



1. Company Name: This name will NOT appear on the final spreadsheet, only your code number which only you will know:

2. Name of company rep(s) who will attend the SEALS Teams? More than one can attend but they all must be on the same SEALS Team. Names will NOT appear on spreadsheet.

3. What year was your company established?

4. Are you the original owner?

- Yes  
 No

5. Annual Sales 2017 from Closet & Storage Systems

6. Projected Sales for 2018?

7. Percentage of annual sales from: (guess if not sure). Should equal 100%

Melamine closets, pantries, garages, kids closets, etc:

Furniture types (melamine) ~ wall beds, home offices, media centers, etc:

Real wood closets, offices, bookcases, etc:

Kitchen & bath cabinetry:

Commercial casework:

Other: glass/mirrors, bath hardware, window treatments, etc:

Wholesale manufacturing/component parts for other cabinet/closet companies

8. Breakdown of employees: full time = 1, part time = 1/2. If dual roles, like owner & installer, split 1/2 in each category. Should equal 100% of employees.

Total designers, salespeople, CAD engineers:

Total shop personnel, helpers, warehouse, etc:

Totals installers, install helpers, drivers:

Total administrative, owners, managers, bookkeepers, receptionists, etc:

Total employees (must equal sum of above)

9. Source of leads/inquiries. Does **not** have to equal 100%:

% of annual sales spent on advertising/marketing/PR:

% sales received from new construction ~ single family, apartment complexes, retirement, etc:

% sales received from repeat customers:

% sales received from referrals:

% of sales received from ORGANIC search engines:

% of sales from paid search engine including Yelp, Home Advisor, Angie's List, etc:

% of sales from local home shows:

% of sales from print ads, magazines, coupons:

% from other:

10. What was your company-wide sales closing ratio?

11. How do you compensate designers/sales?

- % of sale
- hourly
- salary
- combination of above
- Other

## 12. How do you compensate installers?

- % of sale
- hourly
- salary
- Combination of above
- Other

## 13. How many showrooms do you have?

## 14. What is the size of your main showroom(s)?

## 15. How many install vehicles do you have?

## 16. What is the range of your territory (miles radius from your main location)?

## 17. What design software program(s) are you currently using? (mention by hand or graph paper if not using software)

## 18. What CRM (Customer Relations Management) or spread-sheet program(s) are you using to track customers, sales, etc?

## 19. What is your territory population size?

- Under 250,000
- 250,000-500,000
- 500,000-1 million
- 1-3 million
- more than 3 million

## 20. Do you outsource a majority of your basic components or manufacture?

- Outsource
- Manufacture
- Both

Other

21. If you outsource major components (not hardware, accessories, etc), who is your supplier? This will NOT appear on the spread sheet

22. What is the square footage of your shop?

23. Major direct competitors: Check all that apply.

- California Closets
- Closets by Design
- Closet Factory
- Closet & Storage Concepts/More Space Place
- Classy Closets
- Other Franchises
- Local Kitchen & Bath cabinet shops
- Trim Carpenters
- Other (for Independents, see next question)

24. List the name(s) of other independent closet competitors you would **not** want on your SEALS Team. Include dealerships. This will NOT appear on the spread-sheet.

25. SWOT questions: List below two or three brief examples, in each category, of your company's Strengths, Weaknesses, Opportunities & Threats. Be brief.

List Strengths:

List Weaknesses:

List Opportunities:

List Threats:

### Question Title

26. If chosen, would you be willing to participate on a panel to explain your SWOT analysis?

Yes

- No
- Maybe

27. Have you ever worked for a closet franchise? If so, do you have any helpful hints you can share with the group to help them compete better with franchises?

- No
- Yes, nothing to share
- Yes, willing to share

Done