



Guide to Preparation of Business Plan

Main Body of the Plan –
Checklist of Information

- 1. Company Description**
 - 1.1 Corporate History
 - Origin and key events.
 - 1.2 Corporate Structure
 - Subsidiaries and associated companies.
 - 1.3 Promoters/Shareholders/Directors
 - Names and brief details.
 - 1.4 Markets
 - Main markets.
 - 1.5 Products or Services
 - Brief details.
 - 1.6 Financial Position
 - Highlights of recent performance and overall financial position
 - 1.7 Corporate Objectives
 - Outline of objectives and strategy to achieve them
- 2. Management Team**
 - 2.1 Profiles of Promoters and Key Managers
 - Append detailed curriculum vitae and offer characters and business references.
 - 2.2 Remuneration, Contracts and Options
 - Details.
 - 2.3 Organisation Chart
 - Current and proposed.
 - 2.4 Employment
 - Current and projected
 - 2.5 General Information on Employees
 - Trade unions, pay agreements, pension schemes, training, employment and training grants, and all other relevant information on personnel and industrial relations policies
- 3. Market Analysis**
 - 3.1 Industry Market Size, Structure and Target Segments
 - Describe present and future trends by product category in volume and price terms: distinguish between the home market and individual export markets: identify target segments.
 - 3.2 Product Trends
 - Life cycles, design/use changes, brands, industry fit.
 - 3.3 Customers
 - Profile of behaviour, preferences, needs and identity of key customers.
 - 3.4 Competitors
 - Identify main competitors and give respective market shares; identify key competitive features.
 - 3.5 Sales-Related Issues in Target Market Segments
 - Channels of distribution, sales methods and representation, pricing, trade discount and credit terms, promotion and advertising.
- 4. Marketing and Sales Strategies**
 - 4.1 Market entry plans
 - Method, timing and channels of distribution, barriers to entry, seasonal factors.
 - 4.2 Pricing Policy
 - Compare with competing products
 - 4.3 Sales Targets
 - Product mix, volumes, prices and market shares.
 - 4.4 Credit Terms/Discounts
 - Detail and compare with industry norm.
 - 4.5 Promotion and Advertising
 - Where, how and cost
 - 4.6 Sales Support and Service
 - Relate to market entry strategy.
 - 4.7 Trade Restrictions and Regulations
 - Indicate status of products or services including warranties and product liabilities
 - 4.8 Competitive Assessment
 - Products, likely response by competitors and contingency plans.
 - 4.9 Marketing and Sales Grants
 - Detail grants approved, grants received to date and grants sill due.



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5. Products or Services

- 5.1 Products or Services
 - Current and planned.
- 5.2 Product Specification
 - Brief details, append full specification.
- 5.3 Technology Status
 - Product technology, present and future trends.
 - Indicate performance achievements.
 - Indicate whether received/required.
 - Indicate status.
- 5.4 Product Testing
- 5.5 Technical Approvals
- 5.6 Patents, Copyrights, Trade Marks and Licences
 - Research and development, licensing, joint venture or other.
- 5.7 Source or Product/Process Technology
 - Nature, status and funding.
- 5.8 Research and Development
- 5.9 Research and Development and Technology Acquisition Grants
 - Detail grants approved, grants received to date and grants still due.

6. Manufacturing or Operations

- 6.1 Premises
 - Describe, including details of title, size, rental and adequacy.
- 6.2 Manufacturing Process
 - Describe in detail.
- 6.3 Plant Capacity and Utilisation
 - Relate to sales targets: identify planned capital expenditure.
 - Highlight key suppliers/second source.
- 6.4 Suppliers and Materials
 - Details.
- 6.5 Sub-contractors
 - Details.
- 6.6 Productivity and Labour Costs
 - Specify procedures, standards set and quality awards.
- 6.7 Quality Control
 - Standard cost data, control procedures and competitive position.
- 6.8 Production Costs
 - Method and cost.
- 6.9 Transport and Distribution
 - Detail grants approved, grants received to date and grants still due.
- 6.10 Capital Grants

7. Financial

- 7.1 Historical Performance
 - Last 3 years audited accounts.
- 7.2 Current Trading
 - Year to date – actual against budget.
- 7.3 Details of Share Capital
 - Authorised and issued; list shareholders and indicate any options.
- 7.4 Assumptions used in Projections
 - List in detail.
- 7.5 Projected Profit and Loss Accounts, Balance Sheets and Cash Flow Statements
 - Detailed projections for the next 3-5 years.
- 7.6 Sensitivity Analysis
 - Discuss the main risk factors and consider impact of such risks.
- 7.7 Other Financial Information
 - Detail all planned capital expenditure and all other material matters.

8. Investment Proposal

- 8.1 Financial Package
 - Total amount of finance being sought and intended providers; the specific use of funds sought (e.g. purchase fixed assets, finance stock and debtors, product or market development costs).
- 8.2 Type
 - Indicate combination of ordinary or redeemable preference shares or loan capital and the percentage shareholding on offer.
- 8.3 Valuation
 - Indicate the value of the company and relate it to the percentage holding being offered to investors.
- 8.4 Period
 - Indicate the period for which the finance is required.
- 8.5 Rate of Return
 - Indicate the rate of return an investor should expect based on the financial projections.
- 8.6 Exit Route
 - Specify how the investor could realise his investment – sale of shares to third parties or a buy back by the promoters



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8.7 Board Representation

- or flotation.
- Indicate that it is proposed to allow an external investor nominate a director to the Board.

9. Conclusion

- 9.1 Strengths of Business
- 9.2 Weaknesses of Business
- 9.3 Why Invest?

- Highlight strengths and opportunities.
- Highlight weaknesses and threats.
- Reasoned statement why an external investor should commit funds to the business.



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Checklist of Possible Appendices to the Business Plans

1. Details of Promoters
2. List of Advisers, Auditors, Solicitors and Bankers
3. Details of Company, Corporate Structure, Shareholders and Directors
4. Details of Corporative Objectives and Strategies
5. Details of Products and Services
6. C.V.s of Promoters and Key Managers
7. Employment Contracts
8. Management Structure and Organisation Chart – Present/Planned
9. Manpower Projections
10. Supporting Tables of Market Information
11. Supporting Tables of Sales Targets and Other Sales Information
12. Technical Specifications of Products or Services
13. Details of Patents, Copyrights, Trade Marks and Licensing Agreements
14. Schedule of Facilities and Equipment
15. Flow Diagrams of Main Processes
16. Standard Cost Details
17. Details of all Capital and Revenue Grants
18. Audited Accounts for Past Three Years
19. Budget and Management Accounts for Current Year
20. Assumptions Used in Projections
21. Projected Profit and Loss Accounts and Supporting Schedules
22. Projected Balance Sheets and Supporting Schedules
23. Cash Flow Projections
24. Capital Expenditure Projections – Comprehensive Listing
25. Results of Sensitivity Analysis
26. Currency Risks
27. Details of All Leasing Commitments
28. Details of Litigation – Current and Pending
29. Commentary on Taxation Position – Corporation Tax, PAYE/PRSI and VAT
30. Brief Details of Insurance Cover
31. Calculation of Rate of Return to Investor