



**Business Planning
Methodology
Outline**

- I. BUSINESS DESCRIPTION
 - a. Definition of the Business
 - i. Scope
 - ii. Brief history
 - b. Mission – Purpose
 - c. Nature of the Business – Characteristics
 - d. Known Factors for Success
 - e. What we want to:
 - i. Preserve –
 - ii. Avoid –
 - f. Unique Capabilities/Skills/Resources
 - g. Products/Services –
 - i. Volume
 - ii. Profit
 - iii. Market share
 - iv. Assets employed
 - h. Markets –
 - i. Needs
 - ii. Volume
 - iii. Profit
 - iv. Market share
 - v. Assets employed
 - i. Customers –
 - i. Needs
 - ii. Volume
 - iii. Profit
 - iv. Assets employed
 - v. Why they buy
 - vi. When they buy
 - j. Emerging Technology
 - k. Organizational Profile –
 - i. Structure
 - ii. People
 - iii. Culture
 - iv. Systems/procedures
 - l. Government/Industry Regulations
 - m. Environmental Trends impacting our Business/Industry
 - n. Key Vulnerabilities –
 - i. Contingency Options



- o. Staff Accountabilities –
 - i. Performance measurements
 - ii. Time allocations
 - p. Financial View –
 - i. Profit and performance history
- II. COMPETITIVE ANALYSIS
- a. Characteristics of Major Competitors
 - i. Market share
 - ii. Strengths
 - iii. Weaknesses
 - iv. Resources
 - v. Strategies
 - b. Future Competition
 - c. Our Present Strategy - Sources of competitive advantage
- III. OPPORTUNITIES
- a. Summary of Major Strengths
 - b. Opportunities - Directions we could take
 - c. Actions Indicated
 - d. Summary of Where the Business is Now
 - e. Key Issues
 - f. Key Needs
- IV. ASSUMPTIONS
- a. Key Assumptions Affecting the Future of the Business
 - b. Basic Assumptions Affecting the Forecast
 - c. Potentials –
 - i. Quantified
 - ii. Probabilities
 - iii. Risk
- V. STRATEGY DEVELOPMENT
- a. Basic Strategy for Achieving the Mission
 - b. Supporting Strategies
 - c. Challenge the Assumption Base



VI. OBJECTIVES

- a. Break Strategies for Achieving the Mission in Objectives
- b. Standard Objectives
- c. Problem Solving Objectives
- d. Innovative Objectives
- e. Most Important Objectives in Each Key Area
 - i. NOTE: Each Objective To Have –
 1. Purpose
 2. Scope
 3. Strategy
 4. Potential
 5. Resources
 6. Actions in sequence with dates & accountabilities
 7. Alternatives considered

VII. RESOURCES REQUIRED

- a. Organization Structure
- b. Culture
- c. Systems
- d. Information/Information Processing
- e. Communication/Communication Network
- f. Human Resources
- g. Management Development & Training
- h. Quality/Productivity
- i. Reward/Masurement System
- j. Space/Equipment/Materials
- k. Suppliers
- l. Government Regulations
- m. Total Resources Management
- n. Time Management
- o. Implementation Discipline –
 - i. Feedback
 - ii. Control
 - iii. Replanning
 - iv. Exception reporting
- p. Support Plans
- q. Disaster Plan/Crisis Management
- r. Thinking/Leadership Planning Methodology



- s. Financial Resources –
 - i. Cash flow
 - ii. Projections
 - iii. Capital appropriations
 - iv. Budgets
- t. Cost/Benefit of Operation
- u. Central Services
- v. Alternatives to the Plan
- w. Planning Gaps
- x. Troubleshoot

VIII. PRIORITIES

- a. Priorities Set by Importance
- b. Completion Dates and Check Points
- c. Tracking Assumptions - Validity