**Strategic Business Plan**

Business Name

Duration of Plan (xxxxx)

Prepared by: [Name]

Business name:

Date:

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# Introduction to the template: Filling in the Business Plan

## 

## What this guide is about

Strategic management is critical but is overlooked by many farmers who generally prefer to focus on tactical and operational management. As a result, farmers often fall into the trap of being efficient at getting the wrong things done! Hence the need for this Strategic Business Planning guide.

Strategic management considers the decisions that have a big impact on the long term future of a business. For instance; to change the balance of sheep to cattle; to buy extra land; to hand the farm over to the next generation; to diversify into industrial storage or install a biomass boiler.

Having decided about the longer term direction of the business, tactical management is about making sure the business moves in that direction. By implication, the focus at the tactical level is on within year management adjustments, such as; improving ewe body condition to lift lambing %, improving grazing management to get more litres of milk from pasture. While operational management drills down to getting specific activities completed efficiently (e.g. milking routine, drenching lambs, reseeding a pasture).

## How to use this guide

Think of strategic management like reading a map;

* Where am I now?
* Where do I want to go?
* What is the best way to get there?
* How do I stay on track?

Each question is covered below in turn, but feel free to flick through the various sections to get a feel for the whole process of planning and implementing long term changes to your business. Once you have a broad understanding of what the workbook covers, it is best to complete the workbook in the logical order of the above questions.

It is very easy to get ‘bogged down’ in strategic planning as the urge is to try to “get it right first time”. It is better to get quickly through a draft, put it down for a day or so, then go back to it and refine that draft. Expect to go through several drafts before you are satisfied. That is all part of the strategic planning process.

***Note: The following is a “clean” template that simply includes a structure for writing your Strategic Business. But it is simply a way to organise your thinking, so simply print off a blank copy and hand write your thoughts and figures into the sections. This template should be used alongside the guidance booklet. If you are typing into the template, remember to regularly save the files.***

# Business details

|  |
| --- |
| Farm business name:    Address:  Telephone number:  Legal status:  Key contacts:  Name:  Address (if different from above):  Phone number:  Mobile number:  E-mail: |

# **Executive Summary**

|  |
| --- |
|  |

# Scope and Purpose of Plan

|  |
| --- |
|  |

# Where am I now?

## Current farm and farm system

|  |  |
| --- | --- |
| **Land**  Location  Access  Total area  Adjusted area  Woodland area  Quality / LFA status |  |
| **System**  Farm type (e.g. dairy)  Livestock enterprises  Crop enterprises  Pasture and forages  Stocking rates / ratio of cattle to sheep  Farm diversification  Off-farm work |  |
| **Buildings**  Livestock buildings  Crop storage including silage pits  Slurry towers, etc  Yards |  |
| **Infrastructure**  Fences (and walls)  Internal tracks  Stock handling  Water  Drainage |  |
| **Plant & Machinery**  Milking parlours  Slurry pumps, scrapers, etc  Grain driers  Use of contractors  Operations covered by farmer |  |
| **Labour**  Family  Paid  Casual |  |
| **Ownership & Management**  Trading structure (e.g. a partnership between…)  Succession plan in place? |  |
| **Environment & Conservation**  Environmental and landscape features  Environmental schemes  Waste and pollution management  Nutrient and energy conservation  Biodiversity management strategies |  |
| **Other areas**  Animal health & welfare  Plant health  New entrants and women  Health & Safety |  |

## 

## SWOT analysis

|  |  |
| --- | --- |
| **Strengths (Internal)** | **Weaknesses (Internal)** |
|  |  |
| **Opportunities (External)** | **Threats (External)** |
|  |  |

## 2.2 Recent financial performance

## 2.2.1 Cash Needs

## 2.2.2 Profitability

## 2.2.3 Balance sheet and Cash Flow

## 2.2.4 Classifying business health

## 2.2.5 CAP and other support

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Scheme details** | **2015** | **2016** | **2017** | **2018** | **2019** |
| Trading income   * BPS * Glastir * Other |  |  |  |  |  |
| **Total Trading Income** |  |  |  |  |  |
| Capital grant   * BPS * Glastir * Other |  |  |  |  |  |
| **Total Capital Grant** |  |  |  |  |  |

## Risk assessment

|  |  |  |
| --- | --- | --- |
| **Types of Risk** | **Examples** | **Options for limiting risk** |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

# Where do I want to go?

## Goals and objectives

|  |  |
| --- | --- |
| **List the long term goals of the business (no more than three):** | |
| **1.** |  |
| **2.** |  |
| **3.** |  |

## Market and competitor analysis

|  |
| --- |
|  |

# What is the best way to get there?

## Option 1 – Continuing with the current system

## Budgeting the alternatives

* + 1. **Option 2 – [Insert title to describe proposed alternative]**
    2. **Option 3 – [Insert title to describe proposed alternative]**
    3. **Option 4 – [Insert title to describe proposed alternative]**

# Choosing the best option

# Staying on track

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Objective** | **Action Required** | **Responsible Person** | **Time Frame** | **Outcome** |
|  |  |  |  |  |
|  |  |  |  |  |
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|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

## Action plan

## The Annual Budget