

Before the first visit: 12 numbers to have ready

The half day at your works costs nothing, so it is worth not spending it searching for figures. Put the following twelve numbers on one sheet of paper. If you do not know one of them, that is also a result — write "unknown" and leave the line in.

The business and its capacity

- 01 Total people employed, of which in production, of which in the office. As of today, not an annual average.
- 02 Turnover for the last three completed financial years. Three figures, nothing more.
- 03 How many machines form your bottleneck — and how many shifts you run on them.
- 04 Order book in weeks: how long could you keep producing without a single new order?

Orders and prices

- 05 How many quotes you issued last year and how many became orders (your hit rate).
- 06 Average order value, and the value of the largest single order last year.
- 07 Share of turnover taken by your largest customer, as a percentage. Then the top three together.
- 08 When you last recalculated your price list completely — the year is enough.

Time and money on the floor

- 09 Your calculated machine cost rate per machine, exactly as it stands in the costing today.
- 10 Typical setup time on the bottleneck machine, measured or estimated — either is fine.
- 11 Lead time from order entry to loading for a typical part, in calendar days.
- 12 Scrap and rework rate over the last twelve months, as a percentage or in euros.

What else to put on the table

Three printed quotes from the last quarter — one you won, one you lost, and one where you now think you were too cheap. Plus one job traveller or works order exactly as it actually moves through the hall, with every handwritten addition still on it. Please do not retype it and do not tidy it: the additions are the interesting part.

What we do not need to see

No presentation, no strategy, no organisation charts, and no figures from the accountant that you would have to request first. If a number needs three days of lead time, leave it out and tell us so.

This list is meant to be printed. It is yours — pass it on, copy it, use it without us. If you find you can collect all twelve numbers in ten minutes, you probably do not need us for the process check.