



Business Plan Questionnaire – Start Up

Following is a series of questionnaires on the Company for which the business plan is being formulated. Questions will address the Company, Business, Market, Marketing and Personnel, start-up Budget and 3-year Projection of Income & Expenses. Keep answers short and **factual**. The Executive Summary is the only section where the owner should “pitch” the company.

Leave blank any question that does not apply to your situation.

DEFINITIONS:

Company – the “thing” that operates your business. Also defined as the borrower.

Business - product or services and the means by which you produce them and make them available to your market.

Market – customer groups to which you have sold or will sell.

Marketing – how you will sell your product or services.

Personnel – describes the people necessary to accomplish the above.

THE COMPANY

Legal name? _____

Trade name? _____

Street / City / State / Zip: _____

Legal form of ownership? _____

Date formed or to be formed: _____

Name of principal(s), title [attach resumes]:

Name: _____ Title: _____

Name: _____ Title: _____

Name: _____ Title: _____

Name: _____ Title: _____

Name: _____ Title: _____

How will they be paid? _____

How are they bound to the organization (ownership, employment, contract, etc...)? _____

Name of key employees, title [attach resumes]:

Name: _____ Title: _____

Name: _____ Title: _____

Name: _____ Title: _____

Name: _____ Title: _____

How will they be paid? _____

How are they bound to the organization (ownership, employment, contract, etc...)? _____

Give a short bio on any outside support professional(s), as applicable (franchise service rep, lawyer, accountant, business consultant, ad agencies, public relations firms, etc...):

Name: _____ Title: _____

Relationship: _____

Bio: _____

Name: _____ Title: _____

Relationship: _____

Bio: _____

Name: _____ Title: _____

Relationship: _____

Bio: _____

Name: _____ Title: _____

Relationship: _____

Bio: _____

Name: _____ Title: _____

Relationship: _____

Bio: _____

Name: _____ Title: _____

Relationship: _____

Bio: _____

Provide a brief description of your product or services: _____

Provide a one sentence statement as to the ideal values for the company: _____

What will the principal(s) do to accomplish these values? _____

Describe the reasoning for starting this business: _____

What special agreements, licenses or permits are required to operate the business? _____

What relationships, if any, do you have or will you establish with other entities to further your interests? _____

Describe work on the project already done: _____

Describe work on the project still to be completed: _____

Describe the company's strengths and how the owner(s) will capitalize on them: _____

Describe the company's weaknesses and how the owner(s) will compensate for them: _____

Describe the company's opportunities and how the owner(s) will capitalize on them: _____

Describe threats facing the company and how the owner(s) will combat them: _____

Describe your ultimate goal for the company: _____

THE MARKET

Industry name? _____

Industry code (as defined by NAICS)? _____

Describe growth prospects for this industry: _____

What problems are currently facing this industry? _____

How is this industry segmented? _____

What segment of the industry is the company in? _____

Where will you sell your product or services (sales area)? _____

What distribution channels will you use, if applicable? _____

What is your market's total customer count? _____

Describe how and why the potential customer pool is growing (or shrinking)? _____

THE BUSINESS

Start date of plan (earliest of: date expected to close on funding; 1st date you will post sales or expenses)? _____

With what types of businesses do you compete? _____

Competition:

#1 Name: _____

Compare operation to yours: _____

Publicly or privately held: _____

Growing or shrinking market share? _____

Estimated annual sales volume: _____

Main selling points: _____

#2 Name: _____

Compare operation to yours: _____

Publicly or privately held: _____

Growing or shrinking market share? _____

Estimated annual sales volume: _____

Main selling points: _____

#3 Name: _____

Compare operation to yours: _____

Publicly or privately held: _____

Growing or shrinking market share? _____

Estimated annual sales volume: _____

Main selling points: _____

Of the above, who is the "price" leader? _____

Will you compete on price? _____

If so, how? _____

If not, why? _____

Of the above, who is the "quality" leader? _____

Will you compete on quality? _____

If so, how? _____

If not, why? _____

Of the above, who is the "service" leader? _____

Will you compete on service? _____

If so, how? _____

If not, why? _____

Describe any un-served or underserved portions of the marketplace: _____

How will you "uniquely" position your product or service (price, quality, service, terms and conditions): _____

If you sell to individuals, describe the demographics and psychographics of your customer: _____

Direct Sales:

What opportunities will you utilize? _____

Who will do this? _____

How will they do this? _____

How will they be paid? _____

How much will it cost? _____

When will they do this? _____

What results do you expect? _____

What advertising opportunities will you utilize? _____

Who will do this? _____

How will they do this? _____

How will they be paid? _____

How much will it cost? _____

When will they do this? _____

What results do you expect? _____

What word-of-mouth opportunities will you utilize? _____

Who will do this? _____

How will they do this? _____

How will they be paid? _____

How much will it cost? _____

When will they do this? _____

What results do you expect? _____

What cooperative or co-branding opportunities will you utilize? _____

Who will do this? _____

How will they do this? _____

How will they be paid? _____

How much will it cost? _____

When will they do this? _____

What results do you expect? _____

What publicity or promotional opportunities will you utilize? _____

Who will do this? _____

How will they do this? _____

How will they be paid? _____

How much will it cost? _____

When will they do this? _____

What results do you expect? _____

What civic or benevolent groups are you involved with? _____

How will you leverage this involvement? _____

What industry groups or associations are you involved with? _____

How will you leverage this involvement? _____

Describe research methods and source of information for above: _____

THE BUDGET

Purchase price of real estate: \$ _____

Contracted cost of real estate improvements: \$ _____

Purchase price of inventory: \$ _____

Purchase price of equipment: \$ _____

Operating capital for year #1: \$ _____

Purchase price of franchise (if applicable): \$ _____

Professional fees: \$ _____

Other: _____ \$ _____

Other: _____ \$ _____

Other: _____ \$ _____

Amount of owner(s) investment: \$ _____

PROJECTED REVENUE /EXPENSES YEAR #1

Gross sales: \$ _____
Less returns, allowance, credits, adjustments: (\$ _____)
Total revenue: \$ _____
Cost of sales
Purchases: (\$ _____)
Net change to inventory: (\$ _____)
Total cost of sales: (\$ _____)
Gross profit: \$ _____

Expenses

Ads & promotions: \$ _____
Bad debt/write-offs: \$ _____
Bank fees: \$ _____
Delivery & freight: \$ _____
Equipment lease/rental: \$ _____
Insurance: \$ _____
Office supplies/telephone: \$ _____
Owner compensation: \$ _____
Payroll: \$ _____
Permits & licenses: \$ _____
Professional fees: \$ _____
Property taxes: \$ _____
Property rent: \$ _____
Repairs & maintenance: \$ _____
Travel & entertainment: \$ _____
Utilities: \$ _____
Vehicle expenses: \$ _____
Other: _____ \$ _____
Other: _____ \$ _____
Other: _____ \$ _____
Other: _____ \$ _____
Total expenses: \$ _____

Net operating Income – Year #1: \$ _____

PROJECTED REVENUE /EXPENSES YEAR #2

Gross sales: \$ _____
Less returns, allowance, credits, adjustments: (\$ _____)
Total revenue: \$ _____
Cost of sales
Purchases: (\$ _____)
Net change to inventory: (\$ _____)
Total cost of sales: (\$ _____)
Gross profit: \$ _____

Expenses
Ads & promotions: \$ _____
Bad debt/write-offs: \$ _____
Bank fees: \$ _____
Delivery & freight: \$ _____
Equipment lease/rental: \$ _____
Insurance: \$ _____
Office supplies/telephone: \$ _____
Owner compensation: \$ _____
Payroll: \$ _____
Permits & licenses: \$ _____
Professional fees: \$ _____
Property taxes: \$ _____
Property rent: \$ _____
Repairs & maintenance: \$ _____
Travel & entertainment: \$ _____
Utilities: \$ _____
Vehicle expenses: \$ _____
Other: _____ \$ _____
Other: _____ \$ _____
Other: _____ \$ _____
Other: _____ \$ _____
Total expenses: \$ _____

Net operating Income – Year #2: \$ _____

PROJECTED REVENUE /EXPENSES YEAR #3

Gross sales: \$ _____
Less returns, allowance, credits, adjustments: (\$ _____)
Total revenue: \$ _____
Cost of sales
Purchases: (\$ _____)
Net change to inventory: (\$ _____)
Total cost of sales: (\$ _____)
Gross profit: \$ _____

Expenses

Ads & promotions: \$ _____
Bad debt/write-offs: \$ _____
Bank fees: \$ _____
Delivery & freight: \$ _____
Equipment lease/rental: \$ _____
Insurance: \$ _____
Office supplies/telephone: \$ _____
Owner compensation: \$ _____
Payroll: \$ _____
Permits & licenses: \$ _____
Professional fees: \$ _____
Property taxes: \$ _____
Property rent: \$ _____
Repairs & maintenance: \$ _____
Travel & entertainment: \$ _____
Utilities: \$ _____
Vehicle expenses: \$ _____
Other: _____ \$ _____
Other: _____ \$ _____
Other: _____ \$ _____
Other: _____ \$ _____
Total expenses: \$ _____

Net operating Income – Year #3: \$ _____

Proposed debt financing:

Loan #1

Loan amount: \$ _____

Interest rate: _____

Amortization: _____

Closing costs: \$ _____

Proposed equity financing:

Percent of total budget: _____ %

Assumptions:

