

The logo consists of a white circle with a black dot in the center, intersected by a horizontal and a vertical line, resembling a crosshair or a stylized wheel.

GrowthWheel[®] Academy

GrowthWheel® Advanced Tools

GrowthWheel for Board of Advisors

GrowthWheel for Exit and Succession

GrowthWheel for Innovation

GrowthWheel for Export and Internationalization

GrowthWheel for Employees

GrowthWheel for Sales Management

GrowthWheel for Social Business and Non-Profits

GrowthWheel for Experience Design

GrowthWheel for Green Business

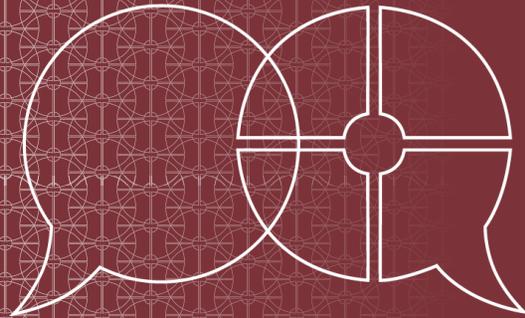
GrowthWheel for Inventors and Early Startups

GrowthWheel for Design Thinking

GrowthWheel for International Partnerships

Advanced Tool / 2015 / ver. 1.1

GROWTHWHEEL /BOARD OF ADVISORS



BOARD POLICY

- R1.2.11 Type of Board: Choose the right approach to your board of directors or advisors
- R1.2.15+ Board Value: Use the board to create value in the company
- R1.2.16+ Board Barriers: Overcome the barriers of building a board
- R1.2.17+ Board Tasks: Delegate tasks within the board
- R1.2.18+ Board Culture: Decide the culture and values of the board

BOARD MEMBERS

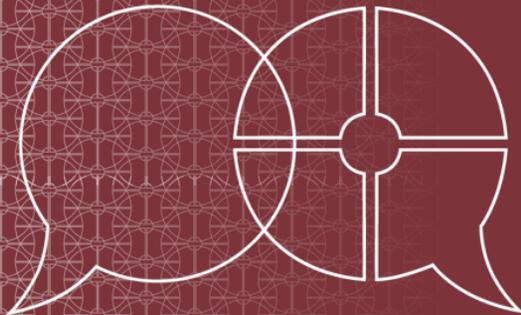
- R1.2.21 Board Members: Choose the best profiles for the board
- R1.2.25+ Board Profiles: Find the profile of the next board member
- R1.2.26+ Board Candidates: Board candidates in the network
- R1.2.27+ Candidate Qualification: Qualify candidates for the boards
- R1.2.28+ Payment of Board: Decide on the best way to pay the board

BOARD MEETINGS

- R1.2.31+ Board Agenda: Decide on the topics for the board agenda
- R1.2.35+ Board Calendar: Make an annual work calendar for the board
- R1.2.36+ Board Reporting: Make a system for reporting to the board
- R1.2.37+ Board Minutes: Write up accurate board minutes using an outline
- R1.2.38+ Information Folder: Gather and make documents for the information folder for the board

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GROWTHWHEEL /EXIT AND SUCCESSION



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\$57**

CHANGE OF OWNERSHIP

- R1.3.11 Decision to Sell: Go through advantages, disadvantages, opportunities and threats when selling the company
- R1.3.12+ Questions on Selling: Consider key questions before selling the company
- R1.3.13+ Barriers to Selling: Possible barriers when selling a company
- R1.3.14+ Choice of Advisor: Choose different advisors for different phases of the company sale
- R1.3.15+ Action plan: Coordinate the tasks you need to do when changing the company ownership

NEW OWNERSHIP

- R1.3.21+ Sales Opportunities: Go through the different opportunities for selling the company
- R1.3.22+ Buyer Candidates: Find potential buyers to the company
- R1.3.23+ Sale Maturation: Make action plan for pre-sale maturation of the company
- R1.3.24+ Risk Reduction: Go over the risks of the company and get ideas on how to reduce them
- R1.3.25+ Investor presentation: Make sales materials to present the company to the buyer

COMPLETING OWNERSHIP TRANSFER

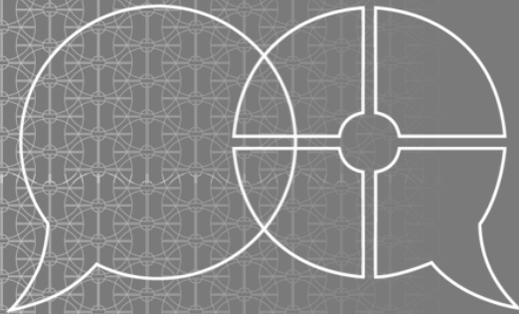
- R1.3.31+ Negotiation Plan: Prepare negotiation meetings with the buyer
- R1.3.32+ Sales Argumentation: Select and word argumentation for valuation
- R1.3.33+ Price Indication: Go over the elements that decide the value of the company
- R1.3.34+ Contract Documents: Review negotiation points and decisions for the agreement
- R1.3.35+ Due Diligence: Make checklist for preparing the buyer's due diligence

AFTER OWNERSHIP TRANSFER

- R1.3.41+ Publication: Write key messages for the publication of the sale
- R1.3.42+ Handover Plan: Decide on the delegation of tasks before leaving the company
- R1.3.43+ Work Life: Decide how you would like your new work life and private life to be
- R1.3.44+ Old and New Tasks: Decide which activities to carry out after the ownership change
- R1.3.45+ Capital Management: Go over the capital and personal finance after the sale

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GROWTHWHEEL /INNOVATION



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\$54

BUSINESS CONCEPT

- Y1.04 Idea Description: Decide the key components of the idea and find the best way to describe them
- Y1.52+ Idea Generation Methods: Select the best way to create new ideas
- Y1.53+ Idea Qualification: Prioritize innovation initiatives
- Y2.61+ Product Innovation: Get ideas for gradual improvements and groundbreaking innovation of products and services
- Y5.42+ Market Needs: Explore if the idea covers existing needs or creates new needs in the market

ORGANIZATION

- R2.53+ Innovation Policy: Make an innovation policy for the employee handbook
- R2.54+ Innovation Values: Clarify innovation culture and value set
- R2.56+ Innovation Team: Put together a project innovation team
- R2.61+ Innovation Tasks: Decide who should be responsible for which innovative tasks
- R4.51+ Business Process Innovation: Create gradual improvements and groundbreaking innovation of business processes

CUSTOMER RELATIONS

- G1.51+ Network Involvement: Select external partners for the innovation process
- G2.02b Customer Persona: Get a better understanding of your customers by describing typical profiles
- G2.51+ User Involvement Approaches: Decide how to involve users and customers
- G2.52+ User Involvement: Select users and customers for the innovation process
- G2.53+ Knowledge Use: Translate user response into innovation initiatives

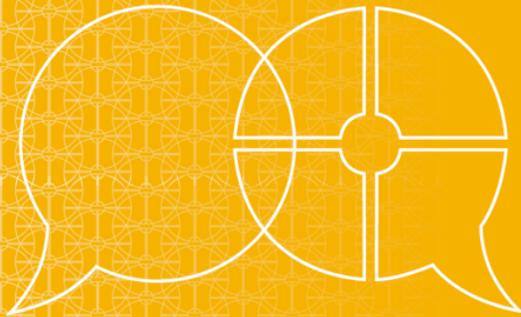
OPERATIONS

- B1.51+ Innovation Profitability: Select innovation projects within the Focus Areas that will create the most profit
- B1.52+ Innovation Investment: Get an idea of the potential innovation investments and expected returns
- B1.53+ Innovation Budget: Draw up a budget for development and innovation projects
- B2.51+ Innovation Building: Find alternative ways of funding innovation initiatives
- B3.51+ Innovation Results: Keep track of historical improvements and innovation results

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GROWTHWHEEL

/EXPORT AND INTERNATIONALIZATION



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MARKET SELECTION

- Y4.15+ Export Approach: Choose the right approach to export
- Y4.16+ Global Market Focus: Decide which geographical areas to focus on
- Y4.17+ Market Attractiveness: Review attractiveness of the focus markets
- Y4.18+ Barriers to Entry: Map the barriers to entry in international markets
- Y5.05 Market information: Decide what market information to gather and how to do it

MARKET LAUNCH

- Y4.25+ Market Launch Plan: Make a time schedule for the market entry
- Y4.26+ Export Network: Activate your international network
- Y4.27+ Export Counseling: Choose the right advisors and local partners
- Y4.28+ Business Platform: Choose the right platform for export or market entry
- Y4.29+ Market Check: Do a market check before market entry

MARKET ADAPTATION

- Y4.35+ Business Adaptation: Adapt the company's business to the new market
- Y4.36+ Product Adaptation: Explore the possibilities for adjusting the products and services
- Y4.37+ Language Adaptation: Explore the need for language adaptation of the company's communication
- Y4.38+ Export Law: Go through the legal part of the internationalization process

COOPERATION PARTNERS

- Y4.45+ Task Delegation: Share out tasks between the company and your local partners
- Y4.46+ Partner Selection: Choose the right international partners
- Y4.47+ Partnership Agreements: Clarify the components of partnership agreements
- Y4.48+ Partner Communication: Make an annual schedule for communicating with the partners

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GROWTHWHEEL **/EMPLOYEES**

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ORGANIZATIONAL STRUCTURE

- R2.01 Organizational Structure: Establish current and future positions and responsibilities
- R2.11 Job Description: Make detailed job descriptions to clarify roles and responsibilities
- R2.12 Staff Cost/Benefit: Add up costs and expenses for your next employee
- R2.18+ Organization Size: Figure out what is the ideal size of your organization
- R2.19+ Outsourcing: Outsource and insource the work

RECRUITMENT

- R2.21 Employee Profile: Describe the ideal profile of the next employee
- R2.23+ Job Advertising: Go over the advertising options for posting a job
- R2.24+ Job Interview: Make a questionnaire for the next job interview
- R2.25+ Candidate Evaluation: Evaluate the job candidates on the most important criteria
- R2.31+ Employee Manual: Make Company House Rules and guidelines for the employee manual
- R2.37+ Employee Reporting: Have the employees make periodic reports

SKILLS DEVELOPMENT

- R2.41+ Employee Task Delegation: Make a plan for delegating tasks to employees
- R2.13 Employee Training: Make an in-house training plan for all employees
- R2.48+ Knowledge Sharing: Share in-house knowledge among employees

COMPANY CULTURE

- R2.51+ Company Values: Communicate clearly about company values and culture
- R2.55+ Employee Loyalty: Make an effort to retain the good employees
- R2.57+ Meeting Culture: Make regular meeting groups
- R2.58+ Diversity: Make sure to have a mixed workforce

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GROWTHWHEEL /SALES MANAGEMENT



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SALES PROCESS

- G3.0.11 Sales Cycle: Review the company's sales cycle and the resources it requires
- G3.0.15+ Sales Preparation: Decide the best way to get ready to sell
- G3.0.16+ Sales Opening: Find the best way to open the sales process
- G3.0.17+ Sales Closing: Decide the best way for closing the sales process
- G3.0.18+ Sales Maintenance: Decide the best way to retain the customers
- G3.0.19+ Sales Risks: Review the risks in the sales process and decide preventive action steps

SALES TEAM

- G3.0.25+ Sales Organization: Decide the tasks and people needed for the sales organization
- G3.0.26+ Sales Job Description: Make detailed job descriptions to clarify roles and responsibilities
- G3.0.27+ Sales Training: Design a training program for the company's sales people
- G3.0.28+ Reward systems: Design a motivation program for the company's sales people
- G3.0.29+ Territories: Share out segments or sales territories among the company's sales people

SALES SYSTEMS

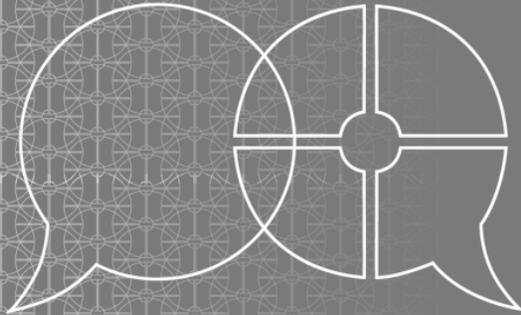
- G3.0.35+ Sales Tools: Decide which sales materials should be produced or upgraded
- G3.0.36+ CRM System: Decide how to best use the company's Customer Relationship Management System
- G3.0.37+ Sales Reporting: Make a reporting system to monitor sales activities and results
- G3.0.38+ Sales Conversion: Calculate the company's lead conversion rates
- G3.0.39+ Sales Culture: Decide the company values and the culture of the sales organization

SALES BUDGET

- G3.0.45+ Sales Objectives: Set sales objectives for products and markets
- G3.0.46+ Sales Costs: Make a budget for the company's sales costs
- G3.0.47+ Sales Investments: Go through ideas for sales investments and consider the possible returns
- G3.0.48+ Sales Potential: Consider the company's sales potential and potential future market shares
- G3.0.49+ Sales Forecast: Predict the growth in sold units, sales prices and turnover

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GROWTHWHEEL /SOCIAL BUSINESS AND NON-PROFITS



BUSINESS CONCEPT

- Y1.26+ Identity: Describe the company's essence and nature
- Y2.21+ Service Delivery: Deliver good service throughout the entire purchasing process
- Y3.56+ Socioeconomic Business Model: Find different possible sources of income
- Y4.14+ Market Selection: Select the most attractive markets
- Y5.01 Interested Parties: Get inspiration from other players and role models

ORGANIZATION

- R1.15+ Organizational structure: Find the best organizational and legal model for the social business
- R2.45+ Volunteers: Activate the company's volunteers or other resources in the network
- R5.15+ Framework Conditions: Clarify important terms and conditions for the socioeconomic business

CUSTOMER RELATIONS

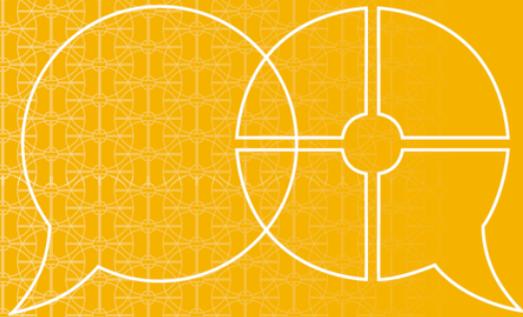
- G1.01 Network Activities: Meet customers and stakeholders in the right places
- G3.55+ Public Service Jobs: Strengthen each stage of the bidding process

OPERATIONS

- B1.25+ Profit Distribution: Decide on the distribution of profits and funds
- B3.15+ Social Value Creation: Make the company's positive impact visible

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GROWTHWHEEL /EXPERIENCE DESIGN



COMPANY IDENTITY

- Y1.01 Mission: Formulate the company's purpose and mission
- Y1.03 Storytelling: Find ways to communicate key company messages through stories
- Y1.21+ Company Values: Make the customers experience the company values and principles
- Y1.25+ Archetypes: Decide the company's identity and behavior using classic archetypes
- Y1.31+ Company Biography: Tell the life story and turning points of the company

CUSTOMER EXPERIENCES

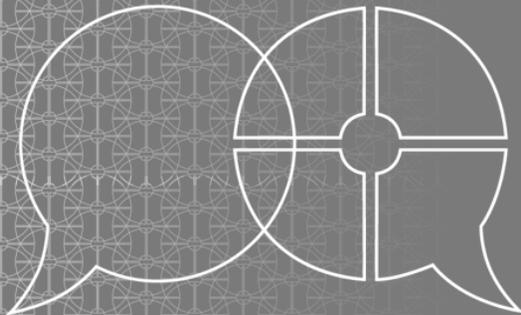
- Y2.51+ Product Experience: Map out the values and experiences concerning products and services
- Y2.52+ Service Experience: Create better customer experiences at each touch point
- Y2.55+ Experience Theme: Select a main theme for the experience and decide how to express it
- Y2.56+ Experience Chain: Come up with experiences for the business processes
- Y2.57+ Emotional Experiences: Design experiences that create the emotions that are most important to the customer
- Y2.58+ Sensory Experiences: Make experiences perceived by several senses

EXPERIENCE ADAPTATION

- Y3.55+ Experience Business: Make additional income by selling customer experiences
- Y3.56+ Experience Pricing: Decide how much the value-added experiences are worth
- Y4.05+ Experience by Segment: Make different experiences for different customer segments
- Y5.02 Market Player Information: Get inspiration from tracking information about the market players

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GROWTHWHEEL **/GREEN BUSINESS**



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BUSINESS CONCEPT

- Y1.05+ Green Ambition: Formulate a green ambition that attracts the company's customers
- Y2.11+ Green Products: Create sustainable products through redesign
- Y3.05+ Green Business Model: Choose the best approaches to getting income from running a green business
- Y4.11+ Green Customer Segments: Retain or get new customers by having a green company profile
- Y5.04 Position Map: Compare your company to competitors on key parameters

ORGANIZATION

- R1.2.22+ Green Board: Select the best candidates for boosting the company's green profile
- R2.26+ Green Competences: Map out the green competences that you need for the company
- R3.05+ Green Partnerships: Find new partners that can be a part of the company's green conversion
- R4.26+ Green Footprint: Bring down the bad environmental impacts of your business processes
- R5.05+ Green Regulations: Go through the regulations you need to comply with as a green business

CUSTOMER RELATIONS

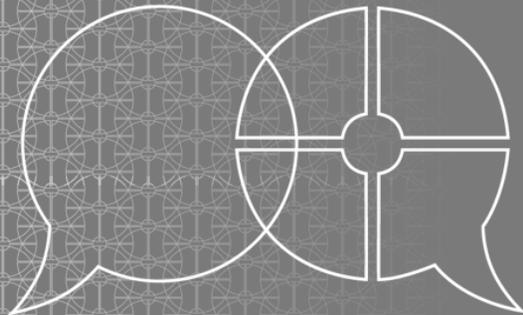
- G1.01 Networking Activities: Plan participation in networking opportunities
- G2.01 Marketing Mix: Choose media and message for your customer segments
- G2.05 Customer Dialogue: Find ways to engage customers in conversations
- G4.01 Media Opportunities: Select the right media and decide key messages to send out
- G5.06 Labeling: Decide which labels are useful to your company

OPERATIONS

- B1.35+ Green Action Areas: Focus on the action areas with the biggest green effect and financial return
- B2.35+ Green Risks: Point out and bring down the risks that come with running a green business
- B3.35+ Green Life Cycle: Create a sustainable production through recycling and full use of resources
- B4.35+ Green IT Systems: Find greener ways of using the company's IT systems
- B5.35+ Green Waste: Find ways to reduce or recycle the waste in the company

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GROWTHWHEEL /INVENTORS AND EARLY STARTUPS



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\$36

BUSINESS IDEA

- Y1.04 Idea Description: Decide the key components of the idea and find the best way to describe them
- Y1.41+ Problem Understanding: Describe the problem the idea will solve and how the idea can solve it
- Y1.42+ Idea Review: Find the strengths and weaknesses of the idea as a product and a business

PRODUCT PORTFOLIO

- Y2.41+ Product Sheet: Describe the product as you want the customer to read about it
- Y2.42+ Prototype Development: Make a plan for releasing prototypes in varying versions
- Y2.43+ Product Value Proposition: Find out how the product or service creates actual value for customers

REVENUE MODEL

- Y3.01 Revenue Model Mix: Find different sources of income and combine them
- Y3.02 Price Points: Find the price that gives you the highest revenue
- Y3.41+ Return on Investment: Calculate the revenue required to make an investment profitable

CUSTOMER PORTFOLIO

- Y4.01 Customer Segments: Map the most attractive customer segments and niches
- Y4.05 Lead Generation: Add up the expected inflow of leads and customers
- Y4.21 Customer Profiles: Understand future customers' view on products and services

MARKET POSITION

- Y5.05 Market Information: Decide what information to gather and how to do it
- Y5.41+ Product Comparison: Pinpoint qualities that tell the company's products apart from competitor's
- Y5.42+ Market Needs: Explore if the idea covers existing needs or creates new needs in the market

ORGANIZATION

- R1.41+ Sparring Partners: Find people who can help further develop products and business idea
- R2.41+ Creative Team: Outline roles of the best possible development team
- R3.41+ Idea Collaborators: Find potential partners who can help turn the idea into reality
- R4.41+ Idea Development Plan: Break down the idea development project in phases and activities
- R5.02: Regulatory Compliance: Go through legislative requirements, standards and rules

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GROWTHWHEEL /DESIGN THINKING

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\$27

DESIGN IDEA

- Y1.61+ Problem Analysis: Describe the problem that a better design can help overcome
- Y1.62+ Design Briefing: Describe the different aspects of the design project
- Y1.63+ Interested Parties Analysis: Map out people and market players who should be a part of the design process
- Y2.03 Product Road Map: Plan development and release of new product versions and generations
- Y2.05 Pilot Product Design: Design a minimum viable product to test with future customers

DESIGN VALUE

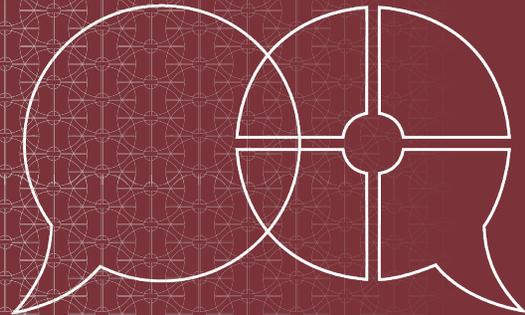
- Y2.51+ Product Experience: Map out the values and experiences concerning products and services
- Y2.52+ Service Experience: Create better customer experiences at each touch point
- Y2.62+ Value Creation: Describe how the product design creates value for customers
- Y3.61+ Investment Return: Calculate returns on product investments and their break-even

INTERESTED PARTIES

- Y4.61+ Product Customization: Consider how customers and market players understand the design
- Y4.62+ User Involvement: Find the right way to involve users in the design process
- Y5.04 Position Map: Compare your company to the competitors on key parameters

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GROWTHWHEEL /INTERNATIONAL PARTNERSHIPS



BUSINESS CONCEPT

- Y1.04b Project Idea Description: Decide the key components of the project idea and find the best way to describe them
- Y5.05 Market Information: Decide what market information to gather and how to do it

ORGANIZATION

- R1.41+ Project Stakeholders: Identify partners and players who could be stakeholders in the project
- R2.41+ Project Team Roles: Outline roles and responsibilities of the project team
- R3.41+ Project Collaborators: Find potential partners who can help turn the idea into reality
- R3.03 Partner Selection: Select criteria for evaluating and choosing partners
- R3.09 Partnership Agreement: Decide the key terms to include in a Memorandum of Understanding (MOU)

CUSTOMER RELATIONS

- G1.01b Networking Activities: Plan participation in international networking activities
- G1.03b Network Mapping: Map current personal and professional international network
- G4.02 Press Release: Release news stories that are interesting to the media and readers

OPERATIONS

- B3.41+ Project Objectives: Decide the ideal outcome of the project and how to measure it
- B3.42+ Project Development Plan: Break down the project development in phases and activities
- B3.43+ Joint Project Activities: Decide which activities should be a part of the project

More information
sales @ growthwheel.com