



TREMBLANT RETREAT · PRESENTATIONS WED OCT 28 & THU OCT 29, 2026

5-Year Business Plan Guide

Read everything before you start.

It will save you time later. These templates give us a common format, so everyone knows where to find the information and we spend our time on the discussion.

HOW THIS WORKS

90 minutes per member. About 45 presenting, 45 pressure-testing.

Each member gets a 90-minute segment: roughly 45 minutes presenting the plan and 45 minutes of discussion on blind spots and weak points. The format is standardized so everyone understands it and nobody loses time hunting for information. Use images and graphs, keep the plan concise and simple, and use any, all or none of the tools.

The goal: every member leaves Tremblant with a pressure-tested 5-year plan.

PRESENT · ~45 MIN

DISCUSS BLIND SPOTS & WEAK POINTS · ~45 MIN

90 min

per member, maximum

45 + 45

minutes presenting +
discussion (suggested)

3

strategic priorities, at most

1

90-day deliverable per priority

THE PACKAGE

Three files, one format.

- **5-Year Business Plan – Template (Word).** The primary document. Page one covers the business direction (sections 1–4); page two covers the financials and execution (sections 5–8).
- **5-Year Business Plan – Presentation Template (PowerPoint).** The same plan, expanded into slides. Ideally we all use it, so we don't lose time looking for information.
- **Optional Excel workbook.** Prepares the financial table in a consistent way. Use any financial planning tool you prefer. (I will be using the system we have used at PreciKam for years; ChatGPT built the attached workbook.)

HOW TO FILL IT IN

Keep it as concise and simple as possible.

- Replace the bracketed text with short answers. One idea per field. The word limits are an editing guide.
- **No more than three strategic priorities**, and one deliverable per priority for the next 90 days.
- Keep supporting analysis in a separate working file so it doesn't overwhelm the presentation.
- Use images and pictures wherever they help.
- These are our own personal plans. Build yours to work for your needs.
- **Timing:** about 45 minutes presenting and 45 minutes of discussion (blind spots, weak points, questions and observations). We can be flexible, but the limit is 90 minutes, so leave enough time for discussion.

PAGE ONE · SECTIONS 1–4

The business direction.

1 Purpose and customer promise

Mission. Whose problem the company solves, and how. This might be your X factor.

| *e.g. To make signs of unsurpassed impact that make our customers smile.*

Customer promise or guarantee. A measurable standard, its scope and the remedy if you miss it. If a remedy isn't suitable, describe a service commitment and escalation process. Choose a promise the operation can deliver, and include its cost in the plan.

e.g. We will deliver 100% compliant parts or the entire shipment is free.

2 Business today

What you sell, who buys and how you make money. Choose your most important strengths (up to two) and two constraints, as they are today, not as you hope they will be. Back each one with evidence, such as repeat business, customer concentration, utilization, delivery performance or margin by product. What is the proof?

3 Five-year destination

The company you want by a dated fiscal year-end. Include the customer or product mix, a capability you need and the owner's role, plus at least one measurable customer or operating outcome. Financial size and team targets go on page two.

4 Choices and major pivot

Name no more than three moves or pivots. Staying with your current plan is an acceptable answer, but what three things will you do to drive it?

- Which customers, offerings, channels or capabilities receive investment, and why they should work.
- What you will stop doing, including customers to fire.
- A revenue target needs a commercial explanation.
- If there is a pivot, record the change, the evidence, the first test, the threshold, the spending limit and the decision date. Otherwise, write "no major pivot".

PAGE TWO · SECTIONS 5-8

The financials and execution.

5 Financial summary

Use a baseline year plus five future years: for example, a 2026 full-year forecast followed by 2027 to 2031. Never compare an incomplete year-to-date figure (e.g. ten months) with a future full year.

Complete the financial table with the optional workbook, or with your existing methods if they are reliable. **Enter expenses as positive amounts. Include your own compensation at a market-based level.**

LINE	WHAT TO INCLUDE
Revenue	Sales and other income streams (e.g. SR&ED, grants).
COGS	Costs directly related to producing the products you sell. Calculate it however you normally do.
Gross profit	Revenue less COGS.
General, admin and selling costs	Everything that might be called overhead: anything that can't be directly attributed to making a specific part or service (e.g. the bookkeeper, office rent, customer and selling costs).
Finance costs	Bank fees, interest, bad debt and foreign exchange.
Net profit	Gross profit less general, admin, selling and finance costs.
Taxes	Income and other taxes.
EBITDA	Net profit plus interest paid, depreciation and amortization. Add taxes back if you deducted them.
Capital expenses	Major purchases of equipment or other long-lasting items that aren't captured in, or shouldn't be included in, annual expenses. Notwithstanding special depreciation rules, you typically don't charge the entire cost of equipment in one year.
Net cash position	Your expected LOWEST cash point. If you are into your line of credit, net your cash on hand against your LOC usage. Show a negative figure with a minus sign or in red.

LINE	WHAT TO INCLUDE
Average team FTEs	Full-time equivalent employees. For example, 6 full-time and 3 half-time employees = 7.5 FTE.

OPTIONAL WORKBOOK

It contains a blank Plan, a Worked example, a Slide transfer sheet and Read me instructions. Complete the blue input cells and use the transfer tables; missing inputs remain visible. The files don't update each other, so copy the values into the Word and PowerPoint tables after each revision.

Key assumptions. What will drive the results, and any extra or one-time costs you may need to drive a pivot (e.g. equipment).

Cash and funding. The amount needed, when it's needed, its source and whether that source is committed. Include a minimum cash reserve. An annual cash bridge can miss seasonal or launch-related shortages, so use a monthly forecast where timing matters. The workbook's Year 5 sensitivity is an EBITDA stress check, not a full scenario or funding model.

Industry benchmarks. Any industry guidelines or averages you have from StatsCan, industry groups, EO or reputable AI sources.

6 Organization today and Year 5

Edit the role boxes and reporting lines. Keep the main functions, show the role the owner will hold, and mark vacancies or new roles. Name the first hire or promotion, its trigger and its annual cost, and include that cost in the financial plan. Make sure the chart's staffing matches the average FTE in the financial plan.

- Do you have the right people in the right seats today? Are they the people for five years out?
- Who is needed, and when? With what skills?
- What is your role and scope?

Keep this fairly simple. Add detail only if a major pivot or change will substantially change the org chart. Slides 10 and 11 allow more detail.

7 Execution priorities

Use the same three priorities as page one. For each, enter a measurable Year 1 result, one next-90-day deliverable, one accountable owner for Year 1, a due date and a budget. Add the milestones for the following years (no 90-day deliverables needed), with a responsible person if possible. Show how you will measure success: ideally, done or not done.

Tip: the broad milestones are the key. It may be easier to start with Year 5 and work backwards.

EXAMPLE	IN FIVE YEARS, PRECIKAM WILL BE MAKING IN-BODY DEVICES
2031	PreciKam devices are left in the body (e.g. complex jaw joints).
2030	We have secured contracts with Company X and delivered IQ, OQ and PQ samples to them.
2029	We have built in or acquired sterilization capacity, using either gamma ray or EtO gas.
2028	A Class 6 cleanroom is up and validated for assembly.
2027	We have built a clean injection moulding area to Level 7.
90 days	Detailed drawings and system needs prepared by the Quality Manager (due March 31, 2027).

8 Risks and forum questions

- Choose the key risk(s) most likely to invalidate the plan. For each, state an early warning and a response or contingency plan.
- Note any other considerations or issues.
- List the questions and Experience Shares you want from the herd.