

Maximizing Business Value

Opportunity Self-Assessment

	Innocence		Excellence
1	Single bookkeeper/office manager provides accounting services with minimal financial planning & analysis.	1 2 3 4 5	Annual planning & budgeting in place with timely monthly and quarterly controls & analysis in place.
2	Operational key performance indicators tracked manually and not tied to financial performance.	1 2 3 4 5	Mgt. dashboard in place to monitor ops. & financial performance ensuring cost control & profitability.
3	Reactive financial mgt. is the norm. LOC being used to meet spikes in operating cash flow obligations.	1 2 3 4 5	Mgt. proactive in managing sales, cash flow and lines of credit to support growth with capital investments.
4	Professional services not sought or followed to structure company for optimal value on sale of the business.	1 2 3 4 5	Valuation and structure of company assets or shares in place to support timely and unencumbered transfer.
5	Professional services (legal, accountant, insurance) not updated resulting in ambiguity re: ownership and risks.	1 2 3 4 5	Legal entity is in good order with structured partner agreements, insurance, IP & trademarks in place.
6	Sales personnel do not have contract or non-compete clause with potential for poaching of clients.	1 2 3 4 5	Supplier, vendor, employee contracts in place to mitigate risk to the business.
7	HS&E procedures outdated and not followed resulting in violations, citations and stop work orders.	1 2 3 4 5	Compliance to all regulatory and industrial requirements including health, safety, environmental.
8	If developed strategic plan is dated and viewed as a "report" with no cascading actions required.	1 2 3 4 5	Strategic plans & business objectives established and incorporated into department level budgets /plans.
9	Owner is key decision maker and is critical the to daily/weekly operations of the business.	1 2 3 4 5	Senior leader team qualified and motivated to ensure business continuity with extended absence of owner.
10	No established plans to diversify or change products and services with existing client base.	1 2 3 4 5	New R&D products, services or emerging markets being developed to support continued business growth.
11	Owner or a key employee is the "rain maker" with no formal sales function designated in the company.	1 2 3 4 5	Marketing & sales able to support planned business growth objectives without direct support of the owners.
12	Workforce does not understand the linkage between productivity & efficiency to company profitability.	1 2 3 4 5	Process flows & value tree drivers (KPI's) clearly understood and managed to achieve optimal ROI.
13	Daily fire fighting is the "norm" and planned work is the exception as everyone is "very busy" in crisis mgmt..	1 2 3 4 5	A corporate culture of continuous improvement striving for excellence evident at all levels of the organization.
14	No supervisory training in place results in unclear roles & expectations of newly promoted technical staff.	1 2 3 4 5	All supervisors are active supervisors by; making assignments, giving direction, and coaching employees.
15	Ad hoc HR hiring and retention plans result in above average turn over of staff and "problem employees"	1 2 3 4 5	Formalized employee engagement incorporates hiring the right people, on boarding, reward and retention.
16	Workforce is not flexible (trained) resulting in select key personnel being critical to the operations.	1 2 3 4 5	Employee skills development tied to enhancing workforce flexibility and future needs of the business.
17	Info. systems and technologies routinely hinder the organization as they do not support the business needs.	1 2 3 4 5	Information technology & information systems road map supports the current and future needs of the business.
18	Plant & machinery health is poor. No mtce strategies or tactics in place. Eqpt frequently breaks or is "down".	1 2 3 4 5	Physical assets (building, fixed machinery & mobile) all in good order and compliant to all regulatory reqts.
19	Goodie piles, hording and hiding of eqpt spares is common practice with annual inventory counts.	1 2 3 4 5	Obsolete & damaged inventories (raw materials, F.G., mtce & eqpt spares) properly ID and valued.
20	Owner is tied to the business and has no intention or plan of handing over the reins to 3rd party.	1 2 3 4 5	Owner has a formal exit strategy and personal vision/plan to execute post sale of the business

Scoring Methodology: Add-up the total score of your self-assessment (circled scores).

If you scored; 20 - 40 - Substantial opportunity for improvement

If you scored; 41 - 60 - Significant opportunity for improvement

If you scored; 61 - 80 - Multiple areas of opportunity for improvement

If you scored; 81 - 100 -Congratulations. You are an effectively ready to sale your business for optimal value.