

Prepared by:

## OWNER INFORMATION

## Name:

First

Middle

Last

## Mailing Address:

Street

City

State

Zip

Age: \_\_\_\_\_

Gender:  M  FMarital Status:  Married  Single  Widowed  Divorced  Life Partner

## COMPANY INFORMATION

Company Name \_\_\_\_\_

Describe the company's industry or operations:

## Type of Entity:

- C Corporation  S Corporation  Limited Liability Company (LLC)  General Partnership  
 Limited Partnership  Limited Liability Partnership  Limited Liability Limited Partnership  
 Sole Proprietorship

Your company is organized under the laws of which state: \_\_\_\_\_

Year in which your company was created or began operations: \_\_\_\_\_

If different than the year entered above, in what year did you first acquire ownership of the company? \_\_\_\_\_

## INVOLVEMENT IN BUSINESS

**Average time that you spend working for the company (complete one):**

\_\_\_\_\_ hours per day \_\_\_\_\_ hours per week \_\_\_\_\_ weeks per month

## OWNERSHIP

**Do you own 100% of the company, either individually or with your spouse?**  Yes  No

**If you answered "No" to the previous question, what percentage of the company do you own (include your spouse if your spouse is an owner)?** \_\_\_\_\_ %

## KEY EMPLOYEES

**Number of company employees:** \_\_\_\_\_

**Does your company have key employees?**  Yes  No

A "key employee" is defined as a person who contributes significant value to your company, cannot be replaced easily, and whose combination of skills, experience and personality makes him or her uniquely suited to bring value to your company. A key employee is someone who, if he or she left the company, the company's value would suffer for a time period. If an employee is good at his or her job, but could be replaced with someone else given a reasonable training period, he or she may not be a key employee. If an employee is in a position for which there are many candidates available when the position comes open (e.g., internal bookkeeper, office manager, some sales representatives, etc.), he or she may not be a key employee.

**Please provide the following information for each Key Employee:**

**Name:** \_\_\_\_\_

**Job title:** \_\_\_\_\_

**Enter the key employee's hire date:** \_\_\_\_\_

**Name:** \_\_\_\_\_

**Job title:** \_\_\_\_\_

**Enter the key employee's hire date:** \_\_\_\_\_

**KEY EMPLOYEES (CONTINUED)**

Name: \_\_\_\_\_

Job title: \_\_\_\_\_

Enter the key employee's hire date: \_\_\_\_\_

Name: \_\_\_\_\_

Job title: \_\_\_\_\_

Enter the key employee's hire date: \_\_\_\_\_

Name: \_\_\_\_\_

Job title: \_\_\_\_\_

Enter the key employee's hire date: \_\_\_\_\_

Name: \_\_\_\_\_

Job title: \_\_\_\_\_

Enter the key employee's hire date: \_\_\_\_\_

Name: \_\_\_\_\_

Job title: \_\_\_\_\_

Enter the key employee's hire date: \_\_\_\_\_

Name: \_\_\_\_\_

Job title: \_\_\_\_\_

Enter the key employee's hire date: \_\_\_\_\_

## SUCCESSOR OWNER

Have you identified a successor owner at this time?  Yes  No

## IDENTIFY SUCCESSOR OWNER (IF SUCCESSOR HAS BEEN SELECTED)

You wish to transfer the business to (select one):

- Child  Children  Key Employee (One Only)  Key Employee Group (Two or More Key Employees)  
 Co-owner  Co-owners  Outside Third Party

Successor owner is (name/s): \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

## TARGET DEPARTURE DATE

How much of your ownership interest do you want to transfer?  All  Some  None  Undecided

If you answered "Some" to the question above, what % of ownership interest do you want to retain in the company after the completion of your planned transfer?

- Fixed Amount Enter the fixed amount to be retained: \_\_\_\_\_  
 Range Enter the % range to be retained (for example, 5-10): \_\_\_\_\_%

What is the date on which you would like to start the transfer of ownership? \_\_\_\_\_

What is the date on which you would like to complete the transfer of ownership? \_\_\_\_\_

Is it your intention to work for the company indefinitely?  Yes  No

If you answered "Yes" to the question above, do you want the ability to leave the company for extended periods of time?  Yes  No

What is the date on which you wish to begin your departure from the company? \_\_\_\_\_

What is the date on which you wish to complete your departure from the company? \_\_\_\_\_

## COMPANY REAL ESTATE

Is the business real estate located:

- on a single business location  on multiple business locations

**REAL PROPERTY OWNERSHIP (IF SINGLE LOCATION)**

**Describe the ownership of real property on which the business operates (select one).**

- The business real estate is leased from an unrelated third party.
- You own the property, in whole or in part, individually (i.e., not through an entity).  
**If you share ownership with another individual or entity, indicate the name(s) of the other owner(s) and types of ownership by completing the following sentence: "The property on which the business operates is owned by you and \_\_\_\_\_."**
- An entity in which you have all or partial ownership.
- Your company owns the property on which the business operates.
- Other \_\_\_\_\_

**If you selected "Other," above, complete this sentence: "The business real estate is owned by an entity, which is owned: \_\_\_\_\_."**

**If leased, what year does the current lease term expire? \_\_\_\_\_**

**COMPANY REAL ESTATE (FOR MULTIPLE BUSINESS LOCATIONS)**

Address (street address, city, state)	Ownership (leased, owner-owned, entity-owned, company-owned, other)

**COMPANY PLANS**

**Does your company have any benefit plans, profit sharing plans, bonus plans, or any other plans in place (such as cash bonus plans, retirement plans, stock ownership plans, NQDC, etc.)?  Yes  No**

**EMPLOYEE BENEFIT PLANS (IF THERE ARE ANY IN PLACE)**

Type of Plan	Description of Plan
Non-Qualified Deferred Compensation	
Informal (Discretionary) Cash Bonus	
Formal Cash Bonus Plan	
Stock Appreciation Rights Plan	
Phantom Stock Plan	
Stock Option Plan	
Stock Bonus Plan	
Company Vehicle	
401(k)	
Pension Plan	
Other Retirement Plan	
Group Life Insurance	
Group Disability Insurance	
Other:	
Other:	
Other:	
Other:	
Other:	

## GAP ANALYSIS

Do you want to include a Gap Analysis in this Value Driver Report?  Yes  No

The "Gap Analysis" represents the results of preliminary estimates of the current value of the business, the target-value of the business the owner is trying to achieve and the difference between the two (i.e., the "gap")

## CURRENT BUSINESS VALUE

Current estimated value of 100% of the business? \$ \_\_\_\_\_

## TARGET BUSINESS VALUE

Target value of 100% of the business? \$ \_\_\_\_\_

Number of years to achieve target business value: \_\_\_\_\_ years

Annual required growth rate for business value to meet target value objective:

\_\_\_\_\_ % per year (relative to each previous year)

\$ \_\_\_\_\_ per year

## GAP ANALYSIS WORKSHEET

Provide the following information to support the estimates of current and target business value:

Method of determining current business value:

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## CONTINGENCY PLANNING

**If you are unable to work due to illness or injury:**

- written and signed agreements control payments to you
- there is "an understanding" about how you will be treated

## DOCUMENTATION

**Has the Company paid for or supported any of your family members (who are not Company employees) travel or use of Company-owned vehicles?**  Yes  No

**You can produce written documents related to (check all that apply):**

- election of officers  approval of major Company decisions and contracts
- authorization of distributions and dividends

## OPERATIONS

**Significant aspects of your business operations include (check all that apply):**

- services  manufacturing  assembly  inventory  publishing/printing/duplication
- records management and maintenance  research and development

**Your facilities and the organization of your physical operating space:**

- evolved, expanded and grew over time  were organized strategically in a comprehensive process

## COMPETITION

**Can you identify all of your direct and indirect competitors?**  Yes  No

**Your competitors:**

- are not of concern because your business is unique
- are a constant source of stress and challenge for you
- have occasionally gotten the better of you in ways that you felt might have been avoided

## EMPLOYEES

**Can you think of more than one incident during the past 12 months in which an employee made an error that cost the Company significant money?**  Yes  No

**Has any employee error occurred more than once during the past 12 months (even if the error was made by different employees)?**  Yes  No

## CUSTOMERS

Does any single customer represent more than 5% of the Company's sales during the past 12 months?

Yes  No

Would a downturn in any single industry negatively impact a broad cross-section of your customers?

Yes  No

Are any of your customers currently buying product/services that you sell from other sources (your competitors)?

Yes  No

How often do you approach existing customers to remind or inform them of additional products or services that you offer?

- at least quarterly  at least twice per year  at least annually  not on any specific schedule  
 customers are encouraged or expected to communicate their needs when and how they are comfortable doing so (a low pressure approach)  
 not sure

## CAPACITY

The Company has excess capacity in the form of (check all that apply)

- empty offices or work stations  idle equipment  employees who have "down time"  
 warehouse or storage space  unused software licenses  vehicles not busy enough  
 operations not active maximum number of possible hours per day  none of the above

If your sales team could bring in additional sales, how difficult would it be to expand operations to meet the increased demand?  not very difficult  somewhat difficult  very difficult

## PREMIUM PRODUCTS

Do you offer any high-end or premium products or services?  Yes  No

Have you been disappointed by sales results for your most valuable product or service offerings?

Yes  No

## ACQUISITION OPPORTUNITIES

Are you aware of any competing or complimentary businesses that are (formally or informally) available for sale?

Yes  No

If you became aware of a valuable opportunity to acquire a competing or complimentary business that would add significant value to your existing business, are you in a position to make a financial commitment involving either a lump sum payment or payments over time?

Yes  No

### DEFINING SUCCESS

**You will consider your business “successful” (check all that apply):**

- when a specific annual sales target can be consistently achieved
- when you are able to penetrate a particularly difficult market
- when the Company is able to secure an especially elusive contract
- when the Company is able to expand to a certain number of locations
- when the Company has at least a certain number of employees
- when you consistently receive a specific minimum financial benefit or payment from the Company
- not sure

If asked, would a significant majority of your employees be able to describe accurately the long-term goals of the Company?  Yes  No

Can most or all of your employees accurately describe what the Company does?  Yes  No

Can most or all of your employees accurately describe the Company’s unique competitive advantage?

Yes  No

### CUSTOMER FEEDBACK

**Customer complaints are addressed (check all that apply):**

- as they arise  after several SIMILAR complaints are received  on a fixed schedule
- only when they are deemed to be valid  with an immediate acknowledgement and a prompt resolution
- individually by each employee as he or she receives the complaint
- not in any manner that can be easily described

**Customer suggestions and requests for new products, features or services are (check all that apply):**

- collected, documented and archived  reviewed and evaluated individually as they are made
- usually not able to be accommodated due to financial or operational constraints
- discussed and evaluated in regularly scheduled meetings
- not addressed in any consistent manner

### VENDORS / SUPPLIERS

**Describe the vendors or suppliers who are essential to your ability to provide your most important products or services?**

- there are numerous vendors/suppliers, all with similar pricing, quality and availability
- there are a limited number of vendors/suppliers who can meet the Company’s pricing, quality and availability needs

If one of your primary vendors or suppliers unexpectedly raised its prices, changed its payment requirements, changed its quality standards or stopped offering the products or services that you need, would the Company experience a short-term or long-term negative impact?  Yes  No

## COMPANY ACTIVITIES

Do you have an organizational chart for the Company?  Yes  No

The sequence of activities, actions and responsibilities that must occur within the Company in order to generate revenue:

- flows directly from one person or position to the next through the organizational chart
- is not reflected by the organizational chart because it primarily illustrates reporting and management responsibilities

If a customer asks the same question of two different employees within the Company:

- they will always get the same information, level of responsiveness and quality of attention
- their experience will vary depending on the individual employee

Do all front-line employees who interact with customers or prospective customers have written scripts to guide them through the most common conversations or questions?  Yes  No

How often do you find yourself participating in the activities or responsibilities of an employee you hired to perform that particular task?

- never
- only during training or evaluation of an employee
- occasionally
- often

## SUPERVISION

What percentage of your time do you spend responding to customer complaints, following up on employee activities, putting out fires, completing administrative tasks and/or participating in the close of a sale?

- none
- less than 5%
- 5% to 15%
- 15% to 40%
- 40% to 60%
- 60% to 80%
- 80%+

Do you suspect or know that one or more of your employees is not as productive as he or she should be?

- Yes
- No

## EMPLOYEE MOTIVATION

Does each employee have clear incentives to be as productive as possible and know consequences for a lack of productivity?  Yes  No

## EMPLOYEE RESPONSIBILITIES

**Can every employee of the Company accurately describe how he or she can positively or negatively impact the success of the business?**  Yes  No

**Do you have any employees who play a purely supportive role and do not participate directly or indirectly in the success of the Company?**  Yes  No

**Training of new employees is (check all that apply):**

- usually handled by several people within the Company
- usually handled by the same person within the Company (which may be a different person for each position)
- usually achieved by "on the job" training techniques rather than formal training in a less realistic environment
- not necessary for Company employees

**Did every employee hired by the Company in the past 12 months receive the same orientation, training and observation as every other employee hired for the same position because written training materials and schedules are in place?**  Yes  No  Not sure

## FINANCIAL MANAGEMENT

**How often do you review the current status of the Company's key financial indicators?**

- daily  weekly  monthly  quarterly  annually
- never – financial indicators are not relevant to the Company
- don't have or don't know the key financial indicators

**You use Company financial information to (check all that apply):**

- budget for the remainder of the current month  budget for the current year
- measure Company performance and compare it to performance in other periods of time
- measure the effectiveness of specific activities or initiatives
- don't use financial information for any particular purpose

**Does the Company currently or frequently carry what you consider to be a significant debt obligation?**

- Yes  No

**Do Company debt obligations tie up cash flow that could be used for a more beneficial purpose?**

- Yes  No

**Your regular, consistent budgeting activities include (check all that apply):**

- creating a forward-looking budget for all major categories of revenue and expenses at least annually, if not more often
- comparing budget items to actual revenue and expense items at least annually
- confirming the minimum volume of sales necessary to sustain the Company
- identifying expenditures that will be necessary in the event of Company growth
- identifying the cost reductions that will be available if Company performance is low

## INVESTMENT OPPORTUNITY

If you become aware of a valuable business opportunity that will require a significant financial investment by the Company 12 to 18 months in the future, what is your ability to accurately forecast the Company's potential to make that investment?

- You can predict the Company's ability with a high degree of accuracy
- You can predict the Company's ability with a moderate degree of accuracy
- You cannot predict the Company's ability with any accuracy

## SALES EFFECTIVENESS

Do you know what proportions of your products and services are being purchased by each of your top 20 customers by volume?  Yes  No

Can you identify the types of customers or the market segments that are most successful for the Company and/or present the greatest potential opportunity for the Company?  Yes  No

## INDUSTRY COMPARISON

Can you describe the aspects of your business that are considerably stronger than the characteristics of your industry competitors?  Yes  No

How often do you receive and analyze information and updates related to the performance of companies across your industry?

- never – no such industry data exists
- never – industry data is not helpful
- more than once per year
- once per year
- once every few years

## SALES MANAGEMENT

Can you identify and rank your top 5 sales activities in terms of revenue generation?  Yes  No

Do you communicate with your sales personnel and base their compensation (at least in part) on specific activity level expectations and the resulting sales expectations?  Yes  No

Do you currently monitor and report on the percentage of your customers who return to buy your products or services within a 12 month period?

- Yes  No
- Not applicable – our business does not typically serve repeat customers

Do any employees have responsibility for retaining customers and a compensation structure that encourages them to successfully retain those customers?  Yes  No