

Appendix 16: Sample Business Plan

Business Plan Outline

(sample from the New Hampshire Small Business Development Center (www.nhsbdc.org))

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Remember, use this outline as a general guide only. Some parts may not apply to your business, some items important to your particular business might be missing.

The Executive Summary - The Executive Summary appears at the beginning of the business plan and gives the reader a quick, but informative overview of who you are as a person, what your business is all about and a brief, but convincing argument as to why you will be successful. The executive summary is never longer than two pages. One page is preferable.

Executive Summary/Letter

1. Brief description of your business
2. Plan of action (if applying for loan, describe purpose(s) of loan)
3. Why this plan makes sense (outcomes/benefits)

I. Ownership

- Who owns the business
- What type of organization it is (proprietorship, partnership, corporation, limited liability)
- The division of responsibility between owners/employees (if applicable)

II. Description of Business

- History of business
- Products/services presently offered described in detail & briefly whom you sell to and how (store, shows, catalog, wholesale, cold calls, etc.)
- New products/services described & brief description of customers & sales methods
- Number of employees & if planning to expand, increase in jobs
- Suppliers & inventory levels/turnover
- Facility - own or rent, description of location, size, special features
- Improvements planned (if applicable)
- Equipment owned
- Equipment you plan to purchase (if loan is for equipment)

III. Market Information

- **Industry - (depending on type of business, may not apply)**
 - Industry outlook - nationally, state-wide, locally (if applicable)
 - Factors that affect the industry currently - supplies, changes in legislation, market trends, new technologies

- **Your Customers**

- Describe major customer groups in detail (i.e. by age, geography, income, business type, sex, local or tourist, wholesale or retail) & assign percentages to each group (for example, 40% local, 60% tourist)
- Buying patterns for each group (season, time of day, day of week, how often, etc.)
- Why these customer groups choose your business
- Trends affecting their choices/decisions/behavior

- **Your Competitors**

- List your major competitors and describe how their businesses are similar/different to yours
- Describe where your business fits into the market
- Discuss your strengths/weaknesses relative to your competitors and how you will use/improve them
- Describe your relationships with your competitors

- **Your Marketing Strategy**

- Your image, advertising/promotion plan, and pricing & how they match your target market(s)
- Detail on how you sell, distribute, and service your product/service and why
- Sales goals, strategies for the next year

IV. Management

- Resume describing your relevant experience and education
- Key personnel and their job descriptions (if applicable)
- Accounting and record keeping systems described
- Other relevant management systems or techniques (inventory, production, etc.)

V. Financial Information

- **Historical**

- Your past 3 years of tax returns
- Past 3 years of business tax returns (if applicable)
- Balance sheet and income statement (if available)

- **Source and Use of Funds (if plan is for financing/start-up or expansion)**

- Include estimates for purchases of equipment, renovations, etc.
- Lists of inventory, supplies, etc.

- **Projections**

- Sales goals, in dollars and units (if applicable)
- Break-even analysis, if new business
- One-year, monthly cash flow projection
- Projected balance sheet/income statement (if applicable)

VI. Other Information

- Lease/Purchase & Sales Agreement
- Sales materials - brochures, sell sheets, price lists, etc.
- Pictures of products
- Pictures of facility
- Customer lists
- Letters of commitment or contracts
- Letter of recommendation
- Market research data
- Other, as appropriate