

SCALING UP

A GAZELLES COMPANY



Your Scaling Up Report

Based on the Scaling Up Assessment

CEO Full version

Scaling Up Assessment for: **Dave Appletree**

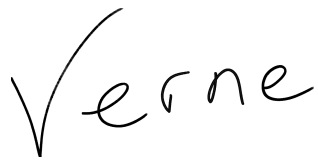
PREFACE

Dear Dave Appletree,

Congratulations! You are now the owner of your own personalized ScaleUp Assessment report. With this report you will gain a better understanding of how well prepared you are for Scaling Up, how you and your company compare to your peers and what your priorities may be. To reach the 'next level' you now have the choice of using the Scaling Up book, implementing a growth program or working with a coach. Ultimately, this report will work as a guide and input towards your personal growth path. Dave Appletree, you can use this report as a guide and as input for your personal growth path.

The assessment has been predominantly devised utilizing the Scaling Up / Rockefeller Habits 2.0 methodology, alongside academic growth models and organizational development theories. We have received input from many seasoned growth entrepreneurs, coaches, mentors and academics. We hope and believe you will be positively surprised by the number of Scaling Up insights throughout this report. We would highly recommend repeating this assessment annually, in order to keep track of your progress.

I wish you many great insights. Enjoy the report and keep scaling!



Verne Harnish



Verne Harnish, CEO
Scaling Up

Author of Scaling Up (Rockefeller Habits 2.0)
The Greatest Business Decisions of All Time
Mastering the Rockefeller Habits



People



Strategy



Execution



Cash



You

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As the diagram suggests, all four areas (People, Strategy, Execution, Cash) are tied together and impact each other. You want to pay particular attention to the area that precedes your lowest score i.e. if your lowest score was Strategy the root cause could be People.

INTRODUCTION

Dear **Dave Appletree**, this report will show findings in comparison to your peer group. Your peer group being companies that are of a similar size and in the same organizational phase.

Our understanding, however, is that almost all organizations undergo the same phases and challenges. It's usually when those challenges have been accomplished, with the right people in the right seats, implementing a clear strategy and execution design, with sufficient funds and ideal leadership that the organization is ready for further growth and Scaling Up.

Now let's turn to you. You are **46** years old, have been an entrepreneur for **22** years, have a **22** -year-old company. Your company is active in **information and communication**. You have a partner. This usually makes leading a business easier, if you at least agree on the long-term goals and have a clear division of activities. You have **87** permanent employees in service and **20** temporary employees on contract. You have a sales goal of **80** million for this year. You have a healthy ratio between sales and number of employees. But perhaps (a part of) sales is based on trade sales.

As indicated, and given the number of employees, you are probably in the **Delegation phase**. From this phase on, you (hopefully) have an efficient leadership team in place. You have more time and you can focus on the really important things again. One of the pitfalls is that you keep dealing with operational management tasks too much. The entrepreneur must "lead," that is, ensure that the entire leadership team and the entire company keeps focusing on the main goal. Often, it is good for the entrepreneur to take a step back and primarily focus on the future of the company.

For this year, your growth objective is **13%** growth. For next year, your objective is **13%**. You have a fair growth ambition for the year ahead. Other entrepreneurs within your peer group have an average growth ambition of 67.9%. You will get **5 %** of your revenue from abroad. A part of your total sales is already comprised of

international sales. That's good. This may be the right direction for continued growth.

What is the **ScaleUp Score**? The ScaleUp Score is based upon and calculated using all assessment items, including ambition and past growth. You gain bonus points if you perform well on challenges that rank highly in shaping your future growth. The maximum score is 100.

Dave Appletree, your current ScaleUp Score is **31**.

Your estimation: **60**. The average Score for comparable companies is **55.1**. So **89%** of comparable companies score higher. You have still a lot of room for improvement. In the following growth report, you can read in detail where your areas for improvement are.

YOUR PROFILE

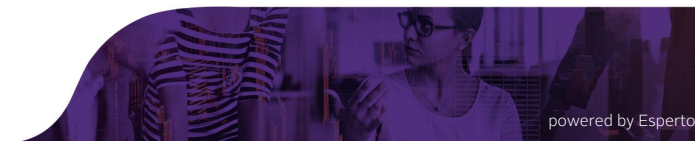
We begin with an overview on the main sections. The score is a weighted average of the questions per section. Your results are compared with your peer group.

	CEO score	Team avg	Peers	Dev from team	Dev from Peers
People	4.1	0.0	6.1	+4.1 ▲	-2.0 ▼
Your Employees	2.9	0.0	5.9	+2.9 ▲	-3.0 ▼
Company Culture	5.2	0.0	6.3	+5.2 ▲	-1.1 ▼
Strategy	4.4	0.0	4.7	+4.4 ▲	-0.3 ▼
Execution	3.0	1.7	5.1	+1.3 ▲	-2.1 ▼
Leadership Team	3.0	0.0	3.0	+3.0 ▲	0.0 ●
Operational Processes	3.0	0.0	5.2	+3.0 ▲	-2.2 ▼
Sales and Marketing	3.0	0.0	5.5	+3.0 ▲	-2.5 ▼
Scalability, Innovation and Technology	3.0	0.0	6.6	+3.0 ▲	-3.6 ▼
Cash	4.8	0.0	7.6	+4.8 ▲	-2.8 ▼
You	4.8	0.0	5.4	+4.8 ▲	-0.6 ▼
Your Leadership	5.1	0.0	6.5	+5.1 ▲	-1.4 ▼
Internal Communication	4.5	0.0	4.3	+4.5 ▲	+0.2 ▲

Company culture and Your leadership rank highest. People and Execution and operational processes rank lowest.

What are Peers? Peers are companies with a comparable size who have preceded you in taking the Scaling Up Assessment. The database contains thousands of other growth companies.

In comparison to your peers, your scores for **Internal communication** and **Leadership team** are relatively good. However, **Scalability, technology and innovation** and **People** show a lower than average score.



PEERS AND COMPARISONS

Below you will find a comparison between outcomes in the ScaleUp Score between you and other entrepreneurs. You will find the average scores of entrepreneurs with specific characteristics (growth, company age, having a mentor, reading management books, the gender of the entrepreneur and a selection of companies in your own industry). You might stumble upon some interesting findings.



YOUR SECTOR INFORMATION AND COMMUNICATION



Companies in the same industry score

49

YOUR COMPANY EXISTS



Companies with the same age score

54

YOUR SCORE ON READING BOOKS



Leaders who read more books score

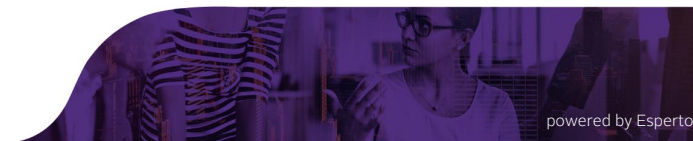
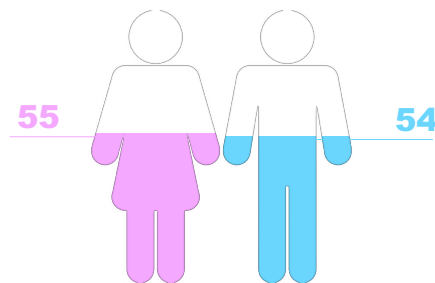
57

YOUR SCORE ON HAVING A MENTOR



Entrepreneurs with mentors score

55





People

PEOPLE

People - without a doubt the key to success within your organization. Every management book, academic study and personal story relays the same message.

So, in your case Dave Appletree, let's ask that key question: Are all your employees happy and engaged in the business? And would you 'rehire' all of them?

The success and scalability of your organization is mainly determined by the success that you have recruiting, training, involving, motivating and growing the best people you can find. And this can never be based on luck. Real success is based upon a philosophy around people, core values, the company culture, introduction program, continuous training and reward.

Note on reading the tables on the following pages

In the team score, the dark bar is the lowest score, the light bar is the highest score. The black stripe is the average score of the leadership team members. The number is the average score.

Companies that nail this are usually the winners in their industry. Let's take a look at how you compare:



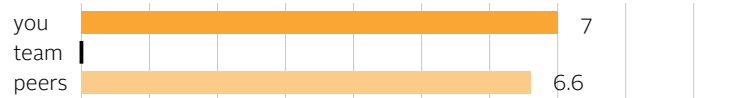


People

YOUR EMPLOYEES

The average score for this section is 47.2. Your average score is 23. Therefore, on average you are doing under your peer group.

Effective recruitment process



In order to grow, you continuously need new - and good - people. This is often one of the most important challenges for a growth entrepreneur. You indicate that when it comes to finding new employees you have this reasonably well under control. That's great. This is most likely due to your recruitment process and the time and attention dedicated towards it. Try to keep this up when you continue to grow.

Low staff turnover



Your employee turnover is high. Unwanted turnover is often a sign that processes, strategy or management are not in order. It takes an enormous amount of money and effort to continually find and train new employees. Find out what the reasons are, hold exit interviews and ask yourself whether you yourself would want to work at your company.

Onboarding program



Employees do not receive a comprehensive onboarding program at your company. That really is necessary with a company of your size. A well-thought-out onboarding program will be an enormous help to employees with regard to learning their jobs, becoming familiar with

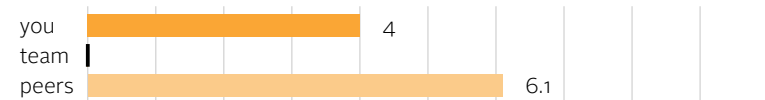
the company's core values and getting to know their coworkers. It will also help with scaling up your company. It might be good to start taking steps toward this now.

Measuring employee satisfaction



You do not yet measure employee satisfaction. Your company is in the phase where you need to have a systematic understanding of what's going on among your employees. After all, it's no longer possible for you to know them all personally. An employee survey is probably a good start in this respect.

Positive about re-hiring employees

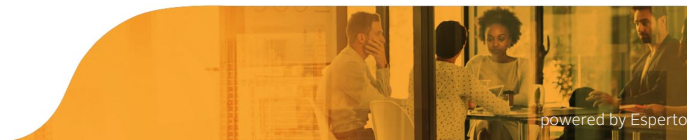


You would hire few or none of your current employees again. Ouch. This means that you have either postponed a lot of difficult decisions or you simply have a very bad hiring policy. You should work on this, because without good employees you can't grow.

Every employee has a training plan



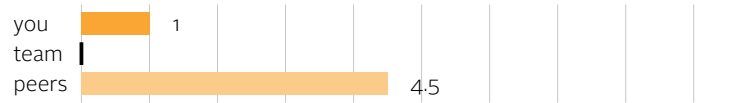
Management thinker Tom Peters stated in his latest book 'one of the greatest responsibilities of an employer nowadays is the continuous development of employees'. In fast growing companies, roles are continuously changing, the need for training and education is therefore imperative. With your company size it is substandard that none of this is implemented. You might want to prioritize and discuss this with your leadership team.





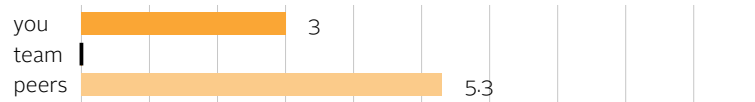
People

Outsourcing / Offshoring operations



You are not active with offshoring or outsourcing, this strategy is completely depending on your product/service, cost and scaling strategy.

We apply flat-management or self-steering/organizing teams



You have not implemented new management models, when things work for you, don't change.



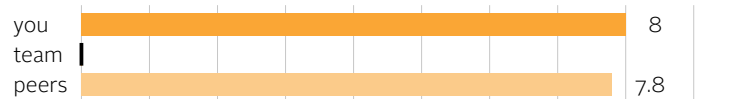


People

COMPANY CULTURE

The average score for this section is 31.3. Your average score is 26. Therefore, on average you are doing under your peer group.

We have Core values



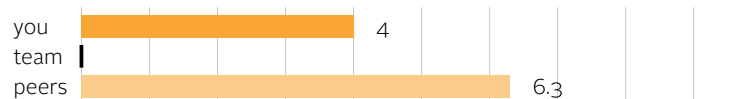
Core values are the internal 'rules of the game'. It's essential to have absolute clarity on this if you start or continue to grow rapidly. In your phase it's necessary to have a clearer picture on the core values, especially if you regularly hire new people. You have already actively started doing this, and that's good. Finish quickly and continuously communicate is the name of the game.

We have focus on customers' needs



Growth often creates increased management attention to internal matters, employees, new premises, computer systems, etc. The most rapidly growing and successful companies keep a sharp focus on the continuously (changing) needs of the customer. Making and keeping this focus and attention explicit is important, especially in this phase of your company.

Employees know core values



You have not yet formulated any core values. This is increasingly crucial in your phase. When everyone knows the rules of the game and acts accordingly, this ensures seamless operation. Especially

when you continue to grow and keep hiring new people.

We are transparent



Transparency of information (about customers, sales, goals, growth, etc.) produces greater employee involvement. In addition, it often prevents internal "politics". It would be good if you could start thinking about what information you are even more willing to share.

We have a positive and healthy culture



"Culture eats Strategy for breakfast" is a famous quote from management guru Peter Drucker. The outside world is changing rapidly, but a positive and healthy culture in which employees take responsibility, think along and always act in the interest of the company is therefore an enormous "asset". Given your size, it is very important that you quickly start working on such a culture even more consciously.





Strategy

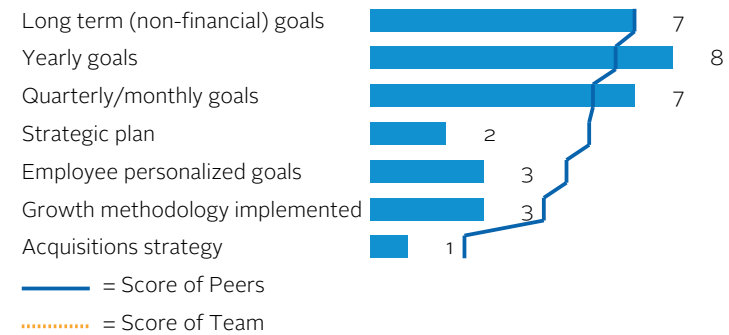
STRATEGY

Articulating a clear and differential strategy, supported by a strong core culture that can deliver on the brand's promises, is the key for any company that wants to scale up. So how do you know if you have this industry dominating strategy? Sustainable top-line revenue growth and an increasing gross margin are the two key financial indicators. If you don't have a killer strategy your company will slowly face continuous pricing pressures as the market commoditizes your products and services.

Dave Appletree, to have such a strong and effective strategy, it is key that the leadership team has a system and process to devote time and attention to this. A strong strategy needs a very clear and compelling vision and long term goal (BHAG). It needs to be specific and clear on which clients you want to service, how you will be unique and that your competences are clearly aligned with that goal. You then need clear measurable (non financial) yearly and quarterly goals. And a process needs to be in place to review and discuss trends and information from employees, clients and the market in general. Information on competition, technologies and potential disrupters needs to be part of the periodic strategic assessment.

And a strategy works best when all employees know it, understand it and are motivated by it.

Let's look at your results.



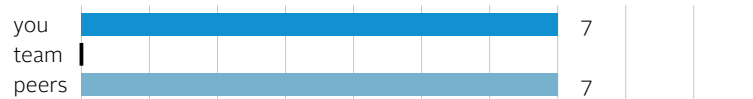


Strategy

GOALS AND STRATEGY

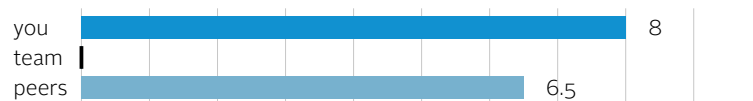
The average score for this section is 33.1. Your average score is 31. Therefore, on average you are doing under your peer group.

We have formulated a long term (non-financial) goal



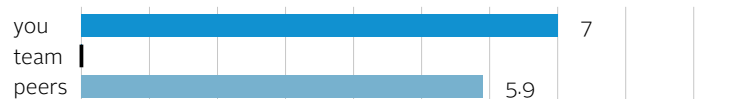
You have already come far with the formulation of your long-term goal. That's great, because a long-term goal provides direction and context and above all motivation for all employees. Companies that do this effectively are at an enormous advantage. Good luck formulating your goal.

We have formulated yearly goals



You are already working on formulating measurable annual goals - better late than never. The clearer and more measurably you formulate your goals (both financially and organizationally or with regard to product or market development), the higher the chance that you will also achieve those goals. This will have a clarifying and motivating effect and ensure growth.

We have formulated quarterly/ monthly goals (other than financial goals)



You have already come far with measurable monthly or quarterly goals. Monthly or quarterly goals give you guidance and direction and ensure that you will achieve your annual goals. Try making this into a regular process.

We work with a strategic plan



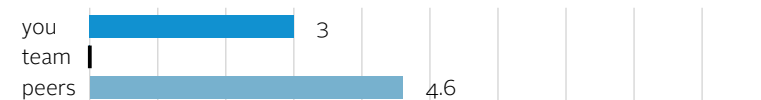
You do not yet have a business plan. Given the size of your company, it's about time you did. Establishing your goals, strategy and action plan can bring about a lot of clarity and teach you to anticipate certain challenges. When is the personnel planning done? What will the marketing strategy and the associated costs be? You have to make many difficult choices; a complete overview and plan will help you with this, including in the financial aspect.

Each employee has personalized goals



You haven't started working on personal goals yet. Team goals and personal goals are the next step in working efficiently. This creates clarity, commitment, personal responsibility and motivation. Think about how this would work at your company.

We have implemented a growth methodology



You have not yet implemented a growth methodology. The larger you grow, the more difficult it is to implement new ways of working. Now would be the time to invest in the type of leadership, systems and processes that propel your growth.



Strategy

We have an active acquisitions strategy



You are not active with acquisitions, you might be right, as 70% of the acquisitions turns out to be disappointing.



Execution

EXECUTION

Execution is, in many organizations, the biggest challenge. Where most entrepreneurs have a natural passion for clients, product development and innovation, many of them lack the skills and intrinsic motivation for a flawless and scalable execution. Execution and operations are broad areas and its success is dependent from many factors. But let us first distinguish leadership and management. As the entrepreneur of the organization, the focus lies on leadership, with the key objective being emotional involvement in the long and short term vision of the company across all employees. Management however is focused on process. The right people doing the right things right. And do all processes run without drama and drive industry-leading profitability? The entrepreneur does not have to be the person to manage this. An operations director, COO, or well functioning management team are, in many situations, the critical people to get this right.

Execution success is dependent on many factors. A well functioning leadership team, with a disciplined process and rhythm for prioritization and goalsetting. Clear KPIs, measurement systems, a process for employee and client feedback. Automation and digitalization of primary and secondary processes and so on.

We have put the sales and marketing function also in this chapter, as we see the systematic organization of these processes as part of the execution.

OK, let's see how you scored:



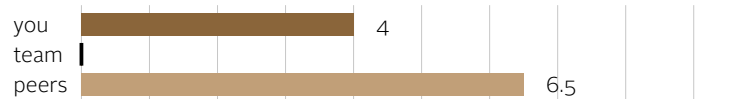


Execution

LEADERSHIP TEAM

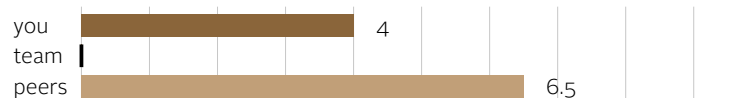
The average score for this section is 11.9. Your average score is 12. Therefore, on average you are doing better than your peer group.

Tasks are properly allocated



You do not yet have an efficient leadership team. That's incomprehensible in your phase. It would be best for decisions to be increasingly discussed, made, accounted for and above all implemented by the group. Now you are doing most of it yourself, which places unjustified pressure on you as an entrepreneur, manager and leader.

We have weekly management meetings.



You do not have weekly meetings. That's highly unusual for a company of your size. Maybe your business model permits this... or you have answered the question incorrectly. It's high time to create structure and have regular meetings. Having regular weekly meetings with your most important leaders is essential for making the right decisions together and monitoring progress.

We have periodic strategic sessions.



You do not yet have strategic sessions. Now it's really important to involve employees in long-term planning. That's why you should start planning strategic sessions with all - or your most important -

employees.

Leadership team receives regular training



A growing organization means that tasks and therefore also the required skills are continuously changing. We recommend that you start approaching this in a systematic manner.

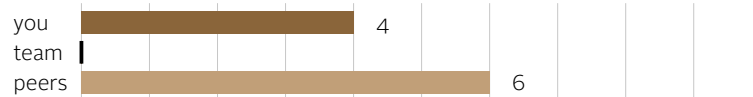


Execution

OPERATIONAL PROCESSES

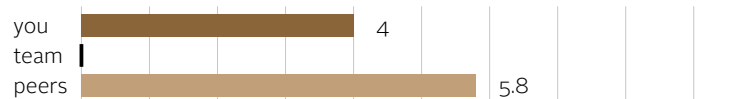
The average score for this section is 25.8. Your average score is 15. Therefore, on average you are doing under your peer group.

Our goals are translated into clear KPIs



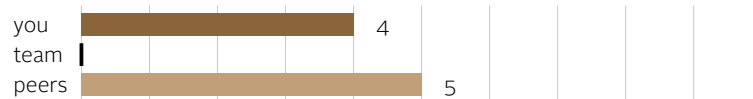
Making goals measurable is an important step towards creating personal accountability and professionalizing processes. This includes numbers of leads, receive applications, IT development, etc. It's time to start thinking about this, as this will help you with control, scalability and growth into the next phase.

We use real-time data to measure our performance



You are constantly searching for the right information at your company. With a company of your size this will likely increasingly lead to mistakes, wrong decisions and problems. Consider systems and processes that can support your company's figures, as this is necessary for better guiding your company and allowing it to grow.

We grow with limited mistakes, errors and problems



Work pressure and lack of process often lead to coordination problems and mistakes. That's a shame and could potentially damage your reputation among customers. Especially given the size of your company, it's time to take stock of processes and make clear arrangements. If you don't like doing this yourself, ask a member of

your management team to make this his or her most important priority. If you don't resolve this, it will only get worse.

We measure customer satisfaction



You do not yet measure customer satisfaction. That's too bad, because this provides important input for the further development of your products and processes. In any case, you should try having regular contact with customers to find out what you can improve.

We have systematic processes for continuous improvement



A system for preventing mistakes and taking stock of complaints/feedback is very important with a company of your size. Frequently, new people will be hired. Then it's good to structure work processes and set up a system of quality checks and customer feedback. Preventing mistakes is usually significantly cheaper than continually fixing them. It's time to think about this.

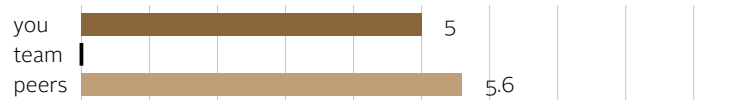


Execution

SALES AND MARKETING

The average score for this section is 27.5. Your average score is 15. Therefore, on average you are doing under your peer group.

We have effective lead generation process



You have already started a lead generation process. That's a good initiative. With a company of your size, allowing the acquisition of new customers to only depend on the entrepreneur or on coincidence is dangerous. For continued growth, it would be wise to implement an effective process and system for this.

Sales achievement



Having and achieving targets is, of course, the basis for business success and growth. At successful companies this correlation is no coincidence. The sales process will often consist of a combination of targets, bonus schemes, lead generation as well as weekly meetings, coaching, training, motivational sessions, etc. You are in the phase to really start thinking about that.

Weekly sales meeting



Stimulating sales is hardly possible without a disciplined process. A weekly sales meeting in which successes as well as setbacks and lessons learned are shared is an important part of the success of fast-growing companies. Often there are also one-on-one meetings with individual sales reps - if applicable. Given the size of your company, it seems high time to start with this.

Head of sales is not the entrepreneur



Also, you can only commit your time once as an entrepreneur. That also applies to sales management. With the increasing pressure on general management tasks, it's good to ensure that you as an entrepreneur free up sufficient time for this. If this is not the case, you will have to start making choices.

We have an effective PR/communication strategy



Nowadays sales and marketing strategies are usually accompanied with an effective content-based communication strategy. This is something you might want to think about.



Execution

SCALABILITY, TECHNOLOGY AND INNOVATION

The average score for this section is 39.5. Your average score is 18. Therefore, on average you are doing under your peer group.

Most processes are automated



In order to scale, smart application and linking of information technology is essential. Sales, marketing, project management, production, human resources, reporting, etc. This gives structure and clarity, prevents mistakes and makes growing a lot easier. You still do not have supporting automated systems. This is remarkable.

Systems prepped for growth



Your systems are not yet prepared for growth. When you continue to grow, a lot changes at the same time: systems, structures, people, processes, etc. It helps a lot when your systems can handle this growth. Otherwise it's sort of like changing the tires while driving. We advise you to start "thinking ahead" in terms of structures and systems.

Better systems than competitors



Many fast growers have invested in information technology systems that help them be better, smarter, more efficient and more market-oriented than their competitors. You don't have any systems that are better than most of your competitors. Where might IT be able to

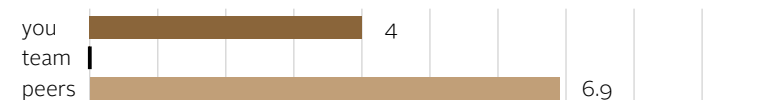
help you?

Knowledge on latest technology



As an entrepreneur, you always have 1001 focus areas. You must keep an eye on technological developments that could enormously affect your business model or company efficiency. You could spend more time on this.

We are more innovative than competitors



In this world, where developments are super fast, you can quickly be made less relevant by a competitor if you don't pay attention (for example, by focusing too much on internal issues). It is wise to continuously make improvement and innovation part of the organization's DNA.

Our business model is disruptive



You do not have a disruptive business model. Keep your eyes open for newcomers in your market. Or you might want to think creating a disruptive model yourself.



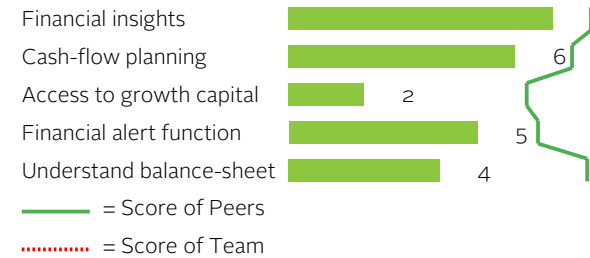
Cash

FINANCE AND CASH

Growth sucks cash. This is the first law of entrepreneurial gravity. Yet many company leaders pay more attention to revenue and profit than they do to cash. And usually a company needs to be in severe cash crisis before predictive systems are implemented and the business model is optimized to be cash rich.

So the key question is: Do you have consistent cash sources, ideally internally generated, to fuel business growth?

Let's see how your are doing compared to your peers:



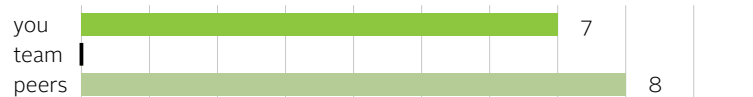


Cash

FINANCE AND CASH

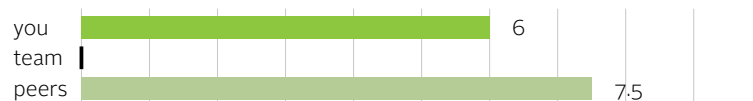
The average score for this section is 38.1. Your average score is 24. Therefore, on average you are doing under your peer group.

Real time financial insights



You have a reasonably up-to-date picture of your sales and costs. That's good; your aim should be to always have a clear picture of these items.

Up-to-date cashflow planning



You don't employ strict cash flow planning. As a small business, you always have to look ahead a few months with regard to your cash flow, as otherwise you'll inevitably end up in trouble, especially if you grow.

Access to growth capital



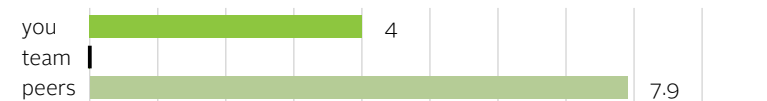
You have no access to growth capital. This isn't a problem, unless you want to grow a lot. After all, growth gobbles up cash. You could create a list of the various alternatives (friends/fools/family, the bank, factoring, SME bonds, crowd funding, angel investors, private equity, Government Funding, etc.). There are a lot of service providers who can help you with this.

Financial alert function



It is crucial to have "early warning systems" with regard to financial parameters. The faster you can intervene or take measures, the better. You indicate that this is not always the case at your company. That's dangerous. What are you going to do about it?

Leadership understands balance sheet



Reading and understanding a balance sheet appears to be a tricky thing for many entrepreneurs. While a balance sheet is a smart blueprint that can expose the dynamics and growth potential behind your company. With a company of your size this is not a priority, but if you grow you should spend a good amount of time and attention on this.



You

YOU

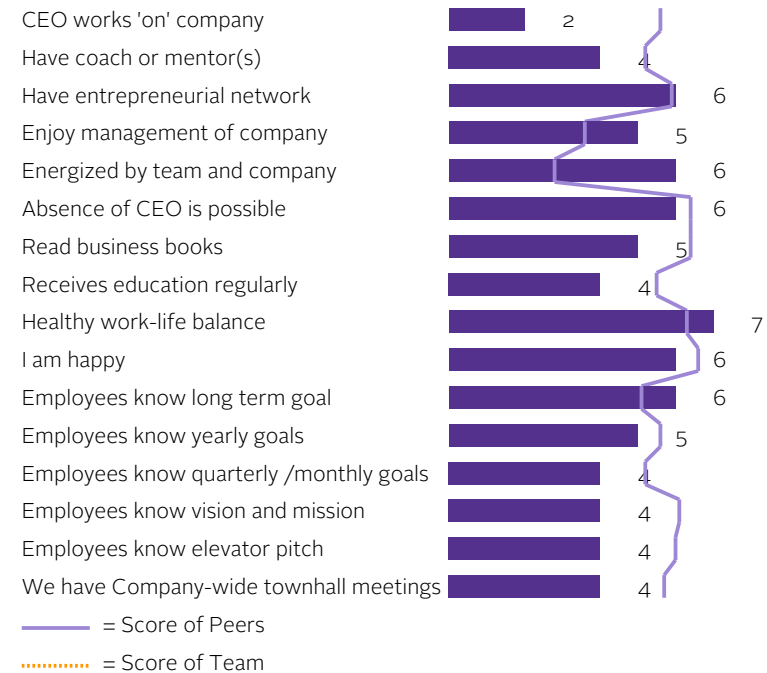
Peter Drucker nailed it: "The Bottleneck is always on top of the bottle". We mentioned that people are the most critical factor in defining a company's success. We lied. It is, in fact, you, the entrepreneur, founder and leader. Therefore, the responsibility lies with this person in recruitment, motivation, training and overall involvement ensuring the business reaches a higher level.

In other words, your ambition level, energy, speeches, involvement and example behavior are the real key to scaling up. Interestingly, your behavior needs to adapt to cater for each new organizational phase. This requires growth and development from you, as the leader too. Continuously identifying what the organization needs from you. This starts with moving from working 'in' your company to working 'at' your company and usually ends with making sure that you let your professional management run the operations so you can build the organization even further.

Within this process one of the key areas of success is the level in which you involve your employees in the company vision and goals. Hence why we stress the importance of internal communication.

To continuously grow as a leader is challenging. Having a mentor or coach can be extremely beneficial in setting you on the right leadership development trajectory. Successful leaders are happy, have a good work-life balance, read a lot and learn from other entrepreneurs. Note, it is about the decisions you take, not the time that you put in.

Dave Appletree, let's look at your results. We see that you have 22 years experience as an entrepreneur and that you have 1 partner(s) in your business.

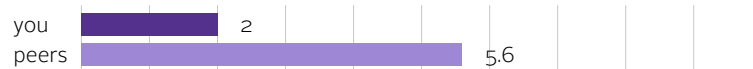




YOUR LEADERSHIP

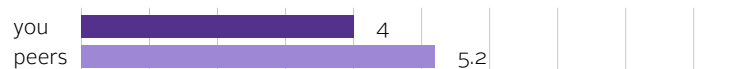
The average score for this section is 64.8. Your average score is 51. Therefore, on average you are doing under your peer group.

CEO works on the company and is able to remove from daily operations



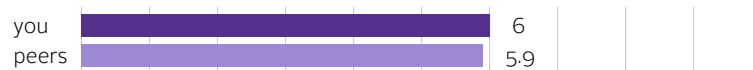
You indicate that you are still working fully in your company. That's very unusual in this phase. But if you don't put in any time to work on your company as well (systems, structures, processes, management, etc.), then it will be difficult to keep growing. When do you start?

Have a mentor



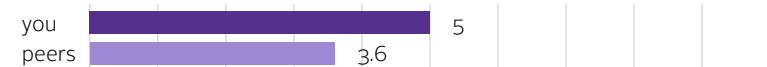
You indicate that you have no mentor. It can be difficult to see when you are stuck. Sometimes choices are a challenge, or you have simply reached the end of your tether. Maybe you need to change to guide the company to its next phase? Whatever it may be, this is where a mentor can be of great assistance.

Have an entrepreneurial network



Most entrepreneurs experience the same challenges, highs and lows. Other entrepreneurs you know can often be of great assistance with their experiences. We recommend that you actively look for and invest more time in a good network of entrepreneurs.

Enjoy management of company



You don't really like managing. Many entrepreneurs find out that managing people costs a lot of time and energy. With a company of your size you probably work with a management team and/or a second-in-command who is good in operations. The challenge is for you not to get in their way and to focus fully on the future of the company.

Energized by team and company



It is not unusual for entrepreneurs to become "sick" of their company after about seven years. Employees can change jobs or companies. Entrepreneurs can't. The best solution that doesn't cost money but does deliver is to let your company grow hard (again); then every year is different.

Absence of CEO is possible

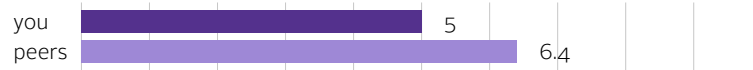


You still can't leave without some things going wrong. You have made the company, the processes and the people too dependent on you. That's not scalable and causes you in particular a lot of work, stress and likely also annoyance. We recommend that you start working on standardization, establishing processes and probably also on hiring better people.



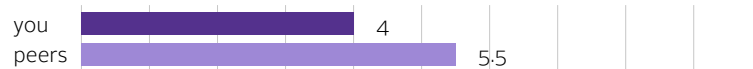
You

Read business books



You don't often read management books. That's a shame, because in order to grow it will be imperative to have skills, ideas and insights that were documented by others years ago. And don't forget: "stagnant water will stink." This also applies to businesses.

Receives regular education



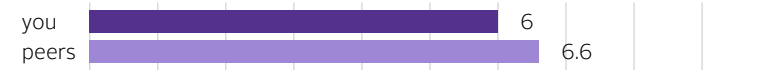
You never attend external education or training courses. That's too bad. Because even as an entrepreneur, you need to develop yourself. Often the entrepreneur him/herself is the most important part of the educational equation. Management guru Peter Drucker said: "The bottleneck is always on top of the bottle." In other words, keep developing yourself in order to let your organization grow.

Healthy work - life balance



You have a reasonably good work-life balance. It is a challenge for many entrepreneurs to combine everything. Successful high-growth entrepreneurs teach us that we must always take good care of ourselves. You have got that under control; well done.

I am happy



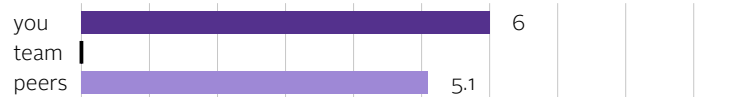
You are somewhat not happy. If this feeling continues, talk to a mentor, another entrepreneur who has been in your shoes. Maybe entrepreneurship is not for you.



INTERNAL COMMUNICATION

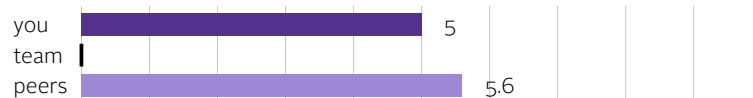
The average score for this section is 26. Your average score is 27. Therefore, on average you are doing better than your peer group.

Employees know long term goal



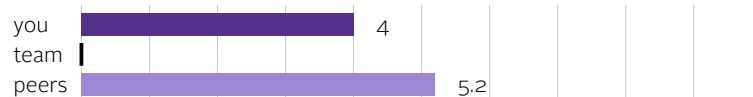
A long-term goal for the organization gives everyone a clear framework for strategy and decisions - and can be very motivating. Good that you have started doing this. It's important for you to finish this quickly.

Employees know yearly goal



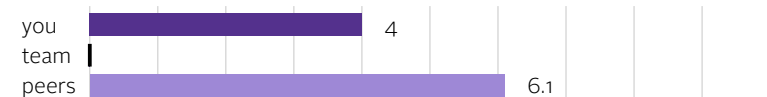
Focusing on goals, including annual goals, provides direction and a framework to your business activities. In addition, this information motivates your employees. Good that you have already started doing this; try to persevere and especially to communicate about this on a regular basis.

Employees know quarterly/monthly goals



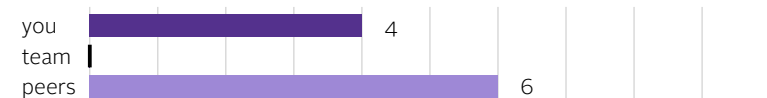
Focusing on goals, including monthly goals and KPIs, provides guidance and direction to business activities. Actually, you make a small sprint every month to ensure that you are "on schedule". The clearer the goal the clearer it becomes on how to achieve it. In your phase it helps when everyone knows which goal should be achieved. Perhaps you can start on this immediately!

Employees know vision and mission



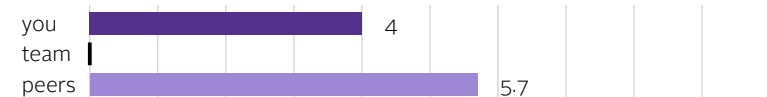
As with the long-term goal - it is important for the company's vision and mission to be clear. This motivates employees and provides a clear framework for the activities. In your phase it's very important for you to have this very clear, and set down on paper.

Employees know elevator pitch



You'd be surprised to hear the stories and answers you get to the question "What exactly does your company do?". It is a good idea to formulate a common language and text - and to practice together. Everything will become clearer. Both internally as well as externally.

We frequently have company-wide meetings



Research shows that it's crucial to communicate goals and performance to all employees, providing them with context regarding development. Face-to-face, with internal sessions works best. With internal sessions, in other words. You are not doing this yet, or not doing it often enough... we recommend that you start on this quickly.

IN CONCLUSION

This was your report of the Scaling Up Assessment. You have a ScaleUp Score of **31**. You have still a lot of focus areas on which you can work within your company. If you want to grow quickly, then your organization is probably not ready yet. You scored highest on **Company culture** and lowest on **People**. In comparison to other companies, in the same phase, you score higher on **Internal communication** and lower on **Scalability, technology and innovation**. Your biggest challenge - as you describe it - is "**Customer acquisition**".

Hopefully this report has given you sufficient insight into where you and your organization can improve. Good luck and we'll see you back at this Scaling Up Assessment - perhaps for a higher score...

We would like to thank you for undergoing this Scaling Up Assessment. If you would like any support in implementing the Scaling Up/ Rockefeller Habits methodology, please get in touch via www.scalingup.com and we will connect you to a certified coach or partner. Over the past 30 years we've offered support to around 40,000 organizations, Scaling Up through coaching, workshops, dashboard tools and online training.

Keep Scaling,

Verne Harnish



People



Strategy



Execution



Cash



You

Appendix A

People



Strategy



Execution



Cash



You





People



Strategy



Execution



Cash



You

Appendix B

People

Strategy

Execution

Cash

Appendix C

PEOPLE

	CEO	Avg
Effective recruitment process	7	
Low staff turnover	3	
Onboarding program	2	
Measuring employee satisfaction	2	
Re-hire employees	4	
Employee training plan	1	
Outsourcing / Offshoring operations	1	
self-steering/organizing teams	3	
We have core values	8	
Focus on Customers' needs	2	
Employees know core values	4	
We are transparent	6	
Open culture	6	

STRATEGY

	CEO	Avg
Long term (non-financial) goals	7	
Yearly goals	8	
Quarterly/monthly goals	7	
Strategic plan	2	
Employee personalized goals	3	
Growth methodology implemented	3	
Acquisitions strategy	1	



EXECUTION

	CEO	Avg
Tasks properly allocated	4	
Weekly management meetings	4	
Periodic strategic sessions	3	
Leadership receives training	1	
Goals translated to KPI	4	
Measuring performance	4	
We grow with limited mistakes	4	
Measuring customer satisfaction	2	
Continuous improvement	1	
Lead generation process	5	
Sales achievement	3	
Weekly sales meeting	3	
Head of sales not entrepreneur	3	
PR/communication strategy	1	
Process automation	2	
Systems prepped for growth	2	
Better systems than competitors	3	
Knowledge on latest technology	5	
More innovative than competitors	4	
Disruptive business model	2	

FINANCE AND CASH

	CEO	Avg
Financial insights	7	
Cash-flow planning	6	
Access to growth capital	2	
Financial alert function	5	
Understand balance-sheet	4	

YOU

	CEO	Avg
Employees know long term goal	6	
Employees know yearly goals	5	
Employees know quarterly /monthly goals	4	
Employees know vision and mission	4	
Employees know elevator pitch	4	
We have Company-wide townhall meetings	4	