



Building a Value Growth Roadmap

Phase 2

Onsite: 6 hours

Optimum class size: 4 to 8 participants

Training in Qualitatively and Quantitatively Developing an Enterprise's understanding of Business Risk, Opportunities for Enhancement of Performance, and Competitive Positioning.

The Value Opportunity Profile (VOP) training provides the senior management staff of a company the tools to develop qualitatively and quantitatively an enterprise benchmarking program addressing current business risks, organizational quality, and overall business value. The aggregate of these three critical factors protects a company from unnecessary risk, enhances the quality of its core operations and facilitates growth.

What is the VOP?

The Value Opportunity Profile® (“VOP®”) is a cloud-based business assessment and strategic value enhancement platform designed to strengthen companies, prepare them for growth, and maximize long-term value. Developed specifically for manufacturers with revenues from \$2M – \$300M, the VOP® can help increase company values by 2X – 3X, through a combination of qualitative improvements, risk reduction, and improved profitability, over a 2 – 5 year period.

The VOP® assesses a company across the entire enterprise, providing quality and risk ratings for nearly 50 different categories, a baseline estimate of current business value, a detailed Roadmap of recommended initiatives to maximize future value, and a dashboard to conduct “what if?” analysis for planning and tracking improvements.

Why do companies need the VOP?

Most Private Business Owners never come close to maximizing business value because they haven't been educated about the true drivers of value. They typically focus directly on driving top line growth and profitability without understanding that growth and profitability are “results” rather than “drivers” of value. The true drivers of value reside throughout the company, in 8 primary categories, and nearly 50 subcategories, that every company needs to have in place, fully functioning, and in balance with each other, in order to achieve peak performance and maximum value. Most companies are strong in the categories and subcategories that are related to the background of the founder, and weakest in the categories that are natural opposites of those categories. The weaker categories represent constraints to growth, profitability, and value creation. If the company focuses directly on growth, rather than on the underlying drivers that naturally generate growth, those weak areas will become more stressed and eventually become organizational fail points. The results could be a variety of potentially damaging outcomes, including disappointed customers, late deliveries, product quality issues, internal cultural problems, weaker profitability, and many others. The VOP process identifies the relative strengths and weaknesses of every category so the management team becomes fully aware, aligned in their perspectives, knowledgeable about where, in what sequence, and in what intensity to apply resources to eliminate the constraints, and has a roadmap to follow that will ultimately lead to stronger growth, profitability enhancement, and value creation.



About Our Process

The Value Opportunity Profile® consists of a proprietary Questionnaire, which covers **8 Primary Categories** and nearly 50 subcategories of business operations. The 8 primary categories, designed to create a balanced and efficient enterprise, positioned to support **long-term, sustainable, profitable growth**, are as follows:

The questionnaire is completed by choosing answers to each question from a drop-down list. Additionally, you will be asked to complete a table of summary-level historical and projected financial information. The answers to the questionnaire and the financial information all flow through a series of proprietary algorithms developed over many years. The results include the following:

- Quantitative assessment of each subcategory, each primary category, and for the company in total;
- Qualitative assessment of each subcategory, each primary category, and for the company in total;
- Risk profile for the company in total;
- Estimated cost of equity, cost of debt, and recommended capital structure;
- Estimated current intrinsic value of the total Company and its equity value;
- The **“Roadmap to Maximizing Value”** – recommended initiatives to strengthen the company in each subcategory based on 3 levels:
 - Level 1 to PROTECT the company from risks that could threaten its viability;
 - Level 2 to ENHANCE the company’s existing core operations, and;
 - Level 3 to POSITION the company for long-term, sustainable, profitable, growth;
- Dashboard for “what if?” analysis, providing instant feedback on the impact on quality, risk, and value, of completing any of the recommended initiatives;

The Value Opportunity™ measures the incremental value that the company could create at its existing level of sales and profitability by completing the entire Roadmap of initiatives, reducing its risk, and improving the quality of the company. That process could double the value of the company within 2-3 years. The byproduct of the process, however, is that the company will naturally be better positioned for growth and profitability enhancement, which could help the company triple its value within 3-5 years.

Phase 2

In Phase 2 of the VOP process, participants will be trained to assess its’ overall development in the second four primary categories of: People; Operations; Finance; and Legal, collectively covering approximately 25 subcategories related to those primary categories. In addition, participants will also learn to educate and train their management team to build their competency in understanding the fundamental attributes of each subcategory so they can, in-turn, train their respective teams and get the entire organization aligned and properly focused. Participants will learn how to craft an implementation plan focused on applying resources to the areas of the company that will have the greatest impact on creating balance, improving quality, enhancing their competitive positioning, and achieving the by-product of stronger revenue growth, profitability, and value creation. We then combine the assessments and roadmaps from phases 1 and 2 into a single plan with management, to create a comprehensive implementation program, their “Value Growth Roadmap”.

