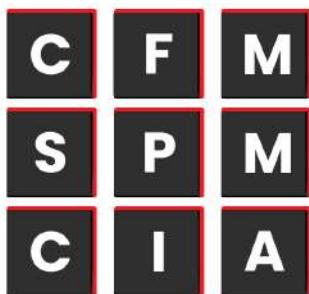
Objectives

- ✓ Increase SME revenue capability & generate profits
- ✓ Focus on their overall critical business growth areas
- ✓ Ensure governance compliance and return on investment for shareholders

Business Success Analysis

Gain access to the 10 KPI's that clearly indicates the gaps to your customer while at the same time showing them how you will improve their business.





10 BUSINESS BUILDING BLOCKS AIMED AT GROWTH

10



BUSINESS ANALYSIS AND DIAGNOSTICS

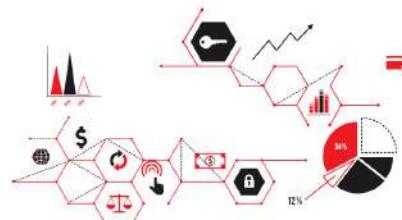
GOVERNANCE

9



CAPABILITY

8



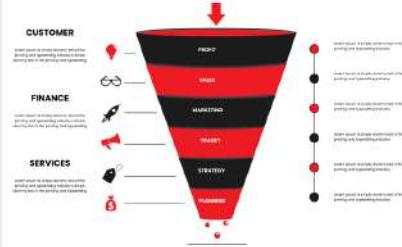
FINANCE

7



MARKETING

6



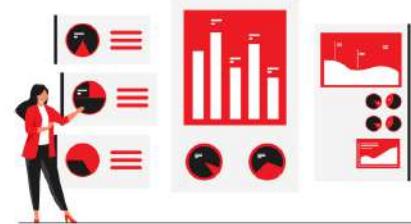
SALES

5



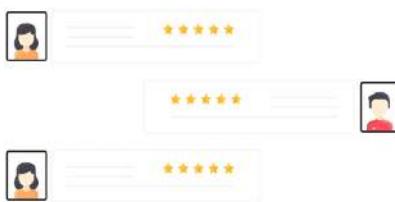
PEOPLE

4



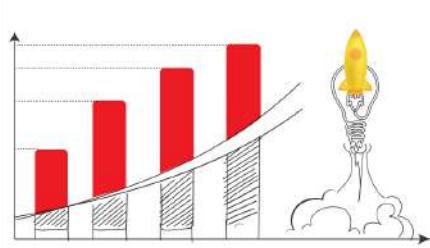
YOUR MARKET

3



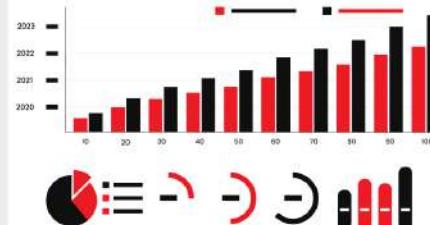
YOUR CUSTOMERS

2



INNOVATION

1



PERFORMANCE

Business Planning – What are you Targeting?

Save and Resume Later	
Previous	Next
Performance Tracking 0 to 10*	
<input type="text"/> 2	
Future Plan 0 to 10*	
<input type="text"/> 3	
Business Goals 0 to 10*	
<input type="text"/> 1	
Performance Targets 0 to 10*	
<input type="text"/> 1	

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, as in 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 need 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 0 out of 10

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

Product/Service Innovation

Save and Resume Later

Previous

Next

Product Plan 0 to 10*	<input type="text" value="3"/>
Product Development 0 to 10*	<input type="text" value="5"/>
Development Responsibility 0 to 10*	<input type="text" value="3"/>
Innovation 0 to 10*	<input type="text" value="3"/>

DEVELOPING NEW PRODUCT 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 market 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 markets.
- 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 6 out of 10

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

Your Market – Market Definition

Save and Resume Later

Previous Next

Target Market 0 to 10*

Market Mix 0 to 10*

New Markets 0 to 10*

Market Growth 0 to 10*

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 that 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 your market share to compromise your existing business. You need to be aware of what has made the product or service a success so far.

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 | 4 Increase existing customer usage |
| 2 Dominate growth markets | 5 Market development strategy |
| 3 Drive out your competitors | |

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

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

Your average score across the questions are 6 out of 10

The following activities should assist with your growth strategy:

Your Customer – Finding and Growing your Customer Base

Save and Resume Later

Previous Next

New Business 0 to 10* 4

Product/service margins 0 to 10* 7

Service Automation 0 to 10* 5

Customer Service 0 to 10* 3

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

In order for your customers business to succeed you have to ensure they have a consistent number of new customers added while at the same time ensuring existing customers are retained. You need to develop 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 cost and revenue generated by that customer.

Both sales and customer service processes need to be automated to ensure a high level 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.

Customer satisfaction needs to be measured in a way that 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:

Capabilities – Have You Got the Capability to Deliver?

Save and Resume Later

Previous Next

Quality Control 0 to 10*	6
Products/service improvement 0 to 10*	4
Partner/Channel SLAs 0 to 10*	7
Business systems 0 to 10*	5

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 2 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 SLA's.
- 3** Business automation software can improve your ability to deliver on increasing order numbers and more stringent customer requirements.

Finance – How Profitable Are You?

Save and Resume Later

Previous Next

Financial Management 0 to 10*



Improvements 0 to 10*



Credit Management 0 to 10*



Profitability 0 to 10*



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

The P&L statement summarizes revenue and expenses and reports on your resulting profit and loss.

The statement of Cash Flow reports the net increase or decrease in cash from your revenue and expenses during a specific period.

The Balance Sheet summarizes your assets and liabilities and reports the sources of your 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. Cash flow accounting doesn't indicate profit for the period, and accrual-basis profit accounting doesn't indicate cash flow for the period.

The following list offers tips on what to pay attention to:

- 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 financial statements (according to plan):

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 with your best estimates and forecasts for sales prices, costs and sales volume during the coming year.

2 Budgeted Balance Sheet at the end of coming year: You don't necessarily need a detailed listing of every asset and liability one year off. But you definitely should look ahead to your general, overall financial condition one year later.

3 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 0 out of 10

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

Marketing – What is your Marketing Strategy?

Save and Resume Later
Previous Next
<p>Marketing Strategy 0 to 10*</p> <div style="display: flex; align-items: center;"> <input style="width: 150px; height: 10px; margin-right: 10px;" type="range" value="5"/> 5 </div> <p>Marketing Improvements 0 to 10*</p> <div style="display: flex; align-items: center;"> <input style="width: 150px; height: 10px; margin-right: 10px;" type="range" value="5"/> 5 </div> <p>Market Analysis 0 to 10*</p> <div style="display: flex; align-items: center;"> <input style="width: 150px; height: 10px; margin-right: 10px;" type="range" value="8"/> 8 </div> <p>Marketing Budget 0 to 10*</p> <div style="display: flex; align-items: center;"> <input style="width: 150px; height: 10px; margin-right: 10px;" type="range" value="3"/> 3 </div>

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 jobs 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.

- 4 Set sales goals and targets:** Marketing really is a numbers game. Marketing efforts that won't directly or indirectly bring in new business have absolutely no point.

- 5 The four P's 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 4 out of 10

The following activities will help you optimize your marketing strategy:

Sales – Is Your Sales Plan Delivering?

Save and Resume Later
Previous Next
<p>Sales Targets 0 to 10*</p> <div style="display: flex; align-items: center; justify-content: space-between;"> <div style="flex-grow: 1;"> <input style="width: 100%;" type="range" value="4"/> </div> <div style="font-size: small;">4</div> </div> <p>Sales Process 0 to 10*</p> <div style="display: flex; align-items: center; justify-content: space-between;"> <div style="flex-grow: 1;"> <input style="width: 100%;" type="range" value="5"/> </div> <div style="font-size: small;">5</div> </div> <p>Sales Pipeline 0 to 10*</p> <div style="display: flex; align-items: center; justify-content: space-between;"> <div style="flex-grow: 1;"> <input style="width: 100%;" type="range" value="3"/> </div> <div style="font-size: small;">3</div> </div> <p>Sales Training 0 to 10*</p> <div style="display: flex; align-items: center; justify-content: space-between;"> <div style="flex-grow: 1;"> <input style="width: 100%;" type="range" value="6"/> </div> <div style="font-size: small;">6</div> </div>

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.

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 need to be developed a pipeline progress review will highlight current sales skills gaps.

Your average score across the questions are 4 out of 10

The following activities can be completed to improve sales capability:

People – Are You Managing An Optimal Team?

Save and Resume Later	
Previous	Next
<p>Employee Targets 0 to 10*</p> <div style="width: 100%; height: 10px; background-color: #ccc; position: relative;"> </div> <p style="text-align: right;">4</p> <p>Employee Managements 0 to 10*</p> <div style="width: 100%; height: 10px; background-color: #ccc; position: relative;"> </div> <p style="text-align: right;">6</p> <p>Training and Development 0 to 10*</p> <div style="width: 100%; height: 10px; background-color: #ccc; position: relative;"> </div> <p style="text-align: right;">4</p> <p>Employee Performance 0 to 10*</p> <div style="width: 100%; height: 10px; background-color: #ccc; position: relative;"> </div> <p style="text-align: right;">6</p>	

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 targets aligned with the overall plan and that they are in the right position. Job description must be developed and aligned to what is needed to deliver on the overall plan. Each employee must be qualified for their position, and performance in line with their targets must be measured in quarterly performance reviews.

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 front line 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.

Your average score across the questions are 2 out of 10

The following activities will ensure you optimize your resource management:

Governance – Are You Complying to all Governance and Compliance Requirements?

Save and Resume Later

Previous Next

Management, Owners Done?
Board Targets 0 to 10*
 3

When the Companies governing bodies?
Resource Management 0 to 10*
 2

Risk Management 0 to 10*
 6

Account changes in Legislation and Regulations ?
Policies and Procedures 0 to 10*
 4

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

Corporate governance is as vital to SMME's 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 2 out of 10

Look at the following activities and focus areas to align your governance initiatives:



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Business Builder
Details
Goals
Content
Videos
Downloads

<ul style="list-style-type: none"> █ Business Planning █ Product/Service Innovation █ Market Definition █ Customer Base █ Business Capabilities █ Business Finance █ Marketing Lead Generation █ Sales Strategy █ People Management █ Governance █ Your Score 	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>#</th> <th>Title</th> <th style="text-align: right;">Analysis</th> <th style="text-align: right;">Track</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Project Charter Template</td> <td></td> <td></td> </tr> <tr> <td>2</td> <td>SWOT Analysis tool</td> <td style="text-align: right;">Analysis</td> <td style="text-align: right;">Track</td> </tr> <tr> <td>3</td> <td>Advanced balanced scorecard strategy map</td> <td></td> <td></td> </tr> <tr> <td>4</td> <td>Business Model Survey</td> <td style="text-align: right;">Analysis</td> <td style="text-align: right;">Track</td> </tr> <tr> <td>5</td> <td>Growth Planning System</td> <td></td> <td></td> </tr> <tr> <td>6</td> <td>Growth Planing System</td> <td></td> <td></td> </tr> <tr> <td>7</td> <td>Growth Rate Calculator</td> <td style="text-align: right;">Analysis</td> <td style="text-align: right;">Track</td> </tr> <tr> <td>8</td> <td>Business Planning Tool Review</td> <td></td> <td></td> </tr> <tr> <td>9</td> <td>5 Forces Analysis Template</td> <td></td> <td></td> </tr> <tr> <td>10</td> <td>STEP Analysis Template</td> <td></td> <td></td> </tr> </tbody> </table>	#	Title	Analysis	Track	1	Project Charter Template			2	SWOT Analysis tool	Analysis	Track	3	Advanced balanced scorecard strategy map			4	Business Model Survey	Analysis	Track	5	Growth Planning System			6	Growth Planing System			7	Growth Rate Calculator	Analysis	Track	8	Business Planning Tool Review			9	5 Forces Analysis Template			10	STEP Analysis Template		
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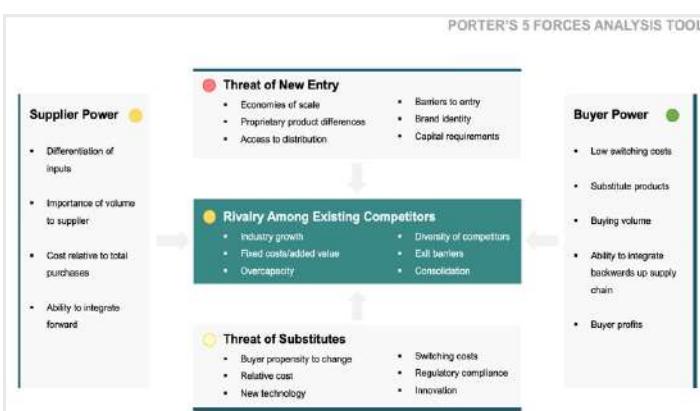


1. Business Planning Tools Focus Areas



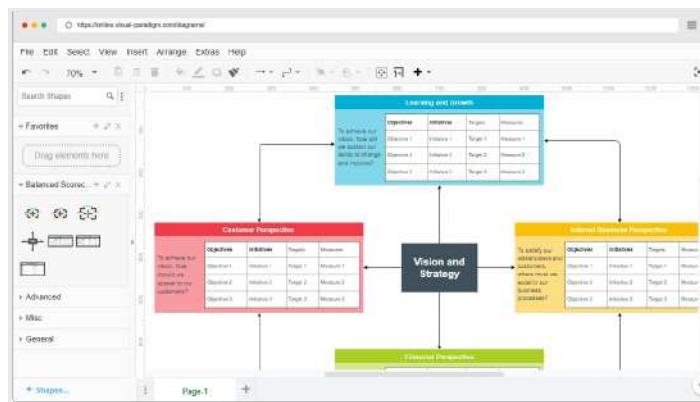
Project Prioritization

Your customers needs determine which projects are of the highest priority. Without project prioritization, it can be difficult to determine and implement key company strategies. In the process of determining this project prioritization, it is important that they document and outline their decision-making process.



Porter's Five Forces

This is a model that identifies and analyses five competitive forces that shape every industry and helps determine an industry's weaknesses and strengths. Five Forces analysis is frequently used to identify an industry's structure to determine corporate strategy. Porter's model can be applied to any segment of the economy to understand the level of competition within the industry and enhance your customers long-term profitability.



Balanced Scorecard

Your customer needs to communicate strategic objectives, metrics, targets and initiatives for each of the 4 key perspectives: Financial, Customer, Learning & Growth and Business Processes. It is important that you discuss the strategy with the team so that each member understands what the goals and expectations of the department and company are.



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Business Builder	Details	Goals	Content	Videos	Downloads
Business Planning					
Product/Service Innovation					
Market Definition					
Customer Base					
Business Capabilities					
Business Finance					
Marketing Lead Generation					
Sales Strategy					
People Management					
Governance					
Your Score					

Five Forces Framework eBook
Introduction to Business Strategy eBook
Developing a Business Strategy eBook
PESTLE Analysis eBook
SWOT Analysis eBook

Strategize Business Model Canvas Resources
Business Model Book

☰ 👤 Estelanie van der Merwe ▾

Business Builder	Details	Goals	Content	Videos	Downloads
📘 Business Planning					
📘 Product/Service Innovation					
📘 Market Definition					
📘 Customer Base					
📘 Business Capabilities					
📘 Business Finance					
📘 Marketing Lead Generation					
📘 Sales Strategy					
📘 People Management					
📘 Governance					
📘 Your Score					



Growth Planning System Overview



Business Model Canvas Survey Overview



Business Planning



Ep 1 Getting From Business Idea to Business Model



Ep 2 Visualizing Your Business Model



Ep 3 Prototyping



Ep 4 Navigating Your Environment



Ep 5 Proving It



Ep 6 Telling your Story



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Business Builder	Details	Goals	Content	Videos	Downloads
	Business Planning Product/Service Innovation Market Definition Customer Base Business Capabilities Business Finance Marketing Lead Generation Sales Strategy People Management Governance Your Score				
	Goal Name	Status	Goal Category	Created	
	Primary - Upadte Growth Planning System	Active	5 Year Revenue Plan (Yearly)	Apr 14,2020 02:39 PM	
	Primary - Update the Business Model Survey	Active	Business Model Viability (Yearly)	Apr 07, 2020 08:42 PM	
	Secondary - Complete the STEP Analysis	Active	Strategy Formulation (Yearly)	Apr 07, 2020 08:37 PM	
	Secondary - SWOT Analysis	Active	Strategy Formulation (Yearly)	Apr 07, 2020 08:36 PM	
	Advanced - Update GAP Analysis	Active	Business Model Viability (Yearly)	Apr 07, 2020 08:35 PM	
	Secondary - Update Balanced Scorecard	Active	Strategy Formulation (Yearly)	Apr 07, 2020 08:32 PM	
	Secondary - Update Project Prioritisation	Active	Portfolio Development (Yearly)	Apr 07, 2020 08:31 PM	



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Business Planning					
Product/Service Innovation					
Market Definition	#	Title			
Customer Base	1	Innovation Tool Review			
Business Capabilities	2	Product Profitability			
Business Finance	3	Product Development Process Diagram			
Marketing Lead Generation	4	Product Roadmap			
Sales Strategy	5	Product Development Strategy Scorecard			
People Management	6	Product Roadmap			
Governance	7	Product Development Maturity Assessment			
Your Score					Analysis Track

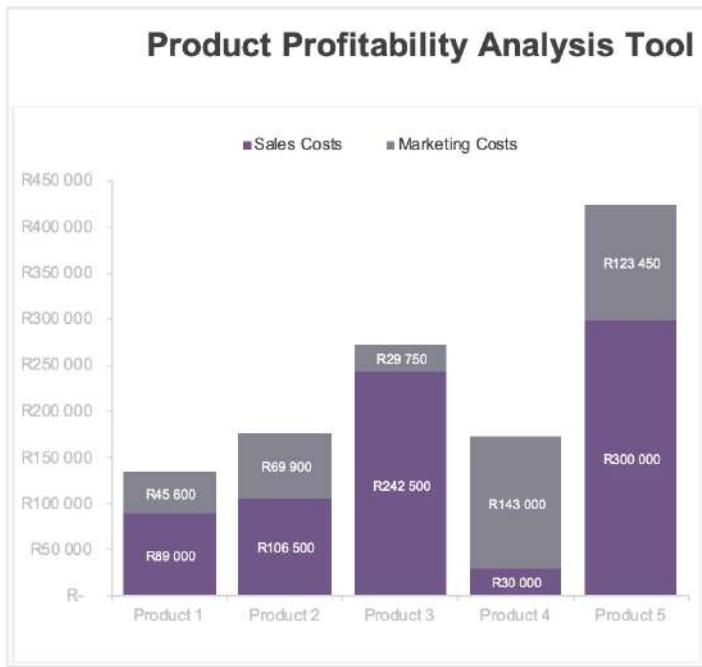
Page 1 of 1, showing 7 records out of 7

2. Product/Service Innovation Tools Focus Areas



Product Development

Your customers need to improve their product development competencies: It is important that they benchmark and understand their current product development capabilities and long term goals.



Product Profitability

Your customers need to compare the profitability of various products in their portfolio: It is required that they consider important aspects related to the products their company sells, including the unit cost, price and marketing costs.

Product Roadmap Template

Customer Requirements	Product Features	Priority Level	Release Date
Version 1.0 - Product Launch			
Online Order Tracking	Customer Self Service Portal	Low	03/01/20
Customized Interface	Role Based User Interface	High	TBD
Certification	Certified Shopping Cart	Medium	01/01/20
Version 2.0 - Second Generation			
Online Order Tracking	Customer Self Service Portal	High	03/01/20
Customized Interface	Role Based User Interface	Low	TBD
Certification	Certified Shopping Cart	Medium	01/01/20
Version 3.0 - Third Generation			

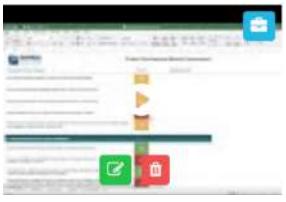
Product Roadmap

Your customers need to create a roadmap for product development and innovation over a certain time period.



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Module	Description	Screenshot	Title
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Marketing Lead Generation			
Sales Strategy			
People Management			
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Business Planning					
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Market Definition	# Title				
Customer Base	1 Market Research Template				
Business Capabilities	2 Customer Profile Template				
Business Finance	3 Market Segment Analysis Tool				Analysis Track
Marketing Lead Generation					
Sales Strategy					
People Management					
Governance					
Your Score					

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3. Market Definition Tools Focus Areas

Analysis	Variables
Frequency	List variables here for this analysis.
Mean	List variables here for this analysis.
Median	List variables here for this analysis.
Standard Deviation	List variables here for this analysis.

Market Analysis

Your customers need to determine what type of analysis to conduct on the data collected through a market research effort.

Customer Profile Template



Demographics (who they are)	
28	\$45,000/year
5 years in Marketing	
Psychographics (how they think)	
University or College Degree in Business	
Make decisions quickly because they are so busy with day-to-day operations	
Like being active and busy, dislike pushy salespeople and complex software	
Behavioral (what they do)	

Customer Profile

Your customers need for a precise understanding of customer behaviour and characteristics: It is required that they generate a standard customer profile that can be shared with the departments in their company.



Market Segmentation

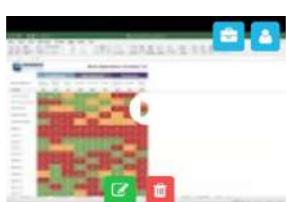
With limited resources, they can't pursue all possible market opportunities



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<ul style="list-style-type: none"> ■ Business Planning ■ Product/Service Innovation ■ Market Definition ■ Customer Base ■ Business Capabilities ■ Business Finance ■ Marketing Lead Generation ■ Sales Strategy ■ People Management ■ Governance ■ Your Score 	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  <p>Market Segmentation and Analysis</p> </div> <div style="text-align: center;">  <p>Market Definition</p> </div> </div> <p style="text-align: center;">Page 1 of 1, showing 2 records out of 2 records</p>
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<ul style="list-style-type: none"> ▶ Business Planning ▶ Product/Service Innovation ▶ Market Definition ▶ Customer Base ▶ Business Capabilities ▶ Business Finance ▶ Marketing Lead Generation ▶ Sales Strategy ▶ People Management ▶ Governance ▶ Your Score 	<div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  <p>CRM Maturity Assessment</p> </div> <div style="text-align: center;">  <p>Your Customer</p> </div> </div> <p style="text-align: center; font-size: 0.8em;">Page 1 of 1, showing 2 records out of 2</p>
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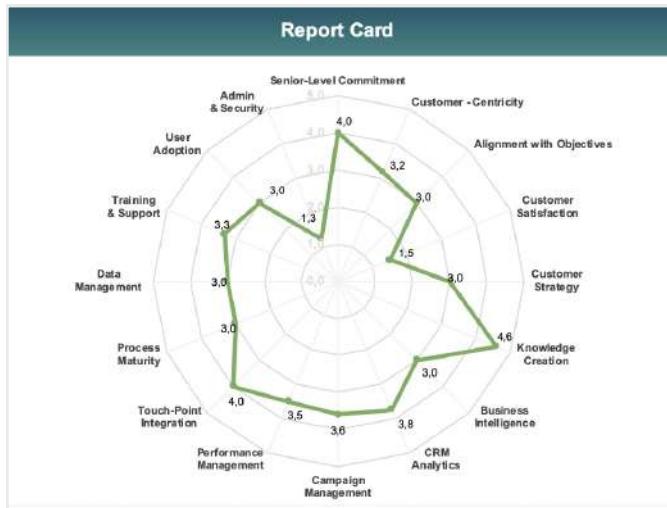
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Business Builder	Details	Goals	Content	Videos	Downloads
Business Planning					
Product/Service Innovation					
Market Definition	#	Title			
Customer Base	1	CRM Maturity Assessment			
Business Capabilities	2	Customer Lifetime Value Calculator		Analysis	Track
Business Finance	3	Customer Satisfaction Survey		Analysis	Track
Marketing Lead Generation					
Sales Strategy					
People Management					
Governance					
Your Score					

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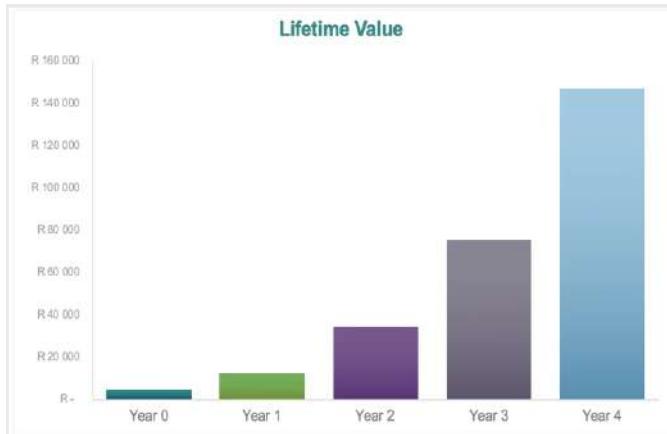


4. Customer Analysis Tools Focus Areas



CRM Maturity

Your customers need to assess the maturity of their CRM program. It is important that they consider all aspects related to the CRM program and that they report and benchmark their current capabilities.



Lifetime Value Calculator

Your customer needs to determine their company's customer lifetime value (CLV) considering the following factors: Retention Rate, Referral Rate, Interest Rate, # Orders, Average Order Size, Risk Factor, Acquisition Cost, Marketing Cost and Incentives.

Buying Process

Sales staff professionalism:

10	9	8	7	6	5	4	3	2	1
----	---	---	---	---	---	---	---	---	---

Ability to understand your challenges:

10	9	8	7	6	5	4	3	2	1
----	---	---	---	---	---	---	---	---	---

Expertise of sales staff:

10	9	8	7	6	5	4	3	2	1
----	---	---	---	---	---	---	---	---	---

Customer Satisfaction

Your customer needs to gauge the current level of customer satisfaction. It is required that you create a survey to analyse the aspects that their customers consider they are doing well in and those where they need to improve.



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<ul style="list-style-type: none"> ■ Business Planning ■ Product/Service Innovation ■ Market Definition ■ Customer Base ■ Business Capabilities ■ Business Finance ■ Marketing Lead Generation ■ Sales Strategy ■ People Management ■ Governance ■ Your Score 					
	Capabilities Analysis	Your Capabilities			
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📘 Product/Service Innovation					
📘 Market Definition	# Title				
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5. Capabilities Analysis Tools and Focus Areas

Description of Best Practices	Score
Strategic Planning & Governance	
Decisions are made in a standardized, systematic fashion, with input from key stakeholders.	4
Project and programs are prioritized on a regular basis to ensure proper allocation of resources.	2
Risk Analysis, Risk Assessment, and Risk Mitigation processes are in place to minimize our risks.	1
Goals, Objectives, Measures, & Initiatives are tracked, measured, and managed adequately.	3
A steering committee has been established to provide governance and make key decisions.	3
Customer Relationship Management	
Customer data is housed in a database which provides advanced reporting functionality, and is easily accessible by all staff.	2
Customers are able to access a self-service portal for information, tools, & resources.	2
Customer satisfaction surveys are completed to drive customer-centricity.	1
Customer Profiles & Case Studies have been created to highlight profitable customers.	1
CRM system provides strong forecasting, sales-force-automation, opportunity management, campaign planning & measurement, and dashboard capabilities.	4
We provide an online forum or blog for customers to interact with each other.	1
Lead Generation	
We are satisfied with the amount of leads generated from marketing activities.	5
Leads are scored using a standardized index before being transferred to Sales.	5
All campaigns have predetermined measures for success, and ROI is evaluated.	4
We effectively manage integrated, multi-channel campaigns to drive sales.	2
We have a lead nurturing program to cultivate prospects into future customers.	3
Metrics and analytics are in place to track demand generation activities and results.	4

Core Competencies

Your customer needs to audit their organization to identify areas for improvement and make solid recommendations based on your assessment.

Rate their compliance with best practices across the following core competencies: Strategic Planning, CRM, Demand Generation, Performance Measurement, Market Research, Sales, Organizational Development, Human Resources, Systems & Technology, and Product Development.



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Business Builder	Details	Goals	Content	Videos	Downloads	
<ul style="list-style-type: none"> █ Business Planning █ Product/Service Innovation █ Market Definition █ Customer Base █ Business Capabilities █ Business Finance █ Marketing Lead Generation █ Sales Strategy █ People Management █ Governance █ Your Score 	 Finance Module Overview	 Financial Planning				
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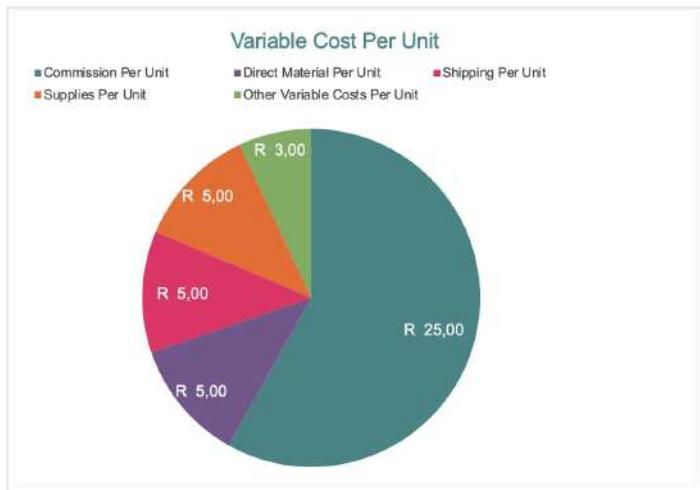


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Business Builder	Details	Goals	Content	Videos	Downloads
■ Business Planning					
■ Product/Service Innovation					
■ Market Definition	# Title				
■ Customer Base	1 Break Even Analysis				Analysis Track
■ Business Capabilities	2 Income Statement Worksheet				
■ Business Finance	3 Cash Flow Forecast				
■ Marketing Lead Generation	4 Balance Sheet Template				
■ Sales Strategy					
■ People Management					
■ Governance					
■ Your Score	Page 1 of 1, showing 4 records out of 4				

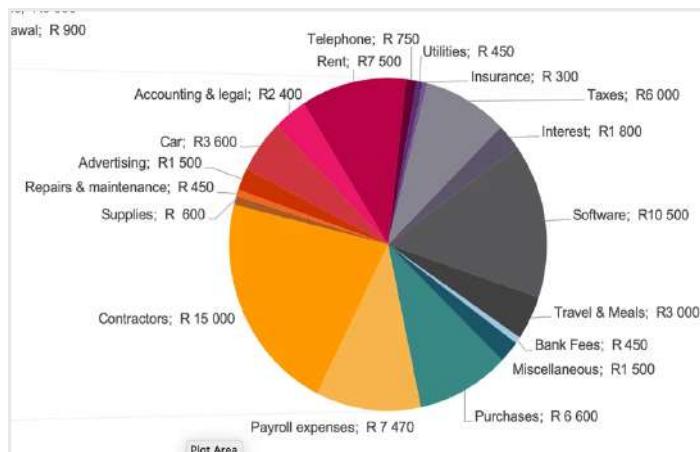


6. Financial Analysis Tools and Focus Areas



Break Even Analysis

You are in the process of examining a product/product line, and they aren't sure how many units they need to sell to hit the break-even point. It is important that you help them determine the unit contribution and variable cost per unit.



Cash Flow Forecast

Your needs to forecast cash flow and compare the forecast to the actual cash flow. Financial information needs to at the same time provide a comparison of forecast vs. actual cash flow

	Period	CURRENT	PRIOR	Increase/ Decrease	Percent Change
Revenue					
Gross Sales	R	56 240 R	52 303 R	3 937	7,5%
Less: Sales Returns and Allowances	R	4 835 R	3 585 R	1 250	34,9%
Net Sales	R	51 405 R	48 718 R	2 687	5,5%
Cost of Goods Sold					
Beginning Inventory	R	4 144 R	4 043 R	101	2,5%
Add: Purchases	R	4 734 R	4 220 R	514	12,2%
Add: Freight-in	R	4 653 R	4 399 R	254	5,8%
Add: Direct Labor	R	4 850 R	4 770 R	80	1,7%
Add: Indirect Expenses	R	4 753 R	4 800 R	-47	-1,0%
Inventory Available	R	23 134 R	22 232 R	902	4,1%
Less: Ending Inventory	R	4 672 R	4 486 R	186	4,1%

Income Analysis

Your needs to determine if their company was profitable during a specific period of time. They need to check monthly whether their company made or lost money during the time recorded.



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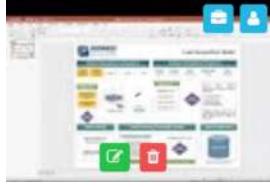
Marketing Lead Generation

Sales Strategy

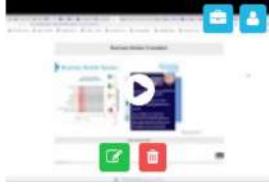
People Management

Governance

Your Score



Lead Acquisition Process



Marketing Lead Calculator



Lead Generation

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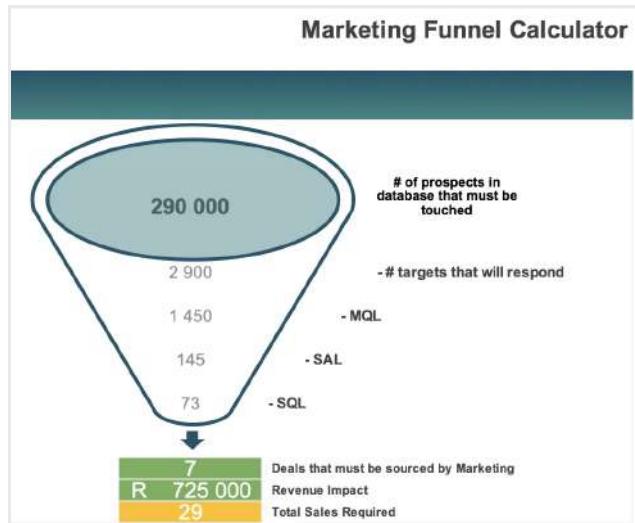
Business Builder	Details	Goals	Content	Videos	Downloads
■ Business Planning					
■ Product/Service Innovation					
■ Market Definition	# Title				
■ Customer Base	1 Marketing Funnel Calculator			Analysis	Track
■ Business Capabilities	2 Lead Acquisition Model				
■ Business Finance	3 Lead Generation Prioritisation Tool				
■ Marketing Lead Generation	4 Lead Scoring Template				
■ Sales Strategy	5 Lead Generation Objectives Scorecard			Analysis	Track
■ People Management					
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7. Marketing & Lead Analysis Tools and Focus Areas



Marketing Funnel Calculator

Your needs to optimize their marketing funnel so that they can effectively demonstrate their department's responsibilities and revenue contribution.



Lead Generation Prioritization

Your needs to evaluate their lead generation initiatives. You need to help them identify the lead generation initiatives that will bring the most value to their organization.

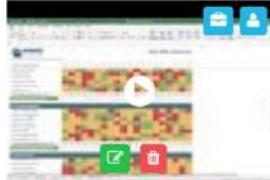


Lead Generation Prioritization

You need a model to illustrate their lead generation & nurturing process. Their lead acquisition model should include Direct & Indirect Marketing Campaigns, Lead Scoring, Lead Nurturing Campaign and Lead Assignment.



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☰	Details	Goals	Content	Videos	Downloads
Business Builder <ul style="list-style-type: none"> █ Business Planning █ Product/Service Innovation █ Market Definition █ Customer Base █ Business Capabilities █ Business Finance █ Marketing Lead Generation █ Sales Strategy █ People Management █ Governance █ Your Score 	Details	Goals	Content	Videos	Downloads
	 Sales Skill Analysis	 Sales Forecasting	 Sales Strategy		
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Business Planning					
Product/Service Innovation					
Market Definition	#	Title			
Customer Base	1	Sales Forecasting Tool		Analysis	Track
Business Capabilities	2	Sales Productivity Metrics		Analysis	Track
Business Finance	3	Sales Skill Assessment		Analysis	Track
Marketing Lead Generation					
Sales Strategy					
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8. Sales Analysis Tools and Focus Areas



Sales Skills Analysis

Your needs to evaluate the skills of the members of your customers sales team. It is important to evaluate the current skills of their sales team. The assessment should allow them to evaluate each of their sales reps based on the key needs for their sales department.



Sales Forecasting

Your needs to create a sales forecasting tool to analyze their company's sales opportunities. This should enable them to also chart total vs expected revenue, opportunities at certain stages, probabilities, deal size and top objections.

Sales Productivity Metrics (Daily)			
		Date:	2020/06/17
Structure			
Email Samples		Demonstrations	
Set Appointments	Client	Date	Closed Lost
			No Sample:
			Demonstration Lost:
			Call-Back Lost:

Sales Activities

Your needs to track performance for an inside sales rep or team. It is required that they find a way to measure the productivity of sales representatives, and it is important that they collect and analyze data in order to identify areas that need to be addressed.



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Business Planning					
Product/Service Innovation					
Market Definition	# Title				
Customer Base	1 Org Chart				
Business Capabilities	2 Management and Leadership Maturity Assessment				Analysis Track
Business Finance	3 Succession Management Matrix				
Marketing Lead Generation	4 Employee Satisfaction Survey				Analysis Track
Sales Strategy	5 Performance Review Template				Analysis Track
People Management					
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9. People Analysis Tools and Focus Areas



Management Assessment

You want to attract the best talent to their company and in order to do so, it is important that they evaluate their current leadership team and the quality of their company's management.

Succession Management Matrix

Potential	
Medium	Low
Strong Performer	Solid Performer
Completes all important items	Completes all important items
May act at capability level one higher than current role	Fully understands position
Exhibits many leadership and organizational competencies beyond current responsibility	Is seen as knowledgeable in his/her area of expertise
Some leadership issues	Has reached potential
	Poor leadership qualities

Succession planning

You need a succession management matrix to identify and develop the future leaders of their organization. They need to plot employees according to their level of potential & performance (High, Med, Low) to determine how to best develop each person.

New Employee Training Course:

EXCEEDS EXPECTATION										UNACCEPTABLE
10	9	8	7	6	5	4	3	2	1	N/A
Product/Service Training Related to My Job:										
EXCEEDS EXPECTATION										UNACCEPTABLE
10	9	8	7	6	5	4	3	2	1	N/A
Competitive Positioning within our Industry:										
EXCEEDS EXPECTATION										UNACCEPTABLE
10	9	8	7	6	5	4	3	2	1	N/A

Employee Survey

The survey needs to determine how satisfied your customers employees are with their workplace. This survey should allow employees to evaluate their work environment based on the following areas: Product & Company Training, Office Culture, Management Team & Leadership, Policies & Procedures, Performance Management and Employee Advancement.



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Business Planning					
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Market Definition	# Title				
Customer Base	1 King IV one page summary				
Business Capabilities	2 King IV Analysis				Analysis Track
Business Finance	3 King IV Principles				
Marketing Lead Generation	4 King IV Summary				
Sales Strategy					
People Management					
Governance					
Your Score					
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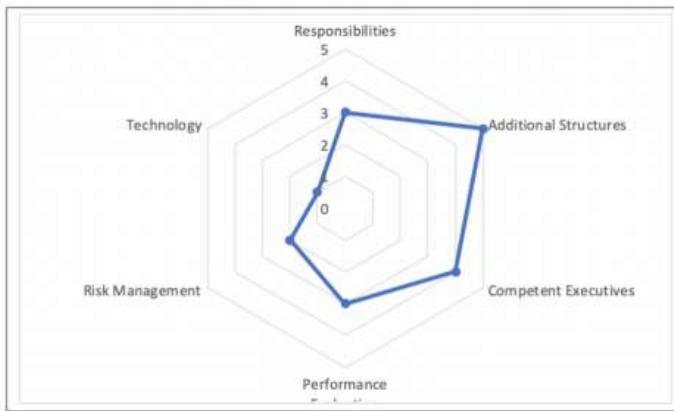
10. Governance Analysis Tools and Focus Areas



Governance Analysis

SME's are the drivers of a growing and inclusive economy and of societal transformation.

In order to service, SME's need to be innovative and entrepreneurial, and open to technological change and productivity growth.

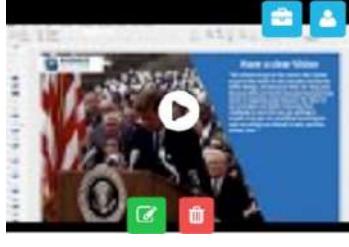
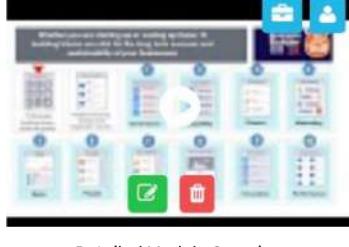
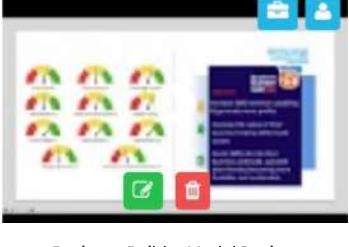


They are therefore an integral part of the renewal process that defines a market economy.



SME's play a particular important role as job creators, thus providing a way for people to enter the formal economy and join the mainstream of society.

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<ul style="list-style-type: none"> ▶ Business Planning ▶ Product/Service Innovation ▶ Market Definition ▶ Customer Base ▶ Business Capabilities ▶ Business Finance ▶ Marketing Lead Generation ▶ Sales Strategy ▶ People Management ▶ Governance <li style="background-color: #0070C0; color: white; padding: 5px;">▶ Your Score 	Details	Goals	Content	Videos	Downloads
				 Turning Failure into Success webinar	 Overall Report and Module Objectives
				 Detailed Module Overview	 Business Builder Model Review
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└ Business Planning					
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└ Customer Base	1 Business Builder Core Modules				
└ Business Capabilities	2 Solution Tools & Focus Areas				
└ Business Finance	3 Failure into Success Webinar				
└ Marketing Lead Generation	4 Business Builder Report				
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└ People Management					
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└ ENPS Report and Survey					
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	2 Employee Engagement Tracker				
					Analysis
					Track

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Engagement Tracker

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1	Consulting Tool	👁 🗑
2	Books and Framework	👁 🗑



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#	Folder Title	Active
1	Access to Market Training	
2	Turnaround Strategiser	
3	Growth Accelerator Training	
4	Business Builder Training	
5	RED Portal Training	

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#	Title
1	Board Excellence Primer
2	Six Building Blocks of Digital Transformation

This presentation is every Board's guide towards building a forward-looking Board with the necessary human dynamics in place

Presentation Overview

The amount of time Board Directors spends on their work and commit to strategy is rising. Directors say they dedicate more time now to their Board duties than ever before. In fact, since 2011, the Directors have cut in half the gap between the actual and ideal amount of time they spend on Board work.

In a recent global study of Corporate Boards, the results showed that strategy, on average, is the main focus of many Boards. Yet, Directors still want more time for strategy when they consider its relative value to their companies. This is more than any other area of the Board work.

This primer provides the Board and Management the essential guide and foundation towards as value-creating Board on its way to achieving Board Excellence. It discusses current trends that are evolving regarding the Board, guiding principles, and the 3 types of Boards.

① Ineffective ② Complacent ③ Excellent

Board can have high or very high impact on company value. Hence, it is important in today's world that Boards are effectively equipped in the performance of their functions.

This deck also includes slide templates for you to use in your own business presentations.

Achieving Board Excellence is having a trust-based challenging Board Culture that embraces feedback and aims to continuously improve.

The Six Building Blocks of Digital Transformation framework provides a structure for managing large-scale Digital Transformation programs

Presentation Overview

Digital Transformation touches practically every function in the entire organization. This thus requires an unprecedented amount of coordination among people, process, and technologies throughout the organization, leading to a difficult Transformation program.

The Six Building Blocks of Digital Transformation framework provides us with a holistic structure for thinking through and managing large-scale Digital Transformation programs. For a successful Digital Transformation, we must be able to orchestrate 6 Building Blocks:

- | | |
|---|---|
| <p>① Strategy and Innovation
② Customer Decision Journey
③ Robotic Process Automation (RPA)</p> | <p>④ Organization
⑤ Technology
⑥ Big Data and Analytics</p> |
|---|---|

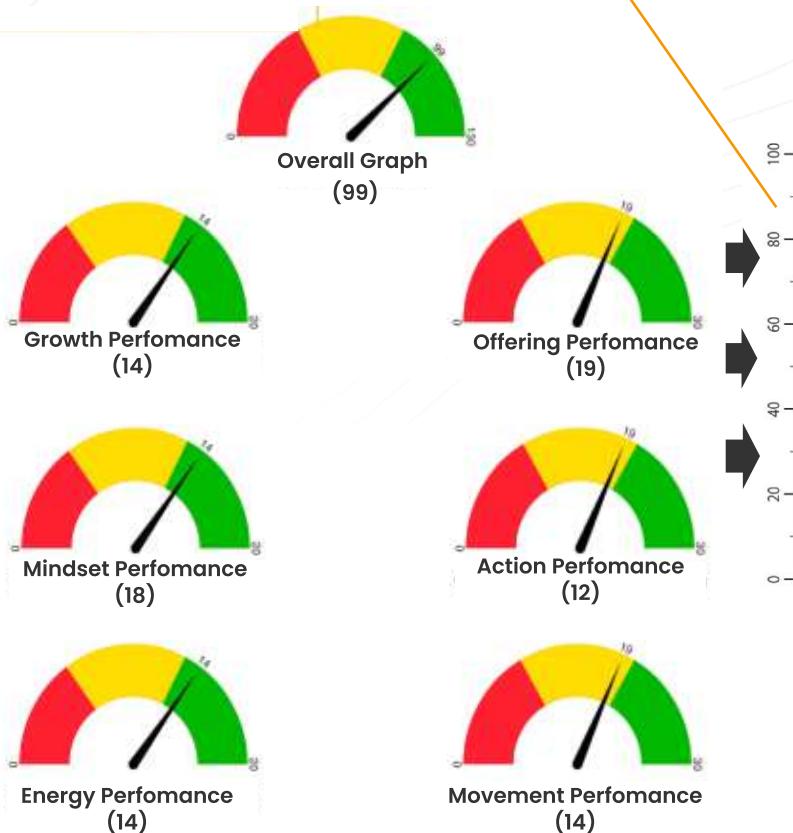
Digital Transformation has become crucial to the survival of companies, as the corporate lifespan has been dropping dramatically—from 61 years in 1958 to 18 years in 2011.

Based on a projection published in 2014, 75% of the S&P 500 incumbents will be gone by 2027.

Unstoppable

6 Step Build Unstoppable **DIAGNOSTIC 5**

What will it take to transfer your customer's business into an unstoppable company? This module provides step by step instructions to help you deliver the Unstoppable Program.



Help your customers:

Objectives

- ✓ Predict possible revenue stall and position business to avoid this
- ✓ Refocus business on core and align resources to execute
- ✓ Assess staff requirements and ensure right talent for critical focus areas

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Estelanie van der Merwe ▾

▼ Unstoppable	Details	Goals	Content	Videos	Downloads
<ul style="list-style-type: none"> ▶ Unstoppable Growth ▶ Unstoppable Mindset ▶ Unstoppable Offering ▶ Unstoppable Action ▶ Unstoppable Energy ▶ Unstoppable Movement 	<div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  <p>Session 1</p> </div> <div style="text-align: center;">  <p>Session 2</p> </div> </div> <p>Page 1 of 1, showing 2 records out of 2</p>				

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▼ Unstoppable	Details	Goals	Content	Videos	Downloads
<ul style="list-style-type: none"> ▶ Unstoppable Growth ▶ Unstoppable Mindset ▶ Unstoppable Offering ▶ Unstoppable Action ▶ Unstoppable Energy ▶ Unstoppable Movement 	<div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  <p>Webinar 1</p> </div> <div style="text-align: center;">  <p>Webinar 2</p> </div> <div style="text-align: center;">  <p>Webinar 3</p> </div> <div style="text-align: center;">  <p>Webinar 4</p> </div> </div> <p>Page 1 of 1, showing 4 records out of 4</p>				

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▼ Unstoppable	Details	Goals	Content	Videos	Downloads
█ Unstoppable Growth					
█ Unstoppable Mindset					
█ Unstoppable Offering					
█ Unstoppable Action					
█ Unstoppable Energy					
█ Unstoppable Movement					
	Session 1, 2, 3				
	Session 4, 5, 6				
	Session 7 & 8				
	Page 1 of 1, showing 3 records out of 3				

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▼ Unstoppable	Details	Goals	Content	Videos	Downloads
█ Unstoppable Growth					
█ Unstoppable Mindset					
█ Unstoppable Offering					
█ Unstoppable Action					
█ Unstoppable Energy					
█ Unstoppable Movement					
	Session 1 and 2				
	Session 3 and 4				
	Session 5 and 6				
					
	Session 7 and 8				
	Page 1 of 1, showing 4 records out of 4				

Unstoppable	Details	Goals	Content	Videos	Downloads
Unstoppable Growth					
Unstoppable Mindset					
Unstoppable Offering					
Unstoppable Action					
Unstoppable Energy					
Unstoppable Movement					

Session 1 and 2

Page 1 of 1, showing 1 records out of 1 records.

Unstoppable	Details	Goals	Content	Videos	Downloads
Unstoppable Growth					
Unstoppable Mindset					
Unstoppable Offering					
Unstoppable Action					
Unstoppable Energy					
Unstoppable Movement					

Session 1 Session 2 Session 3

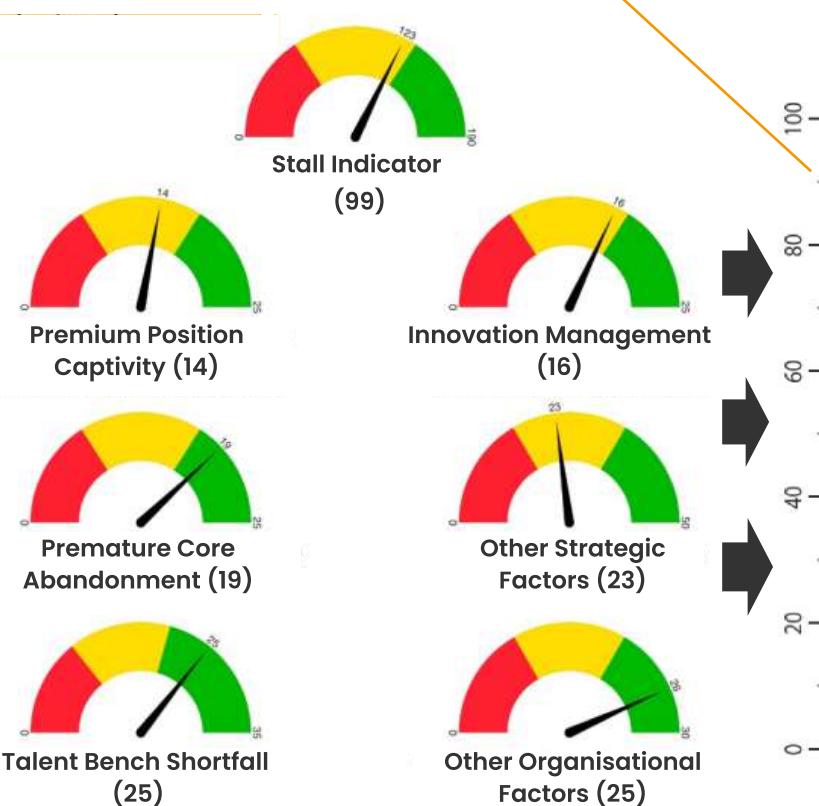
Session 4

Page 1 of 1, showing 4 records out of 4

Uninstallable

6 Step Build Uninstallable DIAGNOSTIC 6

This diagnostic helps you structure a 12 month engagement program focused on creating access to market opportunities. This is what you will deliver for your customer.

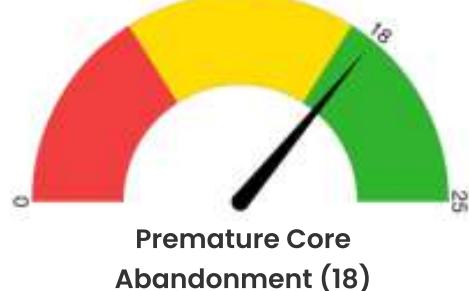


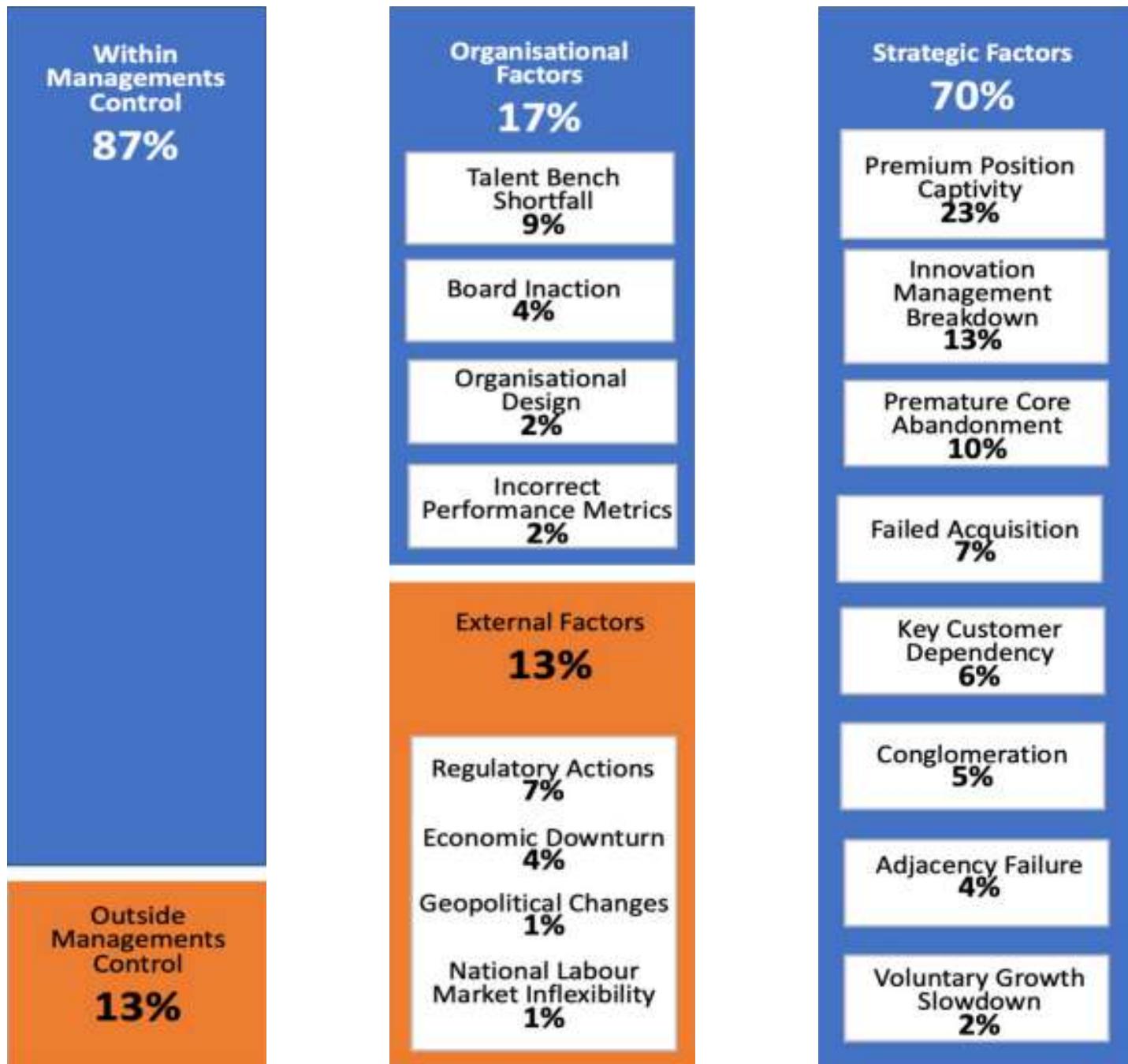
Help your customers:

Objectives

- ✓ Predict possible revenue stall and position business to avoid this
- ✓ Refocus business on core and align resources to execute
- ✓ Assess staff requirements and ensure right talent for critical focus areas

Unstable Report





1 A careful analysis of 50 representative companies that experienced growth stalls revealed nearly as many root causes for them: 42 external, strategic, and organizational factors, which can be grouped into categories as shown here.

2 We identified the top three factors contributing to each company's stall and considered those results as a whole in determining how large a role (indicated by percentage) each category played.

3 The clustering that is at the heart of our findings is clear: Four categories account for more than half the occurrences of root causes we catalogued; premium-position captivity, innovation management breakdown, premature core abandonment, and talent bench shortfall.



Premium Position Captivity – Contributing 23% to Stall out

The single largest stall factor identified in the case study analysis was Premium Position Captivity: the inability of a firm to respond effectively to the challenge posed by a new low-cost competitor or to a significant shift in customer valuation of product features. Five sub variants of this behaviour were present in the studies: Disruptive Competitor Price/Value shift; Overestimation of Brand Protection; Gross Margin Captivity; Innovation Captivity and Missed Strategic Inflection in Demand. In all the instances, the core problem is the inability of a premium-positioned company to migrate its business model effectively to a new lower-cost basis.

0 - Undecided, 1 -Strongly Disagree, 2 -Disagree, 4 -Agree, 5 -Strongly Agree

- 1** We have a structured approach to test for shifts in key customer groups' valuations of our product and service attributes: 5
- 2** We refresh this information (on shifts in customer valuation) frequently (At least annually, if not more frequently):4
- 3** We track the currency with value of total market share held by new entrants whose business models differ from our own: 5
- 4** We are capable of self-cannibalizing our existing product and revenue streams with lower-cost products and services: 0
- 5** We systematically (and honestly) test our core customers' willingness to pay a premium for superior performance and/or brand reputation: 3



Innovation Management – Contributing 13% to Stall out

The second largest stall factor identified in the analysis, presents 13 percent of the stalls, was Innovation Management Breakdown: chronic problems in managing the internal business process responsible for renovating existing products and services and creating new ones.

The study identified six root cause factors that reflect the complexity of the activities contained in this category: Curtailed/Inconsistent R&D; Slow Product Development; Inability to set new standard; Conflict with Core Company Technology and Over Innovation.

The root cause challenges that present most commonly in the study concern the nature of R&D investment (and therefore largely incremental and breakthrough innovation) and the self-cannibalization challenge inherent in the conflict of a new innovation with existing technology and business models.

0 – Undecided, 1 – Strongly Disagree, 2 – Disagree, 4 – Agree, 5 – Strongly Agree

- 1** We budget R&D and other innovation resources at the corporate level in a process that is separate from business unit-level (and therefore largely incremental) innovation funding: 5
- 2** We maintain adequate visibility into business unit-level funding decisions to monitor the balance between incremental and next-generation investment: 5
- 3** We allocate some portion of innovation funding to lower-cost versioning of our products and services, as well as enhancements for price premiums: 5
- 4** Our market research and R&D arms maintain strong, real-time coordination of their efforts: 5
- 5** We expose the executive team regularly and directly to emerging customer and product trends: 5



Premature Core Abandonment - Contributing 10% to Stall out

The third most common strategy factor leading to multiyear revenue stalls is Premature Core Abandonment: the failure to exploit fully the growth opportunities remaining in the current core business. The factor accounts for 10% of the stalls and presents in five variants: Financial Diversification; Mis-perceived Market Saturation; Mis-perceived Operational Impediments; International Growth Masks Core Problems; and Earnings Growth over Core Reinvestment.

Despite convincing and voluminous academic and consulting evidence, the temptation remains for the executive team almost literally to run from challenges in its core business in favour of other, supposedly easier, opportunities. Decades of experience counsel otherwise: as rewarding as new ventures may, at first blush, appear, there is generally (always) more in the core.

0 - Undecided, 1 - Strongly Disagree, 2 - Disagree, 4 - Agree, 5 - Strongly Agree

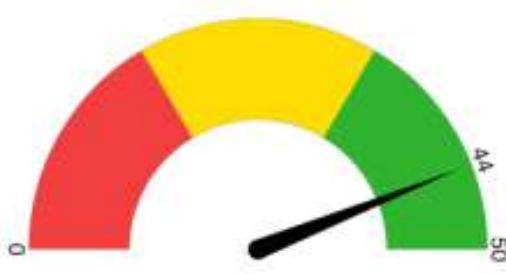
- 1** We have significant revenue growth, as well as earnings growth, goals for our core businesses: 4

- 2** We avoid using the term "mature" to describe any of our product lines, business units, or divisions: 0

- 3** Our core business reinvestment rate (R&D, CAPX and Advertising divided by Revenue) at least equal to historic levels: 5

- 4** We redefine our core market boundaries outward regularly, such that we position ourselves as having a small share of a large addressable opportunity: 5

- 5** We actively explore new business models within our current core businesses: 4



Other Strategic Factors – Contributing

24% to Stall out

Five additional strategy stall factors complete the picture of strategy-based mistakes behind 70 percent of all stalls:

- Failed Acquisition—typically because of flaws in the underlying economic model
- Key Customer Dependency—particularly when the strategy assumptions of key customers go untested
- Strategic Diffusion—stretching an executive team across to many unrelated strategy challenges
- Adjacency Failures—stemming from misapplication of existing, familiar business models
- Voluntary Growth Slowdown—which proves surprisingly difficult to reverse

Failed Acquisition

0 – Undecided, 1 – Strongly Disagree, 2 – Disagree, 4 – Agree, 5 – Strongly Agree

- 1** Our acquisition strategy (if you use this strategy) is a "formula" applied in existing markets, as opposed to one big and/or distant "bets": 0
- 2** We are "strategy makers" in our relationships with the investment banks and other advisers who serve us (that is, we approach them with the logic behind potential acquisitions): 5

Key Customer Dependency

0 – Undecided, 1 – Strongly Disagree, 2 – Disagree, 4 – Agree, 5 – Strongly Agree

- 3** No single customer accounts for more than 20 percent of our business: 5
- 4** We explicitly identify the critical assumptions underlying our key customers' growth strategies and monitor them for continued viability: 5



Talent Bench Shortfall – Contributing 9% to Stall out

The most common Organisation Design factor driving growth stalls is Talent Bench Shortfall, the lack of adequate leaders and staff with key skill sets to execute the firms growth strategy, accounting for 9 percent of stalls.

It contains four root causes:

- Internal Skills Gap-particularly managerial or technical talent
- Narrow Experience Base-at executive level
- Loss of Key Talent – typically mass defections of scarce skills or core differentiating competence
- Key Person Dependence-either founder or a visionary leader. Although relatively small in number from the perspective of the overall stall points taxonomy, this category should flash perpetually amber in today's climate of growing talent shortages

Going forward, executive teams at most growth-orientated firms will need to consider the following questions in setting strategy:

0 - Undecided, 1 - Strongly Disagree, 2 - Disagree, 4 - Agree, 5 - Strongly Agree

- 1** We are acting on the need to introduce any new technical or professional discipline into our organisation across the coming three years: 4
- 2** In recruiting for key positions, we are free to select the best possible candidate, regardless of internal or external sourcing: 4
- 3** We manage the mix of internal and external perspective in our senior leadership rank to an approximately 30 percent externally sourced talent quotient: 4
- 4** We identified the internal skills sets that provide our competitive advantage and differentiation in the market place: 5
- 5** We dedicate resources and senior attention to ensuring these assets are internally engaged and safe from external poaching: 5
- 6** Our policies for identifying high-potential employees selected for required future competencies as well as the capabilities required for current business model: 5
- 7** Our strategic planning closely coordinated with human resources, such that growth plans are explicitly translated, is talent acquisition, development, and retention plans: 5



Other Organisational Factors – Contributing 8% to Stall out

Organisational factors account for a modest 8 percent of stall factors, but play a significant supporting role in a number of large company revenue stalls. Root causes include:

- Board Inaction – deriving either from composition or disposition
- Organization Design – hampering responsiveness and changes in the external environment
- Incorrect Performance Metrics – typically arising from stale metrics or inflexible attachment to an outmoded financial goal

Board Inaction

0 – Undecided, 1 – Strongly Disagree, 2 – Disagree, 4 – Agree, 5 – Strongly Agree

- 1** Our board as a whole, or a standing or ad hoc committee, possess adequate industry knowledge or experience to stress test our strategy assumptions: 5
- 2** The board uses non-financial outcome measures in determining the CEO's performance plan: 2

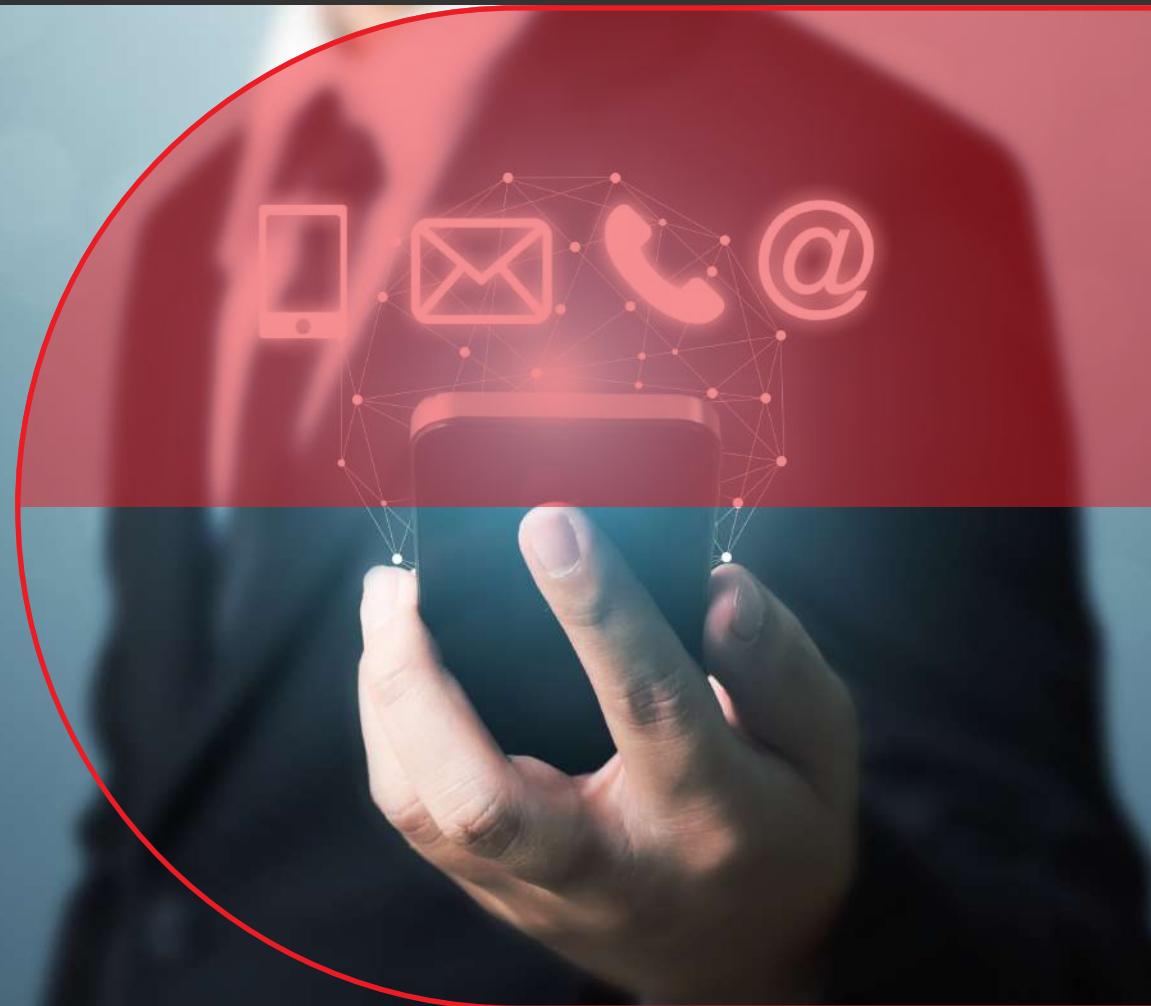
Organisation Design

0 – Undecided, 1 – Strongly Disagree, 2 – Disagree, 4 – Agree, 5 – Strongly Agree

- 3** The organisation structure we have chosen support us when we need to adapt quickly to external market or competitive development: 5
- 4** We have a corporate level strategy function. The function serves as the strategic area for developing long-term strategy: 5



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