

# 2007 BUSINESS PLAN

FOR



THE HOME OF



*"Dan Boudreau has taken his many years of applied facilitating experience and converted it to the written word with Business Plan or BUST, a how to book that makes business planning an achievable task."*

**- Don Zurowski, General Manager  
Community Futures of Fraser Fort George**

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# EXECUTIVE SUMMARY

## Identity, Mission and Vision

Macrolink Action Plans Inc (Macrolink) is a northern British Columbia business that provides practical, affordable business planning solutions for do-it-yourself entrepreneurs. The corporate vision is to facilitate safe, confidence-building experiences for entrepreneurs who develop their own business plans. Macrolink is a privately held corporation is owned by Dan Boudreau, headquartered in Prince George and registered in the Province of British Columbia. The owner and principal shareholder is Dan Boudreau. This business plan is the owner's roadmap to building an inexpensive e-commerce business model for the purpose of penetrating the lucrative ebook and digital business planning market.

## Problem and Solution

In today's competitive global business arena, a business plan is an essential tool for starting or growing a business. While it may be realistic for well educated and adequately funded entrepreneurs to create business plans, but many who would benefit do not have a formal business education or a lot of money. Most are stunned to learn they need a business plan and staggered at the thought of doing it themselves. Tragically, many give up in frustration instead of starting their dream business. Macrolink business planning products and services empower novices to prove business cases and create meaningful business plans.

Macrolink offers the following business planning products and services:

1. Books and Ebooks
2. CD's and Digital Downloads
3. Workshops
4. Trainer Resources
5. Consulting and Coaching

## Trends and Objectives

This business plan is built on the following trends and key points:

- It has become more complex to start and operate a business in the past 20 years.
- The publishing industry is growing and changing, making it easier for individuals to participate.
- Ebooks are the fastest growing area of the book publishing industry, particularly *how-to* books.
- The fastest growing types of businesses are micro businesses with fewer than five employees.
- In Canada and the United States alone, more than 11,000,000 people are trying to start a business at any given time. The writer estimates 20% will invest a minimum of \$50 on business planning products, creating a potential market of \$110,000,000 for business planning products.
- 300 million or 12.5% of the workforce in 40 countries are involved in entrepreneurial activities.

This business plan demonstrates sustainability with modest sales targets in a market with huge upside potential. The ebook market is young and largely untapped; this segment alone has the potential to explode once the larger players successfully market electronic book readers to the masses.

## Competition and Advantages

There are a number of business planning books and digital products already available in the marketplace, ranging from free to very expensive. Macrolink's success rides on the following competitive advantages:

1. The books make business planning achievable for non-academics and novices.
2. The digital products transform business planning into a safe and enjoyable learning experience.
3. The workshops offer practical, affordable and fun introductions to entrepreneurship.
4. The trainer resources provide counsellors and trainers with a fully integrated, ready to use business planning and training system.
5. The coaching services are affordable, effective and efficient.

## Keys to Success

The keys to Macrolink's success in the marketplace are:

- Building traffic; attracting visitors to the website at [www.riskbuster.com](http://www.riskbuster.com)
- Successfully penetrating the market by reaching individual entrepreneurs.
- Providing high quality products and services at affordable prices.
- Achieving brand recognition in the minds of the target customers.
- Developing co-marketing alliances with strategic organizations.

## Management

Dan Boudreau, President and CEO, has been involved, both as a decision maker and an analyst in projects and business proposals ranging as high as \$16 million. As a business owner since 1979, Boudreau has a first-hand understanding of the challenges faced by business owners. Since 1990 he has coached thousands of entrepreneurs through the business planning hurdle. For more than 10 years Boudreau has served on the Finance and Lending Committee for Community Futures Development Corporation of Fraser Fort George. This has equipped Boudreau with knowledge and insight into a broad range of small and micro businesses. In 2006, Boudreau authored and published *Business Plan or BUST!* a comprehensive tutorial for starting and growing your business.

## Purpose of this Business Plan

This business plan has been created to:

- Serve as the blueprint for growing Macrolink Action Plans Inc.
- Provide a real living sample business plan to use as a teaching aid.
- Provide benchmarks for evaluating Macrolink's success in the future.
- Serve as a tool for communicating the Macrolink vision to others.

This business plan is for the period beginning January 1, 2007, with first year sales forecasted at \$124,355, a little over 1% of the total potential market. The business will service a loan of \$10,000 at 8% over a 2-year term; the monthly payments will be \$490.

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## 2 BUSINESS CONCEPT

### 2.1 The Business

~ “*Practical, Affordable Business Planning Solutions for Do-It-Yourself Entrepreneurs*” ~

Macrolink Action Plans Inc (Macrolink) is a northern British Columbia business that provides practical, affordable business planning solutions for do-it-yourself entrepreneurs. The corporate vision is to facilitate safe, confidence-building experiences for entrepreneurs who develop their own business plans. Macrolink is a privately held corporation is owned by Dan Boudreau, headquartered in Prince George and registered in the Province of British Columbia. The owner and principal shareholder is Dan Boudreau. This business plan is the owner’s roadmap to building an inexpensive e-commerce business model for the purpose of penetrating the lucrative ebook and digital business planning market.

Customers are entrepreneurs, and counsellors and trainers who teach others about business planning. While the primary market is Canada and USA, Macrolink’s clients are from many areas of the globe, including all types of business start-ups, new firms, economic development organizations, and business financing agencies.

Macrolink is a home-based business, with the majority of client interactions taking place either at the customer’s location, by telephone or via email and the Internet.

Macrolink’s main mailing address is Box 101, Prince George, BC V2L 4R9. The main phone number is 250-612-9161. The company hosts a full e-commerce website and shopping cart at [www.riskbuster.com](http://www.riskbuster.com). Boudreau can be reached via email at [danb@riskbuster.com](mailto:danb@riskbuster.com).

### 2.2 Products and Services

Macrolink offers the following products and services:

PRODUCT OR SERVICE <sup>1</sup>	UNITS <sup>2</sup>
1. Books and Ebooks for Business Planners <sup>3</sup>	Retail, Bookstore, and Distributor Rates
2. Digital Tools for Business Planners <sup>4</sup>	CD and Downloadable from Website
3. Workshops for Business Planners	Day Rate, Half-day Rate, Individual Seat
4. Facilitator Manuals for Counsellors and Trainers	Retail Rate
5. Consulting and Business Plan Coaching	Hourly and Daily Rates

At the core of Macrolink service is an enduring commitment to excellence. The business creates learning programs and business planning tools that customers soon come to view as indispensable. Macrolink products and services are practical and easy for most people to use, no matter what their educational or technical background. Because of this, clients who use Macrolink products and services are able to successfully develop their own business plans and confidently start or grow their businesses.

<sup>1</sup> All products and workshops are Copyright © Macrolink Action Plans Inc.

<sup>2</sup> These units are the basic building blocks for pricing (page 13) and forecasting sales (page 17 and Appendix C).

<sup>3</sup> Business Plan or BUST! and The Business Planner’s RoadMap (each available in both print and ebook formats).

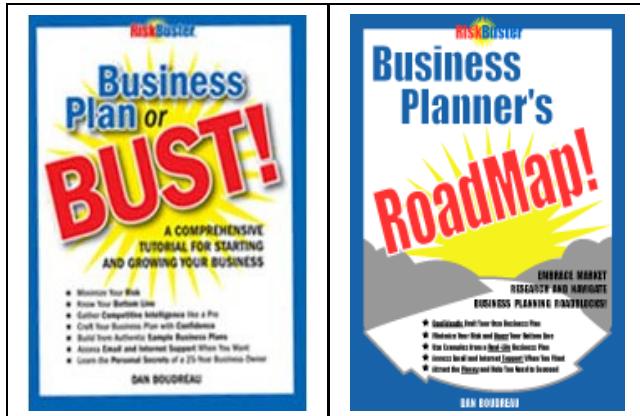
<sup>4</sup> RiskBuster Business Planner & Biz4Caster (available in both CD ROM and Digital Download).

## The Story of the Emerging Macrolink's RiskBuster Family



The web-based RiskBuster Shopping Cart at [www.riskbuster.com](http://www.riskbuster.com) opened its doors in November 2006.

On November 23, 2006, Macrolink announced the publication of *Business Plan or BUST!* a complete reference guide and tutorial for anyone wishing to start or grow a business. It is available in printed format 386 pages; 8.25" x 10.75" quality trade paperback perfect bound; ISBN 978-1-4120-9285-2. It is also available as an ebook ISBN 978-0-9730666-3-0.



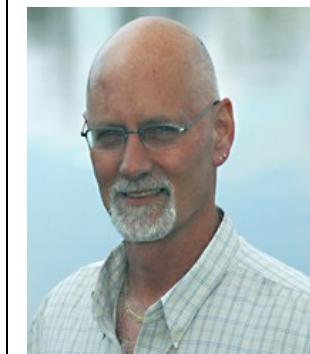
In December 2006, Macrolink introduces the RoadMap. 225 pages; 8.25" x 10.75" spiral bound softcover; ISBN 978-0-9730666-1-6 and as an ebook ISBN 978-0-9730666-2-3. The RoadMap is a logical 99-step process that enables users to embrace market research and navigate business planning roadblocks.

Between 2000 and 2006, Macrolink tested the RiskBuster Business Planner and the Biz4Caster on more than 800 entrepreneurs. Both products will be available in January 2007 on CD and as digital downloads.



Since 1990, Dan Boudreau has facilitated lively business planning workshops and provided coaching services for more than 5000 entrepreneurs of all ages. The workshops offer the learner a practical interactive way to explore entrepreneurship and test unproven business ideas in a safe, affordable learning environment.

Macrolink's future is in unlocking the entrepreneurial potential in men and women who need to develop business plans. 2007 will see the introduction of two more ebooks for entrepreneurs, *The Business Planner's Primer* and *The Fast-Track Business Plan*.



[www.riskbuster.com](http://www.riskbuster.com) - The Oasis for the Curious Entrepreneur

Macrolink products and services offer the following features, benefits and competitive advantages:

PRODUCT / SERVICE	FEATURES	BENEFITS	COMPETITIVE ADVANTAGE
1. Books for Business Planners <ul style="list-style-type: none"> <li>▪ Business Plan or BUST!<sup>5</sup></li> <li>▪ The Business Planner's RoadMap<sup>6</sup></li> </ul>	<ul style="list-style-type: none"> <li>▪ Comprehensive</li> <li>▪ Organized into logical steps</li> <li>▪ Competitively priced</li> <li>▪ Created for the novice</li> <li>▪ Integrated system</li> </ul>	<ul style="list-style-type: none"> <li>▪ You can trust it</li> <li>▪ You can manage it</li> <li>▪ You save time &amp; money</li> <li>▪ You can do it yourself!</li> <li>▪ You build a complete understanding of your business</li> </ul>	A system that works for entrepreneurs who want or need to develop their own business plans!
2. Digital Tools for Business Planners <ul style="list-style-type: none"> <li>▪ RiskBuster Business Planner<sup>7</sup></li> <li>▪ Biz4Caster<sup>8</sup></li> </ul>	<ul style="list-style-type: none"> <li>▪ Competitively priced</li> <li>▪ Comprehensive</li> <li>▪ Simplified input tasks</li> <li>▪ Web supported</li> <li>▪ Complex tasks automated</li> <li>▪ Integrated system</li> </ul>	<ul style="list-style-type: none"> <li>▪ You save money</li> <li>▪ You won't miss critical points</li> <li>▪ You can do it step by step!</li> <li>▪ You can email for help</li> <li>▪ You save time and energy</li> <li>▪ You prove your business case</li> </ul>	Transforms business planning into a safe and fun learning experience!
3. Workshops for Business Planners and Trainers <sup>9</sup> <ul style="list-style-type: none"> <li>▪ Business Planning</li> <li>▪ Trainer the Trainer</li> </ul>	<ul style="list-style-type: none"> <li>▪ Interactive, hands-on</li> <li>▪ Create parts of your plan</li> <li>▪ Creative learning activities</li> <li>▪ 99-step business planning process</li> </ul>	<ul style="list-style-type: none"> <li>▪ You learn while you plan</li> <li>▪ You build confidence</li> <li>▪ You feel safe to experiment</li> <li>▪ You are organized &amp; thorough</li> </ul>	A practical, interactive way to explore entrepreneurship.
4. Trainer Resources For Counsellors and Trainers <sup>10</sup>	<ul style="list-style-type: none"> <li>▪ Comprehensive</li> <li>▪ Modularized</li> <li>▪ Easy to use</li> <li>▪ Ready to deliver</li> <li>▪ Proven training techniques</li> <li>▪ Portable</li> <li>▪ Fully integrated system</li> </ul>	<ul style="list-style-type: none"> <li>▪ You adapt to learner needs</li> <li>▪ You provide variety</li> <li>▪ You save preparation time</li> <li>▪ You earn money instantly</li> <li>▪ You deliver with confidence!</li> <li>▪ You take training to clients</li> <li>▪ You save development time</li> </ul>	A fully integrated, ready to use business planning system for counsellors and trainers.
5. Coaching Service <ul style="list-style-type: none"> <li>▪ Hourly</li> </ul>	<ul style="list-style-type: none"> <li>▪ Affordable</li> <li>▪ Effective</li> <li>▪ Efficient</li> </ul>	<ul style="list-style-type: none"> <li>▪ You save money</li> <li>▪ You get results</li> <li>▪ You save time</li> </ul>	A seasoned entrepreneur in your corner.
<b>Macrolink Action Plans Inc Holds Copyright For All Of The Products And Materials Listed Above.</b>			

“Having reviewed a fairly wide array of materials, programs and services, I highly recommend the products produced by Macrolink Action Plans Inc – namely, the Roadmap, the Biz4Caster and the RiskBuster. The practical, step-by-step guide to producing a business plan is very valuable – the best I've seen. My confidence is greatly increased.” - **David Leman, Tanzania Wildlife Atlas**

<sup>5</sup> *Business Plan or BUST!* is a 385 page book, sold in both print and ebook formats.

<sup>6</sup> The Business Planner's RoadMap is a logical 99-step process that makes market research and business planning achievable for the non-academic – available in print and ebook formats.

<sup>7</sup> The RiskBuster Business Planner is a digital business planning tool, available in CD ROM and as a download.

<sup>8</sup> The Biz4Caster is a digital forecasting tool – produced on CD and also downloadable from website.

<sup>9</sup> Includes business planning and forecasting workshops ranging from three hours to twelve hours in duration, as well as a comprehensive Train the Trainer modules from one to five days in length.

<sup>10</sup> The Trainer Resources enable facilitators to easily step into the role of teaching business planning to others – experiential training activities are designed around the 99-Step Business Planner's RoadMap, which can be used as a learner handout.

## 2.3 *The Industry*

Macrolink sells its products and services to entrepreneurs in virtually all sectors and industries, primarily in Canada and the United States. The owner calculates the potential market for business planning products and services to be more than \$110 million in Canada and the United States alone. With an average of 12% of most counties labour forces involved in entrepreneurial activities, the global hunger for effective business planning solutions is much larger.

### **The Macrolink business case is based on the following industry trends and factors:**

1. It is generally getting more complex to start and to operate a business, making it more important than ever for entrepreneurs to research their markets and develop business plans.
2. In British Columbia in 2004, 98% or 337,400 of businesses were small businesses; 83% were micro businesses with fewer than 5 employees; 54% were single owners with no paid help. In 2004, three quarters of all businesses in British Columbia were in the service sector.<sup>11</sup>
3. “How-to” ebooks are the fastest growing area of the book publishing industry.<sup>12</sup>
4. In the United States, 10 million adults are engaged in trying to start new firms at any time.<sup>13</sup>
5. Entrepreneurship involves adults at all ages, except people over 65 years old.
6. Young men aged 25-34 are the most active group involved in starting businesses, followed by women in the same age group.<sup>14</sup>
7. The global market for business planning products is huge. The GEM 2003 study showed that more than 300 million people of the 2.4 billion labor force in the 40 countries analyzed, are nascent entrepreneurs involved in new business formation.<sup>15</sup>

The main barriers to selling business planning products and services are: standing out from the many similar products and services; gaining brand recognition, and; getting distribution.

## **The Opportunity**

For most people considering starting a business, the realization that they need a business plan is like hitting a wall. This generates a great deal of frustration and causes many potential business owners to either give up on their business idea or push ahead into business without a business plan. The current situation allows room in the market for practical and affordable products that make the task of business planning manageable for entrepreneurs who realize they need to build their own business plans. Macrolink takes the business planning experience to the next level, facilitating safe, confidence-building experiences for entrepreneurs who develop their own business plans.

## 2.4 *The Owner*

Dan Boudreau is the sole owner, President and CEO for the business:

<sup>11</sup> BC Stats 2004.

<sup>12</sup> 1001 Ways to Market Your Books – John Kremer.

<sup>13</sup> The Entrepreneur Next Door – Ewing Marion Kauffman Foundation ([www.kauffman.org](http://www.kauffman.org)).

<sup>14</sup> Global Entrepreneurship Monitor 2003, Ewing Marion Kauffman Foundation ([www.kauffman.org](http://www.kauffman.org)).

<sup>15</sup> “Nascent entrepreneurs” are defined as those involved in starting businesses or owning new firms less than 42 months old. Global Entrepreneurship Monitor 2003, Ewing Marion Kauffman Foundation ([www.kauffman.org](http://www.kauffman.org)).

- Authored and published *Business Plan or BUST!* in October 2006.
- Involved in small business development since 1980, as owner, coach, trainer and consultant.
- Worked in community economic development for 15 years.
- Served ten years on Finance and Lending Committee for a \$5million loan fund for entrepreneurs.
- Manages a \$15million fund that provides grants for economic development projects.
- Nominated twice as *Entrepreneur of the Year* – 1997 and 1999.<sup>16</sup>
- Develops and delivers workshops for entrepreneurs (Business Planning, Train the Trainer).<sup>17</sup>
- Published *Dream Catcher Business Planning Toolkit* and *Scratchpad* (since 1995).<sup>18</sup>
- Published *Business on a Shoe String* e-zine – 1999 to 2003.<sup>19</sup>

Boudreau's resumé is in Appendix A and a list of references is in Appendix B.

## 2.5 Strategic Plan and Goals

Macrolink strategies include:

1. Minimizing expenses and leveraging profits.
2. Marketing for maximum awareness and positive growth.
3. Continuous innovation.
4. Providing high quality products and services at affordable prices.
5. Customer satisfaction every time.

The short-term business goals are:

GOAL	TIMELINES
1. To secure trademark / intangible property protection on all brands.	January 2007
2. To create a website with shopping cart and e-commerce capabilities.	January 2007
3. To publish two more books – printed and ebook versions.	May & July 2007
4. To re-engineer the RiskBuster CD and download.	October 2007
5. To achieve gross revenues of \$124,355 for year one.	February 2008
6. To retain net income before taxes of \$11,320 for year one.	February 2008
7. To sell a minimum of 1,475 print books and 520 ebooks.	February 2008

<sup>16</sup> Ernst & Young ([www.ey.com](http://www.ey.com)) recognizes the most successful and innovative entrepreneurial business leaders in more than 30 countries around the globe.

<sup>17</sup> Workshop descriptions can be viewed at [www.macrolink.bc.ca/trainer](http://www.macrolink.bc.ca/trainer) and [www.macrolink.bc.ca/training](http://www.macrolink.bc.ca/training).

<sup>18</sup> Dream Catcher Materials have been replaced by the newer publications and are no longer available.

<sup>19</sup> E-zine articles can be viewed at <http://riskbuster.com/drupal/node/71>

## 3 MARKETING

### 3.1 *Market Area*

Macrolink will offer its hard copy business planning solutions to clients throughout North America and its digital products to anyone who can access the Internet.

### 3.2 *Location: Marketing*

From a marketing perspective, Macrolink is located in the city of Prince George in north central British Columbia. The city has the necessary infrastructure to enable Macrolink to operate globally through the use of its technology. The highway and air transportation infrastructures support travel to and from most of the major cities, making it easy to ship products and attend events.

### 3.3 *Profile of the Customers*

Macrolink's primary customers will be entrepreneurs in Canada and the United States. In the 25 to 54 age group, Canada hosts 13,440,355 and the United States 122,718,203, totaling more than 136 million people in the ideal business planning age group.<sup>20</sup> If only 12% of this group were involved in entrepreneurial activity, this would be a potential market of more than 16 million. In a 1999 Yankelovich poll, over one-third of Americans predicted they would own their own business within a decade.<sup>21</sup> At today's figures this would be well over 40 million people.

Characteristics of this client group are: shortage of time, scarcity of money, lack of business planning skills, limited understanding of market research, and a desire or need to be involved in entrepreneurial activity. Ideally, customers will own computers and have access to the Internet; however, the books are equally effective using only a pencil and calculator. To entice this customer to purchase, Macrolink will need to provide affordable, upbeat and safe ways for each individual to participate in the business planning process with different options available for them to advance at their own pace.

Macrolink's primary customers will include the one million Canadians and ten million American entrepreneurs striving to start businesses at any given time. Marketing efforts will be focused on the eleven million North American entrepreneurs engaged in starting businesses.<sup>22</sup>

**The following table shows the various customer groups:**

TOP PRIORITY	SECOND PRIORITY	THIRD PRIORITY
<b>1 Million Workforce Age People Starting Businesses in Canada Male and Female</b>	<b>Economic and Enterprise Development Agencies In Canada and USA</b>	<b>18 Million Non-Employer Business Owners in Canada and USA</b>
<b>10 Million Workforce Age People Starting Businesses in USA Male and Female</b>	<b>Independent Distributors Bookstores, Colleges and Libraries Chains That Sell Books</b>	<b>Workforce Age People Starting Businesses in Countries Other Than Canada and USA</b>

<sup>20</sup> Statistics Canada ([www.statcan.ca](http://www.statcan.ca)) and US Census Bureau ([www.census.gov](http://www.census.gov)).

<sup>21</sup> A poll conducted by Yankelovich Partners in 1999 ([www.yankelovich.com](http://www.yankelovich.com)).

<sup>22</sup> The Entrepreneur Next Door – Ewing Marion Kauffman Foundation ([www.kauffman.org](http://www.kauffman.org)).

### 3.4 Competition and Differentiation

Entrepreneurs currently address their business planning requirements in a variety of ways – from jumping into business without business plans to hiring others to create the plans for them. *Starting a business without a plan is like trying to fly a jet without first taking the time to learn how to fly. For the typical owner/operator of a small or micro-business, hiring a consultant to develop one's business plan makes about as much sense as paying someone else to take flying lessons.* In order to understand their business, most entrepreneurs gain value from developing their own business plans. The following options are currently available in the market: books, digital products, workshops, consulting services and business counselling services.

**Books:** There are a variety of publications in the market, available through bookstores and the Internet. Analysis shows prices from a low of \$14.95 to a high of \$69.95, with the majority of books completing in the \$20 to \$40 range. Also available are a number of free publications offered by all or most financial institutions and government agencies. In the course of researching to write Business Plan or BUST!, Boudreau purchased more than 25 books and gathered a variety of free publications from a different sources. *The problem with most of the available systems and materials is that they do not adequately prepare the novice to complete his or her business plan.* Many books offer the reader opportunities to learn about various aspects of business planning, but do not show the user how to navigate the market research and business planning processes. The RiskBuster™ system incorporates the market research into the business planning process and leads the user from idea to implementation.

**Digital Products:** There are a number of digital business planning products available, ranging from free to over \$500. There are two that currently seem to dominate the market, Business Plan Pro and Bizplan Builder, both currently selling at approximately \$115 (\$99USD).<sup>23</sup> The writer has purchased and tested nine different software options and found that most do not successfully deal with both the narrative and the financial portions of the business plan. Business planning software products are either beyond the capacity of the novice or are so streamlined they enable the user to fabricate a relatively slick business plan without actually having to learn about their business. In the interest of making it easy for the end user, software options typically neglect the most important benefit of business planning, which is to gain confidence through learning about one's business by researching the market.

**Workshops:** Most communities have local facilitators who provide business planning workshops at prices ranging from \$350 to \$1,000 per day, however, not many have specialized in business planning. Most often they are either experienced facilitators offering business planning as one of many topics, or consultants with knowledge but limited facilitation skills. During the past 15 years Boudreau has attended business planning workshops by 27 different facilitators, a number of which have never actually developed their own business plan. With the RoadMap as a foundation, Macrolink workshops not only teach the participant about business planning, they also equip the user with an organized approach so that he or she knows how to navigate the market research and business planning processes.

**Consulting and Coaching Services:** It will typically cost between \$30 and \$100 per hour to have a consultant write a business plan for you. It can cost from \$2,000 up to \$30,000 or more to have a consultant develop a business plan; this is simply not viable for most small or micro-businesses. Macrolink will differentiate from consultants by positioning as a business planning coach for customers who wish to develop their own business plans. Macrolink will not develop business plans for customers; will instead facilitate the development, making the process less daunting and more educational for entrepreneurs.

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<sup>23</sup> Business Plan Pro ([www.paloalto.com](http://www.paloalto.com)) and BizPlan Builder ([www.jian.com](http://www.jian.com)).

**Business Counselling Services:** Many economic and enterprise development agencies provide free counselling services for business planners. For example, most of the Community Futures Development Corporations in rural communities across Canada employ Business Analysts and sometimes Self-Employment Benefits (SEB) Coordinators, whose job is to assist entrepreneurs with business planning. Most of these competitors differ from Macrolink's coaching services in that they are usually gatekeepers for loan funds or the SEB Program. Boudreau's marketing strategy will include inviting and encouraging counsellors to become customers by using the RiskBuster™ Business Planning System and where possible, distributing the books and digital products to their clients.

**The majority of people who need business plans face the following challenges:**

1. They are unfamiliar and uncomfortable with business forecasting, planning and writing.
2. They tend to be intimidated by gatekeepers (bankers, advisors, analysts).
3. They are unsure which of the confusing array of business planning formats to use.
4. They do not have access to a clear, effective, step-by-step business planning process.

**Macrolink business planning solutions will be differentiated in the following ways:**

1. The Business Planner's RoadMap dovetails the market research and business planning processes, enabling the user to navigate from the business idea to implementation step by step.
2. They will transform the business planning process into a safe, manageable, learning adventure.
3. Books will be positioned in the medium to high price range and in the high quality category.
4. CDs and digital downloads will be positioned in the lower price and medium quality category.
5. Macrolink Action Plans Inc will serve ordinary, down-to-earth entrepreneurs who will develop their own business plans.

*Macrolink Business Planning System empowers the novice with a viable proposal to prove his or her business case and create a meaningful business plan.*

### **3.5 Sales and Distribution**

**The main objective of Macrolink's marketing strategy is to get distribution.** During the first three years of business, the owner will self-distribute the books and the digital products as well as promoting and selling through Trafford Publishing. Trafford will do some marketing of the book via the Internet, as well as publishing the books on demand – this will eliminate the need to stock large inventories of books and free up cash for marketing and operations.

With RiskBuster website established, the owner will actively promote the RiskBuster brand, the products and services. The owner will provide complimentary books to strategic players, including owners of bookstores, economic development officers and agencies, associations and organizations in the economic development field. Boudreau will promote himself as a speaker and facilitator at strategic conferences.

## **Macrolink will sell its products and services through the following methods.**

- Selling products to individuals and local book sellers; will refer non-local sellers to Trafford.
- Digital and hard copy products are sold via the shopping cart at [www.riskbuster.com](http://www.riskbuster.com).
- Trafford Publishing sells printed books through its website bookstore at [www.trafford.com](http://www.trafford.com).
- Selling ebooks through [www.diesel-ebooks.com](http://www.diesel-ebooks.com) and [www.powells.com](http://www.powells.com)
- Selling trainer resources and business planning products directly to facilitators.
- Giving facilitators discounts on hard copy and digital learning materials.
- Establishing co-marketing agreements with software and business development organizations.
- Offering seminars and workshops to increase awareness and generate book and CD sales.

Boudreau will be the salesperson for the first three years of the business.

### **3.6 Servicing and Guarantees**

Macrolink offers the following guarantee:

*“Your success is our success. We stand behind the quality of our products and services. If for any reason you are not completely satisfied, return all materials to us within 15 days of purchase to receive a full refund. This policy does not apply to digital products downloaded from our website; however, we will replace any defective digital products within 15 days of purchase.”*

The guarantee will be posted at the Macrolink website and in promotional materials.

### **3.7 Image**

Macrolink is in business to serve entrepreneurs. Its products and services are practical, affordable and professional. To maintain a professional image, all communications, materials and printed products maintain a consistently professional quality and tone. Customers who purchase products and services from Macrolink will receive excellent value for their investment. As the logo portrays, Macrolink is a responsible corporation that respects the environment and empowers ordinary people through learning. By year four the business will begin contributing 5% of pre-tax profits to assist micro-entrepreneurs with business plan development and start-up capital. These monies will be vetted through existing not-for-profit enterprise development agencies.

### **3.8 Advertising and Promotion**

As a part of the package price for publishing *Business Plan or BUST!*, Trafford Publishing offers the book for sale through its shopping cart at [www.trafford.com](http://www.trafford.com). Trafford’s “Best Seller package” purchased by Macrolink also includes notifying Amazon.com, Borders.com, Barnes & Noble, Chapters.Indigo, Baker & Taylor distributors, Bowker’s Books-in-Print, BookData UK and PubStock.<sup>24</sup>

In addition to the Trafford marketing, the owner will promote Macrolink products and services through its own website at [www.riskbuster.com](http://www.riskbuster.com). Each product or service will include ads or coupons for other Macrolink products and services. In this way, the marketing will be fully integrated, creating opportunities for existing customers to purchase other products and services from Macrolink. All materials will advertise the website.

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<sup>24</sup> Trafford’s Best Seller Package can be viewed at [www.trafford.com](http://www.trafford.com).

**The business will convey a consistent message and build a high profile by:**

- Producing quality marketing materials for products and services (business cards, bookmarks, brochures, postcards and posters) that drive traffic to the website.
- Providing affordable business planning workshops and seminars, primarily through existing enterprise and economic development agencies, universities and colleges.
- Hosting websites at various strategic domains currently held by Macrolink - [www.macrolink.bc.ca](http://www.macrolink.bc.ca) – [www.biz4caster.com](http://www.biz4caster.com) – [www.riskbuster.com](http://www.riskbuster.com) – [www.bp99.com](http://www.bp99.com).
- Placing advertisements for specific products and services in strategic publications.
- Publishing and delivering a free, opt-in monthly e-zine for entrepreneurs (RiskBuster Enews).
- Writing articles on business planning and related topics for e-zines and magazines.
- Maintaining a professional image on all communications, products and documents.
- Hosting display booths at key tradeshows in the target industry sectors.

Word-of-mouth will account for a growing portion of sales as customers succeed by using Macrolink products and services. The owner will publish entrepreneur success stories at the RiskBuster website.

The following will show how the owner intends to penetrate the market, beginning with a local strategy which can be replicated in different communities, supplemented by regional, provincial, national and international marketing strategies.

### **Local Marketing Strategy**

1. Contact local agencies (enterprise or economic development agency, College or University) to determine the need for a business planning workshop
2. Work with local agency to promote the workshop to local entrepreneurs
3. Advertise the workshop in local media (co-market with local agencies)
4. Contact local media to determine interest in doing articles, interviews
5. Contact local bookstores to facilitate ordering and stocking *Business Plan or BUST!*
6. Call the Chair or Dean of Business at the local College and/or University
7. Speak with individual professors (business planning, entrepreneurship, etc.) about adopting *Business Plan or BUST!* as a textbook for courses.
8. Network with the local Chamber of Commerce / Board of Trade
9. Organize a book reading at the local library
10. Organize a book signing at one or more local bookstores
11. Ensure that all communications drive traffic to the website at [www.riskbuster.com](http://www.riskbuster.com)

### **Regional Marketing Strategy**

1. Network through known contacts to determine interest and need for two-day business planning workshops
2. Submit proposals to potential marketing partners
3. Approach regional distributors and provide complimentary copies of *Business Plan or BUST!* to key influencers or decision makers

4. Identify book reviewers with regional scope and provide them with complimentary copies of *Business Plan or BUST!*
5. Identify regionally established associations serving entrepreneurs and provide key influencers with complimentary copies of *Business Plan or BUST!*

### **Provincial or State Marketing Strategy**

1. Approach the Community Futures Development Association with a package deal that includes provision of several workshops throughout BC, as well as books and CD for each participant. The right timing could procure funding for this project from Western Economic Diversification.
2. Implement local marketing strategies for each major centre throughout BC

### **National and International Marketing Strategy**

1. Establish website and shopping cart at [www.riskbuster.com](http://www.riskbuster.com) and build traffic through site enhancement optimization
2. Create an international presence by marketing Business Plan or BUST! through several of the Amazon websites (.com, .ca, .uk, .fr, etc.).
3. Subscribe to Google Adwords and keep innovating until positive results are achieved.

### **3.9 Pricing Strategy and Positioning**

Macrolink pricing strategy is integral to the mission statement – to offer clients *practical and affordable business planning solutions*. The list below shows the 12 units and prices used to forecast sales for the first three years of operation for the business, as well as year two and three growth projections for each.

PRODUCT OR SERVICE UNIT	COST OF GOODS SOLD	CUSTOMER UNIT PRICE	YEAR 2 GROWTH	YEAR 3 GROWTH
1. Books - Trafford - Retail	14.18	23.96	20%	30%
2. Books - Trafford - Bookstores	14.18	19.14	20%	30%
3. Books - Trafford - Distributors	14.18	15.88	20%	30%
4. Books - Owner - Retail	14.18	31.91	20%	30%
5. BPOB - Ebooks		19.95	100%	100%
6. RoadMap - Ebooks		14.95	100%	100%
7. RiskBuster CD - Retail	5.00	29.95	20%	30%
8. Digital Downloads Retail		19.95	100%	100%
9. Full Day Workshops		495.00	10%	10%
10. Seminars to Individuals		49.00	20%	30%
11. Facilitator Manuals	50.00	99.95	20%	30%
12. Coaching Hours		50.00	5%	10%

### **Notes to Pricing**

1. All prices are in Canadian dollars.
2. Cost of Goods Sold (COGS) is estimated at the highest rate (retail, one book on demand) for all book sales.
3. COGS are entered at the highest cost of production (\$5 per CD), although prices will be less for volume purchases.
4. The COGS for digital downloaded products is estimated at the same as the CD even though actual is lower.
5. Unit 8 and 9 – Sales are projected using the lowest rates for repeat deliveries of workshops. Not included in the projections are the “one-off” or custom workshops and conference engagements, which will be billed at \$995 per

day.

### 3.10 Marketing Action Plan

OBJECTIVES AND GOALS	WHOM	BUDGET
1. Build a website at <a href="http://www.riskbuster.com">www.riskbuster.com</a> <sup>25</sup> <ul style="list-style-type: none"> <li>▪ Create website with shopping cart capabilities</li> </ul>	Owner Sys Admin	\$5,000
2. Secure legal rights and develop logos for domains and names <ul style="list-style-type: none"> <li>▪ Brand <a href="http://biz4caster.com">biz4caster.com</a> and <a href="http://bp99.com">bp99.com</a></li> </ul>	Owner Sys Admin	2,000
3. Publish two ebooks (Business Plan or BUST! / The RoadMap) <ul style="list-style-type: none"> <li>▪ Establish marketing, schedule and organize book launches</li> </ul>	Owner Publisher	2,000
4. Develop, schedule and organize business planning seminars <sup>26</sup> <ul style="list-style-type: none"> <li>▪ Organize seminars for areas demonstrating demand</li> </ul>	Owner	1,000
5. Proactively seek publicity <ul style="list-style-type: none"> <li>▪ Develop press releases, email &amp; fax to selected media</li> <li>▪ Write &amp; submit business planning articles to target media</li> </ul>	Owner	100
6. Design integrated materials that drive traffic to the website(s) <ul style="list-style-type: none"> <li>▪ Build marketing copy into each product package</li> <li>▪ Design &amp; publish a brochures, poster, business cards</li> </ul>	Owner Designer	2,500
7. Design and place product ads in strategic publications <ul style="list-style-type: none"> <li>▪ Identify various target publications, research costs, run tests</li> </ul>	Owner	2,000
8. Market owner & author as speaker/facilitator for conferences <sup>27</sup> <ul style="list-style-type: none"> <li>▪ Develop marketing materials &amp; copy</li> <li>▪ Actively seek engagements by contacting conference organizers<sup>28</sup></li> </ul>	Owner	4,400
9. Post content, free products and functions that draw traffic to the website, including: <ul style="list-style-type: none"> <li>▪ A free e-zine for entrepreneurs</li> <li>▪ Articles for business planners and trainers</li> <li>▪ A searchable glossary of business terms (under construction)</li> <li>▪ Free downloadable business planning template</li> <li>▪ 66 business planning worksheets (free at <a href="http://riskbuster.com/drupal/node/67">http://riskbuster.com/drupal/node/67</a>)</li> <li>▪ Downloadable movie “how-to” clips (e.g. cash flow)<sup>29</sup></li> </ul>	Owner	1,000
<b>Total Marketing Budget</b>		<b>\$20,000</b>

<sup>25</sup> Line items #1, 2 and 3 (\$9,000) are as entered as Fixed Asset Purchases in the Cash Flow Forecast.

<sup>26</sup> Line items #4, 5, 6, and 7 (\$5,600) form part of the Advertising budget in the Cash Flow Forecast.

<sup>27</sup> Line item #8 (\$4,400) is included in the Travel and Promotion in the Cash Flow Forecast.

<sup>28</sup> Because this revenue source will take time to develop, no sales have been projected in the first three years.

<sup>29</sup> No cost is allocated for these items because they either already exist or will be created by the owner.

Notes: All of the costs in the above table are incorporated into the Cash Flow Forecast – see footnotes below for details.

## 4 OPERATIONS

### 4.1 *Description of the Operation*

Macrolink is a home-based company licensed in the city of Prince George, British Columbia. The owner outsources the core functions of bookkeeping, technical services and product production. No walk-in traffic is necessary as all products and services are produced and provided off-site.

Products and services will be provided as follows:

- Books will be published on-demand at Trafford's location in Victoria, BC.<sup>30</sup> Boudreau will have the option of purchasing higher volumes at discounted rates. Storage facilities will be rented as-needed to house products.
- CD production will be outsourced. Storage space will be rented as-needed, keeping overhead low.
- Facilitator manuals are anticipated to be much lower volume and will initially be produced by the owner. If demand increases beyond the capacity of the home office, the owner will either outsource the production of the manuals to a local print shop or publish them through Trafford.
- Workshops, seminars and consulting services will either be provided at the customer's location or other suitable facilities, to be rented as needed to provide these services.

The Owner uses a portable notebook computer and is able to work from anywhere with an Internet connection.

### 4.2 *Equipment and Methods*

The Macrolink home office is equipped with enough office furniture to meet the business' needs for the first few years of operation. Research and development costs for writing the books and creating the digital products, estimated to be in excess of \$50,000, are not included in the opening balance sheet.

### 4.3 *Materials and Supplies*

The publisher provides a detailed list of costs for books, based on the number of pages and the quantities purchased. To limit the risk and control overhead, the owner will purchase higher quantities of books only as the demand dictates.

CDs will be created by an established replication service from the Vancouver area.<sup>31</sup>

For all training and trainer resources, supplies and materials will be purchased from local office suppliers. All bulk photocopying is done at highly competitive rates by a local provider within a few minutes of the Macrolink office.

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<sup>30</sup> Trafford Publishing, Victoria, British Columbia ([www.trafford.com](http://www.trafford.com)).

<sup>31</sup> Sonrise in Richmond, British Columbia ([www.sonriseonline.com](http://www.sonriseonline.com)).

#### 4.4 Risk and Mitigation

The publishing industry is not without its challenges. The two main barriers to a new independent writer entering the industry are the *building of credibility and brand recognition* and the *high cost of penetrating the market*. The owner has identified the following risks and mitigation strategies:

THREAT	MITIGATION STRATEGY
<b>Cash Flow Shortfall</b>	<ul style="list-style-type: none"><li>▪ maintain a high level of consulting work until product sales increase</li><li>▪ maintain positive relations with bank</li></ul>
<b>Lack Of Book Sales</b>	<ul style="list-style-type: none"><li>▪ self-publish for a few months to get input from existing clients</li><li>▪ adapt as necessary to build the customer base and positive feedback</li><li>▪ owner will continue consulting until book and CD sales increase</li></ul>
<b>Government And Other Regulatory Barriers, Trans-Border or Jurisdiction Issues</b>	<ul style="list-style-type: none"><li>▪ ensure that outsourced work goes to businesses that work within the bounds of the pertinent regulatory issues and controls</li><li>▪ keep current with similar businesses by maintaining memberships with associations</li><li>▪ research local governments and test each new area before launching a full marketing strategy</li><li>▪ build relationships with international distributors, associations and corporations</li></ul>
<b>Competitor Retaliation</b>	<ul style="list-style-type: none"><li>▪ market is huge, there is room for all, minimal competitor reaction anticipated</li></ul>

#### 4.5 Professional Services

Accounting, legal and insurance will be outsourced from established businesses.

#### 4.6 Employees and Contractors

The owner will do all the operations work until demand for products and services increase to the point that extra help is required. Staff will be engaged as needed. Initially, the organization will contract with a part-time Systems Administrator and a part-time Bookkeeper.

#### 4.7 Operational Action Plan

The main actions required are:

- Complete and publish two ebooks (*Business Plan or BUST!* and *RoadMap*) by January 2007
- Complete and publish two ebooks (*Business Planner's Primer*) by May, and (*Fast-Track Business Plan*) by July 2007
- Complete development of the digital download products by January 2007
- Establish a website with a shopping cart by January 2007

## 5 FINANCIAL

### 5.1 Sales Forecast<sup>32</sup>

<b>Sales Forecast Summary</b>					
<b>UNITS</b>	<b>PRICES</b>	<b>YEAR 1 UNITS</b>	<b>YEAR 1 SALES</b>	<b>YEAR 2 SALES</b>	<b>YEAR 3 SALES</b>
1. Books - Trafford - Retail	23.97	525	12,584	15,101	19,631
2. Books - Trafford - Bookstores	19.15	345	6,607	7,928	10,307
3. Books - Trafford - Distributors	15.89	140	2,225	2,670	3,470
4. Books - Owner - Retail	31.91	465	14,838	17,806	23,148
5. BPOB - Ebooks	19.95	330	6,584	13,167	26,334
6. RoadMap - Ebooks	14.95	190	2,841	5,681	11,362
7. RiskBuster CD - Retail	29.95	60	1,797	2,156	2,803
8. Digital Downloads Retail	19.95	190	3,791	7,581	15,162
9. Full Day Workshops	495.00	32	15,840	17,424	19,166
10. Seminars to Individuals	49.00	50	2,450	2,940	3,822
11. Facilitator Manuals	99.95	8	800	960	1,247
12. Consulting/Coaching	50.00	1080	54,000	56,700	62,370
<b>Total Sales</b>			<b>124,355</b>	<b>150,113</b>	<b>198,823</b>
<b>Gross Profit Margin Percentage</b>			<b>82.61%</b>	<b>82.72%</b>	<b>83.04%</b>
<b>COGS Percentage</b>			<b>17.39%</b>	<b>17.28%</b>	<b>16.96%</b>

Although sales have been forecasted conservatively, there is considerable upside potential for the sale of printed books, ebooks and digital products. The writer feels it important to demonstrate viability showing minimal revenues even though sales could very likely be higher than projected.

### 5.2 Explanation of Projections

These financial projections are based on the following assumptions and key points:

1. Year one is from January 1, 2007 to December 31, 2007.
2. Ebook sales are expected to be the hottest item in the sales forecast. However, projections have been kept purposely modest until test marketing is complete.
3. \$12,870 of unit nine projections are based on an existing contract with Community Futures of FFG.
4. Unit 12 projections are based on an existing contract with Nechako-Kitamaat Development Fund Society.
5. Based on #3 and #4 above, a total of \$66,870 of the year one revenue is secured.
6. All unit prices are estimated at low rates while expenses are projected on the high side, making the forecasted targets achievable.

<sup>32</sup> See Appendix C for a detailed 12-month forecast for year one.

### 5.3 Cash Flow Forecast

<b>Cash Flow Forecast</b>	January	February	March	April	May	June	July
<b>Cash Receipts (Cash In)</b>							
Cash Sales	7,864	8,461	9,406	9,649	7,293	7,579	7,579
Accounts Receivable		437	907	993	1,059	941	826
Owner Capital/Non-Cash Equity	20,000						
Loan Proceeds	10,850						
Other Cash Received (Grants)							
<b>Total Cash In</b>	<b>38,714</b>	<b>8,898</b>	<b>10,313</b>	<b>10,641</b>	<b>8,351</b>	<b>8,520</b>	<b>8,405</b>
<b>Cash Disbursements (Cash out)</b>							
Purchases (Cost of Goods Sold)	876	1,301	1,869	1,940	1,018	1,302	1,302
Advertising	600	600	600	600	600	600	600
Auto (Includes R&M, Insurance)	554	554	554	554	554	554	554
Interest / Bank Charges	83	83	83	83	83	83	83
Insurance/ Licenses/ Fees	1,700						
Professional (Accounting, Legal)	125	125	125	125	125	125	125
Rent (Equipment)							
Rent (Premises)	200	200	200	200	200	200	200
Office Supplies & Expenses	200	200	200	200	200	200	200
Business Licenses & Permits	130						
Telephone	150	150	150	150	150	150	150
Travel & Promotion		400	400	400	400	400	400
Owner Equity/Fixed Asset Purch	20,000						
Supplies and Small Tools							
Processing, Legal, Broker Fees	850						
Auto (Gas, Oil)	250	250	250	250	250	250	250
Security deposit/last mo. rent							
Management Salaries	3,600	3,600	3,600	3,600	3,600	3,600	3,600
Wages & Subcontractor Fees	300	300	300	300	300	300	300
Employer Wage Burden	390	390	390	390	390	390	390
Workers' Compensation	12	12	12	12	12	12	12
Loan Payments - Principal		418	421	424	427	430	433
Loan Payments - Interest		72	70	67	64	61	58
<b>Total Cash Out</b>	<b>30,020</b>	<b>8,657</b>	<b>9,224</b>	<b>9,295</b>	<b>8,373</b>	<b>8,657</b>	<b>8,657</b>
<b>Cash Flow Summary</b>							
Opening Balance	0	8,694	8,935	10,023	11,370	11,348	11,211
Add: Cash In	38,714	8,898	10,313	10,641	8,351	8,520	8,405
Subtract: Cash Out	30,020	8,657	9,224	9,295	8,373	8,657	8,657
Monthly Cash Inflow (Outflow)	8,694	241	1,089	1,347	(22)	(137)	(252)
Less: Taxes Payable Prev Yr							
Add: Opening Accts Receivable							
Add: Ending accounts payable							
Less: Opening Accts Payable							
<b>Closing Cash Balance</b>	<b>8,694</b>	<b>8,935</b>	<b>10,023</b>	<b>11,370</b>	<b>11,348</b>	<b>11,211</b>	<b>10,960</b>

August	September	October	November	December	Year 1	Year 2	Year 3
7,579	9,849	12,958	11,321	12,383	111,919	125,246	148,728
842	842	968	1,267	1,349	10,431	11,673	13,861
					20,000	(2,000)	(2,000)
					10,850		
<b>8,421</b>	<b>10,691</b>	<b>13,927</b>	<b>12,588</b>	<b>13,731</b>	<b>153,200</b>	<b>134,919</b>	<b>160,589</b>
1,302	2,153	2,536	2,820	3,204	21,621	25,945	33,729
600	600	600	600	600	7,200	7,200	7,200
554	554	554	554	554	6,648	6,648	6,648
83	83	83	83	83	996	996	996
					1,700	1,700	1,700
125	125	125	125	125	1,500	1,500	1,500
200	200	200	200	200	2,400	2,400	2,400
200	200	200	200	200	2,400	2,400	2,400
					130	130	130
150	150	150	150	150	1,800	1,800	1,800
400	400	400	400	400	4,400	4,400	4,400
					20,000	4,000	4,000
						1,000	1,000
						850	850
250	250	250	250	250	3,000	3,000	3,000
3,600	3,600	3,600	3,600	3,600	43,200	43,200	43,200
300	300	300	300	300	3,600	3,600	3,600
390	390	390	390	390	4,680	4,680	4,680
12	12	12	12	12	150	150	150
435	438	441	444	447	4,759	5,604	487
55	52	49	47	44	639	285	3
<b>8,657</b>	<b>9,508</b>	<b>9,891</b>	<b>10,175</b>	<b>10,559</b>	<b>131,673</b>	<b>121,488</b>	<b>123,874</b>
10,960	10,724	11,907	15,942	18,355	0	23,639	47,318
8,421	10,691	13,927	12,588	13,731	153,200	145,693	193,618
8,657	9,508	9,891	10,175	10,559	131,673	121,488	123,874
(236)	1,183	4,035	2,413	3,173	21,527	24,206	69,744
						(2,368)	(5,890)
						2,005	2,420
						2,112	1,948
							(2,112)
							(1,948)
<b>10,724</b>	<b>11,907</b>	<b>15,942</b>	<b>18,355</b>	<b>21,527</b>	<b>23,639</b>	<b>47,318</b>	<b>113,630</b>

#### 5.4 *Projected Income Statement*

<b>Projected Income Summary</b>			
	<b>YEAR 1</b>	<b>YEAR 2</b>	<b>YEAR 3</b>
Sales Forecast	124,355	150,113	198,823
Minus Cost of Goods Sold	21,621	25,945	33,729
Equals Gross Profit Margin	102,734	124,168	165,094
Subtract Total Operating Expenses <sup>33</sup>	85,293	85,939	85,657
Subtract Depreciation	4,000	4,800	5,600
Equals Net Income Before Tax <sup>34</sup>	13,441	33,429	73,837

#### 5.5 *Break-even Analysis*

<b>Break-even Analysis</b>			
	<b>YEAR 1</b>	<b>YEAR 2</b>	<b>YEAR 3</b>
Total Sales	124,355	150,113	198,823
Total Cost of Goods Sold	21,621	25,945	33,729
Equals: Gross Profit Margin	102,734	124,168	165,094
Gross Profit Margin Percentage	82.61%	82.72%	83.04%
Total Operating Expenses	85,293	85,939	85,657
Break-even Point	106,914	111,884	119,386

#### 5.6 *Start-up Expenses*

	<b>TOTALS</b>
Start-up Inventory	\$1,500
Advertising	800
Auto (Includes R&M, Insurance)	554
Interest / Bank Charges	83
Insurance/ Licenses/ Fees	1,700
Office Supplies & Expenses	200
Business Licenses & Permits	130
Telephone	150
Owner's Non-cash Equity & Purchase Fixed Assets <sup>35</sup>	20,000
Processing, Legal, Broker Fees	850
Auto (Gas, Oil)	250
Management Salaries	3,600
Wages & Subcontractor Fees	600
Employer Wage Burden (CPP, IE, Holiday Pay)	420
Workers' Compensation	13
<b>Total Start-up Expenses</b>	<b>\$30,850</b>

<sup>33</sup> Total Operating Expenses include loan interest (not principle) and a \$1,000 allowance for purchase of “Supplies and Small Tools” for each of year 2 and 3.

<sup>34</sup> As a corporation, Macrolink will be taxed at a rate of 17.62% on all pre-tax income.

<sup>35</sup> This figure includes the owner's non-cash (equipment) equity contribution of \$10,000 plus purchase of fixed assets in the amount of \$10,000. The total of \$20,000 is reflected in both the “Cash In” and the “Cash Out” segments of the Cash Flow Forecast.

## 5.7 Pro Forma Balance Sheet

	START-UP	YEAR 1	YEAR 2	YEAR 3
<b>ASSETS<sup>36</sup></b>				
<b>CURRENT ASSETS</b>	-			
Cash and Bank Accounts	10,850	23,639	47,318	113,630
Accounts Receivable		2,005	2,420	3,205
Inventory				
Prepaid Rent				
<b>TOTAL CURRENT ASSETS</b>	10,850	25,644	49,738	116,835
<b>FIXED AND OTHER ASSETS</b>				
Fixed Assets <sup>37</sup>	20,000	20,000	24,000	28,000
Other Assets				
Accumulated depreciation		(4,000)	(8,800)	(14,400)
<b>TOTAL FIXED &amp; OTHER ASSETS</b>	20,000	16,000	15,200	13,600
<b>TOTAL ASSETS</b>	30,850	41,644	64,938	130,435
<b>LIABILITIES</b>				
<b>CURRENT LIABILITIES</b>	-			
Accounts Payable		2,112	1,948	1,987
Corporate Income Taxes Payable		2,368	5,890	13,010
Current Portion of Long-term Debt		5,604	487	0
<b>TOTAL CURRENT LIABILITIES</b>		10,084	8,326	14,997
<b>LONG-TERM DEBT</b>				
Mortgages and Liens Payable	10,850	487		
Shareholder's Loan <sup>38</sup>	20,000	20,000	18,000	16,000
<b>TOTAL LONG-TERM DEBT</b>	30,850	20,487	18,000	16,000
<b>TOTAL LIABILITIES</b>	30,850	30,571	26,326	30,997
<b>OWNERS' EQUITY</b>				
Retained Earnings		11,073	38,612	99,439
<b>TOTAL EQUITY &amp; LIABILITIES</b>	30,850	41,644	64,938	130,435

“After working through the Roadmap with the help of the Risk Buster CD I completed my business plan much sooner than I had originally anticipated. There was still a great deal of work to be done but these tools made the work much more focused and easily completed. I have since used my business plan to secure funding and to have a viable plan for my business’s future. I would highly recommend any or all of these tools to anyone who is serious about getting into business for him or herself. Thanks Dan.”

- Brad J. Grantham, B.Sc., Practical Tactical & Martial Arts Supply, Prince George, BC

<sup>36</sup> Research and development costs for writing the books and creating the digital products, estimated to be in excess of \$50,000, are not included in the opening balance.

<sup>37</sup> The \$20,000 in the start-up balance sheet includes \$10,000 owner’s equipment contribution plus \$10,000 in fixed assets purchased at start-up.

<sup>38</sup> This figure includes \$10,000 owner’s cash contribution and \$10,000 owner’s equipment contribution.

## 6 Appendix

### 6.1 Appendix A: Resume for Dan Boudreau

Business Telephone: (250) 612-9161

Residence Telephone: (250) 964-4066

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#### CAREER HISTORY

<u>Key Strengths</u>	<b>Tenacious Project Builder</b> <b>Skilful Use of Computer &amp; Technology</b> <b>Positive, Dynamic Facilitator</b>	<b>Proficient at Due Diligence</b> <b>Effective Proposal Developer</b> <b>Competent Business Planner</b>
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07 2004 to Present

#### **NECHAKO-KITAMAAT DEVELOPMENT FUND SOCIETY**

NKDF Investment Area (Vanderhoof to Kitamaat Village)

**Manager**

##### **Activities:**

- providing secretariat services for the society
- overseeing all of the society's operations
- review & due diligence on all proposals and business plans
- management of approximately 30 ongoing projects in rural communities, including Vanderhoof, Fraser Lake, Burns Lake, Southside, Kitamaat Village
- bookkeeping, accounting, investment tracking & financial reporting
- budget management, business planning & annual reporting
- communications leading up to & resulting from board meetings
- management of website

07 2003 to 06 2004

#### **COMMUNITY FUTURES DEVELOPMENT CORPORATION**

Fraser Fort George Region & Stuart Nechozo Region

**Community Outreach Officer, SICEAI**

**Softwood Industry Community Economic Adjustment Initiative**

##### **Activities:**

- reviewed and performed due diligence on proposals & business plans
- interaction & communications with SICEAI personnel & applicants
- community networking to identify SICEAI clients
- communication & information dissemination for applicants
- consultation with First Nations & Metis groups
- administration & file management

03 1987 to Present

#### **MACROLINK ACTION PLANS INC Prince George, BC**

**President & CEO**

##### **Activities:**

- business planning coach
- deliver business planning, marketing, Train the Trainer workshops
- assist clients with business plan & proposal development
- supervised up to nine Training Coordinators, 50 Trainers & 22 office staff
- managed & co-ordinated projects to \$350,000
- proficient in use of MS Word, Excel, PowerPoint, ACCPAK Simply, Internet

12 1991 to 10 1996

**P G NATIVE FRIENDSHIP CENTRE** Prince George, BC  
**Small Business Advisor & Coordinator**, Native Entrepreneurial Training

**Activities:**

- designed, developed, & delivered Native Entrepreneurial Training
- business counselling & advisory services
- information dissemination for entrepreneurs
- coordinated various speakers, trainers & activities
- assisted clients with business planning, budgeting & proposal development
- increased the profile of Aboriginal businesses in the Prince George area
- developed / coordinated the Prince George Area Aboriginal Lending Circles
- managed program budgeting & forecasting
- recruited & selected personnel & program participants
- delivered workshops on a variety of business related topics
- advertised & marketed the program & the business advisory services

04 1979 to 01 1988

**SUNDANCE REFORESTATION LTD** Prince George, BC  
**President/Owner**

**Activities:**

- founded & grew the business to \$1,600,000 revenue within three years
- trained field personnel, supervisors & project managers
- developed & directed work crews for the following job types:
- managed up to 150 forestry field workers, up to 25 project & crew supervisors, & up to five clerical & office staff

**EDUCATION & TRAINING**

1996	▪ Human Resource Management For Non-Profit Organizations (SFU)
1995	▪ Native Adult Instructor Diploma (NAID) Program
1994	▪ Financial Management For Non-Profit Organizations (SFU)
1994	▪ How Adults Learn II - Curriculum Development (John Baker)
1990	▪ The Excellence Series (Context Associated)
1978	▪ Completed Carpentry Apprenticeship - Inter-Provincial Journeyman Ticket
	▪ Holds a Class 4, British Columbia Driver's Licence

**INTERESTS**

- Volunteered more than ten years on the Finance & Lending Committee for Community Future Development Corporation of Fraser Ft George
- Past Member & Executive For Toastmaster's Clubs
- Developed The Dream Catcher Business Planning System & Biz4Caster
- Kayaking, Writing, Snowboarding, Travelling, Music

## 6.2 Appendix B: References

Mr. Mike Robertson, Chair <sup>39</sup> Nechako-Kitamaat Development Fund Society <sup>40</sup> Box 909, Burns Lake, BC V0J 1E0	Work: 250.694.3334 Home: 250.694.3603 cheslattanation@yahoo.com
Mr. Don Zurowski, General Manager <sup>41</sup> Community Futures Development Corporation of Fraser Fort George 1566 Seventh Avenue, Prince George, BC, V2L 3P4	Work: 250.562.9622 Cell: 250.613.5622 donz@cfdc.bc.ca
Mr. Keith Federink, General Manager <sup>42</sup> Community Futures Development Corporation of Stuart Nechako 2750 Burrard Avenue, Vanderhoof, BC V0J 3A0	Work: 250.567.5219 Home: 250.567.5023 cfdcn@telus.net
Ms. Laurie Gowans, Senior Advisor, Aboriginal Directorate <sup>43</sup> Ministry of Community, Aboriginal and Women's Services 3 <sup>rd</sup> Floor, 800 Johnson Street, Victoria, BC V8W 9R1 (Formerly with Ministry of Small Business (YouBET!))	Work: 250.387.2179 Cell: 250.418.1252
Mr. Norman Dale, Project Manager, Wood-bee Business Planning Team <sup>44</sup> Northern John Howard Society 1150 4th Avenue, Prince George, BC V2L 3J3	Work: 250.561-0510 Cell: 250.613.5280 n.dale@shaw.ca

“All team members came to this project with very limited experience with the ideas and vocabulary of business planning. The RoadMap is quite simply the most well-written, clear nearly fool-proof guide that we have seen for the novice business planner. By breaking the tasks down into so many small steps and providing good summaries of how these are to be done, Mr. Boudreau has made the whole process less intimidating and yet comprehensive. Many other books and publicly available resources we have looked at seemed either too simplistic or hard to understand. It’s obviously quite a feat to accomplish both full coverage and transparency.

Once we began to generate data we came to rely on the Biz4Caster as a way to organize and understand our potential and limitations. Again, the model appears to cover all the possible combinations of factors and really draws one’s attention to the most critical data gaps and substantive weaknesses in one’s concept. We used Biz4Caster to generate a first cut overview of cash flow and then built on the results, drilling down on the factors to which our future success seemed to most depend. This actually forced us to rethink some of our planned product lines and cost items leading to an outcome that we believe will be sustainable.”

– **Norman Dale, Project Manager, Wood-bee Business Planning Team.**

<sup>39</sup> Boudreau is currently serving as contract manager for NKDFS, 1000 hrs per year.

<sup>40</sup> Nechako-Kitamaat Development Fund Society provides grants for economic development projects in the communities from Vanderhoof to Kitamaat Village ([www.nkdf.org](http://www.nkdf.org)).

<sup>41</sup> Boudreau serves CFDC of Fraser Fort George in two ways – as contract business planning facilitator, and as a volunteer member of the Finance and Lending Committee.

<sup>42</sup> Boudreau served CFDC of Stuart Nechako during 2004 as a contract Outreach Officer for the Softwood Industry Community Economic Adjustment Initiative.

<sup>43</sup> Boudreau provided most of the business planning workshops in the northern half of the Province for the Youth Entrepreneurship Business & Entrepreneurial Training (YouBET! 1997 – 2001).

<sup>44</sup> Norman Dale and the Wood-bee Business Planning Team used Macrolink products during the latter half of 2005 to research and develop a business plan for a small wood manufacturing business.

### 6.3 Appendix C: Year 1 – 12-Month Sales Forecast

Sales Forecast	Price	January	February	March	April	May	June	July	August	September	October	November	December	Year 1
1. Books - Trafford - Retail	\$23.97	20	25	50	50	30	30	30	30	50	60	70	80	<b>525</b>
		\$479	\$599	\$1,199	\$1,199	\$719	\$719	\$719	\$719	\$1,199	\$1,438	\$1,678	\$1,918	<b>\$12,584</b>
2. Books - Trafford - Bookstores	\$19.15	20	30	35	20	20	20	20	20	30	40	50	60	<b>345</b>
		\$0	\$383	\$575	\$670	\$383	\$383	\$383	\$383	\$575	\$766	\$958	\$1,149	<b>\$6,607</b>
3. Books - Trafford - Distributors	\$15.89					20	20	20	20	20	20	20	20	<b>140</b>
		\$0	\$0	\$0	\$0	\$0	\$318	\$318	\$318	\$318	\$318	\$318	\$318	<b>\$2,225</b>
4. Books - Owner - Retail	\$31.91	40	45	50	50	20	20	20	20	50	50	50	50	<b>465</b>
		\$1,276	\$1,436	\$1,596	\$1,596	\$638	\$638	\$638	\$638	\$1,596	\$1,596	\$1,596	\$1,596	<b>\$14,838</b>
5. BPOB - Ebooks	\$19.95	25	25	30	30	10	10	10	10	30	40	50	60	<b>330</b>
		\$499	\$499	\$599	\$599	\$200	\$200	\$200	\$200	\$599	\$798	\$998	\$1,197	<b>\$6,584</b>
6. RoadMap - Ebooks	\$14.95	10	10	10	15	15	15	15	15	15	20	20	30	<b>190</b>
		\$150	\$150	\$150	\$224	\$224	\$224	\$224	\$224	\$224	\$299	\$299	\$449	<b>\$2,841</b>
7. RiskBuster CD - Retail	\$29.95	5	5	5	5	5	5	5	5	5	5	5	5	<b>60</b>
		\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	<b>\$1,797</b>
8. Digital Downloads Retail	\$19.95	10	10	10	15	15	15	15	15	15	20	20	30	<b>190</b>
		\$200	\$200	\$200	\$299	\$299	\$299	\$299	\$299	\$299	\$399	\$399	\$599	<b>\$3,791</b>
9. Full Day Workshops	\$495.00	3	3	3	3	2	2	2	2	3	3	3	3	<b>32</b>
		\$1,485	\$1,485	\$1,485	\$1,485	\$990	\$990	\$990	\$990	\$1,485	\$1,485	\$1,485	\$1,485	<b>\$15,840</b>
10. Seminars to Individuals	\$49.00										50			<b>50</b>
		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,450	\$0	\$0	<b>\$2,450</b>
11. Facilitator Manuals	\$99.95										2	2	4	<b>8</b>
		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$200	\$200	\$400	<b>\$800</b>
12. Consulting/Coaching	\$50.00	90	90	90	90	90	90	90	90	90	90	90	90	<b>1,080</b>
		\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	<b>\$54,000</b>
<b>Total Sales Forecast</b>		<b>\$8,738</b>	<b>\$9,401</b>	<b>\$10,451</b>	<b>\$10,721</b>	<b>\$8,103</b>	<b>\$8,421</b>	<b>\$8,421</b>	<b>\$8,421</b>	<b>\$10,943</b>	<b>\$14,398</b>	<b>\$12,579</b>	<b>\$13,758</b>	<b>\$124,355</b>