



Cultivate Advisors®



Cultivate Advisors™

**Hello! I'm
Deborah Snyder**

Relationship Manager



Cultivate Advisors™



VISION

A **WORLD** MADE BETTER BY ENTREPRENEURS

CULTIVATE ADVISORS



Our Mission:

To partner with committed entrepreneurs in propelling their businesses beyond expectations

Hello! I'm Andrea Ross

Business Advisor

Founded and was successfully acquired: An award-winning Southeast Asian tourism company with offices in Thailand, Laos, Vietnam, Cambodia & Myanmar.



Cultivate Advisors™

A Banner Year

What
People
Won't See



Success

What People See

Disappointment

Failure

Sacrifice

Hard Work

Persistence

Discipline

Dedication

A Banner Year



Success

What People See

**We are halfway through 2023!
What have you accomplished and
what's next!**

Agenda

01

**Planning
Methodology**

02

**Planning
Framework**

03

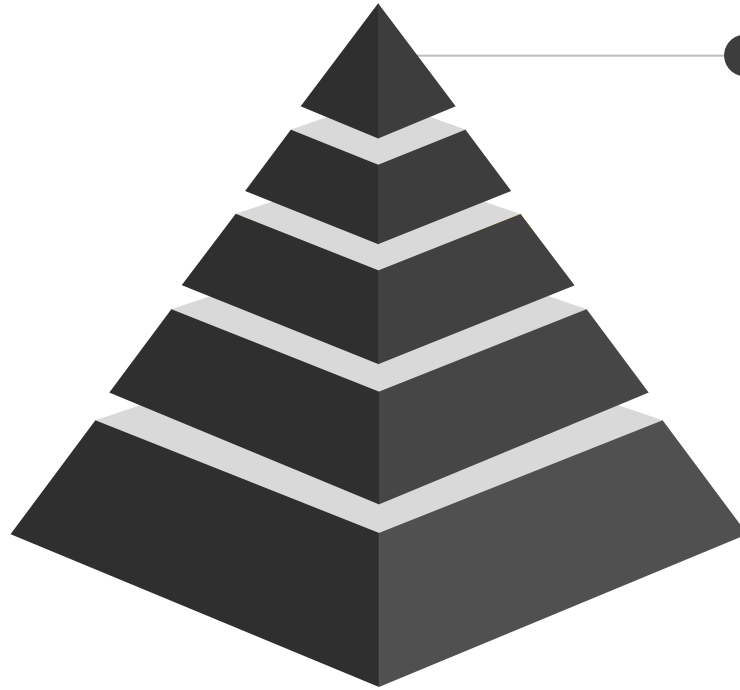
**Collaboration
and Next
Steps**



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Planning Methodology

Planning Methodology



Vision & Long Term Goals

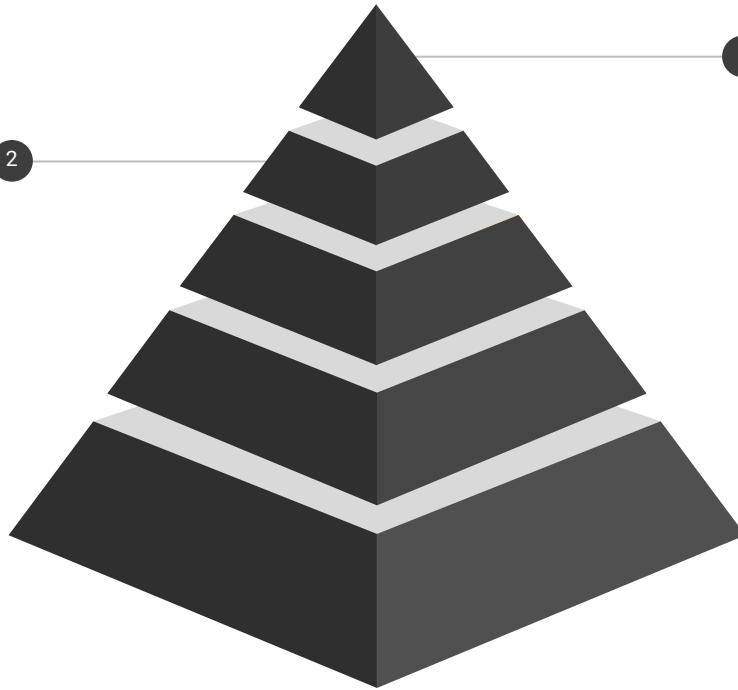
1

Why are you doing this? What do you want in the next 3, 5 and 10 years?

Planning Methodology

Annual Macro Goals Set

What were the goals you set for this year? Are you on track to achieving them? Have the goals shifted? Have you reevaluated?



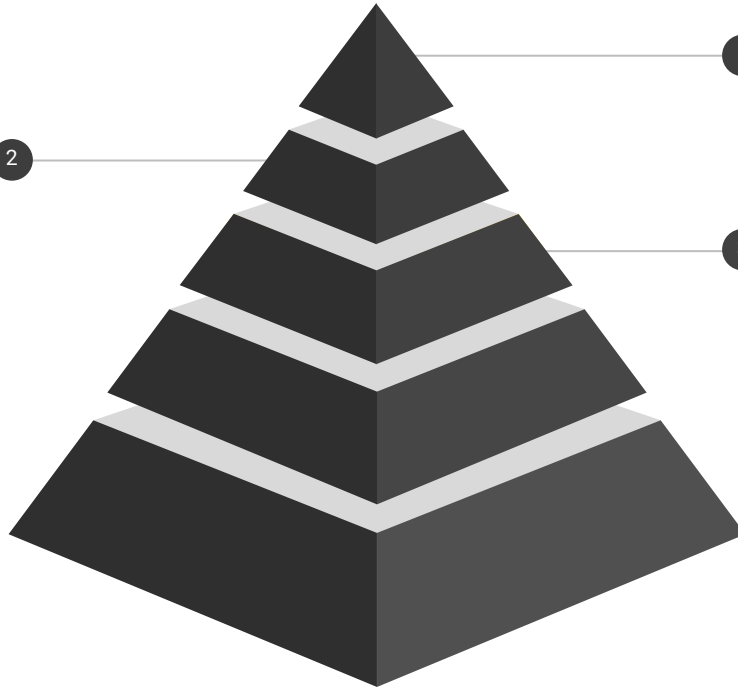
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KPI's Identified

Push through the micro plans in all areas of the business. Did you set key performance indicators? How are you tracking them?

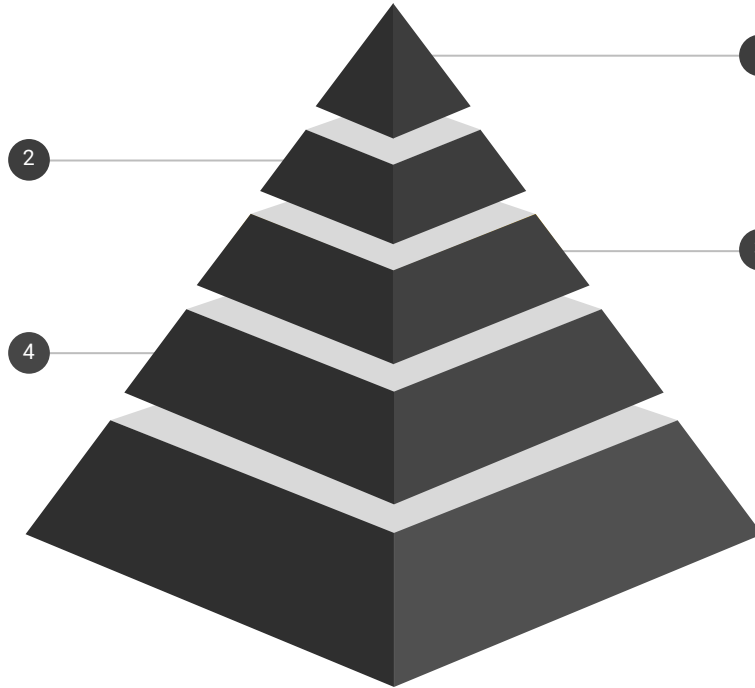
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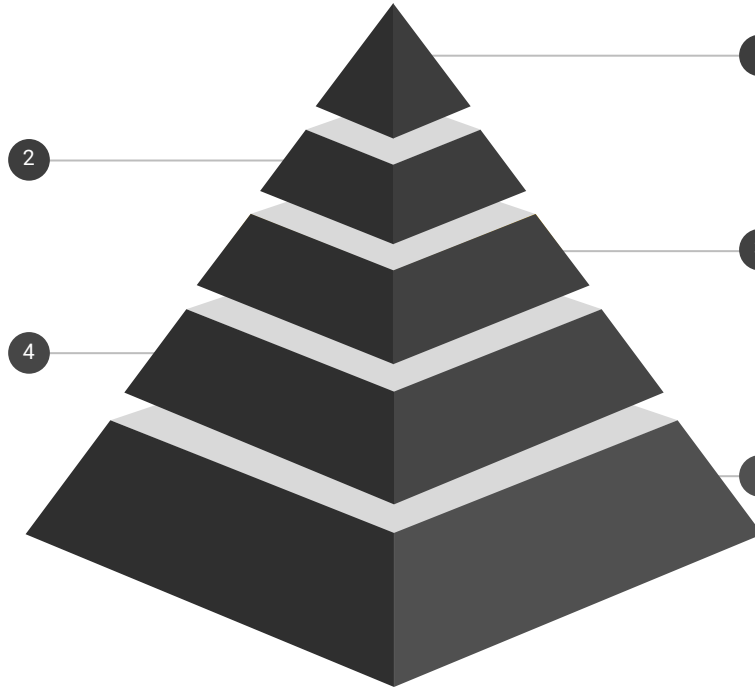
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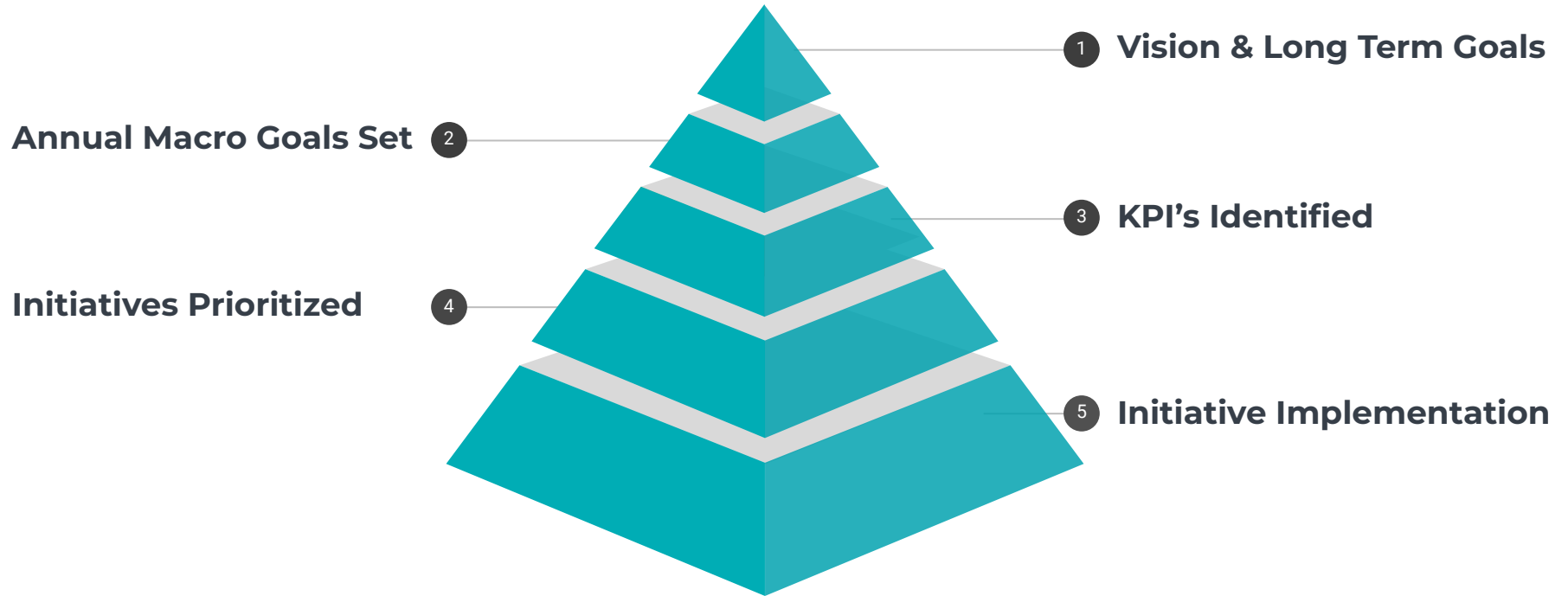
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Initiative Implementation

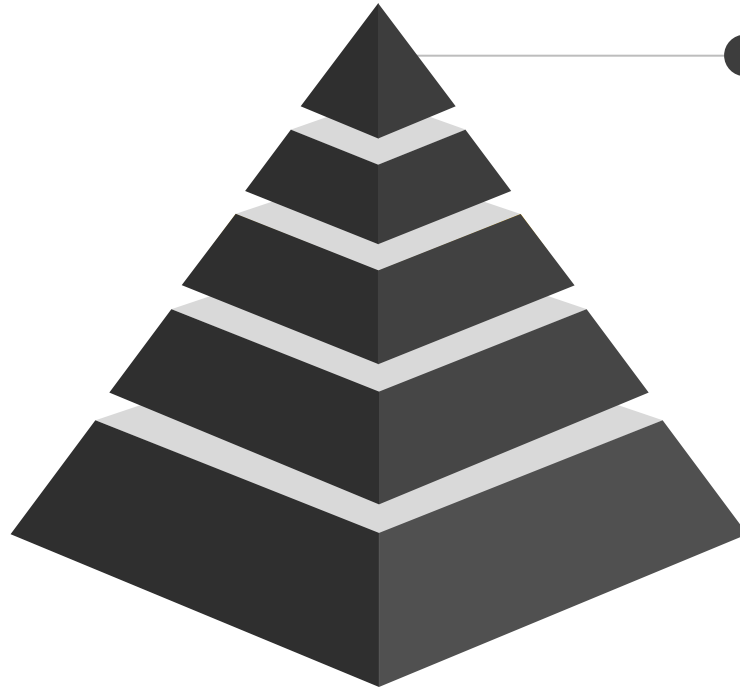
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Planning Methodology



Planning Workshop

Planning Workshop



Vision & Long Term Goals

1 Why are you doing this? What do you want in the next 3, 5 and 10 years?

VISION



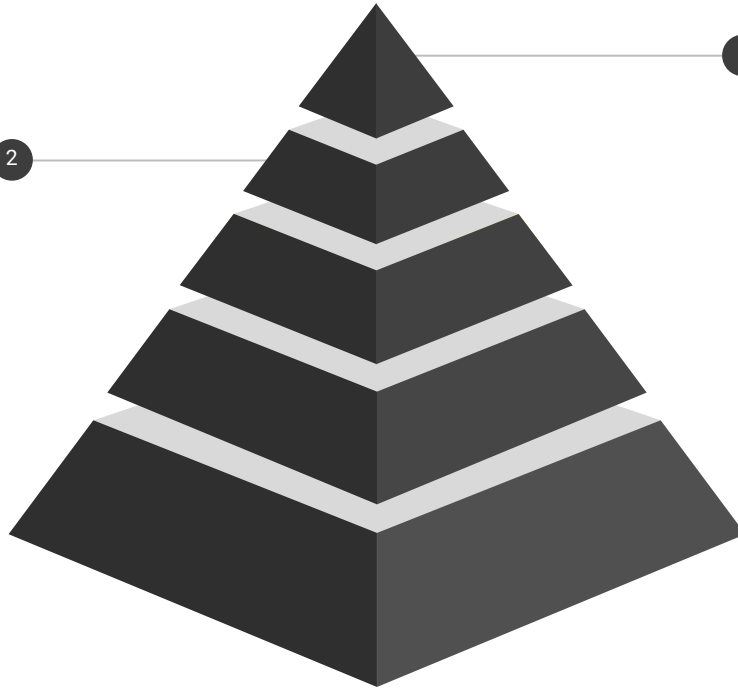
Vision: What's your 3-5 year goal?

- Is it an exit?
- Increase Revenue/Profit by X?
- Is it 10x growth?
- Be the top provider in your segment/location?
- Become a leader in the organization?
- Excel in your role and rise within your company?

Planning Workshop

Annual Macro Goals Set

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Vision & Long Term Goals

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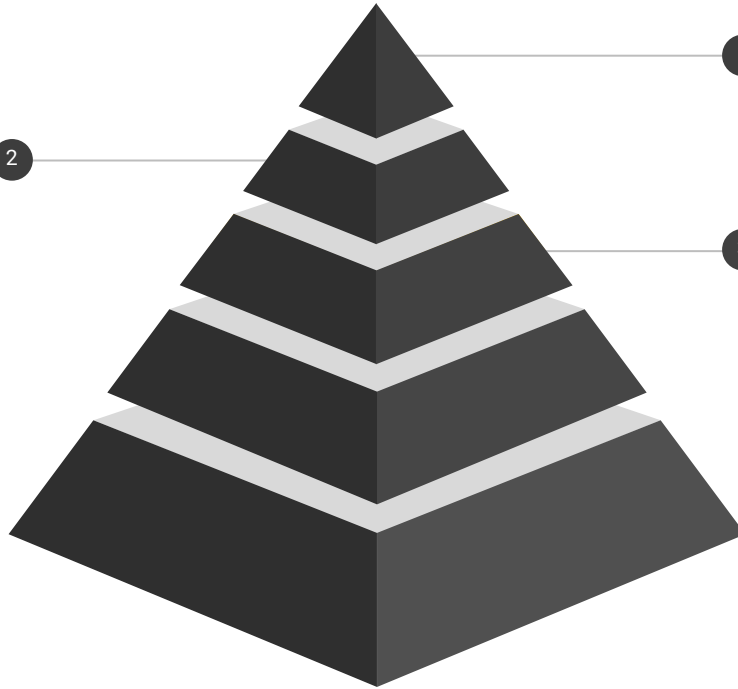
Macro Goals: Pick 2 to 3

- If achieved, would this keep you on track to your vision?
- Will this be easy to measure?
- Common Examples:
 - Revenue, Profit, Retention of Staff, # of Clients Served
- Did you prioritize the right goals?
- Are you on track to achieving them? If not why not? Are you already there, if so, what's next?

Planning Workshop

Annual Macro Goals Set

What were the goals you set for this year? Have you achieved them or are you on your way to achieving them? Have the goals shifted? Have you reevaluated?



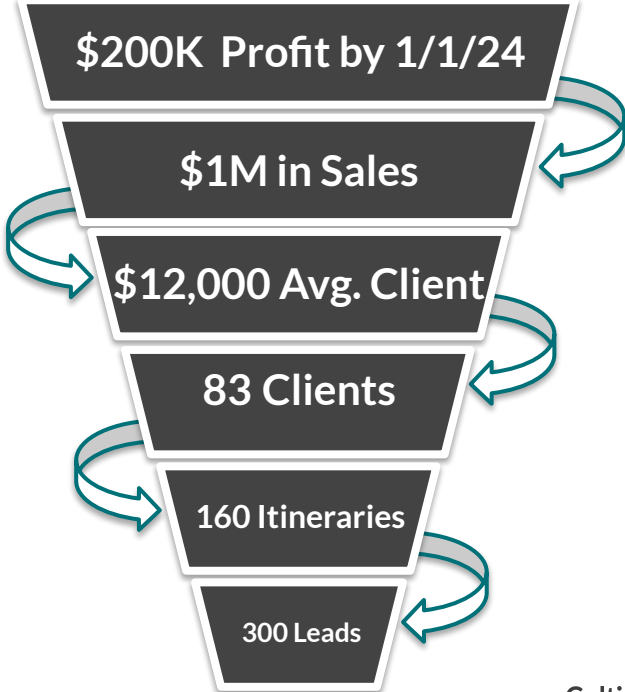
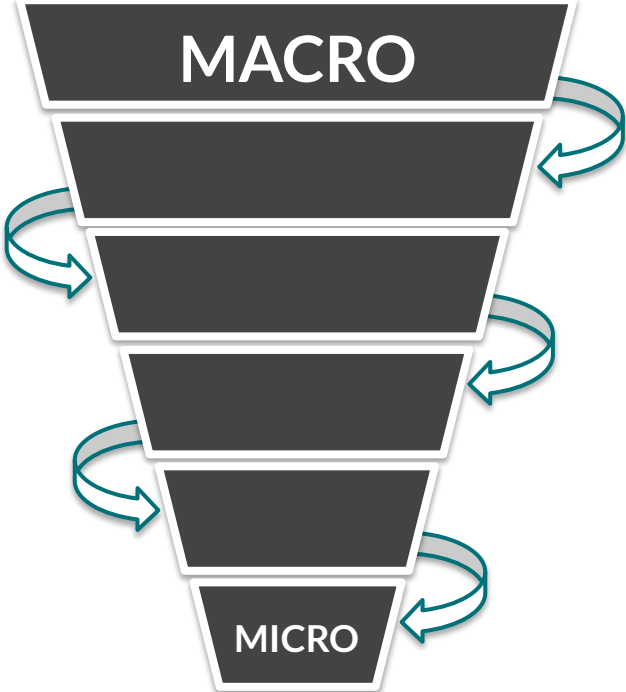
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KPI's Identified

Push through the micro plans in all areas of the business. Did you set key performance indicators? How are you tracking them?

Macro to KPI



Find Your Leading Indicator (KPI)

Revenue Goal: \$400,000

Actionable Goal: Sell 106,382 Cups

- Open 8.5 Months = 12,515 Cups / Mo.
- Open 37 Weeks = 2,875 Cups / Wk.
- Open 260 Days a Year = 410 / Day
- Open 10 Hours a Day = 41 / Hour
- 60 Minutes in Hour = 1 per 1.46 Min.

Open 260 Days a Year = 410 / Day
Average Purchase = 1.87 Cups
of Patrons = 219 / Day



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KPI's: Identify 1 or 2

- Take your macro goals and work them to the micro
- When can you measure? When does it feel control but not over the top?
- Who is driving these KPIs and how are you measuring and communicating?

	January	February	March	April	May	June	July	August	September	October	November	December	Totals
Revenue Goal	\$18,514	\$13,028	\$29,952	\$41,910	\$50,514	\$50,459	\$44,287	\$58,689	\$28,574	\$60,506	\$39,937	\$74,771	\$511,142
Revenue 2022	\$9,257	\$6,514	\$14,976	\$20,955	\$25,257	\$25,229	\$22,144	\$29,345	\$14,287	\$30,253	\$19,969	\$37,385	\$255,571
Revenue Actual	\$21,899	\$26,554	\$32,741	\$34,171	\$40,770	\$28,273.00							\$184,408
COGS Goal	\$11,108	\$7,817	\$17,971	\$25,146	\$30,308	\$30,275	\$26,572	\$35,214	\$17,145	\$36,304	\$23,962	\$44,863	\$306,685
COGS 2022	\$4,513	\$4,665	\$5,405	\$15,805	\$15,636	\$15,351	\$15,779	\$13,549	\$16,447	\$20,715	\$13,225	\$16,769	\$157,859
COGS Actual	\$11,710	\$13,701	\$14,234	\$20,078	\$19,821	\$19,737							\$99,281
Fixed Expense	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$180,000
Fixed Expense Actual	\$10,833	\$13,881	\$13,882	\$11,858	\$17,980	\$11,128							
COGS Percentage of Revenue 2022	48.75%	71.62%	36.09%	75.43%	61.91%	60.84%	71.26%	46.17%	115.12%	68.47%	66.23%	44.85%	64%
COGS Percentage of Revenue	53.47%	51.60%	43.47%	58.76%	48.62%	69.81%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	50%
Net Profit Goal	-\$7,594	-\$9,789	-\$3,019	\$1,764	\$5,206	\$5,183	\$2,715	\$8,476	-\$3,570	\$9,203	\$975	\$14,908	\$24,457
Net Profit 2022	-\$10,256	-\$13,151	-\$5,429	-\$9,851	-\$5,379	-\$5,121	-\$8,635	\$795	-\$17,160	-\$5,462	-\$8,257	\$5,617	-\$82,288
Net Profit Actual	-\$644	-\$1,028	\$4,626	\$2,235	\$2,969	-\$2,592.35	\$0	\$0	\$0.00	\$0.00	\$0.00	\$0.00	\$5,566
Travelers On Ground Goal	228	298	550	984	836	974	930	892	1028	1240	768	958	9686
Travelers on the Ground 2022	114	149	275	492	418	487	465	446	514	620	384	479	4843
Travelers On Ground Actual	304	349	452	553	564	509							2731
Public Travelers on the Ground Actual	277	232	409	481	464	419							
New Travelers Goal	424	418	814	946	818	718	826	1138	1076	866	738	656	9438
New Travelers 2022	212	209	407	473	409	359	413	569	538	433	369	328	4719
New Travelers Actual	423	507	610	461	566	556							3123
Direct Booking Traveler Goal	182	96	184	298	238	262	220	338	300	338	210	210	2876
Direct Booking Traveler 2022	91	48	92	149	119	131	110	169	150	169	105	105	1438
Direct Booking Traveler Actual	133	179	190	189	198	175							1064
OTA Traveler Bookings Goal	238	202	366	686	598	712	710	554	728	902	558	748	7002
OTA Traveler Bookings 2022	119	101	183	343	299	356	355	277	364	451	279	374	3501
OTA Traveler Bookings Actual	295	314	420	364	366	334							2093
Private Tour Booking Goal	4	4	4	8	8	8	10	10	10	15	15	15	
Private Tour Booking Actual	4	11	6	7	9	2							
Tours Run 2023 Goals	39	37	51	61	81	81	71	95	46	98	64	121	
Tours Run 2022	21	17	34	50	53	58							

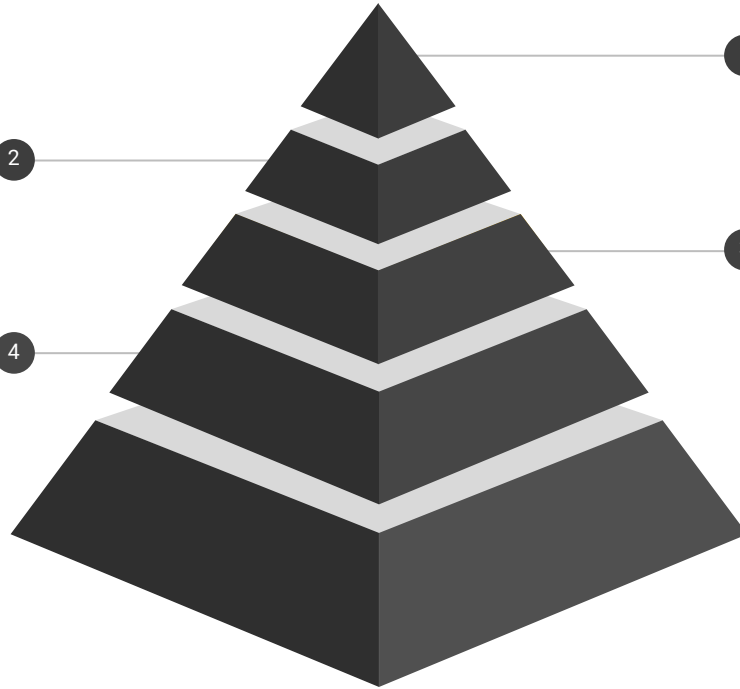
Planning Workshop

Annual Macro Goals Set

What are the three most important metrics you need to hit this next year?

Initiatives Prioritized

What have you implemented to hit your KPIs? Are they working? If not, why not?



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Initiatives: Identify 1

- Look at your KPIs for the first half of the year, are you hitting your goals? If not, what needs to be implemented to get you there?
- Remember, keep it simple and go all in on something to move the needle.

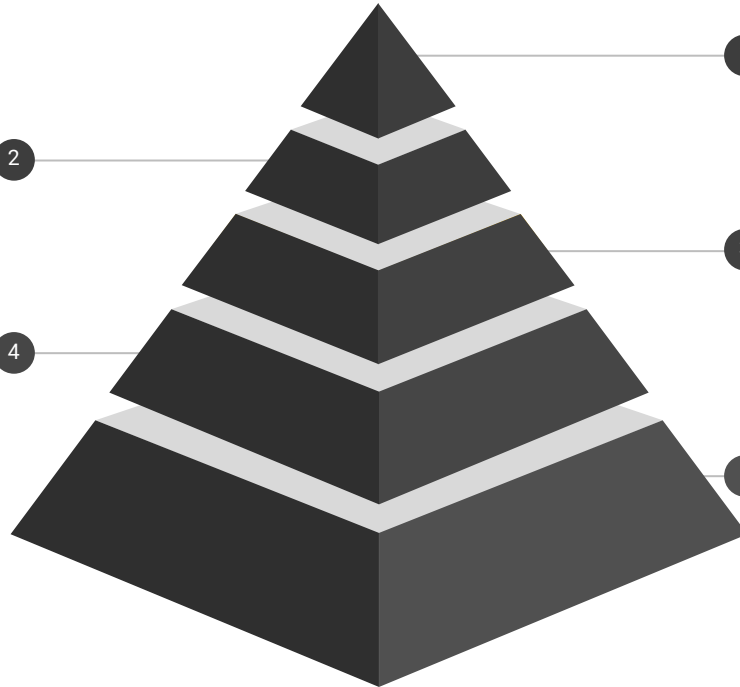
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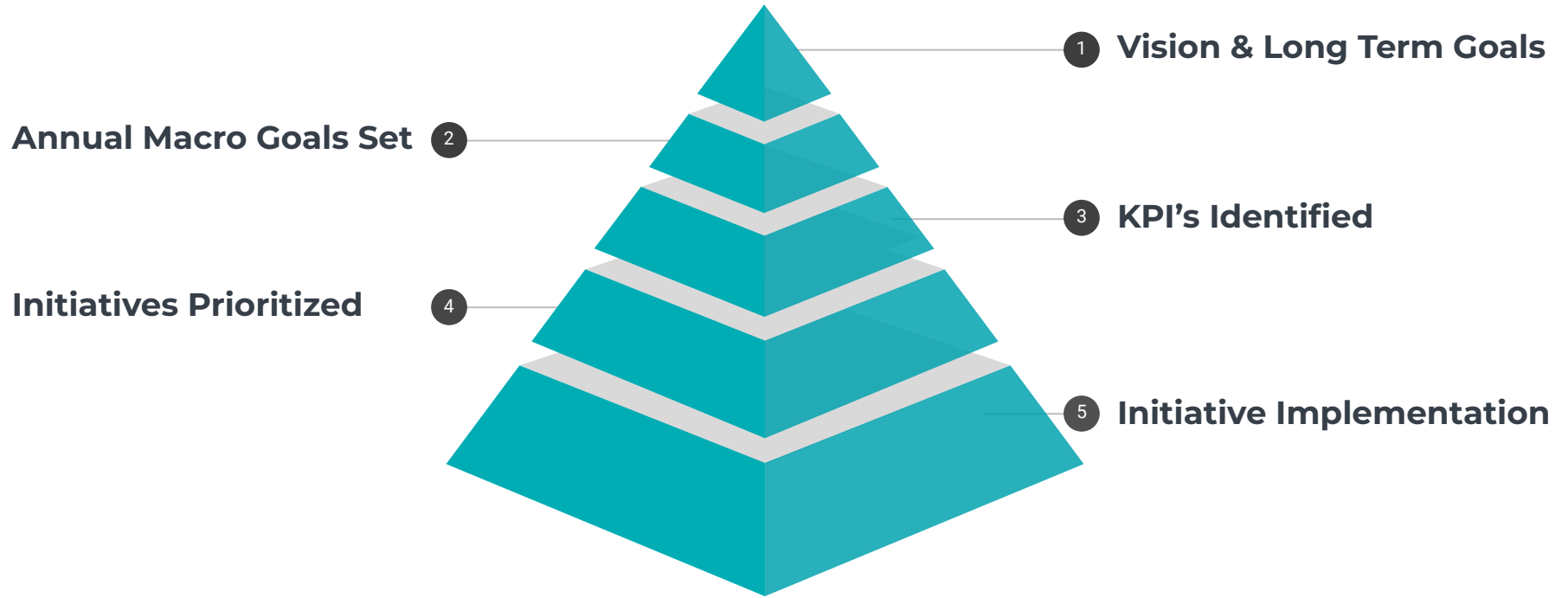
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Initiative Implementation

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Planning Methodology



Planning With a Team

You Lead Yourself



You Lead Everyone

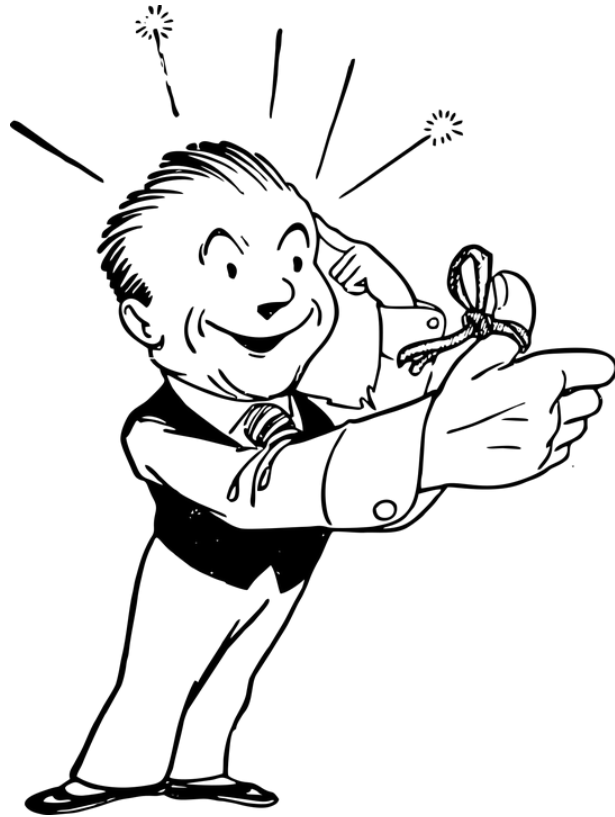


You Lead Leaders



Why Valuable to Collaborate?





Next Session:

Wednesday July 19th at 2pm EST

Mastering Your KPIs: How to Identify, Measure and Track

We're taking your annual planning one step further in this one-hour interactive, guided discussion to help members gain the knowledge they need around KPI management. When focused on growing your business, you first need to identify your quantifiable goals and then determine the key performance indicators that will impact your business the most.



Andrea Ross

Andrea@CultivateAdvisors.com

THANK YOU!



BUSINESS VALUE & HEALTH ASSESSMENT

Know Your Potential Business Value.
See Your Potential Gaps.



Complete this assessment in less than 15 minutes and receive a free report for your business that includes:

- ✓ What Your Business Is Worth
- ✓ Your Value Multiplier Per Your Industry
- ✓ Health Assessment Per Our Propeller Methodology
- ✓ Business Value & Growth Roadmap Tailored For You
- ✓ Value Acceleration Strategies

2 Take Online Assessment

START ASSESSMENT

Health

>> Summary

1 of 8

This health assessment measures the 6 key areas that will help you scale your business and ultimately increase your enterprise value.

Financials

The lifeline of your business

40%

Leadership

The heart of your business

65%

Sales

Your ability to control revenue

80%

Recruiting

The quality of talent you keep

30%

Marketing

Your predictable growth engine

55%

Productivity

Your guardrails for scale

50%

We want to help you propel your business beyond expectations. Below you'll find a propeller we use to measure the health of your business in the 6 key areas for scale. By understanding the gaps and opportunities in each area, you'll maximize your enterprise value. To do this, think of your business as an airplane taking flight to a destination, in this case, your vision.

Take the health scores above and imagine you board your business with a propeller that has a financial engine not strong enough to get there. That each propeller blade is a different size, not connected or working together. That the productivity casing that's holding everything together isn't strong enough. This is why your business may be hitting turbulence along the way. These same factors are what will increase your enterprise value.

Health Score

53.33%

64 out of 120



Value

» Multiples & Valuation

1 of 5

Your Business Performance		Health Score Assessment	
Industry	Consumer Package Goods	Total Points Available	120
Revenue	\$21,000,000	Your Health Score	64
Employees	26	Health %	53.33%
Revenue By Employee	\$807,692		
Growth Rate	16%		
Profit \$	\$3,000,000		
Profit %	14%		

Multiples	Low	High	Average	Your Business
Revenue Multiples	0.42	2.87	1.65	1.53
Profit Multiples	2.74	9.83	6.29	5.24

Current Valuation	Low	High	Average	Your Business
Based on Revenue	\$10,233,200	\$69,913,200	\$40,194,000	\$37,287,040
Based on Profit	\$9,535,200	\$34,208,400	\$21,889,200	\$18,244,480

Valuation Equation	
Revenue	(Revenue + (Revenue X Growth Rate)) X Revenue Multiple
Profit	(Profit + (Profit X Growth Rate)) X Profit Multiple

Remember, debt is often your responsibility when you sell your business, and you get to keep any operating or cash on hand. Ensure you factor both of those elements when trying to identify how much you stand to earn when selling your business.

When referencing the information on this page, please review disclaimers found on page 24.

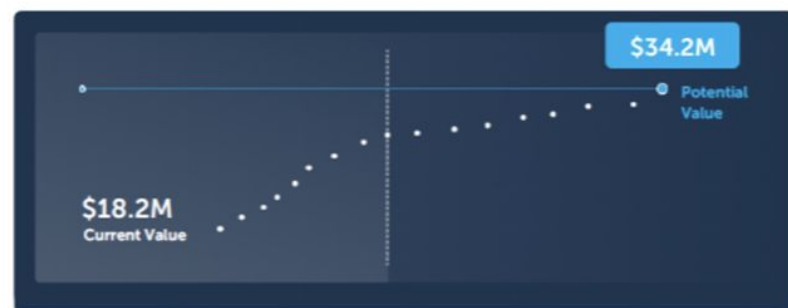
Value

» Potential Value

3 of 5

As an owner, you must be intentional about where you invest and spend your time in the business. You have two important questions you need to ask yourself after reviewing all of the information provided in this assessment:

- 1 How much is it worth for you to focus on the health of your business?
- 2 How much additional growth and scale do you need to achieve your freedom point?



By working with Cultivate Advisors, you could increase the current value of your company without growing another dollar in revenue.

Estimated Value Increase

\$15,963,920

4 Assessment Review & KPI Breakdown w/Advisor

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Business Model & Growth Plan

Financials	2020	2021	2022	2023	2024	2025
Revenue (\$)	\$250,000	\$325,000	400,000	\$500,000	\$600,000	\$750,000
COGS/Vendors/Guides/Agents	\$125,000	\$162,500	\$200,000	\$250,000	\$300,000	\$375,000
Gross Margin (%)	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%
Gross Profit	\$125,000	\$162,500	\$200,000	\$250,000	\$300,000	\$375,000
Overheads/Office/Salaries/Mktng	\$60,000	\$70,000	\$75,000	\$80,000	\$90,000	\$125,000
Owners Earnings (\$)	\$50,000	\$50,000	\$60,000	\$75,000	\$75,000	\$100,000
Net Profit	\$15,000	\$42,500	\$65,000	\$95,000	\$135,000	\$150,000
Cash in Bank (\$)	\$15,000	\$42,500	\$65,000	\$95,000	\$135,000	\$150,000
Sales	2020	2021	2022	2023	2024	2025
Average Transaction (\$)	\$125	\$130	\$133	\$143	\$150	\$150
Number of Customers (#)	2,000	2,500	3,000	3,500	4,000	5,000
Distribution Channel 1 (OTA)	\$150,000	\$195,000	\$240,000	\$300,000	\$360,000	\$450,000
Distribution Channel 2 (Direct/Other)	\$100,000	\$130,000	\$160,000	\$200,000	\$240,000	\$300,000
Avg Commission Expenses	\$50,000	\$65,000	\$80,000	\$100,000	\$120,000	\$150,000
Leads (Calls, Clicks, Inquiries)	6,000	7,000	8,000	8,500	9,000	10,000
Conversion Rate %	33%	36%	38%	41%	44%	50%
New Business (\$)						
Marketing	2020	2021	2022	2023	2024	2025
Top Source 1 (#) Website	3000	4000	4000	4000	4500	5000
Top Source 2 (#) Facebook	2000	2000	3000	3000	3500	3500
Top Source 3 (#) LinkedIn	1000	1000	1000	1500	1000	1500
Spend (\$)	\$5,000	\$7,000	\$9,000	\$10,000	\$12,000	\$12,000
Per Lead Cost (\$)	\$0.83	\$1.00	\$1.13	\$1.18	\$1.33	\$1.20

ROADMAP		
Skill	Item	Notes/Detail
NA	Onboarding	Get organized, gain access to tools & resources, dial in partnership & create business plan with Vision, Macro Goals, KPIs, Initiatives, and Initiative Implementation Plans
Financials	Cashflow Management/Forecasting	Using Liveplan to proactively manage financials and be able to make great financial decisions/model out scenarios.
	Pricing Analysis	Doing an autopsy on Movement Med's current pricing to find optimizations in margins/any underpricing/make appropriate adjustments to scale bottom and top line.
	5 Year Growth Pro Forma	Work through financial analysis in order to equip us with ability to make great financial decisions. This will include a quick look at cashflow, debt, pricing per unit, margin per unit and a future forecast.
Marketing	Online Advertising	Determine the right platforms, messaging and cadence to grow the Movement Med online - maintain strong tracking of marketing spend ROI.
	Offline Marketing Strategy	Design/implement right tactics (referral campaign, community involvement, branded materials etc) to improve offline demand generation.
	Nurture Campaign Creation	What's the right format to steadily have value add "pings" to our core audiences (newsletter, drip campaigns etc) and which platforms are the right ones to use for this?
Sales	Sales Metric Planning/Tracking	Tracking and planning our sales KPIs to control leading success indicators.
	Conversion Development/Boost Win Rate	Deconstruct/reconstruct the steps in our client journey to find elements to improve our conversion ratio to win more clients with less time/resources.
	Process Documentation	Getting the sales blueprint documented in a simple, high impact format to duplicate Shane and make it replicable for the rest of the team.
Leadership	Performance Reviews	High impact, replicable structure to identify core drivers and restrainers of our team's performance (IC) and give them an opportunity to always measure their professional progress.
	Employee Development Planning	Formalized individual development tracks once career paths milestones are identified to always ensure we are creating a team of leaders.
	High Impact Meetings	Designing the preparation, execution and follow up to execute at a high level while leveraging a ton of time with high impact meetings.
Recruiting	Organizational Accountability Chart	Clarifying the Roles/Job Functions for every position in Movement Med.
		Modernizing the onboarding process and skillina new team members up both in

5 Deliver A Tailored Roadmap

Hello! I'm Deborah Snyder

Relationship Manager

Deborah@cultivateadvisors.com



Cultivate Advisors™

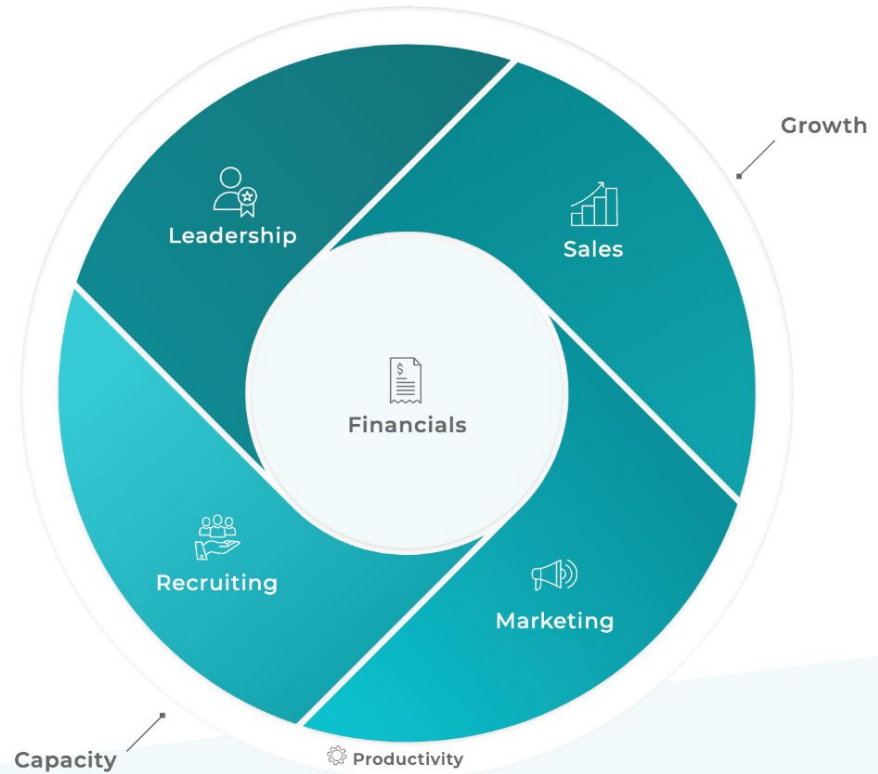
Continue Your Scale

Our Unique *Advisory* Methodology

We believe in propelling businesses forward. In working with thousands of business owners, we've developed our Propeller Methodology that guides owners through the turbulence of entrepreneurship.

Our business advisors start with your Financials, then dive deep into Sales, Marketing, Leadership, Recruiting, and Productivity that will all factor into the growth of your business.

We use this methodology to assess the gaps and opportunities in your business. We then create a tailored roadmap that will guide you to your vision and destination.



INITIATIVE ROADMAP

Skill	Item	Notes/Detail
Financials	KPIs = Goal Accountability	Upgrade KPI's so that the staff has a clear understanding of goals and progress. Previously, only the owners had access to the financials and key metrics that drive the business
Sales	Funnel / Pipeline Creation	Build a sales funnel with conversion metrics and a valid pipeline. Obtain and create a system of data that drives sales initiatives and behavior
Marketing	Monthly & Quarterly Plans	Create a quarterly and monthly marketing plan that we can execute against. Define the branding, messaging, and website presentation. Perform market analysis to gauge strength of competitors and our unique position
Productivity/ Operations	NPS Score	Bottlenecks in the operation need to be removed so that product is delivered on time consistently and efficiently. Build an operational plan that drives customer NPS scores.
Leadership	Performance Culture	Build a performance driven culture that has core values that boost recruiting and retention. Create core values, vision, and standards that attract the best talent, and provide a superior work/life balance for our people
Recruiting	Behavioral Assessment	Invest in a behavioral assessment software piece to add to recruiting process. This will help identify good candidates that fit company culture and align with company values early on.
Product	Expansion	Expand our footprint - Add new destinations regionally



Reactive: Picked by Urgency

Proactive: Picked by Impact

Financials

- Do you have your financials built out through 2025?
- What KPIs do you need to establish for growth and margin optimization?
- Are you building out forecasting tools to help you make key hiring/expansion decisions while understanding how much cash you need?

Sales

- Who is your ideal client post covid?
- Do you have a clear sales funnel based on those clients?
- Do you have the right sales team, training, and direction to shift forward?

Marketing

- Have you built a re-formulated marketing plan?
- Have you clearly defined your product and created the right messaging / storytelling?
- What media channels are cost-effective and deliver strong ROI?
- What needs to happen to increase your website conversion?

Leadership

- How are you supporting your team to take more ownership and drive decisions?
- Are they feeling appreciated and valued?
- Do you have a clear org chart and well defined roles and individual KPIs?
- What are your core values and culture you want to build?

Recruiting

- Do you have a recruitment strategy in place including a candidate avatar? Enlightening interview questions? Insight into team culture and values?
- Are you open to flexible work environments?
- Do you have systems in place to embrace work/life balance?
- Have you built and implemented an onboarding process?

Productivity

- Do you have an operation plan that removes bottlenecks?
- Do you have a goal of how much time you want to work in the business?
- Have you prioritized finding tech solutions to expedite processes?

ASSESSMENT

Business Model & Growth Plan							
Financials	Last Year	This Year	Next Year	3 Years Out	4 Years Out	5 Years Out	Ranking:
Revenue (\$)							
Gross Margin (%)							
Profit (\$)							
Owners Earnings (\$)							
Cash In Bank (\$)							
Sales	Last Year	This Year	Next Year	3 Years Out	4 Years Out	5 Years Out	Ranking:
Average Transaction (\$)							
Pre Sold Revenue (\$)							
New Business (\$)							
# Transactions (#)							
Step 2 of Process (#)							
Step 1 of Process (#)							
Leads (#)							
Marketing	Last Year	This Year	Next Year	3 Years Out	4 Years Out	5 Years Out	Ranking:
Top Source 1 (#)							
Top Source 2 (#)							
Top Source 3 (#)							
Spend (\$)							
Per Lead Cost (\$)							
Per Contract Cost (\$)							

Go Beyond Your Expectations

Cultivate is partnered with thousands of business owners. The following stats are year-over-year results for Cultivate clients that have worked with us for 12 months or more.

43%

Average Growth in Top
Line Revenue

65%

Average Growth in
Bottom Line Profit

Google

5.0 ★★★★★ 409



I have worked with Cultivate Advisors for about six months now, with Mike Schields. It has been an awesome experience! He has helped us make some great connections within the tourism industry as well as dug in to every aspect of our business to find so many ways we can improve! Every session, we work on things that provide tangible results across all aspects of our company! He's an amazing advisor and I consider him an invaluable part of our team! Thanks Cultivate!

Mary Collins

