GROWTH SYSTEM ASSESSMENT REPORT

ILLUSTRATIVE SAMPLE

FIRST HYPOTHESIS

Test what depends on the founder

Deals reach expected close dates before the route to purchase is secured.

Growth off target

Late intervention or newly discovered approval steps decide whether deals complete.

COMMERCIAL REALITY

Business result: Off target

Revenue growth, last 12 months: Revenue grew by 0% to 10%.

BUSINESS CONTEXT

Company type	**Software development services / outsourcing**
Annual revenue	**$3 million to under $10 million**
Signed new business	**Customer, partner or team referrals that do not depend on me.**
Revenue growth: last 12 months	**0% to 10% growth**
Growth vs business needs	**Well below what we need**

WHAT THIS MEANS

The revenue plan is relying on unsecured buying dates. Seller expectations are ahead of buyer-confirmed steps. Check when a purchase can actually complete and produce revenue. Delays can lengthen the cash gap before gross profit repays acquisition cost.

Your system across six areas

Where the business is consistent, and where the next check belongs.

Who buys & why 67



Customer selection and the buying reason reinforce each other. The business has a useful basis for choosing whom to pursue and why.

Message & market fit 67



A coherent commercial story is producing most or all required pipeline. Preserve that connection when adapting channels.

Offer strength 67



A defined result and relevant proof are translating into decisions on broadly workable terms.

Marketing & sales activity 67



The activity plan is tied to a commercial requirement and the core work reaches buyers. Investigate response or later decisions before assuming an execution gap.

Deal progress 33



The buying case is established more clearly than the remaining purchase path. Unconfirmed steps can still control completion.

Customer value 67



Visible customer results lead to relevant continuation or proof. This gives growth a basis beyond fresh acquisition.

WHERE TO FOCUS

The likely constraint

Use the revenue shortfall to judge the importance of this constraint, then test the mechanism before choosing the intervention.

Why you received this result

TEST WHAT DEPENDS ON THE FOUNDER

Identify what the founder supplies that the team cannot yet reproduce. The first check starts with forecast reliability.

YOUR DIAGNOSIS

Late intervention or newly discovered approval steps decide whether deals complete. The remaining purchase path is being uncovered too late for sales dates to provide a dependable plan.

WHY IT MATTERS

Revenue expectations and delivery plans can repeatedly get ahead of commitments the buyer has actually made.

ALTERNATIVE TO RULE OUT

Buyer commitments may be clear, but a specific approval, delivery constraint or reporting-period mismatch moves when revenue appears.

01 **Late intervention controls completion more than a settled buying path.**

Forecast dates

Test what the founder supplies that the team cannot yet reproduce.

Compare one founder-assisted deal with a similar team-led deal, starting with the weakness identified above.

QUESTION 1

What commitment or decision required the founder, and what changed when they joined?

QUESTION 2

Could shared buying criteria, a clearer offer, proof or delegated authority have earned the same commitment?

SUPPORTS THIS DIAGNOSIS

Deals repeatedly wait for a specific founder contribution that the weaker commercial practice leaves the team unable to supply.

CHALLENGES THIS DIAGNOSIS

Comparable deals progress independently, or the founder joins by choice without creating delay or limiting capacity.

IF THE EVIDENCE IS MIXED

If the examples disagree, follow the next comparable case before changing the approach.

YOUR NEXT STEP

Decide what to change and how to get it done.

Late intervention or newly discovered approval steps decide whether deals complete. The remaining purchase path is being uncovered too late for sales dates to provide a dependable plan. Bring your assessment and recent examples. We can discuss the strategy, campaign plans, production briefs and creative direction your team needs, or scope ongoing execution management. A focused Marketing & Sales Review is available as a first engagement.

RETURN TO YOUR RESULT

Additional findings and full record

Test what depends on the founder

Identify what the founder supplies that the team cannot yet reproduce. The first check starts with forecast reliability.

Business context

Company type: Software development services / outsourcing

Annual revenue: $3 million to under $10 million

Signed new business: Customer, partner or team referrals that do not depend on me.

Initial frustration: Serious deals still need the founder to move or close.

Commercial ownership: Others execute parts of the work, but important decisions come back to me.

Commercial operating context

Founder-led and relationship-reliant

Most new business comes through relationships, while key sales and marketing decisions stay with the founder.

Your assessment answers

When your team chooses which companies to target, what is that choice based on? An agreed ideal-customer profile and business need, checked against recent sales conversations.

ILLUSTRATIVE SAMPLE

Your assessment answers

Before a campaign or sales push starts, what does the team know about why these buyers would act? The business problem, expected impact and reason to act are agreed and backed by customer conversations.

When the same offer appears in campaigns, outreach and sales conversations, what stays consistent? The audience, business problem and offer stay consistent, while teams adapt the detail.

Does the response from leads create enough pipeline to hit your growth target? It creates most of the required qualified pipeline; the gap is visible and manageable.

Before a proposal is prepared, what usually shapes the offer? A clear result, scope, price and relevant proof from similar work.

What happens when a good-fit buyer reaches a proposal or commercial decision? Good-fit buyers choose it, but a typical deal needs extra proof or limited tailoring.

How does the company decide how much marketing and sales activity is needed? We set a qualified-pipeline or opportunity target using recent conversion rates.

Over the last 90 days, what happened to the campaigns, outreach and follow-up the business planned? The core work went live; some supporting assets or follow-up slipped.

Before a demo or proposal, what does sales usually know about the buying case? The business need and next step are clear; urgency or one approval detail may still need confirmation.

When a deal enters the forecast, what makes the close date believable? The founder, a new approver or procurement repeatedly decides late whether the deal closes.

How does the company know customers received the value they bought? Regular reviews or customer feedback make the result clear, even if it is not formally measured.

Your assessment answers

After a customer gets a strong result, what usually happens commercially? Strong outcomes regularly lead to renewal, repeat work, referrals, proof or expansion, but this is not forecast reliably.

Business results

Compared with the previous 12 months, what happened to revenue in your latest completed 12 months? Revenue grew by 0% to 10%.

Is that revenue growth on target for what the business needs right now? Well off target.

Answers behind the diagnosis

Evidence behind close dates: The founder, a new approver or procurement repeatedly decides late whether the deal closes.

Growth vs target: Well off target.

Leadership notes: Growth summary

The revenue plan is relying on unsecured buying dates.
Seller expectations are ahead of buyer-confirmed steps. Check when a purchase can actually complete and produce revenue. Delays can lengthen the cash gap before gross profit repays acquisition cost.

Leadership notes: Diagnosis

Deals reach expected close dates before the route to purchase is secured.
Late intervention or newly discovered approval steps decide whether deals complete. The remaining purchase path is being uncovered too late for sales dates to provide a dependable plan.

Assessment record

Leadership notes: Test what depends on the founder

Identify what the founder supplies that the team cannot yet reproduce. The first check starts with forecast reliability.

Leadership notes: Business consequence

Revenue expectations and delivery plans can repeatedly get ahead of commitments the buyer has actually made.

Leadership notes: Business results

Compared with the previous 12 months, what happened to revenue in your latest completed 12 months?: Revenue grew by 0% to 10%.
Is that revenue growth on target for what the business needs right now?: Well off target.

Leadership notes: Alternative to test

Buyer commitments may be clear, but a specific approval, delivery constraint or reporting-period mismatch moves when revenue appears.

Leadership notes: First check

Test what the founder supplies that the team cannot yet reproduce.
Compare one founder-assisted deal with a similar team-led deal, starting with the weakness identified above.
What commitment or decision required the founder, and what changed when they joined?
Could shared buying criteria, a clearer offer, proof or delegated authority have earned the same commitment?

Assessment record

Leadership notes: Supports the diagnosis

Deals repeatedly wait for a specific founder contribution that the weaker commercial practice leaves the team unable to supply.

Leadership notes: Challenges the diagnosis

Comparable deals progress independently, or the founder joins by choice without creating delay or limiting capacity.