

Confidential Business Evaluation Questionnaire

This questionnaire will help rate your business in a number of key areas. Please rate each item with a value of from 1 to 5 (there is no Right or Wrong answer, so please be honest with your rating). Once you have completed the form, please provide it to Will Limkemann, Limkemann Business Advisors, 589 Debbington Drive, Bay Village OH 44140. We will then set up a meeting to review the results with you and explain how we might be able to take to business to the next stage of success. Have questions? Call Will at **440-871-0976**.

Name _____ Title _____ Phone number: _____

Company Name _____ Year company began operations _____

Number of employees: _____ Sales dollars last full year _____ Today's date: _____

PLANNING AND LEADERSHIP	Totally Disagree	Fill in your score 1-5	Totally Agree
We have an operational business plan and update it at least once a year	1		5
We compare the goals in the business plan with the business accomplishments at least once a year	1		5
I have prepared a succession plan and have reviewed it during the past year	1		5
We work with an annual budget	1		5
I am satisfied with the overall performance of the business, and feel in control of our future	1		5
I have a mission statement and vision statement that is understood by all the employees	1		5
I communicate well with my staff	1		5
<i>TOTAL SCORE</i>	7		

PRODUCTS/SERVICES	Totally Disagree	Fill in your score 1-5	Totally Agree
Our products/services are competitive in our market	1		5
Our products/services have features to differentiate them from competition	1		5
We are constantly improving and/or developing new products/services	1		5
We ask our customers for ideas for improvement	1		5
We are constantly looking for new markets or niches	1		5
Our pricing is competitive	1		5
<i>TOTAL SCORE</i>	6		

MARKETING	Totally Disagree	Fill in your score 1-5	Totally Agree
We have a marketing plan	1		5
We have a marketing budget	1		5
I know and can verbalize our unique competitive advantage	1		5
We have a clearly defined target market	1		5
We have a clear marketing message that speaks directly to our target market	1		5
We always have multiple marketing strategies at work	1		5
Our marketing message is consistent	1		5
We track every lead and know the marketing source that brought the lead to us	1		5
We track the effectiveness of every marketing campaign	1		5
We have a database of customers and prospects	1		5
We constantly communicate with current and past customers	1		5
We are always looking for new ways to communicate about our products/services	1		5
I like to feel we are "ahead of the game" compared to our competition	1		5
<i>TOTAL SCORE</i>	13		

SALES	Totally Disagree	Fill in your score 1-5	Totally Agree
Our sales staff (including owner/CEO) has received formal sales training	1		5
Our sales staff is regularly trained on products and services	1		5
I am satisfied with the level of performance of our sales staff	1		5

We use scripts in our initial potential customer contacts	1		5
We provide our sales staff with the tools and information they need (demo devices, brochures, etc)	1		5
We follow up with customers who have left us to find out why	1		5
We follow up with prospects who have not bought to find out why	1		5
We consistently track sales activity performance (number of calls, closing ratio, etc)	1		5
We have regular sales meetings	1		5
The sales team works well with other areas of the company	1		5
The sales team feels strongly motivated to sell	1		5
TOTAL SCORE	11		

CUSTOMER RELATIONS	Totally Disagree	Fill in your score 1-5	Totally Agree
All employees are trained to provide excellent customer service	1		5
Employees feel empowered to resolve customer complaints and issues	1		5
We quickly resolve customer problems to the satisfaction of the customer	1		5
We consistently under-promise and over-deliver	1		5
If we can not deliver the product/service as promised and on time we notify the customer in advance	1		5
We strive to make sure that our customers have an outstanding experience with us by doing little things and “going the extra mile”	1		5
Employees are always neatly dressed and groomed	1		5
Both the outside and inside of our facilities are clean, attractive, in good repair, and inviting	1		5
We visit and/or survey our customers regularly to determine their satisfaction	1		5
We always treat customers the way we would want to be treated	1		5
TOTAL SCORE	10		

HUMAN CAPITAL	Totally Disagree	Fill in your score 1-5	Totally Agree
We have an employee manual	1		5
The employee manual is reviewed once a year by legal counsel	1		5
We have a formalized recruiting and hiring process	1		5
We are quick to fire and slow to hire	1		5
There is a formalized process for training new employees	1		5
All employees understand our vision and mission	1		5
Every position has a written job description	1		5
Our employees love working here	1		5
Our employees are highly motivated	1		5
Employees are held accountable for their work	1		5
Employees are quickly complemented for good work	1		5
We regularly encourage and solicit feedback and suggestions from employees	1		5
Employees are reprimanded in private	1		5
We have regular employee meetings with written agendas	1		5
There is excellent communication between “employees” and “management”	1		5
TOTAL SCORE	15		5

BUSINESS PROCESSES AND SYSTEMS	Totally Disagree	Fill in your score 1-5	Totally Agree
All business processes have been documented and/or flow charted in a company operations manual	1		5
The operations manual is frequently reviewed and updated	1		5
The operations manual is used in training new employees	1		5
Employees know where to find the operations manual and are encouraged to use it	1		5
Employees are held accountable to follow written processes	1		5
We have current software compatible with our processes	1		5
We strive to keep our processes efficient and simple	1		5

If I were to take a three month world cruise, the business would continue to grow in my absence	1		5
I spend more time on improving business systems than in doing routine tasks or dealing with crisis situations	1		5
TOTAL SCORE	9		

FINANCE AND ACCOUNTING	Totally Disagree	Fill in your score 1-5	Totally Agree
We prepare an annual budget	1		5
I receive and review current and accurate financial statements monthly (at a minimum Income Statement and Balance Sheet)	1		5
I understand the financial statements	1		5
The financial statements show current month and year to date data for both actual and budget	1		5
We consistently review accounts receivable and keep on top of collections	1		5
We consistently maintain a positive cash flow	1		5
We have a line of credit (whether we use it or not)	1		5
I have a great relationship with the bank and meet with our banker at least quarterly	1		5
I meet with our accountant at least quarterly	1		5
Our operations manual includes all of the accounting procedures	1		5
We have adequate controls in place to prevent theft, fraud, and embezzlement	1		5
In the event of my untimely death or disability, the business has sufficient liquidity, or there is sufficient "key man" life insurance to satisfy debts or other financial obligations for which I am responsible	1		5
Our accounting software is current and appropriate for our type and size of business	1		5
We make timely tax deposits or use an outside payroll service to do so for us	1		5
TOTAL SCORE	14		

PROFIT	Totally Disagree	Fill in your score 1-5	Totally Agree
We track gross profit by job and/or product line, etc.	1		5
We accept only customers and/or orders that will be profitable	1		5
We keep fixed costs as low as possible	1		5
We maintain excellent relationships with our vendors and get best possible pricing from them	1		5
There are employee incentives based on profit margins	1		5
We track employee and equipment efficiency to minimize costs and increase profits	1		5
We pass on to customers all possible costs, such as delivery	1		5
We minimize our tax obligations by using good tax accountants	1		5
We consistently compare our costs, profitability, and key ratios with industry averages	1		5
TOTAL SCORE	9		

MY LIFE	Totally Disagree	Fill in your score 1-5	Totally Agree
I have plenty of time for family and other personal relationships	1		5
I eat healthily and exercise regularly	1		5
I take at least a week or two away from the business each year	1		5
I set goals and use them to guide my daily life	1		5
I often socialize with friends	1		5
I seldom have trouble sleeping	1		5
I am involved in civic activities	1		5
I have a hobby that I enjoy and actively pursue	1		5
My personal finances are sound and I have adequately planned for the future with insurance, a will, etc	1		5
TOTAL SCORE	9		