



# Grow Oregon Program



## Assessment Form

<b>Client Name</b>			
<b>Company</b>			
<b>Address</b>			
<b>City</b>			
<b>State</b>		<b>Zip</b>	
<b>Phone</b>	<i>Work</i>	<i>Cell</i>	
<b>Email</b>			

## Assessment

Financial Intelligence	In Process	Can develop process in less than 3 months	Can develop process in 3 - 6 months	Can develop process in more than 6 months
Financial systems are in place to monitor budget to actual income/expense variance with regular reports generated to management.				
Financial systems are in place to monitor budget to actual balance sheet items including Permanent Working Capital levels and other management goals set (liquidity, inventory turnover, leverage ratios).				
The business had adequate cash flow systems that monitor funds for business growth.				
The business uses its cash flow position to inform management decisions.				
The business has the capability to acquire additional funding if needed.				
Pricing Strategy for all product/service lines are clearly defined with known average gross margins - cost structure inputs are clearly defined.				
Margins appropriate to maintain business growth and alignment with management strategies				

Financial Intelligence (continued)	In Process	Can develop process in less than 3 months	Can develop process in 3 - 6 months	Can develop process in more than 6 months
Fixed operating expenses are regularly forecasted within a 3% range of accuracy.				
Monthly closeout can be completed by financial team within ten days of the end of the previous month.				
Industry relevant, key performance indicators can be tracked with real time data metrics. Dashboards used by department managers.				
Accounting system is kept on an accrual basis.				
Balance sheet is maintained accurately and reviewed at executive team meetings.				
Debt service schedules are current in accounting system with proper data entry of payments toward principal and interest.				
Accounts receivable aging schedules are accurate and reviewed at executive team meetings.				
Accounts payable aging schedules are accurate and reviewed at executive team meetings.				
Inventories are measured on a weekly basis and days in inventory data is accurate and reviewed at executive team meetings.				
Fixed asset schedule is accurate and accumulated depreciation matches in financial statements matches tax return data.				

<b>Financial Intelligence (continued)</b>	<b>In Process</b>	<b>Can develop process in less than 3 months</b>	<b>Can develop process in 3 - 6 months</b>	<b>Can develop process in more than 6 months</b>
Equity investments are clearly tracked by sources.				
Dividends are clearly tracked and shareholder salaries (or guaranteed draws) are clearly defined vs. operational profit.				
<b>Market Intelligence</b>				
The business has a reliable process for collecting useful and reliable market research data from various sources (primary and secondary).				
Management has a process to analyze marketing success/failure and uses the knowledge to form new marketing strategies.				
Total market size and market share analysis is understood by management team.				
Top ten customers are known based on gross profit contribution to operations.				
Marketing costs per sales is measured, accurate and analyzed at executive team meetings.				
Value proposition for each product and service line is clearly defined.				
Value proposition for top three market share leaders in the industry is researched by executive team.				

<b>Market Intelligence (continued)</b>	<b>In Process</b>	<b>Can develop process in less than 3 months</b>	<b>Can develop process in 3 - 6 months</b>	<b>Can develop process in more than 6 months</b>
Systems are in place to measure customer satisfaction.				
Consumer purchasing analysis from industry studies is analyzed. If not available via industry reports, independent methods to survey spending habits and preferences are established.				
Supply chain and company's position in the supply chain is understood.				
Company brand is defined.				
<b>Operational Intelligence</b>				
Operational labor productivity analysis is done and measured per sales unit for each product and service line.				
Manufacturing equipment productivity capabilities are understood and capacity analysis is measured.				
Key internal operational processes are standardized and documented.				
Company policies and procedures are clearly documented and shared with staff.				

Operational Intelligence (continued)	In Process	Can develop process in less than 3 months	Can develop process in 3 - 6 months	Can develop process in more than 6 months
Downtime cycles are measured and reported on a regular basis.				
Product defects and service reworks are measured and reported on a regular basis.				
Quality assurance has specific metrics.				
Compliance with safety and environmental regulations has clearly defined standards, measures and documentation.				
<b>Organizational Leadership</b>				
Company vision and mission is clearly communicated to employees, vendors and customers.				
Strategic plans have actionable items with clear metrics for implementation.				
Executive team has representation of finance, production and sales team leaders and clear paths of communication are established between all departments.				
Clearly defined forecasting/measurement process that has defined expectations for key performance indicators.				
Regularly scheduled executive team meetings that result in action plans to keep forecasts accurate.				

Organizational Leadership (continued)	In Process	Can develop process in less than 3 months	Can develop process in 3 - 6 months	Can develop process in more than 6 months
Company culture is established and defined by executive team.				
Employee satisfaction/retention is measured.				
Organizational structure is clearly defined and proper records are maintained (bylaws, shareholder agreements, membership agreements, meeting minutes, tax filings, etc.).				
Succession plan is established.				
Business valuation is done based on reasonable data metrics.				