

IAIN MAITLAND

# The BUSINESS PLANNER

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A COMPLETE GUIDE  
TO RAISING FINANCE  
FOR YOUR BUSINESS

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# The Business Planner

To Tracey and Michael

### **About the author**

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*An Advertiser's Guide to the Press*

*An Advertiser's Guide to Exhibitions*

*An Advertiser's Guide to the Radio*

*An Advertiser's Guide to Direct Mail*

*How to Recruit*

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*How to Win at Interviews*

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A complete guide to raising finance  
for your business

Iain Maitland

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## Preface

*The Business Planner* is written for you – the owner or manager of a prospective, new or existing small concern. Having spent months or years preparing to set up a venture or perhaps already trading, you know all about the commercial and financial aspects of your business and industry. Proposing to compile a plan for internal or external use, much of your accumulated knowledge and experience now has to be put down on paper, possibly for the first time. On a step-by-step basis – and highlighted with examples from a wide variety of case histories – this book shows you how to assemble the necessary information in the most appropriate manner.

*Chapter 1 Introducing business plans* starts by outlining the many uses of a plan before moving on to detail the basic rules which must be adhered to whenever one is drawn up. As you come across extracts of business plans later on in the text, you should continually refer back and forth to this section to see the ways in which these guidelines are followed in practice. Next, you are told how to compose an introductory letter to precede or accompany a plan that is being sent out, perhaps to a bank or building society manager. A diverse selection of examples is given, written by the characters who feature in the case studies throughout the book.

*Chapter 2 Writing the commercial section* discusses the first main part of your business plan, beginning with a description of its opening pages – essential reading if you wish to catch the eye and impress someone from outside of your firm, such as a would-be investor. Under the headings of your business, products and services, team, market and objectives, it then sets down all of the data that may need to be included along with relevant extracts from the case histories to indicate how the text could be completed. Keep checking back to the



previous chapter to discover how the do's and don'ts are being applied at all times.

*Chapter 3 Drawing up the financial section* covers the second major part of the plan, initially looking at the layout and contents of a profit budget, a cash-flow forecast and their accompanying notes. Precise and concisely explained examples are reproduced for you to study. Having absorbed this information, you are shown how to draw up profit and loss accounts and balance sheets for the coming years. Rounding off, you can find out the best way to list your financial requirements – of key significance if you are seeking funds.

*Chapter 4 Adding the appendices* examines the third – and most overlooked – section of your business plan. To win the support of your reader – perhaps a prospective landlord or potential supplier – you must pick the right documents to back up your earlier commercial and financial statements. Just as important, you have to know where to locate and how to present them. Here, you are told and then guided through what to do – read and then re-read this carefully. Your appendices can make or break an externally used plan.

*Chapter 5 Putting it all together* takes the case studies with which you will now be very familiar and presents four completed business plans for your attention. The first two – setting up a manufacturing business and buying a shop – are on pre-printed, standardized forms, as supplied by a bank and building society. The second two – expanding a service agency and starting a home-based venture – are structured by their writers. Compare their styles with the rules given in the opening chapter and their contents with those referred to in the subsequent ones.

*Chapter 6 Looking for help* considers the individuals and organizations who may be able to assist you with your plan – either its writing or by supplying commercial, financial or supporting material. In an A–Z format, it details the sources of advice available, indicating what they could offer you. Be ready to dip in and out of this reference section as you progress through the text.

Whatever your business or industry, regardless of the purpose of your plan and even if you have never compiled