

# OPERATING SUBSIDIARY BUSINESS PLAN

Prepared by:

CPL Business Consultants

Milton Park Innovation Centre, Abingdon, OX14 4RY, United Kingdom

Tel: +44 1865 257 252, [info@cplconsult.com](mailto:info@cplconsult.com), [www.cplconsult.com](http://www.cplconsult.com)

STRATEGIES TO GROW YOUR BUSINESS

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***In this case study, a blended food ingredients manufacturer engaged CPL Business Consultants to develop a business plan for its operating subsidiary. CPL produced a detailed plan and assisted with its implementation. The company grew into an attractive acquisition target, and the owners ultimately exited at a high multiple.***

This project formed part of a series to assist a food ingredients company in developing and implementing a business strategy. Following CPL's appraisal of the subsidiary, the next action was to develop an annual business plan, including formal job descriptions. The emphasis was on formalising a short-term (one-year) strategy with a longer-term outlook.

CPL executed the project in close collaboration with the board of directors and in discussion with senior team members. This ensured buy-in and facilitated the subsequent implementation of the growth strategy.

You can find an outline summary of the business plan for the food ingredients company subsidiary below.

## **Operating Subsidiary Business Plan**

- One-Year Business Plan
  - Training
  - Cost
- Strategy for the Next Three Years
- Business Review
  - Sales & Marketing
  - Technology
  - Operations
  - Finance and Administration
- Sales Plan
  - Results
    - Current situation
    - One-Year Plan
      - Individual Roles
      - Individual Targets
  - Value Proposition Delivery
    - Financial
    - Technical

- Technology Plan
  - Current situation
    - Equipment
    - Personnel
    - Output
    - Organisation
    - IP Generation
  - One-Year Plan
    - Equipment
    - Personnel
    - Output
    - Organisation
    - IP Generation
- Operations Plan
  - Current situation
    - Production
    - Performance Metrics
    - Personnel
    - Purchasing
  - One-Year Plan
    - Production
    - Performance
    - Personnel
      - Job Descriptions
    - Purchasing
  - Value Proposition Delivery
- Finance and Administration plan
  - Finance
    - Current situation
    - One-Year Plan
    - Value Proposition Delivery
  - Information Technology
    - Current situation
    - One-Year Business Plan
    - Value Proposition Delivery
  - Customer Services
    - Current situation
    - One-Year Business Plan
    - Value Proposition Delivery

*In addition to this operating subsidiary business plan for a food ingredients company, CPL has also worked on other related projects including an [operating subsidiary reorganisation](#) and a [strategic review](#). You can find other relevant projects in food ingredients by browsing this site or using the search bar above. Have a look at our [Introduction](#) and [Brochure](#) for a description of our consultancy work. You can also review [eight case studies](#).*