

YOUR NUMBER · THE PRINTABLE WORKSHEET

Five places money sits in a product business.

Not a test. No score. Every line is a thing that either exists in your business or does not yet. **Most owners come out with more "not yet" than anything else. That is the normal answer.** Twenty questions, four under each place. Six minutes with a pen, or type it in at thriveworks360.com/your-number.

By Nathan Erznosnik, ThriveWorks360 · nathan@thriveworks360.com · rev 2026-09-10

BUSINESS

WHO ANSWERED

DATE

THREE YEARS OUT, WHAT DO YOU WANT THIS THING TO BE? (YOUR WORDS, NOT TIDIED UP)

Where do you sell? Cross out any that do not apply to you. If a question is tagged only with a place you crossed out, skip it.

My own site The marketplace (Amazon) Dealers / independent stores Big box

Outside the country

Before you start: which one raised its hand? Circle one. It is not a test and you cannot get it wrong. Most owners circle one and their own answers point at a different one, and that difference is the useful part.

1. The almost**s 2. The second item 3. The reorder that never came 4. The donation**

5. The money that never made it to the bank

1 The almos**t**s

People who came close to buying from you and didn't. They haven't paid you yet.

1. When somebody leaves a full cart on your site, what goes out after that without a person doing anything? *My own site*

☐ **Not yet** — nothing sends on its own, or you'd have to look up what's turned on

☐ one message goes out on its own after a cart is left

☐ a few go out over a few days, and a text is in there

☐ it runs on a schedule, somebody's name is on it, and you know how many carts get left every month

☐ **I'd have to ask somebody** *who?* _____

2. Of the people who came to your site last month and left, is there a way to reach any of them tomorrow? *My own site*

☐ **Not yet** — they came, they looked, they left, and there's no name to reach

☐ there's a place to leave a name and one message goes out when somebody does

☐ a set of messages goes out over the first couple of weeks, not just the one

☐ it runs on its own, somebody's name is on it, and you know how many names came in last month

☐ **I'd have to ask somebody** *who?* _____

3. Is there one list of every shop or buyer who asked you for a price list or a catalog last year?

Dealers / independent stores · Big box

- ☐ **Not yet** — the requests sit in email and on order pads, nobody's put them in one place, or you'd have to look
- ☐ there's one list of who asked, and it was pulled in the last year
- ☐ the list shows who ordered and who never did, and somebody called the ones who never did
- ☐ every request goes on the list the day it comes in, somebody owns the follow-up, and you know the share that turned into a first order
- ☐ I'd have to ask somebody *who?* _____

4. When did anybody last check that your own marketplace listing was still selling under your name?

The marketplace (Amazon)

- ☐ **Not yet** — nobody checks, you find out when the sales drop, or you'd have to ask
- ☐ somebody looked in the last month
- ☐ somebody looks every week on your top items
- ☐ you get told the day it happens, and you know how many days it sat
- ☐ I'd have to ask somebody *who?* _____

LAST ONE FOR THIS PLACE. So, do you have a way to get back in front of the people who came close to buying and didn't?

- ☐ Yes, we've got that covered
- ☐ Some of it
- ☐ Not really, no

2 The second item

The size of one order. The second thing that could have gone in the box and didn't.

5. When a buyer has your product in the cart, is there one more item put in front of him before he pays?

My own site · The marketplace (Amazon)

- ☐ **Not yet** — the related items exist, nobody's put them on that page
- ☐ there's one more item shown, and it's the same one for everybody
- ☐ what gets shown changes depending on what he's already buying
- ☐ somebody owns that spot, it gets changed on a schedule, and you know what it adds to the average order
- ☐ I'd have to ask somebody *who?* _____

6. Is there one sheet that shows how many of your item numbers each dealer buys from you?

Dealers / independent stores · Big box

- ☐ **Not yet** — every order is in the system, nobody's put them on one sheet, or you'd have to go build it
- ☐ it's been pulled for your biggest dealers in the last year
- ☐ you've pulled it, and somebody has gone back to a few of them with what they're not carrying
- ☐ it runs on a schedule for every dealer, and somebody owns the call that comes after
- ☐ I'd have to ask somebody *who?* _____

7. Can a customer buy one part from you without picking up the phone?

every business

- ☐ **Not yet** — those calls come in, somebody handles them one at a time
- ☐ the parts people ask for most are listed where a customer can find them
- ☐ listed with a price, in more than one of your doors
- ☐ somebody keeps that list current, and you know what the parts bring in a year
- ☐ I'd have to ask somebody *who?* _____

8. When did anybody last look at your free shipping number and the smallest order you'll take?

My own site · Dealers / independent stores

- ☐ **Not yet** — those were set a while back, nobody's been back to them, or you'd have to look up when
- ☐ you know what both numbers are and they're printed where a buyer sees them
- ☐ one of them has moved in the last year, and somebody watched what happened to order size
- ☐ you move them one at a time on a schedule, and you know what the average order does each way
- ☐ **I'd have to ask somebody** *who?* _____

LAST ONE FOR THIS PLACE. When somebody is buying from you, do you have more you could be putting in front of him?

- ☐ Yes, we've got that covered
- ☐ Some of it
- ☐ Not really, no

3 The reorder that never came

People and accounts who have paid you before and aren't paying you now.

9. Is there something you can look at that shows how often each dealer orders, not how much, and when did anybody last look at it? Dealers / independent stores

- ☐ **Not yet** — you could name one or two, nobody has put the order dates side by side, or you'd have to go pull it
- ☐ somebody pulled the order dates account by account in the last year
- ☐ somebody looked in the last few months and wrote down which accounts slowed
- ☐ that list gets checked on a schedule, somebody's name is on the calls, and you know which accounts started ordering again
- ☐ **I'd have to ask somebody** *who?* _____

10. Is there a written list of the buyers and dealers who bring you most of your sales, with the date a person here last talked to each one? My own site · Dealers / independent stores

- ☐ **Not yet** — you could name most of them from memory, the list isn't written down anywhere
- ☐ the list is written down and you know who is on it
- ☐ each name carries the date somebody here last reached out
- ☐ the list gets rebuilt on a schedule, every name belongs to somebody here, and no name sits past a set number of weeks without a call
- ☐ **I'd have to ask somebody** *who?* _____

11. Besides the receipt and the tracking number, what reaches a first-time buyer in the seven days after his order? My own site · The marketplace (Amazon)

- ☐ **Not yet** — a receipt and a tracking number, and that's the whole of it
- ☐ something goes out that first week, and you could say what it says
- ☐ it goes out to everybody who buys, on its own, and somebody has read it since it was first set up
- ☐ more than one message across that first week, somebody owns it, and you know how many orders come back off it
- ☐ **I'd have to ask somebody** *who?* _____

12. Is there a list of the people and accounts who bought from you before and haven't bought this year? *My own site*

- ☐ **Not yet** — the orders are all in there, nobody has pulled that list out, or you'd have to ask
- ☐ somebody pulled it in the last year
- ☐ you pulled it, and something has gone out to those people
- ☐ it gets pulled on a schedule, somebody works it, and you know how many came back
- ☐ **I'd have to ask somebody** *who?* _____

LAST ONE FOR THIS PLACE. Do you know who buys from you more than once, and would you know if one of your steady accounts stopped?

- ☐ Yes, we've got that covered
- ☐ Some of it
- ☐ Not really, no

4 The donation

What each sale keeps after everything comes off. The item that quietly gives money away.

13. Same item, every place you sell it. Do you know what you keep in each one, after everything? *every business*

- ☐ **Not yet** — you know the prices, nobody's put the costs next to them, or you'd have to ask
- ☐ there's a sheet for your top items, and it was pulled in the last year
- ☐ you have the real number for each place on your top items, with the fees and the ads in it
- ☐ you have it on every item, and it decides where product goes
- ☐ **I'd have to ask somebody** *who?* _____

14. When did your price list last change? *every business*

- ☐ **Not yet** — longer than two years, or you'd have to look it up
- ☐ in the last two years
- ☐ in the last year
- ☐ you look at it on a schedule, item by item, and you know which ones you could charge more for
- ☐ **I'd have to ask somebody** *who?* _____

15. Your best seller, is there one sheet that shows everything it costs to get it onto your own rack, next to what it sells for? *every business*

- ☐ **Not yet** — the numbers exist, in different places, somebody would have to go put them together
- ☐ there's one sheet, and it's right for the item itself
- ☐ the freight and the import tax are on it too, and it was updated this year
- ☐ every item has one, it updates when a cost changes, and you can see what each one keeps
- ☐ **I'd have to ask somebody** *who?* _____

16. Is there something you sell a lot of that makes you almost nothing, and does anybody know which one it is? *every business*

- ☐ **Not yet** — you have a feeling about one, nobody's checked
- ☐ somebody ran the numbers on it in the last year
- ☐ you know which one, and you've decided what to do about it
- ☐ the whole list gets checked on a schedule, and nothing sits there a year losing money quietly
- ☐ **I'd have to ask somebody** *who?* _____

LAST ONE FOR THIS PLACE. Do you know what you make on your best seller, in every place you sell it?

- ☐ Yes, we've got that covered
- ☐ Some of it
- ☐ Not really, no

5 The money that never made it to the bank

Money already tied up in the business that never made it to the bank. Some of it comes back once. Some of it stops leaving every month from now on.

17. Is there one place that shows the difference between what you billed the big accounts and what they paid you? Big box

- ☐ **Not yet** — the money that came in gets posted and nobody goes back to the invoice
- ☐ somebody pulled the ones where a big account paid less than the invoice, in the last year
- ☐ somebody wrote down the last year of them with the reason each one came with
- ☐ somebody goes through them every month, the ones worth arguing get argued, and you know the outcome of each
- ☐ I'd have to ask somebody who? _____

18. Has anyone put the dates side by side between paying your factory and the money for that stock being back in your bank? every business

- ☐ **Not yet** — you feel it in the bank account, nobody has put the dates side by side
- ☐ you know roughly how many days it takes, and you've said the number out loud
- ☐ somebody worked it out on your last few big buys, off the real dates
- ☐ it gets worked out the same way every quarter, and you know which part of those days is the long part
- ☐ I'd have to ask somebody who? _____

19. Do you know how many units are sitting out back that haven't moved in a year, and what you paid to make them? every business

- ☐ **Not yet** — you walk past it, and you'd have to go out and add it up
- ☐ there's a number and a cost, roughly, from the last year
- ☐ the number and the cost are written down, and the sheet is from this year
- ☐ you look at it on a schedule, and there's a set way the slow stuff moves back out the door
- ☐ I'd have to ask somebody who? _____

20. When did anyone last go through the marketplace's own reports for units it lost, broke, or refunded and never sent back? The marketplace (Amazon)

- ☐ **Not yet** — you've heard it happens, nobody has sat down with those reports
- ☐ someone went through them once and asked for what was there
- ☐ in the last few months, and you know the time limits you're working inside
- ☐ somebody checks on a set schedule inside those limits, and you can see what got asked for and the outcome
- ☐ I'd have to ask somebody who? _____

LAST ONE FOR THIS PLACE. Do you know what you're owed right now, and what's sitting out back that hasn't sold?

- ☐ Yes, we've got that covered
- ☐ Some of it
- ☐ Not really, no

Before you put the pen down

1. **Count the Not yet's under each place.** The place with the most is the one your answers point at. Write it here: _____ Did it match what you circled at the top? ☐ Yes ☐ No

2. **List who you would have to ask.** Every line you marked "I'd have to ask somebody" has a name next to it.

3. **If you went and got what is sitting in that place, what is the first thing it would go toward?** Write it the way you would say it.

And the first thing to do about it. This week, at your own desk. Nobody hired, nothing bought.

1. Pull the list of everybody who asked you for a price list in the last year and never sent an order, and see how many there are.
2. Pick your best selling item and ask what one more thing somebody could have put in that same box.
3. Find out how many people and how many shops have paid you in the last three years and have not bought a thing in the last twelve months.
4. Take one item, take the price you sell it for, and divide it by what it really cost you by the time it was on your own rack.
5. Walk out back to the shelf that hasn't moved, add up what's on it at cost, and pull your last three deposits against the invoices they were supposed to pay.

Ran out of time? Mark where you stopped: _____ *That is normal and it is still useful.*