

How Does Your Company Measure Up?

Product Competitiveness

For each of the following five questions, circle the number in front of the response that best describes your company.

1. Customer Base

80% or more of our sales come from

- 1) three or fewer customers in one or two industries
- 2) four to ten customers in one or two industries
- 3) eleven or more customers in more than two industries

2. Product Pricing

We are able to price our products

- 1) the same or less than our competitors
- 2) not more than five % higher than our competitors
- 3) more than five % higher than our competitors

3. Product Protection

Our products can be copied

- 1) with little effort
- 2) with a fair amount of time and money
- 3) with great difficulty or are well protected by patents or copyrights

4. Market Recognition

The market place recognizes us as

- 1) similar to other suppliers
- 2) one of the top suppliers
- 3) the leader in our primary markets

5. Competition

In our primary markets our company has

- 1) more than five competitors
- 2) five or fewer competitors
- 3) no more than one competitor

For the five previous questions regarding Product Competitiveness, add the five numbers that you have circled and write the total in the blank provided below.

Product Competitiveness Total _____

Process Competitiveness

For each of the following five questions, circle the number in front of the response that best describes your company.

1. Deliveries

(time from receipt of order to ship)

For our industry, our delivery times are

- 1) about average
- 2) among the top few companies
- 3) the fastest

2. Quality

For our industry, our quality is

- 1) about average
- 2) among the top few companies
- 3) the very best

3. Inventory Turns

For our industry, our inventory turns are

- 1) about average
- 2) among the top few companies
- 3) the greatest

4. Supply Chain

Our company purchases from suppliers based on

- 1) the lowest price
- 2) a number of qualified suppliers based on the lowest price
- 3) a few qualified suppliers based on total product value

5. Value-added Per Employee

(sales less material, services and utilities divided by employees)

Our value-added per employee is

- 1) less than \$70,000
- 2) between \$70,000 and \$110,000
- 3) greater than \$110,000

For the five previous questions regarding Process Competitiveness, add the five numbers that you have circled and write the total in the blank provided below.

Process Competitiveness Total _____

Record your score on the reverse to determine your degree of business risk.

Using the tables below, place your company in the Competitive Risk Matrix to determine your degree of business risk.

Product Competitiveness Total	Position
5-6	Commodity
7-12	Moderately Differentiated
13-15	Highly Differentiated

Process Competitiveness Total	Position
5-6	Struggling
7-12	Progressive
13-15	Advanced

Competitive Risk Matrix

Process Competitiveness	Advanced (13-15)	Moderate Risk	Competitive	Best In Class
	Progressive (7-12)	High Risk	Moderate Risk	Competitive
	Struggling (5-6)	Immediate Risk	High Risk	Moderate Risk
		Commodity (5-6)	Moderately Differentiated (7-12)	Highly Differentiated (13-15)
Product Competitiveness				