

EMPIRE

LEARNING DAY

LEARNING DAY

LET'S GET STARTED

Welcome to "Learning Day" where we will gather key information, equip you with some powerful tools and lay the foundation to run your business on the Empire Business Framework.

This first day should be attended by the key team members in your business as it is a crucial step to getting properly onboarded and bought in to the process. The journey to building an EMPIRE starts here.

The agenda for the day is as follows:

- **Introductions**
- **5 Phases of Business**
- **Business Framework Explanation**
- **4 Secrets to Business Growth**
- **Empire Toolbox Software**
- **5 Pillars of a Business**
- **Talent Optimization**
- **Business Structure**
- **Meeting Structure**
- **SIPOC**
- **Cash Conversion Cycle**
- **Stoplight Report**
- **Business Process Management Model**

We have scheduled time throughout the day to return emails and phone calls but ask that while we are in-session that you stay fully engaged in the process. Each step builds on the one before to create a complete structure on which the business will rest and missing one piece could be detrimental to the process.

LEARNING DAY

INTRODUCTIONS

Name Who are you?	
Experience on the team	
Personal Wins Over the last 14 days	
Professional Wins Over the last 14 days	
Responsibilities What do you do?	
Challenges in the business	
Expectations of today	

LEARNING DAY

5 PHASES OF BUSINESS

STARTUP
Start with a passion

- Less than 1 year in business
- Defined time, money & resources

PERSEVERANCE
Continue through process

- Profitable for two quarters+
- Under 60 days op. ex. on hand
- No formal operating system

VIABILITY
Profitable through performance

- Monthly Op. Ex. = 6 mo. profit
- Operating system at 100%
- All key roles hired and trained

SCALING
Expand with purpose

- Reached all levels of viability
- A clearly defined purpose
- Ready to leverage resources

SUCCESSION
Legacy through our life's work

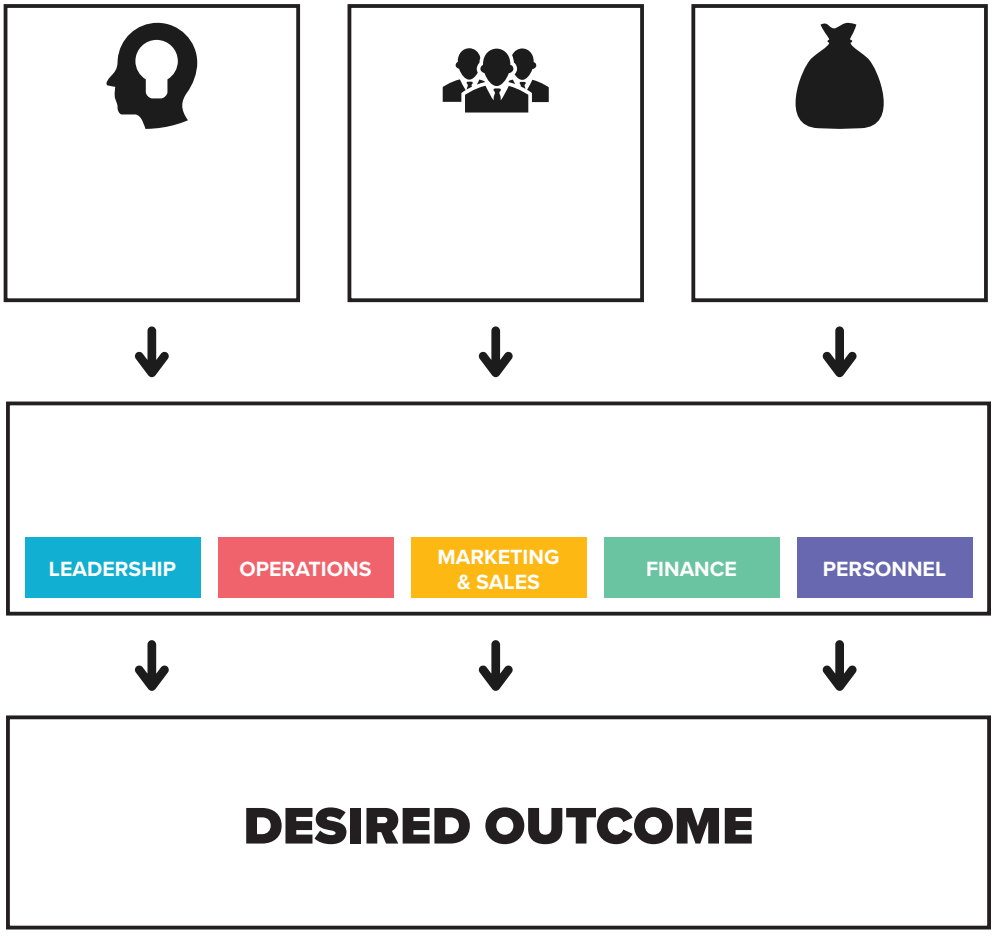
- Ready to exit the business

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BUSINESS FRAMEWORK

Just like the human body needs a skeletal system and a computer needs an operating system, your business needs a framework. Without a cohesive business framework tracking progress, expanding operations, and reaching our desired outcome becomes a guessing game.



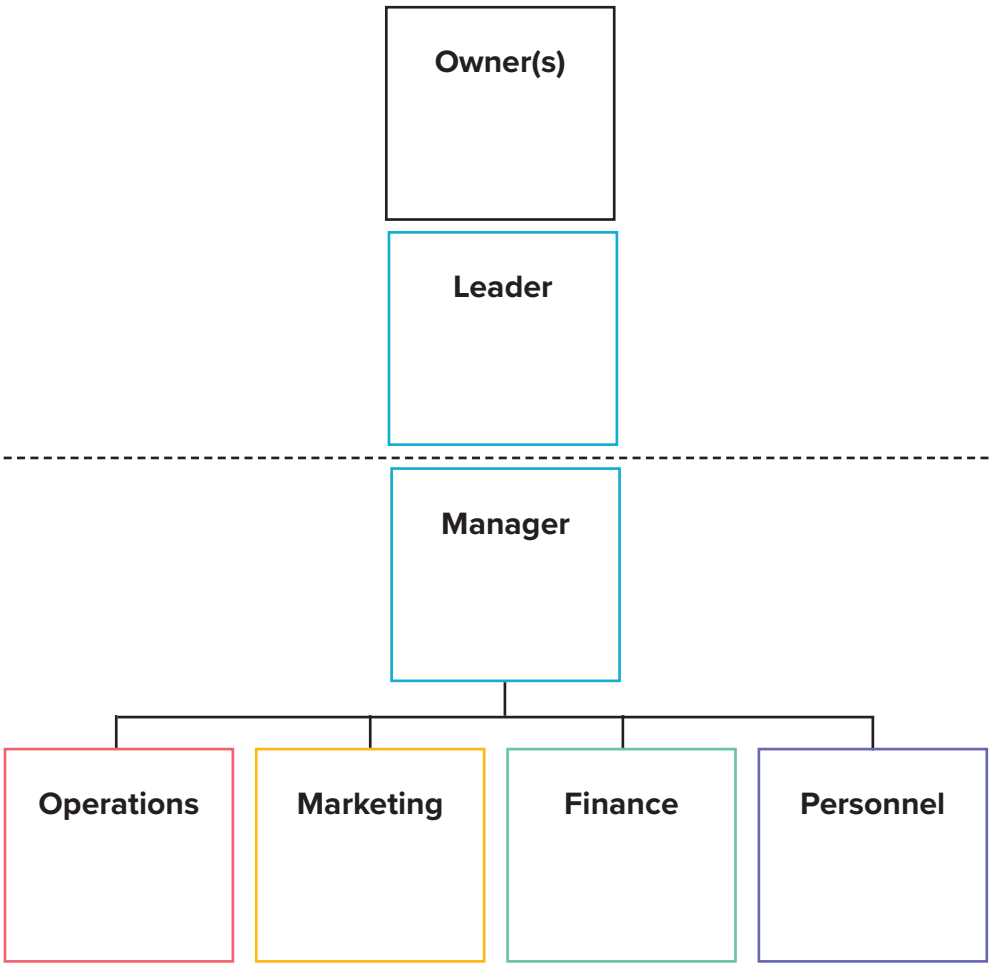
BUSINESS STRUCTURE

A clearly defined business structure is a key component to any successful business. By identifying each “seat” in the business we can properly match the work that must get done to keep things moving forward with the right person to do the work.

Follower
Takes action towards to the desired end state at the direction of the manager.

Manager
Creates, enables and supports leader and coordinates action with the follower.

Leader
Inspires action in someone else and sets a clear end goal for the manager to organize resources to hit.



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4 SECRETS TO BUSINESS GROWTH

Business growth doesn't happen by accident. There are struggles along the way and challenges to overcome. Here are the four secrets to getting from one phase to the next.

1. Overcome _____

2. Get the Right _____

3. Build _____

4. Refine _____

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EMPIRE TOOLBOX

We are excited to share with you a free subscription to our proprietary Empire Toolbox software during your consulting period. We will include your login information below so that you can use the software between Learning Day and Leading Day.

Once you have fully “installed” the Empire Framework into your business we are pleased to offer you discounted monthly pricing to continue using all the tools, resources and training materials in this powerful software.

Web Address	
Free Access Code	

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THE 5 PILLARS OF BUSINESS

Every business is built on five main pillars. We will start by examining the current state of these pillars. On a scale of 1-10 rate each part of your business today from your perspective.

LEADERSHIP

The core values, company culture and vision for the future are clearly defined and understood by every team member. Everyone is "bought in" to where we are going as a company and desires to contribute.

1	2	3	4	5	6	7	8	9	10

OPERATIONS

Our company processes and procedures are documented and reviewed regularly. If there is an issue we can quickly identify where it went wrong in the process and have a clearly defined way of rectifying it.

1	2	3	4	5	6	7	8	9	10

MARKETING

We have a systematic way of tracking marketing metrics and have a clearly defined marketing plan. We know who are target customer is and how to reach them with the right messaging that leads to sales.

1	2	3	4	5	6	7	8	9	10

FINANCE

Our numbers are easily accessible. We can produce a P&L at any time and have a dashboard of key numbers that allow us to see at any moment how we are doing as a business. Our books are organized and clean.

1	2	3	4	5	6	7	8	9	10

PERSONNEL

We have clearly defined roles within the company. Everyone on the team know to whom they are accountable. We hire and manage to ensure that the right person is always in the right seat within the business.

1	2	3	4	5	6	7	8	9	10

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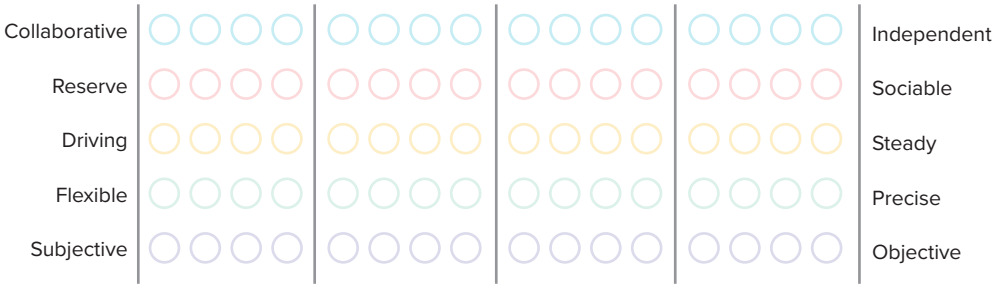
TALENT OPTIMIZATION

One of the greatest assets to any business is the team they have created. In the form below, write your name and describe all of your roles and responsibilities in the business.

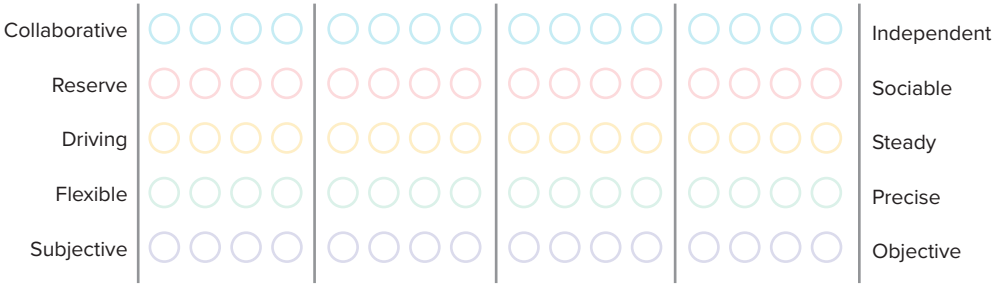
We will also be using this sheet to chart your pattern once you have completed a behavioral profile. This will be completed during our consultation.

Name	
Title	
Roles & Responsibilities	

Self



Self-Concept



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MEETING STRUCTURE

A proper meeting structure is crucial to building an EMPIRE. We all hate sitting in meetings that don't have a purpose and don't affect the success of the business. By following a set agenda, hosting at a consistent time, and finishing with actionable steps to take we can ensure that each meeting is an effective use of our time. Each business should host three different kinds of meetings:



STRATEGY

- Working on the business
- Setting strategy
- Reviewing performance
- Safekeeping long-term health



OPERATION

- Working in the business
- Managing teams
- Monitoring programs
- Clearing any road blocks



CULTURE

- Working with the business
- Encouraging teams
- Unveiling programs
- Infusing purpose to the work

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MEETING STRUCTURE

BRICK Meeting	Daily 10 minute meeting with everyone on the team
Align Meeting	Weekly 60 minute meeting with the Leader (CEO) and the Manager (COO)
WIN Meeting	Weekly 60 minute meeting with Manager (COO) and business unit leaders
Departmental WIN Meeting	Weekly 60 minute meeting with a business unit leader and their team
Foundational Fridays	Weekly 60 minute meeting Manager (COO) and those involved in the review process
Team Rally	Monthly 60 minute meeting with everyone on the team
Quarterly Review	Meeting with the Leader (CEO), Manager (COO) and the business unit leaders.
Annual Planning	Annual meeting with the Leader (CEO), Manager (COO), and business unit leaders

MEETING AGENDAS

BRICK Meeting	Check-In	2 min.
	Public Praise	5 min.
	BBA Metrics	3 min.

Align Meeting	Check-In	5 min.
	CTQ Issue Resolution	55 min.

WIN Meeting	Check-In	5 min.
	Voice of the Customer/ Employee	5 min.
	Quarterly Commitment Review	5 min.
	To-Do List	5 min.
	Stoplight Review	5 min.
	CTQ Issue Resolution	30 min.
	Conclude	5 min.

Foundational Fridays	Problem Statement	5 min.
	Goal Statement	5 min.
	Process Map “As-Is”	20 min.
	Process Map “Should-Be”	20 min.
	Implement Plan	5 min.
	Conclude	5 min.

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SIPOC

By conducting a SIPOC analysis we can see how our business flows and where the points of friction reside in our process.

By creating Key Process Indicators in between each step in the SIPOC we will be able to see where issues might arise and be able to take proactive steps to keep things moving forward.

SUPPLIERS

KEY PERFORMANCE INDICATOR

INPUTS

KEY PERFORMANCE INDICATOR

PROCESS

KEY PERFORMANCE INDICATOR

OUTPUTS

KEY PERFORMANCE INDICATOR

CUSTOMERS

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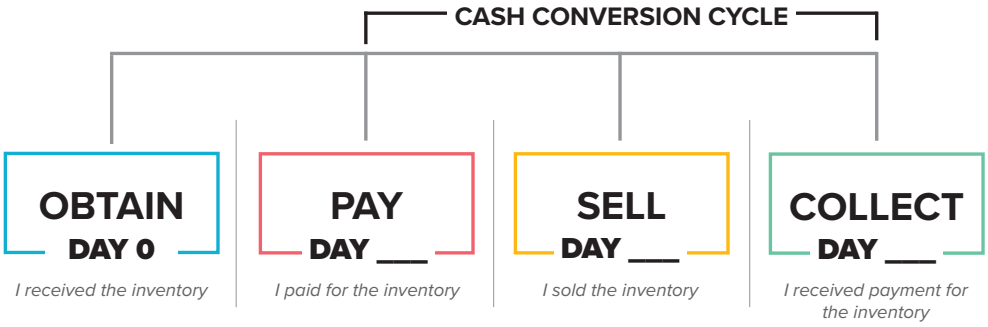
CASH CONVERSION CYCLE

It is vital that your business knows its cash conversion cycle. By understanding how long it take to turn inventory into money we then have the confidence to make investments or reduce expenses.

The cash conversion cycle measures the time from when your company pays cash for its inventory until it receives cash for its inventory. The longer the cash conversion cycle, the more cash you will need to finance yourself.

We will work on this together during your consultation.

What is the average number of days it takes to sell your inventory?	
What is the average number of days before you collect payment after a sale?	
How soon do you have to pay for your inventory once it is obtained?	





STOPLIGHT REPORT

Peter Drucker said it best, “What gets measured get’s done.” The Stoplight Report is a set of 10-15 numbers that tell us how healthy the business is. The Stoplight Report is assembled weekly as part of the WIN Meeting with each business unit leader coming to the meeting prepared to report on their department’s numbers.

In this section you will find recommendations for metrics you may want to track and report in your business but you are welcome to come up with others that help you in accomplishing your mission to make more **BRICKS**.

HERE ARE THE GROUND RULES:

1. The Stoplight Report should include 3 things for each line:
    1. Who is responsible for bringing the number to the meeting?
    2. What is being measured?
    3. What is the target for the week?

2. For a metric to go on the Stoplight Report it must be **FAST**:
    Frequently Discussed - Pay attention to what matters
    Ambitious - If we always hit it, the bar is too low
    Specific - Must have a specific number or metric
    Transparent - Everyone knows what’s expected

3. Metrics must be brought TO the meeting, not calculated AT the meeting.



LEARNING DAY

STOPLIGHT REPORT

OVER | WITHIN RANGE | UNDER

Department	Measurable	Target	1	2	3	4	5	6	7	8	9	10	11	12	13
Leadership	BRICKS														
	Cash Conversion Cycle														
Finance															
Marketing & Sales															
Operations															
Personnel															

UNDER
WITHIN RANGE
OVER

STOPLIGHT REPORT

Department	Measurable	Target	1	2	3	4	5	6	7	8	9	10	11	12	13
Leadership	BRICKS	100	110	95	104	75	80	125	103	99	84	108	130	111	82
	CCC	30 Days	32	28	31	31	27	30	30	30	30	29	30	31	31
Finance	Gross Profit	$50,000	47k	50k	58k	40k	42k	63k	50k	48k	43k	54k	65k	55k	45k
	Cash on Hand	$250,000	250	250	250	250	250	250	250	250	250	250	250	250	250
Marketing & Sales	Cost Per Conversion	$100	92	103	100	110	115	99	84	100	103	94	96	93	110
	Cost Per Lead	$10	7	11	12	8	10	12	14	8	9	10	8	12	13
Operations	Widgets Per Day	20	20	21	18	23	20	20	18	24	19	22	20	17	25
	Error Rate	0	0	1	0	0	0	2	0	0	1	0	0	2	1
Personnel	Training Hours	10	12	8	10	10	12	9	8	7	12	10	10	11	9
	Attrition	0	0	0	0	1	1	0	0	0	0	1	0	0	0

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STOPLIGHT REPORT

Here are some examples of measurables you might consider for your business:

OPERATIONS	SALES & MARKETING
Errors	New Leads
Customer Problems	Appointments Set
Waste	Sales Calls
Customer Rating	Sales Meetings
Warranty Claims	Proposals
Overtime	Closed Business
Unbillable Hours	Close Ratio
Cost Per Unit	Expected Revenue
Average Hourly Rate	Actual Revenue
Delivery/Shipping	Errors
Utilization Rate	Page Views
	Clicks
	Info Requests
	Web Conversions

FINANCE	PERSONNEL
Cash on Hand	Employee Satisfaction
Revenue	Late Employees
Expenses	Appointments Missed
Average Profit Per Deal	Sick Days
Cost Per Lead	Open Positions
Cost Per Contract	Payroll
Processes Documented	SLA's
Outstanding Debt	Unemployment Claims
	Team Development
	Training
	Management Metrics

LEARNING DAY

PROCESS MANAGEMENT

Creating a process that can be replicated helps your business train new staff, identify bottlenecks, and prepare for growth. By following the Business Process Management Model and conducting regular meetings where you review and refine your process you can ensure that things are running smoothly and at maximum efficiency.

During your consultation we will examine your current process management and give you the tools to get the most out of it.

DESIGN Break the process down into multiple tasks.

MODEL Model it using suitable BPM software.

EXECUTE Execute the process, or create automation.

MONITOR Monitor and analyze the system.

OPTIMIZE Make changes to the process to improve it.

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LEADING
DAY

LET'S KEEP GOING

Welcome to "Leading Day" where we will look to the future, dream big dreams and create actionable plans to take your business to the next level. Leading Day is all about creating values, culture and vision.

This second day should be attended by the key team members in your business as it will help them not only see the great plans you are making for the future but also identify their unique role in being a part of what's being planned.

The agenda for the day is as follows:

- **Review**
- **Long Term Versus Short Term Vision**
- **Defining Core Values**
- **Creating a Purpose Statement**
- **Creating a Mission Statement**
- **Setting Your Fearless Goal (5 Years)**
- **Brand Promise, Core Customer & Differentiator**
- **Mapping Your Two Year Forecast**
- **Mapping Your One Year Blueprint**

We have scheduled time throughout the day to return emails and phone calls but ask that while we are in-session that you stay fully engaged in the process. Each step builds on the one before to create a complete structure on which the business will rest and missing one piece could be detrimental to the process.

REVIEW

Before we proceed let's consider three lessons we learned from Learning Day and how we see them impacting our operations as a company.

TAKEAWAY #1

TAKEAWAY #2

TAKEAWAY #3

LONG-TERM VS SHORT TERM VISION

Long Term

- Outlines a _____
- Gives _____
- Provides _____
- Pushes us to do _____
- Leaders need to know _____ we're going

Short Term

- Creates _____
- Outlines _____
- Sets _____
- _____ _____ the long-term plan
- Employees need to know the _____ term

DEFINING CORE VALUES

1. Name THREE people over the age of 18 that have made a positive impact on your life. You have to know them and they have to know you.

NAME _____ ROLE _____

NAME _____ ROLE _____

NAME _____ ROLE _____

2. List 5-7 attributes that you most admire about these people.

NAME _____

1
2
3
4
5
6
7

NAME _____

1
2
3
4
5
6
7

NAME _____

1
2
3
4
5
6
7

3. List 3-7 core values that apply to all three of these people.

1
2
3
4
5
6
7

MY CORE VALUES ARE:

I would be willing to **FIRE** someone if they violated these core values.

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CORE VALUE EXAMPLES

accountability
adventurous
adaptability
aggressive
attention to detail
authenticity
belief
capability
collaborative
commitment
compassion
competitive
consistency
courage
craftsmanship
dependability
dominance
customer-focused
efficiency
enthusiasm
ethical
excellence
expertise
fairness
fearlessness
flexibility
friendliness
fun
high performance
honor
improvement
independence
innovation
integrity
kindness
loyalty
market leader
open-mindedness
optimism
ownership
passion
perseverance
pragmatism
positivity
reliability
respect
responsive
quality
service
transparency

CREATING A PURPOSE STATEMENT

Your purpose is the reason why you started the business in the first place. It doesn't have anything to do with the customer, structure, profit or loss but rather why did you choose the industry you chose and what is the greater purpose of your life and organization?

PERSONALLY	PROFESSIONALLY

CREATING A PURPOSE STATEMENT



PASSION	
MISSION	
PROFESSION/INDUSTRY	
VOCATION/ROLE	

CREATING A MISSION STATEMENT

Your mission speaks to the experience, guarantees, and benefits you are offering to the world. As a company, your mission is what separates you from the rest and tells the world that doing business with you is more than just an exchange of goods and services.

OUR MISSION

SETTING YOUR FEARLESS GOAL

One sentence that fulfills your mission & purpose:

_____

_____

_____

Date: _____ /_____

Goal:

_____

_____

- Take 3 minutes to brainstorm
- This should support your purpose
- This helps define the company's 100%

Questions to ask yourself:

1. Is it big enough?

2. Does it make me question how I'm going to do it?

3. Does it inspire me and my staff to get behind the goal?

4. Is it uniting?

5. Is it a catalyst for change?

BRAND PROMISE

WHAT industry	
CATEGORY niche	
WHO customer	
WHERE market geography	
WHEN underlying trend	

BRAND PROMISE STATEMENT

The only _____

that _____

for _____

in _____

in an era of _____

EXAMPLES

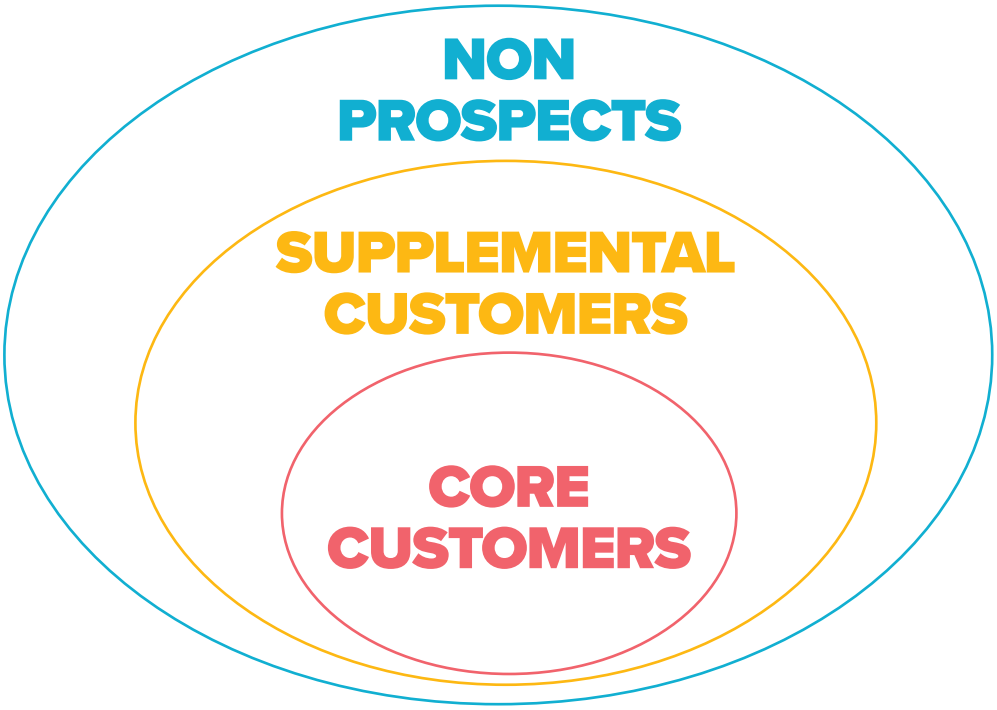
Chick-Fil-A

The only fast-food restaurant that provides amazing service makes delicious chicken sandwiches for individuals and families across the United States and around the world in an era where less is expected.

Harley Davidson

The only motorcycle manufacturer that makes big loud motorcycles for macho guys (and "macho wannabes") mostly in the United States in an era of decreasing personal freedom.

CORE CUSTOMER



NON PROSPECTS

Not in the market at all and for your products or services and any marketing spend would result in a negative ROI.

SUPPLEMENTAL CUSTOMERS

Interested consumers who may just not know of your offering but marketing spend could yield a positive ROI.

CORE CUSTOMERS

Dealing with the specific problem your product or service solves and marketing spend would yield a multiplied ROI.

CORE CUSTOMER STATEMENT

My core customer lives in _____ and is struggling with _____ which is leaving them feeling _____ and my product will make them feel _____ so that they can be free to _____.

DIFFERENTIATOR

OUR COMPETITOR	OUR COMPANY
KNOWN FOR	
FEELING	
GUARANTEE	
IDENTITY PROMISE	

DIFFERENTIATOR STATEMENT

At _____

we are known for _____

which makes you feel _____.

We guarantee _____

so that you can _____.

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MAPPING YOUR TWO YEAR FORECAST

Date: _____ /_____

Revenue: _____

Gross Profit: _____

Net Profit: _____

Deliverables: _____

What do you need in your company to help you get those results?

How many people? _____

New products or markets? _____

Additional Services? _____

Clients? _____

Where do you see yourself in 2 years? _____

Locations: _____

Departments: _____

Marketing Channels: _____



LEADING DAY

MAPPING YOUR ONE YEAR BLUEPRINT

Date: _____ /_____

Revenue: _____

Gross Profit: _____

Net Profit: _____

LEADERSHIP	1	
	2	
	3	
OPERATIONS	1	
	2	
	3	
MARKETING	1	
	2	
	3	
FINANCE	1	
	2	
	3	
PERSONNEL	1	
	2	
	3	



LEVERAGING DAY

FINISH STRONG!

Welcome to “Leveraging Day” where we finalize our plan, create metrics and document our processes.

This third day should be attended by the key team members in your business as it is a crucial step to getting properly onboarded and bought in to the process. The journey to building an EMPIRE is about to begin!

The agenda for the day is as follows:

- **Process Review**
- **90 Day Commitments & Milestones**
- **Stoplight Report Review**
- **Departmental WIN’s**
- **Individual WIN’s**
- **3 Cautions of Change**
- **One Page Plan**

We have scheduled time throughout the day to return emails and phone calls but ask that while we are in-session that you stay fully engaged in the process. Each step builds on the one before to create a complete structure on which the business will rest and missing one piece could be detrimental to the process.

PROCESS REVIEW

1. Document Main Processes

2. Process Map

3. Create Performance Standards

4. Keep a Stoplight Report

5. Prepare Productivity Report

6. Review Issues List

7. Documenting your processes can feel overwhelming.

    a. Which process do I start with?

    b. Do I document everything?

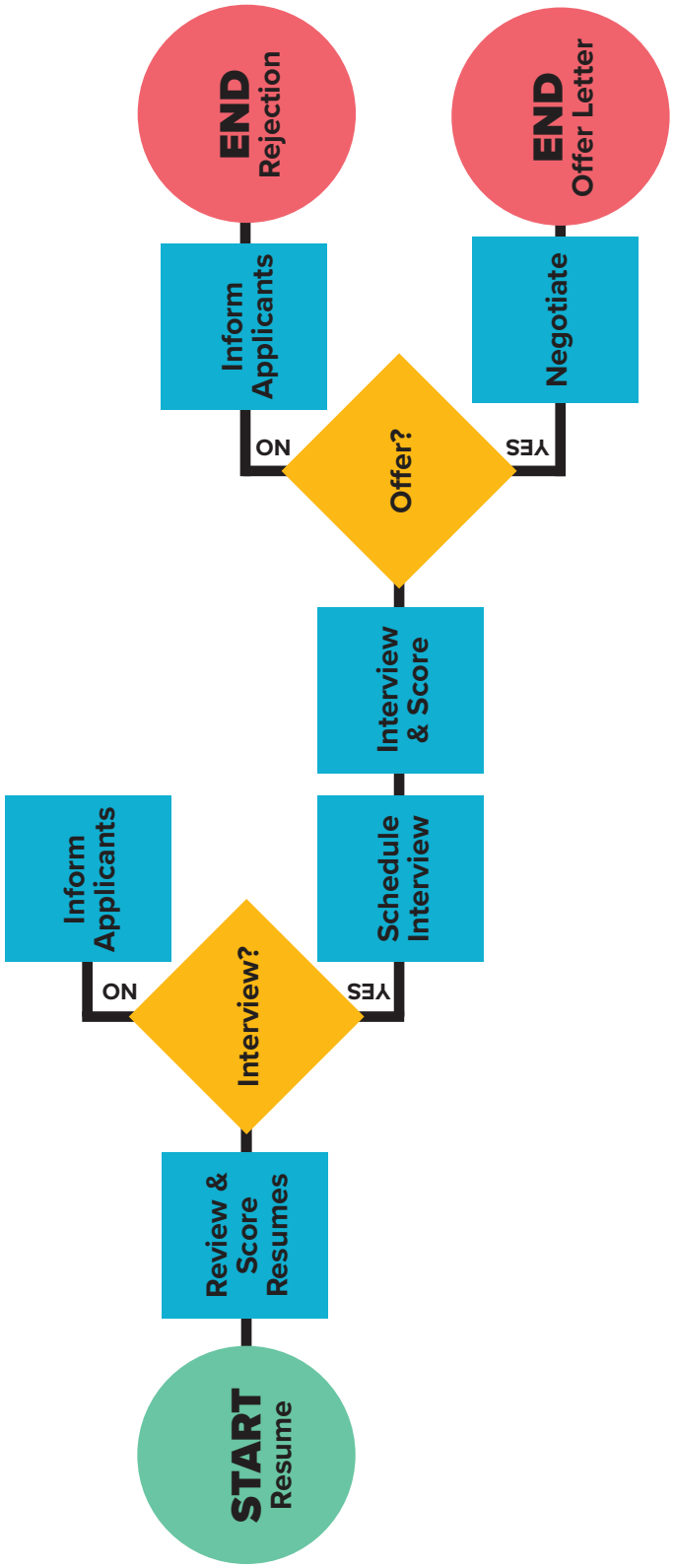
    c. Do I have the resources and can they be pulled away from their daily task?

    d. It's just a matter of identifying your 6 to 10 core processes and knocking them out.

PROCESS MAPPING WILL:

- Help you **scale** properly
- Bring out the **best** in employees
- Reduce employee **stress** levels
- Allow you to **stop** micromanaging
- Allow you to **simplify**
- **Hire** and delegate
- **Train** Properly

PROCESS MAP EXAMPLE



90 DAY COMMITMENTS

Each pillar of the business requires focus, attention and commitment. What 3-7 steps are we COMMITTING to complete in the next 90 days to grow the business, drive results and make BRICKS? Categorize your commitments into each pillar and remeber, each commitment must be FAST! (Frequently discussed, ambitions, specific and transparent)

L	LEADERSHIP
O	OPERATIONS
M	MARKETING/SALES
F	FINANCE
P	PERSONNEL

MILESTONES

Now that we have our commitments it's time to put milestones in place to ensure that we meet our commitments. For each commitment create 3-5 milestones that will need to be reached along the way to complete the commitment.

LEADERSHIP	Commitment	1	
		2	
		3	
		4	
		5	

OPERATIONS	Commitment	1	
		2	
		3	
		4	
		5	

MARKETING	Commitment	1	
		2	
		3	
		4	
		5	

FINANCE	Commitment	1	
		2	
		3	
		4	
		5	

PERSONNEL	Commitment	1	
		2	
		3	
		4	
		5	

DEPARTMENTAL WIN's

As we learned in meeting structure, each pillar of the business requires focus and attention on a weekly basis. Weekly Important Numbers (aka WIN's) are focused on hourly, tracked daily and reported weekly. Each department should create a WIN based on the company's long-term and short-term objectives.

L	**METRIC**	**TARGET**
O	**METRIC**	**TARGET**
M	**METRIC**	**TARGET**
F	**METRIC**	**TARGET**
P	**METRIC**	**TARGET**

INDIVIDUAL WIN's

Each member of our business should know their role in building the Empire. Individual WIN's represent the one number each employee must know, be held accountable for, and track to ensure we are going to reach our objectives.

PILLAR	NAME	WIN	TARGET
Finance	John Smith	Revenue	$50,000

3 CAUTIONS OF CHANGE

3 CAUTIONS OF CHANGE

_____

As you begin to implement change you must have a good grasp on your productivity so that you can see if there is a reduction. Productivity is the first thing to suffer during times of change.

_____

During times of change, you must “re-recruit” your people. Make sure you do not allow your good employees to get away during such times.

_____

The final thing to be aware of during periods of change are your profits. Make sure you are watching your bottom line very closely during change.

TRANSITION PERIODS

Before (_____)
Communication is normal. Employees are comfortable in their work environment.

During (_____)
Business information is not communicated. Employees are talking amongst themselves and trying to find someone to blame for their discomfort.

After (_____)
Employees slowly begin to communicate productively and adapt to their new environment.

THE ONE PAGE PLAN

LEADERSHIP

CORE VALUES	MISSION	PURPOSE	VISION

OPERATIONS

Y1	Y2	Y5
_____ BRICKS	_____ BRICKS	_____ BRICKS

MARKETING

BRAND PROMISE	CORE CUSTOMER	DIFFERENTIATOR

FINANCE

	REVENUE		PROFIT		NET PROFIT
1		1		1	
3		3		3	
5		5		5	

PERSONNEL

	KEY HIRES
Y1	
Y3	
Y5	

BRICK MEETING

ALIGN MEETING

WIN MEETING

FOUNDATION FRIDAY

TEAM RALLY

QUARTERLY REVIEW

ANNUAL PLANNING

EMPIRE CERTIFIED COACH

ADDITIONAL TOOLS

CORE BRILLIANCE

LOVE/ GREAT	LIKE/ GOOD	
DON'T LIKE/ GOOD	LIKE/ NOT GOOD	DON'T LIKE/ NOT GOOD

3 AREAS OF APPROVAL

DO IT AND DON'T TELL ME	DO IT, THEN TELL ME ABOUT IT	DON'T DO IT UNTIL WE TALK

SWOT ANALYSIS

Strengths

What do we do well?
What resources do we have to draw from?

Weaknesses

How could we improve?
What resources do we lack?

Opportunities

What current opportunities are available to us?
What trends could we take advantage of?

Threats

What threats could harm us?
What does our competition do better than us?

	HELPFUL TO ACHIEVING THE OBJECTIVES	HARMFUL TO ACHIEVING THE OBJECTIVES
INTERNAL ORIGIN (attributes of the organization)	S	W
EXTERNAL ORIGIN (attributes of the environment)	O	T

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GLOSSARY OF TERMS

BBA - Brick Building Activities

BOS - Business Operating System

BUL - Business Unit Leader

CCC - Cash Conversion Cycle

CTQ - Critical to Quality

FAST - Frequently Discusses, Ambitious, Specific, Transparent

KPI - Key Performance Indicator

KPI - Key Process Indicator

Op. Ex. - Operating Expenses

SIPOC - Supplier, Inputs, Process, Outputs, Customers

SLA - Service Level Agreement

SWOT- Strengths, Weaknesses, Opportunities, Threats

WIN - Weekly Important Number

The Five Phases of Business

- Startup
- Perseverance
- Viability
- Scaling
- Succession

The Five Pillars of Business

- Leadership
- Operations
- Marketing & Sales
- Finance
- Personnel