



Business Healthcheck Form

Name of Company:					
Address:					
Trading Address (if Different)			Description of Trade		
Telephone No.		Fax No.		Mobile Tel No.	
Email address.			Website address.		
Status of Company (sole trader, ltd....):	Shareholders (%ages):	MD/Owner:	Company Formed:	End of Year:	
No. of Employees:	Management	Production ->)	Finance	Sales	Admin
Turnover: This Year:	Profit: This Year:		%age Growth:	Accounts Available?	
Last Year:	Last Year:			Date Available:	
Structure & Short History of the Company (<i>How did you get here?</i>):					
Where do you see your company in two years time?					
Personally, what would you like to achieve in the next two years?					
When you started the company, you obviously had some aims and objectives. What were they? Have you achieved those? If not, why not.					
Concerns/Problems/Worries					

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If Limited Company, do you have a Shareholders' Agreement?		
Does it deal with:		
a) capital contributions	Yes	No ?
b) borrowing money	Yes	No ?
c) shareholders' voting rights	Yes	No ?
d) procedures for meeting and reaching decisions	Yes	No ?
e) resolution for disputes among shareholders	Yes	No ?
f) removing a shareholder	Yes	No ?
g) death or incapacity of a shareholder	Yes	No ?
h) distribution of profits / dividends?	Yes	No ?
Do you have internal procedures that ensure that all major decisions are referred to Board for approval, and that all decisions are recorded in the Minutes of the Board?		
Have you effected Enduring Powers of Attorney?		

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If a Partnership, Limited Liability Partnership, do you have a Partnership Agreement or Partnership memorandum? Does it deal with:

a) capital contributions

Yes	No	?
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b) borrowing money

Yes	No	?
-----	----	---

c) voting rights for Partners

Yes	No	?
-----	----	---

d) procedures for meeting and reaching decisions

Yes	No	?
-----	----	---

e) resolution for disputes among Partners

Yes	No	?
-----	----	---

f) removal of a Partner

Yes	No	?
-----	----	---

g) the retirement, death or incapacity of a Partner

Yes	No	?
-----	----	---

h) distribution of profits / losses

Yes	No	?
-----	----	---

Have you effected Enduring Powers of Attorney?

Yes	No	?
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If you supply goods and/or services, do you have a standard contract / Terms & Conditions?	Yes	No	?
Do they include?			
a) Specified payment period	Yes	No	?
b) interest on late payment	Yes	No	?
c) retention of title pending payment?	Yes	No	?
d) termination / cancellation rights	Yes	No	?
e) is it Policy that all sales are made on T&C without exception	Yes	No	?
f) do you have a formal tendering process for supply of goods and services to your business?	Yes	No	?
g) when inviting tenders, do you have T&C upon which the supplies are to be provided?	Yes	No	?
h) if not, do you always review the T&C offered by the supplier?	Yes	No	?
i) do you have procedures for checking the credit worthiness / financial capacity of those with whom you plan to do business?	Yes	No	?
Do you have standard contracts for:			
a) maintenance contractors	Yes	No	?
b) purchase of goods and services	Yes	No	?
c) with regard to appointment of agents, distributors or representatives, or if you act in these roles, do you have a standard form of appointment?	Yes	No	?
d) if you enter into confidential business negotiations with third parties, do you require them to sign a Confidentiality Agreement?	Yes	No	?
e) Directors / Employed Partners?			

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f) senior personnel	Yes	No	?
	Yes	No	?
g) junior personnel	Yes	No	?
	Yes	No	?
h) hourly paid / temporary staff	Yes	No	?
Do you review such contracts annually?	Yes	No	?
Do you have :			
a) Disciplinary Rules and Procedures	Yes	No	?
b) Grievance Procedures	Yes	No	?
c) Health & Safety policies	Yes	No	?

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Internet		
Do you have a privacy policy that complies with the Data Protection Act?	Yes	No
	?	
A Disclaimer Notice	Yes	No
	?	
If business is transacted via the web, do you have T&C of sale / business that comply with the relevant legislation?	Yes	No
	?	
A complaints procedure	Yes	No
	?	
Intellectual Property		
Have you applied for / registered your trade names / designs / patents in the UK?	Yes	No
	?	
Anywhere else in the world?	Yes	No
	?	
Are your intellectual rights protected in your contracts with third parties?	Yes	No
	?	
Do you have formal licences from third parties whose designs and other intellectual property rights are used in your business?	Yes	No
	?	
Property		
If you rent your business premises, do you have a formal lease or tenancy agreement with your landlord?	Yes	No
	?	
If you allow other people access to or use of your premises, do you have formal agreements with them?	Yes	No
	?	

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Market Analysis:
How big is the market? Is it expanding or contracting? By how much?
Does the company operate in clear market segments?
What is market share of each product?
What is market share of competitors?
How do you see market share and turnover changing over next 3 years?
Does market have export opportunities?
How confident are you in ability to forecast and achieve future sales?
When was the last time your company sought its customer's views on its products and services – have you ever used or considered the use of a questionnaire?
How do you cost your product?
Has the company researched how variations in price affect profit and sales volume?
Does the company have a credit policy? Have you analysed the benefits of changing the policy?
Does the company need to hold a stock of finished product to maintain a service to its customers? If so, when did the company last analyse the stock level required?
Does the company deliver? If so, has the company analysed the current methods and costs and compared to other methods of distribution?
Does the company sell primarily through its own sales force? What monitoring and control system does it use?
Are your salespersons receiving ongoing training to correct their identified weaknesses?
What percentage of their sales is new business, as opposed to repeat orders?
What does the average salesman cost the company per annum?
Mark them out of 10
How often is this cost compared to the return per salesperson? (<i>sales in bank</i>)
Do you ever check the performance of your salespersons with your customers?
Do you have a Sales Plan?
What percentage of your turnover do your top 5 customers generate?



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How often do you contact these customers? <i>(and how?)</i>
How often and how do you monitor your performance with these customers?
Does the company sell product through indirect routes such as Wholesalers, Retailers, Agents, Franchises, Dealers etc
Has the company categorised its products into a Product Portfolio to determine today's moneymakers, tomorrow's moneymakers, dying products and mistakes / failed experiments?
Is the company introducing new products? If so, what controls are in place for costs, quality and timescale?
Does the company know the break-even points and contributions values for each of its products?
Is packaging of the product necessary? When was this last reviewed in light of market trends and competition product?
When was the last time the company reviewed its service environment and technology in comparison to its customer's expectations and competitors?
What is the company's Competitive Edge
What are the USP's for each product / service offered?

Finance:
Who is your Bank now?
Do you have an overdraft?
What level is this set at?
Do you push this limit frequently?
What interest rates are you paying now?
What charges are levied by your bank?
How often do you negotiate your overdraft?



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How often do you negotiate your charges?
Do you feel that your Bank Manager has your best interests at heart?
How much does your accountant charge per year?
When was the last time you checked your accountant's work?
When was the last time you renegotiated your fees with your accountant?
Who would you depend on for advice regarding your business?
When was the last time you sought advice, and from whom?
Have you ever put your bank into competition?
Have you ever put your accountant into competition?
How much are you owed by your debtors now?
What is the average time for payment by your debtors?
When was the last time you checked your accountant's work?
When was the last time you renegotiated your fees with your accountant?
Who would you depend on for advice regarding your business?
When was the last time you sought advice, and from whom?
Have you ever put your bank into competition?
Have you ever put your accountant into competition?
How much are you owed by your debtors now?
What is the average time for payment by your debtors?
Who is in charge of collecting Debts?
Do you have any debts outstanding more than 60 days old? <i>How many/much?</i>
What provision does the company take for debts over 60 days old?
Do you have management accounts?
How often are these produced?
How often do you produce a cash flow forecast? (<i>Month End -> ME</i>)

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Do you ever compare your actual performance against cash flow predictions?
How often do you plan the future expansion of the company?
How often do you predict your cash needs for the business? <i>(Mid-month > OD limit?)</i>
Who prepares this information?
How truthful do you believe it to be?
How do you check it?
Do you have a Business Plan?
Do you understand this information and use it to plan the company's future?
Have you ever investigated the possibility of Grants for the company?

Production:
What %age of production process is accurately costed in terms of direct costs – material, labour and machine time?
What proportion of the total cost of production is made up of start-up / set-up costs?
Given your present workforce and with no more capital investment, by how much could you increase your output? (%age)
When did the company last evaluate the levels of components and raw materials required to achieve and maintain production schedules?
Do you ever have difficulty in fulfilling Orders on Time? If yes, why?
Has the company evaluated the range of products that it produces in relation to the effects on production efficiency?
What quality assurance / control systems does the company have in place?
Do you ever have difficulties in supplies of Raw Materials? Why?
On average, what period of credit do you get?
What do you owe creditors now?

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On average, how long do you take to pay creditors?
What stock checks do you do, and with what frequency?
What level of stock do you have now? How much of the finished stock is over 6 months old – is obsolescent stock an issue?
How often do you put your suppliers in competition?
Has the company evaluated the cost benefits, or otherwise, of in-house manufacture against sub-contracting or complete out-sourcing?
To what extent is the company reliant on sub-contractors or component suppliers for its continued business?
In what way do you measure labour productivity?
Would new equipment increase efficiency?
Would a change in layout / facilities etc change the efficiency of production?
Do you have any possible issues with COSHH and Health & Safety Regulations?
Are staff cross-trained?
Does the company have an adequate Management Information System (MIS)?
Is the current culture within the company compatible with growth?
Is the culture change required at all levels for expansion? Which key areas have issues and what are those issues?

Personal:
How many hours a week do you work?
What do your family feel about this?
How much time do you take off as holiday?
How much time do you take to relax and recharge your batteries?
Who is in charge when you are not at work?



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How good are they at taking over from you?
If you were ill for any length of time, who would take over your duties? <i>(Car accident – 3 months)</i>
Are you satisfied that they would do as good a job as you?
Do you feel that you are compensated adequately for your work / responsibility / investment?
On an hourly rate, are you the best or worst paid person in the company?
When was the last time you had a holiday?
Insurance Premium / Renewal Date

Comment/Further Details

If you have any questions regarding this questionnaire, please call 01424 776215 or email info@argobusiness.co.uk

Please return completed questionnaire to:

Argo Business Consultants
 FREEPOST
 NAT21579
 Battle
 TN33 0BR

Or Fax to: 01424 775668