



Business Plan

1. Executive Summary

What is the purpose of the plan? What am I planning to do? What returns am I offering? Why will I succeed?

2. Current Situation

What is the history, current situation and results achieved by my business/organisation, especially in relation to:

- Status e.g. Ownership (sole trader, partnership, limited company, public company, public sector, not-for-profit organisation)?
- Equity/Shareholders, Professional Memberships?
- Finance e.g. Income/Sales, Profit, Growth, Financial Returns, Valuation?
- Customers e.g. Products/Services, Market Position/Share, Reputation?
- Systems e.g. Locations, Organisational Structure, Supplier Relationships?
- People e.g. Key Principals/Management/Staff, Organisational/Business Capabilities, Culture?

3. Markets/Environment Analysis

What are the main features of the market/environment and target segments in which my business/organisation competes or might compete, especially in relation to:

- Political, Economic, Social, Technology, Legal, Environmental Factors?
- Trends and Changes?



Business Plan (continued)

- Buying Processes, Customers, Buyers, Consumers, Influencers, Decision Makers, Distribution Channels?
- Customers and Potential Customers: Demands, Needs, Wants, Usage, Frequency, Influences.
- Customer Feedback, Interviews, Surveys, Complaints?
- Competitors: Income/Sales, Profit, Growth, Financial Returns and Valuation, Market, Position/Share, Reputation.
- Customer Propositions, Pricing, Organisational/Business Capabilities, Strengths, Weaknesses?
- Suppliers/Business Partners: Relationships, Strengths, Weaknesses?
- Opportunities? Threats?
- What are the factors critical for success?

4. Strategy

What are my most important strategies, in the market overall and in each target segment, in relation to:

- Aim/Vision: What do I want my organisation/business to achieve?
- Customer Propositions/Mission: Who (customer groups) am I offering what (products/services) and why (benefits)?
- Organisational/Business Capabilities/Distinctive Competencies: What things does my organisation/business do better than anyone else that add high value for customers?



Business Plan (continued)

- Culture/Values: What values do I encourage? How do I support people? What do I see as the most important personal aptitudes and skills?
- Future Direction: What things would I like my business/organisation to do better in future?

What are the clear competitive advantages of my business/organisation?

5. Priorities

What are the most important priorities/plans for my business/organisation, especially in relation to:

- Finance?
- Customers?
- Systems?
- People?

6. Risk Analysis

What are the most important risks facing my business/organisation? For each risk:

- What is the likely probability of the risk?
- What is the likely impact of the risk?
- How will I manage the risk?

7. Project Plans

What are the most important project/operational plans? For each project/operational plan:



Business Plan (continued)

- How does the plan relate to the most important priorities/risks?
- What is the purpose of the plan?
- How am I going to implement the plan?

8. Financial Plans

What are the records and projections for:

- Profit and Loss Account?
- Cash Flow Statement?
- Balance Sheet?
- Funding Requirements?

9. Appendix

What additional details are available to support my business plan and financial plan e.g.

- Finance? e.g. Financial History and Analysis (e.g. 3 years), especially in relation to key numbers and ratios e.g. income/sales, expenses, profit, cash, assets, liabilities, equity. Previous Business Plans. Audited Accounts. Tax Returns. Banking and Finance Arrangements. Financial Commitments e.g. loans, lease agreements. Claims against the business e.g. pending litigation, claims, complaints etc. Shareholder Agreements, Partnership Constitutions, Buy/Sell Agreements etc. Details of Acquisitions, Subsidiaries, Joint Ventures, Partnerships etc. Accounting System. Insurances. Risk Management.
- Customers? Market Reviews. Detailed Product/Service Specifications. Marketing Plans, Publicity, Brochures, Promotional Materials. Customer Feedback, Surveys, Complaints.



Business Plan (continued)

- Systems? Locations, Premises, Addresses, Telephone, Fax, E-mail. Organisational Structure, Charts, Roles, Responsibilities. Company Policies. Performance Management. Communications. Information/Technology Systems. Professional Advisors e.g. Solicitor, Accountant, Bank.
- People? Principals, Management, Key Staff: title, responsibilities, age, years service, qualifications, future aspirations/retirement plans, succession plan, salary, fees, commission, bonus, cars, benefits, contracts, non-compete, non-solicitation covenants. Biographies/CVs. Management/Staff Numbers, Salary Costs, Associated Costs. Employment Handbooks, Contracts, Job Descriptions, Salary Reviews.