

When used in conjunction with the Small Business Growth Matrix, this report is intended to guide owners in focusing resources on the right objectives to accelerate business growth and self-sustainability.

Small Business Growth Assessment

Executive Report



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Executive Summary

Your Overall Growth Score is = **13**

Transitioning to Survival Stage - Score = 4 - 13

Based on your score you are in transition from the foundation stage to the survival stage. This means that you need to focus on getting monthly cash flow to consistent breakeven, while planning for the next goal

Consistently achieve owner-established profit requirement.

Use the Small Business Growth Matrix to better understand the dynamics of the foundation stage and the survival stage of the growth cycle. It will help you outline the following to achieve the next step of growth your business

- + objectives
- + challenges
- + risks
- + personal requirements
- + company requirements

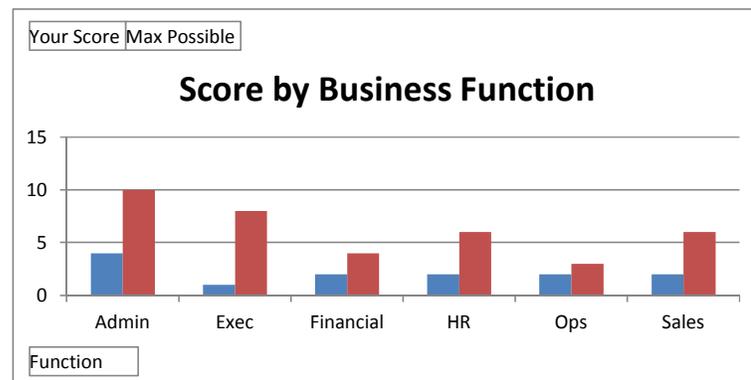
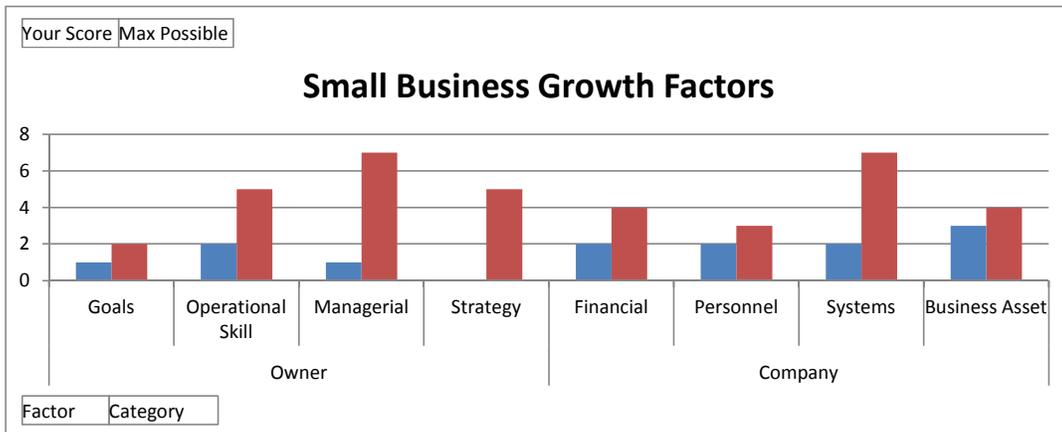
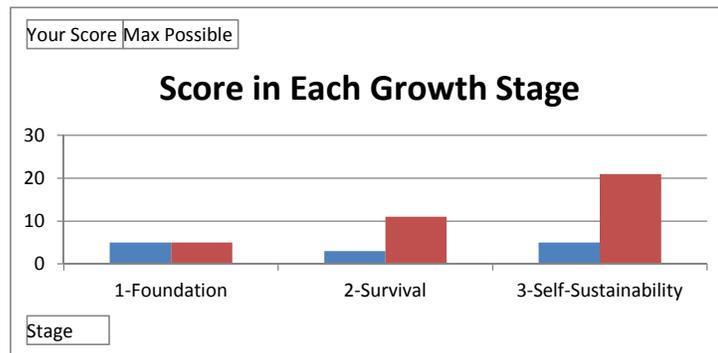
Use the Small Business Growth Factor and Score by Business Function charts to see where you need to focus. Prioritize your action plan based on where both you and your company need the most help. You can use the High Impact Business Planning tool and training to assist with building your action plan.

Additionally, your strengths analysis shows you where you have assets and resources that you can leverage to achieve the goal and objectives. The weakness analysis provides a deeper look into where you need to concentrate your focus to achieve the goal and objectives of the foundation and survival stages.

If you need further assistance contact DE, Inc. We can provide you with coaching or consulting assistance in moving your business to the next stage of growth.

Business Growth Charts

Growth Stages	Your Score	Max Possible	Growth Factors	Your Score	Max Possible	Business Functions	Your Score	Max Possible
1-Foundation	5	5	Owner	4	19	Admin	4	10
2-Survival	3	11	Goals	1	2	Exec	1	8
3-Self-Sustainability	5	21	Operational Skill	2	5	Financial	2	4
Grand Total	13	37	Managerial	1	7	HR	2	6
			Strategy	0	5	Ops	2	3
			Company	9	18	Sales	2	6
			Financial	2	4	Grand Total	13	37
			Personnel	2	3			
			Systems	2	7			
			Business Asset	3	4			
			Grand Total	13	37			



Business Growth Strengths

Score

Strengths

Owner

Admin

Do you retain an accountant?

- You are a good leader and understand the important of a tax and financial adviser for the business. Share your long-range business objectives so they can best advise you.

Exec

When you began your business, was your primary goal something other than making money? If yes, what was

- Your passion for something other than money will help you achieve things others believe to be impossible.

Ops

Did you have experience with the product/service your business delivers before starting your business? How

- A good understanding of how your product is built or service is delivered gives you an operational advantage which is an asset to your business.

Sales

Did you have experience selling in the market that you serve before starting your business? How many years?

- Having a good understanding of your market and/or industry allows you to ramp up sales more quickly.

Company

Admin

Do you have company assets that are tracked and show up on your balance sheet?

- Understanding the tangible things that give value to your business are critical. You may want to add intangible items to your accounting as they can give even greater value. Check with your accountant to understand how intangible assets can be used more effectively or contact DE, Inc. for more information.

Do you conduct regularly scheduled progress meetings with the management team?

- Management meetings shows your desire to establish accountability within your company and that it starts by holding yourself accountable.

What is the frequency of your management meetings: daily, weekly, monthly, or as-needed?

- You show great management skill with your understanding of the need for regular status meetings.

Financial

Has your business reached breakeven every month for 9 months or annually for 2 consecutive years?

- If you've demonstrated consistent breakeven you've already achieved the first goal of the business growth model. Congratulations!

Did you originally fund your business by yourself?

If not, then list all of your funding sources:

- By showing your financial commitment to your business, it is often easier to find money later when you

HR

Do you have employees? If yes, how many people do you currently employ?

- Hiring is a big step in growing your business and shows personal growth as a business owner.

Do you have a written accounting system for creating proposals/quotes, ordering materials, communicating production orders, billing customers, and so on?

- SOP's added to the value of your business and its ability to grow.

Ops

Do you require equipment to produce the product/service your business delivers?

- You understand an importance of assets to the value of your business.

Sales

Do you have a written or automated method of tracking all clients, prospects, and sales in process?

- By tracking the sales process you understand the value of intangible asset and customer service for your

Business Growth Weaknesses

Score

Weaknesses

Owner

Admin

Do you have a management team?

- Without a management team your business can never achieve the self-sustainability stage. You must set an objective for adding and developing a management team or your business will never reach your true potential and value for life independence and financial freedom..

Do you know what business function is your limiting factor?

- If you don't know where your business will break next, then you are waiting for a fire to breakout. Contact DE, Inc. for a Revenue Engine Performance Checkup to determine where chokepoints exist.

Do you have a business banker?

- Every business needs an adviser that provides funding input and guidance for the business. Get one

Do you have a business insurance agent?

- Every business needs an adviser that provides risk mitigation input and guidance for the business. Get

Do you retain a business lawyer?

- Every business needs an adviser that provides legal input and guidance for the business. Get one

Exec

Do you have a % profit requirement which you try to achieve each month? If yes, what %?

- Just being profitable each month doesn't mean your business is successful. It needs to meet your profitability requirement as an owner. If the business doesn't then you need to ask yourself "why

Did you have profit and loss responsibility in a previous job before starting your business?

- Not having a good foundation of financial management means learning basic financial management needs to be a personal objective.

Do you have a succession plan?

- Not planning for how your business will continue without you is a huge risk to your family and the family of your employees and vendors. If you don't have a succession plan speak to a trusted adviser immediately and add an objective to your business plan to work toward business succession.

If you have a succession plan, have you identified the person who will fill your role and are you training

- If your successor is not identified you need to make sure that all the pieces to identify and hire that person are at least documented and you are working on the timeline to make it happen.

Do you have an exit strategy once you reach the goal you set when you started your business?

- Your exit strategy is a major component in how you will build your business. Not having an exit strategy puts you 3 - 5 year behind when you decide to exist your business.

Financial

Do you know how much capital is needed to add capacity when that business function has reached its

- Not understanding the cost to add capacity will cause you financial challenges when you need expand operations of your growing business.

HR

Do you have a method of measuring the performance of each employee?

- Without a good performance evaluation system your business is not operating optimally. You may even be experiencing high turnover and poor employee performance.

Does each employee have a written job description?

- Without job descriptions your company is at risk for employment suits and hire/fire challenges. Additionally, your business' accountability is questionable.

Sales

Is your close rate documented and communicated throughout the company?

- Even if you know your close rate everyone must know it or the entire team is not focused on the sales objective. Remember everyone sells and everyone services in a successful business.

Do you have a written sales plan for reaching your profit target and does your sales team know it?

- If you don't have a sales plan then you've not created accountability in achieving the company revenue goal. Meeting your profit requirement starts by achieving your revenue goal, so manage it!

Company

Admin

Do you have written training/development plans for each employee?

- You will gain greater employee productivity if they feel that you care about their career progression. Determine how you can make this part of your HR system.

Exec

Has your business been profitable for 9 consecutive months or annually for 2 consecutive years?

- Consistent profitability is the only goal of the survival stage. If you cannot consistently achieve your profit requirement each month this should be the only goal of your business plan until you achieve it.

Is your product or service unique? If yes, do you have a patent, trademark, or copyright filed to protect it?

- not protecting your intellectual property can decrease the value of your business or Even worse put you out of business If someone patents or copyrights part of your offerings.

Financial

Do you manage to a target % for your cost of goods sold (COGS) and overhead? If so, what is the target

- Without financial metrics it is nearly impossible to manage the financial health of your business. Determine these % for your business as soon as possible. Then use them to manage company

HR

Does your employee performance tie directly to your business plan?

- No or a generic employee evaluation system usually do not allow for optimum performance within the organization and can lead to legal challenges during dismissal situations.

Do you already have a source for capital when you reach that limit?

- If you do not have a funding source set an objective to find one so that this doesn't become an obstacle in the middle of expanding your business. Companies in this scenario go bankrupt all the

Ops

Do you have written policies, procedures, and training to produce your product/service?

- Without standard operating procedures (SOP's) it is difficult to expand and assure consistent quality. These are critical factors in building market value.

Sales

Do you know exactly how many closed sales you need to make each month to break even?

- Knowing your "close rate" is a critical metric of tuning your revenue engine. If you don't know your "close rate" you should learn how to calculate it immediately.

Do you know exactly how many sales are needed each month to hit your target % profit?

- Not understanding how many sales you need to hit your sales target means you're not forecasting your sales and leaving the fate of your company to chance. Figure how many sales you need to hit