HERBY KAY ADVISORY

Business Diagnostic — Information Request

What this is. After our first meeting, if you decide to go ahead with a diagnostic, this is the information we will ask you for. It is the raw material of the report: your numbers, your records, and your answers are what separate a real diagnosis from an opinion. Everything on this list exists in most businesses in some form. Nothing on it requires you to create anything new.

What happens with it. We review the records, build the analyses the report requires — including a 13-week cash forecast — and interview you and, where useful, key members of your staff. The report we deliver states what we found, what we believe is causing it, and what we would do about it, with a dollar figure on every recommendation. Your information is treated as confidential, is used only for your engagement, and is returned or destroyed at the end of it, as you direct. We never handle client money, and nothing in this process touches your bank accounts beyond the statements you provide.

If something is missing, send the rest anyway. Gaps are normal. Several of our most useful findings over the years have been records a business did not keep. We work around gaps, note them in the report, and tell you plainly what could not be verified.

A. Financial statements and taxes

- Federal business tax returns, last 3–4 years
- Year-end profit and loss statement and balance sheet, last 3–4 years
- Monthly profit and loss statements, trailing 24 months
- Year-to-date financial statements for the current year
- Business bank statements, last 12 months (24 if available)
- Any existing budgets, forecasts, or cash-flow projections

B. Debt and obligations

- List of all loans, credit lines, and equipment notes: lender, balance, payment, rate, maturity
- The lease for your premises, including amendments and scheduled rent increases
- Any personal guarantees, tax payment plans, or pending legal or tax matters affecting the business

C. Sales and customers

- Sales by month, trailing 36 months
- Sales by product line, service, or category, trailing 24–36 months
- Customer list with revenue by customer, last 2–3 years (we are looking for concentration, not names to contact — we never contact your customers)
- Point-of-sale or invoicing system export, where one exists
- Price lists, current and prior versions back 3 years
- A record of quotes or proposals sent in the last 12 months, won and lost, where one exists

D. Operations

- Inventory report at cost, with age of stock, if you carry inventory
- Job, project, or work-order records for a sample of completed work, where they exist
- Vendor and supplier list with terms: discounts, dating, return privileges
- Equipment list with age and condition, and any maintenance or downtime records
- Open orders, backlog, or booked work

E. People and payroll

- Payroll register by employee, trailing 12–24 months: role, wage, hire date
- A list of employees who left in the last 24 months, with role and wage at departure
- An organization chart, formal or sketched — who reports to whom, and who actually decides what
- Any employment agreements, non-competes, or bonus arrangements

F. Contracts and commitments

- Your ten largest customer contracts or standing agreements, with renewal dates and any price-escalation clauses
- Contracts lost in the last two years, with the reason given at the time, where known
- Insurance policies summary and workers' compensation modification rate history, where relevant

G. From you, in conversation

These are not documents. They are the questions we will work through together in one or two sittings: - How the business started, and how it got to today - What you believe the problem is — and what you have already tried - What a good outcome looks like, and what

you would do with the business if it were healthy - The decisions you already know are coming: a lease renewal, a partner question, a succession question, a loan maturity

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Format. Whatever you have is the right format: PDF, Excel, a QuickBooks or accounting-system export, or paper we will scan together. Send what exists; do not build anything for us.

The engagement, plainly. The diagnostic is a flat fee of **$1,500–$2,500**, agreed before we start, based on the size of the business. If the report leads to a 90-day fix engagement, that is **$2,000 per month**; an ongoing retainer, if you want one, is **$500–$1,000 per month**. There is no contract beyond the month you are in, and the first hour is free.

Herby Kay Advisory — Business Turnaround Advisor — herbykay.com — First hour free.