

# CMG 360™ Lite Assessment

*Two perspectives. One strategy.*

## Acme flooring

Prepared August 2026

Reference C-1001-168

**Confidential · August 2026**

**CMG Financial Solutions**



Contents

About This Assessment..... 4

How the CMG 360 Works ..... Error! Bookmark not defined.

Company Profile ..... 4

Industry Summary ..... 4

Executive Summary ..... 5

Financial Benchmark..... 5

COMPASS Assessment ..... 6

BEACON Market Snapshot..... 7

Context-Aware Business Diagnostic..... 7

Red Flags ..... 8

What the Full Assessment Reveals ..... Error! Bookmark not defined.

In Closing..... Error! Bookmark not defined.

**Note: The following information provides excerpts, as an example, from a full assessment report. Some sections have been deleted and others shortened or edited.**

## About This Assessment

The CMG 360™ Lite Assessment is a fast diagnostic snapshot designed to answer a single question: is there an issue, and roughly where? It combines three data streams, an internal diagnostic framework (COMPASS) that maps business health across seven operating domains, a market assessment of your competitive and industry position, and your reported financial performance, to surface the real constraints on your stated goals.

### HOW TO READ THIS DOCUMENT

Read the Executive Summary first for the one-screen finding. The Industry Summary positions you against peer benchmarks; the Compass Summary shows the pattern of strengths and soft spots across your operation. Red Flags names the specific issues and domain ties, graded by severity. Goal Priorities translates those findings into the 1-3 actions that matter most given your timeline (1-3 year aggressive growth). The final section explains what the full CMG 360™ assessment adds if you choose to go deeper.

### METHODOLOGY & SOURCES

Scores in each COMPASS domain are deterministic, they reflect specific operating patterns (cash position, margin structure, sales execution, team capability, planning rigor, and financial discipline). They are not ratings or opinions. Red flags are drawn from the interaction of domain scores, your reported margins and cash state, industry benchmarks, and the specific gap between where you are and where your stated horizon requires you to be.

**About 20 minutes of input. One standardized output. The pattern revealed.**

## Company Profile

Acme flooring operates within [REDACTED]. This CMG 360™ Lite Assessment establishes the firm's classification and a first-pass read of financial and market position as the baseline for a fuller assessment.

| Attribute               | Detail                                        |
|-------------------------|-----------------------------------------------|
| Company                 | Acme flooring                                 |
| [REDACTED]              | [REDACTED]                                    |
| Revenue (Reported)      | \$3.8M                                        |
| Industry                | Distribution, Flooring sales and installation |
| Geography               | Metro [REDACTED] (Local (under 50 mi))        |
| Years in Business       | Over 25                                       |
| Revenue Range           | Under \$5M                                    |
| Headcount               | Under 10                                      |
| Revenue Direction       | Growing                                       |
| Ownership               | Sole owner                                    |
| Outside Capital / Board | None                                          |
| Owner's Horizon         | Grow aggressively, 1 to 3 years               |

### STRATEGIC POSITION

Acme flooring's position is read here against industry benchmarks and a deterministic market snapshot; the full assessment adds the market-intelligence depth.

## Industry Summary

[REDACTED] | REVENUE BAND: \$1M-\$10M

Acme competes in a growing flooring distribution and installation sector (NAICS [REDACTED]). Market trends favor expansion, competitive intensity is moderate, and your at-market positioning reflects a

stable, undifferentiated offering. The industry has low entry barriers and steady demand, driven by residential and light commercial construction activity in the █████ metro.

| RMA Industry Benchmark | Median |
|------------------------|--------|
| Median Gross Margin    | 20.1%  |
| Median Net Margin      | 3.3%   |
| Median Current Ratio   | 1.70x  |

#### MARKET DYNAMICS

- Median gross margins in flooring distribution are 20.1%; Acme's █████% margin is exceptional, suggesting either a more premium product mix, higher service content, or better operational efficiency than peers.
- Median net margins are 3.3%; Acme's █████% indicates significantly better cost control, particularly in labor and overhead relative to revenue.
- Growth capacity is expanding locally, meaning the Metro █████ market has room for players to scale, limited supply-side constraints.
- Competitive pressure is moderate and pricing is at-market, indicating no immediate pricing power but stable competitive footing.
- Limited PE activity in the space means consolidation is not yet a primary external threat; organic growth or strategic acquisition are the realistic paths to scale.

Acme is outperforming industry peers on profitability by a wide margin. The likely mechanism is lean cost structure and possibly higher installation service content, which commands better margins than pure distribution. Your tight cash position despite profitability, however, signals that this margin excellence is being reinvested into growth faster than working capital can absorb. Growth in the industry is real, but scaling a 9-person shop into an aggressive growth engine will require building out planning discipline, capital management, and team leadership, the three domains where you are foundational.

## Executive Summary

|                             |                                                         |                                                     |
|-----------------------------|---------------------------------------------------------|-----------------------------------------------------|
| <b>60%</b><br>OVERALL SCORE | <b>100%</b><br>STRONGEST DOMAIN<br>Systems & Technology | <b>20%</b><br>WEAKEST DOMAIN<br>Capital & Cash Flow |
|-----------------------------|---------------------------------------------------------|-----------------------------------------------------|

Acme is profitable and well-managed on the margin and accounting side. Systems and Accounting/Reporting are both strong. However, the internal picture is fractured: Capital & Cash Flow is severely underdeveloped (20/100), Planning & Strategic Execution is foundational (40/100), and Organization Design & Talent is similarly constrained (40/100). Despite profitability, cash feels tight month-to-month, a sign that growth is outpacing working-capital management.

You operate in a growing market with moderate competitive pressure, positioned at-market on pricing. Your sub-10% customer concentration is healthy; growth capacity is expanding. The flooring distribution and installation space is growing, and your margin advantage suggests you have competitive positioning. However, your local geography and sub-10-person team create a scale ceiling that growth-stage ambitions will collide with.

Acme has built a lean, profitable operation, the margin and financial discipline are well above peer. The constraint on achieving aggressive 1-3 year growth is not profitability; it is working capital, planning depth, and team/leadership capacity. You have a strong foundation, but aggressive growth will require a deliberate shift in how you manage cash, align the organization around a plan, and build capability to execute at a faster pace. The red flags below name the specific friction points.

### Financial Benchmarks

This assessment benchmarks your reported figures against industry medians and the world-class bar. Rows the Lite intake can't verify are flagged for follow-up.

| Metric                  | Your Company      | Industry Median | World-Class |
|-------------------------|-------------------|-----------------|-------------|
| Revenue Growth          | Growing           | Verify          | 15%+        |
| Gross Margin (Reported) | 27.0%             | 20.1%           | 28%+        |
| Net Margin (Reported)   | 6.2%              | 3.3%            | 8%+         |
| Current Ratio           | x                 | 1.70x           | 2.0x+       |
| Cash on Hand            | Tight most months | Varies          | 90 days     |
| Line of Credit          | None              | Varies          | Established |
| 13-Week Forecast        | None              | Varies          | In Place    |

Source: RMA eStatement Studies (industry medians).

Balance-sheet-derived ratios (x) are not collected in the Lite intake and are flagged for follow-up.

## COMPASS Assessment

### Overall: 60 / 100 (Developing)

Acme's COMPASS profile shows exceptional strength in financial discipline and operations, but a sharp weakness in the management and capital structures required for scaling.

| Domain                           | Score     | Ranking   | Characterization                                                                                                                                                                                                                                                                                                                                                                                                          |
|----------------------------------|-----------|-----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Capital & Cash Flow              | 20 / 100  | Critical  | At 20/100, this is your most constrained domain. Despite strong net margins and profitability, cash is tight month-to-month, signaling that working capital is stretched, likely a combination of rapid growth, extended payment terms to customers, or inadequate cash reserves. Aggressive growth cannot be sustained without deliberate capital management (cash forecasting, credit policy, and available liquidity). |
| Margin Quality & Revenue Model   | 80 / 100  | Strong    | At 80/100, your margin structure is strong and stable. Gross margins are well above industry medians, indicating that your service delivery model, pricing, and cost control are working. This is not an area requiring remediation, it is a competitive advantage to protect and leverage.                                                                                                                               |
| Sales, Customers & Go-to-Market  | 60 / 100  | Attention | At 60/100, you are executing sales transactions but not yet employing strategic rigor in customer acquisition, retention, or segmentation. Customer concentration is healthy (<10% from largest customer), but growth is likely opportunistic rather than systematic. Your local, under-10-person footprint limits scalability of sales execution.                                                                        |
| Planning & Strategic Execution   | 40 / 100  | Critical  | At 40/100, this domain is foundational. You have stated a goal to grow aggressively in 1-3 years, but the assessment finds no evidence of a detailed roadmap, resource allocation plan, or measurable milestones. Planning discipline is weak, creating execution risk if growth accelerates.                                                                                                                             |
| Organization Design & Talent     | 40 / 100  | Critical  | At 40/100, organization design and talent capacity are foundational. At under 10 headcount with growth ambitions, the business has hit a ceiling where the current structure and leadership bench cannot execute more than incremental growth without adding leadership depth and process clarity.                                                                                                                        |
| Accounting & Financial Reporting | 80 / 100  | Strong    | At 80/100, financial reporting is strong. Monthly internal statements are being produced, giving you visibility into performance. This is a well-executed domain that supports decision-making and is a foundation for scaling.                                                                                                                                                                                           |
| Systems & Technology             | 100 / 100 | Strong    | At 100/100, systems and technology are fully developed <b>for your current scale</b> . You have the operational infrastructure in place to support further growth without immediate system replacement, though scalability of these systems as you grow should be validated.                                                                                                                                              |

The organization breaks into two clear tiers. On the strong side: Accounting & Financial Reporting (80), Systems & Technology (100), and Margin Quality & Revenue Model (80) form a solid operational and financial base. You are running clean books, have modern systems, and are converting sales into healthy gross margins.

On the **weak side**: Capital & Cash Flow (20), Planning & Strategic Execution (40), and Organization Design & Talent (40) are the bottleneck domains. These are the three areas that scale-stage companies must build out to sustain growth. Sales, Customers & Go-to-Market sits at 60 (Developing), meaning you are executing sales but without the strategic rigor or customer insight that compounds growth.

*The pattern is clear:* you have built a profitable, operationally sound flooring business, but the planning, team, and capital disciplines are not yet developed enough to support aggressive multi-year scaling. Composite score of 60 (Developing) reflects this: the business is healthy, but not yet built for the next phase. This is a **Random Excellence™** pattern: capability is systematized in Margin Quality & Revenue Model, Accounting & Financial Reporting and Systems & Technology yet still individual-dependent in Capital & Cash Flow, Planning & Strategic Execution and Organization Design & Talent, the gaps the recommendations are built to close.

## BEACON Market Snapshot

| Dimension            | Status      | Detail                                                                                                                             |
|----------------------|-------------|------------------------------------------------------------------------------------------------------------------------------------|
| Market Trend         | Growing     | Growing market, long-term great reputation                                                                                         |
| Competitive Pressure | Moderate    | We focus on the experience of the customer, from sales through to installation, we are among a handful with that level of service. |
| Pricing Position     | At Market   | Cost +                                                                                                                             |
| PE Activity          | Limited     | Population growth in the area and other demographics, but PE rollups not targeting your sector.                                    |
| Top Threat           | Competition | We focus on the experience of the customer, from sales through to installation, we are among a handful with that level of service. |
| Growth Capacity      | Expanding   | Planning to better exploit current geography, then expand.                                                                         |

“We focus on the experience of the customer, from sales through to installation, we are among a handful with that level of service.”

## Context-Aware Business Diagnostic

At intake, ownership shared what’s on their mind. This assessment is read against these priorities, not a generic checklist.

### YOUR GOAL

*Grow aggressively, 1 to 3 years*

- Concern: Revenue growth, cash flow

### BECAUSE OF YOUR GOAL, THIS ASSESSMENT PRIORITIZES

- 1. Secure working capital management: Build a 12-week cash forecast and establish a credit/payment policy to prevent growth from being strangled by cash gaps (Capital & Cash Flow)
- 2. Develop a 3-year written growth plan with annual revenue targets, key hires, and quarterly milestones to convert 'grow aggressively' into measurable execution (Planning & Strategic Execution + Organization Design & Talent)

- 3. Define the next 2-3 critical hires (sales, operations, or general management) and execute the recruitment to add leadership capacity before growth acceleration peaks (Organization Design & Talent)

*Context-Aware Business Diagnostics™: the read that follows is built around what ownership raised.*

## Red Flags

The assessment has surfaced **four red flags**, specific constraints on your stated goal of aggressive growth in 1-3 years. None are existential; all are addressable. They are ordered by severity and likelihood of blocking growth.

*Red flags are where attention pays off fastest — each comes with a directional next step.*

- Cash is tight month-to-month despite profitability and positive net margins. This is a working-capital constraint, likely driven by rapid growth outpacing available liquidity or extended customer payment terms without corresponding operating reserves. (Capital & Cash Flow) — high priority

→ *Build a 12-week cash forecast, establish a credit policy (payment terms, down payments, or retainage), and secure a line of credit to buffer growth spikes.*

- Planning & Strategic Execution is foundational (40/100). You have stated a 1-3 year aggressive growth goal, but there is no evidence of a written roadmap, quarterly milestones, or resource allocation plan tied to growth. Growth will require clarity on market targets, revenue goals, and the specific capability or team additions needed to hit them. (Planning & Strategic Execution) — high priority

→ *Build a 3-year growth plan with annual revenue targets, key hires, and quarterly checkpoints; assign ownership for each workstream.*

- Organization Design & Talent is foundational (40/100). At under 10 people, the organization is at a scale ceiling. Aggressive growth (likely 20%+ annually) cannot be executed without adding leadership depth, a sales lead, operations lead, or general manager, and clarifying role boundaries and accountabilities. Current structure assumes all growth flows through the owner. (Organization & Talent) — high priority

→ *Define the next 2-3 critical hires (likely sales, operations, or office/general management); create job specs and a recruitment timeline tied to the growth plan.*

- Sales, Customers & Go-to-Market is Developing (60/100). Growth is likely opportunistic (responding to customer requests or referrals) rather than systematic. At a growing flooring company, this limits repeatability and makes growth vulnerable to key account churn or market shifts. You have healthy customer concentration (<10% largest), which suggests broad reach, but no evidence of a deliberate go-to-market strategy or sales process. (Sales, Customers & Go-to-Market) — medium priority

→ *Segment customers by profitability and growth potential; map a deliberate prospecting and sales process; identify the pricing and positioning lever that differentiates Acme in the Atlanta market.*

**WHAT YOU NAMED GOING IN**  
*“Revenue growth, cash flow”*

The owner has already identified the two most critical constraint areas: revenue growth and cash flow. **This alignment is a positive signal:** the owner sees the constraint, not a blind spot.

The gap is execution: this assessment finds that growth is not yet tied to a detailed plan, and cash tightness stems from working capital not being actively managed (cash forecasting, credit policy, liquidity buffer/LOC). The remediation is not strategic repositioning but operational discipline and planning depth.

The owner's awareness is the starting point; the work is translating concern into a structured roadmap and capital management discipline.