



# *Business planning Unwrapped*

**Maurice McCartney**  
**Enterprise Support Advisor**  
**Making Local Food Work programme**

**Edible Assets Conference**  
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# About us

- **Enterprise Support** from the Making local Food Work Programme provides targeted advice and mentoring for community businesses to support them to be robust and sustainable.

We can help with business planning, employing people, finance, growing the business, managing assets and other areas.

To find out more contact: [richard.snow@plunkett.co.uk](mailto:richard.snow@plunkett.co.uk)

- **Maurice McCartney** is an Enterprise Support Consultant with the Making Local Food Work programme and Director of Fresh Management Solutions Ltd, a business development consultancy providing practical advice, training and project management to social enterprises and other businesses.



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# Objectives for today

- Demystify business planning.
- Flag up things that are relevant and important.
- Provide you with practical advice and tips.



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# Two parts to our discussion

- Preparing a plan
- Telling the story



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# Things we will cover

- Why bother with a business plan?
- Who is a plan for?
- What should go into a good plan?
- Using it to tell people your story.
- Interesting feedback from banks and funders.



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# Reflections on planning

*“I love it when a plan comes together.”*

**Colonel Hannibal Smith  
The A Team**



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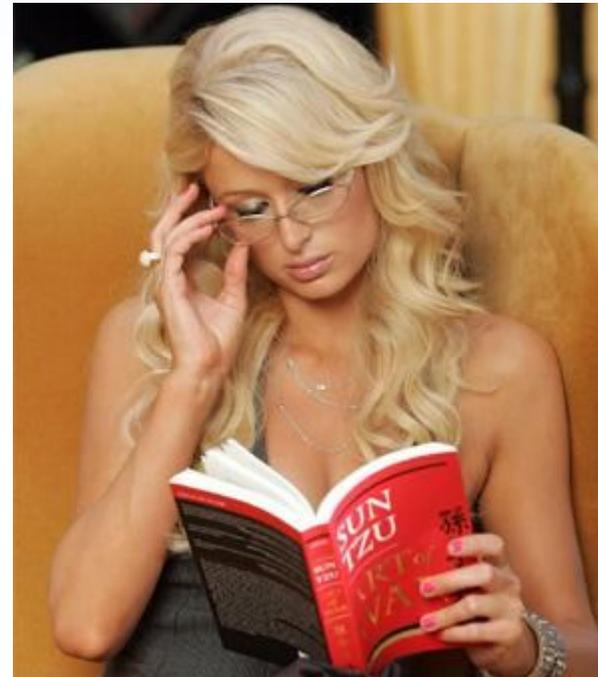


# Reflections on planning



*“With careful and detailed planning one can win, with careless and less detailed planning, one cannot win.”*

Sun Tzu, The Art of War, 400 BC



Ms. Paris Hilton reading Sun Tzu's Art of War book



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# *Preparing a plan*

*“I look to the future because that's where I'm going to spend the rest of my life”*

**George Burns**



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# 10 minute exercise

## Four groups

You are interested in a social enterprise:

1. **Director:** A friend has asked you to join the Board.
2. **Employee:** You are thinking about applying for a job that has been advertised.
3. **Member:** You are thinking about joining the group.
4. **Bank manager:** The enterprise has applied for a loan.

## The exercise

What do you want to know before you make a decision?





# *Preparing a plan*

## *Things to think about*



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# Preparing a business plan

1. Where are you now?
2. Where do you want to be?
3. What do you need to do to get there?
4. What resources will you need?
5. What could go wrong on the way?
6. How will you measure progress?



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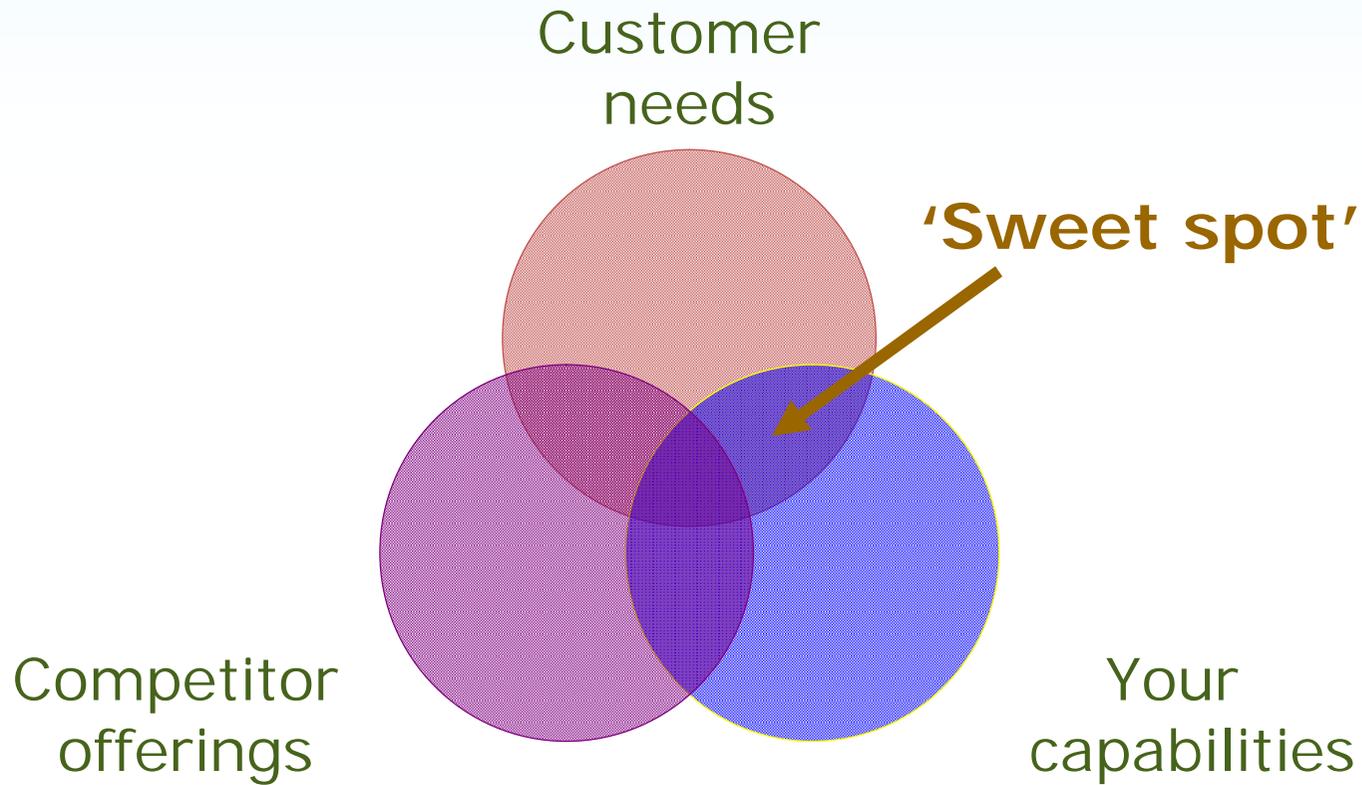
# 1. Where are you now?

## SWOT analysis

Strengths	Rank	Weaknesses	Rank
<i>Internal factors than offer an advantage</i>		<i>Internal factors that present a disadvantage</i>	
Opportunities	Rank	Threats	Rank
<i>External factors that require action to bring benefits</i>		<i>External factors than may damage the business if no action is taken</i>	



# 2. Where do you want to be?



# Two parts in a good Vision

## Mission

Your purpose and primary objectives. Defines the key measures of success.

## Values

Your guiding beliefs about how things should be done. Inspires staff and gives directions on how to behave. Shapes what other people think: why they should work with you and what they should expect.



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# Characteristics of a good Vision

- Desirable
- Compelling
- Realistic
- Focused
- Easy to communicate



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# Preparing a business plan

1. Where are you now?
2. Where do you want to be?
3. What do you need to do to get there?
4. **What resources will you need?**

People

Facilities

Finance



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# Preparing a business plan

1. Where are you now?
2. Where do you want to be?
3. What do you need to do to get there?
4. What resources will you need?
5. What could go wrong on the way?
6. **How will you measure progress?**



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# Telling the story

*“A good novel tells us the truth about its’ hero; but a bad novel tells us the truth about its’ author”.*

G. K. Chesterton



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# Your favourite movie?

- What?
- Why?



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# Guidance on writing a movie script

- The great movies sweep you up, captivate your emotions, get you involved.
- The audience wants to be interested in and care about the people they see on the screen: they want to be passionate about them.
- There is always something at stake in a good movie. It can be something personal or for the good of all, but it must be powerful.
- You might love your characters and know what they are thinking but the script has to show it to the audience on the screen.
- Without obstacles you don't really have a story.



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# Guidance on writing a movie script..

- Hollywood buys genres: action adventures, romantic comedies, thrillers. Approach producers with something they can recognise.  
Successful stories have a fresh face but are identifiable.
- Present your work like an insider. If you don't know the game, they won't play!
- You need a hook, a 'What if?'. A good 'What if?' will set your script apart from the pack.
- A script must outline every sound, image, behaviour and language element required to tell the story.
- You don't tell the audience your story, you show them.



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# Guidance on writing a movie script...

- Keep in mind that if a scene can be removed and the story continues to work, that scene wasn't necessary.

Every scene should not only move the story along to its conclusion; it should be an integral part of the path to the climax.



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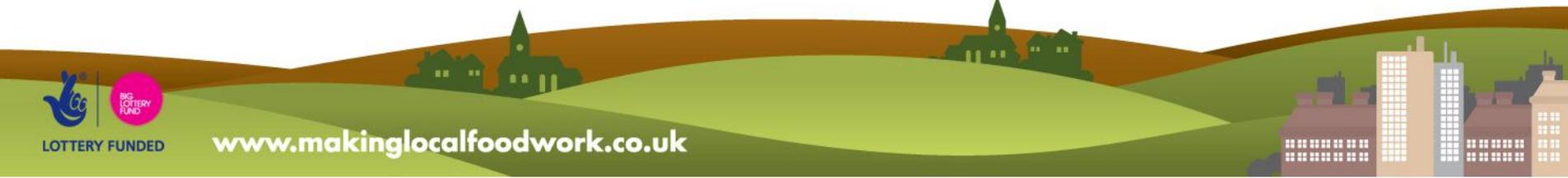


# *What our readers think!*

*Some feedback from banks and funders on the business plans they receive*



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# Feedback from lenders

*“I like to know about the people: I appraise the people as much as the figures”.*

*“I like to see something about the contribution of the key people”.*

*“I like to see CVs that include skills and experience relevant to the business, for both managers and trustees. ‘Retired accountant’ is not sufficient”.*

*“I like a good concise summary: why, what and when”.*

*“I like not too much or too little: why use 150 pages when 10 would do?”*

*“I like it when the content is relevant with good bullet points”.*



# Feedback from lenders..

*“I like it when there is a good Executive summary, 1- 2 pages long. It’s the first thing I read”.*

*“I particularly hate waffle”.*

*“I shudder when a doorstep arrives.....it’s really off-putting”.*

*“I like truth, honesty and realism: an acknowledgement of weaknesses is good”.*

*“I dislike it when it seems too good to be true and then I find it is”.*

*“No generic plans please, put in some personality and individuality”.*



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# Feedback from lenders...

*“I dislike it when there is no rationale for projections and the explanation of the key lines and basis of the projections are missing”.*

*“I dislike it when the figures in the various financial documents don't tally: I look at the Cash flow forecast first and compare this with the Balance sheet”.*

*“I dislike it when the financial figures have not been updated with recent trading information. I've had forecasts for March when we're in August”.*

*“I dislike it when there is no thought of the market, for example, the Organic market is down 20% but they are going to grow by 20%”.*



# Feedback from lenders....

*“I like to see the past figures and how they relate to projections”.*

*“I dislike it when applications don’t appreciate the lender’s position: how will the bank get its money back?”*

*“I dislike it when there is no Plan B: what will happen if we say No?: sometimes I’ll query the figures and they just change them...it gives me no confidence”.*

*“I dislike it when there are several versions of the plan: sometimes they conflict. I’ve even been sent the wrong version”.*



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# Feedback from lenders.....

*“I dislike it when group members cannot answer straightforward questions about the content: I wonder who has written it? Maybe they’re just lazy”.*

*“I dislike it when there is endless detail of marketing surveys: I need evidence of a market and a space for the business within it”.*

*“I dislike it when spreadsheets don’t print properly and I get bits of information on different pages: maybe they haven’t even looked at it. Silly little things like that drive me mad”.*

*“I dislike it when weaknesses and threats from the SWOT analysis are not addressed in the plan”.*



# Ten tips for your plan

- Remember that it is for you first and foremost.
- Use it as a flag that everyone can march behind.
- Be structured in your preparation.
- Don't start with a document template.
- Let your organisation's personality shine through!
- Write it with the reader in mind: know their interests?
- Have mercy on your reader! Be focused and concise.
- Don't stretch it to suit different readers: prepare a supplementary document around it.
- Don't bury it: keep it front of mind.
- Be flexible as the enterprise develops.



# Useful contacts & publications

- Plunkett Foundation: [www.plunkett.co.uk](http://www.plunkett.co.uk)
- Making Local Food Work:  
[www.makinglocalfoodwork.co.uk](http://www.makinglocalfoodwork.co.uk)
- Business Link: [www.businesslink.gov.uk](http://www.businesslink.gov.uk)
- *The definitive business plan* by Richard Stutely.  
See [www.pearsoned.co.uk](http://www.pearsoned.co.uk)
- How to write a movie script: [www.screenwriting.info/](http://www.screenwriting.info/)



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# *Wrap-up*

**Please help by completing  
the evaluation form**



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