Business Plan Workbook
For Startups

Compliments of the University of Georgia
Small Business Development Center at GSU
Executive Summary

Opportunity

What are you going to sell?

How much money are you requesting (if applicable)?

How much money are you contributing from personal funds (if applicable)?

Management Team

Who are the key managers, and what are their roles in the company?

<table>
<thead>
<tr>
<th>Key Managers</th>
<th>Roles (Titles, Summary of Major Responsibilities)</th>
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Target Market

What customers will you concentrate on?

What are the defining characteristics of each?

What is the size of this market in your area?

How will your company meet the needs of these customers?

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<th>Customer 1:</th>
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Tip:
The Executive Summary should be written LAST and summarizes the main points of the entire document. It also explains the purpose of the plan. Keep it brief.
Marketing Plan

Summarize how you will reach customers.

Summarize how you will retain customers.

Competition

Summarize your direct competitors (companies that sell what you will sell in the same market).

Indirect competitors (who sell something customers could substitute for the product/service you sell).

Competitive Advantage

Why will customers buy from you? How are you different from your competitors?

TIP:

Each of the sections of the Executive Summary should be no more than one paragraph.
Company Description

Description

When was your business formed? ______________________________

What is the legal structure of your business? ______________________________

Where will your business be located? ______________________________

Ownership (include all shareholders)

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<th>Title</th>
<th>% Owned</th>
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Timeline

What are your plans for this business, in phases or stages?

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Tip:
Most small businesses are sole proprietors, partnerships, LLCs, or S-Corps

Example:

Phase 1: Operate out of home, employing family and two employees. Sell to local market.

Phase 2: Add two more employees and look for leased space when sales reach around $100,000; add second product.

Phase 3: Add service capacity when sales reach around $250,000, and hire additional employees.
TIP:
Include locations, employees, milestones, goals, and timeline for adding new products and services.
Tip:
This is just a sample organizational chart. All of these blocks may not be filled right away, or other blocks may be needed.

Also,
These roles may be filled by outside resources and advisors. Include them, too.

Tip:
You will need to include a resume of each manager in the appendix of your plan.

If you’re using this plan to apply for a loan, you’ll also need to attach personal financial statements of each person who owns more than 18% of the business.
Qualifications

For each member of your management team, describe what qualifies him/her to fill these roles? Include a short (one paragraph for each) bio of relevant skills and experience in your written plan.
Operations

Description of Process for each Major Category of Product/Service:

Product/Service: __________________________________________

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Manufacturing:
If you’re making products, describe the steps and materials needed for the process.

Reseller:
If you’re selling products made somewhere else, describe the steps to obtain, receive, and sell the products.

Service Provider:
If you’re performing a service, describe the service and any materials and labor needed.

Attention to detail is important here.
TIP: You can add sheets to this workbook if you have more products/services.

Describe administrative systems: Systems like bookkeeping and shipping. How will you handle?

Suppliers: Where will you get your materials, and what policies and terms will be in place for payment?
## Target Market Summary

### Profile:
How would you label each target market?

### Demographics:
Facts like age, income level, type of company.

### Geographics:
Location-related information.

### Psychographics:
Lifestyle or cultural information.

### Wants:
What exactly do these customers want from your industry (and you)?

### Needs:
What exactly does the customer really need?

### Fears:
Apprehensions the customer might have about buying from you.

### Solutions:
How can you help these customers solve the problems above?

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</table>
Products and Services

Product/Service 1: ________________________________

Product/Service 2: ________________________________

Product/Service 3: ________________________________

Product/Service 4: ________________________________

Directions:
List major categories of products/services, and describe each. Include features and benefits.
Marketing Plan

Pricing Strategy

How will you determine what prices to charge?

Will your price be higher than, the same as, or lower than your competitors’ prices? Explain why:

Use this chart to compare price structure of your 4 top products.

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<th>Competitor 1</th>
<th>Competitor 2</th>
<th>Competitor 3</th>
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<td>Product/service 1</td>
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<td>Product/service 2</td>
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<td>Product/service 3</td>
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<td>Product/service 4</td>
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<td>Product/service 5</td>
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<td>Product/service 6</td>
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Tip:
Optimum pricing takes into consideration:

- Competitors’ prices
- Your costs
- How much customers will value your product, compared to other choices.
Promotion:

How and where are you going to advertise your products/service?

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Marketing Plan (continued)

Place/Distribution

Where are you going to sell your products/perform your services?

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How will your customers receive your products/services, and what options will you offer?

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Describe the locations where your products/services will be sold.

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Describe the way you will use your website. What will be the primary purpose of the website?

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Will everything in your location plan be done simultaneously, or is your plan in phases?

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Tip:
Marketing plans usually cover the 4 P’s:

- Product
- Price
- Place
- Promotion
**Competition**

What research have you done on your direct and indirect competitors?

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What similar products/services do your competitors offer, and how will yours be different?

<table>
<thead>
<tr>
<th>Competitor</th>
<th>Similar Products/Services</th>
<th>Your Differentiation</th>
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</thead>
<tbody>
<tr>
<td>Competitor 1</td>
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<td>Competitor 2</td>
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<tr>
<td>Competitor 3</td>
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<tr>
<td>Competitor 4</td>
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</table>

Are there enough customers in your target markets to go around?

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This Business Plan Workbook covers the narrative portion of the business plan. The financial portion of the business plan is covered in Financial Projection Workbook.

The Georgia Small Business Development Center Network offers no-cost, confidential consulting services to small business owners. Our consultants provide assistance in many areas of business, including marketing, management, strategic planning, and financial analysis. Please contact us if you need assistance preparing financial projections or finding financing for your business. For the SBDC near you, visit www.georgiasbdc.org.

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