



One Page Strategic Plan (OPSP) Guideline

Welcome to the first phase of your mentoring journey with All Good Ventures!

Over the next two months, you'll work one-on-one with our co-founder, Rod, meeting online every two weeks to develop two essential tools for your enterprise:

- A **One Page Strategic Plan (OPSP)**
- A **tailored business budget**

This guideline is here to support you through the first part of that journey - building your OPSP.

What is an OPSP?

The **One Page Strategic Plan** is a powerful tool developed by business expert **Verne Harnish** in his best-selling book *Scaling Up*. Put simply - it helps you capture your business strategy clearly on a single page, so you (and as you grow, everyone in your team!) can understand your business' direction and work towards the same goals.

The purpose of this guideline

We believe Verne Harnish's OPSP is an excellent tool. That's why **we've created this guideline** specifically for early-stage, impact-driven enterprises like yours.

This document isn't the OPSP itself - it's a **practical guide we created to help you build your own OPSP**. Its purpose is to walk you through each key part of an OPSP and help you explore how it applies to **your business**.

By the end, you'll be ready to complete your own OPSP using the Excel template we provide.

How to use this guideline

This guideline breaks the OPSP into seven key parts: **1. People, 2. Processes, 3. Strengths, Weaknesses & Trends, 4. Core Values, 5. Strategy, 6. Measurable Per X, and 7. Actions.**

You'll work through each section with Rod during your bi-weekly mentoring sessions.

Before your first meeting: No prep is required - just read through this document and get familiar with what's ahead.



Then, here's how the four sessions with Rod are structured:

1. **Meeting 1** – An introductory session and overview of the OPSP process.
Between meetings: Work on Parts 1–4 of the OPSP (People to Core Values).
2. **Meeting 2** – Review your thinking from Parts 1–4.
Between meetings: Work on Parts 5–7 (Strategy to Actions).
3. **Meeting 3** – Refine earlier sections if needed and review Parts 5–7. You'll also start discussing your mentoring needs for Phase Two mentoring.
Between meetings: Complete your first draft of the OPSP spreadsheet.
4. **Meeting 4** – Final review of your OPSP and agreement on your Phase Two mentoring needs.

*If anything's unclear along the way, don't hesitate to get in touch with Rod: rod@allgood.ventures.
We're here to support you every step of the way.*

Let's get started - your strategy begins here.



OPSP Part 1: People

Even if it's just *you* in your enterprise for now, every successful enterprise needs to consider the key roles that will drive it forward.

This table outlines the essential roles your enterprise will likely need over time. Right now, you might be wearing multiple hats - or relying on help from friends, family, or mentors to fill the gaps. That's totally fine at this stage.

What matters most is recognising each role and thinking about what success would look like in that area over the next 12 months. For each role, try to identify one or two Key Performance Indicators (KPIs). A good way to do this is to ask: **"If this role goes really well, what would I expect to see improve in the business?"**

Then consider how hitting those KPIs would affect your enterprise's performance – whether it's something on your Profit & Loss (like increasing revenue or reducing costs) or on your Balance Sheet (like growing assets or reducing liabilities).

Roles	Person	Key Performance Indicators	Results/Outcomes (P&L or Balance Sheet Items)
Head of Company			
Marketing			
R&D/Innovation			
Sales			
Operations			
Financial			
Information Technology			
Human Resources			



OPSP Part 2: *Processes*

Once you've identified the key roles in your enterprise, it's important to understand the main activities or processes these roles need to perform to keep your enterprise running smoothly. These processes help your enterprise deliver value by doing things better (higher quality), cheaper (lower costs), or faster (quicker delivery or response).

At this early stage, it's likely that you'll be responsible for most, if not all, of these processes. So, ask yourself: **"What are the top processes I need to focus on over the next 12 months to get my enterprise moving forward?"**

For example, if your biggest challenge is getting products from point A to B, logistics might be your key process. Or, if you're focused on building community health networks, your main process might be managing government or partner relationships.

For each process, think about one or two KPIs that will help you measure progress - whether it's doing something better, cheaper, or faster. These KPIs will give you clear targets to work towards as you develop your enterprise.

[illegible]



OPSP Part 3: Strengths, Weaknesses and Trends

To build a strong strategy for your enterprise, it's important to think about how you will compete in the marketplace. Even as a social enterprise, success depends on having a functional and competitive business idea. Only then can your enterprise become truly sustainable and create lasting social impact.

Competition is about leveraging three key areas:

1. **Trends:** What major changes - whether in technology, distribution, product innovation, markets, or social and consumer behavior - might impact your enterprise and the sector you're competing in? Consider both global and local trends that could create opportunities or challenges.
2. **Strengths:** What are the clear strengths or core competencies that have been or will be the foundation of your enterprise's success? Your passion and compassion for your mission are likely key strengths. But also think about which roles, functions, or processes you or your team do exceptionally well.
3. **Weaknesses:** Time for honesty. To avoid failure, your enterprise needs to recognize its weaknesses. Split these into two groups: those that can be improved over time and those that are unlikely to change. You'll need strategies for managing both.

Use the table below to identify your enterprise's trends, strengths, and weaknesses, and outline strategies to leverage or mitigate each.

Trends		Strengths		Weaknesses		
Trend	How long will it last?	Strength	Strategy: How to make the most of the strength?	Weakness	Potential impact?	Strategy: How to mitigate the magnitude?



OPSP Part 4: Core Values/Beliefs

Core values are the soul of your enterprise. They define the culture, personality, and the “rules” that guide how everyone in your enterprise behaves and makes decisions. These values act as a “should/shouldn’t” test for yourself, your employees, contractors, or anyone involved with your enterprise.

For a mature enterprise, existing team members might develop core values together in a group session. But if you’re a start-up with just yourself and an idea, think about your own personality and values as the foundation.

Core values should be expressed as short phrases rather than single words, and it helps to include an example showing how the value can come to life. For example, an enterprise that competes through innovation might have a core value like this:

“We value problem-solving every day. We embrace challenges that haven’t yet been solved and rely on innovation to find solutions - whether that’s creating new products or even solving cryptic crosswords together at morning tea.”

Aim to identify no more than five core values that truly capture the essence of your enterprise.

Core Values



OPSP Part 5: Strategy

The core purpose of your enterprise is its heart - your “why.” It’s the reason your enterprise exists.

Why does what you do matter? What difference are you making in the world? Why would your customers or the wider community miss your enterprise if it wasn’t around?

A powerful core purpose often revolves around a **single word or idea**.

Start by asking yourself: **What do we do?** Then ask **Why?** several times to uncover your deeper mission - your own version of “saving the world.” Once you reach that, take a step back and write your core purpose down.

Core Purpose:
What do we do?
Why?
Why?
Why?

To develop a strategy from your purpose, there are a few helpful things to think through. **First**, think about the **core product or service** that your enterprise offers.

Core Product or Service:

Next, consider why customers will pay for what you’re selling. Identify a few key words your enterprise can own in your market space - words that will stick in your customers’ minds. For example, Google owns “search,” and Nespresso owns “indulgence.” Owning these words helps you carve out a niche and drive revenue.

Words to Own:



Next, think about four key elements of what you're offering:

1. **Who are your core customers?** Think about the types of people or organisations your enterprise will serve - where they're from, what they care about, and any other key characteristics. Focus on the customers who are likely to bring-in the most profit over time, not just the easiest to reach.
2. **What are you actually selling them?** List the key products or services your enterprise will deliver.
3. **What are your three Brand Promises?** These are the clear commitments your enterprise will make to customers. Aim for promises that stand out and matter in your space (not just "quality" or "service"). For example, McDonald's uses *speed*, *consistency*, and *fun for kids*.
4. **How will you measure success?** Identify how you'll track whether you're delivering on those promises - ideally with simple, measurable indicators.

Main Customers	What are you selling them (Products and/or Services)?	Brand Promises	How to Measure Success
		1.	
		2.	
		3.	



OPSP Part 6: *Measurable Per X*

One of the most important things you can do now is decide the one key measure - your 'X' - that will show if your enterprise is succeeding. This 'X' should be directly linked to what your customers pay you for.

For example:

- If you sell paintings, your 'X' might be the number of paintings sold.
- If you offer services, it could be the hours you bill.
- If you rent out food trucks, it might be the number of events you serve.

Once you pick your 'X', you need to decide what you will **measure about it** to track your enterprise's performance. This might be **profit per X, revenue per X, gross margin per X, or something else**. You can consider multiple options now, but you should choose one main 'X' before you launch your enterprise.

Once you settle on what 'measurable per X' you are going to use, this becomes the factor you can enthusiastically track to monitor the progress of your enterprise. It will also form the foundation for your **Big Hairy Audacious Goal (BHAG)**, a concept coined by the business strategy expert Jim Collins.

Your BHAG will be something so big that realistically, you probably won't reach it - but if you do, you'll know you really had to stretch to get there! When defining your BHAG, think 10 years or more into the future.

Options for 'X'	Measurable ' ____ per X'
BHAG	



OPSP Part 7: Actions

Now that you've mapped out the big-picture strategy for your enterprise, it's time to think about how you'll make it happen. This process should start broad and gradually get more specific. It can be tough because there's always a tug-of-war between dealing with urgent tasks and keeping sight of your overall purpose. To help, break your planning down into **four levels**, from top to bottom:

- 1. Strategic Actions:** What five key actions does your enterprise need to take to help you live your values, achieve your purposes, and ultimately have a chance at reaching your BHAG? These should be broad, not detailed. For example, if your enterprise is developing an app for mental wellbeing, one Strategic Action might be: *"Become an influential leader in [your country] in mental health solutions."* Or if your enterprise is setting up centres providing health solutions to an underprivileged population, a Strategic Action could be: *"Build a network of health providers."*
- 2. 3 Year Priorities:** What key focuses or capabilities do you need to develop over the next three years? A good way to start is by asking, "If we're successful in three years, what will our Core Strengths be?" What do you need to have accomplished by then to be on track with your vision?
- 3. 1 Year Actions:** To begin working toward your 3 Year Priorities, what are reasonable and specific actions to take in the next year? For example, hire a general manager or secure supply agreements with at least three suppliers.
- 4. Quarterly Actions:** Get even more specific - what will you do in the next quarter? Sometimes it helps to think in terms of twelve weeks to stay realistic. Now is also the time to prioritize what must get done in this quarter versus what can wait for later. Remember, you have four quarters to complete your 1 Year Actions. Finally, assign who will be responsible for each Quarterly Action to ensure accountability.

Strategic Actions	3 Year Priorities	1 Year Actions	Quarterly Actions (next 12 weeks!)	
			Action	Who?



Congratulations!

You've now worked through all the key parts of your One Page Strategic Plan - People, Processes, Strengths & Weaknesses, Core Values, Measurable Per X, and Actions.

With this groundwork complete, you're ready for the next step: **pulling everything together into your one-page OPSP Excel template.**

When will this happen?

- Between **Meeting 3 and Meeting 4**, you'll complete the first draft of your OPSP spreadsheet.
- In **Meeting 4**, you'll review your completed OPSP with Rod and finalise it as a living tool to support your enterprise's growth.

Our hope is your completed plan becomes your go-to business roadmap - revisited every quarter to keep you sharp, focused, and driving real, lasting impact.