

An aerial, high-angle view of a multi-lane highway at night. The road surface is dark, and the lane markings are visible. Numerous light trails from cars are visible, creating a sense of motion and depth. The trails are primarily red and white, with some yellow and blue. The overall scene is dynamic and futuristic.

Finding Your Growth Lane

Ami Kassar
MultiFunding LLC



And Sleeping Well At Night





About Ami

- Founder & CEO of MultiFunding LLC
- Proud EO Member: Philly Learning Chair
- Inc. Columnist
- Featured in WSJ, New York Times, & Fox
- Advised the White House, Federal Reserve and Treasury on business credit matters
- Author of The Growth Dilemma and Amisights

The background of the image is a complex, multi-colored financial chart. It features several overlapping line graphs in shades of yellow, orange, red, and blue, set against a grid. The lines represent various data series, possibly stock prices or market indices, with some showing significant volatility and others appearing as smoother trend lines. The overall aesthetic is that of a professional financial or business presentation.

**Building A Business Requires
Constant Decisions About What
Small And Big Investments To Make**



Don't Make
Those
Decisions
Without A Plan



And A
Goal

What is your goal for your business 3 years from now?



↑
TOP LINE

BOTTOM LINE
↓

Food For Thought



What Investments Are Required To Make Your Goal?



Are You Making Them Fast Enough?



Do You Have The Right Capital Structure To Support Your Plans?

A photograph of a car's interior, focusing on the rearview mirror. The mirror is a rectangular, black-framed mirror mounted on a silver metal bracket. The background is a blurred view of a road with green trees and a blue sky. The text "Step Two" is overlaid on the mirror in a white, sans-serif font.

Step Two

LOOKING IN THE REAR-VIEW MIRROR

A man with a beard, wearing a blue shirt, is sitting at a desk and looking at a laptop. A woman with long dark hair, wearing a blue and white striped shirt, is sitting across from him, looking at a document. They are in a meeting, with a window in the background showing greenery. The text is overlaid on the image in a large, white, bold font.

**What Investments Did You
Make In Your Business In
The Last 12 Months?**



What have you
invested in over
the last 12
months?

New...

- A. People
- B. Marketing
- C. Equipment
- D. Products
- E. Real Estate
- F. Other



Investment Categories

Measurable:

- Direct Mail Campaign
- New Sales People
- New Equipment
- New Location

More Intangible

- Branding
- Employee Training
- New CRM System



Look At Your Financial Statements Differently

We Spend Money On 3 Things

Variable Expenses

Necessary but not Consistent

- Expenses tied to products or services sold (COGS)
- Commissions

Operating Expenses

Necessary to Keep the Business Running

- Rent/Utilities
- Payroll
- Insurance
- Supplies & Materials

Investment Expenses

Gambles you take to Try and Grow your Business

- Tried out a new PR Firm
- Rolled out a new Education Platform
- Ramped up online Marketing presence
- Depends on Industry

Step One

TAG All Non-Essential
Expenses As INVESTMENT
Expenses

(Precision Not Critical)



Looking In The Rear-View Mirror



VARIABLE EXPENSES
\$436,000



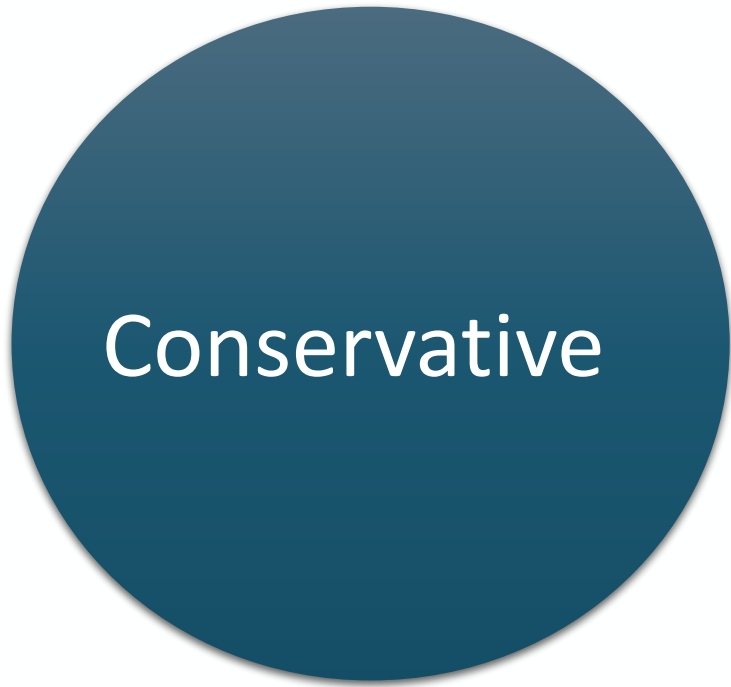
OPERATING EXPENSES
\$806,000



INVESTMENT EXPENSES
\$300,000



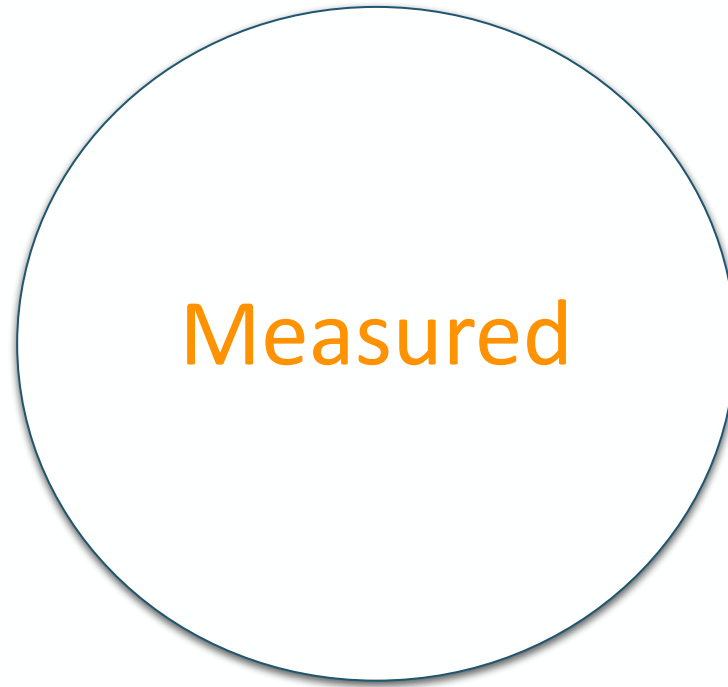
**If I Wasn't Investing "In" My
Business- I Would Have An
Extra \$300K In My Pocket**



Conservative

A.

0% - 5%



Measured

B.

5% - 20%



Aggressive

C.

20% - 100%

3 Personas Based On What Percentage You Spend On Investments

Step 3: Tracking





**Can You Tell Me How
You Are Tracking The 3
Biggest Investments
You Made Last Year?**

Can You Do A Similar Analysis Of Your Business Investments?

Investment	Cost	Measurable	Am I happy I did it?
Online Training Platform	\$9,000	Yes	Yes
Website	\$19,000	No	Yes
Tableau	\$20,000	No	Yes
New Processors	\$22,000	Yes	Yes
Online Marketing	\$25,000	Yes	No
P.R.	\$38,000	No	No
Sponsorships	\$58,000	Yes	Yes
New Lender Relationship	\$109,000	Yes	Too Early to Tell

**You Hired A
New
Marketing
Lead This Year
To Gain
Exposure And
Bring In New
Leads**

Cost \$60K

Tracking

**Step 1: # of new
clients that can be
directly correlated to
their efforts**

**Step 3: ROI (How
much each new client
brought)**

Set A Timeline

- How long do you think it will take to see a return on investment?
 - 1 year
- Have monthly or quarterly check-ins
- After that time, evaluate if you should continue with this investment, or learn from it and move on (Kill or Double Down)

A man in a dark suit is sitting at a desk, looking intently at a laptop screen. The screen displays a candlestick chart with green and red bars, indicating market data. He is holding a smartphone in his left hand, which also shows a similar chart. He has a pen in his right hand, resting it against his temple in a thoughtful pose. On the desk, there is a glass of dark liquid, possibly whiskey. The background is slightly blurred, showing a potted plant. The overall scene suggests a professional or financial setting.

Some Investments Won't
Have An ROI And That's OK



Judge The Risk Of Not Making That Investment

If I don't update my website, then...



Step 4: Reflection



Thinking about the biggest investment you made this past year, would you do it again?

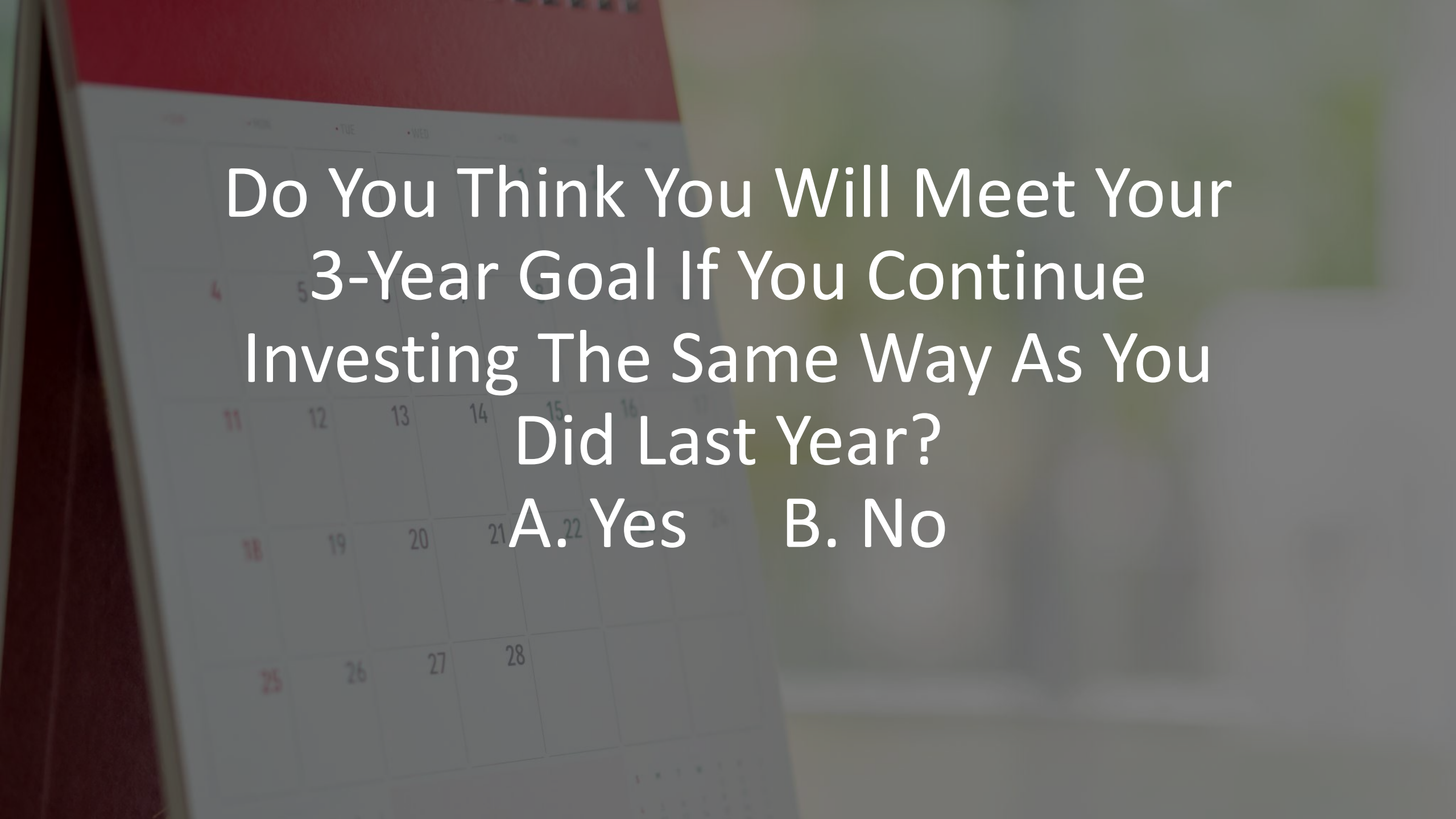
If not, what have you learned?

Can you think of an investment that was a disaster?





If Not, Are You Being Too Conservative?



Do You Think You Will Meet Your
3-Year Goal If You Continue
Investing The Same Way As You
Did Last Year?

A. Yes B. No



Step 5: Stretching Your Limits





A.



B.



C.

What is your Risk Tolerance?

A person wearing a white long-sleeved shirt is shown from the chest down, tending to a fire in a lantern. The fire is bright and has a large, billowing plume of white smoke rising from it. In the foreground, there are three other lanterns: one on the left with a black top, one in the center with a white top, and one on the right with a black top. The scene is dimly lit, with the primary light source being the fire in the lantern. The background is dark and indistinct.

The Best Time To Speed
Up Growth Is After We
Have Figured Out The
Model

Throw Fuel On Your Fire

A blue ballpoint pen is positioned diagonally on the left side of the image, resting on a document. The document features a bar chart with several blue bars of varying heights. The background is a light blue color with a subtle grid pattern. The text is centered in the middle of the image in a white, sans-serif font.

What's Restricting Your
Company's Growth?

What
Investments Are
Required For
You To Push Past
Those Restraints
And Meet Your
Goal?

To get more sales I need to:

- 1.
- 2.
- 3.

To add more capacity I need to:

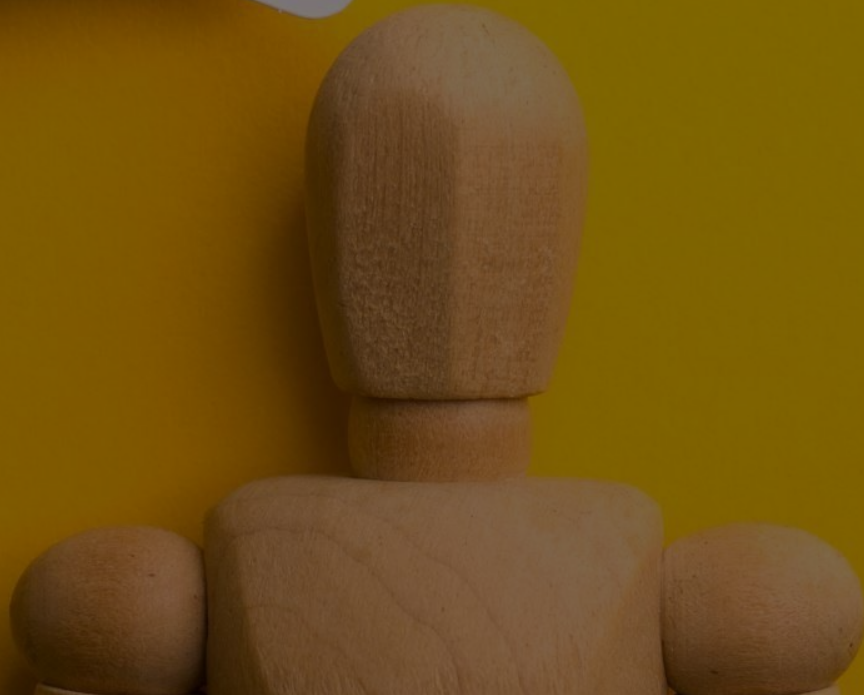
- 1.
- 2.
- 3.



If Uncle Joe Gave you \$1M, and told you to spend it on something you're not already doing for your business, how would you invest it?



Why aren't you already
doing that?



Velocity Matrix

	1 X Plan	3 X Plan	2 X Plan
Three Year Goal: Top Line			
Three Year Goal: Bottom Line			
Business Value			
Investment Spend	Same As Last Year	3 x Last Year	2 X Last Year
Financing			
Cost			

Case 1: DIY KickStart Marketing

A marketing company had \$4M in sales the last 12 months

The owner's profit was \$400K

Over the last 12 months, \$300K was invested back into the business using cash flow

Their current goal is to be a \$6M business in 3 years with \$600K of profit

(Which would make their business worth \$2.4M at a 4X multiple)

A wooden boardwalk made of light-colored planks winds through a vast, grassy dune landscape. The path curves from the foreground towards the middle ground, leading the eye into the distance. The dunes are covered in tall, green grasses and some low-lying shrubs. In the background, a line of trees marks the horizon under a heavy, overcast sky. The overall mood is quiet and contemplative.

Plan 1X: Stay With The Same Allocation



Investments with \$300K

- Hire a New Senior Vice President of Account Management - \$175K
 - Invest in one new Sales-Person - \$75K
 - Move into a new office - \$50K
- 

Plan 1X :

Same Investment Spend As Last Year

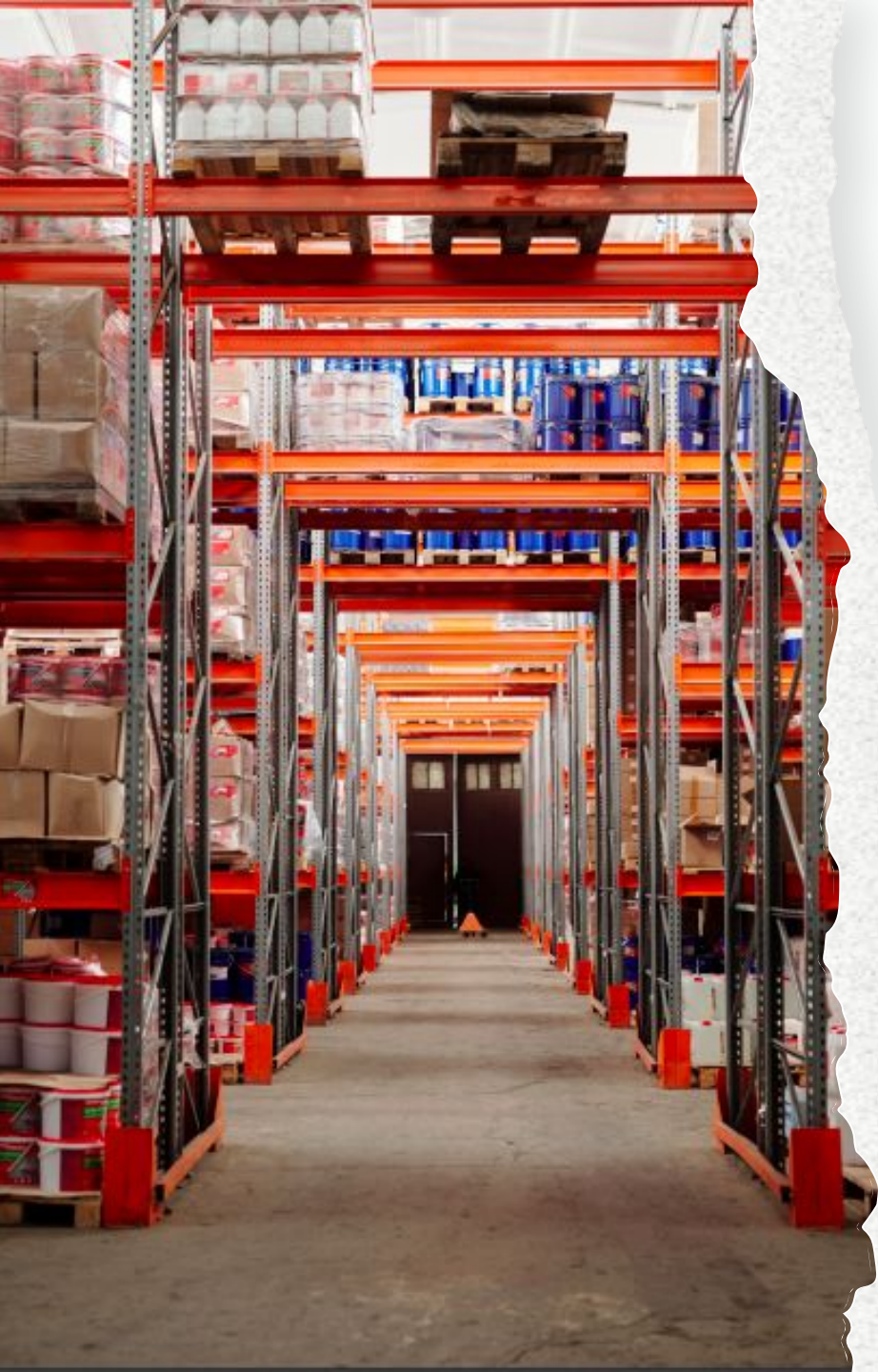
	1 X Plan	3 X Plan	2 X Plan
Three Year Goal: Top Line	\$6M		
Three Year Goal: Bottom Line	\$600K		
Business Value	\$2.4M		
Investment Spend	\$300K		
Financing Cost			

Let's Push your
Boundaries






Plan 3X: What If You Tripled your Desired Future Investments?





Investments With \$900K

Beef up the shopping list

- New Senior Vice President - \$300K
 - Two new sales representatives - \$150K
 - New Chief Operations Officer - \$250K
 - Two more junior account managers - \$200K
- 

Plan 3X :

Triple Investment Spend Of Last Year

	1 X Plan	3 X Plan	2 X Plan
Three Year Goal: Top Line	\$6M	\$10M	
Three Year Goal: Bottom Line	\$600K	\$1M	
Business Value	\$2.4M	\$4M	
Investment Spend	\$300K	\$900K	
Financing Cost			

A man in a blue suit is seen from behind, pointing his right hand towards a wall covered in numerous colorful sticky notes (yellow, pink, and green). He is holding a brown briefcase in his left hand. The background is a solid light green color.

Now Prioritize Your Investments

A pair of black-rimmed glasses is positioned on the right side of the image, partially overlapping a shopping list. The shopping list is on a white piece of paper and has the title "Shopping list" at the top. Below the title, there is a table with columns for "Product name", "size", "colour", and "Qty". The background is a solid blue color.

Investments With \$600K

- **New COO - \$250K**
- **Two New Sales Representatives - \$150K**
- **Two More Junior Account Managers - \$200K**

Plan 2X :

Double Investment Spend Of Last Year

	1 X Plan	3 X Plan	2 X Plan
Three Year Goal: Top Line	\$6M	\$10M	\$8M
Three Year Goal: Bottom Line	\$600K	\$1M	\$800K
Business Value	\$2.4M	\$4M	\$3.2M
Investment Spend	\$300K	\$900K	\$600K
Financing Cost			



Step 6: Financing



How have you
paid for most of
your
investments in
the past?



A. CASH FLOW


B. LOAN

C. EQUITY INJECTION

D. OTHER



Can cash flow
alone provide the
capital needed to
make these
investments and
grow your
business?

A person in a dark suit and white shirt is holding a pen over a document on a desk. In the foreground, there are stacks of US dollar bills. The background is slightly blurred, showing another person in a suit. The overall scene suggests a business or financial transaction.

**Do you know
all your
options?**

**What other options are out there
for your future investments?**



Know All Your Options

Debt

- SBA Loan
- Bank Loan
- Mezzanine Debt

Equity

- Partner
- Investor

Cash Flow

- Line of Credit

KickStart Marketing

- \$300K investment could be sustained through cash flow
- \$600K investment level can be funded with cash flow and a \$300K 10 year SBA loan at 6% interest with a monthly payment of \$3,109 and no lien on house
- \$900K investment level could be funded with cash flow a \$600K 10-year SBA loan at 6% interest with a monthly payment of \$6,218, a lien on house or
 - Equity investor willing to put in \$600K for 20%

Plan 2X :

Double Investment Spend Of Last Year

	1 X Plan	3 X Plan	2 X Plan
Three Year Goal: Top Line	\$6M	\$10M	\$8M
Three Year Goal: Bottom Line	\$600K	\$1M	\$800K
Business Value	\$2.4M	\$4M	\$3.2M
Investment Spend	\$300K	\$900K	\$600K
Financing	Cash Flow	SBA or Equity	SBA
Monthly Cost		\$6,218 or 20%	\$3,109

Don't make a Decision without Knowing the Numbers

Financing Options	Cash Flow	Equity Partner	Line of Credit	SBA Loan	Bank Loan	Mezzanine Debt
Max Amount you can Secure						
Terms						
Cons						

A large, bold, dark blue letter 'S' is positioned on the left side of the logo. It is partially enclosed by a dark blue horizontal bar at the top and a red horizontal bar at the bottom.A large, bold, dark blue letter 'B' is positioned in the center of the logo. It is partially enclosed by a dark blue horizontal bar at the top and a red horizontal bar at the bottom.A large, bold, dark blue letter 'A' is positioned on the right side of the logo. It is partially enclosed by a dark blue horizontal bar at the top and a red horizontal bar at the bottom.

U.S. Small Business
Administration

Three Common SBA Myths

1. The SBA lends money.

NO: The SBA is a government guarantee program

The guarantees the SBA makes incentivize banks to make riskier loans they otherwise would not make.

Example: For a loan with an SBA guarantee of 75%, the bank would be able to collect 75% of the loan from the SBA, if the borrower were to default.

Three Common SBA Myths



2. **The SBA is only for mom and pop shops**
 - \$5M for partner buyouts, working capital, & acquisitions
 - \$12.8M for real estate/equipment (504's)
3. **I'm not qualified for an SBA loan according to my bank**
 - Over 2,200 banks and non-bank lenders work with the SBA

Common Uses of an SBA Loan

- Buy out a Partner or Acquire a Business
- Expansion / Growth Capital
- Refinance Debt
- Start a Business / Buy a Franchise
- Finance Equipment Purchases
- Buy, Refinance or Construct an Owner-Occupied Building



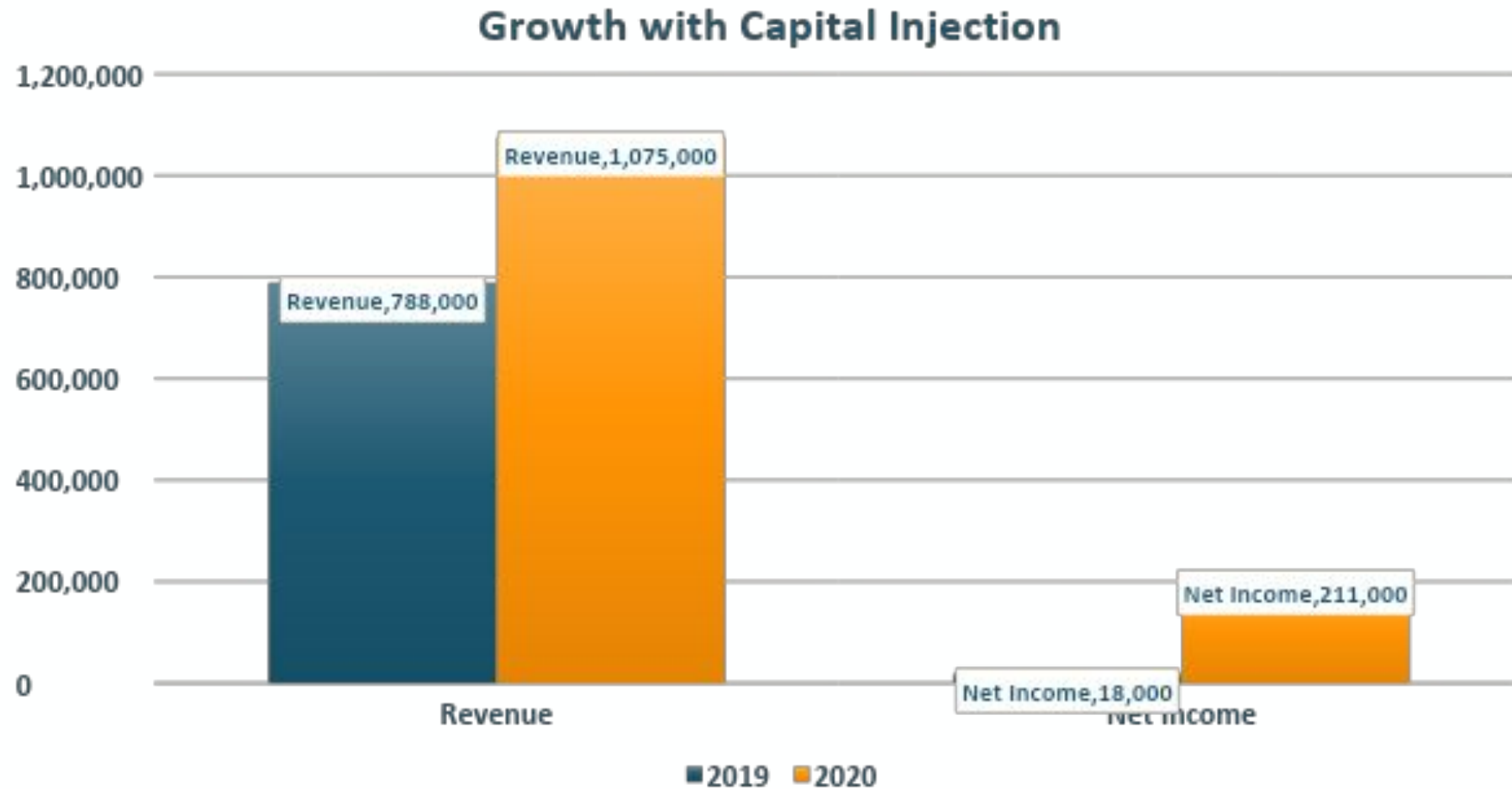
Expansion/Growth
Capital

Strategic Messaging Firm



- Consulting/Training for growing businesses
- In 2020, business model shifted due to COVID
- Leveraged a \$350K loan we helped them get to hire more people for their consulting business
- Hired
 - Design Lead for new client offering
 - Director of Business Operations to strengthen business strategy
 - Director of Strategic Communications to strengthen consulting service

- Grew average deal size by 2.5x
- Grew revenue by 36% and increased net margins from 2% to 20%



Second \$350K Loan

- **Expand marketing efforts**
 - Website, Hiring, Lead Generation, & Content
- **Hiring**
 - Marketing Lead - Build new website, sales & marketing funnel
 - Head of Client Operations - Boost sales, integrated client solutions
 - Engagement Lead- expand capacity to manage more engagements simultaneously
- **New website and lead generation program to raise sales pipeline value from \$3M to \$6M, and increase sales calls from 3x/week to 6x/week**



RISK



REWARD



Trade Off Between Option One And Three

Is it worth the risk of a monthly payment of \$3,109 a month for 10 years – to potentially increase the value of your business by \$800K?

Trade Off Between Option One And Two

Is it worth the risk of a monthly payment of \$6,208 a month for 10 years and a lien on your house to potentially increase the value of your business by \$1.6M?

OR

Is it worth to sell 20% of your company to potentially increase the value by \$1.6M?

Beware The Shark Tank Myth



Which Plan Would You Choose?

A.

B.

C.

D.

**1X Cash Flow Plan
- \$300 Investment**

Comfortable because no debt or equity, but you're restricting cash flow (Cash is King) and possibly holding your growth back.

**3X SBA Plan -
\$900K Investment**

Cash flow & a \$600K 10 yr SBA loan at 6%.
Monthly payment of \$6,218, have to be able to stomach.
Lien on your house, too risky for some.

**2X SBA Plan -
\$600K Investment**

Cash flow & a \$300K 10 yr SBA loan at 6%.
Monthly payment of \$3,109, have to be able to stomach.
No lien on house.

**3X Equity Plan -
\$900K Investment**

Equity Investor
\$600K for 20%, no debt or liens but sacrificing control and future profits.



Let's Review



What Is Your Goal Three Years From Now?



What Investments
Did You Make In
The Last 12
Months?

Are You
Conservative,
Measured Or
Aggressive?



WLSH Wilshire 5000 Composite Index (full-cap) INDX

StockCharts.com

May-2021

Open 43513.76 High 43732.02 Low 43168.90 Close 43723.92 Volume 12.6B Chg +210.16 (+0.48%) ▲

RSI(14) 56.89

WLSH (Daily) 43723.92

MA(50) 42374.94

MA(200) 38351.70

Volume 12,614,241,280



How Are You Tracking Your Investments?

21 11 19 25 Feb 8 16 22 Mar 8 15 22 29 Apr 12 19 26 May

50

40

30

20

10

Level of instruction						
Learns words from spelling list	+	+		+	+	
Uses good spelling in daily work	+	+		+	+	
WRITING						
	B+	B+	B+	B+	B+	B+
Forms letters well	+	+		+	+	
	+	+		+	+	
	B-	B+	B	A-	B+	B+
	11	11		12	12	
	4	4		5	5	
	✓	✓				
				✓	✓	
	+	+		+	+	
	-	+		+	+	
Spelling	-	+		+	+	



How Did You Do Over The Past Year?

GOAL ACHIEVED



Are You On Track To Meet Your Three-Year Goal?

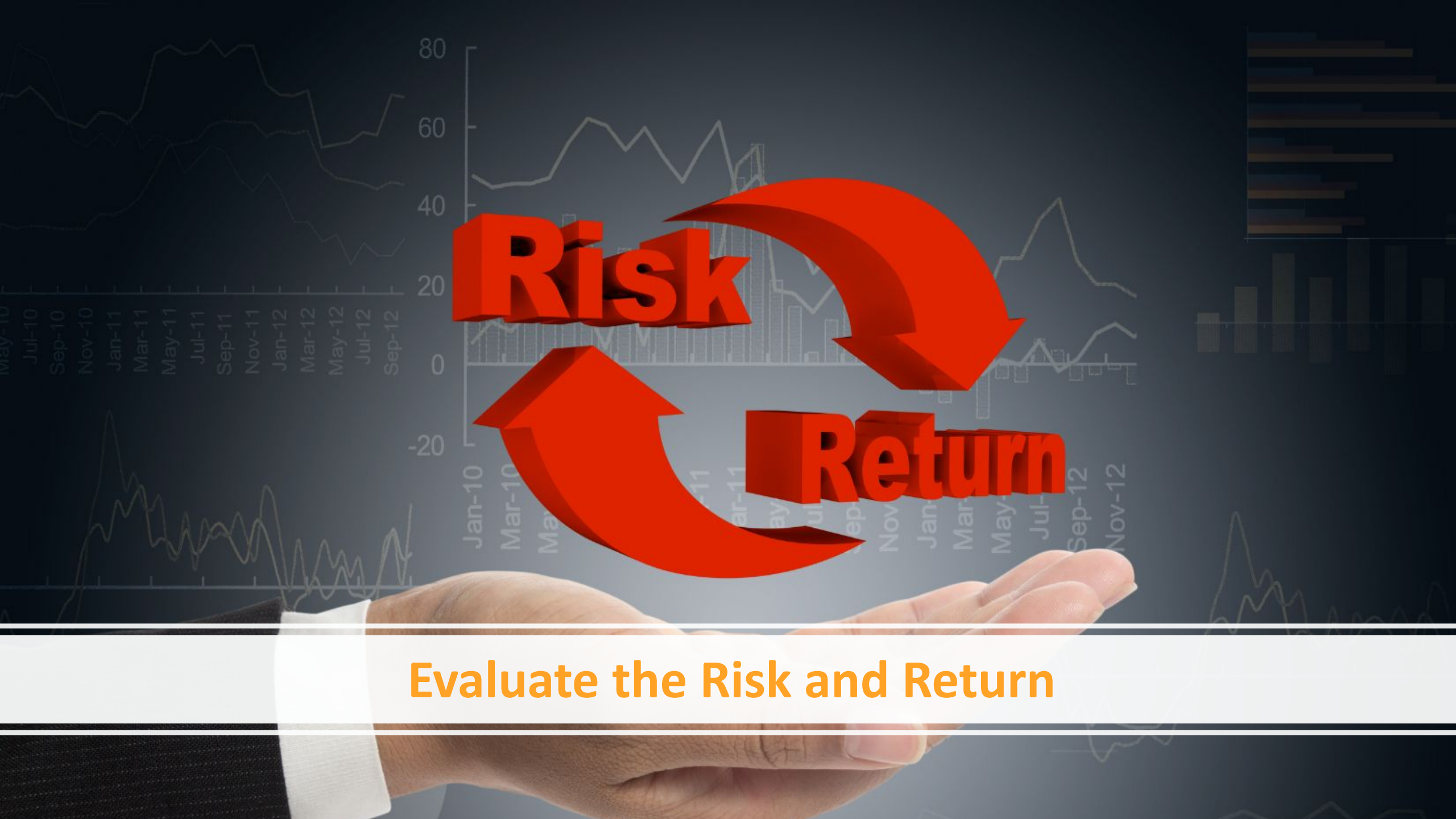




What Is Your
Risk
Tolerance?



Build Your Velocity Matrix



Evaluate the Risk and Return



Pick Your Lane



Sleep Well At Night

Who's Ready for the Hot
Seat?



Connect with Us

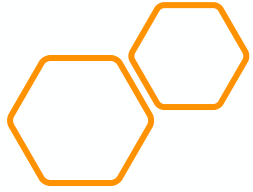
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- Web: www.multifunding.com

Phone:

800.276.0690

Email:

ami@multifunding.com



Receive Slides from Today

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