



Business Analysis Questionnaires and Profitability Forms

**We put systems in place to assure profits!
Controlling Operating Expenses and
Reducing Costs Yields Profits**

Revise your operations to make it happen. PBI Can Help

- A. What is your profit rate?**
- B. How many new sales do you need to gain \$1,000 in profits?**
- C. How much cost reduction do you need to gain \$1,000 in profits?**

A	B	C
Net Profit %	Requires Sales Increase	Required of Cost Reduction
15	\$6,667	\$1,000
12	\$8,333	\$1,000
10	\$10,000	\$1,000
8	\$12,500	\$1,000
6	\$16,667	\$1,000
5	\$20,000	\$1,000
4	\$25,000	\$1,000
3	\$33,333	\$1,000
2	\$50,000	\$1,000
1	\$100,000	\$1,000

**DETERMINE WHAT YOUR
COST TO DO BUSINESS IS**

Client: _____ **Job Number:** _____

Business Analyst: _____ **Date:** _____

Net Sales \$: _____

Less Operating Profit \$: _____

Total Operating Expenses \$: _____

COST OF DOING BUSINESS

	Total Expenses
Annually	\$: _____
Monthly	\$: _____
Weekly	\$: _____
Daily	\$: _____
Hourly	\$: _____
Per Minute	\$: _____

BREAK-EVEN ANALYSIS

Client: _____ Job Number: _____

Business Analyst: _____ Date: _____

SALES	CURRENT	%	PROJECTED	%
Net Sales	_____	_____	_____	_____
Operating Profit	_____	_____	_____	_____
Total Expenses	_____	_____	_____	_____
VARIABLE EXPENSES				
Direct Material	_____	_____	_____	_____
Direct Labor	_____	_____	_____	_____
All Other Variable Expenses	_____	_____	_____	_____
Total Variable Expenses	_____	_____	_____	_____
FIXED EXPENSES				
Depreciation	_____	_____	_____	_____
Insurance	_____	_____	_____	_____
Interest	_____	_____	_____	_____
Rentals	_____	_____	_____	_____
Officer's Compensation	_____	_____	_____	_____
Taxes (Excluding Red. Inc. Tax.)	_____	_____	_____	_____
All Other Fixed Expenses	_____	_____	_____	_____
Total Fixed Expenses	_____	_____	_____	_____
SEMI-VARIABLE EXPENSES				
Semi-Variable Expenses	_____	_____	_____	_____
SUMMARY				
Fixed Expenses	_____	_____	_____	_____
50% of Semi-Variable Expenses	_____	_____	_____	_____
Total Fixed Expenses (17+18)	_____	_____	_____	_____
Total Fixed + Profit (19+2)	_____	_____	_____	_____
Breakeven % (19/20*100)	_____	_____	_____	_____
Break Even Volume (21*1)	_____	_____	_____	_____

PROJECT IMPLEMENTATION REPORT

Client: _____ **Job Number:** _____

Business Analyst: _____ **Date:** _____

Are You Happy With Your Business?

What Needs Fixing First? What is Your Order of Priority? Best Tool For Getting A Solution Is?

PBI improve the profitability of most small and medium sized businesses and professional practice before after an analysis the owner must decide what needs to be fixed and the priority of implementation. What needs fixing in your business? What is your desired **order of priority** for following areas? What is the best tool to start fixing the problem with?

OWNER'S Choice & Order of Priority

AREA	ANALLYSIS	CONSULTING	COACHING	TRAINING
MARKETING	_____	_____	_____	_____
SALES	_____	_____	_____	_____
Sales Planning	_____	_____	_____	_____
Sales Control	_____	_____	_____	_____
Estimating Procedures	_____	_____	_____	_____
MANAGEMENT	_____	_____	_____	_____
Planning	_____	_____	_____	_____
Management	_____	_____	_____	_____
Production Cost Control	_____	_____	_____	_____
Tool R & D Control	_____	_____	_____	_____
Performance Standards	_____	_____	_____	_____
Job Cost Control	_____	_____	_____	_____
Production Planning	_____	_____	_____	_____
Facility Layout	_____	_____	_____	_____
Material Handling	_____	_____	_____	_____
Scheduling	_____	_____	_____	_____
Labor Forecasting	_____	_____	_____	_____
Machine Center Loading	_____	_____	_____	_____
PURCHASING	_____	_____	_____	_____
Planning	_____	_____	_____	_____
Standards	_____	_____	_____	_____
Material Substitution	_____	_____	_____	_____
Inventory Control	_____	_____	_____	_____
Material Stock Control	_____	_____	_____	_____
HUMAN RESOURCES	_____	_____	_____	_____
Job Evaluations	_____	_____	_____	_____
Employee Training	_____	_____	_____	_____
Personnel Relations	_____	_____	_____	_____
Wage Incentive Plan	_____	_____	_____	_____
Key man Incentives	_____	_____	_____	_____
QUALIFY ASSURANCE	_____	_____	_____	_____
Inspection & Quality Control	_____	_____	_____	_____
ACCOUNTING	_____	_____	_____	_____
OPERATIONS	_____	_____	_____	_____
OBJECTIVE PLANNING	_____	_____	_____	_____
PROFIT & EXPENSE CONTROL	_____	_____	_____	_____
BUDGET & COST CONTROLS	_____	_____	_____	_____
CLERICAL INCENTIVES	_____	_____	_____	_____

DETERMINE WHAT YOUR MONTHLY FINANCIAL UPDATE REPORT SHOWS

Client: _____ Job Number: _____

Business Analyst: _____ Date: _____

ASSETS:

- 1. Cash on hand (including petty cash) \$: _____
- 2. Marketable Securities/Available Line \$: _____
- 3. Other Investments \$: _____
- 4. Accounts Receivable \$: _____
 - Current \$: _____
 - 30 Days \$: _____
 - 60 Days \$: _____
 - 90 Days \$: _____
 - Over 90 Days \$: _____

TOTAL: \$: _____

- Other Accounts Receivable \$: _____
- 6. Notes Receivable \$: _____
 - Current \$: _____
 - Long Term \$: _____

7. INVENTORY: \$: _____

- Finished Goods \$: _____
- Work-In-Progress \$: _____
- Raw Materials \$: _____

1. ACCOUNTS PAYABLE: \$: _____

- Current \$: _____
- 30 Days \$: _____
- 60 Days \$: _____
- 90 Days \$: _____
- Over 90 Days \$: _____

TOTALS: \$: _____

PAYABLES:

- 2. Notes Payable \$: _____
- 3. Monthly Lease/Rental Agreements \$: _____
- 4. Accrued Payroll Due \$: _____
- 5. Average Gross Payroll \$: _____
- 6. Average Weekly Sales \$: _____
- 7. Sale Backlog \$: _____
- 8. Outstanding Tax Obligations \$: _____
- 9. Other – Explain \$: _____

REVENUES:

Last 12 Months Revenue Average Monthly Revenue: _____

- | | | |
|-------------|-------------|--------------|
| 1. \$ _____ | 5. \$ _____ | 9. \$ _____ |
| 2. \$ _____ | 6. \$ _____ | 10. \$ _____ |
| 3. \$ _____ | 7. \$ _____ | 11. \$ _____ |
| 4. \$ _____ | 8. \$ _____ | 12. \$ _____ |

TOTAL \$ _____

HISTORICAL BALANCE SHEET

Client: _____ Job Number: _____

Business Analyst: _____ Date: _____

ASSETS

CURRENT ASSETS	CURRENT	20__	20__	20__	20__
Cash	_____	_____	_____	_____	_____
Accounts Receivable – Trade	_____	_____	_____	_____	_____
Accounts Receivable Notes	_____	_____	_____	_____	_____
Accounts Receivable – Other	_____	_____	_____	_____	_____
Raw Materials Inventory	_____	_____	_____	_____	_____
WIP Inventory	_____	_____	_____	_____	_____
Finished Goods Inventory	_____	_____	_____	_____	_____
Prepaid Expenses	_____	_____	_____	_____	_____
Short Term Securities	_____	_____	_____	_____	_____
Other Current Assets	_____	_____	_____	_____	_____

TOTAL CURRENT ASSETS _____

LONG TERM ASSETS

Property	_____	_____	_____	_____	_____
Plant	_____	_____	_____	_____	_____
Equipment	_____	_____	_____	_____	_____
Other Fixed Assets	_____	_____	_____	_____	_____
Accumulated Depreciation	_____	_____	_____	_____	_____
Net Fixed Assets	_____	_____	_____	_____	_____
Investments	_____	_____	_____	_____	_____
Long Term Securities	_____	_____	_____	_____	_____

TOTAL LONG TERM ASSETS _____

TOTAL ASSETS _____

LIABILITIES

CURRENT LIABILITIES

Accounts Payable – Trade	_____	_____	_____	_____	_____
Accounts Payable – Notes	_____	_____	_____	_____	_____
Accounts Payable – Other	_____	_____	_____	_____	_____
Accrued Payroll Expenses	_____	_____	_____	_____	_____
Accrued Payroll Taxes	_____	_____	_____	_____	_____
Other Accrued Expenses	_____	_____	_____	_____	_____
Other Current Liabilities	_____	_____	_____	_____	_____

TOTAL CURRENT LIABILITIES _____

LONG TERM DEBT & EQUITY _____

Long Term Debt	_____	_____	_____	_____	_____
Bonds Outstanding	_____	_____	_____	_____	_____
Other Long Term Liabilities	_____	_____	_____	_____	_____

TOTAL LONG TERM LIABILITIES _____

Stock	_____	_____	_____	_____	_____
Retained Earnings	_____	_____	_____	_____	_____

TOTAL LIABILITIES & EQUITY _____

MEMORANDUM

Client: _____ **Job Number:** _____

Business Analyst: _____ **Date:** _____

To All Employees,

I am constantly aware of the need to always carefully examine and improve the methods of operation. It is also important to me to provide the best possible working conditions. As such, we have retained Profit Builders, Inc. a nationally recognized firm of marketing and management consultants to conduct a survey which is the first in a series of steps to assist all of us in attaining these objectives.

At the end of the first step, the survey, more attention will be given the planning so that we may be in a better position to meet competitive conditions and secure the best net returns to all of you as well as our company.

Your cooperation is key to the success of the survey, therefore, if the business analyst should involve you through a discussion of your job on the business activities please cooperate fully.

Thank you,

President

CONFIDENTIAL EMPLOYEE QUESTIONNAIRE

Client: _____ **Job Number:** _____

Business Analyst: _____ **Date:** _____

Your personal thoughts and opinions are extremely important in the evaluation of your company. Your answers will be kept **STRICTLY CONFIDENTIAL**. Your answers will be used to get a general idea of the company. Under no-circumstance will your answers be shown directly to any executive, manager, owner, or other employee of the company.

There is no right or wrong answers. Please answer to the best of your ability and be as objective as possible. The questionnaire will be picked up directly by the PBI analyst/consultant.

How long have you been employed by this company? _____

What is your job title? _____

Who do you report to? _____

What are your job responsibilities? _____

What else is expected of you? _____

Are the working conditions adequate for your performance job effectively and efficiently? If not, why not?

Do you have the tools necessary to do your job properly? _____

What could be done to help you in your job? _____

Do you have the chance to give management your thoughts and ideas? _____

Does management listen to your ideas? _____

If you owned this company tomorrow, what would you change and why? _____

Manager's Effectiveness Questionnaire

Client: _____ Job Number: _____

Business Analyst: _____ Date: _____

Rate your own effectiveness on the following topics
(10 = Very Effective, 5 = Marginally Effective, 1 = Ineffective)

Working with the Individual

1 2 3 4 5 6 7 8 9 10

Coaching _____
Giving Directives _____
Counseling _____
Constructive feed back _____
Handling Performance Problems _____
New Employee Orientation _____
Performance Appraisal _____
Employee Development _____

Working with Employees as a Group

1 2 3 4 5 6 7 8 9 10

Recruiting, Selecting and Hiring _____
Understanding the Learning Process _____
Organizing a Training Program _____
Planning and Conducting Meetings _____
Developing Leadership Skills _____
Maintaining Control of a Work Force _____

Developing your

Administrative and Executive Skills

1 2 3 4 5 6 7 8 9 10

Time Management _____
Creative thinking _____
Solving Problems _____
Making Decisions _____
Negotiating _____
Efficiency and Organization _____
Verbal Communication Skills _____
Written Communication Skills _____
Creation of Company Culture _____
Understanding of Management Accounting _____

Organizational Questionnaire

Client: _____ **Job Number:** _____

Business Analyst: _____ **Date:** _____

Organization in any company is extremely important. Without it, lines of communication fail, important issues slip through the cracks and all employees lose their ability to be as effectively as possible in contributing to the overall success of the company.

Below are statements that will give an indication of the organization that exists in your company. Please be as objective as possible in answering the questions. Check the answer YES or NO, which best describes the situation that exists, as you see it.

- YES NO.** Each employee has a clearly defined job responsibility
- YES NO.** Job responsibilities are stated in a written job description
- YES NO.** Duties and responsibilities are delegated and the authority to carry out decisions is given
- YES NO.** There is a company policy and procedures handbook.
- YES NO.** Company policies and procedures are upheld by management.
- YES NO.** A Company operating manual exists.
- YES NO.** An organizational chart exists.
- YES NO.** Reporting relationships are outlined in the organizational chart.
- YES NO.** Each employee has only one boss.
- YES NO.** Employee moral is high.
- YES NO.** Employees are treated like individuals not just employees.
- YES NO.** A good training program exists here.
- YES NO.** There is ongoing retraining and advanced training.
- YES NO.** This company has well established clear lines of communication.
- YES NO.** The company organization is stable and rarely changed.
- YES NO.** An incentive program exists.
- YES NO.** Incentives are fair and they reward for performance.
- YES NO.** Turnover is low.
- YES NO.** There is clear understanding of company's direction.

Marketing and Sales Evaluation Manager Report

Client: _____ Job Number: _____

Business Analyst: _____ Date: _____

Problem Areas

POOR 10%-30%	FAIR 40%-60%	GOOD 70%-100%	PROBLEM RESOLUTION	
			Can be done	Needs PBI Help

SALES PROCEDURES

Market Research	_____	_____	_____	_____	_____
Advertising Budget	_____	_____	_____	_____	_____
Advertising Media	_____	_____	_____	_____	_____
Sales Promotions	_____	_____	_____	_____	_____
Pricing Procedures	_____	_____	_____	_____	_____
Margin-mix Management	_____	_____	_____	_____	_____
Performance Reporting	_____	_____	_____	_____	_____
Sales Policies	_____	_____	_____	_____	_____
Sales Management	_____	_____	_____	_____	_____
Rep Reporting Procedures	_____	_____	_____	_____	_____
Goals & Quotas	_____	_____	_____	_____	_____

MARKET PENETRATION

Market Coverage	_____	_____	_____	_____	_____
% Market Penetration	_____	_____	_____	_____	_____
Product Diversification	_____	_____	_____	_____	_____
Product Diversification	_____	_____	_____	_____	_____
Branches	_____	_____	_____	_____	_____
Market Knowledge	_____	_____	_____	_____	_____
Competitive Analysis	_____	_____	_____	_____	_____

PERSONNEL

Sales Personnel	_____	_____	_____	_____	_____
Training	_____	_____	_____	_____	_____
Incentives	_____	_____	_____	_____	_____
Compensation	_____	_____	_____	_____	_____
Turnover	_____	_____	_____	_____	_____
Employee Morale	_____	_____	_____	_____	_____

WAREHOUSE DELIVERY

Order Processing	_____	_____	_____	_____	_____
Order Assembly	_____	_____	_____	_____	_____
Space Utilization	_____	_____	_____	_____	_____
Warehouse Procedures	_____	_____	_____	_____	_____
Shipping Methods	_____	_____	_____	_____	_____
Routing	_____	_____	_____	_____	_____
Equipment Usage	_____	_____	_____	_____	_____
Inventory Control	_____	_____	_____	_____	_____

Production Evaluation Manager Report

Client: _____ Job Number: _____

Business Analyst: _____ Date: _____

Problem Areas	POOR 10%-30%	FAIR 40%-60%	GOOD 70%-100%	PROBLEM RESOLUTION Can be done Needs PBI Help	
BIDDING PROCEDURES					
Labor Standards	_____	_____	_____	_____	_____
Methods Utilized	_____	_____	_____	_____	_____
Material Takeoff Procedures	_____	_____	_____	_____	_____
Safety Policies	_____	_____	_____	_____	_____
Frequency of Alteration	_____	_____	_____	_____	_____
Information Utilization	_____	_____	_____	_____	_____
PERSONNEL & COMPENSATION					
Training	_____	_____	_____	_____	_____
Employee Morale	_____	_____	_____	_____	_____
Turnover	_____	_____	_____	_____	_____
Goals & Quotas	_____	_____	_____	_____	_____
Incentives	_____	_____	_____	_____	_____
Management Compensation					
PRODUCTIVITY					
Internal Order Flow	_____	_____	_____	_____	_____
Plant Layout	_____	_____	_____	_____	_____
Plant Condition	_____	_____	_____	_____	_____
Working Conditions	_____	_____	_____	_____	_____
Idle Time	_____	_____	_____	_____	_____
Supervision	_____	_____	_____	_____	_____
Down Time	_____	_____	_____	_____	_____
PRODUCT CONTROL					
Production Control	_____	_____	_____	_____	_____
Material Handling	_____	_____	_____	_____	_____
Planning & Scheduling	_____	_____	_____	_____	_____
Production Capacity	_____	_____	_____	_____	_____
Capacity Utilization	_____	_____	_____	_____	_____
Maintenance	_____	_____	_____	_____	_____
Quality Control	_____	_____	_____	_____	_____
Scrap Rate	_____	_____	_____	_____	_____
Job Costing	_____	_____	_____	_____	_____
Purchasing	_____	_____	_____	_____	_____
Work In Progress Reports	_____	_____	_____	_____	_____
Standard Procedures	_____	_____	_____	_____	_____
Other	_____	_____	_____	_____	_____

Operational Evaluation Manager Report

Client: _____ Job Number: _____

Business Analyst: _____ Date: _____

Problem Areas

POOR 10%-30%	FAIR 40%-60%	GOOD 70%-100%	PROBLEM RESOLUTION Can be done Needs PBI Help	
-----------------	-----------------	------------------	---	--

ORGANIZATION

Ownership Structure	_____	_____	_____	_____	_____
Office Layout	_____	_____	_____	_____	_____
Outside Conflicts	_____	_____	_____	_____	_____
Organization	_____	_____	_____	_____	_____
Policies	_____	_____	_____	_____	_____
Manuals	_____	_____	_____	_____	_____
Office Procedures	_____	_____	_____	_____	_____
Departmental Standards	_____	_____	_____	_____	_____
Time Efficiency	_____	_____	_____	_____	_____
Delegation	_____	_____	_____	_____	_____
Statistical Reports	_____	_____	_____	_____	_____
Forecasting	_____	_____	_____	_____	_____

FINANCE

Cash Control	_____	_____	_____	_____	_____
Billing Procedures	_____	_____	_____	_____	_____
Credit & Collection Policy	_____	_____	_____	_____	_____
Status of Liabilities	_____	_____	_____	_____	_____
Debt Load	_____	_____	_____	_____	_____
Working Capital Available	_____	_____	_____	_____	_____
General Accounting Procedures	_____	_____	_____	_____	_____
Cost Accounting	_____	_____	_____	_____	_____
Job Costing	_____	_____	_____	_____	_____
Expense Controls	_____	_____	_____	_____	_____
Inventory Controls	_____	_____	_____	_____	_____
Purchasing Methods	_____	_____	_____	_____	_____
Auditing	_____	_____	_____	_____	_____
Profit Trends	_____	_____	_____	_____	_____
Breakeven Position	_____	_____	_____	_____	_____
Departmental Information Flow	_____	_____	_____	_____	_____
Reports to Management	_____	_____	_____	_____	_____

PERSONNEL & COMPENSATION

Training	_____	_____	_____	_____	_____
Turnover	_____	_____	_____	_____	_____
Employee Morale	_____	_____	_____	_____	_____
Payroll Procedures	_____	_____	_____	_____	_____
Incentives	_____	_____	_____	_____	_____
Management Compensation	_____	_____	_____	_____	_____

Employee Payroll Analysis Report

Client: _____ **Job Number:** _____

Business Analyst: _____ **Date:** _____

Payroll Frequency

Daily Bi-Weekly
 Weekly Monthly
 Semi-Monthly Other

Do you use an outside payroll service? Yes Who: _____

No

Do you use independent contractors? Yes How Many: _____

How many W-2 were issued last calendar year? _____

Over the last fiscal year, what were your total overtime hours? _____

Over the last fiscal year, what were your absentee hours? _____

Weekly Payroll Counts

Date of Last Payroll: _____

Week	Week	Week	Week
1	14	27	40
2	15	28	41
3	16	29	42
4	17	30	43
5	18	31	44
6	19	32	45
7	20	33	46
8	21	34	47
9	22	35	48
10	23	36	49
11	24	37	50
12	25	38	51
13	26	39	52

Total # Employees 52 WK Pd: _____ **Divided by 52 =** _____ **Avg. Weekly Employees**

Managers and Employee Suggested Training Program Report

Client: _____ Job Number: _____

Business Analyst: _____ Date: _____

AREA	<u>Order of Training Priority:</u>			
	ANALLYSIS	CONSULTING	COACHING	TRAINING
SETTING STRATEGY	_____	_____	_____	_____
LEADERSHIP	_____	_____	_____	_____
MANAGER'S ROLE	_____	_____	_____	_____
HOW TO HIRE AND FIRE	_____	_____	_____	_____
DELEGATION	_____	_____	_____	_____
SUPERVISION	_____	_____	_____	_____
MOTIVATING PEOPLE	_____	_____	_____	_____
MANAGING MEETINGS	_____	_____	_____	_____
NEGOTIATIONS	_____	_____	_____	_____
TIME MANAGEMENT	_____	_____	_____	_____
MARKETING	_____	_____	_____	_____
SALES	_____	_____	_____	_____
SALES MANAGEMENT	_____	_____	_____	_____
Sales Planning	_____	_____	_____	_____
Sales Control	_____	_____	_____	_____
Estimating Procedures	_____	_____	_____	_____
MANAGEMENT				
Planning	_____	_____	_____	_____
Management	_____	_____	_____	_____
Production Cost Control	_____	_____	_____	_____
Tool R & D Control	_____	_____	_____	_____
Performance Standards	_____	_____	_____	_____
Job Cost Control	_____	_____	_____	_____

Production Planning _____
Facility Layout _____
Material Handling _____
Scheduling _____
Labor Forecasting _____
Machine Center Loading _____

PURCHASING

Planning _____
Standards _____
Material Substitution _____
Inventory Control _____
Material Stock Control _____

HUMAN RESOURCES

Job Evaluations _____
Employee Training _____
Personnel Relations _____
Wage Incentive Plan _____
Key man Incentives _____

QUALIFY ASSURANCE

Inspection & Quality Control _____

ACCOUNTING

OPERATIONS

OBJECTIVE PLANNING

PROFIT & EXPENSE CONTROL

BUDGET & COST CONTROLS

COMPARATIVE INCOME STATEMENT ANALYSIS

Client: _____ Job Number: _____

Business Analyst: _____ Date: _____

PERIOD ENDING	CURRENT	20__	20__	20__	20__	POTENTIAL
NET SALES	_____ 100%	_____ 100%	_____ 100%	_____ 100%	_____ 100%	_____ 100%
DIRECT COSTS						
1. Material	_____ %	_____ %	_____ %	_____ %	_____ %	_____ %
2. Wages/Labor	_____ %	_____ %	_____ %	_____ %	_____ %	_____ %
3. Subcontractors	_____ %	_____ %	_____ %	_____ %	_____ %	_____ %
4. Other	_____ %	_____ %	_____ %	_____ %	_____ %	_____ %
5. Other Direct	_____ %	_____ %	_____ %	_____ %	_____ %	_____ %
Cost of Goods Sold	_____ %	_____ %	_____ %	_____ %	_____ %	_____ %
GROSS PROFIT	_____ %	_____ %	_____ %	_____ %	_____ %	_____ %
SEMI-VARIABLE COSTS						
6. Sales/Salaries/Commissions	_____ %	_____ %	_____ %	_____ %	_____ %	_____ %
7. Other Sales Expenses	_____ %	_____ %	_____ %	_____ %	_____ %	_____ %
8. Distribution/Transportation	_____ %	_____ %	_____ %	_____ %	_____ %	_____ %
9. Repairs & Maintenance	_____ %	_____ %	_____ %	_____ %	_____ %	_____ %
10. Communication	_____ %	_____ %	_____ %	_____ %	_____ %	_____ %
11. Other	_____ %	_____ %	_____ %	_____ %	_____ %	_____ %
12. Other Semi-Variable	_____ %	_____ %	_____ %	_____ %	_____ %	_____ %
TOTAL SEMI-VARIABLE COST	_____ %	_____ %	_____ %	_____ %	_____ %	_____ %
FIXED G&A COSTS						
13. Officer's/Owners Salary	_____ %	_____ %	_____ %	_____ %	_____ %	_____ %
14. Admin. Wages	_____ %	_____ %	_____ %	_____ %	_____ %	_____ %
15. Insurance	_____ %	_____ %	_____ %	_____ %	_____ %	_____ %
16. Interest	_____ %	_____ %	_____ %	_____ %	_____ %	_____ %
17. Depreciation	_____ %	_____ %	_____ %	_____ %	_____ %	_____ %
18. Facility Expenses/Rentals	_____ %	_____ %	_____ %	_____ %	_____ %	_____ %
19. Other:	_____ %	_____ %	_____ %	_____ %	_____ %	_____ %
20. Other Fixed (G&A) Costs	_____ %	_____ %	_____ %	_____ %	_____ %	_____ %
TOTAL FIXED COSTS	_____ %	_____ %	_____ %	_____ %	_____ %	_____ %
TOTAL SEMI-VARIABLE AND FIXED COSTS	_____ %	_____ %	_____ %	_____ %	_____ %	_____ %
PROFIT FROM OPERATIONS						
NET PROFIT FROM OPERAT	_____ %	_____ %	_____ %	_____ %	_____ %	_____ %
20. Other Income	_____ %	_____ %	_____ %	_____ %	_____ %	_____ %
Other Expenses	_____ %	_____ %	_____ %	_____ %	_____ %	_____ %
NET PROFIT BEFORE TAXES	_____ %	_____ %	_____ %	_____ %	_____ %	_____ %

SPECI

[Home](#) :: [View Cart](#) :: [Shipping & Returns](#) :: [Contact Us](#) :: [Log In](#) :: [Privacy Policy](#) :: [About Us](#)

ANALYSIS OF CHANGE

Client: _____ Job Number: _____

Business Analyst: _____ Date: _____

PROFITABILITY RATIOS

200_ 200_ 200_ 200_

GROSS PROFIT MARGIN

Net sales minus cost of goods sold divided y net sales

OPRATING PROFIT MARGIN

Net profit divided by net sales

RETURN ON ASSETS

Net profit divided by total assets

SOLVENCY-LIQUIDITY RATIO

QUICK RATIO

Cash + AR + marketable securities divided by current liabilities

CURRENT RATIO

Current assets divided by current liabilities

WORKING CAPITAL

Current assets minus total current liabilities

CURRENT LIABILITIES TO NET WORTH

Current liabilities divided by new worth

DEBT TO EQUITY

Total liabilities divided by net worth

NET WORTH

Total assets minus total liabilities

EFFICIENCY RATIOS

INVENTORY TURN OVER

Material cost of goods sold divided by ending inventory

COLLECTION PERIOD

Accounts receivables divided by sales time 365 days

PAYMENT PRIOD

Accounts payable divided by sales times 365 day

OPERATIONS NUMBERS

20_ 20_ 20_ 20_

Direct Materials

Direct Labor

Other Direct Expenses

Total Cost of Sale

GROSS PROFIT

Distribution Expense

Administration Expense

TOTAL OPERATING EXPENSE

20_ 20_ 20_ 20_



SPECI

[Home](#) :: [View Cart](#) :: [Shipping & Returns](#) :: [Contact Us](#) :: [Log In](#) :: [Privacy Policy](#) :: [About Us](#)

PROJECT IMPLEMENTATION REPORT

Client: _____ **Job Number:** _____

Business Analyst: _____ **Date:** _____

Are You Happy With Your Company?

What Needs Fixing First? What is Your Order of Priority? Best Tool For Getting A Solution Is?

PBI improves profitability of most small and medium sized businesses and professional practice before after an analysis the managers must decide what needs to be fixed and the priority of implementation. What needs fixing in your company? What is your desired **order of priority** for following areas? What is the best tool to start fixing the problem with?

MANAGERS' Choice & Order of Priority:

AREA	ANALLYSIS	CONSULTING	COACHING	TRAINING
MARKETING	_____	_____	_____	_____
SALES	_____	_____	_____	_____
Sales Planning	_____	_____	_____	_____
Sales Control	_____	_____	_____	_____
Estimating Procedures	_____	_____	_____	_____
MANAGEMENT				
Planning	_____	_____	_____	_____
Management	_____	_____	_____	_____
Production Cost Control	_____	_____	_____	_____
Tool R & D Control	_____	_____	_____	_____
Performance Standards	_____	_____	_____	_____
Job Cost Control	_____	_____	_____	_____
Production Planning	_____	_____	_____	_____
Facility Layout	_____	_____	_____	_____
Material Handling	_____	_____	_____	_____
Scheduling	_____	_____	_____	_____
Labor Forecasting	_____	_____	_____	_____
Machine Center Loading	_____	_____	_____	_____
PURCHASING				
Planning	_____	_____	_____	_____
Standards	_____	_____	_____	_____
Material Substitution	_____	_____	_____	_____
Inventory Control	_____	_____	_____	_____
Material Stock Control	_____	_____	_____	_____
HUMAN RESOURCES				

Job Evaluations				
Employee Training				
Personnel Relations				
Wage Incentive Plan				
Key man Incentives				
QUALIFY ASSURANCE				
Inspection & Quality Control				
ACCOUNTING				
OPERATIONS				
OBJECTIVE PLANNING				
PROFIT & EXPENSE CONTROL				
BUDGET & COST CONTROLS				
CLERICAL INCENTIVES				

[Home](#) :: [View Cart](#) :: [Shipping & Returns](#) :: [Contact Us](#) :: [Log In](#) :: [Privacy Policy](#) :: [About Us](#)

EXECUTIVE TRAINING PREVIEW

Client: _____ **Job Number:** _____

Business Analyst: _____ **Date:** _____

To help us better serve you, please tell us your three major business concerns and what you would like to gain from these **EXECUTIVE TRAINING SEMINARS**. Please Email your Self-Diagnostic Information 2 Weeks before the training sessions starts.

Email to: MJKKissinger@Yahoo.com.

LIST MAJOR MANAGEMENT PROBLEMS OR CONERNS

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____

WHAT WOULD YOU LIKE TO GAIN FROM THIS EXECUTIVE MANAGEMENT TRAINING?

WHAT ARE YOUR PRIMARY OBJECTIVES THIS TRAINING SHOULD ADDRESS?

[Home](#) :: [View Cart](#) :: [Shipping & Returns](#) :: [Contact Us](#) :: [Log In](#) :: [Privacy Policy](#) :: [About Us](#)

Your Privacy is Guaranteed. We will never give, lease, or sell your personal information. Period!

To order by telephone or customer support call us at 415-756-0884

© Copyright 2006-2009 Profit Builders Inc All rights reserved

[Web Design](#) by: Solutions. All rights reserved. [Login](#)

. [Login Now](#)