

# BUSINESS PLANNING TOOLKIT



**The risk of failure is part of being a start-up or young company. If things turn out differently than expected, this guide can give you a step-by-step approach on what to do next.**

## STEP ONE

Assess your readiness for growth

## STEP TWO

Where do you want to fit in?

## STEP THREE

Identify your growth stage

## STEP FOUR

Plan for growth

## STEP FIVE

Develop strategies to improve financial position

## STEP SIX

Develop your customer value proposition

## STEP SEVEN

Streamline systems and processes

## STEP EIGHT

Execute your growth plan





## STEP ONE

### Assess your readiness for growth

Here are some of the questions that you can ask stakeholders and key staff members prior to the business planning process.

- What will our business look like in five years time?
- What is the purpose of the business?
- What are the competitive advantages of our business?
- How will shareholders get a return from the business?
- What are our financial objectives for the next one, three and five years?
- What are our top three growth opportunities?
- What markets will we operate in?
- What is our customer value proposition for each market?
- What operational systems and processes must we excel at to deliver value to customers?
- What people and resources do we need to execute our strategic plan?
- What are our top three strategic growth initiatives?
- What are our key milestones for growth?
- Who will be responsible for driving business growth, and achieving milestone events?

## STEP TWO

### Where do you want to fit in?

Remember to assess your personal aspirations in relation to the business:

- What do you want from the business as a stakeholder?
- Does the business satisfy your career goals and expectations?
- Is the business enabling you to balance work, family, and personal life?
- How important is the business to your retirement plans?
- Is this a family business?
- Have you developed your succession and / or exit strategy?







# STEP THREE

## Identify your growth stage

Every stage of business growth has its own unique challenges and thus requires a different management focus.



### STARTING OUT

"I have a great business idea, but need help to bring it to life"

"I know what I want to do, but need finance to achieve it"



#### HOW WE CAN HELP

- ✓ BUSINESS PLANNING
- ✓ GROWTH STRATEGY
- ✓ TAX AND COMPLIANCE
- ✓ ESTATE PLANNING
- ✓ WEALTH MANAGEMENT

#### BENEFITS

- ✓ INDEPENDENT VIEWPOINTS
- ✓ SOUNDING BOARD
- ✓ ACCESS TO EXPERTS



### GROWING UP

"I'm spending so much time on compliance, I'm not doing what I should be for the future of my business"

"I know the business needs to grow, but I'm not sure how to manage the implications"

"I need to improve return on investment and maintain the stability of my business"



#### HOW WE CAN HELP

- ✓ TAX AND COMPLIANCE
- ✓ BUSINESS PLANNING
- ✓ GROWTH STRATEGY
- ✓ PROFIT ENHANCEMENT
- ✓ OUTSOURCED BUSINESS SERVICES

#### BENEFITS

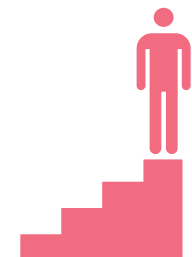
- ✓ DEAL WITH FINANCIAL ISSUES AS THEY ARISE
- ✓ REAL TIME COMMERCIAL ADVICE
- ✓ DEEPER RELATIONSHIP



### LOOKING AHEAD

"The business is becoming too rigid to be responsive – we're losing opportunities but I don't know how to turn it around"

"I'm not going to be here for ever – I need to plan a successful exit"



#### HOW WE CAN HELP

- ✓ GROWTH STRATEGY
- ✓ BUSINESS PLANNING
- ✓ MANAGING RISK
- ✓ SUCCESSION PLANNING
- ✓ EXIT STRATEGIES
- ✓ WEALTH MANAGEMENT

#### BENEFITS

- ✓ SUPPORT THROUGH THE PROCESS
- ✓ INDEPENDENT FACILITATOR
- ✓ PEACE OF MIND
- ✓ HELP WITH NEGOTIATIONS

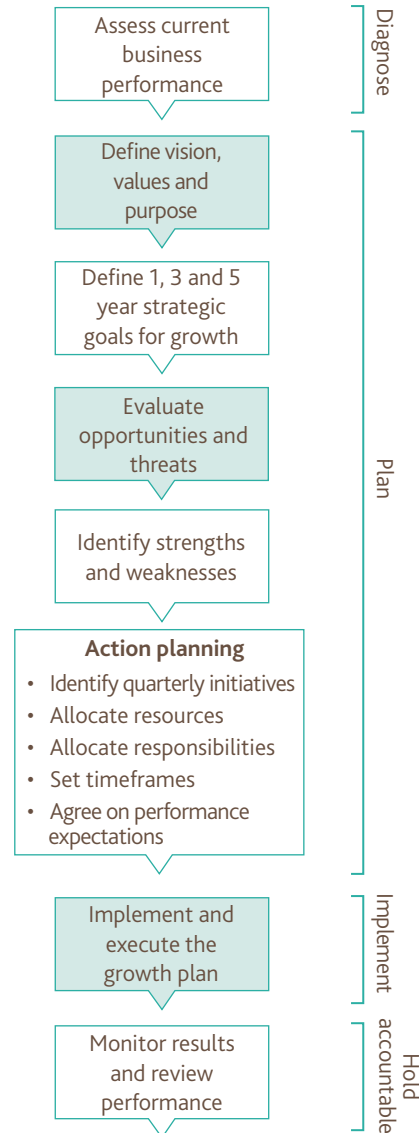


# STEP FOUR

## Plan for growth

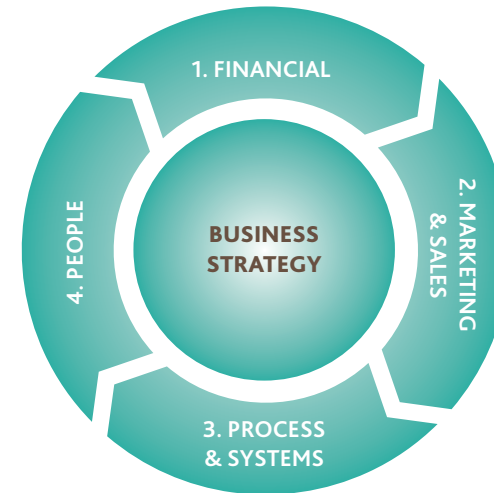
You can significantly improve your chances of success by planning the future direction of the business.

The following diagram illustrates the business planning process.



### Use a whole-of-business approach

Whole-of-business thinking helps you to align your structure, people, resources, systems, and processes to deliver customer value, reduce costs, and maximise returns.



### Whole-of-Business Thinking

**Financial perspective:** The purpose of business is to generate returns for owners.

**Customer perspective:** To increase revenues, the organisation must create value for customers.

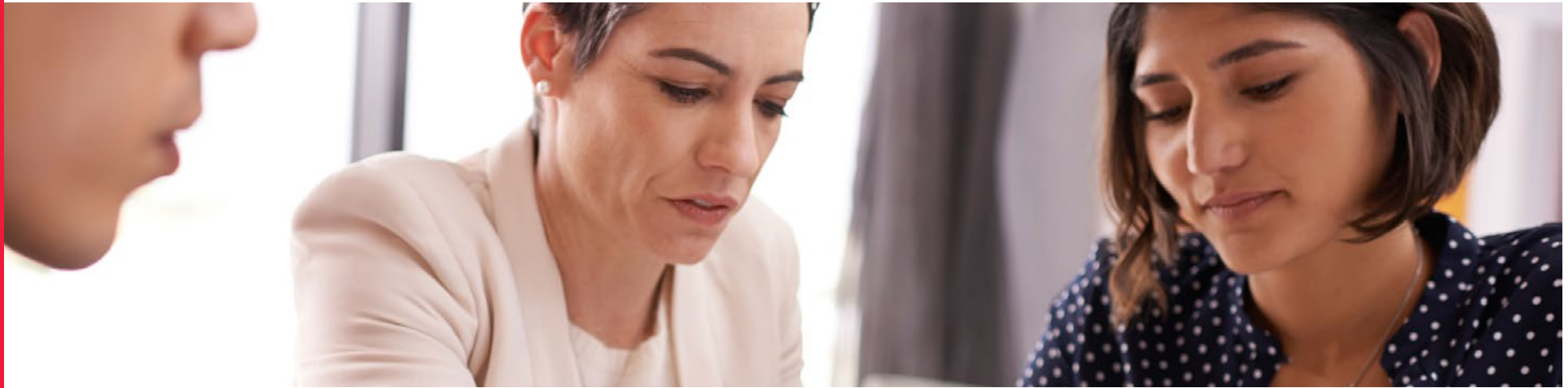
**Operations perspective:** To deliver value to customers, and to manage costs, the organisation must focus on critical operational,

marketing, innovation, and compliance processes.

**Learning and growth perspective:** To support processes in the operations perspective, the right people in the right jobs with the right attitudes, skills, knowledge, IT systems, and organisational culture must exist.

**Ensure accountability:** Whilst planning is important, execution is the key to success. Ensure people are held accountable, and measure performance to drive business growth.



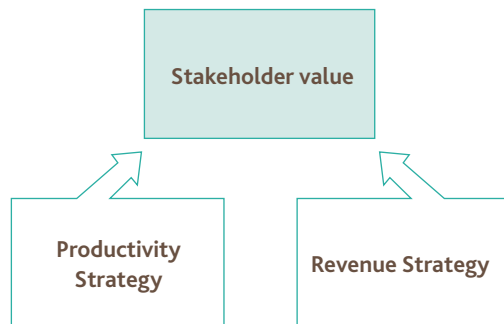


# STEP FIVE

## Develop strategies to improve financial position

How will the business generate returns to its owners? What are the key financial drivers of the business? What are the key productivity improvements, or revenue improvement initiatives?

The following tables highlight several growth initiatives that can arise from strategies driven by a financial perspective.



### SIX REVENUE GENERATION INITIATIVES

- Develop new markets
- Capture market share
- Protect market share
- Sell new products
- Sell existing products
- Increase profitability of existing customers

### SIX PRODUCTIVITY IMPROVEMENT INITIATIVES

- Improve cost structure
- Reduce cash expenses
- Eliminate defects
- Improve yields
- Continuous improvement
- Quality management





## STEP SIX

### Develop your customer value proposition

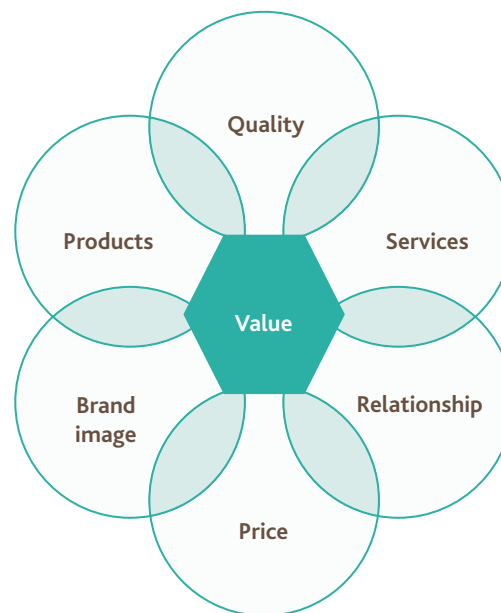
How does your business make money?

How are you viewed by your customers?

What do customers buy from you?

To increase revenues, the organisation must create value for its customers.

Value can be created for customers through a unique combination of products, services, price, quality, relationships and brand image.



**Consider adapting these three generic customer value propositions to your business.**

**Price leadership:** Create value for customers by mixing attractive prices with consistent quality. Make it easy for customers to buy.

**Product leadership:** Create value by producing highly desirable, high performance products. Constant innovation and continuous improvement are essential for the success of this value proposition.

**Complete solutions:** Create value by delivering a broad range of tailored, high quality solutions for customers. Service excellence is the key.

**What is the value proposition for your business?**







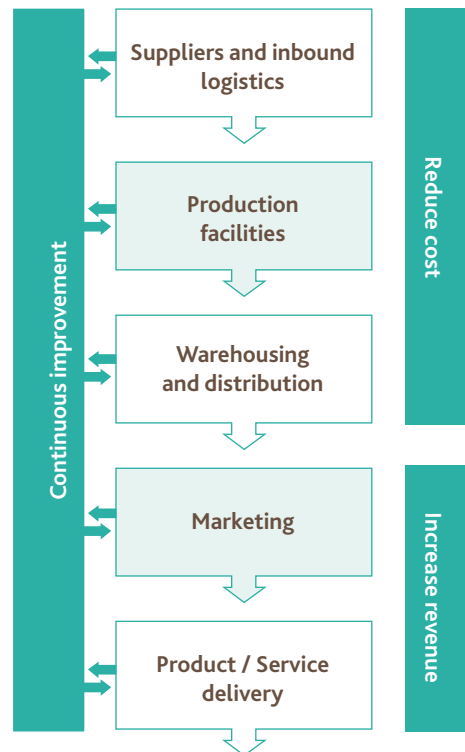
# STEP SEVEN

## Streamline systems and processes

What systems and processes do you need to excel at, to deliver your customer value proposition?

How can you streamline your systems and processes to reduce costs?

The following diagram helps you to see the business from a systems and process perspective.



### Use Continuous Improvement as a competitive advantage

Ineffective systems disrupt your ability to serve customers.

Continuous improvement – one per cent improvement every day, every week, and every month – is the key to streamlining systems and processes, and an essential competitive advantage that supports rapid growth.







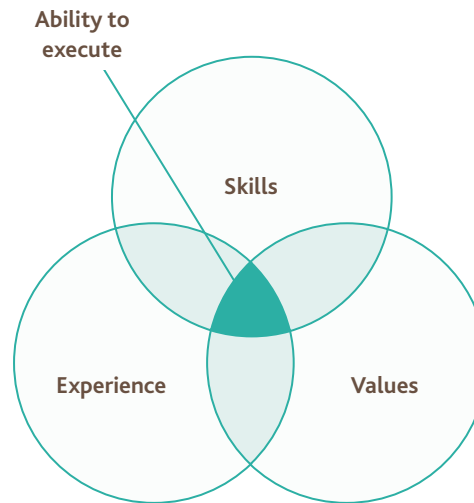
# STEP EIGHT

## Execute your growth plan

Is your team prepared and able to execute your growth plan?

What skills, experience and values does your team need to operate your systems and processes?

The success of the organisation depends upon one thing – your team's ability to execute your plan.



The following checklist helps you to assess your team's ability to execute your plan.

- Have you effectively communicated your growth plan to your team?
- Does every team member understand how their job fits in with your growth plan?
- Does every team member have the experience required to perform their job effectively?
- Does every team member have the skills required to perform their job effectively?
- Does every team member have the capacity and time to perform the tasks required of them?
- Does every team member have the values, attitudes and behaviours to perform their job effectively?

**In summary, does every team member know what they are accountable for and how their performance will be measured?**



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