

Business Planning Services



Customized Business Plans

For established business organizations it may be preferred to build on existing financial report formats by adapting the standard dynamic **LIFTOFF Business Plans** templates to match the financial reports that your accountant prepares. This is also a good reason to start by creating a reference plan based on the existing operations as the initial goal, to confirm that the result is substantially equivalent to what your accountant produced. This eliminates lingering doubts about the accuracy of how the business plan model reflects different assumptions you want to explore in determining what your best strategy is to achieve your business goals.

For performing customization work, we suggest a certified **LIFTOFF Business Plans Coach** as the recommended resource with both application knowledge and Excel™ expertise to make this happen. This is the reason for building the application on an Excel™ workbook foundation to achieve the most flexibility with a proven and widely accepted business application. Within that umbrella we used VBA to develop the customized operations that enable Excel™ to support the overall dynamic **LIFTOFF Business Plans** architecture that is not subject to customization in support of a specific client operating model.

We can implement standard Excel™ cell-formulas to add client Standard Operating Procedure (SOP) decision rules in response to external input values, so the functionality of the model can accurately reflect how their business operations are simulated. Our simulation engine is coded in VBA so that after each set of input values is initialized the VBA can trigger the execution of the standard Excel™ functionality as reflected in the current Excel™ worksheet. The VBA code also collects the key result values to save the case data in descending order by a key value like ROI, which can result in an accumulation of up to 600 unique cases that can be recalled and reflected as a selected business plan.

By using standard Excel™ cell-formulas we can add basic decision rules, such as the production level at which additional employee and management roles are introduced (as fractional values can be misleading, so at the right levels we must increase full-time employment as required). Many capital investment decisions are tied to production volumes as well and for the same basic reason that you cannot implement a part-investment (you can stage successive stages of growth). What happens is that even if revenues increase, profits may decrease because of the added operating costs, which is why doing this in a simulation of growth stages can prepare stakeholders for what is important for them to focus on.

By staging the growth or transition process as successive goals to aim for (and, if necessary, by having a certified **LIFTOFF Business Plans Coach** making changes to the business plan model) you can introduce each stage as a new initiative, perform due diligence, and complete a business case for each stage as required. It is much better to first explore the impact using a simulation model to assess the feasibility of reaching that next goal than to pursue initiatives that could become a greater risk than what they deliver in terms of opportunities. Companies with a long history have failed because they failed to assess the feasibility of change initiatives.

