



Cultivate Advisors®

Mid-Year Planning Workshop



Cultivate Advisors™

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# 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

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# 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*

**Review the first half of the year and  
set goals for what's next!**



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# Agenda

01

Where are we?

02

What do we need to adjust?

03

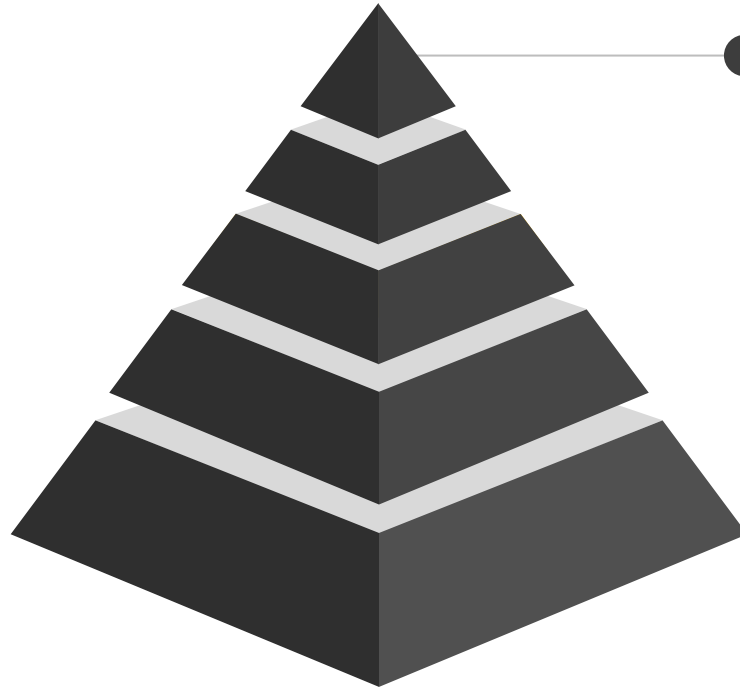
Collaboration and Next Steps





# 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 was the vision we described for 2024 and beyond?

- Is it an exit?
- Increase Revenue/Profit by X?
- Is it 10x growth?

**Are we still on track for this vision?**

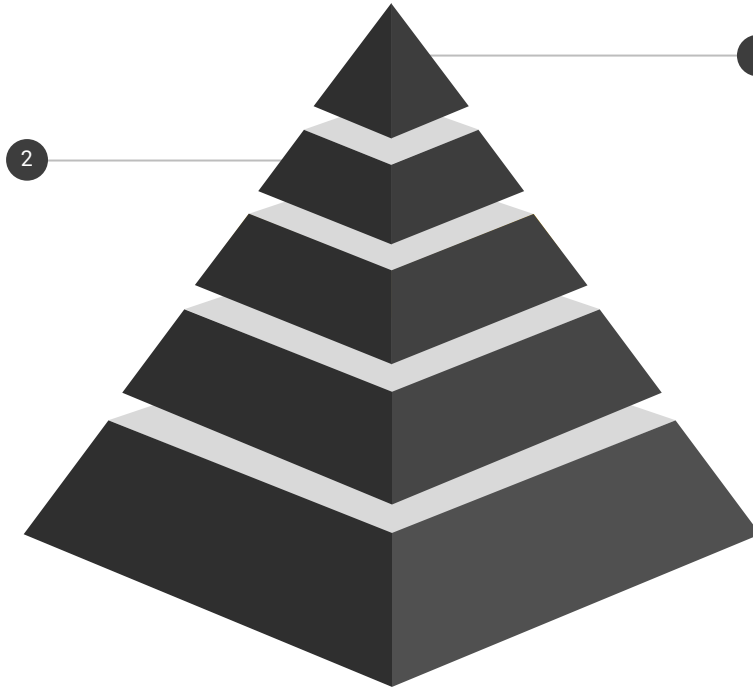
**Has our vision shifted?**

**Have we communicated the shift?**

# Planning Workshop

## Annual Macro Goals Set

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



## Vision & Long Term Goals

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

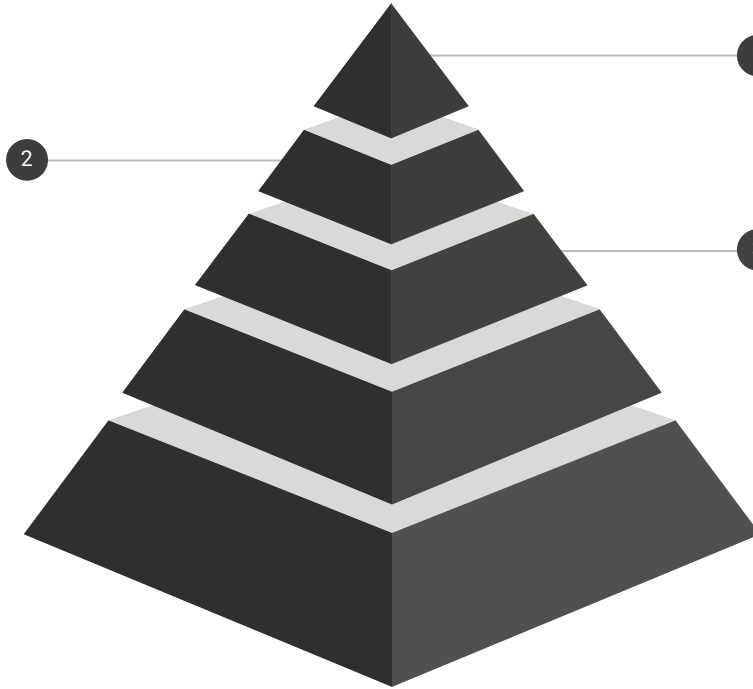
# Macro Goals: Pick 2 to 3

- If achieved, would this keep you on track to your vision?
- 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?



## Vision & Long Term Goals

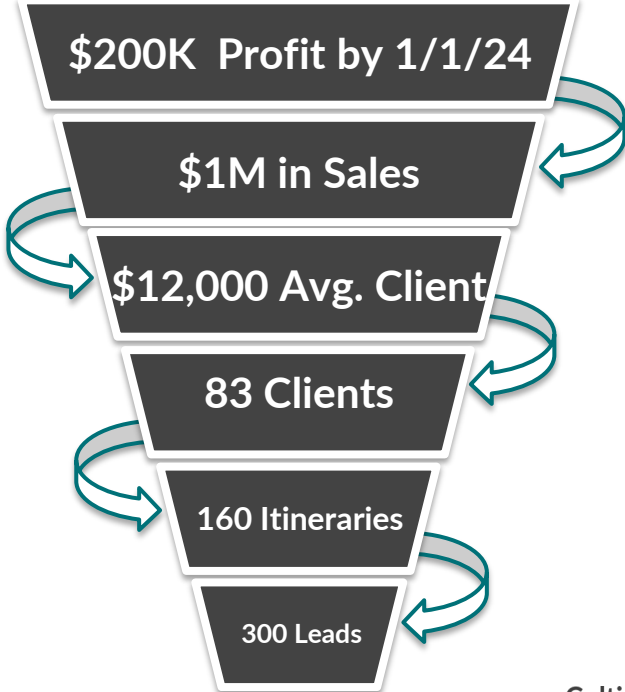
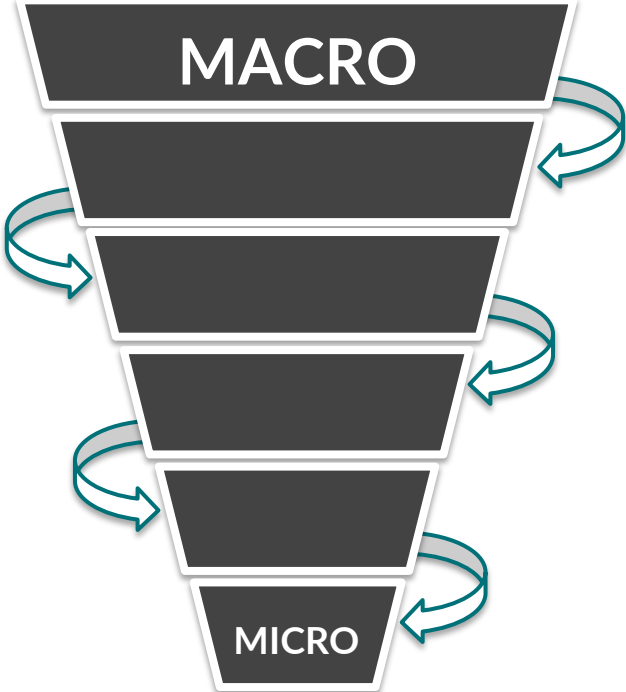
Why are you doing this? What do you want in the next 3, 5 and 10 years?

## 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



# 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
<b>Revenue Goal</b>	\$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
<b>Revenue 2022</b>	\$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
<b>Revenue Actual</b>	\$21,899	\$26,554	\$32,741	\$34,171	\$40,770	\$28,273.00							\$184,408
<b>COGS Goal</b>	\$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
<b>COGS 2022</b>	\$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
<b>COGS Actual</b>	\$11,710	\$13,701	\$14,234	\$20,078	\$19,821	\$19,737							\$99,281
<b>Fixed Expense</b>	\$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
<b>Fixed Expense Actual</b>	\$10,833	\$13,881	\$13,882	\$11,858	\$17,980	\$11,128							
<b>COGS Percentage of Revenue 2022</b>	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%
<b>COGS Percentage of Revenue</b>	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%
<b>Net Profit Goal</b>	-\$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
<b>Net Profit 2022</b>	-\$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
<b>Net Profit Actual</b>	-\$644	-\$1,028	\$4,626	\$2,235	\$2,969	-\$2,592.35	\$0	\$0	\$0.00	\$0.00	\$0.00	\$0.00	\$5,566
<b>Travelers On Ground Goal</b>	228	298	550	984	836	974	930	892	1028	1240	768	958	9686
<b>Travelers on the Ground 2022</b>	114	149	275	492	418	487	465	446	514	620	384	479	4843
<b>Travelers On Ground Actual</b>	304	349	452	553	564	509							2731
<b>Public Travelers on the Ground Actual</b>	277	232	409	481	464	419							
<b>New Travelers Goal</b>	424	418	814	946	818	718	826	1138	1076	866	738	656	9438
<b>New Travelers 2022</b>	212	209	407	473	409	359	413	569	538	433	369	328	4719
<b>New Travelers Actual</b>	423	507	610	461	566	556							3123
<b>Direct Booking Traveler Goal</b>	182	96	184	298	238	262	220	338	300	338	210	210	2876
<b>Direct Booking Traveler 2022</b>	91	48	92	149	119	131	110	169	150	169	105	105	1438
<b>Direct Booking Traveler Actual</b>	133	179	190	189	198	175							1064
<b>OTA Traveler Bookings Goal</b>	238	202	366	686	598	712	710	554	728	902	558	748	7002
<b>OTA Traveler Bookings 2022</b>	119	101	183	343	299	356	355	277	364	451	279	374	3501
<b>OTA Traveler Bookings Actual</b>	295	314	420	364	366	334							2093
<b>Private Tour Booking Goal</b>	4	4	4	8	8	8	10	10	10	15	15	15	
<b>Private Tour Booking Actual</b>	4	11	6	7	9	2							
<b>Tours Run 2023 Goals</b>	39	37	51	61	81	81	71	95	46	98	64	121	
<b>Tours Run 2022</b>	21	17	34	50	53	58							

# KPI's:

- Have we tracked our KPIs in order to know our success?
- Have we communicated our KPIs to the team and do they have individual or team goals to achieve?
- What do we need to focus on tracking moving forward this year? What are current bookings for 2025? Etc?

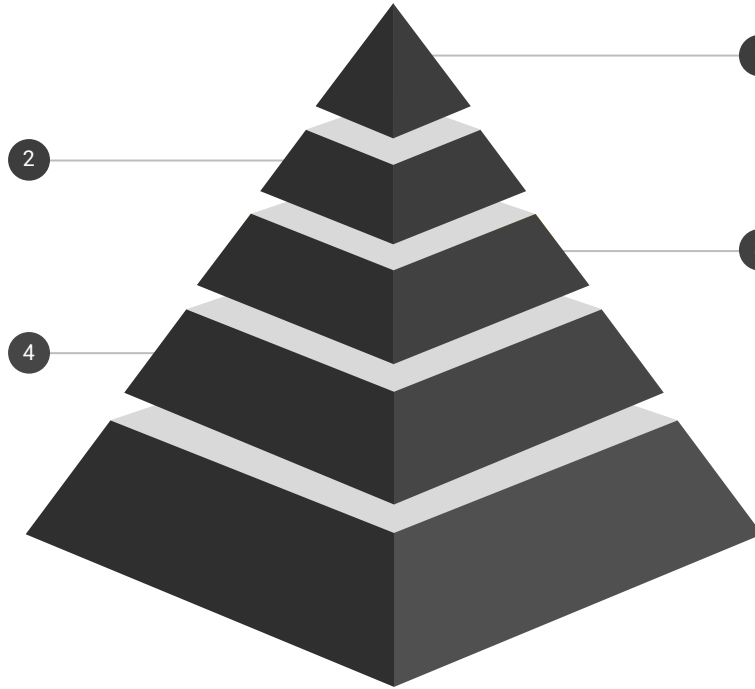
# Planning Workshop

## 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?



## Vision & Long Term Goals

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

## KPI's Identified

Push through the micro plans in all areas of the business. What are the key performance indicators?

# 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.

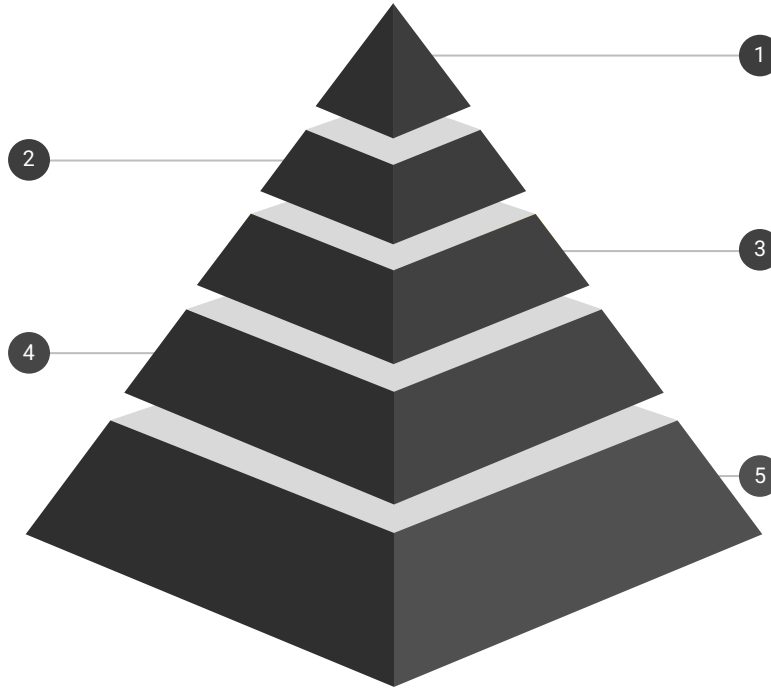
# Planning Workshop

## Annual Macro Goals Set

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

## Initiatives Prioritized

What pivots, shifts or changes will be needed to achieve? In what order should you approach these initiatives?



## Vision & Long Term Goals

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

## KPI's Identified

Push through the micro plans in all areas of the business. What are the key performance indicators?

## Initiative Implementation

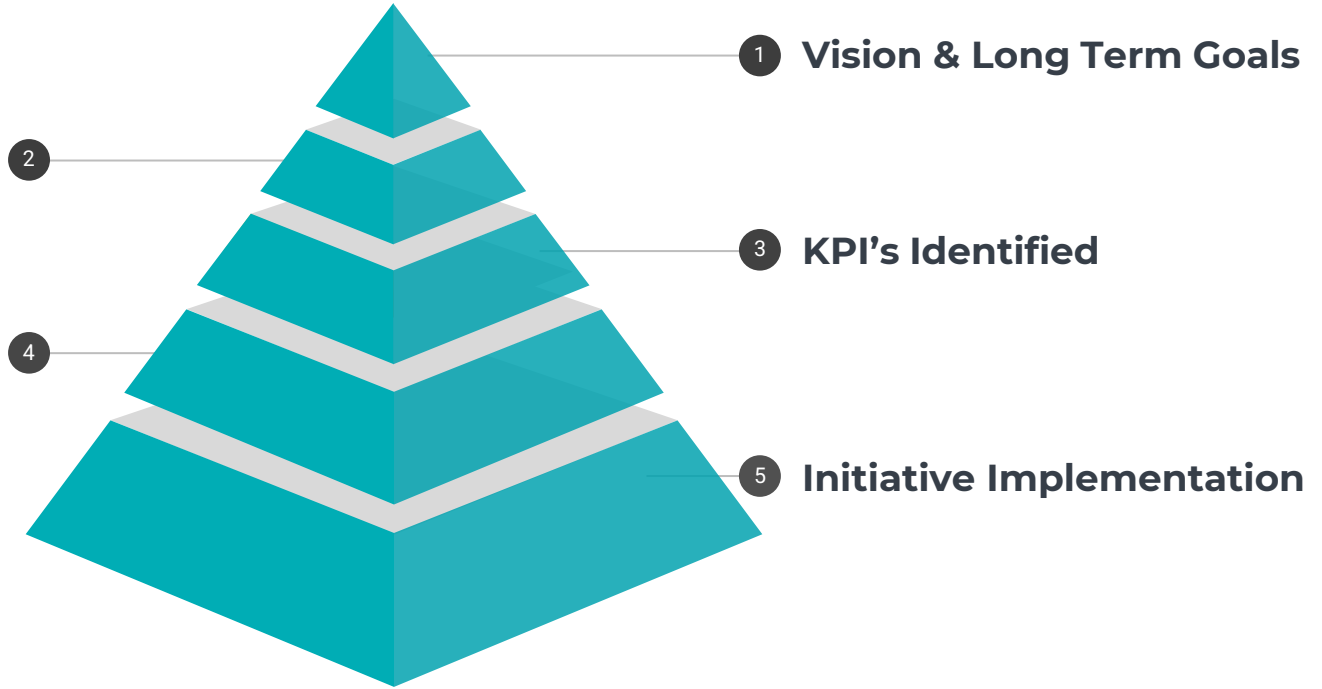
Have you developed a strategy, a process, a system, a procedure, clear training and supported leadership for the initiatives?



# Planning Methodology

Annual Macro Goals  
Set

Initiatives Prioritized





CEO Dashboard

**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?



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# Andrea Ross

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THANK YOU!!