

## DEMO REPORT

The full report  
consists of 45+ pages

# ENTREPRENEUR SCAN

TEST SAMPLE



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# INTRODUCTION

## What can you expect from the E-Scan?

The E-Scan provides insight into your strengths and weaknesses as an entrepreneur. The success of a venture is determined by many factors, but as an entrepreneur, you are the most important factor. It is you who is the driving force behind your company. Needless to say, your product plays an important role, but ultimately it's your personality and behavior that will turn your company into a success.

It is therefore vital that you know yourself. That means taking a critical look at yourself and plotting - or learning to plot - a strategy that will reinforce your own performance. Because as an entrepreneur you will be repeatedly confronted with situations that will demand a certain "character" of you, i.e., situations for which you are not always ideally suited.

## Scientific research

The E-Scan is based on scientific research into the personal characteristics of successful entrepreneurs in small businesses - characteristics that largely separate successful entrepreneurs from unsuccessful ones. The industry's standard profile, against which your entrepreneurial profile is compared, has been based on research under consultants who daily assess entrepreneurs with a proven track record and those who are just starting.

The test distinguishes between three factors - characteristics, qualities and thinking styles - and there is a significant difference to be made between them. Characteristics and thinking styles are rather fixed and more difficult to change over time, whereas qualities are easier to learn or unlearn. The test also indicates which competencies are vital in which phase of the business cycle.

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# The structure of the personal report

The personal report starts with a graphic overview of your entrepreneurial profile. Next, the scores of your specific characteristics, qualities and thinking styles are discussed, and tips and recommendations are provided. The personal characteristics vital in the various phases each venture passes through are then reviewed. Finally, the report concludes with the type of entrepreneur you are and the strategy best suited to you.

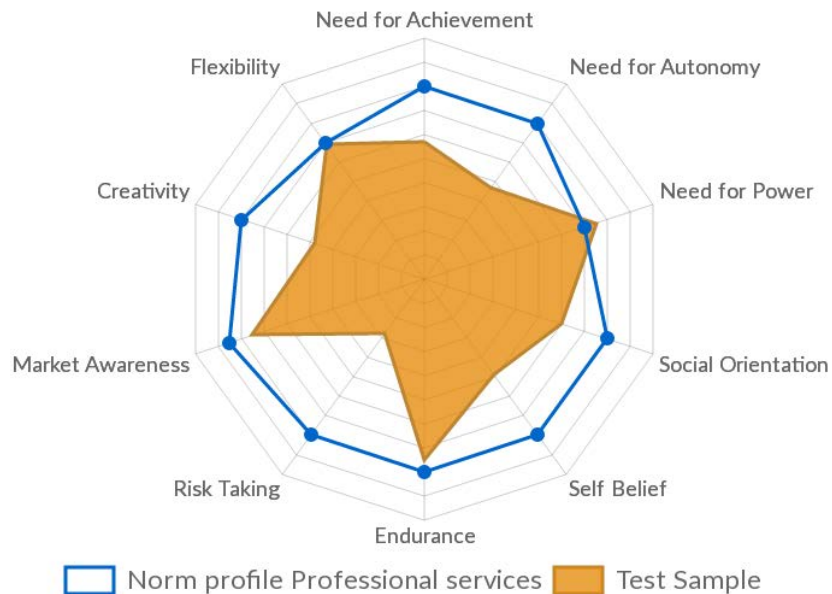
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# YOUR ENTREPRENEURIAL PROFILE

## Chart

The orange field in the spider chart represents your scores and reflects your entrepreneur profile. The thin line shows the required industry profile and serves as a guideline. The gap between this line and your profile provides insight into your strengths and weaknesses as an entrepreneur.



## Comparison

In comparison with the industry standard, your profile reveals the following.

Very Strong area	Strong area	Reasonably strong area	Weak area
	Need for Power	Social Orientation	Need for Achievement
	Endurance	Market Awareness	Need for Autonomy
	Flexibility		Self Belief
			Risk Taking
			Creativity

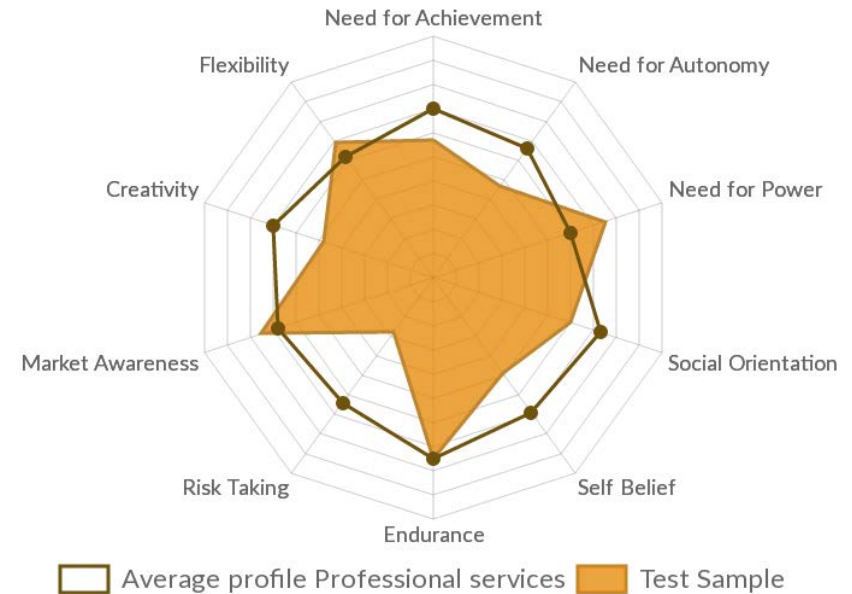
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# YOUR ENTREPRENEURIAL PROFILE COMPARED

## Average industry profile

In the spider's web your scores are represented by the (orange) field. That reflects your entrepreneurial profile. The thin connecting line shows the average profile of all the people who have done the scan in your sector. That gives you extra insight into how others have scored on the scan. The number of people which the average is based upon is behind the industry. But, this average profile doesn't say anything about successful entrepreneurship in that sector.

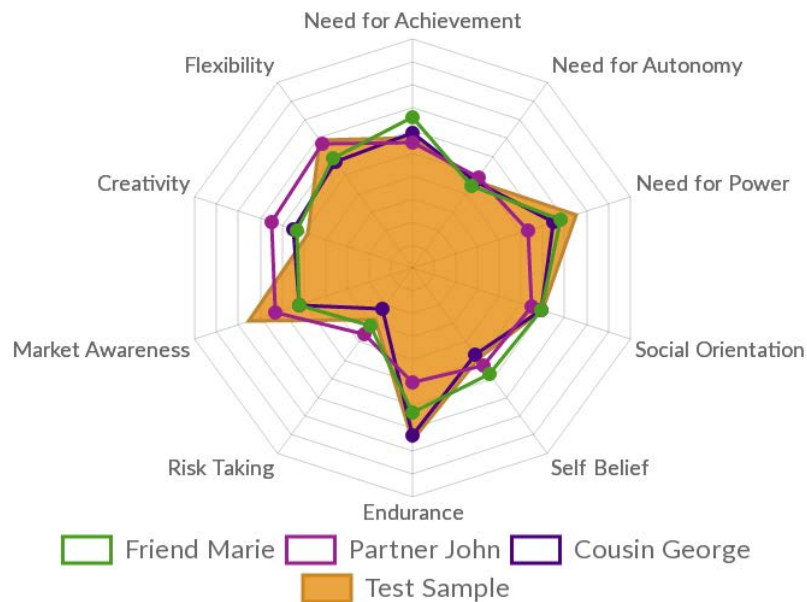


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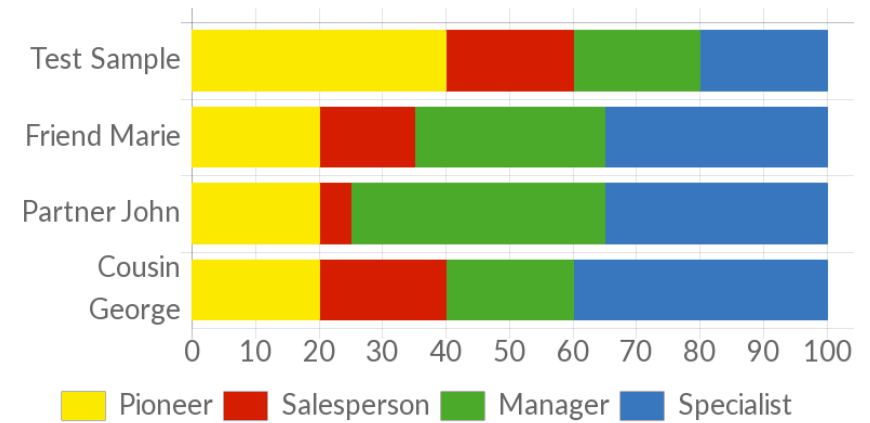
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## 360 degrees feedback

In the spider's web your scores are represented by the (orange) field. That reflects your entrepreneurial profile. The thin connecting line shows the profiles of the persons you have asked to give feedback on you. Their names are in the graphic below. That will make it very clear how others see you. It will give you a new and better understanding of your strengths and weaknesses as an entrepreneur.



In comparison with the feedback, your profile reveals the following:



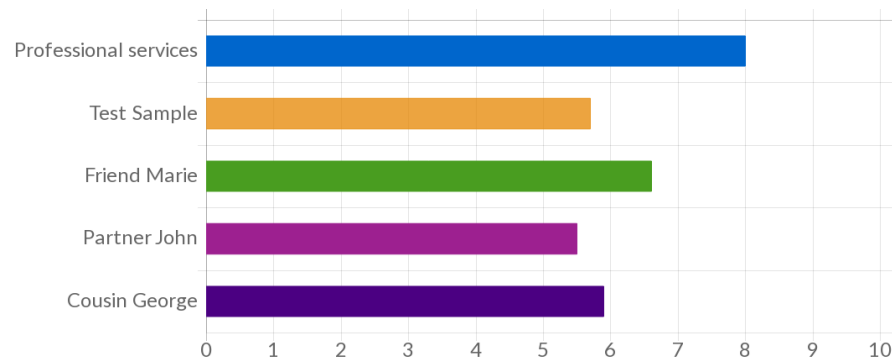
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# NEED FOR ACHIEVEMENT

## What do we mean?

Successful entrepreneurs are achievers. Their ultimate goal is to perform well. Keeping their business objectives in mind, they devote all their strength and energy in their company. They want to perform to the best of their abilities in everything they do, and always strive to do better than the last time. They want to distinguish themselves, and their motivation comes from within. Less successful entrepreneurs don't have as much need to perform well or a weaker will to succeed. They are easily satisfied with less.



## How you compare?

You are the type of person who doesn't need to have a clear goal in mind to get started. You set your priorities, and it is only the highest one that is your immediate goal. In your opinion, you can also perform without having to work towards a clear plan.

What's more, you're not ambitious and generally speaking you don't set very high goals for yourself. You quickly adjust your goal downwards if it becomes apparent that you have set it too high.

Finally, you have little need to measure your performance against others to determine who is better or more successful. Consequently, you would rather not compete against others, preferring to concentrate on your own strengths and activities.



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Steps forward

With a clear goal in mind, you would perform better. For that reason, it is vital for you to make your goals SMARTER: Specific, Measurable, Attainable, Resourced and Time-Constrained. Or SMARTER, with the E for Emotion; make sure you are emotionally committed to your goal. The R is for Result; make sure the result is significant to you. Need help setting smarter goals? Please check the Smart Goals Wizard in your E-Platform.

You are the type of person whose need to perform is mediocre. It is important to remember that success is a choice, and you are the only person who determines when you succeed.

You have a mediocre need-to-compete. That isn't necessarily a problem, provided you continue to concentrate on your strengths. However, for your business to be successful, you will also have to take on the competition so do not underestimate the influence they might have on your business and take steps to limit the effect.

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# HOW TO GET A GRIP ON GROWTH?

## What every entrepreneur should know!

Organizations grow or shrink. As an entrepreneur, you must adjust to increasing or decreasing trends. That means that over time your role can change drastically and that other demands will be made on you. The start-up phase of a company requires a role different than the one needed in a phase of a decline. However, even though the development of an entrepreneur doesn't precisely follow the development of a company, an entrepreneur's weaker and stronger points will influence the venture.

Potential pitfalls in the development of the company lie in the person of the entrepreneur. Consequently, insight into your own personality is of vital importance for the development of your own company. That doesn't simply mean that your company will get bigger? It could also become better. But it is only when you recognize and accept your weak points or potential pitfalls that a decreasing trend in your company can be prevented. Only then can a successful strategy be chosen, one that will compensate for your weaker points.

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# The link between the businesses life cycle and thinking styles of an entrepreneur

The businesses life cycle of a company has four phases of development: no growth, light growth, strong growth, and decreasing growth. Each phase can be passed through more than once. After a phase of decreasing growth, a phase of light growth can follow. The whole process looks like the curve shown in the graph below. Increases or decreases are possible in this life cycle.

The first phase is called the start-up phase. An entrepreneur generally starts small. Most of their attention is spent on growing and organizing the company. Much practical detail has to be sorted out, and in most cases, the entrepreneur has to start by recruiting customers.

The growth phase is signaled by the first sign of an increase in sales or rising demand for the provision of services. That increase doesn't need to be a logical consequence of the commitment of the entrepreneur. Growth frequently arises by itself, and sometimes the entrepreneur is even taken by surprise by a large order. That could mean that the first employee or employees must be hired. The company relies heavily on the entrepreneur.

When the company meets the needs of the market, a period of strong growth ensues; management becomes more complex, and entrepreneurs lose the overview. The need for the organization to create a clear structure, develop formal processes and delegate activities increases over time. The company becomes less dependent on the entrepreneur.

Inflexibility of the company may cause it to lose touch with the market, resulting in decreasing profits.

The decreasing growth or decline phase can occur at any moment. Lack of reaction could easily result in the closure of the company.

So there is a need for innovation to kick start a new life cycle. Although it is difficult to identify passages from one phase to another, they are initiated because existing structures can no longer cope. Though not always visible, these passages are real for entrepreneurs. Sometimes a conflict is necessary before an entrepreneur is able and willing to take the next step.

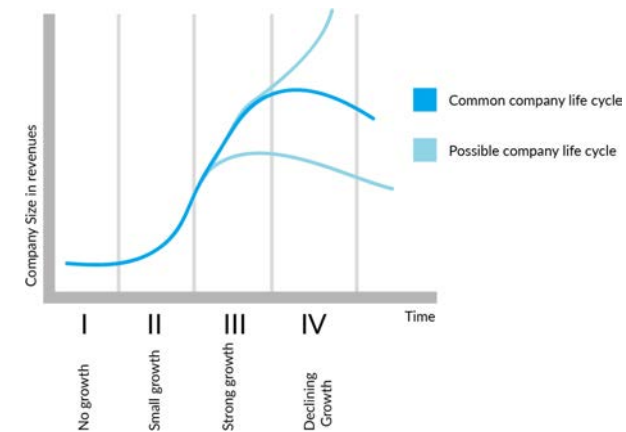


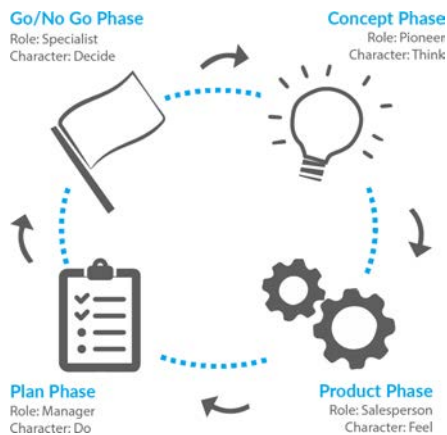
Figure: businesses life cycle

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# The entrepreneurial thinking style in the business process

The model of the thinking styles and the business's life cycle complement each other very well. Together they provide clear insight into the different roles that are vital to an entrepreneur in the different phases of a business. In other words: the entrepreneur must play a different role at each stage of the venture. The four stages appear both before and after the start of a company.



## Before start-up: from concept to company

### Phase 1: the concept

The process starts with an idea or concept. The concept lives firmly in the imagination of the entrepreneur, and the challenge is to translate it into a product. This concept can be a prototype or an initial version of a product or service. This phase is characterized by thinking and envisioning. Entrepreneurs are dazzled by their idea and the possibilities it offers. This stage is ideally suited to the skill set of the entrepreneurial role played by a pioneer.

### Phase 2: the product

The first responses to the product or service are significant for product development and improvement. Friends or potential customers act as a test panel. The ability to feel and experience the needs of potential customers is characteristic of this phase. The entrepreneurial role played a salesperson is easily recognizable here.

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Phase 3: the plan  
Instinct played such an essential role in the initial phases, entrepreneurs now rely more heavily on a rational approach to the product and the market they target. Choices must be made and a plan drawn up, including a feasibility study of the company's concept. Working systematically and planning in detail are the most important characteristics of this phase, which just so happen to be in the skill set of the role played by a manager.

### Phase 4: go/no-go decision

The question: whether or not to commence activities, demands an objective assessment of a plan's feasibility. That requires an independent and critical approach. Reasoning must be dominant in this stage. Specific questions must be posed to trace the pitfalls in a plan before it becomes clear what needs to be improved. You may need a business consultant, a specialist to expose financial and other weaknesses objectively and critically.

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# After start-up: from start to finish

## Early phase

During the early phase, there is still no growth. This phase is especially characterized by chaos. The young venture is the new kid on the block, and entrepreneurs must be pioneering, especially to get their own business going. Pioneers are independent and take risks. They are convinced of their own ideas and have endurance.

## Expansion phase

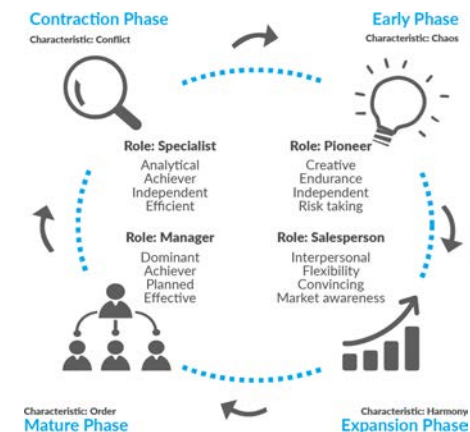
The company's activities connect with the market, as the first customers buy their products or services. The focus then shifts to intensifying sales efforts. Salespeople are open and focused on others. They adapt easily, are market-oriented and can persuade others.

## Mature phase

The stronger the organization grows, the stronger the wish to control the organization and its growth. Managers focus on running the organization in an orderly fashion and maximizing profits rather than increasing revenues. They may steer all business activities into a single, well-oiled operation. Managers plan, organize and control.

## Contraction phase

But a strictly organized company adapts less easily to market changes. Growth may decline, for example, with the arrival of a competitor. A conflict rapidly arises, and the entrepreneur must find an answer. An objective picture of the deteriorating situation must be formed. Now maybe the time for the analytical skills and expertise of a business consultant. One that understands the ins and outs of good management. Just like any specialist, they strive for quality and want to achieve the best by finding a solution to the problems facing the company.



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# FINAL CONCLUSION

Your answers to the Entrepreneur Scan form the basis for your personal report. This report, however, cannot be viewed as being independent of your personal and professional situation. For this reason, we recommend that you discuss your entrepreneurial profile with people who know you well, or even better, with an independent specialist or business adviser in this area. It is not important how well you scored on the scan, but how you respond to it, which points are important for your development as an entrepreneur and which are irrelevant. Use this input as a basis to increase your self-knowledge and to develop a strategy which reinforces your behavior as an entrepreneur. One of these strategies could involve a mentor, coach or trainer, for instance. Being an entrepreneur means knowing your own strengths and weaknesses as well as how to complement or compensate for them. The better you know where your personal pitfalls lie, the better you understand how to assemble that dream team to improve your venture.

You do not score well on important characteristics and qualities for becoming an entrepreneur, especially when they are combined. You score better on your ability to see market opportunities and possibilities. This result is also supported by the fact that the entrepreneurial role of pioneer best applies to you. You are the type of entrepreneur who is able to come up with ideas for products and sees market opportunities.

You have indicated that you don't own a company yet. You might be considering starting up your own company or taking over an existing venture. Based on your answers in the E-Scan, your suitability for starting a successful company is moderate. For this reason, we strongly recommended that you discuss your personal report with others so that your personal situation will also be reviewed. If you want to start up your own company, consider starting with a new idea or product. Many issues have yet to be developed and take shape, and it is precisely this environment that motivates you. If you are thinking of taking over a company, consider looking for companies that are experiencing no or decreasing growth. This is the environment in which you feel most comfortable.

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Entrepreneur Scan is aimed at the development of your entrepreneurship. This report gives you insight into your entrepreneur profile, but you are responsible for your own development. Entrepreneur Scan is not liable for the success or failure of your company or development.

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