Business name

Business plan

[Insert date]

#

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|  |
| --- |
| DETAILS OF BUSINESS |
| Business name: |
| Date registered: |
| Owners: |
| Australian business number (ABN): |
| Australian company number (ACN): |
| Tax file number (TFN): |
| Address: |
| Phone, fax and email: |

How to use this business plan template

A [business plan](http://www.business.qld.gov.au/business/starting/business-planning/preparing-business-plan?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit) is a document that details how you will handle all the important aspects of your business. This business plan template is designed for both new and established businesses and covers the key areas of business planning:

* market research
* marketing planning
* legal and risk management planning
* operational planning
* human resources planning
* financial planning.

Save a version of this Word document to your own computer. Work through the template section by section. Each section contains a brief overview of the area you will research and write about, and a list of questions to answer.

There are links to a range of useful resources throughout the template. These resources provide more information about a topic and will help you give more detailed responses.

When you have finished answering all the questions you will be able to create an action plan that outlines the actual tasks you need to complete to achieve your goals.

Once your business is up and running, it is a good idea to regularly review and update your business plan.

**Note: This template is offered as a guide only. Feel free to add, delete or reformat any text as required.**

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# Executive summary

The executive summary is the first section of your plan, but it's best to write it last when you have a clear understanding of the direction of your business.

Your executive summary ‘sells’ the whole concept of your business. It should be convincing and excite the reader (who might be your bank manager or a potential investor). So it’s important to use strong, enthusiastic language that answers the following questions:

* **What is your** [**business vision**](http://www.business.qld.gov.au/business/starting/business-planning/create-a-business-vision?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit)**?**
* **What is your legal structure?**
* **What products and services do you offer?**
* **Who are your customers?**
* **What sets you apart from your competitors?**
* **How will you create a market for your products and services?**
* **How will you operate?**
* **What are your financial projections?**
* **How will your business/industry evolve?**
* **Who owns/manages your business?**

# Product/service and market analysis

[Market research](http://www.business.qld.gov.au/business/starting/market-customer-research/market-research-basics/market-research-methods?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit) will help you develop marketing and sales strategies based on what you find out about your customers, competitors and industry environment.

(Also refer to *Target segments* and *Competitive analysis* in the *Marketing strategy and plan* section.)

## Products and services

You need a good understanding of your products/services in terms of [key features and benefits](http://www.business.qld.gov.au/business/running/sales-customer-service/sales-skills/knowing-products-services?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit) to a potential customer, any limitations and the [basis of the cost and sale price](http://www.business.qld.gov.au/business/running/marketing/pricing-products-services?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit).

Resources to help you complete this section:

* [Customer value proportion and unique selling points](https://www.business.qld.gov.au/running-business/marketing-sales/marketing/strategy-planning/competitive-advantage)
* [Pricing products and services](https://www.business.qld.gov.au/running-business/marketing-sales/marketing/strategy-planning/pricing-products-services)
* **Describe the key features of your products/services:**
* **Describe the benefits of your products/services:**
* **Describe any limitations of your products/services:**
* **What is the cost and sale price of your products/services?**
* **Are there any substitutes for your products/services?**

## Market analysis

Using a range of [market research resources](http://www.business.qld.gov.au/business/starting/market-customer-research/research-resources?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit) and different [market research methods](http://www.business.qld.gov.au/business/starting/market-customer-research/market-research-basics/market-research-methods?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit), gather important data about the market for your products/services and feasible levels of demand.

* **Briefly describe your market (e.g. local/regional/national market, target customers, seasonal influences, price ranges, growing/declining market):**

## Industry description and outlook

If you have accurate information about your industry, and any [current and upcoming market trends](http://www.business.qld.gov.au/business/starting/market-customer-research/research-resources/industry-market-trends-research?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit), you give your business the best chance to capitalise on opportunities that may arise.

* **Describe the industry you are in (e.g. age, present structure, size in terms of $ and volume):**
* **Describe any major trends (both past and future) affecting your industry:**
* **What are the chief characteristics of the market (e.g. growth industry, competitive nature, government involvement, high production costs)?**

## SWOT analysis

Use a [SWOT analysis](http://www.business.qld.gov.au/business/starting/market-customer-research/swot-analysis?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit) to identify strengths, weaknesses, opportunities and threats.

* Record the results of your SWOT analysis in the columns below. Also describe the strategy/strategies for addressing each item:

|  |  |  |  |
| --- | --- | --- | --- |
| Strength | Strategy | Weakness | Strategy |
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| Opportunities | Strategy | Threat | Strategy |
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# Marketing strategy and plan

## Phase 1 – Develop your marketing strategy

## Current situation

The best place to start is to collate and review your internal and external insights.

Resources to help you complete this section:

* [Develop your marketing strategy in 6 steps](https://www.business.qld.gov.au/running-business/marketing-sales/marketing/strategy-planning/marketing-strategy-planning%22%20%5Cl%20%22marketing-strategy)
* Keep in mind what you’ve learned during your product, service and market analysis in the previous section.

## Marketing objectives

As a business, it’s important to figure out exactly what you’re aiming to achieve.

* Set clear, realistic and measurable marketing objectives.
* Make sure that you have the ability to track and measure.

Resources to help you complete this section:

* [Develop your marketing strategy in 6 steps](https://www.business.qld.gov.au/running-business/marketing-sales/marketing/strategy-planning/marketing-strategy-planning#marketing-strategy)

## Target segments

The foundation for effective marketing is to truly understand your customers.

Resources to help you complete this section:

* [Develop your marketing strategy in 6 steps](https://www.business.qld.gov.au/running-business/marketing-sales/marketing/strategy-planning/marketing-strategy-planning#marketing-strategy)
* Read more about [target segments and the STP process](https://www.business.qld.gov.au/running-business/marketing-sales/marketing/strategy-planning/customer-focus#Segmentation)
* Complete the [customer profile chart](https://www.publications.qld.gov.au/dataset/marketing-advertising-promotion-resources/resource/3f157082-40ed-4c10-b984-b927e435873a?inner_span=True).

### 3.3.1 Customer profile chart

Think about what you know about your target customers. Add brief notes in the fields below to create customer profiles to help you segment your market.

| **Key variables** | **Your customers** |
| --- | --- |
| **Demographic*** age
* gender
* marital status
* income
* education
* occupation
* etc.
 |  |
| **Psychographic*** personality (e.g., outgoing, conscientious)
* lifestyle (focus of everyday routines, e.g., work, health or family)
* values (e.g., animal welfare, fair trade or sustainability)
* interests (e.g., hobbies)
* etc.
 |  |
| **Behavioural*** usage or buying behaviour (e.g., daily or seasonal)
* channels (e.g., buying instore or online)
* benefits valued (e.g., price, convenience or quality)
* etc.
 |  |
| **Geographic*** country
* state
* region
* suburb
* etc.
 |  |

## Competitive analysis

To gain a sustainable advantage, you must assess the competitive landscape.

Resources to help you complete this section:

* Read more about [identifying your competitive advantage and value proposition](https://www.business.qld.gov.au/running-business/marketing-sales/marketing/strategy-planning/competitive-advantage).
* Complete the competitor profile chart below.

### 3.4.1 Competitor profile chart

Create a profile for each of your competitors by adding brief notes in the fields below.

| **Key factors** | **Competitor A** | **Competitor B** | **Competitor C** |
| --- | --- | --- | --- |
| **Business profile**(e.g., history, locations, employees, customers) |   |   |   |
| **Products and services**(e.g., range, distribution and brands) |   |   |   |
| **Pricing model**(e.g., prices and payment options) |   |   |   |
| **Customer service**(e.g., standards, reputation and online ratings and reviews) |   |   |   |
| **Supply chain**(Whose products do they sell? Are they an exclusive distributor?) |   |   |   |
| **Brand difference**(What gives them an advantage – are they the cheapest, fastest, biggest, etc.?) |   |   |   |
| **Marketing approach**(Their channels and messages. Review their social media, website, and presence in local media.) |   |   |   |

**Your next step:** Continue to evaluate competitors and use this information to identify gaps in the market and enhance your marketing strategy.

## Brand positioning

Brand represents who you are, what you stand for and how you are different.
Resources to help you complete this section:

* [branding your business](https://www.business.qld.gov.au/running-business/marketing-sales/marketing/strategy-planning/business-branding)
* [identifying your competitive advantage and value proposition](https://www.business.qld.gov.au/running-business/marketing-sales/marketing/strategy-planning/competitive-advantage).

### 3.5.1 Customer value proposition

* Use our [template to develop your value proposition](https://www.publications.qld.gov.au/dataset/marketing-advertising-promotion-resources/resource/b2f2acd2-9122-46f6-ad81-91b7f7744eb3)
* Add/insert your final CVP here.

### 3.5.2 One-page brand strategy

Assess your ideal brand positioning against the 3 Cs: true to your **company**, compelling to **customers** and different from **competitors**.

Resources to help you complete this section:

* [branding your business](https://www.business.qld.gov.au/running-business/marketing-sales/marketing/strategy-planning/business-branding).

|  |  |
| --- | --- |
| **Vision**The long-term ambition for your business |  |
| **Purpose**Your ‘why’ – it’s your main reason for being in business |  |
| **Values**The behaviours that your business values |  |
| **Promise**Your compelling commitment to everyone |  |
| **Personality**Your voice – your tone, manner and style |  |
| **Proof**Your evidence – emotional and rational benefits |  |

### 3.6 Marketing programs

To help direct the marketing actions you need to take, summarise your big themes/focus areas.
Resources to help you complete this section:

* [writing a marketing strategy and plan](https://www.business.qld.gov.au/running-business/marketing-sales/marketing/strategy-planning/marketing-strategy-planning)
* [business marketing basics and the 7Ps](https://www.business.qld.gov.au/running-business/marketing-sales/marketing/strategy-planning/marketing-basics)
* [customer lifecycle marketing](https://www.business.qld.gov.au/running-business/marketing-sales/marketing/strategy-planning/customer-focus#Customer%20lifecycle%20marketing).

## Phase 2 – Translate into your marketing plan

## Marketing tactics

Based on your strategy, you’ll be well placed to identify the appropriate tactics.

* Learn more about [translate your marketing strategy into a marketing plan](https://www.business.qld.gov.au/running-business/marketing-sales/marketing/strategy-planning/marketing-strategy-planning#marketing%20plan).
* Refer to guides such as [advertising your business](https://www.business.qld.gov.au/running-business/marketing-sales/marketing/activities/business-advertising) and [using direct marketing](https://www.business.qld.gov.au/running-business/marketing-sales/marketing/activities/direct-marketing).
* Use our templates to do a [marketing channel audit](https://www.publications.qld.gov.au/dataset/marketing-advertising-promotion-resources/resource/10f78c08-3f9c-4937-bfe6-096c6506c0ad?inner_span=True) and [marketing collateral review](https://www.publications.qld.gov.au/dataset/marketing-advertising-promotion-resources/resource/64ef2d2d-a08c-42ab-8481-4cacb42895f3?inner_span=True).

## Key actions

To make your marketing initiatives happen, you need to get right into the detail. Consider your capability and capacity to deliver the programs.

### 3.7.1 Marketing action plan template

Resources to help you complete this section:

* [Translate your strategy into your marketing plan](https://www.business.qld.gov.au/running-business/marketing-sales/marketing/strategy-planning/marketing-strategy-planning#marketing%20plan)
1. Refer to your business plan and list your high-priority marketing initiatives.
2. Describe what you need to do in as much detail as required. Rename or adjust the fields to make relevant to your business.
3. Continue to update and refer to your marketing action plan.

| **Initiative** | **Tasks** | **Team member/supplier** | **Timing** | **Budget** | **KPIs** |
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## Business controls

To evaluate marketing effectiveness, you need to know what and how to report.

* Discover more about the requirements for business controls.
* Set KPIs for initiatives that contribute towards your objectives.

## Sales

[Successful selling](http://www.business.qld.gov.au/business/running/sales-customer-service/create-sales-plan/plan-achieve-desired-sales?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit) involves using the right distribution methods, keeping good records and developing relationships with customers.

* **What method(s) will you use to sell your products and services (e.g.** [**direct marketing**](http://www.business.qld.gov.au/business/running/marketing/direct-marketing/using-direct-marketing?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit)**,** [**telephone**](http://www.business.qld.gov.au/business/running/marketing/direct-marketing/telemarketing?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit)**,** [**mail order**](http://www.business.qld.gov.au/business/running/marketing/direct-marketing/direct-mail?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit)**,** [**retail**](http://www.business.qld.gov.au/industry/retail-and-wholesale?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit)**)?**

## Sales analysis and forecast

Using sales history and/or market research, you can [forecast the number and value of sales](http://www.business.qld.gov.au/business/running/sales-customer-service/create-sales-plan/plan-expected-desired-sales?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit) you expect to make. You can then set sales targets and plan how to reach them.

* **What are your current and proposed total sales ($), volume (units) and market share (%) for the next 2 years?**

|  |  |  |  |
| --- | --- | --- | --- |
| Segment | Current year | 2nd year  | 3rd year |
| (e.g. by area, product, store, customer type, distribution method) | Total $ | Vol. (units) | Market share % | Total $ | Vol. (units) | Market share % | Total $ | Vol. (units) | Market share % |
|  |  |  |  |  |  |  |  |  |  |
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|  |  |  |  |  |  |  |  |  |  |
| Total sales ($) | $ |  |  | $ |  |  | $ |  |  |

* **What is your** [**sales plan**](http://www.business.qld.gov.au/business/running/sales-customer-service/create-sales-plan?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit) **for reaching these targets?**
* **How can you maintain/increase your market share over the next 2 years (i.e. what is your general marketing strategy)?**

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# Legal matters and risk management

## Business structure

A business can be legally structured in several ways. Choosing the best [legal structure](http://www.business.qld.gov.au/business/starting/business-startup-options/business-legal-structures) for your business is one of the first and most important decisions you need to make.

* **Briefly describe the** [**legal structure**](http://www.business.qld.gov.au/business/starting/business-startup-options/business-legal-structures?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit) **of your business:**

## Contracts, licences and agreements

You need to understand your [legal rights and responsibilities](http://www.business.qld.gov.au/business/starting/starting-a-business/business-rights?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit) as a business owner and know when to seek [professional advice](http://www.business.qld.gov.au/business/starting/starting-a-business/working-business-advisers?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit).

* **What** [**licences**](http://www.business.qld.gov.au/business/starting/starting-a-business/business-licensing?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit)**, contracts or agreements currently relate to your business? Note any action required for each:**

|  |  |  |
| --- | --- | --- |
| **Licence/contract/agreement** | Current status | Action |
| Operational licences, permits or registrations |  |  |
| Business purchase or sale contract |  |  |
| Franchise agreement |  |  |
| Plant and equipment purchase or maintenance |  |  |
| Advertising contracts |  |  |
| Distribution rights |  |  |
| Purchase or supply contracts |  |  |
| Service contracts |  |  |
| Loan/finance contracts |  |  |
| Agreements with customers and contractors |  |  |
| Cooperative agreements with other businesses |  |  |

## Intellectual property

[Intellectual property (IP)](http://www.business.qld.gov.au/business/starting/legal-obligations/meeting-legal-obligations/intellectual-property?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit) can give your business its competitive advantage. Conducting an IP audit will help you find out what IP assets you have, and how you can protect them.

* **Briefly describe your IP assets. What protection do they have?**

|  |  |  |  |
| --- | --- | --- | --- |
| IP asset | Type of protection | Expiry date | Conditions of protection |
|  |  |  |  |
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## Insurance

Choosing the right insurance will help you manage and reduce potential risks. You should regularly review and update your insurance, especially as your business grows or changes.

* **Describe your** [**business insurance**](http://www.business.qld.gov.au/business/starting/starting-a-business/business-insurance?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit) **- including items and sums insured, premium paid and the frequency of the review of your insurance needs:**

## Leases

Before you sign a lease, you need to be confident that you understand and can meet all the terms and conditions.

* **If your business operates from** [**leased premises**](http://www.business.qld.gov.au/business/starting/business-premises-utilities/leasing-premises?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit)**, are you familiar with all the terms and conditions in relation to:**

|  |  |  |
| --- | --- | --- |
| Item | Yes/No | Action |
| Lease terms and conditions |  |  |
| Rent payment provisions (advance, review, formula) |  |  |
| Term options and expiry dates |  |  |
| Assignment or transfer of lease |  |  |
| Permitted use and restriction |  |  |
| Location/zoning/real property description |  |  |
| Relocation or demolition clause |  |  |
| Body corporate details |  |  |
| Outgoings |  |  |
| Responsibility for repairs and maintenance |  |  |
| Trading hour requirements |  |  |
| Government and town planning regulations |  |  |

## Employees

As an employer, it is important for you to understand [employment-related legislation](http://www.business.qld.gov.au/business/employing/employee-rights-awards-entitlements?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit) and your [obligations towards your employees](http://www.business.qld.gov.au/business/employing?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit).

* **Are you aware of your responsibilities in the following areas?**

|  |  |  |
| --- | --- | --- |
| Item | Yes/No | Action |
| Superannuation |  |  |
| Workers’ compensation |  |  |
| Tax (PAYG and payroll) |  |  |
| Termination of employment |  |  |
| Industrial disputes |  |  |
| Workplace health and safety |  |  |
| Sex discrimination |  |  |
| Human rights and equal opportunity |  |  |
| Parental leave |  |  |
| Negligence |  |  |
| Holiday and long service leave |  |  |
| Employment contracts |  |  |
| Industry awards |  |  |
| Hiring apprentices/trainees |  |  |

## Financial

* **Are you aware of your legal responsibilities regarding:**

|  |  |  |
| --- | --- | --- |
|  | Yes/No | Action |
| Liability and legal structure of business |  |  |
| Tax (GST, BAS statements, FBT) |  |  |
| Keeping statutory records and receipts |  |  |
| Customer credit policy |  |  |

## Risk management

[Risk management](http://www.business.qld.gov.au/business/running/risk-management?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit) is about preparing for internal and external scenarios that may directly affect your business:

* **Use the table below as a starting point for your** [**risk management plan**](http://www.business.qld.gov.au/business/running/risk-management/risk-management-plan-business-impact-analysis?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit)**:**

 (L = low, VL = very low, M = medium, H = high, VH = very high)

| **Risk description** | **Likelihood** | **Impact** | **Priority** | **Preventative action** | **Contingency plans** |
| --- | --- | --- | --- | --- | --- |
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## Legal and ethical trading

[Legal and ethical conduct](http://www.business.qld.gov.au/business/starting/legal-obligations/legal-ethical-selling?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit) protects your business from legal risks but also builds a strong reputation and earns long-term customer loyalty.

* **Do you need to comply with any** [**codes of practice**](http://www.business.qld.gov.au/business/starting/starting-a-business/codes-of-practice?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit)**?**
* **Which business activities are regulated under** [**Australian Consumer Law**](http://www.business.qld.gov.au/business/starting/legal-obligations/competition-and-consumer-act?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit)**?**
* **Do you and your staff understand your legal obligations to customers regarding** [**guarantees, warranties and refunds**](http://www.business.qld.gov.au/business/starting/legal-obligations/guarantees-warranties-and-refunds?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit)**?**
* **How will you comply with** [**customer privacy laws**](http://www.business.qld.gov.au/business/starting/legal-obligations/protecting-privacy-information?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit)**?**

##  Conclusion

* **Key points for action plan (e.g. to raise with your** [**business adviser**](http://www.business.qld.gov.au/business/starting/starting-a-business/working-business-advisers?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit)**):**

#

# Operating plan

## Location

Choosing [where to locate your business](http://www.business.qld.gov.au/business/starting/business-premises-utilities/finding-right-location?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit) is an important decision that requires research and planning.

* **Briefly describe your location requirements (e.g. space, type of building, zoning, access, parking):**

## Production

Understanding your production processes will help to standardise your operations and create efficiency. It may also generate ideas for future [innovation](http://www.business.qld.gov.au/business/business-improvement/becoming-innovative-business?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit).

* **How and where are your products or services produced?**
* **What costs are involved in production?**
* **Have you documented** [**standard procedures**](http://www.business.qld.gov.au/business/starting/business-planning/processes-procedures-standards?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit)**?**
* **What quality control measures do you use?**
* **Do you have any strategies for** [**new product development**](http://www.business.qld.gov.au/business/business-improvement/new-product-development?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit)**?**

## Current performance

[Benchmarking](http://www.business.qld.gov.au/business/starting/market-customer-research/benchmarking-business?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit) is a way of measuring your performance against similar-sized businesses in your industry. Rate these operational features relative to the industry average.

|  |  |  |
| --- | --- | --- |
| Operational feature | Rating out of 10 | Methods for improvement |
| **Current** | **Expected** **(in next 6 months)** |
| Cost |  |  |  |
| Quality |  |  |  |
| Wastage |  |  |  |
| Flexibility |  |  |  |
| Skill levels |  |  |  |
| Dependability |  |  |  |
| Scheduling |  |  |  |
| Downtime |  |  |  |
| Safety |  |  |  |
| Service |  |  |  |
| Technology |  |  |  |
| Innovation |  |  |  |

## Customer management

* **How will you keep** [**customer records**](http://www.business.qld.gov.au/business/running/customer-service/collecting-and-storing-customer-information?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit)**?**
* **Describe your** [**customer credit policy**](http://www.business.qld.gov.au/business/running/making-and-managing-money/managing-debtors/offering-credit-managing-risk?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit) **(e.g. payment terms, invoicing, managing debtors)**

## Plant and equipment

Because of the potentially large costs involved, you may wish to be guided by advice from your accountant or [business adviser](http://www.business.qld.gov.au/business/starting/starting-a-business/working-business-advisers?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit).

* **What plant and equipment do you need to operate your business?**
* **How do you plan to finance your plant and equipment (rental, lease or buy)?**
* **What are the ongoing operating costs and maintenance requirements?**

|  |  |  |  |
| --- | --- | --- | --- |
| Description of plant or equipment Item | Number required | Cost and how financed | Ongoing costs - maintenance strategy |
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## List of major suppliers

Using the Yellow Pages is a good way to [find suppliers](http://www.business.qld.gov.au/business/starting/supplier-stock-management/finding-right-suppliers?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit). Attending industry events and exhibitions is a good way to examine potential suppliers’ products and services.

* **Who are your main suppliers and what terms do they offer?**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Name | Product/service | Volume purchased | Trading terms | Alternate suppliers |
|  |  |  |  |  |
|  |  |  |  |  |
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## Stock and inventory

You will need to keep track of the items you sell, use or manufacture. The [stock control](http://www.business.qld.gov.au/business/starting/supplier-stock-management/stock-control-basics?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit) system you use will depend on the size of your business and the type of stock you use.

* **What are your storage requirements (e.g. capacity, access, regulations, safety, product deterioration)?**
* **What** [**inventory control system**](http://www.business.qld.gov.au/business/starting/supplier-stock-management/stock-control-basics/keeping-track-stock?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit) **will you use?**

## Business continuity

[Business continuity planning](http://www.business.qld.gov.au/business/running/risk-management/business-continuity-planning/whats-in-business-continuity-plan?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit) involves developing a practical plan to keep your business operating after an incident or crisis.

* **Do you need to develop a business continuity plan?**

## Conclusion

* **Key points for action plan (e.g. to raise with your** [**business adviser**](http://www.business.qld.gov.au/business/starting/starting-a-business/working-business-advisers?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit)**):**

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# Human resources plan

In this part of the business plan you will review staff functions, job descriptions, human resource policies, [workforce planning](http://www.business.qld.gov.au/business/employing?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit) and training.

## Management and key personnel

Starting and running a business requires specific skills so it's essential to identify the skills you already have, and the ones you may need to improve or learn.

* **What is your organisational structure?**
* **Describe the** [**skills and experience**](http://www.business.qld.gov.au/business/starting/starting-a-business/skills-running-business/assess-business-skills?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit) **of the owners and key personnel:**

|  |  |  |
| --- | --- | --- |
| **Name** | **Position** | **Skills and experience** |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

* **Have job descriptions (outline of duties) and job specifications (education, experience and personal qualities required) been prepared for key personnel?**
* **Do you have a** [**performance assessment**](http://www.business.qld.gov.au/business/employing/staff-development/staff-performance-reviews?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit) **process in place?**
* **Include details of** [**employment conditions**](http://www.business.qld.gov.au/business/employing/employee-rights-awards-entitlements?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit) **which may list awards or workplace agreements under which staff are employed.**
* **Include details of** [**business advisers**](http://www.business.qld.gov.au/business/starting/starting-a-business/working-business-advisers?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit) **and other external contacts:**

|  |  |
| --- | --- |
| Name | Contact details |
| Accountant: |  |
| Solicitor: |  |
| Bankers: |  |
| Trade or industry association: |  |
| Consultants: |  |
| Insurance company: |  |
| Other: |  |

## Staff

In your business, your employees will be your most valuable asset. In most cases they will also be your greatest cost, so it's important to [**hire the right people**](http://www.business.qld.gov.au/business/employing/taking-on-staff/finding-staff?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit)**.**

* **Detail the total number of staff employed in the different categories, and** [**wage expense**](http://www.business.qld.gov.au/business/employing/employee-rights-awards-entitlements/paying-staff?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit)**.**

|  |  |  |
| --- | --- | --- |
|  | Number of staff | Wages $ |
|  | Current year | Next year 1 | Next year 2 | Current year | Next year 1 | Next year 2 |
| Administration |  |  |  |  |  |  |
| Accounting |  |  |  |  |  |  |
| IT |  |  |  |  |  |  |
| Legal |  |  |  |  |  |  |
| Marketing/sales |  |  |  |  |  |  |
| Management |  |  |  |  |  |  |
| Production |  |  |  |  |  |  |
| Research/technology |  |  |  |  |  |  |
| Other |  |  |  |  |  |  |
| TOTAL |  |  |  |  |  |  |

## Training

[Training](http://www.business.qld.gov.au/business/employing/staff-development/training-staff/external-training-providers-courses?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit) helps you get the most out of your staff and increases their job satisfaction, which can help you retain staff and avoid the expense of recruitment.

* **Current and required qualifications/skill levels of staff are rated 1-10 as follows:**

|  |  |  |
| --- | --- | --- |
|  | Actual (1-10) | Projected (1-10) |
| Administration |  |  |
| Accounting/bookkeeping |  |  |
| IT |  |  |
| Legal  |  |  |
| Marketing/sales |  |  |
| Management |  |  |
| Production |  |  |
| Research/technology |  |  |
| Other |  |  |

* **The following** [**external training**](http://www.business.qld.gov.au/business/employing/staff-development/training-staff/external-training-providers-courses?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit) **programs will be attended over the next 12 months:**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Staff member | Training course details  | Date | Duration | Cost |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
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* **Structured** [**on-the-job training**](http://www.business.qld.gov.au/business/employing/staff-development/training-staff/internal-staff-training-programs?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit) **will be conducted over the next 12 months:**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Staff member | Training course details  | Date | Duration | Cost |
|  |  |  |  |  |
|  |  |  |  |  |
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## Recruitment

If you need to [hire staff](http://www.business.qld.gov.au/business/employing/taking-on-staff?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit) for a new business venture or to support growth in an existing business, you should spend time setting up recruitment processes.

* **Do you have processes in place for** [**recruitment and interviewing**](http://www.business.qld.gov.au/business/employing/taking-on-staff/recruiting-and-interviewing?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit)**?**
* **Do you have a** [**staff code of conduct**](http://www.business.qld.gov.au/business/employing/taking-on-staff/staff-code-conduct?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit)**?**
* **Do you have a** [**staff induction program**](http://www.business.qld.gov.au/business/employing/taking-on-staff/staff-inductions?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit)**?**

## Succession planning

If you have spent many years developing and growing your business, selling it on the open market may not appeal to you as much as passing it on to someone you know and trust.

* **Have you formally documented a** [**succession plan**](http://www.business.qld.gov.au/business/exiting-business/succession-planning?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit)**?**

## Conclusion

* **Key points for action plan (e.g. to raise with management and/or** [**business adviser**](http://www.business.qld.gov.au/business/starting/starting-a-business/working-business-advisers?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit)**):**

#

# Financial plan

Although you can prepare you own [financial statements or forecasts](http://www.business.qld.gov.au/business/running/making-and-managing-money/understanding-financial-terms-and-reports?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit), it may help to work with your accountant or business adviser. You can also use the financial statements in our [sample business plans](http://www.business.qld.gov.au/business/support-tools-grants/tools/business-planning-tool?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit) as a guide.

## Start-up or expansion costs

One of the most common causes of new business failures is not having enough [start-up capital](http://www.business.qld.gov.au/business/starting/starting-a-business/calculating-your-costs-when-starting-a-business?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit) to meet expenses, especially in the first 6-12 months of starting.

* **Use the** [**start-up costs calculator**](http://www.business.qld.gov.au/business/starting/starting-a-business/calculating-your-costs-when-starting-a-business?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit) **to work out your required start-up capital.**

## Profit and loss forecast

A [profit and loss forecast](http://www.business.qld.gov.au/business/running/making-and-managing-money/understanding-financial-terms-and-reports/using-budgets-and-forecasts?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit) involves listing your planned expenses and calculating the sales targets needed to reach your profit goals.

* **Download the** [**financial statements spreadsheet**](http://www.business.qld.gov.au/business/support-tools-grants/tools/business-planning-tool/?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit) **to help prepare your profit and loss forecast.**

## Cash flow forecast

[Cash flow forecasting](http://www.business.qld.gov.au/business/running/making-and-managing-money/understanding-financial-terms-and-reports/using-budgets-and-forecasts?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit) is a management tool that helps you estimate whether you will have enough cash to pay your business expenses when they become due.

* **Download the** [**financial statements spreadsheet**](http://www.business.qld.gov.au/business/support-tools-grants/tools/business-planning-tool?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit) **to help prepare your cash flow forecast.**

## Balance sheet

A [balance sheet](http://www.business.qld.gov.au/business/running/making-and-managing-money/understanding-financial-terms-and-reports/interpreting-balance-sheets?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit) shows your business’s assets (what you own), liabilities (what you owe) and owner’s equity (total assets minus total liabilities) at a given point in time.

* **Download the** [**financial statements spreadsheet**](http://www.business.qld.gov.au/business/support-tools-grants/tools/business-planning-tool?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit) **to help prepare your balance sheet.**

## Financial ratios

For an existing business, you can assess your performance by completing the following [financial ratios](http://www.business.qld.gov.au/business/running/making-and-managing-money/monitoring-your-financial-performance/using-ratios-in-your-business?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit) (based on profit and loss reports and balance sheets for the last 2 years).

|  |  |  |  |
| --- | --- | --- | --- |
| Ratio | Formula | Definition | Result |
| Gross profit margin (%) | (Gross profit x 100) ÷ Sales | The gross profit margin is gross profit expressed as a percentage of sales. A key indicator of your business’s overall financial health and production efficiency. |  |
| Net profit margin (%) | (Net profit x 100) ÷ Sales | The net profit margin is net profit expressed as a percentage of sales. Shows how effectively your business turns sales into profit. |  |
| Break-even point | Fixed costs ÷ Gross profit margin | The break-even point is the point at which total revenue equals total expenses. Shows the minimum sales required to cover costs (i.e. to ‘break even’). |  |
| Margin of safety | Total sales – Break-even point | Shows how much actual or forecasted sales exceed the break-even point. Shows how much ‘breathing room’ you have (i.e. how much sales can drop before you start making a loss). |  |
| Current ratio | Current assets ÷ Current liabilities | A measure of your business' liquidity (i.e. ability to repay short-term debts). A ratio below 1 shows liquidity problems. |  |
| Current trading level per month | Annual sales ÷ 12 | Used to determine average monthly sales. Useful for analysing and setting sales targets. |  |
| Budget sales level | [Overheads + drawings + loan (principal)] ÷ Gross profit margin | This ratio indicates the level of sales needed to achieve the desired profit on drawings and the repayment of the principal. |  |
| Debtor days | (Trade debtors x 365) ÷ Credit sales per year | This ratio approximates the average number of days debtors are outstanding. |  |
| Creditor days | (Trade creditors x 365) ÷ Credit purchases per year | This ratio approximates the average number of days creditors are outstanding. |  |
| Days stock | (Closing stock x 365) ÷ Material used or stock purchases | This ratio approximates the number of days stock is held without replenishment. |  |
| Stock turnover | Cost of goods sold ÷ Average stock value | This ratio is used to approximate the number of times in a year the stock turns over. Greater stock turn reduces working capital. |  |
| Gearing ratio (%) | (Borrowed funds x 100) ÷ Total assets | This ratio is used to ascertain the extent to which the total assets of the business are used for borrowed funds. |  |
| Debt to equity ratio | Total liabilities ÷ Owner’s equity | This ratio shows the relative proportion of owner’s equity and debt used to finance your business’s assets. |  |
| Asset turnover per annum | Total sales ÷ Total assets | This ratio is used to show the extent to which total assets are used to produce sales. |  |

## Conclusion

* **Key points for action plan (e.g. to raise with your** [**business adviser**](http://www.business.qld.gov.au/business/starting/starting-a-business/working-business-advisers?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit)**):**

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# Action plan

You have now completed all the major parts of your business plan.

In order for your plan to become a reality, actions have to be coordinated and placed into a time frame. Add the action items you identified at the end of each section above to the following action plan schedule.

Regular contact should be maintained with your [business advisers](http://www.business.qld.gov.au/business/starting/starting-a-business/working-business-advisers?utm_source=business-plan-template&utm_medium=MS-Word-2010&utm_campaign=business-plan-kit) to review the outcomes of this action plan.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Action | Date initiated | Date for follow up | Person responsible | Deadlines | Outcome | Costs |
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# Appendix

This appendix will contain copies of relevant documents that will improve a reader’s appreciation of your business and its goals. The checklist on the following page indicates information you could include.

**Executive summary**

References from customers and suppliers [ ]

Copies of business agreement/business name registration [ ]

Awards, details of significant milestones [ ]

**Product/service and market analysis**

Patents, trademarks and copyrights [ ]

Photos of products, equipment and facilities [ ]

**Marketing plan**

Marketing material including brochures, advertisements [ ]

Market research reports [ ]

Media releases, features, articles [ ]

**Operating plan**

Quality control and procedures manuals [ ]

**Human resources plan**

Resumes of key people, references [ ]

Organisation chart [ ]

Training certificates, degrees [ ]

**Legal matters and risk management**

Partnership agreements, company memorandum and articles of association [ ]

Employment contracts [ ]

Lease and loan documents [ ]

Service agreements [ ]

**Finance plan**

Profit and loss (previous year) [ ]

Balance sheet (previous year) [ ]

Ratio analysis [ ]

Annual profit budget [ ]

Annual cash flow forecast [ ]

Debtor and creditor analysis [ ]