**Business Plan Workshop**

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| **Time** | Activity Description |
| **Day 1** | **Working on the Words** |
| 09.15 – 09.30 | Introduction to the Process – outline plan contents and projections work |
| 09.30 – 09.45 | Objectives for the Day – define what the plan is to achieve |
| 09.45 – 10.15 | Current Business Plan Review (if applicable use current accounts and/or management information, Strategic plan, aims of directors if available) |
| 10.15 – 11.00 | The Market / industry: Strategic Overview   * Define Geography * Define Sectors * Define Product Sales * Define Services |
| 11.00 – 12.00 | The Business: Strategic Overview   * Define Geography * Define Sectors * Define Product Sales * Define Services |
| 12.00 – 12.45 | Management |
| 12.45 – 13.00 | Business Operations |
| 13.00 – 13.30 | Working Lunch |
| 13.30 – 15.30 | SWOT (Strengths, Weaknesses, Threats and Opportunities) Analysis |
| 15.30 – 16.30 | Summary of work done on background, products, services, management, market, operations, finances, SWOT |
| 16.30 – 17.00 | Development of Mission Statement – “To….Will be achieved by/for/through” |

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| **Time** | Activity Description | |
| **Day 2** | **Working on the Numbers** | |
| 09.00 - 12.00 | | Revenues |
| 12.00 - 13.00 | | Cost of Sales |
| 13.00 - 13.30 | | Working Lunch |
| 13.30 - 15.00 | | Overheads |
| 15.00 - 16.00 | | Capital Requirements |
| 16.00 - 16.15 | | Summary and Actions Arising |

NOTES: Use as guidance to ask questions.

1. **Market Structure and Dynamics**

* How big is each market/product segment? What is the forecast growth?
* What products and services does each market set need? Now and in the future.
* What is our position in each market/product segment?
* What are the dynamics of each market segment and product? Now and in the future.
* Who is the competition in each market segment and product? Why are they there? Profile and SWOT each.
* Are there likely to be new entrants? Why? What will happen as a consequence?

1. **Preferred Product/Market Set**

* Summarise market structure and dynamics.
* Summarise our position.
* Prepare a SWOT.

1. **What Will We Look Like In 3 – 5 Years**

* Where are we now?
* Why are we there?
* Do we want to be there?
* Where might we be? Why?
* What is involved in getting there?

1. **Strategy and Objectives**

* What are the things that will:
* Make us strong and grow.
* Give us a sustainable advantage.
* Protect us from disasters and downturns…or at least minimise the damage.
* Cause our competitors to throw in the towel /retreat gradually.
* How will we know that we are doing well?