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**Introduction  
of ABC**

**Business description**

Our organization is a [General trader in.....] [Shop in.....] in the broadest sense of the word. We \_\_\_\_\_ and market \_\_\_\_\_ to \_\_\_\_\_ in \_\_\_\_\_. As more and more of the population gain an interest in \_\_\_\_\_, the demand for \_\_\_\_\_ has also increased. To meet the expected demand for \_\_\_\_\_, as well as \_\_\_\_\_, ABC is seeking the financing necessary to add new \_\_\_\_\_ and hire additional \_\_\_\_\_.

**Business formation**

The company was/will start[ed] by \_\_\_\_\_ in 19\_\_\_. The form is [going to be] [Sole trader, Limited company (LTD), Incorporated, Corporation, Limited Liability Company, Co-operative. Registration in the State of ..... under number: ..... . For federal income tax purposes, ABC is classified as a subchapter S corporation. The company now employs \_\_\_ people, including Mr./Mrs. \_\_\_\_\_, who \_\_\_\_\_.

**Directors [and secretary]**

The [president/CEO/managing director] is Mr./Mrs. \_\_\_\_\_ [and the \_\_\_\_\_ is \_\_\_\_\_]. Mr./Mrs. \_\_\_\_\_ will act as secretary for the business.

**Daily management**

The \_\_\_\_\_ will resume full responsibility of the daily management of the [company/organization]. [This includes profit and loss responsibilities]. He/she will report on a [daily/weekly/monthly basis] to [the board of directors/Mr./Mrs. \_\_\_\_\_].

### **Management Profile**

\_\_\_\_\_ has \_\_ years of experience \_\_\_\_\_. He/she became involved with .....

{Complete this paragraph with reviews of all the management cv's.}

### **Business goals/mission**

As a \_\_\_\_\_ organization obtaining a permanent place in the \_\_\_\_\_ [industry/market] is our primary goal.

We wish to acquire [local/regional/national/international] renown within the next \_\_\_\_ years. We see it as our main mission to provide [high quality/higher standards/lower prices/better service] to the targeted markets.

.....  
.....

### **Business philosophies/identity**

By combining experience and [craftsmanship] ABC will be able to create a high satisfaction level.

ABC will use advanced technology and \_\_\_\_\_ as to offer a high quality product mix.

.....  
.....

These philosophies shall be incorporated at all levels of the company.

### **Location**

We are [going to be] located at [address, city]. This location has been selected because of its [low price/top location/esteem/size/visibility/image]. The location will also provide a stable base with sufficient room to grow, if and when this would become necessary. The offices and \_\_\_\_\_ provide our employees as well as our customers with the necessary \_\_\_\_\_.

### **Geographical markets**

ABC will primary aim for a market share of \_\_\_\_% within the next \_\_\_\_ years in the following markets: [Local, Regional, USA, Europe, International,.....]. The primary market will be \_\_\_\_\_, due to .....

.....

## **Vision of the future**

The [planned] company can look forward to a promising future, because of our experienced staff, our careful planning, the potential of the targeted market segments, our policies, our products, .....

.....

Our pre-market research has shown the market to have plenty of room for a business such as ABC intends to run. The management style is flexible, progressive and energetic. Enthusiasm of management as well as the employees will greatly stimulate the envisioned growth.

## **Executive summary**

### **Sales**

ABC estimates 199\_ sales to reach \$\_\_\_\_\_, with net earnings of \$\_\_\_\_\_ (\_\_\_ percent of sales). Sales are expected to reach \$\_\_\_\_\_, with net earnings of \$\_\_\_\_\_ (\_\_\_ percent), by the end of 199\_. ABC has \_\_\_\_\_ contracts/customers and options for \_\_\_\_\_ more contracts/customers with office buildings/shops/outlets on \_\_\_\_\_ Avenue and other locations in \_\_\_\_\_. These high-traffic locations generate an average of \$\_\_\_\_\_ in annual sales per \_\_\_\_\_. ABC has grown to annual sales of \$\_\_\_\_\_ in three/five years with net earnings of \$\_\_\_\_\_ (\_\_\_ percent), from a single \_\_\_\_\_ in 19\_\_.

### **Positioning**

ABC differentiates and positions its business from the competitive \_\_\_\_\_ and other \_\_\_\_\_ with its products (providing \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_), its concern for the environment (biodegradable, recyclable containers), and its service (a no-questions-asked money-back guarantee of all products sold and the best-trained service personnel in the category).

### **Pricing policy**

ABC's products are priced at parity with, or at a slight premium over, competitive offerings. Extensive promotional activity, including free samples and daily specials, help to ensure that customers perceive that they are receiving higher quality products and prompt, courteous service in exchange for the slight premium in price.

### **Strategic alliance**

ABC has been successful in establishing contract alliances with real estate management companies for permanent lease sites inside and outside key office buildings, and for \_\_\_\_\_. All existing leases permit \_\_\_\_\_.

[ABC *is/will* co-operate with \_\_\_\_\_. They will be in charge of choice of product mix, purchasing and supply. The prices are determined by *ABC/the co-operation.*]

[ABC *is/will be* a franchise of \_\_\_\_\_. The franchise company is in charge of choice of product mix, purchasing and supply. The prices are determined by *ABC/the co-operation.* ABC can determine the product mix.]

### **Licenses**

ABC has obtained the following required licenses:

.....

### **Product advantages**

Customer loyalty is encouraged with development and promotion of new and improved products each quarter/year, daily customer sampling, and bonus specials. Training includes “friendly personality” recruiting, a minimum of six hours of company training, mentoring, and apprentice management programs.

ABC has the highest quality of product image for any \_\_\_\_\_ vendor or \_\_\_\_\_ operation in the \_\_\_\_\_ area, evidenced by numerous media editorials, customer surveys, and the company’s own competitive surveys of adjacent area competitive \_\_\_\_\_ outlets. The company’s products are of extremely high quality, easy to maintain, easy to use and low in price.

### **Customer profile**

Our customers are individuals/businesses.

**Individuals:** male/female, average age is \_\_\_\_\_, their average income level is \_\_\_\_\_, [more demographic variables].

**Businesses:** describe here the industries, sales levels, and any other relevant descriptors of the businesses you will sell to.

### **Advertising and promotion**

To support its expansion efforts, ABC considers using popular media, such as TV, radio, and newspapers to advertise, along with promotional free product samples and coupons. It appears that the most successful \_\_\_\_\_ operations spent about \_\_\_\_ percent of net sales revenue for promotion and advertising. ABC plans to spend at least \_\_\_\_% of net sales during the first year.

Based on this decision, advertising and promotional possibilities were prioritized in order of probable effectiveness, with estimated costs:

Advertising	Promotion
TV (\$500/30-second ad/station)	Free samples (\$25/day @\$0.25 each)
Radio (\$50-100/60-second ad/station)	Coupons (\$5/day @\$0.025 each)
Newspaper ads (\$500/ad)	Frequent purchase book (\$15/day)
Flyers (\$100 @\$0.10 each)	Soft drink premiums (supplied by drink companies)

## Marketing

The product mix of ABC is *deep/shallow* and *small/broad*. This mix has been selected for the following reasons:

1. The competitive position demands such a mix.
2. The cost per product remains low.
3. The demand for the products is *sufficient/large*.
4. The marketing can be *homogeneous/heterogeneous*.

## The ABC product mix

Product line 1. ....

- 1 .....
- 2 .....

Product line 2. ....

- 1 .....
- 2 .....
- 3 .....

[Stop here if a small mix, more product lines is a broad assortment]

Product line 3. ....

- 1 .....
- 2 .....

Product line 4. ....

- 1 .....
- 2 .....

**Product line 5. ....**

- 1 .....
- 2 .....
- 3 .....

[A deep assortment means more than three products per product line]

**Analysis current product mix**

In the table below the current mix per product line and per product has been compared in relation to the turnover, the development in turnover and the development in gross profit margin (GPM).

Product line	Turnover realized	Turnover planned	Turnover development	GPM realized	GPM planned	GPM development
.....						
product 1						
product 2						
.....						
product 1						
product 2						
.....						
product 1						
product 2						
product 3						

For each product line we conclude the following:

**Product line 1: .....**

The planned turnover *was/was not* realized. The turnover development is \_\_\_\_%, i.e. \_\_\_\_% *lower/higher* than planned. The gross profit margin developed *above/beneath* expectation. This is mainly due to *higher/lower* cost of purchase, *higher/lower* cost of sales, *improvement/deterioration* of the production efficiency, *increase/decrease* in the optimal production capacity, .....

**Product line 2: .....**

The planned turnover *was/was not* realized. The turnover development is \_\_\_\_%, i.e. \_\_\_\_% *lower/higher* than planned. The gross profit margin developed *above/beneath* expectation. This is mainly due to *higher/lower* cost of purchase, *higher/lower* cost of sales, *improvement/deterioration* of the production efficiency, *increase/decrease* in the optimal production capacity, .....

**Product line 3: .....**

The planned turnover *was/was not* realized. The turnover development is \_\_\_\_%, i.e. \_\_\_\_% *lower/higher* than planned. The gross profit margin developed *above/beneath* expectation. This is mainly due to *higher/lower* cost of purchase, *higher/lower* cost of sales, *improvement/deterioration* of the production efficiency, *increase/decrease* in the optimal production capacity, .....

The current products can also be subdivided into the following four categories considering rate of growth and market share. Under product category A are the 'milkcow' products (low growth, high market share), the 'star' products are product category B (high growth, high market share), the 'problem' products are product category C (high growth, low market share) and the products to be eliminated are considered product category D (low growth, low market share).

Product line	Growth low	Growth high	Market share low	Market share high	Product category A/B/C/D
.....	X		X		D
product 1	X		X		D
product 2	X			X	B
.....		X	X		C
product 1		X		X	B
product 2		X	X		C
.....		X		X	B
product 1	X			X	A
product 2		X	X		C
product 3	X			X	A

**General product strategy per product category**

The aim at ABC is to stock products of the product categories A or B. Some 'problem' products (cat. C) however and even elimination products (cat. D) can be kept in the product mix, if this would be of service to our large and/or steady customers.

Product category A

The market share must be maintained. Little investment necessary. *If/When* the product goes into the backfall phase product renovation or product development must be considered.

Product category B



The market share must remain high. Further investment is needed to stabilize growth. Then the product continues to product category A.

Product category C

Start depletion. By promotion try to get to product category B, otherwise decay into product category D follows.

Product category D

If there are no special grounds for maintaining in the product mix these products need to be eliminated.

**The turnover per customer group (x \$ 1000,-)**

Product line	Customer group A 30	Customer group B 150	Customer group C 50	Customer group D 10	Customer group E 1000
Nr. Of customers					
.....	%	%	%	%	%
product 1					
product 2					
.....	%	%	%	%	%
product 1					
product 2					
.....	%	%	%	%	%
product 1					
product 2					
product 3					
<b>Group turnover</b>					
% of total					
Average p/customer					

**Product line 1: .....**

[Product 1] scores well with customer group(s) \_\_, \_\_ and \_\_, but less well [even bad] with customer group \_\_.

[Product 2] scores well with customer group(s) \_\_, \_\_ and \_\_, but less well [even bad] with customer group \_\_.

**Product line 2: .....**

[Product 1] scores well with customer group(s) \_\_, \_\_ and \_\_, but less well [even bad] with customer group \_\_.

[Product 2] scores well with customer group(s) \_\_, \_\_ and \_\_, but less well [even bad] with customer group \_\_.

**Product line 3: .....**

[Product 1] scores well with customer group(s) \_\_, \_\_ and \_\_, but less well [even bad] with customer group \_\_.

[Product 2] scores well with customer group(s) \_\_, \_\_ and \_\_, but less well [even bad] with customer group \_\_.

Resumed: Customer group \_\_ is responsible for the largest share of the total turnover. While customer group(s) \_\_ (and \_\_) have contributed minimally. [It should be considered to eliminate *this/these market/markets.*]

**Customer appreciation of the current product mix**

We can conclude from regularly conducted customer inquiries the following (appreciation mark 1 to 10):

Product line	Price	Quality	Delivery	Service	Other	Average
.....						
product 1						
product 2						
.....						
product 1						
product 2						
.....						
product 1						
product 2						
product 3						
Average						

This leads to the following conclusions as to:

**Price**

The prices can be considered to be good/reasonable/too high/too low. [No measures are necessary in the coming year.] [The prices will have to be investigated and a new pricing policy established.] [The prices will have to be raised/reduced and the products improved.]

**Quality**

The quality is excellent/good/reasonable/too low/inferior to the main competitor's product. [No direct measures are needed.] [We will have to watch the competition more closely.] [We have to eliminate/improve some products.]

**Delivery period**

This is considered quick/average/too slow. [No direct measures are needed.] [We have to improve our distribution mix and raise/lower the stock levels.]

**Service**

Our service appears to be excellent/sufficient/terrible. [No direct measures are needed.] [We need to investigate the service level.] [We need to improve our service immediately.]

**Other**

.....  
 .....

**Current supplier situation per product**

Product(line)	Supplier	Average purchase price	Average delivery period	Additional cost	Vendor-rating ID	Payment terms
.....						
product 1						
product 2						
.....						
product 1						
product 2						
.....						
product 1						
product 2						
product 3						
product 4						

**Alternate suppliers**

ABC has arranged for the following alternatives if/when there are problems with a current supplier. These suppliers have been checked for quality, price, delivery time, payment terms and service. If included in our vendor rating system their respective indexed value is stated. [These suppliers already supply ABC.]

Product(line)	Supplier 2nd choice	Vendor-rating ID	Avg. delivery time	Supplier 3 <sup>rd</sup> choice	Vendor-rating ID	Avg. delivery time
.....						
product 1						
product 2						
.....						

product 1						
product 2						
.....						
product 1						
product 2						
product 3						
product 4						

## Competitor research

### The competitive position of the current product mix

#### **Product line 1:** .....

##### **[competitor 1]**

Location:

Annual sales:

Products compare:

Price structure:

Marketing activities:

Supply sources:

Sales literature (strengths and weaknesses):

**Strength:**

**Weakness:**

The company is [expanding/cutting back], due to ...

##### **[competitor 2]**

Location:

Annual sales:

Products compare:

Price structure:

Marketing activities:

Supply sources:

Sales literature (strengths and weaknesses):

**Strength:**

**Weakness:**

The company is [expanding/cutting back], due to ...

#### **Product line 2:** .....

##### **[competitor 1]**

Location:

Annual sales:

Products compare:

Price structure:  
Marketing activities:  
Supply sources:  
Sales literature (strengths and weaknesses):

**Strength:**

**Weakness:**

The company is [expanding/cutting back], due to ...

**[competitor 2]**

Location:  
Annual sales:  
Products compare:  
Price structure:  
Marketing activities:  
Supply sources:  
Sales literature (strengths and weaknesses):

**Strength:**

**Weakness:**

The company is [expanding/cutting back], due to ...

**Product line 3: .....**

**[competitor 1]**

Location:  
Annual sales:  
Products compare:  
Price structure:  
Marketing activities:  
Supply sources:  
Sales literature (strengths and weaknesses):

**Strength:**

**Weakness:**

The company is [expanding/cutting back], due to ...

**The strong points of ABC in comparison to these competitors:**

product line 1: .....

product line 2: .....

product line 3: .....

These strengths can be maintained *without/only with* modification of the current strategies.

**The weak points of ABC in comparison to these competitors:**

product line 1: .....

product line 2: .....

product line 3: .....

These weaknesses form *a/no* threat on the short term[, but most definitely on the longer term].

From the analysis of the competitive position of the current product mix we can deduce the following:

<b>Product</b>	<b>Market</b>				
	CompetitorA	CompetitorB	CompetitorC	ABC	
<b>product line 1: .....</b>					
price/achievement	good	reasonable	bad	good	
degree of acceptance	high	average	low	high	
distribution	centralized	decentralized	centralized	centralized	
<b>product line 2: .....</b>					
price/achievement					
etc..					
<b>product line 3: .....</b>					
price/achievement					
etc...					

[None of the competitors make use of the innovations as applied in the .....  
This is clearly a differential advantage.]

## Market analysis

At ABC the following tools are used to analyse and to explore the market:

- 1 inquiries with existing and potential customers
- 2 request information from branch organization and/or union
- 3 collect reports of .....
- 4 visit exchanges, trade shows, .....
- 5 collect catalogues, price lists and brochures of competitors

The \_\_\_\_\_ market in *the U.S./England/ Europe/international* is good for \_\_\_\_\_ *million/billion* dollars a year [and in size of expenditure to be compared with \_\_\_\_\_].

The market showed also a considerable *growth/decline/remained stable* [of approximately \_\_\_\_\_%]. Especially the \_\_\_\_\_ showed a considerable growth of \_\_\_\_\_%. Due to the influence of \_\_\_\_\_ further *growth/decline* is to be expected.

The number of direct competitors is estimated at \_\_\_\_\_. CompetitorA [and competitorB] are to be considered market leader. They have a market share of

\_\_\_\_\_% . [It is the intention of ABC to engage in the fight for this and obtain a market share of at least \_\_\_\_\_% in the next \_\_\_\_\_ years.]

Mr./Mrs. \_\_\_\_\_ undertook substantial research prior to forming ABC. The focus of this research was on the growth of \_\_\_\_\_ in general and on the geographic market we plan to serve. The research results were quite encouraging. \_\_\_\_\_ is at the beginning of a period of great expansion, according to the findings of several respected industry trade journals.

The \_\_\_\_\_ Institute recently conducted a national study \_\_\_\_\_ . The study indicates that \_\_\_ percent of \_\_\_\_\_ business owners polled anticipated an immediate need to \_\_\_\_\_ . \_\_\_\_\_ industry figures suggest that \_\_\_\_\_ use in the target area does not deviate substantially from the national average. Thus, the findings of the study are useful in establishing the number of potential customers that ABC might serve.

### **The total market**

A large number of individuals who purchase \_\_\_\_\_ live in the \_\_\_\_\_ sections of \_\_\_\_\_. They are between the ages of \_\_\_ and \_\_, have some college education and have a median income of \$\_\_\_\_\_. In the past, the target market was predominately [male/female], but the efforts made by \_\_\_\_\_ companies, like ABC, to market \_\_\_\_\_ to \_\_\_\_\_ in recent years has had a significant impact. Sales figures for 19\_\_ show that \_\_\_ percent of all \_\_\_\_\_ were sold to [men/women]. This develops .....

Currently, there are \_\_\_ large \_\_\_\_\_ companies in \_\_\_\_\_ that split up a large share (\_\_\_ percent) of the market. ABC is [not] currently among this group of \_\_\_\_\_. However, if the company can expand production to meet current demand, projected sales indicate that ABC will experience an increase in \_\_\_\_\_ sales within the next three to five years (See Financial Projections). This increase in sales is attributable to the increasing popularity of \_\_\_\_\_ in the U.S. and Europe and the name recognition that ABC is building for the quality of their \_\_\_\_\_ .

The for ABC most important segments are: .....  
.....

### **Customer profile**

Our customers are individuals/businesses.

**Individuals:** male/female, average age is \_\_\_\_\_, their average income level is \_\_\_\_\_, [more demographic variables].

**Businesses:** describe here the industries, sales levels, and any other relevant descriptors of the businesses you will sell to.

## Marketing goals

***This important item is not available in the unregistered version.***

Double click on [REGISTER](#) to read order information in the online manual.



## Marketing strategies

***This important item is not available in the unregistered version.***

Double click on [REGISTER](#) to read order information in the online manual.

### **Personnel and the marketing concept**

The employees must be able to carry out the philosophy and the strategy of the company. This will be emphasized until the strategies are carried out as planned and the results are obvious. All new strategies are to be forwarded and discussed with the employees on a regular basis during the *weekly/monthly* meetings.

Responsible for the correct flow of information is/are:

Name	Function	Department
------	----------	------------

## Advertising and promotion

Over the past three years we can see a \_\_\_\_\_ in the advertising and promotion expenditures. Of \_\_\_\_% to \_\_\_\_% of the yearly turnover.

199_	\$ .....	...%	of year turnover	\$ .....
199_	\$ .....	...%	" "	\$ .....
199_	\$ .....	...%	" "	\$ .....

In the projections in 199\_ \_\_\_\_% and in 199\_ \_\_\_\_% of the yearly turnover is reserved for advertising and promotion goals. *One/two/*\_\_\_\_ trade shows are minimally required every year, and they should be on a *national/international/global* scale. \_\_\_\_\_ recognition is for ABC of the utmost importance. Special actions and new products must make every attendance exciting and contribute to the increase of sales as well as having a positive effect on the return on investment.

### Analysis of the advertising expenditures:

Total advertising expenditures as % of the total sales \_\_\_\_\_ %  
 Total advertising expenditures as % of the total marketing budget \_\_\_\_\_ %  
 Current advertising expenditures vs. market average \_\_\_\_\_ %

## Advertising and promotion goals

The following goals and strategies will be used for the next \_\_\_\_ year(s) and are to be implemented in a detailed advertising and promotion plan.

***No examples in the unregistered version.***

## Pricing and costing

[In the ABC branch of business there is an overall tendency to consider the competitive offers as well as the degree of acceptance by the customers when planning a pricing strategy. ABC follows this tendency.]

[[Furthermore ABC will operate using a price differentiation policy (to determine pricing per product/market). In the current economic situation it is important to realize that the first profit lies with the purchasing. The purchasing function is for a considerable part responsible for the financial results of the company. The purchasing must also be market oriented. ]

### It is important for ABC to:

- 1 obtain the best possible conditions from the suppliers.
- 2 never supply below the minimum profit margin. Turnover realization without sufficient margin only increases the variable cost and the workload.
- 3 .....
- 4 .....

In 199_ ABC has an average mark-up of	(...../.....) x 1% = ____%
In 199_ [product1] has a mark-up of	(..... / .....) x 1% = ____%
In 199_ [product2] has a mark-up of	(..... /.....) x 1% = ____%

## Pricing targets and strategies

Product line 1 : .....

*This item is not available in the unregistered version.*

Product line 2 : .....

*This item is not available in the unregistered version.*

## Pricing analysis of the current product mix

Current product lines	Prices consumer	Prices dealer	Prices distributor/OEM	Price % change in 5 yrs. p/yr. avg.
.....				
.....				
.....				

## Sales management

Sales promotion plays an important part in the role of the modern \_\_\_\_\_ . The [demonstration], [sales], [delivery], [installation] and [maintaining] of the products goes together with maximum customer loyalty.

To be able to fulfill such a function we need:

- 1 to be accessible (easy to find and parking facilities)
- 2 the proper mix (a plenitude of choice)
- 3 the correct levels of pricing and proper delivery periods
- 4 to present the products (correct merchandising)
- 5 professional and ready to please personnel

The best method to sell a customer is by personal contact. In order to get the customer interested and motivated we combine an advertising and promotion plan with active acquisition.

### Our sales force

- 1 [sales manager] - .....
- 2 [service] salesman - .....

### Our telesales force

- 1 [sales manager] - .....
- 2 [service] salesman - .....

### Our customer support force

- 1 [sales manager] - .....
- 2 [service] salesman - .....

## Distribution and service

The distribution function of ABC consists of the following:

***Not available in the unregistered version.***

### **The delivery**

This can be done by

- immediate pickup from stock
- deliver [with or without installation] by ABC
- send by mail or courier
- .....

### **The cost**

The physical distribution has the following costs:

- the cost of transport (from supplier and to the customer)
- to keep in stock (loss of interest on the invested capital)
- the 'failed' service (product not available on time)

These costs are a part of the costing price calculation and as such are paid for by the customer. To stay competitive these costs must be kept as low as possible. The distribution function will be analyzed throughout the year and the structure improved (maximum degree of service with minimum cost of distribution).

### **Service and support**

These have the potential to contribute to the gross profit margin of ABC and are therefore part of the marketing strategies. The advantages these services can offer must not be underestimated. We consider

- the direct contribution to the size of the gross profit
- the direct contribution to the reputation
- .....

## **Analysis current distribution channels**

### **Distribution goals**

Product line 1: .....

.....  
Product line 2: .....

.....  
Product line 3: .....

.....

**Distribution strategies**

Product line 1: .....

.....

Product line 2: .....

.....

Product line 3: .....

.....

**Analysis of the current distribution channels**

Distribution channel	<i>Not in the unreg'd version</i>	<i>Not in the unreg'd version</i>	<i>Not in the unreg'd version</i>	<i>Not in the unreg'd version</i>	<i>Not in the unreg'd version</i>
Own sales force internal					
Own sales force external					
Sales on commission					
Owned outlets					
Independent outlets					
Owned distributors					
Independent distributors					
Other channels					

The goals were realized by: .....

The goals were not realized by: .....

**Adjustment(s) goals:** .....

.....

**Adjustment(s) strategies:** .....

.....

**Historic analysis**

The profit and loss sheets, the balance sheets and other relevant data of ABC over the past [three] years, lead us to the following conclusions.

**General view**

**Quality management**

Mr./Mrs. \_\_\_\_\_ has \_\_\_ years of experience as \_\_\_\_\_ and has shown to be a [driven] and [efficient] manager.

**Quality marketing**

Mr./Mrs. \_\_\_\_\_ has \_\_\_ years of experience as \_\_\_\_\_ [Also supported by \_\_\_\_\_.]

**Quality purchasing & product selection**

.....

**Consistency quality**

The products are of *excellent/high/average* quality and the quality control has strict procedures.

**Product mix market position**

.....

**Product/market combination**

[Thorough market research has taken place and the product mix is directly aimed at the selected markets].

**Financial structure**

The financing is *good/reasonably/badly* structured and there is *proper/reasonable/bad* control.

**Profitability**

The average return on investment is \_\_\_\_% of the total capital.

**External factors**

There are *some/no* limiting factors present.

**The market position**

Product line	Current position			Projection		
	Sales business branch	Market share region	Profit potential	Sales business branch	Market share region	Profit potential
.....						
.....						
.....						

**Strength/weakness analysis**

**Strengths**

- No examples in the unregistered version.*

**[Strengths (starting: \_)]**

1. *No examples in the unregistered version.*

**Weaknesses**

1. *No examples in the unregistered version.*