



Main Report

Abbreviated Sample

There are three other reports available when an assessment is taken.

Samples not shown here, but are also available with completed assessments.

- **Notes Report** – a listing of the notes entered into the “Notes” field
- **Executive Report** – abbreviated report with plot and summary pages
- **Heat Map Report** (when comparing assessments results to each other)

Cover page



BUSINESS CAPABILITIES MATURITY REPORT



(companies with a couple to 50 employees)

Company: **Company Name**

Project: **Sample Report**

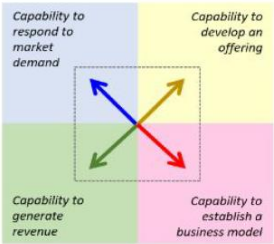
Assessor: **Name of assessor**

Date: **3/27/2024**

VIA-Business is a systemic view of the maturity status of selected interdependent business processes that your team or organization uses, which reveals capability maturities. It is designed to identify potential vulnerabilities in the use (or non-use) of processes that create and sustain reliable, measured and balanced processes that produce expected business performance.

Your assessor’s ratings of the assessment statements are summarized in this report. Ratings will point to recommendations customized for your team or organization. Imbalances and/or lower process ratings help point to what may be needed to further mature your team or organizational processes and subsequent capability.

You will find within this report a summary results plot and description, process rating graphs, and selected influential process improvement recommendations based upon assessor’s ratings.



Plot page

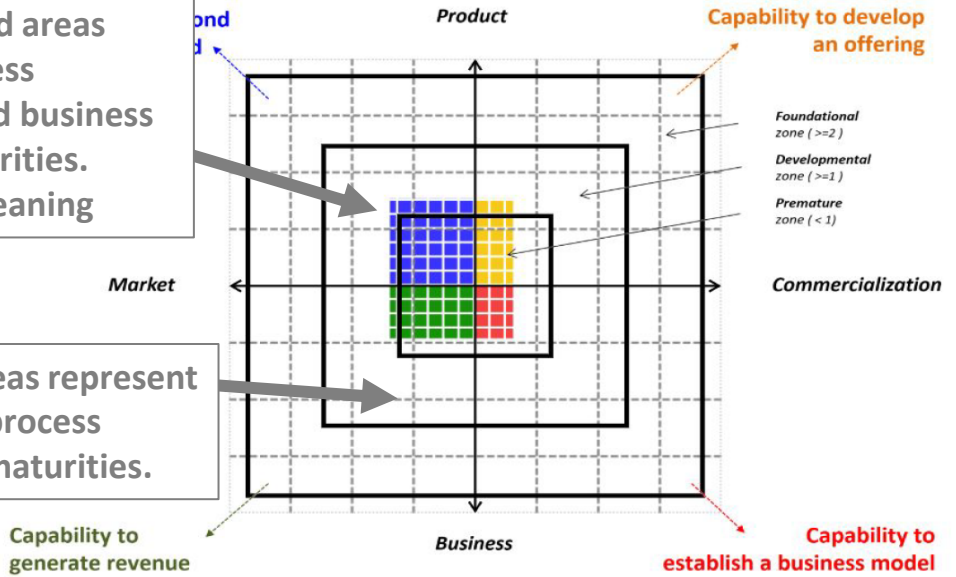
Company: Company Name
Project: Sample Report

Assessor: Mark Jepperson
Date assessed: 27 March 2024

Your Capabilities Maturity Plot

The four colored areas represent process integrations and business capability maturities. Shapes have meaning

The empty areas represent your current process capability immaturities.



0.90625 Overall Average Assessment Rating (out of 3.0)

Quadrant Sizes: Capability Rank

Strongest: *Capability to Respond to Market Demand*

2nd: *Capability to Generate Revenue*

3rd: *Capability to Develop an Offering*

Most Vulnerable: *Capability to Establish a Business Model*

Category Scores: Category Name Category Zone

1.25 Product *Developmental*

1.125 Market *Developmental*

0.75 Business *Premature*

0.5 Commercialization *Premature*

Report points to high-level areas to improve first

<--- Improve this Capability 1st.

<--- Improve this Category 1st.

Plot shape and size analysis

Interpreting your Capabilities Maturity Plot

The shape of your plot result provides a visual indicator of your capability maturity status along with high level information about improvement opportunities.

Your Plot on the previous page includes all four quadrant colors together as a rectangle. Look at the size, centeredness and shape.

Size of your plot

The bigger the better. There are three

- *Premature* zone represents interac
- *Developmental* zone represents th somewhat unreliable as they work
- *Foundational* zone represents that

Plot size has meaning. Thresholds provide status messages.

You have at least one set of ratings in the small or “Premature Zone.” Unless you are truly a startup and are just beginning your business development journey, this zone suggests you likely will be tripped up, stopped in your tracks, and may be unpleasantly surprised unless you rapidly establish or significantly improve your vulnerable Category processes. Time is of the essence for action.

Centeredness of your plot area as a square

Your plot results indicate that all four processes are unequally developed and “not in a balanced model.” When imbalances are large it is a sign of full capabilities. This can create risk. Later, in your Report, you will find Category improvement journey.

The degree of your plot “centeredness” has meaning and can provide high-level insights.

Shape of your plot as a vertical versus horizontal rectangle

Sometimes rankings produce an oblong shape. However, your rankings show this is not a sign of full maturities. This means you do not have control) or externally (things you influence)

The plot shape has meaning about the focus of organizational behavior.

Plot size, centeredness and shape provide early indications specific to the business being assessed. This is not a static page —there is variable content for each indicator.

Vulnerable business capability results

Interpreting Your Vulnerable Capability

The smallest color plot is the indicator of your vulnerable capability.

Four Quadrants Represent Four Important Business Capabilities

Your assessment integrated eight Process ratings in each of four Categories into maturity indicators of important capabilities your team or organization may already have, or may need to develop, to be successful. The size of each color plot indicates the relative maturity of each capability.

- **Capability to develop an offering** (your technology, products or services that achieves both your and your customer's goals)
- **Capability to respond to market changes** (your technology, processes and business model that allow you to produce what customers want)
- **Capability to generate revenue** (deep understanding of your customer's needs and how to address them)
- **Capability to establish a business model** (your supporting business infrastructure that houses your operational capability)

WITH your commercialization efforts to turn your ideas, products or services into a viable product?

Introduction to four critical business capabilities. These correspond to the quadrants on the plot page and give a theme to the feedback the report recommendations that follow later.

Your Most Vulnerable Organizational Performance Capability

You must crawl before you stand, you must stand before you walk, and you must walk before you run. Sometimes the hardest changes are at the beginning and ends of maturity change journeys—when starting at zero or when squeezing out the last tiny increment of positive change.

This red quadrant, the measure of the “capability to establish a business model” is where your commercialization efforts meet your customer's needs. This is where you would likely observe planning, change and product ideas grow to actual revenue. It is where you use your business infrastructure to actually test what the market wants (your customer's needs) and how to address them (your know-how to identify innovative solutions) WITH your business resources (leaders, plan, processes and business model) to produce what customers want, WITH your commercialization efforts to turn your ideas, products or services into a viable product.

However, your assessor's ratings indicate that your business model is the most vulnerable.

The “Capability to establish a business model” is where your commercialization efforts meet your customer's needs. It is where you use your business infrastructure to actually test what the market wants (your customer's needs) and how to address them (your know-how to identify innovative solutions) WITH your business resources (leaders, plan, processes and business model) to produce what customers want, WITH your commercialization efforts to turn your ideas, products or services into a viable product.

The results of this business' most vulnerable capability are interpreted for your unique current status and introduced for better understanding of next steps. The displayed content is selected based upon your specific ratings.

Vulnerable business capability improvements suggestion

Interpreting Your Vulnerable Capability

Don't confuse this with having a good product that might solve challenges AND an understanding of your product(s) / offering market demographics. In other words, your organization needs to develop processes that deliver a path to profit.

The classic example is where someone has a design that costs too much and there is not a widget that can be made.

Some people simply and intuitively possess the right product for your organization and they can achieve the same results step-by-step. Realize the impact of the product upon your business and your own, you should consider augmenting those skills.

A solid commercialization process without a sports team without a game to play in. Using something to commercialize is like "all the best intentions and simply be clueless, other, perhaps more mature, abilities to business flounders and the product becomes a failure.

These sports team and empty-handed sports teams, these abilities are completely missing (we call to have a balanced approach, and do not only focus on your strengths). Simple parts of the system move together towards a common goal.

WARNING—You must take action! The industry supports commercialization is a fast track to the means to chase profit chances are thin and others who will pick up the ball you just dropped and take that business away. There is no time to waste.

There are dozens of possible outcomes at this high level of the report. This presents analysis of the integration of key processes that combine to produce results for the most vulnerable business capability.

This page makes high-level suggestions of what to aspire to achieve as you improve specific processes—improvement suggestions will follow.

Introductions to process results

Intepreting Your Process Ratings

Your overall report was created by the sum and interactions of all the Category Process Ratings. There are insights to be gained by examining these individual process scores.

Actionable Solutions are in the Process Details

Depending upon your Capabilities Maturity Process scores, you may need to change focus and improve your business capabilities to become a more robust business.

Therein lies the challenge – How?

It makes little sense to improve your strengths if you are weak in other areas. Our advice is to focus on improving low-rated areas. Remember the saying that “all ships rise with the tide.” Another way to think of it is the weakest link—so start there.

There are other decision factors (e.g. influence of external factors) to be considered when selecting what to work on. Consider the resources needed to simultaneously work on multiple areas.

The following pages in your report display bar charts for each process category as assessed by the assessor(s) provided. Keep these factors in mind as you are convinced takes priority, but be sure to address the other areas.

Should you need more guidance, this assessment provides recommendations that follow a sound prioritization of your business needs.

High-level messages give themes. Yet, one needs process details, to identify and make improvements to vulnerable business capabilities. Those details are selected and displayed based upon your ratings and our algorithm that will need to be improved to turn the vulnerability into a strength.

Are there “patterns” in your Process Ratings Bar Charts on the next page?

- Look for low or high outlier ratings anywhere in the process bar chart.
- Look for uneven ratings (highly rated process categories) in the process bar chart. This includes left-side bar maturity scores. The left side bars are typically process categories that are highly rated.
- Consider efforts that could be delayed, re-prioritized, or re-allocated to other processes, so that they could be applied to the most critical areas.

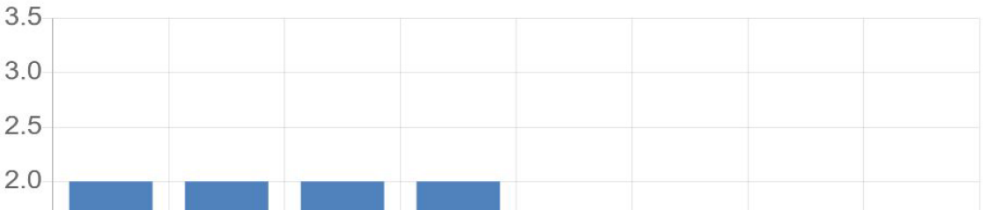
This introduces a way to see various patterns in the process bar chart pages that follow that can sometimes deliver insights.

Process scores displayed in a bar chart

Process Ratings by Category

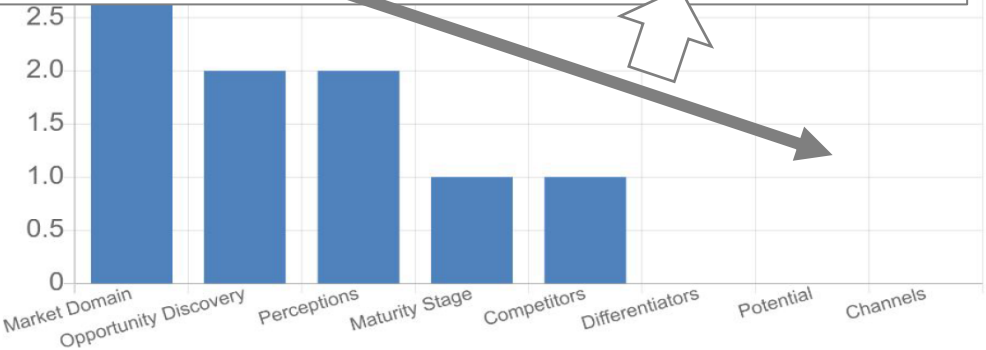
Your overall report is a derivative of all your Category Process Ratings. There are insights to be gained by examining these individual process scores.

Product



You are in control of what you focus your attention on, and while there is no right or wrong way, because some processes depend upon others there are ways to sequence process improvements that are more efficient than others.

One example of an expected pattern in a set of processes from higher to lower (subsequent processes often are supported by the earlier ones on the left).



Introduction to process improvement recommendations

Vulnerable Process Recommendations

The following pages contain specific recommendations you, your team or organization ought to address. They were identified by your assessed low-rated, yet important, processes. These recommendations contain generally accepted good business and organizational practices.

Introduction to Process Recommendations: General Guidance

Your customized report focuses attention on areas of imbalance in your current status. Correcting these imbalances is a priority at this time.

The messages contained within each recommendation and name a few generally accepted practices. In some cases, you may be using those practices already.

In general, process identified here will be low-rated. Consider the rating result, the identified process, and the recommendation suggests you should address.

A reminder or re-introduction of the assessment context and experience, just in case you were not present during the assessment and only received this written report.

3 A Level 3 rating means only one (or none) of the processes in this Category are vulnerable and can be used to support other processes. Congratulations!

2 A Level 2 rating likely means that although you are using certain process tools and methods to accomplish work, you may not be able to completely depend upon them to produce reliable results. If a process is not intentionally controlled and measured, you may not be able to ensure systemic performance.

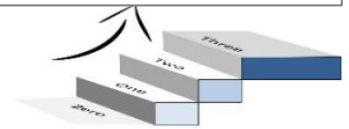
1 A Level 1 rating likely means you are suffering from immature processes that are not intensive (which almost always means you are not using the full potential of the identified tools and methods).

0 A Level 0 rating likely means you are just starting a process, or you are just initiating a process, or you are just initiating a process with negative discoveries as you progress. You may not have the methods inside your organization yet.

Your custom recommendations follow.

A reminder of the maturity scale. A level three is the goal—reliable, predictable and measurable processes that deliver output as expected.

No one builds a business starting from Level 3 from start to finish. Most start at a 1 or 0 level.



Sample process improvement recommendation

Issues to address & improve: COMMERCIALIZATION

Based upon our analysis of the integrations and interdependencies of all your process ratings, the actions below represent Vector Reports' best recommendation for further improvements.

Give this Category priority over others.

Most influential of the lower-scoring Processes for this Category

Suggested advice for

Process Name: **Implementation: Market entry process and infrastructure to support change**

You reported a Level 0 rating for this process. You are just initiating efforts to create discoveries using these inadequate processes.

To get to the next level up, Level 1, you have reactive activities to doing more of this need. The recommendation below will help you learn a maturity by learning the details and implementing

Implementation for a product launch is the *internal* process a company undertakes to bring its new or updated products to market, which typically includes a series of interdependent activities that lead to sales and revenue.

External to you, your customer follows (often in a sequence) a process that includes: 1) awareness of the problem, 2) search for solutions, 3) purchase decision, 4) purchase decision, 5) experience after-the-sale.

These two independent processes (internal and external) are, at the least, overlapping with touch points along the customer's path through their buying decision process to make a purchase.

Business internal actions:

- Make sure everyone is involved:

1) *Executives*—authorize/provide resources to the product; 2) *Management*—responsible for the product, knows what the product solves, and knows how to market it; 3) *Sales*—sales team and the campaign to get the word out; 4) *Marketing*—has assured product quality matches expectations; 5) *Customer Support*—answering questions; 6) *Customer Support*—answering questions; 7) *IT*—provides and supports the product; 8) *Operations*—provides fulfillment; 9) *Legal*—agreements, protection of intellectual property, supplier agreements, etc.; 10) *Accounting*—performance; 11) *Others*, as uniquely associated with the product.

A reminder of the specific maturity rating this vulnerable process was rated.

Introduction to this process with a definition, which introduces the areas that specific recommendations cover.

Suggested recommendations for improvement actions. This becomes your target identification device on what to improve, what to ask for help on, and what to pay attention to.

Sample process improvement recommendation 2nd page

Issues to address & improve: COMMERCIALIZATION

Based upon our analysis of the integrations and interdependencies of all your process ratings, the actions below represent Vector Reports' best recommendation for further improvements.

Create the roadmap:

Build a launch plan that includes interdependencies, and tied to PERT plans work well, and

Roadmaps address: 1) Readily Create and distribute sales and customer support team on time communicate the approach. 9) Create a tracking mechanism 10) Accounts receivable—entered data will be collected to judge review (AAR) to imagine what helps identify the different views your supply chain, customer learn from each—be open to what needs to be fixed / improved.

Customer external actions:

1. Awareness of the problem solution. Use the internet
2. Search for solutions—help great landing page (not optimization (that effort for party sites, and send direct
3. Consideration of the alternative & clear about it. Ensure your learning materials, provide
4. Acquisition or purchase direct store, website, call center
5. Experience after-the-sale new product. Make it easy instructions, a call center, bombard) with emails to you have a market with re

The world is full of risk and quick response teams at the fast you want to launch and customer in their buying decision. Failure to help your customer

In closing, Implementation is movie title "*Everything, Ever*

These recommendations were specifically prepared to support improvements to the vulnerable process identified in this business for this current-state condition.

All recommendation actions provided represent generally accepted good business practices.

This report can guide the business, the leader, the person in charge of change of what could be done, or be handed to a counselor to more quickly get a diagnosis of the current state to create a change plan, or augment a helper's experience when they are providing guidance.

Typically there are three or four two-page recommendations provided in each report. Make those improvements first, then assess again.

Next steps page

Next Steps

Implementing the Report Recommendations

The Report provides initial suggestions on how the entity can improve on its own as well as what guidance might be asked of a consultant, mentor or coach. Vector Reports™ strongly suggests entities include all four approaches below:

- 1) **Prepare to implement report recommendations**—After the Report were selected, sequence your improvements. We recommend you start with the most vulnerable. Essentially, you hold in your hands the most important facts about it! Act on it! Then do it. Results should NEVER be used to justify inaction. You can build enthusiasm and good momentum. If you talk about a vulnerability, it sends a message of will and leads to cynicism. So, act on it, get the results, and then go it.
- 2) **Improve lowest-scored processes**—After your improvements to the higher maturity processes—the lower maturity processes—the general rule is to work on the lowest maturity processes. Some say, “Leverage your strengths to improve your weaknesses (another strength) and choose your improvements in marketing, or other areas that your newly improved processes can solve problems that your newly improved processes can solve.”
- 3) **Follow the influence drivers**—After your improvements to the investment returns than spend on the most vulnerable should you begin with in the area of the most vulnerable. The general rule is to work on the most vulnerable is because assessment process is to work on the most vulnerable the next. Improving lower score processes is the right. However, current processes are better than this general rule and taking action on the most vulnerable.
- 4) **Listen to the people who are doing the work**—However, people often see what you see. Experts on what is “actually happening” are all about how well, or how poor the process is. Mentors, or consultants—help you see what you are not seeing.

VIA-Business assessments and their findings are in your mind. No matter which improvement approach you choose to get better: Spiral development, Six Sigma, Total Quality Management, Lean / Agile, Business Process Management, Plan-Do-Check-Act, improve most vulnerable, or your own proprietary process, we support these goals:

For the “do-it-yourself” business leader or change agent, this page provides solid advice on how to start making improvements identified in the prior recommendation section.

For the helper using this report, this can serve as either a reminder, or a plan to augment, the “how” of implementing your change process.

Congratulations on learning what your vulnerabilities are. And now it is time to make the changes that increase the likelihood of success for the business.

Not all pages of the report are shown, This is a sample of the kind of information you will receive.