good business plan will increase your chances of business success. It will help you identify your customers, market area, pricing strategies, financial and operational goals. By completing a business plan you will better understand your competitive advantages, new opportunities, current weaknesses and longer-term objectives for the business. Having a business plan is also an important requirement for gaining finance from financial institutions.

HOW TO START THE BUSINESS PLAN

Before you start writing a business plan, it is wise to do some background work. This involves collecting and analysing information and starting to formulate your business goals. Here are some tips on how to start –

1. COLLECT and ANALYSE INFORMATION
Collecting and analysing relevant information will help you clarify your business objectives. Here are some things to consider –

Product/Service
- What goods/services do you want to offer?
- Are there similar/substitute goods or services available on the market?
- What are the various ways you can offer and deliver your product or service to different customers?

Market
- Is there a market for your product/service?
- Have you defined your market by size, geographic location, life cycle of the product or demographics?
- What will affect your market? Social trends, the economy, customer confidence or industrial relations?
- What statistics and trends can you collect to help with market research?

Competitors
- Who are your competitors?
- What is the level of competition?
- How do your competitors compete on price, extra services, convenience and quality?
- What is unique about your product/service and what is your competitive advantage?

Operations and Finance
- What level of finance do you need to start or expand your business?
- Who are your suppliers and how will they supply goods/services to your business?
- What other resources and stock do you need?
- What type of skilled staff do you need?
- What reporting and operating systems will best suit your business?

2. FORMULATE YOUR BUSINESS GOALS
Answering the above questions will help you formulate:
- What you are going to sell and in what quantities/level?
- Who you are selling to?
- How you are going to reach your customers?
3. PUTTING A BUSINESS PLAN TOGETHER
A standard business plan includes:
- Executive Summary
- Product/Service and Market Analysis
- Marketing Plan
- Operating Plan
- Management and Personnel Plan
- Legal Matters
- Finance Plan
- Action Plan

EXECUTIVE SUMMARY – highlights the key points of your business plan and includes a business profile, goals and summaries of the other components of the plan. It is the most important part of the plan and is best prepared last.

PRODUCT/SERVICE AND MARKET ANALYSIS – contains detailed key points of the proposed products/services and plans for future product/service development. The market prospects, opportunities and characteristics critical to the survival and growth of your business should be analysed.

MARKETING PLAN – identifies your business position in the market, nominates marketing strategies and sets directions for future marketing. Subheadings can include:

- The Market – define your market, how it works, current trends and opportunities. Analyse and select promotion and marketing strategies, identify future market activities, develop reporting systems for marketing activities and define training to develop marketing skills. Also look at market networking opportunities that will help you achieve better market research.
- Competition – identify your competitors, how they compete and impact on your business and define your competitive advantage.

OPERATING PLAN – nominates volume/performance levels and identifies suppliers, costs and quantities of materials, processes, equipment and methods of extending the services or products offered.

MANAGEMENT AND PERSONNEL PLAN – key management practices, staffing levels and skills, communicating with staff, monitoring and rewarding performance.

LEGAL MATTERS – identifies how you will deal with some of the legal matters of starting a business – structure, intellectual property rights, licensing and contractual relations with suppliers.

FINANCIAL PLAN – includes a financial analysis and preparation of projected financial statements (two years) for your business. This can cover analysis of financial position and performance, levels of finance required for start-up or growth, sources of finance, break-even analysis and anticipated growth in sales and profits.

ACTION PLAN – identifies how you will implement your business plan and prioritises strategies for the first year of the plan.

BUSINESS PLAN – DO’S
- Remember to regularly update your business plan. Targets will change and strategies must be adapted as they do
- Make it easy to read
- Refer to it for action plans – a business plan should be a living document and not be archived
- Use business planning templates and tools to be sure you cover everything.

BUSINESS PLAN – DON’TS
- Don’t make unrealistic assumptions
- Don’t underestimate the difficulties in a growing business
- Don’t underestimate competitors
- Don’t be afraid to ask for help.

Better Business Tip
Don’t spend too long creating the “perfect” marketing or business plan. Many businesses get bogged down writing huge documents that never get implemented. Remember a short plan that gets carried out completely is going to do your business a lot more good than a long plan that doesn’t even make a practical start.
<table>
<thead>
<tr>
<th>ITEM</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description of the Business</td>
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<td>The Marketing Plan</td>
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<td>The Financial Management Plan</td>
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<td>The Management Plan</td>
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</tr>
<tr>
<td>Marketing Tips, Tricks and Traps</td>
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</table>
BUSINESS PLANNING – A GUIDE

Below is an outline for a business plan. Use this model only as a guide when developing the business plan for your business.

After having worked through this Business Planning guide you should be able to:
- Understand the role of the business plan
- List several reasons for developing a business plan
- Identify sources where you can get help in developing a business plan
- Identify the type of information to include in the business plan
- Prepare an outline for a business plan.

DESCRIPTION OF THE BUSINESS

In this section, provide a detailed description of your business. An excellent question to ask yourself is: “What business am I in?” In answering this question include your products, market and services as well as a thorough description of what makes your business unique. Remember, however, that as you develop your business plan, you may have to modify or revise your initial questions.

The business description section is divided into three primary sections – business description, the product or service you will be offering and the location of your business, and why this location is desirable

Business Description

When describing your business, generally you should explain:
- Legalities: business structure: sole trader, partnership or company. The licenses or permits you will need
- Business Type:
  - What your product or service is.
  - Is it a new independent business, a buy-out, an expansion, a franchise?
  - Why your business will be profitable
  - What are the growth opportunities? Will franchising impact on growth opportunities?
  - When your business will open (days)? Check regulations
  - What you have learned about your kind of business from outside sources (trade suppliers, bankers, industry associations, other owners, publications).

A cover sheet goes before the description. It includes the name, address and telephone of the business and the names of all principals. In the description of your business, describe the unique aspects and how or why they will appeal to customers. Emphasise any special features that you feel will appeal to customers and explain how and why these features are appealing.

The description of your business should clearly identify goals and objectives and it should clarify why you are, or why you want to be, in business.

Product/Service

Try to describe the benefits of your goods and services from your customer’s perspective. Successful business owners know or at least have an idea of what their customers want or expect from them. This type of anticipation can be helpful for beating the competition or retaining your competitiveness.

Describe:
- What you are selling/delivering
- How your product or service will benefit the customer.
- Which products/services are in demand; if there will be a steady cash flow.
- What is different about the product or service your business is offering.

The Location

The location of your business can play a decisive role in its success or failure. Your location should be built around your customers. Where your business will depend on personal contact with your customers, it should be accessible and should provide a sense of security. Consider these questions when addressing this section of your business plan:
- What are your location needs?
- What kind of space will you need?
- Why is the area desirable? The building desirable?
- Is it easily accessible? Is public transport available? Is street lighting adequate?
- Are market shifts or demographic shifts occurring?
It may be a good idea to make a checklist of questions you identify when developing your business plan. Categorise your questions and, as you answer each question, remove it from the list.

THE MARKETING PLAN

Marketing plays a vital role in successful business ventures. How well you market your business, along with a few other considerations, will ultimately determine your degree of success or failure. The key element of a successful marketing plan is to know your customers – their likes, dislikes, expectations. By identifying these factors, you can develop a marketing strategy that will allow you to arouse and fulfil their needs.

Identify your customers by their age, sex, income, educational level and residence. At first, target only those customers who are more likely to purchase your product or service. As your customer base expands, you may need to consider modifying the marketing plan to include other customers.

Develop a marketing plan for your business by answering these questions. Your marketing plan should be included in your business plan and contain answers to the questions outlined below:

- Who are your customers? Define your target market(s)
- Are your markets growing? Steady? Declining?
- Is your market share growing? Steady? Declining?
- How is your market segmented?
- Are your markets large enough to expand? How will you attract, hold, increase your market share? How will you promote your revenue?
- What pricing strategy have you devised?

Competition

Nations compete for the consumer in the global marketplace as do individual business owners. Advances in technology can send the profit margins of a successful business into a tailspin causing them to plummet overnight or within a few hours. When considering these and other factors, we can conclude that business is a highly competitive, volatile arena. Because of this volatility and competitiveness, it is important to know your competitors.

Questions like this can help you:

- Who are your five nearest direct competitors?
- Who are your indirect competitors?
- How are their businesses: Steady? Increasing? Decreasing?
- What have you learned from their operations? From their advertising?
- What are their strengths and weaknesses?
- How do their products or services differ from yours?

Start a file on each of your competitors. Keep records of their advertising and promotional materials and their pricing strategy techniques. Review these files periodically, determining when and how often they advertise, sponsor promotions and offer sales. Study the copy used in the advertising and promotional materials, and their sales strategy. For example, is their copy short? Descriptive? Catchy? Or how much do they reduce prices for sales? Using this technique can help you to understand your competitors better and how they operate their businesses.

Pricing and Sales

Your pricing strategy is another marketing technique you can use to improve your overall competitiveness. Get a feel for the pricing strategy your competitors are using. That way, you can determine if your prices are in line with competitors in your market area and if they are in line with industry averages.

Some of the pricing strategies are:

- Competitive position
- Pricing below competition
- Pricing above competition
- Service costs and pricing (for service businesses only)
  - Service components
  - Material costs
  - Labour costs
  - Overhead costs

Where GST is applied, purchasing supplies from their source, or as close to the source as
possible, will shorten the supply chain, reduce the number of times the GST is applied and marginally reduce the cost of supply. This strategy may provide your business with a competitive edge.

The key to success is to have a well-planned strategy, to establish your policies and to constantly monitor prices and operating costs to ensure profits. It is a good practice to keep abreast of the changes in the marketplace because these changes can affect your competitiveness and profit margins.

Advertising and Promotions
How you advertise and promote your goods and services may make or break your business. Having a good product or service and not advertising and promoting it is like not having a business at all. Many business owners operate under the mistaken concept that the business will promote itself, and channel money that should be used for advertising and promotions to other areas of the business. Advertising and promotions, however, are the lifeline of a business and should be treated as such.

Devise a plan that uses advertising and networking as a means to promote your business. Develop short, descriptive copy (text material) that clearly identifies your goods and services, its location and price. Use catchy phrases to arouse the interest of your readers, listeners or viewers. Remember the more care and attention you devote to your marketing program, the more successful your business will be.

THE FINANCIAL MANAGEMENT PLAN
Sound financial management is one of the best ways for your business to remain profitable and solvent. How well you manage the finances of your business is the cornerstone of every successful business venture. Each year thousands of potentially successful businesses fail because of poor financial management. As a business owner, you will need to identify and implement policies that will lead to and ensure that you will meet your financial obligations.

To effectively manage your finances, plan a sound, realistic budget by determining the actual amount of money needed to open your business (start-up costs) and the amount needed to keep it open (operating costs). The first step to building a sound financial plan is to devise a start-up budget. Your start-up budget will usually include such one-time-only costs such as major costs, utility bonds, down payments, rental bonds, etc.

Start-up Budget
The start-up budget should allow for these expenses:
- Personnel (costs prior to opening)
- Legal/professional fees
- Rental bond
- Licenses/permits
- Equipment
- Insurance
- Supplies
- Advertising/promotions
- Salaries/wages
- Accounting
- Income
- Utilities
- Payroll expenses

An operating budget is prepared when you are actually ready to open for business. The operating budget will reflect your priorities in terms of how you spend your money, the expenses you will incur and how you will meet those expenses (income). Your operating budget should also include money to cover the first three to six months of operation. It should allow for the following expenses.

Operating Budget
- Personnel
- Insurance
- Rent
- Depreciation
- Loan payments
- Advertising/promotions
- Legal/accounting
- Miscellaneous expenses
- Supplies
- Payroll expenses
- Salaries/wages
- Utilities

THE FINANCIAL MANAGEMENT PLAN
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• Dues/subscriptions/gees
• Taxes (GST, PAYG, FBT, etc)
• Superannuation
• Repairs/maintenance

The financial section of your business plan should include any loan applications you have filed, a capital equipment and supply list, balance sheet, breakeven analysis, pro-forma income projections (profit and loss statement) and pro-forma cash flow. The income statement and cash flow projections should include a three-year summary, detail by month for the first year, and detail by quarter for the second and third years.

The accounting system and the stock control system that you will be using are generally addressed in this section of the business plan also. Whether you buy a special “off-the-shelf” package, develop the accounting and stock systems yourself, or have an outside financial adviser develop the systems, you will need to acquire a thorough understanding of each segment and how it operates. Your financial adviser can assist you in developing this section of your business plan.

The following questions should help you determine the amount of start-up capital you will need to purchase and open a franchise:

• How much money do you have?
• How much money will you need to purchase the franchise?
• How much money will you need for start-up?
• How much money will you need to stay in business?

Other questions that you will need to consider are:

• What type of accounting system will you use?
• What will your sales goals and profit goals for the coming year be? What financial projections will you need to include in your business plan?
• What kind of stock control system will you use?

Your plan should include an explanation of all projections. Unless you are thoroughly familiar with financial statements, get help in preparing cash flow and income statements and your balance sheet. Your aim is not to become a financial wizard, but to understand the financial tools well enough to gain their benefits. Your accountant or financial adviser can help you accomplish this goal.

THE MANAGEMENT PLAN

Managing a business requires more than just the desire to be your own boss. It demands dedication, persistence, an ability to make decisions and manage both employees and finances. Your management plan, along with your marketing and financial management plans, sets the foundation for and facilitates the success of your business.

Like plant and equipment, people are resources – they are the most valuable assets a business has. You will soon discover that employees and staff will play an important role in the total operation of your business. Consequently, it’s imperative that you know what skills you possess and those you lack since you will have to hire personnel to supply the skills that you lack. Additionally, it is imperative that you know how to manage and treat your employees. Make them a part of the team. Keep them informed of, and get their feedback regarding, changes.

Employees often have excellent ideas that can lead to new market areas, innovations to existing products or services or new product lines or services that can improve your overall competitiveness.

Your management plan should answer questions such as:

• How does your background/business experience help you in this business?
• What are your weaknesses and how can you compensate for them?
• Who will be on the management team?
• What are their strengths/weaknesses?
• What are their duties?
• Are these duties clearly defined?
• Will this assistance be ongoing?
• What are your current personnel needs?
• What are your plans for hiring and training personnel?
• What salaries, benefits, holidays will you offer for Award conditions.
• What benefits, if any, can you afford at this point?
MARKET ANALYSIS
Target market – Who are the Customers?

We will be selling/servicing primarily to: Total % of Business
1. Private sector
2. Farmers
3. Other businesses
4. Government
5. Other

We will be targeting customers by:
1. Product line/services
2. We will target specific lines
3. Geographic area? Which areas
4. Sales? We will target sales of
5. Sector? Our target sector is
6. Other

How much will our selected market spend on our type of service this coming year? $

Competition: Who are our competitors?

NAME
ADDRESS
Years in Business
Market Share
Price/Strategy
Product/Service
Features
How competitive is the market?

High

Medium

Low

List below your strengths and weaknesses compared to your competition (consider such areas as location, size of resources, reputation, services, personnel, etc.):

<table>
<thead>
<tr>
<th>STRENGTHS</th>
<th>WEAKNESSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1</td>
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<tr>
<td>2</td>
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<tr>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>4</td>
<td>4</td>
</tr>
</tbody>
</table>

Environment

The following are some important economic factors that will affect our product or service (such as area growth, sector health, economic trends, viral epidemics, taxes, rising prices, etc.):
The following are some important legal factors that will affect our market:

_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________

The following are some important government factors:

_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________

The following are environmental factors that will affect our market, but over which we have no control:

_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________

PRODUCT OR SERVICE ANALYSIS

Description
Describe here what the product/service is and what it does:

_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________

Comparison
What advantage does our product/service have over those of the competition (consider such things as unique features, patents, expertise, special training, etc.)?

_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________

- 10 -
What disadvantages does it have?

_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________

Some Considerations

Where will you get your materials and supplies?
_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________

List other considerations
_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________

MARKETING STRATEGIES – MARKET MIX

Image

First, what kind of image do we want to have (such as affordable but good, or exclusiveness, or customer-oriented or highest quality, or accessibility, or speed, or…)?
_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________

- 11 -
Features
List the features we will emphasise:
1.___________________________________________________________________________________
2.___________________________________________________________________________________
3.___________________________________________________________________________________
4.___________________________________________________________________________________
5.___________________________________________________________________________________

Pricing
We will be using the following pricing strategy:
1. Mark-up on cost ___________________________What % Markup? ________
2. Competitive ________________________________________________________________
3. Below Competition ___________________________________________________________
4. Premium Price ______________________________________________________________

Are our prices in line with our image? YES _____ NO _____
Do our prices cover costs and leave a margin of profit? YES _____ NO _____

Customer Services
List the customer service we provide
1.___________________________________________________________________________________
2.___________________________________________________________________________________
3.___________________________________________________________________________________

These are our sales/credit terms:
1.___________________________________________________________________________________
2.___________________________________________________________________________________
3.___________________________________________________________________________________

Competition offers the following services:
1.___________________________________________________________________________________
2.___________________________________________________________________________________
3.___________________________________________________________________________________
Advertising/Promotion

These are the things we wish to say about the business:

_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________

We will use the following advertising/promotion sources:

1. Television
   ________________________________________________________________________________

2. Radio
   ________________________________________________________________________________

3. Internet (website)
   ________________________________________________________________________________

4. Direct mail
   ________________________________________________________________________________

5. Personal Contacts
   ________________________________________________________________________________

6. Trade Association
   ________________________________________________________________________________

7. Newspaper
   ________________________________________________________________________________

8. Magazines
   ________________________________________________________________________________

9. Yellow Pages
   ________________________________________________________________________________

10. Billboard
    ________________________________________________________________________________

11. Other
    ________________________________________________________________________________

The following are the reasons why we consider the media we have chosen to be the most effective:

_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________
- 13 -
MARKETING TIPS, TRICKS & TRAPS

1. Marketing Steps
   - Classifying Your Customer’s Needs
   - Targeting Your Customer(s)
   - Examining Your “Niche”
   - Identifying Your Competitors
   - Assessing and Managing Your Available Resources
     - Financial
     - Human
     - Material
     - Production

2. Marketing Positioning
   - Follower versus leader
   - Quality versus price
   - Innovator versus adaptor
   - Customer versus product
   - International versus domestic
   - Private sector versus government

3. Sales Strategy
   Use Customer-Oriented Selling Approach – by Constructing Agreement

PHASE ONE: Establish rapport with customer by agreeing to discuss what the customer wants to achieve

PHASE TWO: Determine customer objective and situational factors by agreeing on what the customer wants to achieve and those factors in the environment that will influence these results.

PHASE THREE: Recommend a customer action plan by agreeing that using your product/service will indeed achieve what customer wants

PHASE FOUR: Obtain customer commitment by agreeing that customer will acquire your product/service.

Emphasise Customer Advantage

MUST BE READ: When a competitive advantage can not be demonstrated, it will not translate into a benefit.

MUST BE IMPORTANT TO THE CUSTOMER: When the perception of competitive advantage varies between supplier and customer, the customer wins.

MUST BE SPECIFIC: When a competitive advantage is specified, it should be able to be translated into a gain for the customer.

MUST BE APPEALING: When a competitive advantage is proven, it is essential that it is promoted to your customers.

4. Benefits Versus Features
   The six “O’s” of organising Customer Buying Behaviour

ORIGINS of purchase: Who buys it?
ORIENTATION of purchase: What do they need/buy?
OCCASIONS of purchase: When do they buy it?
OUTLETS of purchase: Where do they buy it?
OBJECTIVES of purchase: Why do they buy it?
OPERATIONS of purchase: How do they buy it?

Convert features to benefits using the “…which means…” Transition

Sales Maxim:

“Unless the proposition appeals to their INTEREST, unless it satisfies their DESIRES, and unless it shows them a GAIN – then they will not buy!”

Quality Customer Leads

<table>
<thead>
<tr>
<th>Level Of Need</th>
<th>Ability to buy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authority to pay</td>
<td>Accessibility</td>
</tr>
<tr>
<td>Sympathetic Attitude</td>
<td>Business History</td>
</tr>
<tr>
<td>One-Source buyer</td>
<td>Reputation (price or quality buyer)</td>
</tr>
</tbody>
</table>

Convert Features into Benefits

<table>
<thead>
<tr>
<th>FEATURES</th>
<th>WHICH MEANS</th>
<th>BENEFITS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance</td>
<td>Time Saved</td>
<td></td>
</tr>
<tr>
<td>Reputation</td>
<td>Reduced Cost</td>
<td></td>
</tr>
<tr>
<td>Components</td>
<td>Prestige</td>
<td></td>
</tr>
<tr>
<td>Colours</td>
<td>Bigger Savings</td>
<td></td>
</tr>
<tr>
<td>Sizes</td>
<td>Greater Profits</td>
<td></td>
</tr>
<tr>
<td>Exclusive</td>
<td>Greater Convenience</td>
<td></td>
</tr>
<tr>
<td>Uses</td>
<td>Uniform Production</td>
<td></td>
</tr>
<tr>
<td>Applications</td>
<td>Uniform Accuracy</td>
<td></td>
</tr>
<tr>
<td>Ruggedness</td>
<td>Continuous Output</td>
<td></td>
</tr>
<tr>
<td>Delivery</td>
<td>Leadership</td>
<td></td>
</tr>
<tr>
<td>Service</td>
<td>Increased Sales</td>
<td></td>
</tr>
<tr>
<td>Price</td>
<td>Economy of Use</td>
<td></td>
</tr>
<tr>
<td>Design</td>
<td>Ease of Use</td>
<td></td>
</tr>
<tr>
<td>Availability</td>
<td>Reduced Inventory</td>
<td></td>
</tr>
<tr>
<td>Installation</td>
<td>Low Operating Cost</td>
<td></td>
</tr>
<tr>
<td>Promotion</td>
<td>Simplicity</td>
<td></td>
</tr>
<tr>
<td>Lab Tests</td>
<td>Reduced Upkeep</td>
<td></td>
</tr>
<tr>
<td>Terms</td>
<td>Reduced Waste</td>
<td></td>
</tr>
<tr>
<td>Workmanship</td>
<td>Long Life</td>
<td></td>
</tr>
</tbody>
</table>
### Buying Motives

<table>
<thead>
<tr>
<th>RATIONAL</th>
<th>EMOTIONAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economy of Purchase</td>
<td>Pride of Appearance</td>
</tr>
<tr>
<td>Economy of Use</td>
<td>Pride of Ownership</td>
</tr>
<tr>
<td>Efficient Profits</td>
<td>Desire for Prestige</td>
</tr>
<tr>
<td>Increased Profits</td>
<td>Desire for Recognition</td>
</tr>
<tr>
<td>Durability</td>
<td>Desire to Imitate</td>
</tr>
<tr>
<td>Accurate performance</td>
<td>Desire for Variety</td>
</tr>
<tr>
<td>Labour-Saving</td>
<td>Safety</td>
</tr>
<tr>
<td>Time-Saving</td>
<td>Fear</td>
</tr>
<tr>
<td>Simple Construction</td>
<td>Desire to Create</td>
</tr>
<tr>
<td>Simple operation</td>
<td>Desire for Security</td>
</tr>
<tr>
<td>Ease of Repair</td>
<td>Convenience</td>
</tr>
<tr>
<td>Space-Saving</td>
<td>Desire to be Unique</td>
</tr>
<tr>
<td>Increased Production</td>
<td>Curiosity</td>
</tr>
<tr>
<td>Availability</td>
<td></td>
</tr>
<tr>
<td>Complete Servicing</td>
<td></td>
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<tr>
<td>Good Workmanship</td>
<td></td>
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<tr>
<td>Low Maintenance</td>
<td></td>
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<tr>
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