



**SEED**  
**CORPORATION**

**SOUTH  
EASTERN  
ECONOMIC  
DEVELOPMENT**

**Business  
Plan  
Booklet**

**80 Dean Street  
Taunton, MA 02780  
[www.seedcorp.com](http://www.seedcorp.com)**

**SEED is a non-profit finance corporation  
certified and accredited by the U.S. Small Business Administration (SBA)**

This **Business Plan Booklet** is set up in a question and answer format designed to assist you in thinking through the various aspects of your business and planning for its viability and success. Please use it as an outline for your own narrative or simply fill in the answers.

### THINGS TO CONSIDER

1. **Your Business Plan is a road map for your business.**
2. **The care you take in preparing your Business Plan will show potential lenders how serious you are about your business.**
3. **Presentation is important, and so is content. The more homework you do on your business, the better the Business Plan.**
4. **Make your financial projections as realistic as possible. Do not overestimate sales and operating results, or the time it takes to get things done.**
5. **Do not underestimate capital requirements to start up or expand your business.**

The South Eastern Economic Development (SEED) Corporation is a non-profit corporation certified by the United States Small Business Administration (SBA). As a regional nonprofit economic development corporation, SEED focuses on job creation by financing all types of small businesses in Massachusetts and Rhode Island. SEED makes loans ranging from a \$1,000 Micro Loan to a \$5.5 million SBA 504 Loan and is an equal opportunity lender and business assistance provider.

PLEASE FEEL FREE TO CALL US AT SEED CORPORATION  
PHONE (508)822-1020 OR VISIT OUR WEBSITE FOR INFORMATION ABOUT OUR  
LOAN PROGRAMS AND A LOAN APPLICATION.

[www.seedcorp.com](http://www.seedcorp.com)

*Good Luck!*

# BUSINESS PLAN OUTLINE

<b>COVER PAGE:</b> Name of business, address and Phone number of business.....	2
<b>1. MISSION STATEMENT</b> .....	3
<b>2. THE BUSINESS</b>	
A. DESCRIPTION .....	4
B. THE MARKET.....	6
C. COMPETITION.....	7
D. LOCATION.....	8
E. MANAGEMENT.....	9
F. PERSONNEL .....	11
G. EXPECTED BENEFIT OF LOAN OR INVESTMENT .....	12
<b>3. FINANCIAL DATA</b>	
A. SOURCES AND USES OF CASH.....	13
B. CAPITAL EQUIPMENT LIST.....	14
C. BALANCE SHEET .....	15
D. ACCOUNTS RECEIVABLE & PAYABLE DISPLAY .....	16
E. PROJECTED INCOME STATEMENTS .....	17
F. PROJECTED CASH FLOW BY MONTH .....	18

## PLEASE ADD

- G. Historical financial reports for existing business
  - 1.) Balance sheets and income statements for past three years
  - 2.) Income tax returns for past three years
  - 3.) Interim financial statement (no more than 90 days)
  
- H. Personal information
  - 1.) Personal financial statements
  - 2.) Income tax returns for past three years
  - 3.) Resumes or personal data sheets

## 4. SUPPORTING DOCUMENTS

Job descriptions, letters of reference, letters of intent, copies of leases, contracts, legal documents, and anything else of relevance to the plan.

# COVER PAGE

Business Name:

---

Business Address:

---

---

---

Employer ID:

---

Business Phone:

---

Business Fax:

---

Business Email:

---

Business Website:

---

## PRINCIPALS/OWNERS

Address:

---

---

---

---

Phone:

---

Name:

---

Address:

---

---

---

Phone:

---



# 1. MISSION STATEMENT

## **Questions:**

What is the purpose of this business plan? Is it an Operating Guide?

Or a financing proposal? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

What is the business structure (i.e. Sole Proprietorship, partnership, C Corporation, Subchapter S Corporation)? \_\_\_\_\_  
\_\_\_\_\_

What is the date the business was or will be established? \_\_\_\_\_  
\_\_\_\_\_

How much money will you need from loans and/or outside investment? How much will you contribute? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

What is the money needed for? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

How will the funds benefit the business? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

How will the funds be repaid? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

# PART 2

## THE BUSINESS

A. DESCRIPTION.....	4
B. THE MARKET.....	6
C. COMPETITION.....	7
D. LOCATION.....	8
E. MANAGEMENT.....	9
F. PERSONNEL.....	11
G. EXPECTED BENEFIT OF LOAN OR INVESTMENT.....	12



## 2. THE BUSINESS

### A. DESCRIPTION

#### **General Questions:**

- Type of business: is your business primarily retail, wholesale, manufacturing or service? \_\_\_\_\_  
\_\_\_\_\_
- Status of business: is your business a start-up, expansion of a going concern, or a purchase of an existing business? \_\_\_\_\_  
\_\_\_\_\_
- Business form: sole proprietorship, partnership, corporation? \_\_\_\_\_  
\_\_\_\_\_
- When will (did) your business open? \_\_\_\_\_  
\_\_\_\_\_
- What hours of the day and days of the week will you be (are you) in operation?  
\_\_\_\_\_  
\_\_\_\_\_

(if yours is a seasonal business, or if the hours will be adjusted seasonally,  
Make sure that the seasonality is reflected in your replies to the two previous questions.)

#### **Questions for a new business:**

- Why will you be successful in this business? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- What is your experience in this business? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- Have you spoken with other people in this kind of business?  
What was their response? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

(Business Description continued)

- What will be special about your business? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- Have you spoken with prospective trade suppliers to find out what managerial and/or technical help they will provide? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- Have you asked about trade credit? \_\_\_\_\_  
\_\_\_\_\_
- If you will be doing any contract work, what are the terms? Reference any firm contract or letter of intent, and **include it as a supporting document.**  
\_\_\_\_\_  
\_\_\_\_\_

**Questions for a business purchase:**

- When and by whom was the business founded? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- Why is the owner selling it? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- How did you arrive at a purchase price for the business? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- What is the trend in sales? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- If the business is not doing well, why? How can you turn it around?  
\_\_\_\_\_  
\_\_\_\_\_
- How will your management make the business more profitable? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



## 2. THE BUSINESS

### B. THE MARKET

#### **Questions:**

- Who exactly are the clients in your market? Describe characteristics: age, sex, profession, income, etc. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- What is the present size of the market? What percentage will you have?  
\_\_\_\_\_  
\_\_\_\_\_
- What is the market's growth potential? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- As the market grows, does your share increase or decrease? \_\_\_\_\_  
\_\_\_\_\_
- How are you going to satisfy your market? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- How are you going to price your service, product, or merchandise to make a fair profit, and at the same time, be competitive? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- How will you attract and keep this market? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- How can you expand your market? \_\_\_\_\_  
\_\_\_\_\_
- What price do you anticipate getting for your product? Is it competitive?  
\_\_\_\_\_  
\_\_\_\_\_
- How did you arrive at the price? Will it ensure profitability? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- What special advantages do you offer that may justify higher price (you don't necessarily have to engage in direct price competition)? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## 2. THE BUSINESS

### C. COMPETITION



#### Questions:

- Who are your five nearest competitors? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- How will your operation be better than theirs? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- How is their business: steady? Increasing? Decreasing? Why? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- How are their operations similar and dissimilar to yours? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- What are their strengths and/or weaknesses? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- What have you learned from watching their operations? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## 2. THE BUSINESS

### D. LOCATION



#### Questions:

- What is your business address? \_\_\_\_\_  
\_\_\_\_\_
- What are the physical features of your building/space? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- Is your building/space leased or owned? State the terms. **Attach copy of lease.** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- If renovations are needed, what are they? What is the expected cost? Get quotes in **writing** from more than one contractor. **Include quotes as supporting documents.** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- What is the neighborhood like? Does the zoning permit your kind of business?  
\_\_\_\_\_  
\_\_\_\_\_
- What kind of businesses are in the area? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- Have you considered other areas? Why is this one desirable for your business? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- Why is this the right building/space for your business? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- How does this location affect your operating costs? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## 2. THE BUSINESS

### E. MANAGEMENT



#### Questions:

- Will you manage this business or will someone else manage the business? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- What is your business background? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- What management experience have you had? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- What education have you had (both formal and informal learning experiences) which have bearing on your managerial abilities? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- Why are **you** going to be successful at **this** venture? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- Do you have direct operational experience in this type of business? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- Do you have managerial experience in this type of business?  
\_\_\_\_\_  
\_\_\_\_\_
- If you're hiring someone to manage the business, what is their background? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

(management continued)

- Do you have managerial experience acquired elsewhere – whether in totally different kinds of businesses, or through volunteerism? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- Who does what in the business? Who reports to whom? And where do final decisions get made? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- What will management be paid? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- What other resources will be available (accountant, lawyer)? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Note:** a **personal financial statement** must be included as a supporting document in your plan if it is a proposal for financing. Also, please attach **personal data sheet(s)** for all **principals/managers**.

## 2. THE BUSINESS

### F. PERSONNEL



#### Questions:

- What are your personnel needs now? In two to three years? Full or part time? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- What skills must they have? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- Are the people you need available? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- What are their salaries or hourly wages? Overtime? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- What fringe benefits will you provide? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- Will you have to train people? If so, how and at what cost to the business?  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



## 2. THE BUSINESS

### G. EXPECTED BENEFIT OF LOAN OR INVESTMENT

#### Questions:

- How is the loan or investment to be spent? Working capital, new equipment, inventory, supplies? **(see uses of cash on page 14)** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- What is the item or items to be bought? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- Who is the supplier? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- What is the price? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- What is the specific model name and/or number of your purchase? **(see page 15)**  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- How much did you (will you) pay in sales tax, installation charges and/or freight fees?  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- How will the loan assist your business or make your business more profitable?  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

P  
A  
R  
T  
3

**FINANCIAL DATA**

A. SOURCES AND USES OF CASH..... 13  
B. CAPITAL EQUIPMENT LIST..... 14  
C. BALANCE SHEET..... 15  
D. PROJECTED INCOME STATEMENTS..... 17  
E. PRO-FORMA CASH FLOW BY MONTH..... 18

**PLEASE ADD**

- F. Historical financial reports for existing business
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  - 3) Resumes or data sheets



### 3. FINANCIAL DATA

#### A. SOURCES AND USES OF CASH

##### Sources of cash:

1. Bank loans:		
Mortgage loan	\$	_____
Term loan	\$	_____
Line of credit	\$	_____
2. Personal investment:	\$	_____
3. Other: _____	\$	_____
<b>Total:</b>	<b>\$</b>	_____

##### Uses of cash:

1. Purchase building	\$	_____
2. Equipment	\$	_____
3. Renovations	\$	_____
4. Leasehold Improvements	\$	_____
5. Furniture & fixtures	\$	_____
6. Inventory	\$	_____
7. Working capital	\$	_____
8. Reserve for contingencies	\$	_____
9. Other: _____	\$	_____
_____	\$	_____
_____	\$	_____
<b>TOTAL:</b>	<b>\$</b>	_____



### 3. FINANCIAL DATA

#### B. CAPITAL EQUIPMENT LIST

<u>Major Equipment and Accessories</u>	<u>Model</u>	<u>Cost or List Price</u>
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	<b>TOTAL</b>	<b>\$</b>

<u>Minor Shop Equipment</u>		
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	<b>TOTAL</b>	<b>\$</b>

<u>Furniture &amp; Fixtures</u>		
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	<b>TOTAL</b>	<b>\$</b>

<u>Other</u>		
_____	_____	_____
_____	_____	_____
_____	<b>TOTAL</b>	<b>\$</b>

**TOTAL EQUIPMENT \$**



### 3. FINANCIAL DATA

#### C. BALANCE SHEET AS OF \_\_\_\_\_

<u>Assets</u>		<u>Liabilities &amp; net worth</u>	
<u>Current assets</u>		<u>Current liabilities</u>	
Cash	\$ _____	Accounts payable*	\$ _____
Accounts receivable(ar)*	_____	Current portion ltd***	_____
Inventory	_____	Other	_____
Prepaid expenses	_____		
Other	_____		
<b>Total current assets</b>	<b>\$ _____</b>	<b>Total current liabilities</b>	<b>\$ _____</b>
<u>Fixed assets</u>		<u>Long term liabilities</u>	
Furniture & fixtures	_____	Notes payable*	_____
Vehicles	_____	Bank loan payable*	_____
Equipment	_____	Other loans payable	_____
Leasehold improvements	_____	Other	_____
Building & land (net)**	_____	<b>Total long term liabilities</b>	<b>\$ _____</b>
<b>Total fixed assets</b>	<b>\$ _____</b>	<b>Total liabilities</b>	<b>\$ _____</b>
		<b>NET WORTH: OWNER'S</b>	<b>\$ _____</b>
<b>Total assets</b>	<b>\$ _____</b>	<b>Total liabilities &amp; net worth</b>	<b>\$ _____</b>

**Note: total assets should equal total liabilities & net worth.**

\* Display detail on page 16.

\*\* Net of Depreciation

\*\*\* LTD: Long Term Debt

**Accounts Payable (AP) Display:**

	(Name of Account)	(Amount)
1.	_____	\$ _____
2.	_____	_____
3.	_____	_____
4.	_____	_____
5.	_____	_____
	<b>TOTAL</b>	<b>\$ _____</b>

**Notes Payable Display:**

	(Name of Account)	(Amount)
1.	_____	\$ _____
2.	_____	_____
3.	_____	_____
4.	_____	_____
5.	_____	_____
	<b>TOTAL</b>	<b>\$ _____</b>

**Bank Loans Payable:**

	(Name of Account)	(Amount)
1.	_____	\$ _____
2.	_____	_____
3.	_____	_____
4.	_____	_____
5.	_____	_____
	<b>TOTAL</b>	<b>\$ _____</b>





### 3. FINANCIAL DATA

#### D. PROJECTED INCOME STATEMENTS

#### TWO YEAR SUMMARY

	<u>Year 1</u>	<u>%</u>	<u>Year 2</u>	<u>%</u>
<b>1. Sales</b>	\$ _____	_____	\$ _____	_____
Less: cost of goods sold	_____	_____	_____	_____
<b>2. Gross profit</b>	_____	_____	_____	_____
<b>3. Operating expenses:</b>				
Employee wages	_____	_____	_____	_____
Payroll taxes	_____	_____	_____	_____
Outside services	_____	_____	_____	_____
Office supplies	_____	_____	_____	_____
Repairs & maintenance	_____	_____	_____	_____
Advertising & promotion	_____	_____	_____	_____
Car, delivery & travel	_____	_____	_____	_____
Accounting & legal	_____	_____	_____	_____
Rent	_____	_____	_____	_____
Telephone	_____	_____	_____	_____
Utilities	_____	_____	_____	_____
Insurance	_____	_____	_____	_____
Taxes & licenses	_____	_____	_____	_____
Interest	_____	_____	_____	_____
Depreciation	_____	_____	_____	_____
Miscellaneous	_____	_____	_____	_____
Other expenses	_____	_____	_____	_____
<b>4. Total operating expenses</b>	_____	_____	_____	_____
<b>5. Profit (loss) pre-tax</b> (2 minus 4)	_____	_____	_____	_____
<b>6. Income taxes</b>	_____	_____	_____	_____
<b>7. Net profit (loss)</b> (5 minus 6)	\$ _____	_____	\$ _____	_____

**Assumptions:** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



# PROJECTED CASH FLOW BY MONTH

## (Page 1)



<b>1. Your Investment</b>	\$						
<b>2. Less Start-Up Costs</b>							
<b>3. Remainder (*)</b>	\$						
		1 <sup>st</sup> month	2 <sup>nd</sup> month	3 <sup>rd</sup> month	4 <sup>th</sup> month	5 <sup>th</sup> month	6 <sup>th</sup> month
<b>4. Beginning Cash</b>	\$						
Plus: Cash Sales							
Collections of A/R's							
Loans and other cash income							
<b>5. Total Available Cash</b>	\$						
a. Purchase of Inventory							
b. Employee Wages-Gross							
c. Payroll Taxes, etc.							
d. Outside Services							
e. Office Supplies							
f. Repairs and Maintenance							
g. Advertising							
h. Car, Delivery, & Travel Exp.							
i. Accounting, Legal, etc.							
j. Rent							
k. Telephone							
l. Utilities							
m. Insurance							
n. Real Estate Taxes							
o. Interest on Term Loans							
p. Other Expenses							
<b>6. Total Expenses</b>	\$						
#5 minus #6							
Less Owner's Withdrawals							
<b>7 Balance</b>	\$						
Less payments due on fixed (term) payment loans							
Other loan payments							
<b>8. Ending Cash (**)</b>	\$						

(\*) This figure represents the beginning cash for the first month.  
(\*\*) The ending cash for one period is the beginning cash for the next month.  
(\*\*\*) This column must agree with projected income statement.

# PROJECTED CASH FLOW BY MONTH

## (Page 2)



	7 <sup>th</sup> month	8 <sup>th</sup> month	9 <sup>th</sup> month	10 <sup>th</sup> month	11 <sup>th</sup> month	12 <sup>th</sup> month	Total (***) 1-12 months	
<b>4.</b>								<b>4. Beg. Cash</b>
								Plus cash sales
								A/R's
								Loans & other
<b>5.</b>								<b>5. Ttl. Avail. Cash</b>
a.								a. Purch. Of Invn.
b.								b. Empl. Wages
c.								c. Payroll Txns.
d.								d. Outside Svcs
e.								e. Office Supplies
f.								f. Repairs & Main.
g.								g. Advertising
h.								h. Car, Delv. & Trvl
i.								i. Acct., Legal, etc
j.								j. Rent
k.								k. Telephone
l.								l. Utilities
m.								m. Insurance
n.								n. R.E. Taxes
o.								o. Int. Term Loans
p.								p. Other Expns.
<b>6.</b>								<b>6. Total Expenses</b>
								#5 minus #6
								Less Own. Whdrl.
<b>7.</b>								<b>7. Balance</b>
								Less pymts due
								Othr loan pymts
<b>8.</b>								<b>8. Ending Cash</b>

(\*) This figure represents the beginning cash for the first month.  
 (\*\*) The ending cash for one period is the beginning cash for the next month.  
 (\*\*\*) This column must agree with projected income statement.

# P A R T 4

## **SUPPORTING DOCUMENTS**

(Please Check off Relevant Attachments)

- PERSONAL DATA SHEETS
- PERSONAL FINANCIAL STATEMENT
- JOB DESCRIPTIONS
- LETTERS OF REFERENCE
- LETTERS OF INTENT
- COPIES OF LEASES
- CONTRACTS
- INVOICES/COST ESTIMATES
- LEGAL DOCUMENTS
- OTHER RELEVANT DOCUMENTS





## Personal Data Sheet

Name: \_\_\_\_\_ Birthdate: \_\_\_\_\_

Address: \_\_\_\_\_

Home phone: (     ) \_\_\_\_\_

Business address: \_\_\_\_\_

Business phone: (     ) \_\_\_\_\_

Describe relevant training or work experience: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

### Work History

Business & address	Job title	Supervisor	Dates

### Education

	Name	Address	Grade completed- Program/degree	Dates
High school				
College				
Other				

Trade, professional or civic membership and activities: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_