

FNCF Commercial Lending – Business Plan Workbook

Before completing the workbook, please review the Commercial Loan Fund Handbook. The guidelines are to be interpreted as such that maximum benefit to the small business owner is achievable while further assuring First Nations Community Financials interests are protected in loan repayment and collection ability. All applications will receive fair and legal processing subject to each applicant's eligibility as determined through verifications.

This Workbook has been designed to assist you in applying for a Commercial Loan. The applicant is solely responsible for completing this workbook. Fill it in completely if using this workbook as your Business Plan. All Business Plans must include: a completed **Loan Application Release of Information** form and **signed Disclaimer, and Use of Loan Fund Proceeds list**. You may use this workbook, or your own Business Plan, and/or a Business Plan created by someone else.

Mission Statement

Our mission is to deliver exemplary services by providing financial education, training, and access to capital to support sustainable business and community development while improving the quality of life within our communities.

The information you enter in this workbook includes “confidential” information.
Please take appropriate action to safeguard this information.

If requested, the Program will remove the name from the business plan, providing all forms; release of information and disclaimer has the required personal information in order to process verification.

If you have any questions or need assistance, please contact the First Nations Community Financial at (715) 284-2470 between the office hours 8:00 a.m. to 4:30 p.m. Monday thru Friday.

FNCF Commercial Lending – Business Plan Workbook

This workbook is designed as a user-friendly tool in the creation of a business plan. However, it is only a tool and requests general business plan information, and since each business is as different as the individual operating it, you may find areas that you should provide additional information to cover details of your business operations to best explain or “paint” a picture to the Reviewers, those assigning the final scores.

Completing and submitting this workbook does not guarantee funding, it is only a format and is beneficial especially in assisting with the financial projections of your business plan. All final scores are dependant on the information you provide and submit. It is the applicant’s responsibility to fully address the scoring criteria information in their business plan. It is suggested that you prepare your business plan by considering the audience (Reviewers), and pre-answering questions within your business plan vs. leaving them guessing or wondering what you meant, which in turn may lead to a lower score they assign to your plan.

The Commercial Lending program encourages comments from the Loan Review Board and whether business plan applications are approved or denied, a final summarization of the comments are compiled and sent to each applicant with the letter of approval or denial.

You will need to complete all math calculations: addition, subtraction, multiplication, division and percentages.

The Reviewers do not check the workbook for errors except when computing the financials.

Do not leave spaces empty.

If it does not apply to you or your business

Enter N/A or -O-

EXISTING BUSINESS (CONTINUED)

If there are no additional owners to your Business you must provide the Percentage of Ownership of each on this page, otherwise skip this page.

Name of Second Owner : _____
Address : _____
City, State & Zip : _____
Telephone : _____
Enrolled Tribal Member : YES NO
If YES : Tribe: _____ Enrollment #: _____
Percent of Business Owned : _____ %
Title or Position : _____

Name of Third Owner : _____
Address : _____
City, State & Zip : _____
Telephone : _____
Enrolled Tribal Member : YES NO
If YES : Tribe: _____ Enrollment #: _____
Percent of Business Owned : _____ %
Title or Position : _____

If done skip to page 7

START-UP BUSINESSES - ONLY

What is the name of your "New" business : _____

Where will your business be located : _____
(address)

City, State & Zip : _____

What Business structure will you operate : Sole Proprietorship Corporation
Partnership S - Corporation
Limited Liability Company

Explain why you have chosen this business structure (include copies of any documents supporting this structural set-up) : _____

This business will operate under the laws of the state of : _____

When do you plan to start this business : Month: _____ Year: _____

Percent of this business you will own : _____ %

Name of Second Owner : _____

Address : _____

City, State & Zip : _____

Telephone : _____

Enrolled Tribal Member : YES NO

If YES : Tribe: _____ Enrollment #: _____

Percent of Business Owned : _____ %

Title or Position : _____

START-UP BUSINESS (CONTINUED)

Name of Third Owner : _____

Address : _____

City, State & Zip : _____

Telephone : _____

Enrolled Tribal Member : YES NO

If YES : Tribe: _____ Enrollment #: _____

Percent of Business :
Owned _____ %

Title or Position : _____

This business operates under the laws of the state :
of _____

When did you start this business : Month _____ Year _____

Percent of this business you own : _____

Do you have an existing business : _____

If YES, what is the balance due : YES NO

Is your business TERO Certified : _____

START-UP OR EXISTING BUSINESS ASSETS Checklist: What furniture, equipment, materials, inventory, supplies, etc... will your business need? List ALL of the items you will need for your business. Some items you already have and some you will have to buy with the business loan. The items you will have to purchase should be listed under the "Need to Purchase" column.

ITEMS HAVE	
1	_____
2	_____
3	_____
4	_____
5	_____
6	_____
7	_____
8	_____
9	_____
10	_____
11	_____
12	_____
13	_____
14	_____
15	_____
16	_____
17	_____
18	_____
19	_____
20	_____
21	_____
22	_____
23	_____
24	_____
25	_____
26	_____
27	_____
28	_____
29	_____
30	_____
31	_____
32	_____
33	_____
34	_____
35	_____

NEED TO PURCHASE	
1	_____
2	_____
3	_____
4	_____
5	_____
6	_____
7	_____
8	_____
9	_____
10	_____
11	_____
12	_____
13	_____
14	_____
15	_____
16	_____
17	_____
18	_____
19	_____
20	_____
21	_____
22	_____
23	_____
24	_____
25	_____
26	_____
27	_____
28	_____
29	_____
30	_____
31	_____
32	_____
33	_____
34	_____
35	_____

SUPPORT TEAM - "A group of professionals providing their expertise to assist business owners in achieving the successful operation of a small business". It is recommended that you secure the expertise of such professionals, but not required, prior to loan funding approval.

Accountant : _____

Address : _____

City, State & Zip : _____

Bank : _____

Address : _____

City, State & Zip : _____

Insurance Agency : _____

Agents Name : _____

Address : _____

City, State & Zip : _____

Attorney : _____

Attorney Name : _____

Address : _____

Licenses & Permits: Most business are required to have licenses and/or permits. Depending on the business structure you operate your business, some state and local governments require licenses and/or permits you can open your business. Check with your state and local government agencies to determine which, if any, licenses and/or permits are required. (WI – www.commerce.state.wi.us)

Required Licenses (if any) : _____

Required Permits (if any) : _____

Business Insurance - First Nations Community Financial requires you to carry insurance on the assets of the business (Guidelines page 3). Business Insurance is a tax-deductible expense. *The Ho-Chunk Nation must be named additional insured.*

Types of Business Insurance coverage you have or will carry :

Fire:	<input type="checkbox"/>	Liability:	<input type="checkbox"/>
Theft:	<input type="checkbox"/>	Loss of Income:	<input type="checkbox"/>
Vandalism:	<input type="checkbox"/>	Flood (if in flood zone):	<input type="checkbox"/>
Other:	_____		

Annual cost for Business Insurance : \$ _____
(Quote from Insurance Agent)

Term Life or Credit Insurance - First Nations Community Financial requires you to carry life insurance equal to or greater than the amount of the business loan, with the carrier of your choice. Every applicant will have Term Life or Credit Insurance, if approved for funding. The First Nations Community Financial must be named the Primary Beneficiary or Lien Holder (Collaterally Assigned) of this policy. (Decreasing Term Life Insurance is acceptable).

Type of Insurance : "Term" Life "Credit"

Amount of Life Insurance Coverage : \$ _____
(Quote from Insurance Agent)

Annual cost of Life Insurance : \$ _____
(Quote from Insurance Agent)

Business Space - Every business needs space to operate. Your business needs to store records, inventory, equipment, etc. If you are already in business you know how much space you use, on the other hand, if you are starting a business you will need to estimate how much space you will need.

Do you or will you operate your business out of your home : YES NO

If NO, will you have to rent space : YES NO

How much will your rent be per month : \$ _____

If you operate your business outside your home & do not pay rent, explain : _____

Amount of space used by your business even if you operated out of your home : _____
(Square Feet)

If you are home-based, you can claim a tax-deductible expense, on your year-end taxes, if you meet the IRS guidelines. However, it is not a monthly expense, unless there is a signed lease and monthly payments are made. (www.irs.gov)

Employees: Small Business creates 80% of all new jobs in the U.S.

Do you, or will you, have any “Full-Time” employees : YES NO
(Employees working 40 hours per week)

If Yes, what positions & how many :

A _____

B _____

C _____

Position and pay per “week” :

A _____ \$

B _____ \$

C _____ \$

Do you, or will you, have any “Part-Time” employees : YES NO
(Employees working 40 hours per week)

If Yes, what positions & how many :

A _____

B _____

C _____

Position and pay per “week” :

A _____ \$

B _____ \$

C _____ \$

Do you, or will you, have any “seasonal” employees : YES NO

If YES, when and how much do you pay :

<input type="text" value="Jan"/>	<input type="text" value="Feb"/>	<input type="text" value="Mar"/>	<input type="text" value="Apr"/>	<input type="text" value="May"/>	<input type="text" value="June"/>
\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
<input type="text" value="July"/>	<input type="text" value="Aug"/>	<input type="text" value="Sept"/>	<input type="text" value="Oct"/>	<input type="text" value="Nov"/>	<input type="text" value="Dec"/>
\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____

For additional payroll information regarding withholdings, etc... See www.irs.gov/businesses/small/article “Checklist for starting a business,” or www.doleta.gov for U.S. Dept. of Labor information as an employer.

Mission Statement: This is a simple statement summarizing the reason for your business and what it offers to customers.

Examples: Winona Mills; *Winona Mills will offer our customers a wide variety of high quality American made woven products.*
Gander Mountain; *Gander Mountain will provide our customers a wide variety of high quality sports gear at a reasonable price.*

Products or Services: If your business will have both, list each separately for Product & Services Tell how your products or services differ from your competitors. Provide a brief description of your products or services. How will you sell your products or services?

Business Potential: Explain your short-term and long-term goals? How long will it take for your business to make a profit? What steps will be applied for your business to become profitable? Include any assumptions.

Use of Loan Proceeds: (Required Section) *First Nations Community Financial will place a lien on major purchases. Receipts must be submitted for all loan monies disbursed, if approved for funding.* The purpose of the list is for you to provide calculated information about what you plan to spend the LOAN funds on. You must provide copies of receipts numbered and legible according to this list, to account for all disbursements, prior to any funds released. *This list is compared to the copies of receipts you send in.* If a receipt does not match the list, it will not be accepted. No exceptions to the list are allowed, unless approved in writing by the Lending Officer with written justifications specifically explaining details of changes. Failure to submit receipts for all disbursed funds and according to this list, or those not approved, will delay or stop future disbursements and place applicant in a **Default** status, ineligible for re-financing until all loan monies are paid in full. The list should not be too specific, nor too general, often a quote will help determine these costs and copies may be included with the business plan application.

1	_____	\$	_____	22	_____	\$	_____
2	_____	\$	_____	23	_____	\$	_____
3	_____	\$	_____	24	_____	\$	_____
4	_____	\$	_____	25	_____	\$	_____
5	_____	\$	_____	26	_____	\$	_____
6	_____	\$	_____	27	_____	\$	_____
7	_____	\$	_____	28	_____	\$	_____
8	_____	\$	_____	29	_____	\$	_____
9	_____	\$	_____	30	_____	\$	_____
10	_____	\$	_____	31	_____	\$	_____
11	_____	\$	_____	32	_____	\$	_____
12	_____	\$	_____	33	_____	\$	_____
13	_____	\$	_____	34	_____	\$	_____
14	_____	\$	_____	35	_____	\$	_____
15	_____	\$	_____	36	_____	\$	_____
16	_____	\$	_____	37	_____	\$	_____
17	_____	\$	_____	38	_____	\$	_____
18	_____	\$	_____	39	_____	\$	_____
19	_____	\$	_____	40	_____	\$	_____
20	_____	\$	_____	41	_____	\$	_____

Business Plan Workbook – One Year Marketing Overview

Market/Internet Potential: (complete only, if applicable to your type of business)

What is the potential of selling your products services over the Internet? If any, describe the potential and any support history or information you have. If you don't believe there is potential at this time, will there be future potential? Free marketing opportunity for Ho-Chunk Nation members (www.hochunkmall.com), contact Small Business Division staff for application materials.

Categories: Products or Services – include your projected financial assumptions

Combine similar products or services into groups (categories). This will help you project revenue sales and accurately track your sales.

- Example:** If you are selling clothes, you may want to setup categories: Men's, Women's, Children's and Accessories.
If you are selling Native American products or services: you may want to setup categories; Beadwork, Leather Goods, Custom orders and Supplies.
A cleaning service many want to setup categories: Home cleaning, Commercial Cleaning, Carpet Cleaning, Stripping and Waxing.
A construction business may want to setup categories: Small jobs less than \$1,000; Medium jobs \$1,001 to \$5,000; Large job \$5,001 to \$15,000 and Custom jobs.

Categories of Products or Services

- A : _____
B : _____
C : _____

D : _____

Selling Price:

Now that you have determined the categories, you will need to calculate the “average” selling price for each category of products or services. Add all the items in a category and divide by the number of items in the category.

A : \$ _____ C : \$ _____
B : \$ _____ D : \$ _____

Business Plan Workbook – One Year Marketing Overview

Cost:

How much does it cost to make, purchase or provide the products or services in your business?

A : \$ _____ C : \$ _____
B : \$ _____ D : \$ _____

“Projected” Weekly Sales:

Based on the “average” selling price of each of the categories, calculate your “projected” sales by multiplying the selling price by the number of sales of that category, that you believe are expected daily, to arrive at a weekly sales projection figure.

A : \$ _____ C : \$ _____
B : \$ _____ D : \$ _____

Market Demand:

Market demand, sales will change from month-to-month. No business sells the same amount of each product or service each month. Some months will be “average” while others will be above or below. Using percentages, determine the market demand (sales) for your products or services. The average would be 100%, if the demand for your products or services is going to be “very good” you may project 125%. On the other hand if business is slow you may project only 50%. These percentages are important to you to project sales and to project inventory purchases. You wouldn’t want to buy a surplus of inventory just before a slow season.

Categories of Products or Services				
	A	B	C	D
January :	_____ %	_____ %	_____ %	_____ %

February	:	_____	_____	_____	_____
		%	%	%	%
March	:	_____	_____	_____	_____
		%	%	%	%
April	:	_____	_____	_____	_____
		%	%	%	%
May	:	_____	_____	_____	_____
		%	%	%	%
June	:	_____	_____	_____	_____
		%	%	%	%
July	:	_____	_____	_____	_____
		%	%	%	%
August	:	_____	_____	_____	_____
		%	%	%	%
September	:	_____	_____	_____	_____
		%	%	%	%
October	:	_____	_____	_____	_____
		%	%	%	%
November	:	_____	_____	_____	_____
		%	%	%	%
December	:	_____	_____	_____	_____
		%	%	%	%

Business Plan Workbook – One Year Marketing Overview

Marketing:

Marketing the business is vital. You have to let your potential customers know you are open for business; tell what products or services you have to offer them and where your business is located, and convince them to buy from your business vs. another.

This section assists you analyzing your Marketing Expenses.

Marketing Method (Type of Advertising)	Cost Per Purchase	Times Purchased Per Year
Business Cards	\$ _____	_____
Brochures	\$ _____	_____
Flyers	\$ _____	_____
Fairs & Trade Shows (booth rental)	\$ _____	_____
Newspapers Ads	\$ _____	_____
Promotional Items (pens, magnets etc...)	\$ _____	_____
Yellow Page Ads	\$ _____	_____
Promotions	\$ _____	_____
Sponsorships	\$ _____	_____
Other:	\$ _____	_____

Marketing Plan: (1 Year Detailed)

Describe what methods you will promote, advertise and market your business, and the steps it will take you to accomplish these results.

“Projected” results of Marketing:

Describe the results you expect from your marketing plan.

Business Plan Workbook – One Year Marketing Overview

Competitors:

All businesses have competitors. You need to know who they are, where they are, and how you plan to compete with them. How will you convince your customers to buy from you and not your competitors? How will you keep them? Explain your plan to remain ahead of your competition or utilize them to your advantage over the next 1-3 years.

Name of competitor:

- 1 : _____
- 2 : _____
- 3 : _____
- 4 : _____

Main Strength

1 : _____

Biggest Weakness

1 : _____

2 : _____
3 : _____
4 : _____

2 : _____
3 : _____
4 : _____

Pricing:

Determining price for your products or services is a large part of your marketing. If you are going to provide a better products or services that your competitors, why price it lower? On the other hand, if you are going to price your products or services higher, you will need to market you product or service in a way that will convince your customers that yours is worth the price you have set.

Example: You can buy a good men’s shirt at Wal-Mart for \$9.95. On the other hand companies like Eddie Bauer have successfully marketed their shirts at \$49.95. It is a marketing tool used by businesses to sell.

Briefly explain how or why you have set your price(s) for your products or services. Explain how you will overcome future competition in the next 1-3 years.

Business Plan Workbook – Financial Overview

Financial Information: 3-Year Projections – For Depreciation schedule see: (www.fixedasset.com)

This section includes a Household Budget, Income & Expense Statements, Cash Flow Statements and Balance Sheets. These financial statements are the financial goals you set for your business and are required. They should be realistic, do not over estimate your income or under estimate your expenses, or all projections will not reflect expectations, show your financial assumptions and how you calculate these projections.

Applicant must fill in every blank space. DO NOT leave spaces empty. If it does not apply to you or your business enter “N/A” or “-0-”. Complete & double-check all math calculations.

Figures may be checked for errors, during the Review process.

Household Budget:

For the propose of this Business Plan to determine how much the business will have pay you, enter figures for one month, for each listed expense. For all expenses not paid monthly, use formulas (avg.) per month.

Example: You may pay your vehicle insurance premium of \$800 annually. Divide $800 \div 12 = \$66.66$ is your monthly household expense.

EXPENSE – Monthly

Rent or House Payment	\$	
Electricity	\$	
Gas	\$	
Water	\$	
Telephone	\$	
Cell Phone	\$	
Trash Removal	\$	
Cable/Satellite TV	\$	
Internet Service	\$	
Homeowners Insurance	\$	
Property Taxes	\$	
Repairs to Home	\$	
Vehicle Payment	\$	
Vehicle gas & oil	\$	
Vehicle Insurance	\$	
Health Insurance	\$	
Life Insurance <small>(not loan ins.)</small>	\$	
Food – Grocery	\$	
Eating Out	\$	
School Lunch	\$	

School Supplies	\$	
Donations	\$	
	\$	
List any other household expense you may have		
	\$	
	\$	
	\$	
	\$	
	\$	
	\$	
	\$	
	\$	
	\$	
	\$	
	\$	
	\$	
	\$	
	\$	
	\$	
	\$	

HOUSEHOLD INCOME - Monthly

Your Per Capita	\$	
Spouses Per Capita	\$	

Clothing – Adult	\$
Clothing – Children	\$
Medical – Doctor & Hospital	\$
Medical – Pharmacy	\$
Credit Card Payment	\$
Personal Loan Payment	\$
Gifts – Birthdays	\$
Gifts – Christmas	\$

Child Support	\$
Alimony	\$
Spouses Gross Income	\$
Other Outside Income	\$
	\$
	\$

Business Expenses: 1-Year Projections

Very few businesses are the same every month. Determine an average amount per month. The figures you enter here will help determine your monthly break-even point.

	Electricity	Gas	Water	Trash Removal	Telephone	Cell Phone
January	\$	\$	\$	\$	\$	\$
February	\$	\$	\$	\$	\$	\$
March	\$	\$	\$	\$	\$	\$
April	\$	\$	\$	\$	\$	\$
May	\$	\$	\$	\$	\$	\$
June	\$	\$	\$	\$	\$	\$
July	\$	\$	\$	\$	\$	\$
August	\$	\$	\$	\$	\$	\$
September	\$	\$	\$	\$	\$	\$
October	\$	\$	\$	\$	\$	\$
November	\$	\$	\$	\$	\$	\$
December	\$	\$	\$	\$	\$	\$

	Loan Life Ins	Travel Exp.	Mileage Exp.	Accounting	Legal Fees	Banks Fees
January	\$	\$	\$	\$	\$	\$
February	\$	\$	\$	\$	\$	\$
March	\$	\$	\$	\$	\$	\$
April	\$	\$	\$	\$	\$	\$
May	\$	\$	\$	\$	\$	\$
June	\$	\$	\$	\$	\$	\$
July	\$	\$	\$	\$	\$	\$
August	\$	\$	\$	\$	\$	\$
September	\$	\$	\$	\$	\$	\$
October	\$	\$	\$	\$	\$	\$
November	\$	\$	\$	\$	\$	\$
December	\$	\$	\$	\$	\$	\$

	Office Supplies	Maint. Supplies	Postage	Misc. Fixed Exp.	Misc. Variable	Other
January	\$	\$	\$	\$	\$	\$
February	\$	\$	\$	\$	\$	\$
March	\$	\$	\$	\$	\$	\$
April	\$	\$	\$	\$	\$	\$
May	\$	\$	\$	\$	\$	\$
June	\$	\$	\$	\$	\$	\$
July	\$	\$	\$	\$	\$	\$
August	\$	\$	\$	\$	\$	\$
September	\$	\$	\$	\$	\$	\$
October	\$	\$	\$	\$	\$	\$
November	\$	\$	\$	\$	\$	\$
December	\$	\$	\$	\$	\$	\$

Business Plan Workbook – Financial Overview

Year 2 and Year 3:

Project a realistic percentage of increase in overall costs and revenue for the type of business industry you are in. For example, if you believe your costs will go down, enter a - % or, if you believe your cost will go up, enter a + %.

YEAR	COST	REVENUE
2	%	%
3	%	%

Include Assumptions to show how you come up with figures.

FINANCIAL INFORMATION

Please read completely, before you begin this Section

The Financial Section contains:

Income & Expenses Statements

Cash Flow Statements

Balance Sheet

To assist you in preparing 3-Years of Financial Projections

All of these pages must be completely filled in.

1. Do not leave blank spaces, unless “N/A” or “-O-”.
2. Do not assume anyone will check your figures and calculations for errors, except the Loan Review Board.
 - A. Double-check all your figures and calculations.
 - B. Enter “N/A” or “-O-” in spaces that do not apply.
 - C. Make sure all pages are complete.

To Print an Amortization schedule regarding loan payments detailing principal and interest for the life of the loan, see: (www.bankrate.com).

Business Plan Workbook – Business Financial Overview

-- INCOME & EXPENSE STATEMENT – YEAR 1 --

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	YTD
Month (i.e. Jan, Feb, etc...)							
Revenue:							
Cost of Sales:							
Selling Price – Cost to buy or make = Cost of Sales							
Gross Profit:							
Revenue – Cost of Sales = Gross Profit							
Fixed Expenses:	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	YTD
Space Rent							
Electricity							
Gas							
Water							
Trash Removal							
Telephone							
Cell Phone							
Insurance							
Loan Life Insurance							
Depreciation							
Misc. Fixed Expenses							
Total Fixed Expense:							
(Total Each Column)							
Variable Expenses:	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	YTD
Monthly Marketing							
Travel (Motel & Meals)							
Vehicle Expense							
Accounting Fee							
Bank Fee							
Office Supplies							
Monthly Payroll							
Payroll Taxes							
Postage							
Legal Fee (if any)							
Misc. Variable Expense							
Total Variable Expense:							
(Total each column)							
Income Before Interest & Taxes:	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	YTD
Gross Profit – Fixed & Variable Exp. = Income Before Interest & Taxes							

Interest Expense:

Federal Taxes:

NET INCOME:

Income Before Interest & Taxes –
Interest Exp. & Federal Taxes = NET

Business Plan Workbook – Business Financial Overview

-- INCOME & EXPENSE STATEMENT – YEAR 1 --

	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	YTD
Month (i.e. July, Aug, etc...)							
Revenue:							
Cost of Sales: Selling Price – Cost to buy or make = Cost of Sales							
Gross Profit: Revenue – Cost of Sales = Gross Profit							
Fixed Expenses:	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	YTD
Space Rent							
Electricity							
Gas							
Water							
Trash Removal							
Telephone							
Cell Phone							
Insurance							
Loan Life Insurance							
Depreciation							
Misc. Fixed Expenses							
Total Fixed Expense: (Total Each Column)							
Variable Expenses:	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	YTD
Monthly Marketing							
Travel (Motel & Meals)							
Vehicle Expense							
Accounting Fee							
Bank Fee							
Office Supplies							
Monthly Payroll							
Payroll Taxes							
Postage							

Legal Fee (if any)							
Misc. Variable Expense							
Total Variable Expense: (Total each column)							

Income Before Interest & Taxes:	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	YTD

Gross Profit – Fixed & Variable Exp. =
Income Before Interest & Taxes

Interest Expense:							
Federal Taxes:							
NET INCOME:							

Income Before Interest & Taxes –
Interest Exp. & Federal Taxes = NET

Business Plan Workbook – Business Financial Overview

-- CASH FLOW STATEMENT – YEAR 1 --

Month (same as on Income & Expense Statement)	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	YTD
Cash from Operations							
Net Income:							
Depreciation Expense:							
Cash Flow:							
Cash from Financing							
Loan Principal:							
Cash Outflow:							
Total Cash Inflow:							

Cash Inflow – Cash Outflow = Total Cash Inflow

Month (same as on Income & Expense Statement)	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	YTD
Cash from Operations							
Net Income:							
Depreciation Expense:							
Cash Flow:							
Cash from Financing							
Loan Principal:							
Cash Outflow:							
Total Cash Inflow:							

Cash Inflow – Cash Outflow = Total
Cash Inflow

- - BALANCE SHEET – YEAR 1 - -

Current Assets:

Cash on Hand	
Inventory @ Cost	
Deposits	
Accounts Receivable	
TOTAL:	

Fixed Assets:

Land	
Building	
Leasehold Improvement	
Furniture & Fixtures	
Machinery & Equipment	
Vehicle	
Other	
TOTAL:	

TOTAL ASSETS:

Current Liabilities:

Accounts Payable	
Accrued Expenses	
Business Loan	
TOTAL:	

Long Term Liabilities:

Business Loan	
Bank or Personal Loan	
Other	
TOTAL:	

Net Worth:

(Owners Equity)

Total Liabilities & Net Worth:

Business Plan Workbook – Business Financial Overview

- - INCOME & EXPENSE STATEMENT – YEAR 2 & 3 - -

Year 2

(Year 2, Year 3, etc...)

Revenue:

Cost of Sales:

(Revenue – Cost to buy or make =
Cost of Sales)

Gross Profit:

(Revenue – Cost of Sales = Gross
Profit)

Fixed Expenses:

Year 2

Rented Space	
Electricity	
Gas	
Water	
Trash Removal	
Telephone	
Cell Phone	
Insurance	
Life Insurance (Loan)	
Depreciation	

Year 3

(Year 2, Year 3, etc...)

Revenue:

Cost of Sales:

(Revenue – Cost to buy or make =
Cost of Sales)

Gross Profit:

(Revenue – Cost of Sales = Gross
Profit)

Fixed Expenses:

Year 3

Rented Space	
Electricity	
Gas	
Water	
Trash Removal	
Telephone	
Cell Phone	
Insurance	
Life Insurance (Loan)	
Depreciation	

Misc. Fixed Expense

Total Fixed Expense:

(total each column)

Variable Expenses: Year 2

Monthly Marketing

Travel (Motel & Meals)

Vehicle Expense

Accounting Fee

Bank Fee

Office Supplies

Monthly Payroll

Payroll Taxes

Postage

Legal Fee (if any)

Misc. Variable Expense

Total Variable Expense:

Income Before Interest and Taxes: Year 2

Gross Profit – Fixed & Variable Exp. –
Income Before Interest & Taxes

Interest Expense:

Federal Taxes:

NET INCOME:

Income Before Interest & Taxes –
Interest Exp. & Federal Taxes = NET

Misc. Fixed Expense

Total Fixed Expense:

(total each column)

Variable Expenses: Year 3

Monthly Marketing

Travel (Motel & Meals)

Vehicle Expense

Accounting Fee

Bank Fee

Office Supplies

Monthly Payroll

Payroll Taxes

Postage

Legal Fee (if any)

Misc. Variable Expense

Total Variable Expense:

Income Before Interest and Taxes: Year 3

Gross Profit – Fixed & Variable Exp. –
Income Before Interest & Taxes

Interest Expense:

Federal Taxes:

NET INCOME:

Income Before Interest & Taxes –
Interest Exp. & Federal Taxes = NET

Business Plan Workbook – Business Financial Overview

- - CASH FLOW STATEMENT – YEAR 2 & 3 - -

Year (same as on Income & Expense Statement) Year 2

Cash from Operations

Net Income:

Depreciation Expense:

Cash Flow:

Year 2

Cash from Financing

Loan Principal:

Cash Outflow:

Total Cash Inflow:

Cash Inflow – Cash Outflow = Total
Cash Inflow

Year (same as on Income & Expense Statement) Year 3

Cash from Operations

Net Income:

Depreciation Expense:

Cash Flow:

Year 3

Cash from Financing

Loan Principal:

Cash Outflow:

Total Cash Inflow:

Cash Inflow – Cash Outflow = Total
Cash Inflow

-- BALANCE SHEET – YEAR 2& 3 --

Current Assets:	Year 2
Cash on hand	
Inventory @ cost	
Deposits	
Accounts Receivable	
TOTAL:	

Fixed Assets:	Year 2
Land	
Building	
Leasehold Improvement	
Furniture & Fixtures	
Machinery & Equipment	
Vehicle	
Other	
TOTAL:	

TOTAL ASSETS:

Current Liabilities:	Year 2
Accounts Payable	
Accrued Expenses	
Business Loan	
TOTAL:	

Long Term Liabilities	Year 2
Business Loan	
Bank or Personal Loan	
Other	
TOTAL:	

Net Worth:
(Owners Equity)

Total Liabilities and Net Worth:

Current Assets:	Year 3
Cash on hand	
Inventory @ cost	
Deposits	
Accounts Receivable	
TOTAL:	

Fixed Assets:	Year 3
Land	
Building	
Leasehold Improvement	
Furniture & Fixtures	
Machinery & Equipment	
Vehicle	
Other	
TOTAL:	

TOTAL ASSETS:

Current Liabilities:	Year 3
Accounts Payable	
Accrued Expenses	
Business Loan	
TOTAL:	

Long Term Liabilities	Year 3
Business Loan	
Bank or Personal Loan	
Other	
TOTAL:	

Net Worth:
(Owners Equity)

Total Liabilities and Net Worth:

Business Plan Workbook – Personal Investment

Personal Investment:

Lenders do not finance 100% of any business venture. Personal investment on your part is suggested for your business. For **Existing** businesses list all Inventory (at cost), furniture, fixtures, equipment, supplies and other assets on hand. For **Start-up** businesses list all of what you already have and place a Fair Market Value (how much you could sell it for on the open market) on each item.

Description of Item Invested in Business	Value of Item Invested
1 _____	\$ _____
2 _____	\$ _____
3 _____	\$ _____
4 _____	\$ _____
5 _____	\$ _____
6 _____	\$ _____
7 _____	\$ _____
8 _____	\$ _____
9 _____	\$ _____
10 _____	\$ _____
11 _____	\$ _____
12 _____	\$ _____
13 _____	\$ _____
14 _____	\$ _____
15 _____	\$ _____
16 _____	\$ _____
17 _____	\$ _____
18 _____	\$ _____
19 _____	\$ _____
20 _____	\$ _____
21 _____	\$ _____
22 _____	\$ _____
23 _____	\$ _____
24 _____	\$ _____
25 _____	\$ _____
26 _____	\$ _____
27 _____	\$ _____
28 _____	\$ _____
29 _____	\$ _____
30 _____	\$ _____
31 _____	\$ _____
32 _____	\$ _____
33 _____	\$ _____
34 _____	\$ _____
35 _____	\$ _____

36	_____	_____	\$
37	_____	_____	\$
38	_____	_____	\$
39	_____	_____	\$
40	_____	_____	\$
	_____	_____	

Business Plan Workbook – Exit Strategy and Marketing Ability Overview

Exit Strategy:

Provide a list of steps you will take in the event you decide to stop operating the business, or the business fails. The Exit Strategy can be based on a dollar figure or lack thereof, revenue growth or non-revenue growth, The Market’s reception of your products or services or lack thereof, a consensus of owners, or pre-agreement.

All businesses do not succeed. “Start-up” businesses have very high failure rate, however, “Existing” businesses also fail. Poor management practices, poor recordkeeping, failure to file or pay taxes when due, a change in market demand, expanding too quickly for your market, the loss of a prime supplier, a change in technology, or the actions of your competitors, are just a few of the reason why businesses fail.

In the Financial section you have set; Projected Revenue and Projected Costs. What if, your projected market is not as large as you expected? What if, six months after you open your business, a large competitor opens nearby? What if, your costs “sky rocket” and you cannot find other suppliers? What if, you have a death in your family? What if, one if the other owners want out of the business?

Take some time and think about this. You don’t have to answer all of the questions asked; however, you should have a plan to get out of this business, if things don’t go as expected.

Your **Exit Strategy** should include a plan to dispose of the Business Assets and pay off the Business Debts.
