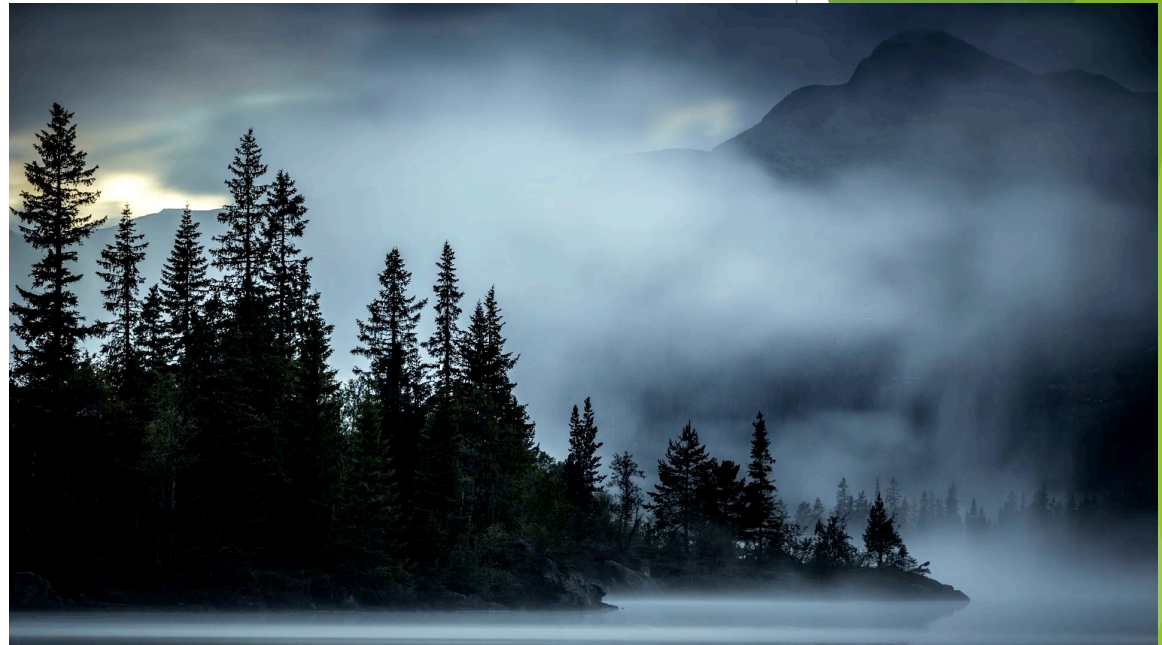


BUSINESS STRATEGIC PLAN

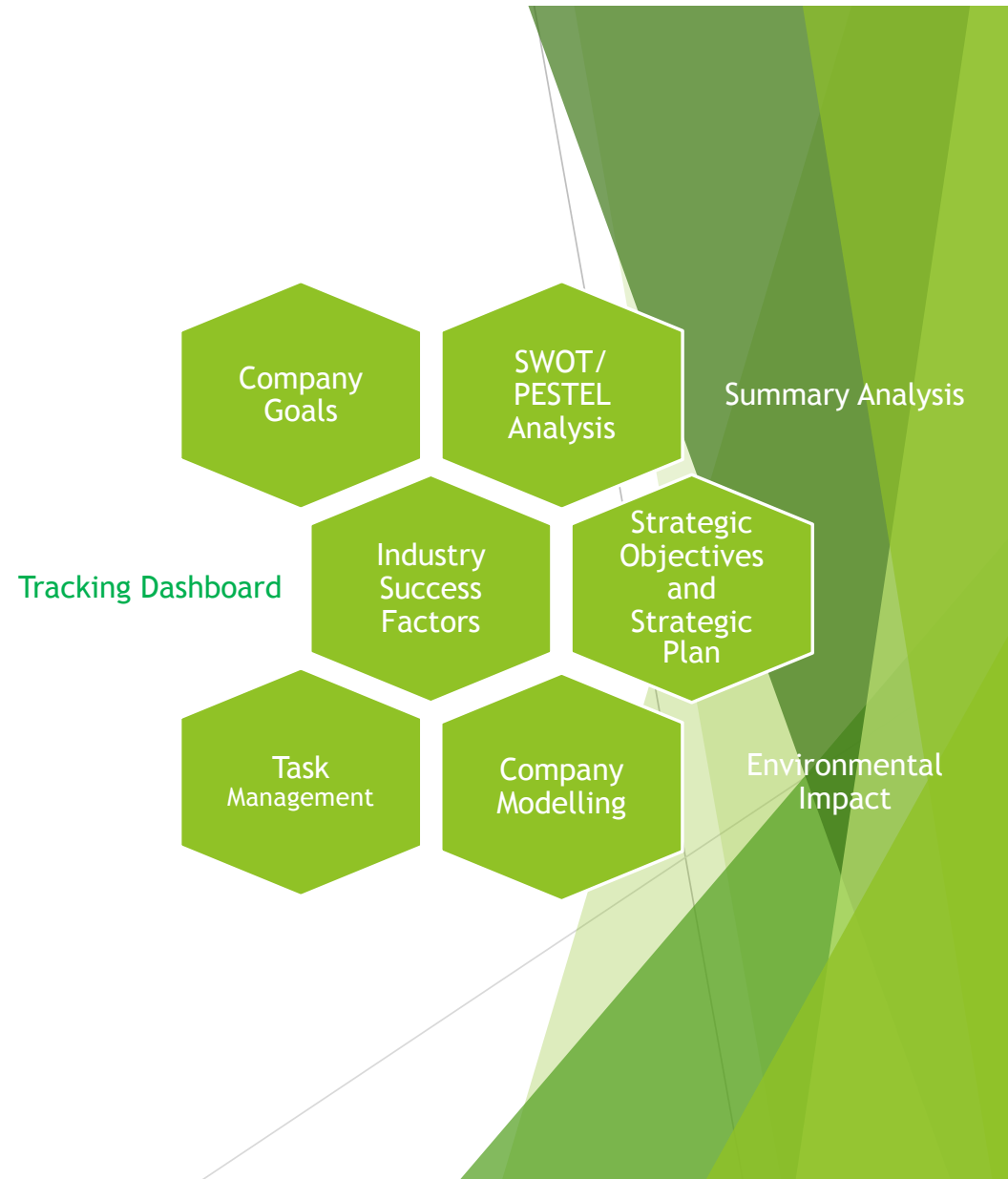
A suggested model for the
MSME in the Solomon Islands



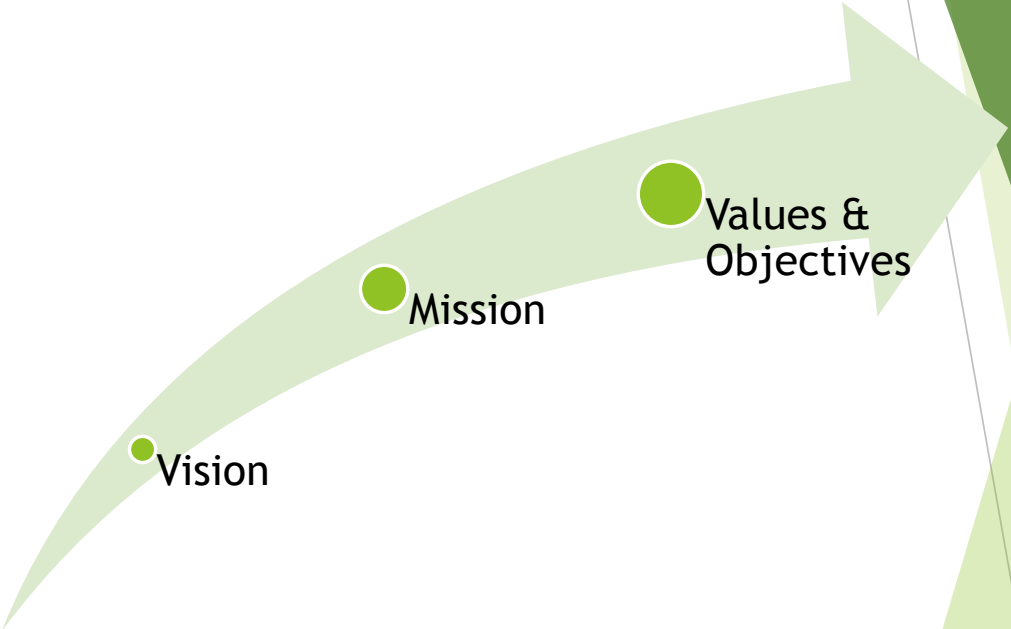
Researched by: Victor Nieto
e-VM Global Consulting
<https://evmglobalconsulting.com.au>
info@evmglobalconsulting.com.au



BUSINESS STRATEGIC PROCESS



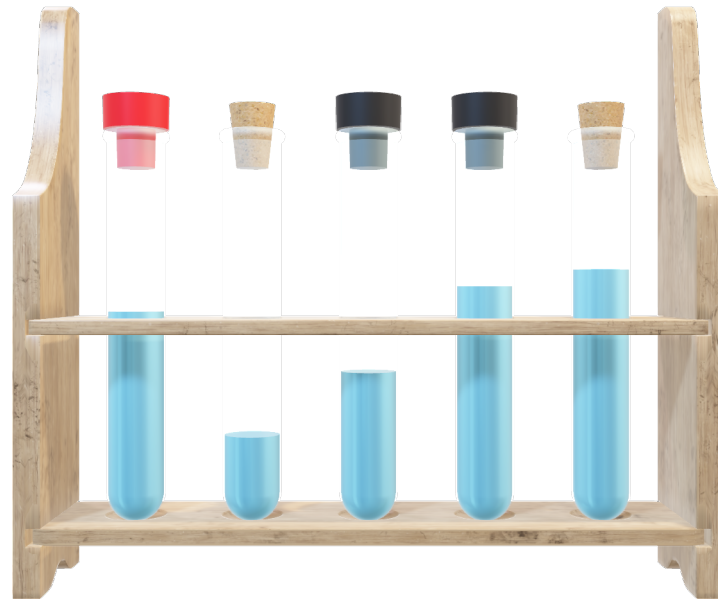
MSME Goals



MSME Internal/External Factors Analysis



Internal Analysis
[SWOT]

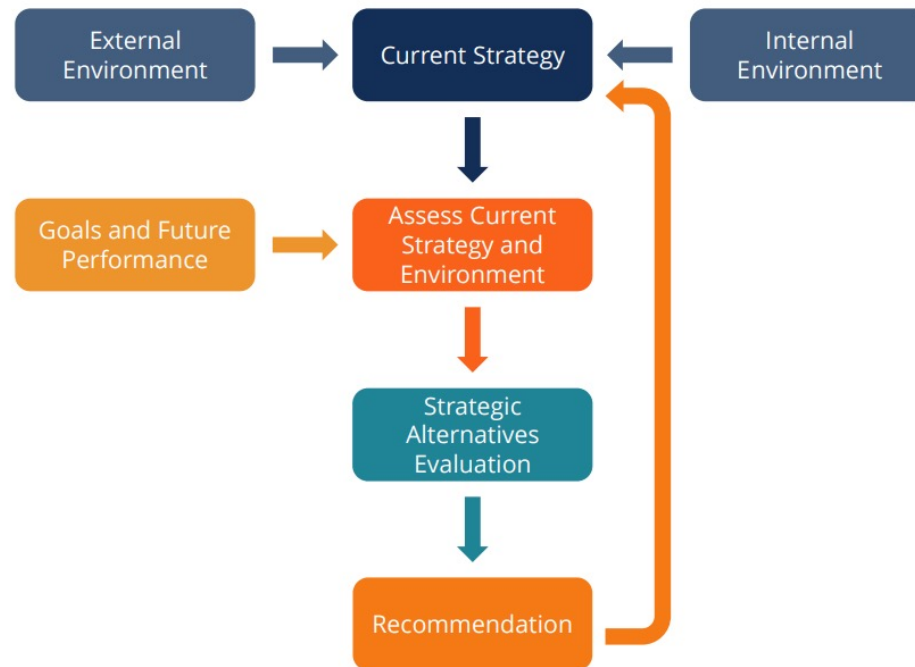


External Analysis [PESTEL]

MSME - Industry Success Factors

- Competitive Strategy & Industry Position Factors
- Environmental Factors
- Management Factors
- Temporary Factors
- Developing & Measuring Factors

MSME - Summary of Analysis

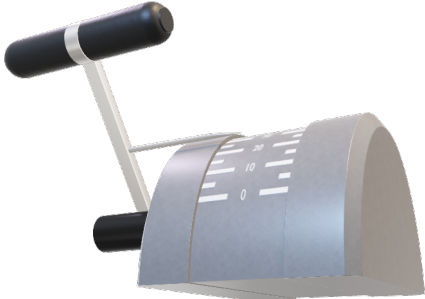


Reference: CFI. <https://corporatefinanceinstitute.com/resources/knowledge/strategy/strategic-analysis/>

MSME - Strategic Objectives & Strategic Plan



Strategic Production Performance Objectives



Strategic Financial Performance Objectives



Strategic Map

Reference: Smartdraw. <https://www.smartdraw.com/strategy-map/>

MSME - Task Management

CALENDAR FOR THE PROJECT SCOPE [Ministry of Commerce, Industries, Labour & Immigration] [2020]

Assignment "Kick-Off" 14 February 2020

Task Number	Task/Sub-Task Description	Priority	Senior Official	Starting Date	Feb
		Week Start/Finish >>			17-21
1.0	Develop an MSME Action plan for implementation based priority objectives				
1.1	Develop short term and medium action plans for next 12 month				
1.1.1	What is the status of the Annual Work Plan 2020				
1.1.2	What are the priority task we need to address soon				
1.1.3	Plan for 3, 6, 12 months ahead?				
1.1.4	Who can provide detail info about this Annual Plan in order to updated it?				
1.2	Systematic review of measures taken and recommend action to achieve targets and mitigate short falls				
1.2.1	Define frequency of periodically reviews				
1.2.2	Define targets and what is the possible short falls				
1.2.3	Identify possible causes can delay to keep running the Annual Work on time				
1.2.4	Identify Service Providers, Support Organizations, Government Departments can provide feedback				
2.0	Establish, oversee and coordinate programs under MSME Advisory Support Centre				
2.1	Organize and establish the MSME Advisory Support Centre with Commercial division of MCILI		M/E		
2.1.1	Obtain current MSME Advisory Support Centre Structure, policies and procedures		M/E		
2.1.2	Analyse current structure, policies and procedures in consultation with Director		M/E		
2.1.3	Draft new suggested structure and reviewed and updated policies and procedures		M/E		
2.1.4	Circulate to appropriate senior levels new proposal to obtain feedback		M/E		
2.1.5	Incorporate feedback into the new suggested structure and policies and procedures		M/E		
2.1.6	Get approval prior to be implemented		M/E		
2.1.7	Define further reviews and updates		M/E		
2.3	Develop template for service provider program and work with Business Link Pacific Program				

MSME MODELLING [Forecast, Variance Analysis, KPI's]



Business Forecast

Account Name	Monthly Budget Amount					Actual Month Budget Amount		
	Month (\$)	YTD Budget	Annual Budget	Last FY Outcome	YTD Variance ^a	Month (\$)	YTD Actual	YTD Variance ^b
Income:								
Expenses:								

Variance Analysis

KPI's types	Example
Accounts	% overdue invoices
Marketing & Sales	MSME Turnover
Manufacturing	Quality & Performance
Professional Services	Project Profitability
System Operation	Mean time to repair
Project Execution	Money spent/month
Supply Chain Management	Rework on procured inventory
Sales Forecast	Inventory

MSME - TRACKING DASHBOARD



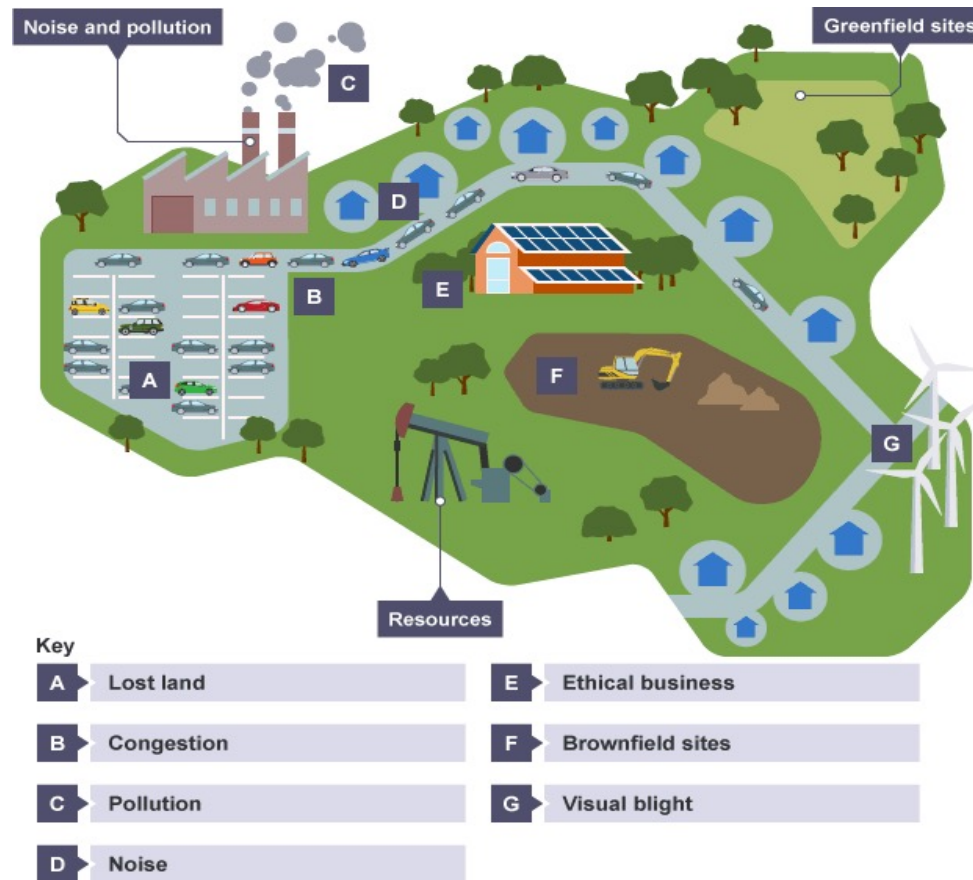
Income received is 0.5% less than same period previous year and 6.7% less than expected Budget
 Expenses are 3.8% more than same period previous year and 14.7% less expected Budget
 Surplus decreased 45.2% for the same period last year and 164.60% more than expected Budget

Description	Month	Month	Month	YTD	YTD	YTD Budget
	Last Year	This Year	Budget	Last Year	This Year	
Total Expenditure	\$ 169,750	\$ 172,275	\$ 210,617	\$ 1,038,863	\$ 1,078,239	\$ 1,263,704
Total Earned Income	\$ 3,147	\$ 1,135	\$ 1,667	\$ 30,905	\$ 26,646	\$ 10,000
Total Grant Income	\$ 172,545	\$ 171,065	\$ 73,497	\$ 1,083,031	\$ 1,092,742	\$ 1,190,010
Operating Surplus(Deficit)	\$ 5,942	(\$ 75)	(\$ 135,453)	\$ 75,073	\$ 41,149	(\$ 63,694)
Reserves				\$ 520,134	\$ 536,595	

Ratios:	Calculation Formula	Value	Comment
Working Capital	Cash Assets less Liabilities % of Budget	40.2%	
Income/Expenditure	Income/Expenditure	1.04	Weak
Net Surplus/Total Income	Net Surplus/Total Income	3.7%	Surplus \$41,149
Cash Reserves	Cash less Grants in Advance divided by average	5.1	Healthy
Liquidity Ratio	Current Assets/Current Liabilities	2.1	Very healthy
Debt to worth	Total Liabilities/Equity Income	0.3	Weak



MSME - ENVIRONMENTAL IMPACT



Reference: Bitesize. <https://www.bbc.co.uk/bitesize/guides/zkc9jxs/revision/1>