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# BUSINESS HEALTH CHECK

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## 30-Question Business Health Check | Client / Meeting Questionnaire

Reference: \_\_\_\_\_ Date: \_\_\_\_\_

Business / Company name: \_\_\_\_\_

Contact person and position: \_\_\_\_\_

Telephone / Email: \_\_\_\_\_

Industry / Business type: \_\_\_\_\_

Assessor / Meeting conducted by: \_\_\_\_\_

Choose one response per question: Yes | Partly / In progress | No | Not Applicable. Use the notes field to explain important details.

### Ownership & Governance

**1. Do you have a signed shareholders' or owners' agreement, where appropriate?**

☐ Yes ☐ Partly / In progress ☐ No ☐ Not Applicable

Notes: \_\_\_\_\_

**2. Are ownership percentages, responsibilities, decision-making powers and profit-sharing arrangements documented?**

☐ Yes ☐ Partly / In progress ☐ No ☐ Not Applicable

Notes: \_\_\_\_\_

**3. Are shareholder and director decisions recorded through minutes or resolutions?**

☐ Yes ☐ Partly / In progress ☐ No ☐ Not Applicable

Notes: \_\_\_\_\_

**4. Are ownership, beneficial ownership and statutory company records accurate and current?**

☐ Yes ☐ Partly / In progress ☐ No ☐ Not Applicable

Notes: \_\_\_\_\_

**5. Are transactions between the business and its owners documented, approved and accounted for?**

☐ Yes ☐ Partly / In progress ☐ No ☐ Not Applicable

Notes: \_\_\_\_\_

## Policies, Operations & Controls

**6. Do you have written business policies and standard operating procedures?**

☐ Yes   ☐ Partly / In progress   ☐ No   ☐ Not Applicable

Notes: \_\_\_\_\_

**7. Are purchasing, payments, expense approvals and procurement governed by clear procedures?**

☐ Yes   ☐ Partly / In progress   ☐ No   ☐ Not Applicable

Notes: \_\_\_\_\_

**8. Can you trace each business payment through its request, approval, supporting documents and reconciliation?**

☐ Yes   ☐ Partly / In progress   ☐ No   ☐ Not Applicable

Notes: \_\_\_\_\_

**9. Are important company documents organised, secure, backed up and retrievable?**

☐ Yes   ☐ Partly / In progress   ☐ No   ☐ Not Applicable

Notes: \_\_\_\_\_

**10. Could your business continue routine operations for at least two weeks without the founder's daily involvement?**

☐ Yes   ☐ Partly / In progress   ☐ No   ☐ Not Applicable

Notes: \_\_\_\_\_

## Finance & Cash Management

**11. Can you determine monthly revenue, gross profit and net profit reliably?**

☐ Yes   ☐ Partly / In progress   ☐ No   ☐ Not Applicable

Notes: \_\_\_\_\_

**12. Are bank, M-Pesa and other payment accounts reconciled regularly?**

☐ Yes   ☐ Partly / In progress   ☐ No   ☐ Not Applicable

Notes: \_\_\_\_\_

**13. Do you prepare cash-flow forecasts, budgets and monthly management reports?**

☐ Yes   ☐ Partly / In progress   ☐ No   ☐ Not Applicable

Notes: \_\_\_\_\_

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**14. Do you track customer debts, supplier balances and the cash needed for operations?**

☐ Yes   ☐ Partly / In progress   ☐ No   ☐ Not Applicable

Notes: \_\_\_\_\_

**15. Are personal and company expenses separated and all company receipts paid into authorised business accounts?**

☐ Yes   ☐ Partly / In progress   ☐ No   ☐ Not Applicable

Notes: \_\_\_\_\_

**Tax, Payroll & Legal Compliance**

**16. Are applicable tax filings, payments, licences and statutory obligations completed on time?**

☐ Yes   ☐ Partly / In progress   ☐ No   ☐ Not Applicable

Notes: \_\_\_\_\_

**17. Are invoices, receipts, payroll records and supporting tax documents maintained, including eTIMS where required?**

☐ Yes   ☐ Partly / In progress   ☐ No   ☐ Not Applicable

Notes: \_\_\_\_\_

**18. Are KRA notices, tax queries, unpaid taxes, penalties and unfiled returns monitored and resolved?**

☐ Yes   ☐ Partly / In progress   ☐ No   ☐ Not Applicable

Notes: \_\_\_\_\_

**19. Do declared sales reconcile with invoices, payment records, accounts and applicable tax returns?**

☐ Yes   ☐ Partly / In progress   ☐ No   ☐ Not Applicable

Notes: \_\_\_\_\_

**20. Are payroll deductions, attendance and leave records accurate and securely maintained?**

☐ Yes   ☐ Partly / In progress   ☐ No   ☐ Not Applicable

Notes: \_\_\_\_\_

**People, Customers & Performance**

**21. Does every employee have written employment terms, a clear role and documented responsibilities?**

☐ Yes   ☐ Partly / In progress   ☐ No   ☐ Not Applicable

Notes: \_\_\_\_\_

**22. Are tasks assigned to responsible people with deadlines, reporting lines and approval limits?**

☐ Yes   ☐ Partly / In progress   ☐ No   ☐ Not Applicable

Notes: \_\_\_\_\_

**23. Do employees receive measurable performance targets and regular feedback?**

☐ Yes ☐ Partly / In progress ☐ No ☐ Not Applicable

Notes: \_\_\_\_\_

**24. Do you have sales targets and a documented marketing plan?**

☐ Yes ☐ Partly / In progress ☐ No ☐ Not Applicable

Notes: \_\_\_\_\_

**25. Are customer satisfaction, complaints, repeat purchases and outstanding orders tracked?**

☐ Yes ☐ Partly / In progress ☐ No ☐ Not Applicable

Notes: \_\_\_\_\_

### Strategy, Risk & Sustainable Growth

**26. Do you know which products, services and customer segments are most profitable?**

☐ Yes ☐ Partly / In progress ☐ No ☐ Not Applicable

Notes: \_\_\_\_\_

**27. Do you have written business goals and a practical 12-month plan?**

☐ Yes ☐ Partly / In progress ☐ No ☐ Not Applicable

Notes: \_\_\_\_\_

**28. Does management review performance reports and use them to make decisions?**

☐ Yes ☐ Partly / In progress ☐ No ☐ Not Applicable

Notes: \_\_\_\_\_

**29. Are procedures in place for fraud risks, emergencies, operational failures and customer complaints?**

☐ Yes ☐ Partly / In progress ☐ No ☐ Not Applicable

Notes: \_\_\_\_\_

**30. Do you have a clear plan for sustainable growth that reduces dependence on the founder?**

☐ Yes ☐ Partly / In progress ☐ No ☐ Not Applicable

Notes: \_\_\_\_\_

### GBO Summary Notes / Key Observations

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## Agreed Next Steps

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This questionnaire is an indicative client self-assessment, not an audit, legal opinion or compliance certification.