



ZERO-BASED BUDGET WORKSHEET

The Center itself used the Worksheet for its initial budget. By seeing it side-by-side with The GM's Index of Terms, we were able to have confidence we agreed on what was needed. - Derrick Van Mell, CEO, CMTTP

Introduction

Who wants to get to the end of their budget year without enough money or big variances? The Zero-Based Budget Worksheet lets you be confident you've thought of everything. The Worksheet is structure differently from most budgets because a different perspective spotlights hidden assumptions. Good budgets and budgeting give leaders confidence to delegate important work.

2018 BUDGET WORKSHEET		Rating key			
For:	SAMPLE	X	Does not apply		
By:	ABC	Y	Yes, applies, has cost		
When:	6-Mar-18	N	Applies, but no cost		
See The Index at www.TheIndex.Net/terms for definitions and discussion.					
0	FUNCTION				
0.0	Practice area				
0.0.0	Practice				
		Operating	Operating	Operating	Operating
		Cost name	Cost name	Cost name	Cost name
1	STRUCTURE	First pass		\$16,000	Comments for 2
1.1	Ethics and the law				
1.2	Market position				
1.2.1	Purpose	N	\$0	\$0	See Goal Tree
1.2.2	Product and service mix	N	\$0	\$0	See competitive in
1.2.3	Differentiators	N	\$0	\$0	See brand messag
1.2.4	Brand	Y	\$0	\$2,500	Need imaging. Es
1.2.5	Geographic market	X	\$0	\$0	
1.3	Ownership structure				Might use several
1.5	Governance				
1.5	Planning				
1.6	Facilities		\$0	\$0	None this phase
2	MARKETING & SALES		\$5,400	\$5,000	
2.1	Market research				

Benefits

The Center's tools minimize omissions, improve communications and foster collaboration. The **Zero-Based Budget Worksheet**:

- Can be used in budgeting annually and for projects and new ventures
- Frames a valuable opportunity to budget cross-functionally
- Provides a record of assumptions to help in the next budgeting cycle

Difficulty Easy
Estimated time required 2 to 4 2-hour meetings
Special skills None

Instructions

1. Have the Worksheet and The GM's Index open on a screen for everyone to see.
2. You might *not* want to have your current budget with you (to keep an open mind).
3. First, put an X for practices that don't apply to your situation.
4. It's OK to insert lines for further detail and it's OK to skip around.
5. Some members add a column for things to stop doing (a "Stop Plan").

Members can contact the Center for assistance: info@theindex.net

Make It Better

Member should share ideas for improving any of the Center's tools and how they're taught and formatted. It's also great to suggest new applications or brand-new tools.

2018 BUDGET WORKSHEET

For: SAMPLE
 By: ABC
 When: 6-Mar-18

Rating key
 X Does not apply
 Y Yes, applies, has cost
 N Applies, but no cost

Operating: \$77,085
 Capital: \$45,080

See also Goal Tree, project summary
 Excludes pass-through expenses

See The GM's Index at www.theindex.net for definitions and discussion.

0 FUNCTION
 0.0 Practice area
 0.0.0 Practice

	Operating Capital	Operating	One-time	Comments for 2018	Ideas for the future
1 STRUCTURE		\$ 500	\$ 16,000		
1.1 Ethics and the law					
1.2 Market position					
1.3 Ownership structure					
1.3.1 Ownership entity	Y	\$0	\$5,000		
1.3.2 Joint venture	X	\$0	\$0		
1.3.3 Affiliation	Y	\$0	\$500	Sponsorship agreements	
1.3.4 Merger and acquisition	X	\$0	\$0		
1.5 Governance					
1.5 Planning					
1.6 Facilities		\$0	\$0	None this phase	
2 MARKETING & SALES		\$5,400	\$9,000		
2.1 Market research					
2.2 Channels of distribution					
2.3 Pricing					
2.3.1 Pricing terms	N	\$0	\$0	See pricing grid. See pro forma (pending)	
2.3.2 Fee structure	N	\$0	\$0	See Terms of Use	
2.3.3 Discounts	N	\$0	\$0	See pricing research.	
2.3.4 Promotions	N	\$0	\$0	How include comps and discounts in memberships?	
2.4 Marketing communications					
2.4.1 Target market (initial)	Y	\$0	\$500		Mailing, postage?
2.4.2 Marketing message	Y	\$0	\$1,500	Consultant time. B&W	
2.4.3 Marketing media	Y	\$1,000	\$1,000	Banners, posters. No ads	
2.4.4 Marketing campaign	Y	\$0	\$0	Focus first on currrent WI network?	
Social media	Y	\$0	\$1,000		
Videos	Y	\$1,500	\$5,000	Plus self-made video capture.	
PR	N	\$0	\$0	Articles, speeches (paid?)	
2.4.5 Networking	Y	\$2,400	\$0	Entertaining: meals, travel	
2.4.6 Advocacy	X	\$0	\$0		
2.5 Sales management					
2.6 Customer service					
3 OPERATIONS		\$ 500	\$ -		
3.1 Quality					
3.2 Work process					
3.3 Production technology					
3.4 Supply chain					
3.4.1 Vendor management	N	\$500	\$0	Need evaluations. Meetings. See Collab software	
3.4.2 International trade	N	\$0	\$0		
3.5 Logistics					
3.6 Inventory					
4 INFORMATION		\$ 13,810	\$ 11,500		
4.1 Applications					
4.1.1 Document creation	N	\$0	\$0	Office 365, Google Docs	
4.1.2 Mobile applications	X	\$0	\$0	Mobile app later	
4.1.3 Process software (Assoc. Mgmt.)	Y	\$4,800	\$5,000		
4.1.4 Communication software	Y	\$360	\$0	e.g., Skype	
4.1.5 Collaboration software	Y	\$0	\$0	Basecamp? Google?	
4.2 Internet					
4.3 Data and reporting					
4.4 Research and analysis					
4.5 Communication System					
4.6 Information Technology					
5 HUMAN RESOURCES		\$ 42,800	\$ -		
5.1 Management					
5.2 Organizational Structure					
5.3 Employee Relations					
5.4 Training and Development					
5.5 Compensation					
5.6 Recruitment and Retention					
6 FINANCE		\$ 4,020	\$ 2,700		
6.1 Financial accounting					
6.2 Managerial accounting					
6.3 Budgeting and forecasting					
6.4 Financing					
6.4.1 Debt financing	N	\$0	\$0		
6.4.2 Equity financing	Y	\$0	\$0	Crowdfunding?	
6.4.3 Securities	X	\$0	\$0		
6.4.4 Fundraising	N	\$600	\$1,200	Entertainment for securing sponsors	
6.4.5 Investment management	N	\$0	\$0		
6.5 Cash management					
6.6 Risk management					
Subtotal		\$67,030	\$39,200		
Contingency		\$10,055	\$5,880	15%	
TOTAL		\$77,085	\$45,080		
TOTAL 2018		\$122,165			