

# DYM-08 – Business Health and Performance Test Results

Company Name Takara Holding Japan

## Section 1 of 8 — Financial Health and Profitability

**Purpose:** This section provides insight into the company's financial condition by analysing key indicators such as revenue, expenses, profitability, and cash flow.

**Importance:** Financial health is the most critical factor directly influencing a company's sustainability and growth potential. Therefore, it holds the highest priority among the criteria we examine.

### 1.1. Inflation-Adjusted Annual Revenue Growth 5.4 - Points (Result:Good)

This indicator compares your company's actual revenue growth with inflation-adjusted expectations. Revenues from the past two years are summed and compared to what they should have been if they had kept pace with inflation. If the total actual revenue is lower than the inflation-adjusted figure, it means the company's nominal growth failed to match inflation, indicating a real decline in performance. For example, achieving 93% of the inflation-adjusted level means your revenues lost about 7% of their real value.

### 1.2. Inflation Adjusted Net Income (Profit) Ratio Growth 0 - Points (Result:Weak)

This indicator compares your company's actual net profit with an inflation-adjusted expected profit level. Net profits from the past two years are summed and adjusted using inflation to calculate what the profit should have been if profitability had kept its real value. If the actual total net profit is lower than the inflation-adjusted figure, it means that nominal profitability did not keep pace with inflation, indicating a real decline in financial performance. For example, achieving 88% of the inflation-adjusted profit level means the company lost about 12% of its real profitability despite showing positive nominal earnings.

### 1.3. Change in Net Income (Profit) % vs. Previous Year 0 - Points (Result:Weak)

This indicator measures the percentage change in net profit over the last two years based on actual reported values, without adjusting for inflation. It shows how much profitability has increased or decreased in nominal terms according to financial statements. Unlike the

inflation-adjusted metric, which evaluates whether profit kept its real value against rising costs and price levels, this indicator focuses only on the nominal change and reveals the direction and speed of profitability improvement.

#### **1.4. Interest-Bearing Liabilities Ratio Development 1.6 - Points (Result:Good)**

This indicator evaluates the company's level of bank financing by comparing total loans to annual revenue for each of the past two years. If the loan-to-revenue ratio decreases in the most recent year, it indicates that the company is reducing dependency on external financing and improving its financial leverage. If the ratio increases, it signals rising debt pressure and lower financial flexibility.

#### **1.5. Accounts Payable Ratio Development 0 - Points (Result:Weak)**

This indicator measures how the company manages its payment obligations to suppliers by comparing accounts payable to annual revenue over the last two years. A decrease in the ratio indicates improved payment discipline, stronger liquidity, and more efficient working capital management. An increase in the ratio suggests slower payments, potential cash flow pressure, or increasing reliance on supplier credit.

#### **1.6. Accounts Receivable Ratio Development 0 - Points (Result:Weak)**

This indicator tracks how efficiently the company collects payments from customers by comparing accounts receivable to annual revenue over the last two years. A decreasing ratio indicates faster collections and stronger cash flow management, while an increasing ratio suggests slower collections and a higher risk of delayed payments.

#### **1.7. Development in Current Ratio 1.4 - Points (Result:Good)**

This indicator analyses the trend in the current ratio over the last two years to assess short-term liquidity. An increasing current ratio indicates stronger ability to meet short-term obligations and improved liquidity, while a decreasing ratio signals rising pressure on working capital and reduced financial flexibility.

#### **1.8. Development in Acid Test Ratio 1.2 - Points (Result:Good)**

This indicator tracks the change in the acid test ratio over the last two years to evaluate the company's immediate liquidity without relying on inventory.

### **1.9. Development of Inventory Turnover 0.9 - Points (Result:Good)**

This indicator evaluates how efficiently the company manages its inventory by tracking the change in the inventory turnover ratio over the last two years.

### **1.10 Revenue per Employee Development 0 - Points (Result:Weak)**

This indicator tracks the change in revenue per employee over the last two years by dividing total revenue by the number of employees.

### **Financial Health and Profitability Score 10.6 - Points (Result:45%)**

Your "Financial Health and Profitability Score" shows how well your company is positioned in terms of revenue quality, cost structure, profitability, liquidity, and debt management. The percent value reflects your financial performance against our internal benchmark model.

***We recommend having these results reviewed and interpreted by a professional management consultant. Areas categorized as "Weak" may indicate potential operational vulnerabilities within your company, and taking the necessary operational actions could be required to protect the company's overall health in the medium term.***



## Section 2 of 8 — Strategic Orientation, Competitive Positioning and Alignment

**Purpose:** This section aims to evaluate your organization's strategic orientation, market positioning, and internal alignment. It focuses on how effectively leadership, resources, and long-term objectives are coordinated to support the company's strategic priorities.

**Importance:** Understanding these factors helps reveal the strength of your competitive position, the clarity of your growth strategy, and your organization's capacity for sustained success.

### 2.1. Sector of Company -2 Points

Your company's sector shapes competitiveness and growth potential. As AI and digital technologies accelerate, some industries gain strength through automation and data use, while others lose ground if they fail to adapt. Depending on your sector, you may receive a **negative score**. If your industry is rising, focus on innovation, AI readiness, and talent. If it is slowing, prioritize efficiency, niche positioning, and shifting toward tech-driven business models.

### 2.2. Effective Resources Alignment 0 Points out of 1.35

Resources should enable strategy, not just operations. Your result shows whether budget, talent, and technology are directed toward the right priorities. When alignment is weak, projects stall, resources are wasted, and teams focus on short-term tasks instead of strategic outcomes. Strong alignment means key initiatives receive funding, roles are clear, and technology supports measurable results. Review whether your resources reinforce long-term goals or simply keep the business running.

### 2.3. Competitive Market Position 0 Points out of 1.35

Your result indicates how defensible your competitive position is. A strong position shows you retain customers, protect pricing power, and differentiate clearly from competitors. When competitiveness weakens, signs often include declining sales, loss of key clients, and dependence on discounts to win business. Review whether your brand, pricing, and customer loyalty efforts truly separate you from alternatives. A resilient competitive position supports profitability and long-term growth.

### 2.4. Long-term Strategic Plans 0 Points out of 1.21

Your result reflects how effectively long-term strategy guides decisions. A solid 5-year plan provides direction, funding discipline, and clear milestones. When planning is weak or not followed, priorities change frequently, initiatives lose momentum, and teams stay stuck in short-term thinking. Evaluate whether your strategic roadmap is actionable, reviewed regularly, and translated into measurable execution. Long-term alignment turns goals into sustainable growth.

### **2.5. Clarity of Growth Strategy 0 Points out of 1.21**

Your result shows how strong and actionable your growth strategy is. A clear and realistic plan guides expansion through defined targets, resource allocation, and measurable steps. When strategy lacks clarity, actions become inconsistent, goals stay vague, and opportunities are missed. Review whether your growth ambitions are supported by data, capacity, and execution discipline. A focused strategy transforms intention into sustained, predictable growth.

### **2.6. Leadership Alignment 0 Points out of 1.21**

Your result reflects how unified your leadership team is in direction and execution. When alignment is strong, leaders communicate clearly, make coordinated decisions, and move toward shared goals. When alignment is weak, priorities conflict, efforts overlap, and progress slows. Review whether decisions support the same strategic outcomes and whether accountability and communication are clear across departments. Cohesive leadership improves execution and long-term performance.

### **2.7. Innovation Capability 0 Points out of 1.08**

Your result shows how well your organization turns ideas into valuable products and services. Strong innovation means spotting opportunities, testing concepts, and launching offerings that create value. When innovation is weak, growth slows and the business relies on outdated products or reactive decisions. Check whether resources, culture, and processes support experimentation and improvement. Stronger innovation boosts competitiveness and resilience.

### **2.8. Definition of Market Share 0 Points out of 0.95**

Your result shows how clearly your market share and positioning are defined and backed by data. Strong positioning means understanding customer segments, brand perception, and competitors, enabling informed and agile decisions. When clarity is weak, targets become vague and differentiation is harder. Check whether you track the right metrics and update

insights regularly. Data-driven positioning improves focus, resource use, and long-term growth.

### **2.9. Risk Identification & Mitigation 0 Points out of 0.95**

Your result shows how well your organization anticipates and manages strategic risks. Strong risk control means key threats are identified early, responsibilities are clear, and mitigation actions are monitored. When risks are unmanaged, decisions become reactive and crises repeat. Check whether you have structured processes to track market, regulatory, and operational risks. Proactive risk management protects long-term goals and strengthens resilience.

### **2.10. Sustainability Integration 0 Points out of 0.95**

Your result shows how well sustainability and long-term advantage are built into your strategy. When ESG and future-focused thinking are integrated, the company gains efficiency, innovation, and trust while reducing risks. When ignored, decisions become short term and competitiveness declines. Check whether your strategy supports environmental efficiency, ethical practices, and lasting value. A sustainability-driven approach strengthens resilience.

### **2.11. Strategy Communication 0 Points out of 0.81**

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This indicator compares your company's actual revenue growth with what it should have been if revenues had kept pace with inflation. The past two years are summed and measured against the inflation-adjusted level. If actual revenue is lower, nominal growth lagged behind inflation, showing a real decline. For example, reaching 93% of the inflation-adjusted level means your revenues lost about 7% of real value.

### **2.12. Use of External Insights 0 Points out of 0.81**

Your result shows how effectively external insights shape your strategic decisions. When used well, market trends, customer feedback, and competitor data guide improvements and enable faster, informed choices. When ignored, reactions slow and opportunities are missed. Check whether insights are collected consistently and turned into action. Using external input increases agility, relevance, and forward-looking strategy.

### **2.13. Regular Competitive Analysis 0 Points out of 0.54**

Your result shows how consistently your company monitors competitors and market shifts. Regular analysis helps you anticipate changes, adjust pricing and positioning, and identify threats or opportunities early. When it's missing, reactions slow and strategy becomes guesswork. Check whether you track key competitors and use insights to update plans. Continuous monitoring improves agility and supports informed decisions.

#### **2.14. Monitoring Competition 0 Points out of 0.54**

Your result shows how actively your company tracks competitors and adapts to market moves. When monitoring is strong, you anticipate shifts, refine pricing and offerings, and strengthen differentiation. When weak, responses are late, and competitors shape the market instead of you. Review whether competitive insights lead to action, not just awareness. Agility in adaptation protects your positioning and ensures ongoing competitive strength.

#### **2.15. Strategic Plans Follow-up 0 Points out of 0.54**

Your result reflects how disciplined your organization is in reviewing and updating its strategic plan. When a formal cycle exists, progress is measured, priorities stay current, and decisions remain aligned with market realities. Without structured reviews, goals become outdated and execution drifts. Evaluate whether your plan is revisited regularly with clear metrics and accountability. Continuous review keeps strategy relevant and supports long-term success.

### **Strategic Orientation & Competitive Alignment Score -2 - Points (Result: -15%)**

Your Strategic Orientation and Competitive Positioning assessment shows how well your company sets its long term direction and aligns resources for growth. A strong score means leadership has a clear vision, strategy turns into measurable goals, and decisions use data, market insights, and competitive awareness.

A lower score often requires clearer planning, stronger competitive analysis, and better alignment across leadership and teams. Improving market positioning, following external trends, and updating plans regularly will increase agility and long term competitiveness.

**Note:** The percentage you see here may appear significantly above or below 100% due to the relative advantages or disadvantages of your sector compared to others. This situation is normal and does not indicate any formula error.



## **Section 3 of 8 - Operational Efficiency, Systems and Digital Integration**

**Purpose:** This section evaluates your organization's operational efficiency and the degree of digital integration across systems, tools, and workflows. It examines how effectively processes are standardized, automated, and monitored through data-driven systems to ensure productivity and reliability.

**Importance:** High efficiency and integration reduce costs, minimize human error, and accelerate delivery. Weak performance in this area often results in duplicated work, poor data accuracy, process bottlenecks, and rising operational expenses that limit agility and competitiveness.

### **3.1. Digitalization & Automation Level 0 Points out of 1.6**

Your result shows whether digitalization and automation support your daily operations effectively. Strong digital capability improves efficiency, reduces manual work, and accelerates decision-making. When automation is lacking, processes become slower, errors increase, and costs rise. Review whether critical workflows are digitized, data flows seamlessly, and tools reduce workload instead of adding complexity.

### **3.2. Capacity Utilization Optimization 0 Points out of 1.45**

Your result shows how effectively your organization measures and manages workforce and production capacity. When utilization is monitored and optimized, workloads are balanced, costs remain controlled, and delivery performance improves. When not measured, idle time, overtime pressure, bottlenecks, and rising unit costs appear.

### **3.3. Process Efficiency Reviews 0 Points out of 1.31**

Your result shows how effectively your organization reviews and improves core business processes. When processes are monitored and optimized, inefficiencies are eliminated, costs decrease, and quality improves. When reviews are neglected, outdated practices persist, agility drops, and customer experience suffers.

### **3.4. Cost Accounting System 0 Points out of 1.16**

Your result reflects how well your organization tracks and allocates operational costs. A structured cost accounting system provides transparency, helps identify inefficiencies, and supports accurate pricing decisions. Without it, costs remain unclear, losses go unnoticed,

and resources may be misallocated.

### **3.5. KPI Monitoring & Reporting 0 Points out of 1.16**

Your result shows how effectively KPIs are tracked and used for decision-making. When KPIs are clearly defined and monitored through consistent reporting, performance trends are visible, issues are addressed early, and teams stay aligned.

### **3.6. Bottleneck Identification 0 Points out of 1.16**

Your result shows how systematically your organization identifies and resolves process bottlenecks. When bottlenecks are analysed using data and root-cause methods, workflows become smoother, delays decrease, and efficiency improves.

### **3.7. Continuous Improvement Culture 0 Points out of 1.02**

Your result shows how well continuous improvement is embedded in your organization. When tools like Lean, Six Sigma, or Kaizen are actively used, teams focus on reducing waste, improving quality, and making consistent progress.

### **3.8. Operational Consistency Procedures 0 Points out of 1.02**

Your result shows how consistently your organization performs its daily operations. When procedures are documented, communicated, and audited, performance remains stable even with staff changes or workload fluctuations.

### **3.9. COGS per Product Calculation 0 Points out of 0.87**

Your result indicates how clearly you understand the true cost of each product. When per-product COGS is calculated accurately, pricing decisions are data-driven, margins are transparent, and unprofitable items are identified quickly.

### **3.10. Procurement Standardization 0 Points out of 0.87**

Your result shows how accurately your organization controls inventory through standardized and regular stock counts. When counts are consistent and reconciled, inventory accuracy improves, losses are prevented, and planning becomes reliable.

### **3.11. Finished Goods Inventory Count 0 Points out of 0.73**

Your result indicates how accurately finished product inventory is controlled. When monthly counts are performed and matched with accounting records, planning accuracy increases, losses are prevented, and financial transparency improves.

### **3.12. Raw Materials Inventory Count 0 Points out of 0.73**

Your result shows how accurately raw materials and supplies are controlled. When counts and reconciliations are consistent, delays and cost overruns are prevented.

### **3.13. Accounts Receivable Aging Reports 0 Points out of 0.58**

Your result shows how effectively your organization manages receivables and cash flow. When aging reports are reviewed monthly, overdue invoices are addressed quickly, credit risk decreases, and cash becomes predictable.

### **3.14. Finished Goods Aging Reports 0 Points out of 0.44**

Your result shows how well your organization monitors finished goods inventory over time. When stock aging reports are reviewed monthly, slow-moving products are identified early, freeing up cash and preventing write-offs.

### **3.15. Raw Materials Aging Reports 0 Points out of 0.44**

Your result shows how effectively raw materials and supplies are monitored over time. When aging reports are prepared, slow-moving items are identified before they tie up working capital or expire.

### **Operational Efficiency and Systems Score 0 - Points (Result: 0%)**

Your Operational Efficiency and Digital Integration score reflects how effectively your company uses systems, data, and structured processes to run daily operations.

A strong result means workflows are documented, performance is monitored using KPIs, capacity and costs are measurable, and decisions are based on data.

If the score is lower, improvement usually requires stronger process discipline, better data accuracy, and automation of repetitive tasks.



## Section 4 of 8 - Sales and Marketing Capability

**Purpose:** This section evaluates the effectiveness of your sales funnel and marketing engine including lead generation, qualification, conversion, pricing, channel management, CRM discipline, campaign planning, brand positioning, and digital analytics across the full customer journey.

**Importance:** Strong, data-driven sales and marketing capabilities drive predictable revenue growth, healthier CAC/LTV ratios, higher win rates, and better retention. Weaknesses here create pipeline leaks, rising acquisition costs, inaccurate forecasts, and missed market opportunities.

### 4.1. Pricing Strategy 0 Points out of 1.1

Your result shows how effectively your pricing strategy balances competitiveness and profitability. When pricing is based on data—market benchmarks, customer value, and cost structure—margins stay healthy and positioning remains strong. When pricing relies on guesswork or reactive discounts, profitability erodes and customers question value. Review whether pricing decisions are guided by analysis and clear margin targets.

### 4.2. Customer Segmentation 0 Points out of 0.99

Your result shows how well your company defines and targets the right customer segments. When segmentation is data-driven and clear, marketing becomes more efficient, conversion rates improve, and resources focus on high-value customers. When segmentation is vague, messaging becomes generic and growth slows.

### 4.3. Customer Loyalty 0 Points out of 0.99

Your result shows how strong your customer loyalty and repeat-purchase base is. When loyalty is high, satisfied customers return regularly, revenue becomes predictable, and acquisition costs decrease. When loyalty is weak, sales rely too heavily on new customers and marketing expenses rise.

### 4.4. New Customer Acquisition 0 Points out of 0.99

Your result shows how effectively your organization attracts new customers while maintaining existing relationships. When acquisition works well, qualified leads flow consistently through marketing, referrals, or partnerships. When acquisition is weak, growth slows and risk increases if existing customers churn.

#### **4.5. Customer Satisfaction Tracking 0 Points out of 0.88**

Your result shows how effectively your organization measures and acts on customer satisfaction. When feedback systems such as NPS, surveys, or complaint tracking are used regularly, insights guide improvements, issues are resolved faster, and retention strengthens.

#### **4.6. Sales Channel Management 0 Points out of 0.88**

Your result shows how effectively your company manages different sales and distribution channels. When channels are clearly defined, tracked, and aligned, they reinforce each other, expand market reach, and improve profitability. When coordination is weak, channel conflicts emerge and customer experience suffers.

#### **4.7. Digital Marketing Performance 0 Points out of 0.77**

Your result shows how effectively digital marketing performance is measured and optimized. When analytics guide decisions, qualified traffic increases and budget is spent where results are strongest. When performance isn't monitored, spending becomes inefficient and online competitiveness weakens.

#### **4.8. Sales Team Performance 0 Points out of 0.66**

Your result shows how effectively sales performance is measured and rewarded. When KPIs are tracked and incentives are linked to results, motivation increases and sales productivity rises. Without a clear incentive structure, morale declines and performance becomes inconsistent.

#### **4.9. Brand Awareness 0 Points out of 0.66**

Your result shows how clearly your brand's visibility and positioning are understood in the market. When awareness and perception are tracked, you can see how your brand compares to competitors and adjust messaging accordingly. When brand awareness isn't measured, messages lose impact and differentiation weakens.

#### **4.10. Sales Conversion Analysis 0 Points out of 0.66**

Your result shows how well your company measures and improves sales conversion performance. When conversion rates are tracked by source, product, or salesperson, you gain visibility into what works and where leads are lost. Regular analysis strengthens sales productivity and boosts revenue growth.

#### **4.11. Customer Channels 0 Points out of 0.55**

Your result shows how well communication channels are defined and tailored to each customer segment. When channels are selected strategically and messaging is adjusted to the audience, engagement improves and conversions increase.

#### **4.12. Tracking of Competition 0 Points out of 0.55**

Your result shows how clearly your company understands its product strengths and weaknesses versus competitors. When competitive benchmarking and customer feedback are tracked, differentiation becomes clearer and decisions on pricing, features, and improvements are data-driven.

#### **4.13. Customer Data Tracking 0 Points out of 0.55**

Your result shows how effectively customer data is used to guide decisions. When CRM data and churn trends are tracked systematically, the company understands buying behaviour and strengthens loyalty. When customer data isn't monitored, insights are lost and churn increases.

#### **4.14. Market Price Monitoring 0 Points out of 0.44**

Your result shows how actively your company monitors market and competitor pricing. When prices are tracked regularly, you can adjust quickly, stay competitive, and protect margins. Without this visibility, products risk being mispriced.

#### **4.15. Sales Teams Follow-Up 0 Points out of 0.33**

Your result reflects how consistently and effectively sales meetings are used to drive performance. When meetings are regular, structured, and data-driven, the team stays aligned and focused on priorities. When meetings are irregular or unfocused, communication weakens and opportunities are missed.

### **Sales and Marketing Capability Score 0 - Points (Result: 0%)**

Your Sales and Marketing Capability score reflects how well your company attracts, converts, and retains customers through structured sales processes and data-driven marketing.

A strong result means customer segments are defined, pricing is competitive and profitable, CRM data and customer satisfaction are tracked, and the sales funnel is monitored from leads to closed deals. It also shows that digital marketing performance, sales channels, and

brand positioning are measured and optimized.

If the score is lower, improvement requires clearer targeting, stronger pricing discipline, systematic customer feedback, and regular performance reporting. Strengthening CRM use, tracking churn, and managing sales incentives will increase conversion, loyalty, and market growth.



## Section 5 of 8 - Technology and Innovation Performance

**Purpose:** This section assesses how effectively your organization develops, selects, and scales technologies including product R&D, architecture, data and analytics, cybersecurity, IT and OT integration, AI adoption, and the governance that turns ideas into customer value.

**Importance:** Robust technology and innovation disciplines shorten time to market, improve quality, and create defensible advantages such as IP, efficiency, or switching costs. Gaps lead to fragile systems, stalled roadmaps, security risks, and missed opportunities.

### 5.1. R&D & Innovation Strategy 0 Points out of 1.08

Your result shows how structured and intentional your company is in pursuing innovation. When there is a formal R&D and innovation strategy with clear goals, budgets, and priorities, resources are focused and new ideas turn into measurable outcomes. Without direction, innovation becomes scattered and reactive, causing missed opportunities and slower growth. Review whether innovation plans are documented, reviewed regularly, and aligned with business strategy. A structured innovation approach strengthens competitiveness and long-term success.

### 5.2. Recent Product/Service Innovation 0 Points out of 1.08

Your result indicates how effectively your organization converts ideas into real market outcomes. When new products or services have been launched in the last three years, it shows agility, innovation capability, and a proactive response to customer needs and market changes. When no recent innovations exist, relevance declines and competitors may take the lead. Review whether innovation projects are funded, managed with clear milestones, and evaluated for commercial impact. Consistent innovation supports competitiveness and future growth.

### 5.3. Digital Transformation Planning 0 Points out of 1.08

Your result shows how effectively digital transformation and technology investments are managed. When initiatives follow a clear roadmap with defined owners, budgets, and KPIs, technology delivers measurable business value and supports strategic goals. When planning is weak or monitoring is inconsistent, costs rise, adoption stalls, and ROI becomes unclear. Review whether tech projects are prioritized, tracked, and evaluated after implementation. Structured digital investment ensures efficient spending, strong adoption, and long-term competitiveness.

#### **5.4. R&D Resources Allocation 0 Points out of 0.96**

Your result shows how consistently resources are allocated to R&D and innovation. When funding, time, and talent are dedicated to innovation, ideas turn into real progress and strategic intentions become measurable outcomes. Without adequate resources, innovation becomes reactive, ideas stall, and competitors move ahead. Review whether you have a defined budget, assigned teams, and structured time for experimentation. Regular investment strengthens competitiveness, supports differentiation, and drives sustainable growth.

#### **5.5. Technology Utilization in Processes 0 Points out of 0.96**

Your result shows how effectively technology supports your business processes. When digital tools are well-integrated, user-friendly, and aligned with operational needs, workflows become faster, errors decrease, and decisions improve. When technology is underutilized or systems don't work together, manual work increases, data becomes fragmented, and efficiency suffers. Review whether technology enables automation, real-time information flow, and scalability. Effective technology use boosts agility, performance, and competitive strength.

#### **5.6. Use of Advanced Digital Tools 0 Points out of 0.96**

Your result reflects how deeply advanced digital tools are integrated into daily operations. When systems like ERP, CRM, analytics, or automation are fully implemented and actively used, decisions become data-driven, workflows accelerate, and accuracy improves. When these tools are absent or only used for basic record-keeping, manual work increases and insights remain limited. Review whether advanced tools are interconnected and support real-time information flow. Effective digital tool adoption enhances efficiency, scalability, and competitive strength.

#### **5.7. Adaptation to Emerging Tech 0 Points out of 0.84**

Your result shows how ready your company is to recognize and adopt emerging technologies. When the organization actively scans trends, pilots new solutions, and trains people for change, it becomes agile and future-ready. This allows opportunities to be captured early and efficiency to improve continuously. When adaptability is low, new technologies feel disruptive, transitions become costly, and competitors gain advantage. Review whether your company has defined processes for evaluating and testing new technologies. Preparedness builds long-term resilience and competitiveness.

#### **5.8. Employee Innovation Encouragement 0 Points out of 0.72**

Your result shows how effectively employees are encouraged to contribute ideas and participate in innovation. When people are motivated and rewarded for creative thinking, improvements accelerate, engagement rises, and innovation becomes part of daily work instead of a top-down initiative. When idea generation isn't supported, opportunities are missed and only a few individuals carry the innovation burden. Review whether suggestion channels, workshops, or recognition programs exist. Empowered employees fuel continuous improvement and competitive advantage.

#### **5.9. Innovation Process Structure 0 Points out of 0.72**

Your result shows how well innovative ideas are transformed into real outcomes. When there is a structured process to evaluate, prioritize, and implement ideas, valuable opportunities are captured and resources are used efficiently. Without a clear process, innovation becomes ad hoc, ideas fade, and execution depends on chance rather than discipline. Review whether evaluation criteria, approval steps, and pilot methods are defined and consistently applied. A structured approach turns creativity into measurable progress and sustained innovation.

#### **5.10. Customer Feedback for Innovation 0 Points out of 0.72**

Your result shows how effectively customer feedback shapes new products or services. When insights from surveys, support interactions, or usage analytics guide development, new launches match real needs and have a higher success rate. When feedback isn't used, products may miss expectations and resources are wasted on low-impact ideas. Review whether customer input is collected consistently and integrated into design or R&D decisions. Using feedback reduces risk, increases relevance, and strengthens market acceptance.

#### **5.11. Innovation Performance KPIs 0 Points out of 0.6**

Your result shows how well innovation performance is measured in your company. When KPIs such as new product revenue contribution or ROI of innovation projects are tracked, progress becomes visible, accountability increases, and resources are directed to what works. When KPIs are not monitored, improvement is guesswork and innovation remains disconnected from business impact. Review whether innovation metrics are defined, reviewed regularly, and linked to strategic goals. Measurement drives focus, learning, and continuous innovation success.

#### **5.12. External Innovation Partnerships 0 Points out of 0.6**

Your result shows how effectively your company leverages external partnerships to accelerate innovation and technology development. When collaborating with universities,

startups, or research institutions, you gain access to new knowledge, talent, and emerging technologies while reducing development costs. Without collaboration, innovation slows and internal capabilities remain limited, increasing the risk of falling behind industry advancements. Review whether joint projects, pilot programs, or co-development initiatives are in place. Strong partnerships expand learning, creativity, and competitive advantage.

### **5.13. Intellectual Property Protection 0 Points out of 0.6**

Your result shows how effectively your company protects its intellectual property. When patents, trademarks, or trade secrets are registered and monitored, innovations are safeguarded and competitors cannot copy or exploit your ideas. Strong IP protection encourages investment in innovation and maintains long-term competitive advantage. When protection is weak, others can replicate your work, reducing market exclusivity and financial return on innovation. Review whether IP assets are identified, registered, and enforced when necessary.

### **5.14. Internal Process Innovation 0 Points out of 0.6**

Your result shows whether innovation is applied beyond products and services to internal processes. When workflows and systems are periodically redesigned, efficiency improves, collaboration strengthens, and the organization adapts faster to change. When internal processes never evolve, inefficiencies grow and agility declines, even if products are innovative. Review whether internal tools, methods, and processes are regularly improved and supported by leadership. Continuous process innovation strengthens resilience, competitiveness, and long-term performance.

### **5.15. Competitor Innovation Benchmarking 0 Points out of 0.48**

Your result shows how effectively your company benchmarks competitors' technology and innovation practices. When benchmarking is done regularly, you gain awareness of market trends, identify capability gaps, and make smarter investment decisions that keep you relevant and competitive. When it is neglected, the company risks falling behind faster-moving innovators and missing opportunities for differentiation. Review whether market intelligence, tech scans, or structured comparisons are used to guide strategic decisions. Continuous benchmarking strengthens foresight and innovation focus.

## **Technology and Innovation Performance Score 0 - Points (Result: 0%)**

Your Technology and Innovation Performance score reflects how well your company turns ideas, digital tools, and new technologies into business results.

A strong score means innovation has a strategy, resources are allocated, advanced tools such as ERP, CRM, analytics, or automation support operations, and new ideas are evaluated and implemented. It also shows customer feedback guides development and KPIs track results.

A lower score indicates the need for clearer prioritization, structured idea management, and more disciplined monitoring of digital investments to create sustained competitive advantage.



## Section 6 of 8 - Structure, Organization, Culture & HR Management

**Purpose:** This section examines how your organization is structured, governed, and led focusing on leadership effectiveness, decision-making clarity, accountability, performance management, talent development, and cultural alignment with strategic goals.

**Importance:** A well structured and empowered organization attracts and retains talent, drives collaboration, and sustains performance. Weak leadership or unclear roles cause low morale, slow decisions, disengagement, and execution gaps that undermine success.

### 6.1. Talent Retention & Succession 0 Points out of 1

Your result shows how well the company retains talent and prepares future leaders. When retention, succession planning, and career development are structured, key roles have successors, high-potential employees grow, and continuity is protected. When weak, key-person risk rises, turnover costs increase, and motivation declines. Review whether successors are defined, development plans exist, and engagement data is tracked. Strong people management ensures stability and long-term capability.

### 6.2. Training & Performance Programs 0 Points out of 1

Your result shows how well training and performance evaluations support employee growth. When structured programs exist, skills improve, expectations are clear, and performance links to development and rewards. When weak, skill gaps widen, accountability drops, and turnover increases. Review whether training is role-based and evaluations are documented with clear goals and feedback. Strong development systems improve capability, motivation, and productivity.

### 6.3. Leadership & Communication Style 0 Points out of 0.9

Your result shows how leadership style affects communication and empowerment. When leaders listen, delegate, and support initiative, employees feel valued and contribute more ideas. When leadership is closed or top-down, motivation drops and issues stay hidden. Review whether leaders encourage feedback, share information, and trust teams with decisions. Empowering leadership builds engagement, ownership, and better results.

### 6.4. Values & Organizational Culture 0 Points out of 0.8

Your result shows how clearly company values and culture are defined and lived. When values guide hiring, performance, and leadership behavior, they create trust, engagement, and a strong identity. If values exist only on paper, morale drops, decisions become inconsistent, and credibility weakens. Review whether values are communicated often and reflected in daily actions. Practiced values strengthen teamwork and long-term cohesion.

#### **6.5. Professional General Manager or CEO 0 Points out of 0.8**

Your result reflects whether the company has independent, professional leadership. A qualified general manager brings accountability, objective decision-making, and operational discipline. When leadership remains owner- or family-driven without professional management, delegation weakens, decisions become personal, and strategic consistency suffers. Professional management supports transparency, growth, and long-term sustainability.

#### **6.6. Professional HR Department 0 Points out of 0.8**

Your result shows how structured and professional your HR function is. When HR is led by a qualified manager, hiring, onboarding, training, performance reviews, and compliance are handled consistently, improving fairness and retention. When HR is informal or without leadership, practices become uneven, legal and payroll errors increase, and turnover rises. A professional HR function strengthens stability, employee experience, and organizational growth.

#### **6.7. Board Composition Structure 0 Points out of 0.6**

Your result shows how independent and objective your board structure is. When a board includes external members with diverse experience, decisions become more balanced, strategic, and accountable. If the board consists only of family members or one person, oversight weakens and decisions may be biased or limited to personal views. Review whether independent expertise is included to challenge assumptions and support long-term growth and governance quality.

#### **6.8. Employee Engagement Measurement 0 Points out of 0.6**

Your result shows how well the company measures and improves employee engagement. When engagement is tracked through surveys or feedback and followed by action, motivation and retention increase. When not measured, problems stay hidden, turnover rises, and performance declines. Review whether engagement data leads to concrete improvements. Systematic engagement builds loyalty, productivity, and a stronger culture.

### **6.9. Deputy General Managers 0 Points out of 0.6**

Your result shows whether deputy general manager roles are filled with qualified professionals. When deputies are selected based on expertise and performance, decision-making improves, accountability strengthens, and operations run efficiently. When these roles are given to family members without required skills, objectivity drops, conflicts increase, and efficiency suffers. Review whether deputies are chosen through merit and experience. Professional leadership supports growth and balanced governance.

### **6.10. Defined Roles & Reporting Lines 0 Points out of 0.6**

Your result shows how clearly roles and reporting lines are defined. When responsibilities and authority levels are documented and communicated, accountability strengthens, decisions are faster, and teamwork improves. When unclear, tasks overlap, accountability weakens, and confusion slows progress. Review whether each role has defined duties and reporting relationships. Clear structure increases efficiency and coordination across the organization.

### **6.11. Diversity & Inclusion Culture 0 Points out of 0.5**

Your result shows how well the company supports diversity, fairness, and inclusion. When hiring and promotion are merit-based and different perspectives are welcomed, engagement rises, creativity improves, and talent stays longer. When diversity is ignored or bias influences decisions, morale drops and valuable people leave. Review whether practices ensure equal opportunity and an inclusive culture. Inclusion strengthens performance and employer reputation.

### **6.12. Employee Motivation Measurement 0 Points out of 0.5**

Your result shows how well the company measures and manages employee motivation. When motivation is tracked through surveys or feedback and actions follow, engagement rises and turnover decreases. When not measured, disengagement goes unnoticed and performance declines. Review whether motivation data leads to concrete improvements. Regular measurement strengthens morale, productivity, and retention.

### **6.13. Departmental Meetings 0 Points out of 0.5**

Your result shows how effectively the company maintains communication through regular meetings. When meetings are scheduled with clear agendas and follow-up actions, coordination improves and teams stay aligned. When meetings are irregular or lack structure, silos form and miscommunication increases. Review whether meeting rhythms and outcomes

are consistent. Regular communication strengthens teamwork, alignment, and execution.

#### **6.14. Performance-Based Rewards 0 Points out of 0.4**

Your result shows how effectively performance is rewarded in the company. When recognition and incentives are linked to clear KPIs, motivation increases and employees focus on measurable results. If rewards are unclear or not performance-based, motivation drops and high performers feel undervalued. Review whether achievements are tracked objectively and tied to bonuses or recognition. A fair reward system strengthens engagement, accountability, and productivity.

#### **6.15. Whistleblowing & Grievance Channel 0 Points out of 0.4**

Your result shows whether employees have a safe and confidential way to report issues. When an anonymous whistleblowing or grievance channel exists, problems are addressed early, trust increases, and risks are reduced. Without it, issues stay hidden, misconduct grows, and employees feel unprotected. Review whether reports are logged, investigated, and followed up without retaliation. A secure channel supports transparency, ethics, and a healthy culture.

### **Structure, Organization, Culture & HR Management Score 0 - Points (Result:0)**

Your Structure, Organization, Culture and HR Management score shows how professionally the company manages people, roles, and culture.

A strong result means roles and reporting lines are clear, managers are professional, talent is developed, engagement is measured, and performance is rewarded. It reflects open communication, training, succession planning, and a healthy culture.

A lower score signals the need for defined structure, HR systems, and data-driven people management.



## **Section 7 of 8 - Governance, Risk Management & Compliance Integration**

**Purpose:** This section evaluates corporate governance maturity, internal controls, legal and regulatory compliance, decision transparency, risk management, and data driven oversight mechanisms.

**Importance:** Strong governance enables accountability, protects stakeholders, improves decision quality, and ensures long term sustainability. Weak governance increases financial risk, legal exposure, and operational instability.

### **7.1. Operational & Strategic Risk Assessment 0 Points out of 0.65**

Your result shows how well the company identifies and evaluates risks. When risks are regularly assessed and mitigation plans are documented and reviewed, threats are addressed early and resilience increases. When risk evaluation is ignored, small issues can escalate into financial, operational, or reputational damage. Review whether risks are tracked, owned, and followed up. Proactive risk management protects stability and long-term performance.

### **7.2. Cybersecurity & Data Protection 0 Points out of 0.59**

Your result shows how well cybersecurity and data protection are handled. When backups, access controls, security policies, and employee awareness are in place, information stays safe and business continuity is protected. When security is weak or outdated, data breaches, financial loss, and reputational damage become serious risks. Review whether systems are updated, access is controlled, and staff are trained. Strong protection builds trust and reduces vulnerability.

### **7.3. Financial Risk Analysis 0 Points out of 0.52**

Your result shows how well financial risks are monitored. When bank debt, interest, and exchange rate exposure are regularly analyzed, the company can react early and protect cash flow. If these risks are ignored, sudden changes can increase costs and damage profitability. Review whether sensitivity analysis, hedging, or ratio tracking is done consistently. Proactive financial monitoring strengthens stability and control.

### **7.4. Ethical Leadership & Integrity 0 Points out of 0.52**

Your result shows how well leadership promotes ethical behavior. When leaders set clear standards, act as role models, and ensure policies support honesty and fairness, trust and credibility grow. When ethics are not emphasized, misconduct spreads and morale and reputation suffer. Review whether leadership communicates expectations and reinforces ethical actions. Ethical leadership protects culture and long-term success.

#### **7.5. Leadership Accountability for Risks 0 Points out of 0.52**

Your result shows how leadership handles accountability in risk management. When leaders assign clear ownership for identifying and mitigating risks and follow up on actions, issues are controlled early and decisions become proactive. When accountability is unclear, risks go unmanaged and problems escalate. Review whether responsibilities are defined and tracked. Accountable leadership increases preparedness and reduces exposure.

#### **7.6. Regulatory Compliance Monitoring 0 Points out of 0.46**

Your result shows how well the company monitors legal and regulatory requirements. When updates are tracked, responsibilities are assigned, and compliance audits are performed, risks are minimized and reputation is protected. When regulations are not monitored, violations, penalties, or safety incidents may occur. Review whether legal responsibilities are clearly owned and checked regularly. Proactive compliance protects operations and stakeholder trust.

#### **7.7. ESG & Sustainability Integration 0 Points out of 0.46**

Your result shows how well sustainability and ESG risks are included in strategic decisions. When environmental, social, and governance impacts are evaluated and linked to goals, resilience and stakeholder trust increase. When ESG is ignored, reputational, regulatory, and financial risks grow. Review whether ESG risks are monitored and influence planning. Integrating them supports long-term value and competitiveness.

#### **7.8. External Financial Audits 0 Points out of 0.39**

Your result shows whether financial transparency is supported by independent audits. When licensed external auditors review financials annually and findings are acted on, credibility increases and errors are caught early. Without independent audits, irregularities may go unnoticed and investor confidence declines. Review whether audits are regular and findings are followed up. External audits strengthen trust, accuracy, and financial discipline.

### **7.9. Emergency Preparedness Plans 0 Points out of 0.39**

Your result shows how prepared the company is for emergencies. When plans are documented, responsibilities are clear, and employees are trained through drills, crises are handled quickly and safely. Without plans, confusion and delays increase damage and risk. Review whether emergency procedures exist, are communicated, and tested. Preparedness protects people, assets, and business continuity.

### **7.10. Crisis & Continuity Planning 0 Points out of 0.39**

Your result shows how prepared the company is to handle crises and maintain operations. When a crisis and business continuity plan exists and is tested regularly, roles are clear, communication is fast, and downtime is minimized. When plans are unclear or untested, response slows and risks to safety, data, and revenue increase. Review whether responsibilities, backups, and drills are defined. Regular testing protects resilience and business continuity.

### **7.11. Internal Audit & Compliance 0 Points out of 0.39**

Your result shows how independent oversight is handled. When internal audit or compliance is separate from daily operations and reports to senior management or the board, risks are detected early and transparency improves. Without independence, irregularities may go unnoticed and governance weakens. Review whether audit processes are objective and structured. Independent oversight strengthens control and integrity.

### **7.12. Overdue Public Debts 0 Points out of 0.33**

Your result shows how well the company manages public financial obligations. When taxes, social security, and public debts are paid on time, legal and financial risks are avoided and credibility remains strong. When debts exceed three months, penalties, financing restrictions, and reputational damage may occur. Review whether payment plans, reconciliations, and monitoring processes are in place. Timely compliance protects financial stability and creditworthiness.

### **7.13. Facility & Interruption Insurance 0 Points out of 0.33**

Your result shows whether the company is financially protected against physical damage or operational downtime. When facility and business interruption insurance is in place and reviewed regularly, recovery is faster and financial loss is minimized. When insurance is missing or outdated, accidents or disasters can cause severe costs and long downtime.

Review whether policies cover buildings, equipment, and income loss. Proper insurance ensures continuity and protection.

#### **7.14. Transparent Decision-Making 0 Points out of 0.33**

Your result shows how transparent and inclusive leadership decisions are. When decisions are discussed openly, supported by data, and involve the right managers, trust and accountability grow and execution improves. When decisions are made by a few people without transparency, communication breaks and engagement drops. Review whether decision processes are shared and include relevant input. Inclusive leadership strengthens alignment and results.

#### **7.15. Stakeholder Identification 0 Points out of 0.26**

Your result shows how well the company identifies and manages its key stakeholders. When stakeholders such as customers, employees, suppliers, and investors are clearly mapped and understood, communication improves and collaboration opportunities increase. When stakeholders are not identified, expectations are unclear, conflicts arise, and alignment weakens. Review whether stakeholder groups are defined and regularly engaged. Awareness strengthens trust and strategic focus.

### **Governance, Risk Management & Compliance Score 0 - Points (Result: 0%)**

Your Governance, Risk Management and Compliance score shows how well the company protects its operations and reputation through control, transparency, and accountability.

A strong result means risks are identified, financial exposures are monitored, audits and insurance exist, legal compliance is tracked, and crisis plans are prepared.

A lower score signals the need for clearer accountability, stronger risk reporting, and building a culture that supports integrity and transparency.



## **Section 8 of 8 - Investor Attraction & Exit Strategy Readiness**

**Purpose:** This section evaluates how attractive your company is to investors and how prepared it is for a potential exit scenario. It examines scalability, profitability, transparency, reporting quality, valuations, liquidity planning, and investor readiness.

**Importance:** Investor readiness increases company valuation, accelerates funding or exit opportunities, and signals strategic maturity. Lack of readiness limits growth, delays deals, and lowers perceived value.

### **8.1. Investor Attractiveness 0 Points out of 0.66**

Your result shows how attractive your company is to investors or buyers. When financials are transparent, operations efficient, and risks well-managed, valuation rises and interest increases. If these areas are weak, investors see higher risk, lowering valuation and limiting funding or exit options. Review whether profitability, governance, and reporting support investor expectations. Strong preparation increases credibility and opportunity.

### **8.2. Growth & Scalability Potential 0 Points out of 0.66**

Your result shows how scalable and sustainably the company can grow. When the business model, systems, and resources support expansion without large cost increases or quality issues, growth becomes predictable and attractive to investors. If scalability is weak, growth creates inefficiency and higher costs. Review whether processes, capacity, and technology can grow with demand. Strong scalability improves profitability and long-term resilience.

### **8.3. Governance & Reporting Alignment 0 Points out of 0.66**

Your result shows how well governance and reporting meet investor expectations. When financials, risks, and ESG data are reported clearly and transparently, trust increases and valuation improves. If reporting is weak or unclear, confidence drops and access to capital becomes harder. Review whether governance practices, disclosures, and reporting formats follow best standards. Strong governance builds credibility and supports investor readiness.

### **8.4. Exit Readiness & Management Strength 0 Points out of 0.61**

Your result shows how prepared the company is for a potential exit or sale. When financials are accurate, audited, and supported by a capable management team, due diligence runs smoothly and valuation increases. When records are unclear or leadership lacks professional

structure, deals slow down or fail. Review whether financial reporting and management readiness meet investor expectations. Strong preparation increases confidence and exit success.

#### **8.5. Market Position & Advantage 0 Points out of 0.55**

Your result shows how strong and defensible your company's market position is. When advantages like brand strength, loyal customers, patents, or cost efficiency are clear and measurable, competitors struggle to imitate you, margins stay healthy, and growth becomes sustainable. When advantages are weak or unclear, competitors gain ground easily and profitability declines. Review whether your strengths are unique, proven, and protected. Strong positioning ensures long-term resilience and market power.

#### **8.6. Exit Strategy Clarity 0 Points out of 0.55**

Your result shows how clearly the company has defined its exit strategy. When ownership goals, valuation targets, and timing are planned and supported by solid financials and capable management, investors gain confidence and exit opportunities increase. Without a defined plan, timing becomes reactive, valuations drop, and strategic opportunities may be missed. Review whether your exit path is clear and supported by readiness. A defined strategy strengthens focus and investor appeal.

#### **8.7. Shareholder Liquidity Planning 0 Points out of 0.55**

Your result shows how well liquidity for shareholders and investors is planned during an exit. When mechanisms like staged exits, secondary share sales, or buybacks are defined, investors have clarity and confidence. Without liquidity planning, disputes, delays, and valuation losses can occur. Review whether exit scenarios and liquidity options are documented and financially supported. Clear planning increases trust and deal success.

#### **8.8. Investor Due Diligence Readiness 0 Points out of 0.5**

Your result shows how ready the company is for investor due diligence. When financial, legal, and operational records are organized and up to date, investors gain confidence and deals progress faster. When unprepared, delays occur, details are questioned, and valuation may suffer. Review whether documents are complete and easily accessible. Due diligence readiness strengthens credibility and accelerates negotiations.

#### **8.9. Company Valuation Practices 0 Points out of 0.44**

Your result shows how well the company understands its market value. When professional valuations or financial models are used regularly, decisions on funding, ownership, or exit are based on real numbers, not assumptions. When valuations are ignored, expectations become unrealistic and negotiation power weakens. Review whether valuation is done with data and updated periodically. Knowing your true worth strengthens planning and investor confidence.

#### **8.10. Investor Relations Function 0 Points out of 0.33**

Your result shows how effectively the company manages investor relations. When communication is structured through regular updates, reports, and meetings, confidence grows and partnerships strengthen. When investor communication is ad hoc or unclear, misunderstandings occur and funding opportunities may be missed. Review whether updates are consistent and transparent. Strong investor relations support trust and long-term success.

#### **Investor Attraction and Exit Strategy Score 0 - Points (Result: 0%)**

Your Investor Attraction and Exit Strategy score reflects how ready the company is for investors, acquisition, or a liquidity event.

A strong result shows clear growth potential, solid financial reporting, strong market position, governance aligned with investor standards, and a defined exit plan supported by valuations and due diligence readiness.

A lower score indicates the need for stronger documentation, clearer scalability story, and a structured investor relations process.



## Final Summary and Evaluation

Your DYM-08 Business Health and Performance Test results reflect your company's current maturity level across eight key dimensions: financial health, strategy, operations, sales and marketing, technology and innovation, leadership and culture, governance and compliance, and investor readiness.

**Dear Takara Holding Japan Your Overall Score is 8.6 Points and 9%**

### **Interpretation:**

Higher scores indicate a structured, scalable, and efficiently managed organization capable of sustainable growth and improved profitability. Lower scores highlight improvement opportunities and areas where strategic changes can generate significant value.

### **What this means for your company:**

The test results reveal how prepared your company is for growth, digital transformation, sustainable profitability, and investor expectations. Strengths indicate strong management practices, while lower scoring areas identify potential bottlenecks that may limit performance.

### **Next Steps:**

If you would like a detailed expert review of your results or prefer to develop a customized improvement roadmap, there is no need to spend excessive consulting fees. [Feel free to contact us](#) . We would be pleased to support you online.

***Thank you for completing the test. We wish you success in your future business endeavors.***