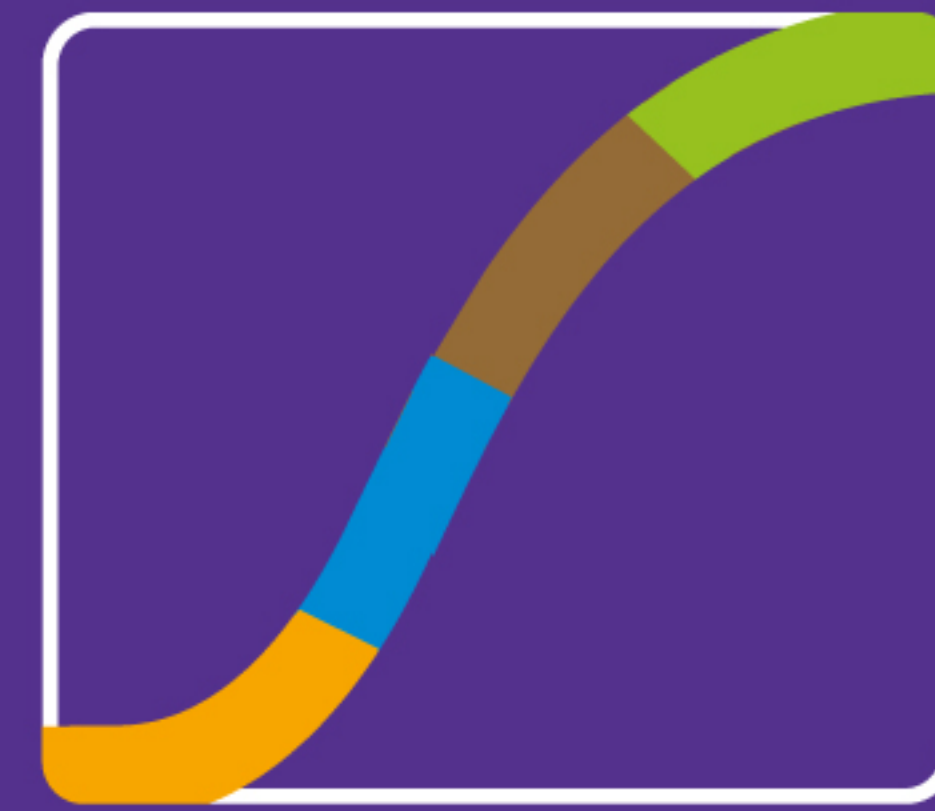


SCALING UP
A GAZELLES COMPANY



Your Scaling Up Report

Based on the Scaling Up Assessment

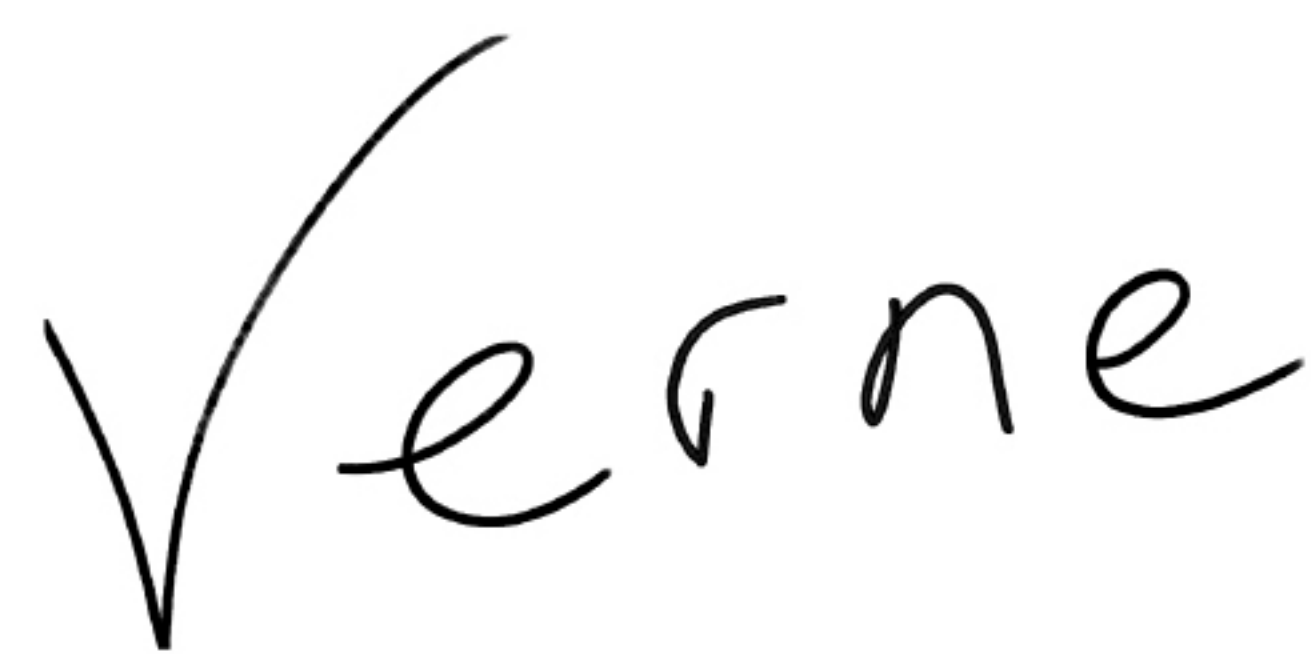
PREFACE

Dear

Congratulations! You are now the owner of your own personalized ScaleUp Assessment report. With this report you will gain a better understanding of how well prepared you are for Scaling Up, how you and your company compare to your peers and what your priorities may be. To reach the 'next level' you now have the choice of using the Scaling Up book, implementing a growth program or working with a coach. Ultimately, this report will work as a guide and input towards your personal growth path. ~~Next steps~~, you can use this report as a guide and as input for your personal growth path.

The assessment has been predominantly devised utilizing the Scaling Up / Rockefeller Habits 2.0 methodology, alongside academic growth models and organizational development theories. We have received input from many seasoned growth entrepreneurs, coaches, mentors and academics. We hope and believe you will be positively surprised by the number of Scaling Up insights throughout this report. We would highly recommend repeating this assessment annually, in order to keep track of your progress.

I wish you many great insights. Enjoy the report and keep scaling!



Verne Harnish



Verne Harnish, CEO
Scaling Up

Author of Scaling Up (Rockefeller Habits 2.0)
The Greatest Business Decisions of All Time
Mastering the Rockefeller Habits

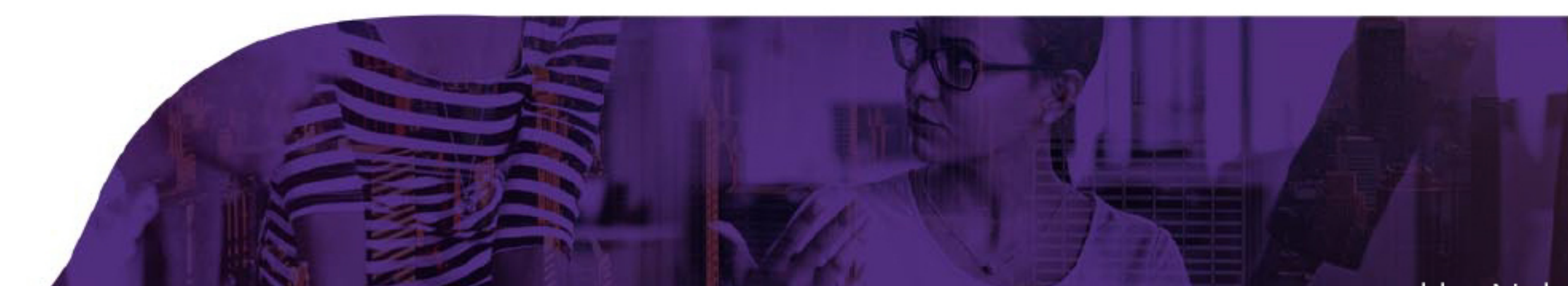


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People



Strategy



Execution



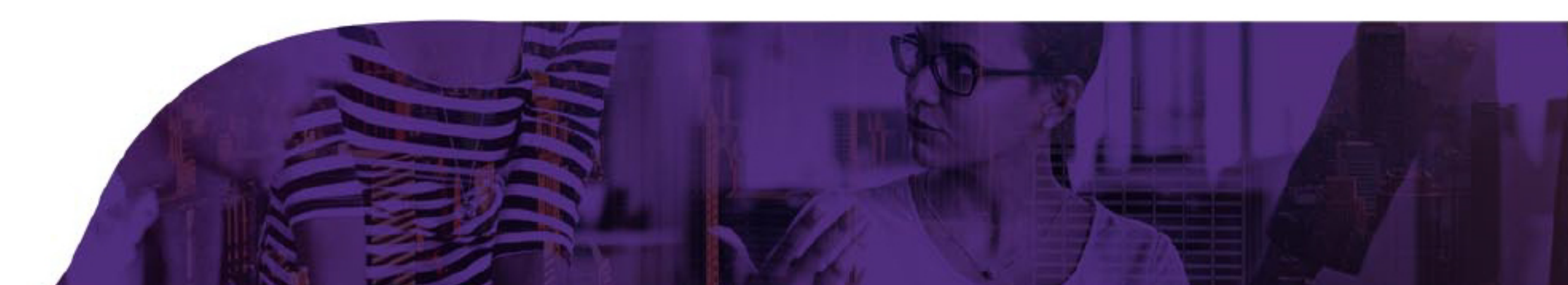
Cash



You



As the diagram suggests, all four areas (People, Strategy, Execution, Cash) are tied together and impact each other. You want to pay particular attention to the area that precedes your lowest score i.e. if your lowest score was Strategy the root cause could be People.



INTRODUCTION

Dear **Alon Piro**, this report will show findings in comparison to your peer group. Your peer group being companies that are of a similar size and in the same organizational phase.

Our understanding, however, is that almost all organizations undergo the same phases and challenges. It's usually when those challenges have been accomplished, with the right people in the right seats, implementing a clear strategy and execution design, with sufficient funds and ideal leadership that the organization is ready for further growth and Scaling Up.

Now let's turn to you. You are **60** years old, have been an entrepreneur for **35** years, have a **25** -year-old company. Your company is active in **other services**. You have thus gained more entrepreneurial experience outside this company. You have **2** partners. This usually makes doing business easier, if you at least agree on the long-term goals and have a clear division of activities. You have **50** permanent employees in service and **20** temporary employees on contract. You have a sales goal of **7.6** million for this year. The ratio between the number of employees and your sales is a little under pressure. Maybe you hired people ahead of your growth.

As indicated, and given the number of employees, you are probably in the **Delegation phase**. From this phase on, you (hopefully) have an efficient leadership team in place. You have more time and you can focus on the really important things again. One of the pitfalls is that you keep dealing with operational management tasks too much. The entrepreneur must "lead," that is, ensure that the entire leadership team and the entire company keeps focusing on the main goal. Often, it is good for the entrepreneur to take a step back and primarily focus on the future of the company.

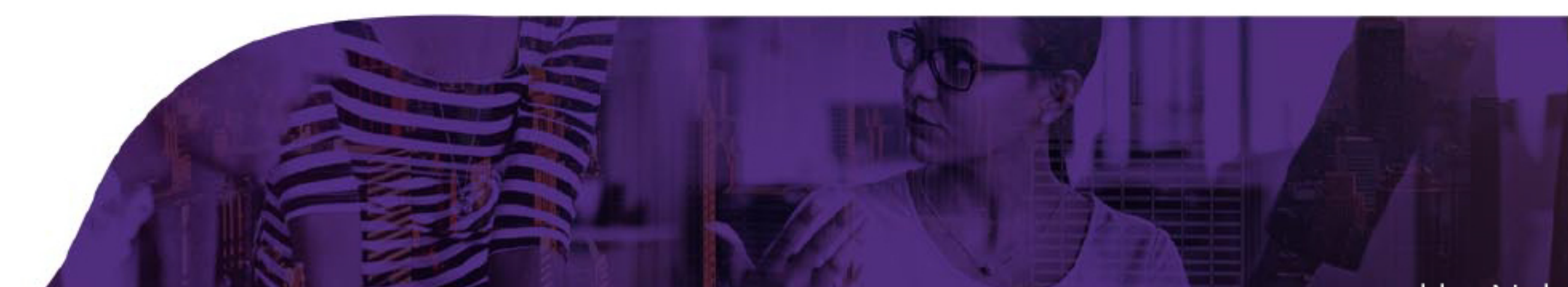
For this year, your growth objective is **1%** growth. For next year, your objective is **-99%**. You have a below average growth ambition for the year ahead. Other entrepreneurs within your peer group have an

average growth ambition of **78.3%**. You will get **0** % of your revenue from abroad. You are not yet engaged in international business. This may be something for your continued growth track.

What is the **ScaleUp Score**? The ScaleUp Score is based upon and calculated using all assessment items, including ambition and past growth. You gain bonus points if you perform well on challenges that rank highly in shaping your future growth. The maximum score is **100**.

Alon Piro, your current ScaleUp Score is **54**.

Your estimation: **60**. The average Score for comparable companies is **56.7**. So **62** % of comparable companies score higher. You are pretty well on the way to becoming a strong growth organization. Compliments. In the following growth report, you can read where your areas for improvement are.



YOUR PROFILE

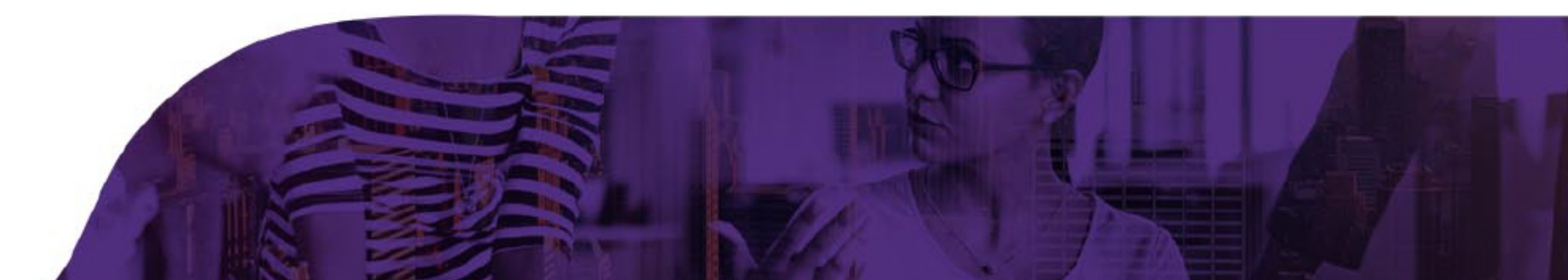
We begin with an overview on the main sections. The score is a weighted average of the questions per section. Your results are compared with your peer group.

	CEO score	Peers	Dev from Peers
People	7.1	6.1	+1.0 ▲
Your Employees	5.9	5.9	0.0 ●
Company Culture	8.2	6.2	+2.0 ▲
Strategy	6.3	4.8	+1.5 ▲
Execution	5.3	5.2	+0.1 ▲
Leadership Team	7.3	2.8	+4.5 ▲
Operational Processes	4.8	5.4	-0.6 ▼
Sales and Marketing	2.4	5.7	-3.3 ▼
Scalability, Innovation and Technology	6.5	7.0	-0.5 ▼
Cash	8.4	7.5	+0.9 ▲
You	5.6	5.4	+0.2 ▲
Your Leadership	6.5	6.3	+0.2 ▲
Internal Communication	4.7	4.4	+0.3 ▲

Finance and cash and Your leadership rank highest. Sales and marketing and Internal communication rank lowest.

What are Peers? Peers are companies with a comparable size who have preceded you in taking the Scaling Up Assessment. The database contains thousands of other growth companies.

In comparison to your peers, your scores for Leadership team and Company culture are relatively good. However, Sales and marketing and Execution and operational processes show a lower than average score.



PEERS AND COMPARISONS



YOUR SECTOR OTHER SERVICES



Companies in the same industry score
54

YOUR COMPANY EXISTS



Companies with the same age score
52

YOUR SCORE ON READING BOOKS

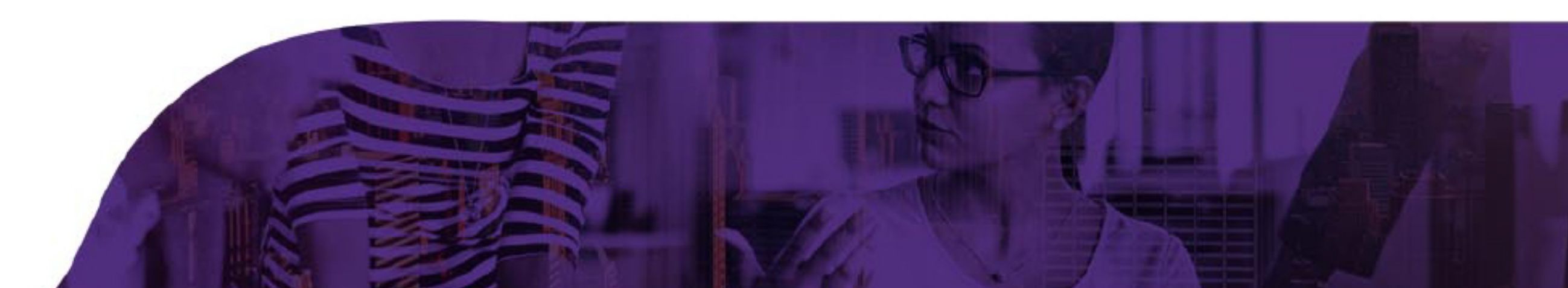
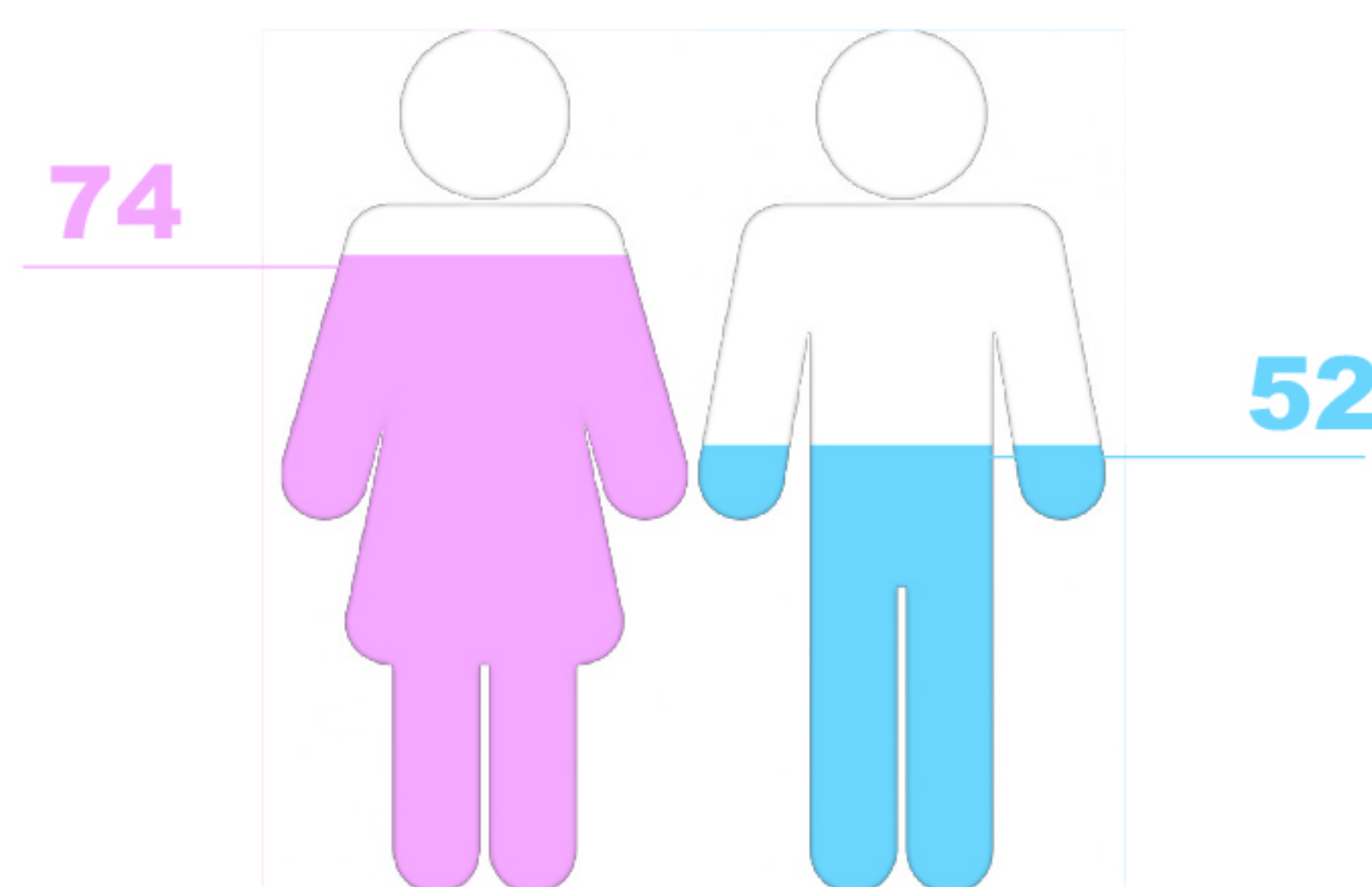


Leader who read more books score
58

YOUR SCORE ON HAVING A MENTOR



Entrepreneurs with mentors score
57





People

PEOPLE

People - without a doubt the key to success within your organization. Every management book, academic study and personal story relays the same message.

So, in your case ~~Non-IPSTIS~~, let's ask that key question: Are all your employees happy and engaged in the business? And would you 'rehire' all of them?

The success and scalability of your organization is mainly determined by the success that you have recruiting, training, involving, motivating and growing the best people you can find. And this can never be based on luck. Real success is based upon a philosophy around people, core values, the company culture, introduction program, continuous training and reward.

Note on reading the tables on the following pages

In the team score, the dark bar is the lowest score, the light bar is the highest score. The black stripe is the average score of the leadership team members. The number is the average score.

Companies that nail this are usually the winners in their industry. Let's take a look at how you compare:



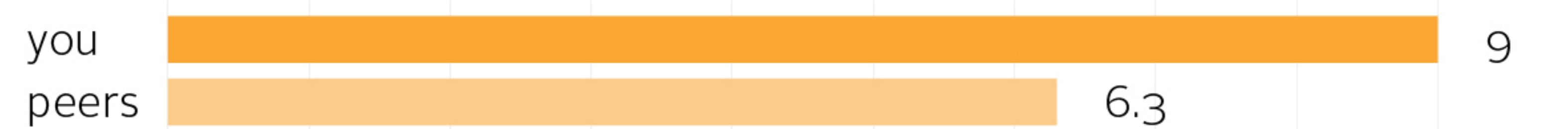


People

YOUR EMPLOYEES

The average score for this section is 46.8. Your average score is 47. Therefore, on average you are doing better than your peer group.

Effective recruitment process



In order to grow, you continuously need new - and good - people. This is often one of the most important challenges for a growth entrepreneur. You indicate that when it comes to finding new employees you are very successful. That's great! This is most likely due to your recruitment process and the time and attention dedicated towards it. Try to keep this up when you continue to grow.

Low staff turnover



Your employee turnover is very little / none. Unwanted turnover is often a sign that processes, strategy or management are not in order. It takes an enormous amount of money and effort to continually find and train new employees. This is not a problem for you. That's a good sign. Keep a close eye on this when you start or continue to grow.

Onboarding program



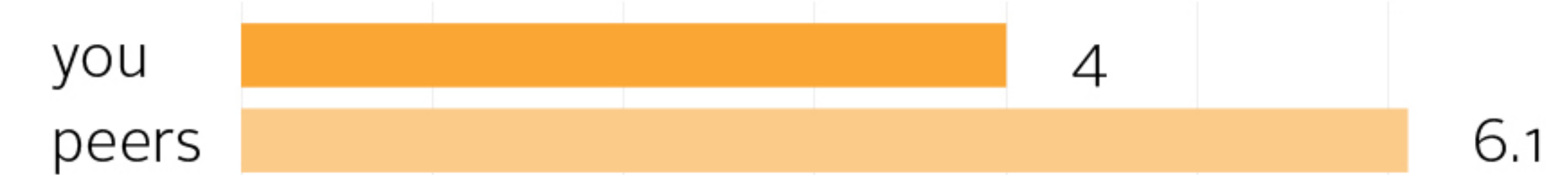
Not all employees receive an onboarding program at your company. That really is necessary with a company of your size. A well-thought-out onboarding program will be an enormous help to employees with regard to learning their jobs, becoming familiar with the company's core values and getting to know their coworkers. It will also help with scaling up your company. We recommend that you start taking steps toward this.

Measuring employee satisfaction



You do not yet measure employee satisfaction. Your company is in the phase where you need to have a systematic understanding of what's going on among your employees. After all, it's no longer possible for you to know them all personally. An employee survey is probably a good start in this respect.

Positive about re-hiring employees



You would hire few or none of your current employees again. Ouch. This means that you have either postponed a lot of difficult decisions or you simply have a very bad hiring policy. You should work on this, because without good employees you can't grow.

Every employee has a training plan



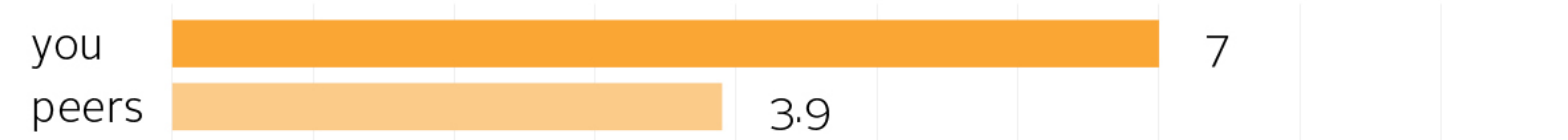
Management thinker Tom Peters stated in his latest book 'one of the greatest responsibilities of an employer nowadays is the continuous development of employees'. In fast growing companies, roles are continuously changing, the need for training and education is therefore imperative. You have already implemented for most people. Well done. Maybe good finalize and implement for all employees and make Tom happy.





People

Outsourcing / Offshoring operations



You are active with offshoring or outsourcing, this strategy is completely depending on your product/service, cost and scaling strategy.

We apply flat-management or self-steering/organizing teams



You have somewhat implemented new management models. With your company size it is risky to experiment. Please note that changing management models often has great impact on people and culture. Mostly positive, but not always.





People

COMPANY CULTURE

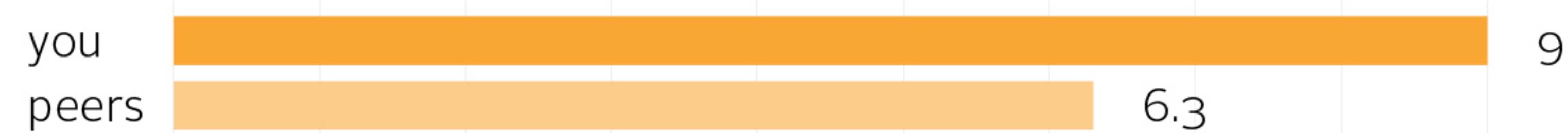
The average score for this section is 30.9. Your average score is 41. Therefore, on average you are doing better than your peer group.

We have Core values



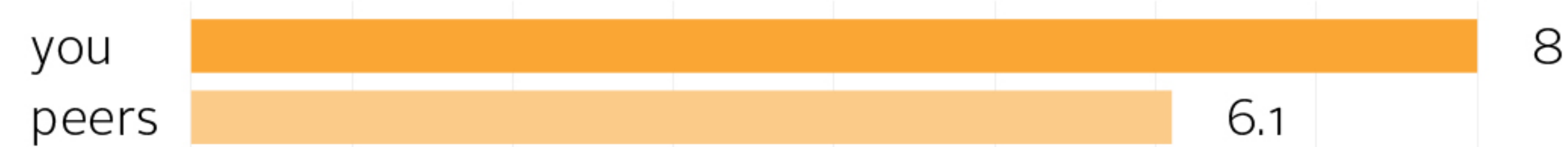
Core values are the internal 'rules of the game'. It's essential to have absolute clarity on this if you start or continue to grow rapidly. In your phase it's necessary to have a clearer picture on the core values, especially if you regularly hire new people. You have them, and you are communicating them effectively, which is great. What do you do when employees appear not to be conducting themselves according to these values?

We have focus on customers' needs



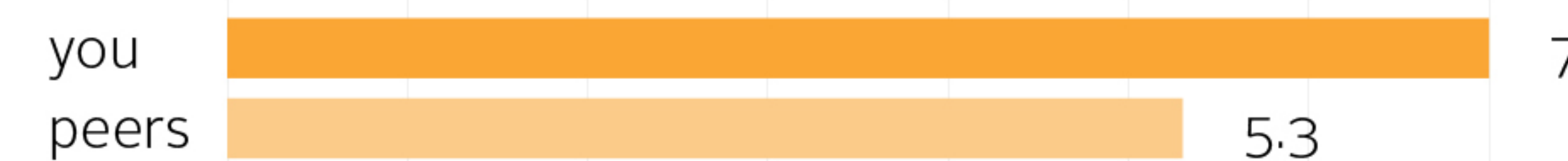
Growth often creates increased management attention to internal matters, employees, new premises, computer systems, etc. The most rapidly growing and successful companies keep a sharp focus on the continuously (changing) needs of the customer. You have that completely under control; keep it up, even during your next growth phases.

Employees know core values



You have formulated core values, and your employees are reasonably familiar with them. But there is still work to be done. Keep communicating them and create dialogue as to why these core values are so important.

We are not transparent (low score is best)



Transparency of information (about customers, sales, goals, growth, etc.) produces greater employee involvement. In addition, it often prevents internal "politics". It would be good if you could start thinking about what information you are even more willing to share.

We have an open culture



When there is no communication between different layers and departments, an "island" culture and internal politics may be the result. In addition, you may also make wrong decisions simply because you don't hear everything. Your company is still manageable in size, so open communication is relatively easy. Keep this up when you start to grow.



STRATEGY

Articulating a clear and differential strategy, supported by a strong core culture that can deliver on the brand's promises, is the key for any company that wants to scale up. So how do you know if you have this industry dominating strategy? Sustainable top-line revenue growth and an increasing gross margin are the two key financial indicators. If you don't have a killer strategy your company will slowly face continuous pricing pressures as the market commoditizes your products and services.

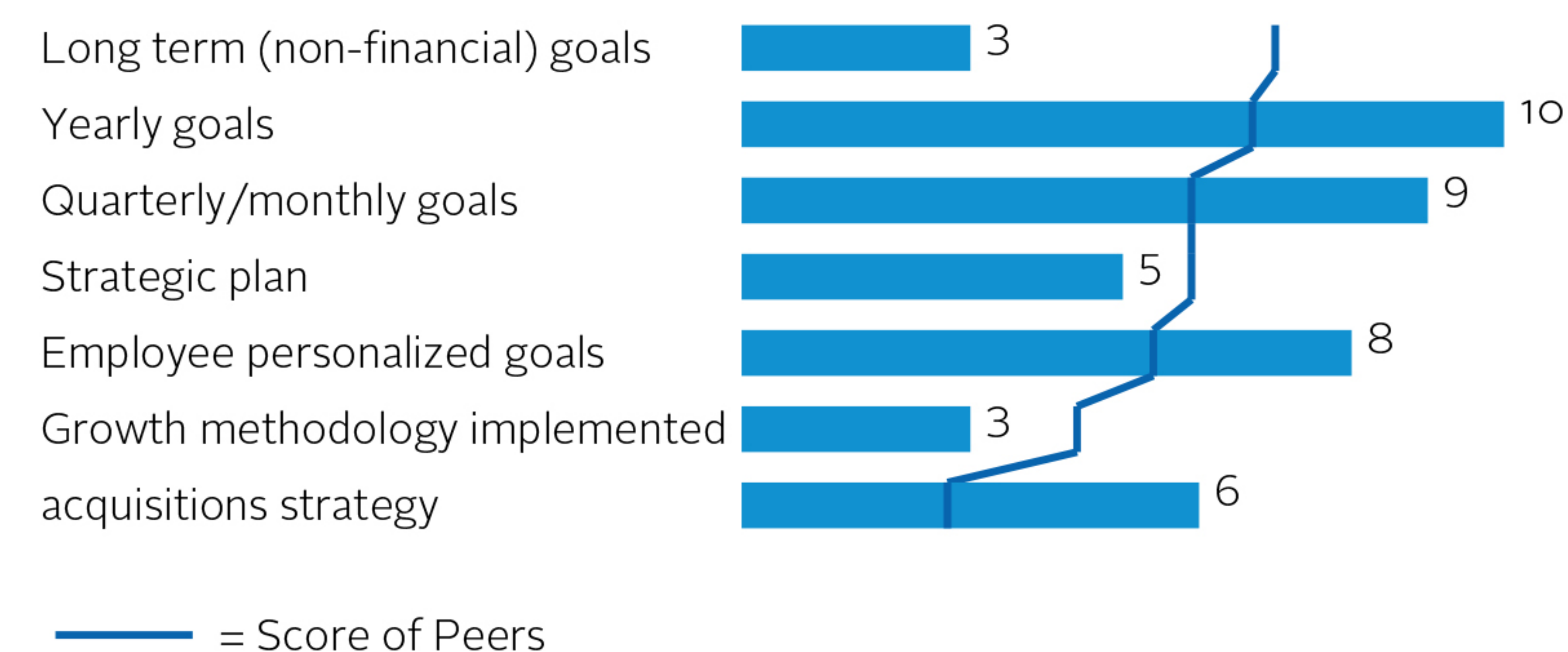
■ Alex Ipatov, to have such a strong and effective strategy, it is key that the leadership team has a system and process to devote time and attention to this. A strong strategy needs a very clear and compelling vision and long term goal (BHAG). It needs to be specific and clear on which clients you want to service, how you will be unique and that your competences are clearly aligned with that goal. You then need clear measurable (non financial) yearly and quarterly goals. And a process needs to be in place to review and discuss trends and information from employees, clients and the market in general. Information on competition, technologies and potential disrupters needs to be part of the periodic strategic assessment.

And a strategy works best when all employees know it, understand it and are motivated by it.



Strategy

Let's look at your results.





Strategy

GOALS AND STRATEGY

The average score for this section is 33.9. Your average score is 44. Therefore, on average you are doing better than your peer group.

We have formulated a long term (non-financial) goal



You have not yet formulated a clear long-term goal. That's too bad, because a long-term goal provides direction and context and above all motivation for all employees. Companies that do this effectively are at an enormous advantage.

We have formulated yearly goals



You have the process of measurable annual goals well under control. That's great. The clearer and more measurably you formulate your goals (both financially and organizationally or with regard to product or market development), the higher the chance that you will also achieve those goals. Keep it up!

We have formulated quarterly/monthly goals



You have the process of monthly and quarterly goals entirely under your thumb. That's good, because the fastest growers are very disciplined in this process.

We work with a strategic plan



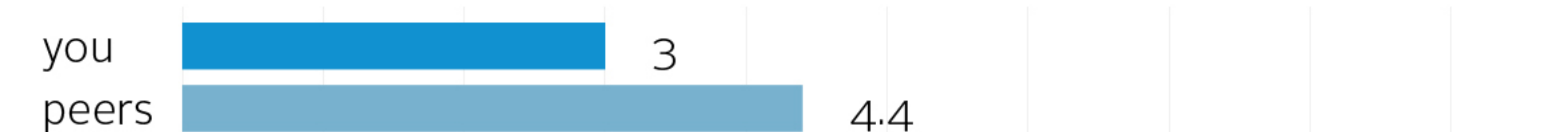
You have started putting together a business plan. Given the size of your company this seems quite late. Establishing your goals, strategy and action plan can bring about a lot of clarity and teach you to anticipate certain challenges. When should you hire someone? What will the marketing strategy be? You have to make many difficult choices; a complete overview and plan will help you with this, including in the financial aspect.

Each employee has personalized goals



You have already come far with implementing personal goals; that's good. Team goals and personal goals are the next step in working efficiently. This creates clarity, commitment, personal responsibility and motivation. Good luck with your continued implementation.

We have implemented a growth methodology



You have not yet implemented a growth methodology. The larger you grow, the more difficult it is to implement new ways of working. Now would be the time to invest in the type of leadership, systems and processes that propel your growth.





Strategy

We have an active acquisitions strategy



You are somewhat active with acquisitions or maybe you are considering it. Please understand that acquisitions consume much leadership time and attention. Note that 70% of the acquisitions turns out to be disappointing.





Execution

EXECUTION

Execution is, in many organizations, the biggest challenge. Where most entrepreneurs have a natural passion for clients, product development and innovation, many of them lack the skills and intrinsic motivation for a flawless and scalable execution. Execution and operations are broad areas and its success is dependent from many factors. But let us first distinguish leadership and management. As the entrepreneur of the organization, the focus lies on leadership, with the key objective being emotional involvement in the long and short term vision of the company across all employees. Management however is focused on process. The right people doing the right things right. And do all processes run without drama and drive industry-leading profitability? The entrepreneur does not have to be the person to manage this. An operations director, COO, or well functioning management team are, in many situations, the critical people to get this right.

Execution success is dependent on many factors. A well functioning leadership team, with a disciplined process and rhythm for prioritization and goalsetting. Clear KPIs, measurement systems, a process for employee and client feedback. Automation and digitalization of primary and secondary processes and so on.

We have put the sales and marketing function also in this chapter, as we see the systematic organization of these processes as part of the execution.

OK, let's see how you scored:



— = Score of Peers





Execution

LEADERSHIP TEAM

The average score for this section is 11.1. Your average score is 29. Therefore, on average you are doing better than your peer group.

Tasks are properly allocated



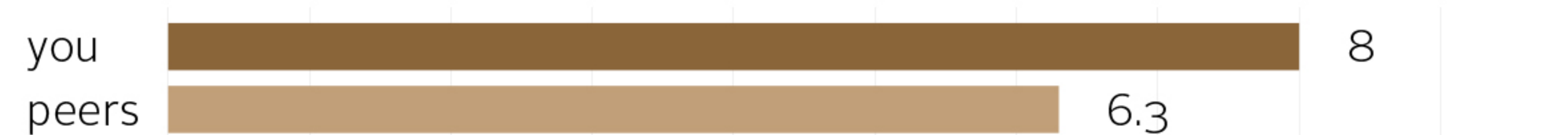
You do not yet have an efficient leadership team. That's very problematic in your phase. Decisions must increasingly be discussed, made, accounted for and above all implemented by the group. Now you are doing most of it yourself, which places unjustified pressure on you as an entrepreneur, manager and leader.

We have weekly management meetings.



You occasionally have meetings with your leaders. This seems very unusual given the size of your company. You should implement a set schedule and systematically make all decisions. Having regular weekly meetings with your most important leaders is essential for making the right decisions together and monitoring progress.

We have periodic strategic sessions.



You have regular sessions where you develop longer-term plans. That's good; mutual consultation about the strategic direction of the company often leads to more effective operations and therefore growth.

Leadership team receives regular training



You have the training and education of your leadership team in order. Good job. Keep it up. Growing organizations continuously require other skills, including those in leadership.

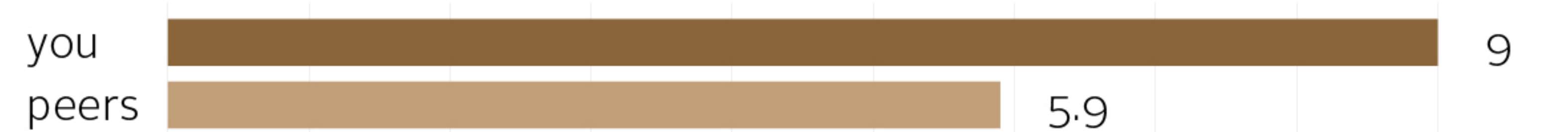




OPERATIONAL PROCESSES

The average score for this section is 26.8. Your average score is 24. Therefore, on average you are doing under your peer group.

Our goals are translated into clear KPIs



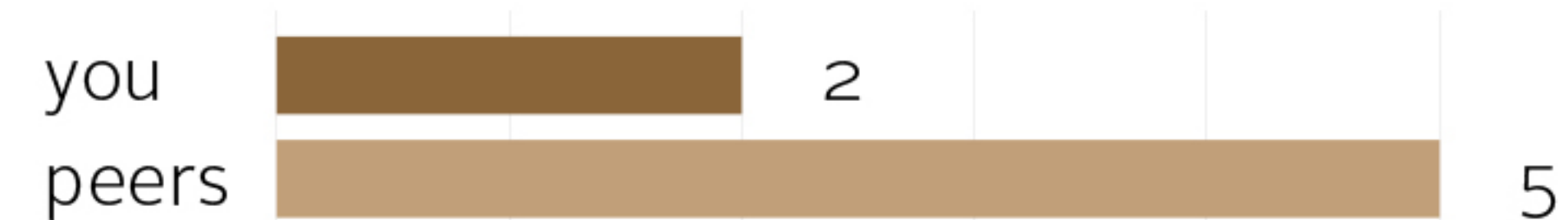
You have already translated your goals into measurable indicators. This is an important step towards creating personal accountability and professionalizing processes. This includes numbers of leads, received applications, IT development, etc. This can be especially important for keeping everything under control if you continue to grow.

We use real-time data to measure our performance



You have a system that continually provides you with accurate data. That's great. Keep thinking about how this system can continue to provide you with relevant information.

We make often mistakes



You have things well under control. You make extremely few "error costs." Do ensure that your processes also run flawlessly if you continue to grow. This may not be the case.

We measure customer satisfaction



You do not yet measure customer satisfaction. That's too bad, because this provides important input for the further development of your products and processes. In any case, you should try having regular contact with customers to find out what you can improve.

We have systematic processes for continuous improvement



A system for preventing mistakes and taking stock of complaints/feedback is very important with a company of your size. Frequently, new people will be hired. Then it's good to structure work processes and set up a system of quality checks and customer feedback. Preventing mistakes is usually significantly cheaper than continually fixing them. It's time to think about this.





Execution

SALES AND MARKETING

The average score for this section is 28.7. Your average score is 12. Therefore, on average you are doing under your peer group.

We have effective lead generation process



To grow you need new customers. With a company of your size, not having a lead generation process is dangerous. Especially when a large part of sales is dependent on you as an entrepreneur. It might be wise to establish and implement a system and process now.

Sales achievement



Having and achieving targets is, of course, the basis for business success and growth. At successful companies this correlation is no coincidence. The sales process will often consist of a combination of targets, bonus schemes, lead generation as well as weekly meetings, coaching, training, motivational sessions, etc. It might be good to think about how you can improve this at your company.

Weekly sales meeting



Stimulating sales is hardly possible without a disciplined process. A weekly sales meeting in which successes as well as setbacks and lessons learned are shared is an important part of the success of fast-growing companies. Often there are also one-on-one meetings with individual sales reps - if applicable. Given the size of your company, it seems high time to start with this.

Head of sales is not the entrepreneur



Also, you can only commit your time once as an entrepreneur. That also applies to sales management. With the increasing pressure on general management tasks, it's good to ensure that you as an entrepreneur free up sufficient time for this. If this is not the case, you will have to start making choices.

We have an effective PR/communication strategy



Nowadays sales and marketing strategies are usually accompanied with an effective content-based communication strategy. This is something you might want to think about.





SCALABILITY, TECHNOLOGY AND INNOVATION

The average score for this section is 41.7. Your average score is 39. Therefore, on average you are doing under your peer group.

Most processes are automated



In order to scale, smart application and linking of information technology is essential. Sales, marketing, project management, production, human resources, reporting, etc. This gives structure and clarity, prevents mistakes and makes growing a lot easier. You have partial automation and a lot of systems probably still work independently of each other. However, with the size of your company, you will quickly have to start thinking about smart (integrated) solutions.

Systems prepped for growth



If you grow, a lot changes at the same time: systems, structures, people, processes, etc. It helps a lot when your systems can handle this growth. It looks like you have got this under control. That's super... keep growing!

Better systems than competitors



Many fast growers have invested in information technology systems that help them be better, smarter, more efficient and more market-oriented than their competitors. You have few systems that are better than most of your competitors. Where might IT be able to help you?

Knowledge on latest technology



As an entrepreneur, you always have 1001 focus areas. You keep a good eye on technological developments that could enormously affect your business model or company efficiency. This is a safe situation. No surprises.

We are more innovative than competitors



In this world, where developments are super fast, you can quickly be made less relevant by a competitor if you don't pay attention (for example, by focusing too much on internal issues). You have a good focus on innovation. Keep this up, even when you are growing.

Our business model is disruptive



You have somewhat of a disruptive business model. That might gold. Further validation, speed and scaling up of the model are the things that now matter most.



FINANCE AND CASH

Growth sucks cash. This is the first law of entrepreneurial gravity. Yet many company leaders pay more attention to revenue and profit than they do to cash. And usually a company needs to be in severe cash crisis before predictive systems are implemented and the business model is optimized to be cash rich.

So the key question is: Do you have consistent cash sources, ideally internally generated, to fuel business growth?



Cash

Let's see how you are doing compared to your peers:





Cash

FINANCE AND CASH

The average score for this section is 37.6. Your average score is 42. Therefore, on average you are doing better than your peer group.

Real time financial insights



You have a good picture of sales and costs. No surprises for you. Compliments.

Up-to-date cashflow planning



You have a perfect picture of your own cash flow; congratulations. This allows you to grow safely.

Access to growth capital



You have no clear picture of your access to growth capital. This isn't a problem, unless you want to grow a lot. After all, growth gobbles up cash. You could create a list of the various alternatives (friends/fools/family, the bank, factoring, SME bonds, crowd funding, angel investors, private equity, Government Funding, etc.). There are a lot of service providers who can help you with this.

Financial alert function

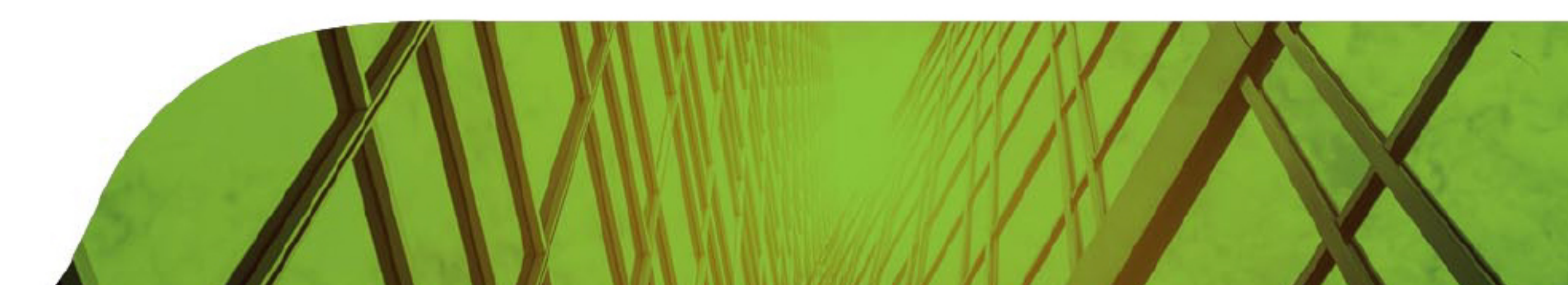


You indicate that your "early warning system" for financial parameters is perfectly in order. The faster you can intervene or take measures, the better.

Leadership understands balance sheet.



Reading and understanding a balance sheet appears to be a tricky thing for many entrepreneurs. While a balance sheet is a smart blueprint that can expose the dynamics and growth potential behind your company. You are already fairly good at this. This will become increasingly important, especially if you grow.





You

YOU

Peter Drucker nailed it: “The Bottleneck is always on top of the bottle”. We mentioned that people are the most critical factor in defining a company’s success. We lied. It is, in fact, you, the entrepreneur, founder and leader. Therefore, the responsibility lies with this person in recruitment, motivation, training and overall involvement ensuring the business reaches a higher level.

These questions are only applicable to the CEO of the company and have not been presented to the leadership team.

In other words, your ambition level, energy, speeches, involvement and example behavior are the real key to scaling up. Interestingly, your behavior needs to adapt to cater for each new organizational phase. This requires growth and development from you, as the leader too. Continuously identifying what the organization needs from you. This starts with moving from working ‘in’ your company to working ‘at’ your company and usually ends with making sure that you let your professional management run the operations so you can build the organization even further.

Within this process one of the key areas of success is the level in which you involve your employees in the company vision and goals. Hence why we stress the importance of internal communication.

To continuously grow as a leader is challenging. Having a mentor or coach can be extremely beneficial in setting you on the right leadership development trajectory. Successful leaders are happy, have a good work-life balance, read a lot and learn from other entrepreneurs. Note, it is about the decisions you take, not the time

that you put in.

~~At this point,~~ let’s look at your results. We see that you have 35 years experience as an entrepreneur and that you have 2 partners in your business.



— = Score of Peers





You

YOUR LEADERSHIP

The average score for this section is 63. Your average score is 65. Therefore, on average you are doing better than your peer group.

CEO does not work 'on' the company (low score is best)



You indicate that you are still working fully in your company. That's very unusual in this phase. But if you don't put in any time to work on your company as well (systems, structures, processes, management, etc.), then it will be difficult to keep growing. When do you start?

Have a mentor



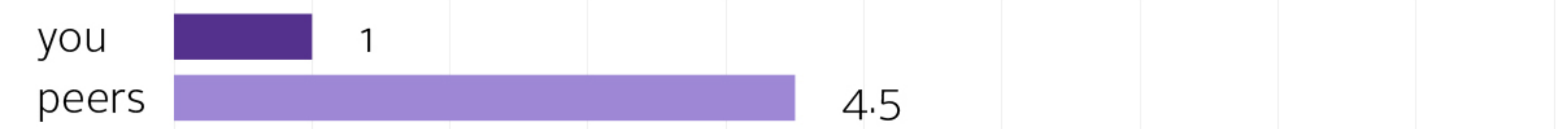
It can be difficult to see when you are stuck. Sometimes choices are a challenge, or you have simply reached the end of your tether. Maybe you need to change to guide the company to its next phase? Whatever it may be, this is where a mentor can be of great assistance. Good that you have one!

Have an entrepreneurial network



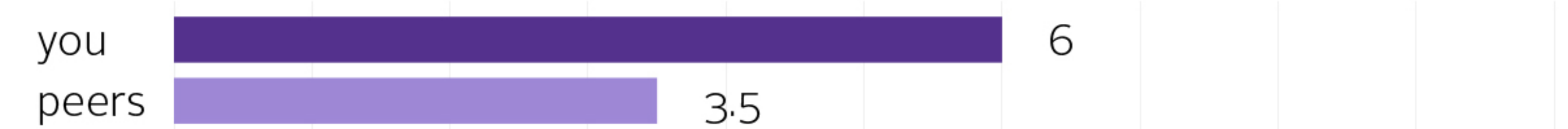
Most entrepreneurs experience the same challenges, highs and lows. Other entrepreneurs you know can often be of great assistance with their experiences. You have an effective network of entrepreneurs that you can consult; well done.

Management is no 'fun' (low score is best)



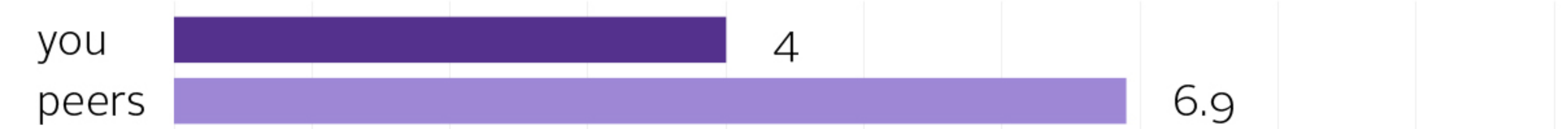
You like managing. Hopefully you are doing this together with an effective management team. One of the challenges of entrepreneurs in your phase is to deal less and less with management. You need to let your team do their job and focus more on strategy, major customers, growth, internationalization and innovation.

Tired of company



You are not "sick" of your company. That's great; use all of your energy to let your company grow.

Absence of CEO is possible



You still can't leave without things going wrong. You have made the company, the processes and the people too dependent on you. That's not scalable and causes you in particular a lot of work, stress and likely also annoyance. We recommend that you start working on standardization, establishing processes and probably also on hiring better people.





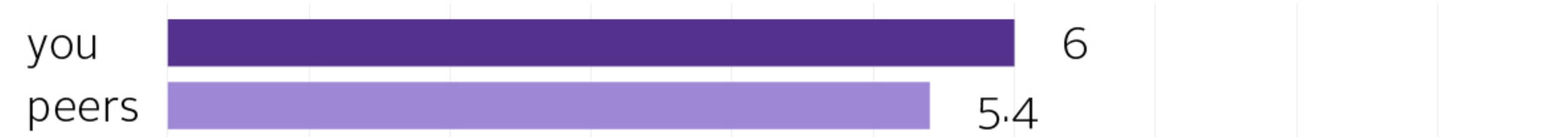
You

Read business books



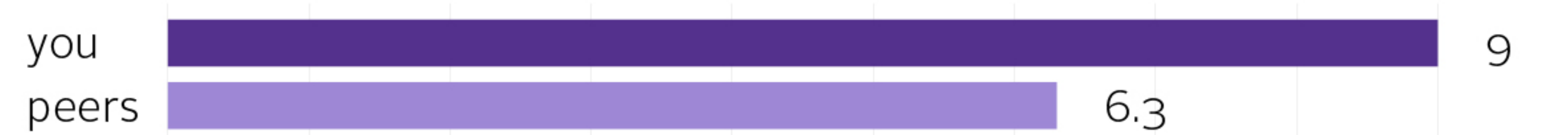
You don't often read management books. That's a shame, because in order to grow it will be imperative to have skills, ideas and insights that were documented by others years ago. And don't forget: "stagnant water will stink." This also applies to businesses.

CEO receives regular education



You sporadically attend external education or training courses. That's too bad. Because even as an entrepreneur, you need to develop yourself. Often the entrepreneur him/herself is the most important part of the educational equation. Management guru Peter Drucker said: "The bottleneck is always on top of the bottle." In other words, keep developing yourself in order to let your organization grow.

Healthy work - life balance



You have a good work-life balance. It is a challenge for many entrepreneurs to combine everything. Successful high-growth entrepreneurs teach us that we must always take good care of ourselves. You have got that under control; good job.

I am Happy



You are entirely happy. Congratulations! Long may it last!





You

INTERNAL COMMUNICATION

The average score for this section is 26.5. Your average score is 28. Therefore, on average you are doing better than your peer group.

Employees know long term goal



A long-term goal for the organization gives everyone a clear framework for strategy and decisions - and can be very motivating. With a company of your size, it's really necessary for things to be clear, set down on paper and shared.

Employees know yearly goal



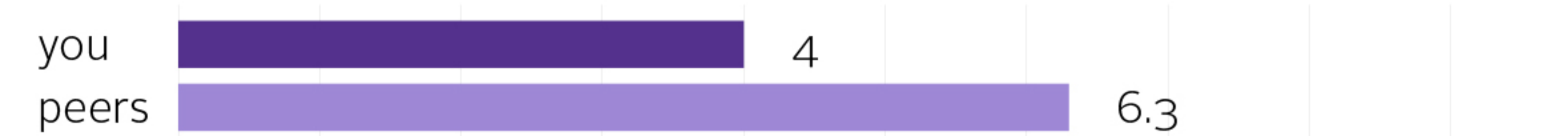
Focusing on goals, including annual goals, provides direction and a framework to your business activities. In addition, this information motivates your employees. Good that you have already started doing this; try to persevere and especially to communicate about this on a regular basis.

Employees know quarterly/monthly goals



Focusing on goals, including monthly goals and KPIs, provides guidance and direction to business activities. Actually, you make a small sprint every month to ensure that you are "on schedule". The clearer the goal the clearer it becomes on how to achieve it. Good that you have already started doing this. Hurry up and finish and implement it.

Employees know vision and mission



As with the long-term goal - it is important for the company's vision and mission to be clear. This motivates employees and provides a clear framework for the activities. In your phase it's very important for you to have this very clear, and set down on paper.

Employees know elevator pitch



You'd be surprised to hear the stories and answers you get to the question "What exactly does your company do?". It is a good idea to formulate a common language and text - and to practice together. Everything will become clearer. Both internally as well as externally.

We frequently have company-wide meetings



Research shows that it's crucial to communicate goals and performance to all employees, providing them with context regarding development. Face-to-face, with internal sessions works best. With internal sessions, in other words. You are already doing this, but still not often enough. We recommend that you increase the frequency of the sessions.



IN CONCLUSION

You have a ScaleUp Score of **54**, a great score. You are pretty well on the way to becoming a strong growth organization. You scored highest on **Finance and cash** and lowest on **Sales and marketing**. In comparison to other companies, in the same phase, you score higher on **Leadership team** and lower on **Sales and marketing**. Your biggest challenge - as you describe it - is "**Looking for a unicorn The desire to grow the business while stepping back.**". Hopefully this report has given you sufficient insight into where you and your organization can improve. Good luck and we'll see you back at this Scaling Up Assessment- perhaps for a higher score...

We would like to thank you for undergoing this Scaling Up Assessment. If you would like any support in implementing the Scaling Up/ Rockefeller Habits methodology, please get in touch via www.scalingup.com and we will connect you to a certified coach or partner. Over the past 30 years we've offered support to around 40,000 organizations, Scaling Up through coaching, workshops, dashboard tools and online training.

Keep Scaling,

Verne Harnish



Appendix



People



Strategy



Execution



Cash



You

People



— = Score of Peers

Strategy



— = Score of Peers

Execution



— = Score of Peers

Cash



— = Score of Peers

You



— = Score of Peers

