



Chapter Manual

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Posted in the XPX Leadership Collaborative

Visible to logged-in XPX Leaders at <https://www.exitplanningexchange.com/lc/>

Table of Contents

Introduction to this Manual.....	3
How to Use this Manual.....	3
Changes in this Version.....	3
Introduction to XPX.....	4
XPX Overview.....	4
Founding Assumptions.....	4
Business Model.....	5
Core Chapter Activities.....	6
Membership.....	7
Events.....	11
Sponsorship.....	15
Governance.....	17
Finance.....	18
Core Global Activities.....	20
Customer Service.....	20
Branding and Social Communications.....	20
Website and Management Infrastructure.....	21
Leadership Collaborative.....	22
Checklist of Global Support Tasks.....	22
Services.....	24
Help improve this manual.....	24
Suggest Changes.....	24

XPX Chapter Manual

Introduction to this Manual

How to Use this Manual

***This manual is aimed at XPX leaders** including members of Chapter Boards and XPX Global staff. It is available at all times in the on-line Leadership Collaborative Section of our website that is visible only to XPX Leaders when you are logged into the website.*

A copy of this manual should be provided to each new board member of an existing or prospective XPX Chapter. Please note that the intent is for this to remain a living document. As such, please contact XPX Global staff if you have any questions or suggestions.

There are also periodic Leadership Collaborative meetings and many other resources in the on-line XPX Leadership Collaborative available at <https://www.exitplanningexchange.com/lc/>. Other manuals available there include the Startup Kit for new Chapters and the Conference Manual for larger events.

If you are responsible for a specific committee**, please read the overview but then feel free to skip to the section devoted to that function. Also, please note that **each section is designed so it can be printed up as a separate document in case you want to distribute it to your committee members.

Changes in this Version

Key changes in Version 4 include:

- XPX's expanded social media presence
- New XPX website features including an enhanced Knowledge Exchange and Leadership Collaborative
- Updated membership criteria
- Details on membership ambassador roles to distribute this committee's work more broadly

The rest of the manual was updated to ensure consistency with current practices.

Introduction to XPX

XPX Overview

XPX is a network of related entities that focus on building multi-disciplinary communities of professional advisors who work with privately-held businesses. Our members work collaboratively to help owners build valuable businesses and assist them in preparing and executing a successful transition for the company and its ownership. Private company transitions require a broad view of the entire life cycle of a private company including:

- Business value growth
- Business value transfer
- Owner life and legacy

Our community includes advisors who work with owners in all stages of this process which means that we represent the full community of advisors to privately-held businesses and their owners. Our members have specific areas of expertise as well as a holistic understanding of the breadth of challenges an owner faces throughout the stages of the private company life cycle. This helps XPX members to work collaboratively in the best interest of their clients.

XPX was founded by a small group of New England business colleagues including Dan Guglielmo, Shannon Zollo and Michael Oleksak. They all worked in the private company market and saw the unique challenges that face owners of privately-held businesses. They also had experience building local professional organizations and wanted to improve on their past experiences. After holding a number of informal meetings in the Boston area, XPX Boston was formally launched in 2007. This group also formed an association management company, XPX Global LLC (Global), which provides continuity of branding and services to the network. The network grew organically out of Boston and continues to expand and continues to grow in the U.S.

Founding Assumptions

In establishing the network, the founders focused on a few fundamental assumptions:

Focus on the private company market – Privately-held businesses in the lower middle market are unique in their long-term time horizons and the connection between the owner(s) of the business and its management. And they often have family, tax, legal and strategic concerns. XPX's core vision is to help business owners deal with all their challenges in order to build value in their businesses, transfer this value at the time and in the way that is right for the owner, ensuring him/her the life and legacy they desire.

Embrace service providers – The founders saw a gap in the market between professional organizations representing a single profession and market-oriented organizations (such as the Association for Corporate Growth) that tended to look down on “service providers.” This is the core constituency of XPX: professional advisors of many kinds who work with private companies and their owners.

Keep the network open - Another key decision was to not create our own methodologies or content. Rather, we believe that the wisdom and knowledge of our network is greater than anything we could create on our own. This means that, unlike other organizations in the exit planning space we do not advocate a single methodology, approach or vendor. Instead, we endeavor to be a place where all advisors, owners and vendors can interact and collaborate. In fact, we already have connections with organizations such as AM&AA, EPI and Pinnacle. It is our hope to grow these relationships over time.

Use the right business models – Professional organizations can be for-profit or not-for-profit. The XPX founders had experienced both and wanted to get the best of each and created a hybrid business model. XPX Chapters are locally-controlled non-profits led by prominent professionals in the private company market. The Chapters focus on the high-value tasks attractive to senior professionals: events, sponsorship and membership. XPX Global LLC (Global) is a for-profit entity that serves as the Chapter back office for all the other tasks needed to create a strong organization but not well suited to volunteers.

Business Model

Global provides consistency of customer service, association management, shared branding and a sound technology infrastructure. This ensures that the Chapters can provide continuity of service and move seamlessly through changes in volunteer leadership without disruption. This manual provides checklists of the division of labor between Global and the Chapters for all the strategic and administrative tasks. Beyond this, Global also provides responsive customer service via phone and email. Global also runs the Leadership Collaborative through which we all learn and make shared decisions.

For all the services provided in the checklists in this Manual and in all the daily interaction with Chapter boards, members and guests, Global charges a fixed fee that is a percentage of revenue. The system was designed to give the Chapters maximum flexibility in the design of their own business models. Global supports you in all your activities. As a percentage of revenue, Global's fee goes up and down over the years ensuring that Global supports Chapters in good but also in challenging times. This feature of having “variable overhead” ensures the strength of our collective network.

With Global as their back office, Chapters have only one other major expense: the cost of putting on events. The pattern over the course of XPX history is that there has indeed been significant variability in the relative percentages of the three sources of revenue (membership, sponsorship and events). But over 10+ years of history Chapters generally break even on the direct revenue and costs of their events. They then cover their overhead and other expenses through membership and sponsorship revenues.

The following sections explain this model in greater detail. The Manual is divided into sections that focus on the core activities of the Chapters then the core activities of Global. The body of the manual gives an overview of the management and best practices related to each activity. Each section has a supporting checklist that helps you implement these best practices. You will see in each section, however, that **success in all the activities is a collaborative effort between the Chapters and Global.**

Core Chapter Activities

Chapters have three primary (and inter-related) areas of focus and sources of revenue: events, membership and sponsorship. This section provides an overview of these activities as well as the legal/governance and financial functions you will need to have for your legal entity as well as communication alternatives to support your activities.

The following Manual sections cover each of these functions. Please note that each section is formatted so it can be printed out as separate documents to use for committee meetings.

Membership

XPX Chapters create ecosystems of trusted advisors to privately-held companies and their owners. XPX members all understand that a business owner needs advisors from multiple disciplines. Through XPX, advisors can get to know and learn from other advisors. The knowledge, relationships and referrals received through XPX help our members improve their own businesses, support their clients' businesses and contribute to the strength of local communities.

The Members

For members to be a good fit with XPX, they will meet the criteria laid out on each Chapter's Join webpage:

Our members are not just individual accountants, attorneys, wealth planners, investors, or exit planners; they're a collaboration of experienced, proven professional advisors who know they can accomplish more for their businesses, their private company clients – and the entire community – when they collaborate together. Membership in XPX is only for those who –

- Understand the vital role that established private companies play in helping building our local communities.
- Are focused on building relationships versus conducting transactions.
- See the big picture. They know that they can better serve their clients by having access to a trusted community of professional advisors who can help build business value, manage succession, and build owner legacy.
- Represent one of our 12 Advisor Professions (Accountants, Attorneys, Bankers, Coaches, Consultants, Insurance Providers, Investors, M&A Intermediaries, Non-profits, Valuators, Virtual Managers, Wealth Planners).
- Uphold the highest standards of professional integrity.
- See the value of having an open network to ensure there is no single approach or solutions provider to assisting private company owners.
- Know the business environment is always changing and need to keep abreast of the latest information to meet their clients' needs.
- Are sponsored by existing XPX members.
- Adhere to our Five Core Advisor Principles (Work Collaboratively, Put The Client first, Think Long Term, Consider The Human Angle, & Always Be Learning).
-

The kinds of professions represented at XPX include:

- Accountants
- Attorneys
- Bankers
- Coaches
- Consultants
- Exit Planners
- Insurance Providers
- Investors
- M&A Intermediaries
- Non-profits
- Valuators
- Virtual Managers
- Wealth Planner

The breadth of this list demonstrates that “it takes a village,” that is, a broad network of advisors to help a private business owner to succeed. Because of this breadth, our network contains many more potential referral sources for a member than potential competitors. This distribution makes for a collegial and collaborative environment. The kind of professional who comes to XPX and stays understands that their own business and their clients’ businesses will benefit from access to a broad network of advisors with diverse experience and expertise.

One of the best ways to see this diversity is in the [Advisor Directory](#) on the XPX website. Here, any visitor to the website can sort all XPX Members according to Chapter, Profession, 75+ Areas of Expertise and 20 Client Industries. This directory is a resource that we hope to leverage more in the future. Besides being a great way for members to find each other, it is also a resource that we can offer to other organizations to help owners find advisors and organizations to find speakers.

Member Information

Our systems capture the contact information of all guests at Chapter events and/or people who sign up for our list on line. We give people the option of signing up for news and events for each Chapter and for the monthly newsletter. This list of 10,000+ contacts is a great resource for our network, one that we use carefully. In general, XPX does not share its contact lists. To date, there has been one exception where we contributed our list for a one-time survey project about professional referrals. This was done with the approval of the Leadership Collaborative (see section below). This will not be a frequent event but will be considered for the right opportunity that benefits everyone in the network.

There will be times when you receive requests from speakers, sponsors and members for a copy of your email list. This is not permitted under any circumstance and is a violation of our [Terms of Use](#) and [Privacy Policy](#).

Membership Application and Renewal

A prospective member is prompted to fill out their application on line and pay their first year’s dues. The email used in the application process becomes the log-in for the member profile, registrations and payments. This can always be changed later.

New applications are then forwarded to the Membership Committee for review. Based on the committee’s decision, Global will either activate the membership or cancel it and refund the dues.

From the welcome through the renewal, there are a number of automated messages sent from the system (see checklist below). Your committee will also want to stay in close touch with members.

Please note that all memberships are renewed automatically in our system unless the member opts out and chooses manual payment. This should be viewed as a convenience for the member, not a license to ignore members. They can always block or reverse these transactions.

MEMBERSHIP TASKS	GLOBAL	LOCAL
Strategy		
<ul style="list-style-type: none"> Set membership pricing based on Chapter strategy but using experience of other Chapters 		X
<ul style="list-style-type: none"> Create/maintain on-line membership application 	X	
<ul style="list-style-type: none"> Send new member applications to membership committee for approval 	X	
<ul style="list-style-type: none"> Review member applications 		X
<ul style="list-style-type: none"> Authorize approved member profiles on website 	X	
Recruitment Ambassador		
<ul style="list-style-type: none"> Create program for recruitment of new members by inviting guests and motivating other members to invite guests to meetings 		X
<ul style="list-style-type: none"> Highlight guests on event attendee list 	X	
<ul style="list-style-type: none"> Seek out and welcome all guests at events 		X
Welcome/On-boarding Ambassador		
<ul style="list-style-type: none"> Send new members a welcome email 	X	
<ul style="list-style-type: none"> Invite and meet with new members in monthly web orientation 	X	
<ul style="list-style-type: none"> Call new members to welcome them 		X
<ul style="list-style-type: none"> Highlight first-time attendees on event registration lists sent to Chapter 	X	
<ul style="list-style-type: none"> Greet new member at their first meeting(s) as members 		X
<ul style="list-style-type: none"> Introduce new members to existing members 		X
<ul style="list-style-type: none"> Check in to make sure they are having a good experience 		X
Retention Ambassador		
<ul style="list-style-type: none"> Send email at six-month anniversary checking in to make sure they are getting what they need 	X	
<ul style="list-style-type: none"> Send list of members who have not attended a meeting in the past three months 	X	

<ul style="list-style-type: none"> • Call/write to members who have not attended a meeting in the past three months to ask how they are doing, address any concerns 		X
Renewal Ambassador		
<ul style="list-style-type: none"> • Send monthly Member Watchlist Report of all Members who did not renew in the prior month and those who have turned off automated renewal for the coming month. 	X	
<ul style="list-style-type: none"> • Make reminder phone calls/personal contact to members on the watchlist 		X
<ul style="list-style-type: none"> • Follow up on member payments 	X	
<ul style="list-style-type: none"> • Contact renewing members via email to thank them 	X	
<ul style="list-style-type: none"> • Contact renewing members personally to thank them 		X

Events

XPX Chapters provide informative programming for advisors to business owners focused on the entire private company life cycle (business value growth, business value transfer and owner life and legacy). The events and individual committees provide a great forum for introductions, interaction, and referrals. Some Chapters also offer programming specifically targeted at business owners such as Summits, Owners Academy events and Roundtables. Sample programming includes:

- Presentations by former business owners who have successfully exited their business
- Panels with topic experts, such as the mergers and acquisitions landscape, the value of IT, strategic planning or financing for businesses and M&A
- Case study presentations
- Holiday events
- Short member presentations about a client experience
- Talks by subject experts on topics such as philanthropy, legal issues, or personal wealth issues
- Social events at a local brewery, restaurant or museum
- Networking events, sometimes with a networking facilitator or program
- Members-only dinners
- Roundtables with presentations by XPX members designed for more interaction with smaller audiences
- Special interest groups for members who work in a specific industry or market
- Small group power networking
- Longer Summits with multiple presenters and keynote speakers (PLEASE SEE SEPARATE XPX MANUAL FOR LARGE EVENTS)

There is a lot of creativity at the Chapter level. A good place for inspiration is the listings of hundreds of past XPX events. You can see recent events on the page containing our [National Calendar](#). At the top of this page there is also a link to a document that details every XPX event prior to our existing website.

Other sources of inspiration for programming can be the networks of the Chapter Board and Events Committee: Who do you know? Who are local authors and experts? How can you feature the expertise of your own membership? Chapters generally don't have to pay for speakers. Exceptions to this can be keynotes for large events and/or authors of significant books although, in this case, it is often possible to negotiate the purchase of copies of the books for participants in lieu of speaking fees.

There are many options for venues for events:

- Hotels and Restaurants – These kinds of facilities are set up for events. They usually charge a fee for the room plus for the food on a per person basis.
- Private Business Clubs – If a Chapter has a Board member who belongs to this kind of club, the fees can be comparable (or even less than) a hotel or restaurant.
- Corporate event facilities – Many mid- to large-sized professional services firms now have their own event facilities and are open to hosting events for organizations like XPX. There is usually no charge for this. Food may or may not be at the cost of the organization.

- Colleges and Universities – Business schools often have outreach programs and are open to renting out their facilities for business groups with missions aligned with the school. The fees at academic institutions can be lower than at commercial venues. There is also a potential branding benefit that comes from hosting events at academic venues.

Getting people to attend events always requires a combination of emails and personal invitations. In both new and mature Chapters, personal contact can make the difference between an average and a great event. In today’s content-filled world, a good topic isn’t enough. People want to meet other people and build their networks. This kind of welcoming tone begins with a personal contact before the meeting as well as once people arrive at the event.

Programming design is at the discretion of the local Events Committee. This Committee can collectively plan all the events as a team. An alternative approach is for the Committee to take overall responsibility for programming but then recruit a person or persons who take responsibility for a series or single events.

All Chapters are welcome to participate in the production of videos and/or podcasts for the shared Knowledge Exchange. In late 2016, New England and Tri-State began to videotape their meetings. In 2020, virtual programming during the covid pandemic greatly expanded our video library. Post pandemic, we intend to continue to capture content via hybrid meetings or separate video interviews of speakers and sponsors.

It is very important for the Events Committee to work closely with the Sponsorship Committee. It is a good practice from your very first event to get in the habit of recruiting a sponsor for each event you plan. There can be a natural link between the topic and potential sponsors of the event. An accounting or law firm, for example, might be especially interested in sponsoring a panel discussion on tax planning.

EVENT TASKS	GLOBAL	LOCAL
Strategy/Planning		
<ul style="list-style-type: none"> • Support Board, Members and Guests by phone and email at all times 	X	
<ul style="list-style-type: none"> • Develop annual calendar/programming strategy in collaboration with Sponsorship Committee 		X
<ul style="list-style-type: none"> • For each event: select topic, speaker(s), location and pricing (see details below). 		X
<ul style="list-style-type: none"> • Purchase signs, tablecloths and other branding materials (option of local board) using the logo graphics provided by Global 	X	X

EVENT TASKS	GLOBAL	LOCAL
Content		
<ul style="list-style-type: none"> For each event: select topic 		X
<ul style="list-style-type: none"> Recruit speaker(s) 		X
<ul style="list-style-type: none"> Send event blurb, date, time, pricing and sponsorship information to Global 		X
Venue		
<ul style="list-style-type: none"> Secure location, negotiate pricing, sign contract 		X
<ul style="list-style-type: none"> Choose menu, discuss room set up and 		X
<ul style="list-style-type: none"> Guarantee final number to venue (normally 3 full days before event) 		X
Event Marketing		
<ul style="list-style-type: none"> Create on-line event page. Update website, online registration and sponsor information with new event one to two months prior to event 	X	
<ul style="list-style-type: none"> Create email (generally 3 per event with event title, description, speaker bio and pictures, logos, links, etc.) and sponsor info 	X	
<ul style="list-style-type: none"> Work with entire Board to reinforce promotion through personal contacts and word of mouth 		X
<ul style="list-style-type: none"> Provide customer service by phone and email to Board, Members and Guests 	X	
<ul style="list-style-type: none"> Manage registrations and payments. Keep Chapter informed. 	X	
<ul style="list-style-type: none"> Send registration list to Chapter for use at greeting table 	X	
Local Prep and Presence		
<ul style="list-style-type: none"> Contact speaker about AV needs and to bring presentation to event for uploading on computer 	X	X
<ul style="list-style-type: none"> Prepare and send attendee spreadsheet (Global) and print name badges (Chapter) 	X	X
<ul style="list-style-type: none"> Send membership list for verification of walk-in members 	X	
<ul style="list-style-type: none"> Bring XPX signs to meeting 		X
<ul style="list-style-type: none"> Staff welcome table at event 		X

EVENT TASKS	GLOBAL	LOCAL
Follow Up		
<ul style="list-style-type: none"> Update attendee list with walk-in names and emails 		X
<ul style="list-style-type: none"> Send bills from door registration 	X	
<ul style="list-style-type: none"> Follow up with attendees who haven't paid 	X	
<ul style="list-style-type: none"> Run report to ensure new attendees and guests are added to the database 	X	
<ul style="list-style-type: none"> Send final report of registrations by type to board 	X	
<ul style="list-style-type: none"> When acceptable, to the speaker and the chapter, post speaker's presentation (video and/or slides) on the website and send an email to the attendees with the link to the presentation (where applicable) 	X	
<ul style="list-style-type: none"> At option of Chapter, send follow-up survey for attendee feedback on event. Share results with Chapter. 	X	
<ul style="list-style-type: none"> Send photos/videos of event to Global Admin for posting on Chapter website 		X

Sponsorship

Sponsors are **KEY** to the XPX business model. Their contribution offsets the costs of event location, food and drink, allowing the Chapter to charge a more reasonable fee at the door. But a sponsorship is not a donation or just an advertisement. It is a partnership that raises the profile of the sponsor with a key target market. XPX is a great partner for firms that work with lower middle market owners and advisors. We provide focused, high impact access to this market niche.

Sponsors also raise the reputation of the Chapter. The support of local organizations telegraphs the importance of your Chapter. Ideal sponsors can represent the full range of XPX members (see the profession listing above). Marquee sponsors generally include wealth management firms, law firms, valuation firms, and commercial banks. These are companies that are part of the XPX network directly. But there can also be interest from companies who support the network such as exit planning certification or tools companies.

The Sponsorship Committee usually begins by focusing on event-related sponsorships. These are lower ticket and easier to sell because there's a clear link with the event. As explained in the Events Section above, an accounting or law firm can be recruited to host a program on tax planning. The reverse can also be the case: Sponsors may have a client with a great story. The Sponsorship Committee and the Events Committee can and should collaborate on planning their targets for the year. This kind of conversation can even lead to the creation of a program series with a group of sponsors supporting it.

The value proposition of an event sponsorship might include display of the sponsor logo on all outgoing marketing materials for the event to the full Chapter mailing list. At the event, the sponsor logo can be displayed on the screen during the networking period prior to the formal meeting. Then the Sponsor can be introduced and given a couple minutes to speak to the attendees and/or introduce the speaker if the sponsor has been involved in recruiting the speaker.

A mature Chapter can also develop an annual sponsorship program that recruits a slate of marquee sponsors at various levels (such as gold, silver and bronze). This kind of sponsorship is important to creating a secure financial foundation for future activities. It gives you a cushion for selected opportunities such as a new kind of programming or member benefit. These sponsors can receive a more extensive list of benefits that extend over the course of a full year.

Sponsors can have a corporate profile on the XPX website. This is an important benefit for sponsors as most companies are looking for expanded on-line exposure. We're giving them both a traditional organization sponsorship and the benefits of an on-line program. The sponsor profiles are displayed on all your Chapter web pages and in the national [Sponsor Directory](#).

One of the most significant benefits of these sponsorships is the right to post content in the XPX [Knowledge Exchange \(KX\)](#). All entries to the KX are also re-published in our monthly newsletter which goes out to over 10,000 professionals around the country as well as promotion on social media. Most companies that pay for an annual sponsorship of this kind have a marketing person or department that produces content relevant to the private company market. Our website is a great place to post this content and reach a broader audience. Sometimes the sponsor's marketing department can be much more disciplined about this task than an individual member, so it's always worth mentioning to the right sponsor. It's a win-win for the sponsor and XPX—we get more content and they get more exposure.

As with all major pricing and business decisions, the design of the sponsorship program is the responsibility and prerogative of the local Sponsorship Committee and Board.

SPONSORSHIP TASKS	GLOBAL	LOCAL
<ul style="list-style-type: none"> Support Board and Members by phone and email at all times 	X	
<ul style="list-style-type: none"> Recruit event sponsors 		X
<ul style="list-style-type: none"> Design annual sponsorship program 		X
<ul style="list-style-type: none"> Recruit annual sponsors 		X
<ul style="list-style-type: none"> Bill sponsors, follow up on collections (with Chapter collaboration) 	X	X
<ul style="list-style-type: none"> Global can manage billing and payments through the website and will send you a monthly report of pending and expiring payments. 	X	
<ul style="list-style-type: none"> Report to Global any checks received directly by the Chapter 		X
<ul style="list-style-type: none"> Add sponsors to on-line listings and email templates 	X	
<ul style="list-style-type: none"> Assist sponsors in setting up on-line profiles 	X	
<ul style="list-style-type: none"> Assist sponsors to help them post content in the Knowledge Exchange 	X	
<ul style="list-style-type: none"> Track renewals and update website and email templates 	X	

Governance

Each XPX Chapter is a non-profit 501(c) 6 organization with local management and governance. The Chapters are operated and managed on a volunteer basis under a Service and License Agreement (SLA) with XPX Global.

Each Chapter has a volunteer Board to oversee and direct Chapter activities. Generally, Board members include committee chairs including Membership, Events, Sponsorship, Governance and Finance. It may also make sense to set up a Marketing Committee to work with Global to expand your direct and on-line communications. For larger Chapters, At-Large Directors may make sense, especially to tap senior-level people and/or key sponsors who want to become involved in the organization. It makes sense to recruit a lawyer for the Governance committee to help you with your legal issues and an accountant for the finance committee.

The Governance Committee can be a single person or small group.

GOVERNANCE TASKS	GLOBAL	LOCAL
<ul style="list-style-type: none"> Create and maintain corporate documents using examples from other Chapters 		X
<ul style="list-style-type: none"> Define roles of Officers and Board Members 		X
<ul style="list-style-type: none"> Coordinate the election of organization Officers and Board Members. Notify Global of changes 		X
<ul style="list-style-type: none"> Lead succession planning efforts to ensure continuity of leadership 		X
<ul style="list-style-type: none"> Update website and directories with any changes in Officers and Board 	X	
<ul style="list-style-type: none"> Contribute to annual reporting of your non-profit entity 		X
<ul style="list-style-type: none"> Ensure that each Board Member receives a copy of this Manual 	X	
<ul style="list-style-type: none"> Maintain this Manual and share communications through the Leadership Collaborative 	X	
<ul style="list-style-type: none"> Maintain a Google Drive account accessible to Chapter leaders at the option of the chapter 	X	
<ul style="list-style-type: none"> Keep records for the Chapter in Google Drive at the option of the chapter 	X	X

Finance

As an independent entity, each Chapter needs to maintain financial records of its operations.

It is up to your Chapter as to the detail of your chart of accounts. Based on our experience, the following is a good starting point:

Income

- Events
- Membership
- Sponsorship

Assets

- Cash
- Accounts Receivable

Expenses

- Credit card transaction costs
- Event direct costs
- Marketing
- General and administrative
- Global Service and License Fee
- Insurance
- Professional fees

Liabilities

- Accounts payable
- Credit card payables

Capital

- Retained earnings

As you design your Chapter's financials, it's important to note a few key elements of your business model.

- Chapters have three sources of revenue: Events, Sponsorship and Membership. You have complete flexibility as to the mix and amount of these revenue types you pursue.
- Chapters have two key costs: Direct Event Costs and the Global Service and License Fee
- A good target is for Event Revenue to cover Direct Event Costs (on average Chapters break even on direct revenue and costs)
- Global's fee covers all the administrative and overhead of Chapter operations but is charged as a percentage of revenues rather than as a fixed fee. This "variable overhead" ensures that you never have a fixed "nut" to cover; the fee goes up and down with your revenue.
- Then Sponsorship and Membership fees can cover the Service and License fee and any other incidental costs of operations.

There are full financials for all Chapters in the on-line Leadership Collaborative which can be helpful in understanding where you stand in comparison with other Chapters.

The natural chair of the Finance Committee is the Treasurer of your non-profit. The work of the committee is not too complex a task because, other than credit card transactions which are handled by Global, most Chapters have very few transactions each month. So, it is feasible to have a volunteer from your Chapter lead and/or perform most of the tasks under the guidance of your Treasurer.

FINANCE TASKS	GLOBAL	LOCAL
<ul style="list-style-type: none"> Support Board, Members, Sponsors and Guests by phone and email at all times 	X	
<ul style="list-style-type: none"> Manage finances and bank accounts 		X
<ul style="list-style-type: none"> Collect all on-line credit card payments for events, membership and sponsorship 	X	
<ul style="list-style-type: none"> Provide Chapter with a detailed monthly report of credit card receipts 	X	
<ul style="list-style-type: none"> Review credit card receipts and account for the income types 		X
<ul style="list-style-type: none"> Remit receipts less any applicable service fees on monthly basis 	X	
<ul style="list-style-type: none"> Pay bills – These are usually for local events or services. 		X
<ul style="list-style-type: none"> Make deposits – These are usually for sponsorships and/or checks paid at the door for an event. 		X
<ul style="list-style-type: none"> Calculate and pay Global quarterly true-up – On a quarterly basis, calculate the amount due for applicable fees payable to Global based on direct payments received by the chapter for which the fee has not been paid. 		X
<ul style="list-style-type: none"> Book transactions – At least once a month, all of the above transactions should be booked in a financial package such as QuickBooks. 		X
<ul style="list-style-type: none"> Reconcile bank/credit card accounts – Then the books can be reconciled to bank and/or credit card accounts 		X
<ul style="list-style-type: none"> Prepare reports for Chapter Board of Directors – Financial statements can be generated for use by your Board. 		X
<ul style="list-style-type: none"> Submit quarterly and year-to-date income statement and balance sheet to Global by the 20th day each quarter end. 		X
<ul style="list-style-type: none"> Prepare and circulate key performance metrics each quarter 	X	
<ul style="list-style-type: none"> Provide annual financial statements to accountant for filing your state and federal annual reports – this may be done by or under the supervision of your Treasurer 		X
<ul style="list-style-type: none"> Prepare and send 1099's for revenue flows. (Global to Chapters and Chapters to Global) 	X	X
<ul style="list-style-type: none"> Send annual financial statements to Global 		X

<ul style="list-style-type: none"> • Provide comparable financials so Chapters can learn from each other 	X	
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Core Global Activities

The role of XPX Global in the overall XPX network is to provide the kind of shared association management services for the Chapters that are better done in a centralized way. The goal is to give the Chapters the best of both worlds: local control of events, membership and sponsorship combined with professional branding and administration. Global provides these services under a standard Service and License Agreement (SLA) with each Chapter. The servicing includes association management and web services while the licensing includes strategic branding. In order to deliver on these core commitments, Global facilitates the Leadership Collaborative.

See detail on each of the core Global services below.

Customer Service

Global handles all customer service calls and emails using dedicated staff. Board, Member, Sponsor and guest needs get immediate attention and resolution. This is a key feature of our model: XPX leaders are busy people who should not have to worry about the details of registration, charges, website questions and the many other administrative details that are key to running a successful Chapter. You can find the right person to support you by checking our [Contact page](#).

Branding and Social Communications

One of the basic assumptions of our network is that the individual brands of the Chapters are enhanced by their relationship with the overall XPX brand. We achieve this by presenting a standard look, design and message to the world. These standards are applied in logos, our website and email templates. Global will provide or coordinate with you on any additional designs you might need to ensure that we collectively maintain a consistent brand.

The XPX website (more on this below) consistently appears on the first page of a search for “exit planning.” This positioning has been achieved through what’s called “natural” search based on the high level of relevant, dynamic content on our site. This is a significant strategic strength that should be leveraged in Member and Sponsor recruitment. Any links from Members’ and Sponsors’ profiles and posts our site to their own websites is good for the Member/Sponsor’s website credibility with search engines.

One of the reasons that we have such extensive content on our site is that we operate as an open network. Members and sponsors are encouraged to post content in the Knowledge Exchange which includes sections for Member News and each of the three stages in the private company life cycle: Business Value Growth, Business Value Transfer and Owner Life and Legacy. We have a robust tagging

feature with relevant keywords to provide even more searchability on posts. There are also sections for general resources for advisors and XPX Members.

For all the videos on our website, XPX has its own Wistia video account. We have links to these videos on the website as well. If your Chapter ever has a video it wants to share on the site, please contact your Admin and we will get it posted on Wistia and our website.

Global maintains the following social accounts on behalf of our network (there are links to these accounts throughout the website):

- LinkedIn Company page for Exit Planning Exchange
- LinkedIn Group for Exit Planning Exchange
- Twitter page @XPXperts
- YouTube Channel for XPX- Exit Planning Exchange

We share all content from the Knowledge Exchange in these accounts. Some Chapters also prefer to undertake additional social media activities under their Chapter names such as a Facebook or LinkedIn Showcase page. Global can advise you on best practices for this but does not take responsibility for posting on these alternate sites. We do ask that your Chapter adds at least one Global staff member as an admin in your accounts for continuity purposes. If your chapter creates your own social media accounts, the “Contact and Connect” icons on your chapter website can be linked to your accounts.

Key branding tasks are detailed in the checklists below.

Website and Management Infrastructure

We endeavor to always balance shared brand standards and local content and communications. This section explains the infrastructure and some of the many choices that we have for giving your Chapter a unique identity.

Each Chapter has a .com and .org URL specific to its name (e.g. XPXNewYork.com and XPXNewYork.org). These URL's are forwarded to the home page of your unique website on the shared XPX website at www.exitplanningexchange.com.

XPX has been proactive in improving our web presence over time. We are now on our fourth-generation website built in WordPress that uses our Wild Apricot association management system database for dynamic updating of Member, Sponsor and Event data.

Your basic Chapter site includes an event calendar, Member directory, Board directory and membership applications. Upcoming events and Chapter sponsors are featured on every page. The content in between the header and footer can be changed and adapted very easily. This enables you to tell a dynamic story about your Chapter. Any changes can be channeled through the XPX Communications Manager.

Types of content that you might want to include on your home page include:

- Featured Members or groups of Members
- Audio or video from an event or by Chapter leaders or sponsors
- Program summaries/media
- Photos/albums
- Content from Members or Chapter events

Key infrastructure tasks can be found on the Services Checklist below.

Leadership Collaborative

XPX is a network of related entities sharing a common mission, common branding, web presence and networks. As explained above, each Chapter has considerable flexibility within this shared framework to develop its local network and operations. Global, on the other hand, tries to support all functions where standardization and systemization make sense. For this structure to work, there needs to be a high level of transparency and communication among all the entities. The structure we use to facilitate this communication and learning is the Leadership Collaborative.

The members of the Leadership Collaborative (LC) are the leaders of Global and each of the Chapters. There are meetings for each common role in a Chapter: Presidents, Events, Membership, Sponsorship, Communications, Finance and Governance. Often the existing Chair and sometimes the incoming Chair participate. This is especially true in the Presidents’ meeting where the President and President-Elect from each Chapter often participate.

In your absence, it is acceptable to appoint one of your Board members to attend; the important thing is to have your Chapter’s interests represented and to benefit from the lessons learned by other Chapters. It’s important to emphasize that learning is an important outcome of every meeting. There is an extraordinary amount of creativity and innovation in individual Chapters. The LC meetings create an opportunity for cross-pollination and peer-to-peer advice.

The key documents for the Leadership Collaborative and their Chapter Boards are available on private pages in the [Leadership Collaborative](#) Section of the XPX website.

Key tasks associated with the LC can be found on the Support Checklist below.

Checklist of Global Support Tasks

SUPPORT TASKS	GLOBAL	LOCAL
<ul style="list-style-type: none"> • Support Board and Members by phone and email at all times 	X	

Branding		
• Appoint committee or volunteer to coordinate messaging		X
• Periodically review and refresh Chapter web content		X
• Coordinate shared branding/messaging through the Leadership Collaborative	X	
• Provide design standards and access to professional designer when appropriate	X	
• Work with members to assist in posting content to the Knowledge Exchange	X	X
• Publish monthly newsletter about new members, recent posts and upcoming events	X	
• Post to XPX LinkedIn company page and, where applicable, the XPX LinkedIn Group, Twitter and YouTube	X	
Web and Infrastructure		
• Ensure that each Board Member receives a copy of this manual	X	
• Maintain this manual and share communications through the Leadership Collaborative	X	
• Maintain Wild Apricot database including all contact, members, events and content	X	
• Maintain website including directories, events and Chapter mini-sites	X	
• Manage all credit card payments through the site	X	
Leadership Collaborative (LC)		
• Plan, convene and document LC meetings	X	
• Create and maintain on-line LC resources on website	X	
• Ensure that Chapter is represented at all LC meetings		X
• Chapter: Inform Global of all changes to Board. Global: Adjust leadership listings on the website	X	X

• Welcome all new leaders to the Leadership Collaborative via email	X	
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Services

XPX Global staff performs the tasks detailed throughout this manual and in the attached Checklists especially with regard to:

- Membership
- Events
- Sponsorship
- Infrastructure
- Website management

The work of the staff does not have a checklist of its own—it’s included on all the other checklists in this manual!

Help improve this manual

Suggest Changes

We hope this manual helps aid your efforts to build your XPX Chapter. The intent is for this to remain a living document. As such, any and all suggestions are welcome. Please consider sharing your thoughts with Global staff so that we can improve the next version of this manual.