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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  |