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Strategic Planning for Value Growth™

In creating a Strategic Plan, we align individual, organizational, and cross-departmental initiatives to identify and improve processes for meeting customer and shareholder objectives.

Our approach is to express your vision and strategy of your organization as a set of:

- Goals and their associated objectives,
- Measures,
- Projected values, and
- Initiatives.

Our strategic planning and management system:

- Aligns business activities to the *vision and strategy* of the company's management,
- Improves internal and external *communications*, and
- Monitors organizational performance against strategic *goals and objectives*.

Using this methodology, we measure in four integrated categories:

- Financial performance
- Customer knowledge
- Internal business processes
- Learning & growth

This approach extends the scope of *goals and objectives* to the entire enterprise to be used as a business-management system. By continually measuring progress toward the *goals and objectives*, the execution of a strategy can be monitored, corrections can be made, risks can be reduced, and the chances of success increased.



Companies with greater emphasis on the Internal Business Process perspective are more successful. These companies typically assign approximately 1/3 of all *goals and objectives* to internal processes and then equally divide the remaining *goals and objectives* among the other three perspectives. Just 20 to 25 *goals and objectives*, with measures, across these 4 perspectives can be sufficient to communicate and implement a strategy.

How it Flows

Financial Performance: Timely and accurate financial data is a key to manage the business. Data should be centralized and of fast and easy access, and continually compared to budgeted and projected bank loan covenants, cash flow and EBITDA.

Customer Knowledge: Analysis of market share, account share, customer acquisition, customer satisfaction, and customer retention.

Internal Business Processes: Metrics based on internal business processes that help management monitor how well the business is running from the employees' perspective and whether its products/services are well accepted by clients.

Learning & growth: Includes employee training and corporate cultural attitudes related to both individual and corporate self-improvement.

While there is a lot of detailed content and information in the Strategic Plan deliverable, we provide various graphic summaries for different members of management to regularly reference.

Our own Gantt Chart when we help clients with a **Liquidity Roadmap™** often looks like the following for phases and days to deliver:

		Days:				
		1 - 30	31 - 60	61 - 90	91 - 120	121 - 150
Phase	Deliverable					
1	Business Valuation	Complete				
2	Financial Analysis Review	In-Process	Complete			
3	Capital Markets Options	In-Process	Complete			
4	Due Diligence VDR		In-Process	Complete		
5	Presentation Materials		In-Process	Complete		
6	Business Continuity Strategies		In-Process		Complete	
7	Ownership Transfers (Insiders)			In-Process		Complete
8	Personal, Financial & Estate Plan		In-Process			Ongoing
9	Strategic Plan/Implementation			In-Process		Commences



Strategic Plan – Table of Contents

Company Profile

- Business description – summary
- Unique attributes – trends and opportunities
- Deal potential
- Exit / liquidity event
- Investment highlights, if appropriate (investment opportunity – loan or investment request, collateral, use of proceeds)
- Financial data – historical & projected trends and analysis

Prospects for the Business

- **Customer knowledge**
 - The industry outlook & market – target, size, growth trends, international potential
 - Company growth compared to industry & economic conditions
 - Competitive advantage, value enhancers & business strategy
 - Competitors – size, number, and challenges
 - Barriers to entry
 - Improving sales methodology, quality of customers & enhancing distribution channel
 - Maximizing brand recognition, intellectual property, & other intangibles
 - Extending customer relationship management (CRM) applications
- **Internal business processes**
 - Company history & operations
 - Demonstrate a good to better business strategy
 - Production & supplier development
 - Property & equipment to accomplish projected goals
 - Enterprise resource planning (ERP) – enterprise-wide information system of hardware & software
- **Learning & growth**
 - Management team depth, strength & commitment; status of employees
 - Risk factors & analysis – operational, financial & external
- **Financial Performance**
 - Financing strategy – with EBITDA solid justification, historical & projected alignment
 - Capitalization – with use of funds to accomplish projections
 - Legal matters – existing & potential risk management

Exhibits –

- Business valuation (including public company comparables & financial analysis)
- Historical financial statements summarized
- Projected financial statement algorithms and goals
- Contracts & other documents summarized
- Charts & graphs

