

Business pro-forma layout and heading

1. Executive Summary

A short précis of the business idea and the business plan focusing on the key issues arising.

2. Business and Management

2.1. History and current position

A brief description as to how the business comes to be as it is. Dealing the status of things, ownership issues as well as profitability.

2.2. Strategic intent

What the business needs to look like over the next time period (say 3/5 years)

2.3. Business Objectives – short term

What needs to be achieved in the next 12 months

2.4. Business Objectives – long term

What need to be achieved over the next 3/5 years

2.5. Personal Objectives (use if appropriate for the readership)

What you want to achieve

2.6. The Management Team

Description of the team and skills and experience that support the business plan objectives. The skills (or gaps) of all key employees.

3. Products/Services

3.1. Description

What the products or services are

3.2. Readiness for market

Availability and quality status of existing products and services and potential new ones

3.3. Sources of supplies (if important)

If there are critical supplies, details of security of supply

4. Markets and Competitors

4.1. Description of customers

Who the customers are and the relationship with them

4.2. Customer needs and benefits

Layout their key requirements, and how they will be fulfilled

4.3. Market projections

How markets will develop both from demand and pricing perspectives

4.4. Competition

Nature of competition, key strategies and how it responds

4.5. Supporting Market Research

The methodology and outcomes of what research was done

5. Business Strategy

5.1. Pricing policy

How prices are determined and how they will evolve and the response

5.2. Promotional Plans

How the business will promote itself and products

5.3. Distribution channels

How the channels work, and the consequential behaviour required for the business

6. Selling

6.1. Selling methods

7. Forecasts and Financial data

7.1. Sales forecasts

Prediction for both the short and medium term vision

7.2. Assumptions underpinning financial forecasts

The assumptions that are underlying important

7.3. Cash Flow forecasts

7.4. Profit & Loss and Balance Sheet

8. Financing Requirements

8.1. Current Financing

how the business is currently funded, and how it will / needs to evolve.

8.2. New Funds required and timing

Amounts, timing and what they will be used for

9. Business Controls

How the business is controlled, what key performance measures will be used, who will look at them and how do they respond.

Important documents may include:

9.1. Financial reports

9.2. Sales reports

9.3. Production and quality reports

9.4. Human Resources assessments