

Level 3 Business Roadmap™

Middle Stage Level Two Business

Core Focus:

1. Stabilizing your sales / marketing systems so your revenue base is fairly secure.
2. Beginning to remove “YOU” from the center of your business (incrementally replacing yourself with triad of systems, team, and controls), especially in the production of your business.

Key Milestones

- Your first “personal assistant” hire.
- Rough version of your UBS.
- Basic sales collateral refined.
- Your first sale that comes from your system, not from you.
- Your 5th sale that comes from your system, not you.
- Realization that you have a repeatable lead flow from your lead generalization system.
- Baseline fulfillment system clearly laid out (with a simple checklist / visual control).
- Workable bookkeeping system that reliably gives you weekly A/R and sales reporting, and monthly financial statements.
- Sales and Marketing scorecard you review weekly and monthly.

Essential Systems

- Your initial “UBS” (Ultimate Business System – the system of all your systems).
- Written Sales and Marketing plan no matter how crude.
- Refined system for producing and delivering your core product or service.
- A rough system to script out the critical “linkages”—Marketing to sales (lead management system); Sales to operations (to fulfill on sales handoff system; Operations to sales / marketing (to resell, upsell, cross sell your clients).
- Back-up system for company servers (email, database, etc.).

Critical Controls

- Basic lead generation scorecard.
- Basic lead conversion scorecard.
- Basic production & fulfillment process checklist.
- Basic financial reporting (reviewed weekly and monthly).
- Rudimentary cost controls in place.

Key Team

1. Making your first key hire (to take over one of your key Pillars).
2. Operational help to leverage you in the business.
3. Your Maui coach to help you maintain your focus and stay on track.

Core Plays:

1. Narrow your focus—specialized niche.
2. Upgrade the owner’s use of time—mindset shift.
3. Eliminate low value projects, products, and customers.

Transitional Period Between Middle and Advanced Stage Level Two

Core Focus:

1. Growing your sales by 50% or more.
2. Making your first key management hire.
3. Improving your core systems.

Key Milestones

- Made your first key management hire.
- Accountability system in place for team members.
- Begun to coordinate Sales / Marketing efforts in a roughly systematized way.
- You are no longer the only person who can lead a client project or production work (at least for routine or projects).
- 1 of your key Pillar leaders is fully “owning” his or her pillar of the business.

Essential Systems

- Annual Marketing / Sales game plan that you detail out quarterly.
- Refined and fleshed out sales collateral materials.
- Accountability system to manage your key team’s deliverables.
- Rudimentary hiring system to use with finding, selecting, hiring, and integrating new hires.
- A “staffing plan” and rough timeline.

Critical Controls

- Basic version of your Sales / Marketing Pillar scorecard.
- Basic financial controls.
- Basic formal cost controls.
- Weekly / Monthly financial reporting.
- Basic visual control and scorecard for the production & fulfillment of your core product or service.
- Sales / Marketing calendar each quarter.
- Key standardized contracts (customer, vendor & team).
- HR compliance documents.

Key Team

1. One key Pillar leader.
2. An assistant to leverage your time and make the business more enjoyable to grow.
3. Your Maui coach to help you maintain your focus and stay on track.

Core Plays:

1. Build strategic depth in prioritized way.
2. Invest in 1 or 2 key people—absorb and profit from them. Then repeat.
3. Stay focused on your highest value activities.

Advanced Stage Level Two Business

Core Focus: Scaling Your Business in Earnest

1. Replacing yourself from as many areas of your business as possible with the triad of systems, teams, and controls.
2. Redesigning your key systems to be scalable.
3. Building a winning management team.

Key Milestones

- Refined and expanded UBS.
- Your second key hire.
- Rough enterprise level dash board.
- Upgraded business controls.
- Doubled your fulfillment and sales capacity (or greater).
- 2 of your key Pillar leaders are fully “owning” their Pillars.
- Written brand strategy.
- Team and systems generate 50+% of sales without you.
- 3 of your key Pillar leaders are fully “owning” their Pillars.
- Key leaders in your business are regularly working directly with each other to solve problems and grow the business.
- Day you realize your business has a life beyond just you.

Essential Systems

- A formal planning process to create your annual and quarterly sales and marketing plans.
- A sales forecasting process to help you accurately predict sales.
- Strategic planning systems including quarterly off-site “retreats” for your management team.
- Redesigned Sales, Marketing, Fulfillment, Financial, Team, and Administrative systems to allow you to scale in earnest.
- Improved system to script out the critical “linkages”.
- Purchasing system for how you select, rate, and work with your key vendors.

Critical Controls

- “Level Two Scorecards” for 3 Pillars of your business (Sales / Marketing; Financial; Operations). (Weekly and monthly)
- Refined financial controls in place.
- Enterprise (Level 3) Scorecard in place for your business. (Reviewed and used monthly at minimum).
- Procedural controls for hiring new team members.
- Regular spot checks (inventory, activity, use of procedures / systems).

Key Team

1. Key management level hires to lead at least 2, ideally 3 of your key Pillars.
2. Outside consultants or vendors to help you scale your business by leveraging their expertise, experience, systems, staffing, etc.
3. Your Maui coach to help you maintain your focus.
4. (Optional) Formal or informal “Board of Directors” to get great outside input on how to grow and scale your business.

Core Plays:

1. Invest in your leadership capabilities.
2. Address your glaring leadership limitations.
3. Clarify your fresh, expanded vision for the business.
4. Play bigger and test smart bets.

Level Three Business

Core Focus: Choose and Execute on Your Exit Strategy

– Sell, Scale, or Own Passively.

1. Decide which exit strategy you and the other owners want for your business.
2. Craft a plan of action to execute this strategy.
3. Build your team to help you execute on your plan.
4. Continue operating and building your business as you implement your plan.

Key Milestones

- Your winning management team is in place with leaders in at least 4 of the 5 core pillars.
- You have a written action plan for executing your exit strategy.
- Day you notice your company has a real and tangible company culture that supports its core mission, vision, and values.
- You have a matured system of scorecards at all three levels of detail – enterprise, Pillar, and ground level.
- The day you return from an extended vacation and you realize that your company did *better* without you there.
- Day you hear other leaders in company transmitting your company values.
- The first time you realize that if you were to get hit by a bus, your business would still thrive long term.

Essential Systems

- Written transition plan for all key leaders in your business should any of them get hurt or leave the business.
- Fully developed UBS and a company-wide discipline of using and updating your systems.
- A trusted process that your executive team uses to do its strategic planning (annually and quarterly).

Critical Controls

- “Level Two Scorecards” for all the Pillars of your business (weekly and monthly).
- Refined Enterprise (Level 3) Scorecard in place for your business.
- Industry “benchmarking” with review on how your business matches up to industry baseline norms.
- Quarterly board meetings to check in on key deliverables, company results, market conditions, and input on your strategic plan.
- (Optional) Audited (or at least “reviewed”) financials.

Key Team

1. Full management team in place.
2. Your Maui coach to help you clarify, plan and execute on your exit strategy.
3. Your “Board of Directors” for outside input and perspective.
4. (If selling): Your investment banker.

Core Plays:

1. Invest significant time and attention to your culture.
2. Hire and/or develop both visionary and operational leaders.
3. Develop a trusted innovation “laboratory”. But stay true to your vision.