

PROJECT CONNECTIONS / PLANNING KIT 06

Match the Promotion to What You Can Deliver.

Holiday Business Capacity & Customer Promise Planner

Plan seasonal capacity, cash, fulfillment and customer promises using your own evidence rather than assuming a sales surge.

PRINT-READY WORKBOOK / 14 PAGES

Illustrative supplied photo; not member project evidence.

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Define the season and the goal

Name the business model and planning period. A quieter season, service bottleneck or cash gap may matter more than increasing sales.

YOUR STAGE / Review demand / Test capacity / Approve promises / Monitor

Season / business model / evidence of likely demand

Measurable objective / accountable owner / target date

Current constraint / progress measure / weekly review time

USE THIS WORKBOOK

Gather facts and requirements / pages 3-6

Compare and coordinate / pages 7-10

Review readiness and act / pages 11-14

Use actual data and documented assumptions. Set a limit on commitments before increasing promotion.

Separate demand evidence from assumptions

Compare equivalent periods and explain material differences. Booked work, inquiries, sales and collected cash are different measures.

Evidence / assumption	Value / source / date	Uncertainty / next check
Prior period / source / comparable dates		
Confirmed bookings or orders		
Demand assumption / reason		
Lower-demand alternative		
Higher-demand capacity pressure		

Next question / responsible person / review date

Record when evidence would justify revising the plan. Do not present a scenario as a forecast of fact.

Define the customer promise

Write the actual offer before approving advertisements. For merchandise orders covered by the FTC rule, shipment statements need a reasonable basis; ask qualified advice about applicable obligations. [S1]

Offer / availability / audience / exclusions

Shipping, delivery or booking promise / evidence supporting it

Customer support / changes / cancellation or return questions

Approver / version / valid period / revision trigger

Shipping and arrival are different. Verify carrier and supplier terms without promising their performance.

Test staffing and training capacity

Plan supervision and training alongside available hours. Seasonal or part-time status does not remove applicable protections; confirm federal and NJ requirements for the actual roles. [S2, S3]

Capacity or role	Evidence / confirmed limit	Owner / due date
Existing commitments / available capacity		
Role / training / supervision		
Coverage gaps / contingency		
Hours / records / youth-work questions		
Approval / qualified employment advice		

Next question / responsible person / review date

Do not insert a universal labor rate or assume overtime, leave or scheduling treatment. Record the adviser and source checked.

Coordinate stock and fulfillment

Verify availability and lead times directly. For service businesses, substitute appointment capacity, materials and supplier dependencies for stock.

Input / dependency	Confirmed terms / risk	Owner / fallback
Core stock / service input		
Supplier / verified lead time		
Storage / handling / capacity limit		
Fulfillment / pickup / delivery process		
Alternative / substitution approval		

Next question / responsible person / review date

Ask what happens if demand is lower than expected or a supplier misses a commitment. Record the threshold for revising the offer.

Plan cash by payment date

Use a single period and reader-supplied figures. Separate sales from collections and costs from cash payments; avoid counting deposits twice.

Period / scenario: _____ Source date: _____

Line / defined calculation	Value / working	Source / assumption
A. Opening available cash		
B. Customer cash expected in period		
C. Stock / supplier cash paid		
D. Payroll and related cash paid		
E. Returns / refunds cash paid		
F. Other service / operating cash paid		
G. Closing cash = A + B - C - D - E - F		

Reviewer / missing inputs / next correction

Keep reserve needs and uncertain scenarios visible. Ask the accountant about tax, margin and timing; this is planning arithmetic, not a profit or revenue forecast.

Check payment and reconciliation readiness

Confirm terms with the actual processor or provider. Test only through an authorized test environment with synthetic data, not real customer payments. [S4]

01 / Settlement timing / fees / disputes / reserves

Authority / professional / contact: _____

Source / checked date / actual deadline: _____

Applicable finding / evidence / conditions: _____

Unresolved question / owner / follow-up: _____

02 / Authorized test process / access / responsibilities

Authority / professional / contact: _____

Source / checked date / actual deadline: _____

Applicable finding / evidence / conditions: _____

Unresolved question / owner / follow-up: _____

03 / Reconciliation / receipt / issue-escalation procedure

Authority / professional / contact: _____

Source / checked date / actual deadline: _____

Applicable finding / evidence / conditions: _____

Unresolved question / owner / follow-up: _____

Never enter credentials or payment-card data in this workbook. Record test evidence references, not secrets.

Tie promotion to available capacity

Each message should match approved offer details and a realistic delivery or service limit. Do not use fake scarcity, reviews or unsupported claims.

RECORD 01

Message / channel / planned date / approved offer version

Capacity evidence / approver / publication owner

Pause or revise trigger / customer update / review time

RECORD 02

Message / channel / planned date / approved offer version

Capacity evidence / approver / publication owner

Pause or revise trigger / customer update / review time

Keep this as prospective planning until approvals are recorded. An advertising schedule does not grant marketing permission.

Resolve service and policy questions

Bring actual drafts and provider terms to the appropriate adviser. Identify unresolved questions before presenting policies as final.

Customer support / accessible communication / responsible owner

Cancellation, return and delay questions / legal review needed

Data collected / purpose / access / retention questions [S4]

Approved policy source / version / staff briefing date

Separate merchandise shipment requirements from service bookings. Confirm applicable accessibility, consumer and privacy duties for the business.

Test operations before peak periods

Use realistic authorized scenarios without exposing customer data or making real transactions. Record the outcome and whether the operation is ready, limited or paused.

RECORD 01

Scenario: order spike / outage / staff gap / supplier delay

Test owner / permitted method / actual result / evidence

Escalation / stop condition / fallback / retest due

RECORD 02

Scenario: order spike / outage / staff gap / supplier delay

Test owner / permitted method / actual result / evidence

Escalation / stop condition / fallback / retest due

A failed test is a planning input. Reduce or pause promises that the operation cannot support.

Define a useful weekly dashboard

Use consistent definitions and a named data source. Select measures that explain the goal and the constraint; no universal benchmark is assumed.

Measure / source	Target / actual / period	Owner / action trigger
Qualified demand / definition		
Sales or bookings / definition		
On-time fulfillment / definition		
Cancellations or returns / definition		
Cash / margin question for accountant		

Weekly decision / evidence / owner / next check

For rates, record the numerator and denominator. Compare actuals with your own target and use feedback to explain changes.

Conversations and accountable next steps

Review weekly during the chosen season and again afterward. Keep assumptions that proved wrong visible for the next cycle.

Operations / supplier / staffing lead: Which constraint should change the promise?

Accountant / adviser / marketing lead: What did actual cash, fulfillment and feedback show?

Role / meeting date / question / documents to bring

Recommendation / next action / owner / deadline / follow-up

Decision / limits: _____ Review cadence: _____

PRIORITY 1 / Action: _____

Owner: _____ Due: _____

Dependency / evidence: _____

Progress / next review: _____

PRIORITY 2 / Action: _____

Owner: _____ Due: _____

Dependency / evidence: _____

Progress / next review: _____

Keep completed records private. Share only what the recipient needs through an agreed secure channel.

Sources and your next connection

Primary resources checked October 15, 2026 (UTC). Recheck before acting. Blue underlined titles are clickable; [S#] references identify the sources below.

[S1] FTC: Mail, Internet or Telephone Order Rule

Merchandise shipment representations and delay obligations; verify applicability to the offer.

[S2] U.S. DOL: Seasonal Employment

Federal seasonal-work questions; seasonal status does not remove applicable labor protections.

[S3] NJ DOL: Wage and Hour Compliance

Current New Jersey wage, recordkeeping and workplace requirements to confirm.

[S4] FTC: Protecting Personal Information

Data inventory, access, retention and security planning for businesses.

General educational planning information, not individualized legal, employment, financial or payment-security advice. Requirements vary; qualified professionals and responsible authorities should confirm applicable decisions.

Need professional guidance?

Explore current professionals in the SJBA directory. Bring your questions. Roles in this workbook are conceptual; verify representation, qualifications, scope and availability.

About SJBA

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