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Thank you for downloading this free book. The contents focus on getting you started on the journey towards launching your own business, managing it professionally, and maintaining stability using an exclusive masterplan for success. Study the material carefully on your first reading and then read it all over again, cross-referencing as required by using the built-in search engine to switch back and forth from one page to another. Do it this way and you will get the best out of your initial adventure.



Jim Green

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Getting It All Together

Foreword

Becoming a successful entrepreneur is not only a rewarding and self-fulfilling experience it's also a tremendous amount of fun. Many people equate the term entrepreneur with multi-millionaires running international conglomerates. Yet traders just down the street from where you live who make their living from retailing, plumbing, painting and decorating, electrical installation, building, floral arrangement, interior design, child minding, dentistry, chiropody, garden maintenance, insurance, image-making and a host of other things -- all are entrepreneurs, and they get as much satisfaction from their enterprises as any multi-millionaires. Entrepreneurship is an attitude, a whole way of life. When you choose to start your own business you are also choosing to become an entrepreneur, and to begin this new way of life.

Maybe you've already given some thought to striking out on your own but feel that the risks are too great, the timing not right, the economy too bad. You feel you'd never be able to raise the funds, you're too young/old/tired/retired, you're too unemployed/redundant/rejected -- you're too whatever.

This little book aims to help you decide whether you're right or wrong, whether you have what it takes to strike out on your own and stamp your personality on an enterprise of your very own making.

But first let me tell you a story, my story.

When I started my own first business (an ad agency) many years ago I was in the fortunate position of being able to provide sufficient start up funding out of my own resources and, equally fortuitously, I had a clutch of big spending blue chip clients committed to doing business with me in my new enterprise. What I did not have was a plan, a route map, a chart to see me safely through any threatening scenarios I might encounter along the way. Oh, I had a plan of sorts but it was all in my head, loosely knit, fragile in content, and far from fact-founded. I didn't think I needed to spend time committing it to paper in minute detail because I thought I knew it all. I just wanted to get in on the fast track to success – and I did. In my first year of trading I turned over \$3,000,000 and in the second \$5,000,000 coupled with an inevitable escalation in operating costs. Then karma stepped in and bit me on the ass. In Year 3 due to a series of mishaps, mistakes and mismanagement, revenue plummeted to \$1,500,000 but costs continued to rise, usurping the profits from Years 1 and 2. The rot had set in and the results for Year 4 were even worse.

Following a crunch meeting with my bankers I panicked, arranged a hasty meeting with a competitor, and sold out for considerably less than my company was worth. As I trudged

through the rain looking for a taxi home I thought, 'You should be cracking up now.' But I wasn't. Instead, I was experiencing an inner peace I'd never felt before, coupled with a fierce determination to fight back.

I'd been taught a lesson and it has stuck with me. If you're going to fail, fail fast, and **learn from the experience**. In the years that followed I've founded, managed, bought and sold many businesses and not one of them has been plagued by the failure factor.

1. Why So Many Start Ups Flounder and Sink

Fact: Start a Business without a Masterplan for Success and You're 95% Certain to Fail!

Fact: Only 5% of People Who Start a Business Make it into Year 6

"95% of small business start ups fail within 5 years. Two-thirds of new employer firms survive at least two years, and about half survive at least four years." (Source: Small Business Administration 2004).

How can this be when the same US Government source claims that small firms represent more than 99.7% of all employers? Why is the failure rate so high? Here's why. **95% of all start ups have no masterplan in position at the outset and in**

consequence flounder and sink without a trace. What's more, this alarming fatality quotient applies equally to offline and online enterprises. **Even worse, tens of thousands more start a business every day and follow exactly the same route to disaster.**

Fact: Google lists in excess of 13,000,000 web sites offering advice on how to start a business - but how many I wonder emanate from people who've actually done it for themselves.

My site does. I've founded, owned and operated dozens of small businesses – and I'm still doing it. I've also authored two widely-acclaimed bestselling hard copy books on the topic, **'Starting Your Own Business'** (How To Books ISBN 1-85703-859-2) and **'Starting an Internet Business at Home'** (Kogan Page ISBN 0-7494-3484-8); titles that sell in big numbers online at Amazon.com and offline in bookstores throughout the world.

Yet despite the alarming failure rate for start ups (or perhaps because of it) the fact is that there has never been a better time to start a business. Government agencies world wide are **creating a climate of enterprise** and dispensing **small business start up loans and grants** to suitably qualified applicants in a concerted initiative to foster indigenous growth. To become authorized you must produce a plan, a **masterplan for sustained growth.**

Now I'm unzipping my case notes spanning forty years of successful independent commercial activity to present you with an all-in-one masterplan to ensure success **before** you start a business – and to **maintain momentum** in tandem with your endeavors so that you don't end up in the same place as 95% of start ups: the dump truck.

2. The 4 Keys to Success in Small Business

There are four essential keys you must implement if you are to have any success in starting up a small business that stays the course and progresses to ongoing profitability. They are neither complex nor are they difficult to put into practice but most embryo entrepreneurs would appear to ignore them – as I did myself in my first venture.

Key 1: Devising the Masterplan for Your Start Up.

Before you make a conscious decision to start a business (offline or online) you will have many things to consider but bear in mind that efficient small business start up depends entirely upon the quality of your masterplan for smooth lift-off and sustained success. Some misguided optimists settle for the standard kit: jot down a few sketchy goals, cobble up a strategy or two, wrap it all up in a snazzy folder - and file it. Such

a mundane plan should not suffice for you if you are to start a business that will prosper in line with your expectations. At the outset your small business start up strategy can be as modest as a single sheet of A4 because it will grow and evolve in time as you lay down new and essential parameters to guide you on the road that lies ahead on your journey of enrichment.

Key 2: Implementing Online Business from Home/Shop/Office.

There's more to it when you start your own internet business than simply setting up a web site and waiting for the traffic and the cash to pour in. Out of every 100 who start online business, 95 fail. To succeed you need an appreciation of online small business practice: an intrinsic awareness of the cyberspace marketplace; what works and what does not, who buys what and why, how to identify target markets, how to reach them, and how to orchestrate your marketing to attract ever-increasing numbers of qualified prospects to your web pages, your storefront, your internet business start up.

Key 3: Avoiding Costly Mistakes the Cripple Small Business.

There are certain deadly mistakes you can make when you start your own business. If not detected and rectified, they spread like a cancer. [Tutorial 3](#) of the [ALL-IN-ONE Start a Business MASTERPLAN](#) starts by identifying these insidious traps and demonstrates how you can avoid their intrusion into your

affairs by planning ahead for success. It goes further though, much further, by providing you in its 10 compelling Chapters with a stream of tried and tested strategies to ensure steady progress for your enterprise irrespective of changes in market forces. The universal failure rate in business is now reaching staggering proportions (most especially among start-ups) but those entrepreneurs who consciously or unwittingly employ these age-old strategies remain proactive in all kinds of weather because they always recognize the storm signals and react accordingly.

Key 4: Maintaining Progress with Mastermind Strategies.

When you start a business it takes time to build momentum and steer a steady course in the enactment of your long term objectives. You need access to a series of proven strategies. In the [20 Chapters](#) comprising [Tutorial 4](#) of the [ALL-IN-ONE Start a Business MASTERPLAN](#) you will learn how to add to your overall small business expertise; to actualize self-confidence in breaking down barriers, become acutely aware of why decisiveness is the essential key to achievement, develop the propensity to devise tactics for every situation and to react with calm in pressurised circumstances. Handling unreliable people will no longer present a problem, nor will coping with treachery in the ranks or managing in a crisis. You will learn how to cultivate intuition by listening to the inner voice and discover

how to face up to the fear factor with equanimity. In short, you will maintain progress irrespective of what's happening all around you when you start your own business.

3. How to Use the Keys to Your Best Advantage

If I'd been aware of the four keys I wouldn't have blown my own first business. Better still, if someone had presented me with the All-In-One Masterplan I'd still be running the operation instead of giving it away for peanuts. I would have planned ahead at the outset, recognized and overcome problems as they arose, and instilled efficiency in every aspect of the enterprise year on year.

Here is what you must learn step by step to use the four keys to your best advantage – and I'll tell you in Chapter 10 how to access this vital knowledge.

4. How to Achieve Smooth Lift Off

Key 1: Devising the Masterplan for Your Start Up.

Overcome the mental blocks to small business start how.

See whether there are any mental blocks standing in your way, blocks that might be holding you back in your aspirations to start a business. This initial tutorial will help

you identify these right now so that you can get to work immediately on eradicating them.

Why you must learn to handle success in order to achieve in business.

When do you learn to handle success? Just as soon as you work out what's stopping you. So what ails you? Is unemployment getting you down? Are you fed up hearing people telling you you're too old? Does everyone say you're too young? Or are you just stuck in a rut? Ascertain here how to address your problem and eradicate it seamlessly before you start a business.

How to rapidly discover if you have what it really takes to succeed.

It's a big decision to start a business of your own and one that you should not take lightly. You should be certain in your own mind that this is what you want to do. It will take more than a good product or service and hard work alone won't always be enough. Perhaps most importantly, are you willing to learn? Discover the formula that determines if you have what it takes start a business and succeed – and we're not talking about money.

Little known ways to find brilliant ideas for an enterprise.

Start home business, start offline business, start online business – you first need a brilliant idea to get you up and running. It's no problem when you know how. Chapter 2 introduces you to little-known ways to locate hundreds of great ideas to start a business and add to your small business start up expertise.

The secret to cashing in on ever-changing trends.

The whole national and international economy is changing at a huge rate, affecting every market for private and public sector products and services. Business opportunities are everywhere. Galvanize your small

business start how. Discover the secret to cashing in on ever-changing trends before you start a business.

Why carving out your own niche is germane to success.

A market in its entirety is too broad in scope for any but the largest companies to tackle successfully. The best strategy for a smaller business is to divide demand into manageable market niches. Small operations can then offer specialized goods and services attractive to a specific group of prospective buyers. Learn how to do this in Tutorial 1 before you (a) start home business, (b) start online business or (3) start internet business.

Where to get free online help in brushing up commercial skills.

Gain access to an exclusive web site where you can add to your small business start how by downloading or printing out the entire program to study in your own time.

"If you are considering setting up on you own account, obtain a copy of 'Start-a-Business Masterplan'. It demystifies business plans, how to get funding and how to develop masterful marketing strategies"

THE BOOKSELLER BUYERS GUIDE

Using public sector facilities to add to small business start how.

Learn how to take advantage of free government sources of assistance before you start a business: new business planning, markets and market selection, product identification, marketing, computer training, small business start up loans, small business start up grants, private sector funding.

How to devise a powerful trading name in one quick easy lesson.

Before you start a business you need a 'handle' that meets every aspect of commercial criteria. Discover the

magic five step formula for devising a powerful trading name in one quick easy lesson. This secret alone is worth the cost of the entire Start a Business Masterplan.

Creating a winning business plan to attract the funding you need.

A winning plan will get you up and running and secure your funding but you must firstly learn how to create it before you start a business. Chapter 3 provides the answers.

Why it is imperative that you write the plan yourself.

Whatever shape your winning plan eventually takes; make sure it's got your hand on it. It's your baby and you must see it through to completion. All the help you need with overall structure is contained in Chapter 3.

How to construct your 'blueprint for success'.

The format you must work to is simplicity itself. You deal in turn with each of the component parts in a logical and progressive manner, much as you will do when you're actually putting them all together at the outset of your enterprise. All you have to do is follow the template provided in the Start a Business Masterplan.

Getting your hands on seed money when your wallet is empty.

Never an easy thing to accomplish when the funds are at zero but where there's a will there's always a way to find the money to start a business. Discover several safe avenues in Chapter 4.

Why you should approach the bank manager last for funding.

Most people who intend to start a business rush to the bank manager as the first port of call for raising working capital. There's a very good reason why you shouldn't and what you should do instead is revealed in the tutorial.

"When you become your own boss, there are lots of difficult decisions to be taken. Should you be a sole trader, a partnership or a limited company? How do you raise finances? If you're renting premises, are the terms of the lease favorable? What terms should you spell out in contracts with people you do business with? How do you develop your extra income opportunity? Read as much as you can find on the subject...including Jim Green's tutorial."

THE GUARDIAN

Small business start up loans and grants where to locate them.

Learn how to access start up grants and loans no matter where you live in the world: 3025 government web sites covering 228 countries and all at the click of your mouse button.

How to prepare in advance of approaching potential funders.

The majority of applications for small business start up loans and grants fall at the first hurdle because the applicants fail to make adequate preparation in advance. Chapter 4 reveals how you can avoid this happening to you by simply following the core guidelines provided.

Presenting a professional case for financial assistance.

How you present your case for small business start up grants and loans is the catalyst for successful processing. Learn how to accomplish this professionally and get what you need in the way of finance before you start a business.

The fax that'll fix the funding and how to compose it.

Not one in a hundred thousand people knows this little secret and when you master it you will expedite the processing of your application for small business start up loans and small business start up grants.

How to measure up your opposition with a competitive analysis.

Emulate the strengths of your competition, capitalize on them and learn from their weaknesses. The competitive analysis template in Chapter 5 shows you how to do this seamlessly and effectively.

What to observe before you sign on the dotted line for a lease.

There's many a slip twixt lease offer and signature to commit. Follow the benchmarks in the tutorial to avoid being hoisted by your enthusiasm to start a business without failsafe precautions on premises.

Keeping down costs on the systems you will need.

There are costly mistakes you can make on setting up initial systems. Chapter 5 reveals how to avoid these and trim costs to the bare minimum.

Examining all the options before deciding on your business status.

When you start a business you have a choice of commercial status: sole trader, partnership, limited company. Which will be right for you? Find out how to assess the options in advance.

Why you must understand the fundamentals of taxation.

The tax man cometh sooner or later but will you be prepared? What must you do to ensure you are ready to meet your obligations? Wherever you live in the world, find out about the basics of taxation in Chapter 5.

Preparing to survive in the short term and succeed in the long.

There are certain aspects of small business administration you must attend to in order to emerge unscathed in the short term and succeed in the long. Find out what they are and how to implement them when you start a business.

Debunking the marketing myth: what it is and what it is not.

How to cut through the useless hype on the 'mystique' of marketing is revealed in Chapter 6. Learn what it really is, what it most definitely is not, and how to make it work for you from the day you start a business.

Why creating the right personal image is the cornerstone.

Success in small business starts and ends with you. Become skilled in making the most of the essential 'you' and add to your innate small business knowledge in every task you undertake.

How to construct and maintain your marketing plan.

When people start a business they are often uneasy about the mechanics of marketing. They express concern about finding the correct application for their particular enterprise. Worry not. Chapter 6 will tell you in plain English what format your marketing should take. There's no mystique about it, only common sense.

Avoiding basic mistakes in small business marketing.

How do you judge the effectiveness of your small business marketing efforts? Easy...Does it produce results? Great looking ads, fancy logos and flashy web sites are worthless if they don't bring business to your door. The list of 10 common marketing mistakes in Chapter 6 will help you produce better results.

How to cultivate the selling habit and learn to negotiate.

What to remember when you're out there hustling is that you cannot actually SELL anything to anybody. They'll BUY from you, but only if they identify with you. Chapter 7 reveals the secrets of successful selling.

The hidden formula for clinching deals face-to-face.

There is a little-known 8-step formula for clinching deals face-to-face that works every time. When you learn how to use it you'll never again hesitate about asking for the sale in a one-to-one personal interface. Learn it and add to your small business expertise – before you start a business.

"Jim Green's techniques obviously work because, aside from his work as a business lecturer, he is still an active entrepreneur. His tutorial is also full of practical hints about handling tax, approaching potential funders and finding suitable premises"

THE INDEPENDENT

The ten commandments of selling and why you must obey them.

The rules of professional selling are written in tablets of stone. When you know them and adhere to them you will never lose out on any sale. What are they? Find out in Chapter 7 and expand on your small business start know-how - before you start a business.

Ten super strategies for increasing sales.

These stratagems are so simple to implement you'll find yourself using them automatically to increase sales. Best learn them now before you start a business.

Ten ways to convert prospects into buyers.

Use these every day and the only prospects to slip through your net will be time wasters who wouldn't have bought from you anyway.

Seventeen essential qualities of the successful small entrepreneur.

There are inborn characteristics that distinguish all who start a business and succeed. See how you rate. You've already got all seventeen essential qualities but you might

just require to brush up on one or two to expand your small business intelligence.

Growing your business through strict cash control.

Cash is King and you must master strict money control or go under quicker than you started up. It's easy when you know how and it's all explained in Chapter 9.

How to boost your decision-making prowess.

Just as people are different, so are their styles of decision-making. Each person is a result of all of the decisions made in their life to date. Recognizing this, Chapter 9 provides you with 27 tips to enhance your decision-making batting average before you start a business.

The secrets to conducting effective meetings.

Never ever engage in any meeting with anyone without first preparing a strategy for control. If you don't do this you are in danger of being both rolled over and railroaded. Remove the danger by implementing the 10-point secret strategy detailed in Chapter 9.

"I bought your book as I've been thinking for a while about starting up a home based Internet business. Now I wish I'd sourced this excellent tutorial sooner..." Michelle Michels, Adelaide, South Australia michels@primus.com.au

Creating strategies for every conceivable eventuality.

Properly constructed strategies are essential for efficiency: they establish what your purpose is in any undertaking, what you are planning to ultimately achieve and what you might be prepared to agree to in a tricky negotiation. Strategies also help you get there faster. Strategies for everything? You'll find answers in the tutorial.

Feeling the fear and doing it anyway.

Left to its own devices, even the slightest fear will very quickly turn into worry and worry eventually into panic. Chapter 9 shows you how to identify your fears as they occur; look them straight in the eye, analyze them, and turn them to your advantage. That's the positive side of fear and you need to master it before you start a business.

Why you must never break the golden rule of personal integrity.

Your personal integrity is, and will always remain, the most vital asset of the new enterprise you are planning to launch. This personal quality is more vital to you than all the funding you will raise, more vital than 100 confirmed orders to get you going. The tutorial reveals the secrets to nurturing and protecting your personal integrity.

Powering your way to success with mind power.

There are several things you can do to accelerate progress and power your way to success. The tools you will need won't cost a penny: you already possess them. They are all within you and just waiting to be asked. These tools are priceless and they are yours to use whenever you please. Access is easy because they are all in your mind.

Read Chapter 10.

Why most women excel in small business.

Although men and women may approach business in a slightly different way, the explosive growth of women-owned businesses over the past decade attests to the success of their non-traditional style.

Chapter 11 focuses on an exhaustive survey of this modern phenomenon.

Why you need a web site even if you do most of your business offline.

You do business offline and you're doing very nicely but you still need a web site. Why? Find out in Chapter 12.

Devising master checks for ongoing efficiency.

You're on a journey that's only just beginning. But you must start where you mean to finish – at the top – and to do this effectively you need to create a series of master checks for the core aspects of your operation. Do this and you will convert every perceived problem into an opportunity; fail to do this and you open the doors to a potential early demise.

See Chapter 13.

5. Start Business Online Without a Masterplan and You're Only 5% Certain to Succeed

Key 2: Implementing Online Business from Home/Shop/Office.

Entering the fastest growing industry in the history of the world.

The Internet is the fastest growing industry in the history of the world and yet it is still in its infancy. It offers the novice an opportunity to start online business and compete with major commercial concerns around the globe. Given training, planning and consistent application, **anyone** with a computer can be successful. This tutorial shows you how to start your own internet business from home, shop or office.

Which route will you take to start your own internet business?

You could run with your own product or service, sell someone else's, or set up as a consultant; the options are many and the choice is yours. Chapters 4 & 5 provide you with 50 tried and tested alternatives

Why going it alone on the web takes you into good company.

Starting your own internet business is a solitary occupation but you will be in good company because there are millions of you out there in cyberspace. Very soon it won't seem so lonely. Chapter 1 demonstrates how to strike up friendships and do business with all sorts of people you are unlikely ever to meet in person.

The basic skills you'll need and how to easily master the remainder.

When you start a business of any kind there are key skills you must develop to become successful. When you start your own internet business you need a few more. These are detailed in the tutorial - and they are easy to master.

Keeping costs down to the minimum when you start online business.

How about zero start up costs? It's possible when you start your own internet business. Find out how in Chapter 1.

Reviewing the software you'll require and how to get most of it for free.

Sneak preview of the electronic tools you'll need and how to obtain most of them for zilch, nada, nothing.

Why you must engage in desk research before you start online business.

It will pay you to undertake some minimal desk research before you embark upon cyberspace sourcing. Not to find the opportunities, but to enhance your appreciation of the sheer scale of the facilities available to you on the internet. The tutorial introduces several simple cost-free ways to accomplish this.

Where to look for ideas before you start your own internet business.

Do you have a particular expertise? It doesn't matter what it is or how restrictive it may appear to you because

you can bet your life there are thousands of other internet users who would place a value your expert knowledge. Is it a skill you would be prepared to share and make some money from? Start with yourself and then follow the tutorial guidelines on finding ideas to start online business.

"Hey now! This is by far the most informative tutorial I've ever read on getting started at home in an Internet business. I've just joined several of your recommended affiliate programs and now I am making a start on building my web site"

Chris Collings, London, UK
chriscollings@staroffice.com

Identifying the openings and how to assess every opportunity.

As you progress in your searches for ideas to start online business the data will begin to accumulate and this is when you should take time out in a preliminary endeavor to identify those openings with which you feel most comfortable. Don't make any hard and fast decisions yet; just pencil in a few possibilities and follow the benchmarks provided in Chapter 2.

Do you know what sells best on the internet and what does not?

Find out in Chapter 2. Some of the results may surprise you.

Considering affiliate reselling for your internet business start up.

In a nutshell: for affiliate reselling read sales agency. There are literally thousands of commercial concerns operating on the internet who will grant you an agency and remunerate you on a commission basis to represent them and sell their produce when you start your own internet business. Discover how to evaluate these offers in Chapter

4.

The benefits of participation and how it works in practice.

There's a flexibility surrounding affiliate reselling that makes it an attractive proposition for newcomers to the internet.

Servicing several reliable and profitable programs can evolve in time into a business in its own right - while still enabling the reseller to use the learning curve as a stepping stone to bigger things. Learn how in Chapter 4.

Why MLM isn't necessarily a dirty word on the internet.

You must appreciate why this is so because if you decide not to participate in multi level marketing in your internet operation, you may risk putting a curb on your earning power.

15 proven reselling opportunities for your internet business start up.

If you cannot find what you are looking for here to start your own internet business, move on to the 35 alternative suggestions listed further on...

Why it's best to cast a wide net to begin with.

Add to your small business start how by discovering the advantages of participating in several opportunities when you first start online business.

What happens if you decide to specialize straightaway?

You run the risk of early disillusion with your project if you do because the odds of spotting a winner straight off are minimal. Some opportunities seem sexier than others (it's all to do with presentation) and you'll come across one where you think: this is it; this is the one, drop everything else and go for it. Don't be tempted; follow the guidelines.

["We just purchased your tutorial and are of the opinion that's it's the best guide we've come across so far on the matter of](#)

setting up an Internet business at home - and believe us, we've been researching hard on this..."

David & Narelle Barker, Perfect Pressies,
New Zealand
perfectpressies@prweb.com

Learn from the competition and add to your small business start how.

Discover how easy it is to monitor your competition and steal a march on them for your internet business start up.

35 suggestions for your internet business start up.

If you're still looking for an idea after researching, Chapter 5 presents 35 alternative opportunities to start your own internet business. Whatever level of online expertise you currently possess, there's an option for your internet business start up in this extensive selection. They're as new as the Internet itself and they are all being successfully worked by other people.

Creating your cyberspace masterplan before you start online business.

Don't be put off if you've never written a business plan before. You have an idea, you want to start your own internet business, and what you're about to do now is to slot into position all the nuts and bolts to create a plan of action that will transform your idea into a practical reality. Chapter 6 reveals the secrets that will add to your small business start how.

How to choose an effective online trading name.

Before you start your own internet business you need a 'handle' that meets every aspect of cyberspace criteria. Discover the magic five step formula for devising a powerful trading name in one quick easy lesson. This

secret alone is worth the cost of the entire All-In-One Masterplan.

Locating shareware when you start online business.

There is an amazing range of promotional software on the internet and it's all available as shareware - just waiting to be downloaded into your computer. Chapter 7 reviews an extensive collection to choose from before you start your own internet business.

How and where to find freebies that contribute to your efficiency.

Literally hundreds of disparate electronic application product categories are available as freeware but it could take the rest of your life to track them down if you didn't know where to look. You won't have to endure that because Chapter 7 will show you how to locate the freebies before you start online business.

Why you should choose the best autoresponder you can afford.

There are available to you literally hundreds of sources for free autoresponders but you would do well to invest in the best before you start your own internet business. Chapter 7 outlines the essential features you will require and why you need them if you start online business to make money.

Steps and stairs to selecting electronic tools.

Follow the guidelines in the tutorial to ensure you make the right choices before you start your own internet business.

Developing a corporate structure for your internet business start up.

You may start your own internet business from a desk at a window in your living room overlooking the village green (as I did) but no one else online will know that. The

impression you must always project in all you do is that of a professional corporate entity, and to accomplish this, you will require to develop a superior corporate structure of your very own. Chapter 8 shows you how.

Marketing strategies before you start your own internet business.

It's all beginning to fit together now and the time is fast approaching for implementation of your marketing strategy before you start online business. How will your strategy shape up? Chapter 9 reviews all of the options in detail and arrives at a balanced judgment on a plan of action for consistent and effective promotion.

40 explosive ideas for information product profits

Every now and then we are all struck by writer's block or have trouble brainstorming the next information product. Chapter 9 uncovers 40 explosive ideas to help you emerge from the rut.

How to persuade your virtual cash register to ring-a-ding-ding.

There is no early closing on the internet. It's open for business seven days a week, every week. There are no time constraints either because every second of every hour, someone somewhere is buying online. You really can sell anything (well, *almost* anything) to anyone, anywhere, anytime. Learn how to make your cash register go ring-a-ding-ding in Chapter 9.

"Nice one! I got my copy of your all-in-one masterplan yesterday morning and finished reading Tutorial 2 last night. I've already completed a rough draft of the blueprint and am working on my web site. Your masterplan is just what I've been looking for after loads of searching. It's very down to earth and easy to understand. It's inspiring!"

Mark Watson, Manhattan, New York
mark@pixelrat.com

Using alternative media strategically when you start online business.

Apart from essential search engine traffic optimization there are several other routes you can take to attract visitors to your web site. Chapter 9 discusses these alternative media options in detail.

Defining the masterly power of effective keyword selection

Target the wrong keywords and all your efforts will be in vain. Net result: you will lose out on your internet business start up. Chapter 11 defines the masterly power of keyword selection and shows you how to get it right every time you build a web page.

Positioning your web site with the search engines.

There is no magic solution to better search engine rankings. It takes time, hard work, market research, educated decisions, and even trial and error. But there are ways to improve your rankings - and actions to avoid that will hurt your rankings. Chapter 10 reveals the core factors that go into search engine placement and how to better optimize your pages for search engines.

How to compare your web site ranking with the competition.

Stay informed on your competition's rankings. Top ranked pages score well for a reason - so see what you can do to be more competitive! Chapter 12 introduces you to a free tool to compare your own rankings with that of the competition on a daily basis. That way you'll always be a step ahead.

Attracting, controlling, optimizing traffic flow.

Chapter 12 discloses a host of highly effective ways to attract, control and optimize traffic flow for your internet business start up.

Opting for the ultimate route to successful promotion.

When you have mastered the practice of manual application it will be time to move on to automation to galvanize activity in your internet business start up. Chapter 13 offers a choice of ultimate routes to successful automatic promotion.

Managing information for your internet business start up.

In Chapter 10 you will learn how to create a working master list to control and capitalize on accumulated information vital to your internet business start up.

Strategic overview for the home, shop, office operator.

You'll benefit from this detailed checklist of all you need to know before you start your own internet business from home, shop or office.

"Hi Jim - Damien O'Donnell from Dublin Ireland here: I bought your tutorial recently. I think it's excellent and as a result I have now set up my own web site. You can check it out at www.get-rich-ideas.com. I've only just started but I am enjoying the experience, selling a product called the automated cash machines. I've sold one in my first week so I'm very happy. Thanks again for the great book and I look forward to hearing from you"

Damien O'Donnell, Dublin, Ireland
damien@radio.fm

Getting off to the best possible start on your enterprise.

You've had your test run, monitored progress, assessed and reviewed results to date and are hopefully now ready

for total automation. What happens next? Find out in Chapter 14.

Empowerment through self-motivation.

Start home business, start an internet business from shop or office, you still need empowerment through self-motivation. Discover how to build it in Chapter 14.

Reducing stress through effective time management.

7-point strategy that enables you to reduce stress in the early days of your internet business start up.

Duplicating and replicating the formula.

This is where you begin to duplicate and replicate your masterplan for creating a successful internet business. Chapter 15 reveals the methodology.

6. Fail to Plan Ahead and You're Planning to Fail

Key 3: Avoiding Costly Mistakes the Cripple Small Business.

Tackling the deadly mistakes head on.

The power-laden strategies you will learn as you course through the pages of this tutorial are devised from quantifiable mistakes that have pulled down many a promising enterprise. Whether you have been in harness for years or whether you are just about to start a business, you need to recognize these costly errors before you can avoid them.

Tapping into your innate fountain of new ideas.

Regardless of the extent of your own small business start how expertise, it contains a fountain of commercial possibilities just waiting to be tapped. And you can tap into them if you try because you are a walking

compendium of innate skills and inventiveness. Find out how to use them efficiently in Chapter 1.

What to do when you come up with ideas.

Before you start your own business you need a good idea. Learn in Chapter 1 how to evaluate your ideas and add to your small business start how by following the guidelines provided.

Why broadening your horizons generates new ideas.

Broadening your horizons does not advocate launching out into commercial areas where you possess neither the required knowledge nor the experience to survive let alone succeed. Your own backyard, your particular area of expertise is where you should be concentrating your efforts on generating a consistent flow of ideas when you start a business; ideas essential to your future prosperity; ideas that will expand your small business start how. Discover why in Chapter 1.

Nurturing the plan that never stops evolving.

Sound though some of them may be, your stream of new ideas won't get you very far unless orchestrated by a viable plan for realization, a plan to help you start your own business with confidence, a plan that will get your small business start up loan or small business start up grant grants, a plan that never stops evolving. Chapter 2 leads you through the simple steps for creating your personal masterplan for lasting success.

Why your plan starts and ends with you.

It will start and end with you because only you know how to construct and develop it. At the outset when you start your own business it can be as modest as two or three sheets of foolscap because it will grow and evolve in time as you lay down new and essential parameters to guide you on the road that lies ahead.

Moving with the times stops you lagging behind.

The day you stop learning in business is the day you should start making plans for a closing down sale. Nothing stands still; nothing ever did. Chapter 3 discusses why moving with times begins when you start your own business and persists in all you undertake to add to your small business expertise.

“Encouraging and practical, this tutorial covers all the basics. An entrepreneur himself Jim Green knows the questions to ask”

MANAGEMENT TODAY

Keeping an open eye on the competition.

As good a barometer as any to keeping tabs on what's happening all around you is to monitor competitive activity from the day you start your own business. It's easy to develop tunnel vision when focusing on your little corner of the market; focusing so hard that you fail to pick up telltale signals such as subtle changes in consumer preferences and advances in competitive products and services. Such undetected happenings can leave you struggling to catch up. Discover easy ways to measure up the competition in Chapter 3; ways that add to your small business experience.

Keeping pace with the cyberspace opportunity.

Find out how best to use the cyberspace medium to your permanent advantage. In so doing, you will be operating on a universal platform and on equal status to the major players from the very day you open the doors to start your own business.

Control the cash or risk certain closure.

To ensure safe passage in the often-turbulent seas of commercial venturing, you must become confident in your own ability to control cash from the moment you start your own business. It will matter not a jot how brilliant your marketing strategy is if you fail to control the cash because all you will be achieving is a few steps closer to oblivion. Learn cash control in Chapter 4.

Why till dipping is a no-no.

You may not operate your business affairs with a tangible cash register but you have at your command a virtual till which you may be tempted to raid now and again. Chapter 4 advises why you should never do this when you start your own business and what happens if you do succumb to temptation.

Why you must never try to trade your way out of trouble.

What does it mean to trade your way out of trouble? Find out in Chapter 4 and discover what to do instead when you start a business.

Keeping good employees and promoting from within.

Some businesses appear to operate a revolving door policy in the matter of staff recruitment (in one end and out the other) while others have people lining up to join.

Are there secrets to procuring and keeping the best people when you start your own business? Chapter 5 provides the answers.

"I've just finished reading your tutorial. Thanks Jim. As a 'newbie' this is exactly what I've been looking for..."

Antony Barton, Winnipeg, Canada
antonybarton@antonybarton.screaming.net

Getting good staff in the first place.

Although interviewing can be a laborious process, doing it well is worth the time and effort because every time you bring a new person into the mix of your staff, it changes the dynamic and you want to be sure it changes for the better. Discover why in Chapter 5 and add to your knowledge.

Creative ways to reward your employees.

Sometimes you just aren't ready to grow as fast as you would like to - nor do you have the resources to offer 'stellar' employees regular pay increases. But you can reward their good service in other little ways, creative ways, within the confines of your budget. Chapter 5 introduces you to a few you can implement as soon as you start your own business.

Imparting your wisdom to help them grow.

Learn why being free with your expertise pays off handsomely when you start a business.

When good employees outgrow their positions.

When you hire good people, you leave yourself open to the risk that their abilities will in time outpace the job specification. You have options; learn which is best in Chapter 5.

Cutting loose the deadwood.

When you start your own business you cannot afford to carry passengers but cutting loose the deadwood can prove problematic. Become skilled at performing this essential function and expand your business start how.

Helping ambitious employees to move on.

Sometimes it pays off to encourage rising stars to move on when they express the desire. Find out why in Chapter 5.

Promoting from within your own stable of talent.

Promoting from within (or 'rolling your own') is always the best option when you are on an expansion kick some time after you start your own business. You don't have to worry about capability or the validity of the curriculum vitae. You had a hand in developing both. Chapter 5 lets you profit from some little-known wrinkles that assist in spotting likely prospects for promotion from within.

Living in the real world in two minds.

You'll come across several references to the left and right hand sides of the brain in the Start a Business Masterplan.

Chapter 6 adds to your small business know-how by revealing why a compatible fusion between both sides of the brain is an essential requirement for living comfortably in the real world of hard tack commerce.

Operating on the left-hand side of the brain.

This is where the hard graft occurs and it's where most business people operate as they go about workaday tasks. It's where you do your reasoning, working out and adding up, where you choose every word you utter, and where you create the masterplan before you start your own business. Become familiar with the essential characteristics in Chapter 6.

Operating on the right-hand channel.

You switch to the right hand channel when you enter the wild blue yonder: creating ideas and visualizing new developments. For some the switch is easy, for others not so easy. Learn how best to use the right hand channel to make rapid headway and avoid costly errors when you start a business.

Confusing likelihood with reality.

Because of conflicting characteristics between left and right, problems can arise, causing you to confuse likelihood with reality. The catch is that in order to get the

most from your brain, you need to use both sides efficiently and effectively. Learn how and add to your small business knowledge.

Striking a balance between the thought processes.

We all live in a mind world and how each of us sees in the mind's eye what's happening out there in the real world actually makes it how it is. In other words, we interpret situations as they occur in our lives. If we're not careful, mind power can work against us if we fall into the habit of permanently locking ourselves into one side of the brain.

Learn how to strike a balance between the thought processes and profit when you start your own business.

Becoming centred and single-minded in decision making.

Conversely, when facing vexatious decisions, try to bypass both states of consciousness (left and right hand sides of the brain) and dig deeply but calmly into your subconscious. Discover the route in the Start a Business Masterplan.

“Thanks a lot for your tutorial and awaiting your reply and any advice you can give to someone just starting out as a Networker”

DAVID UVIEGHARA, BUCURESTI, ROMANIA
uvieghara@hotmail.com

There's no sale until the cash is in the bank.

Most people who start a business that goes under rapidly pay the penalty as a result of paying scant attention to the very business plan they worked so painstakingly to develop; most established businesses that go under do so because they have no predefined sales plan. Learn how to construct yours in Chapter 7 before you start your own business.

Determining your pricing strategy.

When you start a business it is your privilege to create the policies that set your selling prices but bear in mind that your pricing strategy is dependent upon a variety of factors. Learn how to do it correctly before you set your SPs in concrete.

Forecasting and targeting sales.

You must forecast and target your sales - by season, by calendar event, even by time of day. You need to know how your venture will generate sales over a given period of time. The sales forecast (budgeted sales) will be important data for your cash flow projection. Mastering the art before you start a business is essential and you will be taught how in Chapter 7.

Appreciating the nature of your sales machine.

Your operational plan should reveal your sales machine. What is a sales machine? Find out in Chapter 7 and build yours just as soon as you start your own business.

Why there is no sale until you collect your dues.

All your sales forecasting and targeting will go for naught if you don't get the cash in on the due date of every month. Learn how to accomplish this effectively in Chapter 7 and implement the system the day you start a business.

Why you cannot prosper doing it all by yourself.

You are the key to it all but try as you may, you cannot do it all by yourself and grow at the same time. It simply cannot be done when you start your own business. Even a modest degree of success can suddenly overwhelm you unless you surround yourself with competent staff and learn how to delegate. Discover how in Chapter 7.

"An essential guide for anyone thinking of starting a business, this tutorial probably far exceeds the necessary knowledge of someone on a basic or intermediate business course"

SMALLHOLDER MAGAZINE

Yes, you can delegate.

Most of the reasons people give for not delegating arise out of knee-jerk reactions, which have nothing to do with the tasks or the people available. Master some simple steps to successfully delegate and expand on your small business start how.

Why delegation allows you to expand your own capabilities.

You will discover that as you delegate more and more, you are able to take on more and more yourself. Freedom from routine matters frees your time to manage the enterprise creatively as opposed to running it like a clockwork motor. This is how to grow and prosper without driving yourself into the ground when you start your own business. Learn how in Chapter 8.

Cashing in on someone else's grey hairs.

Why would you want to shell out hard earned cash to some old duffer to call in on you now and again and tell you where you're going wrong? Well, you wouldn't. That is not how it works. Find out how it does and what it entails in Chapter 9.

What to look for in selecting a part-time 'mastermind'.

Naturally you'll want to be assured of a candidate's suitability, but before you go taking out references. Chapter 9 provides you with the core points for consideration.

Picking yourself up and starting all over again.

You will never truly appreciate success in real terms until you suffer the odd reverse or two, and that will happen

when you start your own business. What do you do? Just pick yourself up and start all over again because you cannot fail at anything until you give up. Chapter 10 provides some real life examples to add to your small experience.

Why you should never even consider giving up.

Not everyone gets it right first time; some fail several times before they strike the core formula that does it for them. So, if you are failing, go ahead and fail –but fail fast and learn from the experience. Chapter 10 explains why.

7. Why Maintaining Progress Hinges on Implementing Proven Mastermind Strategies

Key 4: Maintaining Progress with Mastermind Strategies.

How to actualize self-confidence and break down every barrier.

Self-confidence is an attitude that allows successful operators to retain positive yet realistic views of the commercial situations they face day in, day out. They trust in their own abilities, they have a general sense of control in their lives, and believe that, within reason, they will be able to achieve whatever they wish, plan, and expect. Learn how they do it in opening chapter and put these proven principles to work for you the day you start a business.

Why assumptions have a negative influence on your self-assurance.

In our response to external influences, we are all guilty of developing assumptions; some of which are constructive, some harmful. Chapter 1 shows you how to evaluate

assumptions and add to your small business knowledge – before you start your own business.

The sinister danger in self-defeating thought patterns.

Subscribing to harmful assumptions leaves you vulnerable to self-defeating thought patterns. Many people become prey to this sinister danger when they start a business. You won't though because the tutorial will instruct you how to avoid it.

Why decisiveness is the essential key to achievement.

There are two age-old adages proffering cold comfort when facing difficult decisions after you start a business.

(1) When in doubt, do nothing; (2) To decide not to decide is also a decision. Such statements are dangerous because they advocate procrastination, the thief of time, the destroyer of ambition. Decisiveness is the key to achievement as you will discover in Chapter 2.

Learning to devise strategies to meet every situation.

To win more often than you lose in the world of commerce, you will require to develop the knack of devising strategies for every type of situation. There is nothing difficult about this as you will learn in Chapter 3. Perhaps you need a small business start up grant but you can't decide which; perhaps later after you start your own business you find you could use a small business start up loan but can't be sure which source is best for you. The tutorial teaches you how devise the right strategy to meet any eventuality.

Mastering the art of providing super service to your customers.

You might just get away for a time with marketing a substandard product, but you'll never get away at any time with providing inferior service. You'll be found out in a hundred different ways. To expand your small business

start how Chapter 4 reveals the secrets for providing superior customer service before you start a business.

8 secrets for successful e-service that 90% of web site owners never apply.

Effective e-service, despite the apparent obstacles, is actually a very achievable goal. As numerous successful implementers have demonstrated, it simply requires the right principles, practices, and tools. Eight basic attributes make web-based customer support work for any business, no matter how small. Discover the 8 secrets in Chapter 4 before you start your own business. They will cost you nothing to implement.

How to survey your site visitors and discover what they really want.

You start internet business online and you're looking for customers. Would you allow a prospect to walk in and out of your place of business without introducing yourself? No, of course you wouldn't, but it's not that simple when your storefront is a web site. Learn how to survey your online customers, find out what they really want, and add to your small business start how at the same time.

Putting the astonishing power of words to work in your marketing.

Communication is the universal platform on which all business is conducted. And yet, how often we take for granted the very instruments that constitute the basis of our ability to communicate effectively. Words. They have the power to inspire or depress, the power to evoke acceptance or rejection, the power to clinch or lose a deal, the power to make or break a business. Chapter 5 examines the amazing power of words and the affect they have on marketing when you start your own business.

Developing your own distinctive style to forge ahead of the competition

"Style, when you've got it, you stand out a mile" (The late great Frank Sinatra). And he would know. When you start a business you need to set your own distinctive imprint in all that you undertake. Learn how in Chapter 6, enhance your small business start how, and forge ahead of the competition.

How two brothers revolutionized an entire industry single-handed.

When the brothers Saatchi decided to start a business in the early 1970s, advertising agencies were being suffocated by their own self-importance. These two young men arrived on the scene like a breath of fresh air in a dank and moribund industry. Become acquainted with their mastermind strategies and add to your small business start how.

"Practical advice presented in a clear and concise style"

MONEYWISE

Getting what you want using gentle persuasion as a selling tool.

Persuasion is the art of getting people to do something they wouldn't ordinarily do if you didn't ask. This is a vital skill you must master when you start your own business.

You will learn it in Chapter 7.

Preparing to persist in your quest for achievement.

Sometimes when you start a business what you want you can't have right away because it takes time and patience to achieve. There is no way of avoiding this. Some aspirations just take longer to mature. Discover in Chapter 8 what to do meantime to expedite progress and augment your small knowledge.

They finally listened to the voice of persuasion.

Learn how a young graduate used gentle persuasion to rise from a humble clerical position to become chairman of one of the world's biggest multi-nationals.

Why you must learn to appreciate the awesome power of humility.

Great leaders always exude a pronounced sense of humility in their dealings with fellow human beings. They can be tough but never rough, gentle but never soft. The effects of genuine humility are awesome and have the power to inspire loyalty in others. You must learn to appreciate this amazing power when you start a business. Chapter 9 provides the answers.

Creating new skills based on qualities you already possess.

Creating new skills comes easy when you learn to harness the power of seven essential qualities you already possess. Read about them in Chapter 9 and put this wisdom to work when you start your own business.

How to handle unreliable people.

Surround yourself with competent, reliable people and you will ease considerably the strain of running your own business. Allow unreliable people to go anywhere near your operation and they will screw it up for you. On that you can depend. Discover how to handle unreliable people in Chapter 10 before you start a business.

Why it always pays to insist on total reliability.

When you allow a member of staff, a customer or a supplier to get away with even one single act of unreliability, you are opening the doors to a major disaster descending upon you when you least expect it. Learn in Chapter 10 how to avoid this when you start your own business.

How to react in pressurised circumstances.

As we go about our business day in day out, situations arise to put pressure on us. We cannot eliminate pressure altogether but we can minimize it if we go about matters in the right way. Chapter 11 determines how to achieve this and add to your small business start how.

Addressing the 'It's required yesterday' syndrome.

Everyone wants what they want and they want it now, if not sooner. It usually happens first thing on Monday morning or very late on Friday afternoon; Monday because they couldn't be bothered on Friday; Friday because they have other fish to fry on Monday. While it may be an admirable trait to attempt to cater for everyone's needs all of the time, it is rarely profitable.

Become skilled at sidetracking the 'it's required syndrome'. Chapter 11 instructs you how to do this when you start your own business.

Staunching pressure before it reaches boiling point.

No matter how well organized you are, sometimes something comes at you out of the blue to catch you unawares and create pressure. It doesn't have to be a crisis; just some matter sufficiently vexatious as to warrant your immediate attention. This can have an unsettling effect, knocking you off your stride unless remedial action is undertaken at the outset. Discover how to resolve unexpected happenings seamlessly and increase your small business start how.

Handling treachery in the ranks; staff, customers, suppliers, competitors.

Treachery creeps up on you like a thief in the night. It doesn't make appointments nor does it leave a calling card; it just strikes at the core of your being and your business. Acts of treachery can occur at any time within your own ranks, with a customer, a supplier or a

competitor. Chapter 12 clinically examines commercial treachery and provides solutions for every eventuality. Absorb and implement these directives from the day you start a business.

Coping with acts of betrayal.

When you are the victim of a treacherous act it is only natural to want to lash out and exact vengeance, but fighting treachery with treachery is counter productive. This is not to imply that you should do nothing. Find out what you should do instead in Chapter 12 and heighten your expertise.

Some matters of concern for small business operators.

Identify and eliminate the six failure factors that haunt most small business operators. Learn how in Chapter 12 before you start your own business.

Addressing problematic situations as they occur.

The very beginnings of fear arise when you are suddenly confronted with a problematic situation, the resolution to which you have no easy answer. There is an immediate temptation to blank out the problem by shoving it to the back of your mind. Discover why this is the worst thing you can do when you start your own business.

How to handle the fear factor.

In most cases the only thing we have to fear is fear itself because we are frequently uncertain as to exactly what it is we're concerned about, when it started, and how it was triggered off. Chapter 13 discloses the three essential strategies for handling the fear factor and how to implement them the very day you start a business.

How to manage with equanimity in a crisis of monumental proportions.

Your business is motoring along successfully when suddenly something happens to turn everything on its head, the very thing you least expected. That's what a crisis is; something nasty arriving on your doorstep without prior warning. After the initial shock, you are faced with two options. Discover what they are in Chapter 13 - before you start a business.

Examples of crises that can strike any business at any time.

There are dozens of disparate scenarios for crisis descending on a business and they all strike like thieves in the night. Identify eight core examples in Chapter 14 and learn how to react calmly to their intrusion into your affairs – before you start your own business.

Cultivating intuition by listening to the inner voice.

Once considered the province of a gifted few, intuition is now recognized as an innate capacity available to everyone--not a rare, accidental talent, but a natural skill anyone can cultivate. A key ingredient in what we call genius, it is also an important tool when applied to everyday business affairs. Chapter 15 reveals the secret to accessing the inner voice.

Slowing down as you listen to the inner voice.

Information is proliferating at such a frenzied rate today that even with personal computers and cellular phones (or perhaps because of them) your attention is stretched to the extreme. By learning to slow down and pay attention to what's right under your nose, you have a chance to find your own authentic answers, unaided by media and technology.

How attuned are you to the subtle messages around you?

Messages like those hidden behind your spoken communication. There is guidance available to you at all times, just below the surface of logic, just after you stop

pushing and striving, just before you jump to conclusions. Learn how in Chapter 15 and enhance your perception when you start a business.

Trying out a simple exercise to soften your awareness.

Activating intuition always starts with a down gear shift into softness and silence. You'll never receive accurate information with a chattering mind, clenched as tight as a fist. Discover how relaxation softens the awareness.

"An easy-to-read and motivating tutorial" MAKING MONEY

Learning to ask for what you want.

The old adage - [If You Don't Ask, You Don't Get](#) - is also a truism, and yet some people balk at the prospect of asking someone else for what they want. It's simple when you know how and Chapter 16 provides the answer to asking for what you want and need when you start your own business.

Who to ask for what you want.

You can ask whom you like, providing it's someone with the wherewithal or the power to provide you with what you are seeking. There's a secret to this though which you need to know when you start a business.

Asking your employees for information.

Your employees are an excellent avenue of valuable information. In any case you should be asking them frequently how they are, do they enjoy what they do, and do they have any suggestions to offer on improvements. But how do you do this to best effect? Find out in Chapter 16 and enhance your small business stat how.

Why it pays to include a win-win- bonus in your request for information.

When asking for what you want is by way of a favor, try including in the request a bonus for the other party. Something along the lines of, 'If you do this for me, I'll do that for you.' This is a particularly useful strategy when dealing with people or entities unknown to you.

Ensuring a return on loyalty.

When we show loyalty to other people we have a right to expect a commensurate return - from customers and suppliers, and most especially from our employees. Conversely, when other people put their trust in us we have a duty to reward their loyalty. Win-win. Learn how and why in Chapter 17 before you start a business.

Myths about customer loyalty programs.

Unfortunately loyalty has become a dubious buzzword in recent years, bandied about by so called marketing gurus in a proliferation of formats for customer loyalty programs. Do these work and are they all they are cracked up to be? Find out about the six myths in Chapter 17 so that you are in the know before you start your own business.

Establishing your own corporate loyalty program.

You don't need a sculpted loyalty program and you certainly do not need a marketing guru to design it for you. What we are talking about here is basic common sense, which is the essence of all true marketing initiatives. Become acquainted with the three essentials in Chapter 17.

"I finished your tutorial about 2 weeks ago and was inspired to start my online ventures ASAP. I bought a domain, got some ebooks with resell rights and signed up with Paypal for a merchants account. I also registered for an Exec Account with a site www.affiliateshowcase.com All is shaping up nicely.
Thanks and best regards"

AIDAN MURRAY, LA JOLLA
aido@oceanfree.net

Protect your intellectual property or watch it vanish overnight.

An intellectual property is any product of the human intellect that is unique, novel, neither overt nor obvious, and which has some value in the marketplace. No matter what sort of enterprise you operate, you are almost certainly the possessor of at least one intellectual property. Learn how to identify and protect it in Chapter 18.

Types of intellectual properties.

There are nine distinctive types of intellectual property and they all have something in common. You need to know about this before you start a business.

Legal forms of protection.

Copyright owners have five basic rights with regard to their work and it is important that you are aware of these when you start your own business.

What to do when protection is unavailable.

Sadly, not every intellectual property is open to protection by legal means. Your property may be too general in nature and unique only in the sense of the twist you put on it. Chapter 18 advises what you must do in this circumstance.

Being in the right place at the right time.

Being in the right place at the right time is more often than not down to developing the nous to spot an opportunity and carve a niche for your particular expertise. The trick is to **plan** to be in the right place at the right time. Learn how in Chapter 19 and expand on your small business start how.

Searching for opportunities within your orbit of experience.

How can anyone plan ahead for opportunity? You can and you must if you wish to uncover the streams of gold that lie hidden within your own orbit of experience. It's easy to develop a mindset on whatever it is you do to make a living; to become convinced that how you currently operate is all there is to it. But there is more, there's always more if you take the trouble to dig deeply.

Carving a niche by matching opportunity to expertise.

Being in the right place at the right time invariably emanates from coupling perceived opportunity with acquired expertise. Chapter 19 shows you how to accomplish this when you start a business.

Strategies for efficient cash flow management.

This subject is covered elsewhere in the Start a Business Masterplan but Chapter 20 of this particular tutorial looks at it in greater depth because no matter what else you may get wrong in your affairs, this is the one area you must always get right when you start your own business.

Solving cash flow problems.

If any single term can define what it is that makes or breaks a business, it must surely be cash flow. Even if you have the best staff, customers, suppliers and ideas, with a bad cash flow situation your business is likely to go bankrupt rather quickly. Chapter 20 shows you how to solve cash problems, no matter how severe.

Monitoring growth using an audit checklist.

Sometimes a small business fails because the owner is unaware of the many elements that can prevent the operation from growing and becoming successful, and this because the business is organized around the manager's specific area of expertise, such as marketing, accounting

or production. Such specialized expertise often prevents the owner from recognizing problems that may arise in other areas of the enterprise. This final chapter provides the small business entrepreneur with the essentials for conducting a comprehensive search to locate existing or potential problems and for addressing opportunities as they arise.

8. Creating a Winning Business Plan

You can't start too early creating your plan for achievement. Start now. Don't even wait until you've settled on an idea. That may take a little time and no bad thing either but best to get it right from the beginning. `But how can I start writing a plan for my business when I'm not absolutely sure yet what I'm going to be doing?' Fair comment, but what you can do is to plan for your Plan.

PLANNING AHEAD

No one really likes writing reports, and that basically is what your business plan will be, a report. It will be a report to keep you focused on your goal, a report which will gradually shape up as the means of impressing investors, raising the necessary capital and turning your idea into reality. The first thing is to learn how to create a winning plan, a plan that is well researched and grows in value each time you work on it.

Get all the help you can in the beginning. There are some very good books on the subject. If you've never written a business plan for yourself before, I would recommend you invest in a copy of [The 24 Hour Business Plan](#) by Ron Johnson, published by Hutchinson Business Books at just under £20. It is excellent value, but I'm not suggesting you attempt to write your plan in 24 hours, and neither does the author. Read the book through once and then use it as a constant reference manual as you progress your own plan. It will lead you gently through the intricacies of composing a winning plan and give you a grounding in the structure required. If you would rather use a paperback, see Matthew Record's [Preparing a Business Plan](#) (How To Books).

Focusing on the end result

Developing your business plan should be fun. It will get the creative juices flowing and keep your mind focused on the ultimate goal: turning your idea into a practical, profitable enterprise of your own. Even if you haven't finally settled on an idea yet, you'll find that as your learning curve accelerates so too will a decision on the idea that will change your life for the better. The inspiration will soon flow.

A winning plan calls for a high degree of introspection. As you progress you'll find yourself facing up to reality quite readily. When you start committing your thoughts to paper the good, the bad and the ugly aspects of any business idea come to light fairly quickly. This can prove unsettling at first but you'll soon find that you are addressing the negative factors with increasing confidence and vigor. Certain aspects will call for an immediate re-think, further research or perhaps total rejection. Now's the time to find out and put matters right. There will be no scope for dummy runs once you begin trading. Basically, that's what will make your plan a winner: examining, honing and polishing all the components before you fix them firmly into place.

Remember, if you're less than 100 per cent convinced about the finished article, what chance will you have of impressing potential investors?

[Example: Focus Publishing International](#)

For the record, I started to put my business plan together the very day I was made redundant and worked solidly on it every day for seven months. Although I'm no accountant I provided initial projections for cash flow and profit & loss spanning three successive years. It will really pay you to do this even though you are rather unsure of many of the figures. Use trial and error.

Practice makes perfect, and you can always call on professional help later on.

When I applied to join the 'Entrepreneurship Program' I did so with three key aims in mind:

- ✓ To brush up my entrepreneurial skills
- ✓ To discover a route to public sector funding
- ✓ To find a management accountant to be a partner and shareholder in my enterprise.

I was successful in all three of my aims and it was my partner-to-be who restructured my rough financial projections into a meaningful, attractive proposition for potential investors. But he had the initial raw material to work on and only I could have produced that. I knew the business.

MAKING SURE THE PLAN IS YOURS

Whatever shape your winning plan eventually takes, make sure it's got your hand on it. You may need help with the overall structure and that's OK but don't be tempted (even if you have the money) to rush out and assign all this hard work to a management accountancy practice specializing in the preparation of business plans (not unless your idea has enormous investment potential). If not, you're liable to get a

pull-down menu version adjusted to suit the profile of your idea -- and you won't get much change out of \$3,000. It's your baby and you must see it through all the way. It's you and your team who will one day have to put the plan into practical effect: not a professional adviser.

YOUR BLUEPRINT FOR SUCCESS

The plan you are conceiving for your business is your blueprint for success. Plans are great things. They show you where you're going, what to do and how to do it when you get there. Make no mistake, your business plan isn't just designed to get you started and raise some working capital. It's going to be around for a long time and you'll want to review and update it regularly to take account of the unexpected twists and turns along the way. That's the beauty of it. When you have a plan, you can legislate for change. Without one you're sunk. You'll be an explorer in a jungle without a map.

While no two business plans are alike, they all have similarities in structure. The temptation can be strong (you'll find this out very quickly) to crash on and produce a tome as thick as War and Peace. Avoid this temptation. The fewer the pages in your final document the better. A dozen or so may suffice. Quantity will never impress an investor, it's the quality of the idea they

measure together with their conception of how likely you will be to turn it into a reality.

The format you must work to is simplicity itself. You deal in turn with each of the component parts in a logical and progressive manner, much as you will do when you're actually putting them all together at the outset of your enterprise.

Putting the pieces together

Here's your initial scheme. Ironically, it begins with the one exception to the advice in the paragraph immediately above.

Structuring the executive summary

You will write this only on completion of the entire plan but it must appear at the very beginning. Why? Because potential investors are unlikely to progress further in their reading unless you give them an immediate 'handle' on what you and your idea are all about. This is also the most difficult section to write and usually takes a few attempts before you can satisfactorily mould it. It shouldn't be any longer than a couple of pages so a great deal of thought has to go into what headings stay in and what ones are left out. No one knows the subject matter better than you. Only you can write it.

Your management team expertise

If you're going to use your plan to raise capital, you'll need to give details of the status, qualifications and experience of your key personnel. It is extremely difficult to attract mainstream investment nowadays for a one-man band. It's possible, but the conditions are restrictive. However, don't be put off. Your initial team could acceptably comprise yourself and one other person: spouse, partner, boyfriend, girlfriend, son, daughter, niece, nephew or as in my own case, an equity partner.

Your concept

You understand your business idea inside out but does anyone else have a clue what it's all about? Summarize your concept in writing on just one page. Explain in detail exactly what it is. Leave emotion out of it. Stick to the facts.

How your concept works

Many good business ideas fail to get past the starting gate simply because the originator can't or won't elaborate on how the idea works in practice. Once again a single page will suffice, but be precise. In my experience, the inclusion of a simple diagram or flowchart works wonders.

Your business objectives

Your objectives must be detailed, well thought out and thoroughly researched. They should include not only the objectives for your embryo enterprise but also your own personal aspirations for the venture and how you plan to achieve the goals you've set. You'll want to list them as they apply to the short, medium and long term. There's nothing difficult or mysterious about any of this, it's simply a matter of doing it.

What do you know about the market?

You'll need to do some research before you pen this section (even though you reckon you know all there is to know about your market). Markets and market trends change constantly and rapidly, sometimes overnight. Into which sector or sub-sector of the market will your product/service fit? Will it be sold on through conventional channels or will it require specialized distribution? These are just some of the questions you'll be answering.

Researching the competition

There's no show without Punch and where there's no competition, there's unlikely to be any business around either. Find out who your competitors are. Which of them are the strongest in your catchment area? Discover all you can about

them and record it faithfully in your plan -- even if some of it scares you.

Describe your product

Describe in detail -- in not more than one page -- exactly what your product or service is. Summarize where it differs from similar propositions, what the benefits are to the end consumer, and why you believe you're on a winner.

Packaging your proposition

Here's where you wrap 'Concept', 'Methodology' and 'Product/Service' into the unique package you'll be offering your customers. Even one slight improvement on what the competition offers might be sufficient to give you an early edge. Will it be discounting, overall pricing policy, unique marketing, or what?

Evolving your sales policy

The marketing plan for your idea will determine your sales policy and whether you require to invest in a sales force. Will you be selling through wholesalers, agents, retailers, off-the-page or door-to-door?

Marketing your business

A great deal of rubbish is spouted about this key business function and usually by people who should know better (see Chapter 6). Suffice to say, keep your marketing simple and relevant to your idea. There's no mystique about the subject.

Your unit production/sales forecast

Whether you're planning to manufacture or to provide a service, you'll still want to complete this section: the number of knobblewockers you intend to knock out weekly -- or the number of assignments you are forecasting to complete.

Your production costs

Again, whether manufacturing or supplying a service, you'll be incurring production costs and, before you get to your bottom line, you'll have to make estimates for them.

The strengths and weaknesses of your idea

Even though you believe you're on a winner, you may just have re-invented the wheel. There are bound to be some weaknesses in any proposed new operation. Jot them down as well as the strengths. If you don't do it now, some potential investor will do it for you just when you least expect it.

Useful appendix/appendices

A very useful section into which you can house all the other pieces of back-up information that don't seem to fit in too well elsewhere (CVs, price lists, budget workings etc).

GETTING HELP FROM THE PUBLIC SECTOR

Wherever you live in the world there's ample assistance available from government sources. When you get around to seeking financial backing for your project, you'll be asked to make out a case for it. Here's just the place to start.

- Will you be creating additional jobs in your area?
- Would you be prepared to recruit unemployed labor?
- Would you offer training?
- Do you envisage doing business outwith your local economy?

If you can answer `Yes' to these four questions, you'll be a prime candidate for public sector assistance by way of grants and/or `soft' loans. More of this in Chapter 4.

Funding your enterprise

You will be demonstrating projections over three successive years for cash flow, profit & loss and balance sheet. If you're not an accountant, call in some expert help. Whatever, be honest and practical. Don't delude yourself or tell fibs. Why funders require fantasy forecasting for years two and three, I'll never know but they insist on it.

GETTING HELP FROM THE BANKS

Contact the Small Business Adviser at your nearest main clearing bank branch and request a copy of their respective Business Start up Packs. Barclays and Natwest are particularly good. I cannot recommend these superbly constructed documents too highly. Study the contents assiduously and they will provide you with an easily digestible insight into all you need to know before putting your plan together. They approach the exercise from different angles and by reading both you'll benefit from two sets of expertise. It's a pity they're not always so forthcoming at handing out the cash but more on that subject later and how to deal with it.

It sounds like a great deal of hard work, this blueprint for success. It is but there's no other way. Once you get started, you'll find your imagination taking off; all sorts of things that didn't make too much sense before will now start falling into

place. Try it and you'll be surprised how good you will become at it.

CHECKLIST

- Plan ahead for your business plan.
- Focus on the end result.
- Write the plan all by yourself.
- Summarize the content and position it accordingly.
- Explain exactly how your business idea works in practice.
- Describe your business objectives.
- Define the marketplace.
- Research the competition.
- Produce a clear description of your product or service.
- Describe the key elements of your sales policy.
- Develop a plan to market your enterprise.
- Summarize both the strengths and weaknesses of your idea.
- Make out a case for public sector assistance.
- Show how you will fund your business.
- Describe the market, its characteristics and current trends.

- Show precisely where your product or service fits in.
- If it slots into a particular niche, describe this sub-sector.

CONSTRUCTING YOUR 'BLUEPRINT FOR SUCCESS'

You can't start too soon preparing the business plan that will crystallize your thoughts and bring your idea to the attention of potential investors. Imagine the overall template as the trunk of a pine tree with the bold headings as branches and the bullet points as pine needles. Here's how it works:

Executive summary

- Brief description of the business.
- Target market segment.
- What makes your enterprise different from competitors?
- Why should anyone invest in it? (credibility factors: track record, management team's expertise etc).
- How much finance is required?
- Nature of funding (loans, grants, equity participation)?

Management team expertise

- Experience, qualifications, specialist knowledge of each of the founding members. Summarize to meet the requirements of your particular venture.

The concept

- Just what is your idea?
- Explain it fully but briefly.
- If it's brand new, prove its practicality.
- If it's been around for years, who else is doing it?
- What's different about your idea?
- Is there a gap in the market for it?

Methodology

- Describe on just one page exactly how your idea works in practice, step by step.
- Use a simple schematic to illustrate this.

Objectives

- List your objectives for the enterprise: personal and business, long and short term.
- Now show how you intend to realize these objectives.

Market

- Even though you think you know your market inside out, research it again fully before committing this section to paper.
- Describe the market, its characteristics and current trends.
- Show precisely where your product or service fits in.

- If it slots into a particular niche, describe this sub-sector.

Competition

- List the main competitors in your immediate catchment area.
- Detail their product ranges and illustrate where they differ from yours. If they are superior, say so; if they're not, explain why not.
- Give a breakdown of current competitive market shares.
- If you perceive a gap in the market for your particular product or service, guesstimate how you think the competition will react on your entry into the market.

The product

Some schools of thought have this section appearing before `Market' and `Competition' but I think it's best unveiled after you've talked about these aspects.

- Devote just one concise page to its description.
- If it's different from competitive alternatives, say so.
- If it's superior, say so.
- If it's inferior, say so and then explain why you believe there's still a market for it.
- List the benefits to the end consumer.

Packaging the proposition

- Wrap concept, methodology and product into the benefits package you'll be offering your customers.
- One slight difference makes all the difference.
- Will it be discounting?
- Will it be incentive marketing?
- Will it be added value service?

Marketing your business

- Keep your marketing simple and relevant to your product or service.
- Avoid a convoluted approach.
- You should be planning a launch brochure.
- Think carefully before allocating monies for advertising.
- Plan for cost-free PR exposure.

Evolving the sales policy

- Your marketing strategy will determine the sales policy.
- Will you require a sales force?
- Will you engage the services of a major wholesaler?
- Will you be selling off-the-page?
- Will you sell by direct mail?

Units forecast

- If you're manufacturing, this is essential.
- Even if you're not, you'll still want to record the assignments or projects you are forecasting to complete.

Production costs

- Whether manufacturing or supplying a service, you'll be incurring production costs.
- Record your monthly forecasts.
- Will you be buying from only the one source?
- Will you be using several suppliers?
- Do you anticipate special terms with some of these suppliers?
- Make sure you record everything before you get to the bottom line.

Strengths and weaknesses

- Elaborate on the strengths of your scheme.
- No matter how brilliant, there are some weaknesses. Jot them down faithfully before someone else does it for you.

The case for public sector assistance

- If you feel you may have a case, here's the place to state it.

- Will you be employing local labor?
- Would you employ and train unemployed people?
- Is your business manufacturing based?
- Would you be interested in a local authority nest unit?
- Will you be trading outwith the local economy? (If you can answer yes to these questions, you'll be in line for public sector assistance).

Financial projections

Be precise in both your forecasting and your funding requirements:

- Profit & loss over 2/3 years.
- Cash flow over 2/3 years.
- Balance sheet for years 1, 2 (and 3).
- Start up funding requirement.

You'll need some help with this. Make sure you ask for it.

Appendix

- CVs for yourself and your partner(s).
- Orders or written 'promises'.
- Anything else of relevance that doesn't fit in elsewhere.

9. What You Need to Succeed



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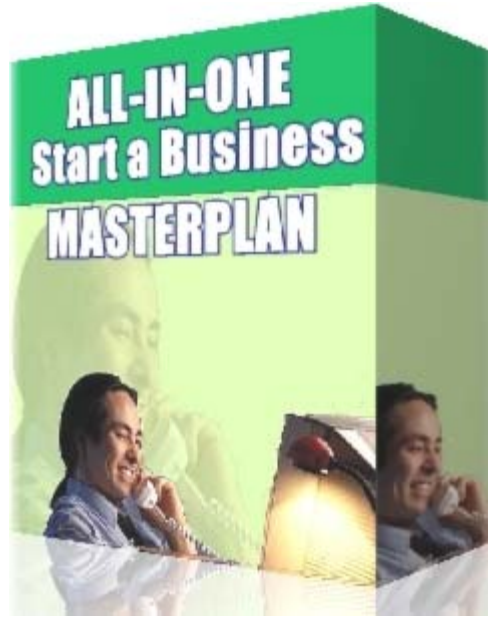
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