

## **Wine and Brandy Transformation Unit (TU)**

### **STANDARDISED BUSINESS PLAN AND APPLICATION FORM**

The Wine and Brandy Transformation Unit (TU) is mandated by the National Agricultural Marketing Council (NAMC) to oversee the utilisation of producer levies in the wine industry that are directed at transformation initiatives. The TU is now in a position to consider applications for funding from eligible entities in the wine value chain.

The purpose of this template is to provide a summary of a business plan in a standardised format to enable the TU to consider the various applications. Applicants can follow this format in compiling their business plans or can summarise existing business plans into this format. The objective is to increase the profitability and sustainability of businesses. The focus is therefore on understanding the performance of the existing business, correctly identifying the constraints and then proposing and costing appropriate interventions. The TU will facilitate the involvement of other role players to the extent that some of the required interventions are outside its mandate or funding capability.

Please provide information based on the questions on the application form. The information provided here will be kept strictly confidential and will be used for the purpose of this application only.

#### **SUMMARY INDEX**

1. Executive summary (including request)
2. Particulars of applicant (and list of attachments)
3. Strategic overview
4. Overview of existing business
5. Analysis and key findings
6. Proposed interventions
7. Projected financial and business performance after the intervention
8. Monitoring and evaluation

## **1. EXECUTIVE SUMMARY**

*Please note that only one page is permitted for the Executive Summary. It should provide a summary of the most important aspects of the proposal and business plan. It should also clearly state what you are asking for and the related cost implications.*

[Enter text here]

## 1. PARTICULARS OF APPLICANT

*Please provide full details as indicated below*

<b>Name of business entity</b>			
<b>Registration number (Company, Trust or ID number)</b>			
<b>Physical address</b>			
<b>Postal address</b>			
<b>Contact person</b>			
<b>Contact details</b>	Tel		
	Cell		
	Fax		
	E-mail		
	Website		
<b>Please attach the following, if available, and indicate which documents you have attached</b>	Tax clearance	Yes	No
	BEE Certificate	Yes	No
	Audited Financial Statements (for 3 years if available)	Yes	No
	Separate business plan	Yes	No
	Other authorisations <i>(Please list)</i>	Yes	No

## **2. STRATEGIC OVERVIEW**

*This can include aspects such as your vision and objectives for the business and will be an outcome of your business planning process. Summarise by answering the following with respect to your business. A useful framework is to answer the following questions: Where are we? Where do we want to be? How do we get there?*

[Enter text here]

## **3. OVERVIEW OF EXISTING BUSINESS**

*It is important to evaluate and understand the existing business in order to correctly identify possible constraints or opportunities and request the appropriate interventions and support to address these.*

### **3.1 Background**

*Provide a brief background of the business.*

[Enter text here]

### **3.2 Business structure, Ownership and Shareholding**

*Provide a clear description or organogram of the business structure and all shareholders. Clearly set out the percentage black ownership (black, coloured and Indian South African citizens as set out in the AgriBEE Codes).*

[Enter text here]

### **3.3 Other important stakeholders**

*List and describe the role of any other important stakeholders*

[Enter text here]

### **3.4 Nature of the business**

*Describe the key components and day to day operations of your business. In what part/s of the wine value chain do you operate? For example: growing grapes, wine making, bottling, marketing and distribution or other. Do you have specific supply agreements with producers and other service providers?*

[Enter text here]

### **3.5 Describe the existing infrastructure and assets of the business**

[Enter text here]

### **3.6 Administrative processes and systems**

3.6.1 *Please provide an overview of your business systems (for example bookkeeping, payroll, stock systems etc). Do you compile an annual budget and can you extract monthly information to measure year to date performance against the budget? What service providers (if any) do you use?*

[Enter text here]

### **3.7 Clients, Markets, Distribution and Logistics**

*Please describe the following: your current marketing and distribution value chain; your current customer profile and target market; market size and share; the nature of any fixed offtake agreements; your market strategy (using concepts such as market segmentation, product differentiation, competitor strategies, competitive advantage).*

[Enter text here]

### **3.8 Organisational Structure, Employees and Skills Development**

*Please include an organogram or describe your organizational structure (management and employees). How many people do you employ? Provide an overview of recent skills development and training initiatives.*

[Enter text here]

### **3.9 Legal and Regulatory Issues**

*Please indicate whether the business is currently facing any legal or regulatory challenges, relating to for example, liquor licenses, water licenses or other authorisations*

[Enter text here]

### **3.10 Financial performances to date**

*Please provide a brief commentary on the financial performance over the past three years and highlight reasons for under or over performance. Please fill in the high level financial information in the table below (from your financial statements).*

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Registration number 2016/449583/08

[Enter text here]

### Financial summary (from AFS)

INCOME STATEMENT	Previous yr1	Previous yr2	Previous yr3
Sales			
Less Cost of sales			
<b>Gross Profit</b>			
Plus Other Income			
Less Other Expenses & Overheads			
<b>Operating profit (EBITDA)</b>			
Less depreciation			
Less finance costs (interest)			
<b>Profit before tax</b>			
Less tax			
<b>Profit after tax</b>			
<b>BALANCE SHEET</b>			
Assets (fixed & moveable)			
Current Assets			
<i>Debtors</i>			
<i>Inventory</i>			
<i>Other</i>			
Bank			
<b>TOTAL</b>			
Equity and retained earnings			
Long term Liabilities			
Current liabilities			
<i>Creditors</i>			
<i>Other</i>			
<i>Bank</i>			
<b>TOTAL</b>			

## 4. ANALYSIS AND KEY FINDINGS

*Based on the information provided above please summarise the key findings or “health check” on your business. A SWOT analysis provides a useful framework where you can indicate (5 for each) the Strengths, Opportunities, Weaknesses and Threats that are apparent from your analysis.*

[Enter text here]

## 5. PROPOSED INTERVENTIONS

*Please provide detail of the preferred / proposed intervention including costs thereof. What do you believe can be addressed by the TU and what can / has been directed to other entities for assistance?*

List previous (if any) assistance you have received from wine industry bodies or government departments.

[Enter text here]

## **6. PROJECTED FINANCIAL AND BUSINESS PERFORMANCE AFTER THE INTERVENTION**

*The purpose of this section is to evaluate the impact and cost-effectiveness of the proposed interventions. Please set out the key underlying assumptions (production, sales, financial etc). Compile projected financial statements for the appropriate period (from 1 to 3 years depending on the intervention). These statements should illustrate how the business is expected to perform after the intervention and also justify the value / cost effectiveness of the intervention.*

[Enter text here]

## **7. IMPLEMENTATION, MONITORING AND EVALUATION**

*Please set out the proposed steps and timing to implement the initiative. Explain how you intend to monitor and measure the results of the intervention and report back to the TU.*

[Enter text here]

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