

Entrepreneurship Questionnaire: Business Services

Entrepreneurs can complete a quick self-assessment against the best practice Focus Area criteria and determine if they require any capacity building services provided by one of our business support services partners. For each of the questions below, please answer with either YES, NO or Not Applicable (n/a). A “NO” answer indicates a potential development gap for the entrepreneur.

Focus Area 1: Strategy – Intent, Creativity and Innovation

No.	My business complies with the best practice statement below:	Yes	No	n/a
1.1	I / We have a clearly defined and documented intent of what we want to achieve in our business?			
1.2	I / We are able to generate creative ideas that adds value to my / our business?			
1.3	I / We are innovative and continuously find ways to improve our offering to our market?			
1.4	I / We know how we are going to ensure my / our competitive advantage?			
1.5	I / We know how we are going to compete with my / our ideas in the current market place?			
1.6	I / We are able to solve all the problems that I / we encounter?			
1.7	I / We are able to stay inspired and motivated?			
1.8	I / We are able to implement the ideas that I / we generate?			
1.9	I / We have identified all the factors that are critical to the success of my / our business?			
1.10	I / We have an Action Plan on how to implement change in my / our business?			

Focus Area 2: Strategy – Business Strategy

No.	My business complies with the best practice statement below:	Yes	No	n/a
2.1	I / We have a clear Vision for our entrepreneurial activities?			
2.2	I / We have a clear Value System for the enterprise?			
2.3	I / We have completed our SWOT analysis?			
2.4	I / We have actioned the learnings from our SWOT analysis?			
2.5	I / We revisit our Business Strategy on a regular basis and make any required adjustments?			
2.6	I / We have a documented Disaster Risk Recovery Plan to ensure the sustainability of our business in the case of a catastrophic event?			

Focus Area 3: Strategy – Revenue Strategy

No.	My business complies with the best practice statement below:	Yes	No	n/a
3.1	I / We have a clearly defined and documented Revenue Strategy?			
3.2	I / We track the progress of the implementation plan of our Revenue Strategy?			
3.3	I / We are able to identify and adjust our Action Plan in achieving our Revenue Strategy when required?			

Focus Area 4: Strategy – Funding Strategy

No.	My business complies with the best practice statement below:	Yes	No	n/a
4.1	I / We have a clearly defined and documented Funding Strategy?			
4.2	I / We track the progress of the implementation plan of our Funding Strategy?			
3.3	I / We are able to identify and adjust our Action Plan in achieving our Funding Strategy when required?			

Focus Area 5: Strategy – Communication Strategy

No.	My business complies with the best practice statement below:	Yes	No	n/a
5.1	I / We have a clearly defined and documented Communication Strategy?			
5.2	I / We track the progress of the implementation plan of our Communication Strategy?			
5.3	I / We are able to identify and adjust our Action Plan in achieving our Communication Strategy when required?			

Focus Area 6: Strategy - Risk Management

No.	My business complies with the best practice statement below:	Yes	No	n/a
6.1	I / We have identified all the Risks that can affect the business?			
6.2	I / We have an action plan on how to address / mitigate risks?			
6.3	I / We have an Emergency / Business Continuity Plan in-place?			

Focus Area 7: Strategy – Business Plan

No.	My business complies with the best practice statement below:	Yes	No	n/a
7.1	I / We have a Business Plan?			
7.2	I / We action and measure our achievements against our Business Plan?			
7.3	I / We are able to identify and adjust our Business Plan in achieving our performance objectives when required?			

Focus Area 8: Strategy - Monitoring and Evaluation

No.	My business complies with the best practice statement below:	Yes	No	n/a
8.1	I / We have a clearly defined and documented Monitoring and Evaluation Policy?			
8.2	I / We have a clearly defined and documented Monitoring and Evaluation Plan?			
8.3	I / We are able to identify and adjust our Monitoring and Evaluation Plan when required?			

Focus Area 9: Operations - Finance

No.	My business complies with the best practice statement below:	Yes	No	n/a
9.1	I / We have Standardised Financial Policies and Procedures for all finance/accounting processes and activities?			
9.2	I / We have registered bank account with a registered bank?			
9.3	I / We have the required skills and expertise to process our monthly accounting transactions?			
9.4	I / We ensure that all data captured into the accounting package is supported by original supporting documentation?			
9.5	I / We have the required skills and expertise to prepare and interpret our monthly financial reporting?			
9.6	I / We have the required skills and expertise to prepare and interpret our monthly cash flows to enable us to make decisions regarding the financial status of the business?			
9.7	I / We keep (and file) all original correspondence between the business and third parties?			
9.8	I / We ensure that all data captured into the accounting package is supported by original supporting documentation?			
9.9	I / We have ensured that there is, where practically possible, sufficient segregation of duties?			

Focus Area 10: Operations –Human Resources

No.	My business complies with the best practice statement below:	Yes	No	n/a
10.1	I / We have clearly defined HR Policies and Procedures for all employee processes and activities?			
10.2	All employees have employment contracts?			
10.3	I / We have a Leave Management system in place?			
10.4	I / We manage Time and Attendance at the work place?			
10.5	I / We have a Code of Conduct in the business that has been agreed to by all employees?			
10.6	I / We have a Diversity Management programme in-place?			
24.	I / We have completed and submitted our Employment Equity Plan?			
24.	I / We have completed and submitted Skills Development Plan?			

Focus Area 11: Operations – Information Technology

No.	My business complies with the best practice statement below:	Yes	No	n/a
11.1	I / We have clearly defined IT Policies and Procedures for all information technology (IT) processes and activities?			
11.2	I / We have a password management system in-place			
11.3	I / We make daily backups of our business data (Preferably off-site)?			
11.4	I / We keep our website up to date on an ongoing basis?			
11.5	I / We effectively make use of Social Media?			
11.6	I / We have a help desk to manage IT related breaks in service?			

Focus Area 12: Operations – Legal and Governance

No.	My business complies with the best practice statement below:	Yes	No	n/a
12.1	I / We have contractually documented the creation of our business?			
12.2	I / We have a Memorandum of Incorporation (MOI) in place?			
12.3	I / We have a Shareholders Agreement / Partnership Agreement / Joint Venture agreement etc. in-place to manage the relationship between the various stakeholders?			
12.4	I / We have contractual agreements in place with all our Suppliers?			
12.5	I / We have contractual agreements in place with all our Customers?			
12.6	I / We have all the required Mandates / Securities in-place?			
12.7	I / We comply with the requirements of the King Code on Corporate Governance?			

Focus Area 13: Operations – Marketing and Branding

No.	My business complies with the best practice statement below:	Yes	No	n/a
13.1	I / We have standardised policies and procedures for all Marketing activities?			
13.2	I / We have clearly defined Marketing and Communication Plan in-place?			
13.3	I / We have clearly defined and communicated our Brand?			

Focus Area 14: Operations – Facilities / Infrastructure

No.	My business complies with the best practice statement below:	Yes	No	n/a
14.1	I / We have legally secured the use of our premises (i.e. rental agreement, title deed)?			
14.2	I / We have sufficiently insured our Facilities / Infrastructure?			
14.3	I / We have sufficient skills to decide on which support functions should be outsourced?			

Focus Area 15: Operations – Asset Management

No.	My business complies with the best practice statement below:	Yes	No	n/a
15.1	I / We have an up to date Asset Register?			
15.2	I / We have the correct combination of Fixed Assets to allow the business to operate optimally?			
15.3	I / We have utilised the most efficient funding mechanism to fund the acquisition of my / our fixed assets?			
15.3	I / We have insured our fixed assets?			

Focus Area 16: Operations – Maintenance and Support

No.	My business complies with the best practice statement below:	Yes	No	n/a
16.1	I / We maintain a Repairs and Maintenance Register to ensure that all assets are regularly serviced / maintained?			
16.2	I / We have outsourced support services where the outsourcing will be more cost effective and beneficial for the business?			

Focus Area 17: Operations – Statutory Levies and Taxes

No.	My business complies with the best practice statement below:	Yes	No	n/a
17.1	I / We are registered for VAT?			
17.2	I / We are registered with SARS for Employees Tax (PAYE)?			
17.3	I / We are registered with SARS for Income Tax?			
17.4	I / We are registered with SARS for UIF?			
17.5	I / We are registered for UIF at the Unemployment Insurance Fund?			
17.6	I / We are registered with SARS for SDL?			
17.7	I / We are registered for Workman’s Compensation?			
17.8	I / We have a valid Tax Clearance Certificate?			
17.9	I / We have claimed back a portion of our Skills Development Levy based on the relevant eligibility criteria?			
17.10	I / We have completed and submitted our Annual Income Tax returns for entities, professionals and support staff?			
17.11	I / We have completed and submitted our Value Added Tax (VAT) returns;			
17.12	I / We have completed and submitted our Monthly PAYE / SITE returns;			
17.13	I / We have completed and submitted our Monthly Skills Development Levy Act returns;			
17.14	I / We have completed and submitted our Monthly Unemployment Insurance Levy Act returns;			

Focus Area 18: Operations - Client Relationship Management

No.	My business complies with the best practice statement below:	Yes	No	n/a
18.1	I / We have a clearly defined Client Strategy and Marketing Plan?			
18.2	I / We have clearly defined Client Acceptance Criteria in-place?			
18.3	I / We require deposits before a service / product is delivered?			
18.4	I / We have the skill and expertise to deliver the service / product offered?			
18.5	I / We have the required available capacity to deliver the service / product offered?			
18.6	I / We know who my / our customers / clients are?			

Focus Area 19: Operations – Process Management

No.	My business complies with the best practice statement below:	Yes	No	n/a
19.1	I / We have clearly defined and communicated Standard Operating Procedures in-place for all operational activities?			
19.2	I / We are comfortable that our operational processes are optimally cost effective and efficient?			

Focus Area 20: Operations – Performance Management

No.	My business complies with the best practice statement below:	Yes	No	n/a
20.1	I / We have clearly defined Organisational Performance Management System in-place?			
20.2	I / We have identified those individual performance indicators that are required to be met to meet the business objectives?			

Focus Area 21: Operations – Working Capital & Cash Management

No.	My business complies with the best practice statement below:	Yes	No	n/a
21.1	I / We prepare regular cash flow forecasts?			
21.2	I / We invest extra cash to maximise the interest income benefit?			
21.3	I / We update signatories with banks on an on-going basis?			
21.4	I / We perform weekly petty cash counts			
21.5	I / We review and authorise the bank reconciliations on a monthly basis?			

Focus Area 22: Operations - Procurement

No.	My business complies with the best practice statement below:	Yes	No	n/a
22.1	I / We have a clearly defined Procurement Policy in place?			
22.2	All our procurement practices are consistently applied, tracked, monitored and evaluated?			

Focus Area 23: Operations – Revenue Optimisation

No.	My business complies with the best practice statement below:	Yes	No	n/a
23.1	All income source documentation in sequentially numbered?			

Focus Area 24: Operations - Compliance

No.	My business complies with the best practice statement below:	Yes	No	n/a
24.1	I / We comply with the requirements of the Companies Act?			
24.2	I / We comply with the requirements of the Employment Equity Act?			
24.3	I / We comply with the requirements of the Basic conditions of Employment Act?			
24.4	I / We comply with the requirements of the Compensation for Occupational Injuries and Diseases Act?			
24.5	I / We comply with the requirements of the Labour Relations Act?			
24.6	I / We comply with the requirements of the Income Tax Act?			
24.7	I / We comply with the requirements of the Occupational Health and Safety Act?			
24.8	I / We comply with the requirements of the Value Added Tax Act?			
24.9	I / We comply with the requirements of the Unemployment Insurance Contribution Fund Act?			
24.10	I / We comply with the requirements of the Skills Development Act?			
24.11	I / We comply with the requirements of the King Code on Corporate Governance?			

Focus Area 25: People – Coaching and Mentorship

No.	My business complies with the best practice statement below:	Yes	No	n/a
25.1	I / We have had the opportunity to have a Business Coach?			
25.2	I / We have had the opportunity to have a Mentor?			

Focus Area 26: People – Bespoke Learning

No.	My business complies with the best practice statement below:	Yes	No	n/a
26.1	I / We have been exposed to a Bespoke Learning opportunity?			

Focus Area 27: People – Personal Growth Plans

No.	My business complies with the best practice statement below:	Yes	No	n/a
27.1	I / We have Personal Growth Plans?			
27.2	I / We prepare Personal Growth Plans based on the individuals' development requirements?			
27.3	I / We prepare Personal Growth Plans using the SMART principles?			

Focus Area 28: People – Training and Learning

No.	My business complies with the best practice statement below:	Yes	No	n/a
28.1	I / We have a clearly defined Training and Learning Policy in-place?			
28.2	I / We arrange training on a Need-to-Learn basis?			
28.3	I / We schedule training in-line with the requirements of the employees Personal Growth Plan.			

Focus Area 29: People – Performance Management

No.	My business complies with the best practice statement below:	Yes	No	n/a
29.1	I / We have a clearly defined Individual Performance Management Policy in-place?			
29.2	I / We manage performance against pre-set agreed indicators?			
29.3	I / We take corrective measures when performance expectations (indicators) are not achieved?			

Focus Area 30: People – Reward and Incentives

No.	My business complies with the best practice statement below:	Yes	No	n/a
30.1	I / We have a staff incentive scheme in-place (to reward performance)?			
30.2	I / We have communicated the Reward and Incentive scheme to all employees?			

Focus Area 31: People - Competencies

No.	My business complies with the best practice statement below:	Yes	No	n/a
31.1	I / We have defined and documented the skill sets (competencies) required by the business to enable the set strategy and business plan can be achieved?			
31.2	I / We have identified the skill sets (competencies) required by each individual in the business to contribute to the outcomes set in the business strategy and business plan?			

Focus Area 32: People – Networking Opportunities

No.	My business complies with the best practice statement below:	Yes	No	n/a
32.1	I / We have joined business relevant networking forums?			
32.2	I / We are comfortable in representing the business at Networking opportunities?			

Focus Area 33: Action Plans and Dashboards

No.	My business complies with the best practice statement below:	Yes	No	n/a
33.1	I / We have easy access to the status of actions in our Action Plans?			
33.2	I / We have easy access to Our Performance Dashboards?			
33.3	I / We know what the breakeven point (in Rand) is of our business?			
33.4	I / We know and track the Gross Profit % of our business?			
33.5	I / We know and track the Net Profit % of our business?			