



- I. COVER SHEET**
- II. STATEMENT OF PURPOSE**
- III. TABLE OF CONTENTS**
- IV. COMPANY DESCRIPTION**
 - A. Business Name, location, opening date, hours of operation
 - B. Mission
 - C. Description of Current Products and Services/Major Features and Benefits (including the status of development, history and key milestones)
- V. MARKET RESEARCH AND ANALYSIS**
 - A. Industry Description (include size, growth rates, characteristics, major customers and players, trends and barriers to entry and exit)
 - B. Target Market(s)
 - 1. Market segments
 - 2. Customer description—detailed and prioritized (primary, secondary, etc.)
 - 3. Trends
 - C. Competition
 - 1. Companies and/or individuals who are competitors—both direct and indirect (Include name, address, phone, description, annual sales, number of employees, geographic area served and years in business)
 - 2. Comparison with competitors along each major product or service for the following factors: (Rate each from 1-10 and define each factor, i.e., what is good service)
 - a. Selection
 - b. Price
 - c. Service
 - d. Reputation or quality
 - e. Convenience
 - f. Comfort or enjoyment
 - g. Other relevant factors
 - D. SWOT Analysis (A grid format is recommended)
 - 1. Identify your company's internal strengths
 - 2. Identify your company's internal weaknesses
 - 3. Identify external opportunities for your
 - 4. Identify external threats to your company
- VI. MARKETING PLAN**
 - A. Market Position Compared to Competitors/Competitive Advantage
 - B. Marketing Strategies to Address Each Target Market
 - 1. Products or services—both current and future
 - 2. Price—both cost to make or buy, and price charged to the customer
 - 3. Packaging and physical distribution
 - 4. Promotion
 - a. Public relations
 - b. Promotional events/sales promotions
 - c. Advertising
 - i. Vehicle and their demographic profile and reach
 - ii. Distribution



- iii. Frequency
- iv. Size
- v. Cost
- d. Selling activities
 - i. Identifying prospective customers—or how they will be identified
 - ii. Who to contact and in what order
 - iii. Level of selling effort—number of sales people
 - iv. Sales efficiency—calls per sales person
 - v. Sales conversion rate—how many different contacts it takes to make the sale
 - vi. Average size of the sale—dollar amount
 - vii. Cost to make the sale (i.e., translate time and effort into cost equivalent)
 - viii. Sales script

VII. OPERATIONS PLAN

A. Facilities

- 1. Location and description of surrounding area (i.e., residential, industrial, etc.)
- 2. Land and space requirements
- 3. Parking availability
- 4. Layout of operations—diagram
- 5. Lease or purchase terms

B. Description of How Products and Services Will Be Made and Delivered

C. Direct costs and direct labor needed

- 1. Capacity and level of production or operation

D. Research and Development (If Applicable)

- 1. Status of current technology/key research and development, milestones, risks
- 2. Patent or copyright position
- 3. Technology of competitors
- 4. Any additional means of protecting technology
- 5. New or developing technologies in the industry
- 6. New product/service plans
- 7. Any approval or regulatory requirements

E. Key Suppliers and Back-Ups (Include name, address, phone, supplies provided and cost)

F. Customer Service Programs

G. Key Policies and Procedures for Ensuring Quality

H. Business Insurance

I. Equipment, Supplies and Inventory Needed to Start

- 1. Describe and provide costs for each item
- 2. Provide a list of future equipment, supplies, and inventory planned, including costs



VIII. MANAGEMENT AND PERSONNEL

- A. Legal Form and Ownership
- B. Owners' and Key Managers' Qualifications
- C. Organizational Chart
- D. Description of Job Type and Key Duties (Include number of employees needed—current and projected, compensation range per position, recruiting—where, when, and how, and employee training needs)
- E. Professional Advisors
- F. Advisory Board or Board of Directors (If Incorporated)

IX. FINANCIAL PLAN

- A. Loan Application
- B. Capital Equipment and Supply List
- C. Source and Use of Funds Statement
 - 1. Dollar amount required and where obtained—indicate debt (term length, interest rate), equity (terms and conditions), and/or owner's investment
- D. Collateral Offered if Applying for Debt Financing
- E. Cash Flow Projections—Provide 2 Years, Broken Down Monthly with assumptions
- F. Breakeven Point—When and at What Sales Level
- G. Historical Financial Statements (Existing Businesses Only)
 - 1. Income statement/profit and loss (at least one year—quarterly and yearly)
 - 2. Balance sheet (at least one year—quarterly and yearly)
- H. Pro Forma Financial Statements (Start-Up Businesses)
 - 1. Income statement/profit and loss (at least one year—quarterly and yearly)
 - 2. Balance sheet (at least one year—quarterly and yearly)
 - 3. Numerical assumptions for the historical financial statements
- I. Contingency Plan for Repaying the Loan

X. IMPLEMENTATION SCHEDULE

- A. Pre-Financing Plans and Activities—Including Responsible Party and Due Date
- B. Post-Financing Plans and Activities—Including Responsible Party and Due Date
- C. Initial Start-Up Plans and Activities—Including Responsible Party and Due Date
- D. On-Going Major Plans—Including Responsible Party and Due Date
- E. Contingency Plan

XI. ATTACHMENTS

- A. Resumes for All Owners and Key Managers or Employees
- B. Personal Financial Statement for All Owners
- C. Letters of Reference—at least 2 (business reference is preferable)
- D. Pictures of the Product or Prototype
- E. Market Studies and Research
- F. Patents
- G. Letters of Intent to Purchase
- H. Customer Letters of Reference or Appreciation (for Existing Businesses)
- I. Copies of Legal Documents—Contracts, Leases, Partnership Agreement, franchise agreements, licenses, etc.
- J. Copies of Letters of Intent from suppliers and/or customers
- K. Other Information Relevant to the Plan