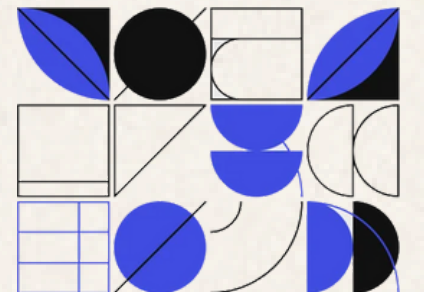




Board Meeting Framework

Zeck's Board Meeting Template will transform your board meetings from a boring lecture into a strategic, engaging, forward-thinking conversation

FOR:
Corportations





The Zeck Board Meeting Template (award-winning pending), is inspired by our team’s deep experience as both operators and board members, in collaboration with the world’s most bad ass CEOs, VCs and PEs.

To the right you’ll find the key sections to include in your board materials, as well as the structured framework within each section. Also, not sure if this template is really award-winning pending but it probably should be.

Board Framework Structure

#1	Letter from the CEO
#2	Agenda
#3	Governance
#4	CEO Summary
#5	Financials and Division Updates
#6	Deep Dives
#7	Executive Session

#1

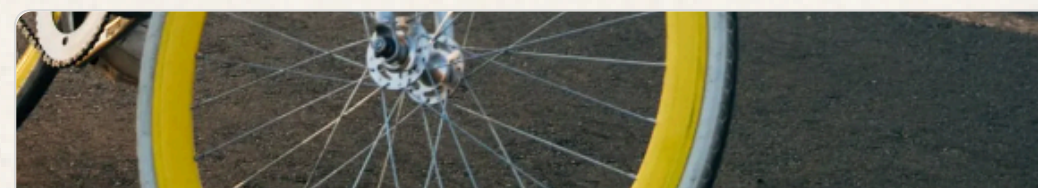
Begin With a CEO Letter That Sets Expectations

The Letter from the CEO is your chance to frame the meeting before it even begins. A well-crafted CEO letter shifts the dynamic. Directors arrive prepared, engaged and focused on what matters most. The idea is to spend your time together talking about strategy and not just ‘reviewing homework’.

For example, a CEO might write:

“Please review the proposed agenda, pre-vote on admin items, read the materials in advance, and share your comments and questions. We’ll use our live session to focus on the most important questions as well as our deep dives.”

This simple adjustment saves hours of live time and creates a culture of proactive board engagement.



Dear Board Members,

We are looking to our upcoming board meeting. Q3 was a solid quarter and we have some exciting opportunities ahead.

IN ORDER TO CALIBRATE IN ADVANCE OF THE MEETING:

1. Review the [Proposed Meeting Agenda](#)
2. Review the [Votes](#) that we plan to take and **Pre-Vote** ahead of the meeting.
3. Review all of the [Pre-Read Sections](#) and add your thoughts and questions in advance via the comments button. Our goal is to only go through the starred comments during our live meeting.

We want to spend most of our time talking through our **Deep Dives**. Each Deep Dive includes a few questions. It would be awesome if you can think through the questions prior to our meeting.

We plan to host the board meeting at our HQ and also from this [Zoom](#).

Thanks for all your support and I look forward to a spirited meeting.

Betsy, CEO, Cyclestore

[Our Vision](#) | [Cyclestore.com](#) | Private & Confidential

- 01** Ask your board members to read the materials in advance. There is a reciprocal obligation between the leadership team and the board. Expect them (demanding is unrealistic) to come to the meeting prepared.
- 02** Ask directors to pre-vote on governance items so no time is wasted in the live meeting.
- 03** Encourage your board to leave comments and questions while they’re pre-reading.
- 04** Use analytics to foster positive peer pressure.

Example CEO letter on Zeck

#2

Build a Smart Agenda That Drives Better Decision Making

“A well designed agenda is the backbone of a productive meeting” - Bob Marley and two of the Wailers.

Modern agendas are designed for efficiency and strategic value. Your agenda should be:

01 Purposeful: Only include items tied to governance, calibration, and forward-looking strategy. If you have endless infographics or text jammed into Powerpoint slides, you’re doing it wrong.

02 Prioritized: Put the most important topics first and keep read times below 4-5 minutes per section.

03 Pre-Read ready: Send materials early, in a format that’s easy to read on phones. In the nicest of ways, don’t give your board members any excuses.

04 Time-bound: Limit the live meeting agenda so there’s plenty of time for the Deep Dives.

05 Action-oriented: Capture clear decisions, owners, and next steps to drive outcomes, not just discussion.

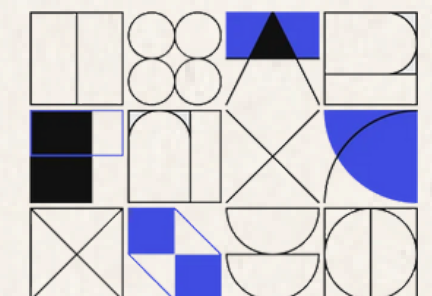
Board of Directors Meeting Agenda

January 10th, 2025 · 12:00pm EST

We will be meeting at HQ and via Zoom.

12:00pm EST	Governance and Voting
12:05pm EST	Review Open Pre-Read Comments
12:30pm EST	CEO Summary
12:45pm EST	Deep Dive 1: Embracing AI
1:15pm EST	Deep Dive 2: Opening Pop-Up Shops
1:45pm EST	Executive Session
	Board Only
2:00pm EST	Adjourn

Example Smart Agenda on Zeck



#3

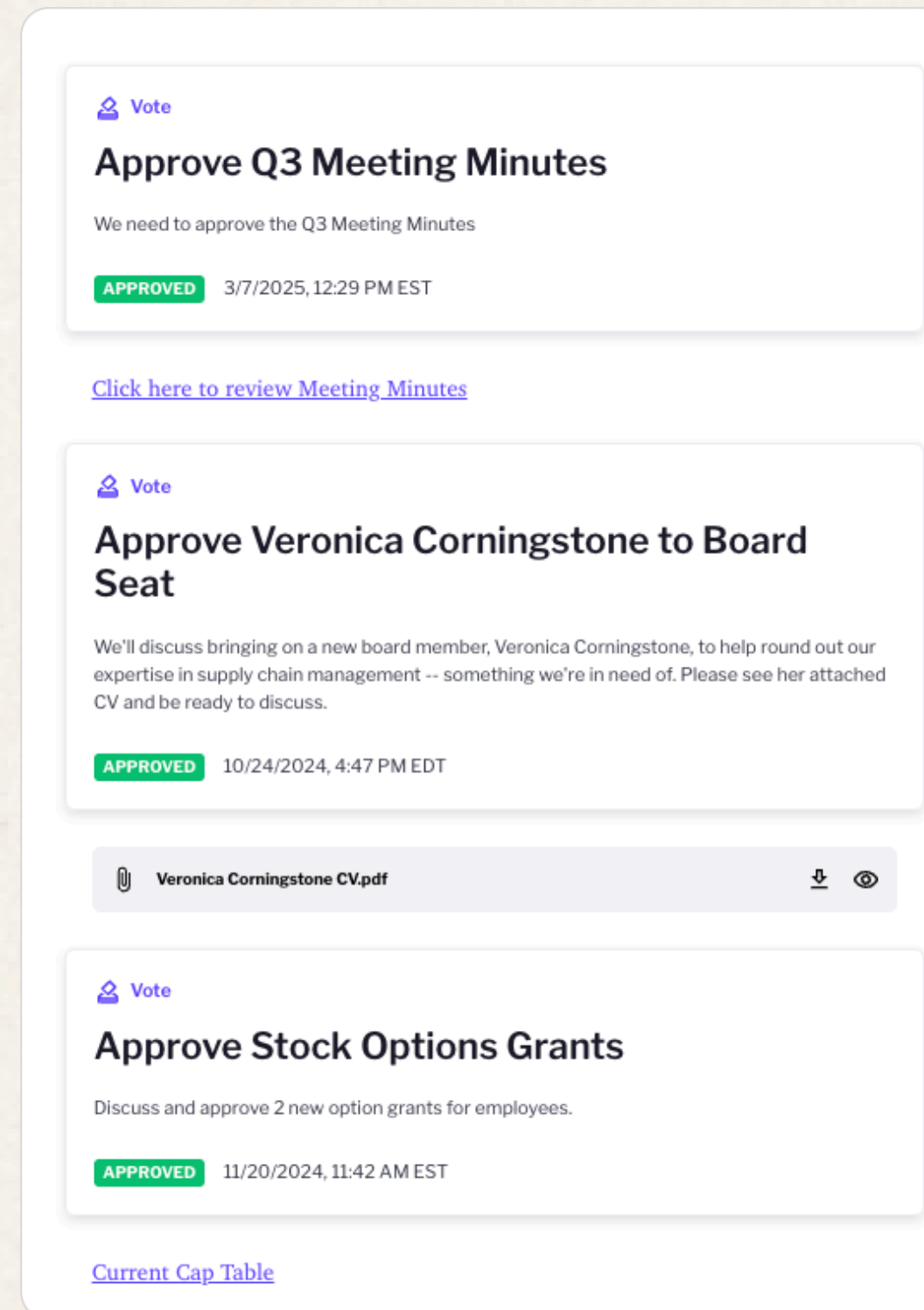
Good Governance – Digitized

No one starts a company because they love Governance, but Good Governance is essential.

Good governance isn't bureaucracy – it's a growth builder. It reduces risk, speeds decision-making, builds credibility with your board, and makes audits or due diligence painless (or if we're being honest, less painful).

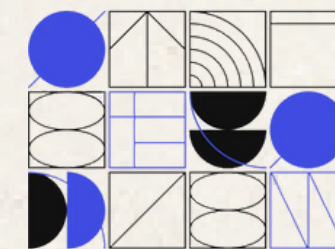
Here's a quick check list:

- 01 Archive a clean and final copy of your board materials.



Digitized Voting on Zeck

- 02 Use bank-level security to share and store your board materials.
- 03 Auto-generate your board minutes, digitally sign and distribute for board approval.
- 04 Use analytics to ensure your board members are prepared and engaged.
- 05 Ensure your board policies, from Code of Ethics to D&O insurance are in place.
- 06 Use pre-voting (we can explain this) to get the admin minutiae out of the way before the live meeting.



#4

Deliver a High-Impact CEO Summary

The CEO summary is meant to calibrate your board members who aren't in the business day-to-day. It's the most-read section of the board content. Take the time to tell the shortest possible story about your company over the previous quarter.

It should distill:

- 01 **What went well** (e.g., rev growth, margin improvement, op wins).
- 02 **What didn't** (e.g., supply chain issues, missed hires).
- 03 **What's next** (strategic priorities, risks, and opportunities).

Your job as CEO is to clearly communicate the big picture to your board. If you're cramming your message into a Powerpoint slide that no one can read on their phone, again...you're doing it wrong. Zeck solves that for you.

Transparency builds trust. Don't just report the good — boards are there to help solve the hard stuff.

HIGHLIGHTS

Strong Demand Leads to Best Quarter Ever

- Strong demand across all categories coupled with less discounting led to our best quarter ever. **Q4 Revenue grew 9% over plan** and 85% over prior year. Gross margin is up to 45% on the year, versus plan of 43% and prior year of 41%.
- Our move into electric bikes has been amazing. The e-bike category is up **200% over prior year**. We are excited for the launch of our first ever eCycle brand e-Bike.
- Our new ERP platform is live, integrating our financial, supply chain, operations, and reporting data.
- Aggressive ad spend and our new affiliate program delivered incredible new customer growth, **up 13% over plan and up 100% over prior year**.
- CXOutsiders, our outsourced Customer Service solution is even better than we thought it would be.

2024 revenue growth is on pace to further accelerate our CAGR

LOWLIGHTS

Inventory Constraints Increase Risk

- Huge risk to Q1 top-line plan due to inventory constraints at our top vendors.
- **Shipping costs way up**, both inbound (as we move to air freight) and to customers (as we deal with solving last-mile delays).
- [Marketing expenses up 43%](#) versus Q4 plan but still profitable on first order, so we'll continue to press it.
- **Is COVID over?** Morale is strengthening, but between supply chain issues and the team, we need a return to "normal" or it will be very challenging.
- We are entering the busiest time of the year without our Head of Marketing, who left without notice.

Finance PPT Example.pdf

CEO Summary on Zeck

#5

Organize Division Updates into Digestible Sections

One of the biggest mistakes companies make is overwhelming board members with dense decks, too much detail, and too many attachments.

Break that habit with this framework:

- 01 **What You Need to Know** – Assume your board members will read this and nothing else.
- 02 **Highlights** – Wins and progress.
- 03 **Lowlights** – Challenges and risks.
- 04 **Key Initiatives** – Current projects and their impact.
- 05 **What's Keeping Me Up at Night** – The division leader's candid view of risks.

WHAT YOU NEED TO KNOW

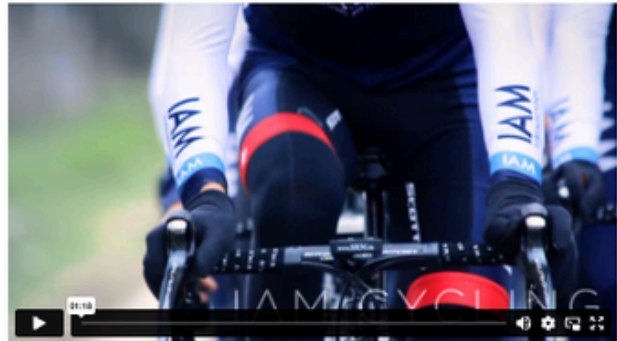
1. Q4 Revenue up 85% over prior year
2. Q4 Marketing spend was 45% higher than planned, but it's working and we'll continue to press it
3. The Head of Marketing took a new job and we are starting our search for a replacement. The timing is awful but we're on it.

HIGHLIGHTS

New Customer Growth is Crushing It in Q4 and YTD.

- 85% revenue growth over prior year, driven by aggressive marketing spend and our new "Cycle Together" affiliate program.
- Record number of new customers -- 13% better than Q4 Plan and 96% better than prior year. 🙌
- Marketing spend as a % of [revenue](#) is higher than planned (18% versus 14%), but we're still **profitable on first orders**.

[Q4 Marketing KPI Report](#), [YTD Marketing KPI Report](#)



LOWLIGHTS

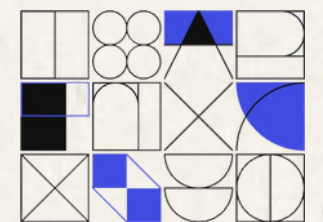
Our Ad Spend is Less Efficient.

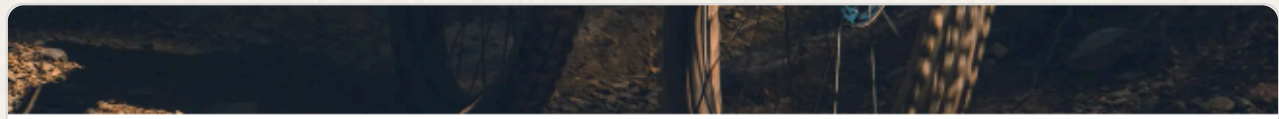
- Q4 CAC was 36% higher than planned, driven by slightly lower conversion rates and changes to Apple's privacy policy.
- Email traffic took a dive so we're going back to twice a week emails.
- Our Head of Marketing surprised us by taking a new job, right before the summer season.

Example Marketing Update on Zeck

This format works across all division updates — Finance, Sales, Marketing, etc. It keeps updates focused, consistent and makes it easy for directors to digest information quickly. Use web links (as opposed to making everyone scroll past 50 slides to an appendix) to keep read time below 4-5 minutes per section.

Structured updates, designed for reading in advance of the live meeting, let directors enter the meeting ready to engage.





Deep Dive 1:
Embracing AI

2 min read

QUESTIONS FOR DISCUSSION

1. As the world obsesses over artificial intelligence, is it incumbent on us, as a company that appeals to a younger customer base, to embrace A.I.?

2. Are any of your portfolio companies using AI? If so, what are the key learnings and can we connect with any of 'em?

3. Can marketing AI help drive traffic and conversion in the short-term?

4. If we don't embrace AI now, will that be to our detriment a few years out?

5. Any other questions we should be considering? leave them in the comments

Brief Background

Clearly, the world is consumed with artificial intelligence. Because we appeal to a younger customer, we've always been ahead of emerging technology. I'm not sure AI has been a miss for us to date but, if we don't dig in now, will we lose that edge that has seemingly been awesome for us?

AI can help us streamline operations, improve the customer experience, and increase sales. We're confident we'll have to embrace AI at some point but is that time now?

Full Background

Here's a list of potential AI projects we can embrace.

PERSONALIZED PRODUCT RECOMMENDATIONS

We can use AI to analyze customer data, such as purchase history, browsing behavior, and demographic information, to make personalized product recommendations. This can help customers find the products they are looking for more quickly and easily, and increase the chances of making a sale.

CHATBOTS AND VIRTUAL ASSISTANTS

AI-powered chatbots and virtual assistants can help customers with their queries and provide them with personalized recommendations. This can improve the customer experience, reduce the workload of customer service representatives, and save us time and money.

Example Deep Dive on Zeck

#6

Focus Live Time on Strategic Deep Dives

The **Deep Dive** is where the real value of a board meeting lies. The mistake most CEOs make in the boardroom is putting Powerpoint slides up on the big screen, and then re-reading the deck back to their board. **It's a total waste.** Everyone, from students to juries to board members, tune out the moment they see a slide deck up on the big screen. **Don't re-read your deck back to your board.** Dedicate the majority of live time to one or two major strategic questions. Sorry for yelling, but that's really important.

Each Deep Dive should provide a **brief background** to inform the discussion, followed by **specific questions** to guide the conversation.

The goal of your Deep Dives is to spark meaningful discussion on strategic issues and to walk away with clearer insights and better decisions.

#7

Hold an Executive Session

"Every board meeting should end with an executive session. The term executive session is an oxymoron because it is a meeting of all the board members other than the executives of the company.

The first time most CEOs hear of this idea, they hate it. The words "we want to meet without you" strike fear in the hearts of most CEOs. And understandably so.

But it is a critically important part of the Board's job to manage the CEO and to some extent the CEO's senior management team. The Board is required to regularly discuss the performance of the CEO and the senior team, to address their compensation, and to work to make sure the CEO and senior team are working together as well as they can.

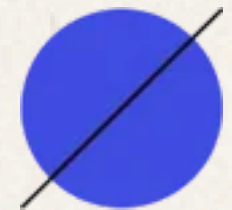
You can't do that job with the executives of the company sitting in the meeting. And yet, you want the executives of the company in the Board meeting. The more the better in my opinion, at least for most of the meeting.

So "best practices" says that you should end every Board meeting with an executive session. Some executive sessions last 5 minutes or less. There is simply very little to discuss. Some executive sessions last hours. That's generally not a good thing. Most last 20 to 30 minutes.

I've been sitting on Boards since 1990 and have probably participated in over a thousand Board meetings. To be honest most of them did not end with an executive session. In addition to the CEO's discomfort, there is also the issue of timing. Most Board meetings end in a rush. It is seldom that the CEO's agenda fits into the set time slot. And Board members have schedules to keep. So it is the executive session that often gets skipped.

So I don't totally practice what I preach. But after having participated in a particularly excellent executive session recently, I am recommitting myself to executive sessions. I will need all of your help. Entrepreneurs and CEOs should embrace them and make sure they happen. And fellow VCs should do the same. They are incredibly important and we have a fiduciary duty to do them."

- Fred Wilson, Union Square Ventures



Final Word Embrace the New Era of Board Meetings

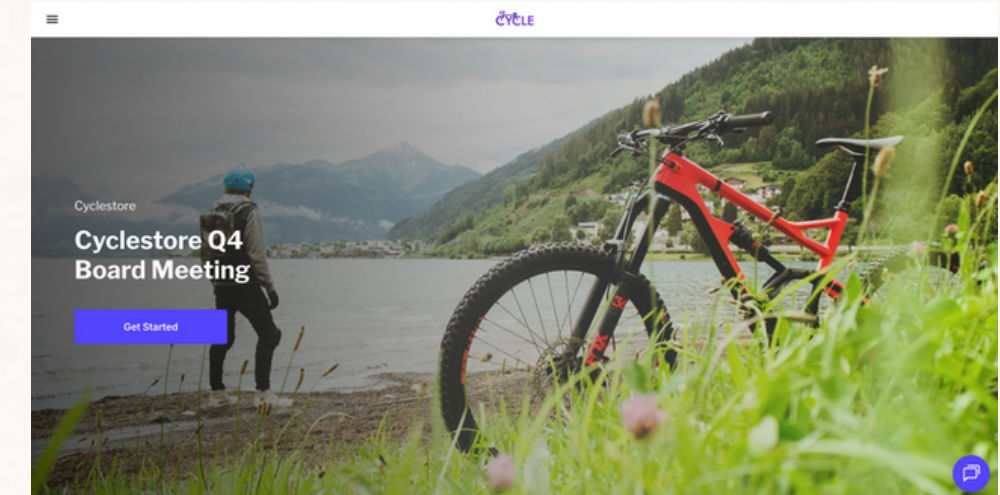
Board meetings shouldn't be something leaders dread or directors tolerate. With the right preparation and structure, they become the most valuable hours of the quarter — unlocking insights, creating alignment, and accelerating strategy.

The old way—bloated slide decks, endless status updates, disorganized pre-reads —doesn't work anymore. **A modern board meeting is:**

- 01 Interactive** – Designed for engagement, not presentation.
- 02 Efficient** – Time saved on preparation, governance, and logistics.
- 03 Strategic** – Focused on the questions that will shape the future.
- 04 Mobile-first and digital** – Accessible anywhere, without clunky PDFs.

By embracing structured CEO letters, smart agendas, high-impact summaries, standardized pre-reads, and deep dives, you transform your board meeting into a strategic advantage instead of a time sink.

The future of board meetings is clear: less presentation, more conversation.



Schedule a Demo

Schedule a Demo to see how Zeck's modern board software will save your team 80% on prep time, deliver engaging, mobile-friendly materials to your board, and drive way better decisions.

[Book Now](#)