
THE SMALL BUSINESS REPORT CARD

IS YOUR BUSINESS MAKING THE GRADE?

This number-crunching study guide has the answer.



TENNESSEE SMALL BUSINESS
DEVELOPMENT CENTERS

Tennessee Small Business Development Center Network Lead Center

Middle Tennessee State University, PO Box 98, Murfreesboro, TN 37132

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GREETINGS from the GOVERNOR



Dear Friends:

The Tennessee Small Business Development Center (TSBDC) program headquartered at Middle Tennessee State University continues to contribute to the development and growth of our small and medium-sized businesses. Small businesses in Tennessee represent 85% of all businesses in Tennessee, providing a substantial number of jobs, and contributing to the economic well-being of the state.

We continue to see positive signs of economic recovery throughout Tennessee. The TSBDC's 14 office locations provided 20,859 businesses with counseling and training services. These business clients reported hiring 886 new employees and retaining 1,025 employees. In addition, the TSBDC's clients are successful in securing \$53,364,770 in financing for working capital and fixed asset purchases. These achievements were realized through the collaborative efforts of the Tennessee Board of Regents, our institutions of high education, the business community volunteers and the U.S. Small Business Administration.

The development and growth of the Tennessee businesses profiled in this report exemplifies the economic recovery experienced by many small businesses that the TSBDC assisted in 2011. I appreciate the contributions all businesses make to the state's economy and congratulate the business owners featured in these report for investing in their businesses and employees.

Warmest regards,


Bill Haslam

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Fellow Tennesseans:

Middle Tennessee State University's Tennessee Small Business Development Center program is but one example of higher education's role in increasing economic development throughout the state. Higher education benefits business by increasing the quality of Tennessee's workforce and positioning business to compete in the global economy. Success in business retention and recruitment requires our state's residents possess essential job skills that can only be obtained through post-secondary education.

According to the U.S. Department of Labor's Bureau of Labor Statistics - Occupational Outlook through 2018, occupations requiring post-secondary education are expected to experience high rates of growth than those in an on-the-job training category. Specifically, occupations in the bachelor's and doctoral degree categories are expected to grow by about 17 percent each while occupations in the on-the-job training categories are expected to grow only by 8 percent. Of the projected 50.9 million job openings through 2017, professional and related occupations are projected to have the largest number of total job openings at 11.9 million.

Higher education working in tandem with state government, business and industry is striking to increase graduation rates to enhance opportunities for greater employment stability and upward mobility for our citizens to obtain well-paying jobs here in Tennessee.

Sincerely,



Sidney A. McPhee
President



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THE SMALL BUSINESS REPORT CARD

Do You Really Know If Your Business Is Performing Well?

If you own a business, you know how much hard work and dedication it requires. Sometimes your energy is so focused on day-to-day operations that you forget to step back, look at the big picture and gain valuable perspective.

How can you tell if your business is performing well? By using numbers from your company's financial statements, you can calculate ratios and formulas that grade the performance of your business. This report card reveals the strengths and weaknesses of your company – and provides an opportunity for solid improvement.

By comparing your grades to industry averages, acceptable lending ranges and prior years' performances, you will begin to develop "big picture vision." Remember, these are averages of the health of your business, so expect your current grades to fall above or below them. Factors that can create differences include the company's age, the number of locations, the expertise of managers and the efficiency of operations.

FINANCIAL STATEMENTS

This book will walk you through the two financial statements that are used to calculate ratios and formulas – the Balance Sheet and the Income Statement. These two statements will help provide a clear understanding of your business health, but remember that they need to compare the same time periods (this year vs. last year, this quarter vs. last quarter).

The Balance Sheet is one day in the life of a business, frozen in time. This statement shows what is owned (assets), what is owed (liabilities) and the net worth or equity of the business (capital).

The Income Statement is a moving picture that spans whatever length of time you determine. It displays both income and expenses, revealing the net profit or loss over a period of time. It also shows the interest you have paid on loans.

There are a handful of other names for the Income Statement, including Income and Expense Statement, Operating Statement, Earnings Statement and Profit and Loss Statement (P&L). No matter what it's called, this statement will help you focus more clearly on your business' performance.

The information in this book is designed to help you "score" some insight into the performance of your business.

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ASSET MANAGEMENT

In a business, assets are like fuel.
But how effectively are you managing them?
Formulas 1 & 2 have the answer.

1 Accounts Receivable Turnover

FORMULA

$$\frac{\text{Accounts Receivable } (\$75,000 \times 365 \text{ days})}{\text{Net Sales Figure}} = 30.4$$

It takes 30 days to collect bills

What It Shows ► How many days it takes to collect money owed to you. *A lower answer is better.*

The Number Source ► Balance Sheet and Income Statement

The Goal ► To reduce turnover time

The Plan ► Right now, the Accounts Receivables turnover is \$75,000/30 days, or \$2,250 per day.

If Accounts Receivable are collected just four days faster, (in 26 days instead of 30), the result is \$9,000 in extra cash (4 days x \$2,250).

2 Inventory Turnover

FORMULA

$$\frac{\text{Inventory of } \$85,000 \times 365 \text{ days}}{\text{Cost of Goods Sold}} = 57.4$$

57 days to turnover or sell the inventory

What It Shows ► How many days it takes to turn over (or sell) your inventory. *A lower answer is better.*

The Number Source ► Balance Sheet and Income Statement

The Goal ► To reduce excess inventory

The Plan ► Inventory now turns every 57 days, equaling \$1,491 per day. (Ending inventory of \$85K divided by 57 days)

If inventory is re-stocked every 30 days instead of 57, you cut 27 days from the formula. At \$1,491 per day, the result is a \$40,257 savings in inventory expenses.

BALANCE SHEET Year End/As of Dec. 31

Assets

Current Assets:

Cash	10,000
Accounts Receivable	75,000 A
Inventory (ending)	85,000 C
Total Current Assets	170,000

Non-Current Assets

Fixed Assets	140,000
Less Accumulated Depreciation	(25,000)
Fixed Assets (net)	115,000
Advances to Owners	6,000
Total Non-Current Assets	121,000

Total Assets (170+121) 291,000

Liabilities

Current Liabilities

Current Portion of Long-Term Debt	6,000
Note Payable	100,000
Accrued Taxes	3,000
Accounts Payable (A/P)	41,000
Total Current Liabilities	150,000

Long-Term Liabilities/Loan Payable 54,000

Total Liabilities (150+54) 204,000

Capital or net worth

Owners Investment	20,000
Retained Earnings	67,000
Total Capital	87,000

Total Liabilities & Capital (204+87) 291,000

Remember: Both statements must reflect the same time period.

INCOME STATEMENT January 1- December 31

Sales

Net Sales 900,000 **B**

Cost of Goods Sold:

Beginning Inventory	75,000
Purchases	350,000
Labor	200,000

Total 625,000

Less: Ending Inventory (85,000)

Cost of Goods Sold (625 less 85) 540,000 **D**

Gross Profit (900 less 540) 360,000

Expenses

Operating Expenses:

- Selling Expenses	90,000
- General & Administrative	170,000

Total Expenses 260,000

Operating Income (360 less 260) 100,000

Interest Expense 20,000

Profit

Net Profit before taxes (100 less 20) 80,000

Less: All Income Taxes 27,000

Net Profit (80 less 27) 53,000

LIQUIDITY

Liquidity indicators show a company's ability to turn an asset into cash. How "cash rich" is your company? Formulas 3, 4 and 5 have the answer.

3 Working Capital

FORMULA

$$\begin{array}{l} \text{E Current Assets} \\ \$170,000 \\ - \$150,000 \\ \hline \text{F Subtract Current Liabilities} \end{array} = \$20,000$$

in Cash, Accounts Receivable and Inventory

What It Shows ► Whether a company has enough current assets to operate the business on a daily basis, and to pay its current bills. *Higher numbers are better.*

The Number Source ► Balance Sheet

The Goal ► To keep enough money on hand for daily operations. The answer must be positive. If the answer is negative, more money is needed to meet expenses.

The Plan ► By following the tips on this page, working capital is preserved. Note: This business has an excess amount after paying all current liabilities.

4 Quick or Acid Test Ratio

FORMULA

$$\begin{array}{l} \text{C Total Current Assets of } \$170,000 \\ \text{less Inventory of } \$85,000 \\ \$85,000 \\ \hline \text{F Total Current Liabilities} \\ \$150,000 \end{array} = .56$$

What It Shows ► If inventory should become obsolete, this ratio eliminates it from current assets and cash. The ratio is called "quick" because it includes items that can be turned into cash quickly.

The Number Source ► Balance Sheet

The Goal ► The answer should be 1 or higher.

The Plan ► By following the tips below, inventory is managed properly.

5 Current Ratio

FORMULA

$$\begin{array}{l} \text{E Total Current Assets} \\ \$170,000 \\ \hline \text{F Total Current Liabilities} \\ \$150,000 \end{array} = 1.13$$

What It Shows ► This ratio reveals a company's ability to pay short-term debt. *A higher number is better.*

The Number Source ► Balance Sheet

The Goal ► The answer should be 2 or more, meaning the company has twice as many assets as liabilities. This example means there is \$1.13 available in cash and current assets to pay every \$1 of current liabilities.

The Plan ► Take advantage of the tips below.

BALANCE SHEET Year End/As of Dec. 31

Assets	
Current Assets:	
Cash	10,000
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Total Current Assets	170,000
Non-Current Assets	
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Total Capital	87,000
Total Liabilities & Capital (204+87)	291,000

Tips for Improving Your Score for Formulas 3, 4 and 5

- Collect Accounts Receivable quicker with a better credit policy (see Formula 1 on page 4)
- Decrease inventory turnover (see Formula 2 on page 4)
- Pay Accounts Payable faster and take advantage of trade discounts (see Formula 7 on page 6)
- Increase profit margins by raising prices and selling more products/services (see Formula 9 on page 7)

PROFITABILITY

No matter what kind of product or service you provide, turning a profit is the goal. So how are you doing? Formulas 8 and 9 give you the bottom line.

8 Cash Flow to Current Maturities or Debt Service Ratio

FORMULA

$$\frac{\text{Net profit of \$53,000 plus \$13,000 in depreciation (number created for this example)}}{\text{Current Portion of Long Term Debt}} = \$11$$

For every dollar of payments \$11 is available to pay it

What It Shows ► Your ability to pay term debts after owner withdrawals.

The Number Source ► Balance Sheet and Income Statement

The Goal ► An answer of 2 or more is preferred. New businesses use one year's worth of loan payments instead of the Accounts Receivable figure.

The Plan ► To increase debt service, do three things:

1) refinance at a lower rate, 2) ask if you can pay interest only on loans for a period of time, and 3) consolidate debt in order to pay it back over a longer period of time.

Due over the next year or \$500 per month

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9 Profit Margin on Sales

FORMULA

$$\frac{\text{Net Profit}}{\text{Net Sales}} = .0588$$

5.9% profit margin when converted to a percentage

What It Shows ► The percentage of net profit for every dollar of sales.

The Number Source ► Income Statement

The Goal ► The higher the number, the better.

The Plan ► To increase your profit margin, follow three courses of action: raise prices, lower the cost of goods and reduce expenses.

INCOME STATEMENT January 1- December 31

Sales	
Net Sales	900,000
Cost of Goods Sold:	
Beginning Inventory	75,000
Purchases	350,000
Labor	200,000
Total	625,000
Less: Ending Inventory	(85,000)
Cost of Goods Sold (625 less 85)	540,000
Gross Profit (900 less 540)	360,000
Expenses	
Operating Expenses:	
- Selling Expenses	90,000
- General & Administrative	170,000
Total Expenses	260,000
Operating Income (360 less 260)	100,000
Interest Expense	20,000
Profit	
Net Profit before taxes (100 less 20)	80,000
Less: All Income Taxes	27,000
Net Profit (80 less 27)	53,000

Loan to be paid back over time. \$60K loan with \$54K due over time and \$6K due in one year - Current Portion of Long-Term debt

DEBT MANAGEMENT

Investing in a business is serious business. To find out how much money owners have invested versus lenders, plug your numbers into Formulas 6 and 7.

6 Leverage or Debt-to-Worth Ratio

FORMULA

$$\frac{\text{H Total Liabilities}}{\text{I Total Capital}} = \frac{\$204,000}{\$87,000} = 2.34$$

What It Shows ► Whether a company has enough equity.

The Number Source ► Balance Sheet

The Goal ► An answer of 3 or lower is preferred. This company is leveraged 2.34 times, meaning for every \$1 owners have invested, lenders and creditors have invested \$2.34.

The Plan ► Decrease leverage by increasing the amount of money earned and kept in retained earnings.

BALANCE SHEET Year End /As of Dec. 31

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Total Capital	87,000

Total Liabilities & Capital (204+87) 291,000

7 Accounts Payable Turnover

FORMULA

$$\frac{\text{G Accounts Payable at } \$41,000 \times 365 \text{ days}}{\text{J Purchases}} = \frac{\$14,965,000}{\$350,000} = 42.75 \text{ days}$$

What It Shows ► How quickly a business pays its suppliers.

The Number Source ► Balance Sheet and Income Statement

The Goal ► To pay bills faster. Lower numbers (30 days or less) are better. This business now takes 43 days to pay its suppliers.

The Plan ► Take advantage of discounts that often apply if a bill is paid early. "2%, 10 days, net 30 days" means 2% may be deducted from an invoice if it's paid in 10 days. *For example, if the \$350,000 in annual purchases was paid in 10 days, the savings would be \$7,000 yearly.*

INCOME STATEMENT January 1- December 31

Sales

Net Sales 900,000

Cost of Goods Sold:

Beginning Inventory	75,000
Purchases	350,000
Labor	200,000

Total 625,000

Less: Ending Inventory (85,000)

Cost of Goods Sold (625 less 85) 540,000

Gross Profit (900 less 540) 360,000

Expenses

Operating Expenses:

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Net Profit (80 less 27) 53,000

REPORT CARD

PAGE BOOK ANSWER COMMENT STANDARD

Assets	① Accounts Receivable Turnover	4	30.4 days	Good	30 days
	② Inventory Turnover	4	57.4 turns	Good	Match Industry
Liquidity	③ Working Capital	5	\$20,000	Good	Positive Number
	④ Quick or Acid Test	5	.56	Increase	1 or more
	⑤ Current	5	1.13	Increase	2 or more
Debt	⑥ Leverage (or Debt-to-Worth)	6	2.34 times	Good	3 or less
	⑦ Accounts Payable Turnover	6	42.75 days	Decrease	30 days
Profit	⑧ Cash Flow to Current Maturities (Debt Service)	7	\$11	Good	2 or more
	⑨ Profit Margin on Sales	7	5.9%	Good	Match Industry

WHAT MAKES A BUSINESS GO ROUND?

EVERY SUCCESSFUL BUSINESS PUTS A SPIN ON MAKING THE OPERATING CYCLE TURN FASTER. THE FASTER THE CYCLE, THE BETTER YOUR BUSINESS' GRADES AND THE MORE MONEY YOU SAVE.



For example, the savings shown in these three ratios **total \$56,257:**

FORMULA ① shows how collecting Accounts Receivable faster can produce \$9,000 in extra cash. See page 4.

FORMULA ② Shows how restocking inventory every 30 days saves \$40,257 in expenses. See page 4.

FORMULA ⑦ Shows how paying bills faster results in a \$7,000 savings. See page 6.

Compared To What?

How Industry Standards Can Lend Valuable Perspective

Knowing what the average grades are for your industry really gives you a barometer for assessing the performance of your own company. Use your business' North American Industry Classification System (NAICS) code number to compare your grades to industry standards. Find your number at www.sba.gov/businessop/standards/naics.html

Industry Resources

Check your library or the Internet for these resources:

- Small Business Administration/SBA
- Risk Management Association Annual Statement Studies
- Dun & Bradstreet's Key Business Ratios
- Prentice Hall's Almanac of Business and Industry Ratios
- Your local, regional and national trade associations



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