

## North West Growth Acceleration Programme

### Application Form

1) Company name:

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2) Company registration number

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3) What does your company do?

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4) Name & Surname (Owner/s)

	Gender:
	Gender:

5) Age

18-35 years		35-50 years		50-80 years	
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6) Contact details: Cell number & e-mail address


7) Sector (Please tick one)

Agriculture	
Tourism	
Arts & Culture	
Other (Specify)	

8) Number of operating years

1-2 Years		2-5 Years		5-10 Years	
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9) Number of employees

Full time		Contract	
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10) Operating Physical address


11) What is your Annual turnover (Income) Please tick one

R10 000- R20 000	R20 000- R50 000	R50 000-R100 000	R100 000-R250 000	R250 000-R500 000	R500 000- R1 000 000

12) Does the company have Bank Account?

Yes		No	
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13) Would you say that your industry is:

In decline	
Growing at about the rate of the economy	
Growing a little faster than the economy	
Growing much faster than the economy	
Not sure	

14) Which of the following best describes the exclusivity of your business to your customers

We sell goods/services that our customers can get from many other suppliers	
We sell goods/services that our customers can get from a few other suppliers	
We sell niche goods/services that are unique in the marketplace so our customers would have to work hard to find another supplier of what we sell	
We have a monopoly on the goods/services we sell	
Not sure	

15) Thinking about the market share for the goods/services that you sell, do you sell to:

Most of the people who buy what you provide	
More than half of the people who buy what you provide	
Less than half of the people who buy what you provide	
A very small portion of the people who buy what you provide	
Not sure	

16) Which of the following best describes your personal relationship with your company's customers?

I know each of my customers by first name and they expect that I personally get involved when they buy from my company	
I know most of my customers by first name and they usually want to deal with me rather than one of my employees	
I know some of my customers by first name and a few of them prefer to deal with me rather than one of my employees	
I don't know my customers personally and rarely get involved in serving an individual customer	
Not sure	

17) Which of the following best describes the typical level of customisation which you offer your customers?

We offer a complete custom solution to meet the unique needs of each customer we serve	
We have basic set of products, methodologies and services, but we often customise them a lot for customers	
We have a standard set of products, services and methodologies that we tweak slightly for some customers	
We do not customise our products, services or methodologies for individual customers	
Not sure	

18) Please estimate the percentage of your customers who are VERY SATISFIED with the services/goods that your company provides:

Less than 25% of our customers are "very satisfied"	
25%-50% of our customers are "very satisfied"	
51%-75% of our customers are "very satisfied"	
More than 75% of our customers are "very satisfied"	
I'm not sure – we don't measure customer satisfaction	

19) How often, if at all, do your existing customers refer your company to their friends and colleagues:

Always	
Sometimes	
Rarely	
Never	
Not sure	

20) In the last 12 months, what proportion of your customers complained in writing (e.g. email, letter, submissions to your website)?

None	
Less than 1%	
1-5%	
5-10%	
More than 10%	

21) Which of the following best describes your business model?

Our net profit margin goes down with each new customer who buys from us	
Our net profit margin stays about the same with each new customer who buys from us	
Our net profit margin improves a little the more customers buy	
Our net profit margin improves a lot with each new customer who buys from us	
Not sure	

22) How would you typically get paid by your customers

100% invoiced after the customer receives what they have purchased	
An upfront deposit followed by the full balance after the customer receives what was bought	
Spread equally over the time it takes us to deliver what the customer bought	
100% invoiced up front (i.e. when the customer agrees to buy)	
Not sure	

23) What percentage of your overall revenue (i.e. Sales/Turnover) did your largest customer represent last year?

1-15%	
16-25%	
26-50%	
51%	
Not sure	

24) Which of the following best describes the potential impact of losing your largest customer. Would your business?

Hardly suffer at all, and survive	
Suffer a little, but survive	
Suffer a lot, but survive	
Suffer a lot, and not survive	
Not sure	

25) What percentage of your sales/revenue (i.e. turnover) is "recurring"? Recurring is defined as subscriptions, maintenance contracts, or annuity streams that your customer must proactively turn off or cancel in order to stop receiving the product or service

None	
1-25%	
26-50%	
51-75%	
76-100%	
Not sure	

26) What percentage of your company's revenue (i.e. sales/turnover) is undertaken personally by you or your shareholders?

None	
1-25%	
26-50%	
51-75%	
76-100%	
Not sure	

27) Please think of the person who contributes the most to each of the following areas your business. How easy or difficult would it be to replace them? For section a), b) and c) if this person is YOU, select IMPOSSIBLE

**a) Sales and marketing**

Very easy	
Fairly easy	
Fairly difficult	
Very difficult	
Impossible	
Not sure	

**b) Product/Service design & delivery**

Very easy	
Fairly easy	
Fairly difficult	
Very difficult	
Impossible	
Not sure	

**c) Financial Management**

Very easy	
Fairly easy	
Fairly difficult	
Very difficult	
Impossible	
Not sure	

**d) External supplier. How easy or difficult would it be to replace your most important supplier?**

Very easy	
Fairly easy	
Fairly difficult	
Very difficult	
Impossible	
Not sure	

28) In the next 12 months, do you expect your revenue (i.e. sales / turnover) to:

Decrease	
Remain at its current level	
Increase by up to 10%	
Increase by between 11 and 20%	
Increase by 21-30%	
Increase by more than 30%	
Not Sure	

29) Which of the following best describes the possibility of your company selling more to your existing customers?

Our customers are almost saturated – we already sell them everything they need when it our product/services	
There are one or two complementary products or services we could be selling to our existing customers.	
There are a reasonable amount of other products and services we could be selling to our existing customers.	
There are lots of other complementary products and/or services we could be selling to our existing customers.	
Not Sure	

30) Why do customers buy from you?

31) What sets you apart from your competitors

32) If customers were queuing at your door to buy, would you find delivering FIVE times the current volume of what you sell:

Not possible	
Very difficult	
Fairly difficult	
Fairly easy	
Very easy	
Not Sure	

33) Would replicating your business to serve a new geographical area be

Not possible	
Very difficult	
Fairly difficult	
Fairly easy	
Very easy	
Not Sure	

34) How would your business perform if you were incapacitated for 3 months and unable to work? Would it:

Hardly suffer at all, and survive	
Suffer a little, but survive	
Suffer a lot, but survive	
Suffer a lot, and not survive	
Not Sure	

35) If you could achieve just ONE of the following goals in the next 12 months, which one would it be?

Grow your top-line revenue (i.e., sales).	
Grow your bottom-line profit.	
Become better known as a master of your craft.	

36) Who would you be most likely to turn to for advice on building the value of your company? (Check all that apply.)

Accountant	
Business Banker	
Business Broker	
Business Coach	
Business Consultant	
Close friend or family member	
Exit Planner	
Fellow Entrepreneur	
Investment Advisor	
Lawyer	
M&A Professional	
Nobody	
Other	

37) Which of the following best describes your definition of someone who is wealthy?

Having enough money to do whatever you want, whenever you want	
An individual with at least R146 million in investable assets	
Having enough money saved up to cover your monthly lifestyle expenses for the rest of your life	

38) Which of the following describes your biggest fear when it comes to selling your business?

Not getting the value I think my business is worth.	
Not having anything to do in retirement.	
Disappointing my employees.	
That no one can run things as well as I have.	
That the legacy I have built will not continue or will change from what I would like it to be.	

39) Which of the following best describes your long-term goal for your business? I plan to:

Sell my business to a third party.	
Transition my business to my kids	
Transition my business to the next generation of managers.	
Shut down my business.	
Other.	

40) Which of the following best describes what you look for in an advisor?

A track record of helping fast-growth companies.	
A track record of helping companies in my industry	
A track record of helping companies in my city.	

41) Which of the following best describes your managements team?

We don't have one.	
We have a handful of senior people who act as informal leaders, but their leadership roles are not clearly defined.	
We have managers in charge of sales/marketing and production of our service/goods	
We have a management team in place, and they have a benefit package that provides a long - term financial incentive to stay with our company (i.e. more than annual bonus)	

42) What was your profit margin (before tax) in your most recently completed financial year? Notes: Please adjust your profit margin to reflect a market rate salary for the owner(s). For example, if you Withdrew R350 000 in compensation but you could employ someone to replace you for R120,000 Then estimate what your profit margin would have been if you had only withdrawn R120,000

We made a loss	
0-10%	
11-20%	
More than 20%	
Not sure	

43) What was your company's annual revenue (i.e. sales / turnover) In South African Rands (pound sterling) last year?

Less than R100 000	
R100 000-R499 999	
R500 000-R999 999	
R1 000 000- R2 999 999	
R3 000 000- R4 999 999	
R5 000 000- R9 999 999	
R10 000 000- R19 999 999	
R20 000 000	

44) When comparing your most recently completed financial year with the previous year, did your revenue (i.e. sales /turnover):

Decrease	
Remain level	
Increase by up to 10%	
Increase by between 11 and 20%	
Increase by more than 30%	
Not Sure	

45) Which of the following best describes your approach to financial record keeping?

We do not have a system for financial record keeping	
We give our accountant all our invoice and receipts and they work it out	
We keep track of things ourselves using an accounting page (i.e. Sage)	
We engage an accounting firm to prepare non-audited accounts	
We use an accounting firm to produce Audited Statements each year	

46) What is your typical gross profit margin? Gross profit margin is defined as the proportion (percentage) of sales (i.e. turnover/revenue) left after accounting for the cost of goods sold. (For Example, if your company sells a product for R200 and it costs your business R80 to buy the raw material to make your product then your gross profit would be R120 and your gross profit margin Would be 60%).

Less than 40%	
40%- 80%	
More than 80%	
Not Sure	

47) Please select which of the following statements best describes your cash flow:

We need more cash than we generate, we're regularly trying to raise or borrow money	
We need more cash than generate so we're occasionally trying to raise or borrow money	
Our business generates excess cash which we keep in reserve	
Our business generates excess cash which we distribute to shareholders regularly	

48) Please estimate your influence by calculating the total number of people who have opted to receive information from you and/ or your company in the form of signing up for your website (e.g. e-newsletter, email mailing list or blog), Twitter "Followers", Facebook Fans, RSS subscribers or people who have added you to their Google Plus circles.

None	
0-999	
1000-9,999	
10,000-99,999	
100 000 +	

49) Please estimate your pre-tax profit (or loss) over the last three years

Pre-tax profit last year

Pre-tax profit 2 years ago

Pre-tax profit 3 years ago

50) Selling your business

a) Have you received a written offer (Letter of Intent, Expression of Interest) to buy your business in the last year?

Yes		No	
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b) What multiple of your earnings did the offer represent? Please estimate the multiple using the money (or other currency like stock) that was being offered at closing. Please do not include any money being offered in the form of an earn out, or management contract that was contingent on your future performance.

0 times earnings		5 times earnings	
1 times earnings		6 times earnings	
2 times earnings		7 times earnings	
3 times earnings		8 times earnings	
4 times earnings		Unsure	



c) How many years do you plan to continue operating your business?

2 years		5 years		10+ years	
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Completed by

\_\_\_\_\_  
Designation

\_\_\_\_\_/\_\_\_\_\_/2019  
Date

\_\_\_\_\_  
Signature

Completed forms with an:

1. Attached business registration certificate and
2. Business profile

Must be returned to municipal LED offices or emailed to [admin@nwgap.org.za](mailto:admin@nwgap.org.za) on or before the 5 April 2019.