## THE SUNDAY TIMES

## How to Write a Business Plan

- \* CREATE YOUR STRATEGY
- \* FORECAST YOUR FINANCES
- \* PRODUCE THAT PERSUASIVE PLAN

**Brian Finch** 

## contents

ntroduction		1
1.	the structure of the plan using appendices 18	15
2.	summary	20
3.	the business background the business 24; what is the product or service? 25; the markets 25; supply 26; how did you get here? 27;	24
4.	the market overview 29; market structure 30; competitors 31; customers 32; distribution 33; trends 33; competitive advantage 34; market segmentation 36; differentiation 36; pricing 37; barriers to entry 38; new technologies 39	29
5.	operations differences 41; processes 42; control 43; experience 43; supply 44; systems 45; location and environment 45; regulatory control 46	40
6.	management the essential difference 52; what skills are required? 53; organisation structure 54; demonstrating control 55	48

7.	the proposal explain 59; the proposition 60; why will you succeed? 61; ask for what you want! 62 what have you invested? 64; closing the deal 64; the exit 65	59
8.	the forecast the sales forecast 66; costs 68; the five-year forecast 68; reviewing the plan 70; sensitivity 71; key assumptions 73; explain important points 76	66
9.	financial information profit and loss account 78; cash forecast 81; sensitivity 82; funding 83; reconciling and checking 84; timing 84; balance sheet 86; some important terms 88	77
10.	risks	90
11.	confidentiality	93
12.	the internal business plan how to use plans to help run organisations 95; planning is not budgeting!! 101; non-traditional plans 102; the corporate vision: soft data and hard data 104; creating strategy 107; conduct action-oriented planning 109; where are you starting from? 112; involving staff – building the team 116; tips for producing and using the internal plan 117; the dead hand of corporate politics 121; using business plans for bidding 126	95
арре	ndix the confidentiality letter	129
glossary		131