



## **2019 MDRT Top of the Table Annual Meeting e-Handout Material**

- Title:** **The One Page Business Plan- Moving from Start-up to Scale-up Sustainable Growth!**
- Speaker:** Kathleen Benjamin CFP, CPA and Jim Horan
- Presentation Date:** Thursday September 26, 2019
- Presentation Time:** 3:00 p.m. -4:30 p.m.
- Session Room:** Poppy

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**The One Page Business Plan®**  
 Moving from Startup to Scaleup to Sustainable Growth!

"You must simplify.  
 You must make the complex simple, then you must make it work."  
 - I.M. Pei  
 Master Architect




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### Why Plan?

Focus?  
Clarity?  
Alignment?

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Is it worth the time & effort?

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**Not having a written plan makes it almost impossible for others to help you grow your business!**

Get your plan in writing!  
It says you are serious!

When your plan is in writing, your team will understand the company game plan!

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### Growth is Complex Keep Your Plan Clear & Simple

The One Page Business Plan Methodology



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**The One Page Business Plan®**

**What are we building?**

**Why does this business exist?**

**What will we measure?**

**How will we grow & improve?**

**What is the work to be done?**

**Kathleen Benjamin, COO**  
BFG Advisors  
Business Plan for 2019

**Vision**  
Within the next 5 years grow BFG Financial Advisors into a national financial advisory firm serving approximately 500 multi-generational families by providing and implementing comprehensive financial plans. By 2023 our firm will have \$600 million AUM and be generating \$5.8 million in revenues. The key to achieving this Vision is work exclusively with fully utilize our full financial planning services and to refine and strengthen our financial structure internally.

**Mission**  
We help families grow, operationalize, protect, and transfer wealth through multi-generational family wealth.

**Objectives**  
- Increase assets under management from \$200 to \$200 million in 2019.  
- Increase average total net household assets to \$2.5M in 2019.  
- Increase multi-generational family wealth to \$1 billion in 2019.  
- Increase # of generations in families at present and from 10 to 40 by June 2020.  
- Increase total firm revenue from \$5.5 million in 2018 to \$6.5 million in 2019.  
- Increase profit margin from 18.5% in 2018 to 22.5% in 2019.

**Strategies**  
- Expand geographic reach to 100 opportunities, improve service and client relationship.  
- Increase ability to respond to client needs by 50% through technology.  
- Increase # of generations in families at present and from 10 to 40 by June 2020.  
- Increase total firm revenue from \$5.5 million in 2018 to \$6.5 million in 2019.  
- Increase profit margin from 18.5% in 2018 to 22.5% in 2019.

**Action Plans**  
- Implement new management structure in 2019.  
- Complete initial client onboarding by June 30.  
- Implement new expense reimbursement system by August 31.  
- Complete initial client onboarding by September 30.  
- Complete all year end work by December 31.  
- Complete 2019 management & budget by 10/1.

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**Vision Statement**  
*(What are we building?)*  
*(What will this business look like in 3 – 5 years)*

Within the next \_\_\_ years grow \_\_\_\_\_ into a \$ \_\_\_\_\_  
(3 to 5) (company name) (est. annual sales)

\_\_\_\_\_ company providing  
(geographical scope) (type of business)

\_\_\_\_\_ and \_\_\_\_\_  
(list 2 – 3 of your key products or services)

to \_\_\_\_\_  
(describe 2 – 3 characteristics of your ideal clients/customers)

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**Vision Statement**  
*What are we building?*

Within the next 5 years grow BFG Financial Advisors into a national financial advisory firm serving approximately 500 multi-generational families by providing and implementing comprehensive financial plans. By 2023 our firm will have \$600 million AUM and be generating \$5.8 million in revenues.

The key to achieving this Vision is work exclusively with clients who fully utilize our full financial planning services and to refine and strengthen our financial structure internally.

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**Mission Statement**

Why does this business exist?

We help \_\_\_\_\_  
(who are you in service of  
perfect or ideal client)      \_\_\_\_\_  
(benefit of product or service)

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**Mission Statement**

Why does this business exist?

We help families  
grow, protect and preserve their wealth  
through multi-generational legacy planning!

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**Objectives**

What business results will we measure?

Action to be Taken	Graphable Result	Achievement Date
Increase Total Revenue	from _____ to _____	by _____
Increase Profit before Tax	from _____ to _____	by _____
Increase # of _____ <small>(new or active clients)</small>	from _____ to _____	by _____
Increase # of _____ <small>(cases or policies sold, assets under management, etc)</small>	from _____ to _____	by _____
Increase # of _____ <small>(reports, presentations, closing rate, etc)</small>	from _____ to _____	by _____
Personal: Increase(Decr) _____ <small>(exercise, weight, vacation, volunteer time)</small>	from _____ to _____	by _____

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**Objectives**  
 What will we measure?  
 (graphable business results)

Action to be Taken	+ Graphable Result	+ Achievement Date
Increase Assets under Management	from \$350 to \$400+ million	in FY 2019.
Increase Average AUM per household	from \$1.3 to \$1.4 million	in 2019.
Grow Total Revenue	from \$3.5 to \$4.2 million	in 2019.
Increase # of Prospects in Pipeline	from 10 to 40	by June 30th
Increase Close Ratio	from 92% to 94%	by September 30 <sup>th</sup>
Increase # of Full Financial Plan clients	from 301 to 319	by October 31 <sup>st</sup>
Improve Profit Margin	from 16.8% to 22.6%	in FY 2019.

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**Strategies**

How will we grow this business?  
 What will make our company successful over time?

Process or Goal	+ How it will be done? (3 How's)
Become locally/nationally known for	_____ & _____.
Attract ____ & ____ prospects by	_____ & _____.
Incr quality & quantity of referrals by	_____ & _____.
Improve close ratio by	_____ & _____.
Improve customer service by	_____ & _____.
Improve personal productivity by	_____ & _____.
Attract & retain key employees by	_____ & _____.

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**Strategies**

How will we grow this business?  
 What will make it successful over time?

Business Building Activity or Goal	+ How it will be done? (3 How's)
Expand use of Salesforce CRM to	identify opportunities, improve service, real time measurement.
Improve communication of our unique value proposition (brand)	by rebranding, updated marketing & more meet/mingle events.
Increase inquiries & referrals by	better usage of CEOs time & resources for biz development
Increase efficiencies by	use of e-signatures, mobile deposits & auto-scheduling
Refine/improve service structure	move suboptimal clients to strat partners, incr WebX meetings.
Use technology to	improve workflows & capitalize on identified client opportunities.
Consistently generate 25% margin	by implementing expense controls while increasing revenues.

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**Action Plans**  
 What is the work to be done?  
 Projects/Programs that *implement* Strategies

Project/Program	Start/Completion Date
Introduce _____	by _____
Complete _____	by _____
Introduce _____	by _____
Hire _____	by _____
Lease _____	by _____
Install _____	by _____

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**Action Plans**  
 What is the work to be done?  
 Projects/Programs that *implement* Strategies

Project/Program Title	Start/Completion Date
Implement new management structure	in Q1.
Complete annual client strategic meetings	by June 30 <sup>th</sup> .
Create & implement client transition plans	by September 1 <sup>st</sup> .
Implement new expense reimbursement system	by September 15 <sup>th</sup> .
Complete development & launch of staff "teams"	by September 30 <sup>th</sup> .
Complete all year end client tactical calls	by November 15 <sup>th</sup> .
Establish 2020 strategic plan w/ initiatives	by November 30 <sup>th</sup>

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**The One Page Business Plan®**

**Complete Plan!**

**Clear, Concise, Actionable!**

**Focus & Accountability!**

**Works at all Levels!**

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**Where do we start?**

Where are you now?  
What's Working? What's Not?

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*it's almost as easy as apple pie...*

*Let's get started!*

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## Crafting a Plan for One Objective

**Bend the Curve®**  
Link Objectives, Strategies & Action Plans

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### Bend the Curve® Link Objectives, Strategies & Action Plans

**1. Objective or Goal** Increase \_\_\_\_\_ from \_\_\_\_\_ to \_\_\_\_\_ by \_\_\_\_\_  
(graphable result) (5, % or number) (achievement date)

**2. Strategies**

**3. Action Plans**

_____	_____	_____	_____
_____	_____	_____	_____

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PAGE  
PLAN

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### Step 1: Write Your Objective

**1. Objective or Goal** Grow Profit Before Tax from \$725,000 to \$1 million over the next 2 years! (FY2020)  
(graphable result) (5, % or number) (achievement date)

**2. Strategies**

**3. Action Plans**

_____	_____	_____	_____
_____	_____	_____	_____

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### Step 2 – Brainstorm Strategies

1. Objective or Goal: Grow Profit Before Tax from \$725,000 to \$1 million over the next 2 years! (FY2020)

2. Strategies

- Strategy #1: Get rid of unprofitable clients!
- Strategy #2: Become more efficient thru technology & best practices!
- Strategy #3: Implement expense controls.
- Strategy #4: CEO becomes fulltime rainmaker! Brings in clients w/ \$1-10 million assets!

Improved Results

3. Action Plans


CONTE PAGE PLAN

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### Step 3 – Define Action Plans

1. Objective or Goal: Grow Profit Before Tax from \$725,000 to \$1 million over the next 2 years! (FY2020)

2. Strategies

- Strategy #1: Get rid of unprofitable clients!
- Strategy #2: Become more efficient thru technology & best practices!
- Strategy #3: Implement expense controls.
- Strategy #4: CEO becomes fulltime rainmaker! Brings in clients w/ \$1-10 million assets!

Improved Results

3. Action Plans

Transition smaller clients to strategic partners	Create service teams	Expand the use of video meetings/remote travel	Transition 50% of clients to other advisors
Explore option to expand services to full financial planning	Design workflows for repeatable processes	Review vendor contracts to ensure in line with services provided	Write e-book and book
Transition asset only clients to non-CPA associate	Create service levels for top 25% client usage	Expand the use of e-signatures	Proposals - create and be a client on

CONTE PAGE PLAN

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### Bend the Curve® Link Objectives, Strategies & Action Plans

1. Objective or Goal: Increase \_\_\_\_\_ from \_\_\_\_\_ to \_\_\_\_\_ by \_\_\_\_\_

2. Strategies

- Strategy #1
- Strategy #2
- Strategy #3
- Strategy #4

Improved Results

Status Quo

3. Action Plans


CONTE PAGE PLAN

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**Find & Hold  
Your Focus**

Walk, talk, eat and live your plan!  
Commit resources!  
Measure results!

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**Focus Management**  
*Starts with a simple decision!*

1. Commit to holding your focus!
2. Get "the focus" in writing! (One Page Business Plan)
3. Share it! Refine it! Finalize it over next 4 weeks
4. Have Partners? Team? Agree on WHO OWNS WHAT?
5. Cascade it! (every manager/team has a plan)
6. Measure progress & results monthly!
7. Link bonuses to achievement!




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**The One Page Business Plan®**

**You have a plan...  
how are you using it?**

**Kathleen Benjamin, COO**  
2019-2020  
**Business Plan for 2019**

**Vision**  
I will be the most successful person in my industry in my region by 2025. I will have a net worth of \$10 million and be recognized as a leader in my industry. I will be a role model for my children and my employees. I will be a member of the community and give back to my industry and my region.

**Mission**  
To help families grow, prosper and live their best lives through real estate and family wealth.

**Objectives**  
Increase revenue from 2018 to 2019 by 25% and from 2019 to 2020 by 30%. Increase net worth from \$1 million in 2018 to \$2 million in 2020. Increase the number of clients from 100 in 2018 to 150 in 2020. Increase the number of referrals from 50 in 2018 to 75 in 2020. Increase the number of repeat clients from 20 in 2018 to 30 in 2020.

**Strategies**  
Increase the number of referrals by providing exceptional service and being a role model for my children and my employees. Increase the number of clients by providing exceptional service and being a role model for my children and my employees. Increase the number of referrals by providing exceptional service and being a role model for my children and my employees.

**Action Plans**  
Increase the number of referrals by providing exceptional service and being a role model for my children and my employees. Increase the number of clients by providing exceptional service and being a role model for my children and my employees. Increase the number of referrals by providing exceptional service and being a role model for my children and my employees.

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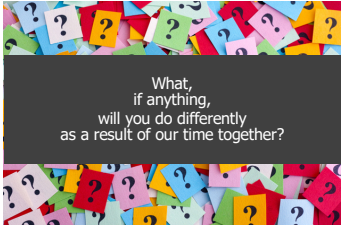
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**Questions?**



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**Enjoy the rest of your day!  
Feel free to give us a call!**

*Kathleen Benjamin, CFP®, CPA  
BFG Financial Advisors  
PH: 410-252-4555  
[kbenjamin@bfafa.com](mailto:kbenjamin@bfafa.com)*

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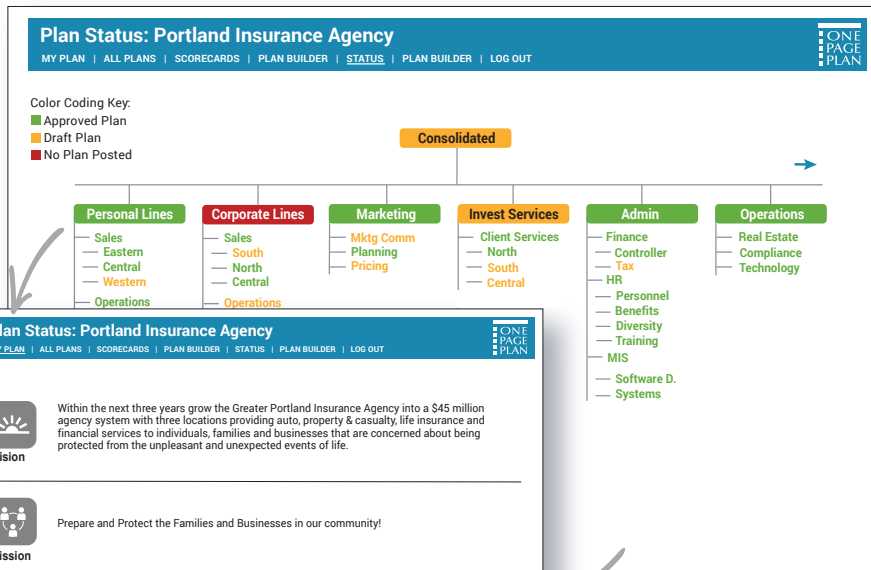
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# Performance Management with The One Page Business Plan System®



**Plan Status: Portland Insurance Agency**

MY PLAN | ALL PLANS | SCORECARDS | PLAN BUILDER | STATUS | PLAN BUILDER | LOG OUT

**vision**

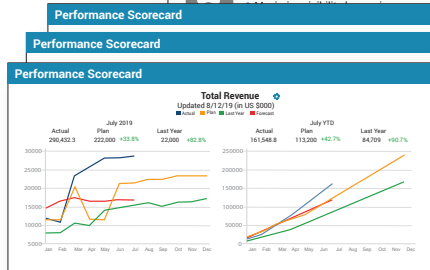
Within the next three years grow the Greater Portland Insurance Agency into a \$45 million agency system with three locations providing auto, property & casualty, life insurance and financial services to individuals, families and businesses that are concerned about being protected from the unpleasant and unexpected events of life.

**mission**

Prepare and Protect the Families and Businesses in our community!

**objectives**

- Increase total revenue from \$28 to \$30 million in this FY.
- Add 2,000 new policies this year.
- Increase average annual premium from \$500 to \$550.
- Increase client retention rate from 88.35% to 91%.
- Increase # of average appointments per agent from 1.9 to 5 per week by April 30th.
- Increase close rate from 25% to 50% by June 30th.
- Increase life insurance referrals from 2 to 5 per week per agent.
- Hire 5 new agents by April 1st, additional 7 new agents by October 1st.
- Become locally known for excellence in "family & business insurance solutions".
- Build long term relationships w/ prominent bus. leaders - create consistent referral source.



**Progress Report**

**Action Plan #1: Develop Agent Recruitment Program by 1/15.**

**Key Assumptions - Last Updated: 6 - January**

- On Schedule
- 25% Complete
- On Budget

This Action Plan is important because staffing levels will be critical to meeting revenue goals.

**Key Milestones**

1. Identify 5 Job Fair opportunities by 1/10
2. Learn what competitors are doing by 1/11
3. Complete Draft for approval by 1/14

**Resources Required:**  
Budget amount of \$4500.

- Every manager, division and profit center has a plan and it's just a click away!
- Clear linkage between Vision, Mission, Objectives, Strategies, and Action Plans.
- System tracks results on every key Objective!
- Project time-line and progress reporting on key initiatives!
- Simplifies monthly reporting to board!
- Each company's team is professionally coached to create their plan.
- Cloud-based and mobile browser compatible!

**Want to learn more?  
Call 510-705-8400**