

# Business Stages of Development / \$COPE Matrix

	<b>\$ Finance</b>	<b>C Customers</b>	<b>O Operations</b>	<b>P People</b>	<b>E End in Mind</b>
<b>Infancy</b>	<p><b>Plan and establish:</b></p> <ul style="list-style-type: none"> <li>Accurate &amp; timely:                             <ul style="list-style-type: none"> <li>Bank reconciliation</li> <li>Financial statements</li> <li>A/R &amp; A/P</li> </ul> </li> <li>Financial literacy training</li> <li>Define break-even</li> <li>Define income sources</li> <li>Technology training                             <ul style="list-style-type: none"> <li>Accounting systems</li> <li>Other</li> </ul> </li> <li>Tax planning</li> <li>Tax preparation</li> </ul>	<p><b>Plan and establish:</b></p> <ul style="list-style-type: none"> <li>Marketing plan</li> <li>Client/customer segmentation                             <ul style="list-style-type: none"> <li>Analysis</li> </ul> </li> <li>Identify/target ideal customer</li> <li>Establish contact database</li> <li>Customer service/sales                             <ul style="list-style-type: none"> <li>Training</li> <li>Systems development</li> </ul> </li> <li>Sales Protocol</li> <li>Host Beneficiary Relationships</li> <li>Guarantees &amp; Warranties</li> <li>Customer Complaint Protocol</li> </ul>	<p><b>Plan and establish:</b></p> <ul style="list-style-type: none"> <li>Production systems</li> <li>Delivery systems</li> <li>Workflow mapping</li> <li>Facilities planning                             <ul style="list-style-type: none"> <li>Technology</li> <li>Space</li> </ul> </li> <li>Technology Installation</li> <li>Disaster Planning</li> </ul>	<p><b>Plan and establish:</b></p> <ul style="list-style-type: none"> <li>Basic Goal Setting</li> <li>Vision-Mission Development</li> <li>Core Values Development</li> <li>Plan organization structure</li> <li>Hiring/recruiting team</li> <li>Motivate/educate team</li> <li>Basic OSHA &amp; HR                             <ul style="list-style-type: none"> <li>Requirements/compliance</li> </ul> </li> <li>Compensation Planning</li> <li>Strategic Planning Processes</li> </ul>	<p><b>Plan and establish:</b></p> <ul style="list-style-type: none"> <li>Personal tax preparation</li> <li>Personal tax planning</li> <li>Personal financial                             <ul style="list-style-type: none"> <li>Planning</li> </ul> </li> </ul>
<b>Adolescence</b>	<p><b>Develop and Document:</b></p> <ul style="list-style-type: none"> <li>Basic Flash Reporting System</li> <li>Business Performance Reviews</li> <li>Budgeting - Forecasting</li> <li>Ratio analysis</li> <li>Banking/financing</li> <li>Shorten Accounting Cycle</li> <li>Trend analysis</li> <li>industry Comparisons</li> <li>Cash Flow Analysis</li> <li>Accounting Systems Review</li> <li>Accounting Personnel Recruiting &amp; Training</li> </ul>	<p><b>Develop and document:</b></p> <ul style="list-style-type: none"> <li>Pricing Analysis</li> <li>Feedback Systems                             <ul style="list-style-type: none"> <li>Customer Advisory Boards</li> <li>Surveys</li> </ul> </li> <li>On site Feedback Program</li> <li>Marketing Review-ROI</li> <li>Basic KPI monitoring                             <ul style="list-style-type: none"> <li>Conversion rates</li> <li>Cost of Acquisition</li> <li>Attrition Rate</li> <li>Lifetime Value of a Customer</li> <li>Average Sale/Frequency</li> <li>Product Mix Analysis</li> </ul> </li> </ul>	<p><b>Develop and Document:</b></p> <ul style="list-style-type: none"> <li>Quality Control Systems</li> <li>Inventory Control Systems</li> <li>Vendor Relationship Review</li> <li>Technology review - upgrade</li> <li>Basic KPI Monitoring                             <ul style="list-style-type: none"> <li>Quality</li> <li>Productivity</li> <li>Utilization</li> <li>Capacity</li> <li>Cycle Time</li> </ul> </li> </ul>	<p><b>Develop and Document:</b></p> <ul style="list-style-type: none"> <li>HR systems                             <ul style="list-style-type: none"> <li>Job descriptions</li> <li>Procedures manual</li> <li>Performance reviews</li> </ul> </li> <li>Employee Benefit and Compensation                             <ul style="list-style-type: none"> <li>Planning &amp; Analysis</li> </ul> </li> <li>Bonus/Incentive Programs</li> <li>Team Building Activities</li> <li>Performance Standards Dev.</li> <li>Training - Education</li> <li>Management Team Development &amp; Training Programs</li> <li>Develop Company I.Q. Programs</li> </ul>	<p><b>Develop and document:</b></p> <ul style="list-style-type: none"> <li>Wills, trusts, etc.</li> <li>Personal financial planning</li> <li>Estate planning</li> <li>Retirement planning</li> <li>Investment planning</li> </ul>
<b>Maturity</b>	<p><b>Enhancements:</b></p> <ul style="list-style-type: none"> <li>Advanced Financial Modeling                             <ul style="list-style-type: none"> <li>Economic Value Added</li> <li>Balanced Scorecard Review</li> </ul> </li> <li>Portfolio Management</li> <li>Succession Strategy</li> <li>Activity Based Costing</li> <li>Capital Expansion Analysis</li> <li>Advanced Financial Management                             <ul style="list-style-type: none"> <li>Training</li> </ul> </li> <li>Tracking the Life Cycle of Cash</li> <li>Merger, Acquisition, Joint</li> <li>Venture Planning</li> </ul>	<p><b>Enhancements:</b></p> <ul style="list-style-type: none"> <li>New Product Development</li> <li>Back-End - Ancillary Product Strategies</li> </ul>	<p><b>Enhancements:</b></p> <ul style="list-style-type: none"> <li>Reduce Product/Service Cycle Time</li> <li>Expansion Planning</li> <li>Facilities Investment Planning</li> <li>Resource Allocation Reviews                             <ul style="list-style-type: none"> <li>Equipment</li> <li>Human resources</li> </ul> </li> <li>Facilities Enhancement</li> <li>Feasibility Studies</li> </ul>	<p><b>Enhancements:</b></p> <ul style="list-style-type: none"> <li>Board of Directors meeting                             <ul style="list-style-type: none"> <li>Facilitation</li> </ul> </li> <li>Retreat facilitation</li> <li>Equity &amp; profit sharing plans</li> <li>ESOP planning/execution</li> <li>Activity Based Management</li> <li>Open Book management</li> <li>Preparing the business for sale                             <ul style="list-style-type: none"> <li>Business valuation</li> <li>Transition management</li> </ul> </li> </ul>	<p><b>Enhancements:</b></p> <ul style="list-style-type: none"> <li>Personal tax planning</li> <li>Personal financial planning</li> <li>Estate planning</li> <li>Gift planning</li> <li>Succession planning</li> <li>Retirement planning</li> <li>Wills, trusts, etc.</li> <li>Portfolio Management</li> </ul>

**Where is your winery?  
Highlight the areas where you are strongest.**