

Elevating Business Value

**BUSINESS
VALUE**



HIGH

Customers

- National Customer Base
- No customer exceeds 5% of revenue
- Team wins and retains business
- Recurring revenue model

Competition

- Market Leadership
- Large rapidly-growing market
- Little government intervention
- High barriers to market entry

Capacity

- Experienced management team
- Proven information systems
- Proven processes in place
- Can handle new growth

Competence

- Must-have products
- Proprietary products
- No supplier exceeds 10% of revenues
- Redundant & exclusive suppliers

MEDIUM

- Regional and Local Customers
- No customer exceeds 10% of revenue
- Dedicated sales people
- Some recurring revenues

- Average market share
- Modest market growth
- Some government intervention
- Business is economy-dependent

- Some management capability
- Ownership still heavily involved
- Moderate systems & processes
- Processes not integrated

- "Should-have" products
- No supplier exceeds 20% of revenues
- Redundant suppliers
- Favorable supplier relationships

LOW

- Small local customers
- Large customer sales concentrations
- Owner handles most customers
- Large project-based revenues

- Small market
- Flat or shrinking potential
- Cyclical business
- Many competitors

- Owner-centric
- No management team
- No professional accounting
- Limited information systems

- Product is discretionary
- No intellectual property
- Large supplier concentrations