

TEMPLATE 3

What key products are you going to offer?

List the major requirements you'll have to comply with, or apply for:

Where will the business be located?

Indicate key people or organisations prepared to help you:

TEMPLATE 5

What have you achieved so far? List your achievements to date. If you have not started your business then list what you've done to prepare yourself:

TEMPLATE 6

List the major competition:

What impact will e-commerce have on your business?

Mention any other topics not covered above that are likely to have an impact on your business:

TEMPLATE 12

Note: This worksheet should be photocopied so that you can fill out this section for each of the targets you have selected. If you have five targets, then you'll be repeating this worksheet five times.

1. Select one target for the next 12 months. Describe the target in as much detail as possible:

2. Are you going to change any of the following for the selected target? If you are, then state what you intend to do:

Price?

Product or service?

How will you distribute?

3. List the promotional activities you'll use to attract the target described:

4. Estimate the total cost of the ideas generated in Point 3 above. Is this amount of money feasible? Can you still make a profit?

TEMPLATE 15

Creating a job description
Job title:
Immediate superior (person to whom reporting):
Responsible for:

Brief description of job:

Major job objectives:
1.
2.
3.

Key tasks:
Resources required to achieve key tasks:

TEMPLATE 17

Application form	
Personal information	
Position applied for:	Date:
Full name:	
Address:	
Contact details:	Phone:
	Fax:
	Email:

Previous experience
Start with your current or last position
1. Job title:
Name of company:
Contact person:
From:
Key Tasks:

Previous experience (2)
2. Job title:
Name of company:
Contact person:
From:
Key Tasks:

Previous experience (3)
3. Job title:
Name of company:
Contact person:
From:
Key Tasks:

TEMPLATE 18

Performance appraisal (PA)			
Staff member:	Date of PA	PA completed? yes/no	Results of PA
Action taken as result of Performance Appraisal:			

Performance appraisal (PA)			
Staff member:	Date of PA	PA completed? yes/no	Results of PA
Action taken as result of Performance Appraisal:			

Performance appraisal (PA)			
Staff member:	Date of PA	PA completed? yes/no	Results of PA
Action taken as result of Performance Appraisal:			

TEMPLATE 19A

Profit and Loss Forecast: One-year forecast **Note: GST exclusive**

Year ended:

	Pessimistic		Realistic		Optimistic	
	\$	% of Sales	\$	% of Sales	\$	% of Sales
SALES REVENUE						
Cash sales						
Credit sales						
Other revenue						
(A) Total revenue						
LESS Direct cost of sales						
Stock/raw materials						
Direct wages						
Commissions paid						
Other direct costs						
(B) Total direct cost of sales						
(C) GROSS PROFIT (A-B)						
LESS Overhead expenses						
Selling expenses						
Promotions						
Freight						
Royalties						
Commissions						
Other selling expenses						
(D) Total selling expenses						
Administration expenses						
Depreciation						
Insurance						
Lease costs						
Power						
Rent/Rates						
Repairs and maintenance						
Salaries						
Stationery						
Sundries						
Telephone						
Travel						
Vehicle expenses						
Other admin expenses						
E) Total admin expenses						
Financial expenses						
Bank charges						
Interest						
(F) Total financial expenses						
(G) Total expenses (D+E+F)						
NET PROFIT before Tax (C-G)						
Less Tax						
NET PROFIT AFTER TAX						

TEMPLATE 20

Profit and Loss Forecast: Three-year forecast **Note: GST exclusive**

Year ended:

	Pessimistic		Realistic		Optimistic	
	\$	% of Sales	\$	% of Sales	\$	% of Sales
SALES REVENUE						
Cash sales						
Credit sales						
Other revenue						
(A) Total revenue						
LESS Direct cost of sales						
Stock/raw materials						
Direct wages						
Commissions paid						
Other direct costs						
(B) Total direct cost of sales						
(C) GROSS PROFIT (A-B)						
LESS Overhead expenses						
Selling expenses						
Promotions						
Freight						
Royalties						
Commissions						
Other selling expenses						
(D) Total selling expenses						
Administration expenses						
Depreciation						
Insurance						
Lease costs						
Power						
Rent/Rates						
Repairs and maintenance						
Salaries						
Stationery						
Sundries						
Telephone						
Travel						
Vehicle expenses						
Other admin expenses						
E) Total admin expenses						
Financial expenses						
Bank charges						
Interest						
(F) Total financial expenses						
(G) Total expenses (D+E+F)						
NET PROFIT before Tax (C-G)						
Less Tax						
NET PROFIT AFTER TAX						

TEMPLATE 22

Break-even calculations:

To calculate the necessary level of sales for your business, use the information developed in your Profit and Loss Forecast (Template 20).

A. Sales last year	\$	
B. Gross Profit last year	\$	
C. Gross Profit percentage		%
D. Total fixed expenses	\$	
E. Desired profit	\$	
(if not already included as owner's wages in fixed expenses)		
F. Required sales level	\$	D + E divided by C%
G. Required sales level - units per year		Units F divided by average unit price
(divide by 52 for weekly)		

An example:

Let's presume your sales total last year was \$180,000, and your gross profit was \$90,000. Your gross profit percentage was 50%. This year your fixed expenses are expected to be \$60,000 and you are seeking a profit of \$50,000. Your average price is \$10.

Step 1. Work out your Gross Profit percentage

Divide your <i>Gross Profit</i>	\$90,000
by your <i>Sales</i> – and then multiply by 100	\$180,000
Gross Profit percentage	50%

Step 2. Fixed overheads

Add fixed expense costs	\$60,000
and your desired profit	\$50,000
Minimum needed	\$110,000

Step 3. Now you can work out the target sales figure

Minimum needed to cover fixed overheads	\$110,000
Divided by Gross Profit percentage	50%
Required sales level	\$220,000

Step 4. Finally, you can work out how many units you must sell

Target sales	\$220,000
Divided by average unit cost	10%
Number of units per year (required sales level)	22,000

(Note: you can leave out the profit estimate if you want a true break even).

TEMPLATE 34

Raising outside investment
If you're looking to raise outside investment for your business, where do you expect these funds to come from? If necessary, list multiple sources (for example, cashflow, the bank, a corporate investor):

TEMPLATE 35

Your key barriers
What do you think are the key barriers faced by other businesses that might wish to compete against you?

TEMPLATE 36

Market size
What is the size of your market in New Zealand dollars?

TEMPLATE 37

Identifying key contacts
List here the key people you can contact for assistance. Include their experience, qualifications, history and the relationship they have with you:

TEMPLATE 54

Long-range Planning – Time frame: 3 - 5 years	
Your Goals and Objectives	Comments
A	
B	
C	
D	
E	

Medium-term Planning – Time frame: 2 - 3 years	
Your Goals and Objectives	Comments
A	
B	
C	
D	
E	

Short-term Planning – Time frame: within 12 months	
Your Goals and Objectives	Comments
A	
B	
C	
D	
E	