
Guide to creating a BUSINESS PLAN



SADC
de Baie-des-Chaleurs

An efficient tool needed for the planning and set-up of a company is the business plan. This document allows the promoter to take into account all aspects regarding the establishment of a company. It is, therefore, important to fill it out carefully so as to be well-prepared.

Should you have any questions or problems in filling in this document, feel free to contact us.



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BUSINESS PLAN

Company name

Name of developer

A letter of introduction should be attached to your business plan. It should be more than a summary of the entire plan and should catch the attention by clearly explaining what one wishes to obtain (money, credit, partnership). It is directed to a particular person or group and must, therefore, be addressed as such. This letter will be changed each time your proposal is presented be it to different people and/ or for different needs.

Here are some examples of useful additional documents that may be included in your business plan. :

- ✿ Curriculum vitae;
- ✿ Letter(s) of intent;
- ✿ Letter(s) of agreement (with suppliers, distributors, clients, municipality);
- ✿ Diplomas;
- ✿ Bid(s);
- ✿ Drawing or photo(s) (of the building; premises, warehousing, product, etc.).

Note: The spaces provided are only examples. Feel free to use more space if needed.

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1. THE PROPOSAL

1.1 PROPOSAL SUMMARY

You must give a complete overview of the proposal and include all pertinent information. Briefly describe your proposal and give its most important lines of business.

- ✿ Proposal summary (Who? What? How? Where?) :

- ✿ Company name (Your company name):

- ✿ Intended place of business (Address of your main office):

- ✿ Telephone, fax, cell, e-mail address, etc. (Please leave a number where you can be reached before and after your business is off the ground):

- ✿ Intended starting date (We wish to know the date that you intend starting your operations, that is, the date you will begin sales):

- ✿ Promoters, partners or associates in this proposal (Include the names of each as well as their percentage share in the company):

- ✿ Main business activities (What is the main thing your company makes or offers):

- ✿ Company objectives (What are your short term goals: 6 months – 1 year, long term: 2 years – 3 years):

1.2 LEGAL ASPECT

Give the legal form chosen and explain the reasons for this choice (since there are legal consequences to this choice, consulting a lawyer and an accountant is recommended so as to start on the right foot). Here is a brief explanation of the various legal forms taken from the book entitled La comptabilité 1, by Meigs Meigs McMahon, a useful guide in your decision.

Private companies

A company that has no sharing partners and is owned by a single individual is known as a private company. This type of company is better adapted to small retail stores, service businesses, farmers, lawyers, doctors and accountant. The person who owns such a company is not tied to a legal form. It must, however, obtain a permit and pay the required fees to the authorities.

From a legal standpoint, a private company is not separate from its owner. Therefore, the owner is personally responsible for the debts of his business. If the latter becomes bankrupt, the creditors can force the owner to sell all his personal goods to pay back the debts. On the other hand, from an accounting point of view, a private company's business must be handled separately from that of its owner because of the principle of a business having a distinct entity.

Partnership

A partnership is a company established for the common benefit of its associates and to which each member contributes his goods, credit, know how and hard work. A verbal or written contract (preferably written to avoid misunderstandings) makes up this company. These are usually small businesses, however, it is the one used by large accounting firms. As in the private company, the individual or collective owners are responsible for the debts of the company from a legal standpoint and separate where accounting is concerned.

Law (s) or bylaw(s) concerning the workings of your company:

Here are a few examples of various types of companies and the government or agencies responsible where you can inquire as to a permit and its annual cost:

Type of company	Responsible agencies
Inn, cottage, hotel, etc.	Tourisme Québec; Ministère de l'Agriculture, des Pêcheries et Alimentation du Québec; Régie des alcools des courses et des jeux, etc
Car dealership	Société de l'assurance automobile du Québec
Game machine company	Régie des alcools, des courses et des jeux
Film and video company (sale, rental, showing)	Régie du cinéma
Commercial fishing (fresh water)	Ministère de l'Agriculture, des Pêcheries et de l'Alimentation du Québec; Direction du développement et des activités régionales
Restaurant, cafeteria, canteen, snack bar	Ministère de l'Agriculture, de Pêcherie et de l'Alimentation du Québec
Health studio	Office de la protection du consommateur
Painter	Régie des bâtiments du Québec

Your company:

- ✿ At the federal level (taxes, permits, etc.) and what is the annual cost:

- ✿ At the provincial level (Quebec company number, Régie des alcools, des courses et des jeux, etc.) and what is the cost):

- ✿ At the municipal level (zoning bylaws, building permits and construction norms, operating permits, sign permits, etc.) and what is the cost:

1.3 INSURANCE

We are not only referring to fire, theft or liability insurance. If you have partners, you must ask your insurance agent to explain the advantages of insurance between partners. If one partner is ill or dies, you must be protected against the loss of business or have the necessary funds to buy back that partner's share from his heirs. In this case, a notary or lawyer will prove useful in advising you on the necessary precautions so as to avoid tricky situations. Moreover, it is extremely important to find out if the building and machinery are insurable.

- ✿ Insurance needed for the running of the company (annex a bid if possible) and what is the annual cost:

1.4 PRODUCTION SCHEDULE

List the main steps of your proposal taking into account the delays in getting certain permits, credit margin approval, etc.

Steps to take	Date
✿ Business plan	
✿ Financing	
✿ Incorporation or registration	
✿ Choice of site, rental of space	
✿ Purchase of equipment, ✿ machinery, etc.	
✿ Fitting-out of the premises	
✿ Company opening	
✿ Operation and production	
✿ Other :	

2. MARKET ANALYSIS

Your entire business strategy will be based on this market analysis. It is because you think there is a market for and an unanswered need for your product that you are going into business.

You must, therefore, know which needs you want to satisfy, whose needs, how you will meet this need, at what price and who are your potential competitors.

Where to get information:

- ✿ Statistics published by the Bureau de la Statistique du Québec et de Statistiques Canada available in many libraries or on Internet at : www.statcan.ca;
- ✿ Business or specialized magazines;
- ✿ Your municipal Town Hall;
- ✿ Centre Local de Développement
- ✿ Persons working in this sector; such as merchants' associations, wholesalers, representatives, etc.
- ✿ Suppliers
- ✿ Potential clients

2.1 TARGETED MARKET (GLOBAL)

Specify your type of business. Define the customers you wish to gain. We do not reach government markets the same way we reach consumer markets. Your targeted market means all the actual or potential buyers of your product. One must know all sides of this specific market: its trends, its development, its strengths and its weaknesses.

In this large market, determine the specialty you wish to develop and explain your choice. Describe your products, their use and show how they are different and to which customer needs they correspond.

Your efforts must be centered on a targeted customer. A new business cannot meet all the needs of all customers. A business that is beginning does not have the necessary resources (personnel, financial, etc.) to answer all the needs of the market. It is, therefore, important that you choose a market segment on which to concentrate. Then, you must be sure that this targeted clientele represents a sales potential that will enable you to make a living.

- ✿ Type of business (food, clothing, car, etc.):

- ✿ Types of market:
 - [] consumer market (direct sales such as door-to-door)
 - [] retail market (the retail market refers to a business where the customer comes to you)
 - [] industrial market
 - [] resale market (distributors, wholesalers)
 - [] government market (non-profit groups such as the CLD)

- ✿ Trends and development of this market (How is this market moving? Is it developing or declining?):

- ✿ Strengths and weaknesses of this market (growth, mature or failing, market development, black market?):

- ✿ Description of your specialty, reason for this choice, and short and long term development potential (1 to 5 years):

- ✿ Consumer's needs (Which needs do you wish to fill and what motivates you to answer this need?):

- ✿ Description of product or service (a drawing or a photograph is always appreciated):

- ✿ Product advantages (Why would a customer go to you, why would he come back?)

2.2 TARGETED CLIENTELE

It is very important to target your clientele. You must know to whom this product or service is directed...

If your targeted market is consumer driven, you must identify these consumers by age groups (e.g. 15 to 25, children, 55 and over) the gender, revenues, purchase habits. For example, you must know if it is important that your business be close to homes, the type of store used for the purchase of this type of product or service, etc.

If you are aiming to a commercial market, you must know the main areas of activity of your clientele, their location, their turnover, the number of employees, their particular needs, their sales methods, etc.

You must also know the purchase criteria and the importance attached to the product or service, the frequency of purchase and the cost the customer is prepared to pay.

- ✿ Description of the targeted clientele (age, gender, revenue, religion, etc.)
- ✿ Location of the targeted clientele (neighbourhood, city, MRC, province):
- ✿ Entire targeted clientele in the sales map (Consult suggested sources):

Percentage of this clientele likely to be part of your customers:

- ✿ Estimate of total sales for the first year of operation (What percentage of the potential market do you count on reaching? The number of customers or contracts per year?)
- ✿ Estimate of frequency of purchase by the same customer (Number of times the customer buys this product or service each day, each week, each month or each year):

- ✿ Estimate of potential revenue (the number of potential customers in the given area, multiplied by the average expense per customer, per year):

$$\begin{array}{r}
 \text{Number of customers in the given area : } \underline{\hspace{2cm}} \\
 \qquad \qquad \qquad \qquad \qquad \qquad \times \\
 \text{Average expense per customer, per year : } \underline{\hspace{2cm}} \$ \\
 \qquad \qquad \qquad \qquad \qquad \qquad = \\
 \text{Potential revenue} \qquad \qquad \qquad : \underline{\hspace{2cm}} \$
 \end{array}$$

2.3 THE COMPETITION

You must know your competitors and their strategies, do not underestimate their strengths or their capabilities.

Study their strengths and their weaknesses at the production and distribution levels, their suppliers, their turnover, their clientele, their advertising, their pricing policy, the services offered and the quality of their product or service.

A direct competitor is one offering the same product or service as yours, while an indirect competitor offers a similar product or service.

- ✿ Direct competitors, their location and number of years in operation:

- ✿ Strengths, weaknesses and market share of each competitor:

Indirect competitors

Example: If you open a bakery and you sell cakes, pies, bread, your direct competitor is the bakery in your neighbourhood. However, your indirect competitors are the grocery stores and convenience stores that also sell cakes, pies and bread:

Indirect competitors offering a substitute service and their effect:

Potential competitors

Determine the competition's future plans that could rival your product or service (What could your competitors do to further compete with your product or service?):

Following your study, show and justify your product or service's place in the targeted market and its position in the face of the competition:

3. MARKETING PLAN

The primary aim of a marketing plan is to determine how to reach people susceptible to buy your product or service. The marketing plan will help you establish your priorities.

At the beginning of your business plan, you had to define your business proposal. With the market study, you now know if there is a place for your product or service or if it is better to redirect.

Your research has allowed you to identify your targeted clientele, and by the same token, know your competitors. Don't forget, that to lie is to harm oneself, we all have competitors!

Now the marketing plan will allow you to establish and plan the methods you will use to reach your future customers.

3.1 THE PRODUCT

You must define the physical state of your product (its shape, its packaging) the name and brand under which it will be sold, after-sale service and the guarantee. You must study what will attract customers to use these products or services.

- ✿ Detailed description of the product or service from a sale point of view, its qualities and characteristics according to the needs of the targeted market segment.
- ✿ Product presentation (shape, packaging, colours):
- ✿ After-sale service and guarantee (Which type of after-sale service are you offering? How long is your guarantee and what will it entail?):
- ✿ Characteristics of the product compared to that of the competition (Is your price lower or higher than the competition's? Is your product more attractive? Is it more useful than that of your competitors? Is it easier to maintain?):

3.2 ADVERTISING AND PROMOTION

There are many ways to reach your customers. It's a question of choosing the method that is most appropriate for your product, for your budget and for the customers you wish to reach. Here are a few examples of advertising and promotional tools:

- ✿ telemarketing
- ✿ mailings
- ✿ direct sale
- ✿ media advertising
- ✿ pamphlets, samples
(newspapers, radio, television)
- ✿ yellow pages
- ✿ billboards

Study your surroundings, what are the listening habits of your customers. If the majority of them work and travel by car, they must listen to the radio early in the morning and in the evenings between 5 and 6 p.m... If your market is mainly business, ask which newspapers and magazines are more widely read (Les affaires, PME, etc.). It is very important to match the type of advertising to your market so as to reach the largest percentage of customers possible while keeping within your budget.

- ✿ Methods used to reach customers (Advertising tools and media for example, newspapers, radio, television, etc.):
- ✿ How often will you broadcast or publish (For example, how often will you advertise in the newspapers? When will you broadcast: summer, winter, etc.?)
- ✿ Cost of promotional tools and chosen media (Specify the cost of each medium chosen). You can annex a bid:

Advertising budget:

First year	_____	\$
Second year	_____	\$
Third year	_____	\$

3.3 SALES

- ✿ Sales objectives (What are your sales objectives according to your targeted market? What are your goals?) You can refer to section 2.2:

3.4 PRICING POLICY

Now your price has to be determined by taking into account marketing and profitability. Your pricing policy must allow you to enter the market while giving you a profit. This analysis is also very important and you must carefully assess the situation since it's a question of the survival of your business. A cost analysis is essential to your pricing policy so as to reach the highest degree of profitability.

Cost analysis is also important to determine a discount and credit policy. If you grant credit for 60 or 90 days, be sure to have the necessary funds to have these accounts receivable for that time. If you can have a discount policy, this could be a part of your promotion strategy.

- ✿ Cost of the product versus the competition's price:

Setting the price

1- Sale price: this is what the product costs you plus a certain percentage that you can set (cost price + 20%)

2- Comparison with the competition: we establish the price at about the same as the competitions:

3.5 LOCATION

You must know in which sector you wish to locate. Your choice criteria must take into account how close you are to your customers, the accessibility, the surface area required, the municipal laws and bylaws, cost tied to this location (cost, taxes, transportation, etc.)

Here are a few points in helping you choose a location taken from the pamphlet « Vos affaires » issued by the Royal Bank

- ✿ Be sure the location chosen conforms to the zoning bylaws. Check with the municipality to make sure that address is in a commercial zone.
- ✿ Be sure that the chosen site meets your physical needs. You must have enough space to conduct business comfortably and to expand. Moving during the first year of business is not recommended.
- ✿ Be sure the rent is reasonable and meets your budget. Even if your image is important, do not spend too much money on it.
- ✿ See how cooperative your landlord is. It is to your advantage that he gives you a certain latitude to cancel your lease if necessary.
- ✿ If your business needs walk-in traffic, locate near complimentary or comparable businesses. Notice how fast food outlets and car dealerships are usually in the same neighbourhood and that drugstores are in medical building.
- ✿ Be sure the location is easy to reach. Your business can be located on a busy road but then there is almost no way a car can stop without making a detour.
- ✿ Criteria in choosing a location (How large a space do you need? What are you willing to pay? Is it well patronised? Are the taxes high?):
- ✿ Municipal zoning for the chosen building (What are the zoning bylaws that apply to your building?) Does the zoning bylaw allow a business in that neighbourhood?, etc.:

3.6 DISTRIBUTION NETWORK

Show how your product is made available (direct sale, distributors, wholesaler, etc.) If you are a retail business, this does not apply, but if you are manufacturing, describe your distribution network and explain that choice.

- ✿ Distribution network used (direct sale, distributor, wholesaler):
- ✿ Delivery date (How long will you have to wait before receiving your products?):

4. OPERATION AND PRODUCTION

Some of the questions in this section of the plan apply only to manufacturers. However, the questions involving equipment and lay-out of the premises are pertinent to all types of businesses.

4.1 THE PRODUCT

Now you must face two possibilities regarding your equipment: purchase or rental.

Technologies used, manufacturing processes, patents, commercial agreements, technology transfer, licensed production.

4.2 PRODUCTION AND CONTROL

If you are a manufacturing business, describe the procedures and steps of production, the raw materials needed. You must also be able to estimate the production capacity of your business and establish methods of quality control.

Think about sub-contracting, it is a time and money saver, especially at the beginning when manpower is reduced to a minimum.

As for naming your suppliers, this point applies to all businesses since it is good to know from whom we can get the merchandise, the delivery date and terms of sale.

- ✿ Processes, steps in manufacturing and time of production for each product (What steps does your product go through before being ready for sale? What is the time needed to make a sample of your product?)
- ✿ Seasonal changes and method of coping (seasons or current events can affect sales and operations costs as well)
- ✿ Raw materials needed (What are the materials needed for making your product?):

5. HUMAN RESOURCES

5.1 PROMOTERS

This section will make your promoters known while identifying their personal connection to your proposal (investment, experiences, education) as well as their role within the business.

At this stage we know your business plan; we know your proposal well, but you the promoters, who are you?

What are your talents, your knowledge, and your expertise? What are your strengths, your weaknesses? How will you use your strong points, how will you counteract your weaknesses?

Curriculum vitae

Name: _____
Address: _____
Telephone: _____
Fax: _____
E-mail: _____

Education (courses, advanced studies starting with the most recent)

Work experience

Other pertinent information

5.2 FINANCIAL INPUT OF EACH:

- ✿ Financial input of each (How much money or assets will each partner bring into the business?):
- ✿ Task share of those in charge and required knowledge to take on this job:
- ✿ Strengths and weaknesses of the directors and methods used to counteract these weaknesses:

Business aims of the directors (For example, you can aim for a quality product, customer service or concentrate on increasing your turnover.):

Methods used to reach these aims (To reach these objectives, you can make bylaws, control quality for your product, improve your behaviour in order to give better customer service):

5.3 MANPOWER

Describe each job and state the number of persons required to do the task. According to your market analysis, you should be able to determine what the market allows as a salary level for those jobs. In order to have a good team and especially to keep it, you must offer salaries and benefits comparable to the competition. Training new employees can be a costly matter so it's important that human resources be well planned.

Job description: _____

Number of persons required: _____

Hourly rate: _____

Number of hours per week: _____

Cost: _____

Manpower needs

At the opening: _____ employees
 After 6 months: _____ employees
 After 1 year: _____ employees

6. FINANCIAL FORECAST

This last section will allow you to translate into monetary terms your business proposal. It will evaluate its profitability, its cost and will suggest a method of financing.

Your forecast must be as realistic as possible. You must be certain to be able to overcome difficult times. If you are presenting your business plan in view of obtaining financial support, think that those who will study it do this type of study all day long. So the more complete the financial section and that everything has been well prepared, the more likely you will be taken seriously by those who must often judge by what is on paper.

COSTS AND FINANCING OF THE PROPOSAL AT THE BEGINNING

Required funds at the beginning

Determine a list of costs that you must put out to start up your proposal; notary fees, bank fees (opening of a file), cost of changes, accountant fees, evaluation cost, building inspection cost, deposit for Bell, deposit for Hydro-Québec, etc. You will then know how much you need to begin.

Now that you know how much you will need to begin, you can complete this section which is an assessment of the start-up of your proposal.

With the help of your business plan, you will determine the required funds for merchandise, for purchased equipment, purchase of the building, necessary improvements, etc. Don't forget to include your own assets that you wish to invest in your business. These will become a part of your start-up fund

7. DEFINITIONS

Cash flow budget: The cash flow budget is a management tool that ensures the planning of the movement of the business' cash. This allows one to determine the amount of cash needed to ensure the operations' well-being. It helps to establish the needed cash flow for the first months of the business. Do not forget to take into account that your sales will probably be paid in only 30 or 60 days.

Income statement: Financial statement outlining the profits and gains as well as the losses and expenses of a fiscal year.

Cost of goods sold: In a business, the purchases of the fiscal year added to the initial stock of goods from which is subtracted the final stock of goods.

Operating income: Income from the operations of a business representing the surplus of operating profit for a given fiscal year.

Net profit: The surplus of profits and gains minus the expenses and losses of a fiscal year.

Balance sheet: Document which gives the financial situation and the asset base of a business, where the assets and liabilities are listed as well as the difference corresponding to the assets of the owner, all at a determined date in the fiscal year.

Cash on hand: Sums in the bank and on hand.

Long term assets: Long or short lasting goods used in the business' production.

Amortization: Loss of value of a good due to its usage. It is calculated from the division of the cost of purchase less its residual value for its foreseen lifetime.

Owner's assets: Amount the owner invests in the business.

Statement of owner's assets: Financial statement listing changes in the owner's assets during a fiscal year.

Net salary: Money received by an employee after salary deductions are made from his gross salary.

Working capital: To ensure a smooth operation, it is necessary to calculate monies needed to meet the business' short term expenses during daily business. With few exceptions, a business, during the first months of operation, rarely pays its debts from the money from sales. For example, before selling a product, the business must first do an inventory of its goods, which can be costly. Only then will income follow. This difference between income and expense related to all start-ups leads to a temporary deficit. This difference which is very short term (1 month) is what we refer to as working capital. Thus, when assets are greater than liabilities, we refer to a positive working capital. When the opposite occurs, we mean a negative working capital. To determine the working capital add the cash at the beginning of the month to the monthly profit or deficit.

Since in the first months your working capital will probably be negative, it is important to bring it to zero by taking out a bank loan. The total needed on working capital to start up will be determined by the greatest accumulated deficit during the first months of your cash flow budget (1 year).

8. ANNEXES**XYZ Enr.
Income Statement (ESTIMATE)**

	First year	Second year	Third year
REVENUE			
Cost of goods sold	_____	_____	_____
Inventory, beginning of year	_____	_____	_____
Materials and supplies	_____	_____	_____
Direct labour	_____	_____	_____
Inventory, end of year	_____	_____	_____
Total	_____	_____	_____
GROSS PROFIT	_____	_____	_____
EXPENSES			
Advertising and promotion	_____	_____	_____
Depreciation, equipment	_____	_____	_____
Electricity	_____	_____	_____
Insurance	_____	_____	_____
Interest and back charges	_____	_____	_____
Maintenance and repairs	_____	_____	_____
Professional fees	_____	_____	_____
Salaries and benefits	_____	_____	_____
Office supplies	_____	_____	_____
Telephone	_____	_____	_____
Vehicle and travel expenses	_____	_____	_____
Miscellaneous	_____	_____	_____
Total	_____	_____	_____
Net income before taxes	_____	_____	_____
Less : Income taxes	_____	_____	_____
NET INCOME	_____	_____	_____

**XYZ ENR.
Balance Sheet**

ASSETS	<u>First year</u>	<u>Second year</u>	<u>Third year</u>
SHORT TERM ASSETS			
Ready cash	_____ \$	_____ \$	_____ \$
Accounts receivable	_____	_____	_____
Inventory	_____	_____	_____
FIXED ASSETS			
Land	_____	_____	_____
Buildings	_____	_____	_____
Vehicles	_____	_____	_____
Equipment	_____	_____	_____
Rental improvements	_____	_____	_____
Total fixed assets	_____	_____	_____
Less: depreciation	_____	_____	_____
OTHER ASSETS			
	_____	_____	_____
TOTAL ASSETS	_____ \$	_____ \$	_____ \$
LIABILITIES			
SHORT TERM LIABILITIES			
Accounts payable	_____	_____	_____
Accrued debts	_____	_____	_____
Short term loans	_____	_____	_____
LONG TERM LIABILITIES			
Long term loans	_____	_____	_____
Mortgage	_____	_____	_____
Others	_____	_____	_____
OWNER ASSETS			
Start balance	_____	_____	_____
Plus contribution	_____	_____	_____
Plus grants	_____	_____	_____
Plus undivided profit.	_____	_____	_____
TOTAL LIABILITIES AND OWNER ASSETS	_____ \$	_____ \$	_____ \$

**XYZ enr.
Estimated Budget (First year)**

READY CASH, BEGINNING														
Returns														
Short t														
Grants														
TOTAL:														
EXPENDITURES														
Fixed assets														
Purchase of stock														
Deductions - developer														
Employee salaries														
Benefits														
Rent														
Heat and electricity														
Permits, business taxes														
Insurances														
Advertising and promotions														
Representation														
Travel expenses														
Telephone														
Office supplies														
Professional fees														
Line of credit, short term loans														
* interest														
* capital														
Line of credit, long term loans														
* interest														
* capital														
TOTAL:														
READY CASH, END														

**XYZ ENR.
Estimated Budget
(Second year)**

	Total	1	2	3	4	5	6	7	8	9	10	11	12
READY CASH,BEGINNING													
Returns													
Short term loans													
Grants													
TOTAL:													
EXPENDITURES													
Fixed assets													
Purchase of stock													
Deductions - developer													
Employee salaries													
Benefits													
Rent													
Heat and electricity													
Permits, business taxes													
Insurances													
Advertising and promotions													
Representation													
Travel expenses													
Telephone													
Office supplies													
Professional fees													
Line of credit, short term loans													
* interest													
* capital													
Line of credit, long term loans													
* interest													
* capital													
TOTAL:													
READY CASH, END													

**XYZ ENR.
Estimated Budget
(Third year)**

	Total	1	2	3	4	5	6	7	8	9	10	11	12
READY CASH,BEGINNING													
Returns													
Short term loans													
Grants													
TOTAL:													
EXPENDITURES													
Fixed assets													
Purchase of stock													
Deductions - developer													
Employee salaries													
Benefits													
Rent													
Heat and electricity													
Permits, business taxes													
Insurances													
Advertising and promotions													
Representation													
Travel expenses													
Telephone													
Office supplies													
Professional fees													
Line of credit, short term loans													
* interest													
* capital													
Line of credit, long term loans													
* interest													
* capital													
TOTAL:													
READY CASH, END													