



Triangulated Audit Guide

PRIORITIES	RESOURCES	PERFORMANCE
<p><i>Is this competitor willing to fight for these customers, this segment, or this business?</i></p>	<p><i>Is this competitor able to fight for these customers, this segment, or this business?</i></p>	<p><i>How is this competitor doing in the current fight for these customers or this segment?</i></p>
<p>SEGMENT DEPENDENCIES How much of this company's business is derived from the segment you are interested in? Does this segment represent this company's bread and butter, or will they not even notice the loss?</p> <p>MEASURES OF SUCCESS & ATTRACTIVENESS What are this company's apparent measures of success? Revenues, profits, unit volume, publicity, technological prowess, reference-worthy accounts, etc.? What would make a market or market segment attractive to this competitor?</p> <p>MOTIVATIONS How motivated is this company to do something different? Are the senior managers or owners motivated to do something different? Are they under a lot of pressure to perform or are they relatively comfortable with the status quo?</p> <p>OPENNESS TO CHANGE How does the culture of this company handle change? Is it open to change or resistant to change? What would it take for the culture of this company to buy-into doing something different? Has this company demonstrated in the past that they can change when they needed to?</p> <p>STATED STRATEGIES & PLANS Where does this company say they are going? What do they say is important to them? What markets and segments do they say are critical to their future? What do their words communicate about what their intentions are as a company?</p> <p>APPARENT STRATEGIES & PLANS Regardless of what they say, where does this company's behavior indicate their priorities are? By their actions, where are they apparently headed? A company's behavior is often more indicative than their words...so what are their actions tell you?</p>	<p>FINANCIAL RESOURCES How are this company's sales? Profitability? Are they growing financially? How so their sales break out? How does their cost structure stack up? How about their debt levels? Cash reserves? Do they have significant expenses in any single category?</p> <p>HUMAN RESOURCES How many employees does this company have? How are these employees allocated and distributed? Are these employees highly skilled and educated, or relatively unskilled with minimal education? Does this company have solid training and employee development programs?</p> <p>ACCESSIBILITY TO RESOURCES Does this company have the ability to easily raise money from investors, banks, founders, or other deep pockets? Can this company quickly access other types of resources through strategic alliances, joint ventures, outsourcing relationships, etc.?</p> <p>CAPABILITIES & CAPACITIES Does this company have any relevant excess or idle capacity that could be put to use if necessary? Has this company built up any relevant capabilities that are currently under-utilized or unrecognized?</p> <p>THE JOCKEYS How capable and engaged are this company's owners, founders, or senior managers? Are they hungry, passionate, and out to accomplish or prove something? Or fat, content, and just taking it easy?</p> <p>RESOURCE ALIGNMENT How are the resource-related aspects of this company aligned to the overall needs of the target segment? Are this company's resources all wrong for what the segment really needs? How difficult would it be for this company to re-align their resources to the needs of the segment?</p>	<p>SEGMENT VALUES, NEEDS & CRITERIA How specifically does this company address the priority values, needs, problems, and frustrations of this target segment? How do they address the vendor criteria utilized by this target segment?</p> <p>COMMUNICATION & INFORMATION NEEDS What kind of information and education does this company provide to the target segment? Do they provide information that helps the prospect understand the problem in its entirety?</p> <p>PURCHASE PROCESS How does this company handle the purchase process? What do they do to help facilitate a smooth purchase experience? What purchase processes do they support?</p> <p>QUALITY & PERFORMANCE How do this company's products or services perform? What level of quality do they strive for or maintain? What aspects of their products or services do they highlight or take pride in?</p> <p>PERCEPTION & IMAGE How is this company perceived by the target market? What kind of image are they trying to portray? How do they support the image they're trying to portray?</p> <p>RISK & PAIN MITIGATION What does this company do to mitigate risk and minimize pain for the target segment? Do they lower the upfront risks through free information, free consultation or assessments? Do they lower after-the-sale risk through guarantees or warranties?</p> <p>LEVEL OF ENGAGEMENT Where in the sales cycle does this company engage prospects? Do they get engaged very early on and close to the initial identification of the need? Or are they waiting until very late in the game—when prospects are trying to decide between vendors?</p>