

# THE BUSINESS PLAN

## SECTION 2

### Business Plan Template and Financial Statement Worksheets

**NOTE: The documents in this section are available in electronic format. Contact Shelby County DevelopSource and they will be sent via email or a disc**

#### Questions?

Contact Bob or MJ Broomfield, Shelby County DevelopSource Directors,  
at 712-755-3569 or [broom@harlannet.com](mailto:broom@harlannet.com)



## Business Plan Instructions

The Business Plan template and worksheets were prepared by Shelby County DevelopSource to assist you in preparing your Business Plan. You are not required to use the templates and worksheets. You may use other formats according to your preference.

The following is information to help you use the Business Plan template and worksheets:

- The Business Plan template is a Word document. You can type your responses under each of the headings. The financial worksheets are Excel documents. Contact the DevelopSource office at 712-755-3569 or [broom@harlannet.com](mailto:broom@harlannet.com) and we will email or mail the documents on a disc, whichever you prefer.
- If a heading on the Business Plan template doesn't pertain to your business, you can delete it.
- Anything printed in gray is instructions. Example: On the cover page, you can insert a business logo if you have one, or delete the statement "Business Logo." Insert your business name, address, and telephone. You list the name, address, and telephone number for each owner. Usually the list contains those owners with a 20% or more interest in the business. Place the date of the plan at the bottom. Anytime you see gray printing, you need to add your information and change it to black font or delete that statement from the Plan, if it doesn't pertain to you.
- The Table of Contents is prepared to cover everything that is in the template. If you delete portions that don't apply to your business, you can delete that same line from the Table of Contents.
- The Exhibits section lists a variety of possible documents. If one doesn't pertain to you, delete it and add items that are specific to your Plan and not listed. Add the page numbers after your Plan is completed.
- Refer back to Section 1 of this packet for information, ideas, and suggestions on what you should provided under each of the Business Plan headings.
- The Resume Template is a Word document. You add your information under each of the headings, such as professional summary, areas of expertise, etc. Again, the gray areas give you ideas of what to place in that section such as your personal work experience, education, and professional affiliations.

- The Media Mix Calendar and the Monthly Marketing Details are Excel documents. You can either type the information using Excel or handwrite the information.
- The Estimated Start-up Costs worksheet is an Excel worksheet. All the formulas are included in the worksheet to total your numbers if you use Excel to complete the worksheet. You also can handwrite the information and add the numbers.
- The Pro Forma Income Statement Worksheet is an Excel worksheet. It is designed to help you determine revenues and expenses needed to prepare either an Income Statement or a Profit and Loss Statement. The formulas are included in the worksheet or you can handwrite the information and add your numbers.
- The Income Statement, Profit and Loss Statement, and Balance Sheet are all Excel worksheets. The formulas are included in the worksheets or you can handwrite the information and add your numbers.
- The Personal Financial Statement is a SBA form and is the same format as all Personal Financial Statements. It is provided for your convenience.
- If you are an incorporated business, you can receive a Certificate of Existence through the Iowa Secretary of State website [www.sos.state.ia.us/Search/Corp](http://www.sos.state.ia.us/Search/Corp).
- You can receive a Certificate of Insurance to prove existing insurance coverage by contacting your insurance agent.
- A personal credit report is available through several sources such as: [www.creditscore.com](http://www.creditscore.com), [www.transunion.com/Credit Report](http://www.transunion.com/Credit_Report), and [www.annualcreditreport.com](http://www.annualcreditreport.com).
- Machinery & Equipment Bids are available from the sellers. It is best to provide more than one bid for each item. You should state why a piece of machinery or equipment is available from only one source if you have only one bid.
- The best purchase information for land and/or buildings is a signed purchase agreement, which clearly states the amount agreed upon by both parties. The purchase agreement can be contingent on certain things, such as financing.
- Remember that Shelby County DevelopSource is available to assist you any way we can. If we don't have an answer for you, we will find someone who does.

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# Financial Statements for Your Business Plan

The type of financial statements you need to include in your Business Plan depends on whether you are starting a new company, expanding an existing business, or buying an existing business. The following provides generally accepted practices for each type of business.

## Start-up Company

- 3-year projected Income Statement.  
An important item to include with your projected statement is a list of assumptions, especially on the revenue side. This helps the reviewer understand how you calculated your revenues and determine if they are reasonable for your product/service. The Pro Forma Income Statement Worksheet can assist with your revenue projections.
- Pro Forma Balance Sheet showing position of the company on the day it opens.

## Existing Business

- 3 years tax returns from the previous owner if purchasing the business from someone else. Or, your company tax returns for the past 3 years if expanding your business.
- 1 year projected Income Statement.
- Pro Forma Balance Sheet

## Personal Financial Information

Many times the owner needs to guarantee a loan. In that case, there are several statements to show personal income, assets, liabilities, and credit worthiness such as:

- Personal Balance Sheet
- 2 years personal tax returns
- Personal Financial Statement
- Credit Report

Business Logo

# **BUSINESS PLAN**

For

**Name of Business**

Address

Telephone

## **Owners**

Name  
Address  
Phone

Name  
Address  
Phone

Name  
Address  
Phone

Date of Plan

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# Basic Business Information

BUSINESS NAME: \_\_\_\_\_

CONTACT PERSON: \_\_\_\_\_

ADDRESS: \_\_\_\_\_

EIN NUMBER: \_\_\_\_\_

PHONE NUMBER: \_\_\_\_\_

FAX NUMBER: \_\_\_\_\_

EMAIL ADDRESS: \_\_\_\_\_

WEB ADDRESS: \_\_\_\_\_

COMPANY OFFICERS/PRINCIPALS (NAME & POSITION):

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

# **Executive Summary**

# **Business Description**

**Business Description**

**Product Description**

**Proprietary Information**

**Regulations**

**Business Location**

**Facility Plans**

**Equipment List & Description of Use**

**Operational Needs**

**Environmental Factors**

**Anticipated/Potential Barriers & How They Will Be Overcome**

# **Management Team, Employees, and Consultants**

**Ownership**

**Personnel**

**Security**

**Consultants**

# **Market Research**

**Potential Customers**

**Market and Industry**

**Competition – Who they are and their Strengths & Weaknesses**

**Competitive Advantage**

# **Marketing**

**Positioning Statement**

**Product**

**Pricing**

**Marketing Plan**

# **Finances**

## **Summary of Financial Need**

### **Start-up Costs**

### **Operating Costs**

### **Financial Outlook Summary**

Name

Address  
City/State/Zip  
Phone  
Cell  
Email

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**Professional Summary**

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**Areas of Expertise**

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**Work Experience**

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Company  
City, State  
Job Title  
Begin & End Dates

Company  
City, State  
Job Title  
Begin & End Dates

Company  
City, State  
Job Title  
Begin & End Dates

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**Education**

---

Year    School  
          City, State  
          Major

---

Degree

Year School  
City, State  
Major  
Degree

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**Professional Affiliations**

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Organization Name  
How you participated?  
Years of affiliation

Organization Name  
How you participated?  
Years of affiliation

**Media Mix Calendar for 20\_\_**  
**Name of Business**

	Monthly Goal	Focus	Advertising	Promotions	Publicity	Budget
January						
February						
March						
April						
May						
June						
July						
August						
September						
October						
November						
December						



# Estimated Start-up Costs

Land	-
Building	-
Property Improvements	-
Machinery/Equipment	-
Furniture/Fixtures	-
Initial Inventory	-
Start-up Expenses:	-
Advertising	-
Deposits	-
Professional Services	-
Other: _____	-
Other: _____	-
Working Capital	-

<b>TOTAL</b>	-
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Amount of Personal Funds Invested	
-----------------------------------	--

Amount of Financial Need for Start-up	\$ -
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# Pro Forma Income Statement Worksheet

**Sales Data**

a. Calculate Sales Per Month by Using the chart below

- Use Sales 1, Sales 2, etc. for different products with different margins

Starting Month is \_\_\_\_\_

	1	2	3	4	5	6	7	8	9	10	11	12	Total
Sales 1													\$ -
Sales 2													\$ -
Sales 3													\$ -
Sales 4													\$ -

b. Projected Annual Sales for year one:                   \$ -

c. How will sales increase for years 2 and 3?

d. Method of determining sales:

e. Will you offer credit? If yes, explain why, how you will determine credit worthiness and provide a breakdown of the timing of your accounts receivable

- \_\_\_\_% of accounts collected in cash or credit cards
  - \_\_\_\_% of accounts collected in 0-30 days
  - \_\_\_\_% of accounts collected in 31-59 days
  - \_\_\_\_% of accounts collected in 60-89 days
  - \_\_\_\_% of accounts collected in 90+ days
  - \_\_\_\_% of accounts not collected (bad debts)
- (Note: all % should equal 100)

f. Cost of Sales or Cost of Goods for each sales category.

Sales 1           0  
 Sales 2           0  
 Sales 3           0  
 Sales 4           0  
 Total     \$ -

g. Cost of Labor (not including owners)

Labor cost as a % of sales: \_\_\_\_\_% (if employees only work if there is sales, use % of sales)

Number of hours per week is \_\_\_\_ at \$\_\_\_\_ per hour (use hourly rate if working regular hours)

# Pro Forma Income Statement Worksheet

## (Continued)

Fixed operating expenses per month (if annual or semi-annual, indicate what month(s) it is paid)

Supplies (not inventory)	
Maintenance	
Advertising/Promotion	
Office Expenses	
Car/Travel	
Accounting & Legal	
Rent	
Telephone	
Utilities	
Insurance	
Equipment Lease	
Real Estate Taxes	
Dues/Subscriptions	
Miscellaneous	
Other: _____	
Other: _____	
Other: _____	
Other: _____	

**Total Operating Costs** \$ -

**Owners Monthly Draw or Salary** \$ -

**Total** \$ -

# Income Statement

Business Name

As of: Date

**REVENUES**

Sales 1	
Sales 2	
Sales 3	
Sales 4	
<b>Total Revenues</b>	<b>0</b>

**COST OF SALES**

Sales 1	
Sales 2	
Sales 3	
Sales 4	
<b>Total Cost of Sales</b>	<b>0</b>

**GROSS PROFIT**

\$ -

**EXPENSES**

Wages & Salaries	
Employee Benefits	
Outside Services	
Depreciation	
Supplies	
Maintenance	
Advertising/Promotion	
Office Expenses	
Car/Travel	
Accounting & Legal	
Rent	
Telephone	
Utilities	
Insurance	
Equipment Lease	
Real Estate Taxes	
Dues/Subscriptions	
Miscellaneous	
Other	
Other	
<b>Total Expenses</b>	<b>\$ -</b>

**NET OPERATING PROFIT**

\$ -

# Profit & Loss Statement

Business Name \_\_\_\_\_

As of: Date \_\_\_\_\_

**REVENUES**

Sales 1		
Sales 2		
Sales 3		
Sales 4		
<b>Total Revenues</b>		<b>\$ -</b>

**COST OF SALES**

Sales 1		
Sales 2		
Sales 3		
Sales 4		
<b>Total Cost of Sales</b>		<b>\$ -</b>

**GROSS PROFIT**

**\$ -**

**OPERATING EXPENSES**

Wages & Salaries		
Employee Benefits		
Outside Services		
Depreciation		
Supplies		
Maintenance		
Advertising/Promotion		
Office Expenses		
Car/Travel		
Accounting & Legal		
Rent		
Telephone		
Utilities		
Insurance		
Equipment Lease		
Dues/Subscriptions		
Miscellaneous		
Other		
Other		
<b>Total Operating Expenses</b>		<b>\$ -</b>

**INCOME FROM OPERATIONS**

**\$ -**

**TAXES**

Income Taxes		
Payroll Taxes		
Real Estate Taxes		
Other:		
<b>Total Taxes</b>		<b>\$ -</b>

**NET PROFIT**

**\$ -**

# Balance Sheet

Business Name \_\_\_\_\_

As of: Date \_\_\_\_\_

**ASSETS**

**Current Assets:**

20\_\_

20\_\_

Cash	
Inventory	
Short-term Investments	
Accounts Receivable	
Prepaid Expenses	
<b>Total Current Assets</b>	<b>\$ -</b>

<b>\$ -</b>	<b>\$ -</b>

**Fixed Assets:**

Long-term Investments	
Property, Plant & Equipment (Less accumulated depreciation)	
Intangible Assets	
<b>Total Fixed Assets</b>	<b>\$ -</b>

<b>\$ -</b>	<b>\$ -</b>

**TOTAL ASSETS**

\$ -

\$ -

**LIABILITY & OWNER'S EQUITY**

**Current Liabilities:**

Accounts Payable	
Short -term Loans	
Income Tax Payable	
Accrued Salaries/Wages	
Unearned Revenue	
Current Portion of Long-term Debt	
<b>Total Current Liabilities</b>	<b>\$ -</b>

<b>\$ -</b>	<b>\$ -</b>

**Long Term Liabilities:**

Long-Term Debt	
Other:	
<b>Total Long-Term Liabilities</b>	<b>\$ -</b>

<b>\$ -</b>	<b>\$ -</b>

**Owner's Equity:**

Owner's Investment	
Retained Earnings	
<b>Total Owner's Equity</b>	<b>\$ -</b>

<b>\$ -</b>	<b>\$ -</b>

**TOTAL LIABILITIES & OWNER'S EQUITY**

\$ -

\$ -



PERSONAL FINANCIAL STATEMENT

U.S. SMALL BUSINESS ADMINISTRATION

As of \_\_\_\_\_, \_\_\_\_\_

Complete this form for: (1) each proprietor, or (2) each limited partner who owns 20% or more interest and each general partner, or (3) each stockholder owning 20% or more of voting stock, or (4) any person or entity providing a guaranty on the loan.

Name \_\_\_\_\_ Business Phone \_\_\_\_\_

Residence Address \_\_\_\_\_ Residence Phone \_\_\_\_\_

City, State, & Zip Code \_\_\_\_\_

Business Name of Applicant/Borrower \_\_\_\_\_

ASSETS		(Omit Cents)	LIABILITIES		(Omit Cents)
Cash on hand & in Banks .....	\$	_____	Accounts Payable .....	\$	_____
Savings Accounts .....	\$	_____	Notes Payable to Banks and Others .....	\$	_____
IRA or Other Retirement Account .....	\$	_____	(Describe in Section 2)		
Accounts & Notes Receivable .....	\$	_____	Installment Account (Auto) .....	\$	_____
Life Insurance-Cash Surrender Value Only .....	\$	_____	Mo. Payments \$ _____		
(Complete Section 8)			Installment Account (Other) .....	\$	_____
Stocks and Bonds .....	\$	_____	Mo. Payments \$ _____		
(Describe in Section 3)			Loan on Life Insurance .....	\$	_____
Real Estate .....	\$	_____	Mortgages on Real Estate .....	\$	_____
(Describe in Section 4)			(Describe in Section 4)		
Automobile-Present Value .....	\$	_____	Unpaid Taxes .....	\$	_____
Other Personal Property .....	\$	_____	(Describe in Section 6)		
(Describe in Section 5)			Other Liabilities .....	\$	_____
Other Assets .....	\$	_____	(Describe in Section 7)		
(Describe in Section 5)			Total Liabilities .....	\$	_____
Total	\$	_____	Net Worth .....	\$	_____
			Total	\$	_____

Section 1. Source of Income

Salary .....	\$	_____	As Endorser or Co-Maker .....	\$	_____
Net Investment Income .....	\$	_____	Legal Claims & Judgments .....	\$	_____
Real Estate Income .....	\$	_____	Provision for Federal Income Tax .....	\$	_____
Other Income (Describe below)* .....	\$	_____	Other Special Debt .....	\$	_____

Description of Other Income in Section 1: \_\_\_\_\_

Blank space for description of other income.

\*Alimony or child support payments need not be disclosed in "Other Income" unless it is desired to have such payments counted toward total income.

Section 2. Notes Payable to Banks and Others. (Use attachments if necessary. Each attachment must be identified as a part of this statement and signed.)

Name and Address of Noteholder(s)	Original Balance	Current Balance	Payment Amount	Frequency (monthly, etc.)	How Secured or Endorsed Type of Collateral

**Section 3. Stocks and Bonds. (Use attachments if necessary. Each attachment must be identified as a part of this statement and signed).**

Number of Shares	Name of Securities	Cost	Market Value Quotation/Exchange	Date of Quotation/Exchange	Total Value

**Section 4. Real Estate Owned.** (List each parcel separately. Use attachment if necessary. Each attachment must be identified as a part of this statement and signed.)

	Property A	Property B	Property C
Type of Property			
Address			
Date Purchased			
Original Cost			
Present Market Value			
Name & Address of Mortgage Holder			
Mortgage Account Number			
Mortgage Balance			
Amount of Payment per Month/Year			
Status of Mortgage			

**Section 5. Other Personal Property and Other Assets.** (Describe, and if any is pledged as security, state name and address of lien holder, amount of lien, terms of payment and if delinquent, describe delinquency)

**Section 6. Unpaid Taxes.** (Describe in detail, as to type, to whom payable, when due, amount, and to what property, if any, a tax lien attaches.)

**Section 7. Other Liabilities.** (Describe in detail.)

**Section 8. Life Insurance Held.** (Give face amount and cash surrender value of policies - name of insurance company and beneficiaries)

I authorize SBA/Lender to make inquiries as necessary to verify the accuracy of the statements made and to determine my creditworthiness. I certify the above and the statements contained in the attachments are true and accurate as of the stated date(s). These statements are made for the purpose of either obtaining a loan or guaranteeing a loan. I understand FALSE statements may result in forfeiture of benefits and possible prosecution by the U.S. Attorney General (Reference 18 U.S.C. 1001).

Signature: \_\_\_\_\_ Date: \_\_\_\_\_ Social Security Number: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_ Social Security Number: \_\_\_\_\_

**PLEASE NOTE:** The estimated average burden hours for the completion of this form is 1.5 hours per response. If you have questions or comments concerning this estimate or any other aspect of this information, please contact Chief, Administrative Branch, U.S. Small Business Administration, Washington, D.C. 20416, and Clearance Officer, Paper Reduction Project (3245-0188), Office of Management and Budget, Washington, D.C. 20503. PLEASE DO NOT SEND FORMS TO OMB.