

APPENDIX 3

Outline of a Business/Investment Plan

	Sections of a business plan	Essential information	Comments
1	Cover	Title, date, company name	Think about branding
2	Small print	Confidentiality clause	This clause indicates that the information should not be shared beyond the interested parties.
3	Contact page	Name, physical address, email, phone number	
4	List of contents		
6	Executive summary		
7	Basis data	Company/group name, capital value, office address, vision, mission, company values, brief history of the company/group, latest financial statement	Paragraphs should be clear, concise, and easily understood. Values can focus on ecological, ethical, and fair trade aspects.
8	Business organization	Organization, organizational diagram; can include short description of who does what	This section should be brief, any detail should be annexed. Information for this section will come from your analysis of the target market chain.
9	Infrastructure and products	Description of your site, assets, and product(s)	This section needs to be upbeat, highlighting the good points of your business unit and the value of the products.
10	Market and competitive analysis	Product type, target market locations, segments, area of sales, competitors	This information will be summarized from your market chain studies.
11	Business strategy and operating plan	<ul style="list-style-type: none"> • Overview • Describe your strategy, i.e., how you will get to your goal • Describe the stepwise activities that will make up your operational plan • Objectives • Results 	This section is the core of the plan, you should focus attention here so that the plan is well structured, concise, and that each stage is logically linked.
12	Sales records and projections	<ul style="list-style-type: none"> • Introduction • Sales volumes • Production costs • Selling price of product 	What will attract customers?
13	Financial analysis	<ul style="list-style-type: none"> • Profit and loss account • Costs, income, balance sheet • Cash flow • Break even • Loan requirements • Return to investment 	This can be very simple if you plan for one product over one season which needs little investment and you have full knowledge of the product. However, financial planning can rapidly become more complicated as planning includes cash flow, loan costs, multiple years, multiple products, and sales outlets. Seek assistance from persons with experience if you have any difficulties.

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Appendix 3. (Continued.)

	Sections of a business plan	Essential information	Comments
14	Risks	Risk assessment, test results based on risk studies, assumptions related to raw material costs and production feasibility, sensitivity analysis based on most critical cost factors	This section should outline the key risks you have considered with some analysis of what would happen if there are changes in the marketplace. This section will be more easily tackled if you have attempted a pilot project.
15	Sales forecast	Production and sales forecast over a 6-12 month period	The type of sales forecast will depend upon the product you are selling and the timeframe of production, i.e., sub-annual, annual, perennial.
16	Capital outlays	Costs of being able to produce the intended product	The timeframe should match the sales forecast.
17	Employee costs	Full and part time staff, including details of direct costs and other costs such as benefit packages if applicable (including in kind benefits, meals, transport, bonus payments, etc.)	
18	Operating costs	Utilities, rent, furniture, depreciation, communications, computers, sales costs, legal fees, consultancy fees, insurance, local administration fees, extraordinary fees, etc.	
19	Expenditure	Summary of payments over the period of the business plan	Budget notes, to explain the costs outlined in the budget.
20	Profit and loss account	Summary of all costs, incomes, and resulting profit	
21	Balance sheet	Detailed overview of how you calculated your asset and liabilities	The figures need to be supported with a written text to explain how you arrived at your results.
22	Cash flow	Monthly analysis of your costs and incomes, to show how your cash flow will develop during the forecasted initial planning period	The figures need to be supported with a written text to explain how you arrived at your results.