



BUSINESS DASHBOARD®

Tracking company performance & value



Report

Compiled by VB AI Business Advisor for:

Browns ltd

January 2017 - January 2018

01 / 08 / 2019

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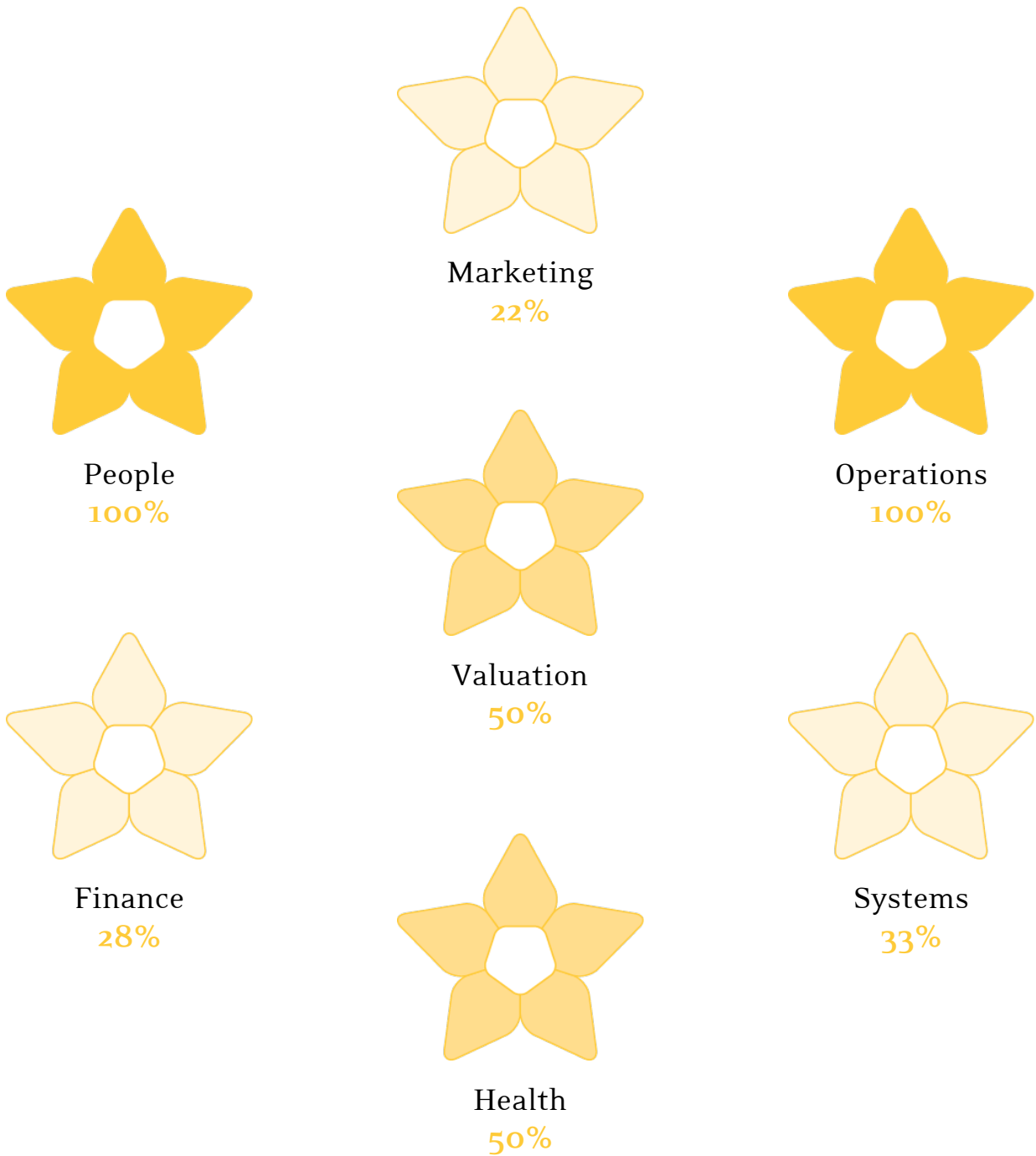
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Performance and Value: Current vs Potential



The Bottom Line

Currently	Potentially
Health Score 50%	Health Score 100%+
Total Annual Profit: £20,000	Total Annual Profit: £76,105
Business Sale Value: £375,000	Business Sale Value: £562,000

Introduction



Your report for Browns Ltd demonstrates how it is performing in the key measures that determine its sixth and most important: 'wealth creation'.



The Runagood® database is the only one of its kind. Updated daily by Business Dashboard® submissions, it compares these six measures to the latest top performances of other businesses in the same industry sector, displaying the achievable and specific potential for improvement in each.



Any shortfalls revealed by this report can be self-corrected by you, knowing what is possible and using these simple interactive tools:

- Business Dashboard® analysis, updatable by you at any time
- Automatic updates from the online accounting packages
- Business Forecast and Plans
- Business Performance and Value Improvement Methods and downloadable Business Documents



Implementation of these can be supported online with:

- Advice with National Live Chat
- National User forums
- Mentoring
- Coaching
- Training

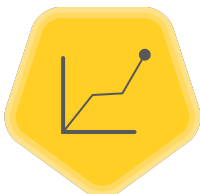
...at affordable, fixed prices.



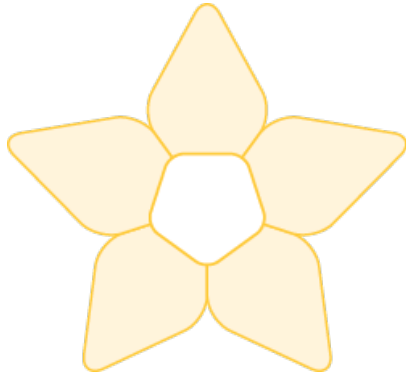
Onsite implementation support can also be provided in the form of:

- Consultancy
- Training
- Project Management

at negotiable, fixed prices from your Runagood® Business Centre



Marketing: "Gaining new customers"



22%

of potential

Marketing Measurement

Current new business sales: £50,000

Potential new sales: £239,393

Possible sales increase: £189,393

What's being measured

The ability to secure new customers

This business's marketing situation and possibilities

In the Lower Third for its sector, making it heavily dependent on involuntary and repeat sales.

Why this measure is important

Consistent growth of a business is only possible with a continual stream of new customers as old customers always disappear. Apparent growth may be achieved through strong demand from a static group of existing customers who are experiencing a rising market, but that is neither safe nor sustainable. If it's not proactive, such a business is at the mercy of market fluctuations.

So, intelligent investment in Marketing will assure stability and growth, if combined with strong customer retention. For business health and wealth, there must be a stable balance between the two. This measure interacts with Operations to drive total sales.

Some of the Customer Acquisition Methods used by the top performing businesses:

- Research and Analyse Markets
- Research & Analyse Products & Services
- Develop New Markets
- Develop New Products or Services
- Develop an Effective Contact Database
- Raise Business Awareness...

The Marketing Methods listed above can be accessed by subscribing to a Gold package.



Gold subscription

- Business Assessment and Valuation
- Business Forecast and Planning
- Business Value and Improvement Methods and Business Documents

Operations: "Retaining customers"



100%
of potential

Operations measurement

Current repeat sales: £727,000
Potential repeat sales: £727,000
Ready sales increase: £0

What's being measured

The ability to retain customers

This business's product and service operating situation and possibilities

In the Upper Third for its sector, making it well-balanced between repeat and new sales.

Why this measure is important

This is the heart of any sustainable business. Happy customers are the cheapest sort as they need no marketing spend and also do the selling for free by asking you first for their needs and recommending others.

A majority of income from this source will indicate that the engine room (where the product is made and the service delivered) is in good shape. But for business health and wealth, there must be a stable balance between Gaining New Customers (marketing) and Retaining Old Customers (operations). This measure interacts with Marketing to drive total sales.

Some of the Customer Retention Methods used by the top performing businesses:

- Analyse Customer Service Effectiveness
- Eliminate Errors & Waste
- Deliver on Time
- Get Everything Right First Time
- Raise Product & Service Productivity
- Introduce Quality Management...

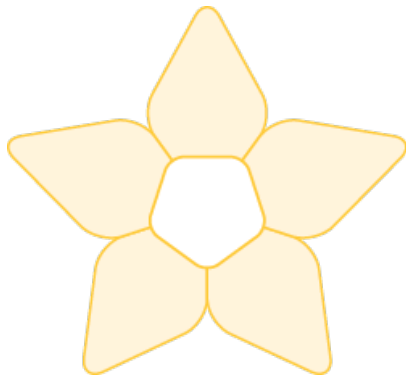
The Retention Methods listed above can be accessed by subscribing to a Gold package.



Gold subscription

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Systems: "Efficient Working"



33%
of potential

Systems measurement

Current systems efficiency: 33%
Potential systems efficiency: 100%
Ready increase to profits: £8,000

What's being measured

Operating efficiency attributable to use of business systems, technology & processes, saving people costs and delivering useful information.

This business's systems situation and possibilities

In the Lower Third for its sector, making it inefficient. Gross and net profits could be greatly improved by investment in and integration of business systems and in the skills to use them.

Why this measure is important

This expresses how effectively time, effort and money are being used. As a business grows the ability of the owner-manager to remember, watch, monitor and make good decisions deteriorates.

The defining difference between large and small businesses is in their use and the extent of, systems and processes to establish minimum cost methods and generate timely and accurate information quickly and easily, upon which to make sound plans and decisions.

This measure looks at both the extent and use of systems and process and interacts with the Productivity (people) measure to drive profits.

Some of the Efficiency Improvement Methods used by the top performing businesses:

- Audit Systems, Technology & Machinery Effectiveness
- Improving Hardware Performance
- Get the Best from Software Investment
- Make Telephony Cost & Performance Effective
- Get the Best from Internet & Cloud Investment
- Develop a Powerful Information Network...

The Efficiency Improvement Methods listed above can be accessed by subscribing to a Gold package.



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People: "Productive Working"



100%
of potential

People Measurement

Current productivity: £129,500
Potential productivity: £129,500
Ready increase to sales capacity: £0

What's being measured

Sales per person

This business's productivity situation and possibilities are

In the Upper Third for its sector, making it highly productive. Output could still be influenced by attention to people management.

Why this measure is important

The greatest overhead and also the most difficult resource to manage is people. Without controls, the managers, staff and contractors will default to personal views of the business's goals and act accordingly.

Performance management will align them instead to the business's real goals and the key measure of that will be growing and sustained output / sales per person. This interacts with the Systems (efficiency) measure to drive profits.

Some of the Productivity Improvement Methods used by the top performing businesses:

- Review Workforce Effectiveness
- Introduce Best Practice in Recruitment & Selection
- Raise Workforce Knowledge & Skills
- Develop successful workforce behaviour
- Introduce Performance Management
- Introduce Workforce Career Development

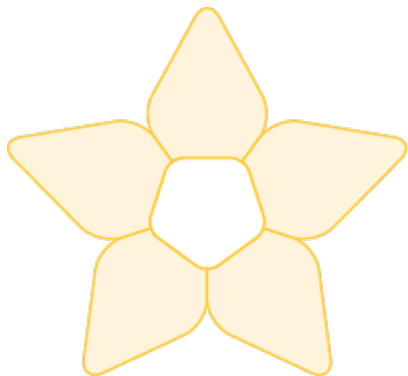
The Productivity Improvement Methods listed above can be accessed by subscribing to a Gold package.



Gold subscription

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Finance: "Profitable Working"



28%

of potential

Finance Measurement

Current profit: £20,000

Potential profit: £76,105

Ready profit increase: £56,105

What's being measured

The ability to spend less than the income received

This business's profit situation and possibilities

In the Lower Third for its sector, making it financially vulnerable. Attention to gross margins and fixed costs could greatly improve profits.

Why this measure is important

Profit generation is the root function of any worthwhile business as it provides personal incomes, enables reinvestment for the future, acts as a buffer against setbacks and builds wealth for the owners.

The final measure of success will be the extent to which net cash remains and grows as reserves in the business.

Some of the Profit Improvement Methods used by the top performing businesses are:

- Review Financial Effectiveness
- Improve Cashflow
- Improve Profits
- Manage Assets for High Returns
- Raise New Funds
- Introduce Budgeting & Forecasting...

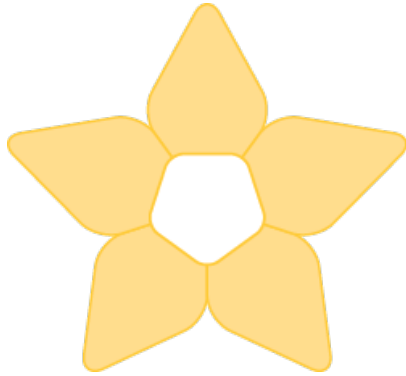
The Profit Improvement Methods listed above can be accessed by subscribing to a Gold package.



Gold subscription

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Business Health Score: "How Fit is it?"



50%
of potential

Health Measurement

Current fitness: 50%
Potential fitness: 100%
Ready fitness increase: 50%

What's being measured

Overall fitness and performance balance

This business's health situation and possibilities are

In the Middle Third for its sector, meaning that the business is moderately healthy. Attention to the other 5 measures could somewhat improve its strength and stability.

How to use this measurement

Business health or 'fitness' is at its peak when the five components upon which every business must rely are in balance, performing optimally. It's a hard feat to achieve since every business owner and manager has strengths in one or two of these and does them to excess, hoping that will suffice.

S/he may then seek training in their weak areas or recruit people who have the missing strengths in order to get all five areas performing well.

By using this measure as a regular benchmark, a business's balance can be measured, tracked and strategies introduced that keep moving it towards optimum fitness.

Some of the Fitness-Building Methods by the top performing businesses:

- Evaluate Growth Potential & Options
- Strategies That Add Profitable New Customers
- Strategies That Maximise Profitable Customer Retention
- Strategies That Maximise Profits & Cashflow
- Strategies for Efficient Working and Management Information
- Strategies for People Productivity...

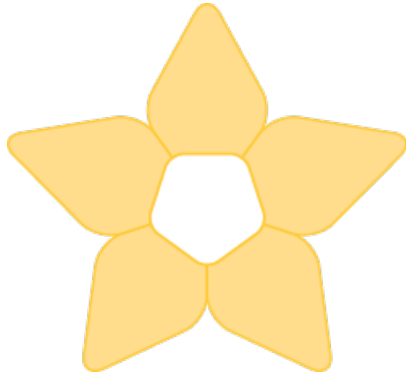
The Fitness-Building Methods listed above can be accessed by subscribing to a Gold package.



Gold subscription

- Business Assessment and Valuation
- Business Forecast and Planning
- Business Value and Improvement Methods and Business Documents

Business Valuation: "What it's Worth"



50%
of potential

Valuation Measurement

Current value: £375,000

Potential value: £562,000

Ready value increase: £187,000

What's being measured

Achievable open market value *

**subject to a willing buyer with means and a willing seller with authority*

This business's value situation and possibilities

In the Middle Third for its sector, meaning that the business is moderately saleable. Attention to the other 5 measures could further raise its value and therefore, saleability.

How to use this measurement

A Business Dashboard® Valuation enables the owner of any business to mimic the many considerations that any buyer will make when deciding whether to buy and what to pay. Through realistically valuing it in advance and understanding the causes of gaps between the current and potential values, key decisions can be made now.

The greatest of these is whether to work at maximising value prior to offering it for sale, or selling immediately for fast cash-out.

And even if the business isn't for sale now, it will be one day and probably not at a time of the owner's choice. So, good to know what best valuation can be realistically achieved and start working towards it now. Be prepared to exit with maximum cash, anytime, in the same way as keeping a house well-maintained ensures its saleability.

Some of the Value-Building Methods used by the top existing businesses:

- Evaluate Growth Potential
- Strategies That Add Profitable New Customers
- Strategies That Maximise Profitable Customer Retention
- Strategies That Maximise Profits and Cashflow
- Strategies for Efficient Working and Management information
- Strategies for People Productivity...

The Value-Building Methods listed above can be accessed by subscribing to a Gold package.

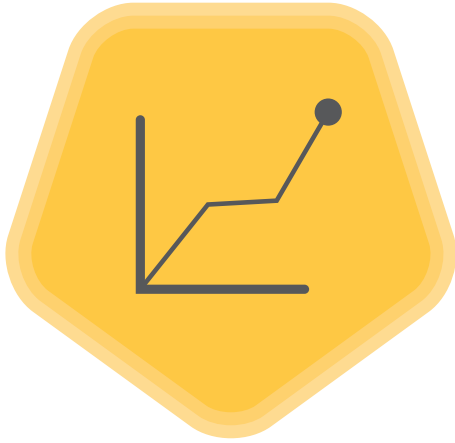


Gold subscription

- Business Assessment and Valuation
- Business Forecast and Planning
- Business Value and Improvement Methods and Business Documents

(Continued...)

Business Valuation: “What it’s Worth” (continued)



“...using Business Dashboard® an owner, vendor, purchaser, advisor can quickly assess the saleability of the business at a range of values and see the actions needed to achieve the desired value”

How Business Dashboard® works it all out and how to use its conclusions

The components in its algorithms are those used in the mergers and acquisitions market by professional vendors and purchasers applying profit/cash/net asset formulae. To these are added those used in the resulting due diligence research that takes place after an offer has been accepted and the vendor is expecting to receive the offered price.

The Runagood® approach avoids costly and abortive professional fees when one of the parties (almost inevitably) changes minds at the last minute when facts they hadn't seen before come to light.

This simple, fast and insightful exercise enables (instead) the right price to be agreed at the outset of negotiations and enables the final decision to become the much more straightforward and forward-looking business considerations of:

- Is it a logical fit with an existing business?
- Can we delete duplicated functions?
- Is there asset synergy?

- Are there complementary skills and products?
- Can market share and sustainable new customers be gained?
- Is there a technology edge?
- Can surplus premises be sold?

Business Dashboard® valuations enable business:

- Owners
- Vendors
- Purchasers
- Advisors

...to:

1. Quickly assess saleability at a range of values
2. See the actions needed to achieve a chosen value
3. Model different valuation and development scenarios.
4. Choose the right strategy
5. Make sound decisions
6. Maximise business wealth

Questions and How You Answered

Q. What was the total (pre-VAT) income in the last 12 months?

Answer: £777000

Q. What was the total (pre-VAT) income from new customers in the last 12 months?

Answer: £50000

Q. What was the marketing spend in the last 12 months?

Answer: £0

Q. What total (pre-VAT) income is forecasted for the next 12 months?

Answer: £800000

Q. How many customers were billed totally in the last 12 months?

Answer: 24000

Q. How many repeat customers were billed in the last 12 months?

Answer: 23000

Q. How many repeat customers are expected to be billed in the next 12 months?

Answer: 23000

Q. Please enter the profit/loss amount for the last 12 months here:

Answer: £20000

Q. Please enter the profit/loss amount for the next 12 months here:

Answer: £20000

Q. Which of these systems are being actively used?

- Industry Specific Software
- Industry Specific Equipment
- Cloud Backup
- Microsoft office/equivalent

Q. How many full-time equivalent people were involved in the business in the last 12 months?

Answer: 6

Q. Will the number of full-time equivalent people change in the next 12 months?

Answer: Same

(Continued...)

Questions and How You Answered (continued)

Q. What is the business's net asset value?

Answer: £375000

Q. What was the total director remuneration in the last 12 months?

Answer: £65000

Q. What were the total dividends allocated in the last 12 months?

Answer: £0

Q. What would be the annual cost of replacing the directors?

Answer: £50000

Q. What proportion of annual income comes from the biggest customer or new business introducer?

Answer: 5%

Q. What proportion of annual purchases came from a hard to replace supplier in the last 12 months?

Answer: 5%

Q. What value of sales debtors are not collectable?

Answer: £0

What Next?



1. Self-correct any business value or performance shortfall with runagood's AI* tools:

- Your Value and Performance Assessments, updated, online, anytime.
- Automated uploads from your online accounting software
- Live Forecasting and Planning
- Simple and practical Improvement Methods
- Immediate, editable, Implementation Templates and Examples

2. Get online implementation support through:

- Live Chat
- User forums
- Webinars
- Mentoring
- Coaching
- Training



3. Get onsite implementation support through:

- Training
- Consultancy
- Project Management

4. As a Runagood® business subscriber, get access to:

- Unlimited Valuations, Assessments and Forecasts for your business
- A stream of Business Value and Performance Improvement Methods
- Product discounts
- Expert business advice
- A major, detailed Business Help Centre
- Forums with others like you
- Webinars on topics that Forums have requested

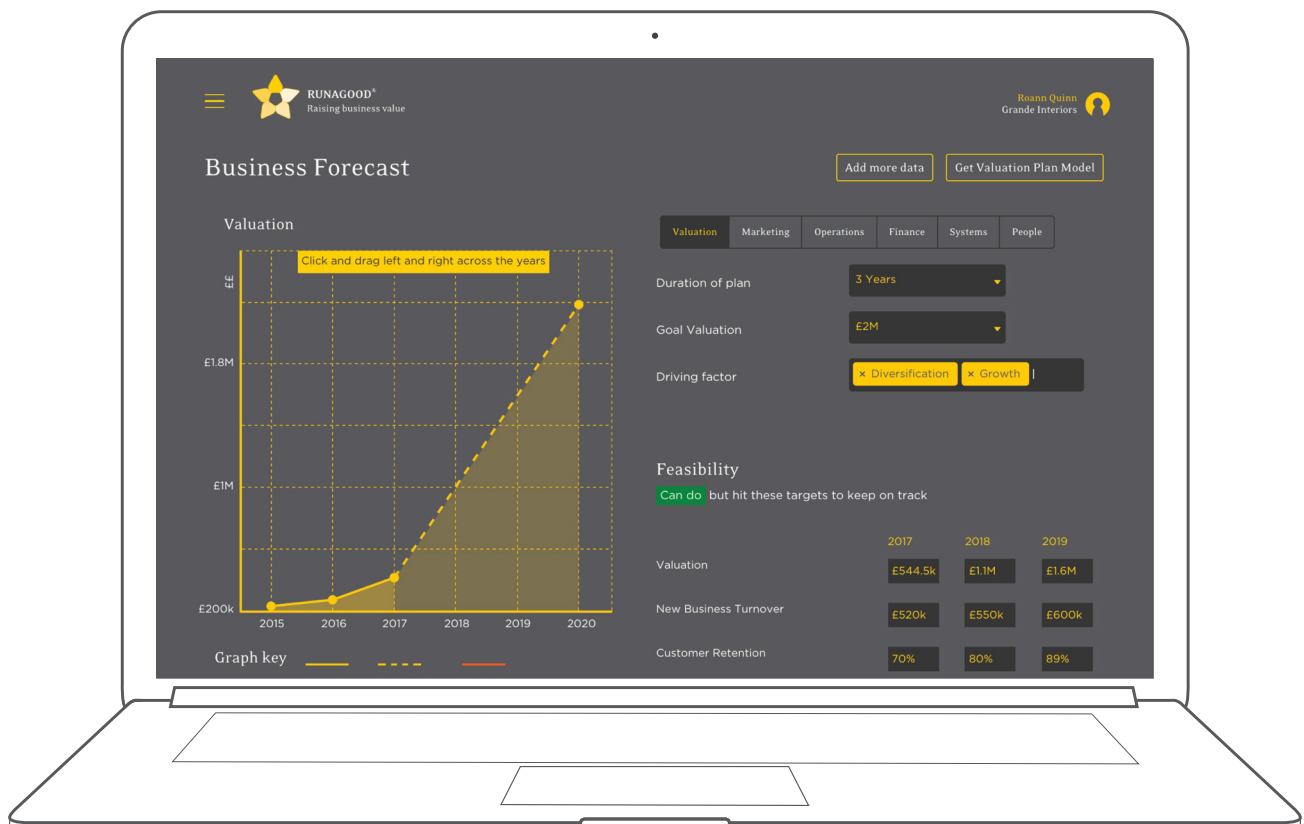


*Artificial Intelligence

Runagood® Business Forecast

Converts your Business Health and Valuation Reports into projections of financial performance and value

- Set the results you want to achieve and the dates by which to achieve them.
- Display the actions to take and the level of difficulty involved.
- Model scenarios endlessly, changing any or all of the parameters until you reach the best and most comfortable outcome for you and the business.
- Drop the details automatically into any of the Runagood® Plan Models.
- Identify the strategies/methods that need to be implemented.
- Name the responsible people, dates and budget for income and costs.



Runagood® Plan Models

One for every type of Runagood® project that you implement

1. Automatically pre-populated from your Business

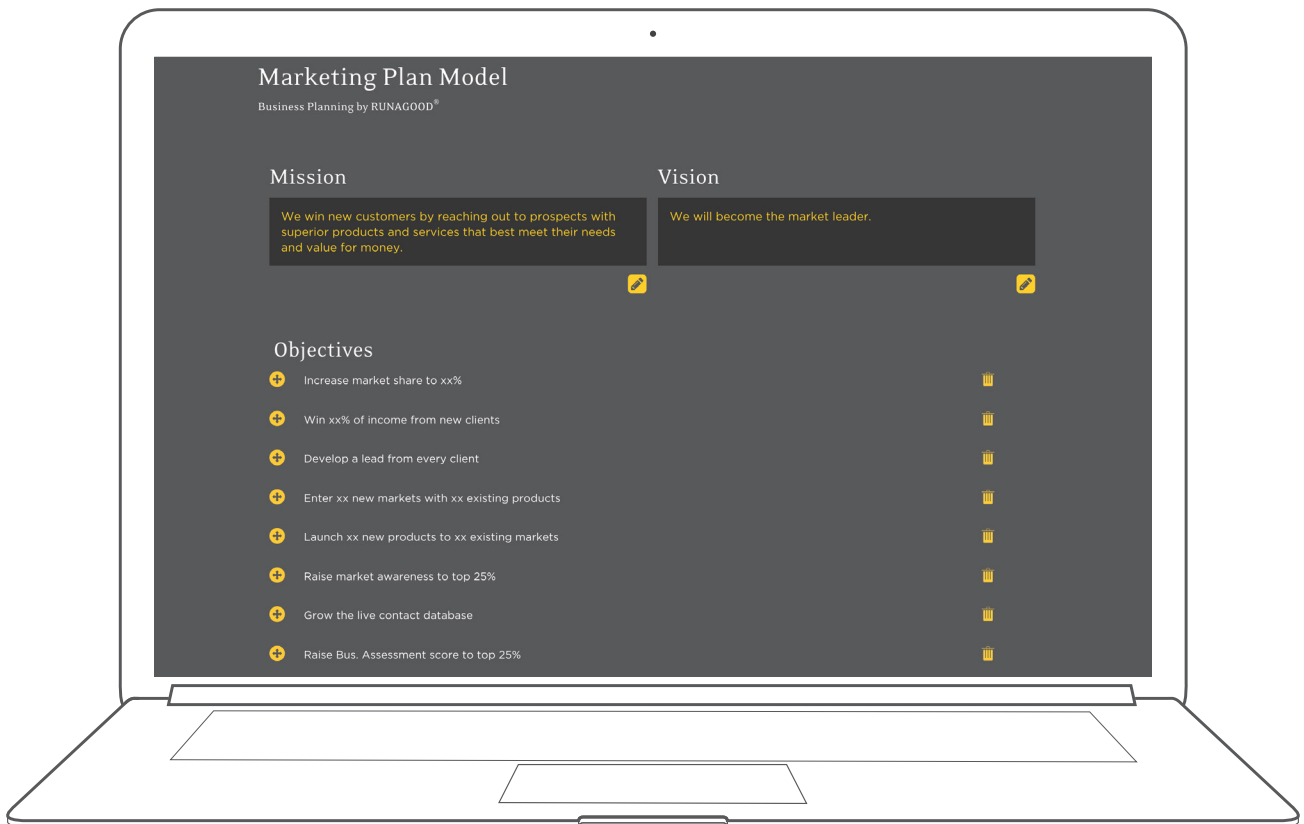
Dashboard® Valuation, or Health Assessment with headings that suggest for you:

- Mission statement
- Vision statement
- Objectives
- Success measures
- Methods / strategies
- Action steps

2. Just delete any you don't need and then add:

- Achievement dates
- People's names
- Costs

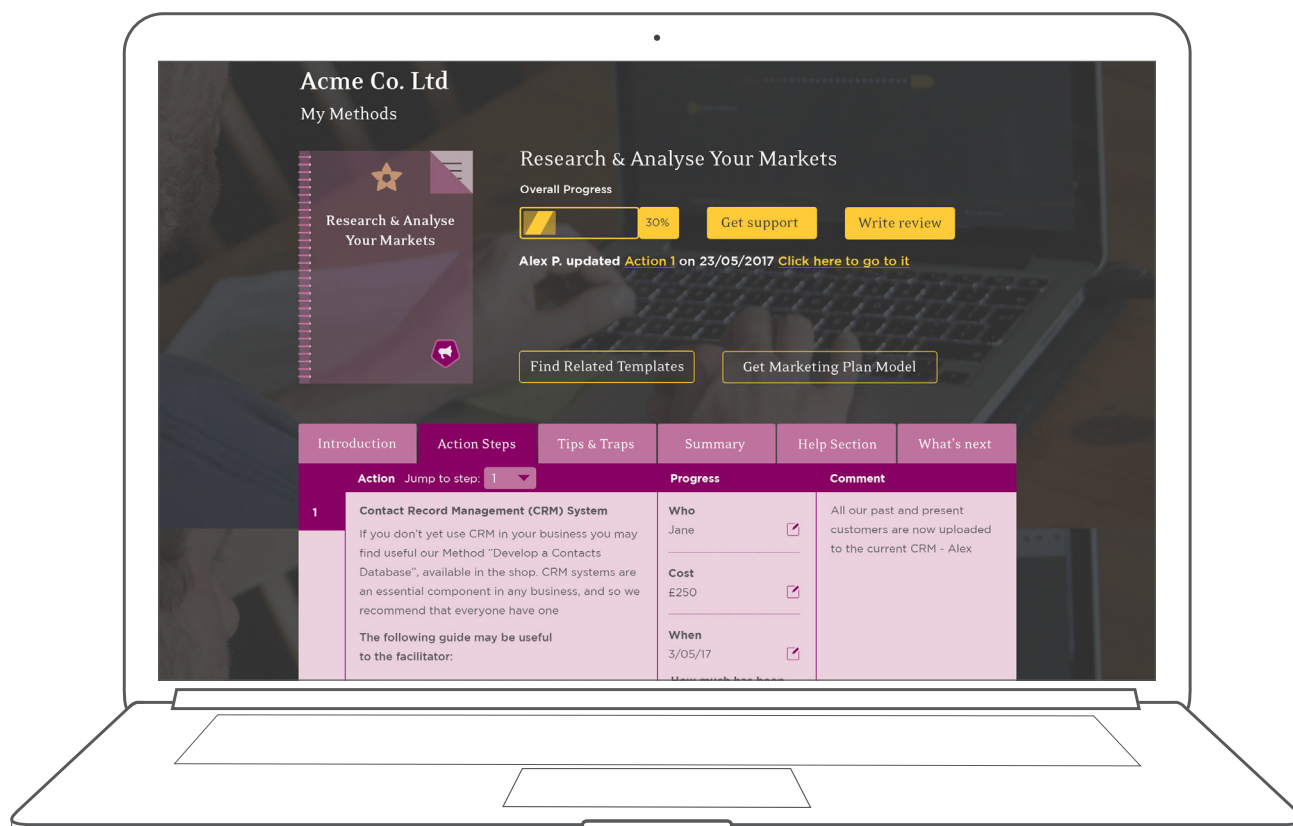
3. Start implementing immediately with confidence that you are taking the right actions, under full control.



Runagood® Business Performance and Value Improvement Methods

A major store of detailed and easy-to-implement instructions

- Raise performance and value by either improving a business process or introducing a new one.
- Wholly practical and free from theory and waffle.
- Created by business owners who have personally developed and introduced these into their own businesses.
- Work through the actions as they appear on-screen.
- Access these by accepting the automated advice that follows from / is embedded in your:
 1. Business Dashboard® Health Assessment
 2. Business Dashboard® Valuation
 3. Business Forecast
 3. Plan Model

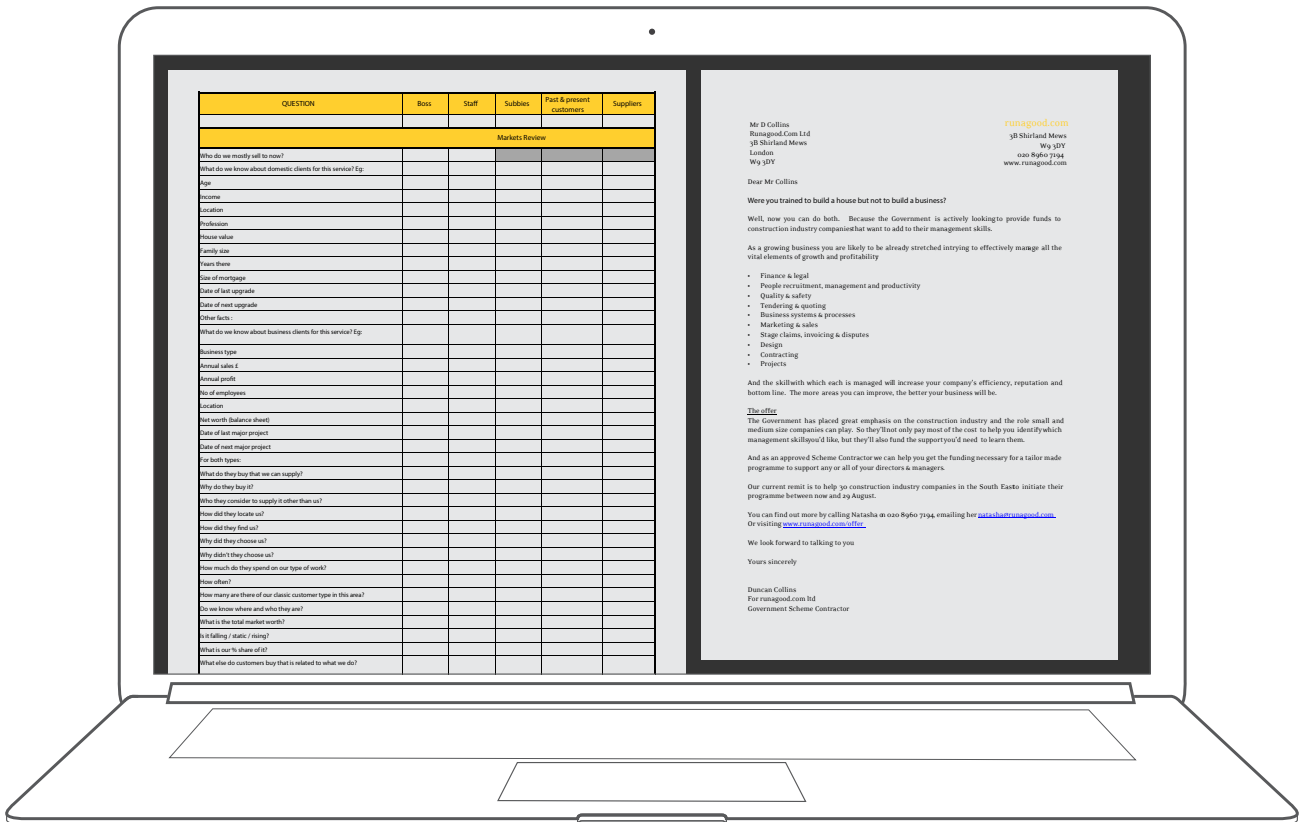


Runagood® Templates and Examples

Thousands of documents developed over many years in client projects and to which Partners and Users are voluntarily adding all the time

- Save all the time spent in the trial and error of wrestling with different inventions and approaches.
- Examples come populated with other businesses' workings to guide you.
- Templates come in editable formats for you to complete. Mainly:
 1. Microsoft Word (.doc)
 2. Microsoft Excel (.xls)
 3. Microsoft PowerPoint (.ppt)
 4. Adobe Acrobat (.pdf)

Free of charge to Subscribers



The Runagood® AI* knowledge base

“ Runagood® has been able to uniquely overcome obstacles by building its own real time database of small and medium business performance representing every industry group ”

The statistical base

The information in this report results from a combination of the data you entered and what the Runagood® database knows about the detailed performance of businesses in your industry group. It has calculated the gaps (if any) between your business and those of the top performers in each of the seven key indicators to show current and potential performances and market value.

Publicly benchmarking small and medium business performance is otherwise impossible because:

- Most conceal their trading information from public scrutiny by filing abbreviated versions of their annual accounts at Companies House.
- What little public reporting does exist is limited to basic balance sheet data, with no trading information.
- Many businesses are sole traders or partnerships, so do not publicly report anything at all.
- The drivers of business financial performance are the management effectiveness of: marketing; operations; systems; people; finance and these determine the final price as much as do the financial accounts.
- The performance of these 5 drivers has never been reported anywhere publicly, leaving business valuation professionals to work with limited, often long out of date and vague information.
- Because of this, professional business sale valuations often differ greatly from the final price achieved.

But Runagood® has been able to overcome these obstacles by building its own real time database of small and medium business performance and value, representing every industry group, every business type and every key aspect of performance. In all, more than 3m anonymised records contain the whole range, updated and recalculated every time a new runagood® Business Dashboard® is created.

Runagood® algorithms are loaded with complex formulae that having compared current with potential performances, then calculate a realistic market value based on reviewing the interactions between the 5 performance measures, their trends and the impact that pre-contract due diligence would have.

Because all data used in the benchmarking database are anonymised, there is no risk of leakage and neither do, or will we, share or sell your name or data to any third parties.

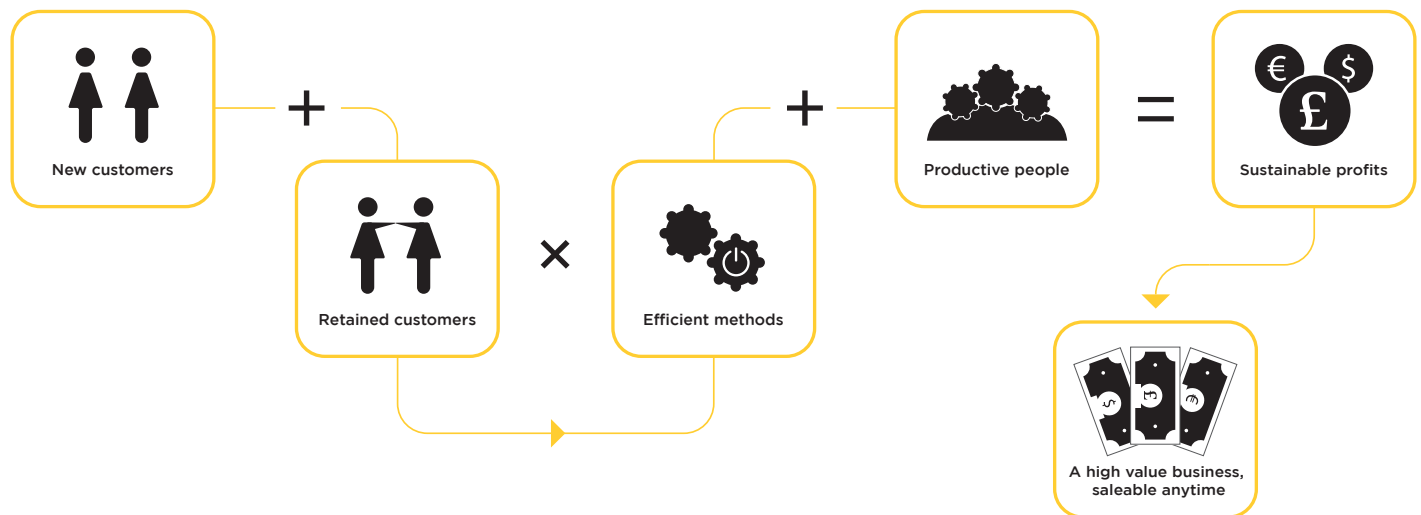
*Artificial Intelligence

“ Publicly benchmarking small and medium business performance is otherwise impossible ”

About runagood.com ltd

50+ years experience with 1m small businesses

has been invested into runagood's development amounting to 6 simple rules that guarantee business health and wealth:



The answers to 20 simple questions online measure the performance of any business against these 6 rules, showing £ values for each, the potential for improvement and identifying the tools and support for taking action.

Because these are the sole drivers of financial results and always up to date, they not only explain, but precede the published financial accounts by up to 18 months.

Action taken now will directly improve the results and in good time.

By turning this know-how into online software the Runagood® mission is achieved:

“to make practical business advice available and affordable to all, enabling anyone to ‘run a good’ business”

A little of what we've done between us since the 1960s...

“UK small firms' international competitiveness rose from 21st to 7th using Runagood® business techniques”

- Introduced a US hand tool business to UK
- Opened and run motor parts businesses
- Started and run a racing engine business
- Started and run an accountancy practice
- Recruited UK dealers for German and Japanese manufacturers
- Advised dealers on best management practices to maximise franchise returns
- Started and acquired companies for plcs
- Set up international distribution of Italian, Korean, European products and services
- Run and grown retail food distribution business
- Started and grown web development businesses
- Published original research proving bottom line impact of good management practices

“Started and grown the UK's largest consultancy for helping small / medium businesses to improve performance and value”