



Business Diagnostic

A SAMPLE CLIENT

Spreadsheet to review strengths and weaknesses of a business

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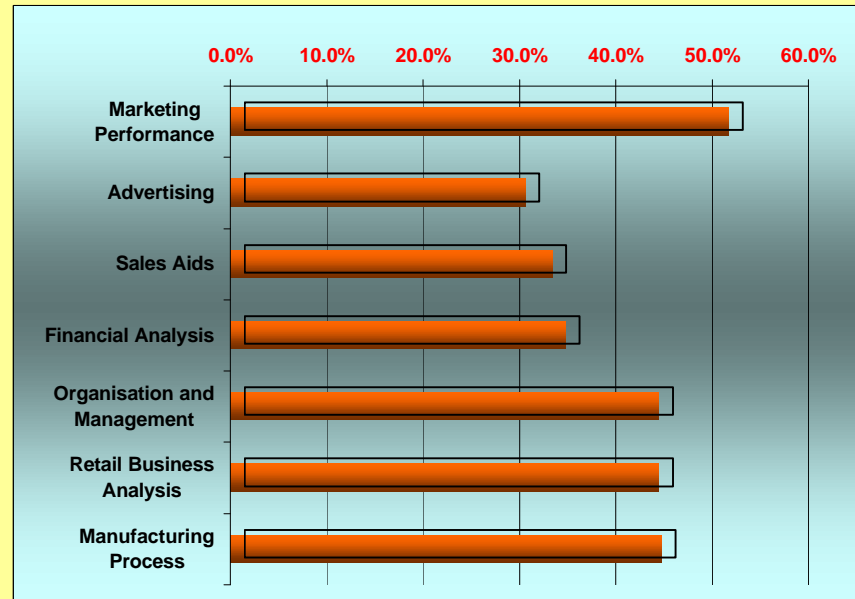
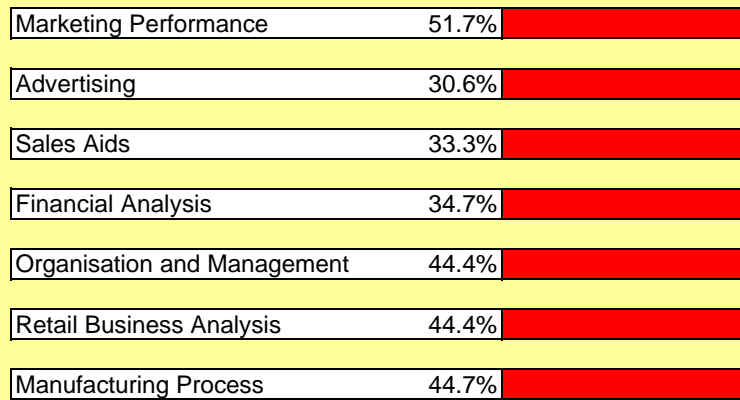
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How Good is Your Business Planning?

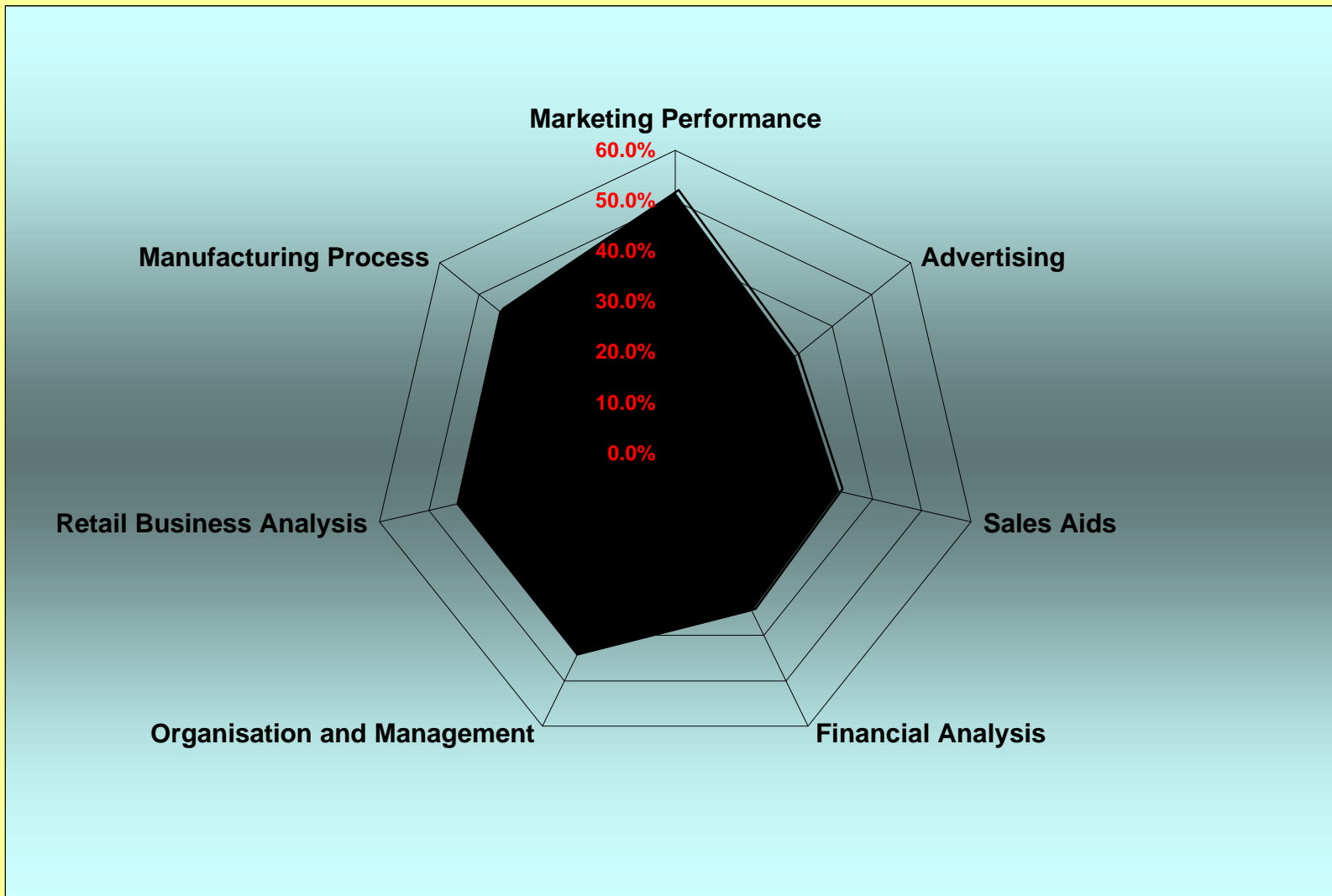
Overall Report

Business Categories

Traffic Light Indicator



How Good is Your Business Planning?



How Good is Your Business Planning?

			Weakness			Strengths			
<i>A strength is a score over</i>			66%	Very Poor	Poor	Average	Good	Very Good	Excellent
Follow up of sales leads	33%	Weakness							
Professionalism	33%	Weakness							
Customer service to existing clients	17%	Weakness							
Knowledge of customer needs	67%	Strength							
Success of past promotions	50%	Weakness							
Regular prospecting of new customers	83%	Strength							
"Appointment/Meeting to close" sale rate	17%	Weakness							
Persistent and methodical management of client base	83%	Strength							
Development of new "centres of influence" (i.e. people that can refer business to you)	83%	Strength							
Information Systems (How easily can you review sales by product, by customer segment)	50%	Weakness							
Direct Mail	83%	Strength							
Business Directory Listings	17%	Weakness							
Press Advertising	17%	Weakness							
Radio Advertising	17%	Weakness							
Seminars	17%	Weakness							
Press Releases	17%	Weakness							
Exhibitions	17%	Weakness							
Cold canvassing/Telephone selling	17%	Weakness							
Telemarketing	17%	Weakness							
Leaflet Drops	50%	Weakness							
Sales Promotions	50%	Weakness							
Other Advertising	50%	Weakness							
Slide Presentations	83%	Strength							
Computer Presentations	50%	Weakness							
Sales Presenters	17%	Weakness							
Brochures	17%	Weakness							
Newsletters	17%	Weakness							

How Good is Your Business Planning?

			Weakness			Strengths			
<i>A strength is a score over</i>			66%	Very Poor	Poor	Average	Good	Very Good	Excellent
Newspaper clippings	17%	Weakness							
Financial Budgeting	17%	Weakness							
Sales Budgeting	17%	Weakness							
Cash Flow/Revenue Ratio	50%	Weakness							
Accounting & Information Systems	17%	Weakness							
Availability of Funds for Growth	50%	Weakness							
Financial Structure & Gearing	17%	Weakness							
Level of Working Capital	83%	Strength							
Company Level of Debt	50%	Weakness							
Purchasing Systems	17%	Weakness							
Debtors Level	17%	Weakness							
Creditors Level	67%	Strength							
Level of Financial Control	17%	Weakness							
Ability to cope with workload	50%	Weakness							
Knowledge of Products / Services	67%	Strength							
Salespeople's ability to overcome objections	50%	Weakness							
Sales Skills	17%	Weakness							
Accounting/ Bookkeeping Skills	17%	Weakness							
Management Skills	67%	Strength							
Self Confidence/Enthusiasm	50%	Weakness							
Knowledge of Legal/Business Issues	17%	Weakness							
Knowledge of Technical Service Issues	67%	Strength							
Location of Premises	50%	Weakness							
Size of Premises	17%	Weakness							
Store Layouts	67%	Strength							
Presentation of Stock	50%	Weakness							
Stock Rotation	17%	Weakness							
Stock Damage/Pilferage	67%	Strength							

How Good is Your Business Planning?

			Weakness			Strengths			
	<i>A strength is a score over</i>	66%		Very Poor	Poor	Average	Good	Very Good	Excellent
Spoilage	50%		Weakness						
Parking Facilities/Convenience	17%		Weakness						
Customer Service	67%		Strength						
Quality of Cash Register/Computer	50%		Weakness						
Cleanliness of Premises	17%		Weakness						
Efficiency of Product lines	67%		Strength						
Capital Equipment	50%		Weakness						
Amount of Down time	17%		Weakness						
Preventative Maintenance	17%		Weakness						
Reject Rate of Final Product	67%		Strength						
Production Staffing Level	50%		Weakness						
Overtime	50%		Weakness						
Production Flexibility	17%		Weakness						
Work in Progress	17%		Weakness						
Relationship with Union	83%		Strength						
Updated Production Process Records	17%		Weakness						
Updated Suppliers Records	67%		Strength						
Supervision	50%		Weakness						
Production Costs	17%		Weakness						
Production Innovation	67%		Strength						
R & D Programs	50%		Weakness						
Staff Motivation	17%		Weakness						
Existing plant and machinery?	67%		Strength						
Readiness for investment in new types of plant and machinery?	67%		Strength						
Linking of your marketing, production and finance strategies?	67%		Strength						

How Good is Your Business Planning?

Q	Question Description	Category	Your Score	Out of a Possible Score of:	%	Strength or Weakness?	Where a question has shown a Weakness, consider the following strategies:
1	Follow up of sales leads	Marketing Performance	2	6	33%	Weakness	Estimate the number of selling opportunities that you have each day. Track the sales leads that result from the various marketing campaigns. This maybe on a spreadsheet, database or tracking software. Set key performance indicators for the time taken to follow up each lead. This should be systemised with standard letters or telephone scripts. Monitor performance levels in the following up of sales leads and update the Milestones with key action items. Set performance targets and goals so that the follow up of sales leads are seen as an important component of performance assessment.
2	Professionalism	Marketing Performance	2	6	33%	Weakness	Set performance standards for the manner in which professionalism is to be displayed in all parts of the business. Involve staff in arriving at these standards so that they have some ownership to them. Ensure that staff have access to an Employee Manual that reflects the professionalism standards for the business. Include the assessment of professionalism in the Performance Review process.
3	Customer service to existing clients	Marketing Performance	1	6	17%	Weakness	Establish a system of customer service standards. Communicate these standards to existing clients. Ensure that your Employee Manual reflects your businesses policies and incorporate the assessment of customer service to clients in the Performance Review process. Incorporate a process of keeping in touch with existing clients on a regular basis. Review customer satisfaction levels through written and telephone surveys. Provide rewards for VIP customers. Classify your customer base into A,B,C and D type clients (where A represent your VIP customers down to D who are the customers that you may want to refer to your competitors). D customers typically cost more in time and effort than they are prepared to pay or are capable of paying. Estimate the lifetime value of your customers.
6	Success of past promotions	Marketing Performance	3	6	50%	Weakness	Review the previous question and ensure that you have clearly defined the needs of your target market. Establish a series or promotions and test these in a prototype environment. Measure the results of each and only roll out promotions that meet the predefined success criteria.

How Good is Your Business Planning?

Q	Question Description	Category	Your Score	Out of a Possible Score of:	%	Strength or Weakness?	Where a question has shown a Weakness, consider the following strategies:
8	"Appointment/Meeting to close" sale rate	Marketing Performance	1	6	17%	Weakness	When the "appointment/meeting to close" sale rate is low, it indicates that one or more of a number of factors may need to be changed. Overall it would most likely relate to an inadequate definition of the needs of the customer. There could be other factors impacting such as inadequate sales presentations skills or a misreading of the target market. However, the main purpose of the sales professional is to assist the customer to make a good choice. There needs to be a "what's in it for me" benefit throughout the sales process. If this is done correctly then the close is straight forward.
11	Information Systems (How easily can you review sales by product, by customer segment etc)	Marketing Performance	3	6	50%	Weakness	Access to relevant data is a critical aspect of any business success. This involves properly defining the requirements of users with regard to the data that they require. In the absence of this the business will lose focus and staff will be less productive. The ease with which the key performance indicators of the business can be monitored by appropriate staff will determine how successful the business will be. A good place to start is to write down the ten most Frequently Asked Questions of all levels of staff. Add to this the ten biggest frustrations of staff in dealing with customers. Use this as the basis to commence improvements to information systems. Depending on the size of your business this may be as simple as setting up a spreadsheet or database with the relevant data or it may require complex interfaces between the sales, marketing, production, human resources and finance databases.
13	Business Directory Listings	Advertising	1	6	17%	Weakness	Ensure that Business Directories (eg Yellow pages) are the most appropriate strategy to reach your target client base. Link it to your research on demographics. Appeal to the perceived benefits and analyse what your competitors are doing. Your spending should be measured on a return on investment basis (i.e. with the net profit resulting from the advertising being greater than the cost).
14	Press Advertising	Advertising	1	6	17%	Weakness	Ensure that the press is appropriate to the demographic and the target market. This will require a monitoring of each advertisement to ensure that the response is appropriate from a financial business performance basis. This can be done by simply asking prospects and customers how they heard about you.

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Q	Question Description	Category	Your Score	Out of a Possible Score of:	%	Strength or Weakness?	Where a question has shown a Weakness, consider the following strategies:
78	Staff Motivation	Manufacturing Process	1	6	17%	Weakness	Poor staff motivation can be due to a number of factors. These include a lack of training (and therefore a lack of positive reinforcement and a feeling that employees are achieving); lack of meeting the "basic" needs such as acceptable physical surrounding (lighting, safe equipment, reasonable working hours etc); lack of focus on what it is they are to achieve (unclear job descriptions); poor or non existent staff performance appraisals; lack of clarity or input to the business (eg through the business planning process). Incorporate Job Descriptions and Performance Reviews into the internal systems within your business. They will assist you in managing this important task. If necessary, undertake a training needs analysis to confirm who is required to have these skills and the level that is required.