
PART 2

GROWING YOUR BUSINESS

The Business Tune-Up with Barney Cohen

PART 2 Growing Your Business

3-YEAR VISION

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“Good business leaders create a vision, articulate the vision, passionately own the vision, and relentlessly drive it to completion.”

JACK WELCH



VISION

What It Is & What It Isn't



WHAT IS A VISION:

- ▶ Something you can see
- ▶ Something you can describe
- ▶ Something that you want



VISION



VISION



A VISION FOR YOUR BUSINESS

I'm selling more products

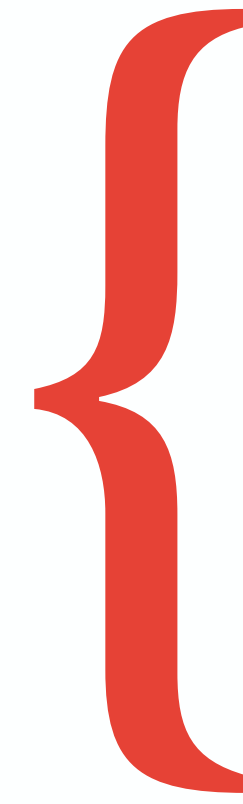
I'm in more geographic areas

My sales are going up

I have more employees

*I'm building something that I
don't have now*

VISION



- ▶ General
- ▶ Any length of time
- ▶ The dream business you want to build

3-YEAR VISION

A hand holding a magnifying glass over a document with text. The background is a grayscale image of a hand holding a magnifying glass over a document with text. The text on the document is partially legible and includes terms like "mista", "10% N", "20% N", "simples 20% P.O.", "trio (16% P.O.)", "K.O)", "trador", "Tucndas per", "utilitas per", "mo do", "uas. A", "no do", "Tucndas per", "utilitas per", "mo do", "uas. A".

DEFINITION: A SNAPSHOT OF EXACTLY
WHAT YOUR BUSINESS WILL LOOK
LIKE IN THREE YEARS.

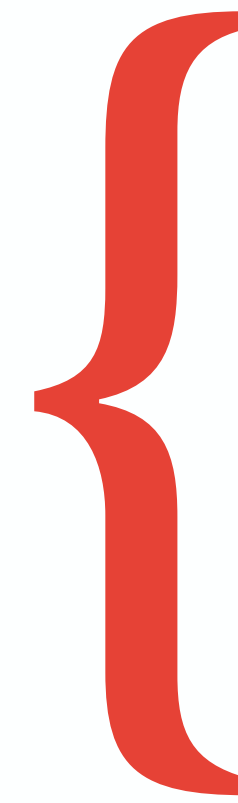
3-YEAR VISION

VISION



- ▶ “I want a successful record store known for having the widest variety of music.”

3-YEAR VISION



- ▶ “I have inventory of over 100,000 titles.”
- ▶ “I have 25 employees.”
- ▶ “I have four locations.”
- ▶ “I’m making \$18 million in sales.”

3-YEAR VISION

VISION vs. MISSION

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MISSION

CITIZENS OF TEXAS AND IMMIGRANT SOLDIERS IN THE ARMY OF TEXAS AT SAN JACINTO WERE NATIVES OF ALABAMA, ARKANSAS, CONNECTICUT, GEORGIA, ILLINOIS, INDIANA, KENTUCKY, LOUISIANA, MAINE, MARYLAND, MASSACHUSETTS, MICHIGAN, MISSISSIPPI, MISSOURI, NEW HAMPSHIRE, NEW YORK, NORTH CAROLINA, OHIO, PENNSYLVANIA, RHODE ISLAND, SOUTH CAROLINA, TENNESSEE, TEXAS, VERMONT, VIRGINIA, AUSTRIA, CANADA, ENGLAND, FRANCE, GERMANY, IRELAND, ITALY, MEXICO, POLAND, PORTUGAL AND SCOTLAND.



MEASURED BY ITS RESULTS, SAN JACINTO WAS ONE OF THE DECISIVE BATTLES OF THE WORLD. THE FREEDOM OF TEXAS FROM MEXICO WON HERE LED TO ANNEXATION AND TO THE MEXICAN WAR, RESULTING IN THE ACQUISITION BY THE UNITED STATES OF THE STATES OF TEXAS, NEW MEXICO, ARIZONA, NEVADA, CALIFORNIA, UTAH AND PARTS OF COLORADO, WYOMING, KANSAS AND OKLAHOMA. ALMOST ONE-THIRD OF THE PRESENT AREA OF THE AMERICAN NATION, NEARLY A MILLION SQUARE MILES OF TERRITORY, CHANGED SOVEREIGNTY.



MISSION

NON-PROFIT FIGHTING HUNGER



MISSION:

We work to ease world hunger and poverty

VISION:

We have provided enough food for everyone to eat

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WHAT'S ABOUT TO HAPPEN

- ▶ Introducing the 7 steps to accomplishing anything
- ▶ Covering the first four steps
- ▶ Creating a 3-year vision for your business
- ▶ Deciding to commit to accomplishing your 3-year vision

3-YEAR VISION *Objectives*

As soon as your business starts growing, there are

**TREMENDOUS
ADVANTAGES**

to having a 3-year vision written down.





WHY HAVE A VISION?

WHY HAVE A VISION?

1. To be self-aware and remind yourself of what you're trying to build
2. To communicate what you're trying to accomplish to others



The minute you have employees, you need to have things written down.

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WHY HAVE A VISION?



Creative Visualization

ACTING WITH INTENTION

Desire

+

Belief

+

Willingness

=

Intention

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ACTING WITH INTENTION

Ask yourself...

- ▶ Is this something I really want?
- ▶ Is this something I believe I can do?
- ▶ Is this something I'm willing to own once I've got it?

WHY THREE YEARS?

- ▶ Long enough to make you stretch
- ▶ Short enough to start working on right away

A QUICK TIP

You should revisit your 3-year vision at least once a year to check on your progress and revise it as needed.



ACCOMPLISHING ANYTHING

A 7-Step Framework
For Turning Your Vision Into A Reality



7 STEPS TO ACCOMPLISHING ANYTHING

1. Idea
2. Vision
3. Goals
4. Decision
5. Planning
6. Implementation
7. Assessment



7 STEPS TO ACCOMPLISHING ANYTHING

1. Idea
2. Vision
3. Goals
4. Decision
5. Planning
6. Implementation
7. Assessment

NO. 01

Idea

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WHERE DO GOOD IDEAS COME FROM?

Good ideas can come from anywhere...



IDEAS



IDEAS



IDEAS



IDEAS



“How can we do this better?”

*Almost any idea can turn into a good business
vision and a good product*

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BARNEY'S RECORD SHOP

3-YEAR-VISION *For example...*

IDEAS





IDEAS

A black and white photograph of a large, spherical water tower. The tower is supported by a metal lattice structure of vertical and diagonal beams. A circular walkway with a railing encircles the top of the sphere. The words "UC DAVIS" are printed in large, bold, sans-serif capital letters across the upper portion of the sphere. The background shows a clear sky and the silhouettes of trees on the left and right sides.

UC DAVIS

IDEAS



IDEAS



IDEAS

NO. 02

Vision

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BARNEY'S RECORD SHOP

VISION:

I want to open a second store



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A hand holding a magnifying glass over a document with text. The background is a grayscale image of a hand holding a magnifying glass over a document with text. The text on the document is partially legible and includes words like "mista", "10% N", "20% N", "40% N", "60% N", "80% N", "100% N", "16% P", "20% P", "29% N", "40% N", "6-10-10", "triplo", "K(O)", "crador", "Tencid", "utiliza", "no do", "uas. A", "Tencid", "utiliza", "no do", "uas. A".

DEFINITION: A SNAPSHOT OF EXACTLY
WHAT YOUR ORGANIZATION WILL
LOOK LIKE IN 3 YEARS.

3-YEAR VISION

Your 3-Year Vision is a
**GENERAL
DIRECTION**
of where your business
should be going.



A grayscale background image showing a hand holding a pen over a document, with a magnifying glass positioned over the text. The text on the document is partially legible and includes terms like "mistura", "100% N", "200% N", "simples 20% P.O.", "tríplo (16% P.O.)", "K₂O", "trador", "Túncial", "múltiplos", "Túncial", "múltiplos", "Túncial", "múltiplos".

DEFINITION: A VISION WITH A
TIMEFRAME AND METRICS
ATTACHED TO IT.

GOAL



- ▶ Number of square feet
- ▶ Number of records carried
- ▶ Number of employees

Goals have timeframes and metrics attached to them



BARNEY'S RECORD SHOP

3-YEAR-VISION *For example...*

Take a picture of the
things you
**MIGHT WANT
TO HAVE**
in your future business.



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DO THE WORK
MAKE IT REAL



My Current Business Worksheet

Business 360 with Barney Cohen


DEFINE YOUR PLAN

Module 2, Lesson 2 || Worksheet

Define your plan by answering the questions and writing down each answer in the boxes.

Question 1
What is the purpose of your plan?

Question 2
What is your end result?

Page 1 

My Current Business

Module 2, Lesson 5 || Worksheet

Use this worksheet to capture what your current business looks like in each of these areas.

Products:

List all of your current products or product groups that you sell.

Customers:

List all of your current customers or customer groups that you sell to.

Operations:

List the things that you do to make your business run. Include space, systems, processes, etc.

Marketing:

List everything you are currently doing to raise visibility and market your business.



Yearly Sales:

Locations:

Number of Employees:

Employee Benefits:

Governance:

Personal Income:



DO THE WORK
MAKE IT REAL



Largest Business I Can Imagine Worksheet

Business 360 with Barney Cohen

DEFINE YOUR PLAN

Module 2, Lesson 2 || Worksheet

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A large red download icon (a downward arrow with a base) is overlaid on the worksheet image.

Largest Business I Can Imagine

Module 2, Lesson 5 || Worksheet

Use this worksheet to envision the biggest and best version of your business imaginable.

Products:

List all of the products or products groups that you might ever want to sell.

Customers:

List all of the customers or customer groups that you might ever want to sell to.

Operations:

List the ideal spaces, systems, and processes that you would like to use to make your business run.

Marketing:

List everything you would ever like to do to raise visibility and market your business.



Remember, let yourself dream. Write down your ideal answers for each of these areas.

Yearly Sales:

Locations:

Number of Employees:

Employee Benefits:

Governance:

Personal Income:



YOUR 3-YEAR BUSINESS GOALS



- ▶ Things you want to start, not finish
- ▶ This is a list of things you MIGHT want to do
- ▶ This is a preliminary list



SETTING GOALS

Creating Action Items To
Accomplish Your Vision

NO. 03

Goals

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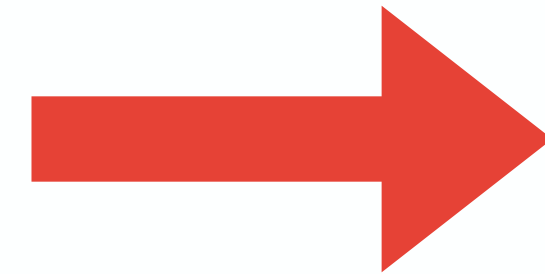
Goals are nothing
more than a

**VISION
STATEMENT**

With timeframes
and metrics attached.

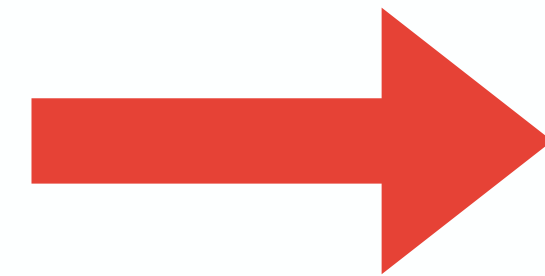


“I want more sales.”



VISION

*“I want \$10 million in sales,
Two years from now.”*



GOAL

Your **3-Year Vision** is a statement of goals you want to accomplish in the next three years.

GOALS HAVE PARTICULARS

1. What exactly are you trying to do?
 2. How are you going to measure it?
-

1 + 2 + TIMEFRAME

= 3-YEAR GOAL



FRAMING QUESTIONS

- ▶ What kind of customers do I want?
- ▶ How soon do I want to open or launch?
- ▶ How much inventory do I need?
- ▶ How many employees do I need?
- ▶ What part of the city do I want to be in?



BARNEY'S RECORD SHOP

3-YEAR-VISION *For example...*

CREATING GOALS

I want \$2 million in sales. I want 8 employees. I want to open up a new location in downtown. I want 1000 “likes” on my Facebook page. I want 4 billboards around town. I want a new billing system that gives monthly reports. I want to add 3 new products to my line. I want to capture 15% of the market. I want to break into the “stay-at-home mom” market. I want to increase my customer retention by 50%. I want to be able to take 3 weeks of vacation time each year.

YOUR 3-YEAR VISION

DO THE WORK
MAKE IT REAL



My 3-Year Business Goals Worksheet

Business 360 with Barney Cohen

DEFINE YOUR PLAN

Module 2, Lesson 2 || Worksheet

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Page 1

A large red arrow pointing downwards, overlaid on the worksheet content.

My 3-Year Business Goals

Module 2, Lesson 5 || Worksheet

1. Under “My Business Goals” list everything that you want for your business. Use your imagination and dream big, but be “reasonable”- write goals that you believe, with effort and intention, would turn out well. Use the “Largest Business I Can Imagine” worksheet to prompt you. DON’T START TO PLAN YET, just write down everything that comes to mind.

e.g., “I want more sales.” “I want more customers.” “I want a better inventory system.”

2. In the “Sort 1” column, put a “3” next to everything you want to START working on in the next 3 years.

3. In the “Sort 2” column, label each item with the business area it belongs in.

M = Marketing S = Sales, Products & Customers O = Operations P = Personal * = Other

My Business Goals	Sort 1	Sort 2
I want...		



BARNEY'S RECORD SHOP

GOALS

I want to....

- ▶ Sell more records
- ▶ Have more customers
- ▶ Own more stores
- ▶ Hire more employees
- ▶ Be better known
- ▶ Use a more sophisticated inventory system
- ▶ Be a corporation
- ▶ Earn more money
- ▶ Take more time off

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Use a second page if you need it!

My Business Goals

Sort 1

I want...

Sell more records

3

Have more customers

3

Own more stores

3

Have more employees

3

Be better known

3

Use a more sophisticated inventory system

Be a corporation

Earn more money

3

Take more time off

The Business Tune-Up with Barney Cohen

Use a second page if you need it!

My Business Goals

Sort 1

I want...

Sell more records

3

Have more customers

3

Own more stores

3

Have more employees

3

Be better known

3

Use a more sophisticated inventory system

Be a corporation

Earn more money

3

Take more time off

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Use a second page if you need it!

My Business Goals

I want...

Sort 1

Sort 2

Sell more records	3	
Have more customers	3	
Own more stero	3	
Have more employees	3	
Be better known	3	
Use a more sophisticated inventory system		
Be a corporation		
Earn more money	3	
Take more time off		

REASONABLE **vs.** REALISTIC

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REASONABLE

*Something that, with best intention,
you believe would turn out well*

REALISTIC

Something that already exists

REASONABLE

*Something that, with best intention,
you believe would turn out well*

Marketing Goals

Re-write each of your goals with an “M” next to it onto this worksheet. Don’t worry about being specific, and DON’T START PLANNING YET.

My Marketing Goals

For my business’s marketing, I want...

A more robust website
More social media marketing
Increased visibility with college students



DO THE WORK
MAKE IT REAL



My Goal Statements Worksheet

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DEFINE YOUR PLAN

Module 2, Lesson 2 || Worksheet

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Marketing Goal Statements

Re-write each of the goals on your "Marketing Goals" worksheet as a specific statement of what you want three years from now. Then, write how you will measure if you are successful in meeting each goal.

My Marketing Goal Statements

In 3 years, I want...

How I Will Measure Success

Metrics



RECAP

So far you have...

- ▶ Compiled all of your ideas as vision statements
- ▶ Decided which of your vision statements you want to work on in the next three years
- ▶ Turned your ideas, or “visions” into goals
- ▶ Re-written your goals as specific statements with metrics



*On your “Goals Statement”
worksheets, you are taking
a specific snapshot of
where you want to be in
three years from now*

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SLOW DOWN!

Don't start planning yet!

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You will get much better
results if you

**DON'T START
PLANNING**

until you have solidified
your goals.



DO THE WORK
MAKE IT REAL



My 3-Year Vision DRAFT

Business 360 with Barney Cohen

DEFINE YOUR PLAN

Module 2, Lesson 2 || Worksheet

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A QUICK TIP

Find a trusted friend, mentor, or colleague, and ask for their feedback on your goals.







Dreamers & Schemers



- ▶ Love to come up with new ideas
- ▶ See an opportunity around every corner
- ▶ Always looking for interesting things to develop
- ▶ Do well with visioning exercises



WHAT YOU SEE IS WHAT YOU GET

- ▶ Have a hard time imaging things they can't see
- ▶ Make good managers
- ▶ Excel at planning and implementing
- ▶ May struggle with visioning

BIG IDEA

GREAT BUSINESSES DO EVERYTHING WELL

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A QUICK TIP

Talk this over with someone you trust as you go through the process. A second set of eyes and ears can make a big difference.

TUNE-UP CHALLENGE

Give yourself about a week to think over your vision.

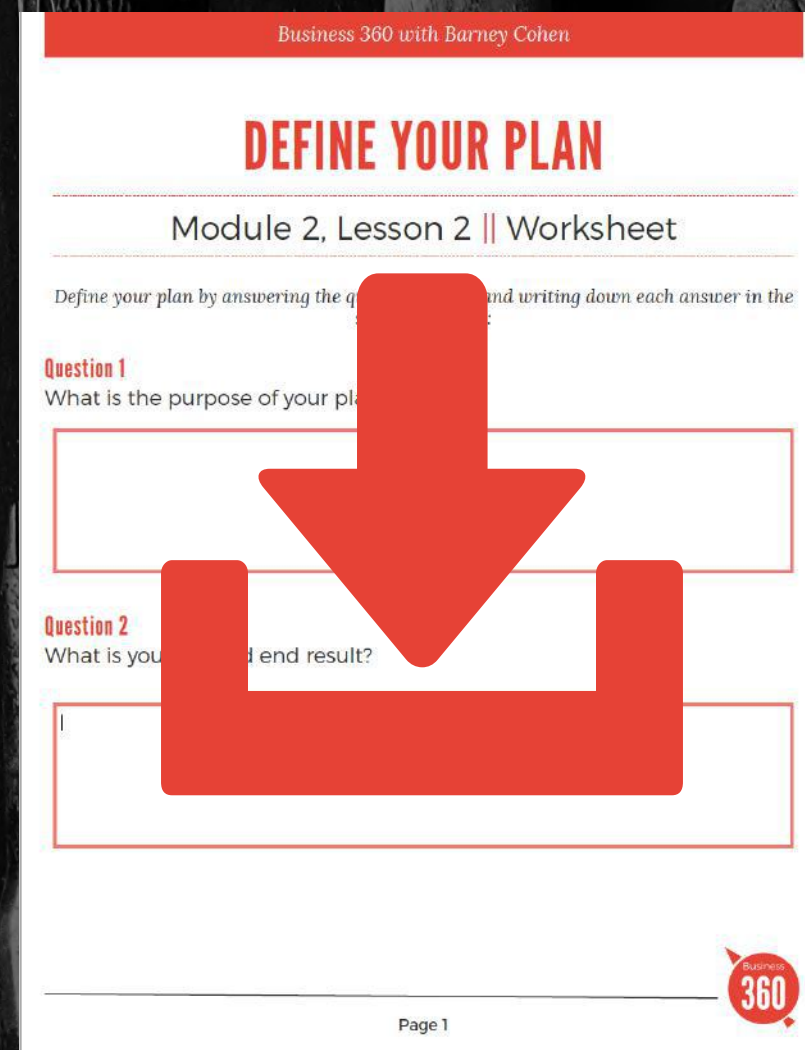
Post your vision on one of the Business 360 online community groups and get feedback from me.



DO THE WORK
MAKE IT REAL



My 3-Year Vision Worksheet





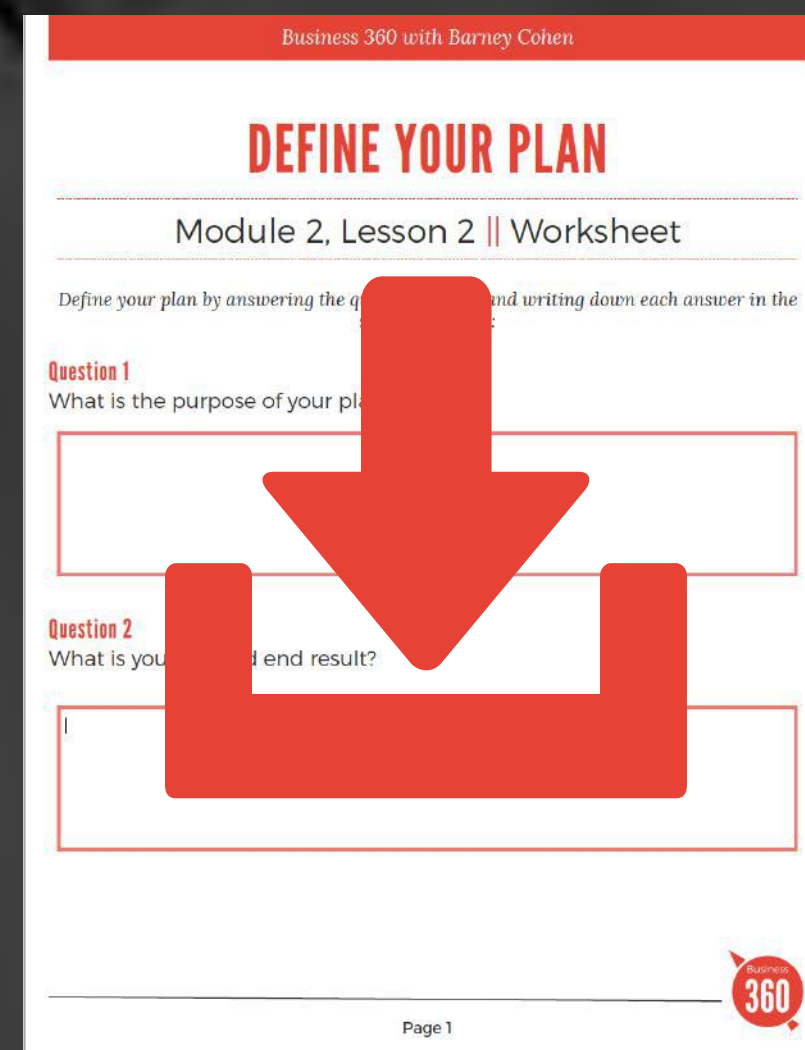
BARNEY'S RECORD SHOP

3-YEAR-VISION *For example...*

SWIPE
FILES



Barney's Record Shop
3-Year Vision





DECISION

Deciding to Accomplish Your Vision

NO. 04

Decision

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ACTING WITH INTENTION

Do I intend to really do this?

ACTING WITH INTENTION

Desire

+

Belief

+

Willingness

=

Intention

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DECISION



Before I Decide to Do Something

Dreaming & Scheming

3-YEAR VISION

After I Decide to Do Something

Fully Committed

PLANNING &
IMPLEMENTATION

SLOW DOWN!

*You must DECIDE to commit to your vision
before moving on to the next step.*

BIG IDEA

YOUR VISION IS YOUR JOB DESCRIPTION.

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*If it's in your 3-Year Vision,
you should be doing it.*

*If it's NOT in your 3-Year Vision,
you should NOT be doing it.*

THE BUSINESS TUNE-UP

WHAT JUST HAPPENED

- ▶ Introduced the 7-Steps to Accomplishing Anything
- ▶ Covered steps 1-4
 1. Idea
 2. Vision
 3. Goals

 4. Decision
- ▶ Built a 3-year vision with measurable goals
- ▶ Made the decision to commit to your vision and move on to planning

3-YEAR VISION *Recap*



START NOW  **SEE RESULTS**



RECOMMENDED READING

- ▶ **Creative Visualization: Use the Power of Your Imagination to Create What You Want In Your Life**
by Shakti Gawain
- ▶ **The Count of Monte Cristo**
by Alexander Dumas
- ▶ **Creative Confidence: Unleashing the Creative Potential Within Us All**
by Tom and David Kelley
- ▶ **Creativity in Business**
by Michael Ray and Rochelle Myers
- ▶ **101 Mission Statements from Top Companies**
by Jeffery Abrahams