



Kandiyohi County & City of Willmar
ECONOMIC DEVELOPMENT COMMISSION

INVESTING IN YOUR FUTURE BUSINESS PLAN OUTLINE

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WRITING YOUR BUSINESS PLAN

Writing a business plan is necessary for anyone going into business. It is the best way to help you understand your business and your needs from the business. It will help you plan, run and react to the day-to-day decisions you will have to make.

Q. Why do I have to write a business plan?

- A. Your business plan is a road map for YOU to tell you how your business will perform for you. Can the business support you? Do you have enough money to operate or grow? (Believe it or not, according to the government, most small businesses that file for bankruptcy are profitable at the time of the filing. They've just run out of money [cash] to allow the business to keep on running). YOU need this plan to help you become successful. Plus, if you must borrow money to establish or grow your business, any lender or investor will require you to have one.

Q. It looks complicated and scary. Is it?

- A. Looks can be deceiving. Does it take some work? Yes. Will it take a lot of thought about YOUR business? Yes, that's what it's supposed to do. It is much easier and better to work a plan out now instead of waiting for a crisis, when it may be too late. YOU CAN DO IT, part by part, a piece at a time. When you finish the parts, you'll be surprised at what you've accomplished, how easily it came together, and how much more you'll understand the business that is going to be YOUR partner.

Q. Does my business plan have to be neat and clean?

- A. Absolutely. This plan is a reflection on you, your idea and your vision. If you are dealing with the lending community, this is the only way they have to judge your business. If you can't sell your idea to them, then how are you going to sell it to your customers? Always put your best foot forward. Making your business plan look crisp and snappy is a way to look successful and enlist those who can fund your business and its growth.

Q. Is there someone who can help me do this?

- A. There are many sources to help you do this. Call the Kandiyohi County and City of Willmar Economic Development Commission (EDC) at 320-235-7370 or 866-665-4556 or e-mail edc@kandiyohi.com. We can help you or direct you to someone who can. It is free and it can make your dream of owning your own business a reality. You CAN do it.

THE BUSINESS PLAN OUTLINE

Using this outline, you can prepare your business plan, step-by-step, piece-by-piece. **Remember**, our goal here is to look at each part as a small step in completing your business plan. Don't let it overwhelm you. If you are having trouble with one part, just move to another. The parts are generally small so you can make progress by completing each small section; soon you will be seeing it all start to pull together.

- Cover Sheet
- Statement of Purpose
- Executive Summary
- Table of Contents

The Business:

- Description of the Business
- Location and hours of the Business
- Products and Services
- Marketing Analysis/Competition
- Marketing Plan
- Management
- Personnel

Financial data:

- Sources and Uses of Funds
- Pro-Forma Income Projections (profit and loss statement)
- Pro-Forma Cash Flow Projections
- Break-even Analysis
- Financial Assumptions

Supporting Documents consist of résumés, tax returns, personal financial statements, letters of intent or reference, copies of leases, contracts or other legal documents and anything else that is relevant to the plan.

These documents are the parts of the business plan. Each piece is different. You will find that it's like painting a portrait. As each piece is finished, you'll see a clearer picture of your business. Let's get started on a plan aimed at getting financing for your business and go through the different parts.

WRITING IT UP

The following are the explanations of the different sections of the business plan. These are guidelines that can help you. If you get stuck on one area, then stop and move to another area and come back later. If you really get stuck, then seek help. Once you start, you'll see your business start to take shape on paper.

COVER SHEET

This is simply a sheet of paper with the name and address of the business, the name(s) of the owner(s) and contact information, such as telephone number, fax number (if any) and e-mail address (if any). You should also type or stamp the word CONFIDENTIAL on the bottom left-hand corner of the page.

STATEMENT OF PURPOSE

Tell the reader exactly why you wrote the plan. "The company is seeking a loan in the amount of \$_____ to be used to purchase _____ as part of an expansion (or startup) of the company's dry cleaning business." This sentence can be used as your opening line on your Executive Summary if it is short enough.

EXECUTIVE SUMMARY

This is your most important section of the business plan. It should be written last because you will be pulling the best of information from the other sections to create highlights of your plan. This is the only section where you will be able to share **your vision of the business, tell why you are the person or team to implement the plan and why you will be successful**. If your executive summary doesn't capture the attention of your reader, he or she may never read the nuts and bolts of the rest of your plan. Try not to go over two pages unless you have some extraordinary information that needs to be shown.

TABLE OF CONTENTS

This is simply the sections of the business plan (the outline) listed with the page numbers after each section to make it easier for people to turn to specific places in the plan.

THE BUSINESS

Description of the Business

This section describes your business and the industry you are in. It should include the current status of the business (startup, existing, acquisition), the business structure (sole proprietor, partnership, limited liability company corporation) and the ownership structure (Are you the only owner? If not, list all owners and their percentage ownership in the business.)

Location and hours of the business

Where is your business located and what hours will you be open? If location is important to the business, explain the advantages and the benefits of the location (foot traffic; closeness to highways.)

Products and Services

Tell the reader about the products and services your business provides. The reader should be able to easily understand your business. Tell which of your products are most profitable and which have special or unique features.

Marketing Analysis and Competition

This section is one of the most important. You must demonstrate that you are knowledgeable not only about your business, but also the industry in general. First, describe the industry and any trends in the industry. You will need to research this information in trade publications, on the Internet, or from your experience. Secondly, discuss your target customers. Who are they? Who will be most likely to buy from you? Thirdly, what is the size of your market area and how many potential customers do you think are in it. Lastly, identify your competitors, explain why you are better or how you are different and tell why you think their customers will do business with you.

Marketing Plan

Now that you have identified your market, you need to explain how you can get these customers to buy from you. Write about how you will reach these customers. Will you use advertising brochures you send to them (direct mail)? Will you use radio, telemarketing, newspapers, e-commerce, or something else? How much will it cost? How many customers do you think you will be able to reach? Are there special customers (niche markets) that you are looking to reach? Will this advertising reach them?

Management and Personnel

A business is only as strong as the people running it. You need to show who will be running the business, their qualifications (background and experience) and their responsibilities. Include the résumés of owners and key personnel. If you have other employees, list their responsibilities and cost to you. You will also want to include those professionals who will be helping you. Attorneys, accountants, counselors, etc. are people whom you should identify as part of your team.

THE FINANCIAL DATA

This is the most important part of your business plan. This section will show how your business is going to perform. This can be the most difficult part of your plan to do well. If you are so inclined, you can have your accountant help you do this (but the key word is help. You must understand the financial aspects of your business to be successful). It takes a lot of thought about your business and honest evaluation of your sales and expenses. The finished product will show you whether you will have enough money to run your business and whether you can make enough money to make a living. **Remember**, don't let this section overwhelm you. You can do it.

Sources and Uses of Funds

This section is brief, you simply list from where monies are coming to fund the project or startup of the business ("Sources") and how you will spend the Sources to complete the Project or startup the business ("Uses"). Use the following chart as a guide (your chart may be very different). **The totals of both sides must be equal.** Working Capital is the money you have left over after totaling all of the specific Uses and subtracting that total from the Sources total. The Working Capital number will be used in month one of your Cash Flow Budget Worksheet.

<u>Sources:</u>		<u>Uses:</u>	
Cash from business and owner	\$	Remodel Space	\$ ____
Investor Contribution	\$	Equipment	\$ ____
Loan Proceeds	\$	Rent Deposit	\$
		Utilities Deposit	\$
Total	\$	Office Supplies	\$
		Initial Inventory	\$
		Other (Identify)	\$
		Working Capital	\$
		Total	\$

Pro Forma Income Projections (profit and loss statement)

This section requires you to project (estimate) future sales/income and expenses based on the business plan going forward. Existing businesses can use their historical financial information as a starting point to project future sales and expenses. If you are a startup, you won't have any prior numbers to work from. You will have to give your best estimates on what they will be. You have to be realistic. Do some research to support your estimates. Get quotes for expense items to make sure your estimates are reasonable. This is a guideline for your business's ability to be profitable. The business may not show profitability in its first year. However, it should be profitable within a reasonable amount of time or it may be showing you that the business cannot support you. Use the attached Projected Profit and Loss Worksheet to help you calculate your first year. Other years do not need to be broken down month by month. They can be done in a single column listing the same categories that were used on the worksheet.

Pro Forma Cash Flow Projections

This section is the most important for you. (Its importance cannot be stressed enough). Cash Flow Projections tell you whether you will have enough cash to allow your business to continue running during the critical beginning stages or heavy growth stages. The government estimates that most small businesses that file for bankruptcy are actually profitable when they file. These businesses just run out of money needed to run day-to-day operations. Use the attached Cash Flow Budget Worksheet to calculate your cash flow. Since there are technically no sales in your first month of business (there are sales, but they don't get registered until month number two), you'll start Month 1 Beginning Cash Balance with the Working Capital amount you calculated in the Sources & Uses Section. Add the appropriate expenses underneath and you'll be able to calculate how much money will be left for the start of month two. Remember, you'll have to buy inventory or materials to replace what you sold in the previous month, so that amount will have to be plugged into the next month. Keep doing each month's calculation until you finish the first year. Each month you'll take the Available Cash Balance and subtract all the expenses from it, which will give you the Beginning Cash Balance for the next month. This tells you if you have enough cash on hand to keep your business running smoothly.

Break-Even Analysis

This section will show you what level of sales will be needed so that what you are making is enough to cover all your fixed expenses. This will tell you at what point you start to produce profits. It requires you to determine two numbers. The first is your fixed cost. These are expenses you must pay every month regardless of your sales volume. Fixed costs include rent, insurance, interest, office supplies, maintenance fees, administrative costs, etc. Total your Fixed Costs and divide the total by your Average Gross Profit Margin. Simply put, your Gross Profit is the amount of profit you make on a sale. The Gross Profit Margin is your Gross Profit shown as a percentage of your total sales. For example, you sell an item for \$25.00. The item cost you \$15.00. Your Gross Profit is \$10.00 (\$25.00 sale minus \$15.00 cost). Your Gross Profit Margin is calculated by dividing Gross Profits by Sales Price. In this example, the Gross Profit Margin is 40% (\$10/\$25). Your Average Gross Profit Margin is the average estimated gross Profit Margin on all sales of all products. This is also expressed as a percentage. Now that you know your Fixed Costs and your Average Gross Profit Margin, you can complete your break-even analysis. The formula is follows:

$$\frac{\text{Fixed Costs}}{\text{Profit Margin}} = \text{Break-even Point}$$

For example, if you have \$1,000 per month in Fixed Cost and your Average Gross Profit Margin is 40%, then your Break-Even Point would be \$1,000 divided by .40 or \$2,500. This means that you have to sell \$2,500.00 to break even for the month.

Financial Assumptions

This section explains how you came up with the numbers you used in your financial projections. The numbers you are using cannot be just made up. They must come from your research. Any part of the financial projections that is not obvious to the reader should be explained.

Here are some examples of assumptions a business owner may make when creating financial projections.

GROSS SALES—Projected sales are based on the sale of 20 (product) per week at \$63 each as my research (copy enclosed) has indicated. The sales are projected from industry research in markets with my demographic size.

COST of GOODS SOLD—The cost of goods sold is based on a 60% markup on inventory.

PAYROLL—Payroll expense is calculated by the owners salary of \$24,000 and 3 part-time people working 15 hours a week at \$7.00 per hour.

At the end of your assumptions, discuss the potential risks your business could face (new technologies, new competitors, etc.) and how you plan to deal with them.

Supporting Documents

This section should contain any other relevant information regarding your business. Incorporation papers, owner resumes and any letters of recommendation, copies of leases or contracts, owners' personal financial statements, two years of owners' tax returns or anything else to support your business plan.

Projected Profit and Loss Statement

Period	1	2	3	4	5	6	7	8	9	10	11	12	Total
Gross Sales													
Less Sales Returns													
Net Sales													
Materials													
Labor													
Other Direct Expenses													
Total Cost of Goods Sold													
Gross Profit													
Advertising													
Bad Debts													
Bank Charges													
Car Expense													
Credit Card Fees													
Delivery Expenses													
Depreciation / Amortization													
Dues and Subscriptions													
Employee Benefits													
Equipment Rental													
Insurance													
Interest													
Maintenance													
Miscellaneous													
Office Expense													
Owner's Salary													
Operating Supplies													
Payroll													
Payroll Taxes													
Permits and Licenses													
Postage													
Rent													
Taxes - other													
Telephone													
Travel													
Utilities													
Total Operating Expense													
Net Operating Income													
Other income (expense)													
Net Income Before Tax													

Cash Flow Budget Worksheet

Period	1	2	3	4	5	6	7	8	9	10	11	12	Total
Beginning Cash Balance													
Cash Sales													
Accounts Receivable													
Other													
Loan Proceeds													
Total Cash Inflow													
Available Cash Balance													
Advertising													
Bank Service Charges													
Credit Card Fees													
Delivery													
Health Insurance													
Insurance													
Interest													
Inventory Purchases													
Maintenance													
Office													
Officer Salary													
Payroll													
Payroll Taxes													
Professional Fees													
Rent or Lease													
Subscriptions & dues													
Supplies													
Taxes & Licenses													
Utilities & Telephone													
Other													
Travel													
Maintenance													
Subtotal Cash Outflow													
Capital Purchases													
Loan Payment													
Owner's Draw													
Other:													
Subtotal Other Cash Outflow													
Total Cash Outflow													
Ending Cash Balance													

XYZ Company-Cash Flow Budget Worksheet-Example #1

Period	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Total
Beginning Cash Balance		2415	4830	7245	-9715	-3855	4980	16035	17395	16755	3240	7620	
Cash Sales	6000	6000	6000	8000	10000	14000	21000	5000	3000	2000	8000	11000	
Accounts Receivable													
Other													
Loan Proceeds													
Total Cash Inflow	6000	6000	6000	8000	10000	14000	21000	5000	3000	2000	8000	11000	100000
Available Cash Balance	6000	8415	10830	15245	285	10145	25980	21035	20395	18755	11240	18620	
Advertising						475	475						
Bank Service Charges													
Credit Card Fees													
Delivery													
Health Insurance	230	230	230	230	230	230	230	230	230	230	230	230	
Insurance													
Interest													
Inventory Purchases				21,375			4750			11,875			
Maintenance													
Office													
Officer Salary													
Payroll													
Payroll Taxes	120	120	120	120	160	200	200	120	120	120	120	120	
Professional Fees													
Rent or Lease	850	850	850	850	850	850	850	850	850	850	850	850	
Subscriptions & dues													
Supplies													
Taxes & Licenses													
Utilities & Telephone	185	185	185	185	200	210	240	240	240	240	220	195	
Other													
Travel													
Maintenance													
Subtotal Cash Outflow	1385	1385	1385	22760	1440	1965	6745	1440	1440	13315	1420	1395	
Capital Purchases													
Loan Payment	700	700	700	700	700	700	700	700	700	700	700	700	
Owner's Draw	1500	1500	1500	1500	2000	2500	2500	1500	1500	1500	1500	1500	
Other:													
Subtotal Other Cash Outflow	2200	2200	2200	2200	2700	3200	3200	2200	2200	2200	2200	2200	
Total Cash Outflow	3585	3585	3585	24960	4140	5165	9945	3640	3640	15515	3620	3595	84975
Ending Cash Balance	2415	4830	7245	-9715	-3855	4980	16035	17395	16755	3240	7620	15025	

XYZ Company-Cash Flow Budget Worksheet-Example 2													
Period	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Total
Beginning Cash Balance		-3585	-1170	1245	-17715	-13855	-9020	-4965	12395	13755	1240	-380	
Cash Sales		6000	6000	6000	8000	10000	14000	21000	5000	3000	2000	8000	
Accounts Receivable													
Other													
Loan Proceeds													
Total Cash Inflow	0	6000	6000	6000	8000	10000	14000	21000	5000	3000	2000	8000	89000
Available Cash Balance	0	2415	4830	7245	-9715	-3855	4980	16035	17395	16755	3240	7620	
Advertising						475	475						
Bank Service Charges													
Credit Card Fees													
Delivery													
Health Insurance	230	230	230	230	230	230	230	230	230	230	230	230	
Insurance													
Interest													
Inventory Purchases				21,375			4750			11,875			
Maintenance													
Office													
Officer Salary													
Payroll													
Payroll Taxes	120	120	120	120	160	200	200	120	120	120	120	120	
Professional Fees													
Rent or Lease	850	850	850	850	850	850	850	850	850	850	850	850	
Subscriptions & dues													
Supplies													
Taxes & Licenses													
Utilities & Telephone	185	185	185	185	200	210	240	240	240	240	220	195	
Other													
Travel													
Maintenance													
Subtotal Cash Outflow	1385	1385	1385	22760	1440	1965	6745	1440	1440	13315	1420	1395	
Capital Purchases													
Loan Payment	700	700	700	700	700	700	700	700	700	700	700	700	
Owner's Draw	1500	1500	1500	1500	2000	2500	2500	1500	1500	1500	1500	1500	
Other:													
Subtotal Other Cash Outflow	2200	2200	2200	2200	2700	3200	3200	2200	2200	2200	2200	2200	
Total Cash Outflow	3585	3585	3585	24960	4140	5165	9945	3640	3640	15515	3620	3595	84975
Ending Cash Balance	-3585	-1170	1245	-17715	-13855	-9020	-4965	12395	13755	1240	-380	4025	

Split Inventory Purchase-XYZ Company-Cash Flow Budget Worksheet-Example #1													
Period	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Total
Beginning Cash Balance		2415	4830	7245	2160	1845	4980	16035	17395	16755	3240	7620	
Cash Sales	6000	6000	6000	8000	10000	14000	21000	5000	3000	2000	8000	11000	
Accounts Receivable													
Other													
Loan Proceeds													
Total Cash Inflow	6000	6000	6000	8000	10000	14000	21000	5000	3000	2000	8000	11000	100000
Available Cash Balance	6000	8415	10830	15245	12160	15845	25980	21035	20395	18755	11240	18620	
Advertising						475	475						
Bank Service Charges													
Credit Card Fees													
Delivery													
Health Insurance	230	230	230	230	230	230	230	230	230	230	230	230	
Insurance													
Interest													
Inventory Purchases				9,500	6175	5700	4750			11,875			
Maintenance	Look at what happens when you put in the same 2250 pc. order but split up the delivery (1000 pcs, 650pcs, and 600pcs) and payment schedule												
Office													
Officer Salary													
Payroll													
Payroll Taxes	120	120	120	120	160	200	200	120	120	120	120	120	
Professional Fees													
Rent or Lease	850	850	850	850	850	850	850	850	850	850	850	850	
Subscriptions & dues													
Supplies													
Taxes & Licenses													
Utilities & Telephone	185	185	185	185	200	210	240	240	240	240	220	195	
Other													
Travel													
Maintenance													
Subtotal Cash Outflow	1385	1385	1385	10885	7615	7665	6745	1440	1440	13315	1420	1395	
Capital Purchases													
Loan Payment	700	700	700	700	700	700	700	700	700	700	700	700	
Owner's Draw	1500	1500	1500	1500	2000	2500	2500	1500	1500	1500	1500	1500	
Other:													
Subtotal Other Cash Outflow	2200	2200	2200	2200	2700	3200	3200	2200	2200	2200	2200	2200	
Total Cash Outflow	3585	3585	3585	13085	10315	10865	9945	3640	3640	15515	3620	3595	84975
Ending Cash Balance	2415	4830	7245	2160	1845	4980	16035	17395	16755	3240	7620	15025	

XYZ COMPANY-Projected Profit and Loss Statement													
Period	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Total
Gross Sales	6000	6000	6000	8000	10000	14000	21000	5000	3000	2000	8000	11000	
Less Sales Returns													
Net Sales	6000	6000	6000	8000	10000	14000	21000	5000	3000	2000	8000	11000	100,000
Materials	2850	2850	2850	3800	4750	6650	9975	2375	1450	950	3800	5225	
Labor													
Other Direct Expenses													
Total Cost of Goods Sold	2850	2850	2850	3800	4750	6650	9975	2375	1450	950	3800	5225	47,525
Gross Profit	3150	3150	3150	4200	5250	7350	11025	2625	1550	1050	4200	5775	52,475
Advertising						475	475						
Bad Debts													
Bank Charges													
Car Expense													
Credit Card Fees													
Delivery Expenses													
Depreciation / Amortization													
Dues and Subscriptions													
Employee Benefits													
Equipment Rental													
Insurance	230	230	230	230	230	230	230	230	230	230	230	230	2760
Interest	350	350	350	350	350	350	350	350	350	350	350	350	4200
Maintenance													
Miscellaneous													
Office Expense													
Owner's Salary	1500	1500	1500	1500	2000	2500	2500	1500	1500	1500	1500	1500	20500
Operating Supplies													
Payroll													
Payroll Taxes	120	120	120	120	160	200	200	120	120	120	120	120	1640
Permits and Licenses													
Postage													
Rent	850	850	850	850	850	850	850	850	850	850	850	850	10200
Taxes - other													
Telephone	55	55	55	55	55	55	55	55	55	55	55	55	660
Travel													
Utilities	130	130	130	130	145	155	185	185	185	185	165	140	1865
Total Operating Expense	3235	3235	3235	3235	3790	4815	4845	3290	3290	3290	3270	3245	41825
Net Operating Income	-85	-85	-85	965	1460	2535	6180	-665	-1740	-2240	930	2530	10,650
Other income (expense)													
Net Income Before Tax													10650