

The University of Toledo Family Business Center

2020 EOS Vision/Traction Organizer

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| <p>CORE VALUES</p> | <ol style="list-style-type: none"> 1) Member-driven 2) Open Learning Environment 3) Healthy Family Relationships 4) Collaborative Community Partnerships 5) Mutually beneficial relationship with UToledo | <p>3-YEAR PICTURE</p> |
| <p>CORE FOCUS</p> | <p>Purpose/Cause/Passion: Help family businesses thrive and grow for the betterment of our community.</p> <p>Our Niche: Holistic support, including relationship-building, advice and education, for family businesses through UToledo and community partnerships and relationships.</p> | <p>Future Date: June 2023 Membership Size: 285 member companies (35% Friends) Endowment Size: \$3.5 million –\$ 5 million Staff Size: Director, FT Assistant Director, FT Event and Marketing Manager, FT Administrative Assistant, PT Graduate Assistant, PT EIR, PT or Faculty Position, FT</p> |
| <p>10-YEAR TARGET</p> | <ul style="list-style-type: none"> • Remain financially independent of UToledo • Be known as a nationally respected family business center, presenting or publishing twice a year • Support over 500 member companies through outreach and education programs • Industry leader in peer learning, facilitating over 40 affinity groups/trademarked program • Provide original FB education, offering more than a dozen revenue-generating seminars, workshops, courses, etc. • Contribute to the success of regional family businesses, thus having a positive regional economic impact on the local economy | <p>What does it look like?</p> <ul style="list-style-type: none"> • Endowed faculty position (split-funded with COBI) • Aggressive capital campaign • Multiple FB research projects • Multiple, relevant certificate courses/programs • Co-branding University relationships • 30 affinity groups • Cost-share or endowed GA position • National reputation • Thought leader in the industry • Content experts in peer groups/relationships • FBC published articles • Wide variety of programming and events |
| <p>MARKETING STRATEGY</p> | <p>Target Market: Owners, family members and non-family executives of family and privately-held businesses in Northwest Ohio and Southeast Michigan</p> <p>Three Uniques: Member driven, peer mentoring, academic partnerships</p> <p>Marketing Tactics: Strategic partnerships with other FBC's; bold social media plan; creating and distilling FB content; experts in peer group learning (affinity groups)</p> | |

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| 12 MONTH PLAN | QUARTERLY PLANS/ROCKS | ISSUES LIST | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|--|-----------------------------|---------------------------------|---|----------------------------------|-----------------------------------|--|-----------------------------------|-----------------------------------|--|--|-----|-------------------------|----------------|--|-------------|-----------------------------|-----|---------------------|-----|---|---------|--|-------|------------------------------|-------|------------|---------------|----------------------|------------|--|-----|-------------------------|---------------|--|--|--|--|--|----------|-----------------------|-------------------------------|----------------|---------------------|--|---------------------|---------------------------|----------------------------|
| <p>Future Date: July 1, 2021 Membership Size: 235 (25% Friends) Endowment Size: \$3 million Staff Size: Director, FT; Assistant Director, FT Event and Marketing Manager, PT; Administrative Assistant, PT Graduate Assistant, PT</p> <p>Goals for the Year:</p> <table border="1" data-bbox="75 792 699 1406"> <tr><td>Membership goal: 235 (25% friends level)</td></tr> <tr><td>Maintain 94% retention rate</td></tr> <tr><td>Maintain 88% participation rate</td></tr> <tr><td>Grow endowment to \$3 million (current: \$2.3M)</td></tr> <tr><td>Present at a national conference</td></tr> <tr><td>Publish one journal/trade article</td></tr> <tr><td>Offer three niche certificate programs</td></tr> <tr><td>Conduct a revenue benchmark study</td></tr> <tr><td>Increase national brand awareness</td></tr> </table> | Membership goal: 235 (25% friends level) | Maintain 94% retention rate | Maintain 88% participation rate | Grow endowment to \$3 million (current: \$2.3M) | Present at a national conference | Publish one journal/trade article | Offer three niche certificate programs | Conduct a revenue benchmark study | Increase national brand awareness | <p>Quarterly Plans through March 2021</p> <table border="1" data-bbox="737 488 1356 1438"> <thead> <tr> <th></th> <th>Who</th> </tr> </thead> <tbody> <tr><td>Write peer equity paper</td><td>Kurstyn/Jenell</td></tr> <tr><td>Secure \$50,000 campaign gifts/pledges</td><td>Angie/Maria</td></tr> <tr><td>Develop FY22 strategic plan</td><td>All</td></tr> <tr><td>Launch PSP registry</td><td>All</td></tr> <tr><td>Add ten more Friends of the Center (convert or new)</td><td>Kurstyn</td></tr> <tr><td>Marketing automation implementation recommendation</td><td>Emily</td></tr> <tr><td>Secure sponsorships for FY22</td><td>Angie</td></tr> <tr><td>Launch PSP</td><td>Kurstyn/Emily</td></tr> <tr><td>Finalize EIR program</td><td>Angie/Exec</td></tr> <tr><td>Explore co-branding opportunities with other Centers/organizations</td><td>All</td></tr> <tr><td>Revenue benchmark study</td><td>Kurstyn/Angie</td></tr> <tr><td></td><td></td></tr> <tr><td></td><td></td></tr> </tbody> </table> | | Who | Write peer equity paper | Kurstyn/Jenell | Secure \$50,000 campaign gifts/pledges | Angie/Maria | Develop FY22 strategic plan | All | Launch PSP registry | All | Add ten more Friends of the Center (convert or new) | Kurstyn | Marketing automation implementation recommendation | Emily | Secure sponsorships for FY22 | Angie | Launch PSP | Kurstyn/Emily | Finalize EIR program | Angie/Exec | Explore co-branding opportunities with other Centers/organizations | All | Revenue benchmark study | Kurstyn/Angie | | | | | <table border="1" data-bbox="1398 496 2022 1110"> <tr><td>COVID-19</td></tr> <tr><td>Sponsorship structure</td></tr> <tr><td>Membership structure and dues</td></tr> <tr><td>Endowment size</td></tr> <tr><td>UToledo bureaucracy</td></tr> <tr><td>Keeping a hold on our niche (peer group competition)</td></tr> <tr><td>Content development</td></tr> <tr><td>Commitment and attendance</td></tr> <tr><td>UToledo budget constraints</td></tr> </table> | COVID-19 | Sponsorship structure | Membership structure and dues | Endowment size | UToledo bureaucracy | Keeping a hold on our niche (peer group competition) | Content development | Commitment and attendance | UToledo budget constraints |
| Membership goal: 235 (25% friends level) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Maintain 94% retention rate | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Maintain 88% participation rate | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Grow endowment to \$3 million (current: \$2.3M) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Present at a national conference | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Publish one journal/trade article | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Offer three niche certificate programs | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Conduct a revenue benchmark study | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Increase national brand awareness | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Who | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Write peer equity paper | Kurstyn/Jenell | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Secure \$50,000 campaign gifts/pledges | Angie/Maria | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Develop FY22 strategic plan | All | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Launch PSP registry | All | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Add ten more Friends of the Center (convert or new) | Kurstyn | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Marketing automation implementation recommendation | Emily | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Secure sponsorships for FY22 | Angie | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Launch PSP | Kurstyn/Emily | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Finalize EIR program | Angie/Exec | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Explore co-branding opportunities with other Centers/organizations | All | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Revenue benchmark study | Kurstyn/Angie | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| COVID-19 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Sponsorship structure | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Membership structure and dues | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Endowment size | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| UToledo bureaucracy | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Keeping a hold on our niche (peer group competition) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Content development | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Commitment and attendance | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| UToledo budget constraints | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |