

Consultancy project:

Self Assessment

By Jakub Čech & Andrej Šišolák

Our Agenda

Consultancy Project | Self Assessment

- 10 min — 01 Actual market position
- 20 min — 02 Current product & service portfolio
- 20 min — 03 Organization setup
- 10 min — 04 Financial performance
- 20 min — 05 SWOT

Self Assessment

Actual Market Position

By Jakub Čech & Andrej Šišolák

Targets of Analysis

Self Assessment | Actual Market Position

Market Share

To compare the company's sales with the potential in the selected market segments.

The main target is to understand the sales distribution compared to the potential distribution among the various market segments.

Profitability

To compare the profitability of the company's sales to the defined market segments.

The following factors usually influence the profitability of sales to the various segments:

- Product mix
- Volume and average net sales price
- Cost of the goods sold
- Marketing cost
- Transportation cost
- Sales & Admin Cost

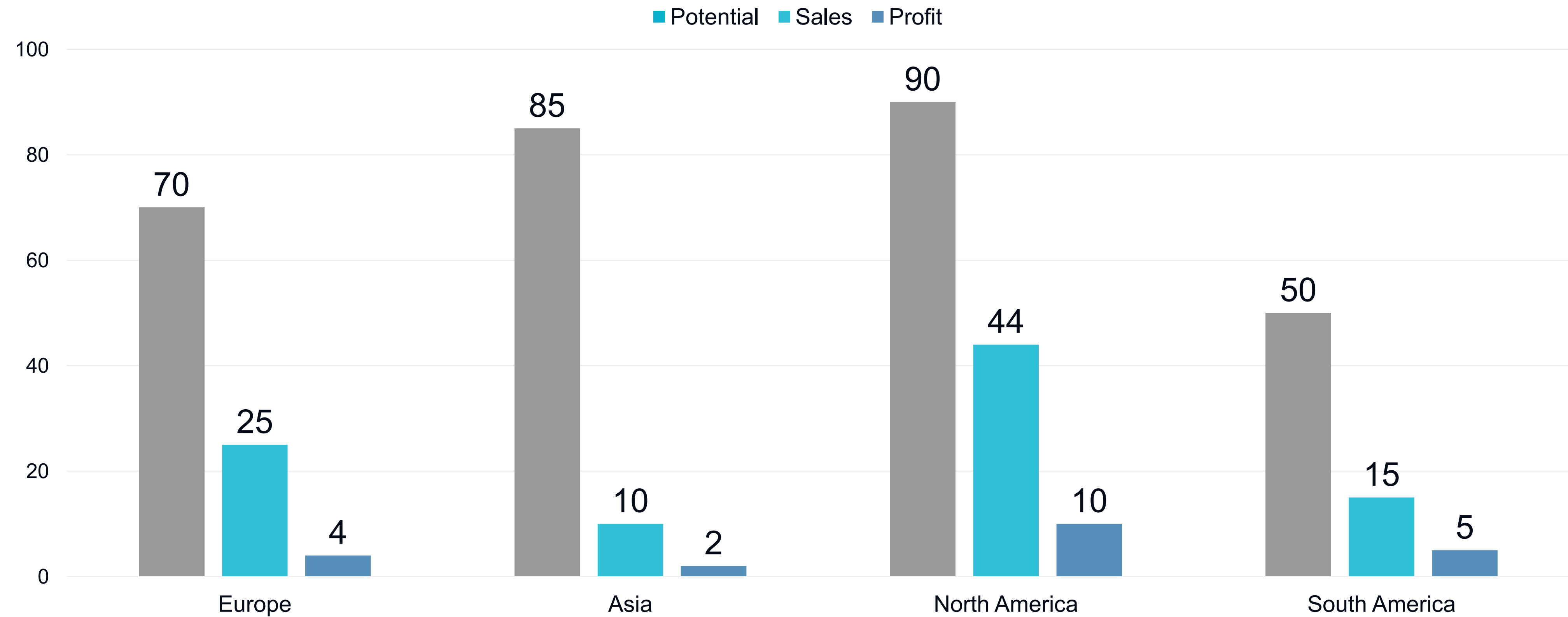
Growth Trends

To compare the company's sales growth (or declination) development with the potential growth (or decline) development.

The main target is to understand the company's position in the segments with the promising future.

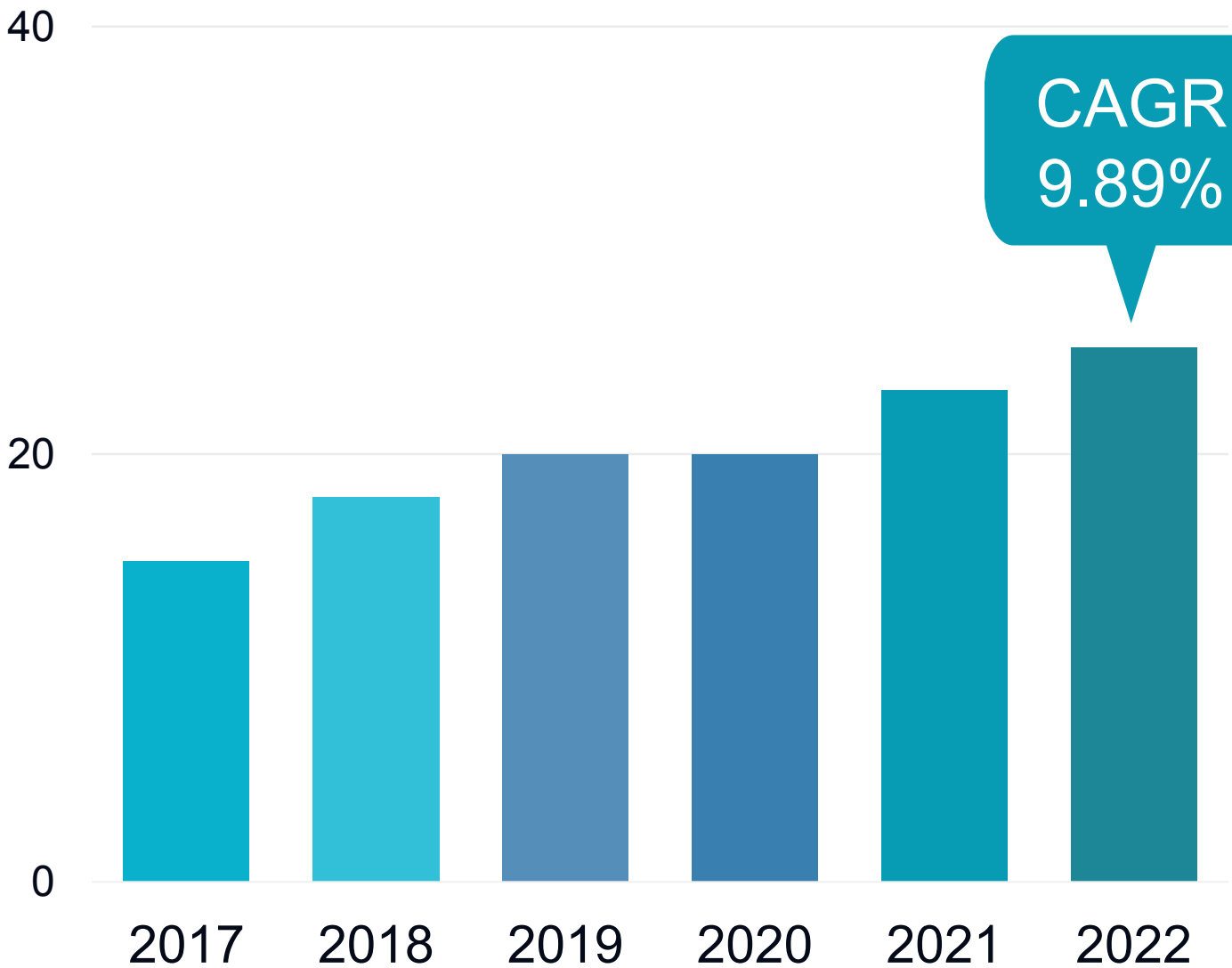
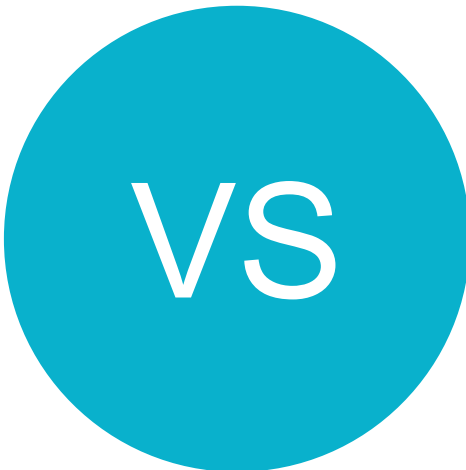
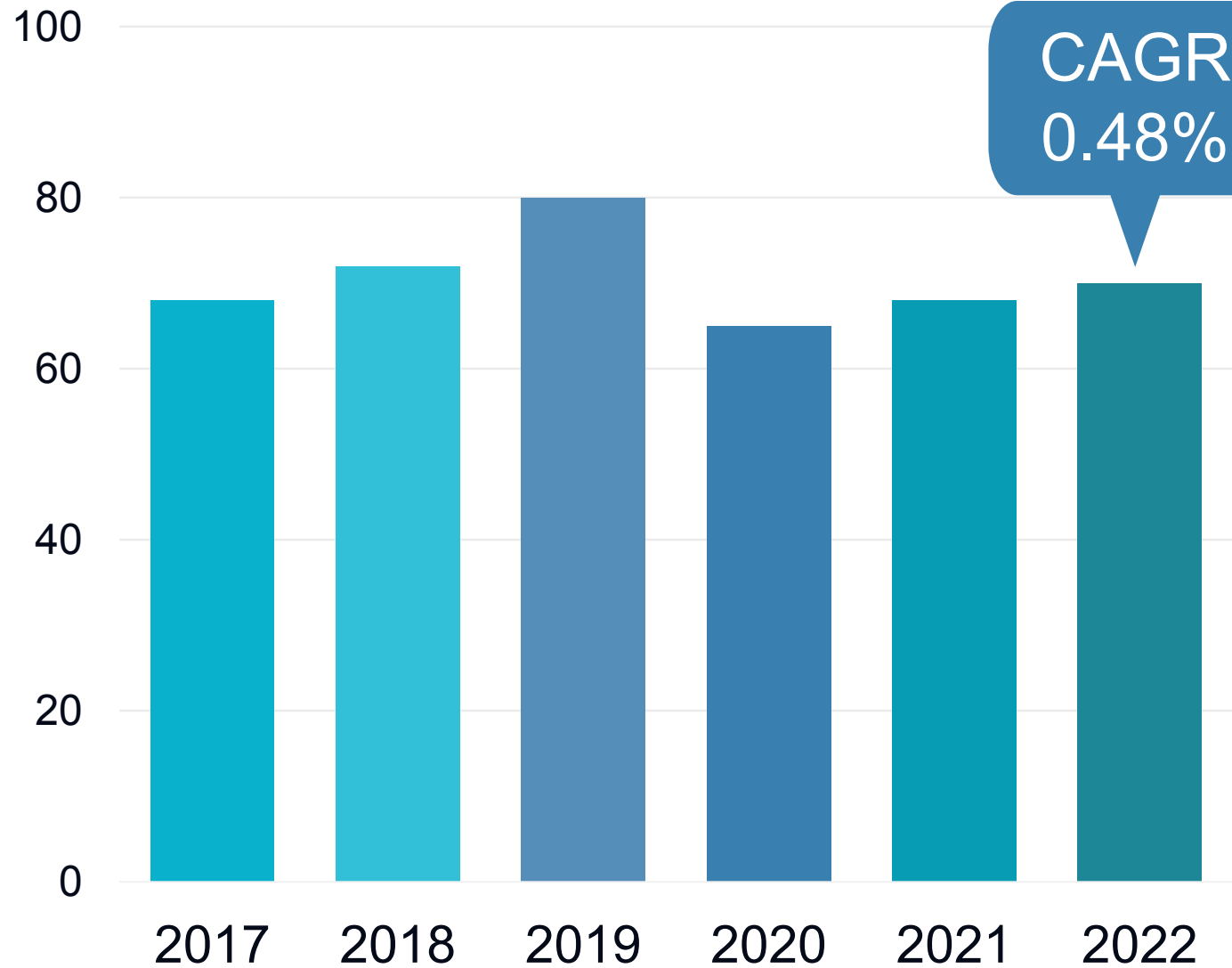
Market Position **by Segments**

Self Assessment | Actual Market Position



Growth Trends Analysis

Self Assessment | Actual Market Position



Potential

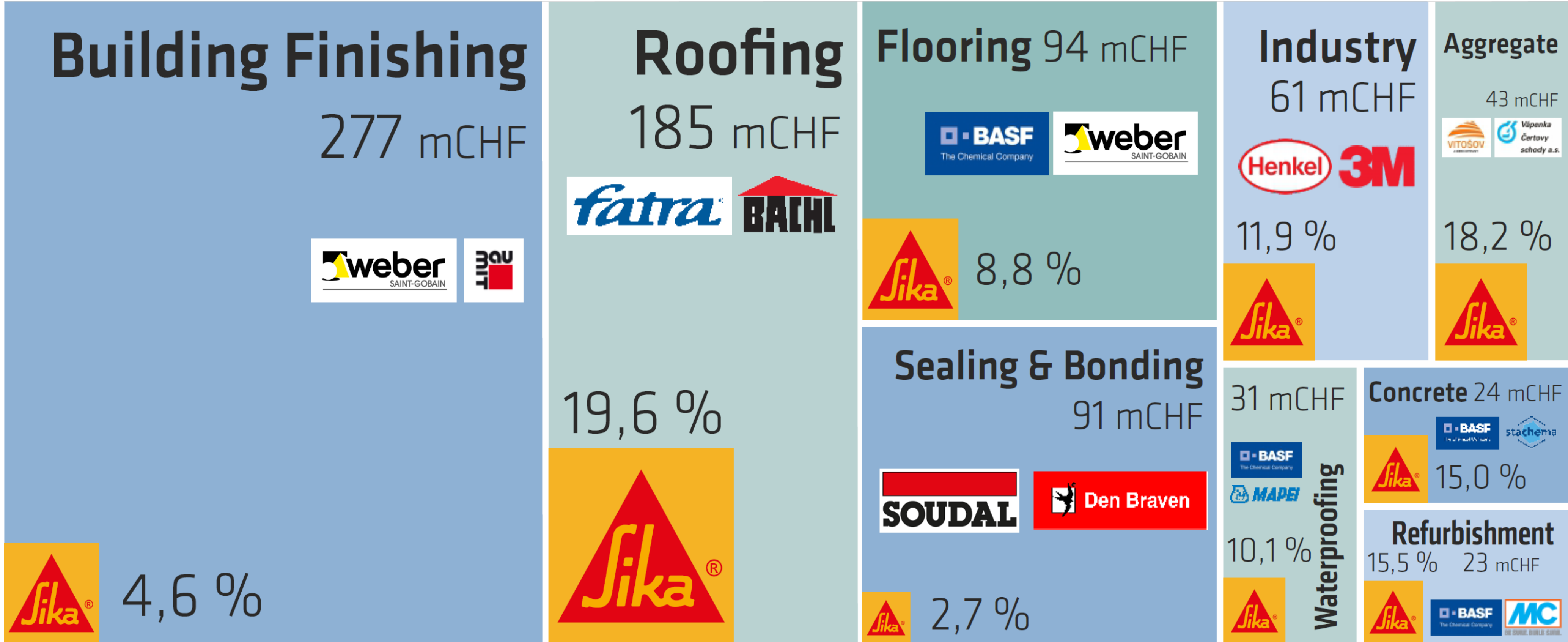
Sales

Estimated growth rate for the next 3 years is 2%

Market share is 36% with profit of 16% of the Net Sales

Market Position by Segments

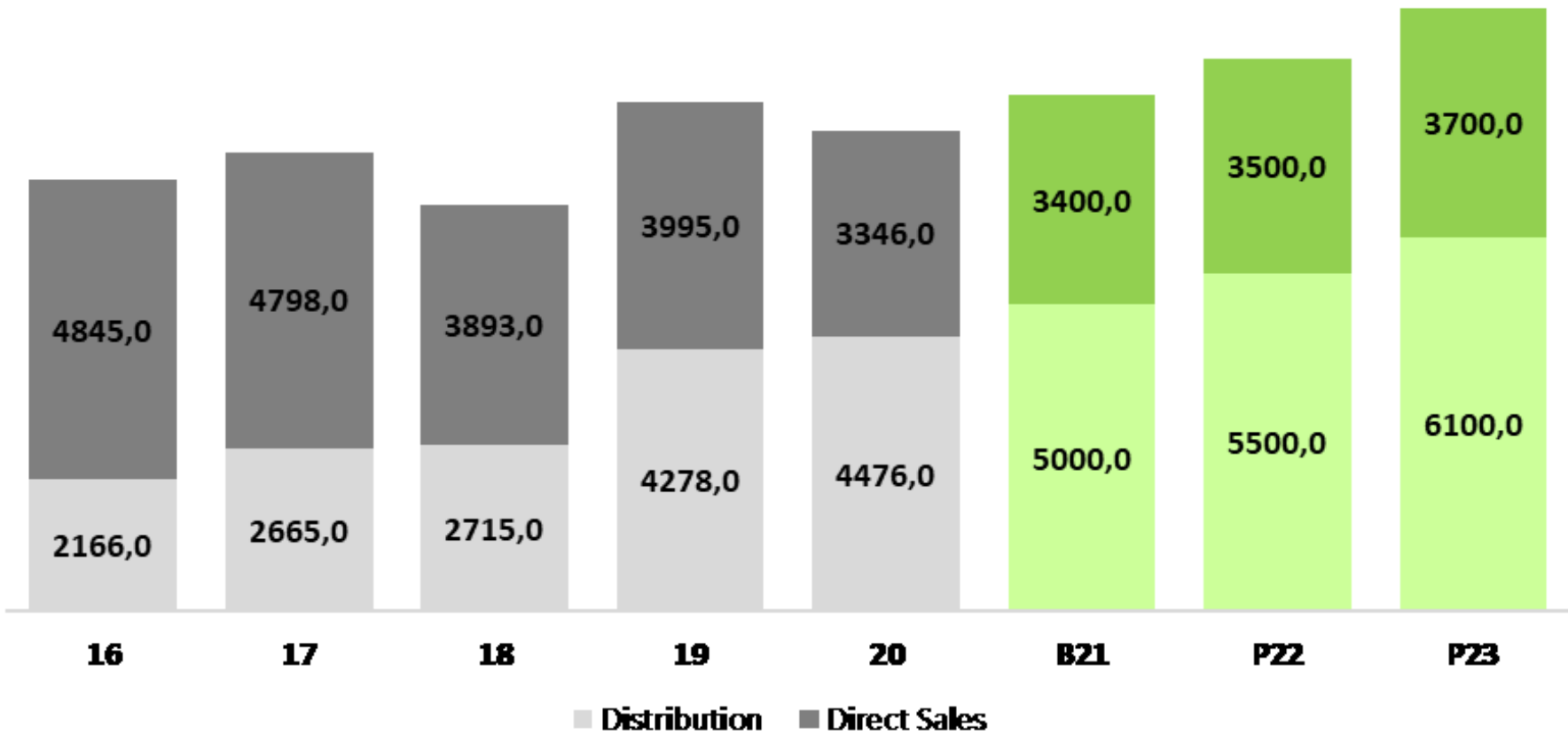
Self Assessment | Actual Market Position



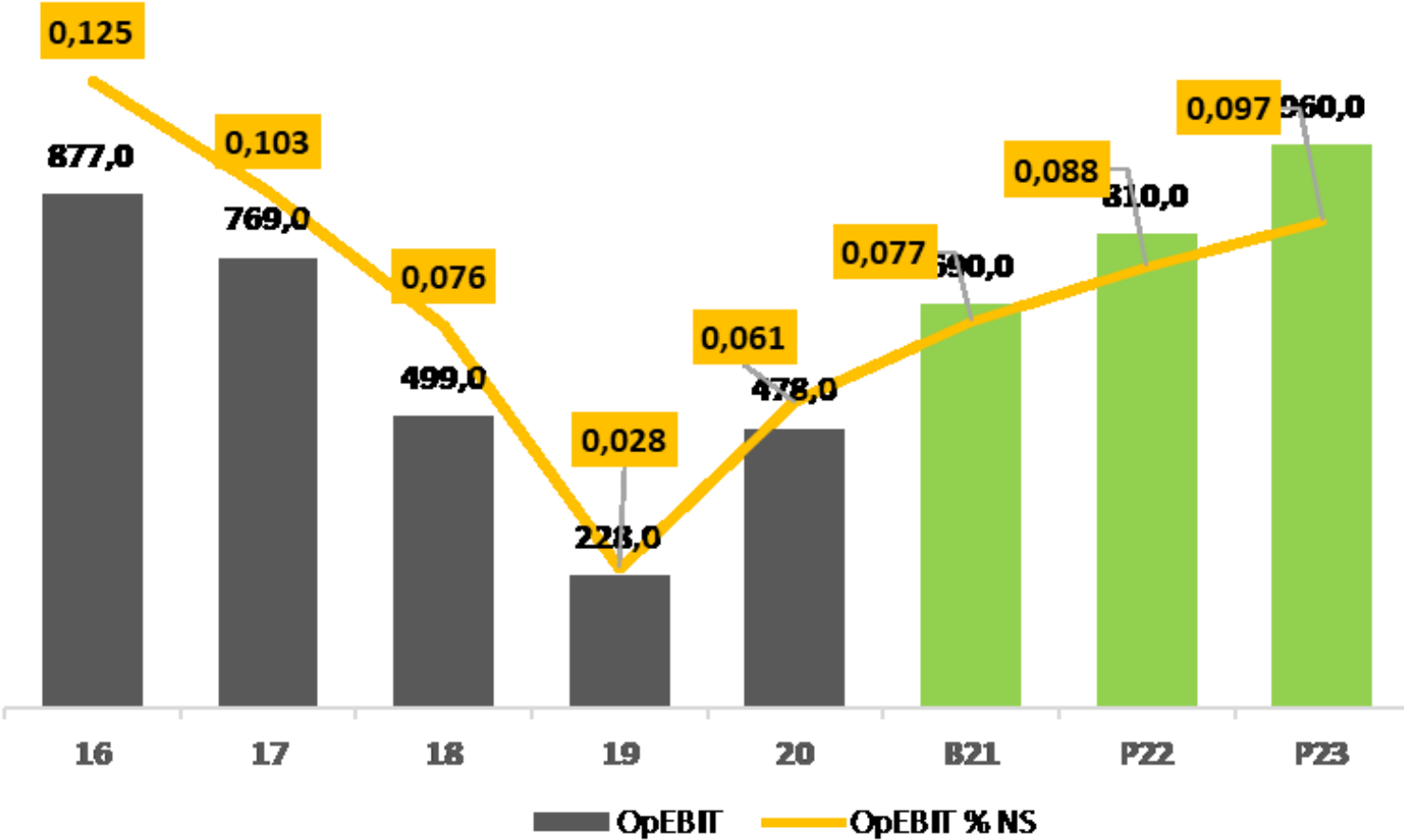
Profitability by Segment

Self Assessment | Actual Market Position

NS TCHF



OpEBIT and %NS TCHF



Comments:

Turnover grow will be leaded by distribution channel. We don't suppose a significant sales grow in direct sales. We need to return to EBIT grow to replace volume low margin products (formal KVK products) by new ones with better margin. These targets will be supported by focus on two application fields and new organizational structure based on specializations in the construction market.

Self Assessment

Product & Service Portfolio

By Jakub Čech & Andrej Šišolák

Targets of Analysis

Self Assessment | Actual Market Position

Range

To compare the current company's product range with the customers' typical product basket within the selected market segment.

The main target is understanding how the company's product portfolio matches the customers' needs and recognize possible gaps or opportunities.

Quality & Performance

To compare the most important technical parameters of the selected products with the customers' requirements and competitors' products.

The targets of analysis is following:

- understanding what features of products are important for the customers and how the company's products match them
- comparison of company's products features with the relevant competitors' products

Price & Value

To compare the company's value proposition for the customers in the selected with their needs

To compare the company's value proposition with the major competitors within the selected market segment

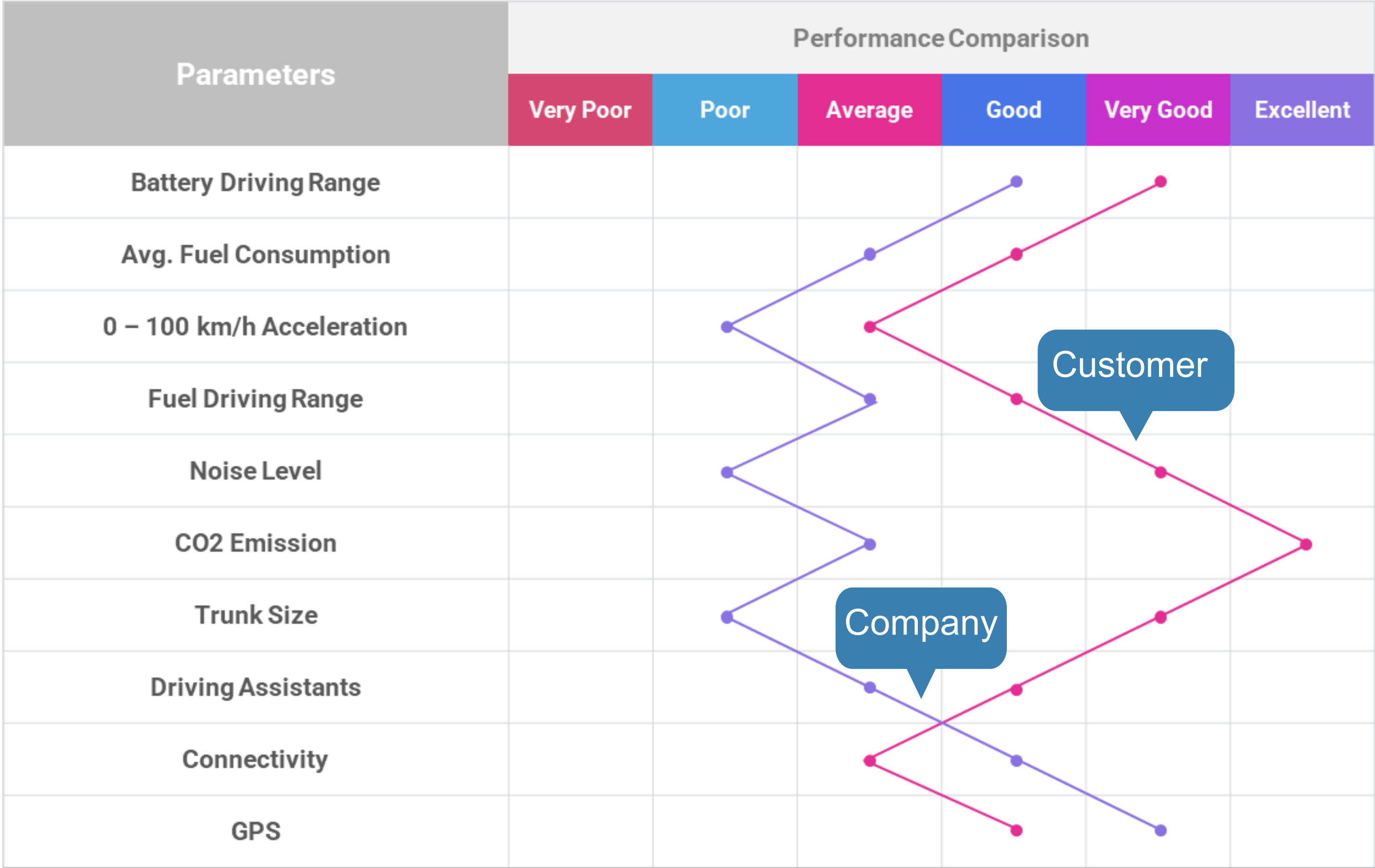
Product Range Analysis

Consultancy Project | Self Assessment

Product Basket	Our Business	Competitors 1	Competitors 2	Competitors 3	Competitors 4	Competitors 5
Smart Phones	●	●	●	●	●	●
Tablets		●	●			
Computers	●	●	●	●	●	●
Notebooks			●	●	●	
Software	●		●	●		●
Cloud Services		●	●		●	
Music Stream Services	●	●	●	●	●	
Movie Stream Services		●	●		●	●
Accessories	●		●	●	●	●
Total Range	5	6	9	6	7	5
Market Position	New Comer	Confronter	Market Leader	Confronter	Market Leader	Market Leader

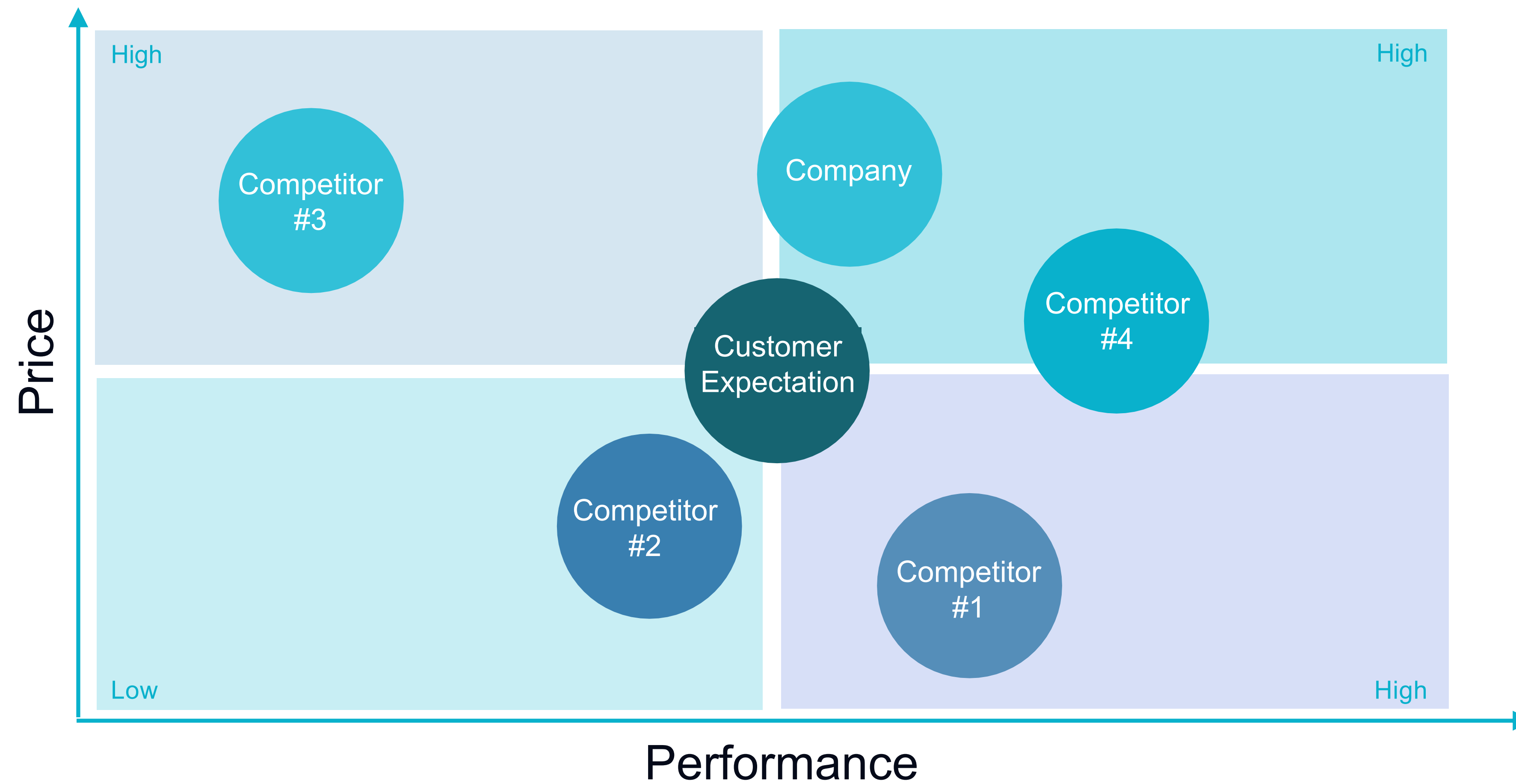
Product Range Analysis

Consultancy Project | Self Assessment



Product Range Analysis

Consultancy Project | Self Assessment



Product Range Analysis

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6.3 Produktový koš největší obrat v litých designových podlahách

CELEK – PRODEJCI A MONT. FIRMY, KTERÉ MAJÍ NEJVĚTŠÍ OBRAT V LITÝCH DESIGNOVÝCH PODLAHÁCH (N=32) „Jak často prodáváte / používáte stavební chemii..?“ (q26-q32)

		často	občas	zřídka	vůbec	Používají/ prodávají (%)	Frekvence využití/prodeje (ar. průměr*)
Příprava podkladu	Vyrovňovací stěrky	53	38	6,25	0,25	97	3,41
	Penetrace pod vyrovnávací stěrky	59	19	9,375	12,50	88	3,25
	Opravné malty, sanace trhlin, pryskyřice	31	38	12,50	18,750	81	2,81
	Potěry	38	22	18,750	21,875	78	2,75
	Bariéry proti vlhkosti	16	25	9,375	50,0	50	2,06
Realizace	Lité stěrky epoxidové	38	13	21,875	28,125	72	2,59
	Lité stěrky cementové	25	19	28,125	28,125	72	2,41
	Jiné lité stěrky	13	19	9,375	59,375	41	1,84
	Lité stěrky polyuretanové	13	16	9,375	62,50	38	1,78
Doplňkový sortiment	Tmely v kartuších	47	25	12,50	15,625	84	3,03
	Nářadí / aplikátory / doplňkové výrobky	63	13,125	21,875		78	3,16
	Chemické kotvy	13	28	25,0	34,375	66	2,19
	Montážní pěny	19	22	21,875	37,50	63	2,22
	Montážní lepidla v kartuších	16	25	15,625	43,750	56	2,13

* Aritmetický průměr na škále od 1 (vůbec nepoužívám/neprodávám) do 4 (používám/prodávám často). Čím vyšší hodnota, tím vyšší frekvence prodeje/použití.

S ohledem na nízký počet respondentů již v této kategorii neprovádíme další členění na prodejce (N=23) a mont. firmy (N=9).

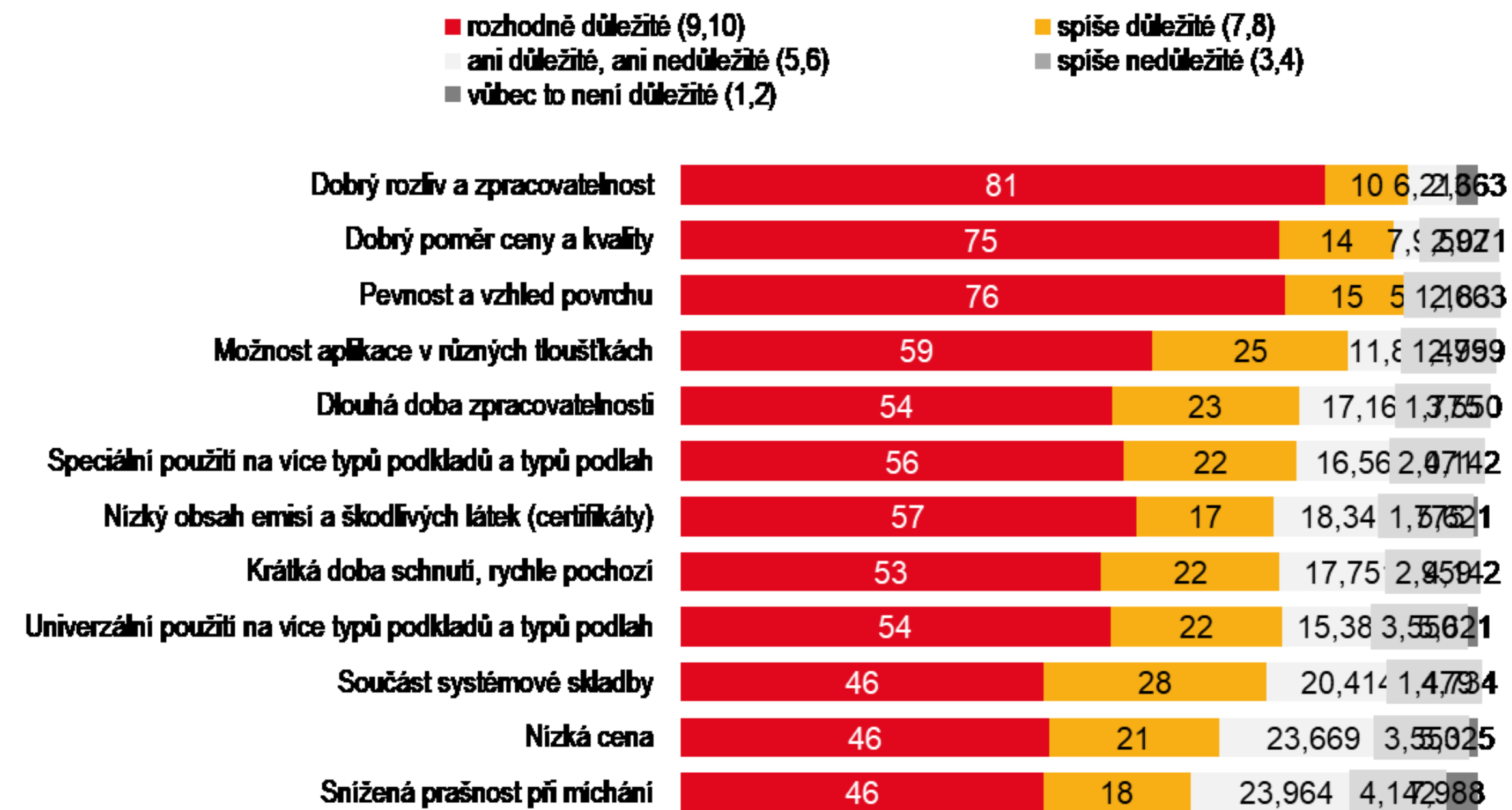
v %; N = 32, montážní firmy a prodejci, kteří mají největší obrat v litých designových podlahách (30) nebo firmy, které pokládají/prodávají tento typ sportovních podlah (2)

Product Range Analysis

Consulting Project | Self Assessment

Vlastnosti samonivelačních stěrtek

„Ještě se věnujme samonivelačním stěrčkám. Přečtu Vám několik jejich vlastností a vy mi řekněte, do jaké míry jsou pro Vás osobně důležité. Důležitost jednotlivých vlastností samonivelačních stěrtek ohodnoťte pomocí 10bodové škály, kdy 1 = vůbec to není důležité a 10 = je to pro mě velmi důležité (zásadní).“ (q33)



v %; N = 338, celý soubor

Product Range Analysis

Consultancy Project | Self Assessment

FLOORING | SIKA POSITION

PRODUCT COMPARISON - SL SCREEDS

TECHNOLOGY	SIKA	WEBER	UZIN	THOMSIT
	Sikafloor-102 Level	weber.nivelit	NC 145	Ceresit DA
Class acc. to EN 13813	CT-C20-F5	CT-C25-F6-B1,0	CT-C20-F5	CT-C20-F5
Thickness	2-15 mm	2-12 mm	max. 6 mm	1-10 mm
Consumption	~ 1,5 kg/m ² /1mm	~ 1,7 kg/m ² /1mm	~ 1,5 kg/m ² /1mm	~ 1,5 kg/m ² /1mm
Walkability	3 hours	12-24 hours	3 hours	6 hours
Ready to covering (3 mm)	24 hours	48 hours	24 hours	24 hours
Consistency	**	**	***	**
Self healing	**	*	***	**
Sedimentation	No	Yes	No	No
Surface hardness	***	*	***	**
Distributors price	0,31	0,35	0,40	0,36
Applicators price	0,45	0,45	0,50	0,45
List price (CHF/kg)	0,55	0,60	0,80	0,75

Product Range Analysis

Consultancy Project | Self Assessment

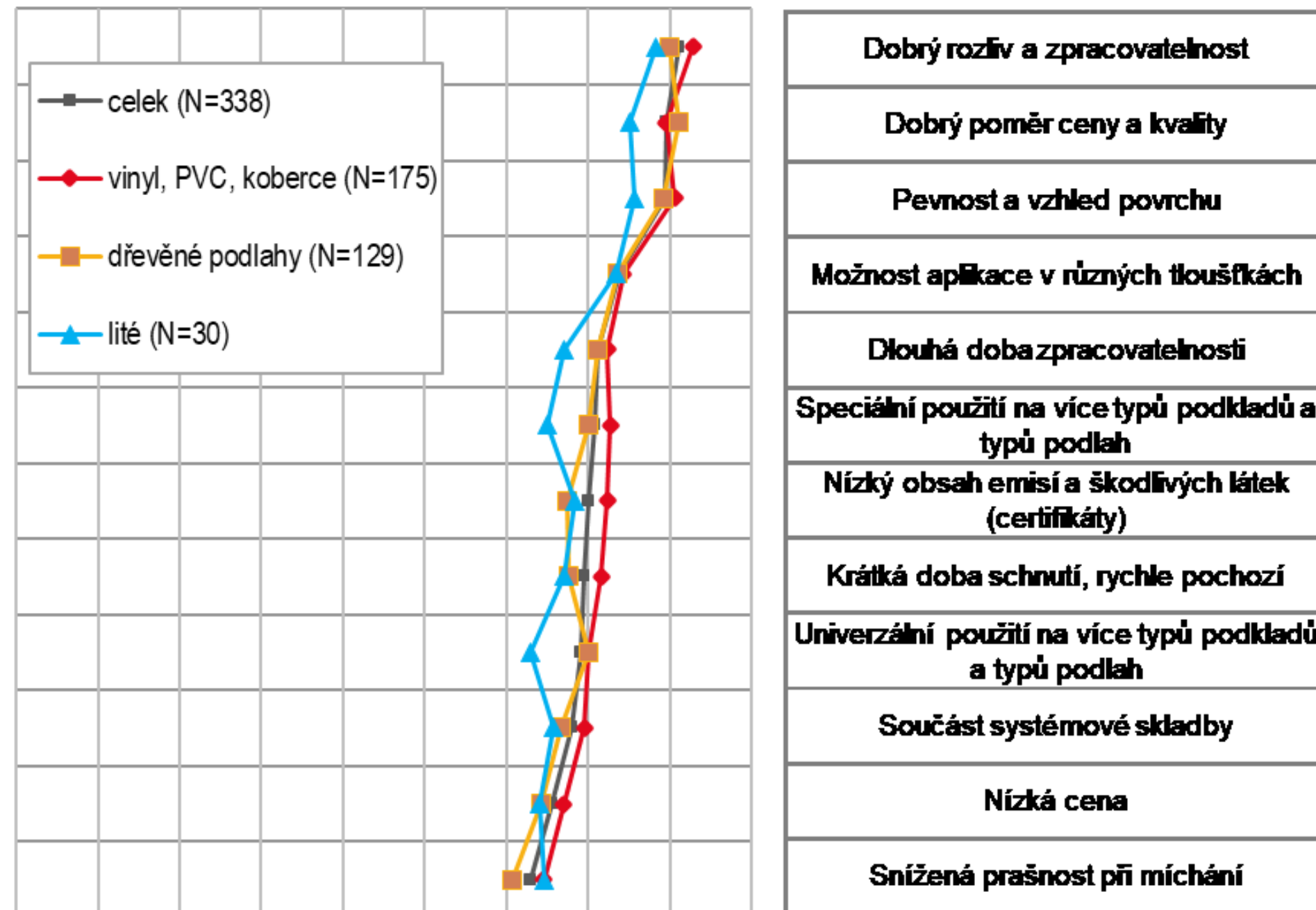
Vlastnosti samonivelačních stěrtek (průměry)

„Ještě se věnujme samonivelačním stěrčkám. Přečtu Vám několik jejich vlastností a vy mi řekněte, do jaké míry jsou pro Vás osobně důležité. Důležitost jednotlivých vlastností samonivelačních stěrtek ohodnoťte pomocí 10bodové škály, kdy 1 = vůbec to není důležité a 10 = je to pro mě velmi důležité (zásadní).“ (q33)

1 = vůbec to není důležité

10 = velmi důležité (zásadní)

1 2 3 4 5 6 7 8 9 10

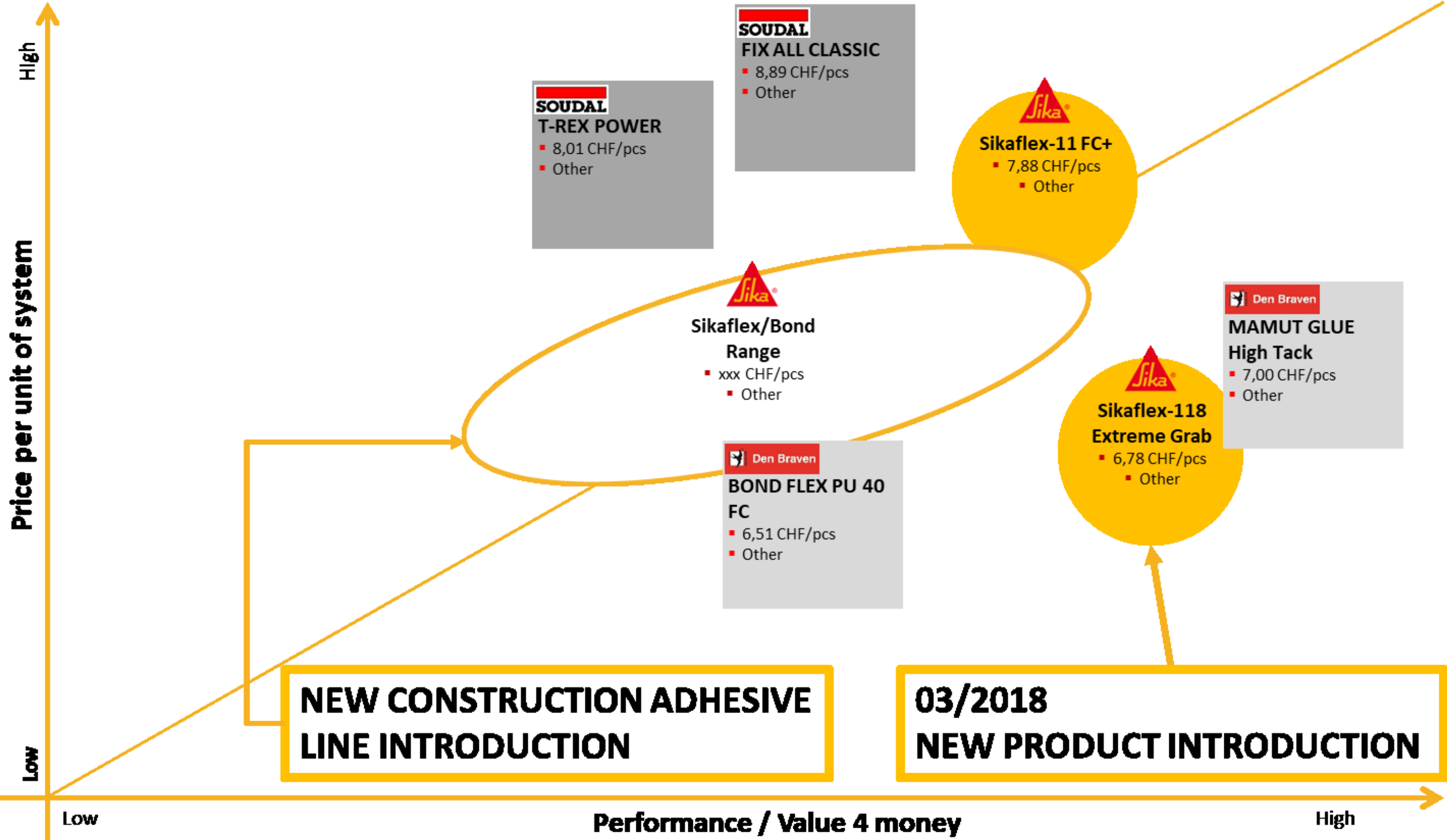


Graf vynáší aritmetické průměry na škále od 1 (vůbec to není důležité) až 10 (velmi důležité). Čím vyšší hodnota, tím vyšší důležitost.

Product Range Analysis

Consultancy Project | Self Assessment

TM S&B – PRICING – OTHER FINISHING PRICE POSITIONING @ LOGISTICS AND LIGHT INDUSTRY

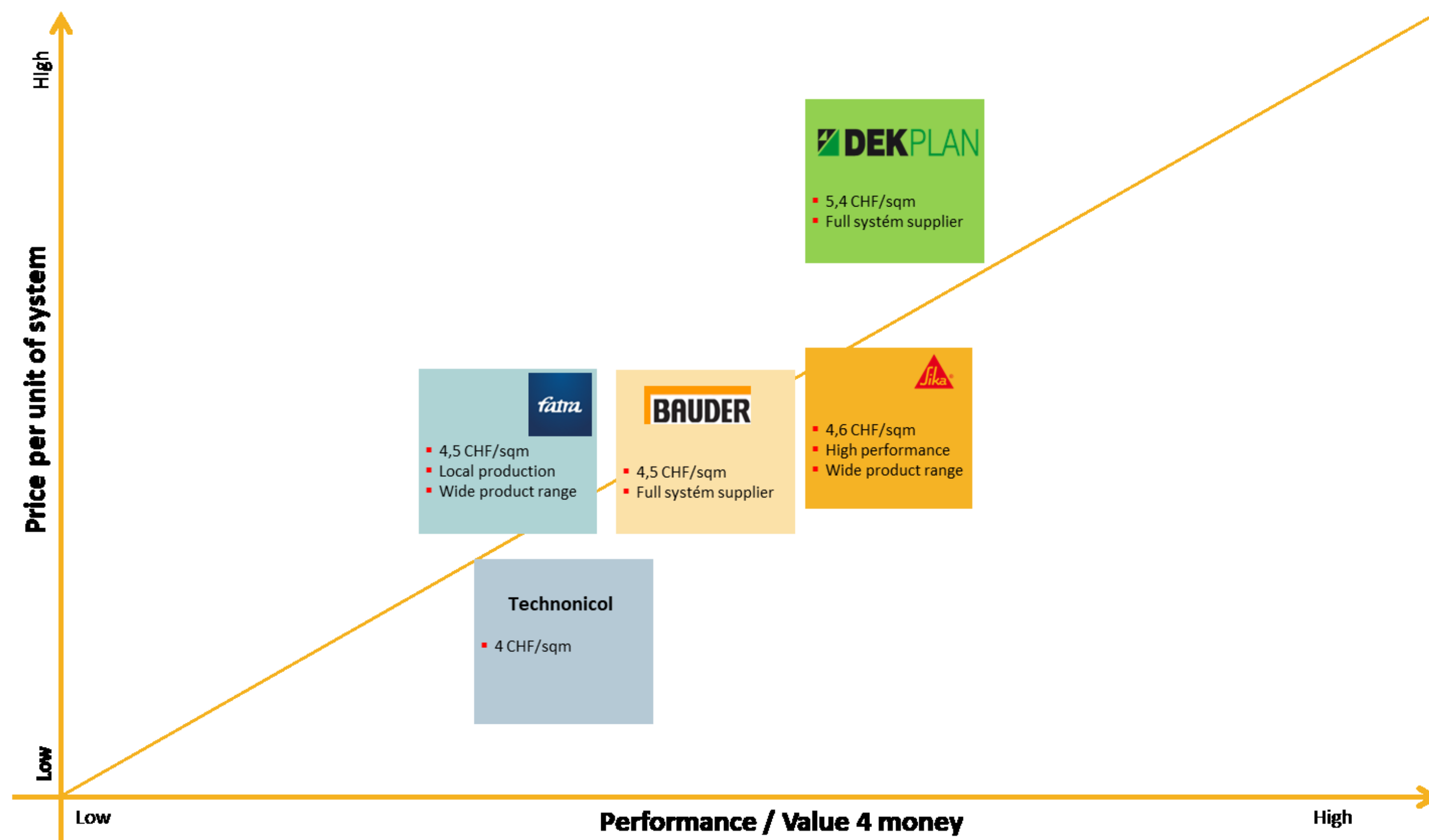


Product Range Analysis

Consultancy Project | Self Assessment

TM ROOFING - PRICING

PRICE POSITIONING @ LOGISTICS AND LIGHT INDUSTRY



Self Assessment

Organization Setup

By Jakub Čech & Andrej Šišolák

Targets of Analysis

Self Assessment | [Organization Setup](#)

Current Allocation of Workforce

To map actual allocation of the employees to different departments and geographical regions.

The main target is understanding if the current organization structure provides proper efficiency and flexibility and does allow the company to deliver desired results.

Potential Allocation of the Workforce

To map an actual allocation of the market potential to the defined segments and geographical regions

The main target is to understand how the future organization structure should look like:

- the size of the market potential within defined market segments and regions
- number of the potential customers in the most attractive segments
- prevailing way of sales, technical customer & delivery service in the most attractive segments
- production & supply chain setup

Trends of Future Influence

To map and understand all major trends with the possible influence on future workforce structure in the industry such as:

- automation
- digitalization
- demographical development
- future technological and safety standards
- environmental standards
- ESG legislation
- employment legislation
- regional set up and infrastructure

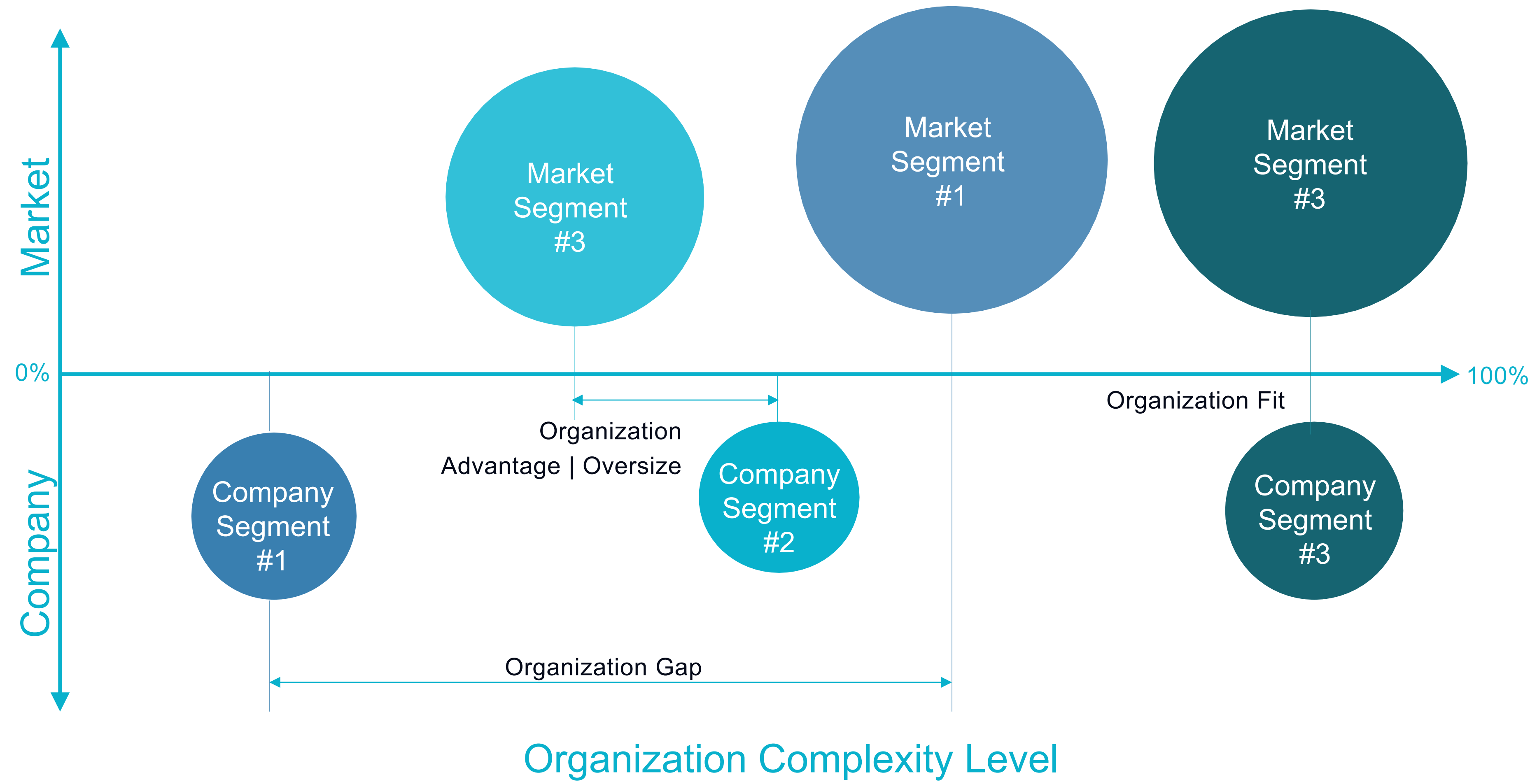
Organization Mirror

Self Assessment | Organization Setup

Market Segment	Criteria	Unit	Importance Weight	Comparison & Rating															
				Company				Competitor 1				Competitor 2				Competitor 3			
				#	Low	Mid	High	#	Low	Mid	High	#	Low	Mid	High	#	Low	Mid	High
					0,1	0,5	1		0,1	0,5	1		0,1	0,5	1		0,1	0,5	1
	Number of Sales Point	FTE	30%	250	3,0%			540			30,0%	480		15,0%		760			30,0%
	Number of Sales Reps	FTE	10%	25	1,0%			50			10,0%	46		5,0%		65			10,0%
	Number of Technical Advisors	FTE	5%	10			5,0%	5		2,5%		2	0,5%			12			5,0%
	Number of Customer Service Reps	FTE	10%	10	1,0%			20			10,0%	15		5,0%		25			10,0%
	Number of Factories	lines	5%	3	0,5%			5			5,0%	3	0,5%			5			5,0%
	Number of Warehouses	locations	5%	3	0,5%			5		2,5%		3	0,5%			8			5,0%
	Number of Merchandisers	FTE	5%	0	0,5%			5	0,5%			5	0,5%			10			5,0%
	Average Delivery Terms	days	30%	3	3,0%			3	3,0%			2		15,0%		1			30,0%
	Subtotal				9,5%	0	5,0%		4%	5%	55%		2%	40%	0%		0%	0%	100%
	Market Segment Total		100%	14,5%				63,5%				42,0%				100,0%			
Company's level of organisational complexity on the market segment				14,5%				Standard level of organisational complexity on the market segment				68,5%							
Company's sales to the market segment				mEUR 10				Total potential on the market segment				mEUR 350							

Organization Mirror

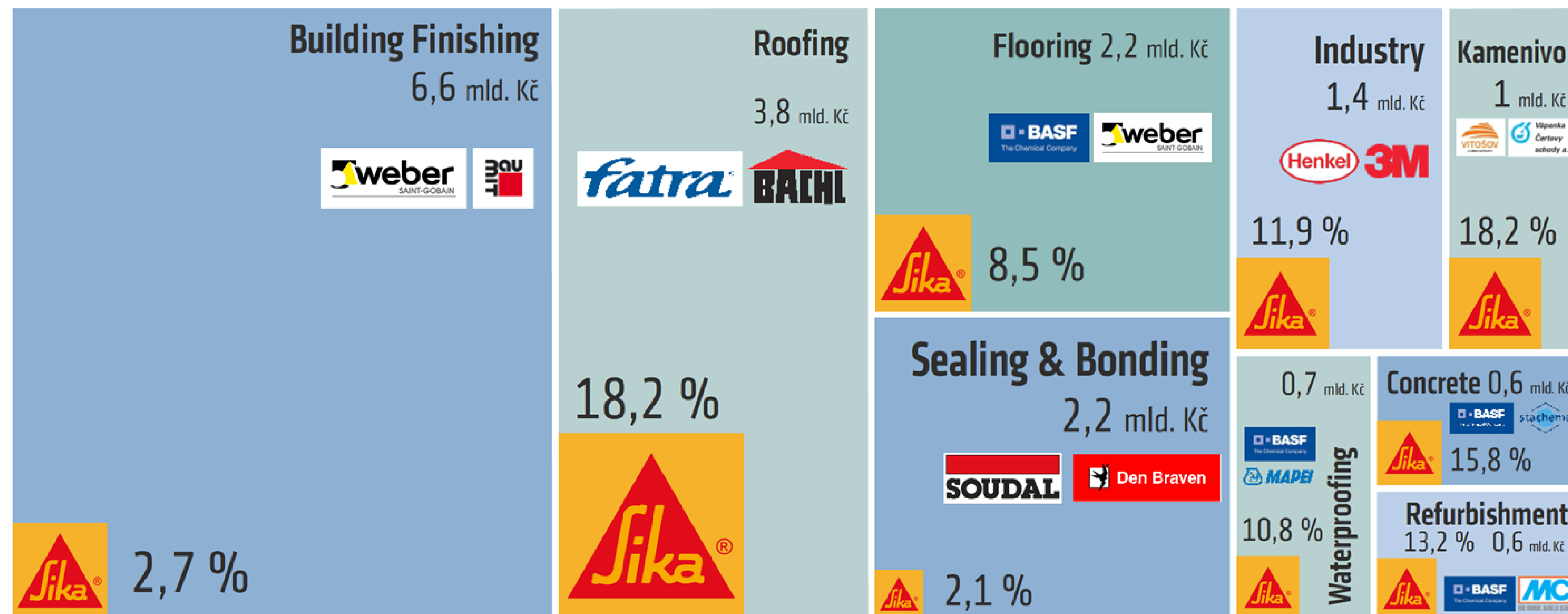
Self Assessment | Organization Setup



Organization Development

Self Assessment | Organization Setup

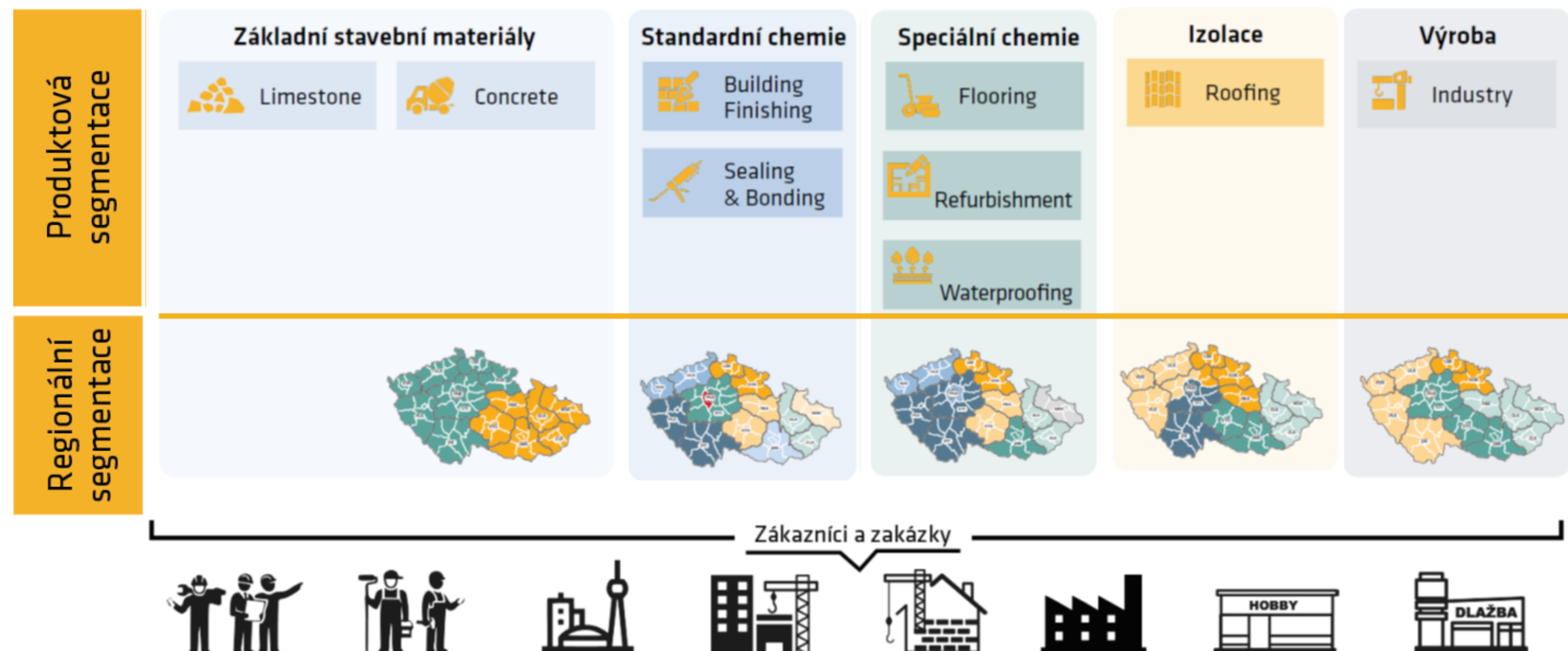
NEJDŮLEŽITĚJŠÍ OBLASTI TRHU SEGMENTY TRHU A KONKURENČNÍ PROSTŘEDÍ



Organization Development

Self Assessment | [Organization Setup](#)

NOVÁ ORGANIZACE OBCHODU PRINCIPY SEGMENTACE | OBCHODNÍ SKUPINY



Organization Development

Self Assessment | Organization Setup

ORGANIZAČNÍ STRUKTURA

MALTOVÉ SMĚSI A LEPIDLA | TMM MARCELA SYPTÁKOVÁ

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Organization Development

Self Assessment | Organization Setup

ORGANIZAČNÍ STRUKTURA IZOLACE | TMM JAKUB ČECH

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LBK, KHK, PAK, VYS, JMK, OLC, MSK, ZLK	Tomáš Marek	marek.tomas@cz.sika.com +420 724 100 387

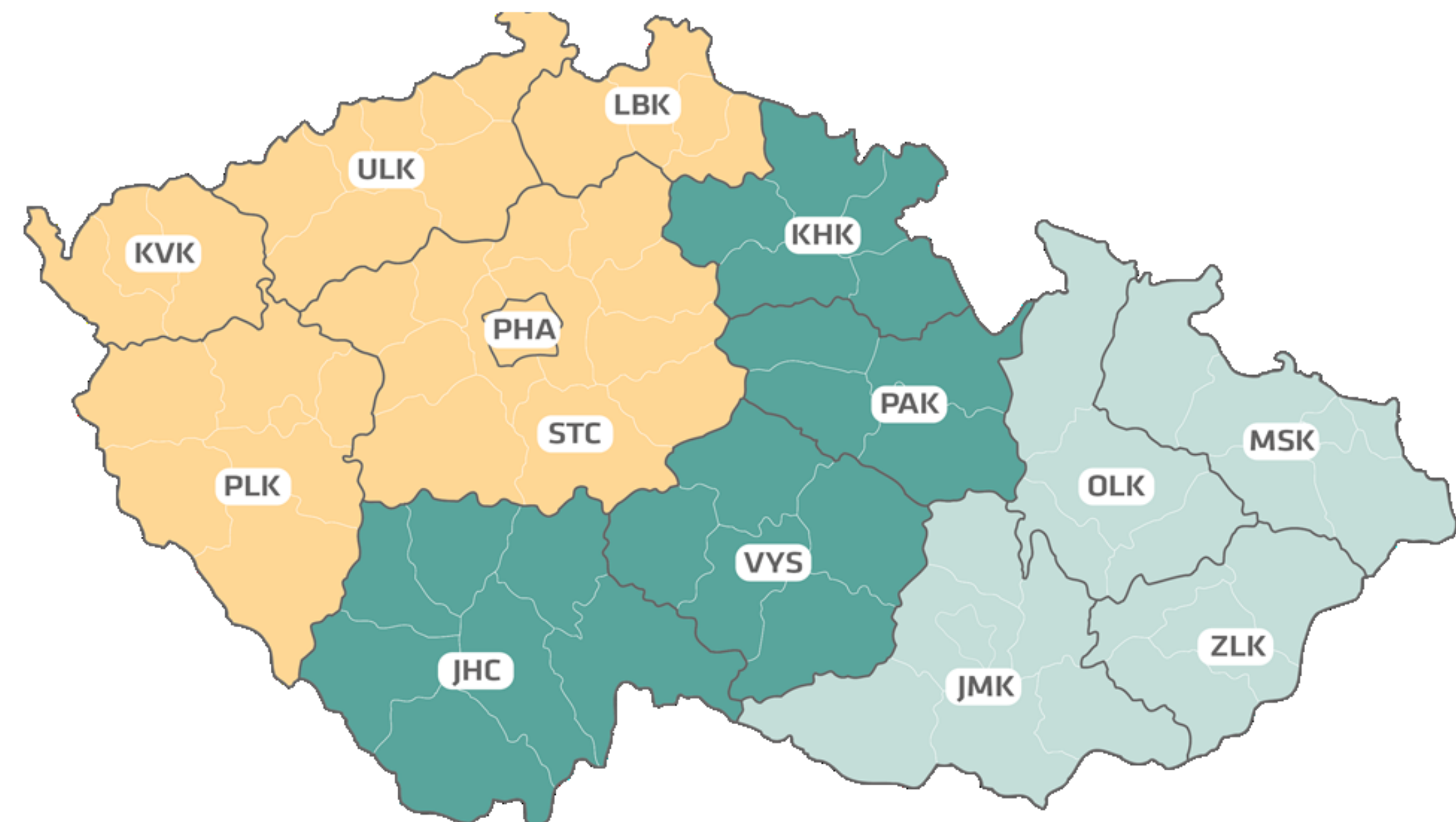
Organization Development

Self Assessment | [Organization Setup](#)

ORGANIZAČNÍ STRUKTURA PRO KLÍČOVÉ PROJEKTY

SANACE A OCHRANA KONSTRUKCÍ | TMM REFURBISHMENT DAVID SVOBODA

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Self Assessment

Financial performance

By Jakub Čech & Andrej Šišolák

Targets of Analysis

Self Assessment | Financial performance

Balance sheet

A balance sheet is a financial statement which shows relationship between assets, liabilities and shareholder's equity.

A balance sheet shows what company owns and how these assets are financed. It shows the general financial status of a company.

Profit & Loss

Profit & Loss statement is the financial statement, which calculates the revenues, cost and all other expenses. It shows the ability of the company to generate profit.

Main target of the companies is to increase their profits by revenue increase, cost cutting or both.

Cash flow

Cash flow is the amount of cash that comes in and goes out of a company. The companies take in money from sales as revenues and spend money on expenses.

Balance Sheet

Self Assessment | [Financial performance](#)

Balance sheet example

TEDDY FAB INC.		BALANCE SHEET	
December 31, 2100			
ASSETS		LIABILITIES AND SHAREHOLDERS' EQUITY	
Current assets		Current liabilities	
Cash and cash equivalents	\$ 100,000	Accounts payable	\$ 30,000
Accounts receivable	20,000	Notes payable	10,000
Inventory	15,000	Accrued expenses	5,000
Prepaid expense	4,000	Deferred revenue	2,000
Investments	10,000	Total current liabilities	47,000
Total current assets	149,000		
Property and equipment		Long-term debt	200,000
Land	24,300	Total liabilities	247,000
Buildings and improvements	250,000	Shareholders' Equity	
Equipment	50,000	Common stock	10,000
Less accumulated depreciation	(5,000)	Additional paid-in capital	20,000
Other assets		Retained earnings	197,100
Intangible assets	4,000	Treasury stock	(2,000)
Less accumulated amortization	(200)	Total liabilities and shareholders' equity	\$ 472,100
Total assets	\$ 472,100		

Profit & Loss

Self Assessment | Financial performance

	2017 \$	2016 \$
Sales	200,000	180,000
<i>Less Cost of Sales</i>		
Raw Materials	80,000	72,000
Freight	5,000	2,500
Total Cost of Sales	85,000	74,500
GROSS PROFIT	115,000	105,500
<i>Less Expenses</i>		
Wages	40,000	37,000
ACC Levies	500	500
Accounting Fees	900	900
Donations	100	75
Entertainment	250	200
Electricity	2,200	1,800
Insurance	1,200	1,000
Protective Clothing	250	300
Rent	15,000	14,000
Subscriptions	125	125
Depreciation	12,000	11,500
Telephone	3,000	2,000
Total Expenses	75,525	69,400
NET PROFIT/(LOSS)	39,475	36,100

Cash Flow

Self Assessment | Financial performance

Date	January	February	March
Starting Cash Balance	\$ 3,403.00	\$ 5,796.50	\$ 9,501.50
Cash Received			
Cash from Operations	\$ 1,200.00	\$ 1,100.00	\$ 500.00
Cash Sales	\$ 5,670.00	\$ 6,700.00	\$ 4,000.00
Subtotal Cash from Operations	\$ 6,870.00	\$ 7,800.00	\$ 4,500.00
Additional Cash Received			
New Current Borrowing	\$ -	\$ -	\$ -
New Long-Term Liabilities	\$ -	\$ -	\$ -
Sales of Current Assets	\$ 150.00	\$ -	\$ 300.00
Sales of Long-Term Assets	\$ -	\$ -	\$ -
New Investment Received	\$ -	\$ 15,000.00	\$ -
Subtotal Cash Received	\$ 150.00	\$ 15,000.00	\$ 300.00
Total Cash Received	\$ 7,020.00	\$ 22,800.00	\$ 4,800.00
Expenditures			
Expenditures from Operations	\$ (3,500.00)	\$ (3,800.00)	\$ (3,900.00)
Cash Spending	\$ 123.50	\$ (340.00)	\$ (470.00)
Bill Payments	\$ (750.00)	\$ (780.00)	\$ (810.00)
Subtotal Spent on Operations	\$ (4,126.50)	\$ (4,920.00)	\$ (5,180.00)
Additional Cash Spent			
Repayment of Current Borrowing	\$ (350.00)	\$ (4,000.00)	\$ -
Long-Term Liabilities Repayment	\$ (150.00)	\$ (175.00)	\$ (150.00)
Purchase of Current Assets	\$ -	\$ (10,000.00)	\$ (1,000.00)
Purchase of Long-Term Assets	\$ -	\$ -	\$ (1,900.00)
Dividends	\$ -	\$ -	\$ -
Subtotal Cash Spent	\$ (500.00)	\$ (14,175.00)	\$ (3,050.00)
Total Cash Spent	\$ (4,626.50)	\$ (19,095.00)	\$ (8,230.00)
Net Cash Flow	\$ 2,393.50	\$ 3,705.00	\$ (3,430.00)
Ending Cash Balance	\$ 5,796.50	\$ 9,501.50	\$ 6,071.50

Self Assessment

SWOT analysis

By Jakub Čech & Andrej Šišolák

Targets of Analysis

Self Assessment | SWOT analysis

Internal environment

First half of the analysis is focused on internal environment. The main purpose is to understand the competencies of your company.

The result of this part are the definitions of our positives, **Strengths**, and negatives, **Weaknesses**

External environment

Second half of this analysis is the opposite, focused on external environment. The main purpose is to identify the potential for business growth.

The result of this part are the definitions of our **Opportunities** on the market and the **Threats** which can we meet there.

So what?

Description of all this factors is not enough. SWOT analysis helps us to define particular actions. Based on the strengths with understanding the weaknesses to use possible opportunities to grow the company business. All these with awareness of threats.

SWOT Analysis Model

Consultancy Project | Self Assessment

Strengths

All aspects of our company, which have a positive impact to our business and helps to strengthen our market position. Where are we better than competition?

So what?

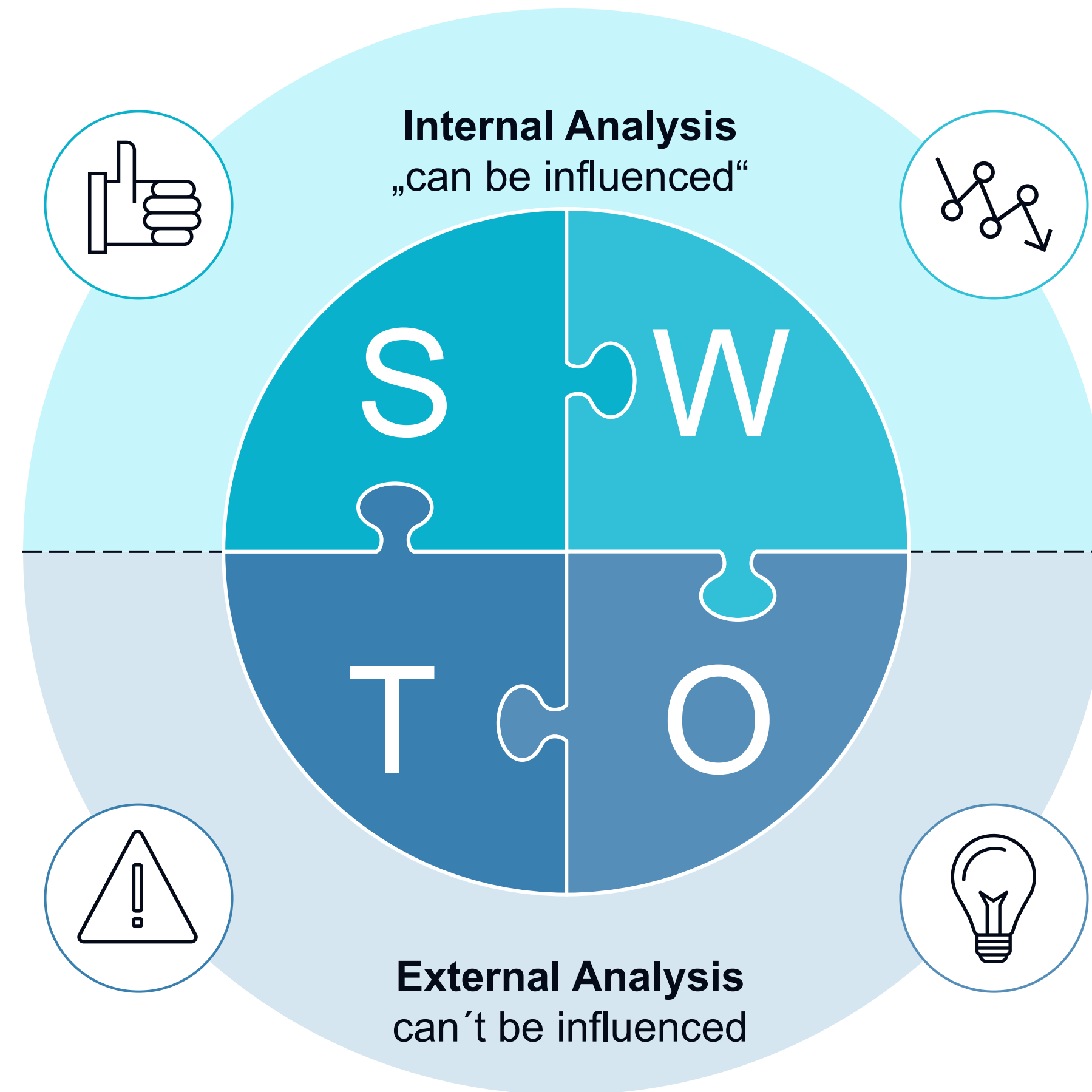
How can we use it?

Threats

Possible risks which can negatively impact the company's goals. The target is to identify these and eliminate if possible.

So what?

Which part of the business can be affected? How to avoid it?



Weaknesses

All aspects which reduce the company value, skills, resources etc. The company goal is to reduce the weaknesses or to be aware of it.

So what?

How to prevent from doing this?

Opportunities

Potential external opportunities to grow the business and strengthen the market position. These opportunities can bring bigger demand, customer satisfaction etc.

So what?

What new business will this bring us?

SWOT Analysis Example

Consultancy Project | Self Assessment

STRENGTHS

We are leaders in our business

We have products/services ready

Proven quality and know-how

We provide solutions

Stable team – low fluctuation rate

Long term partner

WEAKNESSES

Complex order handling procedures

Slow reaction to the customers

Organizational structure

Internal competition between divisions

Lower warehouse capacity

Longer delivery times

OPPORTUNITIES

Legislation support to the sustainable solutions

Innovations supported

Increasing demand for additional services

Quality services valued by the customers

Growth strategy of our main partners

Sales synergies focused on growth

THREATS

Non stable Exchange rate

Negative impact to imported products

Upcoming economical crisis

Negative market trends – buying decisions delayed

Lack of labor force

Missing employees within the industry

Thank You
For Your Watching

Jakub & Andrej