

*New Venture Startup Strategic Planning
And
Management Worksheets*

**R. HENRY MIGLIORE, PH.D.
MANAGING FOR SUCCESS**

June 2015

New Venture Startup Strategic Planning And Management Worksheets

OUTLINE

I. PURPOSE

- A. What is your vision, your reason for being, your mission, why you are needed, customers served, needs met in community, scope of the endeavor: nationwide, local, accountability, profit or nonprofit?
 - 1. Mission
 - 2. Vision

II. EXECUTIVE SUMMARY

- a) Company name
- b) Legal structure
- c) Owners/Experiences (Do you know how to run a business?)
- d) Products/services (How do you know that your clients/customers need your products and services?)
- e) Investment (\$) (Do you have enough money to invest in the business?)
- f) Market (who will buy your products or services?)
- g) Location (Are you close to your clients?)
- h) Operation (Are your operating hours convenient for your customers?)
- i) Parking (Do you have convenient and adequate parking for your customers?)
- j) Reasons for opening the business (Why are you opening this business?)

III. ENVIRONMENTAL ANALYSIS

- A. What is the direction of your industry, your SIC or NAISC Code?

- B. Who are your primary competitors? (Three to Five miles, City)
What makes you better than your competition? Why will customers pick your business over your competition?

- C. What are international, national, regional, and local statistics as they relate to your business; interest ratios, unemployment, etc.? (use <http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml>)

Also use WWW.ZIPSKINNY.COM and compare the data.

D. **Who are your primary customers?**
Why do you think they will buy from you?
What is the age of your target population, Salary, etc?
Is it to your advantage that they are married, single, single parents, etc?

E. **Do you have secondary customers?**
Who are they?
Why do you think they will buy from you?
What is the age of your target population, Salary, etc?
Is it to your advantage that they are married, single, single parents, etc?

IV. **MARKETING STRATEGY** (Open the door and they will come does not work anymore!)
How do you plan to draw customers in?
How do you plan to communicate to your customers your products or services?
Do you have coupons?
Do you have any discounts?
How are you known that you are open for business

For more information please visit:

http://henrymigliore.com/resources/strategic_marketing_plan_worksheets_12-18-06.doc

V. **STRENGTHS & WEAKNESSES** (usually internal. Have Strengths and Weaknesses for each category below or the ones that applies)

A. Human Resources/People

For more information please visit:

http://henrymigliore.com/resources/strategic_human_resource_plan_worksheets_11-6-02.doc

B. Facilities/Equipment

C. Patients/Resources Natural

D. Financial

E. Business Management. IF you don't have experience; how will you manage that business?

VI. ASSUMPTIONS (what is happening around you and your future business that can affect it. I.e. the economy, unemployment, gas prices going up, etc)

A. You Have No Control Over

B. Extend Environmental Analysis

C. Usually External

1.

2.

3.

4.

VII. OBJECTIVES AND GOALS

Specific, time frame, measurable in key result areas

KEY RESULT/OBJECTIVES/TARGETS

AREA	OBJECTIVES			
	First Year	Second Year	Third Year	Five Year
1. Sales/Total Revenue/Size				
2. Cost of Goods				
3. Gross Profit				
4. Operating Expenses				
5. Net Profit				

Now for each objective, use this format to develop specific strategy and action.

Example:

Annual Projections	2013	%	2014	%	2018	%
Sales	\$275,500	100%	\$355,546	100%	\$675,730	100%
COGS	\$7,000	3%	\$8,500	2%	\$10,000	1%
Gross Profit	\$268,500	97%	\$347,046	98%	\$665,730	99%
Operating Expenses	\$125,000	45%	\$145,500	41%	\$272,949	40%
Salaries	\$121,968	44%	\$148,104	42%	\$252,648	37%
Total Expenses	\$246,968	90%	\$293,604	83%	\$525,597	78%
Net Income	\$21,532	8%	\$53,442	15%	\$140,133	21%

For more information please visit:

http://henrymigliore.com/resources/strategic_financial_plan_worksheets_7-27-01.doc

VIII. STRATEGY (What have to do to achieve each and every objectives)

- A. Thinking Stage

- B. Where and How to Commit Resources

- C. Timing

Strategy to achieve objective: What do I have to do to make it happen?

Example below:

1. Invest in radio advertising. Will create a marketing campaign on the radio every week offering buy one get the next ½ price
2. Have an active customer database. Will create a Facebook page and offer the promotion twice a day every month year over year
3. Get heavily involved in the social media. Will create a customer data base and send them coupons on the merchandise weekly. Will also do drawing to increase data base but also create customer excitement.

VII. Financials (See Appendix for the complete Financials)

Start Up Cost/Estimated Money Needed

*Working capital is the amount of cash needed to start your business until the business surpasses the expenses. It is recommended to have on hand at least one year's worth of expenses. If you are not certain how much this may be, working through the projections will help you to find out the amount of working capital you may or will need. **See example below:**

Working Capital	\$15,000.00
Equipment	\$23,418.00
Furniture and Fixtures	\$550.00
Deposits or other fees	\$4,350.00
Inventory/Materials	\$3,500
Leasehold Improvements	\$4,950.00
Cost of Land & Building	\$0.00
Other	\$0.00
Total Project Cost	\$51,768.00
Cash Injection	\$30,000.00
Total Loan Amount	\$21,768.00

VIII. REWARD/PERFORMANCE APPRAISAL

- A. What team and individual review/reward system/bonus/salary needed
- B. Review of Performance/Schedule overall and support review dates

IX. ISSUES/PROBLEMS (List all your challenges or problems. The biggest ones are your major. It should not be more than two; and the others are your minor)

A. Major
❖

B. Minor
❖
❖
❖

X. ANALYSIS
Industry/ Competitive/ Company Situation analysis
Functional/marketing, people

A. **Anticipate:** What is your company culture? How do you measure its culture?
How do you see your employees acting with their co-workers and your
customers?

XI. SOLUTIONS TO THE PROBLEMS (what are the solutions to the major and minor problems
you have trying to open this business? State the Pros and the Cons of each problem, at least three for each
one)

A. State your problem here.

PROS:

1.

2.

3.

CONS: of each problems/opportunities associated with each.

1.

2.

3.

XII. ALTERNATIVE SOLUTIONS/CONTIGENCY PLAN.

What would happen if all of your assumptions and ideas do not work?

What if the plan does not work?

What happen if the business does not make it?

How would you pay the loan back?

If you lose your own money, how will it affect you and your family?

What would you do?

**XIII. What is the risk that you are taking to open this business?
How would you reduce the risk?**

XIV. How would you pay back the loan or what is the ROI (return on investment)

XV. WRITTEN AGREEMENT

Do you have partner(s)?

Do you have a written agreement with your partner(s) to protect each other(s)?

How will the profits be spitted?

How will the debts be handled?

If one of you wants to get out, how it is going to happen?

If one of you died, what happen to the business?

XVI. Grand Opening Timeline. When do you plan to open your doors to the public? What do you need? See example below:

0-4 Months Before Opening Your Doors

1. Double check business licenses and insurance
2. Arrange movers, Internet installation, telephone installation
3. Open business bank accounts
4. Set up "Grand Opening" marketing and advertising campaigns
5. Determine business specifics (hours, email address, etc)
6. Train employees
7. Set up Website
8. Set up Social Media
 - o Facebook
 - o Twitter
 - o YouTube channel
9. Etc, etc, etc.

STOP!

XVII. Legal (CPA, LAWYER, ETC) Aspects of the business (If you don't know anything about the following; seek legal help immediately)

- a) Do you know about Liability Insurances, worker's comp insurance, business interruption insurance, etc? Where do you get it?
- b) Do you know about payroll taxes, self employment taxes, sales tax?
- c) Do you have all you licenses and permits? Seek the help of the **Economic Development Centers** around the State. SBA, OSBDC, BUSINESS INCUBATORS, and SCORE.

APPENDIX

DETAILED FINANCIALS:

Startup Cash Flow Worksheet

Income Statement Year 1

Cash Flow Year 1

Income Statement Year 1 through five

Cash Flow Year 1 through Five

Balance Sheet Year 1 through Five

Appendix B

Strategic Financial Plan Worksheets

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**STRATEGIC FINANCIAL PLAN TO SUPPORT
THE FIRM'S OVERALL BASIC COMPANY PLAN
WORKSHEETS**

Financial Plan

Purpose of Finance Function: Role finance plays, internal and external customers, etc.

Environmental Factors Specific to Finance: Usually includes interest rates, inflation, Dow Jones Average, and economy.

- 1.
- 2.
- 3.
- 4.
- 5.

Financial Strength and Weakness: Analyze all ratios and compare with industry averages. State three to five strongest and three to five weakest ratios.

Finance Assumptions: Usually three to five from environmental analysis. Example: Where is economy going?

Major Finance Objectives:

1) Total revenue

Next Year _____

5 Years _____

2) Some return on investment and/or equity

Next Year _____

5 Years _____

3) **Minor Financial Objectives:**

a)

b)

c)

d)

e)

4) **Financial Strategy**

Financial Strategy

Consider things like lease vs. buy, methods of financing, dividend policy, inventory, accounts receivable, working capital.

Develop pro-forma Income and Balance Sheet if company achieves five-year objectives.
Use spreadsheets from homework assignment.

Appendix C

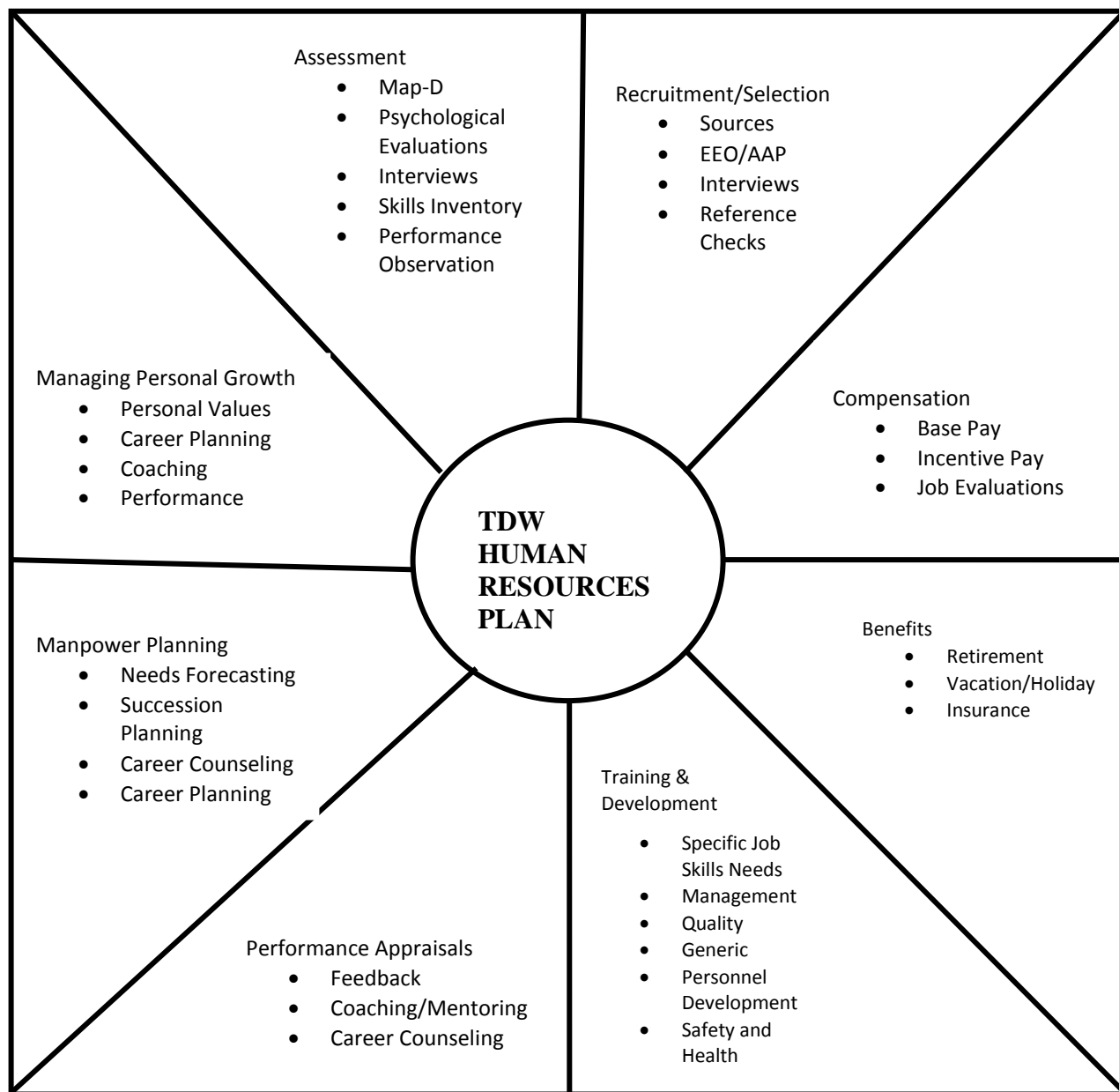
Human Resource Plan Worksheets

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**HUMAN RESOURCES PLAN
TO SUPPORT THE ORGANIZATION'S OVERALL BASIC PLAN
WORKSHEETS**

HR Plan



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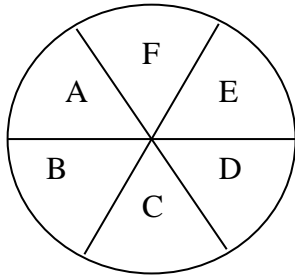
Appendix D

Strategic Marketing Plan Worksheets

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MANAGING FOR SUCCESS

Identify Key Market Segments



A _____
B _____
C _____
D _____
E _____
F _____

What products do you expect to be best opportunity in year 2012?

- 1.
- 2.
- 3.
- 4.
- 5.

Which products will decline and/or present a problem to remain in competition in five years (2012)?

Put yourself in your customers' shoes. Why are they buying from you?

What is your competition doing that could be a threat?

Marketing Strengths and Weaknesses

A. Strengths:

1.

2.

3.

B. Weakness:

1.

2.

3.

Major Marketing Objectives should consider sales, profitability, and customer.

OBJECTIVES

	Last Year Actual	Next Year	5 Years
I. Total Revenues			
II. ROI			
III. Marketing Research What marketing research needs to be done?			
IV. Customers How will customers measure satisfaction?			

MARKETING STRATEGY

- HOW DO YOU REACT TO A RAPIDLY CHANGING MARKET PLACE?
- WHAT OPPORTUNITIES ARE AVAILABLE DUE TO CHANGES?
- WHAT ARE KEY MARKETING STRATEGIES?
- ANALYZE HOW TO PROMOTE AND SELL
- ANALYZE HOW TO MIX INTERNET, SOCIAL MEDIA, NEWSPAPERS, MAGAZINES, BILLBOARDS, DIRECT MAIL, RADIO, TELEVISION, TELEMARKETING, AND SPECIAL EVENTS

Why Conduct Background Checks: Employment Screening

Presented to:
Langston University
Strategies in Entrepreneurial Org.

Mike Steiner
Steiner Consulting, LLC

Food For Thought

- Some Statistics For Thought
 - 43% of Resumes Contain Significant Inaccuracies
 - statistics show that over 90% of college students say they would lie on a resume to get the job they want.
 - Cost of One Bad Hiring Decision Can Exceed

\$100,000

- Recruiting, Screening, Testing, Interviewing
- Hiring
- Training
- Incomplete Job or Poorly Done Job
- Likelihood of Associated Theft, Violence, Injury

Business Reasons

- **To Make the Best Hiring Decision**
 - Gain a Competitive Advantage
 - Reduce Turnover
 - Increase Productivity & Morale
 - Reduce Risk of Business Disruption
 - Comply with Federal Law Mandates for Certain Industries
 - Healthcare, Childcare, Hazardous Waste Drivers, Public Companies' Employees, Commercial Drivers, Airlines, Trucking, Etc.
 - Fulfill Other Contractual or Legal Obligations

- **To Provide a Safe Work Environment**
 - Protect the Assets of the Organization
 - Foster Peace of Mind
 - Reduce Risk of Legal Liability
 - Failure to Perform Due Diligence
 - Negligent Hiring
 - Inequitable Treatment of Applicant Pool

Employers' Legal Obligations To Screen

- Premises Liability
- Respondent Superior
 - Indirectly Liable for Acts of Employee In Course of Employment
- Harassment
- Negligence
- Federal OSHA Laws
 - “General Duty” to Protect Employees Against “Recognized Hazards”

Laws Affecting Background Screening

- FCRA (The Fair Credit Reporting Act)
 - As Amended By FACTA and Enforced by FTC
 - FACTA - The Fair and Accurate Credit Transactions Act
 - FTC - Federal Trade Commission
- State Consumer Reporting Statutes
- Regulated Industry Requirements
 - Transportation
 - Securities
 - Nuclear
 - Banking
 - Healthcare
 - Education



QUESTIONS?

Legal Disclaimer: This presentation is designed solely for informational purposes, and should not be inferred or understood as legal advice. Persons in need of legal assistance should seek the advice of competent legal counsel. Check with an employment law attorney in your state before approving and applying any of the suggestions or interview/application questions in this article. An employer should engage in a careful analysis to determine they will not violate a federal law, state law or Title VII of the 1964 Civil Rights Act.

Appendix F
Background Check



Steiner Consulting LLC

9524 E 81st St. Suite B #1562
Tulsa, OK 74133
Phone #: (918) 812 – 0040

Confidential for Exclusive use by

Test Client

123 test street,
Test, LA 55555
555-1212

Information Provided

Applicant Name:

MIGLIORE, HENRY

Date of Birth:

xx/xx/xxxx

Social Security #:

xxx-xx-3634

Internal Code:

Sub Code:

Client Request #:

State of Employer: NA

Order Date: 4/10/2012 5:14:09 PM Eastern

Order #: 3566

Address Alias Sex Offender Criminal

FIRST NAME: HENRY

ORDER INFORMATION

LAST NAME: MIGLIORE

SSN: XXXXX3634 **DOB:** 03/26/1940

ISSUED: SSN IS VALID. ISSUED IN OK

RESULT INFORMATION

YEAR: IN THE YEAR 1956-1958

ADDRESS INFORMATION

10839 S HOUSTON AVE
JENKS, OK 74037 **COUNTY:** TULSA

ROSCOE HENRY MIGLIORE

TO - YEAR: 2012 **MONTH:** 03

FROM - YEAR: 1988 **MONTH:** 03

3612 E 69TH PL
TULSA, OK 74136 **COUNTY:** TULSA

R HENRY MIGLIORE

TO - YEAR: 2000 **MONTH:** 11

FROM - YEAR: 2000 **MONTH:** 11

10839 S 10839 SOUTH
JENKS, OK 74037 **COUNTY:** TULSA

ROSCOE HENRY MIGLIORE

TO - YEAR: 2000 **MONTH:** 03

FROM - YEAR: 2000 **MONTH:** 03

CRIMINAL INFORMATION

NO RECORDS FOUND

UNIQUE NAMES:

MIGLIORE, ROSCOE HENRY

MIGLIORE RHENRY HENRY

MIGLIORE HENRY R

MIGLIORE RHENRY

MIGLIORE, R HENRY

UNIQUE COUNTIES:

OK TULSA

OK PAYNE

ORGANIZATIONS AND GOVERNMENT AGENCIES SEARCHED:

Sex Offender Registries All 50 States
Federal Bureau of Investigation
Interpol - International Criminal Police Commission
National Wants and Warrants
US Department of Treasury Office of Thrift Supervision
Office of the Comptroller of the Currency
US Department of Health & Human Services
Office of Inspector General (OIG)
Drug Enforcement Administration
Bureau of Alcohol, Tobacco, Firearms and Explosives
Australian Department of Foreign Affairs and Trade (DFAT)
Office of the Superintendent of Financial Institutions - Canada (OSFI)
(SDN)

US Department of Justice
US Department of State
US Department of Commerce
National Fugitive Database
General Services Administration
Excluded Parties List System (EPLS)
Bank of England
US Secret Service
United Nations Security Council
World Bank Federal Deposit Insurance
Corporation (FDIC)
US Department of Treasury Office of
Foreign Assets Control
(OFAC) Specially Designated
Nationals

JURISDICTIONS SEARCHED:

Entered by: AUT
Comments:

Completed Date: 4/10/2012 5:07:58 PM
Received Date:
Printed Date: 4/11/2012 3:35:38 PM, **admin1**

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R. HENRY MIGLIORE

Dr. Migliore is President of Managing for Success, an international consulting company. He was Professor of Strategic Planning and Management at Northeastern State University/Oklahoma State University—Tulsa from 1987-2002; Dr. Migliore teaches at the graduate and undergraduate levels. He was formerly Professor of Management and former Dean of the ORU School of Business from 1975 until 1987. He was a visiting professor at the University of Calgary; ITESM Campus Guadalajara, Guadalajara, Jalisco, Mexico; Singapore; and WuYi University in China.

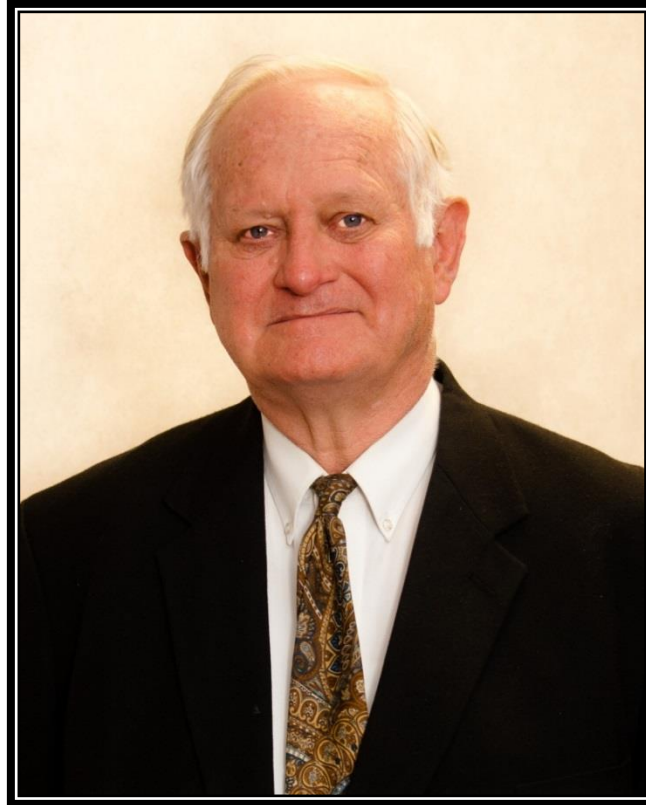
He is former manager of the press manufacturing operations of Continental Can Company's Stockyard Plant. Prior to that, he was responsible for the industrial engineering function at Continental's Indiana plant. In this capacity, Dr. Migliore was responsible for coordinating the long-range planning process. In addition, he has had various consulting experiences with Fred Rudge & Associates in New York and has served large and small businesses, associations, and nonprofit organizations in various capacities. He has made presentations to a wide variety of clubs, groups, and professional associations. Dr. Migliore has been selected to be on the faculty for the International Conferences on Management by Objectives and the Strategic Planning Institute Seminar Series. He is also a frequent contributor to the Academy of Management, including a paper at the 50th anniversary national conference. He served for 12 years on the Board of Directors of T. D. Williamson, Inc., and was previously on the Boards of the International MBO Institute, Brush Creek Ranch, and the American Red Cross/Tulsa Chapter, and is chairman of a scholarship fund for Eastern State College. In 1984 he was elected into the Eastern State College Athletic Hall of Fame. Dr. Migliore has been a guest lecturer on a number of college campuses. He has lectured for the Texas A & M, Pepperdine, ITESM—Guadalajara, Harvard and the University of Calgary Executive Development Programs. He serves on Chamber and/or Civic Committees, and he served on the Administrative Board at The First United Methodist Church, Tulsa, Oklahoma. He was selected Who's Who on a list of 31 top echelon writers and consultants in America.

To date, previous articles on management and business subjects have appeared in *AIIE Journal*, *Construction News*, *Management World*, *Management of Personnel Quarterly*, *Journal of Long-Range Planning*, *Dental Economics*, *Health Care Management Review*, *MBO Journal*, *Business and Society Review*, *Parks and Recreation Journal*, *The Journal of Business Strategy*, *Daily Blessing*, *Ozark Mountaineer*, *On Line*, *Real Estate Today*, *Communication Briefings*, *Journal of Sports Management*, *Alberta Business Review*, *The Planning Review*, *Hospital Topics*, *Journal of East-West Business*, *Journal of Ministry Management*, *IIE Solutions*, *Industrial Safety and Hygiene*, *Debt-Free Living*, *Supply Chain Management*, and two Mexican journals. His books include *MBO: Blue Collar to Top Executive*, *An MBO Approach to Long-Range Planning*, *A Strategic Plan for Your Life*, *Strategic Long-Range Planning*, *Strategic Planning for Church and Ministry Growth*, *Common Sense Management: A Biblical Perspective*, *Personal Action Planning: How to Know What You Want and Get It*, and *Tales of Uncle Henry*. They describe personal theories and experiences. He contributed to the books, *Readings in Interpersonal and Organizational Communication* and *International Handbook on MBO*. The book *The Management of Production: A Productivity Approach* is coauthored. Other books include *Strategic Planning and Management*, *Strategic Life Planning*, and *Common Sense Management*. The manuscript *People, Productivity, and Profits* has been completed. He is coauthoring a series of books with Haworth Press. Released so far are *Church and Ministry Growth* (1995), *Planning for Nonprofit Management* (1995), *Strategic Planning and Health Care* (1996), *Strategic Planning for Private Universities* (1997), and *Strategy Planning for Collegiate Athletics* (spring 2000). *Strategic Long-Range Planning for the New Millennium* was updated and published in January 2012. His books have been translated into Russian, Chinese, Korean, Spanish, German, and Japanese. A Spanish version of *Strategic Planning* was updated Spring 2013. He has also produced "Personal Financial Success," a video training kit offered on nationwide television, and video/audio tapes to go with his books. Dr. Migliore has developed three complete videotaped and computer Internet web-based correspondence courses. January 2013—A new course has been developed and instituted in 2013.

In November 1985 the daily "Managing for Success" cable television program was inaugurated and was on the air until March 1986. It was on Tulsa Cable. The series began again on Tulsa Cable in September 1986. He writes occasional columns for the *Tulsa World*, *Tahlequah Pictorial Press*, *Collinsville News*, *Jenks Journal*, and *Muskogee County Times*. A complete video series with four summary units and thirty-six support units covering planning, management, and common sense management supports other material.

In November 1998 Dr. Migliore was inducted into the Eastern Oklahoma State Hall of Fame. This followed his induction in 1988 into the Eastern Athletic Hall of Fame.

Dr. Migliore has been a small business consultant for the Oklahoma Small Business Development Center for 13 years. Dr. Migliore holds degrees from Eastern Oklahoma State, Oklahoma State University, St. Louis University, and completed his doctorate at the University of Arkansas. He belongs to the Academy of Management and the Planning Executives Institute and is a senior member of the American Institute of Industrial Engineers.



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