

The background of the cover features a close-up of chess pieces on a black and white checkered board. A large, vibrant red circle with a slightly distressed, hand-painted edge is positioned on the right side, partially overlapping the pieces. The word 'The' is written in a white, elegant script font inside the red circle, above the words 'MASTER PLAN' which are in a bold, white, sans-serif font.

*The*  
**MASTER  
PLAN**

A PRACTICAL HANDBOOK ON  
BUSINESS PLANNING FOR SUCCESS

**MISSING LINKS**

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# INTRODUCTION

After struggle of years and losing huge amount of time and energy, when an entrepreneur looks back to his entire business model, and starts wondering why he/she is not able to move ahead in the direction of his/her goal with the speed they desired, often they realize that they missed one of the most crucial yet basic exercise in their business - Planning.

**Planning** serves as a basic yet fundamental activity in any organization that not only sets a framework the business run on, but also **defines the scale of success and longevity it will achieve in long run.**

Unfortunately, today the business planning is considered as a specific skill which is taught to experienced entrepreneurs by expensive coaches.

When I looked around, I found that there are several business coaches who are preaching the planning knowledge to entrepreneurs but at a price what most of the needy can not afford to pay for. This is, in fact, where I decided to go ahead and open these closed doors of the essential knowledge that every entrepreneur must have.

I believe sincerely that if this knowledge is given to the entrepreneurs in the very beginning of their business, it can help them effectively in avoiding several unnecessary times of struggle and frustration.

In this book, I have tried to explain you one of the key models of planning improved with my own experience of decades along with practical templates you can quickly use to plan your business effectively.

Wish you best for your journey of success !

**Kapil Bhutkar.**

## How this book work for you.

In each section you will find:

- A specific topic that you will know in detail with explanation and examples
- A practical templates that help you to workout.
- You will find the Missing links in each topic.

## When to use Business Planning

- Are you doing a Business?
- Are you Planning to start a Business?
- Are you Involved in any Business Planning activity?
- Are you failing in planning your business?
- Are you seriously and desperately looking forward to learn **‘How to plan any business to achieve your goals successfully?’**

If your answer to any of these questions is Yes, this book is for you!

# Goal Setting

Read this loud.

Sapne kabhi sach nahi hote jab tak,unhe laksha nahi banaya jaata. (Hindi)

**Dreams do not come true .....Until you make them your GOAL**

It is very important to understand this statement.

Because in our life we dream about lot of things and put them into a wish-list, waiting for them to realize one day. And then we just wonder why are my dreams not coming true? Why are they not manifesting. Why are they not fulfilled?

Everyone in this world has several dreams in life.

If I ask you

Do you have Dreams?

I am sure, your answer would be yes.

But if I ask you , **have you set your Dream as a Goal in your Life?**

Probably your answer would be NO.

It is not that you do not want to make it a goal,but probably you may not be knowing how to convert your dream into a goal that can be achieved in a time and way you wish to achieve it.

## **Activity 1- Write down your goal.**

*(Time: 1 Minute)*

Write down the biggest GOAL you want to achieve.

Let me share some of the goals often the participants in my workshop write.

Examples-

I want to achieve Financial Freedom.

I want to become the life coach.

I want to become the best teacher.

To be successful in every area of life.

Now Just check what you have written.

**Does your goal sound something similar?**

Do you think you will be able to achieve it?

I am sure that you will be a bit surprised, if I say No.

Sorry to say, but the chances that you will ever achieve these types of goals are ZERO.

You may spend the entire life chasing endlessly to make this dream come alive, and chances are that you will never succeed in it.

Why?

What is wrong with my goal? You may ask.

**Because, your Goal is Missing something that brings success in life.**

What is that?

That is SMART

The question is not if you have a goal,

**the real question is**  
**Do you have SMART Goal?**

Having SMART GOAL is Art of goal setting, which we are going to learn first in this book.

It is very important to have the goal. But it is Extremely important to learn to set a goal that can be achieved.

Let us learn how to set a SMART GOAL.

It is the simplest Tool which is used worldwide to set-up goals that can be assigned and achieved.

**So what is a SMART Goal?**

A smart goal consists of the following important parts that make it achievable.

S - Specific

M - Measurable

A - Achievable

R - Realistic

T - Time-bound

We have created a simple template that will help you to understand each of these factors in detail and set your own goal in the right way.



## S.M.A.R.T. Goal Setting

<b>Specific</b>
This is the first important condition of setting a goal. A goal must answer this question - <b>What do you want to achieve in this area, and why ?</b>
Examples
Some of the examples of a specific goal are -  1 To earn profits 2 To complete a project 3 To launch my software product 4 To organize an event
<b>Write down the specific factor in your goal below</b>
<b>Measurable</b>
Which are the measurable criteria (numbers) that will inform if it is done or not ?
Examples
of Rs.2,00,000 per month
<b>Write down the measurable factor in your goal below</b>
<b>Actionable</b>
How you are going to achieve it?
Examples

by selling premium websites using online marketing and referrals

**Write down the actionable factor in your goal below**

## **Realistic**

How can it be done using existing resources?

Examples

using current and past inquiries and requesting existing clients to give references.

**Write down the reality factor in your goal below**

## **Time-bound**

By when it should be achieved?

Examples

From January 2016

**Write down the time-bound factor in your goal below**



## HELP-

### **SMART Means-**

#### **Specific-**

Your goal must be specific.You Cant say I want to become a trainer,teacher..etc.

In which field you want to become a trainer?

I want to become Emotional Intelligence Trainer, that is specific.

#### **Measurable -**

Can you measure your Goal?

Yes, you can.

When your friend says let go to picnic you doesn't start packing.You will ask him where we will be going?

if it is not decided.you will decide it first.

How to measure your goal?How to measure you have become the trainer or an international coach?

You have to put some finish line.In most cases it can be the number.

When to say I have become an international coach?

When you are certified by international federation of Coaching by ICF or by other International institutes.

#### **Actionable -**

Internationally A means attainable but for us it is ACTIONABLE.

**This is the missing link. To achieve the goal you have to do some Actions that need to complete that goal.**

#### **Realistic -**

Your goal must be realistic means if i say i want to build a bridge from sun to earth.That is goal but it is unrealistic. Choose a goal that make sense to you.

### **Time Bound -**

It is the most important part in goal setting. Giving the time limit for the goal.

when do you say I want to become an international coach? My question would be by when.

Have you defined when to achieve your goal? Is it in this year, this life or which life?

# Reality

## What is our Reality?

We all are having strengths, weaknesses, quality and patterns.

Qualities helps us to achieve our Goal whereas Patterns just pull us back from achieving it.

So what can we do about it?

Let us learn next simplest tool which is used worldwide to analyze our strengths and weaknesses.

This tool is called as SWOT Analysis.

Today we will learn **how to do SWOT Analysis and WHY IT DOES NOT WORK for most of the people.**

SWOT stands for Strength, Weakness, Opportunities and Threats.

Most of the trainers will tell you to write down all your strength and weakness of your company, organization, staffs and yours.

I meet several company owners that are absolutely frustrated after this activity. They spent days collecting the information and conducting team meetings to identify the strengths and weaknesses of their organizations collectively and it becomes an exhaustive exercise.

I have seen companies spending from 3 days to 2 weeks on doing a SWOT analysis as suggested by highly paid trainers, coaches and consultants only to realize that it took a lot of time, energy and cost, resulting into a big book that eventually no one referred.

More to this, as the time goes, participant become less interested in this and effectiveness goes down. Sometime people do not know how to find out opportunities and sometime they list of so many that the whole group get defocused from it's main objective.

Okey, finally you did it, completely. **So, What Next?**

**The problem is, Nobody told you what to do with it?**

What next action should be taken on all the data which you had collected by spending hours of time and money? Then we feel awful about it.

**The biggest Missing links for the SWOT Analysis which nobody ever told you, is that the SWOT Analysis must be done with respect to your Smart Goal.**

Let us learn how to do the swot analysis specific to your Smart Goal

We are going to identify our strength, weakness, threats and opportunity pertaining to our goal.

SWOT Analysis is a useful technique for understanding your Strengths and Weaknesses, and for identifying both the Opportunities and the Threats that open to you while achieving that particular goal.

**We will learn how to do this in the next activity.**

(Take Print out of your template.)

# SWOT Analysis Template

Write your SMART Goal from SMART GOAL template

<b>My SMART Goal is</b>

Now, we have to stay focused on our SMART GOAL and channelize our energy to achieve it. To do this we have to **write only things that matters to achieve our goal.**

<b>Strengths</b>
<b>Description</b> - What are the positive factors that will help you to achieve this goal ?
<b>Examples</b> - Experience, Huge Network of contacts, Special skill, Certifications etc.
<b>Internal Strengths</b> - These are the factors within yourself or your organization's control
<b>Write your internal factors</b> -     
<b>External Strengths</b> - These are the factors which are outside of the control of you or your organization.
<b>Write your external factors</b> -     

<b>Weaknesses</b>
<b>Description</b> - What are the negative factors that will stop or slow you from reaching to your goal?



**Examples** - Low capital, Low confidence, Having no team, Less technical knowledge about the work etc.

**Internal Weaknesses** - These are the factors within yourself or your organization's control

**Write your internal factors -**

**External Weaknesses** - These are the factors which are outside of the control of you or your organization.

**Write your external factors -**

## Opportunities

**Description** - Considering your strengths, what opportunities can be opened by leveraging them?

**Examples** - Change in technology, Change in Govt Policy, Opening of a new college nearby etc.

**Write various opportunities you can create by leverage EACH of your skill TO ATTAIN YOUR SMART GOAL** - For Example.

If you have written 'Good Contacts' as your strengths, write down the actual names of people who will help you to reach you to your goal, or who can help you to meet someone who can help you in it.

Strength	Opportunity

<b>Threats</b>	
<b>Description</b> - What challenges we may face while leveraging the opportunities and achieving the goals?	
<b>Examples</b> - Huge competition, Low prices, Less margins on products, Lack of good people/ resources, Heavy Capital investments etc.	
<b>Write various problems/challenges you will face, due to your weaknesses, TO ATTAIN YOUR SMART GOAL</b> - For Example. If you have written 'Laziness' as your weakness, write the problem as - 'I may miss an important appointment with someone who can help me to achieve my goal'	
Weakness	Threat

Once you are aware of your possible mistakes, 80% of them will automatically get eliminated while you execute them. Whereas, for remaining 20%, you will require to take efforts, change your habits and get expert's help.

## Missing Links of SWOT

***SWOT – Must be related to your particular SMART Goal, else it may take up huge time and result in confusion due to huge complex data/inputs.***

***Enter both Internal & External Factors while assessing the SWOT, so that you can be clear about both areas to address.***

***Write down how we can overcome these weaknesses, and convert them into action with Workout Plan***

## HELP-

As you know the strength are the factors help us to achieve our goal and weakness are the factors which are pulling us back.

**Next, Missing link pertaining to the SWOT Analysis is that while doing SWOT, 2 factors have to be consider**

**1.Internal factors**

**2.External factors**

What are the Internal factors?

Internal strength means your qualities as individual/organization.

If I ask you what is your strength? and your answer is that I am good football player.

My next question is, does this quality help you to achieve this goal?

If your answer is no, then don't write it.

**Remember - We want to write only those of your strengths and weaknesses, that will have an impact on your ability to achieve your goal.**

What are the External factors?

These are the external factors beyond your controls which will impact your ability to achieve your Smart goal.

Some of the examples can be Change in Govt policy, Certifications, New Business Trends etc.

## Revision of SWOT

### Strengths-

Write down your strength which really support this goal?

For examples - Experience, Special skill in particular area of goal can be your internal strength and Networks of contacts can be your external strength.

### Weaknesses-

Write down your negative factors that will stop or slow you from reaching to this goal?

For examples-having insufficient technical knowledge can be an internal weakness that will stop you from achieving your goal.

### Opportunities-

Write down what are the opportunities which arises from your strength and sometime by weakness which help you to achieve this goal.

For examples- if your strength is a Special skill but your weakness is that you do not have sufficient team or time , then how you can leverage it by offering on-site consultancy for clients who need help in that particular area.

### Threats-

Write down your threats that arises due to weakness and may stop you from achieving it.

Make sure to write down the steps you can take to overcome these weaknesses so that you can ensure your success.

**Note: While finding your opportunities and threats, you must consider both internal and external consequences/ effects.**

For example, if you have wrote 'Lack of confidence' as your weakness, the Internal effect will be - I will not be able to handle my team or guide them properly. Whereas, external effect of 'Lack of confidence' will be - I will lose a bright business opportunity just because I could not speak confidently to the client.

## OPTION PLANNER

In the first chapter, you learned how to set a SMART goal, in the second chapter you found out your strengths that support your goal and weakness that can pull you back from it.

What Next?

You may say I know my goal I know how to achieve it. Also, I know my weakness and threat. Hence I will execute it.

But wait,  
you will fail  
Why?

Have you know the Story of Rabbit and Turtle?

Of course, you know it you have heard it since childhood.

We were taught how turtle had won the race, but **we never talked much about Why the rabbit lost the race?**



***Same like you, Rabbit knew his goal, he knew how to achieve it,he knew his strength based on that he took the race.But still he failed.***

## Why did the Rabbit fail?

Do you think he failed because of his overconfidence?

The answer is NO.

*Missing link of Rabbit & Turtle story is **rabbit didn't lose because of his overconfidence but he lost his race.....Because he didn't have a PLAN B.***

So, in this chapter, we will learn-

1. Why do People fail in Planning?
2. How to plan for our success?
3. How to execute it?
4. How to choose the right Plan?

### Why do People fail in Planning?

One of the biggest reason why people fail in planning is they have only one plan to achieve their Goal.

What if that Plan fail?

What will you do?

Your whole effort is wasted. Once again you have to start from zero.

### How to plan?

We have to plan, plans by creating backup plans for it.

When we have plan A. we have to create Plan b, c d .... for the same goal.

### How to execute it?

One of the reasons why planning fail is, people execute their other plans when plan A fails.

### How to choose your Plan?

Participants ask me, I have so many plans now but which one I should choose first.

The answer is simple, Plan which has higher winning rate need to execute first.

### Activity 4-Create your backup plan for your goal?

This template helps you to create the backup plan.

Take Print out of your Action plan template.

## Important factors to create an Option Plan

The factors that we will be considering while creating each of our plan are -

1. Advantages
2. Risk Analysis
3. Winning Chance

### Advantages -

What are the advantages in using this plan to achieve the goal?

For example, if we are traveling to Delhi, we have four options

- (a) We can travel by own vehicle by road
- (b) We can travel by public bus transport by road
- (c) We can travel by train by road
- (d) We can travel by aeroplane

As you know, each of them have their own benefits. For example, if we travel by aeroplane we will reach faster, whereas bus/train will be a cheaper option. Own vehicle may be expensive than bus, but cheaper than aeroplane and convenient as we do not have to depend on public transport timetable.

### Risk Analysis -

What are the risks involved in using this plan?

Each of the above plans also have their own risks. For example, if own vehicle suffers a problem we may not find help immediately in remote areas. In case of bus/train they may not be as per our convenient schedule and aeroplanes might be quite costly or there may not be a suitable airport nearby.

### Winning Chances -

What are the chances of winning using this plan considering the present resources – considering Advantages and Risks? Why? Such as High,Low and Medium.



# Option Planner Template

This option planner helps to create PLAN B – C – D for achieving the goals

<b>My SMART Goal is</b>

<b>Name your plan</b> - e.g. Current Clients Cross-Sales
<p><b>Describe your plan</b> - What is your game plan to achieve this goal, give details</p> <p>For example - Contact existing clients and check if they have any requirements for other services that we offer.</p>
<p><b>Advantages</b> - What are the advantages in using this plan to achieve the goal?</p> <p>For example - Experience, Huge Network of contacts, Special skill, Certifications etc.</p>
<p><b>Risk Analysis</b> - What are the risks involved in using this plan?</p> <p>For example - Clients may tell about other complaints for existing services, Resources may fall short etc.</p>
<p><b>Winning Chances</b> - What are the chances of winning using this plan considering the present resources – considering Advantages and Risks? Why?</p> <p>For example - High Chances. As there is a trusted relationship already built, and most of the clients are happy with us.</p>

<b>PLAN A</b>
<b>Name your plan -</b>
<b>Describe your plan -</b>
<b>Advantages -</b>
<b>Risk Analysis -</b>
<b>Winning Chances &amp; Why -</b>

<b>PLAN B</b>
<b>Name your plan -</b>
<b>Describe your plan -</b>
<b>Advantages -</b>
<b>Risk Analysis -</b>
<b>Winning Chances &amp; Why -</b>

<b>PLAN C</b>
<b>Name your plan -</b>
<b>Describe your plan -</b>
<b>Advantages -</b>
<b>Risk Analysis -</b>
<b>Winning Chances &amp; Why -</b>

<b>PLAN D</b>
<b>Name your plan -</b>
<b>Describe your plan -</b>
<b>Advantages -</b>
<b>Risk Analysis -</b>
<b>Winning Chances &amp; Why -</b>

## Missing Links

***Try to find out plans with higher chances and lower risk as main plan, and run other at least 1 plan as a backup plan simultaneously to minimize risk.***

**\*\*\* VERY IMPORTANT \*\*\***

***Do not wait for Plan A to fail to start Plan B – run plans and then close those which fails to run after a fixed date.***

Most of the people fail in executing their plans, because they rely too much on their Plan A, and wait for it's results.

When they see that it's not working, they stop it and try to execute Plan B. But by that time they have already lost their passion, money and energy to give their 100% to it. Also the failure of Plan A creates anxiety and discourage them, raising doubts about their own success. With timelines shrinking to achieve their goal, they make more mistakes under pressure, and goes from bad to worst situation resulting bigger failure.

Instead, always start your Plan B & C, with lesser resources and speed, at the same time when you start executing your plan A. So in case if Plan A fails, you will already have 2 more plans working and giving you some output. If plan A fails, make Plan B your main plan, put more resources on it, remove Plan A and *don't forget to start small with Plan D as your Plan C now.*

This way, you can assure that despite of risks of failure of your plans, you are still moving towards your goal with same energy and motivation.

***Note -After doing this activity you may found that your Plan A have the higher risk.so plan which has higher chance winning will become your Plan A while executing them.***

# WORKOUT

In this chapter, you will learn how to workout on your Plan A?

While executing any plan, we have to understand that the most important thing will be tracking our progress. For sure, there will be some challenges which will slow us down, and few helpful events that will help us speed up our process.

Every action we take, will create some effect- may be negative or positive on our business. And if we are aware enough, we would be able to recognize our progress based on these small effects made due to our actions.

We can estimate these effects and use them as a progress indicator.

For example, if our action is to recover client payments, there will be two indicators which will tell us if we are going right or not about it.

First, a lead indicator, the positive effect of it. If we are recovering the payments on time we will have better cash flow, and a positive bank balance. Which also means we will be able to pay the bank installment or rent on time. So if we set monthly bank installment (known as EMI) as an indicator to the action, it will tell us if we our collection is on time or not.

A timely paid bank EMI will serve as a Lead Indicator, while a Late EMI and Late Fees on it, will serve as a Lag Indicator, indicating that the payment recovery is not happening on time, which is a negative impact of action on our business.

## **Task List / Action**

Write down all the task/activity which needed to execute your Plan A.

The Action Plan will serve as the extension of our Option Plan. In other words, the action plan is a detailed roadmap of how the option will be executed. We will break the measure milestones from the option plan into various tasks that can be assigned to individuals or teams.

## **Start Time**

Define start time of your activity. This can vary based on the actual task and its nature as well as our goal. For example, if the task is to 'buy monthly inventory', the start time may be set to a fixed date such as 5th of every month. But if the task is 'make calls for payment recovery', it may be set to 'everyday' as it is a continual process.

## **End Time**

This is important because when you define the end time your mind starts working on it due to its time limit. The end time limit also motivates to move toward the goal faster as we can clearly measure the rewards/benefits of on-time completion.

## **Owner**

Who is the member of team, responsible for that activity for completion. This may be the person who is actually doing the task (for example salesman, sending quotation) or the person in-charge (for example, store manager, ensuring enough inventory).

Setting up ownership ensures less friction between the team members and help to set the responsibility better for later action, (reward in case of positive results and penalty in case of a negative result, in general.)

## **Lag Indicator**

Write down all the consequence that happen if that activity is not done in the given time. This helps you to take immediate action for the activity and for the owner.

For example, if the action is ' to make payment recovery call to clients', the lag indicator will be (which means what if we do not make calls to client for payment recovery), low bank balance, problems in employee salaries, missing bank EMI and paying penalty charges on it etc.



**Lead Indicator**

Mention the effect that shows that activity is running properly.

This helps you to reward the person who is responsible.

For example if the action is 'to make payment recovery call to clients', the lead indicator will be (which means if we make calls to client for payment recovery properly), good cash flow in bank, on time salary payments, on time payment of bank EMI / Rent etc.

**Challenges may face**

Write the challenges you may face to perform that activity.

It is better to know the obstacles while planning.

Certainly there will be some challenges while performing the activity, regarding tools, resources, procedures etc. By proactively identifying them in planning, we are making our plan shock-proof. This means we would not get any unwanted surprises and problem in mid of the execution.

Most of our challenges are a result of not planning. So when we start planning for upcoming challenges we are able to think ahead what may go wrong with our plan, and then modify our plans accordingly.

**Solution**

Give solution to your problem

Every problem has a solution, and identifying it in advance means we are ensuring our success. More time we give to identifying our problems and their solutions in advance, more winning chances will be have while executing our plan.

**Activity 5- Create your Action plan.**

\*Important - Take multiple print outs of this Action plan template.

## Workout Template

<b>My SMART Goal is</b>

<b>Action Plan for - PLAN A : write your Plan A below, Refer your planning template on pg 27</b>
Name of the plan -
Description -

**Action Planner: Example**

<b>Action:</b> Payment recovery from clients	<b>Owner:</b> Accountant
<b>Start Time:</b> 1st January 2016	<b>End Time:</b> 5th January 2016
<b>Lead indicator:</b> Positive cash flow, Timely bill payments, Timely Salary payment	<b>Lag Indicator:</b> Low Bank Balance
<b>Challenges:</b>	<b>Solution:</b>
Client not responding Client facing cash issues	Get part-payments, Ask weekly payments Get services in exchange etc.

**Action Planner -**

<b>Action:</b>	<b>Owner:</b>
<b>Start Time:</b>	<b>End Time:</b>
<b>Lead indicator:</b>	<b>Lag Indicator:</b>
<b>Challenges:</b>	<b>Solution:</b>

<b>Action:</b>	<b>Owner:</b>
<b>Start Time:</b>	<b>End Time:</b>
<b>Lead indicator:</b>	<b>Lag Indicator:</b>
<b>Challenges:</b>	<b>Solution:</b>

<b>Action:</b>	<b>Owner:</b>
<b>Start Time:</b>	<b>End Time:</b>
<b>Lead indicator:</b>	<b>Lag Indicator:</b>
<b>Challenges:</b>	<b>Solution:</b>

## Revision on Action Plan

### Task List / Action

Write down all the task/activity which needed to execute your Plan A.

### Start Time

Define start time of your activity.

### End Time

This is important because when you define the end time your mind starts working on it due to its time limit.

### Owner

Whenever you define task always mention who is responsible for that activity for completing.

### Lag Indicator

Write down all the consequence that happen if that activity is not done in the given time. This helps you to take immediate action for the activity and for the owner.

### Lead Indicator

Mention the effect that shows that activity is running properly. This helps you to reward the person who is responsible.

### Challenges may face

Write the challenges you may face to perform that activity. It is better to know the obstacles while planning.

### Solution

Give solution to your problem

**\*\* IMPORTANT NOTE : Empower your team members and/or departmental heads to create their own options plans and action plan. This will reduce your efforts and energy and also bring in more engagement in the process from them.**

# TRACKING

You defined your **SMART GOAL**, You done **SWOT Analysis**, You created **BACKUPS PLANS**, You **Workout** on Plan A  
but, what is the use of all of it. if you don't know what is happening with your Goal?

Tracking is very important for successful execution. A plan is only as worth as its execution.

## So, How to track your progress?

By using our template:)

Let's take a simple everyday example to understand why tracking is so important for us?

How you will come to know that your bike/car is running out of fuel?

If you are starting a journey, and miss to check the available fuel before you start, what will happen? What if your vehicle run out of fuel in middle of your journey?

So you would want to check the fuel in the tank before going outside, but for that you may not require to open it. You would just see the fuel indicator and you come to know whether you have enough fuel is required for the smooth journey.

Same way this template work as an indicator. Which tells you all your planning is working fine or not.

This template helps you to identify it on both individual and team level. If you are the C-level person you just need to see this template to understand the progress.

## Activity 6- Create your Tracking plan

Take Print out of your Tracking Template

To effectively track our activities, we need to learn few important terms in business management. These are the key terms often used by business owners and directors/executives to understand the business positioning and progress in shortest possible span.

Knowing them, will help you to save lot of time in going through multiple documents, and will also help you to make your decisions faster.

### **Key Result Areas**

The areas of your field/business where results are seen.

Examples-

In business, this is few key results area-

- Revenue
- Profits
- Lead Generation
- Customer Satisfaction

In project management field-

- On-time project delivery
- Effective client communication
- Team Coordination

Write down 3 of your fields KRA?

- 1.
- 2.
- 3.

### **Key Performance Indicator/s**

KPI must be related to the KRA.

KPI are the Key Performance Indicators – which shows how far the results are achieved

Examples-

In Lead Generation, the KPI will be -

- Total Sales-Qualified Leads generated
- Conversion Rate
- Cost of Acquisition

In project management field-

- Number of projects delayed
- Number of new projects confirmed
- Number of projects won.
- Number of Projects on Scheduled

***Missing link-KPI must be linked to a Benchmark and Past Performance to understand the exact position, and to understand if the performance is improving or decreasing.***

### **Performance**

Enter the actual figure for your KPI

For example - Number of leads won this week - 5

### **Benchmark**

Identify your industry Benchmarks or ideal target.

What is your industry standard/ expected target?

By this figure, you will come to know how you are doing.

For example, you may set a benchmark to win 8 leads per week.

This will help you to compare your results with expectations.

### **Base Index**

Base index is the previous number with which you will compare your performance.

The base index will tell how are you doing compare to your earlier performance.

For examples - Leads won last week - 2

This will be your Base index for present week.

By comparing your current results with this, you will know if you are improving or not. (from 2 to 5)

Please, Note-if you are planning as per week/per Month/Per year then Base index will be as per your planning.

# Tracking Template

<b>My SMART Goal is</b>

<b>KRA -</b>					
<b>Key Performance Indicator/s</b>	<b>Performance</b>	<b>Benchmark</b>	<b>Result</b>	<b>Base Index</b>	<b>Result</b>
KPI related to that KRA	Actual figures showing the performance	What is the ideal/ Industry Standard KPI to achieve	Compared to benchmark how is the performance?	Reference from the last point of KPI e.g. Last month/year/week	Compared to base-index how is the performance?
<b>KRA - Lead Generation</b>					
Total Sales-Qualified Leads generated	8 (Today)	10 per day	-20% DOWN	4 per day (Last Week)	200%plus
Conversion Rate					
Cost of Acquisition					
<b>KRA - Profitability</b>					
Net revenue per customer					
Net revenue for the year					



Turnover To Profit Ratio / Margin					
<b>KRA - Customer Satisfaction</b>					
Repeat Sales Revenue					
References given by customers					
<b>KRA - Workplace Happiness</b>					
Employee Attrition Rate					
New joining by Employee references					
<b>KRA - Financial Position</b>					
Operating Cash Flow – OCF					
Cash Reserves and Surplus					
<b>KRA - Market Position</b>					
Ranking in the market					
Awards Received					

## Missing Links

**KRA** - Choosing your KRAs and KPIs carefully is very important. Make sure to choose only the data that MATTERS while achieving your goal and help you to take the decision about next steps. It is possible that you may get blown away from your goal if stuck with too many numbers.

**KPI** - KPI must be linked to a Benchmark and Past Performance to understand the exact position, and to understand if the performance is improving or decreasing.

## Revision on Tracking Your Progress.

### Key Result Areas

Are the areas of your field/business where results are seen.

Examples-

In business, this is few key results area-

Revenue

Profits

Lead Generation

Customer Satisfaction

In project management field-

On-time project delivery

Write down your fields KRA?

### Key Performance Indicator/s

KPI must be related to the KRA.KPI are the Key Performance Indicators – which shows how far the results are achieved

Examples-

In Lead Generation, this is the KPI

Total Sales-Qualified Leads generated

Conversion Rate

Cost of Acquisition

In project management field-

No of project delayed

No of new project confirmed

No of project won.

No of Project on Scheduled

***Missing link-KPI must be linked to a Benchmark and Past Performance to understand the exact position, and to understand if the performance is improving or decreasing.***

**Performance**

Enter the actual figure for your KPI

**Benchmark**

Identify your industry Benchmark. What is your industry standard? By this figure, you will come to know how you are doing.

for examples if you say in a day I convert 2 inquiry, but as per your industry, Benchmark others are converting 10 in a day.

By this, you will know your result. Enter results in results Column.

**Base Index**

Base index is the previous number which you will compare your performance

for examples-Last week you had won 50 inquiries, this will be your Base index for present week. In result column, you will enter the end result of the present week. By this, you will know if you are improving or not.

Please, Note-if you are planning as per week/per Month/Per year then Base index will be as per your planning.

## HOW

In this chapter, we will learn-

How to achieve our Goal?

Isn't it we covered?

We already defined our Goal and done all our planning to achieve it, then again why it is HOW?

As you know the basic rule of nature - **you get what you are eligible for.**

So are you eligible to achieve this goal?

Today we ask questions to yourself,

How can I get eligible to achieve my Goal?

Am I ready?

To do particular task or activity we required skills. Some skills are inbuilt and some of them, we need to acquire.

You have done all this planning but if you don't have Operational skill then all planning will fail. To overcome this challenge we will adopt one of the worldwide training Methodology - CPD-Continuing Professional Development.

The concepts says every person must develop his skill continuously.

So as per your goal and role what are the skills you have to acquire?

**Activity 7- Write down skills you need to achieve your goal.**

Take Print out of your Tracking Template

## How Template

<b>My SMART Goal is</b>

**MY ROLE**-Executive Officer / Manager In Charge

<b>Responsibility</b>	Manage team members	
<b>Technical Skill Required</b>	<b>How can I achieve this</b>	<b>Timeline (By When)</b>
Project Management Skills	Learn PMS Tools	5th January 2016
English Speaking	Join English Speaking class	1st January 2016
Microsoft Excel – advance	Join training/ class	14th January 2016
<b>Interpersonal Skills</b>	<b>How can I achieve this</b>	<b>Timeline (By When)</b>
Communication	Read articles online	Daily 1 hour
Decision Making	Read articles online	Daily 1 hour
Team Motivation	Get guidance from Mentor	Immediate

### Missing Links

Take step-by-step approach to do small things EVERY DAY, instead of trying to do everything immediately.

Practice every step every day for some time.



## Missing Links

***Take step-by-step approach to do small things EVERY DAY, instead of trying to do everything immediately.***

***Practice every step every day for some time.***

## Revision on CPD

### Responsibilities

List your responsibilities in this role

### Technical Skills Required

According to your responsibilities write down the technical skills required to achieve your goal.

### How to Achieve

How can you acquire this skill?

You take classes, course or online training

### TimeLine

By when you will start to acquire this skill.

### Inter-personal Skills required

Write down the human-behavior-related skills required

### How to Achieve

How can you acquire this skill?

### TimeLine

By when you will start to acquire this skill.

# S.M.A.R.T. GOAL SETTING TEMPLATE

## PROFESSIONAL GOAL

		Description	Examples	Write Your Goal
<b>S</b>	<b>Specific</b>	What do you want to achieve in this area, and why ?	To earn profits	
<b>M</b>	<b>Measurable</b>	Which are the measurable criteria (numbers) that will inform if it is done or not ?	of Rs.2,00,000 per month	
<b>A</b>	<b>Actionable</b>	How you are going to achieve it?	by selling premium websites using online marketing and referrals	
<b>R</b>	<b>Realistic</b>	How can it be done using existing resources?	using current and past inquiries and requesting existing clients to give references.	
<b>T</b>	<b>Time-bound</b>	By when it should be achieved?	From January 2016	
<b>Complete Goal in one line</b>				



## SWOT ANALYSIS TEMPLATE

**SWOT Analysis is a useful technique for understanding your Strengths and Weaknesses, and for identifying both the Opportunities open to you and the Threats you face, while achieving that particular goal.**

MY GOAL					
		Description	Examples	Internal Factors	External Factors
<b>S</b>	Strengths	What are the positive factors that will help you to achieve this goal ?	Experience, Huge Network of contacts, Special skill, Certifications etc.		
<b>W</b>	Weakness	What are the negative factors that will stop or slow you from reaching to your goal?	Low capital, Low confidence, Having no team, Less technical knowledge about the work etc.		
<b>O</b>	Opportunities	Considering your strengths, what opportunities can be opened by leveraging them?	Change in technology, Change in Govt Policy, Opening of a new college nearby etc.		
<b>T</b>	Threats	What challenges we may face while leveraging the opportunities and achieving the goals?	Huge competition, Low prices, Less margins on products, Lack of good people/ resources, Heavy Capital investments etc.		

## OPTION PLANNER TEMPLATE

MY GOAL					
Plan	Name	Description	Advantages	Risk Analysis	Winning Chance
	Name your plan	What is your game plan to achieve this goal, give details	What are the advantages in using this plan to achieve the goal?	What are the risks involved in using this plan?	What are the chances of winning using this plan considering the present resources – considering Advantages and Risks? Why?
<b>A</b>					
<b>B</b>					
<b>C</b>					
<b>D</b>					

## WORKOUT TEMPLATE

This template help you to workout on your Plan A

<b>Plan A</b>	
---------------	--

Define the Plan A and How it will help to achieve the goal

<b>MY GOAL</b>	
----------------	--

<b>Task List / Action</b>	<b>Start Time</b>	<b>End Time</b>	<b>Owner</b>	<b>Lag Indicator</b>	<b>Lead Indicator</b>	<b>Challenges may faced</b>	<b>Solution</b>
Mention the activity/ task	When to start	When to complete	Who will be responsible to do it?	What are the effects, which will show that it is not done properly.	What are the effects, which will show that it is progressing well?	What challenges or obstacles may happen while taking these actions?	How these challenges can be overcome ? What solution we can give to avoid/ minimize them?

## TRACKING TEMPLATE

MY GOAL						
Key Result Areas	Key Performance Indicator/s	Performance	Benchmark	Result	Base Index	Result
KRA	KPI related to that KRA	Actual figures showing the performance	What is the ideal/ Industry Standard KPI to achieve	Compared to benchmark how is the performance ?	Reference from the last point of KPI e.g. Last month/year/week	Compared to base-index how is the performance?

## HOW TEMPLATE

<b>MY GOAL</b>				
<b>MY ROLE</b>				
	<b>Responsibilities</b>	<b>Technical Skills Required</b>	<b>How to Achieve</b>	<b>Timeline</b>
	List your responsibilities in this role	What are the Technical / Tools related skills required	How can you acquire this skill?	By when ?
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
11				
12				
13				
14				
15				

# Thank you.

## We need your Feedback !

We created this eBook to help you to do planning for your success. We would appreciate any feedback you have on the content / format.

Was it a good help for you?

Did it help to set your goals clearly?

Did it help you to identify the risks and solutions in execution?

Would you like us to add few more examples, graphics, pictures or templates?

Please mail us your feedback to [help@missinglinks.in](mailto:help@missinglinks.in)

1.How this ebook helps you in Planning?

2.What did you like most?

3.In which part improvement is needed and why?

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