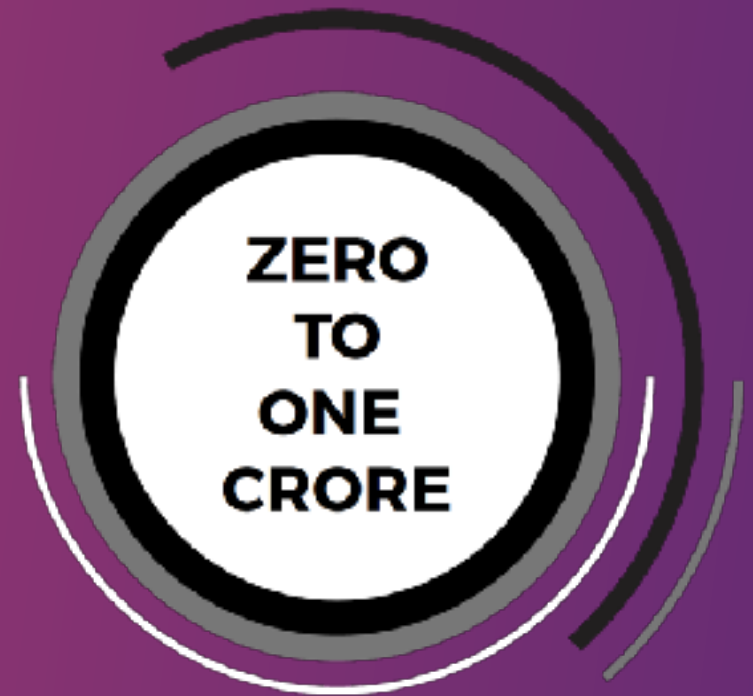


# Business Planning Workbook

Communicate your Idea through a well-structured and articulated Business Plan to build shared understanding about your business vision, goals and strategies to attract investors, employees and partners.



# **This workbook is for you**

Your business plan is your guiding document to help you bring your employees, investors, and partners together to develop a shared understanding of your business vision, purpose and mission.

You can use this workbook to guide yourself step-by-step in preparing the business plan comprising of the business summary, description of your business, marketing and sales strategy, competitive analysis, product design and development, operations, and financial statements.

Your goal for preparing a right business plan should be to achieve the following:

- You should clearly define your business, your goals and the steps you will take in order to achieve your goals
- Attract investors to fund and partners to associate with your business to help you achieve your business goals
- Attract team, pursue culture and develop a shared understanding of your vision with the team.
- Use it as your guiding reference to set your sight on the outcome and the KPIs that you intend to achieve.

We believe that every entrepreneur should have a well-documented business plan prior to approaching the stakeholders. We don't intend to confuse you by stating that the good business plan means a lengthy one, but it means you have answered critical business questions, you have built the conviction about those factors, and you are able to communicate your business intent with the stakeholders for pursuing a shared understanding and responsibility for achieving the tasks.

# Learn and launch a business that works

## Idea Development Workbook

Put your ideas through a process of idea discovery, validation and brainstorming to find out the nuances that will make your idea a great one. [Download Now](#)

## Product Development Workbook

Apply the tools of journey mapping, storyboarding, design thinking and customer validation to assure that you are building a product to generate significant customer interest. [Download Now](#)

## Business Planning Workbook

Defining the business and planning the marketing, sales, and essential financial projections to create a shared understanding and measurable goals to guide you on your path of running the business.

## Fundraising Workbook

Funding is an important aspect of business and to present an attractive proposition in front of investors, you need to understand the structure and procedure of fundraising.

## Structure and Strategy Workbook

Taking care of the essential structural elements of legal, accounting, organisation structure, management, and processes for running your venture.

## Launch Checklist

A comprehensive set of milestones and tasks that will become your guiding tools to launch your business.

This is part three of the series of 6 workbooks that we will share with you over the course of 6 weeks. We have organised the workbook in an order that will help you complete the tasks on weekly basis. We aim to help you with the tools to get you started in a guided way.

## Start the work

With the Idea Development Workbook and Product Development Workbook, you now have the Big Picture of your Idea/ Company and also the Prototype of your product in hand. Now, it's time to prepare a concrete business plan to present your startup story to your future investors, employees and everyone who matters to your business.

Think of your business plan as your North Star. A structured vision document that makes you more manageable, guides you with the nuances that will help you connect the dots and keep you aligned with your big goal while allowing you to measure your progress against the planned expectations.

In this Business Planning Workbook, you will be able to plot, shape and structure your vision into a rock-solid business plan.

This is the third workbook in the series of 6 workbooks that contains extensive guidelines, structures and templates for working through your marketing, sales, operational and financial components of your business. The idea is to make you think through your business necessities, challenge your assumptions and enable you to get the first copy of a formal business plan to present it to your investors.

Start by filling this workbook with all the necessary information along with present actionable steps, measuring and milestones. Check your progress regularly.

# Executive Summary

Write a summary of your company's purpose and goals. It shouldn't be longer than two pages (5 min read). Include everything you think you need to present about your business, including:

1. The purpose and goals.
2. A description of products and services.
3. The marketing strategy and a plan to generate revenue from marketing.
4. Well-researched and business relevant insights on the market size and growth potential.
5. Current business position (if any) i.e. its legal form of operation, the principal owners, patents, trademarks.
6. A brief summary of the funding requirement, source of funding, and the fund utilisation plan.
7. Your plan on turning the company profitable.

**Write your Executive Summary here....**

This image shows a single page of white paper with horizontal black ruling lines. The lines are evenly spaced and run across the width of the page. There are approximately 20 lines visible. The top-left corner of the page is rounded. The entire page is set against a solid black background.

## Company Description

Describe your business and paint a clear picture of its functionalities.

- How will you get what you want?
- How will you market your business?
- How will you generate user experience?
- What will be your unique selling point?
- How your business is going to make profit?

## A good company description should have:

1. Powerful openings quote which serves as a summary of your business.
2. The description of the industry category your business belongs to.
3. Description of the problem statement.
4. Description of the business operations with specific relevance to the problem statement.
5. Communication strategy with your customers.
6. Description of the scale and future expansion of your business.
7. The resources you need and the hiring procedure of various job functions.
8. The competitive advantage of your business.

**Write your Company Description here....**

This image shows a single page of white paper with horizontal black ruling lines. The lines are evenly spaced and run across the width of the page. There are approximately 20 lines visible. The left edge of the paper has rounded corners, while the right edge is straight. The overall appearance is that of a clean, unused sheet of notebook or legal paper.

# Product and Services

Product and Services section should describe the elements and details that make your business unique and different (or better) from your competition. Your description should include:

1. The stage and status of your product or service. Is it ready? Is it under development? What is the timeline of the launch?
2. The outline of your unique selling point. What makes it different from the competition?
3. The pricing strategy. Do you have discounts? Premium packages? How is the discount affecting the profit?
4. The breakdown of your budget.
5. The manufacturing procedure of your product. Do you have an agreement with an external manufacturer?
6. Your material sourcing strategy.
7. Challenges you foresee in your business (including financial during low seasons).
8. Patents, copyrights and any trademarks your product requires.

**Write your Product and Services Description here....**

This image shows a single page of white paper with horizontal black ruling lines. The lines are evenly spaced and run across the width of the page. There are approximately 20 lines visible. The top corners of the paper are rounded. The entire page is framed by a thin black border.

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## Competitive Landscape

Competition	Market Position	Strengths	Weakness

## Future Feature Release

Today	Planned	In the Horizon



# Marketing Plan

Now it's time to think about your marketing plan. Developing a relationship with your customer is one of the most important part for every business owner. A solid marketing sales plan can be what sets your business apart.

Your objective: monetise the traction generated by marketing for higher sales and higher profit.

Your strategy: marketing plan + smart monetisation = success

## Key questions you NEED to have answers for:

1. Who is the target customer and how are you addressing them in your plan?
2. Why do you think the chosen marketing channels are the best option for your business?
3. What is your competition marketing plan? Provide analysis, references and results.
4. Does your marketing strategy communicate with clarity?
5. What are your features, benefits, price, product and value for money?

## Define your marketing plan:

- Define your distribution strategy
- Define key offers and sales promotion schemes
- Define traditional/online marketing strategy
- Define your strategies to increase conversion rates and maximising customer value
- Define your pricing strategy with specific price points

**Define your Marketing Plan here....**

This image shows a single page from a notebook or ledger. The page is white with rounded corners at the top and bottom. It features 20 horizontal black lines spaced evenly apart, providing a guide for writing. There are no margins, text, or other markings on the page.

# Sales Plan

For exploiting the opportunity you have to understand your potential. Therefore once the market has been researched and analysed, it is very essential to have the sales or revenue model to chart the potential for the product, as well as the business, over a set period of time.

## Define your sales plan:

- Define the goals and objectives of your sales plan
- Define your customer and why, how and what do they buy
- Define the unique proposition that you are going to sale to your customer
- Define the competitive advantage that your product/service has over the competition
- Define the channels through which you will reach out to the customer – distributors, franchisee, retailers, etc.
- Define your selling process. Provide details on how you will maximise the lead to conversation ration
- Define your strategy on setting sales target, monitoring and building accountability for sales performance
- Provide key sales financials including product, timeline, units, revenue, selling cost and margin.

## Define your Sales Plan here....

This image shows a single page from a notebook or ledger. The page is white with rounded corners and features horizontal ruling lines spaced evenly down its length. There are no margins, text, or other markings on the page.

# Operational Plan

Now you have comprehensive idea about products and services, value proposition, target customers, marketing, and sales plan. The next step for you is to define your operations plan that will help you deliver your plan to the customer. Your operations plan should contain the details about the key partners, activities, and resources you will require for operating your business.

While doing the operational planning, you should answer the following questions:

1. Identify key resources such as office space, facilities, equipment and supplies needed for you to operate the business.
2. Identify partners, associates, and collaborators that you will require to get your business in the market and support it.
3. What kind of organisation structure will be required to execute your plan? Your team hierarchy and structure should be defined based on the complexity.
4. Your staffing needs. How will you hire, train and retain your staff?
5. What will be your strategy for firming up the key partnerships for your business?
6. How will you scale up and down based on the market response and growth of your business?

**Define your Operational Plan here....**

[illegible]

## Location and Facility

Describe in detail about the locations and facilities that you will require in order to operate your business

The type of building you need

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---

The space you need

---

---

Power and Utility requirements

---

---

Access: Customers, supplier, shipping, etc.

---

---

Parking

---

---

## Business Operations

Define your product process, cycle and depends

---

---

Define how you are going to service the customer including installation, repair and maintenance

---

---

How are you going to maintain the inventory including special cares, lead time, handling precautions, etc

---

---

How are you going to handle pre-sales and after sales services and customer relationship management?

---

---

The process that you are going to follow for receiving and delivering the product

---

---

How will you handle maintenance, cleaning, and restocking

---

---

## Template for Manpower Planning

	Year 1	Year 2	Year 3	Year 4	Year 5
No. of Staff					
Position					
Breakdown of skills required					
Training					
Policies and Procedures					
Pay Structure					

**Note:** Create multiple sheets for different positions

# Management and Organisation

Every entrepreneur requires a rocking team to help them achieve their goals. Many investors emphasize on having a skilled and experienced management team that can lead and help the business.

Think about the skills, abilities, experiences and managerial capabilities you will require in order to build and grow your organisation.

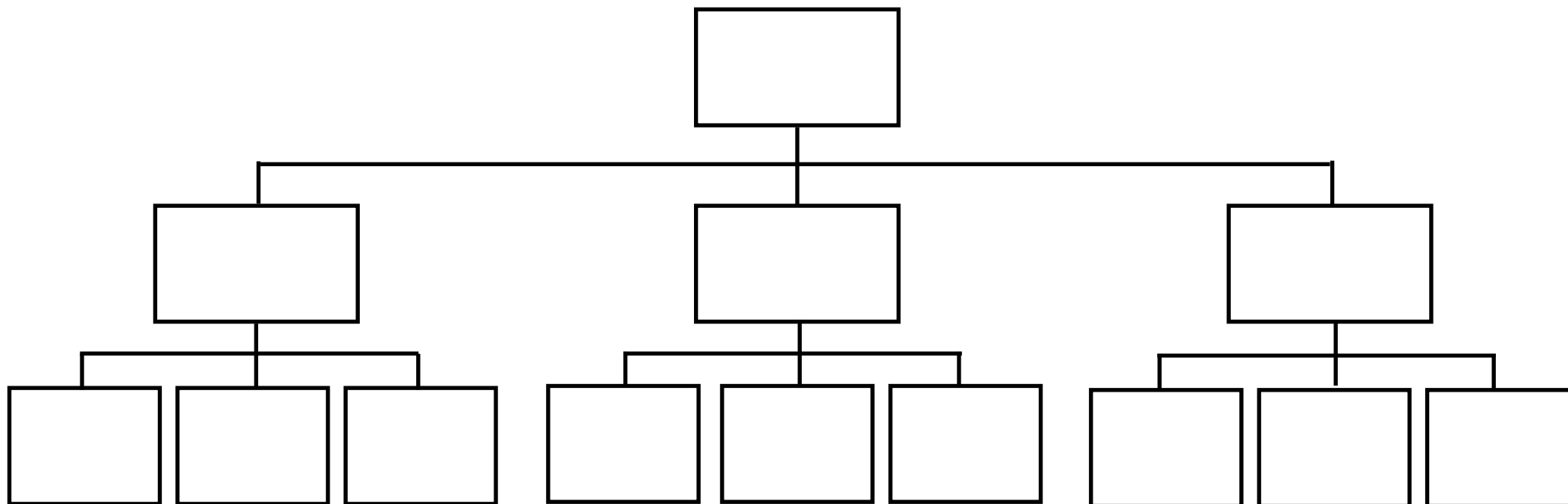
Key questions to consider and answer for a better team planning:

1. What kind of leadership skills/ industry expertise will you require considering the technical, operational and managerial aspects of business?
2. If you have already identified these individuals, who are they? What are their experiences, educational backgrounds, and skills?
3. What will be their key result areas? How will you monitor their achievements?
4. What salary benefits, equity and other remuneration you require attracting right leaders?
5. An organisational chart if you have more than 10 employees, showing the management hierarchy and responsibility for key functions
6. List of any advisors, such as board members, accountants, and attorneys.

## Template for Management and Organisation

[illegible]

**Prepare your organisation diagram showing key positions and reporting hierarchy**



**Note:** This is just a sample template of organisational structure.

You can modify the same as per your business requirements.

# Financial Plan

The financial projection is the one document that everyone whether your investor, lenders or anyone else will ask you first before they give any consideration for potential funding or alliances. If you are looking for funding, joint venture, alliances or partnership with anyone, providing financial statements is critical.

The following financial projections and reports should help you provide the clarity to the stakeholders about your business:

**Financial Summary:** Once you prepare your income statement, expenditure statement, balance sheet and cash flow, you can summarize the key financials into a single statement to get an overview of your financial projection.

**Income Statement:** Your income statement should list projected revenues and expenses. It should provide the detailing in a manner that it includes all the sources of revenues that you envisage to earn in your business and the details of all expenses. The income statement will be able to show how and when you are going to achieve the breakeven and profitability.

**Cash Flow Statement:** This is a vital document that shows you the cash inflow and outflow in your business. A detailed breakup of income and expenses will guide you to adequately and timely arrange for the funding to support the expenses for the smooth business operation.

**Balance Sheet:** It shows the financial health of your business and includes key insights about assets, liabilities, shareholders, and earning retained in your company to fund future growth and expansion plan.

There are several templates available online for you to use for preparing these financial statements. We are attaching the format that we liked the most and used for planning several of our businesses.

## Financial Plan Summary

The financial summary helps you plan and monitor your financial goals and acts as windows for you to look at them to analyse your current state as well as take necessary actions to accomplish them. While creating, analysing and reviewing your financial summary your focus should be on the following key aspects:

1. Is your financial statement attuned to your business goals?
2. Have you identified all the revenues and expenses? When you look at your financial summary, do you feel comfortable about the numbers that it shows?
3. What alternative actions you may need to think about in case you don't achieve the desired result?
4. What are the options available to you to handle unplanned and underperforming situations?
5. Is the plan you have created be implemented? What kind of challenges may you face during the action?
6. Have you reviewed and revised the financial plan to make it the best that you can anticipate?



Template for Financial Plan Summary

	Year 1	Year 2	Year 3	Year 4	Year 5
Revenues					
Expenses					
Profit					
Investment Received					
Driving Metrics					
New Users (000s)					
Renewals (000s)					
Average Monthly Fee					
Head Count					

# Income Statement

The income statement also known as a profit and loss statement is prepared to measure the profitability of the firm over a period. It consists of the gross revenue, cost of good, and operating expenses to calculate the net profit or loss. After provisioning for the depreciation, you will be able to derive the operating profit which is also called the Earning Before Interests and Taxes (EBIT).

After you calculate EBIT, the next step is to calculate interest expenses which primarily incurs for the debt that you might have taken for running the business. You will also need to calculate the government taxes such as income tax, TDS, Service Tax, etc. as applicable and subtract it from your EBIT to calculate the net income from your business.

This statement should serve to give you the general idea of how a profit/loss statement or income statement works.

Income Statement for [Your Start-up Name]						2017
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
<b>Customer Acquisition</b>						
New Customers						0
Referrals						0
Cumulative Customers						0
<b>Cost of Products and Services</b>						
Bricklay Cost						0
Service Cost						0
<b>Sales</b>						
New Customers						0
Referrals						0
Services						0
<b>TOTAL SALES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Cost of Sales</b>						
Sales Commission						0
Services						0
Data Centre						0
Service Expense						0
<b>Total Cost of Sales</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>GROSS PROFIT</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Margin</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
<b>Operating Expenses</b>						
<b>Manufacturing &amp; Engineering</b>						
No. of Staff (Man-Sales)						0
Salaries/ Benefits						0
Others						0
<b>No. of Staff (Sales)</b>						
Salaries/ Benefits						0
Commissions						0
Travel, Entertainment						0
Other						0
<b>No. of Staff (Marketing)</b>						
Salaries/ Benefits						0
Travel/Transport						0
Events/ Conferences						0
Travel, Entertainment						0
Other						0
<b>No. of Staff (General &amp; Administrative)</b>						
Salaries/ Benefits						0
Rent/Office						0
Legal/ Accounting						0
Travel, Entertainment						0
Other						0
<b>TOTAL OPERATING EXPENSES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Income/Loss</b>						
Depreciation						0
Interest						0
Taxes						0
<b>NET INCOME/ LOSS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Need to know</b>						
Average Monthly Fee						0
Revenue per employee						0
Expense per employee						0

# Cash Flow Statement

As the name suggests, the cash flow statement helps you estimate the flow of money in and out of your business. While preparing your cash flow statement, you will account for the investments and all likely revenues that you will generate in your business as a fund inflow and provision for all the outflow like expenses, taxes, rentals payment to suppliers, raw material cost, etc. Seeing your cash flow, you can visualize the management of cash necessary for you to run your business and is a great tool for planning your business activities, expansion, and resources.

You must be realistic regarding how many sales you expect to make and how you expect the payment to be coming into your business.

While it is great to be ambitious for your business, it's important to be realistic. Particularly in the early stages of the startup, you may find that you aren't able to make as many sales while you're focusing on building up awareness about your product or service. It's always better to make conservative estimates and over exceed your targets then find yourself overcommitted or under prepared.

[illegible]

# Balance Sheet

A balance sheet is a business statement that shows the position of your business at a specific point of time stating assets on the left, and liabilities on the right. The total assets must equal total liabilities + total owner's equity; that is, the totals must balance.

The value of all the assets in the business including cash, fixed assets, equipment, machinery, vehicles, supplies, inventories and prepaid items, accounts receivable are included in assets.

All liabilities including dues, loans, vendors payment, owner's equity, retained earnings should be shown as liability in the balance sheet.

Balance Sheet for (Your Start-up Name)		2017	
	Year 1	Year 2	Increase/ Decrease
<b>ASSETS</b>			
<b>Current Assets:</b>			
Cash	-	-	-
Petty Cash	-	-	-
Accounts Receivables	-	-	-
Inventory	-	-	-
Prepaid Expenses	-	-	-
Employee Advances	-	-	-
Temporary Investments	-	-	-
<b>Total Current Assets</b>	-	-	-
<b>Fixed Assets:</b>			
Land	-	-	-
Buildings	-	-	-
Furniture and Equipment	-	-	-
Computer Equipment	-	-	-
Vehicles	-	-	-
Less: Accumulated Depreciation	-	-	-
<b>Total Fixed Assets</b>	-	-	-
<b>Other Assets:</b>			
Trademark	-	-	-
Patents	-	-	-
Security Deposits	-	-	-
Other Assets	-	-	-
<b>Total Other Assets</b>	-	-	-
<b>TOTAL ASSETS</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>LIABILITIES</b>			
<b>Current Assets:</b>			
Accounts Payable	-	-	-
Business Credit Cards	-	-	-
Sales Tax Payable	-	-	-
Payroll Liabilities	-	-	-
Other Liabilities	-	-	-
Current Portion of Long-term Debt	-	-	-
<b>Total Current Liabilities</b>	-	-	-
<b>Long-term Liabilities:</b>			
Notes Payable	-	-	-
Mortgage Payable	-	-	-
Less: Current portion of Long-term debt	-	-	-
<b>Total Long-term Liabilities</b>	-	-	-
<b>EQUITY:</b>			
Capital Stock/ Partner's Equity	-	-	-
Opening Retained Earnings	-	-	-
Dividends Paid/ Owner' Draw	-	-	-
Net Income (Loss)	-	-	-
<b>Total Equity</b>	-	-	-
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>BALANCE SHEET CHECK</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Congratulations

You now have all the necessary information to write and present a successful business plan. This will serve as a blueprint for you to setup and operate your business.

This workbook aims at enabling you crystallize and focus your ideas, test your resolution about entering or growing your business and follow a defined course of action to launch your startup enterprise. With each of the exercises outlined in the workbook - Company Description, Marketing & Sales Plan, Operational Map, Financial Projections, we are certain that you have moved one step closer to your destination.

Our next workbook "Zero to Crore: Fund Raising Workbook" will help you get your initial funding sorted and speed up the entire process of starting your business. You will learn the principles behind fundraising, how to get started with raising money from appropriate sources and prepare an impressive pitch deck for investors to fund your dream venture idea.

We look forward to add value to your dream project through our passion for entrepreneurship.

In the meanwhile, if you need any clarity or support related to this workbook, please email us at [sales@zerotocrore.com](mailto:sales@zerotocrore.com).

To learn more about these concepts you can visit [www.zerotocrore.com](http://www.zerotocrore.com).

Best Always.

# Appetals Solutions Pvt. Ltd.

At Appetals, we provide complete end-to-end web and mobile technology solutions. We aim to make businesses simple and efficient with our customised IT solutions, software products, and services for startups and businesses alike.

With a cumulative experience of over 30 years in Media and Financial Services industry and a proven service record of accomplishments that extends worldwide for providing quality work at an affordable price, the Appetals team believes in only one thing: Adding Value to Our Clients.

## 2-day Zero to Crore Sprint

Work on your idea to build launch ready product prototype, business plan and pitch deck in 2 days. If you've been thinking about starting a business for creating income, impact, and success you deserve; learn to launch your business using a step-by-step blueprint, proven tools, and tactics to take your business out into the world.

## Product Launch Sprint

Designed for entrepreneurs and businesses alike, Product Launch Sprint helps transform ideas into a market-ready product in just five days. We apply the methods of business model generation, design thinking, blue ocean strategy and agile engineering to guide the business building during the 5 days sprint program.

## Startup Incubation Program

Appetals' 6-month curriculum for the startup incubation to help student entrepreneurs plan and start their startup using a 6-step process. The program comprises of weekly assignments, mentoring hour and evaluation. Each monthly session comprises of mentor talk in which mentor share their advice with the participants, conduct business building workshop, and review assignments.

To know more about our offerings, visit [ZerotoCrore](https://zerotocore.com) or email us at [sales@zerotocore.com](mailto:sales@zerotocore.com)