## Triangulated Audit Guide

### Priorities

<table>
<thead>
<tr>
<th>Question</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Is this competitor willing to fight for these customers, this segment, or this business?</strong></td>
<td>Are they willing to fight for the desired outcomes? Do they have the desire and the resources to do so?</td>
</tr>
</tbody>
</table>

### Resources

<table>
<thead>
<tr>
<th>Question</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Is this competitor able to fight for these customers, this segment, or this business?</strong></td>
<td>Do they have the necessary capabilities and resources to effectively compete? Are they financially stable and well-equipped?</td>
</tr>
</tbody>
</table>

### Performance

<table>
<thead>
<tr>
<th>Question</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>How is this competitor doing in the current fight for these customers or this segment?</strong></td>
<td>Is their performance in line with their stated goals? Are they achieving their objectives?</td>
</tr>
</tbody>
</table>

### Segment Dependencies

- How much of this company’s business is derived from the segment you are interested in? Do they rely heavily on this segment? Is it a core part of their business?
- How much of their business is derived from this segment? Does this segment represent a significant portion of their revenue?

### Measures of Success & Attractiveness

- What are this company’s apparent measures of success? Are they focused on profitability, growth, customer satisfaction, or something else?
- What would make a market or market segment attractive to this competitor? Are there specific characteristics or benefits that would draw them in?

### Motivations

- How motivated is this company to do something different? Are they under a lot of pressure to innovate, or are they content with the status quo?

### Openness to Change

- How does the culture of this company handle change? Are they resistant or open to new ideas and approaches?

### Stated Strategies & Plans

- Where does this company say they are going? What are their stated goals and objectives?

### Apparent Strategies & Plans

- Regardless of what they say, what are their actual actions and behaviors? Are their words consistent with their actions?

### Financial Resources

- How are this company’s sales? Profitability? Are they growing financially? How do their sales break out? Do they have significant expenses in any single category?

### Human Resources

- How many employees does this company have? Are they highly skilled and educated, or relatively unskilled with minimal education?
- Do they have solid training and employee development programs?

### Accessibility to Resources

- Does this company have the ability to easily raise money from investors, banks, founders, or other deep pockets?
- Can they access other types of resources through strategic alliances, joint ventures, outsourcing relationships, etc.?

### Capabilities & Capacities

- Does this company have any relevant excess or idle capacity they could use if necessary?
- Has this company built up any relevant capabilities that are currently under-utilized or unrecognized?

### The Jockeys

- How capable and engaged are their owners, founders, or senior managers? Are they hungry, passionate, and willing to accomplish great things?

### Resource Alignment

- How are the resource-related aspects of this company aligned to the overall needs of the target segment? Are their resources realigned to meet these needs?

### Segment Values, Needs & Criteria

- How specifically do they address the priority values, needs, problems, and frustrations of this target segment? Do they address the criteria utilized by this target segment?

### Communication & Information Needs

- What kind of information and education does this company provide to the target segment? Do they provide information that helps the prospect understand the problem in detail?

### Purchase Process

- How does this company handle the purchase process? Are they proactive in helping facilitate a smooth experience?

### Quality & Performance

- How do their products or services perform? What level of quality do they strive for or maintain?

### Perception & Image

- How is this company perceived by the target market? What kind of image are they trying to portray?

### Risk & Pain Mitigation

- What does this company do to mitigate risk and minimize pain for the target segment? Do they offer guarantees or warranties?

### Level of Engagement

- Where in the sales cycle does this company engage prospects? Are they aggressive early on, or do they wait until prospects are ready to make a decision?