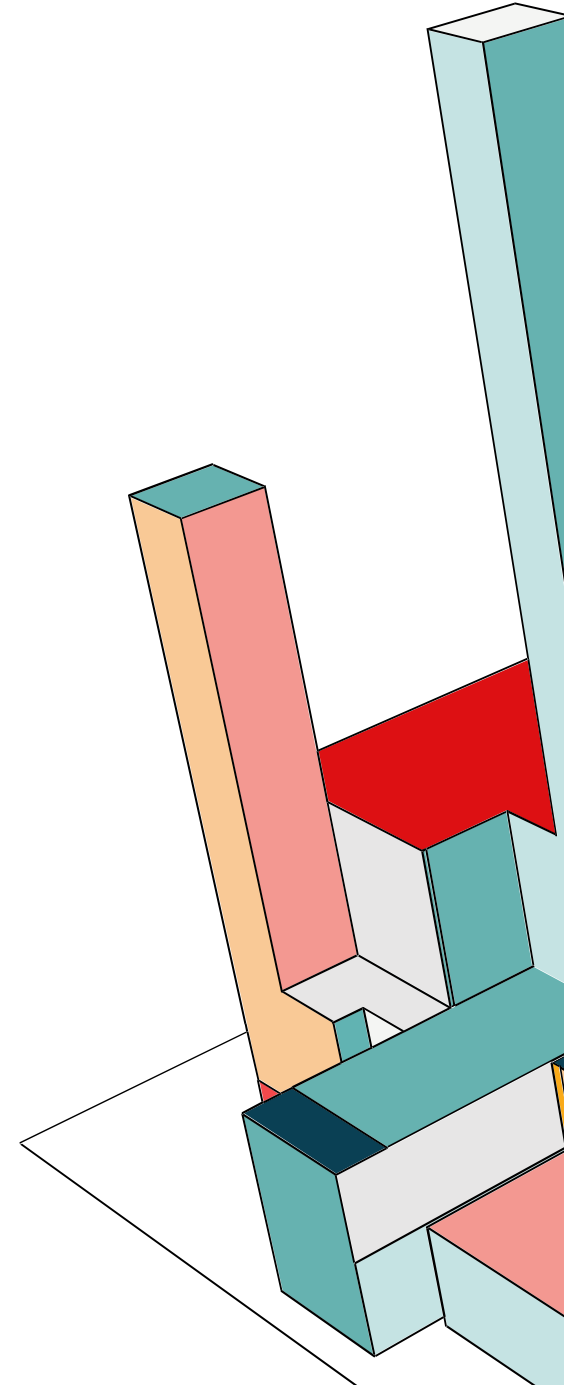


THE ONE-PAGE BUSINESS PLAN

WHAT WE WILL BE COVERING

- The difference between a business plan and a one-page plan
- The purpose of a one-page plan
- Setting goals
- Finding key strategies
- Identifying tactics
- Being accountable



THE DIFFERENCE BETWEEN TRADITIONAL AND ONE-PAGE BUSINESS PLANS



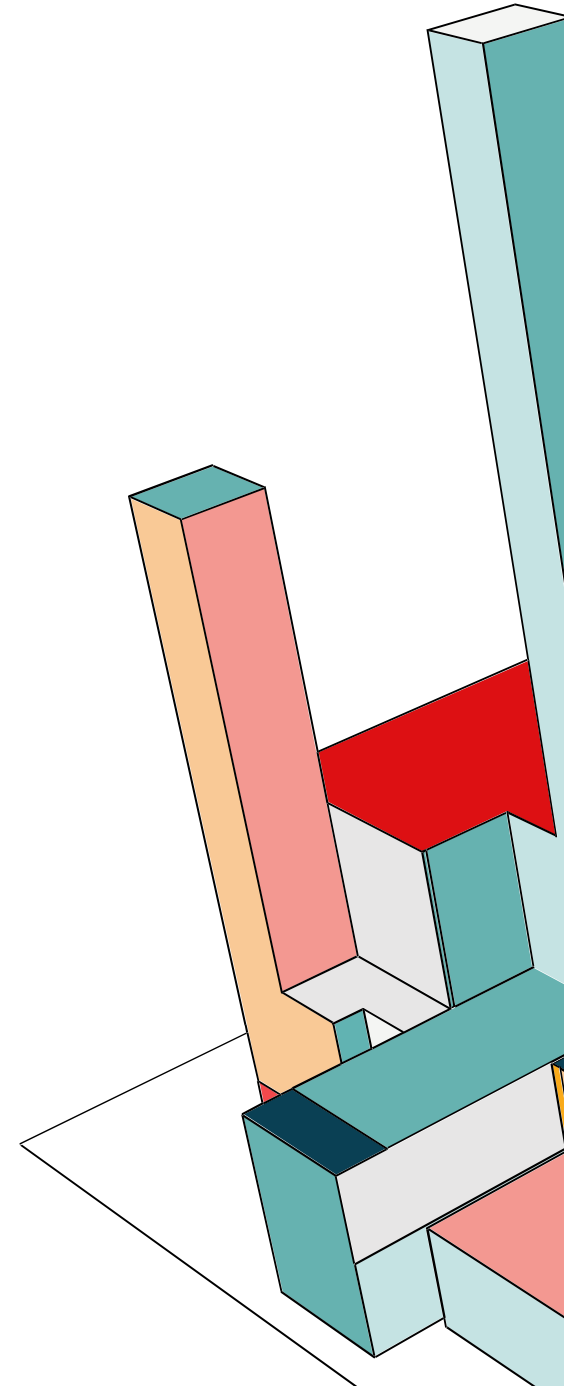


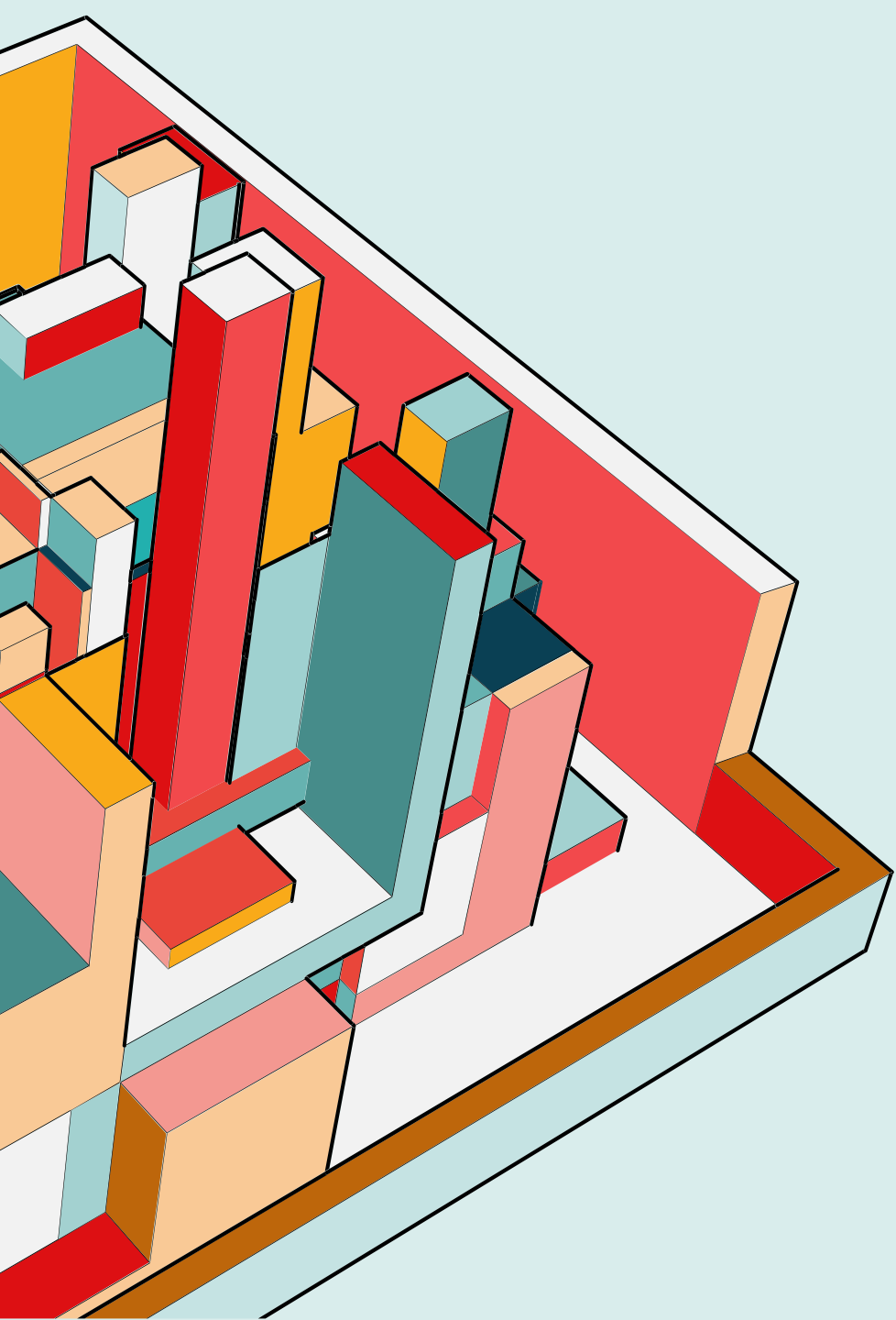
A TRADITIONAL BUSINESS PLAN DESCRIBES AN ENTIRE OPERATIONAL VISION TO EXTEND OVER MANY YEARS

Its purpose is to inform potential lenders, investors, and partners about the size, scope, and feasibility of a business startup, takeover, or expansion.

THE ONE-PAGE BUSINESS PLAN

- Involves identifying no more than 3 or 4 immediate goals and opportunities
- Creates a narrow focus to encourage high success rates with extremely achievable, impactful, and measurable results
- Is concise and easily shared with other key people in the business
- Attaches tangible strategies that will drive the goals forward
- Identifies specific actions that will compliment the goals' strategies





IDENTIFYING GOALS

Dream the future

GOAL SETTING SHOULD BE 20,000 FOOT VIEW THINKING

This means you need to get out of your own way. Don't be the operator, be the dreamer who decided to start a business. No multitasking. No half-hour time blocks. Take your time and imagine: What would make a significant impact:

- On my business?
- On my quality of life?
- To my customer base?

Those aren't an exhaustive list. Here are a few goals business owners may consider:

In 2025 I will

- improve customer satisfaction
- increase employee competency
- increase sales (by 'x') in key categories
- have greater control over my financials for a future lending opportunity.

IDENTIFYING STRATEGIES

Example goal expanded from the previous page:

In 2025, I will increase customer satisfaction to encourage repeat visits and higher on-line ratings

Your strategies should be broad areas of focus that can help you to achieve your specific goals. Sometimes, you may find that some of your goals will become possible strategies for a goal you have selected as a top priority. For example:

Strategies:

- Increase employee competency
- Make the customer experience more memorable
- Have discount days and giveaways

ASSESS THE VALUE OF THE STRATEGIES

Not all strategies will be created equal. Once you have considered the possibilities, select the best one or two strategies for each goal and use those. Of the three strategies on the pervious page, which one or two do YOU think would be most important?



APPLYING TACTICS

Once you have chosen a goal and a strategy to use to achieve the goal, you will want to create a list of a few tactics that will reinforce the strategy. We will continue to work with our example from the previous pages:

Goal: In 2025, I will increase customer satisfaction to encourage repeat visits and higher on-line ratings

Strategy: I will increase employee competency to make the customer experience more memorable

Possible tactics:

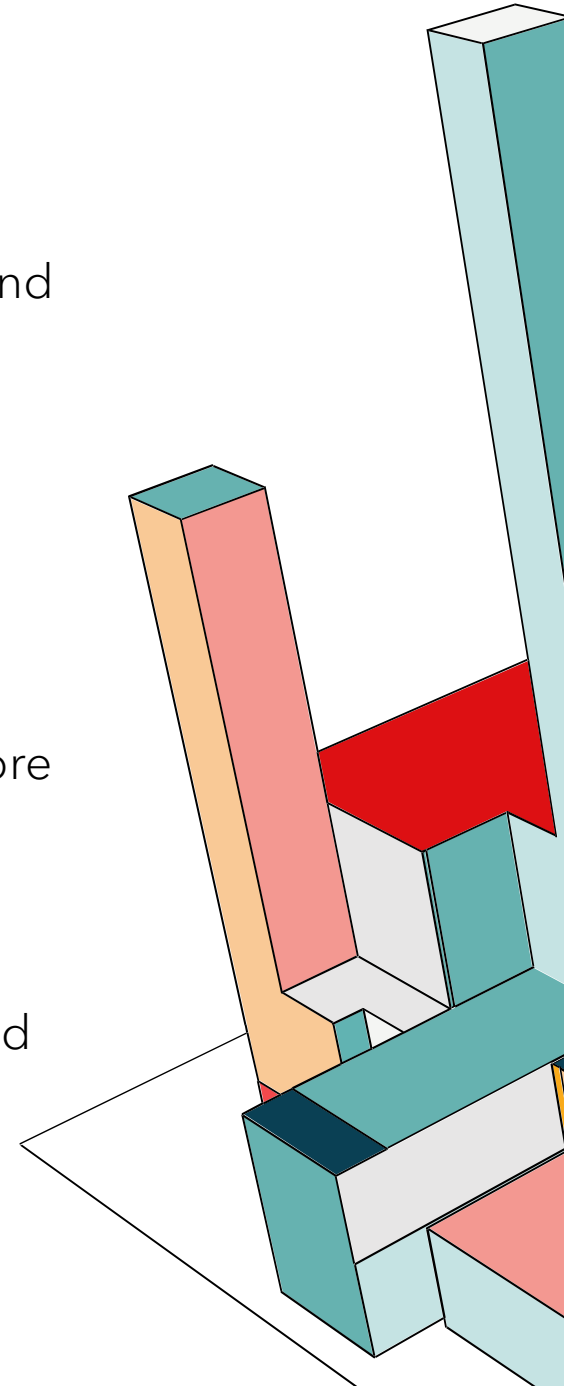
- Outsourced professional training
- Insourced cross training
- Regular performance audits and spot training



TACTICS CAN ALSO CALL OUT DIRECTLY TO GOALS

Our goal, “In 2025, I will increase customer satisfaction to encourage repeat visits and higher on-line ratings,” also suggests some measurables. For a completed goal/strategy/tactic we may end up doing the following:

- Goal: In 2025, I will increase customer satisfaction to encourage repeat visits and higher on-line ratings
- Strategy: by increasing employee competency to make the guest experience more memorable.
- Tactics: To achieve this goal, I will
 - Use in-sourced cross training of key personnel in conjunction with audits and spot training of customer facing employees, training them to
 - encourage our customers to leave us a review and visit us again soon.



MEASURABLES

Don't forget to make your goals measurable, and . . . Follow through on measuring them!

2025 Goals KPIs	Measurement	Target	Achieved
Customer satisfaction	Google rating	4.1 stars	5 stars!
Repeat visits	# of visits per month	2	4
Customer surveys	Points system	8	9
Employee Knowledge Test	Test score %	85%	92%
Audit score improvement	Points system (improvement)	2	4

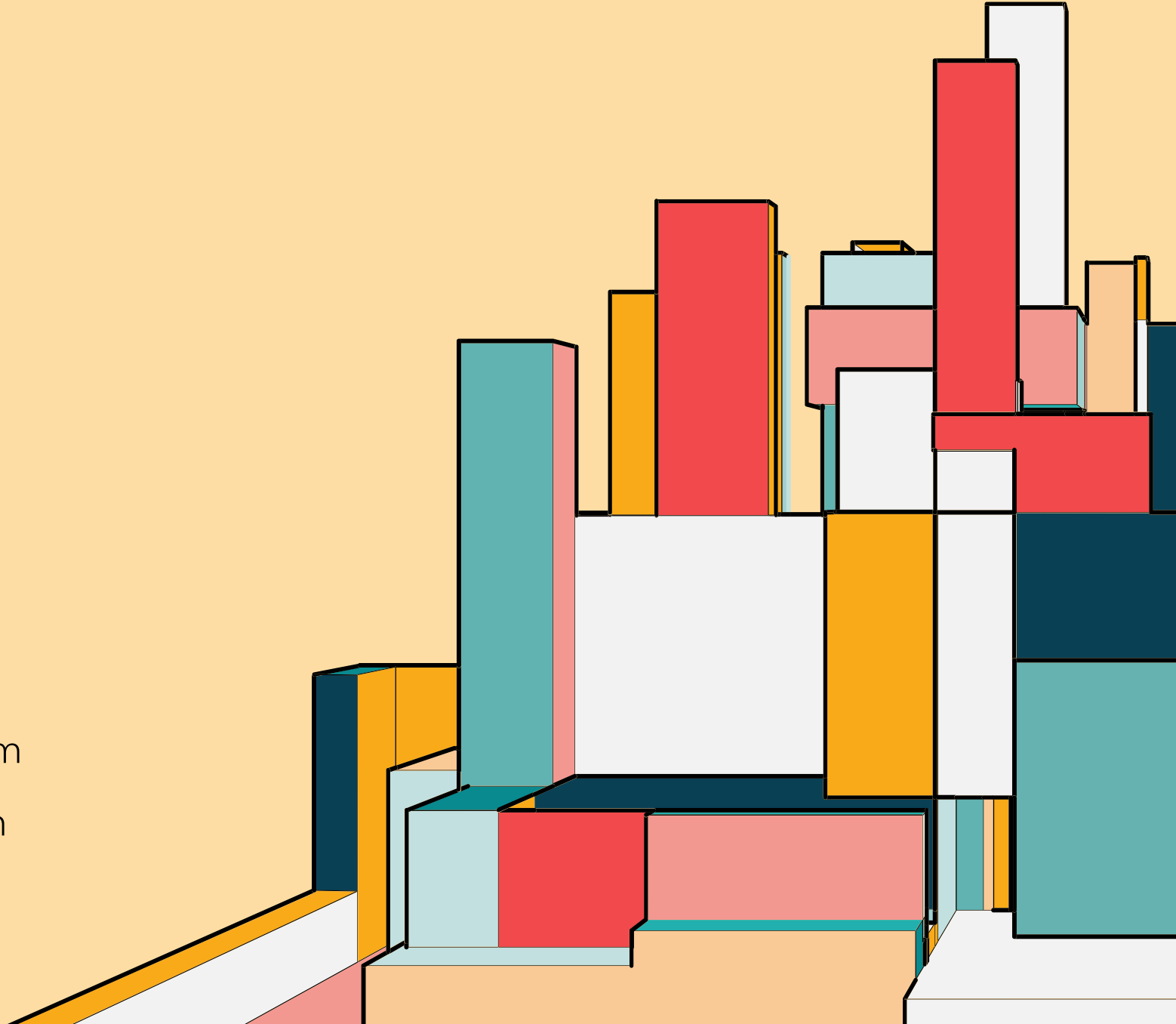
THANK YOU

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Briquettes Big 3 Plan

Goals:

1. Expand operational hours to capture a greater share of peak season market and growing late night harbor crowd to maximize income and revenue
2. Focus on catering business growth to recapture lost market and greater utilize the third floor
3. Have a planned infrastructure overhaul of key areas planned for winter closure

Strategies:

1. Operational hours:
 - a. Reopen in February immediately to 6 days per week (pick up Tuesdays)
 - b. Hold late night bar hours during peak season (May – September)
 - c. Have a planned Winter Closure to reduce annual losses
2. Catering
 - a. Develop a mainstream catering menu
 - b. Market new menu and in-house/off-site catering options by getting high quality photos and testimonials
3. Infrastructure
 - a. Identify the top 3 most important areas of the building that are in decline by March
 - b. Get cost quotes from contractors and implement a savings strategy

Tactics:

1. Operational hours
 - a. Market heavily new hours on social and update with ACCVB, Chamber, Google listing, Yelp, Tripadvisor, and website
 - b. Banner page on website to advertise Tuesdays and Late Nights
 - c. Have a Tuesday-only happy hour through April
 - d. Have late-night happy hour in May
 - e. Hire and additional 2 bartenders, 10 servers, and 3 cooks (with additional compensation benefits for Server Safe certification)
2. Catering
 - a. Hold 3rd floor promotional event using new menu for client benefit and to acquire promotional photographs and testimonials (invite only to past, current and prospective catering customers)
 - b. Make the mainstream catering menu approachable, affordable, and exciting
 - i. Easy to execute, value added items
 - c. Distribute the new menu on social media, website, to repeat-customer accounts, to new inquiries, and pass it out at the 3rd floor promotional event
3. Infrastructure
 - a. Start a money-market account with extra cashflow left from the winter rainy day fund
 - b. Get quotes for improvements by May

- c. Dedicate to save 50% of the cost of the improvements by the end of the 2nd quarter and the balance by the end of the 3rd quarter, and inject those funds into the money-market account
- d. Explore lending as a potential source of covering the infrastructure improvements

Goals Tracking Sheet

	1 st Quarter		2 nd Quarter		3 rd Quarter		4 th Quarter		Annual	
Goal Name/Measurement	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual
Catering										
% Increase vs previous year	2%		10%		10%		20%		10.5%	
Expanded hours of operation										
In-house Revenue % +/-)	5%		10%		10%		5%		7.5%	
Tues vs Wed. Sales (% of Wed.)	60%		80%		90%		90%		80%	
Infrastructure imp. savings										
Savings Per Quarter	\$5,000		\$20,000		\$20,000		\$5,000		N/A	N/A
Accumulated Savings	\$5,000		\$25,000		\$45,000		\$50,000		\$50,000	