Legacy Advisors Network

UNCOVERING THE KEYS TO VALUE ACCELERATION

ABUNDANCE BUSINESS COACHING PROGRAM

Tommy Battle, MBA, CEPA, CFP®

About Us

Rick Scruggs

CLU, ChCF, C(k)P®

CEO & Advisor

Rick provides advanced planning for businesses and individuals on matters of continuity, succession, transition, tax and estate planning.

Tommy Battle, MBA, CEPA, CFP®

President, Business Coach & Advisor

Tommy services as our lead business planning coach guiding owners and teams to develop vision, accountability and superior results.

Sarah Scruggs Reddell, RICP, AIF®

Advisor & Retirement Plan Specialist

Sarah leads the Financial Solutions Division focusing on retirement success, risk and wealth management for businesses and individuals.

David Loy, CPA

CFO, Financial & Business Analyst

David guides companies to design their financial management playbook, to understand their Cash Flow Story and to develop strategic financial scorecards.

Mission, Vision, Values

Serving the Needs of Private & Family-Owned Businesses Since 1983

Positively Impact the Quality of Life in the Communities We Serve

Abundance Mentality | Curious | Collaborative | Committed

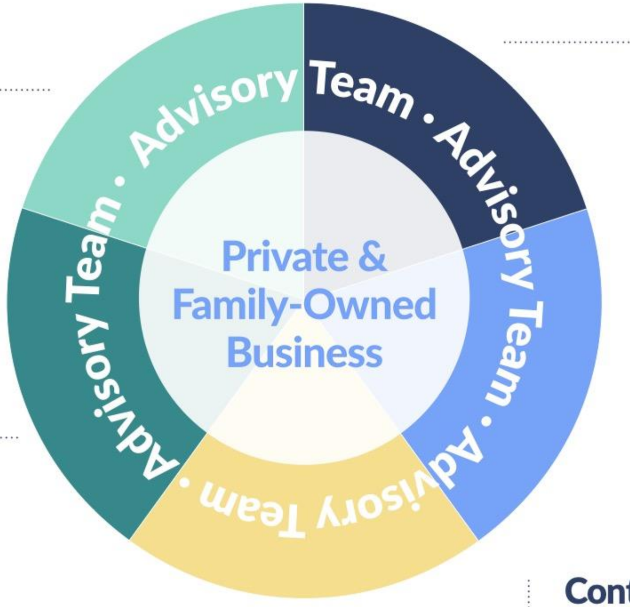
Business Solutions

Executive Benefit Planning

*Executive Compensation Benchmarking
*Short-Term & Long-Term Incentive Plans
Qualified & Non-Qualified Deferred Compensation

Governance & Leadership

Business Ownership Structure
Board Development and Coaching
Management Structure Planning
Executive & Leadership Coaching
Strategic Human Resource Consulting*



Financial & Wealth Management

Cash Management
Investment Management
Qualified Retirement Plan Advisor
Group Benefits Advisor
Fractional CFO Services

Strategic Growth Planning

Business Insights Assessment
Company Valuation & Benchmarking
Strategic Vision & Execution Planning
Family Business Strategic Coaching
Coordinate Multi-Disciplinary Advisory Team

Continuity, Success(ion), Transition & Exit Planning

Corporate & Personal Risk Protection
Continuity Planning
Strategic Transition Planning
- Transfer to Insiders/Family
- Sell to 3rd party
- Become an Investor/Owner
- ESOP

Owner/Executive Financial & Estate Planning
Protégé Development & Management Succession

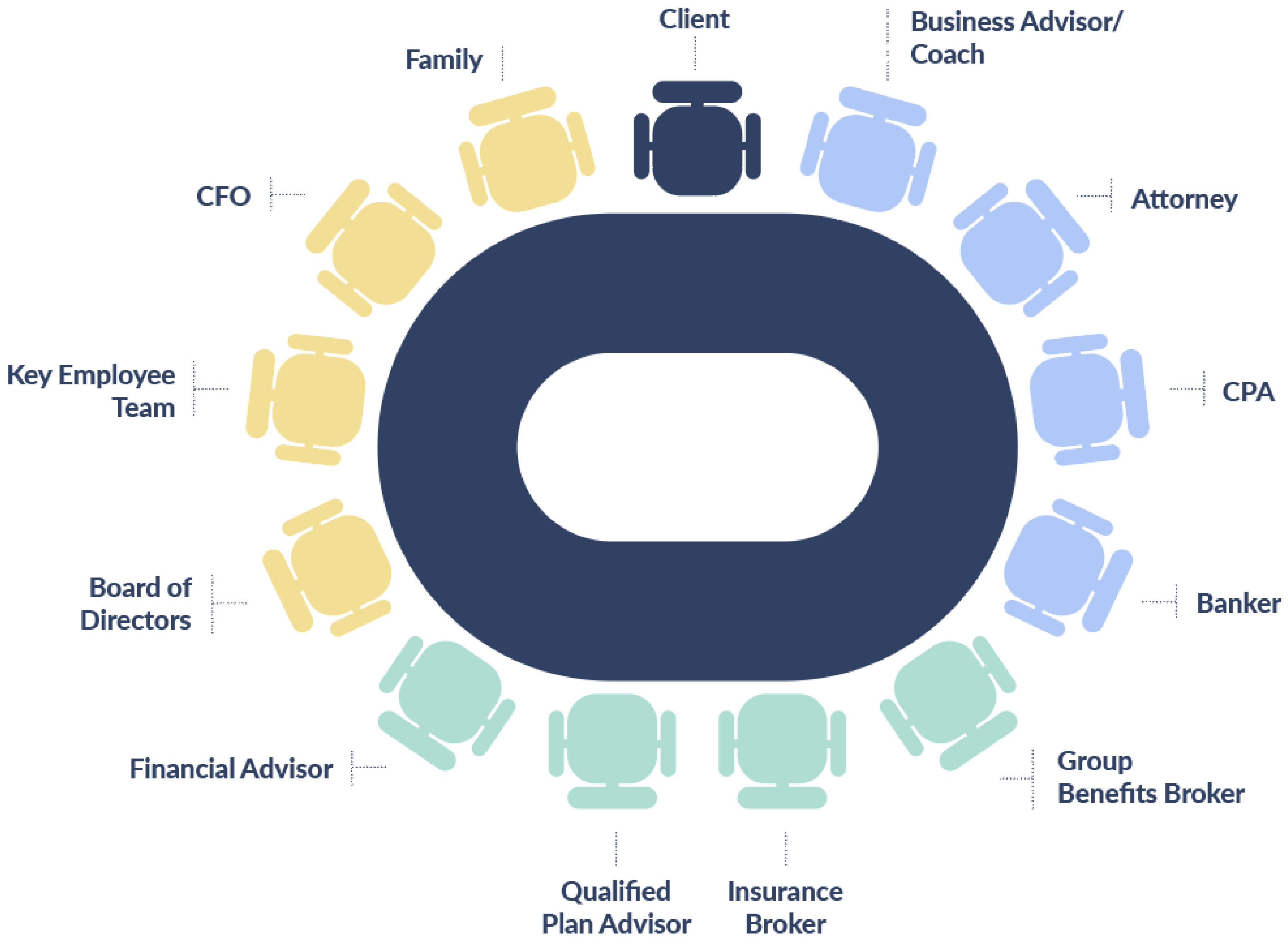
**Delivered through 3rd Party Strategic Collaboration.*

What role can a Business Coach

(Pinnacle Guide, EOS Implementor, Scaling Up Coach)

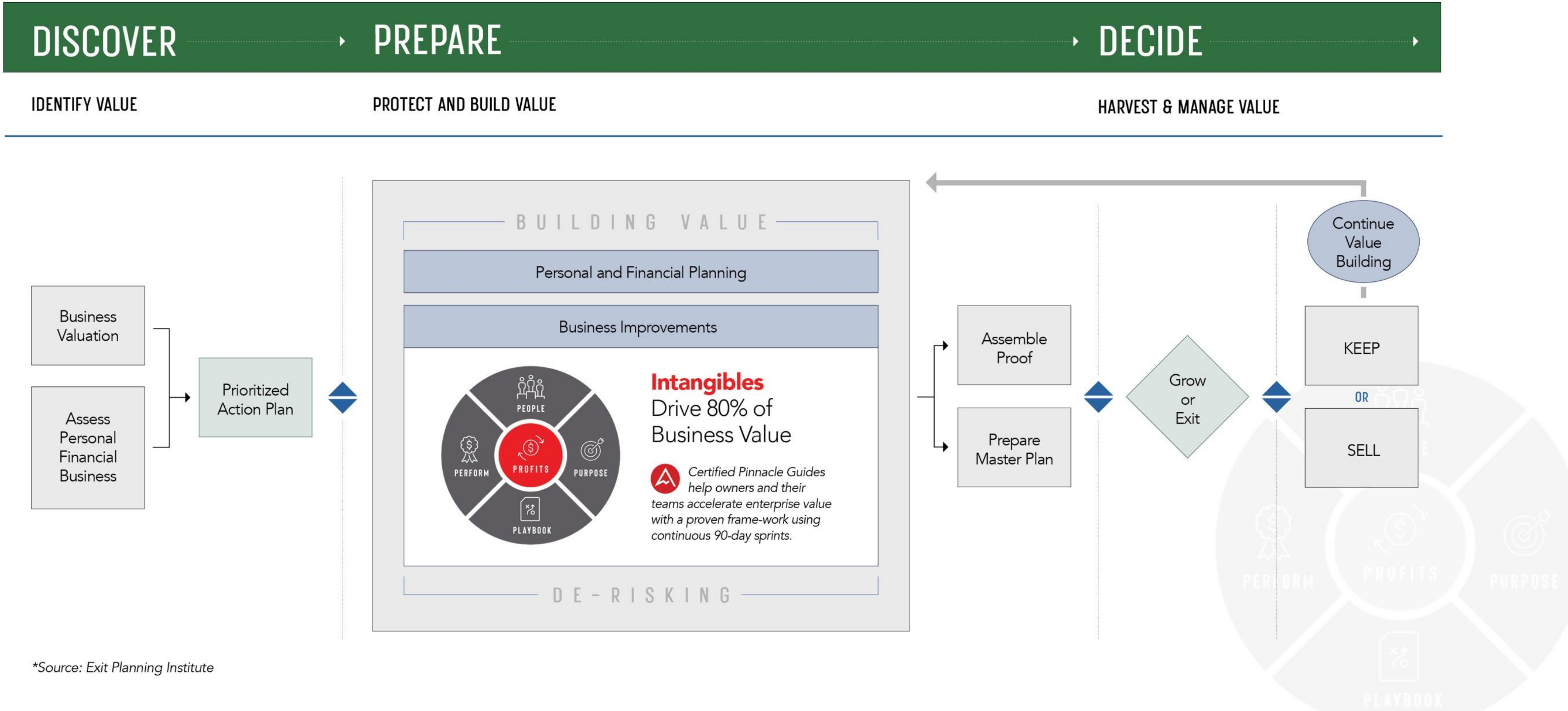
play in your Business Advisory Engagements?

The Ideal Planning Table



Business Coaching &
The Value Acceleration Process

THE VALUE ACCELERATION METHODOLOGY*

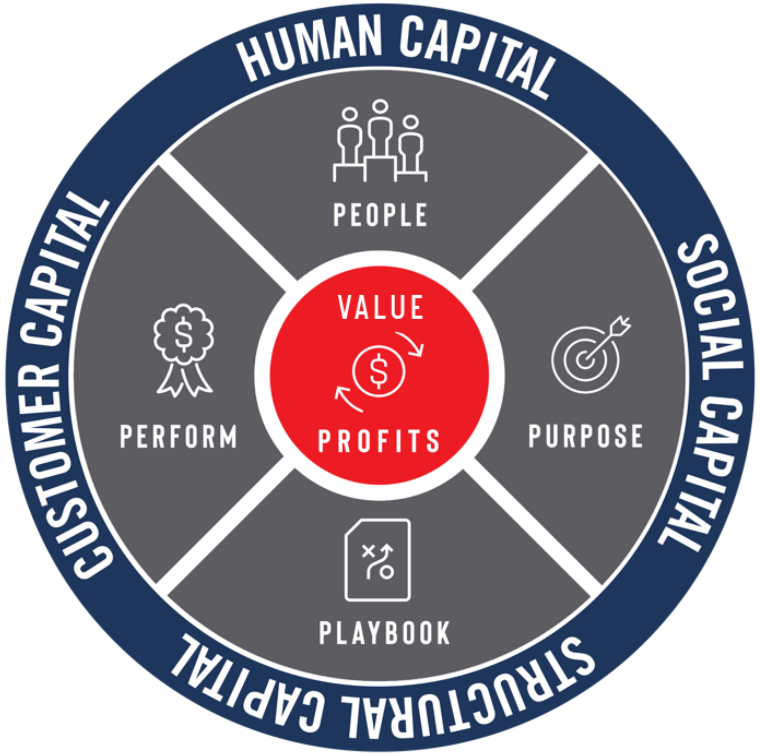


*Source: Exit Planning Institute

Pinnacle & EPI: "Singing the Same Song"

Pinnacle Five P's

EPI Four C's



Bringing it all Together:
Our Process

ABUNDANCE BUSINESS
COACHING PROGRAM

Strategic Advisory Engagement

Business Growth to Exit Coaching (> 3 years to exit)

Discover

- Initial Valuation & Owner Goal Setting

Protect

- Monthly Owner Meetings (1-2 hours on "Exit Planning" Topics)
- Assessment Meetings for Re-Valuation & Progress Report Update

Grow

- Leadership Team Basecamp Sessions (3 full-day sessions in first 60-90 days)
- Leadership Team Quarterly Planning Sessions (full-day sessions)
- Leadership Team Annual Retreat (two-day session)

Transition

- Coordinated meetings with Key Advisory Team

The Growth Planning Journey

The Journey

Phase I: Basecamp

- Mastering Growth
- Talent Assessment
- Functional Accountability
- Meeting Structures
- Scorecard
- Core Values
- Core Purpose
- Hedgehog Concept
- Vision
- Core Customer
- Flywheel
- 3-Year Milestones
- Annual Growth Plan
- Rocks

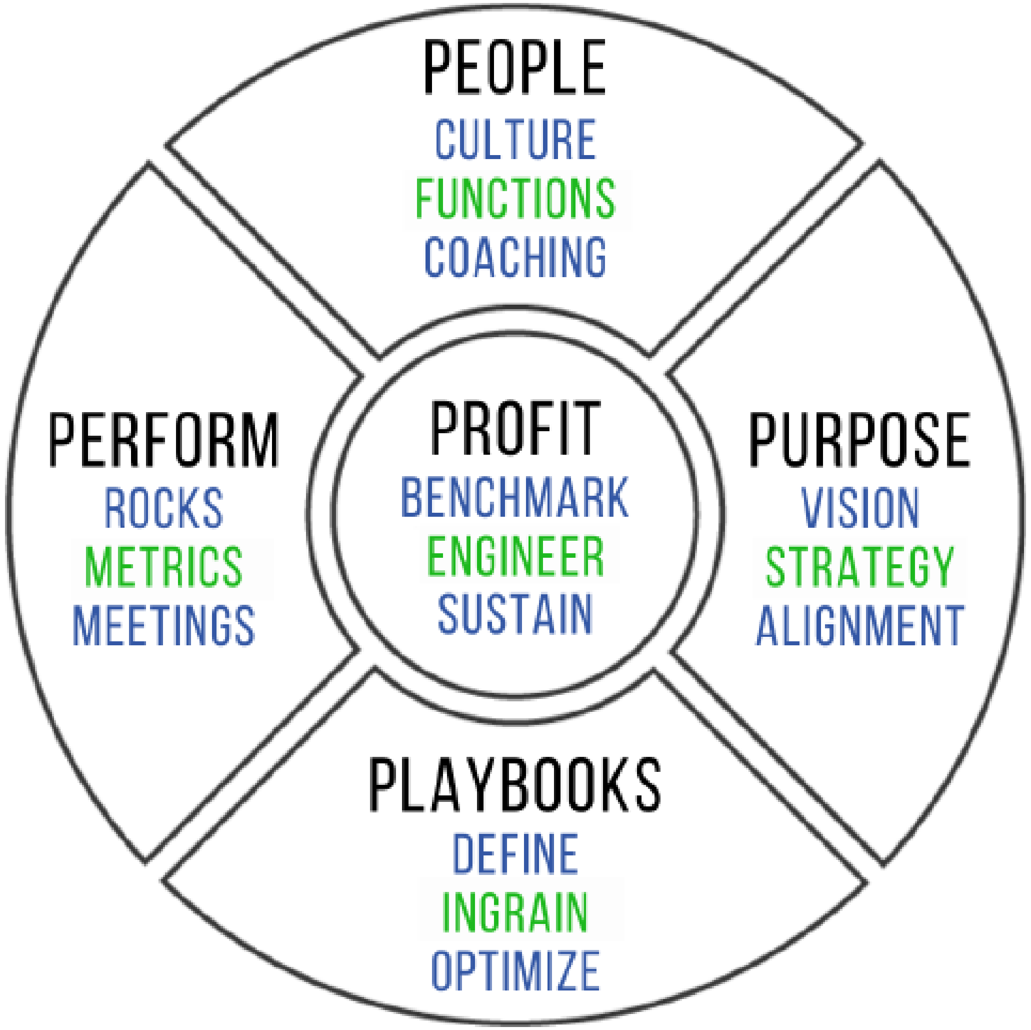
Three full day sessions with your team to begin implementing the foundational tools.

Phase II: The Climb

- Next Level Tools from the Pinnacle Endless Toolbox
- Annual Growth Plan
- Quarterly Rocks: 90 Day Planning & Execution Cadence
- Issues: Topics to Resolve
- Team Health in Every Session
- Focus, Follow Through & Accountability

Quarterly cadence of planning and execution with 3 one-day Quarterly sessions, 1 two-day Annual Sessions and coaching throughout the year.

Develop The "Acme Inc." Way



WILLIAMS
REALTY & BUILDING
COMPANY, INC.

The Strategic Vision and Plan

January 24, 2024

Our Purpose

We build long-term relationships to develop, construct and manage places that create a positive impact on people and our community.

Our Core Values

Our Strategic Goals

1. Maintain the **Williams** culture
2. Invest in the **Team** for the future
3. Ensure **Stability** for the future
4. Standardize **Systems and Processes** to maximize quality, safety, and efficiency
5. Strengthen the Williams **Brand**

Strategic Vision

We want to be the **premier**, **preferred**, and **most trusted and respected** family-owned construction and real estate company in the Triangle.

What does this mean?

- **Premier –** We want to be the best. We want to be known as having the highest quality products in the market.
- **Preferred –** We want to be the "Go-To Team."
- **Most Trusted and Respected** – We will earn the trust and respect of our clients.

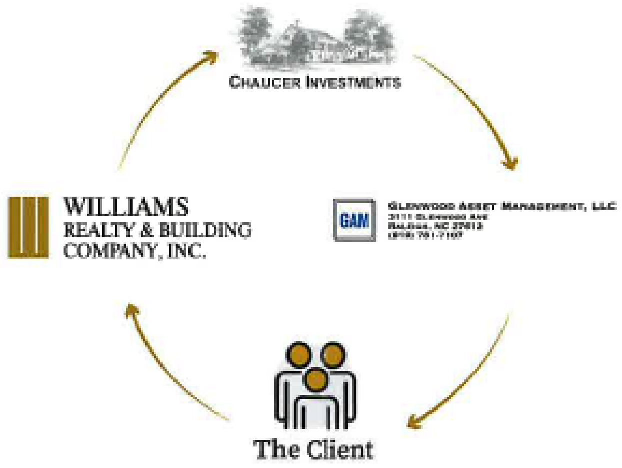
What this means for the Williams Team.

- Diversity of work allows us to flex with market conditions
- Need to be poised for growth, yet resilient to market volatility
- Working closely with our affiliated companies (GAM), Chaucer Investments) to ensure a strong pipeline of work
- Drive efficiency in our work, to strengthen our financial position

What this means for the YOU.

- Job security
- Diverse and exciting projects
- Clients who value our work and our people
- Strong funding for "Pay, Health, Wealth, Life" for everyone

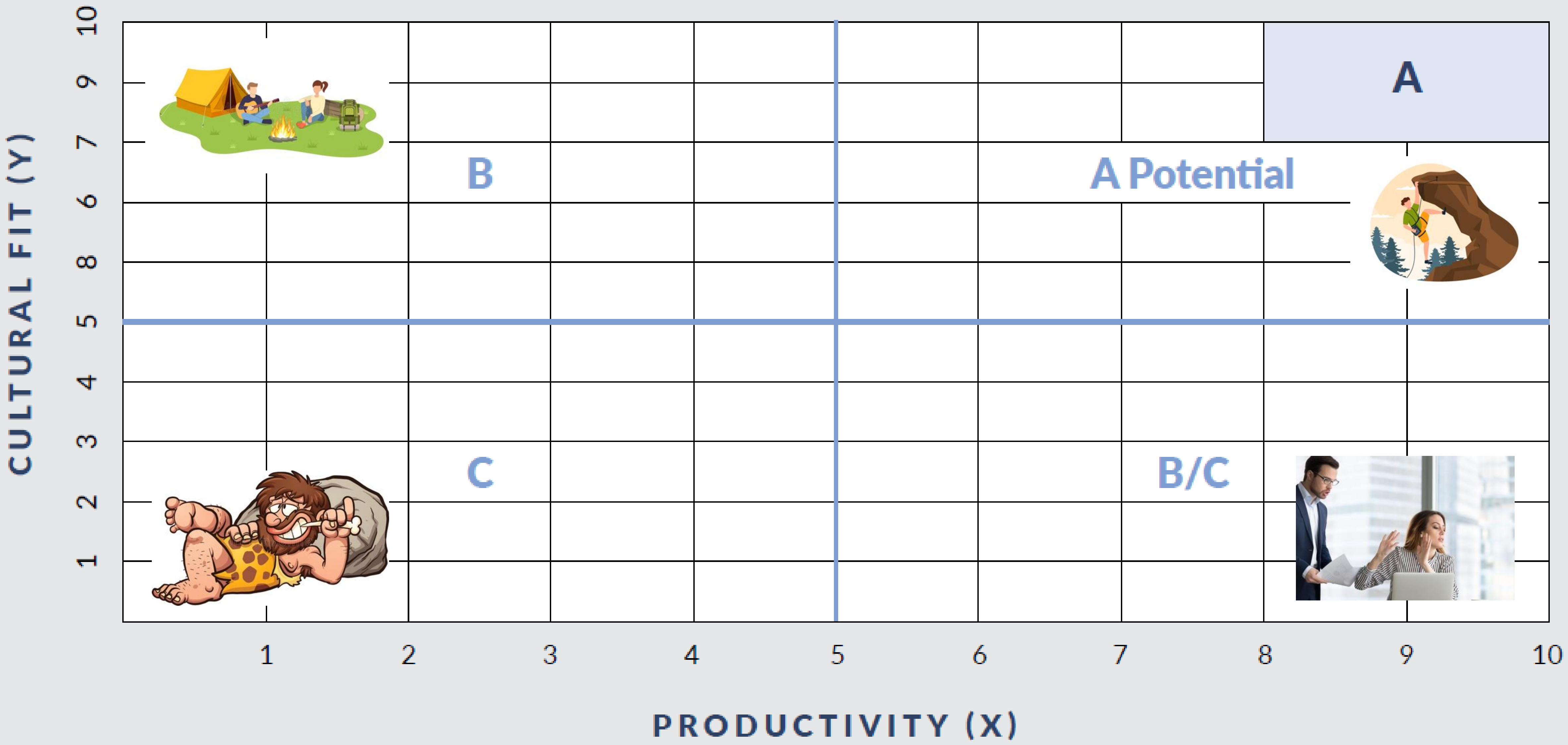
Our Ideal Business Model



The Williams Flywheel

TOOL TIME

WITH TOMMY!


A
A Potential
B
B/C
C
CULTURAL FIT (Y)
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9
10
PRODUCTIVITY (X)

Quarterly Coaching Conversations

Quarterly goals and accomplishments (Rocks):

Review progress on current Rocks and if "off track" help get back "on track."

"What's working" Questions:

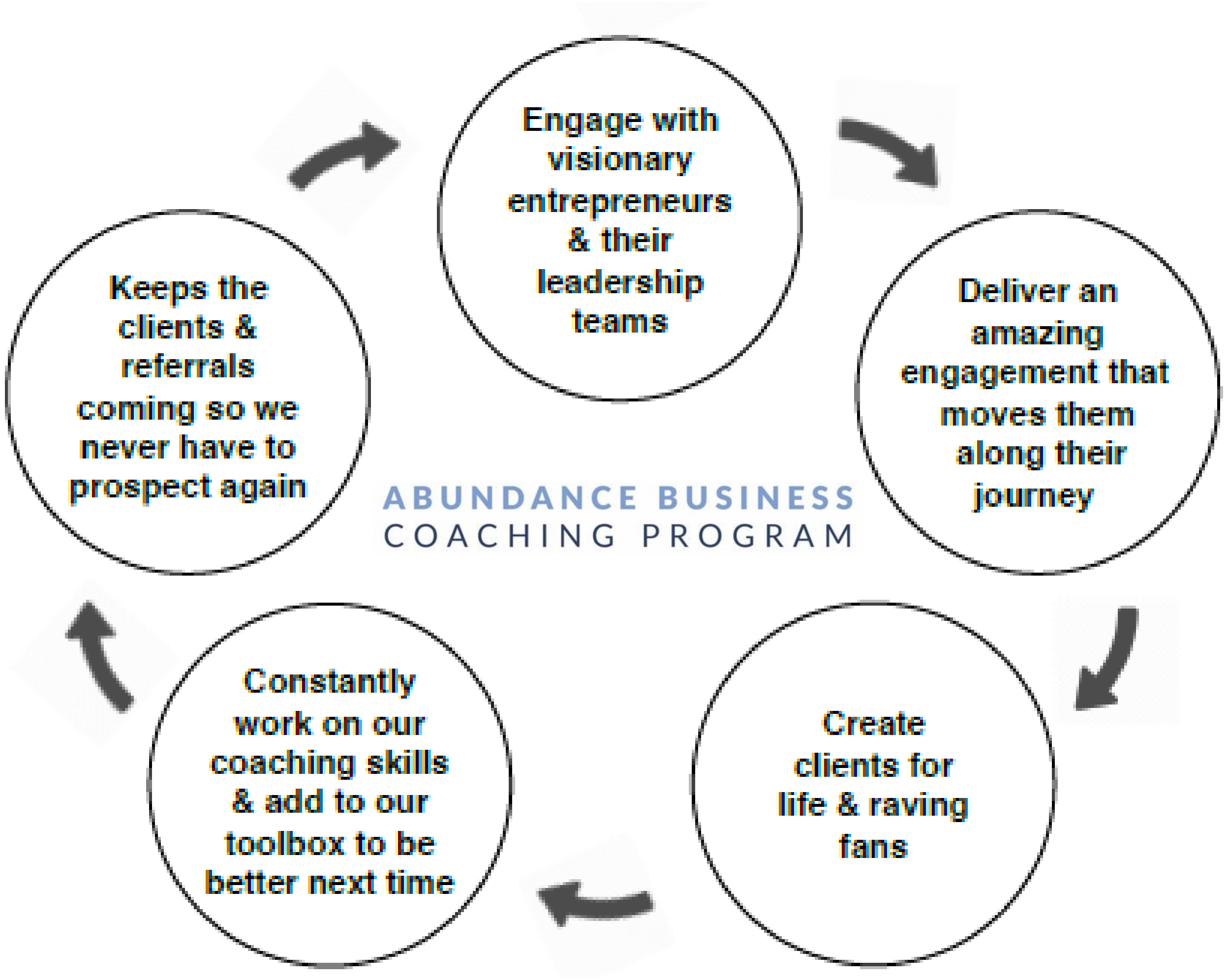
- What are you most proud of accomplishing this last quarter?
- What process worked well?
- Do you feel that you are working on things that really matter?
- Do you feel appreciated for the work you do?
- Are expectations between us clear?
- Where can you add even more value to our team?

"What's not working" Questions:

- Given how things turned out, what could you have done differently?
- When did you recognize there was a problem?
- What action did you take?
- What needs fixing or improvement? What has you frustrated?

> *Most people join companies and quit their bosses. Your role is to coach, mentor, inspire and engage.*

Turn Your Flywheel



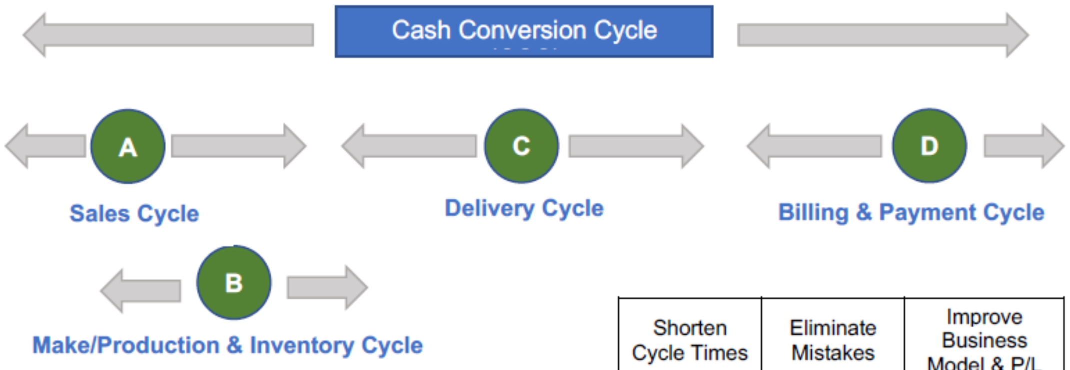
Profit & Valuation Tools

KNOW YOUR NUMBERS SURVEY

10.	We know our tax liability every quarter.	1 2 3 4 5	
11.	We understand how to determine selection of accrual or cash basis accounting in our business.	1 2 3 4 5	
12	We know if we should use the safe harbor or pay-as-you-go approach to making tax payments.	1 2 3 4 5	
13.	We have established a Labor Efficiency Ratio (LER) which we monitor monthly.	1 2 3 4 5	
14.	We have a consistent financial reporting cadence and hold our team accountable for the results.	1 2 3 4 5	
15.	We monitor our cash balance regularly.	1 2 3 4 5	
16.	We use rolling 12-month data to monitor business trends.	1 2 3 4 5	
17.	We understand and look at our three financial statements monthly.	1 2 3 4 5	
18.	We have a baseline business valuation that we monitor regularly and understand its significance.	1 2 3 4 5	
19.	We have a forecast that we monitor monthly to make business decisions.	1 2 3 4 5	
20.	We understand and monitor the following key metrics in our business: Labor Efficiency Ratio, Accounts Receivable Days Outstanding, Core Capital, Core Capital Targets both with and without COGs.	1 2 3 4 5	

CASH: CASH ACCELERATION STRATEGIES

Cash: Cash Acceleration Strategies (CASh)



		Shorten Cycle Times	Eliminate Mistakes	Improve Business Model & P/L
A	**Ways to Improve your Sales Cycle**			
1				
2				
3				
4				
5				

Case Study

Case Study: Family Divided

$14M Commercial Printing Company | Founded in 1977

Currently run by 2nd generation, three brothers (age 50, 54, 55)
Two of the brothers are ready for the exit
Have been approached by a potential strategic buyer

Phase 1: Discovery Engagement

- Capitaliz Business Insights Report
- Value Today: $10.73M (not including real estate)
- Potential Value: $19.16MM (not including real estate)
- Personal Goal Setting: “Need $2M to retire” x 3

Phase 2: Strategic Advisory Engagement

- Initially, Monthly Owner Meetings
  - Creating Exit Readiness…then strategic buyer backed out
- Moved to Basecamp & Quarterlies with Leadership Team
- Monthly Check-ins (In-Person or Virtual) - Exit Planning Checklist
  - Continuity Plan, Risk Assessment, Key Person Retention, Value Acceleration (Capitaliz/EPI/Pinnacle Tools)
  - Selection of Sell-Side Advisory Partner

Build the Team!

Connect with a CEPA Certified Pinnacle Business Guide

PINNACLE
CERTIFIED GUIDE
2024

Connect with FDBA

Financial Designs
BUSINESS ADVISORS

Questions?