



SMB FINANCIAL REVIEW CHECKLIST

Structure

1. Description of business:
 - a. Industry;
 - b. Products and services;
 - c. Location(s);
 - d. Processes;;
 - e. Key Performance Indicators (see Appendix 2)
2. Organization charts:
 - a. Legal;
 - b. Business

Systems and Records

1. Systems used, currency, and accuracy:
 - i. Marketing;
 - ii. Sales;
 - iii. Financial;
 - iv. Administrative;
 - v. After sales service & support;
 - vi. Asset control



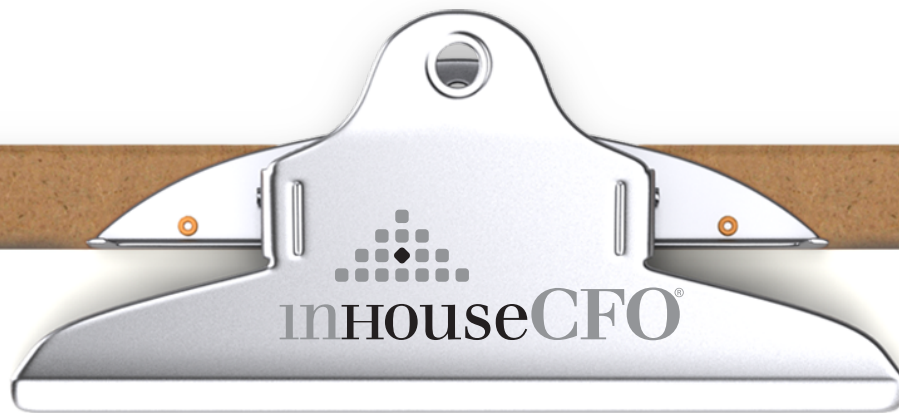
SMB FINANCIAL REVIEW CHECKLIST (CONT....)

Financial Position:

1. Cash:
 - a. Current balances;
 - b. Trends
2. Working capital:
 - a. Composition;
 - b. Current balances;
 - c. Trends
3. Key financial ratios (see Appendix 1):
 - a. Current calculations;
 - b. Trends
4. Insurance coverage:
 - a. Assets;
 - b. Key personnel

Profitability and Cash Flow

1. Net Income and Cash Flow (before and after provision for asset replacement)
 - a. Last 12 months:
 - i. Compared to previous year
 - b. Last 3 months:
 - i. Compared to previous year
 - ii. Compared to previous period
2. Key financial ratios (see Appendix 1):
 - a. Current calculations;
 - b. Trends



SMB FINANCIAL REVIEW CHECKLIST (CONT....)

Budgets (Income, Financial Position and Cash Flow)

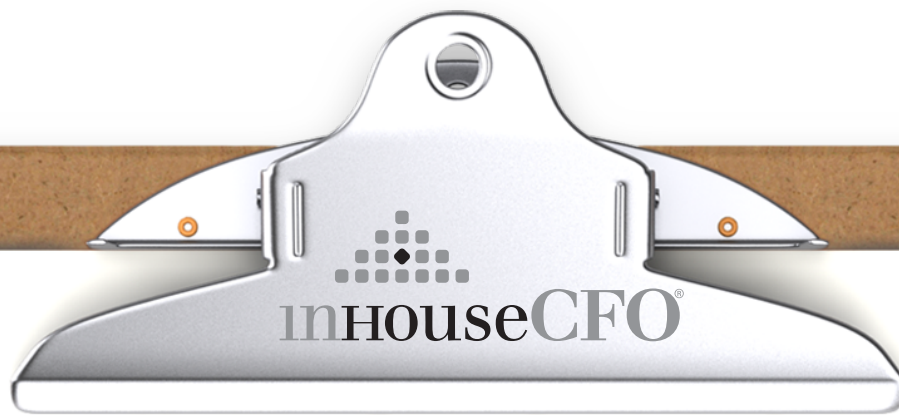
1. Existence:
 - a. Last prepared;
2. Accuracy:
 - a. Actual experience;
 - b. Current trends;

Trends & Forecasts (Income, Financial Position and Cash Flow)

1. Existence
 - a. Last prepared;
2. Accuracy to:
 - a. Actual experience;
 - b. Current trends;

Recommendations

1. Summary of findings;
2. Recommendations:
 - a. Comprehensive;
 - b. Prioritized with timelines for completion
3. Anticipated outcomes and results
 - a. Risk management;
 - b. Financial position;
 - c. Net income



APPENDIX 1 TO SMB FINANCIAL REVIEW CHECKLIST

Key Financial Ratios:

1. Financial Position:
 - a. Quick Ratio;
 - b. Current Ratio;
 - c. Debt to Equity;
 - d. Accounts Receivable Ageing;
 - e. # of Days Sales in Accounts Receivable;
 - f. Inventory Turnover;
 - g. Accounts Payable Ageing

2. Profitability Indicators:
 - a. Sales growth percentage;
 - b. Profit growth percentage;
 - c. Gross profit margin;
 - d. Average sales per customer;
 - e. Sales ROI;
 - f. Marketing ROI;
 - g. Overhead to Sales Ratio;
 - h. Staff costs to Sales Ratio;
 - i. Income tax rate

3. Risk management:
 - a. Insurance coverage to potential loss ratio
 - b. Cash reserves to potential loss ratio



APPENDIX 2 TO SMB FINANCIAL REVIEW CHECKLIST

Key Performance Indicators:

1. Marketing (by campaign, lead source, and overall):
 - a. Reach (online and traditional)
 - b. Engagement (online and traditional)
 - c. Online:
 - i. Website marketing grade
 - ii. SEO Keyword rankings;
 - d. Prospect contacts received;
 - e. Leads generated;
 - f. Conversion rate;
 - g. Cost per lead;
 - h. ROI
2. Sales (quantity and \$):
 - a. Sales by product or service line:
 - b. Sales by locations (including online)
 - c. Sales growth:
 - d. Sales per sales rep;
 - e. Quote to close ratio;
 - f. Sales pipeline
 - g. Actual Sales to targets;
 - h. Sales by source;
 - i. Average sales per customer;
3. Financial:
 - a. See Appendix 1
4. Customer service and support
 - a. Customer retention;
 - b. Customer experience;
 - c. Issues generated/resolved