



Fox Cities SCORE Chapter – Oshkosh Branch  
120 Jackson St  
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## **BUSINESS PLAN OUTLINE**

### **1. EXECUTIVE SUMMARY (to be completed last)**

- a. Your company's activities, management and objectives
- b. Distinguishing features of your products/services
- c. Attractiveness of your market
- d. Summary of historical financial results and projections
- e. Amount of money you seek, in what form and for what purpose

### **2. DESCRIPTION OF YOUR BUSINESS AND INDUSTRY**

- a. Your business
- b. The industry history and its anticipated future

### **3. FEATURES AND ADVANTAGES OF YOUR PRODUCT/SERVICES**

- a. Description
- b. Competitive advantage and market niche
- c. Proprietary position
- d. Future potential (e.g. spin-offs) – include sample products or sales literature)

### **4. MARKET RESEARCH AND ANALYSIS**

- a. Definition of your customers and markets
- b. Critical customers (over 10% of sales)
- c. Market size and trends
- d. Competition

### **5. ESTIMATED MARKET SHARE AND SALES**

- a. Marketing plan
- b. Marketing strategy
- c. Pricing
- d. Sales tactics
- e. Service and warranty policies
- f. Advertising, public relations and promotion



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### **6. DESIGN AND DEVELOPMENT PLANS**

- a. Development status and tasks
- b. Difficulties and risks
- c. Costs

### **7. OPERATIONS PLANS**

- a. Production or service delivery process
- b. Geographic location
- c. Facilities and improvements
- d. Strategy and plans
- e. Labor force
- f. Product/service distribution
- g. Availability of materials and supplies
- h. Dependence on critical suppliers
- i. Unique or novel processes used

### **8. MANAGEMENT TEAM**

- a. Organization and ownership
- b. Key management personnel (credentials)
- c. Management strengths and weaknesses
- d. Management compensation
- e. Board of Directors
- f. Key business advisors
- g. Professional retained – accountant, attorney
- h. Management assistance and training needs (include personal financial statements of principal owners)



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### **9. OVERALL SCHEDULE**

- a. A timing of critical activities before opening (e.g., obtain funds, company incorporation, select location, order supplies, hire employees, start operations)
- b. Timing of critical activities after opening (e.g., expansion, product-service extension)

### **10. CRITICAL RISKS AND PROBLEMS (How will you respond)**

- a. Working capital shortage
- b. Price-cutting by competition
- c. Unfavorable industry-wide trends
- d. Design/operating costs over estimates
- e. Low sales
- f. Difficulty obtaining supplies, raw materials
- g. Difficulty in obtaining credit
- h. High inflation
- i. Lack of trained labor
- j. Recession

### **11. FINANCIAL PLANS**

- a. Three years' historical financial statements (if available)
- b. Profit and loss forecast for three years (first year monthly)
- c. Cash flow projections for three years (first year monthly)
- d. Proforma balance sheet at start-up, monthly in first year and at end of first three years
- e. Financial controls to be implemented
- f. Manager responsible for financial matters
- g. Outside accountant and planned involvement

### **12. OWNERSHIP STRUCTURE**

- a. Owners and how much they invest
- b. Shareholder agreements
- c. Which owners making personal guarantees



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### **13. PROPOSED COMPANY FINANCING**

- a. Desired financing, amount, terms and form
- b. Existing and proforma capitalization
- c. Use of funds, scheduling