

CONFIDENTIAL - DUE DILIGENCE SURVEY
Company: Tech Company Solutions Inc.
Survey Type: Employee Engagement & Operational Assessment
Date: November 2024
Total Respondents: 47 employees (out of 52 total)
Response Rate: 90%

=====

SECTION 1: EMPLOYEE SATISFACTION & ENGAGEMENT

=====

Q1: Overall, how satisfied are you with your job at Tech Company? (1-5 scale)
Average Score: 3.2/5

- Response Distribution:
- Very Satisfied (5): 8 employees (17%)
 - Satisfied (4): 12 employees (26%)
 - Neutral (3): 15 employees (32%)
 - Dissatisfied (2): 9 employees (19%)
 - Very Dissatisfied (1): 3 employees (6%)

- Selected Comments:
- "Love the mission but execution is chaotic"
 - "Management doesn't listen to feedback"
 - "Great colleagues, terrible systems"
 - "I've been here 4 years and still don't know where we're headed"
 - "The recent layoffs have destroyed morale"

Q2: Do you plan to stay at Tech Company for the next 12 months?

- Definitely Yes: 14 (30%)
- Probably Yes: 11 (23%)
- Uncertain: 12 (26%)
- Probably No: 7 (15%)
- Definitely No: 3 (6%)

Q3: Would you recommend Tech Company as a place to work? (NPS Question)

- Promoters (9-10): 11 (23%)
- Passives (7-8): 18 (38%)
- Detractors (0-6): 18 (38%)

NPS Score: -15

Q4: How would you rate your direct manager? (1-5 scale)
Average Score: 3.8/5

- Engineering: 4.2
- Sales: 3.1
- Operations: 3.4
- Customer Success: 4.0
- Finance: 3.9

=====

=====
 SECTION 2: OPERATIONAL EFFECTIVENESS
 =====

Q5: How would you rate the following? (1-5 scale)

| Area | Score | Comments |
|-------------------------|-------|--|
| Internal Communication | 2.4 | "Silos everywhere, left hand doesn't know right" |
| Decision Making Speed | 2.1 | "Everything needs CEO approval" |
| Tools & Technology | 2.8 | "Still using spreadsheets for everything" |
| Process Documentation | 1.9 | "What documentation?" |
| Training & Development | 2.6 | "No budget for learning" |
| Work-Life Balance | 3.4 | "Better since remote work policy" |
| Compensation & Benefits | 3.1 | "Below market but equity is interesting" |

Q6: What are the biggest operational challenges you face?

Top Responses (by frequency):

1. "Legacy CRM system crashes constantly" - 34 mentions
2. "No clear processes, everyone does things differently" - 28 mentions
3. "Key decisions stuck waiting for CEO" - 24 mentions
4. "Customer data spread across 5 different systems" - 22 mentions
5. "Technical debt is slowing everything down" - 19 mentions
6. "Sales promises things engineering can't deliver" - 17 mentions
7. "No visibility into what other teams are doing" - 15 mentions

Q7: Are there any single points of failure in your department?

Engineering Team Responses:

- "Marcus is the only one who understands the payment integration"
- "Sarah built the entire data pipeline solo, no documentation"
- "If John leaves, we lose all AWS/DevOps knowledge"

Sales Team Responses:

- "Mike handles all enterprise accounts personally"
- "Only Lisa knows the pricing model history"

Operations Responses:

- "Tom is the only one with vendor relationships"
- "Maria handles all compliance, no backup"

=====
 SECTION 3: CUSTOMER & REVENUE INSIGHTS
 =====

Q8: How would you describe customer satisfaction trends?

- Improving: 8 (17%)
- Stable: 14 (30%)

- Declining: 21 (45%)
- Don't Know: 4 (9%)

Customer-Facing Employee Comments:

- "Churn has increased significantly in Q3"
- "Enterprise clients are happy, SMB segment is struggling"
- "Support tickets up 40% but team hasn't grown"
- "Competitors are catching up on features"
- "BigTech Corp (our largest client) is evaluating alternatives"

Q9: What percentage of revenue comes from your top 3 customers? (Estimate)

- Less than 30%: 4 responses
- 30-50%: 12 responses
- 50-70%: 23 responses
- More than 70%: 8 responses

Sales Team Specific:

"BigTech Corp is 35% of revenue. DataMax is 18%. CloudFirst is 12%.
Combined top 3 = 65% of total revenue. BigTech contract renews in 4 months."

Q10: Are there any customer relationships at risk?

- "BigTech Corp has complained about response times 3 times this quarter"
- "DataMax is growing slower than expected, may downgrade tier"
- "Lost 2 mid-market accounts to CompetitorX last month"
- "CloudFirst CFO asked about our financial stability"

=====
=====

SECTION 4: TECHNOLOGY & SYSTEMS

=====
=====

Q11: How would you rate our technology infrastructure? (1-5)

Average Score: 2.3/5

Breakdown:

- Core Product: 3.4
- Internal Tools: 1.8
- Security Practices: 2.9
- Data Management: 2.1
- System Reliability: 2.4

Q12: Have you experienced system outages in the past 3 months?

- Yes, frequently (weekly): 12 (26%)
- Yes, occasionally (monthly): 22 (47%)
- Rarely: 10 (21%)
- Never: 3 (6%)

Q13: Technology-related concerns (open text):

Engineering Comments:

- "Technical debt is crushing us, need 3 months just to refactor"

- "Security audit found 23 critical vulnerabilities, only 8 fixed"
- "No disaster recovery plan tested in 2 years"
- "Running on outdated Node.js version with known exploits"
- "Database is at 85% capacity, no scaling plan"

IT/Ops Comments:

- "Laptops are 4+ years old, constant hardware failures"
- "No centralized identity management"
- "Shadow IT everywhere, teams using unauthorized tools"
- "Backup system failed last month, nobody noticed for 3 days"

=====

=====

SECTION 5: COMPLIANCE & RISK

=====

=====

Q14: Are you aware of any compliance concerns?

- "GDPR data deletion requests backlogged by 6 weeks"
- "SOC 2 audit happening next quarter, we're not ready"
- "Customer data stored in non-compliant regions"
- "Privacy policy hasn't been updated in 18 months"
- "No formal data retention policy"

Q15: Have you witnessed any concerning practices?

- "Sales sometimes promises SLAs we can't meet"
- "Customer data occasionally shared via personal email"
- "Contractors have same access as full employees"
- "Expense reports rubber-stamped without review"
- "No approval workflow for discounts over 20%"

=====

=====

SECTION 6: FINANCIAL AWARENESS

=====

=====

Q16: How would you rate the company's financial communication?

- Very Transparent: 2 (4%)
- Somewhat Transparent: 8 (17%)
- Neutral: 15 (32%)
- Not Very Transparent: 16 (34%)
- Not At All Transparent: 6 (13%)

Q17: Do you have concerns about the company's financial health?

- No concerns: 9 (19%)
- Minor concerns: 14 (30%)
- Moderate concerns: 16 (34%)
- Significant concerns: 8 (17%)

Comments:

- "Heard we have 8-10 months runway"

- "Series B discussions seem stalled"
- "Why did we freeze hiring if everything is fine?"
- "Vendors asking for faster payment terms"
- "Travel budget cut 80% this quarter"
- "Rumors of another round of layoffs"

=====
 =====
 SECTION 7: MANAGEMENT & LEADERSHIP
 =====
 =====

Q18: How would you rate senior leadership? (1-5)

- CEO: 3.1
- CTO: 3.8
- CFO: 2.9
- VP Sales: 2.4
- VP Engineering: 4.1

Q19: Leadership concerns (open text):

- "CEO is visionary but doesn't listen to bad news"
- "Too many priorities, no focus"
- "CFO seems overwhelmed since the last one left suddenly"
- "VP Sales makes promises without checking with product"
- "Good ideas die in middle management"
- "No clear succession planning"
- "Leadership team doesn't seem aligned"

Q20: What's the one thing leadership should fix immediately?

Top Answers:

1. "Fix the CRM/systems before we lose more customers" - 18 votes
2. "Communicate honestly about runway and future" - 14 votes
3. "Reduce customer concentration risk" - 11 votes
4. "Document processes before key people leave" - 9 votes
5. "Hire a real VP of Operations" - 7 votes

=====
 =====
 ADDITIONAL OPEN COMMENTS
 =====
 =====

"I joined because I believed in the mission. Two years later, we're still talking about the same problems. If things don't change in 6 months, I'm out."

"This company has so much potential but we're our own worst enemy. The technology works, customers like the product, but operationally we're a mess. Any acquirer should budget significant integration costs."

"The founders are great people but we've outgrown the startup phase. We need professional management and real processes."

"I worry that our biggest customer knows more about our problems than our own board does."

"Please don't let this survey sit in a drawer like the last three."

=====
=====
END OF SURVEY
=====
=====