

##

## **Using this template**

This template has the key sections of a business plan, together with guidance on what you should include in each section.

We suggest that the guidance notes are removed after each section has been written.

We’ve created it to help entrepreneurs and existing businesses:

* Understand if their business idea is viable and profitable
* Set out objectives and strategies to meet them
* Acquire external funding
* Run their businesses effectively

Your business plan should be inspiring and should articulate what makes your business different. It should also be a working document that is updated regularly to help you run your business day to day.

For that reason, don’t treat this template like a form to be completed. Include diagrams, charts, visuals and anything else that helps to share your vision and get your business off the ground.

Most of all, enjoy the process and good luck in your venture!

**BUSINESS NAME**

**BUSINESS PLAN**

**Business address line 1**

**Address line 2**

**City**

**Postcode**

**Phone**

**Email**

**Website**

**EXECUTIVE SUMMARY**



**Section overview**

The Executive Summary should give the reader a good overview of your **entire plan**, including an understanding of what your business does and how you plan to make it a success.

***Other considerations***

It may be easiest to write this once you have written the rest of the plan.

Keep it tight – this section should be no longer than a page or two.

It’s important that you make a good first impression.

Your text goes here.

**Key things to include:**

* Description of your business and objectives
* Your products or services and their pricing
* Your customers
* Your competitors
* The people involved
* How you intend to make your business a success
* Key financial figures
* Volume of sales
* Profit or loss for the first 3 years
* Level of investment required

**THE BUSINESS**



**Section overview**

This section should leave the reader feeling that they have a solid understanding of what your business does and your vision for the future.

***Other considerations***

Keep it simple, clear and realistic.

Emphasise the problem you are solving.

You probably only need a paragraph or two for this section.

Products and services, audience, market, competition and financials are covered in greater detail later in the plan, so you don’t need to go into excessive detail about them here.

Your text goes here.

**Key things to include:**

* If relevant, a brief history of the business.
* A description of your business and a summary of your products and/or services.
* How you will solve a problem or satisfy the needs of customers.
* How your customers will benefit from your products and/or services.
* What makes you different or stand out.

**Use images wherever relevant**



**GOALS**



**Section overview**

The Goals section should clearly state what you are trying to achieve. There should be several goals or objectives included. The following sections will flow from this and explain how you plan to achieve the targets you’ve set out.

***Other considerations***

Think about how you structure this section. Not only will the rest of the plan flow from it, but all the short and medium-term goals should combine to ensure that you hit the long-term goal and your business succeeds.

The Specific, Measurable and Time-based elements of the goals give them the required definition. However, do not underestimate the fact that they need to be Achievable and Realistic.

Your text goes here.

**Key things to include:**

* All the goals should be SMART

Specific, Measurable,

Achievable, Realistic and

Time-based.

* Your goals should cover the short (current year), medium (following 1-2 years) and long term (3+ years) of your business.
* Some must be financial or sales related but not all of them must be.
* **If you are using this plan to secure funding, it will be useful to have ambitious goals but remember they must be achievable.**

**Some examples:**

* Once the business has been established for six months, sell 25 units a month.
* By the end of Q3 in the second year of trading, have a marketing and new business team in place.

|  |
| --- |
| **Short-term goal­­s** |
| Write your goal here. |
| * Write your goal action steps here.
 |
| Write your goal here. |
| * Write your goal action steps here.
 |

**AUDIENCE AND MARKET**



**Section overview**

In this section, you should provide detailed information about who will be buying your products and/or services. It’s important that this is based on accurate research, clearly demonstrating that there is a demand for what you will be selling and sufficient opportunity for your business to thrive.

***Other considerations***

When breaking the target audience down into segments, think about how this reflects their different needs or use for what you are selling and what the key characteristics of those groups are.

Where possible, look to show that you understand the historical context of your target audience as well as anticipate future changes.

**PROSPECTIVE CUSTOMERS**

|  |  |  |
| --- | --- | --- |
| **Customer segments** | **Attributes / Size** | **Potential spend** |
| Name | · Customer attributes | £ |
| Name | · Customer attributes | £ |
| Name | · Customer attributes | £ |
| Name | · Customer attributes | £ |

Your text goes here.

**Key things to include:**

* The source of your information and research.
* As much relevant, quantified information as possible –

especially relating to the size of the target audience

and their potential to spend money with your business.

* Ensure it is clear as to whether your target audience

would be switching from their current providers or if

you would be creating new demand.

* Cover how you will reach these potential customers and why they will buy from you (although, don’t forget products and services and marketing have their own dedicated sections later).
* Break the audience down into different segments.
* Qualitative evidence from your research should also be used, i.e. quotes from your potential customers.

**THE MARKET**



**Section overview**

All products and services, even if they are new, fit into a market. This section should provide detailed information about the market you will be operating in, what is shaping it and how it might change.

***Other considerations***

Quantify as much detail as possible.

Think about including details of how your business and the products and services may change the market.

Don’t forget about alternative ways that the needs of your potential customers are being met.

**Market growth (units)**

Your text goes here.

**Key things to include:**

* Demonstrate in-depth knowledge of the market.
* The size of the existing market (could be in financial terms or units purchased) – this might tie in closely with details of the audience in the above section.
* Be explicit about any gaps in the market that you plan to take advantage of.
* If there are any changes to the size of the market – is it growing, stable or shrinking?
* The cause of those changes.
* How people’s needs are being met at present.
* Any future challenges that you may need to overcome.

**£5,450,000**

**Market size**

|  |  |  |  |
| --- | --- | --- | --- |
| **Competitor** | **Strengths** | **Weaknesses** | **Opportunities** |
| Name |  |  |  |
| Name |  |  |  |
| Name |  |  |  |
| Name |  |  |  |

**KEY COMPETITORS**



**Section overview**

It’s crucial to show that you understand your competitors. This section should give detailed information about your key competitors and how you plan to challenge them.

***Other considerations***

Back up your claims with evidence where possible.

Think about who the customers of your competition are and why.

Try and gather as much information as possible about their marketing strategies. Online reviews may help you understand how they are perceived.

Your text goes here.

**Key things to include:**

* Show that you have done your research.
* Detail both the strengths of your competition and

their weaknesses.

* Be explicit about your opportunities to beat your competitors.
* You may not always be able to get detailed financial information about your competitors but include pricing information if you can.
* Don’t just include direct competitors; there are probably rivals selling alternative products or services that fulfil a similar need to yours.

|  |
| --- |
| **Product / Service** |
| **Characteristics** | - |
| **Prices** | - |
| **Target audience** | - |
| **Objectives** | - |
| **Patents / Licensing** | - |
| **Expansions / Threats** | - |

**PRODUCTS /**



**Section overview**

This section requires you to provide information about what service you offer or sell. You should include information about your entire range and show how your products and services relate to one another to form your entire offering.

***Other considerations***

You shouldn’t need too much technical detail about your products and/or services.

More detailed technical specifications can be included in an appendix.

If possible, show how your products or services will allow you to upsell, cross-sell to and retain customers.

**SERVICES**

Your text goes here.

**Key things to include:**

* Highlight the product and/or

service’s most compelling characteristics.

* Include your prices and a comparison with your competitors. This blog post contains tips on setting your pricing strategies: <https://www.sage.com/en-gb/blog/how-to-set-your-price-pricing-strategies-and-methods/>
* Show how they meet the needs of your target audience(s). This sounds like the ‘they’ is referring to prices? Is that accurate?
* Explain how, collectively, your products and/or services will enable you to hit your long-term objectives.
* Any relevant product or service patents, licensing, trademarks and copyright information should be included if you have them.
* Any future product or service expansions you want to make or potential threats and challenges to your product or service range.

**MARKETING**



**Section overview**

In this section, you should detail the activity you will undertake to attract, retain and grow the customers for your business. Marketing is a very broad discipline that covers a wide range of approaches. That means this section requires a clear and cohesive structure, sufficient information and minimal waffle.

***Other considerations***

Demonstrate that the planned marketing activity is the correct way to entice the target audience you identified earlier.

It may help you to structure this using the consumer buying process and how marketing activity will allow you to be effective at each stage, for each of your key target audiences:

* Awareness - Purchase
* Consideration - Repurchase
* Intent

Your text goes here.

**Key things to include:**

* Your USP (Unique Selling

Proposition).

* How you will position you

products and/or services i.e.

premium or affordable.

* Promotional activity:
* Where you will reach your target audience
* How you will create awareness and desire for your products and services.
* If relevant, your distribution and fulfilment plans – the channels and processes you will use.
* How you plan to get repeat custom.
* Your marketing budget and how it will be allocated to each of the activities.

**PEOPLE**



**Section overview:**

This section of the business plan should be used to detail the individuals in your business. Specifically, their roles, skills, experience and how they will enable the business to be a success. For larger organisations, it may be better to just focus on the senior team and how the rest of the company is structured.

Your text goes here.

**Large organisations:**

* Only feature profiles of the management team.
* Provide detail on each person’s role, their experience and how they will lead their area of the business to hit your long-term objectives.
* An organisational structure, along with a headcount and staff costs.
* Any external resource that is used.
* Any skill or resource gaps that need to be filled.

**Small organisations:**

* Profile of the staff that are part of the organisation.
* State what their experience is, what they will be responsible for and how this will help you meet objectives.
* Let individuals’ passions and personality shine through – investors say they invest as much in the people as they do the business.
* Include any external resource that you use or plan to use.
* Highlight where there are skills gaps and how you plan to address them.
* Include information on what individuals take out of the business, i.e. salary, profit share etc**.**

**FINANCIALS**



**Section overview**

This entire section covers the financial details for your business. The summary section should provide the reader with an overview of the key figures. Then, the following sections will provide more detail on those.

***Other considerations***

For help with generating the figures, check out our advice article at: <https://www.sage.com/en-gb/blog/how-to-estimate-figures-for-your-business-plan/>

You can also find advice about creating a budget at: <https://www.sage.com/en-gb/blog/create-budget-for-your-business/>

Including your D-U-N-S number could be very useful if your business exists already and you are using your plan to secure funding.

Your text goes here.

**Key things to include:**

* Sales figures, projections and revenue.
* Costs.
* Cash flow summary.
* Profit and loss summary.
* Funding overview.
* Accuracy and consistency in the way that you present your figures.

**SALES FORECAST**



**Section overview**

Quite simply, this is the amount you expect to sell over the next two or more years. It should be realistic and is critical information if you are looking to secure investment.

***Other considerations***

A rapid increase in sales, while desirable may appear as unrealistic unless there is a strong justification.

You may find it easier to build the projections based on monthly figures, rather than annually. However, you may wish to consider seasonal fluctuations in demand for your products or services.

When showing increasing sales, you must be confident that there will be significant demand for your products and services and your business will be able to supply that quantity.

You may decide to have a best and worst-case scenario with a realistic projection falling somewhere in between.

Your text goes here.

**Key things to include:**

* If your business is already operating, include previous

years’ performance.

* Projected sales for each of your products and/or

services (you may wish to consolidate similar lines

into groups).

* Include the cost of sales and margins, especially if you

are looking for investment.

* Add commentary to explain what has generated the

projections.

**+34.5 %**

**Product name**

**85,700**

**Total units**

|  |
| --- |
| **Twelve-month forecast from April 2018** |
|  | Apr 18 | May 18 | Jun 18 | Jul 18 | Aug18 | Sep 18 | Oct 18 | Nov 18 | Dec 18 | Jan 19 | Feb 19 | Mar 19 | Total |
| Product 1 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Product 2 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Product 3 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Total** |  |  |  |  |  |  |  |  |  |  |  |  |  |

|  |
| --- |
| **Two-year forecast 2018 - 2019****+10.7 %**SummaryMain pointsTake away |
|  | 2018 | 2019 | Total |
| Product 1 |  |  |  |
| Product 2 |  |  |  |
| Product 3 |  |  |  |
| **Total** |  |  |  |

**COSTS**



**Section overview**

This section should detail all the outgoings for your business, and they should be broken down by type.

***Other considerations***

Every business is different, so there is no set list of costs that you will incur.

Don’t forget that as sales increase, costs could change as a result.

You may decide to include a brief commentary to explain how the costs have been determined, although your full research can be compiled into an appendix.

Your text goes here.

**Key things to include:**

* For the first year, break the costs down by month.
* For the following years, you can show them annually.
* Include both the costs of setting up the business and

 the ongoing overheads.

* You’ll need to include the costs to create the products or deliver the services that you will sell.

|  |
| --- |
| **First year forecasts 2018** |
|  | Apr 18 | May 18 | Jun 18 | Jul 18 | Aug18 | Sep18 | Oct 18 | Nov 18 | Dec 18 | Jan 19 | Feb 19 | Mar 19 | Total |
| Purchases(specify) |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Purchases (specify) |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Gross wages |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Tax / NI etc |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Sub-contractor costs |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Supplies |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Repairs |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Advertising |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Travel |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Accounting & legal |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Rent |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Telephone |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Utilities |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Insurance |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Bank charges |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Interest |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Other (specify) |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Total** |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Two-year forecast 2018 - 2019** |
|  | 2018 | 2019 | Total |
| Purchases (specify) |  |  |  |
| Purchases (specify) |  |  |  |
| Gross wages |  |  |  |
| Tax / NI etc |  |  |  |
| Sub-contractor costs |  |  |  |
| Supplies |  |  |  |
| Repairs |  |  |  |
| Advertising |  |  |  |
| Travel |  |  |  |
| Accounting & legal |  |  |  |
| Rent |  |  |  |
| Telephone |  |  |  |
| Utilities |  |  |  |
| Insurance |  |  |  |
| Bank charges |  |  |  |
| Interest |  |  |  |
| Other (specify) |  |  |  |
| **Total** |  |  |  |

**CASH FLOW**



**Section overview**

This section should show when money will be coming into your business and when it will be leaving it. It’s essential that this correlates with the information included in the other finance sections of your business plan.

This is a projection, it therefore looks forward rather than backward, like a cash flow statement. Although, if you have historic data available, it can be included and will help inform this section.

***Other considerations***

Timing can be crucial; it’s important that you are accurate about when money will come and go from your business, especially if sales or purchases are on credit. Bear in mind that not all suppliers will have the same credit terms.

You may have money that is tied up in stock, it’s important that you have enough stock to satisfy demand, but also enough cash available to cover costs.

Your text goes here.

**Key things to include:**

* Use a graph to show this information – it should be as

easy as possible for the reader to understand.

* Ensure the commentary addresses any

discrepancies between the timing of sales being made

and costs being incurred and the money entering or

leaving the business.

|  |
| --- |
| **First year forecasts 2018** |
|  | Apr 18 | May 18 | Jun 18 | Jul 18 | Aug18 | Sep18 | Oct 18 | Nov 18 | Dec 18 | Jan 19 | Feb 19 | Mar 19 | Total |
| **Cash in** |
| Sales |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Loans |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Other |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Total in |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Cash out** |
| Purchases (specify) |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Gross wages |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Tax / NI etc. |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Sub-contractor costs |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Supplies |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Repairs |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Advertising |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Travel |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Accounting & legal |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Rent |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Telephone |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Utilities |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Insurance |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Bank charges |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Interest |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Other (specify) |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Total out** |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Two-year forecast 2018 - 2019** |
|  | 2018 | 2019 | Total |
| Cash in |
| Sales |  |  |  |
| Loans |  |  |  |
| Other cash in |  |  |  |
| **Total in** |  |  |  |
| Cash out |
| Purchases (specify) |  |  |  |
| Gross wages |  |  |  |
| Tax / NI etc |  |  |  |
| Sub-contractor costs |  |  |  |
| Supplies |  |  |  |
| Repairs |  |  |  |
| Advertising |  |  |  |
| Travel |  |  |  |
| Accounting & legal |  |  |  |
| Rent |  |  |  |
| Telephone |  |  |  |
| Utilities |  |  |  |
| Insurance |  |  |  |
| Bank charges |  |  |  |
| Interest |  |  |  |
| Other (specify) |  |  |  |
| **Total** |  |  |  |
| **Total cash available** |  |  |  |

**PROFIT & LOSS**



**Section overview**

Put simply, the profit and loss section shows how much money you are making. It’s a summary of the other financial sections and at its most basic, shows:

Income - Costs = Profit.

***Other considerations***

It may be that it takes a while for your business to start making a profit, or even breaking even. That’s fine if you can provide figures up to and beyond the point that you start being profitable.

Your text goes here.

**Key things to include:**

* If your business is up and running already, include

previous performance.

* Make sure that everything matches with the data

you are providing in other areas of the finance section.

* Show the figures on a month-by-month basis for the first year and then for the next year or two, show the figures annually.
* The data should be split into three sections:
* Revenue (by product/service, or product/service groups)
* Cost of sales (by product or product groups)
* All other expenses
* Show gross profit below the cost of sales (revenue minus cost of sales).
* At the bottom of the table, show net profit (gross profit minus all other expenses).

|  |
| --- |
| **First year forecasts 2018** |
|  | Apr 18 | May 18 | Jun 18 | Jul 18 | Aug18 | Sep18 | Oct 18 | Nov 18 | Dec 18 | Jan 19 | Feb 19 | Mar 19 | Total |
| **Revenue** |
| Product 1 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Product 2 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Product 3 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Total** |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Cost of sales** |
| Product 1 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Product 2 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Product 3 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Total** |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Gross profit** |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Expenses** |
| Purchases (specify) |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Gross wages |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Tax / NI etc. |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Sub-contractor costs |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Supplies |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Repairs |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Advertising |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Travel |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Accounting & legal |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Rent |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Telephone |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Utilities |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Insurance |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Bank charges |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Interest |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Other (specify) |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Total out** |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Net profit** |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Two-year forecast 2018 - 2019** |
|  | 2018 | 2019 | Total |
| Revenue |
| Product 1 |  |  |  |
| Product 2 |  |  |  |
| Product 3 |  |  |  |
| **Total revenue** |  |  |  |
| Cost of sales |
| Product 1 |  |  |  |
| Product 2 |  |  |  |
| Product 3 |  |  |  |
| **Total cost of sales** |  |  |  |
| **Gross profit** |  |  |  |
| **Expenses** |
| Purchases (specify) |  |  |  |
| Gross wages |  |  |  |
| Tax / NI etc. |  |  |  |
| Sub-contractor costs |  |  |  |
| Supplies |  |  |  |
| Repairs |  |  |  |
| Advertising |  |  |  |
| Travel |  |  |  |
| Accounting & legal |  |  |  |
| Rent |  |  |  |
| Telephone |  |  |  |
| Utilities |  |  |  |
| Insurance |  |  |  |
| Bank charges |  |  |  |
| Interest |  |  |  |
| Other (specify) |  |  |  |
| **Total expenses** |  |  |  |
| **Net profit** |  |  |  |

**SOURCE OF FUNDS**



**Section overview**

When explaining the source of funds, you must detail exactly how the money will be raised to run the business, at least until it becomes profitable.

If your business plan is being used to secure funding, this section should make it clear to potential investors or lenders what you require and how it will be used.

***Other considerations***

It’s crucial that this section is presented with absolute clarity and you do not make any exaggerations.

Your text goes here.

**Key things to include:**

* Where any existing funds have come from, how they

will be used, how long you expect them to last, plus

how and when they will be repaid.

* Be clear on the type of funding you require.
* What investment you require now, how it will be used and any likely returns.
* Any funding gaps you anticipate in the future and how they will be addressed.
* Anything that may affect how the funds are used and their repayment.

|  |
| --- |
| Sources |
| Source 1 | £ |
| Source 2 | £ |
| Source 3 | £ |
| **Total** | £ |
| **Uses** |
| Use 1 | £ |
| Use 2 | £ |
| Use 3 | £ |
| **Total** | £ |

**ติดต่อ พันธมิตรกับ Sage ในประเทศไทย**

**บริษัท ซันเด โซลูชันส์ จำกัด**

**Congratulations, you’ve completed your business plan!**

Before you present this, it might be a good idea to proofread it, double check all the figures and calculations, and ensure it appears slick and professional.

Don’t forget to remove all these  advice sections too.

If you need any more help, go to Sage Advice for tips on starting and running a business: <https://www.sage.com/en-gb/blog/>

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เว็บไซต์ https://www.sundae.co.th/solution/erp/sage-300cloud-erp/