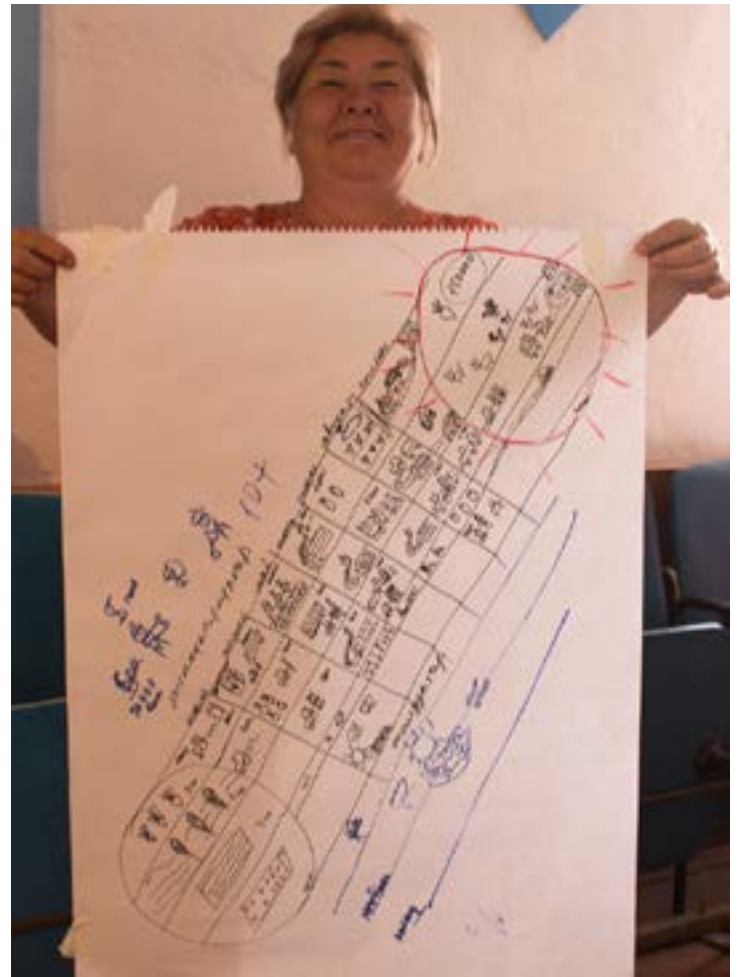


TOOL 5 BUSINESS INNOVATION MANAGEMENT CALENDAR



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with
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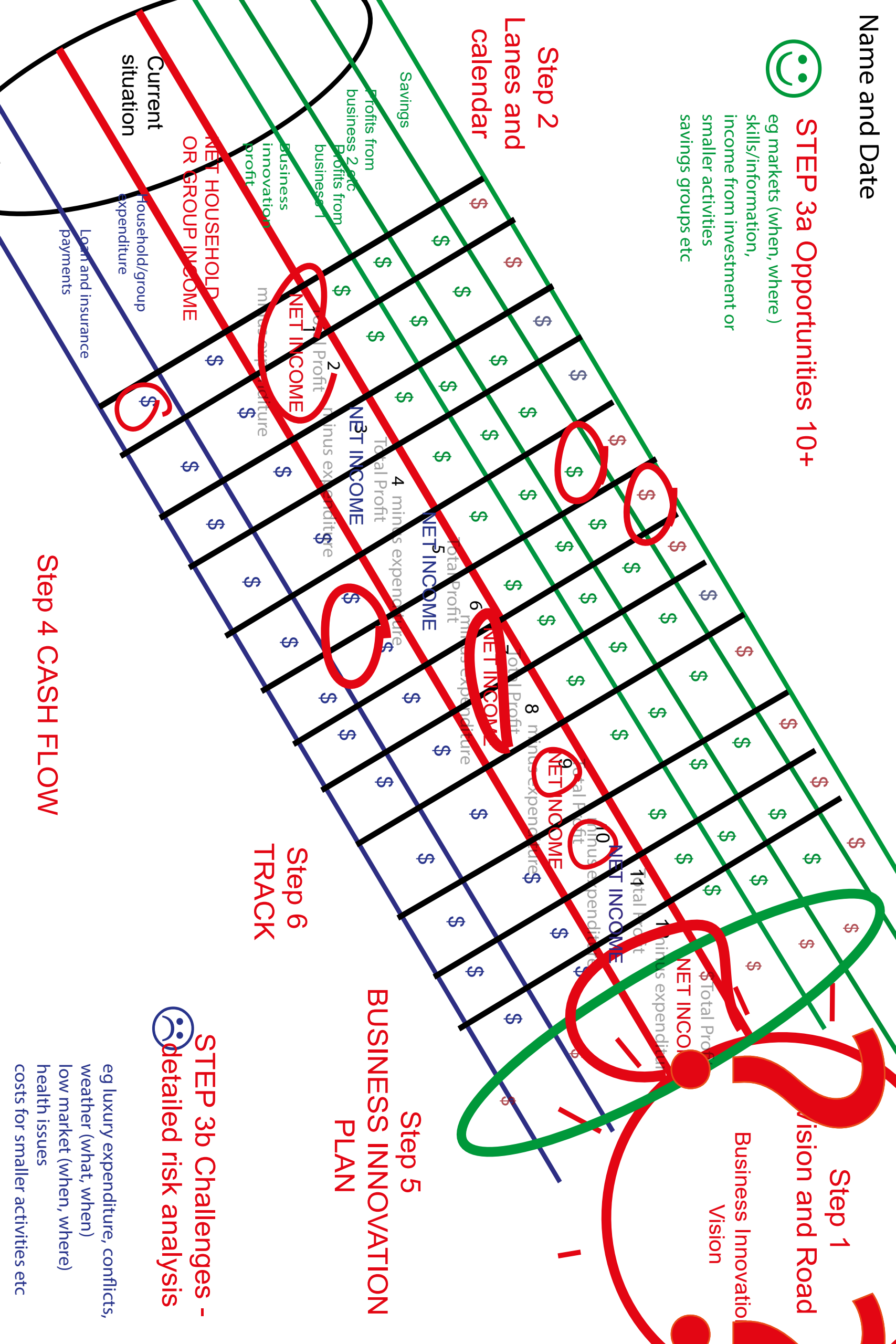
Name and Date



STEP 3a Opportunities 10+

eg markets (when, where)
skills/information,
income from investment or
smaller activities
savings groups etc

Step 2 Lanes and calendar



Step 4 CASH FLOW

Step 6 TRACK

Step 5 BUSINESS INNOVATION PLAN

STEP 3b Challenges - detailed risk analysis

eg luxury expenditure, conflicts,
weather (what, when)
low market (when, where)
health issues
costs for smaller activities etc

Step 1

Vision and Road

Business Innovatio
Vision

Name and Date



STEP 3a Opportunities 10+

eg markets (when, where)
skills/information,
income from investment or
smaller activities
savings groups etc

Step 1 Vision and Road

Business Innovation
Vision

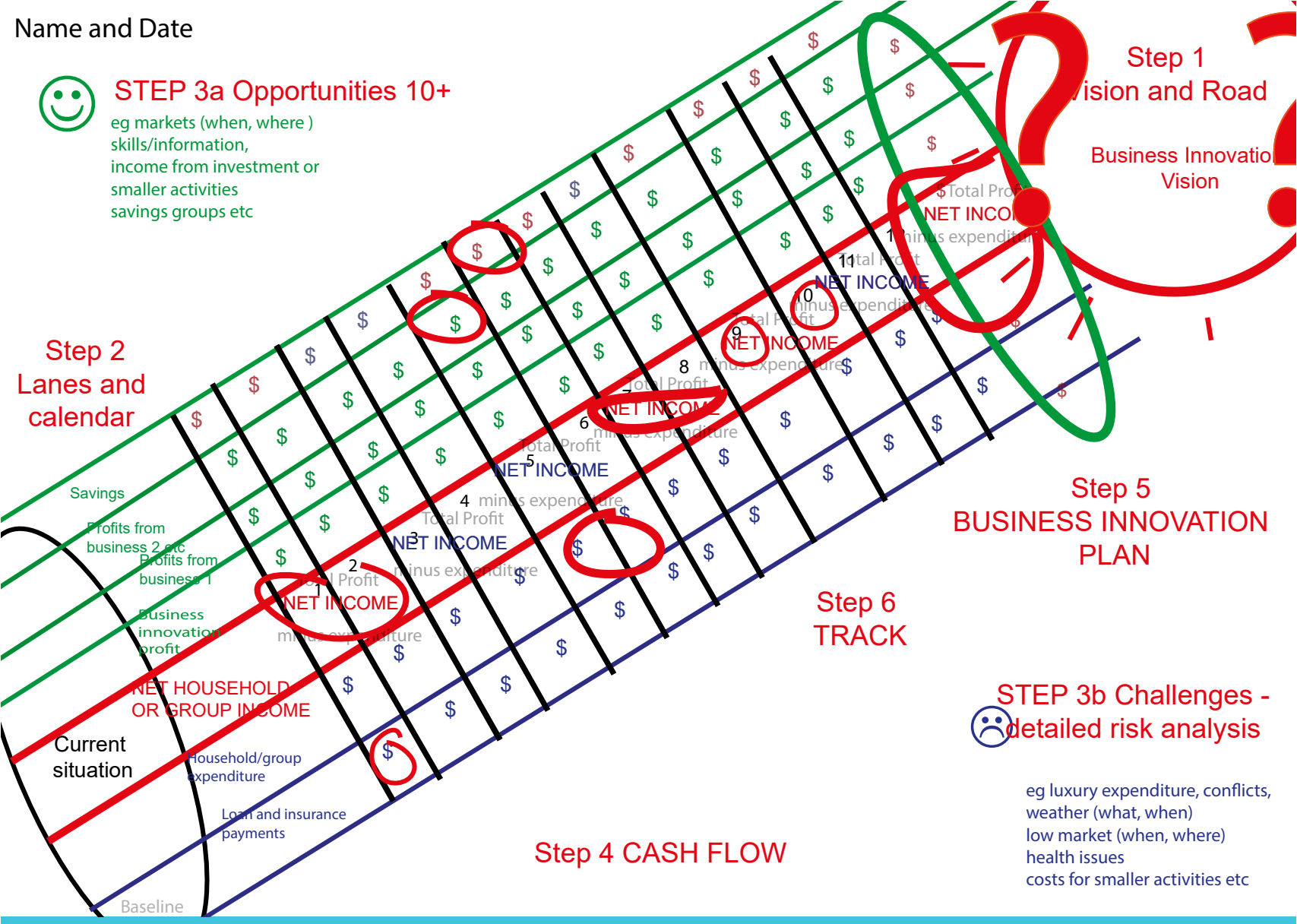
Step 2 Lanes and calendar

Step 5 BUSINESS INNOVATION PLAN

Step 6 TRACK

STEP 3b Challenges - detailed risk analysis

Step 4 CASH FLOW



eg luxury expenditure, conflicts,
weather (what, when)
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OVERVIEW

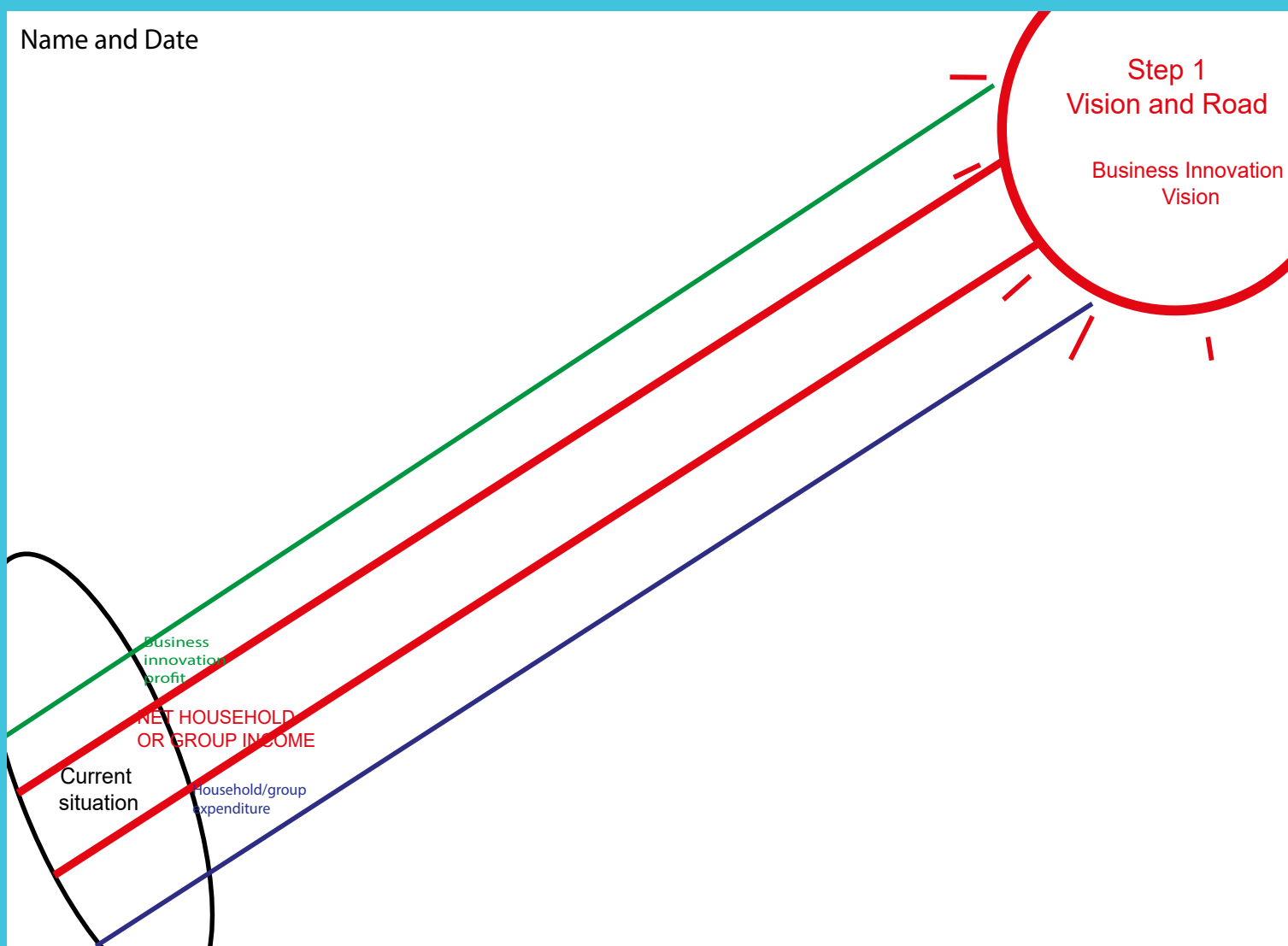
The Business Innovation Management Calendar is a business planning tool that can be used by individuals or groups to help them:

- **plan their business innovation and other activities over time**
- **identify opportunities and challenges**
- **plan for savings, finance and cross-investment**

The Business Innovation Management Calendar is drafted (first in pencil) on the next double page after your previous tool.

Once you have a good draft in your notebook you could transfer it to a flipchart to fill in more detail and track it to keep your family on track - and show off to your neighbours!

Remember to put your name and the date in the top left hand corner.



1 Business Innovation Vision and Central Framework

Vision: Draw a big red sun circle at the top right of the paper. Inside the circle draw the vision for the business innovation from your other diagrams.

Baseline: Draw a black circle bottom left. Here you put your current starting point.

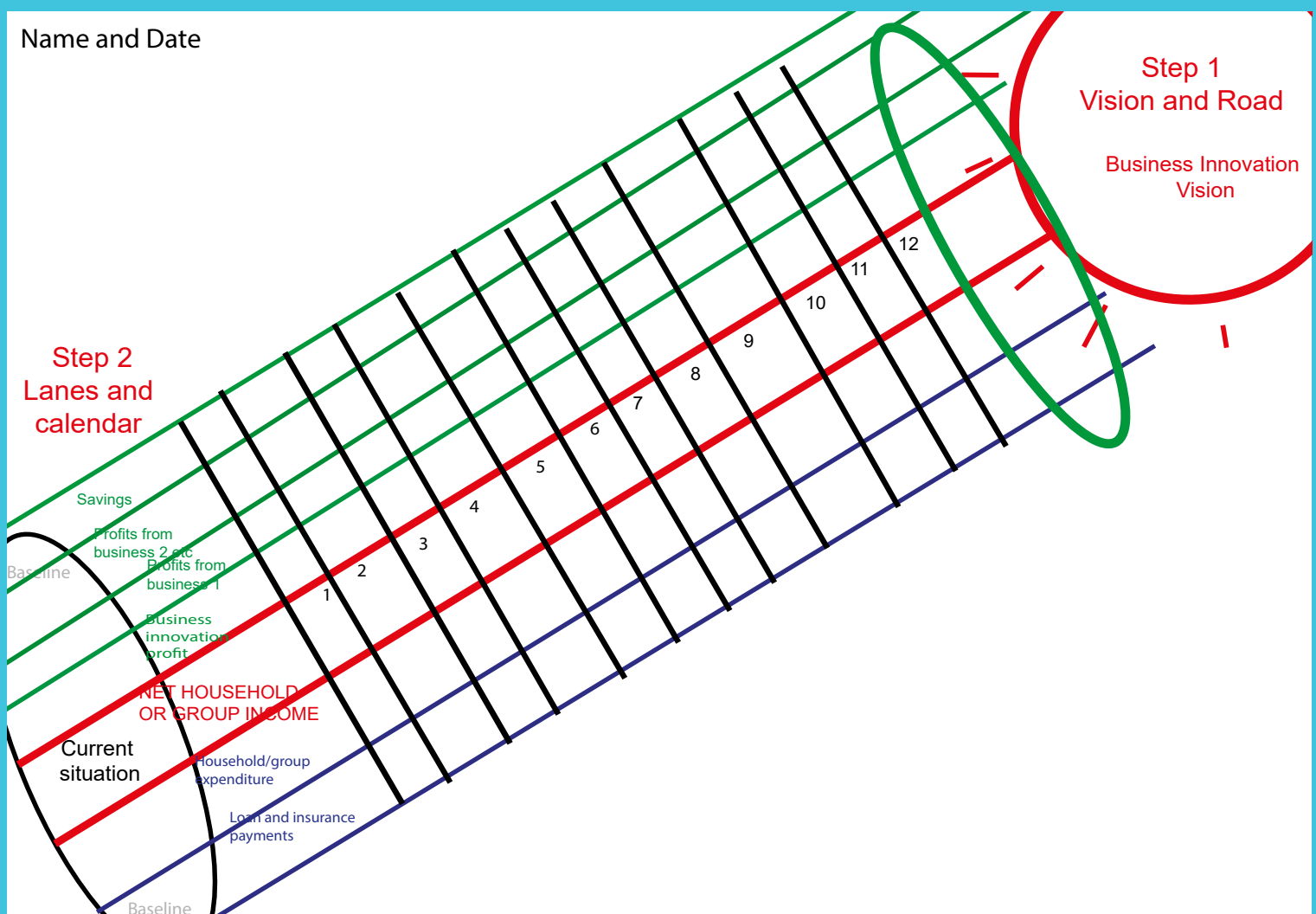
Spine and backbone: Join the two circles with:

Central Lane vision 'spine' with two red lines. In this lane, just outside the baseline circle, write in green 'net income'. In this lane you will total: **monthly net profit innovation and other businesses minus costs, expenditure and loan costs.**

One green line on top - here write in green 'business innovation income'. In this lane you will put your planned **business innovation profits.**

One blue line below - here write in blue 'expenditures'. Here you will put anticipated group organisational costs, or necessary household expenditure. This is in blue, because although they are necessary to achieve your vision, they are payments to outside.

This completes the backbone of the calendar that keep it strong.



2 Activities, calendar and target

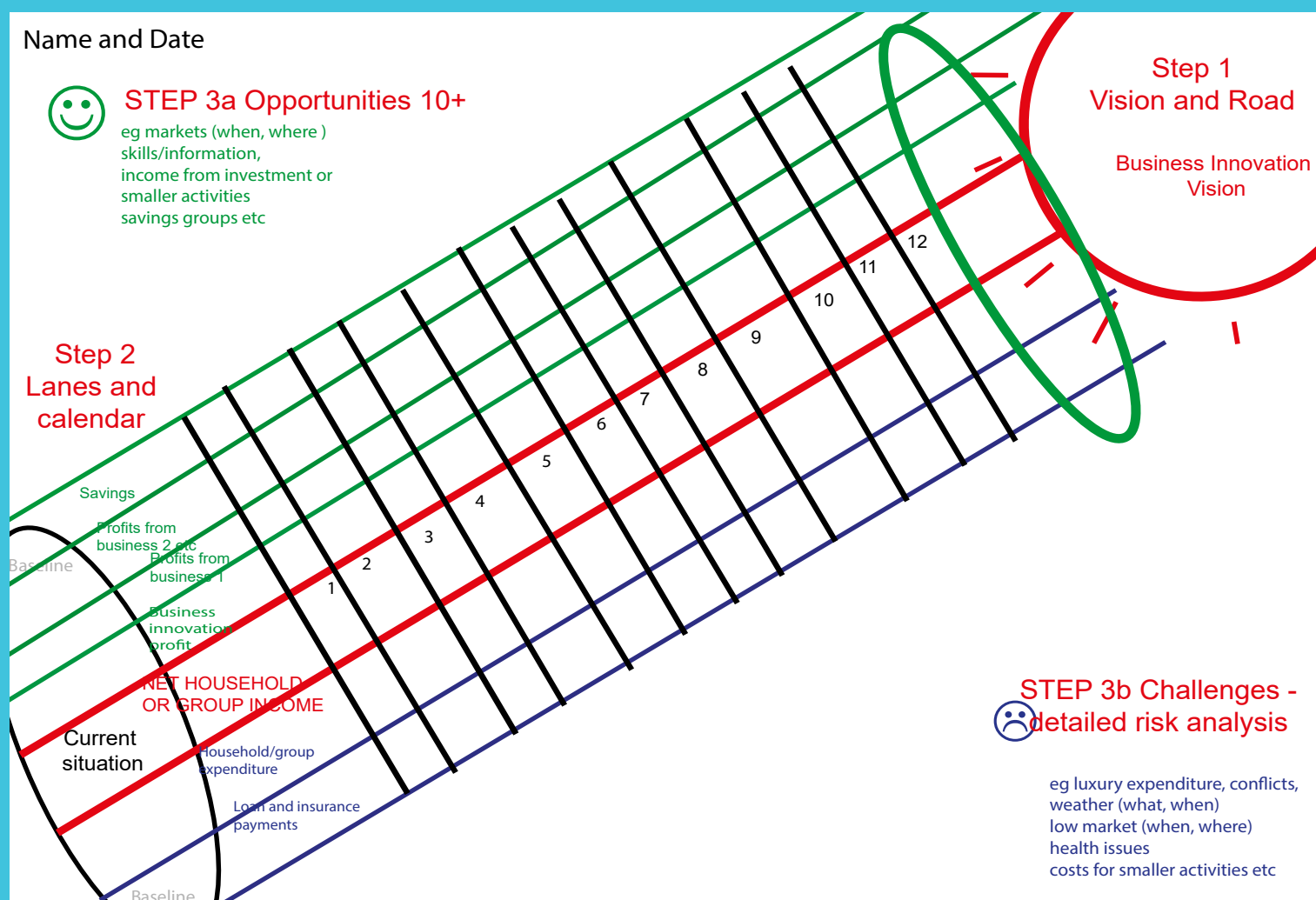
Safety net/complementary activities: Are there any other businesses or income sources which can act as a safety net? or into which you intend to invest the income from the business innovation? Put one green lane for each business above the backbone, with a symbol for the activity just to the right of the current circle.

Savings: At the top of all the activities put a green lane for savings.

Loan and finance costs: Below the backbone put a blue lane for costs of loans, insurance etc.

Target: Put a large green target circle for the year next to the vision and crossing over all the lanes. Here you will put your annual profit.

Calendar framework: Put vertical lines to make cells for each month. Label the month, starting from the current month with a small number or short name at the top of the red middle Net Income lane.

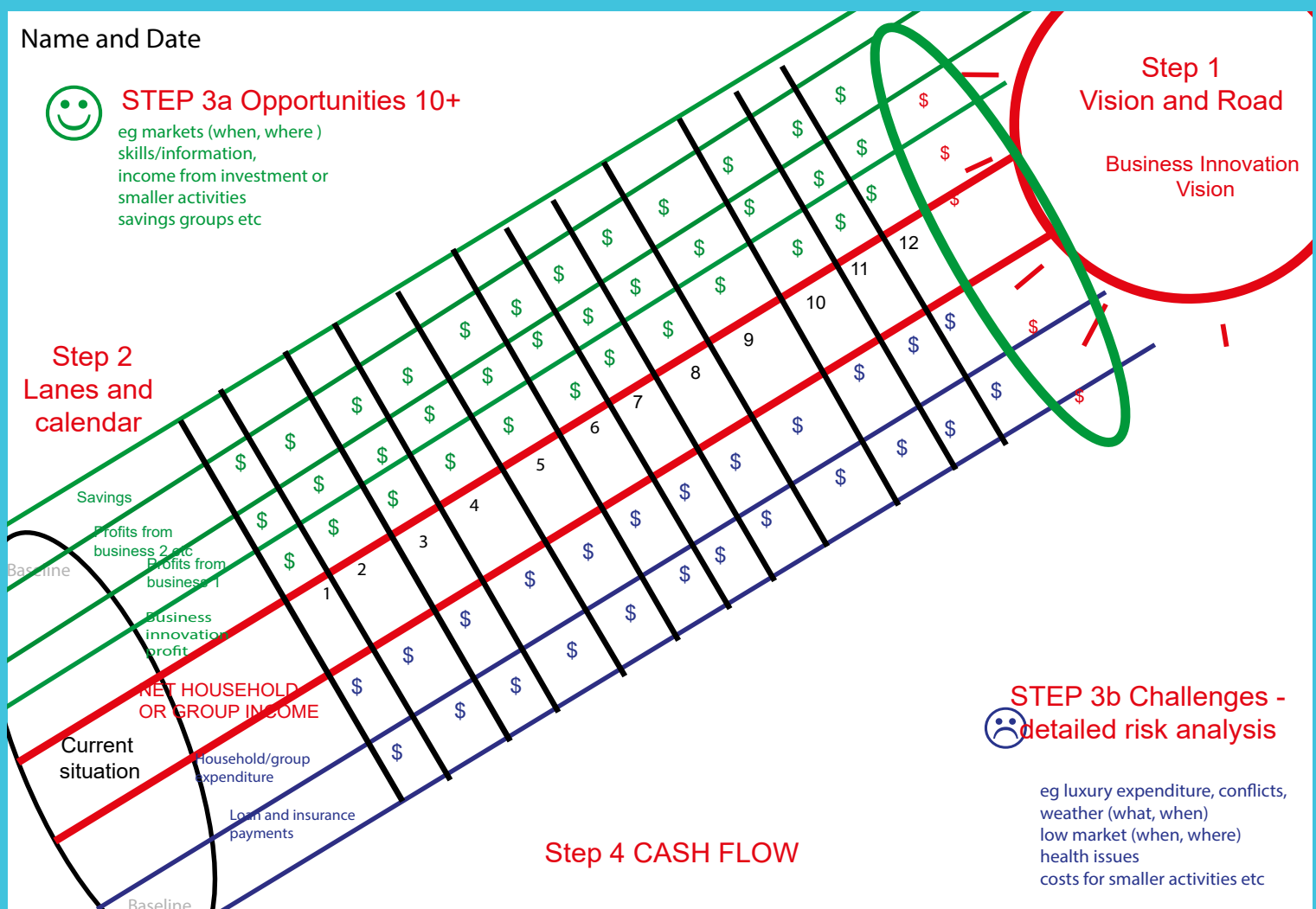


3 Opportunities and Challenges

Opportunities: Opportunities are very important because they are the things that help you and can keep you feeling positive when things get difficult. Brainstorm as many opportunities for the business innovation as possible - **at least 10** - eg from the Challenge Action Tree, Business Market Map and Happy Family Tree. Put symbols above the road by the appropriate month - in green because you plan to access them. These could include more income earning activities that can complement the main activities. Particularly activities that give a short-term return to make money for reinvestment and/or fill in spare time. Add another lane if they are regular.

Challenges: Now do a thorough risk analysis for the business innovation. Again consulting the Happy Family Tree, Business Market Map and Challenge Action Tree. Identify eg luxury expenditures that can be cut, climatic and disease risks or times of peak labour demand that need to be planned for. Potential household challenges like inequality in ownership, decision-making and work.

Try to make them balance: Then look again at opportunities and see how challenges can be overcome. You need to do a thorough risk analysis, but try to identify more opportunities than challenges. You need to keep adding opportunities.



4 Cash Flow

In each cell along the lanes for your loan and safety net activities you will calculate your profits by the end of each month: total income minus costs. Looking at your opportunities and challenges and how they may be different each month, together with past earnings and costs calculate:

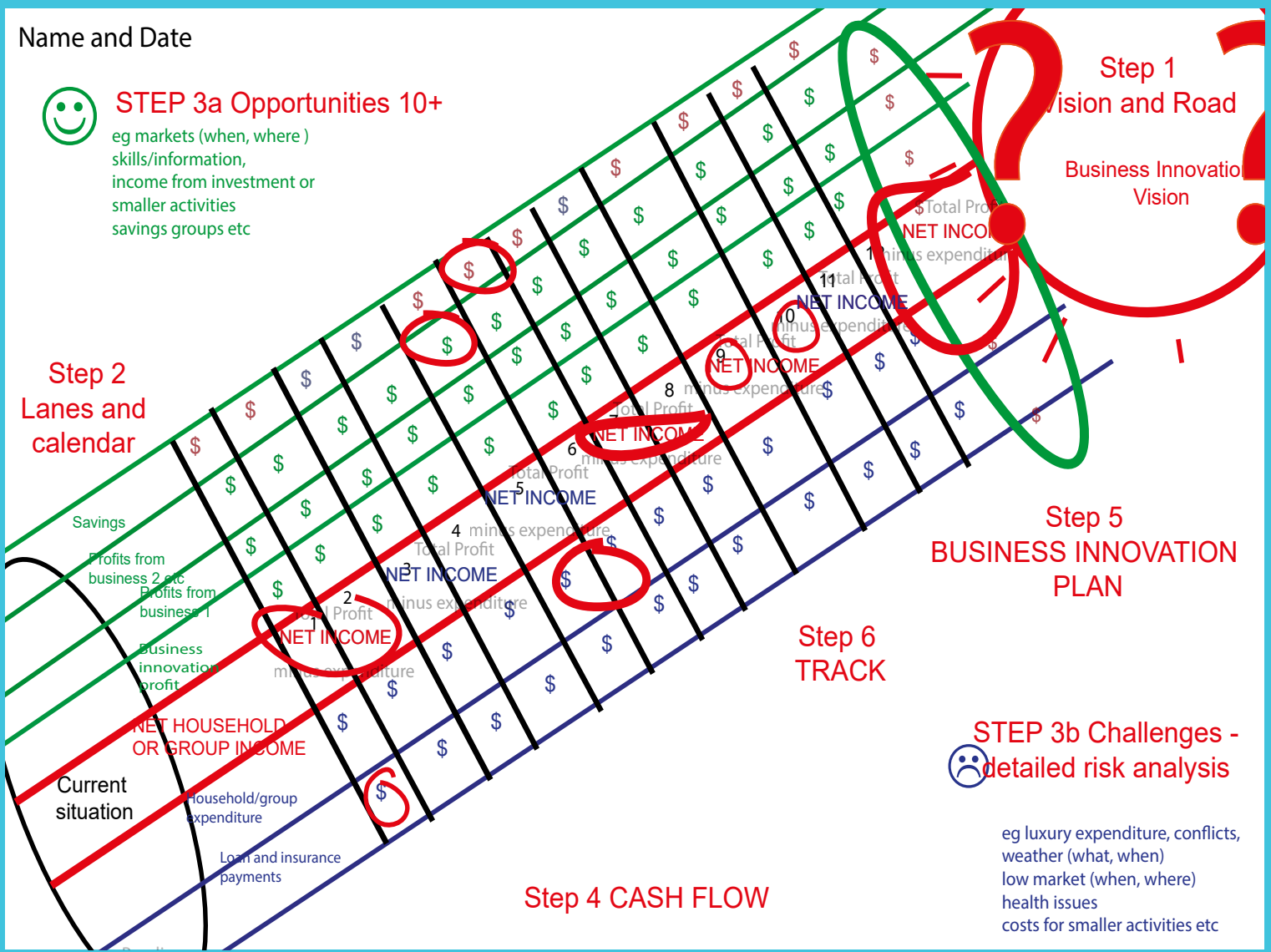
Business Income: how much monthly income do you expect to earn from each activity. Write in pencil at the top of each cell in the green lines above the 'spine'

Business costs: what do you expect to be the total monthly costs for each activity. in each month. Write in pencil at the bottom of each cell in the green lines.

Business Profits: Now subtract the business costs from the income and write these in green as planned profit in green in each cell. Use a calculator if you have one.

Expenditures and finance costs: Put your anticipated monthly expenditures and finance costs in each cell in the blue lines underneath the spine in blue.

Revisit opportunities and challenges: Keep looking again at your opportunities and challenges, taking these into account in your calculations, adding more opportunities or challenges if needed.



6 Track, review and assess

If you want to progress towards your vision, it is important to keep learning from what you achieve - this will give you confidence. Also what does not work, so you can avoid it in future. No one else can do this learning for you - listen to advice, but make your own decision. When you get to the end of each month:

Was your expected net income achieved? If so put replace your pencil calculation with the actual amount and ring in red. If more than you expected put a thick line. If it was more than half what you expected you can still decide to write in red, but only put a half circle.

Was your net income less than planned? If the net income was less than half what you planned replace your pencil figure with blue.

Why? If there was a difference between your planned and actual net income you need to analyse why. Was this because profits were less than anticipated or expenditures more? Put circles in red or blue as appropriate.

Savings : were you able to keep to your savings plan? put actual figures in red if you achieved more than half your plan. put actual figures in blue if you achieved less.

Add more opportunities and challenges as they arise to plan in future.