



# ProfitDriver Report

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# Table of Contents

<a href="#">Table of Contents</a>	<a href="#">2</a>
<a href="#">Welcome</a>	<a href="#">4</a>
<a href="#">Introducing The 12 Profit Drivers</a>	<a href="#">9</a>
<a href="#">The 12 Profit Drivers</a>	<a href="#">9</a>
<a href="#">The 6 Profit Principles</a>	<a href="#">10</a>
<a href="#">Executive Summary</a>	<a href="#">12</a>
<a href="#">About Your Business</a>	<a href="#">19</a>
<a href="#">Summary of Your Current Position</a>	<a href="#">20</a>
<a href="#">Your Market Research</a>	<a href="#">23</a>
<a href="#">1. Increase Prices</a>	<a href="#">46</a>
<a href="#">1. Generally</a>	<a href="#">46</a>
<a href="#">2. Specifically To The Issues You Raised</a>	<a href="#">59</a>
<a href="#">2. Reactivate Lapsed Customers</a>	<a href="#">62</a>
<a href="#">3. Get Referrals and Testimonials</a>	<a href="#">66</a>
<a href="#">1. Implementing a Referral System</a>	<a href="#">66</a>
<a href="#">2. Getting Testimonials</a>	<a href="#">70</a>
<a href="#">4. Acquire New Customers</a>	<a href="#">73</a>
<a href="#">5. Sell More To Existing Customers</a>	<a href="#">80</a>
<a href="#">1. Educate Your Clients on Your Full Offering</a>	<a href="#">80</a>
<a href="#">2. Create New Product/Service Offerings</a>	<a href="#">81</a>
<a href="#">Regarding Cost of Sales</a>	<a href="#">84</a>
<a href="#">6. Reduce Cost Of Sales: Suppliers</a>	<a href="#">85</a>
<a href="#">7. Reduce Cost Of Sales: Inventory</a>	<a href="#">90</a>
<a href="#">8. Increase Team Productivity</a>	<a href="#">95</a>
<a href="#">1. Clear Performance Goals And Standards</a>	<a href="#">98</a>
<a href="#">2. Reward Superior Performance</a>	<a href="#">100</a>
<a href="#">3. Acknowledge Their Competence</a>	<a href="#">101</a>
<a href="#">4. Remove The Impediments To Performance</a>	<a href="#">102</a>
<a href="#">5. Train For Success</a>	<a href="#">104</a>
<a href="#">Regarding Overheads</a>	<a href="#">117</a>
<a href="#">9. Reduce Overheads: Financial</a>	<a href="#">120</a>
<a href="#">10. Reduce Overheads: Communication</a>	<a href="#">132</a>
<a href="#">11. Reduce Overheads: Occupancy</a>	<a href="#">143</a>
<a href="#">12. Reduce Overheads: Other</a>	<a href="#">150</a>
<a href="#">Definitions and Calculations</a>	<a href="#">162</a>
<a href="#">A Note About 10% Interest on Savings</a>	<a href="#">162</a>
<a href="#">The Lifetime Sales Value of Your Customer – \$170,909</a>	<a href="#">163</a>

<a href="#">Average Customer Spend – \$13,116</a>	164
<a href="#">Scenario 2 – Include Key Customers</a>	165
<a href="#">Lapsed Customer Conversion Rate – 25%</a>	166
<a href="#">Referral Gathering Possibilities</a>	168
<a href="#">Referral To Customer Conversion Rate – 20%</a>	169

# Welcome

Welcome to Your ProfitDriver Report!

This report has been crafted with one powerful objective in mind: your freedom.

Freedom!

What do we mean by that?

Every business owner embarks on their entrepreneurial journey with a common goal—whether spoken or unspoken—the pursuit of freedom.

A well-run business can create extraordinary, beautiful, and luxurious freedoms. Not only for you, the business owner, but also for your family, your team members, and the generations that follow.

Think about the freedoms you've been dreaming of and working hard to achieve:

- The freedom to shape your own destiny.
- The freedom to build the business of your dreams.
- The freedom to never work for a boss again.
- The freedom to work whenever you choose.
- The freedom to work from home or any vacation spot you desire.
- The freedom to enjoy the financial rewards of your hard work.
- The freedom to take vacation days, weeks, or months whenever you wish.
- The freedom to hire and work with people of your choosing.
- The freedom to reward your team members with generous salaries and profit distributions.
- The freedom to spend time with your aging spouse or parents.
- The freedom to sell your business for millions when you're ready for the next chapter.
- The freedom to pass the business on to family members or loyal team members.

But these freedoms do not come easily.

A well-run business that can deliver these freedoms is certainly within reach for most small to mid-sized businesses, especially those led by owner/operators and their families.

However, for many, the path to building such a business is elusive at best and seemingly impossible to discover at worst.

What about you? Do you enjoy these freedoms now?

If not, do you have a clear path to build a business that can deliver these freedoms?

If not, we have wonderful news for you. The answers you've been seeking are in your hands, right here in this ProfitDriver report!

After more than 30 years of coaching business owners, we've come to realize that building a successful business is much like embarking on a challenging expedition.

Just as explorers need a map to navigate uncharted territories, entrepreneurs need a clear roadmap to guide them on the path through the complex and often treacherous landscape of business growth.

Without such a roadmap, business owners often find themselves lost, making costly detours, or worse, going in circles.

They might achieve some success through sheer determination and hard work, but their progress is often haphazard and inefficient.

They struggle to see the bigger picture, understand where they are in their journey, and anticipate the challenges that lie ahead.

This is where the Five Steps to Freedom come in!

# THE 5 STEPS TO FREEDOM



The 5 Steps to Freedom is a carefully crafted roadmap based on the real-life trajectories of countless successful businesses. It provides clarity in the chaos, offering business owners a bird's-eye view of their entrepreneurial journey.

By understanding these five steps, business owners can accurately assess where they are in their business evolution.

They can celebrate the milestones they've achieved, clearly identify the challenges they're currently facing, and most importantly, anticipate and prepare for the obstacles that lie ahead.

This enables them to make informed decisions about where to focus their time, energy, and resources in the here and now.

Here's a brief overview of the 5 Steps to Freedom.

#### Step 1: Creation

Every business journey begins in the Creation stage. It's a time of excitement, possibility, and often naivety. Entrepreneurs are fueled by passion and vision, developing their business concept, crafting initial products or services, and attracting their first customers. Success here is not just about revenue but about laying the foundation for future growth.

#### Step 2: Chaos

The Chaos stage is characterized by rapid growth and increasing complexity. The business gains traction, but growth often outpaces the ability to manage it. Owners find themselves firefighting daily operational challenges. The key here is to bring structure to the chaos by implementing systems and processes. The number one objective at this step is to surpass break-even and become profitable.

#### Step 3: Control

In the Control stage, operations begin to stabilize. The business consistently generates profit, but the owner is still deeply involved in the day-to-day running of the business. Success at this stage requires further refining processes, expanding the team, and delegating responsibilities to ensure the business can run smoothly without constant owner oversight.

#### Step 4: Prosperity

The Prosperity stage is where the business thrives. Systems run smoothly, profitability continues to grow, and the business owner can focus on strategic initiatives rather than just daily tasks. The goal here is to pursue economies of scale while building a strong management team who can run business operations so the business owners can pursue strategic opportunities.

#### Step 5: Freedom

The Freedom stage is the ultimate goal—the business runs itself. Key leaders have been forged into a self-directed leadership team with a deep commitment and stake in the outcome of the business. The owner has the freedom to choose their level of involvement, and the business continues to generate wealth and value, independent of their day-to-day participation.

The journey through these stages isn't always linear, but understanding where you are and where you're headed helps you make informed decisions that bring you closer to your ultimate goal: freedom.

The most important requirement for successfully navigating through each of these steps is a commitment to lead and manage the business so that it produces profit.

Profit!



Your commitment to running a profitable business will be the single most important factor determining your ultimate success or failure on the journey toward freedom.

With that in mind, we now turn our attention to the 12 Profit Drivers.

## Introducing The 12 Profit Drivers

We learned long ago that small improvements made at critical “leverage points” in a business can deliver cumulative benefits in the form of positive measurable outcomes, including primarily profitability, that are way out of proportion to the effort required to make those small improvements. We call these leverage points “Profit Drivers”.

### The 12 Profit Drivers

1. Increase Prices
2. Reactivate Lapsed Customers
3. Get Referrals and Testimonials
4. Acquire New Customers
5. Sell More To Existing Customers
6. Reduce Cost of Sales: Suppliers
7. Reduce Cost of Sales: Inventory
8. Increase Team Productivity
9. Reduce Overheads: Financial
10. Reduce Overheads: Communication
11. Reduce Overheads: Occupancy
12. Reduce Overheads: Other

We also learned that taking multiple measurements across the entire business was an essential step to identifying the leverage points peculiar to each business. The outcomes are often surprising, and in this important respect, every business is truly unique, and therefore the pattern of strategies best suited to optimizing the performance of that business are equally unique. While this report is the product of a templated and semi-automated process, the information it reveals and the strategies it highlights provide anything but “one size fits all” solution to better performance.

There are six profit-making principles that underpin our approach to business improvement and will determine your ability to take advantage of the opportunities afforded by the Profit Drivers in your business.

## The 6 Profit Principles

1. Responsibility: Someone must take responsibility for making the changes in behavior and procedures that will bring about the improvements in performance that will deliver better results. We only work directly with individuals who are prepared to take responsibility for positive change, and who have the authority to bring about that change.
2. Profits Are Great – But Cash Is King. Any good accountant can create a dozen different profit outcomes for the same set of numbers, but none of their skill will change the fact of the money in the bank and there is much wisdom in the saying, "Sales are vanity, profits are sanity - but cash is king!" We focus our attention on the increase in real, cash profits as our key performance indicator, not because it is the end-all and be-all of business but because it is not subject to "spin". It is the true objective – the ultimate measure of underlying business performance. We think of profit as "the pulse of the business". Just as every one of us requires a healthy pulse in order to enjoy a good life, Life is so much more than just having a pulse - but without one you're dead! Every business requires a healthy profit as a prerequisite to creating good for all of its stakeholders. Business, too, is so much more than "just making a profit" - but without one you're soon dead (at least financially!)
3. Saving And Having Are Not The Same. Creating an extra profit (whether by increasing sales margin or decreasing costs, or increasing productivity) does not automatically translate into extra cash – unless that extra profit is quarantined, protected and preserved in some way. We encourage our clients to isolate any new, additional profits they generate through working with us and our ideas, and to save those new, additional profits separately from the business - as a type of "shareholders' dividend fund" for future investment, if you like. That way, after a period focused on business improvement with us, you have something concrete to compensate for your efforts and to show for your journey. For the sake of simplicity and clarity here, we'll call it your "Business Name Savings and Investment Account" and it will be held as an asset by the same entity with which you trade, so there will be no tax implications to worry about. Think of it as "the other pocket in your trousers or purse".
4. Beware Of The Fat Labrador. Making additional profits and leaving them to circulate with the working capital of the business is a sure means of having those additional profits reabsorbed into the business. Fact! For example, if we increase our prices by 3% and that puts an extra \$30,000 a month into our working account, the pressure on us to generate working capital drops (we have plenty); the pressure on policing of our credit policies drops (thank God, because no one enjoys that); and our drive to negotiate better prices on inputs to preserve – or increase - our margins, drops. Such is human nature that when we make money and lower the pressure to conserve resources, those hard-won profits are likely to begin leaking quietly from accumulating inefficiencies, old habits, waste and humdrum. In general we see very profitable businesses who keep the padding of their

profit around them as big, fat, lazy Labradors which soon develop the habit of eating whatever is in their bowl. Revenues go up, so expenses creep up - and profit stays the same. Your working bank account is "the dog's bowl" and your fat Labrador is cleaning it! To keep the Labrador lean, keep the bowl half empty. We ask that our clients move any additional profits generated from the business improvement processes that they undertake with us, into a separate, limited-access account to quarantine and preserve them from the Labrador. That separate account also then acts as the scoreboard of our joint business improvement performance and becomes a powerful motivator for future improvement. (Under the rules of our engagement can you make use of your new cash? Absolutely, and in some very interesting ways of which we'll talk more later).

5. Good Stress Protects Hard Won Dollars. Keeping your working account lean, while socking additional profits away into a separate savings and investment account is a sound strategy for creating a sharp and on-going focus on lean performance. Agreed, there is a degree of stress associated with getting the job done with less resources than are available or even comfortable - but there is always the comfort that the funds are accessible - they are just not "available" to the enterprise on a carte blanc basis). That simple strategy creates an entirely different form of positive stress to the one created when there are no funds at all as a result of past profligacy!
6. Pay Yourself First. This concept refers to a very simple (and very safe) strategy for promoting improved performance. When considering any new strategy, calculate its profit improvement potential then, as soon as you commit to that strategy, immediately transfer a sum equivalent to the new profit improvement out of your Working Account and into your new Savings and Investment Account. Yes, this will definitely leave a cash flow shortage in the near term; a shortage that you are relying upon your new strategy to fill. Now you are truly focused on producing those results in a way that would not exist if you were operating within your "cashflow comfort zone" and vaguely hoping to produce a profit improvement as a bit of a bonus. Now that profit improvement is an absolute necessity, and you will do more to bring it about than would otherwise be the case. Paying yourself first works!

With these 6 Profit Principles in mind, let's see what potential exists in your business for profit improvement, how you might go about realizing these additional profits, and what you could do in the business - or in your life - with these new found profits.

## Executive Summary

The following is a summary of what you will learn as you read through the rest of your report.

You have indicated that your intention is to be financially free by 31 Dec 2030. This is just 6 years away, and by that time you said that you want to Appoint a General Manager to run the business and you have not yet decided how you wish to exit the business.

We have calculated that, in order to then live in the manner of your choosing you require a weekly income of \$10,000. To achieve this, you will need to have accumulated \$10,000,000. Presently you have \$80,000.

While that goal may appear to be a 'stretch' at this point in time, based on the information you have provided us we believe that if you apply the basic concepts shared above and the insights shared in the report below to improve the performance of your business the increased profit potential outlined in this Executive Summary can be realized – and probably faster than you would expect.

We believe that applying the simple strategies that are outlined in the following chapters of this report to your business will deliver you the following benefits:

Profit Drivers	Annual Profit Increase	Annual After-Tax Increase	One Time Investment Over 6 Years @ 10%	Annual After-Tax Improvement Invested Each Year For 6 Years @ 10%
1. Increase Prices	\$235,000	\$170,375	\$305,960	\$1,509,956
2. Reactivate Lapsed Customers	\$9,181	\$6,656	\$11,953	\$58,992
3. Get Referrals and Testimonials	\$201,986	\$146,440	\$262,977	\$1,297,832
4. Acquire New Customers	\$139,786	\$101,345	\$181,996	\$898,175
5. Sell More to Existing Customers	\$82,250	\$59,631	\$107,086	\$528,482
6. Reduce Cost of Sales: Suppliers	\$61,100	\$44,298	\$79,550	\$392,593
7. Reduce Cost of Sales: Inventory	\$175	\$127	\$228	\$1,126
8. Increase Team Productivity	See **Note			
9. Reduce Overheads: Financial	\$4,585	\$3,324	\$5,969	\$29,458
10. Reduce Overheads: Communication	\$3,000	\$2,175	\$3,905	\$19,276
11. Reduce Overheads: Occupancy	\$1,950	\$1,414	\$2,540	\$12,532
12. Reduce Overheads: Other	\$48,700	\$35,307	\$63,405	\$312,910
TOTAL	\$787,714	\$571,092	\$1,025,569	\$5,061,332

By capitalizing on the opportunities shown in the table above, your Net Profit could increase by \$787,714 in the first year, in addition to the existing \$1,600,000 in profitability you achieved last year.

That is 49.23 in new, additional profits – by next year!

\*\*Note of great importance:

You may have observed that of the 12 Profit Drivers list above, one of them is conspicuously empty in the table above: "Increase Team Productivity"

The reason is that quantifying the gains from increasing team productivity with a high degree of mathematical accuracy is difficult.

However, there are ample opportunities for improvement in team productivity in EVERY business we work with.

Indeed, your answers in the Questionnaire suggest that your current payroll costs can likely be reduced by as much as \$260,000 and that your own productivity can be improved to drive revenue growth from \$4,700,000 to \$5,640,000 without needing to hire more people.

With that in mind, the revenue and profit increases forecasted in the table above can likely be achieved without the need for you to work harder or expand your team one bit!

The rest of this report provides the details on how this can be achieved using the 12 Profit Drivers.

## Recommendations

Each of the 12 Profit Drivers offers varying levels of return on your investment of time and resources. To maximize profitability, we recommend focusing on the following Profit Drivers, prioritized in order of their potential impact. While this is our suggested order, many of them can be implemented simultaneously.

1. Develop a subtle campaign to re-activate selected lapsed customers
2. Implement a program to immediately increase and justify your prices
3. Implement an effective referral campaign to generate quality new customers
4. Institute processes to influence existing and new customers to buy more
5. Develop strategies for winning better value from your suppliers
6. Seek better value from your providers of overhead goods and services

## Bonus

In answering your Questionnaire, you said that you believed your business would be worth \$5,000,000 or that an interested buyer might pay \$5,000,000 for it.

Businesses are only ever valued on one of two bases. They are either valued on their:

1. Fundamentals: (an extrapolation of their sales, margins and profit trajectory over time, usually reduced to a multiple of before-tax profits) or:
2. Strategic Synergy: (their potential to fit with and boost the buyer's other assets). Examples of the factors that drive strategic value are 'unique intellectual property', 'dominant market share', 'key personnel' or 'the threat of competition'.

Taking the fundamentals approach, your current "goodwill value" (the value others place on the likelihood of future profitability based on past profit trends) would be more in the vicinity of \$4,000,000.

Based purely on your unrealized profit, however, your business value could be increased by \$1,969,284 if you accept the challenge to configure your business towards this potential!

This report, and particularly Your Market Research section, offers some insights that may not be immediately obvious to you. So, to ensure you gain full value from the work you and I have done to compile it, I'll arrange a time in the near future to take you through my interpretation of some of the subtler elements that I see as having positive potential for you.

I'll also outline some of the processes by which you can stop profit leakage; by which you can begin to realize the full profit potential of your business; and by which you can begin to invest those new, additional profits in providing yourself with a comfortable and secure financial future.

## Every Business Leaks Profit

In the early 1850's on the gold fields of Bendigo, successful miners slaked their thirst at the end of a hard day's digging and paid in gold dust for their drinks at one of many watering holes that sprang up to serve their needs - and lighten their purses.

So much gold was mined between 1850 and 1900 (around \$9 billion dollars' worth) that the bars were literally so awash with gold dust that a small portion of it spilled to the poorly-constructed slot floors, and so rich were the miners that they often just scraped the spilled dust with a boot into the cracks and to the ground beneath.

Over the decades the plots beneath those boards became some of the highest gold-bearing plots on earth.

The analogy is worth thinking about as many of the businesses we see "leak" profits, expenses, opportunities every day and so you might understand how we can look at your business through that lens and be galvanized by the very real opportunity of "recovering the gold that is currently buried beneath the floorboards of your business".

We'd like to talk to you about starting that now!

But – before we sit down to do that, we'd like you to invest 30 minutes in the following interesting exercise.

### An Interesting Exercise

We appreciate that you may feel the numbers in your Executive Summary are mind-boggling, unrealistic, even impossible!

Our advantage is that we've run this same exercise hundreds of times for hundreds of clients just like you, and then have had the privilege of working with those clients to realize not merely the goals projected from their own figures, but substantially more than that!

So, please accept our word that your figures are realistic – conservative even – and can be brought into reality (and your bank) through a range of relatively small improvements to the way you have been working up until now.

So, with the prospect of success in mind, we'd like you to expand your thinking to allow yourself to imagine what you would do for yourself and your family and loved-ones IF you were to convert the potential shown here, into reality.

If I had just one-quarter of the after-tax \$5,061,332 shown as possible here, which would be a free-to-spend sum of \$\_\_\_\_\_, I would reward my hard work as follows:

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By the way, in estimating your performance improvement potential we have been very conservative, and did not apply your improvement options to the 5 Key Clients whom you indicated in your Questionnaire. Since they represent 95% of your sales revenue, that had a huge effect on our estimation of your potential gains. If you would like to see what we think is possible should you apply the ProfitTune Process to your dealings with them as well, you could gain a glimpse at Scenario 2 – Include Key Customers(on page 125)

By the way, in estimating your performance improvement potential we have been very conservative, and did not apply your improvement options to the 5 Key Client(s) whom you identified in your Questionnaire.

If you would like to see what we think is possible should you apply our process to your dealings with them as well, you can take a look at "Scenario 2 – Include Key Customers" near the very end of this report.

Lastly, throughout this report, for the purposes of better comprehension, we round percentages to the second decimal point and report all monetary values as whole dollars only. This may reflect in small addition errors or errors of extension. Please read the report with this in mind and be assured that the calculations and computations behind the process are guaranteed accurate to 3 decimal places.

Now that you've reviewed the Executive Summary, we're certain you'll enjoy diving into the full report!

Your Team at ProfitDriver



## About Your Business

In response to our questions about the nature of your business, why it exists, what it delivers in the form of value to your clients, what your goals are for the next 3-5 years, and what key performance indicators (KPIs) you use to tell you if you're on track, you replied:

### Our Vision

One of the country's largest privately owned waste management companies.

### Our Purpose

To provide the cleanest and most hygienic services in the market.

### Our Mission

Our Mission is to provide the cleanest and most hygienic amenities in the industry ensuring every construction worker or event manager will refuse to have a toilet on site that has not been serviced by us.

### Our Strategic Goals

Develop a strong dedicated workforce of "team players" from the ground up, develop stronger customer relationships with our current clients and to diversify our services deeper into the commercial division of the market so we don't have all our "eggs in one basket".

### Our KPIs

1. Increase of revenue each month
2. Most new clientele generated by "word of mouth"
3. No loss of work
4. Minimal customer complaints or concerns
5. Developing more affiliations within the industry
6. Constantly growing relationships with current customer base

## Summary of Your Current Position

In reviewing your Questionnaire, the following is how you see the present situation:

Satisfaction with current profit levels	Satisfied
Satisfaction with the present return you are deriving from the business	Satisfied
Satisfaction with the business' efforts in providing for your future/retirement	Satisfied
Satisfaction with your present take home pay	Dissatisfied

We would like you to consider what it would cost to replace yourself with someone who has the same degree of knowledge, dedication and capital-at-risk as you do. It appears you've chosen a lower-than-market salary based not on your value to the business but on current tax rates (check [HERE](#)), and that you look to 'make up the difference' via your profits (on which, if you are appropriately structured, you are likely to be able to pay the lower corporate tax rate of before disbursement).

What we would ask you to consider here is the fact that your lower-than-market salary is subsidizing and inflating your net profit margin which is low/adequate at 14.89%. That practice can lead to a sense of false satisfaction with the business and remove the impetus to continually seek to improve its financial performance.

You identified the following factors as inhibitors to increasing the profitability of your business:

1	Hiring, training and managing staff
2	Poor focus on the important issues
3	Slow payment from customers
4	Lack of quality financial data to monitor the key points of the business
5	Me – managing my time, conquering procrastination and planning better

In recognizing these matters, you consider that the solutions will come about by these means:

1	Becoming a marketing & sales guru
2	Spending more time on planning the future rather than fire-fighting
3	Upgrading or altering products, equipment and/or technology
4	Employing somebody just like you
5	A massive injection of capital at a very competitive rate

Presently, you consider your biggest business and marketing frustrations to be:

Finding staff that "care" for their jobs.
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Not enough staff to run the day-to-day operations so I can look at new ways of marketing or identifying holes in the market to fulfill.
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You considered three most pressing or important objectives over the next three years to be:

Increase quality of staff
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Reduce hours, stress and workload
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Learn more about business management and accounting
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We suggest one other:

To "make the most of what you have" – right now - by exploiting the potential for profit improvement you and your referees have identified in your business, by applying the processes and strategies outlined below, none of which is particularly complex or difficult.
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You have expressed your personal goals for the business as follows:

1	I wish we could find more high-quality driving staff that want to help with the business growth, not just a careless "it's just a job" attitude
2	I wish I had more time to focus working on the business not for the business.
3	I wish I could be better with sales and marketing tactics to increase sales and expand the customer base.

Those goals can be achieved by concentrating on optimizing your sales and marketing processes to generate quality leads, enquiries and new sales (note we didn't say "new customers" but included the potential to increase sales across the board); and by selecting, focusing, motivating, training and then leading your people to carry out their responsibilities expertly so as to deliver their individual key performance indicators (KPIs) and, by extension, to achieve your strategic goals for the business.

We have captured how you said you would see yourself furthering the business if money were no object. This is your wish-list if you had \$2 million dollars in low-cost capital to invest:

\$2 Million In Low-Cost Capital Could Be Invested To:

<u>Investment Choice</u>	<u>Detail and Amount</u>
Retire Existing Debt	
Invest in Capital Equipment	Invest into a property with just a hardstand which the business would lease, putting money into our pockets instead of somebody else's. Possibly purchasing something eligible for a development application and build units for lease over time if we outgrow the property.
Acquire, amalgamate or merge with an existing competitor	
Open up a branch of this business	
Re-focus the present business by making it more reliant upon equipment rather than labor	
Extend into a new market within the industry	
Invest outside of your present industry	
Invest in additional marketing plans	
Engage additional team	
Other	
Surplus cash	\$0
Total	\$2,000,000

We believe that instead of having to seek a low interest loan or investment capital from outside of your own or your company's resources for this purpose, some or all of the capital you have proposed you could utilize, can be found (created) from within the resources you already have at your disposal.

## Your Market Research

As you know, we conducted a limited survey of both your clients and suppliers.

Summarized below are their comments – mostly verbatim. They are intended to provide you with insights into how your business, your people and you are perceived 'from the outside'. They also contain observations about potential obstacles to, and untapped opportunities for, future business.

Since these are the words of people who have a stake in your business – either as a consumer of your products or services, or as a supplier whose fortunes are, to a degree, aligned with your own – and as such, they cannot be argued with.

You may disagree with their accuracy, fairness or fact, but you cannot disagree with the fact that those perceptions exist and, in our experience, whenever facts and perception collide, perception usually wins the day.

So these comments, offered in the true spirit of giving you information you may use to improve your business' performance, contain a level of insight and data that is hard to achieve in any other way than through a third party skilled in the art of 'hearing between the lines and asking the next question'. If your market's perception of you is at odds with your own, then you must see this as a very significant factor which, if addressed positively, is likely to lead to new opportunities and which, if ignored, is bound to harm you in the long run.

Please be alert for those instances where your referee says very clearly, "They do this or that very well", as their observations may represent some true value that you provide to your market without even being aware that you do it, or that it is extraordinary. If your referees say 'it's extraordinary' then it is, and it then probably belongs front-and-center of your marketing!

Some comments may merit sharing with your people – your broader team. You would be wise to put some of those comments into context and to deliver them as part of a team review-and-focus process (we can provide you with guidance on that if required) rather than taking a "Here read this" approach.

You will also see the "overall rating" that your referees gave you and your business on a scale of 1 to 6, where 1 equals "rotten" and 6 equals "brilliant".

Here's what they had to say about you and your business:

Your Customers Said:

Our relationship with Robert and his people is in two parts. There's no point me not telling you where there are deficiencies.

With Robert, my relationship is very good!

However, his people aren't of the same calibre. we have challenges with Rhonda as she can take two days to respond to a query.

Robert has a new person, Brandon. He's just started, and he's really quick to respond but his emails are defensive, and we've then had to re-email him for a resolution, and it can then be hours for him to come back to us.

Our industry is reactive. We're driven by our own clients' demands and so we need answers from our own suppliers, in an hour, tops. Any extended response time is frustrating and can impact on us. We have to allocate time to managing our clients' unmet expectations of us.

If I get Robert, he just fixes it and especially over the last couple of months we've had to involve Robert, when his people should have fixed it.

Robert's communications are fantastic. He resolves challenges and he understands the importance of our relationship. We put all our work through Universal, 100 pump-outs a week. We have suppliers knocking on our door all the time for our business, but we stick with Universal – with Robert, really – because of his responsiveness. But we're not getting the same urgency out of his people.

If Robert wants to improve our relationship we'd have to see the same speed of response – and resolution – from his people as we see from Robert.

The only 'issues' we've had with Universal has been with their people. We've had issues with divers, for example. There is a decal they put on their toilets on which they write the name of the driver and the date of service. The drivers don't do that consistently and then Workplace Health and Safety then call us to account, saying that we aren't servicing the toilets. Rhonda and Brandon are too quick to blame the drivers. What training have they (drivers) had?

*(This issue can be fixed in 3 parts: First, clarify for yourself and then for each and all of your people 'what matters most' about the way that you and they conduct your business (these are your Values); Next, develop the best processes, step by step, to perfectly execute any common task, and turn that into a checklist; Finally, introduce your Vision, Mission & Values, explain they are the non-negotiable 'rules of the game', invite buy-in from everyone, then introduce your checklists, and ensure people are trained to use the checklist and to execute each step on it. Then monitor and provide feedback quickly. pR)*

Universal Waste Services' competitors are people like Elite Waste and Synergy, but we have no intentions of going anywhere. When I first joined Allcot 5 years ago, we had multiple providers and multiple problems, but not many from Universal. So, I spoke to Robert and asked him, if we transition all of our waste service requirements to you, can you keep the service level up? He said