



Profitability Checklist

- #1. What products and services are you putting into the marketplace next year? Why? Who are the buyers? Are they the same and/or different from this year? Why? How so?
- #2. What is the intrinsic value in each product or service? What is the change in value from the current year? If no change, why?
- #3. What products and services will you add and what will you remove from your list of offerings? What is the rationale for each decision? What will be the impact of removing items? Adding new ones?
- #4. What's the value beyond the value? In other words, *why* will people pay you more than your costs to make or provide these products and services to the market? Options include convenience; quality; access; limited supply; timeliness; status that accrues to the buyer.
- #5. Which current buyers are likely to buy this year? Make time to study your buyers and use all sources of information (especially customer service/delivery/front line people). Do NOT assume a percentage of last year's buyers across the board.
- #6. How will you invite current buyers to buy again? You must make an effort every year to keep people evergreen. Even an evergreen tree will wilt and die without proper cultivation and nurturing. How are you cultivating and nurturing the buyers you think of as evergreen?
- #7. How will you ensure that buyers are happy they bought again? Customer service, delivery, Cultivate & Nurture, asking them "What else would you like?" Are all operations functions in place to ensure they're happy repeat buyers?
- #8. What operations will continue, be discontinued and added to support higher value and higher profits?
- #9. What financial decisions will you make to ensure higher EBITDA (profit)? I.e., tax planning, borrowing, self financing growth, others.
- #10. How have you articulated the requirement that there will never be a sale without also a profit? What support and guidance have you given to your sales, marketing, customer services and product development teams in order that they ensure profitable revenue?