

**The Business Plan**

For many, writing a business plan is the hardest part of starting or expanding a business. But, it is also one of the most essential parts! This packet, while large in size, is designed to remove some of the fear and provide a step by step approach to completing the feared Business Plan.

**Why do I need a Business Plan?**

1. A business plan precisely defines your business, identifies your goals, and serves as *your business's résumé*. In creating your plan, you will think through issues important to your business' success.
2. Your plan provides specific information about your business, its product or service, finances, and how you will repay debt. This becomes a valuable tool as you set out to raise money through financial institutions or private investors.
3. The business plan brings several legal issues to light including; licenses, permits, and zoning laws. It helps you decide whether your business should be organized as a corporation, partnership, or sole proprietorship.

**Business Plan Packet Contents**

**This packet has two sections:**

**Section 1** The Small Business Development Center prepared this section. It contains information, ideas, and issues to consider as your prepare each part of your business plan. It is designed to cover all possible areas; therefore some information may not pertain to your business endeavor. Cross out the areas that do not pertain to you when you do your initial read through. Then only address the pertinent areas as you start to write and develop your plan.

**Section 2** These documents, prepared by Shelby County Chamber of Commerce & Industry, help a business owner complete The Business Plan with the fill- in-the-blank approach. There are instructions, templates and worksheets to fill-in for your business. These will help you create the required financial statements.

**Questions?**

Contact Shelby County Chamber of Commerce & Industry

712-755-2114 or [info@exploreshelbycounty.com](mailto:info@exploreshelbycounty.com)



**THE BUSINESS PLAN**

**SECTION 1**

**Information and ideas to consider as you prepare your Business Plan.**

**Questions?**

**Contact Shelby County Chamber of Commerce & Industry**

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**Business Plan Outline**

**Cover Page**

The cover page is ***the first impression*** of your business plan. It should include the name of the company, company address, company phone number, owners and their addresses/phone numbers, and the date of the plan. Also incorporate the company logo if there is one.

**Executive Summary** (worksheet 3, pg. 27) **Place in this order, but complete this section last.** The executive summary briefly states the company's present situation as well as its goals and objectives for the business ventures of the company. This section should be written after worksheets 4-10 in section 2 have been completed.

**A. The Business** (worksheet 2, pg. 26 and worksheet 4, pg. 28)

The business portion of “The Business Plan” provides an overview of your planned business operation. You should briefly describe your product/service and how you will maintain a sustainable competitive advantage.

**B. Management** (worksheet 6, pg. 30)

The management plan of your business outlines the organizational structure that defines the lines of authority and the responsibilities of the key players.

**C. Market Research** (worksheet 7, pg. 31)

All businesses need thorough research to determine feasibility. The business plan should reflect that research and show that the business will be a success. Market research covers Customer Description, Market and Industry Analysis, and a Competitive Analysis.

**D. Marketing** (worksheet 8, pg. 32)

The marketing section should *detail out your product or service* and how you will position it to your customer. This will include a list of products and services, pricing, promotion, and location.

**E. Money** (worksheet 9, pg. 33)

The money section of your business plan shows past, current, and projected financial activity. Documents that should be included; the summary of projected cost and financial needs (worksheet 10, pg. 34), sources and uses of funds statement, three-year income projection, cash flow projection, notes, critical assumptions for the projections, and a break-even analysis.

**Exhibits** (pg. 25)

Include documents needed to substantiate what has been presented in the body of the plan. Examples could include; *résumés, purchase agreements, bids, contracts,* etc.

(worksheets and templates section, pages 23-47).

**Executive Summary**

The Executive summary is a condensed version of the entire business plan and should be no longer than two pages. Review your plan after it is complete and summarize the most important points from every section into the Executive Summary(Worksheet 3, pg. 27). Complete this section last so that it absolutely supports the rest of your document.

**The Executive Summary should address the following questions:**

1. Give the name and location of your business.

2. What type of business do you own or plan to create?

3. Introduce yourself to the reader: are you the current owner or employee, the potential buyer, or a partner in the business?

4. What type of industry is your business a part of? Summarize the most relevant industry or market facts that demonstrate that demand for your product or service is strong enough to justify the existence of your business.

5. What is unique about your company and the products or services you will produce? What proprietary rights will the business have? (Patents, licenses, royalties, distribution rights, franchise agreements, etc.)

6. What exists or will be the legal form of organization for your business and why? (Sole proprietorship, partnership, limited partnership, S-corporation, or

C-corporation)

7. Who will be the key management personnel and what skills do they have that will help the business be successful? (Include name, title, and qualifications of each person.) List personnel outside the business that assist you (accountants, bankers, business coach, lawyers, etc.).

8. How long will it take the business to reach the break-even point? Explain how long it will take this venture to generate profits.

9. If funding is being requested, how much is needed?

10. Who is requesting the funds?

11. For what purpose are the funds being requested (to start a new business, buy an existing business, purchase additional equipment for business expansion, etc.)?

12. How much equity are you investing in the business?

13. What collateral will be used to secure a loan (equipment, inventory, or your home)?

14. Summarize the financial projections. *Indicate financial milestones.*

**Business Plan in Detail**

**The Business** (pg. 26 and worksheet pg. 28)

**Describe Your Business**

* Include detailed information about the overall industry and how your business will maintain a sustainable competitive advantage. In other words what is your promise to your customer? What is special about your business?
* The more obscure or *different* your idea is, *the longer* your explanation in this section should be. Make sure people understand exactly what your business is or does.
* Tell about your history as it pertains to this industry. Also if there is a unique story on how you came up with the idea ...tell it here.
* Present your short and long term goals for this business. Give the reader a sense of what you would like to accomplish.

**Describe your Product or Service**

* List your products and/or services.
* Describe the purpose of your product/service, the need it satisfies and what makes it unique.
* List future products or services you plan to provide.
* If manufacturing, tell all about the manufacturing process. Give a detailed description of your products from raw materials to finished items. Also describe current product development and research efforts as well as plans for continued R&D.
* Identify your primary suppliers and alternative suppliers. (You may want to include a copy of any agreements or contracts in the appendices.)

**Proprietary Information**

* Describe any specific knowledge or technology you have that your competitors do not.
* Describe any efforts taken to obtain patents, copyrights, and trademark or name registration.

**Regulations**

* Describe any regulations that affect the sale and use of your product.
* Remember to check at the local, state and federal levels.

**Location, Facility, and Equipment** (worksheet 5, pg. 29)

* *Describe the site*and why it was chosen.
* If the business will bring customers to the location*, include information regarding customer accessibility, parking, safety, etc.*
* *Describe the building and equipment needs* for your business and how you determined this need.
* *A list of existing equipment or future purchases* will be needed for the financial section, but can be included here as well.
* Describe how long the facility will meet your needs and the actions you plan to take at that point. If manufacturing, what is the maximum production capacity of the facility and equipment and your expected level of production.
* If available, include blueprints of your business space as it is now and as it will be when ready for your business. Nonprofessional sketches will work on some levels.

**Operational Needs and Environmental Factors**

* Describe your transportation and utility needs and any associated costs.
* Describe the impact of regulations and the use and disposal of any hazardous wastes.
* Identify the agencies that may regulate your business (OSHA, EPA, IRS or others) and review any regulations that will affect your business.
* Describe the most significant barriers you expect while launching and operating your business. Explain how you expect to overcome them.

1. **Management** (worksheet 6, page 30)

**Ownership Composition**

* Define the form of the business organization. Will you be a Sole Proprietorship, Partnership, an S-Corp, C-Corp or a Limited Liability Company? See the Licenses, Legalities and Permits section in the Business Guide to help you research this subject.
* Specify who the owners of your business are and what percentage they own*.* Also, if applicable, describe members of your Board of Advisors.
* Describe who is behind the business***.*** For each owner or major participant, tell about their responsibilities and abilities. Indicate the level of knowledge and interest in the industry and any formal training received**.** Support with résumés.
* Also indicate who manages the business on a day-to-day basis, who is responsible for long-range planning and who initiates changes. Indicate how this person monitors industry trends. Be sure to indicate who has primary operational, marketing and accounting responsibilities and their qualifications to do so.

**Personnel** (worksheet 6, pg. 30)

* Indicate the number of employees and briefly define their positions.
* Describe who will be doing the work, why they are qualified, the responsibilities of each position, and the wages and benefits.
* Consult your trade association and accountant to learn the most current practices. While there is a minimum wage set by federal law and by some states for most jobs, the actual wage paid is entirely between you and your prospective employee.

**Security**

* Address security issues in terms of inventory control, theft of information, employee screening and internet/computer security.
* Consider security measures such as a physical security system and computer security system as well as seminars to spot shoplifters.
* In addition, design a plan for your personnel; careful pre-hire screening and policies to ensure awareness and honesty.
* Security measures should also include natural disaster plans and off-site regularly updated business records.
* Your SBDC Center has many resources for helping to plan for major disasters as well as computer and internet security issues.

**Consultants**

List all of the professionals that will provide services to your business. These include accountants, lawyers and consultants (such as the SBDC).

**Other**

Consider including the following documentation of your Management Plan in the Exhibits:

* **Personal Résumés:** Should be limited to one page and include work history, educational background, professional affiliations, honors and special skills.
* **Legal Documents:** All legal papers pertaining to your legal structure, proprietary rights, insurance, titles, etc.
* **Schedule:** Prepare a schedule of employee staffing. Determine the number of hours the business will be open and indicate the level of staffing during the schedule period. These numbers should correspond with your estimates of payroll expenses on your projected financial statements.

**C. Market Research** (worksheet 7, pg. 31)

**Customer Description**

* Who are your potential customers? If they are individuals, define the demographic characteristics of your customers (i.e. sex, age, income, education, occupation, household size, and ZIP code of residence) as well as lifestyle or other relevant characteristics. If your customers are businesses, define your customers in term of statistical information (i.e. sales volume, number of employees, regional locations, main activities, main customers, etc.).
* Do you anticipate more than one type of customer? If so, who are your primary and secondary target markets? (A primary target market is the group to whom your product is sold the most). List all of your potential target markets and determine which ones will be your primary and secondary markets. Remember that your target customer is the one who purchases and makes the decision to purchase, not necessarily the user.
* What is the basis of the purchase decisions of the customers: price, quality, service, personal contacts, political pressures, or some combination of these factors? How does this relate to your product?

**Market and Industry**

*Feel free to utilize graphs and other visuals to easily communicate industry and market situations.*

* Where is your customer? What is your geographic market area? From what towns/parts of the city do your customers come from? Or do they come from nationwide?
* Define the presence of your target market(s) in the geographic market area: if your target is women ages 25 to 45 who have children under 10, how many women in this demographic resides in your particular market area?
* What is the size of the different market segments (primary and secondary target markets) in terms of number of people and amount of products/services sold to them?
* According to potential distributors, dealers, sales representatives, trade associations and other resources, what are the current and past trends affecting the industry as a whole and the market you plan to enter? Does the economy affect this industry? Does the economy affect this area or market that you are targeting? Is the Industry/Market growing, declining, or stable? What is the future outlook for this industry both nationally and locally?
* How easy or difficult is it to enter and exit the market for your type of business? When do you plan on entering this market and why?
* What is the major external factors affecting Industry growth (i.e. social, economic trends, governmental/legal, societal, and environmental factors)?
* How much money is spent on your product or service within; the *Nation*, your *state,* and *geographical area* of your market? Check US Census data, [www.zapdata.com](http://www.zapdata.com) , trade associations, etc.

**Competition** (worksheet 7, pg. 31)

* Determine your main direct and indirect competitors within your target market.
* List Each competitor: Note the strengths and weaknesses of each in each of the following areas:
* Product (features and performance)
* Service (delivery and installation)
* Personnel (expertise and courtesy)
* Image (atmosphere and events)
* Now evaluate your own future business in each of the four areas. What are your strengths and weaknesses?
* Now state your **Competitive Advantage**. This is why your customer will switch from   
   your competition to you. What makes you better?

**D. Marketing** (worksheet 8, pg. 32)

**Positioning Statement**

Look at your ***competitive advantage from above*** and determine what your position or *promise* to your customer will be. This promise should be evident in all areas of your business and especially in the marketing of your business. A Positioning Statement is a one to two sentence statement that conveys what you will do for your customer to uniquely solve a need they have for your product or service.

**Product**

This section should provide a detailed description of the product or service sold to your customers. Remember that your product is not always tangible. It may be a service, or the end product of a service. It is important that the following issues be addressed in this section:

* An overall detailed description of product/service. (assume that the reader has no specific knowledge of your business or industry)
* What is your product/service mix and why? How does it pertain to the needs of your target market?
* What is your atmosphere or general theme in your business? How does it relate to the product or service and overall positioning statement?
* Proportions of sales revenue for each type of product or service.
* Features and Benefits of your product or service.
* Level of quality for each type of product or service.
* Seasonality of your product or service. What are the slow sales months? Busy months?
* Economic value of your product or service: is it a necessity or discretionary (luxury) product or service?
* Propriety rights of your product or service (patents, copyrights, trademark, etc.) Warranty policy.

**Pricing** (worksheet 8, pg. 32)

* Pricing will be determined as a result of market research and the cost of your product or service plus overhead. Describe how you arrived at your pricing structure and back it up with material from your research. For example: How does your price compare to your competition? If your price is higher, why? How will you justify it to your customers? If your price is lower, why? How will that help you attract customers?
* If you are in retail or if there is a cost to your raw product, include what the cost is for your business and your markup percentage to your customers. If you have several products or a menu of items include the price list or menu with actual costs and retail costs calculated.
* If you are a service business, include a price list for all your services.
* Also include in this section your payment policies, especially if you offer a service or are a manufacturer. For example: will you invoice your customers? Do they pay up-front when ordering? Do they pay a percentage up front with a balance due upon delivery?

**Promotions: Creating an Effective Marketing Calendar or Plan**

The Marketing Calendar is a 6 to 12 month tool that will serve as a plan on how you will reach your customers. (worksheet pg. 18)

Promotional and advertising expenses should be perceived as an investment and should generate a good return on the investment. The dollars spent on these activities should be recovered by sales generated by these promotional and advertising tactics. Keep in mind that when you start a new business, your promotional and advertising budget will be limited. Do not rely on the misconception that mass media such as TV and radio are the best or only methods to promote the launching of a new business. These media are expensive and might not necessarily target the right audience for your business. You do not have to spend a lot of money in marketing to promote your company successfully. Some promotional and advertising tactics require more of your other resources (time and energy) than dollars.

The bottom line is that promoting your company does not necessarily need to cost thousands of dollars, but it does need a good comprehensive plan so that your message is out there to the right people consistently.

**First Steps:**

**1. Define your customers:**

You probably know who your customers are, but make sure you really think about this issue and define who it is that wants or needs your product or service.

* **Who:** Who are they exactly? Female, male, young, old, etc.
* **What**: what do they need, do, or want?
* **Where:** where do they live, hang out, or travel too?
* **Why:** Why do they need you? Why do they want your product or service?
* **How:** How do they buy your product or service? How do they find you?

This exercise will help you determine how to reach your customers.

**2. Create a Positioning Statement:**

What is your position or "promise" to your customer? Define who you are and what makes you stand out from the competition. What makes you different? This promise should be evident in all areas of your business and especially in the marketing of your business. A Positioning Statement is a one to two sentence statement that conveys what you do for whom, to uniquely solve an urgent need.

**3. Develop your Brand Image:**

Your brand image should portray your positioning statement and be consistent and visible on all advertisements, brochure, signs, letterhead, etc. Brand image includes your logo, slogan, style of brochures, business cards.

4. **Develop a Marketing Budget:**

This budget should not only include direct advertising costs but also everything that helps to promote your business. This includes in-store displays, signs, samples, specialty items, brochures, etc.

* In general, new business should be prepared to spend 3 to 5% of projected gross revenue in marketing/advertising activities. Established businesses usually tone it down to 1 to 3 percent of business. In small towns when major media expenses are not necessary 1 to 3 percent is more realistic.

**Factors to consider**:

* Co-Op advertising opportunities - are funds available from suppliers for prepared or commercial ads using: TV, radio, local and regional news media.
* Community size - How large is the community or your market area. Merchants operating in large market areas must usually spend more for advertising than merchants in smaller market areas.
* Location - Is your store in a highly visible location. If your location is off the beaten path you may need to spend more dollars to let people know where you are located.
* Competition - What kind of advertising do your direct competitors do? In order for a business to keep its share of the market, its expenditures need to have some relationship to what competitors are spending. Aggressive competition may require aggressive advertising.
* Is the store new or is the concept new? The newer the store or concept, the more advertising is required to make it known. If you are in a franchise operation with a well-known brand, your advertising may not have to be as aggressive (a franchise agreement usually includes fees for marketing).

**Developing a Marketing Mix** (worksheet pgs. 17 and 18 or templates pgs. 38 and 39)

Your media calendar should be a good "mix" of advertising, promotions and publicity. These three things should work together in creating public awareness about your business.

1. **Advertising** is communication through medium in which the sponsor is identified and the message is controlled and persuasive. Advertising is usually paid for, but not always. Advertising includes mass media, internet, direct marketing, and social media.
2. **Promotions:** Promotions are special sales, giveaways, drawings, and events that a business does to help win over customers**.**
3. **Publicity:** Publicity is creating awareness of your business, employees, products or services through news stories and other public awareness activities. Make you and your business famous. Become the "expert" in your industry through press releases to the media, public speaking, charity events, donations, volunteering, etc.

**Preparing your 12 month Media Mix Calendar**

1. Go through the list in the next section and circle the ideas that will reach your target market. Don't forget to use your creativity! And don't forget to use all three forms of marketing, add your own unique ideas that may not be included in or on the list.
2. Research the costs associated with each listed idea.
3. Prioritize the list. You may have found many vehicles that will work, but which ones are the best? List each item you picked out in order of potential effectiveness for your market and what is feasible as far as time and budget. (use the worksheets on page 17 and 18)
4. Determine what you can afford emotionally and financially. Move down your prioritized list and stop when the budget is exhausted and/or you just won't have time to implement the rest. (templates 2 and 3 in section 2)
5. For each month list in the appropriate row:

* Your monthly goal (sales to grow 5% from previous month)
* Your marketing focus for the month (Christmas, grand opening, community sidewalk sale)

**Promotional/Marketing Options List**

**Advertising:**

* TV, radio, and newspaper/print advertising.
  + List your choices and call the advertising departments for prices and contract obligations.
  + Television now allows advertisers to target very specialized market segments.
  + Magazines today offer inexpensive regional editions, offering you first rate advertising space at lower prices.
  + Newspapers today offer low cost zone editions the reach your exact target market.
  + Classified advertising is a low cost option that may enable you to reach a more targeted market. Classified advertising is offered in newspapers, magazines and on online websites.
  + Outdoor advertising (billboards and public transportation)
  + Yellow Pages advertising
  + Internet Advertising -- “pay per click” ads through search engines, advertise on or link to websites that your customers frequent.
* Direct Mail-using zip code lists via post office or list marketing services like InfoUSA.com.
  + [www.infogroupusa.com](http://www.infogroupusa.com) or [www.salesgenie.com](http://www.salesgenie.com)
  + Letters and postcards
  + Brochures and flyers:
    - Desktop publishing is simpler, more inexpensive and more attractive than ever thanks to easy to use and inexpensive desktop publishing software programs. Research some good programs and use your own creativity to create and print your own materials. This is a great option because you can print as many as you need instead of printing bulk through a local printer. Also check out numerous template companies. They design professional promotional pieces with the flexibility for you to customize it for your company. [www.stocklayouts.com](http://www.stocklayouts.com) is one such resource.
    - Websites can be considered "*electronic brochures*" and can add in video and animation.
  + Newsletters: printed versions that are mailed or electronic versions that are emailed to customers and prospects.
  + Email:
    - Steer clear of "spamming", but don't worry about emailing your customers and prospects who willingly give you their email. Collect emails from ALL customers and prospects whenever possible and keep them on a simple customer data base.
    - Email informational newsletters, sales information etc.
  + Co-advertising with other businesses.
  + Web site or directories listing on the web.
    - Make sure you are at least "searchable" on the web. Go into a major search engine and type your business name. Type your business industry and your local area. What comes up? If you don't, make sure you take measures so that you do with search engine optimization.
  + Tradeshows
  + Advertising in church bulletin boards, grocery stores, and other retail locations
  + Signage (indoor and outdoor)
  + Toll-Free Numbers
    - If market area is outside your local service area, 800 numbers are less expensive than ever and may increase responses to your marketing efforts dramatically.
  + Home Shopping Networks: If you are marketing a new/interesting product, this may be a good way to introduce your product and is worth looking into.
  + New Media
    - Bathroom advertising at public establishments, placemats, phone booths, and grocery carts etc. Open your eyes and you will see unique advertising opportunities that may be just right for your target market.
    - On-Hold Advertising: Advertise while customers are on hold or if they get an answering machine after hours, tell them briefly about current promotions or specials.

**One-on-one Selling:**

* Sales representatives; include sales training for staff
* Presentation materials and customized proposals
* Personal letters

**Telemarketing Public Relations or Publicity:**

* Public speaking (seminars, conferences, and workshops)
  + Speak on a related topic to your business, or demonstrate your product or service.
* Host educational seminars or workshops.
* Press releases and news segment.
* Interview show (local radio or television).
* Write articles and submit to local newspapers, magazines and to appropriate websites that hit your market.
* Volunteer at local events to network with potential customers.
* Sponsor local events: serving as a drop off point for canned goods for local food pantry, or toys for tots, back pack program for school age kids, etc.
* Offer public services related to your business: if you own a bookstore, sponsor an annual essay contest, if you run a computer repair company, offer free lessons to the elderly.
* Join your local Chamber of Commerce, Better Business Bureau and industry-specific or trade associations.
* Offer a class through your local Community College.

**Promotions**

* Promotional items (magnets, pens, or coffee mugs)
  + Choose items that are useful to your prospect and that represent your business or industry in some way.
  + Promotional sales (buy one get one free, coloring contests, lottery discounts, and percent off sales or rebates).
  + Be careful not to overuse “sales” or to do it so often that your customers will wait for them.
* Coupons
* Customer promotions
  + Start a referral program (a reward to refer a friend).
  + Hold customer appreciation coffees, dinners, or picnics.

**One last note:**

Many businesses say they rely on word of mouth advertising.

This is great and FREE! BUT, in order to get that reputation you need to expose your business or service through other means.

A sound calendar with the right marketing mix will help build and grow your word of mouth power!

**E. Money** (Worksheet 9, pg. 33)

**Financial Documentation**

With the exception of high-tech industries that require long periods of research, start-up companies must expect to generate income in a short period of time. The money section of your business plan should include historical financial statements, financial projections, and a description of the source and use of proceeds. The following are major documents you will want to include in your business plan.

**Summary of Financial Need**

*Outline total financial need and why you are applying for a loan.*

Describe the total estimated cost of the project, (worksheet pg. 19 or template T4 pg. 40) and include the need for working capital. Describe the equity invested into the project (equity is funding invested into the business that is not repaid; it is typically money the owner or investors contribute to the project).

Most lenders require 25% to 30% of total start-up costs before making a loan.

**Start Up Costs & Operating Costs** (worksheet on pg. 19)

Describe the costs associated with the initial start-up of the business. Incorporate these costs into your projected financial statements. These costs may include the following:

* **Rent:** Describe the total monthly rent and what it includes (maintenance, utilities, etc.) and any deposits required. Any deposits made BEFORE opening would be a “start-up cost.”
* **Office Equipment:** Describe the acquisition and use of computers, software, printers, fax machines, copiers, mobile phones, etc. Also include desks, chairs, filing cabinets, lights, etc.
* **New Building:** Describe the costs associated with engineering, architect fees, surveys, blue prints, drainage, water, sewer, electrical, HVAC, site preparation, and construction. Also include appraisal fees, permit fees, and environmental studies (phases I, II, and III).
* **Closing Costs:** Describe the closing costs associated with any loans. Banking Fees Describe the fees to be charged by the bank for start-up of accounts, credit card service equipment, and forms.
* **Insurance:** Describe the insurance needs of the business. Provide the costs associated from the insurance carrier. Don’t forget Bond Insurance for employees that handle money for the company.
* **Inventory:** To stock your shelves or for use in your production process. Working Capital is cash required to pay the bills until the business is self-supporting.

**A lender or investor typically will need to see the following financial documents.**

**Three Year Income Projection's**(templates T5 & T6 pgs. 41-43)

The income statement shows your business financial activity over a period of time. It is a moving picture showing what has happened in your business and is an excellent tool for assessing your business. The income projections should show the projections for your company for the next three years. These projections should be shown on a month-by-month basis to evaluate the seasonal aspect of the business. Projections should be based on economic trends and industry norms and standards and should be supported by the market analysis.

**Balance Sheet** (template T8 pg. 45)

The Balance Sheet shows the condition of the business as of a fixed date. It is a picture of your firm's financial condition at a particular moment and will show you whether your financial position is strong or weak. It is usually done at the close of an accounting period and contains assets, liabilities, and new worth.

**Personal Financial Statement** (SBA form template T9 pgs. 46 &47)

A statement of personal assets, liabilities, and net worth.

**Credit Reports**

Business and personal, from suppliers, credit bureaus, or banks.

**Copies of Leases and Contracts**

This includes all agreements currently in force between your company and a leasing agency. Contracts include all business contracts, both completed and currently in force.

**NOTE:** The preceding information was intended to be explanatory and directional in nature.

Section 2 of the business plan*; refer to the above outline information while specifically filling out the worksheets and templates* for your Business Plan.

**Please see pages 36-47 of section 2 for the following templates:**

* Media Mix Calendar: template T2 pg. 38
* Monthly Marketing Details: pg. 17 and template T3 pg. 39
* Start-up Costs: template T4 pg. 40
* Pro Forma Income Statement Worksheet: template T5 pg. 41 & 42
* Income Statement: template T6 pg. 43
* Profit & Loss Statement: template T7 pg. 44
* Balance Sheet: template T8 pg. 45
* Personal Financial Statement SBA form pgs. 46 & 47

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| --- | --- | --- | --- | --- | --- |
| **Monthly Marketing Details** | | | | | |
|  |  |  |  |  |  |
| After planning out for one year, you may want to use the following monthly calendar | | | | | |
| and detail out each activity. This calendar allows for space to include exact costs, | | | | | |
| comments, deadlines, dates, and results. | | | |  |  |
| **MONTH** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | | | | |  |
| **BUDGET** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | | | | |  |
|  |  |  |  |  |  |
| **Media Vehicle** | **Cost** | **Deadline** | **Date ran** | **Comments** | **Results** |
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