

# CONTENTS

*Preface* viii

*How to use the workbook* x

*Why prepare a business plan?* xv

## **PHASE ONE**

Strategy and purpose 1

Introduction 3

Assignment 1 Coming up with a winning idea  
for your business plan 5

Assignment 2 Strategy – the big picture 12

Assignment 3 You and your team 26

## **PHASE TWO**

Market research 43

Introduction 45

Assignment 4 Researching customers 47

Assignment 5 Researching competitors 61

Assignment 6 A plan for market research 72

## **PHASE THREE**

Competitive marketing strategies 85

Introduction 87

Assignment 7 Products and/or services 89

Assignment 8 Pricing 104

Assignment 9 Advertising and promotion 112

- Assignment 10 Place and distribution 124
- Assignment 11 People, process and physical environment 138
- Assignment 12 Competing online 143

## **PHASE FOUR**

### **Operations 155**

#### **Introduction 157**

- Assignment 13 The selling methods plan 158
- Assignment 14 Making, outsourcing and supplies 166
- Assignment 15 Legal and regulatory factors 171

## **PHASE FIVE**

### **Reviewing financing requirements and options 181**

#### **Introduction 183**

- Assignment 16 The sales forecast 185
- Assignment 17 Cash-flow projections 192
- Assignment 18 The profit and loss account 196
- Assignment 19 The balance sheet 201
- Assignment 20 Break-even analysis 209
- Assignment 21 Estimating financing requirements 215
- Assignment 22 Stress testing your business projections 244

## **PHASE SIX**

### **Business controls 249**

#### **Introduction 251**

- Assignment 23 Financial controls 252
- Assignment 24 Sales and marketing controls 262
- Assignment 25 Other business controls 266

**PHASE SEVEN**

Writing up and presenting your business plan 269

Introduction 271

Assignment 26 Writing up and presenting your business  
plan 272

*Index of key organizations and resources for business planning 287*

*Index 295*