

Introduction

Thank you for your confidence in DE, Inc.'s SPARC Cycle to help you begin growing your business and establishing self-sustainability. The purpose of this report is to provide you with the necessary insight to put you on the right path.

The findings and recommendations that follow are specific to you and your business. The information was derived via the answers you provided in the 3 assessment tools you completed:

- *Personal & Business Goal Assessment*
- *Business Growth Assessment*
- *Revenue Engine Performance Checkup*

The recommendations in the Roadmap section at the end of the report are meant to provide you with a prioritized list of actions on which to focus and are specific to your current situation. This is not *just* our opinion. It is based in fact on ground breaking work of Churchill and Lewis whose May 1984 Harvard Business Review publication provided all the research necessary to see exactly what is required to move a business through its stages of maturity. We have applied these principles directly to your situation and arrived with a tailored plan specific to the needs of you and your business.

Findings

Personal & Business Goal Assessment

The following are the observations from your answers on the *Personal & Business Goal Assessment* and our conversation after reviewing your assessment to verify and clarify your answers.

- Tend to be optimistic in nature which is a very good quality.
- You seem to be a person that likes helping other and are tenacious in doing what it takes to get things done. Make sure that these things are part of what you do and why you do them both in your personal and professional endeavors.
- You have a good idea of what you want, however a plan does not exist for its achievement.
- There do not seem to be conflicts in your personal and business goal, however don't forget that your business is only a vehicle to get what you want out of life. So, always stay focused on your personal goals first and align your professional goals to achieve them.
- You do not have an exit strategy which is a problem. Lack of an exit strategy does not provide the requirements on which to build your business correctly to achieve your desired outcome.
- Your current business objectives need to be better defined to communicate why these things are important to what you are actually trying to achieve.

- May want to get more time-centric on your goals, objectives and targets. While they may be clear in your mind, until they get written down it is difficult to communicate the timeline to others.

Business Growth Assessment

The following observations are made based on your output from the *Business Growth Assessment Report*. The report is fairly comprehensive, however these additional observations are made based on the combined input of the other 2 tools: *Personal & Business Goal Assessment* and *Revenue Engine Performance Checkup*.

- While a target has been set for your business, you need more refined tactical details on how to hit the goal at this point to assist in guiding day-to-day activities.
- A better idea of areas where capital will be necessary is needed to define your financial objectives and help better define your funding strategy.
- You need a definitive breakeven point for your business so you know what your goal is to achieve and define the Survival Stage.

Revenue Engine Performance Checkup

The following observations are made based on your output from the *Revenue Engine Performance Checkup*. The report is meant to begin bringing clarity on those tactical functions that may be underdeveloped within your business. The report output is meant to be general in nature to provide insight into why certain things are important to managing your business. The additional observations made here are based on the combined input of the other 2 tools: *Personal & Business Goal Assessment* and *Business Growth Assessment Report*.

- You need clarity on exactly how much output your current operation is capable of delivering based on your current resources. This becomes a foundational metric for all of your business planning.
- Sales seem to have a solid base on which to build. Your focus should be on strengthening the other functions within the business in order to support this strength.
- The lack of insight within the marketing function is a critical weakness as it is what feeds sales, which is your strongest function. Correcting this issue should be a high priority in beginning to contribute toward overall business growth.
- Capital objectives do not exist and will cause a problem during growth. So, it is imperative that a simple budget forecast be developed to understand when funds may be required and how much. Now is the time to begin developing the necessary relationships with your funding sources, not at the time when needed .

Straw Company, Inc. Roadmap

Based on the findings outlined in the previous 3 sections here are the recommended next actions to begin moving your business forward and put yourself firmly into the next stage of the business growth cycle:

Priority	Recommendations	DIY Resources
1.	Because you are not firmly in the Survival Stage, understanding your breakeven point is critical as achieving consistent breakeven is the primary goal of moving firmly into the survival stage.	Ask your accountant/CPA for assistance or contact DE, Inc.
2.	Determine your current capacity for your operation so that you understand specifically how much revenue you can generate with your business keeping all things constant. This will form the basis of ALL short-term operational action planning for the business.	Step 1 of the SPARC Cycle: Business Accelerator Training: Calculating Your Revenue Engine's Horsepower
3.	Get clarity on your life's goal and how your business supports this goal. This provides you with a basis for ALL your decision making going forward and helps you stay motivated during the tough times and hard decisions.	Step 1 of the SPARC Cycle OR Step 2 (Begin with the End in Mind) of 7 Habits of Highly Effective People
4.	Based on your rediscovered life goal, develop your long-term business vision. Where do you want your business to be 3 – 5 years down the road. Then determine what you feel can be realistically accomplished in the next 12 months and develop your business plan.	Step 4 and 5 of the SPARC Cycle: Business Accelerator Training: High Impact Business Planning
5.	Use your clarity on items # 3 and #4 to begin understanding the timing of potential capital investments in the business. Determine approximately how much you will need and make these financial objectives within your business plan.	Talk with your banker & other funding resources about what you need to demonstrate in order to receive funding. Then make these items objectives within your business plan for achievement.
6.	Tactically you need to focus on Marketing. With a solid sales function you need more opportunities for the sales department to sell! Marketing is the way to get them. You should develop a basic marketing strategy and tactical plan to support this strategy.	
	Based on your scores within the Business Growth Assessment in the factors influencing	

Priority	Recommendations	DIY Resources
	business grow as acknowledged by Churchill and Lewis and documented in the Growth Matrix you need to focus attention in the areas. Your work in these areas should be basic skills building (training and application of what you learn).	
7.	Owner – Managerial: This would include reporting and understanding how to monitor on-going operations within your business.	Apply the Tuning Your Revenue Engine concepts into your daily, weekly, and monthly reporting/monitoring activities.
8.	Owner – Strategy: Improving your ability to strategize is critical as your business grows. You begin learning the various different strategies that are available within each function of the business i.e. sales, marketing, operations, finance, etc. so that you can apply the right strategy when the time is right in your business.	Begin reading items under the strategy category on yoursmbusinessgrowth.com
9.	As you begin adding employees to your business leadership begins to take on more importance. So, leadership should become a part of your study plan. The best way to begin improving your leadership ability is through self-knowledge. The better you understand yourself and why you do what you do, the better you can become aware of these same factors in others and become a better leader in the process.	Business Success Through Self-Knowledge by Dr. William Anton
10.	Company – Systems: the only way to scale a business is to delegate. Delegation requires the creation of systems throughout the business to assure the same level of consistent quality. Without systems more and more will fall on the shoulders of you or key personnel within your company. This puts your business at risk and reduces its value. You need to begin writing procedures for the things done in your company. Then teach others how to do these things if you ever want self-sustainability in your business.	The eMyth by Michael Gerber

You can assure your roadmap action items are accomplished and the outcomes achieved by using a business advisor to hold you accountable and assure you stay on track to achieve success. You can contact DE, Inc. to arrange for business advisor assistance.