

Appendices

The following are possible Appendices that you may find useful.

Remember to number them and reference them correctly in the main plan.

Market Research

Detail all the market research you have done and the main findings. This should all be correctly referenced so that the reader can easily check that what you are saying is true.

Competitor Research

This appendix should cover a list of major competitors with as much information, accounts, comparative figures, SWOT analysis etc. You can use “Porter’s Five Forces” to analyse your competition.

Marketing Detail

If you have a detailed Marketing Plan then include it in here. This should cover as much detail as you can about how you will approach the market and brand development.

Advice from a marketing expert in your field is well worth the investment.

Sales Detail

The Detailed Sales Plan should cover the sales methodology and will differ between B2B and B2C and, again, expert advice in each area should be sought. If, for instance, you are selling a complex technical product then the sales cycle could be months (or even years) and your sales force need to be highly specialised Consultative Sales People as opposed to selling a short shelf life consumer product which will have a “sales cycle” of seconds whether in a store or on-line. The Sales Plan should also cover Pricing and Payments – how you price your product/service and when and how you get paid – this is vital for cash flow in the early days. Control of the sales process is crucial especially if it is in the hands of third parties e.g. if 50% of your sales are to be via one supermarket chain this is, potentially, high risk or if you are relying on channel partners, distributors or franchisees then this is not so attractive to investors. At this stage show a summary of the likely sales figures by product category. Cross check all figures and assumptions and make sure they match your financials.

Operations Detail

This should cover all aspects of manufacture, delivery, implementation, support, partners etc. In most cases this will be the area of the business with the majority of people in it so some form of structure and management plan may be required depending on how many people you might employ. This should also include the Infrastructure of the business i.e. premises, IT, phone systems etc. etc. if these are not covered elsewhere.

It is also a good idea to have some form of Project or Implementation Plan to indicate how you will go about setting up the business.

P.E.S.T.L.E. Detail

Political

Economic

Social

Technology

Legal

Environment

S.W.O.T. Detail

Strengths

Weaknesses

Opportunities

Threats

CVs

Include here detailed CVs of yourself and the key people involved in the business and what they bring to your business in terms of expertise in the area you are operating in as well as leadership and management skills/experience.

Patents, Trademarks & Certifications

Include here details and copies of all your Trademarks, Registered Designs, Patents, Certifications, Awards, Domain Names, Social Media Accounts etc.

Partner Agreements

Include in here any partner agreements or qualifications that you have in place e.g. distributor rights, reseller agreements, certifications, ISO 9001 etc. These should only be those in place or it should be clear if they are aspirations rather than facts.

HR, Legal & Governance Policies

Include in here any policies that can impact the company that you feel are relevant.

Equality & Diversity Policy

This is a legal requirements and also a “must have” for any government funding or support so it is essential that you have a policy in place. There are plenty of “off the shelf” documents you can use for this and then adapt to your own needs.

Environmental Policy

This is a “must have” for any government funding or support so it is essential that you have a policy in place. There are plenty of “off the shelf” documents you can use for this and then adapt to your own needs.

This can include ISO14001 certification if you feel you need this plus any other environmental requirements for your business.

Risk Register

Likelihood

Impact

Mitigation

Detailed Financials

Do the financial calculations for at least 3 years with monthly detail. You may wish to add up to 5 or even 10 years if it is a large scale or long-term project but this only need be at an annual level. It is often a good idea to seek professional advice when doing this unless you are familiar with spread sheets, P&L accounts and cash flows. It is quite often the case that the financials are done in parallel with the written business plan or sometimes even before to “see how the numbers stack up”. This is an iterative process and this is perfectly normal, however, great care must be taken that, when finally published, the plan and the financials are consistent! It should also include some “worst case and best case” scenarios to illustrate that you have thought through the range of outcomes.

VC and Angel investors will “discount” your projections to a certain degree and so you need to be aware of this but do not be tempted to “over egg” the figures.

Assumptions

This is optional but if not included elsewhere add a list of all assumptions being made in the financial plans and throughout the plan.

Action Plan

This is a useful adjunct to the plan to indicate the actions needed to fulfil the plan covering who will do them and by when. This can be in the form of a formal Project Plan or more informal “card based” plan or a simple list.