



ORGANIZATIONAL ASSESSMENT

BOCA Assessment

So often we are too close to the trees to see the forest. Our Back Office Client Advisory (BOCA) assessment is designed to help you step back and get a broad perspective of the issues that span the entire scope of your business.

Having a plan alone is not enough. Success requires both vision and action. A healthy business must address the planning, implementation, education, motivation, and accountability factors that are necessary to achieve your goals and to achieve the support of your entire team in the pursuit of those goals.

The first step in the program is to “Discover” the strengths and weaknesses that are present in your business today that may impact your future opportunities. To capitalize on these discoveries, we will need to learn about your vision for the future.

This only works with absolute candor and thoughtfulness about your organization. Your answers are for discussion purposes only and will be kept confidential. Don't hesitate to write in the margins any questions or additional comments you have along the way.

This self-assessment should only take 15-30 minutes of your time but is an invaluable tool for your business and well worth the minimal effort it takes to complete.

After completion, just scan and email to stuart@sgcpas.com and we will get back to you with an analysis of needs and suggestions.

Date: _____

Name: _____

Company Name: _____

Email: _____

Phone: _____

How do you rate the overall “wellness” of your company? (circle one)



This diagnostic tool is designed to highlight key areas of frustration as well as areas of potential growth for your company. Thank you in advance for taking the time to commit to this process. When completed please scan and email to stuart@sgcpas.com.

Finance			
	True	False	Does not apply
I lose a lot of sleep over the cash flow of my business.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our accounts payable is always behind.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We're busier than ever, but profits are down.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our customers take too long to pay their invoices.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our financial reporting system doesn't tell me what I need to know.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I don't trust the information coming from our systems.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our bookkeeping is a mess.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our expenses are out of control.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We don't have enough money to finance our growth.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our banking relationship isn't working for us.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our cash flow is too inconsistent.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our business is too seasonal – it hurts cash flow.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Collecting money is a slow and difficult process.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our company credit is hurting our growth needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We can't finance the inventory we need to run effectively.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We need help managing the finances of our company.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our technology is inadequate to support our needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our people need training on how to use our in-house systems.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Rate the importance of each of these priorities for your company "to do" list on a scale of 1-10.

(1=low 10=high)

- _____ Develop budgets that my people can stick to
- _____ Create accurate forecasts to help us manage our growth
- _____ Set up financial accountability for each division of the company
- _____ Have systems set up so each division of the company operates as its own profit center
- _____ Develop a tracking system to identify slow payers
- _____ Develop better systems for handling the day-to-day cash receipts
- _____ Implement a more effective collections program
- _____ Create a financial reporting system that provides for better management decisions
- _____ Teach people about the financial realities of this business and how their performance impacts profitability
- _____ Figure out what our break-even point is
- _____ Develop a plan for capital expansion
- _____ Analyze our true capacity and identify areas of underutilization
- _____ Develop a purchasing policy that continually evaluates the Costs vs. Benefits of each of our suppliers
- _____ Develop a system for collecting and dispersing financial data that my people can understand
- _____ Analyze our product and/or service mix for profitability
- _____ Set financial goals for the company that everyone understands and works towards
- _____ Renegotiate relationships with suppliers for preferred treatment
- _____ Establish banking relationships that will support the growth of my company
- _____ Identify and set up those documents and records we need to operate our business effectively

Customers - Sales and Marketing			
	True	False	Does not apply
We don't have a formalized marketing program.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We never have enough sales coming in.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our sales skills are inconsistent; some very good, others not.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I wish my team knew what to say to our customers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
It's hard to find good salespeople.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our efforts in advertising never seem to pay off.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We are not sure what our customers are looking for.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We are not sure if our advertising is working or not.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I wish every person on my team knew how to sell.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I never know what to expect from sales month-to-month.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I'm spending too much time doing sales.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our team doesn't handle customer objections very well.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My salespeople run me ragged with demands for higher commissions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our sales are too seasonal.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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- _____ Insure that our sales process is reaching our target customer
- _____ Getting our people to follow a standard presentation format
- _____ Identify our "ideal" customer and develop a marketing approach specific to their needs
- _____ Develop a sales protocol that anyone in the company can follow
- _____ Create a scripted presentation our people can use to handle common questions and objections
- _____ Recruit and hire productive salespeople
- _____ Create a compelling proposition that attracts our target customer
- _____ Develop a needs analysis process to highlight selling opportunities
- _____ Identify the appropriate advertising mediums for our product or service
- _____ Set up a system to quantify our marketing and advertising efforts
- _____ Conduct customer feedback processes to uncover our Unique Selling Proposition
- _____ Establish sales goals and track the effectiveness of our team's efforts
- _____ Leverage our sales efforts through others in the company
- _____ Analyze our most profitable accounts and offer them preferred status
- _____ Develop more accurate estimating and pricing procedures

Operations, Vendors, and Suppliers			
	True	False	Does not apply
Our quality control is inconsistent.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We have a hard time getting things out on time.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We sometimes run out of inventory.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We are not sure how much inventory to carry.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our people are not as productive as we would like.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We need better systems to control costs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We always seem to be running over budget.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We can't depend on our suppliers for consistent quality or timeliness.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our cost of goods is too high.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
It's difficult to predict our cost of goods.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We need to increase our capacity.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If someone is out sick, everything comes to a stop.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
It's hard to measure the productivity of the team.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We can't seem to get people to care about quality issues.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We have a lot of customer complaints about our products.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our margins are being squeezed by our subcontractors.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our production process is difficult to manage.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We have safety issues that are costing us time and money.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We need more equipment to get the job done right.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our processes are not well documented.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Rate the importance of each of these priorities for your company “to do” list on a scale of 1-10.

(1=low 10=high)

- _____ Develop systems that track employee errors
- _____ Develop incentives for improving quality and productivity
- _____ Develop cross-training programs so we can function at all times
- _____ Empower team members to innovate and improve our operations
- _____ Train our managers to take on more responsibility
- _____ Develop better relationships with vendors to streamline deliveries and inventory control
- _____ Evaluate expansion possibilities within existing operations
- _____ Streamline the flow of information between departments
- _____ Develop better communication systems internally
- _____ Educate the team about operational costs and how to control them
- _____ Set up tracking systems to insure prompt customer response
- _____ Reallocate people and equipment for better utilization
- _____ Maintain an orderly, safe work environment

People - Management			
	True	False	Does not apply
I feel like I am the only person who knows how to get things done.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I wish my people had the same passion for the company that I do.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel like all I do is put out fires.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel like my people aren't motivated.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have serious concerns about whether my people are trustworthy.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
It's hard to find people with the right work ethic.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
High quality people are very expensive.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our training programs are seriously lacking.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This place doesn't function without me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I wish my people would take more responsibility.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our managers aren't measuring up to expectations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We have lost some of our best people.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Deadlines don't seem to make a difference to people.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our people don't seem to care about our customers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There are a few bad apples that are contaminating the team.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Getting people to come up with new approaches is like pulling teeth.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our people are very resistant to change.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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- _____ Set up training programs that transfer my knowledge to the team
- _____ Develop better time management systems for my team
- _____ Have built-in accountability for everyone’s performance
- _____ Create an environment where people are continually improving on our systems and procedures
- _____ Recruit and train motivated people
- _____ Set up systems that take care of all the day-to-day hassles of running the business
- _____ Empower our managers to take a stronger leadership role
- _____ Create an incentive program that motivates my people to produce more
- _____ Develop a “customer first” attitude in the organization
- _____ Educate my team about what it takes to run the business
- _____ Reduce employee turnover or absenteeism
- _____ Empower my team to make more important decisions
- _____ Improve the teamwork in our organization

Endgame			
	True	False	Does not apply
We don’t have a written business plan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I don’t get enough vacation time.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My business is taking too much away from my family and/or other personal activities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I often have to work weekends.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have concerns about leaving critical decisions to my managers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I don’t have a clear vision of where I want the company to be in 5 years.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If something happened to me, the business would not continue to run smoothly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I do not have a written retirement plan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am concerned about having a fully funded retirement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I do not have key man insurance in place.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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(1=low 10=high)

- _____ Document my role so others can take over in my absence
- _____ Transfer day-to-day decision making to my managers
- _____ Train the next generation of leaders
- _____ Develop a financial plan that will ensure a comfortable retirement
- _____ Meet with an estate attorney to arrange my financial affairs
- _____ Acquire more insurance for the company
- _____ Acquire more insurance for my family
- _____ Restructure my time so I am freed up to pursue other activities
- _____ Develop my management team to be more responsible and capable
- _____ Establish an employee buy-out program
- _____ Have a valuation expert give me some feedback about the value of my business today and its future value

Investigate the salability of my business with a business broker

A little more detail . . .

1. What important business decisions keep you awake at night?
2. Why do your customers/clients purchase your products/services?
3. Who are your core customers/clients?
4. What is the most significant change you expect in your market over the next five years?
5. What innovative changes do you expect to implement in the next five years?
6. What is the biggest risk you are facing in the next five years?
7. Who are your critical management personnel and do you have a replacement plan in place?
8. How do you make capital allocation decisions?
9. Have you considered the viable options for disposing of your ownership interest in the future?
10. Do you have a written personal financial plan? Yes No
11. If there are others from your organization who are completing this questionnaire, do you expect their answers to be:
 nearly the same some the same vastly different

12. If you could magically solve one problem in your business, what would it be?

13. Is there any particular activity you do currently that you wish you never had to do again?

14. Circle up to five words that best describe how you currently feel about your business:

Stressed	Bored	Excited	Overwhelmed	Disappointed
Proud	Enthusiastic	Inspired	Frustrated	Uncertain
Exhausted	Fun	Motivated	Angry	Happy
Concerned	Encouraged	Sacrifice	Playful	Dedicated

15. Tell us about your vision for the future. . .

- Do you want to be in the business you are currently in? If not, what would you rather be doing?
- How big do you want the company to be (revenues, employees, customers, market share, etc.)?
- Where do you want to be located? What kind of facility?
- What products or services do you want to offer?
- In one sentence describe your ideal company culture . . .
- What does your ideal workday look like? What activities take up the bulk of your time?