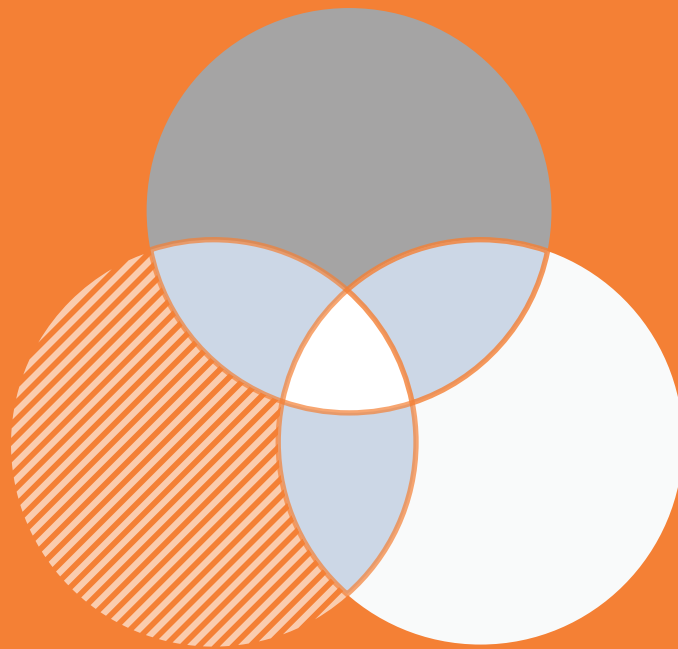


upflip

BUSINESS PLAN



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Product and Services

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Industry

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Competitor 2: (Insert Name)

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SWEETEN THE DEAL

EXECUTIVE SUMMARY

Include:

(No more than one page)

1. Story
2. Products and Services
3. Team
4. Current Status
5. Goals
6. How to achieve goals
7. What you are asking for

COMPANY DESCRIPTION

Your company mission and goals

Mission Statement: _____

Values:

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____

Goals:

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____

Product and Services

What are you selling and how? Include both physical products and an explanation of your approach.

What makes your product(s) and service(s) different from the competitors'?

What is your target market?

Answer the following questions about your customers:

1. What's the age range of your ideal customers? _____
2. Are your ideal customers male, female, or both? _____
3. Where do your ideal customers live? _____
4. What's the income bracket of your ideal customers? _____
5. What jobs or hobbies do your ideal customers have?

6. What marketing channels are best to reach your ideal customers? List all.

7. What time of day are people most likely to search for and use your product or services?

8. Are your ideal customers homeowners or renters?

Your Team

What is your experience (both educationally and in the workforce)?

Who else is on your team? List their names and positions here, then attach resumes in the Appendix.

1.

2.

3.

4.

5.

How will you pay management, provide benefits, and offer performance incentives?

Add a paragraph or two about your organizational structure and include an organizational chart.

[Canva.com](https://www.canva.com) has free organizational chart templates you can use.

Legal Structure

What is your business's legal name? Your company should be an LLC or Corporation if you're applying for funding. Include the business name, address, owners' names (and percentages), and operating agreements.

Attach copies of all related documents in the Appendix.

Business License and Permits

List all business licenses and permits. Attach proof in the Appendix.

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____

Business Insurance

List all business insurance policies. Attach proof in the Appendix.

1. _____
2. _____
3. _____
4. _____
5. _____

Intellectual Property

List all business-owned intellectual property (IP) below and attach proof in the Appendix. This includes trademarks, patents, copyright, and Creative Commons licenses.

Note: You most likely won't have many instances of IP unless you operate custom vending machines.

1. _____
2. _____
3. _____
4. _____
5. _____

EXTERNAL INFLUENCES

Macroeconomic

In this section, you should demonstrate your understanding of the global, national, and local economy and how you expect it to progress going forward.

Discuss GDP growth and shrinkage, interest rates, consumer spending, and anything that has the ability to impact your business from the highest market analysis standpoint.

Note: Make sure all your opinions and projections are based on the most current data. Make sure to cite all sources and add them to the Appendix.

Industry

What is the industry outlook for the next five to 10 years?

How many total businesses are in your industry (both nationwide and locally)?

Who are the major players? What percent of the market do the major players service?

1. _____
2. _____
3. _____
4. _____
5. _____

How much is left for smaller players? Base this on 100% of market share minus the Top 5 players' market share.

We suggest calculating this both as a dollar value and percent of market share.

Remaining Dollar Value: _____

Remaining Market Share: _____

Average Business Dollar Value (excluding Top 5): _____

Average Business Market Share (excluding Top 5): _____

How is the industry changing?

Competitors

Make sure to include a section for each recognizable national brand in your segment. Also, make sure to include any major local competitors. For each competitor, answer the following questions.

Competitor 1: (Insert Name)

What are they doing?

What gaps are they leaving?

What can you do better?

What do their 10-K and quarterly reports show?

Competitor 2: (Insert Name)

What are they doing?

What gaps are they leaving?

What can you do better?

What do their 10-K and quarterly reports show?

Competitor 3: (Insert Name)

What are they doing?

What gaps are they leaving?

What can you do better?

What do their 10-K and quarterly reports show?

Competitor 4: (Insert Name)

What are they doing?

What gaps are they leaving?

What can you do better?

What do their 10-K and quarterly reports show?

Competitor 5: (Insert Name)

What are they doing?

What gaps are they leaving?

What can you do better?

What do their 10-K and quarterly reports show?

SWOT ANALYSIS

Note: Review Securities and Exchange Commission (SEC) filings and guidelines to help craft proper wording.

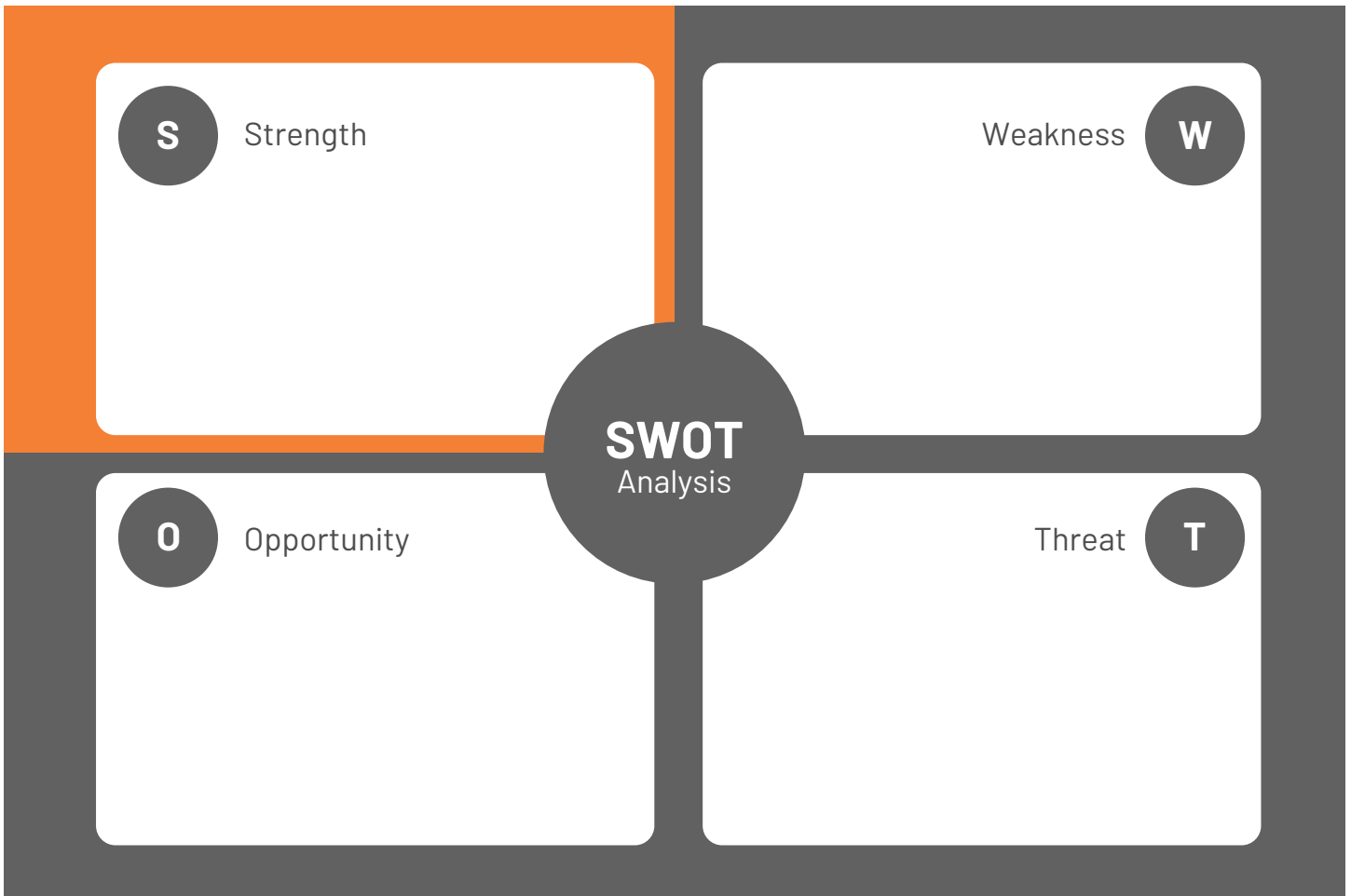
What are your strengths compared to your competitors?

What are your weaknesses compared to your competitors?

What opportunities are there in the market? How will you capitalize on them?

What threats are there to your company that you should consider? How do you plan to mitigate them?

Create and include a diagram that looks like the one below:



YOUR STRATEGIES AND OPERATIONS

Employees

How will you manage employees and payroll? Will you use a payroll service? If so, how scalable is it? When would you need to reconsider your options?

What positions do you intend to hire and what are the job descriptions? Don't plagiarize. Remember to attach all job descriptions in the Appendix.

What are your hiring policies and screening procedures? Include copies of all hiring policies in the Appendix.

What benefits will you offer? Add all benefits documents to the Appendix.

Do you have an employee handbook? If not, make a handbook and add it to the Appendix. Write a short summary of the policies and where to find them.

What do your onboarding and routine training policies look like? Describe below and add to the Appendix.

Who will be advising you on labor laws? Add their name and contact information here.

MARKETING PLAN

What products will you sell in your vending machines?

How will you price your products? Create a price list or a formula. We suggest price = 2x item cost or item cost + \$.50. Alternatively, you can use the market rate.

Where will you place your vending machines? Do you require contracts? Will you have to pay commissions for the use of the property?

What payment processors will you use?

How will you promote your vending business online and in print?

Marketing Tools and Software

Which of the following traditional marketing techniques will you use?

- Signage
- Storefront
- Collateral
- Advertising
- Promotion
- Mail

What digital marketing will you use?

- Website
- Social Media: Which platforms?
- Email Marketing: What are your templates?
- Text Marketing
- Search Engine Optimization
- Blogs

Provide details on how you will use each one.

What are the expected costs of your online services? Please provide a detailed breakdown.

1. Website: _____
2. Digital Marketing Costs: _____
3. Payment Processor Fees: _____
4. CRM: _____
5. Inventory Management Software: _____
6. Printed Materials: _____
7. Commissions: _____

OPERATIONS PLAN

What milestones do you want to achieve in your vending machine company?

Where will you buy new vending machines?

How will you approach buying vending machine routes?

Where will you buy vending machine products?

Where will you store vending machine products?

How will you deliver machines to new locations?

How will you restock vending machines? Include frequency and steps.

How will you clean vending machines, and how often?

What are your steps for securing new vending machine placement contracts?

How will you provide customer service and refunds?

What sources of financing will you need? Will you have cash flow issues? If so, how are you preparing for them?

What accounting systems will you use to automate your financial management?

RISK MANAGEMENT PLAN

What are likely challenges your business might face? List each and how you would handle it.

Here are some that you should consider:

1. Reduction in sales due to PR nightmare: _____
2. Reduction in sales due to natural disaster damage: _____
3. New competitor(s) enter the market: _____
4. Hackers steal customer data (assume a \$5M settlement or more): _____
5. Local government issues another shutdown: _____

We also suggest reading the SEC forward-looking statement guidelines and answering the following.

How will you cut costs if any of the scenarios above occurs?

MERGERS AND ACQUISITIONS

How will each purchase or partnership contribute to the mission and values discussed in the company description?

What data demonstrates that an acquisition opportunity makes sense? Also, what will it take to accomplish the acquisition in a way that increases its likelihood of success?

When considering an acquisition, how will you proceed? Answer these questions, then write an acquisition plan. You'll want to add the plan to the Appendix.

- What documents will you review and how many years back will you review them? _____
- Financial statements: How many years? _____ Who will audit them? _____
- Tax records: How many years? _____ Who will audit them? _____
- Accounts payable and receivable: How many years? _____
Who will audit them? _____
- Inventory: How many days' worth of orders are currently on hand? _____
Who will audit the inventory? _____
- Cash deposit records: How far back? _____ Who will audit them? _____

What professionals will be working with you to accomplish acquisitions?

Make sure to add each representative's resume in the Appendix. List their names, the firms or offices they are with, and their contact information:

- Attorney(s):

- Accountant(s):

- Mergers and Acquisition Specialist(s):

- Other Specialists: Will you be working with someone who is well versed in culture building, human resources, marketing, or public relations?

How will you verify sales revenue when considering buying a company?

Does the company have all licenses, permits, and certifications? Which ones do you need to keep and which ones will be duplicated in the case of a merger?

Who will appraise the following assets? Include name and contact information here.

- Real estate _____
- Equipment _____
- Goodwill _____
- Intellectual property _____
- Redundant jobs (if applicable—for example, you don't need two CEOs) _____

When you pursue an acquisition, what is the timeline you are pursuing? Many Mergers and Acquisitions can take years to go through approval. For instance, it took nearly two years for Caesars Entertainment to finalize going private. Talks started in 2006 and the deal wasn't signed until 2008.

When you pursue an acquisition, how will the merger or acquisition be paid for?

Don't forget to create a full acquisition plan and attach it in the Appendix when planning an acquisition.

LOGISTICS

Logistics covers how you acquire, manage, and store resources. This will include:

1. Communication Tools
2. Property
3. Supply Chain Management

Communication Tools

Your answers to these questions should be focused on the platforms you'll use, the costs associated with them, and your policies surrounding communication.

How will you communicate with clients?

How will you communicate with employees?

How will you communicate with vendors?

How will you communicate with professional support including lawyers, accountants, and consultants?

How will you communicate with other stakeholders including shareholders, government agencies, and lenders?

What equipment, costs, and support staff will be required to manage these tools? Don't forget costs like internet, phone systems, network costs, and technical support.

Buying or Leasing Property

Do you currently have an office, coworking space, or other facilities that need upkeep? If yes, describe.

Based on your forecasted growth and goals, what will future location needs include?

How will you identify acceptable locations?

- **Zoning:** This will be defined by your local government
- **Demographics:** Does the area match your target audience?
- **Price:** What will the annual cost of potential locations be based on both pure dollars and % revenue?
- **Buy or Lease?** Which makes the most sense for your business?

Should you operate as a home-based business?

This section is included to help you decide whether operating a home-based business makes sense for you. If it does, make sure to include why it makes sense in your business plan.

You'll also want to specify when you'll need to shift to a separate office space based on revenue, employees, etc.

Yes

No

Do you have enough space?

Yes

No

Do local zoning laws allow your type of business as a home-based business?

Yes

No

Will you have employees or customers coming over regularly? If you will, a home-based option might not make sense.

Yes

No

Are you in a homeowners association (HOA)? If yes, learn the HOA restrictions.

Yes

No

How will you balance your home and work life if you run your business from home?

Supply Chain Management

How will you identify qualified vendors?

How will you compare bids?

What types of contracts will you enter? Exclusive, Net 30, paid up front, revolving credit?

FINANCIALS

Projections

Provide tax returns and create financial projections. You'll want to follow this process for projections:

1. Make a [copy of this spreadsheet](#) to create one- to five-year estimates.
2. Include a detailed list of assumptions.
3. Include a detailed list of costs that go into each category.
4. Have an accountant review them and turn them into a Profit and Loss Statement, Balance Sheet, and Cash Flow Statement. Attach them in the Appendix.
5. Summarize the findings.

What types of contracts will you enter? Exclusive, Net 30, paid up front, revolving credit?

Create an Estimate of the Break-Even Point

What are your fixed costs? These are costs that don't increase when you sell more products. For instance, a building lease or commercial real estate loan payment doesn't change for the length of the contract in most scenarios.

What are your variable costs? Include the cost of product, packaging, shipping, and anything else that increases as you sell more products.

Internal Controls

Include details on how will you manage:

- Money handling
- Check signing policies
- Prevention of inventory theft

FINANCING

This is where you provide details about what you are asking for and how you will use it. In marketing, this would be your call-to-action section.

What have you already invested in the business? How was it spent? What is the return on investment?

What sources of financing do you intend to use in the future and how will you spend them?

List any financial consultants or team members who will help manage the funds.

Provide all references in the Appendix.

APPENDIX

You'll want to include all references in this section. For each reference, include a bibliography in one of the following citation formats. Make sure to use the same one throughout your entire Appendix.

If a document is behind a paywall, you should attach a printed copy or PDF instead of providing a link. Note that each citation includes a link to the Purdue Writing Lab, which can help you create citations quickly.

MLA

Purdue Writing Lab. "MLA Style Introduction // Purdue Writing Lab." Purdue Writing Lab, https://owl.purdue.edu/owl/research_and_citation/mla_style/mla_style_introduction.html

APA

Purdue Writing Lab. (n.d.). Apa style introduction // purdue writing lab. Purdue Writing Lab. Retrieved May 12, 2022, from 22 https://owl.purdue.edu/owl/research_and_citation/apa_style/apa_style_introduction.html

Chicago Manual of Style

Purdue Writing Lab. "Chicago Manual of Style 17th Edition // Purdue Writing Lab." Purdue Writing Lab. Accessed May 12, 2022. https://owl.purdue.edu/owl/research_and_citation/chicago_manual_17th_edition/index.html

Internal and External Documents

In addition to citations, we recommend attaching:

1. All company formation, licensing, insurance, and bond documents
2. All executives' resumes or CVs
3. All documents that are behind a paywall
4. All spreadsheets used for financial analysis
5. All policy manuals
6. Product literature

SWEETEN THE DEAL

If your vending machine product is something the loan agent or venture capitalist would use, give them one so they can experience it firsthand.