Business Plan

for:

For the period:

Executive Summary

Table of Contents

[Strategic Profile 6](#_Toc97807511)

[Vision 6](#_Toc97807512)

[Mission 6](#_Toc97807513)

[Core Values 6](#_Toc97807514)

[Organisational Culture 6](#_Toc97807515)

[Goals and Objectives 6](#_Toc97807516)

[Business Description 7](#_Toc97807517)

[Internal Analysis 8](#_Toc97807518)

[Identification of Skills, Capabilities, Experience & Resources 8](#_Toc97807519)

[Current Financial Position 8](#_Toc97807520)

[Skills, Capabilities and Experience 8](#_Toc97807521)

[Tangible Resources 9](#_Toc97807522)

[Intangible Resources 9](#_Toc97807523)

[Competitive Advantage 10](#_Toc97807524)

[VRIO Analysis 10](#_Toc97807525)

[Explanation of Competitive Advantage 10](#_Toc97807526)

[External Analysis 11](#_Toc97807527)

[STEPP Analysis 11](#_Toc97807528)

[Socio-Cultural / Demographic Factors 11](#_Toc97807529)

[Technological Factors 11](#_Toc97807530)

[Economic Factors 11](#_Toc97807531)

[Political / Legal Factors 11](#_Toc97807532)

[Physical / Environmental Factors 11](#_Toc97807533)

[Industry Profile 11](#_Toc97807534)

[Market Size 11](#_Toc97807535)

[Industry Growth Rate 11](#_Toc97807536)

[Pace of Technological Change 12](#_Toc97807537)

[Product / Service Similarities and Differences 12](#_Toc97807538)

[Economies of Scale 12](#_Toc97807539)

[Capital Utilisation Levels 12](#_Toc97807540)

[Industry Domination / Fragmentation 12](#_Toc97807541)

[Forward and Backward Integration 12](#_Toc97807542)

[Availability of Skilled Labour 12](#_Toc97807543)

[Availability of Training Opportunities 12](#_Toc97807544)

[Trends in Costs 12](#_Toc97807545)

[Profitability of Industry 12](#_Toc97807546)

[Porter’s Five Forces 13](#_Toc97807547)

[Threat of New Competitors 13](#_Toc97807548)

[Supplier Power 13](#_Toc97807549)

[Customer Power 13](#_Toc97807550)

[Threat of Substitute Products 13](#_Toc97807551)

[Rivalry amongst Existing Competitors 13](#_Toc97807552)

[Competitor Profiles 14](#_Toc97807553)

[Direct Competitors 14](#_Toc97807554)

[Indirect Competitors 14](#_Toc97807555)

[Key Success Factors 18](#_Toc97807556)

[Industry Foresight 18](#_Toc97807557)

[Development and Evaluation of Alternative Strategies 19](#_Toc97807558)

[Strategy Development 19](#_Toc97807559)

[Alternative Strategy 1 19](#_Toc97807560)

[Alternative Strategy 2 19](#_Toc97807561)

[Alternative Strategy 3 19](#_Toc97807562)

[Strategy Evaluation 20](#_Toc97807563)

[Strategy Selection 21](#_Toc97807564)

[Legal Plan 22](#_Toc97807565)

[Business Structure 22](#_Toc97807566)

[Type of Business Structure 22](#_Toc97807567)

[Reasons for Selecting Business Structure 22](#_Toc97807568)

[Steps to Establishment 22](#_Toc97807569)

[Documentation 22](#_Toc97807570)

[Ownership 23](#_Toc97807571)

[List of Owners / Corporate Officers 23](#_Toc97807572)

[Profiles 23](#_Toc97807573)

[Insurance 25](#_Toc97807574)

[Regulations and Consents Relevant to Business Location 26](#_Toc97807575)

[Business Location 26](#_Toc97807576)

[Ownership / Lease of Premises 26](#_Toc97807577)

[Regulations and Legislation Applicable to Establishment of Business at Intended Location 26](#_Toc97807578)

[Legislation, Regulations and Authorities 27](#_Toc97807579)

[Legal Action Plan 28](#_Toc97807580)

[Marketing Plan 29](#_Toc97807581)

[Marketing Goals 29](#_Toc97807582)

[Marketing Strategy 29](#_Toc97807583)

[Marketing Goals 29](#_Toc97807584)

[Target Markets 29](#_Toc97807585)

[Number of Target Markets 29](#_Toc97807586)

[Characteristics of Each Target Market 29](#_Toc97807587)

[Positioning Strategy 29](#_Toc97807588)

[The Marketing Mix 30](#_Toc97807589)

[Product 30](#_Toc97807590)

[Promotion 34](#_Toc97807591)

[Price 36](#_Toc97807592)

[Place 37](#_Toc97807593)

[Services Marketing 39](#_Toc97807594)

[The Marketing Action Plan 41](#_Toc97807595)

[Human Resources and Operations Plan 42](#_Toc97807596)

[Current Personnel 43](#_Toc97807597)

[Operations and Personnel Requirements 44](#_Toc97807598)

[Opening / Operational Hours 44](#_Toc97807599)

[Forecasted Production and Sales 46](#_Toc97807600)

[Operational Staffing Requirements 46](#_Toc97807601)

[Operational Machinery, Equipment and Fittings 46](#_Toc97807602)

[Office Staffing Requirements 48](#_Toc97807603)

[Office Equipment, Furniture and Fittings 48](#_Toc97807604)

[Plan of Production and Office Layout 51](#_Toc97807605)

[Employee Roster 53](#_Toc97807606)

[Organisational Structure 54](#_Toc97807607)

[Job Descriptions 55](#_Toc97807608)

[Person Specifications 57](#_Toc97807609)

[Induction and Training 59](#_Toc97807610)

[The Induction Process 59](#_Toc97807611)

[Planned Training and Professional Development 60](#_Toc97807612)

[Human Resources and Operations Action Plan 61](#_Toc97807613)

[Financial Plan 62](#_Toc97807614)

[Statement of Financial Performance Forecast 63](#_Toc97807615)

[Statement of Financial Performance One-Year Assumptions 63](#_Toc97807616)

[Statement of Financial Performance Three-Year Assumptions 63](#_Toc97807617)

[Cashflow Estimate 64](#_Toc97807618)

[Cashflow Estimate Assumptions 64](#_Toc97807619)

[Finance Required 65](#_Toc97807620)

[Initial Financial Position at Beginning of the Year 65](#_Toc97807621)

[Additional Finance Required through the Year 66](#_Toc97807622)

[Break-Even Analysis 67](#_Toc97807623)

[Break-Even Analysis Calculations 67](#_Toc97807624)

[Break-Even Analysis Comments 67](#_Toc97807625)

[Forecasted Statement of Financial Position 68](#_Toc97807626)

[Ratio Analysis 69](#_Toc97807627)

[Profitability Ratio Comments 69](#_Toc97807628)

[Debt Management Ratio Comments 69](#_Toc97807629)

[Liquidity Ratio Comments 69](#_Toc97807630)

[Efficiency Ratio Comments 69](#_Toc97807631)

[Return on Investment Ratio Comments 69](#_Toc97807632)

[Activity Ratio Comments 69](#_Toc97807633)

# Strategic Profile

## Vision

## Mission

## Core Values

## Organisational Culture

## Goals and Objectives

## Business Description

# Internal Analysis

## Identification of Skills, Capabilities, Experience & Resources

### Current Financial Position

| **Current Financial Position** | |
| --- | --- |
| Strengths | Weaknesses |
|  |  |

### Skills, Capabilities and Experience

| **Skills, Capabilities and Experience** | |
| --- | --- |
| Strengths | Weaknesses |
|  |  |

### Tangible Resources

| **Tangible Resources** | |
| --- | --- |
| Strengths | Weaknesses |
|  |  |

### Intangible Resources

| **Intangible Resources** | |
| --- | --- |
| Strengths | Weaknesses |
|  |  |

## Competitive Advantage

### VRIO Analysis

| **Strengths** | **V**aluable | **R**are | Costly to **I**mitate | **O**rganisation |
| --- | --- | --- | --- | --- |
|  |  |  |  |  |

### Explanation of Competitive Advantage

# External Analysis

## STEPP Analysis

### Socio-Cultural / Demographic Factors

### Technological Factors

### Economic Factors

### Political / Legal Factors

### Physical / Environmental Factors

## Industry Profile

### Market Size

### Industry Growth Rate

### Pace of Technological Change

### Product / Service Similarities and Differences

### Economies of Scale

### Capital Utilisation Levels

### Industry Domination / Fragmentation

### Forward and Backward Integration

### Availability of Skilled Labour

### Availability of Training Opportunities

### Trends in Costs

### Profitability of Industry

## Porter’s Five Forces

### Threat of New Competitors

### Supplier Power

### Customer Power

### Threat of Substitute Products

### Rivalry amongst Existing Competitors

## Competitor Profiles

### Direct Competitors

### Indirect Competitors

**Direct Competitor 1:**

1. Location:

2. Why this business is considered to be a direct competitor:

3. Outline of how the products / services of this competitor are similar or different from what is being offered by this business:

4. Perceived success of this competitor:

5. Strengths of this competitor:

6. Weaknesses of this competitor:

7. What can be learnt from this competitor?

8. Other relevant information regarding this competitor:

**Direct Competitor 2:**

1. Location:

2. Why this business is considered to be a direct competitor:

3. Outline of how the products / services of this competitor are similar or different from what is being offered by this business:

4. Perceived success of this competitor:

5. Strengths of this competitor:

6. Weaknesses of this competitor:

7. What can be learnt from this competitor?

8. Other relevant information regarding this competitor:

**Direct Competitor 3:**

1. Location:

2. Why this business is considered to be a direct competitor:

3. Outline of how the products / services of this competitor are similar or different from what is being offered by this business:

4. Perceived success of this competitor:

5. Strengths of this competitor:

6. Weaknesses of this competitor:

7. What can be learnt from this competitor?

8. Other relevant information regarding this competitor:

## Key Success Factors

## Industry Foresight

# Development and Evaluation of Alternative Strategies

## Strategy Development

### Alternative Strategy 1

### Alternative Strategy 2

### Alternative Strategy 3

## Strategy Evaluation

|  | **Strategy 1** | **Strategy 2** | **Strategy 3** |
| --- | --- | --- | --- |
| 1. Consistent with Vision etc? |  |  |  |
| 2. Use Skills etc? |  |  |  |
| 3. Sustainable Competitive Advantage? |  |  |  |
| 4. Address Weaknesses? |  |  |  |
| 5. Address Threats? |  |  |  |
| 6. Use Opportunities? |  |  |  |
| 7. Feasible? |  |  |  |
| 8. |  |  |  |
| 9. |  |  |  |
| 10. |  |  |  |

## Strategy Selection

# Legal Plan

## Business Structure

### Type of Business Structure

### Reasons for Selecting Business Structure

### Steps to Establishment

### Documentation

Documentation attached to this plan includes:

## Ownership

### List of Owners / Corporate Officers

### Profiles

**Name**

**Office Held (e.g. Director, Partner etc)**

**Address**

**Work History**

**Relevant Qualifications**

**Future Aspirations / Goals for the Business**

**Interests**

**Name**

**Office Held (e.g. Director, Partner etc)**

**Address**

**Work History**

**Relevant Qualifications**

**Future Aspirations / Goals for the Business**

**Interests**

## Insurance

| **Type of Insurance** | **Provider** | **Cost ($)** |
| --- | --- | --- |
|  |  |  |

## Regulations and Consents Relevant to Business Location

### Business Location

### Ownership / Lease of Premises

### Regulations and Legislation Applicable to Establishment of Business at Intended Location

## Legislation, Regulations and Authorities

The following legislation and regulations apply to the operation of this business:

| **Legislation /**  **Regulation** | **How Applicable to the Business** | **Relevant Authorities** | **Contact Details** |
| --- | --- | --- | --- |
|  |  |  |  |

## Legal Action Plan

| **Objective** | **Actions Required** | **Date Completed by** | **Cost ($)** | **Person(s) Responsible** |
| --- | --- | --- | --- | --- |
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# Marketing Plan

## Marketing Goals

### Marketing Strategy

### Marketing Goals

## Target Markets

### Number of Target Markets

### Characteristics of Each Target Market

## Positioning Strategy

### Desired Image

### Positioning Relative to Competitors

## The Marketing Mix

### Product

#### Description of Products and Services

**Description of Product Mix**

| Product Line | Product Items | Current or New? **Timeframes for Introduction** |
| --- | --- | --- |
|  |  |  |

**Description of Key Product(s)**

#### Product Notes

**Notes regarding the Product Mix**

**1. Availability of the Product/s**

**2. Cost of buying the Products into Stock (including TransportationCosts)**

**3. Expected Profitability of the Products**

**4. Expected Product Sales**

**5. Number of Customers**

**6. Strengths and Experience in Providing the Product**

#### The Product Life Cycle

The graph below shows where products / services offered by this business are positioned within the Product Life Cycle.

**Product lines / product items and the PLC**

Introduction Growth Maturity Decline

Sales

#### Packaging

**Use of Product Packaging**

**Description of Packaging Materials**

**Appearance of Packaging**

**Main Purpose of Packaging**

#### Labelling

**Use of Product Labelling**

**Description of Product Labels**

#### Branding

**Use of Branding**

**Branding Details**

### Promotion

#### The Impact of the Stage in the Product Life Cycle

#### Broad Promotional Strategy

#### Types of Promotion

**Broad Types of Promotional Strategy to be Used**

**Advertising**

*Types of Advertising to be carried out:*

*Timing of Advertising*

*Advertising Costs*

*Location of Advertising*

*Promotional Message*

*Assistance Required*

**Public Relations**

*Types of Public Relations to be carried out:*

*Timing of Public Relations*

*Costs*

*Location of Public Relations*

*Promotional Message*

*Assistance Required*

**Sales Promotions**

*Types of Sales Promotions to be carried out:*

*Timing of Sales Promotions*

*Costs*

*Location of Sales Promotions*

*Promotional Message*

*Assistance Required*

**Personal Selling**

### Price

#### Pricing Strategy

#### Intended Prices

### Place

#### Location of Products and Services

#### Layout of Retail Premises

#### Distribution System

**Description of Distribution Channels**

**Market Coverage Strategy**

**Transportation**

#### Exporting and Internet Sales

**Exporting**

*Intentions to Export*

*Planned Time to Start Exporting*

*Products and Services to be Exported*

*Outline of Steps to Begin Exporting Process*

**Internet Sales**

*Products / Services available via the Internet*

*Website to be Used*

*Costs Involved*

*Security Issues*

### Services Marketing

#### Participants

*Attitude towards Customers*

*Motivation of Employees to Treat Customers Appropriately*

*Influence of other Customers*

#### Process

| **Processing ‘Glitches’** | **Process Solutions** |
| --- | --- |
|  |  |

#### Physical Evidence

**Parts of the Business Customers come in Contact with**

**Office Layout**

**Background Music**

**Storage**

**Dress Code and Personal Grooming**

**Vehicles (Cleanliness and General Appearance)**

**Lighting**

**The Use of Pot Plants and Art Work**

**Colour Scheme**

**Other Factors**

## The Marketing Action Plan

| **Objective** | **Actions Required** | **Date**  **Completed by** | **Cost ($)** | **Person(s) Responsible** |
| --- | --- | --- | --- | --- |
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# Human Resources and Operations Plan

Contents of the Human Resources and Operations Plan:

* Current Personnel
* Operations and Personnel Requirements
* Opening / Operational Hours
* Forecasted Production and Sales
* Operational Staffing Requirements
* Operational Machinery, Equipment and Fittings
* Office Staffing Requirements
* Office Equipment, Furniture & Fittings
* Production and Office Layout
* Staff Roster
* Organisational Structure
* Job Descriptions
* Person Specifications
* Induction and Training
* The Human Resources and Operations Action Plan

## Current Personnel

| **Staff Member** | **Current Position** | **Current Salary / Wage** | **Length of Service** | **Qualifications and Skills** | **Current Training** | **Current Responsibilities** |
| --- | --- | --- | --- | --- | --- | --- |
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## Operations and Personnel Requirements

### Opening / Operational Hours

#### Opening Hours

|  | **Open** | **Close** |
| --- | --- | --- |
| **Monday**  **Tuesday**  **Wednesday**  **Thursday**  **Friday**  **Saturday**  **Sunday** |  |  |

#### Operational Hours

|  | **Start** | **Finish** |
| --- | --- | --- |
| **Monday**  **Tuesday**  **Wednesday**  **Thursday**  **Friday**  **Saturday**  **Sunday** |  |  |

**Comments regarding Operational and Opening Hours**

### Forecasted Production and Sales

#### Estimated Number of Units Produced per Week / Month

#### Estimated Sales per Week / Month

### Operational Staffing Requirements

#### Total Number of Workers Required to meet Production & Sales Levels

#### Number of Additional Staff Required

#### Use of Independent Contractors

### Operational Machinery, Equipment and Fittings

#### Items Already Owned by the Business / To be Contributed by Owner

| **Items** | **Quantity** |
| --- | --- |
|  |  |

#### Items Already Leased

| **Item** | **Supplier** | **Cost** |
| --- | --- | --- |
|  |  |  |

#### Items to be Purchased

| **Item** | **Quantity** | **Suppliers** | **Estimated Cost** |
| --- | --- | --- | --- |
|  |  |  |  |

#### Items to be Leased

| **Item** | **Supplier** | **Estimated Cost** |
| --- | --- | --- |
|  |  |  |

### Office Staffing Requirements

#### Total Number of Office / Administration Staff Required

#### Number of Additional Office Staff Required

#### Use of Independent Contractors in the Office / Administration of the Business

### Office Equipment, Furniture and Fittings

#### Items Already Owned by the Business / To be Contributed by Owner

| **Items** | **Quantity** |
| --- | --- |
|  |  |

#### Items to be Purchased

| **Item** | **Quantity** | **Suppliers** | **Estimated Cost** |
| --- | --- | --- | --- |
|  |  |  |  |

#### Items Already Leased

| **Item** | **Supplier** | **Cost** |
| --- | --- | --- |
|  |  |  |

#### Items to be Leased

| **Item** | **Supplier** | **Estimated Cost** |
| --- | --- | --- |
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### Plan of Production and Office Layout

#### Layout for Production Area

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
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#### Layout for Office Area

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### Employee Roster

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Hours**  **↓** | **Mon** | **Tues** | **Wed** | **Thurs** | **Fri** | **Sat** | **Sun** |
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**Additional Notes Regarding Employee Roster**

## Organisational Structure

## Job Descriptions

***Job Description 1***

**Title / Position**

**Purpose**

**Location**

**Number Required**

**Main Responsibilities and Tasks**

**Conditions of Employment**

Salary & other benefits

Hours of work

Overtime Requirements

Other conditions

**Physical and Social Environment**

**Advancement Opportunities**

***Job Description 2***

**Title / Position**

**Purpose**

**Location**

**Number Required**

**Main Responsibilities and Tasks**

**Conditions of Employment**

Salary & other benefits

Hours of work

Overtime Requirements

Other conditions

**Physical and Social Environment**

**Advancement Opportunities**

## Person Specifications

***Person Specification 1***

**Job Title / Position**

**Competencies Required**

Knowledge

Skills

Attitude

Personal Attributes

**Specific Qualifications**

**Previous Experience**

**Health Requirements**

**Special conditions (travel, unsocial hours etc)**

***Person Specification 2***

**Job Title / Position**

**Competencies Required**

Knowledge

Skills

Attitude

Personal Attributes

**Specific Qualifications**

**Previous Experience**

**Health Requirements**

**Special conditions (travel, unsocial hours etc)**

## Induction and Training

### The Induction Process

### Planned Training and Professional Development

| **Staff Member** | **Training Needs Identified** | **Dates Planned** | **Training Provider** | **Budget** | |
| --- | --- | --- | --- | --- | --- |
|  |  |  | TOTAL $ |  |  |

## Human Resources and Operations Action Plan

| **Objective** | **Actions Required** | **Date**  **Completed by** | **Cost ($)** | **Person(s) Responsible** |
| --- | --- | --- | --- | --- |
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# Financial Plan

Contents of the Financial Plan:

* Statement of Financial Performance Forecast
* One Year Estimate (Operating Budget)
* Three Year Estimate
* Cash Flow Estimate (1 year)
* Finance Required
* Break-Even Analysis
* Forecasted Statement of Financial Position
* Ratio Analysis

## Statement of Financial Performance Forecast

*Please find attached the One-Year Statement of Financial Performance Forecast and the Three-Year Statement of Financial Performance Forecast. The assumptions for both of these forecasts are given below.*

### Statement of Financial Performance One-Year Assumptions

#### Sales Assumptions

#### Expenses Assumptions

#### Income Tax Assumptions

### Statement of Financial Performance Three-Year Assumptions

## Cashflow Estimate

*Please find attached the One-Year Cashflow Estimate. The assumptions for this estimate are given below.*

### Cashflow Estimate Assumptions

## Finance Required

### Initial Financial Position at Beginning of the Year

#### Initial (Cash) Equity Contributions

| **Initial Equity – Cash Contributions to Start the Business** | |
| --- | --- |
| **Contributor** | **Amount to be Contributed ($)** |
|  |  |
| **Total Initial Cash Equity** | **$** |

#### Initial (Other Asset) Equity Contributions

| **Initial Equity – Other Asset Contributions to Start the Business** | | |
| --- | --- | --- |
| **Asset** | **Contributor** | **Value ($)** |
|  |  |  |
| **Total Initial (Other Asset) Equity Contributions** | | **$** |

#### Start-up Cash Finance Required from External Sources

| **Start-Up Cash Required from External Sources** | |
| --- | --- |
| **Likely Sources of Additional Cash Start-up Finance** | **Amount ($)** |
|  |  |
| **Total Amount of Additional Cash from External Sources** | **$** |

#### Summary of Initial Financial Position

| **Initial Financial Position as at:** | | | |
| --- | --- | --- | --- |
| **Assets** | **$** | **Liabilities and Equity** | $ |
| Bank  Other Assets |  | Liabilities  Equity |  |
| **Total Assets** |  | **Total Liabilities and Equity** |  |

### Additional Finance Required through the Year

| **Type of Additional Finance Required** | **Amount / Value ($)** | **When Required** |
| --- | --- | --- |
|  |  |  |

## Break-Even Analysis

### Break-Even Analysis Calculations

### Break-Even Analysis Comments

## Forecasted Statement of Financial Position

*Please find attached the forecasted Statement of Financial Position for the business.*

## Ratio Analysis

*Please find attached ratio calculations for the business. Explanations of these ratios are provided below.*

### Profitability Ratio Comments

### Debt Management Ratio Comments

### Liquidity Ratio Comments

### Efficiency Ratio Comments

### Return on Investment Ratio Comments

### Activity Ratio Comments