



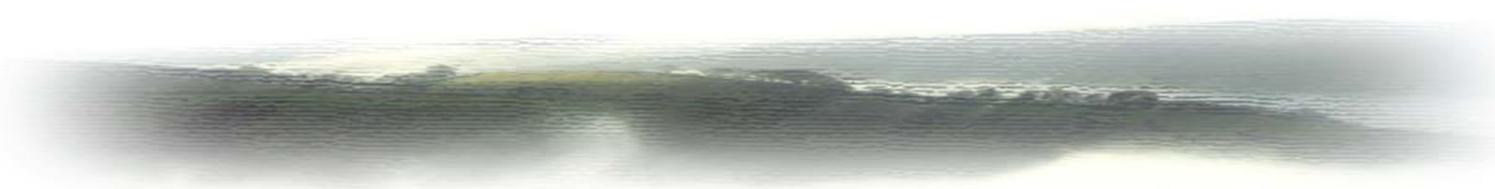
Business Planning

What is it for?

- To establish whether your proposal makes sense within the context that it must operate
- To persuade others to invest or attract partners
- To get a grant or other funding
- To lay the groundwork for subsequent project planning and management.

What should it contain?

- Some research, analysis and commentary on the context in which the proposed undertaking will operate
 - The market or social environment
 - Those who will be a part of shaping the context – Customers, beneficiaries, stakeholders, competitors
- An overview of the product, service or other offering.
 - What is it
 - What benefits does it convey and to who
 - How will it be sustainable (ie, provides funds, attract volunteers or supporters etc)
- A description of how the venture will operate
 - What infrastructure is needed
 - What type of venture will it be
 - What human or social resources are required
 - What is required to establish the operation
 - What is the day to day routine
- The Investment requirements
 - Distinguish capital such as land, buildings and equipment from revenue, (day to day and consumable requirements)
 - Where will the funding come from
- A financial analysis
 - A profit and loss and/or cashflow analysis. This is best summarized in a spreadsheet.
 - Cover both during and after the life of an funding support to start the venture
 - Identify any risks
- An Outline project plan





How to approach it (a suggestion!)

- Work under a number of headings (see template)
- Start in the middle, then address the financials, finally complete summary, background etc.
- Don't make it too long, put any supporting information in appendices (for example, documentation relating to the social or commercial context, letters of support, cashflow analysis).
- Identify, and address any weakness or risks, don't wait for others to do it for you
- Address the whole venture including the period when it is up and running, not just the period of the grant funding

Project Risk Management

Why:

- Anticipate problems and issues
- Plan to mitigate them

Often overlooked in project planning:

- Difficult to foresee issues
- No understanding of how to address risk issues
- Not very exciting

Approach:

- Brainstorm outcome scenarios
- Estimate impact and likelihood of occurrence
- Prioritise accordingly
- Identify risk mitigation actions and responsibility (see matrix below)
- Document and review as project progresses

10 Golden Rules of Risk Management

1. Make Risk Management Part of Your Project
2. Identify Risks Early in Your Project
3. Communicate About Risks
4. Consider Both Threats and Opportunities
5. Analyse Risks
6. Compile a Project Risk Register
7. Prioritise Risks
8. Clarify Ownership Issues
9. Plan and Implement Risk Responses
10. Monitor Risks and Associated Tasks

