



DOES YOUR COMPANY NEED A DIAGNOSTIC?

by Jerry Leath

Remember one of the periods of time when you just did not feel well? It may have been a dull ache, sharp pains or you just did not seem to have any energy. If this condition did not go away, you probably went to see your doctor. Your doctor asked you a few questions, listened to your chest, took your blood pressure, and drew some blood for testing and proceeded to diagnose your condition. Upon diagnosing your condition he discussed with you the treatment he wanted you to begin and 99% of the time you recovered and proceeded with your life feeling normal again.

At The Daley Group, we conduct an Initial Business Diagnostic similar to what physicians and medical practitioners do to diagnose health problems.

We look at and examine your entire business. It's the only way to know what's really going on. A client may tell us, "I believe I have a problem in sales." But they may not really know for sure. Increasing sales may exacerbate other problems that previously were not obvious. The problem could be a market shift, their customer service department or decreasing quality control, explaining why they don't get reorders or simply not having the right people supporting them.

When we begin our diagnosis, we begin with you, the "TOP GUN", to understand your goals, and we conduct an in depth interview to determine what you think might be the problem(s). We will then, with your input, lay out our plan and get started. We then interview your employees, your suppliers and your current, lost and prospective customers, to get an overall perspective as to what others think.

Upon completion, the diagnostic team meets with you to review their findings... and to make specific recommendations about what activities you need to do to stop the pain and the bleeding, and then outline a treatment plan that gets you back on track to growing your business.

The Daley Group has talent and expertise in all core team disciplines. These business specialists research your company from the perspectives of each of their specialties and then come together to design a unified brand image with a strong Strategic Plan to meet your defined goals. This minimizes trial and error and maximizes precious time and capital.

Here is the short list of the activities and issues we cover in the Initial Business Diagnostic.

Supply Chain Continuity and Risk Analysis

Business continuity is of course a vital activity. However, prior to the creation of a business continuity plan, it is essential to consider the potential impacts of any disaster whether it be natural or business related and to understand the underlying risks.... these are the foundations upon which a sound business continuity plan should be built.



Human Resources (The foundation of a healthy and successful company)

The Daley Group believes that attracting, developing, and retaining qualified talent is the most crucial element of success. This success is dependent on finding the people that are the right fit for your company. The following process outlines how The Daley Group accomplishes this goal:

Company handbook

- Current
- Legal (protects all)

Recruitment Processes

- Talent pool
- Bench Strength
- Screening process
- Job descriptions
- Succession Planning

Career Path

- Coaching reports
- Compensation plans that lead to sales results
- Sales metrics
- Education goals

Leadership Analysis

A key point of concern in valuing your company and its prospects for the future is the Core Leadership Team.

If the owner left would the company continue to grow profitably? Have you developed a company or do you own a job? What culture does the Core Leadership Team deliver? Are they pushing mules up hill, 60% productivity or do you get 110% out of your people? In other words are you getting the most from your investment in people? What is your succession plan and exit strategy? Have you developed and executed a business continuity plan.

Finance Analysis

Would the Core Leadership Team be alerted to a potential problem or potential missed goal in time to make adjustments and head off the problem? Does your leadership team have a "core team dash board" that gives them the information they need in a timely manner?

Operations Analysis

- Capabilities analysis
- Product or service costing methods
- Quality control methods
- Work flow analysis
- Process improvement capabilities
- Systems and processes documentations



- Outsourcing considerations
- Culture

Strategic and Tactical Marketing

- Coordinated Brand and Marketing Strategy that builds value
 - Logo
 - Website
 - Catalog
 - Sales tools box
 - Public Relations

- External environmental analysis
- Define industry verticals
- Distribution channel analysis
- Market and market segment analysis
- Customer targets
- Service R&D
 - Understand the service process from the customer's point of view.
 - Product or service assessments from customers point of view
 - Product or service mix assessments to assure future relevance and profitability
 - Marketing communications vehicles
 - Implementation processes
 - Milestones and measurements

- Team culture

Do your marketing and sales teams speak two different languages? Would it benefit your company to have an interpreter to help marketing teams create tools that sales representatives get excited about?

Sales Team Analysis

The Daley Group provides impartial analysis on every aspect of sales and leadership. Our tools for sales assessment include the following:

- Development and Implementation of Strategic Business Plans
- Management Diagnostic Tool (MDT)
- DISC Analysis
 - Investigates the differences in individual social styles in order to improve leadership and sales success

- Systems and Processes



- Training
 - CRM
 - Pipeline
 - Sales Metrics
- Talent
 - “Do you have the right people on the bus and in the right seats?”*
 - Knowledge, experience and skills of current personnel
 - Proactive or reactive sales team
 - Are your managers seen as coaches and leaders?
 - Team culture

Succession, Merger or Acquisition planning

Have you planned your exit strategy? Do you have a succession plan? Have you considered the value of your company if you sold it? If you purchased another company do you know how the acquisition would affect your current company? The question is not just a financial one but also a cultural question. Most acquisitions and joint ventures are less than successful due to a cultural clash that leads to both companies being diminished. Have your company appraised by a broker routinely and get suggestions on how to increase value.

* Jim Collins. Good to Great. Collins, October 16th, 2001