

A FRAMEWORK TO BUILD VALUE IN YOUR BUSINESS

A Case Study on How the Value Acceleration Methodology is Applied Inside the Exit Planning Institute



The Exit Planning Institute (EPI) is a family-owned and privately held professional education organization. EPI is helmed by a father and son team, Christopher and Scott Snider. Chris is a baby boomer in his early 60s and Scott is a millennial in his late 30s. EPI is the authority on exit planning and value acceleration. EPI began in 2005 as a professional education organization and launched the Certified Exit Planning Advisor (CEPA) credentialing program in 2007. Chris Snider and Scott Snider acquired EPI through their company, Snider Premier Growth, in 2012. In 2013, Chris created the Value Acceleration Methodology, a clear process for managing exit planning engagements and leading diverse teams.

The Situation

This case study will review how active exit planning through the Value Acceleration Methodology comes to life in the Snider's business, financial, and personal lives as owners of the Exit Planning Institute.

The Goal

Utilize the Value Acceleration Methodology in order to become a more significant company.

Exit Planning Institute's goal is to build a significant company over a 5-year period. A significant company is one that is valuable and transferrable and has multiple exit options. It has strong Social, and Customer Capitals, as well as decentralized business owners. The business owners have their personal goals and personal financial goals aligned with their business goals. They are well thought out, and their written plan includes all three elements.



COMPANY

Exit Planning Institute

FOUNDED

2005

INDUSTRY

Exit Planning, Professional Education

NUMBER OF EMPLOYEES

10-15

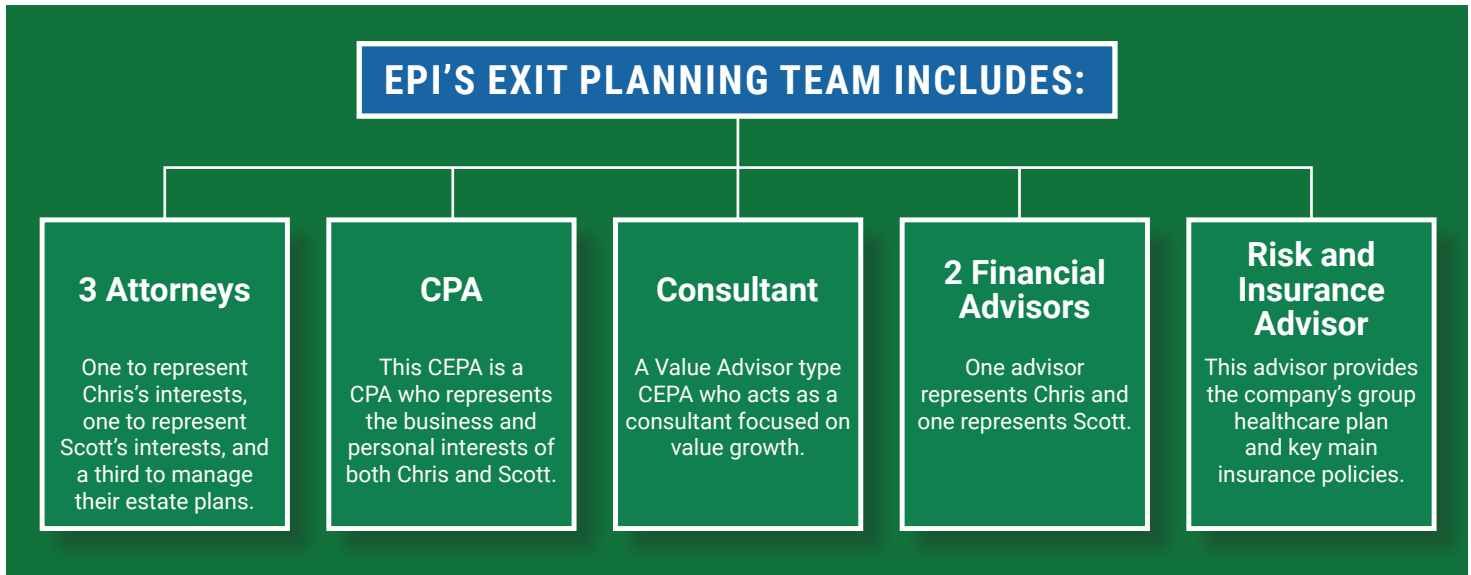
WEBSITE

www.exit-planning-institute.org

The Strategy

The Use of Advisors.

Chris and Scott believe the first step to an effective exit plan is using a collaborative team of advisors.



Exit Planning in Action.

The four concepts of Value Acceleration are the three legs of the stool, value maturity, the four intangible capitals, and relentless execution. By aligning the four core concepts, EPI creates a rhythm that everyone at the company follows. This rhythm is a series of meetings and workshops that bring alignment to the team.

The cadence of meetings include:

- = Weekly Executive Meeting
- = Weekly Companywide Huddle
- = Monthly Partner Meeting
- = Quarterly Renewal Workshop
- = Annual Companywide Pre-Retreat
- = Annual Executive Retreat
- = Company Team Bonding Day
- = Company Summer Bring Your Family and Friends Party
- = Individual Performance Reviews conducted twice per year

This provides a communication schedule that keeps everyone on the same page, as well as aligning the team to the company's core values, mission, and vision. This cadence of meetings also optimizes people's time, solves issues, and allows for communication and creativity to flow freely.

This rhythm is joined with the Entrepreneurial Operating System (EOS) which allows the entire EPI organization to use tools to track their big rocks and other critical data points. Additionally, it documents their 1-3-year strategies and core values by clarifying and simplifying the process across the entire organization.

EPI Core Values

1. Put it on the Table
2. Collaboration
3. Creativity
4. Purposeful Growth
5. Life Balance
6. Accountability with Authority
7. Make it Count



The Discover Gate

With this rhythm in mind, the Value Acceleration Methodology begins with the Discover Gate. The focus for the upcoming year typically begins in November with the company’s annual retreat. One of the biggest outputs of these retreats is an analysis of the four intangible capitals conducted by the entire executive team. These capitals are human, social, customer, and structural. The retreats also feature a more formal Enterprise Value Assessment or Triggering Event Engagement. After the retreat, Chris and Scott Snider host a series of workshops to finalize 1-3-year planning and begin to align their personal and financial strategies to the business strategies.

As a family business, Chris and Scott utilize the Family Business Blueprint, a tool outlined in Tom Deans’ book, *Every Family’s Business*. This blueprint contains 12 common sense questions family businesses should ask and answer annually to protect and secure their wealth and legacy. Once in place, the business plan is shared across the entire organization with some insights into the personal plans of the business owners. This plan is then shared with their outside advisory team to provide insights and feedback to the business owners. The advisory team highlights considerations for future planning across all three legs of the stool: business, personal and financial. This finalizes the Discover Gate by prioritizing the action plan for the year.



The Prepare Gate

EPI moves from the Discover Gate into the Prepare Gate at the start of the new year. As an organization, EPI selected its annual and quarterly big rocks. As business owners, Chris and Scott have selected their personal and financial big rocks for the year. The entire organization begins to run 90-day sprints on two concurrent paths, one mitigating risk within the business and one based on vision and values incorporating the personal and financial goals of the business owners. Every 90 days the EPI team meets for a one-day off-site workshop called the Quarterly Renewal. Here the team renews the core values, mission, and vision while realigning to the annual plan. Team leaders report on last quarter’s metrics, the new quarter goals are set, and champions of big rocks are selected for the coming quarter.

The agenda for a typical EPI Quarterly Renewal Workshop is:

- Brief State of the Company Address
- Realign to the Vision Traction Organizer
- Sharing stories around the company core values
- Report out of previous quarterly big rocks, accomplishments, and disappointments
- Forecast and outline the coming quarter's big rocks and metrics
- IDS Group Work Session: Identify, Discuss, Solve organizational issues and challenges

1

DISCOVER

2

PREPARE

3

DECIDE

The Decide Gate

Chris and Scott Snider have monthly Partners Meetings to discuss growth opportunities and review how the business is performing to their goals. In addition to these monthly meetings, Chris and Scott have an annual Partners Meeting every December to further discuss and analyze the data points, issues, and other thoughtful insights from the renewal workshop. They realign to their personal and financial goals and report out on progress.

DURING THIS ANNUAL MEETING, THEY ASK THEMSELVES,

“Do we keep growing, or is it time to sell?”

IF THE ANSWER IS TO KEEP GROWING, THEY MOVE BACK INTO THEIR NEXT 90-DAY SPRINT.

This rhythm is repeated week to week, month to month, quarter to quarter, and year to year. It becomes a continuous cycle of value acceleration. It encompasses insights and feedback for the owners, management team, and entire EPI team. The company's outside advisory team, the personal advisors to both Chris and Scott, and the extended Snider family are impacted by this cycle as well.

The Results

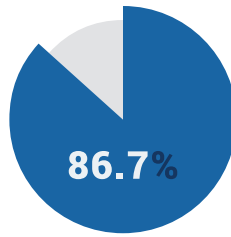
Though the process internally at the company and between the business owners is not without fault, the Value Acceleration Methodology and its supporting tools allow the business owners and the company to make decisions effectively.

The Exit Planning Institute, its business owners, their advisors, and their employees have implemented the Value Acceleration Methodology in the way they do business and have aligned their personal and financial lives. As such the company has grown significantly over the past three years. EPI has moved from 1,000 members to 3,000 members even through the pandemic. By taking time to better understand their customer, they have begun improving Customer Capital with entangling programs that provide value to the advisor and their practice.

EPI has launched new products and brought back The Exit Planning Summit. They have invested in their people through education and training programs, employee incentive programs, and culture and communication programs. This has allowed them to achieve a 4.74/6 employee satisfactory rating, win a bronze medal at the *Stevie Awards for Great Employers* for the best workplace, retain 86.7% of employees while adding three new members to the team. The Value Acceleration Methodology has advanced the way they communicate, make decisions, and optimize their time.



**4.74 OUT OF 6
EMPLOYEE SATISFACTION
(APPROACHING BEST-IN-
CLASS VALUES)**



**EMPLOYEE RETENTION
2020-2021**



**INTERNATIONALLY
RECOGNIZED AS A GREAT
EMPLOYER**

In addition, EPI has formed a new leadership team and with the accompanying Structural Capital improvements, has begun to decentralize both Chris and Scott Snider in the business. These factors all contribute to more valuable Human Capital. The culture has been defined as core values are aligned. EPI team members have the EPI vision and purpose ingrained into the way they do business and make decisions. This builds strong Social Capital.

Approaching Best in Class performance, amongst other tangible and intangible items, has continued to allow the company to advance, evolve, and keep the organization and its Certified Exit Planning Advisors leading the marketplace and profession.

Chris and Scott Snider have also taken personal and financial steps. Both have onboarded new financial advisors and defined their individual wealth gaps. They have done significant estate and tax planning. Chris hosted their first family meeting to discuss all three legs of the stool with their immediate family inside and outside of the business.

In utilizing the Value Acceleration Methodology, EPI has a unified plan, moves to the same rhythm, and has thoughtful, meaningful, and sometimes difficult conversations. This results in the organization's ability to make positive changes that build value in the business.

What's Next?

By embracing the "exit is now" and "exit strategy is business strategy" mentality, Chris and Scott Snider bring exit planning into the present and grow a team of people who have an owner-like mindset. The Value Acceleration Methodology culminates in the Decide Gate where an owner chooses to either exit their business or continue to build value through Advance Value Acceleration. With that idea in mind, EPI continues building its business value on its path towards becoming a significant company.

