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| **Finance & Accounting\*** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Who handles your bookkeeping? | | |  | | | Internally prepared | | | | | | | | | | | |  | | | | | | Outsourced | | | | | | | | | | | | | | | |
| If outsourced, please provide the name of the agency or consultant. | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | |
| What do you use as booking system? | | | | | |  | | QuickBooks / Quicken | | | | | | | | | | | | | |  | | | | | | | I don’t know | | | | | | | | | | |
|  | | Other | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | |
| How do you track labor and material costs for each product line / job? (350 words) | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Do you make and follow an annual budget? | | | | | | | |  | | Yes | | | | | | | | | | | |  | | | | | | | No | | | | | | | | | | |
| If yes, what financial statements do you use? | | | | | | | |  | | Profit and Loss | | | | | | | | | | | |  | | | | | | | Income Statements | | | | | | | | | | |
|  | | Balance Sheets | | | | | | | | | | | |  | | | | | | | Cash Flow | | | | | | | | | | |
|  | | Other | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | |
| Are your financial statements departmentalized into profit or cost centers to show your bottom line results in each area? | | | | | | | | | | | | | |  | | | | | | | | Yes | | | | | | | | | |  | | | | No | | | |
| Has your overhead increased or decreased over the past: | **Period** | | | | | | | | **Status** | | | | | | | | | | | | | | | | | | | | | | | | **Percentage** | | | | | | |
| 3 months? | | | | | | | |  | | | increased | | | |  | | | | | Decreased | | | | | | | | | | | | % | | | | | | |
| 6 months? | | | | | | | |  | | | Increased | | | |  | | | | | Decreased | | | | | | | | | | | | % | | | | | | |
| 12 months? | | | | | | | |  | | | Increased | | | |  | | | | | Decreased | | | | | | | | | | | | % | | | | | | |
| What was your pre-tax profit last year? | | | | | | | | |  | | | | | | | | | | | | | | | | |  | | | | I don’t know | | | | | | | | | |
| When was your pre-tax profit 2 years ago? | | | | | | | | |  | | | | | | | | | | | | | | | | |  | | | | I don’t know | | | | | | | | | |
| Did this meet your goals? |  | | | Met | | | | |  | | | Exceeded | | | | | | | | | | | | | |  | | | | Fell Below | | | | | | | | | |
| Do you use financial indicators to track your financial data? | | | | | | | | | | | | | |  | | | | | Yes | | | | | | | | | | |  | | No | | | | | | | |
| What are your financial trend over the last three years? | | | | | | | | | **Trend** | | | | | | | | | | | | | | | | | | **Answer** | | | | | | | | | | | | |
| Gross Profit Margins | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | |
| Operating Profit Margins | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | |
| Net Profit | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | |
| Cash Flow | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | |
| Total Assets | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | |
| Net Worth | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | |
| Short-Term Debt | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | |
| Long-Term Debt | | | | | | | | | | | | | | | | | |  | | | | | | | | | | | | |
|  | | | I have absolutely no idea (for all of the above) | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Do you have a plan for financing future growth? | | | | | | | | | | | | | |  | | | | | Yes | | | | | | | | | | |  | | No | | | | | | | |
| If yes, please describe. (150 words) | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| What financial ratios/data do you track? | | | | | | | | |  | | Current | | | | | | | | | | | |  | | | | | | | Quick | | | | | | | | | |
|  | | Days of Cash | | | | | | | | | | | |  | | | | | | | Gross Profit Margin | | | | | | | | | |
|  | | Return on Assets | | | | | | | | | | | |  | | | | | | | Return on Equity | | | | | | | | | |
|  | | Debt to Equity | | | | | | | | | | | |  | | | | | | | Days accounts receivables outstanding | | | | | | | | | |
|  | | Days of inventory | | | | | | | | | | | |  | | | | | | | Days accounts payables outstanding | | | | | | | | | |
|  | | Profit before tax | | | | | | | | | | | |  | | | | | | | Return on investment | | | | | | | | | |
|  | | Cash flow | | | | | | | | | | | |  | | | | | | | Long-term debt | | | | | | | | | |
|  | | Short-term debt | | | | | | | | | | | |  | | | | | | | Other | | | | | | | | | |
| Please provide ratio for each metric | | | | | | | | | **Metric** | | | | | | | | | | | | | | **Ratio / Data** | | | | | | | | | | | | | | | | |
| Current | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | |
| Quick | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | |
| Days of Cash | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | |
| Gross Profit Margin | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | |
| Return on Assets | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | |
| Return on Equity | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | |
| Days Accounts Receivables Outstanding | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | |
| Days Accounts Payables Outstanding | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | |
| Days of Inventory | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | |
| Profit before Taxes | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | |
| Return on Investment | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | |
| Cash Flow | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | |
| Long-Term Debt | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | |
| Short-Term Debt | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | |
| Other | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | |
|  | | | | | | | | |  | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | |
| **Operations** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Do you have an operations manual? | | | | | | | | | | | | | | |  | | | | Yes | | | | | | | | | | | |  | | | | No | | | | |
| How often do you and your managers meet to discuss your business’ operations? | | | |  | | | Never | | | | | | | |  | | | | Daily | | | | | | | | | | | | | | | | | | | | |
|  | | | Weekly | | | | | | | |  | | | | Monthly | | | | | | | | | | | | | | | | | | | | |
|  | | | Annually | | | | | | | |  | | | | From time to time | | | | | | | | | | | | | | | | | | | | |
| How do you make business decisions? | | | |  | | | Gut | | | | | | | |  | | | | Information / Analysis | | | | | | | | | | | | | | | | | | | | |
|  | | | Experience | | | | | | | |  | | | | Management Input | | | | | | | | | | | | | | | | | | | | |
| How much more could you produce or sell your current facilities and personnel? (300 words) | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| How well is the business running today compared to last year? (300 words) | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| How about the year before? (300 words) | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Do you have any documentation or process maps that describe your business operations in detail? | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | Yes | | | | | |  | | | No | |
| What does your product line or services portfolio consist of? (500 words) | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Do you know how fast all your products / services are turning and at what margin? | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | Yes | | | | |  | | | No | |
| Do you have inventory control procedures? | | | | | | | | | | | | | | | | | | | | | | |  | | | | | | | Yes | | | | |  | | | No | |
| How does your management team resolve daily fires? | |  | | | Band-Aid Solutions | | | | | | | | | | | |  | | | Root Cause Analysis | | | | | | | | | | | | | | | | | | | |
|  | | | Other (please describe) | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | |
| What key performance indicators (KPIs) are used to run the business? | |  | | | Throughput / Output | | | | | | | | | | | |  | | | Schedules | | | | | | | | | | | | | | | | | | | |
|  | | | Cost of Goods Sold | | | | | | | | | | | |  | | | Asset Utilization | | | | | | | | | | | | | | | | | | | |
|  | | | Actual vs. Estimated Hours | | | | | | | | | | | |  | | | Actual vs. Estimated Material Costs | | | | | | | | | | | | | | | | | | | |
|  | | | Expenses | | | | | | | | | | | |  | | | Supplier Performance | | | | | | | | | | | | | | | | | | | |
|  | | | Inventory Utilization | | | | | | | | | | | |  | | | Customer Satisfaction | | | | | | | | | | | | | | | | | | | |
|  | | | Cycle Time | | | | | | | | | | | |  | | | Other | | | | | | | | | | | | | | | | | | | |
| If other, please describe: | | | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | |
| How do you measure quality? (150 words) | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | |
| How do you measure customer satisfaction? (150 words) | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | |
| How are customer complaints recorded? (150 words) | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | |
| How are customer complaints resolved? (150 words) | | | | | | | | | | | | |  | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Do you have a customer complaint form in place? | | | | | | | | | | | | | | | | | | | | | | | | |  | | | Yes | | | | | |  | | | No | |