



The concept is to draft a **ONE-PAGE BUSINESS PLAN** that will become the basis for getting all your company's people going in the same direction. By distributing this one-pager to all employees and talking up various aspects as you **Walk-Your-Four-Corners (W4C)**, you'll assure that everyone is onboard and up-to-date on where it is you're trying to take the company. They'll get you there once they what it is!

The 1-Page Business Plan usually includes four sections: **Description or Unique Business Proposition (UBP**, what the company does uniquely well), **Purpose** (why the company is in business, focused on the customer), **Goal** (the overall goals of the company, usually 3-year or 5-year), and **Strategies** (how the goal will be achieved with the customer via the company's unique business approach).

There are two approaches. The first gets a little better "buy-in" by everyone but is slower. It uses a group meeting of the senior management of a company or a group to get started. The second approach has the Group Leader do a **FIRST DRAFT** of a possible 1-Page Business Plan for the senior team to edit and change.

Work Group Approach to the 1-Page Business Plan (about 2-3 hours):

1. Each person please take 60 minutes before the first meeting to write or outline your own ideas about your company's 1-Page Business Plan (see example from GAC attached). Jot down your thoughts about UBP (see attached worksheet & starter pages UBP-1 through UBP-3), Purpose of the company, Overall Goal (3-year), and Strategies (bullet point these).
2. Just jot down "bullets" of what you would include in each section of the document, rather than trying to get the precise wording at this point. Group reviews and several re-writes of your 1-Page Business Plan will get it just right before distributing to all employees. Some thought starters:
 - What is the company's Overall Goal? (3 - 5 year horizon).
 - What is its purpose for being in business (should be customer-focused)?
 - What is the company's Unique Business Proposition?
 - What special do you do in product/service that's of value to the customer?
 - Or, how is your product or service special?
 - Or, what separates you from all your competitors, in the customer's eye?
 - How will you achieve your goal?
 - Or, what tactics and/or strategies will achieve your goal?
3. Now, take 10 minutes each to explain or read your One-Page Business Plan to the others in your workgroup. No objections permitted, everyone just absorb other persons' thoughts.
4. Members of the group should now challenge what's **REALLY IMPORTANT** to include and **NOT** include in your business plan! Best to tape record this information and give the tape plus everyone's transcribed notes (so as to be legible) to the Group Leader to take away and write a **FIRST DRAFT** of the 1-Page Business Plan.
5. The Group Leader now develops a two-page very rough draft of the Plan. It should be distributed managers for edits, to be returned to the Leader in a week. Now go to Step 2. below.

Direct Approach where the Group Leader Does First Draft:

1. Group Leader develops first rough draft from scratch, which is given to everyone for edits.
2. Group Leader gets managers' input, prepares second draft, send it out for edits.
3. Group Leader holds 2-hour (maximum) brainstorming session (taped) where all aspects are discussed.
4. Group Leader prepares final 1-Page Business Plan, distributes to all employees.

Senior management team communicates with all employees as they "Walk Their 4 Corners." Then re-publish the 1-Page Business Plan 3 times/year with just a word-change here or there as an update. This "repetitive communication" including W4C assures everyone gets it and helps make it happen.

GAC GRAPHIC ARTS CENTER

UNIQUE BUSINESS PROPOSITION

Graphic Arts Center is the leading fine color commercial printer in the United States. We serve America's most dynamic businesses with top quality printing of advertising literature, specialty catalogs and annual reports.

PURPOSE

Graphic Arts Center's purpose for being in business is to care for its customers' needs before, during and after delivery of the printed job, and to do that better than any other printer.

GOALS

Graphic Arts Center's immediate goal is to grow to \$100 million in annual net sales. We also aim to achieve a return of 25% pretax return-on-equity and 6% pretax return-on-sales.

STRATEGY

Graphic Arts Center's strategy is to extend its leading position in the web and sheetfed commercial printing market in the western United States while expanding its position of market leadership in commercial sheetfed printing in the Northwest. At the same time, Graphic Arts Center will continue to enhance its reputation and position nationally as the top quality catalog and annual report producer.

Our plan is to grow by at least 20% annually through greater penetration of the market segments we know best. We will continue to add to our professional salesforce, which is the largest and best commercial printing sales organization in America. We'll continue to use state-of-the-art technology to serve the quality and delivery needs of our customers. And we will continue to penetrate large metropolitan markets where we are not yet fully represented.

To accomplish this strategy, Graphic Arts Center will continue to attract, train and retain the most talented and customer-conscious employees in the industry.

Finally, our strategy will be undertaken while always putting our customers' needs first.