

**BUSINESS  
PLANNING  
WORKBOOK**

**Business Name:** \_\_\_\_\_

**Business Address:** \_\_\_\_\_

\_\_\_\_\_

**Business Phone No.:** \_\_\_\_\_

**Date prepared:** \_\_\_\_\_

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## **EXECUTIVE SUMMARY**

The executive summary is intended to provide a brief overview of the proposed venture.

- ◆ Proposed name of business:

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- ◆ Briefly describe the business concept :

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- ◆ What are your key objectives for the business?

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- ◆ What are your financing requirements?

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- ◆ Provide a brief summary of financial projections:

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## **BUSINESS DESCRIPTION**

- ◆ Provide more detail on proposed business concept. If existing business, provide a brief overview of the business history.

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- ◆ Describe the product (s) and/or service you will be offering.

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- ◆ Provide detail on any existing (or pending) Patents or Trademarks.

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- ◆ Form of Business (i.e. sole proprietorship, partnership, corporation, cooperative).

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- ◆ Name of Owners/Shareholders (include title and % of ownership):

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## INDUSTRY OVERVIEW

- ◆ Describe the marketing research that you have conducted to analyze market potential (sources of information – surveys, publications, etc.)

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- ◆ What is the size of the industry? Who are the industry participants?

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- ◆ What are the key industry trends? Are there seasonal fluctuations in the industry?

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## **MARKET PLAN**

### **TARGET MARKET:**

- ◆ Have you identified your target market? Who is your target consumer – age, gender, income, etc.?

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- ◆ What is the size of your market in terms of area and population? List all towns and/or municipalities in the market area. (demographic information from Statistics Canada)

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### **ADVERTISING & PROMOTION:**

- ◆ What forms of advertising will be most effective in marketing your business?

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- ◆ Briefly describe your advertising strategy for the first year of operation. What amount have you budgeted for each form of advertising/promotion?

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**PRICING:**

- ◆ What type of pricing policy will be implemented? (Comment on average labour cost required to manufacture your product or provide service) Have you ensured that overhead costs are considered when setting price?

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- ◆ If applicable, have you made any provisions for warranty/servicing costs in your pricing?

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**COMPETITION SUMMARY:**

- ◆ List all competitors within your market area. Indicate their strengths and weaknesses.

COMPETITOR	STRENGTH	WEAKNESS

- ◆ What are your advantages over your competition?

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- ◆ What are your disadvantages?

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## **OPERATIONS**

### **SUPPLIERS:**

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Name of Supplier	Location	Reliability	Credit Terms
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Name of Supplier	Location	Reliability	Credit Terms
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Name of Supplier	Location	Reliability	Credit Terms
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Name of Supplier	Location	Reliability	Credit Terms
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### **LOCATION:**

- ◆ Identify your facility requirements as to the size, location, etc. Are there any renovations that need to be done to the building before business can be started?

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- ◆ Are there any renovations that need to be done before business can be started?

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- ◆ Will you be leasing the building and/or the property or purchasing? Describe terms of lease agreement or purchase agreement.

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**LABOUR:**

No. Of Employees:	Part-Time	Full-Time
At Start-Up	_____	_____
By End of Year 1	_____	_____
By End of Year 3	_____	_____

**REGULATIONS:**

- ◆ Have you checked into the following areas?

	Required	Not Required	Registration Number
Business Name Registration			
Business Number Registration (GST, payroll)			
Retail Sales Tax Application			
Worker's Compensation Registration			
Business License			
Other:			

- ◆ In addition, have you checked into zoning bylaws with your town or municipality? Is there environmental legislation that applies to your business or are any other special permits required?

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**INSURANCE COVERAGE:**

- ◆ Have you considered all of the insurance you will require in your business – building, contents, liability? Who is the policy with and what is the cost?

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- ◆ Have you considered life and disability insurance coverage for the principals of the business?

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**MANAGEMENT**

- ◆ Provide a brief description of roles of key personnel in the business.

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- ◆ Provide a brief overview of key personnel’s educational background and work experience (resumes can be included in appendix).

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## FINANCIAL REQUIREMENTS

### PROJECT COSTS:

<b>Building, equipment, tools, etc. (Please specify)</b>	
	\$
	\$
<b>Working Capital Requirements (Please specify)</b>	
Inventory Purchases	\$
Advertising, promotion	\$
Professional costs – accountant, lawyer	\$
Utility hook-ups, etc.	\$
Miscellaneous costs	
<b>TOTAL PROJECT COSTS</b>	<b>\$</b>

### SOURCE OF FUNDS:

<b>Personal Contributions (Please specify):</b>	
Cash	\$
Equipment	\$
Vehicle	\$
<b>Bank Loan(s)</b>	<b>\$</b>
	\$
<b>Other Sources (Please Specify)</b>	<b>\$</b>
<b>TOTAL SOURCE OF FUNDS</b>	<b>\$</b>

**FINANCING INFORMATION:**

- ◆ Please provide specifics on any loans regarding this project. Include the source of financing, amount financed, term of loan, interest rate, monthly payment, and security.

Source: \_\_\_\_\_

Source: \_\_\_\_\_

Amount: \_\_\_\_\_

Amount: \_\_\_\_\_

Term: \_\_\_\_\_

Term: \_\_\_\_\_

Interest Rate: \_\_\_\_\_

Interest Rate: \_\_\_\_\_

Monthly Payment: \_\_\_\_\_

Monthly Payment: \_\_\_\_\_

Security: \_\_\_\_\_

Security: \_\_\_\_\_

- ◆ Will you require access to an operating line of credit? Completion of the cash flow forecast on page \_\_\_\_\_ will assist you in answering this question.

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**PERSONAL MONTHLY COST OF LIVING STATEMENT:**

Net Monthly Income, including Spouse's Wage	(A)	\$
Rent or Mortgage		
Electricity		
Heating		
Fire Insurance		
Water		
Telephone		
Groceries		
Clothing		
Medication		
Life Insurance		
Recreation and Entertainment		
Auto Insurance		
Auto Repair and Fuel		
Loan Payments		
School Taxes		
Municipal Taxes		
Credit Card Payments		
Restaurants		
Gifts		
Other --		
Other --		
<b>Total Monthly Expenditures</b>	<b>(B)</b>	<b>\$</b>
<b>Net Monthly Surplus</b>	<b>(A minus B)</b>	<b>\$</b>

**PERSONAL INFORMATION STATEMENT:**

Surname	First Name and Initials	SIN	Birth Date	Driver's license #	
Present Address		Postal Code	Phone Number	Own/Rent	
Previous Address		Postal Code	Phone Number	Own/Rent	
Most recent Employer and Address			Position	Salary	Number of Years
Previous Employer and Address			Position	Salary	Number of Years
Spouse Name	Spouse SIN		Spouse Birthdate	Number of Dependants	
Spouse Employer and Address			Position	Salary	Number of Years

**STATEMENT OF ASSETS:**

CASH HOLDINGS	BANK		BRANCH		ACCOUNT NO.	AMOUNT
REAL ESTATE	Address and/or Legal Description	Registered Owner(s)	Mortgage Company (or free and clear)	Monthly Payment	Purchase Price	Present Value
AUTOMOBILES	Make & Model		Year	Other Details	Purchase Price	Present Value
OTHER ASSETS EXCLUDE HOUSEHOLD EFFECTS	Description	Details			Purchase Price	Present Value

**STATEMENT OF LIABILITIES:**

<b>BANK LOANS</b>	Name of Bank	Address	Terms	Security	Interest Rate	Balance Owing
<b>MORTGAGES ETC.</b>	Name of Bank	Address	Monthly Payments	Maturity Date	Interest Rate	Balance Owing
<b>OTHER LIABILITIES</b>	Description	Details	Monthly Payments	Maturity Date	Interest Rate	Balance Owing

**STATEMENT OF PERSONAL NET WORTH:**

<b>Assets (From Previous Page)</b>		<b>Liabilities (From Above)</b>	
Cash	\$	Bank Loans	\$
Life Insurance	\$	Mortgages, etc.	\$
Real Estate	\$	Other Liabilities	\$
Automobile	\$		\$
Stocks, Bonds, etc.	\$		\$
Household and Personal Effects	\$		\$
Other Assets	\$		\$
Total All Assets	(A) \$	Total All Liabilities	(B) \$
		<b>Net Worth</b>	<b>(A minus B) \$</b>

**CASH FLOW FORECAST YEAR1:**

**CASH FLOW FORECAST YEAR 2:**

<b>PRO-FORMA INCOME STATEMENT</b>	<b><u>Year - 1</u></b>	<b><u>Year - 2</u></b>	<b><u>Year - 3</u></b>
REVENUE:	\$	\$	\$
Sales	\$	\$	\$
Other Income	\$	\$	\$
<b>TOTAL REVENUE</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
COST OF GOODS SOLD	\$	\$	\$
<b>GROSS PROFIT</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
EXPENSES:	\$	\$	\$
Advertising and Promotion	\$	\$	\$
Automobile Expense	\$	\$	\$
Bank Service Charges	\$	\$	\$
Insurance	\$	\$	\$
Loan Interest (i.e. no principal)	\$	\$	\$
Office Expenses	\$	\$	\$
Professional Fees	\$	\$	\$
Rent	\$	\$	\$
Travel	\$	\$	\$
Utilities	\$	\$	\$
Wages and Salaries	\$	\$	\$
Depreciation	\$	\$	\$
Other --	\$	\$	\$
Other --	\$	\$	\$
Other --	\$	\$	\$
<b>TOTAL EXPENSES</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>NET INCOME (before taxes)</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>

<b>PRO-FORMA BALANCE SHEET</b>	<b>Opening Balance</b>	<b>Year-end 1</b>	<b>Year-end 2</b>
<b>ASSETS:</b>	\$	\$	\$
<b>Current Assets:</b>	\$	\$	\$
Cash	\$	\$	\$
Accounts Receivable	\$	\$	\$
Inventory	\$	\$	\$
<b>Total Current Assets</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>Fixed Assets:</b>	\$	\$	\$
Equipment (less depreciation)	\$	\$	\$
Buildings (less depreciation)	\$	\$	\$
Land	\$	\$	\$
<b>Total Fixed Assets</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>TOTAL ASSETS</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>LIABILITIES &amp; OWNERS EQUITY</b>	\$	\$	\$
<b>Current Liabilities:</b>	\$	\$	\$
Accounts payable	\$	\$	\$
Loans payable (within 1 year)	\$	\$	\$
<b>Total Current Liabilities</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>Long-Term Liabilities</b>	\$	\$	\$
Loans payable	\$	\$	\$
Mortgage payable	\$	\$	\$
<b>Total Long-Term Liabilities</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>TOTAL LIABILITIES</b>			
<b>OWNER'S EQUITY</b>	\$	\$	\$
Paid-in Capital	\$	\$	\$
Retained Earnings	\$	\$	\$
<b>TOTAL LIABILITIES &amp; O/E</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>

## **APPENDICES**

### **PLEASE INCLUDE THE FOLLOWING:**

1. Resumes for owner and key personnel (if required).
2. Copy of business name registration confirmation from Companies Office.
3. Copy of partnership agreement or articles of incorporation as applicable.
4. Copy of lease agreement or purchase agreement.
5. Any quotations on costs for building construction or equipment to be purchased.
6. Floor plan of store (if relevant).
7. Confirmation of financing (if already approved).
8. Any other pertinent information.