

Tricore Company Breakout Quality of Growth (QofG) Company Report

Prepared by The Breakout Group

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IMPORTANT INFORMATION

This report presents diagnostic analysis based on information provided by assessment participants and available at the time the assessment was completed. The Breakout Quality of Growth (QofG) Report is a strategic evaluation framework intended to support business evaluation and discussion.

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How to Interpret this Report

The Breakout Quality of Growth (QofG) Company Report is a diagnostic designed to assess a company's QofG by identifying strengths, constraints, and alignment of key growth drivers as viewed by a collective group of leaders.



What the Company Score Represents: A collective diagnostic across Sales, Marketing, Brand, Culture, and Alignment designed to surface constraints, perception gaps, and scalability risks based on multiple leadership perspectives.

Organizational Variance: Measures agreement across respondents. Low variance indicates shared visibility. High variance reveals inconsistent execution, communication gaps, or uneven experiences across the organization and is often as diagnostic as the scores themselves.

Understanding the Score: Scores indicate organizational strength, consistency, and growth readiness across each driver. Lower scores signal greater strain or scalability risk. Higher scores indicate stronger execution consistency and capacity to scale.





ORGANIZATIONAL CONSENSUS



Executive Consensus

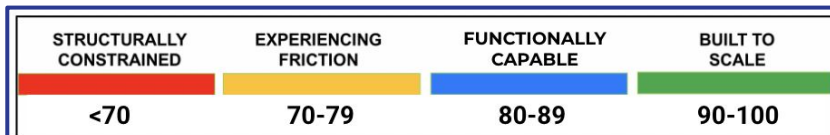


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OVERALL COMPANY SCORE

The company is growing on service reputation and coordinated execution, but its demand and sales systems are not yet built to diversify revenue beyond its concentrated base.

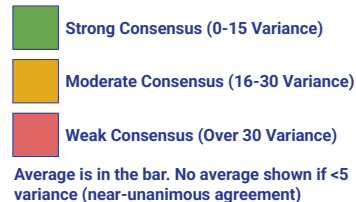
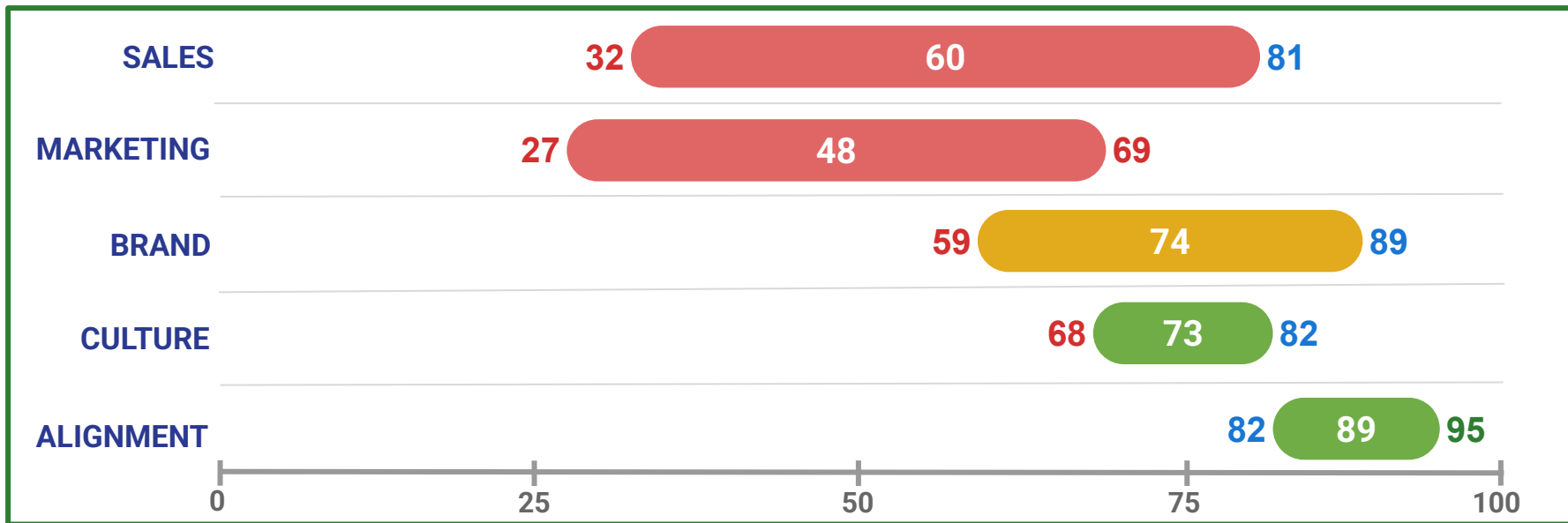
60	SALES Price-led bidding limits margin-sound new-customer wins; capability views differ.	89	ALIGNMENT Shared purpose, but open choices on segments, margin, and incentives.
48	MARKETING Event-heavy demand activity lacks yield measurement and online discoverability.	SCALABILITY CONSENSUS The organization can likely absorb more volume, though uneven field execution may strain delivery consistency and collections under faster expansion.	
74	BRAND Known for service with existing customers; undifferentiated to new buyers.		
73	CULTURE Values are shared; field execution consistency varies under growth and turnover.		



What is the Leadership Consensus?

STRATEGIC TAKEAWAY

Sales and marketing assessments show weak consensus on how much repeatable commercial capability exists; the cause is unresolved.



Strengths Which Support Growth

STRATEGIC TAKEAWAY

Service reputation can anchor diversification if made visible to new buyers. **ACTION TO CONSIDER:** Build three customer outcome stories from expansion accounts for use in new-buyer bids and pursuits.

HIGHEST LEADERSHIP CONSENSUS

Participants agree that values are clearly messaged and reinforced from the top, consistent with Culture's strong-consensus band and corroborated across most reflections. This agreement is evidence-based regarding how values are communicated, not independent verification of field execution.

WHY IT MATTERS

Reported service quality with existing customers is working, with customers described as enjoying the work and rarely leaving over service. That reputation protects the current revenue base and supports expansion within accounts that already know the company.



Constraints and Tensions Limiting Growth

STRATEGIC TAKEAWAY

Concentration and unmeasured demand narrow the ceiling on diversified growth. **ACTION TO VERIFY:** Reconcile reported customer concentration with customer revenue records by division to set a diversification baseline.

The Pattern

Coordinated execution and a reported service reputation coexist with thin new-customer demand because both operate inside existing relationships rather than reaching unfamiliar buyers. Stage selections span three levels, so leadership may lack a shared benchmark for sequencing diversification.

The Constraints

One participant reports a single customer at about 50% of revenue, against a stated 25% goal, pending validation against customer revenue. Diversification is constrained by unmeasured demand generation and new-buyer differentiation beyond price; whether conversion also limits growth remains unconfirmed.

A Blind Spot?

The pattern suggests Alignment's tight scoring overstates coordination on growth: several reflections describe open choices on project size, municipal versus utility work, price versus margin, and sales incentives that scores alone do not register.

The Urgency

Urgency is elevated because this level of concentration coincides with unmeasured demand during growth. At the next stage, new segments may stall without qualified pipeline and margin rules.





GROWTH DRIVER CONSENSUS



Sales Consensus

AVG 60

STRATEGIC TAKEAWAY

Sales reportedly converts explicit interest, but whether it can win new, margin-sound work beyond price remains unresolved.

Sales assessments materially differ on how reliably the engine converts and qualifies new work, and the cause is unresolved. Reflections converge on narrower points: municipal bids are often won on price, and new-customer differentiation beyond price is limited. A participant reports sales effort favoring existing customers and booked revenue over gross profit. The broader pattern indicates bid selection is not anchored to shared qualification or margin standards, which tends to pull volume toward the most winnable work. This reduces predictability of margin and customer mix as the business scales.

ACTION TO CONSIDER: Establish bid qualification and margin-floor rules by segment, with an exception approval step.

MAX 81



VARIANCE 49

MIN 32



Marketing Consensus

AVG 48

STRATEGIC TAKEAWAY

Demand generation runs on unmeasured event activity, so the company cannot yet direct spend toward qualified new buyers.

Marketing assessments materially differ on whether demand generation is repeatable, and the cause is unresolved. Several reflections describe the same gap: trade shows and in-person events carry the channel mix, yet return on that spend is not quantified, and online discoverability is limited for buyers searching generically. A participant adds that much funnel communication runs through individual sellers. Without measurement, the company cannot tell which programs produce qualified opportunities with larger buyers. This likely slows diversification beyond the existing network.

ACTION TO CONSIDER: Track inquiries, qualified meetings, bids, wins, and gross margin by event and channel monthly to compare program yield.

MAX 69



VARIANCE 42



MIN 27



Brand Consensus

AVG 74

STRATEGIC TAKEAWAY

Reported service reputation retains known customers but does not yet give unfamiliar buyers a reason beyond price.

Brand assessments show moderate consensus around a clear gap: reputation with existing customers is reported as well regarded for service quality, but that preference is not reaching unfamiliar buyers. Reflections describe the promise as consistent yet not particularly differentiated, with service quality selling better in expansions than in new wins. The mechanism is a reputation earned through delivery that has not been translated into a reason for unfamiliar buyers to choose the company, leaving price as the default differentiator in competitive procurement.

ACTION TO CONSIDER: Draft a one-page new-buyer positioning statement for municipal and utility buyers, then test it with five prospective customers.

MAX 89



VARIANCE 30



MIN 59



Culture Consensus

AVG 73

STRATEGIC TAKEAWAY

Values-led culture sustains intent, but execution consistency depends on top-down messaging that may not hold at scale.

Culture's strong-consensus band reflects shared confidence in values-based hiring and messaging, which reflections substantiate. Confidence in field execution is more assumed: reflections cite complacency causing missed steps, turnover-related errors, uneven transmission through mid-level leaders, and a scrappy style straining at current scale. Multiple participants report occasional deliverable slippage that slows collections, though most issues are described as minor. The mechanism is top-down messaging carrying standards that repeatable field practice should hold, which tends to raise execution variance as headcount and geography expand.

ACTION TO CONSIDER: Define three non-negotiable field execution and deliverable standards, reinforced by mid-level supervisors in weekly check-ins.

MAX 82



VARIANCE 14



MIN 68



Alignment Consensus

AVG 89

STRATEGIC TAKEAWAY

The organization is aligned on purpose but not yet on segment, margin, and incentive choices that direct growth.

Alignment's strong-consensus band reflects shared purpose, but reflections show coordination is thinnest where growth decisions sit. Participants describe open choices between smaller municipal bids and larger commercial or utility pursuits, between price and margin, and on whether sales incentives reflect the difficulty of each type of work; a participant also notes sales lacks definitive lead goals. When these choices stay implicit, sales, marketing, and brand effort may pull toward different customers, and resources may follow booked revenue rather than the stated diversification goal.

ACTION TO CONSIDER: Convene a leadership decision session to set segment priorities, project-size rules, and sales incentive rules by work type.

MAX 95



VARIANCE 13



MIN 82



COMPANY SUMMARY



100-Day QofG Planning Framework

THREE KEY PRIORITIES

1. Decide which segments and project sizes to pursue for diversification, and under what margin floor, using verified customer concentration by division as the baseline.
2. Direct demand and bid work to the chosen segments through monthly program tracking, segment bid rules, and tested new-buyer positioning, so diversification effort becomes measurable.
3. Set three field execution standards with weekly supervisor reinforcement, to reduce delivery variance as the chosen segments add volume.

SUPPORTING ACTIONS TO CONSIDER

- A. Reconcile reported concentration with customer revenue records by division
- B. Hold leadership session on segment, project-size, and incentive rules
- C. Set segment bid qualification and margin-floor rules with exception approval
- D. Track inquiries, meetings, bids, wins, margin monthly by channel
- E. Draft and test new-buyer positioning with five prospects
- F. Build three expansion-account outcome stories for new-buyer pursuits
- G. Define three field standards reinforced in weekly supervisor check-ins



In Summary, is the Business Built to Grow?

STRATEGIC TAKEAWAY

Growth drivers sustain expansion within known accounts but do not yet position the organization for diversified, sustainable growth.

At a reported 26 to 50% annual growth, the organization appears built to sustain its current existing-customer and reputation-led methods, but not yet to scale beyond them. The structural capability most responsible is measured, segment-directed demand generation that reaches unfamiliar buyers.

IF NOTHING CHANGES:

If patterns persist, growth may continue through the concentrated account and known buyers, while price-led bidding and unmeasured event spend become more visible in margin and pipeline discussions. Diversifying toward the stated concentration goal would likely become harder to plan.

A KEY QUESTION FOR LEADERSHIP TO ANSWER:

Are we mistaking growth within accounts we already serve for a commercial system that can win the customers we need next?

