

A LIVEWIRE BUSINESS INITIATIVE

# BUSINESS PLAN SERIES

## 7-8 September 2023

For:



Conducted  
by:



Social Investment  
Programme:



A LiveWIRE Brunei Business Programme

**MASTER  
CLASS** 

 **HIEP**  
A LIVEWIRE BUSINESS INITIATIVE

  
**BUSINESS  
AWARDS**  
A LIVEWIRE BUSINESS INITIATIVE



BusinessNetwork  
A LIVEWIRE BRUNEI BUSINESS COMMUNITY

 **BRIGHT  
IDEAS**

LiveWIRE   
**HACKATHON**

**TOPTEN  
INNOVATORS**



LEADERSHIP  
**CAMP**  
PROGRAMME

A LIVEWIRE BRUNEI  
BUSINESS PROGRAMME

**B\$OM**

BECOME A SUCCESSFUL  
OWNER MANAGER

A LIVEWIRE BRUNEI BUSINESS PROGRAMME



VISIONING WORKSHOP  
A LiveWIRE Business Programme

**BAS** *fs*  
Business Awards Start-Up  
Funding Scheme

  
FORUM & DIALOGUES

  
**BUSINESS PLAN SERIES**  
A LIVEWIRE BUSINESS INITIATIVE

LiveWIRE  
**SME**  
PROMOTION

 **AgroBIZ**  
OUR COMMITMENT TO PEOPLE & PLANET

 BRUNEI  
INNOVATION  
LAB



## **BUSINESS PLAN SERIES**

A LIVEWIRE BUSINESS INITIATIVE

A 4-half-day (or 2 full-day) workshop that gets the participants to discuss and present their business plan.

- Participants will first learn the Business Plan, Executive Summary, and Business Profile and plan their initial Startup Cost.
- Market Strategy, Organization and Operations, Financial Management.
- Financial Management - Cash Flow, Presenting a Business Plan.
- They will also learn deeper about different types of products and services, how to do market research, identify their competitor and utilize tools to their advantage, such as PEST and SWOT analysis.

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# Introduction to Business Plan

# 1.0

# Pengenalan ke Rancangan Perniagaan

	Workshops	Contents
1.	<p><b>Business Plan Series</b>            (Business Planning and Management)            4 days x ½ day sessions</p>	<p><b>Creating a Business Plan</b></p> <ul style="list-style-type: none"> <li>• <b>Session 1 – Introduction to Business Plan</b> <ul style="list-style-type: none"> <li>○ Intro to Business Plan</li> <li>○ Executive Summary</li> <li>○ Business Profile</li> </ul> </li> <li>• <b>Session 2 – Product and the Market</b> <ul style="list-style-type: none"> <li>○ Products and Services</li> <li>○ Sales Forecast</li> <li>○ Market Research</li> </ul> </li> <li>• <b>Session 3 – Marketing, Operations and Organization</b> <ul style="list-style-type: none"> <li>○ Market Strategy</li> <li>○ Operation Plan</li> <li>○ Organization</li> </ul> </li> <li>• <b>Session 4 – Financial Plan, Future Plan, and Presentation</b> <ul style="list-style-type: none"> <li>○ Startup Costs</li> <li>○ Profit and Loss</li> <li>○ Future Plan</li> <li>○ Preparation and Presentation</li> </ul> </li> </ul>



## ADMIN BRIEFING

- REGISTRATION
- NOTES AND PEN
- BREAKS
- FEEDBACK FORM



# SCAN QR CODE TO REGISTER

Program: *Business Plan Series*

Code: BPS/070923/Bobby

Instructor: Bobby

<https://tinyurl.com/LWBregistration>



# Agreements and Penalties

## AGREEMENTS



 Have Fun!

 Fully Participate

 Listen

 Speak your mind – ASK!



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## Methodology

- Concept
- Example/ Case Study
- Discussions base on your own business or ideas
- Presentation with Q&A
- Comments and Feedback



## Notes: Specifically for BA Bootcamp

- Double Checking on your understanding of Topics
- Checking on your progress on the section in your Business Plan
- May be Skipping/Quick Review of Covered Topics
- Focus more on Activities to Finish up or Refine Business Plans
- Due to Huge Size
  - Only a Handful will be asked to present
  - Those who Present may get valuable insight

**WHAT IS A BUSINESS PLAN?**  
**APAKAH RANCANGAN**  
**PERNIAGAAN?**



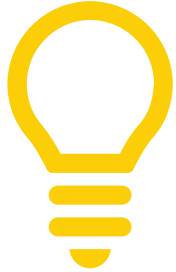
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# How far are you in your Business Plan?

- Haven't Started
- Started but haven't Completed
- 90% Almost Done, Just Refining up
- Basically done, just proof reading and refining
- Done. I am sending as soon as I can. I don't know why I am here in this class.

---

# What Do You Need To Write A Good Business Plan?



Business Idea



Knowledge of the  
Business



Know what the  
reader wants to  
know

# Business Plan Writing Process

Similar to writing an essay or assignment, it starts with an idea, then you draft out or mindmap the idea, if you have time you research more on the idea, and once you finish writing, then you proofread it to make sure there are no mistakes.



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# Q: Who is going to read the Business Plan?



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## Who are the readers?



Banks



Investors



Grant  
Application



Incubation



Starting a  
Cooperative



Starting and  
Managing a  
Business



School  
Assignment or  
Project



---

Who is reading  
your business plan?

What do they need  
to know?

What do they  
want?



## What do they need to know? What do they want?

WHO or WHY	REASONS
Banks	Return on Payment
Investors	Return on Investment
Grant Application	Ability to Succeed
Incubation	Eligibility Criteria
Starting a Cooperative	Requirements
Starting and Managing a Business	Management
School Assignment or Project	Passing Grade



## **BA Bootcamp Specific Slide**

Who are the Judges?

What are they looking for?



## **BA Bootcamp Specific Slide**

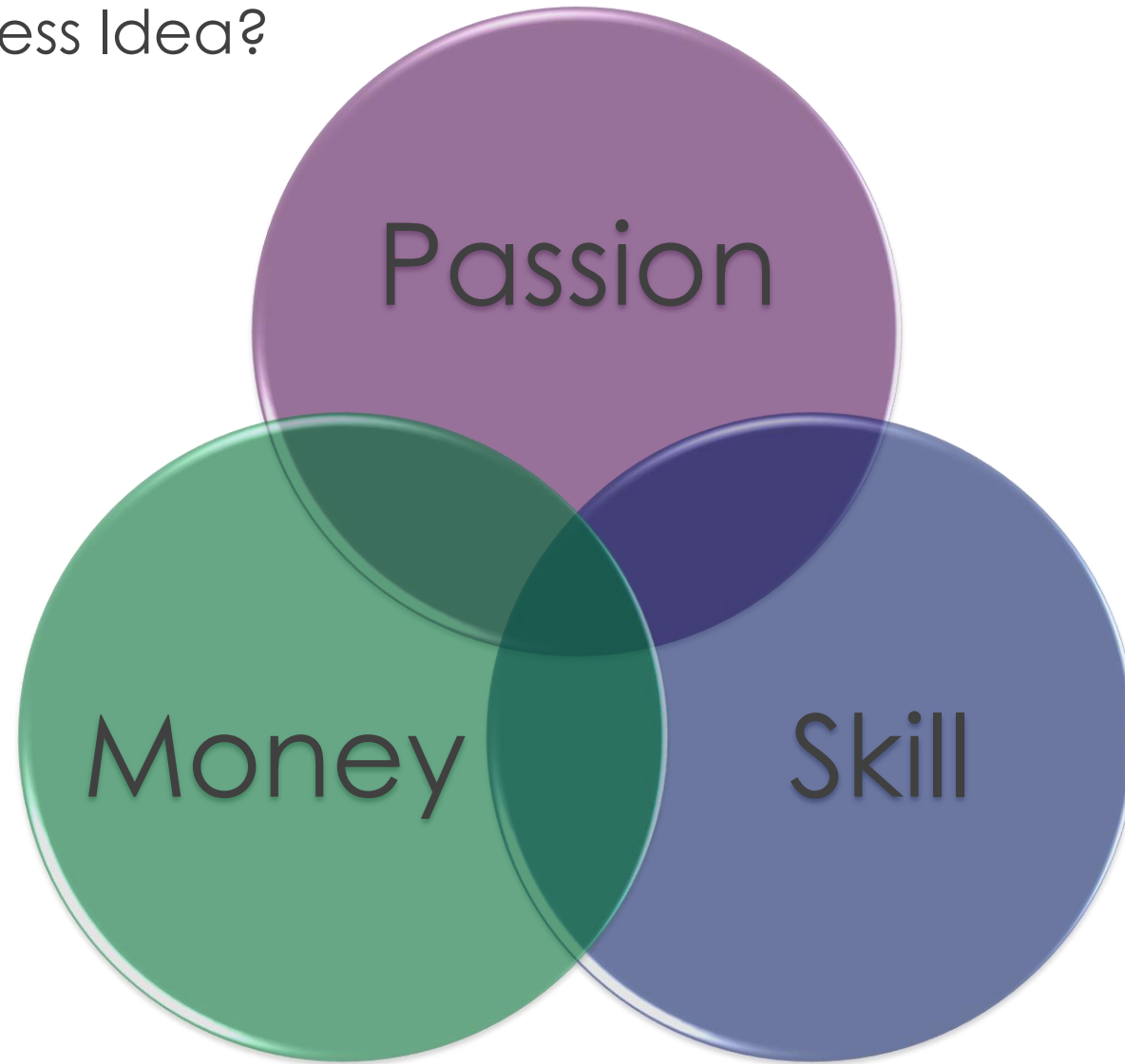
Judges are very likely the following:

- Entrepreneurs
- Corporate Managers
- Bankers or Auditors
- Academics

## BA Bootcamp Specific Slide

Judges	What they are looking for
Entrepreneurs	Your potential as an entrepreneur your value proposition
Corporate Managers	How well you manage your business
Bankers or Auditors	How you manage your finances
Academics	How well you write and present

What Is The Perfect Business Idea?



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## Passion and Skill

# Passion

- Something that you love to do, that you spend your time and money on it, thinking about it, dreaming about it, researching about it

# Skill

- Something you are very good at, something that people will often praise you, that they will ask help from you, to teach them or to do it for them

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## Passion and Skill



### Without Passion

You will not last long  
Every obstacle will be difficult to overcome



### Without Skill

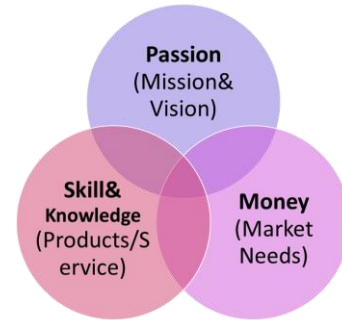
Your products or services will not be of satisfying quality  
Your customers will not stay with you



### Without money

You will not be able to sustain yourself and your business  
It is just a hobby





# Exercise:

## What are your **PASSION** and **SKILLS**?

***2 minutes***

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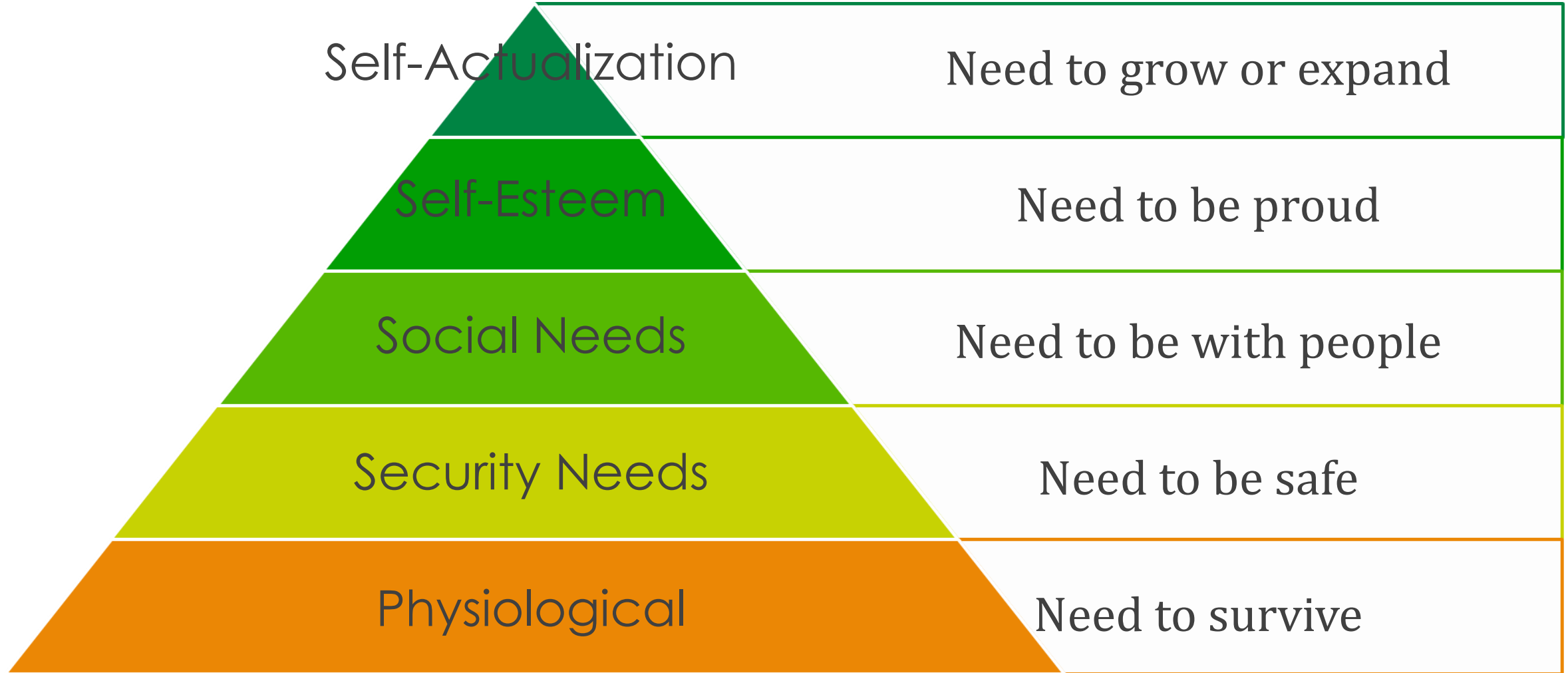
**Q: WHY DO PEOPLE  
PAY FOR PRODUCTS  
AND SERVICES?**

A: To fulfill their  
needs and wants

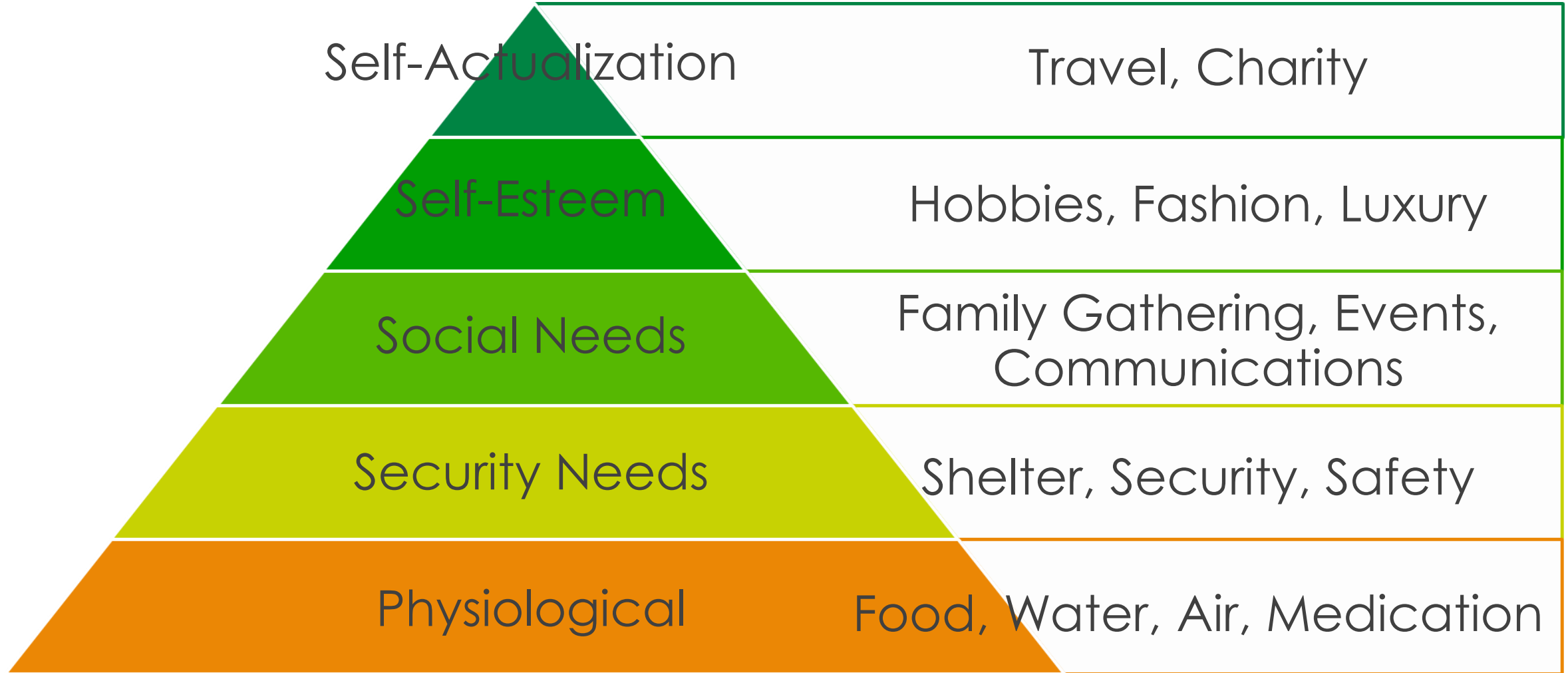


**Q: WHY DO PEOPLE PAY FOR PRODUCTS AND SERVICES?**

**A: NEEDS AND WANTS**



**Q: WHY DO PEOPLE PAY FOR PRODUCTS AND SERVICES?  
EXAMPLES.**





# **Group up and Choose a Business Idea**

## ***Berkumpul dan Pilih Idea Peniagaan***

You will use this business idea for the rest of the course.

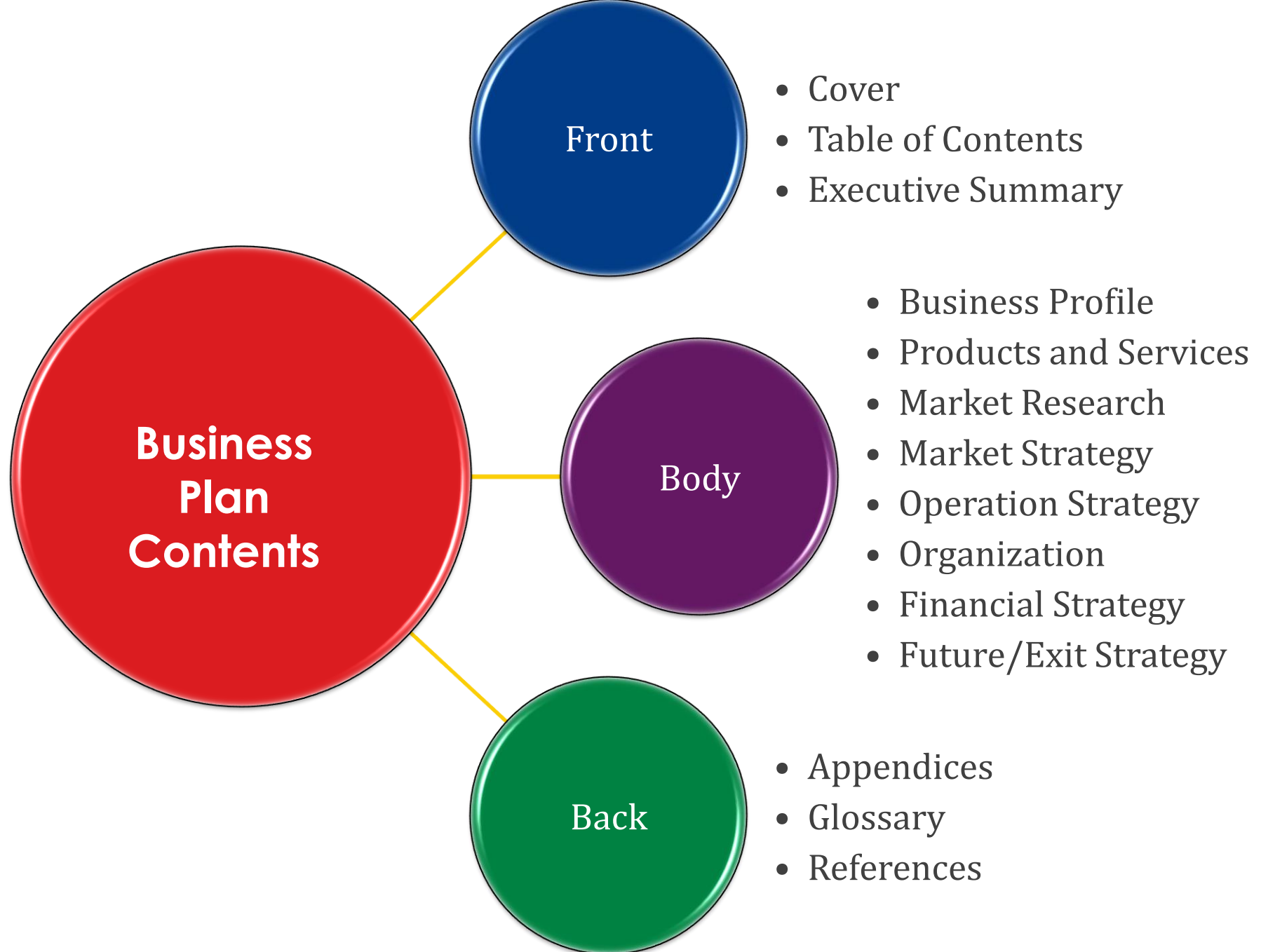
(5 Minutes)



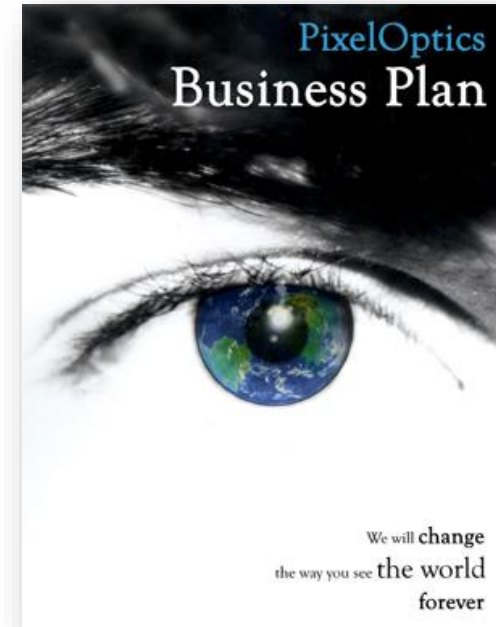
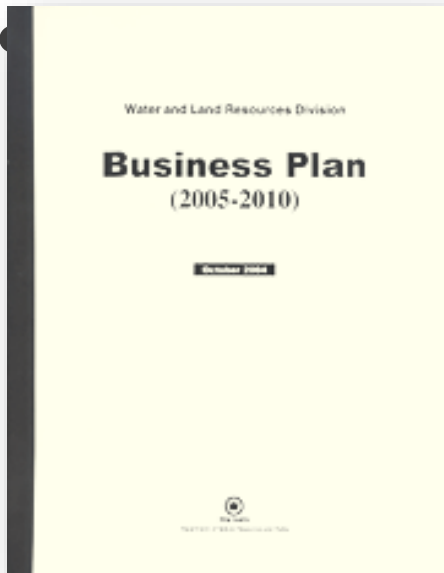
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# Business Plan Contents






C



- There are no strict rules on a business page cover,
- it could be a simple technical cover,
- or you can add a design to match your brand
- Or you can show off your creativity  
(especially if your business is creative based

We are taught to not judge a book by its cover, but we all judge...  
So... make it nice





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## Table of Contents

- This is simple, but important.
- Please include a table of contents with pages.
- Some readers will prefer to jump around the contents that they want to focus on.
- It may also annoy the readers who want to quickly search through the proposal



# **EXECUTIVE SUMMARY**

## ***RINGKASAN EKSEKUTIF***



## BA Bootcamp Specific Slide

# HAVE YOU DONE YOUR EXECUTIVE SUMMARY?

- What is that?
- Nope?
- I wrote it down somewhere
- I did but I haven't refined it
- I am done and ready to present

## Executive Summary

- Summarizes the Business Plan
- Use business plan structure or abstract summary
- **1 page maximum**
- Make it interesting for the reader
- Make them want to read more
- Think of it like a 30 sec or a 2 minute movie preview



- Merumuskan rancangan peniagaan
- Ikuti susunan atau synopsis
- 1 muka surat
- Menarik untuk pembaca
- Macam treler wayang 30 saat ke 2 minit.

## Executive Summary Style

### Business Plan Structure

- Business Profile
- Products and Service
- Market Research
- Market Strategy
- Operations
- Organization
- Finance



### Abstract Summary

Situation

Problem / Pain

Solution (Product)

## Example: Executive Summary (structure) for Nasik Katok



- **Business Description:** The Nasik™ Katok is a sole proprietorship owned by Ibnu bin Abu. The company provides Cheap yet fulfilling meals.
- **Products and Services:** Our list of products includes: Nasi Katok, Ayam Salai, Ayam Tongkeng, and soft drinks.
- **Market Research:**
  - Our **customers** ranges from government and private sector employees to school students.
  - Our **competitors** include other nasi katok and restaurants nearby.
  - There is a **legal requirement** to apply for halal certificate
- **Market Strategy:** We reach our customers by having a huge banner on top of our stall, which is located on the roadside. We also have the advantage of being located next to a car wash
- **Operations:** buying ingredients, preparing & cooking, selling. Operating at area Kampung Mulaut
- **Organization:** 3 employees, including manager and cook.
- **Financials:**
  - The business only requires a start-up cost of \$1,700
  - we expect a sales of \$3,000 monthly,
  - we expect a 30% monthly nett profit.
- **Future Plans:** Within 2 years we plan to venture into the restaurant and catering business.



This Photo by Unknown author is licensed under CC BY.

## Example: Executive Summary (structure) for Website4u Enterprise

- **Business Description:** website4u enterprise is a sole proprietor company that aims to help entrepreneurs create their digital presence
- **Products and Services:** Our Service include Website Development, Website Maintenance, e-commerce, and social media management, Consultation and Training
- **Market Research:**
  - Our **customers** are NMSME's, and Corporates in Brunei and Overseas
  - Our **competitors** include other Web Developers and Consultants
- **Market Strategy:** We reach our customers by promoting ourselves through social media, our own website, and online platforms.
- **Operations:** our operations including, marketing, consulting, training, web development, social media management, website maintenance and security.
- **Organization:** are employees include sales & marketing, trainer, Website developers, social media managers, graphic designers, and manager.
- **Financials:**
  - The business only requires a start-up cost of \$5,000
  - we expect a sales of \$4,000 monthly,
  - we expect a 20% monthly nett profit.
- **Future Plans:** within a year, we aim to develop for more local and overseas corporations



## Example: Executive Summary (Abstract) for Nasik Katok

Everyday people who work have very little time for them to prepare food at home for themselves or for their family. More often than not, they are on the budget.

Nasik Katok aims to provide cheap and affordable meals for their convenience. Just drop by and you can have a rice meal within minutes.

Nasik Katok will be strategically located at an interchange where the customer can easily find them. In a year we plan to expand our company to serve more customers.





## **Example: Executive Summary (Abstract) for Website4u Enterprise**

Everyday a lot of NMSME's and corporations are unaware that their business can improve by having a digital presence.

Website4u aims to improve people's businesses by getting them to create their digital presence either through training them, or developing for them.

## Exercise: Write Executive Summary

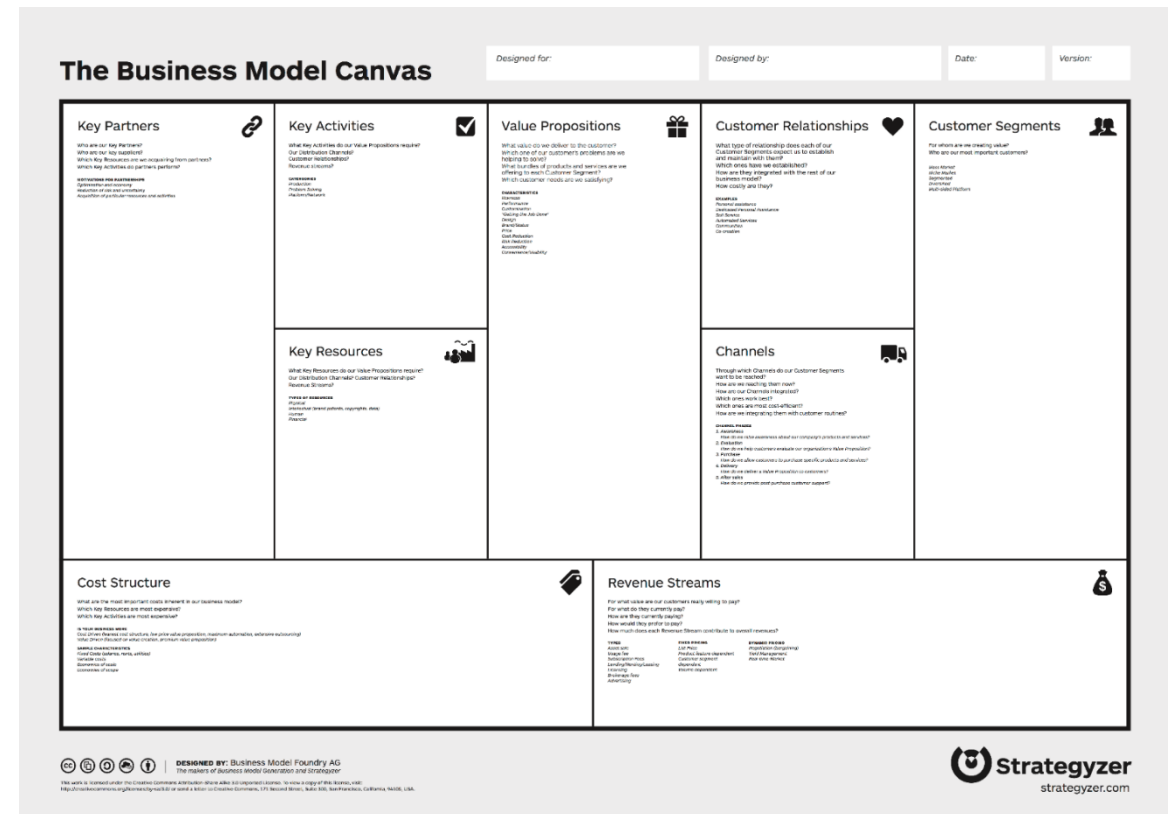
10 minutes to write up your executive summary

- Business Profile
- Products and Service
- Market Research
  - △ Customer
  - △ Competition
  - △ Market Factors
- Market Strategy
- Operations
- Organization
- Finance
  - △ Startup cost
  - △ Sales
  - △ Profits
- Future and Exit Strategy



# BONUS: Business Model Canvas

- A similar tool to the executive summary is the Business Model Canvas (BMC)
- It outlines how the business works similar to a business plan but in a single page.
- Look for our BMC masterclass or online content in the near future to learn more.



# Business Profile





Have you written your Business Profile?

What is that again?

Nope

Yes... a bit

Yes, but still refining

Yes, I am ready to submit / Present

# Business Profile Purpose

- Introduces the business to the reader
- Describes the business nature
- The company's legal structure
- Owners of the business
- Shares the company's intentions or values
- Credibility of the Business
- The CV of the Business.



# Business Profile Structure

- Business Name
- Nature of Business
  - F&B, Construction, Business Service, IT
- Legal Structure
  - Sole Proprietor, partnership, Sendirian Berhad, Koperasi
- When it started
- Where is it located
- Who are the founders / owners
- Vision, Mission and Objectives
- Planned / Achieved Milestones



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## Legal Structure

- Sole Proprietor
- Partnership
- Private Limited
- Cooperative





## Legal Structure

This is important depending on the purpose of the business plan. E.g. :

- Some tender application require you to be registered as Private limited.
- Your business partner may want either a simple partnership or a private limited company

---

# Sole Proprietor

---

# Partnership

---

# Private Limited

---

# Cooperative

Business Type	Sole-Proprietorship	Partnership	Company
<b>Definition</b>	A business owned by one person	A business firm/ organization of two or more business partners	A business form which is a legal entity separate and distinct from its shareholders and directors
<b>Owned by</b>	One person	Generally between 2 to 20 partners. A partnership of more than 20 partners must incorporate	Private Company Private Company has at least 2 shareholders and a maximum of 50 shareholders. Public Company Public Company has at least 7 shareholders/members.
<b>Legal Status</b>	Not a separate legal entity Owner has unlimited liability Can sue or be sued in individual's own name Can also be sued in business names Owner personally liable for debts and losses of business	Not a separate legal entity Partners have unlimited liability Can sue or be sued in firm's name Cannot own property in firm's name partners personally liable for debts and losses incurred by other partners	A separate legal entity from its members and directors. Members have limited liability Can sue or be sued in company's name Can own property in company's name Members not personally liable for debts and losses of company
<b>Registration requirement</b>	Age 18 years or above. Brunei Citizens and Permanent Residents Only Undischarged bankrupt and cannot manage business without court or Official Receivers' Approval	Age 18 years or above. Brunei Citizens and Permanent Residents only Undischarged bankrupt cannot manage business without court or Official Receivers' Approval	Age 18 years or above Minimum of 2 directors (if 2, At least one of the directors shall be Ordinarily Resident in Brunei Darussalam) Undischarged bankrupt cannot manage business without court or Official Receivers' Approval At least two shareholders
<b>Formalities and expenses</b>	Quick and easy to set up Easy to administer and manage registration cost is minimal business administrative duties to adhere to	Quick and easy to set up Easy to administer and manage registration cost is minimal business administrative duties to adhere to	More costly to set up and maintain More formalities to comply with Annual requirements to be filed as Statutory Requirement of General Meeting, directors, share allotments, etc
<b>Set-up fee</b>	\$30 registration fee	\$30 registration fee	\$300 incorporation fee
<b>Continuity of the business entity</b>	Exists as long as the owner is alive and desires to continue the business	Exists subject to Partnership Agreement	A company has perpetual succession until wound up or struck off
<b>Closing of the</b>	By owner – Cessation of business	By partners – Cessation of business or	Winding up – Voluntarily by members, compulsorily by the

**We covered**  
**Business Registration and Licenses**  
**More in detail in Bright Ideas Part 2**  
**You may sign up for it for more**  
**information**

---

# **Vision, Mission, and Objectives**



## Vision AND Mission

### ○ Vision

- How you see the company in the future
- How it will affect the world in the future

### ○ Mission

- What you aim to achieve or do
- Your Specialty



## A Vision and Mission Statement **GUIDE**



### IS NOT

- About making money.  
(every business is about making money)
- About yourself (this is commonly practiced, not recommended)

### IS

- A statement of the exceptional and extraordinary.
- About what **you do for others.**

You may have one or the other or both

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## Vision and Mission example

# Google's mission:

To organize the world's information and  
make it universally accessible and useful



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## Google's Mission:

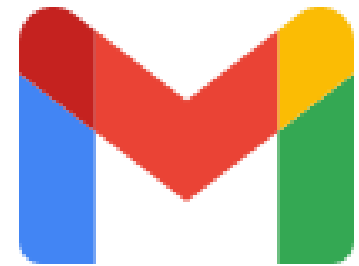
**To organize the world's information and make it universally accessible and useful**

Look at Google's products: -

Google search engine, gmail, maps, etc.

The most crucial part of all those services is in line with their mission.

- **Search** organizes the information on the web
- **Gmail** organizes your e-mail
- **Maps** makes geographical information available on your phone
- **Docs** organizes your office documents



## SMART Objectives

What you need to do succeed in your mission or vision.

Objectives are SMART:

### Specific

- Define your mission

### Measurable

- Measure by Money, Units or Percentage

### Attainable

- Realistic (this is subjective)

### Relevant

- Related to your mission and purpose

### Timely

- Deadline, Date, Month, Year



Note that:

- another iteration of SMART objective uses R for Realistic, but the this is redundant with attainable, and is not the original SMART





## Example: Nasik Katok Business Profile

Nasik Katok will start on October 2012, The owner is Ibnu bin Abu  
The business will be set up at Simpang 140, Of Kampung X, Brunei Muara District. The location is in a residential area close to an intersection leading the main road and a school.

The business will sell nasi katok, ayam salai and soft drinks.

The Mission of Nasik Katok :

- To provide a quick and affordable meals for the community

Objectives:

- To sell \$3000 worth of meals every month
- To achieve a net profit of \$6000 annually
- To capture 50% of the Kampong X population by 3 months
- To expand by 1 branch every year



## Example: Website4u Enterprise Business Profile

Website4u will start in September 2023, The owner is Peele Gaetz, The business will initially start from home or anywhere we can meet up clients. But eventually we will set up at commercial areas to have a professional setting. The business will provide web development services, training, consultation, and social media management services.

The Vision of Website4u:

- To see every NMSME in Brunei have a digital presence

Mission of Website4u:

- To help businesses develop their digital presence to capture their markets

Objectives:

- To train and consult 20 customers every month
- To engage with 5 customers a week
- To confirm and start development of 4 websites a month
- To achieve Sales of \$4000 a month
- To rent a commercial office by the end of the first year of operations

## Exercise: Write your Business Profile

 Business Name

 Nature of Business

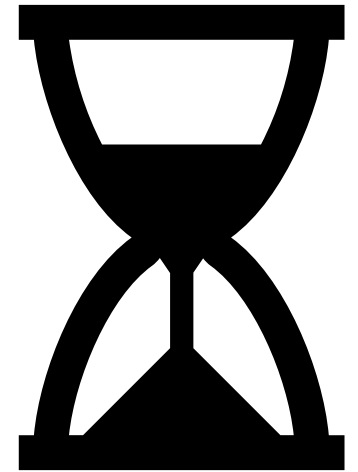
 When it started

 Where is it located

 Who are the founders / owners

 Mission and Objectives

 Achieved or Planned Milestones



## Bonus: Theory of Change

We also cover Vision and Mission Statements more in-depth in our other workshops:

- Visioning Workshop
- Theory of Change Masterclass
- Social Impact Measurement and Management Masterclass






# Products & Services and the Market

# Produk & Perkhidmatan dan Pasaran

# 2.0



Have you written your Product and Services  
Section?

Nope

Yes... a bit

Yes, but still refining

Yes, I am ready to submit / Present



## PRODUCTS AND SERVICES

- ❑ Describe what are your product or services.
- ❑ What does it look like?
- ❑ What is unique about your products?
- ❑ How does the product solve a problem?
- ❑ Who does your product target? B2B/B2C?
- ❑ How much does it Sell for?
- ❑ How many do you expect to Sell?
- ❑ Sales Forecast: How much revenue do you expect from it in a month/quarter/year?





## PRODUCTS AND SERVICES CONTENT

### Products and Services

- Description and Pictures
- Value Proposition
- Unique Selling Proposition
- Package comparisons
- Pricing & Sales Forecast



# Value Proposition

The **benefits** that a company's products or services provide the its customers.

Why should your customers use and pay for your products and services

What solutions you are providing to your customer's problems

## Examples:

- Nasi Katok – Simple, Cheap and Fast Meals
- Effortless Swim – Learn to Swim; swim freestyle effortlessly; swim openwater
- Y Combinator – Make something people want
- Website4u – digital presence, digital marketing skills training, browsable products through e-commerce

## Value Proposition Empathy Mapping

### ○ Customer **Problems** (MSME's) ○ **Service Solutions**

- Not a lot of customers
- Don't know how to market online
- Online marketing is not getting more sales
- Don't have the time to manage digital marketing
- Gain more customers through digital marketing
- Learn how to do online marketing
- Learn how to do effective online marketing to get sales
- Let someone else manage your digital marketing

## Value Proposition Example for Website 4U

Services	Value Proposition (Benefits for Customers)
<b>Training</b>	
Website	Learn how to design, develop and create their own website
E-Commerce	Learn how to create a website where their customers can pay online
Social Media Marketing	Learn how to promote their business using social media
<b>Web Dev</b>	
Basic Website	Have a website where customers can find you online easily and can find out more about your company and products and services online easily.
E-commerce	Have a website where customers can browse through your products and services easily, and they can purchase online.
Social Media Management	Have a team to promote and manage your social media, so you can gain more followers, and subsequently more customers

# Unique Selling Proposition

How is your brand or product superior to your competitors

- What is the specific Benefit?
- What your competitors do not offer
- Attractive to customers

It may become a company slogan



Milo - Minum Milo anda jadi sihat dan kuat



Apple – Think Different  
Effortless Swim – Be a Swimmer in 6 hours



Effortless Swim – Be a Swimmer in 6 hours



Bizdigital - Elevate Your Online Presence With A State-of-the-art Web Experience

## Package/Product Features Matrix

If you are providing a range of similar products or packages with different features especially for different customer needs, you may illustrate the difference between those package in a product features matrix.

Product and Features	Package A	Package B	Package C
Feature 1	✓	✓	✓
Feature 2	x	✓	✓
Feature 3	x	x	✓
Package Price	\$100	\$200	\$500

# Product Features Matrix Example (Progresif Post Paid Plan)



**1GB**  
Mobile Data



**5GB**  
Mobile Data



**10GB**  
Mobile Data



**25GB**  
Mobile Data

**BUY NOW**

# Package/Product Features Matrix

## Packages

Product and Features	Training Package	Basic Website	Social Media Management	Digital Marketing	E-Commerce
Consultation	Free	Free	Free	Free	Free
Training	✓	✓	✓	✓	✓
Website	x	✓	✓	✓	✓
Social Management	x	x	x	✓	✓
Payment Gateway	x	x	x	x	✓
Price	\$100/time	\$300/yr	\$100/month	\$1500/yr	\$2500/yr



## Product Positioning Matrix

- If you have a range of products that would appeal to different customers, you may want to illustrate it in product positioning matrix.
- Examples where this includes: Airline Passengers vs Class, Computer Users vs Specifications, or Mobile Phone users vs Mobile Specifications

Products and Customers	Customer Type 1	Customer Type 2	Customer Type 3
Product 1	✓	✓	✗
Product 2	✗	✓	✓
Product 3	✗	✓	✗
Product 4	✗	✗	✓

## Product Positioning Matrix Example (users vs PC specifications)

- Students in general will require basic specs for school work, and they are usually on a budget, low spec to mid spec should be sufficient
- Office users will mostly need to use mainly wordprocessors, spreadsheets and presentations, and in addition video conferencing, should be fine with low to mid spec
- Designers such as graphic designer, web designers or videographers will need medium to high specs for their memory and processor intensive uses
- Gamers on budget will need at least a mid spec, while the extreme gamers will need a high spec.

Product \ Customer	Student	Office	Designer	Gamer
Low Spec	✓	✓	✗	✗
Mid Spec	✓	✓	✓	✓
High Spec	✗	✗	✓	✓

## Product Positioning Matrix Example (Website)

Customer Product	Training Package	Basic Website	Social Media Management	Digital Marketing	E-Commerce
Individuals	✓	✓	✓	✗	✗
Freelancers	✓	✓	✓	✓	✗
NMSME's	✓	✓	✓	✓	✓
Corporations/ Big Business	✓	✓	✓	✓	✓

- Training will cater for all the customer segments
- Basic Websites and Social Media Management will target mostly Individuals, Freelancers and NMSME's, but we may propose to big business such as franchises
- Individuals may not be interested in the Digital Marketing or e-commerce package.
- E-Commerce may not be viable for individuals, freelancers for some NMSME's.

## Example: Product Description for Nasi <sup>TM</sup> Katok

- Affordable and Convenient Meals.
- We provide to housewives, government servants, private sector and students
- Our menu consist of:
  - Nasi Katok - \$1 per packet (Sebungkus)
    - △ Kosong
    - △ Sambal Biasa
    - △ Sambal Pedas
    - △ Sambal Campur
  - Ayam Salai - \$1 per stick (Secucuk)
    - △ Ayam Sayap
    - △ Ayam Tongkeng



## Example: Website4u Enterprise Service List

---

- Website4u caters to MSME's and corporations
- We help you create your Digital Presence for your Business to get more customers.
- Our services include:

### ■ Training and Consultation

- △ Website Development - \$100
- △ E-commerce Development - \$100
- △ Social Media Management (meta, streaming services) \$100

### ■ Website Development and Maintenance

- △ Basic Website \$300/yr
- △ E-Commerce Website \$2500/yr

### ■ Social Media Management

- △ Meta (Instagram, Facebook, Whatsapp, Threads) - \$100/month
- △ TikTok
- △ Media Streaming (youtube, twitch)



## Sales Forecasting

- ⑩ Sales forecasting can be included in the financial section, but it can also be shared in the products/services section
- ⑩ Sales forecasting can be based on either historical sales, capacity, or market research.
- ⑩ Usually shared in the main body as annual sales summary, and also shared the detailed monthly sales in the appendices.



# Sales Forecasting Methods

## Historically Based

- What is the historical sales from your existing business or a competitor's business? Sales Reports

## Capacity Based

- What is the highest sales you can achieve?
- How much products can you make or services can you provide
- Refer to your Products & Operations plan)

## Market Research Based

- Compare to how many can or will actually buy? Look at your Specific Obtainable Market (Market Research: customers)
- How will you capture the market to reach your capacity (depends on Market Strategy)

## Sales Forecasting Method example

### Historically Based

- How much sales you have gained in one business, may be the same for the new branch. Refer to sales record.

### Capacity Based

- How much products can you produce per day/week/month?
- How many customers can you serve? E.g. restaurant Base on tables and chairs, hotels based on rooms filled.

### Market Research Based

- In your customer research, how many were interested, how much were they willing to pay?



## Simple Example: Sales Forecast

Products	Per Unit	Perday	Per month	Per year
<b>Nasi Katok</b>				
<b>-Kosong</b>	\$1	\$20	\$400	\$4,800
<b>-Sambal Biasa</b>	\$1	\$20	\$400	\$4,800
<b>-Pedas</b>	\$1	\$20	\$400	\$4,800
<b>-Campur</b>	\$1	\$30	\$600	\$7,200
<b>Ayam Salai</b>				
<b>-Sayap</b>	\$1	\$50	\$1,000	\$12,000
<b>-Tongkeng</b>	\$1	\$50	\$1,000	\$12,000
<b>Drinks</b>				
<b>Water 500mL</b>	\$0.80	\$40	\$800	\$9,600
<b>Soft drinks</b>	\$1	\$50	\$1,000	\$12,000
<b>Total</b>		<b>\$280</b>	<b>\$5,600</b>	<b>\$67,200</b>

## Simple Example: Sales Forecast

Products / Services	Per Unit	Per month	X per year	Per year
<b>Training and Consultation</b>				
Website Development	\$100	\$1000	4	\$4,000
E-commerce Development	\$100	\$1000	4	\$4,000
Social Media Management (meta, streaming services)	\$100	\$1000	4	\$4,000
<b>Website Development and Maintenance</b>				
Basic Website	\$300	\$1,200	12	\$14,400
E-Commerce Website	\$2,500	\$2,500	4	\$10,000
Social Media Management	\$100	\$400	12	\$4,800
				\$41,200

# Detailed Example: Nasik Katok Monthly Sales Forecast

Products	mth 1	mth 2	mth 3	mth 4	mth 5	mth 6	mth 7	mth 8	mth 9	mth 10	mth 11	mth 12	Year 1
Nasi Katok													
-Kosong	\$400	\$400											\$4,800
-Sambal Biasa	\$400	\$400											\$4,800
-Pedas	\$400	\$400											\$4,800
-Campur	\$600	\$600											\$7,200
Ayam Salai													
-Sayap	\$1,000	\$1,000											\$12,000
-Tongkeng	\$1,000	\$1,000											\$12,000
Drinks													
Water 500mL	\$800	\$800											\$9,600
Soft drinks	\$1,000	\$1,000											\$12,000
<b>Total</b>	<b>\$1,800</b>	<b>\$1,800</b>	<b>\$1,800</b>	<b>\$1,800</b>	<b>\$1,800</b>	<b>\$1,800</b>	<b>\$1,800</b>	<b>\$1,800</b>	<b>\$1,800</b>	<b>\$1,800</b>	<b>\$1,800</b>	<b>\$1,800</b>	<b>\$21,600</b>

Notes:

- This example is still using simplified numbers
- Realistically you may use different numbers for different months, especially to highlight seasonality of sales, or just to reflect the different number of working days every month.
- Examples of realistic differences sales includes sales during fasting month and raya, or for a farming business how the sales depends on harvesting season, etc.

# Detailed Example: Website4u Monthly Sales Forecast

Products / Services	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Year 1
Training and Consultation													
Website Development	\$1,000			\$1,000			\$1,000			\$1,000			\$4,000
E-commerce Development		\$1,000			\$1,000			\$1,000			\$1,000		\$4,000
Social Media Management (meta, streaming services)			\$1,000			\$1,000			\$1,000			\$1,000	\$4,000
Website Development and Maintenance													
Basic Website	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$14,400
E-Commerce Website			\$2,500			\$2,500			\$2,500			\$2,500	\$10,000
Social Media Management	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$4,800
<b>Total Permonth</b>	<b>\$2,600</b>	<b>\$2,600</b>	<b>\$5,100</b>	<b>\$2,600</b>	<b>\$2,600</b>	<b>\$5,100</b>	<b>\$2,600</b>	<b>\$2,600</b>	<b>\$5,100</b>	<b>\$2,600</b>	<b>\$2,600</b>	<b>\$5,100</b>	<b>\$41,200</b>

## Exercise: List Your Products and Sales Forecast



What do you Sell or Provide?

What are the price for each product?

Who do you sell your products to?

What are the monthly/yearly forecasted  
or expected sales for each product?

Products	Per Unit	Perday	Per month	Per year
<b>Nasi Katok</b>				
-Kosong	\$1	\$20	\$400	\$4,800
-Sambal Biasa	\$1	\$20	\$400	\$4,800
-Pedas	\$1	\$20	\$400	\$4,800
-Campur	\$1	\$30	\$600	\$7,200
<b>Ayam Salai</b>				
-Sayap	\$1	\$50	\$1,000	\$12,000
-Tongkeng	\$1	\$50	\$1,000	\$12,000
<b>Drinks</b>				
Water 500mL	\$0.80	\$40	\$800	\$9,600
Soft drinks	\$1	\$50	\$1,000	\$12,000
<b>Total</b>		<b>\$280</b>	<b>\$5,600</b>	<b>\$67,200</b>

Products	mth 1	mth 2	mth 3	mth 4	mth 5	mth 6	mth 7	mth 8	mth 9	mth 10	mth 11	mth 12	Per year
<b>Nasi Katok</b>													
-Kosong	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$4,800
-Sambal Biasa	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$4,800
-Pedas	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$4,800
-Campur	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$7,200
<b>Ayam Salai</b>													\$0
-Sayap	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$12,000
-Tongkeng	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$12,000
<b>Drinks</b>													\$0
Water 500mL	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$9,600
Soft drinks	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$12,000
<b>Total</b>	<b>\$1,800</b>	<b>\$1,800</b>	<b>\$1,800</b>	<b>\$1,800</b>	<b>\$1,800</b>	<b>\$1,800</b>	<b>\$1,800</b>	<b>\$1,800</b>	<b>\$1,800</b>	<b>\$1,800</b>	<b>\$1,800</b>	<b>\$1,800</b>	<b>\$21,600</b>

# Market Research

# Kajian Pasaran



---

## Have you your Market Research?

- Nope
- Yes... I have drafted the questions
- Yes... I have done my survey, waiting for results
- Yes... I have results I need to visualize it
- Yes! am ready to submit / Present



# MARKET RESEARCH

## Customer

- Market Size
- Market Segmentation



## Competitor

- Direct and Indirect Competitors
- Porter's 5 forces

Competitors	Strengths	Weaknesses
Direct Competitors		
Indirect Competitors		

## Market Forces

- Political/Government
- Economic
- Social
- Technology



## SWOT

- Strength
- Weaknesses
- Opportunities
- Threats

	Internal	External
+	Strengths	Opportunities
-	Weakness	Threats



# Market Research



Used to **find out more** about your market

Understand who is your **Ideal Customer**

Find out who are **your Competitors**

To understand yourself in relations to the market using **SWOT**

**Match your expectations** to the market needs.

Investors / Bankers would want **proof of the marketability** of your products or services.

---

## Market Research Contents



- Customer

- Market Size

- Market Segmentation

- △ Demographics

- △ Psychographics

- Competition or Alliances

- Market Factors

- PEST Factors

- SWOT analysis

- References

## Market Research Types



PRIMARY  
RESEARCH



SECONDARY  
RESEARCH

## Primary Research

- Own Research
- Gather Data through Letters, Survey, Interview
- Interpret Using Spreadsheet
- Illustrate using Tables, Graphs and Charts

### Registration Form for SME Run

Please fill in the following information register for the SME Run on Friday, 21st June 2013.  
Please keep in mind to make payment of \$15 before 14th June 2013, 4.30pm to LiveWIRE Centre,  
No 21, 48 & 61, BT-Hj Uthman Complex, Simpang 13, Jalan Lapangan Terbang Antarabangsa, Kg  
Jaya Setia, Mukim Berakas A, Bandar Seri Begawan, BB 2513, Brunei Darussalam.

\*Required



Run Distance \*

2.4km

5km

Name \*

Identification Number \*

IC number or Birth Certificate Number or Passport Number

## PRIMARY RESEARCH Example: Running Event

- Using online form for runner registration, you may understand the type of people who joins running events

### Registration Form for SME Run

Please fill in the following information register for the SME Run on Friday, 21st June 2013. Please keep in mind to make payment of \$15 before 14th June 2013, 4.30pm to LiveWIRE Centre, No 21, 48 & 61, BT-Hj Uthman Complex, Simpang 13, Jalan Lapangan Terbang Antarabangsa, Kg Jaya Setia, Mukim Berakas A, Bandar Seri Begawan, BB 2513, Brunei Darussalam.

\*Required



**Run Distance \***

2.4km

5km

**Name \***

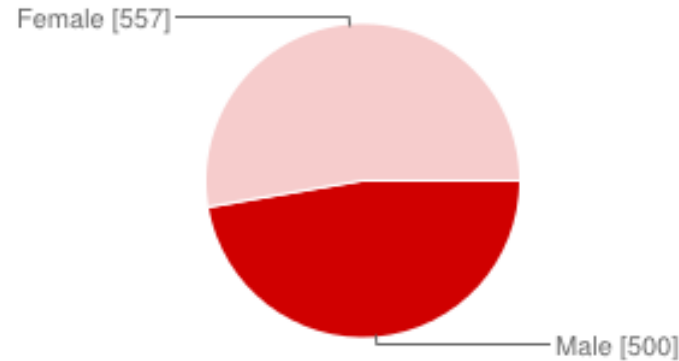
**Identification Number \***  
IC number or Birth Certificate Number or Passport Number

## PRIMARY RESEARCH Example: Running Event Survey Result

Most online forms have an instant results table or chart. Base on simple questions, we can conclude the following:

- There are slight more females than males
- Majority of the runners are size S or smaller
- Therefore we can focus marketing towards small sized women

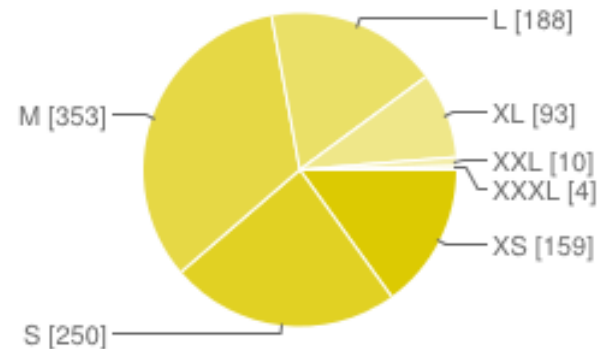
**Gender**



Male	<b>500</b>	47%
Female	<b>557</b>	53%



**Shirt Size**



XS	<b>159</b>	15%
S	<b>250</b>	24%
M	<b>353</b>	33%
L	<b>188</b>	18%
XL	<b>93</b>	9%
XXL	<b>10</b>	1%
XXXL	<b>4</b>	0%

## Secondary Research : Uncovering research that has been done before

Sources include:

- Newspaper or Journal Articles
- Publications e.g. Statistics year book
- Government Departments e.g. [www.jpes.gov.bn](http://www.jpes.gov.bn)
- Online sources
  - [www.cia.gov](http://www.cia.gov)
  - [www.Facebook.com](http://www.Facebook.com)
  - <https://datareportal.com>
  - Google trends



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- Contents
- Introduction**
- Geography**
- People and Society**
- Government**
- Economy**



# People and Society

## Population

478,054 (2022 est.)

## Ethnic groups

Malay 65.8%, Chinese 10.2%, other 24% (2020 est.)

## Languages

Malay (Bahasa Melayu) (official), English, Chinese dialects

## Religions

Muslim (official) 80.9%, Christian 7.1%, Buddhist 7.1%, other (includes indigenous beliefs) 5% (2016 est.)

## Population growth rate

1.45% (2022 est.)



# Market Research: Government Statistic Department

	2021
<u>Total Population</u>	440,715
Male	232,194
Female	208,521
<u>By Residential Status</u>	
Brunei Citizens	333,669
Permanent Residents	25,834
Temporary Residents	81,212
<u>By Districts</u>	
Brunei Muara	318,530
Belait	65,531
Tutong	47,210
Temburong	9,444
<u>By Age Group (years)</u>	
0-14	90,376
15-64	322,445
65 and over	27,894
<u>By Race</u>	
Malays	297,016
Chinese	42,132
Others	101,567

## The population statistics may be useful if you are:

- Targeting the whole of brunei then market size is 440,715
- Targeting only males or females, e.G. Men's clothes vs women's clothes
- Targeting locals vs foreigners. E.G. Local foods vs foreign foods
- Opening a branch in any of brunei districts
- Targeting by age and occupation e.G. Tuition for school students or upskill training for adults
- Targeting by race and culture. E.G. Selling festival related items like hari raya or chinese new year, etc.



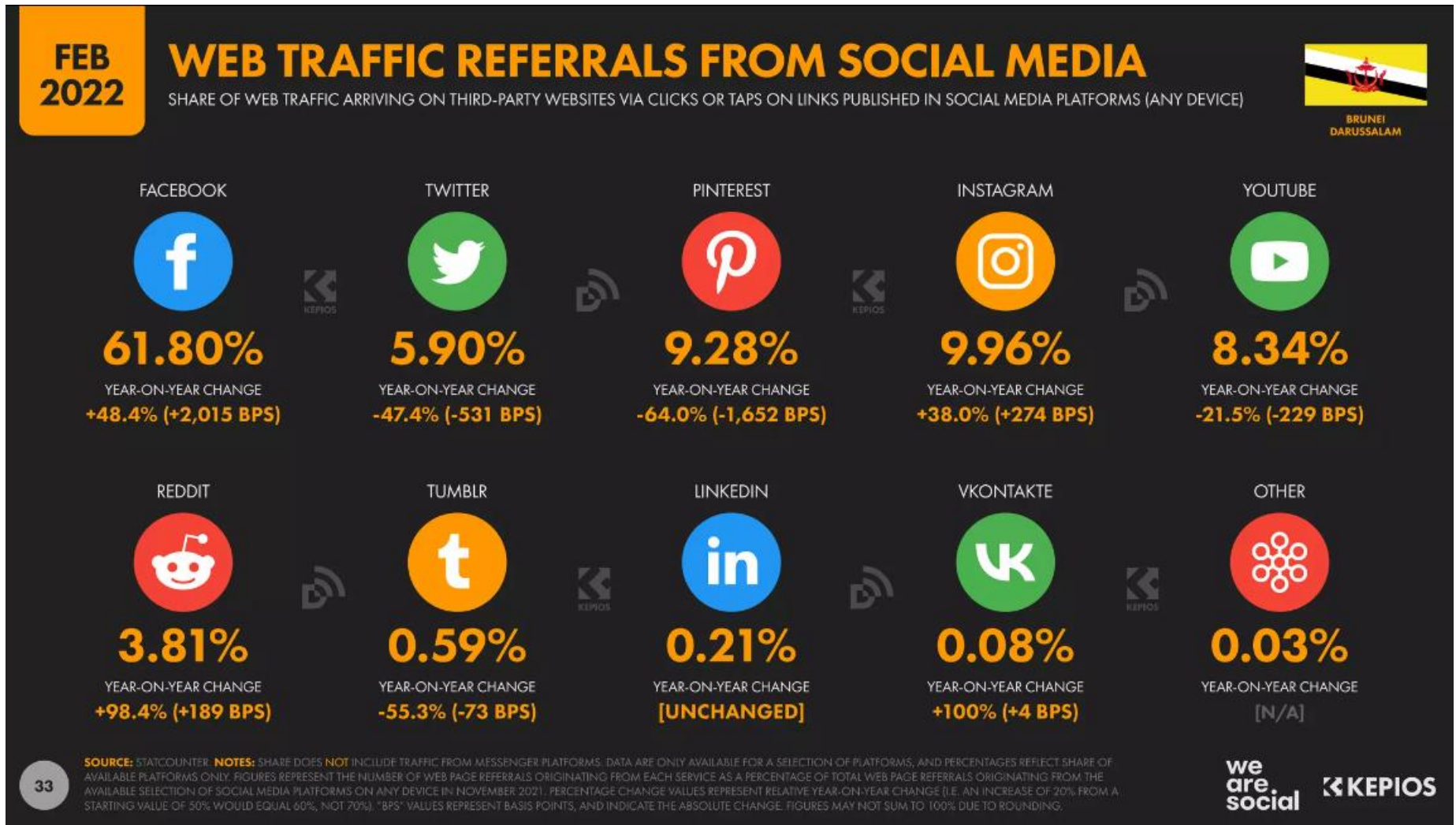
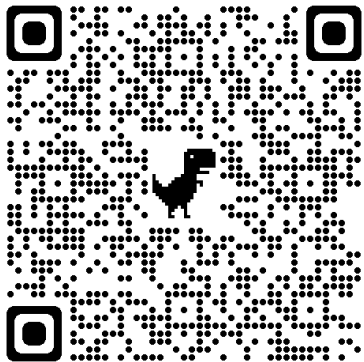
<http://www.deps.gov.bn/SitePages/Population.aspx>

Year	Districts	Live Births	Deaths	Marriages	Divorces
2020	<b>Total</b>	6,751	1,865	2,783	433
	Brunei Muara	5,828	1,398	1,985	312
	Belait	871	266	354	57
	Tutong	42	170	321	56
	Temburong	10	31	107	7
	Outside Brunei	-	-	16	1



**Data like these would be useful for the following:**

- Birth rate may be useful for businesses related pregnant mothers, or new parents for baby related items, or even family cars
- Death rate may be useful for probate lawyers, caterers catering to tahlil, etc
- Marriage data may be useful for wedding planners, boutiques, tailoring, caterers, real estate
- Divorce data may be useful for divorce lawyers, real estate, counselling, etc




<https://www.slideshare.net/DataReportal/digital-2022-brunei-darussalam-february-2022-v01>


FEB  
2022

# TOP GOOGLE SEARCHES

QUERIES WITH THE GREATEST VOLUME OF GOOGLE SEARCH ACTIVITY BETWEEN 01 JANUARY 2021 AND 31 DECEMBER 2021



#	SEARCH QUERY	INDEX
01	TRANSLATE	100
02	GOOGLE	85
03	4D	76
04	YOUTUBE	75
05	ENGLISH TO MALAY	55
06	WHATSAPP 	53
07	4D MAGNUM	46
08	FACEBOOK	44
09	GOOGLE TRANSLATE	42
10	WHATSAPP WEB	40

#	SEARCH QUERY	INDEX
11	SSM	35
12	TRANSLATE TO ENGLISH	29
13	INSTAGRAM	27
14	PREMIER LEAGUE	23
15	TRANSLATE ENGLISH TO MALAY 	22
16	LIVERPOOL	21
17	EPL	20
18	TWITTER	19
19	RTB GO	17
20	SSM LOGIN	17

29

**SOURCE:** GOOGLE TRENDS, BASED ON SEARCHES CONDUCTED BETWEEN 01 JANUARY 2021 AND 31 DECEMBER 2021. **NOTES:** ANY SPELLING ERRORS OR LANGUAGE INCONSISTENCIES IN SEARCH QUERIES ARE AS PUBLISHED BY GOOGLE TRENDS, AND ARE SHOWN "AS IS", TO ENABLE READERS TO IDENTIFY POTENTIAL CHANGES IN HOW PEOPLE ENTER WRITTEN LANGUAGE IN DIGITAL ENVIRONMENTS. GOOGLE DOES NOT PUBLISH ABSOLUTE SEARCH VOLUMES, BUT THE "INDEX vs. TOP QUERY" COLUMN SHOWS RELATIVE SEARCH VOLUMES FOR EACH QUERY COMPARED WITH THE SEARCH VOLUME OF THE TOP QUERY. **ADVISORY:** GOOGLE TRENDS USES DYNAMIC SAMPLING, SO RANK ORDER AND INDEX VALUES MAY VARY DEPENDING ON WHEN THE TOOL IS ACCESSED, EVEN FOR THE SAME TIME PERIOD.

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FEB  
2022

## TOP YOUTUBE SEARCHES

QUERIES WITH THE GREATEST VOLUME OF YOUTUBE SEARCH ACTIVITY BETWEEN 01 JANUARY 2021 AND 31 DECEMBER 2021



#	SEARCH QUERY	INDEX
01	KARAOKE	100
02	LAGU	83
03	TIKTOK	60
04	BABY	46
05	UPIN IPIN	41
06	DJ	40
07	MINECRAFT	37
08	BRUNEI	36
09	ROBLOX	34
10	BTS	31

#	SEARCH QUERY	INDEX
11	TIK TOK	19
12	BABY SHARK	18
13	HANTU	17
14	DANGDUT	16
15	AMONG US	16
16	COCOMELON	16
17	PUBG	16
18	GACHA LIFE	14
19	BLACKPINK	13
20	DREAM	13

39

**SOURCE:** GOOGLE TRENDS, BASED ON SEARCHES CONDUCTED ON YOUTUBE BETWEEN 01 JANUARY 2021 AND 31 DECEMBER 2021. **NOTE:** ANY SPELLING ERRORS OR LANGUAGE INCONSISTENCIES IN SEARCH QUERIES ARE AS PUBLISHED BY GOOGLE TRENDS, AND ARE SHOWN "AS IS", TO ENABLE READERS TO IDENTIFY POTENTIAL CHANGES IN HOW PEOPLE ENTER WRITTEN LANGUAGE IN DIGITAL ENVIRONMENTS. GOOGLE DOES NOT PUBLISH ABSOLUTE SEARCH VOLUMES, BUT THE "INDEX" COLUMN SHOWS RELATIVE SEARCH VOLUMES FOR EACH QUERY COMPARED WITH THE SEARCH VOLUME OF THE TOP QUERY. **ADVISORY:** GOOGLE TRENDS USES DYNAMIC SAMPLING, SO RANK ORDER AND INDEX VALUES MAY VARY DEPENDING ON WHEN THE TOOL IS ACCESSED, EVEN FOR THE SAME TIME PERIOD.

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# Customer Analysis

Market Research



## Market Size and Segmentation

What is the biggest number of customers are you targeting?

- Depends on whether you geographically based or you are distributing.

How does your ideal customer look like?

- B2B and/or B2C
- Demographics: Gender, Age, Occupation, Income, Marital Status
- Psychographics: Interests, likes and dislike
- Product Research: What would they like about your product/Service, or your competitors
- Feasibility: How many are interested vs How much they would be willing to pay



## Market Size and Segmentation

	B2C	B2B
Demographics	Gender, Age, Occupation, Income, Marital Status	Age, Business Nature Business Size, Revenue, Legal Structure
Psychographics	What do they like? What do they dislike?	What are their values? Vision, Mission and Objectives?
Products Research	Which products or services would they be interested in? What do they like about your products or services?	What are the services or solution do they use now? What are the problems they are looking for the solutions
Feasibility	Would they buy? How much would they purchase it for?	How often do they usually spend, how much?



# Market Research: Survey Example

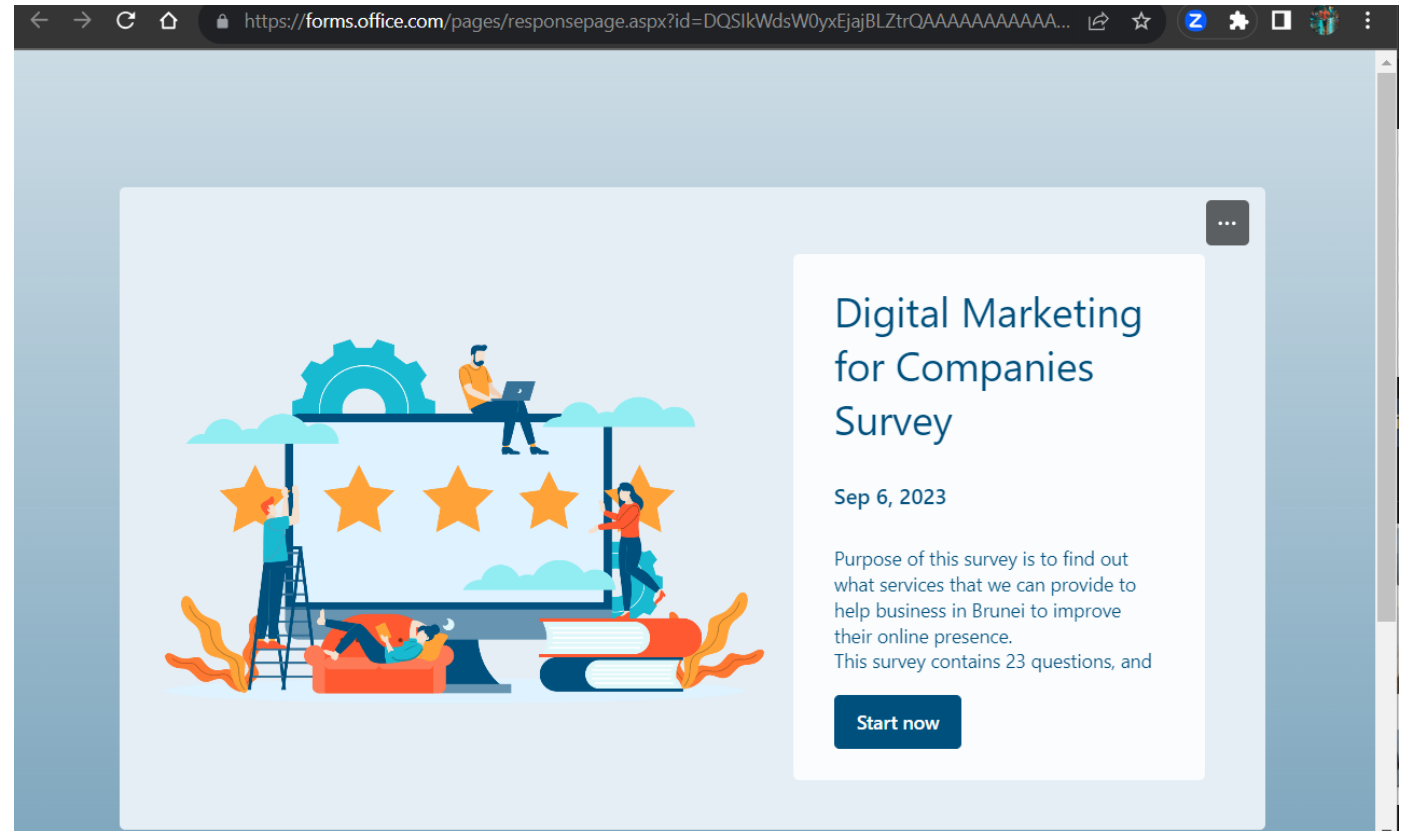


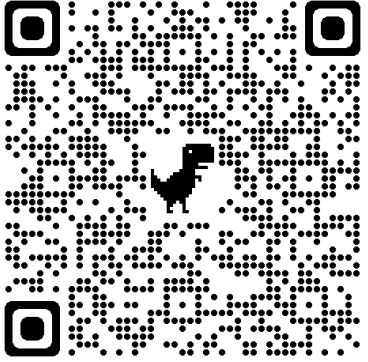
QUESTION	ANSWER
What is your age?	<input type="checkbox"/> <19 <input type="checkbox"/> 19-27 <input type="checkbox"/> 28-40 <input type="checkbox"/> >40
What is your occupation?	<input type="checkbox"/> Student <input type="checkbox"/> Government <input type="checkbox"/> Private <input type="checkbox"/> Housewife <input type="checkbox"/> Unemployed
What is your Marital Status?	<input type="checkbox"/> Single <input type="checkbox"/> Married
What is your income?	<input type="checkbox"/> <\$1k <input type="checkbox"/> \$1k-\$3k <input type="checkbox"/> >\$3k
Do you like Spicy Foods?	<input type="checkbox"/> Love it <input type="checkbox"/> Okay <input type="checkbox"/> Hate it
How often do you buy cheap meals?	<input type="checkbox"/> Once a Day <input type="checkbox"/> Once a week <input type="checkbox"/> Once a month <input type="checkbox"/> Rarely or Never
How much money is your daily budget for meals?	<input type="checkbox"/> 1\$ or less <input type="checkbox"/> \$1-\$5 <input type="checkbox"/> \$6-\$10 <input type="checkbox"/> \$10-\$20 <input type="checkbox"/> >\$20
Where do you usually buy your Nasi Katok?	<hr/>

## Survey by Website4u Enterprise



<https://forms.office.com/r/VkZDRbsUyk>





[https://deps.mofe.gov.bn/DEPD%20Documents%20Library/DOS/Annual%20Census%20Entprise\\_ACE/ACE2021.pdf](https://deps.mofe.gov.bn/DEPD%20Documents%20Library/DOS/Annual%20Census%20Entprise_ACE/ACE2021.pdf)

**Table 1: Enterprises by business size, 2019-2020**

	2019		2020		Growth (%) 2019-2020
	Number	Share (%)	Number	Share (%)	
<b>TOTAL</b>	<b>6,169</b>	<b>100.0</b>	<b>6,019</b>	<b>100.0</b>	<b>-2.4</b>
Micro	2,569	41.6	2,565	42.6	-0.2
Small	2,546	41.3	2,383	39.6	-6.4
Medium	886	14.4	905	15.0	2.1
Large	168	2.7	166	2.8	-1.2

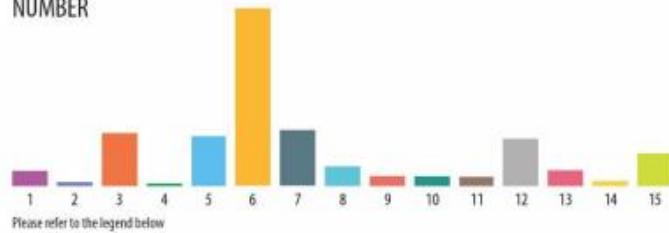
Note: Micro employed 0-4 persons, small (5-19), medium (20-99) and large (more than 100).



جياتن فرانچن ايكونومي دان ستاتيستيك  
 DEPARTMENT OF ECONOMIC PLANNING AND STATISTICS  
 MINISTRY OF FINANCE AND ECONOMY  
 BRUNEI DARUSSALAM

## PROFILE OF PRIVATE SECTOR BUSINESS BY TYPE OF ECONOMIC ACTIVITIES, 2020

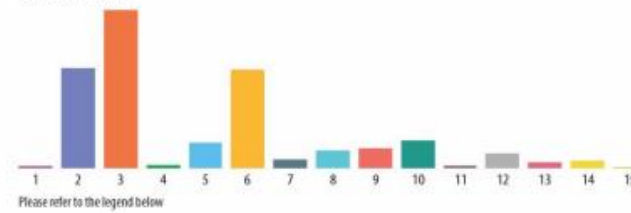
### ENTERPRISES NUMBER



#### TOP 3 ECONOMIC ACTIVITIES

1	Wholesale and Retail Trade	35.0%   2,109
2	Accommodation and Food Service Activities	11.0%   662
3	Manufacturing	10.5%   630

### REVENUE BND MILLION



#### TOP 3 EARNERS

1	Manufacturing	34.3%   8,827.3
2	Mining and Quarrying	19.6%   5,038.2
3	Wholesale and Retail Trade	19.2%   4,950.1

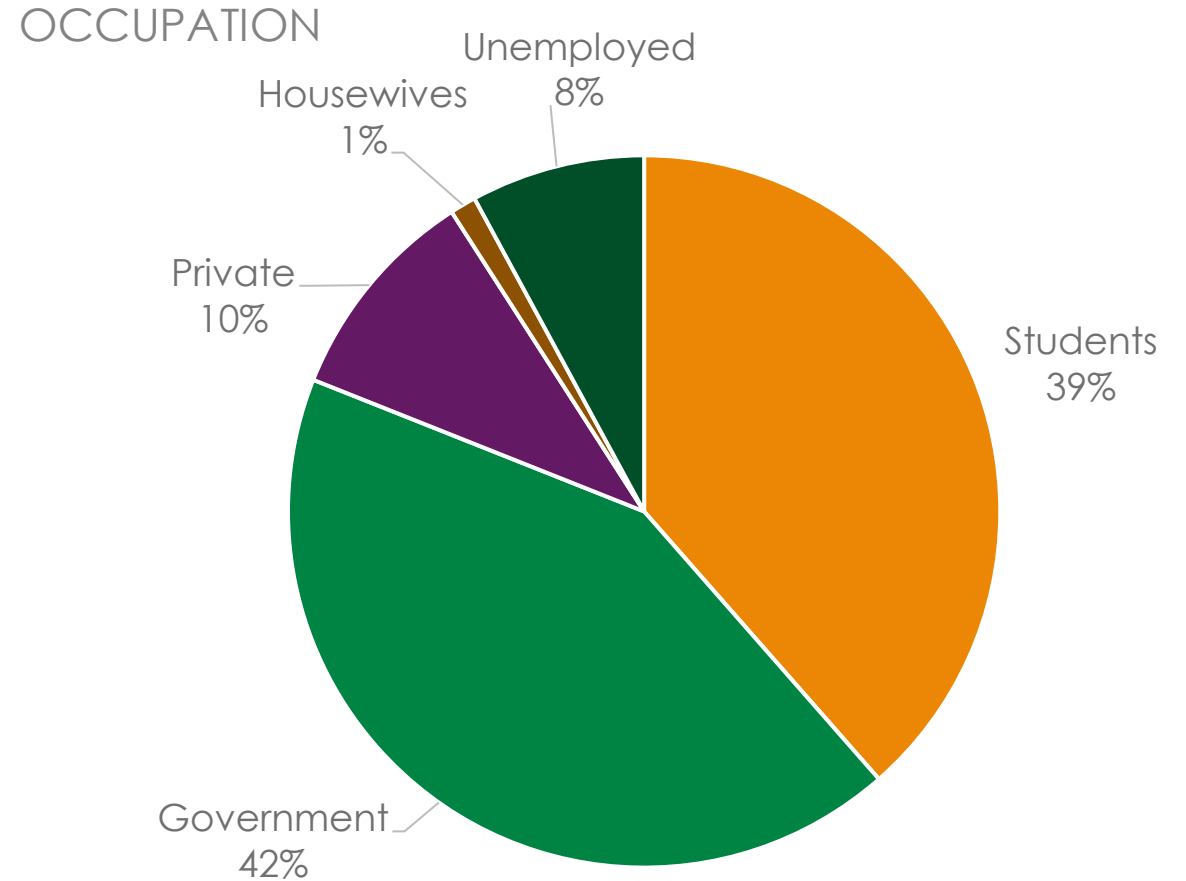
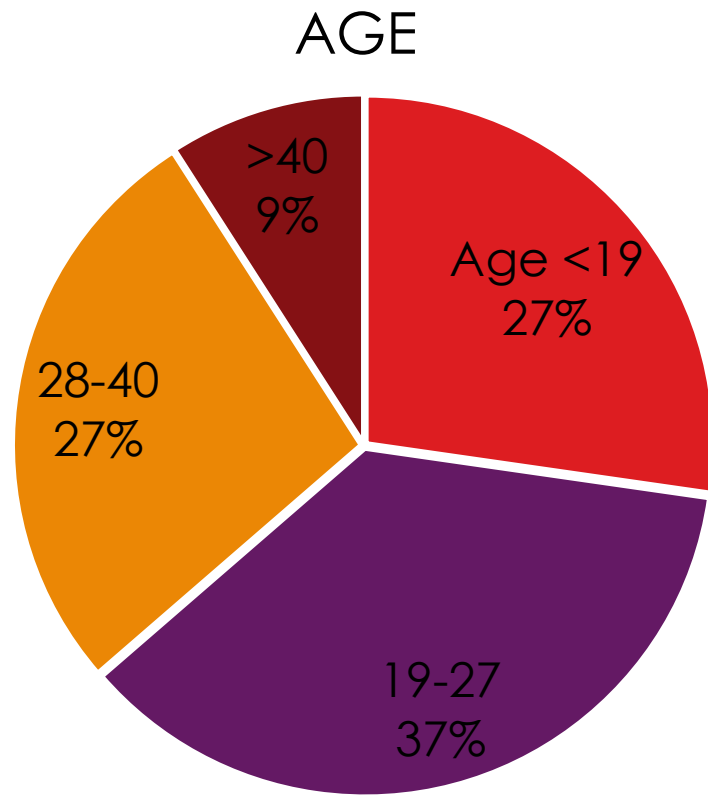


Department of Economic Planning and Statistics  
 Ministry of Finance and Economy  
 Brunei Darussalam

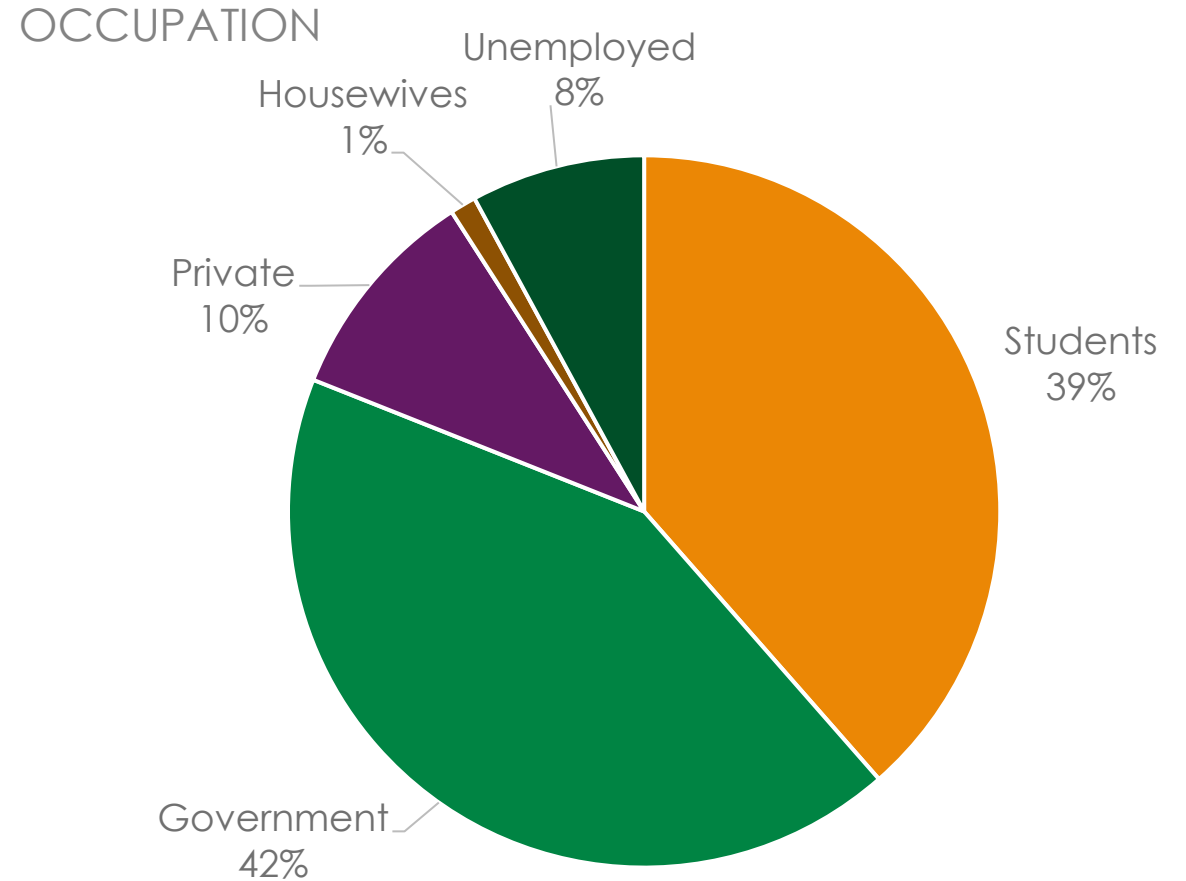
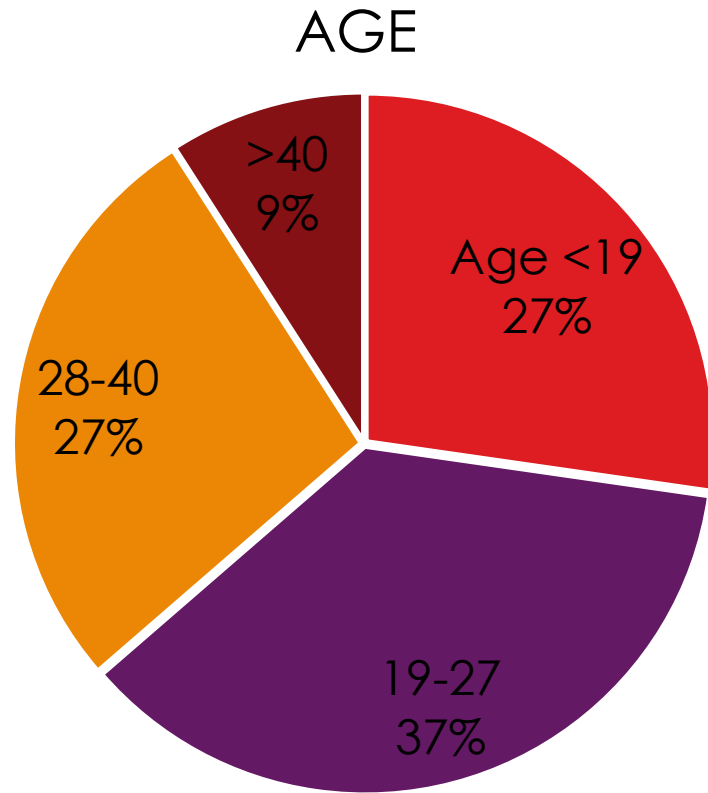


Instagram: [statistics.jpes](https://www.instagram.com/statistics.jpes)  
 Email: [info.statistics@jpes.gov.bn](mailto:info.statistics@jpes.gov.bn)  
 Website: <https://deps.mofe.gov.bn>

# Market Research: Nasik Katok Survey Example Results



# Example: Nasik Katok Market Segmentation



---

## Example: Nasik Katok A Market Size



Nasik Katok is targeting the local area  
Within a 10km radius of the stall are  
about 5,000 homes with an average  
of 5 member families. Making our  
market size is 25,000 people.

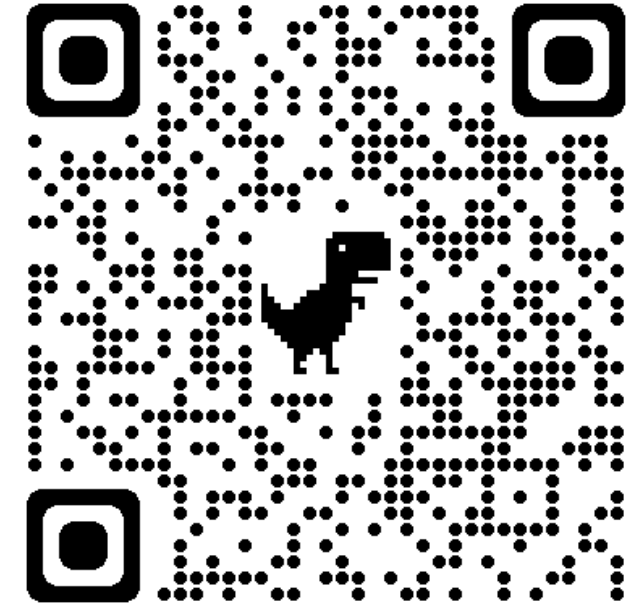
# 133,015

Registered business Names (Sole-Proprietorships and Partnerships) as at 30th June 2023

# 14,335

Registered companies (*Sendirian Berhad* and *Berhad*) as at 30th June 2023

# 958



<https://www.mofe.gov.bn/Divisions/statistics.aspx>

Year	Entity Type			
	Sole Proprietorship	Partnership	Local Companies (Public/Private)	Branch of a Foreign Company
2012	3936*		480	11
2013	4013*		475	15
2014	4041*		457	15
2015	3558*		573	12
2016	2814	369	760	12
2017	3486	408	798	12
2018	3169	420	781	7
2019	3334	444	745	12
2020	4029	486	316	5
2021	3181	358	134	3
2022	2808	278	85	4
<b>2023</b> (as at 30th June 2023)	1394	154	56	6

\*Data categorization between sole proprietor and partnership is not available



Customer Product	Training Package
Individuals	Unemployed Employees Students (During School Holiday) Aspiring Influencers
Freelancers	Freelancers in Photography, Videography, MC's Content Creators
NMSME's	MSME's who are in retail, F&B, e.g. restaurants
Corporations/ Big Business	Potential Government or Oil & Gas Contractors

---

**Example:** Website4u Market Size



- Registered SME's –
- Sole Prop – 133,015
- Sdn Bhd – 14,335
- Total – 147,350

## Market Size and Segmentation E.G. Tudung

○ BRUNEI – **400,000**

○ FEMALE (50%),

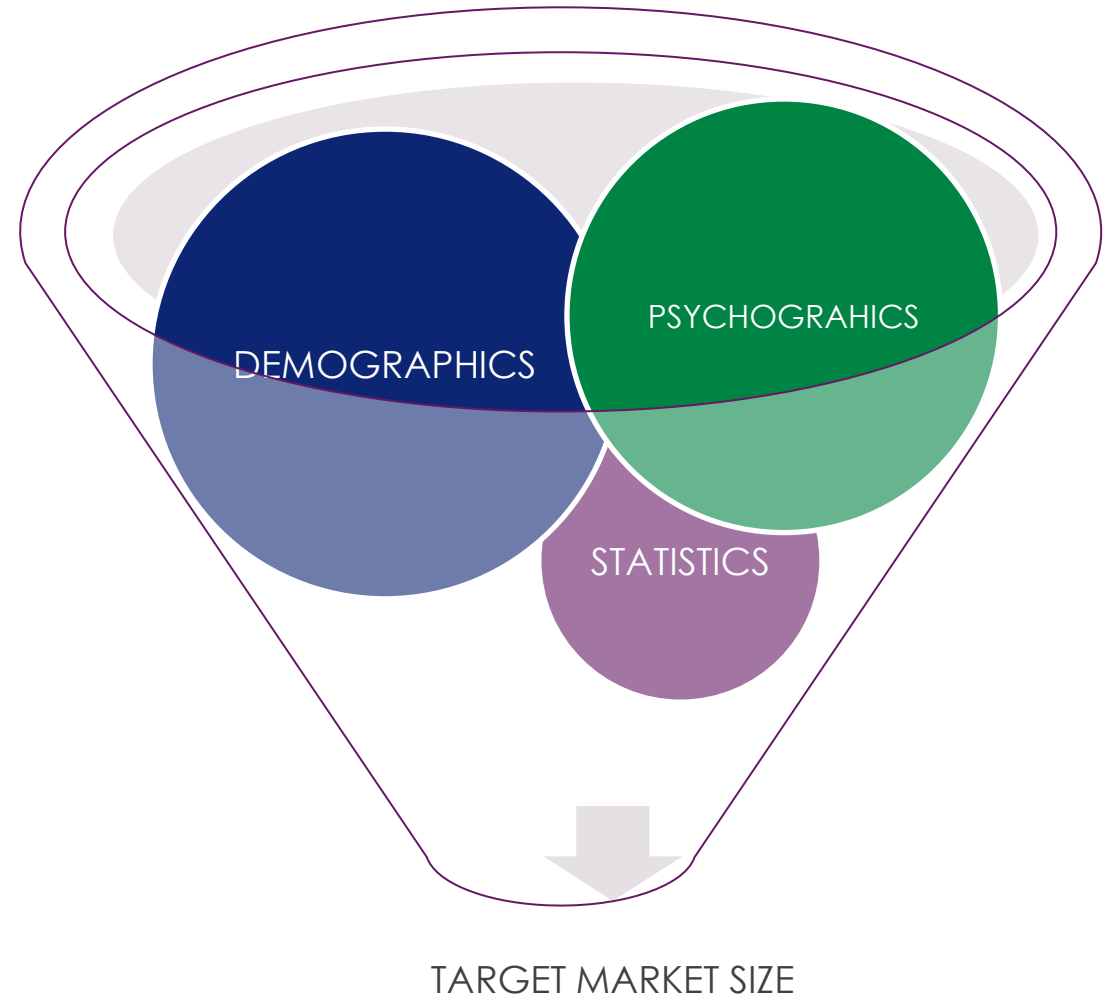
**200,000**

○ WORKING AGE (25-55)

– 50%, **100,000**

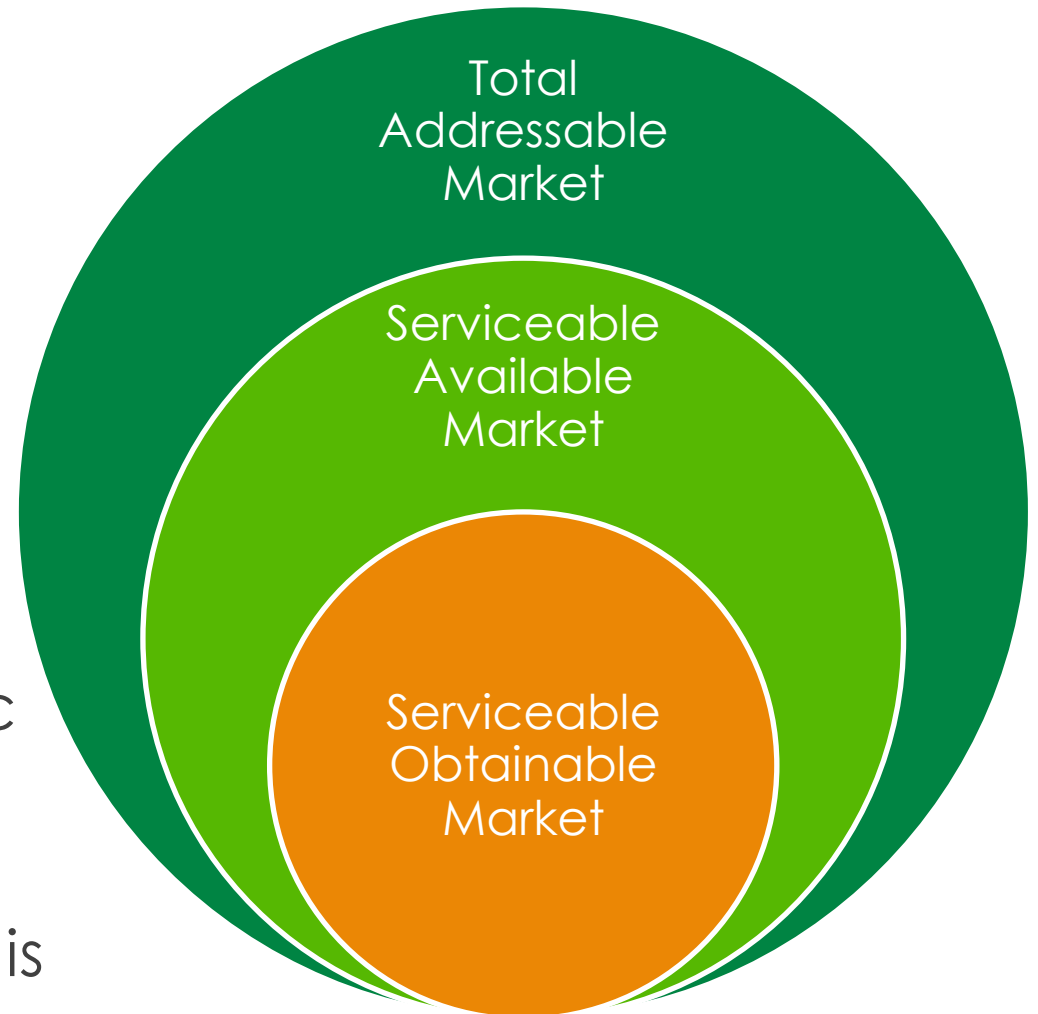
○ MUSLIM (75%) –

**75,000**



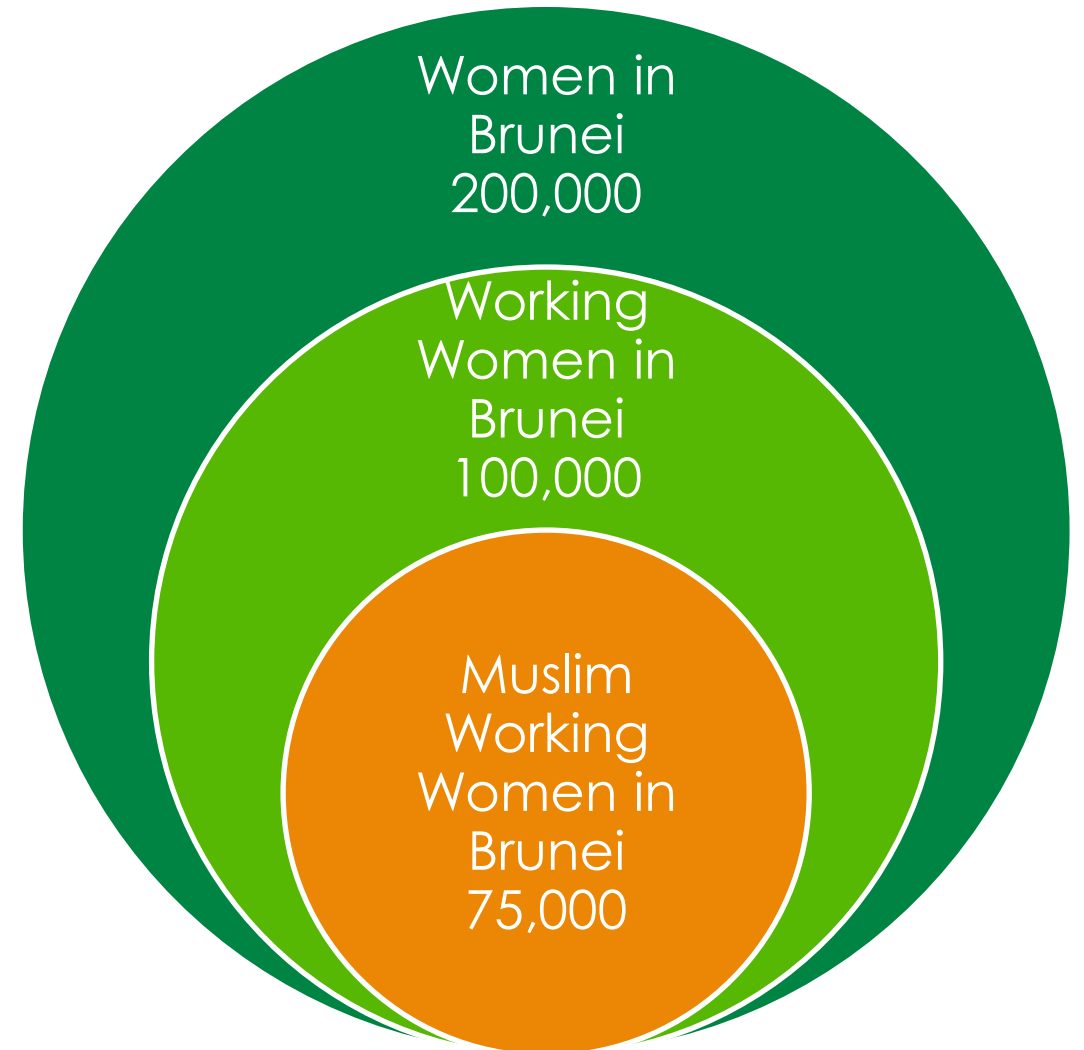
# Market Size and Segmentation using TAM SAM SOM

- **TAM** is the total possible market demand for a product or service (annual revenue)
- **SAM** is the portion of TAM targeted and served by your company's products or services (e.g.: geographic reach)
- **SOM** is the percentage of SAM which is realistically reached (market share).

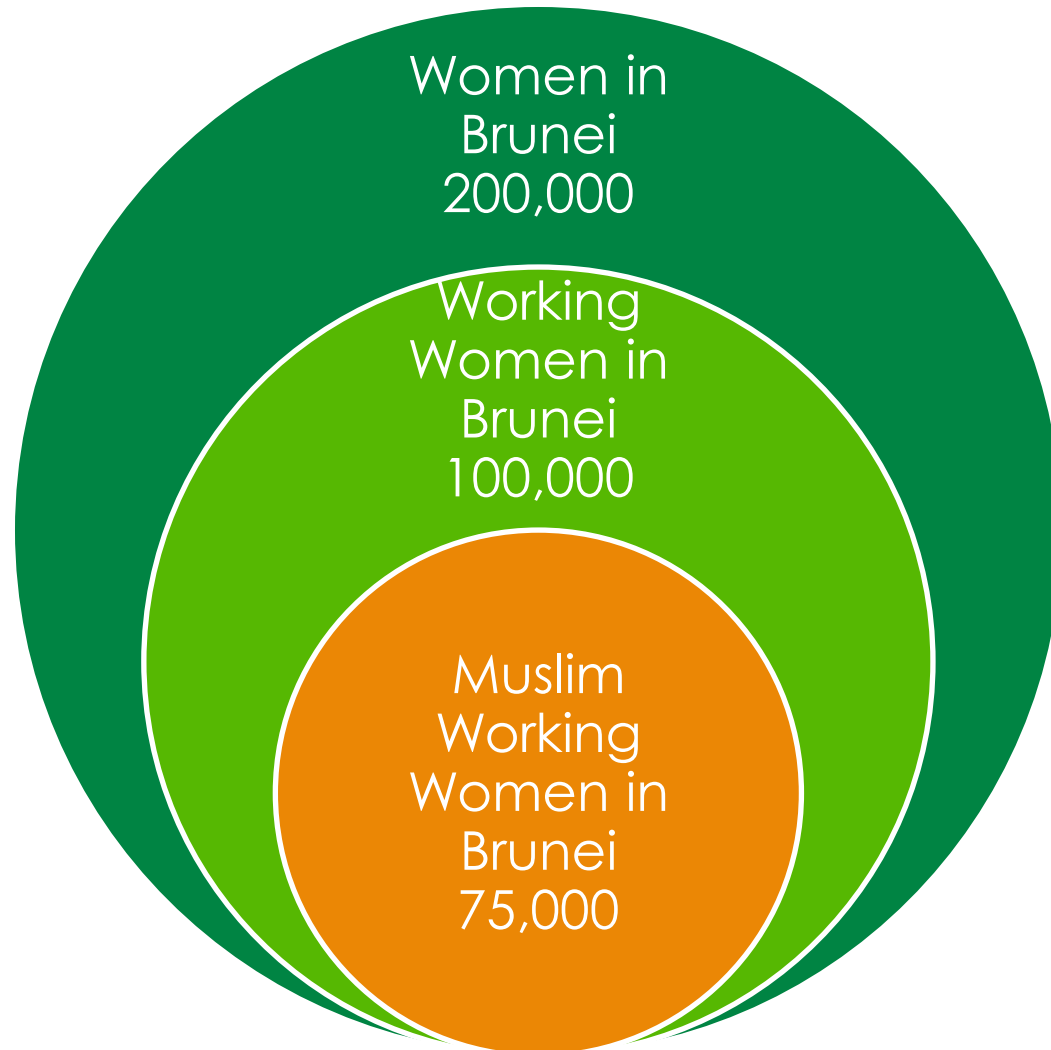


## Market Size and Segmentation using TAM SAM SOM E.G. Tudung

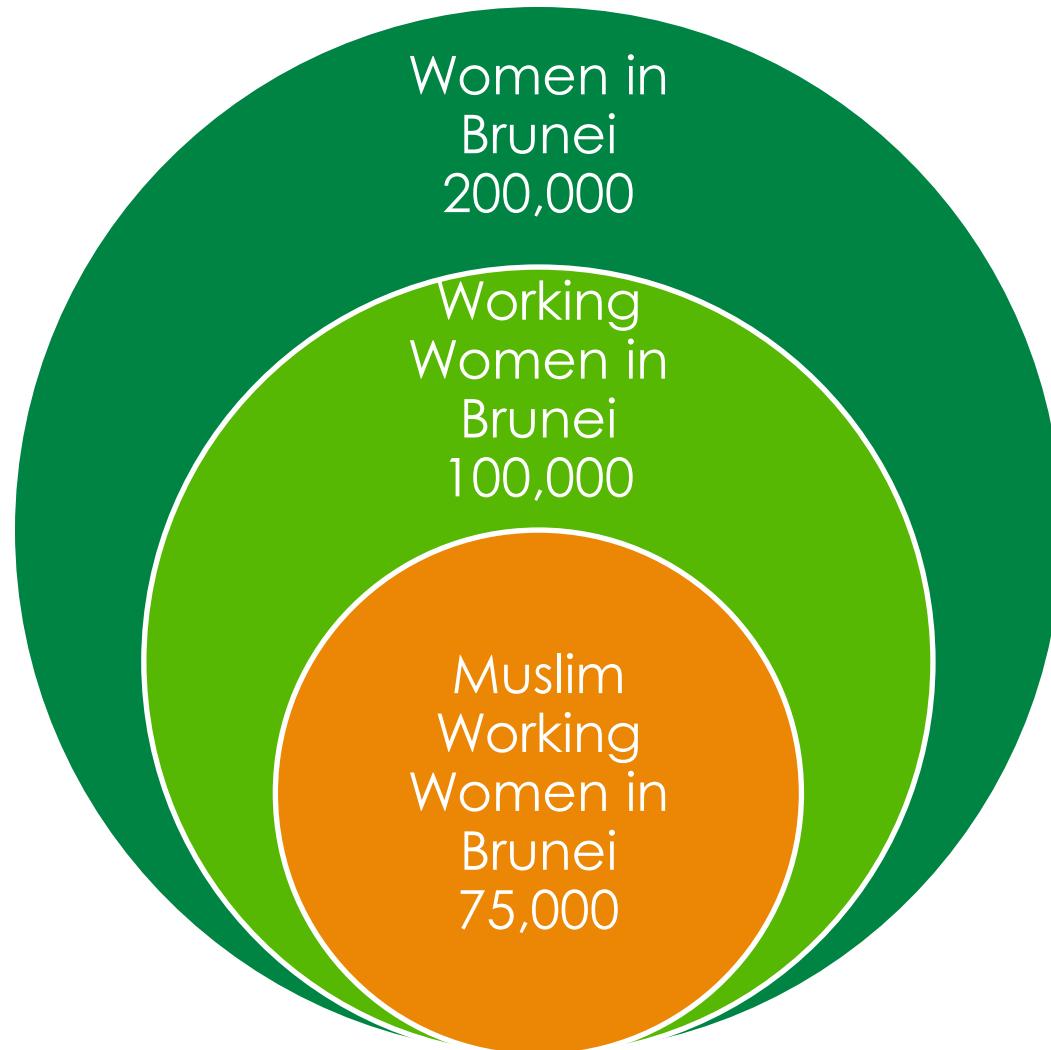
- ❑ BRUNEI – **400,000**
- ❑ FEMALE (50%),  
**200,000**
- ❑ WORKING AGE of 25-55 – (50%)  
**100,000**
- ❑ MUSLIM (75%) –  
**75,000**



# Market Size and Segmentation using TAM SAM SOM E.G. Tudung



# Market Size and Segmentation using TAM SAM SOM E.G. Tudung





# **EXERCISE: MARKET SIZE AND SEGMENTATION**

Who are you ideal Customers





---

# Competition Analysis

Market Research

## Market Research – Competition

### Competitors

- Direct Competitors
- Indirect Competitors

### What are

- Their Strengths
- Their Weaknesses



## Direct and Indirect Competition



Competitors	Strengths	Weaknesses
Direct Competitors		
Indirect Competitors		

## Example: Nasi Katok Competition



Competitors	Strengths	Weaknesses
<b>Direct Competitors</b>		
Other Nasi Katok	Same Price	not spicy
Restaurant	Dine-in, More Choices	slow service
<b>Indirect Competitors</b>		
Kedai Runcit	Convenient	Only fresh in morning
Home Cooking	Cheaper	More work
Gerai	Cheap and a lot of choices	Opens only afternoon and night

## Example: Competition for Website4u



Competitors	Strengths	Weaknesses
<b>Direct Competitors</b>		
Local e.g. activ8, bizdigital	Somewhat well established	May be very expensive
Foreign	Already well established May be able to do complex solutions	May be very expensive
Freelancers e.g. fiverr	Cheap A lot of options	Quality may not be up to expectations
<b>Indirect Competitors</b>		
Create yourself Online Platforms e.g. wix, wordpress,	Easy to create Cheap	May not be able to create exactly to what clients want
Social Media (e.g. fb,ig)	Easy, free to post, mass users	Doesn't directly allow for e-commerce e.g. search products and purchase

## Competition Feature Comparison

If your products are similar to a competition, you may compare your features, especially to point out how you are better than the competition

Competition/ Feature	Company A	Company B	Our company
Feature 1	✓	✓	✓
Feature 2	x	✓	✓
Feature 3	x	x	✓
Overall Score	★	★★	★★★

## Competition Feature Comparison / Strategic Market Positioning

If your products are similar to a competition, you may compare your features, especially to point out how you are better than the competition

Competition/ Feature	Indirect Competition	Direct Competition	Our Company
Training	x	x	✓
Consultation	✓	✓	✓
Web Development	✓	✓	✓
Social Media Management	x	✓	✓
Overall Score	★ ★	★ ★ ★	★ ★ ★ ★

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Competitors	Strengths	Weaknesses
Direct Competitors		
Indirect Competitors		

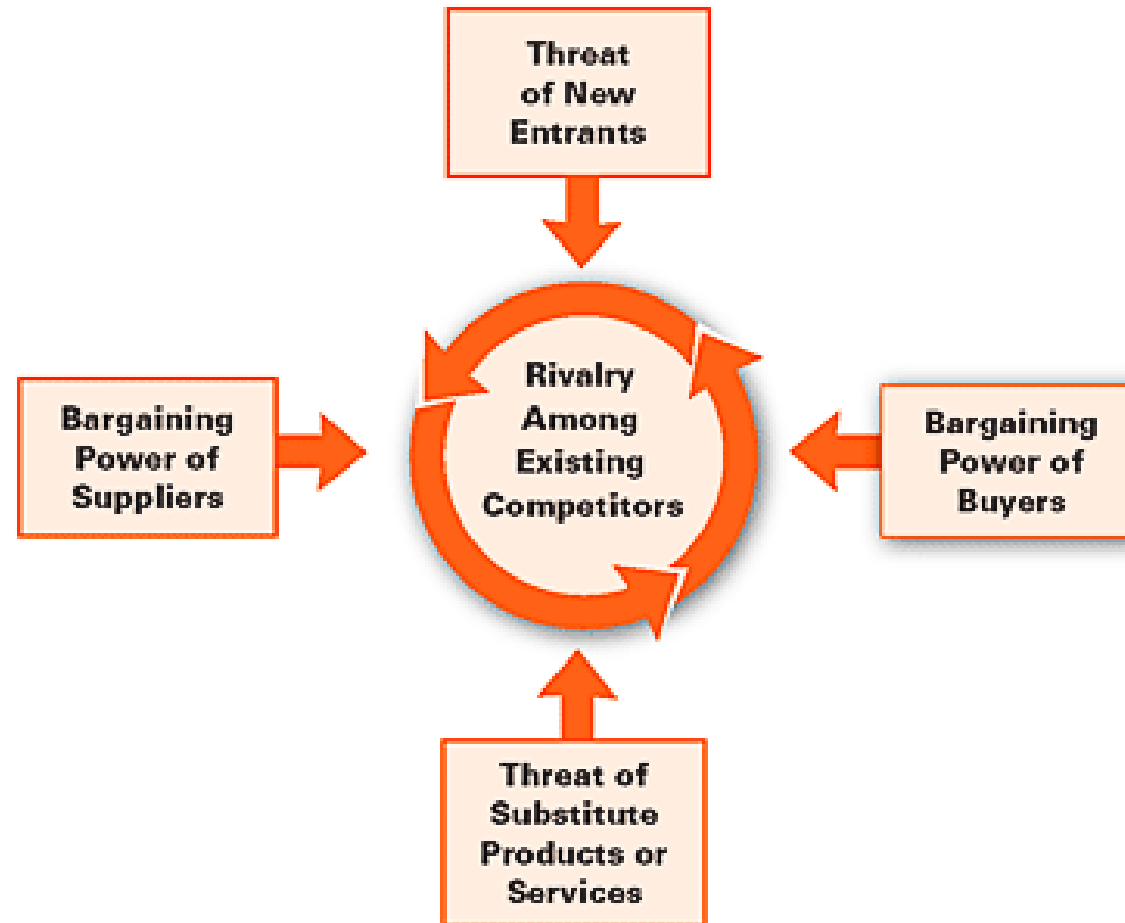


# EXERCISE: COMPETITIVE ANALYSIS



# Porter's 5 forces

The Five Forces That Shape Industry Competition



# Porter's 5 forces



## Competitive Rivalry

- Competition among existing industry players.
- High competitive rivalry can lead to lower prices and margins for industry players.

## Threat of New Entrants

- Barriers to entry for new competitors in the industry.
- High barriers to entry such as high capital requirements or complex regulations can limit the threat of new entrants.

## Threat of Substitute Products or Services

- Competition from alternative products or services outside the industry.
- High competition from substitute products or services can limit the industry's profitability.

## Bargaining Power of Buyers

- Power that customers have over the industry in terms of pricing, quality, and demand.
- Buyers with high bargaining power can negotiate for lower prices and better quality.

## Bargaining Power of Suppliers

- Power that suppliers have over the industry in terms of pricing, quality, and supply.
- Suppliers with high bargaining power can increase costs for industry players.

The Five Forces That Shape Industry Competition





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# Market Factors (PEST)

Market Research

Political	<b>P</b>
Economical	<b>E</b>
Social	<b>S</b>
Technological	<b>T</b>



PEST	Impact of	Includes	Example
<b><u>Political/ Government</u></b>	government policies, regulations, and political stability on an organization's operations.	tax policies, trade regulations, labor laws, environmental regulations, and political stability.	changes in tax policies or labor laws may affect a company's cost structure and profitability.
<b><u>Economic</u></b>	economic conditions on an organization's operations.	economic growth, inflation, interest rates, and exchange rates.	a recession may result in decreased demand for a company's products or services.
<b><u>Social</u></b>	social and cultural trends on an organization's operations.	demographics, lifestyle trends, consumer behavior, and cultural attitudes.	changing social attitudes towards health and wellness may create new market opportunities for companies in the healthcare or fitness industries.
<b><u>Technological</u></b>	technological advancements on an organization's operations.	automation, digitalization, artificial intelligence, and cybersecurity.	the increasing use of digital technologies may create new opportunities for companies to reach customers through e-commerce channels.

## Example: Market Forces



### Political/Government

- Registration and Licensing is cheap and easy.
- Halal certification is now enforced

### Economic

- Most Bruneians are not financially well-off, the simplest budget meal is often bought by low incomes.

### Social

- low budget have driven the market for cheap foods.
- Health trends have started to include veggies and eggs in the meal.

### Technological

- The availability and the cheap equipment makes the business cheap to start and sustainable.
- The simple technology allows competitors to easily come in.

## Market Forces: PEST

	Positive (opportunities)	Negative (Threats/Challenges)
<b><u>Political/ Government</u></b>	Registration and Licensing is cheap and easy.	Halal certification is now enforced Process is a hassle.
<b><u>Economic</u></b>	Most Bruneians are not financially well-off, the simplest budget meal is often bought by low incomes.	During times of wealth e.g. payday or bonuses, sales may reduce.
<b><u>Social</u></b>	low budget have driven the market for cheap foods.	Health trends have started to include veggies and eggs in the meal.
<b><u>Technological</u></b>	The availability and the cheap equipment makes the business cheap to start and sustainable.	The simple technology allows competitors to easily come in.



## Example: Market Forces for Website4u

### Political/Government

- AITI has a penjana scheme that promotes and subsidizes e-commerce and digitalization of MSME's

### Economic

- Majority of companies in Brunei are MSME's, they may not be able to afford the cost and time to create their digital marketing

### Social

- Not a lot of companies are into digital marketing
- Even if they are, they are almost solely reliant on Social Media
- Even those who are in social media, hasn't used it effectively

### Technological

- Content Management Systems like Wordpress has made it easier to create website
- But CMS also makes it easier for competitors to grow



## Exercise: Pest Factors



	+	-
Political		
Economical		
Social		
Technological		

- Give yourself **5 minutes**
- **L**ist down the PEST factors that affect your Business or Industry

# SWOT Analysis

## Strength, Weakness, Opportunities, Threats

Market Research



# SWOT



# SWOT: Explanation



## Strengths

These are the **internal factors** that give a business or organization an advantage over others.

## Weakness

These are the **internal factors** that put a business or organization at a disadvantage relative to others.

## Opportunities

These are **external factors** that a business or organization can take advantage of to improve its performance.

## Threats

These are **external factors** that can negatively affect a business or organization's performance.

# SWOT: General Guide



Strengths	Weakness
<ul style="list-style-type: none"><li>•Your Business Experience</li><li>•Value Proposition</li><li>•Your Products and Services</li></ul>	<ul style="list-style-type: none"><li>•Lack in Business</li><li>•Lack in Products and Services</li></ul>
Opportunities	Threats
<ul style="list-style-type: none"><li>• Customers Likes</li><li>• Competitor's Weakness</li><li>• Positive Market</li></ul>	<ul style="list-style-type: none"><li>•Customers Dislikes</li><li>•Competitor's Strengths</li><li>•Negative Market</li></ul>

# SWOT: General Example



## Strengths

- a strong brand reputation
- high-quality products or services
- experienced employees,
- efficient production processes.

## Weakness

- poor management
- outdated technology
- low employee morale
- lack of financial resources.

## Opportunities

- emerging markets
- changing consumer trends
- new technological innovations
- relaxed regulations

## Threats

- new competitors
- changes in government policies
- economic downturns
- natural disasters

# SWOT: Nasik Katok Example



## Strengths

- Affordable and convenient food.
- Spicy Food

## Weakness

- Low profit margin requires to sell high volume

## Opportunities

- Cater to spicy food lovers, and people on a budget

## Threats

- Low barrier of entry
- High competition

# SWOT: Website4U Example



## STRENGTHS

- We are new company, familiar with new web technologies and social media

## WEAKNESS

- We are a new company that hasn't been established yet, and hasn't gotten public credibility

## OPPORTUNITIES

- Can use technology such as CMS and AI
- Targeting MSME's who can benefit greatly from digital marketing

## THREATS

- AI in content generation
- Increased competition
- Cybersecurity



## Strategic Risk Management

### WEAKNESS

- We are a new company that hasn't been established yet, and hasn't gotten public credibility
- Marketing and Branding to gain customers
- Customer Service and High Quality products and services to retain loyal customers

### THREATS

- AI in content generation
- Increased competition
- Cybersecurity
- Take advantage of AI ourselves to complement existing services
- Constantly monitor competition to evaluate a better strategy
- Ensure security is maintained, maintain backup, constant monitoring and follow security protocols

## Exercise: SWOT Analysis

- Give yourself **5 minutes**
- List down the SWOT in regards to your business
- Reminder that strengths and weakness are internal to your business, while opportunities and threats are external to your business. E.g. PEST



# Exercise: Market Research



## ○ Customer Analysis

- Market Size
- Market Segmentation



## ○ Market Forces

- PEST Factors
  - △ Policy
  - △ Economy
  - △ Social
  - △ Technological



## ○ Competitive Analysis

Competitors	Strengths	Weaknesses
Direct Competitors		
Indirect Competitors		

	+	-
Internal	S Strengths	W Weakness
External	O Opportunities	T Threats

---

# Marketing, Operation, and Organization

# Pemasaran, Operasi dan Organisasi

# 3.0



# MARKETING STRATEGIES

## *STRATEGI PEMASARAN*

## Market Strategy

- How can you reach your customers?
- How can you communicate to your customers about your products?
- How you can you get your customers in paying you for your goods?



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## 4 P's of Marketing



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## 4 P's of Marketing

This can either be looked at as either

- Marketing Content, or
- Marketing Strategy





## 4 P's of Marketing as Marketing Content

### Product or Services

- What are you selling or providing

### Price

- How much are you charging

### Place and Distribution

- Where can customer go to find out more, or to get your products and services

### Promotion

- Your call to action, what you want your customers to do and why they should do it



## 4 P's of Marketing as Marketing Content for Nasi Katok

### Product or Services

- Nasi Katok
- Spicy Green Sauce

### Price

- \$1.50 per chicken

### Place and Distribution

- Whatsapp [wa.me/673xxxxxxx](https://wa.me/673xxxxxxx) to book or order
- Pickup Address: No. x, Simpang Y, Kampung Z
- Delivery available for Kampung Z for \$3

### Promotion

- Buy 10 packs get free delivery
- Book in advance as early 24 hours to avoid disappointment



## 4 P's of Marketing as Marketing Content for Nasi Katok

### Product or Services

- Training and Consultation
- Web Development (Basic to e-commerce)
- Social Media Management

### Price

- Training Courses - \$100 each
- Web Dev (\$300 - \$2,500)
- Social Media Management (\$100 per month)

### Place and Distribution

- Whatsapp [wa.me/673xxxxxxx](https://wa.me/673xxxxxxx) for FREE consultation
- Website: [www.website4u.com](http://www.website4u.com)
- Social Media (ig,fb,tiktok,x): @website4u.bn

### Promotion

- FREE consultation
- Free training for Web Development and Social Media Management Service



## 4 P's of Marketing as Marketing Strategy

### Product or Services

- How does the product sell itself
- What your unique selling proposition

### Price

- What pricing strategy are you using

### Place and Distribution

- How strategic or effective is your channels and location

### Promotion

- What are the promotion and advertising are you using



---

## 4 P's of Marketing in terms of Strategies



## Product and Packaging



- How does the product market itself
- What is the Unique Selling Proposition (USP)
- What sets it apart from others like it?
- How attractive is the packaging? and how does it market the product or company (Branding)



VS



## Pricing Strategy

Strategy	Use	Disadvantage
Cost Plus Pricing	Full (Fixed + Variable) or Direct cost (variable) pricing. Just adds a % percentage.	Takes no account of demand.
Premium / Skimming	Artificially high price to encourage favorable perception	Potential loss of sales by lower priced competitions.
Competition	Base on competitors pricing	May gain low profits. Attract customers by other means
Loss Leader	Sold at low price to stimulate other profitable sales	Have to be monitored quickly and accurately to avoid loss.
Psychological	Used to make thing cheaper then they are e.g. 1.99 vs 2.00 or \$1xxx vs \$1,999	Customer may be frustrated when they realize their error.
Freemium	Use often in digital products. Given for free, pay for premium	Need a high volume of users. Standard rate is 10-20% of users will pay

# Pricing Strategy

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- Most business will default to competitive pricing.
  - ⑩ This is usually because they don't have to think about pricing, just follow competitors or lower their price to compete
  - ⑩ But it is not recommended because in general competitive pricing will kill the market. .e.g. cube shops, internet café. In addition, we don't know the cost for the competitors, they might be able to get cheaper price than we can.
- The least anyone should do is cost plus pricing, where you always include the variable cost, and markup your pricing in order to cover fixed costs.
- Premium pricing has the highest profit margin, but usually you need to invest in more marketing to convince people that your product or service is worth the price.

## Strategy

Cost Plus Pricing

Premium /  
Skimming

Competition

Loss Leader

Psychological

Freemium



---

## Place & Distribution

If you are geographically based:

- Where are you located?
- How strategically located are you?
- How many people live, work or past by there?

Or if you are a supplier:

- Who are your distributors?
- How many distributors/agents do you have?
- How many people do all your distributors service?

If you are online:

- What is your social media address
- What is your wa.me
- What is your website





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## Place & Distribution

- If you are an **online based business**, location is not necessary, but you should have a simple to remember ig profile or website address
- If you are a **manufacturer or distributor**, you don't have to be located in a high traffic area, just as long you can deliver to your agents or retailers
- If you are **brick and mortar business**, it is best to be in a high traffic area e.g. city center or housing area, but would usually be expensive, low rent is usually in low traffic areas, but you may offset the low traffic by investing in marketing to educate your customers on your location



# Promotion and Advertising

## Print

- Business Cards
- Leaflets & Posters
- Letters and Mail
- Merchandise



## Mass Media

- Billboards
- Newspaper
- TV
- Radio



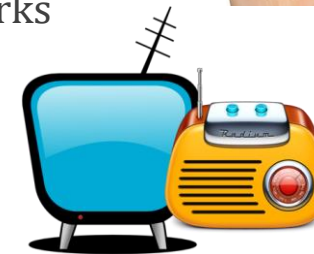
## Digital

- E-mail
- Social networks
- Websites
- Media sharing networks

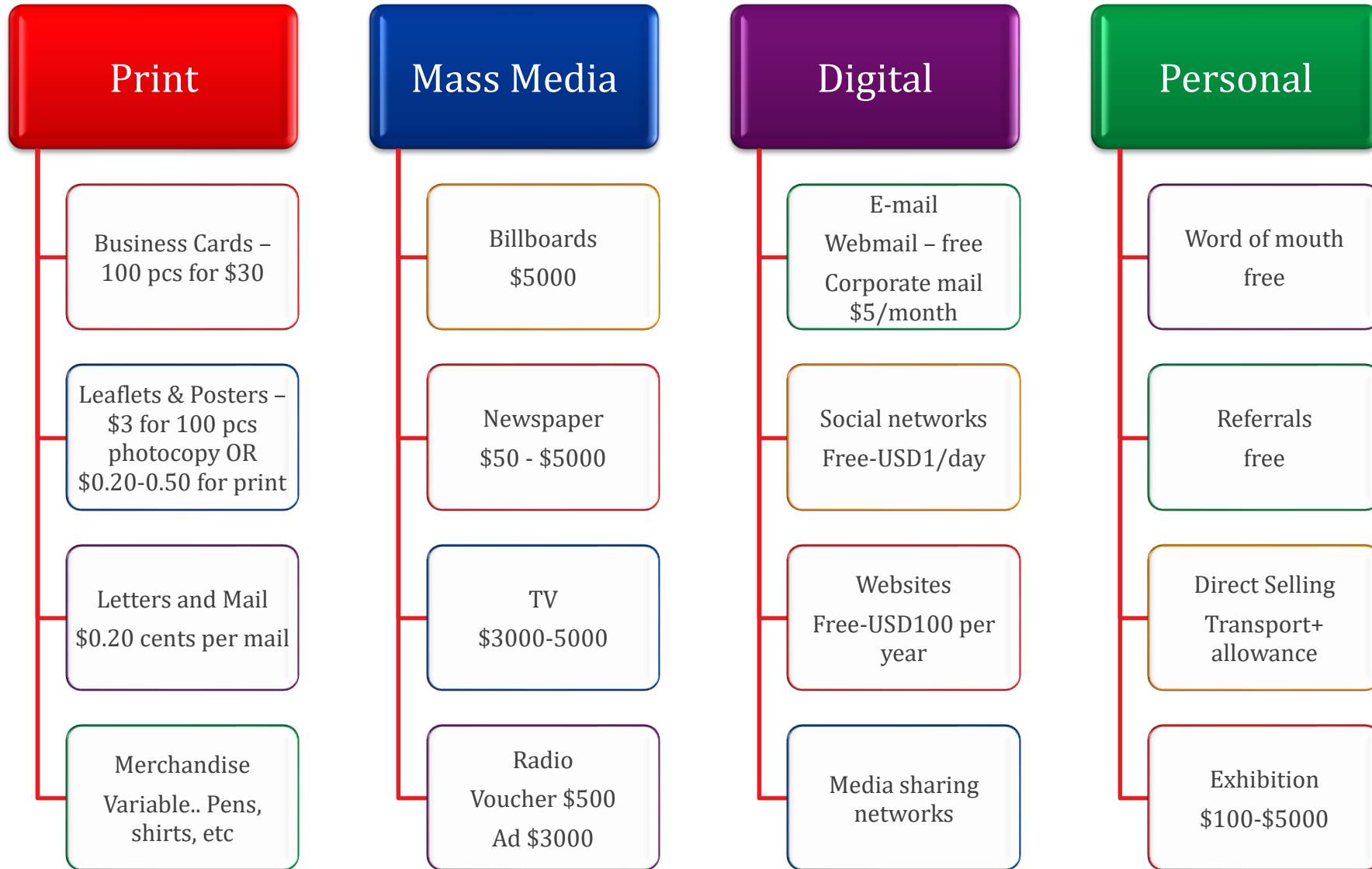


## Personal

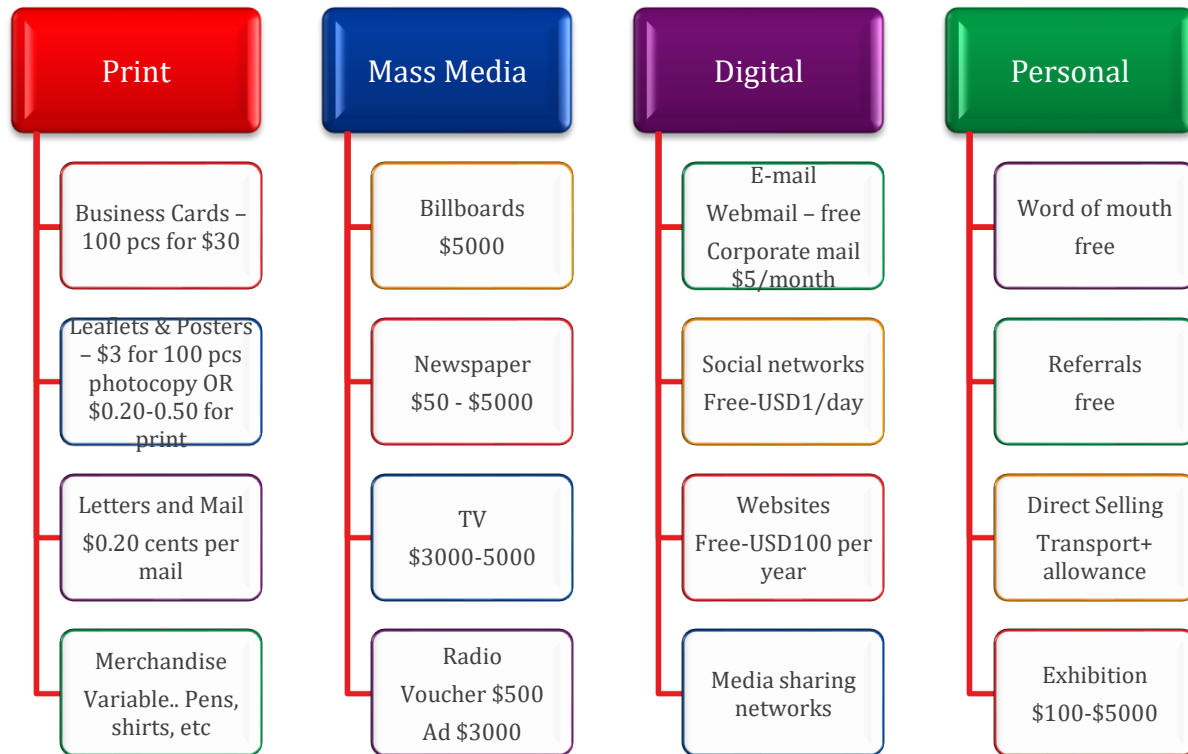
- Word of mouth
- Referrals
- Direct Selling
- Exhibition



# Promotion and Advertising Costs

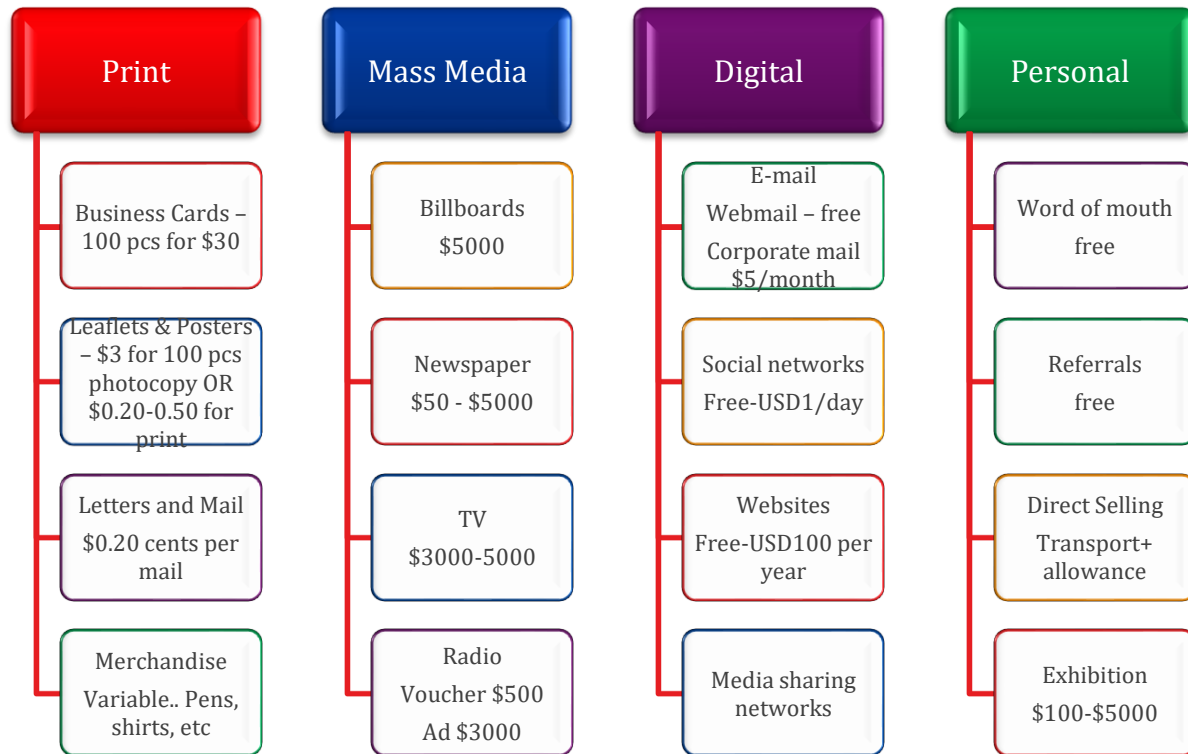


# Choosing Promotion and Advertising



- Depending on your business, you may want to use different promotion or advertising strategies
- It also depends which marketing will be effective on your customers
- The criteria for choosing your strategy involves
  - Feasibility: can you afford it
  - Visibility: can people see it
  - Effectiveness: will people take action
  - Cost effectiveness or efficiency: How many people will take action per cost of your advertising

# Choosing Promotion and Advertising



- Business Cards – Every business should have a business card, it is proof that the business exists, it is also useful remind customers you exist and help them refer you to new customers
- Leaflets and Poster – Can either be a one time print e.g. menu, or it could be frequently printed e.g for events
- Billboards are expensive, but it is great at high traffic areas to gain visibility and awareness
- Newspaper is almost outdated, but rich people or businessmen still read it.
- TV and Radio is usually still good for lower income and older generations
- Digital Marketing such as e-mail marketing and social media is currently the main way small and large businesses reach their market. Websites add more credibility.

  
**Product:**

- We sell Nasi Katok with spicy sambal
- We also sell soft drinks

**Price:**

- We are selling nasi katok at the current market competition price of \$1.50
- We sell the drinks at \$1.00

**Place:-**

- We sell in front of No. X, Simpang Y, of Kampung Z,
- We can be contacted for advance order at +673xxxxxxx

**Promotion:-**

- We will use small signboard at shop, and banner for events
- Joining pop up sale once a month
- IG and Facebook @Nasikkatokbrunei and using paid advertising

Mth	1	2	3	4	5	6	7	8	9	10	11	12	Yr
<b>Banner</b>	100						100						<b>200</b>
<b>Expo</b>	50	50			50	50	50	50	50	50	50	50	<b>500</b>
<b>Biz Card</b>	30						30						<b>60</b>
<b>SocMed</b>	20	20	20	20	20	20	20	20	20	20	20	20	<b>240</b>
<b>Total</b>	160	30	30	30	30	30	160	30	30	30	30	30	<b>1000</b>

- Signboard is placed at shop
- Joining expo every month except Ramadhan and Raya
- Banner is reprinted when there are new offers or new events
- Biz card is placed at shop for customers to take, replenished when finished
- Social media uses paid boost post at \$1 per day



## Example: Marketing Strategies and Budget

Mth	1	2	3	4	5	6	7	8	9	10	11	12	Yr
Social Media	\$ 60	\$60	\$60	\$ 60	\$60	\$60	\$ 60	\$60	\$60	\$ 60	\$60	\$60	\$ 720
SEO and Web	\$ 30	\$30	\$30	\$ 30	\$30	\$30	\$ 30	\$30	\$30	\$ 30	\$30	\$30	\$ 360
Expo	\$400			\$400			\$400			\$400			\$1,600
Biz Cards	\$ 30			\$ 30			\$ 30			\$ 30			\$ 120
Total	\$160	\$30	\$30	\$ 30	\$30	\$30	\$160	\$30	\$30	\$ 30	\$30	\$30	\$ 620

- We will consistently invest in marketing on social media, SEO and Web Advertising
- We will join expos and trade fairs to promote to other companies there
- We will make business cards so we can network and promote to other companies

### Product:

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- We also sell soft drinks

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- Joining pop up sale once a month
- IG and Facebook @Nasikkatokbrunei and using paid advertising

Mth	1	2	3	4	5	6	7	8	9	10	11	12	Yr
Banner	100						100						200
Expo	50	50			50	50	50	50	50	50	50	50	500
Biz Card	30						30						60
SocMed	20	20	20	20	20	20	20	20	20	20	20	20	240
Total	160	30	30	30	30	30	160	30	30	30	30	30	1000

- Signboard is placed at shop
- Joining expo every month except Ramadhan and Raya
- Banner is reprinted when there are new offers or new events
- Biz card is placed at shop for customers to take, replenished when finished
- Social media uses paid boost post at \$1 per day

## Exercise: What is your market Strategy

Give yourself 10 minutes

### 1. List down your 4 P's

- Product
- Price
- Place
- Promotion

### 2. Calculate your Marketing Budget

Product	Price
Place	Promotion

Mth	1	2	3	4	5	6	7	8	9	10	11	12	Yr
Banner	100						100						200
Expo	50	50			50	50	50	50	50	50	50	50	500
Biz Card	30						30						60
SocMed	20	20	20	20	20	20	20	20	20	20	20	20	240
Total	160	30	30	30	30	30	160	30	30	30	30	30	1000

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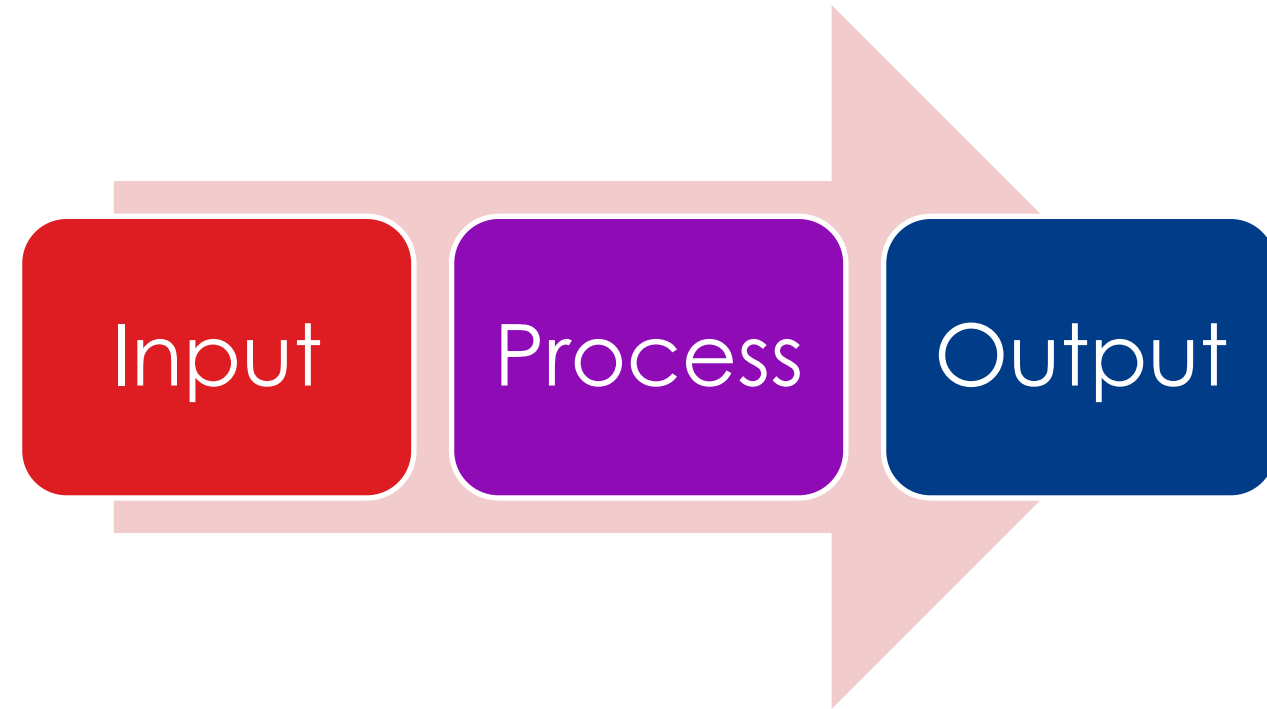
# Operation Strategy

## *Strategi Operasi*



# Operation Strategy

- How you do what you do?
  - Input → Process → Output
- How do you get paid?
  - Cash or Credit, before or after
- What are the costs involve in **running** the business?
  - Overheads, Rental, Marketing, Salary
- What are your plans through out the whole year

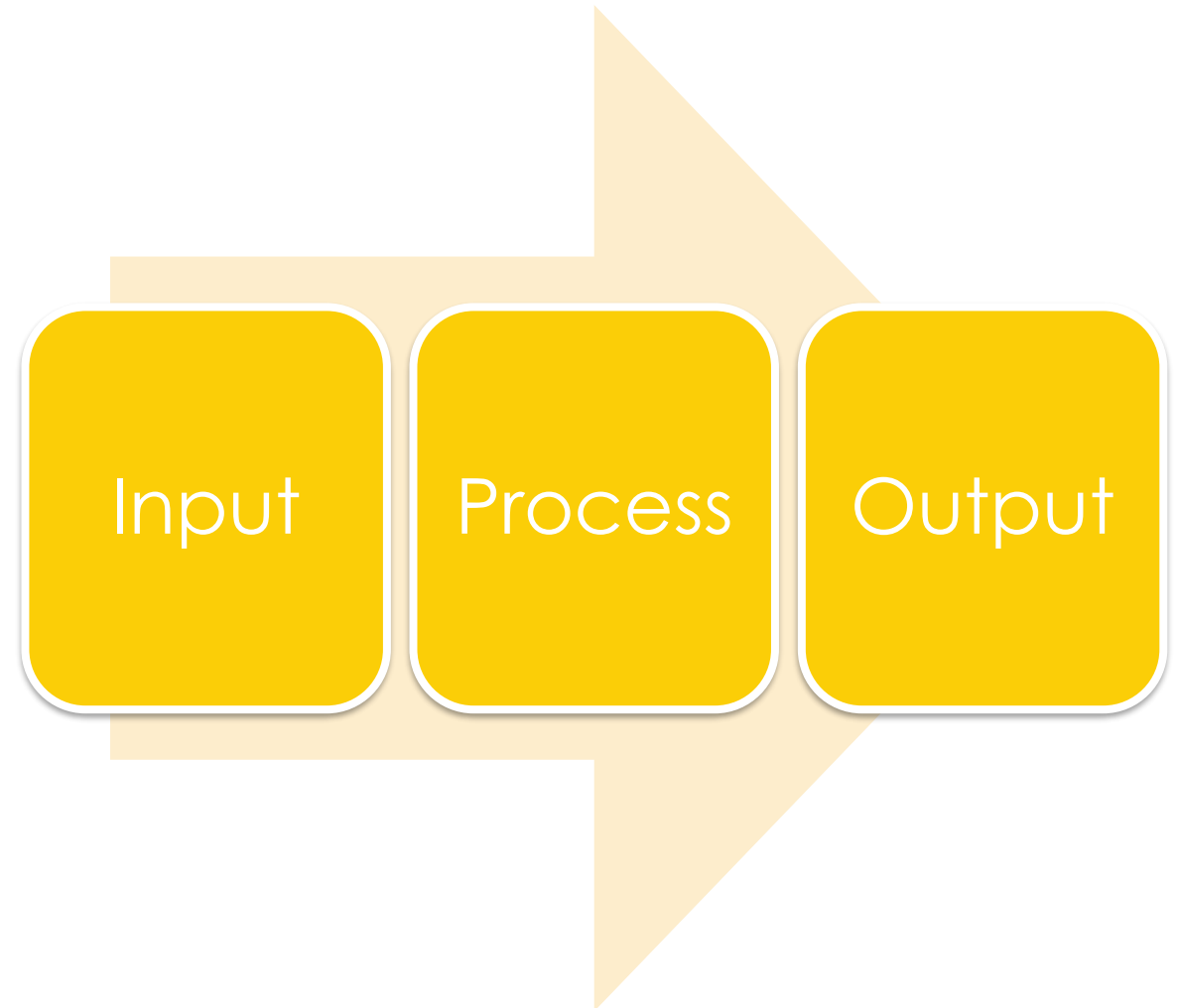


## Note:

- For investors and Bankers you might want to make this section simple and not too detailed.
- For management and staff the detailed version will be useful as Standing Operating Procedures (SOP).

# Operation Strategy Content

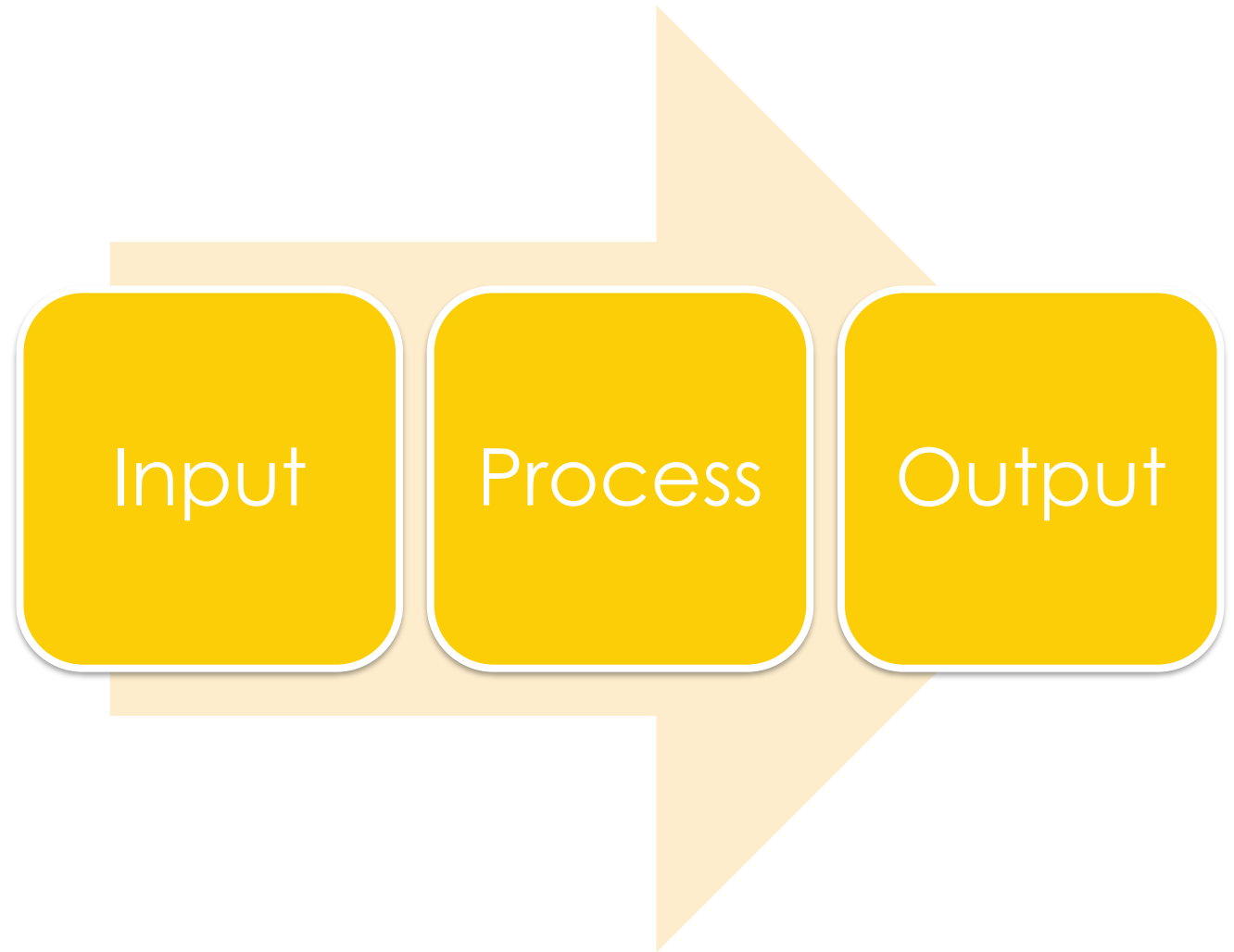
- Standard Operating Procedures or Process Flow
- HSSE or Risk Management
- Floor Plan or Layout
- Action Plan or Timeline or Gantt Chart or Milestone

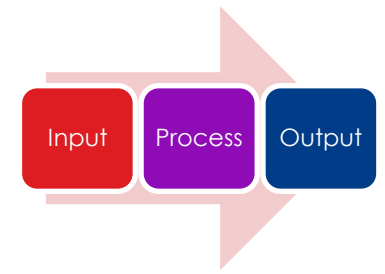


# Operation Strategy — Process Flow

Identify the action and activities that you need to do daily and weekly or monthly.

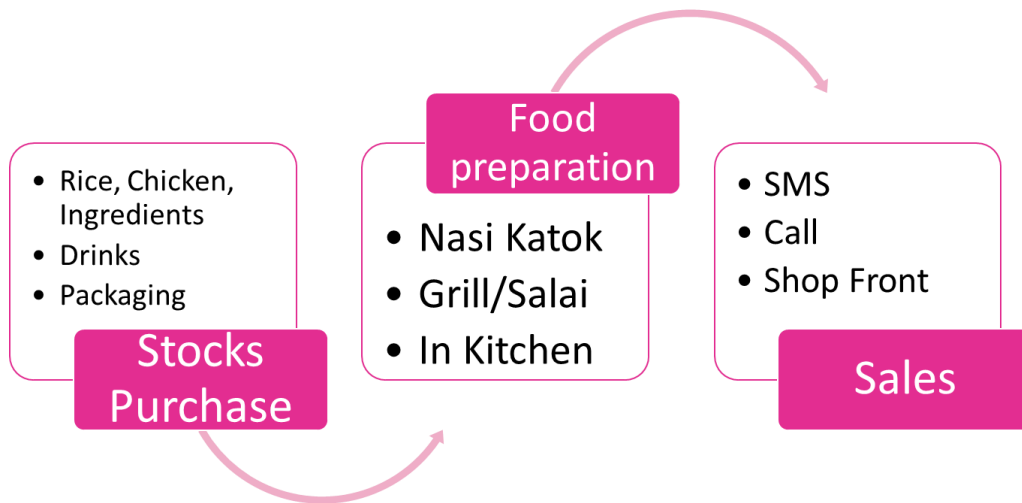
identify the steps required before or after each process.



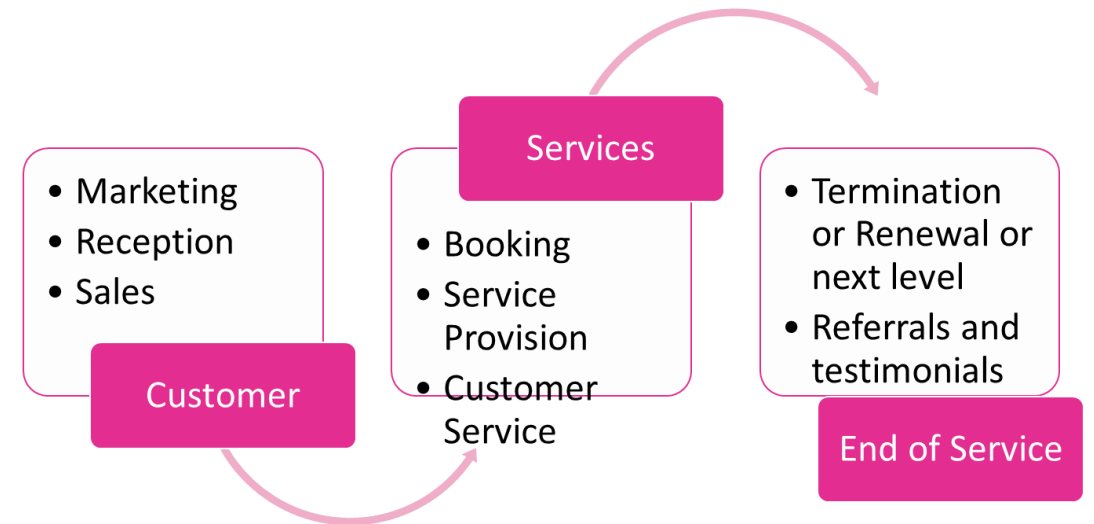


## Business Process flow

### Production Flow

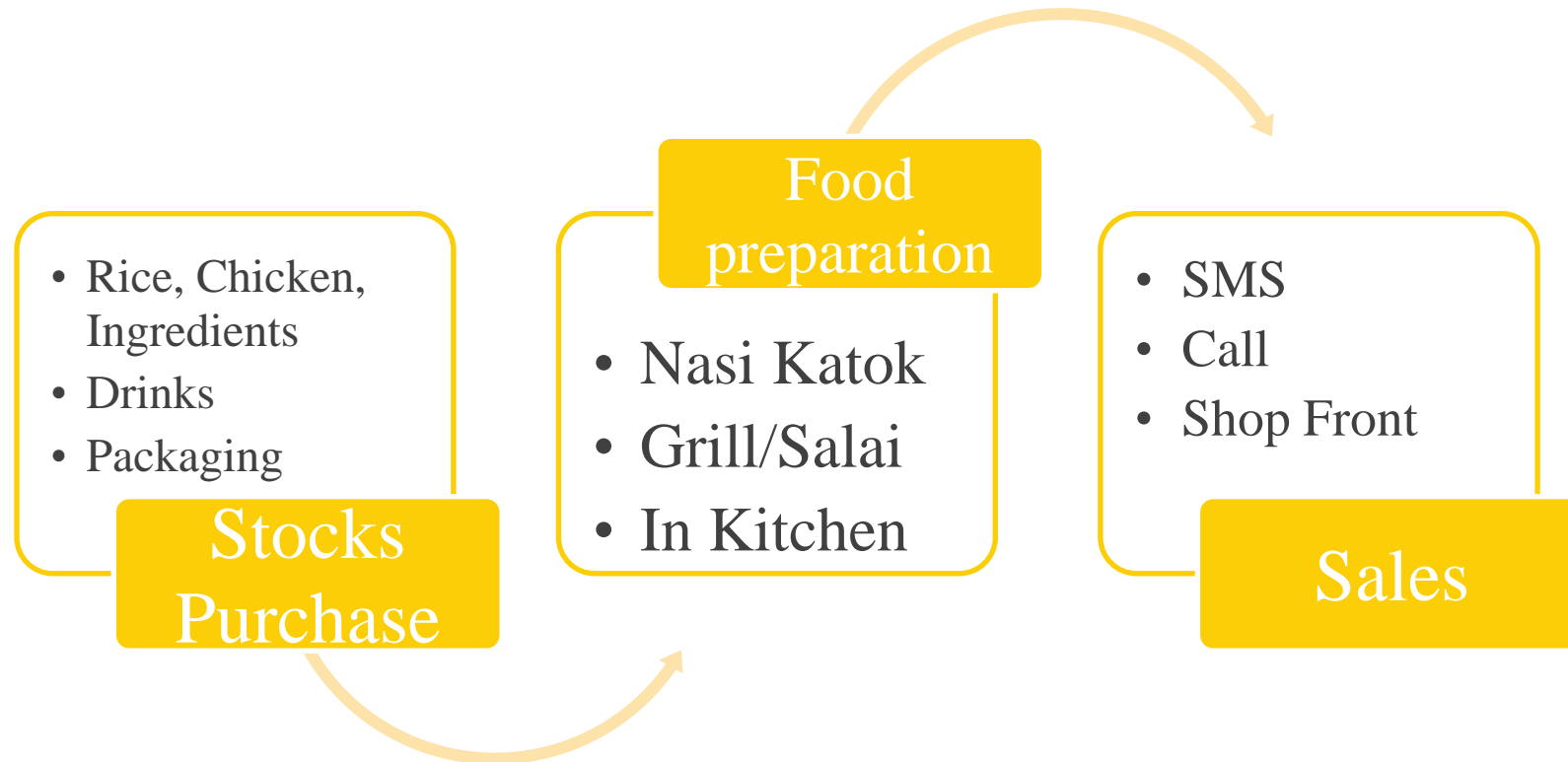
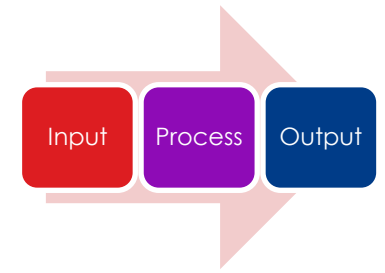


### Service Flow

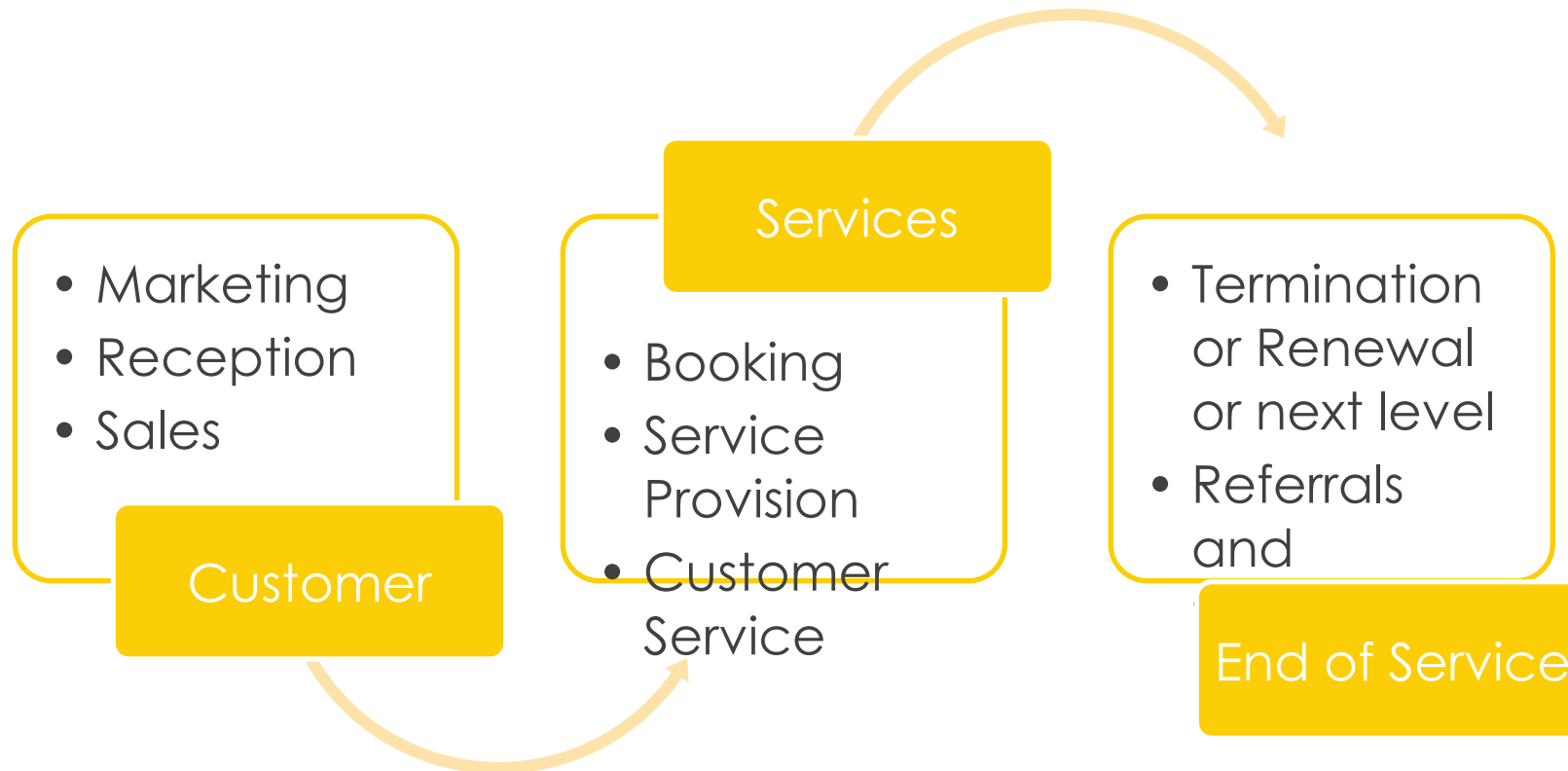
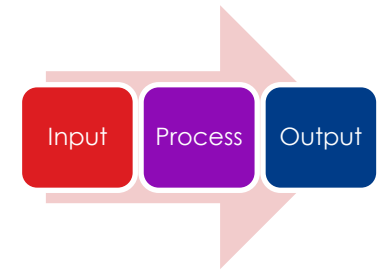




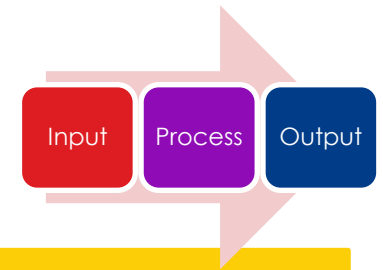
# Business Process flow — Production



# Business Process flow — Services



# Business Process flow — Technology Plan for Nasik



## Stocks Purchase

- Online ordering
- Transportation for Delivery and Pickup
- Stock Inventory System

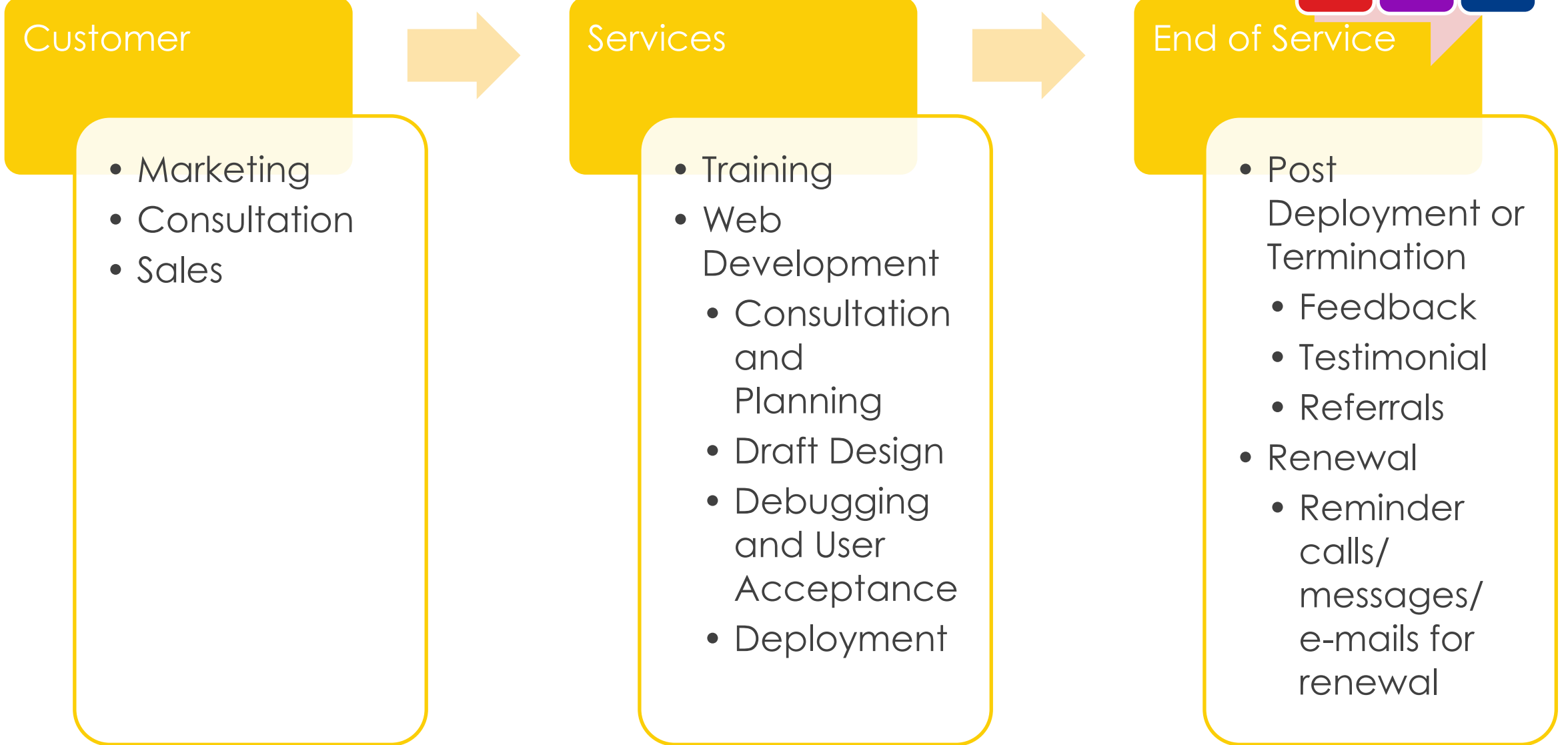
## Food Preparation

- Kitchen Equipment
- Air Fryer
- Microwave
- Food Warmer
- Barbecue Grill

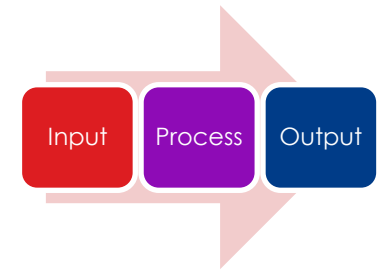
## Sales and Marketing

- Cash Register
- Mobile Phone
- Financial Management App
- Whatsapp for Business
- Meta (FB/IG) for Business

## Business Process flow —



## Business Process flow — Technology Plan for Website4U



### Customer

- Marketing
  - Social Media Account
  - Website and Domain
- Consultation
  - Business Cards
- Sales
  - CRM

### Services

- Training
  - Computer
  - TV and projector
- Web Development and Designer
  - Computer with GPU
  - Software
    - Photoshop
    - Illustrator
- Domain and Hosting
- CMS (wordpress)
- Meta Business Account

### End of Service

- Post Deployment
  - Online Form
  - CRM
- Renewal of Service
  - CRM

---

## HSSE/Risk Management

### ○ HSSE Management

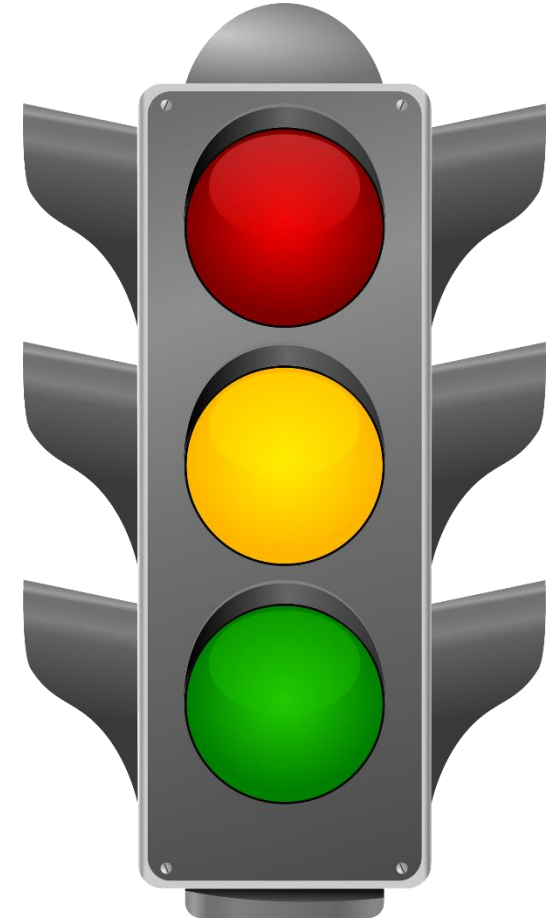
using HEMP

■ Hazards

■ Effects

■ Management

■ Processes



## HSSE/Risk Management for Website4U

### ○ HSSE Management using HEMP

#### ■ Hazards

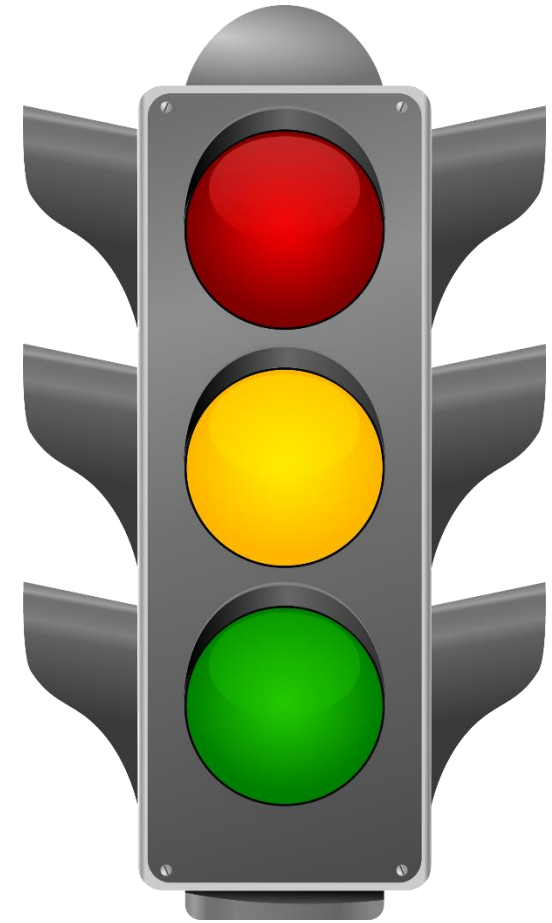
- △ Cybersecurity
- △ Hosting downtime
- △ Corporate espionage

#### ■ Effects

- △ Data breach
- △ Website downtime

#### ■ Management and Processes

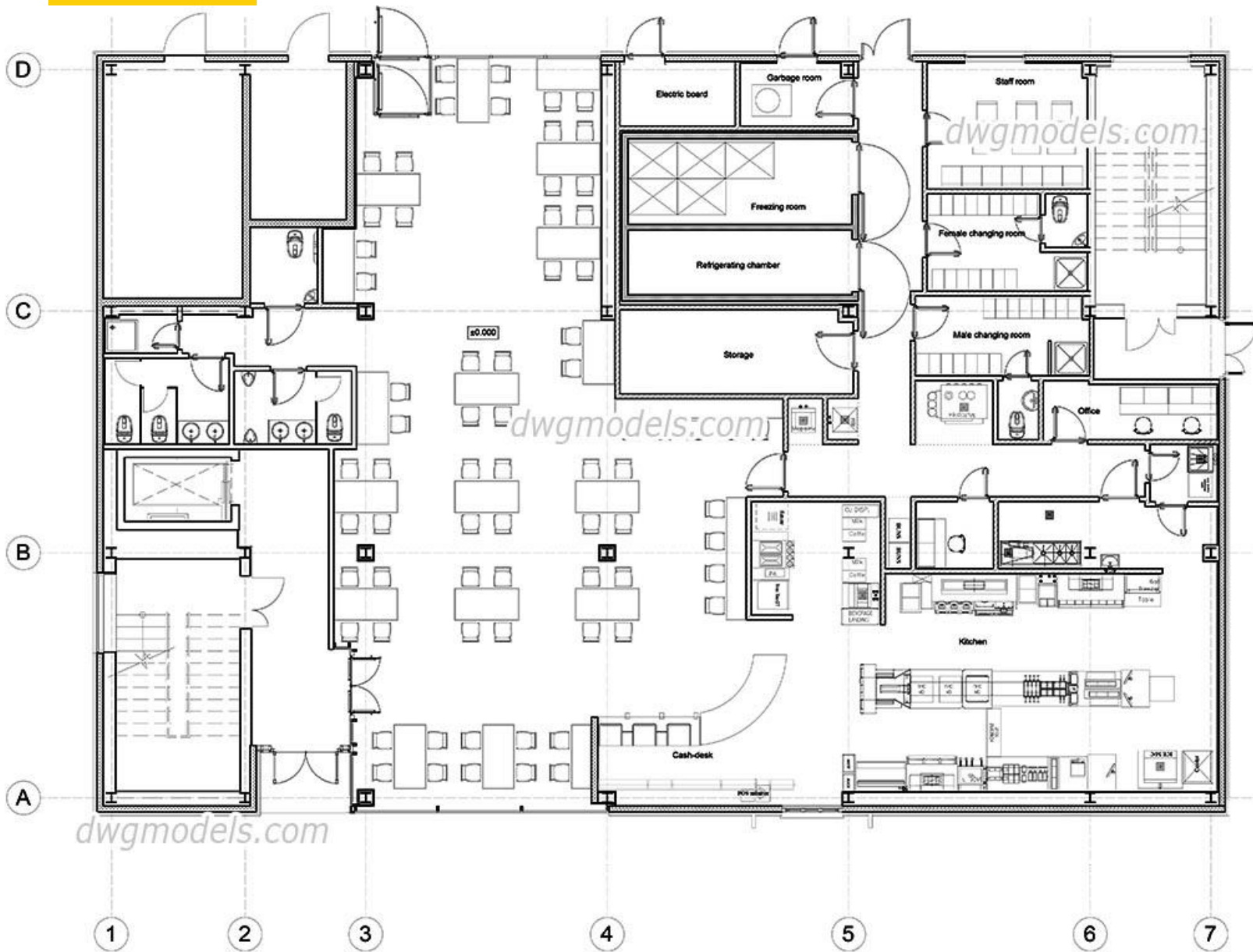
- △ Security protocols
- △ Back up servers
- △ Supplier/service provider hotline



## HSSE/Risk Management for Nasik Katok

Hazard	Effects	Management	Processes
Fire – Cooking Gas, Electrical	Fire, scalding, burning, death	Fire training, first aid training,	Fire Extinguisher, Fire Blanket, call 995
Thermal – Hot cooking oil, rice cooker	Scalding, burns	Training, reminders, place items carefully	First Aid Kit: bandages
Cuts – knives, scissors	Cuts, death	Training, reminders, place items carefully	First Aid kit: bandages, antiseptic, 991
Pests – rats, flies, cockroaches	Disease, health, death	Cleanliness, traps, repellent, zapper	Swatter, Exterminator





- This is a sample of floor plan layout. Depending on the purpose of your application and who is receiving it. It may be required.
- Examples are:
  - Halal Certification Application
  - School License Application
  - Child Day Care
- But even if not required, it would benefit the planning process

## Example — Action Plan

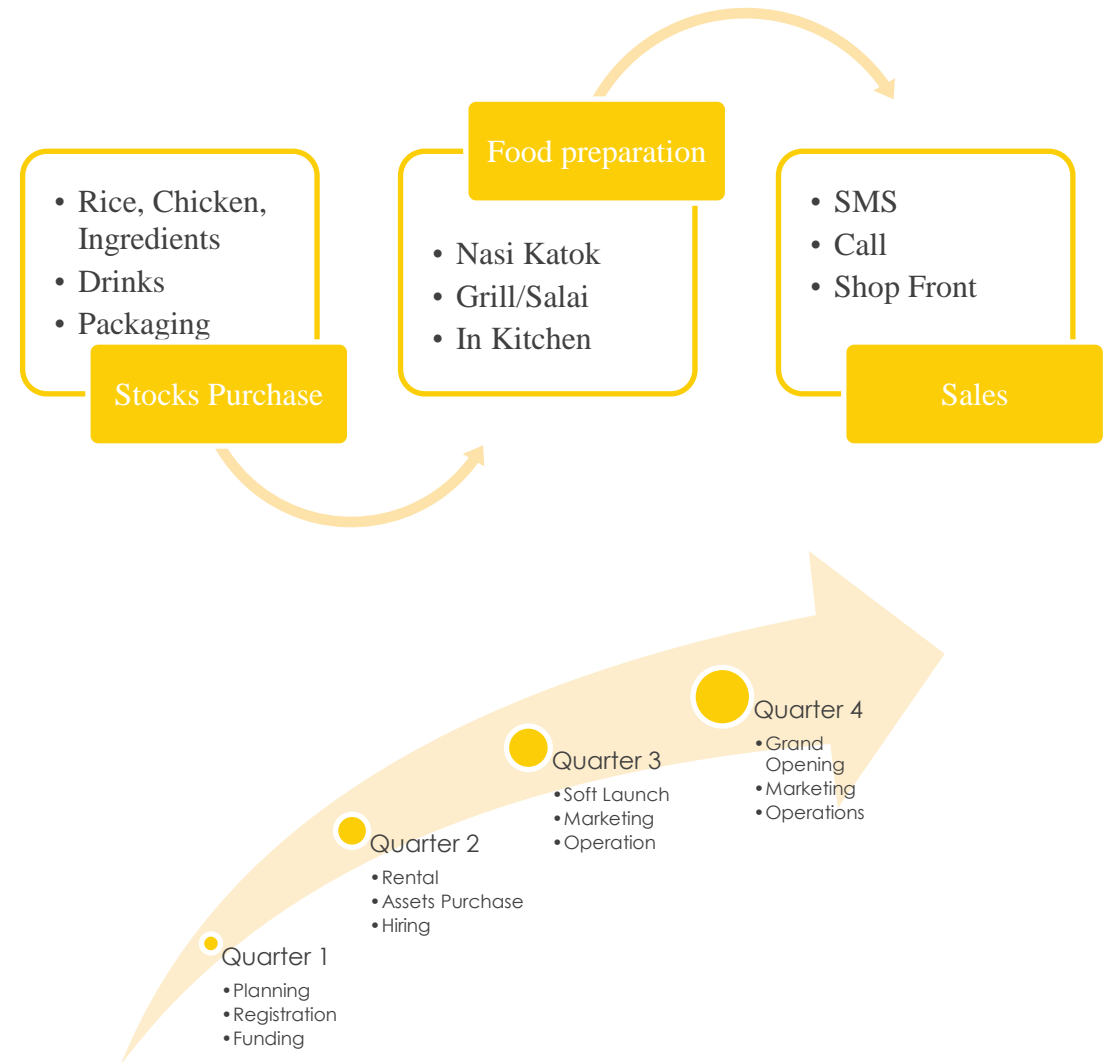
Mth	Duration	Start	End	1	2	3	4	5	6	7	8	9	10	11	12
Setup															
* Planning				✓											
* Registration				✓											
* Funding				✓											
* Hiring/ Recruitment					✓				✓				✓		
•Purchase Assets					✓					✓					✓
•Rent/Set up place					✓										
Stock Purchase					✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Operations						✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

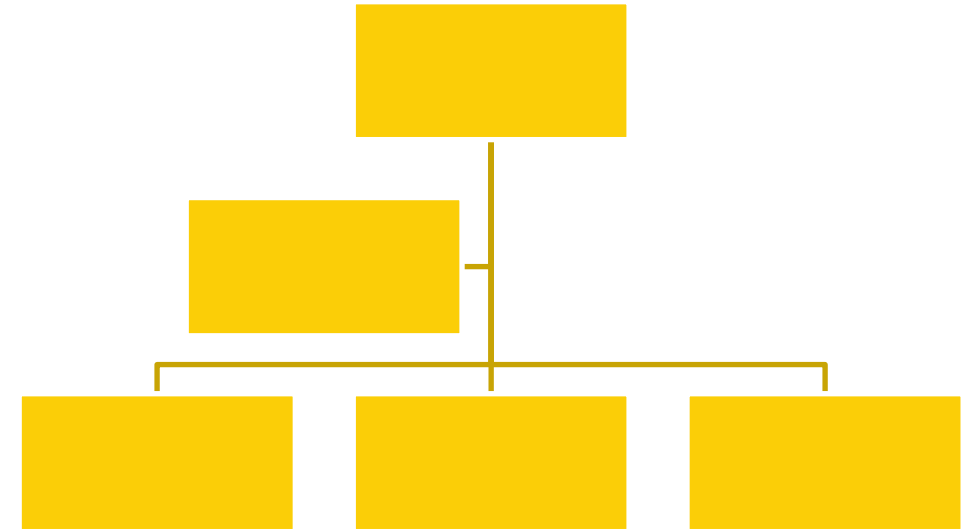
# Detailed Example: Website4u Monthly Sales Forecast

Products / Services	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Year 1
Training and Consultation													
Website Development	\$1,000			\$1,000			\$1,000			\$1,000			\$4,000
E-commerce Development		\$1,000			\$1,000			\$1,000			\$1,000		\$4,000
Social Media Management (meta, streaming services)			\$1,000			\$1,000			\$1,000			\$1,000	\$4,000
Website Development and Maintenance													
Basic Website	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$14,400
E-Commerce Website			\$2,500			\$2,500			\$2,500			\$2,500	\$10,000
Social Media Management	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$4,800
<b>Total Permonth</b>	<b>\$2,600</b>	<b>\$2,600</b>	<b>\$5,100</b>	<b>\$2,600</b>	<b>\$2,600</b>	<b>\$5,100</b>	<b>\$2,600</b>	<b>\$2,600</b>	<b>\$5,100</b>	<b>\$2,600</b>	<b>\$2,600</b>	<b>\$5,100</b>	<b>\$41,200</b>

## Exercise: Create Your Operation Plan

- You may give yourself a few minutes to create your operation plan
- Create your process flow, HSSE assessment, Floor Plan Milestones or Action plan



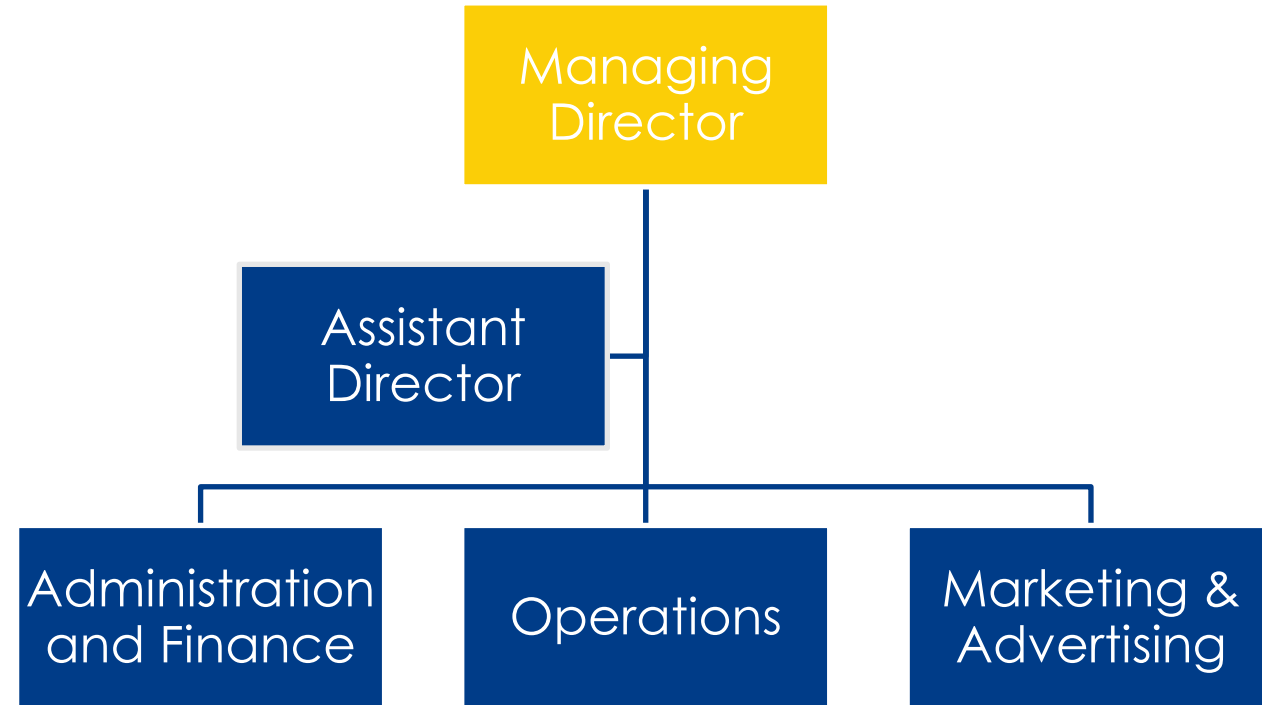


# **ORGANIZATION**

## ***ORGANISASI***

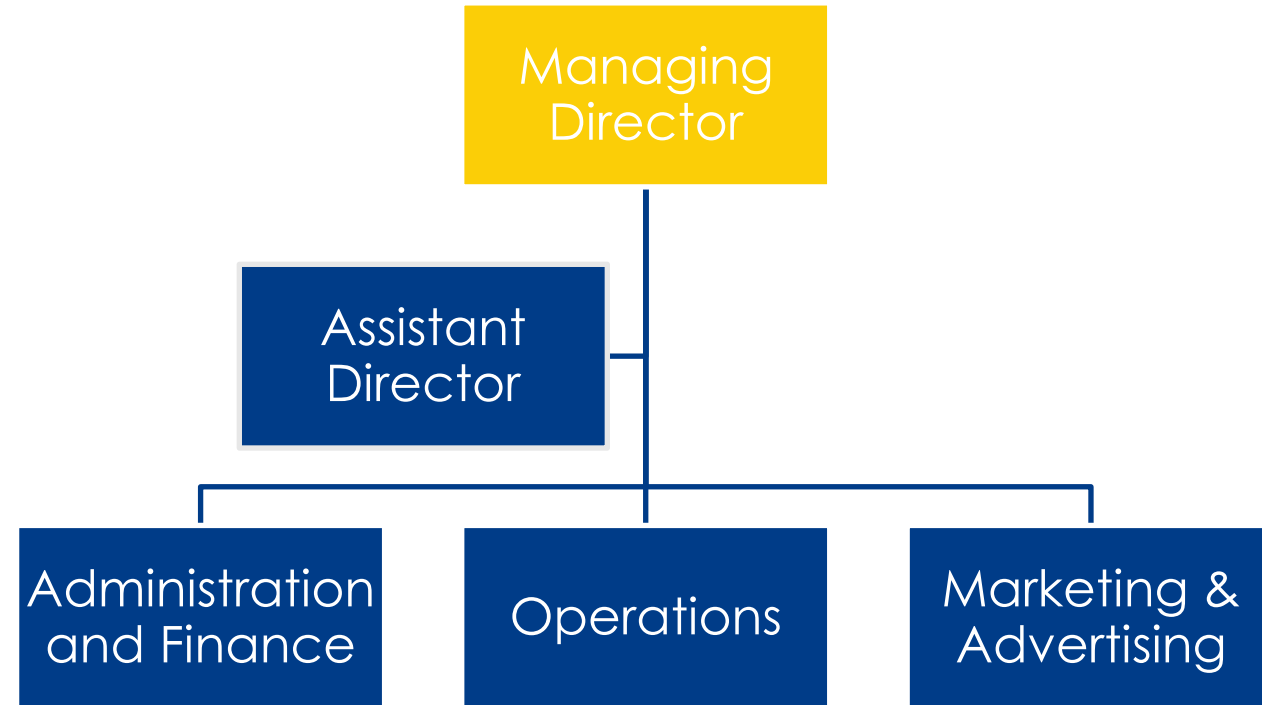
# Organization Strategy

- Who is working with you?
- Who you need in order to make the business a success?
- What qualified personnel do you need?
- What is your budget for employees?
- How will you compensate your employees?

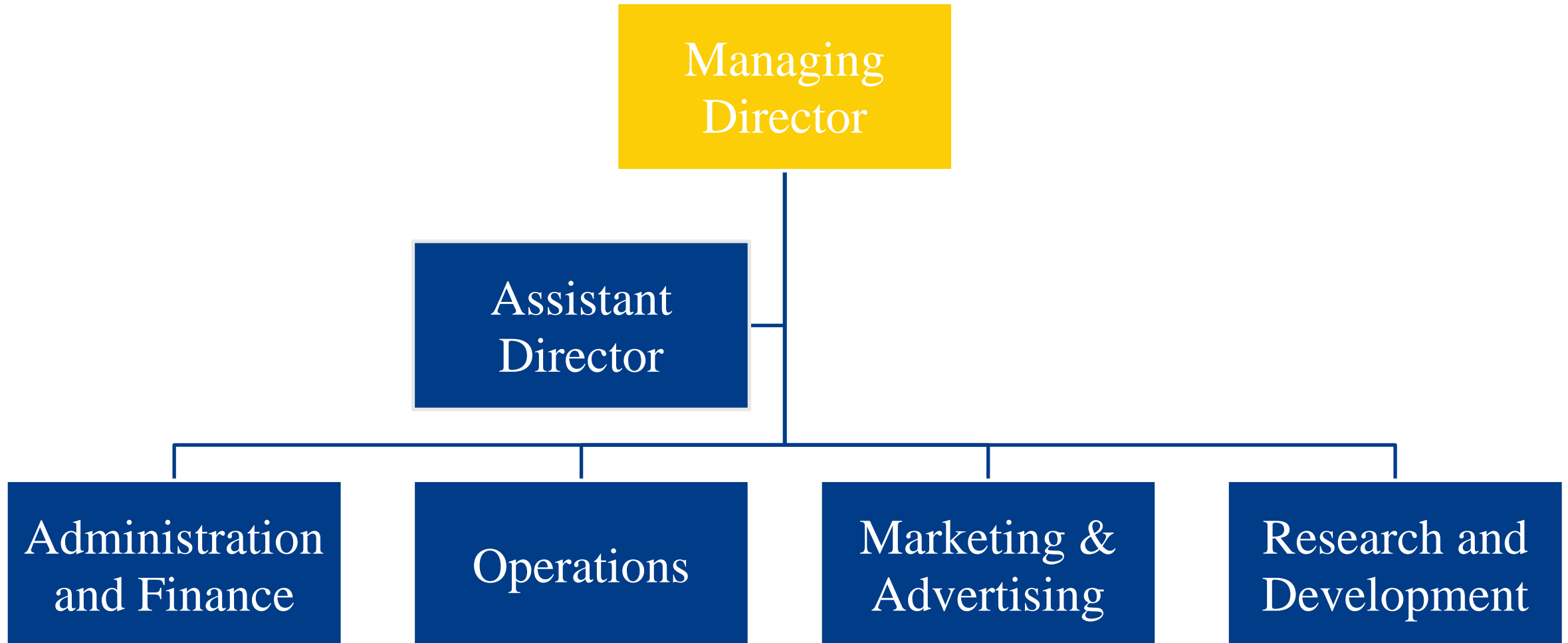


## Organization Strategy Content

- Organization Chart
- Roles, Responsibilities, Qualifications, Salary
- Management Gaps
- Monthly or Annual Personnel Costs
- Include CV/Biodata in Appendix



## Ideal Organization Chart





**Example:  
Roles and Responsibilities**

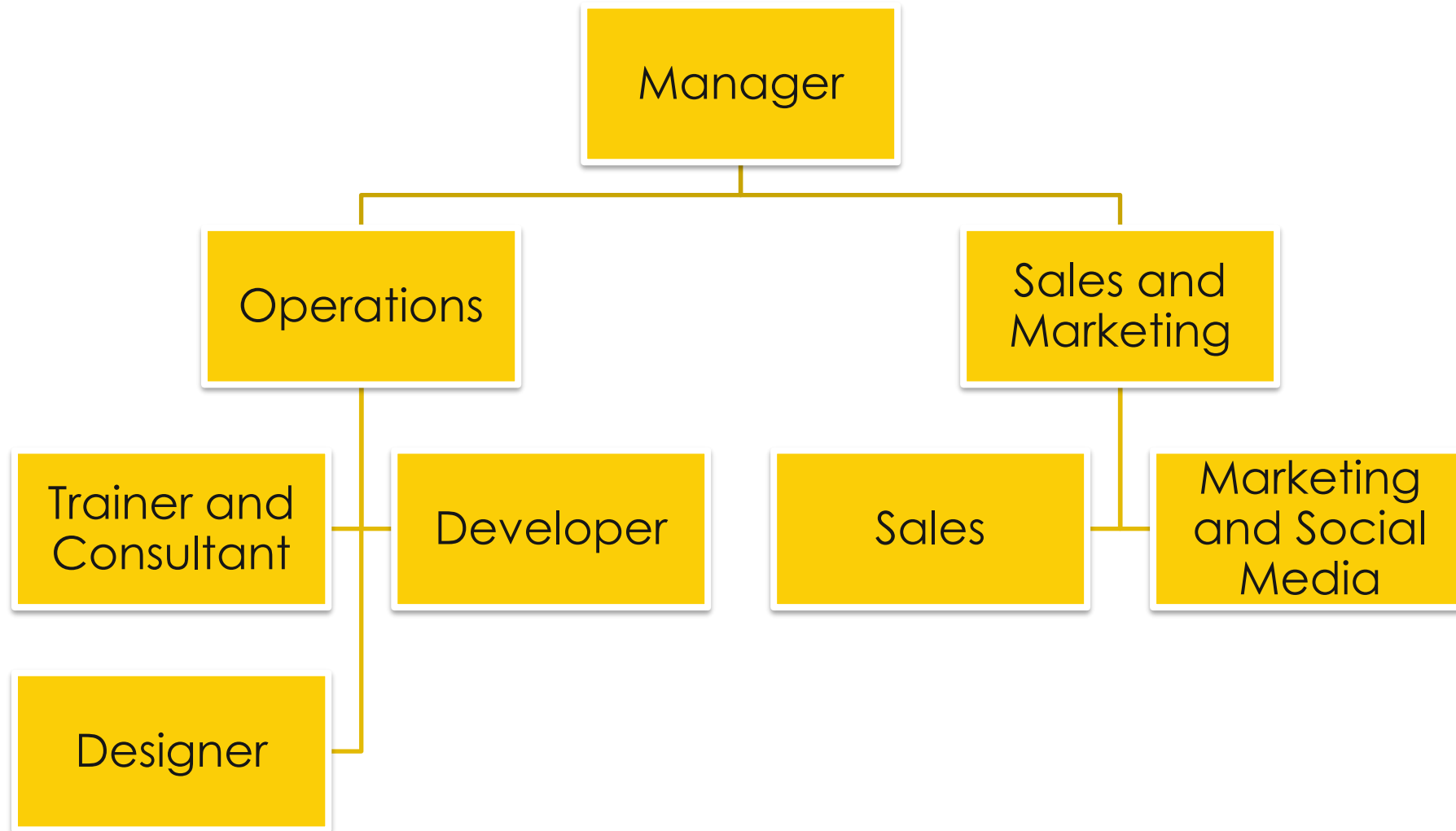
<b>Roles</b>	<b>Responsibilities</b>	<b>Qualifications and Certifications</b>	<b>Salary</b>
Manager			
Assistant Manager			
Admin			
Operations			
Sales and Marketing			

## Organization Chart — Nasi Katok Example

- For a simple business like a nasi katok business, the organization chart can be simple.
- The owner/manager may be listed in all the roles.
- Even for a small business, in planning it is best to separate the roles for future expansion purposes.



# Organization Chart — Website4u Example



**Example:**  
**Roles and Responsibilities for Website4U**

Roles	Responsibilities	Qualifications and Certifications	Salary
Manager			
Sales			
Marketing and Social Media			
Developer			
Designer			
Trainer & Consultant			

## Example: Roles and Responsibilities

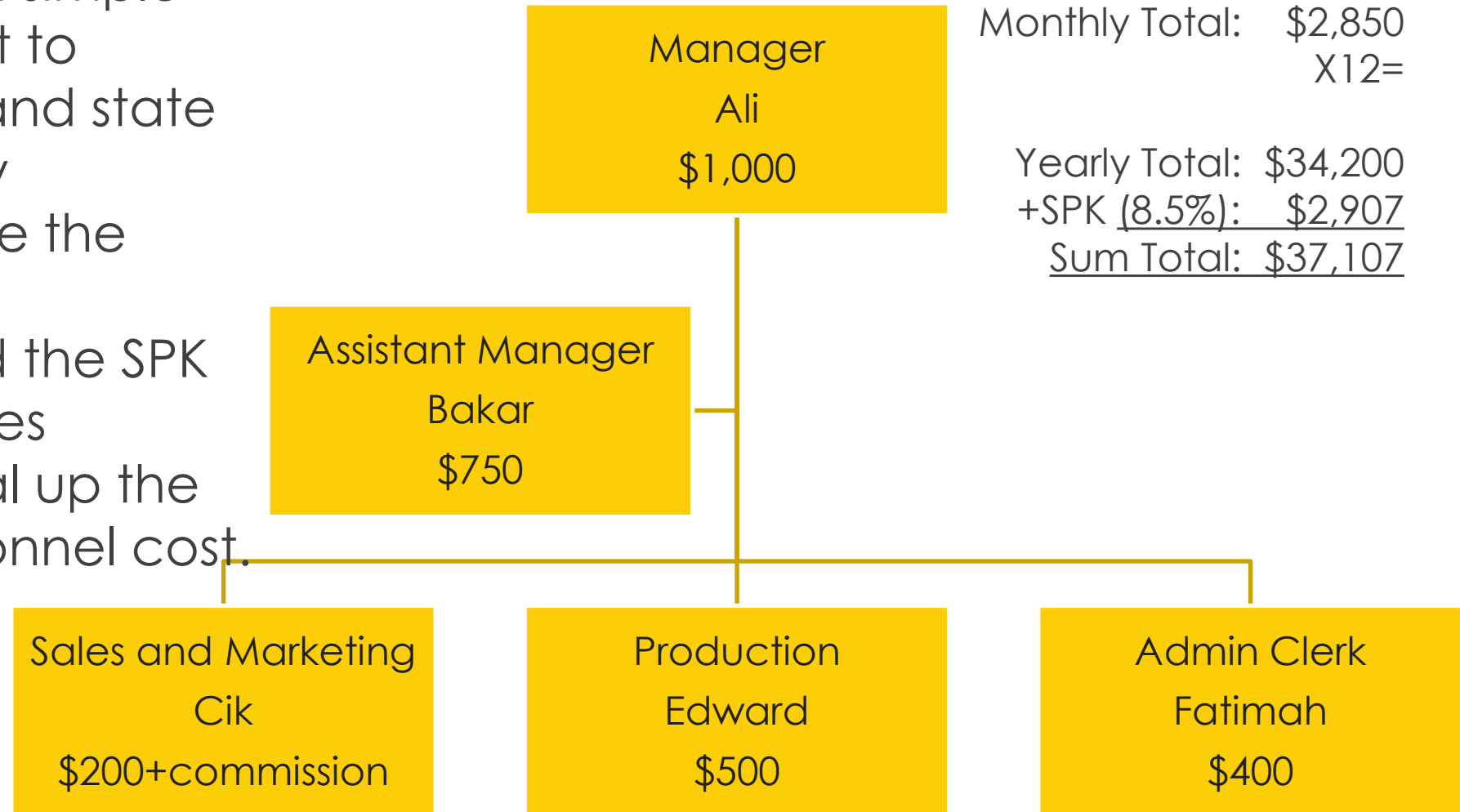
Roles	Responsibilities	Qualifications	Salary
Manager	Manages Operations and marketing,	O level	\$800
Cook	<ul style="list-style-type: none"><li>•Receives order</li><li>•Prepares Food from cooking (rice, Chicken, sambal) to packaging</li><li>•Receives Cash</li><li>•Interacts with customers</li></ul>	Form 3	\$300
Grill	<ul style="list-style-type: none"><li>•Receives order</li><li>•Prepares Food from grilling to packaging</li><li>•Receives Cash</li></ul>	Form 3	\$300

**Example:  
Roles and Responsibilities**

Roles	Responsibilities	Qualifications and Certifications	Salary
Manager			
Sales			
Developer			
Designer			
Trainer			

# Organization — Simple organization chart and personnel cost

- You may create a simple organization chart to identify the roles and state the monthly salary
- You may calculate the annual cost
- You may also add the SPK for local employees
- You can then total up the total annual personnel cost.



## Organization — Detailed organization chart and personnel cost

- Alternatively, you may create a detailed monthly personnel cost
- This is useful for scenario planning, e.g. hiring additional staff after a few months, or include bonuses or other compensations.
- You may also add a few text to explain the variations

	1	2	3	4	5	6	7	8	9	10	11	12	total
Manager	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$9,600
Cook	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$3,600
Grill	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$3,600
Sub Total	\$1,400	\$1,400	\$1,400	\$1,400	\$1,400	\$1,400	\$1,400	\$1,400	\$1,400	\$1,400	\$1,400	\$1,400	\$16,800
TAP/SCP	\$119	\$119	\$119	\$119	\$119	\$119	\$119	\$119	\$119	\$119	\$119	\$119	\$1,428
<b>Total</b>	<b>\$1,519</b>	<b>\$1,519</b>	<b>\$1,519</b>	<b>\$1,519</b>	<b>\$1,519</b>	<b>\$1,519</b>	<b>\$1,519</b>	<b>\$1,519</b>	<b>\$1,519</b>	<b>\$1,519</b>	<b>\$1,519</b>	<b>\$1,519</b>	<b>\$18,228</b>



# Organization — Roles and Responsibilities Exercise

- You can use a few minutes to create your organization plan
- Create your
  - organization chart,**
  - roles and responsibilities table** and your
  - personnel costs.**



Roles	Responsibilities	Qualifications	Salary
Manager	Manages Operations and marketing,	O level	\$800
Cook	<ul style="list-style-type: none"> <li>•Receives order</li> <li>•Prepares Food from cooking (rice, Chicken, sambal) to packaging</li> <li>•Receives Cash</li> <li>•Interacts with customers</li> </ul>	Form 3	\$300
Grill	<ul style="list-style-type: none"> <li>•Receives order</li> <li>•Prepares Food from grilling to packaging</li> <li>•Receives Cash</li> </ul>	Form 3	\$300

	1	2	3	4	5	6	7	8	9	10	11	12	total
Manager	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$9,600
Cook	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$3,600
Grill	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$3,600
Sub Total	\$1,400	\$1,400	\$1,400	\$1,400	\$1,400	\$1,400	\$1,400	\$1,400	\$1,400	\$1,400	\$1,400	\$1,400	\$16,800
TAP/SCP	\$119	\$119	\$119	\$119	\$119	\$119	\$119	\$119	\$119	\$119	\$119	\$119	\$1,428
<b>Total</b>	<b>\$1,519</b>	<b>\$1,519</b>	<b>\$1,519</b>	<b>\$1,519</b>	<b>\$1,519</b>	<b>\$1,519</b>	<b>\$1,519</b>	<b>\$1,519</b>	<b>\$1,519</b>	<b>\$1,519</b>	<b>\$1,519</b>	<b>\$1,519</b>	<b>\$18,228</b>

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# **Financial Plan, Future Plan, & Presentation**

**Pengurusan Kewangan,  
Masa Depan,  
Pembentangan**

# 4.0



# **Financial Plan**

## ***Perancangan Kewangan***

## Financial Plan / Strategy

- Shows how the business is making money and managing money

- Evaluates the information from:

- Sales Forecast, Marketing Budget, Personnel Costs, Operations Cost



## Financial Strategy Contents

Start-up Costs



Sales Forecast

Profit and Loss

Cash flow forecast

Break-even analysis



# STARTUP COSTS

---

**Start-up Costs Consists of:**

Assets: Fixed and Current Assets

Expenses: Admin, Rental, etc



## Why Calculate Start Up Cost



In order for you to calculate:

- How much money you need to start up a business
- Or How can you spend a set amount in a given budget.

Bankers and Investors can see what you intend to do with their money

You may need to include quotations, document, invoices and brochures within the appendices to prove the price that you state.



## Example: Start-up for Nasik™ Katok

Fixed Asset			Expenses	
Rice Cooker	\$100		Biz Reg (16/17)	\$30
Stove	\$75		Rental	\$0
Frying Pans	\$100		Advertising	\$200
Stand	\$200		Hiring	\$600
Chair	\$30		Sijil Halal	\$90
Fridge	\$200			
<b>Total Fixed Assets</b>	<b>\$705</b>			
Stocks and Materials				
Rice Grain	\$65			
Chicken	\$100			
Packing	\$5			
Plastic	\$5			
<b>Total Assets</b>	<b>\$170</b>		<b>Total Expenses</b>	<b>\$920</b>
			<b>Total Start-up cost</b>	<b>\$1,700</b>





## **Source of Funding?**

---

## Sources of Funding

- Owner's Capital
- Investors
- Bankers
- Family & Friends
- *Modal Pemilik*
- *Pelabur*
- *Bank*
- *Keluarga dan Kawan*



# **PROFIT AND LOSS**

# **UNTUNG/RUGI**

## Example – Running cost (mth)

Stocks			Expenses	
Rice	\$100		Rental	\$0
Chicken	\$2000		Salary	\$1,845
Ingredients	\$100		Electricity	\$50
Packaging	\$50		Water	\$10
Cooking Oil	\$50		Marketing	\$10
Gas	\$20		Licenses	\$10
			Phone	\$35
Sub Total	\$2,320		Sub Total	\$1,960
			Total	\$4,380

## Profit and Loss Forecast

Calculates the amount of money going in (from sales) and out (from operations cost)

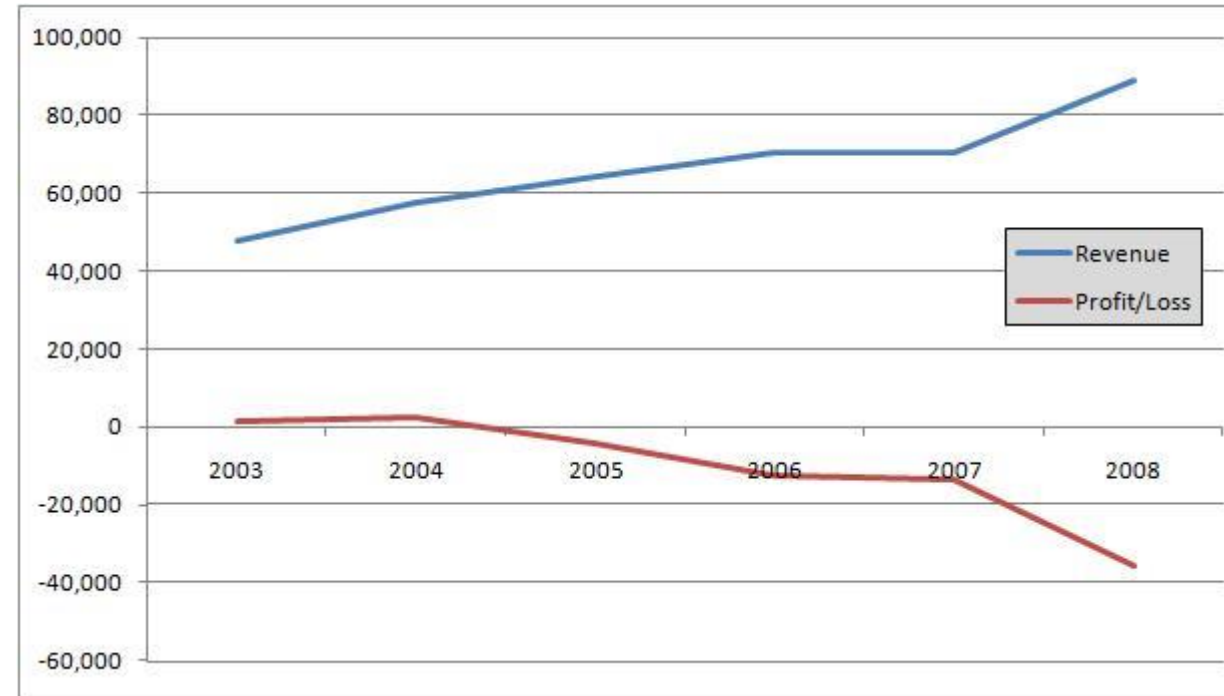
Factors

- Income from Sales of Goods or other items
- Expenses from
  - Direct Cost of Goods Expenses ,  
Controllable and Fixed Costs
- Calculate
  - Gross Profit (Sales – Direct Cost) and Gross Margin
  - Net Profit (=Sales – Direct Costs – Fixed Costs)



## Profit and Loss

- Sales
- Variable Cost/COGs (Cost of Goods)
- Stocks Purchase
- Gross Profit = Sales - COGS
- Fixed Costs
- Rental
- Salary
- Marketing
- Bills (water, electric, gas)
- Licenses
- Other Costs
- Nett Profit or Loss = Sales – Var. Cost – Fixed





## PROFIT AND LOSS EXAMPLE

**Sales** = \$1 x 200 sales/day x 30 days = **\$6,000**

**Variable Cost** = \$0.75 x 200 a day x 30 day = **\$4,500**

**Gross Profit** = **Sales** – **Variable Cost**  
= **\$6,000** – **\$4,500** = **\$1,500**

### **Fixed Costs:**

Rental = \$300

Bills (water, electric, gas) = \$200

Marketing = \$100

Salary = \$300x2 = \$600

**Total Fixed Costs** = **\$1,200**

**Profit or Loss** = **Sales** – **Var. Cost** – **Fixed Cost**  
= **\$6,000** – **\$4,500** – **\$1,200** = **\$300**



## Exercise: Profit and Loss

**Sales** = \$1 x 200 sales/day x 30 days = **\$6,000**

**Variable Cost** = \$0.75 x 200 a day x 30 day = **\$4,500**

**Gross Profit** = **Sales** – **Variable Cost**  
= **\$6,000** – **\$4,500** = **\$1,500**

### Fixed Costs:

Rental = \$300

Bills (water, electric, gas) = \$200

Marketing = \$100

Salary = \$300x2 = \$600

**Total Fixed Costs** = **\$1,200**

**Profit or Loss** = **Sales** – **Var. Cost** – **Fixed Cost**  
= **\$6,000** – **\$4,500** – **\$1,200** = **\$300**



## Cash Flow forecast

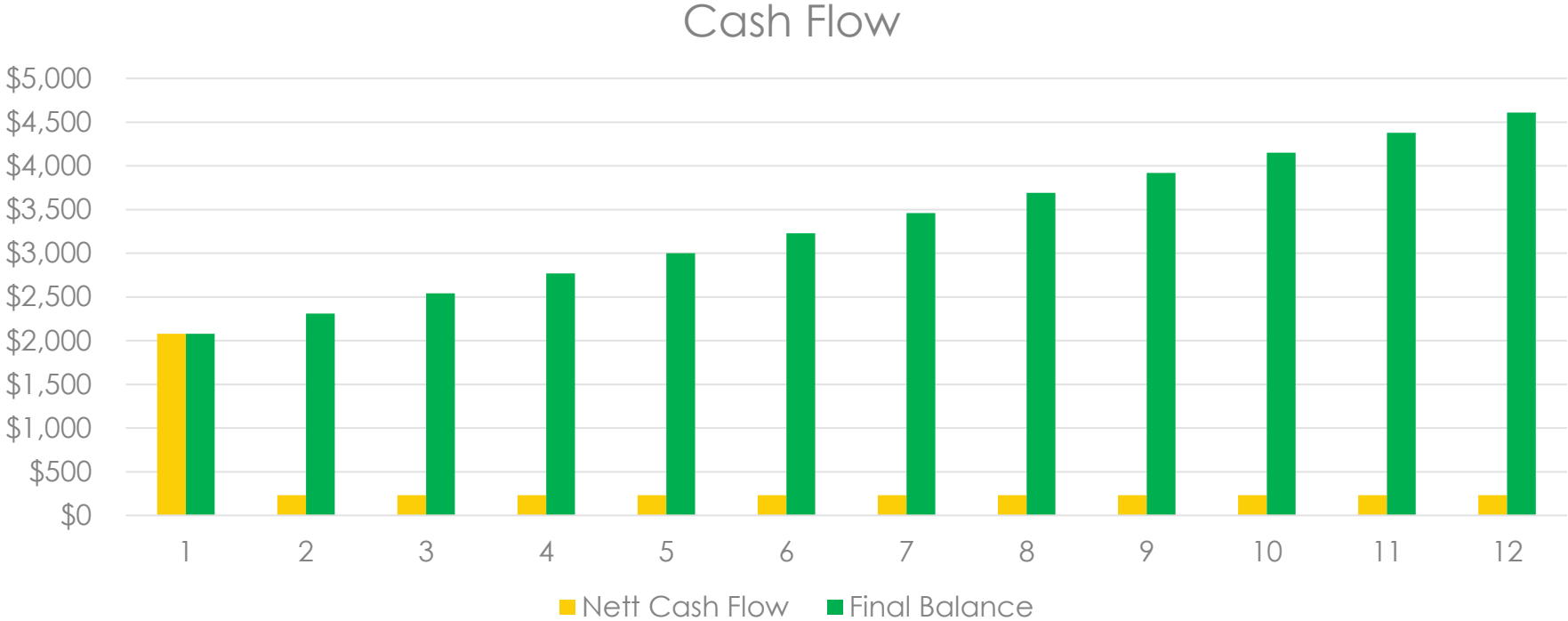
Similar to Profit and Loss, **But** it looks at:

- Other factors of money going in or out other than monthly business operations.
  - In-flow – additional loans, owner's capital,
  - Out-flow – business taxes, assets purchase, renovations, expansion, owner's draw/dividends
  - Nett-flow (Positive/negative cash flow, surplus vs deficit) and accumulated cash (money in bank)
- Actual Money going in or out
  - Especially useful if you are buying/selling by using credit.
- Ensuring there is money in the bank.

## Cash Flow forecast sample

Month	1	2	3	4	5	6	7	8	9	10	11	12	Total
<b>Cash In</b>													
Capital	\$1k	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1000
Loans	\$3k	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3000
Sales	\$0	\$6k	\$6k	\$6k	\$6k	\$6k	\$6k	\$6k	\$6k	\$6k	\$6k	\$6k	\$66000
<b>Total Cash In</b>	<b>\$4k</b>	<b>\$6k</b>	<b>\$6k</b>	<b>\$6k</b>	<b>\$6k</b>	<b>\$6k</b>	<b>\$6k</b>	<b>\$6k</b>	<b>\$6k</b>	<b>\$6k</b>	<b>\$6k</b>	<b>\$6k</b>	<b>\$70000</b>
<b>Out-flow</b>													
Assets Purchase	\$750	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$750
Stocks Purchase	\$0	\$4.5k	\$4.5k	\$4.5k	\$4.5k	\$4.5k	\$4.5k	\$4.5k	\$4.5k	\$4.5k	\$4.5k	\$4.5k	\$49500
Rental	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$3600
Bills	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$2400
Salary	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$600	\$7200
Marketing	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$1200
Loan Repayment	\$70	\$70	\$70	\$70	\$70	\$70	\$70	\$70	\$70	\$70	\$70	\$70	\$8400
Withdraws	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Cash Out</b>	<b>\$2020</b>	<b>\$5770</b>	<b>\$5770</b>	<b>\$5770</b>	<b>\$5770</b>	<b>\$5770</b>	<b>\$5770</b>	<b>\$5770</b>	<b>\$5770</b>	<b>\$5770</b>	<b>\$5770</b>	<b>\$5770</b>	<b>\$65490</b>
<b>Nett Cash Flow</b>	<b>\$1920</b>	<b>\$230</b>	<b>\$230</b>	<b>\$230</b>	<b>\$230</b>	<b>\$230</b>	<b>\$230</b>	<b>\$230</b>	<b>\$230</b>	<b>\$230</b>	<b>\$230</b>	<b>\$230</b>	<b>\$4510</b>
Initial Balance	\$0	\$1920	\$2150	\$2380	\$2610	\$2840	\$3070	\$3530	\$3760	\$3990	\$4220	\$4450	
Final Balance	\$1920	\$2150	\$2380	\$2610	\$2840	\$3070	\$3530	\$3760	\$3990	\$4220	\$4450	\$4680	

# Sample Cash-Flow Chart





## Balance Sheet

### ○ Assets

#### ■ Current Assets

△ Stocks, Cash, Accounts  
Receivable

#### ■ Fixed Assets

△ Equipment, Furniture, Land,  
Building, Vehicles

#### ■ Intangible Assets

△ Patents, Copyrights,  
Goodwill

### ○ Liabilities

#### ■ Current Liabilities

△ Accounts Payable, Taxes,

#### ■ Long-Term Liabilities

△ Mortgages, Contract  
Payments

○ Net Worth = Assets - Liabilities



## Balance Sheet Sample

Assets	\$	Liabilities	\$
Current Assets		Current Liabilities	
Stocks and WIP	500	Accounts Payable	500
Cash	5,000	Taxes	200
Accounts Receivable	500	Long-Term Liabilities	
Fixed Assets		Bank Loan, Mortgages	10,000
Furniture	2,000	Contract payment	1,000
Equipment	5,000		
Other Assets			
Trademark	500		
<b>Total Assets</b>	<b>13,500</b>	<b>Total Liabilities</b>	<b>11,700</b>
		<b>Net worth</b>	<b>1,800</b>



## Future / Exit Strategy

○ What you are going to do in the future

■ Grow

■ Branches

■ Franchise

■ Sell

■ Pass on to family member

○ Or if anything goes wrong

■ Personal Guarantee

■ Collateral



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## Example: Future Plan for Nasik Katok

○ After 3 years  
Nasik Katok will  
expand to rent  
out a unit to  
become a





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# Preparation and Presentations

# Using IT to create a Business Plan

- You should be knowledgeable on how to use office applications to create your business plan.
- If not, there are several resources online and offline you can learn from. We will not provide details here.
- You should know a few basics for different applications.



# Plan to Make Your Business Plan

- Allocate the time you need to do certain parts of the Business Plan
- Use Calendar/ Planner/ Diary/ Journal
- Create a deadline for specific tasks
- If you are doing in a group (highly recommended) allocate specific tasks for a specified person



# Writing Tips

- Well interpreted facts
- Do not jump to conclusions
- Show Sources
- Proofread
- Make it Perfect
- **Well written executive summary**

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Clear

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Concise

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Organized

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Well Laid Out

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Natural

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Positive

# Presentation Tips

1 to 2 slides per minute

Keep the slides Simple

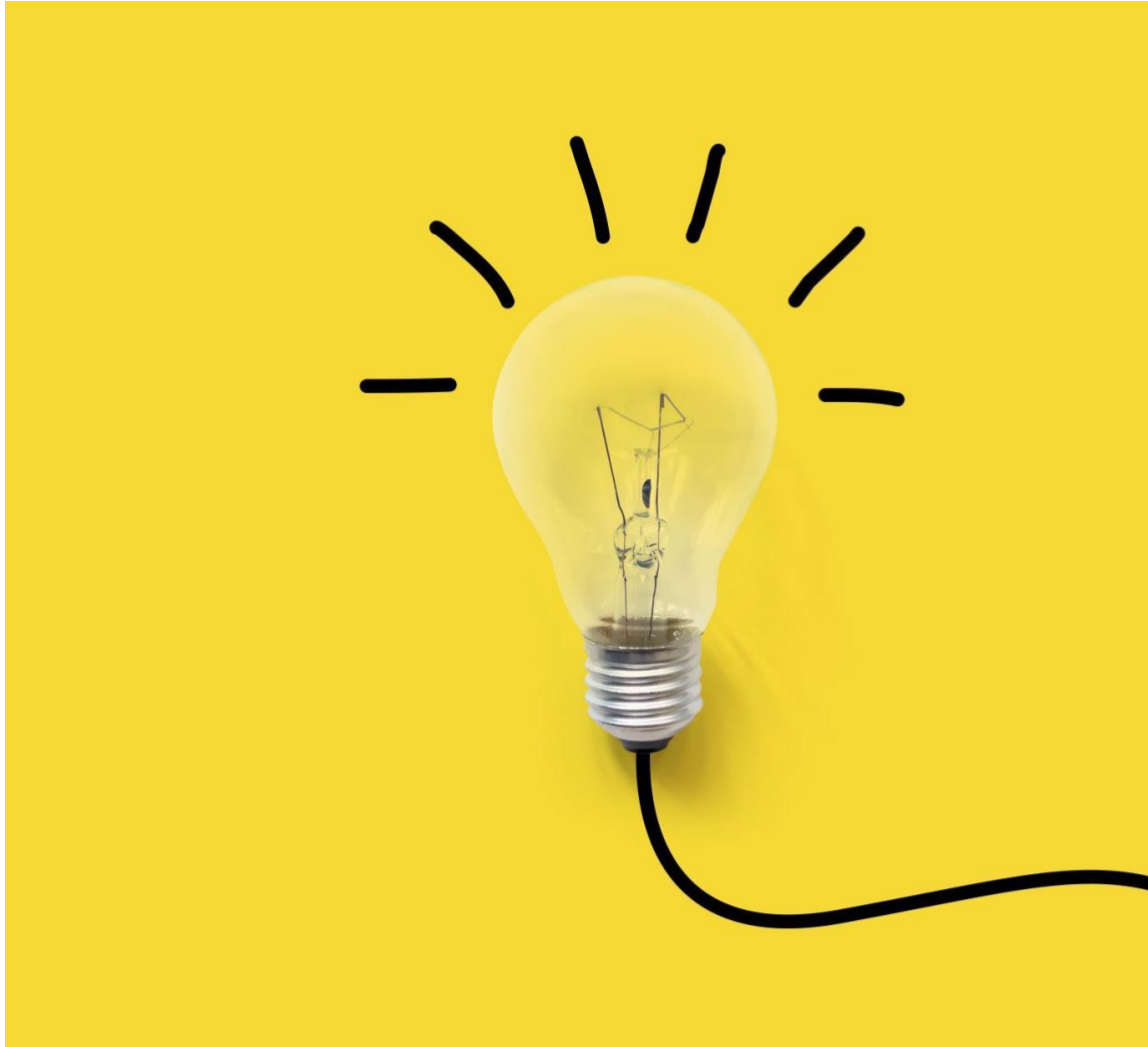
Make it to the point

Tell a Story

Dress Professionally

Practice

# Tell a Story



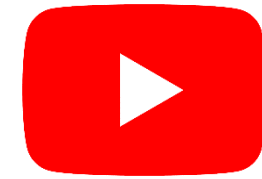
- You may use a the structure of the business plan, or you could use narrative technique such as the following.
  - Introduction (breaking the ice)
  - Existing Problem/Pain/Situation
  - Explain the Solution (Product/Service) your are providing
  - Market Research and Strategy
  - Who are involved
  - How you can succeed and what can be gained



## 10 tips from David S. Rose

David S. Rose was an entrepreneur turned investor, the following points are a summary from his ted talk.

1. Do not look at the screen
2. Do not read your speech
3. Do not do a Live Demo
4. Always use a Remote control
5. Remember handouts are not your presentation
6. Do not tell Jokes.. Ever
7. Do not stroll or fidget
8. Pace the presentation smoothly and evenly
9. Check equipment, own laptop and projector
10. Only the CEO give the money pitch



<https://youtu.be/lzDBrMisLm0>

## Quick Tips

The following are my general tips

- Your idea doesn't just make money, but helps people:
  - Creates jobs, or provides a service, or provide a solution, alleviates a pain/discomfort
- Its not just an idea, but a work in progress, or a running business
- You have the numbers to back you up, in market research or finance.
- You have qualified people (employees or partners) involved.
- Be passionate in your presentation.

## Business Plan Evaluation

### ○ Business and products

- How interesting is the business
- How useful is the product
- how solid is the business?

### ○ Marketability (market research)

- Is there a market
- Can they compete with competitors
- Are they aware of market forces affecting their industry
- Are they aware of their swot? Can they address their weakness

### ○ Marketing strategies

- How effective are the marketing strategies
- Organization

- How qualified are the members to ensure success

### ○ Operations and Organization

- Substantial process

### ○ Finances

- Start up Costs - How well is money to be spent
- Profit and Loss - profitability (annual returns) vs investment.

### ○ Presentation

- Familiarity with content
- Confidence level
- Ability to speak
- Persuasiveness
- Passion
- Character



# Presentation Preparation

Business Profile

Products and Services

Market Research (Customers, Competition, PEST factors, SWOT)

Market Strategies

Operations

Organization

Financials (Start up Cost & Profit & Loss)

Future Plan



# **Business Plan Presentation**



# **Business Plan Voting**

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# Feedback form for 7-9 September 2023

Program: *Business Plan Series*

Code: BPS/070923/Bobby

Instructor: Bobby



<https://airtable.com/shrnooRaOZHe14dat>



# **Business Plan Series End**