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Business Planning – Beyond Startups

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For Peachtree Business Care



Goal: Control Your Destiny



Form Follows Function



Planning, Mapping, Management



Planning Process = Accountability



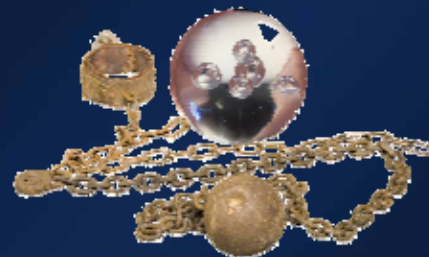
Business Plans Are Always Wrong...



... They are Vital Management Tools



The 'Crystal Ball and Chain' Problem



Start Anywhere



Inside Out from the Heart The trilogy

Palo Alto Software

Bplans

Mplans

Enmeshed: Chicken, Egg, and, er, Rooster?



Who wants what you sell, why, where and how many are they.?

Know Your Market

The Essential Why to Buy



Profile Your Ideal Customer



Know Your Competition



Market Forecast

Market Analysis (Pie)



Potential Market vs. Sales



Demographic Segmentation



Geographic Segmentation



Psychographic Segmentation





Your Business' Fundamental Nature: How Are You Different

Define Business Identity

SWOT



Your Specific Keys to Success



Your Core Competence





Focus

Choices, consistency, realism,
displacement

Palo Alto Software

Bplans

Mplans

Strategy is Long Term



Planning & Paradox

- Consistency vs revision
- Growth vs. focus
- Always wrong ...
- Never done ...



Not All Ideas are Opportunities



Opportunities are Realistic



Opportunities are Tailored



Problem-Solution Sets



Market Needs

Solve those Problems



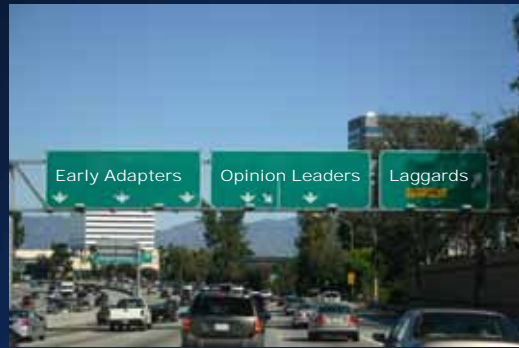
Market Needs

No, Really, Solve Those Problems

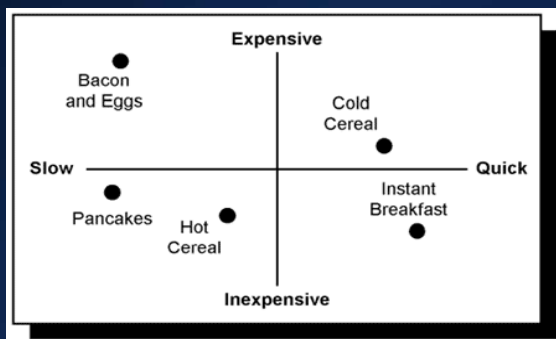


Market Needs

Product-Market Focus



Positioning: Set Yourself Apart



Build Competitive Advantage



Make the Strategic Choices



Displacement



Set the Steps

Steps, Tasks, Owners, Metrics, Accountability,
Measurement, Money

Do the Numbers



Planning not Accounting



More Art than Science

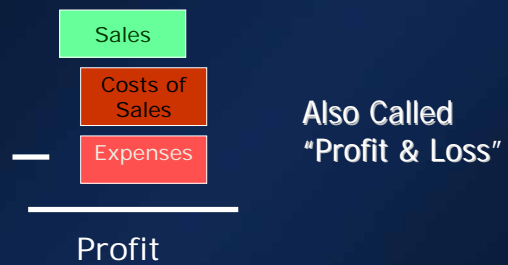


Educate Your Guessing

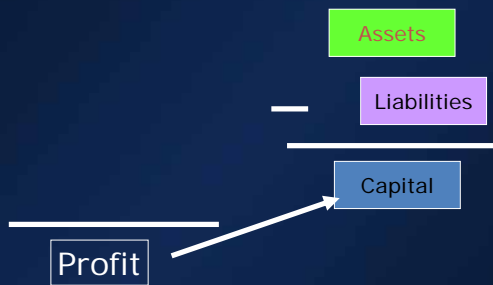
- Experience and know-how
- Data available
 - Your own past data
 - Early results
 - Financial data
 - Ratios
 - Industry statistics
 - Forecasts



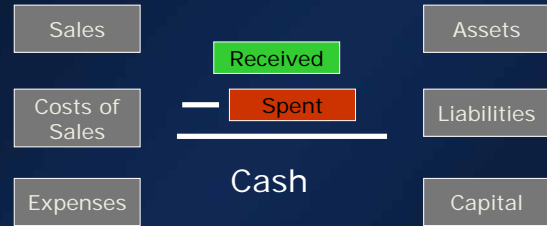
Income Statement



Balance



The Cash Flow



Cash Flow



The Strategy Pyramid



Acme Strategy Pyramid Example



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Plan Concretely and Specifically



Metrics are Measurable



Match Tasks to Owners



Set Expectations and Follow Up



Build real, trackable Milestones

Milestone	Start Date	End Date	Budget	Manager	Department
Corporate Identity	12/1/2007	12/17/2007	\$10,000	TJ	Marketing
Seminar implementation	1/1/2007	1/10/2007	\$1,000	IR	Sales
Business Plan Review	1/2/2007	1/11/2007	\$0	RJ	GM
Upgrade mailer	1/2/2007	1/17/2007	\$5,000	IR	Sales
New corporate brochure	1/2/2007	1/17/2007	\$5,000	TJ	Marketing
Delivery vans	1/1/2007	1/25/2007	\$12,500	SD	Service
Direct mail	2/2/2007	2/17/2007	\$3,500	IR	Marketing
Automation	2/2/2007	2/17/2007	\$17,000	RJ	GM
Advertising	2/2/2007	2/17/2007	\$115,000	RJ	GM
X4 Prototype	2/1/2007	2/25/2007	\$2,500	SG	Product
Service revamp	2/1/2007	2/25/2007	\$2,500	SD	Product
Presentations	2/2/2007	2/26/2007	\$0	IR	Sales
X4 Testing	3/1/2007	3/6/2007	\$1,000	SG	Product
Accounts	3/1/2007	3/17/2007	\$0	SD	Sales
X30 Prototype	3/1/2007	3/26/2007	\$2,500	PR	Product
Tech95 Expo	4/1/2007	4/12/2007	\$15,000	TB	Marketing
VP S&M hired	6/1/2007	6/11/2007	\$1,000	JK	Sales
Mailing System	7/1/2007	7/25/2007	\$5,000	SD	Service
Totals			\$181,500		



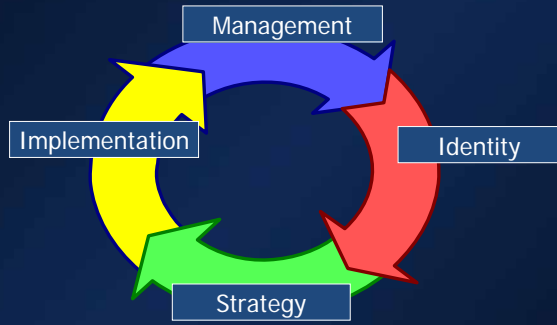
Managing the Plan

		Jan	Feb	Mar	
Unit Sales					
Meals	370	1,053	33	(140)	(55)
Drinks	390	527	(111)	(112)	138
Other		47	36	101	
Total Unit Sales			(31)	(216)	184
Unit Price					
Meals	0.42		\$3.96	\$2.85	\$4.84
Drinks	279		\$0.45	\$0.63	\$0.51
Other	0.7		(\$2.51)	(\$1.59)	(\$0.89)
Sales					
Meals	1,158		\$3,711	\$502	\$6,193
Drinks			(\$96)	\$37	\$730
Other			\$302	\$271	\$902
Total Sales			\$3,916	\$810	\$7,826
Sales					
Meals	\$15,396	\$16,297	\$28,768		
Drinks	\$684	\$1,091	\$2,236		
Other	\$502	\$471	\$1,102		
Total S:	\$16,581	\$17,859	\$32,107		

Accountability



A 4-Step Ongoing Planning Engine



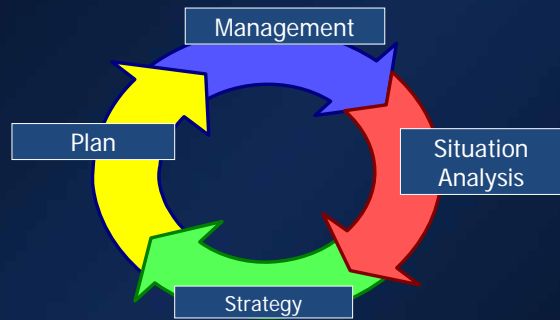
One Possible View



Another Possible View



More Traditional Restatement



Form Follows Function



Sources & Such...

- My blogs: <http://blog.timberly.com>
 - [Planning, Startups, Stories](#)
 - [Up and Running](#)
- Websites <http://upandrinning.entrepreneur.com>
 - www.timberly.com
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