



**E** SOUTH DUBLIN COUNTY  
**N TERPRISE BOARD**  
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# **Business Planning Workbook**

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## 1. Company Details

### *A Ownership/Management Structure (Repeat for Each Shareholder)*

|                              |  |
|------------------------------|--|
| Name                         |  |
| Address                      |  |
| Background & Work experience |  |
| Date of Birth                |  |
| Role in Business             |  |
| Shareholding                 |  |

### *B Legal Details*

|                          |  |
|--------------------------|--|
| Legal structure          |  |
| Company Registration No. |  |
| VAT Registration No.     |  |

### *C Legal Advisers*

|                   |  |
|-------------------|--|
| Name of Practice: |  |
| Contact Name:     |  |
| Address           |  |
| Tel. No..         |  |

### *D Financial Advisers*

|                   |  |
|-------------------|--|
| Name of Practice: |  |
| Contact Name:     |  |
| Address           |  |
| Tel. No..         |  |

### *E Bankers*

|                   |  |
|-------------------|--|
| Name of Practice: |  |
|-------------------|--|

|               |  |
|---------------|--|
| Contact Name: |  |
| Address       |  |
| Tel. No..     |  |

## 2. The Market Opportunity

### 2.1 Characteristics of your Market

#### A Market Need

|  |
|--|
| What market need does your product or service satisfy? |
|  |
|  |
|  |
|  |
|  |

#### B Market size

|  |       |
|--|-------|
| Estimate the size and value of your market per annum |       |
| Units  | Value |
|  | £     |
| What is the basis or source of this estimate?        |       |
|  |       |
|  |       |
|  |       |

#### C Growth Trend

| Year | Market Volume | Market Value | % Change over previous year |
|------|---------------|--------------|-----------------------------|
|      |               |              |                             |
|      |               |              |                             |
|      |               |              |                             |
|      |               |              |                             |
|      |               |              |                             |

#### D Customer Profiles

| Characteristic<br>(e.g. "Age", "Income") | Customer Type A | Customer Type B | Customer Type C |
|--|-----------------|-----------------|-----------------|
|  |                 |                 |                 |
|  |                 |                 |                 |

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|  |  |  |  |
|--|--|--|--|
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

**E Key Buying Motives**

What are the features of the product/service (or the supplier) which buyers use to choose one over another - in order of importance?

| Order | Motive/Feature<br>(e.g. "Quality", "Price" "Design", "Fashionable", etc.) |
|-------|---|
| 1     |   |
| 2     |   |
| 3     |   |
| 4     |   |

**F Channel Structure**

Describe the "channel" of middlemen through which the product or service flows between the originator and the consumer (e.g. "Wholesaler to retailers")

|  |
|--|
|  |
|  |
|  |
|  |

**G Major Middlemen**

Who are the major Distributors, Wholesalers, Agents, etc in the market and which brands do they handle?.

| Rank | Name | Competing brands handled |
|------|------|--------------------------|
| 1    |      |                          |
| 2    |      |                          |
| 3    |      |                          |
| 4    |      |                          |

**H Major Retailers**

Who are the major retailers (if any) in the market and which brands do they sell?

| Rank | Name | Brands/suppliers/agencies handled |
|------|------|-----------------------------------|
| 1    |      |                                   |
| 2    |      |                                   |
| 3    |      |                                   |

---

|   |  |  |
|---|--|--|
| 4 |  |  |
| 5 |  |  |

***I Segments***

| What logical segments does your market break down into, which require different treatment? |             |
|--|-------------|
| Segment  | Description |
| A  |             |
| B  |             |
| C  |             |
| D  |             |
| E  |             |

***J Market Location & Geographic Boundaries***

| Describe the geographic area or boundaries within which you will sell. |
|--|
|  |
|  |
|  |
|  |
|  |

**2.1.2 Competitive Analysis**

| <b>Competitors Name</b>             | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> |
|-------------------------------------|----------|----------|----------|----------|
| Location                            |          |          |          |          |
| Brand name                          |          |          |          |          |
| Summary of their marketing strategy |          |          |          |          |
| Unique Selling Proposition          |          |          |          |          |
| Price                               |          |          |          |          |
| Sold through:                       |          |          |          |          |
| Strengths of their product/service  |          |          |          |          |

| Name                                     | 1 | 2 | 3 | 4 |
|--|---|---|---|---|
| Weaknesses of their product/service      |   |   |   |   |
| Strategic weaknesses of the organisation |   |   |   |   |
| Strategic strengths of the organisation  |   |   |   |   |
| Estimated Turnover                       |   |   |   |   |

### 3. Marketing Plan

#### 3.1 Recent Sales Performance

##### A Recent Sales Performance Figures

|                             |  |
|-----------------------------|--|
| Year to [            ]month |  |
| Last Year                   |  |
| Previous Year               |  |

##### B Names of previous and existing customers

| Customer Names | Order value | Products/services ordered | Date of last order |
|----------------|-------------|---------------------------|--------------------|
|                | £           |                           |                    |
|                | £           |                           |                    |
|                | £           |                           |                    |
|                | £           |                           |                    |
|                | £           |                           |                    |

##### C Confirmed forward orders

| Customer Names | Order value | Products/services ordered | Due date |
|----------------|-------------|---------------------------|----------|
|                | £           |                           |          |
|                | £           |                           |          |
|                | £           |                           |          |
|                | £           |                           |          |
|                | £           |                           |          |

#### 3.2 Marketing Strategy

##### 3.2.1 Product/Service

###### A Range of products/services

| Describe each product/service in your range |  |
|---|--|
| A   |  |
| B   |  |
| C   |  |
| D   |  |
| E   |  |

***B Differentiation***

What differences will customers see between your product/service and those of your competitors?

|   |  |
|---|--|
| A |  |
| B |  |
| C |  |
| D |  |

***C Benefits***

What benefits will your product/service offer to the buyer which are likely to satisfy their needs as they see them?

|   |  |
|---|--|
| A |  |
| B |  |
| C |  |
| D |  |

***D Features***

What features will your product/service offer to the buyer which they are likely to understand and value?

|   |  |
|---|--|
| A |  |
| B |  |
| C |  |
| D |  |

***E Packaging***

How will your product be packaged and in what sizes?

|  |
|--|
|  |
|  |
|  |

***F Associated Service***

If yours is a manufactured product, what services will you provide to channel members and end users, particularly in regard to maintenance/repair and quality assurance?

|  |
|--|
|  |
|--|

|  |
|--|
|  |
|  |

### 3.2.2 Price

#### A Per-unit Costs

| Estimate the <u>total</u> cost per unit of producing/supplying your product or service under the following headings |                     |      |
|---|---------------------|------|
| Category  | Description         | Cost |
| Materials   |                     | £    |
| Labour  |                     | £    |
| Energy  |                     | £    |
| Packaging   |                     | £    |
| Transport   |                     | £    |
| Other Variable Costs  |                     | £    |
|   | <b>Total cost</b>   | £    |
|   | Gross Profit Margin | £    |

#### B Competitors Prices

| What prices do your competitors sell at? |   |
|--|---|
| Lowest Price                             | £ |
| Average Price                            | £ |
| Highest Price                            | £ |

#### C Customer's Perception of Your Products Value

|  |   |
|--|---|
| What price do you believe customers will be <i>willing</i> to pay for your product/service?<br><i>i.e. What <u>value</u> do they place on it - relative to its competitors</i> | £ |
| Explain the justification for any premium price in excess of the average of your competitor's prices.  |   |
|  |   |
|  |   |
|  |   |

#### D Pricing Structure

|  |   |
|--|---|
| What margins will you allow to the distribution channel<br><i>(expressed as a percentage of their buying in price)</i> |   |
| Distributor/Wholesaler/Agent, etc.   | % |

|          |   |
|----------|---|
| Retailer | % |
|----------|---|

|  |  |
|--|--|
| What policies will you adopt regarding bulk discounts, credit terms and special offers |  |
| <b>Bulk discounts</b>  |  |
|  |  |
|  |  |
|  |  |
| <b>Credit terms</b><br>(including early payment)                                       |  |
|  |  |
|  |  |
|  |  |
| <b>Special offers</b>  |  |
|  |  |
|  |  |
|  |  |

**3.2.3 Promotion**

**A Target Audience**

|  |                       |                     |                        |
|--|-----------------------|---------------------|------------------------|
| Identify the type of people who play a role in the buying decision |                       |                     |                        |
|  | <b>Whether to buy</b> | <b>Which to buy</b> | <b>How much to buy</b> |
| <b>Influencers</b>   |                       |                     |                        |
| <b>Deciders</b>  |                       |                     |                        |

**B Media/techniques To Reach Target Group**

|  |                                    |
|--|------------------------------------|
| What promotional techniques will you use to reach the target audience and how? |                                    |
| <b>Technique</b>   | <b>If used, please explain how</b> |
| Advertising <input type="checkbox"/>   |                                    |
| Brochures <input type="checkbox"/>   |                                    |
| Flyers <input type="checkbox"/>  |                                    |

|   |  |
|---|--|
| Demonstrations <input type="checkbox"/> |  |
| Exhibitions <input type="checkbox"/>    |  |
| Other: [ <input type="text"/> ]         |  |

### *C Message/Image To Be Projected*

|  |
|--|
| What image and message will you try to project through your promotion? |
|  |
|  |
|  |
|  |

### *D Point-of-Sale Materials*

|  |
|--|
| What point of sale materials will you provide (if any) |
|  |
|  |
|  |
|  |

## 3.2.4 Distribution

### *A Channel Design*

| What type of middlemen will you sell through and how many of each type? |        |
|---|--------|
| Type  | Number |
|   |        |
|   |        |
|   |        |

### *B Incentives for Channel Members*

|  |
|--|
| What incentives will you offer to distributors, retailers, etc. to encourage them to stock and sell your product/service?. |
|  |
|  |
|  |

*C Channel Stocks*

| What average level of stocks will be held in the distribution channel? |             |               |             |
|--|-------------|---------------|-------------|
| Type of middleman  | Number used | Average stock | Total Stock |
|  |             |               |             |
|  |             |               |             |
|  |             |               |             |









*F Sales Projections - Market Breakdown*

|   |   |
|---|---|
| <b>Total market value per annum</b>               | £ |
| <b>Of which, value of our segment</b>             | £ |
| <b>Of which: value of our sub-segment</b>         | £ |
| <b>Of which: value of our sub-sub-segment</b>     | £ |
| <b>Value of our niche market</b>                  | £ |
| <b>Projected market share in our niche market</b> | % |
| <b>Projected sales per annum</b>                  | £ |
| Of which Month 1                                  | £ |
| Month 2   | £ |
| Month 3   | £ |
| Month 4   | £ |
| Month 5   | £ |
| Month 6   | £ |
| Month 7   | £ |
| Month 8   | £ |
| Month 9   | £ |
| Month 10  | £ |
| Month 11  | £ |
| Month 12  | £ |

**3.3 Marketing Costs**

|                                       |                      |   |
|---------------------------------------|----------------------|---|
| <b>Discounts</b>                      | £                    |   |
| <b>Special Offers</b>                 | £                    |   |
| <b>Promotion</b>                      | Advertising          | £ |
|                                       | Brochures            | £ |
|                                       | Flyers               | £ |
|                                       | Demonstrations       | £ |
|                                       | Exhibitions          | £ |
|                                       | Others               | £ |
| <b>Selling Costs</b>                  | Salaries             | £ |
|                                       | Overhead             | £ |
|                                       | Travel & Subsistence | £ |
|                                       | Commission           | £ |
| <b>Total Marketing Cost Per Annum</b> |                      | £ |

## 4. Operations Plan

### 4.1 Premises

#### A Size

| <i>What floor area will be required for each of the following functions of your business?.</i> |         |
|--|---------|
| Production   | Sq. ft. |
| Sales/display  | Sq. ft. |
| Storage of Stock   | Sq. ft. |
| Administrative Offices   | Sq. ft. |
| Staff Facilities (Canteen, Lockers, Toilets)   | Sq. ft. |
| Workshop/lab   | Sq. ft. |
| Loading/Unloading  | Sq. ft. |
| Parking  | Sq. ft. |

#### B Access requirements

| <i>Describe any special access requirements which your premises must meet. (e.g. convenience to public transport, parking, heavy vehicle access, large doors, disabled access, etc.)</i> |
|--|
|  |
|  |
|  |
|  |
|  |

#### C Special features required

| <i>Describe any special features required of your premises.</i> |
|---|
|   |
|   |
|   |
|   |
|   |

6.

**4.2 Location**

|                   |        |        |            |        |            |        |            |        |            |
|-------------------|--------|--------|------------|--------|------------|--------|------------|--------|------------|
| Location Address  |        | 1      |            | 2      |            | 3      |            | 4      |            |
| Essential Factors |        | Yes/No |            | Yes/No |            | Yes/No |            | Yes/No |            |
| A                 |        |        |            |        |            |        |            |        |            |
| B                 |        |        |            |        |            |        |            |        |            |
| C                 |        |        |            |        |            |        |            |        |            |
| D                 |        |        |            |        |            |        |            |        |            |
| E                 |        |        |            |        |            |        |            |        |            |
| F                 |        |        |            |        |            |        |            |        |            |
| Desirable Factors | Weight | Score  | X Weight = | Score  | X Weight = | Score  | X Weight = | Score  | X Weight = |
| A                 |        |        |            |        |            |        |            |        |            |
| B                 |        |        |            |        |            |        |            |        |            |
| C                 |        |        |            |        |            |        |            |        |            |
| D                 |        |        |            |        |            |        |            |        |            |
| E                 |        |        |            |        |            |        |            |        |            |
| F                 |        |        |            |        |            |        |            |        |            |

---

|                       |    |  |  |  |  |  |  |  |  |
|-----------------------|----|--|--|--|--|--|--|--|--|
| Total Weighted Scores | 10 |  |  |  |  |  |  |  |  |
|-----------------------|----|--|--|--|--|--|--|--|--|

### 4.3 Technologies

#### A Description

Describe the technologies involved in your operations.

|  |
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|  |
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#### B Future Developments.

What technological changes are anticipated in the future and what impact will they have?

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### 4.4 Processes

Describe the production or service provision processes involved in your operation.

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***D Job Descriptions***

For each separate job in your organisation, draw up a job description in the following format:

|                                  |                      |
|----------------------------------|----------------------|
| Job No. (from table              |                      |
| Job title:                       |                      |
| Reports to:                      |                      |
| Main purpose of the job:         |                      |
| Key Duties:                      | (no more than eight) |
| 1.                               |                      |
| 2.                               |                      |
| 3.                               |                      |
| 4.                               |                      |
| 5.                               |                      |
| 6.                               |                      |
| 7.                               |                      |
| 8.                               |                      |
| Outside contacts with:           |                      |
| Internal contacts with:          |                      |
| Minimum experience required:     |                      |
| Minimum qualifications required: |                      |
| Performance Appraisals           |                      |
| Rate of pay:                     |                      |

***E Recruitment Plans***

How will you recruit these workers (include details of any advertising, use of recruitment services, interviews:

|  |
|--|
|  |
|  |
|  |
|  |
|  |
|  |
|  |





## 5.1 Costings

### A Capital Costs

| List the costs of setting up (or expanding) your business under the following headings |          |
|--|----------|
| Preliminary research/development work (sweat equity)                                   | £        |
| Purchase of buildings  | £        |
| Fitting out / Adaptation of Buildings  | £        |
| Lease 'Key Money'  | £        |
| Machinery & Equipment:   | £        |
| Working Capital (see Cashflow forecast below)  | £        |
| Other (specify)  | £        |
| <b>TOTAL CAPITAL COSTS</b>   | <b>£</b> |

### B Operating Costs

| List the costs per annum of operating your business under the following headings |          |
|--|----------|
| Materials Purchases (see Table 1.3.2 A on page 7)                                | £        |
| Wages (see table 2.7 C on page 20)   | £        |
| Rent & Rates   | £        |
| Insurances   | £        |
| Marketing (see table 1.4 on page 13)   | £        |
| Delivery Costs   | £        |
| Motor & Travel   | £        |
| Professional Fees  | £        |
| Telephone & Fax  | £        |
| Light & Heat   | £        |
| Sundry Expenses  | £        |
| Bank Interest & Charges  | £        |
| Other (specify) [ ]  | £        |
| <b>TOTAL ANNUAL COSTS</b>  | <b>£</b> |

**5.2 Sources of Finance**

| List the sources of funding from which the above capital costs will be met |          |
|--|----------|
| Promoter's Cash  | £        |
| Borrowings   | £        |
| Grants   | £        |
| Other (specify)  | £        |
| <b>TOTAL FUNDING</b>   | <b>£</b> |

**5.3 Cash Flow Forecast**

| Receipts  | Month 1 | Month 2 | Month 3 | Month 4 | Month 5 | Month 6 | Month 7 | Month 8 | Month 9 | Month 10 | Month 11 | Month 12 |
|---|---------|---------|---------|---------|---------|---------|---------|---------|---------|----------|----------|----------|
| Sales<br>VAT<br>Purchases<br>VAT  |         |         |         |         |         |         |         |         |         |          |          |          |
| Cash Receipts<br>Debtors<br>Promoters Investment<br>Grants<br>Loans   |         |         |         |         |         |         |         |         |         |          |          |          |
| Total Receipts  |         |         |         |         |         |         |         |         |         |          |          |          |
| <b>Expenditure:</b><br>Creditors<br>Drawings (wages)<br>Rent & Rates<br>Insurances<br>Motor & travel<br>Telephone/Fax<br>Post & Stationery<br>Advertising & Promotion<br>Bank Interest & Charges<br>Other Overheads<br>Loan Repayments (capital)<br>Loan Repayments (Interest)<br>Capital Expenditure<br>VAT on Expenses<br>VAT Returns |         |         |         |         |         |         |         |         |         |          |          |          |
| Total Payments  |         |         |         |         |         |         |         |         |         |          |          |          |

---

|                 |  |  |  |  |  |  |  |  |  |  |  |  |
|-----------------|--|--|--|--|--|--|--|--|--|--|--|--|
| Net Cash Flow   |  |  |  |  |  |  |  |  |  |  |  |  |
| Opening Balance |  |  |  |  |  |  |  |  |  |  |  |  |
| Closing Balance |  |  |  |  |  |  |  |  |  |  |  |  |

**5.4 Projected Profit & Loss**

|                               |                         |   |
|-------------------------------|-------------------------|---|
| Sales                         |                         | £ |
| Cost of Sales                 | Materials               | £ |
|                               | Wages                   | £ |
| Gross Profit                  |                         | £ |
| Overheads                     | Rent & Rates            | £ |
|                               | Insurances              |   |
|                               | Marketing               |   |
|                               | Delivery Costs          |   |
|                               | Motor & Travel          |   |
|                               | Professional Fees       |   |
|                               | Telephone & Fax         |   |
|                               | Light & Heat            |   |
|                               | Sundry Expenses         |   |
|                               | Bank Interest & Charges |   |
|                               | Depreciation            |   |
| <b>Total Overheads</b>        |                         |   |
| <b>Less employment grants</b> |                         |   |
| <b>Net Profit (Loss)</b>      |                         | £ |

**5.5 Projected Balance Sheet**

|  |  | At Start | Year Ending: |
|--|--|----------|--------------|
| Fixed Assets                             | Equipment                                | £        |              |
|  | Less Depreciation                        | £        |              |
| <b>1. Total Fixed Assets</b>             |  | £        |              |
| Current Assets                           | Stock                                    | £        |              |
|  | Debtors                                  |          |              |
|  | Cash                                     |          |              |
| <b>2. Total Current Assets</b>           |  |          |              |
| Current Liabilities                      | Trade Creditors                          |          |              |
|  | Statutory Creditors<br>(VAT, PAYE, PRSI) |          |              |
| <b>3. Total Current Assets</b>           |  |          |              |
| <b>4. Net Current Assets (2 minus 3)</b> |  |          |              |
| <b>5. Total Assets (1 plus 4)</b>        |  |          |              |
| Financed By                              | Promoter's Capital                       |          |              |
|  | Revenue reserves                         |          |              |
| <b>Total Equity</b>                      |  |          |              |

**Break-even Analysis**

|  |   |
|--|---|
| A. Projected Annual Sales                    | £ |
| B. Variable Costs                            | £ |
| C. Contribution (A-B)                        | £ |
| D. Contribution Rate (C as a % of A)         | % |
| E. Fixed Costs                               | £ |
| F. Projected Annual net Profit (C - E)       | £ |
| <b>Annual Break Even Point (E , D)</b>       | £ |
| <b>Monthly Break Even Point (E , D , 12)</b> | £ |
| <b>Weekly Break Even Point (E , D , 52)</b>  | £ |