

SGC PRACTICAL RESOURCE

Growth Readiness Guide

Assess the commercial foundations behind your next growth initiative, identify the areas requiring attention and turn the result into a focused 90-day plan.

Aligned to the SGC Commercial Growth Diagnostic

Score the commercial system, not the ambition.

Growth can stall when an attractive opportunity sits on weak commercial foundations. This guide uses the same 10 questions and 6 readiness areas as the online SGC Commercial Growth Diagnostic. Complete it honestly and use evidence rather than instinct wherever possible.

01	Score	Rate each question from 0 to 3 using the descriptions provided.
02	Evidence	Write down the fact, document or data point that supports the answer.
03	Review	Identify the lowest-scoring readiness areas or the areas most relevant to current commercial value.
04	Act	Convert the result into a 30, 60 and 90-day action plan with named owners.

SCORING MODEL

0 Not in place	1 Early / ad hoc	2 Defined with gaps	3 Consistent / reviewed
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Calculate the score: add the ten question scores (maximum 30), divide by 30, then multiply by 100. Example: 20 / 30 x 100 = 67%. The online diagnostic performs this calculation automatically.

READINESS BANDS

0-39	Foundation required
40-59	Commercial structure developing
60-79	Growth-ready with priority gaps
80-100	Strong commercial readiness

Use the result as a decision aid, not a performance judgement. Focus on the areas that reveal where management attention, structure or evidence should start.

Can the business focus and create relevant demand?

Score each question from 0 to 3. Use the descriptions as evidence prompts rather than as a personality test.

01 | COMMERCIAL DIRECTION

How clearly has your business defined its highest-value target clients?

0 No defined target	1 Broad target only	2 Target segments defined	3 Segments prioritised and reviewed
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02 | COMMERCIAL DIRECTION

How clearly has your business defined its next 12-month commercial priority?

0 No shared priority	1 General growth goal	2 Specific priority defined	3 Priority, measures and ownership defined
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03 | LEAD GENERATION

How consistent is your prospect identification and outreach activity?

0 No regular activity	1 Ad hoc activity	2 Regular activity without full structure	3 Planned, tracked and reviewed activity
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04 | LEAD GENERATION

How well do your current channels produce relevant business enquiries?

0 No reliable enquiries	1 Occasional enquiries	2 Some repeatable enquiry flow	3 Consistent, measured enquiry flow
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Can the system move opportunities and sustain action?

A growth system connects pipeline discipline, marketing purpose, digital evidence and execution ownership.

05 | SALES PROCESS

How accurately does your pipeline show opportunity stage, ownership and next action?

0 No active pipeline	1 Prospect list only	2 Pipeline with some gaps	3 Complete, current and reviewed pipeline
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06 | SALES PROCESS

How consistently does your team qualify and follow up on opportunities?

0 No shared process	1 Individual approaches	2 Basic shared process	3 Defined process with accountability
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07 | MARKETING

How closely does your marketing activity support a measurable commercial goal?

0 No planned activity	1 Activity without clear goals	2 Goals defined for key campaigns	3 Goals, measures and review built in
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08 | DIGITAL PRESENCE

How effectively does your website explain your value and guide visitors towards contact?

0 No suitable website	1 Basic presence only	2 Clear offer with contact routes	3 Clear, credible and conversion-focused
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09 | DIGITAL PRESENCE

How well do you measure digital enquiries and campaign performance?

0 No measurement	1 Basic platform figures	2 Key actions tracked	3 Results connected to commercial decisions
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10 | EXECUTION READINESS

How consistently are commercial actions assigned, completed and reviewed?

0 No clear ownership	1 Informal ownership	2 Actions tracked with some gaps	3 Clear ownership and regular review
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Choose the areas that matter most.

Add the ten scores and convert the total to a percentage. The overall score gives context. The category results show where action is required. If several areas tie, do not force a ranking - use current commercial value and available evidence to choose the starting point.

Your total: _____ / 30

Your readiness score: _____ / 100

0-39	Foundation required
40-59	Commercial structure developing
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PRIORITY REVIEW AREAS

PRIORITY REVIEW AREA	WHY IT MATTERS	EVIDENCE OF PROGRESS

Turn the readiness result into visible action.

Keep the first plan narrow. Define who owns each action, what evidence will show progress and when management will review it.

PERIOD	FOCUS	KEY ACTIONS	MEASURE
Days 1-30	Clarify	Confirm the priority offer, target market, baseline measures and ownership. Clean inactive or unqualified opportunities and agree the review rhythm.	Definitions agreed, baseline recorded and owners named.
Days 31-60	Build	Create the prospect list, campaign assets, website changes, pipeline stages, reporting structure or research work required by the priorities.	Core tools and content are ready and being used.
Days 61-90	Execute and learn	Run the agreed activity, review conversion and pipeline movement, interview relevant stakeholders and improve weak points.	A complete review shows movement, learning and the next decision.

WEEKLY MANAGEMENT QUESTIONS

01	What meaningful commercial movement occurred this week?	Owner: _____
02	Which opportunity or workstream has no dated next action?	Owner: _____
03	What evidence changed an assumption?	Owner: _____
04	What is blocked, who owns the decision and by when?	Owner: _____
05	Which activity should stop because it is not supporting the priority?	Owner: _____

Review date: _____ **Review owner:** _____

Reduce uncertainty before increasing commitment.

Use this page when growth depends on entering a new African country, sector or channel. The four-stage SGC approach is: Frame the decision. Screen the market. Map the route. Test the assumptions.

READINESS AREA	STATEMENT TO VERIFY	STATUS
Demand	We can identify specific buyer groups, operating problems and realistic project or purchase volumes.	☐ Ready ☐ Gap ☐ Unknown
Decision-makers	We know who specifies, influences, approves, procures and uses the offer.	☐ Ready ☐ Gap ☐ Unknown
Route to market	We have compared direct, distributor, project-partner and hybrid models against support and control requirements.	☐ Ready ☐ Gap ☐ Unknown
Delivery economics	Import, logistics, currency, payment, service, warranty and spare-parts assumptions are documented.	☐ Ready ☐ Gap ☐ Unknown
Partner quality	Potential partners have been assessed for capability, reach, reputation, conflicts and commercial fit.	☐ Ready ☐ Gap ☐ Unknown
Evidence gate	Leadership has defined what evidence is required before the next investment decision.	☐ Ready ☐ Gap ☐ Unknown

FIVE QUESTIONS BEFORE MARKET ENTRY

01 Is demand specific enough to support the offer?

02 Who influences the buying decision?

03 Which route to market fits the territory?

04 What affects delivery and commercial risk?

05 What evidence would justify the next investment?

A market report is useful only when it changes a decision. Define the comparison criteria, the first stakeholders to approach and the evidence that justifies the next commitment.

Move the right commercial priority forward.

Shaun Gregory Consulting connects commercial direction, hands-on delivery and trusted specialist capability. Start with one focused requirement or combine several services into one coordinated growth programme.

01	Business development and commercial strategy	Commercial priorities, prospecting, opportunity development and practical routes to market.
02	Marketing and campaigns	Campaign planning, content, channels, execution and performance reporting.
03	Websites and digital presence	Commercial positioning, responsive builds, content structure, conversion paths and SEO foundations.
04	Sales systems and support	Pipeline stages, CRM routines, follow-up, reporting, process design and training.
05	Research and African expansion	Country research, competitor analysis, channels, distributors, stakeholders and market-entry evidence.
06	Project and communications support	Coordination, project records, risk visibility, stakeholder communication and executive reporting.
07	Commercial photography and visual content	Professional visual assets for campaigns, websites, company profiles, products and commercial communication.
08	Operations and project execution	Project leadership, process mapping, operating structure, KPI reporting and governance support.

DISCUSS THE NEXT COMMERCIAL
PRIORITY

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This guide provides general business information and a self-assessment framework. It is not legal, tax, accounting, financial, investment, engineering or other regulated professional advice. Diagnostic and guide results should be tested against relevant business evidence before decisions are made.

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