

THE DONALD COOPER CORPORATION

Speaking and coaching internationally on management, marketing and profitability



Management tool #B-34:©

Brief pro-forma 'Biz Plans' for our business at various future sales levels:

A) Most recent full year P&L (year _____):

1. Sales (not including sales tax)\$ _____ 100%
2. Cost of sales\$ _____ _____%
3. Gross Margin\$ _____ _____%
4. Administrative, Sales & Marketing Expense.....\$ _____ _____%
5. #4 includes my salary of \$ _____.
6. Pre-tax profit\$ _____ _____%

B) What is the highest annual sales level we could achieve with our current management structure and physical facilities...just by adding some additional direct labour employees? \$ _____.

What would a brief P&L look like for that level of sales?

1. Sales (not including sales tax)\$ _____ 100%
2. Cost of sales\$ _____ _____%
3. Gross Margin\$ _____ _____%
4. Administrative, Sales & Marketing Expense.....\$ _____ _____%
5. #4 includes my salary of \$ _____.
6. Pre-tax profit\$ _____ _____%

1. What additional marketing and sales activity and expense would it take to achieve this level of sales?

2. What's preventing us from achieving this level of sales?

C) Choose a 'next level #1' of sales that we'll commit to and the year we'll achieve it.

'Next level #1' sales of \$ _____. To be achieved by the end of fiscal year _____.

Below is a brief P&L for this level of sales in year _____.

1. Sales (not including sales tax)	\$ _____	<u>100%</u>
2. Cost of sales	\$ _____	____%
3. Gross Margin	\$ _____	____%
4. Administrative, Sales & Marketing Expense.....	\$ _____	____%
5. #4 includes my salary of \$ _____.		
6. Pre-tax profit	\$ _____	____%

Important things to consider re this level of Sales in year _____.

1. Create an **Org Chart** (on a separate page) for the business at this sales level.
2. Using Donald's Biz Tool #A-17, **evaluate your current talent pipeline** in the context of achieving sales of \$ _____ shown on line #1 above.

What talent must we develop or recruit to successfully operate our business with sales at this level?

3. What **systems, technology and process** will we need to improve or implement to achieve world-class operating efficiency at this sales level?

4. What **physical facilities** (factory, retail, office, warehouse, etc) will we need to operate efficiently at this sales level?

5. What **internal or customer policies** might have to change to facilitate our growth to this sales level?

6. What **equipment or machinery** will we need to operate efficiently at this sales level?

7. What **marketing and sales** (including Branding) capability will we need to develop or recruit to achieve this sales level?

8. How much additional **working capital** will be needed to finance the business at this level and where will we get it?

9. What else might have to be fixed, improved or created to get us to this sales level?
Note: Ask your Team about this. They know stuff.

10. **Who must I become** as a leader, manager and human to effectively lead the business at this sales and complexity level? Am a I passionate and capable to become that...and what help might I need?

D) Choose a 'next level #2' of sales that we'll commit to and the year we'll achieve it.

'Next level #2' sales of \$ _____. To be achieved by the end of fiscal year _____.

Below is a brief P&L for this level of sales in year _____.

1. Sales (not including sales tax)	\$ _____	<u>100%</u>
2. Cost of sales	\$ _____	____%
3. Gross Margin	\$ _____	____%
4. Administrative, Sales & Marketing Expense.....	\$ _____	____%
5. #4 includes my salary of \$ _____.		
6. Pre-tax profit	\$ _____	____%

Important things to consider re this level of Sales in year _____.

1. Create an **Org Chart** (on a separate page) for the business at this sales level.
2. Using Donald's Biz Tool #A-17, **evaluate your current talent pipeline** in the context of achieving sales of \$ _____ shown on line #1 above.

What talent must we develop or recruit to successfully operate our business with sales at this level?

3. What **systems, technology and process** will we need to improve or implement to achieve world-class operating efficiency at this sales level?

4. What **physical facilities** (factory, retail, office, warehouse, etc) will we need to operate efficiently at this sales level?

5. What **internal or customer policies** might have to change to facilitate our growth to this sales level?

6. What **equipment or machinery** will we need to operate efficiently at this sales level?

7. What **marketing and sales** (including Branding) capability will we need to develop or recruit to achieve this sales level?

8. How much additional **working capital** will be needed to finance the business at this level and where will we get it?

9. What else might have to be fixed, improved or created to get us to this sales level?
Note: Ask your Team about this. They know stuff.

10. **Who must I become** as a leader, manager and human to effectively lead the business at this sales and complexity level? Am a I passionate and capable to become that...and what help might I need?

E) Choose a 'next level #3' of sales that we'll commit to and the year we'll achieve it.

'Next level #3' sales of \$ _____. To be achieved by the end of fiscal year _____.

Below is a brief P&L for this level of sales in year _____.

1. Sales (not including sales tax)	\$ _____	<u>100%</u>
2. Cost of sales	\$ _____	____%
3. Gross Margin	\$ _____	____%
4. Administrative, Sales & Marketing Expense.....	\$ _____	____%
5. #4 includes my salary of \$ _____.		
6. Pre-tax profit	\$ _____	____%

Important things to consider re this level of Sales in year _____.

1. Create an **Org Chart** (on a separate page) for the business at this sales level.
2. Using Donald's Biz Tool #A-17, **evaluate your current talent pipeline** in the context of achieving sales of \$ _____ shown on line #1 above.

What talent must we develop or recruit to successfully operate our business with sales at this level?

3. What **systems, technology and process** will we need to improve or implement to achieve world-class operating efficiency at this sales level?

4. What **physical facilities** (factory, retail, office, warehouse, etc) will we need to operate efficiently at this sales level?

5. What **internal or customer policies** might have to change to facilitate our growth to this sales level?

6. What **equipment or machinery** will we need to operate efficiently at this sales level?

7. What **marketing and sales** (including Branding) capability will we need to develop or recruit to achieve this sales level?

8. How much additional **working capital** will be needed to finance the business at this level and where will we get it?

9. What else might have to be fixed, improved or created to get us to this sales level?
Note: Ask your Team about this. They know stuff.

10. **Who must I become** as a leader, manager and human to effectively lead the business at this sales and complexity level? Am a I passionate and capable to become that...and what help might I need?

F) Choose a 'next level #4' of sales that we'll commit to and the year we'll achieve it.

'Next level #4' sales of \$ _____. To be achieved by the end of fiscal year _____.

Below is a brief P&L for this level of sales in year _____.

1. Sales (not including sales tax)	\$ _____	<u>100%</u>
2. Cost of sales	\$ _____	____%
3. Gross Margin	\$ _____	____%
4. Administrative, Sales & Marketing Expense.....	\$ _____	____%
5. #4 includes my salary of \$ _____.		
6. Pre-tax profit	\$ _____	____%

Important things to consider re this level of Sales in year _____.

1. Create an **Org Chart** (on a separate page) for the business at this sales level.
2. Using Donald's Biz Tool #A-17, **evaluate your current talent pipeline** in the context of achieving sales of \$ _____ shown on line #1 above.

What talent must we develop or recruit to successfully operate our business with sales at this level?

3. What **systems, technology and process** will we need to improve or implement to achieve world-class operating efficiency at this sales level?

4. What **physical facilities** (factory, retail, office, warehouse, etc) will we need to operate efficiently at this sales level?

5. What **internal or customer policies** might have to change to facilitate our growth to this sales level?

6. What **equipment or machinery** will we need to operate efficiently at this sales level?

7. What **marketing and sales** (including Branding) capability will we need to develop or recruit to achieve this sales level?

8. How much additional **working capital** will be needed to finance the business at this level and where will we get it?

9. What else might have to be fixed, improved or created to get us to this sales level?
Note: Ask your Team about this. They know stuff.

10. **Who must I become** as a leader, manager and human to effectively lead the business at this sales and complexity level? Am I passionate and capable to become that...and what help might I need?
