



Impact Training & Development Services

Questionnaire

“Understanding Your Business Better”

Name of business:

Location (address):

Age of business

Name of responder:

Position/Title:

Contact info:

Brief description of problem:

Date completed:

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Understanding Your Business Better

Chances are, you believe you know your business inside out and perhaps you do. However, the more you examine your business, the better you will become at recognizing and prioritizing the areas that demand your attention. When you work with us at ITDS, the better the quality of the information you provide, the better will be the quality of the solutions we can provide.

So below are a series of questions that we want you to answer carefully. ***This is not a test*** so, there are no right or wrong answers, only those that objectively reflect the state of your business.

Section 1 – Strategic Focus

1. List three key issues or challenges facing your business right now:

i.

ii.

iii.

2. What do you want from your business? (Check all that apply)

- sell it
- leave it as a legacy
- expand it to other geographic markets
- use it as an income source
- stay involved doing the strategic work
- stay involved in the daily tactical work

3. What are your Key Strategic Indicators? (Check all that apply)

- sales
- product/service quality
- profit margins
- growth rates
- productivity
- customer satisfaction
- reputation in the market
- employee morale
- company value

Section 2 – Operations & Human Resources Management

1. How many locations do you have and how do you track their individual activities?
2. How many employees do you have? Full time? Part time?
3. How many management positions are in your company? What is the maximum number of people reporting to any one manager at any one time?
4. How many people directly report to you and what are the results you hold them accountable for?
5. Have you created an organizational chart defining the various positions in your business?
6. Do you have a recruiting and hiring system? If yes, describe it briefly.
7. Do your workers understand their pay structure and benefits? Are there clearly defined criteria for regular increases and advancement opportunities?
8. Do you have a documented training system? If yes, describes it briefly and does it cover everyone?
9. Do your workers receive documented, on-going training and support? Do you have an employee manual? operations manual? safety manual?
10. Do you have written standards and expectations for your people?
11. What results are you accountable for and what results are directly dependent on you?
12. Are you getting the results you want from your people?
13. How do you manage results? How do you address violations or missed accountabilities?
14. Can you calculate the dollar cost for unproductive staff? (Consider the impact of lack of clarity and agreement about accountabilities, lack of training, or loss of training time, etc.)
15. What are you currently doing that you think is working?

Section 3 - Marketing & Sales

1. **Who are your clients?**
 - Individuals
 - Businesses
 - Both
2. Describe your typical **individual customer**. E.g. what is their age, occupation, social/employment status, education, marital status, family status, race, ethnicity, etc?
3. Describe your typical **business customers**. E.g. what is their industry, product line(s), size of business, type of business, geographic coverage, financial status, etc?

4. Where are your clients located? Are they local, national, or international? What is your actual trading area? What is your maximum trading area? (How far from your "base" can you go for a job before you lose money?)
5. Do you know how you attract the majority of your clients? Do your customers come to you, or do you go to them?
6. What marketing efforts have you tried: (tick all that applies)

<input type="checkbox"/> Referrals	<input type="checkbox"/> Outdoor displays/signs
<input type="checkbox"/> Direct mail	<input type="checkbox"/> Events
<input type="checkbox"/> Social Media	<input type="checkbox"/> Promotions (alone or joint)
<input type="checkbox"/> Media advertising	<input type="checkbox"/> Public Relations
<input type="checkbox"/> Telemarketing	<input type="checkbox"/> Advertising
<input type="checkbox"/> Yellow pages ads	<input type="checkbox"/> Other?
7. What kind of results did you experience? Have you been able to quantify each of your marketing efforts?
8. Who are your key competitors? What is your standing among them?
9. Do you have a system for measuring and monitoring your target market's size, growth, and potential? What is your market share?
10. Do you know your total cost to generate interest in your business? (marketing/lead generation cost)
11. Are your marketing channels a "fit" with your target market, and your company's image?
12. Is your service/product a "unique" one-of-a-kind with little competition or is it one where there is lots of competition?
13. If there's lots of competition, what are you doing differently to get and keep market share?
14. What is the customer service standard that drives your business and what is *your* definition of "Excellent Customer Service"?
15. Does your store/showroom present the image of your business you want to project?
16. Do your service vehicles present the image of your business that you want to project?
17. Does the "look and feel" of your company positively impact the unconscious minds of your target market? Do your employees wear a "uniform" that identifies your business?

18. Do you have a marketing budget?

19. Do you have a marketing strategy in place for future growth?

Section 4 - Finances

1. Is your business operating at a net profit or at a net loss?

2. Have your gross annual revenues been increasing, decreasing, erratic or flat? Whatever your answer, what do you think is responsible for this?

3. **How is your cash flow? (Check one)**

- Excellent,
- Good
- Fair
- Poor
- Inconsistent

4. **How often do you pay your bills on time? (Check one)**

- Always
- Most of the time
- Not very often
- Almost never

5. Are you regularly and easily able to make payroll? How do you pay yourself?

6. Do you ever under-bid your jobs to keep your labor employed during the off-season?

7. Are you comfortable with the amount of debt you have? Is it short-term or long-term debt? Are you on a structured payback schedule?

8. How is your revenue base distributed among your customers? (How much money you make from each customer or type of customer)

9. **What payment terms do you require of your clients/customers?**

- Due on receipt
- 15 days
- 30 days
- 60 days

10. **How old are your Accounts Receivable collections? (length of time people can owe)**

- Under 20 days
- Between 30 and 40 days
- Between 60 and 90 days
- Over 90 days
- Don't know

11. What kinds of financial reports do you have prepared on a regular basis? (i.e. weekly, monthly, quarterly or annually)

- Profit and loss
- Balance sheet
- Statement of cash flow
- Budget, projections
- Others
- None

12. For the reports that are prepared how much of the information do you understand and use? (Check one)

- All of it
- At least 75%,
- Between 50% and 75%,
- Between 25% and 50%,
- Less than 25%

13. Have you allocated funds for care and upkeep of vehicles, tools, materials, etc.?

14. Who writes checks, makes deposits and reconciles bank statements? Is it all the same person? If so, do you trust them? Do you review your bank statements?

Congratulations! You have comprehensively reviewed the critical areas of your business. Now go back and review your answers.

How many of your answers made you feel uncomfortable?

Are you uncertain about the future of your business?

What can you do to turn your business around?

Your next step...

If you're serious about your business (and we believe you are!) then you are ready for a solution especially designed for your business!

So, go ahead and contact me at Lorna@impacttrainingservices.com with the answers to this questionnaire and we will take it from there...