# Contact Details

* Company Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Primary Contact/Title:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Secondary Contact/Title:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

­

* ­­Address:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Phone:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Fax:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* E-Mail:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Website:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

# Company Details

* NAICS Code:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ NAICS Description: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Business Start date: \_\_\_­­­­\_\_\_\_\_\_\_\_\_\_\_

 [ ] Started from scratch [ ] Purchase from another [ ] Inherited [ ] Other\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

* Business Type:

 [ ] Franchise [ ] Branch [ ] Spin-off of Larger Firm [ ] Employee Acquired Entity

 [ ] Other

* Facility Type:

 [ ] Home-based [ ] Leased Facility [ ] Owned Facility [ ] Shared Office Space

* Business is operated:

 [ ] Full Time [ ] Part-time [ ] 12 Months/year [ ] Months/year

* Business Domain:

 [ ] R&D [ ] Service [ ] Manufacturing [ ] Distributor

 [ ] Consultant [ ] Other

* Legal Structure:

 [ ] Sole Proprietorship [ ] Partnership [ ] LLC [ ] LLP [ ] S Corp [ ] C Corp

* Total # of Employees:

 Full time\_\_\_\_\_\_ Part Time\_\_\_\_\_\_\_\_

* Total # of Shifts operated: \_\_\_\_\_\_\_

1st Shift hours: \_\_\_\_\_\_\_\_\_\_\_\_ 2nd Shift hours: \_\_\_\_\_\_\_\_\_\_\_\_ 3rd Shift hours:\_\_\_\_\_\_\_\_\_\_\_\_

* Total square footage of the facility: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Front end (Office):\_\_\_\_\_\_\_\_\_\_\_ Back end (Production):\_\_\_\_\_\_\_\_\_\_\_\_

# Assessment Questionnaire

# Strategy



* Do you have a business plan?
* What are the organization’s vision and goals
	+ Short Term
	+ Long Term
* What is the organization’s mission?
* What are your KPI’s?
* What are the products and/or services offered?
* What are your key competitive advantages?
* What are your target customer segments
* What is your “Go-to market”/Customer outreach strategy
* Do you plan to change your business model in future? If yes, why and how?
* Do you have any M&A prospects for the future?
	+ Strategic rationale behind M&A
	+ Why are you not pursuing organic growth?

# People



* Total # of employees
	+ Corporate wide\_\_\_\_\_\_\_
	+ At this location\_\_\_\_\_\_\_
* Management team
	+ What is the reporting structure? Can you provide a copy of hierarchical map/reporting structure?
* How do roles and responsibilities get delegated?
* Who are the key personnel at this location
	+ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* Current Level of Your Employee Turnover:\_\_\_\_\_\_\_\_\_\_

[ ] High [ ] Medium [ ] Low [ ] N/A

* How is the company culture and employee morale?

[ ] Good [ ] Satisfactory [ ] Poor

* What is the education level of your work force?

[ ] Good [ ] Satisfactory [ ] Poor

* Does your workforce has basic –
	+ English skills (reading and writing) required to perform a job satisfactorily
	+ Math skills required to perform a job satisfactorily
* What type of skills (other than those discussed above) do you expect your workforce to have to see good levels of performance?
* Performance metrics
	+ What are the Key metrics to track employee performance?
	+ Are these metrics tied to company vision/growth? If yes, how?
* What are the Top-3 personnel issues that exist within your organization?
	+ 1.
	+ 2.
	+ 3.
* Do you have a training program? If yes, then are the materials updated regularly? How do you track the effectiveness of the training program?

# Operations



* Front end
	+ Customer service/Order entry
		- Key issues
		- Lead time
		- Process and tools employed
		- # of employees in customer service/order entry
	+ Purchasing
		- Key issues
		- Lead time
		- Process and tools employed
		- Do you use any ERP/MRP tools? If no, do you intend to use these in future?
		- # of employees in purchasing
	+ Planning
		- Key issues
		- Lead time
		- Process and tools employed
		- # of employees in planning
	+ Engineering/Design
		- Key issues
		- Lead time
		- Process and tools employed
		- # of employees in Engineering/Design
	+ Scheduling
		- Key issues
		- Lead time
		- Do you have/follow a scheduling process/tool?
		- # of employees in scheduling
* Back end
	+ Shipping & Receiving
		- Key issues
		- # of employees in shipping & receiving
		- What is your On-Time delivery number? What is the target?
		- Do you have to expedite shipping? How often?
		- Do you encounter handling damage, while the shipment is in transit?
		- Do you mistakenly ship to incorrect address/location? How often?
		- What is your average transit time? Can this be shortened?
	+ Production
		- Key issues
		- What is the reporting structure?
		- How many types of equipment do you have?
		- # of employees in production
		- Do you have SOP’s?
		- What is your machine (s) availability number?
		- Do you have frequent machine breakdowns?
		- Do you have a TPM program in place?
		- Do you measure OEE? If yes, what is the historical range?
		- Do you do batch processing or one-piece flow?
		- What is/are your bottleneck areas/machines?
		- What is your current capacity?
		- Do you have capacity constraints?
		- How many days worth of inventory you carry? Is this normal?
		- What is your inventory turnover?
		- Do you have high-levels of WIP? Is this normal?
		- Do you have adequate staffing on the production floor?
		- Do you have scheduling issues?
		- Does production has issues in synchronizing with front end operations?
	+ QA/QC
		- Key issues
		- # of employees in QA/QC
		- What level of internal and external rework do you encounter?
		- What level of returns do you encounter?
		- What is your # of Customer complaints level per month/year?
		- What are some of the current and past warranty issues, if you had any?
		- What is your scrap level? Is this normal?
		- What is your cost of poor quality? (only if you track this data)
	+ Warehousing
		- Key issues
		- Total square footage employed
		- $/Sq ft
		- # of forklifts employed
		- # of employees working in/for warehouse
	+ Subcontracting
		- Do you subcontract jobs?
		- Are you satisfied with subcontracting?
		- Will you continue subcontracting in future?
* Supply Chain/Suppliers
	+ Key issues
	+ How many suppliers do you have?
		- Direct
		- Indirect (middleman)
	+ Do you have a vendor management process?
	+ Do you have do incoming inspection?
	+ Are you looking at supplier consolidation in future?
	+ Are you looking at adding more suppliers in future?
	+ Are any of your suppliers offshore?
	+ Are you planning on doing business with offshore suppliers? Why?

# Finance



* Reporting structure of the team
* What are your sales (last 2-years, current and projected for next year)?
* What are your COGS (last 2-years, current and projected for next year)?
* What is your net income (last 2-years, current and projected for next year)?
* What are some of the key reasons for year-over-year sales decline/growth?
* What is your leverage ratio or Debt to Equity ratio?
* What is your current ratio for past 3-years? (can be obtained from balance sheet)
* What is your net working capital for past 3-years? (can be obtained from balance sheet)
* What are your existing and past financial issues?
	+ Negative cash flow
	+ Accounts payable backlog
	+ Overdue loans/liens
	+ Real estate and property tax delinquencies
	+ High interest payments on debt
	+ High Days Sales Outstanding (DSO)
	+ Any other financial delinquencies
* Do you have any legal issues that will require monetary settlement in future?
* Are you in default of any bank covenance? Or do you think you will be in default in future?
* Do you finance capital expenditures with short-term debt? Why?

# Sales, Marketing & Pricing



* Sales
	+ Sales force size
	+ Sales force geographical outreach (what is the spread)
	+ Accounts and targets allocated to sales force (brief overview)
	+ How is the sales force compensated? What are the metrics?
* Marketing
	+ What is your high-level marketing strategy?
	+ Segmentation: How do you identify market segments?
	+ Target: How do you target the identified segments?
	+ Positioning: How do you position yourself to your target segments?
		- Product: what is the USP and how do you communicate it
		- Place: What is your distribution strategy? (retail/wholesale/other)
		- Price: What is your product/service price point and why you picked that price point
		- Promotion: What are your outreach modes? What kinds of advertisement modes do you use? Are these effective?
	+ Do you attend tradeshows?
	+ Have you developed any marketing materials?
	+ Does your website reflect your outreach intent?
	+ How do you measure the effectiveness of marketing efforts to your top-line? Do you have any metrics?
* Pricing
	+ What is your pricing strategy? How do you set prices for your goods/service?
		- Cost-based (cost plus markup)
		- Price-based (based on price that market can bear or customer is willing to pay)
		- Competitive pricing (pricing relative to competition)
		- Other
	+ Do you face pricing pressures? (reduction or increase in price)
	+ Are you planning on reducing or increasing your prices in future? Why?

# Customers



* What are your customer segments
	+ Demographics based
	+ Geography based
	+ Revenue based
	+ Profitability based
	+ Industry based
	+ Other
* Who are your target/preferred customers based on the above segments?
* Can you list some of your existing customers?
* Can you list some of your target customers who you would like to do business with in future, but are not currently?
* Who are your past customers that do not feature in your existing customer list?
	+ Why did these customers leave?
	+ Do you plan on getting back the lost customers? If no, why?
* Do you measure customer satisfaction? What are the metrics and tools use?
* What is the current level of your customer satisfaction:

[ ] High [ ] Medium [ ] Low

# Competition



* Current
* Future
* Past
* What are some of the substitutes for your product or services?
* Do you have counter positioning strategy to neutralize the competition?
* What is your current level of your product/service quality, compared to competition:

[ ] High [ ] Medium [ ] Low

* Do you have any plan in place to counter the competition in areas that you lag?
* What are your top concerns related to competition? Do you have any plans in place to address these concerns?

# Sustainability



* Energy focused
	+ Is the company engaged with any renewable energy programs?
	+ What is the projected energy efficiency growth forecast, year over year?
	+ Is the company planning for any infrastructure upgrade investments?
	+ Do you minimize or reuse waste water?
	+ Does the organization use vehicles fueled by natural gas, biofuel, or electricity? What % of the fleet are equipped with these alternative fuels?
	+ Has the organization replaced existing lighting with energy efficient lighting, e.g. LEDs?
	+ Does the organization have a program to encourage carpooling?
	+ Has the company pursued LEED programs? Are any of the organization’s buildings LEED rated?
	+ Do your customers emphasize on green/environmental friendly products/operations?
	+ What initiatives have your competitors made in developing a sustainable business?
* Business focused
	+ How often do you update/upgrade your training programs?
	+ How significant is R&D for your growth?
	+ Are you investing in new product development or in new services?
	+ Does your organization hold any certifications (e.g.: ISO 9000:2008, AS9100:2008 etc)? If yes, how often you update/upgrade the standards followed and the certifications?
	+ Are you planning on exploring markets other than in which you are currently? What efforts are you putting in to move forward?
	+ Do you actively follow your competitors’ moves (new product launch, getting into new markets etc)? How do you respond to your competitors’ moves/pressures?

# Business Skill Assessment Matrix

|  |  |  |  |
| --- | --- | --- | --- |
| **Skill** | **Weak** | **Average** | **Strong** |
| Management ability |  |  |  |
| Business planning |  |  |  |
| Industry knowledge/ Experience |  |  |  |
| Inventory control |  |  |  |
| Personnel Management |  |  |  |
| Willingness to obtain assistance |  |  |  |
| Employee empowerment |  |  |  |
|  |  |  |  |
| Handling business legal issues |  |  |  |
| Tax compliance |  |  |  |
| Navigating licensing and regulations |  |  |  |
|  |  |  |  |
| Finance/Banking procedures |  |  |  |
| Accounting/Bookkeeping |  |  |  |
| Cash flow management |  |  |  |
| Credit and collections |  |  |  |
| Maintaining adequate level of working capital |  |  |  |
|  |  |  |  |
| Growing sales |  |  |  |
| Market analysis |  |  |  |
| Analysis of competition |  |  |  |
| Advertising/PR initiatives |  |  |  |
| Pricing products/services |  |  |  |
| Managing distribution |  |  |  |
| Customer service |  |  |  |
| Managing internal operations |  |  |  |

# Top-Management’s Top-3 Concerns

**Short Term** **Long Term**

1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
3. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_