



Business Planning Overview

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Business Planning

1. Introduction

This is a highly practical and participatory course that will help managers to create comprehensive, yet concise, persuasive business plans that integrate with your organisation's overall strategy. The course moves from an analysis of the wider environment to identifying attractive markets and defining the marketing approach. Traditional financial elements are combined with a consideration of intangible key performance drivers and how these will be managed, leveraged and developed. Finally, we consider how the plan will be communicated and embedded so that its implementation is a part of everyone's every day job.

2. Who will benefit

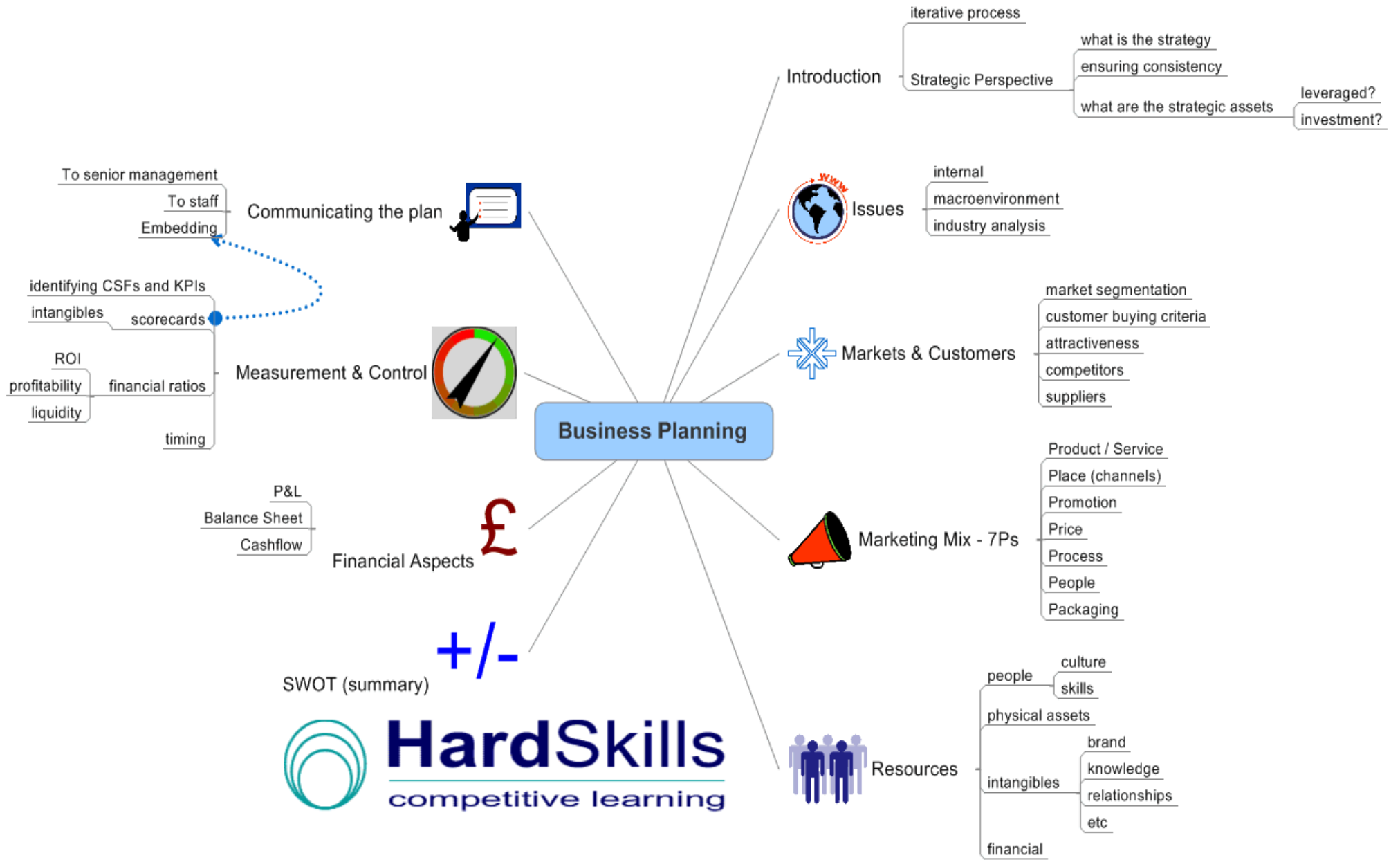
This course will be of value to most managers since virtually all managers are involved in the business planning process to some degree, from writing it to providing information. The specific content of the course will be adapted to meet the needs of your managers.

3. Learning outcomes

To enable managers to contribute to the development of effective business plans.

4. Course Outline

- Introduction
 - an iterative process
 - the strategic context
 - business plan format
- Issues
 - internal, macro environment, industry analysis
- Markets & Customers
 - attractiveness
 - segmentation
 - buying criteria
 - competitors and suppliers
- The Marketing Mix
 - 7Ps – product, place, promotion, price, people, processes, packaging
- Resource Analysis
 - people, physical assets, intangibles (brand, knowledge, relationships etc), financial
- SWOT
 - summary of the competitive position (because some people like SWOT!)
- Financial Aspects
 - P&L
 - Balance Sheet
 - Cashflow
- Measurement & Control
 - identifying Critical Success Factors and Key Performance Indicators
 - financial and non-financial measures
 - managing and measuring intangibles – scorecards
 - timing
- Communicating the plan
 - to senior management
 - to staff
 - embedding in daily habits



5. Paul Taylor – Lead Facilitator

Qualifications & Memberships

- MA in law, Oxford University
- MBA, City University, London
- Member of the Chartered Institute of Marketing
- Member of the Institute of Management Consultancy
- Accredited facilitator on Ericsson Leadership programme

Career

- 18 years' experience as a consultant and trainer
- Marketing Manager, FTSE 100 company

Experience

- accredited facilitator on the Ericsson global leadership programme, delivering in over 10 countries to 20 different nationalities over a five year period; development and delivery of two-day finance module for Ericsson managers and strategic marketing programme
- the design (including train-the-trainer workshops) and delivery of training programmes for ntl: Telewest / Virgin Media
- strategic management courses designed and delivered for Oxford University Press
- marketing communications and marketing effectiveness courses designed and delivered for Cisco
- four-day business management programme (customer focus, strategy, finance and business planning) designed and delivered for civil engineering firm May Gurney
- finance for non-finance managers and value-based marketing courses designed and delivered for Centrica
- consultancy and project management relating to the promotion of UK Online for Business and Best Practice initiatives for the dti
- lecturing on the Chartered Institute of Marketing postgraduate diploma