

NEWCO
 START-UP QUESTIONNAIRE
 September 16, 2010

Note – this two page questionnaire lists many of the operating issues entrepreneurs must consider when starting a venture.

- Organizational issues
 - Name of business
 - Owners’ personal objectives – to generate current cash to support life style or to drive to a liquidity event
 - Form of business -- C corp., Sub S corp., LLC, DBA – must be determined by counsel
 - Owners’ attitude re sharing ownership, by giving or selling stock to others
- Operating issues
 - Product sold
 - Product description
 - Product cost
 - Manufacturing issues, cycle and location(s)
 - Supplier issues
 - Space, people, raw material issues
 - Customers
 - Location
 - Profile
 - Sales and marketing strategy
 - Distribution channels
 - Pricing
 - Marketing strategy, including www strategy
 - Marketing tactics
 - Financial outlook
 - Cash cycle – receipts
 - Cash cycle – payments
 - P&L outlook

	Year 1	Year 2	Year 3
Units sold			
Average price			
Revenues			
COGS			
Margin			
Operating expenses			
Income before taxes			

- COGS components – materials, employees, rent, shipping, etc.

- Operating expenses – headcount at year end, compensation, t/e, facilities, operations, sales/marketing
- Financing issues
 - Cash needed to support the business
 - Accounts receivable
 - Inventory
 - Deposits
 - Build out
 - IT and computers
 - Automobile
 - Cash sources
 - Credit card
 - Bank
 - Receivables and inventory available to secure bank loan
 - Owners’ collateral available to personally guarantee bank term loan
 - Owner’s investment
 - Other investors, including FFF, angels and venture capitalists
- Business advisors

	This year	Next year
Counsel		
Bookkeeping		
Tax accountant		
Insurance agent		
Technical (IT and www) consultant		
Board of advisors (later)	n/a -- later	n/a -- later
Auditor (later)	n/a -- later	n/a -- later
Board of directors		

- Administrative issues
 - Bookkeeping
 - Taxes
 - Income taxes – tax accountant
 - Sales taxes – temp accountant
 - Payroll taxes – p/r service
 - Daily/weekly dashboard
 - Monthly financial reports comparing actual to forecast, and timing
 - income statement
 - balance sheet
 - cash flow
 - financial outlook for rest of year
 - Employees
 - Employment letter(s)
 - Equity arrangements
 - Forms to comply w/Federal regulations