

## **The Fine Art of Planning**

*Adapted from "Managing Technology & Resources" presented by  
STEPHEN Z. BALLEEN, BALLEEN & COMPANY, INC.  
Certified Public Accountants*

Entrepreneurs have a knack for selling things and ideas. They are adept at communicating with and motivating others. They are good negotiators and know where to draw the line in dealing with customers, vendors, employees and investors. While experience and study may augment these skills, by-and-large, one is born with this package of traits or one is not. But, in some grand act of cosmic balance, these very same superheroes of the marketplace are often in need of stronger analytical and planning skills. The implementation of ideas is where the rubber meets the road. The question of what actions need to be committed in order to accomplish some objective is often as critical as determining the objective itself. The product or service of a certain quantity is produced over a defined period and delivered to a known location. Planning requires that we analyze the product or service to determine its components, which, in turn, must be analyzed, or broken down to sub-components until each factor is identified. Once disassembled, the requirements to design, build, implement and deliver a product or service of a desired quantity is readily apparent. Facility, peoplepower and financial resources can be identified and planned for. Without thoughtful analysis and planning, while the market may be ready for the entrepreneur, the entrepreneur is certainly not ready for the market.