

There are two separate worksheets in this series – MarSOpFin and RExCoSIL



Marketing, Sales, Operations and Finance (MarSOpFin)

MarSOpFin gives an overall view of the business TODAY. It is designed to give a balanced view of the whole business. The scoring is subjective and is designed to prompt discussion.

- Marketing is about communicating with and getting noticed by customers
- Sales is about establishing a need (pain) and ‘closing the deal’
- Operations is about delivering the service or product
- Finance is about the numbers!

SCORE Your Performance today: (Where are you now?)

	Score (Out of 10)
Marketing	
Sales	
Operations	
Finance	

See end notes

Consider the following areas in scoring your business:

	Including	Comments
Marketing	Overall Marketing spend Advertising spend Customer retention Customer information New accounts won (this year) Repeat business New products developed Brand perception (by competition) Brand perception (by customers) Market position	
Sales	How well do you understand your customer's needs? How well do you / your team sell to your customers? Selling effectiveness? Does your team hit its targets / do you hit yours?	
Operations	Output per worker / associate Output per machine (if appropriate) Age of equipment Processes in place Quality systems in place Set-up times Down times Throughput Absenteeism Staff turnover Staff training Defect /return rate	

	Performance advantage Asset utilisation	
Finance	Turnover Break even point Gross profit margin Net profit margin Liquidity ratios ROCE Debtor/ creditor days Gearing / interest cover Performance measures	

RExCoSIL (*What's our potential to grow*)

RExCoSIL helps you look at the key areas of your business that support your growth and performance. It is based on subjective measures. RExCoSIL stands for Resources (R); Experience (Ex); Controls and Systems (CoS); Ideas and Innovation (I) and Leadership (L).

SCORE Your Performance to date:

	Score (Out of 10)
Resources Financial Physical Human Intellectual Technology	
Experience	
Control and Systems	
Ideas and Innovation	
Leadership and management	

See notes below

What it all means:

- **Resources** – Financial Resources; Physical Resources (assets etc); Human Resources – your staff or associates, the management team – what training needs do you have? What gaps exist in your skills?
- **Experience** – experience of running / growing a business of this size; of employing people; in this marketplace; of selling to clients and customers; of introducing new products; in this stage of the economic cycle. Appropriate experience for the future needs of this business
- **Controls and Systems** – related to financial measurement and control, hardware and software systems and quality systems. Does the business collect the appropriate information to make informed decisions? How appropriate is the organisational structure? What quality systems are in place? How relevant are they today and tomorrow?
- **Ideas and Innovation** – ideas that can be turned into profit and for the benefit of the customer (and your business). How innovative is the business? How innovative is the marketing, the service provided, your processes? How do you stay ahead of the competition?
- **Leadership and management** – think about not just the business leader but also the direction of the business – vision, values and purpose. How well is the vision communicated across the business?

Now SCORE your Capability to Grow:

	Including	Score/10	Comments
Resources	Financial assets (own resources, assets, liabilities, liquidity and sources of available finance) Physical assets – land, factories, offices, plant and machinery (age and appropriateness) Human assets (people) – staff and management team. Skills and skills gaps? Training needs? Teamworking? Intellectual property – patents, inventions and databases Technology (flexibility and capability)		
Experience	Borrowing Product development New markets External agents Managing growth		
Control and Systems	Adequacy of information systems Ability to use information Degree of delegation Quality systems and standards		
Ideas and Innovation	Source and number Market orientation Systematic screening Development and testing Market planning		
Leadership and management	Focus, vision and mission Owner-manager involvement Professional / occupational background Style and ambition Attitude to change Family Strategic awareness Communication		

Remember – you are scoring the process/performance and not the departments.

Questions to ask:

- Where's the proof for each score?
 - What evidence do you have?
- What would be needed in each area to get a higher score?
- Why isn't it a lower score?
- How will you get the extra point?
- What is the trend behind the scores? Are you improving, staying the same or getting worse?
- Have you got an agreed understanding of just how good the business is?
- How do your scores compare with those of your competitors?
- How would your customers score the business?
- What is the trend – are you improving, staying the same or getting worse?

End notes and assessment

How well did you score?

Less than 3	Something is not right with the organisation
>3<6	Just about OK
>8	You're doing well

- Why have you scored yourself this way?
- What evidence have you got to support your score?
- What would you need to do to improve the score?
- Why are you only 'this' good?