

Five Questions | One Page

Winning Business Plans for Growing Companies

Description and Process Overview

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- **What Is 5Q1P?** – The 5Q1P Business Planning System helps build business plans which actually work:
 - Can be used for almost any business --- including not for profits.
 - Ideally suited for smaller or Early Stage companies.
 - Also works well for specific projects in big companies.
- **What Are The Benefits?**
 - It forces choices, clarity and alignment on what needs to happen.
 - It drives the organization to match its internal capacity with its external dreams.
 - It tells employees, customers, suppliers and investors what is needed from them.
 - It makes the Three C's of effective leadership much easier to achieve: Consistency, Communication and Collaboration.
- **What Are The Limitations?**
 - 5Q1P assumes what is almost always true: Somebody, somewhere in every organization already knows exactly what to do!
 - It is a process for sorting through the options people have already considered and debated.
 - It is not a process for developing alternatives that have not been thought of.

**The 5Q1P process helps organizations decide what to do
--- and gives them a roadmap for actually doing it.**

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- **Where Did this Come From?** 5Q1P is a simplified version of the One Page Strategic Plan® process --- also known as OGSP® Planning.

- Developed by three former P&G managers at One Page Solutions, LLC.
- Used hundreds of times --- for profit and not for profit companies.
- Works for entire companies or individual projects.



- **Why Does 5Q1P “Always” Work?** Because it is “structured thinking”.
 - Based on the “truth” people already carry around about “what we must do”.
 - Built by the organizations which will use them.
 - Draws out existing knowledge and organizes it in a powerful, disciplined way.

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- **How Does It Work?** Led by an experienced moderator, the process has two steps:
 - First, the management team summarizes its' strengths and weaknesses using a SWOT analysis.
 - Strengths
 - Weaknesses
 - Opportunities
 - Threats
 - Then, the same team looks to answer five simple questions:
 1. **“Why”** does the organization really exist?
 - This is the reason people really come to work.
 - This is called **Mission**.
 2. **“Where”** is the organization headed long term?
 - This is a compelling, aspirational view of the organization's long term future.
 - This is called **Vision**.
 3. **“What”** will the organization achieve?
 - This is a fact-based description of success over the next 1 to 3 years.
 - This is called **Objective and Goals**.
 4. **“How”** will success be achieved?
 - These are the choices about the work needed to deliver the “What”; who will be responsible for delivering it and when.
 - This is called **Strategies and Plans**.
 5. **“Which”** work will the company stop doing?
 - This is a list of all the projects the organization agrees to stop doing --- so it can focus completely on the “What”.
 - This is called the **Won't Do List®**.

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– **What Is The Output?** – As the name implies, a One Page Business Plan™!

1. **“Why”** does the organization really exist? The reason people really come to work. (**Mission**)
2. **“Where”** is the organization headed long-term? An organization’s, aspirational view of the long term future. (**Vision**)
3. **“What”** will the organization achieve? A fact-based description of success over the next year. (**Objective and Goals**)
4. **“How”** will success be achieved? The choices about which projects will deliver the “What”, who will be responsible for delivering them and when. (**Strategies and Plans**)
5. **“Which”** work will the company stop doing? So it can focus completely on achieving the “What”. (**Won’t Do List®**)

XYZ Company – One Page Business Plan™ – Next 3 Years

1. MISSION (“Why” does the organization really exist?)					
2. VISION (“Where” is the organization headed long-term?)					
3. OBJECTIVE AND GOALS: (“What” will the organization achieve over the next year?)			4. STRATEGIES AND PLANS: (“How” will success will be achieved?)		
	Year 1	Year 1	Year 1		
	Sales	Profit	Sales	Sales	Profit
Sales (\$MM)				1.	1a
EBITDA (\$M)					1b
Margin (%)					1c
Employees (#)				2.	2a
New Products					2b
Return on Capital					2c
				3.	3a
					3b
					3c
				4.	4a
					4b
					4c
				5.	5a
					5b
					5c
5. WON'T DO LIST®: (“Which” work will the company stop doing?)					

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- **What Are The Downsides?**

- Some organizations simply “go through the motions”, then ignore the results.
 - 5Q1P must be truly embraced by the CEO --- and supported by the Board.
 - The biggest determinant of success: the leaders willingness to “walk the talk” --- and live up to the 5Q1P plan.
- The organization views business planning as an event, not a way of life.
 - Developing a 5Q1P Business Plan is easy --- living up to it is more difficult.
 - 5Q1P is a journey that has to be reviewed, tested and revisited at least once per year.

- **Who Does This Work?**

- This is not a “do it yourself” approach --- it depends on the leadership of an experienced process leader.
- Depending on the client situation, John Lilly typically leads this process personally:
 - Interview management / Board
 - Research strategic platform
 - Conduct workshop --- typically on one day
 - Follow-up session to present proposed One Page Business Plan
 - 3 month “Health Check”

- **What Does This Cost?**

- A 5Q1P Business Plan takes about five consultant days to complete.
- The cost is typically about \$40,000, plus expenses.