

Kramer Management Consulting

“specializing in the construction industry”



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Business Transformation Evaluation - 2011

This brief Business Transformation Evaluation can be distributed to top management and key company personnel to obtain a consensus on business change priorities for 2011. After Question 1, the remaining questions are designed in a yes/no format to elicit distinct, unequivocal responses. The Survey questions parallel the Business Implementation Tracks (BIT) on our website, www.k-advise.com. Please forward your responses directly to me via e-mail and I will follow-up with you on your responsive company strategies.

1. General Management Review

a. What are the Top 3 strongest areas of the company ?

- i. _____
- ii. _____
- iii. _____

b. What are the Top 3 weakest areas of the company ?

- i. _____
- ii. _____
- iii. _____

2. Profitability

- a. Does the company need to enhance or expand its revenue streams ? Yes ___ No ___
- b. Should the company cut expenses and costs more ? Yes ___ No ___

3. Strategic Planning

- a. Does the company conduct annual strategic planning sessions ? Yes ___ No ___
- b. Is the company comfortable with its current strategic direction ? Yes ___ No ___

4. Work Acquisition (pre-construction, estimating, business development, marketing)

- a. Do the company’s work acquisition efforts produce the volume of leads & contracts to meet company goals ? Yes ___ No ___
- b. Are your marketing & selling processes effective in closing project opportunities ?
Yes ___ No ___

5. Organizational

- a. Is the company structured properly to meet its annual strategic goals ? Yes ___ No ___
- b. Is the organizational structure balanced among leadership needs, work styles, tenure, experience, and expertise ? Yes ___ No ___

6. Project & Field Management

- a. Is communication effective & transparent between the field, PM's, and executive levels ?
Yes ___ No ___
- b. Do our Field Managers have the resources to perform their jobs ? Yes ___ No ___

7. Compensation

- a. Are company personnel paid within industry standards & do they know that ?
Yes ___ No ___
- b. Does the company have a motivating Incentive Plan that produces above-average performance ? Yes ___ No ___

8. Compliance

- a. Are employees adhering to policies & procedures ? Yes ___ No ___
- b. Does the company integrate its values & beliefs into everyday tasks ? Yes ___ No ___

9. Information/Reports

- a. Are summary reports on internal/external business activities (non-transaction data) generated monthly ? Yes ___ No ___
- b. Are all Executives & Managers distributed dashboard reports that summarize performance succinctly ? Yes ___ No ___

10. Project Financing

- a. Has your company experienced project cancellations due to financing issues ?
Yes ___ No ___
- b. Does your company know of any alternative financing sources ? Yes ___ No ___

11. Business Continuity/Mergers & Acquisitions

- a. Has your company developed Leaders to take over management & ownership of the company ? Yes ___ No ___
- b. Is your company seeking to sell its business or to acquire other construction businesses ?
Yes ___ No ___

Completed by:

Name _____ Title _____
Company Name _____ Years with Company _____
Years in Industry _____ # of Employees Supervised _____
E-Mail Address _____ Phone _____