

# Company Lifecycle Questionnaire

Rate each statement from 1 to 5.

1 = Strongly disagree; 2 = Disagree; 3 = Undecided; 4 = Agree; 5 = Strongly agree.

## A. Customers and market

1. We can clearly explain who our customers are and why they choose us.  
☐ 1                      ☐ 2                      ☐ 3                      ☐ 4                      ☐ 5
2. A significant share of our revenue comes from repeat customers or recurring demand.  
☐ 1                      ☐ 2                      ☐ 3                      ☐ 4                      ☐ 5
3. Our growth does not depend on one-off successes; we can identify repeatable customer acquisition channels.  
☐ 1                      ☐ 2                      ☐ 3                      ☐ 4                      ☐ 5
4. We have concrete evidence or feedback that our customers would genuinely miss us if we left the market.  
☐ 1                      ☐ 2                      ☐ 3                      ☐ 4                      ☐ 5

## B. Revenue structure

5. Our revenue is not overly dependent on a single customer, the founders' personal relationships or a single product.  
☐ 1                      ☐ 2                      ☐ 3                      ☐ 4                      ☐ 5
6. Our gross profit margin has been thoroughly analysed and is reasonably stable.  
☐ 1                      ☐ 2                      ☐ 3                      ☐ 4                      ☐ 5
7. Our sales forecasts for the next 6–12 months are generally consistent and reliable.  
☐ 1                      ☐ 2                      ☐ 3                      ☐ 4                      ☐ 5
8. We can use clear data to determine how profitable each customer segment is.  
☐ 1                      ☐ 2                      ☐ 3                      ☐ 4                      ☐ 5

## C. Operations and scalability

9. Our core business processes are sufficiently documented; operations do not depend on individuals' memories or ad hoc improvisation.  
☐ 1                      ☐ 2                      ☐ 3                      ☐ 4                      ☐ 5
10. The quality of our service or delivery does not break down when business volume increases.  
☐ 1                      ☐ 2                      ☐ 3                      ☐ 4                      ☐ 5
11. The company regularly monitors its operational performance using key performance indicators (KPIs).  
☐ 1                      ☐ 2                      ☐ 3                      ☐ 4                      ☐ 5
12. Critical decisions are made through an established process rather than through reactive crisis management.  
☐ 1                      ☐ 2                      ☐ 3                      ☐ 4                      ☐ 5

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## D. Team and governance

13. The founder or CEO is not the sole decision-maker on every critical issue.  
☐ 1      ☐ 2      ☐ 3      ☐ 4      ☐ 5
14. Roles and responsibilities across the team are reasonably well defined.  
☐ 1      ☐ 2      ☐ 3      ☐ 4      ☐ 5
15. A second tier of management has begun to take shape within the company.  
☐ 1      ☐ 2      ☐ 3      ☐ 4      ☐ 5
16. The company would not come to a standstill if a key person were away for several weeks.  
☐ 1      ☐ 2      ☐ 3      ☐ 4      ☐ 5

## E. Financial discipline

17. Monthly financial reports are delivered on time and kept up to date in a way that supports management decisions.  
☐ 1      ☐ 2      ☐ 3      ☐ 4      ☐ 5
18. The company can identify, fully understand and manage its cash cycle and working capital pressures.  
☐ 1      ☐ 2      ☐ 3      ☐ 4      ☐ 5
19. The company can generate sufficient cash or is in a position to obtain funding readily.  
☐ 1      ☐ 2      ☐ 3      ☐ 4      ☐ 5
20. Management can explain how growth is generated using concrete data rather than promises.  
☐ 1      ☐ 2      ☐ 3      ☐ 4      ☐ 5

## F. Renewal and strategic resilience

21. The company allocates time and capital to promising products, capabilities or markets.  
☐ 1      ☐ 2      ☐ 3      ☐ 4      ☐ 5
22. Management proactively monitors competitive threats and changes in customer preferences.  
☐ 1      ☐ 2      ☐ 3      ☐ 4      ☐ 5
23. The company can update its strategy quickly without becoming bogged down by organisational inertia.  
☐ 1      ☐ 2      ☐ 3      ☐ 4      ☐ 5
24. The company has a visible strategic agenda for its next stage, rather than simply defending its current business model.  
☐ 1      ☐ 2      ☐ 3      ☐ 4      ☐ 5

# Scoring and Interpretation

Total score range: 24–120. Add the scores for all 24 statements.

| Score range | Likely stage and brief interpretation                                                                                                             |
|-------------|---------------------------------------------------------------------------------------------------------------------------------------------------|
| 24–40       | <b>Start-up / exploration</b><br>Product-market fit may not yet be fully established; founder dependence and vulnerability are high.              |
| 41–60       | <b>Initial traction / early development</b><br>Customer interest has emerged, but the business model and processes are not yet fully established. |
| 61–80       | <b>Growth</b><br>The market is beginning to accept the company; its organisation, cash resources and processes may lag behind.                    |
| 81–96       | <b>Scaling / institutionalisation</b><br>Processes, reporting and the management structure are becoming stronger.                                 |
| 97–110      | <b>Maturity</b><br>The company is stable and predictable; its main risks are complacency and a lack of innovation.                                |
| 111–120     | <b>Mature and capable of renewal</b><br>The company can develop new areas of growth while managing its existing business.                         |

## Quick Interpretation Guide

**High customer and market scores, but low process scores:** The company has gained a foothold in the market, but its organisation is not yet ready. This usually indicates the growth stage.

**Strong processes and finances, but weak future readiness and renewal:** The company is well run, but it risks becoming inflexible and slowing down after maturity.

**High founder dependence and a fragile revenue structure:** The company does not yet have a fully institutionalised business model. This points to the start-up or early development stage.

**High scores across all areas:** The company is both strong and capable of thinking ahead to its next stage.

## Additional question

What is the single biggest bottleneck preventing this company from reaching its next stage?

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