



ACME Corp

Summary of Results

Prepared by:
Atticus Interim Management
May, 2006

NB. This report is for the confidential use of ACME Corp and Atticus Canada Inc. Distribution or reproduction is prohibited unless authorized in writing.



ATTICUS - MANAGEMENT. RESULTS. RIGHT. NOW.™

1 First Canadian Place, Suite 3700, Toronto, Ontario, M5X 1C9 Main: 416.644.8795 | Fax: 416.850.5538

Introduction

Thank you for taking the time to complete the Atticus Business Optimization Check. The Check provides you with an assessment on the effectiveness of your business systems. Effective systems are necessary for a business to run smoothly, meet strategic goals, and facilitate strong management.

We have assessed your information based on industry norms and best business practices for your group. This report consists of three sections: Company Overview, Response Summary, and Recommended Next Steps. Let's see how you are doing!

Company Overview

ACME Corp shows strength in Financial, and People Systems and in Leadership. You have a vision for the future and are able to see where you have issues but it seems increasingly difficult to get things done. You have likely hit a revenue and profit ceiling.

Your company is similar to many family or privately run businesses your size. After being successful in the product or service they provide, they start to encounter growing pains. Areas where the owners are well versed are well taken care of. Other areas begin to hold the company back and cause growth to slow, plateau, or even reverse.

Your first priority should be to develop a Vision Plan to map out your direction for the future. Success in all other areas of the business depends on how effectively you do this. Lack of vision will cause the company to become lacklustre and stagnate.

Your second priority should be to examine the Sales and Marketing areas. Clearly identify your Unique Selling Proposition and the map your "buyer's journey". Use the buyer's journey to identify key sales and marketing conversion ratios. Develop systems to track and report on these and address the results.

Finally you should be to examine the Operations area. There is much potential for improvement here that can be addressed quickly. Once you have completed your Vision Plan, examine your workflow and optimize it to your vision. Find the appropriate technology you can leverage for productivity. This could include automating portions of the production or packaging lines.

When implementing changes in the above areas make sure you take into account the impact the changes will have on your staff. Without proper support from them, any or all of your initiatives could fail.

Overall, your company is doing all right for its size but is experiencing serious impediments to growth. To excel it needs strong leadership to take it toward a clear vision for the future.

Response Summary

This section provides a summary ranking for each area of your business from the following: Excellent, Above Average, Average, Needs Attention, and Needs Urgent Attention.

These rankings take into account your industry, business size, location, length of operation and business structure noted below.

Industry:	Other
Business Size:	\$5 - 20 million
Length of operation:	10 plus years
Incorporation Status:	Yes
Ownership:	Single Owner
Business Description:	Design, manufacturing, and installation of industrial refrigeration systems. Approximately 75 – 80 staff.

Financial Systems

Ranking: **Excellent**

- Management information in organizations your size and industry is frequently difficult to access quickly. You have excellent control of your receivables and access to financial statements within a day is within average. You are on the right track!
- Even a private organization need to be certain that they are legally compliant financially. You are in great shape as you have the appropriate paperwork in place should your organization face an audit.
- Your good control of receivables is key to managing cash flow, which is the number one killer of small to medium businesses. Good work!

People Systems

Ranking: **Average**

- Your organization is well organized for your size and compares well with others.
- There are opportunities for higher productivity by greater synchronization between different functional groups within the organization. The synergy gained from working well together can increase profits exponentially.

- Organizations your size need to gain control of their human resources in order to progress to the next level. Clear organization structures and performance goals are key to a strong focus on strategic plans, in other words “getting everyone marching in the same direction”.

Leadership

Ranking: **Above Average**

- Poor management information in organizations your size and industry frequently hamper their ability to make decisions quickly. Congratulations on a job well done!
- There are opportunities for higher productivity by more clearly focusing staff on goals and objectives. Sharing the vision with the staff and getting their buy-in will get everyone pulling in the same direction instead of everyone doing their own thing.
- Managing change through well understood projects is critical for organizations your size and you have realized this goal. Make sure you maintain your focus here.

Sales & Marketing Systems

Ranking: **Needs Urgent Attention**

- Client feedback is important in order to adapt the company to changing market needs. Congratulations on getting feedback from clients on your performance, which many organizations your size do not. To excel you will need to go to the next level by collecting reliable sales and marketing conversion information.
- Sales and marketing is the gasoline that runs the engine of business. This needs urgent attention in order to provide a very necessary reliable, consistent order flow. This is a prerequisite for effective planning of Operations.
- You need a clear vision for the future and effective strategies in order create a clear, focused and consistent message to the marketplace. To excel, address this area after you have completed your strategic planning.

Operations

Ranking: **Needs Attention**

- Operations is the engine of a business. Yours may not be effectively “running on all four cylinders.” You are likely struggling to cost effectively meet demand or may be experiencing quality issues in your work. You need to examine your operations workflow in order to optimize it and maximize profits.
- To determine the best workflow for a business you need a clear vision for the future. For example whether you see yourself as the “fastest” or the “most accurate” will affect what is the best workflow for you. To excel, you must address this area after you have completed your strategic planning.

Recommended Next Steps

There are a variety of approaches possible to address the issues facing ACME Corp. This is the approach recommended by Atticus Interim Management.

1ST ADDRESS YOUR VISION:

Your Chief Executive Officer (CEO) needs to work with owners and senior managers to develop Vision Plan for the future. It needs to cover

- Where you need to take the business to address Sales, Marketing and Operations issues
- The extent to which current activities will get you there
- Action required to fix any major shortfalls
- How this must be done to enhance differentiation in your chosen market and address potential competitors
- Key success factors you will need to manage to ensure the business achieves its long-term goals.

The Vision Plan must then be applied to all aspects of your business, especially Sales and Marketing and Operations. It also must be effectively communicated to all staff members with considerations made for their roles in the business.

2ND REV UP YOUR SALES & MARKETING SYSTEMS:

Your Sales Vice President (VP) needs to examine the systems that support your sales and marketing and determine how to extract key sales conversions ratios. This information will tell you which points in the “Buyer’s Journey” needs to be addressed. Analysis of this information by your Sales VP is critical to gaining control of your sales funnel and producing a predictable, growing order flow.

Consider implementing a CRM (Customer Relationship Management) system that easily tracks sales conversion ratios from raw data. Remember this system must not add significantly to the sales and marketing staff workload. Ensure its use by basing performance reviews and bonuses on its results.

3RD OPTIMIZE YOUR OPERATIONS:

Your Chief Operating Officer (COO) needs to organize an analysis of the company’s current workflow looking for opportunities to improve efficiencies and take advantage of how well the parts of the business are working together. This must be done in the context of the Vision Plan.

Workflow analysis can show production bottlenecks, multiple handling situations, and administrative issues.

Technology must be leveraged to develop new, more effective methods to deliver your products and services. Improve forecasting, quality assurance ensure smooth production cycles, and respond quickly to changing customer needs with an ERP system selected for your company's requirements. The system must also improve the resource planning, production and other aspects of your manufacturing process to gain a competitive advantage.

SUMMARY:

ACME Corp needs strong support from its CEO, COO, and Sales VP, in order to address the urgent and important issues it is facing. Need support implementing these recommendations? Atticus can help by providing an interim manager to address fundamental business issues, recommend optimal solutions, and provide the management skills to implement them. Our interim managers are dedicated to delivering client satisfaction.

Call Atticus Interim Management at (416) 644-8795 if you have any questions.