## Get into Gear

From a business concept to the market in **eight easy steps** 

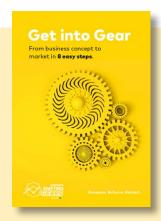




### **About Shifting Gears**

### Shifting Gears is a self-directed business learning and coaching bootcamp.

It is an opportunity for business owners and those considering entrepreneurship to take stock of where they are in their business and personal life, as well as to crystalise their business direction. In gaining the vital skills and tools needed, entrepreneurs will equip themselves for a shifting business world. Get into Gear will take you from ideation to pricing and right through to being confident in presenting your business plan to potential investors and customers.



### Get into Gear

If you want to start your dream business, test your business idea, formalise a side hustle or simply find an alternative income stream, this is the place to get your business up and running quickly.

We have done the foundation work for you; and all you need to do is work through the sections diligently. Eight simple steps will take your high-level concept and turn it into a solid business plan.

# Eight reasons to start

- Guided learning offers real takeaways for you and your business.
- Learn from others' 'if I had to start over' lessons will save yourself the lesson down the line.
- 3. Online learning and relevant resources are just a click away.
- 4. Learn at your own pace.
- Do assessments to help monitor your progress towards your business goals.
- Access ready-to-use templates and guides to help you.
- Build a business plan to present to potential investors or clients.
- 8. It's time to get pitch-ready, just go for it!

#### Who will benefit?

Anyone who says:

- 'I have a dream.'
- 'I want to know if my business is on the right track.'
- 'I have a side hustle.'
- 'I have been retrenched or am retired and have time and ideas on my mind.'
- 'I am unemployed and need an income.'

### How it works

Simply follow the eight steps. Once you have completed the action in each step, this will effectively create a one-page business plan for you that you can use in your pitch deck.

The articles, masterclasses and tools are there to help you think about each step and to ensure that you have fully considered the pros, cons and pitfalls relating to your specific business idea.

Assessments are built into the material for you to monitor your progress. **Are you ready?** 



### Get into Gear

Let us help you get started with a viable business concept that you can take to market in these eight easy steps:

### 8 steps to your business plan.

✓ Step 1	Get real	Page 4
✓ Step 2	Get strategic	Page 5
✓ Step 3	Get customers	Page 9
✓ Step 4	Get noticed	Page 12
✓ Step 5	Get money	Page 14
✓ Step 6	Get sales	Page 20
✓ Step 7	Get operational	Page 23
✓ Step 8	Get pitch-ready	Page 27

#### Case study

We will be using the example of an imaginary curio business called "In the Bag", throughout the guide to demonstrate how to answer the questions.

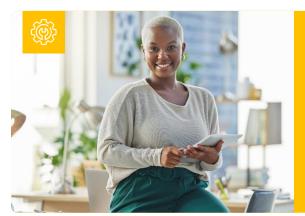
### Step 1 Get real

#### 'I have a dream!'

While starting a business is exciting and sometimes necessary, entrepreneurship is not for everyone and it's certainly not for sissies! There's no quick-win solution that will generate an immediate income stream. Sure, being your own boss has its perks, but it's a long and risky journey. You also have to consider your personality and talents, your support structure and how far your money can go.

#### So let's see if you have what it takes to be an entrepreneur.

An entrepreneur takes an idea and builds a business around it. Starting a business usually requires a massive investment of time, talent, energy and, yes, money. It is a high risk, so do your homework and planning first. Having a vision is as essential as having the dream that sets the plan in motion.



Motivation

n 5 minut

### Am I an entrepreneur?

Entrepreneurship is all about seizing opportunities ... it's about identifying a problem or a need and offering a solution. This requires innovation and a challenging mindset.

CHECKLIST

**DONE** 



Motivation

2 minutes

### 5 Reasons to love your small business

Entrepreneurship is hard on many levels, but there are rewards!

READ NOW

**DONE** 



**Motivation** 

3 minutes

### The true entrepreneur

Some time ago, I participated as a coach in a 'thinkubator' for small and micro-businesses in Diepsloot. I was humbled. These were people who started businesses, not because they fancied themselves as Richard Branson, but because they needed to put food on the table.

**READ NOW** 

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### **Step 2** Get strategic

Now that you know you've got the grit and you know that this is a long-term game, let's get started.

Purpose speaks to your 'why' or the heart of your business, while the vision and mission statements speak to the 'what, where and how' of the business.

### Purpose – My why

Briefly describe why you want to start your business. Yes, you want to make money, but why this specific business? What kind of a difference do you want to make in your industry or community? Consider your core values as the founder, ie what do you stand for?

### Vision – My where

What does the future of your business look like? Be clear about where you want to be ... do you wish to be voted Jozi's favourite burger joint or, maybe, the leading events company in South Africa? Keep it simple and visual.

01

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03

04

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### Mission – My how

How is your business going to achieve your vision? What do you need to do, and at what standard, to make your vision achievable? What do you want to be known for?

01

02

03

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#### In the Bag example

In the Bag is a handmade bag manufacturer and online shop aimed at the curio market for tourists. Our customers get unique, Africa-inspired bags made by local women, from recycled materials, shipped to the customer's door. The planet wins, the community wins, and the customer wins!

# What is the need that you're solving?

Eskimos have no need for ice. A common mistake entrepreneurs make is to start a business because they like something, without considering if the customer likes it and wants the product enough to pay for it.

It is essential to start (and continue) with the customer in mind. Where are gaps in the market? What is bugging them? What would make their lives simpler or easier? You may be familiar with the expression 'the best thing since sliced bread' – it was considered an astonishing solution to the constant irritation of bread being sliced unevenly. It was a simple concept that revolutionised an industry.

Have you identified a problem or a need that you are able to solve, and does your proposed solution meet that need directly?

ACTION 15 minutes

### Describe the problem or need you are solving.

### In the Bag example

The challenges facing customers are as follows:

- Tourists have limited access to genuine, locally made products.
- Often mass-produced products are all that is available at tourist attractions.
- Tourists want to support community initiatives and to buy genuinely local curios.
- They also want to buy unique curios and gifts.
- Customers are seeking environmentallyfriendly products.
- Difficulty of transporting curios.



### What is your solution?

Does your proposed product or service meet the customer's need that you have identified, and is it a feasible solution?

### Think about the following:

- What do customers want the eternal question! In 2010, the average person would not have known that they wanted an air fryer. Today, it's as common as a toaster. Sometimes entrepreneurs create a demand, because their product is 'the next best thing'!
- Is there a problem from the customer's perspective?
- How urgent or serious is the problem? The greater the need, the higher the interest in a solution.
- · Can you 'fix' their problem?
- · How well does your solution meet the need?
- Is the customer willing to pay for your solution? For example, many South Africans have a serious need for regular power supply. But how many can afford a solar system as the solution?
- · Are there enough customers willing to pay enough for your solution to keep you in business?

ACTION 15 minutes

### What is your solution? (This is your product or service.)

#### In the Bag example

Solution

We produce beautiful handmade African bags at our Alexandra workshop. Tourists can watch us in action and place an order for their bag to be shipped or they can buy online. Our products are guaranteed fair trade and made from recycled materials.

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Sales and marketing

4 minutes

#### Ideas on ideation

The diagram to the left shows the circular nature of ideation. It is something that all businesses should be doing regularly, not just in the start-up phase. It is through ideation that businesses can adapt and stay in business. An idea that was perfectly marketable two years ago, may now ...

**READ NOW** 

DONE



Sales and marketing

3 minute

### Your target market's pain

Before you sink your life savings or borrowings into a business venture, it's important to check if there is, in fact, a market for your products or services and how big that market is.

**READ NOW** 

DONE



Motivation

2 minutes

### What is vision boarding

Vision boarding is an important element of goal setting. Let's see what it is and how it works ...

WATCH NOW

DONE

### Test your idea...



Complete a business viability assessment to find out if your business idea is meeting a need or solving a problem.

What was your score? Did the questions trigger some thoughts or things you need to consider? Jot these down as notes for yourself to think over.

START NOW

[\$]

### Twenty brilliant green business ideas

Time to become a part of the South African green economy.

**READ MORE** 

\<u>|</u>

### Big mistakes businesses should avoid

Check yourself against this list of don'ts.

**READ MORE** 

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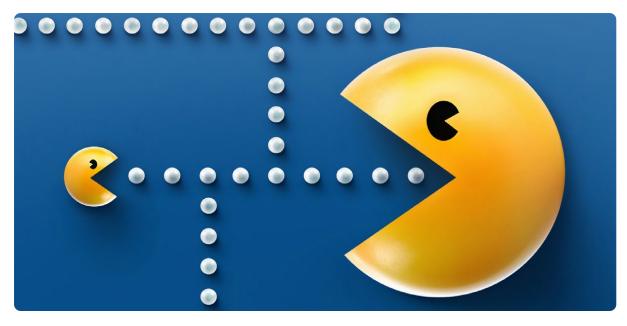
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### **Step 3** Get customers

### Who are your customers?

Whether you are selling to other businesses or directly to the public, build a picture of exactly who or what your customer is.

### Ask these questions:

- Are they individuals or other businesses?
- Where do they live?

When and how often are they buying?

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How are they buying?

• What is important to them?

Your target market is the specific group of people you wish to reach with your sales and marketing efforts. They are the people most likely to buy your products or services, and are united by some common characteristics, like behaviours and demographics.

Customers are people who have actually bought from you or who have engaged with your business as potential buyers.

### Target customer demographics

Use this template to build a picture of your ideal customer.



If your business is B2B (Business to Business), consider the type of industry, size of the business, location, proximity to you, physical or online, etc.

AGE	<b>EDUCATION LEVEL</b>
<ul> <li>18-24 years</li> <li>25-34 years</li> <li>35-44 years</li> <li>45-54 years</li> <li>All ages</li> </ul>	High school Tertiary Matric Postgraduate

Male % Female % Gender neutral %  LIFESTYLE Travel Homeowners Other	EMPLOYMENT    Employed ful-time   Employed part-time   Self-employed   Business owners   Other    Leisure and sport   Tech savvy
MONTHLY INCOME  Less than R5K R25K to R50K R5K to R10K R50K to R75K R10K to R25K More than R75K  TRANSPORT Own car Public transport  CLIMATE Hot and humid Cold and windy Other	LOCATION  They live or work within a radius from my business  They are physical shoppers  They shop online  Urban  Township  Rural  FAMILY SIZE  Average family size: 1,2,3,4
Build a picture of your customer  Tip: Sometimes pasting pictures of your ideal cust snippets. This is called vision boarding.  In the Bag example Our target market:	and consider the demographics.  comer helps. Use a magazine or newspaper for  Corporate gifting.  Online shoppers (overseas).

ACTION 15 minutes

Now that you have a better understanding of your target market, does your product or service still meet the customer's need?

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#### In the Bag example

#### Concept

Our customer is a tourist that wants to leave with a "unique piece" that they can brag about when they return back home. Therefore, each craftswoman is encouraged to design their own products, allowing for individual artistry that reflects our African traditions. Customers can request customisation and are encouraged to be involved in the design. We offer branded products for our corporate customers. We ship all over the world to meet the customer's needs.



### Customer obsession -**Henley Business School Power Chat**

There's less disposable income out there, so how are you going to get your share of what there is?

**WATCH NOW** 

DONE



### What do customers expect in the post-pandemic world?

Our business world has shifted, and so have customer expectations. Join Odette Van Der Haar to learn what our customers expect.

**WATCH NOW** 

DONE



### **Step 4** Get noticed

### What makes you stand out?

Let's talk about your value proposition. You make great doughnuts, so what? Why should the customer buy your doughnuts? What makes your business unique? How does your product or service stand out?

Are you operating in a highly competitive market? What makes your product or service better than your competition? How will this influence your price and the story you tell?

### My product or service

For:	Products are:	Ideal for:	Better than:	Because:
Identify your target market.	Describe your products or services.	Who will use it and for what purpose.	List your primary competitors.	Give evidence to support your claim of superiority.

### In the Bag example

For:	Products are:	Ideal for:	Better than:	Because:
Tourists and corporate gifting.	Handmade African bags, made from recycled materials.	The eco-friendly tourist and organisations wishing to support community initiatives.	Gimmicky, mass- produced curios.	Certified fair trade, sustainable and unique.

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ACTION 20 minute	s
Explain your value proposition.	
In the Bag example	
Value proposition	
Sustainable, all-female, community initiative; fair trade; physical and online shop.	
Describe your unique selling point.	
In the Bag example	
Unique selling point	
Unique products that are environmentally friendly, with an African flavour.	
Let's summarise	
Pull together your learnings from the previous exercises to summarise your offering in one succinct paragraph.	
How to test if you're onto a winning	
business idea  READ MORE	
How do I use crowdfunding to test	
an idea?	
Check your progress	
Complete the online assessment to see how well you	
understand steps 1 to 4.	

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### Step 5 Get money

### How will your business make money?

In other words, where will the money come from? Most businesses are straightforward ... the business sells a product and the customer pays for it. However, depending on the business model you choose, there may be other ways to get revenue (money in). For instance, social-media influencers don't make their money from charging people to see their content, they get their money from advertisers and sponsored content. For example, SABC gets its revenue from advertising and TV licenses, while Netflix charges the user for access to their channel.

ACTION 15 minutes

### Describe your revenue streams.

#### In the Bag example

Revenue will be generated in the following ways:

- On-site sales at the workshop (paid via SnapScan, credit cards and Apple Pay).
- Online sales through our e-commerce shop (paid via EFT and PayPal).
- Corporate sponsorships of branded bags (money received via EFT).
- · Presence at weekend markets
- Making up purchase packages and specials.

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### Pricing for profitability

Charging the right price is trickier than it seems. Many start-ups make the mistake of believing that if they charge less than their competitors, they will automatically attract customers.

### There are two main problems with this assumption:



### What is the true cost of producing and selling the product or service?

To establish the true costs, you need to determine the price of the item you are selling or the raw materials (what you need to make the thing), plus the costs of making it and marketing it.

Let's look at a simple business model. A hawker is selling tomatoes at a taxi rank. The hawker buys boxes of tomatoes at the wholesale market. He then re-packages them into single bags of six tomatoes each, which he sells to passers-by.

1 x box of 60 tomatoes R120 a box (ie, R2 a tomato, or R12 for six tomatoes)

10 x plastic bags 10c per bag

So, the cost to the hawker for 10 bags of tomatoes is R121 or R12,10 per bag of 6.

The other tomato sellers at the taxi rank are charging R16,50 per bag. If he charges R15 per bag, then he is making a gross profit of R2,90.

However, he also needs to pay for his time (labour), his marketing (signs), his taxi fare (transport), his hawker's licence, etc.

Can he really afford to charge R15? Will he be able to cover all his costs, still make a profit and have sufficient funds to buy more stock for the next day? If he does not make enough money to buy more stock, he is effectively out of business.

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### What is the customer's perception of value?

People are not always logical. There are three possible price points to choose from when deciding how you will price your product or service. These are:

- 1 Less than the competition.
- 2 The same as the competition.
- 3 More than the competition.

A common mistake start-up business owners make is that of simply pricing cheaper than the market. They assume that this will provide them with a competitive edge. However, this is not always the case and may land the business in trouble.

It is said that there are three strategies when servicing your customers: be better, faster or cheaper. You can only choose two. The conundrum is that you can only pick two.

Good + fast = expensive (won't be cheap)

Fast + cheap = low quality (won't be good)

Cheap + good = slow (won't be fast)

Your target market will determine if your business needs to compete on price, quality, service, or some other factors. For example, a customer will expect to pay less for a bag of tomatoes at a taxi rank than they would in a high-end supermarket.

What factors will influence how you will price your product or service? Potential investors or bankers will expect to see that you have 'done your numbers' and they will require financial forecasts.

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### Financial summary

You do not need to be an accountant, nor do you need an expensive bookkeeping system to be able to make sense of the numbers. Consider all your start-up costs and your predicted total operating costs, and then measure these against your sales forecast.

The profit equation: Total revenue - total costs = a profit or a loss.

ACTION

### Prepare your basic financial planning.

- Highlight the key aspects of your business plan: expected sales, costs, break-even and projected profitability.
- Divide the funding required into start-up and running capital.
- Explain your expected return on investment.
- Use graphs and spreadsheets to show this information.

#### In the Bag example

#### Financial summary

You will see from the attached documents that we expect to break even within 12 months and to be profitable within 18 months.

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The three main financial statements that will give you a financial health check on your business:

- **1. The income statement** measures the profitability of your business during a certain time period by showing your business's profits and losses.
- 2. The balance sheet shows your business's financial health, measuring how much you owe and own.
- **3.** The cashflow statement shows how liquid your business is. Subtract any short-term liabilities from any assets in the business. Is the result positive or negative?

inance and funding

20 minutes

### Where do I even start – I'm no good with numbers?

Join Sylvestor Semono as we make sense of the rands and cents.

WATCH NOW

DONE



Operations and admin

### The Essential Guide for Small Business

This guide has been developed to make you aware of some of the basic decisions every business owner faces, to better prepare you for your engagements with your bank.

DOWNLOAD

DONE

Basic budget for start ups

DOWNLOAD

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### There is a saying that investors back the jockey – psst that's you!

Investors will consider the facts presented and the business owner to see what "skin they've put into the game". Would you invest in your business beyond the idea? You've probably answered "Yes! of course!", now ask yourself if a close friend or family member would invest in your business? At this point your answer may start pivoting to a "mmm...maybe, it depends..."

There is funding available, but it is up to you to present a business idea that is backable. Whether it be grant funding, traditional bank financing, or alternate financing options such as <u>crowdfunding</u>, capital investors or angel investors. If you expect someone else to invest in your business, give them a reason to!

The SimplyBiz funding pillar showcases over 40 different funders. Use the free funding wizard to guide you to a potential funding solution.

**EXPLORE FUNDING OPTIONS** 

### Is your mind spinning from all the numbers? Fear not!

Understanding finances in your business, can often be daunting – that is it's so scary, that you may choose to rather ignore it or hand it over to someone else! This can be to your detriment. Get a grip on your money – it is after all the life-blood of your business!

FIND MORE TEMPLATES AND RESOURCES TO HELP YOU UNPACK YOUR FINANCES HERE.

Look out for SimplyBiz coaching sessions on Business Accounting 101 and how to get Financially Fit!

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### **Step 6** Get sales

Now that you have a clear idea of your target market, what service or product you're going to offer and how you're going to manage the inflow and outflow of money in your business, it should be easier to devise a sales and marketing plan to appeal directly to your customer base and motivate the prices you're going to charge them.

For example, if your idea is to sell vintage clothing to the hip and green-conscious youth, Instagram would be a logical platform on which to promote your products, because there are predominately young users.

Getting sales requires out of the box thinking. How will potential customers find you and how will they feed your pipeline?

There are three broad sales strategies:

#### 1 Outbound

When you initiate contact with a potential buyer or target market.

#### 2 Inbound

When customers connect directly with you - for example on social media or via your website.

### 3 Objection handling

How will you respond to questions on your product or service being too expensive, your quality standards etc? Take a moment and objectively think about all the reasons potential customers would NOT want to support you. List them and then prepare a convincing and factual response to each statement. Chatting to an array of your targeted customers, will also give you a long list of queries, to think through and respond to.

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Feeding your pipeline earlier, this means looking at ALL the potential revenue sources and upselling opportunities that your business could have.

It's also important to consider how often your customers will purchase from you... daily, weekly, monthly or once a year? It may help to plot a realistic graph of the sources and frequency of income to highlight income gaps and indicate when you may break-even.

#### Consider whether the following can be applied as part of your sales strategy:

- Increase online sales through social media.
- · Become a thought leader.
- Prioritise inbound sales calls as hot leads.
- Properly research and qualify prospects.
- Implement a free trial period.
- Have a committed cold calling plan.
- Offer a demonstration of the product.
- Offer personalised service.
- · Customise where feasible.
- · Be willing to adapt your offering.
- · Networking.
- Nurture existing accounts for future selling opportunities.

### Let's get clear on how you will be selling to your market segment.

Briefly summarise your sales and marketing strategy.	15 minutes
In the Bag example	

### Sales and marketing strategy

Sales will be generated at the interactive workshop in Alexandra, as well as through social-media advertising to drive customers to our e-commerce site. Customers will be able to co-design and watch their bag being made via videos and podcasts.

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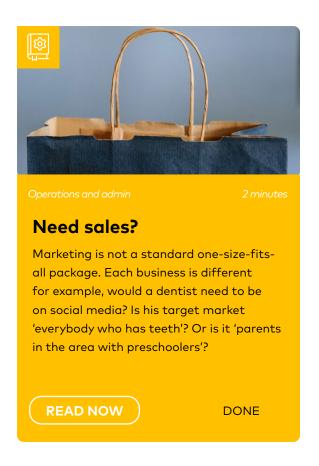
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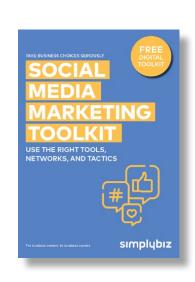
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Download our toolkits to equip and inspire your business journey.

DOWNLOAD



### **Step 7** Get operational

- You have tested your idea for its viability. Check.
- You have surveyed your potential customers and they want what you are offering and, more importantly, they're prepared to pay for it! Check.
- You have devised your sales and marketing strategy. Check.

Now, it's time to consider the nuts and bolts of your business.

### Location

Note your requirements for your business.

	Online	Physical	Remote / physical hybrid
Accessibility for me			
Accessibility for customers			
Accessibility for employees			
Space required			
Security			
Growth potential			
Budget – what can the business afford?			
Attractive environment			
Industry appropriate (eg manufacturing zone)			

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	Online	Physical	Remote / physical hybrid
Furnishings			
Signage – how will the customer find you?			
Reliable power and other services			
Reliable Wi-Fi or data			
Other – specify			

Even online businesses need an operational space.

### Operations and admin

What are the minimum requirements for your business to run effectively? A manufacturing or distribution business requires considerably more space and machinery than a consultancy, but all businesses need basic technology and systems to operate. Consider production, logistics, technology, machinery, equipment, risk and compliance.

Note your minimum requirements for effective operations and administration, and estimate your monthly costs.

What is needed	Estimated monthly cost to rent or finance
Production machinery and equipment	
Production logistics (processes and systems)	
Supply and delivery logistics and systems	
Finance, admin, HR, legal, customer relationship management	
Technology hardware and software	
Vehicles and transport	
Load-shedding alternatives, eg inverter	
Expert fees, eg legal and accounting	
Other (please specify)	

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### **People**

People are at the heart of any business.

How will you attract and retain the right talent? Do you have the right people on your team to give a great customer experience? Will they inspire confidence in investors or customers?

Ask these questions about the perfect team for your business:

- Do they have the right attitude?
- Do they have the right skills?
- Can you afford them?
- Can you attract them to your business?
- ✓ Are you HR-compliant?

Many small businesses struggle to attract the right people due to financial constraints and because they are perceived to be less stable as employers. Do you have a skills gap and how do you intend to overcome this? For example, you may be able to offer flexible hours, remote work opportunities, handson experience, or sub-contracting to keep the wage bill under control.

Would it be just you running the business? If so, how will you manage everything?

Who is in your team (experience, expertise and skills) and why should an investor or customer trust you?

ACTION	30 minutes			
Explain why an investor should believe in you and your t	eam.			
Attach a brief C.V. of the senior team members, if appropriate.				

#### In the Bag example

The team

- AB Developer has six years' e-commerce app experience.
- CD Marketer has 15 years' marketing experience.
- EF Production Manager has 12 years' experience in manufacturing and logistics.
- Craftswomen with many years of experience in turning traditional African crafts into modern and desirable bags.

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Operations and admin

30 minutes

### I'm starting a new business, should I register?

A business is a legal entity. To avoid incurring unforeseen legal or financial consequences, join Ofentse Shakung and learn the why, the what and the how of registering.

**WATCH NOW** 

DONE



Operations and admin

### Management team skills assessment

Download and use the assessment template below to determine what your business needs vs. the skills and attributes within your management team.

DOWNLOAD

DONE



Operations and admir

### Operations and admin tech stack

Let's help you work smarter, not harder! If anyone must watch the bottom line, it's a small business.

LEARN MORE

DONE

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### Step 8 Get pitch ready

You will have heard about the elevator pitch. Now that you have worked through steps one to seven, can you describe the business you are starting in 60 seconds? It seems easier than it is. It is essential to refine your pitch so that your audience understands what your business is about immediately and what you offer.

AC7	TION	15 minutes
	rite a brief overview of your sence of what you are doing	
1.	What is my company called?	
2.	What is it?	
3.	For whom?	
4.	What problem do you solve?	
5.	What solution do you provide?	
6.	What is unique about your product or service?	

03

Business introduction  Ask yourself these six questions when formulating your business introduction.		
1.	What is my company called?	In the Bag
2.	What is it?	It is a bag manufacturer and online shop.
3.	For whom?	It is aimed at the tourist curio market and the corporate gifting markets.
4.	What problem do you solve?	Scarcity of locally made, sustainably produced and high-quality African curios that tourists can have delivered to their homes.
5.	What solution do you provide?	We provide quality, unique African-inspired bags made by local women from recycled materials. These bags are available directly at our workshop and online.
6.	What is unique about your product or service?	Customers can co-design their unique, sustainable bags and have them delivered anywhere in the world. The planet wins, the community wins and



Sales and marketing

the customer wins.

2 minutes

### **Business pitch**

As a business owner, you may understand the vision and mission of your business, but articulating that to potential investors is not that simple. Here are some tips to help you pitch your business.

**READ NOW** 

DONE



### Check your progress ...

Complete the online assessment to see how well you understand steps 5 to 8.

START NOW



### Test your idea...

Now that you have completed all eight steps, try completing the business viability assessment again to find out if your business idea is indeed viable.

START NOW



### Well done!

### You've completed the Get into Gear bootcamp.

Use the information from each step to populate your business plan and pitch deck and get your idea to market.



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