

Business Plan Outline

Are you planning to make major investments or changes in the near future?

We recommend that you first create a business plan to help guide your decisions. Your plan can be brief or exhaustive, based on the potential investments or changes you are contemplating; however, you should at least address the following steps:

- 1) Determine Current State – To get everyone on the same page
 - a. Your organization’s mission, vision, values
 - b. Value of your organization to its stakeholders – customers, members, recipients, investors, employees, etc.
 - c. Environmental scan – Strengths, weaknesses, opportunities, threats. A customer survey can provide valuable input.
 - i. State of your industry & trends
 - ii. State of related industries & trends
 - iii. Customers – Current & potential
 - iv. Competitors – Current & potential

- 2) Determine “Future State” - What will your environment look like in the future – in 3, 5 or 10 years? If you have not done this before, start with 3 years out. If you have done this before, try to look out a longer time frame.
 - a. What trends will most impact your organization and stakeholders?
 - b. What are the key success factors for your organization and stakeholders?
 - c. What initiatives will best increase your chances of success?
 - d. What are the major long-term measures and performance goals against these measures?

3) How to Get There

- a. 3-Year Roadmap – How can you best succeed in the next 3 years while making progress on your 5-year or 10-year vision?
 - i. Major strategies
 - ii. Initiatives required to achieve each strategy, broken out Year 1, Year 2, Year 3
 - iii. 3-year performance goals against long-term measures
- b. 1-Year Plan – How can you best succeed next year, while making progress on your 3-Year roadmap?
 - i. Action steps behind Year 1 initiatives with resources required and expected outcomes
 - ii. 1-year performance goals against long-term measures