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Presenter,

Welcome to:

Game Changing Advisory Boards

Presented by
Lighthouse Consulting Services, LLC



Featured Guest:

*Ken Ude, Managing
Director*

The Board Group
323-365-3787

kude@TheBoardGroup.com

www.TheBoardGroup.com



Host:

*Dana Borowka, MA
CEO, Lighthouse
Consulting Services, LLC*

**Author of Cracking The
Personality Code**

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dana@lighthouseconsulting.com

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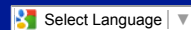
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Discussion Outline

- Challenges to building sustainable value
 - What is sustainable value?
- Role of a professional advisory board
- Winning the sustainable value game

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Director*The Board Group
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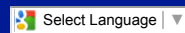
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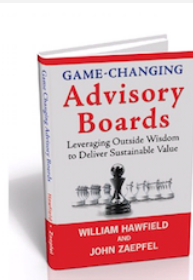


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The Board Group

- Founded in 2011, by Bill Hawfield and John Zaepfel
- Authors of: Game-Changing Advisory Boards
- Experience with over 200 advisory boards
- Created over \$2b in company value



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Sustainable Value

*The Quantifiable Trust that Investors
have in a Company's Long-Term
Profitability, Value and Success.*

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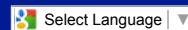
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Two Companies: Very Different Valuations

Back Pack, Inc.

- \$60 M in revenue
- \$5 M in EBITDA
- No Debt
- Growing 15%/ year
- Long customer connection
- Large stable industry: packs
- Long term management
- Family owned
- Manufacturing processes good

Plane Parts , Inc.

- \$25 M in revenue
- \$5 M in EBITDA
- Debt \$7 Million
- Growing 20%/year
- Long customer connections
- Large, cyclical industry: Aerospace
- New/old management
- Family owned
- Strong processes

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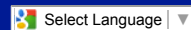
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\$65 Million

WHY?

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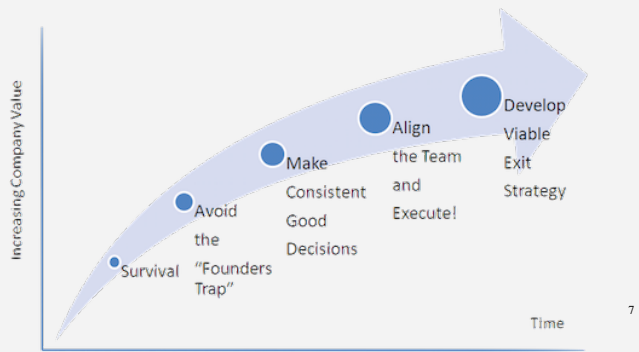
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Stages in Creating Sustainable Value



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Ken Ude, Managing Director
The Board Group
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www.TheBoardGroup.com



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Role of the Professional Advisory Board

- Bring outside experience and perspective
 - a team that's 'been there, done that'
- Challenge and be a sounding board for the owner and management
- Hold the company accountable
- Help drive results that the owner desires

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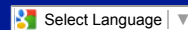
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What Makes a Good Board

- Alignment with the goals of the owner
- Experience
- Complimentary skill sets to provide value
- Ability to coach and appropriately challenge management
- Fit and character

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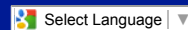
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What an Advisory Board is Not

- Gathering of country-club cronies
- A group of 'insiders'
 - Family accountant, lawyer or family members
- Binding legal obligations for the owners
- Statutory board with fiduciary responsibilities, liabilities or authority

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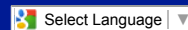
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Board Selection Scorecard

Candidate Selection Criteria	Importance	Score
Experience <ul style="list-style-type: none">• Industry• Company size• Prior positions• Prior boards		
Skills <ul style="list-style-type: none">• Financial• Leadership• Strategic		
Fit and Character <ul style="list-style-type: none">• Fits culture• Respectful• Reputation and integrity		
Comments and Notes		

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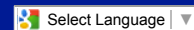
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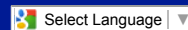
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Selection Mistakes to Avoid (cont.)

- Cannot foster alignment
- Are not respectful and collegial
- Do not prepare for the meetings

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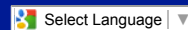
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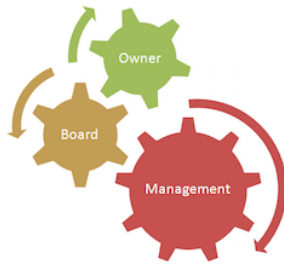


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Roles of the Board Members

- **Owners**
 - Set the stage
 - Layout priorities and objectives
- **CEO & Management**
 - Being prepared
 - Execute the plan
- **Board Members**
 - Provide feedback and guidance



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Role of the Owner

- Set and clarity goals
- Establish good governance
- Be information driven
- Honor the process
- Define the culture
- Set the agenda
 - Consider a non-executive chairman to run the meetings

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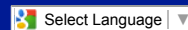
Role of Management

- Be prepared deliver on the plan
 - 3-year strategic plan, annual operating plan, 90 day action plan, CEO's top priorities
- Be data driven
 - Dashboard of key financial and operating data
- Build people, organization and culture
- Be on top of technology, information and systems

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Role of the Advisory Board

- Be aligned with the owner
- Be prepared
- Hold the team accountable
- Challenge the team with respect
- Ask the tough questions
- Provide guidance and honest feedback

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Director*The Board Group
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CEO, Lighthouse
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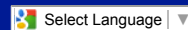
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Disciplines that Create Value

- Strategic plan
- Operating plan
- Compensation plans
- KPIs and a Dash Board
- Financial information
- Management information

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Director*
The Board Group
323-365-3787

kude@TheBoardGroup.com
www.TheBoardGroup.com



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CEO, Lighthouse
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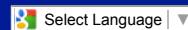
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Disciplines that Create Value (cont.)

- Transparency
- Alignment
- Ethics
- Accountability
- Decision Making

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Director*
The Board Group
323-365-3787

kude@TheBoardGroup.com
www.TheBoardGroup.com



Host:
Dana Borowka, MA
CEO, Lighthouse
Consulting Services, LLC
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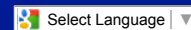
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Planning

You can't cheat the game. You have to be prepared.

Mike Krzyzewski, Duke

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Ken Ude, Managing Director

The Board Group

323-365-3787

kude@TheBoardGroup.com

www.TheBoardGroup.com



Host:

Dana Borowka, MA

CEO, Lighthouse Consulting Services, LLC

Author of Cracking The Personality Code

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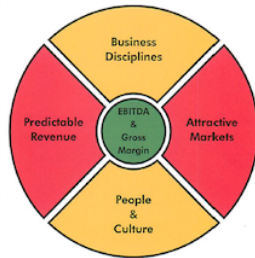
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Creating Sustainable Value

• Companies are evaluated on:

- Financial strength
- Effective business disciplines
- Long-term attractiveness of the markets
- Excellent CEO and team with a strong culture
- Predictable revenues from diverse products and customers



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The Board Group
323-365-3787

kude@TheBoardGroup.com
www.TheBoardGroup.com



Host:
Dana Borowka, MA
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Author of Cracking The Personality Code

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Breaking Down the Sustainable Value Wheel

- Sustainable Value Factors
- Rate against the factors
 - Where you are today
 - Where you want to be
- Evaluate the gaps
- Set plans to close the gaps



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Ken Ude, Managing Director
The Board Group
323-365-3787

kude@TheBoardGroup.com
www.TheBoardGroup.com



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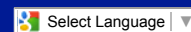
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Key Value Factors

- CEO
- Management Team
- Culture
- Business Disciplines
- Management information
- Diverse product

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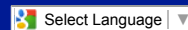
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Key Value Factors (cont.)

- Diverse customers
- Customer relationships
- Attractive Industry
- Earnings size
- Gross margin
- EBITDA
- Growth model
- 'Must Have' company

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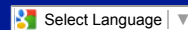
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Free Value Wheel Assessment

- www.TheBoardGroup.com
- Follow the links to the “free value wheel assessment”
- Invite your Team to do the same and compare results



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The Board Group
323-365-3787

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Host:
Dana Borowka, MA
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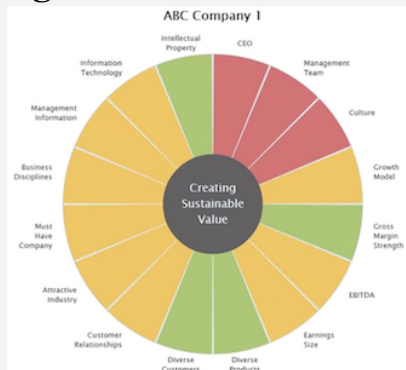
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Putting the Value Wheel in Action



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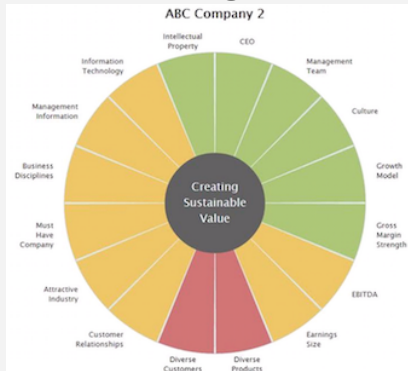
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What's Going On Here?



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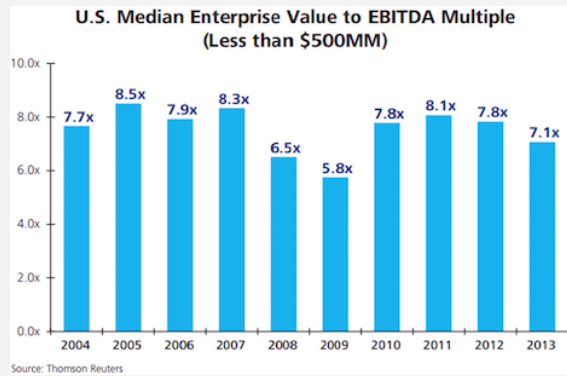
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kude@TheBoardGroup.com
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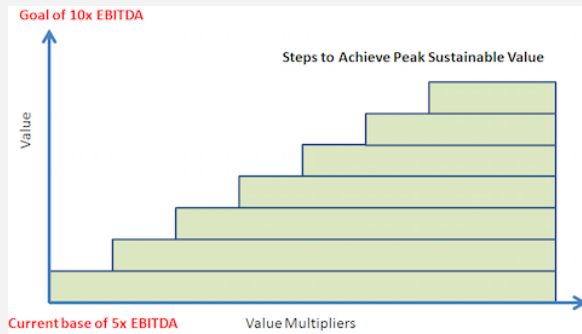
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Value Escalator



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The Board Group
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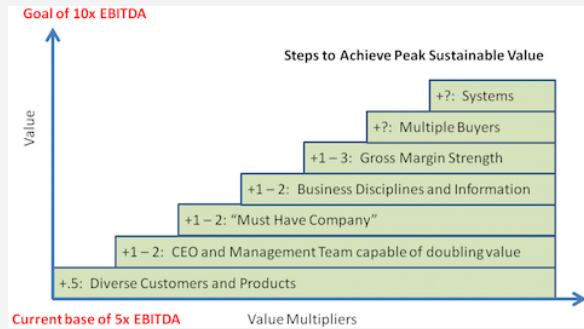
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Value Building Team



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The Board Group

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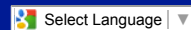
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What's your 90 Day Plan to Create Sustainable Value?

- Is your advisory board in place?
- What parts of your strategy need to change?
- What personnel changes or growth need to happen?
- What operational/systems changes need to be made?

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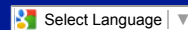
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What's your 90 Day Plan to Create Sustainable Value? (cont.)

- How should you change to enhance performance?
- What one step will you take this week?
- Use the sustainable value wheel tool with your Team.

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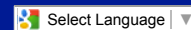
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