From Idea to Business Plan

Session 2 – Writing Your Tactical Business Plan

© 2021 LeonTyler LLC
WORKBOOK FOR
FROM IDEA TO BUSINESS PLAN

Session 1 - Building Your Strategic Business Model

Session 2 - Writing Your Tactical Business Plan
# Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page Number</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Overview</strong></td>
<td>1</td>
</tr>
<tr>
<td><strong>Strategic Business Model to Tactical Business Plan</strong></td>
<td></td>
</tr>
<tr>
<td>Session I Review</td>
<td>2</td>
</tr>
<tr>
<td>The Tactical Business Plan</td>
<td></td>
</tr>
<tr>
<td>Purposes</td>
<td>6</td>
</tr>
<tr>
<td>Uses and Users</td>
<td>6</td>
</tr>
<tr>
<td>Elements of the Tactical Business Plan</td>
<td>7</td>
</tr>
<tr>
<td><strong>Writing the Tactical Business Plan</strong></td>
<td></td>
</tr>
<tr>
<td>Business Communications</td>
<td>9</td>
</tr>
<tr>
<td>Tactical Business Plan Format</td>
<td>13</td>
</tr>
<tr>
<td>The Marketing Plan</td>
<td>17</td>
</tr>
<tr>
<td>The Operations Plan</td>
<td>26</td>
</tr>
<tr>
<td>The Financial Plan</td>
<td>37</td>
</tr>
<tr>
<td>The Implementation Plan</td>
<td>58</td>
</tr>
<tr>
<td>The Executive Summary</td>
<td>65</td>
</tr>
<tr>
<td>The Appendix</td>
<td>68</td>
</tr>
<tr>
<td><strong>LivePlan® Platform</strong></td>
<td></td>
</tr>
<tr>
<td>Online Platform Helps Plan, Grow and Manage</td>
<td>69</td>
</tr>
<tr>
<td>From Strategic Business Model Through Pitch to Business Plan</td>
<td>69</td>
</tr>
<tr>
<td>Interactive Guided Tour</td>
<td>69</td>
</tr>
<tr>
<td>LivePlan Formats Can be Modified</td>
<td>71</td>
</tr>
<tr>
<td>LivePlan a Subscription Service</td>
<td>71</td>
</tr>
<tr>
<td><strong>LivePlan® Platform</strong></td>
<td></td>
</tr>
<tr>
<td>Online Platform Helps Plan, Grow and Manage</td>
<td>69</td>
</tr>
<tr>
<td>From Strategic Business Model Through Pitch to Business Plan</td>
<td>69</td>
</tr>
<tr>
<td>Interactive Guided Tour</td>
<td>69</td>
</tr>
<tr>
<td>LivePlan Formats Can be Modified</td>
<td>71</td>
</tr>
<tr>
<td>LivePlan a Subscription Service</td>
<td>71</td>
</tr>
</tbody>
</table>

*LivePlan is a registered trademark of Palo Alto Software, LLC*
<table>
<thead>
<tr>
<th>Types of Location(s)</th>
<th>Specific Locations</th>
<th>Types of Initiation Methods</th>
<th>Specific Initiation Methods</th>
</tr>
</thead>
<tbody>
<tr>
<td>B&amp;M Stores</td>
<td>17 Cities</td>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
</tr>
</tbody>
</table>

Use the form below to compose the Target Customer section of your business’ Marketing Plan.

**TARGET CUSTOMER SUBSECTION HEADLINE:** Active Adults 25 Years and Older

**NEED SUB SECTION HEADLINE:** Seeking Better Sleep

**NEED TOPIC SENTENCE:** Sleep Number targets the more than 22 million active adults who are seeking…

**NEED SUPPORTING SENTENCES:** Click or tap here to enter text.
Session 1 – Building Your Strategic Business Model

- Terminology Review
- Customer Centric Business Planning Process
- The Business Modeling Process
- Preparing for Session 2

Session 2 – Writing Your Tactical Business Plan

- Session 1 Review
- The Tactical Business Plan -- Purpose, Uses & Elements
- Business Communications
- Tactical Business Plan Format
- Marketing Plan
- Operations Plan
- Financial Plan
- LivePlan® Platform
WHY PLAN?

50% of New Businesses Fail

Why Businesses Fail?
Lack of Planning

Plan Serves as:
Road Map for Success
Benchmark for Measuring Success

16% Greater Likelihood of Success

2 https://hbr.org/2017/07/research-writing-a-business-plan-makes-your-startup-more-likely-to-succeed
SESSION 1 REVIEW
CUSTOMER CENTRIC BUSINESS PLANNING PROCESS

Generating Information (Research)

Refining Plan (Refinements)

Measuring Outcomes (Monitoring)

Implementing Plan (Implementation)

Designating Outcomes (Objectives)

Building Business Model (Strategies)

Writing Business Plan (Tactics)

TARGET CUSTOMER
CUSTOMER CENTRIC BUSINESS PLANNING PROCESS

Generating Information (Research)

Topics
- Customer Segments
- Target Customer (Base / Growth)
- Competitors (Base / Growth)

Methods
- Read
- Observe
- Listen
- Survey

Sources
- Governments
- Industry NV
- Peer Review
- Press
- Online
- In-house

Building Business Model (Strategies)

Marketing Strategies
- Value Proposition
- Promotion
- Distribution

Operations Strategies
- Activities
- Distribution

Financial Strategies
- Income Streams
- Expenses
- Profit

Writing Business Plan (Tactics)

Mission Statement
What business does
How business conducts itself
CUSTOMER CENTRIC BUSINESS PLANNING PROCESS

**TOPICS**

**Generating Information (Research)**

- **Need (Opportunity)**
  - Who Experiences?
  - Demographic Descriptions
  - Psychographic Descriptions
  - Current Solutions

- **Market**
  - When Experience?
  - Where Experience?
  - How Experience?
  - Emotional Impact?

- **Industry**
  - NAICS
  - Number of Businesses
  - Total Revenue Dollars
  - Requirements

- **Customer Segment**

- **Target Customer**
  - Current Solutions
  - Who Provides?
  - Where Acquired?
  - How Acquired?
  - Preferences?

- **Competitors**
  - Who?
  - Where?
  - How?
  - Business Models?
CUSTOMER CENTRIC BUSINESS PLANNING PROCESS

Generating Information (Research)

TOPICS

Need (Opportunity)
Who Experiences?
Demographic Descriptions
Psychographic Descriptions
Current Solutions

Market
When Experience?
Where Experience?
How Experience?
Emotional Impact?

Industry
NAICS
Number of Businesses
Total Revenue Dollars
Requirements

Customer Segment

Target Customer
Current Solutions
Who Provides?
Where Acquired?
How Acquired?
Preferences?

Competitors
Who?
Where?
How?
Business Models?

Macro Information
Market/Industry

Micro Information
Segment/Category
CUSTOMER CENTRIC BUSINESS PLANNING PROCESS

Methods

Generating Information (Research)

READ
- Books
- Articles
- Research Reports
- Other Publications
- Customer Reviews
- Social Media
- Blogs

OBSERVE
- Purchasers
- Users
- Competitors

LISTEN
- Purchasers
- Users
- Competitors
- Channel Members
- Knowledgeable Persons

SURVEY
- Purchasers
- Users
- Competitors
- Channel Members
- Knowledgeable Persons

Market & Target

Market & Target
CUSTOMER CENTRIC BUSINESS PLANNING PROCESS

GENERATING INFORMATION/DOING RESEARCH
Need, Customers, Industry, Competitors

READ
- GOVERNMENTS
- TRADE ASSOCIATIONS
- DATABASES
- INTERNET SEARCH ENGINES
- SYNDICATED RESEARCH

OBSERVE
- IN STORES
- IN HOMES
- ONLINE
- MARKETING MESSAGES

LISTEN
- ONE-ON-ONE CONVERSATIONS
- GROUP DISCUSSIONS

SURVEY
- COMPUTER/ONLINE PLATFORMS
- HARDCOPY QUESTIONNAIRES

Session I Workbook Page 18
## Customer Centric Business Planning Process

### Generating Information (Research)

<table>
<thead>
<tr>
<th>Topics</th>
<th>Sources of Information</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Reading</td>
</tr>
<tr>
<td>Need</td>
<td>Databases</td>
</tr>
<tr>
<td>Who Experiences?</td>
<td>Syndicated Research (e.g. NPD, Nielsen, IRI)</td>
</tr>
<tr>
<td>Demographic</td>
<td></td>
</tr>
<tr>
<td>Descriptions</td>
<td></td>
</tr>
<tr>
<td>Psychographic</td>
<td></td>
</tr>
<tr>
<td>Descriptions</td>
<td></td>
</tr>
</tbody>
</table>

| Customers       | Social Media Posts | In Stores | One-on-One Conversations | Hardcopy Questionnaires |
|                 | Search Engines (e.g. Google) | In Homes | Focus Group Discussions | SurveyGizmo |
|                 | Online Databases | Online Environments in which Need Occurs | Knowledgeable Third Parties | SoGoSurvey |
|                 | Business Journals | Environments where Solutions Used | | surveymonkey.com |
|                 | Syndicated Research (e.g. NPD, Nielsen, IRI) | | | qualtrics.com |

### Session 1 Workbook

Page 18
Sneakernomics: Recap of Athletic Footwear and Activewear’s 2020 Performance

January 22, 2021 | Blog

5 Winter Fashion Trends in Canada

January 21, 2021 | Thought Leadership

November 2020 Beauty E-commerce Sales Set Record: 75% YOY growth

November 11, 2020 | News
### CUSTOMER CENTRIC BUSINESS PLANNING PROCESS

**Generating Information (Research)**

<table>
<thead>
<tr>
<th>Target Customer Profile</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>The Need</strong></td>
</tr>
<tr>
<td>What words or phrases do target customers use to describe the need?</td>
</tr>
<tr>
<td>When do they experience the need?</td>
</tr>
<tr>
<td>How often do they experience the need (times per year, month, week or day)?</td>
</tr>
<tr>
<td>Typically, where are the target customers when this need occurs? From the customer's perspective, how urgent is this need when it occurs?</td>
</tr>
<tr>
<td>How intensely does the customer experience this need?</td>
</tr>
<tr>
<td>What emotions are triggered in the customer by this need?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Demographic Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>What is the age range for your target customers?</td>
</tr>
<tr>
<td>What is the primary gender of your target customers?</td>
</tr>
<tr>
<td>What is the annual income for the household in which your target customer lives?</td>
</tr>
<tr>
<td>What is the composition (members) of that household?</td>
</tr>
</tbody>
</table>
CUSTOMER CENTRIC BUSINESS PLANNING PROCESS

Mission Statement
What business does
How business conducts itself

Warbly Parker
To offer designer eyewear at a revolutionary price, while leading the way for socially conscious businesses.

Objectives
Specific outcomes to be accomplished

Designated Outcomes (Objectives)

Designating Outcomes (Objectives)

Measurable

$XXX K Revenues by 12/31/2021

Realistic?

Time Specific

Session 1 Workbook Page 27
Session 1 Workbook Page 28
**Customer Centric Business Planning Process**

**Strategic Business Model** – Tool for identifying and organizing strategies used to accomplish business’ outcomes (objectives).

**FINANCIAL STRATEGIES**

<table>
<thead>
<tr>
<th>Income Streams</th>
<th>Cost Structure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td>Start-up</td>
</tr>
<tr>
<td>Asset Sales</td>
<td>Start-up</td>
</tr>
<tr>
<td>Usage Fees</td>
<td>Inventory</td>
</tr>
<tr>
<td>Subscription Fees</td>
<td>Wages &amp; Salaries</td>
</tr>
<tr>
<td>Brokerage Fees</td>
<td>Fixed</td>
</tr>
<tr>
<td>Advertising Space</td>
<td>Promotion Discounts</td>
</tr>
<tr>
<td></td>
<td>Employment</td>
</tr>
<tr>
<td></td>
<td>Licenses</td>
</tr>
<tr>
<td></td>
<td>Vehicle Expenses</td>
</tr>
<tr>
<td></td>
<td>Cost of Goods Sold</td>
</tr>
<tr>
<td></td>
<td>Royalty Financing</td>
</tr>
<tr>
<td></td>
<td>Trade Credit</td>
</tr>
<tr>
<td>Equity</td>
<td>Debt</td>
</tr>
<tr>
<td>Venture Capital Loan</td>
<td>Bank Loans</td>
</tr>
<tr>
<td>Angel Investors IPO</td>
<td>Personal Loans</td>
</tr>
<tr>
<td>SBIC Equity</td>
<td>Equipment Loans</td>
</tr>
<tr>
<td>Equity Crowdfunding</td>
<td>Real Estate Loans</td>
</tr>
<tr>
<td></td>
<td>SBA Micro Loans</td>
</tr>
<tr>
<td></td>
<td>Lines of Credit</td>
</tr>
<tr>
<td></td>
<td>Royalty Financing</td>
</tr>
<tr>
<td></td>
<td>Trade Credit Grants</td>
</tr>
</tbody>
</table>

**MARKETING STRATEGIES**

- **Value Proposition**
  - Need
  - Target Customer
  - Benefits/Features
  - Product/Service
  - Pricing
  - Point-of-Difference
  - Name & Logo

- **Promotion**
  - Awareness
  - Value Proposition
  - Description
  - Benefits Sought
  - Current Solutions
  - Behaviors

- **Target Customers**
  - Purchase
  - Possession

**OPERATIONS STRATEGIES**

<table>
<thead>
<tr>
<th>Activities</th>
<th>Resources</th>
<th>Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Production Administration</td>
<td>Physical</td>
<td>Advisors</td>
</tr>
<tr>
<td>(HR, IT, Account, Finance,</td>
<td>Human</td>
<td>Suppliers</td>
</tr>
<tr>
<td>Ops, Legal, Facilities, etc.)</td>
<td>Intellectual</td>
<td>Intermediaries</td>
</tr>
<tr>
<td>Marketing Ops</td>
<td></td>
<td>Other Informants</td>
</tr>
</tbody>
</table>

**BUILDING BUSINESS MODEL**

- Link to Customers
- Support the Business
- Sustain the Business
# Customer Centric Business Planning Process

## Building Business Model (Strategies)

### Strategic Business Model

<table>
<thead>
<tr>
<th>Financial Strategies</th>
<th>Marketing Strategies</th>
<th>Operations Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Income Streams</strong></td>
<td></td>
<td><strong>Activities</strong></td>
</tr>
<tr>
<td><strong>Revenues</strong></td>
<td>Value Proposition</td>
<td><strong>Resources</strong></td>
</tr>
<tr>
<td>Asset Sales</td>
<td>Need</td>
<td><strong>Partners</strong></td>
</tr>
<tr>
<td>Usage Fees</td>
<td>Target Customer</td>
<td>Advisors</td>
</tr>
<tr>
<td>Subscription Fees</td>
<td>Benefits &amp; Features</td>
<td>Suppliers</td>
</tr>
<tr>
<td>Brokerage Fees</td>
<td>Product/Service</td>
<td>Intermediaries</td>
</tr>
<tr>
<td>Advertising Space</td>
<td>Pricing</td>
<td>Other Informants</td>
</tr>
<tr>
<td></td>
<td>Point-of-Difference</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Name &amp; Logo</td>
<td></td>
</tr>
<tr>
<td><strong>Equity</strong></td>
<td>Awareness Value Proposition</td>
<td></td>
</tr>
<tr>
<td>Venture Capital</td>
<td>Distribution</td>
<td></td>
</tr>
<tr>
<td>Angel Investors</td>
<td>Purchase Possession</td>
<td></td>
</tr>
<tr>
<td>IPO</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SBIC</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Crowdfunding</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Debt</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bank Loans</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personal Loans</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equipment Loans</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Real Estate Loans</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SBA Micro Loans</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lines of Credit</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Royalty Financing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade Credit Grants</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Cost Structure</strong></td>
<td></td>
<td><strong>Marketing</strong></td>
</tr>
<tr>
<td><strong>Start-up</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inventory</td>
<td></td>
<td><strong>Resources</strong></td>
</tr>
<tr>
<td>Wages &amp; Salaries</td>
<td></td>
<td><strong>Partners</strong></td>
</tr>
<tr>
<td>Fees</td>
<td></td>
<td>Advisors</td>
</tr>
<tr>
<td>Promotion</td>
<td></td>
<td>Suppliers</td>
</tr>
<tr>
<td>Deposits</td>
<td></td>
<td>Intermediaries</td>
</tr>
<tr>
<td>Licenses</td>
<td></td>
<td>Other Informants</td>
</tr>
<tr>
<td>Equipment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vehicles</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Furn &amp; Fixtures</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Fixed</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Promotion</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vehicles Expense</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commissions and Fees</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contract Labor</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wages and Salaries</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Insurance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Licenses</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Office Expense</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Repairs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maintenance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Variable</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Costs of Goods Sold)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Raw Materials</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assemblies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Production Labor</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Materials &amp; Supplies</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Production</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administration</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(HR, IT, Accnt.,</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Finance Ops,</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Legal, Facilities,</td>
<td></td>
<td></td>
</tr>
<tr>
<td>etc.)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marketing Ops</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Physical</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Human</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Financial</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Intellectual</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(Customizable content as per requirements)
CUSTOMER CENTRIC BUSINESS PLANNING PROCESS

Writing Business Plan (Tactics)

Marketing Plan
- Objectives & Overview
- Target Customers
- Value Proposition
- Marketing Communications
- Distribution
- Budget

Operations Plan
- Overview & Objectives
- Production Activities
- Administration Activities
- Resources
- Partners
- Budget

Financial Plan
- Objectives
- Projections
- Funding Needs

Implementation Plan
- Mission
- Legal Organization
- Management Team
- Metrics & Time Line

Executive Summary
- Time Constraints
- Overview
- Section Highlights

Strategic Business Model
- Financial Strategies
  - Income Streams
    - Revenues
    - Equity
    - Debt
  - Cost Structure
    - Start-up
    - Fixed
    - Variable
- Operations Strategies
  - Activities
  - Resources
  - Partners
- Marketing Strategies
  - Value Proposition
  - Promotion
  - Target Customers
  - Distribution
  - Purchase
CUSTOMER CENTRIC BUSINESS PLANNING PROCESS

Generating Information (Research)

Topics
- Need (Optionally)
- Market (Who is interested? How
  interested?)
- Industry (What/how much is
  happening? Industry structure?)
- Customer Segment (Who?
  Where? How much?)
- Target Customer (What does
  customer want? How much?)
- Competition (What do
  competitors do? Their market?)

Methods
- Read
- Observe
- Listen
- Survey

Sources
- Governments
- In groups
- In sessions
- In classes
- In reports
- In articles
- In management

INFORMATION

Designating Outcomes (Objectives)

Mission Statement
- What business does
- How business conducts itself

Building Business Model (Strategies)

Writing Business Plan (Tactics)

Marketing Strategies
- Value Proposition
- Promotion
- Target Customers

Operations Strategies
- Activities
- Revenue
- Expenses

Financial Strategies
- Income
- Equity
- Debt

MISSION STATEMENT

What business does
How business conducts itself

Designated Outcomes
- Objectives
- Mission
- Realistic
- Time specific

Generating Information
- Doing research

Sources
- Governments
- In groups
- In sessions
- In classes
- In reports
- In articles
- In management
CUSTOMER CENTRIC BUSINESS PLANNING PROCESS

Writing Business Plan (Tactics)

- Marketing Plan
  - Objectives & Overview
  - Target Customers
  - Value Proposition
  - Marketing Communications
  - Distribution
  - Budget

- Operations Plan
  - Overview & Objectives
  - Production Activities
  - Administration Activities
  - Resources
  - Partners
  - Budget

- Financial Plan
  - Objectives
  - Projections
  - Funding Needs
**Title Page**
- Sets the Tone
- Business Name & Brand
- Signature
- Business Plan & Date

**Table of Contents**
- Navigation Tool
- Hyperlinks

**Executive Summary**
- Time Constraints
- Overview
- Section Highlights

**Marketing Plan**
- Overview & Objectives
- Target Customers
- Value Proposition
- Marketing Communications
- Distribution
- Budget

**Operations Plan**
- Overview & Objectives
- Production
- Administration
- Budget

**Financial Plan**
- Objectives
- Projections
- Funding Needs

**Implementation Plan**
- Mission
- Legal Organization
- Management Team
- Metrics & Timeline

**Appendix**
- Deep Detail Documents
- Supporting Plan & Assumptions
BUSINESS COMMUNICATIONS

Communication Model

My business will succeed.

This business will succeed.

(SENDER)

Encode

Message

(TRANSMIT)

Symbol Images Colors

(Channel)

Perceive

(RECEIVER)

Decode

Meaning

Tactical Business Plan
BUSINESS COMMUNICATIONS

Target Audience
Who?
Information Seeking?
Appetite for Detail?

Creditors
Financial Statements
Credit Rating
Character

Investors
Return on Investment
Credibility
Character

Management Team
Responsibilities
What to Do
How to Do

Employees
Security
Mission
Responsibilities

Message
Financial Performance

Structure
Appetite for Detail
Lower
Higher

Aera of Interest
Functional Performance
BUSINESS COMMUNICATIONS

Target Audience
- Creditors
- Investors
- Management Team
- Employees

Message
- Purpose?
- Tone?
- Factual
  - “There are…”
  - Numbers
  - Citations

Persuade & Inform
- Persuade
  - Wishful
    - “There are about…”
    - Qualitative Adjectives
    - No Support
  - Confident
    - “We shall…”
    - Short, Terse Sentences
    - Outcome Headlines
  - Vague
    - “We could…”
    - Rambling Musings
    - Placeholders
- Inform

&
**Business Communications**

**Structure**

**Story Telling vs. Business Writing**
- Story Telling Builds to Outcome
- Business Writing goes Outcome to Support

**Storytelling**
- Hero & Objective
- Challenge
- Challenge
- Challenge
- Outcome

**Business Writing**
- Outcome
- Support
- Support
- Support
Structure

Story Telling vs. Business Writing
Story Telling Builds to Outcome
Business Writing goes Outcome to Support

Business Writing is Scannable
Outcome Headlines
Paragraphs Support Headlines
Strong Topic Sentences
Well-crafted Graphics

Operating Highlights

<table>
<thead>
<tr>
<th></th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Sales</td>
<td>$478,000</td>
<td>$597,500</td>
<td>$776,750</td>
</tr>
<tr>
<td>Total Costs of Goods Sold</td>
<td>$286,800</td>
<td>$328,625</td>
<td>$388,375</td>
</tr>
<tr>
<td>Gross Margin</td>
<td>$191,200</td>
<td>$268,875</td>
<td>$388,375</td>
</tr>
<tr>
<td>Fixed Operating Expenses</td>
<td>$141,000</td>
<td>$141,000</td>
<td>$169,200</td>
</tr>
<tr>
<td>Other Expenses</td>
<td>$49,000</td>
<td>$56,350</td>
<td>$51,450</td>
</tr>
<tr>
<td>Net Profit Before Taxes</td>
<td>$1,200</td>
<td>$71,525</td>
<td>$167,725</td>
</tr>
</tbody>
</table>
**Business Communications**

**Structure**

Story Telling vs. Business Writing

Story Telling Builds to Outcome

Business Writing goes Outcome to Support

**Drill Down Structure**

Overall Highlights/Summary

Section Highlights/Summary

More Detailed Paragraphs

“Learn More” Appendix

**Make Your Points Standout**

Don’t Make Reader Work to Find Them

**Outcome**

Outcome Headline

Outcome topic sentence

Support I

Support II

Support III

Footnote Citations
TACTICAL BUSINESS PLAN

Uses

Internal
- Implementation of Strategies
- Road Map
- Performance Expectations

External
- Investor Prospectus
- Credit Applications

Users

Management Team
Employees
Creditors
Investors
## Tactical Business Plan

<table>
<thead>
<tr>
<th>Target Audience</th>
<th>Primary Message</th>
<th>Tone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investors</td>
<td>Return on Investment</td>
<td>Confident</td>
</tr>
<tr>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
</tr>
</tbody>
</table>
TACTICAL BUSINESS PLAN

Title Page
Identifies:
- Organization
- Purpose

Include:
- Well-crafted Graphic
- Document Title
- Brand Signature
- Date

Sense of Business communicated through graphics, font, colors and layout

Document Title

Brand Signature

Session 2
Workbook Page 15
# TACTICAL BUSINESS PLAN

## Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Summary</td>
<td>1</td>
</tr>
<tr>
<td>Financial Highlights</td>
<td>1</td>
</tr>
<tr>
<td>Marketing Plan</td>
<td>2</td>
</tr>
<tr>
<td>Operations Plan</td>
<td>3</td>
</tr>
<tr>
<td>Marketing Plan: Overview</td>
<td>4</td>
</tr>
<tr>
<td>Target Customer</td>
<td>4</td>
</tr>
<tr>
<td>Value Proposition</td>
<td>6</td>
</tr>
<tr>
<td>Communications</td>
<td>8</td>
</tr>
<tr>
<td>Distribution</td>
<td>9</td>
</tr>
<tr>
<td>Budgets</td>
<td>10</td>
</tr>
<tr>
<td>Operations Plan: Overview</td>
<td>12</td>
</tr>
<tr>
<td>Production</td>
<td>12</td>
</tr>
<tr>
<td>Human Resources</td>
<td>13</td>
</tr>
<tr>
<td>Information Technology</td>
<td>14</td>
</tr>
<tr>
<td>Accounting</td>
<td>16</td>
</tr>
<tr>
<td>Finance</td>
<td>18</td>
</tr>
<tr>
<td>Legal</td>
<td>20</td>
</tr>
<tr>
<td>Facilities</td>
<td>20</td>
</tr>
<tr>
<td>Budgets</td>
<td>21</td>
</tr>
<tr>
<td>Financial Plan: Business Strategy</td>
<td>22</td>
</tr>
<tr>
<td>Cost Structure</td>
<td>24</td>
</tr>
<tr>
<td>Projected Financials</td>
<td>26</td>
</tr>
<tr>
<td>Funds Required</td>
<td>26</td>
</tr>
<tr>
<td>Implementation Plan: Company</td>
<td>31</td>
</tr>
<tr>
<td>Metrics</td>
<td>32</td>
</tr>
<tr>
<td>Timeline</td>
<td>32</td>
</tr>
<tr>
<td>Appendix: Research Findings</td>
<td>A-1</td>
</tr>
<tr>
<td>Executive Team Resumes</td>
<td>A-8</td>
</tr>
</tbody>
</table>

Helps you organize your content.

Helps readers know what to expect.

Hyperlink.
Executive Summary

Typically last section written.
Helps readers scan document.
Highlights from each section.

Strategic Business Model
Financial Highlights
Marketing Highlights
Operations Highlights
Implementation Highlights
TACTICAL BUSINESS PLAN

Marketing Plan

Overview & Outcomes
Target Customer & Need
Value Proposition
Promotion (Awareness)
Distribution (Access)
Budget

Marketing Outcomes

Value Proposition Statement

Footnote Citations

---

2 See Research Findings starting on page A-1.
TACTICAL BUSINESS PLAN

Operations Plan
Overview & Outcomes
Production
Administration
Budgets

Well-crafted Picture
## TACTICAL BUSINESS PLAN

### Financial Plan

**Overview & Outcomes**

- Sales Forecast (Revenue Streams)
- Total Fixed Costs
- Cost of Good Sold
- Projected Financial Statements
- Needed Funding

### Needed Financing

- **$35,000,000 Total Funding Needed**
  - Pre-opening:
    - Promotion
    - Sales & Marketing
    - Professional Fees
  - Depreciation
  - Licenses
  - Furniture & Fixtures
  - Real Estate
  - Tools & Equipment
- Operating Costs:
  - Total Funding Required: **$250,800**

### Projected Financial Statements

**Year 1**

- **$478,000 First Year Sales**
- **$160,000 Year 3 Profit**

**Year 2 & Year 3**

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Sales</th>
<th>Total Costs of Goods Sold</th>
<th>Gross Margin</th>
<th>Salaries &amp; Wages</th>
<th>Professional Fees</th>
<th>Depreciation</th>
<th>Licenses</th>
<th>Furniture &amp; Fixtures</th>
<th>Real Estate</th>
<th>Tools &amp; Equipment</th>
<th>Operating Costs</th>
<th>Total Funding Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 2</td>
<td>$579,000</td>
<td>$292,800</td>
<td>$286,200</td>
<td>$100,000</td>
<td>$200</td>
<td>$500</td>
<td>$100</td>
<td>$10,000</td>
<td>$10,000</td>
<td>$10,000</td>
<td>$10,000</td>
<td>$100,000</td>
</tr>
<tr>
<td>Year 3</td>
<td>$710,000</td>
<td>$308,000</td>
<td>$302,000</td>
<td>$100,000</td>
<td>$200</td>
<td>$500</td>
<td>$100</td>
<td>$10,000</td>
<td>$10,000</td>
<td>$10,000</td>
<td>$10,000</td>
<td>$100,000</td>
</tr>
</tbody>
</table>

### Needed Financing

**$250,800**

- $10,000
- $200
- $500
- $10,000
- $100,000

sleep number
TACTICAL BUSINESS PLAN

Marketing Plan

Overview
Target Customers
Value Proposition
Access
Distribution
Budget
TACTICAL MARKETING PLAN

Six Sections:
- Highlights Summary
- Target Customer Segment
- Value Proposition
- Promotion
- Distribution
- Marketing Plan Budget

MARKETING STRATEGIES

<table>
<thead>
<tr>
<th>Value Proposition</th>
<th>Promotion</th>
<th>Target Customers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Need</td>
<td>Awareness Value Proposition</td>
<td>Need</td>
</tr>
<tr>
<td>Target Customer</td>
<td>Target Description</td>
<td>Description</td>
</tr>
<tr>
<td>Benefits</td>
<td>Current Solutions</td>
<td>Sought</td>
</tr>
<tr>
<td>Features</td>
<td>Behaviors</td>
<td></td>
</tr>
<tr>
<td>Product/Service</td>
<td>Preferences</td>
<td></td>
</tr>
<tr>
<td>Pricing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Point-of-Difference</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Name &amp; Logo</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
TACTICAL MARKETING PLAN

Six Sections:

Highlights Summary

Outcomes to be accomplished

Time Specific

Measurable

Realistic

Marketing Objectives:

Generate awareness of value proposition among 10% of target customers prior to opening.

Sell 10,000 units by December 31st, 2021
Tactical Marketing Plan

Six Sections:

Highlights Summary

Outcomes to be accomplished

Marketing Plan Highlights

HEADLINE Need & Point-of-Difference

TOPIC SENTENCE Value Proposition Statement

TARGET CUSTOMER SENTENCES Target Customer Most Distinguishing Characteristic

VALUE PROPOSITION SENTENCES Product/Service Benefits ⇒ Features

COMMUNICATIONS PLAN SENTENCES Primary Message, Transmission Vehicle & Media

DISTRIBUTION PLAN SENTENCES Purchase & Possession
Better Sleep for Active Adults

Sleep Number targets the more than 150 million adults seeking a good night’s sleep. It communicates its value proposition of a better night’s sleep using broadcast, print, digital and social media. Sleep Number beds are available online and in more than 1,200 company stores in US and Canada.
TACTICAL MARKETING PLAN

Six Sections:

Highlights Summary

Target Customer Segment

Information Sources

<table>
<thead>
<tr>
<th>Target Customers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Need</td>
</tr>
<tr>
<td>Description</td>
</tr>
<tr>
<td>Benefits Sought</td>
</tr>
<tr>
<td>Current Solutions</td>
</tr>
<tr>
<td>Behaviors</td>
</tr>
<tr>
<td>Preferences</td>
</tr>
</tbody>
</table>

Session 1 Workbook  
page 31
TACTICAL MARKETING PLAN

Six Sections:

Highlights Summary
Target Customer Segment

TARGET CUSTOMERS SUBSECTION HEADLINE: Active Adults Experiencing Sleep Issues

NEED SUBSECTION HEADLINE: 150M Adults Experience Sleep Issues

NEED TOPIC SENTENCE: More than 150,000,000 active adults experience one or more sleep issues.

NEED SUPPORTING SENTENCES: Research has shown that a good night's sleep is essential to performing at one's highest levels. The most frequently experienced causes of poor sleep are restlessness, body pain and overall discomfort.
TACTICAL MARKETING PLAN

Six Sections:

Highlights Summary
Target Customer Segment

Benefits Sought
Identifying Characteristics
Behaviors
Preferences

TARGET CUSTOMER SUBSECTION HEADLINE: Click or tap here to enter text.
NEED SUBSECTION HEADLINE: Click or tap here to enter text.
NEED TOPIC SENTENCE: Click or tap here to enter text.
NEED REST OF THE PARAGRAPH: Click or tap here to enter text.

DESCRIPTION SUBSECTION HEADLINE: Click or tap here to enter text.
DESCRIPTION TOPIC SENTENCE: Click or tap here to enter text.
DESCRIPTION REST OF THE PARAGRAPH: Click or tap here to enter text.

CURRENT SOLUTION SUBSECTION HEADLINE: Click or tap here to enter text.
CURRENT SOLUTION TOPIC SENTENCE: Click or tap here to enter text.
CURRENT SOLUTION REST OF THE PARAGRAPH: Click or tap here to enter text.

BENEFITS SOUGHT SUBSECTION HEADLINE: Click or tap here to enter text.
BENEFITS SOUGHT TOPIC SENTENCE: Click or tap here to enter text.
BENEFITS SOUGHT REST OF THE PARAGRAPH: Click or tap here to enter text.

BEHAVIORS SUBSECTION HEADLINE: Click or tap here to enter text.
BEHAVIORS TOPIC SENTENCE: Click or tap here to enter text.
BEHAVIORS REST OF THE PARAGRAPH: Click or tap here to enter text.

PREFERENCES SUBSECTION HEADLINE: Click or tap here to enter text.
PREFERENCES TOPIC SENTENCE: Click or tap here to enter text.
PREFERENCES REST OF THE PARAGRAPH: Click or tap here to enter text.
Tactical Marketing Plan

Six Sections:

- Highlights Summary
- Target Customer Segment
- Value Proposition

Value Proposition Statement

TACTICAL MARKETING PLAN

Six Sections:

Highlights Summary
Target Customer Segment
Value Proposition

<table>
<thead>
<tr>
<th>Value Proposition Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>Need</td>
</tr>
<tr>
<td>Target Customer</td>
</tr>
<tr>
<td>Benefits/Features</td>
</tr>
<tr>
<td>Product Service</td>
</tr>
<tr>
<td>Category</td>
</tr>
<tr>
<td>Pricing Strategy</td>
</tr>
<tr>
<td>Point-of-Difference</td>
</tr>
<tr>
<td>Name</td>
</tr>
<tr>
<td>Logo</td>
</tr>
</tbody>
</table>
TACTICAL MARKETING PLAN

Six Sections:

Highlights Summary
Target Customer Segment
Value Proposition

Value Proposition Form

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Need</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td>Target Customer</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td>Benefits/Features</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td>Product Service Category</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td>Pricing Strategy</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td>Point-of-Difference</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td>Name</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td>Logo</td>
<td>Click or tap here to enter text.</td>
</tr>
</tbody>
</table>

The most expensive solution □
An upscale, expensive solution □
A moderately priced solution ☑
An economy, inexpensive solution □
The least expensive solution □

Session 1 Workbook Page 35
TACTICAL MARKETING PLAN

Six Sections:
- Highlights Summary
- Target Customer Segment
- Value Proposition

Need
Product
Pricing

CUSTOMERS

Van Westendorp Price Sensitivity Meter

At what price bargain?
At what price question quality?
At what price expensive?
At what price too expensive?
### Tactical Marketing Plan

#### Six Sections:
- Highlights Summary
- Target Customer Segment
- Value Proposition
- Need
- Product
- Pricing

<table>
<thead>
<tr>
<th>Customer Expectations</th>
<th>Cost Considerations</th>
<th>Competitor Prices</th>
<th>Distributor Expectations</th>
<th>Business Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Range Low</td>
<td>Click or tap here to enter text.</td>
<td>Est CoG Sold</td>
<td>Click or tap here to enter text.</td>
<td>Comp 1</td>
</tr>
<tr>
<td>Range High</td>
<td>Click or tap here to enter text.</td>
<td>Est Fixed Csts</td>
<td>Click or tap here to enter text.</td>
<td>Comp 2</td>
</tr>
<tr>
<td>Max Revenue</td>
<td>Click or tap here to enter text.</td>
<td>Quantity</td>
<td>Click or tap here to enter text.</td>
<td>Comp 3</td>
</tr>
<tr>
<td>Max Units</td>
<td>Click or tap here to enter text.</td>
<td>Break Even Price</td>
<td>Click or tap here to enter text.</td>
<td>Comp 4</td>
</tr>
</tbody>
</table>

Session 2 Workbook Page 25
TACTICAL MARKETING PLAN

Six Sections:

- Highlights Summary
- Target Customer Segment
- Value Proposition

Breakeven Point

Total Revenue = Total Cost

\[ \text{Total Revenue} = \text{Total Cost} \]
**Tactical Marketing Plan**

**Six Sections:**
- Highlights Summary
- Target Customer Segment
- Value Proposition
- Breakeven Point
- Need
- Product
- Pricing

### Breakeven Point

Total Revenue = Fixed Costs + Variable Cost

<table>
<thead>
<tr>
<th>Quantity</th>
<th>Fixed Costs</th>
<th>Price</th>
<th>Variable Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>5,000</td>
<td>$30,000</td>
<td>$10</td>
<td>$4</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$11.50</td>
<td>$30,000</td>
<td>4,000</td>
<td>$4</td>
</tr>
<tr>
<td>$12.75</td>
<td>$35,000</td>
<td>4,000</td>
<td>$4</td>
</tr>
</tbody>
</table>

[https://www.score.org/resource/break-even-analysis-template](https://www.score.org/resource/break-even-analysis-template)
### Six Sections:
- Highlights Summary
- Target Customer Segment
- Value Proposition

#### Tactical Marketing Plan

<table>
<thead>
<tr>
<th>Customer Expectations</th>
<th>Cost Considerations</th>
<th>Competitor Prices</th>
<th>Distributor Expectations</th>
<th>Business Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Range Low</td>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
<td>Comp 1</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td>Range High</td>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
<td>Comp 2</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td>Max Revenue</td>
<td>Click or tap here to enter text.</td>
<td>Quantity</td>
<td>Click or tap here to enter text.</td>
<td>Comp 3</td>
</tr>
<tr>
<td>Max Units</td>
<td>Click or tap here to enter text.</td>
<td>Break Even Price</td>
<td>Click or tap here to enter text.</td>
<td>Comp 4</td>
</tr>
</tbody>
</table>

Session 2 Workbook Page 25
### TACTICAL MARKETING PLAN

**Six Sections:**

<table>
<thead>
<tr>
<th>Competitors</th>
<th>Click or tap here to enter text.</th>
<th>Click or tap here to enter text.</th>
<th>Click or tap here to enter text.</th>
<th>Click or tap here to enter text.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Target Customer</strong></td>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td><strong>Features Benefits</strong></td>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td><strong>Point-of-Difference</strong></td>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td><strong>Pricing</strong></td>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td><strong>Customer Frustrations</strong></td>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td><strong>Communication Messages</strong></td>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td><strong>Communication Media Used</strong></td>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td><strong>Customer Access Points</strong></td>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td><strong>Delivery to Customers</strong></td>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
</tr>
</tbody>
</table>

### COMPETITION

- The most expensive solution □
- An expensive, premium solution □
- A typically priced solution ☑
- An inexpensive, economy solution □
- The least expensive solution □

---

Session 1 Workbook Page 24

Session 1 Workbook Page 35
## Tactical Marketing Plan

### Six Sections:

- Highlights Summary
- Target Customer Segment
- Value Proposition
- Need
- Product
- Pricing

### Table:

<table>
<thead>
<tr>
<th>Customer Expectations</th>
<th>Cost Considerations</th>
<th>Competitor Prices</th>
<th>Distributor Expectations</th>
<th>Business Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Range Low</td>
<td>Click or tap here to enter text.</td>
<td>Est CoG Sold</td>
<td>Click or tap here to enter text.</td>
<td>Comp 1</td>
</tr>
<tr>
<td>Range High</td>
<td>Click or tap here to enter text.</td>
<td>Est Fixed Csts</td>
<td>Click or tap here to enter text.</td>
<td>Comp 2</td>
</tr>
<tr>
<td>Max Revenue</td>
<td>Click or tap here to enter text.</td>
<td>Quantity Proc'd</td>
<td>Click or tap here to enter text.</td>
<td>Comp 3</td>
</tr>
<tr>
<td>Max Units</td>
<td>Click or tap here to enter text.</td>
<td>Break Even Price</td>
<td>Click or tap here to enter text.</td>
<td>Comp 4</td>
</tr>
</tbody>
</table>

*Session 2 Workbook Page 25*
### Tactical Marketing Plan

**Six Sections:**
- Highlights Summary
- Target Customer Segment
- Value Proposition

### Need

#### Product Pricing

<table>
<thead>
<tr>
<th>Your Business</th>
<th>Agent/Broker</th>
<th>Wholesaler</th>
<th>Retailer</th>
<th>Customer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Price</td>
<td>Cost</td>
<td>GM</td>
<td>Price</td>
<td>Cost</td>
</tr>
<tr>
<td>$10.00</td>
<td>$3.00</td>
<td>$7.00 (70%)</td>
<td>$7.00</td>
<td>$3.00</td>
</tr>
<tr>
<td>$6.00</td>
<td>$3.00 (50%)</td>
<td>$1.20 (20%)</td>
<td>$6.00</td>
<td>$4.80</td>
</tr>
<tr>
<td>$4.80</td>
<td>$1.80 (38%)</td>
<td>$0.48 (10%)</td>
<td>$4.80</td>
<td>$4.32</td>
</tr>
<tr>
<td>$4.32</td>
<td>$1.32 (31%)</td>
<td>$0.48</td>
<td>$4.32</td>
<td>$4.32</td>
</tr>
</tbody>
</table>

DISTRIBUTORS
### Tactical Marketing Plan

**Six Sections:**
- Highlights Summary
- Target Customer Segment
- Value Proposition

**Need**

**Product**

**Pricing**

<table>
<thead>
<tr>
<th>Units</th>
<th>Price</th>
<th>Cost</th>
<th>GM</th>
<th>Price</th>
<th>Cost</th>
<th>GM</th>
<th>Price</th>
<th>Cost</th>
<th>GM</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,000 Units</td>
<td>$10.00</td>
<td>$3.00</td>
<td>$7.00</td>
<td>Direct</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10,000 Units</td>
<td>$6.00</td>
<td>$3.00</td>
<td>$3.00</td>
<td>$10.00</td>
<td>$6.00</td>
<td>$4.00</td>
<td>$6.00</td>
<td>$4.00</td>
<td>$4.00</td>
</tr>
<tr>
<td>20,000 Units</td>
<td>$4.80</td>
<td>$1.80</td>
<td>$3.00</td>
<td>$10.00</td>
<td>$6.00</td>
<td>$4.00</td>
<td>$6.00</td>
<td>$4.00</td>
<td>$4.00</td>
</tr>
<tr>
<td>30,000 Units</td>
<td>$4.32</td>
<td>$1.32</td>
<td>$3.00</td>
<td>$10.00</td>
<td>$6.00</td>
<td>$4.00</td>
<td>$6.00</td>
<td>$4.00</td>
<td>$4.00</td>
</tr>
</tbody>
</table>

**Distributors**
### Tactical Marketing Plan

**Six Sections:**

- Highlights Summary
- Target Customer Segments
- Value Proposition
- Need
- Product
- Pricing

#### Table

<table>
<thead>
<tr>
<th>Customer Expectations</th>
<th>Cost Considerations</th>
<th>Competitor Prices</th>
<th>Distributor Expectations</th>
<th>Business Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Range Low</td>
<td>Click or tap here to enter text.</td>
<td>Est CoG Sold</td>
<td>Click or tap here to enter text.</td>
<td>Comp 1</td>
</tr>
<tr>
<td>Range High</td>
<td>Click or tap here to enter text.</td>
<td>Est Fixed Csts</td>
<td>Click or tap here to enter text.</td>
<td>Comp 2</td>
</tr>
<tr>
<td>Max Revenue</td>
<td>Click or tap here to enter text.</td>
<td>Quantity Profced</td>
<td>Click or tap here to enter text.</td>
<td>Comp 3</td>
</tr>
<tr>
<td>Max Units</td>
<td>Click or tap here to enter text.</td>
<td>Break Even Price</td>
<td>Click or tap here to enter text.</td>
<td>Comp 4</td>
</tr>
</tbody>
</table>

**Session 2 Workbook Page 25**
TACTICAL MARKETING PLAN

Six Sections:
- Highlights Summary
- Target Customer Segment
- Value Proposition

Considerations:
- Investor ROI
- Social Responsibility
- Sales Objectives
- Profit Objectives
## Tactical Marketing Plan

### Six Sections:

- Highlights Summary
- Target Customer Segments
- Value Proposition
- Need
- Product
- Pricing

### Session 2 Workbook Page 25

```
<table>
<thead>
<tr>
<th>Customer Expectations</th>
<th>Cost Considerations</th>
<th>Competitor Prices</th>
<th>Distributor Expectations</th>
<th>Business Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Range Low</strong></td>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
<td>Comp 1</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td><strong>Range High</strong></td>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
<td>Comp 2</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td><strong>Max Revenue</strong></td>
<td>Click or tap here to enter text.</td>
<td>Quantity Proceeded</td>
<td>Comp 3</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td><strong>Max Units</strong></td>
<td>Click or tap here to enter text.</td>
<td>Break Even Price</td>
<td>Comp 4</td>
<td>Click or tap here to enter text.</td>
</tr>
</tbody>
</table>
```

TACTICAL MARKETING PLAN

Six Sections:
- Highlights Summary
- Target Customer Segment
- Value Proposition
- Promotion

Promotion Communicates Value
Six Sections:

- Highlights Summary
- Target Customer Segment
- Value Proposition
- Promotion

**Persuasion Model**

- Awareness
- Interest
- Desire

TACTICAL MARKETING PLAN

Six Sections:
- Highlights Summary
- Target Customer Segment
- Value Proposition
- Promotion

Integrated Marketing Communications Plan

Target Audience  Target Customers

Message

[NAME] helps [TARGET CUSTOMERS] do [NEED] by providing [PRODUCT] that
[POINT-OF-DIFFERENCE].

Transmission

Media
# Tactical Marketing Plan

## Integrated Marketing Communications Plan

<table>
<thead>
<tr>
<th>Target Audience</th>
<th>Message(s)</th>
<th>Transmission Strategies</th>
<th>Media Strategies</th>
<th>Specific Medium</th>
</tr>
</thead>
<tbody>
<tr>
<td>Active Adults</td>
<td>Better Sleep</td>
<td>Advertising</td>
<td>Broadcast &amp; Cable</td>
<td>CBS, NBC, ESPN, Discovery</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Direct Mail</td>
<td>Digital &amp; Snail Billboards</td>
<td>eMail &amp; USPS</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Outdoor</td>
<td>Suburban Arteries</td>
<td></td>
</tr>
<tr>
<td>Sporting Active Adults</td>
<td>Improve Performance</td>
<td>Advertising</td>
<td>Cable</td>
<td>ESPN, Discovery. NBCS</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Print</td>
<td>Special Interest Mags</td>
<td>Outdoor Life, Sports Illustrated, Biking USA</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Outdoor</td>
<td>Billboards</td>
<td>Arteries Out-of-town</td>
</tr>
</tbody>
</table>

Click or tap here to enter text.
COMMUNICATIONS PLAN HEADLINE: Better Sleep for Active People

COMMUNICATIONS PLAN TOPIC SENTENCE: Sleep Number’s Better Sleep message is delivered to Active Adults...

COMMUNICATIONS PLAN SUPPORTING SENTENCES: Sleep Number will be using special interest magazines to reach active sports persons.
TACTICAL MARKETING PLAN

Six Sections:

- Highlights Summary
- Target Customer Segment
- Value Proposition
- Integrated Marketing Communications
- Distribution

Purchase Access

Persuasion Model

- Awareness
- Interest
- Desire
- Action
## Tactical Marketing Plan

### Six Sections:
- Highlights Summary
- Target Customer Segment
- Value Proposition
- Promotion
- Distribution

### Purchase Access

<table>
<thead>
<tr>
<th>Location(s)</th>
<th>Initiation Methods</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brick &amp; Mortar Stores</td>
<td>In-person, Phone</td>
</tr>
<tr>
<td>eCommerce Sites</td>
<td>Online</td>
</tr>
</tbody>
</table>

*Click or tap here to enter text.*

*Session 1 Workbook Page 46*
### Tactical Marketing Plan

**Six Sections:**
- Highlights Summary
- Target Customer Segment
- Value Proposition
- Promotion
- Distribution

#### Purchase Access

<table>
<thead>
<tr>
<th>Types of Location(s)</th>
<th>Specific Locations</th>
<th>Types of Initiation Methods</th>
<th>Specific Initiation Methods</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brick &amp; Mortar Stores</td>
<td>Company Stores</td>
<td>In-person, Telephone</td>
<td>200 Free-standing Stores in US</td>
</tr>
<tr>
<td>eCommerce Sites</td>
<td>Sleepnumber.com</td>
<td>Online</td>
<td>Laptops &amp; Desktops Mobile Devices</td>
</tr>
</tbody>
</table>

*Session 2 Workbook Page 27*
Tactical Marketing Plan

Six Sections:

- Highlights Summary
- Target Customer Segment
- Value Proposition
- Integrated Marketing Communications
- Distribution

<table>
<thead>
<tr>
<th>Customer Access Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Types of Location(s)</td>
</tr>
<tr>
<td>Brick &amp; Mortar Stores</td>
</tr>
<tr>
<td>eCommerce Sites</td>
</tr>
</tbody>
</table>

HOW CUSTOMER ACCESS HEADLINE
HOW CUSTOMER ACCESS TOPIC SENTENCE
HOW CUSTOMER ACCESS SUPPORTING SENTENCES
TACTICAL MARKETING PLAN

Six Sections:
- Highlights Summary
- Target Customer Segment
- Value Proposition
- Integrated Marketing Communications
- Distribution

Purchase Access Possession/Delivery

HOW DELIVERED HEADLINE
HOW DELIVERED TOPIC SENTENCE
HOW DELIVERED SUPPORTING SENTENCES

Session 1 Workbook Page 39
Session 2 Workbook Page 25
Six Sections:

- Highlights Summary
- Target Customer Segment
- Value Proposition
- Integrated Marketing Communications
- Distribution
- Marketing Plan Budget

Session 2 Workbook Page 28
TACTICAL MARKETING PLAN

Six Sections:

- Highlights Summary
- Target Customer Segment
- Value Proposition
- Integrated Marketing Communications
- Distribution
- Marketing Plan Budget

BUDGET HEADLINE
BUDGET TOPIC SENTENCE
BUDGET SUPPORTING SENTENCES
Tactical Operations Plan

Operations – activities that support the business

<table>
<thead>
<tr>
<th>Activities</th>
<th>Resources</th>
<th>Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Production Administration (HR, IT, Acctng,</td>
<td>Physical Human</td>
<td>Advisors</td>
</tr>
<tr>
<td>Finance Ops, Legal, Facilities, Financial Ops</td>
<td>Financial Intellectual</td>
<td>Suppliers</td>
</tr>
<tr>
<td>&amp; Marketing Ops)</td>
<td></td>
<td>Intermediaries</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Other Informants</td>
</tr>
</tbody>
</table>
# TacticaL Operations Plan

<table>
<thead>
<tr>
<th>Strategic Operations Plan -- Startup</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Key Activities</strong></td>
</tr>
<tr>
<td>Production Activities:</td>
</tr>
<tr>
<td>Acquisition</td>
</tr>
<tr>
<td>Manufacture</td>
</tr>
<tr>
<td>Inventory Control</td>
</tr>
<tr>
<td>Quality Assurance</td>
</tr>
<tr>
<td>Administration Activities</td>
</tr>
<tr>
<td>Talent Acquisition</td>
</tr>
<tr>
<td>Benefits &amp; Compensation</td>
</tr>
<tr>
<td>Training</td>
</tr>
<tr>
<td>Hardware &amp; Software Acquisition</td>
</tr>
<tr>
<td>Hardware &amp; Software Maintenance</td>
</tr>
<tr>
<td>Payroll</td>
</tr>
<tr>
<td>Accounts Receivable</td>
</tr>
<tr>
<td>Accounts Payable</td>
</tr>
</tbody>
</table>

Fewer Activities Checked

Highlights Summary

Production
- Production Activities
- Production Resources
- Production Budget

Administration
- Administration Activities
- Administration Resources
- Administration Budget
TACTICAL OPERATIONS PLAN

Many Activities Checked

Highlights Summary

Production
- Development Activities
- Acquisition Activities
- Quality Assurance Activities
- Production Resources
- Production Budget

Administration
- Administration Activities
- Administration Resources
- Administration Budget

Key Outcomes
- Time Specific, Measurable, Realistic

Operations Objectives:
To hire three qualified widget operators by December 31st.
To open a branch in Cleveland by the end of FY 2021.

Operations Objectives include:
- Click or tap here to enter text.
Many Activities Checked

Highlights Summary

Production
- Development Activities
- Acquisition Activities
- Quality Assurance Activities
- Production Resources

Tactical Operations Plan

DEVELOPMENT HEADLINE: Click or tap here to enter text.
DEVELOPMENT TOPIC SENTENCE: Click or tap here to enter text.
DEVELOPMENT SUPPORTING SENTENCES: Click or tap here to enter text.

ACQUISITION HEADLINE: Click or tap here to enter text.
ACQUISITION TOPIC SENTENCE: Click or tap here to enter text.
ACQUISITION SUPPORTING SENTENCES: Click or tap here to enter text.

QUALITY ASSURANCE HEADLINE: Click or tap here to enter text.
QUALITY ASSURANCE TOPIC SENTENCE: Click or tap here to enter text.
QUALITY ASSURANCE SUPPORTING SENTENCES: Click or tap here to enter text.
Tactical Operations Plan

Many Activities Checked

Highlights Summary

Production
  Development Activities
  Acquisition Activities
  Quality Assurance Activities
  Production Resources
  Production Budget

### Production Fixed Costs

<table>
<thead>
<tr>
<th>Items</th>
<th>Estimated Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and Benefits</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td>Facilities (office, labs, factory, warehouse, etc.) Costs</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td>Equipment and Tool Maintenance</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td>Supplies</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td>Miscellaneous Costs</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td><strong>TOTAL Production Costs</strong></td>
<td>Click or tap here to enter text.</td>
</tr>
</tbody>
</table>
TACTICAL OPERATIONS PLAN

Start-up Version:

Highlights Summary
Production
Administration

HEADLINE: Click or tap here to enter text.
TOPIC SENTENCE: Click or tap here to enter text.
SUPPORTING SENTENCES: Click or tap here to enter text.
### TACTICAL OPERATIONS PLAN

**Start-up Version:**
- Highlights Summary
- Production
- Administration

#### Administration Fixed Costs

<table>
<thead>
<tr>
<th>Items</th>
<th>Estimated Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and Benefits</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td>Talent Acquisition Costs</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td>Training Costs</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td>Computer Hardware &amp; Software Acquisition</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td>Computer Hardware &amp; Software Maintenance</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td>Audit Costs</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td>Tax Preparation Costs</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td>Rent, etc.</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td>Facilities Maintenance</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td>Facilities Cleaning</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td>Utilities</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td>Professional Fees</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
</tr>
</tbody>
</table>

**TOTAL Administration Costs**

Click or tap here to enter text.
TACTICAL FINANCIAL PLAN

Financial Plan – sustains the business

Information Sources

Google

dun & bradstreet

SECURITIES AND EXCHANGE COMMISSION

THE RISK MANAGEMENT ASSOCIATION
Serving the Financial Services Industry

BizStats

BUSINESS SUPPORT CO. W.L.L.

SCORE

Session 2 Workbook
Page 36
TACTICAL FINANCIAL PLAN

Six Sections:
- Highlights Summary
- Revenue Projections
- Start-up Funding
- Fixed Cost Projections
- Variable Costs Projections
- Income Statement
- Financial Statements

Outcomes to be accomplished
- Time Specific
- Measurable
- Realistic

Financial Objectives:
To break even by the end of its first year.
To generate a $20,000 profit by the end of its second year.

Financial Objectives include:
Click or tap here to enter text.
TACTICAL FINANCIAL PLAN

Six Sections:
- Highlights Summary
- Outcomes to be accomplished

Financial Plan Highlights

HEADLINE
TOPIC SENTENCE
REVENUE PROJECTIONS SENTENCES
START-UP FUNDING SENTENCES
FIXED COSTS PROJECTIONS SENTENCES
VARIABLE COSTS PROJECTIONS SENTENCES
### TACTICAL FINANCIAL PLAN

#### Six Sections:
- Highlights Summary
- Revenue Projections
- Historical Forecasting

#### Historical Forecasting

<table>
<thead>
<tr>
<th></th>
<th>Sales Revenue</th>
<th>Sales Forecast</th>
</tr>
</thead>
<tbody>
<tr>
<td>Past Period -6</td>
<td>$49,670</td>
<td></td>
</tr>
<tr>
<td>Past Period -5</td>
<td>$51,950</td>
<td>5%</td>
</tr>
<tr>
<td>Past Period -4</td>
<td>$53,780</td>
<td>4%</td>
</tr>
<tr>
<td>Past Period -3</td>
<td>$55,760</td>
<td>4%</td>
</tr>
<tr>
<td>Past Period -2</td>
<td>$57,020</td>
<td>2%</td>
</tr>
<tr>
<td>Past Period -1</td>
<td>$58,980</td>
<td>3%</td>
</tr>
</tbody>
</table>

\[
\text{Inc} = \frac{(PP5 - PP6)}{PP6}
\]
\[
\text{Inc} = \frac{($51,950 - $49,670)}{49,670}
\]

\[
\text{Inc} = 5\%
\]
**TACTICAL FINANCIAL PLAN**

Six Sections:
- Highlights Summary
- Revenue Projections
- Historical Forecasting

**Historical Forecasting**

<table>
<thead>
<tr>
<th></th>
<th>Sales Revenue</th>
<th>Sales Forecast</th>
</tr>
</thead>
<tbody>
<tr>
<td>Past Period -6</td>
<td>$49,670</td>
<td></td>
</tr>
<tr>
<td>Past Period -5</td>
<td>$51,950</td>
<td>5%</td>
</tr>
<tr>
<td>Past Period -4</td>
<td>$53,780</td>
<td>4%</td>
</tr>
<tr>
<td>Past Period -3</td>
<td>$55,760</td>
<td>4%</td>
</tr>
<tr>
<td>Past Period -2</td>
<td>$57,020</td>
<td>2%</td>
</tr>
<tr>
<td>Past Period -1</td>
<td>$58,980</td>
<td>3%</td>
</tr>
<tr>
<td>Current Period</td>
<td></td>
<td>$61,043</td>
</tr>
<tr>
<td>Current Period +1</td>
<td></td>
<td>$63,179</td>
</tr>
<tr>
<td>Current Period +2</td>
<td></td>
<td>$65,389</td>
</tr>
<tr>
<td>Current Period +3</td>
<td></td>
<td>$67,677</td>
</tr>
</tbody>
</table>

CP = PP-1 * 1.03
CP = $58,980 * 1.03
CP = $61,043
Tactical Financial Plan

Six Sections:
- Highlights Summary
- Revenue Projections
- Historical Forecasting

Historical Forecasting

<table>
<thead>
<tr>
<th>Historical Forecasting</th>
<th>Sales Revenue</th>
<th>Sales Forecast</th>
</tr>
</thead>
<tbody>
<tr>
<td>Past Period -6</td>
<td>$49,670</td>
<td></td>
</tr>
<tr>
<td>Past Period -5</td>
<td>$51,950</td>
<td>5%</td>
</tr>
<tr>
<td>Past Period -4</td>
<td>$53,780</td>
<td>4%</td>
</tr>
<tr>
<td>Past Period -3</td>
<td>$56,760</td>
<td>4%</td>
</tr>
<tr>
<td>Past Period -2</td>
<td>$57,020</td>
<td>2%</td>
</tr>
<tr>
<td>Past Period -1</td>
<td>$58,980</td>
<td>3%</td>
</tr>
<tr>
<td>Current Period</td>
<td></td>
<td>$61,043</td>
</tr>
<tr>
<td>Current Period +1</td>
<td></td>
<td>$63,179</td>
</tr>
<tr>
<td>Current Period +2</td>
<td></td>
<td>$65,389</td>
</tr>
<tr>
<td>Current Period +3</td>
<td></td>
<td>$67,677</td>
</tr>
</tbody>
</table>
TACTICAL FINANCIAL PLAN

Six Sections:
  - Highlights Summary
  - Revenue Projections
  - Historical Forecasting
  - Market Share Forecasting

### Market Share Forecast

<table>
<thead>
<tr>
<th>Share</th>
<th>Dollars</th>
</tr>
</thead>
<tbody>
<tr>
<td>Market</td>
<td>100%</td>
</tr>
<tr>
<td>Your Business</td>
<td>5%</td>
</tr>
</tbody>
</table>

![Pie chart showing market share]
Tactical Financial Plan

Six Sections:
- Highlights Summary
- Revenue Projections
- Historical Forecasting
- Market Share Forecasting

<table>
<thead>
<tr>
<th>Share of Market Based Sales Forecast</th>
</tr>
</thead>
<tbody>
<tr>
<td>Estimated Market Size</td>
</tr>
<tr>
<td>Expected Business’ Share of Market</td>
</tr>
<tr>
<td>Business’ Forecasted Sales</td>
</tr>
</tbody>
</table>
**Tactical Financial Plan**

**Six Sections:**
- Highlights Summary
- Revenue Projections

**Trial Sales**
54,000 Triers * 1 Unit = 54,000 Units

**Repeat Sales**
14,000 Repeaters * 3 Units/Yr = 42,000 Units

**Year One Sales**
96,000 Units * $6/Unit = $576,000
### Tactical Financial Plan

**Six Sections:**
- Highlights Summary
- Revenue Projections
- Historical Forecasting
- Market Share Forecasting
- Customers Based

#### Market Analysis

<table>
<thead>
<tr>
<th>Stage</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Market Size (persons)</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td>Target Customers (persons)</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td>Number Aware of Business</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td>Number with Access to Business</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td>Number of Tiers</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td>Number of Repeaters</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td>Number of Units per Repeater</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td>Price per Unit¹</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td>First Year Sales</td>
<td>Click or tap here to enter text.</td>
</tr>
</tbody>
</table>

¹Trials and Repeat Units

---

**Session 2 Workbook**  
**Page 40**
<table>
<thead>
<tr>
<th>Year</th>
<th>Total Revenue Streams</th>
<th>ProductService 1</th>
<th>ProductService 2</th>
<th>ProductService 3</th>
<th>ProductService 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Year 2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Year 3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Year 4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Year 5</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Session 1 Workbook**

**Session 2 Workbook**

**Six Sections:**

- Highlights Summary
- TACTICAL FINANCIAL PLAN
- Revenue Projections

---

**TACTICAL FINANCIAL PLAN**

**Revenue Forms:**

<table>
<thead>
<tr>
<th>Source of Revenue</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advertising Space Sales</td>
<td>Sale of advertising space on your business's website or in your business's publications.</td>
</tr>
<tr>
<td>Brokerage Fees</td>
<td>Money paid to your business for acting as a go-between in putting together deals.</td>
</tr>
<tr>
<td>Subscription Fees</td>
<td>Fees paid for ongoing service or product.</td>
</tr>
<tr>
<td>Usage Fees</td>
<td>Fees paid for the use of your business's product or service.</td>
</tr>
<tr>
<td>Asset Sales</td>
<td>Sale of a product, service, or other resource.</td>
</tr>
</tbody>
</table>
**TACTICAL FINANCIAL PLAN**

Six Sections:
- Highlights Summary
- Revenue Projections

<table>
<thead>
<tr>
<th>Total Revenue Streams</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Product/Service 1</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
</tr>
<tr>
<td>Product/Service 2</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
</tr>
<tr>
<td>Transactional Streams</td>
<td>($ Click or tap here to enter text.)</td>
<td>($ Click or tap here to enter text.)</td>
<td>($ Click or tap here to enter text.)</td>
<td>($ Click or tap here to enter text.)</td>
<td>($ Click or tap here to enter text.)</td>
</tr>
<tr>
<td>Subtotal</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Product/Service 1</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
</tr>
<tr>
<td>Product/Service 2</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
</tr>
<tr>
<td>Recurrent Streams</td>
<td>($ Click or tap here to enter text.)</td>
<td>($ Click or tap here to enter text.)</td>
<td>($ Click or tap here to enter text.)</td>
<td>($ Click or tap here to enter text.)</td>
<td>($ Click or tap here to enter text.)</td>
</tr>
<tr>
<td>Subtotal</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Revenue</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
</tr>
</tbody>
</table>
# Tactical Financial Plan

## Six Sections:
- Highlights Summary
- Revenue Projections

## Total Revenue Streams

<table>
<thead>
<tr>
<th></th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Product/Service 1</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Product/Service 2</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Transactional Streams Subtotal</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Product/Service 1</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Product/Service 2</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Recurrent Streams Subtotal</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Total Revenue</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
</tbody>
</table>

## Revenue Projection Headline

## Revenue Projection Topic Sentence

## Supporting Sentences
TACTICAL FINANCIAL PLAN

Six Sections:
- Highlights Summary
- Revenue Projections
- Start-up Funding

Session I Workbook
Page 66
TACTICAL FINANCIAL PLAN

Six Sections:
- Highlights Summary
- Revenue Projections
- Start-up Funding

Start-up Costs

<table>
<thead>
<tr>
<th>Item</th>
<th>Total Funds Required</th>
<th>Equity Sourced</th>
<th>Loans</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equipment</td>
<td>$60,000</td>
<td>$12,000</td>
<td>$48,000</td>
</tr>
<tr>
<td>Real Estate</td>
<td>$300,000</td>
<td>$60,000</td>
<td>$240,000</td>
</tr>
<tr>
<td>Vehicles</td>
<td>$45,000</td>
<td>$9,000</td>
<td>$45,000</td>
</tr>
<tr>
<td>Tools</td>
<td>$10,000</td>
<td>$10,000</td>
<td></td>
</tr>
<tr>
<td>Furniture and Fixtures</td>
<td>$4,500</td>
<td>$4,500</td>
<td></td>
</tr>
<tr>
<td>Inventory</td>
<td>$45,000</td>
<td>$45,000</td>
<td></td>
</tr>
<tr>
<td>Pre-opening Promotion</td>
<td>$35,000</td>
<td>$35,000</td>
<td></td>
</tr>
<tr>
<td>Professional Fees</td>
<td>$12,750</td>
<td>$12,750</td>
<td></td>
</tr>
<tr>
<td>Operating Capital</td>
<td>$45,000</td>
<td>$45,000</td>
<td></td>
</tr>
<tr>
<td>Deposits</td>
<td>$5,400</td>
<td>$5,400</td>
<td></td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>$5,000</td>
<td>$5,000</td>
<td></td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td><strong>$576,650</strong></td>
<td><strong>$163,650</strong></td>
<td><strong>$413,000</strong></td>
</tr>
</tbody>
</table>

Session 2 Workbook Page 42
TACTICAL FINANCIAL PLAN

Six Sections:
- Highlights Summary
- Revenue Projections
- Start-up Funding

Start-up Funding

<table>
<thead>
<tr>
<th>Items</th>
<th>Total Funds Required</th>
<th>Equity Sourced</th>
<th>Loans</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equipment</td>
<td>$90,000</td>
<td>$12,000</td>
<td>$78,000</td>
</tr>
<tr>
<td>Real Estate</td>
<td>$300,000</td>
<td>$60,000</td>
<td>$240,000</td>
</tr>
<tr>
<td>Vehicles</td>
<td>$45,000</td>
<td>$5,000</td>
<td>$40,000</td>
</tr>
<tr>
<td>Tools</td>
<td>$10,000</td>
<td>$10,000</td>
<td>$0</td>
</tr>
<tr>
<td>Furniture and Fixtures</td>
<td>$4,500</td>
<td>$4,500</td>
<td>$0</td>
</tr>
<tr>
<td>Inventory</td>
<td>$40,000</td>
<td>$40,000</td>
<td>$0</td>
</tr>
<tr>
<td>Pre-opening Promotion</td>
<td>$35,000</td>
<td>$35,000</td>
<td>$0</td>
</tr>
<tr>
<td>Professional Fees</td>
<td>$12,750</td>
<td>$12,750</td>
<td>$0</td>
</tr>
<tr>
<td>Operating Capital</td>
<td>$45,000</td>
<td>$45,000</td>
<td>$0</td>
</tr>
<tr>
<td>Deposits</td>
<td>$5,400</td>
<td>$5,400</td>
<td>$0</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>$5,000</td>
<td>$5,000</td>
<td>$0</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td><strong>$576,650</strong></td>
<td><strong>$160,650</strong></td>
<td><strong>$413,000</strong></td>
</tr>
</tbody>
</table>

HEADLINE

TOPIC SENTENCE

SUPPORT SENTENCES

SECOND PARAGRAPH TOPIC SENTENCE

SECOND PARAGRAPH SUPPORT SENTENCES
TACTICAL FINANCIAL PLAN

Six Sections:
- Highlights Summary
- Revenue Projections
- Start-up Funding
- Fixed Cost Projection

Session I Workbook Page 66
# Tactical Financial Plan

**Six Sections:**
- Highlights Summary
- Revenue Projections
- Start-up Funding

## First Year Fixed Costs

<table>
<thead>
<tr>
<th>Expenditure</th>
<th>Estimated Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
</tr>
<tr>
<td>Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
</tr>
<tr>
<td>Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
</tr>
<tr>
<td>Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
</tr>
<tr>
<td>Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
</tr>
<tr>
<td>Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
</tr>
<tr>
<td>Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
</tr>
<tr>
<td>Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
</tr>
<tr>
<td>Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
</tr>
<tr>
<td>Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
</tr>
<tr>
<td>Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
</tr>
<tr>
<td>Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
</tr>
<tr>
<td><strong>TOTAL FIRST YEAR FIXED COSTS</strong></td>
<td>$ Click or tap here to enter text.</td>
</tr>
</tbody>
</table>

---

**Fixed Costs**
- Promotion
- Vehicle Expense
- Commissions and Fees
- Contractor Labor
- Wages and Salaries

## Production Fixed Costs

### Marketing Budget
- Items
  - Promotional
  - Outsourced Print

### Miscellaneous Costs
- Items
  - Professional Fees
  - Salaries
  - Supplies
  - Office Expenses
  - Miscellaneous Expenses

### Total Marketing
- Click or tap here to enter text.

### Total Production Costs
- Click or tap here to enter text.
# TACTICAL FINANCIAL PLAN

**Six Sections:**
- Highlights Summary
- Revenue Projections
- Start-up Funding

## First Year Fixed Costs

<table>
<thead>
<tr>
<th>Expenditure</th>
<th>Estimated Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
</tr>
<tr>
<td>Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
</tr>
<tr>
<td>Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
</tr>
<tr>
<td>Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
</tr>
<tr>
<td>Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
</tr>
<tr>
<td>Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
</tr>
<tr>
<td>Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
</tr>
<tr>
<td>Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
</tr>
<tr>
<td>Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
</tr>
<tr>
<td>Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
</tr>
<tr>
<td>Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
</tr>
</tbody>
</table>

**TOTAL FIRST YEAR FIXED COSTS** $ Click or tap here to enter text.
TACTICAL FINANCIAL PLAN

Six Sections:
Highlights Summary
Revenue Projections
Start-up Funding
Fixed Costs Projections

<table>
<thead>
<tr>
<th>Total Fixed Costs</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Production Fixed Costs</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
</tr>
<tr>
<td>Total Administration Fixed Costs</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
</tr>
<tr>
<td>Total Marketing Fixed Costs</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
</tr>
<tr>
<td>Total Other Fixed Costs</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
</tr>
<tr>
<td>Total Fixed Costs</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
</tr>
</tbody>
</table>

Session 2 Workbook
Page 46
TACTICAL FINANCIAL PLAN

Six Sections:
- Highlights Summary
- Revenue Projections
- Start-up Funding
- Fixed Costs Projections

HEADLINE (e.g. Fixed Costs Decline After Year 2)

TOPIC SENTENCE (e.g. [BUSINESS NAME] management expects its fixed costs to peak in year two because…)

SUPPORTING SENTENCES:
TACTICAL FINANCIAL PLAN

Six Sections:
- Highlights Summary
- Revenue Projections
- Start-up Funding
- Fixed Costs Projections
- Variable Cost Projections

Session 1 Workbook
Page 66
TACTICAL FINANCIAL PLAN

Six Sections:
Highlights Summary
Revenue Projections
Start-up Funding
Fixed Costs Projections
Variable Cost Projections
Tactical Financial Plan

Six Sections:
- Highlights Summary
- Revenue Projections
- Start-up Funding
- Fixed Costs Projection
- Variable Cost Projection
- First Year Cost of Goods Sold

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of Units Produced</th>
<th>Cost Per Unit</th>
<th>Total Costs of Goods Sold</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
</tr>
<tr>
<td>2</td>
<td>Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Click or tap here to enter text.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Click or tap here to enter text.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Click or tap here to enter text.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Session 2 Workbook Page 45
Tactical Financial Plan

Six Sections:
- Highlights Summary
- Revenue Projections
- Start-up Funding
- Fixed Costs Projections
- Variable Cost Projections

<table>
<thead>
<tr>
<th>Total Cost-of-Goods Sold</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Units Produced</td>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td>Cost Per Unit</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
</tr>
<tr>
<td>Total Cost-of-Goods Sold</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
</tr>
</tbody>
</table>

HEADLINE

TOPIC SENTENCE

SUPPORTING SENTENCES
**Tactical Financial Plan**

**Six Sections:**
- Highlights Summary
- Revenue Projections
- Start-up Funding
- Fixed Costs Projections
- Variable Cost Projections
- Income Statement

**Income Statement Formulae**

- **TOTAL REVENUE**: $90,000
- **COST OF GOODS SOLD**: $40,000
- **GROSS MARGIN**: $50,000
- **FIXED OPERATING EXPENSES**: $40,000
- **OTHER EXPENSES**: $8,000
- **NET INCOME/LOSS**: $2,000
- **TAXES**: $700
- **NET PROFIT**: $1,300
TACTICAL FINANCIAL PLAN

Six Sections:
- Highlights Summary
- Revenue Projections
- Start-up Funding
- Fixed Costs Projections
- Variable Cost Projections
- Income Statement

### Income Statement

<table>
<thead>
<tr>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Revenue</td>
<td>$ Click or tap here to enter text</td>
<td>$ Click or tap here to enter text</td>
<td>$ Click or tap here to enter text</td>
<td>$ Click or tap here to enter text</td>
</tr>
</tbody>
</table>

### Total Revenue Streams

<table>
<thead>
<tr>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Product/Service 1</td>
<td>$ Click or tap here to enter text</td>
<td>$ Click or tap here to enter text</td>
<td>$ Click or tap here to enter text</td>
<td>$ Click or tap here to enter text</td>
</tr>
<tr>
<td>Product/Service 2</td>
<td>$ Click or tap here to enter text</td>
<td>$ Click or tap here to enter text</td>
<td>$ Click or tap here to enter text</td>
<td>$ Click or tap here to enter text</td>
</tr>
<tr>
<td>Transactional Streams Subtotal</td>
<td>($ Click or tap here to enter text)</td>
<td>($ Click or tap here to enter text)</td>
<td>($ Click or tap here to enter text)</td>
<td>($ Click or tap here to enter text)</td>
</tr>
<tr>
<td>Product/Service 1</td>
<td>$ Click or tap here to enter text</td>
<td>$ Click or tap here to enter text</td>
<td>$ Click or tap here to enter text</td>
<td>$ Click or tap here to enter text</td>
</tr>
<tr>
<td>Product/Service 2</td>
<td>$ Click or tap here to enter text</td>
<td>$ Click or tap here to enter text</td>
<td>$ Click or tap here to enter text</td>
<td>$ Click or tap here to enter text</td>
</tr>
<tr>
<td>Recurrent Streams Subtotal</td>
<td>($ Click or tap here to enter text)</td>
<td>($ Click or tap here to enter text)</td>
<td>($ Click or tap here to enter text)</td>
<td>($ Click or tap here to enter text)</td>
</tr>
<tr>
<td>Total Revenue</td>
<td>$ Click or tap here to enter text</td>
<td>$ Click or tap here to enter text</td>
<td>$ Click or tap here to enter text</td>
<td>$ Click or tap here to enter text</td>
</tr>
</tbody>
</table>
# Tactical Financial Plan

**Six Sections:**
- Highlights Summary
- Revenue Projections
- Start-up Funding
- Fixed Costs Projections
- Variable Cost Projections
- Income Statement

## Income Statement

<table>
<thead>
<tr>
<th></th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Revenue</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
</tr>
<tr>
<td>Total Costs - of Goods Sold$^2</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
</tr>
</tbody>
</table>

## Total Cost-of-Goods Sold

<table>
<thead>
<tr>
<th></th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Units Produced</td>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td>Cost Per Unit</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
</tr>
<tr>
<td>Total Costs - of Goods Sold$^2</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
</tr>
</tbody>
</table>

*Session 2 Workbook Page 40*
**TACTICAL FINANCIAL PLAN**

Six Sections:
- Highlights Summary
- Revenue Projections
- Start-up Funding
- Fixed Costs Projections
- Variable Cost Projections
- Income Statement

<table>
<thead>
<tr>
<th>Income Statement</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td><strong>Year 1</strong></td>
</tr>
<tr>
<td><strong>Year 2</strong></td>
</tr>
<tr>
<td><strong>Year 3</strong></td>
</tr>
<tr>
<td><strong>Year 4</strong></td>
</tr>
<tr>
<td><strong>Year 5</strong></td>
</tr>
<tr>
<td>Total Revenue</td>
</tr>
<tr>
<td>Total Costs - of-Goods Sold²</td>
</tr>
<tr>
<td>Total Gross Margin</td>
</tr>
<tr>
<td>Total Fixed Costs</td>
</tr>
<tr>
<td>Net Incor Before Tax</td>
</tr>
</tbody>
</table>

**TOTAL REVENUE - COST OF GOODS SOLD GROSS MARGIN**
# Tactical Financial Plan

## Six Sections:
- Highlights Summary
- Revenue Projections
- Start-up Funding
- Fixed Costs Projections
- Variable Cost Projections
- Income Statement

<table>
<thead>
<tr>
<th>Total Fixed Costs</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Production Fixed Costs</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
</tr>
<tr>
<td>Total Administration Fixed Costs</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
</tr>
<tr>
<td>Total Marketing Fixed Costs</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
</tr>
<tr>
<td>Total Other Fixed Costs</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
</tr>
<tr>
<td>Total Fixed Costs</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
</tr>
<tr>
<td>Total Fixed Costs</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
</tr>
</tbody>
</table>

Net Income Before Taxes $ Click or tap here to enter text. $ Click or tap here to enter text. $ Click or tap here to enter text. $ Click or tap here to enter text. $ Click or tap here to enter text. 

---

Session 2 Workbook Page 46
TACTICAL FINANCIAL PLAN

Six Sections:
Highlights Summary
Revenue Projections
Start-up Funding
Fixed Costs Projections
Variable Cost Projections
Income Statement

GROSS MARGIN
- FIXED OPERATING EXPENSES
- OTHER EXPENSES
NET INCOME/LOSS
Six Sections:
- Highlights Summary
- Revenue Projections
- Start-up Funding
- Fixed Costs Projections
- Variable Cost Projections
- Income Statement
- Financial Statements
TACTICAL FINANCIAL PLAN

Six Sections:
Highlights Summary
Revenue Projections
Start-up Funding
Fixed Costs Projections
Variable Cost Projections
Income Statement
Financial Statements
# Tactical Financial Plan

## Six Sections:
- Highlights Summary
- Revenue Projections
- Start-up Funding
- Fixed Costs Projections
- Variable Cost Projections
- Income Statement

## Income Statement (Profit & Loss)

<table>
<thead>
<tr>
<th>Year</th>
<th>Sales Revenue</th>
<th>Product Service 1</th>
<th>Product Service 2</th>
<th>Total Revenue</th>
<th>Cost of Goods Sold</th>
<th>Gross Margin</th>
<th>Total Costs of Goods Sold</th>
<th>Gross Margin %</th>
<th>Net Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>$X</td>
<td>$Y</td>
<td>$Z</td>
<td>$X + $Y + $Z</td>
<td>$A</td>
<td>$B</td>
<td>$C</td>
<td>$D</td>
<td>$E</td>
</tr>
<tr>
<td>Year 2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Year 3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Year 4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Year 5</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Session 2 Workbook Page 49*
TACTICAL FINANCIAL PLAN

Six Sections:
- Highlights Summary
- Revenue Projections
- Start-up Funding
- Fixed Costs Projections
- Variable Cost Projections
- Income Statement
- Financial Statements

Highlights Income Statement (Profit & Loss)

<table>
<thead>
<tr>
<th>Income Statement</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Revenue</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
</tr>
<tr>
<td>Total Cost-of-Goods Sold¹⁴</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
</tr>
<tr>
<td>Total Gross Margin</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
</tr>
<tr>
<td>Total Fixed Costs</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
</tr>
<tr>
<td>Net Income Before Taxes</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
<td>$ Click or tap here to enter text.</td>
</tr>
</tbody>
</table>

Session 2 Workbook
Page 51
Tactical Financial Plan

Six Sections:

- Highlights Summary
- Revenue Projections
- Start-up Funding
- Fixed Costs Projections
- Variable Cost Projections
- Income Statement
- Financial Statements
TACTICAL FINANCIAL PLAN

Balance Sheet

Six Sections:
- Highlights Summary
- Revenue Projections
- Start-up Funding
- Fixed Costs Projections
- Variable Cost Projections
- Income Statement
- Financial Statements
TACTICAL FINANCIAL PLAN

Six Sections:
- Highlights Summary
- Revenue Projections
- Start-up Funding
- Fixed Costs Projections
- Variable Cost Projections
- Income Statement

Financial Statements

Cash Flow Statement
**Tactical Financial Plan**

**Six Sections:**
- Highlights Summary
- Revenue Projections
- Start-up Funding
- Fixed Costs Projections
- Variable Cost Projections
- Income Statement
- Financial Statements

---

### Cash Flow Statement

<table>
<thead>
<tr>
<th></th>
<th>Month 1</th>
<th>Month 2</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Beginning Balance</strong></td>
<td>$</td>
<td>-</td>
</tr>
<tr>
<td><strong>Cash Inflows</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash Sales</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Accounts Receivable</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Cash Inflows</strong></td>
<td>$</td>
<td>-</td>
</tr>
<tr>
<td><strong>Cash Outflows</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investing Activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>New Fixed Asset Purchases</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Additional Inventory</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost of Goods Sold</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Operating Activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Payroll</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Taxes</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Financing Activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Loan Payments</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Owners Distribution</td>
<td></td>
<td>-</td>
</tr>
<tr>
<td>Line of Credit Interest</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Line of Credit Repayments</td>
<td></td>
<td>-</td>
</tr>
<tr>
<td>Dividends Paid</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Cash Outflows</strong></td>
<td>$</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net Cash Flows</strong></td>
<td>$</td>
<td>-</td>
</tr>
<tr>
<td><strong>Operating Cash Balance</strong></td>
<td>$</td>
<td>-</td>
</tr>
<tr>
<td><strong>Line of Credit Drawdown</strong></td>
<td>$</td>
<td>-</td>
</tr>
<tr>
<td><strong>Ending Cash Balance</strong></td>
<td>$</td>
<td>-</td>
</tr>
<tr>
<td><strong>Line of Credit Balance</strong></td>
<td>$</td>
<td>-</td>
</tr>
</tbody>
</table>

Beginning Cash Balance + Cash Inflows - Cash Outflows = Net Cash Flows
**Tactical Financial Plan**

**Six Sections:**
- Highlights Summary
- Revenue Projections
- Start-up Funding
- Fixed Costs Projections
- Variable Cost Projections
- Income Statement
- Financial Statements

**Resources**

- QuickBooks at [https://quickbooks.intuit.com/](https://quickbooks.intuit.com/)
  QuickBooks also offers a free 30-day trial.
- LivePlan at [https://www.liveplan.com/](https://www.liveplan.com/)
IMPLEMENTATION PLAN

Implementation Highlights Summary
The Business Mission
Legal Registration
Executive Team
Facilities
Metrics
Timeline

Sleep Number 4 MN LLC
Sleep Number is a limited liability company registered in the State of Minnesota. Blah blah blah blah blah blah blah blah blah blah.

Accountable and Progressive Management Team

Question by Question
An independent certified public accounting firm shall provide Sleep Number Operating Statements, Balance Sheet, and blah blah blah.

Grand Opening October 28, 2021
Sleep Number stores in 70 cities will open at a rate of three per week beginning October 28, 2021.
IMPLEMENTATION PLAN

Implementation
Highlights Summary

Opening September 21, 2021
Sleep Number will be open for business no later than September 21, 2021. In the intervening months, its management will complete store leases, complete buildout, produce sufficient display and finished goods inventory to stock its stores, staff the stores and completed its pre-opening marketing communications program.

Implementation Objectives
Outcomes Prior to Opening

Providing a Good Night’s Sleep
The sleep Number team is dedicated to providing a better night’s sleep for its customers. Registered as a Minnesota C-Corporation, its Executive Team represents two centuries of experience in the sleep industry. Sleep Number intends to grow from its initial 12 stores in the Upper Midwest to a national force with more than 1,400 free-standing stores nationwide.

Highlights Summary section.

HEADLINE: Click or tap here to enter text.

TOPIC SENTENCE: Click or tap here to enter text.

SUPPORTING SENTENCES: Click or tap here to enter text.
IMPLEMENTATION PLAN

Implementation

Highlights Summary
The Business
Mission

Mission Statement

Operating Parameters
Operating Principles

Warbly Parker
To offer designer eyewear at a revolutionary price, while leading the way for socially conscious businesses.
## Implementation Plan

### Business Organization Forms

<table>
<thead>
<tr>
<th></th>
<th>Offers</th>
<th>Downside</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sole Proprietorship</strong></td>
<td>Owner sole manager</td>
<td>Owner unlimited liability</td>
</tr>
<tr>
<td></td>
<td>Taxed as individual</td>
<td>Start-up capital difficult</td>
</tr>
<tr>
<td><strong>Partnership</strong></td>
<td>Shared management responsibilities</td>
<td>Unlimited liability each partner</td>
</tr>
<tr>
<td></td>
<td>Income taxed at partner level</td>
<td>Need extensive partnership agreement</td>
</tr>
<tr>
<td><strong>Limited Liability Company (LLC)</strong></td>
<td>Protection for owners Easy to form Fewer rules than corporations</td>
<td>If partner need agreement Restrictions on ownership and transfer</td>
</tr>
<tr>
<td><strong>“C” Corporation (Conventional)</strong></td>
<td>Stock shares Limits liability Continues until dissolved</td>
<td>Expensive to form and maintain More extensive legal requirements</td>
</tr>
<tr>
<td><strong>“S” Corporation (Sub-chapter)</strong></td>
<td>Profits only taxed at shareholder level Limited liability</td>
<td>Limited to 100 shareholders and other restrictions</td>
</tr>
</tbody>
</table>
Implementation Plan

Implementation Highlights Summary
The Business Mission
Legal Registration

HEADLINE: Click or tap here to enter text.

TOPIC SENTENCE: Click or tap here to enter text.

SUPPORTING SENTENCES: Click or tap here to enter text.
Implementation Plan

Implementation Highlights Summary

The Business Mission

Legal Registration

Executive Team

Shelly Baeth President & CEO
David Gellen Chief Financial Officer
Melissa Harris Chief Sales, Services and Strategy Officer
Aimee Bloomquist Chief Product Officer
Kevin O’Brien Chief Marketing Officer
Srinath Krishna Chief Operations, Supply & Loan Officer
Hunter Gielgud Chief Information Officer

Garrett McKenzie Founder/Owner
After a successful run as a mortgage broker, Garrett will apply his business acumen to leading a company he is passionate about.

Jill Bloom Shop Manager
After a decade of bike-shop experience and 5 completed marathons, Jill will anchor the service side of the business.

Tom McKey Advisor
Tom is a CPA with twenty-five years of experience advising owners of startups and small businesses.

Heather Gibson Investor
Heather is an end cyclical and small business investor. Her expertise is in small business expansion.
## Implementation Plan

### Implementation Highlights Summary

**The Business Mission**

**Legal Registration**

**Executive Team**

### Table: Executive Team

<table>
<thead>
<tr>
<th>Position</th>
<th>Responsibilities</th>
<th>Training, Skills and Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name:</td>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td>Position:</td>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td>Name:</td>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td>Position:</td>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td>Name:</td>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td>Position:</td>
<td>Click or tap here to enter text.</td>
<td>Click or tap here to enter text.</td>
</tr>
</tbody>
</table>

---

Session 2 Workbook  
Page 56
IMPLEMENTATION PLAN

Implementation
Highlights Summary
The Business
Mission
Legal Registration
Executive Team
Facilities

HEADLINE: Click or tap here to enter text.

TOPIC SENTENCE: Click or tap here to enter text.

SUPPORTING SENTENCES: Click or tap here to enter text.
**Implementation Plan**

Implementation

Highlights Summary

The Business

Mission

Legal Registration

Executive Team

Facilities

Metrics

### Marketing Objectives:
Generate awareness of value proposition among 10% of target customers prior to opening.

**Sell 10,000 units by December 31st, 2021.**

### Operations Objectives:
To hire three qualified widget operators by December 31st.

To open a branch in Cleveland by the end of FY 2022.

### Financial Objectives:
To breakeven by the end of its first year.

To generate a $20,000 profit by the end of its second year.
# Implementation Plan

## Implementation Highlights Summary

## The Business

### Mission

### Legal Registration

### Executive Team

### Facilities

### Metrics

<table>
<thead>
<tr>
<th>Metrics Table</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Measurement</strong></td>
</tr>
<tr>
<td>Total Sales Dollars</td>
</tr>
<tr>
<td>Click or tap here to enter text.</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

---

Session 2 Workbook Page 57
IMPLEMENTATION PLAN

Implementation Highlights Summary
The Business
Mission
Legal Registration
Executive Team
Facilities
Metrics
Timeline

Session 2 Workbook
Page 58
Executive Summary

Strategic Business Model
Financial Highlights
Marketing Plan Highlights
Operations Plan Highlights
Timeline
Plan, fund, and grow your business.

Easily write a business plan, secure funding, and get insights to help you reach your goals.
### Strategic Business Model

#### Strategies in Words/Phrases

<table>
<thead>
<tr>
<th><strong>Financial Strategies</strong></th>
<th><strong>Marketing Strategies</strong></th>
<th><strong>Operations Strategies</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Incomes Streams</strong></td>
<td><strong>Value Proposition</strong></td>
<td><strong>Activities</strong></td>
</tr>
<tr>
<td>Revenue</td>
<td>Need Customer Benefit/Feature</td>
<td>Production</td>
</tr>
<tr>
<td>Revenue</td>
<td>Target Customer</td>
<td>Distribution</td>
</tr>
<tr>
<td>Revenue</td>
<td>Value Proposition</td>
<td>Physical Resources</td>
</tr>
<tr>
<td>Revenue</td>
<td>Purchase Possession</td>
<td>Physical Resources</td>
</tr>
<tr>
<td>Costs</td>
<td>Need Description</td>
<td>Additional Resources</td>
</tr>
<tr>
<td>Costs</td>
<td>Benefits Sought</td>
<td>Additional Resources</td>
</tr>
<tr>
<td>Costs</td>
<td>Current Solutions</td>
<td>Additional Resources</td>
</tr>
<tr>
<td>Costs</td>
<td>Behavior Preferences</td>
<td>Additional Resources</td>
</tr>
<tr>
<td>Costs</td>
<td></td>
<td>Additional Resources</td>
</tr>
</tbody>
</table>

#### LivePlan Pitch

**Strategy/Tactics in Sentences**

- Executive Summary
  - What We Sell
- Marketing Plan
- Operations Plan
- Financial Plan

#### LivePlan Business Plan

**Tactics in Paragraphs**

- GARRETT'S BULC SHOP
- EXECUTIVE SUMMARY
  - What We Sell
- MARKETING STRATEGIES
  - Activities
  - Resources
  - Partners
- OPERATIONS STRATEGIES
  - Activities
  - Resources
  - Partners
- FINANCIAL STRATEGIES
  - Incomes Streams
  - Costs
Garrett's Bike Shop

We offer high-quality biking gear for families and regular people, not just gearheads.

Our Opportunity

Problem worth solving
It's hard to buy a good bike in this town without being an "insider" cycling expert.

Our solution
Garrett's is a snob-free zone where regular people can get top-notch gear and expert advice.
Executive Summary

What We Sell

Innovations: We offer a unique combination of quality, service, and experience that sets us apart from our competitors. Our products are carefully selected to meet the needs of our customers.

How We Sell: We focus on providing excellent customer service, personalized attention, and a wide range of options to meet our customers' needs.

Financial Summary

The financial year has been closed with a positive outcome for the business. Revenues are up by 10% compared to the previous year, and the profit margin has increased to 15%.

Key Indicators:

- Revenue: $500,000
- Profit Margin: 15%
- Customer Satisfaction: 95%

Growth Strategy:

Our business plan includes a steady growth strategy with a focus on expanding our customer base and diversifying our product offerings.

Marketing Strategy:

We plan to increase our online presence through social media and email marketing campaigns to reach a wider audience and drive more traffic to our website.
Executive Summary

Opportunity

Problem
It's hard to buy a good bike in this town without being an "insider" cycling expert.

Solution
Garrett's is a snob free zone where regular people can get top notch gear and expert advice.

What We Sell

Bicycles. We sell new bicycles, predominantly in the mountain bike style, retro-cruiser is a close second, and sport/touring/racing road bikes a distant third. We also sell some used bikes which we take in on trade as a service to our customers who are buying new bikes.

Accessories. We offer a wide variety of accessories. Locks, computer speedometers, fenders, cargo racks, comfortable seats, headlights, helmets, water bottles, panniers/back packs/messenger bags, child seats and trailers, bike storage racks, and auto roof rack systems all fall in this category.

Clothing. We rotate our clothing based on the season. For example, in Autumn, we stock jackets and Gore-Tex. In Winter, we offer helmet covers and liners, insulated jerseys and pants, gloves, and shoe covers. In the Spring, we start displaying summer jerseys, and racing
Interactive Guided Tour

Headline

Start with a strong, compelling description of your company and its business opportunity. What are the keys to your success? Is it your innovative product or service? The unserved market you've identified? The proven team of people you've put together? Don't try to cram everything into 140 characters. Just focus on what's most important.

Describe the essence of your company in one sentence:

We offer high-quality biking gear for families and regular people, not just gearheads.
Tell us about this revenue stream

What do you want to call it?

Winter Widgets (WW)

### About "WW"

<table>
<thead>
<tr>
<th>Name</th>
<th>Type</th>
<th>Signups</th>
<th>Charges</th>
<th>Churn Rate</th>
</tr>
</thead>
</table>

**What type of revenue stream is this?**

- **Unit sales**
  - Best for products that are sold in individual units or sets

- **Billable hours**
  - Best for services that are priced on a per-hour basis

- **Recurring charges**
  - Best for subscriptions, memberships, rentals, web apps, offerings with monthly or periodic charges

- **Revenue only**
  - If none of the models above are applicable, or you already have a detailed forecast in Excel or elsewhere, choose this option. Enter overall revenue values without any detail

**When will this revenue start?**

- **Jan 2019**

**How many new customers do you expect to sign up?**

- **Constant amount**
  - **2,540** per month

- **Varying amounts over time**
## Table of Contents

**Executive Summary** .......................................................... 1
  Opportunity ................................................................. 1
  Expectations .................................................................. 3

**Opportunity** ........................................................................ 5
  Problem & Solution .......................................................... 5
  Target Market .................................................................... 5
  Competition ....................................................................... 6

**Execution** .......................................................................... 8
  Marketing & Sales ............................................................ 8
  Operations ......................................................................... 10
  Milestones & Metrics ........................................................... 11

**Company** .......................................................................... 13
  Overview .......................................................................... 13
  Team .................................................................................. 14

**Financial Plan** ................................................................. 15
  Forecast ............................................................................... 15
  Financing ............................................................................. 17
  Statements .......................................................................... 18

**Appendix** ............................................................................ 21
  Profit and Loss Statement ..................................................... 21
  Balance Sheet ...................................................................... 26
  Cash Flow Statement ............................................................ 33

**Marketing Plan** ................................................................. 4
  Overview ............................................................................. 4
  Target Customer .............................................................. 4
  Value Proposition ............................................................ 6
  Communications .............................................................. 8
  Distribution ......................................................................... 11
  Budgets ............................................................................. 10

**Operations Plan** ............................................................... 12
  Overview ............................................................................. 12
  Human Resources .............................................................. 13
  Information Technology ..................................................... 14
  Accounting .......................................................................... 19
  Finance ............................................................................... 19
  Legal .................................................................................... 20
  Facilities .............................................................................. 20
  Budgets ............................................................................. 21

**Financial Plan** ................................................................. 22
  Revenue Streams ............................................................... 22
  Cost Structure ..................................................................... 25
  Projected Financials ............................................................. 27
  Funds Required ..................................................................... 29

**Execution Plan** ................................................................. 31
  Company ............................................................................. 31
  Metrics ................................................................................ 32
  Timeline .............................................................................. 32

**Appendix** ............................................................................ 41
  Research Findings ............................................................ 4-1
  Executive Team Resume ...................................................... 4-2
Create a plan, gain insights and make better business decisions

Both packages come with a 60-day money-back guarantee.

**STANDARD**
For anyone who needs a professional business plan.

- Monthly: $20/mo
- Annual: $240/mo  (Save 25%)

**PREMIUM**
For businesses that also need financial tools to help them operate and grow.

- Monthly: $40/mo
- Annual: $420/mo  (Save 25%)

**STANDARD**
For anyone who needs a professional business plan.

**PREMIUM**
For businesses that also need financial tools to help them operate and grow.

- Monthly: $15/mo  (Billed annually)
- Annual: $165/mo  (Billed annually)

Includes everything in Standard, plus:
- Industry Benchmark Data
- Financial Forecast Scenarios
- Key Performance Indicators
- Syncs with Xero & QuickBooks
- Performance Dashboards
- Milestone Planner

Try LivePlan **risk free** for 60 days. Get a 100% refund if you're not satisfied.