

How to use: go through each section and check every box that applies. Tally your score at the end. Any unchecked box is a documented operational gap.

Distributor Oversight

- 1 ☐ Do you have a written scorecard for evaluating every overseas distributor before signing?
- 2 ☐ Do you review each distributor's sell-through numbers on a fixed monthly schedule?
- 3 ☐ Can you name the person internally accountable for each overseas partner's results?
- 4 ☐ Have you defined exit triggers for underperforming distributors inside the contract?
- 5 ☐ Do you audit distributor pricing against your own direct-to-consumer channels?

Market Entry Assumptions

- 6 ☐ Have you tested whether your domestic pricing model survives local competitive conditions?
- 7 ☐ Did you validate in-market demand before assuming your domestic playbook would transfer?
- 8 ☐ Have you mapped foreign ownership or equity caps before choosing your entry structure?
- 9 ☐ Can you name three ways the target market's buying behavior differs from home?
- 10 ☐ Have you separated HQ assumptions from local market data before setting strategy?

Communication At Scale

- 11 ☐ Do new hires learn the mission from documented material, not word of mouth alone?
- 12 ☐ Is there a written communication cadence connecting offices across time zones?
- 13 ☐ Can a new hire in a new office find strategy documents without asking a manager?
- 14 ☐ Have you replaced informal all-hands briefings with a repeatable structured update?
- 15 ☐ Do overseas teams receive the same strategic context as headquarters staff?

People And Systems

- 16 ☐ Do you have a documented process for every core workflow, not just tribal knowledge?
- 17 ☐ Have you set a maximum number of days before acting on confirmed employee dishonesty?
- 18 ☐ Can the business run for two weeks without the founder present, correctly?
- 19 ☐ Are quality standards written down and checked against a checklist, not memory?
- 20 ☐ Have you audited which processes only work because you personally intervene daily?

Leadership And Risk

- 21 ☐ Do you treat frontline pricing complaints as data before dismissing them as excuses?
- 22 ☐ Have you tracked whether price premiums still hold against tightening competition?
- 23 ☐ Is there a formal channel for sales feedback to reach leadership unfiltered?
- 24 ☐ Have you reviewed which decisions HQ makes that should be made in-market instead?
- 25 ☐ Do you re-test core strategic assumptions yearly rather than defend past decisions?

SCORING GUIDE

Score	Level	What it means
0 to 11	CRITICAL	Structural failures are actively destroying margin
12 to 19	MODERATE	Gaps in two or three areas that need immediate attention
20 to 25	STRONG	Systems are solid, focus on optimization

Book a free data audit at modonix.com/service. We identify your top 3 margin leaks in one session. Written by Ahmed Abuswa, Modonix.com