

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.