|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **OBJECTIVE** | **ACTION REQUIRED** | **BY WHOM** | **BY WHEN** | **DATE ACHIEVED** |
| Draw up your **objective** of where the business needs to be in one year, three years and five yearsDraw up the **strategy** for how you are going to achieve this and what you believe is key to success  | What is it that you want to achieve? What do you want your store to be ‘known’ for. Do you have a strong store brand? What role will your store play in the local community? It is important for you to plan ahead clearly an achievable objective, being a bit ambitious tooPresent it to family, managers, partners, staff etc..for feedbackRework the final objectives & strategy, review every six months to ensure adherence and update where needed due to reflect changing circumstancesIdentify the needs for People, Finance, IT, External assistance | Owner/Director |  |  |
| Set out the **KPI’s**, that are important to the business growth and sustainabilityTo increase turnover by ??To improve GP/Net by ??% To improve footfall by ??%To reduce waste by ??%To reduce overheads by??%To reduce debt by £??etc | Aggressive marketing, Using IT, improving Product Range, Store refits, Epos system, consider whether support from a symbol is required.Firstly you need to clearly assess the current position, in order to bench mark future changes. (takings, GP, staff training, staff moral, staff performance etc) | Owner/Director with assistance from Managers |  |  |
| Carry out a **SWOT** Analysis of the business | STRENGTHSWEAKNESSESOPPORTUNITIESTHREATSDo your own research too, via internet, customer surveys, competitor knowledge and networks to determine what the local market is now and how this may change in the future  | Owners/Managers |  |  |
| **Revisit** the Objectives and KPI’s  | Once the SWOT has been doneThe Strategy, Objectives and KPI’s may need amendment | Owner/Director |  |  |
| **Management Communication** | This needs to be regular, no longer than three monthly, to discuss the key KPI’s strategy adherence, success, key challenges, etc… | Owner/managers |  |  |
| **Consumer Communication** | It is important to communicate with your customers on a regular basis that you still exist and think of them, this can be in a simple form of newsletter, news advert, email, facebook, website etc… | Managers/Owners |  |  |
| **Staff communication**Raise awareness of performance and objectives | Communicate to the staff the strategy, objectives, KPI’s etc and performance to date, ideally 3 monthly on bigger items, footfall, mystery shopper etc and weekly on smaller items like sales, waste | Managers/Owners |  |  |
| **Financial information** | Review P&L three monthlyCash Flow forecast if working to tight borrowing limits.Ideally want to set budgets on some of the overheads taking into account any spending projected on IT, Marketing, People etc…Banks require information on ability to service the borrowing | Owners |  |  |
| **Other Key Areas** **to Monitor** regularly, ideally three monthly | Store StandardsCustomer ServiceCompetitionProduct RangeLegislation complianceMarket TrendsSeasonal OpportunitiesNew OpportunitiesCommunity | Owners/Managers/Staff |  |  |
| **Key** **Information Sources** | Draw up a list of key information sources, to provide inspiration, benchmarking and networking Partnersforgrowth.unilever.comTrade MagazineFew key websitesFace book, some other relevant social medialSuppliers/Wholesalers contactsLocal Papers | Owners/managers/staff |  |  |

# Business Plan & Objectives