
High Impact Business Planning

Training Workbook & Examples

Dino Eliadis



Business
Growth
Simplified

High Impact Business Planning

Training Workbook & Examples

Contents

An Introduction to High Impact Business planning	4
Getting to Know the Matthews	8
Creating Your Why: Defining Your Vision for the Future	11
Business Plan Strategic Section – Example	18
Setting the Goals and Objectives for Your Business Plan	19
Business Plan Goals & Objectives – Example.....	26
Simplifying Business Plan Execution	28
90-Day Action Plan – Example	32
Financial Budgeting Made Simple.....	33
High Impact Business Plan Budget – Example	37
High Impact Business Plan Capital Budget – Example	38
High Impact Business Planning Checklist.....	39

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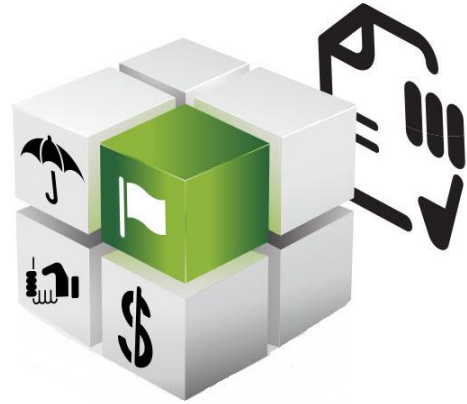
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Business planning should be helpful not hindering. Many business planning courses help you develop big bulky business plans that do little to help you run your day-to-day operation.

High Impact Business Planning is different. It is meant to help you to focus what's required daily to achieve the goals for business growth and self-sustainability that you've set. This training workbook is meant to assist you when applying High Impact Business Planning to your business. Workbook contains slides from the training videos which you can access through links before each of the slide sets. Notes accompanied slide to help you follow along.

There are examples for a fictitious company, Matthews appliance with Tim and Pam Matthews as owners, that will help you better understand how a business applies high-impact business planning to their company. Note that high-impact business planning is used in the fourth and fifth step steps of the SPARC business growth framework. Therefore, you may find some of high impact business planning difficult if you have not completed steps one through three before you begin. You can find more about the steps in the process on the [business growth tools page](#) of the website.

Additionally, if you need help you can become a [BGS Forum DIY Member](#) to find more answers. We hope you find high-impact business planning to be an effective way of getting you focused on the right things to take your business where you wanted to go.



An Introduction to High Impact Business planning

What is business planning, you ask? Watch this short introductory video to find out more about what business planning is and is not. You can follow along with the slides and notes that follow:

<https://vimeo.com/193465255>

Slide 1



- Welcome to the High Impact Business Planning
- Business Planning Simplified
- Brought to you by Business Growth Simplified.

Slide 2




- Running a Business without a plan is like walking blindfolded along the edge of a cliff.
- One slip could send you falling down into the shark infested waters below.

Slide 3




- Running a business with a business plan has many benefits.
- According to a study conducted by the University of Oregon businesses with a business plan:
 - Secure funding twice as frequently.
 - Business growth is 56% greater.
- So why don't owners regularly plan for their business?

Slide 4


Why Owners Don't Plan - NEW 

- Think it's just a document.
- Too complex.
- Doesn't give them what they need to run their business.
- Don't have skills to do it.
- Put too many different plans into one.




- Many view a biz plan as a document instead of a process.
- Some learned a Processes that is too complex for their needs.
- Still others don't feel it give them what they need to run their business.
- I believe many were never shown the proper way to use a business plan.
- Don't have tools necessary to help them put a useful one together.
- Try to use a single plan so they don't need a marketing, sales, and production plan so it gets too bulky and complicated.

Slide 5


Business Planning is Your Guide 

- Focus on desired outcomes
- Evaluate **profitability** before spending time and money
- Establishes a roadmap.
- Communication tool
- Basis for progress reporting





- Review different solutions to achieve your desired outcome.
- Evaluates profitability of idea before you spend time and money.
- Establishes roadmap
- Communication tool for what, why, when, who, where, how
- Provides basis for monitoring progress

Slide 6

Strategy vs. Tactics vs. Actions 

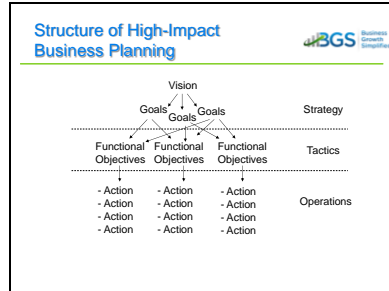
- Strategy
- Tactics
- Action





- Business planning should take place at three levels:
- Strategy defines “what” you plan to do and “why”.
- Tactics define your approach to meet your strategy.
- Operations define the day-to-day tasks to accomplish to implement the tactics.

Slide 7



- Here is how hi impact business planning implements strategy tactics and action.
- First we start with vision which is long-range 3 to 5 years out.
- Next define long-range goals to meet the vision
- goals are broken down into objectives each function of the business i.e. marketing, sales, production, administration, etc.
- finally action plans define who needs to do what over the next 90 days to meet the objective

Slide 8

Traditional Business Planning

- Financially focused
- Reactively managed with historical financial data.
- Doesn't easily translate into day-to-day actions.
- Too long and complex so often never get read.
- Complexity leads to difficulty updating plan over time.



- Focus on the financial aspects of the business causing you to be reactive in your management.
- This doesn't translate well into what you need to be doing day-to-day.
- As a result they are long and complex so they rarely get used.

Slide 9

What Make This High-Impact?

- NOT financial focused.
- Implementation focused.
- What's it takes to achieve desired outcome?
- Budgeting based on your objectives.




- While TRADITIONAL business planning – Financial focused.
- High-Impact Business Planning (HIBP) is IMPLEMENTATION focused.
- (how much do we need to do in order to achieve the desired outcome?
- Budgeting is derived from objectives.
- Accountability is assigned
- And commitments set as part of the process

Slide 10

Get Started – Define Your Vision

- Understand your WHY?
- What MUST happen to achieve the WHY?



- First step of the process is defining your vision.
- Vision is long-term in nature (3–5 years or more).
- You use it as “litmus test” to guide your decision making (what you will and won’t do).

Slide 11

What Can You Complete This Year? 

- What can you achieve in the next 12 months?
- Who's responsible for what?
- NOW...how much will all that cost?



- What must be done to achieve the vision.
- What can you achieve in the next 12 months?
- Who's responsible for what?
- NOW...how much will all that cost?

Slide 12


How Much Will It Cost? 

- Past costs
- Additional staffing
- Required equipment
- Expansion capital
- Capital purchases




- Use what you now know to drive your budget.
- What has it cost in the past to do the things that you do in your business?
- What new hires will be required in the next year? New
- when those hires require equipment to support their activities?
- Will you need one time capital for expansion or major purchases?

Slide 13


Tuning Your Revenue Engine 

- Effort at each stage.
- Measures volume NOT \$\$\$.
- Creates accountability.
- Predictive in nature.
- Provides control from distance.




- To help you figuring out effort you'll use our management model tuning your revenue engine.
- Ill help you to decide how much effort is needed at each stage of your operational cycle.
- Because it focuses on volume and not dollars you get more accurate estimates of what you need.
- TY RE is predictive in nature so you'll be able to see what's happening and make course corrections during the month.
- With this kind of control it's much easier to step away from your business and feel comfortable that it will continue to run in your absence.

Slide 14



Your Plan in Action

- What will you do this week, next week, and the week after that?
- Weekly monitoring of predictive metrics
 - Production
 - Sales
 - Marketing
 - Spending



- Action plan turns your business plan into a day-to-day roadmap.
- Every 90 days you look at which objectives you plan to focus on and break down the tasks and activities necessary to complete them.
- This happens in each function within the business so that everyone activity is coordinated working towards the overall goal of the plan.
- Using the predictive metrics of the tuning your revenue engine it becomes easy to course correct day by day week by week to reach your objectives and business goals

Slide 15



Next Steps:

- Gather info from SPARC 1-3
- Create business vision & critical success factors.
- What can you do in 12 months?
- Build your budget.
- Outline 90-day action plan.



- So how do you no begin unleashing High impact business planning to launch your business growth and success?
- Gather info from SPARC 1-3
- Create business vision & critical success factors.
- What can you do in 12 months?
- Build your budget.
- Outline 90-day action plan.

Getting to Know the Matthews

To help in the learning process, we have included an example to show you how high impact business planning and the SPARC business growth framework are applied to create business self-sustainability. The company is Matthews appliance which is owned by Tim and Pam Matthews. Let's get to know the Matthews and their situation in this next section.

Meet Tim and Pam Matthews the owners of Matthews Appliance. Hello! Can you tell us a little bit about yourselves, Pam?

Tim and I met in high school and got married after we graduated. We have been married for nearly 30 years. We live out of town on the lake as we like to play on the weekends, especially with our three children and their families.

The kids are grown, done with college, and out of the house. Two of our kids are married and have children of their own. Our daughter and her husband live here locally, but our son and his wife live out of state.



Tim, tell us how you've been able to grow Matthews Appliance into a million dollar business?

I'd be happy to share my story. I grew up fixing things. My family has been in the auto repair business for decades. I worked in the business growing up, but I wanted to see what else was out there so I didn't stay in the family business.

Out of high school, I got a job as a service technician for a national appliance brand. I already had a lot of the technical skills from working in the family business. This job taught me customer service and sales.

My dad and mom had drilled into my head that the customer always comes first. I didn't have much direct contact with customers growing up. The service tech job gave me a great opportunity to practice what was preached to me growing up.

We worked on commission of additional product and service sold on our calls. I was driven early in my life by money, so sales was appealing to me. A local distributor that I regularly got parts from took a liking to me and offered me a position to come on-board and work the counter in the parts side of the business.

After a couple years at the counter Bill promoted me to sales manager. While I was in charge of sales, I grew top-line revenue consistently every year.

After about three years, Bill decided he was ready to retire and offered me the business. We structured a deal that allowed Pam and me to purchase the business over the next five years. As a result, we were able to acquire the business and now own it outright.

So Tim, you learned the business by working in it?

Pretty much. Neither Pam nor I have any business education. We've learned everything we know on our own or with the help of friends or our accountant. We pretty much learn through the "school of hard knocks."

Has the business provided for you and your family?

I'd have to say yes, for the most part. We're not looking for a lot. We have a roof over our head; food on the table; and we were able to put the kids through college. I don't think that we're really looking for much more than what we have currently from our life. We do wish we could spend more time as a family especially now that we have grandchildren.

Has it always been that way for you?

N-o-o-o-o-o-o, during the economic downturn in 2008 we got hit pretty hard. We had come to expect the business to provide for us at a certain level. We had sort of fallen into a comfort zone. Because we really didn't have a good way to monitor the business, we found ourselves in uncharted waters and struggling to consistently breakeven.

What did you do?

Scaled back personally. In the business we did what we have always done — worked hard and provided exceptional value and rode out the storm. Our faith help us get through it all, but it definitely made us really think about making a change.

Things have definitely began to pickup again. We've been hiring and expanding the past few years so we know that we're back on the right path. However, we know it's just a matter of time before it happens again and we want to be prepared for it before it gets here.

Right now we are focused on trying to grow the business to \$3.5 million in revenue. Last year we did about \$2.25 million and this number gives us some room to really stretch.

***Ok so that's the business, but what do you two want for your life on a more personal note?***

Pam and I want to spend more time with our grandchild. She's been pressuring me to fix the business or get rid of it! She is ready to enjoy our grandchildren and all the great things that our success has given to us. But it seems that we can't leave the business for any length of time. Some crisis always seems to spring up and need our attention.

So do you have a succession or exit plan?

No, not really. Because the business has always been our source of income, we've always worked it. It's just recently when we've began talking about retiring that we've started investigating the subjects.

This isn't surprising. Many small business owners think of their business from this perspective. It's wrong, but nobody is telling them about another way so we see disasters happen all the time as a result.

So, what alternative do we have and how do we go about fixing it?

That's a great question Pam! Awareness is the first step to solving any problem. This one is solved by creating business self-sustainability.

Business self-sustainability? Never heard of it, but it seems pretty self-explanatory. Make the business so that it runs by itself, or at least without Tim and I being there.

Couldn't have defined it better myself. This is what we want to take a look at next. I will provide you with some information that you two can take a look at and we'll discuss it in our next meeting together.

That sounds great. I can wait to get started!

What do you think the Matthews' problem is? Write down your thoughts. This will be important later in the program.

Creating Your Why: Defining Your Vision for the Future

Many business owners have problems in steering their company because they make decisions in a vacuum. Without understanding where you're trying to get to, decision-making can be difficult and sporadic at best.

In this section, we will look at creating a vision for your business. This is the first page in the high impact business planning template. You can see an example in the Matthews high impact business plan.

Watch the video at the link that follows. You can follow along with the slides and notes in this workbook.

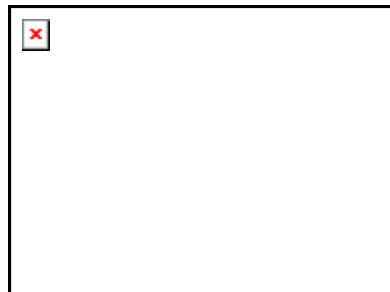
<https://vimeo.com/194605574>

Slide 1



- Welcome to the next module of the High impact business planning:
-
- Creating your why defining your vision of Future
- Brought to you by Business Growth Simplified.

Slide 2



- When you started your business you had a BIG idea of what you wanted it to become and how it was going to support the life you wanted.
- This was your vision.
- Over time most business owners forget about this as they get wrapped up day-to-day in running the business
- The SPARC Business Growth Framework is all about reconnecting with your vision
- Then HIBP helps you focus the action necessary to make it a reality.

Slide 3



- Creating your vision is all about strategy.
- However, many small business owners don't understand the difference between strategy and tactics
- Strategy is focused on the decision making part of what you're doing
- While tactics are the actions to execute on the strategy.
- That is thinking vs. doing.

Slide 4



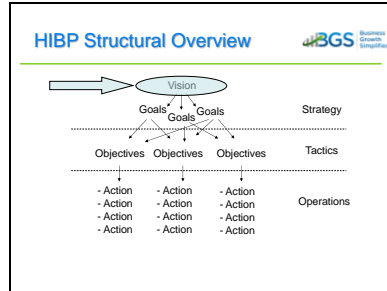
- You apply strategy and tactics all the time.
- Here is the easiest way to think about it.
- In most things we do we can build it – do it yourself or buy it – get something someone else already made.
- Build vs. buy is selecting a strategy.
- Once you select one of the strategies the things you need to do are defined for you.
- i.e. buy = look for places that sell it; compare various options; get several prices; evaluate the solutions; make a selection; etc
- If you said build = you need to design your solution; outline a list of materials; shop for materials; price the materials; etc.
- See how the strategy dictates the tactics..

Slide 5



- HIBP builds all 3 levels of planning into the process.
- Strategy defines “what” you plan to do and “why”.
- Tactics define your approach, that is, the things you must do to accomplish your strategy.
- Actions define the day-to-day tasks to complete the tactics.

Slide 6



- Here is how hi impact business planning implements strategy tactics and action.
- First we start with vision which is long-range 3 to 5 years out.
- Next we define long-range goals to meet the vision
- goals are broken down into objectives each function of the business i.e. marketing, sales, production, administration, etc.
- finally action plans define who needs to do what over the next 90 days to meet the objective

Slide 7

Importance of a Vision



- Long-term (3 – 5 years or more).
- Guide your business decisions

- Look at the entire picture (50,000 ft. view)
- What is your desired outcome?
- Why do you want it? - this is even ore important than what you want as it becomes your motivation for what you want.
- Personally
- Professionally
- What do you have that can help you get there?
- What do you need along the way to get there?
- Vision is long-term (3–5 years or more).
- Used as “litmus test” to guide your business decisions (what you will and won’t do).

Slide 8

BSG Tool to Help



- Your Business & Personal Goal Assessment is the too used to help this process.
- It will help you get better clarity on what you really want your life to become both personally and professionally.
-

Slide 9

Building Your Strategic Plan



- Gather info from SPARC 1-3
- Create business vision
- Define critical success factors.
- What can you do in 12 months?

- To get started on your strategic plan
- Gather info from SPARC 1-3 this will help you begin Understand what you have at your disposal to create the life and business you want.
- Create business vision
- Define critical success factors.
- What can you do in 12 months?

Slide 10

Developing Your Company Vision 

- If no constraint, what do you want business to be?
- What's your legacy
 - family
 - community
 - industry
- What is your exit strategy?



- Here's a simple exercise to get you started in creating your vision
- If resources were not a constraint, what would you like your business to become?
- What impact would you like to have on your family, community, industry?
- What is your exit strategy?

Slide 11


The Matthew's WHY! 

- Spend more time with family.
- \$120K annual income
- Travel and do the things they've dreamed of.



- If you look at their Personal Goal Assessment You a better understanding of what They want life to become...
- Spend more time with family.
- Travel and do the things they've dreamed of.
- They think \$120K annual income will Help them do that.

Slide 12

Matthews Appliance Business Strategy & Plan 

Vision Statement:

To build a company recognized as the appliance service of choice in our metro area by helping our customers get back to life as normal by providing efficient, high quality service while growing a self-sustaining business to \$3.5 million in revenue with no less than 15% net profit.

- Next look at their current business vision is the company.
- Here's how you begin developing the Strategy portion of the HIBP template.

Slide 13

Decomposing Your Vision 

- Define key words & phrases in your vision.
- Communicate your intent to all readers.
- Helps you identify key factors to success.



- A vision statements tend to have subjective key words and phrases
- Want to define these keywords and phrases to
- Communicate your intent to all readers.
- Helps you identify key Objectives Necessary to the success of your vision.
-
-


Slide 14

Example Vision Statement 


To build a company recognized as the premier supplier of services in our metro area by helping our customers get back to "life as normal" by providing efficient, high quality service while growing our business to \$3.5 million in revenue with no less than 15% net profit.

- Here is how this would apply to our example for the Matthew's
-
-

Slide 15


Key Words & Phrases 


- recognized as a premier service provider
- helping our customers get back to "life as normal"
- efficient, high quality service
- \$3.5 million in revenue
- 15% net profit



- So there key phrases become:
- Recognized as premier supplier
- helping our customers get back to "life as normal"
- efficient, high quality service
- \$3.5 million in revenue
- 15% net profit


Slide 16

Where Owners Get Derailed! 




- However, this is where business owners get lost....
- They focus so much on the business instead of WHY they want the vision they have for their business, and derail themselves in the process!
- The business is only vehicle to have life you want.
- SO, align business vision with what you want from life!!!
- Let's take a look at this for Tim & Pam Matthews

Slide 17

Matthew's Personal Goals 


- Spend more time with family.
- \$120K annual income
- Travel and do the things they've dreamed of.



- Look at What they said they wanted in their personal goal assessment:
- to retire from the business to spend more time with kids and grandchildren.
- Desired retirement income is \$120,000.
- Does their current business vision help them accomplish their personal goals

Slide 18


Does Vision Get Them There? 




- NO!!
- Only need \$2 million @ 12% net profit.
- So \$3.5 million is a distraction.

- NO - Using a 12% minimum annual net profit, annual revenue needs to be \$1.0 million.
- If they want an additional \$120,000 in reinvestment capital each year, then their annual revenue needs to be \$2.0 million. They exceeded that revenue goal the past 2 years!
- Their \$3.5 million revenue target is distracting them.
- And as a result, they are focused on the wrong goal and objectives, and are using their resources in appropriately to achieve business self-sustainability.
- Succession planning should be their primary focus. By changing their focus, the business could easily be self-sustainable in the next 12 – 18 months.

Slide 19

Add the WHY! 




- Spend more time with family.
- \$120K annual income
- Travel and do the things they've dreamed of.
- recognized
- premier supplier
- helping our customers get back to "life as normal"
- efficient, high quality service
- \$3.5 million in revenue
- 15% net profit

- So let's go back and add their personal goals their list of key phrases.
- We'll add these to the top of the list, because in fact they are the highest priority.
- So now the list looks like this.
-

Slide 20


Defining Keys to Success 




- What *must* be completed
- Create objectives using key phrases.
- Include personal objectives

- Translating the key phrases into actionable objectives to achieve your vision.
- What must be accomplished or you cannot realize your vision?
- Create high level objectives using key phrases.
- List objectives required to achieve personal success.

Slide 21

Example Keys to Success 




1. Remove Pam & Tim day-to-day
2. No less than 15% net profit
3. System assure team achieves owner goals & objectives
4. Better understand customer
 - recognized positively
 - premier supplier
 - get back to "life as normal"
5. Efficient, high quality service
6. Grow top line \$3.5 million

- Not involved in day-to-day management or operation = replace Pam and Tim in their current day-to-day roles in the business.
- No less than 15% net profit = manage expenses monthly to this metric.
- Put systems in place to assure things happen consistently.
- Everything else will happen when the team is in place to make it happen
- Can you see how this shift in thinking changes focus?
- As a result all the business' goals, objectives, and resource allocation changes as a result!

Slide 22

Matthews Appliance Business
Strategy & Plan



Vision Statement:

To build a company recognized as the premier provider of service in our metro area by 2015 our customers get back to the job normally providing efficient, high quality service while growing a self-sustaining business to \$3.5 million in revenue with no less than 10% net profit.

Keys to Success:


The following are key factors that will impact the success in achieving the vision for this business:

- Establish the necessary team to manage company of this size with successions in the day to day tasks for HR and IT.
- Create sales systems with better controls which create accountability at all levels and within all functions within the organization.
- Assure a proper line of credit is in place to support the operation's cash flow needs during slow and peak periods during the year.
- Implement the Turning Your Revenue Engine management framework for monitoring and proactively managing the operational cash flow to the financial requirements defined in the annual business plan.
- Plan with an attention that long term interest in the business to develop the appropriate exit strategy when ownership transfer of the business that makes sense.


- Here is the format this takes in the HIBP strategy page.
- Your business strategy is a single page you can review at least once a week
- It takes less than 5 minutes and makes sure you don't lose track of what you're working for!
-

Slide 23

Next Steps:



- Review your Personal Goal Assessment
- Outline the things that are important to you
- Write your business vision.
- What are your keys to success?
- Is your WHY is reflected?



- So how do you now begin unleashing the power of HIBP on your way to business growth and success...
- Review your Personal Goal Assessment
- Outline the things that are important to you
- Write your business vision.
- What are your keys to success.
- Is your WHY is reflected?

Business Plan Strategic Section – Example

With the example on this page, you can see how we have applied the vision and critical success factors to Tim and Pam Matthews business.

Matthews Appliance Business Strategy & Plan



Vision Statement:

To build a company recognized as the premier supplier of service in our metro area by helping our customers get back to *life as normal* by providing efficient, high quality service while growing a self-sustaining business to \$3.5 million in revenue with no less than 15% net profit.

Keys to Success:

The following are key factors that will impact the success in achieving the vision for this business:

- Establish the necessary team to manage company of this size with successors in the day-to-day roles for Pam and Tim.
- Create better systems with better controls which create accountability at all levels and within all functions within the organization.
- Assure a proper line of credit is in place to support the operation's cash flow needs during slow and peak periods during the year.
- Implement the Tuning Your Revenue Engine management framework for monitoring and predictively managing the operational cash flow to the financial requirements defined in the annual business plans.
- Discuss with our children their long-term interest in the business to develop the appropriate exit strategy when ownership transfer of the business that makes sense.

Note: Matthews Appliance is not a real company and represents a fictitious application of High-Impact Business Planning. Any resemblance to a real company is purely coincidental.

Setting the Goals and Objectives for Your Business Plan

Once the long-term vision for your life and business have been set, it's easy to carve out a set of goals and objectives on which to focus over the next 12 months. This becomes the basis for your high impact business plan. This planning will take place on pages two and three of the high impact business planning template. You can see an example in the Matthews plan in your materials or in the section that follows.

Watch the video at the link that follows to get a better understanding how to set goals and objectives for business planning purposes. You can follow along with the slides and notes in the workbook that follow.

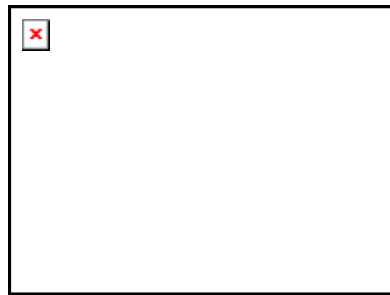
<https://vimeo.com/195210830>

Slide 1



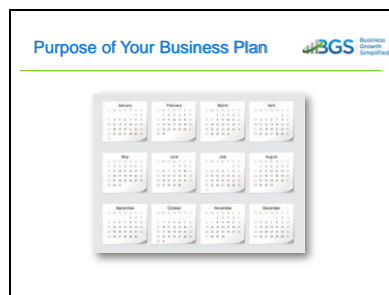
- Welcome to the next module of the High Impact business planning:
- Using Goals & Objectives to Move Your Vision Forward
- Brought to you by Business Growth Simplified.

Slide 2



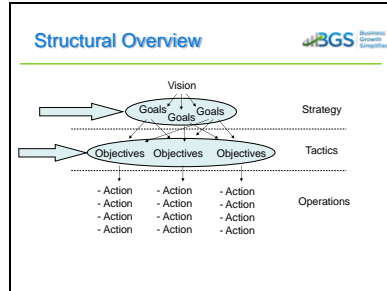
Uses goals and objectives as a ladder to your vision.
They help you breakdown that HUGE vision into smaller achievable milestones.

Slide 3



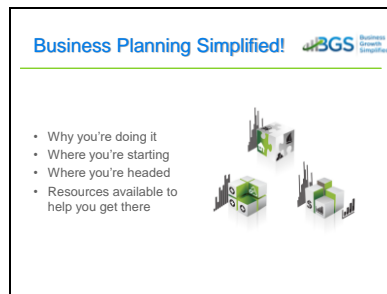
Remember the purpose of your business plan is to help you lay out
What do you think you can achieve in the next 12 months?
Then begin creating accountability by assigning Who's responsible for what?
And getting commitments from those people on when they believe they can have them done.

Slide 4



- Look at your vision and keys to success from your strategic plan.
- Start by defining your goals and objectives
- What can you complete in the next 12 months or rest of this year.

Slide 5



HIBP is easier because you already have much of the information you need from the previous steps of the SPARC process

- Personal assessment gave you greater clarity on WHY you're doing it
- The Growth Assessment defined your main goal for business growth
- AND, the areas where you need to focus in based on your business' current strengths and weaknesses.
- Finally the Revenue Engine model has given you insight on the cause & effect operational of your business,
- NOW, you just need to figure out how to scale each aspect of the business in order to accomplish your goal ad objectives.

HIBP help you organize the information in a simple, concise way that you can use it every day to take the action needed to move your business forward.

Slide 6

Brainstorm Goals/Objectives 

- What is your main goal based on growth stage?
- Revenue to achieve your life goal?
- Milestones along the way.
- Objectives required to meet milestones



- Use brainstorming with your team and advisors
- Some of the things you MUST focus on are:
 - how much revenue must the business make to support these objectives and the things to come next?
 - Look at your critical success factors of your strategy. Define what objectives must be completed this year to achieve your vision?
 - Capital requirements to make the vision a reality.
 - Reevaluate your revenue goal based on capital requirements and adjust accordingly

Slide 7


Writing Good Goals & Objectives 

- Goals are targets
- Align goals with vision
- Provide "what" & "why"
- Measure your progress
- Give them a time frame
- Difficult yet realistic
- WRITE THEM DOWN!!!
- Publicize them




- Think of Goals as high-level targets you are trying to achieve.
- Set goals that lead toward your vision.
- Provide the "what" and "why" of your targets.
- Make them measurable.
- Give them a time frame.
- Make them difficult, but realistic.
- WRITE THEM DOWN!!!
- Publicize them.

Slide 8

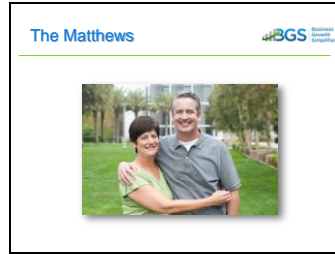
Getting Started 

- Review your critical success factors
- What's your growth stage?
- What do you have to work with based on Tuning Your Revenue Engine?



- Use similar process as you did for your vision and strategic plan.
- Frame this within context of "what you can accomplish in the next 12 months?"
- So, begin by reviewing your critical success factors and growth stage
- What needs to come first, second, third and so on.
- Use your TYRE metrics to guide "how much" is necessary to get there.


Slide 9



Slide 10

What's Your WHY?

- Spend more time with family.
- \$120K annual income
- Travel and do the things they've dreamed of.



Use Personal Goal Assessment
What do you want life to become?

Slide 11

What's Your Growth Stage?

- Survival transitioning to Self-Sustainability
- Remove Pam & Tim day-to-day
- Systems & accountability
- Management framework
- Current revenue goal
- 15% net profit




Business Growth Assessment objectives
Which impact your vision?

Example:

Slide 12

How to Hit Their Quota?

- Max. capacity = 940 jobs
- 700 jobs sold @ \$260/job
- 1185 leads/month



Use TYRE to define your operational metrics.
Define necessary activity volume for revenue goal.
Example:

Slide 13

Matthews Appliance Business Strategy & Plan

Vision Statement:
To build a company recognized as the appliance leader of service in our metro area by building our customer base and to be the go-to for providing quality service while growing a self-sustaining business to \$1.5 million in revenue with 100 jobs per month.

Keys to Success:
The following are key factors that will impact the success in achieving the vision for this business:


- Establish the necessary team to manage company of this size with success in the day-to-day needs for Plan and Tim.
- Create better systems with better controls which create accountability at all levels and within all functions across the organization.
- Reach a greater level of cash flow to support the operation's cash flow needs during slow and peak periods during the year.
- Implement the "Turning Your Appliance Business Into a Profitable Business" framework for managing and profitably managing the operational cash flow to the financial requirements defined in the business plan.
- Discuss with our children their long-term interest in the business to develop the appropriate exit strategy when ownership transfer of the business that makes sense.

Take a look at the Matthews strategic plan.
What should the Matthews focus be in the coming 12 months?

Slide 14

Example Keys to Success

1. Remove Pam & Tim day-to-day
2. No less than 15% net profit
3. System assure team achieves owner goals & objectives
4. ~~Grow top line \$3.5 million~~



- Succession plan and transition for Pam and Tim so they're not involved in day-to-day management or operation
- *No less than 15% net profit = manage expenses monthly to this metric.*
- *Systems to give Pam & Tim confidence that it will happen.*
- *\$3.5 million in revenue = grow the top line. But this will come later*

Slide 15


Matthews Business Goal

Business Goal:
To ensure the ongoing level of profitability while adding a management team in a manner that allows Tim and Pam to relinquish their day-to-day roles within the business.

Slide 16

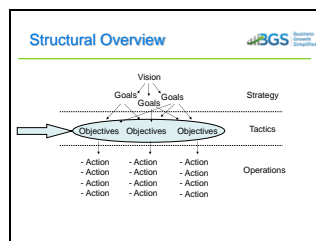
Matthews Appliance Goal

1. Remove themselves from active roles in business.
2. Generate \$120K income.



- These become the targets for Matthews Appliance
- All planning MUST meet achievement of these goals.

Slide 17




- With a solid goal set
- Start by defining your objectives for the next 12 months or rest of period your planning..

Slide 18

Organizing Your Thoughts

- Breakdown goals
- Use the same skill as critical success factors
- Associate objective with goal
- Numeric outlining helps 1,1,2...

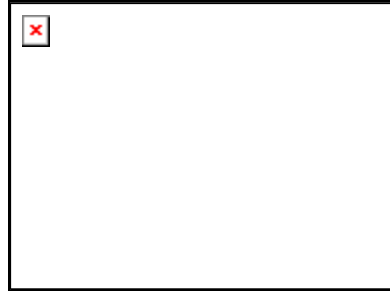


```

graph TD
    Vision --> Goals
    Goals --> FunctionalObjectives[Functional Objectives]
    FunctionalObjectives --> Action1[Action]
    FunctionalObjectives --> Action2[Action]
    FunctionalObjectives --> Action3[Action]
    FunctionalObjectives --> Action4[Action]
    FunctionalObjectives --> Action5[Action]
    FunctionalObjectives --> Action6[Action]
    FunctionalObjectives --> Action7[Action]
    FunctionalObjectives --> Action8[Action]
    
```

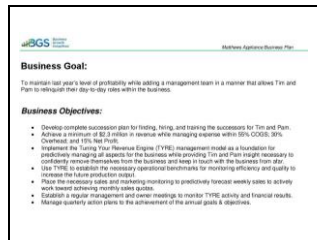
- Develop objective using the same skill as with critical success factors and goals
- Breakdown the major milestones that must be met to achieve the goal.
- Numeric outlining helps sequence what you've come up with and organize objectives and goal that go together.
- Categorize things by business function (operation, sales, marketing, accounting, admin., etc.

Slide 19



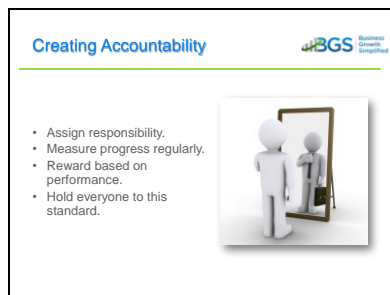
- to help Tim and Pam reach their goals to remove themselves from day to day active roles in business and generate \$120K income they need to:
 - 1.1) Focus on finding successors
 - 1.2) Create Systems & Accountability
 - 1.3) Put a management framework in place to assure the business works like a well oiled machine
 - 2.1) place emphasis on achieving their current revenue goal
 - 2.2) with a net profit of no less than 15%
 - 3.0) Discuss estate with family

Slide 20



Here's what that begins to look like in their HIBP biz plan template.

Slide 21



- Next you need to create accountability for each objective in you plan.
- That is, who will be responsible for making sure the team(s) achieve each objective.
- Often this takes the form of the normal functions required to achieve corporate objectives are. Marketing, Sales, Operations, Financial, Administration
- Allow those responsible to develop specific functional objectives using objective decomposition.
- Numbering scheme can assist in correlating objectives.

Slide 22

Function to Objectives Matrix							
Objectives to Functions Matrix		Ops	Sales	Mktg	Finance Admin	Tech	Legal
1.1) Succession							
1.2) System & Accountability		X	X	X			
1.3) Management framework						X	
2.1) Current revenue goal							
2.1.1) 700 jobs/month		X					
2.1.2) 700 @ \$260/job			X				
2.1.3) 1165 leads/month				X			
2.2) 15% net profit					X		
3.0) Discuss estate with family							

- You can use the Function to Objective Matrix as a tool to help you assign objectives to the appropriate business function.
- In our example:
 - Tim will be responsible for 1.1
 - Pam 1.2 and 1.3 then each department for their own department processes.
 - Pam is responsible for accounting and finance

Slide 23

Assigning Responsibility

Functional goals & Objectives:
The following section outlines the goals and objectives that are required by business function to assist the company in accomplishing the corporate goal and objectives.

Marketing:

Goal:
Support the level of total production necessary to support the \$2.3 million in annual sales goal.

Marketing Objectives:

- Review the current marketing plan and strategies to generate 200 leads per week.
- Design accompanying call and e-mail campaigns and strategies to increase marketing effectiveness and efficiency.

Sales:

Goal:
Close 100 deals monthly at an average price per sale of \$230.

Sales Objectives:

- Increase sales efficiency to handle a larger volume of sales with the existing team to reduce time per sales by 10%.
- Design accompanying weekly sales meetings to review the sales-to-date for the month using the Training True Revenue Engine model.
- Create systems for sales presentation to assist in closing up sales when TIRE indicates sales are falling short of necessary monthly sales volume before the 15th of each month.

Continued Page 2

- Tim and Pam will work with the lawyer and advisors to complete the estate plan
- Here's how the functional matrix will layout within the high impact business planning template
- The marketing goal is set according to the overall business plan goal and objectives in assigned to the appropriate manager
- the manager would then outline the objectives necessary to meet the marketing goal and discusses with the rest of the team.
- This process would be repeated for sales to determine the objectives in achieving the revenue goal.

Slide 24

Accounting & Finance:

Goal:
Assure the necessary financial resources are available in support of the overall operational business plan.

Operational Objectives:

- Establish a monthly revenue meeting to assess manager are the managing to the established budget %.
- Revenue - \$2.3 million
- COGS - 10%
- Management - 10%
- Profit - 80%

Administration:

Goal:
Obtain the necessary time for new general manager and begin the success-to-ownership process.

Operational Objectives:


- Implement an efficient HR system for hiring within the company to determine future hiring using the general manager time as the basis.
- Put a more efficient performance review system in place that ties performance to the business plan.
- Develop the refinement of policy and procedure within each department to determine time to make new time procedures - use the general manager time as a basis for the new company.

- The same process would be followed for operations accounting and finance administration and other departments within the company .
- This is how you delegate responsibility and assure accountability across the business.

Slide 25

Next Steps:

- Review your keys to success.
- Set one-year corporate goal.
- Define objectives to reach your goal.
- Assign goals and objectives to functional/department.



- So how do you no begin unleashing the power of this Business planning process on your business so you can Outline the path to business growth and success?
- Review your keys to success.
- Set your one-year corporate goal.
- Define objectives to reach your goal functionally so you can then....
- Assign goals and objectives to functional/department managers in your business To create accountability

Business Plan Goals & Objectives – Example

Business Goal:

To maintain last year's level of profitability while adding a management team in a manner that allows Tim and Pam to relinquish their day-to-day roles within the business.

Business Objectives:

- Develop complete succession plan for finding, hiring, and training the successors for Tim and Pam.
- Achieve a minimum of \$2.3 million in revenue while managing expense within 55% COGS; 30% Overhead; and 15% Net Profit.
- Implement the Tuning Your Revenue Engine (TYRE) management model as a foundation for predictively managing all aspects for the business while providing Tim and Pam insight necessary to confidently remove themselves from the business and keep in touch with the business from afar.
- Use TYRE to establish the necessary operational benchmarks for monitoring efficiency and quality to increase the future production output.
- Place the necessary sales and marketing monitoring to predictively forecast weekly sales to actively work toward achieving monthly sales quotas.
- Establish a regular management and owner meetings to monitor TYRE activity and financial results.
- Manage quarterly action plans to the achievement of the annual goals & objectives.

Functional goals & Objectives:

The following section outline the goals and objectives that are required by business function to assist the company in accomplishing the corporate goal and objectives:

Marketing:

Goal:

Support the level of lead generation necessary to support the \$2.3 million in annual sales goal.

Marketing Objectives:

- Sustain the current marketing plan and campaigns to generate 260 leads per week.
- Begin experimenting with new campaigns and messages to improve marketing effectiveness and efficiency.

Sales:

Goal:

Close 152 deals weekly at an average price per sale of \$270.

Sales Objectives:

- Improve sales efficiency to handle a larger volume of sales with the existing team to reduce time per sales by 10%.
- Begin implementing weekly sales meetings to review the sales to date for the month using the Tuning Your Revenue Engine model.
- Create systems for sales promotions to assist in shoring up sales when TYRE indicates sales are falling short of necessary monthly sales quotas before the 15th of each month.

Operations:**Goal:**

Improve technician productivity by at least 5% for the year while maintaining quality levels at their current rates.

Operational Objectives:

- Begin implementing weekly production meetings to review the productivity and quality improvements to date for the month using the Tuning Your Revenue Engine model.
- Develop a performance review system for technicians and bonus structure to reward improvement.

Accounting & Finance:**Goal:**

Assure the necessary financial resources are available in support of the overall operational business plan.

Operational Objectives:

- Establish a monthly owners meeting to assure manager are the managing to the established budget %.
 - Revenue = \$2.3 million
 - COGS = 55%
 - Expenses/Overhead = 30%
 - Net Profit = 15%
- Lead the implementation of the Tuning Your Revenue Engine model across the company.
- Assure the necessary capital and line of credit (LOC) are available as needed for growth and cash flow crunches.

Administration:**Goal:**

Make the necessary hire for new general manager and begin the succession/training/transition process.

Operational Objectives:

- Implement an effective HR systems for hiring within the company to streamline future hiring using the general manager hire as the beta test.
- Put a more effective performance review system in place that ties performance to the business plan.
- Oversee the refinement of policy and procedures within each department to decrease time to make new hires productive. (use the general manager hire as a beta test of the new program)

Simplifying Business Plan Execution

A big problem for many business owners is staying focused on achieving their goal. This is purpose of strategy execution. High impact business planning implements your strategy through a method of 90 day action planning. That is, evaluating the business plan goal and objectives to determine what can be accomplished in the next 90-days. Then breaking these objectives down into individual tasks and assigning them to the proper people to make sure they get done. In this way make sure you're always moving towards the goal.

You accomplish this part of the process with the action planning template. You can see an example of this for the Matthews business in the sample document. Watch the video at the following link along with the slides and notes that follow in the workbook to learn how to create and execute on 90 day action plans.

<https://vimeo.com/196179474>

Slide 1



- Welcome to the next module of the Tuning Your Revenue Engine:
- How Many Leads Do You Need to Support Your Sales Goal?
- Brought to you by Business Growth Simplified

Slide 2



- Most small business owners already have a “driver” personality.
- They can juggle a dozen different things all at the same time.
- If they didn't they didn't, then they would have never gotten their business going in the first place.

Slide 3



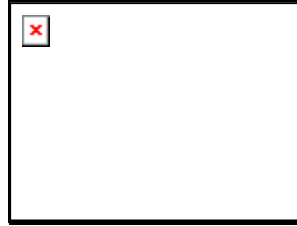
- But action just for the sake of action doesn't lead to success
- in fact, it often leads to chaos.
- Next we want to look at organizing your action with purpose.

Slide 4



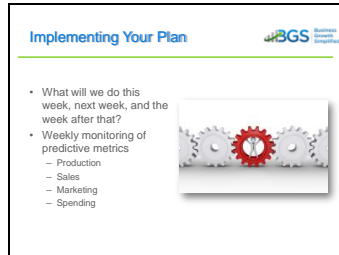
- That is focus your action on executing on your strategic and business plans.
-

Slide 5



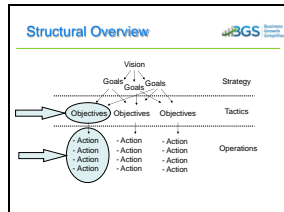
- As a result you'll get better results faster
- and achieve the outcome you wanted for your life and business when you started your company

Slide 6



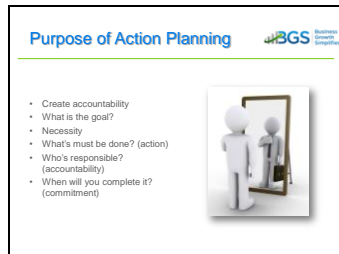
- In this step of high impact business planning want to focus on implementing your goals and objectives.
- That is what needs to be done each week each month each day to achieve the objectives set
- And what do we need to monitor to assure we're predictably moving forward.

Slide 7



- We're going to take the defined objectives from the previous step and outline the actions necessary to achieve each objective.

Slide 8



- You already create accountability by assigning the objectives to responsible managers.
- Now commitment to what needs to be done
- and when it needs to be completed
- allowing you to more easily delegate with accountability and expected completion dates

Slide 9




- Use the same functional decomposition you used with your vision and goals to define tasks to accomplish each objective
- sometimes defining deliverables, products or other outputs makes it easier to identify the tasks required
- use Post-it notes to easily get ideas out your head and down on paper
- then you can sequence the posted notes to define a workflow and assign calendar dates when those tasks should be completed.

Slide 10

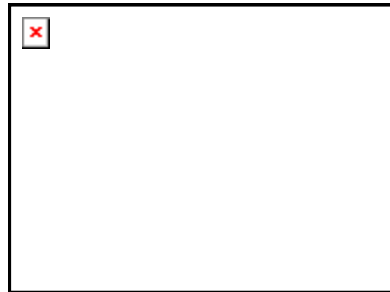
The Quarterly Action Plan

- Breakdown objectives into activities/tasks.
- Provide complete dates.
- Assign responsibility.
- Apply resources (people, equipment, facility, \$\$\$)
- Monitor regularly (at least weekly)



- High impact business planning uses quarterly action planning to accomplish this process
- review your business plan to identify which objectives will be the focus for the next 90 days.
- Then apply the functional decomposition process to these objectives the result is a timeline with resources responsibilities and a guide for monitoring
- let's see how this applies in the Matthews appliance using the objectives set previously.

Slide 11



- 1.1) Focus on finding successors
- 1.2) Create Systems & Accountability
- 1.3) Put a management framework in place to assure the business works like a well oiled machine
- 2.1) place emphasis on achieving their current revenue goal
- 2.2) with a net profit of no less than 15%
- 3.0) Discuss estate with family

Slide 12

Matthews Appliance Business Plan

Business Goal:

To increase sales, improve profitability and expand market share.

Business Objectives:


- 1. Increase sales by 10% in the next 12 months.
- 2. Improve profitability by 5% in the next 12 months.
- 3. Expand market share by 5% in the next 12 months.

- Here's what that begins to look like in their HIBP biz plan template.

Slide 13

Decompose Objective

- Complete TYRE Analysis
- Set target metrics for each business function
- Update position descriptions.
- Outline training plans for each position
- Conduct training
- Update weekly meeting agendas.
- Monitor role progress quarterly.



- As we decompose these objectives we need to focus on implementing the tuning your revenue engine model as a basis for management to get started.
- This will help them to set metrics for each business function will
- then position descriptions can be updated to reflect performance
- training plans created to assure everyone knows how to use the new tuning your revenue engine management approach
- finally, roles can be monitored performance

Slide 14

Matthews Appliance Business Plan

Business Goal:

To increase sales, improve profitability and expand market share.

Business Objectives:

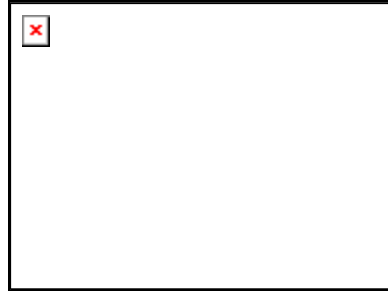
- 1. Increase sales by 10% in the next 12 months.
- 2. Improve profitability by 5% in the next 12 months.
- 3. Expand market share by 5% in the next 12 months.

Quarterly Action Plan

Activity	Start Date	End Date	Responsible	Status
1. Increase sales by 10%	1/1/2017	12/31/2017	John Doe	In Progress
2. Improve profitability by 5%	1/1/2017	12/31/2017	Jane Smith	Not Started
3. Expand market share by 5%	1/1/2017	12/31/2017	Mike Johnson	In Progress


- Here's how that would look in the high impact business planning action plan template

Slide 15




- Next, review your tasks and identify resources, other than \$\$\$, you need to complete the tasks.
- An easy way to do it is to categorize those things into buckets like...
- People, Equipment & tools, Expertise, software, Information, Supplies, Etc.
- You need to help you complete the work you outlined.
- Here's what that might look like for the Matthews

Slide 16


Matthew's Resource Example 

1. Complete TYRE Form
 - Business plan & budget
 - Matthew's current sales data
 - Current marketing data
5. Hire manger if not already on staff.
 - Position Description
 - Performance Review Form
 - Performance Review Scoring
 - Hiring questions



- So if we take 2 of the objectives from the business plan...
1. Complete TYRE Form
 5. Hire manger if not already on staff.
- Then we can outline the resources needed to complete each of these objectives.
 - For example we would need [read each bullet point] to complete the TYRE form
 - And before we can begin hiring we need [read each bullet point]
 - You would add these items to the Resource section of the HIBP Action Planning Template like this example.

Slide 17

Using the HIBP Template 


Resources		Who's Doing It?	Planned Complete	Actual Complete
Business plan & budget	Matthew's current sales data	Matthew		
Current marketing data	Matthew's current sales data	Matthew		
Position Description	Matthew's current sales data	Matthew		
Performance Review Form	Matthew's current sales data	Matthew		
Performance Review Scoring	Matthew's current sales data	Matthew		
Hiring questions	Matthew's current sales data	Matthew		

You would add these items to the Resource section of the HIBP Action Planning Template like this example.

Slide 19

Next Steps: 

- What objectives in 90 days? (goal)
- Why? (necessity check)
- What's needed to achieve it? (action)
- Who's responsible for it? (accountability)
- When will you complete it? (commitment)
- Publish & monitor progress.



- So how do you no begin unleashing the power of this management model on your business
- Determine objectives you want to focus on the next 90 days
- do a necessity check to assure that money towards your vision and critical success factors
- breakdown each objective into the tasks required to accomplish the desired outcome
- and then delegate tasks to the appropriate person for completion
- get a commitment on one the tasks will be completed
- and then publish the plan and monitor the progress no less than weekly

90-Day Action Plan – Example

Matthews Appliance 2015 Q2 - Quarterly Action Plan



Goal:

Complete the necessary management system to allow Tim and Pam to confident they can monitor the business from afar.

Objectives:

- Implement TYRE as the management model for Matthews appliance.
- establish necessary benchmarks to monitor the company.
- assign metrics to each management within the company to develop accountability.
- used TYRE metrics to monitor weekly progress against targets for each department.

Resources:

Matthews business plan	Weekly meeting agendas	Matthews current CRM data
Matthew's current budget	Matthew's Appliance org chart	Salary ranges for each position
TYRE management model spreadsheet	Current company position descriptions	Performance review scoring method
Matthew's current sales data	Hiring interview questions	Current personnel review forms
Matthews current marketing data	Current company training	Matthew's bonus plan

Action Plan:

Activities	Who's Doing It	Planned Complete	Actual Complete
1. Complete TYRE form			
2. Review and set targets to achieve revenue goal for each functional area			
3. Update position descriptions to reflect metrics for responsibilities			
4. Identify manager for each functional area			
5. Hire manager if person is not already employed			
6. Outline training plan for each role			
7. Create and document training for each position			
8. Conduct training for TYRE companywide			
9. Update weekly department meeting for TYRE metrics			
10. Monitor weekly and quarterly progress on the plan company goals			
11. Measure of position performance against new metrics			
12.			
13.			
14.			

Financial Budgeting Made Simple

In traditional business planning budgeting comes earlier in the process. However, until you get to this point in the process it becomes difficult, if not impossible, to estimate how much you need until you know exactly what you're going to do. So, follow along with the video at the link that follows along with the slides and notes provided in this workbook.

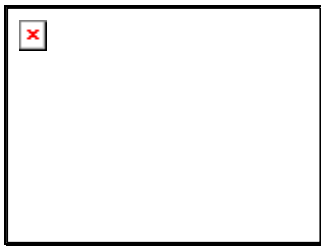
<https://vimeo.com/196895657>

Slide
1



- Welcome to the final module of the High Impact business planning:
- Budgeting Made Simple
-
- Brought to you by Business Growth Simplified.
-

Slide
2



- Many small business owner find accounting and budgeting overwhelming.
- As a result they don't do it, or do it very poorly.
- So like everything else at BGS, we've made budgeting simpler!

Slide
3



- Budgeting is how you plan to spend \$.
- Traditional budgeting start with a detailed chart of accounts and you try to guess how much you'll spend in each area.
- This is where most people stop because they don't know where to begin.
- HIBP budgeting different because it's based on how much \$\$\$ you need to complete the objectives you've set through the earlier steps in the process!
- Here's what mean....

Slide
4

High-Impact Budgeting

- Use your objectives & action plans to define resources.
- Categorize each resource
- Assign dollars amounts to each.
- When is it needed.
- Create complete budget by adding "fixed expenses."
- Use your past year actuals as a basis whenever possible.

- You'll use your action plans to define resources.
- Then categorize each resource by:
- People, Supplies, Equipment, information, etc.
- Assign dollars amounts to each resource you identify to create category budgets.
- You can also apply time ranges to establish monthly budgets.
- Create complete budget by adding "fixed expenses." into the mix such as paper, payroll, insurance, etc.
- If you've been in business for any amount of time you'll know most of these recurring expenses
- Or you can pull and profit & loss statement from your accounting system.

Slide
5

Business Goal:

To maintain last year's level of profitability while adding a management team in a manner that allows Tim and Pam to relinquish their day-to-day roles within the business.

Business Objectives:

- Develop complete succession plan for finding, hiring, and training the successors for Tim and Pam.
- Implement the Turning Your Revenue Engine (TYRE) management model as a foundation for predictively managing all aspects for the business while providing Tim and Pam the necessary to confidently remove themselves from the business and keep on touch with the business from afar.
- Use TYRE to establish the necessary operational benchmarks for monitoring efficiency and quality to increase the future production output.
- Place the necessary sales and marketing monitoring to predictively forecast weekly sales to actively work toward achieving monthly sales quotas.
- Establish a regular management and owner meetings to monitor TYRE activity and financial results.
- Manage quarterly action plans to the achievement of the annual goals & objectives.

- Here's what that begins to look like for our example, Matthews Appliance.
- Well start with their main objective to repeat this past years \$2.3 million in revenue and similar margins based on that revenue.

Slide
6

Operating Budget Assumptions

- Simplifying normal budgeting.
- People = payroll
- COGS = direct labor & materials
- Overhead = administration of business
- Get % of revenue for your:
 - COGS
 - Gross Profit
 - Expenses
 - Net Profit

- Simplifying normal budgeting by adding our People or payroll
- Placing our direct labor & materials into COGS
- Overhead = administration of business
- Get current or average margin % of revenue for your:
 - COGS, Gross Profit, Expenses, Net Profit

Slide
7

General Operating Budget

Operating Budget Planning Worksheet

Operating Budget Planning Worksheet				Total Budget = \$8,888,175.00			
Revenue	Expenses	Profit	Margin	Revenue	Expenses	Profit	Margin
\$2,300,000.00	\$1,000,000.00	\$1,300,000.00	56.52%	\$2,300,000.00	\$1,000,000.00	\$1,300,000.00	56.52%
People	\$500,000.00			People	\$500,000.00		
Supplies	\$200,000.00			Supplies	\$200,000.00		
Equipment	\$100,000.00			Equipment	\$100,000.00		
Information	\$50,000.00			Information	\$50,000.00		
Overhead	\$150,000.00			Overhead	\$150,000.00		
Fixed Expenses	\$100,000.00			Fixed Expenses	\$100,000.00		
Variable Expenses	\$850,000.00			Variable Expenses	\$850,000.00		
Total Expenses	\$1,000,000.00			Total Expenses	\$1,000,000.00		
Gross Profit		\$1,300,000.00	56.52%	Gross Profit		\$1,300,000.00	56.52%
Net Profit		\$1,300,000.00	56.52%	Net Profit		\$1,300,000.00	56.52%

Here's what that budget worksheet would look like for the Matthew's.

Slide
8

Business Goal:

To maintain last year's level of profitability while adding a management team in a manner that allows Tim and Pam to transition their day-to-day roles within the business.

Business Objectives:

- Develop a succession plan for Tim, Pam, and replace the successors for Tim and Pam.
- Develop a succession plan for Tim, Pam, and replace the successors for Tim and Pam.
- Develop a succession plan for Tim, Pam, and replace the successors for Tim and Pam.

- Next we have the main objectives necessary to begin the succession plan transition...
- Replacing Pam & Tim day-to-day
- And implementing the TYRE management model to monitor and manage the company.

Slide
9

Matthews Appliance

2017-2018 Operating Action Plan

Goal:

Improve the company's operating performance to allow the business to continue to grow.

Objectives:

- Improve the company's operating performance to allow the business to continue to grow.
- Improve the company's operating performance to allow the business to continue to grow.
- Improve the company's operating performance to allow the business to continue to grow.

Resources:

- Matthews Appliance
- Matthews Appliance
- Matthews Appliance

Action Plan:

Activity	Who's Doing It	Planned Complete	Actual Complete
1. Complete TYRE form			
2. Review and set targets to achieve revenue goal for each business area			
3. Update position descriptions to reflect market for each position			
4. Identify manager for each business area			
5. Hire manager for each business area			
6. Update training plan for each role			
7. Create and document training for each position			
8. Conduct training for TYRE components			
9. Update weekly department meetings for TYRE model			
10. Monitor weekly and quarterly progress on the plan			
11. Measure of position performance against new metrics			

These items got further refined in the action planning stage for these objectives.

Slide
10

Identify Tasks with \$\$\$ Costs

Resources:

- Matthews Appliance
- Matthews Appliance
- Matthews Appliance

Action Plan:

Activity	Who's Doing It	Planned Complete	Actual Complete
1. Complete TYRE form			
2. Review and set targets to achieve revenue goal for each business area			
3. Update position descriptions to reflect market for each position			
4. Identify manager for each business area			
5. Hire manager for each business area			
6. Update training plan for each role			
7. Create and document training for each position			
8. Conduct training for TYRE components			
9. Update weekly department meetings for TYRE model			
10. Monitor weekly and quarterly progress on the plan			
11. Measure of position performance against new metrics			

- Here we've highlighted the items that may have costs.
- We can now determine what additional costs they may have there.

Slide
11

Identify Tasks with Capital Costs

Resources:

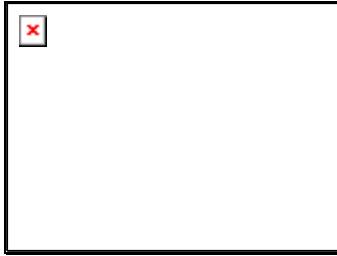
- Matthews Appliance
- Matthews Appliance
- Matthews Appliance

Action Plan:

Activity	Who's Doing It	Planned Complete	Actual Complete
1. Complete TYRE form			
2. Review and set targets to achieve revenue goal for each business area			
3. Update position descriptions to reflect market for each position			
4. Identify manager for each business area			
5. Hire manager for each business area			
6. Update training plan for each role			
7. Create and document training for each position			
8. Conduct training for TYRE components			
9. Update weekly department meetings for TYRE model			
10. Monitor weekly and quarterly progress on the plan			
11. Measure of position performance against new metrics			

- Need to get BGS to complete an analysis Matthews Appliance
- Then show their team how to apply to model to the company.
- Figure out what the bonus plan will be going forward & how much that will cost
- The GM doesn't currently work in that role, so need to figure the salary of that role
- Training will require resources to feed and room for training etc.


Slide
12



- Here are the items we added and why...
- Additional GM salary
- Fee for applying TYRE to Matthew's Appliance.
- Training logistics
- Bonus of 10% net profit.

Slide
13

Capital Costs Budget



Capital Budget Planning Worksheet				Total Budget = \$17,200.00			
Project	Estimated Cost	Estimated Revenue	Cost of Goods Sold	Net Profit	Net Loss	Net Income	Net Expense
1. New computer	2000						
2. New computer	2000						
3. New computer	2000						
4. New computer	2000						
5. New computer	2000						
6. New computer	2000						
7. New computer	2000						
8. New computer	2000						
9. New computer	2000						
10. New computer	2000						

Here's what that budget worksheet would look like For these additional capital budget items.

Slide
14

Some Points of HIBP Budgeting



- Don't get hung up on being exact.
- Meant to capture 1 time costs.
- Identify recurring costs
- Learn your %'s of revenue




Some points to remember when applying HIBP budgeting...


- Don't get hung up on being exact.
- Remember this is a spend plan, NOT what you HAVE to spend for the year.
- Meant to capture 1 time costs.
- Identify recurring costs
- Learn your %'s of revenue

Slide
15

Next Steps:



- Look at last years actuals
- Review your business & action plans.
- Increase budget by % revenue increase.
- Identify new items with costs to budget worksheet.
- Review with managers/ advisors.



So how do you no begin unleashing the power of HIBP budgeting on your way to business growth and success...

- Look at last years actuals
- Review your business & action plans.
- Increase budget by % revenue increase.
- Identify new items with costs to budget worksheet.
- Review with managers/ advisors.

High Impact Business Plan Budget – Example

Operating Budget Planning Worksheet					Total Budget =		\$2,000,775.00
	\$452,000.00		\$0.00		\$1,418,775.00		\$130,000.00
People	Estimated Amount	Supplies/ Information	Estimated Amount	Cost of Service	Estimated Amount	Fixed Expenses	Estimated Amount
Owners	120,000			Labor Costs	\$792,000.00	Overhead	\$130,000.00
Managers	50,000			Materials & Gas & MnX	\$626,775.00		
Sales Reps	210,000						
Marketing	12,000						
Admin	60,000						

High Impact Business Plan Capital Budget – Example

Capital Budget Planning Worksheet					Total Budget =		\$97,500.00
	\$50,000.00		\$5,500.00		\$0.00		\$42,000.00
People	Estimated Amount	Supplies/ Information	Estimated Amount	Cost of Service	Estimated Amount	Fixed Expenses	Estimated Amount
Hire manager	50,000	TYRE model consulting	3000			Bonus plan	\$42,000.00
		TYRE companywide training	2500				

High Impact Business Planning Checklist

Use the following checklist to begin getting your information to write your company high impact business plan.

- ☐ Write your overall vision statement based on your understanding of your personal and business goals. (Use information from your [Personal and Business Goal Assessment](#) to assist you in this task)
- ☐ Reference the section titled ***Creating Your Why: Defining Your Vision for the Future*** slides 6 - 12 in this workbook for more information on completing this task.
- ☐ Document your vision on the first page of your HIBP template.
- ☐ Outline all the necessary objectives that must be met for your vision to come to fruition.
- ☐ Reference the section titled ***Creating Your Why: Defining Your Vision for the Future*** slides 13 - 21 in this workbook for more information on completing this task.
- ☐ Document these items in the Keys to Success section of the HIBP Template.
- ☐ Evaluate your Keys to Success and select which ones you feel you can complete or begin completing in the next 12 months or period for which you are creating this business plan.
- ☐ List these Keys to Success to develop your overall business goal for the period.
- ☐ Reference the section titled ***Setting the Goals and Objectives for Your Business Plan*** slides 1 - 20 in this workbook for more information on completing this task.
- ☐ Using the set of keys to success, realistically set your revenue goal for the period and add it to your list of objectives for the planning.
- ☐ Focus on this set of objectives and develop your overall business goal for the planning period.
- ☐ Document your business goal section on page 2 of the HIBP template.
- ☐ With this is your goal, refine and add to the list of objectives you developed previously.
- ☐ Document the complete list of objectives in the business objectives section of the HIBP template.
- ☐ Create accountability in your plan by assigning each objective to the proper business function.
- ☐ Reference the section titled ***Setting the Goals and Objectives for Your Business Plan*** slides 21 - 24 in this workbook for more information on completing this task.
- ☐ Prioritize and list the objectives from the business plan you plan to focus on over the next 90 days.
- ☐ Document these objectives in the objectives section of the action planning template.
- ☐ Begin identifying tasks necessary to accomplish each of the objectives listed in the action planning table in the bottom of the template.
- ☐ Reference the section titled ***Simplifying Business Plan Execution*** slide 7 - 13 in this workbook for more information on completing this task.

- ☐ Identify resources necessary to complete each task. Resources may include people, information, equipment, and other tools necessary to complete the work.
- ☐ Document these resources in the resource table at the top of the template.
- ☐ Begin categorizing resources from the previous task in the budget planning worksheet.
- ☐ Identify other resources that may be necessary for objectives that are not part of the initial 90 day action plan
- ☐ Reference the section titled **Financial Budgeting Made Simple** slides for - 11 in this workbook for more information on completing this task.
- ☐ Estimate the cost of the resources listed or do the necessary investigation to get pricing for these items and add them to the budget planning worksheet.
- ☐ Document any assumptions that you made at the bottom of the worksheet to ensure that you understand how you arrived at these numbers later.
- ☐ Separate one time purchases (capital spending) from ongoing purchases (P&L expenses) so you can properly account for them going forward.
- ☐ Look at your total budget and assess if your revenue goal needs to be adjusted based on these added budget expenses.
- ☐ Adjust your revenue goal in the overall business plan as needed.
- ☐ Adjust your overall business and functional objectives as needed to reflect a revenue goal change.
- ☐ Set your financial goals to measure performance based on the following:
 - overall revenue target and monthly breakdown
 - COGS as a percent of revenue
 - gross profit as a percent of revenue
 - overall expenses as a percent of revenue
 - net profit margin
- ☐ Conduct weekly meetings to evaluate progress against your action plan, review and document action items, and discuss next actions as necessary.
- ☐ Conduct monthly meetings to evaluate the following:
 - progress towards overall objectives
 - review monthly financials against performance metrics set previously
 - review action plan progress
 - log and assign action items as necessary