

BUSINESS PLAN GUIDE

(Version 1.0 – Sep/01/2021)



Vos Affaires... c'est sérieux!
We mean Business!

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HOW TO PREPARE A BUSINESS PLAN

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THE BUSINESS PLAN

1. COVER PAGE Includes:

- Legal name of business
- Name of document (“Business Plan”)
- Date of preparation of the document
- Name, address and phone number of the business or contact person
- Name, address and phone number of the individual or business who prepared the plan
- *Optional:* A notice advising the reader that the plan is confidential

2. TABLE OF CONTENTS

3. EXECUTIVE SUMMARY (1 – 2 pages) Includes:

- Who is asking for money?
- What type of business is it?
- Is it a sole proprietorship, partnership, or corporation?
- Who are the founders of this business?
- What will be the responsibilities of the entrepreneur towards his associates, clients and suppliers?
- Product or business venture being proposed, the size and expected growth rate.
- Total financial requirement and what will be the major uses to which you will apply the money? (Purchase of facilities, etc.)
- From what sources will you obtain funds (owner’s contribution, term loans, etc.)
- When do you predict being operational?
- Expected return on investment (see Appendix B)
- For a loan: How and when do you plan to repay the money?

Note: This section is written upon completion of the entire plan. The reader may decide to read the rest of the plan based on the executive summary; therefore, it must be written in a way that will capture the interest of the reader.

4. THE BUSINESS

Description

- Type: Merchandising; services, etc.?
- Form: Sole proprietorship, partnership or corporation?
- Status: Start-up, expansion, etc.?
- Size: Sales volume, number of employees, number and size of facilities.

Management

- Owners and the management team: Who are they? What strengths do they bring to the business (experience, expertise, etc.)? Be brief and include resumes in appendices.
- What is the position of each partner?
- Will this be their sole means of employment?
- Name your professional advisors (lawyers, accountants, banker, consultants)

5. THE OPPORTUNITY

The Product or Service

- What is it? What is it used for?
- Is it a brand new idea? Has it been protected by patent, copyright, or other legal means?
- Describe unique or innovative features.
- How soon could it be expected to become obsolete? Do you have plans to modify or up-date it in the future?

The Market

- Who are your potential customers?
- How does your product or service satisfy their needs?
- Size of market: Support this figure with factual data. (Look at local, national, and international markets).
- Your market share and the share you hope to obtain in the first year. (See Appendix A)
- Pricing: How will you make a profit yet remain competitive?
- Sales forecast for the next three years.

Competition

- Major competitors: names and market shares.
- Are competitors' sales increasing, decreasing, steady? Why?
- Strengths and weaknesses: Compare your company with competition (size, reputation, location, distribution channels, etc).
- Do your competitors offer guarantees or services (what type are they) and how do they compare to yours?
- What part of the market does your competition hold? What part of the market does your company want to hold?
- Where are the competition's operations centralized? Where will your operations be based?
- Does the competition have a distribution channel for its products or services? If so, in which territory?
- What have you learned from watching their operations?

Prices

- How will you establish your prices?
- What will be your profit margin?
- What will be your purchasing/expenditures policies? (Will purchasing be done on special items orders, purchases done on monthly, quarterly, or seasonal intervals)?
- What will be your price strategy towards the competition? (Interior price, equivalent price, superior price)

Sales

- How will your product or service be sold (telemarketing, mail order catalogue, door to door, retail store, etc.)?
- What are the goals that you would like to attain? You can define goals based on a time period. (Example: In two months I would like to attain a specific sales volume or a specific number of clients.)

Publicity & Promotions

- How will it be advertised and promoted? (Newspapers, television, radio, pamphlets, mail outs, yellow pages, expositions, trade fairs, Internet, presentations, etc.)
- Evaluate the different methods used to reach your target clientele by looking at the media frequency, media distribution, media coverage (does it correspond to your area of business), etc. What will be the advantages of each method and which one will you choose?
- How much will be budgeted towards publicity for the first and second years?

Growth Potential

- What product or service could you offer that is not offered by your competition?

6. PRODUCTION

Location

- What makes your location suitable (proximity to markets, suppliers, transportation, labor, etc.)?
- What is the actual size of the area and is it sufficient?
- What are the advantages and disadvantages of the location? (Access, parking, neighborhoods, industrial, commercial, municipal, good for development, proximity to essential services for your business)

Facilities

- Are your facilities owned or leased?
- State the terms of lease if applicable, cost of insurance and taxes
- Briefly describe your facilities. You may wish to include sketches or floor plans.
- Will renovations be required? At what cost? Included quotes from more than one contractor in the appendices.
- What is your current capacity? What is your current percent usage of plant and equipment? For how long will this be sufficient?

Materials / Supplies

- Do you require modern equipment? If so, add the value of this equipment
- Are your supplies perishables? Do you have adequate storage facilities?
- Describe any risks associated with your materials / supplies.
- Can any supplies be obtained from only one source?

Personnel

- What are your current personnel needs?
- Describe all positions (title and job description).
- Will employees need any training? If so, what type of training and what will be the cost if applicable?
- List the compensation and benefits that will be provided for each position. Include work schedule, overtime policies, wages, holidays, traveling expenses, and fringe benefits, and health and safety at the workplace.
- Administration/management of personnel.

Set-up

- What special environmental, municipal or other governmental approvals/permits may be required? How long can these be expected to take?
- How long will it take to acquire facilities, equipment, personnel, etc. and to set-up operations?
- For manufacturing companies: How long after the operation has been set-up will the first production be completed?

7. FINANCIAL DATA

Required Investment

- Total amount of required funding?
- List of funding applications (equipment, renovations, inventory, working capital, etc.) A detailed expense breakdown is not required.
- List of funding sources (owner's investment, mortgage loan, term, loan, etc.)
- When can investors expect repayment?

8. APPENDICES

- **MARKET SHARE** (see Appendix A)
- **RETURN ON INVESTMENT** (see Appendix B)
- **BREAK-EVEN ANALYSIS** (see Appendix C)
- **BALANCE SHEET** (see Appendix D)
- **PRO FORMA INCOME STATEMENT** (see Appendix E)
- **PRO FORMA CASH FLOW** (see Appendix F) Monthly cash flow for years 1, 2 and 3.
- **HISTORICAL FINANCIAL REPORTS**
 - Income statement for the past year.
 - Optional: Income statement for the past 3 to 5 years.
 - Balance sheet for the past year.
 - Optional: Balance sheet for the past 3 to 5 years.

APPENDIX A MARKET SHARE

Market share is determined by dividing a firm's sales by total market sales.

EXAMPLE:

Company Name	Annual Sales (\$)
ABC Company	50,000.00
DEF Company	40,000.00
GHI Company	90,000.00
JKL Company	90,000.00
MNO Company	25,000.00
Total	295,000.00

Market share of Company ABC = \$50,000.00 / \$295,000.00 = 0.17. Multiply by 100 to determine percentage market share of Company ABC = 17%. Therefore, sales for Company ABC account for approximately 17% of total market sales. To determine sales volume: To determine the sales volume of each firm, you should contact suppliers, retailers, trade associations, or others who are in a position to help you to form an estimate.

Other sources of information:

- Annual reports for each company
- Government reports on industry, market trends, etc.
- Trade publications or journals

APPENDIX B RETURN ON INVESTMENT

Return on investment indicates the efficiency of use of the firm's assets. It also allows comparison of businesses with different capital structures. The following formula is used to calculate return on investment: **ROI = NET INCOME + INTEREST / EQUITY**

Note: Interest is added back to remove the effect of borrowed funds.

APPENDIX C BREAK-EVEN ANALYSIS

The break-even analysis determines at which sales volume your firm will start making money.

THE BREAK-EVEN FORMULA: FIXED COSTS / (REVENUE PER UNIT – VARIABLE COSTS PER UNIT)

Fixed costs: Costs that must be paid whether or not any units are produced. These costs are fixed only over a specified period of time or range of production. **Variable costs:** Costs that vary directly with the number of products produced. (Typically: materials, labour used to produce units, percentage of overhead). An example follows:

Fixed cost =	\$ 50,000.00 per year
Variable cost =	\$ 1.60 materials
	\$ 3.00 labour
	\$ 0.60 overhead
	\$ 5.20
Selling price =	\$ 9.00 /unit

No. of units to break-even = \$ 50,000.00 / year divided by (\$ 9.00 / unit - \$ 5.20 / unit) = 13,160 units / year. In this example, 13,160 units must be sold for a price of \$ 9.00 before the firm begins to realize a profit. You may use the break-even analysis to determine how profitability will be affected by the following: changes in pricing, changes in sales level, cost increases or decreases.

APPENDIX E
THE INCOME STATEMENT

What is an income statement? The income statement is a financial statement that reveals whether or not a business has earned a profit or has suffered a loss after a specific period. A Pro Forma Income Statement is used to show how things will be under certain conditions rather than how they are at the present.

EXAMPLE OF AN INCOME STATEMENT
ABC COMPANY
Income Statement for the year ending XXXX

GROSS REVENUE			\$ 100,000.00	
Less: returns & allowances			<u>\$ 1,000.00</u>	
Net revenue				\$ 99,000.00
Cost of goods sold				
Opening inventory		\$ 2,000.00		
Purchase	\$ 29,000.00			
Less: purchase returns & allowances	<u>\$ 1,500.00</u>			
Net purchases	\$ 27,500.00			
Add: transportation-in	<u>\$ 500.00</u>			
Costs of goods purchased		<u>\$ 28,000.00</u>		
Costs of goods available for sale		\$ 30,000.00		
Less: closing inventory		<u>\$ 1,500.00</u>		
Costs of goods sold			<u>\$ 28,500.00</u>	
GROSS PROFIT				\$ 70,500.00
Operating expense:				
Selling Expenses				
Sales salaries expense	\$ 20,000.00			
Advertising expense	\$ 1,100.00			
Store supplies expense	\$ 350.00			
Depreciation expense, store equipment	<u>\$ 120.00</u>			
Total selling expense		\$ 21,750.00		
Administrative expenses:				
Office salaries expense	\$ 15,000.00			
Insurance expense	\$ 300.00			
Office supplies expense	\$ 200.00			
Depreciation expense, store equipment	<u>\$ 100.00</u>			
Total administrative expense		<u>\$ 15,600.00</u>		
Total operating expense			\$ 37,170.00	
Operating outfit				\$ 33,330.00
Financial expense:				
Mortgage interest expense			<u>\$ 7,000.00</u>	
Before tax profit				\$ 26,330.00
Less: Income tax expense			<u>\$ 9,000.00</u>	
Net profit				<u>\$17,330.00</u>

HOW IS AN INCOME STATEMENT PREPARED?

LEGAL NAME OF BUSINESS

Income Statement
Ending period covered

Gross revenue

Money received from selling goods or providing a service before deductions less: Returns and Allowances and can also include discounts. It is composed of the following 3 items:

- 1) **Net Revenue:** Determined by subtracting discounts and returns of allowances from gross revenue.
- 2) **Cost of Goods Sold:** Cost of materials and labour actually used to manufacture your product, or to provide your service, cost of sub-contracting, or cost of goods purchased for sale.
- 3) **Gross Profit:** Net revenue minus cost of goods sold.

Operating Expenses

Composed of the following two items:

- 1) **Selling Expenses:** All expenses required for marketing of your product or service; sales personnel, salaries and commissions, promotion, advertising, rent expense for selling space, telephone, etc.
- 2) **Administrative Expenses:** Clerical staff, management, accounting, rent for space, telephone, utilities, office supplies, depreciation on assets, etc.

Total Operating Expenses

Composed of the following item:

- 1) **Operating Profit**

Financial Expense

Composed of the following four items:

- 1) **Financial Expense:** Interest payments
- 2) **Before Tax Profit:** Gross profit minus expenses
- 3) **Less: Income Taxes Expenses:** Tax rate multiplied by before tax profit
- 4) **Net Income (loss) after tax:** Before tax profit less income taxes expenses

APPENDIX F THE CASH FLOW STATEMENT

What is the cash flow statement?

A cash flow statement identifies monthly inflows and outflows of cash. It reveals whether a company will have enough money to meet its needs on a monthly basis.

CASH FLOW ANALYSIS – ABC COMPANY YEAR XXXX													
	January	February	March	April	May	June	July	August	September	October	November	December	Total
CASH INFLOWS													
Cash from sales (1)		\$ 900.00	\$ 1,000.00	\$ 1,200.00	\$ 1,200.00	\$ 1,800.00	\$ 1,900.00	\$ 1,600.00	\$ 1,200.00	\$ 1,400.00	\$ 1,700.00	\$ 1,500.00	\$ 15,400.00
Personal investment (2)	\$ 15,000.00												\$ 15,000.00
Bank loans (3)			\$ 600.00										\$ 660.00
Cash from receivables (4)			\$ 2,700.00	\$ 8,400.00	\$ 9,600.00	\$ 10,800.00	\$ 10,000.00	\$ 11,200.00	\$ 9,800.00	\$ 10,100.00	\$ 10,700.00	\$ 10,000.00	\$ 93,300.00
TOTAL CASH INFLOWS	\$ 15,000.00	\$ 900.00	\$ 4,300.00	\$ 9,600.00	\$ 10,800.00	\$ 12,600.00	\$ 11,900.00	\$ 12,800.00	\$ 11,000.00	\$ 11,500.00	\$ 12,400.00	\$ 11,500.00	\$ 124,300.00
CASH OUTFLOWS													
Equipment purchases (5)			\$660.00										\$ 660.00
Rent (6)	\$ 900.00	\$ 900.00	\$ 900.00	\$ 900.00	\$ 900.00	\$ 900.00	\$ 900.00	\$ 900.00	\$ 900.00	\$ 900.00	\$ 900.00	\$ 900.00	\$ 10,800.00
Wages (7)	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00	\$ 2,400.00	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00	\$ 1,800.00	\$ 2,400.00	\$ 1,800.00	\$ 22,800.00
Your salary (8)	\$ 1,400.00	\$ 1,400.00	\$ 1,400.00	\$ 1,400.00	\$ 1,400.00	\$ 1,400.00	\$ 1,400.00	\$ 1,400.00	\$ 1,400.00	\$ 1,400.00	\$ 1,400.00	\$ 1,400.00	\$ 16,800.00
Advertising / Public relations (9)	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 1,000.00	\$ 500.00	\$ 500.00	\$ 1,000.00	\$ 500.00	\$ 500.00	\$ 7,000.00
Bank charges (10)	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 600.00
Loan repayment (11)			\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 500.00
Professional development (12)	\$ 300.00					\$ 500.00							\$ 800.00
Utilities (13)	\$ 250.00	\$ 250.00	\$ 250.00	\$ 175.00	\$ 125.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 125.00	\$ 175.00	\$ 250.00	\$ 250.00	\$ 2,150.00
Interest on bank loans (14)			\$ 5.00	\$ 5.00	\$ 5.00	\$ 5.00	\$ 5.00	\$ 5.00	\$ 5.00	\$ 5.00	\$ 5.00	\$ 5.00	\$ 50.00
Debit machine charges (15)													
Cleaning expense (16)	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 225.00	\$ 2,700.00
Telephone expense (17)	\$ 350.00	\$ 350.00	\$ 350.00	\$ 350.00	\$ 350.00	\$ 350.00	\$ 350.00	\$ 350.00	\$ 350.00	\$ 350.00	\$ 350.00	\$ 350.00	\$ 4,200.00
Office supplies (18)	\$ 300.00	\$ 150.00	\$ 150.00	\$ 150.00	\$ 75.00	\$ 75.00	\$ 75.00	\$ 75.00	\$ 150.00	\$ 150.00	\$ 150.00	\$ 150.00	\$ 1,650.00
Purchases of goods for resale (19)													
Repairs & maintenance (20)	\$ 200.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 400.00	\$ 300.00	\$ 400.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 400.00	\$ 3,800.00
Gas and travelling (21)	\$ 150.00	\$ 300.00	\$ 300.00	\$ 150.00	\$ 150.00	\$ 150.00	\$ 150.00	\$ 150.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 150.00	\$ 2,550.00
Vehicle lease (22)	\$ 550.00	\$ 550.00	\$ 550.00	\$ 550.00	\$ 550.00	\$ 550.00	\$ 550.00	\$ 550.00	\$ 550.00	\$ 550.00	\$ 550.00	\$ 550.00	\$ 6,600.00
Uniforms expense (23)													
Taxes (not income) (24)													
Insurance (25)	\$ 255.00	\$ 255.00	\$ 255.00	\$ 255.00	\$ 255.00	\$ 255.00	\$ 255.00	\$ 255.00	\$ 255.00	\$ 255.00	\$ 255.00	\$ 255.00	\$ 3,060.00
Misc. expense (26)	\$ 50.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 75.00	\$ 75.00	\$ 75.00	\$ 75.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 75.00	\$ 1,175.00
Licence & permits (27)	\$ 210.00												\$ 210.00
Training supplies (28)													
Accounting & legal fees (29)	\$ 700.00												\$ 700.00
Membership fees (30)												\$ 225.00	\$ 225.00
TOTAL CASH OUTFLOWS	\$ 8,190.00	\$ 7,155.00	\$ 7,870.00	\$ 6,985.00	\$ 7,510.00	\$ 7,285.00	\$ 7,385.00	\$ 6,785.00	\$ 7,085.00	\$ 7,635.00	\$ 7,810.00	\$ 7,335.00	\$ 89,030.00
Total cash inflows for the month	\$ 15,000.00	\$ 900.00	\$ 4,300.00	\$ 9,600.00	\$ 10,800.00	\$ 12,600.00	\$ 11,900.00	\$ 12,800.00	\$ 11,000.00	\$ 11,500.00	\$ 12,400.00	\$ 11,500.00	\$ 124,300.00
Total cash outflows for the month	\$ 8,190.00	\$ 7,155.00	\$ 7,870.00	\$ 6,985.00	\$ 7,510.00	\$ 7,285.00	\$ 7,385.00	\$ 6,785.00	\$ 7,085.00	\$ 7,635.00	\$ 7,810.00	\$ 7,335.00	\$ 89,030.00
Net cash for the month	\$ 6,810.00	-\$ 6,255.00	-\$3,570.00	\$ 2,615.00	\$ 3,290.00	\$ 5,315.00	\$ 4,515.00	\$ 6,015.00	\$ 3,915.00	\$ 3,865.00	\$ 4,590.00	\$ 4,165.00	
Cash balance from the previous month	\$ 3,510.00	\$ 10,320.00	\$ 4,065.00	\$ 555.00	\$ 3,170.00	\$ 6,460.00	\$ 11,775.00	\$ 16,290.00	\$ 22,305.00	\$ 26,220.00	\$ 30,085.00	\$ 34,675.00	
CASH BALANCE	\$ 10,320.00	\$ 4,065.00	\$ 555.00	\$ 3,170.00	\$ 6,460.00	\$ 11,775.00	\$ 16,290.00	\$ 22,305.00	\$ 26,220.00	\$ 30,085.00	\$ 34,675.00	\$ 38,840.00	

CASH FLOW ANALYSIS –						YEAR XXXX							
	January	February	March	April	May	June	July	August	September	October	November	December	Total
CASH INFLOWS													
Cash from sales (1)													
Personal investment (2)													
Bank loans (3)													
Cash from receivables (4)													
TOTAL CASH INFLOWS													
CASH OUTFLOWS													
Equipment purchases (5)													
Rent (6)													
Wages (7)													
Your salary (8)													
Advertising / Public relations (9)													
Bank charges (10)													
Loan repayment (11)													
Professional development (12)													
Utilities (13)													
Interest on bank loans (14)													
Debit machine charges (15)													
Cleaning expense (16)													
Telephone expense (17)													
Office supplies (18)													
Purchases of goods for resale (19)													
Repairs & maintenance (20)													
Gas and travelling (21)													
Vehicle lease (22)													
Uniforms expense (23)													
Taxes (not income) (24)													
Insurance (25)													
Misc. expense (26)													
Licence & permits (27)													
Training supplies (28)													
Accounting & legal fees (29)													
Membership fees (30)													
TOTAL CASH OUTFLOWS													
Total cash inflows for the month													
Total cash outflows for the month													
Net cash for the month													
Cash balance from the previous month													
CASH BALANCE													