

The Good, The Bad and The Ugly Score Summary

Score of 10 to 13 (Junior 'B')

You know you have lots of room for improvement. If you are just starting, this can be normal. If you have been in business for more than 2 years, you are probably disappointed with the results and uncertain what steps to take next. Your confidence may be challenged. You need an expert to roll up their sleeves and help you prioritize your efforts and cash flow immediately. Like Yogi Bera says, "When you come to a fork in the road, take one."

You need to urgently prioritize the actions required to get forward momentum from this situation, so you can begin building the business in an intentional, steady manner. Ask yourself if you are truly interested in building a business, or if you're just 'in it' for the job, and being your own boss. The latter of the two is rarely sustainable.

14 – 17 (Junior 'A')

You have substantial room for improvement. You have significant stresses on cash flow and most aspects of the income statement and work flow. You have a number of worthwhile actions and ideas in mind, but the emergencies of the moment keep pushing them out to next month or year. The employees struggle to meet your reasonable expectations. You are spread too thin and running flat out to keep everything glued together as best as you can.

You need to prioritize improving cash flow, implementing systems and stabilize sales volume.

18 – 21 (Pro)

You have built a solid base. You are over the hump. But key aspects of the business results fall short of what you want to achieve. Sales might be below where you want them to be. Or service needs improvement. The business is too seasonal or unpredictable. Some suppliers are un-reliable, or you are too dependent on a few clients or the need for large orders at unpredictable times. When you had just a few employees it was easier, but now that you have more employees it is complex and more difficult to manage the process.

The good news is that once you get this far, the upside potential is very good. Usually a focus on systems, sales growth and brand marketing bears great results at this stage. You have limited dollars to invest in sales growth, so you need analytical assistance here and a clear description of your target market, your sales funnel and how to deliver effectively to your client.

You need to raise your sales growth pattern and increase the cash flow to the bottom line with action plans that, when implemented fully, will solidify your business base, and achieve your intended results.

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22 -24 (NHL)

You have built a solid base and have accomplished a great deal. You are still too integral to the business to be able to be away from it for more than short periods of time. You would like to grow it faster than the current rate and get more net profit down to the bottom line. Because you have gotten this far, your upside potential is excellent. Your leverage opportunities are significant.

You need to identify highest-return action plans that can grow your top sales or revenue stream a few or substantial extra percentage points which makes a significant difference. There will be possibilities for price adjustments or cost savings to get more to the bottom line.

You must grow your people to take responsibilities off your plate, thereby enabling you to do more of what the business needs you to. It may be time to acquire the individual who can ultimately do most of your technical role.

25 – 27 (NHL PLAYOFFS)

Congratulations. You have built an excellent business. You can still raise it up to the highest level with some additional improvement in two of the three following areas:

- 1) Acquiring talented individuals and or building up the skills of your existing management team
- 2) Developing your leadership skills and those of your key people so you can divert more of your time to innovation and new sources of business.
- 3) Smoothing out your cash flow and business metrics to feel confident that your business is sustainable.

As well as your business is doing, there are still ways to accelerate your progress and profit.

28 -30 (NHL FINALS)

Congratulations. You have built a solid team and your business can run without you involved day to day. Your family, friends and members of your associations appreciate what you have accomplished and how much time and attention you share with them. You have 'arrived' and are now operating at the strategic level. You probably have several options:

- 1) Continuing to grow the business to increase dividend payments.
- 2) Using the cash flow on its own to greatly expand the business or acquire a complimentary business. You may also be in the position of acquiring other businesses if you wish.
- 3) Consider your plans to exit or retire and start planning your strategy for selling the business.