

**The Front Pages**

1. Cover Sheet: Name, address, telephone, email, names of principals, date of plan
2. Summary: Products/services provided, financial needs, loan information.
3. Table of contents

**I. The Business****A. Description of the business**

1. Describe business: Legal form, new or existing business, hours, other info about business, owners/officers names & addresses, % owned
2. Product or service offered: Description, benefit to customers, how product or service is different and/or beneficial
3. Location of business and why, describe facilities, own or lease, improvements needed

**B. Marketing**

1. Target market: Age, gender, income & education of customer, other demographics
2. Size of market: Number of potential customers, growing or declining market, your expected market share
3. Marketing strategy: How you will locate, attract and keep customers. Advertising, website, other promotions
4. Pricing strategy: Cost of goods, margins, competition,

**C. Competition**

1. Describe all competitors within your business area, what you know about them and their products or services
2. Describe the strengths and weaknesses of your competition
3. Describe how your product or service is different or better.
4. Competitor pricing strategies

**D. Operating Procedures**

1. Identify equipment needed and cost
2. Identify the inventory and material needs
3. Store/plant hours, or travel time for off-site services
4. Miscellaneous other procedures and costs

**E. Personnel**

1. Your background and experience
2. How you will compensate for any weakness or lack of experience
3. Members of management team, their strengths and weaknesses, duties of each
4. Immediate and future personnel needs to run business, hiring timeframe, employee benefits, union involvement

**F. Business Insurance****G. Cost Data**

1. Start-up costs: Legal, accounting, leases, permits, equipment, supplies, advertising, salaries, utilities, furniture, starting inventory, remodeling, rent, owner's salaries, etc.

**II. Financial Data**

- A. Loan Applications: Amount to be borrowed, use of funds
- B. Capital equipment and supply list: machinery, equipment, furniture, etc., to be purchased, and cost
- C. Balance Sheet: projected opening day, and at the end of year 1,2,3
  - 1. Assets: Anything of value owned or due to the business
  - 2. Current Assets: items convertible into cash within 12 mos
  - 3. Fixed assets: Assets not for resale -land, buildings, lease, equipment, furniture, vehicles, etc
  - 4. Current liabilities: Debts payable within 12 months
  - 5. Long-term: Debts due beyond 12 months
  - 6. Net worth: Owner's equity
- D. Breakeven analysis
- E. Income and expense projections (profit and loss statements)
  - 1. Three-year summary
  - 2. Detail by month, year one
  - 3. Detail by quarters, year 2 & 3
  - 4. Assumptions on which projections were based
- F. Pro Forma cash flow
  - 1. Beginning cash plus receipts, minus cash paid out, equals ending cash
  - 2. Detail by month, year one
  - 3. Detail by quarter, year 2 & 3

**III. Supporting Documents**

- Tax returns of principals for last three years
- Personal financial statement (all banks have these forms)
- In the case of a franchised business, a copy of franchise contract, all documents provided by the franchiser
- Copy of proposed lease or purchase agreement for building space
- Copy of licenses and other legal documents
- Copy of resumes of all principals
- Copies of letters of intent from suppliers, etc.

*For free assistance contact*

Kenneth Greenleaf, Microenterprise Consultant  
170 Pleasant St., Rockland, ME 04841  
Phone (207) 974-2437 Cell (207) 356-5908  
kgreenleaf@penquis.org

James Macomber, Microenterprise Consultant  
50 North St., Dover-Foxcroft, ME 04426  
Phone (207) 974-2476 Cell (207) 356-5967  
jmacomber@penquis.org