

Creating a
Business
Development
Plan

About this Guide

This guide has been produced by Sean Toomer, Owner, MD and Epic Badass of SR Toomer, a firm of accountants, taxation advisors and business consultants based in Hampshire, for their clients, associates and business contacts. It should be used as a step by step process to create a business development plan for your business, its growth and success. SR Toomer & Co or Sean Toomer is not liable for any adverse effects caused by action taken from any of the advice, strategies, systems or processes recommended within this guide. We recommend you seek the guidance of a professional.

First things first.....

You've downloaded this guide for one of the following reasons:

- ▶ You are in business and are looking for ways to better your chances for success and grow your business
- ▶ You were recommended by a contact
- ▶ You're just plain curious
- ▶ You've recently started, or are thinking of starting your own business

If the last reason is you, we recommend you check out our guide: Starting a business, which you can download for free from our website. We say this as there may be some things, important things, which you have not thought about before starting your business. This guide will help you make sure you know everything you need to know about starting a business, from choosing the right business structure for you, to how much you should pay yourself.

Get it right, from the start

Going into business for yourself is a huge step; one that should not be taken lightly. If you're already up and running, you'll know this. The advantages are almost never ending; independence; control; freedom to make all decisions. However, the pit falls can prove disastrous and even character breaking; working far too many hours; poor quality of life; little income.

So start how you intend to finish. Whatever reason you are starting your own business, make sure that, whatever vision you have for your business, its core values, practices and operations, are implemented right from the start. For example, if your burning desire is to be a world class company and a market leader, make sure you start behaving like one right from the outset. There is absolutely no reason why you cannot act like a world class company, if that is what you are aiming for. Why would you suddenly change your operations after 10 years being established?

Imagination is your most powerful tool

'Make time to daydream and ignore anyone who mocks you. The mocking will stop when you're able to make your dreams a wonderful reality - and they're not'

What do you daydream about now? And what future did you daydream about as a child?

Make time to daydream and ignore anyone who mocks you. The mocking will stop when you're able to make your dreams a wonderful reality - and they're not.

Free thinking is vital in business. Daydreaming is good. Ideas are the seedlings of reality which need to be nurtured into real, living, breathing enterprises.

Being a business owner means harnessing the power of your imagination constantly. Imagination has no boundaries or constraints. Great ideas are central to you and your business. Let your imagination breathe.

We're not saying turn into one of those loopy weirdo's you meet who constantly stare at the sky and wear grass shoes. We're saying that sometimes you need to step out of your business and look at it from a different perspective. Always remember why you are here and where you want to go. Set aside a few hours a week thinking time (maybe in the bath or when you take the dog for a walk). Let your imagination wonder to see if you can improve any aspect of your business.

Why do you need a business plan?

'Most people aim at nothing in life and hit it with tremendous accuracy'

If you have no aim for where you want your business to go, how will it ever get there? It's easier to be passionate about the future if you can visualise where you want to go and how you are going to get there. Like any journey, you need a map – a business plan.

A business plan is a set of actions which will take you from where you are now, to where you want to go. I'm not talking about one of those elaborate, flashy business plans which you are hoping will impress the bank manager. I'm talking about a business plan for your benefit – a business development plan. You need to get your own goals down on paper and record an action plan for the next 90 days, 6 months, 2 years and so on, to make sure you're doing the things you need to do on a daily, weekly and monthly basis to better your chances of success.

The most valuable use of your time is working on your business development plan

How to use this guide

This guide has been designed to be used as a template and a step by step process for creating a business development plan which will help you take your business from where it is, to where you want it to be.

It should be used together with our business development plan template which you can find on our website, here: [<link>](#).

The best part about a business development plan is that it is for your use – so make it however you want to! If you don't like big chunks of text, use bullet points throughout (we'd recommend it!) so long as you understand it and it works for you.

Let's begin.....

General Company Description

The first part of any good business plan is the general company description, or as I like to think of it, an introduction to the business this plan is for.

Things you should include in this part are:

- ▶ What does the company do (industry & Industry history)
- ▶ A brief outline of the products/services the business supplies and the benefits to the customer/client
- ▶ A brief description of the target market (people who use those products/services)
- ▶ A small section on the businesses difference to its competitors (unique selling points & niche)
- ▶ A brief outline of the businesses vision including a mission statement and business philosophy
- ▶ A section on how the company will succeed

Why do you need this?

This section will be used as a constant reminder of why you are in business. The Business vision here should be short, sharp and send chills down your spine whenever you read it because after you've completed this plan, you'll realise this is possible and you stand a very good chance of achieving your goals.

Vision

This is the exciting part! Where do you want to be in a year? 2 years? 5years? Even 10 years? This is the part of the plan which needs you to be imaginative and think long and hard about what it is specifically you want to achieve. Things like:

Do you want to be market leaders? – Who are the existing market leaders?

Do you want to be a world class company? – What does this mean?

Do you want to make lots of money? – How much money?

Do you want a reasonable standard of living? – What exactly does reasonable mean?

Do you just want to survive? – OK, but what exactly do you need to do to survive?

You'll come up with one or maybe even a list of 20 things you want to achieve. This is your vision. This is why you woke up one day and thought 'You know what? That's a good idea! I can do this!'

The clearer you are about your vision, the more specific you are – the easier it is going to be to achieve. Only when you know where you are going, can you plan the steps to take to get you there.

Use the following template to plan your vision.

Creating your Vision

In 10 years I will be...

e.g. Market Leaders, in the top 100 UK accountancy practices in the UK, have income of £1m pa

To achieve this we need to...

Have a client/customer base of.....

With an average value of

For us to succeed, we need to....

Gain new clients

Which means and average of new clients per year

Which means and average of new clients per month

In 5 years I will be...

e.g. Market Leaders, in the top 100 UK accountancy practices in the UK, have income of £1m pa

To achieve this we need to...

Have a client/customer base of.....

With an average value of

For us to succeed, we need to....

Gain new clients

Which means and average of new clients per year

Which means and average of new clients per month

In 2 years I will be...

e.g. Market Leaders, in the top 100 UK accountancy practices in the UK, have income of £1m pa

To achieve this we need to...

Have a client/customer base of.....

With an average value of

For us to succeed, we need to....

Gain new clients

Which means and average of new clients per year

Which means and average of new clients per month

Products/Services

This section is to describe in detail every products/service the business is going to supply.

Use a what, who, why, where, when, how description (see the template below) on each product and be as detailed as you can possibly be. Remember: this is a business development plan. The development part means this will be continuously updated and not left on a shelf to gather dust. If you improve a product or introduce a new one, be sure to include it here.

Oranges – (Product/Service Name)

What? – (what is the product/service?)

Oranges

Who? – (who will buy it?)

People who eat oranges

Why? – (what are the benefits or what will the product/service do?)

Oranges are full of vitamin C and taste delicious!

Where? – (Where and how will it be sold?)

Supermarkets

When? – (how often will it be sold to customer? Once a year, once a week etc)

Every day! Because everyone loves Oranges!

How (much)? – (How much will it cost? If product, include manufacturing/purchase price)

£1.00 per orange (they are *that* nice)

Marketing Plan

The marketing plan covers several sections that need to be considered:

- ▶ Market (size)
- ▶ Customer Profile
- ▶ Competition
- ▶ USP's/niche
- ▶ Promotion or routes to market
- ▶ Pricing
- ▶ Sales forecast

Market

The burning question here:

'Is there a big enough market for your product/service?'

That is; are there people that will actually buy it? This is what we need to prove in the market analysis. How big is the market? Who does it consist of? Who wants/needs your product or service?

An example here:

SR Toomer & Co provides accountancy services to small businesses. There are 4.7 million businesses in the UK. Of these, 99.3% are small business.

This may need to be separated out to include demographics (e.g. which if those businesses are located in Hampshire?) but it is a start.

What you need to consider:

- ▶ How big is your target market?
- ▶ What are the demographics? Are these markets concentrated in one geographical location? (Include a map showing location would be useful)
- ▶ How much of this specific market are you hoping to attain?

Only by identifying your target market specifically can you start to think of ways to generate interest in your product/service from them.

Customer Profile

When considering who your customers will be, think of your ideal customer, and focus your attention on them.

For example:

'SR Toomer & Co is targeting small businesses'

'Small Businesses' is a very broad range. Small Businesses is not specific, it could be a million different things (literally). There are those certain types of clients who SR Toomer & Co is targeting:

'Small Businesses that have the ambition, desire and motivation to succeed and be the best in their market place'

This is still not specific enough, but now you have an idea.

If your business was ideal, you would only gain the customers that you really want. Those customers, who pay on time, without nagging, refer others to you without asking and really appreciate the service/product you provide. Would it not make sense to focus on those customers?

Things to consider:

- ▶ Age
- ▶ Gender
- ▶ Geographical Location
- ▶ Occupation(s)
- ▶ General like/dislikes
- ▶ Hobbies
- ▶ Where do they frequent? (Hotels, pubs, bars, etc)
- ▶ Why do they want your product/service?
- ▶ Why would they choose your product/service over your competitor?
- ▶ What would they value from your product/service

Competitors

Looking at your competition is very important. What if they are offering an improved version of your service, or better products?

First off, you need to identify the competition who is offering a similar product/service as you, in the same geographical location.

Things to consider:

- ▶ List each competitor on a separate page of your plan
- ▶ Include a copy of their website home page (if applicable)
- ▶ Include address and contact details
- ▶ What are they up to?
- ▶ What products/services are they offering?
- ▶ What makes them different? (Or so they say?)
- ▶ Are they offering any special deals?
- ▶ Is there service offering more attractive than yours?

Now decide which two competitors is your main competition and complete the table (see next page).

This is a more in depth competitor analysis which will highlight areas you need to improve to look more attractive to your customers. Be sure to ask for an objective view from someone else other than yourself. You can't just rely on your own biased view!

Use a scale of 1 – 5 (5 being excellent, 1 being very poor) for each column on how your product/service is rated, how your competitors measure up and the importance to the customer. Highlight whether this is a strength or weakness for you.

Competitor Analysis

FACTOR	You	Strength	Weakness	Competitor 1	Competitor 2	Importance to Customer
Products						
Price						
Quality						
Selection						
Service						
Reliability						
Stability						
Expertise						
Company Reputation						
Location						
Appearance						
Sales Method						
Credit Policies						
Advertising						
Image						

USP's/Niche

- ▶ Why is your company different?
- ▶ Why are your customers going to use your product/service?
- ▶ What makes your service offering so attractive?

These are the questions that you need to think about and will ultimately, play the biggest part of why people will buy from you.

This is the section to include every little detail of why you are better than your competition and why it will make customers choose you - from your attractive payment terms, to a products ground breaking functionality – you need to list every possible unique selling point.

List, (in bullet point form if you find it easier – or even brainstorm) each thing that makes you different.

Promotion (Routes to Market)

'How are people going to hear about you' is what this means in short and is important for obvious reasons. If people don't know you're there – they can't possibly buy from you!

So how are you going to advertise/market your product/service?

- ▶ Advertising (local paper, publications, posters etc)
- ▶ Word of mouth
- ▶ Direct Mail
- ▶ Internet advertising (Pay per click, SEO etc)
- ▶ Networking
- ▶ Telemarketing
- ▶ Cold calling
- ▶ Door to door salesman

This list is not exhaustive and could probably go on forever! This would be a good idea to look back at your customer profile. Where do your ideal customers go, where you could promote your product/service? It's also important to consider costs. You must be aware how many clients you need or products you need to sell to cover the costs of the advertisement in the first place.

List all forms of promotion to be used (separated by product/service if applicable), the cost involved, and how many clients you need to win/products you need to sell to cover the cost of the advertisement.

One of the most important rules of advertising that I've learnt is that *'If it isn't working, stop'*.

Pricing

How do you know how much to sell your stuff for?

There are many things to consider. First of all, this will depend on market research:

- ▶ How much are your competitors selling a similar product/service for?
- ▶ How does the quality of those compare to yours?
- ▶ Are they offering any deals/packages?

The next things to consider are:

- ▶ What are your direct costs (materials/purchases)
- ▶ How much is it going to cost to produce your product/service to a selling condition?
- ▶ If you're reselling a product – how much are the goods?

Even more things to consider:

- ▶ Operating/fixed costs – you need to make enough money to cover things like wages, rent etc
- ▶ Net profit levels – the selling price needs to be high enough so the business makes enough profits to make you rich!

We recommend you check out the pricing calculation on our website. It's here: <link>

Once you've calculated and decided on a selling price, you need to decide how your customers/clients are going to pay you:

- ▶ Will it be point of sale?
- ▶ Will you request a deposit to be paid?
- ▶ Are you going to offer credit facilities?
- ▶ Is there a way you can make your payment terms increase the attractiveness of your offering? (Spreading payments over a number of months perhaps?)

Sales Forecast

This is where your money is going to come from, how you are going to plan for growth and how you're going to make yourself millions. It'll tell you when you need to take on staff, what to do if you don't make as much as you hoped and when you need to move to a bigger place.

If you didn't get it – what I'm trying to say is that the sales forecast is important.

I'd recommend downloading the sales forecast template from our website. Free, as always.

How do know what figures to include in the sales forecast? Do you just guess? Yes - and no.

To determine your sales forecast, you'll need to look back to your vision. How many sales do you need to make to achieve your goals? Those are the amounts you include in your sales forecast – you're going to budget towards your goals. What else would you budget towards?

Being an accountant, I'll also have to recommend that you complete at least one more sales forecast. One which will act as a contingency – just in case things don't go as well as you hope – so you can plan for the worse and know what steps to take. Try taking 50% off your sales for the first year, see what position you'll be in.

SWOT Analysis

That is:

Strengths

Weaknesses

Opportunities

Threats

Before you record these in your plan, take four sheets of paper. Write one of the above on each of the sheets of paper. Spend some time to really think about this and brainstorm. When new ones pop up – add them to the list (see the example on the next page)

- ▶ What are the strengths of the business?
- ▶ Are the credit control systems unbreakable? Is this a strength?
- ▶ Do you have poor credit control systems and will be forever chasing money? Probably a weakness
- ▶ Are there any opportunities in new product launches/markets?
- ▶ Could a competitor pose a threat to your business? Or perhaps a large competitor could destroy you

Have a look again at your competitor analysis. Are there any strengths listed here that you can use to your businesses advantage? Are there weaknesses that you can work on, to turn them into a strength?

The idea here is to turn the weaknesses into strengths and the threats into opportunities.

Great credit
control systems

Unbeatable prices

Excellent
customer
feedback system

Strengths

Brand Value

100% Customer
Satisfaction rate

Leadership

Operational Plan

The operational plan involves how you do things and covers a few sub sections:

- ▶ Production
- ▶ Staff operations and training
- ▶ Product/service design and development
- ▶ Client Services

Production

'This is how we do it here' – remember the song?

That's what needs to be included in this section. How you will operate, how you will produce your product/service and who will be involved.

Include in this section the day to day activities of the business - How things will get done, including the systems and processes you will use

For example, if you sell oranges:

- ▶ Where will you buy the oranges?
- ▶ How will they be delivered and how will you record this?
- ▶ How will the oranges be prepared for sale and buy who?
- ▶ Who will sell the oranges and how will this be recorded?

For this section, I would highly recommend a book to read - The 'E-myth' by Michael Gerber. This book discusses why most businesses don't work and what to do about it. What I loved about the book is the way Gerber discussed the importance of day to day systems and how you should design your business to work without you, by relying on an indestructible system.

(You can buy it from Amazon here: <http://www.amazon.co.uk/E-myth-Revisited-Small-Businesses-About/dp/0887307280>)

Staff Operations and Training

This section you will talk about what staff you will have that are involved in the sales operations, what their job descriptions will be and how you will ensure they receive the most up to date training to keep their skills top of the game.

This section is not about the positions you employ (see later). It is about how staff is treated, how they will be praised/rewarded and less popular but equally as important, how they will be disciplined.

Product Design & Development

This part of the plan will discuss opportunities for improving the businesses products/services and who will be responsible for doing so – a new product launch for example.

Think back to your SWOT analysis. Examine the opportunities and explore those in more detail in this section. Don't forget to look at the threats and see if you can turn these into opportunities here.

Client Services

The things you need to consider in this section:

- ▶ How will you ensure your customers/clients remain happy?
- ▶ What do you do if you receive a complaint?
- ▶ What happens if some goods are returned?
- ▶ How will you get testimonials/feedback?
- ▶ Will you reward customer loyalty?

Great customer service is imperative for a business to thrive. This will be the sole reason why the ever elusive, yet extremely powerful, word of mouth marketing will work for you. You must get it right. This is the part of your plan which you ensure customers are happy and if they are not – how you will turn an upset customer into your best customer.

Management Plan

You may be just starting in business and only have you to worry about, but when you have 50 staff to chase after, how will you cope. That's what you'll discover in this section.

To help with this section, you'll need to look at your organisational chart – to see the managerial positions in your business. Things to consider:

- ▶ How will the businesses vision be filtered down to staff in the lower ranks?
- ▶ How will you deal with staff grievances?
- ▶ What if a staff member is a star performer? Will you reward them? How?
- ▶ How will everyday decisions/orders be given to staff?
- ▶ How will staff know what they need to be doing?
- ▶ How will business decisions be made to take the business forward?
- ▶ How will disputes be handled?

Business Support Plan

The bits in this section are the parts of the business which will be there to support the growth and success of the business such as:

- ▶ IT
- ▶ Administrative
- ▶ Secretarial
- ▶ Finance (inc bookkeeping plan)
- ▶ Premise
- ▶ HR
- ▶ Legal
- ▶ Compliance

In this section you need to look at the above points and consider:

- ▶ Is this required now?
- ▶ If not when?
- ▶ and by who/how much/where?

For example, when considering premise management:

Do you require an office/shop front or is it possible to work from home? The pros and cons for each option will need to be explored in this part of the plan and decided upon to take the business where it needs to go. Working from home is a cheaper, but will it cause added stress to family life? Do you want clients looking through your knickers draw?

People

People – will probably be the most expensive, yet most valuable asset to your business.

The first thing you need is an organisational chart to show what people you'll have. Before you do this, I'd recommend having a look at the default organisational chart on our website here [<link>](#).

For each position, be sure to include:

- ▶ Job Description
- ▶ Likely candidates (i.e. students etc)
- ▶ Rates of pay
- ▶ Working hours
- ▶ Particulars of employment (including contracts)
- ▶ Staff pension scheme eligibility
- ▶ Sick pay
- ▶ Appraisal methods

Use a format like on the next page for each position in the businesses.

At the start, many of these positions will be filled by you, that is, you will be responsible for every part of the business (assuming you are a sole trader), or if you're a partnership, the two partners will be responsible for all the positions.

Job Description

[Job Title]

General Description:

Responsibilities:

Rates of Pay:

Candidate Specifications:

The Owner

This part of the plan should include information on the owner of the business (probably you!).

Things to include:

- ▶ A CV (for a great CV format, see our website)
- ▶ Background information inc experience
- ▶ Own personal goals (including financial)
- ▶ Personal Financial Statement

Why should you include this?

- ▶ You don't have to include this section
- ▶ It's good to give information on where the business idea has come from
- ▶ To understand the driving force behind the great idea

Start up Expenses & Capital

This section may not be applicable if your business is already established and is aimed at those people who are thinking about starting a business. However, if you've already started your business, or have been trading for a while, we'd recommend you complete this anyway and include items on hand today (such as cash balances, assets owned etc)

This is one of the only sections of the plan which won't be updated (you only start once). You need to include all expenses involved with starting your business including acquiring premises, your first stock order, employee wages, even buying a kettle. Use the template found here [<link>](#) for a more exhaustive list of what could be included.

Consideration needs to be given to any types of funding required:

- ▶ Bank Loan
- ▶ Family Investment
- ▶ Personal Savings
- ▶ Personal Loan
- ▶ Etc

If you do require funding other than personal savings, you'll need to consider the pros and cons of each type. For example a bank loan could be relatively straight forward to attain, but what guarantees do you need to give? Family investment could seem a wise option, but would this put strain on relationships at home?

Why should you do this?

If you're starting up, this should be one of the first things you do. If it's too expensive to even start, it may destroy your excitement to even take your idea to the next step. Getting a fix on costs is important before any commitments are made.

Financial Planning

This is the number crunching section where accountants make their money! This section should include a minimum of two Profit & Loss forecast and two cash flow forecasts.

See the templates for both we have on our website.

Profit & Loss Projection

This is important as it will show you the result which is the reason why you've started this whole thing in the first place – the profit.

What you should include:

- ▶ The projected sales of the business (look back at your vision)
- ▶ The projected costs of the business because of these sales

Only two things? Yes only two. You're only really going to spend money in order to make those sales – why make this any more complicated than it needs to be.

To find the information you need for this, look back at your sales forecast. This is what you will include for your projected turnover.

What you need to do know is determine what costs will be incurred in order to make these sales possible. Things to consider:

- ▶ Do you need premises to trade from?
- ▶ What purchases (stock for re-sale) do you need to make?
- ▶ Do you need a telephone line/broadband?
- ▶ Do you need any kind of machinery or computer system?

This list could be endless if I was to carry on as it will be specific to your type of business. For a more comprehensive list, see our template on our website here: [<link>](#) which may help jog your memory.

Why do you need two profit & loss projections?

Just like with the sales forecast, you need to know what will happen if things don't go according to plan, so make sure you draft projections for contingencies too.

We would recommend a Profit & Loss projection for a t least **5 years**, on and **ongoing basis**. This means, if things change, so should your profit & loss account. If you lose that big account, you need to change your projections. That's all part of a business development plan. It's a development process that develops as your business does.

[Why should you do this?](#)

If you're not applying for funding, what's the point in a profit projection?

Like I mentioned in the introduction, this isn't to try and impress a bank manager. This is for your benefit. You've decided on your vision – where you want the business to go. Now this is how you plan the steps to get there – this is your road map or your satellite navigation for the more technologically savvy people out there.

This is your action plan to get you from where you are, to where you want to be and that action plan should be reviewed at least once a month.

On a monthly basis, look back at these projections and compare them to the actual results for your business. If things have changed, change your projections.

For example, if you haven't hit your targets for one particular month, you need to ask yourself why. Is your vision too unrealistic? Did something happen to stop production for a few days? Whatever the reason, you need to figure out how to improve, and how to do better next month. That's what building a success business is all about. Not crying over spilt milk. Clean it up, and learn not to spill it next time!

Cash Flow Forecast

The first thing to understand is why a cash flow forecast is different to a profit & loss projection. Profit is profit. Cash is cash. Not helpful?

Profit is how much money the company has made at the end of the day – Income less expenses.

Cash is actual physical money – the pretty coloured posh paper. Cash is affected by things that don't affect profits, such as cash introduced to the company by the owner – it increases your cash balance, but has not affect on your bottom line.

The whole point of a cash flow forecast is so that you don't run out of cash so you can carry on making profits. You can have a very profitable business and no cash. If you don't keep an eye on your cash balance, you could lose everything – whether you make £1 profit or £1m.

What you should include:

- ▶ All the cash the business will receive
- ▶ All the cash the business will pay out

To find the information you need for this, look at your profit & Loss forecast and your Start up expenses & capital sheet. You'll need to record all the cash that comes in from different sources, such as:

- ▶ Sales
- ▶ Money invested by the owner (capital)
- ▶ Tax rebates (If you're lucky!)
- ▶ Bank Loans and other finance
- ▶ Other investments (family etc)

You'll also need to record all the things you're going to spend money on, such as:

- ▶ Purchases
- ▶ Employee wages
- ▶ Rent
- ▶ Motor expenses
- ▶ Accountancy fee (yes please)
- ▶ VAT
- ▶ Loan repayments
- ▶ Personal drawings

For a more exhaustive list, I'd recommend you download our cash flow forecast template from our website.

Why should you do this?

You've probably heard this many times, but 85% of small businesses fail in the first 5 years. Why? Because of cash flow problems caused by insufficient financial planning.

Having no cash will kill a business very quickly – make sure you plan well enough to never be in that situation.

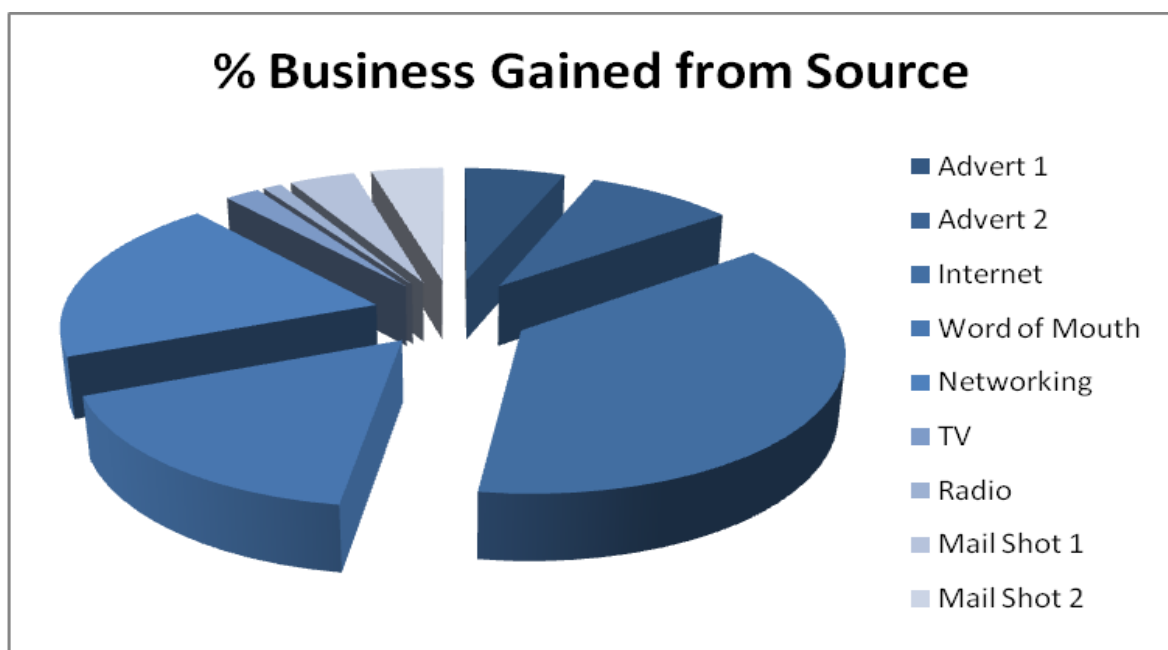
Just with your profit & Loss projection, you should review this at least once a month and when those targets change, make sure you update your cash flow forecast to make sure you don't come up short. You never know, you may find out you'll have some spare pocket money you can invest elsewhere.

Non-Financial Planning

This may seem unusual from an accountant! But we're different. Consideration needs to be given to non-financial forecasts too, such as:

- ▶ Client growth forecasts
- ▶ Staff performance
- ▶ Market projections
- ▶ Your own quality of life
- ▶ Where will the business come from?

For example, if you found out that 90% of your business was coming from one source, would you not invest a little more time and money into that source? You may never know vital information like this if you don't plan and track it. Here's an example of tracking where the business comes from:



Do you think it would make sense for this business to invest more time and money into internet marketing? (Obviously, yes).

The things you should track non-financially will not be the same in every business and will be specific to you. You need to discover what would be best for you to plan and track. Remember, knowledge is power.

You've finished!

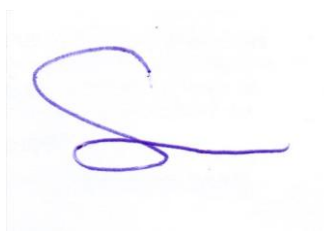
Now you can put this in a nice shiny folder and put it away on a shelf to gather dust, until in 2 years time, you realise you don't can't pay your phone bill again and something's got to change.

What do to now you've finished

A business development plan should be used to develop your business over time. When your business is up and running and you're in the thick of it, it can be easy to put off working on your business development until a quieter time. **Don't do it!** Like I said at the start:

The most valuable use of your time is working on your business development plan

When you are planning financially, you're planning your future ahead. You're planning for your success. What is more important and more exciting than that?



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