



Example of Roadmap



From your Dashboard

Once **both** Discover and Protect have been completed, it is time to reconnect with the business owner and run the Roadmap Assessment.

The Roadmap Assessment addresses the current business stage, the owner planning goals, and most importantly includes an action plan for attaining those goals.

Roadmap is a great opportunity to re-establish your relationship with the business owner as well as move your engagement forward.

From your Dashboard, click on the “Start” button to the right of the Roadmap Status. As with any of our assessments, it is recommended that you are meeting face-to-face with your client.

Discover	Questions: 30 Length: about 20 minutes	Status completed
Protect	Prerequisite: Discover Questions: 60-75 Length: about one hour	Status completed
Roadmap	Questions: about 100 Length: about one hour	Status not started

[Start](#)

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Welcome to Roadmap

The first screen is the introduction to the assessment.

Click “Next” to continue.

Roadmap can be saved at any point during the process, should you need to stop for some reason.

It is also possible to edit or go back and review any part of the document.

The screenshot shows the ValuCompass interface. At the top, there is a blue header with the ValuCompass logo (a stylized compass rose) and the text "ValuCompass Demo". Below the header, there are three buttons: "Save", "Previous", and "Next". The main content area has the heading "Welcome to Roadmap" and a paragraph: "This assessment addresses the business stage, your planning goals, and action plan for attaining those goals." At the bottom, there is a footer with the text: "ValuCompass © 2022 V1.12 Demo Privacy Support Contact: 231-239-0532".




Business Planning

The first section is the Business Planning section.

Have your business owner client choose the stage they consider their business to be in. Depending on when you ran the Discover and Protect assessments, this answer may have changed.

We will discuss each of these business planning stages later in this slideshow.

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Demo

SavePreviousNextReturn

Business Planning
Business Stage

What stage would you consider the business to be in?

- ☐ Start-up
Operating for under 2 years, usually self-funded. Solely reliant on founder for success. Negative cash flow with a reliance on debt financing.
- ☐ Growth
Operating for 4 years or more. Ownership reinvesting profits back into business to diversify and expand. Positive cash flow with rapid revenue growth.
- ☐ Mature
Well established in industry. No longer reliant on founder for success with management team in place. Positive cash flow with flat revenue.
- ☒ Transition
Strong market position and efficient operations. On the brink of being sold or transferred. Ownership team ready to exit and do something else.


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Business Estimate

Again, depending on where the business owner is in the engagement process they may or may not know this number.

Have them take an educated guess if they don't know. And depending on your client, you can also prepare to fill in this information using the Enterprise Value from the Discover Assessment.

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Business Planning
Business Stage

What do you estimate the business is worth today?

Estimated business value *

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Business Goals

Next, discuss with your business owner client up to five goals where they would like to focus their time and energy.

You will go into more detail with each goal further on - so make sure your client is prepared to dig deeper into each specific item.

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[Save *](#) [Previous](#) [Next](#) [Return](#)

Business Planning
Business Goals

What are your current short to medium-term goals for the business? (select no fewer than 3 and no more than 5)

<input type="checkbox"/> Raise capital <i>Obtain financing/establish credit relationships to grow my business.</i>	<input type="checkbox"/> Plan for the continuity of my business <i>Implement a succession plan that allows for an orderly and efficient transfer of ownership in the event of disability, death, retirement and/or other triggering events.</i>
<input type="checkbox"/> Evaluate Entity Structure <i>Ensure my current entity structure is appropriate in terms of meeting my business needs and tax circumstances.</i>	<input type="checkbox"/> Enhance the transferability of my business <i>Improve the operational areas in my business to make it more attractive and sellable to potential acquirers.</i>
<input type="checkbox"/> Grow my business <i>Grow the value of my business, either by organic strategic development or acquisition.</i>	<input type="checkbox"/> Begin intergenerational transfer <i>Begin to embark on a strategy to select and train a successor and systematically transfer ownership of the business to the next generation.</i>
<input type="checkbox"/> Protect my business <i>Protect the current value of my business by minimizing business, personal and financial risk.</i>	<input type="checkbox"/> Sell my business <i>Determine the right buyer for the business-- internal, strategic or financial—and develop a roadmap that prepares the business for sale.</i>
<input type="checkbox"/> Attract and retain top talent <i>Implement strategies to attract and retain key employees who are vital to my business's success.</i>	<input type="checkbox"/> Plan for life after the business <i>Determine the role you will play, if any, in the business in retirement and estimate how reliant you will be on the business financially when you exit.</i>
<input type="checkbox"/> Build a strong management team <i>Develop a team of leaders who makes me as redundant in the business as possible.</i>	<input type="checkbox"/> Implement estate plan <i>Create a plan that is both fair and equitable to all my heirs, including those active in the business and those not, and helps ensure the continuity of my business and maintains family harmony.</i>

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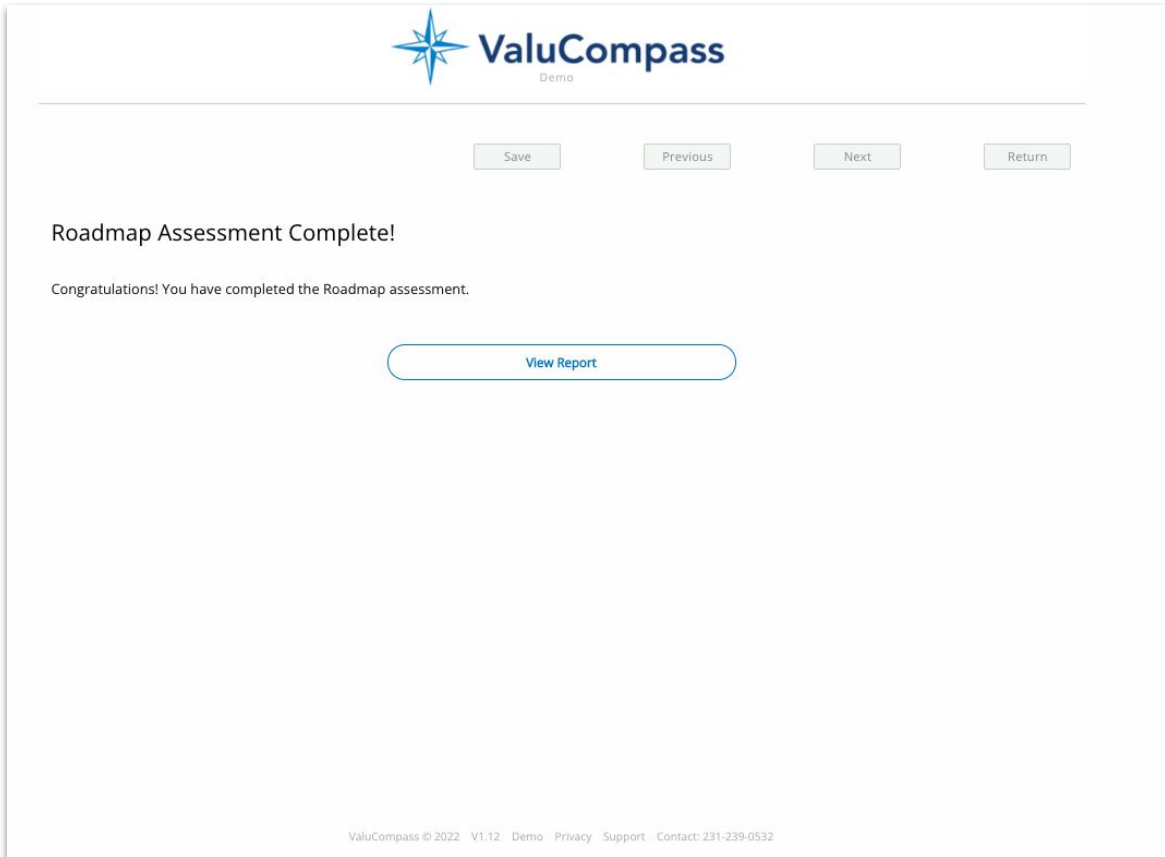


Almost Complete!

Be sure you keep going...

While the Assessment aspect of Roadmap is complete at this point, you will need to spend more time analyzing the goals that you chose.

In other words, the Roadmap Report is more of a working document that requires additional attention.



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Overview

This section of the report is very similar to the reports of Discover and Protect.

It is best to highlight a few of the essential areas or discusses any of the numbers that stand out.

This is also a good time to review any of the input from previous assessments that may have changed - such as the objective, ownership, and employees. Make a note - these details can be edited in the “Business Owner Details” section on the Dashboard.

Overview

Revenue	EBITDA	Enterprise Value	Potential Value	Owner Estimated Value	Value Gap
\$4M	\$400K	\$3.28M	\$4.66M	\$3M	\$963K - \$1.79M
%Ownership	Salary	Other Benefits	Outside Assets	Retirement Income	Replacement Gap
100	\$100K	\$1.17M	\$0	\$1.06M	\$1.18M
Industry	Entity Type		Employees	Objective	
Mining, Quarrying, and Oil and Gas Extraction	Sole Proprietorship		37	Create sustainable growth	

*[Click here](#) for a full list of your assessment responses

Your financial analysis report is offered by Advisor Wealth Inc.. Supervisory Office: 296 Connelly Well, New Darrin. Tom White is a registered representative of and offers securities and investment advisory and financial planning services.



About

This is a summary page for the Roadmap assessment.

For this slideshow we will only be discussing Content numbers 1-4, as the rest of the report contents relate to either the Discover Assessment or the Protect Assessment.

About

This plan and the recommendations contained within are based on the information you provided and any listed assumptions. Our recommendations outline both general and specific strategies designed to help you reach your objectives for the current planning year. The key to succeeding is your ability and willingness to follow the plan and implement needed strategies in a timely manner.

It is important for you to consult with your legal and tax advisors on certain topics, in order to review your financial plan and make any needed adjustments. It is also important to note that your business planning, and especially succession planning, must be coordinated with your personal plan, in terms of your retirement, protection (e.g., income and survivor protection) and estate planning.

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Business Objective

Here you have a chance to review some of the key features that relate to the business objectives.

Does the owner still not have a personal financial plan? You may have already tackled this question from Discover after having completed Protect. It is also another opportunity for you to revisit this concept.

Business Objectives

You said your business objective is to **create sustainable growth**.

When exploring growth strategies, emphasize four things:

1. Cash is KING - look to produce 3 years of profitable growth, with a clear plan for maintaining that growth going forward.
2. Make it TIDY - disentangle your personal finances from the finances of the company.
3. Make it TURNKEY - have all your systems and processes well-documented in such a way that someone new can come in and use that information to run the company.
4. Make it SUSTAINABLE - work to develop long-term contracts, proprietary products, repeat customers, and specific offerings that are difficult for others to replicate.

You said that you **do not have a personal financial plan** that dovetails your business and personal objectives.

This should be a priority. Your business is most likely your largest income producing asset. Understanding the role it plays in your personal planning is vital to protecting your family's financial wellbeing and maintaining your current and future lifestyle. In addition, a lack of financial independence from the business can lead to owner never truly being able to exit on his/her terms when that time comes.

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Goals

Depending on the number of goals that you and the business owner chose, you will now have a chance to set up an Action Plan and enter a Target Date.

Click on the “Edit Planning Goals” button on the right in order to enter more specific details for each of the goals you selected.

You can also go back to the assessment and either deselect, or choose different goals depending on how you decide to set up the action plan.

Goals

Your goals are a reflection of what is important to you. We believe in a mutually committed relationship built on an exploration of these goals that goes beyond the numbers to instill clarity and confidence for you to take action. Together, each year, we will focus on what matters most in terms of achieving your business planning objectives.

It is our opinion that your goals can be attained by implementing the recommendations detailed in this plan. The key to succeeding is your ability and willingness to follow and maintain the plan. The plan is a living document and should be reviewed and updated annually, or upon the occurrence of a major personal or financial event.

[Edit Planning Goals](#)GoalAction PlanTarget Date**Attract and retain top talent**

TBD

Evaluate Entity Structure

TBD

Grow my business

TBD

Protect my business

TBD

Sell my business

TBD



Owner Risk

You will get a summary and an index measure that relates to where the business is currently at, based on the entries made.

This is a good graph to review after you have updated any action plans and alleviated any of the risks.

Next you have the option of editing the Action Plan, Recommendations, and Target Dates for Owner Risk.

Owner Risk



Your owner risk is **Moderate**.

This index is an overall view of the risks that may inhibit a business owner's ability to maximize their current enterprise value today and monetize it in the future. It incorporates the four critical elements of owner risk: Income Replacement, Insurance Protection, Red Flags, and Liquidity. Each is broken out in this report to enable you, the owner, to get your arms around making your business fit your personal goals.

You currently have a **Moderate** level of business, personal and financial risk. There are critical areas in the business and personal financial picture that require attention. Consider addressing these areas so you and the business are ready if and when a transition occurs.

[Edit Recommendations](#)

[Recommendation](#)

[Action Plan](#)

[Target Date](#)

* No risk recommendations have been selected *

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Edit Risk

You will be able to edit these for the business owner's risk recommendations.

Select from 3 to 5 of the following "Risks" and edit the associated plans and dates.

For a full list of the available options go to "Roadmap Questions".

Owner Risk

Edit Risk Recommendations

Please select at least three, and no more than five recommendations.

Business Recommendations

Risk	Action Plan	Target Date
<input checked="" type="checkbox"/> Loss of owner or key employee	Protect the business from the potential loss of a key employee.	In 3 months
<input checked="" type="checkbox"/> Owner Dependent Business	Beware of a business that cannot operate without the owner.	In 6 months
<input checked="" type="checkbox"/> Lack of a viable successor/buyer	Choose a successor who is ready, willing, and able to assume the leadership role in the business when the time comes.	In 12 months
<input checked="" type="checkbox"/> Unfunded/Underfunded Agreements	Fund all agreements in accordance with the current value of the business and review/update them at least every three years.	In 18 months



Red Flags

Similarly, the next section deals with red flags. These are the issues that were noted in the previous assessments.

Again, depending on how long ago you administered the assessments, but you may have already completed these warnings in previous engagements.

Edit the Action Plan and Target Dates where needed.

Red Flags

Planning is important. You have a vision for your future. Start by removing these strategic threats to attain your vision.

[Edit Red Flags](#)

<u>Warning</u>	<u>Action Plan</u>	<u>Target Date</u>
Haven't identified key employees		TBD
No successor identified		TBD



Review Recommendations

Once you and the owner have completed entering the details involving risk, you will have a chance to review.

Click on “Edit Recommendations” if there are any discrepancies.

This is also where you will come when the action has been completed and needs to be updated.

[Edit Recommendations](#)

<u>Recommendation</u>	<u>Action Plan</u>	<u>Target Date</u>
Loss of owner or key employee	Protect the business from the potential loss of a key employee.	In 3 months
Owner Dependent Business	Beware of a business that cannot operate without the owner.	In 6 months
Lack of a viable successor/buyer	Choose a successor who is ready, willing, and able to assume the leadership role in the business when the time comes.	In 12 months



Stage Checklist - Start up

This checklist can be a review and changes depending on the business stage chosen at the beginning of the assessment.

Business Stage

You said the business is in the **Start-up stage**. Businesses that are in a given stage typically have a set of priorities they should focus on. To accomplish what needs to be done before the business moves on to the next stage, here is a to-do-list for you to have on hand.

Start Up Stage Checklist

- ✓ Establish business idea and financial goals.
- ✓ Complete a competitive analysis.
- ✓ Prepare a business plan.
- ✓ Create a cash reserve.
- ✓ Establish the business entity structure.
- ✓ Explore lending relationships and lines of credit options.
- ✓ Look to attract competent employees.
- ✓ Protect the owner's income stream.
- ✓ Explore employer-sponsored retirement plans.
- ✓ Begin setting aside assets outside the business for retirement.
- ✓ Design an employee benefits package.



Stage Checklist - Growth

This checklist can be a review and changes depending on the business stage chosen at the beginning of the assessment.

Business Stage

You said the business is in the **Growth stage**. Businesses that are in a given stage typically have a set of priorities they should focus on. To accomplish what needs to be done before the business moves on to the next stage, here is a to-do-list for you to have on hand.

Growth Stage Checklist

- ✓ Refine business goals and metrics.
- ✓ Diversify products and service for market expansion.
- ✓ Protect the company's cash flow.
- ✓ Protect against the loss of key employee(s).
- ✓ Create a strong management team.
- ✓ Develop a business protection plan in the event of the death or disability of an owner;
- ✓ Grow the value of the business.
- ✓ Diversify your retirement plan.
- ✓ Explore tax strategies.
- ✓ Offer employer-sponsored benefit and retirement plans.
- ✓ Explore selective retirement and benefit programs for top performers.



Stage Checklist - Mature

This checklist can be a review and changes depending on the business stage chosen at the beginning of the assessment.

Business Stage

You said the business is in the **Mature stage**. Businesses that are in a given stage typically have a set of priorities they should focus on. To accomplish what needs to be done before the business moves on to the next stage, here is a to-do-list for you to have on hand.

Mature Stage Checklist

- ✓ Monitor key performance indicators.
- ✓ Build an advisory board or Board of Directors.
- ✓ Reduce any outstanding business debt.
- ✓ Protect the value of the business.
- ✓ Review Buy-Sell Agreement for changes in relationships or business value.
- ✓ Select an appropriate transition/exit strategy.
- ✓ Create a "second act" plan for life after your business.
- ✓ Develop an estate plan that includes reduction taxes, and equalization.
- ✓ Review/establish will(s) and trust(s).
- ✓ Implement retirement/incentive programs to retain key employees.
- ✓ Review ways to help contain the costs of employee benefit plans.



Stage Checklist - Transition

This checklist can be a review and changes depending on the business stage chosen at the beginning of the assessment.

Business Stage

You said the business is in the **Transition stage**. Businesses that are in a given stage typically have a set of priorities they should focus on. To accomplish what needs to be done before the business moves on to the next stage, here is a to-do-list for you to have on hand.

Transition Stage Checklist

- ✓ Conduct a "keep or leave" analysis.
- ✓ Set a price.
- ✓ Establish financial and contract terms.
- ✓ Transfer business protection plans to new owner(s).
- ✓ Execute the chosen transition strategy.
- ✓ Document any ongoing involvement by the departing owners
- ✓ Implement retirement strategies, including possible income stream.
- ✓ Review owner's estate plans.
- ✓ Review legacy and charitable giving strategies.
- ✓ Review and transfer employee benefits to new owner(s).
- ✓ Review ongoing benefits for departing owner(s).



Thank you. We hope this information has been helpful. Please let us know if there is anything missing from this support document.