

ValuCompass – Grow Assessment Questions

The Grow Assessment revisits each of the 18 Drivers from Discover with additional questions that dive deeper into the understanding of business operations.. Grow has a total of 78 questions and is best used as a richer business engagement that leads to actionable items.

Use the same scale found in the Discover Assessment to determine where your business is at.

5 - Yes, our business is great

4 - We're pretty good

3 - We do an OK job

2 - We could do a better job

1 - We could really use some help

____ Growth : Company Growth

Your company can demonstrate quantifiable and historic growth greater than its competitors, and can substantiate growth projections greater than the industry rate.

____ Growth : Industry Growth

Your company can clearly document the growth of its industry (broad category definition) and within its niche (specific market).

____ Growth : Customer Advantage

Your company can articulate why its products/services will continue to effectively provide for and service future growth.

____ Potential Market : Competitive Monitoring

You have a system or process in place to monitor significant competitors and new entrants into your market.

____ Potential Market : Niche Clarity

You have research and documentation on your company's market niche by product or service line.

____ Potential Market : Market Size

There exists a large market for your products or services, and your company has complete written documentation and up-to-date research to substantiate the size of your current market.

____ Potential Market : Future Market Growth

You can document through research or other methods, growth trends in the market, and how the company will take advantage of those trends.



___ **Market Share : Market Definition**

You can clearly define and quantify your market by product/service, region, or other factors.

___ **Market Share : Dominant Market Position**

Your company is the dominant competitor in the market and can quantify its position in the market relative to all significant competitors.

___ **Market Share : Market Communication**

You can clearly communicate why your company will either retain its dominant market share, or communicate how it will attain a dominant market share.

___ **Recurring Revenue : Customer Retention**

You can articulate why customers will continue to purchase from your company.

___ **Recurring Revenue : Customer Mix**

Your company's customer base includes a mix of new, developing, and long term customers.

___ **Recurring Revenue : Contracts**

You have formal written contracts that provide for consistent revenue.

___ **Barriers to Entry : Legal Barriers Documentation**

Your company has well organized and documented agreements, licenses, and/or contracts, plus patents, trademarks and/or copyrights that clearly define the protection and the extent of your protection. This protection may include regulatory protection.

___ **Barriers to Entry : Barriers to Entry Types**

You have significant obstacles facing a new entrant into your company's market including legal, market, and/or capital barriers.

___ **Barriers to Entry : Capital Barriers Documentation**

Your company has documented all aspects of capital required for new entries into the marketplace.

___ **Barriers to Entry : Market Barriers Documentation**

Your company has market barrier documentation that includes how it created these market barriers and will protect them: examples include brands, licenses, trade secrets, exclusive agreements, location, etc.

___ **Product Differentiation : Product/Service Lifecycle**

You can articulate where the products/services are within its lifecycle, and show plans to keep, replace, or upgrade the products/services as the market continues to evolve.

___ **Product Differentiation : Proof of Differentiation**



You can quantify how the uniqueness of your company's products/services gives you a competitive advantage in a significant market or customer segment.

____ **Product Differentiation : Financial Differentiation**

You have quantitative proof of differentiation, by product or service, and can show a pricing and/or cost advantage over its competition. For example, your company can demand a higher market price for comparable products/services at a cost that results in superior gross margins.

____ **Brand : Brand Awareness**

Your company enjoys high brand awareness that resonates with target customers, and has clear documentation that supports the strength and multiple aspects of the brand.

____ **Brand : Brand Protection**

Your company has protected its brand including logos and trademarks, and has a documented process to ensure that all aspects of the brand are represented in the marketplace in a consistent manner.

____ **Brand : Brand Advantage**

Your company can articulate and quantify its brand advantage in the marketplace with a pricing model and financial measures that demonstrate the value of its brand.

____ **Margin Advantage : Margin Improvement Process**

You have a documented, rigorous process in place to constantly improve margins.

____ **Margin Advantage : Margin Trends**

You can provide a history by quarter and trend analysis of both gross and net margins.

____ **Margin Advantage : Margin Advantage**

You have projections of your company's future margin advantage, and can defend these projections.

____ **Margin Advantage : Quantifiable Advantage**

Your company's gross and net margins are consistently above the industry norm and can clearly demonstrate:

- Gross margin (percentage) advantage relative to its industry and direct competitors.
- Net bottom line margin (percentage) advantage relative to its industry and direct competitors.

____ **Customer Diversification : Trend Analysis**

You can show historical data and trends to prove continuing diversification.

____ **Customer Diversification : Future Customer Diversification**

You have documented and can defend future projections, by customer or product/ service line, of continued or growing diversification.

____ **Customer Diversification : Customer Concentration**

You have complete customer records and analysis that shows a well diversified customer base where no one customer represents more than 20% of the company's revenue.



____ **Business Overview : Company Culture**

Your company has a positive and adaptive culture that is aligned with and supports your company's goals.

____ **Business Overview : Web Presence**

Your company has a professional web presence that supports your company's goals and objectives and easily communicates important information about your company (contact information, operating hours, location, key personnel, company overview, etc.).

____ **Business Overview : Defined Market**

You have a comprehensive understanding of your company's current market niche, your company's place in that market, and a process to keep informed of market changes.

____ **Business Overview : Competitive Information**

You have a comprehensive understanding of the competition in your market.

____ **Business Overview : Company Story**

If asked, your employees could succinctly communicate (verbally and in writing), what the company does, why, and how.

____ **Business Overview : Strategic Direction**

You have a strategic plan that supports the owner's personal goals. This plan includes a vision and mission, business model, business goals, objectives, and an executable plan (tactics).

____ **Business Overview : Business Profile**

You have a well-organized and documented profile of your company that includes an industry description, high level year-over-year sales and gross margin reports, company history, location of operations, employee count and make-up, corporate and legal structure, and the accountants or lawyers advising the company.

____ **Business Overview : Trusted Advisor**

You have a trusted, high-level advisor who reviews, advises and provides feedback to the owner/CEO.

____ **Financial : Financial Statements**

Your chart of accounts clearly reflects the business you are in, enabling fast and effective communication both internally and externally, and you routinely generate the standard set of three statements (income, balance sheet and cash flow).

____ **Financial : Audits**

You have had routine, independent inspections and assessments of your company's financial integrity and related processes which provide quantitative proof your company has a healthy and standardized reporting structure reflective of the business.



___ **Financial : Intellectual Property**

You have a thorough understanding of your company's Intellectual Property (IP).

___ **Financial : Tangible Assets**

You have knowledge of and documentation that defines the ownership, control, and use of the tangible assets needed to deliver products and services.

___ **Financial : Banking and Capital**

You efficiently utilize banking services, and have the ability to obtain and manage outside capital.

___ **Financial : Tax**

You have a complete understanding and fulfillment of all tax obligations.

___ **Financial : Risk and Insurance**

You have protected your company from, or limited its risk.

___ **Financial : Operating Reports**

Financial operating reports are routinely generated and used by management to review your company's performance and make operational decisions.

___ **Sales and Marketing : Sales and Marketing Objectives**

Your company has clear sales and marketing objectives.

___ **Sales and Marketing : Marketing Plan and Process**

You have a clear marketing plan and routinely engage in specific and organized actions to interest potential customers in your products or services.

___ **Sales and Marketing : Sales Plan and Process**

You have a sales plan and repeatable sales process to deliver your company's revenue goals that are well-developed, managed, and executed.

___ **Sales and Marketing : Market Research**

You have access to, and regularly use, market research to make informed marketing, sales, and operational decisions.

___ **Sales and Marketing : Sales and Marketing Metrics**

You regularly measure how well your company is meeting its sales and marketing objectives.

___ **Sales and Marketing : Customer Contracts**

You execute contracts between your company and your customers where possible, or have documented payment and delivery terms.

___ **Operations : Delivery Objectives**

You have operations objectives that are executable, measurable, and updated regularly

___ **Operations : Delivery Process**



You have clear and documented operational processes such that an outsider could learn them quickly, easily jump in, and be effective.

___ **Operations : Industry Standards**

You follow or comply with industry standards ranging from government regulations, best practices and independent certifications.

___ **Operations : Performance Metrics**

You regularly measure how well your company is meeting its operational objectives, driving its processes and making good on its commitment to customers.

___ **Operations : Suppliers and Contracts**

You have written supplier contracts defining the relationships between your company and your suppliers.

___ **Customer Satisfaction : Customer Satisfaction Metrics**

You routinely and continuously measure customer satisfaction.

___ **Customer Satisfaction : Satisfaction Plan and Process**

You have developed and executed a plan to meet customer satisfaction objectives.

___ **Customer Satisfaction : Satisfaction Objectives**

You have customer satisfaction goals and objectives, and you communicate them both internally and externally.

___ **Senior Management : Team Functionality**

The senior management team effectively works together to deliver company goals and objectives.

___ **Senior Management : Reporting Relationships**

The company can run effectively without you.

___ **Senior Management : Compensation**

Senior management compensation is competitive and tied to individual performance against company goals and objectives.

___ **Senior Management : Roles and Responsibilities**

Throughout your company, there are clear and understood roles and responsibilities for senior managers that support the company's objectives.

___ **Senior Management : Succession Plan**

You have a personnel plan in place for each senior manager that ensures a smooth continuation of the business in case a change in senior management occurs.

___ **Human Resources : Compensation and Benefits**

You understand and follow compensation best practices for your industry, and utilize a combination of fixed, variable, and non-wage forms of compensation.

___ **Human Resources : Roles and Responsibilities**



Throughout the company there are clear and understood roles and responsibilities for each employee that supports the company's goals and objectives.

____ **Human Resources : Employee Contracts**

You have written employee contracts defining the legal relationship and responsibilities between the company and its employees.

____ **Human Resources : Recruitment**

You have a standardized, efficient, and effective process to staff the company including internal job postings, appropriate testing, multiple interviews with multiple staff, and reference checks.

____ **Human Resources : Policies and Process**

You have documentation and processes to ensure effective administration and employee relations.

____ **Legal : Contracts**

You have well-organized and documented contracts with key customers, suppliers, advisors, contractors, and employees

____ **Legal : Process**

You have a process to handle potential liability issues.

____ **Legal : Litigation**

There are no claims for or against your company, or its employees, resulting in formal proceedings.

____ **Legal : Capital**

You have well-organized and documented agreements with all investors/parties (both internal and external), who have provided capital to the company in any form.

____ **Innovation : Collaboration**

Your company has tapped multiple constituents in its professional network (such as customers, suppliers, universities, consumers, advisors, or others), to keep abreast of new innovations and test your own innovations.

____ **Innovation : Culture and Rewards**

Your company's culture encourages and rewards innovation at all levels of the organization.

____ **Innovation : Metrics**

Your company can quantify the benefits of innovations through various means such as patents, copyrights, revenue growth, workflow efficiencies, and financial improvements.

____ **Innovation : Process**

Your company has a well defined process to encourage, capture, and protect innovation among your employees.

