

## **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