



PILLARRISE
CONSULTING

SAMPLE REPORT · FICTIONAL DATA

DIGITAL CONSULTANT · ANALYSIS REPORT

Company Check-Up

An X-ray of your company across 12 management areas: maturity comparison, competitor analysis, SWOT-TOWS and 5 strategic priorities

Company

SAMPLE MANUFACTURING INC.

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CU-2026-0915-SMP

Sections

Strategic Management · Financial Management · Operations Management ·
Human Resources · Marketing · Technology Use · Competitive Analysis ·
Production Management · Customer Experience · R&D and Innovation ·
Sustainability · General Management

CONTENTS

What is in this report?

12

management areas

62

criteria

60–70

pages · full report

36

pages · this sample

In the full report, each management area runs to 4–7 pages. In this sample, **Financial Management** and **Competitive Analysis** are shown at full report depth; the other areas are abridged. Page numbers refer to this sample report.

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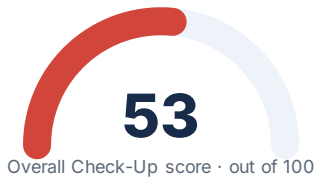
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SECTION 1 · EXECUTIVE SUMMARY

Commercially strong; management infrastructure lags behind

62 criteria were reviewed across 12 management areas. The company is strong in the areas customers see (production, customer experience, competition) and lags behind in the management infrastructure needed to carry growth (general management, technology, sustainability).



Level 2

Organizational maturity · Developing

1 / 12

Areas reaching the expert threshold

9

Areas more than 10 points below the threshold

1.1 SWOT summary

Strengths

- Quality: return rate 0.6%
- EBITDA margin 13.2%, sector 12.0%
- Delivery reliability and on-site maintenance

Weaknesses

- Decisions rest with one person; no authority matrix
- Cash cycle 86 days, sector 57
- Production data on paper

Opportunities

- Nearshoring trend in Europe
- R&D and design incentives
- Competitor B's capacity problems

Threats

- Raw material price volatility and high interest rates
- Price pressure from the Far East
- Buyers' demand for carbon data

The detailed SWOT analysis and TOWS matrix are at the end of the report, in sections 15 and 16.

SECTION 1 · EXECUTIVE SUMMARY

1.2 Comparative performance summary

Each area's score was compared with the PillarRise expert threshold. The threshold is the minimum level expected of a company that is growing soundly in that area.

MANAGEMENT AREA	SCORE	THRESHOLD	GAP	MATURITY	STATUS
2 Strategic Management	56	69	-13	Defined	Far
3 Financial Management	59	70	-11	Defined	Far
4 Operations Management	57	70	-13	Defined	Far
5 Human Resources	54	68	-14	Developing	Far
6 Marketing	50	65	-15	Developing	Far
7 Technology Use	41	65	-24	Developing	Far
8 Competitive Analysis	62	69	-7	Defined	Near
9 Production Management	70	70	0	Managed	At threshold
10 Customer Experience	64	69	-5	Defined	Near
11 R&D and Innovation	40	59	-19	Developing	Far
12 Sustainability	38	60	-22	Developing	Far
13 General Management	42	70	-28	Developing	Far
Overall Check - Up score	53	67		Level 2	

Organizational maturity

1 · Initial

Practices depend on individuals; nothing is recorded.

2 · Developing

Some practices exist; not written down, results not measured.

3 · Defined

Processes are documented, applied regularly, and key KPIs are tracked.

4 · Managed

Managed through KPIs; deviations are addressed in time.

5 · Leading

Continuous improvement; practices that set an example for the sector.

Today the company is at **Level 2 · Developing**, 2 points short of the next level. Six areas are at Level 3; delegation, technology and sustainability pull the overall level down.

SECTION 1 · EXECUTIVE SUMMARY

1.3 Five recommended strategic priorities

Findings from the 62 criteria were ranked by impact and urgency. The first two priorities clear the way for the others; run no more than three at a time.

- 1 Put decisions on a system** GM · SM 0–6 months
Why: Every decision over TRY 40,000 goes through the founding partner; management meetings are not minuted and goals are not written down.
What to do: An authority matrix, a monthly management meeting with an agenda, and a one-page strategy card.
 Expected impact: General Management 42 → 60; decision waiting time halved.
- 2 Shorten the cash cycle** FM · OM 0–6 months
Why: The cash conversion cycle is 86 days; it lengthened by 18 days in one year, and the gap was funded with short-term loans.
What to do: Follow-up of overdue receivables, decisions on slow-moving stock, a weekly cash flow table.
 Expected impact: If collection and inventory periods fall to sector levels, about TRY 21m of cash is released.
- 3 Digitize production data** TE · PR 0–9 months
Why: Machine data is on paper; efficiency is visible only at month end, and OEE is not measured.
What to do: Tablet data entry on 5 bottleneck machines, a weekly OEE report, then ERP selection.
 Expected impact: Technology Use 41 → 58; potential 5–8% increase in measured capacity.
- 4 Broaden the customer and market base** MK · CA 3–12 months
Why: The top 3 customers account for 52% of sales; competitor information is unsystematic and the digital channel is weak.
What to do: A written value proposition, quote tracking, and a quote package aimed at European buyers looking for nearby suppliers.
 Expected impact: Top 3 customers' share 52% → 40%; 4 new customers from Europe.
- 5 Build the HR infrastructure** HR 0–12 months
Why: Job descriptions are not written down and there is no performance system; quality and planning are overloaded.
What to do: Job descriptions, capacity rebalancing, annual performance reviews, a CNC apprenticeship program.
 Expected impact: Human Resources 54 → 66; utilization in critical units below 95%.

SECTION 2 · MANAGEMENT AREA

Strategic Management

Clarity of vision and goals, the link between strategy and budget, cascading goals to departments, and monitoring of execution.

56 / 100

Section score

Expert threshold

69

Gap

-13

Maturity



Level 3 · Defined

2.1 Assessment summary

Where the company wants to go is clear in the founding partner's mind, but it is not written down and does not reach the departments. An annual budget is prepared, but it is not linked to strategic goals. Progress against goals is reviewed once a year, at year end.

Strengths

- The founding partner knows the sector and customers in depth; there is no uncertainty about direction.
- Export growth is a deliberate choice: 34% of sales go abroad.
- Currency and raw material price scenarios are reflected in price quotes.

Development areas

- Three-year goals are not written down; managers describe the goals differently.
- The budget is built by adding to last year's figures, not according to priorities.
- Progress against goals is not tracked monthly.

2.2 Maturity comparison

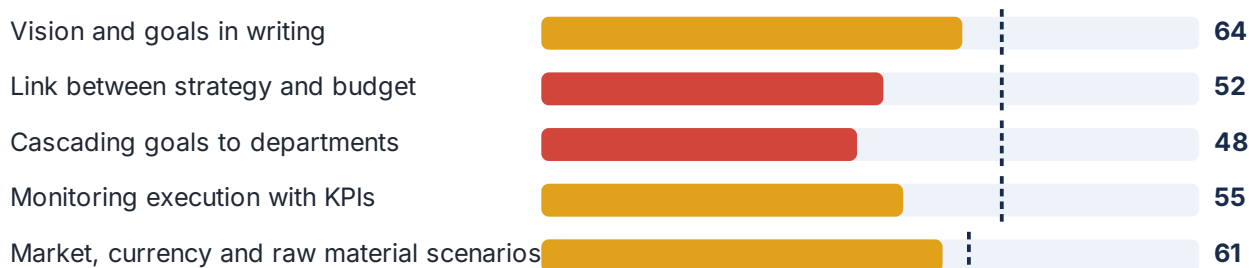
CRITERION	COMPANY SCORE	PILLARRISE EXPERT THRESHOLD	SECTOR TRENDS
● Vision and goals in writing	64	70	Written three-year goals are becoming common among mid-sized manufacturers*
● Link between strategy and budget	52	70	Budgets are common; budgets tied to strategy are still rare*
● Cascading goals to departments	48	70	Use of department scorecards and OKRs is growing*
● Monitoring execution with KPIs	55	70	Monthly KPI tracking is becoming standard*
● Market, currency and raw material scenarios	61	65	Scenario planning has come to the fore in volatile periods*
Section score	56	69	Maturity: Level 3 · Defined

*Sources: In the actual report, sector trends come from CBRT (Central Bank of the Republic of Türkiye) sector balance sheets, TurkStat, industry associations and the PillarRise sector benchmark table, each with its source. In this sample, trend statements are illustrative.

SECTION 2 · STRATEGIC MANAGEMENT

Status by criterion and action plan

Bars show the company score; dashed lines show the PillarRise expert threshold.



Findings and root causes

FINDING	ROOT CAUSE	BUSINESS IMPACT
● Goals not in writing	Strategy lives in the founding partner's mind; it is shared verbally	Departments work to different priorities; resources are spread thin
● Budget disconnected from strategy	The budget is built on top of last year's figures	Investment and hiring decisions are not tied to priorities
● Results seen only at year end	No monthly KPI set or meeting rhythm	Late response to deviations; chances to correct course are missed
● Scenarios used only in quotes	Currency and raw material effects are not reflected in the plan	In volatile periods the budget quickly becomes obsolete

2.3 Action plan

ACTION	OWNER	TIMING	SUCCESS MEASURE
Capture three-year goals on a one-page strategy card	General manager	0–3 months	Card approved by management
Monthly KPI meeting: 12 KPIs, 60 minutes	General manager	0–3 months	Meetings held regularly
Build the budget around the priorities on the strategy card	Finance manager	3–6 months	2027 budget tied to priorities
A scorecard of 3–5 goals for each department	Department managers	3–6 months	Scorecards ready for 10 departments
An annual strategy day: scenarios and goal revision	Board of directors	6–12 months	Strategy day held

SECTION 3 · FINANCIAL MANAGEMENT · FULL DEPTH

Financial Management

Profitability, liquidity, debt structure and maturity, working capital, cash flow planning, budgeting and management reporting.

59 / 100

Section score

Expert threshold

70

Gap

-11

Maturity

■ ■ ■ ■ ■
Level 3 · Defined

3.1 Assessment summary

The company is ahead of the sector on profitability, but growth is tying up cash in receivables and inventory. The cash conversion cycle lengthened from 68 days to 86 days in one year. The gap was funded with short-term loans, and interest coverage fell from 4.06 to 2.96.

318.4

Net sales, TRY m

13.2%

EBITDA margin · sector
12.0%

86 days

Cash conversion cycle ·
sector 57

2.96

Interest coverage ·
sector 3.5

Sub-criterion scores



SUMMARY FINANCIALS, TRY M	2024	2025	CHANGE
Net sales	262.7	318.4	21.2%
EBITDA	39.5	42.0	6.3%
Net profit	18.7	17.6	-5.9%
Trade receivables	47.3	64.6	36.6%
Inventories	33.1	44.6	34.7%
Net financial debt	59.5	85.4	43.5%

Strengths

- EBITDA margin 13.2%; sector benchmark 12.0%.
- Sales grew 21% in one year.
- A monthly trial balance and management report are prepared regularly.

Development areas

- Days sales outstanding 74 days; sector benchmark 60 days.
- Cash ratio 0.15; only a small part of short-term debt is covered by cash.
- No weekly cash flow table is kept; cash needs are spotted at the last minute.

SECTION 3 · FINANCIAL MANAGEMENT

3.2 Maturity comparison

The company's score on six criteria, shown with the PillarRise expert threshold and the trends observed in the sector.

CRITERION	COMPANY SCORE	PILLARRISE EXPERT THRESHOLD	SECTOR TRENDS
● Profitability	78	70	Margins are narrowing under raw material and energy costs*
● Liquidity	55	70	Longer payment terms are straining liquidity*
● Debt structure and maturity	58	70	Share of short-term loans is rising; extending maturities is a priority*
● Working capital management	46	70	Collection periods are lengthening across the sector*
● Cash flow planning	52	70	Weekly cash tables are spreading among mid-sized firms*
● Budgeting and management reporting	63	70	Monthly management reports and variance analysis are now expected*
Section score	59	70	Maturity: Level 3 · Defined

Basis of the criteria

CRITERION	DATA BEHIND THE SCORE
Profitability	Gross, EBITDA and net margins; return on equity and on assets; two-year trend
Liquidity	Current ratio, quick ratio, cash ratio
Debt structure and maturity	Financial debt / assets, net debt / EBITDA, interest coverage, share of short-term debt
Working capital management	Days sales outstanding, days inventory outstanding, days payables outstanding and the cash conversion cycle
Cash flow planning	Questionnaire answers: cash table frequency, maturity tracking, bank limit planning
Budgeting and management reporting	Questionnaire answers: budget process, variance analysis, day of the month the report is ready

How to read it: Profitability is above the threshold; the other five criteria are below it. The problem is not generating profit but turning that profit into cash, and planning that process.

*Sources: In the actual report, sector trends come from CBRT (Central Bank of the Republic of Türkiye) sector balance sheets, TurkStat, industry associations and the PillarRise sector benchmark table, each with its source. In this sample, trend statements are illustrative.

SECTION 3 · FINANCIAL MANAGEMENT

3.3 Advanced ratios

Twelve ratios were compared with their two-year trend and the sector benchmark; each is flagged with one of four statuses.

● 3 ratios Strong ● 3 ratios Adequate ● 4 ratios Watch ● 2 ratios Critical					
RATIO	2024	2025	SECTOR	STATUS	COMMENT
● Current ratio	1.53	1.42	1.50	Watch	Has fallen below the threshold.
● Quick ratio	1.07	0.95	1.00	Watch	Below 1.00 excluding inventory.
● Cash ratio	0.26	0.15	0.20	Critical	The cash buffer has thinned.
● Gross margin	26.4%	24.9%	23.5%	Adequate	Above the sector; down 1.5 points.
● EBITDA margin	15.0%	13.2%	12.0%	Strong	Above the sector; raw material pressure.
● Net margin	7.1%	5.5%	5.0%	Adequate	Finance costs are eroding profit.
● Return on equity (ROE)	18.7%	16.3%	15.0%	Strong	High; partly driven by leverage.
● Asset turnover	1.18	1.22	1.10	Strong	Assets are used efficiently.
● Financial debt / assets	35.1%	38.0%	40.0%	Adequate	Acceptable leverage.
● Net debt / EBITDA	1.51	2.03	2.00	Watch	At the threshold.
● Interest coverage ratio	4.06	2.96	3.50	Watch	Fell markedly in one year.
● Cash conversion cycle (CCC)	68 days	86 days	57 days	Critical	29 days longer than the sector.

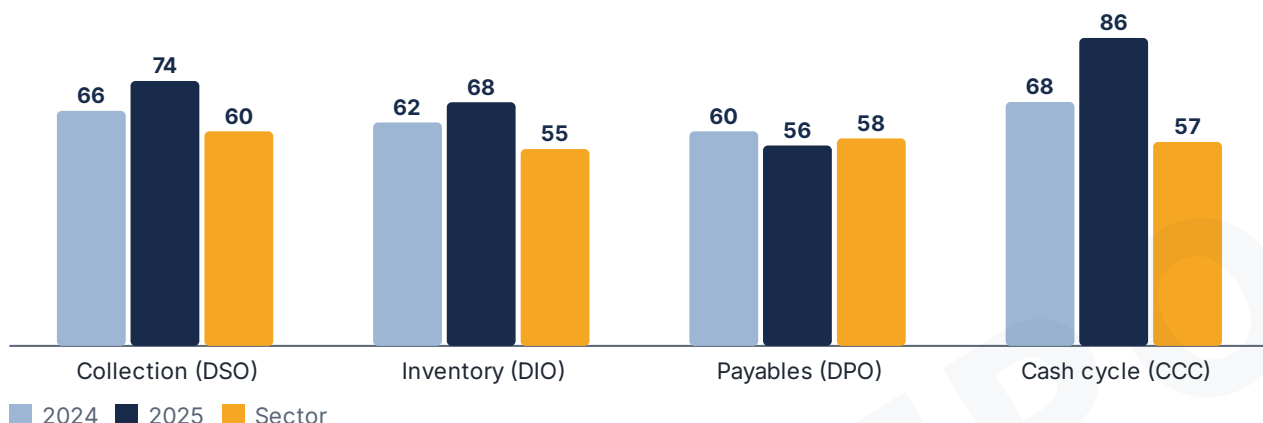
Strong: clearly above the sector benchmark · Adequate: at sector level · Watch: near the threshold or a worsening trend · Critical: action required. Sector values are fictional in the sample report; in the actual report they come from the PillarRise sector benchmark table.

SECTION 3 · FINANCIAL MANAGEMENT

Three signals from the ratios

The critical and watch-list ratios point to the same source: working capital.

1. Cash stays tied up for longer



While sales grew 21%, trade receivables rose 37% and inventories 35%. Meanwhile, the time taken to pay suppliers shortened.

2. The gap was funded with short-term loans

Short-term bank loans rose from TRY 26.4m to TRY 41.3m; 41% of financial debt falls due within one year.

3. Interest takes a bigger share of operating profit

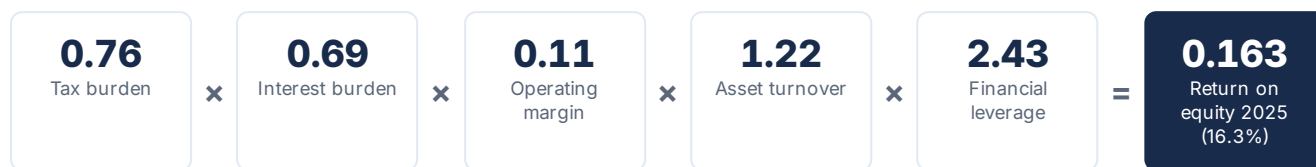
Finance costs rose from TRY 7.9m to TRY 11.4m; 34% of operating profit goes to interest.

Calculation: If DSO falls to 60 days and DIO to 55 days, TRY 12.3m is released from receivables and TRY 8.6m from inventories, a total of **TRY 20.8m** in cash. That is more than half of the short-term bank loans.

SECTION 3 · FINANCIAL MANAGEMENT

3.4 Five-factor DuPont analysis

Return on equity was broken down into five factors. How much each factor changed profitability is shown in percentage points (pp).



COMPONENT	2024	2025	CHANGE	EFFECT ON ROE
Tax burden Net profit / pre-tax profit	0.760	0.759	-0.002	0.0 pp Neutral
Interest burden Pre-tax profit / operating profit	0.766	0.688	-0.078	-1.9 pp Lowered
Operating margin Operating profit / sales	0.122	0.106	-0.016	-2.5 pp Lowered
Asset turnover Sales / total assets	1.175	1.215	+0.040	+0.6 pp Raised
Financial leverage Total assets / equity	2.237	2.428	+0.191	+1.4 pp Raised
Return on equity	0.187	0.163	-0.024	-2.4 pp

Contributions were calculated by logarithmic decomposition; they add up to the change in return on equity.

How to read it: Return on equity fell from 18.7% to 16.3%. The main drivers of the decline are the **interest burden** and the **operating margin**. Working with more debt (leverage) and turning assets over faster offset part of the decline; but profitability that is protected by leverage is the first to go when interest rates rise.

What does this mean?

- The cheapest way to protect profitability is not a new loan but releasing the cash tied up in working capital.
- The erosion of the operating margin comes from raw material prices; costs need to be tracked by product.

SECTION 3 · FINANCIAL MANAGEMENT

3.5 Comprehensive roadmap

Goal: bring the cash cycle close to sector level within 12 months, reduce the share of short-term loans and put financial management on a monthly rhythm.

0–3 months · Visibility

- A 13-week cash flow table, updated weekly
- List of receivables more than 60 days overdue, by customer
- List of slow-moving stock (180+ days)
- A written maximum payment term for new orders

3–6 months · Discipline

- Link sales bonuses to collections
- Early-payment discount talks with the 5 largest customers
- Sell, return or scrap decisions for slow-moving stock
- Monthly budget-vs-actual variance report

6–12 months · Structure

- Talks to convert part of the short-term loans into long-term debt
- Cost and margin tracking by product
- Min–max rules for inventory
- A 2027 budget tied to strategy

KPIs to track

KPI	TODAY	6-MONTH TARGET	12-MONTH TARGET	OWNER
Days sales outstanding (DSO)	74 days	66 days	60 days	Sales + finance
Days inventory outstanding (DIO)	68 days	62 days	55 days	Planning
Cash conversion cycle (CCC)	86 days	72 days	60 days	Finance
Short-term loans / financial debt	41%	35%	30%	Finance
Interest coverage ratio	2.96	3.20	3.50	Finance

Note: This report is not investment advice. Review credit and financing decisions with your certified accountant and your bank. For a more detailed view of financial matters, the **Company Financial Analysis** report expands on this section.

SECTION 4 · MANAGEMENT AREA

Operations Management

Defined processes, purchasing and supplier management, inventory and warehousing, the order-to-delivery cycle, operational KPIs.

57 / 100

Section score

Expert threshold

70

Gap

-13

Maturity

Level 3 · Defined

4.1 Assessment summary

The flow from order to delivery is fast and, in customers' eyes, reliable; this is the core source of competitive advantage. But the speed comes from people, not processes: most processes are not written down, and inventory and operations KPIs are visible only at month end.

Strengths

- Average sampling time is 9 days; delivery reliability stands out in customer interviews.
- There are two approved suppliers for the main raw material.
- Shipping errors are low; the return rate is 0.6%.

Development areas

- Days inventory outstanding 68 days; sector benchmark 55 days. No slow-moving stock list is kept.
- Purchasing decisions are price-driven; supplier performance is not scored.
- Undocumented processes create dependence on key people.

4.2 Maturity comparison

CRITERION	COMPANY SCORE	PILLARRISE EXPERT THRESHOLD	SECTOR TRENDS
● Processes defined and written down	54	70	Processes beyond the quality certificate are also expected to be documented*
● Purchasing and supplier management	60	70	Supplier diversification and nearby sourcing are gaining importance*
● Inventory and warehouse management	50	70	Pressure to cut days of inventory is growing*
● Order-to-delivery cycle	72	70	Lead time is a main selection criterion, alongside price*
● Operational KPI tracking	49	70	Real-time production and logistics KPIs are spreading*
Section score	57	70	Maturity: Level 3 · Defined

*Sources: In the actual report, sector trends come from CBRT (Central Bank of the Republic of Türkiye) sector balance sheets, TurkStat, industry associations and the PillarRise sector benchmark table, each with its source. In this sample, trend statements are illustrative.

SECTION 4 · OPERATIONS MANAGEMENT

Status by criterion and action plan

Bars show the company score; dashed lines show the PillarRise expert threshold.



Findings and root causes

FINDING	ROOT CAUSE	BUSINESS IMPACT
● Slow-moving stock not tracked	Inventory records are separate from accounting; no aging report	DIO of 68 days; cash tied up in inventory
● Processes depend on individuals	Processes beyond the quality certificate are not documented	Delivery risk arises when a key person is on leave
● Supplier selection is price-driven	Supplier performance is not measured	The cost of delays and quality deviations is invisible
● KPIs seen only at month end	Operations data is compiled by hand	Problems cannot be spotted before they pile up

4.3 Action plan

ACTION	OWNER	TIMING	SUCCESS MEASURE
Slow-moving stock (180+ days) list and decision meeting	Planning + finance	0–3 months	Slow-moving stock down 30%
Weekly operations dashboard: days of inventory, on-time delivery, scrap	Planning	0–3 months	Dashboard updated every Monday
Document the 8 critical processes as one-page flowcharts	Quality manager	3–6 months	8 processes documented
Supplier scorecard: price, delivery, quality	Purchasing	3–6 months	Top 15 suppliers scored
Min-max rules for stock levels	Warehouse	6–12 months	Days-of-inventory target: 62

SECTION 5 · MANAGEMENT AREA

Human Resources

Job descriptions and organizational structure, recruitment, training and competency development, performance appraisal, employee engagement.

54 / 100

Section score

Expert threshold

68

Gap

-14

Maturity



Level 2 · Developing

5.1 Assessment summary

There is an experienced, committed core team; turnover among master technicians is low. On the other hand, job descriptions are not written down, no performance appraisals are carried out, and the quality and planning units are working beyond capacity. Finding qualified CNC operators is getting harder.

Strengths

- Annual turnover among master technicians is 6%.
- Hiring includes a hands-on technical trial.
- Occupational health and safety training is held regularly.

Development areas

- Job descriptions for the 142 employees are not in writing.
- No performance appraisal and no goal-based bonus.
- Workload utilization in quality and planning is above 110%.

5.2 Maturity comparison

CRITERION	COMPANY SCORE	PILLARRISE EXPERT THRESHOLD	SECTOR TRENDS
● Job descriptions and organization chart	46	70	Written job descriptions are requested in customer audits *
● Recruitment and onboarding	58	65	Qualified technical staff are getting harder to find *
● Training and competency development	52	65	Apprenticeship and in-house academy models are spreading *
● Performance appraisal	40	70	Goal-based performance systems are spreading among mid-sized firms *
● Employee engagement and turnover	74	70	Blue-collar turnover is high across the sector *
Section score	54	68	Maturity: Level 2 · Developing

*Sources: In the actual report, sector trends come from CBRT (Central Bank of the Republic of Türkiye) sector balance sheets, TurkStat, industry associations and the PillarRise sector benchmark table, each with its source. In this sample, trend statements are illustrative.

SECTION 5 · HUMAN RESOURCES

Status by criterion and action plan

Bars show the company score; dashed lines show the PillarRise expert threshold.



Findings and root causes

FINDING	ROOT CAUSE	BUSINESS IMPACT
● Job descriptions not in writing	The company grew fast; the organization was never put on paper	Gaps in responsibility and duplicated work
● Quality and planning overloaded	Headcount did not keep pace with the growing workload	Risk of errors and delays; overtime costs
● No performance system	Bonus and promotion decisions are at the manager's discretion	Strong performers are not distinguished from average ones
● CNC operators hard to find	No training program; the search is for ready-made hires	Capacity growth is held back by people

5.3 Action plan

ACTION	OWNER	TIMING	SUCCESS MEASURE
Organization chart and job descriptions	HR	0–3 months	All positions described in writing
Capacity rebalancing for quality and planning	General manager	0–3 months	Utilization below 95%
Training needs analysis and annual training plan	HR	3–6 months	Plan approved
Annual performance review: managers and white-collar staff	HR	6–12 months	46 reviews completed
Apprenticeship program: 6 CNC operators	Production manager	6–12 months	6 operators trained

SECTION 6 · MANAGEMENT AREA

Marketing

Target market and segment definition, brand and value proposition, digital marketing, sales process and customer follow-up, market diversification.

50 / 100

Section score

Expert threshold

65

Gap

-15

Maturity



Level 2 · Developing

6.1 Assessment summary

Customers come mainly through the founder's relationships and trade fairs. The value proposition (quality, delivery reliability) is strong but not written down; the website takes no quote requests and follow-up lives in email inboxes.

Strengths

- Exports make up 34 % of sales; regular customers in three countries.
- Trade fair participation is regular and measured.

Development areas

- The top 3 customers account for 52% of sales.
- The quote-to-order conversion rate is unknown.
- Brochure-style website; weak English content.

6.2 Maturity comparison

CRITERION	COMPANY SCORE	PILLARRISE EXPERT THRESHOLD	SECTOR TRENDS
● Target market and segment definition	60	65	Growth focused on niche segments is gaining ground*
● Brand and value proposition	55	65	Buyers pre-screen suppliers through their websites*
● Digital marketing and web	38	65	Digital quoting channels are growing fast*
● Sales process and customer follow-up	45	65	CRM software is standard among mid-sized firms*
● Customer and market diversification	50	65	Dependence on a single customer counts as a risk in credit assessments*
Section score	50	65	Maturity: Level 2 · Developing

*Sources: In the actual report, sector trends come from CBRT (Central Bank of the Republic of Türkiye) sector balance sheets, TurkStat, industry associations and the PillarRise sector benchmark table, each with its source. In this sample, trend statements are illustrative.

6.3 Action plan

ACTION	OWNER	TIMING	SUCCESS MEASURE
One-page value proposition in every quote file	Sales manager	0-3 months	Used in all quotes
Track quotes with simple CRM software	Sales manager	3-6 months	Monthly conversion report
English web page and quote request form	Marketing	6-12 months	5 qualified web leads a month

SECTION 7 · MANAGEMENT AREA

Technology Use

Enterprise resource planning (ERP) and business applications, production data, reporting and data analysis, cybersecurity, automation readiness.

41 / 100

Section score

Expert threshold

65

Gap

-24

Maturity



Level 2 · Developing

7.1 Assessment summary

The accounting software is up to date, but production, inventory and sales data are kept in separate files and on paper forms. Management sees efficiency only at month end, through hand-prepared reports.

Strengths

- The accounting software is current; the move to e-invoicing and e-ledger is complete.
- Backups are taken regularly.

Development areas

- Machine data is collected on paper forms.
- Inventory records are not linked to the accounting software.
- Access rights and cybersecurity rules are not defined.

7.2 Maturity comparison

CRITERION	COMPANY SCORE	PILLARRISE EXPERT THRESHOLD	SECTOR TRENDS
● ERP and business applications	50	65	Integrated ERP is spreading among mid-sized manufacturers*
● Production data collection	32	65	Automatic collection of machine data is rising fast*
● Reporting and data analysis	40	65	Management dashboards are replacing hand-built reports*
● Cybersecurity and backup	48	70	Ransomware attacks on SMEs are increasing*
● Automation and AI readiness	35	60	First pilots have begun in quoting, planning and quality*
Section score	41	65	Maturity: Level 2 · Developing

*Sources: In the actual report, sector trends come from CBRT (Central Bank of the Republic of Türkiye) sector balance sheets, TurkStat, industry associations and the PillarRise sector benchmark table, each with its source. In this sample, trend statements are illustrative.

7.3 Action plan

ACTION	OWNER	TIMING	SUCCESS MEASURE
Production data entry by tablet (pilot: 5 machines)	Production + IT	0–3 months	Real-time data on 5 machines
Restore-from-backup test and access rights	IT	0–3 months	Test passed
ERP needs analysis and selection	Finance + IT	3–6 months	Selection report ready

SECTION 8 · COMPETITIVE ANALYSIS · FULL DEPTH

Competitive Analysis

Knowing and tracking competitors, clarity of differentiation, price position, sustainability of competitive advantage, market share information.

62 / 100

Section score

Expert threshold

69

Gap

-7

Maturity



Level 3 · Defined

8.1 Assessment summary

The company is ahead of its competitors in quality and delivery, the two areas that weigh most in customers' decisions. It does not compete on price, and does not need to. The weak links are digital channels and product range; competitors are tracked mostly through the sales team's observations, without a system.

3.85

Your weighted competitive score
(out of 5)

1 / 4

Your rank on the weighted score

14%

Estimated segment share · 3rd place

Strengths

- First place in the weighted competitive score.
- Return rate 0.6%; strong perception of quality.
- On-site maintenance service is absent or limited at competitors.

Development areas

- Competitor information is not written down or updated.
- Competitor C is clearly ahead in digital channels.
- No estimate of market share or market size is made.

8.2 Maturity comparison

CRITERION	COMPANY SCORE	PILLARRISE EXPERT THRESHOLD	SECTOR TRENDS
● Knowing and tracking competitors	58	70	Competitor tracking relies mostly on the sales team's observations*
● Clarity of differentiation	72	70	Quality and delivery reliability matter as much as price*
● Price positioning	62	70	Price pressure from the Far East continues*
● Sustainability of competitive advantage	64	70	Losing skilled master technicians can quickly erode an advantage*
● Market share and growth information	55	65	Market size data is tracked through industry associations*
Section score	62	69	Maturity: Level 3 · Defined

*Sources: In the actual report, sector trends come from CBRT (Central Bank of the Republic of Türkiye) sector balance sheets, TurkStat, industry associations and the PillarRise sector benchmark table, each with its source. In this sample, trend statements are illustrative.

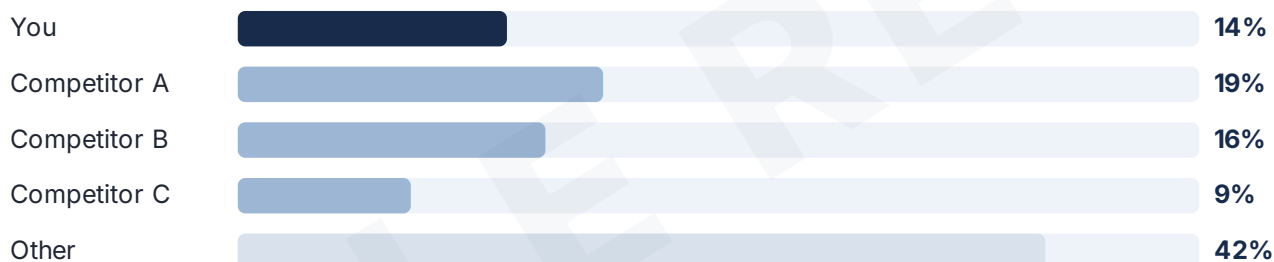
SECTION 8 · COMPETITIVE ANALYSIS

8.3 Competitor analysis

The three main competitors named in the company's answers were profiled using public information and customer feedback.

	YOU	COMPETITOR A	COMPETITOR B	COMPETITOR C
Location	Kocaeli · manufacturer	Marmara · manufacturer	Central Anatolia · manufacturer	Türkiye distributor of a European manufacturer
Estimated revenue band	TRY 318m (actual)	TRY 400–500m	TRY 250–350m	TRY 150–250m
Focus	Precision-machined spare parts, medium runs	Broad product range, catalog sales	High volume, standard parts	Branded products, fast delivery from stock
Price position	Mid-high	Mid	Low	High
Strength	Quality, delivery, on-site maintenance	Product range	Price, export volume	Brand, online quoting
Weakness	Digital channels, product range	Delivery reliability	Capacity problems, after-sales	Price, flexibility

Estimated segment shares



Segment shares are an **estimate** based on the market information declared by the company, competitors' estimated revenue bands and industry association data. 42% of the market is spread across many small manufacturers; this fragmented structure means room to grow for a reliable supplier.

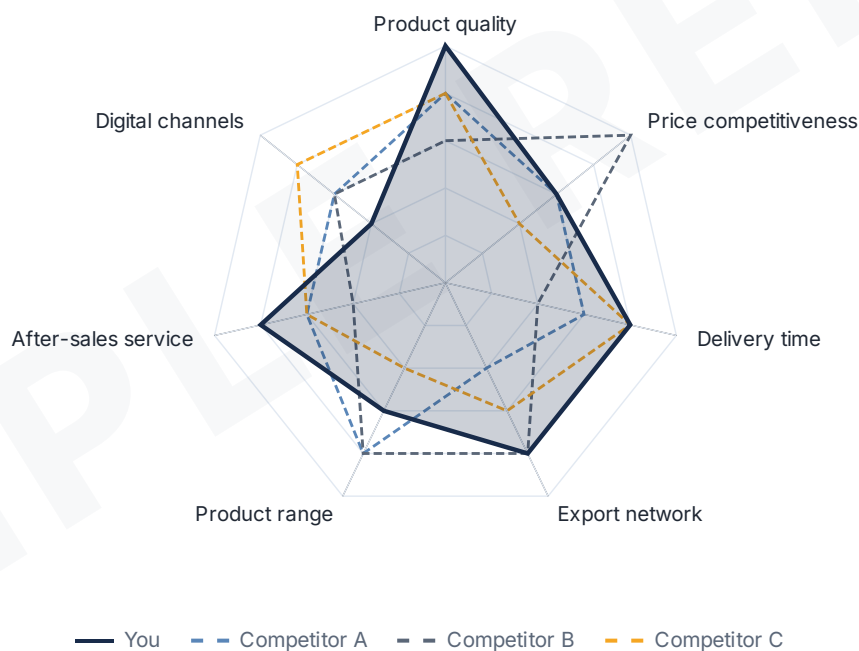
Sample report note: Competitors and figures are fictional and anonymized. In the actual report, competitors appear as the company named them in its questionnaire.

SECTION 8 · COMPETITIVE ANALYSIS

Comparison through the customer's eyes

Seven purchasing criteria were weighted by the importance customers give them when deciding, and scored from 1 to 5.

CRITERION	WEIGHT	YOU	COMPETITOR A	COMPETITOR B	COMPETITOR C
Product quality	25%	5	4	3	4
Price competitiveness	20%	3	3	5	2
Delivery time and reliability	20%	4	3	2	4
Export network	10%	4	2	4	3
Product range	10%	3	4	4	2
After-sales service	10%	4	3	2	3
Digital channels	5%	2	3	3	4
Weighted score	100%	3.85	3.25	3.30	3.20



Where you stand out

Quality, delivery and after-sales service. These three criteria make up 55% of the total weight, and you rank first on all three.

Where you lag behind

Digital channels and product range. Competitor C takes quote requests online; you work only by email and phone.

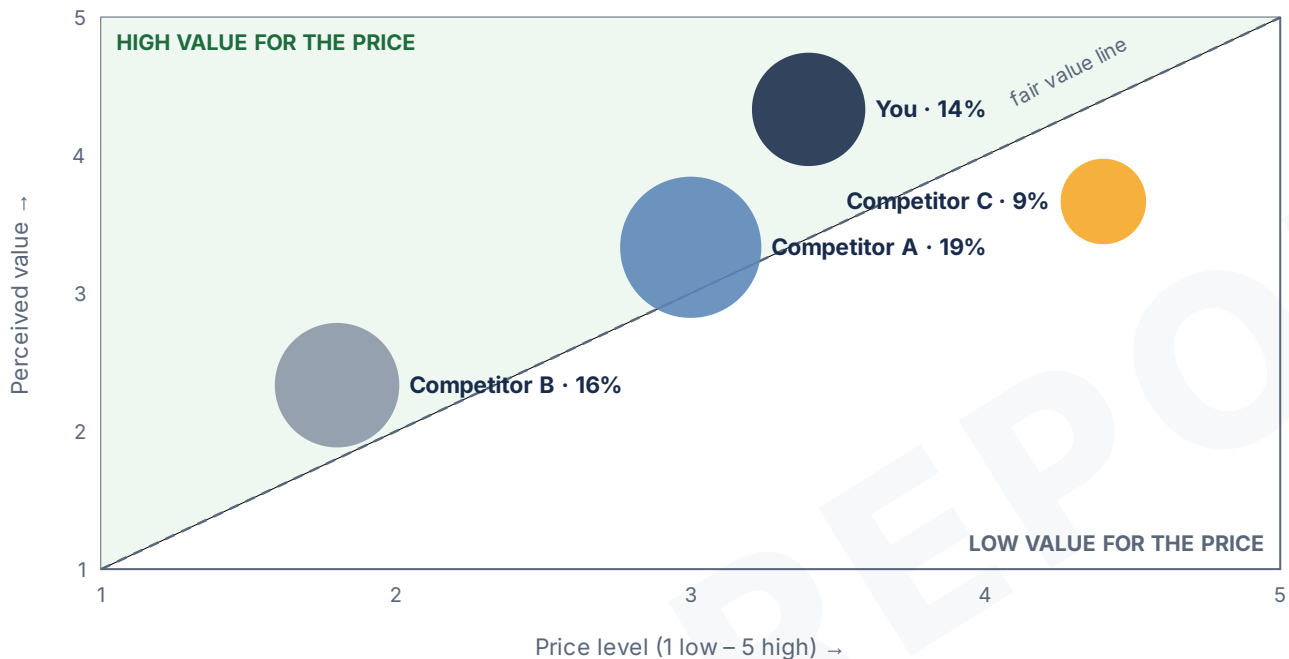
Price

Competitor B competes on price. Competing with it on price would mean giving up the criteria where you are strongest.

SECTION 8 · COMPETITIVE ANALYSIS

Positioning map

The horizontal axis shows price level; the vertical axis shows perceived value (the average of the quality, delivery and service scores). Circle size is the estimated segment share.



The company sits in the zone of **high value for the price** and is the only player there. Customers notice this, but the quote documents do not spell this value out in writing.

Possible competitor moves

COMPETITOR	POSSIBLE MOVE	IMPACT ON YOU	RECOMMENDED RESPONSE
Competitor A	Investment to improve delivery times	Medium	Measure delivery reliability and show it with figures in quotes
Competitor B	Price cuts if its capacity problems are solved	Medium	Respond not on price but with long-term contracts and service packages
Competitor C	Moving down to mid-sized buyers through an online quoting channel	High	English online quote form, quotes within 48 hours

SECTION 8 · COMPETITIVE ANALYSIS

8.4 Action plan

The aim is to make the value you already have visible, without entering a price war, and to track competitors systematically.

ACTION	OWNER	TIMING	SUCCESS MEASURE
Competitor cards: 3 main competitors, updated quarterly	Sales manager	0–3 months	Cards up to date
Lost-quote form: competitor lost to and price gap	Sales	0–3 months	All losses recorded
Measure delivery reliability and add it to the quote file	Planning	0–3 months	On-time delivery rate reported
Value proposition page: quality, delivery, on-site maintenance	Sales manager	3–6 months	Used in all quotes
Online quote form and 48-hour quote target	Marketing + sales	6–12 months	5 qualified leads a month from the web
Market size and share estimate: updated annually	Sales manager	6–12 months	Estimate table ready

Success measures

MEASURE	TODAY	12-MONTH TARGET
Quote-to-order conversion rate	not measured	35%
Reason recorded for lost quotes	0%	100%
Digital channels score	2 / 5	3 / 5
Estimated segment share	14%	16%

Conclusion: Your competitive advantage is real and measurable; what is missing is communicating and protecting it. Compete on reliability, not on price, and prove it with figures.

SECTION 9 · MANAGEMENT AREA

Production Management

Quality management, capacity utilization and planning, machine efficiency, setup times and lean practices, maintenance, occupational safety.

70 / 100

Section score

Expert threshold

70

Gap

0

Maturity



Level 4 · Managed

9.1 Assessment summary

Quality is strong: a 0.6% return rate and customer audits with no findings. Production Management is the only area at the expert threshold. What is missing is measurement: machine efficiency and setup times are not tracked systematically.

Strengths

- Quality control is well established; return rate 0.6%.
- A preventive maintenance plan exists and is followed.
- Occupational safety records are kept regularly.

Development areas

- Machine efficiency (OEE) is not measured.
- Setup times are long; small batches lose capacity.
- Planning does not account for finite capacity.

9.2 Maturity comparison

CRITERION	COMPANY SCORE	PILLARRISE EXPERT THRESHOLD	SECTOR TRENDS
● Quality management and defect rate	86	75	Customer audits and traceability requirements are increasing*
● Capacity utilization and planning	68	70	Finite capacity planning is spreading*
● Machine efficiency (OEE) tracking	54	65	OEE measurement is becoming standard among mid-sized firms*
● Setup times and lean practices	62	65	Quick changeover (SMED) is growing*
● Maintenance management	70	70	Preventive maintenance is in focus to cut unplanned downtime*
● Occupational health and safety	80	75	Inspections are more frequent; record-keeping discipline is expected*
Section score	70	70	Maturity: Level 4 · Managed

*Sources: In the actual report, sector trends come from CBRT (Central Bank of the Republic of Türkiye) sector balance sheets, TurkStat, industry associations and the PillarRise sector benchmark table, each with its source. In this sample, trend statements are illustrative.

9.3 Action plan

ACTION	OWNER	TIMING	SUCCESS MEASURE
OEE measurement: 5 bottleneck machines	Production manager	0–3 months	Weekly OEE report
Quick changeover: the 3 most-changed products	Production engineer	3–6 months	Setup time cut by 30%
Finite capacity planning table	Planning	3–6 months	Schedule slippage under 5%

SECTION 10 · MANAGEMENT AREA

Customer Experience

Satisfaction measurement, complaint and return management, quote speed and communication, after-sales service, customer loss analysis.

64 / 100

Section score

Expert threshold

69

Gap

-5

Maturity

■ ■ ■ ■ ■
Level 3 · Defined

10.1 Assessment summary

Customers choose the company for its reliability and after-sales support; complaints are closed quickly and on record. However, satisfaction is not measured systematically, and the reasons for lost quotes and customers are not analyzed.

Strengths

- Complaints are closed using the 8D method; average closure time is 6 days.
- The on-site maintenance service sets the company apart.

Development areas

- No annual customer satisfaction measurement.
- Lost quotes are not recorded.
- Preparing a quote takes 3–5 business days.

10.2 Maturity comparison

CRITERION	COMPANY SCORE	PILLARRISE EXPERT THRESHOLD	SECTOR TRENDS
● Customer satisfaction measurement	56	70	Annual satisfaction surveys are becoming standard*
● Complaint and return management	80	70	Root cause analysis (8D) is becoming a customer requirement*
● Quote speed and communication	66	70	Buyers expect a quote for standard products within 48 hours*
● After-sales service	76	70	On-site maintenance and spare parts service set suppliers apart*
● Customer loss analysis	42	65	Reasons for lost quotes are tracked systematically*
Section score	64	69	Maturity: Level 3 · Defined

*Sources: In the actual report, sector trends come from CBRT (Central Bank of the Republic of Türkiye) sector balance sheets, TurkStat, industry associations and the PillarRise sector benchmark table, each with its source. In this sample, trend statements are illustrative.

10.3 Action plan

ACTION	OWNER	TIMING	SUCCESS MEASURE
Lost-quote form: reason, competitor, price gap	Sales	0–3 months	All losses recorded
Short annual satisfaction survey (top 30 customers)	Sales manager	3–6 months	Response rate 60%
Quotes within 48 hours for standard products	Sales + planning	3–6 months	Quote time under 2 days

SECTION 11 · MANAGEMENT AREA

R&D and Innovation

New product development process, R&D budget and incentives, process improvement and suggestion system, intellectual property, technology monitoring.

40 / 100

Section score

Expert threshold

59

Gap

-19

Maturity



Level 2 · Developing

11.1 Assessment summary

New products are mostly developed at customer request, by adapting existing products. There is no separate R&D budget, no project tracking and no use of incentives; designs are not registered.

Strengths

- Strong experience in adapting products together with customers.
- Short sampling time: 9 days on average.

Development areas

- R&D and design incentives are not used.
- No design registrations.
- The employee suggestion system has been dormant for two years.

11.2 Maturity comparison

CRITERION	COMPANY SCORE	PILLARRISE EXPERT THRESHOLD	SECTOR TRENDS
● New product development process	44	60	Co-development with customers is spreading*
● R&D budget and incentives	30	60	R&D and design incentives are used by mid-sized firms*
● Process improvement and suggestion system	52	60	Employee suggestion systems are back on the agenda*
● Intellectual property and design registration	28	55	Design registration is a protection tool for exporters*
● Technology and materials monitoring	48	60	Demand for lightweight materials and new coatings is rising*
Section score	40	59	Maturity: Level 2 · Developing

*Sources: In the actual report, sector trends come from CBRT (Central Bank of the Republic of Türkiye) sector balance sheets, TurkStat, industry associations and the PillarRise sector benchmark table, each with its source. In this sample, trend statements are illustrative.

11.3 Action plan

ACTION	OWNER	TIMING	SUCCESS MEASURE
Project card for development projects	Production engineer	0–3 months	Every project has a card
Incentive pre-assessment (R&D / design)	Finance	3–6 months	Eligibility report ready
Relaunch the suggestion system	HR	3–6 months	10 suggestions a month

SECTION 12 · MANAGEMENT AREA

Sustainability

Energy consumption, carbon footprint, waste and scrap management, sustainability requirements in the supply chain, reporting.

38 / 100

Section score

Expert threshold

60

Gap

-22

Maturity



Level 2 · Developing

12.1 Assessment summary

Sustainability is not yet treated as a separate topic in the company. Scrap is sold regularly, but energy use is not tracked by line and the carbon footprint is not measured. Now that European customers are starting to ask suppliers for data, this has become a commercial issue.

Strengths

- Metal scrap is sorted and sold.
- Lighting has been converted to LED.

Development areas

- Energy use is tracked only at invoice level.
- The carbon footprint is not calculated.
- No supplier code of conduct.

12.2 Maturity comparison

CRITERION	COMPANY SCORE	PILLARRISE EXPERT THRESHOLD	SECTOR TRENDS
● Energy consumption tracking	45	65	Energy costs and efficiency investments are a priority*
● Carbon footprint measurement	22	60	European buyers have started asking suppliers for carbon data*
● Waste and scrap management	58	60	Scrap recovery is both a cost item and an environmental one*
● Sustainability requirements in the supply chain	30	60	Large buyers require suppliers to sign codes of conduct*
● Social responsibility and reporting	35	55	A short sustainability note is an advantage in exports*
Section score	38	60	Maturity: Level 2 · Developing

*Sources: In the actual report, sector trends come from CBRT (Central Bank of the Republic of Türkiye) sector balance sheets, TurkStat, industry associations and the PillarRise sector benchmark table, each with its source. In this sample, trend statements are illustrative.

12.3 Action plan

ACTION	OWNER	TIMING	SUCCESS MEASURE
Energy metering by line (additional meters)	Maintenance	3–6 months	Monthly report by line
Scope 1–2 carbon footprint calculation	Quality	6–12 months	First calculation completed
Short sustainability note in English	Marketing	6–12 months	Added to quotes

SECTION 13 · MANAGEMENT AREA

General Management

Delegation and decision-making, management meetings, internal control and risk management, family business governance, succession planning.

42 / 100

Section score

Expert threshold **70**

Gap **-28**

Maturity 
Level 2 · Developing

13.1 Assessment summary

Over 21 years the company has grown on the founding partner's decisions; today every significant decision, including any purchase over TRY 40,000, goes through the founding partner. Management meetings have no agenda and no minutes. Two second-generation family members work in the company, but their roles and authority are not written down.

Strengths

- Decisions are fast; ownership is clear.
- Financial statements are prepared with an independent certified accountant.
- There is no disagreement among the partners.

Development areas

- No authority matrix; the founding partner is a decision bottleneck.
- Management meetings are not minuted.
- No succession plan.

13.2 Maturity comparison

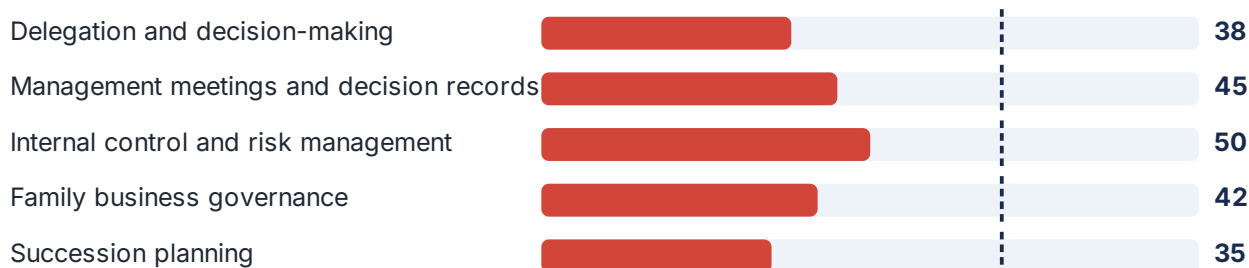
CRITERION	COMPANY SCORE	PILLARRISE EXPERT THRESHOLD	SECTOR TRENDS
● Delegation and decision -making	38	70	The shift from founder-led to professional management is accelerating*
● Management meetings and decision records	45	70	Meetings with an agenda and minutes are becoming standard*
● Internal control and risk management	50	70	Banks ask about internal control in credit assessments*
● Family business governance	42	70	Family constitutions and councils are spreading in the second generation*
● Succession planning	35	70	Handover to the second generation is the biggest risk for mid-sized companies*
Section score	42	70	Maturity: Level 2 · Developing

*Sources: In the actual report, sector trends come from CBRT (Central Bank of the Republic of Türkiye) sector balance sheets, TurkStat, industry associations and the PillarRise sector benchmark table, each with its source. In this sample, trend statements are illustrative.

SECTION 13 · GENERAL MANAGEMENT

Status by criterion and action plan

Bars show the company score; dashed lines show the PillarRise expert threshold.



13.3 Family business governance

ELEMENT	CURRENT STATUS
● Family constitution	None
● Family assembly / family council	None
● Rules for family members working in the company	Verbal only
● Dividend policy	Applied, not in writing
● Succession plan	None
● Independent member on the board	None
● Information sharing among partners	Once a year, regular

Why now? Two second-generation family members work in the company. Rules written before they are needed, while relationships are good, are accepted more easily.

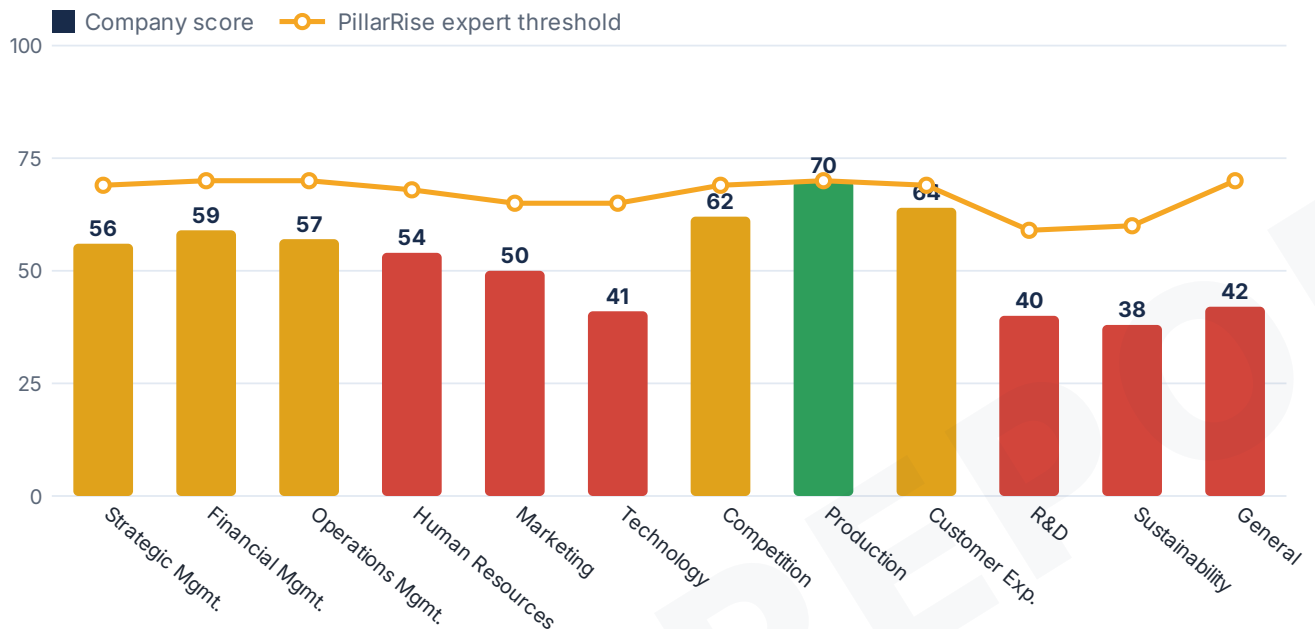
13.4 Action plan

ACTION	OWNER	TIMING	SUCCESS MEASURE
Authority matrix: decision type × amount × approval level	General manager	0–3 months	Matrix in force
Monthly management meeting: fixed agenda, decision log	General manager	0–3 months	Decision log kept
Employment and authority rules for family members	Board of directors	3–6 months	Rules written and signed
Succession plan: 5 critical positions	Board of directors	6–12 months	Plan ready
Family constitution project	Family + consultant	6–12 months	Draft approved

SECTION 14

Overall assessment chart

The scores of the twelve areas and the PillarRise expert threshold in a single chart. The gap between the bars and the line is the distance still to close.



Areas closest to the threshold

- Production Management: 70 / 70
- Customer Experience: 64 / 69
- Competitive Analysis: 62 / 69

Areas furthest from the threshold

- General Management: 42 / 70
- Technology Use: 41 / 65
- Sustainability: 38 / 60

How to read it: The chart shows a company in two parts. In the customer-facing areas on the right (production, customer experience, competition), the company is near or at the threshold; in the management infrastructure areas on the left and at the far right, it is far from it. The obstacle to growth is not the market but the company's internal management capacity.

SECTION 15

SWOT analysis

The findings of the twelve areas in one table. Each item carries the code of the area it comes from and rests on the evidence in that section.

Strengths PR Quality: return rate 0.6%, customer audits with no findings FM EBITDA margin 13.2%, sector 12.0% CA First place in the weighted competitive score CX On-site maintenance and fast complaint closure HR Low turnover among master technicians MK 34% of sales from exports	Weaknesses GM Decisions rest with the founding partner; no authority matrix FM Cash cycle 86 days; short-term loans rising TE Production data on paper; OEE not measured MK Top 3 customers account for 52% of sales HR No job descriptions or performance system RD Incentives and design registration not used
Opportunities CA Nearshoring trend in Europe RD R&D and design incentives CA Competitor B's capacity problems MK Growth in digital quoting channels SU Demand for suppliers that provide sustainability data	Threats FM Raw material price volatility, high interest rates CA Price pressure from the Far East HR Growing difficulty finding qualified CNC operators SU European buyers' carbon data requirements GM Generational handover without a succession plan

Area codes: SM Strategic · FM Financial · OM Operations · HR Human Resources · MK Marketing · TE Technology · CA Competition · PR Production · CX Customer Experience · RD R&D · SU Sustainability · GM General Management

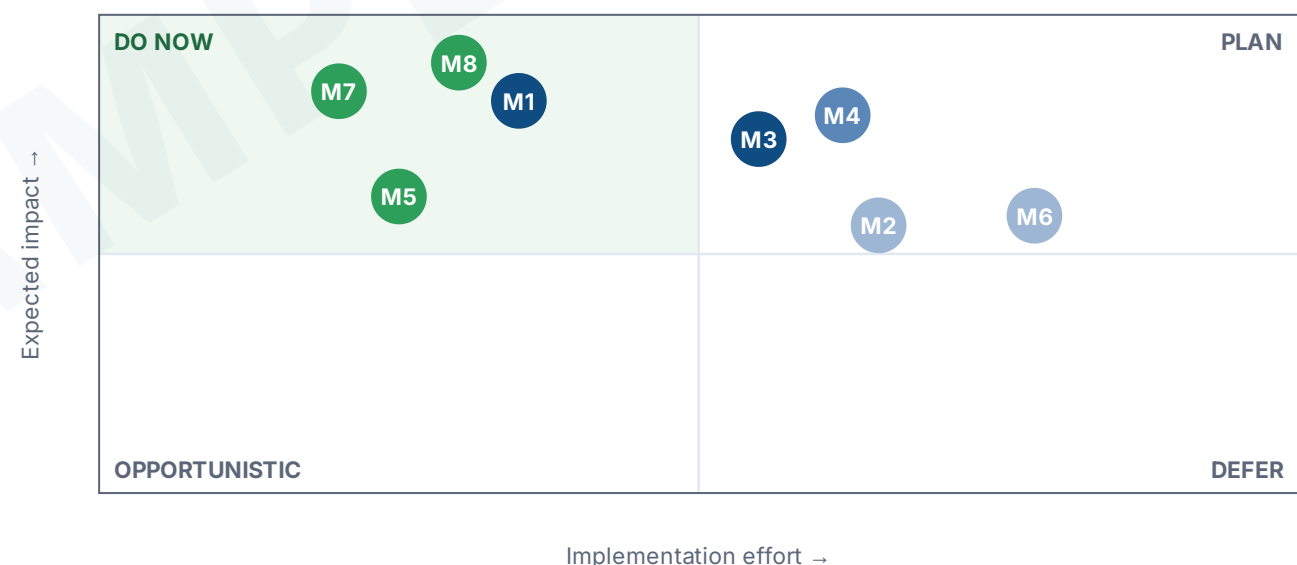
SECTION 16

TOWS matrix

SWOT items were paired and turned into strategic moves. The moves link to the five priorities in the executive summary.

SO · Use strengths to seize opportunities M1. A quality- and delivery-focused quote package for European buyers looking for nearby suppliers Priority 4 M2. Bring co-development projects with customers under incentive schemes	WO · Use opportunities to close weaknesses M3. Win new customers through a digital quoting channel and customer follow-up Priority 4 M4. Digitize production data and use it as the basis for sustainability data too Priority 3
ST · Use strengths to withstand threats M5. Contracts with raw material price adjustment clauses for long-term customers M6. Train CNC operators through an apprenticeship program Priority 5	WT · Reduce weaknesses and threats M7. Collection discipline and converting short-term loans to long-term Priority 2 M8. Authority matrix, succession plan and family rules Priority 1

Prioritization



FINAL PAGE

Expert approval and data assurance

This report was produced by the Analysis Robot, then reviewed and approved by a PillarRise consultant.

How was this report produced?

STEP	WHERE	WHAT HAPPENED
1. Answers and financial statements	Client portal	The company answered the question sets and uploaded its financial statements.
2. Identity separated	PillarRise server · Türkiye	Company name and logo were separated; the name was removed from the answers.
3. Analysis	Analysis Robot	Only anonymized figures and answers were processed.
4. Name added back	PillarRise server · Türkiye	The company name was added to the report; the report is stored here.
5. Expert review	PillarRise consultant	Figures, comments and recommendations were checked.

Limits of this report. The report is based on the answers the company provided and the financial statements it uploaded; it is not an independent audit. Sector comparisons come from the PillarRise sector reference table. The recommendations do not replace management decisions; test them against your own conditions before acting.

CONSULTANT APPROVAL

Name · title · date

The signature field in the sample report is for illustration only.

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