Note: this business plan outline follows the Growth Wheel™ model used at the Shenandoah Valley Small Business Development Center. For more information or assistance from the SV SBDC, visit [www.ValleySBDC.com](http://www.ValleySBDC.com) or call 540-568-3227

Business Plan

Owner:

Address:

Contact:

Date:

*Confidentiality Understanding: Information, data and drawings embodied in this business plan are strictly confidential and are supplied on the understanding that they will be held confidentially and not disclosed to third parties without the prior written consent of…..*

**EXECUTIVE SUMMARY**

*This section appears first, but should be written last, and be very brief. It may include the mission and strategic goals.*

**BUSINESS CONCEPT**

*An overview of the business – the name and location, principal owners, legal structure (sole proprietor, partnership, LLC, S-Corp, or C-Corp), status (start-up, expansion, or acquisition), and brief description of type of business (manufacturing, retail, wholesale, service - or a combination). If the business is not a start-up, give a brief history of the business to date.*

**PRODUCT PORTFOLIO**

*Describe the goods and services of this business in such a way that the reader has a clear understanding. What does the product do? What benefit does it provide? What marketplace need does the product meet, or what problem does it solve? Are there primary or secondary applications for the product? What are some of the unique features of the product(s)?*

DIFFERENTIATION  
*Key success factors (may refer to Industry reports) and how you are unique.*

**REVENUE MODEL**

*How are you going to make money and be sustainable?*

**CUSTOMER PORTFOLIO**

*Target Markets, Market Segments – Describe the ideal customer, what s/he is seeking, and why.*

**MARKET POSITION**

INDUSTRY OUTLOOK

*Describe local, regional, national industry outlook (IBIS Industry reports, Trade Association news)*

COMPETITIVE LANDSCAPE

*Describe competitors and what differentiates your business*

*Strengths/Weaknesses/Opportunities/Threats*

**ORGANIZATION**

**OWNERSHIP**

*Describe the legal structure of this business. Identify key individuals.*

MANAGEMENT – KEY POSITIONS

*Include job descriptions, compensation, relevant business background, and management experience as well as formal and informal education. Relate past experience to future success potential. What tasks will these individuals have? How are decisions made?*

**EMPLOYEES**

*Will you need to hire employees or outsource some work? What are the tasks and what skills or knowledge will be required? Will you need to train? Will you hire full-time, part-time, temporary workers? Is there a planned point at which you will hire additional employees? What are the pay scales in your area and in your industry?*

**PARTNERSHIPS & ALLIANCES**

SUPPLIERS

*What vendors, suppliers, and other businesses will you buy from, work with, or collaborate with? Discuss supply alternatives and costs or other supplier factors that could affect your ability to manufacture your product or perform your service.*

ADVISORS

*Do you have the marketing, management, and financial skills to do it all yourself? If not, then describe relationships that fill the gaps. Include the names of the resources you will use: Attorney, Accountant, Insurance Agent, Banker, other Consultants you will use (i.e., Small Business Development Center), and Associations you will join (Chamber of Commerce, Professional or Trade groups).*

**BUSINESS PROCESSES**

*Describe the internal processes and workflow of managing customers, scheduling work, billing, etc. What are the contingency plans if you or other key people are not available?*

*You may also want to include long-range plans (more than 2-3 years from now) for growth or expansion.*

**LEGAL ISSUES**

*Are there trademarks, copyrights, or patents that need to be in place? Do you have a plan if competitors with an improved process suddenly appear?*

**CUSTOMER RELATIONS**

*The sections below include all marketing and branding strategies and activities. Use them to fully describe the scope of work needed to inform customers and the public at large of your business.*

**NETWORKING**

*Who do you value for sharing stories, making connections, and being known and seen in the community and beyond?*

**MARKETING**

*A Marketing Plan with Budget might include the following:*

*Print Collateral (brochures, business cards, direct mail campaigns)*

*Website/Electronic/Social Media*

*Advertising Placement (directory ads, newsprint ads, magazine)*

*Sponsorships (community involvement)*

*Trade Shows*

*Public Relations (press releases and stories)*

*Memberships (Chamber of Commerce, LDI, trade associations, etc.)*

*Media (radio, TV)*

**SALES AND SERVICE**

*How do you directly meet customer demand and expectations?*

**COMMUNICATION AND PR**

*How will you share your business story and all your activities?*

**BRANDING**

*Describe your business brand: What do you value and represent to the public? How do you want to be known*?

**OPERATIONS**

**FINANCIALS**

*Projections – Describe in words what you will show in the Assumptions and the Cash Flow Analysis that is attached to this plan*

*How much start-up capital is needed?*

*How profitable will this business be and when? How is it sustainable?*

**FUNDING**

*What are the sources for your start-up costs, working capital, and expansion needs? What portion is from your investment, from individuals, or from commercial lenders or other?*

**PRODUCTION & DELIVERIES**

*What are the systems and costs for production and /or delivering the product to the customer? What challenges or obstacles must be addressed?*

**IT SYSTEMS**

*What system(s) are needed for operations, communication, sales, etc. to assure smooth operations? What are security and backup considerations?*

**FACILITIES**

*What type of physical facility is needed? Will you lease or own? Describe characteristics of the most desirable location: customer access, inventory storage, merchandise displays, production or sales space, equipment, fixtures, and furniture needs, HVAC needs or environmental requirements, displays, etc.*

**APPENDIX**

Attachments to this plan might include:

* Floor plans
* Menus
* Marketing materials
* Estimate sheets or contracts
* Asset or Supply Lists
* Term Sheet for Lease Agreement
* Financial Assumptions
* Startup Costs Worksheet
* Cash Flow Projections: Year 1, 2 and 3
* 3-year Personal and/or Business Tax Returns
* Personal Financial Statement