

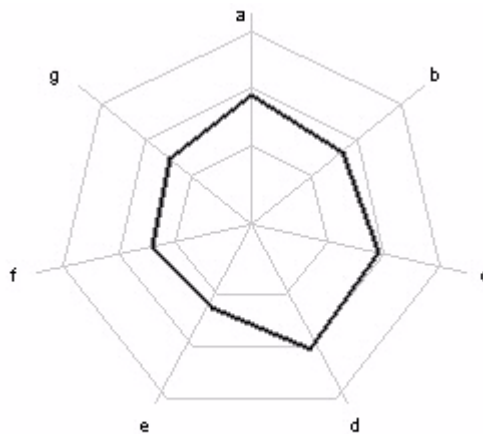
Management Report

Name  
Cooper Advisory Pty Ltd

Report  
Management

Business  
Acme Widget Pty Ltd

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Management Capability

Strengths

- Management awareness of the company's financial position

In need of attention - medium term payoff

- Management of key functions
- The CEO's senior management experience
- Reliability of management information

In need of attention - longer term payoff

- Management awareness of production operations
- Use of independent outside advisers for their opinions
- Dependence on a few key people
- Effective external shareholders
- Management succession planning
- Effective scrutiny of company activities by outsiders

Senior Management Skills

In need of attention - medium term payoff

- Skills in managing business growth
- Skills in building sales
- Ability to install systematic reporting arrangements

In need of attention - longer term payoff

- Skills in negotiation and deal-making
- Experience in production management
- High level network of business contacts
- Training and experience in management
- Entrepreneurial focus
- Training and experience in sales and marketing
- Training and experience in accounting

## Planning Status

### Strengths

- Thoroughness of One Year Business Plan
- Thoroughness of Cash Budgets

### In need of attention - medium term payoff

- Thoroughness of Market Development Plan
- Identification of departures from plan
- Effectiveness of Production Planning system
- Staff involvement in the planning process

### In need of attention - longer term payoff

- Usefulness of Five Year Strategic Plan
- Comprehensiveness of Mission Statement
- Thoroughness of the company's Training Plan
- Comprehensiveness of Capital Budgets

## Performance Targets

### Strengths

- Targets for Sales by Salesperson
- Sales targets by Product

### In need of attention - medium term payoff

- Profitability targets
- Targets for Key Financial Ratios

### In need of attention - longer term payoff

- Sales targets
- Sales Growth targets
- Targets for growth in Market Share
- Output targets
- Target returns from R&D and Innovation
- Targets for growth in Company Value

## Marketing Management

### In need of attention - medium term payoff

- Identification and targeting of market segments
- Integration of product development with market planning
- Continual development of internal marketing capability
- Integration of customer surveys with market planning
- Integration of sales analysis with market planning

### In need of attention - longer term payoff

- Market research management plan
- Competitor monitoring program
- Motivation of sales team by marketing objectives
- Export market development program
- Advertising management plan

## Production Management

### In need of attention - medium term payoff

- Processes designed and managed for flexibility
- Quality Management systems
- Links between production and Continuous Improvement
- Automation of production scheduling

**In need of attention -  
longer term payoff**

- **Production costing systems**
- **Production monitoring systems**
- **Equipment is just as good as it needs to be**
- **Integration of production with supply chain management**
- **Consistent achievement of delivery targets**
- **Staff skills are just as good as they need to be**

### **Growth Management**

**In need of attention -  
medium term payoff**

- **Plans for Sales growth**
- **Market expansion plan**
- **Plans for increasing the valuation of the company**
- **Export development plan**
- **Awareness of merger or acquisition opportunities**

**In need of attention -  
longer term payoff**

- **Capital recruitment and investment plan**
- **Capability to expand to meet sales growth**
- **Staff recruitment and development plans**
- **Productivity improvement plan**
- **Plans for expanding the business's premises**