



CONTINUING EDUCATION THAT MAKES A CHANGE

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This is a side bar:

You will not be tested on the side bar information unless it is a highlight of information from the text.

When you are done with the course, take the posttest. When you pass the posttest (70% or higher) and pay the course fee (\$10 per unit), you will be issued a CEU Certificate of Completion.

Enjoy!

Course Name: The One-Paragraph Business Plan
Course Number: Business 1202
CEU: 3.0
Instructor: Philip Copitch, Ph.D.

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COURSE OBJECTIVES

1. You will learn the importance of a business plan for therapists.
2. You will read examples of therapists dealing with building a practice.
3. You will study ways for your potential clients to find your services.
4. You will learn how to influence how the community sees your business.
5. You will see ways to encourage appropriate referrals to your practice.

SUGGESTED PREREQUISITE COURSES

Course#: 1201 Are Therapists Allowed To Make Real Money?

INTRODUCTION

Welcome and let me apologize. Of the whole Business 1200 series this course is the most boring of them all. Don't despair; the subject matter is also the foundation of your business.

Over the next 20 pages you are going to develop a business plan that will set you on course towards your goals. I am going to make it as easy as possible, but it will take a little soul searching and personal dreaming.

I have read numerous books on the subject of writing a business plan. None of them I will recommend to you. The simple fact is that they are too convoluted and time consuming. They expect you to drop everything and focus for months on developing your business plan. They assume that you are filthy rich and that you have a mega-corporation mentality for paperwork and regulation writing.

I am starting from a more realistic premise, that you are normal and thus, you are basically lazy. I know I am. I hate the idea of developing a plan that no one will ever read and no one will follow.

Over the years I have worked with many professionals, dentists, attorneys and psychotherapists. If I went to one of them and said that we should devote 3 months to developing a business plan at a cost of, let's say \$15,000, they would look at me as if I had peanut butter for brains. Even if they wanted a voluminous business plan covering every contingency, most wouldn't have the 15 grand just lying around.

The fact is that I can usually get professionals to devote 1 or 2 weekends, a total of maybe 10 hours, to thinking about their business plan. What I have found is that this is plenty of time to get a usable business plan developed that can be used for years and years.

If a man can write a better book, preach a better sermon, or make a better mousetrap than his neighbor, though he builds his house in the woods the world will make a beaten path to his door
Ralph Waldo Emerson

So, let's get started figuring out your business plan.

WHY DO I NEED A BUSINESS PLAN?

You need a business plan for one simple reason—a reference point. Your one-paragraph business plan will be used as a guidepost for you to

reference ideas against. It will be your guide through the turbulent and fast paced grind of being in business. Once you have your business plan you can refer to it constantly to make sure that you are steering your business ship the way you have chosen.

ONE PARAGRAPH

Most of my clients, as well as myself, have a one-paragraph business plan. It consists of 6 to 10 sentences. Each sentence is a well-crafted statement of business intention. Each word has its place. Unnecessary verbiage or confusing thoughts are rewritten and made clear.

When business decisions need to be made the options are viewed through the focus of the business plan. This leads to stability and security in business decision-making. In the prerequisite course, Business 1201, we discussed the three rules of making money in business:

A good beginning makes a good ending.

English proverb

1. You need to love what you do.
2. You need to focus on your business.
3. You need to be completely comfortable with making lots of money.

The one-paragraph business plan provides you a quick reference to the big picture of your professional goals. Your business plan is your simplest tool for rule #2: You need to focus on your business.

If you have skipped the prerequisite course you are strongly urged take it. Remember, process counts.

HUTZPAH MARKETING

Hutzpah marketing is business boldness coupled with supreme self-confidence. It is the art of doing something right, fairly and with value. An old Yiddish joke illustrates the power of hutzpah.

A man murders his mother and father. He then throws himself on the mercy of the court because he's an orphan.

Now that's hutzpah!

Business is said to be cutthroat, but that is not what I am teaching. I am talking about being basically lazy and getting a lot done. I want you to do what works and skip the aggravation of wasted effort. A hutzpah marketer doesn't waste time or money. She works hard and plays hard while loving it all. She has clear goals and follows them. She looks at her options and makes only well informed decision. Once a decision is made she does not second-guess herself. She is certain that she did her homework and now she is following a sound course of action. A hutzpah marketer can make a decision. She is task oriented and prides herself on task completion.

A hutzpah marketer won't spend a dime if 9¢ will do. But, she is not cheap. She is value oriented. When making purchases she is value conscious. She is future oriented and sees that she is investing in her business not merely spending money.

A hutzpah marketer is ethical. She carefully abides by the ethical standards of her profession. The ethical standards are incorporated into the very foundation of her business plan.

ETHICS

It is outside the scope of this course to give a comprehensive overview of the ethical considerations of our profession. The California Association of Marriage and Family Therapists (CAMFT) offer excellent resources. Their website, <http://www.CAMFT.org/> is packed with valuable information. It is updated regularly and is the standard you will be held up to. Membership in CAMFT is a must for you to conduct your practice in a knowledgeable manner. Their booklet entitled: *Ethical Standards for Marriage and Family Therapists*, is a must read reference. I have excerpted three sections for your convenience:

- RESPONSIBILITY TO PATIENTS
- FINANCIAL ARRANGEMENTS
- ADVERTISING

These sections should prove very helpful for you when you are brainstorming your business plan.

1. RESPONSIBILITY TO PATIENTSⁱⁱ

Marriage and family therapistⁱⁱⁱ advance the welfare of families and individuals, respect the rights of those persons seeking their assistance, and make reasonable efforts to ensure that their services are used appropriately.

1.1 Marriage and family therapists do not condone, engage in discrimination, or refuse professional service to anyone on the basis of race, gender, religion, national origin, age, sexual orientation, disability, socioeconomic or marital status. Marriage and family therapists make reasonable efforts to accommodate patients who have physical disabilities.

1.2 Marriage and family therapists are aware of their influential position with respect to patients, and they avoid exploiting the trust and dependency of such persons. Marriage and family therapists therefore avoid dual relationships[^] with patients that are reasonably likely to impair professional judgment or lead to exploitation. A dual relationship occurs when a therapist and his/her patient engage in a separate and distinct relationship either simultaneously with the therapeutic relationship, or during a reasonable period of time following the termination of the therapeutic relationship. Not all dual relationships are unethical, and some dual relationships cannot be avoided. When a dual relationship cannot be avoided, therapists take appropriate professional precautions to insure that judgment is not impaired and that no exploitation occurs.

1.2.1 Sexual intercourse, sexual contact or sexual intimacy with a patient, or a patient's spouse or partner, during the therapeutic relationship, or during the two years following the termination of the therapeutic relationship, is unethical.

1.2.2 Other acts which would result in unethical dual relationships include, but are not limited to, borrowing money from a patient, hiring a patient, engaging in a business venture with a patient, or engaging in a close personal relationship with a patient.

1.3 Marriage and family therapists do not enter into therapeutic relationships with persons with whom they have had a sexual relationship.

1.4 Marriage and family therapists are encouraged to inform patients of the potential risks and benefits of services.

1.5 Marriage and family therapists do not use their professional relationships with patients to further their own interests.

1.6 Marriage and family therapists continue therapeutic relationships only so long as it is reasonably clear that patients are benefiting from the relationship. It is unethical to maintain a professional or therapeutic relationship for the sole purpose of financial gain to the therapist.

1.7 Marriage and family therapists respect the right of patients to make decisions and help them to understand the consequences of these decisions. Marriage and family therapists advise their patients that decisions on the status of relationships are the responsibilities of the patient(s).

1.8 Marriage and family therapists inform patients of the extent of their availability for emergencies and for other contacts between sessions.

1.9 Marriage and family therapists assist persons in obtaining other therapeutic services if a therapist is unable or unwilling to provide professional help.

1.10 Marriage and family therapists do not abandon or neglect patients in treatment. If a therapist is unable to continue to provide care, the therapist will assist the patient in making reasonable arrangements for continuation of treatment.

1.11 When terminating employment or contractual relationships, marriage and family therapists primarily consider the best interests of the patient when resolving issues of continued responsibility for patient care.

1.12 Marriage and family therapists, when treating a family unit(s), shall carefully consider the potential conflict that may arise between the family unit(s) and each individual. Marriage and family therapists clarify at the commencement of therapy, which person or persons are clients

and the nature of the relationship(s) the therapist will have with each person involved in the treatment.

1.13 Marriage and family therapists obtain written informed consent from clients before video taping, audio recording, or permitting third party observation.

1.14 Marriage and family therapists do not withhold patient records or information solely because the therapist has not been paid for prior therapy services.

1.15 Marriage and family therapists consult, associate, collaborate with, and refer to physicians, other health care professionals, and community resources in order to improve and protect the health and welfare of the patient.

1.16 Marriage and family therapists advocate for mental health care they believe will benefit their patients. In appropriate circumstances, they challenge denials of care, or denials of payment for care, by managed care organizations, insurers, or other payers.

1.17 Marriage and family therapists disclose treatment alternatives to patients, whether or not there is coverage for such treatment under the terms of a managed care plan, insurance policy, or other health care plan.

9. FINANCIAL ARRANGEMENTS

Marriage and family therapists make financial arrangements with patients and supervisees that are understandable and conform to accepted professional practices.

9.1 Marriage and family therapists do not offer or accept payment for referrals.

9.2 Marriage and family therapists do not financially exploit their patients.

9.3 Marriage and family therapists disclose their fees, including charges for canceled or missed appointments and any interest to be charged on unpaid balances, at the beginning of treatment and give reasonable notice of any changes in fees or other charges.

9.4 Marriage and family therapists give reasonable notice to patients with unpaid balances of their intent to sue, or to refer for collection. Whenever legal action is taken, therapists will avoid disclosure of clinical information. Whenever unpaid balances are referred to collection agencies, therapists will exercise care in selecting collection agencies and will avoid disclosure of clinical information.

9.5 Marriage and family therapists ordinarily refrain from accepting goods, services, or other non-monetary remuneration from patients in return for professional services. Such arrangements often create conflicts and may lead to exploitation or distortion of the professional relationship.

9.6 Marriage and family therapists represent facts regarding services rendered fully and truthfully to third party payers.

10. ADVERTISING

Marriage and family therapists engage in appropriate informational activities, including those that enable lay persons to choose professional services on an informed basis.

10.1 Marriage and family therapists accurately represent their competence, education, training, and experience relevant to their professional practice.

10.2 Marriage and family therapists assure that advertisements and publications, whether in directories, announcement cards, newspapers, or on radio or television, are formulated to accurately convey information that is necessary for the public to make an appropriate selection.

10.3 Marriage and family therapists do not use a name which could mislead the public concerning the identity, responsibility, source, and status of those practicing under that name and do not hold themselves out as being partners or associates of a firm if they are not.

10.4 Marriage and family therapists do not use any professional identification (such as a business card, office sign, letterhead, or telephone or association directory listing) if it includes a statement or claim that is false, fraudulent, misleading, or deceptive. A statement is false, fraudulent, misleading, or deceptive if it a) contains a material misrepresentation of fact; b) fails to state any material fact necessary to make the statement, in light of all circumstances, not misleading; or c) is intended to or is likely to create an unjustified expectation.

10.5 Marriage and family therapists correct, wherever possible, false, misleading, or inaccurate information and representations made by others concerning the therapist's qualifications, services, or products.

10.6 Marriage and family therapists do not solicit testimonials from patients.

10.7 Marriage and family therapists make certain that the qualifications of persons in their employ are represented in a manner that is not false, misleading, or deceptive.

10.8 Marriage and family therapists may represent themselves as specializing within a limited area of marriage and family therapy, but only if they have the education, training, and experience which meet recognized professional standards to practice in that specialty area.

10.9 CAMFT clinical, associate and prelicensed members may identify such membership in CAMFT in public information or advertising materials, but they must clearly and accurately represent whether they are clinical, associate, or prelicensed members.

10.10 Marriage and family therapists may not use the initials CAMFT following their name in the manner of an academic degree.

10.11 Marriage and family therapists may use the CAMFT logo only after receiving permission in writing from the Association. Permission will be granted by the Association to CAMFT members in good standing in accordance with Association policy on use of CAMFT logo. The Association (which is the sole owner of its name, logo, and the abbreviated initials CAMFT) may grant permission to CAMFT committees and chartered chapters in good standing, operating as such, to use the CAMFT logo. Such permission will be granted in accordance with Association policy on use of the CAMFT logo.

10.12 Marriage and family therapists use their membership in CAMFT only in connection with their clinical and professional activities.

Violations of these standards should be brought to the attention of the CAMFT Ethics Committee, in writing, at CAMFT's administrative office, 7901 Raytheon Road, San Diego, CA 92111-1606, or at such other address as may be necessary because of a change in location of the administrative office.

i The terms psychotherapy, therapy and counseling are used interchangeably throughout the Ethical Standards.

ii The word "patient," as used herein, is synonymous with such words as "client" or "counselee."

iii The term "marriage and family therapist," as used herein, is synonymous with the term "licensed marriage, family and child counselor," and is intended to cover registered interns and trainees doing marriage, family and child counseling under supervision.

iv Dual relationships include multiple relationships with patients.

Approved by CAMFT Board of Directors 4/4/97

Effective date 6/7/97

The Board of Behavioral Sciences (BBS) website is packed with information concerning all aspects of your practice. You can find it at: <http://www.BBS.ca.gov/>

THE BASIC ELEMENTS OF YOUR BUSINESS PLAN

Let's look at the basic elements of your business plan. We will break each one down. You will need pen and paper to write down your inspirations.

1. What benefits do you offer your patients?
2. Who is your patient?
3. What is the personification of your business in the community?
4. How does your patient find you?

What benefits do you offer your patients?

You are selling a commodity—your time. The patient is purchasing your time. For many therapists this sounds cold. But it is accurate. What else do you have to sell? Many may say “skill, experience, caring, expertise.” But really that is not accurate. On the insurance form you don't write:

12/17/02 Skillful listening and well documented advice \$100

If you did, you wouldn't get paid.

You write:

12/17/02	O	90806	\$100	1
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Which means to the insurance company's computer:

On December 17, 2002 in my office I saw an individual for therapeutic intervention for 45-50 minutes. Cost \$100. Unit=One.

You sold one hour of your time.

What we need to focus on is the benefit to the patient. You sold an hour of your time. What did the patient receive? More succinctly, what value did the patient receive?

A patient will only purchase your time if he perceives a benefit to himself that is greater than the cost to his wallet. Patients buy because of perceived value, not because of your skill, experience, caring, or expertise.

•What therapists like to sell:

_____ type of therapy.
Caring
Comfortable and safe atmosphere
Clinical expertise
Fancy office
I'm really smart
I can do...

•What patients like to buy, what they value:

Kids that listen
Spouse that understands me
Feeling like I matter
No more headaches
No more stupid arguments
Someone to say that I am the best parent
I need...

A hutzpah marketer focuses on the needs of the patient.

Hutzpah assignment:

List problems that you solve for your patients. Don't be bashful. Don't skip on to the next section. Write down a long list. You will need it later to write your business plan paragraph.

Who is your patient?

This may sound like a silly question but it isn't. If you don't specifically know who your potential patient is, how will you ever find him? Hutzpah marketers focus their efforts. They don't use a shotgun approach when a peashooter will do. Only large corporations like Coke or McDonalds need and can afford shotgun advertising.

What are the attributes that make up the population that you work with? As an ethical question it can be worded, "What is your scope of practice?" What niche do you bring care to? (Age, gender, marital status, socioeconomic data, clinical issues you are good at dealing with, specific areas of study, etc.)

List the particulars concerning your potential patients:

Write the list expansively, you will limit things later. Write your list from your client's view point:

Patient View	Shrink View
Fear of cats, dogs, spiders...	Phobias
Fighting, biting, stealing...	Conduct disorders

What is the personification of your business in the community?

This may sound strange at first. But *who* are you, as a business, in your community? How do you want to be perceived? How do you want your business to be viewed by your community? What do you want refer-

ral sources to say about you when they recommend you to a potential patient?

What I am talking about here is your *positioning*. What position does your company hold in the mind of the community? For some of you it may be that the community doesn't know you exist (yet!). For others, you are an established business with little growth potential.

Your company's positioning needs to be a choice made by you. It is how you have taught others to think of you (or not think of you).

In graduate school and at therapist association meetings we call each other colleague. Professionally we are colleagues and support each other in numerous ways. But, in the market place, the real world where patients pick and choose among us, we are just therapists. I have been a therapist for over 20 years. Just three days ago the following phone conversation occurred.

Caller: Thanks for calling back. I'm worried sick about my Bobby. He was sent home from school today for hitting and biting 2 children. He was kicked out of Creek Side School two months ago. He was pinching girls and exposing himself. Our family doctor gave us your name and said you were the best. I also talked with my sister, she's a nurse, and she said that you or Dr. Sandra, ah... somebody, I have it written down. She hasn't called me back. Well...Bobby is a handful...he has been since he was three. I've done everything. I've grounded him, I talked to him, and I've spanked him. I've taken away all of his toys...he just won't listen. I just don't know what to do! Do you take Friendly Families?

Dr. Phil: No, but...

Caller: Can you help my Bobby?

Dr. Phil: I specialize in working with children with severe behavioral problems...

Caller: I see that there are a lot of you in the phone book. I guess you all do about the same thing...

Click! She hung up. I found myself looking at the receiver and thinking, “Interesting mom, I hope I get to meet her” (I love a challenge).

According to Bobby’s mom, we therapists are a dime a dozen. Even with strong recommendations from her doctor and her sister, I was not positioned correctly for her. My guess is that Bobby’s mom was first looking for a therapist that took her insurance and second for a therapist that could help Bobby.

When people shop for therapy, like anything else, they shop in categories. The consumer’s mind is too full to keep all information readily available. Consumers place things into categories. Examples of categories are:

Expensive shoe stores	Inexpensive shoe stores
Dirty restaurants	Clean restaurants
Sit down restaurants	Fast food
Friendly tire store	Unfriendly tire store
Large cheese selection	Basic cheese selection

The categories are developed by consumers based on their personality and their experiences. So, the same grocery store can be in different categories for different people. My wife and I have different categories for the grocery store we shop at the most:

My Beloved Wife	Dr. Phil
Convenient	On the way home
Friendly employees	Talkative employees
Great coffee kiosk	Overpriced

We have our categories built on our experience. Although we do a lot of shopping there we go way across town to the less expensive, larger choice, store that neither of us really likes.

The two stores understand us too. One advertises, *Lowest Prices In Town*, while the other proclaims, *Friendliest Store in Town*.

The categories are the stores attributes, their position in our minds. If they want to stay in our minds they need to live up to their attributes. If you look at my categories you will see that the friendliest store in town attribute is often a bother to me. I don’t care for the small talk. I wouldn’t mind if they had an express line specifically for *No Chitchat*. I want to get

in and out of the store. The friendly chitchat with every customer adds up to slow moving lines for me.

If a store opened up right next-door to the friendly store, that was exactly the same, but with a no chitchat checkout I would choose that store on most days.

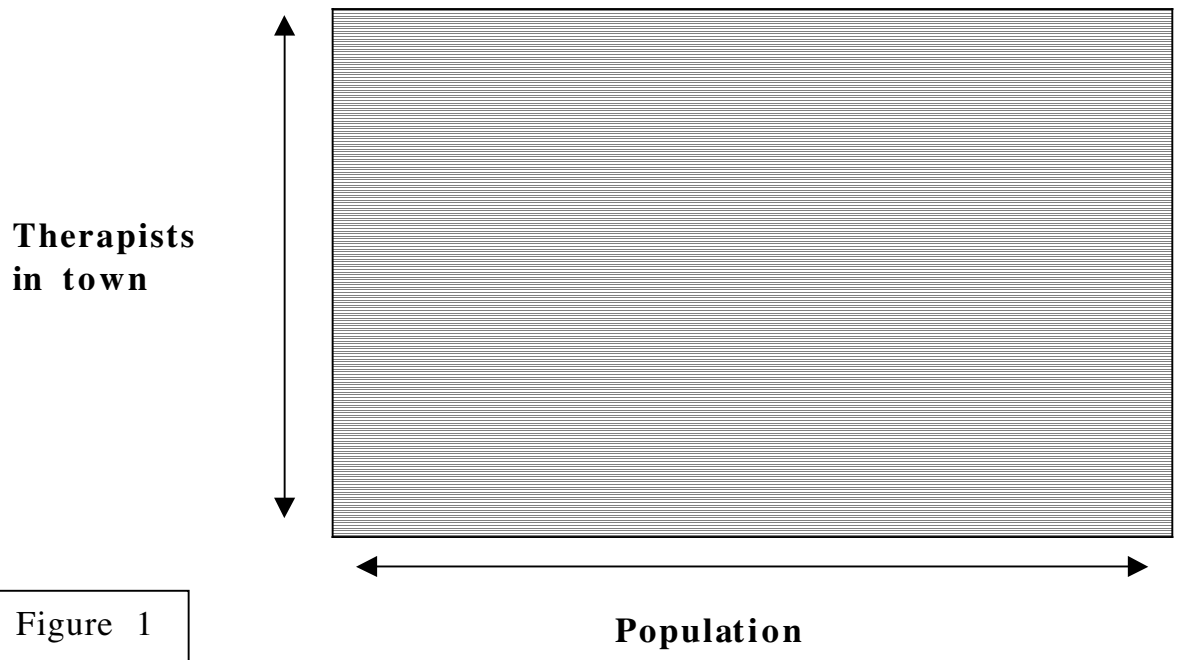
In the market place therapists are in competition with each other. Sorry, this is tough love; we therapists are in competition for the available patients that want to employ us. Your competition affects you. They are categorized in the mind of your potential customers.

Bob is a good therapist and a nice guy. He has been in practice for four months. He has only 4 clients and is hoping things pick up really soon. He's making ends meet by driving over one hundred miles to work weekends at an adult halfway house. At the residential facility he supervises paroled convicts who have a history of drug abuse and violence. He likes the clientele but is tired of the bureaucracy and the drive.

Bob's goal is to build a private practice in the small city of less than 100,000 where he lives. Bob believes he has done all the right business gestures. He sent business cards to all the therapists, doctors and attorneys in town. The phone didn't ring. His only clients (that don't cover the rent on his tiny office), have come from referrals from his landlord, a local restaurant owner.

In a well-established market place like Bob's, simply offering your services is not going to get you any attention. The population that wants therapy and the referral routes to therapy are well established. Just because Bob wishes to join doesn't get him noticed. It is very hard and very expensive to take someone's established market position. Pepsi has been trying to dethrone Coke for years at the cost of multimillions of dollars annually. But Coke was first to the market, got well established, and is still category ruler in the minds of sugar water drinkers.

I asked Bob to fill in the graph below. The X-axis is The Therapists in Town and the Y-axis is the populations they work with.



He produced Figure 2. Tom, Dick, and Harry represent the three main groups of therapists in his community.

The Toms are well-established psychiatrists who have a family therapy approach. They each have MFT's or LCSW's working for them. They get their referrals from the medical and legal community.

The Harrys represent the psychologists in town that mainly do individual therapy with a member of a family, but have interns or MFT's who work out of their office who see the other family members. They get most of their referrals through word of mouth, community leaders and the yellow pages.

The Dicks represent the majority of therapists in town. They work with individuals and families. They tend to work alone but share office space with other therapists. They get most of their referrals through word of mouth and the yellow pages.

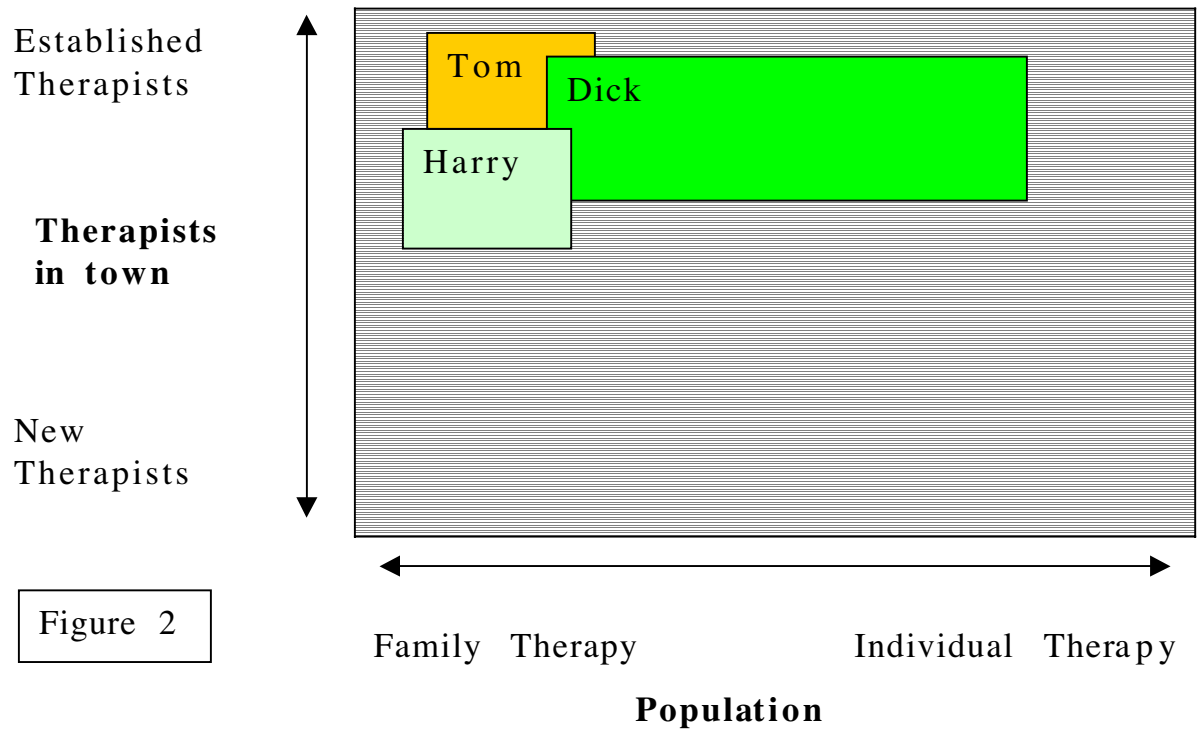


Figure 2

Figure 2 shows a typical community. There are new therapists floating around, but they are not on the RADAR screen.

The next question I had for Bob was, “How are you going to get into the minds of potential patients or referrers.” With a lot of money and effort or twenty years of slogging it out, Bob could place himself into the established therapist camp. But, that is very hard and luckily not necessary.

Bob needs to make a new position for himself and teach the community and the referral sources that he is the only therapist for the job. A hutzpah marketer does not fight his way to the top; he reinvents the mountain beneath his own feet.

Lets look at the categories in Bob’s world.

Tom, Dick and Harry	Bob
Well established	New
Well known	Young
Do good work	Works with young men
Goes to my church, club, gym,	Understands the criminal justice system
See them at the store	Has 30 clinical hours open every week

Kids go to same school
Older adults
Works with everybody

Scope of practice includes treating
angry men

Bob redefined his practice as shown in Figure 3.

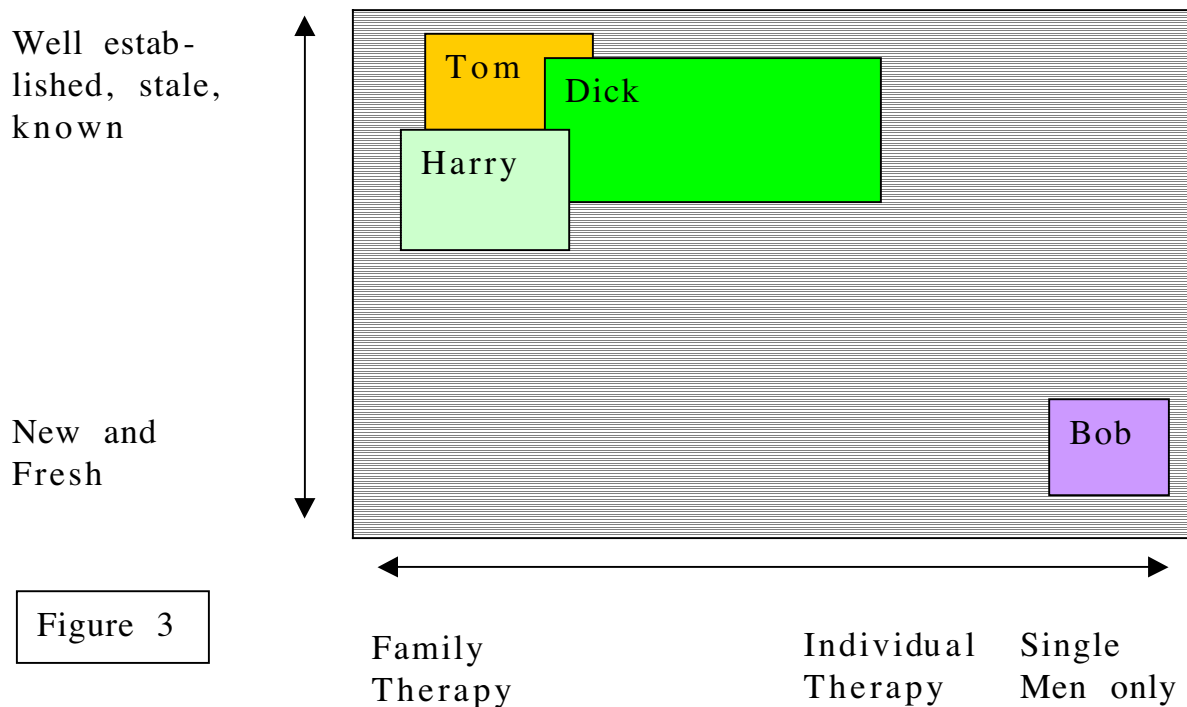


Figure 3

Bob is the only therapist in town who specializes in working with single men. He developed a men's only anger management group. He sent literature to the local criminal attorneys in town about diversion versus jail for men charged with low-level crimes.

In three months Bob had developed a referral system of attorney's, women's shelter social workers, and local emergency room personnel.

By redefining the other therapists in town, Bob was able to eliminate the competition.

What is your position in your community? You may want to look through the yellow pages and see categories that are owned by other therapists.

Draw out a chart like Figure 4.

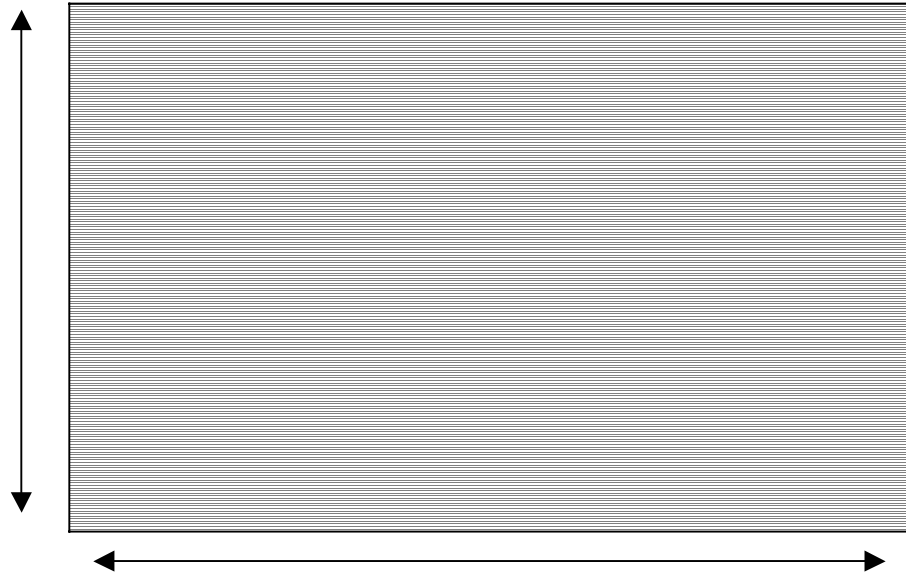


Figure 4

Next, look at how you fit on the above chart. Be honest with yourself. You may not even be there. The big concern is not where you are now, but where you want to be in the future.

In the next section we will look at how your patients find you. This will further assist you in developing your goal of becoming a hutzpah market leader.

How does your patient find you?

How does a potential patient find you? Most therapists have not really asked themselves this question. It is probably best to start by looking at your present clientele.

Typical answers from clients are:

- Referral from friends
- Referral from past clients
- Phone book

You need to know where your potential clients are so you can be there when they look for you. Our next job will be to figure out where *there* is.

Earlier in *What benefit do you offer your patient?* and *Who is your patient?* you wrote a list of benefits and a list of particulars concerning you and your potential patients. These were expansive lists that we will now reevaluate. We will now look at who is your potential patient at the same time that we look at what you have to offer your potential client. I expect that you will be looking through new eyes because of our exercise having to do with your market position. I expect to see some hutzpah!

We need to work on two lists at one time.

- Attributes of your ideal client
- Benefits your business can offer

For example, from Bob’s growing practice:

Attributes of your ideal client	Benefits your business can offer
Men who are angry	Work with men who are angry
Men who are in trouble with the law	Experienced with the criminal justice system
Men who need attorneys	Comfortable talking to attorneys about clinical options to jail time
Men who go to emergency rooms after fighting	Comfortable working with hospital personnel who tend to dislike the angry men they have to patch up
Men who have girlfriends or wives that seek help from women’s shelters	Do not work with female clients. Not a threat to the shelter personnel
Men who can afford private practice therapy	Have a clear fee for service schedule and comfortable filing insurance paperwork in a timely manner
Men who don’t want to talk to an older male therapist or a female	Male

therapist	
Men who are receiving one last chance from the court	Good at setting clinical limits and understand the criminal justice system

Write your two lists at one time:

- Attributes of your ideal client
- Benefits your business can offer

While developing your lists keep in mind your professional ethics, your personal limitations and your “real” life outside of the office.

Attributes of your ideal client	Benefits your business can offer

IMPLEMENTING YOUR BUSINESS PLAN

Now comes the fun stuff. We get to put all your hard work together into a one-paragraph business plan.

Your paragraph is made of up sentences from your answers to the following questions. You know the questions already. You have taken hours to answer them. Next we turn those answers into a usable paragraph so you can grow your business.

What benefit do you offer your patient?

Who is your patient?

What is the personification of your business in the community?

How does your patient find you?

Now we take the vast amount of information you have developed above and hone it down into a one or two sentence answer to each of these questions. This newly developed paragraph is the answer to your nagging question, what does my business do?

Oh, just so you know. You are not allowed to write a 67-word sentence. Keep it simple. Use small words but make each word count. Our goal is for your completed paragraph to be understandable to the average 8th grader.

Let's look at Bob's answers:

What benefit do you offer your patient?

I help angry men reinvest in their lives and their community.

Who is your patient?

I work with angry men who can afford private therapy. These men want to avoid jail and/or want to reinvest in their family and community.

What is the personification of your business in the community?

I am a private practice therapist who helps angry men rebuild their lives from the destruction of their own behaviors.

How does your patient find you?

Their doctor, their attorney or their victim's therapist, hand potential patients my well-designed treatment package.

Bob's one paragraph business plan:

I help angry men reinvest in their lives and their community. I work with angry men who can afford private therapy. These men want to avoid

jail and/or want to reinvest in their family and community. I am a private practice therapist who helps angry men rebuild their lives from the destruction of their own behaviors. Their doctor, their attorney or their victim's therapist, hand potential patients my well-designed treatment package.

Bob has a solid business plan to check his ideas against. Let's write your business plan:

Your Business Plan:

What benefit do you offer your patient?

Who is your patient?

What is the personification of your business in the community?

How does your patient find you?

Your one-paragraph business plan:

WORKING WITH YOUR ONE-PARAGRAPH BUSINESS PLAN

As you continue with the Business 1200 courses you will find exciting ways to expand your business. You will use your one-paragraph business plan as a quick reference point to compare your ideas against. This will allow you to use hutzpah marketing without getting emotionally attached to any particular idea. By comparing your idea to your business plan you will be able to weed out the bad ideas with little effort.

After you have completed your one-paragraph business plan you can move onto developing marketing tools and devising a campaign to get appropriately noticed. In other CEU courses I will show you how to spend only pennies to get your **position** out to the public.

But first, take the posttest and get your CEU certificate.

To be successful, you must not follow strategies that your top competitor is pursuing; if you try to be someone else, the best you can be is second best.

Sun Tzu

POSTTEST

When you're ready, take the posttest to obtain your CEU certificate. Your test consists of 5 multiple choice or true/false questions per Continuing Education Unit (3 CEU course = 15 questions).

