

# Chapter 3

## The Business Performance Report

This chapter is purposefully short because it's the content of this report, rather than the report itself, which matters to your business. Nonetheless, it is helpful to see the Business Performance Report, which evaluates the 12 areas of a business and results in a total score. It is presented to the client initially, usually before they become a client, free, upon request, and quarterly once our work is completed. We present it initially in order to show where there is room for improvement. And we present it quarterly, or so, thereafter in order to evaluate whether the business is performing better.

In the Business Performance Report, which we abbreviate "BPR", we get into the specifics of real-life businesses. Before I explain what goes into it, let me mention our policy for disclosing the names of real-life businesses. Please read the box below, highlighted for its importance.

We don't disclose the names of clients. Those who collaborate with us enjoy a competitive advantage. We help to preserve that competitive advantage by not disclosing names. Moreover, because we usually sign non-disclosure agreements, we err on the side of conservatism by not discussing clients at all. This prevents accidentally breaching such agreements by disclosing confidential information. Instead, when we give real-life examples, we use companies which we have no relation to, and thus are using only available public information.

The last thing I'll say about discussing real life businesses is this: any time we discuss a real business we do it with constructive suggestions in mind. We never opine on the quality of a company's products and services. We always assume their products and services are as advertised. There are plenty of review sites that do, but our job isn't to evaluate products. Rather, we evaluate and comment on how the business is managed, marketed, and everything else that effects business performance and profitability. Finally, the results are usually shared with management only. I say usually, because these are prospects for which we have no non-public information. And so we reserve the right to disclose our analyses, usually for illustration only.

Example of a Successful Smaller Business

Below is shown a Business Performance Report for a successful business, BT's Smokehouse. BT's is not a client of ours. BT's is a fine restaurant, located in Central Massachusetts. It is a perfect example of what I said at the beginning of this book; namely, that businesses which score well always are seen by the general public as being popular, successful, and fun to frequent.



## BUSINESS PERFORMANCE REPORT FOR BT'S SM

Performance Item	Score	Researcher notes
<b>Do you have a downloadable brochure? How appealing is it?</b>	90%	Your downloadable brochure is superb. Few have them.
<b>How well defined are your products and services? Are they too broad? Too narrow?</b>	90%	Focus is fine. You have everything related to a southern style Bar-B-Q. In addition, catering and a food truck works as well.
<b>Do you have a blog? Is it updated regularly? Is it informative and somewhat personal?</b>	30%	While not strictly necessary for a restaurant, a blog would be a competitive advantage, and add a personal element. It should be on the website.
<b>Do you have a set of well-written Mission Statements, Corporate Mantras and Profile Statement appropriate to your industry?</b>	50%	The Mission Statement is good, albeit more lengthy than one should be. I'd like to see a Corporate Mantra, and a Social Values Statement, while not commonly seen for restaurants, would be appealing as well.
<b>How is your Google ranking, both locally and within your county?</b>	70%	In a search for "Southbridge MA barbecue" you are on page 1, excellent. A broader search for Worcester finds you on page 1 as well. Nice work!
<b>If appropriate, do you have an email or newsletter signup?</b>	80%	Good work. An email sign-up would be nice, but you've got such a great social media sign-up that it more than makes up for it. The email signup would be the final touch.
<b>How attractive is your website? How complete is it (calendar of events, news, product announcements)?</b>	70%	The website is fine, lacking only a blog. I think there's a bit too much on page 1, though, and would opt to have your bottom information towards the top.
<b>How frequently do you add content to your website?</b>	60%	The very first event is two years old! And the other events aren't dated, leading one to believe that they are 2014 as well. Time to keep things up to date.
<b>How persuasive are your scripts?</b>	90%	Your scripts are fine. You know how to write. There's a blend of detail and emotional appeal.
<b>When was your last product announcement?</b>	70%	It would be nice to see specials mentioned on the website. I realize that Southern Style Bar-B-Q isn't tailored to specials, but it would be one more source of activity for the site.
<b>How strong is your presence on LinkedIn, Pinterest, Foursquare or other social media besides Facebook?</b>	90%	Your Foursquare profile and reviews look great. Nice work.
<b>How active are you on Facebook?</b>	90%	You are the role model for Social Media advertising on Facebook.

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<b>How strong is your Brand Image?</b>	90% Your Brand Image is spot on, that of a southern-style Bar-B-Q.
<b>How substantial is your Corporate Presence? Do you appear the whale, or the tiny minnow in your industry?</b>	90% Your corporate presence is larger than your ACTUAL presence, suggesting that it's time for expansion.
<b>Are you on Google Places? Where do you place?</b>	90% You are right up there, not only for Sturbridge, but also for Worcester MA! I rarely see county-wide presence like this among businesses this size.
<b>What do your negative (and credible) Yelp reviews suggest for improvement?</b>	90% 4 1/2 stars and 429 ratings! How rare is this?! Again suggesting expansion. From personal experience and reading the bad reviews, you need either a
<b>What do your Angie's List <u>reviews</u> suggest?</b>	90% Angie's doesn't apply here.
<b>What are your Yelp and Angie's List <u>ratings</u>? Are there many of them?</b>	90% Angie's doesn't apply here.
<b>Is your email address a dedicated domain?</b>	90% Your email address is its own domain.
<b>How do you compare to your competitors?</b>	90% The competition isn't very good. Bucky's has poor reviews and I've eaten there and agree.
<b>How prepared is your business for expansion? Do you have most of your ducks in a row?</b>	90% BT's is ready for expansion, mostly into a second and/or larger restaurant. Also, into subsidiary product lines.
<b>How unique are you in your industry?</b>	60% It's true you are one of the only BBQ restaurants around. But that could change. While excellent products and prices is a good thing, even better is to be unique in something, or in its delivery. The result is higher profits from less competition.
<b>BUSINESS PERFORMANCE SCORE:</b>	<b>78%</b> This is an <b>OUTSTANDING</b> rating for a business. It shows <b>build business presence. This level is a good stepping business transitions into a larger one, towards your gr towards a strategic vision, such as product expansion,</b>

Before you strain your eyes and ask how you are supposed to read such small print, I'll tell you that the remainder of this book discusses everything within that fine print as well as information which isn't shown in the final report: what we use to evaluate results. For example, "How do you compare to your competitors?" doesn't explain what we look for in making that evaluation. We'll come to that later in the ensuing chapters.

### Example of a Typical Smaller Business