

- *Save this document to your files by choosing **File > Save As** – and remember to save regularly as you go*
  - *Delete any sections that are not relevant to your business*
  - *Use bullet points, tables and diagrams where possible*
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# [Company name]

## Business Plan

Prepared by: [name]  
Date: [date]  
Version: [version number]

# CONTENTS

- Business Snapshot** **4**
  
- 1. OVERVIEW** **5**
  - 1.1 Background** **5**
    - When and why the business started 5
    - Current position 5
    - What’s changed since the business was started/purchased? 5
    - Key milestones 5
    - Approach to decision making 5
  - 1.2 Structure and Resources** **6**
    - Organisational structure 6
    - Business entities 6
    - Key people 7
    - Key advisors 7
  
- 2. MARKETING PLAN** **8**
  - 2.1 Marketing** **8**
    - Target market 8
    - Competitors 8
    - Marketing and promotion 9
    - Recent activities 9
    - Planned activities 10
  - 2.2 Customer Strategy** **11**
    - Customer management 11
    - Customer acquisition 11
  
- 3. BUSINESS ENVIRONMENT** **12**
  - 3.1 Market Analysis** **12**
    - The industry 12
  - 3.2 SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis** **12**
    - SWOT analysis and brainstorming 13
  
- 4. OPERATING PLAN** **14**
  - 4.1 Products and Services** **14**
    - Products/services offered 14
    - Pricing 14
    - Payment 14
    - Distribution 14
    - Future growth 14
    - Key suppliers 15
    - Key customers 15

<b>4.2 Facilities</b>	<b>16</b>
Premises	16
Assets and equipment	16
Stock and inventory	16
Intellectual property	17
<b>4.3 Business Resources</b>	<b>17</b>
People	17
Financial resources	17
Data and customer information	17
<b>4.4 Risk Management</b>	<b>18</b>
Risk assessment	18
Business continuity planning	18
Succession planning	18
Insurance	19
<b>5. FINANCIAL ANALYSIS</b>	<b>20</b>
<b>5.1 Current Financial Position</b>	<b>20</b>
<b>5.2 Financial Forecast</b>	<b>20</b>
Cash flow forecast	20
Profit & loss forecast	20
Balance sheet forecast	20
<b>6. FUTURE BUSINESS GOALS AND OBJECTIVES</b>	<b>21</b>
<b>6.1 Business and Personal Goals</b>	<b>21</b>
Business goals this year	21
5-year plan	21
Personal goals	21
<b>6.2 Action Plans</b>	<b>22</b>
Top 3 in 3 months	22
Top 3 in 6 months	22
Top 3 in 12 months	22

# Business Snapshot – [Business Name]

## Purpose of this business plan

*Outline why you're writing this plan, how you intend to use it, who you intend to share it with and how often you'll update it.*

## Business structure

*Who owns the business and what is the ownership structure?*

## Business activity

*What does your business do?*

- 
- 
- 

## Products and services

*What products and/or services do you offer?*

- 
- 
- 

## Points of differentiation

*Why would a customer choose you over one of your competitors?*

- 
- 
- 

## The market

*What industry do you operate in?*

- 
- 
- 

*Who are your target customers?*

- 
- 
- 

## Vision, goals and objectives

*What are your top three goals for the next five years?*

- 1.
- 2.
- 3.

# 1. Overview

## 1.1 Background

### **When and why the business started**

*What opportunity or opportunities did you identify? If you bought an existing business, why did you choose that particular one?*

### **Current position**

*Is your business growing or mature? Are you expanding, consolidating, or preparing to sell/hand it over?*

### **What's changed since the business was started/purchased?**

*How have your structure, direction, focus, products, services, and/or customers changed? Have you acquired/sold any businesses or divisions? What hurdles have you overcome?*

### **Key milestones**

*What have been your key achievements?*

- 
- 
- 

### **Approach to decision making**

*Do you have guidelines or values – implicit or explicit – that guide your decision making? How do you resolve differences of opinion?*

## 1.2 Structure and Resources

### **Organisational structure**

*Describe the structure of your business, including the number of employees, the management team and founders. Draw an organisational chart to show this.*

### **Business entities**

*What is your 'family tree' of business entities (if applicable)? What are they used for and how do they fit together? Who are the Directors for each entity?*

## Key people

*Who are the people your business wouldn't survive without? What revenue do they generate or what skills, qualifications and knowledge do they have about your industry or product/service?*

Name	Role	Skills/attributes

## Key advisors

*Who are the advisors (e.g. accountants, lawyers, financial planners) that your business relies on?*

Name	Company	Role they play

## 2. Marketing Plan

### 2.1 Marketing

#### Target market

*Who is your target market? How does your target market compare to your current customer base? Have you researched either of them?*

Profile	Ideal target market	Current customers
What's their gender		
What's their age?		
Where do they live?		
What sort of work do they do?		
How do they spend their spare time?		
What are their values?		
What are their needs?		
Why would they choose your product/service?		

#### Competitors

	[Business Name]	[Competitor Name]	[Competitor Name]	[Competitor Name]
Products				
Price				
Market share				
In business since				
Business structure				
Target customers				
Positioning in the market				
Point of differentiation				
Strengths				
Weaknesses				



## Marketing and promotion

*How do you promote your business? How do you get your customer to buy from you?  
Complete the following tables for recent and planned activity (change/delete as required).*

### Recent activities

Communication method	Target audience	Objectives	Key message	When	Where	Cost	Return
Advertising							
Letters/flyers/ brochures							
Calling / visitation programs							
Sponsorships / Events							
Trade shows							
Media coverage (PR)							
Loyalty programs							
Website							
Internet							
[Other]							

**Planned activities**

<b>Communication method</b>	<b>Target audience</b>	<b>Objectives</b>	<b>Key message</b>	<b>When</b>	<b>Where</b>	<b>Cost</b>	<b>Expected Return</b>
<b>Advertising</b>							
<b>Letters/flyers/ brochures</b>							
<b>Calling/ visitation programs</b>							
<b>Sponsorships/ Events</b>							
<b>Trade shows</b>							
<b>Media coverage (PR)</b>							
<b>Loyalty programs</b>							
<b>Website</b>							
<b>Internet</b>							
<b>[Other]</b>							

## 2.2 Customer Strategy

### Customer management

*Is your customer service model cost effective? How do you retain your most profitable customers? How do you manage or move on customers you would prefer not to keep?*

### Customer acquisition

*How do you acquire new customers? How many do you expect to acquire each year over the next three years? Be specific and realistic.*

## 3. Business Environment

### 3.1 Market Analysis

#### The industry

*What industry does your business operate in? How new, mature and competitive is it? What external factors (such as seasonal fluctuations, regulations, technological advancements and international trends) influence buyer and competitor behaviour?*

### 3.2 SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis

<b>Strengths</b> (internal factors)
•
•
•
•
•
<b>Weaknesses</b> (internal factors)
•
•
•
•
•
<b>Opportunities</b> (external factors)
•
•
•
•
•
<b>Threats</b> (external factors)
•
•
•
•
•

## SWOT analysis and brainstorming

How will your **strengths** help you take advantage of your **opportunities**?

- 
- 
- 

How will your **strengths** help you address your **threats**?

- 
- 
- 

How will your **weaknesses** restrict you from taking advantage of your **opportunities**?

- 
- 
- 

How will your **weaknesses** expose you to your **threats**?

- 
- 
-

## 4. Operating Plan

### 4.1 Products and Services

#### Products/services offered

- 
- 
- 

#### Pricing

*How do you price your products and services? Do you add a margin to your purchase price or running costs? Do you allow for changes in exchange rates, interest rates, Government subsidies, insurance payments or input prices?*

#### Payment

*What are your payment terms (on delivery, 30, 60, 90 days)? How do customers pay you? What strategies, processes, systems and people do you have in place to facilitate this? What does it cost you? Are your customers price sensitive?*

#### Distribution

*Do you sell direct, or through a wholesaler? Do you sell via a website or phone, or at a retail store? Do you use salespeople, agents or distributors?*

#### Future growth

*How will you grow your business? What new or enhanced products or services do you plan to offer and when? Do you wait for others in the industry to move first on new products, or are you a leader?*

## Key suppliers

*Which suppliers are critical to your business? What impact would a supply interruption have?*

Supplier	Terms offered	Why critical	How supply risk is managed

## Key customers

*Do you have customers or distributors that generate a significant amount of your sales or income?*

Customer/distributor	Why critical	How risk of losing is managed

## 4.2 Facilities

### Premises

*What premises does your business own or lease? Do you anticipate having to move or expand at some stage? If so, why, when and how will you do this?*

Premises	Purchase/ lease date	Price	Lease/finance rates, conditions, options

### Assets and equipment

*List your key plant and business equipment, including computers, software, vehicles and machinery, or attach a copy of your asset register.*

Asset	Purchase/ lease date	Price	Lease/ finance rates, conditions, options	Current usage level	Anticipated replacement date

### Stock and inventory

*What is your production capacity and what do you currently produce? What is your stock turnover? How do you store inventory and what does this cost? What are your future volume predictions?*



## Intellectual property

*How do you protect your intellectual property such as copyrights, licences and patents?*

Intellectual property to be protected	Type of protection	Protection end date	Geography covered	Conditions that apply

## 4.3 Business Resources

### People

*Do your employees have the right skills to help you meet your objectives? If not, how will you help them develop? If they do, what will you do to retain them?*

Staff member	Areas for development or cross skilling	How they'll be developed or retained

### Financial resources

*Do you have the financial resources to meet your objectives or take advantage of opportunities? What facilities do you have in place for this?*

Facility	Provider	Approved limits or current balance	Current usage/ balance	Conditions

### Data and customer information

*How do you collect, store and use customer and stock information? Do you back this information up? How do you do this and how often?*

## 4.4 Risk Management

### Risk assessment

*What risks does your business face (e.g. reduced demand, loss of major contract (customer / supplier), rate changes, property damage, public liability, etc)?*

Risk	Chance of happening (High, Medium, Low)	Impact if occurs (High, Medium, Low)	How it's managed

### Business continuity planning

*If something happened to a critical part of your business – like your premises, stock, suppliers or systems, what would you do to ensure your business continues to operate? How would you contact customers and staff? Have you documented your plans formally?*

### Succession planning

*If something happened to you, or you no longer wanted to run your business, what would you do with it? Who would take over or buy it? How would you manage this process?*

## Insurance

*What insurances does your business have as part of your risk management strategy?*

Insurance policy	Provider	Cover provided, terms and conditions	Last reviewed	Renewal date

## 5. Financial Analysis

### 5.1 Current Financial Position

*How has your business performed against key financial measures such as sales, revenue and profit growth recently?*

### 5.2 Financial Forecast

*What are your projected results over the next 1, 2, 3 and 5 years? Remember to define any assumptions you make.*

*Ask your Accountant to help you with preparing financial forecasts.*

#### Cash flow forecast



Cash Flow.xls

#### Profit & loss forecast



Profit & Loss.xls

#### Balance sheet forecast



Balance Sheet.xls

## 6. Future Business Goals and Objectives

### 6.1 Business and Personal Goals

#### Business goals this year

*What goals have you set for your business over the coming year? Are your goals specific, realistic and measurable?*

Goal	Actions required	Complete by	Person responsible for delivery

#### 5-year plan

*What goals do you have for your business for the next 5 years? Are they specific, realistic and measurable? How do you plan to achieve them, and when?*

Goal	Actions required	Complete by	Person responsible for delivery

#### Personal goals

*What are your personal goals over the short and long term? How are they connected to your business goals and plans? How do you plan to achieve them?*

Goal	Actions required	Complete by

*Once you've identified your goals for this year, use Section 6.2 to map out how and when you will achieve them.*

## Action Plans

### Top 3 in 3 months

Action item	Complete by	Person responsible for delivery
1.		
2.		
3.		

### Top 3 in 6 months

Action item	Complete by	Person responsible for delivery
1.		
2.		
3.		

### Top 3 in 12 months

Action item	Complete by	Person responsible for delivery
1.		
2.		
3.		

*Once you've completed your plan:*

- *Share your plan with key employees, investors, financial advisors and your bank manager*
- *Refer to your plan when making decisions*
- *Set aside time to review your plan regularly (every 6-12mths)*